



# 2014 COMPREHENSIVE PLAN REVIEW



CORPORATION OF  
SHEPHERDSTOWN

COMPLETED  
FEBRUARY 26, 2024



# Final Report and Recommendations of the Shepherdstown Comprehensive Plan Review Steering Committee

*February 26, 2024*

## Introduction

This Committee report was finalized and provided to the elected Town Council of Shepherdstown, WV through the Town's Planning Commission in early 2024. It was compiled by a group of volunteers<sup>1</sup> invited by the Town Planning Commission and appointed by the Town Council to serve on the Town's Comprehensive Plan Review Steering Committee. The Committee members have significant ties to Shepherdstown. About half live within Town and the rest live in residential areas surrounding the Town.

## Summary of the Committee's Mission and Work

The Committee was charged with —

- reviewing each recommendation in the Town's Comprehensive Plan last-adopted in 2014,
- assessing whether or not each recommendation has been implemented since 2014, and
- making any recommendations for revisions to the Town's 2014 Comprehensive Plan.

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<sup>1</sup> Phil Baker-Shenk (Chair), Marty Amerikaner (*ex officio*, Town Council), Michael Athey, Nancy Craun, Heidi Hanrahan, Bill Howard, Jim King, Jonathan Moss, Karene Motivans, Leah Rampy (Town Council/Planning Commission Representative), Lois Turco, and Greg Welter.



Our Committee was formed and began its work in the Fall of 2022, researching Town records and interviewing Town officials and staff as well as citizens residing or working in Town and in nearby neighborhoods surrounding the Town. Our 16 monthly Committee meetings were typically attended by all Committee members.<sup>2</sup> Ten informal workgroups of Committee members held frequent discussions between regular monthly Committee meetings. Public notice of each monthly Committee meeting was given and each was open to the public with agenda time allocated for public comment.

In the course of its work, the Committee assessed which 2014 Comprehensive Plan recommendations have been accomplished, which are a work-in-progress, and which have not been addressed since 2014. Where possible, the Committee evaluated why recommendations have not been implemented. In some instances, the Committee explored whether changes in circumstances arising in the last decade compel consideration of revisions or additions to the 2014 Comprehensive Plan recommendations. This Report and Recommendations document, and its attachments, comprise the Committee's final report as it completes its work in February, 2024.

## Background on the Role of a Comprehensive Plan

The WV state code requires each town and county government to adopt a comprehensive plan for itself every ten years. For a richly historic town like Shepherdstown, the development of a comprehensive plan provides an opportunity to envision how what is left of the Town's history can be protected and enhanced into the future alongside compatible modern amenities. Consequently, recommendations on land use (including historic preservation in a town like Shepherdstown) are typically a key component of any comprehensive plan. There is no enforceable requirement, however, that town or county elected officials consider, much less implement, the recommendations for action contained in a town or county comprehensive plan. Implementation is left to the discretion of elected leadership. All too often, it is tempting for elected decisionmakers to set aside town and county comprehensive plans as offices are overwhelmed by the crises of the moment. Sometimes, plan recommendations are less of a priority to current elected officials who were not personally involved in shaping a comprehensive plan adopted by their predecessors. Sometimes the recommendations for action are not seen as realistically attainable. The twin challenge of a healthy civic government is to keep the goals and recommendations of its comprehensive plan current and feasible, and to use them as a regular reference point for decisions.

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<sup>2</sup> Over its 18-month existence, Committee members together contributed 384 hours to 16 Committee meetings plus an estimated 768 hours devoted to researching, interviewing, writing and workgroup discussions.



## General Comments on Shepherdstown's 2014 Comprehensive Plan

After review, the Committee concluded that the Town's Comprehensive Plan, which was adopted in 2014 after substantial public input, is well-written and attractively produced. Its layout and structure make it accessible to the serious reader. It covers a wide variety of critical issues in some detail, sketching a picturesque vision of an historical, university Town with a modern-day, bustling economy and an engaging cultural life in a thriving region. The Committee heard many opinions about the 2014 Comprehensive Plan, but it appeared relatively few people have actually read it in recent years. The length and scope of the Town's 2014 Comprehensive Plan, combined with its lofty ambitions, may make it somewhat overwhelming. And this may have rendered most of it, as a practical matter, not very useful as an agenda for actions to be taken by a town the size of Shepherdstown.

## Overall Findings of Our 2024 Committee Report

**The 2014 Plan Has Been Underused.** One obvious finding the Committee cannot avoid is that the Town's 2014 Comprehensive Plan typically has not been used by Town officials and staff to shape Town decisions over the past ten years. All too rarely has it been used as a yardstick against which potential Town decisions are measured. Only infrequently has it been cited as justification or inspiration for Town decisions. With a few exceptions, there is little evidence that the 2014 Comprehensive Plan has been used to set agendas or priorities for action by Town Council, Town Commissions or Committees, and Town staff. Instead, in all candor, the 2014 Comprehensive Plan has been mostly parked on the proverbial shelf without regular reference. The 2014 Comprehensive Plan, as well as this 2024 Report, will not be worth the efforts that went into preparing them without a disciplined and sustained commitment from the Town's leadership, both elected and appointed, to regularly use the 2014 Comprehensive Plan and this 2024 Report as reference points for Town decision making.

**Some Initiatives Recommended in the 2014 Plan Have Been Implemented; Many Have Not.** The Committee found that some recommendations in the 2014 Plan have been implemented by the Town over the past 10 years, most notably those involving historic preservation initiatives (e.g., architectural guidelines, online digital inventory, solar panel siting, and reviews of the Entler Hotel, Market House, and Tobacco Warehouse), expansion of parks and recreation facilities, and expanded housing opportunities for senior citizens, as well as adoption of exterior property maintenance codes, pursuit of funds and authority to construct a walk/bike path to Morgan's Grove Park, and some improvements in pedestrian safety in intersections. There is little evidence, however, that the 2014 Plan recommendations energized or shaped Town decisions to advance these initiatives. After interviewing Town officials, in some instances it appeared to the Committee that some Town projects, even those congruent with the 2014 Plan recommendations and priorities, were undertaken without apparent reference to the 2014 Plan.





**There Has Been No Structure to Foster Accountability and Responsibility in Implementing the 2014 Plan.** The 2014 Comprehensive Plan tied each of its goals and recommendations to officials and committees within the Town government. But in many instances, the assignment of multiple, shared, and overlapping responsibilities tended to mean no single official or committee assumed primary responsibility. When no one “owns” an affirmative duty, usually nothing happens and the post-game analysis becomes a circular blame game. Implementation is hampered if a comprehensive plan is written and read only as a description of the destination – a set of goals and visions of what a community wants its future to be, without including a map of directions recommending how to get to the destination. Moreover, where the 2014 Plan designated responsibility to entities who subsequently went out of existence (e.g., Parking Committee, Shepherdstown Business Association, Shepherdstown Visitors Center), the Town Council did not reassign those duties to other Committees, Commissions, or entities. In hindsight, the Town’s 2014 Plan did not give enough attention to the need for the Town Council to adopt and adhere to structures that would help encourage specific institutional accountability and responsibility for the Town’s implementation of the 2014 Plan goals and recommendations.

**Implementation of Some of the 2014 Plan Has Been Stymied By Its Over-Ambition.** The breadth and scope of some of the 2014 Comprehensive Plan is astounding for a small town the size of Shepherdstown. It reflects big ideas and aspirations. While a big vision can forge a sense of purpose and stir up enthusiastic motivation, actually getting something done requires the practical, disciplined and sustained energy needed to take many small, steady, and incremental steps toward the lofty goals. The 2014 Plan does little to identify realistic and practical measures that map out a surmountable path to its objectives. In theory, a small town like Shepherdstown could make very good use of a comprehensive plan that offers both a map and a guidebook for civic government led by part-time leaders and volunteers.<sup>3</sup>

**The Scope of the 2014 Plan Is Larger Than Life.** In some respects, the 2014 Comprehensive Plan is scaled to be ‘larger than life’ and within the reach of only a much larger and more-resourced Town. Consequently, and regrettably, some parts of our 2014 Plan are not functionally relevant for our small Town. Some 2014 Plan recommendations go far beyond the authority of the Town to implement, recommending the Town do things the Town cannot do alone but instead require the cooperation and authority of others in addition to the Town.

For example, the 2014 Plan strongly promotes expansion of the Town by annexation into the Growth Management Boundary area surrounding the Town. But by law annexation can be triggered only with the voluntary cooperation of each affected landowner or through a costly petition election. Effective implementation of the 2014 Plan’s recommendations on annexation would require the development of

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<sup>3</sup> Shepherdstown has about 1,500 residents of whom less than 800 are registered voters. There are seven full-time-equivalent (FTE) Town Hall and Zoning staffers, plus seven FTE and 8 part-time police personnel. The seven elected Town government officials receive a financial stipend that likely yields a small fraction of the minimum wage when computed by hours of service. They are joined by dozens upon dozens of volunteer citizens who spend countless hours serving on Town Committees and Commissions for nothing other than civic love.

a strategic plan to selectively pursue potentially positive annexation initiatives involving specific parcels for specific objectives. As a practical matter, this means annexation would best be pursued by Town officials only in small steps and after careful analysis of the pros and cons.<sup>4</sup>

Housing tax credits are another example of where the 2014 Plan recommendations would require decisions to be made by organizations or governments outside the Town; entities over which the Town has no authority and limited ability to influence. The Town has no authority to tax income or housing. In other instances, the Plan recommends the Town work with organizations that no longer exist, especially in the area of economic development and tourism.

The larger-than-life scope in some of the 2014 Plan recommendations understandably may stem from uncertainty over who makes what decisions for whom, given the Town's small geographical footprint but much larger role as an epicenter of civic, social, commercial, and cultural life in the Eastern Panhandle.

**The Town's Split Identities Are Both Useful and Confusing.** The Town's boundary covers a relatively small, 257 acre area where about 1,500 citizens reside and under 250 voters (out of approximately 800 registered voters) typically elect Town leadership. Surrounding the Town boundaries are multiple residential neighborhoods and commercial districts filled with many hundreds of people who identify with Shepherdstown as their hometown. These non-residents of the Town are part of what is sometimes referred to as "greater Shepherdstown." For many of them, the Town is the center of their civic, social, commercial, and cultural life. They make significant contributions to Town life and governance. This engagement in the Town by residents of "greater Shepherdstown" has created a unique dynamic that can sometimes contribute to confusion in Town governance. Who is talking for whom? Who decides? Who has responsibility for what? Who is accountable to whom? Whose voices matter?

The Town's 2014 Comprehensive Plan openly addresses this split identity in some sections but ignores it in many of its recommendations that blur the distinction between the Town and Greater Shepherdstown.<sup>5</sup> To the extent their influence and power can be harnessed by the Town's government, the people residing in Greater Shepherdstown are a potential resource for the Town to advance the goals in the Town's 2014 Plan. However, many of the 2014 Plan recommendations have proven to be difficult to implement because of the tension between the big, audacious goals that the residents and non-residents of the Town have for the Town, and the realistic limitations of a small-Town government that is elected and governed solely by residents of the Town. An example of the impossibility of some of the 2014 Plan's goals can be seen in its recommendations regarding the construction of a highway bypass to divert Maryland bridge traffic around Shepherdstown. On the other hand, the Town's success in influencing the project plans for the proposed but-now-abandoned Rumsey Green development immediately west of the Town boundary that was proposed after 2014 and subsequently abandoned is an example of

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<sup>4</sup> See further considerations of a "smart" annexation strategy in the Land Use and Community Character discussion below.

<sup>5</sup> Notably, the Committee membership itself reflected this split identity, with the Town Council astutely appointing about half of this Committee's volunteer members from among those residing in Town and half from those residing in Greater Shepherdstown, with the latter being neighbors, but not voting citizens, of the Town.



how the Town government can marshal its Town and Greater Shepherdstown constituencies to shape potential development in areas surrounding the Town. Like those who reside in Greater Shepherdstown, Town residents are also County residents who vote in County and State elections. Together Town and Greater Shepherdstown voters could combine to vote and otherwise influence County and State governments to favor their common interests in the Town. In its narrative, however, the Town's 2014 Comprehensive Plan devoted only a single page to Intergovernmental Coordination, and offered no implementation strategies.

**The 2014 Plan's Overlapping and Inter-Connected Issues Make Accountability for Implementation More Elusive.** Shepherdstown's small government means its officials, committees, and skeletal staff carry multiple and often overlapping responsibilities. That is understandably reflected in the 2014 Comprehensive Plan, in which transportation recommendations overlap with recommendations on public works and recreation and parks, and where historic preservation recommendations overlap with housing and land use recommendations. The Committee attempted in its evaluation of each of the 2014 Plan goals to note where these overlapping linkages occur. The Committee concluded that this is another reason why so many of the 2014 Plan goals have not been implemented. Where multiple parties are given responsibility there is usually a high risk that no party takes responsibility. The lack of a strategic plan adopted by Town leadership to foster clear lines of responsibility for and ownership of the implementation of the 2014 Comprehensive Plan goals appears to be one of the most significant reasons why so many have not been accomplished.

## Where the Committee Focused Its Attentions

Given the over-breadth of some of the 2014 Comprehensive Plan recommendations, and the unique interplay of Town and Greater Shepherdstown interests, the Committee focused its work, its evaluation, and this Report mostly on the goals and recommendations listed in 2014 as "high priority" that appear to be within reach of a small town like Shepherdstown. And given changes in circumstances since 2014, the Committee also recommended that some other 2014 goals be elevated to "high priority" in 2024 and that other priorities be lowered.

## Procedural Recommendations

**Public Hearing.** The Committee recommends that the Town Council or Planning Commission submit this Report and Recommendations to a public hearing where the Council or Planning Commission can receive public comment. The Committee will make itself available to present its findings and recommendations to the Town Council or Planning Commission at their request, and recommends this be done at a special meeting in order to permit sufficient time for discussion.

**Adoption.** After public hearing, the Committee recommends that the Town Council review, revise and adopt this 2024 Report and Recommendations, and then readopt the 2014 Comprehensive Plan as modified by this Report and Recommendations. As amended and readopted, the 2014 Comprehensive Plan can then serve for the next ten years as the Town's 2024 Comprehensive Plan.

**Assignment of Responsibilities for Implementation of Goals.** The Committee recommends that the Town Council –

- Assign each goal recommendation to a Council Member or Council Committee or Commission to be responsible to oversee and report on the status of its implementation no less than quarterly to the Town Council
- Require each Committee or Commission to annually report to the Council how its activities have addressed specific 2014 Plan recommendations
- Direct the Town Administrator to provide an annual report to the Council on how the Council's activities have addressed specific 2014 Plan recommendations
- Make the Town Administrator's annual report the subject of a public hearing before the Town Council in which the public is invited to ask questions and provide comments to their elected leaders.

## Summary of Observations and Recommendations in 2024 Matrix

What follows is a summary of the Committee's in-depth review and assessment of the Town's progress, over the past years, in implementing the many recommendations in the 2014 Comprehensive Plan. The structure of this summary mostly mirrors the structure of the 2014 Plan.<sup>6</sup> The 2024 Matrix itself, at the end of this 2024 Report, includes greater detail on the pros and cons of the 2014 recommendations, and the Committee's 2024 recommendations for how the Town's Comprehensive Plan should be fashioned for the next ten years.

### Land Use and Community Character (LUCC)

At their core, the 2014 LUCC goals focused on protecting the quality of life as well as the character and setting of Shepherdstown. The need for this type of protection is even more acute in 2024 and should be a focus of continuing comprehensive planning efforts. The best way to

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<sup>6</sup> Our summary combined Cultural Resources with Economic Development & Tourism because of a significant overlap of issues.





preserve and enhance quality of life in a town is to create and implement a thoughtful comprehensive plan that reflects a consensus view of residents on how their town should grow, how zoning should be regulated, and how the town's planning commission and town council should be held accountable to shape growth consistent with the comprehensive plan.<sup>7</sup> Preserving the historical character of Shepherdstown is key to its unique identity, which in turn is essential for its economic survival as a viable, university town that can continue to attract tourist dollars that support high quality services for residents. For Shepherdstown, it is critically important that the character of the Town be protected by actively pursuing the 2014 goals of protecting open space and the rural pathways into Town.

Actual implementation of the 2014 Plan's recommendations will require the Town's leadership to strategically and selectively pursue positive land protection strategies. The following initiatives are among those described in the 2014 Comprehensive Plan and the 2024 Plan Review process that merit consideration by the Town:

- **Regulatory Controls and Tax Policies.** The Town, in coordination with the County, could enact complementary ordinances that combine to protect certain significant places or corridors (i.e., designating a "special zoning district" covering the entrances to Town), designate conservation zoning to require cluster development, and establish requirements for scenic buffers along key roadways. Likewise, the Town, in coordination with the County, could explore targeted tax and fee adjustments to provide incentives and disincentives that influence conservation and development choices of land owners within Town and in the Growth Management Boundary surrounding the Town. For example, important green space and conservation easements and other preservation measures could be facilitated by reducing taxes for undeveloped land, raising development impact fees, and eliminating real estate transfer taxes and fees for conveyances that include open space deed restrictions.
- **Easements and Trusts.** The Town, in coordination with the County, could enact complementary ordinances that incentivize the easements and trusts by private landowners to preserve wildlife habitat, recreational space, and landscapes in perpetuity to protect the Town's historic and cultural value, the quality of life in and around the Town, and the small businesses in Town that thrive in its tourism economy. There are many entities that currently hold successful easements in the County to protect: wildlife habitat (The Nature Conservancy), important historical sites (Shepherdstown Battlefield Preservation Association & Jefferson County Historic Landmarks Commission), and rural agriculture and scenic land (Land Trust of the Eastern Panhandle, American Farmland Trust, Land Trust Alliance). Residents of Town could even choose to create a community-based land trust specifically designed to protect entry views into Town and preserve the historic setting of the Town.

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<sup>7</sup> See resources and perspectives at [www.CEDS.org/annexation](http://www.CEDS.org/annexation).

- **Annexation.** Another protective strategy the Town should consider developing is a focused approach to pursue small-scale annexation of specific parcels that could help the Town better preserve green space along the road approaches into Town, better protect the health of the Town Run headwaters, promote pedestrian safety and walkability in the Town, and enhance the vitality of the small business economy in the center of Town.

Efforts to annex land into a small town sometimes seem to be motivated by good intentions (e.g., keep local taxes local, create higher density housing and greater open space). A well-executed strategic annexation plan can offer significant opportunities for the Town to enhance the quality of life of its residents and its tourist economy by shaping the pathways into Town and by increasing Town revenue. But haphazard annexation of some parcels can shift responsibilities and costs to the Town without corresponding revenue. There are many examples throughout America where the short-term gains of thoughtless annexation have been swallowed by long-term costs that have swamped small towns. With greater control comes greater responsibility. The Committee heard from several persons who shaped the 2014 Plan that they now regret what they believe was its over-emphasis on the benefits of annexation and growth, and its de-emphasis of its costs.

Annexation is by no means a magic bullet and its hidden costs can pauperize a town. But if judiciously pursued on parcels whose benefits outweigh their costs, “smart” annexation can be a lifesaver for small towns. If Shepherdstown does not take action in the near future to protect the rural character of the transportation corridors leading into our historic Town, asynchronous commercial and residential development could soon economically and aesthetically strangle the Town. One protective approach the Town should consider is the development of a careful strategy to pursue small-scale annexation of specific parcels that will help the Town better preserve green space along the road approaches into Town and better protect the health of the Town Run headwaters, pedestrian safety and walkability in the Town, and the vitality of the small business economy in the center of Town.

These interests are at the heart of the Town’s 2014 Comprehensive Plan. While of great importance to the Town’s future, these interests are not necessarily shared by the County. So long as the County is allowed to exercise zoning and development authority within the Growth Management Boundary areas surrounding the Town, the priorities of the County, not the Town, will define the corridors into Town, and ultimately, the core of the Town itself.

The Committee recommends the Town Council consider selective and strategic annexation as a top priority and an ongoing Council agenda item in search of opportunities for small-scale, parcel-by-parcel annexation proposals that make practical and economic sense and that empower the Town to better implement the recommendations of the Town’s Comprehensive Plan. Accordingly, the Committee recommends the Town Council direct the Town Administrator as a top priority to design a request for proposal to hire a qualified small town annexation specialist who will assist the Town in developing a strategic plan and a process for identifying potential parcels of critical



value to preserving the character of the Town and for persuading the owners of those parcels that it is in their individual and civic interest to consent to being incorporated within the Town boundaries.

## **Housing (HS)**

Two main themes emerged in the Committee's evaluation of the goals for Housing in the 2014 Comprehensive Plan. The first was related to the need "to ensure that the housing stock ...was sufficiently diverse so as to provide reasonable access to the market for individuals and families of all ages and income levels." The second concerned the need to "ensure the long-term health of the housing stock." There is great overlap between Housing and other goals (e.g., Historic Preservation, Land Use and Community Character). The Housing workgroup of the Comprehensive Plan Review Committee met several times with the Town's Planning and Zoning Administrator and concluded the Town has few housing-specific tools available to it to achieve most of the Housing goals set out in the 2014 Comprehensive Plan.

## **Cultural Resources (CR) and Economic Development & Tourism (EDT)**

The achievement of the goals outlined in the 2014 Comprehensive Plan for ED/T and Cultural Resources has been hampered due to the absence of a Shepherdstown Business Association and a Shepherdstown Visitor's Center, both of whom the 2014 Plan deemed to be responsible for collaboration and communication with the Town Council, organizations in Town, and entities throughout the County. A decade or so ago, the Town's Business Association and Visitor Center played a vital role in maintaining our community's character, quality of life, and enhanced framework for collaboration. In the past decade, the Town's Business Association has dissolved. The Shepherdstown Visitors Center is now under the Jefferson County Convention and Visitors Center. However, it should not be viewed that this County-administered tourism entity, which falls under West Virginia State Tourism, should replace the need for a local Shepherdstown entity comprised of residents and non-profits that promotes local tourism events and deals with local tourism issues here in Shepherdstown. In the past ten years, we have seen the state government taking over local authority in tourism matters, as reflected in the Harpers Ferry Hilltop Hotel Development. We recommend the formation of a local entity that would help fulfill the 2014 Plan's goals regarding both Cultural Resources and Economic Development & Tourism.

Our research and interviews<sup>8</sup> revealed some important insights and patterns that help explain the progress that has been achieved and why so few goals have been accomplished:

- **Loss of the Shepherdstown Visitors Center (SVC) and Shepherdstown Business Association (SBA).** The disappearance of the SVC and SBA has made it incredibly difficult to achieve many of the CR and EDT 2014 Plan goals. Without them, there is no Shepherdstown-based/Shepherdstown-focused entity to coordinate efforts and report back to Town Council. County and state entities exist, but they are not capable of the necessary focus doing the work the same as “Shepherdstown” entities.
- **Distribution and Awareness of the 2014 Plan.** Almost all of the people we spoke to had little to no knowledge of the 2014 Comprehensive Plan or its CR and EDT goals. They may have worked on goals connected to or captured in the Plan, but that was incidental, not intentional or deliberate.
- **Communication.** Building on the first two points above, nearly every person we talked to spoke of the need for better communication among organization/entities working on projects and initiatives connected to CR and EDT goals. Again, a centralized, Town-focused entity that reported back to or was connected to the Town Council, might have helped address these challenges.
- **No Integrative Strategy.** There was no clear integration strategy for the CR and EDT goals. Just as with lack of communication, this has led to missed opportunities for collaborations and for grant funding. Admirable and important work has been done, but with perhaps less efficiency than would have been possible with integration and collaboration.
- **Valuable Work Has Been Done—Independent of the Comprehensive Plan.** As the narrative in the 2024 Matrix reveals, all kinds of independent groups and entities, along with State and County programs, have accomplished much the Town can be proud of. It

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<sup>8</sup> The Committee interviewed the following people and recommends they continue to be consulted as the Town’s Comprehensive Plan is implemented: Ben Martz, Dean of College of Business, Shepherd University, Mayor Jim Auxer and Zoning Administrator Andy Beall, Rob Tudor, Dean of College of Arts, Humanities, and Social Sciences, Shepherd University, Jan Hafer and Elise Baach, Evolve, Holly Frye, Vice President for Student Affairs and Director of Community Relations, Shepherd University, Annette Gavin Bates, CEO, Jefferson County Convention and Visitors Bureau, Steve Pearson, Chair, and Kendra Goldsborough, Treasurer, of Experience Shepherdstown, Edwina Benites, Jefferson County Development Authority, James Gatz, Shepherdstown Representative, Jefferson County Development Authority, Stephanie Grove, Town Administrator, Heather Morgan McIntyre, Executive Director, Jefferson County Chamber of Commerce, Owners/operators of Lilah’s Restaurant, Shepherdstown Opera House, *The Independent Observer*, MJ’s Deli, Admiral Analog’s, and Meditative Medicinals.



is very clear that Shepherdstown has residents and supporters with the spirit and initiative to make this Town's CR and EDT goals achievable. But almost all of this work has been done independent of the 2014 Comprehensive Plan.

From among the recommendations set forth in the 2024 Matrix, there are several that deserve a spotlight in this summary:

- **Form Some Organization(s) to Resume the Work of the SVC and Especially, the SBA.** Our interviews and research demonstrate again and again the need for a central entity (perhaps connected to Town Council officially) that represents the interests and concerns of local businesses. This entity can help with collaborations between businesses, represent them on Town matters, and work with local, County, State, and regional groups (e.g., Jefferson County Development Authority, Jefferson County Chamber of Commerce, Jefferson County Visitors Bureau, Canal Towns). There are missed opportunities for collaborations among local businesses and the Town and surrounding communities.
- **Work to Develop Better Communication.** Everyone—residents, tourists, business owners—benefits from centralized information and good communication. The Town should explore formation of a new organization whose purpose would be to bring non-profits, small business owners, Shepherd University, residents and representatives from the Town Council to share information, marketing, and purpose to revitalize the shared purpose to sustain Shepherdstown's unique place in Jefferson County.
- **Improve Parking Culture in Town.** Some progress has been made, but the Town needs better signage, especially for visitors but also for local residents. The Town should consider adopting business-customer-friendly policies that like making the first “ticket” a “warning” and/or selling a one-day pass. The Town should consider making parking free on Friday. When business owners are being ticketed for loading and unloading goods in front of their shops and restaurants, there's a problem.

## Transportation (T) and Public Services & Infrastructure (PSI)

The Committee notes the significant and ongoing efforts being made by the Town and local organizations to increase the opportunities within Town to walk and bike safely. Pedestrian safety measures have increased in recent years, as called for in the 2014 Comprehensive Plan. But much more remains to be done, and should be a top priority. The Committee strongly encourages the Town Council to find effective ways to work with the State Department of Highways and the County to implement the Route 45 traffic enhancements developed by the Hagerstown-Eastern Panhandle Metropolitan Planning Organization (HEPMPO).<sup>9</sup> The Committee also recommends that the Town

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<sup>9</sup> In addition to Town officials, the Committee interviewed Matt Mullenex and Michaela McDonough of HEPMPPO and recommends they continue to be consulted as the Town's Comprehensive Plan is implemented.



and the County work cooperatively to implement a standard process in which the Town government is proactively notified of issues that come up before the County planning department that are specific to land development within the Shepherdstown Growth Management Boundary that will impact traffic into and out of Town. A related recommendation is that the Shepherdstown Volunteer Fire Department be notified of proposals for new development or significant changes to existing properties and facilities within the Shepherdstown Growth Management Boundary in order to give it an opportunity for review and advance planning for increased firefighting and emergency medical responses.

### **Parks and Recreation (PR)**

The parks and outdoor recreation resources found in Town and throughout Greater Shepherdstown play a key role in enhancing the quality of life for both residents of the area and visitors who come to visit and take advantage of the abundant opportunities that exist in the region. The Town's location next to the Potomac River, the C&O Canal Towpath and the presence of Shepherd University in the community contribute greatly to the availability of recreational resources that would not otherwise be available in a community of Shepherdstown's size.

Moving forward, the Town should continue to leverage these assets to maintain and expand the types of parks and recreational activities that are available to residents and visitors. Promoting these assets to visitors will help to strengthen the Town's position as a regional recreational tourism destination which is essential to the Town's economic viability. Combined, these assets help to make Shepherdstown a more livable community and foster an active lifestyle that contributes to the overall health of its residents. The 2014 Comprehensive Plan presented a diverse and robust vision for promoting recreation and should be actively and creatively pursued in 2024 and the future.

### **Natural and Environmental Resources (NER)**

Given the pace and extent of climate chaos and ongoing biodiversity loss, our environment has significantly changed from that which could have been imagined when the Comprehensive Plan was written in 2014. Restoring and maintaining the health of our water, air, and soil has a direct impact on the well-being of people and ecosystems within Shepherdstown and far beyond. Awareness of environmental threats and possible mitigating actions must inform and undergird our "Natural and Environmental Resources" goals and, indeed, the entire Comprehensive Plan. Working with officials and agencies in the county and state regarding such risks and opportunities is mandatory, not optional; their actions will have ramifications for our collective future.



## Historic Preservation (HP)

The Committee concluded, after research,<sup>10</sup> that progress has been achieved in the Historic Preservation goals since the 2014 Comprehensive Plan was developed. Four strategies have been completed and six have seen some progress. A total of three strategies have made no progress. Of the three overall goals, the first one, “HP-1: The Town will continue to promote the preservation of historic architectural resources and landmarks that contribute to Shepherdstown’s distinctive character and sense of place”, has enjoyed excellent progress and more public programs and activities are planned for 2024 and beyond.

The Historic Landmarks Commission (HLC) was well aware of the 2014 Comprehensive Plan and HLC leadership kept the 2014 Plan goals at the forefront of HLC considerations for the most part. For a time, action items to accomplish the 2014 Plan were a standing agenda item on monthly HLC meetings. Currently, the HLC could make better use of its regular meetings to discuss and develop work plans to accomplish goals from the 2014 Plan. There is a tendency for HLC to cancel its monthly meeting if there are no applicants coming forward. Unfortunately, the general public or HLC applicants do not seem to have an understanding of the 2014 Comprehensive Plan, so it is recommended that intentional, well-planned communications and public engagement should be regular and sustained.

There is also a need for regular collaboration and communication with the existing partners, including Historic Shepherdstown, Jefferson County Landmarks Commission, Shepherd University, Land Trust for the Eastern Panhandle and the National Park Service. The large, complicated historic preservation efforts remaining to be done in the Town will require working with others in order for them to be accomplished. The State Historic Preservation Office (SHPO) can also be of great assistance to Shepherdstown and could potentially bring training to Town residents. Everyone in the HLC should be familiar with the resources in the SHPO office. Engaging new partners should also be a priority – for example, supporting the development of land trusts and entities that can hold historic property easements.

## Intergovernmental Coordination (IC)

It is axiomatic that what happens in the County affects the Town, and vice versa. Especially in the areas of public services and infrastructure, as well as land use and natural and environmental resources, the Committee recommends that the Town persist in its efforts to find ways to work closely with County officials and staff to implement a standard process by which the Town can be routinely informed of issues and proposed projects that come before the County Planning Commission and Planning Office of direct relevance to

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<sup>10</sup> Committee members participated in discussions with HLC members during monthly HLC meetings, and interviewed Keith Alexander, Shepherd University, Jim King and Martin Burke, Jefferson County HLC, and Jeff Brammer, Senior Planner, Georgia.

areas within the Town's Growth Management Boundary. This should include developments that may require adjustment in public safety protocols such as pre-planning and shared services agreements regarding emergency medical, fire-fighting, and law enforcement. One positive example of how this can work for the good is the Town and County collaboration that went into the Rumsey Green development proposal and into shaping the aesthetic development of the ROCS convenience store, in contrast to other recent development along the highway to the west of Town (e.g., Sheetz).

## Conclusions

This 2024 Report is filled with candid observations based on research involving hundreds of hours of interviews and discussion by a group of volunteers who care deeply about our Town and worked together on this effort over the past one and one-half years. Our contributions reflect the strengths, as well as the limits, of our varied professional and personal experiences. But the real test of the worthwhileness of our efforts is whether our fellow neighbors engage with and refine our findings and recommendations, and, of equal importance, whether the Town's elected and appointed officials and staff see fit to implement them. The Committee members hope to remain engaged and encourage our neighbors to join in furthering our collective interest as a small, historic, and lively university Town along the Potomac River.

One major decision made by the Town Council during the past year makes disciplined implementation of the Town's Comprehensive Plan in 2024 and following years more likely than before – the hiring of a professional Town Administrator. This position promises to bring added focus and accountability to not only the administration of the Town but also to the deliberate and constructive pursuit of the ambitious visions that residents of the Town and of Greater Shepherdstown have for the Town of Shepherdstown.

## How to Use the 2024 Matrix of Findings and Recommendations

The following 2024 Matrix lists specific findings and recommendations for each Goal described in the 2014 Comprehensive Plan. In some cases, it changes the priorities (high, medium, low) set in the 2014 Plan to different levels reflecting the changed circumstances as of 2024 and projected into future years. In other instances, the 2024 Matrix includes observations as a result of Committee member interviews and other research activities. And on many of the goals, the Committee provides specific recommendations on what should be done and who should carry the responsibility to do it.



The 2024 Matrix is designed to be read in conjunction with the 2014 Plan, with cross-references throughout the table to narratives in the 2014 Plan.

The 2024 Matrix follows the structure of the 2014 Comprehensive Plan, with a section for each issue area identified in the Plan (e.g., “Cultural Resources”, “Economic Development & Tourism”). The 2024 Matrix recites the 2014 Plan’s summary of each Goal, and each “Implementation Strategy” within each Goal. However, to minimize its bulk, the 2024 Matrix does not repeat the explanatory descriptions of the 2014 Plan’s Implementation Strategies. This is why the 2024 Matrix should be read alongside and cross-referenced with the 2014 Comprehensive Plan document, the descriptions provided by those 2014 Implementation Strategies are key to understanding the context of the Committee’s 2024 assessments and recommendations.

The 2024 Matrix contains the Committee’s assessment of what is the status of each of the 2014 Implementation Strategies (e.g., “No Progress”, “Some Progress”, “Work in Progress”, “Completed”, or “Not possible”). For each 2014 Implementation Strategy, the 2024 Matrix lists the Committee’s recommended priority classification for 2024 (e.g., “High”, “Medium”, or “Low”), and provides a brief narrative of the Committee’s findings and, in many cases, responsive Recommendations.

To facilitate the reader’s use of the 2024 Matrix in conjunction with the 2014 Plan, the 2024 Matrix ties each of its 2024 Implementation Strategy re-prioritization classifications, findings, and recommendations to each 2014 Implementation Strategy ID number, 2014 priority classification, and to what the 2014 Plan identified as each 2014 Implementation Strategy’s resources, timeframe and responsible parties. The high-contrast font color (hex: #C97100) has been used to highlight four new fields in the 2024 Matrix: **Status**, **2024 Priority**, **Comments**, and **Recommendations**. These fields capture the Committee’s analyses of the 2014 Implementation Strategies for each Goal.

The Committee recommends that the Town place the digital version of the 2024 Matrix on the Town’s Planning Commission website so that it may be downloaded, searched, and sorted from any Apple or Microsoft computer. The sorting function may be useful in identifying who the Committee recommends be made responsible for implementing which recommendations as well as help identify all high priority items.

# 2024 Matrix – Review of 2014 Comprehensive Plan Goal Status and Recommendations



## CULTURAL RESOURCES

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	Status	2024 Priority
Cultural Resources Goal 1		The Town will actively promote and participate in the artistic and cultural resources and events that are vital to the economic prosperity and vibrant quality of life in Shepherdstown.					
CR-1.1	Develop Comprehensive Inventory	High	Policy / \$	Short	PC, SVC, SU	<u>No Progress</u>	<u>Low</u>
<p>Everyone we spoke to had no knowledge of this goal and did not know of any work done on it, though some groups (JCCVB and Experience Shepherdstown) keep their own lists.</p> <p>RECOMMENDATIONS: If this is a goal that matters to the PC, it might be appropriate work for the Town Administrator.</p>							
CR-1.2	Coordinate Marketing Efforts with the Town and Local Businesses	High	Policy	Short	TC, SBA, SVC, SU	<u>Some Progress</u>	<u>High</u>
<p>Each person/group we met with believed this goal is a good idea, but it has not been carried out in any kind of organized, town-focused way. There have been successful events managed by the county (Frosty Fest, Restaurant Week).</p> <p>RECOMMENDATIONS: Some centralized entity to help with coordination and communication can help make this town-centered goal a reality.</p>							
CR-1.3	Joint Marketing of Festivals and Events	High	Policy	Short	TC, SBA, SVC, SU	<u>Some Progress</u>	<u>High</u>
<p>Again, each person/group we met with believed this goal is a good idea, but it has not been carried out in any kind of organized, town-focused way. There have been successful events managed by individuals or citizen groups (Streetfest, DogFest).</p> <p>RECOMMENDATIONS: Again, some centralized entity to help with coordination and communication can help make this town-centered goal a reality.</p>							



# CULTURAL RESOURCES

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	Status	2024 Priority
CR-1.4	Create a Public Appreciation Campaign	Medium	\$	Intermediate	TC, SBA, SVC, SU	<u>No Progress</u>	<u>Low</u>
<p>There has been no progress reported on this goal and little to no awareness of it as a goal.</p> <p>RECOMMENDATIONS: This goal seems secondary to more pressing goals on this list. If those initiatives are taken up, this one might naturally follow from the seeds that are sown.</p>							
CR-1.5	Foster Partnerships between the University and the Town	High	Policy	Short	TC, SBA, SVC, SU	<u>Some Progress</u>	<u>High</u>
<p>There has not been much coordination here. However, we have evidence that strong collaborations are possible (the University/Town COVID response). Experience Shepherdstown has also worked with the University more recently. Overlap with LU - 1.3.</p> <p>RECOMMENDATIONS: The University is interested in these partnerships. There needs to be coordinated outreach and communication.</p>							
Cultural Resources Goal 2		Artistic and cultural enterprises and events will play a significant role in the local economy.					
CR-2.1	Arts and Culture Improvement Plan	High	\$\$	Intermediate	TC, SBA, SVC, SU	<u>No Progress</u>	<u>High</u>
<p>Again, each person/group we met with believed this goal is a good idea, but it has not been carried out in any kind of organized, town-focused way. There have been successful events managed by individuals or citizen groups (Streetfest, DogFest).</p> <p>RECOMMENDATIONS: Again, some centralized entity to help with coordination and communication can help make this town-centered goal a reality.</p>							
CR-2.2	Economic Impact of the Arts and Culture	High	\$\$	Intermediate	TC, SBA, SVC, SU	<u>Some Progress</u>	<u>Low</u>
<p>No town-centered progress or awareness of goal. CATF did an economic impact study specific to CATF, but there has been no town-focused study.</p> <p>RECOMMENDATIONS: Again, some centralized entity to help with coordination and communication can help make this town-centered goal a reality.</p>							
CR-2.3	Expand Local Arts and Cultural Businesses	Medium	Policy	Intermediate	TC, SBA, SVC, SU	<u>No Progress</u>	<u>Medium</u>
<p>No town-centered progress or awareness of goal. There is a chance here for the town to coordinate with the county more on this goal.</p> <p>RECOMMENDATIONS: This goal is incredibly broad. If it remains, the town should work with county partners and town stakeholders.</p>							

# CULTURAL RESOURCES

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	Status	2024 Priority
CR-2.4	Develop Arts and Cultural Based Business Incentives	Medium	Policy / \$\$	Intermediate	TC, SBA, SVC, SU	<u>No Progress</u>	<u>Medium</u>
<p>No town-centered progress or awareness of goal. Again, the county has some interest and experience here and there is an opening for Shepherdstown to do more.</p> <p>RECOMMENDATIONS: Work with county partners and town stakeholders on this potentially transformative goal.</p>							
CR-2.5	Identify Redevelopment Sites/Areas	Medium	Policy	Short	PC, SBA, SVC	<u>Some Progress</u>	<u>High</u>
<p>This overlaps with ED 2.1 and 2.2. Individuals (private property owners/residential sites) have had some successful projects, but there is no awareness of or action on this as a town-centered goal. There are also conflicting answers from stakeholders about the existence of sites for redevelopment.</p> <p>RECOMMENDATIONS: Work with county partners and town stakeholders on this potentially transformative goal. Again, consider combining with ED 2.1 and 2.2.</p>							
<b>Economic Development &amp; Tourism Goal 1</b>		Strengthen and support local business development and business retention, while embracing the need for a diverse mix of uses and innovative business types.					
ED-1.1	Develop Enhanced Telecommunications Infrastructure	High	\$\$\$\$	Intermediate	TC, FC, PWC	<u>Some Progress</u>	<u>Low</u>
<p>The state is installing fiber optic cable. The broadband goal is not moving forward.</p> <p>RECOMMENDATIONS: It seems this goal will be achieved in a different way, so no recommendation is necessary.</p>							
ED-1.2	Establish Business Improvement Programs	Medium	\$	Intermediate	TC, SBA, HLC	<u>Some Progress</u>	<u>Low</u>
<p>Our interviews show that possible resources/expertise are available from state and county entities, but there has been no town-initiated efforts on this goal. State and county folks are reaching out and willing to continue assisting.</p> <p>RECOMMENDATIONS: As phrased in this original plan, this goal is mostly about utility efficiency. It might be reimagined to be about that and more.</p>							

# ECONOMIC DEVELOPMENT & TOURISM

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	<u>Status</u>	<u>2024 Priority</u>
ED-1.3	Implement a Buy Local Campaign	High	\$	Short	TC, SBA	<u>Some Progress</u>	<u>Low</u>
<p>This has been happening independent of town-driven initiatives. County-driven efforts around the holidays and for restaurant week show how this can work. The University can also perhaps help.</p> <p>RECOMMENDATIONS: Again, there is lots of energy and potential to make this happen, but it should be through the state and county tourism departments and the businesses themselves.</p>							
ED-1.4	Institute an Entrepreneurship Program	Medium	\$	Intermediate	TC, SBA, SU	<u>Some Progress</u>	<u>Low</u>
<p>Shepherd's College of Business has worked successfully with other local towns on similar efforts. Collaborations with Shepherdstown organizations apparently have not gone as well.</p> <p>RECOMMENDATIONS: The fact that Shepherd's College of Business has made this work with other towns makes it plain that it can be done with Shepherdstown, too. This is a great opportunity for town/university cooperation. With some concentrated efforts and town-centered initiative, it can happen.</p>							
ED-1.5	Collaborate with Creative Arts Industry Start-ups	Medium	\$	Long	TC, SBA, SVC, SU	<u>Some Progress</u>	<u>Medium</u>
<p>Collaborations between SU, Evolve, and local galleries show this can work. Evolve itself shows this can work. The CVB does county-level outreach. Experience Shepherdstown has also done some work here.</p> <p>RECOMMENDATIONS: Again, there is a lot of energy here and lots of entities working on this admirable goal. More coordination and collaboration can help.</p>							
ED-1.6	New Business Ribbon Cutting Program	High	Policy	Short	TC, SBA	<u>Some Progress</u>	<u>Low</u>
<p>The Chamber of Commerce can do this (and does). Interviewees indicated this is a low-priority item.</p> <p>RECOMMENDATIONS: This was marked a "high" priority goal, but was not treated that way. Fortunately, it does not seem to rank high on the lists of those we spoke to. Perhaps this goal can be removed from future plans.</p>							

# ECONOMIC DEVELOPMENT & TOURISM

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	<u>Status</u>	<u>2024 Priority</u>
ED-1.7	Pursue Coordinated Business Hours and Promotions	Medium	Policy	Intermediate	TC, SBA	<u>No Progress</u>	<u>Low</u>
<p>There is very little interest in this, given how unfeasible it is deemed by the people we spoke with.</p> <p>RECOMMENDATIONS: Perhaps this goal can be re-envisioned in terms of parking coordination, etc. As written in the 2014 plan, it should not be pursued.</p>							
Economic Development & Tourism Goal 2		Existing developed commercial properties within town will be utilized for their highest and best use.					
ED-2.1	Utilize Existing Developed Properties as a Priority	High	Policy	Short	TC, PC	<u>No Progress</u>	<u>High</u>
<p>Our interviewees had very different takes on this goal, with some (the Mayor) saying there is no interest/not feasible, while others pointed to the Market House, Tobacco Warehouse, and various privately-owned structures as possible sites on which to focus. Overlap with LU 1.6, LU 3.2, PR 1.2, PR Goal 2, PR 3.4</p> <p>RECOMMENDATIONS: The properties listed above are not “easy” projects, but perhaps with more collaboration and better communication among constituencies, the developers of a new plan can rethink/reimagine this goal.</p>							
ED-2.2	Consider Redevelopment Incentives	Medium	Policy / \$\$\$	Intermediate	TC, FC, PC, SBA	<u>No Progress</u>	<u>High</u>
<p>Again, depending on who we talked to, we got very different answers. There is a real possibility that grants are available. See other related findings under 2.1. Overlap with LU 1.6, LU 1.9, LU 3.2, HP 3.2</p> <p>RECOMMENDATIONS: See Specific Goal Recommendations under 2.1.</p>							

# ECONOMIC DEVELOPMENT & TOURISM

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	Status	2024 Priority
<b>Economic Development &amp; Tourism Goal 3</b>		Attract businesses to Shepherdstown that will contribute to the vibrancy of the existing local business base and expand the range of goods and services available in the community.					
ED-3.1	Develop a Business Recruitment Plan	Medium	\$\$	Intermediate	TC, SBA, SVC	<u>No Progress</u>	<u>Medium</u>
<p>No one could speak to any town-specific/town-led work on this goal. Overlap with LU 3.1, LU 3.4</p> <p>RECOMMENDATIONS: The town administrator could help with this. Collaboration with the county could also help. Certainly, the town has vacant properties. Again, the SU College of Business could help.</p>							
ED-3.2	Develop Partnerships for Business Development	High	Policy	Short	TC, SBA	<u>No Progress</u>	<u>High</u>
<p>This goal exists “on paper” with the JCDA. Again, on a town-specific level, there has been no progress. This goal overlaps with 3.1 and similar findings apply. Overlap with LU 1.3, LU 1.7, LU 1.9</p> <p>RECOMMENDATIONS: This goal overlaps with ED-3.1 and similar recommendations apply.</p>							
<b>Economic Development &amp; Tourism Goal 4</b>		Ensure that visitors to Shepherdstown are warmly welcomed in the community and are provided with a unique and memorable experience.					
ED-4.1	Develop a Proactive Tourism Plan	High	\$\$	Short	TC, PC, SBA, SVC	<u>Some Progress</u>	<u>High</u>
<p>The county has taken the lead here, but with a county-specific focus. Shepherdstown is fairly well-represented (7 of 23 seats) on the county board. The available budget is growing thanks to the hotel/motel tax. With county moving into the Market House, the situation is a bit more fluid.</p> <p>RECOMMENDATIONS: Shepherdstown needs its own Tourism Plan—with the county as a partner, of course. This should remain a high priority goal.</p>							
ED-4.2	Assessment of Local Lodging Opportunities	Medium	\$	Intermediate	TC, SBA, SVC	<u>No Progress</u>	<u>High</u>
<p>The pandemic and the influx of AirBnBs and Vrbos have changed the landscape here, but everyone we interviewed spoke to the need for another hotel.</p> <p>RECOMMENDATIONS: “Assessment of Local Lodging Opportunities” is perhaps too limited for this goal. It should be reimagined, perhaps, in light of the changes noted above. Assessment is the first step; next would be an action plan, if necessary.</p>							



# ECONOMIC DEVELOPMENT & TOURISM

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	<u>Status</u>	<u>2024 Priority</u>
ED-4.3	Promote Outdoor Recreation	High	Policy / \$\$	Intermediate	TC, SBA, SVC	<u>Some Progress</u>	<u>High</u>
<p>The Parks and Rec committee has achieved a lot of work on this front, but there is more that could be done in collaboration with businesses.</p> <p>RECOMMENDATIONS: With more and more tourism tied to outdoor recreation, this should remain a high priority, and should be approached with a coordinated, town-led team.</p>							
ED-4.4	Develop a Comprehensive Parking and Wayfinding Strategy	High	Policy / \$\$\$\$	Short	TC, PC, SU, SVC	<u>Some Progress</u>	<u>High</u>
<p>The county has taken on the wayfinding task at a county-level. Progress has been made re: parking (more University lots—including those open to general public on weekends), but communication and flexibility—esp. for tourists and businesses—remains an issue. Business owners and tourists see parking policies/enforcement as <i>unreasonable and unnecessarily punitive</i>, especially if the town wants economic growth connected to tourism. Perhaps town residents believe the parking situation has improved, but that view is not shared by visitors or business owners.</p> <p>Overlap with LU 3.6, LU 5.3, PR 3.3</p> <p>RECOMMENDATIONS: This goal is very important and the needs have changed since 2014. Consider hiring a consultant to do a survey/analysis of parking and parking policies in town in relation to both residents and tourists.</p>							
ED-4.5	Tourism Ambassador Program	Medium	Policy / \$	Intermediate	TC, SBA, SVC	<u>Some Progress</u>	<u>Low</u>
<p>Our interviewees point to county- and state-level programs that do this kind of work. The Market House project might help with this on a local level.</p> <p>RECOMMENDATIONS: This goal does not seem that important to the people we spoke to. Perhaps it can be set aside.</p>							
ED-4.6	Public Restroom Downtown	Low	\$\$\$	Long	TC, SBA, SVC	<u>Some Progress</u>	<u>Medium</u>
<p>The current county visitors center does have restrooms, but they are not accessible. They are also not always open. Perhaps the new Market House location will help.</p> <p>RECOMMENDATIONS: A lot depends on the new Market House presence. And whatever happens, better signage is essential.</p>							

# ECONOMIC DEVELOPMENT & TOURISM

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	<u>Status</u>	<u>2024 Priority</u>
ED-4.7	Secure Bicycle Storage in Downtown	Medium	\$	Intermediate	TC, SBA, SVC	<u>No Progress</u>	<u>Low</u>
<p>No work has been done on this, but our conversations revealed more opportunities to think about how to better serve cyclists in/visiting town.</p> <p>RECOMMENDATIONS: Perhaps this goal can/should be reimagined. One interviewee suggested adding car chargers to this reimagined goal, which seems like an idea worth exploring.</p>							
Historic Preservation Goal 1		The Town will continue to promote the preservation of the historic architectural resources and landmarks that contribute to Shepherdstown’s distinctive character and sense of place.					
HP-1.1	Historic Preservation Incentives	Medium	Policy / \$\$\$	Intermediate	TC, HLC, SBA	<u>Work in Progress</u>	<u>Medium</u>
<p>Tax incentives and direct grants are available to those within in the Shepherdstown Historic District through Federal and State programs. The Federal tax incentive program outlines requirements:  <a href="https://www.nps.gov/subjects/taxincentives/secretarys-standards-rehabilitation.htm">https://www.nps.gov/subjects/taxincentives/secretarys-standards-rehabilitation.htm</a></p> <p>The State of WV program is used most often on Shepherdstown projects.  <a href="https://wvculture.org/agencies/state-historic-preservation-office-shpo/tax-credits/">https://wvculture.org/agencies/state-historic-preservation-office-shpo/tax-credits/</a></p> <p>RECOMMENDATIONS: The Historic Landmarks Commission (HLC) is looking into establishing a revolving fund to support Town property owners who need assistance with preservation projects. The group should complete this program and hold workshops for property owners to understand how to access incentives to preserve historic resources.</p>							
HP-1.2	Illustrated Architectural Guidelines	Medium	Policy / \$\$	Intermediate	TC, PC, HLC, HSI	<u>Completed</u>	<u>Medium</u>
<p>Illustrated guidelines are in the Shepherdstown Historic District Design Guidelines (2018). Another source is used to aid property owners select preservation practices:  <a href="https://www.nps.gov/orgs/1739/upload/treatment-guidelines-2017-part1-preservation-rehabilitation.pdf">https://www.nps.gov/orgs/1739/upload/treatment-guidelines-2017-part1-preservation-rehabilitation.pdf</a></p>							

# HISTORIC PRESERVATION

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	<u>Status</u>	<u>2024 Priority</u>
HP-1.3	Expand Techniques for Sustainable Historic Preservation	High	Policy	Short	PC, HLC, HSI	<u>Completed</u>	<u>N/A</u>
<p>Sustainable products are recommended during HLC hearings and the guidelines from the Secretary of Interior recommendations are followed by HLC: <a href="https://www.nps.gov/orgs/1739/sustainability.htm">https://www.nps.gov/orgs/1739/sustainability.htm</a></p> <p>Solar panels are more common in the Historic District now since the HLC works closely to recommend siting the panels as to not conflict with the most significant historic features.</p>							
HP-1.4	Develop Educational Materials, Resources and Workshops	High	Policy / \$	Short	PC, HLC, HSI	<u>Work in Progress</u>	<u>High</u>
<p>This strategy, Develop Educational Materials, Resources, and Workshops, was discussed in depth at the joint special meeting of HLC and Historic Shepherdstown (a partner organization) in January, 2023. From the meeting, the top educational need identified was an introduction to new homeowners via written materials or a personal visit to explain the design guidelines and answer questions. There remains a challenge of many residents being unfamiliar with the guidelines.</p> <p>RECOMMENDATIONS: In response to the meeting a comprehensive outreach program has been described with the goal of changing behaviors of all who live in the Historic District. Providing property owners in the District with the background history, nomination papers and information on their own property could be a way to deepen their connection and knowledge of District and thereby affecting actions. Clarifying the Guidelines with examples and illustrations could help applicants make decisions. Partnering with Shepherd U. "History of American Architecture Heritage" class (Keith Alexander) will bring this project forward as well. A grant application to the WV SHPO to fund this work in 2024 was submitted 10.31.23. The Town should fund an educator to conduct this work during 2024.</p>							
HP-1.5	Capital Improvements Planning and Project Review	High	Policy	Short	TC, PC	<u>Work in Progress</u>	<u>High</u>
<p>There are good examples of HLC review on projects initiated by the Corporation (examples are renovations and maintenance on the Entler building, Market House, &amp; Tobacco Warehouse) however, many projects do not consider the integrity of the Town's historic resources (example is the recently installed bollards on German St – seen as very inappropriate).</p> <p>RECOMMENDATIONS: Greater transparency and in-depth HLC consultation should be required before Town Capital improvement projects are started. HLC should draft a regulation to require the Town to include HLC input before agreeing to County/State Highway Dept road projects. Also, the Town needs to plan on removing past mistakes in most visible places to preserve historic integrity. There may be support from National Park Service for this.</p>							

# HISTORIC PRESERVATION

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	<u>Status</u>	<u>2024 Priority</u>
HP-1.6	Protect Threatened Historic Properties	Medium	Policy / \$	Ongoing	HLC, HSI	<u>Work in Progress</u>	<u>High</u>
<p>The Town does consult with the State on issues that affect historic properties. The Town may make referrals to organizations who assist low-income residents with repairs. However, there is little in the way of monitoring and measuring all properties consistently over time.</p> <p>RECOMMENDATIONS: Next steps to complete this strategy could be to leverage the Photo Database project annually done by Shepherd students. The Historic Shepherdstown membership may also be interested in conducting annual assessments. This needs to be organized and institutionalized so that there is a standard protocol using a checklist. Regular assessments should be recorded on a database for tracking. Town should consult the SHPO for a possible example of a database design for Town. The option of Conservation Easements should be assessed (see HP-3.3).</p>							
<b>Historic Preservation Goal 2</b>		The Town will maintain a current and accurate accounting of its historic architectural resources.					
HP-2.1	Maintain Historic District Inventory	High	Policy	Ongoing	HLC, HSI	<u>Completed</u>	<u>N/A</u>
<p>There is an inventory of historic structure alterations for the District. However, records could be improved by a version that is more accessible for average property owners to use. A GIS database of every contributing structure is the base map and is currently publicly available and it is anticipated that this database will incorporate all the HLC approved applications for alterations.</p>							
HP-2.2	Monitor Condition of Historic Structures	Medium	Policy	Intermediate	HLC, HSI	<u>Work in Progress</u>	<u>High</u>
<p>There is a database of vacant buildings or neglected structures but it is not available to the public. The mayor and police informally monitor and consult the International Building Code Ordinance to contact owners. There is not necessarily a determination of historic importance of the deteriorating buildings and record keeping is minimal.</p> <p>RECOMMENDATIONS: The Town should apply for a State Grant to fund a consultant to create a standard monitoring approach and database for the public to use. State Survey and Planning grants are open for proposals for just this activity each year in the fall.</p>							
HP-2.3	Online Historic District Inventory	Low	Policy / \$	Long	HLC, HSI	<u>Completed</u>	<u>N/A</u>
<p>The digital inventory is found on the Town website under the Planning section. Data from applications are maintained at town hall (paper copy). Each contributing structure to the Historic District is mapped and background information (such as nomination forms) are available. (Related to HP-2.1)</p>							

# HISTORIC PRESERVATION

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	Status	2024 Priority
Historic Preservation Goal 3		Contributing structures and sites will not be demolished or altered in a manner that eliminates their contribution to the historic district.					
HP-3.1	Adopt Demolition by Neglect Ordinance	High	Policy	Short	TC, HLC	<u>Some Progress</u>	<u>High</u>
<p>There is no ordinance preventing “demolition by neglect” of historic structures which is defined as: “the process of allowing a building to deteriorate to the point where demolition is necessary to protect public health and safety”. This is a useful reference:</p> <p><a href="https://historicharvard.files.wordpress.com/2015/04/demolition-by-neglect-national-trust-for-historic-preservation.pdf">https://historicharvard.files.wordpress.com/2015/04/demolition-by-neglect-national-trust-for-historic-preservation.pdf</a></p> <p>RECOMMENDATIONS: Volunteer help with this project has been secured from Jeff Brammer, Senior Planner working in Georgia (and Shepherd graduate). He will compile the background research for Shepherdstown and the HLC and Town Administrator can work to complete the ordinance. This should be a straight-forward project and needs a champion.</p>							
HP-3.2	Establish a Historic Preservation Fund	Medium	\$\$\$\$	Intermediate	TC, HLC, HSI	<u>No Progress</u>	<u>High</u>
<p>Although this has been discussed by HLC and Planning, there has been no action to date. It is difficult to raise enough funding in a small community to make a difference on what can be costly renovation projects. The current HLC members would like this to be a High Priority.</p> <p>RECOMMENDATIONS: The HLC should review models from other small historic towns to develop a revolving fund for preservation projects, or decide that this strategy is not feasible. Learn how the Charles Town Façade Improvement grant was developed and how it works. Decide if a variation of the Charles Town model is right for Shepherdstown.</p> <p><a href="https://www.charlestownwv.us/grants/">https://www.charlestownwv.us/grants/</a></p>							



# HISTORIC PRESERVATION

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	Status	2024 Priority
HP-3.3	Acquire Historic Preservation Easements	Medium	\$\$\$\$	Long	TC, HLC, HSI	<u>No Progress</u>	<u>Medium</u>
<p>Easements are not a tool that has been used to date in Shepherdstown. Local groups that are currently active with easements include: Land Trust of the Eastern Panhandle, Shepherdstown Battlefield Trust, West Virginia Land Trust, Jefferson Co HLC, and National Park Service. The State WV allows the County Farmland Protection Board to seek historical significant farm easements.  <a href="https://code.wvlegislature.gov/8A-12-15/">https://code.wvlegislature.gov/8A-12-15/</a></p> <p>There are several properties in Town that would be ideal to have under easement, for example, the ravine where the Town run falls behind the Shepherd Mill to the Potomac River, portions of the Shepherd University campus and the farmland adjacent to Town. Certain historic buildings may also preserved with protective easements.  <a href="https://nps.gov/orgs/1739/upload/brochure-easements-historic-properties.pdf">https://nps.gov/orgs/1739/upload/brochure-easements-historic-properties.pdf</a></p> <p>RECOMMENDATIONS: Review what other HLCs (or Battlefield Preservation groups) in the State/County do to secure Historic Preservation easements and learn how they got started. Find a preservation entity to hold the easement and determine if the Town can hold the easements over land and buildings. The SHPO may be able to give guidance as well. From this background research, determine if easements are appropriate for Shepherdstown and establish expertise in town to obtain these easements.</p>							
<b>Housing Goal 1</b>		The Town's housing stock will be sufficiently diverse to meet the needs of residents in all phases of life and at all income levels.					
H-1.1	Promote Housing Diversity	Medium	Policy	Short	PC, TC	<u>No Progress</u>	<u>Medium</u>
<p>There is no program in place to promote housing diversity.</p> <p>RECOMMENDATIONS: Given the current limited housing market and lack of Town Council authority or available tools to influence that market, we recommend this goal be tabled.</p>							
H-1.2	Incentivize Affordable Housing Development	Low	Policy	Intermediate	PC, TC	<u>No Progress</u>	<u>Low</u>
<p>There are no incentive programs in place.</p> <p>RECOMMENDATIONS: The Council could consider forming a team to prepare a proposed plan of incentives that could be implemented if opportunities or funding became available.</p>							

# HOUSING

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	<u>Status</u>	<u>2024 Priority</u>
H-1.3	Require Minimum Inclusions of Affordable Housing	Low	Policy	Long	PC, TC	<u>No Progress</u>	<u>Low</u>
<p>There is no program in place to require affordable housing.</p> <p>RECOMMENDATIONS: The Planning Commission could undertake a needs assessment to determine if code provisions need to be revisited.</p>							
H-1.4	Promote the use of Tax Credits for Historic Homes	High	Policy	Short	HLC, HSI	<u>Some Progress</u>	<u>High</u>
<p>There is no Town program because the Town lacks authority to offer tax credits. However, there has been informal education efforts that have encouraged homeowners to pursue federal and state tax credits for which their historic homes are eligible.</p> <p>RECOMMENDATIONS: The Town should continue to advise homeowners about available federal and state tax credit programs.</p>							
H-1.5	Ensure Adequate Housing for Senior Citizens	Medium	Policy / \$\$	Long	PC	<u>Some Progress</u>	<u>Medium</u>
<p>The last areas available for new housing development, Shepherd Village Cohousing Community and Sage Place Commons totaling 50 new residential housing units, were both devoted to 50+ housing.</p> <p>RECOMMENDATIONS: Given the remaining limited housing market and lack of Town Council authority or available resources to fund and operate such a program, we recommend this goal be tabled.</p>							
H-1.6	Expand Opportunities for Accessory Dwellings	Medium	Policy	Intermediate	PC, HLC, TC	<u>No Progress</u>	<u>Medium</u>
<p>Current Town zoning laws do not permit accessory dwelling units.</p> <p>RECOMMENDATIONS: Further research should be conducted by the Planning Commission to determine whether the size and configuration of the Town's residential lots are practically able to accommodate accessory dwellings, and if so, whether Town homeowners desire to have the option to develop accessory dwellings. A zoning ordinance revision would be necessary to authorize such an opportunity.</p>							

# HOUSING

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	<u>Status</u>	<u>2024 Priority</u>
<b>Housing Goal 2</b>		Residential structures will be maintained in a manner that promotes the aesthetic appeal of neighborhoods, supports property values and ensures the safety of residents.					
H-2.1	Adopt a Residential Property Maintenance Code	Low	Policy / \$	Long	TC	<u>No Progress</u>	<u>Low</u>
<p>There are Town code provisions that govern residential property maintenance.</p> <p>RECOMMENDATIONS: The Planning Commission could undertake a needs assessment to determine if code provisions need to be revisited.</p>							
H-2.2	Develop a Homeowner Assistance Program	Low	Policy	Long	TC	<u>No Progress</u>	<u>Low</u>
<p>RECOMMENDATIONS: With the development of an improved website, The Planning Commission and the Code Enforcement Office could provide homeowners with maintenance tips, outside decoration, landscaping suggestions and other relevant information in a timely manner.</p>							
H-2.3	Provide Technical Assistance to Owners of Historic Properties	Medium	Policy	Short	TC, HSI	<u>Some Progress</u>	<u>Medium</u>
<p>Some progress through the education efforts of the Historic Preservation Commission.</p> <p>RECOMMENDATIONS: Maintain the education efforts of the Historic Preservation Commission.</p>							
H-2.4	Revitalize Substandard Housing	Medium	Policy / \$\$	Intermediate	TC	<u>No Progress</u>	<u>Low</u>
<p>There is no Town program for this.</p> <p>RECOMMENDATIONS: The Planning Commission should conduct an inventory of housing, both standard and substandard, within the Town boundaries, utilizing some potential resources within the Shepherd University student body and faculty (e.g., classes in real estate, community development, planning and history).</p>							

# HOUSING

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	<u>Status</u>	<u>2024 Priority</u>
H-2.5	Financial Incentives for Rehabilitating Substandard Historic Homes	Low	Policy / \$\$	Intermediate	TC, HLC, FC, HSI	<u>No Progress</u>	
<p>There is no Town program for this.</p> <p>RECOMMENDATIONS: Town officials should continue their present practice of referring homeowners and residents to federal and state tax credit opportunities.</p>							
Land Use Goal 1		Shepherdstown will grow in a manner that is complementary to the historic physical and aesthetic patterns of the community, while avoiding development that is generic or does not reflect the community's unique sense of place.					
LU-1.1	Illustrated Architectural and Site Development Standards	Medium	Policy / \$\$	Short	PC, TC	<u>Some Progress</u>	<u>High</u>
<p>Several documents presented to the Town have used an illustrated approach to regulating town character (Wallace-Singletary notes &amp; "Unofficial Comp Plan" version (2000, 2001), Benchmark Group (Comp Plan 2014), and Anderson (2011).</p> <p>RECOMMENDATIONS: These documents should be reviewed for completeness of illustrations. If any are missing, those should be created, and finally, the Town should vote to adopt the illustrations as an addendum to the Planning Ordinance. The Town Hall building is an example of the architect using site development standards to create a design that relates to the neighboring buildings using complimentary materials, roof pitch and set-backs.</p>							
LU-1.2	Community Based Design Standards	Medium	Policy	Short	PC, TC	<u>No Progress</u>	<u>High</u>
<p>Essentially, this is the implementation and adoption of standards for LU-1.1 The design standards are the guide for additions, renovations and new structures. It maintains the town character by ordinance.</p> <p>RECOMMENDATIONS: Hold public workshops and meetings using a professional consultant using best practices for collecting public input and reaching broad consensus. The Planning Commission and Town Council should adopt Community Design Standards by ordinance.</p>							

# LAND USE & COMMUNITY CHARACTER

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	<u>Status</u>	<u>2024 Priority</u>
LU-1.3	Town – University Development Collaboration	High	Policy	Short	TC, PC, SU	<u>Some Progress</u>	<u>Medium</u>
<p>Relationships with University are strong (due in large part to Mayor Auxer being an active alum) but with limited jurisdiction or influence by Town. Town and University collaborated on the development of Sara Cree parking lot to relieve pressure on German Street parking by students and also on site planning for campus river front. Mayor Auxer is on the University Committee for the East End Loop project along with faculty members and University staff.</p> <p>RECOMMENDATIONS: Continue to strengthen this essential collaboration. Identify more joint projects to work on. Have a standing mayor meeting monthly – or invite University to attend quarterly public Town Council meetings to provide updates.</p>							
LU-1.4	Encourage Traditional Development Patterns	High	Policy	Short	TC, PC	<u>No Progress</u>	<u>High</u>
<p>The intention here is to encourage natural extensions to Town patterns. But in reality, there is little to prevent developers from doing what they wish. For example, the physical layout of Maddex Farm housing development completely ignored traditional patterns (such as parks, street design, and house setbacks). County Planners worked (in the past) with town to suggest ways to expand patterns.</p> <p>RECOMMENDATIONS: The Town’s PUD ordinance should be updated to include this strategy so that future land annexations are able to require it. See example in Comp Plan page 2-33.</p>							
LU-1.5	Extend the Grid Street Network	Medium	Policy	Short	TC, PC, PWC	<u>No Progress</u>	<u>Medium</u>
<p>This is very similar to LU-1.4. Plans and illustrations of extending the street grid have been drawn up as examples of good design. Drawings for the Rumsey Green development are excellent examples (even though it was never developed). The development of Shepherd Village on one of the Town’s recently annexed properties did not extend the grid street network, in part because of topographical challenges (there is no grid requirement in the PUD ordinance).</p> <p>RECOMMENDATIONS: There could be leverage at design phase of future annexation proposals if updated language was added to PUD.</p>							
LU-1.6	Incentivize Compatible Architectural Renovation	Low	\$\$-\$	Intermediate	HLC, TC, FC	<u>No Progress</u>	<u>Low</u>
<p>Currently, the HLC and the Planning Commission review processes can be a very effective influence for design of “appropriate infill” and renovations. There is not much leverage and not much financial opportunity.</p> <p>RECOMMENDATIONS: This strategy could also potentially include incentives for modifying/tearing down existing incompatible structures built in the 1980s and 1990s. Public education and holding up examples of compatible design is a must. Need to define what incentives would be possible besides financial.</p>							

# LAND USE & COMMUNITY CHARACTER

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	<u>Status</u>	<u>2024 Priority</u>
LU-1.7	Municipal Influence Area	High	Policy	Short	PC, CPC, TC	<u>No Progress</u>	<u>High</u>
<p>In the past, the County Planning Dept. has included the Town in decision-making within the growth management boundary and several projects on the edges of Town (ROCS and Rumsey Green are good examples of private businesses reaching out to work with Town as a show of good faith).</p> <p>RECOMMENDATIONS: Regular collaboration should become a routine and an overlay district established. However, currently the County Planning Dept. is unable to provide planning assistance to Shepherdstown and the town does not have professional planning staff.</p>							
LU-1.8	Revise Development Ordinances to Accommodate New Growth	High	Policy / \$\$	Short	PC, TC	<u>No Progress</u>	<u>High</u>
<p>Need to review and revise site development standards in the PUD ordinance to include potential annexation areas.</p> <p>RECOMMENDATIONS: Proactively work with owners and developers of properties adjacent to the Town, for example, undeveloped and redevelopable land to the west, south and east of Town.</p>							
LU-1.9	Public – Private Planning Partnerships	Medium	Policy	Long	PC	<u>Some Progress</u>	<u>Medium</u>
<p>This is not done anticipatorily or strategically. Rumsey Green development was the closest the Town came to a public-private partnership and it included voluntary annexation.</p> <p>RECOMMENDATIONS: Review the notes and documents produced from the Rumsey Green planning exercise for a model approach. The Town needs professional assistance to approach future annexations. Since the assistance of the County Planning Dept. is not available to the Town, Town leadership should look for expertise in organizations like the WVU Planning/Law School and Strong Towns to help draft ordinances or provide expertise.</p>							
<h2>Land Use Goal 2</h2>		<p>Growth and development will be balanced with the need to preserve open space and critical environmental and natural resources.</p>					
LU-2.1	Establish Conservation Subdivision Regulations	Medium	Policy / \$	Intermediate	PC, TC	<u>No Progress</u>	<u>High</u>
<p>So much relies on the County here since the Town does not include much of these potential conservation lands. Shepherd Village planning and development is a positive example of what is possible to preserve forested buffers and green space and open space.</p> <p>RECOMMENDATIONS: A Town team should review the PUD provisions and make recommendations. For example, stormwater management facilities in developed and redeveloped areas should be designed with conservation in mind, given proximity to Town Run and the Potomac River in the Chesapeake Bay watershed.</p>							

# LAND USE & COMMUNITY CHARACTER

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	<u>Status</u>	<u>2024 Priority</u>
LU-2.2	Develop and Implement a Land Conservation Plan	Medium	Policy / \$	Long	PC, TC	<u>Some Progress</u>	<u>Medium</u>
<p>Town has approached land/farm trusts to identify priority conservation land next to Town. There is no clear plan for protection as part of future development of these lands.</p> <p>RECOMMENDATIONS: A volunteer or consultant could complete a background study to identify important resources for conservation. (See also NER 4.)</p>							
LU-2.3	Implement a Transfer of Development Rights Program	Low	Policy / \$	Long	PC, TC	<u>No Progress</u>	<u>Low</u>
<p>This strategy does not seem to fit a Town our size as there are few if any development “rights” to transfer.</p> <p>RECOMMENDATIONS: This may be more appropriate action at the County level and could be influenced by the Town.</p>							
LU-2.4	Revise PUD Open Space Requirements	High	Policy	Short	PC, TC, PRC	<u>No Progress</u>	<u>High</u>
<p>The PUD Open Space requirements need to be increased and work closely with county ordinances also.</p> <p>RECOMMENDATIONS: This is an easy item to accomplish and should be done immediately before future annexations are planned. This strategy is key to accomplishing all others in this section. There are excellent local experts who can collaborate on this.</p>							
LU-2.5	Develop Context Sensitive Open Space Requirements	High	Policy	Short	PC, TC, PRC	<u>No Progress</u>	<u>Medium</u>
<p>Develop regulations that differentiate between open space requirements for the Town center and suburban areas.</p> <p>RECOMMENDATIONS: Shepherd Village is a good example of incorporating open and green space into plans from the start. Regulations could add varying requirements for greenspace in areas with different densities and site coverage. The Town needs to secure the services of planning experts and land conservation experts to research the best requirements for different situations. Town should secure the services of planning experts to do this work.</p>							



# LAND USE & COMMUNITY CHARACTER

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	<u>Status</u>	<u>2024 Priority</u>
LU-2.6	Encourage the Use of Low Impact Development Techniques	Low	Policy	Short	PC, TC	<u>Some Progress</u>	<u>Medium</u>
<p>Recently, Town Run became a primary water source (mixed with Potomac R.) and there is much to do in Town as well as the new Tollhouse development to ensure best practices for stormwater management.</p> <p>RECOMMENDATIONS: Techniques, such as directing waterflow across vegetated swales rather than streets, could be demonstrated in small pilot projects before expanding. Currently, the Town has a \$25k grant to survey stormwater inputs to Town Run which could help identify candidate sites. This survey could lead to project implementation grants.</p> <p>For more info: <a href="https://www.epa.gov/nps/urban-runoff-low-impact-development">https://www.epa.gov/nps/urban-runoff-low-impact-development</a></p>							
LU-2.7	Strengthen Tree Preservation Standards	Medium	Policy	Short	TRC, PC, TC	<u>No Progress</u>	<u>Low</u>
<p>Current Town Tree Commission is vigilant with planting and maintaining trees, shrubs, and plants within Town rights of ways and Town parks. However, there are no regulations to protect trees from development on private property. There are no champion trees in town limits. (See also NER 1.2)</p> <p>RECOMMENDATIONS: This is a low priority and no action beyond the Tree Commission is recommended.</p>							
Land Use Goal 3		Downtown Shepherdstown will retain and strengthen its role as the economic, social and cultural hub of the community.					
LU-3.1	Review Downtown Zoning Regulations	Medium	Policy	Intermediate	PC, TC, SBA	<u>Some Progress</u>	<u>Medium</u>
<p>Need to determine if ordinance is still relevant and what issues are. The RC district has experienced many changes – Airbnbs, vacant keystone buildings, &amp; commercial real estate remaining unsold.</p> <p>RECOMMENDATIONS: A review of the regulations with an eye to the future is necessary. Acknowledging the discrepancies regarding building height restrictions can be straightened out easily by a quick motion to Town Council. Planning Commission needs to initiate a review and make sure updates to ordinance are made.</p>							
LU-3.2	Implement Downtown Revitalization Incentives	Low	\$ - \$\$	Long Ongoing	TC, FC	<u>No Progress</u>	<u>Low</u>
<p>The buildings on German St. are maintained for the most part. The high value of real estate commits owners to upkeep.</p> <p>RECOMMENDATIONS: Need to assess if this strategy still applies. It seems that with the value and aesthetic of real estate remains at a high level. Incentives other than State taxes are very difficult. This strategy in Integrated with LU-3.4.</p>							

# LAND USE & COMMUNITY CHARACTER

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	<u>Status</u>	<u>2024 Priority</u>
LU-3.3	Adopt a Nonresidential Property Maintenance Code	Medium	Policy / \$	Short Ongoing	TC	<u>Completed</u>	<u>N/A</u>
<p>The International PMC was adopted in 2016 and implementation has been successful resulting in cleaned up properties and safer sidewalks. There are concerns about shuttered businesses on German Street. The IMPC is also a gateway to achieving a proper building code for the Town. <a href="http://www.shepherdstown.us/wp-content/uploads/2016/06/CHAPTER-13-ORDINANCE-WITH-IMPC.pdf">http://www.shepherdstown.us/wp-content/uploads/2016/06/CHAPTER-13-ORDINANCE-WITH-IMPC.pdf</a></p> <p>RECOMMENDATIONS: Keep up with code enforcement. The Town Council should explore whether there are any ordinance changes that could be made or other authorities exercised to encourage landlords and investors to not keep buildings vacant even if they are maintained.</p>							
LU-3.4	Prepare a Downtown Retail Market Analysis	High	\$	Short	TC, SBA	<u>No Progress</u>	<u>Low</u>
<p>Retail in Shepherdstown is ever-changing and difficult to define. An analysis could provide more information for economic development goals.</p> <p>RECOMMENDATIONS: The Town could work with the University and local experienced professionals to accomplish this. This strategy overlaps with Economic Development and Tourism goals and that group should take the lead on this. (See CR-1.1, ED-3.1, 3.2)</p>							
LU-3.5	Plan for the Relocation or Burial of Downtown Overhead Utilities	Low	\$\$\$\$	Long	TC, PC, HLC	<u>No Progress</u>	<u>Medium</u>
<p>There has not been a serious study on the feasibility of line burial in Shepherdstown. Much is not known how difficult or easy this project could be so more study is needed.</p> <p>RECOMMENDATIONS: Ranson and Charles town have buried lines. Town Administrator Grove believes that this project could be accomplished. Do some research and try this if feasible.</p>							
LU-3.6	Improve Public Parking Availability Downtown	High	\$\$\$ - \$\$\$\$	Long	PKC, PC, TC, SU, SBA,	<u>Completed</u>	<u>N/A</u>
<p>Many public parking improvements were accomplished since the 2014 Comp Plan was adopted: the Sara Cree lot was built with Town/University funding; Train Station parking was added; free 90-minute spots were added adjacent to downtown in summer and University Lot A is open to visitors on weekends. In addition, holiday and weekend free meters are offered.</p> <p>RECOMMENDATIONS: One improvement could be redesigning parking tickets for first-time offenders - use 'curtesy notes' and forgiveness. There are 650 total parking spaces in Town. According to the Mayor and parking committee, this task is completed. (Coordinate with T-61-4)</p>							

# LAND USE & COMMUNITY CHARACTER

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	<u>Status</u>	<u>2024 Priority</u>
Land Use Goal 4	The Town will expand its corporate limits to include both adjacent developed areas as well as lands that have significant potential for future development and to meet open space goals.						
LU-4.1	Collaborative Growth Management Planning	High	Policy	Short	CPC, PC, TC	<u>No Progress</u>	<u>High</u>
<p>This would be as a RESULT of LU-1.1. Although traditional town grid and patterns are accomplished with county projects, it is not an organized effort and no regulation has been adopted yet.</p> <p>RECOMMENDATIONS: Several talented planners have sketched up proposals for these development patterns, but there is no follow through by Town. The efforts done for Rumsey Green Development were the most promising, but the project did not happen. The development of the relocated Sheetz station did not work with the town, however the ROCS station did, hiring an architect to liaison with the Town on building design and access. This type of cooperation should be encouraged.</p>							
LU-4.2	Establish a Municipal Growth Area	Medium	Policy	Short	CPC, PC, TC, PWC, WSB	<u>Some Progress</u>	<u>High</u>
<p>The Town has its own maps for the extent that services (water, sewer) can reach but it is not a designated growth area. The Town's designated Growth Management Boundary is subject to the land use and development regulations of Jefferson County and the Town has rights to annex within it.</p> <p>RECOMMENDATIONS: A Town Council committee should be established to study where annexation or other land planning devices can be useful adjacent to Town and determine how to work with the County on this.</p>							
LU-4.3	Review Annexation Policies	Low	Policy	Intermediate	CPC, PC, TC	<u>No Progress</u>	<u>High</u>
<p>Annexation innovations have developed across the Country and the Town may not be keeping up. A review of the local policy is very important. It will be essential for Town to stay up-to-date on the changes to State of WV laws (which prohibit certain types of annexations) and could reduce flexibility for Town.</p> <p>RECOMMENDATIONS: It is essential for the Town to secure the services of professional planners and learn about the innovations other communities are including in their plans. Reviewing the current policies with an eye to updating is needed.</p>							
LU-4.4	Annexation of Split Jurisdiction Properties	Medium	Policy / \$	Intermediate	PC, TC	<u>No Progress</u>	<u>Medium</u>
<p>There have been attempts to consolidate parcels that are split by the line between between Town and County jurisdictions.</p> <p>RECOMMENDATIONS: The Town should conduct a study of annexation benefits and costs for both property owners and for the Town on a case-by-case basis. This should be part of LU-4.1</p>							

# LAND USE & COMMUNITY CHARACTER

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	<u>Status</u>	<u>2024 Priority</u>
LU-4.5	Develop and Implement Strategic Annexation Plan	High	Policy / \$\$\$	Short	CPC, PC, TC	<u>Some Progress</u>	<u>High</u>
<p>The Mayor has a list of properties that the Town may wish to annex. But information is held by Town and may not be as strategic as opportunistic.</p> <p><b>RECOMMENDATIONS:</b> It is crucial that the Town develop a sophisticated analysis of the pros and cons of annexation on each potential parcel as part of an overall strategic plan that protects and preserves the character of the Town against encroaching change. The Town Council should ensure that the Annexation Committee is empowered and resourced to develop an effective strategic plan that pursues only those selected parcels where the benefits of annexation outweigh the costs, and the calculus weighs not only financial considerations but also the preservation of green space and the character of the gateways leading into the core of the Town.</p>							
LU-4.6	Develop and Implement a Public Outreach Strategy for Annexation	Medium	Policy	Long	TC	<u>No Progress</u>	<u>Medium</u>
<p>Communications are currently not strategic and more or less “leaked” to certain residents.</p> <p><b>RECOMMENDATIONS:</b> Public outreach on all planning and strategies should be developed following public hearings and input. An honest appraisal should be made of the benefits and costs of each annexation proposal should be made, in terms that are easily understood in public outreach and discussions.</p>							
LU-4.7	Work to Strengthen and Improve Annexation Laws	Medium	Policy	Long	TC	<u>No Progress</u>	<u>High</u>
<p>This is a State lobbying effort.</p> <p><b>RECOMMENDATIONS:</b> Need to work with local representatives to introduce and shape changes to State law on annexation. This is a difficult and long process. Perhaps banding together with other Towns in the Panhandle could help lead to some progress being made on this often misunderstood issue.</p>							
Land Use Goal 5		Residential neighborhoods will remain strong and vibrant, and will be protected from encroachment by incompatible development and land uses.					

# LAND USE & COMMUNITY CHARACTER

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	<u>Status</u>	<u>2024 Priority</u>
LU-5.1	Adopt a Residential Property Maintenance Code	Medium	Policy / \$	Intermediate	TC	<u>Completed</u>	<u>N/A</u>
<p>Accomplished (see LU-3.3). Has to be monitoring and education program so that all in Town understand the Code. Many property owners are not aware of the Code and it is at times inconsistently applied by the Town.</p> <p>RECOMMENDATIONS: Applying the code to interiors of buildings is not done currently. It is applied to exterior only. Additional elements of the code could be gradually enforced each year until it becomes a proper Building Code for interior renovation.</p>							
LU-5.2	Implement a Rental Property Registration and Inspection Program	Low	Policy / \$	Long Ongoing	TC	<u>Some Progress</u>	<u>Medium</u>
<p>This would require enactment of a new Town ordinance. The International Property Maintenance Code does contain codes for regular rental inspections. However, Town action usually is triggered only by complaints filed by rental occupant. Otherwise, interior inspections are rarely conducted.</p> <p>RECOMMENDATIONS: For the safety of residents, this ordinance should be taken more seriously and enforced.</p>							
LU-5.3	Maintain On-Street Parking Limits in Neighborhoods	High	Policy	Short Ongoing	TC, PKC	<u>Completed</u>	<u>N/A</u>
<p>Residential-only parking permits in neighborhoods are effective and citations for vehicles without permits is swiftly enforced. Signage during University functions helps communicate residential-only spaces. The Parking restrictions, however, do not limit congestion and traffic on neighborhood streets closest to campus – an issue affecting residents.</p> <p>RECOMMENDATIONS: Keep monitoring enforcement through resident complaints.</p>							
LU-5.4	Improve the Appearance and Safety of Alleys	Low	Policy	Long	TC, PWC	<u>Completed</u>	<u>N/A</u>
<p>The alleys have been paved and aesthetically are much improved. Residents have expressed that they feel safer. There remain issues to address with garbage containment for some businesses.</p> <p>RECOMMENDATIONS: Maintain a regular inspection for alleys to keep up with the improvements into the long term.</p>							

# LAND USE & COMMUNITY CHARACTER

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	<u>Status</u>	<u>2024 Priority</u>
<b>Land Use Goal 6</b>		Land use and development regulations will reflect best practices in current use and promote growth that is compatible with Shepherdstown's character.					
LU-6.1	Adopt and Enforce Building Code Regulations	High	Policy / \$\$	Short	PC,TC	<u>Some Progress</u>	<u>High</u>
<p>Town Administrator is currently addressing this. Neighboring towns in the County are proposing to share the cost of shared building inspectors.</p> <p><b>RECOMMENDATIONS:</b> This is critical to have in place before new properties are annexed and would be a glide path to acceptance of a building code.</p>							
LU-6.2	Development Review Processes Assessment	Medium	Policy	Intermediate	PC, TC	<u>No Progress</u>	<u>High</u>
<p>Assessing the ordinance and process is very important.</p> <p><b>RECOMMENDATIONS:</b> Outside planning expertise should be secured to lead this, especially since County Planning staff is not available to assist. There should be a regulation that Town is obligated to review policies and procedures each year.</p>							
LU-6.3	Consider Adoption of Form Based Development Regulations	Medium	Policy / \$\$\$	Intermediate	PC, TC	<u>No Progress</u>	<u>Low</u>
<p>This is basically a tool to accomplish LU-1.4 and LU-1.8.</p> <p><b>RECOMMENDATIONS:</b> Need a professional consultant to explore if this would work in Shepherdstown. Form based code may not be appropriate or value-added.</p>							
<b>Land Use Goal 7</b>		Growth will be directed to those areas that have sufficient transportation and utility infrastructure capacity, as well as convenient access to other public services that are necessary to serve it.					
LU-7.1	Enforce Adequate Public Facilities Regulations	High	Policy	Short	PC, TC	<u>No Progress</u>	<u>High</u>
<p>This strategy assumes growth for the Town. Subdivision regulations are needed. The regulations should be in place for any eventuality.</p> <p><b>RECOMMENDATIONS:</b> The analysis needed for this is related to strategies LU-4.2 and 4.3. All regulations should be reviewed for: Water, sewer, capacity in schools, adequate police service, local tax revenue, garbage/recycling handling, snow removal, etc. The County does enforce this for new subdivisions outside the Town.</p>							

# LAND USE & COMMUNITY CHARACTER

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	Status	2024 Priority
LU-7.2	Expand the Scope of Adequate Public Facilities Regulations	Medium	Policy	Intermediate	PC, TC, FC, POC, VFD,	<u>No Progress</u>	<u>High</u>
<p>With the changing public facilities regs in the County, the Town must stay up to date with Adequate Public Facilities regulations and expand as needed.</p> <p>RECOMMENDATIONS: Regulations should be reviewed and re-drafted as needed by a professional.</p>							
LU-7.3	Proactive Adequate Public Facilities Determinations	Low	Policy	Long	PC	<u>No Progress</u>	<u>High</u>
<p>The Town Water and Sewer capacity is known and pre-identification of areas where services can be provided has been mapped.</p> <p>RECOMMENDATIONS: The County could be helpful is conducting this review. Proactive identification of service areas is data from annexation studies. Identifying areas that cannot be served is essential.</p>							
LU-7.4	Coordination of Land Use and Utility Capacity	High	Policy	Intermediate	CPC, WSB, PC, TC	<u>Completed</u>	<u>N/A</u>
<p>Shepherdstown runs a private water and sewer plant and this utility capacity is being advertised to nearby subdivisions because the Town requires more customers to keep sewer processing costs lower for current customers. The capacity of Town's utility system is coordinated with the County.</p> <p>RECOMMENDATIONS: Hire a consultant to interface with the County to plan infrastructure capacities in areas around Town.</p>							
Natural & Environmental Resources Goal 1		The integrity and quality of land, water, air and other natural resources will be protected from negative impacts to preserve the overall environmental health of the community.					
NER-1.1	Incentivize Green Building Techniques	Low	Policy	Short	PC, TC	<u>No Progress</u>	<u>Medium</u>
<p>There are limited financial incentives available to the Town and presently little development activity.</p> <p>RECOMMENDATIONS: Whenever an applicant is seeking Planning Commission approval of its plans to build or rehabilitate structures, the Planning Commission should routinely document and publicize green building techniques to encourage others. Changes to the code could be considered.</p>							



# NATURAL & ENVIRONMENTAL RESOURCES

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	<u>Status</u>	<u>2024 Priority</u>
NER-1.2	Implement the Tree Canopy Plan	Medium	Policy / \$	Short	TRC, TC	<u>Work in Progress</u>	<u>High</u>
<p>Town is a “Tree City” with a Tree Commission and is meeting the Jefferson County Urban Tree Canopy Plan.</p> <p>RECOMMENDATIONS: The Town should continue to seek all ways to enhance the tree canopy in town through the Town's Tree Commission and enforcement of its ordinance. Work with groups like the Rotary Club and Cacapon Institute's Project CommuniTree for volunteer tree planting opportunities in prime locations like Shepherd University and Elmwood Cemetery.</p>							
NER-1.3	Promote Alternative Forms of Transportation	High	Policy	Short	TC	<u>Work in Progress</u>	<u>Medium</u>
<p>Multi-modal systems (bus routes, walking paths, bike paths, bike rack/storage infrastructure) deserve expansion. Considerable effort has been made to develop a bike path between the Town and Morgan Grove Community Park.</p> <p>RECOMMENDATIONS: The Planning Commission should develop and the Town Council implement a comprehensive multi-modal approach to expand Eastern Panhandle Transit Authority bus routes to residential neighborhoods, create a network of safe walking paths throughout Town, construct bike paths from Town to recreation sites (e.g., intensify the ongoing efforts to connect Town neighborhoods with Morgan Grove Park and the C&amp;O Canal Towpath), and install more bike rack/storage infrastructure at commercial locations.</p>							
NER-1.4	Promote Land Preservation Efforts	High	Policy	Short	TC	<u>No Progress</u>	<u>Medium</u>
<p>This goal encourages partnering with local conservation organizations to promote the permanent protection of agricultural spaces, wildlife habitat and other open spaces.</p> <p>RECOMMENDATIONS: The Town should initiate discussions with local conservation organizations to explore what Town officials might do to promote open spaces, farmland, and wildlife habitat, and to encourage publicly accessible open spaces as part of conservation efforts. (Refer to NER-4.1, 4.3, 4.7, and LU 2.1 re: conservation subdivision regulations).</p>							
NER-1.5	Develop Electric Vehicle Infrastructure	Low	\$\$ - \$\$\$	Intermediate	TC, PWC, PKC	<u>No Progress</u>	<u>High</u>
<p>This goal is enlivened by the recent shift in federal support available for electric vehicle charging stations, the positive impact that tourism has on the Town's economy, and the potential to leverage the Town's electric rate structure to power public charging stations.</p> <p>RECOMMENDATIONS: The Town Council should make this goal a high priority and pursue federal funding for the installation of high-speed charging stations operated by the Town.</p>							

# NATURAL & ENVIRONMENTAL RESOURCES

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	<u>Status</u>	<u>2024 Priority</u>
NER-1.6	Divert Food Waste from Landfills	Low	\$\$	Long	PWC, TC	<u>No Progress</u>	<u>High</u>
<p>Reaching this goal will require regional partners in order to make it cost effective. There may be potential opportunities for collaboration with Shepherd University and its nearby Tabler Farm operation.</p> <p>RECOMMENDATIONS: The Town Council, Public Works, and Recycling Committee, and community groups should make this goal a high priority, pursuing discussions with regional partners in order to divert food waste from landfills as a demonstration project that involves Shepherd University, Tabler Farms, and residents and restaurants in Shepherdstown initially, with the potential to involve residents and restaurants in Harpers Ferry, Ranson, and Charles Town.</p>							
NER-1.7	Oppose Environmentally Damaging Industrial Development	High	Policy	Short	TC, PC	<u>Some Progress</u>	<u>High</u>
<p>This goal has become all the more urgent as a high priority, given the encroachment of industrial and residential development on the Town's Growth Management Boundary and the headwaters of Town Run which is now contributing to the Town's drinking water supply.</p> <p>RECOMMENDATIONS: The Town Council should continue to amplify its active vigilance, voice, and engagement with County officials on development surrounding the Town in order to preserve the health and safety of life in Shepherdstown consistent with its unique historical character.</p>							
NER-1.8	Develop Pervious Pavement Requirements	Low	Pollicy	Intermediate	PC, TC	<u>No Progress</u>	<u>Medium</u>
<p>This goal deserves higher priority given the increase in stormwater management challenges in Shepherdstown since the 2014 was adopted.</p> <p>RECOMMENDATIONS: The Public Works Committee and the Town Council should engage with the WV Department of Highways and other sources of federal funding to replace asphalt with permeable pavers in designated parking spaces along streets and State roads in Town. Town code should encourage property owners to consider permeable pavers in driveway and walkway construction where appropriate.</p>							
NER-1.9	Develop a Watershed Management Plan for Town Run	High	Policy / \$	Intermediate	PC, TC, CPC	<u>Some Progress</u>	<u>High</u>
<p>The Town's Source Water Protection Plan was updated in 2021 and is of some relevance to this goal but is not a comprehensive watershed management plan for Town Run. A local group doing business as the Town Run Watershed is seeking a grant to monitor Town Run and respond to runoff along its headwaters and streams. This is especially urgent work given the recent decision to include Town Run water in the Town's drinking water supply.</p> <p>RECOMMENDATIONS: Managing the watershed through a plan jointly developed and adopted by both the West Virginia Department of Environmental Protection (WVDEP) and the town would help to ensure that local and regional water quality and other environmental goals are met. The Town Council should work with Public Works, WVDEP, Town Run Watershed, and other committees to develop and implement a plan, assigning Town staff to take on this critical responsibility and actively support complementary volunteer initiatives.</p>							

# NATURAL & ENVIRONMENTAL RESOURCES

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	<u>Status</u>	<u>2024 Priority</u>
NER- 1.10	Promote Rainwater Harvesting for Irrigation	Low	\$	Long	TC, PWC	<u>No Progress</u>	<u>High</u>
<p>This goal deserves higher priority as an achievable goal and the definition expanded to include the control of stormwater runoff from roof drains.</p> <p><b>RECOMMENDATIONS:</b> Work with local conservation groups to promote the use of rain barrels incorporated in roof drainage systems.</p>							
<b>Natural &amp; Environmental Resources Goal 2</b>		Public services will be provided to the community in a manner that has the lowest possible environmental impact while remaining cost effective for residents.					
NER-2.1	Install Energy Efficient Street Lighting	Low	\$\$\$ - \$\$\$\$	Long	TC, PWC	<u>Some Progress</u>	<u>Medium</u>
<p>Bridge lighting deployed LED lighting but Town street lighting is not energy efficient. Deserves higher priority since technology has improved dramatically since 2014.</p> <p><b>RECOMMENDATIONS:</b> The Town Administrator and Public Works Committee should ask Potomac Edison, the electricity utility, to provide the Town with options to deploy energy efficient LED lamps in street lighting in ways that meet public safety requirements and neighborhood desires for lights that do not glare into windows or the night sky. We recommend the Town Administrator explore the availability of U.S. Department of Energy grants for LED conversion of street lighting by municipalities.</p>							
NER-2.2	Utilize Alternative Fuel Vehicles for Town Operations	Low	\$\$\$ - \$\$\$\$	Long	TC, PWC, POC, FC	<u>No Progress</u>	<u>Medium</u>
<p>In recent years, federal agencies have made available grant funding for the conversion of local government fleets to electric and other alternative fuel vehicles. Accordingly, this recommendation deserves higher priority.</p> <p><b>RECOMMENDATIONS:</b> The Town Administrator and the Public Works Committee should explore the availability of funding for this purpose.</p>							
NER-2.3	Conduct an Environmental Audit of Town Services	Low	\$ - \$\$	Intermediate	TC	<u>No Progress</u>	<u>Low</u>
<p>Developing an understanding of the environmental impact of how municipal services are provided will help the town identify areas in which it can improve its environmental stewardship and reduce potentially negative impacts on the community.</p> <p><b>RECOMMENDATIONS:</b> Conduct an environmental audit of all town services to identify ways in which the town can reduce its environmental footprint.</p>							

# NATURAL & ENVIRONMENTAL RESOURCES

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	<u>Status</u>	<u>2024 Priority</u>
NER-2.4	Reduce Hard Copy Mailings for Town Business	Low	Policy / \$	Short	TC	<u>Some Progress</u>	<u>High</u>
<p>A redesign of the Town's website is underway and, along with increased reliance on email communications, should further reduce the Town's use of paper.</p> <p>RECOMMENDATIONS: The Town should continue expanding its use of technology to provide timely news and information delivery using online data services and practices.</p>							
NER-2.5	Adopt Local Sourcing Policies	Low	Policy	Short	TC	<u>No Progress</u>	<u>Low</u>
<p>Sourcing goods locally, where possible and financially feasible, will help the community to reduce its overall carbon footprint and help to support local businesses.</p> <p>RECOMMENDATIONS: Consider policies encouraging town employees to source supplies from manufacturers and distributors that are located in closer proximity to Shepherdstown to reduce delivery related energy consumption and support local businesses.</p>							
NER-2.6	Develop a Reclaimed Water Distribution System	Low	\$\$\$\$	Long	TC, PWC	<u>No Progress</u>	<u>Low</u>
<p>This goal includes descriptions of the use of reclaimed water for golf courses and large scale agriculture which have no direct relevance to the Town sphere of influence and activity. As further efforts are made to develop "green" infrastructure to manage the Town's storm water, perhaps reclaimed water distribution systems could be used to irrigate natural storm water features between storm events.</p> <p>RECOMMENDATIONS: That the Planning Commission explore whether adding a development plan requirement within the Town to include the installation of reclaimed water capture and distribution plumbing in any new or substantial rehabilitation construction, using as a model the residential recapture systems installed in Shepherd Village homes in 2018.</p>							
NER-2.7	Develop and Implement a Community Energy Reduction Program	Low	\$ - \$\$	Long	TC	<u>No Progress</u>	<u>Low</u>
<p>Monitoring and assistance program can help the community realize significant reductions in resource usage while also giving the town a measurable goal to work towards as a community.</p> <p>RECOMMENDATIONS: The Town should continue to explore the feasibility and availability of a community-wide utility reduction programs in cooperation with the service providers to establish conservation goals and provide the public with a method of monitoring progress on reaching those goals.</p>							

# NATURAL & ENVIRONMENTAL RESOURCES

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	<u>Status</u>	<u>2024 Priority</u>
Natural & Environmental Resources Goal 3		The community will have access to clean, efficient and sustainable energy resources.					
NER-3.1	Expand Renewable Energy Options  <a href="#">See recommendations on NER-3.2</a>	Medium	Policy	Intermediate	TC	<u>No Progress</u>	
NER-3.2	Generate Renewable Energy on Town Property  <p>In recent years, federal agencies have made available substantial financial assistance to municipalities to purchase and install solar panels on local government facilities and lands for the generation of electricity. Accordingly, this recommendation deserves higher priority.</p> <p>RECOMMENDATIONS: That the Town Administrator and Town Council explore with local solar companies like Solar Holler whether rooftop installations of Town government-owned buildings should be considered as well as installations on Town lands surrounding the Town's water and sewage treatment facilities.</p>	Low	Policy / \$\$\$	Long	TC	<u>No Progress</u>	<u>High</u>
NER-3.3	Promote Small Scale Renewable Energy Generation  <a href="#">See recommendations on NER-3.2</a>	Medium	Policy	Short	TC, PC, HLC, HSI	<u>No Progress</u>	
NER-3.4	Promote Solar Energy Generation Facilities on Nonresidential Buildings  <a href="#">See recommendations on NER-3.2</a>	Low	Policy	Intermediate	TC, PC	<u>No Progress</u>	
NER-3.5	Develop a Waste to Energy Facility  <p>Biosolids are increasingly being used to generate electricity.</p> <p>RECOMMENDATIONS: The Town should continue to monitor the feasibility of reusing biosolids produced at the town's waste water plant.</p>	Low	\$\$\$\$	Long	TC, WSB	<u>No Progress</u>	<u>Medium</u>

# NATURAL & ENVIRONMENTAL RESOURCES

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	<u>Status</u>	<u>2024 Priority</u>
Natural & Environmental Resources Goal 4		Significant amounts of open space on the rural fringes of the community will be permanently protected from development and ultimately create a larger interconnected system of preserved land.					
NER-4.1	Develop and Implement a Land Conservation Plan	Low	\$ - \$\$	Intermediate	PC, CPC, TC	<u>No Progress</u>	<u>High</u>
<p>Threats and opportunities exist that deserve immediate attention and action. See also NER 1.4 and LU 2.1, 2.2.</p> <p>RECOMMENDATIONS: As stated in the Comprehensive Plan, the Town Council should identify local partners to assist with a plan for maintaining green space, preserving historic and natural landscapes, protecting and enhancing riverside access and natural beauty, and expanding recreational tourism opportunities. This recommendation applies to each of the points within this Goal 4.</p>							
NER-4.2	Preserve Historically Significant Landscapes	High	Policy	Short	PC, TC	<u>No Progress</u>	<u>High</u>
<p>Opportunities exist that deserve immediate attention.</p> <p>RECOMMENDATIONS: Work with local history groups to develop a plan for the acquisition of land for the preservation of historically significant landscapes as permanently protected land. See NER-4.1</p>							
NER-4.3	Promote Farmland Preservation	High	Policy	Short	PC, TC	<u>Some Progress</u>	<u>High</u>
<p>The Growth Management Boundary does list as one of its three goals to preserve and maintain agricultural and forested areas. Threats and opportunities exist that deserve immediate attention.</p> <p>RECOMMENDATIONS: Encourage local agricultural producers to work with the Farmland Protection Board and other land trusts to donate conservation easements on working farms to guarantee their continued use for this vital purpose.</p>							
NER-4.4	Develop a Greenway Plan	Medium	\$\$	Short	PC, PRC, TC	<u>No Progress</u>	<u>High</u>
<p>Encroaching development means this deserves higher priority.</p> <p>RECOMMENDATIONS: The Planning Commission develop and adopt a greenway plan and seek opportunities to influence County decisions that may impact that plan within the Town's Growth Management Boundary area. See NER-4.1.</p>							

# NATURAL & ENVIRONMENTAL RESOURCES

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	<u>Status</u>	<u>2024 Priority</u>
NER-4.5	Protect Landscapes Along the Potomac River	Medium	Policy	Short	PC, TC	<u>Some Progress</u>	<u>High</u>
<p>Town recently accepted the donation of riverside land but the Town has not yet developed a plan to protect and enhance this valuable landscape.</p> <p><b>RECOMMENDATIONS:</b> The Planning Commission should develop and adopt a riverside protection and conservation plan. See also, LU 2.2.</p>							
NER-4.6	Promote the Use of Conservation Subdivision Design Techniques	Medium	Policy	Intermediate	PC, TC	<u>Some Progress</u>	<u>High</u>
<p>Town's Planned Unit Development requires conservation design standards.</p> <p><b>RECOMMENDATIONS:</b> That the Planning Commission develop and adopt conservation design standards and apply them to all requests for development, construction or substantial rehabilitation projects. See also, LU 2.6.</p>							
NER-4.7	Partner with Environmental Organizations to Manage Protected Lands	Low	Policy	Long	TC	<u>Some Progress</u>	<u>Medium</u>
<p>See comments and recommendations in NER-1.4.</p>							
NER-4.8	Protect Scenic Byways	High	Policy	Intermediate	PC, TC, CPC	<u>No Progress</u>	<u>High</u>
<p>The visual aesthetic of the rural highways and farm to market roads that lead into Shepherdstown help to shape the character of the town and give it its context in the rural landscape.</p> <p><b>RECOMMENDATIONS:</b> The Town Council should make greater efforts to influence State highway maintenance to protect roadside areas in accordance with strategies and justifications in the Comprehensive Plan.</p>							



# NATURAL & ENVIRONMENTAL RESOURCES

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	Status	2024 Priority
Natural & Environmental Resources Goal 5		Development activity will occur in a manner that respects the natural landscape.					
NER-5.1	Incorporate Environmental Review into the Development Review Process	High	Policy	Short	PC, TC	<u>Some Progress</u>	<u>High</u>
<p>The Town's Planned Unit Development law includes environmental review which was utilized in development of Shepherd Village and Sage Place. The potential for more new residential development on lands at the east end of High and East German Streets presents an opportunity for the Planning Commission to strengthen its environmental review requirements.</p> <p>RECOMMENDATIONS: The Planning Commission should require each development plan it reviews to include a meaningful analysis and description of how the development plan will further the objectives of each Natural &amp; Environmental Resources Goal in the current edition of the Town's Comprehensive Plan.</p>							
NER-5.2	Provide Incentives for Tree Preservation	Medium	Policy	Short	TRC, PC, TC	<u>Some Progress</u>	<u>Medium</u>
<p>While the Town has an active Tree Commission and is a Tree City, active plans to preserve existing mature trees deserve greater priority with the inclusion of possible exceptions or variances.</p> <p>RECOMMENDATIONS: See NER-1.2 and NER-5.1</p>							
NER-5.3	Incentivize the Preservation of Oversized Stream and Wetland Buffers	Medium	Policy	Intermediate	PC, TC	<u>No Progress</u>	<u>High</u>
<p>Town Code 9-215 sets requirements for stream protection setbacks but has no incentives or requirements designed to increase the use of pervious surfaces or denser, more clustered housing.</p> <p>RECOMMENDATIONS: The Planning Commission should develop requirements for the use of pervious surfaces and riparian buffer planting.</p>							

# NATURAL & ENVIRONMENTAL RESOURCES

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	<u>Status</u>	<u>2024 Priority</u>
NER-5.4	Require Native Vegetation in Landscape Plans	Low	Policy	Short	PC, TC, TRC	<u>No Progress</u>	<u>High</u>
<p>The Town's Planned Unit Development and other law make little reference to landscape requirements to be followed by the Town, its residents, and by developers within Town boundaries. In the past decade, much more information has become available on the vital role native plants and trees play in species preservation, pollination, wildlife, and riparian area protection. Many people in Town have strong commitments for and robust information about native plants and trees and are willing to engage in education and advocacy.</p> <p>RECOMMENDATIONS: The Tree Commission and Planning Commission should elevate this goal to a high priority, and conduct and promote education and advocacy on the vital importance of native plants and trees in landscaping plans for public, commercial, and residential areas within Town, particularly along Town Run.</p>							
NER-5.5	Prohibit Mass Grading and Clear Cutting	Medium	Policy	Short	PC, TC	<u>No Progress</u>	<u>High</u>
<p>While this goal may have limited direct relevance to current and foreseeable Town development opportunities, threats exist that should be addressed in Town ordinances.</p> <p>RECOMMENDATIONS: Town Ordinances should restrict mass grading and clear cutting in any new development, particular in sensitive areas including the riverfront and within the Town Run watershed.</p>							
NER-5.6	Implement Steep Slope Development Restrictions	Low	Policy	Intermediate	PC, TC	<u>No Progress</u>	
<p>While this goal may have limited direct relevance to current and foreseeable Town development opportunities, threats exist that should be addressed in Town ordinances.</p> <p>RECOMMENDATIONS: Town Ordinances should restrict steep slope development in any new projects, particular in sensitive areas particularly riverfront.</p>							

# PARKS & RECREATION

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	Status	2024 Priority
Parks & Recreation Goal 1		Excellent park facilities and abundant recreational programs will be available to meet the needs of all residents of the community, regardless of age or physical ability.					
PR-1.1	Town – University Recreation Partnership	Medium	Policy	Intermediate	TC, PRC, SU	<u>Some Progress</u>	<u>High</u>
<p>A dedicated bike path from C&amp;O canal to downtown proposed by Age Friendly Shepherdstown is actively being considered by the Town and Shepherd University. Riverfront Park with possible trail connection to the Tobacco Warehouse is planned but on hold due to SU budget constraints and lack of funding grants.</p> <p>RECOMMENDATIONS: Both the bike path and connecting trail should be actively pursued.</p>							
PR-1.2	Develop a Parks and Recreation Master Plan	Medium	\$\$	Short	TC, PRC, PC	<u>No Progress</u>	<u>High</u>
<p>RECOMMENDATIONS: The Parks and Recreation Committee of the town council should develop a master plan and include provisions for oversight on progress made.</p>							
PR-1.3	Formally Establish Morgan’s Grove as a Public Park	Low	\$\$\$ - \$\$\$\$	Long	TC, PRC	<u>No Progress</u>	<u>High</u>
<p>We met with the Shepherdstown Community Club and the Shepherdstown Parks and Recreation Committee. Morgan Grove Park is privately owned by the Shepherdstown Community Club, which maintain the park and its facilities. The club is a 501(c)3 organization so park is open to the public. The park is funded by membership, donations, fundraising, grants, and facility rentals. The Club has no money for improvements or additions to the park at this time. The Community Club is struggling to maintain and improve the park. The Club is interested in a formal partnership with the town government to assist with maintenance, security, trash removal and grant writing. The Town’s Parks and recreation Committee is interested in meeting with the Community Club to discuss possibilities for collaboration and partnership.</p> <p>RECOMMENDATIONS: Morgan’s Grove Park is a significant asset to Shepherdstown. The town of Shepherdstown and the Community Club should begin meeting in 2024 to develop a plan for formal partnership and collaboration.</p>							

# PARKS & RECREATION

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	<u>Status</u>	<u>2024 Priority</u>
PR-1.4	Improve Princess Street River Access	High	\$\$\$	Intermediate	TC, PRC, PWC	<u>No Progress</u>	<u>High</u>
<p>Currently WVDNR leases (ten year) the boat ramp in Riverfront Park and is responsible for its maintenance and upkeep. It is our understanding that some WV State funds have been set aside to improve the boat ramp.</p> <p>RECOMMENDATIONS: Shepherdstown would benefit greatly from promoting its status as a “river front town”. To this end it should be a high priority to develop plans and funding to improve the boat ramp, improve both pedestrian and vehicular access, improve parking and try to find a partner to renovate the Tobacco House into a paddle sport facility.</p>							
<b>Parks &amp; Recreation Goal 2</b>		Shepherdstown will be known as a community that embraces an active and healthy lifestyle built around outdoor recreation.					
PR-2.1	Increase Promotion of Local Outdoor Recreation Opportunities	High	\$\$	Short	SVC, TC, PRC	<u>Some Progress</u>	<u>High</u>
<p>Agreement reached with JCCVB to lease the Market House for a Shepherdstown visitors center.</p> <p>RECOMMENDATIONS: The Town should work with JCCVB to coordinate promotion of outdoor recreation activities in and around the Town, including the Potomac River and the C&amp;O towpath. Establishment of a local business coalition would be helpful as well.</p>							
PR-2.2	Coordinate Promotion of the C&O Canal Towpath Trail	Medium	\$	Short	TC, SVC	<u>Some Progress</u>	<u>High</u>
<p>There has been a lack of communication and coordination with the Canal Towns Partnership due in part to lack of permanent staff focused on tourism development and lack of a local a Chamber of Commerce or other associations of local businesses. Attention to these priorities would benefit the town.</p> <p>RECOMMENDATIONS: The Town should establish formal relationships with the Canal Towns Partnership.</p>							
PR-2.3	Utilize the Tobacco Warehouse as a Paddlesports Support Facility	High	\$\$\$	Short	TC, PRC	<u>No Progress</u>	<u>High</u>
<p>RECOMMENDATIONS: Shepherdstown would benefit greatly from promoting its status as a “river front town”. To this end it should be a high priority to develop plans and funding to improve the boat ramp, improve both pedestrian and vehicular access, improve parking and find a partner to renovate the Tobacco House into a paddle sport facility.</p>							

# PARKS & RECREATION

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	Status	2024 Priority
PR-2.4	Develop a Community Health and Wellness Program	Low	\$ - \$\$	Long	TC	<u>No Progress</u>	<u>Medium</u>
<p>SU is a significant community asset with Health and Wellness Programs (such as gym memberships and the Silver Sneaker program) available to the public. There are also multiple other independent providers of Health and Wellness programs in the Town and surrounding areas.</p> <p><b>RECOMMENDATIONS:</b> These all should be encouraged and supported.</p>							
PR-2.5	Provide Community Access to Shepherd University Outdoor Recreation Activities	Low	Policy	Intermediate	TC, SU, PRC	<u>Some Progress</u>	
<p>Many of SU sports programs are open to the public.</p>							
PR-2.6	Bring Paddlesports Events to Town	Low	\$ - \$\$	Long	TC, PRC, SVC	<u>No Progress</u>	<u>Medium</u>
<p>Shepherdstown is a Potomac River waterfront town.</p> <p><b>RECOMMENDATIONS:</b> We recommend the Town explore ways to promote paddle sports on the Potomac River as way to increase tourism and boost the local economy.</p>							
PR-2.7	Improve Accommodations for Bicycle Tourism	High	Policy	Short	TC, SVC	<u>Some Progress</u>	<u>Medium</u>
<p>There are some bike stands in the Town.</p> <p><b>RECOMMENDATIONS:</b> Town should consider offering secure area for bike riders to store bikes and gear while in town.</p>							
PR-2.8	Provide a Public Bike Repair Station	Medium	\$	Short	TC, PWC, PRC	<u>No Progress</u>	<u>Medium</u>
<p><b>RECOMMENDATIONS:</b> A public bike repair station would attract riders from the C&amp;O bike path and promote bike riding in town and should be considered.</p>							

# PARKS & RECREATION

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	Status	2024 Priority
Parks & Recreation Goal 3		Parks will be located throughout the community in a manner that ensures accessibility for all residents.					
PR-3.1	Require Recreational Space in New Development	High	Policy	Short	PC, PRC, TC	<u>No Progress</u>	<u>Medium</u>
<p>As development plans are submitted to the Town's Planning Commission for undeveloped areas within the Town's boundaries, we recommend the Planning Commission require all developers to provide for recreational space within all development plans subject to Town approval.</p>							
PR-3.2	Develop Additional Neighborhood Parks	Medium	\$\$\$ - \$\$\$\$	Short	PRC, TC	<u>No Progress</u>	<u>High</u>
<p>The Parks and Recreation Committee of Shepherdstown believes that the six current parks it operates is all it can manage at this time with available money and personnel. The Committee also believes there are no other spaces available for new parks.</p> <p>RECOMMENDATIONS: If areas are annexed into the Town in the future, the Town Planning Commission should require that a portion of the land be set aside for public neighborhood parks.</p>							
PR-3.3	Improve Bike and Pedestrian Connections Between Parks and Neighborhoods	Medium	\$\$\$ - \$\$\$\$	Long	TC, PWC, PRC	<u>Some Progress</u>	<u>High</u>
<p>Age Friendly Shepherdstown is planning to present a final bike and pedestrian route proposal to the Town.</p> <p>The approved bike path from Shepherdstown to Morgan's Grove Park is progressing. Some right of ways are pending and there is a \$650,000 funding short fall. The mayor is encouraged with the progress and plans to discuss funding with Senator Manchin when he visits Shepherdstown. Discussions are ongoing with the Governor's office to provide needed funding to complete the path in the new budget.</p> <p>RECOMMENDATIONS: Approve and construct the bike and pedestrian route proposal by Age Friendly Shepherdstown. Aggressively monitor and follow-up to ensure that the approved pedestrian/bike trail between Shepherdstown and Morgan's Grove park is adequately funded and completed as soon as possible.</p> <p>Revisit and develop plans for a Town Run greenway connecting Shepherdstown to Morgan's Grove Park.</p>							

# PARKS & RECREATION

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	<u>Status</u>	<u>2024 Priority</u>
PR-3.4	Partner with Shepherd University to Develop the Proposed River Overlook	High	Policy / \$\$	Short	TC, SU, PRC	<u>No Progress</u>	<u>High</u>
<p><b>Recommendation:</b> The proposed Shepherd University River Overlook Park is on hold at this time. If it is revisited in the future the Town should work with Shepherd University to raise funds and apply for grants as this would achieve the goal of developing new parks.</p> <p><b>RECOMMENDATIONS:</b> This would achieve the goal of developing new parks and should be actively pursued. Work together with SU to apply for grants.</p>							
PR-3.5	Develop Connections Between Park Facilities on the River	Low	\$\$\$\$	Long	TC, PRC, SU, PWC	<u>Some Progress</u>	<u>High</u>
<p>Age Friendly Shepherdstown's proposed bike and pedestrian routes have been approved by the Town Council.</p> <p><b>RECOMMENDATIONS:</b> Work with Age Friendly Shepherdstown to complete signage for the bike and pedestrian routes.</p>							
<b>Public Services &amp; Infrastructure Goal 1</b>		The Town will provide high quality, efficient and cost effective services to its residents and utility customers.					
PSI-1.1	Identify Growth and Annexation Impacts on Services	High	Policy	Short	PC, TC, VFD, FC POC,	<u>Some Progress</u>	<u>High</u>
<p>There have not been significant annexation activity for several years. (Annexations in the last few years have been: Shepherd Village property (19) acres; The Bavarian Inn; SU Potomac Place Residence Hall; Cool Green Auto Repair property; Three parcels containing approximately (8) acres owned by George Kalathas. Possible future annexations are informally tracked by Andy Beall (Planning and Zoning Administrator).</p> <p><b>RECOMMENDATIONS:</b> Town should focus on developing a strategic annexation plan with particular attention to cost/benefit analysis. Engage experts from the Strong Towns non-profit organization to run cost/benefit analysis and hold public workshops to determine the wishes of the residents. Strong Towns (or paid consultant) can work with the County to align the County's growth plans with the Town's plans for utility and transportation improvements and annexation in order to reduce land use conflicts and strategically plan growth. Also, specifically we strongly urge the County Planning Department to cooperatively and proactively include the town government in decision making on issues within the Growth Management Boundary.</p>							
PSI-1.2	Provide Internet Based Customer Service Tools	Medium	Policy / \$\$	Intermediate	TC, FC	<u>No Progress</u>	<u>Medium</u>
<p>Upgrade of the Town website currently in process. It would be an opportunity for incorporating online customer requests.</p> <p><b>RECOMMENDATIONS:</b> No further recommendation pending release of web site upgrade.</p>							



# PUBLIC SERVICES & INFRASTRUCTURE

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	<u>Status</u>	<u>2024 Priority</u>
PSI-1.3	Develop Performance Dashboards	Medium	Policy	Long	TC, FC	<u>No Progress</u>	<u>Medium</u>
<p>Could be part of website upgrade, but not a high priority.</p> <p>RECOMMENDATIONS: Departmental service dashboards could be made a part of the web page upgrade identified in PSI-1.2; however, it should be noted that keeping them up to date and useful would require significant amount of staff time.</p>							
PSI-1.4	Partner with Jefferson County to Expand Access to Services	Low	Policy	Long	TC	<u>No Progress</u>	<u>High</u>
<p>No change. Text suggests having an office staffed part-time for services. May not be much demand for this approach.</p> <p>RECOMMENDATIONS: However, it is recommended that the Town should pursue a cooperative relationship with the County planning department to provide for proactive involvement of the town in planning decisions within the Shepherdstown Growth Management Boundary. This would likely need to be pursued at the elective political level.</p>							
PSI-1.5	Town – University Public Service Partnerships	Medium	Policy	Short	TC, PWC, POC	<u>Completed</u>	<u>Medium</u>
<p>Recent MOU on policing for mutual aid. This is a continuation of a history of cooperation.</p> <p>RECOMMENDATIONS: Recommend continued liaison with the University generally on shared areas of interest, but particularly with regards to law enforcement and parking, so that an effective cooperative relationship is maintained.</p>							
PSI-1.6	Build Economies of Scale for Town Services	Medium	Policy	Short	TC	<u>No Progress</u>	<u>Low</u>
<p>There has been minimal interest in pursuing this.</p> <p>RECOMMENDATIONS: The text of the plan report suggests that would be the objective of town growth through annexation. There does not appear to be interest in annexation for this specific driver.</p>							

# PUBLIC SERVICES & INFRASTRUCTURE

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	Status	2024 Priority
Public Services & Infrastructure Goal 2		Municipal buildings, infrastructure and capital equipment will be maintained in the best possible condition in order to support the provision of services to the community and to stand ready to adapt to new growth or other demands.					
PSI-2.1	Town Facilities Management Planning	Medium	\$\$	Intermediate	TC	<u>No Progress</u>	<u>High</u>
<p>Frank Welch (former DPW director) indicated that there is a list of town owned buildings, but there is not a structured plan for managing or maintaining these building assets.</p> <p>RECOMMENDATIONS: Recommend that the town do an asset management review for each property to identify foreseeable maintenance needs, their likely timeframe and anticipated cost.</p>							
PSI-2.2	Capital Equipment Replacement Planning	High	Policy	Short	TC, FC	<u>No Progress</u>	<u>High</u>
<p>There is no replacement planning per se; as needed. New Town Administrator has indicated that capital budgets will be prepared with the budget cycle going forward. That could be a step toward replacement planning.</p> <p>RECOMMENDATIONS: See item PSI-2.1 above</p>							
PSI-2.3	Street Maintenance Planning	Medium	\$	Short	TC, PWC	<u>No Progress</u>	<u>Medium</u>
<p>Street repairs done as needed. No developed plan. Much (most?) of the principal roadways in the town are actually state owned, and state maintained (typically after prompting by the town).</p> <p>RECOMMENDATIONS: Suggest that on a regular periodic basis (e.g., two year or five year cycle) the town prepare a documented assessment of street and sidewalk repair needs, and projection of the next major capital investment requirement. This assessment should include the state-owned roadways.</p>							
PSI-2.4	Develop a Space Needs Analysis	Low	\$ - \$\$	Long	TC	<u>No Progress</u>	<u>Low</u>
<p>Not done.</p> <p>RECOMMENDATIONS: This should be incorporated into the building asset management review recommended in item PSI-2.1</p>							

# PUBLIC SERVICES & INFRASTRUCTURE

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	Status	2024 Priority
Public Services & Infrastructure Goal 3		Water and sewer infrastructure will be maintained to the highest standards, and operated in a manner that provides the highest quality service to utility customers and the lowest impact on the environment.					
PSI-3.1	Utility Capital Improvement Planning	High	\$\$ - \$\$\$	Short	WSB	<u>Some Progress</u>	<u>High</u>
<p>The master plans for the water and sewer system are about twelve years old, and should be revisited. (Both systems have had recent upgrades that were done pursuant to those plans.)</p> <p>RECOMMENDATIONS: Recommend that the water and sewer departments prepare a written report on the status of implementation of the previous master plans, and whether revised objections are appropriate.</p>							
PSI-3.2	Utility System Public Outreach	Medium	Policy / \$	Short	TC, WSB	<u>No Progress</u>	<u>High</u>
<p>Water and sewer departments need improved outreach communication. A case in point is the planned incorporation of Town Run as a standard part of the raw water supply. The town has referred to Town Run as being a “secondary” water source; however, that term needs clarification. Most interpret it to mean a continuation of past emergency usage, and not as a secondary part of a blending with the Potomac River, as is envisioned for the future. Thoughtful public outreach is needed to protect the integrity of Town Run for both drinking water purposes and as environmental habitat.</p> <p>RECOMMENDATIONS: Consideration should be given to encouragement for property owners along Town Run that currently use septic systems to connect to the gravity sewer line that runs on Rte. 480.</p> <p>Our team thinks it is important to have a communications effort involving local newspaper articles; perhaps Town Clerk and Town Administrator could assist. Frank Welch agrees.</p>							
PSI-3.3	Implement “Smart” Metering Technology	Medium	\$\$ - \$\$\$	Long	WSB	<u>Some Progress</u>	<u>Medium</u>
<p>This refers to water meter technology. The town does currently employ remote meters which can be read by department staff from a distance. Other possible technologies would provide for leak detection; however, this would need to be assessed as to cost and benefit.</p> <p>RECOMMENDATIONS: Suggest checking with current customer meter vendor to determine what features might be available to the town using the current meter equipment, perhaps with minor adjustment to central infrastructure.</p>							

# PUBLIC SERVICES & INFRASTRUCTURE

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	<u>Status</u>	<u>2024 Priority</u>
PSI-3.4	Wastewater System Inflow and Infiltration Improvements	Low	\$\$\$\$	Medium	WSB	<u>No Progress</u>	<u>Medium</u>
<p>No formal I/I studies have been done.</p> <p>RECOMMENDATIONS: Recommend that periodically (say monthly or quarterly) the town do a comparison of volume of water treated, the total volume of water metered to customers, and the volume of wastewater treated. Depending on the amount of discrepancy, then a formal I/I study might be appropriate.</p>							
PSI-3.5	Utility Service Area Planning	High	\$	Short	WSB, PC, TC, CPC	<u>Some Progress</u>	<u>High</u>
<p>This is part of #3.1 above. The town is currently having a GIS (Geographic Information System) being developed by a consultant for the water distribution system and wastewater collection system.</p> <p>RECOMMENDATIONS: Recommend that the GIS system being developed be expanded to include stormwater drains throughout the town, including those associated with state owned roadways.</p>							
Public Services & Infrastructure Goal 4		The safety of the public will be assured through the provision of a level of police and fire protection that is sufficient to meet the needs of the community.					
PSI-4.1	Town – University Law Enforcement Cooperation	High	Policy	Short	TC, SU, POC	<u>Some Progress</u>	<u>Medium</u>
<p>Recent MOU, and continuation of past cooperation.</p> <p>RECOMMENDATIONS: It is important that the town police chief maintain frequent contact with his University counterpart, so that the cooperation is effective for both routine and emergency conditions.</p>							
PSI-4.2	Provide Full-Time Police Coverage	Medium	Policy / \$\$\$	Intermediate	TC, POC, FC	<u>Completed</u>	<u>Medium</u>
<p>Now have full-time coverage.</p> <p>RECOMMENDATIONS: Suggest that the town research level of staffing that is implemented by other police departments in towns of a similar size. This could be done through contact with several relevant professional associations.</p>							

# PUBLIC SERVICES & INFRASTRUCTURE

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	<u>Status</u>	<u>2024 Priority</u>
PSI-4.3	Maintain Law Enforcement Mutual Aid Agreements	High	Policy	Short	TC, POC	<u>Completed</u>	<u>High</u>
<p>Shepherdstown currently has mutual aid agreements with all police departments in Jefferson County. It is also deputized to provide police service in unincorporated areas of the County at County request.</p> <p><b>RECOMMENDATIONS:</b> No additional action needed, except to maintain the existing arrangements.</p>							
PSI-4.4	Establish Stable and Recurring Fire Department Funding	High	Policy	Short	TC, VFD	<u>Some Progress</u>	<u>High</u>
<p>Per conversation with Amy (town clerk), the Town makes an annual donation to the volunteer fire department from its allocation from the state's video lottery revenue, about \$6,000. This voluntary contribution is made from the town's video lottery allocation, which varies with how well Charles Town Casino is doing.</p> <p><b>RECOMMENDATIONS:</b> No further recommendations.</p>							
PSI-4.5	Include the Fire Department in Development Review	High	Policy	Short	TC, PC, VFD	<u>No Progress</u>	<u>High</u>
<p>Fire department is not included in review of new developments or modifications to existing buildings.</p> <p><b>RECOMMENDATIONS:</b> It is recommended that the fire department be included in review of new buildings or in significant modifications to existing. This is NOT intended to be a regulatory permit situation, nor supplanting current Fire Marshal permit review. Rather it is for departmental response planning, and for advice where appropriate.</p>							
<h2>Transportation Goal 1</h2>		<p>An interconnected, safe and accessible network of pedestrian and bicycle infrastructure will span the entire community and connect it to the larger region.</p>					
T-1.1	Require Pedestrian and Bicycle Infrastructure	High	Policy	Short	PC, TC, PWC	<u>No Progress</u>	<u>Medium</u>
<p>This recommendation was intended for incorporation into design of new streets. The only new streets that have been developed in the town are at Sage Place and Shepherd Village, and they have developed with provision for pedestrian and bicycle used.</p> <p><b>RECOMMENDATIONS:</b> T-1.1 ought to be removed from the revised plan or reworded to specifically target any new streets or development resulting from future annexation.</p>							

# TRANSPORTATION

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	<u>Status</u>	<u>2024 Priority</u>
T-1.2	Develop a Regional Bicycle and Pedestrian Plan	Low	Policy / \$	Intermediate	PC, TC, PWC	<u>Some Progress</u>	<u>High</u>
<p>Started; "Age Friendly Shepherdstown" has developed a conceptual bike route network for the Town and immediate adjoining areas, principally connecting town public parks (using signage and street marking.) The bike routing proposal has been presented to the Town's parks and recreation committee for review, and was supported. Now needs to be reviewed by other Town committees. HEPMPO is in process of developing a regional plan for bicycle/pedestrian infrastructure.</p> <p>RECOMMENDATIONS: Development of a bike route throughout the Town demonstrates Shepherdstown's commitment to safer biking and to the goals of a more regional plan of this type. We recommend working actively with HEPMPO to support the development of the regional plan, noting the benefits of such a plan to Shepherdstown residents.</p>							
T-1.3	Develop Greenway Trails	Medium	Policy / \$\$\$\$	Short	TC, PWC, PRC	<u>No Progress</u>	<u>Medium</u>
<p>There is no official policy. The Town council is open to collaboration on participating in local and regional efforts to develop greenways.</p> <p>RECOMMENDATIONS: Council ought to consider how viable greenway trails are within town boundaries. This valuable concept is likely to require the cooperation of other jurisdictions, and possibly private companies such as Norfolk Southern railway and other landowners while due consideration is given to not degrading the area's natural resources in building any new trailways. If this level of engagement and cooperation is not likely in near future, this item ought to be removed.</p>							
T-1.4	Regional Coordination for Greenway Development	High	Policy	Short	TC, PRC	<u>No Progress</u>	<u>Medium</u>
<p>There is no official policy. The Town council is open to collaboration on participating in local and regional efforts to develop greenways.</p> <p>RECOMMENDATIONS: Either remove the item or develop a strategy for engagement with the County and/or other municipalities for work on coordinated efforts towards a regional plan.</p>							
T-1.5	Install Shared Lane Markings for Bicycles	Medium	\$	Short	TC, PWC	<u>No Progress</u>	<u>Medium</u>
<p>Not started</p> <p>RECOMMENDATIONS: Town streets are not wide enough for dedicated bike lanes. We recommend support of Age Friendly Shepherdstown's proposed bike route's inclusion of "sharrows," which are road markings that communicate the importance of bikes and autos "sharing" the roadways.</p>							

# TRANSPORTATION

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	<u>Status</u>	<u>2024 Priority</u>
T-1.6	Require Bicycle Parking Facilities	Medium	Policy	Short	PC, TC	<u>Completed</u>	<u>Medium</u>
<p>There is no policy. Current bike racks are under utilized. Town is considering relocating one downtown bike rack to Rumsey Park.</p> <p>RECOMMENDATIONS: T-1.6 is unclear in terms of who should be required to install bicycle parking facilities or where, and under what authority this requirement would be enforced. This ought to be removed or reworded.</p>							
T-1.7	Expand Public Bicycle Parking Facilities	Medium	\$	Long	TC, PKC, PWC	<u>Completed</u>	<u>Medium</u>
<p>No formal plan developed; however, bike racks have been installed (stand alone, and adjunct to street parking meters).</p> <p>RECOMMENDATIONS: This sub-goal has been accomplished in that more bike racks have been installed. T-1.7 ought to be removed or reworded to focus on ongoing assessment of bike rack utilization and/or any problems with the current bike rack form or locations.</p>							
T-1.8	Expand Bicycle and Pedestrian Access to Schools	High	\$\$	Intermediate	TC, PWC	<u>No Progress</u>	<u>Medium</u>
<p>Current county plans are to relocate elementary school a further distance from Shepherdstown; no provision for bike access has been developed for the new location. The existing middle school is on the proposed bike route developed by Age Friendly Shepherdstown, and is on the designed bike path that is proposed to go to Morgan Grove Park.</p> <p>RECOMMENDATIONS: It's not clear if the Plan's idea of participating in the State's Safe Routes to School program was explored. We recommend either acting on this suggestion or rewording the item to focus on more specific local planning such as exploring the feasibility of working with the County and/or State regarding development of a multimodal path out to the new elementary school site. This might be included within or added to HEPMPO's proposed bicycle route planning.</p>							
T-1.9	Improve Bicycle and Pedestrian Connections	High	\$\$\$	Short	TC, PWC	<u>Some Progress</u>	<u>High</u>
<p>HEPMPO has developed a plan for improved facilities along Rte 45 westward toward Maddex Square and Martinsburg. Bike path to Morgan's Grove park is awaiting final funding.</p> <p>RECOMMENDATIONS: Additional connections between Town and locations outside of corporate limits will likely require cooperation with the State DOH and private land owners, which anticipates a regional approach rather than a town project. We recommend rewording this item to explicitly focus on the needed engagement with HEPMPO to make progress. Additionally, see T-1.3 above.</p>							

# TRANSPORTATION

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	Status	2024 Priority
T-1.10	Improve Pedestrian Safety	Medium	\$ - \$\$	Intermediate	PWC	<u>Some Progress</u>	<u>High</u>
<p>A survey of Town sidewalks and crossings has been done by Dr. Ron Eck of WVU in May. A report on this survey was received by the Town and presented at the June 2023 meeting of the Public Works Committee. Also presented at the same meeting was a report on trip-and-fall hazards from the Age-Friendly Shepherdstown group. Also, the Town has done periodic surveys of conditions of sidewalks, and has contacted adjacent home owners to make repairs on the more seriously deficient sidewalks.</p> <p>RECOMMENDATIONS: The safety of pedestrians is a frequently expressed concern. For the benefit of residents and visitors, this item, and the reports noted above, ought to be considered a top priority for action by TC.</p>							
T-1.11	Develop a Community Bike Sharing Program	Low	\$\$	Long	TC, SVC, SU	<u>No Progress</u>	<u>Low</u>
<p>Not done.</p> <p>RECOMMENDATIONS: There's been no activity on this, and no clear authority for the Town to act on it. The item ought to be dropped or reworded to encourage cycling groups to develop the envisioned program.</p>							
<h2>Transportation Goal 2</h2>		<p>The local street network will grow in a manner that provides the maximum amount of connectivity for automobile traffic and respects the historic street grid pattern as it expands outward from the core of town.</p>					
T-2.1	Expand the Grid Street Network	Medium	Policy	Short	PC, TC, PWC	<u>Completed</u>	<u>Low</u>
<p>The Town's "Planned Unit Development" regulations do have standards for street development.</p> <p>RECOMMENDATIONS: This item ought to be removed from the current plan or reworded to clarify a specific, observable outcome goal.</p>							
T-2.2	Promote Neighborhood Connectivity	Medium	Policy	Short	PC, TC, PWC	<u>No Progress</u>	<u>Low</u>
<p>There is no official policy at this time. This would be dependent on future annexations that would expand the Town boundaries.</p> <p>RECOMMENDATIONS: This item ought to be removed from the current plan or reworded to clarify a specific, observable outcome goal.</p>							



# TRANSPORTATION

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	Status	2024 Priority
T-2.3	Establish Minimum Connectivity Ratios	Medium	Policy	Short	PC, TC, PWC	<u>No Progress</u>	<u>Low</u>
<p>There is no official policy. This would be dependent on future annexations that would expand the Town boundaries.</p> <p>RECOMMENDATIONS: This item ought to be removed from the current plan or reworded to clarify a specific, observable outcome goal.</p>							
<h3>Transportation Goal 3</h3>		<p>The local highway network will provide for the safe and efficient movement of vehicular traffic to and through the community in a manner that reduces congestion, calms traffic and promotes safe access.</p>					
T-3.1	Limit Driveway Access to Thoroughfares	High	Policy	Short	PC, TC	<u>Completed</u>	<u>Low</u>
<p>New resolution enacted by Town Council in spring 2023 to restrict new driveway access to main roadways.</p> <p>RECOMMENDATIONS: The goal of this item has been accomplished through TC action, and can be removed from the current plan.</p>							
T-3.2	Require Cross Access	Low	Policy	Short	PC, TC	<u>No Progress</u>	<u>Low</u>
<p>No official policy at this time.</p> <p>RECOMMENDATIONS: This item ought to be removed from the current plan or reworded to clarify a specific, observable outcome goal.</p>							
T-3.3	Pursue Highway Capacity and Safety Upgrades	High	Policy	Short	TC	<u>Some Progress</u>	<u>Medium</u>
<p>No official policy at this time. HEPMPO has developed a plan for improved facilities along Rte 45 westward toward Maddex Square and Martinsburg.</p> <p>RECOMMENDATIONS: Strongly encourage follow-up on this project via active engagement with HEPMPO in support of the Rte 45 project developed by them.</p>							
T-3.4	Provide Alternate Truck Routes Around Town	High	Policy	Long	TC	<u>Some Progress</u>	<u>Low</u>
<p>No official policy at this time. HEPMPO has developed a plan for improved facilities along Rte 45 westward toward Maddex Square and Martinsburg. It does not include the northern alignment that was suggested in this comprehensive plan (see Section 7.2 below).</p> <p>RECOMMENDATIONS: The Town has neither the resources nor the space within the corporation to develop alternative truck routes. This item ought to be removed from the current plan or reworded to clarify a specific, observable goal that the Town has the capacity to work towards.</p>							

# TRANSPORTATION

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	Status	2024 Priority
Transportation Goal 4		The community will be served by an efficient public transportation system that provides convenient and efficient access to regional destinations.					
T-4.1	Expand the Availability of Public Transportation	Low	Policy / \$\$	Intermediate	TC	<u>Some Progress</u>	<u>High</u>
<p>No official policy at this time. Service is still limited. "Age Friendly Shepherdstown" has done some preliminary discussion with EPTA regarding public transportation needs and likely usage.</p> <p>RECOMMENDATIONS: There is data that supports the desire of residents for more public transportation to and from areas such as Maddex Square, WVU Medical clinic, the public library, the MARC station and campus locations for public events. Active discussion with EPTA regarding feasibility studies for a new or modified route is encouraged.</p>							
T-4.2	Expand Passenger Rail Service	Low	Policy	Intermediate	TC	<u>No Progress</u>	<u>Low</u>
<p>No official policy at this time. MARC has modified its service to Duffield. Service to Dulles Airport would be a valued enhancement.</p> <p>RECOMMENDATIONS: The Town has no direct authority or responsibility for passenger rail lines, On the other hand, many residents highly value access to that service. We recommend that the Town work with other municipalities to develop a regional voice in support of maintaining and expanding rail service.</p>							
T-4.3	Establish Direct Public Transit Connections to MARC	Medium	Policy / \$	Short	TC	<u>No Progress</u>	<u>High</u>
<p>No official policy at this time.</p> <p>RECOMMENDATIONS: See recommendations for T-4.1</p>							
T-4.4	Provide Additional Local Access to Shepherd University Shuttles	Medium	Policy / \$	Short	TC, SU	<u>Some Progress</u>	<u>High</u>
<p>No official policy at this time. "Age Friendly Shepherdstown" has done some preliminary discussions of public transportation needs and likely usage. This would be a joint development between the Town, the University and EPTA (Eastern Panhandle Transit Authority).</p> <p>RECOMMENDATIONS: See recommendations for T-4.1.</p>							

# TRANSPORTATION

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	Status	2024 Priority
Transportation Goal 5		Transportation infrastructure will reflect the historic character of the community and contribute positively to Shepherdstown's unique sense of place.					
T-5.1	Develop Compatible Transportation Infrastructure	Medium	Policy	Short	TC, PWC	<u>Some Progress</u>	<u>Low</u>
<p>No official policy at this time. This would be dependent on future annexations that would expand the Town boundaries.</p> <p>RECOMMENDATIONS: We recommend either removing this item or rewording it to reflect town authority and resources.</p>							
T-5.2	Limit Regulatory Signage	Low	Policy / \$	Short	PWC	<u>Some Progress</u>	<u>Medium</u>
<p>No official policy at this time. Mayor and town council support this.</p> <p>RECOMMENDATIONS: We recommend taking this concern seriously, and perhaps conducting an audit of current town signage to inform possible removal of unneeded or our-of-date signs, identification of possible new signage needed, and integration of current signage with Wayfinding sign project.</p>							
T-5.3	Limit Signalized Intersections in Historic Areas	High	Policy	Short	TC, PWC	<u>N/A?</u>	<u>Low</u>
<p>No official policy at this time although there currently are no traffic lights in Shepherdstown.</p> <p>RECOMMENDATIONS: There is no public clamor for additional signals at town intersections that we are aware of; we recommend either dropping this item as unnecessary or rewording to reflect a desire to maintain the practice of having a limited number of stop signs and no traffic lights in the historic district.</p>							
T-5.4	Develop Unique Street Signage	Low	Policy / \$\$	Intermediate	TC, PWC	<u>Some Progress</u>	<u>Medium</u>
<p>No official policy at this time. Jefferson County is currently exploring options for unique street signage for several communities.</p> <p>RECOMMENDATIONS: Continue to work cooperatively with the county Wayfinding project.</p>							

# TRANSPORTATION

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	<u>Status</u>	<u>2024 Priority</u>
Transportation Goal 6		Automobile parking will be available in convenient locations and in sufficient quantities to meet the needs of residents, businesses and visitors.					
T-6.1	Ensure Adequate Student Parking Availability	High	Policy	Short	SU, TC, PKC	<u>Some Progress</u>	<u>Medium</u>
<p>Shepherd University is planning various developments that includes adequate student parking.</p> <p>RECOMMENDATIONS: This appears to be responsibility of the University; we recommend removing this item, or rewording to express a desire to continue working cooperatively with the University on parking issues.</p>							
T-6.2	Town – University Parking Partnership	Medium	Policy	Short	TC, SU, PKC	<u>Some Progress</u>	<u>Medium</u>
<p>No official policy at this time. There is an agreement that visitors in town people can use parking Lot C on weekends.</p> <p>RECOMMENDATIONS: See T-6.1 recommendation.</p>							
T-6.3	Expand Off-street Parking Options	Medium	\$\$\$	Intermediate	TC, PWC, PKC	<u>No Progress</u>	<u>Medium</u>
<p>Not happening.</p> <p>RECOMMENDATIONS: The Town might consider if alternative parking arrangements, such as angled parking on some streets, are feasible and cost-effective. Alternatively, relatively open spaces such as the area south of the Alma Bea restaurant, might be explored as potentially available for parking. If projects such as these are not seen as viable, then the item ought to be removed.</p>							
T-6.4	Public Access to Private Parking Lots	Low	\$\$	Intermediate	TC, PKC	<u>Some Progress</u>	<u>Low</u>
<p>Can use SU parking lot C on weekends.</p> <p>RECOMMENDATIONS: It isn't clear what authority the Town has to act on this item. Presumably, private owners can allow people to park in their spaces now if they choose. We recommend removing this item.</p>							
T-6.5	Promote Parking Demand Reduction	High	Policy	Short	TC, PKC	<u>Some Progress</u>	<u>Low</u>
<p>This item refers to promotion of pedestrian and bicycle transportation. No official policy at this time. See above discussion on bicycle routes.</p> <p>RECOMMENDATIONS: It seems as though this item is actually tied to the consequences of other goals (e.g. increasing access to public transportation and improving biking and pedestrian safety). Thus, we recommend removing it.</p>							

# TRANSPORTATION

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	Status	2024 Priority
T-6.6	Downtown Employee Parking	High	Policy	Short	TC, PKC, SBA	<u>No Progress</u>	<u>Medium</u>
<p>No official policy at this time. This recommendation was for there to be a large parking lot remote from downtown to accommodate employees.</p> <p>RECOMMENDATIONS: Presuming that there is no likely space downtown to create a new parking facility, we recommend removing this item. Alternatively, the Town may want to consider a different approach to either decrease employee parking demand or cooperative usage of currently available parking for employees while they are working (and see 6.3 above).</p>							
T-6.7	Implement Tiered Approach to Parking Violations	Medium	Policy / \$	Intermediate	TC, PKC, POC, FC SVC	<u>No Progress</u>	<u>Medium</u>
<p>No official policy at this time.</p> <p>RECOMMENDATIONS: We recommend either asking the Police Committee to actively study this idea and create a recommendation for Town Council, or remove the item.</p>							
<h2>Transportation Goal 7</h2>		<p>A new highway facility will be constructed to reroute traffic moving across the Potomac from the current route through the center of town to a new route along the northern margins of the community in order to relieve congestion along local streets in town and more efficiently move traffic through the region.</p>					
T-7.1	Identify Alternate Highway Routes	High	\$\$	Short	PC, TC	<u>Some Progress</u>	<u>High</u>
<p>HEPMPO has developed a plan for improved facilities along Rte 45 westward toward Maddex Square and Martinsburg. It does not include the northern alignment that was suggested in this comprehensive plan (see Section 7.2 below).</p> <p>RECOMMENDATIONS: The Town has neither the resources nor the space within the corporation to develop alternative routes. This item ought to be removed from the current plan or reworded to clarify a measurable outcome goal that the Town has the capacity to work towards. We strongly encourage follow-up on this project via active engagement with HEPMPO in support of the Rte 45 project developed by them.</p>							

# TRANSPORTATION

ID	Implementation Strategy	2014 Priority	Resources	Timeframe	Responsibility	<u>Status</u>	<u>2024 Priority</u>
T-7.2	Promote the Rerouting of Highway Traffic	High	Policy	Short	TC	<u>Some Progress</u>	<u>High</u>
<p>No official policy at this time. HEPMPO has developed a plan for improved facilities along Rte 45 westward toward Maddex Square and Martinsburg. It does not include the northern alignment that was suggested in this comprehensive plan.</p> <p>RECOMMENDATIONS: The four way stop sign intersections seem to be getting busier and busier. However, the Town has neither the resources nor the space within the corporation to develop alternative truck routes. This item ought to be removed from the current plan or reworded to clarify a measurable outcome goal that the Town has the capacity to work towards. We strongly encourage follow-up on this project via active engagement with HEPMPO in support of the Rte 45 project developed by them.</p>							
T-7.3	Identify Impacts to Existing Businesses	Medium	Policy / \$\$	Intermediate	TC	<u>Some Progress</u>	<u>High</u>
<p>No official policy at this time. HEPMPO has developed a plan for improved facilities along Rte 45 westward toward Maddex Square and Martinsburg. It does not include the northern alignment that was suggested in this comprehensive plan (see Section 7.2 above).</p> <p>RECOMMENDATIONS: We strongly encourage follow-up on this project via active engagement with HEPMPO in support of the Rte 45 project developed by them.</p>							