TOWN OF STANLEY, VA
2030 COMPREHENSIVE PLAN

Prepared for the Town of Stanley by the
Northern Shenandoah Valley Regional Commission

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The Northern Shenandoah Valley Regional Commission would like to offer a special thank you to Town Manager Terry Pettit. Mr. Pettit’s assistance and support was instrumental in the development of this Plan.

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TOWN MISSION

The Town of Stanley will protect our unique character and provide high quality services and facilities for our citizens, businesses, institutions, and visitors. We will accomplish this mission by managing the Town’s business in an open, friendly, and fiscally responsible manner.
INTRODUCTION

The Town of Stanley, located in Page County in the northwestern area of Virginia, seven miles south of the Town of Luray, is situated in the Shenandoah Valley between the Blue Ridge Mountains on the east and the Massanutten Mountains on the west, in the section known locally as the "Page Valley." The Town lies just four miles east of the South Fork of the Shenandoah River as it winds its way northward through the valley.

Stanley is within one to two hours of larger urban areas: Winchester, Virginia is 50 miles to the north; Washington D.C., 85 miles to the east; Richmond, Virginia is 110 miles to the southeast; Harrisonburg, Virginia is 35 miles to the southwest; and Staunton, Virginia is 60 miles to the south.

This Comprehensive Plan seeks to identify and catalog the unique characteristics of the Town of Stanley, collect and analyze data relevant to the Town’s growth and development activities, develop a framework to guide the Town’s future development, and set forth a plan for community facilities and services.

The Town of Stanley Comprehensive Plan is part of the Town’s ongoing planning process. Its purpose is to provide a vision for the Town’s future development and to provide detailed policies for implementing this vision. The Plan provides a brief Town history, describes existing conditions in housing, community development, infrastructure, and natural resources, and provides a plan for future Town growth and development.

GOALS AND OBJECTIVES

The Town’s growth and development goals and objectives have been identified through a series of public input meetings and discussions with key stakeholders. These goals and objectives have been developed in consultation with the Town Planning Commission and are as follows:

- To maintain Stanley’s small-town atmosphere and protect its resources
- To promote downtown revitalization
- To pursue economic development opportunities that will provide high-wage employment opportunities for the area’s residents
- To develop employment, cultural, and recreational opportunities in order to retain the Town’s young people
- To build and maintain infrastructure to accommodate existing and future residential and commercial development

These goals and objectives will form the basis for the recommendations of this Plan. It is through implementation of the Plan’s recommendations that the Town will be able to achieve these goals and objectives.
TOWN HISTORY

The earlier recorded inhabitants of Page County, including the Stanley area, were the Shawnee Indians. At the beginning of the French and Indian War in 1754, the Shawnee Indians left the Shenandoah Valley and moved west over the Allegheny Mountains. The first person other than a Native American to view the Stanley Plain was most likely John Lederer, a German physician and explorer. In the first three exploring expeditions commissioned by Governor William Berkley in 1669 and 1670, Lederer is said to have reached the summit of the Blue Ridge near Milam Gap and explored as far south as Tanner's Ridge from where he could clearly see the Page Valley. However, he did not descend into the Valley itself.

It was forty-six years later, in 1716, that the colorful deputy governor of Virginia Colony, Alexander Spotswood, explored the same area but continued down into the Valley with his small but well-provisioned band of adventurers. They forded the South Fork of the Shenandoah River, which he named the Euphrates. According to at least one credible historian, Spotswood's descent was down Tanner's Ridge, and the fording of the river took place near the Village of Alma, just west of Stanley.

The first non Native American settlers in the Shenandoah Valley arrived in Page County about 1726 along the banks of the South Fork between the mouths of the Hawksbill and Stony Creeks. The settlement was called Massanutten. Settlement in the Stanley area did not occur for another 120 years.

The history of Stanley goes back only a little over hundred and twenty years. In 1880, the land on which Stanley is now located was farmland owned by Frederick Judy (originally Tehudis,) a prominent local landowner and farmer of Swiss extraction. The impetus that gave rise to the birth of Stanley was the coming of the railroad. In 1881, the Shenandoah Valley Railroad was completed through Page County. It extended from Hagerstown, Maryland to Roanoke, Virginia. This was the greatest economic event in the history of Stanley and Page County. It was at the intersection of the railroad and Gordonsville/New Market Pike, now U.S. Route 340 that Stanley grew as a town. Before the railroad, transportation of goods in Page Valley was undertaken either by wagon moving along the early roads, or by flat-bottomed boats moving north on the Shenandoah River. Between the years 1820 and 1850, many of these boats were built near Stanley.

In 1885, Stanley was known as Sands, being named after Joseph H. Sands, the superintendent of the railroad. In 1890, the railroad was sold and the name was changed to Stanleyton, which was later shortened to Stanley. James McNider was at the time President of the Stanley Furnace and Land Company and it was either his son or his nephew, Stanley McNider, after whom the Town was named.

The new Town immediately began to attract industry. In 1885, the Oxford Ochre Company began the operation of ochre mill and mine where the railroad crossed Stony Creek, one mile southwest of Stanley. This iron oxide commodity, a natural earth pigment, was shipped north for use in making paint. Because of the availability of higher
grade ochre elsewhere, the plant near Stanley was closed in 1911. In 1890, a manganese mine began operation a mile southeast of the Town just west of Round Head Mountain. Also at the time, in the Town itself, there was at least one bark mill (which processed bark for shipment to tanneries,) an ice plant and flourmill.

In 1900, Stanley was officially incorporated by an Act of the Virginia General Assembly. Nine years later, disaster struck in the form of a fire that reduced the Town to ashes. Only one home and the brick Stanley Hotel were spared. By 1911, most of the Town had been rebuilt. At the time, Stanley contained two churches, a four-room school, a drug store, ten mercantile establishments, one bank, one 75-barrel capacity roller process flourmill, a lighting plant, one hotel, one livery and one bark mill with a capacity of about 400 cords of bark a year. The population in that year was recorded at 218 persons. By 1920, the Town's population grew to nearly 450. The Town continued to flourish with the addition of the two canning factories in the 1920's. The Town, as well as the rest of the country, felt the bitter effects of the 1929 Depression, as its economy declined and its population dwindled as many of its young people went in search for jobs elsewhere. For three decades, population growth stagnated. In 1953, however, the Town annexed 445 acres of additional land area and doubled its population to approximately 800.

During the late Seventies and early Eighties, the Town of Stanley saw the most changes that affected the growth and prosperity since the railroad came through the Town. During the 70's, the Town of Stanley was the largest incorporated town within the State of Virginia without a central sewer system. This was a major financial commitment for Town officials, however, the overall economic benefit for the betterment of the Town made the venture worth the expense. The Town sought out and obtained numerous grants and in early 1979, the construction on the 3.1 million dollar wastewater plant and sewer collection system was started. The project was completed in the summer of 1981. The Town Government also incorporated change with the creation of the positions of Town Manager, Public Works Director, Recreation Director, and Wastewater Operator positions. It was also in 1980 that Town adopted its first zoning ordinance that would pave the way for the future growth that the Town was expecting with the completion of the wastewater sewer system. The Town was divided into five separate districts, Medium Density Residential, High Density Residential, Town Commercial, Highway Commercial and Industrial.

During the mid 1980s, the town acquired the old Farmers and Merchants Bank for the new Town Office. The 1980s also brought the first shopping center for Town, which included a grocery store, and three other retail stores. The Town of Stanley continued to grow throughout the 1990s with the development of a retirement facility and a 150-acre lot subdivision just outside the Town's corporate limits. The Town also purchased a 28-acre park that caters to the citizens needs for recreation. In the late 1990s, Page Memorial Hospital built a satellite medical facility in Stanley that better serves the citizens medical needs.
Over the past decade, the Town has continued to build its infrastructure and has developed partnerships with county, regional, and state agencies to implement its development goals and objectives. Recently, the Town implemented a boundary line adjustment incorporating new agricultural lands into the Town’s limits.

The Town of Stanley is a town that has seen many different phases throughout its inception. However, this is a Town with character and reserve to keep growing and making citizens proud to be residents. Stanley is a Town proud of its past and looking forward to its future.
COMMUNITY FACILITIES AND SERVICES

Community facilities and services provide for the health, safety, and general welfare of the public. These facilities include schools, police, fire and rescue services, municipal administrative facilities, water and sewer facilities, parks and recreation facilities, health services, libraries, waste collection, the Post Office and other utilities. These facilities and services are supplied by three major entities in the Town of Stanley: the Town itself, other levels of government, and private companies and organizations.

The Town of Stanley provides water and sewer service, police services, and general administration and development review services. The Town also maintains the street system and provides for storm water management. It contracts for certain other services such as waste collection. Private Utility companies provide electric, gas, telephone, and cable TV services.

Other levels of government supply the following: The County of Page operates the school system, including Stanley Elementary School. In May 2005, the Page County opened its new offices in the former IGA building located on West Main Street. The remodeled offices house the Page County Social Services and the Page County Extension Office. The County also works in conjunction with the State of Virginia to provide public health services. The State Government is responsible of a large part of the highway system and for many drainage facilities. The Post Office is the only Federal facility.

This chapter describes the facilities and services in The Town of Stanley and the surrounding area. It briefly describes the history of these facilities and then analyzes their adequacy and makes recommendations for additions, extensions, and the future provision of the various services.

Town Administration:

The Town of Stanley operates under a Council/Manager form of government. The Town Office is located at 278 E. Main St. Duties of the Town administration include water and sewer billings, accounts payable, accounts receivable, payroll, tax collection, sale of Town decals, zoning administration and development review, and general administration. The building includes offices for each, a council room that also is used for community meetings. As Stanley’s population and land development increase, it will be important to continue coordination with County and regional officials with regards to planning and economic development functions including plan development review and zoning as well as marketing to attract and promote new business within the Town. At some point, the Town’s growth will warrant additional professional staff responsible for planning and community development. One possibility to fund such a position could be a potential partnership with surrounding localities to hire a circuit-riding planner. Stanley’s neighbor to the south, the Town of Shenandoah, also has a similar need for a position of this nature. To address this future need, both Towns might seek such a partnership and pool their resources to hire a joint planner. Services are also available through the Northern Shenandoah Valley Regional Commission.
The Town also owns two maintenance buildings on Pump Lane just off Honeyville Avenue that is used for storage purposes. A seven bay public works building is located at 878 Marksville Road. The building contains an office for the five public works employees plus storage for water and sewer maintenance parts. This maintenance facility houses two pick-up trucks, two dump trucks, a backhoe, a trash truck, a street sweeper, a sewer jet, and a mower.

One issue that does need to be addressed for the Town is the improvements or building of a new municipal office building to better serve the citizens of Stanley. Currently the municipal office does not meet the needs of the staff and does not offer adequate meeting space. The Town has purchased property just below where the current municipal office sits. This property is also part of the four-acre tract mentioned within Parks and Recreation section of this chapter. The Town has applied for grant funding to facilitate building construction with the intent to build a new municipal office building on this property in conjunction with the initiative to work on creating a Community Park/Natural Preserve and revitalize the Central Business District. The Town should continue to actively pursue grant funding for this important capital facilities project.

Water Supply and Distribution:

The source of public drinking water for Stanley (and the surrounding area for which the Town provides water service) is ground water supplied through a series of five wells. Currently, a sixth well is being drilled to provide water with plans to take two wells
offline, providing back up service in the event of an emergency. The water supply for the town has a system design of 529,600 gallons per day and consists of a 60,000-gallon elevated storage tank, pump station, and a 500,000-gallon ground storage tank. All of the wells have meters, sample taps, pressure gauges, waste discharges, blow off lines and are housed in either cement or block buildings. Total water production is metered. Reported yields from the well ranges from 53.5 up to 400+ gallons per minute for a combined yield of 962.5 gallons per minute. Finished water storage facilities consist of two steel storage tanks with a combined capacity of 560,000 gallons. Well number 6, with the highest yield, is located approximately 500 feet from State Route 638 (Aylor Grubb Road) near the area planned for future development.

Well Number One is located on Pump Lane along with 60,000 gallon elevated storage tank. Well Number One pumps 80 gallons per minute. Well Number Two is located on Little Roundhead Drive and pumps 35 gallons per minute. Well Number Three is also located on Little Roundhead Drive adjacent to the 500,000-gallon storage tank and pumps 60 gallons per minute. Well Number Four is located on Bosley Drive and pumps 200 gallons per minute. Well Number Five is located on Middleburg Road and pumps 35 gallons per minute, but its yield was much larger. The last well is well number six and is located on Gray Drive. The well pumps over 400 gallons per minute.

The water is untreated and current distribution to customers is through cast iron and PVC lines that range from ¾ inch to twelve inch. Plans are to close wells number two and three due to their proximately to the old landfill and drill a new well north of town to replace them. The town also upgrades 1000 to 2000 feet of water line each year and has an excellent wellhead protection program that recently won an EPA award.

One the of growing concerns for the Town of Stanley is the fact that more than one half of the Water Service Customers are outside the corporate limits. The Town has been working to modify its corporate limits in conjunction with Page County to better serve Water Service Customers. This would benefit the Town by allowing more residential or industrial development plus establishing a clearer basis of where water utility lines are for future development. This initiative follows the beliefs of the Living Towns Concept in which it states that it is more efficient for a Town to develop close to boundary/ corporate lines or within the boundary or corporate lines opposed to running lines miles outside the Town. Most importantly, by including these customers that have water service but live outside the corporate lines, the Town's tax base would be greatly improved and the Town could better service and provide more routine maintenance to the water system.

Page County has recently drilled a new well (Well #7) on Goodrich Road that will supplement the Town’s existing system and provide service to the new industrial park. The well, located on Goodrich Road, will be turned over to the Town.

The Towns water lines are depicted in Figure 1.
Sewage Collection and Treatment:

Wastewater is collected in Stanley and treated at the Stanley sewage treatment plant (STP). The STP is designed to treat up to 300,000 gallons of wastewater a day (gpd). The current average daily load during dry weather is 150 - 175 gpd. During heavy rains, wastewater loads of 500,000 – 600,000 gpd are treated, stored, and released. The increased wastewater rate during heavy rains is due to infiltration of stormwater in the system. The DEQ recently approved the STP operations and maintenance manual (July 2007). In 2004, Stanley received funding to upgrade sewer facilities through a grant from the Department of Agriculture’s Rural Development program. Both the plant and the collection system were installed in 1980 and include eight and ten inch PVC pipe along with six sewer lift stations.

Several major improvement projects have taken place at the Stanley wastewater facility within the past ten years. The first project was installation of new headworks, cross channel connection, and new aerators in the oxidation ditches. The second project was the installation of a UV disinfection system which replaced an old chlorine system. Also included were new automatic alarm probes which will automatically call an operator when flows reach a certain height. The final improvement project was the installation of a new belt press for the handling of sludge. The total cost of all three projects was nearly $2 million.
Insert Figure 1 (Water Lines) here
One of the growing concerns for the Town of Stanley is the fact that more than a quarter of the Sewer Service Customers are outside the corporate limits. As previously noted, the Town has worked with Page County to extend the corporate limits to better serve Sewer Service Customers. This benefits the Town by allowing more residential or industrial development plus establishing a clearer basis of where sewer utility lines are for future development. This initiative follows the beliefs of the Living Towns Concept in which it states that it is more efficient for a Town to develop close to boundary/corporate lines or within the boundary or corporate lines opposed to running lines miles outside the Town. Most importantly, by including these customers that have sewer service but live outside the corporate lines, the Town’s tax base would be greatly improved and the Town could better service and provide more routine maintenance to the sewer system.

The Town’s sewer lines are depicted in Figure 2.

**Solid Waste Collection:**

The Town of Stanley provides weekly house-to-house garbage collection for town residents and twice a week for businesses by the use of a private contractor. Residents outside town limits but on the water system also receive trash service.

The Town promotes recycling by encouraging the use of the recycling bins at the Old Page County Landfill located on Eldon Yates Drive. The Town will begin to explore the feasibility of starting a recycling program as the need and demands grows within the Town and amongst residents.

**Parks and Recreation:**

The Town’s Recreation facilities consist of the following:

A five-acre tract located off of Park Road, used by Stanley Recreation Department for softball and little league football. Park contains dugouts, a backstop, lighted playing field and a concession stand.

A four-acre tract located at the end of Painter Drive contains the Stanley Little League Park. The tract consists of two ballparks (one lighted), a concession stand, a storage building, dugouts, bleachers, a batting cage, and a press box.

A twenty-eight acre park located off of Hawksbill Park Road, consist of a community center, a swimming pool and bathhouse, a concession stand, three picnic shelters, horseshoe pits, a couple of sand volleyball courts, a playing field, and a hiking trail. The Town has recently opened a skate park which provides an additional recreational opportunity for many of the Town’s youth.

Three additional acres have been purchased adjacent to the Hawksbill Recreation Park for future expansion of the softball/baseball facilities.
Insert Figure 2 (sewer lines) here
The Town has also purchased four-acres near the center of Town off of East Main Street (Ed Good Memorial Park) which is being used for carnivals and the Homecoming Festival. It is also the location of the recently constructed skate park. The Town is planning on using this land for green space and future Park development. Plans for the near future at Ed Good Memorial Park include a proposed playground, picnic shelter, and walking trail.

The Town of Stanley maintains a good amount of “Green Space” that is used for recreational parks. This is one area of planning that the Town intends to expand its resources and amenities to better serve the citizens and surrounding county residents. The total thirty-one acre tract of land off Hawksbill Park Road is where the Town sees the greatest potential for development of a high quality regional recreational site. Its proximity to the Town and beautiful backdrop of the Valley make it an attractive site for tourists and campground sites. This could easily bring more revenue to the Town and could open the door for the Town to more Commercial Development in and around the Town.

The four-acre in Town site also has great potential as a community park for festivals and local Town celebrations. This site could be designed to be a Natural Preserve for the Town of Stanley making it a focal point to the redevelopment of Central Business District. The concept of the Community Park could be walking and biking trails that could eventually link up to the Hawksbill Park Road Recreational Park or other recreational sites around the Town. These ideas for park development will need to be backed by community support and can become a reality by the use and seeking of federal and state aid in form of grants.
Schools:

The Page County School Board operates all public schools within the County. Stanley Elementary is the only school operated within the Town. Located at 306 Aylor Grubbs Avenue, the school educates children from pre-kindergarten through fifth grade. The facilities include an auditorium, a library, gymnasium, cafeteria, and 42 classrooms. Middle school students attend Page County Middle School, opened in 2009, while grades nine through twelve are taught at Page County High School. Both the middle and high schools are located on U.S. Route 340 approximately 6 miles southwest of Stanley.

The Page County school board has made an extensive effort to keep the schools well maintained and give students every opportunity to succeed in their academic pursuits. The Town has maintained a good working relationship with the school board and plans to continue to work towards the same goals in the years to come.

There are a variety of higher education opportunities within a reasonable driving distance including James Madison University in Harrisonburg, Lord Fairfax Community College in Middletown, Bridgewater College in Bridgewater, Christendom College in Front Royal, Eastern Mennonite University in Harrisonburg, and Shenandoah University in Winchester. The Page County Technical Center is another option for higher education just outside of Stanley. Increasingly, higher education opportunities are available through online programs. However, access to broadband within Page County is limited inhibiting widespread use of this medium within the Town of Stanley.
Library:

In 2005 the Town of Stanley opened the William "Bill" Kibler Community Library. The library is located on East Main Street across from the Post Office in the former Jefferson Bank Building. The library was made possible from donations left by the late William Bill Kibler. Mr. Kibler was a well known educator and always dreamed of the establishment of a library in Stanley. Mrs. Debbie Snellings, local resident, is librarian and the library is part of the Massanutten Valley Library System. Plans in the future include a museum that will exhibit many of Mr. Kiblers collections as well as related items of Stanley history. Residents also have access to the Page County Library system including locations in the Town of Luray and the Town of Shenandoah.

Post Office:

The U.S. Post Office in Stanley is located on West Main Street between Deford Avenue and Aylor Grubbs Avenue. The building is a one-story structure and is operated by the postmaster, two full time employees and five part time employees. Residents in the center of Town do not have their mail delivered but must pick it up at the post office. The rural carriers deliver mail to the remainder of residents and to the outskirts of the Town and have three rural delivery routes.

The Post office at this time is considered inadequate. There is a need for expanded and more parking at the facility as well as the need for additional space for more post office boxes. In general the Town will need to go through the State Government and the U.S. Postal Service in order to have a new Post Office facility built within the Town to better serves its citizens.

Stanley Post Office
Police Protection:

The Stanley Police Department is located within the Town Office on East Main Street. The department provides coverage with three officers, with plans to hire a fourth in the very near future. Each has their own police vehicle for answering calls throughout the day. Hours that are not covered by the Stanley Police Department are covered by the Page County Sheriff’s Department.

Page County also has a Sheriff’s Department consisting of fifty-two full time and eight part time deputies and serves the County of Page as well as the towns within. The Sheriff’s department handles all after hour calls for the Town, allowing for 24-hour protection. The central dispatch office is located in Luray and serves as a dispatcher for all service calls in the Town. In addition to its own exclusive radio frequency, the dispatch network system includes the County Sheriff’s, town police departments, and the Virginia State Police.
Volunteer Fire Department:

The Stanley Volunteer Fire Department is located at 190 East Main Street and is located in a four bay station that can house up to seven vehicles. The building also consists of a 240 seat social hall, kitchen, lounge, shower facilities, offices, cascade room, and storage facilities.

Stanley Volunteer Fire Department has 60 members and nine pieces of fire fighting equipment. The equipment consists of a 2000 engine with a 1,000 gal tank and a 1,500 gpm pump, a 1975 engine with a 750 gallon tank and a 1000 gpm pump, a 1986 engine with a 500 gallon tank and a 1,250 gpm pump, a 2007 tanker, 2,500 gallon tank and a 1,250 gpm pump, a 2003 brush truck 250 gallon tank and a 250 gpm pump, a 1997 squad truck that carries extrication equipment, a 1999 suburban EMS vehicle, a 1992 utility pickup and a 2000 command vehicle. The department also has a camper that is used for a mobile command unit or can be brought to the scene of an incident to be used for recon purposes, a portable kitchen and the County Hazard Materials Trailer is kept at the station.

The department also has several specialized teams that include a search and rescue ATV team, a wildland firefighting team and an EMS division.

The fire department serves the Town of Stanley and the surrounding area consisting of approximately 90 square miles. The fire department receives its calls through the use of a paging system activated by the Page County Emergency Operations Center in Luray.
The major problem confronting the department is the availability of manpower during the daytime hours. The department now answers over 500 calls per year, which is average of 1.4 calls per day. The average manpower response is 14 per call, which does meet requirements with the exception of NFPA standards during structure fires. Mutual aid agreements with the county and other two departments help to meet this requirement at the present time but they the other fire departments are experiencing losses in manpower as well. The local fire departments, along with the Town Government will need to begin to campaign to recruit new and more volunteers as well as begin exploring the feasibility to hire full-time staff. This might be accomplished by county and surrounding Towns pulling their resources to make it feasible to hire full-time firemen or create jobs locally to retain more of the their volunteers within the vicinity.

**Rescue Squad:**

The Stanley Volunteer Rescue Squad is located in a three bay building located at 933 West Main Street. The building consists of space for six vehicles, a meeting room, a lounge, offices and storage rooms.

The Rescue Squad has twenty members that consist 20 members whose training range from certified drivers, to emergency medical technicians to enhanced technicians. The County supplements the shortage of volunteers by providing one paid medic ten hours per day seven days per week. The squad has four box units, one first response vehicle, one command vehicle, and a boat. All members are notified by a pager system from the Page County Emergency Operations Center in Luray.
The volunteer rescue squad responds to over an average of 900 calls per year, which results in approximately 2.5 calls per day. Like the volunteer fire department, there is also a manpower shortage. Not only is there a manpower shortage in Stanley but throughout the other County rescue squads as well, meaning that sometimes dual agencies are called to obtain one crew for a call. Like the fire department, this problem will have to be looked at from a countywide perspective. The rescue squads will have to work together in order to obtain more volunteers or work on pooling resources together to hire full-time EMTs for the County in centralized location.

_Electric Power, Gas, Telephone, Cable T.V.:_

Private companies provide electric power, gas, telephone, and cable television services for Stanley. Allegheny Power currently provides most residents with electric power. There are several distributors of LP gas service for the Town and surrounding residents. Embarq provides local telephone service throughout Page County. Comcast Cable provides cable television service.

_Broadband:_

High speed internet service is currently unavailable within the Town of Stanley. Page County has submitted applications for funding through the Commonwealth’s Community Development Block Grant program and through a variety of federal program to develop broadband internet capacity for the County’s Towns, including Stanley. High speed internet service is vital to the County’s economy and to the future development of the Town. Infrastructure and service is needed to ensure adequate Town and rural coverage, provide high-speed availability to existing and new businesses, and deliver service to community facilities (e.g. schools, libraries, hospitals, public safety providers, etc.). Page County is also working with the Northern Shenandoah Valley Regional Commission in order to advance regional broadband initiatives.

The Town’s Community Facilities and Services are depicted on Figure 3. As noted above, the Town has a relationship with Page County that provides for the extension of community services to planned areas outside of the Town limits. Figure 4 depicts primary and secondary service area tiers.
Insert Figure 3 (Community Facilities and Services) here
Insert Figure 4 (Community Service Areas)
**Community Facilities and Services Recommendations:**

The Town of Stanley will continue to experience growth, however the Town wishes to maintain its small town character. Recommendations for maintain adequate community facilities and services are outlined below.

1. Identify and secure grant funding for new municipal building
2. Pursue broadband internet access in conjunction with Page County and the Northern Shenandoah Valley Regional Commission
3. Develop strategy to recruit, train, and equip new emergency response personnel
4. Develop and market a recycling program
5. Secure grant resources to make improvements to Ed Good Memorial Park
TRANSPORTATION

The Town’s transportation system constitutes the principal infrastructure responsible for the movement of people and goods, thereby serving all community activities. The transportation network is directly correlated with safety, accessibility, and economic prosperity. Without good transportation links, the town will likely have congested traffic, poor street patterns, and miss opportunities for growth. The capacity of the Town’s transportation affects not only the quality of life for residents, but also the ability of Stanley to attract and retain businesses and residents.

For the purposes of this comprehensive plan, two separate categories of the transportation system have been considered. These categories are roads, which provide transportation facilities for automobiles, trucks, and pedestrians; and transit, which include trains, buses, and airplanes. The analysis of the road and transportation systems within the Town will be broken into these categories and the future of Stanley’s transportation system will be addressed in lieu of future projects and a needs assessment.

Roads:

The existing road system of Stanley contains approximately 10.08 miles of streets within the corporate limits. All of the roads within the Town are owned and maintained by the Virginia Department of Transportation (VDOT) with the exception of a few alleyways that the Town owns and maintains. Figure 5 depicts the Town’s existing road network.

U.S. Highway 340 Business is classified as a Rural Minor Arterial road and runs directly through the Town. The remainder of the streets in Stanley are considered local roads and streets, however they are still managed and owned by VDOT. These road/streets are relatively narrow and carry a light volume of low speed traffic to adjoining areas and the Rural Minor Collector roads and Rural Minor Arterial road of U.S. Route 340. U.S. Route 340 continues to be Stanley’s most heavily used road. Aylor Grubbs Avenue, Park Street, Honeyville Avenue, Chapel Road, Algood Drive, and Bosley Drive are among the other roadways that are heavily used throughout the Town.

Developing and maintaining functional and attractive gateways into the Town are an important component of the transportation and community development strategy. The Town has worked with VDOT to secure $25,000 in grant funding to implement a gateway signage program on both ends of Town.

Public Transportation:

Stanley currently does not have any means of public transportation. Given the size of the community, there may be limited options for fixed-route transit within the Town itself. Demand response service is currently available to certain populations through human services agencies (e.g. Shenandoah Area Agency on Aging). As the Town continues to grow and become more integrated with the economy of the County and the broader region, the Town should consider working with existing public and non-profit providers.
Insert Figure 5 (Existing Roads) here
to facilitate local and regional transit allowing citizens access to local and regional employment and recreational opportunities. In addition, the Town should work with the Northern Shenandoah Valley Regional Commission to ensure that commuter services are adequately provided for.

**Air Transportation:**

General aviation and commercial air service are important components of a local and regional community and economic development strategy. A general utility airport is available in Luray Caverns Airport. The closest commercial airport with passenger service would be Shenandoah Valley Regional Airport, which is south of Harrisonburg. The closest International Airport would be Washington Dulles International Airport, which is approximately one hundred and ten miles from Stanley.

**Railroad Service:**

Stanley was founded on the railroad and its importance along the Norfolk and Southern Railroad. This line is designated for freight only and there is no passenger service available to Stanley. This rail-line is still considered a mainline route and continues to carry amount of rail traffic on a daily basis.

Rail improvements are currently under consideration to serve the industrial park area just outside of the Town limits. Norfolk Southern would like to extend the Stanley siding by adding approximately 5,000 – 7,000 feet of new track in order to install proper switching and provide rail service into the industrial park property. At present, the 210 acre heavy industrial park is totally reliant on truck traffic to serve the park’s freight transport needs.
Pedestrian/Bicycle:

The Town wishes to address is the need for better pedestrian traffic patterns and is working to address the issue of improving sidewalks, walking trails, and bike paths. In addition to bike paths, the Town also hopes to address the idea of adding bike lanes to some of the major thoroughfares throughout the town. Some of these issues might be accomplished through the proposed Community Park within the center of the Town adjacent to the land of the future Municipal Building.

In order to improve pedestrian service, the Town of Stanley has completed a Safe Routes to Schools grant project which identified necessary sidewalk improvements. The Town will be seeking additional grant funding for design and construction of new sidewalks and crosswalks on Aylor Grubbs Avenue.

Future Plans and Implementation:

Stanley is a growing community that has consistently provided adequate infrastructure to meet the needs of its residents, businesses, and areas immediately adjacent to the Town. The Town and the citizens pride themselves on the appearance and the character of their town. The only areas that Town officials wish to address to better serve and improve the town is to continue working with VDOT towards improving and widening the streets and establishing sidewalks to better serve the pedestrians needs.

The Town has also expressed interest in exploring gateway signs for the north and south entrance to the Town as well as a sign off of the U.S. Route 340 bypass acknowledging the Town of Stanley. These ideas of establishing gateway and welcome signs can be accomplished by looking towards working with the Main Street Community and becoming an affiliate member. There are also grants that could be potential funding resources for these particular issues. Finally, the Town of Stanley should look into establishing a Community Pride group or organization to address these issues of welcome signs as well as other issues that are mentioned in this as well other chapters.

Transportation Recommendations:

1. Identify and implement sidewalk development and rehabilitation projects and pursue grant funding opportunities

2. Identify and implement bicycle and trail facilities, particularly those that connect to existing or future planned facilities throughout the region

3. Continue to develop and implement gateway strategies to enhance the attractiveness of the community along key transportation thoroughfares (e.g. Route 340)

4. Actively participate in the Region’s Transportation Planning Technical Committee and in the Route 340 Context Sensitive Solutions Study
5. Identify and pursue regional transit opportunities through the Northern Shenandoah Valley Regional Commission’s Regional Transit program

6. Work with Norfolk Southern to improve rail service into the industrial park
LAND USE

The Land Use section of the Town’s Comprehensive Plan describes the pattern of existing land use within the Town and details the Town’s future land use plan which shall form the basis for land use and zoning ordinances, policies, maps, etc.

The Town of Stanley covers 759 acres, just over one-square mile. The current land uses are a mix of residential, commercial, and parks/recreation (see Figure 6 - Existing Land Use Map). Approximately half the existing land use is classified as residential, with 38 percent designated as parks and recreation. The remaining 20 percent of existing land uses include institutional, commercial, industrial, and other. Residential and open farmlands provide a pastoral setting surrounding the town.

The Town developed essentially in three stages. The first stage in the Town’s early inception was within the two-block segment of Main Street (U.S. Route 340) between the Norfolk and Southern railroad tracks and Deford Avenue. In this section of town is essentially the Central Business District that include some of the oldest homes and businesses within the Town.

The second stage of development extended east and west along U.S. Route 340 away from the center of Stanley and along Honeyville and Aylor Grubbs Avenues. Most of the remaining larger and older homes in Town are located in these areas.

The third and most recent area of growth is the development of homes throughout the outskirts of the center of the Town and just outside the corporate boundary. In the eastern part of Stanley, mostly residential development has continued throughout the years since the last Comprehensive Plan Update. Commercial development has continued with the addition of the Stanley Town Center in the southern part of U.S. Route 340 corridor.

The Town’s future land use plan increases residential and commercial uses while maintaining several parks and recreational areas to preserve green space and encourage migratory pathways. Future land use will predominantly be residential (84 percent) with the second most common land use planned for parks and recreation. Zoning is the principal land use planning tool by which to implement the Town’s comprehensive vision for the future. This chapter will briefly describe existing land use, future land use, and the Town’s zoning plan for achieving its desired future land use.

Existing Land Use

Residential:

Residential land currently occupies approximately 51% of the total land area for the Town of Stanley. Single-Family residential dominates the landscape of residential land use within the Town, with only a few two-family and multi-family complexes throughout the Town. Of the 390 total acres dedicated to the residential land use 95%
Insert Figure 6 (Existing Land Use) here
consists of Single-Family dwellings, with the remaining 5% dedicated to two-family or multi-family dwelling units.

These development trends have continued outside the existing corporate limits and the Town provides utility services to these households as well. Most development tends to be where public utilities already exist for easy connectivity, however, most of the public utilities extend beyond the corporate limits.

Commercial:

Commercial land use encompasses only 20 acres (3%) of the total land area of the Town. The majority of commercial land is situated primarily along the U.S. Route 340 Business Corridor.

The Town of Stanley has three main areas of concentrated commercial development. The first area of commercial development is in the north part of Town, as one would enter coming from U.S. Route 340 Business. The second area of concentrated commercial development is referred to as the Central Business District. This is the area from the Norfolk and Southern railroad to Deford Avenue. The third concentration of commercial development is in the southern part of Town. This is the area anchored by the Stanley Town Center. It is important to note though that there are several other areas of commercial uses throughout the Town and along U.S. Route 340 Business Corridor.

Industrial Use:

Currently there are 9 acres dedicated to Industrial development within the existing corporate limits; principally associated with the Town’s wastewater treatment facilities. This comes out to approximately 2% of the total developed land within the Town and 1% of the total land area of the Town. However, the greatest potential for Industrial development lies outside the Town’s corporate lines where there is already a small industrial park and contains land for future industrial development. The Town is examining public utility extension out to these parcels of land in order to attract industrial development opportunities which would provide jobs to the residents of the Town and surrounding areas.

Public/Institutional Use:

Public Service and Government land covers over 40 acres within the Town limits. This land consists of churches, cemeteries, a post office, and various local government holdings.

Parks and Recreation:

The Town currently has 290 acres dedicated to Parks and Recreation. However it is important to note the development potential of this land as a significant portion of the land currently in use as recreation/green space is zoned for residential development.
In addition to the existing development within the Town, there is considerable
development (predominately residential) around the periphery of the Town. Much of
this development is served by the Town’s Public Utility System. The potential exists for
many different types of development outside of the corporate limits ranging from
residential, commercial, and industrial. A significant economic development facility is
planned just north of the Town within Page County. This development is to be served
with utilities by the Town of Stanley.

**Future Land Use and Zoning:**

The Town of Stanley’s land use goals are to develop and implement a comprehensive
land use plan that promotes the protection of undeveloped land, maintains controlled
patterns of residential and commercial expansion, and encourages a mixed-use pattern of
residential, commercial, and employment activities in the town and surrounding areas.

As noted above, zoning is the principal land use tool by which municipalities within the
Commonwealth of Virginia can implement land use goals and objectives. The Town of
Stanley began actively regulating its land use in 1980 following the adoption of a local
zoning ordinance. The Town’s zoning ordinance details permitted land use classifications
and establishes basic development standards including, but not limited to, setbacks,
frontage, yard requirements, height regulations, by-right zoning, and special use permits.
The land use classifications are intended to serve as a future land use plan for the Town.
Figure 7 depicts the Town’s adopted zoning map.

The Town’s zoning ordinance is designed to regulate development activity and
implement its future land use plan by:

- Implementing the policies and recommendations made in the Town of Stanley
  Comprehensive Plan.

- Providing adequate light, air, convenience of access, and safety from fire, flood,
  and other dangers.

- Reducing or preventing congestion in public streets.

- Facilitating the creation of a convenient, attractive and harmonious community.

- Ensuring adequate police and fire protection, disaster evacuation, homeland
  security, transportation, water, sewerage, flood protection, schools, parks,
  playgrounds, recreational facilities, and other public requirements.

- Protecting against one or more of the following: overcrowding of land, undue
density of population in relation to the community facilities existing or available,
obstruction of light and air, danger and congestion in travel and transportation, or loss of life, health, or property from fire, flood, panic or other dangers.

- Encouraging economic development activities that provide desirable employment and enlarge the tax base.

The Town’s Comprehensive Plan is largely implemented through zoning and as such, the two must be generally consistent. The next section of the Plan briefly describes the Town’s adopted zoning ordinance.
Insert Figure 7 (Zoning Map) here
Zoning Classifications

Medium Density Residential District:

The MDR District is composed of medium-density residential areas and undeveloped areas where similar densities of development are likely to occur. The intent of the regulations for this district is to protect the residential character of the area, to promote and encourage additional residential growth at similar densities and to promote a suitable environment for family life. Therefore, development is limited to single- and two-family dwellings plus selected additional uses such as schools, parks, churches, and certain public facilities which are included to serve the residents of the area.

High Density Residential District:

The HDR District is composed of areas in the central part of the town where high-density housing would be appropriate. The intent of the regulations for this district is to provide a more diversified housing mix for all age groups, family sizes and income groups, to preserve and reinforce the residential character of the town and concentrate development in order to minimize the cost of services. Therefore, development is limited to single-family dwellings, townhouses, and garden apartments. The lot sizes are based on the expectation that town sewerage will be available in the near future. Selected additional uses such as schools, parks, churches, and certain public facilities that serve the residents of the area are also permitted.

Town Commercial District:

The TC District is composed of the majority of Stanley’s business activities, with additional vacant land for expansion. The intent of the regulations for the district is to reinforce the commercial center of the town and encourage additional commercial growth at an appropriate scale which is not traffic intensive and which is within walking distance for most residents of the town. Specific types of uses proposed for this district include retail trade establishments, finance and insurance offices, drugstores, and personal service stores which do not generate high levels of traffic.

Industrial District:

The I District is composed of two areas principally associated with the Town’s wastewater treatment facilities. The intent of the regulations for this district, particularly if assigned to other parcels in the future, is to encourage industries which can utilize the local labor supply and which do not in any way detract from the residential desirability of other nearby areas.

Agricultural District:

The intent of the agricultural district, developed primarily as a result of the boundary line adjustment, is to preserve the character of those portions of the Town of Stanley where
agriculture and other low intensity uses predominate. Very low-density development may be permitted in this area, but agricultural preservation is the primary intent of this district.

_Floodplain District:_

The purpose of these provisions is to prevent the loss of life and property, the creation of health and safety hazards, the disruption of commerce and governmental services, the extraordinary and unnecessary expenditure of public funds for flood protection and relief and the impairment of the tax base.

**Land Use Recommendations:**

1. Monitor development activity to ensure that the Comprehensive Plan and zoning ordinance continue to satisfy the Town’s development and redevelopment goals and objectives.

2. Coordinate Town planning efforts with the County so that Stanley remains urban development areas for residential, commercial, and industrial development in Page County. The Town will need to continue their productive working relationship and have a joint collaboration with the County Administrator, Zoning Official, County Planning Commission, County Industrial Development Authority and County Economic Development Official in order to reach not only the Town’s goals but the County’s as well in order to progressively move forward into the twenty-first century.

3. Protect existing open space within the Town limits through the development of recreation/conservations areas that will provide green space and neighborhood recreation areas on land that is unsuitable for most other uses, while protecting and enhancing the Town’s environment.

4. Confine residential development to public service areas. As mentioned earlier in this chapter these issues can be addressed through the coordination of boundary line adjustments with Page County so that there are more customers within the corporate limits than outside the corporate limits on public utility service.

5. Continue to work and coordinate with surrounding communities on planning issues that would affect the continued development of the Town of Stanley. The Town should stay active in communication with the problems that other surrounding communities face and how they are dealing with such issues so that the Town of Stanley can share and learn from other communities within Page County.
NATURAL RESOURCES

The town of Stanley lies at the foothills of the Blue Ridge Mountain range. The Shenandoah National Park and Skyline Drive create a scenic backdrop east and south of the town and the Massanutton Mountain range lies about five miles west of the town. The National Park’s Big Meadows Visitor Center, located three miles east, provides tourists an overview of Stanley from an elevation of 3,140 feet. The South Fork of the Shenandoah River meanders north, in ox bows bends, approximately four miles west of the town.

Stanley straddles both the Ridge and Valley physiographic province to the west and the Northern Blue Ridge province to the east. Based on the Natural Resources Conservation Service (NRCS), U.S. Department of Agriculture General Soils map, the soils underlying Stanley are predominantly Braddock – Monongahela – Unison which are well drained soils that have a clayey and loamy subsoil (see Figure 8 - Soils Map). Soils in the surrounding areas include those classified as Craigsville – Huntingdon to the east, Sherando soils to the west, and Thurmont soils to the south; which all exhibit similar well draining properties and contain loamy subsoils. The underlying geologic formations are comprised of dolomite, blue limestone, and chert with thin sandstone beds in the valley and some shale beds to the east. Dolomite and limestone contain numerous karst features such as sinkholes, seeps, caves, and springs. Although no karst features in the area have been mapped by the Natural Heritage Division of the Virginia Department of Conservation and Recreation (DCR), such features are presumed to be present in the town and surrounding areas. Soils in this area accommodate individual onsite sewage disposal systems, except where the soils are too shallow. In this region, groundwater travels quickly and widely through the karst geology.

Stanley is located in Page Valley at an elevation of approximately 1,000 feet above sea level, with gently sloping terrain that tips toward the Shenandoah River to the west. Based on the NRCS, over 90 percent of the land in Stanley has little to no slope (0 - 5%), with the remaining lands gently rolling hills (5 - 15% slope). The websoil survey classifies 70 percent of Stanley as prime farmland with 30 percent classified as “prime farmland if protected from flooding or not frequently flooded during the growing season” (http://www.va.nrcs.usda.gov/technical/Soils/).

There are no land or conservation easement holdings in the town or within a one-mile radius surrounding the town (Virginia Conservation Council; Natural Heritage Division of DCR). Page County maintains Agricultural / Forestal Districts in accordance with the Ag/Forestal Virginia legislation, designated to protect farm, forest, and open space lands. One Ag / Forestal district is located in Page County, north of Stanley. The Virginia Outdoor Foundation holds three easements east of Stanley; none are located in the town. In addition, no known or listed natural heritage resources (threatened or endangered species and / or critical habitats) are present in the town of Stanley or within a one-mile perimeter. Stanley maintains balanced ecological diversity of plant and wildlife species. Forested areas throughout the town contain stands of mixed deciduous oak-hickory-poplar with pine.
Insert Figure 8 (Soils Map) here
Previous land use in and near Stanley includes two closed landfills and an abandoned mine in an outlying area. The former Stanley landfill, owned by the County of Page, was closed in 1999. The methane gas is flared continuously, in compliance with the state and federal regulations. Post-closure care for the Stanley landfill is maintained by the Page County Department of Public Works and offers the community a citizen’s convenience and compactor site for the recycling scrap metal, plastics, aluminum, glass, paper, and cardboard. The adjacent old town landfill (the fore-runner to the County landfill) has been undisturbed and unused since the early 1970’s when it was closed. According to the Virginia Department of Mines, Minerals, and Energy, an abandoned iron and manganese mine, located outside of the town near the Battle Creek landfill, is designated with high state priority ranking. The abandoned mine in its current condition, and if reclaimed, poses no threat to the natural resources of the town of Stanley. Refuse and recycling within Stanley is transported to the Battlecreek landfill.

Water:

In 1994, the Town of Stanley was awarded a Wellhead Protection grant from the EPA (Environmental Protection Agency.) The money was used to conduct a study of the Town's five wells and how they could be protected from future contamination. The project has received several awards for the efforts in maintaining good water quality. Several of the awards included a 1994 "Water System of the Year" from the Virginia Rural Water Association, a "Certificate of Environmental Achievement" from the Renew America in 1997, and in 2001 EPA Award the Town Leadership Award for protection of its drinking water. Stanley’s well head protection program seeks to maintain the integrity of the drinking water and reduce the likelihood of contaminants by restricting land use activities in the wellhead perimeter. The wellhead protection program includes public education and awareness. A zoning ordinance provides Stanley with the authority to manage land use and guide development to insure the protection of ground water. Due to the karst geology in the area, ground and surface water interact and ground water quality is greatly influenced by land use practices. Stanley is participating in the regional water supply plan, mandated by the Virginia Department of Environmental Quality, and coordinated through the Northern Shenandoah Valley Regional Commission on behalf of the town and other jurisdictions. Following state approval of the water supply plan, Stanley and the other jurisdictions in the regional plan will provide periodic updates, every five years, in accordance with state mandates. Large water users include the Stanley Furniture Company withdrawing from Smith River and the Stanley Volunteer Fire Department, located on West Main Street. Other users comprise the commercial and light industrial sectors of the town.

The surface and ground water that flows through the town of Stanley drains into the South Fork of the Shenandoah River. The Shenandoah River flows approximately 30 miles north to its confluence downstream with the North Fork of the Shenandoah River in the town of Front Royal. The Shenandoah River continues north and west to the Potomac River, and ultimately drains into the Chesapeake Bay.
Wetlands in the town include forested river buffers, floodplains, and open ponds. Figure 9 depicts wetland areas located both within and immediately adjacent to the Town.

The main surface water streams include Fultz Run, Honey Run, Stony Run, Cub Run, Roaring Run, Mill Creek, and Hawksbill Creek. All surface streams within the town and surrounding area drain into two subwatersheds: the Mill Creek subwatershed (predominantly) and to a lesser degree, the Hawksbill Creek subwatershed. Segments of both Mill Creek and the Hawksbill are in violation of the federal Clean Water Act of 1972 and are on the state’s Department of Environmental Quality (DEQ) impaired waters list of streams, per section 303(d) of the Act. These streams exceed their total maximum daily load (TMDL). Most of Stanley’s streams lie within the southern end of the Mill Creek watershed, a TMDL stream with excessive fecal coliform bacteria and an inability to support aquatic life due primarily to sediment, and high temperatures. Streams on the southeastern part of the town drain into the Hawksbill Creek subwatershed, which is a TMDL stream for fecal coliform bacteria and temperature. Although the streams within the town of Stanley themselves are not designated as impaired, they lie within these TMDL subwatersheds. The Department of Conservation and Recreation has prepared a combined Implementation Plan for the two subwatersheds recommending voluntary best management. Water quality in the town and immediate surrounding area is impacted by a number of pollution sources, including agricultural run off, failing septic systems, and excessive sedimentation. Since agriculture is the dominant land use, nutrient loads are of concern. Many crops are fertilized with animal waste from concentrated feeding operations such as dairies and poultry farms loading nitrogen into the streams and ultimately into the Chesapeake Bay. Nonpoint source pollution can impact both surface and groundwater resources.

Air Quality:

Air quality in the town of Stanley is measured by the DEQ and a meteorological weather air quality station at the Luray airport. In addition, SHENAIR (Shenandoah Valley Air Quality Initiative), a regional air quality consortium of universities and local governments administered by the Northern Shenandoah Valley Regional Commission, monitors air quality throughout portions of the Shenandoah Valley. Ground level ozone formation rises in hot, sunny weather, decreasing the air quality. Ozone typically exceeds air quality standards several times a year during the summer months. According to the DEQ, air quality in Page County exceeded ozone an average of 1.4 days a year based on the past five years, 2004-2008. By comparison, Roanoke exceeded ozone 3.4 days a year and Shenandoah National Park exceeded 4.2 days a year for the past five years.
Insert Figure 9 (Wetlands) here
**Partner Agencies and Committees:**

There are numerous County departments as well as other Federal, State and local agencies and organizations involved in the protection and monitoring of the natural resources in Stanley. Many of these agencies and departments work together to ensure that adopted standards are enforced. Some of those include:

- Stanley Town Administration, Council, and Planning Commission
- Page County Water Quality Advisory Committee
- Page County Planning Department
- Page County Department of Public Works
- Page County Farm Bureau
- Page County Cooperative Extension Service
- Shenandoah Soil & Water Conservation District
- Northern Shenandoah Valley Regional Commission
- Virginia Department of Environmental Quality
- Virginia Department of Conservation and Recreation
- Virginia Department of Game and Inland Fisheries
- Virginia Conservation Council
- United States Geological Survey - VA Water Science Center
- United States Environmental Protection Agency
- United States Army Corps of Engineers
- United States Fish and Wildlife Service

**Natural Resources Recommendations:**

Future development should include land management practices that enhance water quality and minimize impacts to the environment while promoting healthy growth. Listed below are potential future practices and resources to be considered by the town council and integrated into development, engineering, and environmental plans, as appropriate.

1. Ensure future development (buildings, curb and gutter sidewalk improvements, etc.) will emphasize green infrastructure and low impact design (LID) practices where possible (i.e., semipermeable gravel, riparian buffers, collect and divert into rain gardens, etc. before discharging) in conformance with the Chesapeake Bay tributary strategies and upcoming state stormwater regulations. In addition, land disturbing activities can disrupt the soil and result in siltation and sediment accumulation in adjacent waterways. Implementing best management practices and conducting activities will consider DCR’s 2007 Mill and Hawksbill Creek TMDL implementation Plan: A Plan to Reduce Bacteria in the Mill and Hawksbill Creek Watersheds.
2. Partner Stanley local businesses with the Page County Department of Public Works to integrate Battle Creek Landfill’s gas to energy potential subsidy to new tenants in the planned Clover / Hudson industrial park.

3. Future parks and recreation areas will promote migratory pathways, connect open spaces, and shade stream segments and sidewalks to increase nutrient uptake and decrease stream temperatures (promoting trout stocking and recreation and improving TMDL temperature impairments). An effort should be instituted to maintain vegetated riparian buffers and to plant future vegetated strips along streambeds, especially in impaired watersheds.

4. Maintain wellhead protection measures. Identify future wellhead areas and evaluate best management practices for land use in all wellhead areas. Consider karst ordinances to prevent water quality impacts from land use practices. Many sinkhole collapses result from increased water infiltration related to changes in land use. The town should provide educational outreach to citizens summarizing best management practices in wellhead areas including: checking above ground home petroleum tanks for leaks, not locating dog runs or other animal pens near wells, avoiding fertilizers and pesticides near wellhead areas, not flushing chemicals or unused pharmaceuticals down toilets if on septic, maintaining surface drainage pitch away from wells to prevent ponding, and testing water periodically to develop a baseline then compare annually to look for trends.

5. Adopt the drought plan within the regional water supply plan, and update every five years, once approved by the DEQ and State Water Control Board. Consider water conservation practices such as offering rebates for town water customers using water saving appliances, conducting a water audit, etc.

6. Since the surface streams within the town of Stanley drain into two TMDL subwatersheds, use of best management practices will be used as outlined by the DCR in the Hawksbill and Mill Creeks Implementation Plan. This plan is currently being implemented by two staff members from the Shenandoah Valley Soil and Water Conservation District. Water quality improvement practices for Stanley to be considered will include maintaining and establishing riparian buffers as a priority on both agricultural lands and new development; adoption of a pet waste ordinance; and encouraging local septic system maintenance, particularly with new alternative systems.

7. Future growth in the town and outlying areas will bring an increase of impervious surfaces. To lessen the adverse impacts and preserve or enhance the natural resources and viewshed, planned growth will occur in designated areas that bring population density to more urban areas and maintain contiguous agriculture and open space outside of the town. When, and if, Page County develops to the point of adopting a Transfer of Development Rights (TDR) program, the town of Stanley will participate to the degree practicable and extent possible.
8. Continue to partner with local, regional, state, and federal agencies to protect or enhance Stanley’s natural resources and minimize adverse impacts to wildlife, natural resource quality and quantity, and open area viewsheds.

9. The types of onsite sewage disposal systems permitted in Stanley will be managed to ensure proper location, installation, operation, maintenance and inspection.

10. A review of updates to the Land Conservation Data Explorer website to identify any presence of any features for conservation within a project area (the website is periodically updated) [http://www.vaconservedlands.org/gis.aspx](http://www.vaconservedlands.org/gis.aspx)

11. Look at the VCLNA (Virginia Conservation Land Natural Areas) layer to identify any models such as VA Outdoors Foundation for land holdings or easements. In addition, work in concert with the Virginia Conservation Council to assess appropriate lands and structures for historic or conservation protection.

12. Access Natural Heritage Data Explorer or contact Northern Shenandoah Valley Regional Commission for information on future species that might be identified (also periodically updated) to continue to preserve ecological diversity and avoid impacts to any rare plant, rare animal, significant communities, or threatened / endangered species present.

13. Ensure any abandoned mine reclamation in the outlying areas of the town be in accordance with the DMME. Reclamation steps of a closure plan should include sealing the shaft, reinforce the cap without damaging workings, and re-vegetate to reduce erosion.

14. Future development will include consideration of air quality impacts and noise and light pollution.

15. Multiple agencies such as county planning staff, Virginia DEQ, the Virginia Cooperative Extension, and the Northern Shenandoah Valley Planning Commission could develop and distribute public service information to educate rural and urban citizens on the role they play in protecting and improving local water quality through various efforts on individual lots. Areas of focus include bio-retention, karst awareness, rain harvesting, roof disconnects, lawn care and the proper use of fertilizers, herbicides and pesticides. Packets could be distributed through homeowner associations and real estate agencies for new homebuyers. In addition, information could be made available on sustainable lawn practices and consultants. This information could be made available to the public and disseminated to master gardener groups, tree boards, parks and recreation departments, and scout troops including mower heights, protocol during summer stresses, disease and pest treatments, leaf collection, and fertilizer options.
16. Incorporate the Department of Environmental Quality’s (DEQ) new regulations for end users of poultry litter to encourage better management (storage and application) of poultry litter.

17. Encourage routine large animal mortality practices on farms to include composting before on-site burials, in accordance with DEQ’s guidelines.

18. Consider enlisting the Virginia Department of Forestry (DOF) to assess forest resources within the town and adjacent areas have not been assessed by the Virginia Department of Forestry (DOF) and it is recommended Stanley contact DOF to assess resources and prepare a forestry management plan.


The Town’s Comprehensive Plan is a policy document to guide future growth and development and to outline a business plan to maintain existing infrastructure and plan for future community needs. Decisions concerning these needs are dependent on the number and the characteristics of the people to be served. Therefore, a study of population is essential to the planning process.

This chapter will detail the Town’s population trends, particularly as related to trends of Page County and the Northern Shenandoah Valley Region, and will provide population projections for use in community facilities and services planning. Because population projections are necessarily based on assumptions about the factors affecting population, projections are subject to significant error. Even with significant error factored into the projections, they are developed as carefully as possible and serve as useful planning tools.

**Historical Trends:**

The Town of Stanley has experienced periods of growth and decline in its population throughout its history. Between 1970 and 1990, Stanley’s population declined from 1,208 to 1,186. However in the 2000 U.S. Census, the Town’s population increased to 1,326, a significant increase (11.8%) in one decade. Trends indicate that the Town will continue to grow into the foreseeable future. Factors contributing to this anticipated growth will be presented throughout this chapter as well as other chapters throughout the Comprehensive Plan.

Since the 1930s, the Town has maintained a small but steady increase in population. Any fluctuation in the growth rate is reflected by the sensitivity to the changes in the national economy and a steady decline in Household size throughout the country. Stanley is a town that has only seen minimal growth throughout its history not counting years of annexation, however it is also a town that has remained constant in growing throughout its history as well.
### Historical Rates of Growth

**Stanley and Page County**

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<th>Page County</th>
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<tr>
<td>1970</td>
<td>1,208</td>
<td>16.3</td>
<td>16,581</td>
<td>6.5</td>
<td>7.3</td>
</tr>
<tr>
<td>1980</td>
<td>1,204</td>
<td>-.3</td>
<td>19,401</td>
<td>17.0</td>
<td>6.2</td>
</tr>
<tr>
<td>1990</td>
<td>1,186</td>
<td>-1.5</td>
<td>21,690</td>
<td>11.8</td>
<td>5.5</td>
</tr>
<tr>
<td>2000</td>
<td>1,326</td>
<td>11.8</td>
<td>23,177</td>
<td>6.9</td>
<td>5.7</td>
</tr>
<tr>
<td>2009</td>
<td>1,634**</td>
<td>23.2</td>
<td>26,224</td>
<td>13.1</td>
<td>6.2</td>
</tr>
</tbody>
</table>

* (Includes Annexation)
** (Includes Boundary Line Adjustment)

Sources: Stanley Comprehensive Plan, January 27, 1979
U.S. Census Bureau, 2000 population counts
Town of Stanley
Northern Shenandoah Valley Regional Commission

### Population Characteristics:

The Town of Stanley is densely populated within its corporate limits. The 2009 estimated population count of 1,634 is distributed on 685 acres, resulting in density of 2.39 persons per acre. For the County, a population of 26,224 is distributed on 202,240 acres, resulting in a density of .129 persons per acre. In other words, Stanley’s population density is approximately 18.5 times that of the County as a whole.

Based on information from the 2000 Census, Stanley has remained steady in the various age groups with increases in six of the thirteen and moderate decreases within seven of the thirteen age groups. Stanley expects to grow in the future through the development of planned subdivisions and boundary line adjustments.

Stanley’s median age remained lower than Page County’s between 1990 and 2000, as shown in the table below. The median age in Stanley increased slightly from 36.0 in 1990 to 36.9 in 2000. This makes Stanley’s population younger than Page County but slightly older than the state’s.
<table>
<thead>
<tr>
<th>Age Group</th>
<th>1990 Number</th>
<th>1990 % Of Total</th>
<th>2000 Number</th>
<th>2000 % Of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 5 years</td>
<td>66</td>
<td>5.7%</td>
<td>82</td>
<td>6.2%</td>
</tr>
<tr>
<td>5-9 years</td>
<td>80</td>
<td>6.7%</td>
<td>89</td>
<td>6.7%</td>
</tr>
<tr>
<td>10-14 years</td>
<td>84</td>
<td>7.1%</td>
<td>86</td>
<td>6.5%</td>
</tr>
<tr>
<td>15-19 years</td>
<td>85</td>
<td>7.2%</td>
<td>105</td>
<td>7.9%</td>
</tr>
<tr>
<td>20-24 years</td>
<td>72</td>
<td>6.1%</td>
<td>85</td>
<td>6.4%</td>
</tr>
<tr>
<td>25-34 years</td>
<td>72</td>
<td>15.9%</td>
<td>185</td>
<td>14.0%</td>
</tr>
<tr>
<td>35-44 years</td>
<td>167</td>
<td>14.1%</td>
<td>186</td>
<td>14.0%</td>
</tr>
<tr>
<td>45-54 years</td>
<td>139</td>
<td>11.7%</td>
<td>146</td>
<td>11.0%</td>
</tr>
<tr>
<td>55-59 years</td>
<td>55</td>
<td>4.6%</td>
<td>83</td>
<td>6.3%</td>
</tr>
<tr>
<td>60-64 years</td>
<td>77</td>
<td>6.5%</td>
<td>68</td>
<td>5.1%</td>
</tr>
<tr>
<td>65-74 years</td>
<td>114</td>
<td>9.6%</td>
<td>108</td>
<td>8.1%</td>
</tr>
<tr>
<td>75-84 years</td>
<td>49</td>
<td>4.1%</td>
<td>87</td>
<td>6.6%</td>
</tr>
<tr>
<td>85 years and over</td>
<td>10</td>
<td>.8%</td>
<td>16</td>
<td>1.2%</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau, Population 1990 & 2000

Comparative Age Categories
Percentage of Age Distribution

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Stanley</th>
<th>Page Co.</th>
<th>Virginia</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-19</td>
<td>27.3%</td>
<td>25.4%</td>
<td>27.4%</td>
</tr>
<tr>
<td>20-60</td>
<td>51.7%</td>
<td>53.9%</td>
<td>57.6%</td>
</tr>
<tr>
<td>65 &amp; Over</td>
<td>21.0%</td>
<td>20.7%</td>
<td>15.1%</td>
</tr>
</tbody>
</table>

Median Age; 1990 and 2000

<table>
<thead>
<tr>
<th>Year</th>
<th>Stanley</th>
<th>Page Co.</th>
<th>Virginia</th>
</tr>
</thead>
<tbody>
<tr>
<td>1990</td>
<td>36.0</td>
<td>36.2</td>
<td>32.6</td>
</tr>
<tr>
<td>2000</td>
<td>36.9</td>
<td>39.0</td>
<td>35.7</td>
</tr>
</tbody>
</table>

Sex Distribution; 1990 & 2000

<table>
<thead>
<tr>
<th>Year</th>
<th>Male</th>
<th>Female</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>1990</td>
<td>575</td>
<td>611</td>
<td>10,631</td>
<td>11,059</td>
</tr>
<tr>
<td>2000</td>
<td>619</td>
<td>707</td>
<td>11,366</td>
<td>11,811</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau, Population 1990 & 2000

Females comprised 53.3 percent and males 46.7 percent of Stanley’s total population in 2000. This is consistent with both Page County (51.0%) and the state of Virginia (51.0%), which show a greater female population.

Male /Female Composition

The national trend of decreasing household sizes continued between 1990 and 2000. Both Stanley and Page County’s average household size decreased during this time period.
This indicates that for any given increase in population, there will have to be more individual households. The following table compares Stanley, the County, and the State for 1990 and 2000 data.

### Household Size, 1990 & 2000
Stanley, Page Co., & State of Virginia

<table>
<thead>
<tr>
<th>Year</th>
<th>Stanley</th>
<th>Page Co.</th>
<th>Virginia</th>
</tr>
</thead>
<tbody>
<tr>
<td>1990</td>
<td>2.51</td>
<td>2.67</td>
<td>2.61</td>
</tr>
<tr>
<td>2000</td>
<td>2.36</td>
<td>2.46</td>
<td>2.54</td>
</tr>
</tbody>
</table>


Stanley also follows the pattern of Page County with regard to the racial composition of its population. Compared to Virginia, there is a very small percentage of all non-whites in the Town, and slightly less than in the County. This is a long-standing trend for most of the rural portions of the Shenandoah Valley.

### Racial Composition, 1990 & 2000
Stanley, Page Co., & State of Virginia

<table>
<thead>
<tr>
<th>Year</th>
<th>Race</th>
<th>Stanley</th>
<th>Page Co.</th>
<th>Virginia</th>
</tr>
</thead>
<tbody>
<tr>
<td>1990</td>
<td>% White</td>
<td>99.7%</td>
<td>97.5%</td>
<td>77.4%</td>
</tr>
<tr>
<td></td>
<td>% Non-White</td>
<td>.3%</td>
<td>2.5%</td>
<td>22.6%</td>
</tr>
<tr>
<td>2000</td>
<td>% White</td>
<td>97.9%</td>
<td>96.3%</td>
<td>72.3%</td>
</tr>
<tr>
<td></td>
<td>% Non- White</td>
<td>2.1%</td>
<td>3.7%</td>
<td>27.7%</td>
</tr>
</tbody>
</table>


**HOUSING**

Population and housing data serve an important function in comprehensive and long-range planning as the data often serve as the basis for growth management policy, capital expenditures, and service delivery predictions. The purpose of this Chapter is to identify the housing needs of the current and prospective population and recommend strategies to meet those needs while ensuring a choice of housing types and locations. This Chapter is organized into two major sections. The first section describes the Housing Characteristics, Housing Occupancy and Housing Cost and Affordability using actual population and housing data derived from the last available decennial census of population, as well as projections and estimates as available. The second section discusses housing goals and strategies for the Town.

**Housing Characteristics**

According to the 2009 Annual Housing Report, the Town of Stanley had a total of 642 approved housing units as of December 31, 2008. The following subsections provide a more detailed description of the existing housing stock in the Town.
**Housing Type**

The housing stock within the corporate limits consists primarily of single-family, detached and owner-occupied homes. Single family units increased by 12.9% between 1990 and 2000. In 2000, single family detached units accounted for 66% of all of the housing units in the Town. Census data from 2000 reports approximately 56% of the occupied housing units as owner-occupied. Overall, the housing type and tenure remains consistent in the Town as new units are approved.

**Housing Age and Condition**

Stanley’s housing stock is generally well-maintained. Public sewer serves almost all of the houses within Stanley. Only a small percentage of homes in the Town are served by septic systems. The Census Bureau measures adequacy of housing stock only indirectly. The two most common indicators of a substandard unit are overcrowding (defined as 1.01 or more persons per room) and a lack of complete plumbing facilities for exclusive use of the household. Through the Town’s assessment, there are no apparent situations of overcrowding and lack of public facilities among rented or owned homes. The 2000 Census reported three housing units that lacked complete plumbing and zero units lacking complete kitchen facilities.

According to the Comprehensive Housing Affordability Study (CHAS, 2000), about one-third of households reported occupancy of housing with “some housing problems”. Unfortunately the number of households reporting housing problems is inversely proportional to reported household income. Therefore, the Town has a significant number of low income households reporting housing problems—just over half (55%).

Other indicators of housing condition can include the age of the housing stock. Because few new housing units are approved annually, the average age of the housing stock is quite high. The majority (73%) of homes predate 1970. Because residents of homes built prior to 1970 at higher risk for lead based paint hazards, there is potential for increased risk in the Town.

Currently, the Town’s housing stock is in good shape; the community prides itself in presenting a well-kept community. The combination of the age of the housing stock and the ability of occupants to maintain the required upkeep to preserve the condition of the property suggests that the Town may experience a decline in the future of the housing stock without some kind of intervention.

**Housing Occupancy**

Census data from 2000 reported a vacancy rate is 6.0%.
Housing Tenure

The percentage of owner occupied homes changed significantly between 1990 (70.4%) and 2000 (55.7%). This is a difference of 14.7% over a 10-year period. There are several potential causes for the decline in owner occupancy in the Town. Because the population did not increase substantially during the period, many of the residents may have passed away, leaving available property for rent in the community. The changing economy may also have had an impact. Wages have not kept up with the cost of housing in the Northern Shenandoah Valley. If the Town did see an increase in available housing units between 1990 and 2000, it is probable that there were not sufficient buyers to purchase all of the units, therefore increasing the rental stock.

Household Size

The average household size has been declining for many years, and this trend is projected to continue. Assuming that Stanley’s household size continues to decline at its current rate for 1990 and 2000, the average household size in the Town in 2050 will be 2.20 persons. With projected 48% increase in populations between 2000 and 2050 (according to 6% capture of Page County’s projected population), combined with the decline in the average household size will mean a need for a 49.2% increase in the number of dwelling units, or an additional 294 units. In the near future, a projected increase of 15.4% in population between 2000 and 2010 (according to a 6% capture of Page County’s projected population), along with the decline in the household size will mean a need for 10.2% increase in the number of dwelling units, or an additional 61 units.

Recommendations:

Between 1990 and 2000 there were approximately 100 additional housing units created and this total is projected to increase 15.4% between 2000-2010 in order to meet the needs for increasing population with a smaller average household size, to enable the removal of substandard units that can’t be economically rehabilitated from the housing stock, and to provide an adequate vacancy rate for the housing market. This translates into an average of 6 new units a year.

The Town will continue to grow and prosper, as it will remain one of Page County’s growth centers, as it will also maintain its small-town character and encourage residential development, promote growth within the Town, and explore redevelopment ideas for abandoned or blighted houses. Several strategies will have to be followed in order to promote an adequate housing supply and provide customers for downtown commercial operators without jeopardizing the charm and infrastructure of the Town of Stanley including the following:

1. Ensure adequate acreage designated in the plan and zoning ordinance for residential growth and procedures to ensure that adequate utilities and other public facilities are provided for planned growth areas.
2. Encourage home-ownership with a mix of housing types. This is in conformance with the majority of existing units and recognizes that a range of housing types will be needed to accomplish it. Page County has appointed People Inc. of Southwestern Virginia as its community action agency responsible for developing housing needs assessments and identifying funding sources. In addition, the Northern Shenandoah Valley Regional Commission provides housing development resources including homeownership, housing rehabilitation, and rental development assistance.

3. Periodically evaluate real world conditions against the projections, and make adjustments as necessary.
ECONOMIC DEVELOPMENT

Economic development was a critical issue raised throughout the Comprehensive Plan development process. Through these discussions, several goals and objectives were identified. In general, concerns related to the Town’s economy included 1) an acknowledgement of the need to expand the Town’s tax base, 2) the need to provide high paying jobs within the Town and surrounding areas – particularly those that would be attractive to the area’s young people, and 3) maintain and promote the Town’s unique character, particularly the downtown area. Specific strategies recommended include the following:

- Promote downtown revitalization
- Pursue economic development opportunities that will provide high-wage employment opportunities for the area’s residents
- Develop employment, cultural, and recreational opportunities in order to retain the Town’s young people

It is clear that in order to meet the aforementioned economic development goals and objectives, the major focus of the Town’s economic development initiatives should be on promoting downtown revitalization and reinvestment and supporting broader economic development initiatives within Page County. Strategies to accomplish these goals are further refined below.

Downtown Revitalization

A comprehensive strategy to revitalize Stanley’s downtown area includes strengthening the social, physical and economic value of a community’s traditional central business district. The primary goal of the Town’s revitalization efforts will be to improve the livability and quality of life in a community by expanding and attracting employment, shopping and social activities.

The Town’s revitalizations strategy will be organized around four broad principles:

- Organizing people who are committed to downtown
- Creating a vision for downtown, emphasizing retail and commercial spaces
- Devising and implementing a plan that facilitates achieving the vision
- Sponsoring special events that increase the number of customers and visitors downtown.

In order to successfully revitalize downtown, Stanley must have a long-term plan, financial backing, and commitments from property and business owners, local government officials, and local residents. This chapter of the Comprehensive Plan serves as the Town’s long term revitalization strategy and indicates the commitment of the local government.
Downtown revitalization and reinvestment strategies are developed to improve the financial strength of the Town, its residents, and its businesses and will promote the quality of life elements that are important factors in retaining the area’s young people. Benefits include the following:

- **Improves Image.** Downtown’s appearance is the first impression a community offers to visitors.
- **Makes Use of Existing Buildings.** Reusing properties can help communities manage growth.
- **Develops Community.** Because downtowns have been a traditional focal point in most communities, they are a source of identity to most local residents.
- **Provides Residents with Retail and Services.** In many rural places, Main Street offers a diversity of retail stores, financial institutions, public agencies and local government offices, historic areas, and cultural and educational institutions. This diversity provides long-term strength to downtown.
- **Downtown is an employment center.** Downtowns are still a major source of local employment. This provides the potential for a regular and continuing user base for functions located in downtowns.
- **Expands the Tax Base.** Successful downtowns generate local revenues to pay for community services.
- **Prevents Blight and Abandonment.** A strong downtown will have lower health and safety costs and concerns.
- **Keeps Dollars in the Community.** With services and goods available locally, residents will not need to shop outside the community as often.
Industrial Development

While downtown revitalization should be a major component of the Town’s economic development strategy, it is important to maintain a broad industrial and commercial economy. In today’s economic environment, it is critical to ensure that the Town does not rely on one or two industry segments. Partnerships should be maintained with Page County to ensure that the Town is actively engaged in regional economic development initiatives. In addition, the Town should work with the County to ensure that the Town is equipped with broadband internet access. Page County has developed a plan to provide broadband infrastructure throughout portions of the County and they are currently pursuing grant funding opportunities to implement this system. The Northern Shenandoah Valley Regional Commission has identified this system as one of the highest priority community and economic development projects within the entire region. The unavailability of broadband service is a significant limiting factor to future economic development opportunities within the Town and Page County.

Economic Development Recommendations:

The Town of Stanley has many economic development opportunities and challenges. The existing community is close knit and is interested in community reinvestment opportunities. In addition, major local employment opportunities may become available through continued industrial development activities within Page County. However, the Town’s infrastructure must keep pace with planned future development in order to ensure that adequate resources are available to accommodate growth. The following economic development recommendations have been provided to take advantage of the Town’s downtown revitalization opportunities, facilitate industrial development, and capitalize on the Town’s unique assets.

1. Develop and promote a multi-functional downtown. Successful downtowns attract a wide range of individuals by affecting housing, work, shopping, culture, entertainment, government, and tourist attractions.

2. Develop a broad strategy for revitalizing downtown areas. Downtown revitalization should include not only new housing and commercial businesses, but also after-school programs, anti-crime initiatives, youth development and employment services, arts, recreational opportunities, and public transit.

3. Create partnerships. Downtown revitalization encompasses a wide range of activities. Therefore, it requires the cooperation of local government, chambers of commerce, the private sectors, civic organizations, and other key institutions.

4. Pay particular attention to attracting commercial business. Businesses are often more comfortable and familiar working in suburban areas than downtown. In
5. Focus on developing the unique qualities of downtowns. Downtowns have an advantage over suburban developments in terms of their historical value and compact, walking-friendly size. Development should focus on these strengths by preserving historical architecture and promoting traditional architecture through zoning and adaptive reuse of existing structures. Downtowns should also improve pedestrian walkways through installation of attractive lights, benches, and flowers in order to draw shoppers and other traffic. Cities with waterfronts have found that developing these sites for tourists and residents is particularly successful.

6. Maintain and develop genuine public spaces. Careful planning through widening sidewalks and aesthetic improvements including landscaping can encourage “on-street” activities such as commerce and dining and widen the public sphere, promoting community.

7. Make strategies locally based and flexible. Downtown revitalization programs must be flexible not only in terms of goals, but must also adapt their strategies to local needs. Market research aids in helping communities determine which projects match local demand. It is also crucial to take advantage of the particular skills of residents and local program coordinators.

8. Secure multiple sources of funding. Although it is important to secure funding from a variety of sources, assistance from local governments is particularly important for long-term project sustainability.

9. Get local governments involved in several areas. The National Main Street Center of the National Trust for Historic Preservation conducts an annual survey of organizations in communities that are revitalizing their downtown and commercial districts. In 2000, four of the five factors most helpful to development cited in the survey-securing favorable zoning codes, retaining government offices, increasing housing stock, and approving historic preservation codes-all require local government involvement. Governments can use their regulatory powers to make it easier for a wide variety of small businesses to locate downtown, as well as help preserve existing housing and promote new, affordable housing.

10. Work with county, regional, and state economic development organizations. Both downtown revitalization strategies and industrial development opportunities can benefit from broad partnerships bringing resources and expertise to economic development initiatives.

11. Develop infrastructure and community development plans that are coordinated with the Towns economic development strategy. Many transportation, water, sewer, etc. grant programs are strengthened when they are part of a coordinated economic development strategy.