



Agenda
Page County Board of Supervisors
Work Session
Board of Supervisors Room – 103 South Court Street, Luray
August 2, 2016 – 7:00 p.m.

Call to Order

- Pledge of Allegiance
- Invocation

Public Hearing – Solid Waste Revenue Bond

Amity Moler (p. 2)

Resolution – Monthly Financial Reviews

Amity Moler (p. 26)

Review of Strategic Economic Development Plan

Amity Moler (p. 27)

Adjourn

Mission Statement

To provide essential and desired services to all Page County citizens through an open and responsive decision making process that values ethical conduct, fiscal responsibility, professional expertise, regional collaboration and proactive stewardship.

**COUNTY OF PAGE, VIRGINIA
NOTICE OF PUBLIC HEARING**

Notice is hereby given that on August 2, 2016, the Board of Supervisors of the County of Page, Virginia (the "County") will conduct a public hearing, which may be continued or adjourned, as required under applicable law, in accordance with Section 15.2-2606 of the Code of Virginia of 1950, as amended, with respect to the adoption by the Board of a resolution or resolutions, as may be necessary or convenient, regarding the proposed financing of certain infrastructure improvements. The purpose of the financing is for the design, site work, excavation, construction, and equipping for Phase II of the Battle Creek Landfill including a new solid waste disposal cell, liner, and a compactor and related engineering, administrative and financing costs (collectively, "the Project"). The County plans to fund the Project through one or more revenue bonds to be issued in an aggregate principal amount not to exceed \$3,100,000. This Project financing amount will not be secured by the general obligation or a general pledge of the taxes of the County.

The public hearing, which may be continued or adjourned, will be conducted at 7:00 p.m., or as soon thereafter as the matter may be heard, by the Board of Supervisors in the Page County Board Room, Third Floor of County Offices, located at 103 S Court Street, Luray, Virginia. Interested persons may appear at such time and place and present their views whether orally or in writing, or submit written comments prior to the hearing. The County may set time limits on speakers and other rules and procedures for the conduct of this public hearing. Any persons with disabilities are urged to contact the County Administrator's Office at (540) 743-4142 prior to the public hearing to arrange for any necessary accommodations. For additional information, please contact the County Administrator's Office.

**BY ORDER OF THE PAGE COUNTY
BOARD OF SUPERVISORS
AMITY N. MOLER, COUNTY ADMINISTRATOR**

Page News & Courier: Please publish in the July 14 and July 21, 2016 issues of the Page News & Courier. Please send the certificate of publication to Amity N. Moler, County Administrator, Page County Offices, 103 S Court Street, Luray, VA 22835.

**CERTIFICATE OF THE CLERK OF THE
BOARD OF SUPERVISORS**

COUNTY OF PAGE, VIRGINIA

The undersigned Clerk of the Board of Supervisors, County of Page, Virginia (the "County"), certifies that:

1. Upon notice duly give, a meeting of the Board of Supervisors (the "Board") of the County was duly called and held on August 2, 2016 (the "Meeting").

2 Attached hereto is a true, correct and complete copy of a resolution (the "Resolution") of the Board entitled "Resolution of the Board of Supervisors of the County of Page, Virginia, Authorizing the Issuance and Sale of its Solid Waste Revenue Bond, Series 2016 in a Maximum Principal Amount Not to Exceed \$3,100,000, and the Execution and Delivery of Certain Documents Prepared in Connection Therewith," as recorded in full in the minutes of the Meeting and duly adopted by a majority of the members of the Board present and voting during the Meeting.

3. A summary of the members of the Board members present or absent at the Meeting, and the recorded vote with respect to the Resolution, is set forth below:

Member Name	Voting				
	Present	Absent	Yes	No	Abstaining
Johnny Woodward, Chairman	_____	_____	_____	_____	_____
Larry Foltz	_____	_____	_____	_____	_____
D. Keith Guzy, Jr.	_____	_____	_____	_____	_____
Dorothy F. Pendley	_____	_____	_____	_____	_____
Mark Stroupe	_____	_____	_____	_____	_____
David Wiatrowski	_____	_____	_____	_____	_____

4. The Resolution has not been repealed, revoked, rescinded or amended, and is in full force and effect on the date hereof.

WITNESS my signature and the seal of the County, this ___ day of August, 2016.

(SEAL)

Clerk of the Board of Supervisors
County of Page, Virginia

RESOLUTION OF THE BOARD OF SUPERVISORS OF THE COUNTY OF PAGE, VIRGINIA, AUTHORIZING THE ISSUANCE AND SALE OF ITS SOLID WASTE REVENUE BOND, SERIES 2016 IN A MAXIMUM PRINCIPAL AMOUNT NOT TO EXCEED \$3,100,000, AND THE EXECUTION AND DELIVERY OF CERTAIN DOCUMENTS PREPARED IN CONNECTION THEREWITH

WHEREAS, the County of Page, Virginia (the “County”), has determined that it is beneficial and advisable to borrow money and finance the design, site work, excavation, construction, and equipping for Phase II of the Battle Creek Landfill including a new solid waste disposal cell, liner, and a compactor and related engineering, administrative and financing costs (collectively, “the Project”); and

WHEREAS, the County intends to finance the Project by and through the issuance of its revenue bond in the maximum amount of \$3,100,000 (the “Bond”) to accomplish such financing; and

WHEREAS, the Board of Supervisors of the County (the “Board”) has duly noticed and held a public hearing at its meeting on December 9, 2014, prior to the consideration of this resolution and regarding the issuance of a bond to finance the Project; and

WHEREAS, the Board has previously approved the services of the Virginia Municipal League/Virginia Association of Counties’ Finance Program (“VML/VACo”) to solicit proposals from banking institutions and received a proposal from Signature Public Funding Corp. (“SPFC”) to purchase the Bond (as defined below) and SPFC has indicated its willingness to purchase such Bond in accordance with the terms of the Bond Purchase Agreement between SPFC and the County (the “Agreement”), the forms of which have been presented to the Board at this meeting;

BE IT RESOLVED BY THE BOARD OF SUPERVISORS OF THE COUNTY OF PAGE, VIRGINIA:

1. Authorization of Bond and Use of Proceeds. Pursuant to the Constitution of the Commonwealth of Virginia and the Public Finance Act of 1991, as amended (the “Public Finance Act”), Title 15.2, Chapter 26 of the Code of Virginia of 1950, as amended (the “Virginia Code”), and without regard to any requirements or restrictions contained in any charter or special act of the County, the Board hereby authorizes the issuance and sale of a revenue bond of the County in an aggregate principal amount not to exceed \$3,100,000 to fund the Project, including costs incurred in issuing the Bond (as hereinafter defined).

2. Authorization of Bond Purchase Agreement. The Board accepts the proposal of SPFC to purchase the County’s Bond on the terms set forth in SPFC’s proposal dated June 29, 2016 (the “Proposal”). The form of the Bond Purchase Agreement (the “Agreement”) related to the Bond and as submitted to the Board at this meeting is hereby approved. The Chairman of the Board and the County Administrator, either of whom may act (each an “Authorized Signatory”),

are authorized to execute the Agreement in substantially such form, with such completions, omissions, insertions and changes not inconsistent with this Resolution as may be approved by such official, whose approval shall be evidenced conclusively by the execution and delivery thereof. The issuance and sale of the Bond to SPFC shall be upon the terms and conditions of the Agreement. The proceeds of such Bond shall be applied in the manner set forth in the Agreement. All capitalized terms used but not otherwise defined herein shall have the same meaning as set forth in the Agreement.

3. Bond Details. The Bond shall be issued as a single, fully registered bond designated “Solid Waste Revenue Bond, Series 2016” (the “Bond”), shall be numbered R-1, and shall be in substantially the form of Exhibit A to this Resolution as hereby approved, with such completions, omissions, insertions and changes not inconsistent with this Resolution as may be approved by the officers signing such Bond. The Board authorizes the issuance and sale of the Bond on such terms as shall be satisfactory to the Authorized Signatory; provided however, that the Bond (i) shall be in a principal amount not to exceed \$3,100,000, (ii) shall mature no later than August 1, 2026 and (iii) shall bear interest on the outstanding principal balance thereof at a rate of interest not to exceed 1.82% per year (provided that default interest may be payable at a rate in excess thereof as provided in the related Agreement). As set forth in the Agreement, the County agrees to pay any applicable late payment or similar costs and expenses described therein. Subject to the preceding terms, the Board further authorizes the Authorized Signatory to determine the final terms, purchase price, initial interest rate, interest rate adjustment provision, maturity date and amortization schedule of the Bond, all of which shall be evidenced by the execution and delivery of the Bond, and no further action shall be necessary on the part of the Board so long as such provisions are within the limits prescribed in this Resolution.

4. Payment and Redemption Provisions. The principal of and premium, if any, and interest on the Bond shall be payable as set forth in the Bond and the related Agreement. The Bond shall be subject to redemption on the terms set forth in the related Agreement. The principal of and premium, if any, and interest on the Bond shall be payable in lawful money of the United States of America.

5. Execution and Form of Bond. The Bond shall be signed by the Chairman or Vice-Chairman and the County’s seal shall be affixed thereon and attested by the Clerk or Deputy Clerk of the Board. The Bond shall be issued as a typewritten bond in substantially the form of the Bond, with such completions, omissions, insertions and changes not inconsistent with this Resolution as may be approved by the Authorized Signatory, whose approval shall be evidenced conclusively by the execution and delivery of the Bond.

6. Pledge of Revenues. Neither the faith and credit of the County, the Commonwealth of Virginia nor any other political subdivision thereof shall be pledged for the payment of principal of and premium, if any, and interest on the Bond. The Board approves a pledge of the Revenues of the County’s Solid Waste System Operations (as those capitalized terms are defined in the Agreement) to the payment of monies due under the Agreement, including principal of and premium, if any, and interest on the Bond.

7. Annual Budget; Moral Obligation. The Board believes that Revenues and funds sufficient to make payment of all amounts due under the Agreement can be obtained. While

recognizing that it is not empowered to make any binding commitment to make such payments beyond the current fiscal year, the Board hereby states its intent to make annual appropriations for future fiscal years in amounts sufficient to make all such payments and hereby recommends that future Boards do likewise during the terms of the Agreement. The Board directs the County Administrator, or such other officer who may be charged with the responsibility for preparing the County's annual budget, to include in the budget request for each fiscal year during the term of the Agreement an amount sufficient, including Revenues, to pay all amounts coming due under the Agreement during such fiscal year. As soon as practicable after the submission of the County's annual budget to the Board, the County Administrator is authorized and directed to deliver to SPFC evidence that a request for an amount sufficient to make the payment of all amounts payable under the Agreement has been made. Throughout the term of the Agreement, the Executive Director shall deliver to SPFC within 30 days after the adoption of the budget for each fiscal year, but not later than July 1, a certificate stating whether an amount equal all payments coming due or payable during the next fiscal year has been appropriated by the Board in such budget. If at any time during any fiscal year of the County, the amount appropriated in the County's annual budget is insufficient to pay when due all amounts payable under the Agreement, the Board directs the County Administrator, or such other officer who may be charged with the responsibility for preparing the County's annual budget, to submit to the Board at the next scheduled meeting, or as promptly as practicable but in any event within 45 days, a request for a supplemental appropriation sufficient to cover the deficit.

8. Preparation of Printed Bond; Mutilated or Destroyed Bond. The printed Bond may be executed by manual or facsimile signature of the Chairman or Vice-Chairman, the County's seal affixed thereto and attested by the Clerk or Deputy Clerk of the Board; provided, however, that if both such signatures are facsimiles, no bond shall be valid until it has been authenticated by the manual signature of the Registrar and the date of authentication noted thereon. If the Bond has been mutilated, lost or destroyed, the County shall execute and deliver a new bond of like date and tenor in exchange and substitution for, and upon cancellation of, such mutilated bond or in lieu of and in substitution for such lost or destroyed bond; provided, however, that the County shall so execute and deliver only if the registered owner has paid the reasonable expenses and charges of the County in connection therewith and, in the case of a lost or destroyed bond, (a) has filed with the County an affidavit reasonably satisfactory to the County that such bond was lost or destroyed and (b) has furnished to the County reasonably satisfactory indemnity. The typewritten Bond surrendered in any such exchange shall be canceled.

9. Registration and Transfer of the Bond. The County appoints the County Treasurer as paying agent and registrar (the "Registrar") for the Bond. The Registrar shall maintain registration books for the registration of the Bond and transfers thereof. Upon surrender of the Bond at the office of the Registrar, together with an assignment duly executed by the registered owner or its duly authorized attorney or legal representative in such form as shall be reasonably satisfactory to the Registrar, the County shall execute, and the Registrar shall authenticate and deliver in exchange, a new bond or bonds having an equal aggregate principal amount, of the same form and maturity, bearing interest at the same rates and registered in such name as requested by the then registered owner or its duly authorized attorney or legal representative. Any such exchange shall be at the expense of the County, except that the Registrar may charge the person requesting such exchange the amount of any tax or other governmental charge required to be paid with respect thereto.

The Registrar shall treat the registered owner as the person or entity exclusively entitled to payment of principal, interest and premium, if any, and the exercise of all other rights and powers of the owner, except that regular installments shall be paid to the person or entity shown as owner on the registration books on the fifteenth day of the month preceding each payment date.

10. Delivery of Bonds. The Chairman or Vice-Chairman and Clerk of the Board are authorized and directed to take all proper steps to have the Bond prepared and executed in accordance with its terms and to deliver it to SPFC as the purchaser thereof as set forth in the Agreement.

11. Tax Provisions. The County covenants that it shall not take or omit to take any action the taking or omission of which will cause the Bond to be an “arbitrage bond” within the meaning of Section 148 of the Internal Revenue Code of 1986, as amended, and regulations issued pursuant thereto (the “Code”), or otherwise cause interest on the Bond to be includable in the gross income of the registered owner thereof under existing law. Without limiting the generality of the foregoing, the County shall comply with any provision of law that may require the County at any time to rebate to the United States any part of the earnings derived from the investment of the gross proceeds of the Bond, unless the County receives an opinion of nationally recognized bond counsel that such compliance is not required to prevent interest on the Bond from being included in the gross income for federal income tax purposes of the registered owners thereof under existing law. The County shall pay any such required rebate from legally available funds. The Authorized Signatories, either of whom may act, are authorized to execute a Tax Compliance Agreement or any related document (the "Tax Documents") on behalf of the County, setting forth the expected use and investment of the proceeds of the Bond and covenants of the County regarding compliance with provisions of the Code governing obligations the interest on which is excluded from gross income for purposes of federal income taxation. Further, the County covenants that it shall at all times conduct or cause to be conducted the use of, or the expenditure of, the proceeds from the issuance of the Bond so as not to permit more than the five percent (5%) for Nonexempt Uses, as that term is used in the Section 141 of the Code.

12. Bank-Qualification Designation. The County designates the Bond as a “qualified tax-exempt obligation” for the purpose of Section 265(b)(3) of the Code. The County represents and covenants as follows:

(a) The County will in no event designate more than \$10,000,000 of obligations as qualified tax-exempt obligations in calendar year 2016, including the Bond, for the purpose of such Section 265(b)(3);

(b) The County, all its “subordinate entities,” within the meaning of such Section 265(b)(3), and all entities which issue tax-exempt obligations on behalf of the County and its subordinate entities have not authorized, in the aggregate, more than \$10,000,000 of tax- exempt obligations to be issued in calendar year 2016 (not including “private activity bonds,” within the meaning of Section 141 of the Code, other than “qualified 501(c)(3) bonds,” within the meaning of Section 145 of the Code), including the Bond;

(c) Barring circumstances unforeseen as of the date of delivery of the Bond, the County will not issue tax-exempt obligations itself or approve the issuance of tax-exempt obligations of any of such other entities if the issuance of such tax-exempt obligations would, when aggregated with all other tax-exempt obligations theretofore issued by the County and such other entities in

calendar year 2016, result in the County and such other entities having issued a total of more than \$10,000,000 of tax-exempt obligations in calendar year 2016 (not including private activity bonds other than qualified 501(c)(3) bonds), including the Bond; and

(d) The County has no reason to believe that the County and such other entities will issue tax-exempt obligations in calendar year 2016 in an aggregate amount that will exceed such \$10,000,000 limit;

provided, however, that if the County receives an opinion of nationally recognized bond counsel that compliance with any covenant set forth in (a) or (c) above is not required for the Bond to be a qualified tax-exempt obligation, the County need not comply with such covenant.

13. Tax and Other Documents. Each of the Authorized Signatories is authorized and directed to execute and deliver an IRS Form 8038-G in a form approved by such officers and the County's bond counsel.

14. Limitation of Liability of Officials of County. No covenant, condition or agreement contained herein shall be deemed to be a covenant, agreement or obligation of an officer, employee, member of the Board, or agent of the County in his or her individual capacity, and no officer of the County or member of the Board executing the Bond shall be liable personally on the Bond or be subject to any personal liability or accountability by reason of the issuance thereof. No officer, employee or agent of the County shall incur any personal liability with respect to any other action taken by him or her pursuant to this Resolution provided he or she acts in good faith.

15. Other Actions. All other actions of officials of the County in conformity with the purposes and intent of this Resolution and the Agreement and in furtherance of the issuance and sale of the Bond are ratified, approved and confirmed. The officials of the County are authorized and directed to execute and deliver on behalf of the County such agreements and other instruments, documents or certificates, and to do and perform such things and acts, as they shall deem necessary or appropriate to carry out the transactions authorized by this Resolution or contemplated by the Bond or the Agreement, and all of the foregoing, previously done or performed by such officers of the County, are in all respects approved, ratified and confirmed.

16. Headings. Any headings in this resolution are solely for convenience of reference and shall not constitute a part of the resolution nor shall they affect its meaning, construction or effect.

17. Severability. If any court of competent jurisdiction shall hold any provision of this Resolution to be invalid and unenforceable, such holding shall not invalidate any other provision hereof.

18. Filing of Resolution. The Authorized Signatory and Clerk to the Board are authorized and directed to see to the prompt filing of a certified copy of this Resolution in the Circuit Court having jurisdiction over the County, in accordance with Sections 15.2-2607 and 15.2-2627 of the Public Finance Act.

19. Effective Date. This Resolution shall take effect immediately.

Adopted: August 2, 2016.

Chairman of the Board of Supervisors
County of Page, Virginia

ATTEST:

Clerk of the Board of Supervisors

(Form of Bond)

Interest on this bond is intended by the issuer thereof to be exempt from gross income for federal income tax purposes.

REGISTERED

DATED DATE

R-1

**UNITED STATES OF AMERICA
COMMONWEALTH OF VIRGINIA
COUNTY OF PAGE
\$-----
SOLID WASTE REVENUE BOND
SERIES 2016**

THE COUNTY OF PAGE, VIRGINIA (the "County"), for value received, acknowledges itself indebted and promises to pay to **SIGNATURE PUBLIC FUNDING CORP.** ("SPFC"), its registered assigns or legal representative, the principal amount of:

THREE MILLION ----- THOUSAND DOLLARS (\$-----,000)

on or before August 1, 2026, together with interest on the outstanding principal amount of this Bond at a rate of 1.82% per year, calculated on the basis of a 360-day year of twelve 30-day months. Interest on this Bond shall be payable in semi-annual installments, and principal of this Bond shall be payable in annual installments, all in the amounts and on the dates set forth in Schedule I attached hereto which is incorporated herein by this reference.

If any installment of principal of and interest on this Bond is not paid to the registered owner of this Bond on its due date, the County shall pay to the registered owner a late payment charge in an amount equal to two and one-half percent (2 1/2%) of the overdue installment. Principal and other sums hereunder are payable in lawful money of the United States.

Subject to the provisions of the Bond Purchase Agreement dated as of August 1, 2016 (the "Agreement"), between SPFC and the County, so long as this Bond is held by SPFC or its registered assigns or legal representative, interest is payable by check or draft mailed to the registered owner of this Bond at the address that appears on the registration books kept by the Treasurer of the County, who has been appointed registrar and paying agent, or any successor bank or trust company (the "Registrar"). Principal of and premium, if any, and interest on this Bond shall be payable in lawful money of the United States of America. In case any payment date on this Bond shall not be a Business Day (as defined below), then payment of principal, premium, if any, and interest need not be made on such date, but may be made on the next succeeding Business

Day, and, if made on such next succeeding Business Day, no additional interest shall accrue for the period after such payment date. "Business Day" means any Monday, Tuesday, Wednesday, Thursday or Friday on which commercial banking institutions generally are open for business in New York and Virginia. If an Event of Default has occurred and is continuing under the Agreement, the unpaid principal amount of this Bond shall bear interest at the rate of 12 percent per annum or the maximum rate permitted under applicable law, whichever is less.

This Bond has been authorized by a resolution adopted by the Board of Supervisors of the County on August 2, 2016 (the "Bond Resolution"), and is issued pursuant to the Constitution and the Public Finance Act of 1991 of the Commonwealth of Virginia, and the Agreement. Proceeds of this Bond will be used to provide funds to (a) finance the Project, as defined in the Resolution, and (b) pay the issuance and financing costs incurred in issuing this Bond.

Principal of and interest on this Bond shall be payable solely from the Revenues (as defined in the Agreement), except to the extent such payment shall be made from the proceeds of this Bond or the bonds or notes to be issued by the Town to redeem the Bond or the income, if any, derived from the investment thereof. The Revenues are pledged to secure the payment of the principal of and interest on this Bond (i) on parity with the pledge of Revenues to the payment of the Existing Parity Bonds (with the capitalized terms herein as defined in the Agreement). THIS BOND IS A LIMITED OBLIGATION OF THE COUNTY AND IS PAYABLE SOLELY FROM CERTAIN FUNDS TO BE DERIVED FROM ITS SOLID WASTE OPERATIONS AS SET FORTH PURSUANT TO THE AGREEMENT REFERENCED ABOVE AND AS THE SAME MAY FROM TIME TO TIME EXIST, WHICH FUNDS HAVE BEEN PLEDGED TO SECURE THE PAYMENT HEREOF. NEITHER THE COMMONWEALTH OF VIRGINIA NOR ANY POLITICAL SUBDIVISION THEREOF, INCLUDING THE COUNTY SHALL BE OBLIGATED TO PAY THE PRINCIPAL OF OR INTEREST ON THE BOND OR OTHER COSTS INCIDENTAL THERETO FROM ANY OTHER FUNDS. NEITHER THE FAITH AND CREDIT NOR THE TAXING POWER OF THE COMMONWEALTH OF VIRGINIA OR ANY POLITICAL SUBDIVISION THEREOF, INCLUDING THE COUNTY, IS PLEDGED TO THE PAYMENT OF PRINCIPAL OF OR INTEREST ON THE BOND OR OTHER COSTS INCIDENT THERETO.

The Town may issue additional bonds ranking on parity with this Bond with respect to the pledge of the Revenues of the Solid Waste System Operations.

The Bond is designated by the County as a qualified tax-exempt obligation under Section 265(b)(3)(B) of the Internal Revenue Code of 1986, as amended (the "Code"). Qualified tax-exempt obligations are commonly referred to as "bank qualified bonds." The County covenants and agrees that it will comply with the exception to the provisions of Section 265 of the Code in order that the Bond may qualify as a qualified tax-exempt obligation.

Notwithstanding anything in this Bond to the contrary, in addition to the payments of the principal, premium, if any, and interest provided for by this Bond, the County shall also pay such additional amounts, if any, which may be necessary to provide for payment in full of all amounts due under the Agreement.

This Bond may be redeemed at the option of the County upon the terms and conditions set forth in the Agreement. Capitalized terms used herein and not defined shall have the meaning as set forth in the Agreement.

Transfer of this Bond may be registered upon the registration books of the Bond Registrar. The Registrar shall treat the registered owner as the person exclusively entitled to payment of principal, premium, if any, and interest on this Bond and the exercise of all other rights and powers of the owner; provided that the regular installment payments of principal and interest shall be made to the person shown as the owner on the fifteenth day fo the month preceding each payment date.

All acts, conditions and things required by the Constitution and statutes of the Commonwealth of Virginia to happen, exist or to be performed precedent to and in the issuance of this Bond have happened, exist and have been performed, and this Bond, together with all other indebtedness of the County, is within every debt and other limitation prescribed by the Constitution and statutes of the Commonwealth of Virginia.

IN WITNESS WHEREOF, the County has caused this Bond to be signed by its Chairman and the seal of the County to be affixed hereto and attested by the Clerk of the Board of Supervisors, and this bond to be dated the date first above written.

(SEAL)

Chairman of the Board of Supervisors
County of Page, Virginia

ATTEST:

Clerk of the Board of Supervisors

SCHEDULE I

**COUNTY OF PAGE
SOLID WASTE REVENUE BOND
SERIES 2016**

Installment Number	Principal Installment Amount	Interest Installment Amount	<u>Due Date</u>
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[to be completed at closing]

BOND PURCHASE AGREEMENT

Between: **Signature Public Funding Corp. (the “Purchaser”)**
600 Washington Avenue, Suite 305
Towson, MD 21204
Attention: Executive Sales Officer

And: **County of Page, Virginia (the “Issuer”)**
103 S Court Street, Suite F
Luray, VA 22835
Attention: Amity N. Moler, County Administrator
Telephone: (540) 743-4142

Dated: **As of August 1, 2016**

This Bond Purchase Agreement (the “Agreement”) is entered into as of the date set forth above, between the County of Page, Virginia (the “Issuer”) and Signature Public Funding Corp. (the “Purchaser”). For and in consideration of the premises hereinafter contained, Issuer hereby agrees to issue and sell to Purchaser, and Purchaser agrees to purchase and accept, the Bond, as defined below, on the terms set forth herein.

ARTICLE I. DEFINITIONS

As used in the Agreement, the following terms will have the meanings indicated below unless the context clearly requires otherwise:

“Agreement” means the Bond Purchase Agreement executed by an Issuer and Purchaser, including all exhibits, schedules and attachments attached thereto.

“Authorizing Statute” means the Virginia Public Finance Act in the Code of Virginia.

“Bond” means the \$3,-----,000 Solid Waste Revenue Bond, Series 2016, issued by the Issuer, as identified in the Resolution.

“Bond Counsel” means Spotts Fain PC.

“Code” is defined in Section 3.1(f).

“Issue Date” is August __, 2016.

“Event of Default” is defined in Section 6.1.

“Existing Parity Bonds” means any of the Issuer’s bonds, notes or other evidences of indebtedness, as further described on Attachment 2, that on the date of the Bond’s issuance and delivery were secured by a pledge of Revenues on a parity with the pledge of Revenues securing the Bond.

“Issuer” means the entity identified as such in the first paragraph of the Agreement, and its permitted successors and assigns.

“Operation and Maintenance Expense” means the costs of operating and maintaining the System determined pursuant to generally accepted accounting principles, exclusive of (i) interest on any debt payable from Revenues, (ii) depreciation and any other items not requiring the expenditure of cash, (iii) any amounts expended for capital replacements, repairs and maintenance not recurring annually or reserves therefor, and (iv) reserves for administration, operation and maintenance occurring in the normal course of business.

“Project” means the financing of certain infrastructure improvements, including all or a portion of the design, site work, excavation, construction, and equipping for Phase II of the Battle Creek Landfill including a new solid waste disposal cell, liner, and a compactor and related engineering, administrative and financing costs.

"Purchaser" means the entity identified as such in the first paragraph of the Agreement, and its successors and assigns.

“Resolution” means the resolution of the Board of Supervisors of Issuer adopted August 2, 2016, authorizing the execution and delivery of this Agreement and the issuance of the Bond.

“Revenues” means (i) all rates, fees, rentals, charges, income and money properly allocable to the Solid Waste System Operations in accordance with generally accepted accounting principles or resulting from the Issuer’s ownership or operation of the collection, recycling, processing, storage or otherwise disposal of solid waste within or entering the Issuer’s jurisdiction, excluding customer and other deposits subject to refund until such deposits have become the Issuer’s property, (ii) the proceeds of any insurance covering business interruption loss relating to the Solid Waste System Operations, (iii) the proceeds on any money or securities related to the Solid Waste System Operations held by or on behalf of the Issuer, and (iv) any other money from other sources pledged by the Issuer to the payment of the Bond.

“State” means the Commonwealth of Virginia.

“Solid Waste System Operations” or “System” means all plants, systems, facilities, equipment or property, including but not limited to the Project, owned, operated or maintained by the Issuer and used in connection with the collection, recycling, processing, storage or otherwise disposal of solid waste, debris, refuse or recyclable material.

ARTICLE II. PURCHASE OF BOND

Section 2.1 **Purchase and Form of Bond.** On the terms, and subject to the conditions set forth in this Agreement, Purchaser hereby agrees to purchase the Bond, at a price of 100 percent of the par amount thereof. The principal amount of the Bond shall be \$-----,000. The form of the Bond is attached hereto as Attachment 1. The Bond is issued pursuant to the Authorizing Statute.

Section 2.2 **Interest; Installments.** The Bond shall bear interest at the rate of 1.82% per annum, calculated on a 30/360-day basis. Issuer will repay the Bond in semiannual installments, including principal and interest on each August 1 and interest on each February 1, beginning February 1, 2017, and ending August 1, 2026. Payments shall be made consistent with the Schedule I affixed to the Bond, which such Schedule is incorporated herein and made a part of this Agreement by this reference.

Section 2.3 **Application.** Any payments by Issuer to Purchaser shall be applied first to pay accrued interest, and second to pay principal.

Section 2.4 **Option to Prepay.** Issuer shall only have the option to prepay in whole the outstanding principal of the Bond on any payment date at a premium of 101% of the outstanding principal balance, plus any additional sums due under this Agreement and interest accrued to such prepayment date. Issuer shall provide written notice to Purchaser of its intention to prepay at least thirty (30) days in advance of such prepayment date.

ARTICLE III. COVENANTS AND CONDITIONS

Section 3.1 **Covenants of the Issuer.** As of the Issue Date, Issuer represents, covenants and warrants for the benefit of Purchaser as follows:

- (a) Issuer is a public body corporate and politic duly organized and existing under the constitution and laws of the State with full power and authority to issue the Bond, and to enter into the Agreement and the transactions contemplated thereby and to perform all of its obligations thereunder.

- (b) Issuer will do or cause to be done all things necessary to preserve and keep in full force and effect its existence as a body corporate and politic. To the extent Issuer should merge with another entity under the laws of the State, Issuer agrees that as a condition to such merger it will require that the remaining or resulting entity shall be assigned Issuer's rights and shall assume Issuer's obligations under the Bond and the Agreement.
- (c) Issuer has been duly authorized to issue the Bond and to execute and deliver the Agreement by proper action by its governing body, or by other appropriate official approval, and all requirements have been met and procedures have occurred in order to ensure the validity and enforceability of the Bond and the Agreement, and Issuer has complied with such public bidding requirements as may be applicable to the Bond, the Agreement and the Project. On the Issue Date, Issuer shall cause to be delivered an opinion of counsel, as to the federal and state tax exemption of interest on the Bond, with such changes therein as may be approved by Purchaser.
- (d) Issuer will provide Purchaser with current financial statements and budgets and such other financial information of Issuer as Purchaser may request, in such form and containing such information as may be requested by Purchaser.
- (e) Issuer shall maintain property and casualty insurance coverage in the amount of at least \$1,000,000 per occurrence for each property and bodily injury liability, with an aggregate amount of at least \$3,000,000 and shall add Purchaser as a loss payee and additional insured during the term of this Agreement, providing a certificate of such coverage and listing on the Issue Date.
- (f) Issuer will expend the proceeds of the Bond on costs and expenses of the Project for which the Issuer may expend Bond proceeds under the Authorizing Statute and shall pursue completion of the Project expeditiously.
- (g) Issuer will comply with all applicable provisions of the Internal Revenue Code of 1986, as amended (the "Code"), including Sections 103 and 148 thereof, and the regulations of the Treasury Department thereunder, from time to time proposed or in effect, in order to maintain the excludability from gross income for federal income tax purposes of the interest on the Bond. Issuer covenants and agrees that it will use the proceeds of the Bond as soon as practicable and with all reasonable dispatch for the purpose for which the Bond has been issued, and that no part of the proceeds of the Bond shall be invested in any securities, obligations or other investments except for the temporary period pending such use nor used, at any time, directly or indirectly, in a manner which, if such use had been reasonably anticipated on the date of issuance of the Bond, would have caused the Bond or related Bonds of the Project to be or become "arbitrage bonds" within the meaning of Section 103(b)(2) or Section 148 of the Code and the regulations of the Treasury Department thereunder proposed or in effect at the time of such use and applicable to obligations issued on the date of issuance of the Bond. In furtherance of the covenant contained in the preceding sentence, the Issuer agrees to comply with the tax compliance certificate delivered at the Issue Date and the provisions of Section 141 through 150 of the Code, as applicable.
- (h) The Issuer designates the Bond as a "qualified tax-exempt obligation" for the purpose of Section 265(b)(3) of the Code. The Issuer represents and covenants as follows:
 - i. The Issuer will in no event designate more than \$10,000,000 of obligations as qualified tax-exempt obligations in calendar year 2015, including the Bond, for the purpose of such Section 265(b)(3);
 - ii. The Issuer, all its "subordinate entities," within the meaning of such Section 265(b)(3), and all entities which issue tax-exempt obligations on behalf of the Issuer and its subordinate entities have not authorized, in the aggregate, more than \$10,000,000 of tax- exempt obligations to be issued in calendar year 2015 (not including "private activity bonds," within the meaning of Section 141 of the Code, other than "qualified 501(c)(3) bonds," within the meaning of Section 145 of the Code), including the Bond;
 - iii. Barring circumstances unforeseen as of the date of delivery of the Bond, the Issuer will not issue tax-exempt obligations itself or approve the issuance of tax-exempt obligations of any of such other entities if the issuance of such tax-exempt obligations would, when aggregated with all other tax-exempt obligations theretofore issued by the Issuer and such other entities in calendar year 2015, result in the Issuer and such other entities having issued a total of more than \$10,000,000 of tax-

exempt obligations in calendar year 2015 (not including private activity bonds other than qualified 501(c)(3) bonds), including the Bond; and

- iv. The Issuer has no reason to believe that the Issuer and such other entities will issue tax-exempt obligations in calendar year 2015 in an aggregate amount that will exceed such \$10,000,000 limit;

provided, however, that if the Issuer receives an opinion of nationally recognized bond counsel that compliance with any covenant set forth in (i) or (iii) above is not required for the Bond to be a qualified tax-exempt obligation, the Issuer need not comply with such covenant.

- (i) The issuance of the Bond and the execution, delivery and performance of the Agreement and compliance with the provisions thereof by Issuer does not conflict with or result in a violation or breach or constitute a default under, any resolution, bond, agreement, indenture, mortgage, note, lease or other instrument to which Issuer is a party or by which it is bound by any law or any rule, regulation, order or decree of any court, governmental agency or body having jurisdiction over Issuer or any of its activities or properties resulting in the creation or imposition of any lien, charge or other security interest or encumbrance of any nature whatsoever upon any property or assets of Issuer or to which it is subject.

Section 3.2 **Conditions.** Purchaser's obligation to purchase the Bond on the Issue Date is subject to satisfaction of the following conditions:

- (a) Purchaser shall have received a certified copy of the duly authorized Resolution;
- (b) Purchaser shall have received an original of the Agreement and the Bond, duly executed by Issuer in accordance with the Resolution;
- (c) Purchaser shall have received an opinion of Bond Counsel, in form and substance satisfactory to Purchaser's counsel, to the effect that:
 - i. the Resolution, the Agreement, and the Bond are valid and legally binding obligations of Issuer, enforceable against Issuer in accordance with their terms, except to the extent that enforceability may be limited by or rendered ineffective by (A) bankruptcy, insolvency, fraudulent conveyance, reorganization, moratorium and other similar laws affecting creditors' rights generally; (B) the application of equitable principles and the exercise of judicial discretion in appropriate cases; (C) common law and statutes affecting the enforceability of contractual obligations generally; and (D) principles of public policy concerning, affecting or limiting the enforcement of rights or remedies against governmental entities such as Issuer;
 - ii. the interest payable on the Bond is excludable from gross income under the Code;
 - iii. the Bond is not a "private activity bond" within the meaning of Section 141 of the Code, and
 - iv. the Bond is a qualified tax-exempt obligation under Section 265(b)(3)(B) of the Code;
- (d) Purchaser shall have received the certificate of a duly authorized representative of Issuer to the effect that:
 - i. there is no action, suit, proceeding, or investigation at law or in equity before or by any court or government, city or body pending or, to the best of the knowledge of Issuer, threatened against Issuer to restrain or enjoin the adoption of the Resolution or the execution and delivery of this Agreement or the issuance of the Bond, or the collection and application of funds as contemplated by this Agreement and the Bond, which in the reasonable judgment of Issuer, would have a material and adverse effect on the ability of Issuer to pay amounts due under the Bond, and
 - ii. the adoption of the Resolution and the execution and delivery of the Agreement and the Bond do not and will not conflict in any material respect with or constitute on the part of Issuer a breach of or default under any law, charter provision, court decree, administrative regulation, resolution, ordinance, or other agreement or instrument to which Issuer is a party or by which it is bound;

- (e) Purchaser shall have received such additional legal opinions, certificates, proceedings, instruments, or other documents as Purchaser or Bond Counsel may reasonably request to evidence compliance by Issuer with the legal requirements for adoption of the Resolution, execution and delivery of the Agreement, issuance of the Bond, acquisition and construction of the Project and the due performance or satisfaction by Issuer of all agreements then to be performed and all conditions then to be satisfied by Issuer.
- (f) Issuer shall have satisfied all of Purchaser's required conditions precedent to closing.

ARTICLE IV. PAYMENT AND SECURITY

Section 4.1 **Payment of Bond.** Issuer shall promptly pay the principal of, and interest and premium, if any, on the Bond in lawful money of the United States of America, in such amounts and on such dates as described in the Agreement and the Bond. Issuer shall pay Purchaser a charge on any delinquent payments in an amount sufficient to cover all additional costs and expenses incurred by Purchaser from such delinquent payment. In addition, Issuer shall pay a late charge of two and one-half percent (2 1/2%) on all delinquent payments of principal of and interest and premium, if any, on the Bond, and interest on said delinquent amounts from the date such amounts were due until paid at the rate of 12% per annum or the maximum amount permitted by law, whichever is less.

Section 4.2 **Use of Proceeds.** Unless otherwise waived by Purchaser, Issuer shall establish an escrow account for the Bond proceeds, held by either the Purchaser directly or by a mutually-agreed upon escrow agent. Issuer shall be entitled to withdraw proceeds to either reimburse itself or pay vendors for costs incurred on the Project. Notwithstanding this, Issuer shall, at a minimum, establish a segregated account for the proceeds on its books and shall reimburse itself from such account for the costs of the Project and shall pay the costs of issuing the Bond at the Issue Date.

Section 4.3 **Annual Appropriation and Issuer's Moral Obligation.** The following covenants and agreements of the Issuer are herein referred to collectively as the "Issuer's Moral Obligation":

- (a) No later than April 1 of each year beginning April 1, 2017, the County Administrator of the Issuer shall notify the Purchaser, in writing, of the amount (the "Annual Deficiency Amount") by which the sum of (a) the principal of and interest on the Bond, and (b) any other amounts due to be paid by the Issuer under this Agreement during the Issuer's next ensuing fiscal year, is expected to exceed the total of the revenues, grants and appropriations to be received during such next ensuing fiscal year that will be available to pay the amounts described in (a) and (b) above. In such event the County Administrator shall also, as soon as practicable, deliver to the Issuer's Board of Supervisors (the "Board") a certificate stating the Annual Deficiency Amount accompanied by a request that the Board appropriate and pay to the Purchaser from funds of the Issuer an amount sufficient to cure the deficiency, or to include the Annual Deficiency Amount in the annual budget submitted to the Board for the Issuer's next ensuing fiscal year.
- (b) The County Administrator shall promptly present such request to the Board, and the Board shall consider such request, at its next regularly scheduled meeting at which it is possible to satisfy any applicable notification requirement. Promptly after such meeting, the County Administrator shall notify the Purchaser whether the amount so requested was appropriated. If the Board shall fail to make any such appropriation, the County Administrator shall add the amount of such requested appropriation to the Annual Deficiency Amount and shall make a similar request for funding of the aggregate Deficiency Amount at each following meeting of the Board until the aggregate Deficiency Amount has been paid. Within ten (10) days after the adoption of each budget, but not later than July 1 of each year, the County Administrator shall deliver to the Purchaser a certificate stating whether the Board has appropriated an amount equal to the Annual Deficiency Amount to or on behalf of the Purchaser for such purpose in the Issuer's annual budget adopted for such fiscal year.
- (c) The Issuer shall pay to the Purchaser the amount of any annual or supplemental appropriation made pursuant to this Section. The Issuer acknowledges that any amounts appropriated pursuant to this Section shall be deemed to be pledged to secure the payment of the principal of and interest on the Bond and the other obligations of the Issuer under this Agreement.
- (d) The Board hereby undertakes a non-binding obligation to appropriate, as a current expense of the Issuer, such

amounts as may be requested from time to time pursuant to subsections (a) through (b) above, to the fullest degree and in such manner as is consistent with the Constitution and laws of the Commonwealth of Virginia. The Board, while recognizing that it is not empowered to make any binding commitment to make such appropriations in future fiscal years, hereby states its intention to make such appropriations in future fiscal years, and hereby recommends that future Boards do likewise.

- (e) Nothing contained in this Section shall bind or obligate the Board to appropriate funds for the purposes described herein.

Section 4.4 **Pledge of Revenues; System Management.**

- (a) Subject to the Issuer's right to apply Revenues to the payment of Operation and Maintenance Expense, the Revenues are hereby pledged to the Purchaser to secure the payment of the principal of the Bond and the payment and performance of the Issuer's obligations under this Agreement. This pledge shall be valid and binding from and after the execution and delivery of this Agreement. The Revenues, as received by the Issuer, shall immediately be subject to the lien of this pledge without any physical delivery of them or further act. The lien of this pledge shall, subject to the right of the Issuer to apply Revenues to the payment of Operation and Maintenance Expense, be on a parity basis with Existing Parity Bonds and shall have priority over all other obligations and liabilities of the Issuer, and the lien of this pledge shall be valid and binding against all parties having claims of any kind against the Issuer regardless of whether such parties have notice of this pledge.
- (b) The Issuer shall use its best efforts to collect all Revenues due to it and shall perfect liens as needed for the amount of all delinquent Revenues where such action is permitted by law.

Section 4.5 **Additional Indebtedness.** Without the prior written consent of the Purchaser which may be withheld in the Purchaser's sole discretion, the Issuer shall not incur any indebtedness or issue any bonds, notes or other evidences of indebtedness secured by a pledge of Revenues.

Section 4.6 **Full Faith and Credit.** Nothing in this Agreement, the Bond, or any security interest or instrument shall constitute a pledge of the full faith and credit nor taxing power of the Commonwealth of Virginia or of any political subdivision, including of the Issuer.

Section 4.7 **Obligations Absolute.** To the extent permitted by law, the obligations of Issuer to make the payments required under the Bond and the Agreement and to perform and observe the other agreements on its part contained in the Bond and the Agreement shall be absolute and unconditional and shall not be abated, rebated, set-off, reduced, abrogated, terminated, waived, diminished, postponed or otherwise modified in any manner or to any extent whatsoever while any portion of the Bond remains unpaid regardless of any contingency, act of God, event or cause whatsoever. Issuer shall pay absolutely net the amounts required to be paid hereunder, regardless of any rights of set-off, recoupment, abatement or counterclaim that Issuer might otherwise have against Purchaser, its successors or assigns or any other party or parties.

Section 4.8 **Agreement to Survive.** The provisions of the Agreement will survive the issuance of the Bond and the payment of the purchase price therefor. The Agreement will terminate upon the payment in full of all amounts due under the Bond and the Agreement, provided that any prepayment is undertaken in accordance with the Agreement and further provided that Section 5.3 of the Agreement will survive its termination.

ARTICLE V. ASSIGNMENT; RISK OF LOSS

Section 5.1 **Assignment by Purchaser.** Purchaser's right, title and interest in, to and under the Bond and the Agreement may be assigned and reassigned in whole without the necessity of obtaining the consent of Issuer. Issuer agrees to execute all documents, including notices of assignment that may be reasonably requested by Purchaser or any assignee to evidence any such assignment or reassignment, including without limitation the issuance of a new Bond of like tenor registered in the name of the assignee upon surrender of the old Bond. If any Bond is lost, destroyed or stolen, evidence of such loss, destruction or theft may be submitted to Issuer, and Issuer shall execute and deliver a new Bond of like tenor in lieu of and in substitution for the Bond so lost, destroyed or stolen, upon receipt of a written indemnity from Purchaser reasonably satisfactory to Issuer.

Section 5.2 **Assignment by Issuer.** NONE OF ISSUER'S OBLIGATIONS UNDER THE BOND OR THE AGREEMENT MAY BE ASSIGNED BY ISSUER FOR ANY REASON, WITHOUT THE PRIOR WRITTEN CONSENT OF PURCHASER.

Section 5.3 **Risk of Loss Covenants.** Issuer shall not be required to indemnify or hold Purchaser harmless against liabilities arising from the Agreement. However, as between Purchaser and Issuer, and to the extent permitted by law, Issuer shall bear the risk of loss for, shall pay directly, and shall defend against any and all claims, liabilities, proceedings, actions, expenses, damages or losses arising under or related to the Bond or the Agreement, including, but not limited to, the loss of federal tax exemption of the interest on the Bond, except that Issuer shall not bear the risk of loss of, nor pay for, any claims, liabilities, proceedings, actions, expenses, damages or losses that arise directly from the gross negligence or willful misconduct of the Purchaser.

ARTICLE VI. DEFAULT

Section 6.1 **Events of Default Defined.** Any of the following shall constitute an "Event of Default" under the Agreement:

- (a) Failure by Issuer to make any payment of principal of, or interest or premium on, the Bond, or other payment required to be paid under the Agreement, at the time specified therein;
- (b) Failure by Issuer to observe and perform any covenant, condition or agreement on its part to be observed or performed with respect to the Bond or the Agreement, other than as referred to in subparagraph (a) above, for a period of thirty (30) days after written notice specifying such failure and requesting that it be remedied is given to Issuer by Purchaser, unless Purchaser shall agree in writing to an extension of such time prior to its expiration; provided that, if the failure stated in the notice cannot be corrected within the applicable period, Purchaser will not unreasonably withhold its consent to an extension of such time if corrective action is instituted by Issuer within the applicable period and diligently pursued until the default is corrected;
- (c) Any statement, representation or warranty made by Issuer in the Agreement or the Bond shall prove to have been false, incorrect, misleading or breached in any material respect on the date when made;
- (d) Issuer shall (i) apply for or consent to the appointment of a receiver, trustee, custodian or liquidator of Issuer, or of all or a substantial part of the assets of Issuer, (ii) be unable, fail or admit in writing its inability generally to pay its debts as they become due, (iii) make a general assignment for the benefit of creditors, (iv) have an order for relief entered against it under applicable federal bankruptcy law, or (v) file a voluntary petition in bankruptcy or a petition or an answer seeking reorganization or an arrangement with creditors or taking advantage of any insolvency law or any answer admitting the material allegations of a petition filed against Issuer in any bankruptcy, reorganization or insolvency proceeding;
- (e) Issuer shall default on any of its indebtedness issued whether or not on a parity basis with the Bond, which indebtedness remains uncured after any applicable cure period permitted by such indebtedness; or
- (f) An order, judgment or decree shall be entered by any court of competent jurisdiction, approving a petition or appointing a receiver, trustee, custodian or liquidator of Issuer or of all or a substantial part of the assets of Issuer, in each case without its application, approval or consent, and such order, judgment or decree shall continue unstayed and in effect for any period of 60 consecutive days.

Section 6.2 **Remedies on Default.** If an Event of Default shall have occurred, Purchaser may proceed against Issuer and its agents, officers and employees to protect and enforce the rights of Purchaser under the Bond and the Agreement by mandamus or by other suit, action or special proceedings in equity or at law, in any court of competent jurisdiction, either for the appointment of a receiver or for the specific performance of any covenant or agreement contained in the Bond or in the Agreement, or in an award of execution of any power herein granted for the enforcement of any proper, legal or equitable remedy as Purchaser may deem most effectual to protect and to enforce its rights under the Bond or the Agreement, or to enjoin any act or thing which may be unlawful or in violation of any right of Purchaser under the Bond or the Agreement, or to require Issuer to act as if it were the trustee of an express trust, or any combination of such remedies. While any Event of Default exists, the unpaid principal amount of the Bond shall, at the Purchaser's election, bear interest at the rate of 12 percent per annum or the maximum rate permitted

by applicable law, whichever is less.

Section 6.3 **No Remedy Exclusive.** No remedy conferred upon or reserved to Purchaser in the Agreement or the Bond is intended to be exclusive and every such remedy shall be cumulative and shall be in addition to every other remedy given under the Agreement or the Bond now or hereafter existing at law or in equity. No delay or omission to exercise any right or power accruing upon any default shall impair any such right or power or shall be construed to be a waiver thereof, but any such right or power may be exercised from time to time and as often as may be deemed expedient. In order to entitle Purchaser to exercise any remedy reserved to it in this Article it shall not be necessary to give any notice, other than such notice as may be required in this Article.

Section 6.4 **Costs and Attorney Fees.** Upon the occurrence of an Event of Default by Issuer in the performance of any term of the Agreement or the Bond, Issuer agrees to pay to Purchaser or reimburse Purchaser for, in addition to all other amounts due hereunder, all of Purchaser's costs of collection, including reasonable attorney fees, whether or not suit or action is filed thereon. Any such costs shall be immediately due and payable upon written notice and demand given to Issuer, and shall bear interest at the rate of 12% per annum or the maximum amount permitted by law, whichever is less. In the event suit or action is instituted to enforce any of the terms of the Agreement or the Bond, the prevailing party shall be entitled to recover from the other party such sum as the court may adjudge reasonable as attorneys' fees at trial or on appeal of such suit or action or in any bankruptcy proceeding, in addition to all other sums provided by law.

ARTICLE VII. MISCELLANEOUS

Section 7.1 **Notices.** All notices, certificates or other communications hereunder shall be sufficiently given and shall be deemed given when delivered or mailed by certified mail, postage prepaid, to the parties hereto at the addresses immediately after the signatures to the Agreement (or at such other address as either party hereto shall designate in writing to the other for notices to such party), to any assignee at its address as it appears on the registration books maintained by Issuer.

Section 7.2 **Further Assurances.** Issuer agrees to execute such other and further documents and to take all such action as may be necessary or appropriate, from time to time, in the reasonable opinion of Purchaser, to consummate the transactions contemplated hereby and thereby, and to carry out the purposes and intentions of the Agreement.

Section 7.3 **Binding Effect.** The Agreement and the Bond shall inure to the benefit of and shall be binding upon Purchaser and Issuer and their respective successors and permitted assigns.

Section 7.4 **Severability.** In the event any provision of the Agreement shall be held invalid or unenforceable by any court of competent jurisdiction, such holding shall not invalidate or render unenforceable any other provision hereof.

Section 7.5 **Waiver of Jury Trials.** Issuer and Purchaser hereby irrevocably waive all right to trial by jury in any action, proceeding or counterclaim (whether based on contract, tort or otherwise) arising out of or relating to the Bond or the Agreement or the actions of Purchaser or Issuer in the negotiation, administration, performance or enforcement hereof.

Section 7.6 **Amendments, Changes and Modifications.** The Agreement may be amended in writing by Purchaser and Issuer.

Section 7.7 **Execution in Counterparts.** The Agreement hereunder may be simultaneously executed in several counterparts, each of which shall be an original and all of which shall constitute but one and the same instrument.

Section 7.8 **Applicable Law.** The Agreement shall be governed by and construed in accordance with the laws of the State.

Section 7.9 **Captions.** The captions or headings in the Agreement are for convenience only and in no way define, limit or describe the scope or intent of any provisions or sections of the Agreement.

[SIGNATURE PAGE FOLLOWS]

IN WITNESS WHEREOF, Purchaser and Issuer have caused the Bond Purchase Agreement to be executed in their names by their duly authorized representatives as of the date first above written.

Purchaser: Signature Public Funding Corp.
By:
Name:
Title:

Issuer: County of Page, Virginia
By:
Name: Johnny Woodward
Title: Chairman, Board of Supervisors

Address for Notice:
Signature Public Funding Corp.
600 Washington Ave., Suite 305
Townson, MD 21204
Telephone: (410) 704-0083
Attention: Douglas S. Dillon, Executive Sales Officer

Attest:
By:
Name: Amity N. Moler
Title: County Administrator

Address for Notice:
103 S Court Street, Suite F
Luray, VA 22835
Telephone: (540) 743-4142
Attention: County Administrator

Form of Bond

[See Transcript Tab 3]

EXISTING PARITY BONDS

\$----- Revenue Bond, Series 2006

#2016-07
RESOLUTION
TO IMPLEMENT
MONTHLY FINANCIAL REVIEWS

WHEREAS, at the Board of Supervisors meeting held on May 3, 2016, the Board adopted the FY 2016-2017 budget; and

WHEREAS, after adoption, County department heads, Constitutional Officers and agencies were provided with a copy of their approved budget; and

WHEREAS, it is incumbent upon County department heads, Constitutional Officers and agencies not to exceed their adopted budget; and

WHEREAS, the County Administrator or designee will report to the Board on a monthly basis the status of departmental expenditures to-date; and

WHEREAS, the Treasurer is directed to provide the Board with a monthly update on the cash flow to confirm the County's ability to meet financial obligations; and

WHEREAS, in the event that any County department or Constitutional Officer's departmental budget is overspent, at the end of any monthly reporting period, that department head or Constitutional Officer will be required to present to the Board the reasons for overspending and a solution addressing corrective measures.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Supervisors hereby implements these measures to ensure that the departmental spending does not exceed the adopted budget.

This Resolution was adopted by the Page County Board of Supervisors on this 2nd day of August, 2016.

Johnny Woodward, Chairman

Amity Moler, Clerk



Revised Strategic Economic Development Plan 2008

November 2008

Acknowledgements

Page County Board of Supervisors

Tommy R. LaFrance, Chairman
J.D. Cave
Gerald M. Cabbage
Charles M. Hoke
Larry Sours
Carol Lee Fischer-Strickler

Page County Strategic Economic Development Plan Citizen Committee

Rick Black, Town of Luray
J.D. Cave, Page County Board of Supervisors
Russ Comer, Town of Shenandoah
Bill Dudley, Real Estate
Kevin Henry, Page County Planning Department
Dawn Liscomb, Planning Commission
Terry Pettit, Town of Stanley
Karen Riddle, Luray/Page County Chamber of Commerce
Bill Shuler, Economic Development Authority
Dave Tong, Business
Jerry Turner, Agriculture

Page County Economic Development Authority

Lowell B. Baughan, Chairman
Bill Shuler, Vice Chairman
Bruce Arnold
Bob Dagitz
Monte Layman
Gary L. Morris
Dave Tong
Bill Turner
Mike Uram
Carolyn Miller, Secretary

Page County Planning Commission

Paul Otto, Chairman
Alan Eldridge, Vice Chairman
Charles Newton, Secretary
Louis M. Bosley
Frank deSerio
Sandra Hammel
Dawn Liscomb
Darrell Short
Jackie Sullivan Smoot

County Staff

Mark Belton, County Administrator
Dr. Tom Cardman, Director of Economic Development
Delain Clark, Assistant Director of Economic Development

Sara Levinson, Corecon

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Executive Summary

The Economic Development plan is designed to guide future development priorities and activities in Page County for the next five years. Key elements of the plan include:

Guiding Principles: Seven economic development principles are presented. These emerged from community discussions of economic development needs and opportunities. The principles were discussed during the 2008 plan review and carried forward from the 2004 strategic economic development plan, including some additional items. These principles emphasize preserving the rural and picturesque nature of the county, supporting existing businesses and attracting investment, creating new jobs, building infrastructure and encouraging “green” industry.

The Economic Development Plan: The Economic Development Plan begins with a statement of the Vision (Where do we want to be?). The Objectives, Strategies and Action Plans (How do we get there?) outline a pathway to achieving the vision and Critical Resources (What resources do we need?) highlight what is needed to support the initiatives described.

The Objectives:

There are three objectives described in this plan: Business Retention and Attraction, Tourism and Sustainable Agriculture.

In order to retain businesses in Page County, public education is needed to let firms know what resources (financial, information, expertise, etc.) are available to leverage their existing efforts and investments. It is critical to diversify the economic base of the County by attracting certain sizes and types of companies that fit with the rural character of the community. To accomplish this goal, the County needs ready-to-go sites complemented with the ability to process permits, licenses, etc. within short turnaround times.

Tourism spending is strong and continues to grow. The Luray/Page County Chamber of Commerce, through the Tourism Council, is the lead organization charged with tourism marketing. The Chamber and Tourism Council are continuing to refine their marketing plan and communicate details about this and their financial status to the Board of Supervisors on a regular basis.

Agriculture is an important part of the economy of Page County. In 2002 total agricultural revenues were \$107.4 million. Livestock sales accounted for 99 percent of these sales. Poultry generated 92 percent (\$97,819,920) of the total livestock revenue. Forces beyond the farmers’ control such as increasing costs of grain, fuel and fertilizer are significantly affecting the viability of these businesses. Large companies that own the poultry are beginning to consolidate operations—a move which could devastate the agriculture industry in Page County without much forewarning. It is critical that the agricultural community and leadership of the County move forward to develop ways to create a sustainable agricultural industry.

Critical Resources:

Infrastructure, Education and Workforce Development, and Economic Development Programs and Services are three resources that are needed to accomplish the Objectives outlined in this plan.

Proactive communication is needed with the Virginia Department of Transportation to support efforts to address concerns regarding specific roadways. Other transportation methods, rail and air, must also continue to be supported. Train traffic is expected to double in the next five years and the County is working with Norfolk Southern to install passing tracks at strategic locations to enhance service to local businesses. High-speed broadband service is another important utility that is mostly unavailable in the County. Page County is conducting a planning study to install a fiber backbone in the County and the final stage of this work is underway.

Workforce development remains a critical issue. The County has several organizations that offer training and education. Ongoing communication between local businesses and these institutions is needed to ensure that training matches the workforce requirements. There are many different types of students (i.e. high school students, business owners, individuals between jobs) and providing training and education that is appropriate for their needs is important.

Economic development activities continue to expand in the County. A critical task is to open lines of communication and develop partnerships between all jurisdictions inside the County in a cooperative effort to assist local businesses.

Page County Mission Statement

To provide essential and desired services to all Page County citizens through an open and responsive decision making process that values ethical conduct, fiscal responsibility, professional expertise, regional collaboration and proactive stewardship.

Introduction

Introduction

What are the strengths and weaknesses of the Page County economy? How can the County enhance its economic strengths and address its economic deficiencies? What resources are needed? What must be done to have an economic base that promotes and supports the long-term economic viability of the County? Who should be involved? Answering these questions is not an academic exercise but requires an exploration into the realities of Page County's evolving economy.

Page County, located in northwest Virginia, is an agricultural community with a current population of approximately 24,000. Historically, one of Page County's major sources of employment was the manufacturing industry. However, several local plants closed, relocating their facilities overseas. This shift reduced employment in the manufacturing sector by 50 percent over five years. This change not only affected the employees that were laid off and their families, but the economic vitality of the entire County. Other challenges have limited the County's ability to thrive including the lack of infrastructure.

Planning Process

In 2003, the Page County Strategic Economic Development Plan Management Team, in conjunction with the Virginia Department of Housing and Community Development, the Page County Planning Commission, and citizens and County staff, developed a Strategic Economic Development Plan to address the economic challenges the County was facing. The Economic Development Authority and Department of Economic Development were created to implement the plan.

In the spring of 2008, staff from the Department of Economic Development performed a status report on the progress made in implementing the 2004 plan. It was determined at that time that a comprehensive update of the existing plan was necessary. A citizen committee was formed and convened in the summer of 2008 to review and update the plan. Their task was to discuss what had happened since the implementation of the initial plan, determine what remained to be done, and add new information and tasks to be undertaken. Once completed, the updated plan will need to be reviewed and approved by the Page County Economic Development Authority, Planning Commission and Board of Supervisors.

Outline of the Plan

Each part of the plan includes an "Overview" section followed by "Issues and Opportunities" and a related action plan. Each item in the Action Plan section has been prioritized (A, B or C) by the Department of Economic Development, taking into consideration current resources and circumstances. These priorities may shift in response to changes in future demands and resources. It is important to note that the text in the "Overview" sections at the beginning of each topic, with the exception of Agriculture and Tourism, are excerpted from the 2004 plan. The information in the "Issues and Opportunities" sections was derived from the discussions of the 2008 citizen committee. The six sections are:

Objectives

Business Retention and Attraction
Sustainable Agriculture
Tourism

Critical Resources

Infrastructure
Education and Workforce Development
Economic Development Programs and Services

A key theme of this plan is the necessity for Page County to continue to be proactive in its economic development activities. This effort can be supported by the periodic review and update of this document to reflect changing economic conditions and emerging economic priorities.

This plan is to be used by the Page County Board of Supervisors and the Economic Development Authority as a guide for future economic development priorities and activities. The Board of Supervisors should request periodic updates regarding elements within this plan. These updates along with the efforts of the Economic Development Department and Economic Development Authority should position the Supervisors to provide the necessary resources and leadership to move the plan forward.

Guiding Principles

Local economies are continually evolving. An important part of creating a prosperous economic future is Page County's ability to attract economic investment. Competition for new investment is fierce. To compete effectively the County and its development partners must continue to understand the needs of businesses and provide the programs, facilities and resources necessary to address these needs.

Retaining and allowing existing businesses to grow is a critical component of any successful economic development program. Page County's diversified economy, based on the three "legs" of industry, tourism and agriculture, provides an excellent foundation for growth. Nurturing the growth of existing Page County businesses requires a clear understanding of business needs.

Infrastructure is a crucial component of a successful economy and economic growth. Page County and its municipal and private sector partners must continue to focus on developing the intergovernmental and organizational relationships, transportation system, telecommunications and utilities necessary to ensure that Page County residents and businesses have facilities that meet current needs and sufficient capacity for future growth.

Evolving economies create new labor force needs and job skill opportunities. Education and workforce development programs are critical components of successful economic development programs. By supporting education, retraining and lifelong learning opportunities, Page County and its public and private sector partners will ensure that the labor force needs of existing and future businesses can be met.

A programmatic approach is crucial and can be an important key to successful economic development efforts. Page County recognizes that such a programmatic approach requires both staff and other resources to implement successful economic initiatives.

Preserving the rural and picturesque nature of the county is a priority for the community and the county's economic development activities. Establishing a balance between industrial/commercial development and preservation of agricultural land and open space is an important consideration.

Encouraging "green" industry through the enhancement and development of environmentally friendly and energy conscious business activities is an important element of future expansion.

Economic Development Plan

Vision

The intention of this plan is to establish a direction for economic growth that is guided by the vision of the community. This vision includes:

- **Better quality of life for the community** - There are many ways to define the nature of “a better quality of life.” This description could include different desires of the County’s citizens such as increased wages, improved infrastructure and amenities, a healthy place to live and increased employment opportunities.
- **Job retention and creation** - The creation of jobs and retention of the existing jobs in the County is one of the fundamental goals.
- **Retain the rural character of the community and protection of natural resources** - Protection of our natural resources is vital, including the mountains, groundwater, caves and rivers. Farms, woodlands and open space are also a part of what is seen as the County’s “natural resources” and must be protected.
- **Balance growth of agriculture, tourism and industry** - To protect the County’s natural resources and maintain the rural nature of the community, a balance of agriculture, tourism and industry must be obtained and considered in development activities.
- **Strong unified working relationships between the County and towns** - Communication and cooperation is critical to the successful growth of the County’s economy. Only through partnerships between jurisdictions can the whole County truly thrive.

Objective: Business Retention and Attraction

Overview

“We must be ready.” This phrase is heard in communities across the Commonwealth and the nation. It reflects the understanding that counties must be ready to address the needs of businesses that are looking for a place to locate new facilities. “Being ready” involves having the quality of life, capital facilities, infrastructure and organizational capacity to meet business needs. Page County understands the importance of being ready.

Page County has strengths that it markets to prospective businesses. Business prospects recognize quickly that Page County residents enjoy a high quality of life. The region’s geographic natural beauty is unsurpassed in Virginia. Page’s proximity to Northern Virginia and the commercial and educational resources found in Harrisonburg further enhance the County’s quality of life. Major tourism destinations in the County and region provide a high degree of community identity. Nearby national and state park facilities provide a variety of opportunities for outdoor recreation. The County’s high quality of life and strategic location has resulted in the community becoming a desired retirement destination.

While building upon and marketing its strengths, Page County must also address weaknesses that can infringe upon its success in attracting new business investment. Although land is available in the County, very little available land in the County is “ready-to-go”. Proper zoning, access, legal control, grading, utilities and in some cases buildings are all factors necessary to create sites ready for new businesses. In the highly competitive world of economic development, businesses benefit from “turn-key” solutions that allow them quick startups.

In most communities, existing businesses provide the greatest opportunities to provide new jobs and new capital investment. Many local governments with active economic development programs expend substantial resources nurturing and providing assistance to these firms. In order to grow, businesses may need training or access to capital to finance an expansion. They may require assistance finding skilled employees, resolving taxation or zoning issues, and learning to tap into new markets for their products. Local and state governments and specialized organizations such as the Small Business Administration’s Small Business Development Centers have the knowledge and skills to provide these and other services.

Issues and Opportunities

Business retention and attraction both are vital to the economic growth of the County. In some ways, business retention is even more critical than business recruitment to the economic viability and growth of the county.

The County continues to face challenges in retaining businesses, specifically in the agricultural sector (discussed later in this plan) and manufacturing industries. Strategies must be developed to address retention of businesses in all industries, including proactive communication with local firms to ensure the County is aware of the needs and issues they face.

Public education is an important tool that must be used to assist existing businesses. Firms may be missing out on opportunities that are available to them including the County's status as a HUBZone, state and federal assistance programs, and opportunities in federal, state and local government procurement. Several entities, including the Luray/Page Chamber of Commerce and Department of Economic Development, are well positioned to offer information and workshops to business owners and operators to help them tap in to these resources and opportunities.

There are a number of steps that must be taken to attract businesses. The first one is to identify the kinds of firms and industries that are a good fit for the County and those that are not. Determining those industries should be done in conjunction with the land use plan and the desires of the community, such as maintaining the rural character of the County. It is also important to diversify the industry base in the County. If the County relies too heavily on one core industry such as manufacturing, the County will be in an unstable position if the industry begins to fail. Another strategy to develop stability in the County's economy is to encourage 10 businesses that employ 50 people, rather than one business that employs 500 people. This approach would reduce the impact to the community if one business fails.

In attracting new businesses it is important to highlight the County's access to major highways as well as its proximity to key centers of commerce, such as DC—which is particularly relevant for firms who sell to the government.

According to the Virginia Employment Commission, 61 percent of the County's workforce currently commutes outside the County for employment. That portion of the population is a skilled and available workforce that will be attractive to new businesses considering locating in Page County.

As mentioned in the Overview section above, there is a lack of ready-to-go sites within the County. The lack of publicly controlled land puts the County at a great disadvantage in competing to attract businesses. Today, firms look to make decisions and move forward quickly, typically within five to eight months. Without ready-to-go sites identified and available within this timeline, businesses move on and look at other jurisdictions.

Given the short timelines that firms now use to complete research and make decisions, the County must be able to rapidly process the necessary permits, licenses, etc. When looking for a competitive edge over other jurisdictions, a "fast tracking" process would be a distinct advantage.

Identification of an appropriate site must be done in a strategic manner taking into account key components such as utilities, telecommunications, electricity, etc. It is imperative that locations are identified taking into account the future land use plan. This approach will ensure that rural and residential areas are preserved as well as commercial/industrial development areas.

ACTION PLAN: Business Retention and Attraction

OBJECTIVES	LEAD	SUPPORT	RESOURCES
Business Retention Strategies:			
1) Expand existing efforts to educate businesses about what local, state and federal resources are available to them (i.e. HUBZone).	Dept. of Economic Development <i>Priority: A</i>	Chamber of Commerce and Economic Development Authority	Current Staff
2) Continue to build relationships with local businesses through a visitation program.	Dept. of Economic Development <i>Priority: A</i>	Board of Supervisors and Economic Development Authority	Current Staff and funding for program implementation
3) As part of the existing business program, undertake a survey of local businesses to ascertain needs, problems and general perceptions of business climate.	Dept. of Economic Development <i>Priority: A</i>	Board of Supervisors and Economic Development Authority	Current Staff and funding for program implementation
4) Identify companion businesses to those existing in the county and target these kinds of organizations to locate in Page County.	Dept. of Economic Development <i>Priority: B</i>	Economic Development Authority	Current Staff and funding

ACTION PLAN: Business Retention and Attraction

OBJECTIVES	LEAD	SUPPORT	RESOURCES
Business Attraction Strategies:			
1) Identify the sectors and business types that are most conducive to locating in Page County. Ensure that: 1) the list matches the future land use plan and intergovernmental agreements; and 2) the zoning ordinances support the needs of targeted businesses and industries.	Dept. of Economic Development <i>Priority: B</i>	Planning Department, Zoning Department and the Towns	Clear Comprehensive Plan, Future Land Use Plan and Updated Zoning Ordinances
2) Develop land use plans targeted to areas surrounding the towns taking into consideration existing infrastructure and future infrastructure planning.	Planning Commission <i>Priority: A</i>	Towns' Planning & Utility Departments	
3) Develop and implement a marketing program to attract new businesses. Include information about the HUBZone program.	Dept. of Economic Development <i>Priority: A</i>	Economic Development Authority, Virginia Economic Development Partnership, Shenandoah Valley Partnership	Current funding and staff support
4) Develop a "fast-tracking" process at the County to secure permits. Pursue in conjunction with the Planning Commission and Zoning/Planning Departments appropriate zoning subdivision plans for industrial parks, business parks, technology parks, etc.	Dept. of Economic Development <i>Priority: B</i>	Building, Zoning and Planning Departments	
5) Promote a unified relationship with the towns by: <ul style="list-style-type: none"> • Reviewing Strategic Economic Development Plan with the towns and political leadership. • Working through issues with the towns in advance (i.e. zoning) that will allow for effective marketing to business. 	Board of Supervisors <i>Priority: B</i>	Dept. of Economic Development	Open channels of communication
6) Assist in establishing a new group (could be a subcommittee of the EDA) to promote education, cooperation and communication between the county, towns and organizations involved in business attraction. Key issues this group must address are zoning, land use planning, utilities and transportation.	Economic Development Authority <i>Priority: C</i>	Dept. of Economic Development	Current Staff
7) Continue work on ready-to-go-sites and identify locations in conjunction with the future land use plan.	Economic Development Authority <i>Priority: A</i>	Dept. of Economic Development	Fiscal resources for acquisition

ACTION PLAN: Business Retention and Attraction

OBJECTIVES	LEAD	SUPPORT	RESOURCES
Business Attraction Strategies:			
8) Monitor and pursue all appropriate federal and state grant and loan funding needs that are consistent with local funding needs and economic development activities.	Dept. of Economic Development <i>Priority: A</i>	Staff	Current Staff
9) Prepare and submit an Enterprise Zone application during the next application cycle which is the summer of 2009.	Dept. of Economic Development <i>Priority: A</i>	Board of Supervisors and Economic Development Authority	Current Staff
10) Complete a survey of the skills of Page County citizens that commute out of the county for employment.	Dept. of Economic Development <i>Priority: C</i>	Economic Development Authority, Weldon-Cooper Center, Workforce Investment Board and Virginia Employment Commission	Current Funding and Staff
11) Investigate key details about Page County's proximity to the nation's capital and how it can be marketed as an asset for development purposes.	Dept. of Economic Development <i>Priority: B</i>	Staff	Current Funding and Staff
12) Investigate and implement ways to use the internet (i.e. EDA website, State of Virginia website) that will attract new business to Page County	Dept. of Economic Development <i>Priority: A</i>	Staff	Current Funding and Staff

Objective: Tourism

Overview

Page County offers diverse natural resources and exciting attractions for tourists to explore. Luray is home to the Luray Caverns and the central entry point of the Shenandoah National Park and scenic Skyline Drive. Just a few miles in any direction offers visitors a chance to enjoy the abundance of Page County's natural resources and a range of recreational activities including, camping, canoeing, cycling, fishing, golf, hiking, horseback riding, and photography. While summer, spring and fall are the peak seasons for visitors, activities such as shopping are available year-round.

Local lodging options offer a wide variety of choices. Visitors may choose from several local motels and hotels, bed and breakfasts, private cabins and campgrounds. There are numerous dining establishments throughout the County with offerings ranging between fast-food and fine dining.

Tourism spending is strong and continues to grow. Expenditures increased from \$39,241,321 in 2003, to \$50,828,081 in 2007, an increase of 29.5 percent. The tourism industry employed 654 people in 2007 with an annual payroll of \$10,799,997

The Luray/Page County Chamber of Commerce, through the Tourism Council, is the lead organization charged with tourism marketing. The efforts of the Tourism Council are funded through a transfer of 50% of the Transient Occupancy Tax (which is 4% of gross tourism revenue) that is charged to County visitors as part of their lodging expenses, currently approximately \$170,000 to \$190,000 per year. While tourism is a vibrant industry in the County, the Tourism Council, Chamber of Commerce and County seek to solidify the community's status as a primary tourism destination in Virginia by annually increasing revenues, maximizing local participation and investment, and continually improving offerings to entice national and international tourists to the community.

Issues and Opportunities

The Chamber and Tourism Council will continue to update and refine their marketing plan and develop new and innovative initiatives. All suppliers County-wide will be highlighted in these communications.

It is known that the Tourism Council makes tremendous efforts in marketing the County as a tourism destination. The Tourism Council and Chamber of Commerce will continue to find avenues to enhance communications with elected officials, the citizens of Page County and the tourism industry concerning its marketing plan and budget.

To enhance communication the Chamber of Commerce has agreed to present regular activity and financial reports to the Board of Supervisors. This information will include a tourism orientation program highlighting the Transient Occupancy Tax for the new Board members and use quarterly presentations to enhance education.

ACTION PLAN: Tourism

OBJECTIVES	LEAD	SUPPORT	RESOURCES
Tourism Strategies:			
1) Have a representative from the Economic Development Department join the Tourism Council to promote communication between these two groups.	Chamber of Commerce <i>Priority: B</i>	Dept. of Economic Development	Request from Chamber of Commerce and staff time
2) Request tourism funding support from the towns.	Chamber of Commerce <i>Priority: C</i>	Dept. of Economic Development	Open lines of communication
3) Review tourism marketing initiatives to ensure that they promote the entire County.	Chamber of Commerce <i>Priority: C</i>	Dept. of Economic Development	
4) The Director of the Economic Development Department will work with the Executive Director of the Chamber to develop reporting formats for the marketing and financial updates that will be submitted to the Board of Supervisors on a regular basis.	Dept. of Economic Development and Chamber of Commerce <i>Priority: A</i>	Board of Supervisors	Current Staff

Objective: Sustainable Agriculture

Overview

Page County is the fourth largest producer of agricultural products in the Commonwealth of Virginia. This heritage is highly valued and it is the desire of the public to maintain the rural character of the County. Focus has been placed on preserving this industry, however it is struggling. In 1940, Page County was home to 1,327 farms. In 1997 that number had been reduced to 628 farms. Only 549 of those farms were still operating in 2002, a reduction of over 13 percent since 1997. It is estimated that the number of farms still in operation today is below 400, a reduction of over 36 percent since 1997. The County also lost eight percent (5,800 acres) of its farmland from 1997 to 2002. The market value of production dropped six percent in those five years from over \$115 million in 1997, to \$108.7 million in 2002.

Livestock sales accounted for 99 percent, or \$107.4 million, of all agricultural products produced in 2002. Of the livestock produced, poultry accounts for the vast majority, over 92 percent, making Page County the second largest poultry producing county in the Commonwealth.

The public is generally unaware of the challenges facing farmers today. Farmers regularly face difficulties due to the natural impacts of time and development, but are now faced with new challenges in the wake of the nation's economic downturn. Factors negatively impacting the industry include increasing competition from other countries and pressure to sell land for development. Some of the trends that are having the most immediate impact on the agricultural community are the increasing costs of grain, fuel and fertilizer.

Farmers have limited control over the poultry industry in the County. While the farmers own the land and buildings (poultry houses), the poultry itself is owned by large companies (also called integrators) such as Cargill, George's, Pilgrim's Pride and Tyson's Foods whose headquarters are all located outside of Page County. Given the increasing price of oil, integrators are beginning to consolidate operations to geographic regions where suppliers, farms and processing plants are within close proximity to each other, thereby reducing trucking and shipping costs. Page County does not have large grain suppliers and poultry processing plants, putting the County at risk of losing a great number of poultry farms. The integrators have been known to make a business decision to move their operations elsewhere with as little as three months notice, leaving little time for farmers to adapt.

These issues have the potential to devastate the agriculture industry in the County. If strategies are not developed and implemented to minimize the impacts of these issues and assist the industry, Page County has the potential to lose a \$108 million industry and essentially, 400 small businesses. For some farmers, the impact of the downturn has been cushioned by other sources of diversified income. But the need for farmers to take on secondary jobs only serves as proof of the condition of the agriculture industry.

Issues and Opportunities

Identification of crops for which there is a growing demand is one strategy to combat agriculture's decline. While topography dictates which crops can be successfully grown in the County, there are several crops that would thrive. For example, soybeans can be used to produce biodiesel and waste from that process can generate cattle/poultry feed. Development of this crop would require additional capabilities for processing soybeans (i.e. crushers). There is also demand for hay as feed for the region's growing horse population.

Due to many factors, including food quality and safety problems within recent years, consumers' demand for locally grown and organically produced food products continues to grow. Farmers can adapt their methods of production to respond to these emerging trends. The County is near large markets, such as Northern Virginia and the City of Harrisonburg, where these products are in high demand.

Conversion of poultry houses to other uses is a strategy a few farmers are currently using in the County. For example, poultry houses may be adapted for use as horse barns. Agri-tourism is another opportunity and is a growing part of the tourism industry in Virginia. Agri-tourism typically features barn/farm tours and hands-on educational components. Non-traditional agricultural endeavors such as wineries and organic products, both vegetables and meat, could also be considered as development opportunities.

There are numerous ways to adapt farming practices to minimize negative impacts while maximizing potential benefits. Only through innovation, communication and cooperation can the agriculture industry's survival be ensured.

ACTION PLAN: Sustainable Agriculture

OBJECTIVES	LEAD	SUPPORT	RESOURCES
Agriculture Strategies:			
1) Department of Economic Development will ensure that political leadership of the County is educated, as soon as possible, about the issues facing the agricultural community.	Dept. of Economic Development <i>Priority: A</i>	Agriculture Community	Creation of a communication network
2) Economic Development Authority and Department of Economic Development will hold forums on what can be done to assist the agriculture industry and educate farmers about what can be done.	Economic Development Authority <i>Priority: B</i>	Agriculture Community, Dept. of Economic Development, Cooperative Extension Office	Current Funding and Staff
3) Economic Development Authority and Department of Economic Development will engage farmers and the public on the current situation and research other communities about how they are dealing with the issues facing the poultry industry.	Economic Development Authority <i>Priority: B</i>	Agriculture Community, Dept. of Economic Development, Cooperative Extension Office	Forums
4) Economic Development Authority and Department of Economic Development will explore the viability of holding a summit about agriculture in the Shenandoah Valley. The Shenandoah Valley Partnership could be the host and invitations would be sent to Virginia Tech and other counties in the valley.	Economic Development Authority <i>Priority: B</i>	Agriculture Community, Dept. of Economic Development, Cooperative Extension Office, Shenandoah Valley Partnership and Virginia Tech	Current Funding and Staff

Critical Resource: Infrastructure

Overview

Adequacy of water and sewer systems, electric services, telecommunication facilities, and highway networks is a crucial component in a community's ability to accommodate and sustain economic growth. There are a number of strengths and challenges posed by the County's current infrastructure system.

Page County lacks a widely distributed technology infrastructure. This is a critical component for many businesses. Cellular and digital phone services are limited in some parts of the County due to poor signal quality. There are currently only limited broadband and cable Internet services available and DSL services are accessible in limited locations. Although a "fiber" optic backbone exists along Route 340 and is available in the Luray area, it has not been widely used due to its lack of extension into possible areas of use.

Water and sewer services are the primary infrastructure provided by local governments. In Page County, these services are provided exclusively by the towns of Luray, Shenandoah and Stanley. Each town system has historically been extended into the unincorporated areas of the County to address specific business or residential needs or requests. The local governing body of each town has approved each constructed extension based on system capacity and engineering feasibility.

Historically, the County has relied upon the individual actions of the respective Town Councils to authorize the extension of utilities into unincorporated areas. No formal organizational agreements exist between the County and towns to define the terms and conditions of such extensions. This lack of written agreements can be, and in some cases has been, a major impediment to responding quickly to business needs. Negotiating and implementing such agreements is a critical element of an economic development program and will help to ensure that the County, in partnership with the towns, can play an effective role in business location and expansion.

Two primary highway arterials, Route 340 and Route 211 provide access to the County. Although the County benefits from two major primary highways, the two-lane design of Route 340 (US 211 is 3-4 lanes thru Page) and the geographic location of both highways creates the perception of limited access and safety considerations. For example, although the County is close to I-81, access is perceived to be limited due to the necessity of traversing the steep Massanutten Ridge and having to drive through downtown New Market.

A second important component of the County's transportation network is Norfolk Southern rail lines. These north/south lines are located within the County and have the capacity to provide expanded freight service to existing and new businesses desiring such service. Rail services can be a critical industrial recruitment tool, and assistance with such services is a current priority of the Commonwealth.

The Inland Port located in Front Royal provides a critical multi-modal option for businesses looking to import materials or export their products to other national or international locales. The Port's proximity to Page County enhances the County's strategic location as a place to locate.

Issues and Opportunities

Transportation is an area that continues to challenge the County's ability to attract businesses. Even though transportation is important, necessary roadway improvements continue to be postponed. In order to effectively address these concerns, the County must identify specific roadways that need improvement and be proactive in its communication with the Virginia Department of Transportation staff locally and in Richmond. In addition to those efforts, the Board of Supervisors could adopt a transportation plan which could be included in the Page County Comprehensive Plan.

The County will need to be creative and proactive in addressing transportation needs. Other transportation methods should continue to be supported including rail and air. The Luray Caverns Airport is currently used for limited corporate and commercial traffic. The Board of Supervisors and Luray Town Council have entered into an agreement to construct additional hangars and extend the runway allowing for additional air traffic. This is a positive development and will offer additional transportation opportunities for businesses and individuals. Safety improvements to existing helipads should be implemented as well, allowing safer transportation of patients to trauma centers outside of the County.

The comprehensive plan developed by Norfolk Southern states that passenger rail will stay east of the Blue Ridge, allowing Page County industrial rail access only. While this development is not ideal, industrial rail remains available and necessary to accommodate businesses requiring the transportation of supplies and finished products. Train traffic is also expected to double in the next five years due to truck regulations and increasing fuel prices. The County is currently working with Norfolk Southern to install passing tracks at strategic locations to accommodate this increase and serve local businesses.

As mentioned above, high-speed broadband service is another important utility that is mostly unavailable in the County. To date, no large companies have expressed an interest in investing in fiber optic cable installation as the return-on-investment does not meet their criteria. To address this issue, Page County is conducting a planning study on the installation of a fiber backbone in the County. The final phase of the study, which is currently underway, will recommend a location for the fiber backbone, an estimated cost and timeline for installation, and potential operational methods for service delivery. It is important to note however, that the study is based on a fiber backbone, not "last mile" delivery of service to households and businesses.

ACTION PLAN: Infrastructure

CRITICAL RESOURCES	LEAD	SUPPORT	RESOURCES
<p>Infrastructure Strategies:</p> <p>Concentrate efforts on three roadways: Elkton to Shenandoah; Luray to Front Royal and within Page County/340 business route.</p>			
<p>1) Engage the Board of Supervisors on roadway transportation issues and obtain direction to move forward.</p>	<p>Dept. of Economic Development <i>Priority: C</i></p>	<p>Planning Department, Economic Development Authority and the public</p>	<p>Current Staff</p>
<p>2) Find out from VDOT and Norfolk & Southern if water/sewer and telecommunications can be installed during the construction of new roads/rail and repair of existing roads/rail.</p>	<p>Dept. of Economic Development <i>Priority: C</i></p>	<p>Planning, Zoning and Building Departments</p>	<p>Current Staff and Ordinances that Require Improvements</p>
<p>3) Identify arterial transportation corridors in coordination with plans for future development.</p>	<p>Planning Department <i>Priority: C</i></p>	<p>Dept. of Economic Development</p>	<p>Future Land Use Map and Transportation Plan</p>
<p>4) Investigate an overlay on roadways to prevent future building within widening areas.</p>	<p>Planning Department <i>Priority: C</i></p>	<p>Dept. of Economic Development</p>	<p>Ordinances and Study of Areas</p>
<p>Working with VDOT:</p>			
<p>1) Department of Economic Development will build ongoing relationships with VDOT to facilitate approvals and engage other state agencies to assist in making progress with submitted applications. Department of Economic Development will identify other angles (i.e. HUBZone, legislators) to promote approvals of VDOT requests.</p>	<p>Economic Development Department and Board of Supervisors <i>Priority: B</i></p>	<p>Dept. of Economic Development</p>	<p>Clear communication among group</p>

ACTION PLAN: Infrastructure

CRITICAL RESOURCES	LEAD	SUPPORT	RESOURCES
Infrastructure Strategies:			
1) Continue communication with Norfolk & Southern on passing tracks in the County.	Dept. of Economic Development <i>Priority: A</i>	Economic Development Authority	Current Staff and Understanding of Norfolk & Southern Comprehensive Plan
2) Continue to support the airport’s capital improvement plan including safety improvements for helicopters.	Dept. of Economic Development <i>Priority: B</i>	Economic Development Authority and Board of Supervisors	
3) Complete the broadband initiative. When concluded, explore funding options, operational outlines and implementation schedule.	Dept. of Economic Development <i>Priority: A</i>	Board of Supervisors	Funding (Local and Federal Grants)
4) Work with telecommunication providers to offer and expand services to meet the needs of existing and prospective businesses.	Dept. of Economic Development <i>Priority: A</i>	Board of Supervisors	Current Staff
5) Increase one-on-one communication and cooperation with the three towns regarding providing/extending water and sewer service.	Board of Supervisors and Economic Development Authority <i>Priority: A</i>	Dept. of Economic Development and Planning Department	Open lines of communication
6) Continue to work cooperatively with the towns on the preparation of grant and loan applications designed to facilitate maintenance of existing facilities and expansion of utilities in the County.	Dept. of Economic Development <i>Priority: B</i>	Town Councils	Current Staff and open lines of communication
7) Educate the County and towns on the importance of including access to utilities within their requirements for development.	Dept. of Economic Development <i>Priority: C</i>	Board of Supervisors, Economic Development Authority and Planning Dept.	Open lines of communication

Critical Resource: Education and Workforce Development

Overview

There is a strong work ethic among most of the County's available labor force, and employers in need of specialized skills have been open to employees participating in training opportunities. The Page County area benefits from a variety of agencies, programs and training centers that provide basic education, continuing education, skill development and specialized worker retraining services. These services are of benefit to businesses needing skilled labor and to employees who desire to enhance their existing job skills or to be retrained with skills in current economic demand.

The availability of a skilled labor force is one important factor considered by businesses that seek to locate in a community, or that are looking to expand their employment levels at existing operations. There continues to be a lack of technically trained people in the Page County area. A number of factors can be identified that contribute to this deficiency including a lack of parent and student orientation on the benefits of a technical education, a lack of accessible or underused Vo-Tech training facilities, a shortage of funding and financial aid for technical skill training, and few Vo-Tech degree or certificate programs.

The changing requirements of the 21st century labor market dictate that training and resources are continually available to address evolving business needs. Current needs in the Page County area include additional funding for adult education, a quicker release of federal funding devoted to workforce training, more convenient training sites and the development of a technology infrastructure that incorporates broadband video applications.

Issues and Opportunities

Workforce development remains a critical issue. Both education and training are tools to empower citizens to obtain employment and build careers. It is important to communicate these opportunities to the County's workforce who may be unaware of their availability. Employees that hold certifications (Information Technology, automotive repair, electrical, plumbing, HVAC, etc.) are also increasingly in demand. Other skills that are needed include math, medical care, office support, accounting, management, and computer skills.

The County has several resources that offer training and education including Lord Fairfax Community College and the Technical Training Center. Ongoing communication between local businesses and these institutions is needed to ensure that they are aware of the specific skills needed in the County's workforce and that offerings reflect those needs. The institutions should also be willing and able to change course offerings quickly as the needs within the community change. Other organizations that should be involved include the Luray/Page Chamber of Commerce, the Workforce Investment Board, Page County School Board and administrative staff, and the Economic Development Department.

It is important to design programs for different types of "students." The types of training needed will differ between a retiree or an individual between jobs, and between a high school graduate and a business owner enhancing the skills of their employees or themselves. Determining how to reach these groups and providing the training and education they need is an important task that needs to be undertaken.

Instilling the desire for education and skills-development should ideally begin in K-12 education. There are opportunities available to students now but additional opportunities should be created.

ACTION PLAN: Education and Workforce Development

CRITICAL RESOURCES	LEAD	SUPPORT	RESOURCES
<p>Education and Workforce Development Strategies:</p>			
<p>1) Establish an annual roundtable discussion between stakeholders such as the School Board and administrative staff, Workforce Investment Board, Lord Fairfax Community College, Technical Training Center, etc. to promote better planning and coordination of business-related training and education in the county.</p>	<p>Economic Development Authority and Dept. of Economic Development <i>Priority: A</i></p>	<p>Board of Supervisors, School Board and staff, Workforce Investment Board, Lord Fairfax Community College, Technical Training Center</p>	<p>Willingness of all groups to participate</p>
<p>2) Department of Economic Development will develop a list of targeted industries and communicate that information to the Technical Training Center and Lord Fairfax Community College in order to provide direction regarding skills that will be needed.</p>	<p>Dept. of Economic Development <i>Priority: B</i></p>	<p>Economic Development Authority, Technical Training Center and Lord Fairfax Community College</p>	<p>Current Staff and Funding</p>
<p>3) Encourage the school district to have conversations with students in middle school and high school about topics such as life skills, introduction to different kinds of professions and schooling necessary to achieve success in these areas, importance of completing GED, etc.</p>	<p>Economic Development Authority and Dept. of Economic Development <i>Priority: B</i></p>	<p>School Board and staff</p>	
<p>4) Engage business in conversations about their needs and bring this information to the roundtable discussions.</p>	<p>Dept. of Economic Development <i>Priority: B</i></p>	<p>Chamber of Commerce and Economic Development Authority</p>	<p>Current Staff and Funding</p>
<p>5) Research how graduation rates compare to other counties and explore what needs to be done to bring Page County to a competitive level.</p>	<p>School system <i>Priority: C</i></p>	<p>Economic Development Authority and Dept. of Economic Development</p>	

Critical Resource: Economic Development Programs & Services

Overview

At the local level, the Board of County Supervisors established the Department of Economic Development and Economic Development Authority in 2005. The DED and EDA are charged with overseeing and coordinating all economic development activities within the County. The Authority and County staff are the primary point of contact for prospective businesses interested in Page County, and are responsible for all existing business support and retention programs.

The Department of Economic Development, Economic Development Authority and towns have historically participated in a variety of state and federal programs and services designed to foster and promote economic growth. Community Development Block Grant funding, Virginia Department of Transportation (VDOT) industrial access funding, and the Governor's Opportunity Fund all have been used to support local economic development initiatives. The Virginia Economic Development Partnership (VEDP) and Shenandoah Valley Partnership (SVP) have provided technical assistance. At the regional level, the Northern Shenandoah Valley Planning District Commission has been a conduit for state funding available for workforce development and tourism marketing activities.

Issues and Opportunities

While the Economic Development Authority and Department of Economic Development have been successful since their inception, additional resources (both financial and human) would be beneficial in expanding their limited capacity. A critical task for these groups is to facilitate lines of open communication and partnerships between all jurisdictions inside the County and build a cooperative effort to assist local businesses.

ACTION PLAN: Economic Development Programs and Services

CRITICAL RESOURCES	LEAD	SUPPORT	RESOURCES
<p>Economic Development Programs and Services Strategies:</p> <ol style="list-style-type: none"> 1) Explore the possibility of involving citizen volunteers to assist the Department of Economic Development. 2) Review and update the strategic plan on a regular basis. Meet with 2008 Economic Development Plan Citizen Committee on an annual basis to update members on the plan's implementation. 3) Continue to monitor and take advantage of state and federal grant opportunities designed to foster business development and expansion. 4) Build a portfolio about the County and present it to financial institutions in order to promote and support funding of businesses within Page County. 5) Provide support and recommendations to the Economic Development Authority in furthering their mission and activities. 	<p>Dept. of Economic Development <i>Priority: C</i></p> <p>Economic Development Authority <i>Priority: A</i></p> <p>Dept. of Economic Development <i>Priority: A</i></p> <p>Economic Development Authority <i>Priority: A</i></p> <p>Economic Development Authority <i>Priority: A</i></p>	<p></p> <p>Dept. of Economic Development</p> <p>Consultants</p> <p>Dept. of Economic Development and Board of Supervisors</p> <p>Dept. of Economic Development</p>	<p>Volunteers</p> <p>Current Staff and Participants</p> <p>Current Staff and Funding</p> <p>Current Staff</p> <p>Current Staff</p>

Appendix A: Overview of 2004 Strategic Economic Development Plan

Business Attraction

GOAL: To develop the organizational capacity, programs and facilities necessary to attract new business investment and employment to Page County.

- 1) Identify needed transportation improvements and establish priorities for those improvements.
- 2) Identify community priorities for business recruitment and the expenditure of local economic development resources.
- 3) Enhance Page County's telecommunications infrastructure.
- 4) Provide and/or support the development of an adequate number of "ready-to-go" sites within the County.
- 5) Ensure that adequate utility services are available to meet existing and projected needs of all County users.
- 6) Continue to identify grant opportunities and other fiscal and tax incentives that can be used to facilitate new business opportunities in the County.
- 7) Continue to support the expansion of the County's tourism and retail base.

Existing Business Retention and Growth

GOAL: To establish a Page County economic development program that has as a focus of services and activities designed to support the retention and growth of existing county businesses.

- 1) Understand the needs of existing businesses.
- 2) Publicize resources available to existing businesses.

Community Infrastructure

GOAL: To develop and maintain a community infrastructure system that meets the current and future needs of the County.

- Repetition of objectives in Business Attraction.

Education and Workforce Development

GOAL: To provide and maintain a local labor force that has the skills and work ethic needed by local employers.

- 1) Emphasize and promote the benefits of GED attainment and vocational-technical skills training.
- 2) Seek to provide accessible and convenient vocational-technical training center sites.
- 3) Seek adequate and timely funding for workforce development and training needs.
- 4) Develop a middle school system in the County.

Government Economic Development Programs and Services

GOAL: To develop and maintain an effective local economic development program.

- 1) Provide the resources necessary to fund and operate an effective economic development program.
- 2) Coordinate County economic development activities within a single agency charged with promoting the economic health of the community.
- 3) Review and update this strategic plan on a regular basis.

Transportation Goals, Objectives and Actions Strategies

GOAL: Develop and maintain a safe and effective transportation system that is designed to accommodate future community and business needs.

- Repetition of objectives in Business Attraction.



Revised Strategic Economic Development Plan 2008

JULY 2009 UPDATE

Acknowledgements

Page County Board of Supervisors

Tommy R. LaFrance, Chairman
J.D. Cave
Gerald M. Cabbage
Charles M. Hoke
Larry Sours
Carol Lee Fischer-Strickler

Page County Strategic Economic Development Plan Citizen Committee

Rick Black, Town of Luray
J.D. Cave, Page County Board of Supervisors
Russ Comer, Town of Shenandoah
Bill Dudley, Real Estate
Kevin Henry, Page County Planning Department
Dawn Liscomb, Planning Commission
Terry Pettit, Town of Stanley
Karen Riddle, Luray/Page County Chamber of Commerce
Bill Shuler, Economic Development Authority
Dave Tong, Business
Jerry Turner, Agriculture

Page County Economic Development Authority

Lowell B. Baughan, Chairman
Bill Shuler, Vice Chairman
Bruce Arnold
Bob Dagitz
Monte Layman
Gary L. Morris
Dave Tong
Bill Turner
Mike Uram
Carolyn Miller, Secretary

Page County Planning Commission

Paul Otto, Chairman
Alan Eldridge, Vice Chairman
Charles Newton, Secretary
Louis M. Bosley
Frank deSerio
Sandra Hammel
Dawn Liscomb
Darrell Short
Jackie Sullivan Smoot

County Staff

Mark Belton, County Administrator
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Delain Clark, Assistant Director of Economic Development

Sara Levinson, Corecon

PREFACE

The Economic Development Authority, Department of Economic Development and Planning Commission have been working on a number of action items identified in the Revised Strategic Economic Development Plan that was finalized in November 2008.

This document includes all the action items in the November 2008 plan and provides information about the status of each area of activity. The format organizes the items by Priority A, B or C—a designation that was made in the Revised Plan.

In spite of the reduction of a full-time position in Department of Economic Development, staff has been able to accomplish a great deal. Much of this has been possible due to the increased involvement of EDA members and citizen volunteers on EDA committees, citizen involvement, the newly formed Broadband committee, the Planning Commission, support and involvement of the Shenandoah Valley Partnership, the Luray Page Chamber of Commerce, Virginia Economic Development Partnership and Page County staff.

PRIORITIES A

OBJECTIVES	LEAD	SUPPORT	STATUS
1) Expand existing efforts to educate businesses about what local, state and federal resources are available to them (i.e. HUBZone).	Dept. of Economic Development	Chamber of Commerce and Economic Development Authority	Implementation of microenterprise loan program: Business Development Specialist available in Department of Economic Development
2) Continue to build relationships with local businesses through a visitation program.	Dept. of Economic Development	Board of Supervisors and Economic Development Authority	Partnering with Chamber on this initiative
3) As part of the existing business program, undertake a survey of local businesses to ascertain needs, problems and general perceptions of business climate.	Dept. of Economic Development	Board of Supervisors and Economic Development Authority	Part of business visitation program
4) Continue work on ready-to-go-sites and identify locations in conjunction with the future land use plan.	Economic Development Authority	Dept. of Economic Development	Rezoning of Project Clover proceeding. Related marketing initiatives moving forward
5) Identify companion businesses to those existing in the county and target these kinds of organizations to locate in Page County.	Dept. of Economic Development	Economic Development Authority	This is being accomplished through business attraction program
6) Identify the sectors and business types that are most conducive to locating in Page County. Ensure that: 1) the list matches the future land use plan and intergovernmental agreements; and 2) the zoning ordinances support the needs of targeted businesses and industries.	Dept. of Economic Development	Planning Department, Zoning Department and the Towns	Project Clover is in compliance with draft land use land. Working with Planning office to implement zoning ordinances that are in compliance with environment of county and clear, concise and manageable from business point of view

PRIORITIES A - Continued

OBJECTIVES	LEAD	SUPPORT	STATUS
7) Develop land use plans targeted to areas surrounding the towns taking into consideration existing infrastructure and future infrastructure planning.	Planning Commission	Towns' Planning & Utility Departments	Not started yet
8) Develop and implement a marketing program to attract new businesses. Include information about the HUBZone program.	Dept. of Economic Development	Economic Development Authority, Virginia Economic Development Partnership, Shenandoah Valley Partnership	Focusing on the Web page as first step including launching and populating EDA Web site.
9) Develop a "fast-tracking" process at the County to secure permits. Pursue in conjunction with the Planning Commission and Zoning/Planning Departments appropriate zoning subdivision plans for industrial parks, business parks, technology parks, etc	Dept. of Economic Development	Building, Zoning and Planning Department	Not started yet
10) Monitor and pursue all appropriate federal and state grant and loan funding needs that are consistent with local funding needs and economic development activities.	Dept. of Economic Development	Staff	Processes underway through EDA grant resource program & with Northern Shenandoah Valley Regional Commission
11) Prepare and submit an Enterprise Zone application during the next application cycle which is the summer of 2009.	Dept. of Economic Development	Board of Supervisors and Economic Development Authority	Process is underway. Target date of application Oct 2009.
12) Investigate key details about Page County's proximity to the nation's capital and how it can be marketed as an asset for development purposes.	Dept. of Economic Development	Staff	Part of marketing initiative.

PRIORITIES A - Continued

OBJECTIVES	LEAD	SUPPORT	STATUS
13) Investigate and implement ways to use the internet (i.e. EDA website, State of Virginia website) that will attract new business to Page County	Dept. of Economic Development	Staff	EDA website is in process of going online. Through membership in SVP our sites have been updated on Virginia scan.
14) Review and update the strategic plan on a regular basis. Meet with 2008 Economic Development Plan Citizen Committee on an annual basis to update members on the plan's implementation.	Economic Development Authority	Dept. of Economic Development	Meeting will be scheduled
15) Continue to monitor and take advantage of state and federal grant opportunities designed to foster business development and expansion.	Dept. of Economic Development	Consultants	Working on several applications
16) Build a portfolio about the County and present it to financial institutions in order to promote and support funding of businesses within Page County.	Economic Development Authority	Dept. of Economic Development and Board of Supervisors	Not started
17) Provide support and recommendations to the Economic Development Authority in furthering their mission and activities.	Economic Development Authority	Dept. of Economic Development	Ongoing: have established Agricultural, Marketing and Communication Committees
18) Establish an annual roundtable discussion between stakeholders such as the School Board and administrative staff, Workforce Investment Board, Lord Fairfax Community College, Technical Training Center, etc. to promote better planning and coordination of business-related training and education in the county.	Economic Development Authority and Dept. of Economic Development	Board of Supervisors, School Board and staff, Workforce Investment Board, Lord Fairfax Community College, Technical Training Center	Not started

PRIORITIES A - Continued

OBJECTIVES	LEAD	SUPPORT	STATUS
19) Continue communication with Norfolk & Southern on passing tracks in the County.	Dept. of Economic Development	Economic Development Authority	Active communications going on
20) Complete the broadband initiative. When concluded, explore funding options, operational outlines and implementation schedule.	Dept. of Economic Development	Board of Supervisors	Completed and submitted grant applications to fund it. Establishment of Broadband Authority.
21) Work with telecommunication providers to offer and expand services to meet the needs of existing and prospective businesses.	Dept. of Economic Development	Board of Supervisors	Broadband Authority is engaged in those conversations
22) Increase one-on-one communication and cooperation with the three towns regarding providing/extending water and sewer service.	Board of Supervisors and Economic Development Authority	Dept. of Economic Development and Planning Department	Continue efforts with Stanley. Have not yet started with other towns
23) Department of Economic Development will ensure that political leadership of the County is educated, as soon as possible, about the issues facing the agricultural community	Dept. of Economic Development	Agricultural Community	Have created the Agricultural group, Gerald Cabbage is a member. Participating in SVP regional AG discussion
24) The Director of Economic Development will work with the Executive Director of the Chamber to develop reporting formats for the marketing and financial updates that will be submitted to the Board of Supervisors on a regular basis.	Dept. of Economic Development And Chamber Of Commerce	Board of Supervisors	In place.

PRIORITIES B

OBJECTIVES	LEAD	SUPPORT	STATUS
<p>1) Promote a unified relationship with the towns by:</p> <p style="margin-left: 20px;">A. Reviewing Strategic Economic Development Plan with the towns and political leadership.</p> <p style="margin-left: 20px;">B. Working through issues with the towns in advance (i.e. zoning) that will allow for effective marketing to business.</p>	Board of Supervisors	Dept. of Economic Development	<p>A. This is one of the efforts of the EDA Communication committee</p> <p>B. Not started</p>
<p>2) Have a representative from the Economic Development Department join the Tourism Council to promote communication between these two groups.</p>	Chamber of Commerce	Dept. of Economic Development	Not possible due to staff reduction in Dept of Economic Development
<p>3) Economic Development Authority and Department of Economic Development will hold forums on what can be done to assist the agriculture industry and educate farmers about what can be done.</p>	Economic Development Authority	Agriculture Community, Dept. of Economic Development, Cooperative Extension Office	Being worked on by the EDA Agricultural working group
<p>4) Economic Development Authority and Department of Economic Development will engage farmers and the public on the current situation and research other communities about how they are dealing with the issues facing the poultry industry.</p>	Economic Development Authority	Agriculture Community, Dept. of Ec. Development, Cooperative Extension Office	EDA Agricultural working group
<p>5) Economic Development Authority and Department of Economic Development will explore the viability of holding a summit about agriculture in the Shenandoah Valley. The Shenandoah Valley Partnership could be the host and invitations would be sent to Virginia Tech and other counties in the valley.</p>	Economic Development Authority	Agriculture Community, Dept. of Ec. Development, Cooperative Ext. Office, Shenandoah Valley Partnership Virginia Tech	Agricultural working group is discussing this

PRIORITIES B - Continued

OBJECTIVES	LEAD	SUPPORT	STATUS
6) Department of Economic Development will develop a list of targeted industries and communicate that information to the Technical Training Center and Lord Fairfax Community College in order to provide direction regarding skills that will be needed.	Dept. of Economic Development	Economic Development Authority, Technical Training Center and Lord Fairfax Community College	Not started
7) Encourage the school district to have conversations with students in middle school and high school about topics such as life skills, introduction to different kinds of professions and schooling necessary to achieve success in these areas, importance of completing GED, etc.	Economic Development Authority and Dept. of Economic Development	School Board and staff	Not started
8) Engage business in conversations about their needs and bring this information to the roundtable discussions.	Dept. of Economic Development	Chamber of Commerce and Economic Development Authority	Schedule to be implemented as part of business visitation
9) Department of Economic Development will build ongoing relationships with VDOT to facilitate approvals and engage other state agencies to assist in making progress with submitted applications. Department of Economic Development will identify other angles (i.e. HUBZone, legislators) to promote approvals of VDOT requests.	Economic Development Department and Board of Supervisors	Dept. of Economic Development	Will revisit this once VDOT reorganizes
10) Continue to support the airport's capital improvement plan including safety improvements for helicopters	Dept. of Economic Development	Economic Development Authority and Board of Supervisors	EDA is providing funding and Economic Development Dept. is working with airport commission on funding of future projects

PRIORITIES B - Continued

OBJECTIVES	LEAD	SUPPORT	STATUS
11) Continue to work cooperatively with the towns on the preparation of grant and loan applications designed to facilitate maintenance and existing facilities and expansion of utilities in the County.	Dept of Economic Development	Town Councils	Actively engaged with Stanley on this. Not with other two towns yet.

PRIORITIES C

OBJECTIVES	LEAD	SUPPORT	STATUS
1) Complete a survey of the skills of Page County citizens that commute out of the county for employment.	Dept. of Economic Development	Economic Development Authority, Weldon-Cooper Center, Workforce Investment Board and Virginia Employment Commission	Negotiating with Weldon Cooper Center to do this work
2) Request tourism funding support from the towns.	Chamber of Commerce	Dept. of Economic Development	Not started
3) Review tourism marketing initiatives to ensure that they promote the entire County.	Chamber of Commerce	Dept. of Economic Development	Chamber working on this area
4) Explore the possibility of involving citizen volunteers to assist the Department of Economic Development.	Dept. of Economic Development	Economic Development Authority and Dept. of Economic Development	Not started
5) Research how graduation rates compare to other counties and explore what needs to be done to bring Page County to a competitive level.	School system	Economic Development Authority and Dept. of Economic Development	Not started
6) Educate the County and towns on the importance of including access to utilities within their requirements for development.	Dept. of Economic Development	Board of Supervisors, Economic Development Authority and Planning Dept	Not started
7) Engage the Board of Supervisors on roadway transportation issues and obtain direction to move forward.	Dept. of Economic Development	Planning Department, Economic Development Authority and the public	Not started

PRIORITIES C - Continued

OBJECTIVES	LEAD	SUPPORT	STATUS
8) Find out from VDOT and Norfolk Southern if water/sewer and telecommunications can be installed during the construction of new roads/rail and repair of existing roads/rail.	Dept. of Economic Development	Planning, Zoning and Building Departments	Working with Norfolk Southern on this
9) Identify arterial transportation corridors in coordination with plans for future development.	Planning Department	Dept. of Economic Development	Will be completed at end of summer 2009
10) Investigate an overlay on roadways to prevent future building within widening areas.	Planning Department	Dept. of Economic Development	Not started
11) Assist in establishing a new group (could be a subcommittee of the EDA) to promote education, cooperation and communication between the county, towns and organizations involved in business attraction. Key issues this group must address are zoning, land use planning, utilities and transportation.	Economic Development Authority	Dept. of Economic Development	Not started



Page County's Economic Development Strategic Planning process has revealed that much of the latest update, 2009, continues to be relevant to the current economic condition of the County.

By the recommendation of the Page County Board of Supervisors, the following goals have been identified and shall be achieved by specific actionable items listed within.

Building wealth and vitality in our community can be achieved through concerted efforts.

This plan can be leveraged to build awareness and support.

Page County Strategic Planning Goals Include:

- * Strengthen Infrastructure and Site Readiness**
- * Expand Labor Resources and Commitment to Diverse Workforce Development**
- * Stimulate and Attract New Business**
- * Improve Local Business Retention & Expansion**
- * Cultivate Organizational Effectiveness and Communication**

The Mission of Page County is to provide our citizens and businesses with a superior quality of life by delivering county services and programs in a fiscally prudent and responsible manner.



2014 OBJECTIVES	REPOSNSIBLE PARTIES: LEAD (L) & SUPPORT (S)	ACTION STEPS	DESIRED OUTCOME	STATUS UPDATE
<p>Prepare for Business Development and Expansion. Includes: site readiness, identified sites and facilities matching zoning and future land use plan, enhanced infrastructure, etc.</p>	<p>L: *Economic Development Authority (EDA) *Dept. of ED</p> <p>S: *Shenandoah Valley Partnership (SVP) *VA Economic Development Partnership (VEDP) *Planning & Zoning *Local Realtors *Norfolk & Southern Railroad</p>	<ul style="list-style-type: none"> ▣ Coordinate with Community Planner & Planning Commissions to address needs for future business and land development. ▣ Leverage professional experience of SVP & VEDP staff through scheduled one-on-one site visits. ▣ Participate in site selector events and learning opportunities ▣ Identify services, acreage, cost of expansive development, etc. for each property ▣ Establish point of contact with Norfolk & Southern, assess feasibility of expansion, cost, timing, etc. ▣ Identify improvement grant opportunities, if any. 	<ul style="list-style-type: none"> ▣ Increased <ul style="list-style-type: none"> • Inventory of "Site" ready properties • Business Attraction • Job Creation • Capital Investment/Revenue ▣ Reduce issuance of SUP ▣ Realizable plan for future business development. ▣ Competitive Project Completion 	<p>*Site visit in November w/ SVP & VEDP. Provided list of recommendations which have/are being completed.</p> <p>*Added Vanilla Scan to EDA website</p> <p>*Partnering w/ local realtors - Meeting 1/23. Each realtor will be giving individual access for adding commercial listings</p> <p>*Town of Stanley is new owner of the well and will be responsible for getting it on public w/s.</p> <p>* N&S has been contacted and is aware of opportunities for bring rail for business. Associated costs have been roughly determined and will require a significant commitment for new development.</p> <p>*ED Continue to work closely with SVEC to understand existing and potential capacity for available commercial business properties.</p> <p>*ED has had several meetings with Shentel & BBA to discuss potential development.</p>

<p>Identify the sectors and business types that are most conducive to locating in Page County.</p> <p>Complete a survey of the skills of Page County citizens that commute out of the county for employment.</p>	<p><u>L:</u> Dept. of ED</p> <p><u>S:</u> *Planning & Zoning *Towns *Community Planner **Weldon-Cooper Center</p>	<ul style="list-style-type: none"> ▣ Compare programs that assist with local ED planning and development: Virginia Tech ED Study, Cardinal Study (offered by VEDP), JMU ED Study ▣ Partner with Community Planner and departments to review existing comprehensive plan ensuring proper match for future land use and zoning ordinances support the needs to identified markets ▣ Contract planning program, analyze and exercise results ▣ Partner with local higher education and workforce to insure continuing education and training is available 	<ul style="list-style-type: none"> ▣ Identified specific industries for recruitment that are environmentally friendly and provide fair wages ▣ Increased skilled workforce ▣ Expanding and diverse career opportunities ▣ Increased tax base ▣ Specific site preparation for quick development ▣ New incentives/investments per industry 	<p>*Communication w/ towns has been established. Staff will engage, at minimum, quarterly, by call, visit or meeting attendance.</p> <p>*Staff work with Community Planner</p> <p>*Identifying assets, visiting properties, defining contacts and establishing relationships are all underway and being communicated w/ SVP & VEDP.</p> <p>* Planning programs are being researched.</p>
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<p>Develop and implement a marketing program.</p>	<p><u>L:</u> *Dept. of ED</p> <p><u>S:</u> *EDA *VEDP *SVP</p>	<ul style="list-style-type: none"> ▣ Develop a brand ▣ Create print collateral ▣ Design HUBZone Brand ▣ Work with GIS/VEDP to create cartographics illustrating proximity to major metro areas ▣ Establish and consistently engage in Social Media: primarily LinkedIn ▣ Exploit tools and modules on current ED website ▣ Manage County Profile, via VEDP ▣ Assemble Media Kit ▣ Collect site selectors and financiers and compose contact list for direct marketing ▣ Using planning study, design incentive/investment packages, by industry and target market (i.e. HUBZone). Leverage SVP. ▣ Develop a portfolio to present to financial institutions ▣ Leverage professional relationships of current board members 	<ul style="list-style-type: none"> ▣ Increased <ul style="list-style-type: none"> • Prospect Inquiries • Business Development • Retention • Project Capital Funding • Internet Traffic • Brand Awareness ▣ Demonstrated communication ▣ Brand recognition ▣ Support of each local lending institution and professional service providers 	<p>*Populating website w/ current information. As new materials are created and resources determined, site is updated.</p> <p>*Completing Media Kit, includes: Welcome information, Doing Business Brochure, Property Site Sheets, Business License materials, Incentives, etc.</p> <p>*Customized Banner, Table Cover & Displays to be ordered</p> <p>*SVP is providing technical assistance and examples of effective marketing materials</p> <p>*VEDP/County Profile has been updated</p> <p>*LinkedIn account established</p>
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Develop a “fast-tracking” process at the County to secure permits.	<p>L: *Dept. of ED</p> <p>S: *Building, Zoning and Planning Department * Commissioner of Revenue * State Departments (VDOT, DoH, etc.)</p>	<p>■ Interdepartmental Introductions / Development of Professional Relationships</p> <p>■ Assess current flow of applications</p> <p>■ Evaluate areas for improvement within Commissioners, Planning, Zoning, Building and state offices.</p> <p>■ Identify and compare concentrated industries with checklist for permitting/license issuing for practicality and efficiency</p> <p>■ Examine joint meetings for review/approval</p>	<p>■ Streamlined application process</p> <p>■ Competitive turn-a-round permitting/licensing</p> <p>■ Increased</p> <ul style="list-style-type: none"> • Permitting/licensing • Departmental efficiency • Business <p>Development/Expansion/Retention</p>	Fast tracking is in place. Consideration should be given to each application as they are all unique and therefore the timeline will differ.
Prepare and submit an Enterprise Zone application	<p>L: *Dept. of ED</p> <p>S: *Board of Supervisors(BoS) * EDA</p>	<p>■ Review denied application</p> <p>■ Consult with Department of Housing and Community Development</p> <p>■ Submit Revised Application, Spring 2014</p>	<p>■ Enterprise Zone Designation, late fall 2014</p>	Completed successfully.
Review and update the strategic plan, regularly.	<p>L: *EDA</p> <p>S: *Dept. of ED</p>	<p>■ Review 2009 Strategic Plan</p> <p>■ Update with past years accomplishments/changes</p> <p>■ Identify new one - five year goals and measures</p> <p>■ Present to Page County Economic Development & Page County Board of Supervisors for support and adoption</p>	<p>■ Complete updated Strategic Plan for Economic Development, adopt.</p> <p>■ Road map for success</p>	At the direction of the PC BoS, plan may be amended/reviewed by additional parties (i.e. citizens group)

<p>Improve organizational effectiveness and communication within the workforce, schools, and local employers.</p>	<p><u>L:</u> *EDA *Dept. of ED</p> <p><u>S:</u> *BoS *School Board and staff *Workforce Investment Board *Lord Fairfax Community College (LFCC) *Technical Training Center *Luray Page County Chamber of Commerce *others as identified</p>	<ul style="list-style-type: none"> ▣ Call roundtable meeting, include: School Board and administrative staff, Workforce Investment Board, Lord Fairfax Community College, Technical Training Center, Chamber of Commerce and Economic Development Authority. ▣ Review identified industries and explore needs for training and continued education for each. ▣ Leverage these meetings to form a new group and schedule follow up meeting(s) where efforts will be primarily focused on business retention and will promote education, cooperation and communication between the county, towns and organizations involved in business. (ongoing) ▣ Link academic/R&D resources of local higher education facilities with local business and industry 	<ul style="list-style-type: none"> ▣ Improved Communication ▣ Successful planning ▣ Organized and relevant efforts ▣ Informed Business Community ▣ Demonstrated ownership 	<p>Group meetings took place in 2014 with each mentioned party. ED will assess interest for 2015.</p>
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<p>Increase one-on-one communication and cooperation with the three towns.</p>	<p><u>L:</u> *BoS *EDA</p> <p><u>S:</u> *Dept. of ED *Planning Department</p>	<ul style="list-style-type: none"> ▣ Assess water/sewer looking specifically at the current capacity levels, need and cost for future development, per town. ▣ Review Comprehensive Plans for each town, having a discussion with the council on findings. ▣ Present Strategic Plan with each town ▣ Engage frequently ▣ Advise and Assist with grant funding opportunities designed to facilitate maintenance and existing facilities and expansion of utilities in the county. 	<ul style="list-style-type: none"> ▣ Clear understanding of desired future development and abilities ▣ Increased communication ▣ Unified Relationship ▣ Successful marketing ▣ Business development/expansion/retention 	<p>ED presents to each Council, OR, consults with the Town Manager, quarterly, at minimum.</p>
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<p>Review and promote county wide tourism via various marketing initiatives</p>	<p><u>L:</u> *Dept. of ED Staff *Chamber of Commerce</p> <p><u>S:</u> *Dept. of ED *EDA *BoS *SVP</p>	<ul style="list-style-type: none"> ▣ Collaborate with Chamber of Commerce/Visitors Center ▣ Develop individual projects/efforts: i.e. Artisans Trail ▣ Examine areas, by specialty, for expansion within the Arts & Cultural industry ▣ Attend monthly meetings, as scheduled ▣ Provide support to Tourism Council via marketing, project input, decision making, etc., as requested ▣ Report necessary and vital information to ED Authority and local government in support of tourism efforts ▣ By experience and/or professional advising, offer suggestions to the council as identified 	<ul style="list-style-type: none"> ▣ Unified relationship with Tourism Council and Chamber/Visitors Center ▣ Brand Awareness 	<p>Presented by LPCCC President to BoS on regular basis. ED will continue working to define and act on opportunities that will compliment existing efforts of LPCCC. The Artisans Trail should be fully launched by month end May 2016.</p>
<p>Support the airport's capital improvement plan.</p>	<p><u>L:</u> *Dept. of ED</p> <p><u>S:</u> *EDA *BoS</p>	<ul style="list-style-type: none"> ▣ Meet Airport Manager ▣ Tour Airport ▣ Review Plan 	<ul style="list-style-type: none"> ▣ Clearly understand basic operations and potential for growth ▣ Increased hanger occupancy 	<p>Hangers available. There has been lite business use previously. Powell provided history and current status report.</p>

<p>Advocate and assist the agriculture industry in Page County and around the region.</p>	<p><u>L:</u> *EDA</p> <p><u>S:</u> *Dept. of ED *Agricultural Community *Cooperative Extension Office/VT *FoG *VDAC</p>	<ul style="list-style-type: none"> ■ Introduce ED staff and Authority to groups: Page County Grown and Page County Farmers Association ■ Schedule educational and opportunity forum(s) to local farm community ■ Represent agriculture regionally, as permitted ■ Increase communication between ED staff and ag community ■ Facilitate discussions within the agricultural community about how to create a more competitive as sustainable industry ■ Encourage development of agri-tourism and supplemental business activity on existing farms 	<ul style="list-style-type: none"> ■ New opportunities to support sustainable operations and/or industry expansion ■ Increased outward support from community ■ Renewed commitment to local agriculture ■ Agricultural growth ■ Regional efforts/ collaboration for marketing and brand awareness 	<p>Series of Ag workshops to take place this fall. As well, a Grower/Consumer speed dating event. Partners include VDACS & VCE.</p>
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2015 OBJECTIVES	REPOSIBLE PARTIES: LEAD (L) & SUPPORT (S)	ACTION STEPS	DESIRED OUTCOME	STATUS UPDATE
Exploit state and federal grant opportunities designed to foster business development and expansion.	L: *Dept. of ED S: *Consultants	<ul style="list-style-type: none"> ▣ Establish point of contact within each granting agency ▣ Determine submission/deadline dates ▣ Evaluate grant opportunities based on interest and potential of Page County (study findings) 	<ul style="list-style-type: none"> ▣ Grant awards allowing project expansion, marketing, increased development incentives, etc. 	<p>Contact with USDA, DHCD, VTC, VDBA/VJIP has been established and continues to be maintained.</p>
Partner with telecommunication providers to offer and expand services to meet the needs of existing and prospective businesses. Include Broadband development.	L: *Dept. of ED S: *BoS	<ul style="list-style-type: none"> ▣ Schedule meeting with each provider ▣ Gather clear understanding of services offered, demand and growth opportunities ▣ Define definite point of contact for prospect inquiries ▣ Support marketing ▣ Schedule meeting with Broadband Authority and ED Authority 	<ul style="list-style-type: none"> ▣ Established partnership for development ▣ Product knowledgeable staff ▣ Clear understanding of capacity and areas for expansion/improvement ▣ Affordable and competitive services ▣ Improved communication within professional service industry for business development 	<p>Various conversations and meetings have been held with Shentel, and other major service provider, to understand outstanding needs and benefits for attraction. This is an ongoing effort as businesses increase/expand</p>

<p>Facilitate discussion and encourage the school district to engage students, middle/high school, on life skills, credit/money management, career readiness, continuing education/training, etc.</p>	<p><u>L:</u> *EDA *Dept. of ED</p> <p><u>S:</u> *School Board and staff</p>	<ul style="list-style-type: none"> ▣ Schedule meeting(s) with school administration ▣ Provide model examples found successful in other institutions with similar demographics ▣ Collaborate with schools to design a career readiness program ▣ Ongoing technical support, as requested 	<ul style="list-style-type: none"> ▣ Successful implementation of career readiness program ▣ Career ready students ▣ Increased entrepreneurial mindset among youth ▣ Improved opportunities and quality of life among young adults ▣ Increased employment ▣ Advanced skilled workforce 	<p>Partnership with the schools has been received well. An educate the educators field trip was completed with much success. Director will continue to identify interested businesses and facilitate field trips with the schools/business. As well, ED will continue to work with Career Day, Job Fairs, etc. with the VEC, PCPS, LPCCC, etc.**</p>
<p>Design & Implement Formal Business Retention/Expansion Program</p>	<p><u>L:</u> *Dept. of ED</p> <p><u>S:</u> *EDA *BoS *LPCCC *Workforce Solutions *SVP *VEDP *Others as identified</p>	<ul style="list-style-type: none"> ▣ Leverage professional expertise from Page County Partnership and Chamber of Commerce ▣ Identify suppliers critical to current major employers in the county ▣ Collaborate with other organizations to provide specific training, as identified during business visitation (i.e. HUBZone Boot camp, Entrepreneurial Opportunities/Fair, etc.) 	<ul style="list-style-type: none"> ▣ Informed business community and government ▣ Healthy business moral within the community ▣ Proactive business environment ▣ Increased local services/contracting ▣ Reduced cost of doing business 	<p>Committee/design in progress. To date, visits/outreach is left to the body that first connects with the business owner.</p>

OBJECTIVES: Ongoing Efforts	REPOSIBLE PARTIES: LEAD (L) & SUPPORT (S)	ACTION STEPS	DESIRED OUTCOME	STATUS UPDATE
Re-Establishing the function for Economic Development	L: *Dept. of ED S: *EDA *SVP *VEDP	<ul style="list-style-type: none"> ■ Introductions in the local community, a whose who. ■ Actively involve in events/meetings within the region, via SVP ■ Engage in ongoing and consistent communication with Richmond ■ Project discovery/development and implementation ■ Build networks of contacts 	<ul style="list-style-type: none"> ■ Improved Reputation; Open for Business ■ Included in all prospect considerations, provided assets fit. ■ Improved teamwork/collaboration for success 	Continuing effort.
Market and Implement Small Business Revolving Loan Fund	L: *Dept. of ED S: *EDA *State of VA	<ul style="list-style-type: none"> ■ Contact DHCD/Review original contract agreement for revolving small business loan fund ■ Develop/Adopt policy & procedure ■ Include program in marketing efforts, targeting new business start up and undercapitalized existing business ■ Educate loan lending institutions of program for referrals 	<ul style="list-style-type: none"> ■ Increased: <ul style="list-style-type: none"> • Business Development/Retention/Expansion • Job Creation • Capital Investment 	First loan approved and funded and is being paid as agreed. Development of the business has been stunted as a result of federal contacts delayed/not received.

<p>Define and Apply for Incentive Zones: Technology, Tourism, Enterprise, etc.</p>	<p>L: Dept. of ED</p> <p>S: *EDA *BoS *Towns</p>	<ul style="list-style-type: none"> ▣ Identify and research the various business zones to determine feasibility for PC. ▣ As determined, complete work/application for consideration of award ▣ Establish/maintain relationship with state/region bodies supporting zone designations 	<ul style="list-style-type: none"> ▣ Increased: <ul style="list-style-type: none"> • Business Development/Retention/Expansion • Job Creation • Capital Investment ▣ Brand Recognition ▣ Business friendly commitment and reputation 	<p>*Enterprise Zone officially designated</p> <p>*Technology Zone officially designated. Town of Shenandoah has their own technology designation, however, staff suggests it be refined and acknowledged by BoS to be submitted to the state for recognition (incomplete).</p> <p>* ED is in discussion with VTC regarding application of a Tourism Zone</p>
<p>Design a program, similar to successful models found around the state, that advocates entrepreneurship and professional development within the Page County Public School System, beginning in Middle/High School</p>	<p>L: *Dept. of ED</p> <p>S: *PCPS *BoS *EDA * Local Business Community/ Employers : Gold Stars</p>	<ul style="list-style-type: none"> ▣ Research established Programs - determine a model that fits PC ▣ Schedule meeting with PCPS Administration/School Board ▣ Form committee ▣ Tailor designed program to PC ▣ Identify interested local business for field trips/ on site demonstration and interviews 	<ul style="list-style-type: none"> ▣ Prepared and informed workforce ▣ Specific education focused on entrepreneurship, credit and money management ▣ Increased Small Business Development 	<p>Program design in progress.</p> <p>**Partnership with the schools has been received well. An educate the educators field trip was completed with much success. Director will continue to identify interested businesses and facilitate field trips with the schools/business. As well, ED will continue to work with Career Day, Job Fairs, etc. with the VEC, PCPS, LPCCC, etc.</p>

Retention/Maintain existing business by providing continued technical assistance	<p><u>L:</u> *Dept. of ED</p> <p><u>S:</u> *Chamber of Commerce *EDA *PCPS</p>	<ul style="list-style-type: none"> ■ Conduct business visits within the county to determine needs and concerns ■ Plan and schedule a business retention meeting. Invite key players, business owners/managers, workforce, higher education institutions, ED professionals. Discuss key concerns identified from business visits ■ Follow up, with routine meetings/business visits ■ Promote awareness of current workforce training resources, incentives and other resources via electronic communication and site visits 	<ul style="list-style-type: none"> ■ Business Retention: Proven support of all local small business ■ Improved reputation/business climate 	<p>* ED has conducted and will continue to meet with various existing businesses, one on one. * Additionally, ED had held HUBZone meetings and an Agriculture meeting. AgriTourism meetings are slated for early fall, as well as, small business restaurants, B&B's, and growers (partnering with Shenandoah County).</p>
Provide support and recommendations to the Economic Development Authority in furthering their mission and activities.	<p><u>L:</u> *EDA</p> <p><u>S:</u> *Dept. of ED</p>	<ul style="list-style-type: none"> ■ Prepare monthly meeting materials ■ Attend regular EDA monthly meetings ■ Represent Authority in all public meeting/networking events ■ Confer regularly by phone, email, meetings with Authority on projects/plans for ED ■ Be project lead, as identified, reporting back frequently with suggestions/requests ■ Execute Strategic Plan 	<ul style="list-style-type: none"> ■ Efficient and cohesive efforts towards improving local economics: job creation and increased tax base. ■ Successful implementation of short and long term goals identified in strategic plan. ■ Defined point of contact 	<p>Ongoing. Vacancy and participation continues to be a challenge.</p>