

## IMPLEMENTATION

### INTRODUCTION

The purpose of this section is to identify specific actions that can be taken to implement the goals and objectives of the plan over a five year segment of the planning period. The plan proposes controlled and managed growth tied to the availability and sufficiency of public facilities and services.

As the needs of an increasingly older population shift towards reliance upon proximity to community facilities, and the demands of new residents shift towards additional services, the efficiency of providing these services becomes more important.

All of these factors contribute to the importance of directing growth to where it can be most efficiently served, which supports the policy of concentrating new development mainly in and around the Towns and in the unincorporated places that are served by public facilities.

To fully implement this plan will continue to require political resolve and a substantial commitment of personnel and financial resources. In addition, it will require close coordination and cooperation among personnel at the State, County, Town, and Sanitary District levels.

Progress made toward implementing the actions proposed in this section will be reviewed annually by a review committee formally constituted by the Board of Supervisors.

### SPECIFIC IMPLEMENTATION ACTIONS

#### Natural Resources

1. Develop a county-wide stormwater management plan, coordinate with towns' stormwater management plans, and prepare a budget to implement the plan.

Director of Planning & Code Enforcement '05-'06

2. Develop an ordinance requiring pump outs of septic systems at intervals determined by the County.

Director of Planning & Code Enforcement '06  
Health Department

3. Develop a sinkhole ordinance to identify and protect sinkholes from accumulating groundwater contaminants.

Director of Planning & Code Enforcement '07

4. Aggressively pursue expansion of Best Management Practices in riparian areas.

Increase number of miles of stream bank protection by 10% per year, '06-'10.

Natural Resources Conservation Service

Lord Fairfax Soil & Water Conservation District

County Administrator

5. Support the Regional Water Resources Policy Committee by participating in funding the committee's work. This committee is in the process of preparing a Water Resources Strategic Plan for the Shenandoah River watershed.

Board of Supervisors '05

6. Participate in the clean air initiative (SHENAIR) which has been added as a new committee within the Northern Shenandoah Valley Regional Commission.

Board of Supervisors '05

#### Land Use Controls and Residential Development

1. Develop an Open Space Development ordinance to replace the existing subdivision ordinance. Open Space Development would apply to any parcel rezoned RR-A or RR-C. A minimum of 70% of the subdivision acreage would be open space in perpetual easement. Minimum lot size, taking into account road requirements, would be .75 acres for RR-A and 2.75 acres for RR-C.

Director of Planning & Code Enforcement '05

Zoning Administrator

2. Establish a system promoting a reasonable basis for rezoning proffers inside and outside the public service areas.

County Administrator '05

3. Develop a specific package of incentives to encourage the inclusion of affordable housing in new development planning.

Director of Planning & Code Enforcement '05

Zoning Administrator

4. Develop special ordinances/overlay districts to protect sensitive land and water resources from potential pollution and to preserve battlefields and other historic, scenic, and cultural resources.

Director of Planning & Code Enforcement '06  
Zoning Administrator

5. Convene an ad hoc advisory committee to study the merits of the purchase of development rights (PDR) as a means of permanently preserving agricultural land in the county. PDR is a recognized tool for protecting rural areas but has been little used in the Commonwealth. Determining what parcels of land are worthy of this designation and how such purchases would be paid for are key issues to be addressed.

Board of Supervisors '05

6. On a detailed map of the county, identify those areas such as wetlands, sinkholes, etc. which are unsuitable for future development. Post to the Geographical Information System (GIS).

Director of Planning & Code Enforcement '05

#### Economic Development and Tourism

1. Working with local farmers, agricultural organizations, and agriculturally related businesses, develop a set of economic development strategies in relation to agriculture.

Director of Economic Development '05-'06

2. Working with local chambers of commerce, electric power companies, telecommunications companies, health service providers, the Superintendent of Schools, VDOT, the taxing authority, the Director of plans, and others as appropriate, develop a strategy for maximizing the "climate" for attracting new businesses and industries of the type described in the next paragraph.

Director of Economic Development '05-'06

3. Hire a consulting firm of national stature to assist the county in finding and recruiting companies that pay significantly higher wages/salaries, are environmentally clean, and have a research, engineering, technology, or knowledge base component.

Director of Economic Development '05-'06

4. In keeping with the view that such companies value academic excellence in their employees and future employees, commit to enhancing the academic excellence in the county's high schools, particularly with respect to those students who aspire to a four year college education. Specifically, appropriate from local resources 5% more per year, over and above other increases, for each of the next 5 years for school operating expenses. This 5% per year increase should be earmarked for improvements in education quality.

School Board '06  
Board of Supervisors

5. Utilize the additional operating funds to achieve the following goals by 2010:  
Pupil/teaching position ratios, grades 8-12: reduce from 14.4 to 11  
Percent of students taking SATs: increase from 46 to 65  
Average SAT scores: increase from 983 to 1040 (adjusted to new SAT scoring)  
Percent of students going on to 4 year colleges: increase from 34 to 50  
Percent of teachers with relevant masters degrees: increase to 50

School Board &  
Superintendent of Schools

6. To enhance the role of tourism as an engine for economic prosperity:

a. Form a county-wide Chamber of Commerce.

County Administrator; Town Chambers '06

b. Develop plans for a full-service County Tourism and Information Center, to become operational by 2012. Plans to be ready by '09.

Dir. of Tourism

c. Identify specific scenic vistas throughout the county, erect appropriate roadside markers, and promote procedures for protecting, insofar as possible, those vistas from encroachment.

Dir. of Tourism '07

Director of Planning & Code Enforcement

7. Explore with the Virginia Employment Commission the possibility of establishing a satellite office in Shenandoah County similar to that of the Social Security Administration. Such an office should list local job opportunities, not just regional ones.

Dir. of Economic Development '05

Community Facilities

1. Explore ways of making full utilization of classroom space before embarking on a new school building program.  
School Board '05 and following
2. Upgrade the county jail, public safety, and court facilities.  
Board of Supervisors & Sheriff's Department '05-'06
3. Act on one of the 3 options for renovating the Edinburg School as a cultural arts center, the cost of renovation to be borne primarily by private funding.  
Board of Supervisors '05
4. Update and then fund and implement the Master Indoor/Outdoor Recreation Plan  
Department of parks and Recreation '05  
Board of Supervisors '06-'10
5. Promote the concept of a privately funded or private sector/Shenandoah Memorial Hospital partnership to create a county-wide wellness center by 2010.  
Department of Parks & Recreation Starting in '06
6. Commission a study to determine the optimum use of the North Fork Wastewater Treatment Facility.  
North Fork Wastewater Treatment Authority '05

Transportation

1. Implement the recommendations of the Old Valley Pike Corridor Plan; create a corridor overlay district; encourage VDOT to implement safety improvements at dangerous locations; and apply access management criteria along the corridor.  
Dir. of Planning & Code Enforcement '05
2. Review and revise as necessary the subdivision ordinance to provide appropriate design for streets and facilities and provision for pedestrian and bicycle travel in new developments.  
Dir. of Planning & Code Enforcement '05

3. Commission a professional study to develop a transportation plan through 2025, to include:

- Safety and volume improvements in the primary & secondary road network
- An I-81 interchange north of Woodstock
- Future needs for public transportation, e.g., bus service
- Protection of scenic, battlefield, and historic resources
- Provisions for pedestrian and bicycle travel

Director of Planning & Code Enforcement '06

4. The proposed widening of I-81 ( to at least 4 lanes in each direction) could have severe adverse economic, environmental, historical, and quality of life consequences for the Valley. The County, through the Northern Shenandoah Valley Regional Commission, should work to have all jurisdictions along the I-81 Corridor petition the Governor and the General Assembly to explore all strategic alternatives to widening I-81 in this fashion. Other alternatives should include a regional high speed rail line, and safety improvements to the existing interstate. The County should remain engaged on this subject until it is resolved.

Board of Supervisors '05 and following  
County Administrator

Administration

1. Establish a permanent Citizens Advisory Committee on the Comprehensive Plan. The committee will support the Board of Supervisors and the Planning Commission and will function under the direction of the Director of Planning and Code Enforcement. It will propose updates and revisions to the Plan as they are needed. On an annual basis the committee will review the actions of the previous 12 months and report its findings to the Planning Commission and the Board of Supervisors

Board of Supervisors '05

2. In the staff reports accompanying relevant Planning Commission and Board of Supervisors agenda items, indicate whether or not the proposed action conforms to the Comprehensive Plan.

Director of Planning and Code Enforcement '05 and following

3. Form a permanent joint council composed of town managers and the county administrator, such council to meet on a regularly scheduled basis and with a jointly agreed upon agenda.

Board of Supervisors '05

4. Make planning staff additions appropriate to the expanding planning needs of the county.

Board of Supervisors '05