

**Vision I: Prepare the Central Shenandoah Region’s workforce for in-demand occupations with opportunities to advance up the career ladder and build human capital.**

**Goal 1: Expand the workforce talent pool in the Central Shenandoah Region by attracting new residents and retaining workers.**

Objective	Partner	Target Start Date	Resources	Performance Measures
1.1: Attract home-based business/workers to the Central Shenandoah Region as an alternative to working in major metropolitan areas such as Washington D.C. and Richmond.	SVP, LJ	Q1 2019	USDA, RD, GO VA, VATI	Number of telecommuting workers.
1.2: Collaborate with higher education institutions to proactively engage students in community activities and market the Region’s workforce opportunities and quality of life to increase the number of graduating students (high school and university/college) that remain in the Central Shenandoah Region.	Higher Ed, LJ, SVP	Q1 2019	Higher Ed, SVP, CoC, GO VA, PI, CSPDC	List of marketing efforts to attract graduating students; Percent of graduates who remain in the region after graduation.
1.3: Support educational institutions, workforce training organizations, and other employers to solidify a strategy to tackle the challenge of “trailing spouses.”	CoC, Higher ED	Q2 2019	Higher Ed, SVP, PI, CSPDC	Strategy for “trailing spouses” identified and roles of partner organizations solidified
1.4: Continue to work with GO Virginia Region 8 Council and Economic Development subcommittee to advance projects that create high wage, skilled jobs and build human capital within the Central Shenandoah Region.	CSPDC, GO VA, SVP, LJ	Q1 2019	GO VA	Average annual income; Number of GO Virginia funded projects that target high wage, skilled jobs; List of earn and learn training programs in target industries in the region; Number of GO Virginia funded workforce talent projects.

**Goal 2: Partner with local industry to engage students and recent graduates to change the culture around careers available to students locally.**

Objective	Partner	Target Start Date	Resources	Performance Measures
2.1: Increase the number of high schoolers engaged in workforce training opportunities, specifically those that relate to key industries, over the next five years.	SVWDB, K-12	Q1 2019	DOL, DOE, GO VA, PI	Number of high schoolers enrolled in workforce training programs throughout the region.
2.2: Seek funding at the regional, state, and federal levels for workforce training programs such as apprenticeships and other hands on training for students and recent graduates.	SVWDB, K-12	Q1 2019	DOL, GO VA, PI	Dollar amount of funding obtained that is dedicated for apprenticeships and on-the-job training
2.3: Encourage “earn and learn” training programs in target industries to provide students with opportunities to learn skilled trades.	SVWDB, K-12	Q4 2019	DOL, GO VA, PI	Number of individuals graduating from "earn and learn" training programs.
2.4: Educate students on post-high school options, including 2-year degrees or trades programs, that are traditionally not as common as pursuing a 4-year degree.	SVWDB, K-12, PI, Higher Ed	Q4 2019	DOL, GO VA, PI	Change in number of students graduating from 2-year degree or trades program over five years.

**Goal 3: Enable the growth of programs that recognize the potential of the local workforce to upskill and climb the career ladder.**

Objective	Partner	Target Start Date	Resources	Performance Measures
3.1: Expand worker training programs and services that upskill current employees into difficult to fill middle-skill positions.	SVWDB, CC	Q1 2019	DOL, DOE, GO VA, EDA	Number of workforce training programs that target middle skills.
3.2: Collaborate with workforce development partners to identify where marketing efforts are needed to ensure that the general population and employers are aware of incumbent workforce programs.	ACQSV, ACP, CC	Q1 2019	DOL, DOE, GO VA, EDA	Number of incumbent worker programs that exist throughout the Central Shenandoah Region.
3.3: Partner with regional workforce and economic development organizations to identify emerging clusters or industries that will require additional skill sets for employees to remain competitive in the workforce market.	SVP, GO VA	Q1 2019	GO VA, EDA	Emerging occupations identified in annual CEDS update.
3.4: Increase fast track job training opportunities to address new and emerging industry needs.	PI, SVWDB, CC	Q3 2019	VEDP, GO VA	Number of fast track job training opportunities.
3.5: Encourage the corresponding development of childcare resources to allow parents to grow in the workforce.	DSS, United Way, PI	Q1 2019	RD, ARC	List of daycare resources throughout the Central Shenandoah Region.

**Vision II: Address critical infrastructure updates and anticipate future community needs to improve the Central Shenandoah Region’s competitiveness to attract and retain business.**

**Goal 1: Expand and improve the Region’s technology and telecommunications systems.**

Objective	Partner	Target Start Date	Resources	Performance Measures
1.1: Develop stronger, reliable broadband coverage through innovative partnerships between localities and telecommunications companies, specifically focusing on rural areas.	LJ, PI, BA, CSPDC	Q1 2019	VATI, ARC, USDA, RD, PI, BA	Community survey ranking satisfaction with broadband quality.

1.2: Expand and advance cell service availability throughout the region to attract businesses and residents.	LJ, PI, BA, CSPDC	Q1 2019	VATI, ARC, USDA, RD, PI	Virginia broadband availability mapping.
1.3: Utilize state and federal broadband funds to implement telecommunication projects.	LJ, PI, BA, CSPDC	Q1 2019	VATI, ARC, USDA, RD, PI, BA	Funding amount obtained through state and federal broadband funds.
<b>Goal 2: Maintain and improve transportation networks that carry goods and people throughout the Central Shenandoah Region.</b>				
Objective	Partner	Target Start Date	Resources	Performance Measures
2.1: Improve road and rail access to new and existing commercial and industrial sites to assure their competitiveness for business location in our region.	VDOT, DRPT, PI, LJ, MPO	Q1 2019	EDA, ARC, LJ, VDOT, DRPT, PI	Number of transportation network improvement projects.
2.2: Support VDOT and local transportation projects and initiatives that improve travel time reliability and freight trucking reliability on the region's interstates and primary roads.	VDOT, DRPT, PI, LJ, MPO	Q2 2019	EDA, ARC, LJ, VDOT, DRPT, PI	Traffic counts on I-81; Number of transportation network improvements in areas with deferred maintenance.
2.3: Fund transportation services and infrastructure projects that provide the region's residents with access to jobs and schooling.	VDOT, DRPT, PI, LJ, MPO	Q2 2019	EDA, ARC, LJ, VDOT, DRPT, PI	Percent of population with access to public transit.
<b>Goal 3: Invest in site improvements by focusing on essential infrastructure upgrades or installation.</b>				
Objective	Partner	Target Start Date	Resources	Performance Measures
3.1: Identify priority sites throughout Central Shenandoah Region that could attract significant development opportunity. Assess these sites for their water, sewer, and energy capacity and rank most important upgrades needed.	LJ, SVP, ED, CSPDC	Q1 2019	EDA, ARC, GO VA	Priority sites established and progress on their infrastructure updated in each annual CEDS update.
3.2: Leverage the Virginia Business Ready Sites Program to improve site characteristics.	LJ, SVP, ED, VEDP	Q2 2019	EDA, ARC, GO VA	Contributions and/or funding sources identified for infrastructure upgrades to sites.
3.3: Properly characterize sites and promote through appropriate state and regional channels to align with target audience.	LJ, SVP, ED, VEDP	Q3 2019	EDA, ARC, GO VA	Number of sites seeking assistance through the Virginia Business Ready Sites Program.
3.4: Partner with Virginia Economic Development Partnership (VEDP) to maintain an inventory of available sites within the region and track infrastructure needs/improvements.	LJ, SVP, ED, VEDP	Q1 2019	ED	Number of sites in inventory with VEDP.
3.5: Continue to collaborate on GO Virginia efforts to fund site improvements.	LJ, SVP, ED, CSPDC, GO VA	Q4 2019	ED, GO VA, LJ, EDA, ARC	List of collaboration efforts with GO Virginia site improvements.
<b>Goal 4: Diversify housing options within the Central Shenandoah Region.</b>				
Objective	Partner	Target Start Date	Resources	Performance Measures
4.1: Coordinate the development of a regional housing needs assessment with localities.	CSPDC, LJ	Q3 2019	ED, GO VA, LJ, EDA, ARC	Meetings with localities regarding regional housing needs.
4.2: Identify the number of units and housing mix that will meet the goal of attracting young families to the region.	CSPDC, LJ	Q3 2020	ED, GO VA, LJ, EDA, ARC	Number of new or redeveloped units and housing mix identified.
4.3: Provide safe and affordable housing options for the elderly population to age-in-place.	LJ, PI	Q3 2021	ED, GO VA, LJ, EDA, ARC, PI	Housing purchase price; Cost of living index.
4.4: Keep open communication with large employers to understand what housing stock and community characteristics could improve their ability to attract and retain workers.	LJ, PI	Q3 2022	ED, GO VA, LJ, EDA, ARC	Meetings with large employers.
4.5: Continue to promote and offer the Down Payment Assistance (DPA) program that provides financing for first-time homebuyers with qualifying income levels.	CSPDC	Q4 2019	ED, GO VA, LJ, EDA, ARC	Number of first-time home buyers utilizing DPA program.
4.6: Support localities with necessary housing resources.	CSPDC, LJ	Q1 2019	DHCD, VHDA, USDA, RD, PI	Number of marketing analyses conducted within the Central Shenandoah Region; Number of localities supported with data and planning expertise.
<b>Vision III: Expand and diversify economic activity in the Central Shenandoah Region by focusing on developing physical assets and cultivating natural resources.</b>				
<b>Goal 1: Encourage the diversification of new and existing industries to ensure economic resiliency.</b>				
Objective	Partner	Target Start Date	Resources	Performance Measures

1.1: Support a range of industries to increase breadth and depth of the business ecosystem.	SVP, GO VA, ED, SVWDB, CC	Q1 2019	GO VA, DHCD, ARC	Number of localities utilizing Esri data/maps from CSPDC.
1.2: Support development and operations of entrepreneurial assistance programs to increase success of startups and businesses.	SVP, GO VA, ED, SVWDB, SBDC, SCCF, THC, Higher Ed	Q1 2019	GO VA, DHCD, ARC	Funding amount within entrepreneurial assistance programs.
<b>Goal 2: Support business attraction and retention efforts in the Region.</b>				
Objective	Partner	Target Start Date	Resources	Performance Measures
2.1: Work with the localities' economic development offices to provide data and/or maps that will assist the localities in growing an existing business or attracting a new business.	CSPDC	Q2 2019	EDA, ARC, GO VA	Industry mix by NAICS Code; Number of localities utilizing data/maps from CSPDC.
2.2: Continue to partner with the Shenandoah Valley Partnership on providing necessary data and/or expertise for marketing efforts in business retention and expansion.	CSPDC	Q2 2019	EDA, ARC, GO VA	List of collaborative discussions or transfer of data between CSPDC and SVP regarding business retention and expansion.
<b>Goal 3: Enhance natural resources, heritage sites and other outdoor recreation elements throughout the Region to promote quality of life, increase visitation and spur the outdoor recreation economy.</b>				
Objective	Partner	Target Start Date	Resources	Performance Measures
3.1: Promote outdoor recreation opportunities within the Central Shenandoah Region through supporting marketing and organizational efforts.	CSPDC, VTC, LJ, DGIF, ED, SVTP, SVP, PI	Q2 2019	ARC, VTC, DHCD, DCR, VDOT, DGIF	Number of marketing campaigns geared toward outdoor recreation; Number of events held at heritage sites; List of collaboration efforts.
3.2 Provide GIS/mapping services to localities to highlight local resources, expand individual tourism experiences, map bike or walking trails, improve wayfinding signage, or other related projects.	CSPDC, LJ	Q4 2020	ARC, VTC, DHCD, DCR, VDOT, DGIF	Number of GIS/mapping resources provided to localities.
3.3: Assist communities in seeking funding opportunities that support natural resources, heritage sites, and other outdoor recreation opportunities.	CSPDC, LJ, ED, SVTP	Q2 2021	ARC, VTC, DHCD, DCR, VDOT, DGIF	Amount of funding allocated towards natural resources, heritage sites, and other outdoor recreation opportunities within the Central Shenandoah Region.
<b>Goal 4: Create, improve, and renovate downtown corridors or other significant centers of activity to be economically productive.</b>				
Objective	Partner	Target Start Date	Resources	Performance Measures
4.1: Improve infrastructure necessary to accommodate development in downtown districts.	CSPDC, LJ, ED, DHCD, PI	Q2 2019	DHCD, ARC, VHDA	Number of downtown revitalization projects.
4.2: Utilize funding streams like façade improvement programs and revolving loan funds as leverage to attract private sector investment to downtowns/centers throughout the Region.	LJ, ED, PI	Q2 2019	DHCD, ARC, VHDA, RD, HTC	Number of storefronts improved; Number of businesses using revolving loan fund.
4.3: Identify target markets for downtowns/centers using data and maps.	ED, CSPDC	Q4 2019	DHCD, ARC, VHDA	Reports detailing target markets for each locality.
<b>Vision IV: Grow agribusiness by expanding the markets for farmers, producers, food manufacturers, and other related sectors, like forestry, in the region and beyond.</b>				
<b>Goal 1: Collaborate with agribusiness to understand challenges facing their production and strategies to improve their business.</b>				
Objective	Partner	Target Start Date	Resources	Performance Measures
1.1: Explore the opportunity to attract a regional food distribution facility that would advance local food processing efficiency and meet or exceed U.S. Department of Agriculture regulations.	PI, CSPDC, ED, VDACS, VCE	Q1 2019	VDACS, USDA, VEDP, GOF, GO VA, RD	Growth in agricultural industry.
1.2: Grow existing food manufacturing and craft beverage production through attracting investment to available sites.	PI, ED, VEDP, GO VA, SVP, VDACS, LJ	Q1 2019	VDACS, USDA, VEDP, GOF, GO VA	Funding support for sites; Contributions and/or funding sources identified for infrastructure upgrades to sites; Number agribusiness companies seeking available sites within the region.
1.3: Collaborate with agribusiness owners to understand the latest technologies or other advancements that increase efficiency in their production.	PI, CO-ops	Q2 2019	VDACS, USDA, VEDP, GOF, GO VA	Meetings with agribusiness owners discussing efficient practices.
1.4 Engage regional, state and federal officials in discussions about supporting policies that will grow agricultural ecosystems.	PI, CO-ops, LJ, VDACS	Q2 2019	VDACS, USDA, VEDP, GOF, GO VA	List of pro-agribusiness policies at the state and federal level.

1.5: Support the forestry industry and related sectors by working directly with industry leaders to assess their needs to remain competitive.	VDACS, DOF, PI	Q1 2019	VDACS, USDA, VEDP, GOF, GO VA	Number of meetings with forestry industry and related sector businesses.
<b>Goal 2: Support resources and programs to grow the agritourism sector.</b>				
Objective	Partner	Target Start Date	Resources	Performance Measures
2.1: Continue to expand Fields of Gold program to broaden opportunities for regional farmers to market their offerings throughout Central Shenandoah and beyond.	CSPDC, LJ, SVTP, VTC, PI	Q2 2019	USDA, VTC, VDACS, DHCD	Funding within the Fields of Gold program; Number of farmers utilizing Fields of Gold program.
2.2: Capitalize on the local food and craft beverage movement by supporting businesses who are developing products to meet market demand.	CSPDC, LJ, SVTP, VTC, PI	Q2 2019	USDA, VTC, VDACS, DHCD	Amount of funding dedicated to local food and craft beverage companies.
2.3: Integrate local food into school cafeterias.	PI, K-12, DOE, Higher Ed	Q4 2019	DOE, USDA, VTC, VDACS, DHCD	Number of producers integrated into school cafeterias.
2.4: Sponsor Farm-to-Fork tradeshow/expos to increase visibility and sales of local farmers in the Region and beyond.	LJ, SVTP, CSPDC, PI	Q4 2019	SVTP, LJ, PI	Number of tradeshow/expos sponsored.
2.5: Support organizations to provide training in initiatives related to agritourism.	CSPDC, SCCF, SVSBD, VTC, VCE, VDACS	Q2 2019	USDA, VTC, VDACS, DHCD	Number of agritourism training programs in conjunction with business support organizations.
<b>Vision V: Increase resilience to natural and man-made hazards, economic downturns, and social vulnerabilities that impact communities and businesses in the Region.</b>				
<b>Goal 1: Make the Region more resilient through planning, education, and mitigation activities.</b>				
Objective	Partner	Target Start Date	Resources	Performance Measures
1.1: Engage localities' participation in the regional disaster preparedness and mitigation education program, Shenandoah Valley Project Impact.	CSPDC, LJ, VDEM	Q1 2019	DCR, DEQ, DHCD, VDEM, FEMA	Number of localities engaged in the Shenandoah Valley Project Impact.
1.2: Assist localities with their emergency management and resilience planning efforts as requested.	CSPDC, LJ, VDEM	Q1 2020	DCR, DEQ, DHCD, VDEM, FEMA	Number of plans created or updated.
1.3: Assist interested localities and businesses with hazard mitigation activities to protect property, structures, and infrastructure at risk from natural and man-made hazards.	CSPDC, LJ, VDEM	Q1 2021	DCR, DEQ, DHCD, VDEM, FEMA	Number of outreach efforts made specifically to the business community.
1.4: Provide educational workshops and training to the business community in the region on topics regarding economic resilience, natural hazard mitigation, emergency preparedness, and continuity of operations planning (COOP), as resources are available.	CSPDC, Project Impact	Q2 2022	DCR, DEQ, DHCD, VDEM, FEMA	Number of educational and outreach opportunities.
1.5: Serve as coordinator between national and state level resilience efforts and local communities to expand potential resources and assistance available in the Region.	CSPDC	Q1 2023	DCR, DEQ, DHCD, VDEM, FEMA	Number of mitigation projects and activities implemented.
<b>Goal 2: Facilitate strategic land use to mitigate negative effects of natural disasters on residents and businesses.</b>				
Objective	Partner	Target Start Date	Resources	Performance Measures
2.1: Use smart growth development principles to strategically develop available land for industry and commercial use and to protect agricultural land and protect.	LJ, CSPDC, VCC, ED	Q1 2019	VDEM, LJ	Updates to hazard mitigation plan with inventory of land.
2.2: Use existing emergency management programs to coordinate an inventory of land throughout the region that is poorly situated to be developed for commercial, industrial or residential use.	LJ	Q4 2020	LJ	Inventory of commercial, industrial, and residential sites.
2.3: Strategically place utilities to reduce disruption during emergencies and natural disasters.	LJ, PI	Q2 2021	PI, LJ, EDA	Number of annual outages/disruptions.
2.4: Monitor and protect water sources to ensure water quality is not degraded or impaired.	LJ, DEQ	Q1 2022	DEQ	Water quality results of localities water sources.
<b>Goal 3: Diversify regional funding assistance to strengthen organizational capacity in times of stability and disaster efforts.</b>				
Objective	Partner	Target Start Date	Resources	Performance Measures
3.1: Leverage state and federal funds for programs for environmental resiliency and hazard mitigation efforts.	CSPDC, LJ, VDEM, DEQ	Q1 2019	LJ	State funding; Funding obtained through the U.S. EDA for environmental resiliency and hazard mitigation efforts.
3.2: Maintain and contribute to a fund dedicated to hazard mitigation efforts to aid communities in rebuilding after natural disasters.	LJ	Q2 2019	VOAD, Red Cross, FEMA	Dollar amount of hazard mitigation fund.