

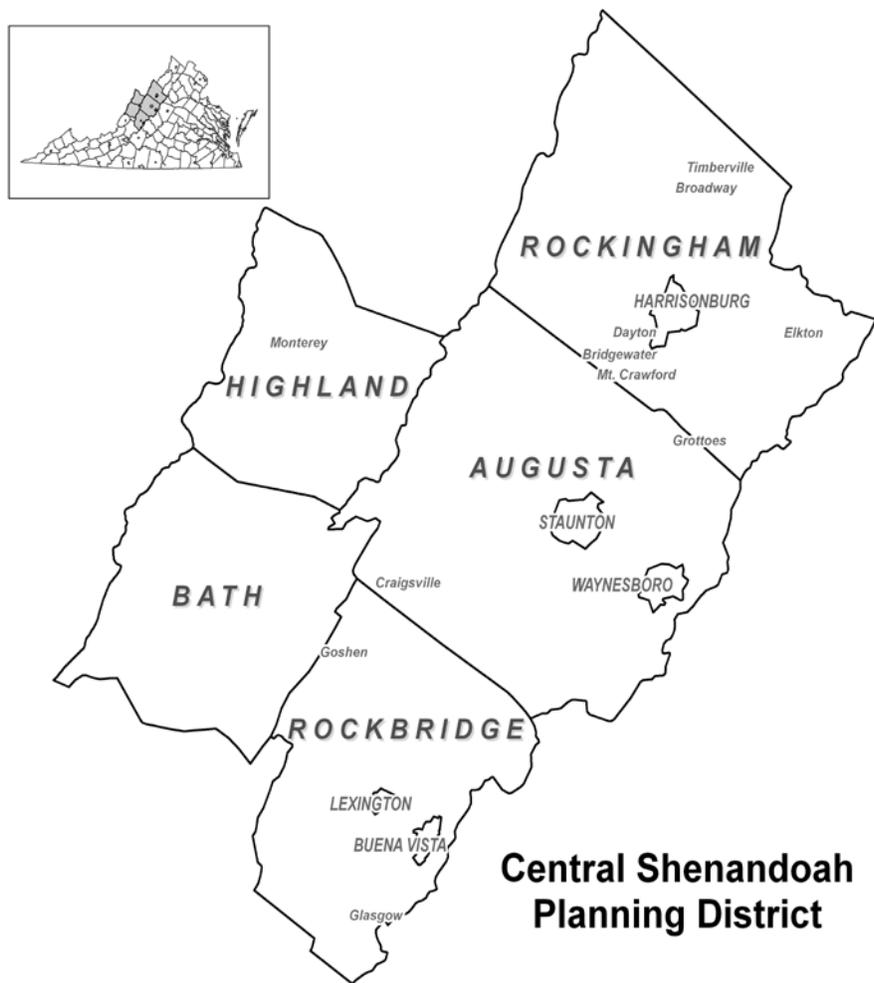
Central Shenandoah Strategic Plan

Comprehensive Economic Development Strategy

Report & Update
2015



Submitted
December 1, 2015



Central Shenandoah Planning District

This report was prepared by the Central Shenandoah Planning District Commission (CSPDC). The CSPDC was chartered on September 30, 1969 and is comprised of five counties, five cities, and eleven towns. For over forty years, the CSPDC has been providing assistance to local governments and their citizens with issues including land use planning and regulation, transportation, disaster mitigation and preparedness, solid waste management, economic development, water and waste water, emergency management, housing, water resource management, and human services. The Central Shenandoah Planning District Commission makes every effort to respond to the changing needs of the citizens of the Central Shenandoah Valley. Should you have any questions, please call or email us.

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**Central Shenandoah
Comprehensive Economic Development Strategy
2015 Report & Update**

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INTRODUCTION

The purpose of the Central Shenandoah Comprehensive Economic Development Strategy (CEDS) is to guide the economic growth of the region. It provides a mechanism for coordinating the efforts of individuals, organizations, local governments, State and Federal government, and private industry concerned with economic development. Working together, common objectives may be implemented more effectively throughout the region.

The CEDS process includes analysis, vision, action planning, and evaluation based upon the input and participation of stakeholders. Deliverables from this process include new investment, the creation and retention of jobs, and a more stable and diversified regional economy.

The CEDS is part of a broader regional strategic planning effort. Many stakeholders involved with economic development are also involved with other aspects of the region's strategic planning efforts. The initial strategic plan and CEDS were developed in 2000 as a result of the Shenandoah Valley Summit. At that time, the regional partners approved a cooperative statement entitled *The Shenandoah Destiny*. This cooperative statement forms the basis for the Key Regional Strategic Initiatives. The statement reads as follows:

Our Region will work cooperatively, as one, to conserve our natural, agricultural, and historical resources and preserve the heritage, natural beauty, values, local character and rural traditions that continue to provide the Central Shenandoah Valley Region of Virginia with a quality of life known around the world. Equally, we will promote and celebrate our differences and diverse cultures by recognizing the uniqueness and special needs of each sub-region, locality and community. Towards these ends, we will create a stellar economic climate, develop technologically advanced business sites and infrastructure, provide financial and technical assistance, and educate and train our workforce to support businesses and economic sectors that hold values and characteristics consistent with our Region, including both new and existing businesses, 21st Century manufacturing, entrepreneurs, tourism and agriculture. For, in the Valley of the Stars, aspirations imagined are aspirations achieved!

ORGANIZATION AND MANAGEMENT

The Central Shenandoah Planning District Commission (CSPDC) was formed on September 30, 1969, through the adoption of an inter-local agreement by the counties of Augusta, Bath, Highland, Rockbridge and Rockingham and the cities of Buena Vista, Harrisonburg, Lexington, Staunton and Waynesboro. Membership on the CSPDC Board of Commissioners is based upon population. Twenty-one (21) individuals representing the ten member localities comprise the CSPDC Board's membership.

The CSPDC was instrumental in helping form the Shenandoah Valley Partnership (SVP), the regional economic development marketing agency. The SVP is comprised of representatives from the public and private sectors. SVP's funding is secured from annual allocations from the member localities and contributions from the private sector. Twenty-eight (28) individuals representing the public and private sectors comprise the SVP Board's membership. (See Appendix A for CSPDC and SVP Board Minutes and Appendix B for CEDS Committee Membership)

The CSPDC utilizes the Plan-Do-Check-Act (PDCA) Model to manage its CEDS process. The CEDS process model is shown in *Figure 1*. The overall process is one of continuous review and process adjustment as conditions warrant. Annually, the Key Regional Strategic Initiatives (KRSI) programs and projects are reviewed and updated. The KRSI are then implemented during the year by individual member localities, the CSPDC and SVP, as appropriate. The programs and projects are evaluated and changed as necessary during the year or as part of the annual update.

The combined leadership from the CSPDC, as the Economic Development District, and the SVP, as the economic development marketing agency, form the CEDS committee for planning economic development efforts in the Central Shenandoah region. In order to achieve a good regional partnership, input from other agencies and stakeholders is received through various working relationships, both formal and informal. Among the many involved are local economic development organizations, private sector representatives, local government representatives, Workforce Investment Board, and James Madison University. (See Appendix C for Stakeholders List)

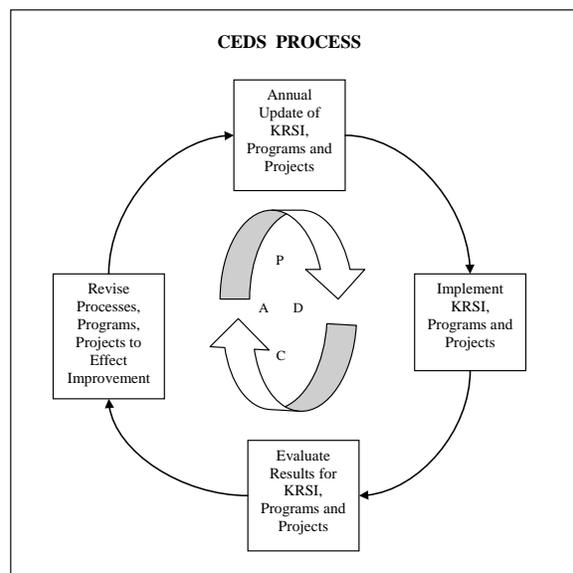


Figure 1. CEDS Process Model

Stakeholders are engaged in a variety of ways including formal meetings of the CSPDC and SVP Boards and committees, existing business roundtable discussions, annual meetings of stakeholders, and various program presentations. Additionally, the SVP Marketing Committee conducts a strategic planning retreat. At the retreat, the committee reviews its goals and results, considers its target sectors, and evaluates its successes as well as its opportunities for improvement.

The twenty-one Key Regional Strategic Initiatives (KRSI) included in the region's CEDS are grouped into focus areas. The division of the KRSI into focus areas provides a clearer connection on how the strategy relates to economic development. The five focus areas are as follows:

1. Environmental
2. Economic Development
3. Inter-Governmental Cooperation and Partnership
4. Infrastructure
5. Community

The CEDS process relies on the numerous organizations and individuals to keep the CEDS updated and useful. Each year, the Key Regional Strategic Initiatives are reviewed by the region's stakeholders. Additionally, the project list is updated to reflect the status of projects as being planned, implemented, or completed. This not only helps to understand the magnitude of efforts supporting economic development, but it also helps to "round out" the Regional Strategic Plan.

The staff for the CEDS committee includes the following: Bonnie Riedesel, CSPDC Executive Director; Elizabeth McCarty, CSPDC Program Manager/Economic Development Planner; Carrie Chenery, SVP Executive Director, and Joan Hollen, SVP Marketing Specialist.

KEY REGIONAL STRATEGIC INITIATIVES

Background

The Central Shenandoah region came together in 2000 through a multi-faceted strategic planning process that developed the initial Key Regional Strategic Initiatives (KRSI) and Comprehensive Economic Development Strategy (CEDS). This process was sponsored and conducted by CSPDC and SVP. Co-sponsors included James Madison University's Office of Economic Development and Partnership Programs, Blue Ridge Community Center for Training and Development and Dabney S. Lancaster Community College's Office of Continuing Education and Workforce Services.

In order to obtain the broadest possible input, the following groups were targeted to participate in the process to develop the KRSI and CEDS: private sector leaders; organizations and entrepreneurs; public sector elected officials; administrative officials; public works and social service directors; employment and training sector leaders; educators including secondary education, community colleges, universities, technical schools and adult education; agricultural interests; natural resource and environmental conservation organizations and agencies; tourism professionals; women; minorities; senior citizens; disabled persons; human service agencies and community based organizations.

Through the CEDS process, economic development competitiveness was defined as:

- Financial and technical assistance;
- Industrial sites and infrastructure;
- Business climate;
- Workforce; and
- Quality of life

These are reflected through the Key Regional Strategic Initiatives. These initiatives provide a guide, or roadmap, for each locality and organization to develop their own priorities and efforts to support these goals. It also encourages them to endorse and support key regional programs and projects.

Current Update

The Key Strategic Regional Initiatives (KRSI) are updated annually so that they remain relevant in the current regional economy. Both the CSPDC and SVP Boards approve the KRSI and CEDS. No new strategies were added during the most recent review process.

Additionally, the activities that support the implementation of the 21 Key Regional Strategic Initiatives are reviewed each year. These are outlined below by focus area. Specific programs and projects are further described under Economic Development Activities beginning on Page 12. Finally, the Economic Development Project List for the region is updated (Page 25).

Key Regional Strategic Initiatives

Anticipated implementation activities are listed under each Key Regional Strategic Initiative. These activities are intended to strengthen the economic competitiveness of the region and its communities.

Environmental Focus

1. Promote the development of quality of life and eco-friendly regional land use policies that balance economic development with conservation of natural, agricultural, and historical resources and preservation of natural beauty, heritage, local and regional values, and character. Pursue smart growth strategies.
 - a. Assist localities in preparing and updating plans, special studies or regulations.
 - b. Provide assistance to localities as they update their comprehensive plans.
 - c. Support revitalization efforts of historic economic centers.
2. Support the establishment of agricultural and forestal districts.
 - a. Partner with conservation organizations such as the Valley Conservation Council and the Rockbridge Area Conservation Council.
 - b. Serve on the committees such as the Upper James Resource Conservation and Development Council.
 - c. Provide assistance to localities as they update their comprehensive plans.
3. Plan for effective use and conservation of air and water resources. Partner with Federal, State and local stakeholders to engage in proactive water supply planning efforts to address water source quantity and quality issues.
 - a. Work with DEQ on its TMDL (stream quality) improvement program.
 - b. Assist localities in meeting Virginia's stormwater management regulations.
 - c. Coordinate the Central Shenandoah Stormwater Network to assist localities in managing effective and compliant stormwater programs.
 - d. Maintain and coordinate the use of the Illicit Discharges Identification equipment kit that is shared by the region's localities.
 - e. Review Stormwater Management Plans for development projects at JMU to ensure that sites are designed to control flooding and pollution.
 - f. Develop Stormwater Pollution Prevention Plans for high-risk facilities at James Madison University.
 - g. Work on initiatives to support the Upper James Resource Conservation and Development Council in achieving its mission.

Economic Development Focus

4. Distinguish the Shenandoah Valley as a regional model of an innovation ecosystem that catalyzes resources and accelerates high tech growth through model strategic alliances among business/industry, government, and higher education partners.
 - a. Partner with localities along the I-81 Corridor from Wytheville to Strasburg to promote the Greater Shenandoah Valley and New River Valley for economic development purposes.
 - b. Continue to develop and implement economic development strategies and effectively market the region.

5. Emphasize existing secondary and higher education, vo-tech, adult education, and workforce training programs which support targeted existing or new business sectors and review for gaps in curriculums. Enhance and work towards 21st century technologies at all education and training levels.
 - a. Support the Shenandoah Valley Partnership's Education and Workforce Committee.
 - b. Coordinate with the Shenandoah Valley Workforce Development Board.

6. Identify, promote and invest in regionally significant business niches and sectors that are compatible with the economic, cultural and resource bases of the region and that can produce sustainable economic opportunity and returns to local communities and the region.
 - a. Participate in the SVP Marketing Committee strategic planning process.
 - b. Provide leadership for and partnership with the I-81 Consortium.
 - c. Continue to administer the Cost-of-Living Survey.
 - d. Continue to publish and distribute *Facts and Figures*.
 - e. Continue to provide updated demographic and economic data through the Regional Data Center.
 - f. Provide information on demographic and economic trends.
 - g. Implement the Strategic Plan for the Fields of Gold Regional Agritourism Program.
 - h. Continue to support and promote the Bike the Valley program.
 - i. Distribute information on available grants to localities and provide grant writing technical assistance.
 - j. Update and maintain the Grant Resource Center.
 - k. Partner with the Small Business Development Center, Staunton Creative Community Fund, Virginia Department of Business Assistance, and additional revolving loan programs that support small business.
 - l. Support incubator centers.
 - m. Support asset based development.

7. Recognize tourism as a diverse and viable economic development engine with emphasis on regional heritage; eco-tourism; agritourism; arts & culture; appropriate hospitality providers including inns, bed & breakfasts; and outdoor recreation sectors.
 - a. Continue to develop the region's bicycle and pedestrian program.
 - b. Assist Rockbridge area in developing a recreation plan.
 - c. Assist Rockbridge area in the transition of Natural Bridge into the state park system.
 - d. Promote the region as an agritourism destination.
 - e. Promote the region as a bicycle destination.
 - f. Assist Rockbridge area in funding a wayfinding signage program.
 - g. Assist localities in developing local and regional tourism maps.
 - h. Assist localities adjacent to the Blue Ridge Parkway/Skyline Drive as they implement the recommendations of their gateway studies.
 - i. Distribute information on available grants to localities and provide grant writing technical assistance.
 - j. Support downtown revitalization activities.
8. Develop and implement a strong existing business retention and expansion program that compliments the economic investment strategy of the region.
 - a. Continue to support SVP and our member localities in their business retention and expansion efforts.
 - b. Support the creation of a regional GIS-based site selection program.
 - c. Develop sub-regional economic development asset maps.
 - d. Assist in implementing workforce development strategies.
 - e. Support revolving loan programs for small businesses.
 - f. Promote the Education and Training Database developed by the Shenandoah Valley Partnership and Blue Ridge Community College.
9. Promote and enhance development of an efficient and effective regional health care infrastructure with emphasis on access to services, affordability, workforce development, and regional cooperation.
 - a. Encourage the target sectors of healthcare and bio-technology.
 - b. Distribute information on available grants to localities and provide grant writing technical assistance.
 - c. Continue to coordinate with Augusta Health on public transit services.

10. Seek ways to support and utilize to the greatest extent the increasingly diverse mix of races, ethnicities, countries of origin, and special needs populations in our regional workforce and to effectively integrate the knowledge, skills, and abilities of all peoples into the economic base of the region.
 - a. Provide disaster education and emergency preparedness training to persons with special needs and human services organizations that serve special needs populations.
 - b. Support programs that provide alternative transportation options for special needs populations.
 - c. Provide public transportation for persons with disabilities or those without a vehicle.

11. Recognize agriculture as a vital element of the economy and focus on opportunities to ensure the long-term economic viability and productivity of agricultural lands.
 - a. Supplement the Regional Data Center with agricultural data.
 - b. Serve on the committees of the Upper James Resource Conservation and Development Council and the Shenandoah Valley Food and Farm Network.
 - c. Continue to grow Fields of Gold, a regional agritourism program.
 - d. Distribute information on available grants to localities and provide grant writing technical assistance that support agriculture.
 - e. Continue to add agricultural resources and information to the Fields of Gold website.
 - f. Provide business support services to farmers, and specifically agritourism businesses.

12. Capitalize on economic development opportunities through business expansion and increased research and development in areas of renewable energy and green jobs. Fossil fuel emissions will be reduced in a manner that is environmentally sustainable and, to the maximum extent practicable, maximizes benefits for local and regional communities.
 - a. Distribute information on available grants to localities and provide grant writing technical assistance and grant administration services.
 - b. Support continued education and training in advancing energy efficiency and conservation projects.
 - c. Continue to update the Energy Program page on the CSPDC website and disseminate information on energy efficiency and conservation.

Inter-Governmental Cooperation and Partnership Focus

13. Develop effective leadership invested in supporting mutually productive partnerships between localities that improve efficiency and effectiveness in the delivery of governmental services. Encourage more collaborative efforts between school divisions.
 - a. Maintain and update the Regional Data Center.
 - b. Maintain and update the information provided on the CSPDC website.
 - c. Provide comprehensive plan update assistance to the cities, counties and towns of the CSPDC region.
 - d. Provide regional planning assistance for major projects and programs such as economic development planning and marketing, water supply planning, solid waste supply planning, community development planning.
 - e. Update regional solid waste management plans as needed.
 - f. Coordinate the Fields of Gold regional agritourism program.
 - g. Staff the Staunton-Augusta-Waynesboro Metropolitan Planning Organization (MPO) and the Harrisonburg-Rockingham MPO.
 - h. Staff the Rural Transportation Rural Transportation Technical Advisory Committee.
 - i. Continue a regional on-call consultants program for professional services.
 - j. Administer and staff the Fields of Gold Agritourism Program

14. Continue development of regional leadership and finances for the central Shenandoah Valley.
 - a. Administer and lead the EDA Economic Development District Program.
 - b. Administer and lead the ARC Local Development District Program.
 - c. Prepare grant applications for funding for other programs of regional and local interest and benefit.
 - d. Leverage local dollars with grants and private investments to help the region achieve the objectives of the Key Regional Strategic Initiatives.

Infrastructure Focus

15. Support enhancement of regional multimodal transportation planning efforts that will provide adequate regional mobility and accessibility.
 - a. Provide administrative and planning support for Harrisonburg/Rockingham MPO.
 - b. Provide administrative and planning support for the Staunton-Augusta-Waynesboro MPO.
 - c. Provide administrative and planning support for the Rural Transportation Advisory Committee.
 - d. Administer and grow the regional bicycle and pedestrian program.
 - e. Monitor VDOT Six-Year Improvement Plan and impacts on the region.
 - f. Provide Traffic Impact Analysis for local governments.
 - g. Develop transportation planning and assistance programs for local jurisdictions.
 - h. Provide grant assistance for VDOT's Transportation Alternatives Program.
 - i. Provide grant assistance and technical assistance for the Safe Routes to School Program.
 - j. Assist in developing House Bill 2 project applications for rural and MPO localities.
 - k. Expand the Rideshare Commuter Program.
 - l. Administer the Staunton-Augusta-Waynesboro public transit system.

16. Promote planning and enhancement of the region's technology and telecommunications infrastructure.
 - a. Support the expansion of the Rockbridge County, Buena Vista, and Lexington broadband network.
 - b. Support activities of the Shenandoah Valley Technology Council.
 - c. Assist Bath County with implementing its E-911 Center.
 - d. Support the development of broadband in Augusta, Bath and Highland Counties.
 - e. Provide technical assistance for broadband expansion.
 - f. Update the Broadband information on the CSPDC website and disseminate information on broadband resources.
 - g. Assist localities in seeking funding for broadband planning and projects.

17. Support measures that provide reliable and efficient sewer and water systems and anticipate future capacity needs.
 - a. Assist localities in seeking funding for infrastructure planning and projects.
 - b. Help localities map existing infrastructure in GIS.

Community Focus

18. Recognize the uniqueness and special needs of each sub-region, locality, and community, while providing for the growth and prosperity of the entire region.
 - a. Provide technical assistance to member localities to assess their economic and community development needs and support local projects and initiatives.
 - b. Develop an economic development asset maps.
19. Promote disaster resistance in Central Shenandoah Valley communities through disaster preparedness and mitigation education, mitigation projects, and all-hazards planning.
 - a. Sponsor CERT training for Staunton-Augusta-Waynesboro.
 - b. Provide regional pre-disaster education and emergency preparedness training.
 - c. Seek funding and support for community flood mitigation projects.
 - d. Assist Bath County with its Continuity of Operations Plan and Continuity of Government Plan.
 - e. Implement the Augusta County Wildfire Protection Plan.
 - f. Prepare and distribute a Central Shenandoah Regional Hazard Mitigation and Preparedness calendar.
20. Develop a regional plan and program that integrates affordable workforce housing within urban and rural areas of the region to meet employment needs, reduce personal travel expense and balance the cost of providing services to the workforce and their families.
 - a. Continue to provide the First-Time Homebuyer Program.
 - b. Support neighborhood and community housing production and housing rehabilitation projects.
 - c. Serve on management teams guiding community and housing improvement projects.
 - d. Assist Rockbridge County with the Greenhouse Village Mixed Income Housing project.
21. Seek ways to support and utilize to the greatest extent the increasingly growing senior population segment in the central Shenandoah Valley.
 - a. Update and track demographic forecasting models that address the aging population of the Valley.
 - b. Support transit/transportation options for seniors.

ECONOMIC DEVELOPMENT ACTIVITIES

The following list provides a brief summary of some of the major programs and projects that occurred during 2015 that support the Key Regional Strategic Initiatives and its focus areas. Although a project may relate to multiple focus areas, it is listed only under its primary focus area.

Environmental Focus

Illicit Discharges and Water Quality in the Shenandoah Valley. Funded by the Virginia Environmental Endowment, this is a capacity building project to benefit staff from six localities that administer a Municipal Separate Storm Sewer System (MS4) Program. Funding paid for several pieces of lab and field equipment that were compiled into an IDDE kit to be housed at the CSPDC and shared by the six localities. The six localities continue to use the equipment in annual outfall screenings, and as needed to investigate discovered non-stormwater discharges.

Heroic Stream Restoration at James Madison University. James Madison University (JMU), with the assistance of the CSPDC, was awarded a \$200,000 Chesapeake Bay Restoration Fund-Small Watershed Grant from the National Fish and Wildlife Foundation. Located at the Edith J. Carrier Arboretum, a 125-acre botanical preserve, the project restored 1,080 feet of a headwaters tributary to Blacks Run, an impaired waterbody in Harrisonburg, Virginia. Educational programming at the arboretum will expand environmental literacy among the university community and general public. A workshop was held on November 10, 2015, for 50+ stormwater practitioners to share information on how this project was credited towards JMU's required pollution reductions (required by MS4 permit Chesapeake Bay special condition), using Chesapeake Bay Program expert panel guidance.

Chesapeake Bay Action Planning. The CSPDC developed a Chesapeake Bay Action Plan for James Madison University. The plan includes a review of programs and policies, calculation of pollution loads and required reductions, means and methods to achieve required pollution reductions, a list of grandfathered projects, cost estimates for plan implementation, and a public comments process. The plan was completed in the spring and approved by the Virginia Department of Environmental Quality in Fall 2015.

Stormwater Management Plan Review. CSPDC staff has attended training and is provisionally certified to review stormwater management plans for compliance with the Virginia Stormwater Management Act and attendant regulations. Staff will be certified after taking the exam. The CSPDC reviews plans for James Madison University and anticipates expanding this assistance to localities in the region.

Water and Stormwater Planning Assistance. The CSPDC consults with any locality requesting assistance in addressing drainage, flooding, erosion, water quality, or other rainfall/run-off issues. The consultations consist of site visits and meetings with locality administrators, staff, elected officials, consultants, and occasionally citizens. Resulting project development activities often include identifying needs, developing strategies for addressing and funding proposed solutions, and positioning the locality to move forward on improvements. The Towns of Elkton and Glasgow were a focus. In 2015, the CSPDC assisted the towns of Elkton and Glasgow in submitting technical assistance applications to the National Fish and Wildlife Foundation.

Chesapeake Bay/TMDL Program. The CSPDC continues to coordinate with the Virginia Department of Conservation and Recreation (DCR), as needed, to provide information and assistance to the region's localities regarding the Chesapeake Bay TMDL and the Phase II Watershed Implementation Plan (WIP) local engagement process.

Central Shenandoah Stormwater Network. The CSPDC coordinate the activities of the Central Shenandoah Stormwater Network. This group of seven localities meets quarterly to share strategies on complying with stormwater regulations. The group also partners on an outreach/education website focused on improving water quality.

Solid Waste Management Plans. The CSPDC assists in updating solid waste management plans and acts a liaison between counties and State agencies regarding the process and their approval by the Virginia Department of Environmental Quality (DEQ). In 2015, the CSPDC updated the solid waste plan for Rockingham County. Additionally, the CSPDC annually prepares the annual recycling rate report for the Staunton-Augusta-Waynesboro region.

Energy Conservation and Renewable Energy Planning. The CSPDC maintains an Energy page on its website to provide resources and services related to renewable energy as well as energy efficiency and conservation.

Economic Development Focus

Cost-of-Living Survey. The CSPDC administers, collects, organizes, and distributes data for the Cost-of-Living Index. This program surveys targeted businesses and other organizations for pricing for specified grocery, housing, utilities, transportation, health care items, and other consumer goods and services. The CSPDC participates in the surveys which are conducted in January, April, and July.

Regional Data Center. The CSPDC has maintained a joint Regional Data Center (RDC) in conjunction with the Shenandoah Valley Partnership since 2002. The RDC contains over 175 demographic and economic measures, reports, and publications. Information is available for each of the five cities and five counties that make up the region, its four sub-regions, the CSPDC Region, and Virginia. The data is updated continuously, but historical data is maintained.

Facts and Figures. The CSPDC publishes and distributes over 5,000 copies of *Facts and Figures*, a publication of regional and sub-regional economic and demographic data. The 2015 *Facts and Figures* were distributed throughout the region in February and March. They also are available on the CSPDC's online Regional Data Center.

Fields of Gold Agritourism Program. Fields of Gold is a regional agritourism program that is intended to create and retain jobs on the farm, expand tourism jobs off the farm, and nurture an environment for entrepreneurship. This award-winning program has leveraged funding from the Virginia Department of Housing and Community Development, Virginia Department of Agriculture and Consumer Services, Virginia Tourism Corporation, and U.S. Department of Agriculture. Funds are used to collectively market the Fields of Gold Farm Trail and its 207 agritourism businesses as well as to provide business support services to those businesses. Beginning in 2015, a part-time agritourism coordinator, a new grant-supported position, was hired to carry out the daily activities and goals of the program. During 2015, Fields of Gold was recognized with two awards. In March, the program received the 2015 Community Economic Development Award from the Virginia Economic Developers Association (VEDA). In July, Fields of Gold received the 2015 Community Economic Development Award from the Southern Economic Development Council (SEDC) which represents a 17-state region.

Marketing Leverage Program. The CSPDC is marketing the Fields of Gold Agritourism Program through grants awarded through the Virginia Tourism Corporation (VTC) Marketing Leverage Program. Awarded in December 2013, a \$3,250 grant was used for the design and printing of additional promotional materials. This included print advertisements and pop-up banners. Partners were the Greater Augusta Regional Chamber of Commerce, Bath County Tourism, and Farm Credit of the Virginias. These grant activities were completed in 2015. In September 2015, the CSPDC was awarded a \$9,995 VTC Marketing Leverage Program grant. Partners on the application included the Harrisonburg-Rockingham Chamber of Commerce and Shenandoah County Tourism. Funding will be used for added functionality to the Fields of Gold website, search engine optimization, expanded social media, and print advertising.

Agriculture and Forestry Industries Development Fund (AFID) Planning Grant Program. The CSPDC applied for and was awarded a second \$35,000 AFID Planning Grant, administered through the Virginia Department of Agriculture and Consumer Services (VDACS). AFID funding is supporting additional staff time for the Agritourism Coordinator to carry out the marketing and business functions of the Fields of Gold program. Additionally, a consultant will be procured to complete a funding development plan for the program.

Farmers Market Promotion Program. In September 2014, the CSPDC was awarded a \$93,674 grant through the Farmers Market Promotion Program (FMPP), administered through the USDA Agricultural Marketing Service. Funding is being used to deliver a concise and comprehensive marketing message to collectively promote the products of our 207 Fields of Gold members. Additionally, funding provides opportunities for agritourism entrepreneurs and existing businesses to grow through the availability of business resources, services, and training. FMPP funding supports a part-time Agritourism Coordinator for the Fields of Gold program.

Glasgow Farmers Market. The CSPDC assisted the Town of Glasgow in submitting a \$77,777 funding request to USDA-Rural Development through its Rural Business Development Grant (RBDG) Program. The grant was awarded in September 2015. Funding will be used to construct a structure to house the market and to use for other town events as well as to hire a part-time coordinator to develop and promote the market.

Community Strong Program. The CSPDC was awarded a \$50,000 USDA Rural Community Development Initiative (RCDI) grant in June 2014 to develop and implement the Community Strong Program, a 3-year initiative. The CSPDC provides focused technical assistance to a group of small, economically distressed localities to build their capacity to address the challenges of community development and economic competitiveness. During 2015, the CSPDC assisted the Town of Glasgow with an action plan and initiated a planning process with the Town of Goshen.

Bicycle EIA. A “Bicycling in the Shenandoah Valley” economic impact analysis is currently being conducted by the CSPDC. The regional public-private partners include Rockingham, Harrisonburg, Rockbridge, Buena Vista, Lexington, Shenandoah, Bryce Resort, Massanutten Resort, and the Shenandoah Valley Bicycle Coalition. The data collected will be used to determine the impacts that bicycling has on our local economies, particularly for retail, lodging and restaurant sales.

Rockbridge Area Master Recreation Plan. On behalf of the cities of Buena Vista and Lexington and the County of Rockbridge, the CSPDC submitted a regional application through the National Park Service’s technical assistance program to develop a master recreation plan for the area. The CSPDC was notified in October that the project, “Braiding the Way,” was selected for assistance.

Town of Elkton Gateway Improvements. CSPDC staff is assisting Town of Elkton leaders and businesses with the implementation of the Blue Ridge Parkway/Skyline Drive Gateway Study. In 2015, the CSPDC coordinated with the Virginia Department of Transportation to update the town’s Small Urban Area Transportation Study. The study is expected to be completed in early 2016.

The Highland Center. The Highland Center (Town of Monterey) was awarded a \$1.2 million grant from EDA to support the development of a business incubator and resource center. The historic school will be converted into space to service businesses, tourists, and the community. The renovation includes two commercial kitchens to promote food-based businesses in Highland and Bath Counties. When completed, the project is expected to leverage up to \$100,000 in additional private investment and create at least 27 local jobs. Construction began in March. The CSPDC completed the environmental review and provided training on labor standards.

Local Economic Development Organizations. The CSPDC continues to work extensively with local economic development officials through project development and grant preparation activities. Additionally, the CSPDC provides information and research, as requested, for various projects and new businesses/industries locating in the region.

Shenandoah Valley Workforce Development Board (SVWDB). The Shenandoah Valley Workforce Development Board is an incorporated, 501(c)(3) non-profit with numerous partners advancing broad workforce initiatives for 16 localities in northwestern Virginia including all 10 of the CSPDC localities. Three of SVWDB's five Valley Workforce Centers (American Job Centers) under the U.S. Department of Labor Workforce Innovation Opportunity Act (WIOA) operate in CSPDC localities. SVWDB pursues discretionary grants to address regional workforce needs. These grants are implemented under the brand, "Valley OJT." Highlights of 2015 include:

- American Apprenticeship Initiative – SVWDB was awarded a \$4 million American Apprenticeship Grant in October 2015 from the U. S. Department of Labor (DOL) to expand registered apprenticeships in advanced manufacturing. As one of only three workforce boards in the nation to be awarded an American Apprenticeship Grant, the SVWDB's "Valley to Virginia" project will create 600 new apprenticeships in skilled trade occupations and promote the Journeyman credential as a workforce strategy to help address critical shortages in skilled trade occupations.
- OJT Wage Reimbursement Grants – The SVWDB continues to utilize a \$5 million DOL grant and has received two additional OJT grants totaling \$1.6 million to generate on-the-job training opportunities in all industries for unemployed or underemployed individuals. Over \$2.5 million has been provided to Shenandoah Valley employers as wage reimbursements and over 525 individuals have secured employment supported by funding from these grants.
- Public Relations Initiative – The SVWDB launched a new website and public relations initiatives in 2015 to better communicate its services to the region.

SVP Website. The Shenandoah Valley Partnership (SVP) rebranded its website, www.shenandoah-valley.biz, to convert its website to a responsive design. This is intended to help SVP reach higher rankings in web searches.

Education and Workforce Database. SVP's Education and Workforce Committee developed an award-winning education and training database. The database catalogs the region's educational resources and makes them available online. This tool provides information for the region's current employers as well as prospects. In 2015, the database was transitioned and updated on SVP's rebranded website.

“In-Demand Careers in the Shenandoah Valley” Campaign. SVP’s Workforce and Education Committee launched the campaign on April 2, 2015. The campaign showcases the variety and depth of solid careers that are growing in the Shenandoah Valley so that students (and their parents) can make informed choices for the future and set practical goals for career preparation. Careful analysis of statistical projections for job replacement (due to attrition, including retirements) and expansion provides the program focus, which consists of a series of three-minute filmed informational spots with real professionals in the field describing the appeal of their chosen occupation. The highlighted jobs are high-wage, high-demand careers that do not necessarily require a four-year degree but do require further education after high school. A wide variety of regional businesses and industries will provide the backdrop for these segments. In 2015, twenty career spots aired on television. This 12 month campaign has been organized, produced, and aired on television through 100 percent in-kind contributions by the WHSV-TV3, Shenandoah Valley Partnership, Virginia Economic Development Partnership, education, workforce and industry partners.

Site Location Consultant Campaign

- Outreach Visits – SVP team members continue to conduct outreach missions to site location consultants. During 2015, missions took place in Georgia, South Carolina, California, New York and New Jersey.
- Postcard Campaign – SVP developed and mailed a series of postcards to location consultants to promote the Shenandoah Valley region. Postcard themes included site readiness, workforce, opportunities, and transportation/logistics.
- Harvest Box – In late November, SVP mailed harvest boxes to location consultants. The box included regional agricultural products and a description with each product that highlighted advantages of doing business in the Valley such as our workforce, location, educational intuitions, cost of doing business and quality of life.

Site Readiness Initiative. The SVP Site Readiness Subcommittee completed work on a matrix to facilitate the development of sites in the region. This tool provides guidance in the process of site readiness and allows for easy identification of ready-to-develop sites. The matrix was provided to local governments to guide site development.

Virginia Economic Development Partnership. Interactions with the Virginia Economic Development Partnership (VEDP) are ongoing with the annual Lunch and Learn visit to VEDP has been moved to January 2016. Additionally SVP planned, conducted, and participated in tours throughout the region for VEDP project managers, researchers, and prospects.

Marketing Committee Presentations. The Shenandoah Valley Partnership Marketing Committee hosts presentations on topics of interest to economic development and business professionals. The following presentations were held:

- Public/Private Transportation Partnerships
- Atlantic Coast Pipeline
- Commercial Kitchen Feasibility Study
- Hosted Victoria Horton, site location consultant, to evaluate region and present to stakeholders.
- Spring and Fall Economic Development Forums for SVP members and guests

Trade Shows and Marketing Missions. A representative from the Shenandoah Valley Partnership attended the following:

- Consultant Connect Workforce Workshop, Chicago, IL
- Roundtable in the Desert, Scottsdale, AZ
- Corenet Global Summit, Los Angeles, CA
- Site Selectors Guild Fall Forum, Philadelphia, PA
- SEDC Young Professionals Meet the Consultants, Dallas, TX
- Consultants Connect, Dallas, TX
- Select USA, Toronto, Canada
- Consultants Forum, Orlando, FL
- Outreach missions to Georgia, South Carolina, California, New York and New Jersey

Events. The Shenandoah Valley Partnership hosted the following events:

- Shenandoah Valley Partnership Annual Meeting – The SVP Annual Meeting was held in July and featured presentations and comments by committee chairs, the board chair, and the Executive Director. Governor Terry McAuliffe was the keynote speaker to the group of SVP public and private members. Todd Haymore, Secretary of Agriculture and Forestry for the Commonwealth of Virginia, provided an update on the plan for a *New Virginia Economy*.
- Economic Development Forums – Held in April and October, SVP’s bi-annual Economic Development Forums offer a summary of regional activity and networking opportunities for investors. The spring forum included a presentation by a site location consultant to provide insight into the site location process from the consultant’s perspective. The fall forum topic was trade and transportation. A presentation was given on the Port of Virginia. The forum was followed by a trade show featuring transportation and logistics assets in the region.
- New Member Orientation Luncheons – SVP held one new member luncheon to give new members an opportunity to meet SVP staff as well as each other. New members are treated to lunch at the new SVP office and given an introduction to the Partnership and the Ice House collaborative organizations.
- SVP Connect – SVP hosted two networking events in 2015, one in May and the other in October. These events give SVP’s public and private investors an opportunity to network and learn about a local business.

Inter-Governmental Cooperation and Partnership Focus

Data Requests. The CSPDC provides economic and demographic data on a regular basis to a variety of users, both public and private. The CSPDC maintains an extensive library of demographic, economic, census, and related data on the region, primarily in digital format.

Grant Assistance. The CSPDC identifies potential financial resources and prepares applications for a multitude of projects. With several projects, the CSPDC also provides administrative and grant management services. Key projects are listed under the corresponding Key Regional Strategic Initiative focus area.

Grants Resource Center. The CSPDC maintains a centralized grants center and resource guide for use by staff, member jurisdictions and planning partners. It is available on the CSPDC's website (www.cspdc.org). The guide lists state and federal grant sources, eligibility criteria and requirements, application guidelines and deadlines. The guide is updated regularly.

GIS and Mapping. The GIS Department of the CSPDC performs spatial analysis and map production for regional, local, comprehensive, and strategic planning projects. The use of Community Analyst software is an additional tool that staff uses for geographic analysis. Besides providing GIS analysis for local and regional planning projects, the GIS Department provides mapping support and planning assistance for many of our towns, cities, and counties as well as other organizations in the region.

On-Call Consultant Program. The CSPDC established an on-call consultant program for use by the region's localities. The purpose of the program is to expedite projects and to reduce time, staff resources, and costs associated with the procurement process by local governments. Among the services available are transportation planning and design, environmental, basic civil engineering, and website and marketing services. In 2015, localities requested use of the on-call consultant program for five new projects.

CSPDC Website. The CSPDC continues to improve its website (www.cspdc.org). The website provides information about the CSPDC, its programs, commission members and staff, as well as the Grant Resource Guide and the Regional Data Center.

Agency Contacts. The CSPDC continues to maintain relationships with the Virginia Economic Development Partnership, Virginia Employment Commission, Virginia Department of Housing and Community Development, Rural Development, Appalachian Regional Commission, Federal Emergency Management Agency, Virginia Department of Transportation, Virginia Department of Mines, Minerals and Energy, and others to meet the current and future needs of our localities and to increase their economic competitiveness.

Planning and Technical Assistance. CSPDC provides general planning and technical assistance to local governments, human service organizations, business and industry, and the general public in the areas of economic development, community development, and environmental planning. Staff was involved in the following during 2015:

- Town of Glasgow Comprehensive Plan
- Resilient Neighbors Network
- Shenandoah Valley Project Impact
- Staunton-Augusta-Waynesboro Community Emergency Response Team (CERT)
- Bath County Hazardous Material Emergency Response Plan (HMERP)
- Bath County Continuity of Operations Plan/Continuity of Government Plan
- Highland County Emergency Operations Plan Pet Annex
- Harrisonburg-Rockingham Metropolitan Planning Organization (MPO)
- Staunton-Augusta-Waynesboro Metropolitan Planning Organization (MPO)
- Rural Transportation Technical Advisory Committee
- CSPDC Public Transit Program (Staunton-Augusta-Waynesboro)
- Inter-Regional Transit Study (Harrisonburg, Staunton, Waynesboro, Charlottesville)
- Crozet Tunnel Multi-use Trail
- Town of Elkton Small Urban Area Transportation Study
- Bike the Valley Program
- Rockingham County Bike-Pedestrian Plan
- Staunton Bicycle Pedestrian Advisory Committee
- Harrisonburg Bicycle Map
- Harrisonburg and Rockingham Bike-Walk Summit
- The Highland Center Improvements (Highland County)
- Bath-Highland Broadband Project
- Dickinson Well Membrane Filtration System (City of Buena Vista)
- Greenhouse Village Mixed Income Housing Project (Rockbridge County)
- BARC Solar Project (Rockbridge County)
- Augusta County Telecommunication Plan
- Stormwater Assistance to James Madison University
- Bath County Parcel Update
- Highland County Zoning Map Update
- Buena Vista Sewer and Water Mapping
- Highland County Motorcycle Tourism Map

Infrastructure Focus

Transportation Planning. CSPDC provides planning services, program administration and technical assistance for the Rural Transportation Planning Assistance Program, the Harrisonburg-Rockingham MPO, and the Staunton-Augusta-Waynesboro MPO. The CSPDC prepares Transportation Alternatives, Safe Routes to Schools, and other transportation related grants to fund transportation improvement projects throughout the region. In addition, the CSPDC completes corridor studies for localities and any other special transportation studies as needed.

Public Transit. The CSPDC is now the designated recipient of FTA 5307 urban funds to administer the public transit system in the Staunton-Augusta-Waynesboro area, known as CATS and operated by Virginia Regional Transit (VRT). The CSPDC continues to act as the fiscal agent for the program.

Transit Development Plan (TDP). A Transit Development Plan (TDP) for CSPDC's administered transit services was completed and adopted by the CSPDC Board of Commissioners in August. The TDP includes an evaluation of the current transit routes and service levels, analysis and recommendations regarding the cost of bus ownership, inventory and safety/location assessment of bus stops and bus shelters, and branding for the system. As part of the Transit Development Plan, a brand was created for the bus system. In October 2015, the "BRITE" logo was introduced to provide one unified look and name for the entire transit system. This name will be used on the buses, bus stops and shelters, the website, timetables, and any marketing material.

Inter-Regional Transit Study. The CSPDC's two MPOs, Staunton-Augusta-Waynesboro and Harrisonburg-Rockingham, along with the neighboring Charlottesville-Albemarle MPO are conducting a study to evaluate the feasibility of implementing transit service in the Interstate 81 and 64 corridors to better connect the cities of Harrisonburg, Staunton, Waynesboro, and Charlottesville. The study is supported Virginia Department of Rail and Public Transportation. The study will establish the need through data collection, estimate the demand, propose an organizational and service model to provide the service, examine infrastructure needs to support the service, and project expenses and propose funding sources.

Rideshare Commuter Program. The CSPDC continues to implement a Rideshare Program with funding through the Virginia Department of Rail and Public Transportation (DRPT). CSPDC staff has been doing extensive outreach through events with local chambers of commerce, Shenandoah Valley Society of Human Resource Managers, and individual meetings with employers. A radio campaign focused on commuters aired this year as part of the Rideshare Program.

Safe Routes to School (SRTS) Projects. The CSPDC provides administrative services for SRTS projects. The T.C McSwain Elementary SRTS construction project (Staunton) was completed in 2015. The project included the construction of a shared-use path and bike parking on school property as well as improved pedestrian facilities at a number of intersection. Five schools in Waynesboro, Berkeley Glenn, Westwood Hills, William Perry, and Wenonah Elementary Schools and Kate Collins Middle School, constructed a variety of improvements including pedestrian crossings, sidewalks, and shared-use paths. The City of Buena Vista Enderly Heights construction project will complete missing segments of sidewalk, and install crosswalks, signage, pedestrian-activated crossing lights, and a cyclist entrance to the school.

Transportation Alternatives Program (TAP). In 2015, the CSPDC assisted in the application of three Transportation Alternatives Program grants administered through the Virginia Department of Transportation. Applications were submitted for City of Staunton Bessie Weller Elementary SRTS, Town of Glasgow Blue Ridge Road Shared Use Path, and the Buena Vista Chessie Trail Bridge Connection. In 2015, Rockingham County was awarded \$400,000 TAP grant to extend the existing bicycle/pedestrian/buggy lanes located along Route 42 between Bridgewater and Dayton.

Commonwealth Transportation Funding Prioritization Program. The CSPDC assisted in the application of four grants through what is known as HB2. The four applications were submitted for Augusta County for improvements to four I-81 exits as well as the VA 262/VA 613 interchange.

Bicycle and Pedestrian Program. The CSPDC supports and coordinates a regional bicycle and pedestrian program which provides for a coordinated and strategic approach to the development of a network of bikeways, trails, and greenways and makes recommendations for improvements to bicycling and pedestrian facilities and programs in the region. The CSPDC maintains and updates the Bike the Valley website to provide maps and information on bike clubs, events and shops. CSPDC staff provides assistance to the Staunton Bicycle-Pedestrian Advisory Committee.

Bike-Walk Summit. The Shenandoah Valley Bicycle Coalition and the Harrisonburg-Rockingham Metropolitan Planning Organization, in partnership with the City of Harrisonburg and Rockingham County, hosted the 2015 Harrisonburg & Rockingham Bike-Walk Summit which was held on November 13. Each year the Bike-Walk Summit brings together a broad range of partners who are working to make Harrisonburg and Rockingham County a great biking and walking community to live in and visit. This year's theme was, "Play to Our Strengths: The Secrets to a Biking and Walking Community."

Bath-Highland Telecommunication Plan. Bath and Highland Counties completed a joint telecommunications plan in June 2015. The development of the plan was supported by a CDBG Regional Planning Grant through the Virginia Department of Housing and Community Development (DHCD). CSPDC staff provided project management and grant administration services for this project.

Virginia Telecommunication Planning Initiative. The CSPDC assisted Augusta County and Bath and Highland Counties in submitting Letters of Interest for broadband planning funds available through DHCD. The Letters of Interest were submitted in May. The counties were notified in June that they were selected to submit a full proposal for funding. The CSPDC is assisted in the preparation of these proposals which were due in early August. Both projects were funded in October. Funding will be used to identify and develop elements necessary for a successful community broadband network to ensure community sustainability and competitiveness in the global marketplace.

Water and Sewer Utility Mapping. The CSPDC GIS Department provides water and sewer mapping services to localities upon request. Services include collection of field data through the use of GPS (Global Position System) which locates known features of the system such as water valves, fire hydrants, sewer manholes, water tanks, etc. Maps produced display these features along with road centerlines and aerial imagery. The CSPDC is currently assisting the City of Buena Vista with its water and sewer mapping.

BARC Solar Project. In April, BARC Electric Cooperative was awarded \$500,000 in funding through the Appalachian Regional Commission for the construction of a solar generating facility at Highland Belle Elementary School, an unused surplus school. The solar facility will benefit BARC customers in Rockbridge, Bath, and Highland counties by allowing them to subscribe to solar energy for a portion of their utilities. Funds also will be used to establish a Community Solar Learning Center for students/citizens to learn about solar energy through demonstrations and displays. The CSPDC is providing grant administration services for the project.

Dickinson Well Filtration System. The project, located in the City of Buena Vista, involved the construction of a membrane filtration system to restore the city's primary water source to service after it was determined to be under the influence of surface water. The CSPDC assisted the City in submitting a CDBG grant to the Virginia Department of Housing and Community Development. The City was awarded a \$1 million grant for the project. Construction was completed in March 2015. The CSPDC provided grant administration services for the project.

Community Focus

Shenandoah Valley Project Impact. Formerly funded through the Federal Emergency Management Agency (FEMA), this program is designed to help educate and prepare the region's citizens for severe weather, natural disasters and hazardous events. Businesses are provided with materials and training on continuity practices that help to minimize downtime of operations as the result of a disaster and help preserve local economies. The CSPDC has prepared and will distribute a 2015 Central Shenandoah Regional Hazard Mitigation and Preparedness Calendar. The purpose of the calendar is to further public awareness of disaster mitigation and preparedness methods and activities which will lessen the risk to public safety, decrease damage to homes and property, and reduce economic loss to Valley communities.

Community Emergency Response Team (CERT). CERT is a 22.5-hour course taught over a 9-week period that teaches the average citizen basic skills in disaster preparedness, fire safety, first aid and terrorism awareness. The goal of CERT is to give citizens the training and tools to protect their families, neighbors, and communities in an event of a disaster when emergency resources are stretched and in short supply.

Flood Mitigation Program. Since 1995, the CSPDC has been an active participant in the field of flood mitigation, planning and implementation. More than \$8,000,000 in federal, state and local funds has been secured to elevate, move, acquire and floodproof nearly 100 structures that have received substantial and repetitive flooding. CSPDC staff remains available to assist localities with grant writing and project administration/implementation when needed.

Resilient Neighbors Network. In July 2012, the CSPDC was asked to join the Resilient Neighbors Network (RNN) as one of its 10 pilot communities across the United States. The RNN was developed by the Natural Hazards Mitigation Association (NHMA) in conjunction with the Federal Insurance and Mitigation Administration (FIMA) as a grassroots peer-to-peer community program designed to help communities expand local hazard mitigation programs and increase community resilience to natural hazards. In March 2015, CSPDC staff representing the RNN participated on a panel at the sixth annual, “Building Resilience Workshop”, in New Orleans, Louisiana to discuss ways to engage the public in creating a resilient community. CSPDC staff also assisted with the Disaster Risk Reduction (DRR) Workshop in Tulsa, Oklahoma in September 2015. Again, representing the RNN, CSPDC staff acted as facilitator in a discussion with local government staff about ways to further resilience in their communities by working with partners in the community and engaging the public. The RNN members, including the CSPDC, also participate in monthly conference calls with the purpose of serving as resources for each other as well as assisting other communities across the U.S. in furthering community resilience and reducing communities vulnerabilities to severe weather and disasters.

Greenhouse Village Mixed Income Housing. The CSPDC assisted Rockbridge County in submitting a CDBG grant to the Virginia Department of Housing and Community Development. The County was awarded \$288,936 for the project. The County is partnering with Rockbridge Area Habitat for Humanity on this project along with a private developer and a number of civic and faith-based organizations. Eight homes will be constructed for low and moderate income families. The project will tap into the HOME First Time Homebuyer Program funds administered by the CSPDC to further reduce homeownership costs to LMI homebuyers. Construction of the infrastructure was completed in 2015; work continues on building the homes. The CSPDC provides grant administration services for the project.

First Time Homebuyer Program. The CSPDC administers a regional homeownership program that provides low interest mortgage financing, down payment, and closing cost assistance to qualified first-time homebuyers. To date in 2015, the program has assisted five households. Three more closings are expected before the end of the year. Since its beginning a decade ago, the program has served more than 235 households in the region. This program is one effort that addresses workforce affordable housing within the region.

EVALUATION OF YEAR'S ACTIVITIES

The Economic Development Project List reflects the major projects and programs within the region that are supportive of the Key Regional Strategic Initiatives. The list provides a brief project description, project status, funding levels and comments.

The project status indicators provide insight as to the progress a project or program is making during the year. Often times, projects may be listed for multiple years given the time-lag in seeing a project or program evolve from a concept to completion.

- Planning refers to the ongoing development of a project or program. This may include, but not be limited to holding project meetings, studies including feasibility studies, engineering or architectural reports, completion of required forms, permits and processes or any other activity indicating active pursuit of the project or program.
- Funded refers to the resources necessary to bring a project to fruition. The formal request for funding from Federal and State agencies is often a two-step process which begins with a pre-application. If the project is viewed favorable, the sponsoring agency is invited to submit a full application. A project is considered funded following award notification when grant agreements are completed and local funding has been allocated.
- In-Progress refers to a project that has been funded and is in various stages of implementation.
- Completed refers to a project that has been completed, construction has been finished and the project is viable and is in working, usable order.

The Project List is evaluated annually for its regional significance and status. Completed projects will be removed from the list during the annual updates and new projects and programs will be added.

Central Shenandoah CEDS: 2015-2016 Economic Development Project List

Project Status

| Area | Strategic Initiative Number | Project Name and Description | Focus Area | Funding Amount | Funding Sources | Project Status | | | | End Products/Deliverables |
|-------------------------------|-----------------------------|---|--------------------------------------|----------------|----------------------------------|----------------|--------|-------------|-----------|---|
| | | | | | | Planning | Funded | In-Progress | Completed | |
| Staunton | 1, 20 | The Villages - conversion of former Western State Hospital into a mixed use urban village | Environmental, Community | \$100 million | City | | X | X | | 15-20 year project with first phase complete; increased housing options and business opportunities |
| Staunton | 15 | Central Avenue Streetscape | Infrastructure | \$1.2 million | VDOT | | | X | | Streetscape improvements |
| Staunton | 6, 18 | Staunton Gateway Proposal - redevelopment of the Western State Hospital site for commercial uses and improvements to the I-81/US 250 (Richmond Road) interchange, US 250 | Economic Development | | City, Private, VDOT | X | X | | | Redevelopment of 278 acres at the intersection of I-81 and US 250, capacity improvements for the corridor, interchange and intersections. |
| Staunton and surrounding area | 6, 13 | Staunton Creative Community Fund - start-up and expansionary loans to innovative and locally based small businesses | Inter-governmental Cooperation | | HUD, IDA, City, USDA, DHCD, CDBG | | | X | | Lending, business plans, training, technical assistance |
| Augusta County | 17 | Greenville Improvement Project - sewer project | Infrastructure | \$2 million | County, DEQ | | | | X | Sewer facility for residential properties |
| Augusta County | 6 | Mill Place Commerce Park - business and industrial park | Economic Development | | | | | X | | New and expanded businesses |
| Augusta County | 7, 15 | Blue Ridge (Crozet) Tunnel - reconstruction of historic tunnel | Economic Development, Infrastructure | \$3.5 million | VDOT, VDOF, DHCD, Private | X | X | | | Interpretive/recreational trail |

Central Shenandoah CEDS: 2015-2016 Economic Development Project List

Project Status

| Area | Strategic Initiative Number | Project Name and Description | Focus Area | Funding Amount | Funding Sources | Project Status | | | | End Products/Deliverables |
|----------------|-----------------------------|--|--------------------------------------|----------------|--------------------|----------------|--------|-------------|-----------|---|
| | | | | | | Planning | Funded | In-Progress | Completed | |
| Augusta County | 1,7 | Afton Mt. Redevelopment - master plan for the redevelopment of the Rockfish Gap-Afton Mountain property | Environmental, Economic Development | | | X | | | | Future activities: construction of new tourism center, travel-related business, transportation and utility improvements; portions of project continued by property owner |
| Augusta County | 5, 9 | Mary Baldwin College - Murphy Deming School of Health Science - master plan for the development of a 30 acre live, learn, and work campus | Economic Development | \$20 million | RD, Private | | | | X | Programs targeted to meet the needs of future health care with future activities including the construction of the main campus, utility and transportation enhancements as well as greenway development |
| Augusta County | 15 | Spring Hill Road/ SR 262 Interchange | Infrastructure | \$22 million | VDOT, FHWA, County | X | | | | Construction of a grade separated interchange at SR 262 and Spring Hill Road |
| Augusta County | 15 | I-81 Exit 220 and 221 Improvements | Infrastructure | \$8.5 million | VDOT, FHWA | X | | | | Extension of acceleration lanes to improve safety at this interstate interchange |
| Augusta County | 15 | I-81 Exit 222 Improvements | Infrastructure | \$3.8 million | VDOT, FHWA | X | | | | Extension of acceleration lanes to improve safety at this interstate interchange |
| Augusta County | 15 | I-81 Exit 213 Improvements | Infrastructure | \$2.21 million | VDOT, FHWA | X | | | | Extended north and southbound acceleration lanes and relocated crossovers |
| Augusta County | 8 | Blue Mountain Industrial Site - improvements to site adjacent to airport | Economic Development, Infrastructure | \$40 Million | VDOT, EDA | X | | | | Development of site adjacent to the regional airport |

Central Shenandoah CEDS: 2015-2016 Economic Development Project List

Project Status

| Area | Strategic Initiative Number | Project Name and Description | Focus Area | Funding Amount | Funding Sources | Project Status | | | | End Products/Deliverables |
|----------------|-----------------------------|---|--------------------------------------|----------------|-----------------------|----------------|--------|-------------|-----------|---|
| | | | | | | Planning | Funded | In-Progress | Completed | |
| Augusta County | 8, 18 | LifeCore Drive - development of LifeCore Drive area of Fishersville | Economic Development, Infrastructure | | VDOT, County, Private | X | | | | Development of 350 acres in a growth area; residential and commercial activity |
| Waynesboro | 7, 15 | South River Trail Greenway Project, Phase 2 | Economic Development, Infrastructure | \$930,000 | VDOT, City | | X | X | | Bike trail and walkway |
| Waynesboro | 8 | Waynesboro Place - mixed use development | Economic Development | | | | | X | | Residential and commercial activity |
| Waynesboro | 1, 8 | Mill at South River - redevelopment of a former riverfront industrial complex | Environmental, Economic Development | | | X | | | | The project is expected to include a variety of tenants i.e. Cold Water Restoration Project, offices, art studios, light industry, residential, greenway. |
| Waynesboro | 15 | Southern Corridor - development of a road running parallel to I-64 to connect major industrial areas | Infrastructure | \$4-8 million | City, VDOT | X | | | | Provide alternative transportation route; alleviate traffic issues on Route 340 |
| Waynesboro | 1, 6, 8 | Former Mohawk Facility - development of a multi-tenant redevelopment project | Environmental, Economic Development | | City, Private | | | X | | The project is expected to house a number of businesses from distribution to manufacturing. |
| Waynesboro | 6, 8, 15 | Development of Industrial Park - development of 170 acre industrial park | Economic Development, Infrastructure | \$7.5 million | City | | | X | | Development of a new industrial park within City limits. Expected to house multiple businesses and provide mid-size rail served sites. |

Central Shenandoah CEDS: 2015-2016 Economic Development Project List

Project Status

| Area | Strategic Initiative Number | Project Name and Description | Focus Area | Funding Amount | Funding Sources | Project Status | | | | End Products/Deliverables |
|------------|-----------------------------|---|---|----------------|----------------------------|----------------|--------|-------------|-----------|--|
| | | | | | | Planning | Funded | In-Progress | Completed | |
| Waynesboro | 6, 7, 8 | Waynesboro Downtown Revitalization Project - comprehensive restructuring of the city's downtown business district | Economic Development | \$2.1 million | DHCD, VDOT, City, Private | | | X | | Initiatives include major façade renovations, streetscape work, and repurposing of the riverfront park. |
| Waynesboro | 6 | Revolving Loan Program - low interest loan program for capital offered to new and expanding small businesses | Economic Development | \$109,950 | RD, Local EDA | | X | X | | Application awarded by USDA Rural Development to establish a revolving loan program |
| Waynesboro | 8, 17, 18 | Development of Industrial Park - completion of Waynesboro Business and Industry Park at Town Center (Exit 94) | Economic Development, Infrastructure, Community | \$2 million | EDA, City, private | X | | | | Development of remaining 45 acres (out of 111) with one or more access roads, including continuation of Shenandoah Village Drive |
| Waynesboro | 7 | Development of a Museum/Interpretative-Educational Center | Economic Development | | EDA, City, Museum Partners | X | | | | Initial planning to determine feasibility/scope of project to construct center |
| Waynesboro | 7 | Tourist Information Center - evaluate long term strategy for location(s) within city and neighboring area. | Economic Development | | EDA, City | X | | | | Initial planning and strategy to determine location(s) for long term Tourist Information Center |
| Waynesboro | 15 | Main Street Bridge Replacement - removal and demolition of the current bridge and McElroy Street construction of new bridge and new road | Infrastructure | | VDOT, City | | X | | | Bridge safety improvements, road relocation |
| Waynesboro | 1, 6 | Brownfield Revitalization Program - city-wide assessment for sites contaminated with hazardous substances and/or petroleum | Environmental, Economic Development | \$400,000 | EPA | | X | X | | City-wide study for contaminated sites; brownfield redevelopment |

Central Shenandoah CEDS: 2015-2016 Economic Development Project List

Project Status

| Area | Strategic Initiative Number | Project Name and Description | Focus Area | Funding Amount | Funding Sources | Project Status | | | | End Products/Deliverables |
|------------|-----------------------------|--|-------------------------------------|----------------|--------------------|----------------|--------|-------------|-----------|--|
| | | | | | | Planning | Funded | In-Progress | Completed | |
| Waynesboro | 7 | Blue Ridge Parkway/Skyline Drive Gateway Study Implementation - recommended improvements for the East Route 250 corridor connecting Blue Ridge Parkway and Waynesboro | Economic Development | | | X | | | | Land use, economic development, tourism, and signage recommendations for the corridor |
| Waynesboro | 7 | Entrance Corridor Study/Guidelines - develop goals/strategies and guidelines for entrance corridors in the City | Economic Development | | City | | | X | | Land use, landscaping, signage, site design, and architectural study and guidelines for the entrance corridors |
| Waynesboro | 7 | Waynesboro Wayfinding Signage | Economic Development | | DHCD, City | | | X | | Placement of wayfinding to guide residents and visitors to destinations |
| Waynesboro | 6 | Cassco Cold Storage Plant Study - building feasibility study for mixed-use redevelopment | Economic Development | \$300,000 | DHCD | | X | X | | Building feasibility study; potential building redevelopment |
| Waynesboro | 1, 6 | Ladd School Development - development of new commercial space at site of former school | Economic Development | | Private, City, EDA | X | | | | New and expanded businesses |
| Waynesboro | 1, 6 | Metal Crafters Building - rehabilitation of former manufacturing site | Economic Development | | Private, City, EDA | X | | | | New and expanded businesses |
| Waynesboro | 6 | Legget Building - recently purchased by local developer. Preliminary plans to redevelop | Environmental, Economic Development | | Private | X | | | | Preliminary feasibility study on redevelopment of historic landmark building in central business district |

Central Shenandoah CEDS: 2015-2016 Economic Development Project List

Project Status

| Area | Strategic Initiative Number | Project Name and Description | Focus Area | Funding Amount | Funding Sources | Project Status | | | | End Products/Deliverables |
|--------------------------|-----------------------------|--|--------------------------------------|----------------|------------------------------|----------------|--------|-------------|-----------|---|
| | | | | | | Planning | Funded | In-Progress | Completed | |
| Waynesboro | 6 | Center for Cold Water Restoration - development of a 'demonstration site' and related marketing materials | Environmental, Economic Development | \$50,000 | VMS, Dominion Power, Private | | | X | | Building feasibility and awareness of the potential for higher education, commercialization, and interpretive center focused on cold |
| Harrisonburg | 8 | IntraPac - manufactures pharmaceutical packaging | Economic Development | \$1.5 million | | | | X | | Expansion; 8 of 102 projected jobs created |
| Harrisonburg | 13 | Harrisonburg Revolving Loan Fund - loan pool to assist with expansions of small businesses within Harrisonburg | Economic Development | \$124,375 | City, USDA | | | X | | Lending, business plans, training, technical assistance |
| Harrisonburg | 15, 18, | I-81 Exit 247 Interchange Reconstruction - Reconstruction of I-81 and railroad bridges at Exit 247, and modify northbound on-ramp to improve safety | Infrastructure | \$50 million | VDOT, FHWA | X | | | | Improved interstate and corridor operations to promote economic development in the region relative to major retail centers. Improved access to Route 33 corridor. |
| Harrisonburg | 15, 18, | I-81 Exit 245 Interchange Reconstruction | Infrastructure | | VDOT, FHWA | X | | | | Improved interstate and corridor operations to promote economic development in the region relative to major university and medical services. |
| Harrisonburg | 6, 7, 15, 18 | South Main Street and MLK Jr. Way Improvements - Construction of turning lanes, shared use path, and signalization improvements | Economic Development, Infrastructure | \$2.5 million | VDOT, City, JMU | X | | | | Improved accessibility and safety of vehicular, bicycle, and pedestrians in vicinity of new conference center, hotel, and parking deck facility |
| Harrisonburg/ Rockingham | 4 | SRI International - center for advanced drug research | Economic Development | \$12.5 million | JMU; City; County; State | | | X | | New business; 100 new jobs over 10 years |

Central Shenandoah CEDS: 2015-2016 Economic Development Project List

Project Status

| Area | Strategic Initiative Number | Project Name and Description | Focus Area | Funding Amount | Funding Sources | Project Status | | | | End Products/Deliverables |
|---|-----------------------------|--|--------------------------------------|----------------|-------------------------|----------------|--------|-------------|-----------|--|
| | | | | | | Planning | Funded | In-Progress | Completed | |
| Harrisonburg/ Rockingham County | 15 | U.S. Route 11 Improvements - Covenant Drive to Cecil Wampler | Infrastructure | \$40 Million | VDOT, FHWA, City/County | X | | | | Improvements along US Route 11 including widening to four-lane roadway with median, bicycle and pedestrian facilities, access management, and intersection improvements. |
| Rockingham County | 15 | U.S. Route 33 Improvements - West of Harrisonburg | Infrastructure | | VDOT, FHWA, County | X | | | | Improvements along U.S. Route 33 |
| Rockingham County | 15 | State Route 259 Improvements - Broadway to I-81 | Infrastructure | \$15 Million | VDOT, FHWA, County | X | | | | Improvements along SR 259 including widening to 4-lanes with median, turn lanes, and bike facilities. |
| Rockingham County | 4, 6 | Innovation Village @ Rockingham - 365 acre research park for hi-tech and bio-tech business and industry | Economic Development | \$6 million | County | | | X | | 365 acre research and technology park; master plan in progress |
| Town of Bridgewater | 15 | Bridgewater Parkway | Infrastructure | \$70 million | VDOT, FHWA, Town | X | | | | Construct a bypass for the Town of Bridgewater |
| Town of Elkton/ Rockingham County | 6, 7, 14, 18 | Downtown Improvement Plan - physical improvements and economic restructuring to strengthen downtown | Economic Development | | DHCD, Town | X | | | | Physical improvements and economic restructuring |
| Rockbridge County | 6, 8, 18 | Raphine Industrial Park and I-81 Interchange - preparing master plan for the site, including traffic impacts to the interstate interchange. | Economic Development, Infrastructure | | | X | | | | Plan in process |

| Central Shenandoah CEDS: 2015-2016 Economic Development Project List | | | | | | Project Status | | | | |
|--|-----------------------------|---|-------------------------------------|----------------|------------------------------------|----------------|--------|-------------|-----------|---|
| Area | Strategic Initiative Number | Project Name and Description | Focus Area | Funding Amount | Funding Sources | Planning | Funded | In-Progress | Completed | End Products/Deliverables |
| Rockbridge County | 6, 12 | Clean Energy Park - post-closure use of the Rockbridge County landfill | Economic Development | | | X | | | | Conversion of municipal solid waste into electricity and fuel |
| Rockbridge County | 12, 18, 20 | Greenhouse Village - mixed income housing community | Economic Development, Community | \$288,936 | DHCD, Habitat for Humanity, County | | X | X | | Address the need for affordable housing |
| Buena Vista | 7, 18 | Blue Ridge Gateway Study Implementation - project implementation along the corridor connecting the Blue Ridge Parkway and Buena Vista | Economic Development, Community | | | X | | | | Recommendations for improving the connection between the Blue Ridge Parkway and the City's CBD |
| Buena Vista | 17 | Dickinson Well Improvement Project - supply water to residents and businesses | Infrastructure | \$2.6 million | CDBG, City | | | | X | City's primary well will be brought back on-line following installation of a membrane filtration system |
| Buena Vista | 13 | Revolving Loan Program - low interest loan program for capital offered to new and expanding small businesses in Buena Vista. | Inter-governmental Cooperation | \$99,500 | RD | | | X | | Seed money for existing and new small businesses; up to \$15,000 loan per business |
| Buena Vista | 7 | Facility Improvements at Glen Maury Park | Economic Development | | DCR, City | X | | | | Tourism development |
| Lexington | 1, 6 | Courthouse Block Redevelopment Plan - strategic plan to secure and enhance the economic vitality and character of the historic district of the city, specifically the area surrounding the county courthouse | Environmental, Economic Development | | City | | | X | | Potential for new business and preservation of historic downtown |

| Central Shenandoah CEDS: 2015-2016 Economic Development Project List | | | | | | Project Status | | | | |
|--|-----------------------------|--|--|----------------|-------------------------------------|----------------|--------|-------------|-----------|---|
| Area | Strategic Initiative Number | Project Name and Description | Focus Area | Funding Amount | Funding Sources | Planning | Funded | In-Progress | Completed | End Products/Deliverables |
| Lexington | 1, 7 | Jordan's Point Park - on-going development of master plan to include construction of park amenities, renovation of historic buildings; bicycle/pedestrian facilities and signage. | Environmental, Economic Development | \$700,000 | VDOT; City; HF | X | X | X | | Increased tourism revenue and additional recreational activities for community |
| Lexington | 12, 18, 20 | Thompson's Knoll Green Housing Production Project - innovative mixed-income green neighborhood | Economic Development, Community | \$4.5 million | CDBG, City, Private | | X | X | | Addresses demand for workforce housing for low- and moderate-income persons |
| Lexington-Rockbridge | 17 | Maury Service Authority Water Loop | Infrastructure | \$7.5 million | RD | | X | X | | Regional project to build a new water loop around Lexington for better water supply to the City and County |
| Lexington-Buena Vista-Rockbridge | 7, 13 | Rockbridge Area Wayfinding Signage - tourism and community program | Economic Development, Infrastructure | \$650,000 | VDOT, Rockbridge County | X | X | | | Placement of wayfinding to guide residents and visitors to destinations; preliminary design and location of signs in process; additional funding needed |
| Lexington-Buena Vista-Rockbridge | 1. 8, 13 | Rockbridge Area Recruitment Plan - plan to attract and expand business | Economic Development, Inter-governmental | \$15,000 | Cities, County, Chamber of Commerce | | | | X | Recruitment plan to support marketing of the area to businesses |
| Lexington-Buena Vista-Rockbridge | 13 | Rockbridge Area Broadband - implementation of fiber-optic cable and broadband infrastructure | Economic Development | \$9.5 million | Cities, County; NTIA | | | | X | Project awarded a \$9.5 million NTIA in September 2010 |
| Lexington-Buena Vista-Rockbridge | 1,6, 7,17 | Natural Bridge - improvements to infrastructure, gateway and access management improvements to support transition to a state park and increased | Economic Development, Infrastructure | | EDA, ARC, DHCD, County, Private | X | | | | Increased tourism employment and revenue |

Central Shenandoah CEDS: 2015-2016 Economic Development Project List

Project Status

| Area | Strategic Initiative Number | Project Name and Description | Focus Area | Funding Amount | Funding Sources | Project Status | | | | End Products/Deliverables |
|----------------------------|-----------------------------|---|---------------------------------|----------------|---|----------------|--------|-------------|-----------|--|
| | | | | | | Planning | Funded | In-Progress | Completed | |
| Highland County | 1, 6, 18 | The Highland Center - adaptive reuse of historic building for use as incubator center and community meeting and conference space | Economic Development, Community | \$3 million | VDOT, ARC, EDA, Private | | X | X | | Support for new business enterprises and community functions; preservation of historic building |
| Highland County | 1, 15, 18 | Community Park - development of a 6 acre site into 3 segments: Civil War gravesites (92), wetland trail and education, community garden | Environmental, Community | \$225,000 | NAWCA, Private | X | | | | Additional pedestrian infrastructure for tourism and education for the community |
| Highland County | 1, 7, 18 | State Park Development - acquisition of land for a future state park for the benefit of local and state economies and as an enhancement to the quality of life for | Economic Development | \$4.5 million | Exploring funding sources now | X | | | | Acquisition of property developed into a State Park |
| Highland County | 6, 8, 18 | Entrepreneurial Resident Attraction - create a strategy to attract younger entrepreneurial talent to the area | Economic Development, Community | \$120,000 | ARC, Private match | | X | X | | Strategy to attract younger talent to the County |
| Highland County | 1, 6, 18 | Community Revitalization Plan to include renovation of the Highland Inn and marketing plan to take advantage of the new retreat/conference facility at The Highland Center | Economic Development, Community | \$2.5 million | Private, searching for leverage funds, DHCD | X | | | | Inn re-opened and renovated; Main street businesses open more hours; plans made for other vacant buildings |
| Highland and Bath Counties | 16 | Broadband Improvement Initiative | Infrastructure | \$500,000 | | X | | | | Regional initiative to expand and improve broadband capability |
| Bath County | 20 | Pinehurst Heights Neighborhood Improvements - housing rehabilitation | Community | \$1.05 million | DHCD, Local | | X | X | | Housing rehab and neighborhood improvements to benefit 19 residences |
| Bath County | 20 | Thomastown Neighborhood Improvements - housing rehabilitation | Community | \$800,000 | DHCD | | | X | | Housing rehab and neighborhood improvements to benefit 18 residences |

Central Shenandoah CEDS: 2015-2016 Economic Development Project List

Project Status

| Area | Strategic Initiative Number | Project Name and Description | Focus Area | Funding Amount | Funding Sources | Project Status | | | | End Products/Deliverables |
|-------------|-----------------------------|--|--------------------------------------|----------------|---|----------------|--------|-------------|-----------|---|
| | | | | | | Planning | Funded | In-Progress | Completed | |
| Bath County | 7, 15 | Countywide Trails - for tourism and access | Economic Development, Infrastructure | \$500,000 | EDA, County, USFS, DCR | X | | | | Safe trails for exploration of county areas by foot and horseback |
| Bath County | 6, 8 | Economic Development Plan - strategy to attract and retain commercial, industrial, and agricultural employers | Economic Development | | EDA, County | | | X | | Strategy to determine strengths and needs for combining tourism and commercial, industrial, and agricultural sectors |
| Bath County | 7, 15 | Airport Improvements - improvements to enable commercial carriers to schedule flights | Infrastructure | \$5 million | FAA, County, Airport Authority, US Military | X | | | | Scheduled air service to improve access for tourism |
| Bath County | 7 | Cultural/Visitor Center - provide a tourism attraction | Economic Development | \$1 million | County, EDA | X | | | | Signature visitor center to provide arts, cultural and historical exhibits in addition to tourism information, referrals and services |
| Bath County | 15 | Industrial Park Rail Siding - train access to industrial sites | Infrastructure | \$1 million | County, EDA | X | | | | Improved supply lines and goods to market |
| Bath County | 15 | Rail Passenger Service - for tourists and residents | Infrastructure | \$1 million | County, EDA | X | | | | Amtrak stop in Millboro |
| Bath County | 17 | Water Treatment Facility Upgrade | Infrastructure | | | X | | | | Improve water treatment system and distribution |

| Central Shenandoah CEDS: 2015-2016 Economic Development Project List | | | | | | Project Status | | | | |
|--|-----------------------------|---|---|----------------|---|----------------|--------|-------------|-----------|--|
| Area | Strategic Initiative Number | Project Name and Description | Focus Area | Funding Amount | Funding Sources | Planning | Funded | In-Progress | Completed | End Products/Deliverables |
| Bath County | 17 | Wastewater Treatment Facility Upgrade | Infrastructure | | | X | | | | Improve treatment and collection system |
| Bath County | 7,18 | Hot Springs/Warm Springs Corridor Initiative | Economic Development, Community | \$250,000 | | X | | | | Streetscape improvements, enhanced beautification, trails |
| Region-wide | 4, 5, 12 | Shenandoah Valley Energy Partnership Grant - develop education and training opportunities for workers to enter careers in high growth and emerging | Economic Development | \$5 million | US DOL/ETA, ARRA, Public, City, VA Dept of Business | | | | X | Training and employment |
| Region-wide | 15 | Harrisonburg-Staunton-Waynesboro-Charlottesville Commuter/Intercity bus service | Economic Development, Infrastructure, Community | | DRPT, FTA, local partners | X | | | | Daily express bus service between Harrisonburg, Staunton, Waynesboro, and Charlottesville; connecting to Greyhound and Amtrak in Charlottesville |
| Region-wide | 7 | Bike the Valley - tourism program | Infrastructure | | VTC | | X | X | | Expansion of program into new tourism markets |
| Region-wide | 15 | Rideshare - incentive program to encourage commuters to carpool in order to reduce traffic congestion and travel expenses | Infrastructure | \$47,500 | DRPT | | X | X | | Reduced travel costs, energy consumption, and emissions |
| Region-wide | 7, 11, 18 | Fields of Gold Agritourism Program - develop strategies to implement a regional agritourism program | Economic Development, Community | | Local Government, USDA, VDACS, DHCD, VTC | | X | X | | Expand jobs on and off the farm, increased tourism expenditures |

| Central Shenandoah CEDS: 2015-2016 Economic Development Project List | | | | | | Project Status | | | | |
|--|-----------------------------|--|---|----------------|-----------------|----------------|--------|-------------|-----------|--|
| Area | Strategic Initiative Number | Project Name and Description | Focus Area | Funding Amount | Funding Sources | Planning | Funded | In-Progress | Completed | End Products/Deliverables |
| Region-wide | 7, 15 | Shenandoah Valley Bike Route - super-regional bike route extending from Lexington to Winchester | Economic Development, Infrastructure, Community | | VDOT | X | | | | Expand transportation system and attract a unique brand of tourist to the region. CSPDC and NSVRC with VDOT will develop a central bike route and associated cycle tourism |
| Region-wide | 7, 18 | Regional Artisan Center | Economic Development, Community | | DHCD, Private | X | | | | Creation of a regional artisan center for the purpose of showcasing and selling artisan products from the Shenandoah Valley region and stimulating the |
| Region-wide | 1 - 21 | GO Virginia - collaboration of business, education, and government to grow the regional economy | Economic Development, inter-Governmental Cooperation & Partnership, Community | | State | X | | | | Foster regional private-sector growth and job creation |
| Region-wide | 1 - 14 | SVP Economic Development Marketing - private/public economic development implementation and marketing organization | Economic Development | \$400,000 | SVP; Private | | | X | | Economic development marketing to create jobs and investment for the Shenandoah Valley region |
| Region-wide | 1 - 21 | CSPDC Economic Development Planning - planning agency providing planning and technical assistance to 21 local governments | Economic Development | \$140,000 | EDA; Local | | X | | | Economic development planning for the region; job creation and retention |

ARC Appalachian Regional Commission
 CDBG Community Development Block Grant
 DBA Department of Business Assistance
 DHCD Department of Housing and Community Development
 EDA Economic Development Administration
 EZ Enterprise Zone
 FEMA Federal Emergency Management Agency
 GOF Governor's Opportunity Fund
 HF Historic Foundation
 HTC Historic Tax Credits
 HUD Department of Housing and Urban Development
 IDA Industrial Development Authority
 JMU James Madison University
 NMTC New Market Tax Credit
 RD Rural Development
 SVP Shenandoah Valley Partnership
 VDEM Virginia Department of Emergency Management
 VDH Virginia Department of Health
 VDOT Virginia Department of Transportation
 VHDA Virginia Housing Development Authority
 VIP Virginia Investment Program
 VJIP Virginia Job Investment Program
 VTC Virginia Tourism Corporation

APPENDIX A: CSPDC and SVP Board Minutes



Minutes
Central Shenandoah
Planning District Commission Meeting
112 MacTanly Place, Staunton, VA 24401
February 2, 2015, 7:00 p.m.

| Member Jurisdiction Representatives | | | | | |
|--|------------------------------------|---|---------------------------|---|---|
| | Augusta County | | City of Staunton | | Staff |
| | Jeffrey Moore | ✓ | Sharon Angle | ✓ | Bonnie Riedesel, Executive Director |
| ✓ | Marshall Pattie | ✓ | Carolyn Dull, Chairperson | ✓ | Rebecca Joyce, Senior Planner/Prog. Manager |
| | Joseph Colvin | | Rockbridge County | ✓ | Elizabeth McCarty, Ec. Dev/Prog. Manager |
| ✓ | Becky Earhart | ✓ | A. W. Buster Lewis | ✓ | Erin Yancey, Regional Planner |
| | Bath County | ✓ | Chris Slaydon | ✓ | Kevin McDermott, Transportation Manager |
| | Bruce McWilliams, Vice Chairperson | | Rockingham County | ✓ | Ann Cundy, Transportation Planner |
| | City of Buena Vista | ✓ | Donald Delaughter | ✓ | Robert Huff, GIS Manager/Regional Planner |
| | Larry Tolley, Secretary | ✓ | Rick Chandler | ✓ | Nancy Gourley, Transit Program Coordinator |
| | City of Harrisonburg | | Casey Armstrong | | Devon Thompson, Planning Assistant |
| ✓ | Ted Byrd | | Vacant | ✓ | Rita Whitfield, Office Manager |
| ✓ | Stacy Turner | | City of Waynesboro | ✓ | Cindi Johnson, Fiscal Officer |
| ✓ | Abe Shearer | | Jeff Freeman | ✓ | Kimberly Miller, Administrative Assistant |
| | Highland County | ✓ | Rusty Johnson | | Tracey Coltrain, |
| | Kevin Wagner | | | | Others |
| | City of Lexington | | | ✓ | Tom Clarke, Virginia Conservation Legacy Fund & CEO/President of Kissito Healthcare, Inc. |
| | Frank Friedman | | | | |

Call To Order

The February 2, 2015, Central Shenandoah Planning District Commission meeting was called to order at 7:00 p.m. by Chairperson Dull.

Minutes

Ms. Angle moved, seconded by Ms. Earhart, to approve the minutes of the December 15, 2014 Commission meeting. Motion carried unanimously.

APPENDIX A: CSPDC and SVP Board Minutes

Executive Director's Report

Under Executive Director's Report, Ms. Riedesel reported on the following:

- Announced that Tracey Coltrain was hired as the Agritourism Coordinator for the Fields of Gold Program. Ms. Riedesel stated that the position was part-time for 18 months and is funded by a USDA Farmers Market Promotion Program grant that was awarded to the CSPDC in September 2014.
- Announced that staff will be assisting the Virginia Cooperative Extension in hosting the first statewide agritourism conference at the Stonewall Jackson Hotel in Staunton on March 10-11. Ms. Riedesel reviewed the keynote speakers and scheduled tours for the conference.
- Announced that Carrie Hileman Chenery has been hired as the new Executive Director for the Shenandoah Valley Partnership.
- Stated that copies of the CSPDC FY14 Audit Report that was accepted in December were available. Ms. Riedesel noted that the report was available digitally as well.
- Announced that the Project Impact Calendars were distributed to all local jurisdictions, libraries, community service organizations, and schools around the region. Ms. Riedesel stated that a few calendars were still available if anyone wanted additional copies.
- Announced that ribbon cutting and bridge dedication of the Dennis Burnett Memorial Bridge on Route 636, LifeCore Drive in Fishersville will be held on February 20th at 10:00 a.m.

Treasurer's Report

Chairperson Dull presented for consideration the Treasurer's Report (attached to file minutes). Ms. Johnson gave a report on the December 31, 2014 Financial Statement. Mr. Pattie moved, seconded by Mr. Chandler, to approve the Treasurer's Report as presented. Motion carried unanimously.

Recognition of Outgoing Commission Board Member

Chairperson Dull recognized the following new Board members: Frank Friedman, City of Lexington; Rusty Johnson, City of Waynesboro; and Ted Byrd, City of Harrisonburg. She presented a plaque to Richard Baugh for his outstanding leadership and notable service to the Planning District Commission and to the people of the District, shown during his term as Commissioner.

Election of Executive Committee Member (BAF #15-1)

Chairperson Dull presented for consideration Election of Executive Committee Member. Ms. Riedesel stated that a vacancy on the Executive Committee Board has occurred with the departure of Mr. George Pryde. She distributed copies of the ballot, asking everyone to vote for only one

APPENDIX A: CSPDC and SVP Board Minutes

member. Mrs. Riedesel noted that once the ballots had been tabulated, the new Executive Committee member would be announced at the end of the meeting.

Staunton-Augusta-Waynesboro Public Transit Update

Chairperson Dull presented the Staunton-Augusta-Waynesboro Public Transit Update. Ms. Riedesel gave a brief update on the Public Transit System, noting that the CSPDC has administered and managed the program in the urbanized area of Staunton-Augusta-Waynesboro for over a year. She asked Ms. Gourley, CSPDC Transit Program Coordinator, to give an update on the program. Ms. Gourley gave a brief history and update on the Public Transit System. She noted that in 2012, based on the population levels of the 2010 census, the cities of Staunton and Waynesboro and portions of Augusta County were designated as “small urban.” In addition to requiring the creation of a Metropolitan Planning Organization to deal with transportation planning, this significantly changed the manner in which transit grant funds flowed to this area. Ms. Gourley gave an update on how the CSPDC became responsible for the local transit system.

Ms. Gourley reported on the Transit Development Plan (TDP) currently underway, noting that the state requires that all recipients of transit grant funds complete a TDP. She stated that the TDP is a six-year transit service and financial plan and serves as the basis for grant funding. Ms. Gourley reported on the scope of the Plan which includes a branding-identity process and a task to explore the need for intercity bus service and commuter bus service in the region, connecting Harrisonburg, Staunton, Waynesboro, and Charlottesville. She stated that it is anticipated that a draft of the Plan will be presented at the Commission’s April meeting and the final Plan presented at the June Commission meeting for approval.

FY16 Rural Transportation Grant Application (BAF #15-4)

Chairperson Dull presented for consideration FY16 Rural Transportation Planning Assistance Program Resolution (attached to file minutes). Ms. Cundy gave a brief review on the program, noting that these funds will be used to pay for program administration, transportation-related grant writing for member localities, transportation planning assistance offered to rural localities, rural long-range transportation planning, completion of a rural corridor or intersection plan, assistance and support of the state’s efforts related to transportation planning including data collection and development of performance measurements in transportation planning, and bicycle and pedestrian planning. She noted that VDOT provides \$58,000, matched with \$14,500 in local funds. Mr. Pattie moved, seconded by Mr. Lewis, to approve the Resolution authorizing application for the FY16 Rural Transportation Planning Assistance Program grant. Motion was carried by unanimous vote.

Commonwealth Intergovernmental Review Process (CIRPs) (BAF #15-2)

Chairperson Dull presented for consideration Commonwealth Intergovernmental Review Process (CIRPs). She noted that three additional CIRPS had been received from Pleasant View and two from Valley Program for Aging Services for FTA Section 5310 Program to purchase transportation equipment. Ms. Earhart moved, seconded by Mr. Chandler, to endorse the staff recommendations. Motion was carried by unanimous vote. They are as follows:

APPENDIX A: CSPDC and SVP Board Minutes

1. An application submitted by Rockbridge Area Transportation System, Inc. (RATS) for FTA Section 5310 Program to purchase a 12-passenger van at \$60,000. RATS provides door-to-door, demand-response transportation for the elderly, special needs, and low-income citizens of the rural Rockbridge area. Staff recommends endorsement.
2. An application submitted by Valley Program for Aging Services (VPAS) for FTA Section 5310 Program to purchase one modified minivan with a wheelchair ramp for \$40,000. This vehicle will replace an older minivan and will be used to transport individuals 60 years and older and individuals with disabilities to go to and from medical appointments and other community integration and socialization destinations in Waynesboro. Staff recommends endorsement.
3. An application submitted by Valley Program for Aging Services (VPAS) for FTA Section 5310 Program to purchase one five-passenger modified minivan with wheelchair ramp for \$40,000. This vehicle will transport individuals 60 years and older and individuals with disabilities to go to and from medical appointments and other non-medical destinations in the Harrisonburg-Rockingham area. Staff recommends endorsement.
4. An application submitted by Pleasant View, Inc. of Broadway for FTA Section 5310 program to purchase two modified minivans with wheelchair ramps for \$64,000. These vehicles will provide transportation for the disabled in the Harrisonburg and Rockingham County area. Staff recommends endorsement.

Presentation

Mr. Lewis welcomed and introduced Mr. Tom Clarke, Founder, Virginia Conservation Legacy Fund and CEO/President of Kissito Healthcare, Inc., who was present to speak on the Natural Bridge Park and Historic Hotel. Mr. Clarke gave background history on the Natural Bridge Park and Hotel and the involvement of Kissito, a healthcare company. Mr. Clarke stated that the Natural Bridge Park and Historic Hotel is managed by the Virginia Conservation Legacy Fund (VCLF), a nonprofit organization devoted to conservation, education, and recreation. Mr. Clarke reviewed the mission and goals of VCLF. He noted that VCLF's work in preserving and restoring wildlife habitat is also designed to create economic activity through the recreational and mixed use of Virginia's forest and open spaces. Mr. Clarke also spoke on the plans to transfer Natural Bridge to the state for incorporation into the State Park System.

Other Business

Under Other Business, Ms. Riedesel advised the Board that the votes for a board member to fill the unexpired term on the Executive Committee had been tabulated. She announced that Mr. Frank Friedman will serve as the new Executive Committee member, representing the City of Lexington.

APPENDIX A: CSPDC and SVP Board Minutes

Adjournment

There being no further business to come before the Commission, a motion for adjournment was unanimously passed at 8:10 p.m. Chairperson Dull announced that the next CSPDC meeting will be held on Monday, April 20, 2015.

Respectfully submitted,

Rita F. Whitfield
Clerk to the Commission

Approved:

Larry Tolley
CSPDC Secretary

APPENDIX A: CSPDC and SVP Board Minutes



Minutes
Central Shenandoah
Planning District Commission Meeting
112 MacTanly Place, Staunton, VA 24401
April 20, 2015, 7:00 p.m.

| Member Jurisdiction Representatives | | | | | |
|--|------------------------------|---|---------------------------|---|--|
| | Augusta County | | City of Staunton | | Staff |
| | Jeffrey Moore | ✓ | Carolyn Dull, Chairperson | ✓ | Bonnie Riedesel, Executive Director |
| ✓ | Marshall Pattie | ✓ | Sharon Angle | ✓ | Rebecca Joyce, Senior Planner/Prog. Manager |
| | Joseph Colvin | | Rockbridge County | ✓ | Elizabeth McCarty, Ec. Dev/Prog. Manager |
| ✓ | Becky Earhart | ✓ | A. W. Buster Lewis | ✓ | Erin Yancey, Regional Planner |
| | Bath County | ✓ | Chris Slaydon | ✓ | Kevin McDermott, Transportation Manager |
| | Bruce McWilliams, Vice Chair | | Rockingham County | ✓ | Ann Cundy, Transportation Planner |
| | City of Buena Vista | ✓ | Ned Overton | ✓ | Robert Huff, GIS Manager/Regional Planner |
| ✓ | Larry Tolley, Secretary | | Rick Chandler | ✓ | Nancy Gourley, Transit Program Coordinator |
| | City of Harrisonburg | ✓ | Casey Armstrong | | Devon Thompson, Planning Assistant |
| ✓ | Ted Byrd | ✓ | Kim Sandum | ✓ | Rita Whitfield, Office Manager |
| | Abe Shearer | | City of Waynesboro | ✓ | Cindi Johnson, Fiscal Officer |
| ✓ | Stacy Turner | ✓ | Jeff Freeman | ✓ | Kimberly Miller, Administrative Assistant |
| | Highland County | ✓ | Rusty Johnson | ✓ | Tracey Coltrain, FOG Agritourism Coordinator |
| ✓ | Kevin Wagner | | | | Others |
| | City of Lexington | | | ✓ | Delegate R. Steven Landes |
| ✓ | Frank Friedman | | | ✓ | Noah Simon, Lexington City Manager |
| | | | | ✓ | Lib Rood, KFH Group |
| | | | | ✓ | Amanda Glover, Augusta County |
| | | | | ✓ | Terry Rodgers, Dept. of Social Services |
| | | | | ✓ | David Blount, Thomas Jefferson PDC |
| | | | | ✓ | Pete Marks, Waynesboro City Council |
| | | | | ✓ | Tim Roseboom, DRPT |

Call To Order

The April 20, 2015, Central Shenandoah Planning District Commission meeting was called to order at 7:00 p.m. by Chairperson Dull.

The following guests were introduced: Mr. Friedman welcomed and introduced Mr. Noah Simon, Lexington City Manager; and Mr. Freeman welcomed and introduced Mr. Pete Martin, Waynesboro City Council member.

APPENDIX A: CSPDC and SVP Board Minutes

Minutes

Ms. Earhart moved, seconded by Mr. Johnson, to approve the minutes of the February 2, 2015, Commission meeting. Motion carried unanimously.

Recognition of Incoming and Outgoing Commission Members

Chairperson Dull recognized the following new Commission members: Frank Friedman, City of Lexington; and Kim Sandum and Ned Overton, Rockingham County. She presented a plaque to Don Delaughter who represented Rockingham County, for his outstanding leadership and notable service to the Planning District Commission and to the people of the District, shown during his term as Commissioner.

Legislator of the Year Award – Delegate R. Steven Landes

Chairperson Dull welcomed and introduced Delegate R. Steven Landes. Ms. Riedesel stated that the Virginia Association of Planning District Commissions (VAPDC) is a member organization comprised of members of each of the 21 Planning District Commissions/Regional Councils in Virginia. Each year, the VAPDC presents several awards to outstanding individuals that contribute to the well-being and success of their communities, regions, and the Commonwealth. One of those awards is “Legislator of the Year.” This year, the Award was bestowed on Delegate Steve Landes, who represents the 25th District in the Virginia House of Delegates. On behalf of the VAPDC, Mr. Blount, Legislative Liaison with the Thomas Jefferson PDC and Ms. Riedesel presented the Award to Delegate Steve Landes, thanking him for his continued recognition and support of Planning District Commissions across the Commonwealth. Delegate Steve Landes expressed his appreciation for the Award. He praised the role that Planning District Commissions play across the state, remarking that the collaborative work of Planning District Commissions make a huge impact on the local and regional economies.

Executive Director’s Report

Under Executive Director’s Report, Ms. Riedesel reported on the following:

- Introduced Tracey Coltrain, Agritourism Coordinator for the Fields of Gold Program.
- Announced that the Virginia Department of Transportation (VDOT) would be hosting a public hearing regarding the Six-Year Improvement Plan on April 21st at Blue Ridge Community College.

Ms. McCarty reported on the 2015 Facts and Figures publication and the Regional Data Center. She stated that the Facts and Figures represent a sample of some 175 different demographic and economic measures from the Commission’s Regional Data Center. Ms. McCarty stated that the Regional Data Center is a joint project of the CSPDC and the Shenandoah Valley Partnership and is funded, in part, by a grant from the Economic Development Administration, U.S. Department of Commerce. She noted that the Regional Data Center enables the Commission to provide demographic data and economic measures for the localities, the region, and the state. Ms. McCarty stated that Facts and Figures is distributed free of charge to the public through the local governments, economic development organizations, Chambers of Commerce,

APPENDIX A: CSPDC and SVP Board Minutes

realtors associations, and tourism centers. She stated that a digital version of each segment is available on the CSPDC Regional Data Center website and also hard copies were available.

Treasurer's Report

Chairperson Dull presented for consideration the Treasurer's Report (attached to file minutes). Ms. Johnson gave a report on the February 28, 2015 Financial Statement. Mr. Pattie moved, seconded by Mr. Friedman, to approve the Treasurer's Report as presented. Motion carried unanimously.

Presentation on the Transit Development Plan

Chairperson Dull presented the Transit Development Plan (TDP). Ms. Gourley gave a brief review on the TDP, noting that the Virginia Department of Rail and Public Transportation (DRPT) is funding the project. She stated that the consulting firm KFH Group, Inc. had been hired to undertake the study. Ms. Gourley welcomed and introduced Ms. Lib Rood, KFH Group. Ms. Rood welcomed and introduced Mr. Tim Roseboom of DRPT. Mr. Roseboom gave a brief review on the TDP, noting that the state requires that all recipients of transit grants funds complete a TDP. He stated that the TDP is a six-year transit service and financial plan and serves as the basis for grant funding. Ms. Rood then gave a PowerPoint presentation regarding the TDP. She reviewed What is a TDP and the Process; Community Input and the Role of the Study Advisory Committee; Re-branding; Chapters 1-4; and Decision-Making and Wrap-up. Ms. Riedesel stated that the final plan would be presented to the Full Commission for approval and then submitted to DRPT.

Community Economic Development Award (CEDA) for Fields of Gold

Chairperson Dull presented the Fields of Gold CEDA Award. Ms. Riedesel welcomed and introduced Ms. Amanda Glover, Augusta County Economic Development Director and Virginia Economic Development Association (VEDA) Board of Director's member. Ms. Glover had accepted the CEDA Award at VEDA's Spring Conference in Norfolk on behalf of the Fields of Gold Steering Committee. She stated that the CEDA Award recognizes communities for outstanding economic and community development programs. The Fields of Gold Program was nominated by the Shenandoah Valley Partnership for its innovative approach to assisting the region's agricultural community by leveraging resources and capitalizing on the region's agricultural assets. Ms. Glover stated that the CEDA Award also qualifies the Fields of Gold Program for the Southern Economic Development Council Awards Program.

Commonwealth Intergovernmental Review Process (CIRPs) (BAF #15-5)

Chairperson Dull presented for consideration Commonwealth Intergovernmental Review Process (CIRPs). Ms. Earhart moved, seconded by Mr. Johnson, to endorse the staff recommendations. Motion was carried by unanimous vote. They are as follows:

- A. BARC Community Solar Project. BARC has submitted an application to the Appalachian Regional Commission (ARC) for a community solar project and solar learning center for \$500,000. The project will assist 60 residents and 16 businesses in obtaining solar power as well as provide a learning center with classrooms and hands-on displays to educate about electricity and solar power. Residents in Bath, Rockbridge, Highland, Augusta and Alleghany counties will benefit. Given time

APPENDIX A: CSPDC and SVP Board Minutes

constraints, the Executive Director submitted a letter of support for this project on February 18, 2015. Staff recommends ratification of the Executive Director's endorsement letter.

- B. Virginia Department of Health. The Virginia Department of Health has submitted an application for FY15 Drinking Water State Revolving Fund Program-Safe Drinking Water Act for a total funding of \$17,584,800. Given time constraints, the Executive Director submitted a letter of support for this project on February 27, 2015. Staff recommends ratification of the Executive Director's endorsement letter.
- C. Virginia Department of Environmental Quality (DEQ). DEQ has submitted an application for FY15 Section 319(h) Nonpoint Source Implementation Grant application for a total funding of \$5,117,602. Funds will be used to support NPS grant coordination, reporting and planning; technical service delivery, education, training, and technology transfer. Staff recommends endorsement of the project.

Other Business

Under Other Business, Ms. Riedesel reported on the Agriculture and Forestry Industries Development Fund (AFID) planning grant application to fund the Fields of Gold Agritourism Program in the Shenandoah Valley. She stated that she hoped to hear within the next week if the planning grant had been awarded.

Mr. Lewis gave a brief review on the BARC Community Solar Project that was awarded an ARC grant in the amount of \$500,000. He noted that the project is still under the County's review process. He stated that BARC's community solar project is the first of its kind in the state of Virginia and is designed to increase access to solar energy and to reduce up-front costs for participants. Mr. Lewis noted that BARC's model makes solar energy more accessible to the customers at large by decreasing the entrance costs and assuming the ongoing operating expenses and facility maintenance as opposed to individual solar projects. He stated that Rockbridge County is an active participant in this project and has been tremendously supportive.

Adjournment

There being no further business to come before the Commission, a motion for adjournment was unanimously passed at 8:05 p.m. Chairperson Dull announced that the next CSPDC meeting will be held on Monday, June 15, 2015.

Respectfully submitted,

Rita F. Whitfield
Clerk to the Commission

Approved:

Larry Tolley
CSPDC Secretary

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Minutes
Central Shenandoah
Planning District Commission Meeting
112 MacTanly Place, Staunton, VA 24401
June 15, 2015, 7:00 p.m.

| Member Jurisdiction Representatives | | | | | |
|--|------------------------------|---|---------------------------|---|--|
| | Augusta County | | City of Staunton | | Staff |
| ✓ | Jeffrey Moore | ✓ | Carolyn Dull, Chairperson | ✓ | Bonnie Riedesel, Executive Director |
| | Marshall Pattie | ✓ | Sharon Angle | ✓ | Rebecca Joyce, Senior Planner/Prog. Manager |
| | Joseph Colvin | | Rockbridge County | ✓ | Elizabeth McCarty, Ec. Dev/Prog. Manager |
| ✓ | Becky Earhart | ✓ | A. W. Buster Lewis | ✓ | Erin Yancey, Regional Planner |
| | Bath County | ✓ | Chris Slaydon | ✓ | Kevin McDermott, Transportation Manager |
| | Bruce McWilliams, Vice Chair | | Rockingham County | ✓ | Ann Cundy, Transportation Planner |
| | City of Buena Vista | ✓ | Ned Overton | ✓ | Robert Huff, GIS Manager/Regional Planner |
| ✓ | Larry Tolley, Secretary | ✓ | Rick Chandler | ✓ | Nancy Gourley, Transit Program Coordinator |
| | City of Harrisonburg | | Casey Armstrong | ✓ | Devon Thompson, Planning Assistant |
| ✓ | Ted Byrd | ✓ | Kim Sandum | ✓ | Rita Whitfield, Office Manager |
| ✓ | Abe Shearer | | City of Waynesboro | ✓ | Cindi Johnson, Fiscal Officer |
| | Stacy Turner | ✓ | Jeff Freeman | ✓ | Kimberly Miller, Administrative Assistant |
| | Highland County | ✓ | Rusty Johnson | ✓ | Tracey Coltrain, FOG Agritourism Coordinator |
| | Kevin Wagner | | | | Others |
| | City of Lexington | | | ✓ | J. Jay Litten, Esq., Litten & Sipe, LLC |
| ✓ | Frank Friedman | | | ✓ | Terry Harrington, Lexington |
| | | | | ✓ | Tim Petrie, Buena Vista |

Call To Order

The June 15, 2015, Central Shenandoah Planning District Commission meeting was called to order at 7:00 p.m. by Chairperson Dull.

Minutes

Ms. Angle moved, seconded by Mr. Friedman, to approve the minutes of the April 20, 2015, Commission meeting. Motion carried unanimously.

Chairman's Report

Chairperson Dull introduced and welcomed Mr. Tim Petrie from the City of Buena Vista. Mr. Tolley noted that Mr. Petrie will be his replacement on the Commission effective July 1, 2015.

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Chairman Dull reported on the Stronger Economies Together (SET) meeting that she had attended this morning at the CSPDC Office. She noted that there was a 100% participation by the PDC localities.

Executive Director's Report

Under Executive Director's Report, Ms. Riedesel reported on the following:

- Noted that the Virginia Department of Housing and Community Development (DHCD) had announced the availability of up to \$75,000 in grant funds for broadband and telecommunications planning. She stated that the CSPDC assisted Augusta, Bath and Highland counties in submitting Letters of Interest for this funding and she was informed earlier that all three counties have been invited to move to the next phase and submit a full proposal in August.
- Reported on Community Emergency Response Team (CERT) training, noting that the CSPDC held its 31st CERT training. To date, over 500 citizens have participated in CERT classes that have been held in the region since 2003. Ms. Riedesel stated that the nine week course offers basic emergency training to give the average citizen the skills that will help them to protect themselves, their families, neighbors, and co-workers during severe weather, emergencies, or disasters.
- Announced that BARC Electric Cooperative has been recommended to receive \$500,000 in Appalachian Regional Commission (ARC) funding for a Community Solar Project in Rockbridge County. Funding will be used for the construction of a solar generating facility at Highland Belle Elementary School in Rockbridge County. The solar facility will benefit BARC customers who reside in Rockbridge, Bath, Highland and Alleghany counties. The project is expected to begin in late summer/early fall.
- Noted that a "Bicycling in the Shenandoah Valley" Economic Impact Analysis (EIA) is currently being conducted by the CSPDC in conjunction with regional partners. A survey aimed at both visitor and resident cyclists has been released. The data collected from the survey will be used to determine and measure the economic impacts that bicycle tourism has on our local economy. The survey has received over 700 responses and will be open through October.
- Noted that the Transit Development Plan (TDP) for the CSPDC's administered transit services is nearing completion and will be presented to the CSPDC for adoption at its August meeting.

Treasurer's Report

Chairperson Dull presented for consideration the Treasurer's Report (attached to file minutes). Ms. Johnson gave a report on the April 30, 2015 Financial Statement. Ms. Earhart moved, seconded by Mr. Chandler, approve the Treasurer's Report as presented. Motion carried unanimously.

Introduction of Litten & Sipe, LLP

Chairperson Dull introduced and welcomed Mr. Jay Litten, Esq. of Litten & Sipe, LLP. Ms. Riedesel stated that the Commission is growing as an agency and taking on more projects and

APPENDIX A: CSPDC and SVP Board Minutes

programs that require legal advice, particularly regarding procurement and contracting. She noted that legal matters will be performed on an as requested basis by the Executive Director to advise staff on procurement documents; review contracts to insure federal and state compliance; and advise on other legal services as needed, primarily for the Public Transit Program. Mr. Litten stated that he was excited about working with the CSPDC and gave a brief background on his firm's qualifications.

Consideration of Draft FY16 CSPDC Budget (BAF #15-7)

Chairperson Dull presented for consideration the Draft FY16 CSPDC Budget (attached to file minutes). Ms. Riedesel gave a review on the Draft Budget. She noted that for FY16 there are no significant changes to the overall programs and funding for state and federal programs remain about the same. Ms. Riedesel noted that some local contracts will be ending in early FY16 and several grants are pending. She noted that the per capita assessment remains the same at base plus 70 cents per capita. Ms. Riedesel stated that the Draft FY16 Budget includes a 2% cost of living increase. Ms. Johnson then presented a PowerPoint presentation on the CSPDC Draft FY16 CSPDC Budget. She noted that the development of the FY16 Commission Budget began in January with a working budget developed based upon known grants, contracts, and agreements. Ms. Johnson reviewed the Budget Development; CSPDC Revenues; CSPDC Expenses; Wages and Benefits; Revenue Percentages by Federal Agency; and Indirect Rates. She stated that for FY16, the CSPDC has anticipated that revenues will be \$2,723,732. This is a 3.4% increase from the FY15 CSPDC budget. Questions were raised and addressed regarding Social Security, contract work, and indirect cost rate. Mr. Chandler moved, seconded by Mr. Friedman, to recommend approval of the CSPDC FY16 Budget. Motion carried unanimously.

Broadband Planning in the Region

Chairperson Dull presented Broadband Planning in the Region. Mr. Huff gave a PowerPoint presentation on broadband planning in rural localities and its importance. He stated that broadband is the infrastructure technology that enables high speed internet. The term "broadband" refers to the telecommunications system with a greater bandwidth, allowing for higher capacity for internet traffic. Mr. Huff reviewed the advantages of Broadband, how the PDC can be a vital resource in broadband development, and reviewed current projects in the region.

Commonwealth Intergovernmental Review Process (CIRPs) (BAF #15-8)

Chairperson Dull presented for consideration Commonwealth Intergovernmental Review Process (CIRPs). Ms. Riedesel noted that she had received an additional CIRP submitted by the Virginia Department of Transportation for the SPR Work Program for Fiscal Year 2016. Ms. Earhart moved, seconded by Mr. Friedman, to endorse the staff recommendations. Motion was carried by unanimous vote. The CIRPs are as follows:

- A. An application submitted by the Virginia Department of Environmental Quality (DEQ) for FY16-FY20 Chesapeake Bay Monitoring Program for a total funding of \$14,587,888. The proposal will provide continued funding for long-term Chesapeake Bay water quality monitoring projects to measure the effectiveness of point and non-point source nutrient input

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reduction, determine attainment of water quality standards, and determine progress toward attaining living resource water quality habitat goals. Staff recommended endorsement of the project.

- B. Virginia Department of Transportation (VDOT) Draft SPR Work Program for FY16. VDOT has submitted its annual work program for review and comment. The proposed programs comply with state and federal regulations and set forth planning funding for both state and local agencies, such as the Harrisonburg-Rockingham MPO, Staunton-Augusta-Waynesboro MPO, annual Rural Transportation Program Grant, and TAP grants. Staff recommends endorsement of the project.

Adjournment

There being no further business to come before the Commission, a motion for adjournment was unanimously passed at 8:05 p.m. Chairperson Dull announced that the next CSPDC meeting will be held on Monday, August 17, 2015.

Respectfully submitted,

Rita F. Whitfield
Clerk to the Commission

Approved:

Carolyn W. Dull
CSPDC Chairperson

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Minutes
Central Shenandoah
Planning District Commission Meeting
Frontier Culture Museum, Staunton, VA 24401
August 17, 2015, 6:00 p.m.

| Member Jurisdiction Representatives | | | | |
|--|------------------------------|---|-------------------------------|--|
| | Augusta County | | City of Staunton | Staff |
| ✓ | Jeffrey Moore | ✓ | Carolyn Dull, Chairperson | Bonnie Riedesel, Executive Director |
| | Marshall Pattie | ✓ | Sharon Angle | ✓ Rebecca Joyce, Senior Planner/Prog. Manager |
| | Joseph Colvin | | Rockbridge County | ✓ Elizabeth McCarty, Ec. Dev/Prog. Manager |
| | Becky Earhart | | A. W. Buster Lewis | ✓ Erin Yancey, Regional Planner |
| | Bath County | ✓ | Chris Slaydon | ✓ Kevin McDermott, Transportation Manager |
| ✓ | Bruce McWilliams, Vice Chair | | Rockingham County | ✓ Ann Cundy, Senior Transportation Planner |
| | City of Buena Vista | ✓ | Ned Overton | ✓ Robert Huff, GIS Manager/Regional Planner |
| ✓ | Tim Petrie | ✓ | Rick Chandler | ✓ Nancy Gourley, Transit Program Coordinator |
| | City of Harrisonburg | | Casey Armstrong | ✓ Devon Thompson, Planning Assistant |
| | Ted Byrd | ✓ | Kim Sandum | ✓ Rita Whitfield, Office Manager |
| | Abe Shearer | | City of Waynesboro | ✓ Cindi Johnson, Fiscal Officer |
| ✓ | Stacy Turner | ✓ | Jeff Freeman | ✓ Kimberly Miller, Administrative Assistant |
| | Highland County | ✓ | Rusty Johnson | ✓ Tracey Coltrain, FOG Agritourism Coordinator |
| ✓ | Kevin Wagner | | | ✓ Hunter Joseph, GIS Specialist/Planning Assist. |
| | City of Lexington | | Others | Others (continued) |
| ✓ | Frank Friedman | ✓ | Carolyn Bragg, Augusta | ✓ Roberta Lambert, Highland County |
| | | ✓ | Larry Tolley, Buena Vista | ✓ Carrie Chenery, SVP |
| | | ✓ | Brian Brown, Buena Vista | ✓ Terry Rodgers, Shenandoah Valley Social Services |
| | | ✓ | Camille Miller, Lexington | ✓ Megan Argenbright, Brown Edwards |
| | | ✓ | Noah Simon, Lexington | ✓ Matt Thornhill, GenerationsMatter |
| | | ✓ | Spencer Suter, Rockbridge | ✓ Deborah Flippo, Draper Aden Associates |
| | | ✓ | Sam Crickenberger, Rockbridge | ✓ Darren Coffey, Berkley Group |
| | | ✓ | Diana Stultz, Rockingham | ✓ Andrew Williams, Berkley Group |
| | | ✓ | Jim Harrington, Staunton | ✓ Karen Lawrence, KL Creative Media |
| | | ✓ | Linda Nesselrodt, Staunton | |
| | | ✓ | J. R. Dodd, Timberville | |

Call To Order

The August 17, 2015, Central Shenandoah Planning District Commission meeting was called to order at 6:00 p.m. by Chairperson Dull. She asked everyone to introduce themselves.

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Minutes

Mr. Johnson moved, seconded by Mr. Moore, to approve the minutes of the June 15, 2015, Commission meeting. Motion carried unanimously.

Chairperson's Report

Under Chairperson's Report, Chairperson Dull announced that Bonnie Riedesel, Executive Director, had suffered an accident and was on medical leave and therefore could not attend the meeting.

Treasurer's Report

Chairperson Dull presented for consideration the Treasurer's Report (attached to file minutes). Ms. Johnson gave a report on the June 30, 2015 Financial Statement. Mr. Friedman moved, seconded by Mr. McWilliams, approve the Treasurer's Report as presented. Motion was carried by unanimous vote.

Executive Director's Report

Under Executive Director's Report, Ms. McCarty read the Executive Director's Report that was previously submitted by Bonnie Riedesel. In the report Ms. Riedesel gave an update on the CSPDC's upcoming and ongoing programs and projects. Ms. McCarty presented the CSPDC annual report, "A Year in Review" which highlights some of the programs, projects, and events that took place this past year. On behalf of Ms. Riedesel, Ms. McCarty expressed her appreciation to the jurisdictions and Commissioners for their support, leadership, and guidance and to the CSPDC staff for their hard work and dedication.

Recognition of Outgoing Commission Board Members

Chairperson Dull presented plaques to Mr. Larry Tolley, City of Buena Vista and Ms. Stacy Turner, City of Harrisonburg for their outstanding leadership and notable service to the Planning District Commission and to the people of the District, shown during their terms as Commissioners.

Consideration of Transit Development Plan (TDP) (BAF #15-10)

Chairperson Dull presented for consideration the Transit Development Plan (Executive Summary attached to file minutes). Ms. Gourley gave a PowerPoint presentation on the TDP for the CSPDC's administered transit services. She reviewed the History of the Transit Program; Staunton-Augusta-Waynesboro becoming an MPO; Current Service; Key Destinations; Partners; Funding; Public Surveys; Transit System Branding; and Next Steps. She noted that the Virginia Department of Rail and Public Transportation (DRPT) requires that any public transit (bus, rail, ferry) operator receiving state funding prepare, adopt, and submit a Transit Development Plan (TDP) at least every six years. Ms. Gourley stated that the TDP was prepared by a DRPT provided consultant, KFH Group, and was developed with participation from a working group comprised of staff representatives from the local jurisdictions and from the private funding partners. Mr. Johnson

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moved, seconded by Mr. Moore, to adopt the TDP for the CSPDC's administered transit services. Motion carried unanimously.

CSPDC Application for Transportation Project Funding Under House Bill 2 (HB2) - I-81 Exit 213 Greenville (BM #15-1)

Chairperson Dull presented CSPDC Application for Transportation Project Funding under HB2 for I-81 Exit 213 Greenville. Mr. McDermott stated that the Central Shenandoah Planning District Commission and the Virginia Department of Transportation are considering submitting an application for funding under the Commonwealth's new HB 2 Transportation Funding Program. He noted that the project proposes to improve the safety at Interstate 81, Exit 213 at the Greenville exit in Augusta County. Mr. McDermott stated that the existing southbound and northbound acceleration lanes do not meet the current guidelines for length, resulting in a safety hazard. He noted that the CSPDC will require a Resolution of Support in order to submit this application and will be presented to the CSPDC at their October meeting for consideration. Upon a question as to why Augusta County is not submitting the grant, Mr. McDermott responded and explained why this would require a Resolution of Support from the CSPDC.

Consideration of Appointment of Members to the Transit Advisory Committee (BAF #15-11)

Chairman Dull presented for consideration Appointment of Members to the Transit Advisory Committee. She presented the list of representatives (attached to file minutes). Mr. Friedman moved, seconded by Mr. Slaydon, to appoint the following representatives to serve as members of the Transit Advisory Committee:

- Steve Rosenberg - City of Staunton
- Jennifer Whetzel - County of Augusta
- City of Waynesboro Representative
- Lisa Cline - Augusta Health
- Wayne Martin - Blue Ridge Community College
- Terry Rodgers - Shenandoah Valley Social Services
- Russell Neyman - Wilson Workforce Rehabilitation Center
- Staunton Downtown Development Association
- Stephen Ferguson - CATS Board
- One member of the general public who utilizes the transit system on a regular basis.
- One representative each of the contracted service provider and Department of Rail and Public Transportation as non-voting members.

Motion was carried by unanimous vote.

Commonwealth Intergovernmental Review Process (CIRPs) (BAF #15-9)

Chairperson Dull presented for consideration Commonwealth Intergovernmental Review Process (CIRPs). She noted an additional CIRP submitted by the Interstate Commission on the Potomac River Basin for Potomac River Basin Water Quality Improvement. Mr. Moore moved, seconded by

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Mr. Wagner, to endorse the staff recommendations. Motion was carried by unanimous vote. The CIRPs are as follows:

- A. Heritage Residence Hall Renovations, Bridgewater College application. Bridgewater College has submitted an application to Rural Development for a \$3.9 million loan request to renovate Heritage Residence Hall on their campus. Given time constraints, the Executive Director submitted a letter of support for this project on June 17, 2015. Staff recommends ratification of the Executive Director's endorsement letter.
- B. Town of Glasgow Rural Business Development Grant (RBDG) application. The Town of Glasgow has submitted an application to Rural Development for \$77,777 for a RBDG for the Town of Glasgow Farmers Market. Given time constraints, the Executive Director submitted a letter of support for this project on July 24, 2015. Staff recommends ratification of the Executive Director's endorsement letter.
- C. Waynesboro Economic Development Authority RBDG application. The Waynesboro Economic Development Authority has submitted an application to Rural Development for \$16,000 for a RBDG. Given time constraints, the Executive Director submitted a letter of support for this project on July 24, 2015. Staff recommends ratification of the Executive Director's endorsement letter.
- D. Virginia Department of Environmental Quality (DEQ) application. DEQ has submitted an application for FY16 Water Quality Management Planning Program for \$290,000. Staff recommends endorsement of the project.
- E. Interstate Commission on the Potomac River Basin (ICPRB) application. ICPRB has submitted an application to the Environmental Protection Agency for Potomac River Basin Water Quality Improvement for a total funding of \$812,048. Staff recommends endorsement.

Adjournment

There being no further business to come before the Commission, a motion for adjournment was unanimously passed at 6:40 p.m. Chairperson Dull announced that the next CSPDC meeting will be held on Monday, October 19, 2015.

Respectfully submitted,

Rita F. Whitfield
Clerk to the Commission

Approved:

Carolyn W. Dull
CSDPC Chairperson

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Minutes
Central Shenandoah
Planning District Commission Meeting
112 MacTanly Place, Staunton, VA 24401
October 19, 2015, 7:00 p.m.

| Member Jurisdiction Representatives | | | | | |
|--|------------------------------|---|---------------------------|---|--|
| | Augusta County | | City of Staunton | | Staff |
| | Jeffrey Moore | ✓ | Carolyn Dull, Chairperson | ✓ | Bonnie Riedesel, Executive Director |
| ✓ | Marshall Pattie | ✓ | Sharon Angle | ✓ | Rebecca Joyce, Senior Planner/Prog. Manager |
| | Joseph Colvin | | Rockbridge County | ✓ | Elizabeth McCarty, Ec. Dev/Prog. Manager |
| ✓ | Becky Earhart | ✓ | A. W. Buster Lewis | ✓ | Erin Yancey, Regional Planner |
| | Bath County | ✓ | Chris Slaydon | ✓ | Kevin McDermott, Transportation Manager |
| ✓ | Bruce McWilliams, Vice Chair | | Rockingham County | ✓ | Ann Cundy, Senior Transportation Planner |
| | City of Buena Vista | ✓ | Ned Overton | ✓ | Robert Huff, GIS Manager/Regional Planner |
| ✓ | Tim Petrie | | Rick Chandler | ✓ | Nancy Gourley, Transit Program Coordinator |
| | City of Harrisonburg | ✓ | Casey Armstrong | ✓ | Devon Thompson, Planning Assistant |
| ✓ | Ted Byrd | ✓ | Kim Sandum | ✓ | Rita Whitfield, Office Manager |
| ✓ | Abe Shearer | | City of Waynesboro | ✓ | Cindi Johnson, Fiscal Officer |
| ✓ | Adam Fletcher | ✓ | Jeff Freeman | ✓ | Kimberly Miller, Administrative Assistant |
| | Highland County | ✓ | Rusty Johnson | ✓ | Tracey Coltrain, FOG Agritourism Coordinator |
| ✓ | Kevin Wagner | | | | Others |
| | City of Lexington | | | ✓ | Terry Harrington, Lexington |
| ✓ | Frank Friedman | | | ✓ | Tammy Stephenson, DEQ |
| | | | | ✓ | Sara Jordan, DEQ |

Call To Order

The October 19, 2015, Central Shenandoah Planning District Commission meeting was called to order at 7:05 p.m. by Chairperson Dull.

Minutes

Mr. Johnson moved, seconded by Ms. Angle, to approve the minutes of the August 17, 2015, Commission meeting. Motion carried unanimously.

Chairman's Report

Chairperson Dull introduced and welcomed Mr. Adam Fletcher, representative from the City of Harrisonburg. She reported on the Virginia Municipal League Conference that she had attended in Richmond on October 5th. She also reported on actions taken at the Executive Committee meeting including approval to revise the FY16 CSPDC Budget and the appointment of Casey Armstrong as CSPDC Secretary.

Executive Director's Report

Under Executive Director's Report, Ms. Riedesel:

- Reported on the Charlottesville-Albemarle MPO (CA-MPO) and the Staunton-Augusta-Waynesboro MPO (SAWMPO) Policy Boards' joint meeting that was held in Albemarle County. Ms. Riedesel noted that a number of mutually shared transportation interests and projects were discussed. She stated that this was the first joint meeting of the two MPOs and plans are to continue this on an annual basis.
- Reported on the House Bill 2 applications, noting that 17 applications from the region were submitted on September 30th. Ms. Riedesel noted that CSPDC and VDOT staff assisted the SAWMPO and individual localities in submitting their applications.
- Announced that as part of the Transit Development Plan, a branding exercise was completed to develop a name, logo, and color scheme for the bus system. The "BRITE" logo will be unveiled at a ribbon-cutting ceremony on October 30th at Augusta Health.
- Reported that the three MPOs' (HRMPO, SAWMPO, and Charlottesville-Albemarle MPO), with support from DRPT, are conducting a study to evaluate the feasibility of implementing transit service in the Interstate 81 and 64 corridors, connecting the cities of Harrisonburg, Staunton, Waynesboro, and Charlottesville. Ms. Riedesel noted that a regional steering group has been established to work with the consultant, KFH Group, Inc. The steering group includes representatives from the three MPOs, the University of Virginia, James Madison University, and the region's transit providers (Harrisonburg Department of Public Transportation, Charlottesville Area Transit (CAT), JAUNT, and CSPDC). The timeline for the study is ten months.

Treasurer's Report

Chairperson Dull presented for consideration the Treasurer's Report (attached to file minutes). Ms. Johnson gave a report on the August 31, 2015 Financial Statement. Mr. Friedman moved, seconded by Mr. Shearer, to approve the Treasurer's Report as presented. Motion carried unanimously.

Election of Executive Committee Member

Chairperson Dull presented for consideration Election of Executive Committee Member. Ms. Riedesel stated that a vacancy on the Executive Committee Board has occurred with the departure of Mr. Larry Tolley. She distributed copies of the ballot, asking everyone to vote for only one member. Mrs. Riedesel noted that once the ballots had been tabulated, the new Executive Committee member would be announced at the end of the meeting.

Consideration of Transportation Project Funding Under House Bill 2 (HB2) – I-81 Exit 213, Greenville (BAF #15-16)

Chairperson Dull presented for consideration Transportation Project Funding under HB2 – Exit I-81, Exit 213 in Greenville. Mr. McDermott gave a brief review on the project, noting that the Central Shenandoah Planning District Commission has submitted an application for funding under the Commonwealth’s new HB2 Transportation Funding Program. He stated that the project proposes to improve the safety at Interstate 81 Exit 213 (the Greenville exit in Augusta County). Mr. McDermott noted that the HB2 application requires that the CSPDC submit a Resolution endorsing this project for the application to be considered (attached to file minutes). He stated that this project was previously announced to the Commission at their August meeting and following that meeting, outreach to Augusta County was conducted in order to insure their support for the project. Mr. Pattie moved, seconded by Mr. Johnson, to endorse the Resolution for the CSPDC application for Transportation Project Funds under HB2 – I-81 Exit 213, Greenville. Motion was carried by unanimous vote.

Discussion on Growth and Opportunity (GO) Virginia (BM #15-3)

Chairperson Dull presented for discussion GO Virginia. Ms. McCarty gave a review on GO Virginia, noting that GO Virginia is a bipartisan, business-led initiative that was launched at the end of July by the Virginia Business Higher Education Council and the Council on Virginia’s Future. She stated that the goal of GO Virginia is to foster private sector growth and job creation throughout all regions of the Commonwealth. GO Virginia is focused on the creation of state incentives for regional collaboration by business, education, and government. Ms. McCarty noted that CSPDC staff will be monitoring this new initiative and discussing the potential role of the planning district commission in its implementation. She stated that additional information can be found at www.GOVirginia.org.

Commonwealth Intergovernmental Review Process (CIRPs) (BAF #15-15)

Chairperson Dull presented for consideration Commonwealth Intergovernmental Review Process (CIRPs). Ms. Riedesel presented an application submitted by the Virginia Department of Environmental Quality for USGS Research and Data Collection, Water Use Financial Assistance, for \$26,000. Ms. Earhart moved, seconded by Mr. McWilliams, to endorse the project. Motion carried unanimously.

Presentation on the State Water Supply Plan

Chairperson Dull presented the Presentation on the State Water Supply Plan. Ms. Yancey welcomed and introduced Ms. Tammy Stephenson, Program Coordinator and Sara Jordan, Senior Water Supply Planner from the Virginia Department of Environmental Quality. Ms. Yancey gave an update on local Water Supply Plans that were completed in 2011. Ms. Stephenson presented a PowerPoint presentation on the State Water Resources Plan and Water Supply Planning. She reviewed Virginia Population and Water Trends; What the State Plan Tells Us; Surface Water Withdrawals and Quantifying Potential Impact; State Observation Wells; Challenges and Recommendations; and Next Steps.

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Other Business

Under Other Business, Ms. Riedesel advised the Board that the votes for a board member to fill the unexpired term on the Executive Committee had been tabulated. She announced that Mr. Jeff Freeman, representative from the City of Waynesboro, will serve as the new Executive Committee member.

Mr. Pattie reported that NTelos did not apply for a recent federal Broadband grant of \$400,000, leaving this money on the table for Augusta County. He stated that only a private agency could apply, and that Augusta County was not aware such a grant was available. He asked that the County be alerted of future grant opportunities such as this.

Adjournment

Chairperson Dull announced that the next CSPDC meeting will be held on Monday, December 7, 2015. There being no further business to come before the Commission, a motion for adjournment was unanimously passed at 8:05 p.m.

Respectfully submitted,

Rita F. Whitfield
Clerk to the Commission

Approved:

Casey Armstrong
CSPDC Secretary



Minutes

Shenandoah Valley Partnership Board Meeting
 Ice House, 127 W Bruce St, Harrisonburg, VA 22801
 January 23, 2015 – 10:00 am – 12:00 pm

| Private Members | | Public Members | | Staff | |
|-----------------|--|----------------|--|-------|---|
| ✓ | Greg Godsey, Chair & Union First Market Bank | ✓ | Augusta County Larry Wills | ✓ | Joan Hollen, Marketing Specialist |
| | Greg Campbell, Chair Emeritus & Shenandoah Valley Regional Airport | | Bath County Claire Collins | ✓ | Jane VanRyan, Investor Relations |
| ✓ | Dr. John Downey, Vice-Chair & Blue Ridge Community College | ✓ | City of Buena Vista Brian Brown | ✓ | Cari Orebaugh, Executive Assistant |
| ✓ | Dave Tong Premier Technical Services | ✓ | Central Shenandoah Planning District Commission Bonnie Riedesel | ✓ | Annie Moncure Web/Social Media Personnel |
| | Chip Harvill Cadence | ✓ | City of Harrisonburg Brian Shull (Treasurer) | | Guests |
| | Emmett Toms Dominion Virginia Power | | Highland County Betty Mitchell | ✓ | Amanda Glover Augusta County |
| ✓ | Keith May Cottonwood Commercial Realty | | James Madison University Carol Fleming | ✓ | Charles Hendricks Development Committee Vice-Chair, Gaines Group |
| | Krishna Kodukula SRI | | City of Lexington Noah Simon (<i>pending appointment</i>) | ✓ | Robin Sullenberger SRI |
| ✓ | Scot Lilly Farm Credit of the Virginias | | Page County Darrell Short | ✓ | Sharon Johnson Shenandoah Valley Workforce Investment Board |
| | Tony Biller Nielsen Builders, Inc. | ✓ | Rockbridge County Sam Crickenberger | ✓ | Debbie Melvin Education/Workforce Committee Vice-Chair, Virginia Jobs Investment Program |
| ✓ | Neal Menefee The Rockingham County | ✓ | Rockingham County George Anas | ✓ | Dr. Marshall Pattie Augusta County Board of Supervisor |
| ✓ | Chris Kyle Shentel | | Shenandoah County Brandon Davis | ✓ | Dr. Marshall Pattie Augusta County Board of Supervisor |
| ✓ | Mark Frazier NIBCO | | City of Staunton William Vaughn | | |
| | | ✓ | City of Waynesboro Greg Hitchin | | |

APPENDIX A: CSPDC and SVP Board Minutes

Call to Order

The January 23, 2015 Shenandoah Valley Partnership Board of Directors Meeting was called to order at 10:02 a.m. by Chairperson Godsey.

Welcome – Greg Godsey, Chair of the Board

Chairperson Godsey welcomed all Board Members and guests. Chairman Godsey introduced Larry Wills, new Board of Director representing Augusta County. Chairman Godsey updated the Board that staff has been working on completing FY15-16 locality budget requests and the new website. Annie Moncure was introduced as the recently hired Web & Social Media Intern for the spring semester.

Approval of Minutes – November 14, 2014

Chairperson Godsey presented the minutes of the November 14, 2014 Board of Directors Meeting.

Motion by Sam Crickenberger to approve the minutes of November 14, 2014; seconded by George Anas. Motion approved unanimously.

Committee Reports

Treasurer's Report – Brian Shull

Treasurer Brian Shull reviewed the Profit and Loss Statement through December 2014. The Partnership has raised \$65,100 in private investment. All public contributions are up to date. All major expense line items are within budget. In January, staff has coordinated registration, airfare and lodging for future marketing missions and trade shows including the Chicago Blackhawks Game, Site Selector Guild Conference and Roundtable in the Rockies Conference.

Mr. Shull presented the Balance Sheet through December 2014. Cash position is strong and accounts receivable is a little high. Jane Van Ryan has been working on receiving delinquent private investments. Reserve is at \$165,000. The reserve will decrease throughout the remainder of the year.

Motion by Brian Shull to approve the Treasurer's Report of January 23, 2015; seconded by Dr. Downey. Motion approved unanimously.

Marketing Report – Greg Hitchin

Greg Hitchin, Chairman of the Marketing Committee, updated the Board. The Annual Marketing Retreat was held on November 21, 2014 at Barren Ridge Vineyards and focused on four areas:

- 1.) What is our mission?
- 2.) Working with location advisors
- 3.) Target sectors
- 4.) What are tools that we (Economic Development Practitioners) need that the Partnership can provide as a member added benefit?

A draft of a work plan covering the next 18-24 months has been created. Six subgroups have been formed to work on the following areas: Site Readiness, Site Location Advisors, Supply Chain,

APPENDIX A: CSPDC and SVP Board Minutes

Spring Economic Development Forum, Fall Economic Development Forum and VEDP Lunch and Learn.

Future marketing missions and tradeshow include the Blackhawks Hockey Game, February 18, Chicago, IL and the Site Selectors Guild Conference, February 23-25, San Juan, Puerto Rico. Two other tradeshow the Committee is considering for this fiscal year include SelectUSA at end of March in Washington, DC and two location advisor meetings in southern California and the New Year City Metro Area.

The Spring Economic Development Forum will be held on April 17th at Blackfriars Playhouse following the Board Meeting.

Investor Relations/Development Report – Keith May

Keith May, Chairman of the Development Committee, updated the Board. The Development Committee has been busy making electronic introductions to Jane Van Ryan with prospective investors. The newest investors include: Sysco, G&H Contracting and Shenandoah Valley Office Equipment. The private sector membership continues to grow and the Development Committee made a goal to have 150 investors by the end of the FY15.

Keith May, Jane Van Ryan and Charles Hendricks, Vice-Chair of the Development Committee, are working on updating the Committee Charter.

Mr. May updated the Board on the Shenandoah Valley Innovation Coalition (SVIC) and their upcoming BizBlitz in March. This event will be similar to the two StartUp Weekends SVIC coordinated in the past. SVIC, while still under the Partnership's umbrella, is working to form a Leadership Team that will eventually become a Board. SVIC is also reaching out to other areas of the region to broaden their membership.

Staff will be working on updating the Investor Profiles on our website. This is a great way to sell Partnership membership.

The Spring Connect Event will be held on May 7, 2015 at the Burner Barn at Luray Caverns.

Education/Workforce Report – Dr. John Downey

Dr. Downey, Chairman of the Education/Workforce Committee, updated the Board. The Education/Workforce Committee meets bi-annually. Dr. Downey invited all Board of Directors to stay for their January meeting following the Board Meeting.

The Education/Workforce Committee has been working on two projects. The first is the Education/Workforce Database. Staff has been working to update this database and this will be a major tool and resource on the new website.

The second project the Committee is working on is an In Demand Jobs Campaign. Dr. Downey, Jenny Carter and Debbie Melvin have been working with WHSV-TV3 to create this program which highlights jobs that are currently in high demand. This campaign now includes a webpage that Debbie Melvin will create content for. The webpage will be placed within the Partnership's new website. The

APPENDIX A: CSPDC and SVP Board Minutes

created commercials will ask viewers to connect to the Partnership's Workforce and Training Database. Using google analytics, this will be a tool for tracking the success of the campaign. Welding will be the first highlighted program. The Committee is hoping this campaign leads to apprenticeships and mentorships in the workplace for students.

New Business

Transition Update

Chairperson Godsey updated the Board on the transition process of hiring a new Executive Director. The Executive Committee met on November 7, 2014 to discuss plans and a timeline for hiring Dennis' replacement. The Executive Director job opening was posted on Monday, November 17, 2014, with a similar description as before. The application process closed on December 31, 2014. Interviews were held on January 20, 2015. The hope is to have an announcement in the next week and have the new Director in place by the beginning of March.

Other Business

Regional allies updated the Board on good news happening for their organizations and the region.

Next Meeting Date

The next Shenandoah Valley Partnership Board of Director's Meeting will take place on April 17, 2015 from 8:30am – 9:00am prior to the Spring Economic Development Forum at Blackfriars Playhouse in Staunton.

Adjournment

There being no further business to come before the Board, Chairperson Godsey adjourned the meeting at 10:45 am.

Respectfully submitted,
Cari Orebaugh, Recording Secretary



Minutes
 Shenandoah Valley Partnership Board Meeting
 American Shakespeare Center's Blackfriars Playhouse
 April 17, 2015 | 8:30am – 9:00am

| Private Members | | Public Members | | Staff | |
|-----------------|--|----------------|--|-------|---|
| ✓ | Greg Godsey, Chair & Union First Market Bank | ✓ | Augusta County Larry Wills | ✓ | Carrie Chenery Executive Director |
| | Greg Campbell, Chair Emeritus & Shenandoah Valley Regional Airport | | Bath County Claire Collins | | Joan Hollen, Marketing Specialist |
| ✓ | Dr. John Downey, Vice-Chair & Blue Ridge Community College | ✓ | City of Buena Vista Brian Brown | ✓ | Jane VanRyan, Investor Relations |
| ✓ | Dave Tong Premier Technical Services | ✓ | Central Shenandoah Planning District Commission Bonnie Riedesel | ✓ | Cari Orebaugh, Executive Assistant |
| ✓ | Chip Harvill Cadence | ✓ | City of Harrisonburg Brian Shull (Treasurer) | ✓ | Annie Moncure Web/Social Media Personnel |
| | Emmett Toms Dominion Virginia Power | ✓ | Highland County Betty Mitchell | | Guests |
| ✓ | Keith May Cottonwood Commercial Realty | | James Madison University Carol Fleming | ✓ | Sharon Johnson Shenandoah Valley Workforce Investment Board |
| | Krishna Kodukula SRI | ✓ | City of Lexington Noah Simon (<i>pending appointment</i>) | ✓ | Debbie Melvin Education/Workforce Committee Vice-Chair, Virginia Jobs Investment Program |
| ✓ | Scot Lilly Farm Credit of the Virginias | | Page County Darrell Short | ✓ | Courtland Robinson City of Staunton |
| ✓ | Tony Biller Nielsen Builders, Inc. | ✓ | Rockbridge County Sam Crickenberger | | |
| | Neal Menefee The Rockingham County | ✓ | Rockingham County Joseph S. Paxton | | |
| ✓ | Chris Kyle Shentel | ✓ | Shenandoah County Brandon Davis | | |
| ✓ | Mark Frazier NIBCO | ✓ | City of Staunton William Vaughn | | |
| | | ✓ | City of Waynesboro Greg Hitchin | | |
| | | | | | |

APPENDIX A: CSPDC and SVP Board Minutes

Call to Order

The April 17, 2015 Shenandoah Valley Partnership Board of Directors Meeting was called to order at 8:31 a.m. by Chairperson Godsey.

Welcome – Greg Godsey, Chair of the Board

Chairperson Godsey welcomed all Board Members and guests.

Approval of Minutes – January 23, 2015

Chairperson Godsey presented the minutes of the January 23, 2015 Board of Directors Meeting.

Motion by Sam Crickenberger to approve the minutes of January 23, 2015; seconded by Greg Hitchin. Motion approved unanimously.

Committee Reports

Treasurer's Report – Brian Shull

Treasurer Brian Shull reviewed the Profit and Loss Statement through March 2015. All line items are on budget with the only overages being with on the Business Data List and Office Supplies. Several future marketing missions and tradeshow will reduce the remaining marketing funds.

Mr. Shull presented the Balance Sheet through March 2015. The Partnership's cash position remains strong going into the last quarter of the fiscal year.

Motion by Dr. Downey to approve the Treasurer's Report of April 17, 2015; seconded by Keith May. Motion approved unanimously.

Marketing Report – Greg Hitchin

Greg Hitchin, Chairman of the Marketing Committee, will be giving a Marketing Committee update during the Forum. Mr. Hitchin recognized the Activity Report and Scorecard within Board of Director's packets.

Investor Relations/Development Report – Keith May

Keith May, Chairman of the Development Committee, updated the Board. Since the beginning of the fiscal year, the Partnership has gained 20 new private sector investors bringing the current private investor total to 146. Verizon will not renew their investment of \$2,500, however, Dominion Power has increased their investment from \$5,000 to \$7,500. Numerous prospective investors are attending the Forum. Jane Van Ryan, Investor Relations Director, will be recognizing new members during the Forum. The Development Committee is also working on their Committee Charter that will provide structure to the Committee.

APPENDIX A: CSPDC and SVP Board Minutes

Education/Workforce Report – Dr. John Downey

Dr. Downey, Chairman of the Education/Workforce Committee, updated the Board. The Education & Workforce Training Database has successfully been transitioned and updated on the Partnership's recently re-branded website.

Dr. Downey updated the Board on the In-Demand Local Career Opportunities Campaign. In Partnership with WHSV-TV3, the Partnership has launched a campaign to promote in-demand local career opportunities in the Valley. The careers featured are high-wage, high-growth and high-demand. The following videos were shown: 1on1: Governor McAuliffe on Virginia's Need for a Skilled Workforce (<http://www.wHSV.com/indemand/headlines/1on1-Gov-McAuliffe-on-Virginias-Need-for-a-Skilled-Workforce-298347291.html>) and Highlighting the Need for a Skilled Workforce (<http://www.wHSV.com/indemand/headlines/Highlighting-the-Need-for-a-Skilled-Workforce-in-the-Valley-298335671.html>).

Staff Report

Chairman Godsey introduced Carrie Chenery, recently hired Executive Director. Ms. Chenery updated the Board on scheduling to meet with all local economic developers, County Board of Supervisors and Economic Development Authorities and City Councils. Ms. Chenery also updated the Board that she has met or is scheduled to meet with all Board of Directors. Ms. Chenery also discussed that during her first few weeks with the Partnership, she attended the Virginia Agritourism Conference, Spring Virginia Economic Developers Association Conference and the Roundtable in the Rockies marketing mission.

Next Meeting Date

The next Shenandoah Valley Partnership Board of Director's Meeting will take place on July 24, 2015 from 10:00am – 12:00pm at Blue Ridge Community College.

Adjournment

There being no further business to come before the Board, Chairperson Godsey adjourned the meeting at 9:00 am.

Respectfully submitted,
Cari Orebaugh, Recording Secretary



Minutes

Shenandoah Valley Partnership Board Meeting
 Stonewall Jackson Hotel and Conference Center
 July 22, 2015 | 11:00am – 1:00pm

| Private Members | | Public Members | | Staff | |
|-----------------|--|----------------|--|-------|---|
| ✓ | Greg Godsey, Chair & Union Bank & Trust | ✓ | Augusta County Larry Wills | ✓ | Carrie Chenery Executive Director |
| ✓ | Greg Campbell, Chair Emeritus & Shenandoah Valley Regional Airport | ✓ | Bath County Claire Collins | | Joan Hollen, Marketing Specialist |
| | Dr. John Downey, Vice-Chair & Blue Ridge Community College | | City of Buena Vista Brian Brown | ✓ | Jane VanRyan, Investor Relations |
| ✓ | Dave Tong Premier Technical Services | ✓ | Central Shenandoah Planning District Commission Bonnie Riedesel | ✓ | Cari Orebaugh, Executive Assistant |
| ✓ | Chip Harvill Cadence | ✓ | City of Harrisonburg Brian Shull (Treasurer) | ✓ | Matthew Wallace Web/Social Media Intern |
| ✓ | Emmett Toms Dominion Virginia Power | ✓ | Highland County Robin Sullenberger | | Guests |
| ✓ | Keith May Cottonwood Commercial Realty | ✓ | James Madison University Carol Fleming | ✓ | Charles Hendricks Development Committee Vice-Chair, The Gaines Group |
| ✓ | Krishna Kodukula SRI | ✓ | City of Lexington Noah Simon | ✓ | Debbie Melvin Education/Workforce Committee Vice-Chair, Virginia Jobs Investment Program |
| ✓ | Scot Lilly Farm Credit of the Virginias | | Page County Darrell Short | | |
| ✓ | Tony Biller Nielsen Builders, Inc. | ✓ | Rockbridge County Sam Crickenberger | | |
| ✓ | Neal Menefee The Rockingham Group | ✓ | Rockingham County George Anas | | |
| ✓ | Chris Kyle Shentel | ✓ | Shenandoah County Brandon Davis | | |
| | Mark Frazier NIBCO | ✓ | City of Staunton William Vaughn | | |
| ✓ | Bobby Berkstresser White's Travel Center | ✓ | City of Waynesboro Greg Hitchin | | |
| | | | | | |

APPENDIX A: CSPDC and SVP Board Minutes

Call to Order

The July 22, 2015 Shenandoah Valley Partnership Board of Directors Meeting was called to order by Chairperson Godsey.

Welcome – Greg Godsey, Chair of the Board

Chairperson Godsey welcomed all Board Members and guests. Chairman Godsey thanked all Board Members for attending the Annual Meeting earlier in the day where The Honorable Secretary of Agriculture and Forestry Todd Haymore delivered remarks and Governor Terence R. McAuliffe was the keynote speaker.

The Shenandoah Valley Partnership's Annual Meeting is a combined Annual Board of Directors meeting and annual membership meeting for the 12 jurisdictions represented by SVP and the more than 150 private sector members in the Partnership to receive an update on SVP efforts in the region and statewide economic development initiatives. Marketing Committee, Development Committee and Education & Workforce Committee representatives presented during the Annual Meeting.

Secretary Haymore and Governor McAuliffe updated attendees on the New Virginia Economy Plan and how the Shenandoah Valley and our strong agricultural assets lead this vision. Additional updates were given on the number of legislative and budgetary initiatives established to integrate agriculture and forestry fully into Virginia's overall economic development effort.

Chairman Godsey also acknowledged Secretary Haymore and Governor McAuliffe's visit with the Board of Directors following the Annual Meeting. Secretary Haymore and Governor McAuliffe received a gift basket and framed picture highlighting the Fields of Gold program.

Approval of Minutes – April 17, 2015

Chairperson Godsey presented the minutes of the April 17, 2015 Board of Directors Meeting.

Motion by Sam Crickenberger to approve the minutes of April 17, 2015; seconded by Larry Wills. Motion approved unanimously.

Treasurer's Report – Brian Shull

Treasurer Brian Shull reviewed the Profit and Loss Statement through June 2015, representing the entire FY14-15. Nearly all line items were on budget or under budget with the overages covering the Business Data List and Office Supplies. The Personnel line item was under budget due to lack of an Executive Director for four months. Total income for FY14-15 was reported at \$465,368 with a total expense reported at \$383,416. This generated a total income of \$81,952 for FY14-15.

Motion by Brian Shull to approve the Profit and Loss Statement through June 2015; seconded by Greg Hitchin. Motion approved unanimously.

Mr. Shull presented the Balance Sheet through June 2015. It was noted that funds were expended for the Shenandoah Valley Innovation Coalition under Due to SVIC and the In-Demand Local Career Opportunities Campaign under Deferred Revenue. Reserve was reported at \$204,037. It was noted that

APPENDIX A: CSPDC and SVP Board Minutes

the Partnership is required to keep \$50,000 in reserve and that the current reserve has been budgeted to help cover additional future marketing initiatives.

Motion by Neal Menefee to approve the Balance Sheet through June 2015; seconded by Keith May. Motion approved unanimously.

Mr. Shull presented the FY15-16 budget. It was noted that the private sector investment was set at an attainable \$130,000 and that the reserve pulled to balance the budget is a one-time occurrence. It was also noted that the same 2012 census data will be used to determine the per capita formula for FY16-17 public contributions.

Motion by Neal Menefee to approve the FY15-16 Budget; seconded by Dave Tong. Motion approved unanimously.

Board of Director Appointment and Reappointment

Chairman Godsey presented the Board of Director Appointment and Reappointments for two year terms to expire June 30, 2015.

On the recommendation of the Executive Committee, the appointment of Mr. Bobby Berkstresser, representing Whites and Lee-Hi Travel Centers, to serve a two year term to expire June 30, 2017.

Motion by Sam Crickenberger; seconded by Larry Wills. Motion approved unanimously.

Chairman Godsey thanked Mr. Berkstresser for his willingness to serve and welcomed him to the Shenandoah Valley Partnership Board of Directors.

On the recommendation of the Executive Committee for reappointments of the following board members with expiring terms two year terms to expire June 30, 2017:

- Mr. Larry Wills
- Mr. Robin Sullenberger
- Mr. George Anas
- Ms. Bonnie Riedesel
- Mr. Brian Shull
- Mr. Brandon Davis
- Mr. William Vaughn
- Mr. Neal Menefee
- Mr. Mark Frazier
- Mr. Emmett Toms
- Mr. Greg Godsey
- Dr. Krishna Kodukula
- Mr. Keith May
- Mr. David Tong

Motion by Sam Crickenberger; seconded by Chris Kyle. Motion approved unanimously.

Chairman Godsey presented the following Slate of Officers eligible for re-appointment for the FY15-16:

APPENDIX A: CSPDC and SVP Board Minutes

| | |
|-------------------|--|
| Greg Godsey | Chair |
| Dr. John Downey | Vice-Chair and Education/Workforce Chair |
| Brian Shull | Treasurer/Secretary |
| Keith May | Development Chair |
| Greg Hitchin | Marketing Chair |
| Greg Campbell | Chair Emeritus |
| Debbie Melvin | Education/Workforce Vice-Chair |
| Charles Hendricks | Development Vice-Chair |
| Terry Cunningham | Marketing Vice-Chair |

Motion by Larry Wills; seconded by Sam Crickenberger. Motion approved unanimously.

Committee Scope

Carrie Chenery opened the floor to questions regarding SVP Committee initiatives and projects.

Board of Directors Roundtable

Carrie Chenery asked Board of Directors to give an update on their locality or business. These updates will help Partnership staff and Board of Directors better connect as a group and determine their desired focus for SVP for the upcoming fiscal year.

Next Meeting Date

The next Shenandoah Valley Partnership Board of Director's Meeting will take place on October 23rd from 9:00am – 11:00pm at Blue Ridge Community College.

Adjournment

There being no further business to come before the Board, Chairperson Godsey adjourned the meeting.

Respectfully submitted,
Cari Orebaugh, Recording Secretary

**APPENDIX B
CEDS Committee Membership
July 1, 2015 - June 30, 2016**

| Representative | Locality | | | | | Occupation | Representing | |
|---|----------------------|------------------|---------|-------|-------|--|------------------------------------|------------------------|
| | | Elected Official | Citizen | Urban | Rural | | | |
| CENTRAL SHENANDOAH PLANNING DISTRICT COMMISSION | | | | | | | | |
| Moore, Jeffrey | Augusta County | X | | | X | Vice President, Trucking Operations | Local Government | |
| Colvin, Joseph | | | X | | X | Business | Local Government | |
| Pattie, Marshall | | X | | | X | University Professor | Local Government | |
| Earhart, Becky | | | X | | X | County Planner | Local Government | |
| McWilliams, Bruce* | Bath County | X | | | X | Business | Local Government | |
| Wagner, Kevin* | Highland County | X | | | X | Postmaster | Local Government | |
| Slaydon, Chris | Rockbridge County | | X | | X | Assistant Planning Director | Local Government | |
| Lewis, A.W. Buster* | | X | | | X | Business | Local Government | |
| Overton, Ned | Rockingham County | X | | | X | Retired Fire Chief | Local Government | |
| Chandler, Rick | | X | | | X | Former Town Manager | Local Government | |
| Armstrong, Casey* | | | X | | X | Community Development Director | Local Government | |
| Sandum, Kim | | | X | | X | Nonprofit Executive Director | Local Government | |
| Petrie, Tim | City of Buena Vista | X | | X | | Environmental Planner | Local Government | |
| Shearer, Abe | City of Harrisonburg | X | | X | | Financial Services | Local Government | |
| Byrd, Ted | | X | | X | | Farm Manager | Local Government | |
| Fletcher, Adam | | | X | X | | Acting Community Dev Director | Local Government | |
| Friedman, Frank* | City of Lexington | X | | X | | Banking | Local Government | |
| Angle, Sharon | City of Staunton | | X | X | | Planning Director | Local Government | |
| Dull, Carolyn W.* | | X | | X | | Accountant | Local Government | |
| Johnson, Rusty | City of Waynesboro | | X | X | | Retired Business | Local Government | |
| Freeman, Jeff* | | X | | X | | Retired Sports Referee | Local Government | |
| SHENANDOAH VALLEY PARTNERSHIP | | | | | | | | |
| Davis, Brandon | Public Sector | | X | | X | Community Development Director | Shenandoah County | |
| Brown, Brian | | | X | X | | Economic Development Director | City of Buena Vista | |
| Wills, Larry | | X | | | X | Board of Supervisors | Augusta County | |
| Simon, Noah | | | X | X | | City Manager | City of Lexington | |
| Crickenberger, Sam | | | X | | X | Community Development Director | Rockbridge County | |
| Hitchen, Greg | | | X | X | | Economic Development Director | City of Waynesboro | |
| Riedesel, Bonnie | | | X | X | | Executive Director | Central Shenandoah PDC | |
| Collins, Claire | | X | | | X | Board of Supervisors | Bath County | |
| Sullenberger, Robin | | X | | | X | Board of Supervisors | Highland County | |
| Fleming, Carol | | | X | X | | Interim Asst Vice Provost, Outreach & Engagement | James Madison University | |
| Shull, Brian | | | X | X | | Economic Development Director | City of Harrisonburg | |
| Short, Darrell | | X | | X | | Agricultural Building Contractor | Page County | |
| Anas, George | | | X | | X | Economic Development Director | Rockingham County | |
| Vaughn, Billy | | | X | X | | Economic Development Director | City of Staunton | |
| Harvill, Chip | | Private Sector | | X | X | | Vice President | Cadence |
| Biller, Tony | | | | X | X | | President/CEO | Nielsen Builders, Inc. |
| Berkstresser, Bobby | | | X | X | | President | Whites & Lee-Hi Travel Centers | |
| Campbell, Greg | | | X | | X | Manger | Shenandoah Valley Regional Airport | |
| Downey, Dr. John | | | X | | X | President | Blue Ridge Community College | |
| Kodukula, Dr. Krishna | | | X | X | | Sr Director, Biosciences Div | SRI International | |
| Menefee, Neal | | | X | X | | President/CEO | The Rockingham Group | |
| Lilly, Scott | | | X | | X | Relationship Manager | Farm Credit of the Virginias | |
| Kyle, Chris | | | X | | X | VP, Industry Relations & Regulatory | Shentel | |
| Toms, Emmett | | | X | X | | Manager External Affairs | Dominion Virginia Power | |
| Tong, David | | | X | | X | President/CEO | Premier Technical Services | |
| Godsey, Greg | | | X | X | | Senior Vice President | Union Bank & Trust | |
| Frazier, Mark | | | X | | X | Plant Manager | NIBCO | |
| May, Keith | | | X | X | | Owner/Broker | Cottonwood Commercial Realty | |
| Note: CSPDC Charter requires a majority of board members be elected officials. | | | | | | | | |
| *Denotes CSPDC Economic Development | | | | | | | | |
| Riedesel, Bonnie, CSPDC Staff McCarty, Elizabeth, CSPDC Staff Carrie Chenery, SVP Staff Hollen, Joan, SVP Staff Orebaugh, Cari, SVP Staff | | | | | | | | |

APPENDIX C
Key Regional Strategic Initiatives
Stakeholder List

Central Shenandoah Planning District
Commission (CSPDC)
Shenandoah Valley Partnership (SVP)

Rockingham County Board of Supervisors
Harrisonburg City Council
Augusta County Board of Supervisors
Staunton City Council
Waynesboro City Council
Rockbridge County Board of Supervisors
Buena Vista City Council
Lexington City Council
Bath County Board of Supervisors
Highland County Board of Supervisors

Harrisonburg-Rockingham Chamber of
Commerce
Augusta Regional Chamber of Commerce
Lexington-Rockbridge Chamber of
Commerce
Buena Vista Chamber of Commerce
Bath County Chamber of Commerce
Highland County Chamber of Commerce
Broadway-Timberville Chamber of
Commerce

Harrisonburg Industrial Development
Authority
Rockingham County IDA
Augusta County Industrial Development
Authority
Staunton Industrial Development Authority
Waynesboro Industrial Development
Authority
Rockbridge Regional IDA

Blue Ridge Community College
Dabney S. Lancaster Community College
James Madison University
Eastern Mennonite University
Bridgewater College
Mary Baldwin College

School Board – Rockingham County
School Board – City of Harrisonburg
School Board – Augusta County
School Board – City of Staunton
School Board – City of Waynesboro
School Board – Rockbridge County

School Board – City of Lexington
School Board – Bath County
School Board – Highland County

Rockingham County Planning Commission
Harrisonburg Planning Commission
Augusta County Planning Commission
Staunton Planning Commission
Waynesboro Planning Commission
Rockbridge County Planning Commission
Buena Vista Planning Commission
Lexington Planning Commission
Bath County Planning Commission
Highland County Planning Commission

Shenandoah Valley Technology Council
Shenandoah Valley Workforce Investment
Board
Shenandoah Valley Small Business
Development Center
The Rockbridge Partnership
The Highland Center

Shenandoah Valley Regional Airport
Commission

Shenandoah Valley Battlefields Foundation
Valley Conservation Council

Rockingham County Farm Bureau
Augusta County Farm Bureau

Community Association for Rural
Transportation

Augusta County Service Authority
Rockbridge County Public Service
Authority

VaLiance Health, LLC (Hospitals)
Highland Medical Center

Valley Community Services Board
Rockbridge Area Community Services
Board

Harrisonburg Office on Children and Youth
Bath County Social Services
Valley Program for Aging Services