



# Central Shenandoah Planning District Commission Comprehensive Economic Development Strategy Update 2023

Prepared for





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# About the CSPDC

## Vision

To be recognized and respected as leaders in regional and local planning issues by providing support to the local governments of the Central Shenandoah Valley Region.

## Mission

To help communities and agencies within the Central Shenandoah Valley work together by providing high quality planning technical assistance and facilitation services that address local, regional and state needs in an innovative, timely and cooperative manner.

## Overview

The Central Shenandoah Planning District Commission (CSPDC) covers a wide expanse of geography in the heart of Virginia's Shenandoah Valley, including the counties of Augusta, Bath, Highland, Rockbridge, and Rockingham, the cities of Buena Vista, Harrisonburg, Lexington, Staunton and Waynesboro, as well as 11 incorporated towns. Bounded on the west by the Allegheny Mountains and on the east by the crest of the Blue Ridge Mountains, the Region is known for its scenic beauty and rural way of life. Created in 1969, CSPDC works with its member jurisdictions to solve or mitigate issues that directly and indirectly affect the lives of the Region's citizens.

The Region encompasses a land area of 3,439 square miles and a population of more than 308,000 residents. While villages and farms dot the landscape, the cities are graced with historic landmarks and prominent academic institutions. With an abundance of educational, recreational, and natural assets, as well as a robust transportation network, the Central Shenandoah Region is gaining popularity with business sectors and workers wanting to locate to the area.

As growth continues in many of its member localities, the CSPDC works with local governments, community organizations and various state and federal agencies to provide high-quality planning, technical assistance, and facilitation of services in an innovative, timely and cooperative manner. Supporting a wide range of initiatives including **infrastructure development** (water and wastewater utilities, broadband, cellular, site readiness), **transportation and transit, natural resource management and disaster mitigation/ preparedness, economic development, community development and placemaking**, and **human services** topics like affordable housing, the CSPDC has a significant impact on the well-being of the Region.

Under a program administered by the U.S. Department of Commerce's Economic Development Administration (EDA), the CSPDC has been a designated Economic Development District (EDD) for over forty years; thus, as an EDD, the CSPDC is required to develop a Comprehensive Economic Development Strategy (CEDS) and update it every five years.





# Executive Summary



The Central Shenandoah Region has many features that are uniquely blended together to create a quality place that offers many natural and cultural resources. It also provides employment options in sought-after career sectors, and nearly unlimited economic opportunities as new investments are made in the Region's sites and infrastructure.

The economic base is very diverse by business and industry sectors with plenty of room for growth. Thus, the Shenandoah Region is attractive to both visitors and people looking for a great place to live and work.

In order to leverage and capitalize on its natural resources and wide range of assets, the Central Shenandoah Planning District Commission has updated its Comprehensive Economic Development Strategy to create an action-oriented plan that will keep the Region on course for quality, sustained growth in both amenities and business sectors from which residents of the area will benefit. Included in this CEDS update is an extensive analysis of regional data. This component of the project focuses on foundational metrics used to assess a community's health and vitality. The findings of the analysis are also used to identify areas in which additional focus and programming may be needed.

This CEDS update defines an enhanced Vision for the Region, along with revised goals, objectives and strategies that were determined through the stakeholder and private sector engagement process and later, prioritized by the CEDS Working Group and CEDS Committee. The primary areas of focus over the next five years include: 1) Workforce, 2) Business Attraction and Retention, 3) Housing, 4) Placemaking and Community Building, and 5) Resilience.

The CEDS provides a road map for enhancing growth and revenue-generating opportunities across member localities in the CSPDC. Thus, extensive research and evaluation of community and regional assets, as well as perceptions, were essential for this update. Equally important were gathering and analysis of both statistical, objective data and anecdotal, subjective information, as these foundational elements are always paramount to formulating a realistic plan the Region and its partners can support. Additionally, many of the data points reviewed are often the basis of location decisions for both economic development and tourism-related prospects. Therefore, a carefully organized, methodical approach was executed to ensure all components were thoroughly researched, addressed, and incorporated into the final Plan.

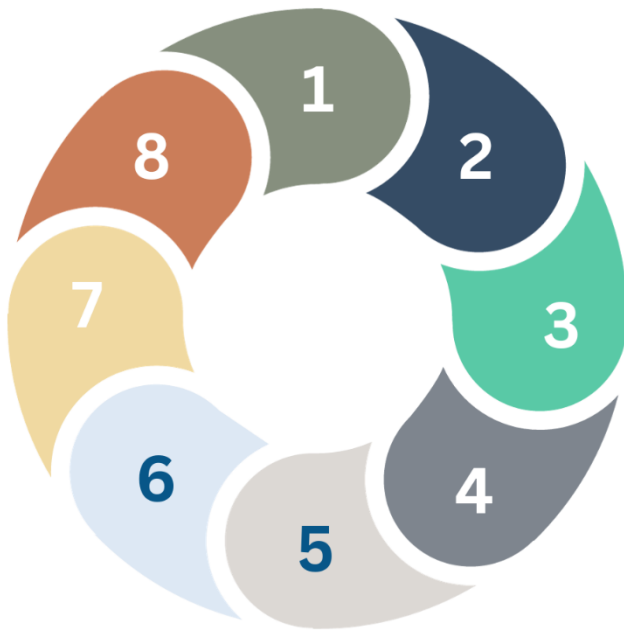




# The CEDS Process

The project got underway in April 2023, beginning with review of background information and a kick-off meeting that included the CEDS Working Group and consulting team. Commission staff members and the consultants met virtually on a bi-weekly basis to review progress, engage CSPDC staff assistance, and guide in-person meetings with the Working Group.

Specific tasks and elements of the 2023 update process included:



1. Project launch & kickoff
2. Review of background reports & CSPDC studies
3. Regional assessment: Data compilation & analysis; Sites & infrastructure evaluation
4. Comparative analysis: Roanoke Valley-Alleghany Regional Commission
5. Solicit Stakeholder feedback
6. SWOT analysis
7. Appreciative inquiry (identify priorities)
8. Develop goals, objectives & strategies



# Key Findings

**Key findings and primary take-aways from stakeholder engagement activities, the regional assessment, and the sites and infrastructure evaluation are outlined below.**

The objective and subjective inputs of the CEDS process were compiled and, in turn, reviewed by the Working Group to identify five primary areas of focus in the Strategy. These priorities serve as the foundation for the Vision, Goals and Objectives defined for the Central Shenandoah Region over the next five years.

## CSPDC Profile

Population	308,788
Median Age	39.3
Age Breakdown	
Under 18	19%
Prime Working Age (18 to 64)	61%
Over 65	19%
Median Household Income	\$60,748
Educational Attainment	
High school graduate or higher	87.6%
Bachelor's degree or higher	27.7%
Total Employment	132,096
Labor Force	155,142
Labor Force Participation Rate	59.9%
Private Sector Employment	107,598
Private Sector Avg Weekly Wages	\$950

### Regional Priorities:

1. Workforce Development
2. Business Attraction & Retention
3. Housing Availability & Affordability
4. Placemaking & Community Building
5. Economic & Environmental Resilience

## Key Findings

1. Central Shenandoah is a great place to work and live
2. Current labor pool includes strong work ethic, values and problem-solving skills, but specialized skills are in short supply
3. Transportation network (I-81 & I-64) is both a “blessing and a curse”
4. Concerns about housing opportunities, options & costs, especially for entry-level wage earners & retirees
5. The total regional labor force has surpassed pre-pandemic levels
6. Wage growth in the CSPDC has surpassed state- and nationwide averages, but wage levels and median household income are still below state and national averages
7. Regional economy heavily dependent on Manufacturing – both revenue production and employment
8. Natural Resources sector is large economic contributor but wages are lower
9. Columbia Gas Transmission Lines runs north and south from Rockbridge through Lexington along I-81 and east of Staunton
10. 115 kV and 230 kV power lines run through critical areas throughout the region
11. Less than 50% of the sites characterized by VEDP exceed 250,000 GPD water and sewer capacity
12. There are multiple fiber providers in the Region, but several areas are still underserved
13. CSPDC has 21 sites that are greater than 50 acres, but many are not development-ready



# Vision, Goals & Objectives

**The Central Shenandoah Region is committed to ensuring desirable and sustainable economic opportunities while meeting the needs of its multigenerational communities and maintaining its treasured assets and quality of life.**

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

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

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.

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

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

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

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.

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

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

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

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

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

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

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

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.

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

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

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.

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

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

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.

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

## USING THE CEDS

Without deliberate actions and genuine commitment to implementation, even best laid plans have no value. This includes defining realistic timeframes and outcomes for executing new initiatives and, of course, ensuring both staff and financial resources are available to advance related projects. By including its local partners and other essential economic development allies in the development of this CEDS, the framework for cooperation has largely been established; however, localities and other partner organizations may still need to plan their participation, particularly in budgeting for matching funds required for State and Federal grant pursuits. Additionally, since private sector involvement and support will be critical to accomplishing many of the goals and strategies outlined in this plan, it will be important for CSPDC to widely and regularly promote the CEDS and related accomplishments across the Region over the next several years. This will be especially important to enlisting support from the business community who may need to be sold on the value of the CEDS. Thus, engaging local and regional economic development partners to facilitate collaborative opportunities and participation from a diverse group of employers will help to ensure roll-out of the CEDS is done in an equitable way that produces sustainable results for the Central Shenandoah Region in the years ahead. The Implementation Plan Matrix provided in the full CEDS document outlines all of the proposed strategies, suggested partners, potential resources, and expected implementation timelines.

## Acknowledgments

As with every economic development project, completion of the CEDS update was a team effort involving many of the Region's local government, education, and community partners. The time and insights they offered were integral to the CEDS process, particularly in defining and prioritizing areas of focus for the CSPDC over the next five years. The CSPDC staff and consulting team are also grateful to the many stakeholders who provided candid and valuable feedback in sharing their perspectives and experiences of doing business in the Central Shenandoah Region.

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## CEDS COMMITTEE & CSPDC BOARD OF COMMISSIONERS:

### Augusta County

- Butch Wells, Board of Supervisors
- Pam Carter, Board of Supervisors
- Vickie Moran, Craigsville Town Council
- Julia Hensley, Non-Elected Representative

### Bath County

- Edward Hicklin, Board of Supervisors

### Buena Vista

- Billy Fitzgerald, City Council

### Harrisonburg

- Laura Dent, City Council
- Monica Robinson, City Council
- Adam Fletcher, Non-Elected Representative

### Highland County

- David Blanchard, Chairperson, Board of Supervisors

### Lexington

- Frank Friedman, Vice Chairperson, City Council

### Rockbridge County

- Jay Lewis, Board of Supervisors
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- Rhonda Cooper, Secretary, Non-Elected Representative
- Kim Sandum, Non-Elected Representative

### Staunton

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### Waynesboro

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- Jim Shaw, Non-Elected Representative

Mangum Economics and its partners, Spectrum Growth Solutions and Timmons Group, are pleased to have worked with the CSPDC in facilitating and developing this update to the CEDS.

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## About Magnum Economics

Mangum Economics is a leader in industry analysis, economic impact assessment, policy and program evaluation, and economic and workforce strategy development. Magnum Economics specializes in producing objective and actionable quantitative economic research used for strategic decision making in a variety of industries and environments.

# Purpose of the CEDS

The Comprehensive Economic Development Strategy contributes to effective economic development through a regionally driven strategic planning process. Economic development planning – as implemented through the CEDS – is not only a cornerstone of the U.S. Economic Development Administration’s programs, but successfully serves as a way to engage community leaders, leverage the involvement of the private sector, and establish a strategic blueprint for regional collaboration on improving economic growth of the area.

Simply put, a CEDS is a strategy-driven plan for regional economic development. It is the result of a regionally-owned planning process designed to build capacity and guide the economic prosperity and resiliency of a defined area. It is also a key component in establishing and maintaining a robust economic ecosystem by helping to build regional capacity that contributes to individual, business, and community success. Working in conjunction with public sector partners, institutions of higher learning, community organizations, and private businesses, the CEDS process offers a way to engage in meaningful conversation about what capacity building efforts would best enhance economic development opportunities in the Region. It also serves to build leadership, enhance cooperation, and foster public ownership and enthusiasm as communities work together to prioritize their growth strategy.

## The Process

Creation of any economic development plan is about defining a road map, so identifying the starting points is essential. While this entails extensive research and analysis of relevant data points, public perceptions are equally important – particularly in revealing impediments to growth that need to be addressed in order for the region to maximize its potential. Thus, a deliberate, all-inclusive approach was taken to produce a meaningful and effective CEDS for the Central Shenandoah Region.

## Setting Direction/Process Overview

CSPDC established a CEDS Working Group comprised of economic development staff from some of its member localities, workforce development partners, economic development allies, and community leaders. The Working Group participated in a kickoff meeting in mid-April to review the project, its purpose, and the schedule and steps for completing the CEDS. The overview also focused on elements of the data analysis, comparative evaluation, and how best to identify and invite key stakeholders to participate in the project.

## Gaining Context

Background conditions, a variety of CSPDC work projects and other region-focused studies were reviewed. These documents helped to identify opportunities for synergies and collaboration – particularly in areas where support and/or resources already exist – helping to better align the CEDS with other initiatives underway in the Region.



## Regional Assessment

An inventory of notable economic and community assets was developed for the Region and included an assessment of several key data points generally considered in location decisions for economic development prospects:

- Available properties
- Primary utility and road infrastructure
- Workforce strengths (education levels, skill sets, demographics)
- Wage levels
- Composition of existing business and industry clusters
- Business start-ups and Agribusiness activity (including agricultural production data)
- Cost of living
- Community services (e.g., public safety, education)

Quality of life assets and amenities such as historical sites, attractions, sports and recreation venues, and cultural offerings were also evaluated. Additionally, business tax revenues were reviewed to determine their impact on local and regional economies.

## Stakeholder & Partner Outreach

Interviews and focus groups were conducted with private sector partners to assess long-range opportunities, perceptions, local business climates, and marketability of the Region for achievable, sustainable, and resilient economic development activities. Participants in the stakeholder engagement process represented four primary groups important to the Region: Major Employers and Manufacturers, Agribusiness and Tourism, Commercial Real Estate and Land Development, and Entrepreneurs and Small Business.

## Comparative Evaluation

A unique component of the process included a comprehensive evaluation of the Region's competitive position, specifically in relation to a similar planning region with comparable assets. This important benchmarking task included: an analysis of primary demographics, workforce and employment data; composition of industry sectors; and operating costs (e.g., taxation, utility rates, land prices, lease rates). A general review of the Comprehensive Plans for each member locality, particularly land use plans and designations, was also part of the comparative evaluation.

## SWOT Analysis

The data findings from the Regional Assessment and Comparative Evaluation, along with input gathered from stakeholders, were used to identify the Region's strengths, weaknesses, opportunities and threats (SWOT). The SWOT Analysis was reviewed and used to identify common themes and areas of focus to consider in the CEDS update.

## Setting Priorities

An important component of the strategy development involved prioritization of opportunities through an Appreciative Inquiry (AI) process with the CEDS Working Group. This exercise helped to identify commonalities between public and private sector partners, as well as shared values where appreciation already exists, so they can be amplified across the Region. Not only did this element of the process generate high-level goals for the CEDS, it helped to build consensus among regional partners who will be essential to implementing the strategies.



## Development of Goals, Objectives, Strategies and Performance Measures

Facilitated discussions with the CEDS Working Group and CSPDC CEDS Committee were used to formulate quantifiable goals, objectives, strategies and key performance measures. More importantly, the strategies outlined in this document reflect realistic, actionable opportunities that can precipitate continued success in the Region if the CSPDC, their member localities, and key economic development allies jointly commit to and collaborate on projects to achieve the defined goals.

## Creation of Implementation Plan Matrix

The success and effectiveness of any CEDS lies with its implementation; thus, in order for CSPDC to realize the broader Goals and Objectives, a number of specific strategies have been developed to achieve them. In addition, many of the proposed strategies are dependent on collaboration with partners, availability of resources, and longer implementation timelines – all of which are outlined in the matrix.





# Stakeholder Engagement

Special emphasis was placed on this aspect of the CEDS process, as no region can have a viable comprehensive strategy without input from the business community. Outreach was coordinated through the local economic development offices to create a target list of companies whose experiences operating in the Region can validate the data analysis or substantiate future strategies.

It was important to include a diverse cross-section of industry sectors, so outreach was made to business and civic leaders that represented manufacturing, distribution, healthcare, finance, agribusiness, tourism, small business, start-up entrepreneurs, and commercial/residential real estate development. The interviews were conducted in both small focus groups and one-on-one conversations, and the dialogue centered around issues specific to their business sector. The list of questions posed to each sector group can be found in Appendix D.

Overall, key findings from this group of leaders were very positive, especially when asked questions about their interaction with local government entities. A summary of stakeholder responses is outlined below.

- The leaders interviewed had a positive response to interacting with local governments, noting that communication with their localities was good.
- They would like to see continuing flexibility in government processes as they relate to permitting and land use.
- The existing labor pool has great problem-solving skills and work ethics.
- The Region is in a great location and offers convenient proximity to other larger markets. Many of the manufacturers noted supply chain issues were minimal at this time.
- The Region's community colleges, commercial airport, and quality of life are universally considered great assets.
- Issues of concern that arose were consistently around the need for more workers and more training programs to address very specific job skills like precision machining.
- The Region is home to many colleges and universities, and there is a desire to see the ecosystem continue to grow and diversify so that much of this young talent will want to stay and work or start businesses.
- Affordable housing and sufficient housing stock availability are big concerns.
- Interstate 81 is an asset, but there are still many traffic-related issues that need to be addressed.
- While the local governments and processes were deemed as positive, state and federal oversight around infrastructure and development were seen as potential threats to additional investment.
- The Central Shenandoah Region has significant potential for new opportunities in the future, but they will be heavily dependent on the availability of labor, training programs, and housing options.



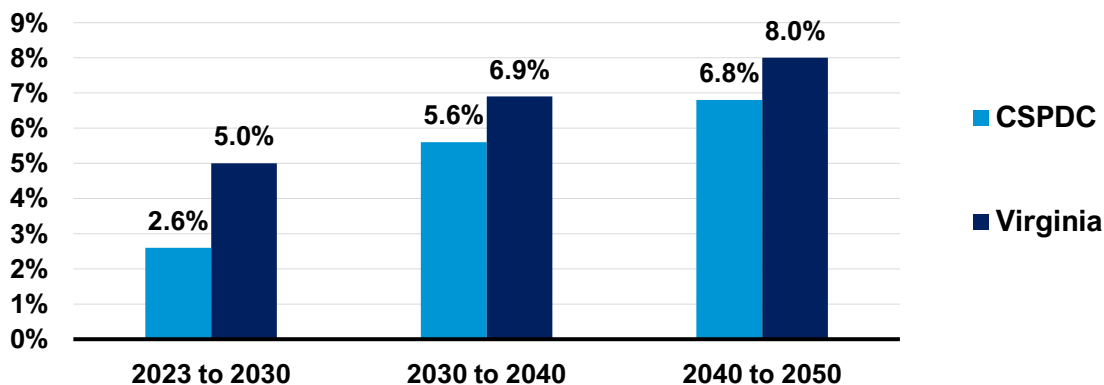
# Regional Assessment: Data Analysis

## Demographic Trends

In 2022, the population of the CSPDC region was 308,788.<sup>1</sup> Over the ten-year period from 2013 to 2022, the population of the CSPDC region increased by 3.1 percent, a rate of growth that exceeded Virginia's 2.2 percent increase in statewide population over the same period.<sup>2</sup>

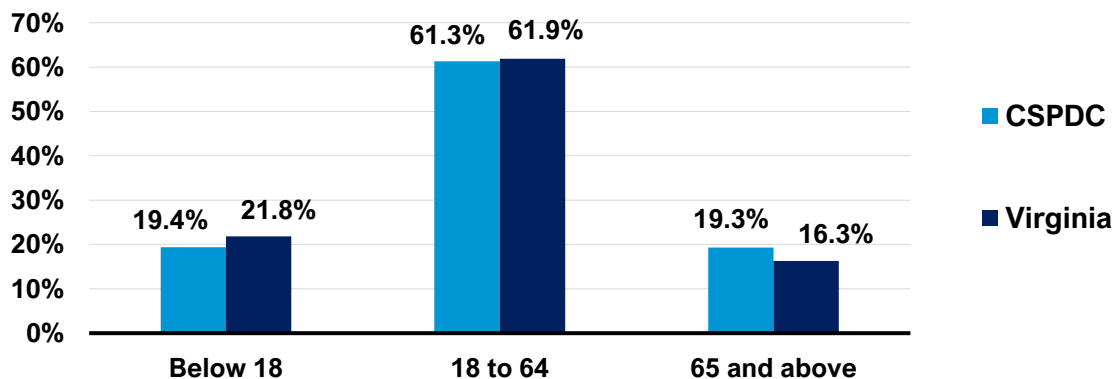
Looking forward, population growth in the CSPDC region is projected to drop below the statewide norm. As shown in *Figure A*, between 2022 and 2030 the CSPDC's population is expected to increase 2.6 percent (as compared to 5.0 percent statewide), 5.6 percent between 2030 and 2040 (as compared to 6.9 percent statewide), and 6.8 percent between 2040 and 2050 (as compared to 8.0 percent statewide).<sup>3</sup>

**Figure A: Projected Population Growth in the CSPDC Region and in Virginia**



Compared to the state of Virginia as a whole, the population of the CSPDC region tends to be slightly older. As shown in *Figure B*, the proportion of the population 65 and older in Virginia was 16.3 percent in 2021 whereas, in the CSPDC region, the comparable figure was 19.3 percent.<sup>4</sup> While the proportion of the population between 18 and 64 in Virginia in 2021 was 61.9 percent, the CSPDC region was slightly lower at 61.3 percent for this age category. Similarly, the proportion of the population under 18 in Virginia in 2021 was 21.8 percent as compared to 19.4 percent in the CSPDC region.<sup>5</sup>

**Figure B: Population by Age Cohort in Virginia and in the CSPDC Region in 2021**



<sup>1</sup> Data Source: University of Virginia Weldon Cooper Center, Demographics Research Group. (2022) VA Population Estimates.

<sup>2</sup> Data Source: University of Virginia Weldon Cooper Center, Demographics Research Group. (2022) VA Population Estimates.

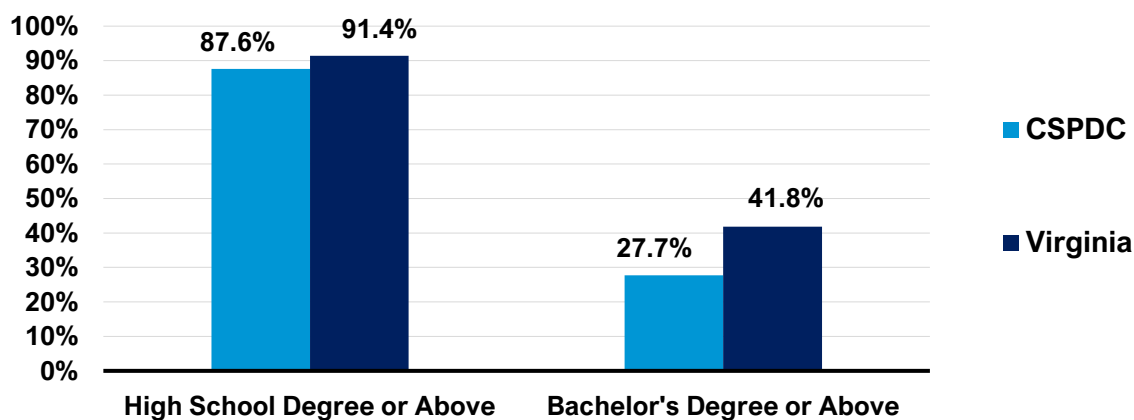
<sup>3</sup> Data Source: University of Virginia Weldon Cooper Center, Demographics Research Group. (2022). VA Population Projections.

<sup>4</sup> Data Source: U.S. Census Bureau, Population Division.

<sup>5</sup> Data Source: U.S. Census Bureau, Population Division.

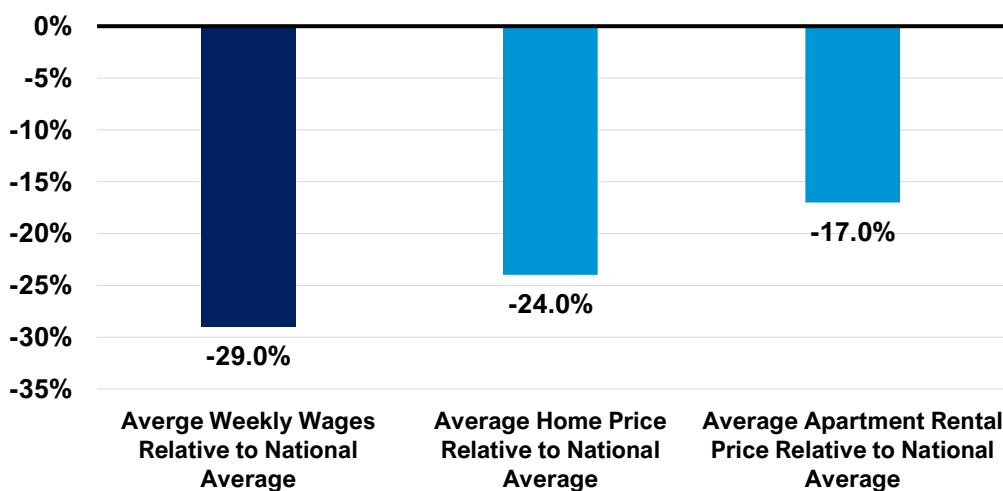
Compared to the state of Virginia as a whole, educational attainment in the CSPDC region tends to be lower, particularly at the post-secondary level. As shown in Figure C, where the proportion of the population 25 and older with a high school degree or higher is 91.4 percent statewide in Virginia, the comparable figure for the CSPDC region is 87.6 percent.<sup>6</sup> While the proportion of the population 25 and older with a bachelor's degree or higher in Virginia was 41.8 percent, the corresponding figure is considerably lower for the CSPDC region at 27.7 percent.<sup>7</sup>

**Figure C: Educational Attainment in Virginia and in the CSPDC Region in 2021**



Finally, another salient characteristic of the CSPDC region is that although both average wages and the cost of housing are below the national average, wages are proportionally lower than housing – which has adverse implications for housing affordability. As shown in *Figure D*, where the average home price in the CSPDC region is 24 percent below the national average and the average apartment rental price is 17 percent below, the average weekly wage is 29 percent below.<sup>8</sup>

**Figure D: Housing Affordability in the CSPDC Region**



<sup>6</sup> Data Source: U.S. Census Bureau, American Community Survey, 2021 5-Year Estimates.

<sup>7</sup> Data Source: U.S. Census Bureau, American Community Survey, 2021 5-Year Estimates.

<sup>8</sup> Data Source: The Council for Community and Economic Research and U.S. Bureau of Labor Statistics.



## Recent Economic and Labor Force Trends

In assessing recent economic trends in the CSPDC region, it is important to remember that 2020 was not a good year. As a result of statewide lockdowns imposed in response to the COVID-19 pandemic, just between March and April of 2020 approximately 421,000 jobs were lost in Virginia, or roughly one out of every nine jobs in the state. In the CSPDC region, approximately 14,000 jobs were lost between March and April of 2020, or roughly one out of every ten jobs in the region.<sup>9</sup>

Figure E depicts the cumulative change in employment between November of 2019 (pre-pandemic peak employment) and December of 2022 (the most recent month for which we have data) in the CSPDC region, Virginia, and the U.S. This graph clearly shows the severe employment losses experienced across the nation in early 2020.<sup>10</sup> Importantly however, it also shows how the CSPDC region has been slower to recover from those losses than Virginia as a whole, and both have been slower to recover than the overall U.S. Whereas the U.S. recovered beyond its pre-pandemic peak employment level in August of 2022, Virginia did not cross that milestone until October of 2022 and, as of December 2022, the CSPDC region was still 0.6 percent below its pre-pandemic peak employment.

**Figure E: Cumulative Change in Total Employment in the CSPDC Region, in Virginia, and in the U.S.**

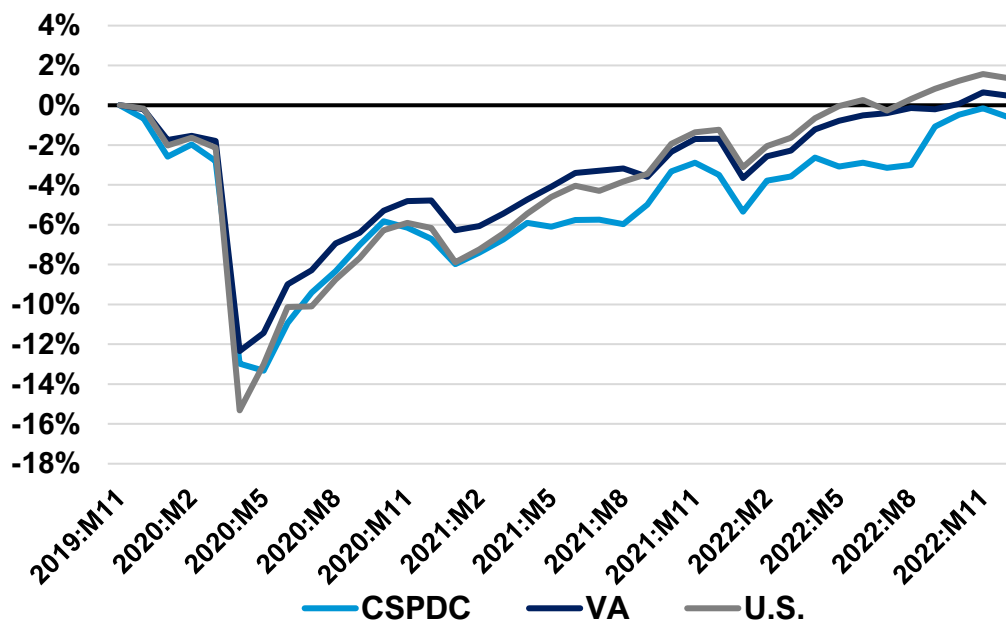


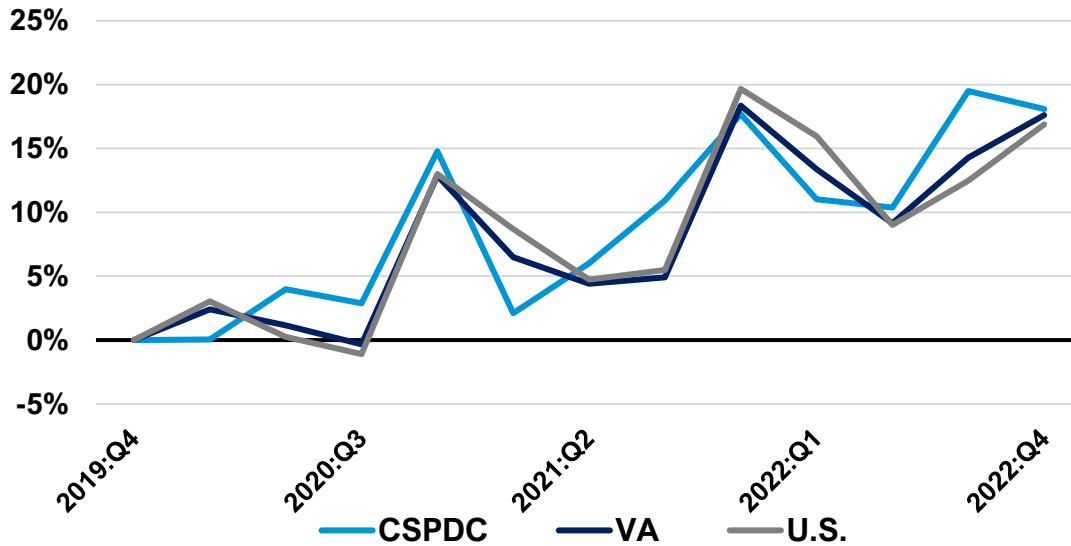
Figure F provides similar data for the cumulative change in average weekly wages between the 4th quarter of 2019 (pre-pandemic peak wages) and the 4th quarter of 2022.<sup>11</sup> As this graph shows, the CSPDC region has seen robust growth in nominal wages. Between the 4th quarter of 2019 and the 4th quarter of 2022, average weekly wages in the CSPDC region increased by 18.1 percent as compared to 17.6 percent statewide in Virginia and 16.9 percent nationally.

<sup>9</sup> Data Source: U.S. Bureau of Labor Statistics.

<sup>10</sup> Data Source: U.S. Bureau of Labor Statistics.

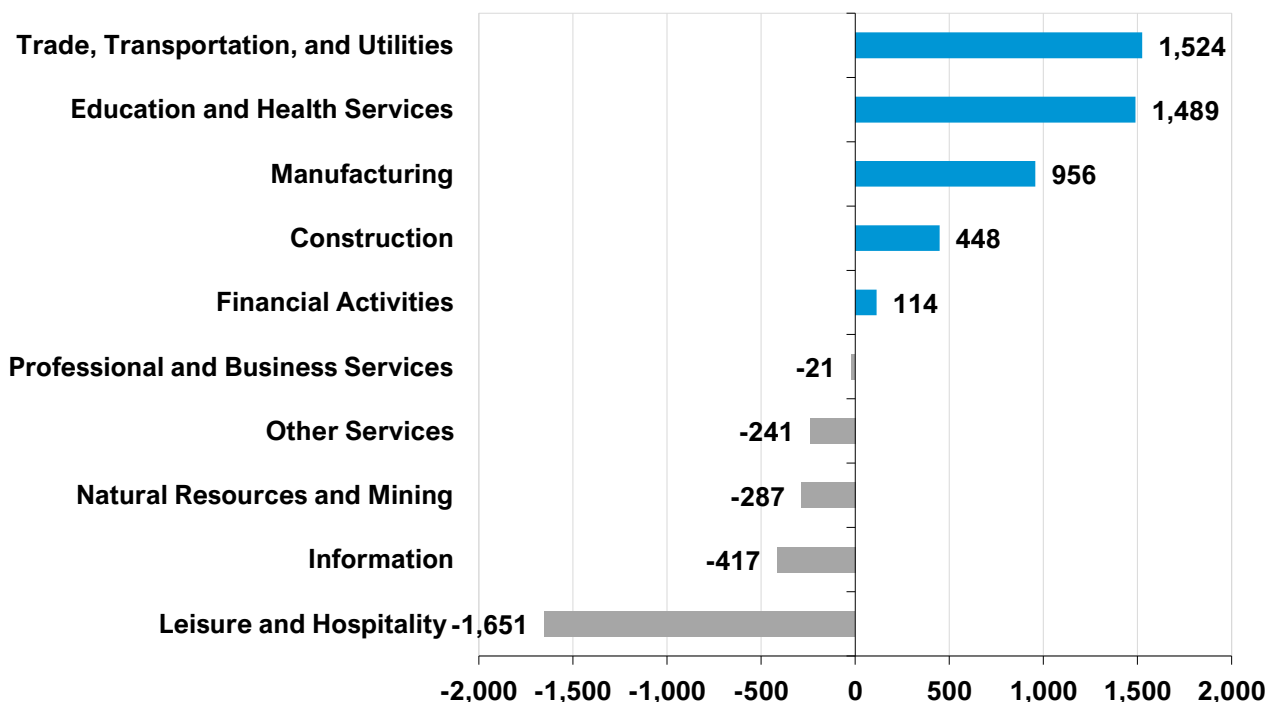
<sup>11</sup> Data Source: U.S. Bureau of Labor Statistics.

**Figure F: Cumulative Change in Average Weekly Wages in the CSPDC Region, in Virginia, and in the U.S.**



Over the five-year period from 2017 through 2022, total employment in the CSPDC region increased by 2,127 jobs or 2.0 percent. *Figure G* provides a break-down of that change by industry super-sector.<sup>12</sup> As these data show, employment gains over the period were led by Trade, Transportation, & Utilities (up 1,524 jobs), Education & Health Services (up 1,489 jobs), and Manufacturing (up 956 jobs). At the other end of the spectrum, employment losses were led by Leisure & Hospitality (down 1,651 jobs), Information (down 417 jobs), and Natural Resources & Mining (down 287 jobs).

**Figure G: Change in Employment by Industry Super-sector in the CSPDC Region (2017 to 2022)**



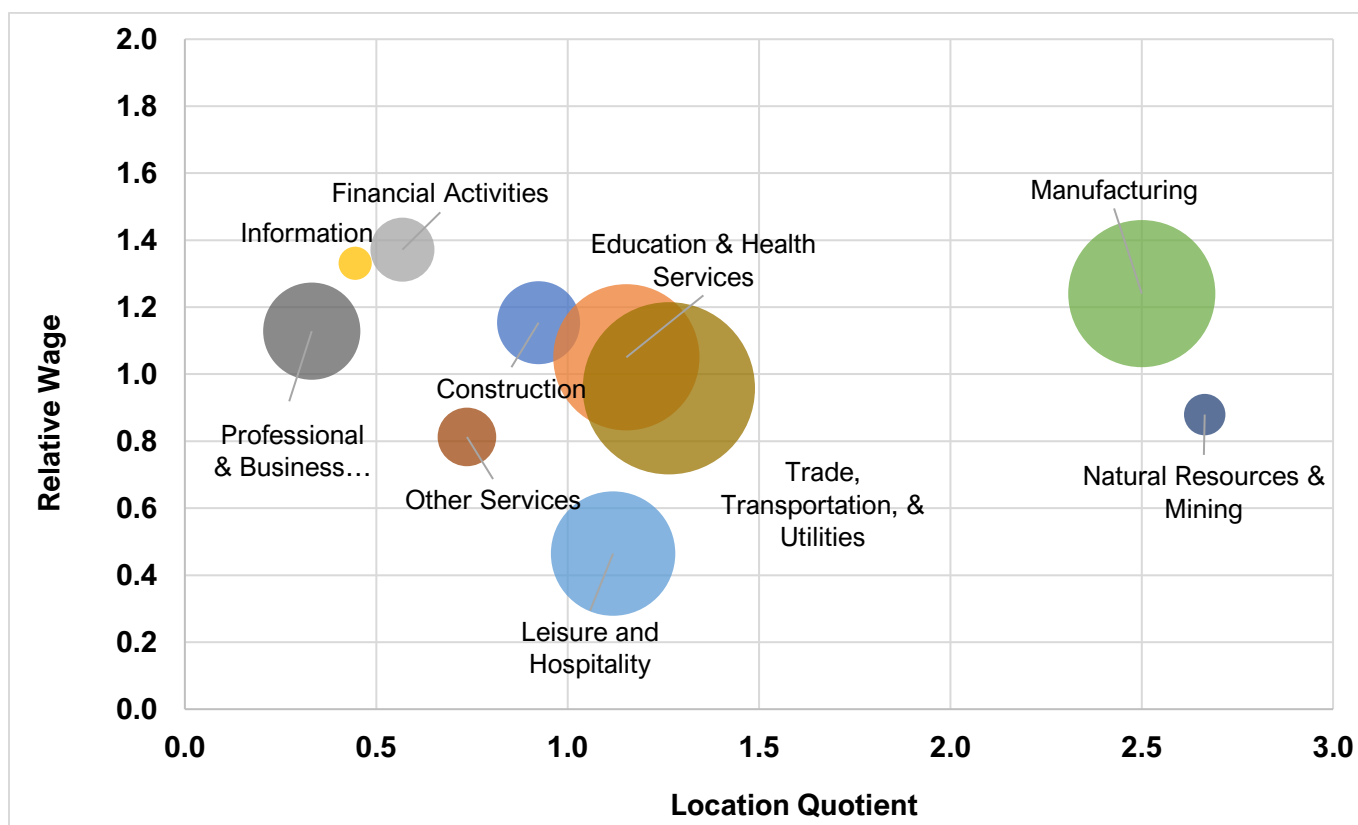
<sup>12</sup> Data Source: U.S. Bureau of Labor Statistics.

Figure H combines three performance metrics to identify driver industries in the CSPDC region in 2022 (the most recent data we have for the post-pandemic period).<sup>13</sup> In this bubble chart, the size of the bubble represents the relative employment footprint of each industry in the Region. Relative wage is depicted on the vertical axis, where any reading above 1.0 indicates that the industry pays wages that are above the regional average, while a reading below 1.0 indicates the opposite. Location Quotient is depicted on the horizontal axis, where a reading above 1.0 indicates that the region specializes in that industry (e.g., it has a larger employment footprint than one would expect based on the statewide norm), while a reading below 1.0 indicates the opposite.

As these data show:

- Trade Transportation, & Utilities, Manufacturing, and Education & Health Services are the Region's largest employment sectors.
- Financial Activities, Information, Manufacturing, Construction, Professional & Business Services, and Education & Health Services all pay wages that are above the regional average.
- Natural Resources & Mining, Manufacturing, Trade, Transportation, & Utilities, Education & Health Services, and Leisure & Hospitality are industries in which the Region specializes.
- Focusing on the north-east corner of the graph shows that Manufacturing is the Region's most significant driver industry, followed by Trade, Transportation, & Utilities, and Education & Health Services.

**Figure H: Location Quotient and Relative Wage in the CSPDC Region in 2022**

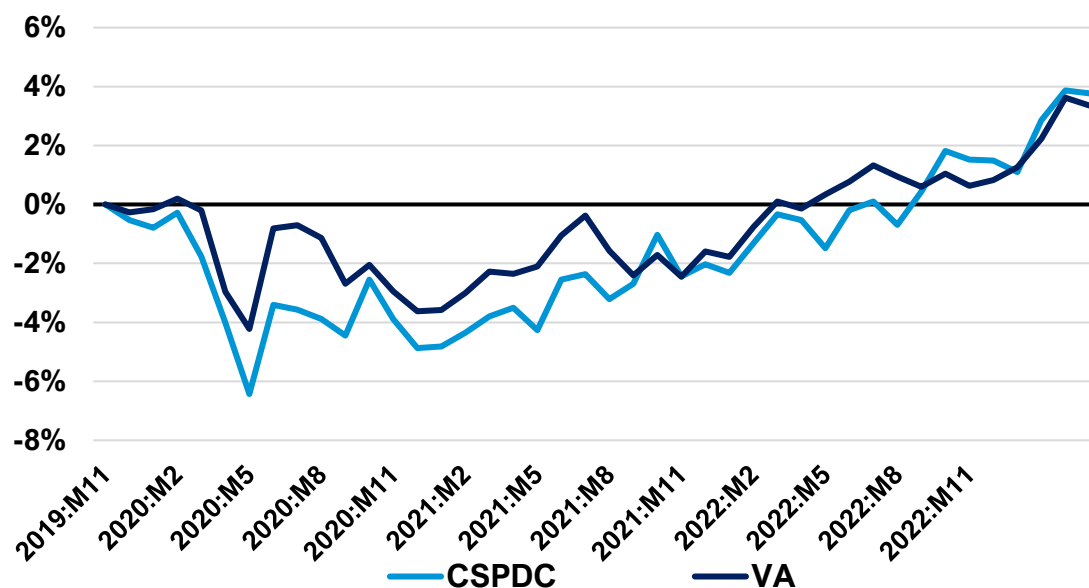


<sup>13</sup> Data Source: U.S. Bureau of Labor Statistics.



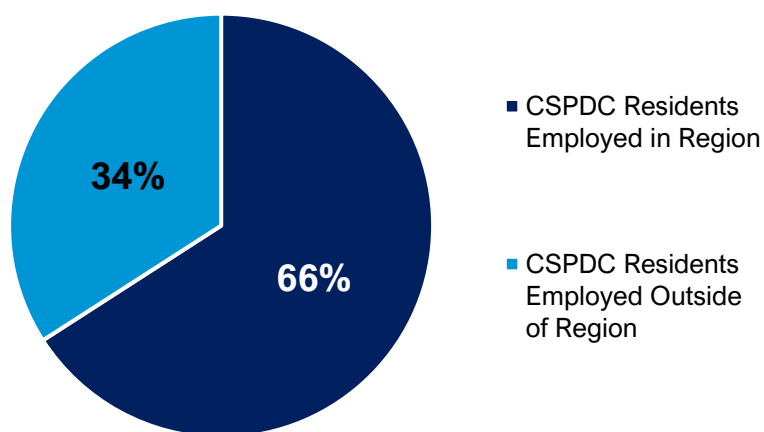
Switching to labor force, *Figure I* (like Figures E and F) depicts the cumulative change in labor force between November of 2019 and April of 2023 for the CSPDC region and Virginia statewide.<sup>14</sup> As these data indicate, the CSPDC region suffered a larger proportional drop in labor force than Virginia in the immediate aftermath of the pandemic. Both have since recovered, with the CSPDC region experiencing a slightly higher cumulative gain in labor force of 3.8 percent, while Virginia experienced a 3.4 percent gain over the period.

**Figure I: Cumulative Change in Labor Force in the CSPDC Region and in Virginia**



Finally, *Figure J* provides additional insight into the CSPDC's labor force dynamics by showing that the majority of residents live and work in the Region. While 34 percent of the CSPDC's labor force is employed in localities outside of the region,<sup>15</sup> these residents are primarily working for employers in Albemarle County (work location for 5,020 CSPDC residents), Charlottesville (work location for 3,005 CSPDC residents), and Fairfax County (work location for 2,800 CSPDC residents).

**Figure J: Percent of CSPDC Residents Employed Inside or Outside of the Region**



<sup>14</sup> Data Source: U.S. Bureau of Labor Statistics.

<sup>15</sup> Data Source: U.S. Census Bureau, Longitudinal Employer-Household Dynamics.

# Regional Assessment: Sites and Infrastructure Evaluation

## Introduction

As part of the larger CEDS initiative, Timmons Group was tasked with completing a high-level sites and infrastructure assessment for the CSPDC. For this task, transportation networks, dry utilities (including power and natural gas), and wet utilities (including water and sewer) were assessed throughout the Region. Analyzing these networks involved review of key data points such as traffic counts, power information, and available utility capacities. It also involved looking at where these networks were spatially and determining any significant gaps. Additionally, potential industrial sites within the CSPDC region were summarized using the tier levels they received through the Virginia Business Ready Sites Program. This added layer of analysis helped in determining each locality's strengths and weaknesses in meeting the site and infrastructure needs of industry sectors, also directly impacting the entire Region. This section will explain the Virginia Economic Development Partnership's Site Characterization Tier System and its importance, as well as the different infrastructure elements analyzed and key takeaways from these analyses.

## Virginia Business Ready Sites Program Site Characterization Tier System

The Virginia Economic Development Partnership Authority (VEDP) administers the Virginia Business Ready Sites Program (VBRSP). VBRSP was developed by a team of consultants, along with state, regional, and local stakeholders, in order to identify, characterize, and promote the development of potential industrial sites across the Commonwealth of Virginia. Once potential sites are identified, properties are evaluated using a standard site assessment approach to determine the Site Characterization Tier Levels. The tier levels (1-5) are used to designate the site's current level of readiness for development. Tier 1 indicates the lowest level of readiness, while Tier 5 signifies the property is "shovel ready" with all permits in place. Tier 2, Tier 3, and Tier 4 fall in between and signify increasing degrees of readiness at each level. The tier system is used to help localities understand how their sites are perceived by the state, where gaps exist, and guide investments that will increase their site development potential in the most efficient manner possible.

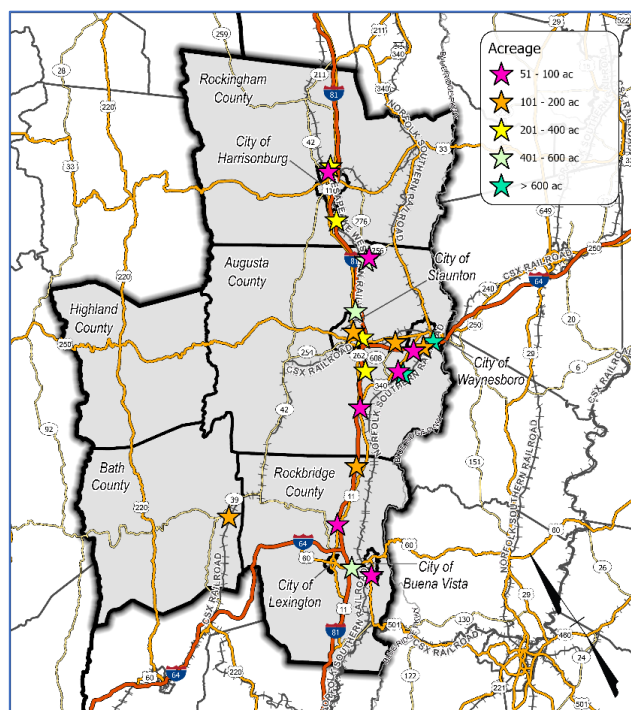
## Tier Summary of CSPDC Sites

Within the VBRSP database of currently assessed sites, there are 21 CSPDC sites that are 50 acres or greater. Timmons Group used readily available site information for the 21 properties, and their correlating tier levels, to summarize the inventory of site development opportunities within the Region.

Figure K is a map of the locations of each of these 21 sites, categorized by acreage.

Each locality should have a copy of the original Tier Assessment Report completed by VEDP in the 2019 Statewide Site Assessment study. CSPDC localities will find that of the 21 characterized sites, 17 are Tier 2, with the remaining four being designated Tier 4. A common strength among most of the sites within the Region is robust power infrastructure and access to suitable transportation networks.

Figure K: VBRSP 50+ Acre Sites within CSPDC



The common gap noted when reviewing many of the Tier 2 properties was a lack of basic site due diligence, as well as insufficient water and sewer capacities needed by many industries. A Tier 2 site is typically missing or has expired due diligence items such as a valid wetlands delineation, outdated Phase 1 Environmental Site Assessment, outdated cultural resources or threatened and endangered species review, etc. These items generally require a smaller investment to achieve a Tier 4 level.

Below is a table of the respective sites and acreages.

**Table 1: CSPDC 50+ Acre Sites**

Locality	50-100 ac	100-200 ac	200-300 ac	300-500 ac	500-700 ac	700-1000 ac	1000+ ac	Site Count Within County
Augusta County	3	1	1	1	1	1	0	8
Bath County	0	1	0	0	0	0	0	1
Buena Vista City	1	0	0	0	0	0	0	1
Harrisonburg City	1	0	0	0	0	0	0	1
Rockbridge County	1	1	0	1	0	0	0	3
Rockingham County	0	0	0	2	0	0	0	2
Staunton City	0	1	1	0	0	0	0	2
Waynesboro City	1	1	0	0	0	1	0	3
<b>Active Sites Within CSPDC</b>	<b>7</b>	<b>5</b>	<b>2</b>	<b>4</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>21</b>

## Wet Utilities

The majority of the analyzed sites in the Region have water and sewer infrastructure on-site, but are lacking the necessary capacity to serve certain industrial users. Ten of the 21 sites meet or exceed an available capacity of 250,000 gallons per day (GPD) for water infrastructure, and eight of them are in Augusta County. Seven out of 21 meet the same capacity threshold for sewer and six of these properties are also within Augusta County.

Water and sewer capacity are often one of the primary drivers in site location decisions for industrial users. As such, investments in expanding capacities to accommodate industrial users is often necessary in maintaining regional competitiveness. Therefore, it is recommended that the CSPDC consider a high-level water and sewer assessment in order to determine future water sources for the Region as a whole.

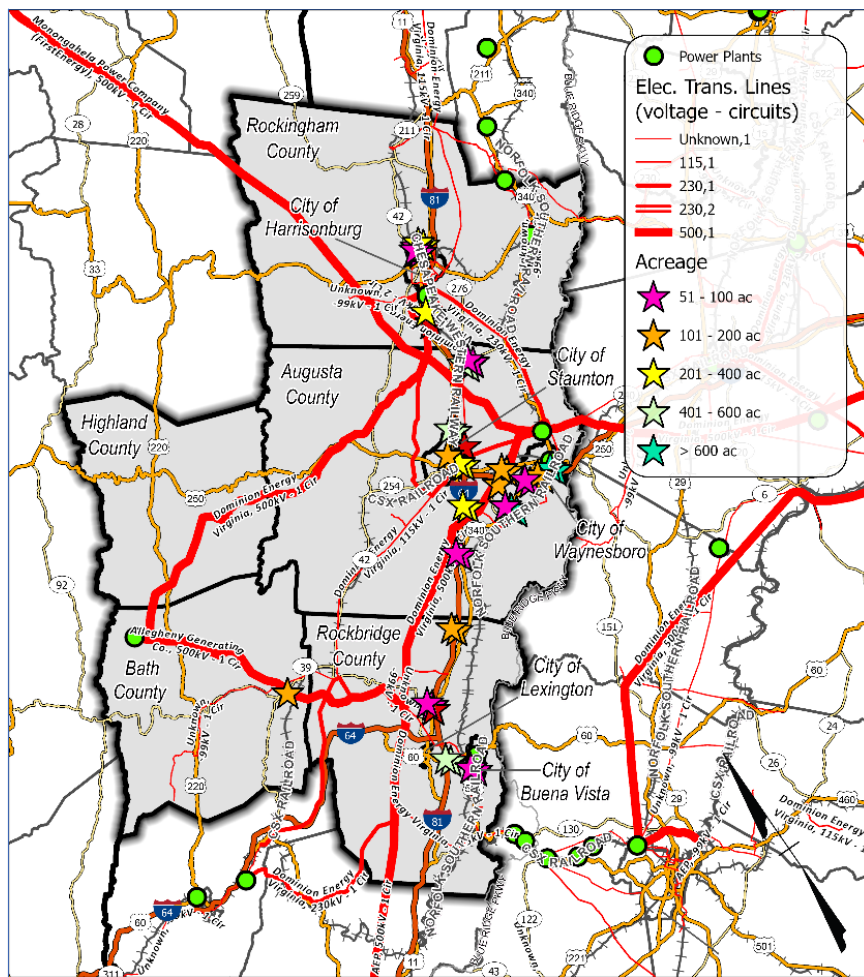
## Dry Utilities

Six different electrical providers serve the CSPDC region, including BARC Electric Cooperative, Craig-Botetourt Electrical Cooperative, Central Virginia Electric Cooperative, Rappahannock Electric Cooperative, Shenandoah Valley Electric Cooperative, and Dominion Energy. Subsequently, major power infrastructure intersects the CSPDC region, including several areas such as Staunton, north of Waynesboro, and south of Harrisonburg. The intersecting lines in these areas include a 115 kV transmission line and a 230 kV transmission line. These lines are the optimal size for industrial users, making these intersections important areas within the Region. Sites close to these electrical transmission intersections could use this proximity as an asset and should, therefore, be priorities for development opportunities.



Figure L is a map of the current electrical transmission infrastructure layout within the region.

**Figure L: Electrical Transmission Infrastructure within CSPDC Region**



Columbia Gas transmission lines run north and south from Rockbridge through Lexington along I-81, and east of Staunton. There are also a few lines briefly intersecting and just outside the CSPDC northern boundary. During the site characterization process, Columbia Gas provided timelines of 24 months or more to serve medium to large users. It is recommended that further gas studies be conducted to analyze how to shorten these timelines, while also determining feasibility.

There are several companies providing fiber or planning for fiber throughout the Region, including MBC, Shentel, Lumos, Shenandoah Valley Electric Cooperative, All Points Broadband, BARC Connects, MGW, Lingo and Highland Telephone Company to name a few. Information from providers in the completed site characterization reports indicated 12 of the 21 sites within the Region can have fiber delivered within six months. Based on information from Virginia's Commonwealth Connection Broadband database, approximately 13% of the

CSPDC region has fiber access readily available. There are also several areas covered by the Virginia Telecommunication Initiative (VATI), a state-funded program directed by the Virginia Department of Housing and Community Development, with the overall goal of extending broadband to underserved areas. These other areas comprise 37% of the CSPDC footprint, bringing total coverage (current and future) to approximately 50% of the Region. The providers partnering with VATI include All Points Broadband, and MGW. Utilizing Federal Communications Commission data, cellular coverage within the Region was also analyzed. Currently, Verizon, AT&T, US Cellular, and T-Mobile collectively cover just 66% of CSPDC localities, with more consistent coverage appearing to exist towards the Region's eastern bounds.

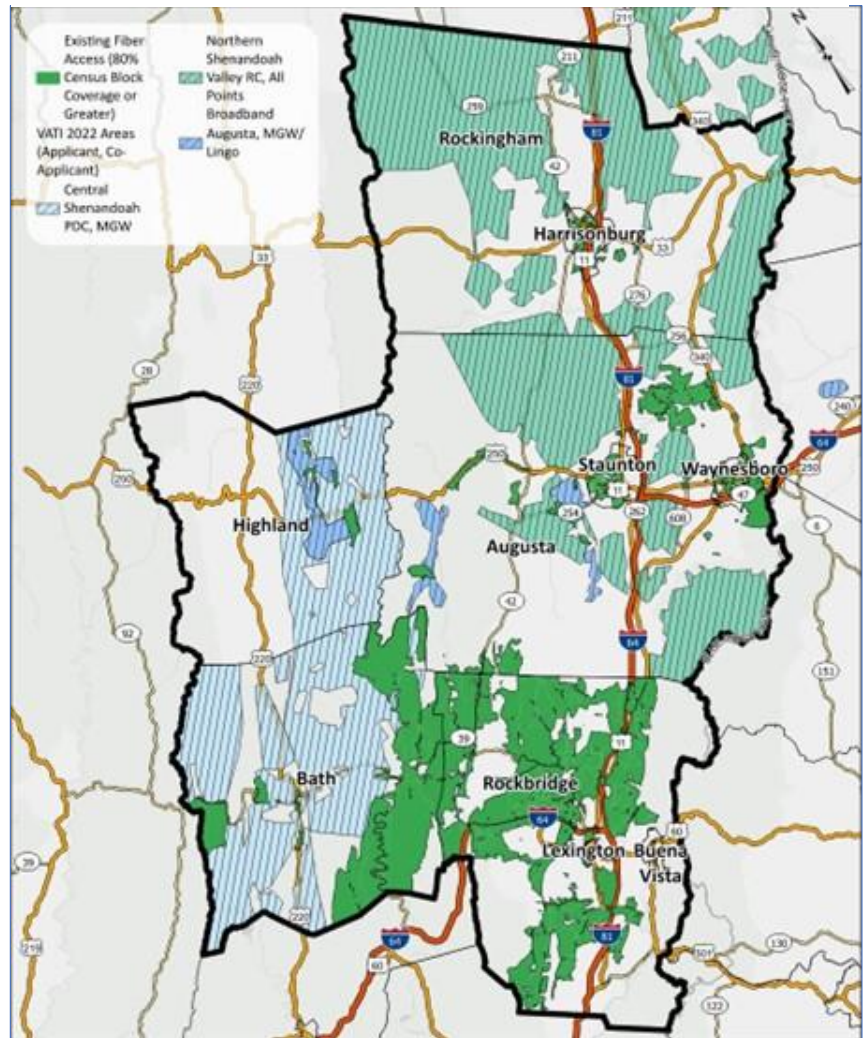
Figure M is a map that shows the current fiber coverage areas for the region.

Based on the dry utility infrastructure currently in place, particularly the electrical infrastructure, it is recommended the Region continues to focus its economic development efforts on logistics, advanced manufacturing, and data center facilities. Data centers are especially interested in areas with 230 kV lines, many of which can be found around the Region. Increased activity due to artificial intelligence (AI) will also contribute to the continued expansion and investment in these industry sectors. Therefore, CSPDC may want to undertake a region-wide site selection study to identify new properties within high potential areas for development along these utility corridors. This will increase the inventory of regional sites, while also taking advantage of areas that already have key utilities in place.

## Transportation

Two major transportation corridors exist within the CSPDC region, I-81 and I-64. There are 16 sites within two miles of I-81, I-64, or both. These road networks connect to areas as far north as Canada and as far west as St. Louis, Missouri. Based on 2021 Virginia Department of Transportation (VDOT) traffic count data, I-81 can see up to 63,000 vehicles per day in the CSPDC region, while I-64 can see up to 44,000 vehicles per day. I-81 and I-64 also intersect at two different areas within the CSPDC bounds. Traffic counts of some of the major four lane highways within the Region include US-33 having up to 35,000 vehicles per day, US-11 having up to 35,000 vehicles per day, US-250 having up to 28,000 vehicles per day, and US-340 having up to 27,000 vehicles per day. These high vehicle per day counts demonstrate the roads being equipped for industrial demand. Along with roads, three rail companies, CSX, Norfolk Southern, and Chesapeake Western, also span the Region. One site in Bath County currently lies adjacent to a CSX line, providing opportunity for prospects looking for rail access.

Figure M: Fiber Coverage Areas within CSPDC Region



The locations of these transportation features offer major strengths in terms of the types of industries that the Central Shenandoah Region can attract. A robust, built-out transportation network benefits industry types such as logistics and advanced manufacturing. It is also a benefit in terms of connecting to different labor pools, as the Region can tap into major workforce hubs such as Charlottesville, Harrisonburg, Staunton, and Lexington. It is recommended that the CSPDC engage in a high-level transportation assessment to further analyze the traffic patterns of the region, working with VDOT and the Harrisonburg-Rockingham MPO.

Within the Region, Shenandoah Valley Regional Airport (SHD) is located just northeast of Staunton, providing commercial, commuter, and general aviation services. The Federal Aviation Administration (FAA) reports the annual operations of an airport as all departures and arrivals where an FAA flight plan record was captured. For SHD, total operations are approximately 37,000 per year. Two international airports are within a two-hour drive of the CSPDC region - Washington Dulles Airport (IAD) and Richmond International Airport (RIC). Thus, since air traffic within the immediate area is minimal, CSPDC is a prime location for the growing field of unmanned aerial vehicles. Additionally, with strong pilot training and aviation programs offered in nearby colleges (e.g., Blue Ridge Community College, Liberty University, Virginia Tech, and Hampton University) the opportunities to advance this industry sector are significant, particularly if collaboration can be established with higher education partners.



# Comparative Evaluation

A comparative analysis was included in the CEDS update to benchmark the CSPDC region's key site location factors to a comparable region. Virginia's Roanoke Valley-Alleghany Regional Commission (RVARC) was chosen as that comparator because of similarities in the two regions' transportation network, population sizes, labor pool, and natural assets.

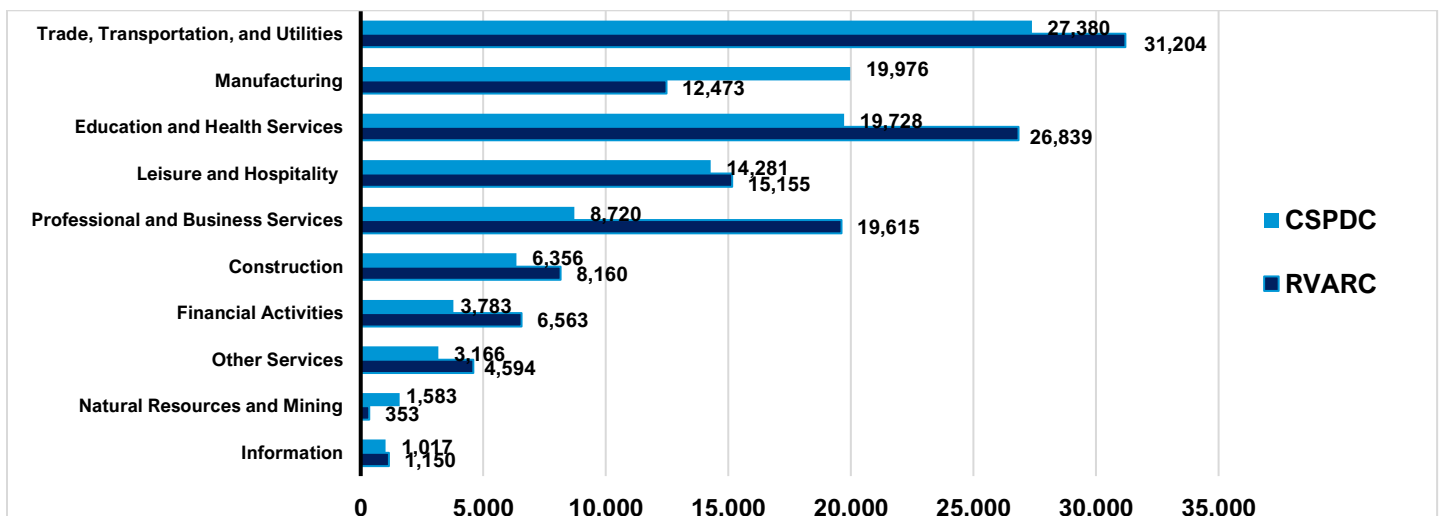
Table 2 provides a comparison of key demographic metrics between the CSPDC and RVARC regions. As these data show, across most metrics the two regions are generally similar; however, one key difference is that, despite the RVARC region's larger population, the CSPDC's projected population growth is much higher and quicker than the RVARC's. In addition, educational attainment rates in the CSPDC are slightly lower than in the RVARC. As will be shown in the next chart, that slight differential is most likely attributable to the fact that the RVARC region specializes to a greater degree in the Business & Professional Services sector, while the CSPDC region is more focused on the Manufacturing sector.

**Table 2: Key Demographic Metrics in the CSPDC and the RVARC Region**

Metric	CSPDC	RVARC
Population in 2022	308,788	334,282
Projected Population increase – 2022 to 2030	2.6%	0.7%
Projected Population increase – 2030 to 2040	5.6%	2.1%
Projected Population increase – 2040 to 2050	6.8%	3.5%
Labor Force in 2022	149,321	167,372
Median Household Income in 2021	\$60,748	\$61,393
Educational Attainment – High School Degree or higher	87.6%	90.0%
Educational Attainment – Bachelor's Degree or higher	27.7%	28.8%

Turning to a comparison of each region's economy, Figure N details employment by industry super-sector in 2022.<sup>16</sup> As these data show, Trade, Transportation, & Utilities was the largest employment sector in both the CSPDC (27,380 jobs) and RVARC (31,204 jobs) in 2022. In the CSPDC region, Manufacturing was the second largest employment sector (19,976 jobs), and Education & Health Services the third largest (19,728 jobs). In the RVARC region, Education & Health Services was the second largest (26,839 jobs) and Professional & Business Services was the third (19,615 jobs).

**Figure N: Employment by Industry Supersector in the CSPDC and the RVARC Region in 2022**



<sup>16</sup> Data Source: U.S. Bureau of Labor Statistics.

Figure O provides a similar comparison for average weekly wages by industry super-sector in each region in 2022.<sup>17</sup> In this case, Information was the highest paying employment sector in both the CSPDC (\$1,265 per week) and RVARC (\$1,322 per week) regions in 2022. In the CSPDC region, Manufacturing was the second highest paying employment sector (\$1,178 per week), and Construction the third highest (\$1,096 per week) while, in the RVARC region, Education & Health Services was the second highest (\$1,182 per week), and Professional & Business Services was the third highest (\$1,178 per week).

**Figure O: Average Weekly Wages by Industry Supersector in the CSPDC and the RVARC Region in 2022**

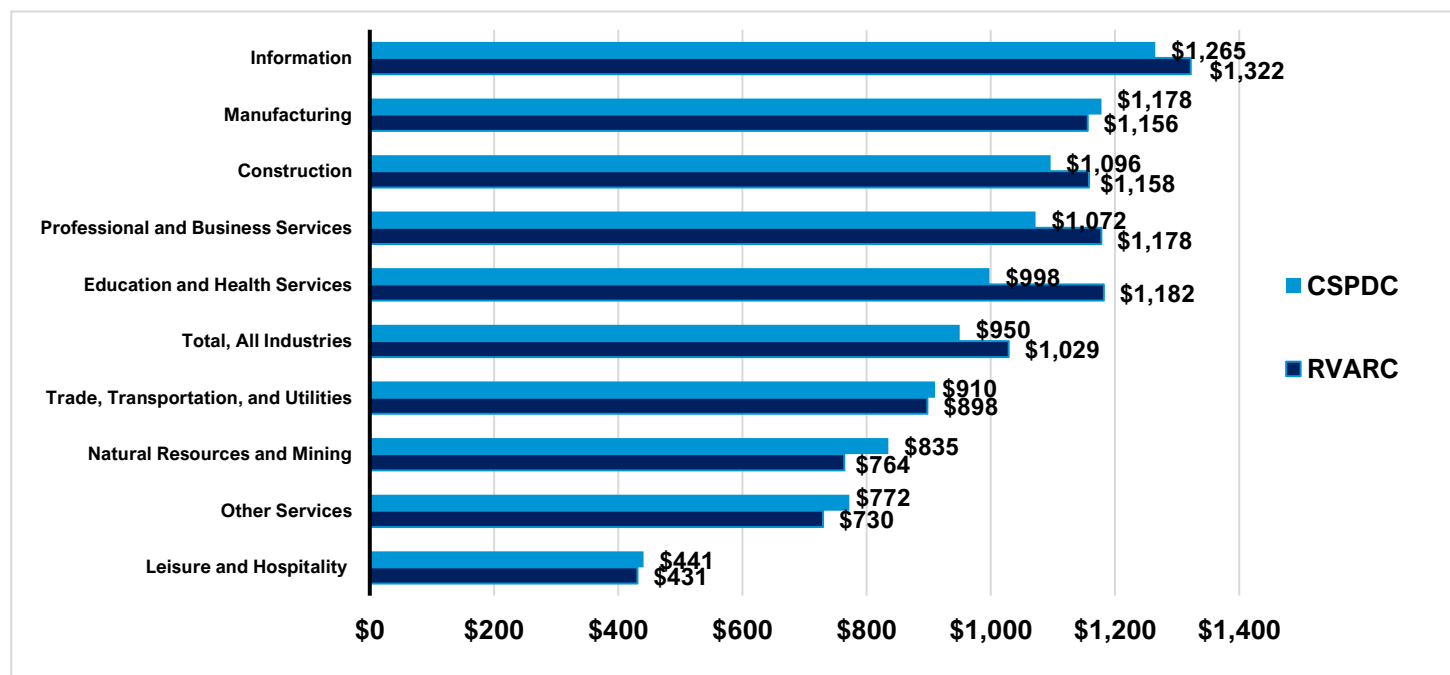


Table 3 provides a comparison of certain key metrics related to cost of living in the CSPDC and RVARC regions.<sup>18</sup> The main take-aways are that median household income in the CSPDC region is growing faster than in the RVARC region, based on recent data, and that housing costs are slightly lower in the CSPDC region than in the RVARC region.

**Table 3: Cost of Living in the CSPDC Region and the RVARC Region**

	CSPDC	Roanoke MSA	National Average
Median Household Income in 2021	\$60,748	\$61,393	\$69,021
Median Household Income in 2019	\$55,680	\$56,940	\$62,843
% change between 2019 and 2021	9.1%	7.8%	9.8%
Monthly Spending - Homeowners	\$6,597	\$6,786	\$7,286
Average Price - Home Price	\$380,237	\$390,074	\$457,007
Monthly Spending - Renters	\$3,545	\$3,677	\$4,146
Average Price - Apartment Rent	\$1,065	\$1,112	\$1,393

<sup>17</sup> Data Source: U.S. Bureau of Labor Statistics.

<sup>18</sup> Data Source: U.S. Census Bureau, American Community Survey, 2021 and 2019, 5-Year Estimates, and The Council for Community and Economic Research.

Finally, *Table 4* sheds light on differences between the CSPDC and RVARC regions regarding the cost of doing business – an especially important consideration for equipment-heavy operations.

- Real Estate Tax: Although rates in every community vary, the CSPDC’s regional average real estate tax rate of \$0.77 per \$100 of assessed value is lower than RVARC’s rate of \$0.89 per \$100 of assessed value.<sup>19</sup>
- Machinery and Tools (M&T) Tax: Although rates in every community vary, the CSPDC’s regional average effective M&T tax rate (calculated as the nominal rate times depreciation and averaged over a 10-year period) of \$0.67 per \$100 of assessed value is below the RVARC region’s average rate of \$0.91 per \$100 of assessed value.<sup>20</sup>
- Business Personal Property Tax: Although rates in every community vary, the CSPDC’s regional average effective Business Personal Property tax rate (calculated as the nominal rate times depreciation and averaged over a 10-year period) of \$1.15 per \$100 of assessed value is higher than the RVARC region’s rate of \$0.87 per \$100 of assessed value.<sup>21</sup>
- Business License Tax: Across all business categories, business license tax rates per \$100 of gross revenue are generally comparable across the CSPDC and RVARC regions.<sup>22</sup>

**Table 4: Average Tax Rates in the CSPDC Region and the RVARC Region**

	CSPDC	RVARC
Average Real Estate Tax Rate	\$0.77 per \$100	\$0.89 per \$100
Average Effective Machinery and Tools Tax (over 10 years)	\$0.67 per \$100	\$0.91 per \$100
Average Effective Business Personal Property Tax (over 10 years)	\$1.15 per \$100	\$0.87 per \$100
Average Business License Tax		
Business Services	\$0.310 per \$100	\$0.318 per \$100
Financial Services	\$0.486 per \$100	\$0.483 per \$100
Professional Services	\$0.486 per \$100	\$0.483 per \$100
Wholesale Trade	\$0.091 per \$100	\$0.110 per \$100

To put these numbers in perspective, based on these tax rates over a 20-year period, a hypothetical manufacturer with \$22 million in capital investment<sup>23</sup> would pay approximately 24 percent less in Real Estate and M&T taxes in the CSPDC region (\$2,776,000) compared to the RVARC region (\$3,634,000). In another example, a hypothetical distribution center making a \$33.7 million capital investment<sup>24</sup> would pay approximately 7 percent less in Real estate and Business Personal Property tax in the CSPDC region (\$5,393,000) compared to the RVARC region (\$5,774,000).<sup>25</sup>

<sup>19</sup> Data Source: LoopNet; Cushman & Wakefield Thalhimer; Interchange Group

<sup>20</sup> Data Source: Community websites and Commissioner of Revenue Office.

<sup>21</sup> Data Source: Community websites and Commissioner of Revenue Office.

<sup>22</sup> Data Source: Community websites and Commissioner of Revenue Office.

<sup>23</sup> Based on Virginia Economic Development Partnerships (VEDP) announcements for new manufacturing facilities in Virginia between 2013 and 2023.

<sup>24</sup> Based on Virginia Economic Development Partnerships (VEDP) announcements for new distribution centers in Virginia between 2013 and 2023.

<sup>25</sup> Based on a split in investment of 36 percent real estate and 64 percent machinery and tools.



# SWOT Analysis

An integral part of formulating the CEDS is evaluation of the Region's assets and challenges. Typically referred to as the SWOT - **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats - the collective findings from the data analysis, comparative evaluation, sites and infrastructure assessment, and stakeholder feedback were vetted and finalized by the CEDS Working Group. In large part, the Opportunities and Threats are the basis for many of the new initiatives or corrective actions outlined in this Plan's resulting Goals, Objectives and Strategies, as they represent primary areas of focus needed to maintain the Region's viability and successes into the future.

## STRENGTHS

- Scenic/Natural Beauty
- Transportation access: I-81 and I-64
- Abundant recreation opportunities/numerous public parks
- Rail-served sites are available – sound infrastructure
- Multiple regional airports for general aviation and UAVs
- Workforce has strong work ethic and values
- Safe place to raise a family
- Several higher education options - universities (good quality)
- Arts and culture
- Graduating 9000+ students from the region's universities
- Population growth in the region (\*see corresponding threat)
- World renown tourism assets: Skyline Drive, Blue Ridge Parkway and two national forests
- Proximity to metro areas like DC and RVA
- Commercial & industrial lease rates are competitive
- Favorable tax rates for M&T and Real Estate
- Six of 10 school districts in the public system have graduation rates of 90% or higher
- Two-thirds of CSPDC residents also work in the area
- Confidence in local governments by business leaders
- Increasing cultural diversity
- Economic diversity with agribusiness, manufacturing, service, tech and tourism
- Ease of permitting and regulatory processes – generally open to addressing issues with private sector
- Manufacturing sector has above average employment level
- Manufacturing wages are above average
- Technology sector is growing
- Special Forces training in the area
- Good opportunities for unmanned systems testing
- Utility infrastructure offers good capacity: electric, fiber, water, wastewater
- Some favorable/competitive sites
- Agriculture production represents 29% of State's total market value
- Top region for agriculture – land and farms increased while State saw a decline
- Significant increase (20%) in mkt value of agriculture products over the last five years - surpasses State's overall product
- Virginia's top two producers of agriculture products are in this region (Rockingham and Augusta)
- Natural history and colleges also attract tourists
- Top notch colleges and universities
- Go VA Region 8 has helped prepare sites for business attraction
- Good healthcare options
- Utility connection fees aren't considered a barrier to entry for businesses
- Established businesses – many longstanding
- Value of food processing to region for growth in economy, jobs and export opportunities
- Abundance of natural resources: water (aquifer)
- Public transit in metro areas (e.g., Staunton, Harrisonburg)
- Strength of Aviation Training Programs (AMP & Pilot) at BRCC
- Local school systems awarding more than 4000 credentials annually

## WEAKNESSES

- Labor supply is not sufficient to support existing business and new growth
- Lack of higher "tier" sites for business growth
- Topography has negative impact on developability of the area
- Traffic congestion on I-81
- Housing supply and affordability
- Lack of daycare providers
- No regional network of commercial real estate professionals
- Availability and extension of natural gas service is costly and construction timelines are very long
- Difficulty in attracting specialized medical practices, technicians, healthcare workers to the area
- Educational attainment is lower than the statewide average (post-secondary)
- Lack of non-outdoor leisure, cultural and recreational activities
- Lack of precision metal working and machining workers and companies – important supplier for region
- Lack of community support for creative residential development, including multi-family options
- Agricultural wages are below state average but has a higher volume of workers
- Lack of success in retaining the students from all the local colleges/universities in the area – no match up to jobs
- Employment growth trails the statewide average year over year
- Launch capacity for start-ups is very limited
- Long wait times for entrepreneurial assistance from SBDC and other ecosystem providers
- Marketing initiatives are generally ineligible for grant funding
- Food deserts, particularly in less dense areas
- Senior housing and senior services are often not affordable for many in this age group
- Cell coverage is not consistent – very spotty in certain parts of the region
- Inaccurate perception and understanding of SBDC processes for supporting start-ups

## OPPORTUNITIES

- Growth in micro businesses like wineries, breweries, and bakeries
- Capturing student population (college and high school) with new employment options
- Supply chain operations may continue to grow due to consumer driven purchases online, which may also attract supporting industries like paperboard converting, etc.
- Good population growth projections for the overall region
- Development priorities further north may drive more distribution center activity into the region
- Enhanced promotion/marketing of regional training schools available for healthcare and technical careers
- More flexibility with zoning and densities to ease housing issues and promote more farm to business investments
- Branding campaign to attract new workers to the region – infrastructure is good for tech growth, but they need a place to live
- Continue to grow small business and entrepreneurial adventures - good way to connect graduates with regional opportunities
- Advance the Tier 4 site in Augusta to maximize its investment potential
- Advance other industrial sites in the region to higher VBRSP tier status
- Natural gas is available in area – the lines border the CSPDC region but will require some extension
- Expansion of business tax revenue as a percentage of total tax revenue (add more businesses vs. increasing tax rate)
- Use of Tech Zones, Hub Zones, etc. to attract new business
- Streamlining/coordinating support services and pathways for entrepreneurs – better definition of “who does what?”
- Continued improvements in access to capital for start-ups
- Marketing and communication around business support services
- Research/study on where local students are going after high school graduation, especially non-academic track students
- Robust agritourism and more growth potential–shared values in the region on its impact
- Specialty food exporting
- Downtown and Main Street Revitalization
- Programs to educate parents on future jobs and non-traditional training programs and employment options (e.g., trades, manufacturing)
- “Gap analysis” for employers – survey identifying employer needs
- Older/semi-retired residents with in-demand skills still willing to work part-time

## THREATS

- Aging workforce and aging population – older than the State average
- Business Personal Property (BPP) tax is not competitive – higher than Roanoke
- Distribution centers may grow but wages can be low, and the facilities will be competing for the same labor
- High concentration of the agricultural economy may be at risk with younger generations not willing to farm
- Impact of the region’s primary employer (the State) on overall wage levels
- Fear of growth and development – “inferiority complex” when competing for new investment
- Conflict between outdoor uses and private land; land owners’ rights are impacted by tourists
- VDOT regs and DEQ create delays in project design, approval and costs
- Lack of labor will be a challenge to new business investment
- Population density does not support attracting national retailers and those types of amenities
- Most of the available sites for investment are privately owned
- City real estate tax rates are higher which is driving office/service businesses out to counties
- Ecosystem building is becoming more competitive and less collaborative
- \*Inconsistent population growth across the region – some localities losing residents
- Impact of Air BnBs on affordable housing and potential loss of tax revenue
- “Last mile” access to infrastructure is not available in certain areas
- CSPDC localities ineligible for special State grant programs – Tobacco Funds (TRRC), Coalfields Funding (VCEDA)
- Financing public utilities – difficult to qualify/provide funds without raising taxes
- Providing local matching funds in grant programs for infrastructure, etc. – need local capacity to apply
- Raising capital in rural communities is very difficult
- Aging infrastructure





# Vision & Strategic Direction

## Vision Statement

*The Central Shenandoah Region is committed to ensuring desirable and sustainable economic opportunities while meeting the needs of its multigenerational communities and maintaining its treasured assets and quality of life.*

## Goals and Objectives

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

**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:** Engage the business community to identify skill gaps in emerging industries and align education programs with the skill sets needed by local employers.

**Strategy:** Pursue federal and state grant funds to support vocational and apprenticeship programs that provide hands-on training for students and recent graduates.

**Strategy:** 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.

**Strategy:** Encourage "earn and learn" training programs in target industries to provide students with opportunities to learn skilled trades.

**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:** 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.

**Strategy:** Monitor and pursue federal and state funding programs to identify new grant opportunities focused on skills training.

**Strategy:** Collaborate with workforce development partners and economic development organizations to identify where marketing efforts are needed.

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

**Strategy:** Leverage and promote the area's quality of life to attract and retain more residents and keep student populations in the Region.

**Strategy:** Attract and promote additional home-based business and remote workers to the Region.

**Strategy:** 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.

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

**Strategy:** Identify resources and regionwide solutions to employment obstacles for the Region's workforce.

**Strategy:** Increase the number of childcare facilities, and pursue funding assistance for training and licensing of providers.

**Strategy:** Assist with the expansion and promotion of regional transit programs (e.g., BRITE) across the CSPDC.

**Strategy:** Support efforts to ensure residents have options for earning a living wage and affordable access to housing, transportation, recreation, and broadband.



## Performance Measures & Data Sources

**Population Growth:** University of Virginia Weldon Cooper Center, Demographics Research Group

**Population by Age:** University of Virginia Weldon Cooper Center, Demographics Research Group

**Total Employment (target sectors)/Change in Employment:** U.S. Bureau of Labor Statistics

**Labor Force:** U.S. Bureau of Labor Statistics

**Labor Force Participation Rate:** U.S. Census Bureau, American Community Survey, 5-year Estimates

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

### **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:** Improve travel time reliability and freight trucking reliability on the region's interstates and primary roads.

**Strategy:** Identify supply chain and distribution trends, vulnerabilities, challenges, and initiatives that can support key business sectors.

**Strategy:** Solicit feedback from local economic development teams to incorporate company-identified concerns with the Region's supply chain in CSPDC initiatives.

**Strategy:** Monitor and pursue federal and state resources that allow for maintenance of and improvements in primary and secondary highway systems.

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

**Strategy:** Pursue state and/or federal funding opportunities to increase and advance the number and level of business-ready sites across the Region.

**Strategy:** Facilitate discussions with state agencies and assist localities with grant applications for revitalization/redevelopment of properties and small sites of regional significance.

**Strategy:** 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).

**Strategy:** Advance future phases and long-range plans for the Shenandoah Valley Regional Airport to enable growth in the aviation sector and related training programs.

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

**Strategy:** Work with localities and area providers to identify and track areas in need of service.

**Strategy:** Pursue federal and state grant funding opportunities to extend and enhance broadband and fiber.

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

**Strategy:** Expand small business and entrepreneurial programs and resources to establish innovation hubs, co-working spaces, entrepreneurial services, and access to funding across the Region.

**Strategy:** 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.

**Strategy:** 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.

**Strategy:** 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.

**Strategy:** Strengthen social and investor networks to underrepresented demographic groups and entrepreneurs in rural areas to gain traction for start-ups.

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

**Strategy:** Facilitate collaborative opportunities and access to public resources to address challenges and develop growth strategies for agribusiness and agritourism entities throughout the Region.

**Strategy:** Revisit recommendations from the Agriculture Enterprise Center Feasibility Study and identify key partners and cost-sharing arrangements to advance the project to implementation.

**Strategy:** Collaborate with agribusiness companies to understand local supply chains and expand direct delivery of food products to residents across the Region.

**Strategy:** Promote the growth of innovative agribusiness opportunities in the Region through outreach initiatives and community engagement.

**Performance Measures & Data Sources**

**Location Quotient:** U.S. Census Bureau, QWI Explorer

**Employment by Sector:** U.S. Bureau of Labor Statistics

**Annual Announcements & Expansions:** VEDP Partner Resources, Announcements & Closings Database

**New Start-up Firms:** VEC Economic Information & Analytics-QCEW

**Growth in Agriculture Operations:** U.S. Census of Agriculture

**Funding Secured for Sites & Infrastructure Projects (\$ value of projects/value of grants awarded):** CSPDC and Localities

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

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

**Strategy:** Promote and implement the outcomes and findings of the Central Shenandoah Regional Housing Study.

**Strategy:** Work with CSPDC localities to promote zoning best practices that expand the availability and diversity of housing units.

**Strategy:** Identify and pursue housing-focused funding programs available through State, Federal and non-profit organizations.

**Strategy:** Provide safe, accessible, and affordable housing options for elderly residents to age-in-place.

**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:** Continue to promote the First-Time Homebuyers Program to provide financing for income-qualified first-time homebuyers.

**Strategy:** Facilitate coordination between developers and regional employers to identify workforce housing needs and prioritize in-demand housing types.

**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:** Encourage local economic development authorities to explore use of their statutory powers to address affordable housing concerns.

**Strategy:** Establish and host periodic workshops of public and private sector leaders to discuss trends and implementation strategies for developing affordable housing.

### **Performance Measures & Data Sources:**

**Average Weekly Wages:** U.S. Bureau of Labor Statistics

**Median Household Income:** U.S. Census Bureau, American Community Survey

**Average Home Price:** The Council for Community and Economic Research and U.S. Bureau of Labor Statistics

**Average Apartment Rental:** The Council for Community and Economic Research and U.S. Bureau of Labor Statistics

**Funding Secured for Housing Projects (\$ value of projects/value of grants awarded):** CSPDC and Localities

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

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

**Strategy:** Improve downtown areas and community centers through strategic investments in infrastructure, public spaces, and local businesses.

**Strategy:** Identify placemaking, community building projects, and available resources to enhance growth corridors and improve areas in need of reinvestment and reinvention.

**Strategy:** Pursue the renovation of Downtown and Mainstreet corridors for creative housing options.

**Strategy:** Continue to promote and access grants for programs that influence the character of the Region, including Downtown and Main Street revitalization programs.

### **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:** Continue to support and pursue grants and other funding opportunities to construct and maintain bike and pedestrian trails.

**Strategy:** Pursue public-private partnerships or sponsorship opportunities for enhancement of regional amenities with local and area businesses.

**Strategy:** Improve access to parks, open space, and recreational areas to increase health and community well-being.

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

**Strategy:** Develop and maintain *vibrant* public spaces across the Region.

**Strategy:** Improve walkability, bike-friendliness, and public transit options to make the community assets more accessible.

**Strategy:** Promote and celebrate local arts, culture, and heritage through festivals, events, and public art installations.

**Strategy:** Establish community centers that provide essential resources, skill development opportunities, and a collaborative space for local residents and businesses.

### **Performance Measures & Data Sources:**

**Marketing Activities Initiated in the Region:** CSDPC, Localities, Tourism Partners



Funding Secured from VTC and Other Tourism Partners (\$ value of projects/value of grants awarded):

CSDPC, Localities, Tourism Partners

Funding Secured for Placemaking & Community Projects: (\$ value of projects/value of grants awarded):

CSPDC and Localities

New Business Openings in Downtowns: Local ED Offices

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

### **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:** Continue to assist localities with Comprehensive Plan updates that are focused on balancing economic development opportunities with delivery of local government services.

**Strategy:** Encourage responsible land use and low-impact development practices to mitigate negative effects of natural disasters on residents and businesses.

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

**Strategy:** 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.

**Strategy:** Monitor regional, state, and federal funding programs to strengthen organizational capacity in times of stability and preparedness for disasters.

### **Performance Measures & Data Sources:**

Comprehensive Plan Updates/Amendments Expanding Commercial/Industrial Land Use: CSPDC and Localities

CSPDC Localities Initiating/Adopting Low-Impact Development Standards: CSPDC and Localities

Creation of Regional Resiliency/Crisis Committee (meetings per year): CSPDC

Review & Updates to Resiliency Plans: CSPDC and Localities

Funding Secured for Resiliency Projects (\$ value of projects/value of grants awarded): CSPDC and Localities



# 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

# Best Practices & Final Recommendations

While a comprehensive list of strategies and initiatives are outlined in the Vision & Strategic Direction portion of this document, the consultant team also provided additional suggestions particularly for CSPDC's local government and economic development partners to consider. Although many of them are best executed at the local level, these recommendations are listed below and are generally considered best practices by economic development professionals.

- Solicit customer service feedback from design and development consultants to explore opportunities for improvements in land development and permitting processes – particularly those that can expedite the process. This may include surveys or establishment of focus groups to engage real estate and development professionals in creating a checklist of requirements and expectations of all parties involved in the projects, giving the engineers, developers, designers and brokers some ownership of the process.
- Host quarterly Developer Meetings to allow for ongoing information exchange and feedback between localities and engineers, architects, land developers, real estate professionals, and owner representatives involved in development activities. Invite personnel from the regional VDOT office and VDEQ staff to also participate and present regulatory updates, allowing them to interface with both public and private sector development teams. This approach can be very helpful in building relationships and developing a more collaborative approach to solving project challenges.
- Identify and designate areas along the Central Shenandoah corridor's mountain and river trails that can be used by tourist for stopping, resting, and eating. This could help to alleviate the negative impact and perspectives private landowners are experiencing with tourists stopping on their property, particularly concerns about trash, public safety and liability.
- Engage sponsorships and participation from public and private sector groups to launch a media campaign promoting the Central Shenandoah Region and its many assets. This campaign can draw more visitors, workers and businesses to the area, offering similar outcomes to the successful Outdoor Recreation Campaign executed several years ago in the Roanoke Valley Region.
- Work with local leaders and area businesses to establish public-private partnerships or sponsorship opportunities for enhancement of regional amenities. This may include "naming rights" for parks and trails, or incorporating public trail systems on corporate campuses, business parks or government owned property – some of which can be funded or financed through local economic development authorities.
- Initiate entrepreneurial assistance programs through the locality or its Economic (or Industrial) Development Authority to help offset start-up costs such as permitting, lease subsidies, connection fees, etc. for new businesses.
- Encourage redevelopment opportunities, particularly for aging commercial buildings, by incentivizing projects that increase the assessed value of the property by 25% or more (e.g., tax abatements).
- Work with private landowners to initiate proactive rezoning of key properties to allow for the desired uses. To mitigate concerns from landowners who may worry about tax implications associated with "up-zoning," localities can implement policies that define the higher zoning classification at the time property is developed, rather than post-zoning.
- Engage consultants or legal counsel with specific expertise in economic development authorities (EDAs) to identify community projects in which EDAs can play a role. These can include housing, community or senior centers, recreational amenities, and daycare facilities.

- Coordinate with the Shenandoah Valley Partnership and Blue Ridge Community College to assemble a delegation of leaders from the Region's manufacturers to visit Danville Community College's renowned and successful Precision Machining program. These activities often inspire private sector businesses to help finance equipment needed for training students, assist with curriculum design, or offer apprenticeship opportunities for students in the program.
- Work with the Shenandoah Valley Partnership to host a presentation from GENEDGE Alliance to inform the Region's small manufacturers of its CONNEX database and other resources available exclusively for this group.
- Maximize Virginia's statutory authority to create and implement special incentive districts in each locality, specifically technology and tourism zones that offer benefits to the desired users.
- Continued investment in upgrading water and sewer infrastructure throughout the CSPDC region will remain critical in attracting prospects, so completion of a high-level water and sewer assessment for the CSPDC region, to include identification of future water sources, is suggested.
- Since funding of transportation improvements can be both expensive and drawn-out undertakings, completion a high-level transportation assessment for the CSPDC region (working with VDOT, the HRMPO, and the SAWMPO) is recommended.
- The Region's available infrastructure allows for continued industry targets in logistics, advanced manufacturing and data centers.
- Site readiness is a lengthy process, often involving numerous parties. As such, a region-wide site selection study - one identifying new properties within high potential development areas and along utility corridors - would be a worthwhile and proactive step to prepare the Region for future economic development opportunities.







# Appendix A:

## Regional Assessment – CSPDC Profile & Data Analysis

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## CSPDC Profile - Population

Table A1: Population over Time (2013-2022)<sup>1</sup>

Year	CSPDC	Virginia
2013	293,642	8,275,067
2014	295,353	8,339,117
2015	296,614	8,394,902
2016	297,960	8,449,049
2017	299,422	8,506,433
2018	301,623	8,549,345
2019	304,045	8,598,513
2020	307,344	8,646,905
2021	307,875	8,655,608
2022	308,788	8,696,955
<b>Change 2017-2022</b>	<b>3.1%</b>	<b>2.2%</b>

Table A2: Population by Age (2017)<sup>2</sup>

	Augusta County	Bath County	Highland County	Rockbridge County
<b>Total Population</b>	<b>75,144</b>	<b>4,297</b>	<b>2,212</b>	<b>22,659</b>
Population Under 18	14,490	659	301	3,938
<b>% of Total Population</b>	<b>19%</b>	<b>15%</b>	<b>14%</b>	<b>17%</b>
Population 18 to 64	45,297	2,463	1,188	12,993
<b>% of Total Population</b>	<b>60%</b>	<b>57%</b>	<b>54%</b>	<b>57%</b>
Population 65 and Over	15,357	1,175	723	5,728
<b>% of Total Population</b>	<b>20%</b>	<b>27%</b>	<b>33%</b>	<b>25%</b>
	Rockingham County	City of Buena Vista	Harrisonburg City	City of Lexington
<b>Total Population</b>	<b>80,227</b>	<b>6,327</b>	<b>54,215</b>	<b>7,106</b>
Population Under 18	17,679	1,191	9,103	677
<b>% of Total Population</b>	<b>22%</b>	<b>19%</b>	<b>17%</b>	<b>10%</b>
Population 18 to 64	47,615	3,930	40,124	5,272
<b>% of Total Population</b>	<b>59%</b>	<b>62%</b>	<b>74%</b>	<b>74%</b>
Population 65 and Over	14,933	1,206	4,988	1,157
<b>% of Total Population</b>	<b>19%</b>	<b>19%</b>	<b>9%</b>	<b>16%</b>

<sup>1</sup> Data Source: University of Virginia Weldon Cooper Center, Demographics Research Group. (2022) VA Population Estimates.

<sup>2</sup> Data Source: University of Virginia Weldon Cooper Center, Demographics Research Group. (2022). VA Population Estimates.

	City of Staunton	City of Waynesboro	CSPDC	Virginia
<b>Total Population</b>	<b>24,528</b>	<b>22,327</b>	<b>299,042</b>	<b>8,470,020</b>
Population Under 18	4,717	5,242	57,997	1,869,176
<b>% of Total Population</b>	<b>19%</b>	<b>23%</b>	<b>19%</b>	<b>22%</b>
Population 18 to 64	14,645	13,037	186,564	5,329,416
<b>% of Total Population</b>	<b>60%</b>	<b>58%</b>	<b>62%</b>	<b>63%</b>
Population 65 and Over	5,166	4,048	54,481	1,271,428
<b>% of Total Population</b>	<b>21%</b>	<b>18%</b>	<b>18%</b>	<b>15%</b>

Table A3: Population by Age (2022)<sup>3</sup>

	Augusta County	Bath County	Highland County	Rockbridge County
<b>Total Population</b>	<b>77,563</b>	<b>4,114</b>	<b>2,226</b>	<b>22,641</b>
Population Under 18	14,558	656	284	3,959
<b>% of Total Population</b>	<b>19%</b>	<b>16%</b>	<b>13%</b>	<b>17%</b>
Population 18 to 64	45,973	2,275	1,137	12,551
<b>% of Total Population</b>	<b>59%</b>	<b>55%</b>	<b>51%</b>	<b>55%</b>
Population 65 and Over	17,032	1,183	805	6,131
<b>% of Total Population</b>	<b>22%</b>	<b>29%</b>	<b>36%</b>	<b>27%</b>
	Rockingham County	City of Buena Vista	City of Harrisonburg	City of Lexington
<b>Total Population</b>	<b>84,394</b>	<b>6,601</b>	<b>51,430</b>	<b>7,456</b>
Population Under 18	18,641	1,401	8,584	934
<b>% of Total Population</b>	<b>22%</b>	<b>21%</b>	<b>17%</b>	<b>13%</b>
Population 18 to 64	49,049	3,935	37,716	5,451
<b>% of Total Population</b>	<b>58%</b>	<b>60%</b>	<b>73%</b>	<b>73%</b>
Population 65 and Over	16,704	1,265	5,130	1,071
<b>% of Total Population</b>	<b>20%</b>	<b>19%</b>	<b>10%</b>	<b>14%</b>
	City of Staunton	City of Waynesboro	CSPDC	Virginia
<b>Total Population</b>	<b>25,661</b>	<b>22,550</b>	<b>304,636</b>	<b>8,642,274</b>
Population Under 18	4,968	5,241	59,226	1,884,826
<b>% of Total Population</b>	<b>19%</b>	<b>23%</b>	<b>19%</b>	<b>22%</b>
Population 18 to 64	15,307	13,356	186,750	5,350,796
<b>% of Total Population</b>	<b>60%</b>	<b>59%</b>	<b>61%</b>	<b>62%</b>
Population 65 and Over	5,386	3,953	58,660	1,406,652
<b>% of Total Population</b>	<b>21%</b>	<b>18%</b>	<b>19%</b>	<b>16%</b>

<sup>3</sup> Data Source: University of Virginia Weldon Cooper Center, Demographics Research Group. (2022). VA Population Estimates.

Table A4: Population Projections – 2030, 2040, 2050<sup>4</sup>

	CSPDC	Virginia
<b>Population 2022</b>	<b>308,788</b>	<b>8,696,955</b>
Population 2030	316,725	9,129,002
<b>% Change 2022 to 2030</b>	<b>3%</b>	<b>6%</b>
Population 2040	334,354	9,759,371
<b>% Change 2030 to 2040</b>	<b>6%</b>	<b>7%</b>
Population 2050	356,988	10,535,810
<b>% Change 2040 to 2050</b>	<b>7%</b>	<b>8%</b>
<b>% Change 2022 to 2050</b>	<b>16%</b>	<b>21%</b>

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<sup>4</sup> Data Source: University of Virginia Weldon Cooper Center, Demographics Research Group. (2022). VA Population Projections.

## CSPDC Profile – Demographic and Socioeconomic Indicators

Table A5: Median Age – CSPDC, Virginia<sup>5</sup>

Region	Median Age
Virginia	38.5
CSPDC	39.3
Lexington	22.4
Harrisonburg	25.5
Buena Vista	35.9
Waynesboro	39.1
Rockingham	40.3
Staunton	40.9
Augusta	45.1
Rockbridge	49.2
Bath	50.9
Highland	56.5

Table A6: Educational Attainment<sup>6</sup>

Region	High School Graduate or Higher	Bachelor's Degree or Higher
Virginia	91.4%	41.8%
CSPDC	87.6%	27.7%
Augusta	89.4%	22.6%
Rockingham	86.2%	27.7%
Lexington	96.5%	60.5%
Rockbridge	89.2%	28.2%
Bath	85.2%	18.6%
Staunton	91.7%	30.3%
Highland	92.1%	28.1%
Harrisonburg	83.4%	34.5%
Waynesboro	87.7%	27.9%
Buena Vista	79.8%	19.5%

<sup>5</sup> Data Source: U.S. Census Bureau, American Community Survey, 2021 5-Year Estimates. CSPDC median age calculated as weighted average of member communities' median ages.

<sup>6</sup> Data Source: U.S. Census Bureau, American Community Survey, 2021, 5-Year Estimates.





## CSPDC Profile – Employment and Wages

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Table A7: Total Employment – December 2017 to December 2022<sup>7</sup>

			CSPDC	Virginia	United States
2017	December	2017	129,115	3,885,413	145,941,717
2018	January	2018	127,274	3,810,254	142,889,218
2018	February	2018	127,753	3,831,689	143,825,578
2018	March	2018	128,024	3,852,074	144,531,918
2018	April	2018	128,785	3,883,595	145,442,314
2018	May	2018	128,626	3,910,128	146,663,970
2018	June	2018	128,946	3,943,367	147,422,923
2018	July	2018	127,903	3,899,333	145,351,404
2018	August	2018	127,571	3,907,461	146,310,040
2018	September	2018	129,168	3,891,771	146,882,505
2018	October	2018	129,932	3,917,900	147,761,602
2018	November	2018	130,017	3,941,109	148,370,379
2018	December	2018	129,662	3,930,371	148,129,195
2019	January	2019	128,690	3,862,364	145,328,097
2019	February	2019	129,583	3,878,608	145,941,645
2019	March	2019	130,335	3,899,326	146,553,073
2019	April	2019	131,136	3,930,136	147,574,087
2019	May	2019	130,536	3,953,209	148,673,869
2019	June	2019	130,868	3,984,085	149,191,158
2019	July	2019	129,444	3,935,689	147,253,522
2019	August	2019	129,325	3,945,800	148,250,867
2019	September	2019	131,535	3,934,450	148,701,484
2019	October	2019	132,461	3,968,536	149,527,674
2019	November	2019	132,855	3,991,062	150,260,321
2019	December	2019	131,963	3,982,829	150,005,303
2020	January	2020	129,428	3,921,427	147,231,429
2020	February	2020	130,248	3,929,708	147,811,747
2020	March	2020	129,124	3,919,442	147,065,115
2020	April	2020	115,618	3,498,397	127,242,130
2020	May	2020	115,149	3,534,615	130,712,810
2020	June	2020	118,335	3,632,135	135,045,869
2020	July	2020	120,346	3,660,460	135,086,021
2020	August	2020	121,778	3,714,013	137,112,322
2020	September	2020	123,535	3,735,710	138,722,896
2020	October	2020	125,117	3,779,536	140,824,498

<sup>7</sup> Data Source: U.S. Bureau of Labor Statistics.

			CSPDC	Virginia	United States
2020	November	2020	124,696	3,799,121	141,390,186
2020	December	2020	123,952	3,799,983	141,000,256
2021	January	2021	122,260	3,740,830	138,426,603
2021	February	2021	123,026	3,749,217	139,385,792
2021	March	2021	123,893	3,774,285	140,589,959
2021	April	2021	125,004	3,802,007	142,090,495
2021	May	2021	124,756	3,827,812	143,331,102
2021	June	2021	125,198	3,855,428	144,185,813
2021	July	2021	125,229	3,860,148	143,794,527
2021	August	2021	124,927	3,864,604	144,497,781
2021	September	2021	126,236	3,847,543	145,071,052
2021	October	2021	128,449	3,897,599	147,362,623
2021	November	2021	129,024	3,923,121	148,217,180
2021	December	2021	128,221	3,923,742	148,407,894
2022	January	2022	125,752	3,845,442	145,592,423
2022	February	2022	127,825	3,888,930	147,178,427
2022	March	2022	128,107	3,900,035	147,815,394
2022	April	2022	129,372	3,942,727	149,283,515
2022	May	2022	128,766	3,960,110	150,205,576
2022	June	2022	129,021	3,970,680	150,658,220
2022	July	2022	128,673	3,975,312	149,853,128
2022	August	2022	128,882	3,985,366	150,719,639
2022	September	2022	131,430	3,983,310	151,498,101
2022	October	2022	132,224	3,993,896	152,103,385
2022	November	2022	132,645	4,016,939	152,616,178
2022	December	2022	132,096	4,010,646	152,317,914



Figure A1: Total Employment in the CSPDC Region: 2017 to 2022<sup>8</sup>

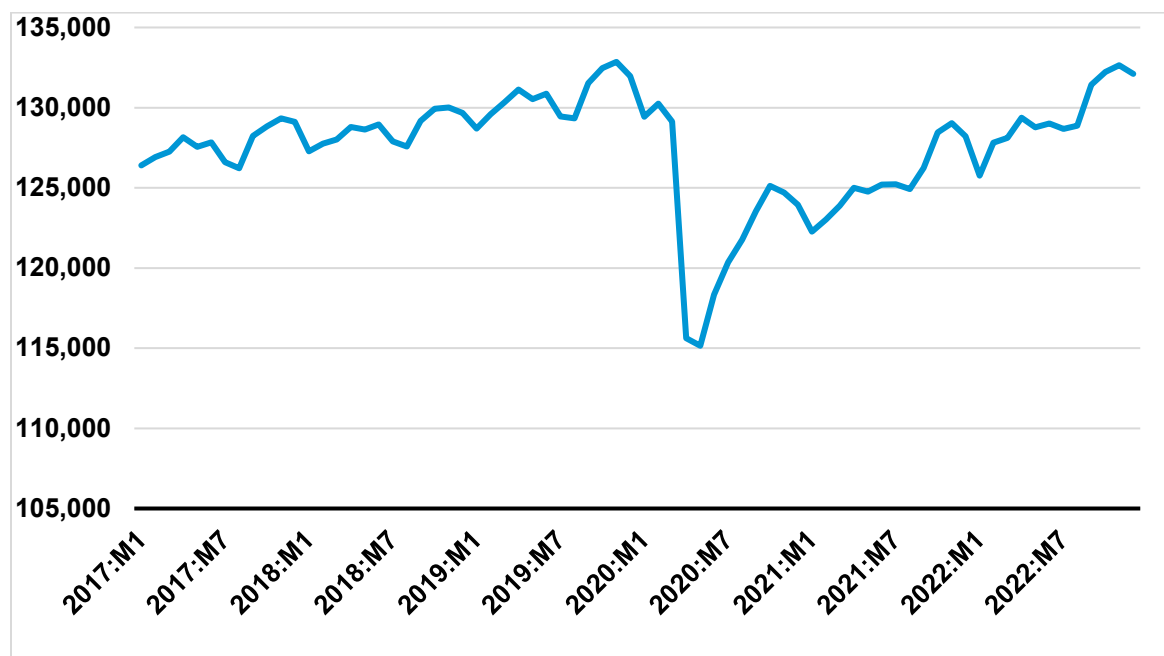
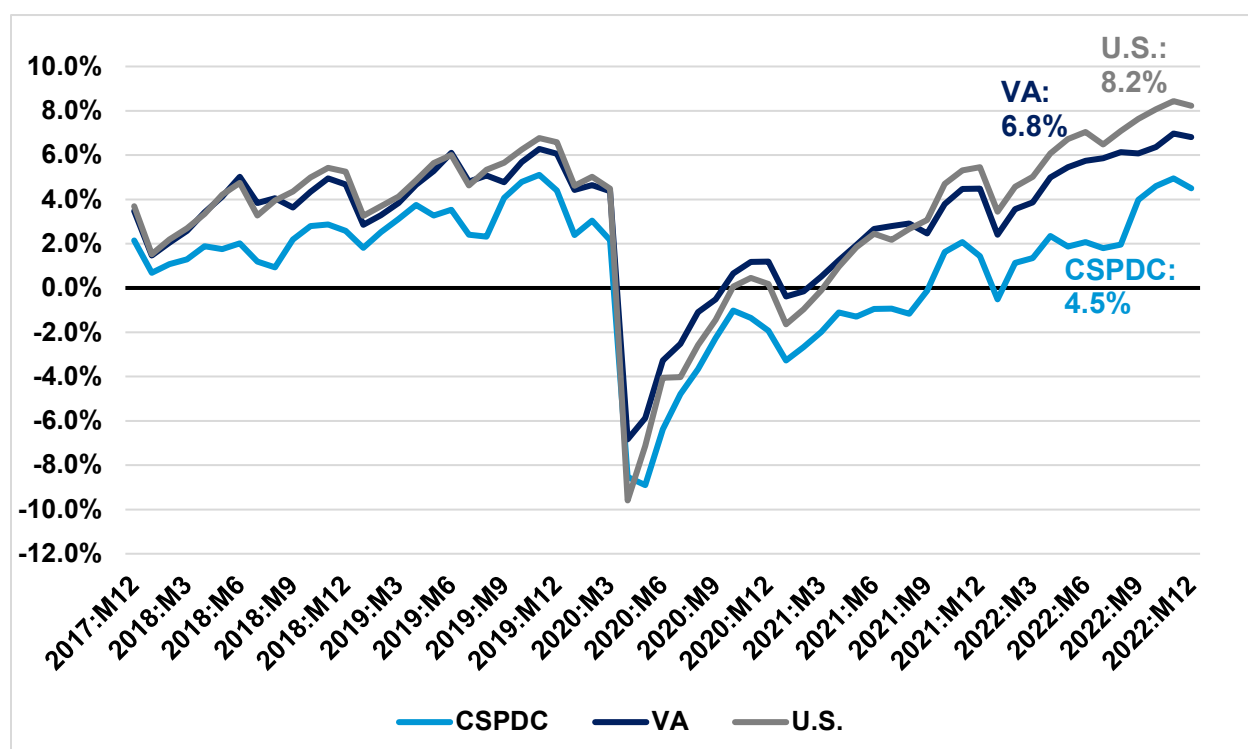


Figure A2: Cumulative Change in Total Employment: 2017 to 2022<sup>9</sup>



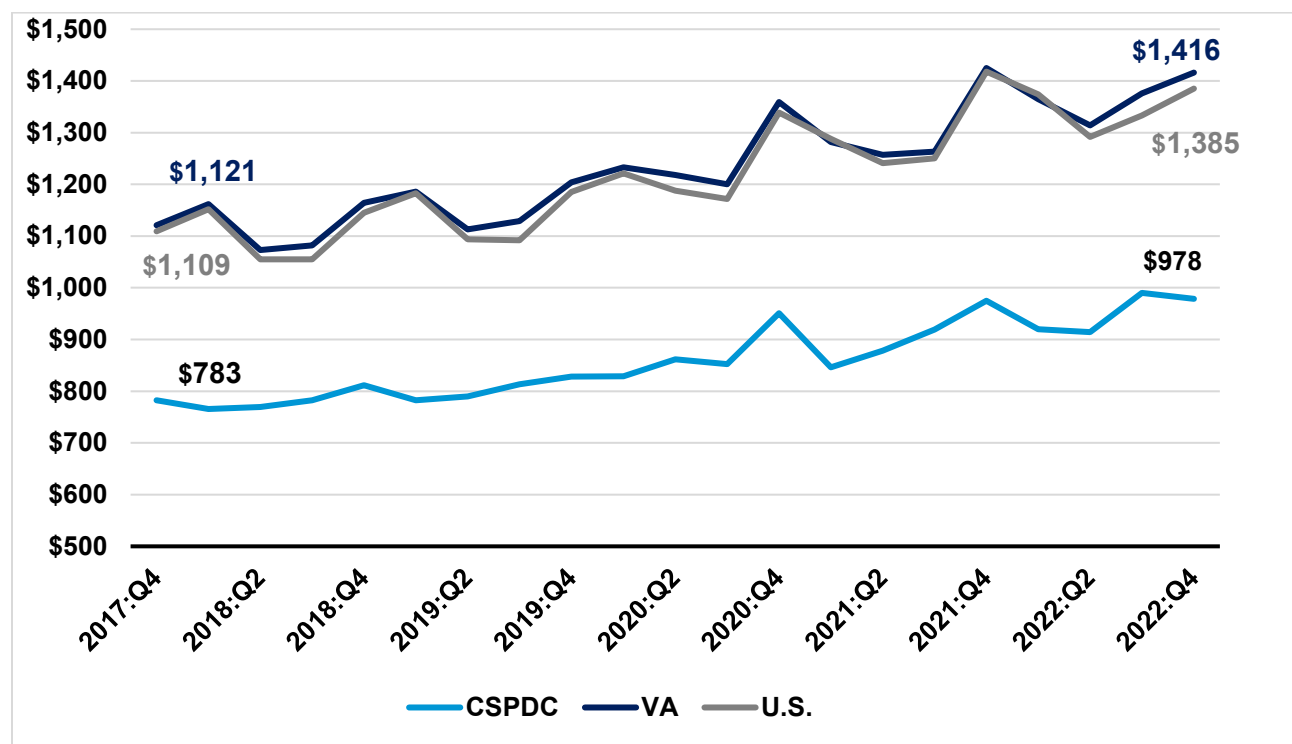
<sup>8</sup> Data Source: U.S. Bureau of Labor Statistics.

<sup>9</sup> Data Source: U.S. Bureau of Labor Statistics.





Figure A3: Average Weekly Wages in the CSPDC Region: 2017 to 2022<sup>10</sup>



<sup>10</sup> Data Source: U.S. Bureau of Labor Statistics.

Table A8: Average Weekly Wages Q4 2017 to Q4 2022<sup>11</sup>

	CSPDC	Virginia	United States
Qtr4 2017	\$783	\$1,121	\$1,109
Qtr1 2018	\$766	\$1,162	\$1,152
Qtr2 2018	\$769	\$1,073	\$1,055
Qtr3 2018	\$783	\$1,082	\$1,055
Qtr4 2018	\$811	\$1,164	\$1,145
Qtr1 2019	\$783	\$1,186	\$1,183
Qtr2 2019	\$790	\$1,113	\$1,094
Qtr3 2019	\$814	\$1,129	\$1,092
Qtr4 2019	\$829	\$1,204	\$1,185
Qtr1 2020	\$829	\$1,233	\$1,221
Qtr2 2020	\$862	\$1,218	\$1,188
Qtr3 2020	\$852	\$1,200	\$1,172
Qtr4 2020	\$951	\$1,359	\$1,339
Qtr1 2021	\$846	\$1,282	\$1,288
Qtr2 2021	\$878	\$1,257	\$1,241
Qtr3 2021	\$919	\$1,263	\$1,250
Qtr4 2021	\$975	\$1,425	\$1,418
Qtr1 2022	\$920	\$1,365	\$1,374
Qtr2 2022	\$915	\$1,314	\$1,292
Qtr3 2022	\$990	\$1,376	\$1,333
Qtr4 2022	\$978	\$1,416	\$1,385

<sup>11</sup> Data Source: U.S. Bureau of Labor Statistics.

Figure A4: Cumulative Change in Average Weekly Wages: 2017 to 2022<sup>12</sup>

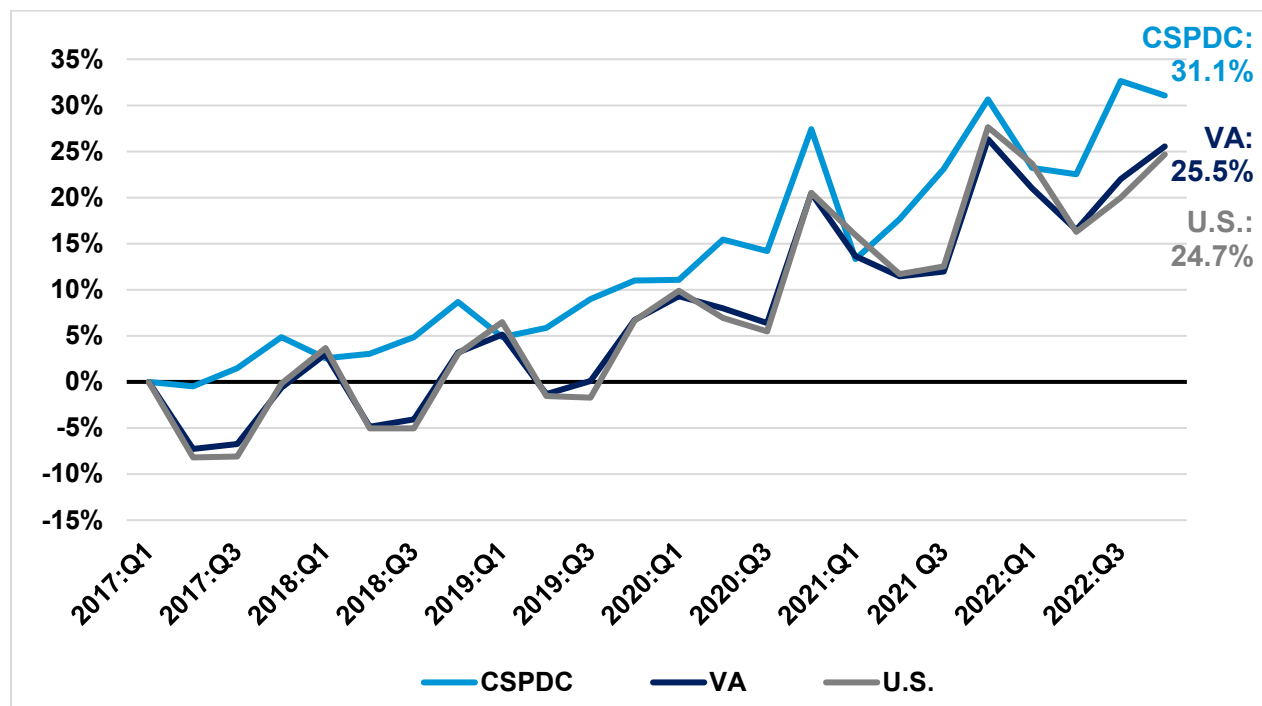


Table A9: CSPDC Employment by Industry Supersector from 2017 to 2022 and Average Weekly Wages in 2022<sup>13</sup>

Industry	2017	2022	Change 2017-2022	Average Weekly Wage 2022
Total, All Industries	105,471	107,598	2,127	\$950
Financial Activities	3,669	3,783	114	\$1,303
Information	1,434	1,017	-417	\$1,265
Manufacturing	19,020	19,976	956	\$1,178
Construction	5,908	6,356	448	\$1,096
Professional and Business Services	8,741	8,720	-21	\$1,072
Education and Health Services	18,239	19,728	1,489	\$998
Trade, Transportation, and Utilities	25,856	27,380	1,524	\$910
Natural Resources and Mining	1,870	1,583	-287	\$835
Other Services	3,407	3,166	-241	\$772
Leisure and Hospitality	15,932	14,281	-1,651	\$441

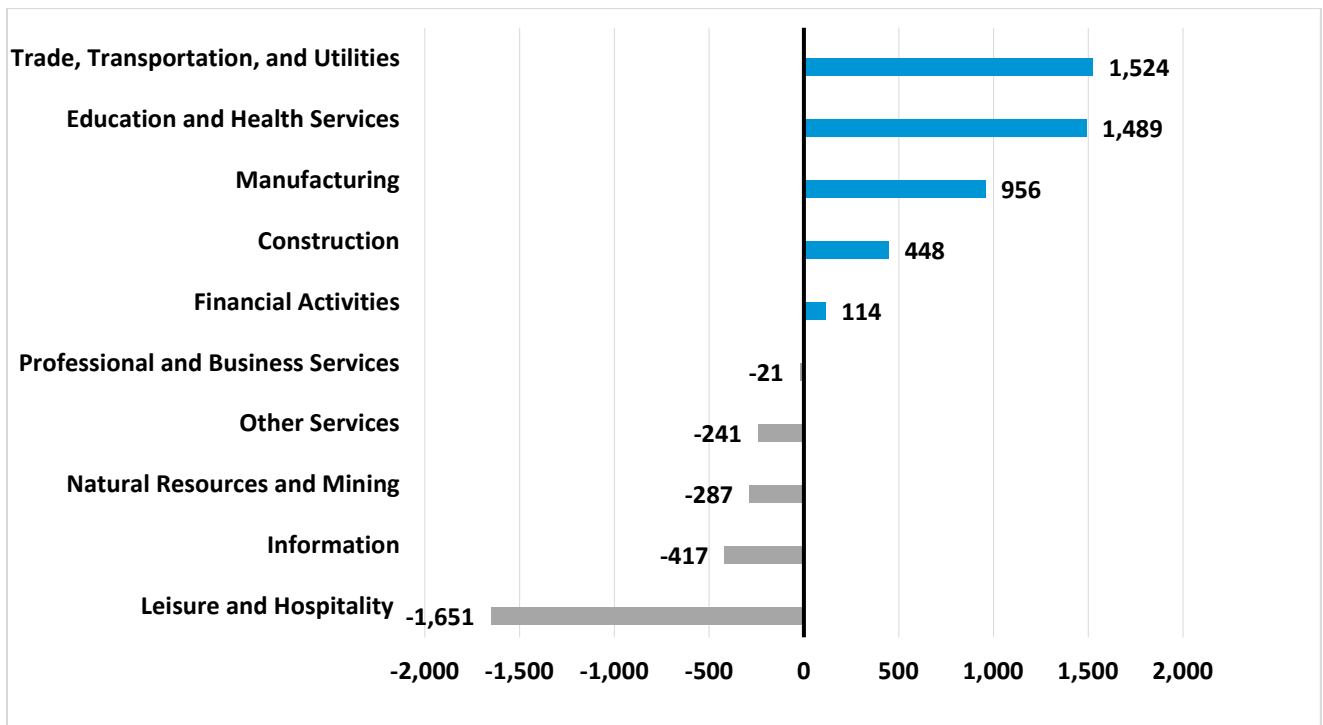
<sup>12</sup> Data Source: U.S. Bureau of Labor Statistics.

<sup>13</sup> Data Source: U.S. Bureau of Labor Statistics.

**Table A10: Virginia Employment by Industry Supersector from 2017 to 2022 and Average Weekly Wage in 2022<sup>14</sup>**

Industry	2017	2022	Change 2017-2022	Average Weekly Wage 2022
Total, All Industries	3,140,917	3,256,292	115,375	\$1,371
Natural Resources and Mining	19,558	17,979	-1,579	\$1,063
Construction	192,576	208,141	15,565	\$1,346
Manufacturing	232,927	241,800	8,873	\$1,317
Trade, Transportation, and Utilities	652,711	655,229	2,518	\$1,045
Information	67,623	69,173	1,550	\$2,453
Financial Activities	192,079	201,400	9,321	\$2,028
Professional and Business Services	725,936	796,023	70,087	\$2,019
Education and Health Services	496,944	517,585	20,641	\$1,157
Leisure and Hospitality	402,475	386,294	-16,181	\$519
Other Services	141,985	130,011	-11,974	\$1,071

**Figure A5: Change in CSPDC Employment by Industry Supersector: 2017 to 2022<sup>15</sup>**

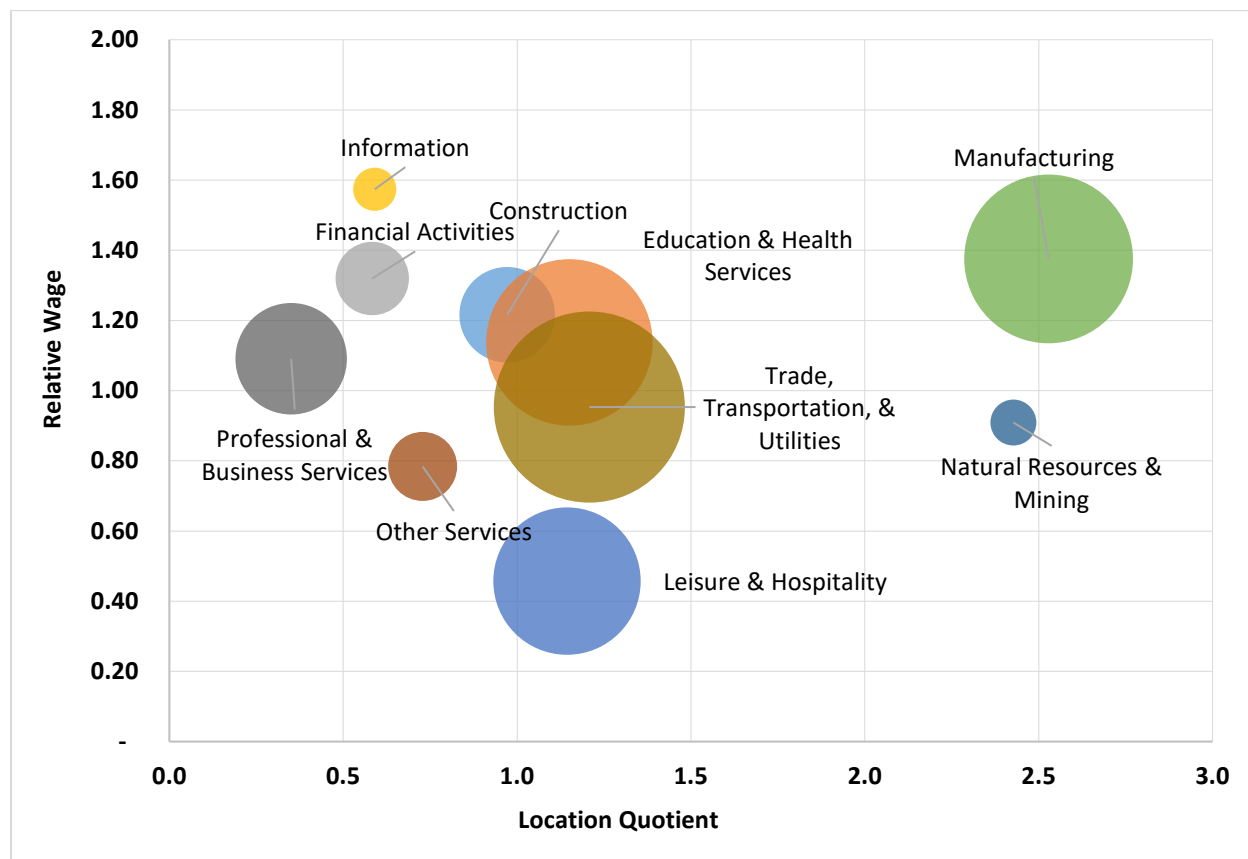


<sup>14</sup> Data Source: U.S. Bureau of Labor Statistics.

<sup>15</sup> Data Source: U.S. Bureau of Labor Statistics.

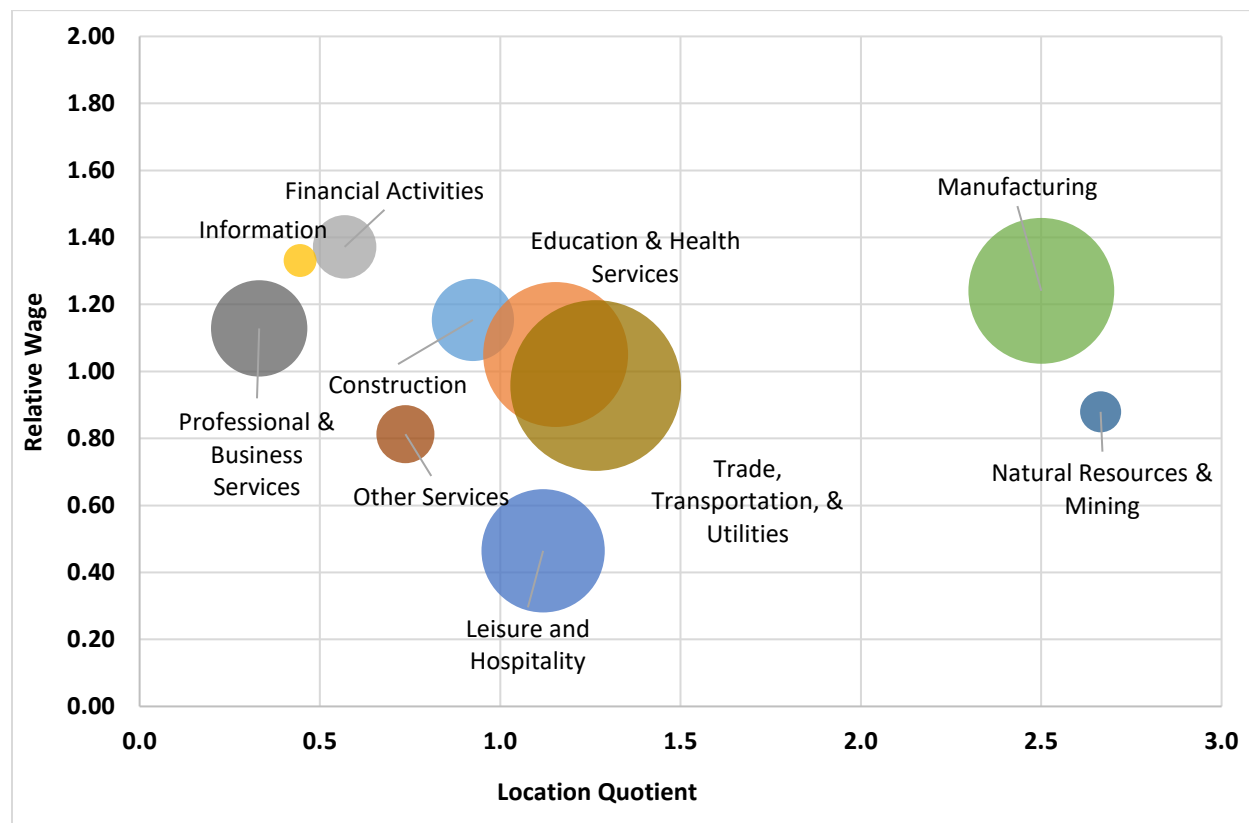


Figure A6: Location Quotient and Relative Wage in the CSPDC Region *before* Lockdowns (2019)<sup>16</sup>



<sup>16</sup> Data Source: U.S. Census Bureau, QWI Explorer.

Figure A7: Location Quotient and Relative Wage in the CSPDC Region *after* Lockdowns (2022)<sup>17</sup>



<sup>17</sup> Data Source: U.S. Census Bureau, QWI Explorer.

Table A11: Agriculture Industry in CSPDC and Virginia<sup>18</sup>

	Augusta	Bath	Highland	Rockbridge	Rockingham	Region	Region % of VA	Virginia
<b>Number of Farms</b>								
In 2017	1,665	110	275	752	2,026	4,828	11%	43,225
In 2012	1,706	116	261	833	1,902	4,818	10%	46,030
<b>% Change since 2012</b>	<b>-2%</b>	<b>-5%</b>	<b>5%</b>	<b>-10%</b>	<b>7%</b>	<b>0.2%</b>		<b>-6%</b>
<b>Land in Farms (Acres)</b>								
In 2017	290,911	47,854	92,950	134,789	228,542	795,046	10%	7,797,979
In 2012	260,137	41,332	93,080	168,376	222,049	784,974	9%	8,302,444
<b>% Change since 2012</b>	<b>12%</b>	<b>16%</b>	<b>0%</b>	<b>-20%</b>	<b>3%</b>	<b>1%</b>		<b>-6%</b>
<b>Market Value of Products Sold</b>								
In 2017	\$320,232,000	\$6,747,000	\$27,482,000	\$37,957,000	\$795,919,000	\$1,188,337,000	22%	\$5,320,647,000
In 2012	\$232,117,000	\$6,057,000	\$30,067,000	\$31,777,000	\$658,995,000	\$959,013,000	26%	\$3,753,287,000
<b>% Change Total MVPS since 2012</b>	<b>26%</b>	<b>11%</b>	<b>-13%</b>	<b>-2%</b>	<b>21%</b>	<b>24%</b>		<b>6%</b>
<i>Crops (2017)</i>	<i>\$37,519,000</i>	<i>\$1,675,000</i>	<i>\$1,721,000</i>	<i>\$5,243,000</i>	<i>\$54,341,000</i>	<i>\$100,499,000</i>	7%	<i>\$1,361,462,000</i>
<i>Crops (2012)</i>	<i>\$27,685,000</i>	<i>\$1,340,000</i>	<i>\$1,362,000</i>	<i>\$6,974,000</i>	<i>\$47,606,000</i>	<i>\$84,967,000</i>	6%	<i>\$1,360,146,000</i>
<b>% Change Crops</b>	<b>36%</b>	<b>25%</b>	<b>26%</b>	<b>-25%</b>	<b>14%</b>	<b>18%</b>		<b>0%</b>
<i>Livestock, poultry, and products (2017)</i>	<i>\$255,028,000</i>	<i>\$5,073,000</i>	<i>\$24,399,000</i>	<i>\$25,740,000</i>	<i>\$741,578,000</i>	<i>\$1,051,818,000</i>	40%	<i>\$2,599,039,000</i>
<i>Livestock, poultry, and products (2012)</i>	<i>\$204,432,000</i>	<i>\$4,717,000</i>	<i>\$28,705,000</i>	<i>\$24,804,000</i>	<i>\$611,389,000</i>	<i>\$874,047,000</i>	37%	<i>\$2,393,141,000</i>
<b>% Change Livestock</b>	<b>25%</b>	<b>8%</b>	<b>-15%</b>	<b>4%</b>	<b>21%</b>	<b>20%</b>		<b>9%</b>
% of State ag sales	7%	n/a	1%	1%	20%		22%	1%
<b>Rank in State (USA)</b>	<b>2</b>	<b>81</b>	<b>39</b>	<b>34</b>	<b>1</b>			<b>(29)</b>

<sup>18</sup> Data Source: 2017 U.S. Census of Agriculture.



	Augusta	Bath	Highland	Rockbridge	Rockingham	Region	Region % of VA	Virginia
Land								
Land in Area Total	641,149	338,689	265,701	387,497	554,897			
Land in Farms by Use								
Cropland	116,364	15,313	15,802	36,393	121,127	304,999	10%	3,084,067
Pastureland	116,364	12,442	39,039	53,916	63,992	285,753	14%	2,063,507
Woodland	40,728	17,706	35,321	39,089	29,710	162,554	7%	2,212,540
Other	14,546	2,393	2,789	5,392	13,713	38,831	9%	437,865





## CSPDC Profile – Labor Force Analysis

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Table A12: Civilian Labor Force April 2018 through April 2023<sup>19</sup>

		CSPDC	Virginia
2018	April	145,829	4,360,041
2018	May	144,535	4,371,067
2018	June	145,388	4,406,268
2018	July	145,937	4,417,088
2018	August	142,616	4,339,551
2018	September	145,581	4,323,445
2018	October	146,334	4,358,669
2018	November	146,209	4,352,113
2018	December	146,358	4,350,587
2019	January	146,961	4,361,249
2019	February	148,486	4,390,579
2019	March	147,917	4,407,127
2019	April	148,099	4,393,567
2019	May	146,987	4,410,185
2019	June	148,391	4,451,277
2019	July	148,052	4,470,470
2019	August	146,453	4,417,383
2019	September	149,124	4,404,924
2019	October	150,724	4,441,660
2019	November	149,509	4,421,507
2019	December	148,720	4,409,724
2020	January	148,327	4,414,353
2020	February	149,096	4,430,417
2020	March	146,870	4,412,286
2020	April	143,513	4,290,371
2020	May	139,895	4,234,796
2020	June	144,413	4,385,428
2020	July	144,170	4,390,608
2020	August	143,709	4,371,145
2020	September	142,855	4,302,523
2020	October	145,694	4,331,093
2020	November	143,683	4,291,184
2020	December	142,231	4,261,191
2021	January	142,303	4,263,452
2021	February	142,998	4,288,734
2021	March	143,835	4,320,662

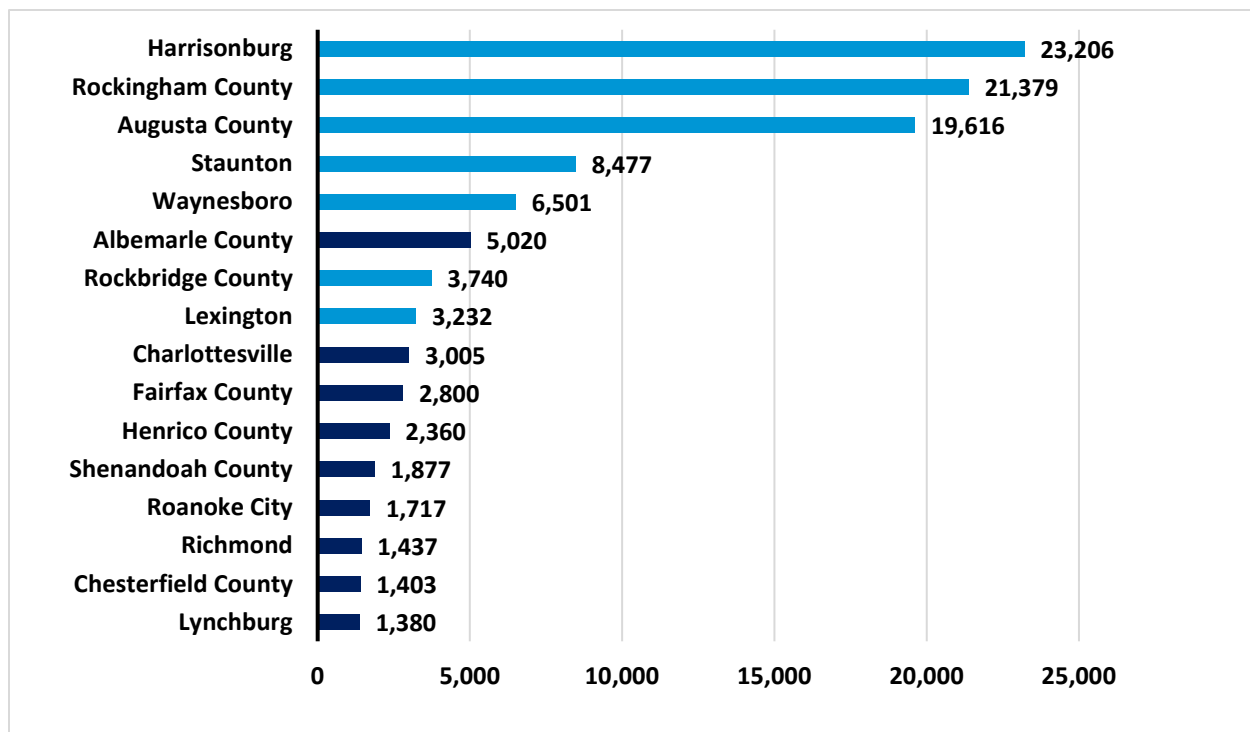
<sup>19</sup> Data Source: U.S. Bureau of Labor Statistics.

		CSPDC	Virginia
2021	April	144,272	4,317,424
2021	May	143,128	4,328,712
2021	June	145,705	4,374,957
2021	July	145,971	4,404,667
2021	August	144,701	4,351,936
2021	September	145,481	4,315,241
2021	October	147,964	4,345,553
2021	November	145,857	4,313,130
2021	December	146,476	4,351,100
2022	January	146,045	4,342,684
2022	February	147,540	4,387,721
2022	March	149,011	4,425,797
2022	April	148,712	4,415,574
2022	May	147,291	4,436,434
2022	June	149,217	4,455,851
2022	July	149,655	4,480,075
2022	August	148,478	4,463,166
2022	September	150,160	4,447,950
2022	October	152,221	4,467,866
2022	November	151,777	4,449,271
2022	December	151,740	4,457,897
2023	January	151,148	4,477,079
2023	February	153,775	4,520,085
2023	March	155,291	4,581,599
2023	April	155,142	4,569,901

Table A13: Labor Force Participation – 2017, 2021<sup>20</sup>

	2017	2021
Virginia	64.4%	64.1%
United States	63.0%	63.1%
CSPDC	60.2%	59.9%
Augusta County	59.2%	59.3%
Bath County	63.7%	50.5%
Highland County	46.8%	48.3%
Rockbridge County	56.9%	54.7%
Rockingham County	64.6%	64.4%
Buena Vista	55.9%	55.2%
Harrisonburg	60.7%	59.2%
Lexington	35.2%	40.1%
Staunton	60.9%	60.7%
Waynesboro	61.1%	64.4%

Figure A8: Where People Living in the CSPDC Region Worked in 2020<sup>21</sup>



<sup>20</sup> Data Source: U.S. Census Bureau, American Community Survey, 5-year Estimates.

<sup>21</sup> Data Source: U.S. Census Bureau, Longitudinal Employer-Household Dynamics.



Figure A9: Percent of CSPDC Residents Employed In or Out of Region<sup>22</sup>

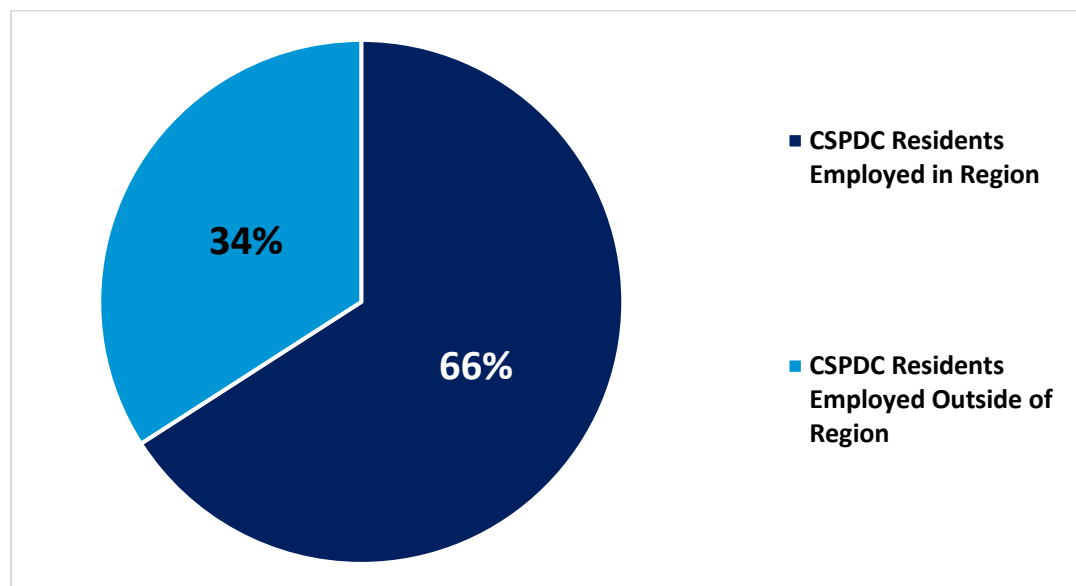
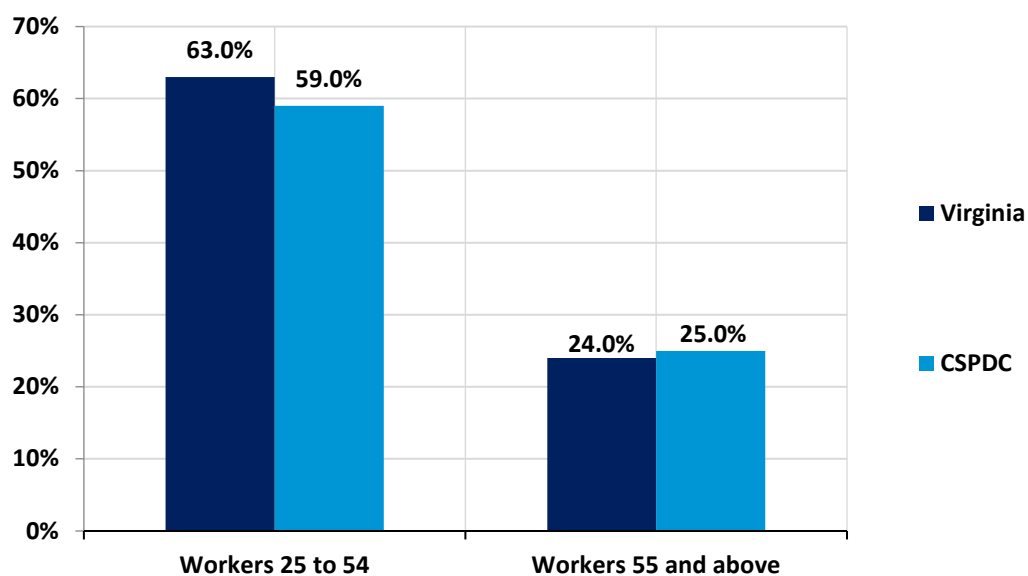


Figure A10: Average Employment by Worker Age Over Most Recent Four Quarters (2021: Q4 to 2022: Q3)<sup>23</sup>



<sup>22</sup> Data Source: U.S. Census Bureau, Longitudinal Employer-Household Dynamics.

<sup>23</sup> Data Source: U.S. Census Bureau, Longitudinal Employer-Household Dynamics, Private Employment.



Figure A11: Change in Employment by Worker Age: 2017:Q3 to 2022:Q3<sup>24</sup>

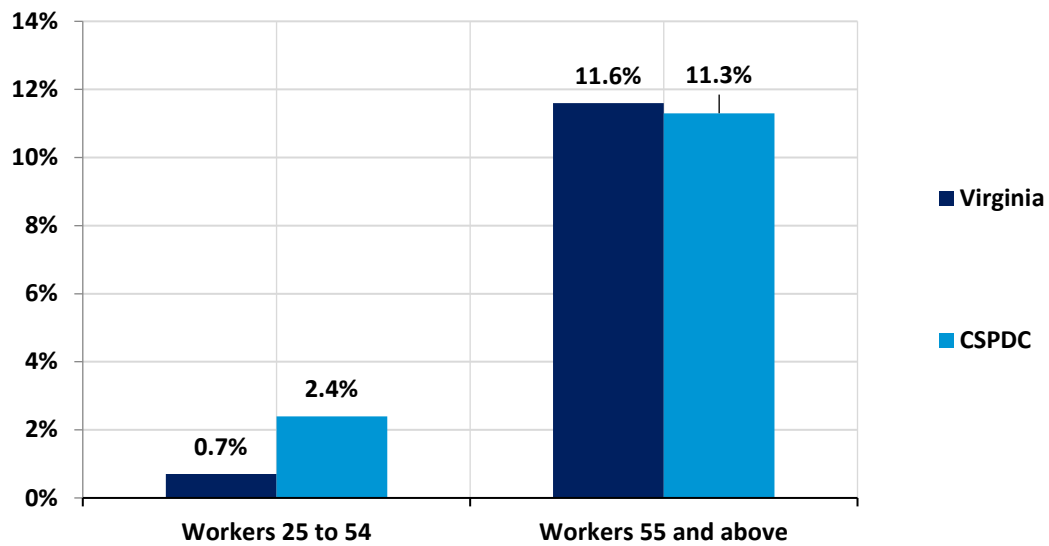
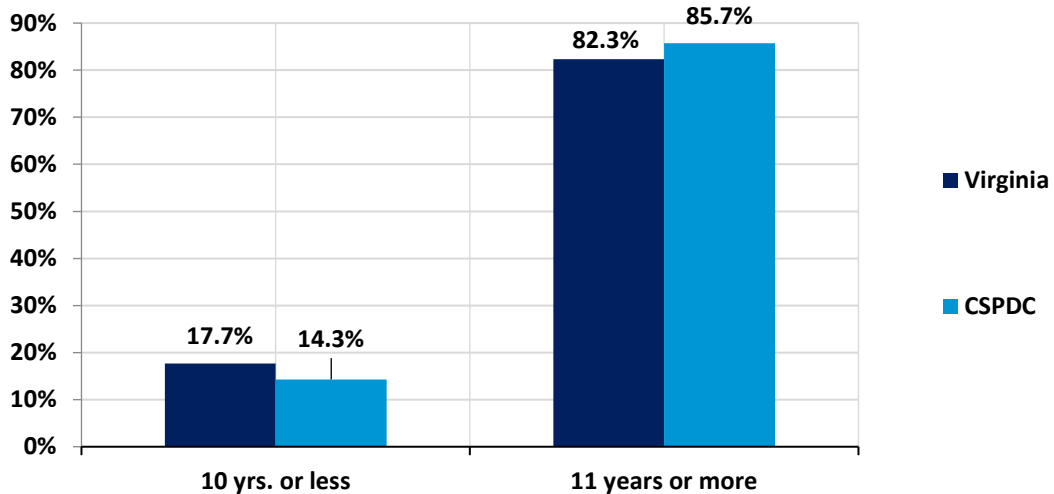


Figure A12: Average Employment by Firm Age Over Most Recent Four Quarters (2021:Q4 to 2022:Q3)<sup>25</sup>



<sup>24</sup> Data Source: U.S. Census Bureau, Longitudinal Employer-Household Dynamics, Private Employment.

<sup>25</sup> Data Source: U.S. Census Bureau, Longitudinal Employer-Household Dynamics, Private Employment.

## Appendix B:

- CSPDC Regional Analysis:  
Site and Infrastructure  
Overview



# CSPDC Regional Analysis

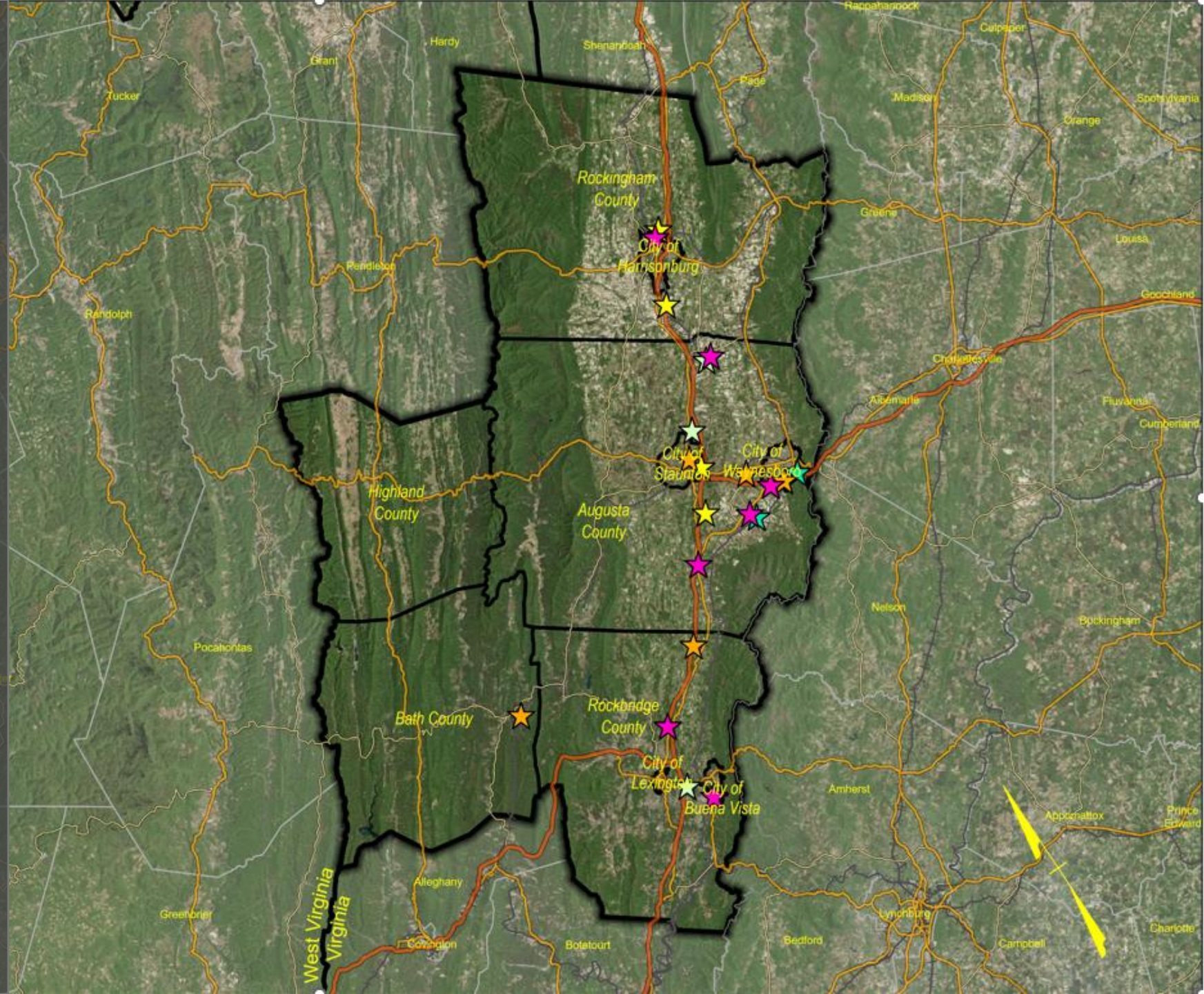
## Site and Infrastructure Overview

Timmons Group  
Economic Development

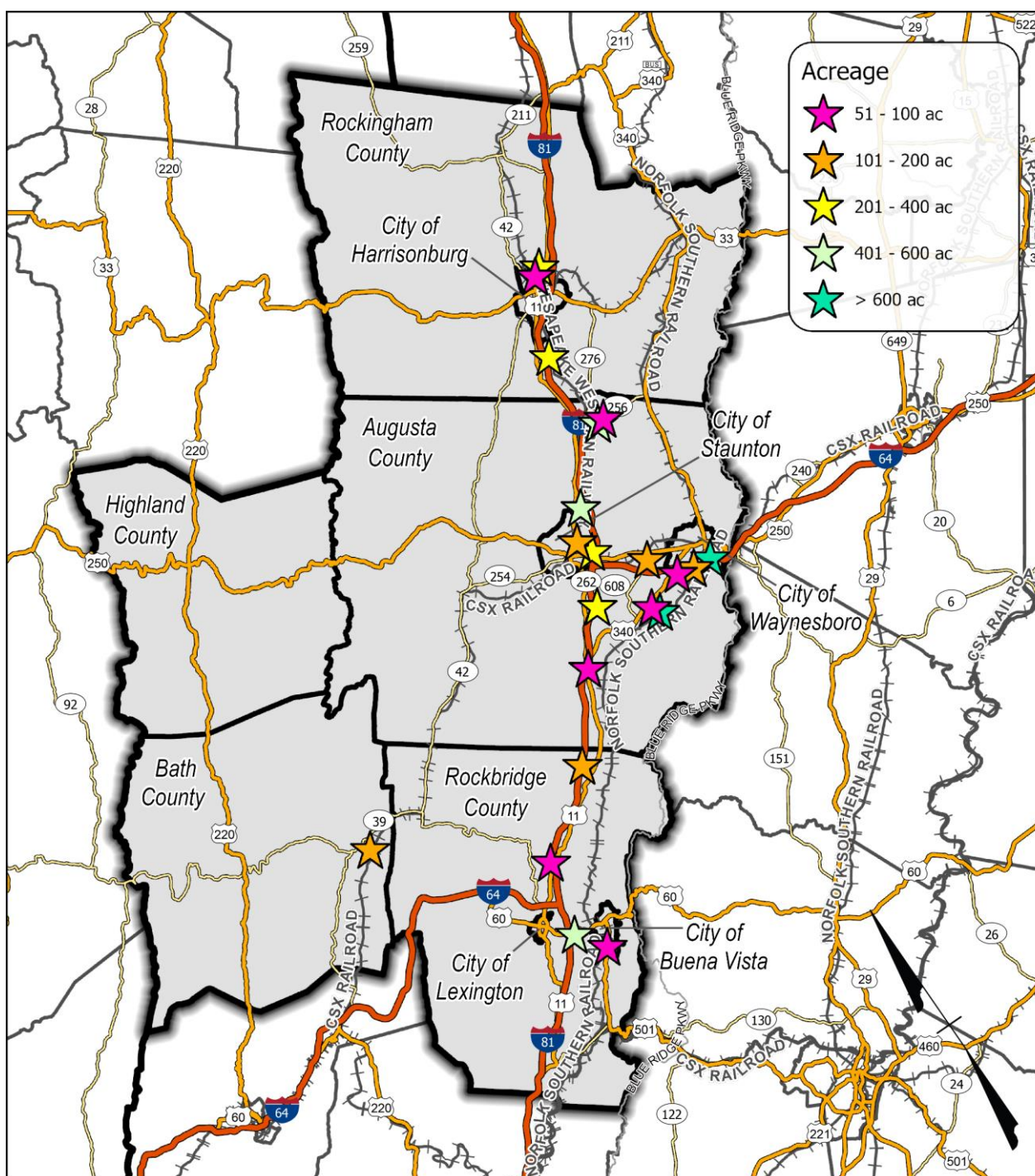
September 2023



**TIMMONS GROUP**  
YOUR VISION ACHIEVED THROUGH OURS.



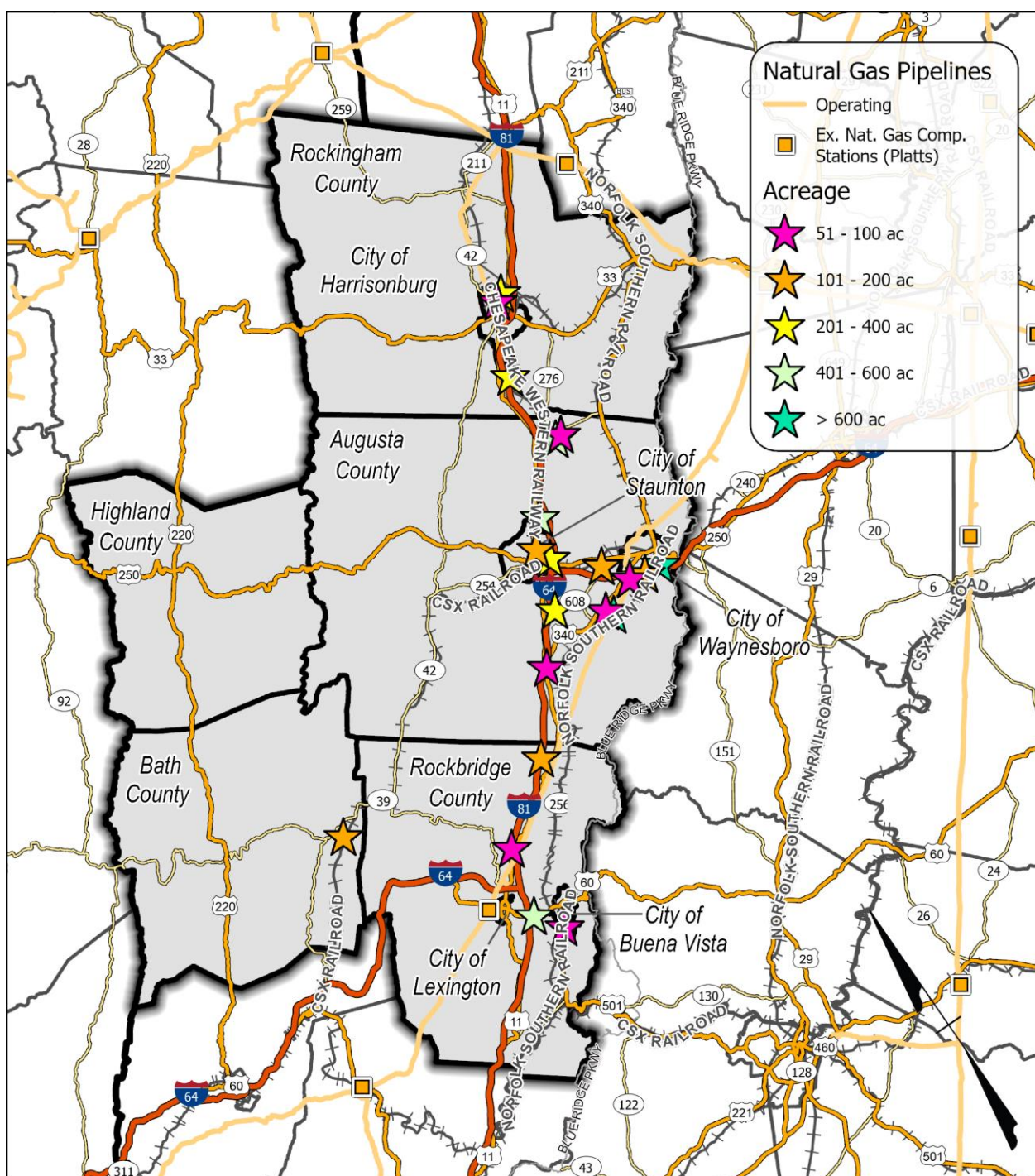




## CSPDC Transportation Infrastructure

CSPDC Major Road	VDOT 2021 Traffic Counts
<b>I-81</b>	<b>37,000 to 63,000 VPD</b>
<b>I-64</b>	<b>7,600 to 44,000 VPD</b>
US-33	1,700 to 50,000 VPD
US-11	440 to 35,000 VPD
US-250	380 to 28,000 VPD
US-340	4,000 to 27,000 VPD
US-60	1,300 to 13,000 VPD
US-501	1,900 to 9,900 VPD
US-220	480 to 2,900 VPD
VA-42	690 to 22,000 VPD
VA-262	6,400 to 16,000 VPD
VA-259	1,900 to 14,000 VPD
VA-254	1,100 to 12,000 VPD
VA-276	4,600 to 10,000 VPD
VA-211	5,200 to 7,100 VPD
VA-130	3,200 VPD
VA-39	250 to 1,800 VPD
SC-608	6,600 to 12,000 VPD

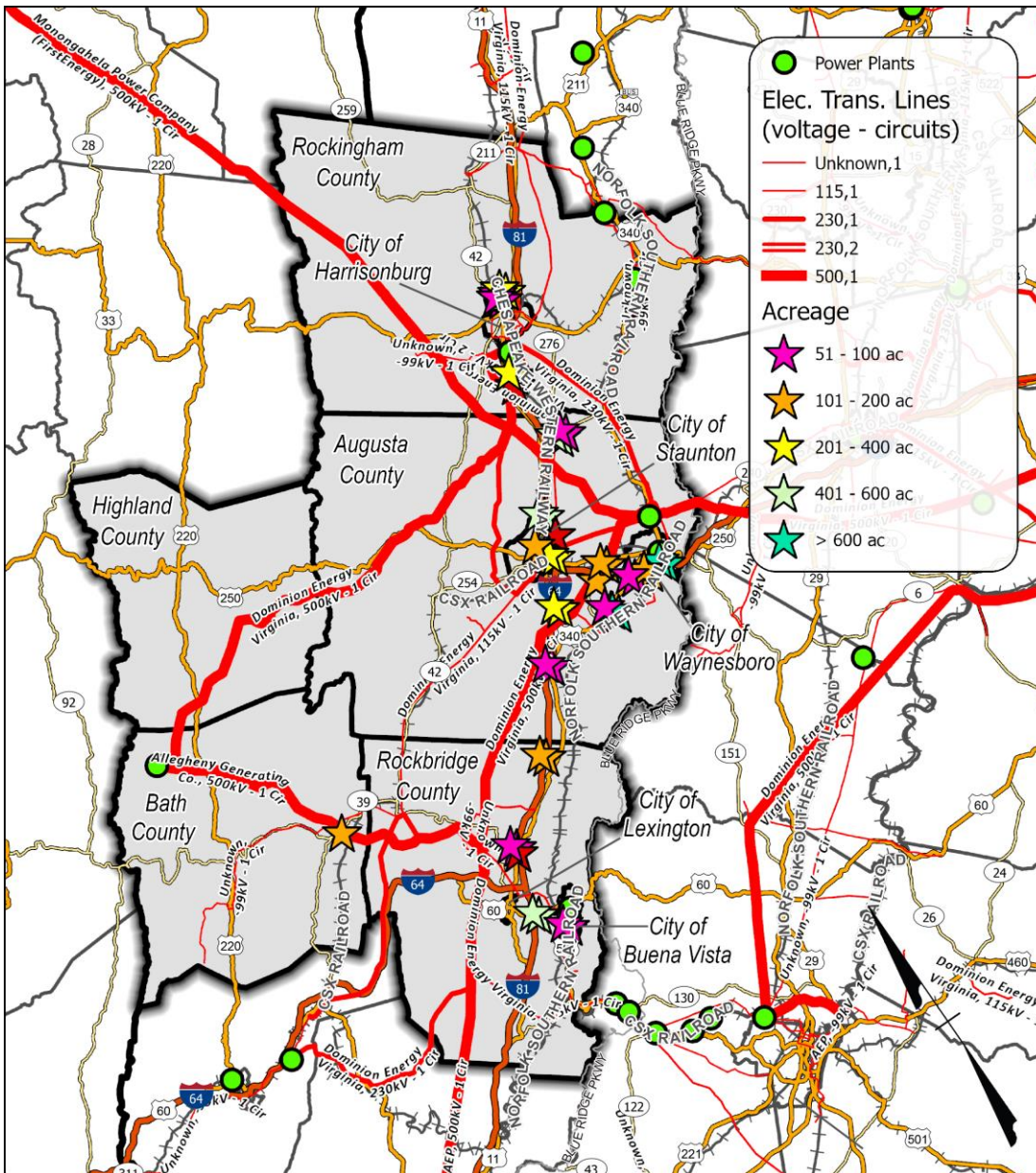
- Chesapeake Western Railway (northern CSPDC)
- Norfolk Southern Railroad (eastern CSPDC)
- CSX Railroad (central CSPDC)



## Central Shenandoah Planning District Commission *Natural Gas Infrastructure*

- Current gas story for CSPDC region:
  - Columbia Gas Transmission Lines runs north and south from Rockbridge through Lexington along I-81 and east of Staunton

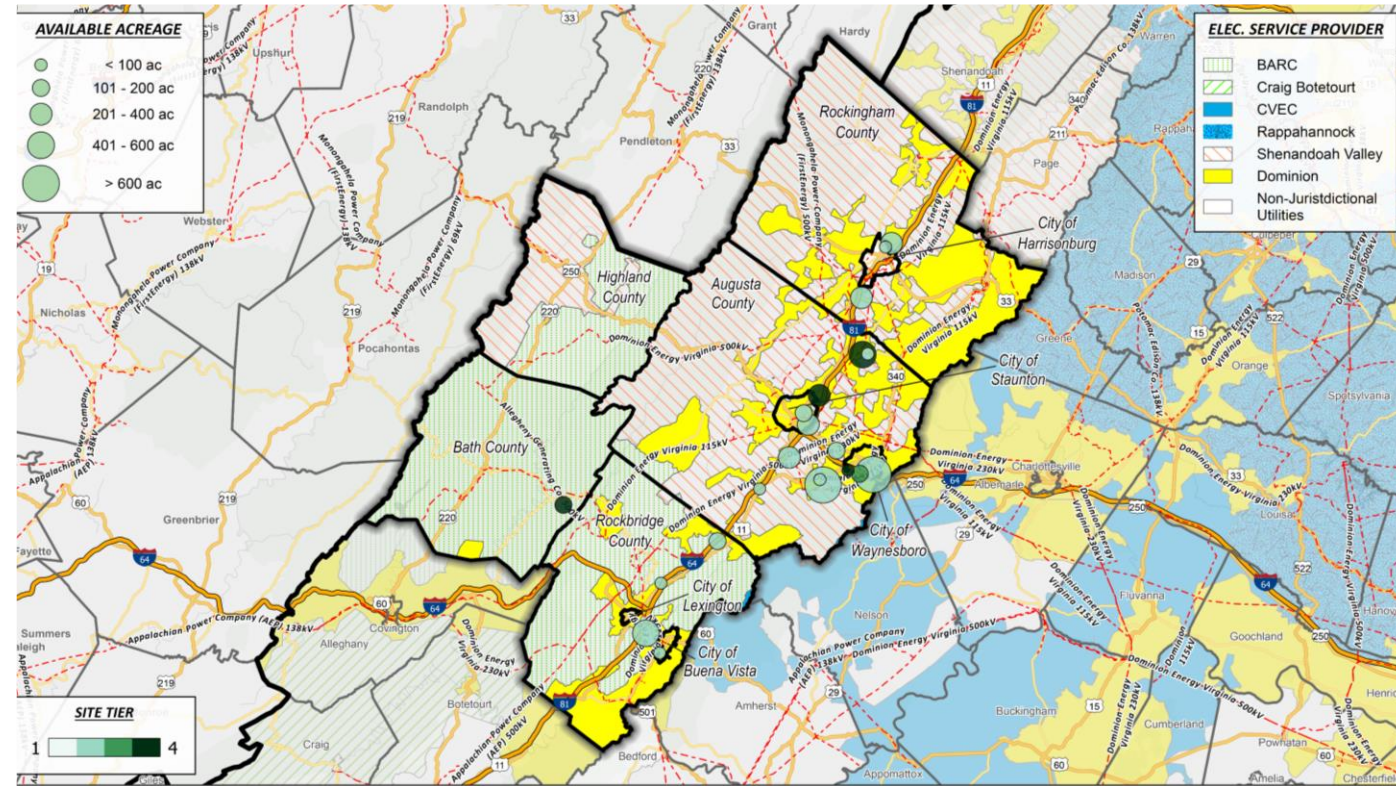




## Central Shenandoah Planning District Commission

### Power Infrastructure

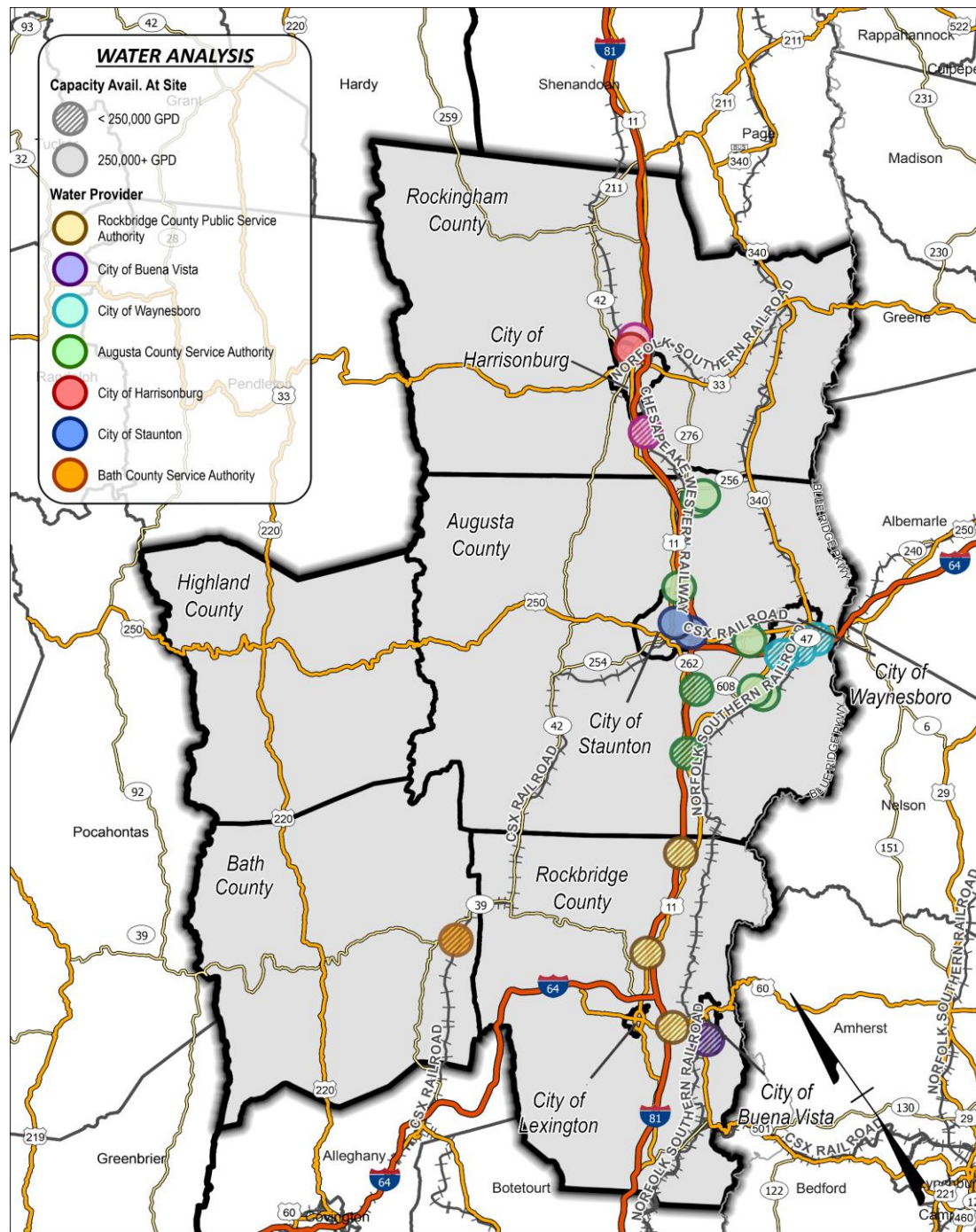
- Current power story for CSPDC region:
  - There are several areas of major power infrastructure intersecting, including Staunton, north of Waynesboro, and south of Harrisonburg
  - There are also several areas just outside, but in close proximity to the CSPDC bounds that have major power infrastructure intersecting such as Lynchburg
  - 115 kV and 230 kV lines run through critical areas throughout the region



CENTRAL SHENANDOAH PLANNING DISTRICT COMMISSION

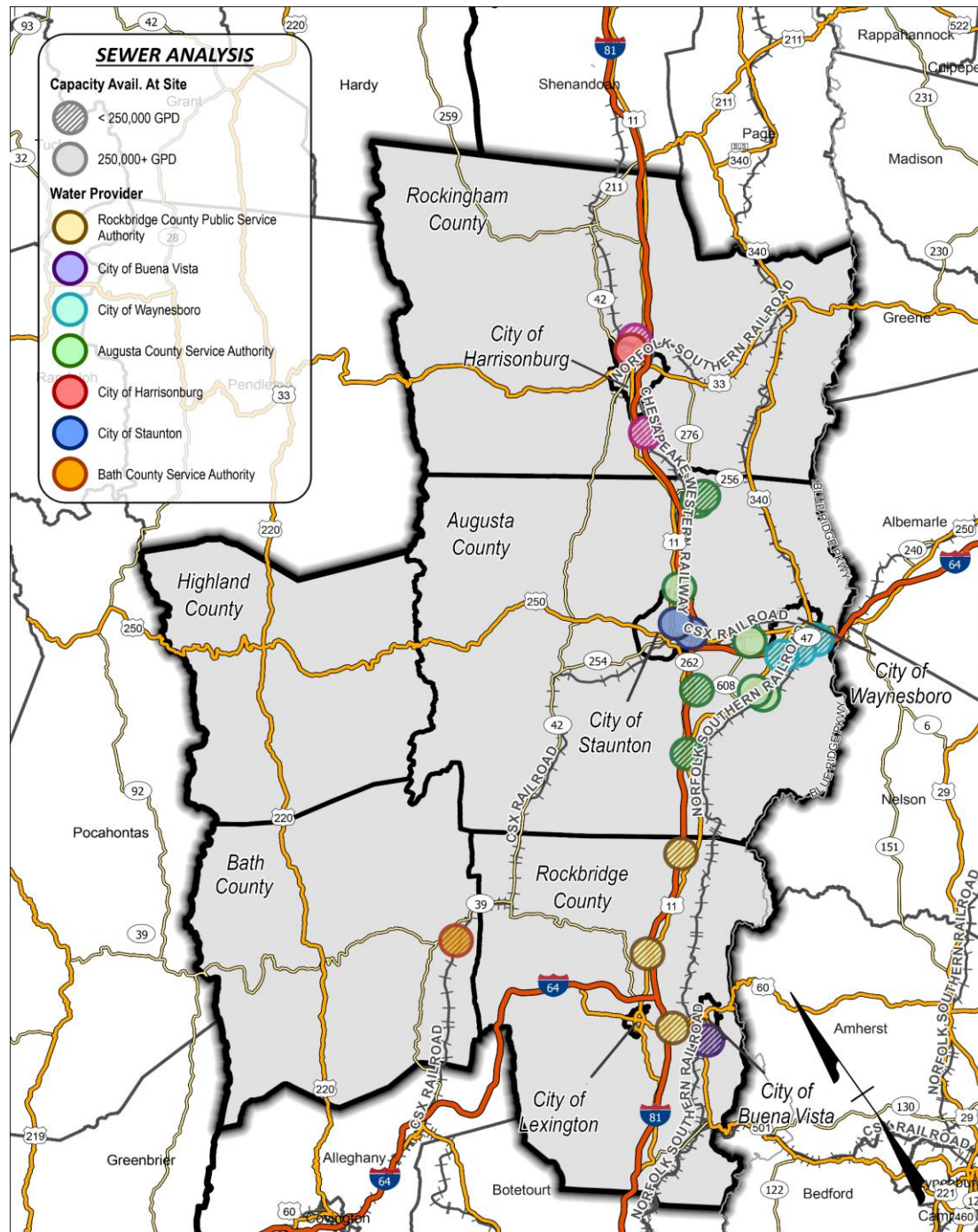
June 2023 - Electric Service Areas Exhibit





## Central Shenandoah Planning District Commission Water Infrastructure

- From the previous VEDP Statewide Study
  - 10 of the 21 sites exceeded 250,000 GPD sewer capacity
  - Sites that met the 250,000 GPD threshold:
    1. Argenbright Site,
    2. Blue Mountain Site,
    3. Martin Site,
    4. Mill Place Commerce Park,
    5. Shenandoah Valley Regional Aviation Park,
    6. Wilson Commerce Park-Industrial,
    7. Meadowbrooke Corporate Center,
    8. Innovation Village @ Rockingham,
    9. 811 Commerce Road,
    10. Staunton Crossing



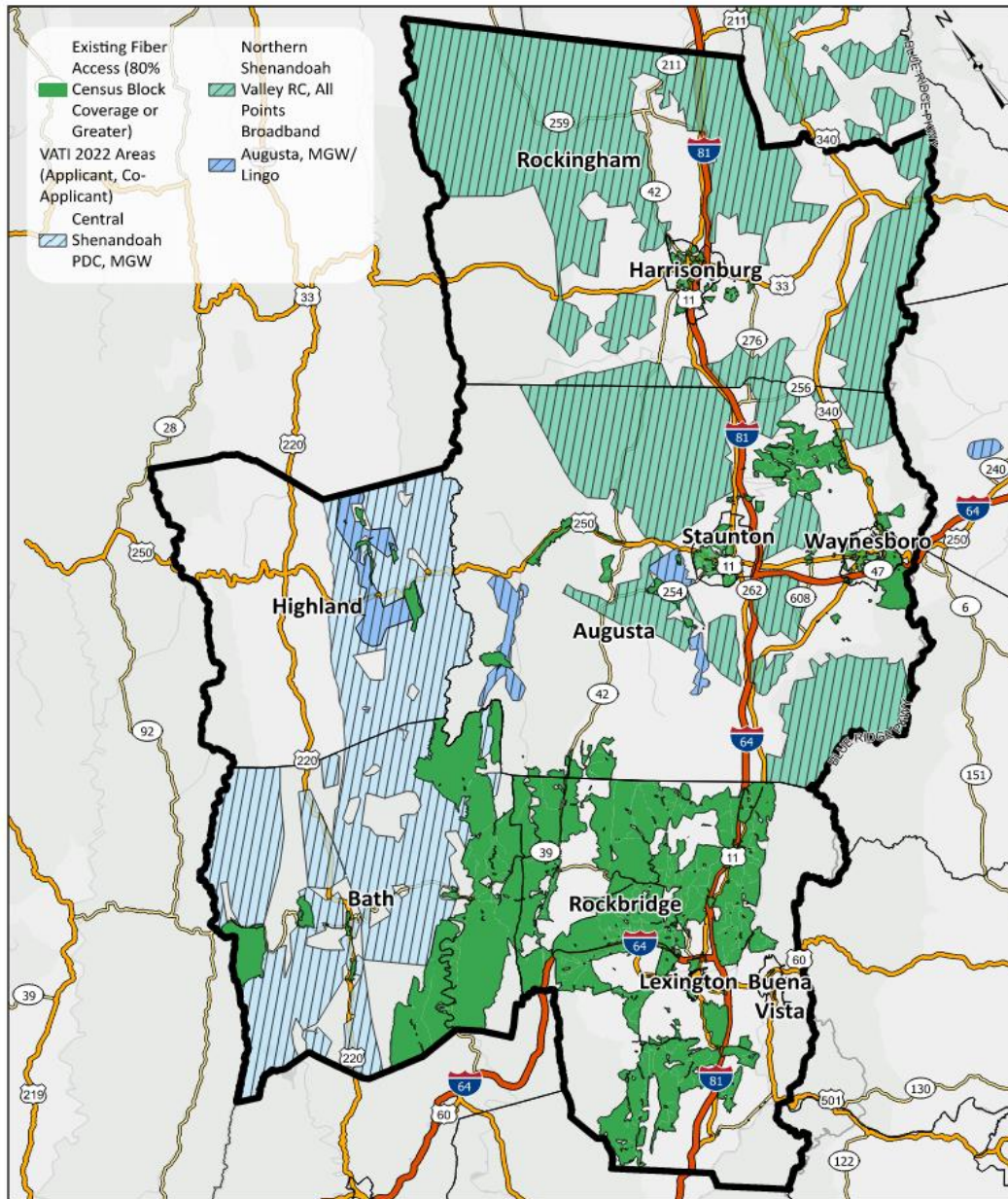
## Central Shenandoah Planning District Commission

### *Sewer Infrastructure*

- From the previous VEDP Statewide Study
  - 7 of the 21 sites exceeded 250,000 GPD sewer capacity
  - Sites that met sewer capacity threshold:
    1. Argenbright Site,
    2. Martin Site,
    3. Mill Place Commerce Park,
    4. Wilson Commerce Park-Industrial,
    5. Meadowbrooke Corporate Center,
    6. 811 Commerce Road,
    7. Staunton Crossing



## Central Shenandoah Planning District Commission *Fiber Infrastructure*



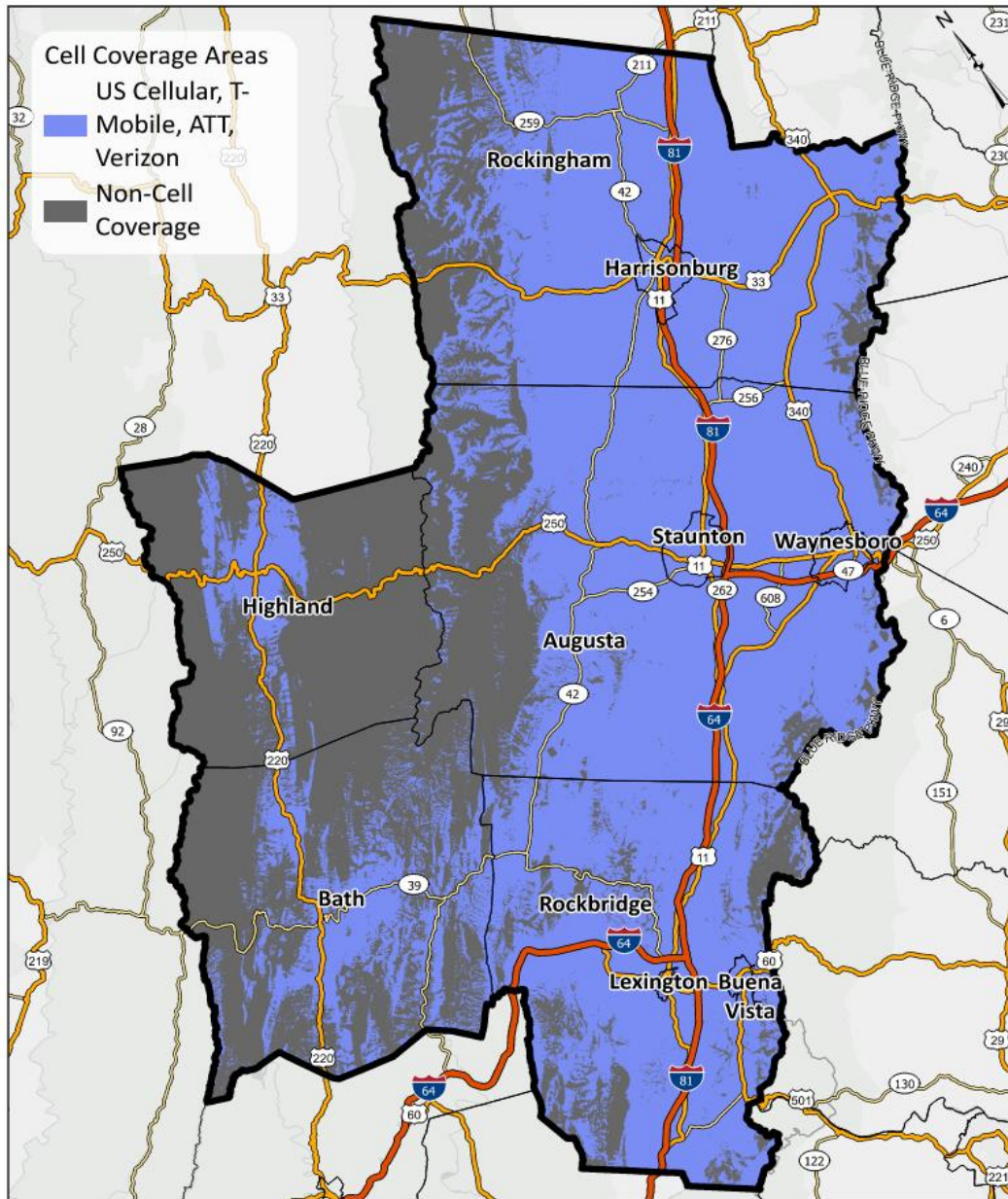
### CSPDC Fiber Coverage

Existing Fiber Access layer based on Commonwealth Connection Database Dec 2021

- Fiber Providers for CSPDC region:
  1. MBC (middle mile fiber)
  2. Shentel
  3. Lumos
  4. MGW
  5. Lingo
  6. BARC Connects
  7. Highland Telephone Company
  8. Shenandoah Valley Elec Coop Fiber Project (underway)
  9. All Points Broadband (underway) in Augusta & Rockingham

## Central Shenandoah Planning District Commission *Cellular Service Area*

- Cellular Providers for CSPDC region:
  1. US Cellular
  2. T-Mobile
  3. AT&T
  4. Verizon



### CSPDC Cell Coverage

Cell Coverage areas layer based on Federal Communications Commission data as of May 2021.



# CSPDC 50+ ac Sites

Locality	50-100 ac	100-200 ac	200-300 ac	300-500 ac	500-700 ac	700-1000 ac	1000+ ac	Site Count Within County
Augusta County	3	1	1	1	1	1	0	8
Bath County	0	1	0	0	0	0	0	1
Buena Vista City	1	0	0	0	0	0	0	1
Harrisonburg City	1	0	0	0	0	0	0	1
Rockbridge County	1	1	0	1	0	0	0	3
Rockingham County	0	0	0	2	0	0	0	2
Staunton City	0	1	1	0	0	0	0	2
Waynesboro City	1	1	0	0	0	1	0	3
<b>Active Sites Within CSPDC</b>	<b>7</b>	<b>5</b>	<b>2</b>	<b>4</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>21</b>

# CSPDC Site Tier Levels

Locality	Tier 1	Tier 2	Tier 3	Tier 4	Tier 5	Tier Certification County Within County
Augusta County	0	6	0	2	0	8
Bath County	0	0	0	1	0	1
Buena Vista City	0	1	0	0	0	1
Harrisonburg City	0	1	0	0	0	1
Rockbridge County	0	3	0	0	0	3
Rockingham County	0	2	0	0	0	2
Staunton City	0	2	0	0	0	2
Waynesboro City	0	2	0	1	0	3
<b>Active Sites within CSPDC</b>	<b>0</b>	<b>17</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>21</b>

## Central Shenandoah Planning District Commission

### *Summary and Recommendations*

- Power Availability and water and sewer capacity are primary drivers in Economic Development
- Continued investment in upgrading water and sewer infrastructure throughout the CSPDC region will remain critical in attracting prospects
- Complete a high-level water and sewer assessment for the CSPDC Region, to include identification of future water sources
- Airports:
  - UAV – Unmanned Aerial Vehicle research due to minimal air traffic
  - Pilot training programs – Partner with college aviation programs (Hampton, Liberty, VA Tech, Blue Ridge Community College)
- Transportation Corridors:
  - I-81 and I-64 Significant Logistics Corridors
  - Proximity to Major Workforce (Charlottesville, Harrisonburg, Staunton, Lexington)
- Complete a high-level transportation assessment for the CSPDC region working with VDOT and the Harrisonburg-Rockingham MPO
- Significant Power Transmission located throughout the CSPDC Region
- Available infrastructure allows for continued investment in logistics, advanced manufacturing and data centers (increased activity due to AI)
- Complete a region-wide site selection study to identify new sites within high potential areas for development and along utility corridors



# Appendix C:

## Comparative Evaluation – CSPDC and RVARC





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## CSPDC and RVARC – Population

Figure C1: Population over Time – CSPDC vs. RVARC<sup>1</sup>

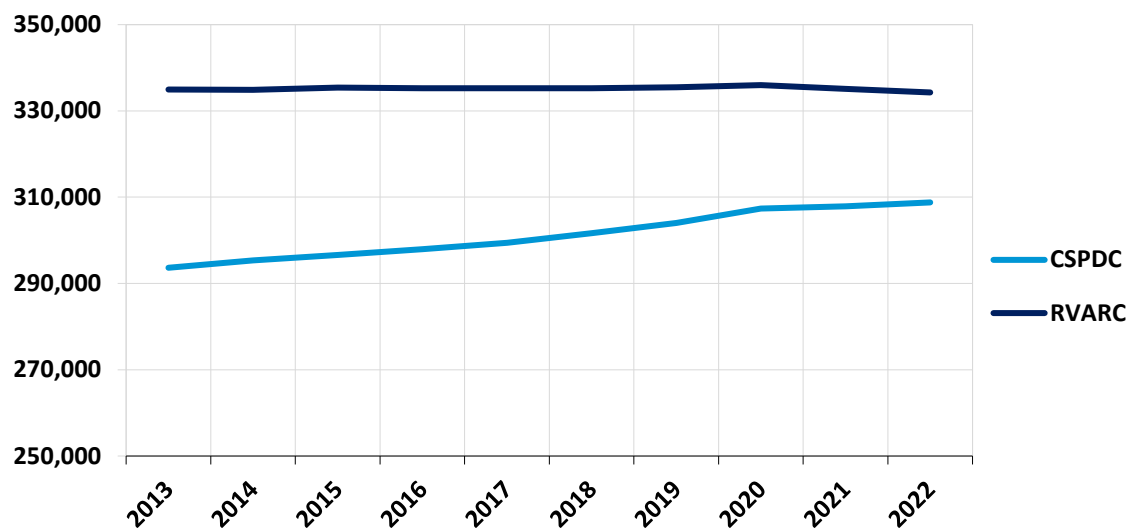
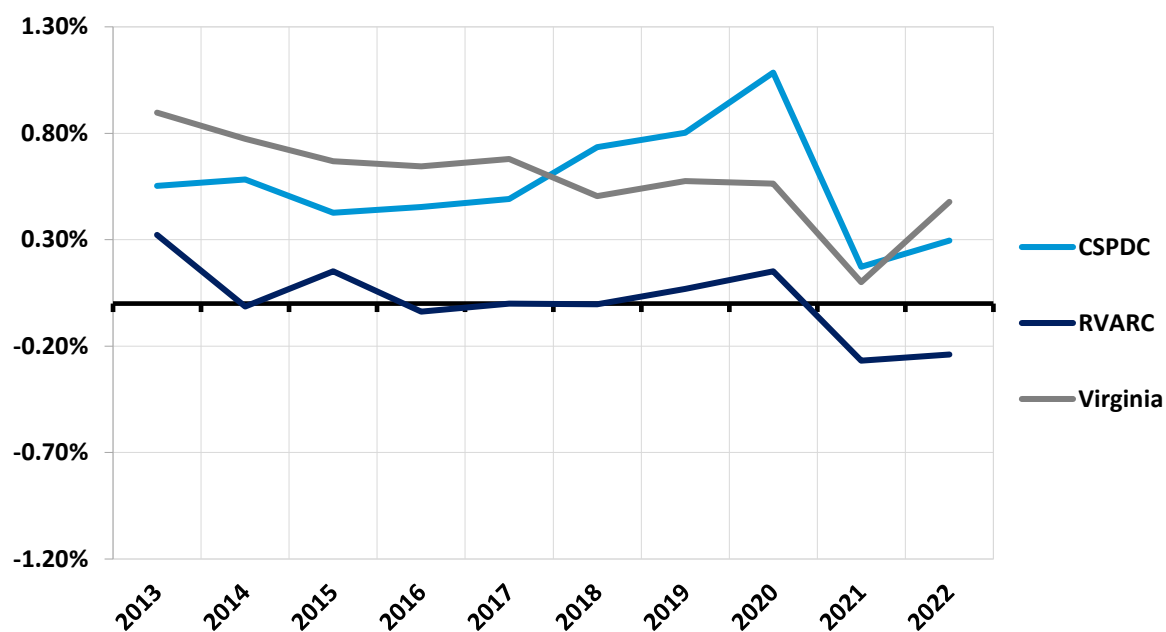


Figure C2: Year over Year Change in Population – CSPDC, RVARC, Virginia<sup>2</sup>



<sup>1</sup> Data Source: University of Virginia Weldon Cooper Center, Demographics Research Group. (2022). VA Population Estimates.

<sup>2</sup> Data Source: University of Virginia Weldon Cooper Center, Demographics Research Group. (2022). VA Population Estimates.

Table C1 Population by Age – CSPDC, RVARC, Virginia<sup>3</sup>

	CSPDC	RVARC	Virginia
<b>Total Population</b>	<b>304,636</b>	<b>335,199</b>	<b>8,642,274</b>
Population Under 18	59,226	67,541	1,884,826
<b>% of Total Population</b>	<b>19%</b>	<b>20%</b>	<b>22%</b>
Population 18 to 64	186,750	196,797	5,350,796
<b>% of Total Population</b>	<b>61%</b>	<b>59%</b>	<b>62%</b>
Population 65 and Over	58,660	70,861	1,406,652
<b>% of Total Population</b>	<b>19%</b>	<b>21%</b>	<b>16%</b>

Figure C3: Population by Age – CSPDC, RVARC, Virginia<sup>4</sup>

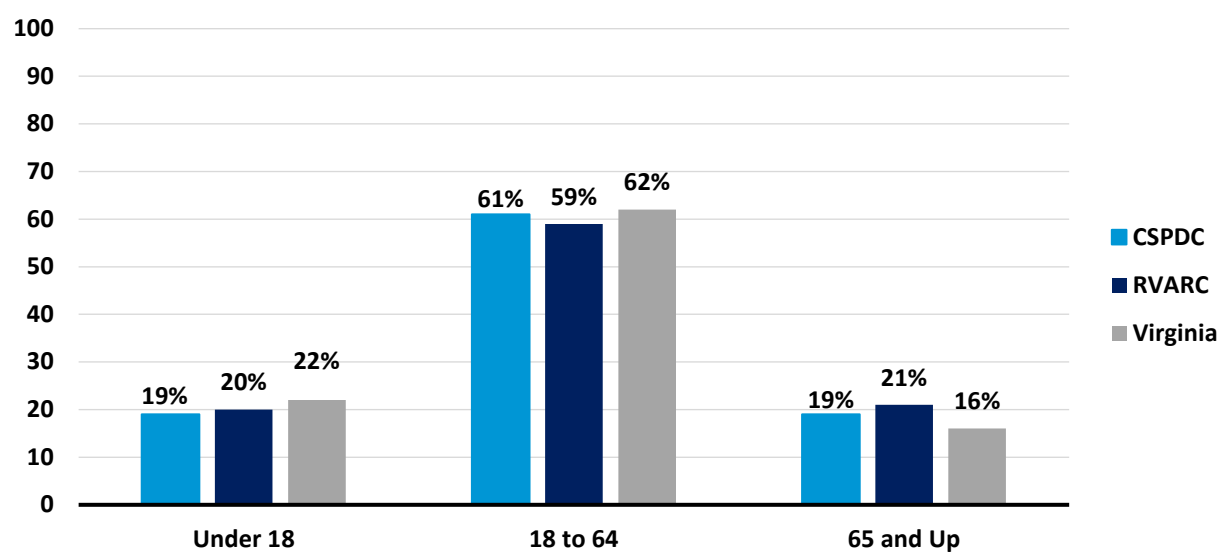


Table C2: Median Age – CSPDC, RVARC, Virginia<sup>5</sup>

Region	Median Age
Virginia	38.5
CSPDC	39.3
RVARC	43.1

<sup>3</sup> Data Source: Weldon Cooper Center, U.S. Census Bureau, 2021 Population Estimates.

<sup>4</sup> Data Source: Weldon Cooper Center, U.S. Census Bureau, 2021 Population Estimates.

<sup>5</sup> Data Source: U.S. Census Bureau, American Community Survey, 2021 5-Year Estimates. Regional median age calculated as weighted average of member communities' median ages



Table C3: Population Projections – 2030, 2040, 2050<sup>6</sup>

	CSPDC	RVARC	Virginia
<b>Population 2022</b>	<b>308,788</b>	<b>334,282</b>	<b>8,696,955</b>
Population 2030	316,725	336,609	9,129,002
<b>% Change 2022 to 2030</b>	<b>3%</b>	<b>1%</b>	<b>6%</b>
Population 2040	334,354	343,657	9,759,371
<b>% Change 2030 to 2040</b>	<b>6%</b>	<b>2%</b>	<b>7%</b>
Population 2050	356,988	355,849	10,535,810
<b>% Change 2040 to 2050</b>	<b>7%</b>	<b>4%</b>	<b>8%</b>
<b>% Change 2022 to 2050</b>	<b>16%</b>	<b>6%</b>	<b>21%</b>

<sup>6</sup> Data Source: University of Virginia Weldon Cooper Center, Demographics Research Group. (2022). VA Population Projections.

## CSPDC and RVARC – Cost of Living

Table C4: Regional Median Household Income - 2019, 2021<sup>7</sup>

Region	2019	2021	% Change
U.S.	\$62,843	\$69,021	9.8%
Virginia	\$74,222	\$80,615	8.6%
RVARC	\$56,940	\$61,393	7.8%
CSPDC	\$55,680	\$60,748	9.1%
Augusta	\$62,711	\$69,082	10.2%
Rockingham	\$61,864	\$67,484	9.1%
Lexington City	\$42,632	\$66,114	55.1%
Rockbridge	\$54,600	\$57,828	5.9%
Bath	\$49,738	\$55,807	12.2%
Staunton	\$52,611	\$53,041	0.8%
Highland	\$45,587	\$52,901	16.0%
Harrisonburg	\$46,679	\$51,055	9.4%
Waynesboro	\$45,011	\$47,238	4.9%
Buena Vista City	\$32,455	\$42,156	29.9%

Table C5: Cost of Living – Q1 2023<sup>8</sup>

	Harrison- burg, VA	Staunton- Augusta County, VA	Lexington- Buena Vista- Rockbridge, VA	CSPDC	Roanoke MSA	National Average
Housing Index	92.0	92.1	73.0	85.7	83.0	100.0
Monthly Spending - Homeowners	\$6,758	\$6,761	\$6,273	\$6,597	\$6,786	\$7,286
Monthly Spending - Renters	\$3,568	\$3,670	\$3,398	\$3,545	\$3,677	\$4,146
Average Price - Apartment Rent	\$1,086	\$1,159	\$949	\$1,065	\$1,112	\$1,393
% Below National Average	-22%	-17%	-32%	<b>-24%</b>	-20%	
Average Price - Home Price	\$409,696	\$397,466	\$333,550	\$380,237	\$390,074	\$457,007
% Below National Average	-10%	-13%	-27%	<b>-17%</b>	-15%	

<sup>7</sup> Data Source: U.S. Census Bureau, American Community Survey, 2021 and 2019, 5-Year Estimates.

<sup>8</sup> Data Source: The Council for Community and Economic Research.

Table C6: CSPDC Average Weekly Wages – Percent below National Average<sup>9</sup>

CSPDC Avg Weekly Wages % below national average	
Total, all industries	-29%
Natural Resources / Mining	-35%
Manufacturing	-23%
Trade, Transportation, and Utilities	-19%

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<sup>9</sup> Data Source: U.S. Bureau of Labor Statistics.

## CSPDC and RVARC – Educational Assets Comparison

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Table C7: CSPDC Public School Educational Assets<sup>10</sup>

CITY OF WAYNESBORO							
	Elem	Middle	High				
<b>Public Schools</b>	<b>5</b>	<b>1</b>	<b>1</b>				
	<b>Total</b>	<b>Adv Dipl</b>	<b>Std Dipl</b>	<b>Other &amp; CED</b>	<b>ISAEP</b>	<b>Industry Certif</b>	<b>Workplace Readiness</b>
Graduates 2022:	206	81	106	14	4	201	7
On-Time Graduation 2022:	88.50%						
CITY OF STAUNTON							
	Elem	Middle	High				
<b>Public Schools</b>	<b>3</b>	<b>1</b>	<b>1</b>				
	<b>Total</b>	<b>Adv Dipl</b>	<b>Std Dipl</b>	<b>Other &amp; CED</b>	<b>ISAEP</b>	<b>Industry Certif</b>	<b>Workplace Readiness</b>
Graduates 2022:	205	99	93	9	4	0	146
On-Time Graduation 2022:	90.0%						
AUGUSTA COUNTY							
	Elem	Middle	High				
<b>Public Schools</b>	<b>9</b>	<b>4</b>	<b>5</b>				
	<b>Total</b>	<b>Adv Dipl</b>	<b>Std Dipl</b>	<b>Other &amp; CED</b>	<b>ISAEP</b>	<b>Industry Certif</b>	<b>Workplace Readiness</b>
Graduates 2022:	748	333	376	22	17	1,130	322
On-Time Graduation 2022:	93.90%						
ROCKINGHAM COUNTY							
	Elem	Middle	High				
<b>Public Schools</b>	<b>15</b>	<b>4</b>	<b>4</b>				
	<b>Total</b>	<b>Adv Dipl</b>	<b>Std Dipl</b>	<b>Other &amp; CED</b>	<b>ISAEP</b>	<b>Industry Certif</b>	<b>Workplace Readiness</b>
Graduates 2022:	889	487	392	16	4	962	468
On-Time Graduation 2022:	94.50%						

<sup>10</sup> Data Source: Virginia Department of Education 2022 - School Quality Profiles.

CITY OF HARRISONBURG							
	Elem	Middle	High				
Public Schools	6	3	1				
	Total	Adv Dipl	Std Dipl	Other & CED	ISAEP	Industry Certif	Workplace Readiness
Graduates 2022:	450	270	165	8	4	371	0
On-Time Graduation 2022:	87.60%						
CITY OF LEXINGTON							
	Elem	Middle	High				
Public Schools	1	1	1				
	Total	Adv Dipl	Std Dipl	Other & CED	ISAEP	Industry Certif	Workplace Readiness
Graduates 2022:	219	97	118	3	1	0	0
On-Time Graduation 2022:	100.00%						
CITY OF BUENA VISTA							
	Elem	Middle	High				
Public Schools	2	1	1				
	Total	Adv Dipl	Std Dipl	Other & CED	ISAEP	Industry Certif	Workplace Readiness
Graduates 2022:	73	35	35	0	0	0	37
On-Time Graduation 2022:	88.30%						
ROCKBRIDGE COUNTY							
	Elem	Middle	High				
Public Schools	4	1	1				
	Total	Adv Dipl	Std Dipl	Other & CED	ISAEP	Industry Certif	Workplace Readiness
Graduates 2022:	219	97	118	2	1	400	96
On-Time Graduation 2022:	85.80%						

HIGHLAND COUNTY							
	Elem	Middle	High*				
Public Schools	1	n/a	1				
	Total	Adv Dipl	Std Dipl	Other & CED	ISAEP	Industry Certif	Workplace Readiness
Graduates 2022:	17	12	4	1	0	0	0
On-Time Graduation 2022:	94.10%						
*High school includes grades 6-12							
BATH COUNTY							
	Elem	Middle	High*				
Public Schools	2	n/a	1				
	Total	Adv Dipl	Std Dipl	Other & CED	ISAEP	Industry Certif	Workplace Readiness
Graduates 2022:	38	15	22	1	0	4	24
On-Time Graduation 2022:	97.30%						
*High school includes grades 6-12							
TOTAL PUBLIC SCHOOLS - CSPDC							
	High School Graduates		Industry Certif		Workplace Readiness		
Total 2022:	3,064		3,068		1,100		

Table C8: RVARC Public School Educational Assets<sup>11</sup>

ROANOKE COUNTY							
	Elem	Middle	High				
<b>Public Schools</b>	<b>16</b>	<b>5</b>	<b>7</b>				
	Total	Adv Dipl	Std Dipl	Other & CED	ISAEP	Industry Certif	Workplace Readiness
Graduates 2022:	1,024	568	413	34	9	1,223	247
On-Time Graduation 2022:	94.70%						
CITY OF ROANOKE							
	Elem	Middle	High				
<b>Public Schools</b>	<b>17</b>	<b>5</b>	<b>2</b>				
	Total	Adv Dipl	Std Dipl	Other & GED	ISAEP	Industry Certif	Workplace Readiness
Graduates 2022:	908	299	507	102	0	1,011	570
On-Time Graduation 2022:	87.00%						
CITY OF SALEM							
	Elem	Middle	High				
<b>Public Schools</b>	<b>4</b>	<b>1</b>	<b>1</b>				
	Total	Adv Dipl	Std Dipl	Other & GED	ISAEP	Industry Certif	Workplace Readiness
Graduates 2022:	291	177	105	8	1	0	5
On-Time Graduation 2022:	94.30%						
FRANKLIN COUNTY							
	Elem	Middle	High				
<b>Public Schools</b>	<b>12</b>	<b>1</b>	<b>1</b>				
	Total	Adv Dipl	Std Dipl	Other & GED	ISAEP	Industry Certif	Workplace Readiness
Graduates 2022:	430	204	215	11	0	433	236
On-Time Graduation 2022:	88.10%						

<sup>11</sup> Data Source: Virginia Department of Education 2022 - School Quality Profiles.

CRAIG COUNTY							
	Elem	Middle	High*				
Public Schools	1	n/a	1				
	Total	Adv Dipl	Std Dipl	Other & GED	ISAEP	Industry Certif	Workplace Readiness
Graduates 2022:	44	5	36	3	0	45	18
On-Time Graduation 2022:	80.00%						
<i>*High school includes grades 6-12</i>							
BOTETOURT COUNTY							
	Elem	Middle	High				
Public Schools	7	2	3				
	Total	Adv Dipl	Std Dipl	Other & GED	ISAEP	Industry Certif	Workplace Readiness
Graduates 2022:	381	235	132	11	0	0	89
On-Time Graduation 2022:	94.70%						
ALLEGHANY COUNTY							
	Elem	Middle	High				
Public Schools	3	1	1				
	Total	Adv Dipl	Std Dipl	Other & GED	ISAEP	Industry Certif	Workplace Readiness
Graduates 2022:	145	52	79	10	0	0	37
On-Time Graduation 2022:	87.60%						
CITY OF COVINGTON							
	Elem	Middle	High				
Public Schools	1	1	1				
	Total	Adv Dipl	Std Dipl	Other & GED	ISAEP	Industry Certif	Workplace Readiness
Graduates 2022:	55	16	33	5	1	41	45
On-Time Graduation 2022:	87.70%						
TOTAL PUBLIC SCHOOLS - RVARC							
	High School Graduates	Industry Certif	Workplace Readiness				
<b>Total 2022:</b>	3,278	2,753	1,247				



Table C9: CSPDC: Colleges and Universities (Total Number of Graduates 2021-2022)<sup>12</sup>

School	Graduates
James Madison Univ	5,363
VMI	384
Blue Ridge Comm College	1,266
Mary Baldwin College	593
Washington & Lee	563
Eastern Mennonite Univ	442
Southern Virginia Univ	162
Bridgewater College	348
<b>Total 2022</b>	<b>9,121</b>
<b>Total Higher Educ Assets</b>	<b>8</b>

Table C10: RVARC: Colleges and Universities (Total Number of Graduates 2021-2022)<sup>13</sup>

School	Graduates
Virginia Western Comm College	1,184
Roanoke College	436
American National University	250
Radford Univ Carilion	*
Hollins University	200
Ferrum College	169
ECPI University-Roanoke	n/a
Virginia Tech Carilion School of Medicine	285
Mountain Gateway Comm College	332
<b>Total Graduates 2022</b>	<b>2,856</b>
<b>Total Higher Educ Assets</b>	<b>9</b>

\*number of graduates from Radford Univ Carilion reported with total graduates from Radford University.

n/a: data not publicly reported.

<sup>12</sup> Data Source: State Council for Higher Education for Virginia, Completions Report 2022.

<sup>13</sup> Data Source: State Council for Higher Education for Virginia, Completions Report 2022.



## CSPDC and RVARC – Labor Force and Employment Comparison

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Figure C4: CSPDC and RVARC Civilian Labor Force: 2018:M4 to 2023:M4<sup>14</sup>

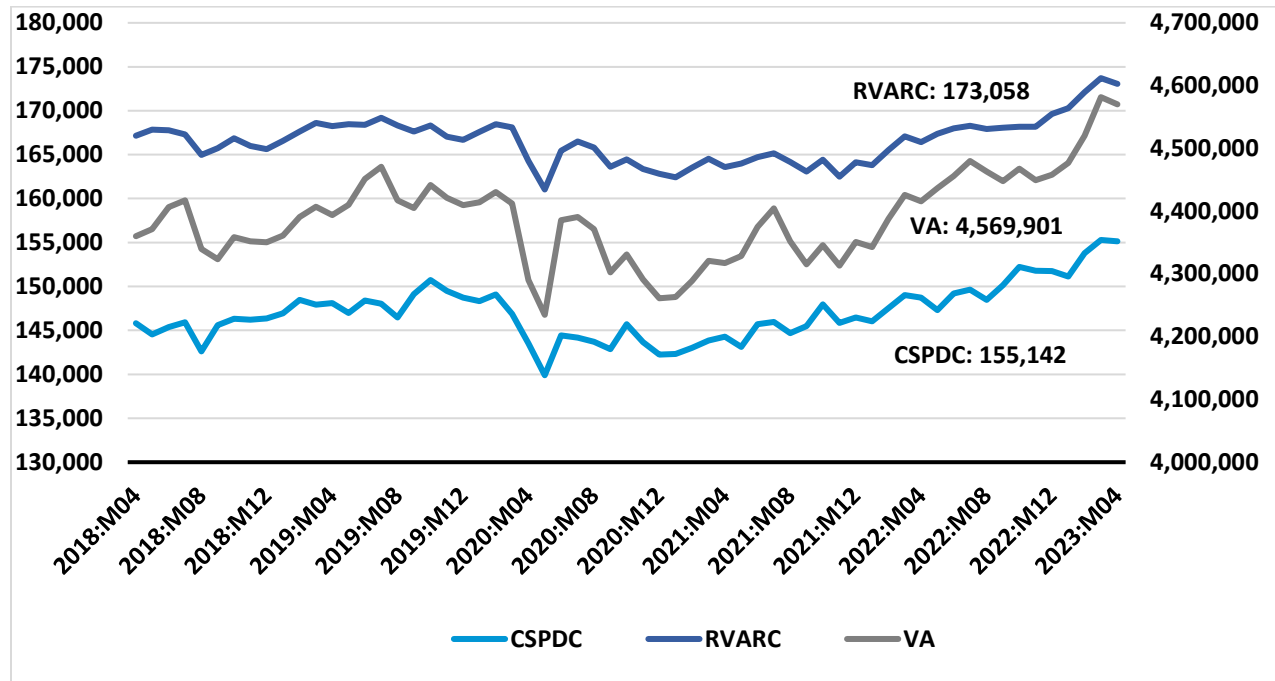


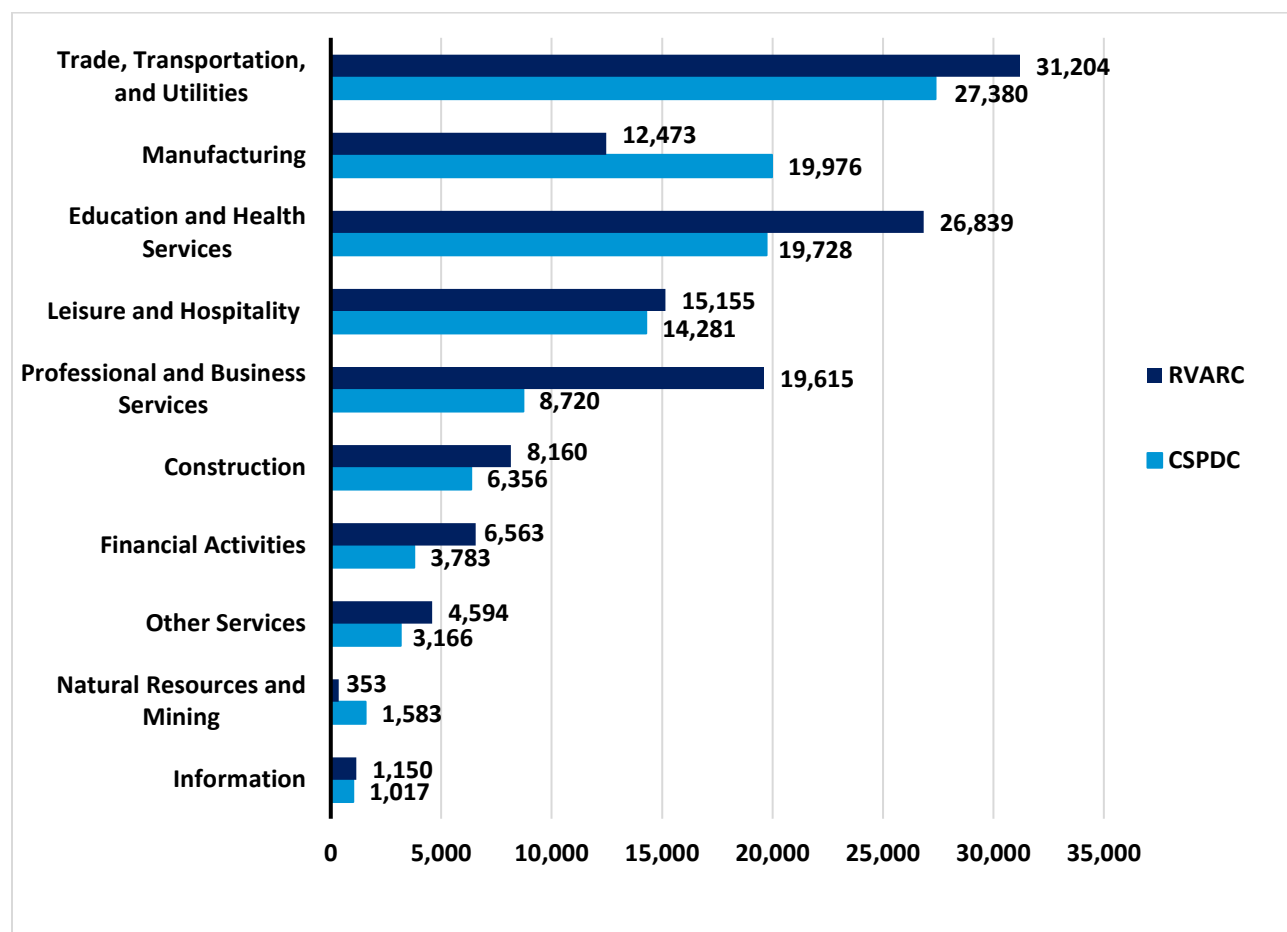
Table C11: CSPDC, RVARC, VA, U.S. Labor Force Participation<sup>15</sup>

	2017	2021
Virginia	64.4%	64.1%
United States	63.0%	63.1%
RVARC	60.7%	59.9%
CSPDC	60.2%	59.9%

<sup>14</sup> Data Source: U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics.

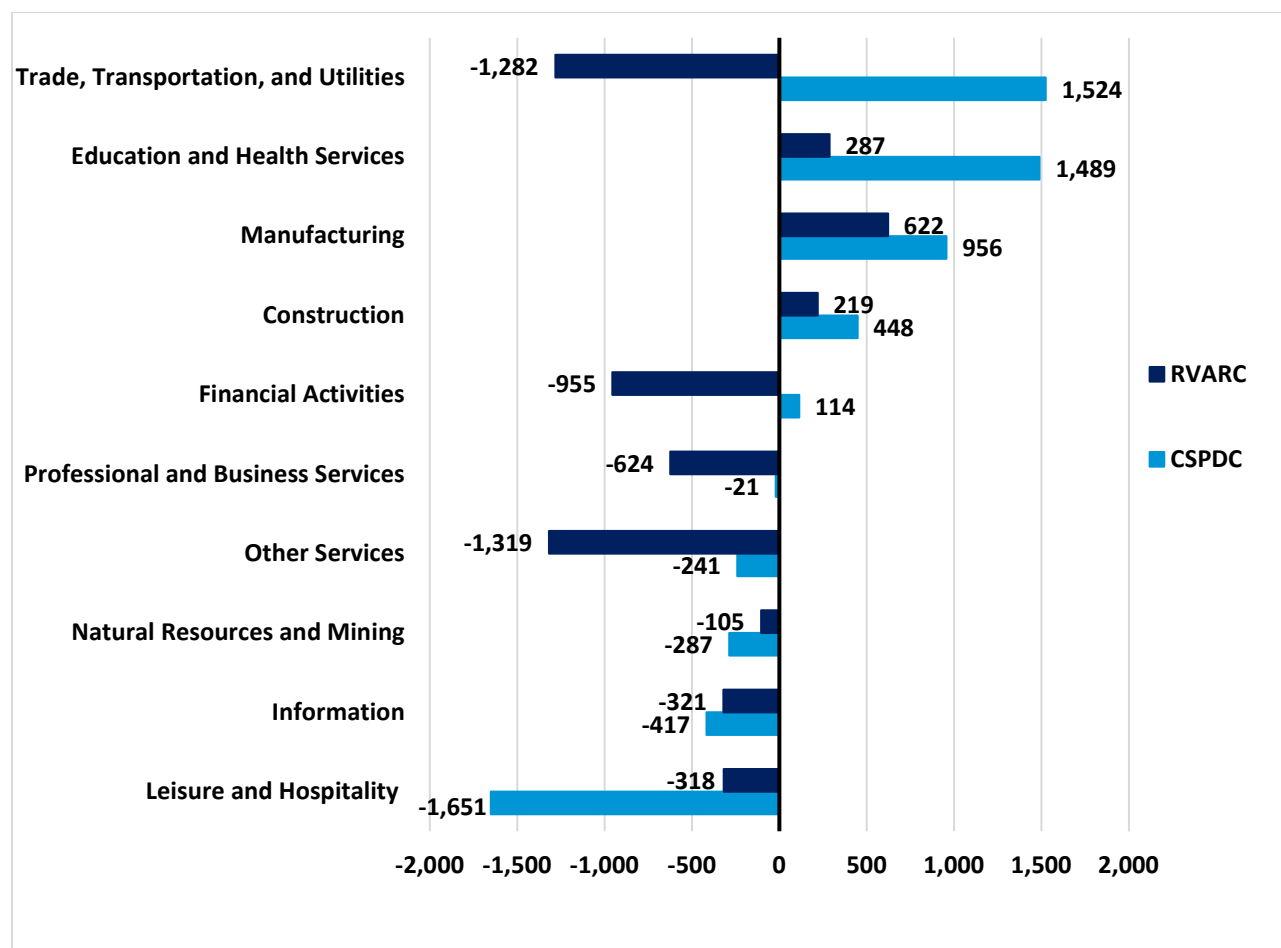
<sup>15</sup> Data Source: U.S. Census Bureau, American Community Survey, 2017/2021, 5-Year Estimates.

Figure C5: Average CSPDC and RVARC Employment by Industry Supersector: 2022<sup>16</sup>



<sup>16</sup> Data Source: U.S. Bureau of Labor Statistics.

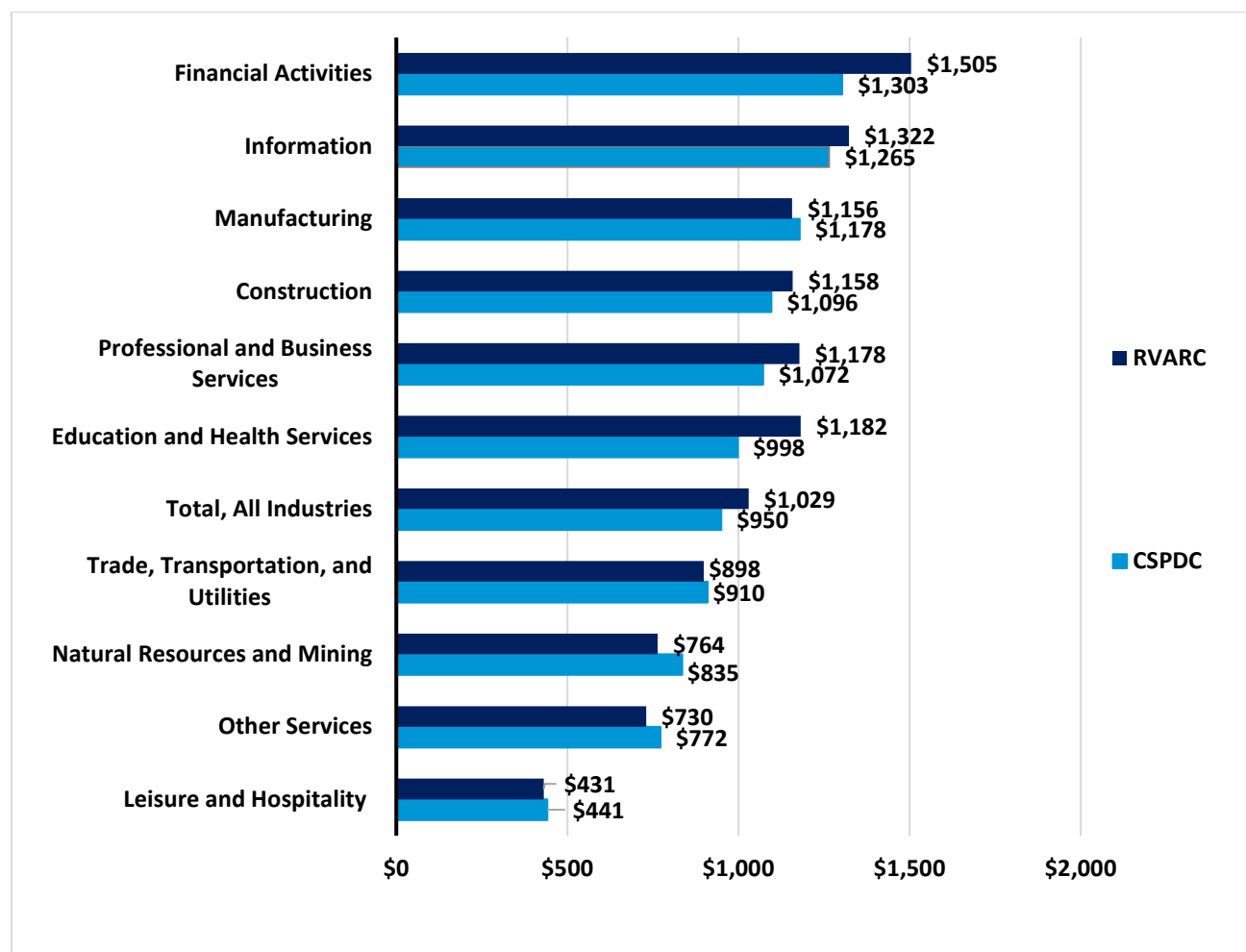
Figure C6: Change in CSPDC and RVARC Employment by Industry Supersector:  
2017 to 2022<sup>17</sup>



<sup>17</sup> Data Source: U.S. Bureau of Labor Statistics.



Figure C7: Average CSPDC and RVARC Weekly Wages by Industry Supersector:  
2022<sup>18</sup>



<sup>18</sup> Data Source: U.S. Bureau of Labor Statistics.

Table C12: CSPDC Major Employers<sup>19</sup>

CSPDC
James Madison University
Wal Mart
Sentara Healthcare
Rockingham County School Board
Augusta County School Board
Augusta Medical Center
Washington and Lee University
Target Corp
Hershey Chocolate of Virginia
Cargill Meat Solutions
Merck Sharp & Dohme Corp
Harrisonburg City Public Schools
Marshall's
LSC Communications Book LLC
McKee Foods Corporation
Food Lion
Great Eastern Resort Management
Aramark Campus LLC
County of Rockingham
City of Harrisonburg
Virginia Military Institute
Shenandoah Valley Organic LLC
Pilgrims Pride Corp
Western State Hospital
Danone North America Public Benefit

<sup>19</sup> Data Source: Virginia Employment Commission, QCEW, Q4 2022.

Table C13: RVARC Major Employers<sup>20</sup>

RVARC
Roanoke Memorial Community Hospital
Roanoke County School Board
HCA Virginia Health System
Roanoke City School Board
Wal Mart
U.S. Department of Veterans Affairs
Wells Fargo Bank NA
Carilion Services
U.P.S.
City of Roanoke
Kroger
Franklin County School Board
M.W. Manufacturers
County of Roanoke
Alliance Group Rock Tenn
Altec Industries Inc
Botetourt County School Board
Advance Auto Parts
Postal Service
Food Lion
City of Salem School Board
Lowes' Home Centers, Inc.
Integrity Windows Inc
City of Salem
Yokohama Tire Corp.

<sup>20</sup> Data Source: Virginia Employment Commission, Economic Information & Analytics QCEW, Q4 2022.

Table C14: New Startup Firms 2020:Q1 to 2022:Q4<sup>21</sup>

	CSPDC	RVARC	Virginia
Qtr1 2020	94	101	4,299
Qtr2 2020	87	76	3,279
Qtr3 2020	79	102	4,309
Qtr4 2020	80	114	4,433
<b>Total 2020</b>	<b>340</b>	<b>393</b>	<b>16,320</b>
Qtr1 2021	103	124	5,190
Qtr2 2021	101	114	4,866
Qtr3 2021	106	99	4,948
Qtr4 2021	80	95	4,345
<b>Total 2021</b>	<b>390</b>	<b>432</b>	<b>19,349</b>
Qtr1 2022	91	86	5,291
Qtr2 2022	90	119	4,993
Qtr3 2022	90	109	4,850
Qtr4 2022	66	92	3,957
<b>Total 2022</b>	<b>337</b>	<b>406</b>	<b>19,091</b>

<sup>21</sup> Data Source: Virginia Employment Commission Economic Information & Analytics-QCEW Q4 2022.

## CSPDC and RVARC – Economic Environment Comparison

Table C15: CSPDC Land Use: Commercial/ Industrial<sup>22</sup>

Locality	Total Land Mass (Acres)	Commercial Designation (ac)	% of Total	Industrial Designation (ac)	% of Total
City of Waynesboro	9,675	576.69	5.96%	486.34	5.03%
City of Staunton	10,828	1,519.17	14.03%	449.36	4.15%
Rockingham County	538,000	4,446.87	0.83%	3,187.18	0.59%
City of Harrisonburg	11,131	1,258.00	11.30%	609	5.47%
Augusta County	623,300	2,246.00	0.36%	1,958.00	0.31%
Rockbridge County	381,851	2,702.00	0.71%	1,680.00	0.44%
City of Buena Vista	4,129	23.79	0.58%	703	17.03%
City of Lexington	1,702	118.2	6.94%	0	0.00%
Highland County	265,648	129.7	0.00%	627.7	0.24%
Bath County	342,122	534	0.16%	287	0.08%
<b>Total Acres - CSPDC:</b>	<b>2,188,386</b>	<b>13,554.42</b>	<b>0.0100</b>	<b>9,987.58</b>	<b>0.46%</b>
<b>Total Acres:</b>	<b>23,542</b>				

Table C16: RVARC Land Use: Commercial/Industrial<sup>23</sup>

Locality	Total Land Mass (Acres)	Commercial Designation (ac)	% of Total	Industrial Designation (ac)	% of Total
Roanoke County	160,333	6,894.31	4.30%	3,366.99	2.10%
City of Roanoke*	27,200	8,339	30.66%	see note *	see note *
City of Salem	9,280	8,339.60	12%	835.2	9%
Franklin County	442,931	n/a	less than 1%	n/a	less than 1%
Craig County	218,548	53.05	0.02%	390.94	0.18%
Botetourt County	247,980	762	0.31%	5624	2.27%
Alleghany County	285,696	250	0.09%	2600	0.91%
City of Covington	3,840	192	5.00%	499.2	13.00%
<b>Total Area - RVARC:</b>	<b>1,395,808</b>	<b>24,830</b>		<b>13,316</b>	
<b>Total Acres:</b>	<b>38,146</b>				

\* City of Roanoke combines Commercial and Industrial land use designations.

<sup>22</sup> Data Source: Locality Comp Plans & Planning Staff

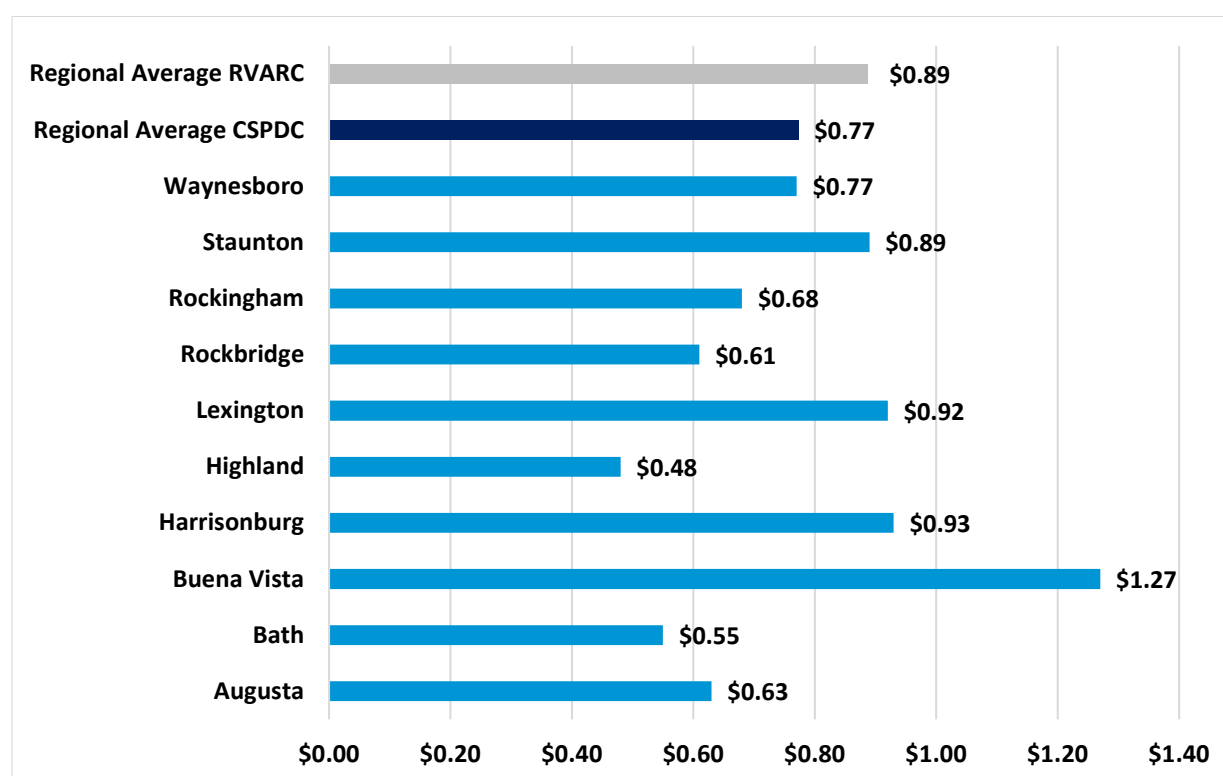
<sup>23</sup> Source: Locality Comp Plans & Planning Staff



Table C17: CSPDC and RVARC Operating Costs: Lease Rates<sup>24</sup>

CSPDC	Office	Retail	Industrial
Range	\$10 - \$19	\$7.50 - \$16	\$5.50 - \$9.35
<b>Average</b>	<b>\$14.37</b>	<b>\$13.17</b>	<b>\$7.29</b>
RVARC	Office	Retail	Industrial
Range	\$14 - \$22	\$10 - \$16.25	\$4.50 - \$12
<b>Average</b>	<b>\$18.80</b>	<b>\$13.50</b>	<b>\$7.35</b>

Figure C8: Real Estate Tax Rates: CSPDC and RVARC<sup>25</sup>



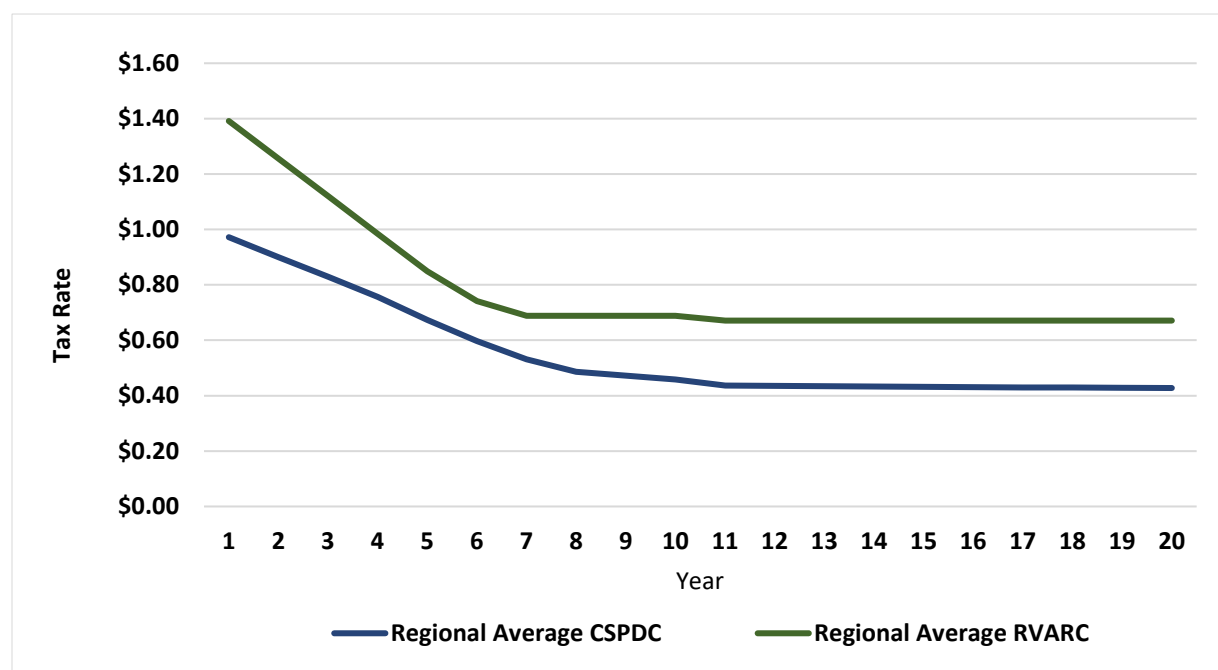
<sup>24</sup> Data Source: LoopNet; Cushman & Wakefield Thalhimer; Interchange Group

<sup>25</sup> Data Source: Community websites and Commissioner of Revenue Office. Per \$100.

Table C18: Effective Machinery and Tools (M&T) Tax Rates: CSPDC and RVARC<sup>26</sup>

Locality	M&T Rate										
	Nominal Rate	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Augusta	\$2.00	\$0.40	\$0.40	\$0.40	\$0.40	\$0.40	\$0.40	\$0.40	\$0.40	\$0.40	\$0.40
Bath	\$0.55	\$0.50	\$0.44	\$0.39	\$0.33	\$0.28	\$0.22	\$0.17	\$0.11	\$0.11	\$0.11
Buena Vista	\$4.25	\$0.85	\$0.85	\$0.85	\$0.85	\$0.85	\$0.85	\$0.85	\$0.85	\$0.85	\$0.85
Harrisonburg	\$2.12	\$1.91	\$1.70	\$1.48	\$1.27	\$1.06	\$0.85	\$0.64	\$0.64	\$0.64	\$0.64
Highland	\$1.00	\$0.40	\$0.39	\$0.36	\$0.34	\$0.33	\$0.31	\$0.29	\$0.28	\$0.27	\$0.25
Lexington	\$4.25	\$1.06	\$1.06	\$1.06	\$1.06	\$1.06	\$1.06	\$1.06	\$1.06	\$1.06	\$1.06
Rockbridge	\$2.55	\$0.26	\$0.26	\$0.26	\$0.26	\$0.26	\$0.26	\$0.26	\$0.26	\$0.26	\$0.26
Rockingham	\$2.55	\$2.30	\$2.04	\$1.79	\$1.53	\$1.28	\$1.02	\$0.77	\$0.51	\$0.51	\$0.51
Staunton	\$1.24	\$1.18	\$1.05	\$0.99	\$0.87	\$0.74	\$0.62	\$0.50	\$0.37	\$0.25	\$0.12
Waynesboro	\$3.25	\$0.88	\$0.81	\$0.72	\$0.65	\$0.49	\$0.39	\$0.39	\$0.39	\$0.39	\$0.39
<b>Regional Average CSPDC</b>		<b>\$0.97</b>	<b>\$0.90</b>	<b>\$0.83</b>	<b>\$0.76</b>	<b>\$0.67</b>	<b>\$0.60</b>	<b>\$0.53</b>	<b>\$0.49</b>	<b>\$0.47</b>	<b>\$0.46</b>
<b>Regional Average RVARC</b>		<b>\$1.39</b>	<b>\$1.26</b>	<b>\$1.12</b>	<b>\$0.98</b>	<b>\$0.85</b>	<b>\$0.74</b>	<b>\$0.69</b>	<b>\$0.69</b>	<b>\$0.69</b>	<b>\$0.69</b>

Figure C9: Effective M&T Tax Rates: CSPDC and RVARC<sup>27</sup>



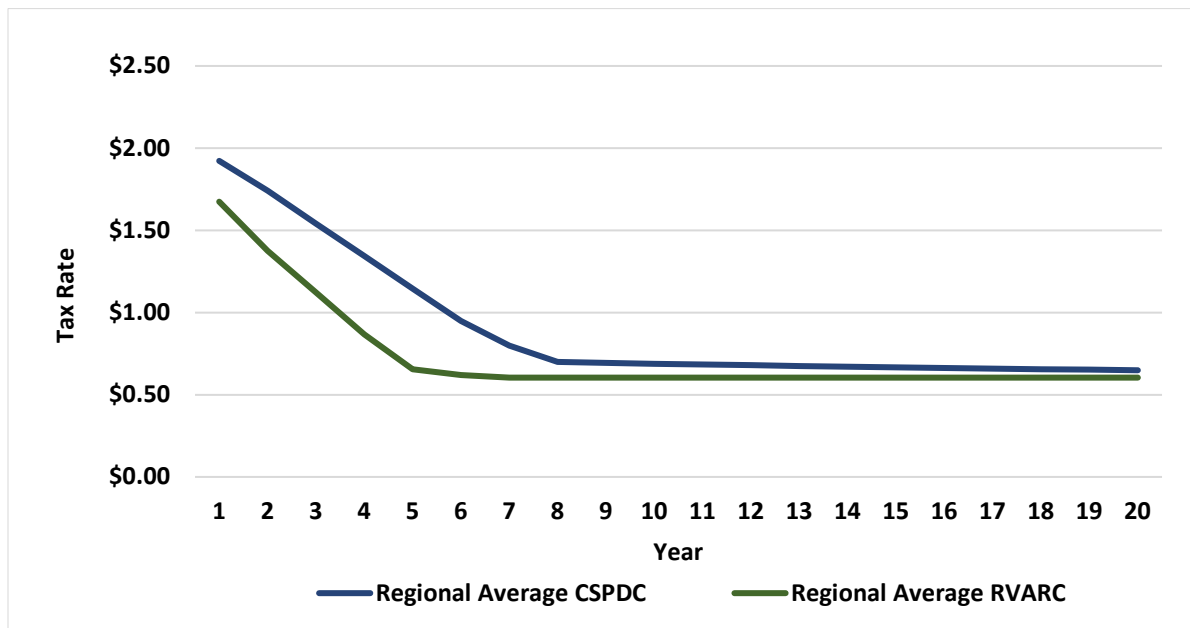
<sup>26</sup> Data Source: Community websites and Commissioner of Revenue Office. Per \$100.

<sup>27</sup> Data Source: Community websites and Commissioner of Revenue Office. Per \$100.

Table C19: Effective Businesses Personal Property (BPP) Tax Rates: CSPDC and RVARC<sup>28</sup>

Locality	Nominal BPP Rate	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Augusta	\$2.00	\$0.80	\$0.78	\$0.77	\$0.75	\$0.74	\$0.72	\$0.71	\$0.69	\$0.68	\$0.67
Bath	\$0.55	\$0.50	\$0.44	\$0.39	\$0.33	\$0.28	\$0.22	\$0.17	\$0.11	\$0.11	\$0.11
Buena Vista	\$5.85	\$4.68	\$4.10	\$3.51	\$2.93	\$2.34	\$1.76	\$1.17	\$0.59	\$0.59	\$0.59
Harrisonburg	\$2.12	\$1.91	\$1.70	\$1.48	\$1.27	\$1.06	\$0.85	\$0.64	\$0.64	\$0.64	\$0.64
Highland	\$2.75	\$1.10	\$1.07	\$0.99	\$0.94	\$0.90	\$0.85	\$0.81	\$0.77	\$0.73	\$0.69
Lexington	\$4.25	\$1.06	\$1.06	\$1.06	\$1.06	\$1.06	\$1.06	\$1.06	\$1.06	\$1.06	\$1.06
Rockbridge	\$4.50	\$1.13	\$1.13	\$1.13	\$1.13	\$1.13	\$1.13	\$1.13	\$1.13	\$1.13	\$1.13
Rockingham	\$3.00	\$2.70	\$2.40	\$2.10	\$1.80	\$1.50	\$1.20	\$0.90	\$0.60	\$0.60	\$0.60
Staunton	\$2.90	\$2.76	\$2.47	\$2.03	\$1.60	\$1.16	\$0.73	\$0.44	\$0.44	\$0.44	\$0.44
Waynesboro	\$3.25	\$2.60	\$2.28	\$1.95	\$1.63	\$1.30	\$0.98	\$0.98	\$0.98	\$0.98	\$0.98
<b>Regional Average CSPDC</b>		<b>\$1.92</b>	<b>\$1.74</b>	<b>\$1.54</b>	<b>\$1.34</b>	<b>\$1.15</b>	<b>\$0.95</b>	<b>\$0.80</b>	<b>\$0.70</b>	<b>\$0.69</b>	<b>\$0.69</b>
<b>Regional Average RVARC</b>		<b>\$1.67</b>	<b>\$1.38</b>	<b>\$1.12</b>	<b>\$0.87</b>	<b>\$0.66</b>	<b>\$0.62</b>	<b>\$0.60</b>	<b>\$0.60</b>	<b>\$0.60</b>	<b>\$0.60</b>

Figure C10: Effective BPP Tax Rates: CSPDC and RVARC<sup>29</sup>



<sup>28</sup> Data Source: Community websites and Commissioner of Revenue Office. Per \$100.

<sup>29</sup> Data Source: Community websites and Commissioner of Revenue Office. Per \$100.

Table C20: Business License Taxes: CSPDC and RVARC<sup>30</sup>

Locality	Business Services	Financial Services	Professional Services	Wholesale
Augusta	0.300	0.300	0.300	0.050
Bath				
Buena Vista	0.360	0.580	0.580	0.050
Harrisonburg	0.200	0.580	0.580	0.170
Highland	Merchant's Capital Tax			
Lexington	0.360	0.580	0.580	0.050
Rockbridge	0.230	0.380	0.380	0.050
Rockingham	Merchant's Capital Tax			
Staunton	0.360	0.400	0.400	0.120
Waynesboro	0.360	0.580	0.580	0.150
<b>Regional Average CSPDC</b>	<b>\$ 0.310</b>	<b>\$ 0.486</b>	<b>\$ 0.486</b>	<b>\$ 0.091</b>
<b>Regional Average RVARC</b>	<b>\$ 0.318</b>	<b>\$ 0.483</b>	<b>\$ 0.483</b>	<b>\$ 0.110</b>

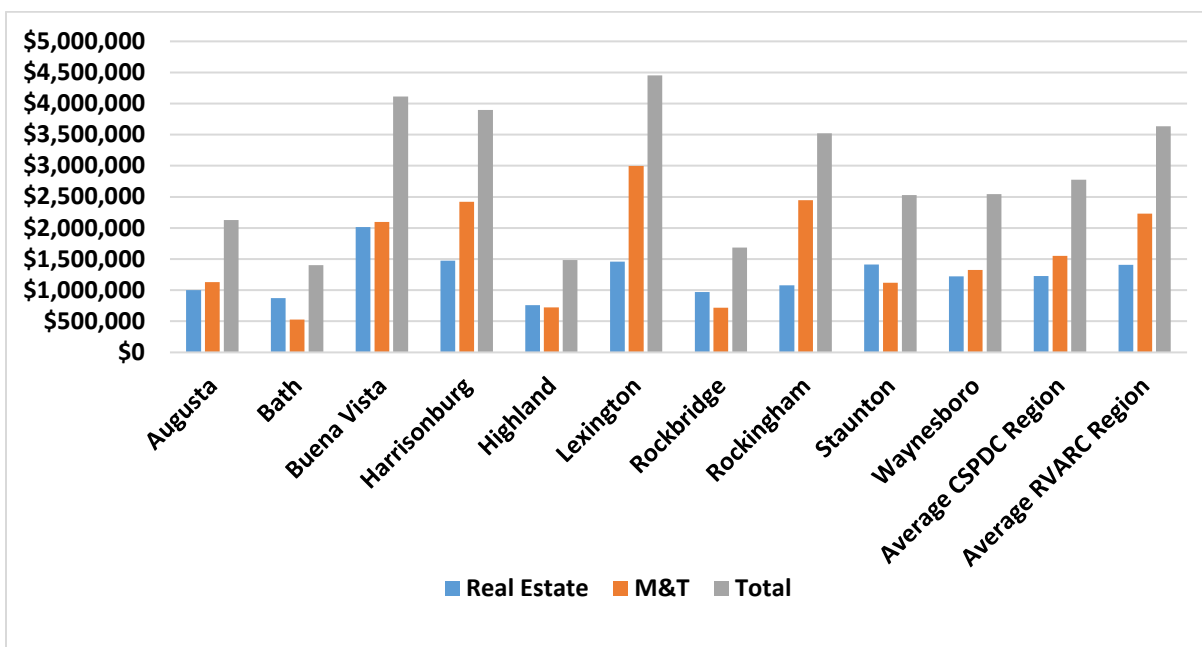
<sup>30</sup> Data Source: Community websites and Commissioner of Revenue Office.

## CSPDC and RVARC – Hypothetical Business Comparison

Table C21: Tax Burden on Hypothetical Manufacturer: CSPDC and RVARC<sup>31</sup>

	Real Estate	M&T	Total
Augusta	\$999,000	\$1,128,000	\$2,127,000
Bath	\$872,000	\$527,000	\$1,400,000
Buena Vista	\$2,014,000	\$2,097,000	\$4,112,000
Harrisonburg	\$1,475,000	\$2,421,000	\$3,896,000
Highland	\$761,000	\$725,000	\$1,486,000
Lexington	\$1,459,000	\$2,996,000	\$4,455,000
Rockbridge	\$968,000	\$719,000	\$1,687,000
Rockingham	\$1,079,000	\$2,445,000	\$3,523,000
Staunton	\$1,412,000	\$1,119,000	\$2,531,000
Waynesboro	\$1,221,000	\$1,324,000	\$2,546,000
<b>Average CSPDC Region</b>	<b>\$1,226,000</b>	<b>\$1,550,000</b>	<b>\$2,776,000</b>
<b>Average RVARC Region</b>	<b>\$1,406,000</b>	<b>\$2,229,000</b>	<b>\$3,634,000</b>
<b>% &gt; or &lt; than RVARC</b>	<b>-13%</b>	<b>-30%</b>	<b>-24%</b>

Figure C11: Tax Burden on Hypothetical Manufacturer: CSPDC and RVARC<sup>32</sup>



<sup>31</sup> Data Source: Community websites and Commissioner of Revenue Office. Estimated tax burden over 20 years.

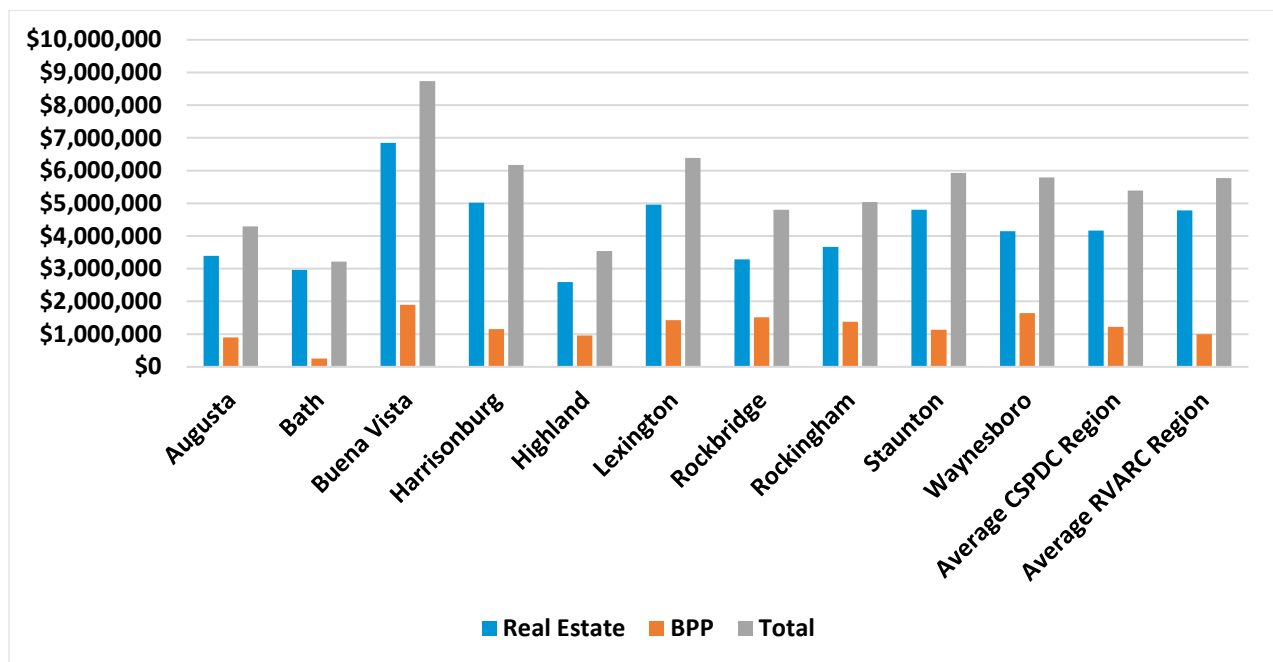
<sup>32</sup> Data Source: Community websites and Commissioner of Revenue Office. Estimated tax burden over 20 years.



Table C22: Hypothetical Distribution Center: CSPDC and RVARC<sup>33</sup>

	Real Estate	BPP	Total
Augusta	\$3,397,000	\$896,000	\$4,293,000
Bath	\$2,966,000	\$252,000	\$3,218,000
Buena Vista	\$6,848,000	\$1,893,000	\$8,740,000
Harrisonburg	\$5,015,000	\$1,157,000	\$6,172,000
Highland	\$2,588,000	\$953,000	\$3,541,000
Lexington	\$4,961,000	\$1,432,000	\$6,393,000
Rockbridge	\$3,289,000	\$1,517,000	\$4,806,000
Rockingham	\$3,667,000	\$1,375,000	\$5,042,000
Staunton	\$4,799,000	\$1,134,000	\$5,933,000
Waynesboro	\$4,152,000	\$1,643,000	\$5,795,000
<b>Average CSPDC Region</b>	<b>\$4,168,000</b>	<b>\$1,225,000</b>	<b>\$5,393,000</b>
<b>Average RVARC Region</b>	<b>\$4,779,000</b>	<b>\$996,000</b>	<b>\$5,774,000</b>
<b>% &gt; or &lt; than RVARC</b>	<b>-13%</b>	<b>23%</b>	<b>-7%</b>

Figure C12: Tax Burden on Hypothetical Distribution Center: CSPDC and RVARC<sup>34</sup>



<sup>33</sup> Data Source: Community websites and Commissioner of Revenue Office. Estimated tax burden over 20 years.

<sup>34</sup> Data Source: Community websites and Commissioner of Revenue Office. Estimated tax burden over 20 years.

## CSPDC and RVARC – Quality of Life Comparison

Table C23: CSPDC, RVARC, U.S. Cost of Living<sup>35</sup>

	Harrison- burg, VA	Staunton- Augusta County, VA	Lexington- Buena Vista- Rockbridge, VA	CSPDC	Roanoke MSA	National Average
Housing Index	92.0	92.1	73.0	85.7	83.0	100.0
Monthly Spending - Homeowners	\$6,758	\$6,761	\$6,273	\$6,597	\$6,786	\$7,286
Monthly Spending - Renters	\$3,568	\$3,670	\$3,398	\$3,545	\$3,677	\$4,146
Average Price - Apartment Rent	\$1,086	\$1,159	\$949	\$1,065	\$1,112	\$1,393
% Below National Average	-22%	-17%	-32%	<b>-24%</b>	-20%	
Average Price - Home Price	\$409,696	\$397,466	\$333,550	\$380,237	\$390,074	\$457,007
% Below National Average	-10%	-13%	-27%	<b>-17%</b>	-15%	

Table C24: CSPDC Parks<sup>36</sup>

CSPDC	Publicly- Owned Parks & Rec Facilities	# of State Parks	# of National Parks	Breweries, Wineries, Cideries, Distilleries
City of Waynesboro	11			
City of Staunton	9			
Augusta County	8			
Rockingham County	13			
City of Harrisonburg	19			
City of Lexington	9			
City of Buena Vista	1			
Rockbridge County	2			
Highland County	1			
Bath County	3			
<b>Total Parks CSPDC</b>	<b>76</b>	<b>2</b>	<b>2</b>	<b>28</b>

<sup>35</sup> Data Source: The Council for Community and Economic Research.

<sup>36</sup> Source: Locality Websites; may include affiliated towns

Table C25: RVARC Parks<sup>37</sup>

RVARC	Publicly- Owned Parks & Rec Facilities	# of State Parks	# of Nationa l Parks	Breweries, Wineries, Cideries, Distilleries
Roanoke County	40			
City of Roanoke	53			
City of Salem	9			
Franklin County	11			
Craig County	0			
Botetourt County	3			
Alleghany County	10			
City of Covington	7			
<b>Total Parks RVARC:</b>	<b>133</b>	<b>2</b>	<b>2</b>	<b>18</b>

Table C26: CSPDC Breweries<sup>38</sup>

14 Breweries
Seven Arrows Brewing Company
Friendly Fermenter
Pale Fire Brewing Co.
Great Valley Farm Brewery and Winery
Restless Moons Brewing Company
Elkton Brewing Company
Three Notch'd Brewing Company Harrisonburg
Shenandoah Valley Brewing Co.
Brothers Craft Brewing
Devils Backbone Outpost Brewery
Queen City Brewing
Blue Ridge Bucha Taproom
Redbeard Brewing Company
Bacova Beer Company

<sup>37</sup> Source: Locality Websites; may include affiliated towns

<sup>38</sup> Source: Virginia Tourism Corporation: Virginia.org

Table C27: RVARC Breweries<sup>39</sup>

10 Breweries
Parkway Brewing Company
Barrel Chest Wine and Beer
Hammer & Forge Brewing Company
Big Lick Brewing Company
Twin Creeks Brewery and Taproom
Olde Salem Brewing
Soaring Ridge Craft Brewers
Starr Hill Pilot Brewery & Side Stage
Deschutes Brewery - Roanoke Tasting Room
Nowhere Brewing

Table C28: CSPDC Wineries<sup>40</sup>

12 Wineries
Ox-Eye Vineyards Tasting Room
Brix & Columns Vineyards
Ecco Adesso Vineyards
Great Valley Farm Brewery and Winery
Purple WOLF Vineyard
Rockbridge Vineyard
Bluestone Vineyard & Winery
Marceline Vineyards
Sage Bird Ciderworks
CrossKeys Vineyards and Winery
Jump Mountain Vineyard
Lexington Valley Vineyard

<sup>39</sup> Source: Virginia Tourism Corporation: Virginia.org

<sup>40</sup> Source: Virginia Tourism Corporation: Virginia.org

Table C29: RVARC Wineries<sup>41</sup>

5 Wineries
Virginia Mountain Vineyards
AmRhein's Wine Cellars
Valhalla Vineyards
Blue Ridge Vineyards
Mountain Road Wine Experience

Table C30: CSPDC Cideries<sup>42</sup>

2 Cideries
Big Fish Cider, Co.
Showalter's Orchard and Greenhouse & Old Hill Cider

Table C31: RVARC Distilleries<sup>43</sup>

3 Distilleries
Brady's Distillery
Franklin County Distilleries
Twin Creeks Distillery

<sup>41</sup> Source: Virginia Tourism Corporation: Virginia.org

<sup>42</sup> Source: Virginia Tourism Corporation: Virginia.org

<sup>43</sup> Source: Virginia Tourism Corporation: Virginia.org



Table C32: CSPDC Top Travel Destinations<sup>44</sup>

Top Travel Destinations for Central Shenandoah Valley Region
Sky Line Drive
Caverns - Luray, Skyline, Shenandoah, Endless, Grand, Natural Bridge
Old Rag Mountain
Appalachian Trails
Natural Bridge
American Shakespeare Theater
Blue Ridge Parkway
P Buckley Moss Gallery
Goshen Pass & Maury River
Virginia Horse Center
Lexington, Staunton and their History (Woodrow Wilson Library; Stonewall Jackson Home
George Washington and Jefferson National Forest
Blackfriars Playhouse
Frontier Culture Museum

Table C33: RVARC Top Travel Destinations<sup>45</sup>

Top Travel Destinations for Roanoke Valley-Alleghany Region
Mill Mountain Star and Park (and Zoo)
Taubman Museum of Art
O. Winston Link Museum
Virginia Museum of Transportation
Blue Ridge Parkway
Black Dog Salvage
Roanoke Valley Greenways
Center in the Square
Smith Mountain Lake
McAfee Knob
Roanoke Pinball Museum
Science Museum of Western VA
Historic Roanoke City Market

<sup>44</sup> Source: Virginia Tourism Corporation: Virginia.org & Trip Advisor

<sup>45</sup> Source: Virginia Tourism Corporation: Virginia.org & Trip Advisor

Table C34: CSPDC Crime Rates (2022)<sup>46</sup>

CSPDC (2022)	Crimes Against Persons	Crimes Against Property
City of Waynesboro	334	807
City of Staunton	364	915
Augusta County	567	1,503
Rockingham County	345	964
City of Harrisonburg	670	1,776
City of Lexington	35	104
City of Buena Vista	47	79
Rockbridge County	172	485
Highland County	7	31
Bath County	13	19
<b>Total 2022</b>	<b>2,554</b>	<b>6,683</b>

Table C35: RVARC Crime Rates (2022)<sup>47</sup>

RVARC (2022)	Crimes Against Persons	Crimes Against Property
Roanoke County	1,265	2,430
City of Roanoke	3,462	6,645
City of Salem	334	756
Franklin County:	706	1,077
Craig County	49	52
Botetourt County	401	512
Alleghany County	147	214
City of Covington	125	106
<b>Total 2022</b>	<b>6,489</b>	<b>11,792</b>

<sup>46</sup> Source: Virginia State Police - Virginia Crime Online

<sup>47</sup> Source: Virginia State Police - Virginia Crime Online

# Appendix D:

## – Stakeholder Engagement

## APPENDIX D: STAKEHOLDER ENGAGEMENT

Four significant industry sectors were the main focus of the outreach during the CEDS process. These included: Major Employers and Manufacturers; Agribusiness and Tourism; Commercial Real Estate and Land Development; Entrepreneurs and Small Business. Representatives and/or leadership from the companies listed below participated in either focus groups or individual interviews.

Advanced Drainage Systems (ADS)	ivo Ltd.
Allegheny Instruments	James River Realty
American Parkour	Kerry Foods
Assistive Tech Works	Manufactory Collective
Balzer	Matchbox Realty
Berry Global	Modine Manufacturing
Cadence Inc	Monteverde Engineering and Design Studio
Cottonwood Commercial	Natural Bridge State Park
Daikin Applied	Neuman Aluminum Impact Extrusion
Everbrite	Perkins & Orrison
Farmer Focus	Riddleberger Brothers
FC Virginias	Ryzing Technologies
Fisher Auto Parts	Sentara
Grand Caverns	Tyson Cooper
Graphic Packaging	Virginia Museum of Natural History
Great Valley Vineyard	Valley Proteins
Harrisonburg Innovation Hub	Valley UAV
Highland Medical Center	Vita & Associates
InterChange Group	