



Agenda
June 25, 2020
6:00 p.m.— Electronic Meeting via Zoom

- I. CALL TO ORDER
- II. ELECTRONIC MEETING PARTICIPATION – Commission Action (attached)
- III. CONSENT AGENDA
 - A. Approval of Minutes for May
 - B. Approval of Treasurer's Report for February and May
- IV. COMMONWEALTH INTERGOVERNMENTAL REVIEW PROCESS
 - A. Projects (Signed-off by the staff)
 - 1. VADEQ- Superfund Core- Am 2
 - B. Regular Project Review
None
 - C. Environmental Project Review
None
- V. PUBLIC ADDRESS
- VI. CHAIR'S REPORT
- VII. EXECUTIVE DIRECTOR'S REPORT
- VIII. REVIEW OF MUTUAL CONCERNS AND COMMISSIONERS' REPORTS
- IX. OLD BUSINESS
- X. NEW BUSINESS
 - A. Comprehensive Economic Development Strategy Project Package and Report
Presentation: Patrick O'Brien, Regional Planner II
Commission Action
 - B. Consideration of Proposed FY21 Budget
Presentation: Kevin Byrd, Executive Director
Commission Action
 - C. Commission Officers for FY21 – Slate Introduced at May Meeting
Commission Action
 - D. July Commission Meeting (Historically it is cancelled)
Commission Action, if cancelled

All meeting materials posted on the Commission website www.nrvrc.org

The New River Valley Regional Commission provides area wide planning for the physical, social, and economic elements of the district; encourages and assists local governments in planning for their future; provides a means of coordinating federal, state, and local efforts to resolve area problems; provides a forum for review of mutual concerns; and implements services upon request of member local governments.



6580 Valley Center Drive | Suite 124 | Radford, VA 24141 | 540-639-9313

NRVRC.ORG

MEMORANDUM

To: NRVRC Board Members

From: Kevin R. Byrd, Executive Director

Date: June 18, 2020

Re: Participation in NRVRC meetings through Electronic Communication Means Policy

When the Governor has declared a state of emergency in accordance with section 44-146.17 of the Code of Virginia, it may become necessary for the NRV Regional Commission to meet by electronic means as outlined in Section 2.2-3708.2 of the Code of Virginia as amended. In such cases, the following procedure shall be followed:

1. The NRV Regional Commission will give notice to the public or common interest community association members using the best available method given the nature of the emergency, which notice shall be given contemporaneously with the notice provided to members of the NRV Regional Commission.
2. The NRV Regional Commission will make arrangements for public access or common interest community association members access to such meeting through electronic means including, to the extent practicable, videoconferencing technology. If the means of communication allows, provide the public or common interest community association members with an opportunity to comment
3. The NRV Regional Commission will otherwise comply with the provisions of § 2.2-3708.2 of the Code of Virginia. The nature of the emergency, the fact that the meeting was held by electronic communication means, and the type of electronic communication means by which the meeting was held shall be stated in the minutes of the NRV Regional Commission meeting.

Strengthening the Region through Collaboration

Counties

Floyd | Giles
Montgomery | Pulaski
City
Radford

Towns

Blacksburg | Christiansburg
Floyd | Narrows | Pearisburg
Pembroke | Pulaski
Rich Creek

Higher Education

Virginia Tech
Radford University
New River Community College



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NRVRC.ORG

MEMORANDUM

To: NRVRC Board Members
From: Jessica Barrett, Finance Director
Date: March 19, 2020
Re: February 2020 Financial Statements

The February 2020 Agencywide Revenue and Expenditure Report and Balance Sheet are enclosed for your review. Financial reports are reviewed by the Executive Committee prior to inclusion in the meeting packet.

The Agencywide Revenue and Expense report compares actual year to date receipts and expenses to the FY19-20 budget adopted by the Commission at the June 27, 2019 meeting. The financial operations of the agency are somewhat fluid and projects, added and modified throughout the year, along with the high volume of Workforce program activities, impact the adopted budget. To provide clarity, Commission and Workforce Development Board activities are separated on the agencywide report.

As of month-end February 2020 (66.67% of the fiscal year), Commission year to date revenues are 53.36% and expenses are 60.39% of adopted budget. The two largest budget expense lines, Salary and Fringe, are in line with budget at 65.20% and 66.95%, respectively.

Looking at the balance sheet, Accounts Receivable is \$485,015. Of this total, Workforce receivables are \$326,086 (67%) and current. The Executive Committee reviews all aged receivables over 60 days and no receivables are deemed uncollectible. Net Projects (\$166,211) represents project expenses, primarily benchmark projects, that cannot be invoiced yet and posted to receivables.

Counties

Floyd | Giles
Montgomery | Pulaski

City

Radford

Towns

Blacksburg | Christiansburg
Floyd | Narrows | Pearisburg
Pembroke | Pulaski | Rich Creek

Higher Education

Virginia Tech | Radford University
New River Community College

New River Valley Regional Commission
Balance Sheet
2/29/2020

Assets:

Operating Account	185,687
Certificate of Deposit	104,875
Money Market Account	84,747
Accounts Receivable	485,015
Prepaid Item	2,360
Total Assets:	862,685

Liabilities:

Accounts Payable	74,532
Accrued Annual Leave	81,071
Accrued Unemployment	25,017
Funds Held for Others	28,500
Unearned Revenue	6,013
Expense Reimbursement	610
Total Liabilities:	215,743

Projects:

(Equity Accounts)

Net Projects	(166,211)
Current Year Unrestricted	56,113
Unrestricted Net Assets	759,444

Total Projects (Equity)	649,346
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Total Liabilities and Projects	865,089
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Net Difference to be Reconciled	(2,404)
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Total Adjustments to Post*	2,404
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Unreconciled Balance (after adjustment)	0
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*YTD adjustment to Accrued Leave. Final adjustment will be posted to general ledger at fiscal year end closeout.

**New River Valley Regional Commission
Revenue and Expenditures - February 2020**

FY19-20 Budget Adopted 6/27/2019	February 2020	YTD	Under/Over	(66.67% of FY) % Budget
NRVRC Anticipated Revenues				
ARC	68,666	0	34,333	50.00%
ARC - Prices Fork	2,950	0	63,582	(60,632) 2155.33%
ARC- Commerce Park Grading	8,000	0	0	8,000 0.00%
ARC - James Hardy Construction	5,000	0	0	5,000 0.00%
LOCAL ASSESSMENT	233,867	4,906	228,961	4,906 97.90%
DHCD - Administrative Grant	75,971	0	56,978	18,993 75.00%
DRPT RIDE Solutions NRV	65,649	0	30,019	35,630 45.73%
EDA	70,000	0	35,000	35,000 50.00%
Workforce Fiscal Agent	65,000	15,000	55,000	10,000 84.62%
Workforce Pathways Fiscal Agent	50,000	12,500	37,500	12,500 75.00%
VDOT	58,000	0	39,237	18,763 67.65%
VDOT - Rocky Knob Project	73,000	0	1,856	71,144 2.54%
Floyd County	15,000	7,593	16,458	(1,458) 109.72%
Floyd Town	9,000	1,550	8,221	779 91.35%
Giles County	18,000	0	10,426	7,574 0.00%
Narrows Town	23,500	0	6	23,494 0.03%
Pearisburg Town	30,250	0	0	30,250 0.00%
Rich Creek Town	20,000	0	(1,516)	21,516 -7.58%
Montgomery County	44,850	4,299	18,179	26,671 40.53%
Blacksburg Town	14,000	1,167	9,333	4,667 66.67%
Christiansburg Town	24,250	0	15,719	8,531 64.82%
Pulaski County	10,000	0	9,828	172 98.28%
Pulaski Town	56,250	3,378	12,966	43,284 23.05%
Radford City	70,000	0	0	70,000 0.00%
Radford University	31,709	0	18,862	12,847 59.48%
Virginia Tech	5,000	0	0	5,000 0.00%
Miscellaneous (Meetings/Interest/Recovered Costs)	0	270	531	(531) 0.00%
Virginia's First RIFA	27,500	2,292	18,333	9,167 66.67%
Virginia's First - NRV Commerce Park Grading	0	1,595	1,595	(1,595) 0.00%
New River Community College	0	686	3,659	(3,659) 0.00%
NRV MPO	40,000	0	21,719	18,281 54.30%
Anticipated Windshield Surveys	7,000	0	0	7,000 0.00%
VHDA Regional Housing Local Support	6,828	0	4,550	2,278 66.64%
Dept of Environmental Quality	7,500	0	9,463	(1,963) 126.17%
VECF - Mixed Delivery	114,880	0	9,447	105,433 0.00%
VA Housing Development Authority	30,065	0	9,801	20,264 32.60%
VECF - Preschool Development	128,090	0	34,277	93,813 0.00%
VECF - Systems Building	40,000	0	0	40,000 0.00%
Southwest Virginia SWMA	2,000	1,000	2,000	0 100.00%
New River Health District	25,000	0	13,278	11,722 53.11%
New River Valley Development Corporation	21,700	1,808	14,467	7,233 66.67%
United Way of Southwest Virginia	0	0	7,500	(7,500) 0.00%
United Way of Roanoke Valley	0	0	1,000	(1,000) 0.00%
Renew the New	0	0	300	(300) 0.00%
Sub Total Revenues	1,598,474	58,043	852,867	745,607 53.36%
Expenses				
Salaries	799,604	63,454	521,341	278,263 65.20%
Fringe Benefits	200,381	15,812	134,157	66,224 66.95%
Travel	21,480	1,529	20,079	1,401 93.48%
Office Space	49,968	4,164	33,312	16,656 66.67%
Communications	11,165	984	8,975	2,190 80.38%
Office Supplies	30,120	750	26,028	4,092 86.42%
Postage	2,075	145	1,269	806 61.15%
Printing	4,500	0	2,995	1,505 66.56%
Copier Usage/Maintenance	2,000	75	1,072	928 53.60%
Outreach/Media Adv	10,400	332	2,712	7,688 26.08%
Equipment Rent/Copier	4,219	352	2,812	1,407 66.65%
Fleet Vehicles	7,983	164	1,843	6,140 23.08%
Dues/Publications	16,861	0	14,238	2,623 84.44%
Training/Staff Development	93,750	88	5,394	88,356 5.75%
Insurance	3,250	256	2,045	1,205 62.93%
Meeting Costs	10,250	191	3,693	6,557 36.03%
Contractual Services	313,324	5,050	158,345	154,979 50.54%
Professional Services Audit/Legal	4,540	0	4,373	168 96.31%
Miscellaneous/Fees	4,700	395	3,048	1,652 64.86%
Reimbursed Expenses	0	849	17,523	(17,523) 0.00%
Unassigned Expenses	7,904	0	0	0 0.00%
Sub Total Expenses	1,598,474	94,588	965,255	625,315 60.39%
NRVRC Balance	0	(36,545)	(112,388)	

**New River/Mount Rogers Workforce Development Board
Revenue and Expenditures - February 2020**

NR/MR WDB Anticipated Revenues		February 2020	YTD	Under/Over	(66.67% of FY) % Budget
Workforce Development Area	2,038,827	157,372	1,043,818	995,009	51.20%
Sub Total Revenues	2,038,827	157,372	1,043,818	995,009	
Expenses					
Salaries	473,687	41,084	315,185	158,502	66.54%
Fringe Benefits	136,054	10,727	84,244	51,810	61.92%
Travel	15,000	2,263	17,217	(2,217)	114.78%
Office Space	53,000	2,266	25,076	27,924	47.31%
Communications	11,000	679	7,021	3,979	63.83%
Office Supplies	6,600	6,121	12,128	(5,528)	183.76%
Postage	250	0	76	174	30.36%
Printing	750	50	599	151	79.87%
Copier Usage/Maintenance	750	0	0	750	0.00%
Outreach/Media Adv	7,500	1,250	12,514	(5,014)	166.85%
Equipment Rent/Copier	1,600	0	987	613	61.70%
Dues/Publications	0	949	4,638	(4,638)	0.00%
Training/Staff Development	0	123	1,693	(1,693)	0.00%
Insurance	2,500	0	1,168	1,332	46.72%
Meeting Costs	8,000	514	9,009	(1,009)	0.00%
Contractual Services	1,310,786	91,329	543,148	767,638	41.44%
Professional Services Audit/Legal	10,000	0	6,360	3,640	63.60%
Miscellaneous/Fees	1,350	0	44	1,306	3.29%
Workforce Grants Admin	0	17	2,710	(2,710)	0.00%
Sub Total Expenses	2,038,827	157,372	1,043,818	995,009	51.20%
NR/MR WDB Balance	0	0	0		

Total Agency R&E		February 2020	YTD	
Anticipated Revenue	3,637,301	215,415	1,896,685	52.15%
Anticipated Expense	3,637,301	251,959	2,009,073	55.24%
Balance	0	(36,545)	(112,388)	



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NRVRC.ORG

MEMORANDUM

To: NRVRC Board Members
From: Jessica Barrett, Finance Director
Date: June 17, 2020
Re: May 2020 Financial Statements

The May 2020 Agencywide Revenue and Expenditure Report and Balance Sheet are enclosed for your review. Financial reports are reviewed by the Executive Committee prior to inclusion in the meeting packet.

The Agencywide Revenue and Expense report compares actual year to date receipts and expenses to the FY19-20 budget adopted by the Commission at the June 27, 2019 meeting. The financial operations of the agency are somewhat fluid and projects, added and modified throughout the year, along with the high volume of Workforce program activities, impact the adopted budget. To provide clarity, Commission and Workforce Development Board activities are separated on the agencywide report.

As of month-end May 2020 (91.67% of the fiscal year), Commission year to date revenues are 72.05% and expenses are 77.54% of adopted budget. The two largest budget expense lines, Salary and Fringe, are in line with budget at 88.71% and 89.20%, respectively.

Looking at the balance sheet, Accounts Receivable is \$514,541. Of this total, Workforce receivables are \$365,053 (71%) and current. The Executive Committee reviews all aged receivables over 60 days and no receivables are deemed uncollectible. Net Projects (\$78,627) represents project expenses, primarily benchmark projects, that cannot be invoiced yet and posted to receivables.

Counties

Floyd | Giles
Montgomery | Pulaski

City

Radford

Towns

Blacksburg | Christiansburg
Floyd | Narrows | Pearisburg
Pembroke | Pulaski | Rich Creek

Higher Education

Virginia Tech | Radford University
New River Community College

New River Valley Regional Commission
Balance Sheet
5/31/2020

Assets:

Operating Account	135,367
Certificate of Deposit	104,875
Money Market Account	84,747
Accounts Receivable	514,541
Prepaid Item	590
Total Assets:	840,120

Liabilities:

Accounts Payable	51,098
Accrued Annual Leave	81,071
Accrued Unemployment	22,201
Unearned Revenue	4,776
Expense Reimbursement	260
Total Liabilities:	159,405

Projects:
(Equity Accounts)

Net Projects	(78,627)
Current Year Unrestricted	(6,926)
Unrestricted Net Assets	759,444
Total Projects (Equity)	673,891
Total Liabilities and Projects	833,296
Net Difference to be Reconciled	6,824
Total Adjustments to Post*	6,824
Unreconciled Balance (after adjustment)	0

*YTD adjustment to Accrued Leave. Final adjustment will be posted to general ledger at fiscal year end closeout.

**New River Valley Regional Commission
Revenue and Expenditures - May 2020**

FY19-20 Budget Adopted 6/27/2019		May 2020	YTD	Under/Over	(91.67% of FY) % Budget
NRVRC Anticipated Revenues					
ARC	68,666	0	68,667	(1)	100.00%
ARC - Prices Fork	2,950	3,000	66,582	(63,632)	2257.03%
ARC- Commerce Park Grading	8,000	0	0	8,000	0.00%
ARC - James Hardy Construction	5,000	0	0	5,000	0.00%
LOCAL ASSESSMENT	233,867	0	233,867	0	100.00%
DHCD - Administrative Grant	75,971	0	75,971	0	100.00%
DRPT RIDE Solutions NRV	65,649	(72)	43,530	22,119	66.31%
EDA	70,000	17,500	70,000	0	100.00%
Workforce Fiscal Agent	65,000	10,000	65,000	0	100.00%
Workforce Pathways Fiscal Agent	50,000	12,500	50,000	0	100.00%
VDOT	58,000	0	50,613	7,387	87.26%
VDOT - Rocky Knob Project	73,000	0	3,931	69,069	5.38%
Floyd County	15,000	0	30,298	(15,298)	201.99%
Floyd Town	9,000	0	9,425	(425)	104.72%
Giles County	18,000	0	16,757	1,243	0.00%
Narrows Town	23,500	15,000	15,006	8,494	63.86%
Pearisburg Town	30,250	0	0	30,250	0.00%
Rich Creek Town	20,000	0	(1,516)	21,516	-7.58%
Montgomery County	44,850	0	27,086	17,764	60.39%
Blacksburg Town	14,000	1,167	12,833	1,167	91.67%
Christiansburg Town	24,250	(706)	15,013	9,237	61.91%
Pulaski County	10,000	0	9,828	172	98.28%
Pulaski Town	56,250	14,618	28,145	28,105	50.04%
Radford City	70,000	0	0	70,000	0.00%
Radford University	31,709	12,817	31,679	30	99.91%
Virginia Tech	5,000	0	0	5,000	0.00%
Miscellaneous (Meetings/Interest/Recovered Costs)	0	61	815	(815)	0.00%
Virginia's First RIFA	27,500	2,292	25,208	2,292	91.67%
Virginia's First - NRV Commerce Park Grading	0	2,624	12,434	(12,434)	0.00%
New River Community College	0	0	4,175	(4,175)	0.00%
NRV MPO	40,000	0	30,264	9,736	75.66%
Anticipated Windshield Surveys	7,000	0	0	7,000	0.00%
VHDA Regional Housing Local Support	6,828	0	10,563	(3,735)	154.71%
Dept of Environmental Quality	7,500	0	10,296	(2,796)	137.27%
VECF - Mixed Delivery	114,880	0	9,447	105,433	0.00%
VA Housing Development Authority	30,065	9,056	32,482	(2,417)	108.04%
VECF - Preschool Development	128,090	8,500	42,777	85,313	0.00%
VECF - Systems Building	40,000	0	0	40,000	0.00%
Southwest Virginia SWMA	2,000	0	2,000	0	100.00%
Virginia Recycling Association	0	0	2,000	(2,000)	0.00%
Downtown Christiansburg, Inc.	0	2,261	2,261	(2,261)	0.00%
New River Health District	25,000	0	15,517	9,483	0.00%
New River Valley Development Corporation	21,700	1,808	19,892	1,808	91.67%
United Way of Southwest Virginia	0	0	7,500	(7,500)	0.00%
United Way of Roanoke Valley	0	0	1,000	(1,000)	0.00%
Renew the New	0	0	300	(300)	0.00%
Sub Total Revenues	1,598,474	112,426	1,151,642	446,832	72.05%
Expenses					
Salaries	799,604	61,264	709,318	90,286	88.71%
Fringe Benefits	200,381	13,656	178,738	21,643	89.20%
Travel	21,480	0	20,234	1,246	94.20%
Office Space	49,968	4,164	45,804	4,164	91.67%
Communications	11,165	902	11,542	(377)	103.38%
Office Supplies	30,120	3,004	31,025	(905)	103.00%
Postage	2,075	19	1,333	742	64.23%
Printing	4,500	0	2,995	1,505	66.56%
Copier Usage/Maintenance	2,000	47	1,350	650	67.49%
Outreach/Media Adv	10,400	0	2,712	7,688	26.08%
Equipment Rent/Copier	4,219	352	3,867	352	91.65%
Fleet Vehicles	7,983	65	2,063	5,920	25.84%
Dues/Publications	16,861	286	15,104	1,757	89.58%
Training/Staff Development	93,750	0	5,094	88,656	5.43%
Insurance	3,250	256	2,812	438	86.53%
Meeting Costs	10,250	10	3,812	6,438	37.19%
Contractual Services	313,324	731	172,635	140,689	55.10%
Professional Services Audit/Legal	4,540	0	4,373	168	96.31%
Miscellaneous/Fees	4,700	386	4,237	463	90.15%
Reimbursed Expenses	0	451	20,438	(20,438)	0.00%
Unassigned Expenses	7,904	0	0	0	0.00%
Sub Total Expenses	1,598,474	85,592	1,239,484	351,086	77.54%
NRVRC Balance	0	26,834	(87,843)		

**New River/Mount Rogers Workforce Development Board
Revenue and Expenditures - May 2020**

(91.67% of FY)

NR/MR WDB Anticipated Revenues		May 2020	YTD	Under/Over	% Budget
Workforce Development Area	2,038,827	123,375	1,653,015	385,812	81.08%
Sub Total Revenues	2,038,827	123,375	1,653,015	385,812	
Expenses					
Salaries	473,687	41,060	438,564	35,123	92.59%
Fringe Benefits	136,054	9,643	115,144	20,910	84.63%
Travel	15,000	193	17,254	(2,254)	115.03%
Office Space	53,000	2,272	33,902	19,098	63.97%
Communications	11,000	774	13,686	(2,686)	124.42%
Office Supplies	6,600	5,431	27,853	(21,253)	422.02%
Postage	250	0	76	174	30.36%
Printing	750	15	800	(50)	106.71%
Copier Usage/Maintenance	750	0	0	750	0.00%
Outreach/Media Adv	7,500	372	17,988	(10,488)	239.84%
Equipment Rent/Copier	1,600	78	1,144	456	71.47%
Dues/Publications	0	0	5,138	(5,138)	0.00%
Training/Staff Development	0	39	2,271	(2,271)	0.00%
Insurance	2,500	0	1,168	1,332	46.72%
Meeting Costs	8,000	0	9,479	(1,479)	0.00%
Contractual Services	1,310,786	63,471	959,319	351,467	73.19%
Professional Services Audit/Legal	10,000	0	6,360	3,640	63.60%
Miscellaneous/Fees	1,350	0	44	1,306	3.29%
Workforce Grants Admin	0	26	2,824	(2,824)	0.00%
Sub Total Expenses	2,038,827	123,375	1,653,015	385,812	81.08%
NR/MR WDB Balance	0	0	0		

Total Agency R&E		May 2020	YTD	
Anticipated Revenue	3,637,301	235,801	2,804,657	77.11%
Anticipated Expense	3,637,301	208,966	2,892,499	79.52%
Balance	0	26,834	(87,843)	



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N R V R C . O R G

June 17, 2020

Executive Director's Report

Economic Development:

- As a part of the US Economic Development Administration CARES Act funding, the Commission is budgeting a full-time temporary (2-year) position to develop a regional economic recovery plan and support project development for businesses. The position advertisement will be released within the month.
- The Comprehensive Economic Development Strategy Committee (CEDS) met three times this year to update the strategy document and project list. The 2019-2020 update will be presented at the June meeting for review/adoption by the Commission.

Transportation:

- The Valley to Valley Trail project held a stakeholder meeting on May 27th to review data collected to date and potential trail alignments based on previous studies conducted in both the New River Valley and Roanoke Valley. The stakeholder group is anticipating adjustment of historical alignments in combination of new alignments identified during the study process. The next step will involve the consultant team engaging local government staff to review and provide feedback on alignments prior to public input being received.

Regional:

- The local government managers and the Health District continue to meet regularly and recently adjusted the schedule to Tuesday and Thursday each week.
- Regional Commission staff updates the NRV Working Smart. Working Safe. Guidebook document as the Governor releases additional advisement for each phase of re-opening. The guide can be found at this [link](#)
- Response and recovery projects continue to advance. The CDBG project for Neighbors in Need, a Food Security initiative, at Millstone Kitchen recently went through a contract negotiation meeting with the VA Dept. of Housing and Community Development. The local governments decided not to pursue CDBG funds for the Drive Through Testing Supplies and will be using their CARES Act funds to support the expenses.
- The Business Continuity Team (BCT) program is also advancing. A program manager position (full-time temporary) and medical director (part-time temporary) will be advertised in the coming days. Additional funds for the BCT are being pursued through CDBG via Giles County and additional GO Virginia funds.
- The NRV Public Health Task Force recently completed the six-week Virtual Town Hall Series. The panel discussions can be viewed at the following link along with a summary for each topic. www.montva.com/NRVTownhall

Commission:

- The Commission wishes Shawn Utt, Pulaski Town Manager, and Nichole Hair, Deputy Town Manager, best of luck in their next endeavors. Both will be leaving the town in early July. Shawn will be serving as the Smyth County Administrator and Nichole will be working for Virginia's Industrial Advancement Alliance in Wytheville. Both have worked closely with the Commission on numerous projects over several years and Shawn is a previous Commission employee.



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MEMORANDUM

To: NRVRC Commissioners

From: Patrick O'Brien, Regional Planner

Date: June 18, 2020

Re: 2020 Comprehensive Economic Development Strategy update

The 2019-20 update of the Comprehensive Economic Development Strategy is nearly complete. A draft of the updated report is attached. The introductory narrative includes updated data and minor changes to reflect the discussion of the CEDS committee related to the COVID-19 pandemic.

At this point, the CEDS has not been modified significantly from last year's five-year 'overhaul,' in anticipation of more significant revisions and updates that will result from upcoming economic recovery planning efforts. NRVRC staff will undertake a planning process this summer/fall that considers the economic impacts of the pandemic-related closures, cancellations, etc. in more detail, as a part of an expected grant award from EDA through the CARES Act for this purpose. The scope of work for this upcoming project includes the development of an economic disaster recovery plan that will be incorporated into the CEDS, and support for implementation of the plan by helping regional partners to secure funding for top priority projects. The project also provides funding for updates the NRVRC data dashboard and website to create an online version of CEDS and economic recovery planning documents (as well as others).

The Commission will need to take action adopting the CEDS in order for staff to submit the document to the Economic Development Administration (EDA) prior to the June 30 deadline. Staff will be present at the June commission meeting to answer any questions about the CEDS document.

Counties

Floyd | Giles
Montgomery | Pulaski

City

Radford

Towns

Blacksburg | Christiansburg
Floyd | Narrows | Pearisburg
Pembroke | Pulaski | Rich Creek

Higher Education

Virginia Tech | Radford University
New River Community College

New River Valley Comprehensive Economic Development Strategy

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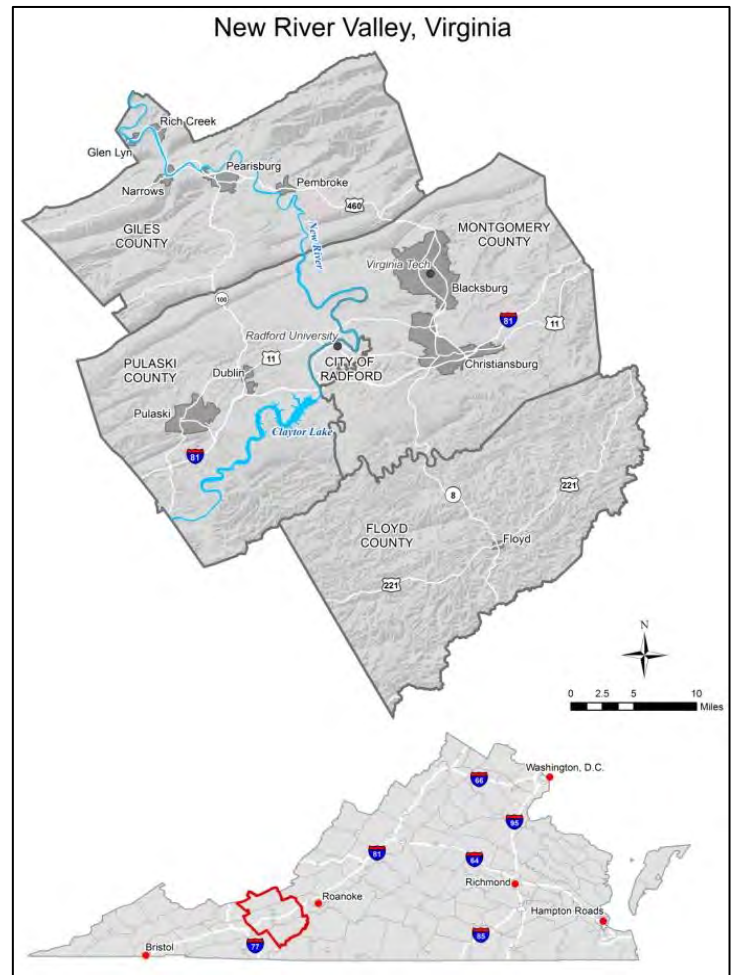
NEW RIVER VALLEY OVERVIEW

1. SUMMARY

The New River Valley region consists of the counties of Floyd, Giles, Montgomery, Pulaski, and the City of Radford, and is home to ten incorporated towns. Much of the area is rural, consisting of mountain forests and farmland, with small communities of 1,000-10,000 residents that share many characteristics of neighboring Appalachian communities in southwest Virginia and West Virginia. The region has been growing steadily in recent years, especially in the “college towns” of Blacksburg (Virginia Tech) and Radford (Radford University) and in nearby Christiansburg.

The activities of the two universities are a central component of the region’s economy and recent economic growth, with over 10,000 employees, 40,000 students, and thousands of visitors each year. The universities have also been central to promising growth in new sectors of the regional economy, including healthcare, internet and software, and “unmanned systems” and advanced manufacturing, as businesses work to commercialize university research and tap into the pipeline of skilled graduates for their workforce.

Manufacturing remains a major employer in the region, with a skilled workforce and excellent transportation access (Interstates 81 and 77, US Route 460, freight rail) attracting new investment and expansion in a variety of manufacturing sectors, especially transportation equipment, electrical equipment, and chemical processing. Other major employment sectors in the region include retail trade and hospitality, healthcare, and professional and technical services businesses. Agriculture and tourism are also important contributors to the region’s economy.



Although many of the region's jobs are concentrated at a few large employers, the New River Valley continues to develop a more diversified and resilient economic base. Over the past decade, the region has cultivated a more diverse range of manufacturing and logistics firms, and has seen promising growth in tech and healthcare sectors. In addition to large employers, the region has advanced support for small business development in a variety of sectors, from high-growth tech businesses to "Main Street" local retailers.

As in many Appalachian regions, some communities in the New River Valley have struggled with the recent loss of traditional manufacturing and extraction industries and associated issues of poverty, and share similar demographic trends of an aging population and slow population growth. Unemployment levels are low across the region, however, as workers find opportunities across the region. The region as a whole has managed to recover the jobs lost since the recession, although the shifting locations of employment opportunities mean that many workers across the region commute to their jobs in employment centers in the urban areas and industrial parks.

The ability of the region to attract and retain skilled workers, and train regional residents for careers in these fields, will be central to the continued success and growth of the New River Valley. This requires the region to maintain a strong education and training system to train existing and future workers, and also to remain competitive with other regions in terms of wages, cost of living and quality of life. The region must address important issues that affect the supporting amenities that workers and their families need to live in the New River Valley, including appropriate, affordable housing options, childcare and early education services, and access to recreation and cultural amenities.

The economic impacts of the COVID-19 pandemic are affecting New River Valley communities in unprecedented ways, and have highlighted the importance of many CEDS initiatives in supporting economic recovery efforts. The pandemic has served to increase the urgency of implementing CEDS strategies related to broadband deployment, small business development resources, workforce training and support programs, and others. As the region's designated Economic Development District (EDD), the NRVRC will guide economic recovery planning process over the upcoming year with support from the US Economic Development Administration.

The following sections of the CEDS considers these issues in more depth, and provides a set of strategies and projects to advance the economic development priorities of the New River Valley in the coming years.

DEMOGRAPHIC SUMMARY

The New River Valley had an estimated population of 184,231 in 2018, a 3.4% increase since the 2010 Census¹. Population grew most rapidly in Radford and Montgomery County, while the Pulaski and Giles County population declined slightly (see table). Population projections predict continued growth of 5.6% over the next decade to a 2030 population of 197,637².

Table 1: Select demographic characteristics, New River Valley and localities

Area	Population 2018	Growth %, 2010-18	Median age*	Percent below poverty level	Median household income
Floyd	15,643	2.4%	46.0	12.0%	\$48,396
Giles	16,931	-2.1%	44.4	11.3%	\$49,734
Montgomery	99,433	5.3%	28.2	23.8%	\$53,424
Pulaski	34,183	-2.0%	46.2	13.9%	\$49,691
Radford	18,041	10.0%	22.7	37.5%	\$36,082
New River Valley	184,231	3.4%	34.0	20.7%	\$50,409
Virginia		6.5%	38.0	11.2%	\$68,766

The City of Radford and Montgomery County have high percentages of student populations from Radford University and Virginia Tech, with a total student population of approximately 40,000 between the two universities. The universities produce nearly 10,000 new graduates within the region each year. The student populations tend to skew the age and poverty demographics of their host counties. The median age within the New River Valley is 34, well below the state average of 38. The median household income in the New River Valley is \$50,409, and per capita income is \$26,528³. New River Valley incomes are below the Virginia average, but have increased in recent years. Income levels within the New River Valley vary by locality, as shown in the table.

¹ July 1, 2018 Population Estimates for Virginia and its Counties and Cities, Weldon Cooper Center, January 2019

² Population Projections for Virginia and its Localities, 2020-2040, Weldon Cooper Center, March 2017

³ 2011-2015 American Community Survey 5-Year Estimates: Selected Economic Characteristics

ECONOMIC SUMMARY

The total labor force of employed New River Valley residents is 74,044 workers⁴. Approximately 71% of New River Valley workers live and work in the region, and 29% commute to jobs outside the region, with Roanoke as the most common destination⁵. New River Valley businesses employed approximately 75,447 workers in 2019, an increase of 3.0% over the past five years.

Table 2: Employment by Industry Sector, New River Valley

Industry	Employment Q1 2020	Average Annual Wages	Change in Employment 2016-20	Projected change in employment 2020-2025
Educational Services	15,425	\$46,863	443	-227
Manufacturing	12,688	\$57,887	1,122	-395
Health Care and Social Assistance	8,207	\$41,538	1,015	369
Retail Trade	8,119	\$26,642	-427	-304
Accommodation and Food Services	7,044	\$16,555	158	133
Professional, Scientific, Technical Services	3,377	\$71,952	72	88
Construction	3,200	\$39,417	-164	77
Administrative/Support/Waste Mgmt Svcs.	3,066	\$32,210	-97	-3
Other Services (except Public Administration)	2,955	\$26,957	65	-57
Transportation and Warehousing	2,243	\$45,754	257	1
Public Administration	2,165	\$47,691	113	-42
Arts, Entertainment, and Recreation	1,395	\$16,764	148	23
Agriculture, Forestry, Fishing and Hunting	1,147	\$16,080	-84	-32
Real Estate and Rental and Leasing	1,065	\$45,867	-228	-3
Finance and Insurance	986	\$52,574	-67	-24
Wholesale Trade	797	\$68,039	-60	-35
Information	674	\$48,820	-94	-11
Utilities	499	\$52,996	-20	-17
Management of Companies and Enterprises	234	\$80,157	4	-2
Mining, Quarrying, and Oil and Gas Extraction	76	\$65,098	-26	0
Total - All Industries	75,477	\$41,769	2,246	-433

Source: Jobs EQ 2020Q1 Dataset

The “educational services” sector is the largest employer, which includes the nearly 10,000 employees of the region’s public universities. Manufacturing is the second largest sector, with large concentrations in transportation equipment manufacturing, chemical manufacturing, and electronic equipment manufacturing. Retail trade and accommodation

⁴ 2011-2015 American Community Survey 5-Year Estimates: Selected Economic Characteristics

⁵ US Census Bureau, LEHD On the Map tool, 2014

and food service sectors are also major employers but provide lower wages than other sectors (see Table). Other large employment sectors include health care and the “professional services” sector that includes many of the region’s growing technology businesses. While current data do not reflect job losses related to the economic impacts of the COVID-19 pandemic closures and cancellations, employment projections predict a slight decline in employment across many sectors persisting for several years.

Target industries

The GO Virginia Region 2 Council, which includes the New River Valley as well as the Roanoke and Lynchburg regions, has identified several target industry clusters for the region to develop, based on existing strengths and the potential to create high-paying jobs in the region. These industry clusters include advanced manufacturing, life sciences, IT/advanced technology, and food and beverage processing. In addition to the targets for this broader region, Onward NRV has added a focus on “unmanned systems” based on promising private-sector and university research in this sector. The targets seek to build on existing regional strengths to support expanded manufacturing, agri-business, and technology companies, but the region will need to recruit and retain skilled workers to be able to expand businesses in these sectors. Sectors such as health care and IT are already facing skills shortages, and struggle to compete for talent with regions that offer much higher wages.

Small business development and entrepreneurship

In addition to economic development marketing initiatives to attract new firms and jobs, the region has had increased success with efforts to grow businesses locally through small business development assistance and cultivating resources for entrepreneurs. Although the region lags behind larger cities in the resources and success of “start-ups,” promising developments in industry-university partnerships and local stakeholder support for small business development have helped to improve these shortcomings. Programs focus on both firms poised for quick growth as well as “mom-and-pop” business owners who are looking to stay small but successful.

More information on regional economic characteristics is summarized in the SWOT analysis on page 10, and on the New River Valley data dashboard site at: nrvdata.org.

ENVIRONMENT AND NATURAL RESOURCES

The New River Valley's natural amenities and mountainous scenery are an important part of the region's character and quality of life, and attract visitors to the region's growing tourism industry. Major environmental and recreation resources include:

New River Watershed

The region's namesake, the New River runs through Pulaski, Radford, Montgomery, and Giles, with access for fishing and watersports. Little River, Peak Creek, Big Walker Creek, and Dodd's Creek are a few of the tributaries of the New River. A small portion of eastern Montgomery and Floyd Counties are in the Roanoke River basin, while a small portion of Giles County and the Craig Creek watershed in Montgomery County drain into the James River.

Jefferson National Forest

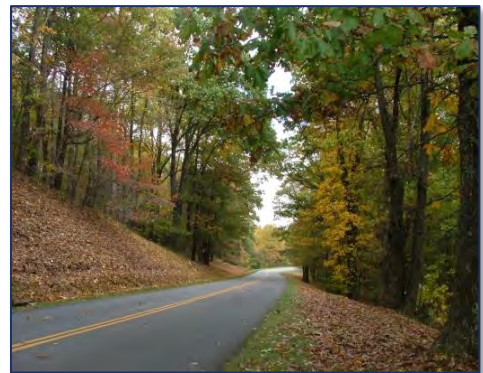
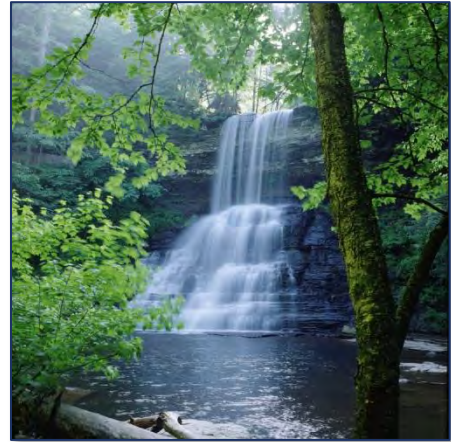
The Jefferson National Forest traverses the New River Valley and contains numerous trail networks, day use areas, campgrounds and scenic vistas, including Pandapas Pond, the Cascades Scenic Trail, White Rocks and the Mill Creek Trails.

Appalachian Trail

Fifty miles of the Appalachian Trail span Giles County and connect to nearly 2,200 miles of the trail extending from Georgia to Maine.

Blue Ridge Parkway

The Blue Ridge Parkway, spanning 469 miles total, travels through eastern and southern Floyd County. The Blue Ridge Parkway is famous for its scenic drives and brings tourists to the region.



Blue Ridge Parkway, Credit: Lydeana Martin

State Parks

Claytor Lake State Park:

The New River Valley is home to Claytor Lake State Park, one of two state parks in the region. Claytor Lake has a full service marina and provides options for fishing, swimming, and camping.



Claytor Lake Dam, Credit: Peter Huber

New River Trail State Park:

The New River Trail stretches 57 miles along an abandoned railroad corridor.

Other Natural Features

- Buffalo Mountain Natural Area Preserve
- Mountain Lake
- War Spur and Wind Rock Trails
- Radford Riverway
- Dora Trail
- Gatewood Park Campground and Reservoir
- Bottom Creek Gorge
- Falls Ridge Preserve
- Huckleberry Trail
- Rock Castle Gorge National Recreation Trail
- Cascades Recreation Area



Huckleberry Trail

INFRASTRUCTURE

ROADS

I-81 and US 460 are critical corridors for truck freight movement within the region and throughout Virginia. Major upgrades are planned for I-81 in the region to expand capacity and address maintenance issues. Most workers commute to work by car, with most employers and major employment centers located near interstate or major state and local routes. Several larger communities offer bus and transit options for residents, but service is limited and centered on the universities.

RAIL

Norfolk Southern's Heartland and Crescent Corridors intersect just East of Radford. Both corridors are of national significance for freight movement. Freight rail serves Pulaski, Giles, and Montgomery Counties as well as the City of Radford. Currently, no passenger rail services exist within the New River Valley. Nearby Roanoke began service in 2017, with the New River Valley working to extend service to a proposed station in Christiansburg.

AIRPORTS

There are two general aviation facilities located in the New River Valley: the Virginia Tech-Montgomery Executive Airport in Blacksburg and the New River Valley Airport just north of Dublin in Pulaski County. The NRV Airport is currently a registered foreign trade zone and international port of entry. The nearest major commercial passenger airport is Roanoke-Blacksburg Regional Airport approximately ten miles east of the region.

UTILITIES

New River Valley towns and the City of Radford are served by public water and sewer, with rural residents using wells and septic systems. Floyd has limited ground water resources which limits water intensive economic opportunities. Natural gas is available from multiple providers throughout much of the region, except Floyd County, with primarily usage by large industrial users as opposed to residential use. AEP provides electric service to most of the region, with Virginia Tech Electric Service serving the VT campus and much of Blacksburg.

BROADBAND AND CELL COVERAGE

The region has multiple wireless providers, although coverage is limited in some rural areas. The region has a strong middle-mile fiber network and decent broadband speeds in many areas but has several gaps in "last-mile" infrastructure to rural areas, and limited options for internet service in some communities. Multiple NRV communities are pursuing projects to expand fiber networks and increase access to high-speed internet, including a fiber-to-the-home project in Floyd County to install high-speed connections to all residential units.

2. NEW RIVER VALLEY SWOT ANALYSIS

The New River Valley's CEDS Committee discusses regional strengths, weaknesses, opportunities, and threats within the region periodically during its meetings.

SWOT analysis elements are commonly understood in the following terms:

- **Strengths** are a region's relative competitive advantages (e.g., industry supply chains and clusters, extensive port, rail, and broadband assets, specialized workforce skills, higher education levels, collaboration among stakeholders) and often internal in nature;
- **Weaknesses** are a region's relative competitive disadvantages (e.g., a risk-averse or change-resistant regional culture), also often internal in nature;
- **Opportunities** are chances or occasions for regional improvement or progress (e.g., expansion of a biosciences research lab in the region), often external in nature; and
- **Threats** are chances or occasions for negative impacts on the region or regional decline (e.g., several companies in the region considering moving to lower-cost areas of the state), also often are external in nature.

In 2019, the CEDS Committee provided extensive updates to the SWOT analysis based on recent developments, and revised the SWOT analysis from previous years accordingly. A summary of the group's findings appears on the following pages.

Strengths:

- Access to a variety of outdoor recreation amenities
- Culture of lifelong learning
- Opportunities that have developed from the Livability Initiative strategies
- Engaged citizens
- Small town charm-- slower pace of life and a strong sense of place
- Cultural amenities (Pulaski Theater, Mary Engels, Moss Arts Center, history heritage, etc.)
- Sports at youth, college and professional levels (Pulaski Yankees)
- Proximity to major mid-Atlantic metros and interstate access (I-81 and I-77)
- Diversified regional economy, with strengths in higher ed, health care, manufacturing, and agriculture
- Access to freight rail and passenger rail
- Growing focus and investment in historic downtown “Main Streets”
- Work well as a region across jurisdictional boundaries
- Private airports, including foreign trade zone and port of entry at New River Valley Airport
- Growing IT and high tech sectors with many promising mid-size firms (Block One, 1901 Group, Rackspace, TORC, Aeroprobe)
- Several successful, longstanding large employers (Volvo, Carilion, VT, Radford University, Celanese)
- Health care/university collaboration (Jefferson College/Radford University, VT/Carilion)
- Variety of assisted living and long-term care facilities/communities for aging residents
- Mixed culture/diversity
- Local government incentives for development (opportunity zones, capital stacking, leverage public investments)

Weaknesses:

- Broadband access is uneven throughout the region, and limited or not available at all in some areas; many trunk lines are in place but are not lit. In areas with connections, bandwidth may be limited for the next generation of wifi and “internet of things” devices
- Lingering perception of the region as not welcoming and with little diversity; in many cases, this perception comes from negativity among residents, not outsiders
- Uneven quality of educational opportunities throughout the region (real or perceived), and poor reputation of some jurisdictions for diversity, inclusiveness, and real or perceived limits on access to a variety of educational program/opportunities
- Aging population in many communities limits workforce availability
- Shortage of skilled corporate and executive talent to help companies grow successfully
- Lack of housing inventory and mismatch of ownership and rental opportunities in some areas; price points may not align with incomes
- Few local treatment options and high cost of programs and prescriptions to address the opioid crisis and other chronic health issues
- Difficulty in keeping pipeline of shovel-ready sites and mid-size sites (5-10K sqft)
- Uneven access to medical care and doctor visits
- Limited air travel options
- Access to natural gas is unavailable in parts of the region (especially Floyd Co.)
- Deteriorating road quality on important primary and secondary routes
- Conflicts/lack of coordination between town and county governments working together

Opportunities:

- Growth of “unmanned systems” technology and commercialization opportunities
- In-migration of people seeking the superior quality of life in the region, especially those returning to the area from employment opportunities in large metro areas (locals, college grads, retirees)
- Growth of region as “health care destination” through Virginia Tech/Carilion research specialization (esp. neuroscience) and various health care profession training institutions (Virginia College of Osteopathic Medicine, Jefferson College)
- Improving coordination of small business support resources and incubators (Roanoke Small Business Development Center, Roanoke Blacksburg Technology Council, etc.)
- Prediction of relatively minor impacts from climate change, as compared to more significant impacts predicted for other areas, means that the region is an attractive location for future development
- Housing renovation and updates to improve housing stock
- Revitalization of historic downtown commercial districts (several projects underway)
- Improved access and utilization of New River recreation facilities
- Strong community college technical training programs and custom training capabilities
- Education and improved perception of living conditions in different areas of the New River Valley (NRV Homebuilders Association and Realtors helping to provide info on schools and diversity in communities outside “college towns”)
- Diversity of high school career education options
- Millennials living preferences align well with the New River Valley, such as social amenities, low-maintenance living (housing costs), walking trails/outdoor recreation, etc.
- Growing interest in outdoor recreation tourism; can tap visitors from nearby metro areas
- Virginia Tech and Radford University’s potential to support business growth and provide a pool of skilled workers that help employers retain young professionals
- Wages in many industries are competitive/“affordable” for firms looking to locate in the mid-Atlantic (especially manufacturing and healthcare), and are competitive/comparable for workers (adjusting for cost of living)

Threats:

- Deteriorating or insufficient infrastructure constrains growth and affects quality of life (notably I-81 congestion and safety issues, but also broadband, water/sewer)
- Concentration of employment at a handful of large firms; can these firms retain employees and grow?
- Opioid crisis and related health, social and workforce issues
- Housing inventory; mismatch between available properties and desired housing can make recruiting difficult for employers, and create a cost burden for residents in certain communities
- Access to public transportation is limited, especially in rural and “suburban” areas, limiting workforce mobility
- Capital availability for growth firms is limited, and the region faces competition from larger areas (Boston, Silicon Valley), meaning promising firms may leave the area
- Uncertainty of state and federal funding sources for major projects and support programs
- Potential for over-development affecting quality of life
- Climate change may have multiple impacts, including extreme weather events, impacts on agriculture, construction delays, and the potential to impact Claytor Lake
- Wages are too low for high-tech sectors/occupations, even after adjusting for cost of living, causing many skilled workers and graduates from universities to leave for bigger metro areas

Economic resilience in the NRV

The SWOT analysis, goals and strategies, and project package sections of the CEDS document discuss many of the issues that affect economic resilience in the New River Valley, and the programs and strategies that seek to address these issues. In 2018, the CEDS committee met to discuss major trends that affect economic resilience, and the strategies that NRV communities can undertake to address these issues. In addition to the issues discussed in the region's SWOT analysis, the group identified the following issues as some of the most pressing concerns for economic resilience:

- Concentration of employment at a limited number of large firms, including manufacturing (Volvo, arsenal), and education (VT, Radford University)
- Limited pipeline of available properties for scale-up of growing businesses; once firms outgrow offices at Corporate Research Center, they have few options for space to grow
- The region has shortages of appropriate housing, childcare, and similar services that may affect the ability of the region to attract high-skill workers to the region, or support local residents' needs
- Regional firms cannot compete with big metro areas on wages for certain high-skill occupations, even after accounting for lower cost of living
- Recent trends toward limiting international trade and migration may be a threat for manufacturers (many international firms/markets) and universities (international students and building relationships with foreign firms)
- Continuing trends for online retail and services eating into market of local businesses; need to identify businesses that cannot move online

In addition to the strategies and projects that address economic resilience in the goals and strategies and project package sections, the CEDS committee noted the following programs that work to address economic resilience:

- Workforce “business solution units” and local economic development business retention and expansion programs to make sure existing businesses are healthy and growing (examples of Crenshaw Lighting, ThermaSteel)
- “Economic gardening” and related entrepreneurship support programs (Floyd, Pulaski, VTKW, etc.) that work to identify and grow local businesses to become successful, as opposed to recruiting them from outside the community
- “Work-ready community” designation process to certify regional workforce competence for prospective employers

- Recent expansions of industrial parks to accommodate different sizes/types of industrial and commercial property
- Promising trend of major international firms locating “satellite” offices at CRC which may lead to decisions to invest in larger production facilities in the region (Mahindra, others)
- Attracting supplier networks and support firms that are needed by major manufacturing firms to locate in the region

Finally, the CEDS committee recommended several metrics to track that can help the region to assess the success of efforts to improve economic resilience and strengthen the region’s economy. The committee suggested adding the following metrics:

- Diversity and concentration of businesses by number of employees (need to increase share of mid-size firms/expansions)
- Condition, affordability and variety of housing options (retirement, rental vs. owner, “workforce” housing options)
- Wage differentials (region vs. national) for in-demand occupations
- Diversity of industry mix (measure of concentration of employment at largest firms, such as universities and large manufacturers)

The region is still working to understand the full impact of the closures, cancellations, and related economic and community effects that the COVID-19 pandemic has caused. Through existing projects, relationships, and EDD/CEDS activities, NRVRC staff are supporting regional partners in a variety of immediate responses (e.g., mobile virus testing services, support for food banks, economic data analysis and information sharing, grant writing assistance, advocacy etc.), as well as pursuing longer-term strategies to improve the region’s economic resilience and address local community and economic development needs. Several existing initiatives have been identified as important contributors to ongoing economic recovery efforts, including:

- expansion of small business/entrepreneurship resources (counseling, funding, etc.)
- projects to develop the region’s broadband infrastructure and teleworking capabilities
- expansion/coordination of talent development and related workforce support resources (training, university-business connections, childcare services, mental health services, etc.)
- strategic planning and partnerships around regional issues including housing, tourism/recreation, entrepreneurship and innovation, and hazard mitigation;
- updating CEDS goals/projects to reflect the regional priorities on the above topics, and the new economic conditions created by the pandemic, and;
- providing ongoing access to timely health, economic and labor force data for the purposes of grant-writing and regional decision-making

3. PRIORITIES, GOALS, AND OBJECTIVES

The New River Valley Regional Commission (serving as Economic Development District) leads the continuous planning process for economic development in Virginia's New River Valley. The NRVRC works closely with localities and several regional groups that take key roles in pursuing economic development projects and funding to advance the quality of life in the New River Valley. The most recent five-year update to the CEDS in 2019 revised the region's CEDS goals and objectives to reflect recent economic trends in six priority areas. The priority areas include: 1) Support small business development and entrepreneurship; 2) Preparation and continued support of qualified, available workforce; 3) Available land and quality Infrastructure; 4) Marketing and promoting the region to attract visitors, new businesses and residents; 5) Preservation of natural and cultural resources; and 6) Business friendly governance and representation.

1. Support small business development and entrepreneurship

1.1 Provide a comprehensive array of support services for small business development and growth

- Support the adoption of the “Main Street approach” to encourage small business success in the region’s downtown commercial districts
- Develop and support peer networks and events to bring together small businesses in similar industries, such as tourism/outdoor recreation, technology, and health
- Coordinate and improve accessibility of counseling, technical assistance, and financing resources offered by local, regional and state partners

1.2 Improve the region’s ability to foster and retain fast-growing businesses in target sectors

- Improve capital access for high-growth firms through the development of angel investor groups and increasing linkages between angel groups, venture capital sources and fundable firms
- Support the development of university technology commercialization and industry research partnerships, building on existing efforts in unmanned systems, health/medical technology, and cloud computing/internet/IT
- Support and develop business incubator and technical resources targeted to firms with growth potential

1.3 Promote entrepreneurship and provide resources for NRV residents to start their own business

- Support local entrepreneurship promotion initiatives, such as business plan competitions, youth entrepreneurship programs, and university-based entrepreneurship initiatives
- Coordinate local incentives to encourage business development in targeted sectors that align with local economic development strategies, such as tourism/hospitality, agribusiness, manufacturing support services, etc.
- Develop incubators, co-working spaces, maker-spaces, and similar resources to allow low-cost options to support entrepreneurs through the start-up phase

2. Preparation and continued support of qualified, available workforce

2.1 Align education and training programs with the current and future needs of the region's existing employers, and targeted industry sectors

- Establish partnerships between industry/business and all levels of education and provide students with more "real world" learning opportunities
- Improve awareness of career options in local industries among K-12, community college, and university students and graduates
- Develop career pathways approach to ensure regional colleges and universities provide training, credentials and degrees that allow workers to advance their careers in local industries

2.2 Establish a strong foundation for lifelong learning and career success for NRV residents

- Ensure quality, affordable pre-school programs are available throughout the New River Valley
- Ensure career counseling, technical education and enrichment activities are available throughout the region, to support K-12 students plans and preparation for careers or post-secondary education

2.3 Increase the availability and accessibility of supporting services that NRV residents may need to participate fully in the workforce

- Increase the availability of quality, affordable childcare facilities for all areas of the NRV
- Increase the availability of quality, affordable treatment options for substance abuse and mental health
- Coordinate resources to provide low-cost options or tuition assistance for residents seeking college degrees or workforce training

3. Available land and quality infrastructure

3.1 Expand transportation options to meet the needs of businesses and residents

- Develop and expand regional transit systems, ride-sharing, or other initiatives that connect population centers to employment centers, and improve access for rural residents
- Promote and support the development of a passenger rail station in the New River Valley that will provide rail service to the Northeast Corridor
- Promote land use policies that maximize the opportunities of regional access to transportation networks, including interstates and major highways, freight rail, and airports
- Expand the regional system of walking and biking trails, bike lines, and pedestrian safety improvements

3.2 Identify opportunities to expand on the region's existing network of fiber trunk lines to ensure sufficient, affordable bandwidth is available to meet the needs of modern households and businesses throughout the New River Valley

- Encourage development of broadband networks to unserved rural areas and improve capacity of broadband connections in underserved communities
- Assess availability and quality of broadband options in towns and population centers in unincorporated areas
- Retrofit historic downtown buildings to provide improved broadband options

3.3 Develop and maintain available sites and buildings to meet the needs of industrial and commercial users

- Incentivize rehabilitation of deteriorating structures in historic downtown districts, and encourage mixed-use development in growth areas and downtown districts
- Inventory and assess vacant industrial and commercial properties, identify appropriate uses for the buildings and related retrofitting needs
- Develop shovel-ready mid-size and large industrial sites
- Promote and support energy efficiency of buildings through efforts to increase demand for these features (public education, valuation for energy efficiency improvements)

4. Marketing and promoting the region to attract visitors, new businesses and residents

4.1 Focus local and regional economic development marketing efforts on target industries and firms that build on the region's strengths

- Assess the ability of the region to meet the workforce, infrastructure and facility requirements of firms in the region's target industry sectors, and prioritize projects that address these needs (industrial sites, workforce initiatives, etc.)
- Coordinate and promote the technical expertise, research capabilities, and pipeline of skilled graduates that the region's community college and universities can provide to business and industry
- Target recruitment to firms with significant supplier relationships to existing NRV firms, and firms that can benefit existing regional assets, including foreign trade zone, interstate access, Commerce Park, university research, etc.

4.2 Coordinate marketing and promotion campaigns to create a consistent brand and message for the New River Valley

- Explore options to provide regional support and coordination for the tourism promotion campaigns of county/city/town destination marketing organizations (convention/visitors bureau, regional destination marketing organization, etc.)
- Leverage state and regional tourism marketing and economic development marketing programs that align with NRV marketing initiatives (Friends of Southwest Virginia, Virginia Economic Development Partnership, Virginia Tourism Corporation, neighboring destination marketing organizations and economic development authorities)
- Identify, develop, and package the region's inventory of historical assets and arts and cultural activities, natural features and outdoor recreation amenities, and events to support external marketing

5. Preservation of natural and cultural resources

5.1 Preserve the NRV's natural and historic assets to protect the character and quality of the regional environment

- Support and encourage the continuation of family farms through efforts to increase the market for local agricultural products, including farmers markets, regional aggregation facilities, and "Farms to School" programs
- Utilize tourism initiatives to preserve open spaces, historic sites and key natural attractions, in partnership with local non-profit historical societies, conservation groups, etc.
- Coordinate conservation, outdoor recreation and tourism initiatives related to the New River within the region and in neighboring regions
- Improve land use planning and practices to preserve the region's rural character, and encourage development in existing population and employment centers

6. Business friendly governance and representation

6.1 Promote a business friendly environment through governments cooperating with businesses at the local level and advocating for them at the state and federal levels.

- Seek representation on state commissions and committees, and the GO Virginia Region 2 Council
- Provide input to State agencies from regional economic development organizations and the NRVRC to ensure state policies and programs address local issues
- Support police, fire, and medical (emergency and non-emergency) operations throughout the region
- Coordinate state and regional resources to expand the capacity and resources of local governments to implement desired economic development programs

4: ANNUAL PROJECT PACKAGE REPORT

The CEDS Committee, NRVRC staff and board members, and interested stakeholders help to develop project ideas to address the strategies and goals of the CEDS, and accept project submissions from local governments for inclusion in the CEDS project package. NRVRC staff review and rank projects based on criteria that reflect CEDS goals and objectives, and update the project list each year to reflect new developments in project development and readiness. The list of CEDS ranking criteria and the full list of CEDS projects, including local projects, appears in the appendix.

CEDS 2020-21 Project Package-- Top Projects

Project description	Estimated funding	Target date	Responsible agency
1.Preparation of New Graded Building Site at NRV Commerce Park: A site to accommodate a graded building pad of a building footprint of 20 to 75 acres.	\$2,000,000	2020	Virginia's First Regional Industrial Facilities Authority
2.Development of Broadband Infrastructure and Internet Availability: Explore options for higher bandwidth to the end user (replicate/expand Citizens' FTTH rollout in Floyd County). Develop wifi availability in downtown areas. Assess feasibility of wireless towers to allow internet service to rural areas with no service. Tower placement studies and streamlining of the zoning process. Implement recommendations of studies in local jurisdictions (Blacksburg, Pulaski).	\$8,000,000	2021	Private Enterprises and NRV Localities, NRV Network Wireless Authority
3.Implement “sector strategies: focus for workforce development programs to meet needs in target industry sectors: Develop relationships between regional businesses and education, economic development, and related stakeholder organizations to provide services that ensure success of these industries in the region. Enhance intergrated “career pathways” workforce curriculum to develop workforce skills that address needs of targeted industry sectors, especially manufacturing, IT, and healthcare.	\$4,000,000	Ongoing	WDB, Education Providers
4.Coordinate NRV entrepreneur and small business development network: Convene regional revolving loan fund operators, small business counseling services, and other entrepreneur promotion programs. Develop new collaborative projects. Build on existing efforts to coordinate these systems between Roanoke and New River Valleys (e.g., RAMP and Valleys Innovation Council).	\$1,000,000	Ongoing	NRVRC, local economic development agencies, small business service providers
5.Promote and coordinate the development of a New River Valley passenger rail station: Continue to research viability of extending Washington DC Amtrak service to a station in the NRV. Coordinate state and private stakeholders to pursue development of this service by 2020.	\$500,000	2021	NRV Localities, State Agencies, Public/Private Railroad Companies, NRVRC
6.Coordinate Regional Destination Marketing Organizations (DMO): Explore options to increase coordination of regional DMOs and tourism promotion initiatives, and support local tourism marketing campaigns to promote New River Valley communities as a tourist destination, and increase visitor spending. Upgrade regional tourism website.	\$100,000	Ongoing	NRV Localities, Tourism Offices

Project description	Estimated funding	Target date	Responsible agency
7. Support the burgeoning cluster of unmanned systems firms and related manufacturing capabilities in the region: Develop commercialization of technologies related to automated vehicles, especially the research of the MAAP and other programs at Virginia Tech. Recruit supplier firms to the region to develop the manufacturing cluster represented by the local AUVSI chapter.	\$5,000,000	2025	Public universities, economic development organizations, business in target sectors
8. Develop shared CEDS goals and economic development initiatives with neighboring regions and EDDs: Coordinate with neighboring regions to align CEDS and economic development projects in conjunction with state efforts to regionalize economic development incentive funding.	\$100,000	Ongoing	NRVRC, neighboring EDDs
9. Expand pilot education and job training programs for local K-12 students and youth, targeted to careers at growing NRV industries: Develop work study, internship placement, on-the-job training, and similar arrangements between businesses and education providers to help local students develop on-the-job skills for careers in local industries. Expand college scholarship programs for local K-12 students to attend community college (Giles ACCE program). Target scholarships to in-demand jobs.	\$600,000	2020	WDB, Education Providers, local economic developers
10. Coordinate environmental stewardship and asset-based development efforts related to the New River as an outdoor recreation amenity: Continue regional coordination of New River Watershed and river clean-up events to preserve the condition of the New River. Support regional and local efforts to develop outdoor recreation tourism amenities related to the New River and other natural resources.	\$100,000	ongoing	New River Watershed Roundtable and participant organizations
11. Expansion of Roanoke Regional SBDC services in New River Valley: Build relationships and secure funding to provide resources necessary to provide NRV-based staff for Virginia SBDC network after closure of the Radford SBDC.	\$160,000	2019	Local governments, Roanoke SBDC, NRVRC
12. Coordinate marketing and business support efforts for arts and cultural amenities in the New River Valley: Promote and support the development of arts and cultural-related events and institutions through targeted incentives and support for arts-related development. Coordinate with Friends of Southwest Virginia and Crooked Road.	\$300,000	2020	Localities, civic groups, business groups
13. Implement recommendations of the New River Valley Smart Beginnings Early Childhood Success Plan	Varied	2025	Education partners, businesses, localities

Project description	Estimated funding	Target date	Responsible agency
14. Regional coordination of “Main Street” efforts: Regional staff to support local communities developing Main Street commercial corridors through marketing, redevelopment of blighted properties, and small business support services.	\$100,000	2020	NRVRC, participating towns
15.City-owned industrial park land improvements: Engineering and planning projects to acquire land in Radford industrial park, and upgrade for use by tenants.	\$6,000,000	2019	City of Radford
16.Expand financial resources available to small businesses: Recapitalize or expand existing local and regional small business loan funds. Develop referral system for small business assistance providers to direct clients to banks, loan funds, etc. with capital available for small business development.	\$25,000	2020	NRVRC, NRV Development Corporation, local economic developers
17.Expand New River Water Trail: Boat ramps, signage, marketing, and recreation features to extend Giles County's NRWT system to encompass a stretch of the New River from Pulaski Co. to West Virginia.	\$2,400,000	2021	NRVRC, local governemnts
18.Extension of Rail to Commerce Park: Rail siding extension from Norfolk Southern mainline about 3,500 feet to the Commerce Park boundary and 3,500 feet to a potential building site.	\$4,600,000	2018	Virginia's First, Industrial Facilities Authority
19.Connect university students to careers at New River Valley firms: Support student projects, internships, job fairs, and other efforts to connect skilled graduates to careers at local firms.	\$200,000	2020	Universities, NRMWDB, local economic developers
20.Provide technical assistance services to supply chain firms of regional manufacturers: Engage university experts and industrial consultants to provide product testing/prototyping, market analysis, process improvement, and other technical assistance services to support the competitiveness of suppliers to large regional manufacturers.	\$100,000	2020	
21.Target Industry Business Development Program: Develop educational program through the community college and universities that support the development and/or recruitment of small businesses/industries in regional target sectors, including advanced manufacturing, IT/cybersecurity, life sciences, and food and beverage processing.	\$1,000,000	Ongoing	Universities, NRCC, School Divisions
22. Regional housing study: Assess regional housing market and develop local and regional strategies to address housing market needs.	\$130,000	2020	NRVRC, Virginia Center for Housing Research

Project description	Estimated funding	Target date	Responsible agency
23.Develop “data dashboard” of regional economic and community health indicators: Compile data from Federal and local sources to track the performance of the regional economy on selected CEDS and Livability Initiative goals. Develop user-friendly online platform to make the information easily accessible.	\$100,000	Ongoing	NRVRC, state agencies, economic and workforce development organizations
24.Phase II Development of Floyd Regional Commerce Center: Develop Preliminary Engineering Report, access improvement and building pads on Lots 1 and 2 (51 acres).	\$4,500,000	2020	Floyd County, Floyd County EDA
25.Development of Route 177 Corporate Park	\$20M	TBD	Montgomery County EDA
26.Regional Food Aggregating/Processing Center: Value-added processing center for local produce and potentially local milk. The facility would serve as aggregator for larger buyers, as well as provide co-packing facilities and a commercial kitchen. Current or proposed projects in Floyd County and Montgomery County (Prices Fork).	\$200,000	2021	Floyd County, Sustain Floyd, Montgomery County, NRVRC
27.Rt. 114 Widening: From Christiansburg Town limits to Radford Army Ammunition Plant.	\$63M	TBD	VDOT
Creation of Utility Standards: Create utility standards for service providers to follow while coordinating digging between localities and service providers to install conduits or other uses.			
Connectivity of Trails, Regional Trail System: Interconnect various local, state and federal trails to create a continuous network in southwest Virginia.	\$800,000	2020	Trail Operators

APPENDIX 1
PROJECT RANKING CRITERIA AND FULL PROJECT PACKAGE

CEDS Project Evaluation Criteria – Reviewed/updated June 2017

As stated in the Organization and Management section of this report, the CEDS Committee and the NRVRC Board members reviewed and updated the project evaluation criteria. These criteria reflect CEDS goals and objectives, and are used to rank projects that localities submit for inclusion in the CEDS.

PROJECT TYPE (Points)

Priority Level 1 (8)

- Water and sewer utilities
- Employment Creation/Retention
-Technology and Industrial
- Entrepreneurial/Small Business Assistance
- Transportation Planning
- Regional/Local School & Educational
Facilities & Programs
- Passenger Rail
- Housing Production
- Technology Career Development Facilities/
Programs
- Tourism (esp. agri-tourism)
- Marketing/Promotion of Assets
- Value-Added Local Food
- Mixed Use Development
- Central Business District Revitalization
- Broadband network improvements

Priority Level 2 (6)

- Primary/Arterial Roads & Transportation
Maintenance
- Facilities for Protected Populations
- Neighborhood improvement projects
- Employment Creation/Retention-commercial
- Natural gas and energy infrastructure
- Rehabilitation of Aging Housing Stock
- Green Building Projects
- Protection of Natural/Cultural Resources/Assets
- Regional Coordination of Public
Transportation Connections
- Clean Energy Projects
- Airport Service
- Drainage/Flood Control
- Senior Care Facilities

Priority Level 3 (4)

- Secondary Roads
- Community Centers/Recreation
- Other Economic Development
- Homeownership Programs

Priority Level 4 (2)

- Other Housing
- Other Community Facilities
- Other Community Services Facilities
- Community Development Programs
- Drought Management

“Neighborhood improvement projects” includes sidewalks, solid waste/garbage, debris removal, street lighting, recreation, police/fire protection, and other neighborhood specific needs.

“Other community facilities” include day care facilities, community centers, emergency services facilities, health clinics, hospitals, and skill-building facilities for youth and the unemployed.

OTHER CRITERIA

While “project type” links the project criteria to the CEDS Goals and Strategies, there are other important factors in ranking individual projects. These factors are represented in the following criteria:

Investment relationship to regional economy and quality job creation: The projects receive addition points for the strength of their relationship to the economy of the Planning District, and the strategies to improve it, as described in the previous sections.

1. **Expected job creation-** the projects receive additional points if they are expected to result in quality jobs for regional residents, with points assigned as follows:

Points

- 5 Proposed investment directly supports high skill/high wage jobs.
- 3 Proposed investment results in an environment to support high skill/high wage jobs
- 3 Proposed investment supports skills upgrade/career advancement for in-demand jobs
- 2 Proposed investment results in entry-level jobs that are accessible to the long-term unemployed, youth, or others with barriers to employment (e.g., offender re-entry)
- 1 Proposed investment results in jobs with wages at or above the regional average

Additional two **(2) points** for projects that target specific occupations meeting the criteria of the New River-Mount Rogers Workforce Development Board ‘in demand occupations’ list.

2. **Relation to regional economic clusters:** Economic clusters reflect competitiveness of a regional economic sector versus national trends and job growth.

Points

- 8 Project Relates to High Job Growth, High Geographic Concentration Clusters
- 6 Project Relates to High Job Growth, Lower Geographic Concentration Clusters
- 4 Project Relates to Job Loss, High Geographic Concentration Clusters
- 4 Project relates to supply chain companies for existing regional clusters
- 2 Project relates to targeted industry sectors of regional economic development partners

3. **Regional Impact:** The impact of a project is in relation to the number of jurisdictions participating or impacted in reference to services and money invested.

Points

- 8 Region-wide or multi-region impact (i.e., affecting neighboring EDDs)
- 4 Four to Five Jurisdictions (Towns or Counties/Cities) Participating or Impacted
- 2 Two to Three Jurisdictions Participating or Impacted
- 1 One Jurisdiction Participating or Impacted

Investment relationship to EDA priorities and requirements: The projects receive additional points to the extent that they align with EDA policies regarding economic distress and national priorities, which may help the project qualify for EDA funding.

- 1. Per Capita Income: The projects receive additional points if the areas they affect have lower than average per capita income levels (average of all jurisdiction affected).**

Points

- 3 If less than or equal to 60% of State per capita income
- 2 If 61 - 74% of State per capita income
- 1 If 75 - 99% of State per capita income

- 2. Unemployment Rate: The projects receive additional points if the areas they affect have higher than average unemployment rates (average of all jurisdiction affected).**

Points

- 3 If 4% or more above State average
- 2 If 2-4% above State average
- 1 If 1-2% above State average

- 3. Relative Jurisdictional Stress: A composite index prepared by the Commission on Local Government to compare the relative strengths of the jurisdictions in the State.**

Points

- 2 High stress
- 1 Above average stress

- 4. Directly Correlates to EDA Investment Priorities (as described in EDA request for grant proposals)**

- A. Collaborative Regional Innovation
- B. Public/Private Partnerships
- C. National Strategic Priorities **1 point/priority**
- D. Global Competitiveness
- E. Environmentally-Sustainable Development
- F. Economically Distressed and Underserved Communities

Project support and feasibility: The project receives additional points if it demonstrates commitment by local partners and identifies financial or other resources that increase the likelihood of project success.

1. Relationship to Private Investments: Capital investments from private sources relate to the significance of the project.

Points

- 5 More than 50% Private Investment
- 3 25-49% Private Investment
- 2 Private Investment below 25%

2. Relationship to Previous Investment

Points

- 2 New Service or Facility; Expansion of Service from an Existing Service
- 1 Replacement of Existing Service or Facility

3. Readiness to Initiate Project

Points

- 5 Jurisdictional Commitment and Final Plans and Specifications-Application Filed
- 4 Jurisdictional Commitment Preliminary Plans and Specifications-Pre-application Filed
- 2 Jurisdictional Commitment, but no Plans and Specifications-Desired Project
- 1 No Jurisdictional Commitment, but Preliminary Plans and Specifications- Pre-application/Application

4. Utility/Infrastructure Availability (Maximum 6 points)

- A. Public Water
- B. Sanitary Sewer and Storm Water Treatment
- C. Electricity
- D. Telephone/Broadband
- E. Natural Gas
- F. All Season Road
- G. Rail Access

1 point/utility

5. Public Private Partnership

Points

- 5 Extensive commitment by multiple public and multiple private partners for project
- 2 Support from at least one public and at least one private stakeholder

Relationship to other regional initiatives and goals- Projects receive additional points if they demonstrate that they achieve the goals and strategies of other regional plans and priorities.

1. Relationship to “Green” Practices

Points

- 5 Project directly creates “green” jobs
- 4 Project implements “green practices” with certification
- 2 Project implements “green practices”
- 1 Project results in recycling or reuse

2. Relationship to Natural Resources

Points

- 5 Project sets aside land for conservation
- 3 Project compliments natural assets
- 2 Project is a detriment to natural resources

3. Relationship to international trade and investment

Points

- 3 Project supports development of international markets for products of regional businesses
- 2 Project supports efforts to attract investment by foreign owned firms to locate in the region

4. Relationship to arts, culture, history, regional heritage

Points

- 3 Project supports the development of arts/culture related business opportunities
- 2 Project supports the preservation/promotion of regional cultural heritage assets

New River Valley Annual Project Package 2019-20

Area	Description	Fed. \$	State \$	Local \$	Total Funding	Const. Date	Responsible Agency
NRV	Preparation of New Graded Building Site at NRV Commerce Park A site to accommodate a graded building pad of a building footprint of 20 to 75 acres.	\$990,000	\$885,000	\$125,000	\$2,000,000	2018	Virginia's First Regional Industrial Facilities Authority
NRV	Development of Broadband Infrastructure and Internet Availability Explore options for higher bandwidth to the end user (replicate/expand Citizens' FTTH rollout in Floyd County). Develop wifi availability in downtown areas. Assess feasibility of wireless towers to allow internet service to rural areas with no service. Tower placement studies and streamlining of the zoning process. Implement recommendations of studies in local jurisdictions (Blacksburg, Pulaski)				\$8,000,000	2020	Private Enterprises and NRV Localities, NRV Network Wireless Authority
NRV	Implement 'sector strategies' focus for workforce development programs to meet needs in target industry sectors Develop relationships between regional businesses and education, economic development, and related stakeholder organizations to provide services that ensure success of these industries in the region. Enhance intergrated 'career pathways' workforce curriculum to develop workforce skills that address needs of targeted industry sectors, especially manufacturing, IT, and healthcare.		\$200,000	\$50,000	\$250,000	2018	WDB, Education Providers
NRV	Coordinate NRV entrepreneur and small business development network Convene regional revolving loan fund operators, small business counseling services, and other entrepreneur promotion programs. Develop new collaborative projects. Build on existing efforts to coordinate these systems between Roanoke and New River Valleys (e.g., RAMP and Valleys Innovation Council)	\$500,000		\$500,000	\$1,000,000	2020	NRVRC, local economic development agencies, small business service providers
NRV	Promote and coordinate the development of a New River Valley passenger rail station Continue to research viability of extending Washington DC Amtrak service to a station in the NRV. Coordinate state and private stakeholders to pursue development of this service by 2020.				\$500,000	2020	NRV Localities, State Agencies, Public/Private Railroad Companies, NRVRC
	(continued next page)						

New River Valley Annual Project Package 2019-20

Area	Description	Fed. \$	State \$	Local \$	Total Funding	Const. Date	Responsible Agency
NRV	Coordinate Regional Destination Marketing Organizations (DMO) Explore options to increase coordination of regional DMOs and tourism promotion initiatives, and support local tourism marketing campaigns to promote New River Valley communities as a tourist destination, and increase visitor spending. Upgrade regional tourism website.			\$100,000	\$100,000	2019	NRV Localities, Tourism Offices
NRV	Support the burgeoning cluster of unmanned systems firms and related manufacturing capabilities in the region Develop commercialization of technologies related to automated vehicles, especially the research of the MAAP and other programs at Virginia Tech. Recruit supplier firms to the region to develop the manufacturing cluster represented by the local AUVSI chapter.				\$5,000,000	2018	Public universities, economic development organizations, business in target sectors
NRV	Develop shared CEDS goals and economic development initiatives with neighboring regions and EDDs Coordinate with neighboring regions to align CEDS and economic development projects in conjunction with state efforts to regionalize economic development incentive funding		\$50,000	\$50,000	\$100,000	2018	NRVRC, neighboring EDDs
NRV	Expand pilot education and job training programs for local K-12 students and youth, targeted to careers at growing NRV industries Develop work study, internship placement ,on-the-job training, and similar arrangements between businesses and education providers to help local students develop on-the-job skills for careers in local industries. Expand college scholarship programs for local K-12 students to attend community college (Giles ACCE program). Target scholarships to in-demand jobs.		\$300,000	\$400,000	\$600,000	2019	WDB, Education Providers, local economic developers
NRV	Coordinate environmental stewardship and asset-based development efforts related to the New River as an outdoor recreation amenity Continue regional coordination of New River Watershed and river clean-up events to preserve the condition of the New River. Support regional and local efforts to develop outdoor recreation tourism amenities related to the New River and other natural resources.						
NRV	Coordinate marketing and business support efforts for arts and cultural amenities in the New River Valley Promote and support the development of arts and cultural-related events and institutions through targeted incentives and support for arts-related development. Coordinate with Friends of Southwest Virginia and Crooked Road.		\$100,000	\$200,000	\$300,000	2020	Localities, civic groups, business groups

New River Valley Annual Project Package 2019-20

Area	Description	Fed. \$	State \$	Local \$	Total Funding	Const. Date	Responsible Agency
NRV	Implement recommendations of the New River Valley Smart Beginnings Early Childhood Success Plan	\$100,000	\$100,000	\$100,000	\$300,000	2020	Smart Beginning, local agencies
NRV	Regional coordination of 'Main Street' efforts Regional staff to support local communities developing Main Street commercial corridors through marketing, redevelopment of blighted properties, and small business support services		\$50,000	\$50,000	\$100,000	2020	NRVRC, participating towns
Radford	City-owned industrial park land improvements Engineering and planning projects to acquire land in Radford industrial park, and upgrade for use by tenants.				\$6,000,000	2019	City of Radford
NRV	Expand financial resources available to small businesses Recapitalize or expand existing local and regional small business loan funds. Develop referral system for small business assistance providers to direct clients to banks, loan funds, etc. with capital available for small business development.			\$25,000	\$25,000	2020	NRVRC, NRV Development Corporation, local economic developers
NRV	Expand New River Water Trail Boat ramps, signage, marketing, and recreation features to extend Giles County's NRWT system to encompass a stretch of the New River from Pulaski Co. to West Virginia	\$1,200,000		\$1,200,000	\$2,400,000	2021	NRVRC, local governments
NRV	Extension of Rail to Commerce Park Rail siding extension from Norfolk Southern mainline about 3,500 feet to the Commerce Park boundary and 3,500 feet to a potential building site.	\$2,300,000	\$750,000	\$1,210,000	\$4,600,000	2018	Virginia's First, Industrial Facilities Authority
NRV	Connect university students to careers at New River Valley firms support student projects, internships, job fairs, and other efforts to connect skilled university graduates to careers at local firms		\$100,000	\$100,000	\$200,000	2020	Universities, NRMWRDB, local economic developers
NRV	Provide technical assistance services to supply chain firms of regional manufacturers Engage university experts and industrial consultants to provide product testing/prototyping, market analysis, process improvement, and other technical assistance services to support the competitiveness of suppliers to large regional manufacturers		\$50,000	\$50,000	\$100,000	2017	
NRV	Target Industry Business Development Program Develop educational program through the community college and university that support the development and/or recruitment of small businesses/industries in regional target sectors, including advanced manufacturing, IT/cybersecurity, life sciences, and food and beverage processing.	\$500,000		\$500,000	\$1,000,000	2017	Universities, NRCC, School Divisions

New River Valley Annual Project Package 2019-20

Area	Description	Fed. \$	State \$	Local \$	Total Funding	Const. Date	Responsible Agency
NRV	Regional housing study Assess regional housing market and develop local and regional strategies to address housing market needs		\$100,000	\$30,000	\$130,000	2020	NRVRC, Virginia Center for Housing Research
NRV	Develop regional 'small scale manufacturing' capability Creation of a regional maker space and coordination of regional fabricators to support prototyping and small-run manufacturing for entrepreneurs				\$1,000,000	2020	
NRV	Develop 'data dashboard' of regional economic and community health indicators Compile data from Federal and local sources to track the performance of the regional economy on selected CEDS and Livability Initiative goals. Develop user-friendly online platform to make the information easily accessible.				\$100,000	2017	NRVRC, state agencies, economic and workforce development organizations
Floyd County	Phase IIb Development of Floyd Regional Commerce Center Develop building pads on Lots 1 and 2 (51 acres); have funds to do road access and utility extension.	\$1,500,000	\$500,000	\$2,000,000	\$4,000,000	2023	Floyd County, Floyd County EDA
Montgomery County	Development of Route 177 Corporate Park - Status: Conceptual	\$5 M	\$4 M	\$5M	\$19M	TBD	Montgomery County EDA
NRV	Regional Food Aggregating/Processing Center Value-added processing center for local produce and potentially local milk. The facility would serve as aggregator for larger buyers, as well as provide co-packing facilities and a commercial kitchen. Current or proposed projects in Floyd County and Montgomery County (Prices Fork)	\$1,000,000	\$500,000	\$500,000	\$200,000	2018	Floyd County, Sustain Floyd, Montgomery County, NRVRC
Montgomery County	Rt. 114 Widening From Christiansburg Town limits to Radford Army Ammunition Plant	\$50M	\$12.6M		\$63M	TBD	VDOT
NRV	Creation of Utility Standards Create utility standards for service providers to follow while coordinating digging between localities and service providers to install conduits or other uses						
NRV	Connectivity of Trails, Regional Trail System Interconnect various local, state and federal trails to create a continuous network in southwest Virginia.	\$400,000		\$400,000	\$800,000	2020	Trail Operators
NRV	Increase modern building stock through retrofits and new construction Modernize existing building stock through new construction or through retrofits to meet the needs of 21st century businesses. Focus on providing a range of options to accommodate small firms that are outgrowin the region's incubator spaces					2018	NRV Economic Development Alliance, local ED authorities

New River Valley Annual Project Package 2019-20

Area	Description	Fed. \$	State \$	Local \$	Total Funding	Const. Date	Responsible Agency
Montgomery County	Route 8 Widening Project Widening Route 8 from the Montgomery and Floyd County line to the Town of Christiansburg.	\$60,000,000	\$15M		\$75,000,000	TBD	VDOT
NRV	Interstate-81 Interchange Improvements Exits 89, 94, 98, 105, and 114.				TBD	2014-2020	VDOT
NRV	Route 100 Widening between Pulaski County and Giles County				TBD	2014-2020	VDOT
Pulaski Town	Town of Pulaski Business Park Expansion The acquisition and site preparation of greenspace for industrial growth.	\$1,000,000		\$1,000,000	\$2,000,000	2015	EDA, Town of Pulaski
NRV	Support Public Private Partnerships for Agriculture Infrastructure Needs					2018	
Pulaski County	Shell Building-Industrial Park Construction of a shell building at the New River Valley Commerce Park	\$750,000	\$750,000		\$1,500,000	2018	Pulaski County
Rich Creek	Rich Creek Downtown Enhancement Project Ensure the stability and success of downtown Rich Creek.		\$1M	\$250,000	\$1,250,000	2014	Rich Creek Town
NRV	Regional Conference/Civic Center Determine feasibility and appropriate site, engineering and architectural plans for regional conference center.	\$500,000		\$500,000	\$1,000,000	2019	Virginia's First and Partners
NRV	Create Regional Revolving Loan Fund for Energy Audits and Retrofits Fund for New River Valley businesses and residents.						NRVRC
NRV	Identify necessary improvements to regional tourism/visitor infrastructure Address gaps in hotels/lodging, event space, retail amenities in certain areas			\$100,000	\$100,000	2019	
NRV	Support Carpooling Efforts/Initiatives throughout the New River Valley Support the expansion and marketing of Ride Solutions while exploring potential for carpooling app						
NRV	Create a Network of Growers and Producers in the Region Link New River Valley farmers markets to increase profitability.						VA's First/US Army
NRV	Support for local craft brewery and winery business growth Marketing and business development support for growing brewery/winery businesses		\$50,000	\$50,000	\$100,000	2020	NRV economic developers
NRV	Centralize Marketing of Energy Efficiency Options Create a "one stop shop" where people can evaluate typical "payback" on upgrades, find a qualified energy auditor/retrofitter, navigate various financing options.						NRVRC, Localities
NRV	Smart Beginnings Coordinate regional stakeholders to improve and expand early childhood education and related services in the NRV		\$50,000	\$50,000	\$100,000	2019	NRVRC, local schools, service providers

New River Valley Annual Project Package 2019-20

Area	Description	Fed. \$	State \$	Local \$	Total Funding	Const. Date	Responsible Agency
Blacksburg	Huckleberry Trail Extension Assist in the construction of the Huckleberry Trail extension from Prices Fork to Glade Road. Grading, site amenities, and surfacing are needed.			\$100,000	\$100,000	2018	Town of Blacksburg
NRV	Develop Region-Wide Bike Paths, Walking Used as both a tourism asset and an alternative/green method of transportation.	\$5,000,000		\$5,000,000	\$10,000,000	2018	
NRV	Access to Capital Host workshops to educate businesses on capital access opportunities in the region						NRVRC
Montgomery County	Expansion of Falling Branch Industrial Park Phase II - Status - Concept Drawings. Land has been purchased and is ready for grading. Water, sewer, roads, and grading improvements	\$2,000,000	\$400,000	\$2,500,000	\$4,900,000	2019	Montgomery County EDA
NRV	Network of Manufacturing Companies Corporate roundtable headed by NRV Economic Development Alliance.	\$500,000	\$250,000	\$250,000	\$1,000,000	2018	WIB, Local Businesses
NRV	Tap into Additional Networks and Professional Organizations Research and encourage "continuing ed" requirements or periodic recertification so that the workforce can build their skill sets around emerging economic sectors.					2018	
Floyd County	Developing Lots 4 and 8 at the Floyd Regional Commerce Center Engineering and site work to get these sites "shovel ready" for business.	\$100,000	\$400,000	\$1,000,000	\$1,500,000	2020	Floyd County, Economic Development Authority of Floyd County
Floyd County	Constructing Shell building on Lot 8-- We have a lack of building space available in Floyd and are preparing for construction of a building in the Floyd Regional Commerce Center. The building will be designed to be able to serve more than one tenant.	\$1,000,000	\$400,000	\$2,000,000	\$3,400,000	2021	Floyd County and Economic Development Authority of Floyd County
Giles County	Communities of the New- Main Street approach to development Coordination of Towns in Giles County to implement downtown improvement projects focused on outdoor recreation tourism and small business development		\$50,000	\$50,000	\$100,000	2021	Giles County
NRV	Implement K-12 Curriculum on Organic Food Production				\$50,000	2018	Southwest Virginia Cultural Heritage Foundation

New River Valley Annual Project Package 2019-20

Area	Description	Fed. \$	State \$	Local \$	Total Funding	Const. Date	Responsible Agency
Christiansburg	Truman Wilson Land Park Development Does not include Connector Route				\$29,000,000	2018-2028?	Christiansburg
NRV	Promote Civil War Historical Sites To promote civil war historical sites throughout the NRV.					2018	
NRV	Conduct Farming Visioning with Agriculture Stakeholders, Farm Bureau and Extension						CTE Directors, Community College Workforce Departments
Floyd County	Marketing Floyd County Regional Commerce Center As a locality that already has advanced telecommunications infrastructure, access to higher education opportunities, available and affordable workforce, and available industrial space, Floyd County is seeking funding to create a model of promotion for Southwest Virginia.		\$50,000	\$50,000	100,00	2020	Floyd County
Giles County	Public Transportation Connections to Blacksburg, Virginia Tech, and other major employment centers. Specific projects in local transit plans and 2016 Regional Transit Study.	\$1,600,000		\$400,000	\$2,000,000	2018	Giles County
Floyd County	Route 8 Improvements Road Improvements on Route 8 between I-81 and Floyd Town	\$8,000,000	\$2M		\$10 M	2026	VDOT
Montgomery County	Shawsville Area Route 11/460 access management improvements Implement recommendations of 2012 corridor study					2020	VDOT, Montgomery County
Christiansburg	Interchange ramp at Route 460 Bypass and N. Franklin Street Connection of east bound 460 Bypass to west bound Business 460		\$2,081,907	\$42,488	\$2,124,395	2017-2022	VDOT, Christiansburg
Christiansburg	I-81/Route 8 (Exit 114) Interchange Reconstruction Not in draft SYIP	\$61,147,001			\$61,147,001	2023	VDOT, Christiansburg
Narrows	Upgrades and improvements at Mill Creek Nature Park - improve access, upgrades to parking area, restroom facility (water/sewer)			\$15,000	\$15,000	2020-2022	Town of Narrows
NRV	Incorporate "Green" Training into Secondary and Post-secondary Vocational Construction Programs Change current curriculum in Construction Trades to include "retro fitting" remodeling for energy efficiency in homes.				\$500,000	2018	

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Area	Description	Fed. \$	State \$	Local \$	Total Funding	Const. Date	Responsible Agency
NRV	Develop and Implement a Program to Support Small Family Farms Using "Cultivating Success" Farm Mentoring Project as a model. This will also include a revolving loan fund for farm start-ups and networking between local farmers and buyers.					2018	
Pulaski Town	Brownfields Redevelopment Redevelopment of existing industry and housing.	\$500,000	\$500,000		\$1,000,000	2018	Pulaski Town and EPA
Pulaski Town	Downtown/Main Street Renewal projects					2018	Town of Pulaski
Pulaski Town	Broadband expansion in downtown area					2018	Town of Pulaski
Floyd County	Floyd County Career and Collobaration Center For youth and adults, this workforce center would include a Mechatronics Program and other certificate programs for high school students and adults. Mechatronics includes mechanics, electronics, and computer and control engineering.	\$ 1,000,000	\$1,000,000	\$18,000,000	\$20,000,000	2020	Floyd County Public Schools and Floyd County
Floyd County	Floyd County EDA Revolving Loan Fund Expand revolving loan pool as all funds currently loaned out due to high demand.	\$75,000	\$0	\$5,000	\$80,000	2020	Economic Development Authority of Floyd County
Montgomery County	Construction of 100,000 sq. ft. Shell Building on Falling Branch Lot 2 Status - Site plans are complete for building.	\$2,000,000	\$1,000,000	\$1,000,000	\$4,000,000	2018	Montgomery County EDA
Montgomery County	Construction of a 20,000 sq. ft. Shell Building on Falling Branch Lot 7 - Status Conceptual	\$1,000,000	\$1,000,000	\$500,000	\$2,500,000	2018	Montgomery County EDA
Giles County	Hoges Chapel Water Tank Replacement Project Replacement of 40 year old water tank and 23,000 feet of 10 inch water line		\$2,600,000		\$2,600,000	2014	Giles County
Glen Lyn	Glen Lyn Regional Wastewater Facility To combine wastewater from Rich Creek and Glen Lyn into a single operation. The Towns will undertake the project.				\$3,000,000	2014	Glen Lyn
Christiansburg	Farmers' Market Structures New permanent structures				\$250,000	2017	Christiansburg
Pearisburg	Pearisburg Farmers Market – Development of a permanent structure to house the new Farmers Market. This	\$160,000		\$40,000	\$200,000	2017	Town of Pearisburg

New River Valley Annual Project Package 2019-20

Area	Description	Fed. \$	State \$	Local \$	Total Funding	Const. Date	Responsible Agency
	is to include restrooms, kitchen facility, and entertainment venue.						
Narrows	Upgrades/improvements to Narrows Town Park - installation of water splash park on old tennis court area			\$160,000	\$160,000	2018-20	Town of Narrows
Narrows	Architectural study to move library; consider housing at community center building				\$15,000	2018-20	Town of Narrows
Narrows	Architectural study for upgrade/replacement of Narrows Volunteer Fire Department equipment building				\$15,000	2018-20	Town of Narrows
NRV	Implement the National Energy Education Development (NEED) Program in Regional K-12 Schools				\$100,000	2018	
Pulaski Town	Housing Rehabilitation and Blight Remediation - address housing concerns for low to moderate income residents as well as remove slum & blight issues in residential neighborhoods		\$1,000,000	\$250,000	\$1,250,000	2020	Town of Pulaski
Pulaski County	New River Trail Extension				\$5,000,000		VDOT, Pulaski County
Pulaski Town	Implement Gatewood Park Master Plan					2018	Town of Pulaski
Giles County	Eggleston Boat Ramp/River Access (Continued Development of New River Water Trail)	\$130,000	\$40,000	\$30,000	\$200,000	2016-17	Giles County
Giles County	Sand Bar Boat Ramp/River Access (Continued development of New River Water Trail)	\$130,000	\$40,000	\$30,000	\$200,000	2016-17	Giles County
Giles County	Shumate Falls Boat Ramp/River Access (Continued development of New River Water Trail)	\$130,000	\$40,000	\$30,000	\$200,000	2016-17	Giles County
Giles County	Stateline Boat Ramp/River Access (Continued development of New River Water Trail)	\$130,000	\$40,000	\$30,000	\$2,000,000	2016-17	Giles County
Pulaski County	Exit 101 Interchange Improvements and Connector Route 11 Provide interstate access to the proposed Veteran's Cemetery and Route 11 with an urban 3 lane typical on 4 lane right of way.	\$2M	\$1M		\$16.5M	2020	Virginia's First/Army
Narrows	Downtown improvements for tourism Façade and infrastructure improvements to encourage visitors and business development		\$500,000	\$500,000	1,000,000	2018-2021	Narrows, Giles County, NRVRC

New River Valley Annual Project Package 2019-20

Area	Description	Fed. \$	State \$	Local \$	Total Funding	Const. Date	Responsible Agency
Pearisburg	Pearisburg Wastewater Treatment Plant UVA Project – Replace chlorine gas disinfection with UVA disinfection to eliminate safety concern with current treatment method.			\$150,000	\$150,000	2018	Town of Pearisburg
Pearisburg	Old Town Shop Property Redevelopment – Adaptive reuse of former public works building and property.					2018	Town of Pearisburg
Pembroke	Downtown improvements for tourism Façade and infrastructure improvements to encourage visitors and business development		\$400,000	\$400,000	800,000	2018	Pembroke, Giles County, NRVRC
NRV	Support “Communities in Schools” Program Connect community resources with schools to help students achieve success.						
NRV	Creation of a Fund to Remove Derelict Structures Tax advantages to remove structures alongside an education program on “how to”						
NRV	Support Co-Working Spaces for Businesses Utilization of underused facilities						Leadership Organizations
Pulaski County	Pulaski County Dispatch/Communications To upgrade Pulaski County’s dispatch/communications system.				\$1,600,000	2014	Pulaski County
Christiansburg	Phase III of the Downtown Enhancement Project N. Franklin Street – new sidewalks, planting, paving.		\$1,280,000	\$320,000	\$1,600,000	2017	Town of Christiansburg
Christiansburg	Christiansburg Institute Cultural Experience, Cultural Learning Curriculum, Oral History, and Site preservation.	\$1,500,000		\$1,500,000	\$3,000,000	2014	Christiansburg Institute
Dublin	Dublin Fire Department Expansion To add two bays.	\$750,000			\$750,000	2014	Dublin Town/Pulaski County
Pulaski County	New Facility, Sheriff’s Department				\$900,000	2014	Pulaski County - Sheriff
Pulaski County	Snowville Fire Department Fire Station replacement	\$1,680,000		\$420,000	\$2,100,000	2014	Pulaski County
Montgomery County	Trail Around Falling Branch Corporate Park Phase I - Status Conceptual To develop a walking trail around Falling Branch Corporate Park.	\$200,000		\$200,000	\$400,000	2019	Montgomery County EDA
Radford	High Meadows Development (Radford) Improve the water system to include line work and a water tank.			\$806,000	\$806,000	2020	City of Radford
Floyd Town	Floyd Town Trails Program (final phase) New and upgraded sidewalks within the town.	\$240,000		\$60,000	\$300,000	2014	Floyd Town
Narrows	Replace existing collection system piping and upgrade wastewater plan			\$2,500,000	\$2,500,000	2019-2021	Town of Narrows

New River Valley Annual Project Package 2019-20

Area	Description	Fed. \$	State \$	Local \$	Total Funding	Const. Date	Responsible Agency
Pulaski Town	Intensifying Blight Elimination Program The Town was awarded an EPA Brownfields Grant application in 2010.	\$200,000			\$200,000	2014	Town of Pulaski, EPA
Pulaski Town	Rt. 99 Water/Sewer Extension Extend water and sewer lines to Exit 94, to encourage commercial development.	\$1,500,000			\$1,500,000	2014	Town of Pulaski, Pulaski County
Radford	Radford Village Water Line Replacement 3,225 linear feet of 6" main water line would be replaced with an 8" service throughout the Radford Village residential area improving service reliability and water flow to forty homes.				\$117,500	2021	City of Radford
Radford	Wildwood Park Entrance Improve the Park entrance with parking facilities, a kiosk, pergola, new gate, and interpretive exhibits.	\$100,000		\$50,000	\$150,000	2022	City of Radford
Floyd County	Trails for Floyd (pedestrian, biking, and hiking) Extension of trail corridors from the town to the county as outlined in the comprehensive plan.	\$2,500,000		\$2,500,000	\$5,000,000	2023	Floyd County, Economic Development Authority of Floyd County, Floyd County Tourism
Christiansburg	Phase IID, Huckleberry Trail Extension Extension of the existing Huckleberry Trail from the present terminus to Christiansburg High School		\$320,000	\$80,000	\$400,000	2017	Montgomery County and Town of Christiansburg
Narrows	Replace existing collection system piping and upgrade wastewater plan			\$2,500,000	\$2,500,000		Narrows, Giles County, NRVRC
Pulaski Town	Public Safety Facility A modern centralized facility located out of the flood plain and away from rail tracks.	\$5,000,000			\$5,000,000	2015	Town of Pulaski
Floyd County	Stream Gauge and Rain Gauges for Hazard Mitigation Floyd County's Little River Watershed experienced a significant flash flood in 2015 with more than 25 houses destroyed or significantly damaged. There are no stream gauges in this area and no real-time rain gauges. These are needed to protect lives during flash flooding.	\$100,000		\$10,000	\$110,000	2021	Floyd County
Giles County	Eggleston Water Extension Phase 2 (Giles Co) Extend water service to 160 residencies.	\$1,400,000			\$1,400,000	2014	Giles County IDA
Giles County	Route 635 Water Extension (Giles Co) Provide public water to approximately 150 residents in the Big Stoney Community of Giles County.	\$2,000,000	\$1,000,000		\$3,000,000	2014	Giles County
Glen Lyn	Glen Lyn Park Modern bathhouse, wastewater hook ups, information center, and open-air theater. Water and sewer to each campsite at the park. Also a new location for a boat				\$800,000	2015	Glen Lyn

New River Valley Annual Project Package 2019-20

Area	Description	Fed. \$	State \$	Local \$	Total Funding	Const. Date	Responsible Agency
	ramp and sidewalk connecting the Park to the Municipal Building.						
Pulaski County	Skyview Subdivision/Fairgrounds Area Sewer (Pulaski Co) Provide sewer to NRV Fairgrounds & 148 residences.	\$500,000			\$500,000	2014	Pulaski County
Pulaski County	Newbern Area Enhancements Creation of Wilderness Road Exhibit and other area enhancements.		\$53,387	\$21,613	\$75,000	2014	Pulaski County
Radford	University Drive Bridge Improvements and repairs needed to the 25 year old University Drive Bridge which includes deck repairs, waterproofing, painting, fencing, and sidewalk repairs and corrosion maintenance.				\$531,000	2019	City of Radford
Christiansburg	Quin W. Stuart Blvd. Traffic Signal Revenue Sharing Project with \$200,000 Private Funds		\$411,000	\$211,000	\$811,000	2017	VDOT, Christiansburg
Christiansburg	Falling Branch Road Intersection/Traffic Signal Revenue Sharing Project with \$150,000 Private Funds		\$413,000	\$263,000	\$826,000	2017	VDOT, Christiansburg
Christiansburg	N. Franklin Street - Cambria Street Intersection and N. Franklin Street Corridor Highway Project Being included in the Six-Year Improvement Program		\$8,319,743	\$169,791	\$8,489,534	2017-2022	VDOT, Christiansburg
Christiansburg	N. Franklin St. - Peppers Ferry Road Connector Route Phase I Not in draft SYIP		\$9,803,920	\$200,080	\$10,004,000	2023	VDOT, Christiansburg
Christiansburg	N. Franklin St. - Peppers Ferry Road Connector Route Phase II Not in draft SYIP		\$9,153,200	\$186,800	\$9,340,000	2025	VDOT, Christiansburg
Floyd County	Floyd County Health and Human Services Complex One-stop-shop in Floyd that would enable citizens to access needed services				\$2,000,000	2021	Floyd County
Floyd County	Engineering Studies on Extending Water and Sewer to areas of Floyd Co. Determine priority areas for extension of public water and sewer, and begin extending system. Need to protect recharge and well-head areas.	\$1,200,000	\$200,000	\$100,000	\$1,500,000	2021	Floyd County
Floyd County	Improving Access to the Floyd Regional Commerce Center from Route 8 Remove sharp turns to improve truck access.	\$400,000	\$400,000		\$800,000	2023	Floyd County, Economic Development Authority of Floyd County, VDOT
NRV	Youth Planning Council Involve youth in discussing community development issues across the region.	\$10,000		\$10,000	\$20,000	2014	

New River Valley Annual Project Package 2019-20

Area	Description	Fed. \$	State \$	Local \$	Total Funding	Const. Date	Responsible Agency
Pearisburg	Community Center Renovation of Old School for Community Center Including New Electrical, Mechanical and Plumbing	\$2,000,000				2020	Town of Pearisburg
Pulaski County	Indoor Recreation - Wellness Center Indoor Recreation-Wellness Center for the citizens of Pulaski County			\$7,000,000	\$7,000,000	2014	Pulaski County-Recreation
Floyd County	Trail Around Floyd Commerce Center To develop a walking trail around the new Commerce Center in Floyd.			\$10,000	\$10,000	2019	Floyd County
Christiansburg	Public Works Complex Moving current complex out of the floodplain	\$10,000,000			\$10,000,000	2020	Christiansburg
Floyd County	Phlegar House Restoration This is probably the oldest standing home in Floyd County, but it is in great disrepair and needs work soon if it is to be saved. It could be the trail head for trails in the Floyd Regional Commerce Center Greenway. Underway	\$400,000		\$100,000	\$500,000	2019	Floyd County Historical Preservation Trust and Floyd County EDA
Christiansburg	Upgrade of Waste Water Plant Upgrade waste water plant to accommodate 8 million gallons per day			\$10,000,000	\$10,000,000	2017	Christiansburg
Christiansburg	Emergency Services Station New Roanoke Street substation			\$4,000,000	\$4,000,000	2020	Christiansburg
Giles County	Clendennin Water Extension (Giles Co) Provide public water to approximately 50 residents in the Clendennin community of Giles County.	\$2,000,000			\$2,000,000	2014	Giles County
Radford	Amphitheater Planning, design & construction, 200 seats & stage			\$1,500,000	\$1,500,000	2018	City of Radford
Giles County	Ingram Village Sewer (Giles Co) Put in sewer lines.	\$750,000		\$1,250,000	\$2,000,000	2015	Giles County
Radford	Third Avenue Parking Lot The public parking lot located adjacent to Grove Avenue and Third Avenue would be improved to include a stormwater system, paving, landscaping, traditional light poles and hanging baskets. This project is needed to improve the lot's aesthetic appeal.				\$250,000	2014	City of Radford
Pulaski Town	Bicycle Lane and Trail Improvements Improving bike accessibility for critical pathways throughout the Town.		\$750,000	\$250,000	\$1,000,000	2015	Town of Pulaski
Floyd County/Town	Floyd Public Transit Study viability of public transit in county/town		\$20,000	\$5,000	\$25,000	2014	Floyd Town

APPENDIX 2
MINUTES FROM CEDS COMMITTEE MEETING AND NEW RIVER VALLEY REGIONAL
COMMISSION BOARD MEETINGS

New River Valley Comprehensive Economic Development Strategy Committee Meeting

February 12, 2020 10am

Agenda

1. Welcome and introductions
2. Presentation: NRV Regional + Local Housing Study: Project Update, Mel Jones
3. Review of CEDS process and last year's CEDS (previous CEDS reports and notes available at: <http://nrvc.org/what-we-do/economic-development/>)
4. Input on upcoming CEDS committee meetings/topic process
 - a. Discuss/suggest alternate meeting locations
 - b. Discuss/suggest presenters or focus area topics
 - c. Data tracking/metrics and suggestions for focus areas
5. Discussion of recent regional economic trends- any major changes to incorporate into the CEDS? (SWOT analysis and CEDS strategies on page 2 below for reference)

Next meeting: Tuesday, April 14th, 10am-noon

New River Valley Comprehensive Economic Development Strategy Committee Meeting

April 14, 2020 10am

Agenda

6. Welcome and introductions
7. Update on regional pandemic response/coordination and COVID-related ED funding sources (Kevin Byrd)
8. Discussion of regional or local projects, needs, resources to add to CEDS in light of recent events
9. Review of CEDS 'economic resilience' section in light of recent events (see pgs. 2-8)

Next meeting: Wednesday May 13th, 10am-noon (likely still teleconference, TBD)

Discussion of economic resilience (from May 2018 CEDS committee meeting)

The group discussed factors affecting economic resilience in the NRV, including:

Major issues/threats

- Concentration of employment at a limited number of large firms, including manufacturing (Volvo, arsenal), and education (VT, Radford University)
- Limited pipeline of available properties for scale-up of growing businesses- once firms outgrow offices at Corporate Research Center, they have few options for space to grow
- The region has shortages of appropriate housing, childcare, and similar services that may affect the ability of the region to attract high-skill workers to the region, or support local residents needs
- Regional firms cannot compete with big metro areas on wages for certain high-skill occupations, even after accounting for lower cost of living
- Recent trends toward limiting international trade and migration may be a threat for manufacturers (many international firms/markets) and universities (international students and building relationships with foreign firms)
- Continuing trends for online retail and services eating into market of local businesses

Programs/trends that address economic resilience in the region

- Workforce 'business solution units' and local ED business retention and expansion programs to make sure existing businesses are healthy and growing (examples of Crenshaw Lighting, ThermaSteel)
- 'Economic gardening' and related entrepreneurship support programs (Floyd, Pulaski, VTKW, etc.)
- 'Work-ready community' designation process to certify regional workforce competence for prospective employers
- Recent expansions of industrial parks to accommodate different sizes/types of industrial and commercial property
- Promising trend of major international firms locating 'satellite' offices at CRC which may lead to decisions to invest in larger production facilities in the region (Mahindra, others)
- Attracting supplier networks and support firms that are needed by major manufacturing firms to locate in the region

Information to track in support of economic resilience/diversity:

- Diversity and concentration of businesses by number of employees (need to increase share of mid-size firms/expansions)
- Condition, affordability and variety of housing options (retirement, rental vs. owner, 'workforce' housing options)
- Wage differentials (region vs. national) for in-demand occupations
- Diversity of industry mix (measure of concentration of employment at largest firms, such as universities and large manufacturers)

ECONOMIC RESILIENCE (GUIDANCE FROM EDA)

It is becoming increasingly apparent that regional economic prosperity is linked to an area's ability to prevent, withstand, and quickly recover from major disruptions (i.e., 'shocks') to its economic base. Many definitions of economic resilience limit its focus on the ability to quickly recover from a disruption. However, in the context of economic development, economic resilience becomes inclusive of three primary attributes: the ability to recover quickly from a shock, the ability to withstand a shock, and the ability to avoid the shock altogether. Establishing economic resilience in a local or regional economy requires the ability to anticipate risk, evaluate how that risk can impact key economic assets, and build a responsive capacity. Often, the shocks/disruptions to the economic base of an area or region are manifested in three ways:

- Downturns or other significant events in the national or international economy which impact demand for locally produced goods and consumer spending;
- Downturns in particular industries that constitute a critical component of the region's economic activity; and/or
- Other external shocks (a natural or man-made disaster, closure of a military base, exit of a major employer, the impacts of climate change, etc.).

At the regional or community level, economic development practitioners are instrumental in building the capacity for economic resilience. Economic development professionals and organizations often become the focal point for post-incident coordination, information dissemination, responding to external inquiries, and the lead grant administrator for federally-funded recovery initiatives.

In building economic resilience, it is critical that economic development organizations consider their role in the pre- and post-incident environment to include **steady-state** and **responsive** initiatives.

Steady-state initiatives tend to be long-term efforts that seek to bolster the community or region's ability to withstand or avoid a shock. Responsive initiatives can include establishing capabilities for the economic development organization to be responsive to the region's recovery needs following an incident.

Examples of **steady-state** economic resilience initiatives include:

- Engaging in comprehensive planning efforts that involve extensive involvement from the community to define and implement a collective vision for resilience that includes the integration and/or alignment of other planning efforts (e.g., hazard mitigation plans) and funding sources;
- Undertaking efforts to broaden the industrial base with diversification initiatives, such as targeting the development of emerging clusters or industries that (a) build on the region's unique assets and competitive strengths; and (b) provide stability during downturns that disproportionately impact any single cluster or industry;
- Adapting business retention and expansion programs (e.g., economic gardening or other enterprise supports) to assist firms with economic recovery post-disruption;

- Building a resilient workforce that can better shift between jobs or industries when their core employment is threatened through job-driven skills strategies and support organizations;
- Maintaining geographic information systems (GIS) that link with municipal business licenses, tax information, and other business establishment data bases to track local and regional “churn” and available development sites. GIS can also be integrated with hazard information to make rapid post-incident impact assessments;
- Ensuring redundancy in telecommunications and broadband networks to protect commerce and public safety in the event of natural or manmade disasters;
- Promoting business continuity and preparedness (i.e., ensuring businesses understand their vulnerabilities—including supply chains—in the face of disruptions and are prepared to take actions to resume operations after an event); and
- Employing safe development practices in business districts and surrounding communities. Strategies may include locating structures outside of floodplains, preserving natural lands that act as buffers from storms, and protecting downtowns and other existing development from the impacts of extreme weather.

Some examples of **responsive** economic resilience initiatives include:

- Conducting pre-disaster recovery planning to define key stakeholders, roles, responsibilities, and key actions;
- Establishing a process for regular communication, monitoring, and updating of business community needs and issues (which can then be used after an incident) ;
- Establishing/using a capability to rapidly contact key local, regional, state, and federal officials to communicate business sector needs and coordinate impact assessment efforts; and
- Establishing/using coordination mechanisms and leadership succession plans for short, intermediate, and long-term recovery needs.

The CEDS provides a critical mechanism to help identify regional vulnerabilities and prevent and/or respond to economic disruptions. Therefore, embracing economic resilience must be a key component of the CEDS document.

Integrating resilience into the CEDS should be undertaken as part of a two-pronged approach:

1) **Planning for and implementing resilience** through specific goals or actions to bolster the long-term economic durability of the region (**steady-state**), and

2) **Establishing information networks** among the various stakeholders in the region to encourage active and regular communications between the public, private, education, and non-profit sectors to collaborate on existing and potential future challenges (**responsive**).

Recommended Resource: See NADO’s CEDS Resiliency Library (<http://www.nado.org/resources/ceds-library/>) for catalogued examples of how EDDs are currently addressing resilience. The library allows users to browse CEDS that incorporate resilience by state and topic.

PLANNING FOR AND IMPLEMENTING RESILIENCE

All communities, whether those in locations likely to experience significant natural disasters or those dealing with immediate or pending economic shifts, must be able to recognize their vulnerabilities. They should then develop goals, strategies, and actions that can mitigate the effects of an economic incident and support long-term recovery efforts. While there is no universal blueprint for building regional economic resilience, the following items may help in establishing a general framework or identifying specific activities/projects:

- *Identify persistent economic challenges or deficiencies:* What are the region's economic "weak spots" (i.e., vulnerabilities)? Is there a specific asset deficiency (e.g., poorly educated workforce, excessive dependency on a single employer or industry, lack of transportation access/options, low levels of broadband availability and/or adoption, impediments hindering a firm's ability to gain access to the financial resources required to advance its business, major employers located in vulnerable areas)? Has a "planning horizon" been established (e.g., 10 to 15 years) for assessing economic vulnerabilities?
- *Prepare for disruptions by identifying "early-warning" tools:* Does the region have an "anticipatory focus" that will help it react quickly when confronted with potential disruptions and challenges? Do community economic development professionals work with their local/regional emergency managers to address the risks identified through hazard mitigation planning? Do community leaders employ mechanisms (e.g., scorecards, state of the region reports, economic dashboards) that offer a regularly updated assessment of the regional economy?
- *Build mechanisms that create flexibility:* Do the local governments have detailed and tested disaster response and recovery plans? Do the local governments and major employers have access to "surge" capital/credit resources? Does the region have a good handle on its assets to help identify emerging economic sectors that may lead to a diversified economic base? Has the region established mechanisms to realign and retrain its workforce post-disruption?
- *Promote a positive vision for the region:* Is the messaging about the region's assets and opportunities positive (to encourage investments in both times of tranquility and disruption)? Do stakeholders understand that actions that build resilience are good for the regional economy whether or not an economic shock occurs, and have they reached consensus on a set of actions they can take proactively? Are economic shocks used as an opportunity to "re-vision" (i.e., reassess) the region's economy?

Regardless of the specific steady-state approaches considered or undertaken, the CEDS, at a minimum, should include an identification of the region's key vulnerabilities and resilience-building goals, measureable objectives, and/or projects in the action plan.

Recommended Resource: See *Southeastern Vermont CEDS* (<http://seveds.com/wp-content/uploads/2012/08/FINALCEDSReport.2013.pdf>) (PDF) for a good example of how to effectively describe a region's economic vulnerabilities and recommend a strong set of measurable objectives and actions to address the challenges.

ESTABLISHING INFORMATION NETWORKS

In addition to identifying regional vulnerabilities and specific actions to address them, the region should establish mechanisms to facilitate active and regular communication between the relevant sectors to collaborate on common challenges. The economic development organization should be prepared to serve as a responsive participant in economic recovery efforts. The region should also be prepared to serve as an information hub by collecting data and convening the appropriate players to facilitate recovery post-disruption. The effectiveness of a region's response to a major economic disruption is often enhanced if the public, private, education, and nonprofit sectors are aware of each other's roles and responsibilities – particularly as they pertain to recovering from economic shocks. Established communication networks and information collection protocols coupled with broadly understood knowledge of key elements (such as supply-chain relationships) can help speed a region's response. Once the networks are established, participants can be called upon in times of crisis to provide services and support in the case of a disruption.

More experienced economic development organizations will find opportunities to enhance and expand their business retention and expansion programs as a vehicle to mobilize action and facilitate information sharing. Other networking examples include the establishment of Business Emergency Operation Centers (BEOC) or Business Recovery One-Stop Centers. Among other actions, BEOCs serve as a hub of business-to-business collaboration and communication to connect private sector organizations with each other and with emergency response and recovery efforts while interfacing with local and federal emergency operations centers to ensure assistance and resources are being directed to businesses in need.

Recommended Resource: *Information on establishing a Business Recovery Center can be found at <http://restoreyoureconomy.org/recovery/business-recovery-center/>. Several states operate BEOCs, including Louisiana, Rhode Island, Missouri, and New Jersey. They take a variety of forms: state funded, state and university partnerships, and privately organized collaborations with universities. There is also a [National BEOC operated by FEMA](#).*

Regardless of the specific responsive approaches considered or undertaken, the CEDS, at a minimum, should demonstrate how the region serves as both a source for information to deal with an economic challenge and as a convener of regional stakeholders to gather data and encourage collaboration post-disruption.

A note on structure: The two-pronged approach to resilience noted above can be included in the CEDS as a separate section. However, resilience could also be addressed by weaving the concept throughout the document (e.g., identifying a region's vulnerabilities in the SWOT section, then developing specific goals or action items to counter those vulnerabilities in the strategic direction/action plan, followed by an exploration of ways to measure success in the evaluation framework). Regardless of how resilience is included in the CEDS, it is critical for regions to identify vulnerabilities and, where possible, bolster the capacities that may lead to economic resilience as part of regional planning efforts.

Recommended Resource: *[The North Central Florida Regional Planning Council's Economic and Disaster Resiliency Study](#) assesses the vulnerability of the region's industries, critical infrastructure, housing, and other economic assets to hurricanes, and models the effects of a catastrophic event. This type of assessment could be used to inform the SWOT analysis.*

PRE-DISASTER RECOVERY PLANNING

It should be noted that a number of regions, particularly those that are prone to natural disasters, have engaged in resilience planning by focusing on the development of disaster recovery strategies. Developing and implementing a strategy for disaster recovery is often a good first step in establishing resilient regions. Specifically, certain regions have integrated economic development strategies, sustainability principles and hazard mitigation planning to ensure such activities are undertaken in a complimentary fashion. Examples of the benefits from this “cross-pollination” planning include promoting local procurement and hiring, the pre-prioritization of the resumption of major employers, and the siting of new commercial and industrial development in locations that are out of harm’s way.

In addition to providing a vehicle to approach resilience in a comprehensive fashion, a CEDS can often fill an important role in ensuring that disaster mitigation efforts are well-coordinated across municipal and county-lines to shape stronger, more resilient regions. Regardless of focus (i.e., broader economic resilience or a more directed look at disaster recovery planning), the CEDS should still include the two primary elements: 1) “steady-state” initiatives that seek to bolster the community or region’s long-term ability to withstand or avoid a shock and, 2) “responsive” initiatives that establish and utilize capabilities for an economic development organization to be responsive to the region’s recovery needs post-disruption.

Recommended Resources: See the Eastern Plains Economic Development Corporation’s appendix on disaster and economic recovery and resilience in its most recent CEDS at <http://www.epedc.com/brochures/full2012-2017CEDS.pdf> (PDF). Other examples include (South Florida RPC’s CEDS (PDF)), Iowa Northland Regional COG’s CEDS (PDF), and Mountainland EDD’s CEDS (PDF).

The Northwest Oregon CEDS (PDF) quantifies the region’s economic vulnerability by measuring the number of businesses and jobs located in flood zones, total and by industry, and the number of critical facilities in flood zones.

EDA, working with the State of Colorado, has developed an [Economic Resilience Planning Evaluation Tool](#) (PDF) that contains a list of economic mitigation, preparedness and/or recovery components that could be used in infusing resilience into a CEDS.

A number of tools exist to help regions craft robust disaster resilience strategies.

The [Infrastructure Security Partnership’s 2011 Regional Disaster Resilience Guide for Developing an Action Plan](#) (RDR Guide) provides a practical, “how to” approach to help communities and regions develop a useable disaster resilience strategy along with a number of key lessons learned from recent disasters and events. Also see [Florida’s guidebook Post-Disaster Redevelopment Planning: A Guide for Florida Communities](#). The guidebook is intended to assist communities developing post-disaster redevelopment plans during pre-disaster periods. It provides best practices for planning and implementation based on research and pilot programs associated with the initiative led by the Florida Department of Community Affairs and Florida Division of Emergency Management.

NADO’s publication titled [Resilient Regions: Integrating Economic Development Strategies, Sustainability Principles and Hazard Mitigation Planning](#) highlights how several regional organizations are incorporating disaster mitigation and sustainable development approaches into their economic recovery and resilience work.

In addition, [RestoreYourEconomy.org](http://restoreyoureconomy.org/) (<http://restoreyoureconomy.org/>) contains a wealth of information to help regions impacted by disasters, as well as a number of tips and techniques to support overall economic resilience (see “Leadership in Times of Crisis: A Toolkit for Economic Recovery and Resiliency”).

MEASURING RESILIENCE

Measuring the economic resilience of a community or region, including the actions taken to foster resilience, will vary depending on the assets and vulnerabilities of each region. Two common measures are the degree of regional income equality (i.e., how evenly income is distributed across a regional population) and the degree of regional economic diversification (i.e., degree to which economic activity is spread across sectors). Regardless of the specific types of data collected and measures used, it may be helpful to benchmark data collected against national averages to help identify trends and better inform the development of key strategies.

Recommended Resources: See the University of California Berkeley's Network on Building Resilient Regions at <http://brr.berkeley.edu/> for general information on resilience and specifics on measuring resilience through the Resilience Capacity Index (RCI). As a means to gauge a region's ability to effectively respond to a future stress, the RCI identifies regional strengths and weaknesses, and provides regional leaders with the ability to compare their region's capacity profile to that of other metropolitan areas. In addition, see the Economic Diversity in Appalachia tool at <http://economicdiversityinappalachia.creonline.org/> for one method of determining industry, employment, and occupational diversity by region across the United States.

New River Valley Comprehensive Economic Development Strategy Committee Meeting

May 13, 2020 10am

Agenda

1. Welcome and introductions
2. Update on regional pandemic response/coordination and COVID-related ED funding sources- all
 - a. EDA CARES Act
3. Discussion of regional or local economic recovery projects, needs, resources to add to CEDS or NRVRC work program
 - a. EDA CARES Act projects through NRVRC (planning documents, grant assistance, data dashboard, teleworking assistance, etc.)
 - b. CEDS projects (last year's top projects below)
 - c. Additions to CEDS/recovery planning documents

Next meeting: Friday June 12th, 10am-noon (likely still teleconference, TBD)

New River Valley Comprehensive Economic Development Strategy
Committee Meeting

June 12, 2020 10am

Agenda

4. Welcome and introductions
5. Update on regional pandemic response/coordination and COVID-related ED funding sources- all
 - a. EDA CARES Act application pending- see 'project narrative' below
6. Economic recovery planning/CEDS committee process for next year
 - a. Input on recruiting mgmt. team, info to include/track, issues to consider
 - b. Discussion of regional or local economic recovery projects, needs, resources (last year's top projects and preliminary project priorities below)
 - c. Additions to CEDS/recovery planning documents

Next meeting: Fall 2020 economic recovery planning process (dates TBD)

New River Valley Regional Commission Economic Development District (EDD) Project Narrative- EDA CARES Act Recovery Assistance Program

The New River Valley region of Virginia lost an estimated 10,500 jobs between March and April 2020 as a result of pandemic-related stay-at-home orders, closures and cancellations-- the highest rate of job loss of any metro area in Virginia (a 13.6% decline). As in other regions, hospitality, retail, and personal service businesses are among the most impacted, including the loss of sales to the visitors and 40,000+ students of Virginia Tech and Radford University whose campuses remain closed since mid-March. Furloughs, layoffs, closures, and reduced sales are affecting many of the region's other major employers as well, including manufacturing, health care and professional services firms. The economic impact from these closures are significant, but these efforts combined with a strong, coordinated public health response have helped the New River Valley to avoid significant outbreaks of COVID-19 (approximately 100 total cases to date).

Since March, the New River Valley Regional Commission (NRVRC) has been coordinating local, regional, and state partners to share information and resources for pandemic response efforts and has been assisting with a variety of initiatives to address the COVID-19 crisis. Through existing projects, relationships, and EDD/CEDS activities, NRVRC staff are supporting regional partners in a variety of immediate responses (e.g., mobile virus testing services, support for food banks, economic data analysis and information sharing, grant writing assistance, advocacy etc.), as well as pursuing longer-term strategies to improve the region's economic resilience and address local community and economic development needs. Several existing initiatives have been identified as important contributors to ongoing economic recovery efforts, including:

- expansion of small business/entrepreneurship resources (counseling, funding, etc.)
- projects to develop the region's broadband infrastructure and teleworking capabilities
- expansion/coordination of talent development and related workforce support resources (training, university-business connections, childcare services, mental health services, etc.)
- strategic planning and partnerships around regional issues including housing, tourism/recreation, entrepreneurship and innovation, and hazard mitigation;
- updating CEDS goals/projects to reflect the regional priorities on the above topics, and the new economic conditions created by the pandemic, and;
- providing ongoing access to timely health, economic and labor force data for the purposes of grant-writing and regional decision-making

The NRVRC proposes to use the EDA's CARES Act Recovery Assistance award to expand the EDD's capacity to pursue these ongoing efforts, and to undertake additional strategic planning, regional coordination and project implementation activities tailored specifically to pandemic-related preparedness and economic recovery needs. The scope of work proposes a dual focus on both immediate implementation of projects to prevent, prepare for and respond to the coronavirus, as well as strategic planning and project development to help address the economic fallout from the pandemic in both the near and long term. The scope of work includes activities in each of the four approved elements for EDDs as outlined in the invite letter (see next page).

To complete these activities, NRVRC staff will partner closely with Onward NRV, the region's economic development marketing organization and primary liaison to the region's business community, and the New River-Mount Rogers Workforce Development Board (NR-MR WDB), the

region's administrator of Department of Labor workforce programs, and liaison to regional unemployment services, education/training providers and other workforce partners. NRVRC will also engage the existing network of state and regional partners that participate in CEDS development and related economic development projects to complete the scope, as needed.

Element 1: Economic development and resilience planning activities NRVRC staff, with support from OnwardNRV and NR-MR WDB will supplement the annual CEDS update process by convening regional stakeholders in summer/fall 2020 to develop a pandemic-specific action plan that details short-term (within 1 year) and medium-term (1-5 years) priorities for economic recovery and resilience. The plan will provide direction for the NRVRC 'economic recovery project manager' to undertake top priority projects and partnerships during this award (see Element 2). NRVRC staff will revise the CEDS to incorporate these plans and capture the 'big picture' economic development trends, issues, and goals that the pandemic has brought to light. Specific activities for CEDS revision include: an expansion of the resilience section; a 'revamped' NRVRC website to create a user-friendly web-based version of the CEDS and resiliency planning materials (and other regional plans), and; an associated 'data dashboard' that compiles economic and workforce statistics to track regional economic health and recovery.

Element 2: Disaster recovery coordinator(s) NRVRC will hire at least one 'economic recovery project manager' to coordinate economic recovery/resilience planning and related project development activities, with support from existing NRVRC staff and partners at Onward NRV and NR-MR WDB. For the two-year award period, the project manager leads efforts to identify and prioritize projects to achieve economic recovery goals, builds partnerships to undertake these projects, and leads (or assists) in securing and administering funding to undertake these projects. As noted above, regional partners have already identified several strategies and projects to improve economic resilience, and the process outlined in Element 1 will also develop new projects tailored specifically to COVID-related preparedness and economic issues. Projects for immediate implementation include development and coordination of the proposed 'Business Resource Team,' which creates a task force to assist businesses when they discover that an employee has tested positive for the virus. The task force includes public health expertise to advise the business on steps necessary to protect their workers and to safely reopen, marketing assistance to communicate with staff and customers about safety efforts, and assistance in applying for any relevant financial aid or grants to offset the effects on the business. This proposal is already under development with several funding agencies but will need additional support.

Element 3: Technical assistance/capacity building to partners- In support of above elements, NRVRC provides regional partner organizations with technical assistance including: regular updates on economic and workforce data trends, and custom data analysis for local economic development projects, strategic planning and decision-making, and; current information on state and federal economic development and recovery grant programs, and assistance with application development and grant administration. This element includes costs to purchase software licenses for online economic development data services (Jobs EQ, ESRI- see budget narrative).

Element 4: Organizational support for coronavirus response- The budget narrative and staffing plan outlines the NRVRC staff (and new hires) necessary to complete the above

tasks/activities. This element also includes purchases to assist NRVRC staff and partners to work effectively in a remote/online environment, including: laptops, videoconferencing equipment, and related software to allow NRVRC staff to work remotely; upgraded phone systems for NRVRC offices (VOIP) to allow call forwarding from office lines to cell phones; videoconference equipment/software and audio equipment to upgrade conference rooms to allow remote participation and social distancing in board meetings, CEDS meetings, etc., and; the purchase of software to facilitate remote/online participation in local and regional strategic planning and community engagement events (e.g. MetroQuest or similar public participation software tools).

Preliminary topics/projects of interest for recovery planning efforts

Teleworking/broadband

- Current broadband projects (Giles, Montgomery/Radford)

- Downtown broadband

- Teleworking sites (SWVA example of wifi 'hotspots' at library parking lots for use by residents during school closures, etc.)

Pandemic/public health-related efforts

- Safe reopening training/resources for businesses, 'business resource team'

- COVID testing expansion

- Readiness plans for nursing homes and other vulnerable pops/locations (coordination with universities etc.)

Brownfields assessment/redevelopment, downtown redevelopment

Small business resources/support (TA/advice, resource listings, additional financing/grants, etc.)

- Childcare center support

- Tourism industry

- Restaurants/service businesses

- New/recapitaized loan with supporting infrastructure

EDA CARES Act projects through NRVRC (planning documents, grant assistance, data dashboard, teleworking assistance, etc.)

New River Valley
Comprehensive Economic Development Strategy Committee
CEDS 2019-20

Name	Principal Location	Career Field
Diane Akers	Town of Blacksburg	Economic Development
Peter Anderson/Diane Gray	Pulaski County	Education
Bob Beckman	Town of Blacksburg	Technology commercialization
Basil Edwards/Kim Repass	City of Radford	Local Government Staff
Jim Flowers	Virginia Tech	Incubator Manager
Nichole Hair	Town of Pulaski	Local government staff
Mack Hilton	City of Radford	Retired Dentist
Katie Holfield	Town of Floyd	Local government staff
Marty Holliday	NRV-MR WDB	Workforce Development Board
Meredith Hundley	Town of Blacksburg	Entrepreneurial development
Charlie Jewell/James Cabler	Town of Blacksburg	Economic Development
Susan Kidd	Town of Narrows	Local Government Staff
Chris Lawrence	Town of Blacksburg	Local government staff
Tommy Loflin	Town of Christiansburg	Finance
Jim Loux	Pulaski County	Exporting Business
Ernie Maddy	Town of Christiansburg	Community development finance
Michael Miller	Montgomery County	University Licensing
Rebecca Phillips	Pulaski Town (NRV)	Education (Governor's School)
Gary Reedy	Floyd County	Telecommunications
Michael Solomon	Pulaski County	Economic development
Scott Tate	Virginia Tech	Economic development
Cheryl Tucker	City of Radford	Small business development
Rick Weaver	Montgomery County	Education
Peggy White	Pulaski County	Chamber of Commerce

APPENDIX 3
CEDS COMMITTEE MEMBERSHIP AND NRVRC BOARD COMPOSITION



6580 Valley Center Drive | Suite 124 | Radford, VA 24141 | 540-639-9313

N R V R C . O R G

MEMORANDUM

To: NRVRC Board Members
From: Kevin R. Byrd, Executive Director
Date: June 18, 2020
Re: Proposed FY21 Budget

Each spring the Commission staff prepares a proposed budget for the Commission to review and adopt for the upcoming fiscal year. I am pleased to submit the enclosed budget for FY21 with significant contributions from staff. The process was led by Elijah Sharp, Deputy Executive Director and Jessica Barrett, Director of Finance and Personnel. All staff worked with Elijah and Jessica to determine anticipated revenue as well as projected expenses. Highlights of the proposed FY21 budget follow.

The overall budget for FY21 is projected to be \$4,484,809 and all expenses are programmed with current year anticipated revenues. More than 90% of the Commission's project revenue is secured with a task order agreement or contract with a funding agency, which is a strong position going into the fiscal year. The FY21 budget represents a \$855,411 increase from the FY21 adopted budget. This is mostly attributed to new programs being administered by the Regional Commission in response to COVID-19. In the proposed budget, the state and federal programs such as VDOT Rural Transportation Planning, US Economic Development Administration (EDA), and Appalachian Regional Commission (ARC) are reflecting level funding, with the exception of EDA CARES Act funds for regional economic recovery, a new two-year program.

Key revenue items include funds for the EDA COVID-19 Cares Act regional economic recovery, operating the NRV Business Continuity Team program, continuation of the NRV Metropolitan Planning Organization (MPO) Long Range Transportation Plan, administration of a construction project for Floyd County Economic Development Authority and several local government technical assistance projects. Our budgeting approach is to remain conservative on revenue without anticipating too many projects while being reasonable with the necessary staffing level given projects in the pipeline. Each year the Commission accepts projects mid-year due to member needs and while a large portion of revenue is secured and programmed for FY21, limited staff time remains available to address member requests.

Overall, staffing costs decreased from FY20 to FY21 approximately \$30,560 in the total agency budget. However, staffing costs increased by \$92,125 for the Commission and decreased \$122,685 for the Workforce Development Board. The Commission staffing increase is due to two new full-time temporary positions being added, one for EDA regional economic recovery and another for the NRV Business Continuity Team. The

Strengthening the Region through Collaboration

Counties

Floyd | Giles
Montgomery | Pulaski

City

Radford

Towns

Blacksburg | Christiansburg
Floyd | Narrows | Pearisburg
Pulaski | Rich Creek

Higher Education

Virginia Tech
Radford University
New River Community College

Workforce Development Board staff costs are decreasing due to the completion of a multi-year federal grant, Pathways to the American Dream project. The staffing costs include modest salary adjustments for staff of the Commission (informed by the compensation study completed in 2017). The Workforce Development portion of the budget includes salary adjustments approved by their board.

For FY21 the health insurance costs through The Local Choice increased 4.8% while keeping with the same \$500 deductible plan. The previous fiscal year there was no increase. Four years ago, the Commission introduced a two-tier dental plan as a cost-savings measure. The Commission covers basic dental and the employee pays the difference for comprehensive coverage.

Funds are also budgeted (\$36,896) to replenish operational spending from FY20 attributed to two anticipated projects that did materialize. Lastly, the expense portion of the budget includes funds for replacing one of the two fleet vehicles utilized by staff of the agency for travel. This expense was budgeted in FY19 and FY20 but was deferred both years.

A substantial amount of the projects for FY21 are for technical assistance for our members and projects with the New River Valley Metropolitan Planning Organization. Relationships with our members and partner organizations such as the MPO are critical to the financial viability of the Commission. Further, it is important to note, the shift in new revenue for FY21 is in large part coming from state and federal sources which points to the value of program diversity which is important in the organization remaining viable and relevant for the members.

Attached to this memo is the Anticipated Revenue and the Agencywide Budget by program category which contains line item listing of expenditures.

New River Valley Regional Commission
Anticipated Revenue Fiscal Year 2020 - 2021

Member Assessment	FY20 Actual	FY21 Projected
Floyd County	\$19,622.19	\$19,613.16
Town of Floyd	\$566.31	\$566.31
Giles County	\$14,614.41	\$13,283.13
Pearisburg	\$3,454.62	\$3,424.95
Pembroke	\$1,713.12	\$1,580.25
Narrows	\$2,519.37	\$2,590.32
Rich Creek	\$964.92	\$962.34
Pulaski County	\$29,551.32	\$29,219.79
Town of Pulaski	\$11,468.10	\$11,429.40
Montgomery County	\$40,628.55	\$41,602.50
Blacksburg	\$45,427.35	\$46,024.62
Christiansburg	\$28,306.47	\$29,031.45
City of Radford	\$18,644.37	\$19,467.39
New River Community College	\$970.08	\$970.08
Radford University	\$3,805.50	\$3,805.50
Virginia Tech	\$11,610.00	\$12,255.00
Local Assessments Total	\$233,866.68	\$235,826.19
State Grants		
Dept of Housing and Community Development	\$75,971.00	\$75,971.00
Dept of Transportation	\$58,000.00	\$58,000.00
RIDE Solutions NRV	\$65,648.80	\$77,160.00
State	\$199,619.80	\$211,131.00
Federal Grants		
EDA	\$70,000.00	\$70,000.00
EDA COVID19 CARES Act	\$0.00	\$225,000.00
ARC Jan 20-Dec 20	\$34,333.00	\$34,333.00
ARC Jan 21 - Jun 21 (est)	\$34,333.00	\$34,333.00
POWER 2021 - Water Trail Exapnsion	\$0.00	\$20,000.00
Workforce Development Area	\$2,038,827.00	\$2,657,549.00
Federal	\$2,177,493.00	\$3,041,215.00
Local Project Revenue		
HOME	\$14,000.00	\$14,000.00
MPO 2045 Long-Range Plan	\$43,379.83	\$33,500.00
Workforce Fiscal Agent	\$65,000.00	\$65,000.00
Workforce Pathways Fiscal Agent	\$50,000.00	\$25,000.00
Workforce Pathways Home Grant	\$0.00	\$25,000.00
EDA Floyd County Disaster Grant Admin	\$0.00	\$35,000.00
CDBG COVID19 Food Access Grant	\$0.00	\$8,500.00
ARC Prices Fork Grant Admin	\$2,950.00	\$0.00
ARC James Hardy Construction	\$0.00	\$15,000.00
ARC Commerce Park Grading	\$14,000.00	\$14,000.00
ARC Christiansburg Downtown Grant Admin	\$0.00	\$25,000.00
Christiansburg Downtown Planning Grant	\$15,013.00	\$0.00
ARC Radford Downtown Planning Grant	\$22,500.00	\$27,500.00
DEQ New River Watershed Roundtable 2019	\$10,500.00	\$5,250.00
Floyd County Industrial Road Grant Admin	\$15,000.00	\$15,000.00
Floyd CDBG Housing Rehab Grant Admin	\$0.00	\$40,000.00
Floyd VHDA Housing Market Analysis	\$0.00	\$20,000.00
VHDA Housing Study Implementation	\$0.00	\$0.00
Giles Broadband Grant Admin (VATI)	\$20,943.14	\$0.00
Montgomery Co - VCI Prices Fork	\$8,593.73	\$0.00
New River Health District Mapping	\$20,000.00	\$10,000.00
Narrows CDBG Construction Admin	\$23,500.00	\$10,000.00
Pulaski Town CDBG Construction Admin	\$27,000.00	\$7,917.00
Pulaski Town Waterworks HAA5	\$1,493.94	\$5,000.00
Town of Pulaski Fire Hazard Audit	\$0.00	\$9,000.00
GO VA Business Continuity Team	\$0.00	\$150,000.00
CDBG Business Continuity Team	\$0.00	\$250,000.00
Radford University Hazard Mitigation Plan (VDEM)	\$31,709.25	\$0.00
VDOT Rocky Knob Grant Admin	\$73,000.00	\$70,000.00
VECF - Mixed Delivery	\$9,446.59	\$0.00
VECF - Preschool Development	\$42,776.76	\$0.00
Montgomery Co NRV Telecommunications Plan update	\$5,000.00	\$0.00
Montgomery County - Transportation Plan	\$0.00	\$40,000.00
Floyd-Floyd County PSA Waterline Grant Admin	\$0.00	\$0.00
NRV Development Corporation	\$21,700.00	\$21,700.00
SWVA Solid Waste Managers Association	\$2,000.00	\$2,000.00
Virginia Recycling Association Admin Support	\$2,000.00	\$4,000.00
Virginia's First Admin Assistance	\$27,500.00	\$27,500.00
ARC Matched Projects		
Floyd Town Revision to Zoning Ordinance	\$8,924.87	\$0.00
Floyd Town Park Visualization	\$500.00	\$0.00
Floyd AFID#2 Grant Admin	\$0.00	\$1,000.00
Montgomery Co Village Planning	\$16,421.55	\$12,999.58
Montgomery Co Village Planning Additional Match	\$5,000.00	\$0.00
Pearisburg Comp Plan	\$0.00	\$5,000.00
Narrows Comp Plan	\$0.00	\$3,000.00
Pulaski Co Comp Plan	\$9,827.98	\$0.00
Draper Park Master Plan Update - Pulaski Co.	\$0.00	\$0.00
DCI Organization Action Plan	\$6,000.00	\$1,500.00
Pulaski Town Land Development Guide	\$6,678.13	\$0.00
Pulaski Town Comp Plan	\$7,500.00	\$10,250.00
VHDA Regional Housing (VHDA)	\$32,481.68	\$0.00
VHDA Regional Housing (Local Support)	\$10,562.50	\$0.00
ARC Community Development/CYU matched (Total)	\$10,259.00	\$10,000.00
Unprogrammed ARC Jul - Dec 20	\$0.00	\$11,708.42
Unprogrammed ARC Jan-Jul 21	\$0.00	\$13,208.00
Local Projects Total	\$1,026,321.87	\$1,033,533.00
Total Agency Revenue	\$3,637,301.35	\$4,521,705.19
Total Agency Budget	\$3,629,397.36	\$4,484,808.40
Matching/Cash Obligations Unbudgeted	\$7,903.99	\$36,896.79
Local	\$371,944.18	\$389,692.19
State	\$918,864.17	\$893,298.00
Federal	\$2,346,493.00	\$3,238,715.00
Other	\$0.00	\$0.00
Total Anticipated Revenue	\$3,637,301.35	\$4,521,705.19

New River Valley Regional Commission

July 1, 2020 through June 30, 2021

Agencywide Budget

expense code / category		Housing	Transportation	Planning	Econ Development	Grant Admin	ARC 20-21	NRVRC Direct	Common Indirect	NRVRC	Workforce	Agency
		Total	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total
	Salary	40,725	119,098	23,338	327,278	110,620	71,750	692,809	176,700	869,509	375,020	1,244,529
	Fringe	11,480	33,352	6,579	88,846	18,141	20,226	178,625	43,976	222,601	112,036	334,637
	Total Salaries & Fringe	52,205	152,450	29,918	416,124	128,761	91,976	871,434	220,676	1,092,110	487,056	1,579,166
								-				
51000	Travel	-	4,850	50	21,750	461	-	27,111	6,100	33,211	20,000	53,211
51100	Office Space	-	-	-	-	-	-	-	49,968	49,968	44,100	94,068
51200	Communications	-	250	236	300	-	-	786	10,615	11,401	6,000	17,401
51300	Office Supplies	-	135	-	89,485	840	-	90,460	10,573	101,034	4,000	105,034
51400	Postage	-	101	-	25	-	-	126	2,000	2,126	250	2,376
51500	Printing	-	-	-	-	-	-	-	4,500	4,500	1,000	5,500
51600	Copier Usage/Maintenance	-	-	-	-	-	-	-	2,000	2,000	-	2,000
51700	Outreach/Media Ad	-	9,233	-	150	-	-	9,383	150	9,533	9,000	18,533
51800	Equipment Rent/Copier	-	-	-	-	-	-	-	4,219	4,219	1,700	5,919
51900	Fleet Vehicles	-	-	-	-	-	-	-	8,024	8,024	-	8,024
52000	Dues/Publications	-	1,440	-	4,734	-	-	6,174	10,661	16,835	3,500	20,335
52200	Training /Staff Development	-	1,500	-	7,250	95	-	8,845	2,000	10,845	4,500	15,345
52300	Meeting Costs	-	275	-	9,350	-	-	9,625	1,500	11,125	7,000	18,125
	Capital Outlay	-	-	-	-	-	-	-	-	-	-	-
52210	Insurance	-	-	-	-	-	-	-	3,605	3,605	2,500	6,105
52600	Contractual Service	-	11,040	65,000	371,900	-	-	447,940	9,544	457,484	2,027,289	2,484,773
52700	Professional Services	-	-	-	-	-	-	-	4,540	4,540	10,200	14,740
52800	Miscellaneous/Fees	-	-	-	2,300	-	-	2,300	2,400	4,700	29,454	34,154
52850	Workforce Grants Admin	-	-	-	-	-	-	-	-	-	-	-
	Total Non-Personnel Costs	-	28,824	65,286	507,244	1,396	-	602,750	132,399	735,149	2,170,493	2,905,642
	Program Costs	52,205	181,274	95,204	923,369	130,156	91,976	1,474,184	353,075	1,827,259	2,657,549	4,484,808
	Common Costs	21,152	61,767	12,122	168,599	52,169	37,266	353,075	-	-	-	-
	Total Program Costs	73,357	243,041	107,325	1,091,968	182,326	129,242	1,827,259	-	-	2,657,549	4,484,808



6580 Valley Center Drive | Suite 124 | Radford, VA 24141 | 540-639-9313

N R V R C . O R G

MEMORANDUM

To: NRVRC Board Members
From: Kevin R. Byrd, Executive Director
Date: June 17, 2020
Re: Slate of Officers for FY21

The Nominating Committee met in May and discussed officer positions for FY21. At the May Commission meeting the Nominating Committee recommended the slate of officers identified below. The slate of officers was accepted by the Commission during the May meeting. The Commission will need to vote on the slate at the June meeting.

Chair, Mr. Michael Maslaney, Floyd County
Vice-Chair, Mr. Hil Johnson, Christiansburg
Treasurer, Mr. Leon Law, Giles County
At-Large, Ms. Catherine Potter, Virginia Tech Foundation
At-Large, Mr. Steve Fijalkowski, Montgomery County
At-Large, Ms. Angie Covey, New River Community College
Immediate Past Chair, Mr. Michael Harvey, Montgomery County

The Commission bylaws prescribe annual terms of office; however, officers may serve consecutive terms at the will of the Commission.