

Implementation Plan Matrix

The proposed Implementation Timelines are defined as follows and should be pursued accordingly to ensure success of the overall CEDS:

- Quick Fix: achievable in six (6) months or less
- Phase 1: achievable within 6-12 months
- Phase 2: achievable within 1-2 years
- Phase 3: strategy can/should be implemented within 2-5 years

Notes:

- 1) Although not explicitly stated in the matrix, CSPDC is assumed to be a participating partner in all strategies.
- 2) While some of the proposed resources (i.e., Department of Labor WORC Initiative and Workforce Pathways for Youth) were closed for grant applications at the time this CEDS was prepared, future fundings rounds may be made available and, thus, should be carefully monitored.

Goal 1: Attract, train, develop, and retain a skilled workforce for today's and tomorrow's jobs.

Performance Measures:

Population Growth, Population by Age, Total Employment/Change in Employment (target sectors), Labor Force, Labor Force Participation Rate

Objective 1-1: Create and expand workforce training programs that provide opportunities for workers and students to gain skills necessary for livable wage jobs.

Strategy	Suggested Partners	Implementation Timeline	Potential Resources
Engage the business community to identify skill gaps in emerging industries and align education programs with the skill sets needed by local employers.	Area colleges & universities; Local school systems; Local ED offices & SVP; Workforce Dev Board; Local chambers of commerce (COCs)	Phase 1	GO VA; WIOA/Dept of Labor (DOL): WORC Initiative
Pursue federal and state grant funds to support vocational and apprenticeship programs that provide hands-on training for students and recent graduates.	Area community colleges; SVP; Workforce Dev Board; Local school systems	Phase 1	GO VA; WIOA/DOL: WORC Initiative, Workforce Pathways for Youth
Develop new job starter programs or expand cohort participation in high-demand fields such as Cybersecurity, Welding, Fiber Splicing, Medical Drone Deliveries, and Precision Machining.	Area community colleges; Local school systems; Workforce Dev Board	Phase 2	GO VA; WIOA/DOL: WORC Initiative
Encourage "earn and learn" training programs in target industries to provide students with opportunities to learn skilled trades.	Area community colleges; SVP; Workforce Dev Board; Local school systems	Phase 2	WIOA/DOL: WORC Initiative

Objective 1-2: Engage and inform students, their parents, and recent graduates, of sustainable career options for in-demand occupations, including non-degree programs and certifications.

Strategy	Suggested Partners	Implementation Timeline	Potential Resources
Educate students and parents on future jobs, non- and less-traditional skills training, and education paths, particularly those available in the Region's target business sectors and high-demand occupations.	Local school systems; Local COCs; Local ED offices & SVP	Phase 1 (ongoing)	GO VA; WIOA/DOL: WORC Initiative
Monitor and pursue federal and state funding programs to identify new grant opportunities focused on skills training.	Area community colleges; Local school systems; Workforce Dev Board	Phase 1 (ongoing)	GO VA; WIOA/DOL: WORC Initiative, Workforce Pathways for Youth
Collaborate with workforce development partners and economic development organizations to identify where marketing efforts are needed.	Local ED offices & SVP; Local COCs; Regional businesses	Quick Fix	GO VA; WIOA/DOL: WORC Initiative

Objective 1-3: Expand the workforce talent pool in the Central Shenandoah Region by attracting new residents and retaining workers.

Strategy	Suggested Partners	Implementation Timeline	Potential Resources
Leverage and promote the area's quality of life to attract and retain more residents and keep student populations in the Region.	Local ED offices & SVP; Local COCs; Regional tourism partners	Phase 1	Area businesses & realtors; Local ED offices/ EDAs; Local COCs; Regional tourism partners & VA Tourism Corp (VTC)
Attract and promote additional home-based business and remote workers to the Region.	Local ED offices; SVP; Local COCs	Phase 1	Local ED offices/ EDAs; Local COCs; Regional telecom providers
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 that remain in the Central Shenandoah Region.	Area colleges & universities; Local school systems; Local ED offices & SVP; Local COCs; Regional Tech Hubs; Community groups	Phase 2	Area business/corporate sponsorships; Local ED offices/ EDAs; SVP; Local COCs; Community Foundations (CF)

Objective 1-4: Improve and expand wrap-around services to allow for increased worker participation.

Strategy	Suggested Partners	Implementation Timeline	Potential Resources
Identify resources and regionwide solutions to employment obstacles for the Region's workforce.	Local ED offices & SVP; Local COCs; Regional tourism partners	Phase 2	Area business/corporate sponsorships; Local ED offices/ EDAs; SVP; Local COCs: CF; FBOs; WIOA/DOL: Critical Sector Job Quality Grants
Increase the number of childcare facilities and pursue funding assistance for training and licensing of providers.	Local ED offices; Local Social Svcs offices; Local COCs; Area businesses; Faith-based organizations (FBO); Community groups	Phase 3	Area business /corporate sponsorships; Local EDAs; CF; WIOA/Dept of Labor: Critical Sector Job Quality Grants; Virginia Small Business Financing Authority (VSBFA); Childcare Financing Program; LISC
Assist with the expansion and promotion of regional transit programs (e.g., BRITE) across the CSPDC.	Local govts; Local COCs; Area businesses & realtors; BRITE; RATS; Maury Express; HDPT	Phase 1	Area business/corporate sponsorships; Local EDAs; CF; DOT/SAWMPO/HRMPO; Virginia DRPT: Human Svcs Grant Program, Transit Ridership Incentive Program, Commuter Assistance Program
Support efforts to ensure residents have options for earning a living wage and affordable access to housing, transportation, recreation, and broadband.	Local govts (Social Svcs, ED, Info Tech); Local housing authorities; Local ED offices; Area businesses & realtors	Phase 3	Area businesses; Local EDAs or Housing Authorities; WIOA/DOL: Critical Sector Job Quality Grants; USDA RD: Telecom Program, Single Family Housing Program, Multi-Family Housing Program; CF

Goal 2: Support existing businesses while also attracting and developing new businesses that will diversify our economy and generate job growth.

Performance Measures:

Location Quotient, Employment by Sector, Annual Announcements & Expansions, New Start-up Firms, Growth in Agriculture Operations, Funding Secured for Sites & Infrastructure Projects (\$ value of projects/value of grants awarded)

Objective 2-1: Ensure key transportation corridors throughout the Central Shenandoah Region, especially I-81, allow for safe and timely transit of raw materials, finished goods, and area workers and residents.

Strategy	Suggested Partners	Implementation Timeline	Potential Resources
Improve travel time reliability and freight trucking reliability on the region's interstates and primary roads.	VDOT/SAWMPO/HRMPO; Local Transportation/ Public Works offices	Phase 3	State govt: VDOT/CTB; Federal Highway Admin (FHWA); ARC

Identify supply chain and distribution trends, vulnerabilities, challenges, and initiatives that can support key business sectors.	Local ED offices; SVP; Regional Distribution, Logistics, & Manufacturing companies; Area colleges & universities (student capstone project); VEDP	Phase 1	VEDP; VDOT; VDRPT; GO VA; Local EDAs
Solicit feedback from local economic development teams to incorporate company-identified concerns with the Region's supply chain in CSPDC initiatives.	Local ED offices; Local COCs	Quick Fix (ongoing)	CSPDC staff
Monitor and pursue federal and state resources that allow for maintenance of and improvements in primary and secondary highway systems.	Local govts: Transportation/Public Works offices	Phase 2 (ongoing)	State govt: VDOT/CTB; FHWA; ARC; Local govts: bond financing & CIPs

Objective 2-2: Ensure suitable commercial and industrial sites are available to and ready for business and industry.

Strategy	Suggested Partners	Implementation Timeline	Potential Resources
Pursue state and/or federal funding opportunities to increase and advance the number and level of business-ready sites across the Region.	Local ED offices; SVP; Private landowners	Phase 1 (ongoing)	VEDP: VA Business Ready Sites Program (VBRSP); GO VA; Local govts & EDAs; Private landowners; Private developers; ARC
Facilitate discussions with state agencies and assist localities with grant applications for revitalization/redevelopment of properties and small sites of regional significance.	Local ED & Planning offices; SVP; Historic Preservation groups; Regional Tourism partners Commercial realtors	Phase 1	GO VA; Local EDAs; VA DHCD: IRF Program; VA DEQ: Brownfields Program; VA DHR: Grant Programs; VTC
Initiate regionwide infrastructure improvements and extensions (e.g., water, sewer, and natural gas service) to support growing and desired industry sectors in the Region, by tapping resources available through state and federal programs or as identified in local Capital Improvement Plans (CIPs).	Local ED & Public Utilities offices; SVP; VEDP; Private developers	Phase 3	US EDA; USDA: Water & Environmental Programs, Energy Programs; ARC; HUD: CDBG VEDP: VBRSP; GO VA; Local govts: CIP, Utility Service Authorities, EDAs; Private utility service providers (local/regional); Private developers
Advance future phases and long-range plans for the Shenandoah Valley Regional Airport to enable growth in the aviation sector and related training programs.	SVRA/SVRAC Area colleges and universities; Local ED offices; SVP; Local govts; VA Innovation Partnership Authority (VIPA) Unmanned Systems Center	Phase 3	US EDA; GO VA; WIOA/DOL: WORC Program; VEDP: VBRSP; College & University Foundations; VIPA

Objective 2-3: Pursue expansion of broadband, cellular services, and other critical infrastructure to underserved areas of the Region.

Strategy	Suggested Partners	Implementation Timeline	Potential Resources
Work with localities and area providers to identify and track areas in need of service.	Local govts; Area businesses; Local school systems; Regional service providers; VA DHCD	Phase 2	US EDA; USDA: Telecom programs; ARC; Local govts: CIP; Local EDAs; VA DHCD: VATI Program; Regional service providers
Pursue federal and state grant funding opportunities to extend and enhance broadband and fiber.	Local govts; Area businesses; Local school systems; Regional telecom service providers; VA DHCD	Phase 1 (ongoing)	US EDA; USDA: Telecom programs; Local govts: CIP; Local EDAs; VA DHCD: VATI Program; Regional service providers

Objective 2-4: Ensure a comprehensive entrepreneurial ecosystem is available equitably, consistently, and effectively throughout the Central Shenandoah Region.

Strategy	Suggested Partners	Implementation Timeline	Potential Resources
Expand small business and entrepreneurial programs and resources to establish innovation hubs, co-working spaces, entrepreneurial services, and access to funding across the Region.	Local ED offices; SVP; Local COCs; SBDC; SCCF; Regional Innovation Hubs; JMU	Phase 2	GO VA; US EDA: Tech Hubs Program, Revolving Loan Funds, Sprint Challenge; USDA: multiple Business Grant Programs available; VIPA
Establish "peer-to-peer" networking opportunities and regional events for entrepreneurs to learn from each other, exchange ideas, access capital, and enhance growth opportunities through local and regional economic development organizations.	Local ED offices; SVP; Local COCs; SBDC; SCCF; Regional Innovation Hubs; Valley Tech Councils	Quick Fix	US EDA: Tech Hubs Program, Revolving Loan Funds, Sprint Challenge; USDA: multiple Business Grant Programs available; VIPA; Local EDAs
Facilitate efforts to clarify and streamline entrepreneurial services available from the Region's start-up and small business resources to ease entry into the regional market.	Local ED offices; Local Planning & Permitting offices; SBDC	Phase 1	GO VA: US EDA: B2S Program; USDA: RBDG & RBI Programs;
Support programs and policies to remove barriers to entry and promote new businesses, particularly for demographic groups that are underrepresented in ownership and leadership, to help bring representation into balance with the general population.	Local ED offices; Local COCs; Local SWAM businesses; VA SBSD	Phase 2	VA SBSD: Local EDAs; USDA: RBDG, RBI, Bus & Ind Loan Guarantee Programs; Virginia Community Capital (VCC): Economic Equity Program; LISC
Strengthen social and investor networks to underrepresented demographic groups and entrepreneurs in rural areas to gain traction for start-ups.	Local ED offices; SVP; Local COCs; SBDC; SCCF; Regional Innovation Hubs; Valley Tech Councils; Area colleges & universities	Phase 2	VA SBSD: Local EDAs; USDA: RBDG, RBI, RISE, Bus & Ind Loan Guarantee Programs; VCC: Economic Equity Program; LISC

Objective 2-5: Support and promote the Region's agribusiness sector by expanding markets for farmers, producers, food manufacturers, and related sectors.

Strategy	Suggested Partners	Implementation Timeline	Potential Resources
Facilitate collaborative opportunities and access to public resources to address challenges and develop growth strategies for agribusiness and agritourism entities throughout the Region.	Local ED offices; VTC; VA Poultry Growers Assoc.; Area Farmers; VDACS; Regional Tourism partners; VA Cooperative Extension	Phase 2	USDA: RD Programs: MPPEP, Ag Innov Ctr); VTC; VDACS (AFID Program); VA Farm Bureau
Revisit recommendations from the Agriculture Enterprise Center Feasibility Study and identify key partners and cost-sharing arrangements to advance the project to implementation.	Local ED offices; VDACS; Regional farmers/producers	Phase 2	USDA: RD Programs; VDACS (AFID Program); Area business/corporate sponsorships; VA Farm Bureau; Local EDAs
Collaborate with agribusiness companies to understand local supply chains and expand direct delivery of food products to residents across the Region.	Local ED offices; Local COCs; Regional Farmers/Producers; Area Food Processing companies	Phase 3	VCC (Food Access Program); LISC (Healthy Foods Initiative); USDA: RD Programs; VA Farm Bureau
Promote the growth of innovative agribusiness opportunities in the Region through outreach initiatives and community engagement.	Local ED offices; Local COCs; VDACS; Industry Associations; Regional Farmers/Producers; VA Cooperative Extension	Phase 2	USDA: RD Programs; VDACS; Local EDAs

Goal 3: Address immediate and long-term housing needs to ensure that all residents and workers have an affordable place to live.

Performance Measures:

Average Weekly Wages, Median Household Income, Average Home Price, Average Apartment Rental, Funding Secured for Housing Projects (\$ value of projects/value of grants awarded)

Objective 3-1: Improve the availability, quality, and diversity of the Region's housing stock.

Strategy	Suggested Partners	Implementation Timeline	Potential Resources
Promote and implement the outcomes and findings of the Central Shenandoah Regional Housing Study.	Local govts; Local housing authorities or EDAs; VA Housing; Residential Developers; United Way	Phase 2	USDA: Housing Programs; HUD: CDBG; LISC (Affordable Housing Program); Residential Developers; Area business/corporate sponsors; United Way; Local Housing Authority or EDAs
Work with CSPDC localities to promote zoning best practices that expand the availability and diversity of housing units.	Local govts	Phase 1	CSPDC staff
Identify and pursue housing-focused funding programs available through State, Federal and non-profit organizations.	Local govts	Phase 1	VCC: Housing Catalyst Loan Fund; USDA: Housing Programs; HUD: CDBG; Local Housing Authorities; Habitat for Humanity; VA Housing; United Way
Provide safe, accessible, and affordable housing options for elderly residents to age-in-place.	Local govts; VA Commonwealth Council on Aging; Seniors First (Shenandoah Area Agency on Aging); Private Developers	Phase 3	VA DARS; VA Comm Council on Aging; Local EDAs; Private Developers; LISC; Seniors First; US Dept of HHS (Admin on Aging – ACL); Private Developers

Objective 3-2: Ensure housing is affordable relative to wages in the Central Shenandoah Region to ensure workers are not priced out of the region.

Strategy	Suggested Partners	Implementation Timeline	Potential Resources
Continue to promote the First-Time Homebuyers Program to provide financing for income-qualified first-time homebuyers.	Local govts; Area realtors; Community Banks	Quick Fix	VA Housing; USDA: Housing Programs; Community Banks
Facilitate coordination between developers and regional employers to identify workforce housing needs and prioritize in-demand housing types.	Local govts; Local ED & Planning offices; Local COCs; Residential developers	Phase 2	USDA: Housing Programs; VA Housing; Local Housing Authorities or EDAs; Community Banks; Private Developers; Corporate Partners

Objective 3-3: Convene local government leaders, non-profit organizations, State agencies, residential developers, and area employers to identify obstacles and solutions for expanding affordable housing options across the Region.

Strategy	Suggested Partners	Implementation Timeline	Potential Resources
Encourage local economic development authorities to explore use of their statutory powers to address affordable housing concerns.	Local govts; Local ED offices	Quick Fix	EDA counsel or consultant to assist localities
Establish and host periodic workshops of public and private sector leaders to discuss trends and implementation strategies for developing affordable housing.	Local govts; Residential developers; Local housing authorities or EDAs; VA Housing /DHCD	Phase 1 (ongoing)	CSPDC staff

Goal 4: Implement placemaking strategies and community building efforts that enliven downtown areas, provide cultural enrichment, and promote social interaction and economic growth.

Performance Measures:

Marketing Activities Initiated in the Region, Funding Secured from VTC and Other Tourism Partners (\$ value of projects/value of grants awarded), Funding Secured for Placemaking & Community Projects: (\$ value of projects/value of grants awarded), New Business Openings in Downtowns

Objective 4-1: Create vibrant downtowns and activity centers that attract a diverse range of businesses, residents, and visitors.

Strategy	Suggested Partners	Implementation Timeline	Potential Resources
Improve downtown areas and community centers through strategic investments in infrastructure, public spaces, and local businesses.	Local govts; Local ED & Planning Offices; DHCD; Downtown development organizations	Phase 3	Local govts (CIP); Local EDAs; DHCD: Main Street Program, IRF Program; USDA: RBDG & RBIP
Identify placemaking, community building projects, and available resources to enhance growth corridors and improve areas in need of reinvestment and reinvention.	Local govts; Local ED offices; Downtown development organizations	Phase 2	Local govts (CIP); Local EDAs; DHCD: Main Street Program, IRF Program; USDA: RBDG & RBIP; LISC; HUD: CDBG
Pursue the renovation of Downtown and Mainstreet corridors for creative housing options.	Local govts; Local housing authorities or EDAs; VA Housing; Residential Developers	Phase 3	USDA: Housing Programs; VA Housing; Local Housing Authorities or EDAs; Community Banks; HUD: DHCD; LISC
Continue to promote and access grants for programs that influence the character of the Region, including Downtown and Main Street revitalization programs.	Local govts; Regional Tourism partners; Downtown development organizations; Local COCs	Phase 2	Local govts (CIP); Local EDAs; DHCD: Main Street Program, IRF Program; USDA: RBDG & RBIP; VTC

Objective 4-2: Leverage the Region's unique natural, cultural, and historic assets to promote outdoor recreation, improve quality of life, and enhance the local, state, national, and global draw for visitors.

Strategy	Suggested Partners	Implementation Timeline	Potential Resources
Continue to support and pursue grants and other funding opportunities to construct and maintain bike and pedestrian trails.	Local govts; Regional Tourism partners; VTC; VA DCR; Area businesses	Phase 1	ARC; VA DCR; Local govts (CIP); Local EDAs; VTC; Area Business/corporate sponsors
Pursue public-private partnerships or sponsorship opportunities for enhancement of regional amenities with local and area businesses.	Local govts; Regional Tourism partners; VTC; VA DCR; Area businesses; Area developers	Phase 2	ARC; VA DCR; Local govts (CIP); Local EDAs; VTC; Area Business/corporate sponsors; Area developers
Improve access to parks, open space, and recreational areas to increase health and community well-being.	Local govts; Local school systems; Regional Tourism partners; VTC; VA DCR	Phase 2	Local govts; Local school systems; Regional Tourism partners; VTC; VA DCR

Objective 4-3: Create a unique sense of place that attracts businesses, residents, and tourists.

Strategy	Suggested Partners	Implementation Timeline	Potential Resources
Develop and maintain vibrant public spaces across the Region.	Local govts; Local school systems; VA DCR	Phase 3	ARC; VA DCR; Local govts (CIP); Local EDAs; Local school systems
Improve walkability, bike-friendliness, and public transit options to make the community assets more accessible.	Local govts; VDOT; Regional transit providers; Area developers	Phase 3	Local govts (CIP); Local EDAs; VDOT; Area developers
Promote and celebrate local arts, culture, and heritage through festivals, events, and public art installations.	Local ED offices; Local govts (P&R, Public Affairs) Regional Tourism partners; VTC; Area businesses and farmers; Local COCs; Local arts councils; Area realtors	Quick Fix	ARC; Local ED offices; Local govts (P&R, Public Affairs); Regional Tourism partners; VTC; Area businesses and farmers; Local COCs; Local arts councils; Area realtors
Establish community centers that provide essential resources, skill development opportunities, and a collaborative space for local residents and businesses.	Local govts; Local school systems; Area colleges and universities; Area businesses	Phase 3	ARC; Local govts (CIP); Local EDAs; Local school systems; LISC; Area business/corporate sponsors

Goal 5: Expand the Region's capacity to prevent, withstand, and quickly recover from major economic disruptions.

Performance Measures:

Comprehensive Plan Updates/Amendments Expanding Commercial/Industrial Land Use, CSPDC Localities Initiating/Adopting Low-Impact Development Standards, Creation of Regional Resiliency/Crisis Committee (meetings per year), Review & Updates to Resiliency Plans, Funding Secured for Resiliency Projects (\$ value of projects/value of grants awarded)

Objective 5-1: Promote the importance of defining land use plans that enable each locality to attract a diverse mix of sustainable business, industry, residential, and recreational uses.

Strategy	Suggested Partners	Implementation Timeline	Potential Resources
Continue to assist localities with Comprehensive Plan updates that are focused on balancing economic development opportunities with delivery of local government services.	Local govts; SVP; Major employers	Phase 1 (ongoing)	CSPDC staff; Economic development & planning consultants
Encourage responsible land use and low-impact development practices to mitigate negative effects of natural disasters on residents and businesses.	Local govts; Regional engineering consultants; VA DEQ; Area colleges and universities	Phase 2	VA DEQ; Environmental & conservation groups; Area colleges and universities; Area developers; Environmental consultants

Objective 5-2: Develop and update planning, education, and mitigation activities on a recurrent basis, incorporating relevant studies and resources as appropriate.

Strategy	Suggested Partners	Implementation Timeline	Potential Resources
Establish a Resiliency or Natural Disaster/Health Crisis committee of public and private sector members that will meet regularly to review established protocols and monitor the Region's readiness and vulnerabilities.	Local govts; Area colleges and universities; Area businesses; Regional utility providers; Regional American Red Cross	Quick Fix (ongoing)	CSPDC staff
Monitor regional, state, and federal funding programs to strengthen organizational capacity in times of stability and preparedness for disasters.	Local govts; Area colleges and universities; Area businesses; Regional utility providers	Quick Fix (ongoing)	US EDA; USDA; VA DEM; Local govts