

Comprehensive Plan 2006



Mount Jackson Virginia

July, 2006

Introduction

The Comprehensive Plan for Mount Jackson is part of a continuing planning program of the Town. The Plan fulfills the legislative intent of Title 15.1, Chapter 11, Section 446.1 of the Code of Virginia, 1950, as amended, for each incorporated locality to adopt a plan for the physical development of the territory within its jurisdiction. The Plan is an official public document adopted by the Town Council as a policy guide to decisions about the physical development of Mount Jackson and the immediately surrounding area. The Purpose Statement for the Comprehensive Plan Update Task Force, in 2005, was the following:

The purpose of the Mt. Jackson Comprehensive Plan is to provide a guide for multi-decade growth and development of the Town, through a participatory planning effort, by addressing planning issues of a rural community desiring to retain its unique, historic Small Town America character, improve the quality of life for its citizens, and support a thriving local economy while protecting and conserving the natural environment and resources of the Shenandoah Valley.

Local government has a great deal of influence on the way a community develops. The buildings, facilities, and improvements provided by the local government affect the daily lives of most citizens, give form to the community, and stimulate or retard the development of privately owned land. It is true that the workings of the real estate market help determine the uses of private land, but these uses are often regulated by the local government. The local government is the only body with an opportunity to coordinate the overall pattern of physical development of the community. This is as it should be, since the decisions of the local government are made by the legislative body which represents its citizens.

The local government is inescapably involved in questions of physical development. The local government needs an instrument which establishes long-range, general policies for the physical development of the community in a coordinated, unified manner, which can be continually referred to in deciding upon the development issues which come up on a regular basis. The Comprehensive Plan is such an instrument.

The Plan examines past growth and development, and presents current data on the regional characteristics, community facilities and services, community design, environment and conservation and land use. General goals and strategies were developed and are presented throughout the Plan in the respective content chapters and in Chapter VI-Implementation of the Plan & Goals, with specific implementation measures.

The overall Plan should be reviewed at least every five years to keep its policies in line with current trends, conditions, and ideas. To facilitate this, the Plan is now in notebook format, with each chapter numbered in a way in which it can be individually updated without affecting the balance of the Plan. Chapter VI, the implementation chapter of this Plan, should be reviewed as part of the annual budgeting process of the Town.

After public hearings held by the Planning Commission and the Town Council, this plan was adopted by Town Council on September 12, 2006.

Acknowledgments

This Plan is a compilation of data, ideas, recommendations, and analysis prepared by the Comprehensive Plan Update Task Force with the assistance of many. We would like to express our deep appreciation to all of the Mount Jackson and neighboring citizens (old and young, alike), Town and Shenandoah County officials, Town staff members, and business persons, who, in the spirit of civic duty, contributed their time, energy, and ideas to the development of this Plan.

We also thank the following:

- Shenandoah County Public Schools and the administration, faculty, and staff at Stonewall Jackson High School for participating in the *Mount Jackson Community Student Survey 2005*.
- Mrs. Betty Burke and Mr. D. Warrick Burruss II who directly and indirectly provided historical data for Chapter I.
- Robert Thompson and Ann Thompson who provided information and goals, related to the Town Library.
- Rob Kinsley, Shenandoah County Director of Planning, who presented at our first Community Workshop.
- Kenna Fansler who provided information and goals related to the Town Museum.
- Mary Embrey who proved invaluable by her tremendous assistance throughout the entire process by retyping the old Plan, providing assistance with the multiple preparations for our workshops, updating our web site with the new Plan draft/Plan, preparing materials for the Planning Commission and Town Council, etc., etc., etc.
- Charles Moore who gave freely and often of his time, energies, professional expertise, and multiple talents to keep the process moving smoothly.
- Milton Herd, our consultant, who guided the Task Force through workshops, presentations, and meetings, providing materials and professional insight throughout the process.
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- Ian Roberts and Rebecca Scofield who assisted in gathering documentation, analysis, and making presentations as student interns at the Mount Jackson Town Office.
- Bobby Clark, Extension Agent, Agriculture, who provided direction with agricultural goals and strategies.

The Comprehensive Plan Update Task Force planned, conducted research, held meetings and workshops, and wrote/evaluated/edited/rewrote the Plan. Their selfless dedication to the Town of Mount Jackson throughout this process was admirable. The members were:

| | | |
|--------------------------|-----------------------------|-----------------------|
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| Kenny Boyers | Brenda Greever | Alex Hofgren |
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The Plan was then finalized and adopted with the assistance of:

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Doug Zirkle, Vice Chairman
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Chapter I Regional Setting, History, and Characteristics

REGIONAL SETTING

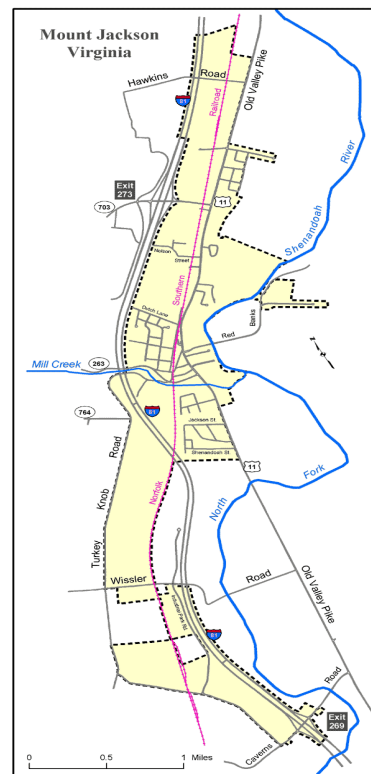
The Town of Mount Jackson is located in southern Shenandoah County midway between the Towns of Edinburg and New Market. [Figure 1-A] Mount Jackson developed along U.S. Route 11 (Main Street), the historic Valley Pike that winds its way up the Shenandoah Valley between the Massanutten and Allegheny Mountains. The development of towns along U.S. Route 11 – originally, the Great Wagon Road, and later the Valley Turnpike – occurred because they were approximately one day’s wagon ride apart. This important roadway was the major transportation link connecting the towns of the Valley with one another for over 200 years until Interstate 81 was completed. Rest stations were erected along the turnpike and goods and services were provided at many of these locations. Farmers, generally from the Pennsylvania area, were the first to settle in the region. As more settlers moved in, the demand for services increased to a point where people with more specialized skills, such as doctors and craftsmen, were needed. Out of this growth pattern, towns like Mount Jackson began to develop. The Town is situated on Mill Creek just west of where the Creek empties into the North Fork of the Shenandoah River. [Figure 1-B]

Figure 1-A
Shenandoah County, Virginia



Source: Shenandoah County GIS

Figure 1-B
Mount Jackson, Virginia



Source: Town of Mount Jackson

MOUNT JACKSON HISTORY

The earliest recorded inhabitants of the area were the Senedo Indians. They had settlements in the area until sometime between 1650 and 1700, when they were massacred by another tribe of Southern Indians known as the Catawbas.

Sometime before 1734, Benjamin Allen, Riley Moore, and William White came from Monocacy County, Maryland, and settled in the fertile lands just south of Mount Jackson, now known as Meems Bottom. Shortly thereafter, Mr. Allen built a mill on Mill Creek, formerly known as Allen's Mill Creek. Mill Creek was well suited to providing water power because of its abundant water and swift current. At one time, there were two large flour mills, a saw mill, and a carding mill in the immediate area of the Town, all harnessing the power provided by this swift-running stream.

The Town was laid out in 1812 and was originally called Mount Pleasant. Alexander Doyle was the seller of the original lots. In 1826, the Town's name was changed to Mount Jackson in honor of Andrew Jackson who was a frequent visitor to the area and who would become President of the United States two years later.

In the period between 1830 and 1840, the Valley Turnpike was built along the path of the old Indian trail that traversed the length of the Valley. This toll road was constructed by a private stock company and extended 93 miles from Winchester through Mount Jackson to Staunton following a route roughly the same as the present U.S. Route 11. With the advent of the automobile and increased traffic, the State bought out the private stock company and removed the toll gates in 1918.

Martin's Gazetteer reported that in 1835, "Mount Jackson contained eight dwelling houses, a Presbyterian Church house, one school, a mercantile store, a tavern, a tanyard, a smith shop and a boot factory." It is most likely that the church referred to is one that is still standing in the center of Town – Union Church, constructed around 1825.

One of the most distinguished residents of Mount Jackson was Dr. J. I. Triplett. Born in 1845, he served in the Civil War, and though he became a medical doctor, his energy and business prowess led him to become perhaps the one resident that was to be the most instrumental in the growth and prosperity of Mount Jackson. He was responsible for the success of the local milling business and construction of the power station that provided the first electricity in town. He founded and organized Peoples Bank, the first bank of the community, and also financed a general farmer's supply and hardware business. The donation of his old home place and cash contributions made Triplett School (now the Mount Jackson Fire Department) a reality. Dr. Triplett died in 1930 leaving the bulk of his estate in a trust earmarked for the establishment of a business college. Triplett Business and Technical Institute, later known as "Triplett Tech," was finally built some 30 years later. In 2005, Triplett Tech also became home to a Virginia Governor's School serving the counties of Shenandoah, Rockingham, Page, and the City of Harrisonburg.

The Manassas Gap Railroad was extended into the Valley from eastern Virginia. It came through Front Royal to Strasburg and was extended further to Mount Jackson where, because of the Civil War, construction was halted. During the Civil War, the railroad was used as a continuous pawn with armies of both the North and South alternately controlling it to transport troops and supplies.

Since Mount Jackson was a large designated hospital center for both the North and South during the Civil War, utilizing most buildings, private homes, as well as businesses in the town,

it can be logically assumed that upon occasion Union Church was pressed into use particularly after a great influx of wounded via the railroad after major battles.

The account of how the uniforms as well as the tents for company “G” of the 33rd Virginia were cut out and seamed by the ladies of Mount Jackson in the Union Church is vividly described in Margaret Muse Pennybacker’s unpublished manuscript, “War Memories.” Also, during the War, the old Rude place was frequently Stonewall Jackson’s headquarters and Rude’s Hill, one of his favorite campgrounds. It was also a favorite camping ground of the armies of Jubal Early and other Confederate commanders. Upwards of 500 soldiers from Virginia, North Carolina, Georgia, South Carolina, Alabama, Tennessee, Maryland, Louisiana, and Texas are buried in the Confederate Cemetery located at the northern end of the town on Route 11.

Mount Jackson was officially chartered in 1888. By that time, it had become an important shipping point for agricultural products, especially for livestock, grain, and fruit. In 1925, it was recorded that 153,750 barrels of apples were shipped from the Town. Its economy has grown steadily since then to include not only agricultural products, but also small industries, recreational facilities, and a growing tourist industry.

In 1972, lands north and south of Town were annexed, increasing its size from 258.4 to 774.56 acres and its population from 681 to 1,320 persons. Annexations in 2002, 2003, 2004, and 2005 increased the Town size to 1,326 acres and the population to 1,870. These annexations picked up nearly all properties out of town that had existing town water/sewer service.

In April of 1993, an area within the Mount Jackson town limits was placed on the Virginia Landmarks Register. The designated Historic District is located between 5850 Main Street and 6091 Main Street and includes Gospel, Broad, Race, King, Bank, Wunder, Tisinger, and Bridge Streets, Orkney Drive and portions of Bryce Boulevard. The same area was placed on the National Register of Historic Places in June of 1993. The State and National designations officially recognize the cultural, architectural, and landscape features of historically significant properties and require review for impact of adverse effects from state or nationally-funded projects. The designation also encourages preservation.

The Mount Jackson area economy has grown into a mixture of agriculture, small business and industry and outdoor recreational facilities. Tourist attractions include: George Washington National Forest and Parks, Shenandoah River, Orkney Springs Music Festival, hunting, fishing, golf, hiking, local caverns, and seasonal sports locations.

HISTORIC HOMESTEADS IN MOUNT JACKSON

Mount Jackson has a treasure of historic homesteads, some of which are the following:

- The “Maphis House” and “Maphis Mill” (aka “Art Holmas House”) is located on Orchard Road (Rt. 698) on Benjamin Allen’s Mill Creek at the old Maphis mill site. The house dates to the 1830’s when the surrounding land appears to have been part of the dower rights of Elizabeth Penniwitt. Dr. J. I. Triplett purchased and converted the burned remnants of Maphis Mill to a power station that was, allegedly, the first source for distribution of electricity in Mount Jackson.
- “Shenstone Mansion” is situated atop a knoll on the bank of Mill Creek on the southern edge of Mount Jackson. Built about 1825, the



- house was constructed on land received in 1749 by pioneer settler Riley Moore in a land grant from Thomas Lord Fairfax.
- The “Stoneburner House” is an old log house, at 6059 Main Street, built prior to 1800 and is probably the oldest house in Mount Jackson. The house is a vital part of the early history and heritage of Mount Jackson—an architectural jewel that has been well preserved as a result of rehabilitation during the 1980’s.
 - Located at 6036 Main Street, the “Pennybacker House” was built prior to 1806 on property that can be traced through land deeds to 1739. In 1812, Alexander Doyle purchased the house and established himself as a merchant and Mount Pleasant’s first postmaster. He was also instrumental in getting the Virginia General Assembly to change the name of the town to Mount Jackson to honor Andrew Jackson.
 - The “Harrison House,” located at 5928 Main Street, was completed just prior to the Civil War as a hotel. However, the War interfered with the plan and it was never used for its intended purpose. Its first use was as a hospital to treat soldiers from both the North and South.



RECENT AND CURRENT TOWN PROJECTS

Visitors’ Center, Library, Museum, Chamber Office, and Town Offices

In 2003, the new Mount Jackson Visitor’s Center was dedicated. The large structure houses the 1584 square foot Visitor’s Center Hall as well as the Town administrative offices, police department, Town museum, Chamber office, Town library, and meeting rooms.



The administrative staff includes a town manager, administrative assistant, a town treasurer/clerk, an assistant treasurer/clerk, and one part-time clerk.

The police department staff includes the chief of police, three full-time officers, and four auxiliary officers.

The museum has many historical items, ranging from old photos, documents, and books to furniture. There is a large section devoted to memorabilia from the War Between the States. The museum is manned by an all-volunteer staff.

The library has over 13,000 volumes, seven online computers for community use, and a volunteer staff of twelve.

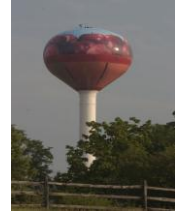
This building is truly a community building. Opening in 2004, two-thirds of the building was funded by community donations and state/federal grants. It serves all ages of the public for a wide variety of activities ranging from evening meeting rooms for community groups, museum tours and programs, and library programs of all sorts.

Visitors’ Center Park

In 2005, a citizen’s committee began designing the Visitor’s Center Park to be located just north of the Town Hall, a part of the Visitor’s Center/Town Hall project. The current draft plan calls for a gazebo that will serve as a stage for performances, a winding pathway through the site with benches, utility pedestals, and a Memorial Park area at the north end of the triangle. Drain pipe and backfill operations are now underway. The target date for completion is 2007.

Water System Improvements and Wastewater Treatment Plant

The water system project includes two new 500,000 water storage tanks and a system of pipes to interconnect these tanks. These improvements will improve fire protection and water pressure throughout Town and protect the stored water supplies.



Construction of a new state-of-the-art wastewater treatment plant will hopefully begin in mid-summer of 2006, and be on line early in 2008. The design for the new plant meets state requirements that protect the environment and the waterways and will treat 700,000 gallons per day.

Veterans Park

In 2004, the Veterans Park Committee began planning for a park to be located on the old town office site. They are currently working with an architect to finalize plans for this project. It will be of fairly simple design to allow for a view back into the Union Cemetery. There will be three flag poles, plaques commemorating each branch of the Armed Forces, and a plaque commemorating the veterans of all wars. The target date for completion is 2007.

Downtown Housing Project

In 2005, the Town received a Community Development Block Grant from the Virginia Housing and Community Development to rehabilitate 14 apartment units and produce 12 new units in the Historic District. The project also includes restoration of the façade of each participating property, furthering downtown economic development by improving the appearance of the buildings. This restoration project is nearing completion and should be finalized in 2006.

POINTS OF INTEREST

Union Church

Near the center of Town is the Little Red Brick Church, known as “Union Church.” It has been the most prominent landmark for generations surrounded by its old cemetery. The original building, on or near this site, was a wooden one, and with the surrounding land, was bequeathed to the community in the will of Reuben Moore dated June 11, 1822. As stipulated in the will, it has always been a nondenominational church, used by many congregations over the years. That first building was used as a school. The present brick building was erected about 1825, at the instigation of Mrs. Steenbergen of Mt. Airy and was used as a hospital during the War Between the States. The cemetery surrounding the church is almost a “history” of Mount Jackson, for it contains, among many others, the grave of Daniel Grey, a revolutionary soldier, the graves of several descendants of Reuben Moore, and the graves of Mr. and Mrs. Steenbergen. A Board of Trustees oversees the care and maintenance of the property.



Confederate Cemetery

Our Soldiers Cemetery, located on the northern end of Town on Rt. 11, was established in 1861 on land obtained from Col. Levi Rinker. The cemetery is the final resting place for upwards of 500 Confederate soldiers from nine



Southern states. As Mount Jackson was a hospital center during the Civil War, most buried there died in one of the hospitals within the Town. Though 112 of those soldiers were “unknown” for over 130 years, all have now been identified, and in 1998 a monument was erected identifying the 112 “unknowns.”

Mount Jackson Colored Cemetery

The Mount Jackson Colored Cemetery is located north of Town and just west of the railroad behind Our Soldiers Cemetery. The land was deeded to Mount Jackson’s black citizens by Col. Levi Rinker in the 1800’s and is the only known cemetery for blacks ever existing in Town. Though few interred there have been identified, it is believed that many others with unrecorded deaths are probably buried in unmarked graves.



Cemetery historian, Warrick Burruss II has researched and identified 74 of those buried which include a Confederate veteran, and, in October of 2004, a monument with those names was placed and dedicated on site.

Meem’s Bottom Covered Bridge

Just south of town, the longest remaining covered bridge still in public use in Virginia stretches 191 feet in a single span carried by the famous wooden Burr Arch. Meem’s Bottom Bridge was constructed in 1892-1893 by Franklin H. Wissler to provide a more convenient access to his apple orchards and Strathmore Farm. Mr. Wissler deeded the bridge to the Highway Department in the 1930’s in return for assuming its maintenance. It was placed on the Virginia Landmark Register, as well as the National Historic Register in April 1975.



Shenandoah Caverns and American Celebration on Parade

First opened in 1922 and within the town limits, Shenandoah Caverns is an extensive natural underground limestone caverns that attracts thousands of tourists annually. Its unusual ancient formations ranks it outstanding among Virginia’s natural wonders.



Also, on the grounds is American Celebration on Parade, an exhibition of famous floats and props from important events in America’s entertainment and political history. The floats occupy a building the size of one-and-one-half football fields. In 2005, construction began on a 15,000 sq. ft. “yellow barn” designed to promote agritourism and will feature old farm machinery and agriculture history interpretive events. The opening is scheduled for the spring of 2007.



Orkney Springs

Orkney Springs (c. 1774), a historic resort, is a few miles west of Basye. For many years, it was a popular summer resort, noted for its medicinal waters. City residents, escaping the heat of summer, came from miles for its treatment. Also, grand tournaments were held there. Beginning in the early 1970’s, the old hotel complex became the home of the Shenandoah Music Festival. Conductors and musicians have come from all over the world to present an annual summer series of quality concerts.



Bryce Mountain Ski Resort

Just 11 miles West of Mount Jackson is the 400 acre Bryce Resort. Renowned for its ski and snow boarding schools, Bryce is a family resort for all seasons that also offers snow tubing, grass skiing, swimming, boating, hiking, fishing, horseback riding, and a par 71, 6,295 yard golf course. There is a private airport with a 2,240 foot runway and a wide array of accommodations available from weekend to full-time retreats. In 2004, Bryce opened the nation's first summer mountain tubing run.



POPULATION

Introduction

The Comprehensive Plan is designed to be a guide for development and must measure community needs. Decisions concerning these needs are dependent on the number and characteristics of the people to be served. Therefore, an understanding of population is essential to the planning process.

This chapter will present past trends and present characteristics of the population of Mount Jackson. These will be related to the population trends and characteristics of Shenandoah County. The population of Mount Jackson will be projected to the year 2050. Because population projections are necessarily based on assumptions about the factors affecting population, they are subject to significant discrepancies with what actually comes to pass. They serve as useful planning tools, but must not be mistaken as population targets.

Historical Trends to Present Population

Table 1-A shows the decennial populations of Mount Jackson and Shenandoah County since 1930. There does not appear to be a correlation between the change in growth of Mount Jackson and that of the county, which may be attributed to the fact that the population of Mount Jackson is a significantly small portion of the total county population

Table 1-A
Historic Rates of Growth for Mount Jackson

| Section 1.01 | Year | Section 1.02 Mount Jackson | Mount % Change | Shenandoah County | % Change | Town's % of County's Population |
|--------------|-------|----------------------------------|----------------------|----------------------|-------------|---------------------------------------|
| | 1930 | 575 | N/A | 20,655 | N/A | 2.8% |
| | 1940 | 562 | -2.2% | 20,898 | 1.2% | 2.7% |
| | 1950 | 732 | 30.2% | 21,169 | 1.3% | 3.5% |
| | 1960 | 722 | -1.6% | 21,825 | 3.1% | 3.3% |
| | 1970 | 681 | -5.8% | 22,852 | 4.7% | 3.0% |
| | *1980 | 1,419 | 208.3% | 27,559 | 20.6% | 5.1% |
| | 1990 | 1,583 | 11.5% | 31,636 | 14.8% | 5.0% |
| | 2000 | 1,664 | 5.1% | 35,075 | 10.9% | 4.7% |

* Annexed portion of Shenandoah County, December 31, 1972.

* Sources: U.S. Census Bureau. Population counts, Northern Shenandoah Valley Regional Planning Commission in Front Royal.

Age and Sex Data

The following section is provided to give a broader understanding of the people who live in Mount Jackson. Information on age distribution, median age, sex, household size, and race are presented in the following tables, all developed using the U.S. Census 2000.

Table 1-B
Age Distribution for Mount Jackson

| Age Group | 1990 | | 2000 | |
|-------------------|--------|------------|--------|------------|
| | Number | % Of Total | Number | % Of Total |
| Under 5 years | 93 | 5.9 | 121 | 7.3 |
| 5 -9 years | 96 | 6.1 | 128 | 7.7 |
| 10-14 years | 100 | 6.3 | 107 | 6.4 |
| 15-19 years | 89 | 5.6 | 103 | 6.2 |
| 20-24 years | 126 | 8.0 | 106 | 6.4 |
| 25-34 years | 247 | 15.6 | 227 | 13.6 |
| 35-44 years | 236 | 14.9 | 264 | 15.9 |
| 45-54 years | 174 | 11.0 | 211 | 12.7 |
| 55-59 years | 77 | 4.9 | 69 | 4.1 |
| 60-64 years | 100 | 6.3 | 65 | 3.9 |
| 65-74 years | 138 | 8.7 | 141 | 8.5 |
| 75-84 years | 87 | 5.5 | 101 | 6.1 |
| 85 years and over | 20 | 1.3 | 21 | 1.3 |

Source: Northern Shenandoah Valley Regional Planning Commission in Front Royal.

The year 2000 showed a considerable growth, from the 1990 census, in children between the ages of birth to 19, rising from 23.9 percent to 27.6 percent of the population. The 65 and above group, those of retirement age, remained stable with 15.9 percent compared to the 1990 percentage of 15.5. The most significant change of the decade was that for ages 60-65 showing a drop from 100 to 65 persons in that range. [Table 1-B]

Table 1-C
Percentage of Age Distribution 2000

| Age Group | Mount Jackson | Shenandoah Co. |
|----------------------|---------------|----------------|
| 0-19 Years | 27.6% | 24.5% |
| 20-60 Years | 52.7% | 52.8% |
| 61 & Over | 19.7% | 22.8% |

Source: Northern Shenandoah Valley Regional Planning Commission in Front Royal.

Of the total residents in Mount Jackson in 2000, 27.6 percent were under the age of 20, 52.7 percent were between the ages of 20 and 60, and 19.7 percent were 61 or over. Shenandoah County reflected a similar division by age. [Table 1-C]

Table 1-D
Median Age 1990 and 2000
Mount Jackson & Shenandoah County

| Year | Mount Jackson | Shenandoah Co. |
|------|---------------|----------------|
| 1990 | 36.8 | 37.4 |
| 2000 | 36.4 | 40.9 |

Source: Northern Shenandoah Valley Regional Planning Commission in Front Royal.

The median age of Mount Jackson residents remained within .4 years of the 1990 census at 36.4 years. [Table 1-D]

Table 1-E
Sex Distribution 1990 and 2000
Mount Jackson and Shenandoah County

| Year | Mount Jackson | | Shenandoah Co. | | |
|------|---------------|--------|----------------|------|--------|
| | Male | Female | Section 1.03 | Male | Female |
| 1990 | 738 | 845 | 15,280 | | 16,356 |
| 2000 | 821 | 843 | 17,075 | | 18,000 |

Source: Northern Shenandoah Valley Regional Planning Commission in Front Royal.

In 2000, 49 percent of Mount Jackson residents were male, a growth of two percent from 47 percent in 1990. Consequently, the percentage of women went down two percent, from 53 to 51 percent. This sex distribution was precisely that of the county in 2000. [Table 1-E]

Table 1-F
Household Size, 1990 & 2000
Mount Jackson and Shenandoah County

| Year | Mount Jackson | Shenandoah Co. |
|------|---------------|----------------|
| 1990 | 2.41 | 2.50 |
| 2000 | 2.49 | 2.42 |

Source: Northern Shenandoah Valley Regional Planning Commission in Front Royal.

The Mount Jackson household size increased by .08 persons, to 2.49, since 1990. That was exactly the size of increase the county experienced, and their average household size of 2.42 was just .07 less than that of Mount Jackson in the year 2000. [Table 1-F]

Racial Composition

Table 1-G
Racial Composition, 1990 and 2000
Mount Jackson, Shenandoah County

| Year | Race | Mount Jackson | Shenandoah Co. |
|------|--------------|---------------|----------------|
| 1990 | % White | 97.4% | 98.2% |
| | % Non- White | 2.6% | 2.8% |
| 2000 | % White | 87.7% | 96.4% |
| | % Non-White | 12.3% | 3.6% |

Source: Northern Shenandoah Valley Regional Planning Commission in Front Royal.

Of the 2000 total population of the Town, 87.7 percent were white. The Shenandoah County population had 95.6 percent white composition. Mount Jackson was more diverse than the county by 8.7 percent as shown in Table 1-G.

Density

Population density is the average number of persons within an area of land usually expressed in acres or square miles. In 2000, Mount Jackson had a density of 2.15 persons per acre. This figure was obtained by dividing the Town's 2000 population of 1664 by the total number of acres 774.56 within the corporate limits.

Persons per Household

The 2000 census showed that 1664 persons lived in 667 housing units in Mount Jackson. This was an average of 2.49 persons per household, a slight increase from the 1900 census. This compared to an average household size of 2.42 for Shenandoah County, and 2.54 for the Commonwealth of Virginia.

Selected Social Characteristics

Table 1-H displays additional characteristics of the Town which give an overview of the residents' education, marital status, grandparent caregiver situation, veteran status, and prior residence tendencies.

**Table 1-H
2000 Census Social Characteristics**

| Subject | Number | Percent |
|---|--------|---------|
| SCHOOL ENROLLMENT | | |
| Population 3 years and over enrolled in school | 322 | 100.0 |
| Nursery school, preschool | 26 | 8.1 |
| Kindergarten | 26 | 8.1 |
| Elementary school (grades 1-8) | 196 | 60.9 |
| High school (grades 9-12) | 44 | 13.7 |
| College or graduate school | 30 | 9.3 |
| EDUCATIONAL ATTAINMENT | | |
| Population 25 years and over | 1112 | 100.0 |
| Less than 9 th grade | 232 | 20.9 |
| 9 th to 12 th grade, no diploma | 182 | 16.4 |
| High school graduate (includes equivalency) | 378 | 34.0 |
| Some college, no degree | 159 | 14.3 |
| Bachelor's degree | 105 | 9.4 |
| Graduate or professional degree | 21 | 1.9 |
| Percent high school graduate or higher | | 62.8 |
| Percent bachelor's degree or higher | | 11.3 |
| MARITAL STATUS | | |
| Population 15 years and over | 1312 | 100.0 |
| Never married | 310 | 23.6 |
| Now married, except separated | 34 | 2.6 |
| Separated | 34 | 2.6 |
| Widowed | 131 | 10.0 |
| Female | 104 | 7.9 |
| Divorced | 119 | 9.1 |
| Female | 68 | 5.2 |
| GRANDPARENTS AS CAREGIVERS | | |
| Grandparent living in household with one or more own grandchildren under 18 years | 25 | 100.0 |
| Grandparent responsible for grandchildren | 9 | 36.3 |
| VETERAN STATUS | | |
| Civilian population 18 years and over | 1264 | 100.0 |
| Civilian veterans | 173 | 13.7 |
| DISABILITY STATUS OF THE CIVILIAN NONINSTITUTIONALIZED POPULATION | | |
| Population 5 to 20 years | 370 | 100.0 |
| With a disability | 31 | 8.4 |
| Population 21 to 64 years | 933 | 100 |
| With a disability | 184 | 19.7 |
| Percent employed | | 71.7 |
| No disability | 749 | 80.3 |

| Subject | Number | Percent |
|-------------------------------------|--------|---------|
| Percent employed | | 85 |
| Population 65 years and over | 264 | 100.0 |
| With a disability | 90 | 34.1 |
| RESIDENCE IN 1995 | | |
| Population 5 years and over | 1567 | 100.0 |
| Same house in 1995 | 879 | 56.1 |
| Different house in the U.S. in 1995 | 596 | 38.0 |
| Same county | 400 | 25.5 |
| Different county | 196 | 12.5 |
| Same state | 92 | 5.9 |
| Different state | 104 | 6.6 |
| In 1995 | 92 | 5.9 |

Source: U.S. Census Profile of Selected Social Characteristics: 2000, Mount Jackson Town, Virginia

Town Projections

The future population projection is an indicator of the Town's growth potential. The size, kind, and number of community facilities that should be available, as well as the potential for industrial, commercial and residential expansion, are related to future population estimates. Population projections are based on an analysis of past trends and present development. When a small population base, or a community without a diversified economy, is the subject of projections, unforeseeable events could greatly alter the projections. The establishment of a large industry in or near Mount Jackson is an example of such an unexpected event.

Population forecasts here presented are based on the assumptions that stable economic and political conditions will exist, that no major natural or man-made disasters will occur, and that present social structure will remain basically unchanged. The estimates do not take into account the effect of any future annexation by the Town.

Lack of historical data makes an overall trend analysis difficult. Shenandoah County's Comprehensive Plan calls for growth in the county to occur at existing population centers, so Mount Jackson might well capture a higher percentage of the county's growth than it has in the past.

Table 1-I, following, shows a range of population projections which appear to be reasonable for Mount Jackson. As the county's policy now is to have growth tied to the towns, it would be reasonable to assume the average growth to be higher than previously recorded, building the local population well over the projections in Table 1-I.

Table 1-I
Population Projections

| Method | 1980 | 1990 | 2000 | 2010 | 2020 | 2030 | 2040 | 2050 |
|--------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| "A" | 1,419 | 1,583 | 1,664 | 1,619 | 1,809 | 1,998 | 2,188 | 2,378 |
| "B" | 1,419 | 1,583 | 1,664 | 2,130 | 2,380 | 2,630 | 2,879 | 3,129 |
| "C" | 1,419 | 1,583 | 1,664 | 2,982 | 3,332 | 3,681 | 4,031 | 4,381 |
| Average of Projections: | | | | 2,244 | 2,507 | 2,770 | 3,033 | 3,296 |

Source: Northern Shenandoah Valley Regional Planning Commission in Front Royal.

Method "A" Maintain 3.8% average over past 8 decades of the County's Population

Method "B" Maintain 5 % of the County's Population

Method "C" Maintain 7 % of the County's Population

ECONOMY

Labor Force

**Table 1-J
Labor Force Data- Shenandoah County**

| Annual Averages | Civilian Labor Force | Employment | Unemployment | |
|---------------------|----------------------|------------|--------------|------|
| | | | Number | Rate |
| 2005 (March) | 19,885 | 19,366 | 519 | 2.6 |
| 2004 | 19,451 | 18,864 | 587 | 3.0 |
| 2003 | 17,679 | 17,007 | 672 | 3.8 |
| 2002 | 18,490 | 18,097 | 393 | 2.1 |
| 2001 | 17,948 | 17,547 | 374 | 2.1 |
| 2000 | 17,567 | 17,333 | 234 | 1.3 |
| 1999 | 17,566 | 17,034 | 492 | 2.8 |
| 1998 | 17,302 | 16,835 | 467 | 2.7 |
| 1997 | 16,995 | 16,421 | 574 | 3.4 |
| 1996 | 17,182 | 16,328 | 854 | 5.0 |
| 1995 | 18,134 | 17,084 | 1,050 | 5.8 |
| 1994 | 17,654 | 17,018 | 636 | 3.6 |
| 1993 | 17,329 | 16,637 | 692 | 4.0 |
| 1992 | 17,759 | 16,609 | 1,150 | 6.5 |
| 1991 | 17,384 | 16,296 | 1,088 | 6.3 |
| 1990 | 16,555 | 15,782 | 773 | 4.7 |

Source: Northern Shenandoah Valley Regional Planning Commission in Front Royal.

Table 1-J shows the labor force in Shenandoah County increased in 11 out of 16 years, and the unemployment rate, though not on a consistent decline, declined for that same period. The labor force population increase or decrease was not directly correlated to the increase or decrease in unemployment. In five of eleven years when labor force increased, the unemployment rate decreased. Clearly, the population labor force can not be a predictor of unemployment rate. The unpredictable growth and development in an area are also great determinators of unemployment rate.

**Table 1-K
Labor Force Data- Virginia**

| Annual Averages | Civilian Labor Force | Employment | Unemployment | |
|---------------------|----------------------|------------|--------------|------|
| | | | Number | Rate |
| 2005 (March) | 3,852,864 | 3,721,291 | 131,573 | 3.4 |
| 2004 | 3,814,793 | 3,674,434 | 140,359 | 3.7 |
| 2003 | 3,766,801 | 3,612,229 | 154,572 | 4.1 |
| 2002 | 3,720,611 | 3,557,150 | 163,461 | 4.4 |
| 2001 | 3,675,345 | 3,548,047 | 127,298 | 3.5 |
| 2000 | 3,609,703 | 3,529,902 | 79,801 | 2.2 |
| 1999 | 3,528,041 | 3,429,908 | 98,133 | 2.8 |
| 1998 | 3,487,418 | 3,385,677 | 101,741 | 2.9 |
| 1997 | 3,408,142 | 3,273,222 | 134,920 | 4.0 |
| 1996 | 3,390,838 | 3,241,326 | 149,512 | 4.4 |
| 1995 | 3,482,244 | 3,325,234 | 157,010 | 4.5 |
| 1994 | 3,416,661 | 3,250,202 | 166,459 | 4.9 |

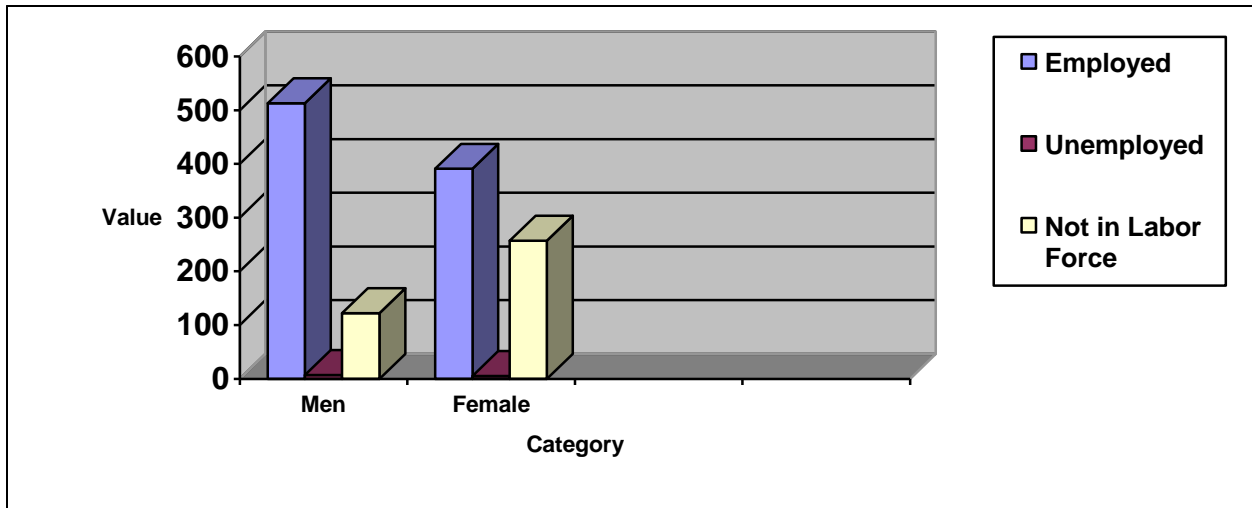
| Annual Averages | Civilian Labor Force | Employment | Unemployment | |
|-----------------|----------------------|------------|--------------|------|
| | | | Number | Rate |
| 1993 | 3,379,900 | 3,207,393 | 172,507 | 5.1 |
| 1992 | 3,399,929 | 3,180,803 | 219,126 | 6.4 |
| 1991 | 3,346,802 | 3,148,851 | 197,951 | 5.9 |
| 1990 | 3,238,831 | 3,098,145 | 140,686 | 4.3 |

Source: Northern Shenandoah Valley Regional Planning Commission in Front Royal.

Comparing Tables 1-J and 1-K, unemployment rates for Shenandoah County and the State were inconsistent in number. For 11 out of 16 years, the county enjoyed a higher unemployment rate than the State.

Graph 1-A

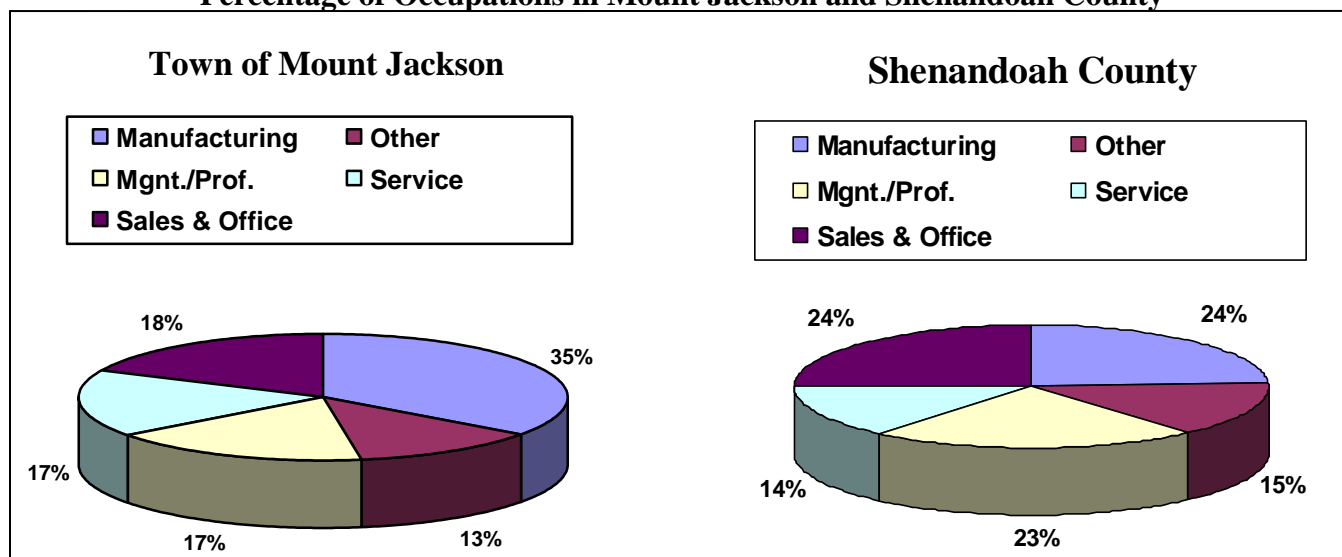
**Civilian Labor Force
Mount Jackson 2000**



Source: Northern Shenandoah Valley Regional Planning Commission in Front Royal.

Local, County, and State Occupations

Graph 1-B
Percentage of Occupations in Mount Jackson and Shenandoah County



Source: Northern Shenandoah Valley Regional Planning Commission in Front Royal.

Comparatively, Mount Jackson and Shenandoah County had similar occupational employment with the largest being in manufacturing for the Town. [Graph 1-B] Table 1-L gives specific numbers for employment in Mount Jackson shown in Graph 1-B. Available employment in the area is diverse.

Table 1-L
Employed Persons 16 Years and Over by Occupation
Mount Jackson, 2000 Census

| Occupation | Number | Percent |
|---|--------|---------|
| Management, professional, and related occupations | 154 | 17.0% |
| Service occupations | 157 | 17.4% |
| Sales and Office occupations | 163 | 18.0% |
| Farming, fishing, and forestry occupations | 8 | 0.9% |
| Construction, extraction, and maintenance occupations | 105 | 11.6% |
| Production, transportation, and material moving occupations | 317 | 35.1% |

Source: Northern Shenandoah Valley Regional Planning Commission in Front Royal.

**Table 1-M
Employed Persons 16 and Over by Industry
Mount Jackson, 2000 Census**

| Industry | Number | Percent |
|---|---------------|----------------|
| Agriculture, forestry, fishing, hunting, and mining | 21 | 2.3 |
| Construction | 62 | 6.9 |
| Manufacturing | 251 | 27.8 |
| Wholesale trade | 73 | 8.1 |
| Retail trade | 106 | 11.7 |
| Transportation and warehousing, and utilities | 36 | 4.0 |
| Information | 17 | 1.9 |
| Finance, insurance, real estate, rental and leasing | 32 | 3.5 |
| Professional, scientific, management, administrative, and waste management services | 41 | 4.5 |
| Educational, health, and social services | 110 | 12.2 |
| Arts, entertainment, recreation, accommodation and food services | 83 | 9.2 |
| Other services (except public administration) | 44 | 4.9 |
| Public administration | 28 | 3.1 |

Source: Northern Shenandoah Valley Regional Planning Commission in Front Royal.

Table 1-N gives a detailed summary of employers in Mount Jackson. Though many employees in these businesses are local residents, it is significant to recognize that some are not. The employment by industry in Table 1-M, likewise, does not imply those jobs were in the Town of Mount Jackson.

**Table 1-N
Major Employers of the Town of Mount Jackson
(As of the VEC 4th Quarter 2003 Employer Accounts Report)**

| Name of Employer | Business or Product | Employment Range |
|---------------------------------|------------------------------------|-------------------------|
| Merillat Corporation | Wood Kitchen Cabinets | 300 & above |
| Bowman Apple Prod. Inc. | Canned fruits and vegetables | 100 & above |
| Holtzman Oil Corp. | Petroleum Products | 50-100 |
| Holtzman Express | Grocery Store | 50-100 |
| Denny's | Eating Place | 50-100 |
| Food Lion | Grocery Store | 50-100 |
| Jackson Travel Inc. | Gasoline Service Station | 25-50 |
| Wendy's | Eating Place | 25-50 |
| Burger King | Eating Place | 25-50 |
| Inboden Environmental Ser. Inc. | Water Supply | 10-25 |
| Hepner Bros. Inc. | Concrete block and brick | 10-25 |
| Holtzman Propane Inc. | Liquefied petroleum gas dealers | 10-25 |
| Valley Fertilizer & Chemical | Farm supplies | 10-25 |
| Shenandoah Valley Electric | Electric Services | 10-25 |
| Town of Mount Jackson | General Government | 10-25 |
| 7-Eleven Store | Grocery Store | 10-25 |
| Cabin Hill Homes LLC | Single Family housing construction | 10-25 |
| Amerigas Propane Inc. | Liquefied petroleum gas dealers | 10-25 |
| Mount Jackson Moose Lodge | Civic and Social Organizations | 10-25 |
| Save A Lot | Grocery Stores | 10-25 |
| Bowman Agricultural Center | Deciduous tree fruits | 10-25 |
| James E. Zerkel Inc. | Liquefied petroleum gas dealers | 10-25 |

Source: Northern Shenandoah Valley Regional Planning Commission in Front Royal.

Examination of the responses to the Mount Jackson Community Survey 2005, question #18, answers the question “What would you hope Mt. Jackson’s image to be for the next 20-50 years?” [See Appendix C] Overwhelmingly, respondents said, “Small Town America.” Responses resulting from the Community Visioning Session on Services and Facilities, held in November of 2005, confirm that response. [See Appendix I] Preference for local jobs and housing, senior housing for seniors to remain in their hometown, expanding recreational facilities, having a walkable town, creating traditional neighborhoods with interconnectivity, nodes, and clusters, retaining treasured places (such as the Union Church, Old Soldiers Cemetery, and the Black Cemetery), and utilizing older buildings and facilities touch upon the desires of local residents. It is the intent of this Plan to direct the future of Mount Jackson towards the dreams of its citizens.

Chapter II

Town Government, Community Services, and Facilities

TOWN GOVERNMENT

The Town of Mount Jackson uses the Mayor/Council form of government as do all other towns in Shenandoah County. The Mayor and Council are elected for four-year terms, three councilpersons being elected at large every two years, and a mayor every four years on the even years. Council has six major committees, each councilperson serving as Chairman of one of the six committees. The Mayor serves as the presiding officer at council meetings. Council serves as the legislative body charged with the operation of the town as set forth in the Town Charter and Code. Council meets on the second Tuesday of each month.

Administration of the Town is delegated to a Town Manager, hired by the Council, who is the chief administrator and responsible for the day-to-day operation of the Town, and supervision and direction of the Town employees. The Town Manager also serves as Zoning Administrator and Secretary to the Planning Commission and Board of Zoning Appeals. An Administrative Assistant works closely with and assists the Town Manager with particular emphasis on grant programs.

The Clerk/Treasurer and Assistant Treasurer are responsible for financial records, payment of bills, payrolls, collection of revenues, and minutes of the Council meetings. A Maintenance Supervisor and his crew handle many diversified tasks and are very devoted to keeping the Town up and running. They are very adept at building and repairing equipment, devising ways of cutting costs, and saving the town from having to hire outside contractors. Equally, the Town has a long-time, very dedicated and knowledgeable Water and Wastewater System Supervisor who, along with an assistant, oversees the water and wastewater treatment systems.

Planning Commission

A Planning Commission composed of 7 members is appointed by the Council whose purpose is to assist the Town Council to plan for and guide future development in the Town and its environs by preparing studies, reports, plans, and other documentation for Council's consideration. They may also do other work for the Council, as it may delegate. One Council member serves on the Planning Commission. All other members are citizens who are qualified and interested in growth and development in the town.

Board of Zoning Appeals

A five member Board of Zoning Appeals, nominated by the Council and appointed by the Circuit Court, hears and decides appeals of decisions pertaining to zoning. Members serve staggered terms. One member must be a member of the Planning Commission.

Economic Development Authority

Seven members appointed by the Town Council comprise the Mount Jackson Economic Development Authority, created to promote the public interest, safety, health, welfare, convenience, and prosperity of the citizens of the Town. It is empowered to issue revenue bonds

for industrial development and certain other types of development for the public benefit pursuant to Chapter 49, Title 15.2 of the Code of Virginia of 1950 as amended.

Three members of Council sit on this board. The Town Manager serves as Executive Secretary. The Authority acts as the issuing agent only and incurs no monetary obligations to the Town by its actions. The Town benefits monetarily from application fees paid to the town by the bond applicants.

All meetings of Town governmental bodies are held on regularly-scheduled or called times at the Town Hall. All meetings are open to the public.

TOWN SERVICES

Water

Water needs of the citizens and businesses are supplied by the Town through a system of wells, storage tanks, and distribution lines. All water is pumped from one or more of six wells in the system with a combined capacity of 500 gallons per minute. No water is pumped from the Shenandoah River. Daily, 290,000 to 300,000 gallons of water are pumped, equaling 8.9 million gallons per month. In addition, the Town maintains a connection with the Bowman Apple Products Co. water system, which can supply approximately 150 gallons per minute to the Town in an emergency. Council is exploring the possibility of developing at least one new well, perhaps located in the Industrial Park.

Water is distributed over a 23-mile system of distribution lines throughout the Town and through the Mount Jackson Industrial Park, a part of which is in Shenandoah County. Three tanks, strategically located to equalize pressure throughout town, provide storage capacity of 500,000 gallons each. In the late 1990's and early 2000's, two of these tanks were installed as a result of a major study of the Town's water system. Significant improvements to existing water lines were made at that time and continue to be made as time and finances permit. As a result, pressure problems, water quality, and fire flows have much improved.

Problems with periodic high nitrate levels from two wells in the late 1990's have been corrected, and the quality of Mount Jackson's water is good. All water is treated with chlorine at each well. Due to the underlying limestone of the area, the water is quite hard.

Table 2-A
Summary of Town's Existing and Planned Water Capacity

| Description | (gallons per day) |
|---|-------------------|
| Current Regional Capacity | 1,300,000gpd |
| Ultimate Town Share of Capacity | 650,000gpd |
| Currently Used* | 190,000gpd |
| Additional Capacity Commitments** | 230,000gpd |
| Ultimate Capacity Remaining | 230,000gpd |
| *20,000 gpd in Industrial Park | |
| ** 80,000 gpd additional for Industrial Park; 150,000 gpd additional for Bowman Apple | |

Source: Town of Mount Jackson

**Table 2-B
Population Projections for Capacity Usage**

| Ultimate Capacity Remaining | | 230,000 gpd |
|---|------------|--|
| (assuming 1 dwelling unit utilizes 300 gpd) | | |
| Amount designated | | Population @ 2.4 persons/dwelling |
| 100% residential use | 230,000gpd | 766 new dwellings |
| | | 1,800 population increase |
| 90% residential use | 207,000gpd | 690 new dwellings |
| 10% industrial and commercial | | 1,656 population increase |
| 80% residential use | 184,000gpd | 613 new dwellings |
| 20% industrial and commercial | | 1,470 population increase |
| 70% residential use | 161,000gpd | 536 new dwellings |
| 30% industrial and commercial | | 1,286 population increase |
| 60% residential use | 138,000gpd | 460 new dwellings |
| 40% industrial and commercial | | 1,104 population increase |
| 50% residential use | 115,000gpd | 383 new dwellings |
| 50% industrial and commercial | | 919 population increase |

Source: Town of Mount Jackson

Examining data from Table 2-B, assuming only 80% of capacity was allocated to residential and 20% allocated to commercial and industrial uses, 184,000 gpd would remain for projected growth in residential areas and could support 716 additional dwelling units (1,470 people @ 2.4 people/dwelling). Furthermore, the ultimate capacity remaining at 230,000 gpd would allow for the equivalent of 766 new dwellings (1,800 people) if all of the capacity was allocated to residential growth.

The improvements recently made and planned insure the water system should meet current and future growth demands in the service area. Mount Jackson citizens and businesses should expect to have an adequate supply of high quality water at a reasonable cost for the foreseeable future.

Wastewater Treatment

The Town of Mount Jackson owns and operates a 200,000 gallon-per-day wastewater treatment plant east of town across the Shenandoah River on property owned by the Town. This plant has been in service many years and was last updated in 1982. It is currently operating at 80 to 90 percent capacity. The plant operates over capacity during periods of heavy rainfall, due to serious inflow and infiltration [I & I] problems within the collector system. In addition, the current plant was deemed to be incapable of meeting stringent new discharge requirements for nutrient removal required by the Virginia Department of Environmental Quality [DEQ] as part of the Chesapeake Bay cleanup program.

In the late 1980's and early 1990's, with development of the Mount Jackson Industrial Park and increased need at the southern campus of Shenandoah County Public Schools, the County and the Town of Mount Jackson began negotiations to increase capacity to the schools and industrial park. Over the years several alternatives were studied and in 2001 an agreement was reached whereby the County would share in the cost of a new wastewater treatment plant built by and owned by the Town of Mount Jackson. A portion of the capacity of the plant would be dedicated to the needs of the school complex and the industrial park.

A regional solution, of which Mount Jackson was a part, was then proposed and studied whereby a force main would be constructed from Mount Jackson to Edinburg, with the wastewater being treated at the old Aileen plant now owned by the County. Engineering was done but public opposition and other factors killed the project. In 2004, planning and engineering began in earnest for construction of a new 600,000 gallon-per-day wastewater treatment plant on the site of the old plant.

A *Preliminary Engineering Report* was submitted to DEQ early January, 2006. If all proceeds as planned, construction will begin in early summer, 2006, and hopefully be on-line late 2007 or early 2008. Due to increased need by industrial growth, the capacity of the new plant was increased to 700,000 gallons per day.

The Town's wastewater collection system consists of 401 manholes and 17.67 miles of pipe, ranging in diameter from four inch to 12 inch with the majority eight inch. Three major collection basins exist--the Industrial Park, the South and North basins, along with one smaller basin near the wastewater treatment plant.

To control its I & I problem, in March, 2005, DEQ issued a *Special Order by Consent* to the Town which outlines actions the Town must take. A \$500,000.00 loan from the Water Control Board was authorized, and an engineering firm was hired to work with the Town using its sewer camera to identify the areas where ground and surface water was infiltrating the system. The engineering has been completed and the Town Maintenance crew will correct as many problems as possible with the balance contracted out to contractors.

Upon completion of the new plant and correction of the I & I problem, citizens and businesses should have sufficient of capacity for their own and new business as well.

Trash Collection

The Town of Mount Jackson contracts with private trash haulers for a weekly pick-up of household trash for all households within the corporation limits. The charges for this service are billed as a separate item on monthly water and sewers invoices. In addition, the Town also provides a quarterly "large trash pick-up" day when citizens can place large items such as large appliances curbside for pick-up by the Town.

Police Department

The Town Police Department is staffed by a Police Chief and three officers. The new Town Hall/Visitors Center building provides much needed quarters for the department with an office for the chief, separate work/office space for the officers, an interrogation room and an evidence storage, none of which was available in the old Town Office building. The department has four police cruisers. Calls for service are all dispatched via 911 through the Shenandoah County Sheriff's department. Through 2005, the Police Chief has received recognition on state and national levels for his work. In calendar year 2005, the department handled 2,498 incidents.

In 2004, the Police Chief initiated a volunteer auxiliary program whereby citizens qualify to assist officers on special occasions such as parades, festivals, etc. This has proven to be quite successful.

SERVICES PROVIDED BY OTHERS

Electricity

Electrical power is supplied to different portions of the town by Dominion Virginia Power and Shenandoah Valley Electric Co-operative. Neither company anticipates any problem supplying the power needs of the town and surrounding area in the foreseeable future.

Telecommunications

Telephone service to Mount Jackson, Shenandoah County, and surrounding areas is provided by Shenandoah Telephone Company (Shentel) of Edinburg, Virginia. Shentel and its subsidiary companies provide a wide range of telecommunication services and equipment including digital cable television, high-speed internet access, paging service, and a broad range of quality land and wireless communications including state-of-the-art fiber optic technology, Voice over Internet Protocol, High Definition TV, scalable bandwidth for telecommute and home offices, MultiLink PPP, ISDN, SpeedLink DSL along with T-1 and DS-3 connectivity. The Town of Mount Jackson has issued a franchise agreement with Shentel Cable Television Company to provide cable television service to the town.

Solid Waste Disposal

Solid waste disposal is provided by Shenandoah County at the county landfill between Edinburg and Woodstock. Citizens of Shenandoah County and county towns can haul solid trash including metal, wood, brush, used oil, household pesticides, batteries and paper items for disposal or recycling at the landfill. In addition, the County provides compactor sites at various sites throughout the county for household trash and collection dumpsters for recycling glass, paper and cardboard, tin cans, aluminum cans, and plastic bottles and jugs at the county sites and in the towns. A recycling dumpster is currently centrally located in Mount Jackson on King Street.

Street Maintenance

Street maintenance and snow removal is primarily the responsibility of the Virginia Department of Transportation (VDOT). The Town sometimes acts as a subcontractor for snow removal when contracted so by VDOT. Sidewalk snow removal is the responsibility of the homeowner for the sidewalk in front of his property. The town tries to clear snow from the downtown sidewalks when possible. VDOT periodically sweeps and vacuums Route 11 (Main Street) through the downtown area.

Fire Protection

Mount Jackson Volunteer Fire and Emergency Services Department provides fire protection for Mount Jackson and surrounding firebox area. This volunteer fire company, designated Company 2 by the Shenandoah Fire and Rescue Services Association, was formed in

July, 2005 following the disbanding of the previous Mount Jackson Volunteer Fire Co. 20. Assets of the old company were deeded over to the Town of Mount Jackson, who organized a new company and leased the fire hall and all equipment to the new company for a token annual payment. Although originally organized by the Town, the new Company is a separate, 501[C][3] entity and not a town owned and operated fire department. The Fire Company is located on south Main Street in the old Triplet School.

Shenandoah County has just begun the hiring of paid fire and rescue personnel to staff local fire and rescue operations through the daytime hours when volunteers are least available. Consolidation of local fire companies and rescue squads is also being considered. The new fire company began answering calls on October 1, 2005 and has proven quite capable and competent having answered over 90 calls between Oct. 1 and December 31, 2005. Over 30 volunteer members are working hard to gain the community's trust and support.

Fire calls are dispatched through the County's 911 system. Cross support when needed is available from New Market, Edinburg, Basye/Orkney Springs and Conicville Fire Companies.

Rescue Squad

The Mount Jackson Rescue Squad (Company 21) is the oldest rescue squad in Shenandoah County, chartered in 1963. Company 21 is located on south Main Street about 1 block north of the fire hall. It is a busy rescue squad, being one of the first in the county to receive two paid personnel to man the station during weekdays. The Company answered 792 calls in 2005--213 town calls and 640 county calls. Thirty-two members responded to calls totaling 2,818 man hours and traveling 18,627 miles. Mount Jackson's close proximity to busy Interstate 81, and a section of which seems to have a lot of accidents, results in many accident calls during the year for both the Rescue Squad and the Fire Company.

The Town of Mount Jackson supports both the Rescue Squad and Fire Company with annual financial donations. The citizens of the town and surrounding community have always been very supportive of both companies and each have earned the support and trust by their fine service.

HEALTH CARE & SOCIAL SERVICE FACILITIES

Mount Jackson is served by two doctor's offices—Mount Jackson Medical Center on Medical Drive, which is affiliated with Rockingham Memorial Hospital in Harrisonburg, and Mount Jackson Family Health Center on North Main Street, which is affiliated with Shenandoah Memorial Hospital in Woodstock. Both offices offer family medical care.

Shenandoah Memorial Hospital in Woodstock, 10 miles north of Mount Jackson, is a part of the Valley Health System, a network of hospitals and healthcare facilities in the northern Shenandoah Valley anchored in Winchester. Rockingham Memorial Hospital is located in Harrisonburg, about 25 minutes south of Mount Jackson, serving a wide region of the central Shenandoah Valley. Both hospitals offer full service, advanced technology medical care.

In 2006, the Town had complete dental services as well as chiropractic services available in town. And, while Mount Jackson does not have a nursing home or assisted living facility located in town, several are located nearby in New Market and Woodstock. The *Community*

Survey 2005 responses to needs for housing identified “senior living” as the second highest need listed. [See Appendix A, Question #10] Discussions held during visioning sessions with the community further elaborated on that topic, giving voice to a need for an assisted living facility with medical facility in addition to a senior community designed for senior living and recreation. [See Appendix F]

RECREATIONAL FACILITIES

The Mount Jackson Lions Club Park is a ten-acre tract located at the end of Wunder Street adjacent to Interstate 81 in the Dutch Lane Subdivision. The Lions Club purchased the land and over the years has contributed to its development. Ownership of the Park was turned over to the Town which operates and maintains it.

Recreational facilities available at the park include a regulation Little League baseball diamond, fully fenced and lighted, with bleachers and concession building. The swimming pool, tennis court, basketball and volleyball courts are heavily used. Recent additions are a wooden playground system erected by community volunteers (Kids Kove) and a walking trail. A picnic pavilion with eight picnic tables completes the facility. The Town and the Lions Club are currently looking at possibilities of cooperating in future improvements to the Park.

Mount Jackson also owns a smaller undeveloped tract of land on the south side of Mill Creek just west of the Rt. 263 bridge over Mill Creek on the west side of town. Plans for this property include the option of connecting it to other parcels to create a greenway or river walk.

In June, 2005, the now defunct Mount Jackson Volunteer Fire Company 20 deeded the former Triplett School property over to the Town of Mount Jackson. Town Council’s Public Properties & Facilities Committee has discussed the possibility of refurbishing the gymnasium and other areas of the building for citizens recreational and other uses. The land included on this property has recreational value as does the area behind Triplett Tech. The committee agrees this is a project worthy of further study.

Shenandoah County Parks and Recreation Department provides planned recreation opportunities throughout the county using county school and other public facilities. In addition, several privately-owned golf courses, bowling alleys, and other recreational facilities are open to the public and are located within a few miles of Mount Jackson. Information regarding any of these facilities is readily available by contacting the Shenandoah County Department of Parks and Recreation, the yellow pages of the telephone book, or town offices of the locality.

Recreational opportunities help create a healthy community. The *Community Survey 2005* had a number of responses that indicate the importance of recreation to the community. Question #16, asking for write-in responses to “the most undesirable qualities of Mount Jackson,” had 21 responses of “not enough sidewalks,” 17 responses of “more recreation type businesses needed,” and 12 responses that “park and pool need renovations.” For Question #17 asking about the greatest problems now or in the future, “not enough for children, young people, or seniors to do” ranked second highest in write-in responses. In the Community Vision Workshop: Community Services and Facilities, discussion identified the need for ball fields in the southern part of Shenandoah County and the need to utilize fields at former and current schools for recreational purposes.

PUBLIC FACILITIES

Mount Jackson Library

The Mount Jackson Library occupies 2,500 square feet of space in the new Town Center building with new book shelves and furnishings, including a space designed just for children. The Library space is paid for from citizen donations and a donation from the Shenandoah County Library. Prior to occupying these new facilities, the library was in much smaller quarters in the rear of the old community center building. Patronage of the library has increased nearly 50% in the new facilities.

The library contains nearly 10,000 different books, films, and various other materials. Citizens and visitors to the town are frequent users of the seven computers available. Two computers are filtered for use by young people and five are non-filtered for adult use. Visitors can register with a driver's license to use a computer to check e-mail or reference points of interest or businesses in the area. The Library is a part of the Shenandoah County Library system and as such, has access to their resources. Should a patron want a specific book or other material, and Mount Jackson does not have it, he can secure it from the county system in short order.

The library is currently open 23 hours a week and is staffed entirely by volunteers. It is a fine facility for a small town, a real community asset the citizens can be proud of.

Mount Jackson Museum

The Mount Jackson Museum is located in the Town Center building. The Museum is organized for the purpose of collecting, preserving, and displaying artifacts, photos, and historical items of Mount Jackson life and its citizens. Museum members pay a small membership fee and all work is strictly volunteer. Two grants have been received, but funds to purchase artifacts come strictly from member fees, sale of calendars with historical scenes, and donations. Some items are loaned to the museum for display. The museum is currently open to the public on Thursday and Friday afternoons from one to four o'clock, and Saturdays from ten until four o'clock.

Many items from years ago, including an extensive collection of Civil War memorabilia of the area, items from the extensive apple and peach orchards of years ago, and items relating to businesses and citizens who contributed to the rich history of the town and surrounding community are displayed in the museum. The Museum also has a collection of large items including a printing press and a loom too large to display in the Town Center area located in another building.

Museum organizers and members have worked hard, collected many old, historical, and interesting items, and showcased them to make a visit to the Museum an interesting, educational, and enjoyable time for local citizens and visitors alike.

EDUCATIONAL FACILITIES

Fully accredited by the Virginia Department of Education, Shenandoah County Public Schools provides quality educational experiences for students entering pre-kindergarten and continuing through grade twelve. All schools in Shenandoah County are currently accredited to

meet the Virginia Standards of Learning and the “Adequate Yearly Progress” goals to meet the U.S. Government’s *No Child Left Behind* benchmarks.

Three campus sites along the I-81 corridor maintain the “community school” concept. The southern campus, serving the Mount Jackson community, serves 1,602 students comprising 25% of Shenandoah County’s total school enrollment at nine schools. The Town students are transported, via a fleet of 23 county school buses assigned to the southern campus schools, to Ashby-Lee Elementary, North Fork Middle, and Stonewall Jackson High School located adjacent to the Town’s southern boundary.

Ashby-Lee Elementary School serves students in Pre-Kindergarten to Grade 5. In 2004-2005, 704 students were enrolled.

North Fork Middle School serves students in Grades 6 – 8. In 2004-2005, 401 students were enrolled.

Stonewall Jackson High School serves students in Grades 9 -12. In 2004-2005, 497 students were enrolled.

Six administrators and approximately 150 teachers serve students at these three southern campus schools, with dozens of others employed in clerical, custodial, and cafeteria services.

Additional educational opportunities exist within the township of Mount Jackson. Triplett Business & Technical Center, located on Main Street in Mount Jackson, provides vocational programs to eligible high school students enrolled in Shenandoah County Schools. A current enrollment of 340 students participate in auto technology, CADD, carpentry, Cisco networking, collision repair, cosmetology, criminal justice, culinary arts, electricity, health care science, hospitality, and masonry programs of study.

In August 2004, Mount Jackson became the locale for serving gifted and talented high school juniors and seniors from the Counties of Shenandoah, Page, and Rockingham and the City of Harrisonburg. The Massanutten Regional Governor’s School for Integrated Environmental Science and Technology opened in the Triplett Business & Technical Center offering integrated academic curricula and technology.

CHAPTER II GOALS

Goal 2-1: Encourage active participation in a planning process which is responsible to the changing needs of the Town and area residents.

- Strategy 2-1-1: Require all members of the Planning Commission to become certified through the Virginia Citizens Planning Association.
 - 2-1-1-a: Current commissioners to become certified before 2009.
 - 2-1-1-b: Newly appointed commissioners to certify within first year of serving.
- Strategy 2-1-2: Require all members of the Board of Zoning Appeals to become certified through the Virginia Citizens Planning Association.
 - 2-1-2-a: Current members to become certified before 2009.
 - 2-1-2-b: New members to certify within first year of serving.
- Strategy 2-1-3: Require all new members of the Town Council to become certified through the Virginia Elected Officials Leadership Academy.

Goal 2-2: Provide proactive participation in keeping the Comprehensive Plan a “living document.”

- Strategy 2-2-1: Yearly review and update the Mount Jackson Comprehensive Plan, Zoning Ordinance, and Subdivision Ordinance to provide an appropriate guide for growth.
- Strategy 2-2-2: Require the Planning Commission to prepare an annual report for the Town Council, due each January, to include prioritizing and developing a timeline for addressing Comprehensive Plan goals and strategies as well as a yearly actions summary.

Goal 2-3: The town will operate and maintain water and sanitary sewer systems that will meet the current and future needs of the town.

- Strategy 2-3-1: Ensure that new development in the town and annexation area B does not occur at a rate that exceeds the town’s ability to supply high quality water and sanitary sewer services.
- Strategy 2-3-2: Refurbish the existing reservoirs and include them in the long-term water supply planning.
- Strategy 2-3-3: An aggressive examination of the town’s sanitary sewer lines and mains is underway to identify areas where I & I water enters the lines resulting in excessive water entering the treatment plant during heavy rains. Continue to identify these leaks and implement replacement or repairs on those lines to eliminate those leaks, thereby reducing operating costs and reclaiming treatment plant capacity without the need to construct additional capacity.
- Strategy 2-3-4: Engineering data taken from the I & I survey should be used to develop a long-range master plan for the replacement of older sanitary sewer mains and feeder lines.
- Strategy 2-3-5: Determine a minimum length of sewer line extension that permits economies of scale (i.e. number of houses, length of pipe in feet) rather than extending sewer lines in small increments.
- Strategy 2-3-6: Develop a long-range master plan for development of Study Area B to be prepared for possible water and sewer issues, if and when development occurs in these areas. [See Map 5-B]
- Strategy 2-3-7: Continue to upgrade and maintain the town’s well system to maintain an adequate supply of well water to meet the town’s water needs.
- Strategy 2-3-8: Develop a long-range master plan to replace old deteriorating water lines to insure safe, clean drinking water and adequate water for fire protection.
- Strategy 2-3-9: Identify and implement ways to reduce water consumption by households and businesses to conserve resources and minimize capacity needs.
- Strategy 2-3-10: Promote development in Town utilizing the public water and sewer facilities.
 - 2-3-10-a: Develop economic guidelines for annexed preexisting landowners/users to tie into the public water and sewer facilities.
 - 2-3-10-b: Require new commercial and industrial development in Town to utilize public water and sewer. Let them benefit from tap fees of landowners connecting, post-construction, for a period of 10 years.

- 2-3-10-c: Allow connection exceptions, for industries such as farming, which would better serve the Town by providing private water and sewer.

Goal 2-4: Provide the best services available in the best environment available to the community.

- Strategy 2-4-1: Provide adequate access to utilities including high speed telecommunications.
- Strategy 2-4-2: Create ordinances to minimize the visual impact of ground transformers and distribution boxes by careful positioning.
- Strategy 2-4-3: Ensure future power and communications equipment areas buffer nearby residences from noise, interference, and other hazards.
- Strategy 2-4-4: Review existing ordinances to include placing utility structures in the same location to minimize the visual impact and impact on adjacent properties.

Goal 2-5: The town government should seek all financial aid for which the Town may be eligible from State, Federal, or other sources toward providing or enhancing community facilities and economic development.

Goal 2-6: Make use of the Town's Capital Improvement Program to budget and implement needed facilities and equipment.

Goal 2-7: Promote a safe community by providing the highest quality of police services available with first-class equipment and well-trained personnel who are prepared for a wide variety of emergencies and who serve the community in a personal effective manner.

Goal 2-8: Encourage the use of school sites for recreational purposes, and the combination of school and park-recreational facilities whenever possible.

Goal 2-9: Encourage the expansion the Mt Jackson Library program, keeping it a vital part of community educational facilities.

- Strategy 2-9-1: Hire and pay a part-time trained librarian.
- Strategy 2-9-2: Increase the endowment fund with donations and use the interest to pay the salary.
- Strategy 2-9-3: Stay up-to-date on technology and materials.
- Strategy 2-9-4: Increase donations.
- Strategy 2-9-5: Provide expertise of a part-time trained librarian.
- Strategy 2-9-6: Expand hours for the Library.
- Strategy 2-9-7: Solicit more volunteers to Library staff.

Goal 2-10: Encourage the development of the Mount Jackson Museum as to be a community resource and visitor attraction.

- Strategy 2-10-1: Continue to collect artifacts that fit into the Museum theme.
- Strategy 2-10-2: Seek donations of funds.
- Strategy 2-10-3: Increase Museum hours.

- Strategy 2-10-4: Solicit more members from individuals and business.

2.12

- Strategy 2-10-5: Advertise the Museum's presence.
- Strategy 2-10-6: Spread word through local and area media and membership.

Goal 2-11: Develop the former Triplett Middle School property, owned by the Town, for recreational and other uses by the community.

- Strategy 2-11-1: Refurbish the gymnasium for athletic functions, large public meetings, and walking area for exercisers.
- Strategy 2-11-2: Develop the vacant land behind the building for athletic uses.
- Strategy 2-11-3: Make the cafeteria available for group uses for fund raising dinners, reunions, and banquets.
- Strategy 2-11-4: Utilize the former bingo building and barbeque pit for warm weather uses such as a farmers market, fund raising, etc.
- Strategy 2-11-5: Utilize former class rooms as meeting rooms for community groups such as 4-H clubs, Scouts, Senior Citizens, and others.

Goal 2-12: Provide recreational facilities and activities for all community members.

- Strategy 2-12-1: Make pool improvements and expansions as the population dictates.
- Strategy 2-12-2: Provide improvements and maintenance at Lions Club Park.
- Strategy 2-12-3: Encourage activities at all Town parks.
- Strategy 2-12-4: Work with Shenandoah County to provide ball fields in the southern part of the county.

Goal 2-13: Support education and educational facilities that provide for the educational needs of students in Mount Jackson and the County.

Chapter III Community Design

URBAN DESIGN GUIDELINES

Mount Jackson desires to develop design guidelines to promote civic pride and community spirit for what is hoped to be seen as “Small Town America” 20 to 50 years in the future. [See Appendix C: Question #18] The issues of safety and preservation of the landscape (including the agricultural component), environment, character and historical nature of the Town rank high in community concern. Other purposes include: preservation of the historic character of the town, improving traffic safety, and enhancing economic development opportunities. Design guidelines can effectively address these issues as well as enhance and protect property values, encourage flexibility and innovation in site planning and development. [See Tables 3-A, 3-B]

Table 3-A
Results of Survey Question #22: Maintaining Quality-of-Life

| Importance Level | Community Survey | Student Survey |
|------------------------------------|---------------------------|---------------------|
| 1 st /out of 10 choices | Scenic beauty | Clean air and water |
| 2 nd /out of 10 choices | Rural character/Low crime | Scenic beauty |
| 3 rd /out of 10 choices | Historic buildings | Low crime |
| 4 th /out of 10 choices | Historic sites | Open land |

Source: Compiled by Comprehensive Plan Task Force

Table 3-B
Results of Survey Question #23: Importance of Community Issues

| Importance Level | Community Survey | Student Survey |
|-----------------------------------|---|--|
| 1 st out of 20 choices | Protecting water quality & resources | Protecting water quality and resources |
| 2 nd out of 20 choices | Preserving Mt. Jackson’s small-town character | Improving roads |
| 3 rd out of 20 choices | Preserving agriculture | Improving employment opportunities |
| 4 th out of 20 choices | Providing public safety | Preserving agriculture |
| 5 th out of 20 choices | Attracting new businesses | Providing public safety |

Source: Compiled by Comprehensive Plan Task Force

In 2000, the Town of Mount Jackson worked with the Community Design Assistance Center, College of Architecture and Urban Studies, and Virginia Polytechnic Institute and State University to develop design guideline goals for the town consistent with recommendations derived from public input from a community survey in January 2000, workshop in February 2000 and at the final presentation. These guidelines provide direction for development that maintains the historic integrity and reinforces the important qualities of the community. The philosophy of design guidelines is to assist property owners, not dictate to them. The design guidelines were created to help maintain the small town character of Mount Jackson – the highest priority given as a mandate by the community in the *Community Survey 2005*. The resulting document, Urban Design Guidelines Mt. Jackson, Virginia May 2000 (Urban Design Guidelines), was subsequently approved as an independent chapter of the Comprehensive Plan.

In June, 2004, the Caverns Road Interchange Master Plan (Caverns Road Plan) was also adopted by the Town of Mount Jackson as part of the Comprehensive Plan. The Caverns Road

Plan built upon work conducted by the Town's consulting team as well as members of the public, key landowners, Town staff, and Planning Commission begun in April, 2003, and with the County Planning Director and School Superintendent in late 2003. The purpose of that document was to give a vision of the future for the southern gateway to Town.¹ Though much of that text will be addressed in other chapters of this Plan, it also recommended guidelines for design consistent with urban design.

The adopted recommendations for the Urban Design Guidelines and Caverns Road Plan are outlined in this Plan chapter. The first goals outlined herein are taken directly from the Urban Design Guidelines document. Subdivision, Commercial Center, Industrial, and other design guidelines are a natural extension of this topic and will be addressed to give a more complete community design.

Consideration of architectural design (building style, building height, width and proportion, materials and textures, roof shapes and materials, rhythm of buildings and spaces, color, facades, awnings; etc.) and urban design (relationship of buildings to each other and to the street) for homes and businesses helps a community retain its unique identity in an increasingly cluttered and commonplace landscape. The following photos show how design, even for chain stores, can affect the appearance of a community.



Chain
Drug Stores



Fast Food
Restaurants



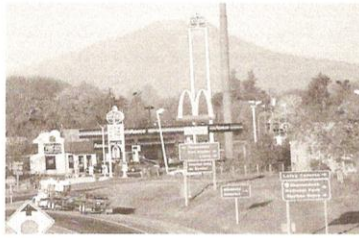
Gas Station
Canopies



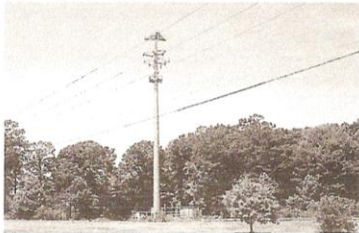
Ice Cream
Parlors



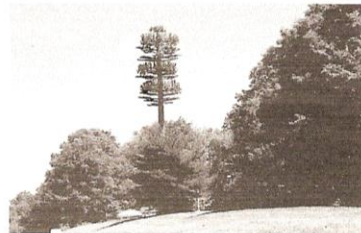
¹ Herd Planning & Design, Ltd., Caverns Road Interchange Master Plan—Revised Draft, June 14, 2004, p. 1.



**Franchise
Signs**



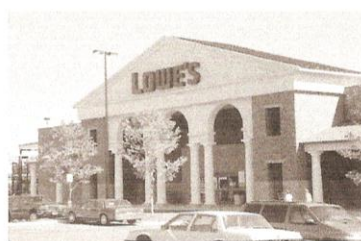
**Cellular
Towers**



**Motorist
Information**



**Big Box
Retailers**



2

The Urban Design Guidelines, and Caverns Road Plan continued or slightly modified to give more flexibility, will bring the Mount Jackson business community distinct identity as it protects and enhances community property values, providing an adequate tax base to the Town and enabling it to provide required services to its citizens.

There are a number of other elements of site design that deserve specific attention. Signs can be used to direct, inform and entice. Properly designed, signs can enhance the character of a community. However, if they are too large, bright, or numerous, they may not blend well with the existing area and compete for drivers' attention. In the interest of traffic and pedestrian safety, tourism development, and concern for the appearance of the community, sign regulation should be developed which fits within the surroundings and enhances the appearance and safety of the community.

Protection of wildlife, water resources, steep slopes and scenic views can be accomplished by adopting ordinances, site plan reviews, subdivision regulations and design

² McMahon, Edward T., Better Models for Development in Virginia, August 2000, p. 76/77.

standards to address land use in or near these resources. One common land use tool used is to require developers to establish minimum building setbacks and maintain buffers from critical areas. Another is to establish parking design standards to reduce the amount of paving required by each development.

Trees are a major contributor to the quality of life, beauty and structure of our landscapes in each community. Environmentally, trees perform a number of functions, including improving air quality by removing pollutants and particulate matter from the air and releasing oxygen. Noise pollution is reduced by tree leaves which absorb sound waves directly and modify the transmission of sound waves. Solid masses provide even more sound insulation than individual trees. Environmentally, trees play a major role in controlling soil erosion by stabilizing soils, acting as windbreaks, and decreasing quantities of stormwater run-off. They play a significant role in modifying the climate of the immediate vicinity helping to conserve energy. The shade and filtering trees do with sunlight help reduce reflection and glare making the surrounding areas more hospitable and safe. Growing evidence shows that trees also enhance real estate values on an individual lot or project basis. The aesthetic value of trees, as well as their important effect on our physical health and the ecology of the community, demands more sensitivity to their protection and retention in the development process. Opportunities for tree retention and plantings are dependent on the space available, so the setback area is crucial. [For example, a 50-foot undeveloped strip along the front of businesses would help encourage tree retention and provide a wider area for landscaping appropriate for a rural community.] As there are two different conditions in town—one being urban or “town” and the other rural—both should be treated appropriately, not necessarily identically.

Additionally, other plant materials have similar properties. Landscaping requirements in buffer/screen zoning should address the number of plants, credit for existing trees, types of landscape materials and the care, upkeep, and replacement of all landscaping elements.

With respect to parking lots, creating attractive, functional, safe parking lots is a way of maintaining community appearance and property values. Distribution of landscaped islands in the lot, trees/plants per island, the sizes of the plantings, as well as the sizes of the islands themselves, should have zoning guidelines established. Consideration of using swales, versus curb-and-gutter designs can improve the ability of the landscaping elements to survive and to retain and filter run-off. Entrances, exits, and internal circulation must be developed for greatest pedestrian and vehicle safety. The pavement should be paved with asphalt, pavers, or concrete for appearance, longevity, removal of rain and snow, lot marking, preventing damage to vehicles and high costs to business owners for cleaning tracked in dirt and gravel damaging floors and carpeting.

On-street parking can help slow or calm traffic and improve traffic safety, as well as provide a buffer for pedestrians walking on the sidewalk. Off-street parking should be to the side, or preferably the rear of buildings, in order to maintain a comfortable pedestrian environment along the street.

Resources have been developed to assist communities in creating a safer environment. The Virginia Crime Prevention Association published *CPTED Guidelines-Safety by Design: Creating a Safer Environment in Virginia*. [CPTED—Crime Prevention Through Environmental Design] This document provides specific design strategies based upon the belief that: “...the proper design and effective use of the built environment can lead to a reduction in the fear and incidence of crime and an improvement in the quality of life.” The elements of this document address landscaping, lighting, windows, doors, stairwells, offices, and commercial and industrial

facilities.³ Developing guidelines for development, utilizing this resource and others, is a proactive way to plan safe development in Mount Jackson, providing the police and emergency services built-in support.

The *Urban Design Guidelines* established in 2000 for the downtown and corridor district were the following:

Downtown District Guidelines

The Downtown District consists of the portion of the US Route 11 corridor within a strip of Main Street (Route 11) from Medical Avenue (north) to Bryce Boulevard (south) of Town, zoned B-1.

Building Style: Building style should be compatible with existing adjacent buildings, especially with the historic buildings in the downtown. Detailing should be similar to that of surrounding buildings. New buildings should be compatible with, but not necessarily duplicates of, the historic and architectural character of surrounding buildings.⁴

Building Height: New buildings should be constructed to a height compatible with adjacent buildings [within 30 percent of the height of existing adjacent buildings].⁵

Width and Proportion: The width and proportion of buildings and their doors and windows should be similar to, and compatible with the existing adjacent buildings.⁶

Materials and Textures: Similar materials and textures should be used if there is a strong dominance of one type within the same area.⁷

Roof Shapes and Materials: Roofs should be similar in shape and materials to existing adjacent buildings.⁸

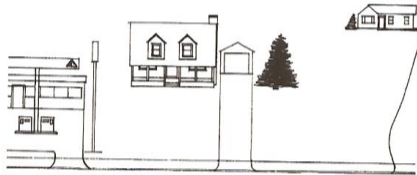
Relationship to Street: Buildings should have the same setback for continuity to define the corridor [between 80 and 120 percent of the average setback of existing adjacent buildings]. New buildings should maintain a zero lot-line. Existing properties that do not fit this standard should consider constructing a hard or substitute edge.⁹



The far right structure represents a building that is appropriate in height, width, and style.



A building that is not appropriate in height, width, or style.



Buildings that are set too far back detract from the roadway's character.

³ Virginia CPTED Committee, *Safety by Design: Creating a Safer Environment in Virginia*, Virginia Crime Prevention Association, 2004.

⁴ Community Design Assistance Center et al, *Urban Design Guidelines Mount Jackson, Virginia May 2000*, May 2000, p. 15.

⁵ *Ibid.*

⁶ *Ibid.*, p. 16.

⁷ *Ibid.*

⁸ *Ibid.*

Rhythm of Buildings and Spaces: New buildings should be of similar spacing to the adjacent buildings [spaced within 20 percent of the average distance between other structures on the same block]. If all the buildings on the block have the same spacing, that spacing should be used.¹⁰

Color: New buildings and renovations should be coordinated and compatible with adjacent buildings. Use of historic colors should also be a consideration for any rehabilitation or new construction. Traditionally, trim should be painted the same color and should be a contrasting color to the wall.¹¹

Facades: The consistency and continuity in the arrangement of openings such as windows and doors, should be in relation to the wall area as well as to the spacing between buildings. All buildings, particularly those that are to the side or across the street, should be compatible with the surrounding existing buildings in regards to the directional expression, proportion of openings and solids and voids within the façade.¹² The front facades of non-residential buildings on the ground floor along main street should be mostly doors and windows rather than solid, opaque walls.



Similar facades will create a homogeneous street frontage.



Modern facade designs and inappropriate facade design will create an eyesore.

Awnings: Standard slanted fabric awnings should be used and located within or above the storefront openings. Awning color should be compatible with the overall scheme of the building. Awnings may serve as signs, however such signs should not be hand painted unless painted by a professional.¹³

Building Usage: Buildings within this district are encouraged to be multi-use with commercial on the first floor and residential or offices on the second floor.¹⁴

Undeveloped Properties: Efforts should be made to involve owners of undeveloped property in the implementation of the guidelines. Development should occur in compliance with the guidelines.¹⁵

Signage: Signs should be in the form of window, awning, wall or projecting signs, and be no larger than 30 square feet or 1.5 square feet per 1.0 linear feet of building frontage, whichever is smaller.

- a) Signs should be visible, legible and appropriate to the business and its image.

⁹ Community Design Assistance Center et al, Urban Design Guidelines Mount Jackson, Virginia, May 2000, p. 16.

¹⁰ *Ibid*, p. 17.

¹¹ *Ibid*.

¹² *Ibid*

¹³ *Ibid*, p. 18.

¹⁴ *Ibid*.

¹⁵ *Ibid*, pgs. 18, 19.

- b) Lighting should be added only if the business is open at night and then only to make the sign visible to passers-by. Self-illuminated signs should be avoided. Uplighting should be avoided.
- c) No more than three colors of a contrasting nature should be used on a sign.
- d) The proportion, scale, materials and texture of the sign and lettering should be in relation to the building and its surroundings. A sign should appear to be a natural part of the structure.¹⁶

Sidewalks: There should be a continuous concrete sidewalk [between 5 and 15 feet], including curb and gutter, along both sides of the street. Sidewalks shall have accessible curb cuts, with textured paving, that direct one into a crosswalk. Pedestrian-friendly crosswalks, appropriately lit and marked, shall be placed at intersections where appropriate.¹⁷

Street Trees: Trees should be placed every 30 feet on center along both sides of the street, five feet away from the curb, where possible, and have a tree pit larger than 5' by 5'. If sidewalk is too narrow, the space should be skipped and a tree placed at the next possible location. New trees should be large (3"-5" caliper), properly installed, staked, and maintained, by plan, by trained individuals. Suggested trees include amur maples, serviceberry cultivars, or Washington hawthorns.¹⁸

Lighting: It is recommended that a standard style similar to those historically found in Mount Jackson be used, but must be controlled so as not to project adverse glare onto surrounding properties. No halogen lights should be used along the street frontage. Light standards should be placed approximately every 30 feet on center, halfway between street trees, along both sides of the street and have brackets and outlets for seasonal banners or displays. Adequate lighting should be provided at critical areas of pedestrian/vehicular conflict. Merchants should be encouraged to leave window display lights on to increase visual interest at night. No land use should be permitted to produce a light or reflection that lights beyond its lot lines or onto the road as to impair the vision of a driver. Light fixtures placed within the corridor by private property owners should be of a similar historic style.¹⁹

Street Furniture: Benches and trash receptacles should be placed approximately every 120 feet along both sides of the street. A compatible style and materials of all street elements should be chosen to reflect historic character of the downtown [exceptions made where little pedestrian traffic or conflicts with other features].²⁰

Public Signage: Civic signs should be placed to direct visitors to parking lots, areas of interest and historical features using the town icon whenever possible.²¹

¹⁶ Community Design Assistance Center et al, Urban Design Guidelines Mount Jackson, Virginia May 2000, May 2000, p. 19.

¹⁷ *Ibid.*, p. 20.

¹⁸ *Ibid.*

¹⁹ *Ibid.*, p. 21.

²⁰ *Ibid.*

²¹ *Ibid.*

Parking: Parking lots, with well-defined spaces and circulation, should be located to the side or rear of buildings. Parking lots with street frontage should be improved by the addition of a hard edge with landscaping. All parking lots should have a landscaping in a 1:8 relationship regarding area of landscaping to area of pavement. Parallel parking along both sides of Main Street should be provided wherever width allows. Public lots should have landscaped sidewalk linkages to Main Street. A maximum of one access point from Main Street should be allowed per lot. Rear access roads or driveways shared between parcels should be encouraged.²²

Screening: Open storage areas, exposed machinery, parking lots, and outdoor areas used for rubbish collection should be visually screened from roads and surrounding land uses. The screen should be of an appropriate height and thickness to block views into the area and should be compatible with the traditional style in the downtown.²³

Utilities: All overhead wires and transformers should be placed underground and the poles removed. Alternately, utility wires should be placed along rear property lines of lots facing Main Street.²⁴

Historical Features: All historical buildings and features should be maintained at or returned to historic quality. Efforts should be made to provide views to the railroad tracks enhanced with controlled plantings that are aesthetically pleasing and match the town's character.²⁵

Open Spaces: Open space is not "left over" land. It is a carefully designed, spatially-defined space that relates strongly to the street system and the town's architectural fabric. Open spaces should be relative in scale, use, and character with their surrounding neighborhoods. Existing sound buildings should not be demolished to create open space, but opportunities to add open space should be pursued.²⁶

Corridor District Guidelines

The Corridor District is identified as the remainder of the US Route 11 corridor within the town limits.

Building Style: Building designs shall draw upon the historic characteristics of the area and be constructed, to the extent feasible, with materials that are compatible with the Mount Jackson area. Building form and shape should be compatible with existing adjacent buildings. Detailing should be similar to that used on surrounding buildings. New buildings should be compatible with the historic and architectural character of surrounding buildings. A consistent setback is recommended.²⁷

²² Community Design Assistance Center et al, Urban Design Guidelines Mount Jackson, Virginia May 2000, May 2000, p. 22.

²³ *Ibid.*

²⁴ *Ibid*, p. 23.

²⁵ *Ibid.*

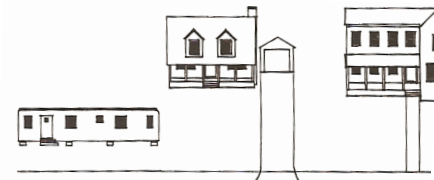
²⁶ *Ibid.*

²⁷ *Ibid*, p. 24.

Roof Shapes and Materials: Roofs shall be similar in shape, pitch, and materials to existing adjacent buildings. Roofs can be of other shapes for public buildings in order to highlight their importance.²⁸

Materials and Textures: Building materials should be compatible with the Mount Jackson area.²⁹

Building Height: New construction should be built to be within 30 percent of the height of existing adjacent buildings, generally no higher than 35 feet tall to midpoint of pitch (or above by special permit). Exceptions would include church spires, cupolas, towers, to be no more than 60 feet tall.³⁰



Buildings, such as a mobile home, is not appropriate in style, width or height.

Width and Proportion: The width and proportion of buildings should be similar to, and compatible with, the existing adjacent buildings.³¹

Relationship to Street: Appropriate setbacks should be determined based upon an inventory of existing conditions with the goal of placing parking behind buildings. Existing buildings that do not fit this standard should consider creating a hard edge.³²

Rhythm of Solids and Voids: New buildings should be of similar spacing [within 20 percent of the average distance] to the existing adjacent buildings. Existing buildings should make efforts to adjust their placement by use of additions or plantings.³³

Color: Use of historic colors should be a consideration for rehabilitation or new construction. Trim should be a darker, contrasting color to the wall.³⁴

Facades: All buildings should be compatible with the surrounding existing buildings and be in harmony with traditional facades.³⁵

Building Usage: Buildings within this district are encouraged to be multi-use, with buffering between conflicting uses.³⁶

²⁸ Community Design Assistance Center et al, Urban Design Guidelines Mount Jackson, Virginia May 2000, May 2000, p. 25.

²⁹ *Ibid.*

³⁰ *Ibid.*

³¹ *Ibid.*

³² *Ibid*, p. 26.

³³ *Ibid.*

³⁴ *Ibid.*

³⁵ *Ibid.*

³⁶ *Ibid.*

Undeveloped Properties: Properties in this area should be encouraged to remain undeveloped or rural. If development occurs, special attention should be paid to preserving scenic views of existing natural features and historic structures.³⁷

Signage:

- a) Signs should be in the form of wall, projecting, freestanding or movable. Monument signs should be integrated with the landscaping. Signs up to 40 square feet must be setback at least 10 feet; signs larger than 40 square feet, must be set back at least 20 feet. No sign may be larger than 50 square feet or 1.5 square feet per 1.0 linear feet of building frontage, whichever is smaller.
- b) Signs would be legible and appropriate to the business and its image.
- c) Lighting should be added only if the business is open at night and then only to make the sign visible to passers-by. Self-illuminated signs should be avoided. Uplighting should be avoided.
- d) No more than three colors of a contrasting nature should be used on a sign.
- e) The proportion, scale, materials, and texture of the sign and lettering should be in relation to the building and its surroundings. Signs should appear to be an extension of the building.³⁸

Sidewalks: There should be a continuous concrete sidewalk with accessible curb cuts and textured paving, five feet wide where possible, including curb and gutter where appropriate to the use of the lot. Obstacles should be removed.³⁹

Street Trees: Trees should be placed every 40 feet along both sides of the street, approximately 10 feet away from the pavement edge. Tree root growth should not be restricted except where measures should be taken to avoid destruction of the pavement. New trees should be 3"-5" caliper, properly installed, staked, and maintained. Suggested trees include amur maples, serviceberry cultivars, or Washington hawthorns.⁴⁰

Lighting: A lighting style that is different from the Downtown District, yet reflects the historic character of the town, and is suitable for both pedestrians and vehicles, should be selected. Any other fixtures placed within the corridor by private property owners should be of a similar commercial character. Adequate lighting should be provided at critical areas of pedestrian/vehicular conflict. No land use should be permitted to produce light or reflection that lights beyond its lot lines or onto the road as to impair the vision of a driver.⁴¹

Parking: Parking lots should be located to the side or rear of a building. Any existing parking lots with street frontage should be removed or screened. All parking lots should have landscaping in a 1:8 relationship (landscaping:pavement). A maximum of one access point from

³⁷ Community Design Assistance Center et al, Urban Design Guidelines Mount Jackson, Virginia May 2000, May 2000, p. 27.

³⁸ *Ibid.*

³⁹ *Ibid*, p. 28.

⁴⁰ *Ibid.*

⁴¹ *Ibid.*

Main Street should be allowed per lot with encouragement of lots with rear access roads or driveways shared between parcels.⁴²

Screening: Open storage areas, exposed machinery, parking lots, and outdoor areas used for rubbish collection should be visually screened from roads and surrounding land uses using a traditional style that is comparable with ones existing in the district.⁴³

Utilities: All overhead wires should be placed underground and the poles removed or placed along rear property lines of lots facing Main Street.⁴⁴

Open Spaces: Open spaces should be relative in scale, use and character with their surrounding neighborhoods. Existing sound buildings should not be demolished to create open space, but opportunities to add open space should be pursued. Scenic views should be created or accentuated.⁴⁵

Historical Features: All historical buildings and features should be maintained at or returned to historic quality.⁴⁶

Public Signage: Place “Historic Downtown” signs on Interstate 81 near Exits 273 and 269. Place similar directional signs at junctures of off-ramps and Routes 730 and 703. Civic signs should be placed directing visitors to parking lots, areas of interest and historical features using the town icon whenever possible.⁴⁷

CAVERN ROAD INTERCHANGE GUIDELINES

The Caverns Road Interchange Guidelines, established in 2004 were the following:

Caverns Road Interchange

The Caverns Road Interchange is defined as the land area within the annexation area and around the Caverns Road Interchange, and generally including the land to the south of the old corporate limits. It includes land along Rt. 698, Rt. 730 on both sides of I-81, and the land between I-81 and the North Fork of the Shenandoah River.⁴⁸

Land Use Strategy:

Ensure that new commercial development provides convenient and safe interparcel connections for pedestrians and people.⁴⁹

⁴² Community Design Assistance Center et al, Urban Design Guidelines Mount Jackson, Virginia May 2000, May 2000, p. 29.

⁴³ *Ibid.*

⁴⁴ *Ibid.*

⁴⁵ *Ibid.*

⁴⁶ *Ibid.*

⁴⁷ *Ibid.*

⁴⁸ Herd Planning & Design, Ltd., Caverns Road Interchange Master Plan — Revised Draft, June 14, 2004, p. 1.

⁴⁹ *Ibid.*, p. 43.

Design new development around the interchange so as to create a clear “Gateway” to the Town, in part by locating parking to the side and rear of structures, providing substantial landscaping that fits the rural character of the area, and by limiting the visual impacts of signs, lighting, parking and other features of new commercial development so as to maintain and enhance the historic character of the Town and its surrounding landscape.⁵⁰

Ensure that landscaped buffers are provided at the edges between industrial sites and non-industrial sites.⁵¹

In order to limit the visual impacts on the historic, rural landscape of the area, ensure that new residential development is designed and placed on the site in such a way as to preserve the sensitive features of each site, including ridgelines, stream corridors, karst features, and mature trees.⁵²

Ensure that residential development sites are well connected to adjacent sites in order to provide alternative means of access for pedestrians, cyclists, and motor vehicles.⁵³

Require that new residential projects and neighborhoods have a unifying focal point, such as a “green” or commons” that provides a sense of place and distinct identity.⁵⁴

Guidelines, Regulations and Designations:

Adoption of a Historic Corridor Overlay District for Rt. 11 and Rt. 698.

This recommendation is consistent with the County’s Plan for the Old Valley Turnpike. A Historic Corridor Overlay District would allow the Town to require that new construction be compatible with the historic character of the corridor, which would help ensure the long-term economic viability of the tourist economy (in accord with the Code of Virginia 15.2-2306). Such a district would have benefits beyond the Caverns Road planning area. It would support Countywide and Town-wide goals for historic preservation and economic development.⁵⁵

CHAPTER III GOALS

Goal 3-1: Create a cohesive driving experience for residents and tourists.⁵⁶

- Strategy 3-1-1: Encourage vacant-property owners to decorate empty store windows and facades.⁵⁷
- Strategy 3-1-2: Design and install a welcome signs at the entrances to Mount Jackson.⁵⁸
- Strategy 3-1-3: Keep town web site developed to help outsiders learn about the town and its events.⁵⁹
- Strategy 3-1-4: Encourage infill by conversion of old houses and development of empty/dilapidated properties.

⁵⁰ Herd Planning & Design, Ltd., Caverns Road Interchange Master Plan — Revised Draft, June 14, 2004, Land Use Strategies #5, p. 43.

⁵¹ *Ibid.*

⁵² *Ibid.*, p. 44.

⁵³ *Ibid.*

⁵⁴ *Ibid.*

⁵⁵ *Ibid.*, p. 54.

⁵⁶ Community Design Assistance Center et al, Urban Design Guidelines Mount Jackson, Virginia May 2000.

”Proposed Trail System,” May 2000, p. 13.

⁵⁷ *Ibid.*, p. 31.

⁵⁸ *Ibid.*, pgs. 43, 44.

⁵⁹ *Ibid.*, p. 31.

Goal 3-2: Encourage the rehabilitation and general upgrading of all buildings and properties within the Town so as to preserve the Town's character and instill a sense of community pride.

- Strategy 3-2-1: Identify properties or areas in need of upgrade or repair and assess Town's authority to mandate renovations.
- Strategy 3-2-2: Investigate the use of tax credits or other assistance to encourage rehabilitation and upgrading for low-income property owners.

Goal 3-3: Maintain and enhance the current historical character of the corridor [Rt. 11].⁶⁰

- Strategy 3-3-1: Use the Main Street approach (see page 32 in original document) to revitalization developing specific Corridor 11 guidelines.⁶¹
- Strategy 3-3-2: Incorporate suggested guidelines into the current zoning ordinances.⁶²
- Strategy 3-3-3: Encourage implementation of the guidelines on current properties (within 10 years for the Downtown District and 20 years for the Corridor Districts), unless there is a conflict with historic district regulations, making efforts to provide financial aid to property owners as an incentive, making signage, street trees, street lighting, utilities, and sidewalk guidelines a priority.⁶³
- Strategy 3-3-4: Require that new commercial development in Town restrict warehousing to rear of location.
- Strategy 3-3-5: Provide a statue of Andrew Jackson in the Downtown area.

Goal 3-4: Protect the historic district and landmarks of Mount Jackson.

- Strategy 3-4-1: Create a clearly defined Historic Overlay District with liberal historic guidelines that protect historic properties and landmarks within the boundaries of Mount Jackson.⁶⁴
- Strategy 3-4-2: Create a historic-structure tax credit program for the historic district and landmarks.
- Strategy 3-4-3: Implement a program that physically demarcates the Town's designated historic district.
- Strategy 3-4-4: Create an Architectural Review Panel of property owners in the historic district, a planning commissioner, and a staff member for approval of additions to historic homes, or new construction in the historic district or on Main Street, respecting the existing design guidelines for Main Street.
- Strategy 3-4-5: Provide for education of maintenance and improvements to historic properties.
- Strategy 3-4-6: Create an awards program for good design.
- Strategy 3-4-7: Preserve the heritage of the area through assisting with maintaining historical cemeteries located in Town.

Goal 3-5: Provide for careful, thoughtful, professional site development.

⁶⁰ *Ibid*, p. 13.

⁶¹ *Ibid*, p. 31.

⁶² *Ibid*, p. 30.

⁶³ *Ibid*.

⁶⁴ *Op cit*, p. 54.

- Strategy 3-5-1: Require new residential projects/neighborhoods have a unifying focal point, such as a “green” or “commons.”⁶⁵

Goal 3-6: Utilize all available research in site safety to build a safe environment for all members of the community—residents, business personnel, customers, visitors, and property.

- Strategy 3-6-1: Create and implement a Town-wide landscape ordinance based on site safety.
- Strategy 3-6-2: Create safety issue guidelines for all areas of development that address alternatives to handling safety issues related to residents, business personnel, customers, and property that include setbacks, screening/buffers, parking lot construction, lighting, sign regulation, and windows, doors, and stairwells.
- Strategy 3-6-3: Ensure residential development sites are well connected to adjacent sites in order to provide safe alternative means of access for pedestrians, cyclists, and motor vehicles.⁶⁶

Goal 3-7: Ensure a future that provides for thoughtful environmental guidelines to protect the Town’s scenic viewshed, ridgelines, wildlife, steep slopes, karst, as well as natural resources.

- Strategy 3-7-1: Create and implement environmental guidelines that address alternatives to handling environmental issues related to property including tree preservation, landscaping, screening/buffers, parking lots, and waterways.
- Strategy 3-7-2: Scenic viewshed protection efforts should be planned with input of the county and other municipalities.

Goal 3-8: Develop a policy for chain stores that respects Mount Jackson’s design guidelines.

⁶⁵ Herd Planning & Design, Ltd., Caverns Road Interchange Master Plan — Revised Draft, June 14, 2004, p. 44.

⁶⁶ *Ibid.*

Chapter IV Environment and Conservation

INTRODUCTION

The Mount Jackson community holds the environment and conservation of resources in high regard as evidenced by their responses to the Mount Jackson Community/Student Survey 2005. [See Appendices A-D] By vigilant examination of water, land, and air resources in the Mount Jackson area and utilizing proven protection and preservation techniques, the Town will be able to maintain a healthy, thriving, sustainable community. Similarly, understanding the natural resources and environmental conditions present provides information for determining recommended land uses and growth areas. Finally, conservation of resources extends beyond our community's natural resources into the area of recycling which is currently being addressed in a general context but should be expanded as a community issue (also identified as important to both adults and students, alike, in the surveys).

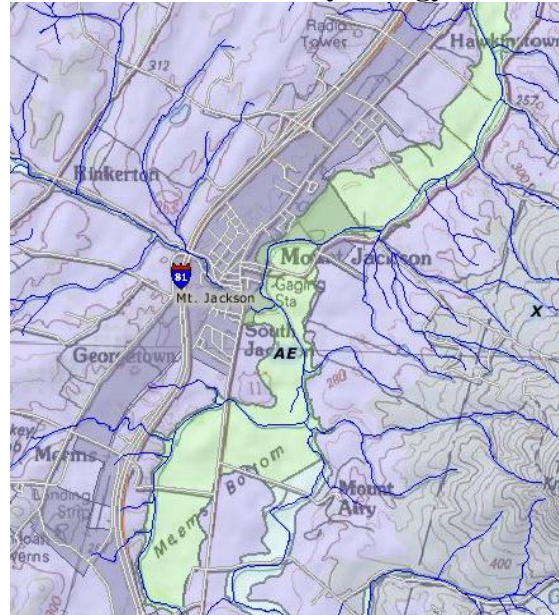
HYDROLOGY RESOURCES

Wetlands & Floodplains

Inland wetlands are most common on floodplains along rivers and streams (riparian wetlands), in isolated depressions surrounded by dry land (for example basins, wet meadows, and "potholes"), and in other low-lying areas where the groundwater intercepts the soil surface or where precipitation sufficiently saturates the soil (vernal pools and bogs). Map 4-1 displays the 100 year floodplain (the area that has a one percent chance of flooding in any given year) along the Town of Mount Jackson as well as the waterways traversing the area. Wetlands and floodplains are natural filtering machines, vital to cleansing waters as they traverse there and as such are essential to the health of fresh water ecosystems. As areas that store floodwater and slowly release it, they maintaining surface water flow even during dry periods. Rather than eliminate wetlands or floodplains, they have proven to be a valuable asset to communities.

Mount Jackson can protect wetlands and floodplains by zoning ordinances, subdivision and site plan reviews, or establishing a wetland conservation easement program. Also, education of landowners on the importance of these resources and involvement of residents in projects to restore or create new wetlands would benefit the community. Wetland restoration and construction projects can help treat stormwater runoff, mitigate flooding, and enhance a neighborhood or community's aesthetics and recreational activities. Properties bordering wetlands often have higher property values than those that do not.

Another way to address the loss of wetlands is through a wetlands banking program, which is a system of trading wetlands credits. Wetlands credits are accrued through creation of wetlands. Those credits may then be either used to offset wetlands losses as a result of another project by the same developer, or sold on the open market to developers who need to comply with wetlands regulations. This system is not project-specific, and can be a promising approach to creating useful wetland habitats if it is incorporated into a larger habitat conservation plan, such as a local or regional watershed plan.

Map 4-A: Mount Jackson Hydrology & Flood Zone

*blue=hydrology **green=100 year flood zone¹

Shenandoah River, Mill Creek, and Streams

Stream and river corridors typically include the stream bed and banks, the 100-year floodplain, and adjacent steep slopes. Map 4-A shows streams, creeks, and the Shenandoah River (a major tributary of the Potomac River) with respect to the Town of Mount Jackson. These waterways are vulnerable to failed septic systems and runoff from residential and farmland properties, parking lots, roads and rooftops which contribute toxic materials to the water system. Changes in the quality and quantity of stormwater runoff resulting from land development can be one of the most significant threats to the integrity of the local river, streams, and groundwater. This runoff carries sediment and pollutants (such as petroleum products and pesticides) into the water bodies, can exacerbate the erosion of hillsides, stream banks, and streambeds, and can clog downstream water bodies with debris. All of these effects can negatively impact drinking water, fish and wildlife habitats, increase flooding, and threaten bridges and other property near streams. One example of using common land use tools to protect natural resources is to require developers to establish minimum building set backs and create or maintain buffers from critical areas, such as stream corridors and wetlands. Another example is to adopt design standards with water quality or other resource protection objectives, such as establishing parking design standards to reduce the amount of paving required by each development. Pumping out and inspecting local septic systems and improving stormwater management would deter these sources of contamination.

Vegetated stream corridors (or buffers) help filter pollutants from stormwater runoff, slow the speed at which runoff enters a stream thereby reducing flooding downstream reducing erosion and sedimentation, provide shade to the water, and provide habitat for wildlife by absorbing excess stormwater and reducing the amount of pollutants entering creeks and streams. Various options to protect stream and river corridors could include creating an adopt-a-stream corridor overlay zone as part of the zoning ordinance, or revising zoning and/or site plan review

regulations to include minimum setback requirements from water resources. Additionally, community groups, nonprofits, and interested citizens protecting or planting native vegetation, such as willow cuttings, along stream banks would stabilize soils and protect water quality and wildlife habitat. Town and community groups could work together to acquire land or easements along Mill Creek and the Shenandoah River to create scenic greenways for residents to recreate along and enjoy. [See Transportation Chapter] Protecting or replanting native vegetation along stream banks and around wetlands can also help protect water quality and wildlife habitat.

The Friends of the North Fork and the Friends of the Shenandoah have each engaged in monitoring and recording surface water quality on selected streams in the county. The Friends of the North Fork in cooperation with the Board of Supervisors of Shenandoah County have sponsored the Citizen Groundwater Monitoring program. These efforts should continue to be supported, and expanded.

Drainage

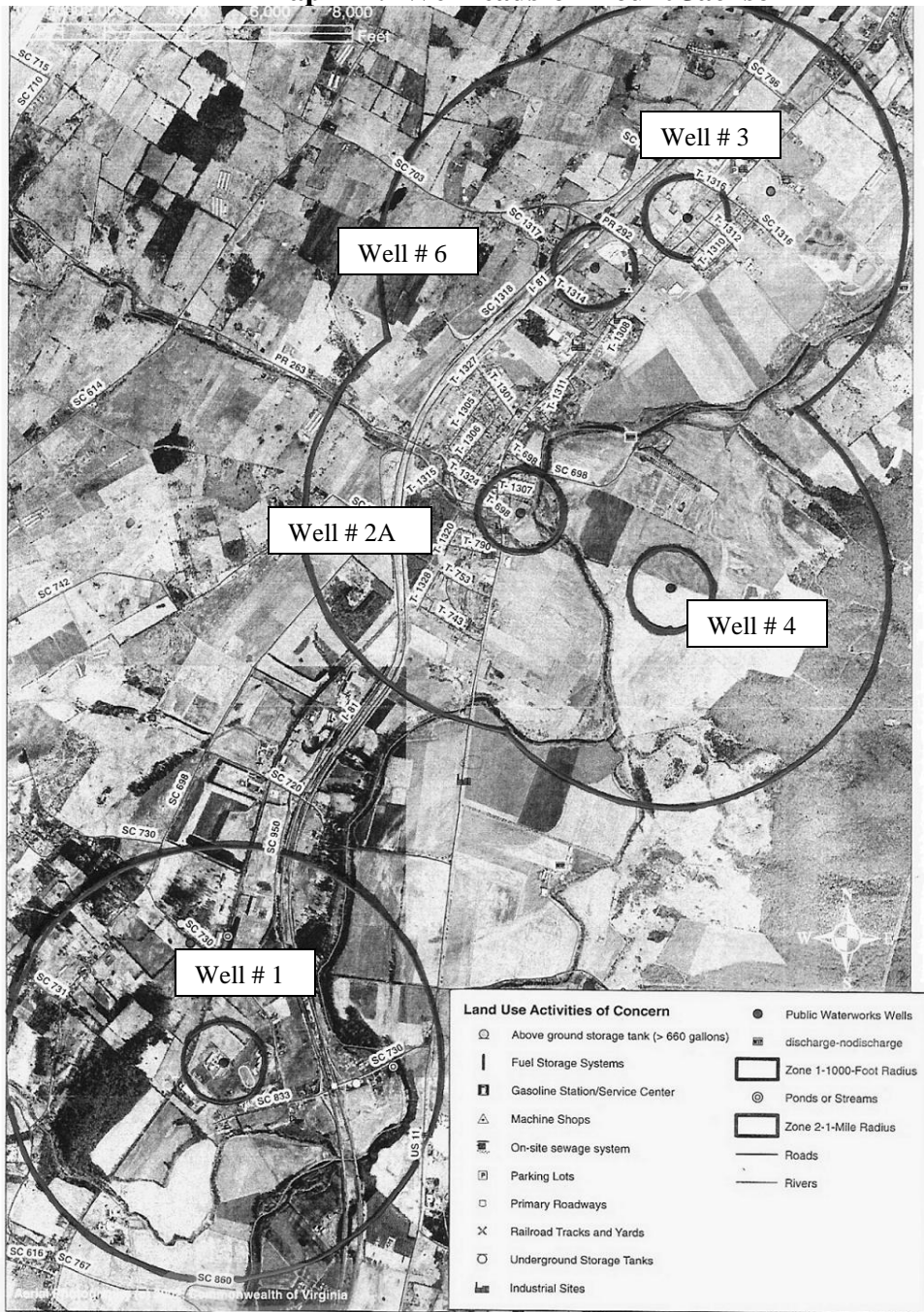
There is a marked condition in the Mount Jackson area whereby most of the soils present have a high erosion potential. [See Map 4-A] By adopting stormwater, erosion, and sediment control ordinances and guidelines, Mount Jackson can retain valuable soils, reduce flooding, protect water quality, and preserve the aesthetics of the community. The Town could also include these regulations as part of its subdivision or site design review process, or it may choose to implement a stand-alone law regulating stormwater and/or erosion and sedimentation.

Low Impact Development techniques may also be required for developers to address stormwater issues through landscaping techniques that rely on grassy areas and native vegetation to help absorb stormwater and filter its pollutants.

Another approach to take to protect water quality is to adopt local watershed management plans, to the extent allowed by state law, that identify steps to manage the cumulative effects of nonpoint source pollution and habitat destruction within our watershed areas. A watershed management plan can be implemented for Mount Jackson individually, or in concert with other municipalities in the same drainage basin, to adopt watershed regulations that are specifically designed to protect and restore water quality in the watershed for drinking water, recreation, and natural habitat protection. Common sources of nonpoint source (NPS) pollution include, failing on-site wastewater treatment systems, improper application of fertilizer and pesticides (agricultural, commercial, and residential), and urban and stormwater runoff. Best Management Practices (BMPs) are among the best means of controlling agricultural NPS pollution. The Virginia Water Quality Improvement Act provides financial incentives to landowners for the installation of BMPs which minimize the movement of agricultural pollutants. Riparian fencing, vegetative filter strips, controlled manure storage, and alternative watering systems are a few examples of BMPs. A multi-organizational approach to addressing watershed management enables local governments within these watersheds to work together for the purposes of accessing dollars, cost savings, and efficiency of activities as well as reducing pollutants from water, reduce flooding, providing habitats for the region's wildlife, and providing recreational opportunities such as bird watching, hunting and fishing for the community and tourists.

Wellhead Protection

Map 4-B: Wellheads of Mount Jackson



Town Of Mount Jackson
 Wellhead Protection Plan
 Potential Sources of Contamination--Preliminary Assessment

Data from VDH Database,
 May 2006
 Job Number 12271.04-002



Under Virginia law, [Planning, Subdivision of Land and Zoning-Article 3: The Comprehensive Plan 15.2-2223 #5] localities may designate areas for the implementation of reasonable ground water protection measures. The Mount Jackson community, responding in the *Community Survey 2005*, listed the issue “protecting water quality and resources” as their highest priority. [See Appendix A, Question #35] Protection of ground water which supports public water supplies is of vital importance to Mount Jackson. The Town currently has five wells: Well #1 (Ashby Lee), Well #2A (Fire hall), Well #3 (Bowman), Well #4 (Fleming), and Well #6 (Sheetz). [See Map 4-B] There are contaminant threats from interstate materials transport, urban activities within the town, and surrounding land activities. These public water supplies represent a substantial investment that would be extremely expensive, if not impossible, to replace if their source of water were to become polluted. While pollution is never an intended consequence, there are many normal, day-to-day activities that could have the unintended consequence of compromising our community’s drinking water supply. Underground storage tanks, farming activities, industry and business, residences that rely on septic systems and transportation corridors are all activities that must be carefully managed when they are near and possibly in the recharge areas of public water supplies.

Ground water protection needs to be a community effort where there are no “bad guys” and “good guys.” It is in everyone’s interest to protect ground water and each (including water system owners, major water users, major employers, major public facilities, transportation, adjoining jurisdictions as well as the Town of Mount Jackson and its residents) can play an important role. The ENSAT Corporation, in August, 2001, made recommendations to Mount Jackson pursuant to groundwater protection. Contaminant prevention was the first priority and/or treatment, second. Partner state agencies can provide technical support, data, and in some cases, grants. Non-governmental organizations and Federal agencies can also be helpful. The universities and community colleges in the valley can also provide useful information and assistance, becoming effective partners. [See Appendix G]

One important document that is not available is scientific research as to the specific locations of well water recharging. Map 4-B has a designation of Zone 2 which is a one-mile radius of possible area contributing to the recharge of each well. With five wells, even though some of the radii overlap, the potentially sensitive ground area covered is a huge portion of the entire Town acreage. Without more specific information to narrow down the actual sensitive spots, it is difficult not to “over protect” in an effort to protect these vital locations.

Over the next twenty-five years, the population of Mount Jackson is expected to grow and add an estimated 1000 residents and 440 housing units. It is expected that this growth will take place not only within the current limits, but in the contiguous study area as developers and land owners request annexation for the purposes of housing development that is now tied to the towns in Shenandoah County. All these areas would best be served by public water supply systems utilizing ground water. Existing supplies will play an important role in meeting future demand and thus protection of these resources from potential pollution is essential.

According to the Virginia Ground Water Protection Steering Committee, land uses that can pose threats to ground water are the following:

- Residential: Threats to ground water from residential uses are normally less acute on a case-by-case basis than those from other, more intensive, land uses. The cumulative effect from many residents in an area can prove to be a serious problem, especially if owners are unaware of the numerous potential contaminants that can be found in the home and yard and the proper methods for their use and disposal. Potential residential

- sources include: on-site septic systems; sewer lines; fuel storage systems; household, lawn, automotive, and pool chemicals; storm water; and abandoned wells.
- Industrial: Industrial operations commonly use toxic substances as part of manufacturing, warehousing, and/or distribution. Materials such as chemicals, petroleum, cleaning supplies, machinery, metals, electronic products, asphalt, and others pose a potential threat unless carefully managed. Activities representing the greatest concern include: mining and quarrying; pipelines; storage tanks both above and underground; operating and abandoned wells; septage and sludge lagoons; and land application of sludge.
- Commercial: Many commercial operations use toxic and hazardous materials in their processes. The storage, use, and disposal of chemicals required by these operations can pose a potential threat to ground water since even small amounts of the hazardous materials can contaminate large amounts of ground water. Specific land uses of concern include: auto repair shops, gas stations; road maintenance depots, de-icing operations; railroad tracks and yards; construction areas; dry cleaners, laundromats; medical institutions, research laboratories; photography establishments, and printers.
- Agricultural: Chemical usage associated with farming activities can present a contamination threat to underlying ground water. Pesticides, fungicides, and fertilizers can leach through the soil to the water below when applied improperly in the field. They also have the potential to leak from any storage containers into the ground. Animal feedlots and livestock operations can create excessive nitrate/nitrite and bacteriological problems if animal waste loads, either dry or liquid, are high and ground water is shallow or the soil is permeable, as in this area. Well #4 is located in such an area. Specific concerns for farming include: pesticides, fungicides; fertilizers; feedlots, and Confined Animal Feeding Operations.
- Waste Management: Disposal of wastes must be handled carefully to prevent contamination of ground water. Older landfills in particular can threaten ground water. Though Mount Jackson has no local landfills, if, in the future, it is a possibility, particular attention must be paid to the underlying concerns of such an operation. The need to manage stormwater is created by most development since impervious surfaces prevent rain from soaking into the soil. Sites of greatest concern include: landfills; impervious surfaces; and basins and lagoons.
- Transportation: Facilities moving potentially contaminating liquids or materials through an area can result in spills and accidents in locations near public water supplies. Preventing escape of such materials is crucial as is rapid response. Wells #3 and #6 are located within 1000 to 500 feet from I-81, respectively, within the ¼ mile setting sensitivity radius. Well #3 has 22 highly ranked threats around it while Well #6 has 29.ⁱⁱⁱ Specific sources of concern under transportation include: pipelines, highways, airports, and rail lines.^{iv}

LAND RESOURCES

Greenways

Greenways are corridors of undeveloped land which are set aside or used for recreation and/or conservation. Greenways often follow natural land features, such as ridges or streams, or parts of the human landscape, such as abandoned railways. They can be used for multi-use trails, pedestrian trails, and/or biological corridors. They are an important tool for protecting wildlife habitats, trees and forests, water quality, and downstream properties from excessive erosion and flooding. Effective greenway planning should involve many participants including: community, developers, landowners, community groups, and local businesses. Many greenways naturally extend beyond a single municipality's boundary, so it is a good idea to involve adjacent municipalities, if possible.

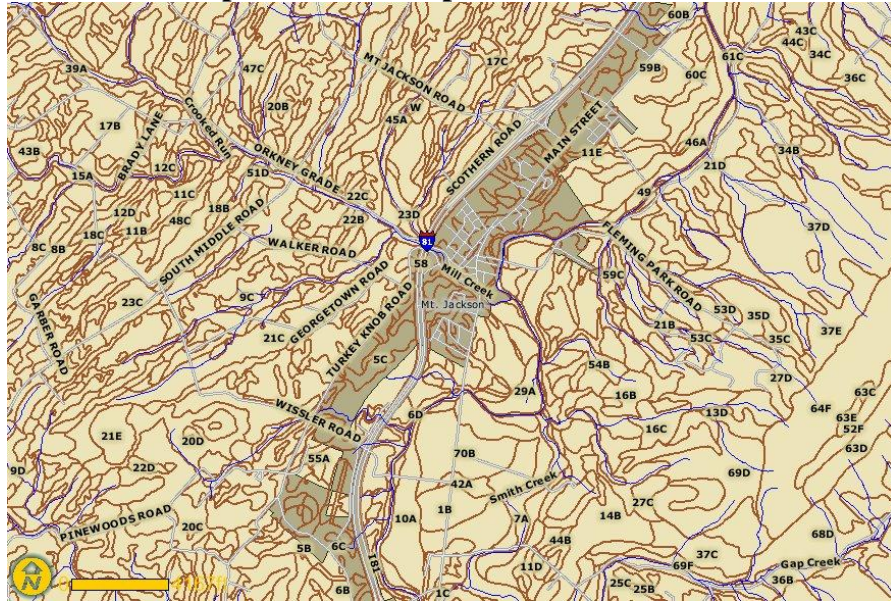
Communities and developers can plan and reserve land for greenways through a number of different strategies. Communities can acquire park land through subdivision and site plan exactions, as long as it is tied clearly to a comprehensive plan. They also may acquire land in floodplains to create a greenway network that would not be economically impacted by expected flood events. Developers can integrate greenways into their landscape plans linking residential areas to adjoining parks, greenways, and open spaces. Communities may also use public rights-of-way for greenways and work with private companies to gain access to private rights-of-way, such as utility and railway corridors. Local businesses and community organizations can adopt sections of the greenway to keep it free from litter and ensure its protection.

Soils & Topography

Examining the soils and topographical conditions existing in the Mount Jackson area allows for thoughtful land planning. Development should be guided away from areas with serious limitations, such as steep slopes, shallow depth to bedrock, flood plains, prime agricultural lands, wetlands, and sinkholes.

Mount Jackson is generally a karst area underlain by bedrock which geologists have assigned to many different formations and groups which are shown on Map 4-C and identified in the legend following. The six major soil associations for this area are described in detail following the map legend.

Map 4-C: Soils Map for Mount Jackson



<http://demo.timmons.com/shenandoahIMS/>

[More detailed data can be found in Soil Survey of Shenandoah County, Virginia publication of the National Cooperative Soil Survey, August 1991, map sheets 51, 52, 57 and 58.]

Soil Legend:

| <i>Symbol</i> | <i>Name</i> | | |
|---------------|--|------|---|
| 01 B | Alonville loam, 2-7% slopes | 16 B | Edom silty clay loam, 2-7% slopes |
| 01 C | Alonville loam, 7-15% slopes | 16 C | Edom silty clay loam, 7-15% slopes |
| 05 B | *Braddock loam, 2-7% slopes | 17 B | Endcav silt loam, 2-7% slopes |
| 05 C | *Braddock loam 7-15% slopes | 17 C | Endcav silt loam, 7-15% slopes |
| 06 B | *Braddock cobbly loam, 2-7% slopes | 18 B | Endcav silt loam, 2-7% slopes, rocky |
| 06 C | *Braddock cobbly loam, 2-15% slopes | 20 B | Frederick and Poplimento silt loams, 2-7% slopes |
| 06 D | *Braddock cobbly loam, 15-25% slopes | 20 C | Frederick and Poplimento silt loams, 15-25% slopes |
| 07 A | Broadway silt loam, 0-2 percent slopes, occasionally flooded | 20 D | Frederick and Poplimento silt loams, 15-25% slopes |
| 08 B | Carbo silty clay loam, 2-7% slopes | 21 B | Frederick and Poplimento gravelly silt loams, 2-7% slopes |
| 08 C | Carbo silty clay loam, 7-15% slopes | 21 C | Frederick and Poplimento gravelly silt loams, 7-15% slopes |
| 09 C | Carbo-Endcav complex, 2-15% slopes, very rocky | 21 D | Frederick and Poplimento gravelly silt loams, 15-25% slopes |
| 09 D | Carbo-Endcav complex, 15-35% slopes, very rocky | 21 E | Frederick and Poplimento gravelly silt loams, 25-35% slopes |
| 10 A | Caverns sandy loam, 0-2% slopes, rarely flooded | 22 B | Frederick and Poplimento silt loams, 2-7% slopes, rocky |
| 11 B | Chilhowie silty clay loam, 2-7% slopes | 22 C | Frederick and Poplimento silt loams, 7-15% slopes, rocky |
| 11 C | Chilhowie silty clay loam, 7-15% slopes | 22 D | Frederick and Poplimento silt loams, 15-25% slopes, rocky |
| 11 D | Chilhowie silty clay loam, 15-25% slopes | 23 C | Frederick and Poplimento silt loams, 2-15% slopes, very rocky |
| 11 E | *Chilhowie silty clay loam, 25-35% slopes | 23 D | *Frederick and Poplimento silt loams, 15-35% slopes, very rocky |
| 12 C | Chilhowie silty clay loam, 7-15% slopes, rocky | | |
| 12 D | Chilhowie silty clay loam, 15-25% slopes, rocky | | |
| 13 D | Chilhowie silty clay loam, 15-35% slopes, very rocky | | |
| 14 B | Coursey loam, 2-7% slopes | | |
| 15 A | Derroc cobbly sandy loam, 0-2% slopes, frequently flooded | | |

| <i>Symbol</i> | <i>Name</i> | |
|---------------|--|---|
| 25 B | Gilpilh silt loam, 2-7% slopes | occasionally flooded |
| 25 C | Gilpilh silt loam, 7-15% slopes | 46 A Nomberville loam, 0-2% slopes, rarely flooded |
| 27 C | Gilpilh channery silt loam, 7-15% slopes, stoney | 47 C Opequon silty clay loam, 2-15% slopes, rocky |
| 27 D | Gilpilh channery silt loam, 15-25% slopes, stoney | 48 C Opequon silty clay loam, 2-15% slopes, very rocky |
| 29 A | Gladehill fine sandy loam, 0-2% slopes, occasionally flooded | 49 Pits and Dumps |
| 34 B | Laidig channery loam, 2-7% slopes | 51 D Rock outcrop-Carbo complexes, 2-25% slopes |
| 35 C | Laidig channery loam, 2-15% slopes | 53 C Sequoia loam, 2-15% slopes |
| 35 D | Laidig channery loam, 15-35% slopes | 53 D Sequoia loam, 15-35% slopes |
| 36 B | Laidig channery loam, 2-7% slopes, stoney | 54 B Timberville silt loam, 2-7% slopes, frequently flooded |
| 37 C | Laidig channery loam, 2-15% slopes, very stoney | 55 A *Toms silt loam, 0-2% slopes |
| 39 A | Massanetta silt loam, 0-2% slopes, occasionally flooded | 58 *Udorthents-Urban land complex |
| 42 A | Maurertown silty clay loam, 0-2% slopes | 59 B *Unison loam, 2-7% slopes |
| 43 B | Moomaw fine sandy loam, 2-7% slopes | 59 C *Unison loam, 7-15% slopes |
| 44 B | Moomaw cobbly fine sandy loam, 2-7% slopes | 60 B *Unison gravelly loam, 2-7% slopes |
| 44 C | Moomaw cobbly fine sandy loam, 7-15% slopes | 60 C Unison gravelly loam, 7-15% slopes |
| 45 A | Newmarc silt loam, 0-2% slopes, | 61 C Unison cobbly loam, 7-15% slopes |
| | | 69 D Weikert-Berks complex, 15-35% slopes, very stoney |
| | | 69 F Weikert-Berks complex, 35-70% slopes, very stoney |
| | | 70 B Wolfgap loam, 1-5% slopes, rarely flooded |

[Soil Survey of Shenandoah County, National Cooperative Soil Survey, August 1991, Soil Legend]

*Represents soils in or contiguous to Mount Jackson described below

* Characteristics of Main Soils in the Town of Mount Jackson^v

- Braddock Soils: Very deep, gently sloping to moderately steep, well drained and moderately well drained soils that have loamy or clayey subsoil. Permeability of the soil is a main limitation affecting community development. Flooding is a hazard. 5B: 2-7% slopes, moderate permeability, medium surface runoff, medium erosion potential, no flooding. 5 C: 7-15% slopes, moderate permeability, rapid surface runoff, high erosion potential, no flooding. 6B: 2-7% slopes: moderate permeability, medium surface runoff, medium erosion potential, no flooding. 6C: 7-15% slopes, moderate permeability, rapid runoff, medium erosion potential, no flooding. 6D: 15-25% slopes: moderate permeability, very rapid surface runoff, high erosion potential, no flooding.
- Chilhowie Soils: On upland summits and on short, steep side slopes. They generally are gently sloping to steep. They have a surface layer of silty clay loam. Numerous rock outcrops and sinkholes are throughout this map unit. 11E: 25-35% slopes, slow permeability, very rapid surface runoff, high erosion potential, no flooding.
- Frederick & Poplimento Soils: Generally gently sloping and sloping. Both have a surface layer of silt loam and are gravelly or rocky in some areas. The soils in this map unit are used mainly for crops or pasture. Nonrocky soils are well suited to cultivated crops. Steeper and rocky soils are suited to grasses and trees. Potential for erosion is high. 23D: 15-35% slopes, moderate permeability, very rapid surface runoff, high erosion potential, no flooding.
- Toms Soils: Very deep, nearly level, and somewhat poorly drained soil with a seasonal high water table and high content of clay in subsoil. It is on stream terraces and in slack-water areas along streams and drainageways. 55A: 0-2% slopes, slow permeability, slow

surface runoff, low erosion potential, no flooding. Seasonal high water table and high content of clay limit sanitary facilities, building site development, and most recreational uses.

- Udorthents Soils: Areas of Urban land and shallow to very deep soils that have been disturbed by excavation. Generally along major highways.
- Unison Soils: Very deep, gently sloping to moderately steep, well drained and moderately well drained soils that have loamy or clayey subsoil. Well drained, gravelly, or cobbly, they have a seasonal high water table.^{vi} 59 B: 2-7% slopes, moderate permeability, medium surface runoff, medium erosion potential, no flooding. Well suited to recreational uses. 59 C: 7-15% slopes, moderate permeability, rapid surface runoff, high erosion potential, no flooding. Slope limits most recreational uses. 60 B: 2-7% slopes, moderate permeability, medium surface runoff, medium erosion potential, no flooding. Gravel-sized rock fragments limit the use of this soil for lawns, camp and picnic areas, and playgrounds.^{vii}

Land Use

The community of Mount Jackson has clearly stressed its concern for keeping the community rural. [See Appendices A-D] Numerous options exist to support this goal.

Purchase of Development Rights (PDR) is a land protection tool that pays landowners to protect their land from development. PDR is a voluntary and non-regulatory program through which a government agency, or private nonprofit organization, buys development rights (also known as a conservation easement) from landowners in exchange for limiting development on the land in the future. After the development rights have been purchased, development of the property is generally limited, and the land can not be developed for the term of the easement (usually, conservation easements are permanent). The buyer of the development rights pays the difference between the land's value as open space and its value without the development restrictions. This tool has been used most frequently to preserve agricultural lands. PDR can be financially advantageous to the agricultural landowner, as good farmland, which is typically cleared, well-drained, and relatively flat, is often highly valued for its development potential. PDR can also be used to protect significant natural areas, and could be used to protect almost any natural or cultural feature associated with a parcel.

Transfer of Development Rights (TDR) programs allow increased development in areas that a community has designated for development in return for preservation of places a community wants to protect. TDR is often used for agricultural and/or open space protection, although it can be used to protect any important resource. Generally established through a local zoning ordinance, a TDR program can protect farmland or significant natural areas by shifting development from those areas to areas that are planned for residential and commercial growth. When the development rights are transferred from the "sending" piece of property, that land is then restricted to agricultural or conservation use by a conservation easement and the "receiving" land can be developed at a greater density than generally allowed under the municipality's zoning ordinance. In a TDR program, local governments approve transactions and monitor easements. Some communities have created "TDR banks" that buy development rights with public funds and sell them to developers and other private landowners. Other communities have contracted out the easement monitoring aspect of the program to other conservation-oriented groups, such as local land trusts. The value of development rights is traditionally based on projections about average property value changes in the sending area as well as in the receiving area. Localities in

Virginia are constrained by the State's enabling legislation. This year (2006) the General Assembly, for the first time, passed enabling legislation for local use of TDR, but the limitations contained in that legislation must be adhered to.

A "TDR-less" program is similar to a traditional TDR program in that it allows development rights in a sending area to be purchased and moved to a receiving area. However, TDR-less programs use site specific appraisals to determine fair payments to and from sending and receiving sites. For instance, a proposed receiving site would be appraised to provide an estimate of the increase in profit attributable to the additional density allowed under a TDR program. The developer would then be required to spend a specified percent of the estimated increased profit on preservation of a sending site. The sending site would also be appraised to estimate the fair value of the conservation easement that would permanently restrict future development of that site. As with traditional TDR programs, local governments approve transactions and monitor easements on sending sites.

Landowners can prepare conservation and development plans that allow future development to coexist with active farmland and healthy natural areas so that the best agricultural soils and natural areas are preserved. Conservation and development plans (also known by "limited development" and "conservation development") are site specific and will be different for each property. Preparing conservation and development plans encourages landowners to consider the long-term preservation and economic goals for their property, conserve productive farmland for the long-range continuation of farm operations, and to preserve important natural features while identifying significant natural resources to be protected. Plans may include long-term strategies to finance implementation of the plan, and derive income, through developing non-sensitive portions of the land.

Municipalities can choose to protect important scenic views, steep slopes and unique habitats by adopting ordinances, site plan reviews, subdivision regulations, overlay zones, and/or design standards to address land use in or near these resources. A community may choose to regulate each resource separately (as in a steep slope ordinance and a wetland ordinance) or it may choose to implement regulations to help protect a variety of natural resources. Examples of resources that are often regulated by local governments include: trees, soils, floodplains, ridgelines, aquifers, watersheds, steep slopes, scenic viewsheds, and important plant and animal habitats. Insect, animal and plant life in the Shenandoah Valley is at risk and must be protected.

Parks, trails, greenways, farms, and other open spaces are important ingredients in the appeal and livability of any community. Creating and preserving parkland and open space also attracts businesses, increases property values, and draws residents who want to enjoy an enhanced quality of life. Converting underutilized land to parks and gardens can help to revitalize neighborhoods, and public ownership of parcels in key locations, and can help to increase public access to natural amenities for recreation. Providing small parks or other well-maintained and attractive public space within 1/4 - 1/2 mile of most residents is a good rule of thumb for creating walkable communities. Parks and open areas can also be a cost-effective alternative for flood control and stormwater treatment.

One way a community can assess and preserve its open space is by developing an open space plan, or including an assessment of open space and recreational resources as part of its comprehensive plan. In this process, a community: 1) categorizes and inventories all of its open space parcels by looking at their use and function within the community, 2) prioritizes the open space parcels for protection, and 3) considers the best way to use and protect them.

Open space is not just vacant land, but may also include recreational sites, parks, greenways, active agricultural lands, cemeteries, forests, woodlands, wetlands, and trail networks. With a complete inventory of open space parcels, and a plan for prioritizing and protecting key lands, a community can work towards obtaining the financial means to achieve its open space goals.

AIR RESOURCE

Our air resource is invaluable and nonreplaceable. As such, it is vital that the Town does everything in its control to minimize threats to that resource. Some of the sources of air pollution are manufacturing plants and incessant driving. As a town, providing transportation alternatives like sidewalks, bike paths, and walkways in and about Town help alleviate the gas emissions. Also, the careful examination of potential commercial and industrial growth can be of significant help in preventing problems before they arise.

A new regional entity, SHENAIR, has been created under the Northern Shenandoah Valley Regional Commission to become a center of excellence for dealing with air quality issues. Its goal is to integrate economic and comprehensive planning with ecological considerations into a set of decision support tools for public and private planning related to air quality.^{viii} The County is a member of that Commission, so the Town can benefit from research and development by that entity.

Interstate 81 and Route 11 are significant sources of noise pollution that will continue to grow in impact over time. The Town should encourage new development to be designed so that commercial buildings are kept as far away as possible from the interstate and residential areas be kept away from both I-81 and Route 11. Natural barriers to traffic noise, such as trees, should be encouraged around both commercial and residential development.

RECYCLING

The Town of Mt. Jackson provides refuse collection services to its residents. There are presently no requirements for town citizens to separate trash into recyclable elements for collection and the collection of refuse is not organized to have a separation of recyclable elements picked up through door-to-door collection.

Shenandoah County provides fourteen drop-off sites for its residents to deposit trash located so as to provide minimal travel distances to all citizens. All fourteen sites have specialized containers in place for the collection of recyclables. Though none of these sites are within the Mt. Jackson town limits, one recycling container is located in Mt. Jackson, on King Street, by the County, for mixed paper, cardboard, aluminum, tin cans, all glasses, and plastics. It is open continuously and the County services it on a seven-day-per week basis, checking it regularly and emptying it as necessary. Even though the container has regular service, on occasion it does not serve the needs of the community as it becomes packed, having no room for additional refuse. Use of this container is purely on a voluntary basis with citizens bringing their recyclables to the container.

With 82% of the citizen responses and 66% of the student responses to the Mt. Jackson Survey 2005 responding that recycling is an important issue to them, now is the time to develop a plan to improve recycling in the Town.

The Town should investigate ways to recycle natural organic lawn waste, trees, and any other organic waste that has been collected and taken to a dump site.

CHAPTER IV GOALS

Goal 4-1: Protect and preserve water quality and quantity in the local river, streams, ponds, and wetlands.

- Strategy 4-1-1: Develop site plan review criteria for the definition and protection of water resources.
 - Consider the potential regional impacts on water supply and wastewater management for all proposed developments.
 - Require developers to establish minimum building setbacks and create or maintain buffers from critical areas such as stream corridors and wetlands.
 - Adopt design standards with water quality protection objectives.
 - Require Low Impact Development techniques by developers.
- Strategy 4-1-2: Adopt a stream corridor overlay zone as part of the zoning ordinances.
- Strategy 4-1-3: Involve local officials and citizens in water resource decisions.
- Strategy 4-1-4: Participate in developing a countywide water conservation plan.
- Strategy 4-1-5: Promote techniques to reduce agricultural and household chemical use.
- Strategy 4-1-6: Support the Friends of the North Fork and the Friends of the Shenandoah.
- Strategy 4-1-7: Look for long-term solutions for storm water management and non-point source pollution abatement.
- Strategy 4-1-8: Promote the purchase and accept donations of open space for resource protection along streams.
- Strategy 4-1-9: Avoid new development in flood-prone areas.

Goal 4-2: Protect ground water which serves, or may serve in the future, as a source of public water supply from the threat of contamination as a result of accidents or unwise practices from nearby residential, industrial, commercial, agricultural, waste management, or transportation activities.

- Strategy 4-2-1: Research grant funding and when available, have a hydrogeologic study done to identify the specific areas where each current well, and any planned in the future, have their recharging systems.
- Strategy 4-2-2: Work with the county on water resources issues.
 - 4-2-2-a: Work toward a cooperative effort in wellhead planning for land neighboring Town.
- Strategy 4-2-3: Encourage the local Soil and Water Conservation District to work with owners of agricultural and forestal operations in the Well #4 recharge area to develop a Total Resource Management Plan.^{ix}
- Strategy 4-2-4: Establish a data base and system for acquiring, storing, and displaying data about the community's public wells, their construction, on-going water quality, monitoring data, hydrogeology, and development activity.

- 4-2-4-a: Contact the Virginia Department of Health to obtain updated information about the water supply wells permitted by this agency and any source water protection assessment and activities this agency has underway.
- 4-2-4-b: Contact the Virginia Department of Mines, Minerals, and Energy to obtain updated hydrogeologic information about the area associated with existing wells and about sites for potential future water supplies.
- 4-2-4-c: Contact the Virginia Department of Environmental Quality to learn about any new water quality or quantity information available for Mount Jackson, following up any references they provide including federal and university sources.
- 4-2-4-d: All Town representatives responsible for planning, zoning, and building will work together to track development occurring in the vicinity of public water supply wells.
- 4-2-4-e: Maintain a data base of state permits issued or proposed in designated wellhead protection areas.
- Strategy 4-2-5: Develop a wellhead protection emergency plan.
 - 4-2-5-a: Provide maps, information about the location, physical characteristics and equipment at each public water supply to all local emergency response resources.
 - 4-2-5-b: Identify a 24-hour, 7-day contact person and phone number for each public water supply system based on ground water sources.
 - 4-2-5-c: Develop a plan for notifying customers of the existence of potential risks with the Town water supply system and assisting local water supply owners with the same.
 - 4-2-5-d: Develop a plan for arranging for alternate Town water sources if this should prove necessary or for assisting local water supply owners with the same.
- Strategy 4-2-6: Include source water protection projects in the Capital Improvement Plan.
 - 4-2-6-a: Locate future wells to avoid urban recharge contribution as well as any other high risk land use activities.
 - 4-2-6-b: Require cleaning of sinkholes and junkyards.
 - 4-2-6-c: Evaluate the possibility of eventually replacing Wells #3 and #6.
 - 4-2-6-d: Evaluate recharge characteristics of Well 2A.
 - 4-2-6-e: Consider the use of proffers for funding water protection projects.
 - 4-2-6-f: Seek access of federal funds through the Safe Drinking Water Act to undertake water source activities.
- Strategy 4-2-7: Encourage landowners to apply to have land in potential groundwater well recharging locations placed in the Conservation Reserve Program or conservation easements.
 - 4-2-7-a: Seek funding for easements from the Virginia Department of Health for acquisition of conservation easements to promote source water protection.
 - 4-2-7-b: Develop specifications for easements of uses inconsistent with protection of groundwater quality, and preclude those through specific covenants.
 - 4-2-7-c: Provide local property tax savings for easement donations benefiting the public.

Goal 4-3: Preserve and protect open space, unique natural areas, woodland resources, scenic views, areas of natural beauty, and the rural character of Mount Jackson and its neighboring lands.

- Strategy 4-3-1: Require developers to note natural features and scenic vistas in site and subdivision applications and to show how the development design protects these features.
 - 4-3-1-a: Integrate greenways linking residential areas to adjoining parks, greenways, and open spaces.
 - 4-3-1-b: Provide a system of interconnecting greenways and ecological corridors that connect agricultural lands, natural areas, and open space.
- Strategy 4-3-2: Provide for protection of wildlife corridors.
- Strategy 4-3-3: Acquire park land through subdivision and site plan exactions.
- Strategy 4-3-4: Develop a community-based protection program for greenways and open spaces.
- Strategy 4-3-5: Create a Conservation Overlay District with zoning ordinances.
 - 4-3-5-a: Require floodplains, wetlands, ridgelines, aquifers, watersheds, steep slopes, scenic viewsheds and important plant and animal habitats to be included in Conservation Areas.
- Strategy 4-3-6: Work with Shenandoah County to encourage PDR, TDR, and TDR-less programs to conserve rural land.
- Strategy 4-3-7: Develop an inventory of open space parcels for community goal planning.
- Strategy 4-3-8: Encourage natural barriers to traffic noise around residential and commercial properties as they are developed.
- Strategy 4-3-9: Conduct growth studies in all potential areas prior to recommending zoning and development changes.

Goal 4-5: Preserve sensitive environmental resources.

- Strategy 4-5-1: Create an ordinance which seeks preservation of existing trees to the maximum extent possible while accommodating the proposed use.
- Strategy 4-5-2: Develop a tree planting program along town streets.

Goal 4-6: Improve air/noise standards and quality.

- Strategy 4-6-1: Participate in a regional approach to improving air quality by supporting the SHENAIR project.
- Strategy 4-6-2: Develop ordinances limiting noise creation/exposure.
- Strategy 4-6-3: Install sidewalks and trails and require developers to do the same to encourage walking and bicycling as alternative non-polluting transportation modes.
- Strategy 4-6-4: Provide bike racks in locations throughout town and require them in shopping areas.

Goal 4-7: Develop a Recycling Plan for the Town of Mt. Jackson.

- Strategy 4-7-1: Provide community education.
- Strategy 4-7-2: Promote civic organization participation.
- Strategy 4-7-3: Create a timeline for total community recycling participation.
- Strategy 4-7-4: Encourage businesses to recycle on site.

- Strategy 4-7-5: Develop local alternatives to recycling in landfills where possible.
 - Seek to recycle trees, leaves, etc. (composting) working with the local community.

Goal 4-8: Develop an awareness plan for environmental issues.

- Strategy 4-8-1: Provide training and conference opportunities for city representatives for better understanding of the potential effects of development on natural systems.
- Strategy 4-8-2: Offer workshops and training to city officials, developers and citizens on effective environmental protection and “green” building techniques.
- Strategy 4-8-3: Disseminate educational materials on green infrastructure to the public through the Internet, local broadcast and print media, and community meetings.
- Strategy 4-8-4: Develop a partnership agreement with the local schools and teachers to bring ground water education into the schools.
- Strategy 4-8-5: Establish a Speakers Bureau, on environmental issues, of local and state individuals and make this available to community groups.
- Strategy 4-8-6: Subscribe to publications, internet sites, and e-mail lists featuring ground water.
- Strategy 4-8-7: Discuss ground water with major facilities and land owners in the vicinity of public water supply wells.

Goal 4-9: Protect Mount Jackson from potentially significant negative environmental effects.

- Strategy 4-9-1: Develop an environmental checklist for screening proposed projects including rezonings, conditional use permits, site plans, and subdivision plans.
- Strategy 4-9-2: Create an ordinance to require developers to prepare a detailed analysis for significant environmental impacts identified through use of a Town checklist.

ⁱ <http://demo.timmons.com/shenandoahIMS/>

ⁱⁱ Virginia Department of Health, Oliver Incorporated, May 2006, Job Number 12271.04-002

ⁱⁱⁱ ENSAT Corporation, Shenandoah County SWAP: Report 3, Town of Mount Jackson, August 2001, p. 51.

^{iv} Virginia Ground Water Protection Steering Committee, Implementing Wellhead Protection: Model Components for Local Governments in Virginia, September 1998, pgs. 10-18.

^v Soil Survey of Shenandoah County, National Cooperative Soil Survey, August 1991, pgs. 7-93.

^{vi} *Ibid*, p 7.

^{vii} *Ibid*, pgs. 93- 95.

^{viii} <http://www.isat.jmu.edu/shenair/>

^{ix} *Ibid*, p. 51.

Chapter V Land Use

EXISTING LAND USE

Introduction

It is important to understand the current land use pattern of Mount Jackson in order to find present problems and to point to future needs. Studying the land uses of the Town and surrounding area will show to what extent these patterns will influence future growth in the Town. Table 5-A and Map 5-A show the current breakdown and locations of land use in the town of Mount Jackson. Table 5-B gives the same data for the area known as “Study Area B.” Map 5-B shows the area called “Study Area B” with respect to the Town.

**TABLE 5-A
2006 GENERALIZED EXISTING LAND USE
TOWN OF MOUNT JACKSON**

| Land Use | Acres | Percent of All Land |
|--|-------|---------------------|
| Residential | 423 | 18 |
| Commercial | 47 | 2 |
| Industrial | 41 | 2 |
| Public and Semi-public | 68 | 3 |
| Transportation, Communication, and Utilities | 105 | 4 |
| Undeveloped, Wooded or Agriculture | 1668 | 71 |
| Total Land | 2352 | 100 |

Note: Acreage has been rounded up to nearest whole acre and percent.

SOURCE: “Land Use Comparison by Category,” 2000, document in Town Office, Town of Mt. Jackson and Annexation Area A combined; and addition of 46 acres in three agricultural use lands by ordinance to date per conversation with Town Manager, 5/11/06.

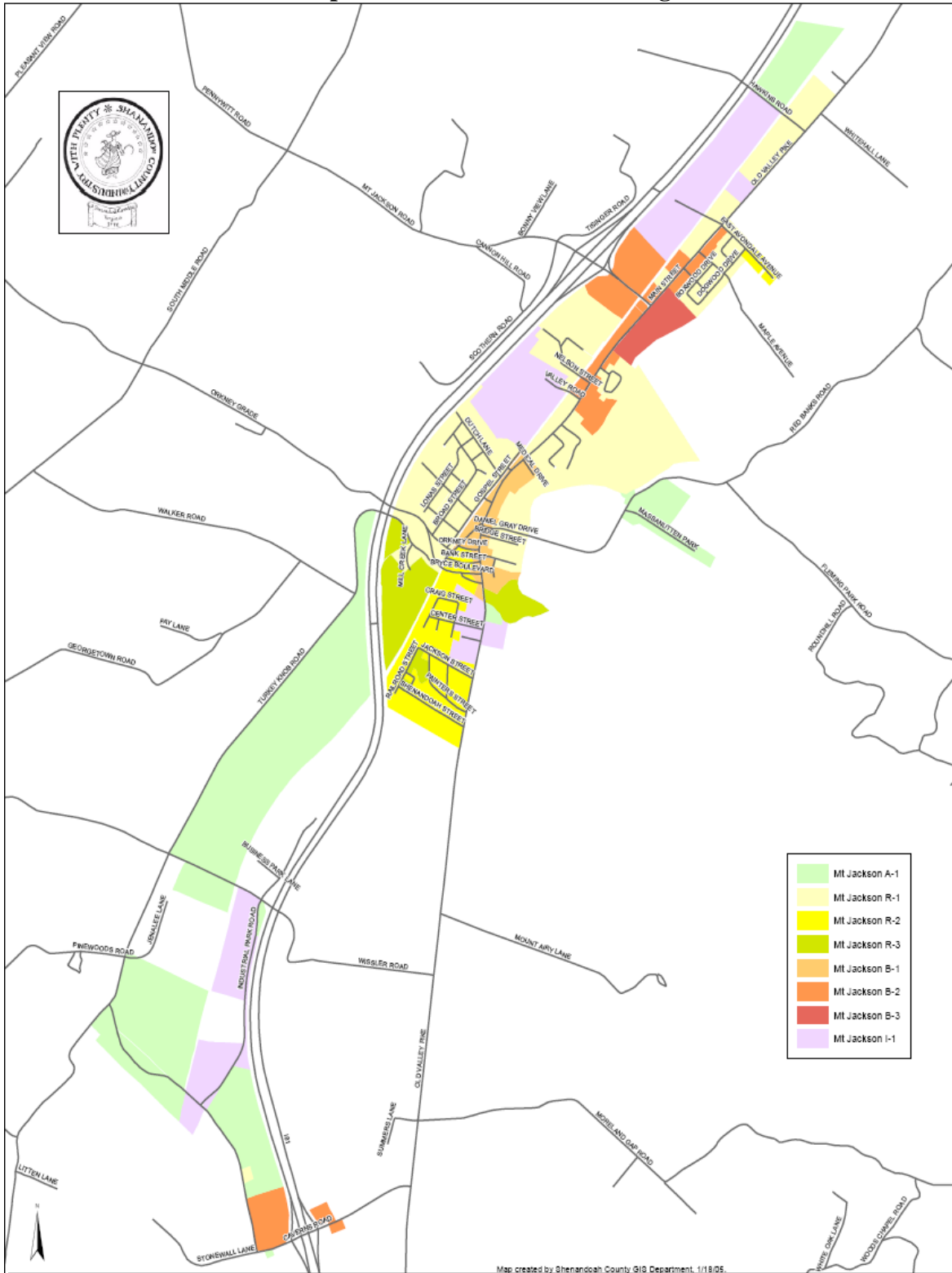
**TABLE 5-B
2006 GENERALIZED EXISTING LAND USE
MOUNT JACKSON STUDY AREA B**

| Land Use | Acres | Percent of All Land |
|--|-------|---------------------|
| Residential | 56 | 2 |
| Commercial | 5 | 0 |
| Industrial | 169 | 5 |
| Public and Semi-public | 125 | 4 |
| Transportation, Communication, and Utilities | 105 | 3 |
| Undeveloped, Wooded or Agriculture | 2944 | 86 |
| Total Land | 3404 | 100* |

Note: Acreage has been rounded up to nearest whole acre and percent.

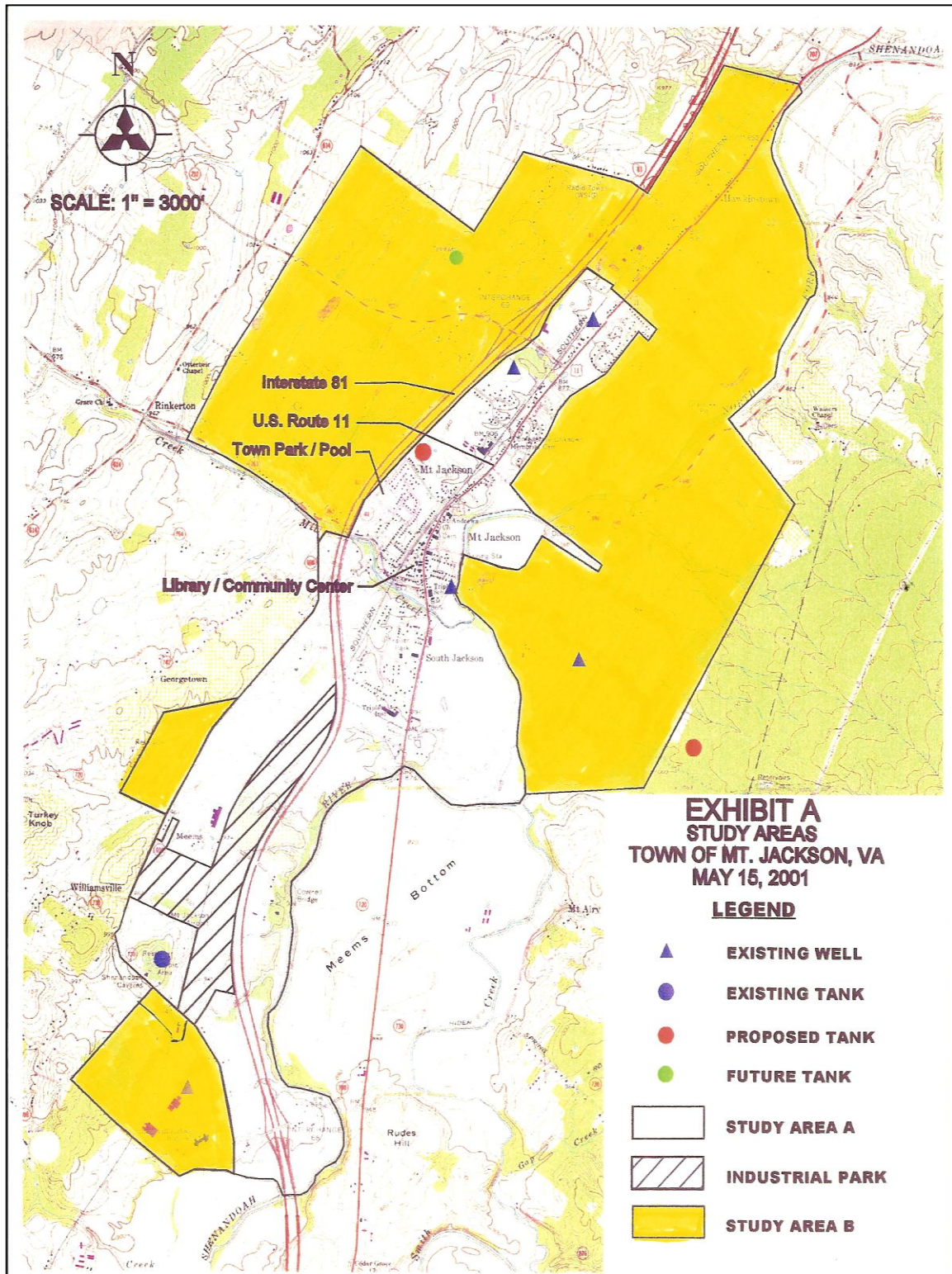
SOURCE: “Land Use Comparison by Category,” 2000, document in Town Office, with deletion of three agricultural use lands by ordinance (46 acres) to date per conversation with Town Manager, 5/11/06.

Map 5-A: Mount Jackson Zoning



Source: Shenandoah County GIS, 2005

Map 5-B: Study Area B 2001



Source: Patton Harris Rust & Associates, Town of Mount Jackson, Bridgewater, Virginia, 2005

**TABLE 5-C
EXISTING LAND PARCELS AND VACANCIES**

Source: Mount Jackson Town Office, 2006

| | Total Number of Parcels | Total Number of Vacant Parcels | Total Acres in Zone | |
|--------------------------------|--------------------------------|---------------------------------------|----------------------------|--|
| Residential | Over 550 | 27 | 423 | |
| -R1 | | 10 | | |
| -R2 | | 15 | | |
| -R3 | | 1 | | |
| -M1 | | 1 | | |
| Commercial/Business | App. 146 | 10 | 47 | |
| -B1 | | | | |
| -B2 | | 7 | | |
| -B3 | | 3 | | |
| Industrial | 44 | 3 | 41 | |
| Public/Semi-Public | | | 68 | |
| Agriculture/Undeveloped | App. 32 | 8 | 1668 | |
| TOTALS | App. 772 | 48 | 2352 | (<--figure includes data from utilities acreage) |

RESIDENTIAL LAND USE

Introduction of Data

Since the housing needs of the Town's residents can be expected to change and because the provision of housing is affected by the actions of the Town government, it is necessary for the Town to have a plan for meeting the expected needs of all of its citizens for affordable housing. The objective of this residential section is to identify existing housing characteristics, identify housing needs of the current and prospective population with consideration of the wishes of the community identified in the *Community Survey 2005* [Appendices A, B, & C] and recommend strategies to meet those needs, ensuring a choice of housing types, affordability, and locations.

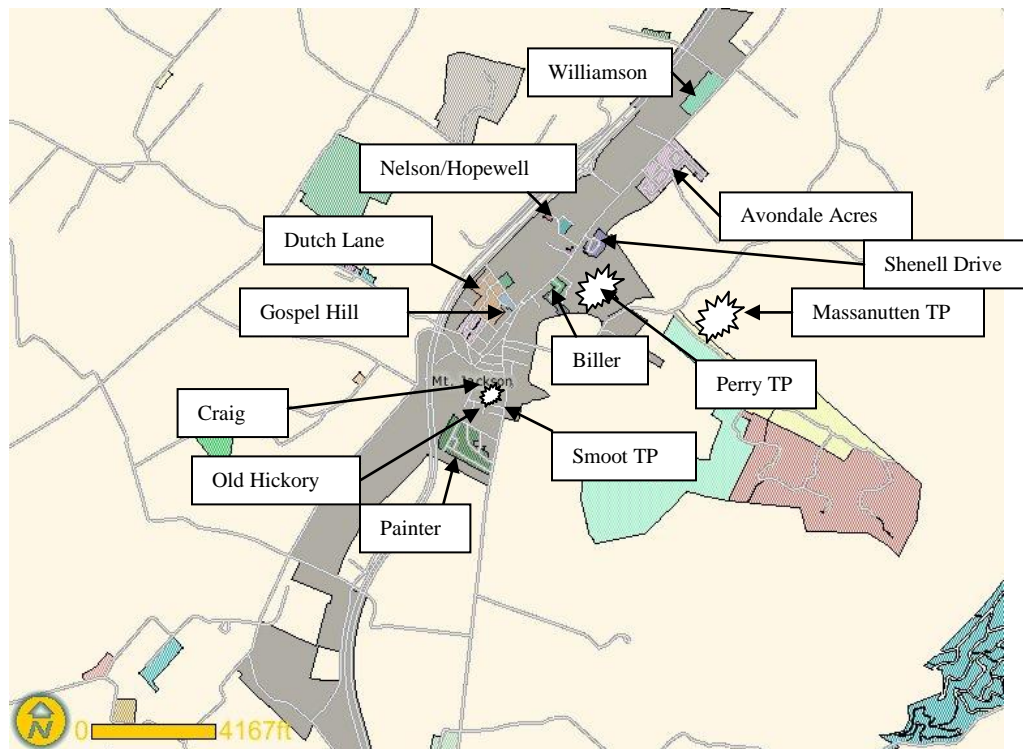
The Residential category in land use is the second largest use classification with approximately 423 A (acres) or 18% of the Town area. Homes are generally scattered along the roads throughout the area. Still, 13 concentrations can be identified.

The primary residential areas in Mount Jackson are listed below and shown on Map 5-C.

1. The Williamson Subdivision, in the north of Town, bordering Route 11 to the west, in the vicinity of Bowman Apple Products Company, Inc.
2. The Avondale Acres Subdivision, in the north area of Town, to the East of Main Street (Rt. 11), bounded by East Avondale Avenue to the north, Dogwood Drive to the east, and Apple Avenue to the west.
3. The housing development, in the north of town, east of Main Street, surrounding Shenell Drive.
4. The Nelson/Hopewell Subdivision, to the west of Route 11, bounded by Hopewell Avenue to the north and Nelson Street to the south.

5. The James C. Biller Subdivision, in the north of town, east of Route 11, found on Montvue Avenue.
6. The Gospel Hill housing development, in downtown proper, west of the railroad right-of-way and east of Interstate 81, along Gospel Street.
7. The Dutch Lane Subdivision, in downtown proper, including homes found along Dutch Lane to the north, Cardinal and Lonas Streets to the west, Bryce Boulevard to the south and Broad Street and Court Circle to the East.
8. The residential areas which are located in and around the center of Mount Jackson, between the Southern Railway tracks, Main Street, and the eastern Town limits, older homes in Town referred to as “Downtown.” [Not shown on Map 5-C]
9. The Craig Subdivision, south of Downtown, west of Route 11, bordered by Craig Street to the north, Moore Avenue to the west, Jackson Street to the south, and Main Street to the east.
10. The Old Hickory Subdivision which is currently in development, south of Downtown, west of Route 11, between the Craig and Painter Subdivisions.
11. The Painter Subdivision, in the south of town, bordered by Jackson Street to the north, Railroad Street to the west, Shenandoah Street to the south, and Main Street to the east.
12. The concentrations of dwellings located east of the Shenandoah River. Some houses are found along the east side of Route 698. [Not shown on Map 5-C]
13. Three trailer parks: Smoot, Perry, and Massanutten.

Map 5-C
Primary Residential Areas in Mount Jackson



Source: Shenandoah County GIS, Local Roads & Subdivisions, 2006 and identification icons by Comprehensive Plan Task Force

The 1990 U.S. Census and 2000 U.S. Census included information on then current housing within the town. This information is summarized in Table 5-D.

Table 5-D
1990 and 2000 Census Population and Housing

| | 1990 | 2000 |
|---|-------------|-------------|
| Total Housing Units | 658 | 718 |
| Occupied Units | 629 | 667 |
| Mobile Homes | 72 | 53 |
| Single-family Residential Units | 483 | 532 |
| Duplex & Multi-family Residential Units | 132 | 150 |
| Seasonal, Recreational or Occasional Use | 6 | 3 |
| Owner Occupied Housing Units | 424 | 431 |
| Renter Occupied Housing Units | 234 | 236 |
| Vacant Units | 29 | 51 |
| Homeowner Vacancy Rate | .5% | 3.8% |
| Rental Vacancy Rate | 1.3% | 3.7% |
| Average Household Size of Owner-Occupied Units | 2.39 | 2.33 |
| Average Household Size of Renter-Occupied Units | 2.44 | 2.78 |
| Units With Over 1 Person Per Room | 19 | 41 |

Source: U.S. Bureau of the Census 1990 and 2000 Census, Population and Housing, Mount Jackson Town, Virginia

From Table 5-D, the following data can be interpreted:

- In 2000, Mount Jackson had a total of 718 housing units with approximately 93 percent of them being occupied, a decrease from the 96 percent occupied in 1990.
- Seasonal, Recreational or Occasional Use housing decreased over the decade from 6 to 3 units.
- Homeowner Vacancy [3.8%] and Rental Vacancy [3.7%] rates were almost identical to each other and increased over the past decade from .5% to 3.8% and from 1.3% to 3.7% respectively.
- The ratio of Owner-Occupied Housing Units to Renter-Occupied Housing Units remained relatively static at 1.81 and 1.44 for 1990 and 2000 respectively.
- The Average Household Size of Owner-Occupied Units remained almost identical over the decade, from 2.39 in 1990 to 2.33 in 2000, less than the United States average of 2.61.
- The Average Household size of Renter-Occupied Units increased from 2.44 in 1990 to 2.78 in 2000, compared to the United States average of 3.19 in 2000.

Table 5-E describes the types of structures available in Mount Jackson, gives information related to characteristics of households with householder 65 years and over, and those of households below poverty level. Adequacy of the housing stock is partially measured in this 2000 Census data. The two most common indicators of a substandard unit are overcrowding – defined as 1.01 or more persons per room – and a lack of complete plumbing facilities for exclusive use of the household.

**Table 5-E
2000 Census Housing Structures**

| Subject | Number | Percent |
|--|---------------|----------------|
| Tenure By Units In Structure | | |
| Owner-occupied housing units | 422 | 100.0 |
| 1, detached | 377 | 89.3 |
| 1, attached | 6 | 1.4 |
| 2, 3, 4, 5 or more | 0 | 0.0 |
| Mobile home | 36 | 8.5 |
| Boat, RV, van, etc | 3 | 0.7 |
| Renter-occupied housing units | 252 | 100.0 |
| 1, detached | 105 | 41.7 |
| 1, attached | 13 | 5.2 |
| 2 | 18 | 7.1 |
| 3 or 4 | 31 | 12.3 |
| 5 to 9 | 29 | 11.5 |
| 10 to 19 | 23 | 9.1 |
| 20 to 49 | 17 | 6.7 |
| 50 or more | 4 | 1.6 |
| Mobile home | 12 | 4.8 |
| Selected Characteristics Of Households With Householder 65 Years And Over | | |
| Occupied housing units | 200 | 100.0 |
| Owner occupied | 166 | 83.0 |
| Less than 1.01 occupants per room | 200 | 100.0 |
| No telephone service | 3 | 1.5 |
| No vehicle available | 24 | 12.0 |
| Below poverty level | 35 | 17.5 |
| With meals included in rent | 0 | 0.0 |
| Selected Characteristics Of Households Below Poverty Level | | |
| Owner-occupied housing units | 27 | 100.0 |
| Lacking complete plumbing facilities | 0 | 0.0 |
| 1.01 or more occupants per room | 0 | 0.0 |
| Built 1939 or earlier | 4 | 14.8 |
| Householder 65 years and over | 22 | 81.5 |
| With public assistance income | 3 | 11.1 |
| With Social Security income | 12 | 44.4 |
| No telephone service | 0 | 0.0 |
| Renter-occupied housing units | 53 | 100.0 |
| Lacking complete plumbing facilities | 0 | 0.0 |
| 1.01 or more occupants per room | 13 | 24.5 |
| Built 1939 or earlier | 15 | 28.3 |
| Householder 65 years and over | 13 | 24.5 |
| With public assistance income | 6 | 11.3 |
| With Social Security income | 11 | 20.8 |
| No telephone service | 10 | 18.9 |

Source: U.S Census Bureau: Units in Structure, Householder 65 Years and Over, and Householder Below Poverty Level:
2000, Mount Jackson Town, Virginia

From Table 5-E, the following information can be interpreted for 2000:

- 91% of the Mount Jackson housing units were owner-occupied single-family detached units.
- Only 47% of renter housing was single-family detached units.
- 83% of the households with householder 65 years or over were owner occupied.
- None of the households with householder 65 years or over were overcrowded by U.S. Census definition of 1.01 persons per room.
- 80 units, or 11.6% of the households, were below poverty level.
- 44% of households below poverty level were households with householder 65 years or over.

Table 5-F continues with the data needed to examine housing for substandard units [occupancy of 1.01 per room; arguably, lack of phone service; and lack of complete plumbing facilities].

Table 5-F
2000 Census Housing Conditions

| Subject | Number | Percent |
|--|------------|--------------|
| Tenure By Occupants Per Room | | |
| Owner-occupied housing units | 422 | 100.0 |
| 0.50 or less occupants per room | 321 | 76.1 |
| 0.51 to 1.00 occupants per room | 98 | 23.2 |
| 1.01 to 1.50 occupants per room | 3 | 0.7 |
| 1.51 or more occupants per room | 0 | 0.0 |
| Renter-occupied housing units | 252 | 100.0 |
| 0.50 or less occupants per room | 151 | 59.9 |
| 0.51 to 1.00 occupants per room | 63 | 25.0 |
| 1.01 to 1.50 occupants per room | 7 | 2.8 |
| 1.51 or more occupants per room | 31 | 12.3 |
| Tenure By Telephone Service Available | | |
| Owner-occupied housing units | 422 | 100.0 |
| With telephone service | 420 | 99.5 |
| No telephone service | 2 | 0.5 |
| Renter-occupied housing units | 252 | 100.0 |
| With telephone service | 240 | 95.2 |
| No telephone service | 12 | 4.8 |
| Tenure By Plumbing Facilities | | |
| Owner-occupied housing units | 422 | 100.0 |
| With complete plumbing facilities | 419 | 99.3 |
| Lacking complete plumbing facilities | 3 | 0.7 |
| Renter-occupied housing units | 252 | 100.0 |
| With complete plumbing facilities | 249 | 98.8 |
| Lacking complete plumbing facilities | 3 | 1.2 |
| Tenure By Kitchen Facilities | | |
| Owner-occupied housing units | 422 | 100.0 |
| With complete kitchen facilities | 422 | 100.0 |

| Subject | Number | Percent |
|--------------------------------------|------------|--------------|
| Renter-occupied housing units | 252 | 100.0 |
| With complete kitchen facilities | 252 | 100.0 |

Source: U.S. Census Bureau: Occupancy, Telephone Service, Housing Facilities and Meals Included in Rent: 2000, Mount Jackson Town, Virginia

From Table 5-F, the following information can be interpreted for 2000:

- 674 housing units were documented.
- 15.8% [41] of the available housing units were overcrowded.
- .5% of the units had no phone service.
- 1.9 % [6] of the available housing units lacked complete plumbing facilities.

Another measure of housing adequacy has to do with the cost of a unit compared to household income. If the household is paying more than 25 to 30 percent of its gross income for housing, including utilities, then the unit (whether structurally standard or not) can be considered too costly relative to the household income. Tables 5-G and 5-H provide data to help answer the income test.

Table 5-G
2000 Census Housing Characteristics

| Subject | Number | Percent |
|---|------------|------------|
| Year Structure Built | 713 | 100 |
| 1990 to March 2000 | 62 | 8.6 |
| 1980 to 1989 | 58 | 8.1 |
| 1970 to 1979 | 169 | 23.6 |
| 1960 to 1969 | 99 | 13.8 |
| 1940 to 1959 | 141 | 19.7 |
| 1939 or earlier | 184 | 25.7 |
| House Heating Fuel | 674 | 100 |
| Utility gas, bottled, tank, or LP gas | 109 | 16.1 |
| Electricity | 301 | 44.7 |
| Fuel oil, kerosene, etc. | 243 | 36.1 |
| Wood | 19 | 2.8 |
| No fuel used | 2 | 0.3 |
| Value | 359 | 100 |
| Less than \$50,000 | 17 | 4.7 |
| \$50,000 to \$99,999 | 231 | 64.3 |
| \$100,000 to \$149,999 | 85 | 23.7 |
| \$150,000 to \$199,999 | 22 | 6.1 |
| \$200,000 to \$299,999 | 2 | 0.6 |
| \$300,000 to \$499,999 | 2 | 0.6 |
| \$500,000 or more | 0 | 0.0 |
| Median (dollars) | 87,300 | |
| Mortgage Status and Selected Monthly Owner Costs | 359 | 100 |
| With a mortgage | 197 | 54.9 |
| Less than \$300 | 0 | 0.0 |
| \$300 to \$499 | 27 | 7.5 |

| Subject | Number | Percent |
|--|------------|------------|
| \$500 to \$699 | 50 | 13.9 |
| \$700 to \$999 | 74 | 20.6 |
| \$1,000 to \$1,499 | 35 | 9.7 |
| \$1,500 to \$1,999 | 10 | 2.8 |
| \$2,000 or more | 1 | 0.3 |
| Not mortgaged | 162 | 45.1 |
| Selected Monthly Owner Costs As A %'age Of Household Income In 1999 | 355 | 100 |
| Less than 15 percent | 150 | 41.8 |
| 15 to 19 percent | 56 | 15.6 |
| 20 to 24 percent | 41 | 11.4 |
| 25 to 29 percent | 20 | 5.6 |
| 30 to 34 percent | 35 | 9.7 |
| 35 percent or more | 51 | 14.2 |
| Not computed | 6 | 1.7 |
| Gross Rent As A Percentage Of Household Income In 1999 | 233 | 100 |
| Less than 15 percent | 79 | 31.6 |
| 15 to 19 percent | 33 | 13.2 |
| 20 to 24 percent | 35 | 14.0 |
| 25 to 29 percent | 24 | 9.6 |
| 30 to 34 percent | 8 | 3.2 |
| 35 percent or more | 54 | 21.6 |

Source: U.S. Census Bureau: Profile of Selected Housing Characteristics: 2000, Mount Jackson Town, Virginia

Table 5-H
2000 Census Demographic Highlights

| General Characteristics | Number | Percent |
|---|--------|---------|
| Total population | 1,664 | 100 |
| Male | 821 | 49.3 |
| Female | 843 | 50.7 |
| Under 5 years | 121 | 7.3 |
| 18 years and over | 1,256 | 75.5 |
| 65 years and over | 263 | 15.8 |
| Economic Characteristics | Number | Percent |
| In labor force (population 16 years and over) | 916 | 70.7 |
| Median household income in 1999 (dollars) | 32,471 | |
| Median family income in 1999 (dollars) | 39,423 | |
| Families below poverty level | 31 | 7.1 |
| Individuals below poverty level | 180 | 10.6 |
| Housing Characteristics | Number | |
| Single-family owner-occupied homes | 359 | |
| Median value (dollars) | 87,300 | |
| Median of selected monthly owner costs | | |
| With a mortgage (dollars) | 780 | |
| Not mortgaged (dollars) | 226 | |

Source: U.S. Census Bureau Fact Sheet: Census 2000 Demographic Profile Highlights, General Characteristics, Economics Characteristics, & Housing Characteristics, Mount Jackson Town, Virginia

Over the last six years, the value of housing has increased substantially. In 2006, Shenandoah County addressed this issue by raising the tax basis on all properties. Making generalizations, in 2006, based on the 2000 Census, will not be reflecting the substantial increase in housing costs. It would be fair to understand the situation is degenerated with respect to affordability as household income has not had the same favorable increase.

Table 5-G reflects the following:

- The largest number of housing units, 231 or 64.3%, had a value \$50,000 - \$99,999.
- The second largest number of units, 85 or 23.7%, were valued \$100,000 - \$149,999.
- Owner costs for housing above 25-30% of income were 23.9% - 29.5% (actual numbers: 87 – 106) of the units.
- Renter costs for housing above 25-30% of income were 24.8 – 34.4% (actual numbers: 62 – 86) of the units.

Table 5-H reflects the following:

- 180 (10.6%) of the residents are below poverty level.
- The mean household income for 1999 was \$38,827.

Table 5-I
2000 Census Income Distribution

| Subject | Households/% Distribution | Family | | | Non-Family Households/% |
|-------------------------|------------------------------|-----------------|----------------------------------|---|----------------------------|
| | | Total/% | Married- Couple Families/% | Female Householder, No Husband Present/% | |
| NUMBER | | | | | |
| Total | 665/100% | 434/100% | 323/100% | 81/100% | 231/100% |
| Less than \$10,000 | 67/10.1% | 16/3.7% | 6/1.9% | 10/12.3% | 53/22.9% |
| \$10,000 to \$14,999 | 61/9.2% | 31/7.1% | 11/3.4% | 16/19.8% | 32/13.9% |
| \$15,000 to \$19,999 | 49/7.4% | 23/5.3% | 16/5.0% | 5/6/2% | 25/10.8% |
| \$20,000 to \$24,999 | 65/9.8% | 32/7.4% | 19/5.9% | 12/14.8% | 33/14.3% |
| \$25,000 to \$29,999 | 48/7.2% | 37/8.5% | 28/8.7% | 9/11.1% | 14/6.1% |
| \$30,000 to \$34,999 | 68/10.2% | 50/11.5% | 36/11.1% | 7/8.6% | 25/10.8% |
| \$35,000 to \$39,999 | 39/5.9% | 31/7.1% | 23/7.1% | 4/4.9% | 10/4.3% |
| \$40,000 to \$44,999 | 61/9.2% | 45/10.4% | 32/9.9% | 10/12.3% | 12/5.2% |
| \$45,000 to \$49,999 | 34/5.1% | 25/5.8% | 23/7.1% | 0/0.0% | 4/1.7% |
| \$50,000 to \$59,999 | 57/8.6% | 55/12.7% | 47/14.6% | 8/9.9% | 6/2.6% |
| \$60,000 to \$74,999 | 62/9.3% | 43/9.9% | 43/13.3% | 0/0.0% | 11/4.8% |
| \$75,000 to \$99,999 | 28/4.2% | 23/5.3% | 16/5.0% | 0/0.0% | 3/1.3% |
| \$100,000 to \$124,999 | 15/2.3% | 15/3.5% | 15/4.6% | 0/0.0% | 0/0.0% |
| \$125,000 to \$149,999 | 1/0.2% | 0/0.0% | 0/0.0% | 0/0.0% | 1/0.4% |
| \$150,000 to \$199,999 | 8/1.2% | 6/1.4% | 6/1.9% | 0/0.0% | 2/0.9% |
| \$200,000 or more | 2/0.3% | 2/1.5% | 2/0.6% | 0/0.0% | 0/0.0% |
| Median income (dollars) | 32,471 | 39,423 | 43,750 | 24,219 | 20,764 |
| Mean income (dollars) | 38,827 | 44,509 | 49,356 | 25,607 | 25,936 |

Source: U.S. Census Bureau: Income Distribution in 1999 of Households and Families: 2000, Mount Jackson Town, Virginia

From Table 5-I, the following information can be interpreted for 2000:

- 74.1% of the households had an income under \$50,000.
- Approximately 397 of 665 [59.8%] had an income below the mean.
- The median income per household was \$32,471.
- The mean income per household was \$38,827.
- Only 8 households with women as sole providers had an income of \$45,000 or higher.
- No female-supported households had an income of \$60,000 or more.

Table 5-J relates home costs, interest rates (fixed), mortgage per interest rate per home cost, and salary needed to meet the mortgage payment of ¼ (.25) to 1/3 (.33) of salary. Its purpose is to address the topic of “affordability.”

Table 5-J
Sample Mortgage Scenarios

| Home Cost | Interest Rate | Mortgage Monthly Pmt. on 30 year fixed | Salary Needed for Supplying ¼ to Mortgage | Salary Needed for Supplying 1/3 to Mortgage | *#Households Able to Pay ¼ Income to Mortgage [by salary alone] | *# Households Able to Pay 1/3 Income to Mortgage [by salary alone] |
|-----------|---------------|--|---|---|---|--|
| 150,000 | 7.9% | \$ 1,090 | \$ 52,320 | \$ 39,636 | [\$ 50,000+] 173 | [\$ 35,000+] 307 |
| 150,000 | 6.45% | \$ 943 | \$ 45,264 | \$ 34,291 | [\$ 45,000+] 260 | [\$ 30,000+] 423 |
| 150,000 | 5% | \$ 805 | \$ 38,640 | \$ 29,273 | [\$ 35,000+] 307 | [\$ 25,000+] 471 |
| 250,000 | 7.9% | \$ 1,817 | \$ 87,216 | \$ 60,073 | [\$ 75,000+] 54 | [\$ 60,000+] 116 |
| 250,000 | 6.45% | \$ 1,572 | \$ 75,456 | \$ 57,164 | [\$ 75,000+] 54 | [\$ 50,000+] 173 |
| 250,000 | 5% | \$ 1,342 | \$ 64,416 | \$ 48,800 | [\$ 60,000+] 116 | [\$ 45,000+] 207 |
| 350,000 | 7.9% | \$ 2,544 | \$122,112 | \$ 95,509 | [\$100,000+] 26 | [\$ 75,000+] 54 |
| 350,000 | 6.5% | \$ 2,201 | \$105,648 | \$ 80,036 | [\$100,000+] 26 | [\$ 75,000+] 54 |
| 350,000 | 5% | \$ 1,878 | \$ 90,192 | \$ 68,291 | [\$ 75,000+] 54 | [\$ 60,000+] 116 |
| 450,000 | 7.9% | \$ 3,271 | \$157,008 | \$118,946 | [\$150,000+] 10 | [\$100,000+] 26 |
| 450,000 | 6.5% | \$ 2,830 | \$135,840 | \$102,909 | [\$125,000+] 11 | [\$100,000+] 26 |
| 450,000 | 5% | \$ 2,416 | \$115,968 | \$ 87,855 | [\$100,000+] 26 | [\$ 75,000+] 54 |

Source: Mount Jackson Comprehensive Plan Task Force, 2006

* The numbers of households are extrapolated from Table 5-I.

Table 5-J must be viewed as an approximation for numbers of households. The data in Table 5-I does not break down income into specific enough categories to be able to precisely identify numbers of households for Table 5-J, but an overall perspective can be drawn from the data. The household numbers shown in Table 5-J are the highest possible numbers, under these circumstances. Also, it is given that no other household expenses other than mortgage are taken into account, nor is the condition of the house which would account for higher/lower heating, cooling, and repair bills. Therefore, it should be understood that the data in Table 5-J reflects the best scenario possible.

The following conclusions can be drawn from Tables 5-I and 5-J:

- Of the \$38,827 mean income for Mount Jackson, dictating \$809 as a mortgage of ¼ salary and 1078 as a mortgage of 1/3 salary, only under the most extreme cases (low

interest rate and paying 1/3 salary) could the average Mount Jackson citizen afford even a \$150,000 home.

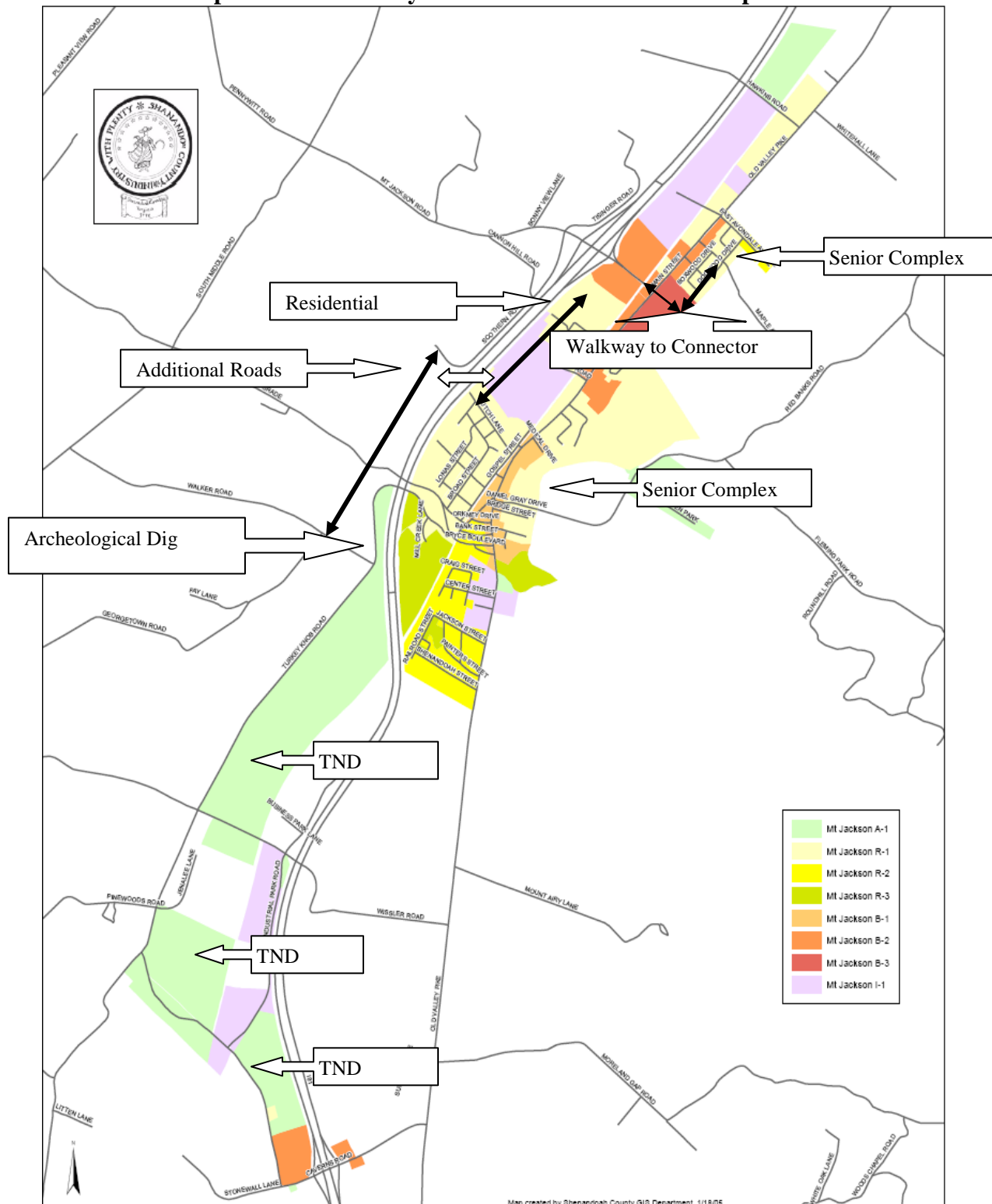
- For the current population, a maximum of 207 households could, under the best circumstances afford \$250,000 homes.
- \$350,000- \$450,000 homes are beyond the affordability of between 83% and 98% of the current households.
- Home costs must be below \$150,000 for most citizens of Mount Jackson to be able to afford them.

With respect to the *Community Survey 2005* [see Appendices A & B], there were 125 adult and 75 student respondents for a total of 201. Their responses related to housing reflect the following:

- 27% of all surveyed [highest score] recommended single-family homes to fill housing needs.
- 25% of the adults surveyed [second highest score] felt senior living housing was needed.
- 92% were satisfied with the structural quality of the buildings in which they lived.
- 95% were generally satisfied with the aesthetic quality of the buildings in which they lived.
- 87% were generally satisfied with the location of their homes.
- .1% felt additional mobile homes were needed.

Map 5-D identifies some of the recommendations made for growth in Mount Jackson through the Community Visioning Workshop: Community Services and Facilities. [See Appendix F] Most ideas for residential growth were in the southwestern end of Town in the Cavern's Road area. Another area identified for development was located, again in the western part of Town, behind the Sheetz area. These ideas need to be the beginning point for a major growth concept study for Mount Jackson.

Map 5-D: Community Ideas for Future Land Development



* TND represents Traditional Neighborhood Development

Projection & Analysis

The housing market must supply enough units to meet the growth in households, provide enough surplus units to allow for an adequate vacancy rate, provide for replacement of substandard or destroyed dwellings, and meet the standard of affordability.

Table 5-K indicates a decline in the numbers of persons per household over time. That could be reflected due to the increasing senior population over the next decades. It also states the population as of the 2000 census as being 1664. In actuality, the current population in May 2006 is 1870, 206 more than six years ago. As a ratio, of expected growth per year, the actual growth is 34.3 persons per year versus the expected growth of 46.6 persons per year. The existing vacant parcels (Table 5-C) indicate there is the potential for housing for at least 110 persons if the R1 (10 parcels {par} x 2.5 persons per household {pph} = 25 persons), R2 (15 par x 2.5 pph x 2 households = 75 persons), R3 (1 par x 2.5 pph x 3 households = 7.5 persons), and M1 (1 par x 2.5 pph = 2.5 persons) categories were built out. Though this identifies potential available housing, whether or not the vacant parcels will indeed be developed is questionable. Projecting an additional 137.2 in population for the remainder of this century (34.3 persons for 4 years), the potential for housing through vacant parcels (for 110+), and taking into account the current development of the Old Hickory Subdivision leads us to expect there will be available housing into the next century. Though we will not use the true population to date in this analysis, as it would be inconsistent with all other census data to date, it should be noted for consideration. Projected increases in population each decade, combined with a decline in the average household size will mean a future need for additional units.

Table 5-K
Projections of Households in Mount Jackson

| | Actual 2000 | 2010 | 2020 | 2030 | 2040 | 2050 |
|--|-------------|-------|-------|-------|-------|-------|
| Population | 1,664 | 2,130 | 2,380 | 2,630 | 2,879 | 3,129 |
| Person per Household | 2.49 | 2.45 | 2.41 | 2.37 | 2.33 | 2.31 |
| Number of Households | 667 | 869 | 988 | 1,110 | 1,236 | 1,355 |
| Number of Housing Units | 718 | 902 | 1,026 | 1,152 | 1,283 | 1,406 |
| Owner Vacancies Needed for Slow Growth | 5 | 6 | 6 | 7 | 8 | 9 |
| “ “ “ “ Moderate Growth | 6 | 7 | 8 | 9 | 10 | 11 |
| “ “ “ “ Fast Growth | 8 | 10 | 11 | 13 | 14 | 16 |
| Renter Vacancies Needed for Slow Growth | 11 | 13 | 15 | 17 | 19 | 21 |
| “ “ “ “ Moderate Growth | 13 | 17 | 19 | 21 | 24 | 26 |
| “ “ “ “ Fast Growth | 19 | 23 | 27 | 30 | 33 | 36 |
| Projected Unit Losses | 46 | 58 | 66 | 74 | 82 | 90 |
| Excess Units Needed for Moderate Growth & Losses | 65 | 82 | 93 | 104 | 116 | 127 |

*Population projections are based on Mount Jackson maintaining 5% of Shenandoah County's Population.

*Number of Housing Units determined by assuming that Mount Jackson would maintain a vacancy rate of 3.8%.

Source: June 2001, Household Projections 2050, By Growth Center and Rural Locations for Transportation Planning and Land Use Analysis: Lord Fairfax Planning District Commission (Currently Northern Shenandoah Valley Regional Commission); calculations for Vacancies and Unit Losses were added to table.

Vacancy Rates: An adequate vacancy rate should be maintained in the housing market to provide for movement of households and the creation of new households. The Virginia Housing Development Authority in its Statewide Housing Needs Analysis, 1975 identified three recommended levels of vacancy rates based on population growth rates (derived from annual percentage increases.) They follow and were used to project vacancies needed for growth in Table 5-K:

- A. Areas of slow growth – less than 1% annual increase
 - Owner Vacancies = 1.0%
 - Renter Vacancies = 4.0%
- B. Areas of moderate growth – between 1% and 5% annual increase:
 - Owner Vacancies = 1.25%
 - Renter Vacancies = 5.0%
- C. Areas of fast growth – greater than 5% annual increase
 - Owner Vacancies = 1.75%
 - Renter Vacancies = 7.0%

As of 2000, there was a 63% - 37% split between owner and renter-occupied units. Projecting that split into the future and factoring in the projected average household size results in the estimates of total owner and renter household vacant units by using the formula (% of Owner/Renter) x (# Households Needed) x (Area Type of Growth).

Replacement of Dwellings: All substandard units should either be brought up to standard by rehabilitation or removed from the housing stock. Due to the high costs of new construction, it is expected that most such units would be rehabilitated. Many homeowners cannot afford to move, and therefore, choose to improve their current homes. Some families purchase older but larger and perhaps substandard structures and gradually improve them, which gives them more square footage of living space than they could purchase outright in perfect condition. Other substandard units may have to be replaced. In 2000, 41 units were overcrowded, six lacked plumbing facilities, 14 had no phone service, and two had no heating. As determining whether any of the substandard units overlapped in determining issues, it is fair to state that between 41 and 63 units were considered substandard, needing replacement or rehabilitation.

In addition to planned replacement of substandard units, other losses can be expected to occur in the housing stock. Units are lost due to: deterioration to a point where they are unfit for habitation; natural disasters such as fire and flood; man-made changes such as conversion to non-residential uses, or to group quarters, or removal from site. Based on previous changes, documented by the U.S. Bureau of Census Components of Inventory Change, approximately 6.39 percent of each decade's beginning housing stock is lost. Projected losses through 2050 are shown in Table 5-J.

Excess Units: The total Excess Units Needed for Moderate Growth & Losses for Table 5-J was calculated by adding the moderate vacancy needs for both owner and renter with the projected unit losses. This translates into an annual average of 98 new units per decade.

Conclusions

As with all projections, these projections are based on assumptions about the continuation of recent growth trends into the future, making periodic re-evaluation of the trends and projections necessary for proper planning. The Shenandoah County Comprehensive Plan 2025, in order to preserve agricultural land and prevent hazards to ground and surface waters, ties future growth to the availability of public facilities, i.e. Towns.¹ Thus, by compliance to that expectation and recognizing Mount Jackson as a local residential and service center for southern Shenandoah County, it can be expected that there will be growth in the town of Mount Jackson. An evaluation mechanism is needed that will periodically check the real world conditions against the projections, and make adjustments as necessary.

Several strategies will have to be followed in order to promote an adequate housing supply. These include having adequate acreage designated in the plan and zoning ordinance for residential growth, and procedures to ensure that adequate utilities and other public facilities are provided for planned growth areas. Examination of Table 5-B indicates 56 residential acres in the study area may be available to the Town in the future. Finding the land use ratio of 423 Acres [Table 5-A] to 718 Housing Units [Table 5-J] which is .59 to one, housing for the 56 acres in the study area would accommodate an additional 95 housing units. At an average of 2.5 persons per household, that is a potential for 237.5 persons. Without rezoning, that residential acreage may not accommodate the growth in housing needs to the year 2020, as the population is projected to increase by 250 between 2010 and 2020. Medium- and high-density development locations, providing for duplexes, townhouses, and apartments, need to be planned for.

Providing for a mixed use zoning would allow for greater flexibility in housing growth as well as flexibility in types of housing available. Senior citizens (65 years and older), in Table 5-E, for the most part owned their housing units (83%) and were not overcrowded, probably living alone. Twelve percent (24) of them had no vehicle available. Seventeen and a half percent (35) lived below poverty level. Though 27% of community residents responding to the 2005 Survey recommended single-family homes to fill housing needs, 25% of the adults surveyed felt senior living housing was needed. Such housing could be planned with lower acreage and smaller units to be more user-friendly to senior citizens practically and economically, additionally, increasing the potential housing basis. The walkability issue for seniors is also evident. Walkability for all neighborhoods is desirable adding to the neighborhood ambiance, promoting physical health of the residents, and decreasing the problems associated with auto transportation (parking, paving, smog, noise, etc.) Providing for mixed-use zoning wherever tracts of housing are located would assist those without transportation, promote walkability, and be valued as a provision of self-sufficient neighborhoods. This requires a change in zoning types and corresponding ordinances.

As it has been, and will continue to be a goal for the Town to encourage homeownership, a range of housing types will be needed to accomplish that goal. Considering 80 households are below poverty level and only 27 of these own their housing, less expensive housing is required to offer all citizens the opportunity to be home owners. [Table 5-E] Again, smaller (or more creative), less expensive units are required. With .1% of 2005 Survey respondents feeling additional mobile homes needed, another alternative should be provided where possible.ⁱⁱ

Mount Jackson, in its infancy, most closely resembled a “traditional neighborhood” but has developed into a sprawling community. Carefully replanning of the Town with those “traditional neighborhood” elements would promote the most desirable qualities of the Town, as identified by residents in the 2005 Survey, of “quiet, small-town character,” “friendliness of small town,” and “natural beauty of surrounding area.”

In the text, Planning the Built Environment, the traditional definition includes: the size of the neighborhood limited in population to that which would produce an appropriate enrollment for an elementary school with one to four classes per grade, a physical size determined by ½ mile walking distance to a school if one was provided, clearly identified boundaries often natural or man made (arterial streets, nonresidential land uses, etc.), a variety of housing types present, no major flow of traffic passing through the neighborhood, stores located on the perimeter streets, and no large center of employment within the neighborhood that attracts workers from outside.ⁱⁱⁱ Figure 5-B gives two examples. The top of the figure shows conventional development with poor connectivity, multiple traffic congestion locations, and poor pedestrian and cyclist planning. The lower portion of the figure is an example with mixed housing types in a traditional

neighborhood scenario with stores located conveniently on perimeter streets and good circulation planning. Though Figure 5-B does not show the ½ mile radius goal, if present, it would complete the type of larger development envisioned for the Caverns Road area. The community would be self-sufficient with families able to work and go to school in their communities, availability of affordable housing of a variety of types, and walkability for school, work, and everyday needs.

Figure 5-A
½ Mile Radius Neighborhood^{iv}

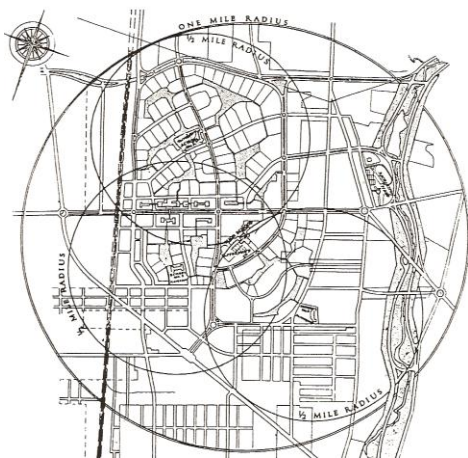


Figure 5-B
Conventional vs Better Development^v

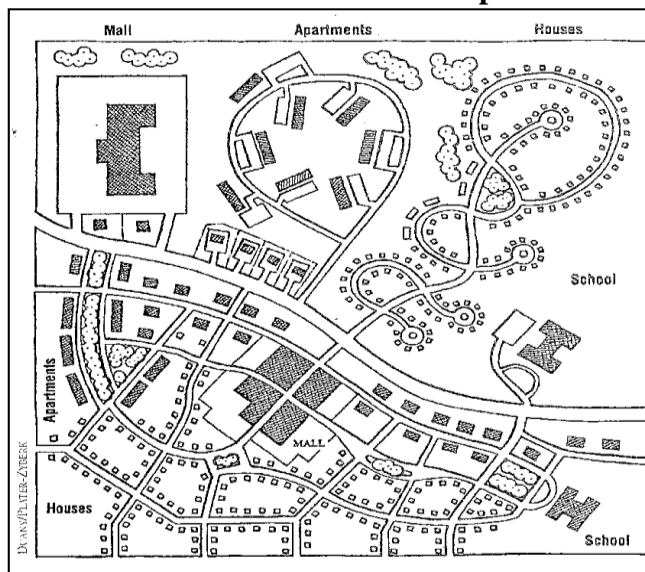


Figure by Duany/Plater-Zyberk

Some sociologists and urban planners have suggested that the residential pattern of traditional neighborhoods fosters reducing the impersonal atmosphere, creating closer ties to residents and ultimately a safer community. Designing the Town framework, where the residential areas should be built, their boundaries (giving residents the feeling they have something in common with their neighbors—developing a sense of neighborhood), types and quantities of housing and the approximate location of non residential uses, location of arterial streets, shopping centers, and employment centers, including open space, and creating them with diversity of population in mind are elements to strive for in good planning.^{vi}

COMMERCIAL, RETAIL & INDUSTRIAL LAND USE

Introduction of Data

Business activities use 88 acres or four percent of the Town's land. [Table 5-A] One development of these uses has concentrated along a strip of Main Street (Route 11) from Medical Avenue (north) to Bryce Boulevard (south) of Town. Another commercial area is known as the Food Lion Shopping Center. And the last is primarily traffic-oriented highway commercial, between Main Street and the Interstate 81 interchange along Conicville Boulevard. There are a variety of store types in these business districts, including hardware, grocery, drug, antique, art-related, and convenience stores; banks; barbershop; beauty parlors; laboratories; exercise facilities, gas stations, and offices.

Based on indicators from the Virginia Employment Commission, the categories of finance, insurance, and real estate, and contract construction experienced the greatest average annual rate of change. These categories should continue to expand and offer substantial employment opportunities in the coming years.

Continued scattered commercial development in the Town, with resultant problems of parking, lighting, and noise, among others, should not be encouraged. To accommodate future commercial growth, it is recommended that new businesses and offices infill vacant tracts when available and workable.

Industries located in Mount Jackson use 41 acres or two percent of the land in the Town. [Table 5-A] There are a number of major industries which include the following: Native American Industries, One-Stop-Deli, Tyson Feed Mill, Holtzman Oil, Shenandoah Caverns, America on Parade, Hepner Brothers, Inc., Bowman Apple Products Company, Inc. and Valley Fertilizer and Chemical Company, to list a few.

There are other smaller industrial uses scattered throughout Mount Jackson. Farmers Supply Inc., Amerigas Gas, James E. Zerkel, Inc., Valley Ice, and Holtzman Propane

Projection and Analysis

When asked what types of services/businesses are needed in Mount Jackson, there were an abundance of recommendations. The most recommended (48) tied between better restaurants and clothing stores with a farmer's market being a close third (45). The second highest group of responses was a movie house/theater (15), department store (12) and dry cleaner (11). The 20 remaining responses were varied and can be seen in Appendix C.

Finally, Table 5-L shows the results of the 2005 Community Survey questioning what type of future employment opportunities the community would like to see created locally which directly correlates with desired businesses.

Table 5L
Desired Local Employment Opportunities

| Type | Percentage Requesting Type |
|---|----------------------------|
| Commercial/Retail/Wholesale | 24 |
| Manufacturing, Processing, Distributing | 21 |
| Farm-Related/Agribusiness | 19 |
| Construction | 15 |
| Technical | 21 |

Overall, the population is fairly evenly divided as to employment goals. There were also write-in responses which were the following:

| | |
|--|--------------------------------|
| Medical, Medical Technology, Labs, Testing | Artist-related |
| Bars/Restaurants | Camping & Recreation |
| Car Repair Garage | High Tech Businesses |
| Small Trendy Shops | Professional Services |
| College Degree-related Jobs | Telecommuting Computer Centers |

Conclusions

Mount Jackson has a variety of business and industries locally. But with attention to the basic Town needs for employment and services, wise growth is encouraged.

To the extent to which Mount Jackson can compete with other areas for new jobs will largely depend upon prospective commercial, retail, and industrial growth. Balancing the need

for providing local higher-paying jobs with the overall general objective to attract business should be considered.

The town residents have expressed both employment goals and requests for business development that need direct attention when soliciting new business and industry to Town.

PUBLIC & SEMI-PUBLIC LAND USE

Introduction

Public and semi-public land uses cover 68 acres, or three percent of the Town's land area. [Table 5-A] Most of these uses are found in the central business district of Town, between Mill Creek to the south and Depot Street to the north. The remaining uses are scattered through Town. Institutional uses include governmental facilities, civic clubs, churches, and cemeteries. Municipal facilities are the Town Office, Post Office, Fire Department, Rescue Squad, and Triplett Business and Technical Institute. [These facilities are discussed in greater detail in Chapter II.]

Civic clubs include the Moose Lodge, Masonic Hall, and space used by the Boy Scouts. The Moose Building occupies a large lot along Dutch Lane, while the Masonic Building is found on a small lot on Gospel Street, between Dutch Lane and Wunder Street. The Boy Scout house is located on North Main Street.

Several churches are scattered throughout Mount Jackson. Institutional land also includes two historic cemeteries, one located next to the Lutheran Church in the middle of Town, and the "Old Soldiers Cemetery" at Nelson and North Main Streets.

Mount Jackson's park and recreation land consists of Lions Park, publicly owned seven-acre parcel between the end of Wunder Street and the western corporate limits, Veteran's Park (under construction) on the corner of King and Main Streets, and Visitor's Center Park (under construction) on Main Street just north of Town Hall. The Lions Park facilities include an outdoor pool with concession building, one baseball field, two tennis courts, two basketball courts, a large volleyball court, a "Kid Kove", walking trails, and a picnic shelter. A new pavilion is being designed as this report is being written. School recreational facilities are not classified as park and recreation land since most activities are not intended for general public use. Greater discussion of schools and their recreational activities is provided in Chapter II.

Conclusions

Mount Jackson already contains a number of institutional land uses, such as churches, the fire station, the rescue squad building, the Post Office, Town Hall, and the technical school. The growth in population expected by the end of the Century should not require any major additions to the land area of the existing facilities.

As Town expects future residential development, there will be a corresponding need for parks/open space. It is desirable that the residential developments incorporate open space within their developments, adding to the recreation opportunity and promotion of both physical and mental health of the residents. Additionally, larger park space for the community use must be provided for.

On Map 5-C, there were additional recommendations identified by the community for future development. They included increasing ball fields in the Southern part of the county, building a parking facility in the Downtown area, installing a town clock on Main Street (possibly at Town Hall, and having a statue of Andrew Jackson located prominently Downtown.

AGRICULTURAL LAND USE

Introduction

Approximately 71 percent of all land in Mount Jackson, or 1668 acres is classified as undeveloped, wooded or agriculture. Prime agriculture or open land comprises the largest segment of land use in Mount Jackson. Agricultural land use includes pasture land, crop land, orchards, and wood land. Based on the 2005 community survey conducted by the town of Mount Jackson, the preservation of agriculture ranked third, while the protection of water quality and water resources ranked number one in the twenty most important concerns of the town's residents. Water quality and water resources will benefit automatically by the preservation and conservation of our agricultural land. The majority of agricultural land in the corporate limits of Mount Jackson is located in the flood zone. Presently, the zoning ordinance prohibits residential development of flood plain land. This same policy should also apply to the construction of agricultural-related buildings.

Additionally, Table 5-K shows 19 percent of the survey respondents desired a farm-related/agribusiness occupation. In the Community Survey 2005, the community overwhelmingly responded to the quiet small town character of Mount Jackson and the natural beauty of the surrounding area as two of its most desirable qualities. Likewise, scenic beauty, rural character, and open land ranked highly in maintaining quality-of-life. [See Appendices A, B, and C, Questions #15 & #22] Agriculture has been a historical element of the Shenandoah Valley and Mount Jackson. It is the desire of the community to retain their rural heritage.

Map 5-C shows the Agricultural/Forestral District surrounding Mount Jackson. The U.S. Department of Agriculture Census493, in 2002, gives data on the farms identified by the 22842 ZIP code as shown in Table 5-M. There are a total of 142 farms ranging in size from one to 1000 or more acres. Crops sold, including nursery and greenhouse, were grains, oilseeds, dry beans, dry peas; vegetables, melons, potatoes and sweet potatoes; fruits, tree nuts and berries; floriculture and sod, Christmas trees and short rotation woody crops; hay and other crops. Other farming statistics showed poultry and their products, livestock, hogs and pigs; milk and other dairy products from cows; cattle and calves; sheep, goats, and their products; horses, ponies, mules, burros and donkeys as farm inventory. Table 5-C gives the actual agricultural and undeveloped parcels within the Town limits as approximately 32 with eight being vacant. According to the U.S. Census Bureau, for the 2000 Census, there were eight employed civilians 16 years and over working in the occupation of farming, fishing, and forestry and a total of 21 in the industry of agriculture, forestry, fishing and hunting, and mining.^{vii}

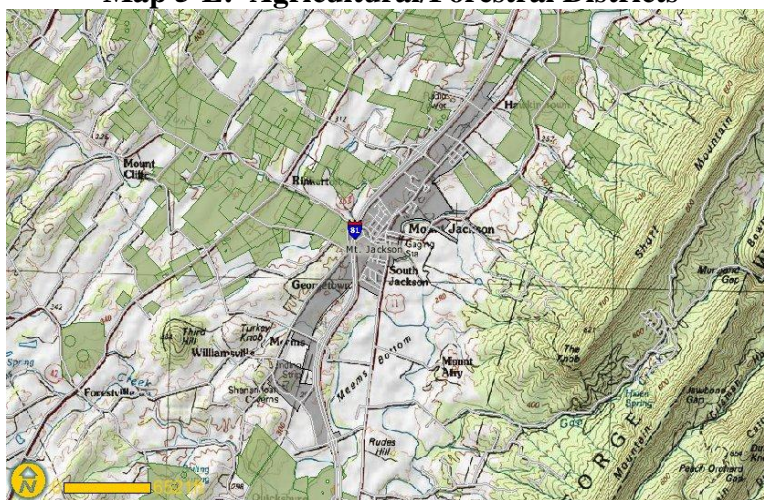
Table 5-M
22842 U.S. Department of Agriculture Inventory

| Data | # of Farms |
|---|------------|
| Farms with principal operator reporting working off the farm for 200 days or more | 55 |
| Farms with farm-related sources of income | 39 |
| Farms with women operators | 57 |
| Farms with production contracts | 22 |
| Farms with direct sales | 9 |
| Farms with multiple operators | 60 |
| Farms with principal operator reporting primary occupation as farming | 85 |

| Data | # of Farms |
|--|------------|
| Total woodland | 85 |
| Cattle and calves inventory | 119 |
| Cattle and calves sold | 97 |
| Beef cow inventory | 95 |
| Milk cow inventory | 7 |
| Hogs and pigs sold | 7 |
| Sheep and lambs inventory | 8 |
| Horses and ponies of all ages inventory | 30 |
| Horses and ponies of all ages sold | 7 |
| Broilers and other meat type chickens sold | 16 |
| Turkeys sold | 6 |
| Corn for silage | 16 |

Source: U.S. Department of Agriculture Census493, 2002

Map 5-E: Agricultural/Forestral Districts



*Source: Shenandoah County GIS

*Green indicates agricultural/forestral districts

Conclusion

The purpose of agricultural guidelines is to preserve the agricultural heritage of Mount Jackson and surrounding areas. By preserving agricultural land, we also provide open spaces that will facilitate the conservation and protection of our natural resources.

A direct economic benefit of agriculture preservation comes from maintaining a viable local agricultural economy. Producing more local agricultural products reduces dependence on foreign and out-of-state operations and thus strengthens local economies. Every effort should be made to preserve prime agricultural land for agricultural uses.

Citizen empowerment is crucial in the agricultural preservation process. Town planning should implement strategies that retain agricultural land and agricultural businesses. Agricultural Commissions (AgComs) provide a critical link between agriculture and the community. They are supported by the community and are part of municipal governments. To successfully implement their goals, AgComs must develop and maintain working relationships with local

government officials. Involvement of the AgCom in town board business ensures full consideration be given to agricultural issues and concerns.

TRANSPORTATION LAND USE

Introduction

Since so many parts of community life depend upon the safe and economical movement of people and products, a good transportation network is needed for the continued growth of Mount Jackson. So, as few things have as great an impact on an area as transportation, it must be considered as an essential element in the comprehensive planning process. In this section, the transportation facilities in and around Mount Jackson are presented.

Projection and Analysis

Street System: The most visible part of Mount Jackson's transportation network is the street system. This consists of streets accepted into the State highway system and maintained by the Virginia Department of Transportation (VDOT), and other local streets which are maintained by the Town. Rights-of-way for the state-maintained streets vary from thirty feet to over 50 feet. The existing street system is shown on Map 5-F, on the next page.

Functional Classifications: VDOT considers all roads to be arterial, collector, or local streets. Arterials carry large volumes of traffic over long distances at relatively high speeds. Under the functional classification system, I-81 is a principal arterial while U.S. Route 11 is a minor arterial. Collector roads "collect" traffic from smaller roads and feed this traffic onto the arterial system. These roads are generally used for shorter trips than arterials, and provide access to activity areas along the route such as commercial, industrial, and recreational uses.

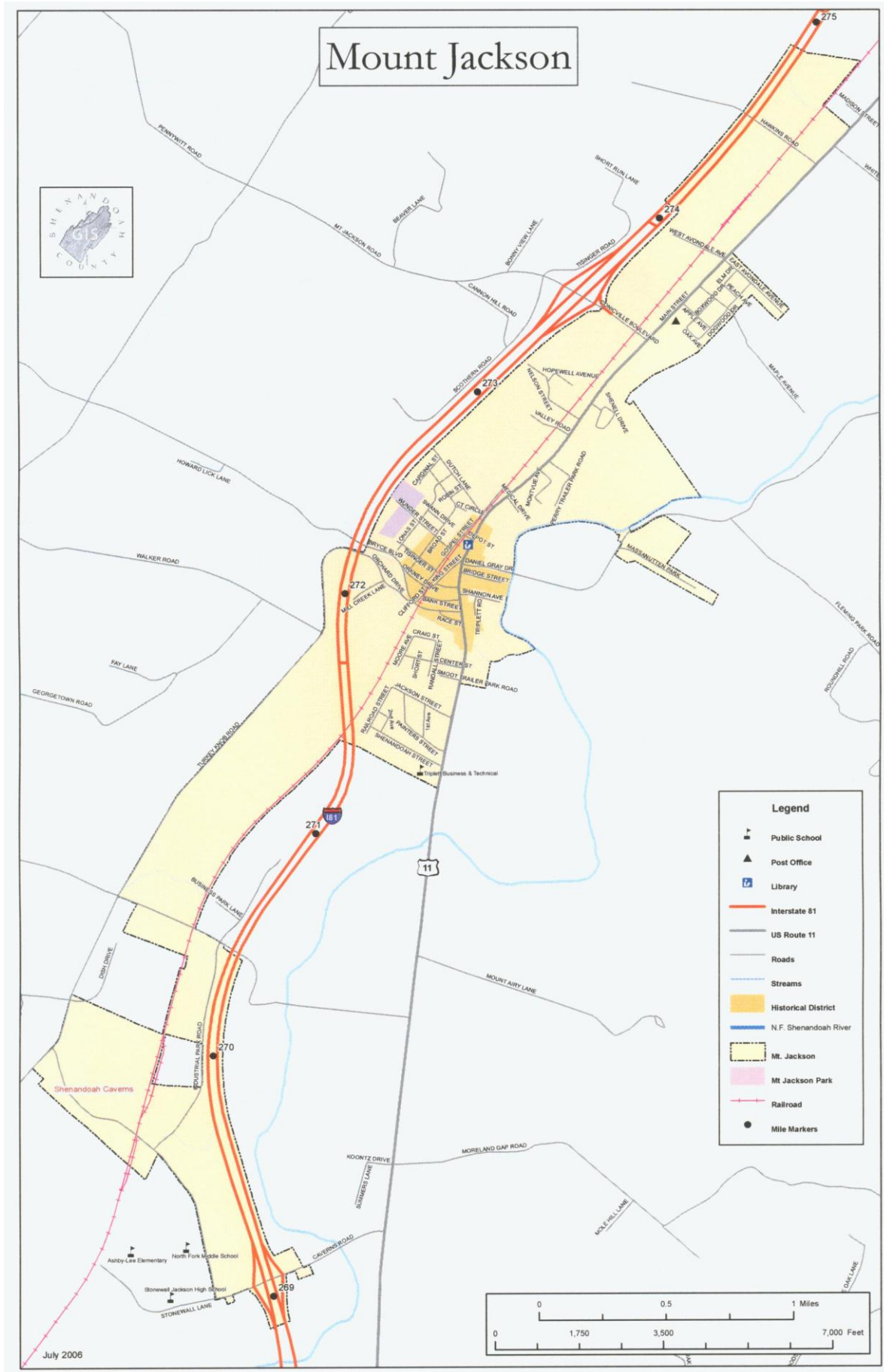
All the rest of the streets in town are considered to be local roads. The local road system serves primarily to provide access to land owners and to carry traffic to collector streets. Trips are generally very short and at low travel speeds.

Roads--Length and Maintenance: Mount Jackson contains about 35 miles of streets within its corporate limits (Map 5-E), 34 of which are State-maintained roads and almost one mile of roads which are maintained by the Town. The following streets are presently maintained by the Town:

1. Bank Street
2. Clifford Street
3. Depot Street
4. King Street
5. Wunder Street (from Gospel to Broad Street)

There are a few private lanes situated within the Town which are maintained by landowners. There are not street signs identifying these lanes.

Within Mount Jackson, there are 14.6 miles of primary highways, which include U.S. Route 11, and Virginia Route 263 (Bryce Boulevard), and Interstate 81. This compares to 130.8 miles countywide of primary and interstate. There are also 19.6 miles of secondary roads in Town compared to 665.9 countywide. The most important secondary roads are Route 698 (Orchard Drive, Race Street, and Bridge Street) and Route 703 (Conicville Road), and Routes



698, 703, 720, and 730. All of the primary roads and most of the secondary roads are hard-surfaced and have two lanes, with the exception of Interstate 81 which has four lanes.^{viii}

**Table 5-N
Major Change Indicators 1980-2000
Shenandoah County, Virginia**

| Category | 1980 | 1990 | 2000 | Percent Change '80-'00 |
|---|---------|---------|-----------|------------------------|
| Population | 27,559 | 31,636 | 35,075 | 27.3% |
| Total Housing Units | 11,770 | 15,160 | 16,709 | 42.0% |
| Employment | 12,575 | 15,633 | 17,710 | 40.8% |
| T1. Passenger Vehicles Registered | 18,966 | 27,60 | 33,545 | 76.9% |
| Total Vehicle Miles Traveled (VMT's) on Interstate Arterial & Primary Highways | 649,159 | 988,688 | 1,875,284 | 188.9% |

Sources: U.S. Bureau of the Census, Virginia Employment Commission, Virginia Department of Motor Vehicles, Virginia Department of Transportation

As in other communities, traffic volumes and total vehicle miles traveled are increasing at a much more rapid pace than are the increases in population, jobs, housing units, or the total number of passenger vehicles registered. Presently, there is no indication that this trend will subside. With the State of Virginia considering widening I-81 to 6-12 lanes, we, in the valley must plan for greatly increased volumes.

Traffic Volume: An indication as to the general use of roads can be obtained by studying traffic volumes per 24-hour day. As an interstate road, I-81 carries the most traffic. Traditionally, the most heavily traveled street in Mount Jackson is U.S. Route 11 (Main Street). Other roads with heavy traffic counts are Route 703 (Conicville Road), Route 263 (Bryce Boulevard), Caverns Road and Turkey Knob Road.

On local roads some of the more heavily traveled local streets in Town are Orkney Road, Dutch Lane and Gospel Street.^{ix}

**Table 5-O
Average Annual Daily Traffic (AADT)
Primary & Interstate Traffic Volumes 1980, 1990, & 2000**

| Route | From: | To: | 1980 | 1990 | 2000 | % Change |
|-------|-----------------------------|----------------------------|--------|--------|--------|----------|
| 11 | Woodstock | Mount Jackson | 4,595 | 5,670 | 7,300 | 58.9% |
| 11 | Mount Jackson | Rt 767 N of New Market | 2,575 | 3,590 | 5,300 | 105.8% |
| 263 | Rt. 11 Mount Jackson | Rt. 42 | 1,305 | 1,820 | 4,000 | 206.5% |
| I-81 | Rt. 703 N. of Mount Jackson | Rt. 185 Edinburg | 11,640 | 20,275 | 36,000 | 209.3% |
| I-81 | Rt. 211 New Market | Rt 703 N. of Mount Jackson | 11,340 | 19,145 | 35,000 | 208.6% |

Source: Shenandoah County Comprehensive Plan 2025, pgs. 8-6, 8-7.

From Table 5-O, it is clear that primary and secondary roads in the Mount Jackson area have shown a marked increase in volume over the last decade (1990-2000). Though the primary roads do not reflect the 200+% change increase as on the interstate, concern about the substantial daily traffic increase, and consequences of such, is reflected in the responses of the citizens on local road safety found in the *Community Survey 2005*.

There were fourteen traffic safety issues listed in responses to the *Community Survey 2005* question # 29. They were the following:

- Congested traffic around I 81 exits
- Speeding
- Blind corner at Rt. 11 and 263
- Getting onto Rt. 11 at Daniel Gray
- Blocking view onto Rt. 11 from Town Hall if cars are parked in front of building
- Too few sidewalks
- Conicville Road & Rt. 11
- Getting onto Rt. 11 at King St.
- More congestion in a town not geared for enlargement
- No pedestrian crossings
- Lack of stop lights
- Tractor trailers driving on Rt. 11 through town.

Suggestions for improving traffic safety in the *Survey 2005* included the following:

- Add a stop light
- Add caution lights
- Increase signage
- Increase visibility
- Lower the speed limit
- Make exits longer
- Build center turn lane between Rt. 11 and I-81
- Police roads and write tickets
- Widen the exits for tractor trailers to prevent guardrail destruction.

Traffic counts for secondary roads are not only made infrequently under a “reduced count program,” and the locations of the counts along a particular route may vary, so it is hard to compare figures from year to year for any particular road segment. For that reason, counts for secondary roads are not included in this Plan.

Public Transportation: In the *Mount Jackson Community Survey 2005*, the residents responding had a variety of responses to the question, “What types of transportation services might Mount Jackson be considering for 20 or more years into the future?” Table 5-P lists their preferences.

**Table 5-P
Transportation Services to Consider**

| Type of Transportation | # of Persons Agreeing |
|---|------------------------------|
| Bus to DC/Harrisonburg/Winchester | 36 |
| County Needs Public Transportation | 19 |
| Historic Train Service | 17 |
| Cab Service | 16 |
| Buses | 12 |
| Bus/Van for Senior Citizens | 10 |
| Trolley | 7 |
| Carpooling | 2 |
| Free Transportation for Senior Citizens | 2 |

Source: *Mount Jackson Community Survey 2005*, Question # 33.

This question was a “write-in,” yet was responded to by almost all respondents. Many of the responses could be combined, such as Bus to DC/Harrisonburg/Winchester, County Needs Public Transportation, Buses, and Bus/Van for Senior Citizens. In that case, 64 percent asked for a bus system of some type. Likewise, combining County Needs Public Transportation and Historic Train Service could indicate 30 percent of the respondents interested in public train service. Without further clarification of “County Needs Public Transportation,” these correlations can not be verified. But, it is clear that, with few exceptions, the respondents believe public transportation is lacking and there are a variety of ways this void could be filled.

There is very little public transportation available now in the Town of Mount Jackson and no local transit system in Shenandoah County. There is no taxi operating within the Town nor passenger rail service. If a citizen does not own or have access to an automobile, there are few options. There are three taxicab companies currently serving Shenandoah County, two located in the Town of Woodstock and one in Strasburg.

One option, that is being taken by many in the Northern Shenandoah Valley, is ridesharing. This includes carpools, vanpools, and minibuses, and is currently being utilized primarily by those who commute over a half-hour to work. The Loud Fairfax Planning District Commission operates the TRIP Ridesharing Program which offers a free matching service for those interested in ridesharing options. It is recommended that provisions for ridesharing arrangements be incorporated into larger developments: park & ride lots serving residential areas; preferential parking in business and industrial parks; parking areas and/or transit stops in commercial areas.

The Shenandoah Area Agency on Aging (SAAA) sponsors a van which operates in the County four days a week. Driven by a retired senior volunteer, the van will pick up persons who are age 60 or older and have a transportation need, and take them to such destinations as shopping areas, health care facilities, or other business places.

The Senior Center in Edinburg (another SAAA program) also provides transportation to and from the Center with its van. It picks up people traveling to the Center in the morning and returns them home in late afternoon. The area served is north to Woodstock, and south to New Market, and the countryside in between. Trips with hot meals are also made during the middle of the day to home-bound seniors.

Additional special-purpose transportation is arranged by health associations or societies, such as the Red Cross, the American Lung Association of Virginia, and a Veterans Association and volunteer drivers from churches and other organizations.

A regional Public Mobility program is being established to serve the Northern Shenandoah Valley Region, including Shenandoah County. This program is an effort to provide improved transportation service to clients of human service and non-profit organizations. These clients may be mentally and/or physically disabled, elderly, or involved in welfare-to-work programs. Most pick up clients in the morning, take them to some activity, and then return them to their homes in the afternoon. There are frequent special requests for transportation for medical appointments and other similar reasons. Each organization's transportation program is almost completely independent of the other organizations but the goal is to reach more people in need by working together cooperatively to better utilize their transportation resources and a joint dispatching system.

- **Bus Service**

Charter bus service is available through Richards Bus Lines in Luray, Quick-Livick, Inc., based in Staunton, and Schrock Bus Lines which has a Winchester office. Bennett Tours, Susie's Travel, and Travel Mates of Virginia, Inc. are available in Harrisonburg, Shuttle Transportation, Inc. in Front Royal, Taylor Charter Service in Cross Junction, and Cross Tours-motor coach in Penn Laird. There are additional charter bus services based in Northern Virginia.

In connection with ridesharing for commuters, there are buses which leave from the "park and ride" lot north of Front Royal which provide service to those commuting to the Washington, D.C. and Northern Virginia metropolitan areas.

The citizens of Mount Jackson would like to see a bus system whereby they could commute to work or travel to neighboring towns as well as larger metropolitan cities in the state. [See Table 5-M]

- **Rail Transportation**

The Norfolk Southern Railway System and Winchester & Western Railroad Co. serve the County. All current rail services are freight-only; there is no passenger service available in Mount Jackson.

The Virginia Railway Express has established commuter passenger service between Manassas, Virginia and Washington, D.C. Main line and commuter rail services are available at Martinsburg, West Virginia, approximately 65 miles to the North.

A new service is now available at the Virginia Inland Port, located north of Front Royal approximately 15 miles from Shenandoah County. This facility provides daily service direct to the international shipping port of Hampton Roads, Virginia. This is a deep water port with a 45 deep foot channel. Containers can be transported to the Inland Port by truck, where they will be loaded onto a special Port Authority train which travels to Hampton Roads daily. The Inland Port offers excellent service to any businesses that wish to import or export materials and products.

- **Air Transportation**

The County is a member of the Winchester Regional Airport Authority which operates the Winchester Regional Airport, located 40 miles from Mount Jackson. This publicly-owned facility has a 5,500 foot runway which accommodates moderate-sized aircraft, including corporate jets. Air charter service and flight instruction services are also available. The airport

completed an expansion program which provided a new terminal, new parking and tie-down apron, new hanger and fueling facilities, and provide additional navigational weather-reporting facilities. These latter improvements enabled scheduled commuter airline service to be established.

Passenger air service is provided at Dulles International Airport, which is located approximately 75 miles from Mount Jackson in Chantilly, Virginia, with excellent road connections. This is the largest airport in the Washington, D.C. metropolitan area, and is a hub for major domestic and international airlines offering frequent scheduled service. Its facilities include two parallel 11,500 foot runways, and a 10,000 foot runway. A range of navigational aids is available, including full instrument landing systems on all three runways. The Dulles tower controls all air traffic in the vicinity of the airport. All airport services are available, and there are several motels in the area.

Commuter/feeder airline passenger service is also available at the Shenandoah Valley Regional Airport, located at Weyers Cave (between the cities of Harrisonburg and Staunton). This regional airport has a 6,000 foot runway, a full instrument landing system, and is served by two commuter airlines providing scheduled flights to BWI and Dulles International airports. Other domestic cities are scheduled from Shenandoah Valley Airport and new routes are being added.

There are a number of smaller airport in the vicinity. Sky Bryce Airport, at Bryce, is a privately-owned public use facility with a 2,240 by 50 foot runway. It is open from sunrise to sunset, but no fuel is available. The Front Royal-Warren County Airport, located in Front Royal, is a public airport that provides charter service and flight training. The New Market Airport Inc., in New Market, is a privately-owned public-use facility eight miles from Mount Jackson. The runway is 3,000 feet long and 60 feet wide, and has low-intensity lighting. Aviation fuel (100 LL) is also available. Luray Caverns Airport in Luray is another privately-owned public use facility with fuel availability.

- Bikeways, Paths, and Walkways

As the costs of operating private automobiles increase, bicycling may become an important secondary mode of transportation. Thus, within the Town and the study area, bicycle lanes should be established and maintained. The safest approach is to create a separate bicycle trail. Where this is not feasible, it may be possible to set off a portion of the road for the exclusive use by bicyclists. This land should be distinguished from the regular traffic lanes by painted strips, curbs, parking blocks, or similar devices. Shenandoah County proposes a professional study to develop a transportation plan to include provisions for pedestrian and bicycle travel in their Comprehensive Plan 2025.^x

Since it is a fairly small urban area, a system of sidewalks and paths, which will enable both its citizens and visitors to travel between major facilities and commercial areas without resorting to the use of an automobile, is necessary. The sidewalks that are already existing in the Town need to be maintained, all new development will provide sidewalks, and a program needs to be implemented to develop sidewalks throughout the other sections to Town that do not currently have them.

Pedestrian paths and/or bikeways also need to be developed to connect parks and other community facilities. One such proposal is to develop a path to the shopping center for residents on Dutch Lane and in Avondale Acres. Another is to develop a pathway along the Mill Creek

and the Shenandoah River. Other links to various recreation and open space areas and to other facilities should be planned for and implemented.

Conclusions

According to the Virginia Department of Highways and Transportation, the following are goals for State-maintained secondary roads:

1. A hard-surface of width and strength adequate for the traffic to be served should be on all road carrying 50 or more vehicles per day (Class I).
2. An all-weather stone or gravel surface should be on all roads carrying 10 to 50 vehicles per day (Class II).
3. A light stone or gravel surface should be on all roads carrying less than 10 vehicles per day (Class III).

All roads in Town currently meet these goals, and the Town's transportation network is well-maintained.

Additional parking has been provided along Main Street and beside the Town Hall. Sidewalks have been improved and expanded to the North and South of town as well as wherever new development is located.

There were a number of locations indicated for road improvements in the *Community Survey 2005*. Specifically listed were, US 81/Sheetz/Best Western/Holtzman Truck Stop, Gospel Street, King Street, Near Community Park, Along Rt. 11, Dutch Lane Area, Shenandoah Caverns Exit, Conicville Road, Route 263, and Turkey Knob Road. [See Appendix C, Question #30] Taking these into consideration, along with the inevitable traffic increases to come, the Town of Mount Jackson, working cooperatively with VDOT, can greatly improve the safety of its citizens and those who daily pass through our town.

CHAPTER V GOALS

Goal 5-1: Ensure that adequate acreage is dedicated by zoning for each desired land use (i.e. business, residential, commercial, etc.) through the process of reviewing and acting on rezoning applications as well as Town-initiated rezonings as appropriate.

Goal 5-2: Promote an adequate housing supply.

- Strategy 5-2-1: Periodically evaluate the availability of various types of housing against projections and promote development of needed types.
- Strategy 5-2-2: Make sure the housing market supplies enough units to meet the growth in households, household needs [example: senior living housing] and, in addition, provides enough surplus units to allow for an adequate vacancy rate and movement of households and for replacement of substandard or destroyed dwellings.
- Strategy 5-2-3: Make sure new housing units meet the test of affordability, as defined in Chapter V, for the population.
- Strategy 5-2-4: Maintain housing as an important component of the town's mixed-use downtown.
- Strategy 5-2-5: Promote senior housing.

Goal 5-3: Develop an updated plan for Town zoning.

- Strategy 5-3-1: Form a task force of professionals, local Town leaders, and residents to redesign Mount Jackson with respect to incorporating mixed-use zoning, traditional neighborhood elements, open space, greenways, protecting agricultural land, and protected treasured scenic views.
- Strategy 5-3-2: Create a zoning ordinance that incorporates newer forms of mixed-use development such as Planned Unit Development (PUD) and Traditional Neighborhood Development (TND) to stimulate creative and efficient use and reuse of land.
- Strategy 5-3-3: Provide for walkability through planning a streetscape oriented to pedestrians.
- Strategy 5-3-4: Review the Subdivision Ordinance and incorporate new development standards as warranted.
- Strategy 5-3-5: Discourage strip residential development along arterial roads.
- Strategy 5-3-6: Change the Code to regulate intensive or high density (animals per acre) animal operations.

Goal 5-4: Work cooperatively with the County on land use.

- Strategy 5-4-1: Develop a continuing liaison process between the town and current landowners in the annexation area for proposed development.
- Strategy 5-4-2: Determine maximum lot size for agricultural land subdivision within Town boundaries.

Goal 5-5: Provide for commercial and industrial development.

- Strategy 5-5-1: Encourage clustering of commercial activity in or adjacent to the central portion of Mount Jackson and contiguous/within housing developments. [See Figure 5-B]
- Strategy 5-5-2: Provide opportunities for commercial/light industrial development in clusters outside of the central district to avoid sprawl. [See Figure 5-B]
- Strategy 5-5-3: Promote a balance of commercial/light industrial, residential and parks space in larger new development projects where feasible. [See Figure 5-B]
- Strategy 5-5-4: Work towards attracting a variety of businesses and industries requested by residents in *Community Survey 2005*.
- Strategy 5-5-5: Encourage non-polluting industries to locate in the area.
- Strategy 5-5-6: Locate industries on sites in Town which will not detract from the residential character of Mount Jackson.
- Strategy 5-5-7: Allow industries with special needs, yet consistent with local goals, to locate in Town and the surrounding area.

Goal 5-6: Control growth so as to maintain the Town's distinctive small-town character.

- Strategy 5-6-1: Ensure future development will harmonize with the small town of Mount Jackson and surrounding area so as not to create an undesirable urban environment.
- Strategy 5-6-2: When considering requests for utility line extensions and/or annexation proposals, the Town will use its recent planning studies to guide its decision-making. These studies show that the first priority for providing sewer and water service to support new development is to serve land within the Town's current corporate limits and annexation area A, followed by, in order of priority, land within the Caverns Road area, then land within the Northern/Western area, and finally by land within the Red Banks Road area.

Goal 5-7: Ensure storm water drainage and roads are able to accommodate development.

Goal 5-8: Preserve existing agricultural land.

- Strategy 5-8-1: Where municipal utilities are available, allow development of smaller lot sizes to accommodate more homes per acre.
- Strategy 5-8-2: Promote consideration of land owner(s) to sell development rights and/or placement of farm land in conservation easements or make arrangements that preserve farm land or open space.
- Strategy 5-8-3: Encourage conservation farming practices to prevent erosion.
 - 5-8-3-a: Encourage areas of farms in flood zones to be put into sod (grass family).
- Strategy 5-8-4: Continue to allow farm animals to be on agricultural land.

Goal 5-9: Preserve historic farms and land.

- Strategy 5-9-1: Work for preservation of agricultural lands and other natural resources by pursuing initiatives appropriate to create a sustainable agricultural community.

Goal 5-10: Promote agriculture.

- Strategy 5-10-1: Promote agricultural tourism.
 - 5-10-1-a: Encourage area farms to sponsor tourist-oriented farm vacations.
- Strategy 5-10-2: Promote farmers' markets.
- Strategy 5-10-3: Create a temporary Agricultural Task Force including community leaders, farmers, and a member of the BZA to ensure voice of farmers is heard within town government .
 - 5-10-3a: Establish a permanent Agricultural Commission [Ag Com] with bylaws to represent the Mount Jackson farming community to:
 - serve as facilitator and advocate for encouraging the pursuit of agriculture in Mount Jackson
 - act as mediator, advocate, educator, and/or negotiator on farming issues
 - work with town officials and boards to pursue all initiatives appropriate to preserve prime agricultural lands and create a sustainable agricultural community
- Strategy 5-10-4: Organize informational public meetings with community farmers.

Goal 5-11: Create a “Confederate Cemetery Trail” using description and diagram provided in Urban Design Guidelines.^{xi}

Goal 5-12: Create a “Mill Creek/Shenandoah River Greenway” using description and diagram provided in Urban Design Guidelines.^{xii}

- Strategy 5-12-1: Acquire land along Mill Creek and the Shenandoah River to create a greenway network.

Goal 5-13: Provide adequate off-street parking in the central business district of Mount Jackson.

Goal 5-14: Require a traffic impact analysis as part of the site plan review process.

Goal 5-15: Develop and implement a program to construct sidewalks throughout the Town, including sidewalks and/or pathways to major community facilities and commercial areas.

Goal 5-16: Provide for a street system which can convey people and goods in a convenient, efficient, and safe manner.

- Strategy 5-16-1: Coordinate with Shenandoah County and VDOT in the development and implementation of the six-year highway improvement program focusing on increasing safety of the road system in areas identified by the community in the *Community Survey 2005* [i.e. congestion around I-81 exits and entrances, Conicville Road, Rt. 11 at Rt. 263, Rt. 11 at Daniel Gray, Turkey Knob Road, etc.].
- Strategy 5-16-2: Expand the capacity of streets and highways when and where traffic volumes warrant such action.
- Strategy 5-16-3: Establish limitations on development of lands adjacent to roads which are impractical or impossible to upgrade.
- Strategy 5-16-4: Require, where practical, the connection of streets in the central part of Town so as to link the Gospel Hill and Dutch Lane areas with Conicville Road (Route 703) eliminating the necessity for reaching Conicville Road and Interstate 81 by way of Main Street (U.S. Route 11).
- Strategy 5-16-5: Extend at least one existing street in South Jackson into the undeveloped area between the interstate highway and the railroad right-of-way upon that area's development.
- Strategy 5-16-6: Support the installation of short-arm gates with flashing light signals at potentially hazardous railroad-street crossings.
- Strategy 5-16-7: Provide traffic control devices, such as traffic warning and control signs or traffic signals where potentially hazardous street conditions exist or as needed.
- Strategy 5-16-8: Speed limit signs should be posted at the corporate limits of all roads.
- Strategy 5-16-9: Upgrade streets which have bad railroad crossings, or require drainage improvements and/or sidewalks.
- Strategy 5-16-10: Develop specific plans for identifying rights-of-way for any new road proposals, and obtain them as development occurs in such areas.

Goal 5-17: Support efforts to promote public transportation.

- Strategy 5-17-1: Encourage coordination of transportation provided by human service agencies and organizations.
- Strategy 5-17-2: Encourage provisions to support ridesharing in major residential, commercial, and industrial developments.

ⁱ Shenandoah County Planning Commission, Comprehensive Plan 2025, Shenandoah County, Virginia, 2005, p. 3-20.

ⁱⁱ Barnett, Jonathan, Redesigning Cities, American Planning Association, 2003, p 100.

ⁱⁱⁱ Anderson, Larz T., Planning the Built Environment, Planners Press, 2000, pgs. 177-178.

^{iv} Barnett, Jonathan, Redesigning Cities, American Planning Association, 2003, p 100.

^v McMahon, Edward, Hollberg, Sara, and Mastran, Shelley, Better Models for Development in Virginia, August 2000, p. 93.

^{vi} *Ibid*, pgs. 178, 180, 182.

^{vii} U.S. Census Bureau, American FactFinder, DP-3, Profile of Selected Economic Characteristics: 2000.

^{viii} Virginia Department of Transportation, VDOT Report ID – VMT1210, <http://www.vdot.virginia.gov/comtravel/ct-TrafficCounts-2004.asp>, 2004.

^{ix} Town of Mount Jackson, Comprehensive Plan 2000, Mount Jackson, 2000, p. 8-6.

^x Shenandoah County Planning Commission, Comprehensive Plan 2025 Shenandoah County, Virginia, 2006, p. 10-6.

^{xi} Community Design Assistance Center et al, Urban Design Guidelines Mount Jackson, Virginia May 2000, "Proposed Trail System," May 2000, p. 41.

^{xii} *Ibid.*

Chapter VI Implementation of the Plan & Goals

INTRODUCTION

The purpose of this chapter is to identify specific actions and a timeline that should be taken to implement the goals and strategies of the Plan. The overall goal is to maintain Mount Jackson's distinctive small town character while improving conditions and available resources in Town. Accommodating a proportionate share of the growth expected in Shenandoah County is part of this overall goal.

It is important that all growth and redevelopment takes place in accordance with the goals of the Plan, and follows development standards designed to assure quality and the adequacy of public facilities. This will require the cooperation of the Town, other levels of government, and the private sector.

The Mt. Jackson Comprehensive Plan serves a number of purposes. The plan defines a framework of desirable long-range development for Mt. Jackson and enables the Town Planning Commission and Town Council to review projects based on a planned course of action. It also enables the Town Council and residents to consider and develop definite policies which would lead to a specific pattern of future physical development.

Approval and adoption of the Mt. Jackson Comprehensive Plan should be the first step taken after the formulation and review process. The Plan should be publicized so that all interested citizens and agencies will have an opportunity to comment on the contents. Shenandoah County's Board of Supervisors should be made aware of the Plan so that it may help implement that portion of the recommendations that lie beyond the corporate limits.

Public hearings with the Town Council and Planning Commission must be held on the Plan so that residents may express their comments. A public hearing must be held in accordance with the regulations as set forth in the Code of Virginia, Section 15.1-431. Any changes may be made to the Plan after evaluating such comments. The public hearing will help establish support for the Plan and foster an atmosphere of public approval.

According to Section 15.1-454 of the Code of Virginia, as amended, the Mount Jackson Comprehensive Plan must be reviewed by the Town Planning Commission at least once every five years. The Plan should be updated or revised as needed.

Nevertheless, an organized program will be needed to achieve the recommendations made in the Mount Jackson Comprehensive Plan. To assure positive results, the residents of Mount Jackson should understand and support the Plan. The Plan must, in return, reflect the general goals of the people as well as knowledge of the economic and social forces shaping the physical land use of Mount Jackson. Cooperation between the different levels of government and the private sector is also essential to accomplish the recommendations and goals of the Plan.

The three major groups of methods – legal, financial, and administrative – through which the plan can be implemented, follow.

LEGAL IMPLEMENTATION

The use of the legal devices below can help achieve the objectives of the Plan.

Subdivision Regulations

These are locally adopted laws which control the conversion of open space land into building sites through the procedure of plan approval. A developer is prohibited from dividing, selling, or improving his land until the Town Council has approved a plat of the proposed changes. Approval is based upon compliance with all standards set forth in the subdivision regulations.

These regulations serve many purposes. To the developer they become a protection against substandard competitors who might destroy the value of surrounding subdivisions. It affords a convenient step in securing adequate land title records for tax officials. They assure the consumer that he or she will receive a buildable lot with adequate facilities. For everyone, they serve as a protection against undesirable development that could be financially burdensome, due to improvements and/or services that Mount Jackson may be compelled to provide.

Zoning Ordinance

Zoning is the legal method of imposing conditions on the development of land and establishing controls on land use, building use, building size, building height, area, lot sizes, bulk and location of structures.

The immediate use of zoning is to control the development of vacant land. It has no direct effect upon existing land use and structures. As buildings become obsolete and are torn down, those that do not conform to the ordinance can gradually be brought into conformance with zoning policy. This makes zoning one of the most important tools available for implementing the future land use portion of the Mount Jackson Comprehensive Plan.

It is important to make the zoning map and future land use plan similar. This brings about a better chance of achieving the goals since a comprehensive plan has no direct power to control development. The future land use plan should be a guide for the zoning map because it has been derived from a thorough study and analysis. It also represents what the Town feels is the best use of its land.

Minor Legal Devices

There are a number of other legal controls available. A few of these are: housing codes, sanitary codes, nuisance ordinances, and an official map. Controls such as these will help Mount Jackson to attain the goals of the Plan and should be enacted as the need arises. These ordinances should be reviewed to ensure that they do not conflict with any proposed Town zoning ordinance.

FINANCIAL IMPLEMENTATION

State and Federal Aid

State and Federal Aid – grants, loans, and technical assistance – are now available to municipalities for community improvements. The following publication should be consulted for information on possible aid programs: Catalogue of Federal Assistance Programs, Office of Management and Budget (Washington, D.C.: U.S. Government Printing Office).

Current programs of major importance to Mt. Jackson include, but are not limited to:

- (1) Department of Agriculture Rural Development Programs –
 - (a) Rural Water and Waste Disposal Grants and Loans – funds town water systems and solid waste disposal projects (grants and loans).
 - (b) Rural Development Grants – grants to facilitate development of private enterprises.
 - (c) Business and Industry Loans – loans to improve the economic and environmental climate.
 - (d) Rural Housing Programs – direct loans to non-profit corporations, etc., to provide rental housing for elderly, low, and moderate income families.
- (2) Department of Housing and Urban Development –
 - (a) Community Development Block Grants – grants to fund projects to eliminate physical blight, expand and conserve housing, and to more rationally utilize land and resources.
- (3) Economic Development Administration Grants –
 - (a) (Short Term) Public Work Grants – 100 percent grants to construct or rehabilitate public works of all kinds. Priority is given to areas of high unemployment
 - (b) (Long Term) Public Works and Economic Development Act Grants – special grant considerations to areas that qualify as “redevelopment areas”. Grants can be used for any public works or economic development projects. Shenandoah County has been designated a redevelopment area.
- (4) Environmental Protection Agency Funds –
 - (a) Construction Grants for Waste Water Treatment Works – Federal Government provides grants through the State to those highest on the State priority list. Grants cover preliminary planning, detailed design, and construction costs.

The Town of Mt. Jackson and Shenandoah County should actively pursue all of these avenues of Federal assistance and not be discouraged by the fact that many of their applications will not be productive due to the limited amount of available funds.

Authorities

An authority is a public corporation organized by a municipality under State enabling legislation to carry on a specific function outside of the regular structure of government. There are various kinds of authorities including those for schools, water, sewers, parking, and airports, among others.

Authorities are formed by communities because of the high cost of needed projects and limited available resources. Too often public improvements are necessary, but the municipality does not have the current revenues to finance such improvements. With authorities, the borrowing power of the county, city or town is not used; but rather, it is the estimated cost of, and revenues from, the proposed projects that form the base of the bond issue.

Since the purpose of an authority is to fund water and sewer projects, it is not recommended that Mt. Jackson establish an authority. The Town is currently financing water and sewer improvements by other means. However, the creation of a water and sewer authority in the future may be necessary. This authority would have the power to sell bonds for needed improvements, which can be paid back, based on the revenue producing capacity of water and

sewer utilities. Necessary improvements could be provided without having to use general public tax dollars.

ADMINISTRATIVE IMPLEMENTATION

Capital Improvements Programming

The orderly determination, scheduling, and listing of major public improvements for a period, usually six years, is called a capital improvements program (CIP).

Towns often find it necessary to spend large sums of money to provide the facilities needed to serve its residents. Non-recurring expenses for such major public improvements as water and sewer systems are called capital improvements.

Few jurisdictions have enough money at any one time to meet all demands for new or enlarged public improvements. It is, therefore, important that all public projects be developed as a part of a long-range program. Each project suggested should be compared to others, based on their importance to the Town. Cost estimates for each proposal and estimates of future public revenues and expenses should then be prepared, including possible grant money available. Projects are selected after the need and cost of individual proposals are found. A schedule is then made for the beginning and completion of the chosen improvements. A capital budget should be prepared annually detailing those projects to be undertaken during the first year of the six-year capital program. This budget serves as the annual implementation of the CIP. Such a program is a major tool for guiding public improvements along desirable channels and for insuring that they proceed in an orderly manner.

Scheduling of capital improvements requires head of operating departments and elected officials to plan for the future and to anticipate their needs for capital expenditures, thus establishing a sound basis for budget decisions. Substantial savings may be produced by providing more efficient use of equipment through long-range scheduling of work loads. Probably most important, capital programming provides an opportunity to spread the cost of improvements over a period of years, avoiding the great tax increases that are often caused by unreasonably postponing community responsibilities.

Intergovernmental Cooperation

Cooperation with the County, State, and Federal governments can benefit the Town through the technical assistance provided on problems which are of a specialized nature. This coordination and cooperating also opens more opportunities for financial assistance and sharing of responsibilities. For example, should a regional park be located in the Mount Jackson area, its operation and cost should be shared by the County and the Town.

Personnel and Boards

In order to implement the recommendations proposed by this Plan, the people in Mount Jackson will be required to start and administer the various programs and facilities. A good portion of this work may be accomplished through the appointment of advisory committees to assist the Town Council and Planning Commission, if and when the need arises. Examples of such committees are park and recreation committees, historical preservation committees, and industrial development committees.

The following goals and implementation measures have been identified from the analyses which were included in the preceding Plan chapters, Community Visioning Workshops, Community Surveys, the 2000 Comprehensive Plan, and public comment.

The updating of the Mount Jackson Comprehensive Plan and its adoption and implementation is part of an on-going process. Part of this process will be the continued updating and review of ordinances and codes, so as to best bring about the recommendations of the Plan. In some instances, new codes and ordinances should be developed. The use of assistance from many levels of government and non-government groups will be important in implementing the Plan. The goals of the Plan cannot be fully attained unless local officials and citizens work together to understand and solve problems, and guide development in accordance with the Comprehensive Plan. The Town will progress only so far as the people and officials are willing to work together for the common good.

Comprehensive Plan Goals Timetable

| <i>Goal #</i> | <i>Description</i> | <i>Goal Begin Date</i> | <i>Date Attained</i> | <i>Progress Y or N</i> | <i>Ongoing</i> | <i>To Be Budgeted</i> | <i>*Person/ Identity Responsible</i> |
|---------------|---|------------------------|----------------------|------------------------|----------------|-----------------------|--------------------------------------|
| 2-1 | Encourage appointed/elected officials to participate in educational opportunities related to their job descriptions. | | | | Y | Y | TC/PC/BZA/M |
| 2-1-1 | Require all members of the Planning Commission to become certified through the Virginia Citizens Planning Association. | | | | Y | Y | PC |
| 2-1-1-a | Current commissioners to become certified before 2009. | [2006] | | | Y | Y | PC |
| 2-1-1-b | Newly appointed commissioners to certify within first year of serving. | [2006] | | | Y | Y | PC |
| 2-1-2 | Require all members of the Board of Zoning Appeals to become certified through the Virginia Citizens Planning Association. | | | | Y | Y | BZA |
| 2-1-2-a | Current members to become certified before 2009. | [2006] | | | Y | Y | BZA |
| 2-1-2-b | New members to certify within first year of serving. | [2006] | | | Y | Y | BZA |
| 2-1-3 | Require all new members of the Town Council to become certified through the Virginia Elected Officials Leadership Academy. | [2006] | | | Y | Y | TC |
| 2-2 | Provide proactive participation in keeping the Comprehensive Plan a “living document.” | | NA | | Y | | PC/TC |
| 2-2-1 | Yearly review and update the Mount Jackson Comprehensive Plan, Zoning Ordinance, and Subdivision Ordinance to provide an appropriate guide for growth. | | | | Y | | PC/TC |
| 2-2-2 | Require the Planning Commission to prepare an annual report for the Town Council, due each January, to include prioritizing and developing a timeline for addressing Comprehensive Plan goals and strategies as well as a yearly actions summary. | [2008] | | | Y | | PC |
| 2-3 | The town will operate and maintain water and sanitary sewer systems that will meet the current and future needs of the town. | | NA | Y | Y | | S/TC |
| 2-3-1 | Ensure that new development in the town and annexation area B does not occur at a rate that exceeds the town’s ability to supply high quality water and sanitary sewer services. | | NA | Y | Y | | S/PC/TC |
| 2-3-2_ | Refurbish the existing reservoirs and include them in the long-term water supply planning. | | | | | | TC |

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|---------------|--|------------------------|----------------------|------------------------|----------------|-----------------------|--------------------------------------|
| 2-3-3 | An aggressive examination of the town's sanitary sewer lines and mains is underway to identify areas where I & I water enters the lines resulting in excessive water entering the treatment plant during heavy rains. Continue to identify these leaks and implement replacement or repairs on those lines to eliminate those leaks, thereby reducing operating costs and reclaiming treatment plant capacity without the need to construct additional capacity. | | | Y | Y | Y | S/TC |
| 2-3-4 | Engineering data taken from the I & I survey should be used to develop a long-range master plan for the replacement of older sanitary sewer mains and feeder lines. | 2006 | | Y | Y | Y | S/TC |
| 2-3-5 | Determine a minimum length of sewer line extension that permits economies of scale (i.e. number of houses, length of pipe in feet) rather than extending sewer lines in small increment. | [2007] | | | | | S/TC |
| 2-3-6 | Develop a long-range master plan for development of Study Area B to be prepared for possible water and sewer issues for future development. | [2006] | | | | | PC/TC |
| 2-3-7 | Continue to upgrade and maintain the town's well system to maintain an adequate supply of well water to meet the town's water needs. | | | Y | Y | Y | TC/S |
| 2-3-8 | Develop a long-range master plan to replace old deteriorating water lines to insure safe, clean drinking water and adequate water for fire protection. | 2004 | | Y | Y | Y | S/TC |
| 2-3-9 | Identify and implement ways to reduce water consumption by households and businesses to conserve resources and minimize capacity needs. | [2007] | | | Y | | TC/S |
| 2-3-10 | Promote development in Town utilizing the public water and sewer facilities. | | | Y | Y | | S/PC/TC |
| 2-3-10-a | Develop economic guidelines for annexed preexisting landowners/users to tie into the public water and sewer facilities. | [2007] | | | | | PC/TC |
| 2-3-10-b | Require new commercial and industrial development in Town to utilize public water and sewer. Let them benefit from tap fees of landowners connecting, post-construction, for a period of 10 years. | [2007] | | | Y | | S |
| 2-3-10-c | Allow connection exceptions, for industries such as farming, which would better serve the Town by providing private water and sewer. | [2007] | | | Y | | PC/S |
| 2-4 | Provide the best utility services available in the best environment available to the community. | | | | Y | | TC |
| 2-4-1 | Provide adequate access to utilities including high-speed telecommunications. | | | | Y | | TC |

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|---------------|---|------------------------|----------------------|------------------------|----------------|-----------------------|--------------------------------------|
| 2-4-2 | Create ordinances to minimize the visual impact of ground transformers and distribution boxes by careful positioning. | | | | | | |
| 2-4-3 | Ensure future power and communications equipment areas buffer nearby residences from noise, interference, and other hazards. | 2007 | | | | | S/PC/TC |
| 2-4-4 | Review existing ordinances to include placing utility structures in the same location to minimize the visual impact and impact on adjacent properties. | | | | | | |
| 2-5 | The town government should seek all financial aid for which the Town may be eligible from State, Federal, or other sources toward providing or enhancing community facilities and economic development. | 2005 | | Y | Y | | S |
| 2-6 | Make use of the Town's Capital Improvement Program to budget and implement needed facilities and equipment. | 2000 | | Y | Y | Y | S/TC |
| 2-7 | Promote a safe community by providing the highest quality of police services available with first-class equipment and well-trained personnel who are prepared for a wide variety of emergencies and who serve the community in a personal effective manner. | | | | Y | Y | TC |
| 2-8 | Encourage the use of school sites for recreational purposes, and the combination of school and park-recreational facilities whenever possible. | | | | Y | | S |
| 2-9 | Encourage the expansion of the Mt Jackson Library program, keeping it a vital part of community educational facilities. | | | | Y | | LB |
| 2-9-1 | Hire and pay a part-time trained librarian. | | | | | | LB |
| 2-9-2 | Increase the endowment fund with donations and use the interest to pay the salary. | | | | | | LB |
| 2-9-3 | Stay up-to-date on technology and materials. | | | | | | LB |
| 2-9-4 | Increase donations. | | | | | | LB |
| 2-9-5 | Provide expertise of a part-time trained librarian. | | | | | | LB |
| 2-9-6 | Expand hours for the Library. | | | | | | LB |
| 2-9-7 | Solicit more volunteers to staff. | | | | | | LB |
| 2-10 | Encourage the development of the Mount Jackson Museum as to be a community resource and visitor attraction. | | | | | | MB |
| 2-10-1 | Continue to collect artifacts that fit into the Museum theme. | | | | | | MB |
| 2-10-2 | Seek donations of funds. | | | | | | MB |

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| 2-10-3 | Increase Museum hours. | | | | | | MB |
| 2-10-4 | Solicit more members from individuals and business | | | | | | MB |
| 2-10-5 | Advertise the Museum's presence. | | | | | | MB |
| 2-10-6 | Spread word through local and area media and membership. | | | | | | MB |
| 2-11 | Develop the former Triplett Middle School property, owned by the Town, for recreational and other uses by the community. | 2006 | | | Y | | TC/S |
| 2-11-1 | Refurbish the gymnasium for athletic functions, large public meetings, and walking area for exercisers. | 2006 | | Y | Y | Y | TC/S |
| 2-11-2 | Develop the vacant land behind the building for athletic uses. | 2007 | | | Y | Y | TC/S |
| 2-11-3 | Make the cafeteria available for group uses for fund raising dinners, reunions, and banquets. | 2006 | | Y | Y | | TC/S |
| 2-11-4 | Utilize the former bingo building and barbeque pit for warm weather uses such as a farmers market, fund raising, etc. | 2006 | | Y | Y | | S |
| 2-11-5 | Utilize former class rooms as meeting rooms for community groups such as 4-H clubs, Scouts, Senior Citizens, and others | 2006 | | Y | Y | | S |
| 2-12 | Provide recreational facilities and activities for all community members. | | | Y | Y | | TC/S |
| 2-12-1 | Make pool improvements and expansions as the population and economics dictate. | 2006 | | Y | Y | | TC/S |
| 2-12-2 | Provide improvements, maintenance/rehabilitation, and new development at Lions Club Park. | | | | Y | Y | TC & Clubs |
| 2-12-3 | Encourage activities at all Town parks. | | | | Y | | S |
| 2-12-4 | Work with Shenandoah County to provide ball fields in the southern part of the county. | [2008] | | | | | TM/TC |
| 2-13 | Goal 2-13: Support education and educational facilities that provide for the educational needs of students in Mount Jackson and the County. | | | | Y | | TC/Ma |
| 3-1 | Create a cohesive driving experience for residents and tourists | | | | Y | | TC/TC |
| 3-1-1 | Encourage vacant-property owners to decorate empty store windows and facades. | | | | Y | | TC/M |
| 3-1-2 | Design and install welcome signs at the entrances to Mount Jackson. | 2006 | | | | | TC |
| 3-1-3 | Keep town web site developed to help outsiders learn about the town and its events. | 2004 | | Y | Y | Y | S |

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| 3-1-4 | Encourage infill by conversion of old houses and development of empty/dilapidated properties. | | | | Y | | S/TC/TC |
| 3-2 | Encourage the rehabilitation, maintenance, and general upgrading of all buildings and properties within the Town so as to preserve the Town's character and instill a sense of community pride. | | | | Y | | TC/S |
| 3-2-1 | Identify properties or areas in need of upgrade or repair and assess Town's authority to mandate renovations. | | | | Y | | TM/TC |
| 3-2-2 | Investigate the use of tax credits or other assistance to encourage rehabilitation and upgrading for low-income property owners. | [2008] | | | | | TC/S |
| 3-3 | Maintain and enhance the current historical character of the corridor [Rt. 11]. | | | | Y | | S/PC/TC |
| 3-3-1 | Use the Main Street approach to revitalization developing specific Corridor 11 guidelines. | [2007] | | | | | S/PC |
| 3-3-2 | Incorporate suggested guidelines into the current zoning ordinances. | 2002 | | | Y | | TM/PC/TC |
| 3-3-3 | Encourage implementation of the guidelines on current properties (within 10 years for the Downtown District and 20 years for the Corridor Districts), unless there is a conflict with historic district regulations, making efforts to provide financial aid to property owners as an incentive, making signage, street trees, street lighting, utilities, and sidewalk guidelines a priority. | 2002 | | | Y | | TC/S |
| 3-3-4 | Require that new commercial development in Town restrict warehousing to rear of location. | 2006 | | | Y | | TM/PC/TC |
| 3-3-5 | Provide a statue of Andrew Jackson in the Downtown area. | [2010] | | | | Y | TC/S |
| 3-4 | Protect the historic district and landmarks of Mount Jackson. | 1993 | | Y | Y | | TC/S/PC |
| 3-4-1 | Create a clearly defined Historic Overlay District with liberal historic guidelines that protect historic properties and landmarks within the boundaries of Mount Jackson. | [2010] | | | | | TC/Historic Overlay Board |
| 3-4-2 | Create a historic-structure tax credit program for the historic district and landmarks. | [2010] | | | | | TC/Historic Overlay Board |
| 3-4-3 | Implement a program that physically demarcates the Town's designated historic district. | [2009] | | | | | TC/S |
| 3-4-4 | Create an Architectural Review Panel, of property owners in the historic district, a planning commissioner, and a staff member for approval of additions to historic homes or new construction in the historic district or on Main Street, respecting the existing design guidelines for Main Street. | [2011] | | | | | TC |

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| 3-4-5 | Provide for education of maintenance and improvements to historic properties. | [2007] | | | Y | | ARP/S |
| 3-4-6 | Create an awards program for good design. | [2011] | | | | | ARP or TC |
| 3-4-7 | Preserve the heritage of the area through assisting with maintaining historical cemeteries located in Town. | | | | Y | | TC |
| 3-5 | Provide for careful, thoughtful, professional site development. | | | | Y | | PC/TC/S |
| 3-5-1 | Require new residential projects/neighborhoods have a unifying focal point, such as a “green” or “commons.” | [2006] | | | Y | | S/PC/TC |
| 3-6 | Utilize all available research in site safety to build a safe environment for all members of the community—residents, business personnel, customers, visitors, and property. | | | | Y | | PC/TC/PC |
| 3-6-1 | Create and implement a Town-wide landscape ordinance based on site safety. | [2007] | | | | | S/PC |
| 3-6-2 | Create safety issue guidelines for all areas of development that address alternatives to handling safety issues related to residents, business personnel, customers, and property that include setbacks, screening/buffers, parking lot construction, lighting, sign regulation, and windows, doors, and stairwells. | [2007] | | | | | S/PC |
| 3-6-3 | Ensure residential development sites are well connected to adjacent sites in order to provide safe alternative means of access for pedestrians, cyclists, and motor vehicles. | | | | Y | | TM/PC/TC |
| 3-7 | Ensure a future that provides for thoughtful environmental guidelines to protect the Town’s scenic viewshed, ridgelines, wildlife, steep slopes, karst, as well as natural resources. | | | | Y | | TM/PC/TC |
| 3-7-1 | Create and implement environmental guidelines that address alternatives to handling environmental issues related to property including tree preservation, landscaping, screening/buffers, parking lots, and waterways. | [2008] | | | | | TM/PC/TC |
| 3-7-2 | Scenic viewshed protection efforts should be planned with input of the county and other municipalities. | [2006] | | | | | S |
| 3-8 | Develop a policy for chain stores that respects Mount Jackson’s design guidelines. | [2006] | | | | | S/PC/TC |
| 4-1 | Protect and preserve water quality and quantity in the local river, streams, ponds, and wetlands. | | | | Y | | TC |
| 4-1-1 | Develop site plan review criteria for the definition and protection of water resources. | [2007] | | | | | S/TC |

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| 4-1-1-a | Consider the potential regional impacts on water supply and wastewater management for all proposed developments. | [2006] | | | Y | | PC/TC/S |
| 4-1-1-b | Require developers to establish minimum building setbacks and create or maintain buffers from critical areas such as stream corridors and wetlands. | [2006] | | | Y | | PC/TC/S |
| 4-1-1-c | Adopt design standards with water quality protection objectives. | | | | Y | | PC/TC/S |
| 4-1-1-d | Require Low Impact Development techniques by developers. | [2006] | | | Y | | PC/TC/S |
| 4-1-2 | Adopt a Stream Corridor Overlay Zone as part of the zoning ordinances. | [2008] | | | | | PC/TC |
| 4-1-3 | Involve local officials and citizens in water resource decisions. | | | | Y | | TC |
| 4-1-4 | Participate in developing a countywide water conservation plan. | 2005 | | Y | Y | | S/TC |
| 4-1-5 | Promote techniques to reduce agricultural and household chemical use. | | | | Y | | TC |
| 4-1-6 | Support the Friends of the North Fork and the Friends of the Shenandoah. | 1998 | | | Y | Y | TC |
| 4-1-7 | Look for long-term solutions for storm water management and non-point source pollution abatement. | | | | Y | | TC |
| 4-1-8 | Promote the purchase and accept donations of open space for resource protection along streams. | 2006 | | | Y | | TC |
| 4-1-9 | Avoid new development in flood-prone areas. | | | | Y | | S/PC/TC |
| 4-2 | Protect ground water which serves, or may serve in the future, as a source of public water supply from the threat of contamination as a result of accidents or unwise practices from nearby residential, industrial, commercial, agricultural, waste management, or transportation activities. | | | | Y | | TC |
| 4-2-1 | Research grant funding and when available, have a hydrogeologic study done to identify the specific areas where each current well, and any planned in the future, have their recharging systems. | [2006] | | | | | S/TC |
| 4-2-2 | Work with the county on water resources issues. | 2001 | | Y | Y | | TM/TC |
| 4-2-2-a | Work toward a cooperative effort in wellhead planning with the county for land neighboring Town. | | | | | | |
| 4-2-3 | Encourage the local Soil and Water Conservation District to work with owners of agricultural and forestal operations in the Well #4 recharge area to develop a Total Resource Management Plan. | [2007] | | | Y | | TM |

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| 4-2-4 | Establish a data base and system for acquiring, storing, and displaying data about the community's public wells, their construction, on-going water quality, monitoring data, hydrogeology, and development activity. | [2007] | | | | | S |
| 4-2-4-a | Contact the Virginia Department of Health to obtain updated information about the water supply wells permitted by this agency and any source water protection assessment and activities this agency has underway. | | | | Y | | TC/S |
| 4-2-4-b | Contact the Virginia Department of Mines, Minerals, and Energy to obtain updated hydrogeologic information about the area associated with existing wells and about sites for potential future water supplies. | | | | Y | | TC/S |
| 4-2-4-c | Contact the Virginia Department of Environmental Quality to learn about any new water quality or quantity information available for Mount Jackson, following up any references they provide including federal and university sources. | | | | Y | | TC/S |
| 4-2-4-d | All Town representatives responsible for planning, zoning, and building will work together to track development occurring in the vicinity of public water supply wells. | | | | Y | | PC/TC/BZA/S |
| 4-2-4-e | Maintain a data base of state permits issued or proposed in designated wellhead protection areas. | | | | Y | | |
| 4-2-5 | Develop a wellhead protection emergency plan. | [2007] | | | | | TM/TC |
| 4-2-5-a | Provide maps, information about the location, physical characteristics and equipment at each public water supply to all local emergency response resources. | [2006] | | | | | S |
| 4-2-5-b | Identify a 24-hour, 7-day contact person and phone number for each public water supply system based on ground water sources. | [2006] | | | | | S |
| 4-2-5-c | Develop a plan for notifying customers of the existence of potential risks with the Town water supply system and assisting local water supply owners with the same. | [2007] | | | | | TC/S |
| 4-2-5-d | Develop a plan for arranging for alternate Town water sources if this should prove necessary or for assisting local water supply owners with the same. | [2007] | | | | | TC/S |
| 4-2-6 | Include source water protection projects in the Capital Improvement Plan. | [2007] | | | Y | Y | TC |
| 4-2-6-a | Locate future wells to avoid urban recharge contribution as well as any other high risk land use activities. | | | | | | TC |
| 4-2-6-b | Require the cleaning of sinkholes and junkyards. | | | | | | TC/S |

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| 4-2-6-c | Evaluate the possibility of eventually replacing Wells #3 and #6. | | | | | | TC |
| 4-2-6-d | Evaluate recharge characteristics of Well 2A. | | | | | | TC/S |
| 4-2-6-e | Consider the use of proffers for funding water protection projects. | | | | | | TC/S |
| 4-2-6-f | Seek access of federal funds through the Safe Drinking Water Act to undertake water source activities. | [2006] | | | Y | | S |
| 4-2-7 | Encourage landowners to apply to have land in potential groundwater well recharging locations placed in the Conservation Reserve Program or conservation easements. | [2006] | | | Y | | TM/TC |
| 4-2-7-a | Seek funding for easements from the Virginia Department of Health for acquisition of conservation easements to promote source water protection. | [2007] | | | | | S |
| 4-2-7-b | Develop specifications for easements of uses inconsistent with protection of groundwater quality, and preclude those through specific covenants. | [2007] | | | | | TC/S |
| 4-2-7-c | Provide local property tax savings for easement donations benefiting the public. | | | | | | TC |
| 4-3 | Preserve and protect open space, unique natural areas, woodland resources, scenic views, areas of natural beauty, and the rural character of Mount Jackson and its neighboring lands. | | | | Y | | PC/TC/S |
| 4-3-1 | Require developers to note natural features and scenic vistas in site and subdivision applications and to show how the development design protects these features. | [2006] | | | | | TM/PC/TC |
| 4-3-1-a | Integrate greenways linking residential areas to adjoining parks, greenways, and open spaces. | | | | Y | | TC/S/PC |
| 4-3-1-b | Provide a system of interconnecting greenways and ecological corridors that connect agricultural lands, natural areas, and open space. | | | | Y | | TC/S/PC |
| 4-3-2 | Provide for protection of wildlife corridors. | | | | Y | | S/PC/TC |
| 4-3-3 | Acquire park land through subdivision and site plan exactions. | | | | Y | | S/PC/TC |
| 4-3-4 | Develop a community-based protection program for greenways and open spaces. | | | | Y | | Ma |
| 4-3-5 | Create a Conservation Overlay District with zoning ordinances. | [2015] | | | | | PC/TC |
| 4-3-5-a | Require floodplains, wetlands, ridgelines, aquifers, watersheds, steep slopes, scenic viewsheds and important plant and animal habitats to be included in Conservation Areas | [2015] | | | | | PC/TC |

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| 4-3-6 | Work with Shenandoah County to encourage PDR, TDR, and TDR-less programs to conserve rural land. | | | | Y | | S |
| 4-3-7 | Develop an inventory of open space parcels for community goal planning. | | | | y | | S |
| 4-3-8 | Encourage natural barriers to traffic noise around residential and commercial properties as they are developed. | [2006] | | | Y | | S |
| 4-3-9 | Conduct growth studies in all potential areas prior to recommending zoning and development changes. | [2006] | | | Y | | S |
| 4-5 | Preserve sensitive environmental resources. | | | | Y | | PC/TC/S |
| 4-5-1 | Create an ordinance which seeks preservation of existing trees to the maximum extent possible while accommodating the proposed use. | [2007] | | | | | S/PC/TC |
| 4-5-2 | Develop a tree planting program along town streets. | [2012] | | | | Y | TC |
| 4-6 | Improve air/noise standards and quality. | | | | Y | | PC/S/TC |
| 4-6-1 | Participate in a regional approach to improving air quality by supporting the SHENAIR project. | [2007] | | | Y | Y | TC |
| 4-6-2 | Develop ordinances limiting noise creation/exposure in residential areas. | [2008] | | | | | S/PC/TC |
| 4-6-3 | Install sidewalks and trails and require developers to do the same to encourage walking and bicycling as alternative non-polluting transportation modes. | 2002 | | Y | Y | | S/PC/TC |
| 4-6-4 | Provide bike racks in locations throughout town and require them in shopping areas. | [2007] | | | | Y | TC/S |
| 4-7 | Develop a Recycling Plan for the Town of Mt. Jackson. | [2009] | | | | | S/TC |
| 4-7-1 | Provide community education. | 2001 | | Y | Y | | TC/S |
| 4-7-2 | Promote civic organization participation. | 2002 | | Y | Y | | Ma/TC/S |
| 4-7-3 | Create a timeline for total community recycling participation. | [2009] | | | | | TC |
| 4-7-4 | Encourage businesses to recycle on site. | 2002 | | Y | Y | | TC/S |
| 4-7-5 | Develop local alternatives to recycling in landfills where possible. | 1999 | | Y | Y | | TC/S |
| 4-8 | Develop an awareness plan for environmental issues. | | | | | | TC/S |
| 4-8-1 | Provide training and conference opportunities for city representatives for better understanding of the potential effects of development on natural systems. | | | | Y | Y | TC |

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| 4-8-2 | Offer workshops and training to city officials, developers and citizens on effective environmental protection and “green” building techniques. | | | | Y | Y | S |
| 4-8-3 | Disseminate educational materials on green infrastructure to the public through the Internet, local broadcast and print media, and community meetings. | | | | Y | Y | S/Ma/TC |
| 4-8-4 | Develop a partnership agreement with the local schools and teachers to bring ground water, air, recycling, and environmental issues education into the schools. | [2010] | | | | | TC/S |
| 4-8-5 | Establish a Speakers Bureau, on environmental issues, of local and state individuals and make this available to community groups. | [2006] | | | Y | | S |
| 4-8-6 | Subscribe to publications, internet sites, and e-mail lists featuring ground water. | [2007] | | | Y | Y | TC |
| 4-8-7 | Discuss ground water with major facilities and land owners in the vicinity of public water supply wells. | [2008] | | | | | Ma |
| 4-9 | Protect Mount Jackson from potentially significant negative environmental effects. | 1999 | | Y | Y | | TC/S/PC |
| 4-9-1 | Develop an environmental checklist for screening proposed projects including rezonings, conditional use permits, site plans, and subdivision plans. | [2007] | | | | | PC/S |
| 4-9-2 | Create an ordinance to require developers to prepare a detailed analysis for significant environmental impacts identified through use of a Town checklist. | | | | Y | | PC/TC |
| 5-1 | Ensure that adequate acreage is dedicated by zoning for each desired land use (ie. business, residential, commercial, etc.) through the process of reviewing and acting on rezoning applications as well as Town-initiated rezonings as appropriate. | | | | | | PC/TC |
| 5-2 | Promote an adequate housing supply. | | | | Y | | PC/TC |
| 5-2-1 | Periodically evaluate the availability of various types of housing against projections and promote development of needed types. | | | | Y | | S/PC/TC |
| 5-2-2 | Make sure the housing market supplies enough units to meet the growth in households, household needs [example: senior living housing] and, in addition, provides enough surplus units to allow for an adequate vacancy rate and movement of households and for replacement of substandard or destroyed dwellings. | | | | Y | | PC/S/TC |

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| 5-2-3 | Make sure new housing units meet the test of affordability, as defined in Chapter V, for the population. | | | | Y | | PC/TC |
| 5-2-4 | Maintain housing as an important component of the town's mixed-use downtown. | | | | Y | | TC/PC |
| 5-2-5 | Promote senior housing. | | | | Y | | S/PC/TC |
| 5-3 | Develop an updated plan for Town zoning. | [2007] | | | | Y | PC/TC |
| 5-3-1 | Form a task force of professionals, local Town leaders, and residents to redesign Mount Jackson with respect to incorporating mixed-use zoning, traditional neighborhood elements, open space, greenways, protecting agricultural land, and protected treasured scenic views. | [2008] | | | | | TC |
| 5-3-2 | Create a zoning ordinance that incorporates newer forms of mixed-use development such as Planned Unit Development (PUD) and Traditional Neighborhood Development (TND) to stimulate creative and efficient use and reuse of land. | [2007] | | | Y | | S |
| 5-3-3 | Provide for walkability through planning a streetscape oriented to pedestrians. | | | | Y | | PC/TC/Task Force (5-3-1) |
| 5-3-4 | Review the Subdivision Ordinance and incorporate new development standards as warranted. | | | | Y | Y | S |
| 5-3-5 | Discourage strip residential development along arterial roads. | | | | Y | | S/PC/TC |
| 5-3-6 | Change the Code to regulate intensive or high density (animals per acre) animal operations. | [2007] | | | | | S/PC/TC |
| 5-4 | Work cooperatively with the County on land use. | 1999 | | | Y | | TM |
| 5-4-1 | Develop a continuing liaison process between the town and current landowners in the annexation area for proposed development. | | | | | | S |
| 5-4-2 | Determine maximum lot size for agricultural land subdivision within Town boundaries. | [2006] | | | | | S/PC/TC |
| 5-5 | Provide for commercial and industrial development. | | | | Y | | S/PC/TC |
| 5-5-1 | Encourage clustering of commercial activity in or adjacent to the central portion of Mount Jackson and contiguous/within housing developments. [See Figure 5-B] | [2006] | | | Y | | S/Task Force (5-3-1)/PC |
| 5-5-2 | Provide opportunities for commercial/light industrial development in clusters outside of the central district to avoid sprawl. | [2006] | | | Y | | S/Task Force (5-3-1)/PC |

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| 5-5-3 | Promote a balance of commercial/light industrial, residential and parks space in larger new development projects where feasible. [See Figure 5-B] | | | | Y | | S/PC/TC |
| 5-5-4 | Work towards attracting a variety of businesses and industries requested by residents in <i>Community Survey 2005</i> . | | | | Y | | S |
| 5-5-5 | Encourage non-polluting industries to locate in the area. | | | | Y | | S |
| 5-5-6 | Locate industries on sites in Town which will not detract from the residential character of Mount Jackson. | | | | Y | | S |
| 5-5-7 | Allow industries with special needs, yet consistent with local goals, to locate in Town and the surrounding area. | | | | Y | | S/PC/TC |
| 5-6 | Control growth so as to maintain the Town's distinctive small-town character. | | | | Y | | S/PC/TC |
| 5-6-1 | Ensure future development will harmonize with the small town of Mount Jackson and surrounding area so as not to create an undesirable urban environment. | | | | Y | | S/PC/TC |
| 5-6-2 | When considering requests for utility line extensions and/or annexation proposals, the Town will use its recent planning studies to guide its decision-making. These studies show that the first priority for providing sewer and water service to support new development is to serve land within the Town's current corporate limits and annexation area A, followed by, in order of priority, land within the Caverns Road area, then land within the Northern/Western area, and finally by land within the Red Banks Road area. | | | | Y | | S/PC/TC |
| 5-7 | Ensure storm water drainage and roads are able to accommodate development. | | | | Y | | S/PC/TC |
| 5-8 | Preserve existing agricultural land. | | | | Y | | S/PC/TC |
| 5-8-1 | Where municipal utilities are available, allow development of smaller lot sizes to accommodate more homes per acre. | [2006] | | | Y | | S/PC/TC |
| 5-8-2 | Promote consideration of land owner(s) to sell development rights and/or placement of farm land in conservation easements or make arrangements that preserve farm land or open space. | [2006] | | | Y | | S |
| 5-8-3 | Encourage conservation farming practices to prevent erosion. | | | | Y | | TC |
| 5-8-3-a | Encourage areas of farms in flood zones to be put into sod (grass family). | [2007] | | | Y | | S/Ma/AgCom |
| 5-8-4 | Continue to allow farm animals to be on agricultural land. | 2002 | | Y | Y | | TC |
| 5-9 | Preserve historic farms and land. | | | | Y | | PC/TC |

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| 5-9-1 | Work for preservation of agricultural lands and other natural resources by pursuing initiatives appropriate to create a sustainable agricultural community. | | | | Y | | TC/S |
| 5-10 | Promote agriculture. | | | | Y | | TC/S |
| 5-10-1 | Promote agricultural tourism. | | | | Y | | TC/S/Ma |
| 5-10-1-a | Encourage area farms to sponsor tourist-oriented farm vacations. | [2007] | | | Y | | TC/S/Ma/AgCom |
| 5-10-2 | Promote farmers' markets. | | | | Y | | TC/S |
| 5-10-3 | Create a temporary Agricultural Task Force including community leaders, farmers, and a member of the BZA to ensure voice of farmers is heard within town government . | [2006] | | | | | TC |
| 5-10-3-a | Establish a permanent Agricultural Commission [Ag Com] with bylaws to represent the Mount Jackson farming community to: <ul style="list-style-type: none"> • serve as facilitator and advocate for encouraging the pursuit of agriculture in Mount Jackson • act as mediator, advocate, educator, and/or negotiator on farming issues • work with town officials and boards to pursue all initiatives appropriate to preserve prime agricultural lands and create a sustainable agricultural community | 2007 | | | Y | | Agricultural Task Force//TC/AgCom |
| 5-10-4 | Organize informational public meetings with community farmers. | | | | Y | | S/Ma |
| 5-11 | Create a "Confederate Cemetery Trail" using description and diagram provided in Urban Design Guidelines. | [2009] | | | | | TC/S |
| 5-12 | Create a "Mill Creek/Shenandoah River Greenway" using description and diagram provided in Urban Design Guidelines. | [2011] | | | | | TC/S |
| 5-12-1 | Acquire land along Mill Creek and the Shenandoah River to create a greenway network. | [2006] | | | Y | Y | TC |
| 5-13 | Provide adequate off-street parking in the central business district of Mount Jackson. | | | | | | TC |
| 5-14 | Require a traffic impact analysis as part of the site plan review process. | | | | | | PC/TC/S |
| 5-15 | Develop and implement a program to construct sidewalks throughout the Town, including sidewalks and/or pathways to major community facilities and commercial areas. | | | | | Y | TC/S |

*BZA - Board of Zoning Appeals
PC - Planning Commission
AgCom - Agriculture Commission

LB - Library Board
S - Staff

MB - Museum Board
ARP - Architectural Review Panel

TC - Town Council
PC - Police Chief

TM - Town Manager
Ma - Mayor

[date] - indicates date proposed to begin

Comprehensive Plan Goals Timetable

| Goal # | Description | Goal Begin Date | Date Attained | Progress Y or N | Ongoing | To Be Budgeted | *Person/ Identity Responsible |
|---------|--|-----------------|---------------|-----------------|---------|----------------|-------------------------------|
| 5-16 | Provide for a street system which can convey people and goods in a convenient, efficient, and safe manner. | | | | Y | Y | TC/S/VDOT |
| 5-16-1 | Coordinate with Shenandoah County and VDOT in the development and implementation of the six-year highway improvement program focusing on increasing safety of the road system in areas identified by the community in the <i>Community Survey 2005</i> [i.e. congestion around I-81 exits and entrances, Conicville Road, Rt. 11 at Rt. 263, Rt. 11 at Daniel Gray, Turkey Knob Road, etc.]. | | | | | | S |
| 5-16-2 | Expand the capacity of streets and highways when and where traffic volumes warrant such action. | | | Y | | | TC/S |
| 5-16-3 | Establish limitations on development of lands adjacent to roads which are impractical or impossible to upgrade. | | | Y | | | PC/TC |
| 5-16-4 | Require, where practical, the connection of streets in the central part of Town so as to link the Gospel Hill and Dutch Lane areas with Conicville Road (Route 703) eliminating the necessity for reaching Conicville Road and Interstate 81 by way of Main Street (U.S. Route 11). | | | | | | PC/TC/S |
| 5-16-5 | Extend at least one existing street in South Jackson into the undeveloped area between the interstate highway and the railroad right-of-way upon that area's development. | | | | | | PC/TC/S |
| 5-16-6 | Support the installation of short-arm gates with flashing light signals at potentially hazardous railroad-street crossings. | [2006] | | | | | TC/S/VDOT |
| 5-16-7 | Provide traffic control devices, such as traffic warning and control signs or traffic signals where potentially hazardous street conditions exist or as needed. | [2006] | | Y | | Y | TC/S/VDOT |
| 5-16-8 | Speed limit signs should be posted at the corporate limits of all roads. | [2006] | | | | | TC/S/VDOT |
| 5-16-9 | Upgrade streets which have bad railroad crossings, or require drainage improvements and/or sidewalks. | | | Y | | | TC/S/VDOT |
| 5-16-10 | Develop specific plans for identifying rights-of-way for any new road proposals, and obtain them as development occurs in such areas. | | | | Y | | S/TC |
| 5-17 | Support efforts to promote public transportation. | | | | Y | | TC/S |
| 5-17-1 | Encourage coordination of transportation provided by human service agencies and organizations. | | | | Y | | TC/S |

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[date] - indicates date proposed to begin

| <i>Goal #</i> | <i>Description</i> | <i>Goal Begin Date</i> | <i>Date Attained</i> | <i>Progress Y or N</i> | <i>Ongoing</i> | <i>To Be Budgeted</i> | <i>*Person/ Identity Responsible</i> |
|---------------|--|------------------------|----------------------|------------------------|----------------|-----------------------|--------------------------------------|
| 5-17-2 | Encourage provisions to support ridesharing in major residential, commercial, and industrial developments. | | | | Y | | TC/S |

*BZA - Board of Zoning Appeals
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 AgCom - Agriculture Commission

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 S - Staff

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 ARP – Archetectoral Review Panel

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[date] - indicates date proposed to begin

Appendix A

Mt. Jackson Community Survey 2005{Numbers indicate number of responses}

Participate and Win!

The Mt. Jackson Planning Commission is getting ready to update the Town's Comprehensive Plan. The Plan describes the desired future (20+ years) of the town and how to achieve it. It is vital that we know what you think! The future of Mt. Jackson depends on your participation in this process. Please let us know by taking a few minutes to answer the following questions and returning the completed survey **by March 14, 2005**. There will be a drawing for cash prizes [**\$30, \$20 & \$10**] for all completed surveys. (Only one survey per household.) All responses are confidential.

Identifiers: Please circle the letter of the answer that best fits or fill in the blanks where given.

1. What is the age of the person filling out this survey?

- a. Under 18 **0**
- b. 19-25 **5**
- c. 26-35 **13**
- d. 36-45 **28**
- e. 46-65 **41**
- f. 66 or older. **37**

2. What are the ages of your household members?

- a. Under 18? How many **16**
- b. 19-25? How many **2**
- c. Over 25? How many **70**

3. What type of housing do you live in?

- a. Single family house **109**
- b. Apartment **2**
- c. Mobile home **9**
- d. Duplex **1**
- e. Townhouse **2**

4. Do you own or rent your home?

- a. Own **113**
- b. Rent **9**

5. How long have you lived in this area?

- a. Less than 5 yrs **31**
- b. 5-10 years **12**
- c. more than 10 years **78**

6. Where do you live?

- a. Within the Mt. Jackson town limits. **62**
- b. North of Mt. Jackson town limits. **3**
- c. South of Mt. Jackson town limits. **12**
- d. East of Mt. Jackson town limits. **9**
- e. West of Mt. Jackson town limits. **36**

7. What type of community do you live in?

- a. Subdivision **40**
- b. Mobile home community **6**
- c. Farm **19**
- d. Town street or road **27**
- e. Rural street or road **26**

8. Give the work status of your household members?

- a. How many work part time? **8**
- b. How many work full time? **50**
- c. How many are retired? **44**
- d. How many are disabled? **14**
- e. How many (non students) are unemployed? **11**

9. How many family members work?

- a. Within the Mt. Jackson town limits? **12**
- b. Within 15 miles of Mt. Jackson? **17**
- c. More than 15 miles from Mt. Jackson? **26**

Housing:

10. What types of housing are needed in Mt. Jackson?

- a. Single-family homes **19**
- b. Townhouses/condominiums **5**
- c. Mobile homes **2**
- d. Apartments **5**
- e. Senior living **16**
- f. Mix of the above **6**
- g. None **10**

11. In what part of town should new housing be built?

12. Are you satisfied with the structural quality of the building in which you live?

- a. Yes **114**
- b. No **10**

13. Are you generally satisfied with the aesthetic quality of the building in which you live?

- a. Yes **119**
- b. No **5**

14. Are you generally satisfied with the location of your home relative to places that you frequent, such as place of work, grocery, etc.?

- a. Yes **116**
- b. No **7**

Community Opinions:

15. What do you see as 3 of the most desirable qualities of the Town of Mt. Jackson?
 a. _____
 b. _____
 c. _____

16. What are three of the most undesirable qualities of Mt. Jackson that you would like to see improved?
 a. _____
 b. _____
 c. _____

17. What do you see as Mt. Jackson's greatest problems now or in the future?

18. What should Mt. Jackson's image to visitors to be for the next 20-50 years?

19. How do you feel about Mt. Jackson's image now?

20. What types of community events would you like to see continued or created?

21. How would you rate priorities for improving or expanding these public services & facilities? Check the box for the best answer for each item.

| | Very Important | Important | Not Important | No Opinion |
|---|----------------|-----------|---------------|---|
| Water system 171 | | | | |
| Sewer system 176 | | | | |
| Library 232 | | | | |
| Fire department 169 | | | | |
| Rescue squad 159 | | | | |
| Law enforcement 180 | | | | |
| Public parks 217 | | | | |
| Public recreation programs 228 | | | | |
| Social services 231 | | | | |
| Medical services 184 | | | | |
| Other (name) _____ _____ _____ | | | | Responses indicate totals where VI=1, I=2, NI=3, and N.O.= 4 thus smaller numbers indicate more importance |

22. Rank the following items in importance to maintaining quality-of-life in Mt. Jackson.
 11 = most important
 1 = least important

___ 41 Rural character
 ___ 35 Open land
 ___ 67 Scenic beauty
 ___ 35 Clean air and water
 ___ 41 Low crime
 ___ 28 Good road network
 ___ 38 Historic buildings
 ___ 36 Historic sites
 ___ 26 Community events
 ___ 30 Community spirit/pride
 ___ Other _____

Business:

23. What types of services/businesses are needed in Mt. Jackson? (examples: farmer's market, clothing store, furniture store, etc...)

24. What type of employment opportunities would you like to see created locally? Circle all that apply.

a. Commercial/retail/wholesale 22
 b. Manufacturing, processing, distributing 24
 c. Farm related/agribusiness 21
 d. Construction 11
 e. Technical 20
 f. Other _____

Ecology:

- 25. **Is recycling an important issue to you?**
 - a. Yes 98
 - b. No 22
- 26. **Is the quality of Mt. Jackson’s drinking water satisfactory to you?**
 - c. Yes 118
 - b. No 3
- 27. **Is the condition of the Shenandoah River and the surrounding creeks an important issue to you?**
 - d. Yes 118
 - b. No 4
- 28. **Is handling rainwater runoff an important issue to you?**
 - a. Yes 103
 - b. No 17

Transportation:

- 29. **What are the traffic safety issues in the town limits?**

- 30. **Where do road improvements need to be made?**

- 31. **What should be done to improve the safety at the US 81 exits?**

- 32. **Where are new roads needed?**

- 33. **What types of transportation might Mt. Jackson want or need in 20 years?**

Annexation:

- 34. **Under what circumstances should Mt. Jackson annex surrounding land? Speak to utilities, need, growth, etc.**

Improving the Community:

- 35. **With respect to future growth and development of Mt. Jackson, how important to you are the following issues?**
Please circle best response.

V= Very Important =1
 I= Important =2
 N= Not Important =3
 N.O.= No Opinion =4

- a. Improving employment opportunities?..... 191
- b. Encouraging industrial growth?..... 244
- c. Encouraging tourism?..... 210
- d. Attracting new businesses?..... 185
- e. Improving housing availability?..... 227
- f. Improving roads?..... 221
- g. Providing public safety? 184
- h. Preventing business sprawl? 196
- i. Encouraging industrial park development? 238
- j. Preserving agriculture? 167
- k. Protecting water quality & resources? 142
- l. Preserving Mt. Jackson’s small-town character? 153
- m. Keeping taxes at present level? 200
- n. Expanding recreational opportunities? 229
- o. Offering community events?..... 215
- p. Focusing on ecology issues? 213
- q. Creating bike trails? 275
- r. Continued development of our sidewalk system? 218
- s. Creating more downtown parking?..... 254
- t. Developing additional entertainment facilities? 235

Responses indicate totals where VI = 1 and N.O. = 4 thus smaller numbers indicate more importance

Thank you for your participation in this survey. In order to participate in the prize drawing, write your telephone number in the small box with the word “Drawing” in it at the bottom of this page. Fold the survey pages in half **two** times, showing the return address on the outside. **Tape all 3 open edges closed.** Mail or hand deliver the survey to the Mt. Jackson Town Hall by March 14, 2005.

Watch for upcoming community workshops through which you can further assist in planning **Mt. Jackson’s future!**

Drawing

Phone #: _____

Appendix B
Mt. Jackson Community Student Survey 2005

The Mt. Jackson Planning Commission is getting ready to update the Town's Comprehensive Plan. The Plan describes the desired future (20+ years) of the town and how to achieve it. It is vital that we know what you think! The future of Mt. Jackson depends on your participation in this process. Please let us know by taking a few minutes to answer the following questions and returning the completed survey to your teacher. All responses are confidential.

Identifiers: Please circle the letter of the answer that best fits or fill in the blanks where given.

1. **What is the age of the person filling out this survey?**

a. Under 18....**75**
 b. 19-25**0**
 c. 26-35**0**
 d. 36-45**0**
 e. 46-65**0**
 f. 66 or older ..**0**

2. **What are the ages of your household members?**

a. Under 18? How many **143**
 b. 19-25? How many **18**
 c. Over 25? How many **141**

3. **What type of housing do you live in?**

a. Single family house **66**
 b. Apartment **5**
 c. Mobile home **1**
 d. Duplex **1**
 e. Townhouse

4. **Do you own or rent your home?**

a. Own **56**
 b. Rent **17**

5. **How long have you lived in this area?**

a. Less than 5 yrs **17**
 b. 5-10 years **11**
 c. more than 10 years **47**

6. **Where do you live?**

a. Within the Mt. Jackson town limits. **30**
 b. North of Mt. Jackson town limits. **5**
 c. South of Mt. Jackson town limits. **7**
 d. East of Mt. Jackson town limits. **7**
 e. West of Mt. Jackson town limits. **21**

7. **What type of community do you live in?**

a. Subdivision **13**
 b. Mobile home community **1**
 c. Farm **14**
 d. Town street or road **18**
 e. Rural street or road **22**

8. **Give the work status of your household members?**

a. How many work part time? **53**
 b. How many work full time? **119**
 c. How many are retired? **5**
 d. How many are disabled? **6**
 e. How many (non students) are unemployed? **21**

9. **How many family members work?**

a. Within the Mt. Jackson town limits? **52**
 b. Within 15 miles of Mt. Jackson? **52**
 c. More than 15 miles from Mt. Jackson? **63**

Housing:

10. **What types of housing are needed in Mt. Jackson?**

a. Single-family homes **18**
 b. Townhouses/condominiums **7**
 c. Mobile homes **0**
 d. Apartments **5**
 e. Senior living **1**
 f. Mix of the above **31**
 g. None **13**

11. **In what part of town should new housing be built?**

12. **Are you satisfied with the structural quality of the building in which you live?**

a. Yes **69**
 b. No **5**

13. **Are you generally satisfied with the aesthetic quality of the building in which you live?**

a. Yes **69**
 b. No **5**

14. **Are you generally satisfied with the location of your home relative to places that you frequent, such as place of work, grocery, etc.?**

a. Yes **60**
 b. No **15**

Appendix B

Community Opinions:

15. What do you see as 3 of the most desirable qualities of the Town of Mt. Jackson?
 a. _____
 b. _____
 c. _____

16. What are three of the most undesirable qualities of Mt. Jackson that you would like to see improved?
 a. _____
 b. _____
 c. _____

17. What do you see as Mt. Jackson's greatest problems now or in the future?

18. What should Mt. Jackson's image to visitors to be for the next 20-50 years?

19. How do you feel about Mt. Jackson's image now?

20. What types of community events would you like to see continued or created?

21. How would you rate priorities for improving or expanding these public services & facilities? Check the box for the best answer for each item.

| | | Very Important | Important | Not Important | No Opinion |
|---|-----|----------------|-----------|---------------|---|
| Water system | 101 | | | | |
| Sewer system | 107 | | | | |
| Library | 168 | | | | |
| Fire department | 102 | | | | |
| Rescue squad | 104 | | | | |
| Law enforcement | 126 | | | | |
| Public parks | 116 | | | | |
| Public recreation programs | 124 | | | | |
| Social services | 147 | | | | |
| Medical services | 100 | | | | |
| Other (name) _____ _____ _____ | | | | | Responses indicate totals where VI=1, I=2, NI=3, and N.O.= 4 thus smaller numbers indicate more importance |

22. Rank the following items in importance to maintaining quality-of-life in Mt. Jackson.
 11 = most important
 1 = least important

391 Rural character
 478 Open land
 529 Scenic beauty
 565 Clean air and water
 485 Low crime
 445 Good road network
 401 Historic buildings
 385 Historic sites
 352 Community events
 353 Community spirit/pride
 _____ Other _____

Business:

| | |
|--|---|
| <p>23. What types of services/businesses are needed in Mt. Jackson? (examples: farmer's market, clothing store, furniture store, etc...)</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> | <p>24. What type of employment opportunities would you like to see created locally? Circle all that apply.</p> <p>a. Commercial/retail/wholesale 32</p> <p>b. Manufacturing, processing, distributing 21</p> <p>c. Farm related/agribusiness 21</p> <p>d. Construction 21</p> <p>e. Technical 27</p> <p>f. Other _____</p> |
|--|---|

Appendix B

Transportation:

Ecology:

25. **Is recycling an important issue to you?**
 a. Yes 49
 b. No 23

26. **Is the quality of Mt. Jackson’s drinking water satisfactory to you?**
 c. Yes 54
 b. No 27

27. **Is the condition of the Shenandoah River and the surrounding creeks an important issue to you?**
 d. Yes 57
 b. No 14

28. **Is handling rainwater runoff an important issue to you?**
 a. Yes 45
 b. No 26

29. **What are the traffic safety issues in the town limits?**

30. **Where do road improvements need to be made?**

31. **What should be done to improve the safety at the US 81 exits?**

32. **Where are new roads needed?**

33. **What types of transportation might Mt. Jackson want or need in 20 years?**

Annexation:

34. **Under what circumstances should Mt. Jackson annex surrounding land? Speak to utilities, need, growth, etc.**

Improving the Community:

35. **With respect to future growth and development of Mt. Jackson, how important to you are the following issues?**
 Please circle best response.
V= Very Important =1
I= Important =2
N= Not Important =3
N.O.= No Opinion =4

a. Improving employment opportunities?.....111
 b. Encouraging industrial growth?..... 147
 c. Encouraging tourism?..... 157
 d. Attracting new businesses?..... 136
 e. Improving housing availability?.....121
 f. Improving roads?.....109
 g. Providing public safety?113
 h. Preventing business sprawl?152
 i. Encouraging industrial park development? 136
 j. Preserving agriculture? 112
 k. Protecting water quality & resources? 87
 l. Preserving Mt. Jackson’s small-town character? 123
 m. Keeping taxes at present level? 124
 n. Expanding recreational opportunities? 133
 o. Offering community events?..... 134
 p. Focusing on ecology issues? 147
 q. Creating bike trails? 162
 r. Continued development of our sidewalk system? 124
 s. Creating more downtown parking?.....141
 t. Developing additional entertainment facilities? 121

Responses indicate totals where VI = 1 and N.O. = 4 thus smaller numbers indicate more importance

Thank you for your participation in this survey.

Watch the newspaper for upcoming community workshops through which you can further assist in planning **Mt. Jackson’s future!** If you wish to be contacted for these meetings, please put your name and address in the box below or call the town office at 477-2121 and ask to be placed on our “Contact List.”

Name: _____
 Address: _____
 Email: _____