

<b>Goal</b>	<b>Objectives</b>	<b>Action Item</b>	<b>Key Players</b>	<b>Timeframe</b>
<b>1</b>				
<b>Ensure that future land use regulations and policies support the development rights of residential and non-residential properties.</b>	Establish a simplified variety of commercial, residential, and mixed-use zoning categories and Land Use Classification appropriate to the County's needs.	Educate the public about the County's Zoning, Subdivision, and land development processes and regulations through educational materials, presentations, and digital tools.	P&Z	1-2 years
		Introduce text amendments to remove the Major Industrial and Planned Neighborhood Development Zoning Districts.	PC,CC	1-2 years
		Establish or modify zoning district options that allow residential and commercial land uses, residential and mixed use land uses, and rural residential land uses.	PC,CC	1-2 years
		Complete and enact an update to the Subdivision & Land Development Regulations and the Zoning & Land Development Ordinance to include the recommendations in the 2045 Comprehensive Plan Update.	P&Z,PC,CC	1-2 years
	Continue to encourage the utilization of cluster subdivisions as the preferred form of residential development within rural areas.	Avoid future use of the Residential-Light Industrial-Commercial district as a zoning district for Zoning Map amendment requests.	PC,CC	Ongoing
		Allow residential development outside of the Urban Growth Boundaries or Preferred Growth Areas to develop as rural cluster subdivisions or minor subdivisions, in accordance with existing land use rights.	P&Z,PC	Ongoing
	Align existing land use regulations with West Virginia State code and streamline land development process.	Perform a yearly review of relevant changes to West Virginia Code 8A following the end of the West Virginia state legislative session.	P&Z	Yearly
	Allow institutional uses in all zoning districts by right including medical facilities.	Introduce text amendments to allow medical facilities and other institutional uses by right in all Zoning Districts.	PC,CC	1-2 years

	Research and review prospective additional commercial uses in all zoning districts by right.	Propose text amendments, as deemed appropriate, to permit additional commercial uses by right in all zoning districts, after careful consideration of potential adverse effects to surrounding land uses.	PC,CC	1-2 years
<b>2</b>				
<b>Concentrate high density development in the County's Preferred Growth Areas (PGA), Villages, and municipal Growth Boundaries (UGB&amp;GMB) where infrastructure exists or is made available.</b>	Encourage and support the adaptive reuse of existing buildings, previously used sites, dilapidated structures, and vacant buildings within Jefferson County, paying particular attention to brownfield and greyfield sites.	Support the redevelopment of the Hill Top House Hotel site in Harpers Ferry.	CC	1-2 years
		Collaborate with stakeholders to recruit new and existing businesses and industries to use existing buildings and previously used parcels for new development including business parks and commercial sites.	JCDA	6-10 years
		Create, publish, and maintain a directory of previously used sites, including brownfield and greyfield sites, that are good candidates for redevelopment.	JCDA, HLC	Yearly
	Encourage expansions to the village areas and to provide a continuation of village scale and design in these areas.	Identify opportunities for restoration, rehabilitation and adaptive reuse of structures within village areas.	HLC	Yearly
	Coordinate with utility providers operating in Jefferson County to identify appropriate locations to provide new service based on existing and proposed development and infrastructure while supporting the enhancement, repair, and modernization of existing infrastructure.	Promote the importance of extending natural gas services and alternative energy sources into Jefferson County and encourage the extension of these services into new subdivisions.	JCDA	Ongoing

	Reevaluate the Preferred Growth Areas to reflect infrastructure expansions and land use changes.	Direct new urban level residential developments to locate in preferred areas within the municipalities, UGBs, PGAs, or Villages where water and sewer services are available.	P&Z,PC	Ongoing
		Support the annexations of parcels located in UGBs and the GMB, focusing on parcels that are primarily surrounded by parcels already incorporated into the municipality.	CC	Ongoing
		Direct new development to be contained in municipalities, UGBs, PGAs, Villages, and areas zoned for Residential Growth (RG), where public water and sewer will be available.	P&Z,PC	Ongoing
		Coordinate planning efforts with the municipalities to ensure that the development complements the future land uses in Jefferson County.	P&Z	Ongoing
		Adopt a text amendment to include Bolivar, Charles Town, Harpers Ferry, Ranson, or Shepherdstown staff and Planning Commission as an agency that must be notified as a courtesy by the applicant when submitting a concept plan for development within the relevant municipality's UGB or GMB.	PC	1-2 years
<b>3</b>				
<b>Support agricultural activities and promote agritourism.</b>	Enhance the viability of existing farmlands within Jefferson County by allowing a flexible range of agricultural and/or artisan uses within existing rural areas.	Revise existing Jefferson County land use requirements and site plan standards to reduce regulatory barriers related to agricultural or artisan operations.	P&Z	3-5 years

Encourage potential economic development opportunities related to agriculture and agricultural products in Jefferson County.	Advocate for new legislation to the relevant bodies to allow agricultural grant and loan funds be an approved use for agritourism and advocate for regulatory changes that promote and support the growth of craft beverage producers and sellers.	JCDA, EO	Yearly
	Coordinate with local businesses to brand and market Jefferson County farms and products by identifying and linking potential partnerships and matching suppliers with potential local and regional markets	JCDA	Ongoing
	Encourage the expansion of off-site farmers' markets to provide marketplaces for farmers and artisans to sell their goods within a variety of Jefferson County commercial venues;	JCDA	6-10 years
	Support economic opportunities relating to the aggregation, processing, and distribution of agricultural products.	JCDA	Ongoing
	Promote the agritourism businesses and events of Jefferson County.	CVB	Ongoing
Support programs for the education of and resources for the creation and viability of new generations of farmers.	Work with stakeholders to provide educational opportunities to promote the business of farming from generation to generation.	P&Z,JCDA	6-10 years
Update existing land use regulations to allow for diverse compatible and complementary uses on agricultural properties and within rural areas of Jefferson County.	Assess the need for regulatory changes based on new development proposals.	P&Z	Ongoing

	Support on farm agricultural processing businesses.	Encourage farm operators to collaborate with County officials in identifying potential economic development opportunities including attracting a meat processor to Jefferson County.	JCDA	Ongoing
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<b>4</b>				
<b>Encourage the preservation of historical sites and leverage heritage and cultural tourism to foster local business growth and development.</b>	Encourage the utilization of existing historic and agricultural areas for a variety of uses in ways that respect their historical function or setting.	Create a public art program working with municipalities that would encourage the installation of locally produced art in publicly owned facilities and sites.	Research Ongoing, CVB, Arts Council	Ongoing
		Educate county residents and visitors about historic preservation efforts and current projects in Jefferson County.	HLC, CVB	Ongoing
		Expand upon the existing interconnected marketing of the County’s multiple historic resources and the National Historical Park to encourage visitation to multiple locations in the County.	HLC, CVB	Yearly
	Encourage the adaptive reuse of existing structures.	Encourage the state legislature to include adaptive reuses of historic structures in the state code.		
		Develop and maintain a public catalog of existing non-residential structures that are adaptable for reconfiguration as housing or other uses.	P&Z,JCDA	Yearly
		Revise existing Jefferson County land use requirements and site plan standards to promote adaptive reuse.	P&Z	3-5 years
	Identify and implement feasible strategies to ensure short term rental compliance with local ordinances.	Perform a yearly review of short term rental offerings in the county and cross check adherence to local ordinances then work to bring offenders into compliance.	P&Z	Yearly
<b>5</b>				
<b>Encourage land conservation programs to help</b>	Financially support county conservation agencies including but not limited to	Continue the efforts of identifying and protecting open space areas with prime soils for agricultural uses.	FPB	Ongoing

<b>preserve the rural character of Jefferson County.</b>	the Farmland Preservation Board and Historic Landmarks Commission.	Support further development of farmland preservation easements and educate the public on the value of preserving historic sites and open space.	HLC,FPB	Ongoing
	Support agricultural cooperatives and food hubs in Jefferson County.	Collaborate with stakeholders to identify the needs of the agricultural community, assist in establishing cooperative structures, and market the initiative.	JCDA	3-5 years
	Provide equal opportunity to small and large farms.	Assess disparity in potential land uses for small and large farms and adopt policies to ensure equal opportunities.	P&Z,FPB	3-5 years
<b>6</b>				
<b>Balance the existing preservation of Jefferson County's natural resources with providing additional access to and utilization of outdoor recreational tourism.</b>	Investigate additional opportunities for public river access.	Encourage all river recreation activities to occur in a manner which supports the Chesapeake Bay Initiative.	P&Z	Ongoing
		Support and promote rural and recreational tourism for its economic benefits.	CVB	Ongoing
		Develop additional public access points to the Potomac and Shenandoah Rivers while taking into account the rights of property owners and environmental concerns.	PC,JCPR	6-10 years
	Develop connectivity to existing pedestrian and bike trails.	Collaborate with stakeholders to develop a path on the Old Standard Quarry property to potentially connect Schoolhouse Ridge South and Murphy's Farm.	P&Z,PC	6-10 years
	Increase the visibility and accessibility of tourism opportunities.	Increase awareness of public and private recreational opportunities that are available to visitors and residents of Jefferson County.	CVB,JCPR	Ongoing
		Create and maintain a community calendar of events.	CVB	Ongoing
		Encourage County businesses and service stations to provide electric vehicle recharging stations within Jefferson County	PC,CC	Ongoing

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7				
<b>Collaborate with state and regional transportation partners to enhance the built environment to promote safety on and around state and municipal roads and lessen congestion.</b>	Continue to coordinate with WVDOH related to access and transportation improvement decisions regarding local development review.	Collaborate with HEPMPO and other transportation agencies to identify ways to improve transportation (commuter, air, rail, and bus services) connectivity and roadways between Jefferson County and nearby states.	P&Z,PC	Ongoing
	Actively coordinate with HEPMPO, WVDOH, Municipalities and other appropriate stakeholders to identify potential highway, rail, bike, and pedestrian safety concerns within Jefferson County and promote safety measures.	Encourage municipalities to adopt a Complete Streets Policy following Federal Highway Administration suggestions.	CC	Ongoing
	Advocate for new developments to utilize traffic calming measures and building safe roads for pedestrians, cyclists, and motorists.	Participate in conferences and meetings with HEPMPO and WVDOH regarding transportation planning in the Eastern Panhandle.	P&Z,CC,EO	Ongoing
	Identify methods to improve public transportation and highway connectivity into adjoining	Advocate for HEPMPO and WVDOH to prioritize new safety measures based on the Highway Safety Areas Map.	PC,CC	Ongoing
		Coordinate with Virginia and Maryland state transportation agencies to identify ways to improve mobility within the US 340 corridor in the Harpers Ferry area.	P&Z,CC,EO	Ongoing



	states by working with HEPMPO, WVDOT, EPTA, and agencies in Maryland, Pennsylvania, the District of Columbia, and Virginia.	Collaborate with EPTA, HEPMPO, and the Northern Virginia Transportation Authority to study the feasibility of providing commuter bus service between the Charles Town/Ranson area into Leesburg and the future Washington Metropolitan Area Transit Authority (WMATA) Silver Line terminus.	P&Z,CC,EO	6-10 years
		Coordinate with state officials to identify funding sources and mechanisms that would encourage additional MARC service into West Virginia, as identified in the HEPMPO Long Range Transportation Plan.	P&Z,CC,EO	6-10 years
<b>8</b>				
<b>Foster a culture of public engagement that effectively communicates policy making</b>	Ensure public hearing and workshops are held in accordance with state code and local regulations.	Continue to develop discussion between the various local and regional agencies that are looking at similar issues for ways to increase collaboration.	P&Z,CC	Ongoing
		Assess the need for upgrades to County digital platforms to improve ease of access to information.	CC	3-5 years
<b>9</b>				
<b>Work with partners to protect the watersheds of Jefferson County and preserve the natural environment.</b>	Encourage developers to build new subdivisions to meet standards set by regional or national sustainable building organizations.	Encourage ordinances that require developers to meet sustainable building standards including model standards.	CC	3-5 years
		Pursue funding sources to commission a water quantity and quality study be performed to assess available water resources in the County.	CC	Ongoing
	Coordinate with local and regional partners regarding information and activities related to meeting the Chesapeake Bay Watershed Implementation Plan goals and property owners to enact voluntary recommendations.	Work with state and regional groups to address water quality issues related to failing water wells and septic tanks.	P&Z,CC	Ongoing
		Continue to monitor and participate in planning efforts related to the implementation of the Chesapeake Bay Watershed Improvement Plan	P&Z	Ongoing

	Work with property owners and applicable agencies to identify voluntary ways to protect unique natural features and the watersheds of Jefferson County.	Incorporate best management practices for areas along all creeks and rivers into the subdivision and land development regulations to provide additional protection for stream corridors and water quality.	P&Z	1-2 years
	Collaborate with applicable agencies, local watershed groups, and private property owners to identify funding for the maintenance and upgrade of existing septic systems.	Work with the Eastern Panhandle Conservation District and other stakeholders to promote their cost share programs for septic pumping.	CC	Ongoing
		Utilize allocated funds from the state and other sources to support local water service providers in administering remediation efforts to minimize the amount of per-and poly-fluoroalkyl substances (PFAS) in finished water from their systems.	CC	Ongoing
		Support efforts of the local Board of Health to establish standards related to regular septic tank pumping and inspections.	CC	Ongoing
<b>10</b>				
<b>Support a variety of public and private educational opportunities in Jefferson County.</b>	Coordinate with the Jefferson County School Board to identify appropriate locations to develop new schools based on existing and proposed residential development and infrastructure.	Request the Jefferson County Board of Education (JCBOE) to include County and municipal agencies on future facility plans and redistricting efforts.	PC,CC,JCS	Ongoing
		Evaluate potential walking and bike paths that could connect new and existing public and private schools to nearby neighborhoods, and create them where feasible.	P&Z,PC,JCS	6-10 years
	Support the efficient enhancement and renovation of existing Jefferson County School buildings.	Advocate for the state to re-evaluate the funding formula related to state based educational aid schools in order to create a quality Jefferson County public school system.	EO,JCS	Ongoing

	Continue to assess school impact fees as development occurs.	Reevaluate school impact fees and then assess fees commensurate with the impact of development and increased population on school buildings.	CC	Yearly
<b>11</b>				
<b>Align expansion of County park facilities and programs with federal, state, municipal, and non-profit recreation providers to ensure that a wide variety of park and recreation opportunities are available throughout Jefferson County.</b>	Continue to evaluate the need for and financing of a public or non-profit pool or aquatic center.	Support efforts to create an aquatic center that includes a competition pool and aquatic programming for swimmers of all ages.	JCPR,JCDA	6-10 years
	Coordinate with local, state, and regional governments, non-profits, and community groups to identify funding sources for recreational facilities.	Expand park and recreational programming options for children, teenagers, and young adults living in Jefferson County.	JCPR	Yearly
	Support the expansion of park lands and adoption of Master Plans or existing park utilization.	Encourage the location of new community public facilities (such as schools, libraries, parks) within Municipalities, UGBs, PGAs, or Villages.	P&Z,PC,CC	Ongoing
		Annually update and implement the recommendations of the County's Parks and Recreation Master Plan.	P&Z,JCPR	Yearly

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12				
<b>Foster job development in Jefferson County by promoting diverse businesses; employment opportunities; local business entrepreneurship; and professional service jobs.</b>	Collaborate with stakeholders to build and expand existing local businesses, support the start-up of new businesses, and attract new businesses to Jefferson County.	Organize and host small business development, entrepreneurship, financial assistance, and urban site selection classes in collaboration with stakeholders.	JCDA	Yearly
		Conduct business retention and expansion visits of interested businesses including assessments of future challenges and opportunities.	JCDA	Yearly
		Attract local development with a focus on government contracting, meat processing, agribusiness, tourism, and community development.	JCDA	Ongoing
		Collaborate with stakeholders and municipalities to provide awareness programs about the availability of financing and the boons for businesses that locate in existing Federal Opportunity Zone census tracts.	JCDA	Ongoing
		Develop partnerships with area financial institutions, including non-profit lenders that specialize in providing business financing to new and emerging businesses that are in the Federal Opportunity Zone census tracts and other eligible businesses.	JCDA	3-5 years
		Coordinate with local and state economic development agencies to identify potential funding sources for economic development efforts.	JCDA	3-5 years
		Plan with stakeholders' co-work facilities or business incubators that provide space for start-up companies along with a small network of entrepreneurs to collaborate.	JCDA	3-5 years
		Identify opportunities for public/private partnerships investment that would result in the creation or expansion of employment opportunities and infrastructure.	JCDA	3-5 years

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	Support vocational training opportunities for students of all ages in skilled trade programs and higher education to create a flexible, resilient workforce.	Grow relationships with local businesses and local/regional education institutions to increase availability of co-op and mentoring programs between students and businesses in the Eastern Panhandle.	JCDA	3-5 years
		Collaborate with key business and economic stakeholders to identify and create programs that would encourage the retention of highly skilled young graduates from the County’s institutions of higher learning.	JCDA	3-5 years
		Coordinate with key business stakeholders to improve employer outreach and collaboration with regional and state university/college career centers to promote Jefferson County employment and internship opportunities to students on all academic levels.	JCDA, JCS	3-5 years
<b>13</b>				
<b>Develop an environment that promotes existing and new businesses by expanding necessary infrastructure within the Preferred Growth Areas (PGA), Villages, and municipal Growth Boundaries (UGB&amp;GMB).</b>	Utilize existing infrastructure to allow construction of village-scaled businesses, residential uses, and community facilities with Village areas and potential	Promote available sites in villages for new buisnesses.	JCDA	Ongoing
	Allow small-scale commercial and multi-family uses in existing areas that have the potential to be designated as a village at a future date.	Support the Zoning Map amendment of properties wishing to be Zoned Village that are adjacent to Village or Village expansion areas.	PC,CC	Ongoing
	Provide incentives and opportunities for businesses	Work with the County’s municipalities to create a unified economic development strategy.	JCDA	1-2 years

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	to relocate or expand their operations within the County.	Encourage local non-profit organizations and local and regional economic development agencies to create a regular forum where all County artisans, businesses, and members of the non-profit and arts communities can meet to network and collaborate.	JCDA,CVB	3-5 years
	Work with utility providers to ensure public and private infrastructure is in place within UGBs, PGAs, and Villages to enable economic development.	Identify partners and funding sources for the expansion of natural gas services.	JCDA	6-10 years
		Request state and federal agencies to consider the location of new facilities in Jefferson County within the growth areas identified in this Plan.	JCDA	Ongoing
		Request the deployment of infrastructure, including water and sewer, in all UGBs and the PGAs.	P&Z,CC	Ongoing

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<b>14</b>				
<b>Promote a countywide expansion of activities, amenities, and entertainment for all Jefferson County residents.</b>	Collaborate with local businesses to identify opportunities and programs to aid in retaining and attracting families, early-career adults, and seniors to Jefferson County.	Develop and administer an initiative of feasibility and marketing studies for private entities that are exploring launching new commercial businesses or expanding existing commercial businesses from within or outside the County, particularly commercial businesses that provide entertainment and recreational opportunities for families and youth.	JCDA	3-5 years
		Work with local lenders and other stakeholders to identify financing for businesses that provide essential services, entertainment, and recreational opportunities.	JCDA	3-5 years
	Support programs that provide services and entertainment for residents of Jefferson County.	Ensure that all areas of Jefferson County are served by high speed wireline and/or wireless services and other advanced communication technologies.	CC	3-5 years
		Review and update the Zoning Ordinance and Subdivision Regulations related to tree preservation, buffering, and effective landscaping standards.	P&Z,PC	3-5 years
	Explore DarkSky International and Illuminating Engineering Society recommended standards to reduce light pollution.	Adopt text amendments to minimize light pollution as recommended by the DarkSky International and Illuminating Engineering Society (IES) and their current Model Lighting Ordinance Template.	PC,CC	3-5 years
		Support education and outreach programs for property owners and citizens to raise awareness about the impacts of light pollution, potential energy savings by reducing light pollution, and potential solutions to light pollution.	Research, CC	Yearly
		Urge municipalities to implement a Street Lighting Master plan to convert existing and future street lighting to reduce light pollution and follow DarkSky International recommended standards.	Research, CC	Ongoing

<b>15</b>				
<b>Enhance public services and public safety to meet the needs of Jefferson County residents.</b>	Coordinate with EPTA to improve transit service within Jefferson County and the Eastern Panhandle as a whole.	Support Eastern Panhandle Transit Authority's programs to provide additional transit services that address the transportation needs of the county and the disabled population in particular.	CC	Yearly
	Ensure access to emergency services in Jefferson County.	Explore all funding options to support and enhance County emergency services.	ESA	Yearly
		Implement improvements of County facilities and grounds for better access and safety.	CC	Yearly
	Identify ways to expand medical services and wellness programs.	Identify and expand the utilization of state and/or federal grants that might be available for capital projects in Jefferson County.	CC	Yearly
<b>16</b>				
<b>Improve interconnectivity by enhancing and expanding pedestrian and bike paths.</b>	Establish that new development adjacent to municipal boundaries, Villages, or within UGBs is designed and built in a way that enables connectivity to the existing street and infrastructure network or for future connectivity as development is extended to these areas.	Collaborate with key stakeholders and developers to encourage adjoining developments to provide interconnections.	P&Z,PC	Ongoing
		Collaborate with stakeholders to construct sidewalks and/or multi-use pathways in order to connect public and private schools to nearby communities, neighborhoods, and to countywide trail, park and recreational facilities.	P&Z,PC	Ongoing
	Collaborate with WVDOH to connect the Route 9 bike path into Ranson.	Collaborate with the WVDOH to allow pedestrian and bike trails to be constructed within the right-of-way where appropriate.	P&Z	6-10 years



	Continue to support construction of Shepherdstown bike path from Shepherdstown Middle School to Morgan Grove Park and Shepherdstown Library.	Coordinate with key stakeholders and property owners to identify potential routes and create a usable pedestrian and bike path.	PC	3-5 years
	Require sidewalks to be constructed or easements for their implementation be included within and connecting to existing and new development.	Strive to provide connectivity between bike and pedestrian paths that pass through or connect to adjacent new and existing residential developments.	P&Z	Ongoing
		Support the development of a pedestrian path between the Shenandoah Springs subdivision and the Patrick Henry Estates subdivision.	PC	6-10 years
	Develop a path connecting Ranson to Sam Michaels Park.	Coordinate with key stakeholders to develop a Countywide Trail Plan.	JCPR	6-10 years
<b>17</b>				
<b>Encourage a diversity of housing options including attainable and senior housing availability and accessibility to current and incoming residents.</b>	Work with county residents, members of the development community, and local and regional non-profit organizations to identify ways to integrate attainable housing with existing and new communities in Jefferson County.	Create a Planning Commission committee to review national attainable housing reports and make recommendations for a coordinated Jefferson County attainable housing initiative.	PC	3-5 years
	Identify and utilize private and public funding for the development of attainable housing in Jefferson County.	Research and assess the viability of grants and programs that would create attainable housing.	P&Z	Yearly

Encourage developers, contractors, and homeowners to build and renovate residential developments to meet the needs of residents across the entire lifecycle.	Actively support and enable the development of a wide range of affordable, workforce, senior and disabled housing units.	P&Z,PC,CC	Ongoing
	Identify and utilize funding sources that that would assist in maintaining and providing energy efficient upgrades to homes.	P&Z	Yearly
Encourage the development of communities that provide a variety of care for elderly and/or disabled residents within Jefferson County in close proximity to transportation corridors, medical facilities, and everyday needs.	Create a Planning Commission committee to review national aging-in-place reports and make recommendations for a coordinated Jefferson County aging-in-place initiative.	PC	3-5 years
Identify methods to lower the cost of constructing attainable housing within Jefferson County while ensuring a high quality of housing in conjunction with local non-profits and housing providers.	Evaluate mechanisms to permit an amount of affordable units to be constructed at a reduced impact fee rate.	P&Z	3-5 years