



NEW RIVER VALLEY COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY 2016



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Chapter 1: NEW RIVER VALLEY OVERVIEW

1.1 INTRODUCTION

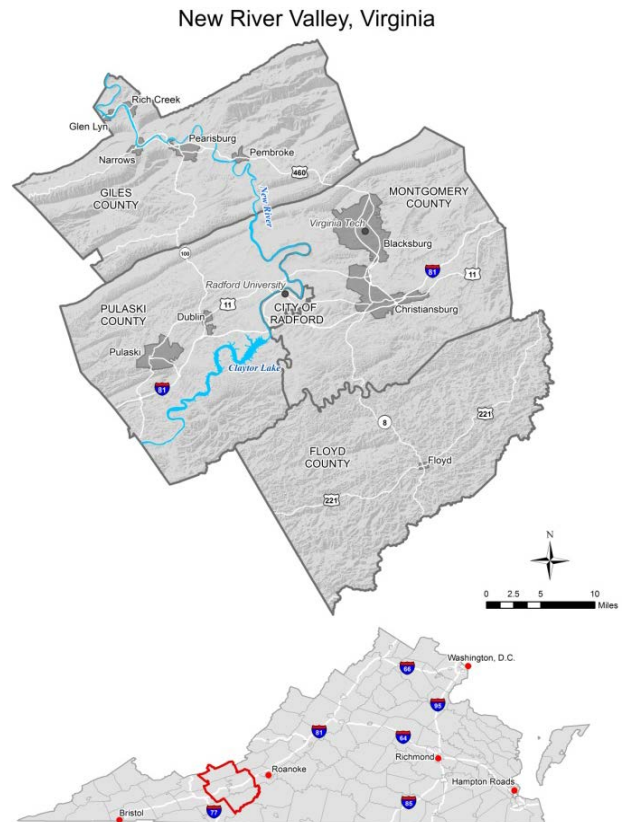
The New River Valley region consists of the counties of Floyd, Giles, Montgomery, Pulaski, and the City of Radford in southwest Virginia. The counties are home to ten incorporated towns, and a total regional population of 178,350 as of the 2010 census. Two major transportation routes pass through the region, Interstate 81 and US Route 460. Major employers include Virginia Tech, Radford University, Volvo Trucks North America, and Celanese.

The region is growing from a manufacturing and agrarian focused economy into a more balanced, diversified economy. The region has seen gains in sectors such as information technology, healthcare and biomedical, business and financial services, energy, and agricultural businesses. This transition has created the need for training in these growing sectors. Career pathway development is an important part of this transition to a more modernized economy.

The New River Valley Livability Initiative, a regional planning effort undertaken in 2010-13, identified four major themes to focus regional development efforts, reflect the regional characteristics that New River Valley residents value most. These themes are:

1. Enhancing Living and Working Environments
2. Preserving Rural Heritage and Community Character
3. Making the Business Environment Productive and Resilient
4. Building Healthy Communities

Each of these themes has a direct effect on economic development, and these themes are incorporated into the New River Valley's Comprehensive Economic Development Strategy. The region has seen success domestically and internationally in bringing in new businesses. These successes are celebrated, but the need to create homegrown startups needs to improve to strengthen the resiliency of the regional economy. The CEDS serves as a vision on how to



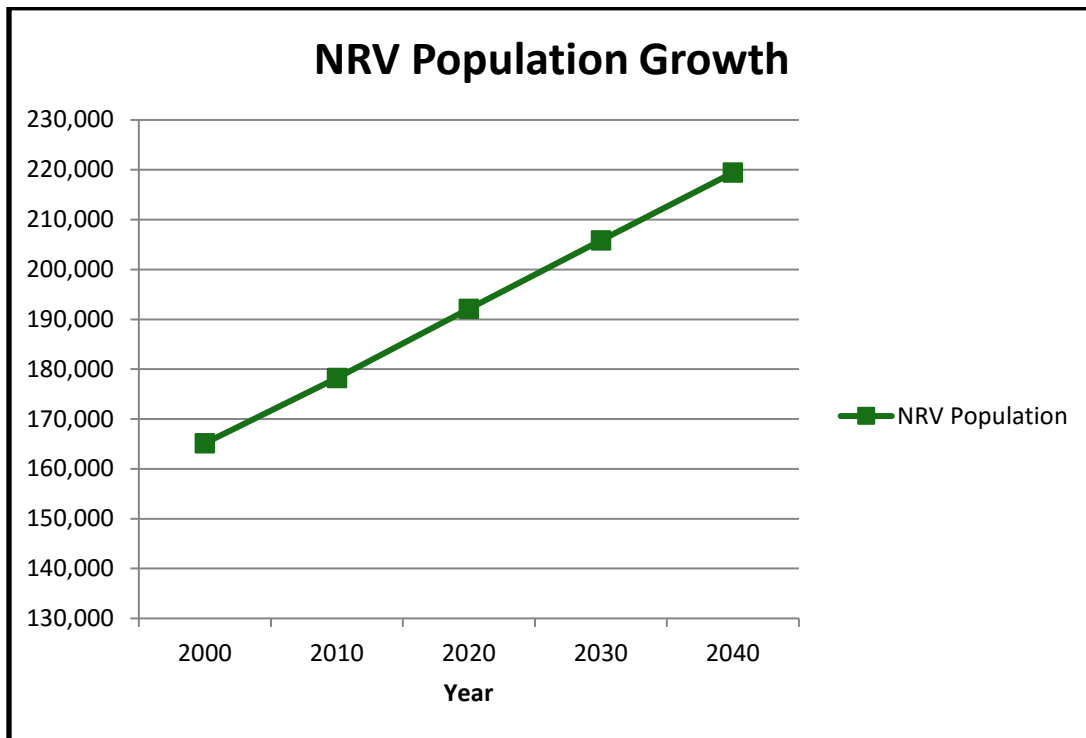
reach the potential for the regional economy, bolstering the success of businesses within the New River Valley while improving the prosperity of its people.

1.2 DEMOGRAPHIC PROFILE

Population

The New River Valley had an estimated population of 182,991 in 2015, a 2.7% increase since the 2010 Census¹. Population projections predict continued, steady growth to a 2040 population of 219,420, a 23% increase over a 30 year period. 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.

Figure 1: New River Valley Projected Population Growth



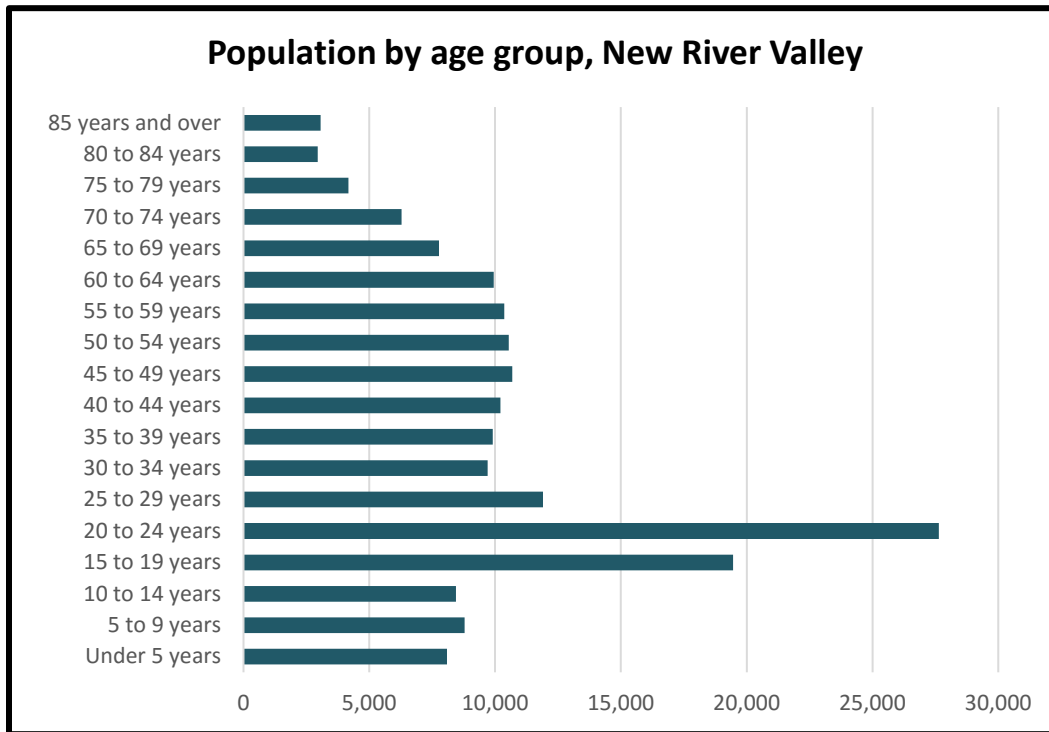
Virginia Employment Commission, U.S. Census Bureau

Age

The median age within the New River Valley is 32.8, well below the state average of 37.6. The region's large population of college students is the major contributor to the youthful population, with 15-19 year olds and 20-24 year olds as the two largest age groups. Figure 2 (next page) shows the regional population in each age group.

¹ July 1, 2015 Population Estimates for Virginia and its Counties and Cities, Weldon Cooper Center for Public Service Demographics Research Group

Figure 2: NRV Population by Age

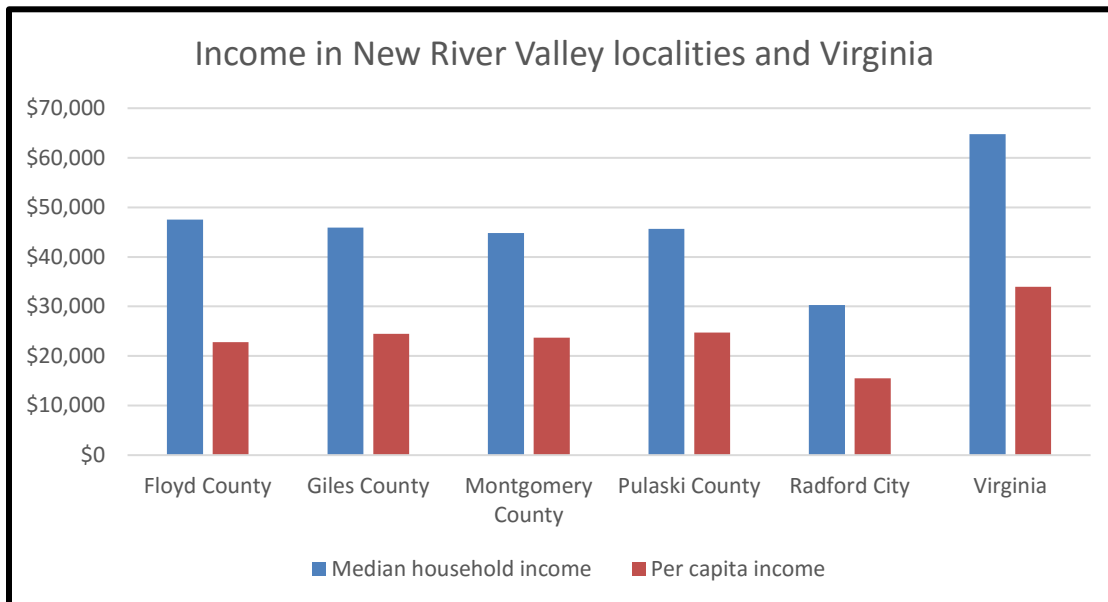


American Community Survey 5-Year Data, 2010-2014

Income

The median household income in the New River Valley is \$44,564, and per capita income is \$23,135. 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 in Figure 3 below.

Figure 3: Median Household and Per Capita Income by Locality



American Community Survey 5-Year Data, 2010-2014

1.3 EMPLOYMENT

The total labor force in the New River Valley in 2014 is an estimated 88,255 workers². Approximately 70% of New River Valley workers live and work in the region, and 30% commute to jobs outside the region, with Roanoke as the most common destination³.

New River Valley businesses employed approximately 66,700 workers in 2015, an increase of 4% over the past five years. Government is the largest employer, which includes the nearly 10,000 employees of the region's public universities. Manufacturing is the second largest sector, followed by retail trade and health care (see Table 1 below).

Table 1: Employment by Industry Sector, New River Valley

Industry sector	2015 Jobs	2011 - 2015 % Change	2015 average earnings
Crop and Animal Production	333	13%	\$30,466
Mining, Quarrying, and Oil and Gas Extraction	93	27%	\$58,236
Utilities	120	(12%)	\$91,558
Construction	2,099	(15%)	\$38,542
Manufacturing	11,733	11%	\$55,169
Wholesale Trade	771	(10%)	\$46,700
Retail Trade	8,268	3%	\$22,260
Transportation and Warehousing	1,258	27%	\$33,247
Information	613	14%	\$52,841
Finance and Insurance	957	(8%)	\$46,209
Real Estate and Rental and Leasing	1,133	33%	\$36,305
Professional, Scientific, and Technical Services	2,856	3%	\$60,398
Management of Companies and Enterprises	193	(52%)	\$67,617
Administrative and Support and Waste Management	2,727	8%	\$25,478
Educational Services	393	(1%)	\$40,442
Health Care and Social Assistance	6,667	9%	\$38,826
Arts, Entertainment, and Recreation	562	0%	\$12,273
Accommodation and Food Services	6,948	9%	\$14,001
Other Services (except Public Administration)	1,626	(1%)	\$28,296
Government	17,379	(1%)	\$44,066
TOTAL	66,742	4%	\$38,666

Source: EMSI Class of Worker Dataset 2016.2

The New River/Mount Rogers Workforce Investment Board partnered with the Virginia Tech Office of Economic Development to develop a Skills-Gap Analysis for the region. Both soft skill and technical skill gaps were evaluated. For the region, soft skill needs include: good

² American Community Survey 5-Year Data, 2010-2014

³ US Census Bureau, LEHD On the Map tool, 2014

attendance, critical and analytical thinking, communication, and problem solving. Technical skill needs include: electrical/electronics, engineering, general maintenance, welding, and customer service and sales.

CLUSTER ANALYSIS

The New River Valley Regional Commission worked with the Southern Rural Development Center (SRDC) at Mississippi State University to complete a cluster analysis of the New River Valley. According to the Economic Development Administration, economic clusters are geographic concentrations of interconnected industries and supportive organizations that make regions uniquely competitive for jobs and private investment. To perform the analysis, the SRDC researched employment concentrations within economic sectors throughout the region while measuring the job growth or loss within the specified cluster. The following table highlights employment in major clusters in the New River Valley as defined in the study.

Table 2: NRV Employment by Sector

INDUSTRY SECTOR	2012 Jobs	2022 Jobs Projected	Difference	2022 NRV Job Growth/Loss
Business & Financial	7,237	9,671	2,434	33.60%
Healthcare	4,663	5,990	1,327	28.50%
Energy	5,297	5,843	546	10.30%
IT Telecomm and Software	4,168	4,598	430	10.30%
Biomedical – R&D	696	840	144	20.60%
Agribusiness	720	692	-28	-3.90%
Arts, Entertainment, Recreation	2,561	3,151	590	23.00%
Electrical Equipment Manufacturing	2,281	2,108	-173	-7.60%
Defense	2,086	2,278	192	9.20%
Advanced Materials	3,977	3,351	-626	-15.70%
Transportation Equipment Mfg.	2,747	1,762	-985	-35.90%

Southern Rural Development Center, NRV Cluster Analysis 2012

**Retail and university/college employment not reflected in chart.*

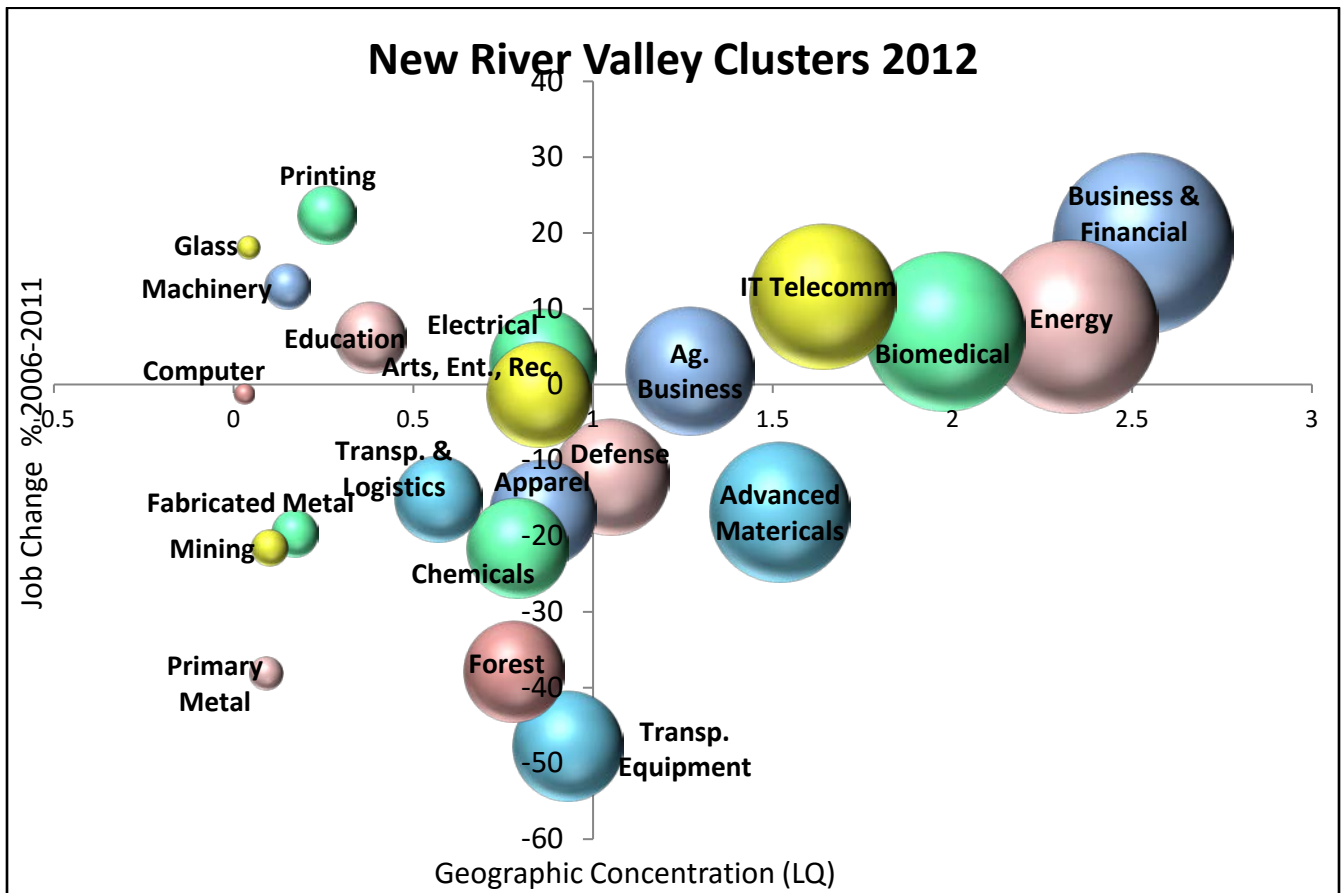
As part of this analysis, pre- and post-recession time periods were evaluated to demonstrate the strengths and weaknesses of clusters within the region. The figure on the following page identifies the relative strength of clusters based on their geographic concentration in the region and the growth in regional jobs. The size of the circle represents the current number of jobs.

Figure 4 shows economic sectors divided into quadrants. Those in the top right quadrant are considered to be the strongest in the region with strong job growth and a geographic concentration in that sector. The cluster chart shows five economic sectors that are growing in

specialization and employment: 1) Business and Financial Services; 2) Energy; 3) Biomedical; 4) Information Technology and Telecommunications; and 5) Agribusiness. In cluster theory, the top right quadrant, or 'stars', highlights the standout industries that define the region's economy that also have potential to keep growing in specialization and bring additional employment.

The top left quadrant shows 'emerging' clusters that lack geographic concentration, but can grow into the 'star' category due to high job growth. These 'emerging' clusters need strategies focused on developing the workforce and entrepreneurial assistance. The bottom right quadrant shows sectors that still have geographic concentration but are losing that concentration due to job losses. These sectors need special attention if there is to be potential for long-term success in that sector. Finally, the lower left quadrant shows economic sectors that do not have geographic concentration and have lost jobs. Generally speaking, these sectors lack competitiveness unless new industries can be attracted to the region and bolster that sector.

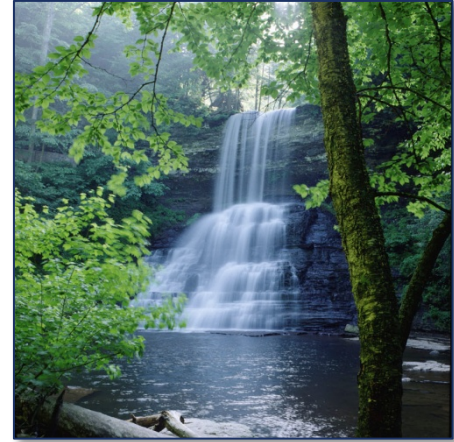
Figure 4: Employment growth and concentration of regional clusters in the New River Valley



This analysis serves as a guide for future strategy development with regards to workforce training, entrepreneurial development and resource allocation. Further, it provides a base for discussion and development of future strategies.

1.4 ENVIRONMENT AND NATURAL RESOURCES

The natural assets contained within the New River Valley are an important part of the region's character as well as the ability to generate tourism, a growing sector for southwest Virginia. The New River is an important natural feature and generates the name for the region. Mountains are an equally important natural feature for the region.



Cascade Falls, Credit: Virginia Tech

The New River Valley falls within three distinct physiographic provinces: the Blue Ridge

Province (Floyd County), the Valley and Ridge Province (Pulaski County, Montgomery County, most of Giles County, and the City of Radford), and the Appalachian Plateau (in a small part of Giles County). Each province has very different geological characteristics. Giles, Pulaski, and Montgomery Counties are mainly located in the Valley and Ridge Province which is characterized by sedimentary rocks such as limestone, shale, sandstone and dolomites (i.e., karst). Historically, limestone has been mined for agriculture use and sandstone for building purposes. Floyd County is located in the Blue Ridge Province, which is characterized by metamorphic rocks such as gneiss and schist. Metamorphic rocks are harder rocks and have been mined for use in road construction.

All counties in the New River Valley are quite similar with regards to type of land class. The majority of land within the region is considered timberland. It covers 68% of all land within the New River Valley. The only county in the region with a different forestry profile would be Giles where 76% of the total area is considered forest land, a significant amount of which is in the Jefferson National Forest⁴.

The average elevation of the NRV is about 2,500 feet. Elevations range from 1,470 feet above mean sea level at Glen Lyn to 4,348 feet at Bald Knob on Salt Pond Mountain in Giles County. Mountain Lake, also located on Salt Pond Mountain, is one of two natural lakes in Virginia and is reportedly the highest natural lake east of the Rocky Mountains. The New River runs through the Counties of Pulaski, Montgomery, and Giles, and the City of Radford, thus giving the region

⁴ New River Valley Hazard Mitigation Plan, 2011

its name. 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 River⁵.

Typical fall foliage peak color is October 10-20 in the Southwestern Mountain Climate Region. Following is a chart from the Virginia Tourism Corporation detailing the climate of the region.

Table 3: Virginia Southwestern Mountain Climate Region

	January Average	July Average	Annual Average
Temperature	24-44 (F)	60-85 (F)	
Precipitation	4.04 inches	4.73 inches	47.33 inches

Virginia Tourism Corporation, Southeast Regional Climate Center

Appalachian Trail

Fifty miles of the Appalachian Trail span Giles County and connects 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

National Forest

Jefferson National Forest:

The Jefferson National Forest traverses the New River Valley and is home to Pandapas Pond, featuring a trail network for recreation users.

⁵ New River Valley Hazard Mitigation Plan, 2011

State Parks

Claytor Lake State Park:

The New River Valley is home to Claytor Lake State Park, the only state park in the region. Claytor Lake. 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

1.5 INFRASTRUCTURE

The following information on infrastructure was gathered as part of the New River Valley Livability Initiative and can be found in the 2013 report entitled, *Livability in the New River Valley: From Vision to Action*.

CELL PHONE SERVICE PROVIDERS CURRENTLY AVAILABLE

- nTelos
- Sprint/Centel-Virginia
- U.S. Cellular
- Verizon- Virginia/Verizon South
- AT&T
- Citizens Telephone Cooperative
- Pembroke Telephone Cooperative

Virginia Economic Development Partnership: NRV Community Profile.

- The region now has broadband access along major regional corridors, around universities, and within larger jurisdictions.
- Some rural areas with sparse populations and mountainous topography still have limited access and low-speed/bandwidth which limits opportunities for full engagement in the information economy.

ROADS

- I-81 and US 460 are critical corridors for truck freight movement within the region and throughout the Commonwealth. 40-60% of truck traffic traveling along I-81 neither has an origin or destination in Virginia (9,000 – 13,400 trucks each day).
- Employers and major employment centers are served through road infrastructure mainly through interstate or state route access. Large employers not located along major roads or in more urbanized areas have selected locations based on proximity to natural resources or other valued amenities.

WATER AND SEWER

- New River Valley towns and the City of Radford are served by public water and sewer. Wells and septic systems serve the needs of residents who are not currently on public water and sewer.
- Floyd has limited ground water resources which also limits water intensive economic opportunities.

GAS

- Natural gas is supplied by ATMOS Energy in more populated areas of Radford, Blacksburg, Christiansburg, Dublin, Pulaski, and Fairlawn. Roanoke Gas services eastern Montgomery County. No gas service is provided in Floyd County. Unlike electricity, industrial, institutional and other large users dominate use with about 65% of natural gas consumption in the region. Natural gas prices have declined since 2008 due to increases in domestic production.
- Columbia Gas of Virginia has provided service to Giles County since the 1960s. Columbia Gas is headquartered in Chesterfield, Virginia and is the third-largest gas utility in the Commonwealth of Virginia. **Columbia Gas of Virginia Company Profile*

CLEAN ENERGY

- Development of clean energy options in the region may play a role in attracting new businesses to the region. For example The Sierra Nevada Brewery was considering Christiansburg as a potential site but settled on Asheville, North Carolina, in part because North Carolina's "focus on green technologies played a role in luring the business to invest \$107.5 million into its new brewery there." *Mountain Express, 2013.

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. Rail is a major asset to manufacturing and other industries within the region.
- Currently, no passenger rail services exist within the New River Valley. Nearby Roanoke will begin service in 2017, and New River Valley stakeholders are working to extend service to a proposed station in Christiansburg.

INTERMODAL TRANSPORT

- Intermodal freight transport involves the transportation of freight using multiple modes of transportation (rail, ship and truck) without any handling of the freight itself when changing modes. This method reduces cargo handling, improves security, reduces damage and allows freight to be transported faster and reduces costs and emissions.
- There is an intermodal transfer facility currently being proposed in Elliston as a part of the Heartland Corridor improvement plan. The completion of the facility would have effects on both the rail and roadway network within the NRV and surrounding regions. Truck freight primarily utilizes I-81, US 460, US 11, US 221, VA 100, VA 8, VA 42 and VA 61. I-81 is one of the primary truck freight corridors on the eastern seaboard.

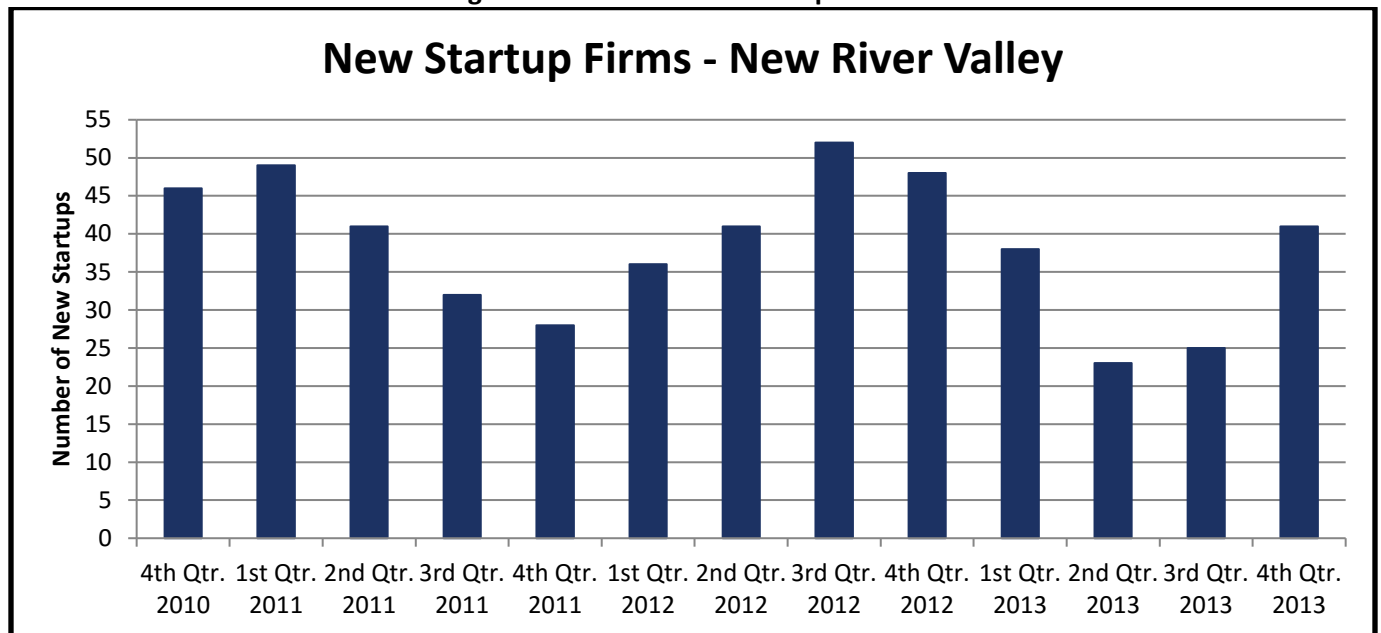
AIRPORTS

- 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 Regional Airport approximately ten miles east of the region.

1.6 ENTREPRENEURSHIP AND RESOURCES

Entrepreneurial development is important to the overall health of the economy as small business drives job growth. Following is a chart detailing new startups within the New River Valley over the past four years.

Figure 5: New Business Startups



New River Valley startup companies have options in each locality for small business services, which are listed below. The urban areas within the Blacksburg-Christiansburg-Radford metro area are more robust, as is expected with a greater population density and two universities. The table on the following page provides a listing of the organizations that provide small business development and entrepreneurship support services. A more complete list of stakeholders, including banks and the local technology business incubator, participate in the CEDS committee meetings each year.

Table 4: New River Valley small business and entrepreneurship resources

<p><u>Regional</u></p> <ul style="list-style-type: none"> • Radford Small Business Development Center • New River Valley Business Center • VT KnowledgeWorks • Roanoke-Blacksburg Technology Council • 460 Angels • Virginia Cooperative Extension • Virginia Community Capital <p><u>Interregional</u></p> <p>Roanoke SCORE</p>	<p><u>Local</u></p> <ul style="list-style-type: none"> • Economic Development Authority of Floyd County • Montgomery-Blacksburg-Christiansburg (MBC) Development Corporation Revolving Loan Fund • TechPad • Beans and Rice (Radford/Pulaski) <p><u>State</u></p> <p>Virginia Department of Business Assistance Virginia Small Business Financing Authority</p>
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A complete description of each small business service is listed in the appendix. Unfortunately, the Radford Small Business Development Center, the local branch of the US Small Business Administration SBDC network, is closing in June 2016. A liaison from the nearby Roanoke SBDC will serve the New River Valley in the interim, but CEDS stakeholders are exploring options to reinstate the Center, and otherwise coordinate small business services in the region.

1.7 PUBLIC PARTICIPATION

The following are public outreach activities during the development of the Comprehensive Economic Development Strategy alongside the New River Valley Livability Initiative.

- Kickoff Summit: 150 participants at Claytor Lake State Park.
- Working Groups: Economic development working group collaborated with CEDS Committee to develop goals, objectives, and strategies.
- Community Priority Survey: 660 participants responded to develop regional priorities.
- NRV Tomorrow Survey: 750 participants responded to rank values, projects, and policies within the region.
- BUILT NRV Game: 249 participants discussed concerns, possibilities, and value within individual communities.
- New River Valley Regional Commission Board of Directors: Hosts monthly public meetings where CEDS updates are reviewed. The final 2016 CEDS was presented on June 23, 2016.



Chapter 2: SWOT ANALYSIS

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.

The New River Valley’s CEDS Committee discusses regional strengths, weaknesses, opportunities, and threats within the region periodically during their meetings. In 2016, the CEDS Committee provided extensive updates to the SWOT analysis based on recent developments, and revised the SWOT analysis from previous years accordingly.

Strengths

- Interstate 81 and 77 Accessibility
- Middle mile broadband fiber network is strong and expanding both speed and access
- New River is a recreation asset, and ample source of water/power
- Clean air/water
- Low cost of living and high quality of life
- Access to range of healthcare options
- Available, affordable industrial space/land
- Virginia Tech (especially applied research and support for innovation)
- Radford University
- Access to local foods/agriculture
- Manufacturing workforce and strong work ethic of residents generally
- Multiple airports (private)
- K-12 system is relatively strong and is growing options for students
- Music, arts, sports, and cultural events attract visitors and promote the region
- Engaged community organizations
- Engaged, collaborative business community
- Foreign Trade Zone
- Natural beauty and outdoor recreation assets
- Recreation opportunities
- Temperate climate
- Growing economic diversity and strong base of large, stable employers
- Low utility costs and tax rates
- New River Community College
- VT Corporate Research Center
- NRV Economic Development Alliance
- Southwest Virginia ‘brands’ (Crooked Road)
- Elected officials
- Strong track record for collaboration among region’s business and gov’t.

Weaknesses

- Loss of historic buildings from blight
- Lack access to capital for start-ups
- Few entrepreneurial leaders
- Low population, lack critical mass
- Workforce skills not matching available jobs
- Few 'high-end' amenities (hotels, restaurants, etc.)
- Lack of affordable child-care options
- Lack of coordination and resources at regional level for many marketing efforts
- Few 'shovel-ready' large (50+ ac.) industrial sites
- Brain drain – losing young talent and families
- Lack of diverse energy sources
- Deteriorating housing in some areas
- Struggle to define regional identity
- Poverty
- Drug abuse issues in some communities

Opportunities

- Public engagement
- Proximity to large east coast population centers
- K-12 and higher education partnerships with businesses
- Strong support for entrepreneurship development, and growing network for mentoring and support
- Growing momentum to define regional 'brand' for both internal and external marketing
- Downtown revitalization is gaining momentum in most towns
- 'Reshoring' and international investment in manufacturing
- Growing interest in incorporating work experience components into educational programs
- Interregional collaboration
- Economic gardening
- Seed and venture funding are growing
- Growing collaboration/partnership with nearby regions (especially Roanoke and 'Southwest Virginia')
- Strong support for preservation/promotion of natural resources
- Strong support for a growing array of youth development programs in communities, but need to 'regionalize'
- Businesses in similar sectors are uniting to support each other and address common needs

Threats

- Lack of influence at the state level
- Competition with other regions for talented youth and college graduates (brain drain)
- Lesser opportunities/resources in rural areas of region vs. urban areas
- Increasing congestion/worsening commutes on key routes (esp. I-81)
- Worsening substance abuse and related social/economic issues
- Unequal civic engagement/access to regional opportunities among citizens
- State/federal regulations can increase cost of doing business
- Uncertainty about regional 'brand' identify (perception as 'hillbilly' region)
- Aging building stock needs maintenance/replacement
- Aging of skilled workers with insufficient pipeline of young workers with right skills to replace them
- Shortage of affordable housing and 'aging in place' options in some areas
- Fast or uncontrolled growth may threaten natural resources or quality of life
- Online competition can threaten local retailers and other businesses

Chapter 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 2014 revised the region's CEDS goals and objectives to reflect recent economic trends. The seven priority areas have been identified by public outreach, the CEDS Committee, NRVPC Commissioners, and through research on best practices. The priority areas include: 1) Support Small Business and Entrepreneurial Development; 2) Preparation and Continued Support of Qualified Workforce; 3) Available Land, Quality Infrastructure, and Affordable Housing; 4) Attracting New Business to the Region; 5) Regional Marketing/Awareness to Promote the New River Valley; 6) Preserve Natural and Historic Areas; and, 7) Business Friendly Governance and Representation.

Priority 1: Support Small Business and Entrepreneurial Development

Goal: Establish an environment that fosters the growth of existing businesses and supports entrepreneurs from startup stage through maturation.

Objective 1: Optimize existing resources for entrepreneurs and small businesses and promote collaboration between these resources.

Objective 2: Increase the number of jobs created through entrepreneurial start-ups and expansions in the New River Valley.

Business Assistance and Entrepreneurial Support Key Strategies

- 1) Promote cooperation between the Radford Small Business Development Center, VT KnowledgeWorks, New River Community College, etc.
- 2) Create new and support existing financing opportunities for business/industry expansion, including venture capital.
- 3) Encourage the use of locally developed technology and intellectual property in manufacturing and other industries.
- 4) Organize creative financing programs and improve entrepreneurs' access to capital.



Virginia Tech Corporate Research Center

- 5) Increase small business support services through provision of community e-commerce space as well as trainings (social media, computer, etc.).
- 6) Link local industries with technology and research capabilities of Virginia Tech, Radford University, and New River Community College.

Priority 2: Preparation and Continued Support of Qualified Workforce

Goal: Prepare the New River Valley workforce for present and future employment in growing employment sectors.

Objective 1: Train and re-train workers for higher skills and productivity in the modern economy.

Objective 2: Improve the industry/education interface at all levels.

Preparation and Continuation of Qualified Workforce Key Strategies

- 1) Utilize the Community College or the One-stop Centers to assist businesses seeking trained employees or training of employees requiring enhanced skills.
- 2) To establish partnerships between industry/business and all levels of education by implementing an integrated workforce curriculum that provides students with more "real world" learning opportunities
- 3) Expand existing and explore new opportunities for business training and professional development programs.
- 4) Create a Youth Entrepreneurial Center for business and civic development and practice.
- 5) Integrate workforce education and training to meet the needs of the region's strongest economic clusters and where there are skills gaps.

Priority 3: Available Land, Quality Infrastructure, and Affordable Housing

Goal: Maintain existing and deploy additional infrastructure to meet the needs of businesses and residents.

Objective 1: Create an affordable, accessible and interlinked public transportation network that connects population centers with major employment centers.

Objective 2: Strengthen the economic position of downtown commercial districts.



Route 114 Bridge Completed 2014

Objective 3: Improve the region's telecommunication network to attract new firms, assist existing firms, and educate citizens.

Objective 4: Increase the energy efficiency of industrial and commercial buildings.

Quality Infrastructure Key Strategies

- 1) Coordinate and maximize the use of existing public and private transportation resources focused on employment mobility.
- 2) Seek diversification and mixed use redevelopment of downtown commercial districts.
- 3) Deploy last mile fiber optics using wired and wireless technologies throughout the region to serve businesses and residents.
- 4) Create utility standards for service providers to follow and coordinate public digging to minimize costs and disturbances.
- 5) Seek creative and cooperative regional financing strategies for major infrastructure needs.
- 6) Ensure adequate public utilities are in place for businesses and residents.
- 7) Coordinate and adopt creative approaches to encourage the creation of affordable housing for all age groups.
- 8) Use public schools, colleges and universities to expand education, training, and research around clean energy.
- 9) Encourage energy efficiency through education programs that detail cost, return on investment, and feasibility.

Priority 4: Attracting New Business to the Region

Goal: Attract new industries that will complement the region's economy, strengthen inter-industry linkages, and utilize the region's labor force.

Objective 1: Develop and strengthen the role of international trade and commerce in the economy of the New River Valley.

Objective 2: Increase the region's supply of ready and available industrial and other economic development properties.

Attracting New Business Key Strategies

- 1) Seek firms with an international focus to utilize the strategic assets of the New River Valley International Airport, Foreign Trade Zone and Commerce Park.

- 2) Recruit outside firms seeking a trained and skilled labor force, low utility costs, high quality industrial space, and convenient highway access.
- 3) Recruit outside firms that currently have significant supplier relationships with New River Valley companies.
- 4) Develop regional properties tailored to the needs of targeted industry sectors.

Priority 5: Regional Marketing/Awareness to Promote the New River Valley

Goal: Expand the regional identity and brand to increase the marketability of the region for businesses and tourists.

Objective 1: Improve the region's ability to market itself and respond to the needs of new industrial, research, and technological prospects.

Objective 2: Realize the region's tourism development potential and ability to market itself as a culturally and naturally unique tourism destination.

Regional Marketing/Awareness Key Strategies

- 1) Expand multi-regional marketing campaigns involving the New River Valley Economic Development Alliance, and similar organizations throughout Western Virginia.
- 2) Study the feasibility of a Destination Marketing Organization or Convention and Visitors Bureau and develop implementation strategies.
- 3) Participate in, support, and encourage southwestern Virginia initiatives such as 'Round the Mountain, Crooked Road, and Heartwood Center.
- 4) Identify, develop, and package the region's inventory of historical assets and arts and cultural activities, natural features, and events to support external marketing.



Explorenewrivervalley.com Regional Tourism Website

Priority 6: Preserve Natural and Historic Areas

Goal: Preserve the natural and historic assets within the region to protect the character and quality of the regional environment.

Objective 1: Manage the impacts of existing and future land uses in order to preserve the character and quality of the regional environment.

Objective 2: Increase the development and support of local family farms.

Preserve Natural and Historic Areas Key Strategies

- 1) Develop educational, networking and mentoring programs to support and encourage the continuation of family farms; including farmers markets and regional aggregation facilities.
- 2) Implement “Farms to School” programs, which would widen the market for locally grown produce and products.
- 3) Utilize tourism assets as a way to preserve open spaces, historic sites and key natural attractions.
- 4) Improve land use planning and practices to preserve the region's rural character.

Priority 7: Business Friendly Governance and Representation

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

Objective 1: Bring a voice to the policy table on behalf of the region.

Objective 2: Ensure the safety of the region's citizens.

Governance Key Strategies

- 1) Seek representation on State Commissions and Committees.
- 2) Provide input to State from regional economic development organizations and planning districts.
- 3) Support police, fire, and medical (emergency and non-emergency) operations throughout the region.
- 4) Provide youth programs and support.



Gathering of NRV Local Elected Officials

Chapter 4: ANNUAL PROJECT PACKAGE REPORT

4.1 CEDS Project Evaluation Criteria - Reviewed April-June 2016

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, 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

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

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 10% or more above State average
- 2 If 5 - 10% above State average
- 1 If 1 – 5% 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

In addition to the above criteria, all of the projects are reviewed for relationships to regional markets in order to maximize the return on taxpayer investment. Proposed projects are proactive trying to anticipate the economic changes in the region and continue to diversify the economy.

4.2 Evaluating Projects

Projects from the 2014 Project package as well as new project ideas are evaluated and ranked using the above criteria. Several criteria are based directly on current economic data, listed in Tables 1, 2 and 3 below.

Table 5: Per Capita Income

Jurisdiction	2014 per capita income	As a percent of VA	2014 Population Estimate
Floyd County	\$22,805	67.2%	15,581
Giles County	\$24,485	72.1%	16,786
Montgomery County	\$23,727	69.9%	97,369
Pulaski County	\$24,722	72.8%	34,312
City of Radford	\$15,509	45.8%	17,403
New River Valley	\$23,135	68.1%	181,747
Virginia	\$33,958	100%	8,328,098

Source: 2010-2014 American Community Survey 5 Year Estimates, 2015 Population Estimates

Table 6: Unemployment Rate

Jurisdiction	Percent
Floyd County	3.2%
Giles County	4.3%
Montgomery County	3.1%
Pulaski County	4.7%
City of Radford	5.0%
New River Valley	3.6%
Virginia	3.5%

Source: Virginia Workforce Connection, April 2016

Table 7: Fiscal Stress Scores by Locality

Jurisdiction	Fiscal Stress
Floyd County	Below Average
Giles County	Above Average
Montgomery County	Above Average
Pulaski County	Above Average
City of Radford	High

Source: Virginia Commission on Local Governments, 2014

Chapter 5: PROJECT EVALUATION FOR 2016 – 2017

The 2016-17 Annual Project Package represented the priority projects for the region as of June 2016. The Project Package table on the following pages lists the projects as submitted by locality, and includes both ongoing projects identified in previous year's CEDS, as well as the new projects identified during this year's CEDS process. The table includes the estimated project costs and funding sources listed if they are known, as well as identifies a responsible agency to carry out the project.

The projects are ranked according to desirability on the scale described in Chapter 4, and project status is updated annually. Projects are evaluated based on the following descriptions.

Planning

Planning is the general term used to indicate ongoing development of a project. This may include:

- Holding project meetings
- Studies including feasibility studies
- Engineering and architectural reports
- Completion of required forms, permits, processes
- Any other activity indicating pursuit of the project

Funding

The formal funding request from Federal agencies is often a two step process which begins with a pre-application. If the project is viewed favorably, the sponsoring agency is invited to submit an application. A project is considered "Funded" following award notification when grant agreements are complete.

Completed

A construction project is considered completed when the construction is entirely finished. A program (non-construction) is considered completed when it is implemented.

New River Valley Annual Project Package 2016-17

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. 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	2017	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. Convene regional stakeholders to reinstate NRV office of SBA Small Business Development Center	\$1,000,000		\$1,000,000 (private)	\$2,000,000	2018	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

New River Valley Annual Project Package 2016-17

Area	Description	Fed. \$	State \$	Local \$	Total Funding	Const. Date	Responsible Agency
NRV	Implement recommendations of New River Valley agribusiness/agritourism strategic planning process Identify and pursue projects based on the findings of the 2014-15 regional plan developed by the NRVRC.	\$25,000		\$25,000	\$50,000	2014	New River Valley Development Corporation
NRV	Coordinate Regional Destination Marketing Organizations (DMO) and Marketing of the Arts and other regional assets Explore options to increase coordination of regional DMOs and tourism promotion initiatives, and support for the network of artisans, venues and other resources to promote New River Valley assets to visitors.			\$50,000	\$50,000	2016	NRV Localities, Tourism Offices
NRV	Research potential for Center of Excellence related to unmanned systems development and aerospace manufacturing capabilities in the region Develop commercialization of technologies related to automated vehicles, especially the aerial vehicles research of the MAAP at Virginia Tech. Recruit aerospace supplier firms to the region to develop a manufacturing cluster.				\$5,000,000	2015-ongoing	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	2017	NRVRC, neighboring EDDs
NRV	Develop pilot internship/apprenticeship program for target industry sectors 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		\$100,000	\$100,000	\$200,000	2018	WDB, Education Providers, local economic developers
Giles County	Giles Multi-tenant Business Facility A facility located in the Wheatland Eco Park.				\$2,000,000	2014	Giles County IDA
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		Radford City government
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	2017	NRVRC, NRV Development Corporation, local economic developers

New River Valley Annual Project Package 2016-17

Area	Description	Fed. \$	State \$	Local \$	Total Funding	Const. Date	Responsible Agency
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	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	Small Business Development (Green/Nano/Bio) Program Develop educational program through the community college and university that support the development and/or recruitment of small businesses/industries in the green, nano and/or bio technology fields.	\$500,000		\$500,000	\$1,000,000	2017	Universities, NRCC, School Divisions
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 II Floyd Innovation Center	\$1,000,000	\$1,000,000	\$200,000	\$2,200,000	2017	Floyd County EDA
Montgomery County	Development of Route 177 Corporate Park	\$15 M	\$4 M	\$1M	\$20M	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	2018	VDOT, Montgomery County
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.					2018	NRV Economic Development Alliance, local ED authorities

New River Valley Annual Project Package 2016-17

Area	Description	Fed. \$	State \$	Local \$	Total Funding	Const. Date	Responsible Agency
Floyd County	Jacksonville Center E-Commerce Project (Floyd Co) Establishment of an e-commerce catalog of crafts and products.	\$75,000	\$75,000	\$10,000	\$160,000	2016	Jacksonville Center, Inc.
NRV	Support Farms to School program throughout the region Create education opportunities for students and support a supply of fresh foods from local farmers.				\$20,000	2014-2014	
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	2014	Trail Operators
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					2014	
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	2014	Pulaski County
Pulaski Town	Acquisition/development of industrial sites (greenfields)					2018	Town of Pulaski
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
Floyd County	Phase II Development of Floyd Regional Commerce Center Grade lots 1 and 2.	\$1,000,000		\$500,000	\$1,500,000	2014	Floyd County, Floyd County EDA
NRV	Create Regional Revolving Loan Fund for Energy Audits and Retrofits Fund for New River Valley businesses and residents.						
NRV	Regional Conference/Civic Center Determine feasibility and appropriate site, engineering and architectural plans for regional conference center.	\$7,000,000		\$8,000,000	\$15,000,000	2016	Virginia's First and Partners
Pulaski Town	Brownfields Redevelopment Redevelopment of existing industry and housing.	\$500,000		\$500,000	\$1,000,000	2014	Pulaski Town and EPA

New River Valley Annual Project Package 2016-17

Area	Description	Fed. \$	State \$	Local \$	Total Funding	Const. Date	Responsible Agency
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
NRV	Develop a Slaughterhouse or Regional Meat Processing Plant for Meat Processing and Production Develop facility to support local farmers					2014-15	Rural Development-
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.						
NRV	Intermodal Transportation Center Further explore the possibility of developing an intermodal transportation site on under-utilized US Army property near Dublin, Virginia.	\$4,000,000		\$4,000,000	\$8,000,000	2014	VA's First/US Army
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.						
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	2014	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	2014	NRVPDC, Localities
NRV	Access to Capital Host workshops to educate businesses on capital access opportunities in the region, i.e. 460 Angels						
NRV	Network of Manufacturing Companies Corporate roundtable headed by NRV Economic Development Alliance.	\$500,000	\$250,000	\$250,000	\$1,000,000	2014	NRVPDC
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.					2014	WIB, Local Businesses

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Area	Description	Fed. \$	State \$	Local \$	Total Funding	Const. Date	Responsible Agency
Floyd County	Blue Ridge Center for Chinese Medicine Expand the Appalachian Medicinal Herb program to include more farmers and move toward scalable processing and sales of medicinal herbs.	\$1,000,000	\$1,000,000	\$250,000	\$2,250,000	2016	Blue Ridge Center for Chinese Medicine
Floyd County	Value-Chain Enhancement Program This program would provide assessment and assistance for agricultural and forestry businesses in Floyd County from production to processing, marketing and sales, including the possible collaborative marketing opportunities including branding, agri-tourism, and shared e-commerce. The program, if funded, will also assess additional processing equipment/facility needs locally and options for meeting those needs.		\$75,000	\$10,000	\$85,000	2016	Floyd County, Economic Development Authority of Floyd County, Floyd County Tourism
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.	\$200,000	\$400,000	\$100,000	\$700,000	2016	Floyd County, Economic Development Authority of Floyd County
NRV	Implement K-12 Curriculum on Organic Food Production				\$50,000	2014	
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.					2014	WIB, Local Businesses
NRV	Implement K-12 Curriculum on Organic Food Production				\$50,000	2014	
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.					2014	Southwest Virginia Cultural Heritage Foundation
NRV	Study Data from Various Wind/Solar Demonstration Projects around the NRV Evaluate effectiveness of wind and solar projects to inform potential future projects.						

New River Valley Annual Project Package 2016-17

Area	Description	Fed. \$	State \$	Local \$	Total Funding	Const. Date	Responsible Agency
NRV	Conduct Farming Visioning with Agriculture Stakeholders, Farm Bureau and Extension						
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	2014	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	2014	Giles County
Montgomery County	Expansion of Falling Branch Industrial Park Water, sewer, roads, and grading improvements	\$19,500,000	\$5,200,000	\$1,300,000	\$26,000,000	2015	Montgomery County EDA
Floyd County	Route 8 Improvements Road Improvements on Route 8 between I-81 and Floyd Town		\$1,500,000		\$1,500,000	2014	VDOT
Pulaski Town	Route 99 Retail Corridor Improvements Implement recommendations of 2013 feasibility study					2020	Town of Pulaski, Pulaski County, 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					2015	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	2014	CTE Directors, Community College Workforce Departments

New River Valley Annual Project Package 2016-17

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.					2014	
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 Technical Skills 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	\$200,000	\$2,200,000	2017	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.	\$100,000	\$100,000		\$200,000	2016	Economic Development Authority of Floyd County
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 is to include restrooms, kitchen facility, and entertainment venue.	\$160,000		\$40,000	\$200,000	2017	Town of Pearisburg
Narrows	Upgrades/improvements to Lurich Road ballfields				\$1,100,000		Town of Narrows
NRV	Implement the National Energy Education Development (NEED) Program in Regional K-12 Schools Energy education in our schools.				\$100,000	2014	

New River Valley Annual Project Package 2016-17

Area	Description	Fed. \$	State \$	Local \$	Total Funding	Const. Date	Responsible Agency
Pulaski County	New River Trail Extension				\$5,000,000		VDOT, Pulaski County
Pulaski Town	Public safety facility					2018	Town of Pulaski
Pulaski Town	Implement Gatewood Park Master Plan					2018	Town of Pulaski
Floyd County	Floyd County Innovation Program Business develop/plan competition.		\$60,000	\$10,000	\$70,000	2016	Economic Development Authority of Floyd County
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	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
Narrows	Downtown improvements for tourism Façade and infrastructure improvements to encourage visitors and business development		\$400,000	\$400,000	800,000	2018	Narrows, Giles County, NRVRC
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
Floyd County	Science Technology Engineering and Math (STEM) Program for 8th-12th graders				\$300,000	2014	Floyd County Public Schools
Floyd County/Floyd Town	Affordable Housing Implementation Construction and rehabilitation of affordable housing within Floyd County and Town.	\$340,000			\$340,000	2014-15	Floyd County, Floyd Town, and HOME

New River Valley Annual Project Package 2016-17

Area	Description	Fed. \$	State \$	Local \$	Total Funding	Const. Date	Responsible Agency
NRV	Support "Communities in Schools" Program Connect community resources with schools to help students achieve success.						
Christiansburg	Farmers' Market Structures New permanent structures				\$250,000	2017	Christiansburg
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						
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
Pulaski Town	Dora Hwy Neighborhood Revitalization This neighborhood project grant is under consideration by the Department of Housing and Community Development; Comprehensive community project-sewer, water, street, new housing infill.				\$3,000,000	2014	Town of Pulaski, DHCD, CHP
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 New Sheriff's Department facility for Pulaski County.				\$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
Pulaski Town	Calfee Park Renovations (Pulaski Town) Improvements to bring the facility up to baseball standards. Visitor dugouts, dressing rooms, and infrastructure improvements are needed.	\$1,000,000			\$1,000,000	2018	Pulaski Town
NRV	Create Formal Regional Leadership Organization Create formal leadership organization, hold community awareness workshop, and establish certified leadership development program.				\$20,000	2014	Leadership Organizations

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Area	Description	Fed. \$	State \$	Local \$	Total Funding	Const. Date	Responsible Agency
Radford	High Meadows Development (Radford) Improve the water system to include line work and a water tank.			\$806,000	\$806,000	2014	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
Montgomery County	Route 8 Widening Project Widening Route 8 from the Montgomery and Floyd County line to the Town of Christiansburg.	\$60,000,000	\$15,000,000		\$75,000,000	TBD	VDOT
Narrows	Replace Existing Water Lines and Collection System Piping and Upgrade Wastewater Plant The Town went online with the Giles County Public Service Authority and in response to the increased cost of purchasing water from the GCPA, the Town has invested millions in improvements to their system to bring water loss down. Existing collection system piping is leaking and/or broken.				\$2,300,000		Town of Narrows
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	2014	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	2014	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	2014	Floyd County
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

New River Valley Annual Project Package 2016-17

Area	Description	Fed. \$	State \$	Local \$	Total Funding	Const. Date	Responsible Agency
Floyd County	Groundwater and surface monitoring to help identify groundwater resources and calculate carrying capacity. Map recharge areas and other important water resource areas. To identify groundwater resources and calculate carrying capacity. Recharge areas and other important water resource areas would be mapped.	\$250,000			\$250,000	2014	Floyd County
Narrows	Replace existing collection system piping and upgrade wastewater plan			\$2,500,000	\$2,500,000		Town of Narrows
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
Giles County	Eggleston Water Extension Phase 2 (Giles Co) Extend water service to 160 residencies.	\$1,400,000			\$1,400,000	2014	Giles County
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 ramp and sidewalk connecting the Park to the Municipal Building.				\$800,000	2015	Glen Lyn
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	2014-15	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

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Area	Description	Fed. \$	State \$	Local \$	Total Funding	Const. Date	Responsible Agency
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	2015	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	2017	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	2017	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	NRVPDC
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.	\$200,000		\$200,000	\$400,000	2014	Floyd County
Christiansburg	Public Works Complex Moving current complex out of the floodplain	\$10,000,000			\$10,000,000	2020	Christiansburg
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

New River Valley Annual Project Package 2016-17

Area	Description	Fed. \$	State \$	Local \$	Total Funding	Const. Date	Responsible Agency
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
Montgomery County	Route 177 Water and Sewer Improvements	\$4,800,000	\$1,200,000		\$6,000,000	2014	PSA
Pulaski Town	Enhance Bob White Boulevard and East Main Street Intersection						
Radford	Amphitheater Planning, design & construction, 200 seats & stage			\$1,500,000	\$1,500,000	2018	City of Radford
Floyd Town	Lineberry Memorial Park Development Design and construction of stage for performances.	\$725,000		\$725,000	\$1,500,000	2014	Floyd Town
Giles County	Ingram Village Sewer (Giles Co) Put in sewer lines.	\$750,000		\$1,250,000	\$2,000,000	2015	Giles County
Pulaski Town	Sewer Collection/Pump Station Improvements Infrastructure improvements at Stations 4A and 4B		\$1,500,000	\$500,000	\$2,000,000	2014	Town of Pulaski, Peppers' Ferry Regional Wastewater Treatment Authority
Pulaski Town	Water Filtration Plant Improvements Modernatization of the current water filtration plant.	\$500,000		\$500,000	\$1,000,000	2014	Town of Pulaski
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 County/Town

Chapter 6: IMPLEMENTATION AND RESILIENCY

Projects with the highest rankings will have the highest impacts on the economic resiliency of the New River Valley. Highlights from the top projects include new business attraction, broadband infrastructure, workforce development, renewable energy options, access to capital for small businesses, and tourism and marketing. As these and other projects come to fruition, sustainable jobs will be created within a growing New River Valley.

The effects of offshoring have been felt strongly within the New River Valley over the past three decades, but new sectors are growing and becoming stronger. The Comprehensive Economic Development Strategy for the New River Valley is intended to serve as a guide for future economic development. Evaluating the effectiveness of the CEDS on the economy can be summed up using key indicators identified in the New River Valley Livability Initiative, and by the CEDS Committee in the 2015 and 2016 meeting cycles.

- Employment by sector
- Average wage by sector
- Per capita income
- Unemployment rate
- New business starts
- # and value of small business loans
- Net job growth/growth among new businesses
- Adult literacy rate
- High-school graduates pursuing advanced training
- Graduation rates (high-school, associates, bachelor, and graduate degree)
- Technical school graduates employed in field
- Tourism expenditures
- Capital inflows/outflows especially capital to small business

The CEDS can communicate the values of a region. As mentioned previously, values within the New River Valley include:

1. Enhancing Living and Working Environments
2. Preserving Rural Heritage and Community Character
3. Making the Business Environment Productive and Resilient
4. Building Healthy Communities

As these values are cultivated with guidance from the CEDS, the regional economy can continue to grow. Recent successes in bringing in new companies, both domestic and international, have helped to continue building prosperity. Work needs to be done to cultivate and grow businesses using entrepreneurs who already reside within the region. Identifying leaders to carry out the vision is an important part in this process. Moving forward, the New River Valley aims to grow the economic sectors that are already strong, turn emerging sectors into economic engines, and strengthen sectors that have been staples within the region for decades. This will lead to a healthy and resilient economy, built to last and increase the prosperity for everyone that calls the New River Valley home.

Appendix I
Minutes of the Comprehensive Economic Development Strategy Committee and
Minutes of the New River Valley Planning District Commission

Notes from CEDS Committee Meeting 12-18-15

Committee members present: Peter Anderson, Eric Bucey, Gary Forget, Marty Holliday, Mack Hilton, Charlie Jewell, Susan Kidd, Michael Miller, Kevin Reeder, Gary Reedy, Rick Weaver, John White

NRVRC staff: Kevin Byrd, Patrick O'Brien

The New River Valley CEDS Committee met for the first meeting of the 2016 CEDS update process. The meeting began with a review of the CEDS process and brief discussion of CEDS projects that have seen developments over the past year (powerpoint attached). A brief description of these projects appears on page 2.

The committee spent the remainder of the meeting discussing the SWOT analysis component of the CEDS, which was last updated during the 2011 CEDS process. The members broke into two groups to discuss how conditions in the region have changed over the past five years, and the updates to the CEDS document that may be necessary to reflect current regional strengths, weaknesses, opportunities and threats more accurately.

The existing SWOT analysis component of the CEDS is shown on page 3 for reference. Pages 4-6 provide a summary of the SWOT components that the CEDS committee discussed during the meeting. Page 7 provides an updated version of the SWOT based on the input from the CEDS committee.

Brief description of CEDS projects with activity in the past year:

New River Valley Passenger Rail Station- NRVRC has conducted research on demand analysis and potential station locations. Final report to be completed in January.

Support for agriculture/agribusiness/agritourism- Several community-specific projects to develop shared commercial kitchens and networks of growers to support local farmers. NRVRC and regional partners completed regional agribusiness strategic plan- available soon on NRVRC website (contact me if you would like a copy now).

Unmanned systems ‘center of excellence’- Regional economic developers, universities, and unmanned systems businesses meeting regularly to work toward shared interests and brand the region as a hub for unmanned systems technology development.

Improved broadband infrastructure/accessibility Multiple projects including pilot projects in Blacksburg for ‘last mile’ development and potential to expand for projects to reach rural areas.

Downtown redevelopment/revitalization- Continued investment and planning in many towns around the region, including Blacksburg, Pulaski, Pembroke and Narrows.

Support for entrepreneurship/small business development- Regional business plan competitions and associated small business skills training in Floyd and Pulaski. Potential to expand these programs to other localities in the upcoming year. (Info on the Pulaski program at:

http://www.roanoke.com/news/local/pulaski_county/pulaski-s-beans-and-rice-to-administer-investment-grant/article_b96ffb13-a437-52fd-af0c-68c2dac5d40d.html)

Develop an integrated workforce curriculum- NR-MR Workforce Development Board beginning ‘sector strategy’ project to engage regional businesses in process of identifying the training programs they need to get the skilled workforce that is necessary for their industry.

In addition, several committee members brought information about new or growing programs that are important to regional economic development efforts:

The ‘**Community in Schools**’ counseling and referral program for K-12 students in Floyd and Pulaski to access resources- Roanoke Times article available at:

http://www.roanoke.com/news/education/floyd_county/pulaski-and-floyd-county-schools-partner-for-new-program/article_9cee6a43-fcd7-57df-8e7e-71b20af4c47f.html

ACCE (Access to Community College Education) program to provide free tuition to Giles County high school students who meet certain requirements- flier attached below.

WVTF radio story about **advanced manufacturing** career opportunities and efforts to train the next generation of workers in our region. Available at: <http://wvtf.org/post/not-your-grandparents-factory>

1.6 SWOT ANALYSIS (existing SWOT from previous CEDS document)

Strengths

- Interstate-81 Transport Accessibility
- Middle mile broadband fiber network
- Water resources
- New River
- Clean air
- High quality of life
- Access to range of healthcare options
- Geographic proximity to large east coast population centers
- Available industrial space/land
- Low taxes
- Virginia Tech
- Radford University
- Access to local foods/agriculture
- Appalachian Trail and Mountains
- Music, arts, and cultural resources
- Engaged community organizations
- Foreign Trade Zone
- Natural resources/beauty
- Recreation opportunities
- Blue Ridge Parkway
- Temperate climate
- Economic diversity
- Low utility costs
- New River Community College
- VT Corporate Research Center
- NRV Economic Development Alliance
- Southwest Virginia tourism – i.e. Crooked Road
- Elected officials

Weaknesses

- Communities still affected by offshoring leading to deteriorating downtowns
- Loss of historic buildings from blight
- Downtown vibrancy
- Lack access to capital for start-ups
- Few entrepreneurial leaders
- Low population, lack critical mass
- Workforce skills not matching available jobs
- Low performing K-12 system
- Brain drain – losing young talent and families
- Lack of diverse energy sources
- Deteriorating housing in some areas
- Lack of racial/ethnic diversity
- Struggle to define regional identity
- Poverty
- Drug issues in some communities
- Marketing assets – tourism

Opportunities

- Public engagement
- K-12 partnerships with businesses
- Entrepreneurship mentoring
- Define competitive advantages
- Job shadowing/Apprenticeships
- Interregional collaboration
- Economic gardening
- Seed and venture funding

Threats

- Lack of influence at the state level
- Brain drain
- Rural/urban inequity or opportunity
- Current political climate – polarization
- Age of industrial building stock
- Age of residential building stock

Notes from CEDS committee discussion on current SWOT analysis factors, 12-18-15

Strengths:

Keep from previous version (specifically mentioned during meeting):

- Need to add the Governor's School and K-12/CC dual enrollment opportunities as a strength

- Need to move K-12 system from weakness to strength, and consider replacing with a weakness about the undeserved poor perception of the school systems
- Virginia Tech (applied research opportunities, ACC events/visitors, technology commercialization, technical assistance/support to local manufacturers)
- Radford University
- New River Community College
- Quality of life (outdoors/recreation, low cost of living, easy commutes)
- I-81 (and I-77) corridor provides easy access to east coast metros
- Tradition of successful regional collaboration among local gov'ts and PPPs
- Middle mile fiber network
- Available, affordable land for industrial development
- Relatively low tax rates
- Access to range of health care options
- New River (water/power resources and natural beauty/recreation asset)
- Natural beauty/recreation assets

Add new item or move/remove old (proposed):

- Strong expansion of broadband network speed and penetration
- Strong support for natural resource preservation/promotion
- Strong support for youth development/education/scholarship programs (e.g., Communities in Schools, ACCE)
- Strong base of large, stable employers (universities, manufacturers, gov't orgs)
- Engaged, collaborative community of existing businesses (civic engagement, chambers, etc.)
- Increasingly diverse economy with businesses from many new sectors
- Multiple NRV airports (Blacksburg, NRV Airport)
- Relationships with Roanoke ED organizations/initiatives (Carilion, RBTC)
- Strong manufacturing workforce with good soft skills
- Southwest Virginia people/culture
- Growing opportunities for small business and entrepreneurs
- Growing opportunities for innovation and business growth
- Tourism assets (outdoor recreation, cultural attractions, events)

Weaknesses:

Keep from previous version (specifically mentioned during meeting):

- Lack of diverse energy sources
- Deteriorating housing stock in some areas
- Lack of access to capital for start-ups

- Poverty
- Drug abuse
- Brain drain
- Few entrepreneurial leaders
- 'Blighted historic structures' is still a weakness, but need to include as an opportunity as well

Add new item or move/remove old (proposed):

- Add 'access to affordable child care'
- Add 'very few large (50+ acre) 'shovel-ready' industrial sites'
- Need to move K-12 system from weakness to strength, and consider replacing with a weakness about the undeserved poor perception of the school systems
- Remove 'offshoring leading to deteriorating downtowns'- consider with replacing with strength about economic diversification and 'reshoring' as communities receive investment by international firms
- Remove 'racial/ethnic diversity' as a weakness
- Lack of 'high end' amenities (restaurants/hotels, etc.) to offer to prospective clients and potential business attraction targets
- Absence of training programs in certain fields (e.g., culinary, mechatronics)

Opportunities:

Keep from previous version (specifically mentioned during meeting):

- Keep 'K-12 partnerships with businesses' and add 'higher education partnerships with businesses'
- Modify 'job shadowing/apprenticeships' to a broader 'work experience opportunities for students'
- Keep 'economic gardening'

Add new item or move/remove old (proposed):

- "New River Valley" can become a strong 'brand' for regional marketing efforts
- 'Blighted historic structures' is a weakness, but need to add 'restoring blighted historic structures to revitalize downtown areas' as an opportunity
- Small business 'pitch competitions' help provide business development services to entrepreneurs
- 'Reshoring' of manufacturing jobs and/or investment by foreign firms
- Regionalizing K-12 programs (dual enrollment, ACCE, STEM offerings, etc.)
- Regional collaboration among businesses (RBTC, NRV-EDA, unmanned systems, etc.)

Threats:

Keep from previous version (specifically mentioned during meeting):

- Keep 'brain drain' and add 'shortage of young skilled workers to replace retirees'
- Lack of influence/attention from state-level agencies/officials
- Unequal opportunity for residents in rural vs urban areas (uneven distribution of poverty and aging residents creating divides)
- Aging industrial, commercial and residential building stock means many options are obsolete or inappropriate needed uses (aging in place, small business development, etc.)

Add new item or move/remove old (proposed):

- Worsening congestion and decreased reliability of Interstate 81
- Too much growth too quickly may affect rural character and quality of life
- Worsening substance abuse issues creates social and health problems
- Lack of civic engagement and low awareness of regional resources among some residents
- Lack of coherent regional identity and 'brand' to showcase region to outsiders (risk of perception as 'hillbilly' region)
- Gaps in worker skill sets for current and future industries' growth- educational institutions need to be flexible to adapt to changing skills training needs
- Competition from other regions to attract skilled workers
- Generational differences in technology aptitudes, cultural norms (youth 'soft skills' often lacking for current jobs/civic engagement)
- Shortage of affordable housing in certain areas
- Shortage of 'aging in place' options for older residents
- School systems losing ground by international standards
- Online competition for retail stores and local businesses
- Increasing costs of environmental and other regulations may hamper development efforts

Decreasing commercial air travel options

1.6 SWOT ANALYSIS (existing SWOT from previous CEDS document)

Strengths

- Interstate 81 and 77 Accessibility
- Middle mile broadband fiber network is strong and expanding both speed and access
- New River is a recreation asset, and ample source of water/power
- Clean air/water
- Low cost of living and high quality of life
- Access to range of healthcare options
- Available, affordable industrial space/land
- Virginia Tech (especially applied research and support for innovation)
- Radford University
- Access to local foods/agriculture
-
- Manufacturing workforce and strong work ethic of residents generally
- Multiple airports (private)
- Music, arts, sports, and cultural events/resources attract visitors and promote the region
- Engaged community organizations
- Engaged, collaborative business community
- Foreign Trade Zone
- Natural beauty and outdoor recreation assets
- Recreation opportunities
- Temperate climate
- Growing economic diversity and strong base of large, stable employers
- Low utility costs and tax rates
- New River Community College
- VT Corporate Research Center
- NRV Economic Development Alliance
- Southwest Virginia tourism – i.e. Crooked Road
- Elected officials
- Strong track record for collaboration among region’s business and gov’t.
- K-12 system is relatively strong and is growing options for students

Weaknesses

- Loss of historic buildings from blight
- Lack access to capital for start-ups
- Few entrepreneurial leaders
- Low population, lack critical mass
- Workforce skills not matching available jobs
- Few ‘high-end’ amenities (hotels, restaurants, etc.)
- Lack of affordable child-care options
- Few ‘shovel-ready’ large (50+ ac.) industrial sites
- Brain drain – losing young talent and families
- Lack of diverse energy sources
- Deteriorating housing in some areas
- Struggle to define regional identity
- Poverty
- Drug abuse issues in some communities
- Lack of coordination and resources at regional level for many marketing efforts

Opportunities

- Public engagement
- Proximity to large east coast population centers
- K-12 and higher education partnerships with businesses
- Growing interest in incorporating work experience components into educational programs
- Interregional collaboration
- Economic gardening
- Seed and venture funding are growing

- Strong support for entrepreneurship development, and growing network for mentoring and support
- Growing momentum to define regional 'brand' for both internal and external marketing
- Downtown revitalization is gaining momentum in most towns
- 'Reshoring' and international investment in manufacturing
- Growing collaboration/partnership with nearby regions (especially Roanoke and 'Southwest Virginia')
- Strong support for preservation/promotion of natural resources
- Strong support for a growing array of youth development programs in communities, but need to 'regionalize'
- Businesses in similar sectors are uniting to support each other and address common needs

Threats

- Lack of influence at the state level
- Competition with other regions for talented youth and college graduates (brain drain)
- Lesser opportunities/resources in rural areas of region vs. urban areas
- Increasing congestion/worsening commutes on key routes (esp. I-81)
- Worsening substance abuse and related social/economic issues
- Unequal civic engagement/access to regional opportunities among citizens
- State/federal regulations can increase cost of doing business
- Uncertainty about regional 'brand' identify (perception as 'hillbilly' region)
- Aging building stock needs maintenance/replacement
- Aging of skilled workers with insufficient pipeline of young workers with right skills to replace them
- Shortage of affordable housing and 'aging in place' options in some areas
- Fast or uncontrolled growth may threaten natural resources or quality of life
- Online competition can threaten local retailers and other businesses

Notes from CEDS Committee Meeting 3-18-16

Committee members present: Jim Flowers, Mack Hilton, Tommy Loflin, Jim Loux, Michael Miller, Gary Reedy, John White

NRVRC staff: Kevin Byrd, James Jones, Patrick O'Brien

James Jones, a VT senior interning with the NRVRC, provided a demonstration of the Tableau web-based data visualization software that the NRVRC is using to develop a user-friendly, web-based **data dashboard platform** to make regional demographic, economic and community health data more accessible and understandable. The draft 'demo' versions of the dashboards are available online at: <https://public.tableau.com/profile/nrvrc#!/>.

The dashboard will be hosted on the NRVRC website to provide a central location for the regional statistical data compiled in the 'New River Valley Regional Data Book' publication (prior version at: <http://nrvrc.org/publications/>), and a variety of topic-specific regional 'data dashboards' that highlight a collection of indicators of regional community and economic health. This includes data tracking for issues of importance in the NRV Livability planning initiative (<http://www.nrvlivability.org/>), and an economic development dashboard that tracks data trends related to the NRV CEDS goals and strategies. Examples of similar data dashboard projects in Virginia in Region 2000 (<http://www.region2000dashboard.org/>) and Southside (<http://www.sovaconomy.com/>).

The CEDS committee discussed important economic trend data and indicators of progress on CEDS strategies to include:

- Economic data regarding regionally important industry sectors, such as amount/proportion of 'exports' from the region (i.e., which sectors are bringing new money into the region by selling products elsewhere)
- Workforce data on top occupations by # of jobs, growth, wages, etc.
- Firm opening and closings, firms by number of employees
- Amount, sources, and recipients of investment capital for business creation/venture development
- Location, speed, price and competition options for broadband/fiber service around the region
- Business creation/destruction, and stability of jobs by sector (some information at www.youreconomy.org).
- Information about entry-level jobs in target sectors, to allow low-skill or long-term unemployed residents to begin careers in the local economy
- Information about international trade or foreign direct investment in the region

The CEDS committee spent the remainder of the meeting discussing the existing CEDS project list to provide updates and revisions, and discussed ideas for new projects for the upcoming year based on current economic trends. Projects discussed include:

- May be an opportunity to obtain funding for the top CEDS project (prepare **graded site at NRV Commerce Park**) this year through the upcoming GO Virginia or EDA POWER grant programs
- Modify **broadband infrastructure** project to incorporate ongoing activities, including existing Montgomery County pilot projects and broadband components in Pulaski comprehensive plans
- Modify **workforce consortium** and **manufacturer's roundtable** project to reflect ongoing work of workforce development board to develop a '**sector strategies**' approach to meeting workforce needs of regional businesses, focusing on advanced manufacturing sector
- Add project to include **apprenticeship/internship programs** for above
- Modify **regional loan fund** project to incorporate coordination among existing funds, and developing network of a variety of sources of capital for regional businesses. May be an opportunity to develop application for additional loan funds this year. (Will follow up with Tommy Loflin, Brad DeNardo, VCC, existing local loan fund managers)
- Add project about support for upcoming **regional outdoor recreation projects** such as ReNew the New and SWVA POWER project to develop New River resources and Outdoor Expo.
- Add project for next year to develop a '**joint chapter**' to appear in the **NRV CEDS, and the CEDS of neighboring regions** that are grouped with us under the GO Virginia initiative, or others as appropriate
- Remove **Southgate Parkway** project (already underway)
- **Rocky Knob Interpretive Center** is underway
- **NRV Airport Taxiway** is underway
- Consider removing project regarding **extending rail to commerce park** (may not be realistic)
- Modify **regional food aggregating center** project to reflect ongoing/upcoming work at Prices Fork Elementary
- Add a project to provide **technical assistance services to local firms that are suppliers to the regions large manufacturing facilities** (e.g., Volvo), helping them to identify opportunities to diversify their product lines and sell to other sectors so that they are better able to weather downturns at the OEMs
- Support for projects to **regionalize entrepreneurship activities**, building on the recent interest in business plan competitions and the successful development of these programs in many NRV localities (business plan competitions in Floyd and Pulaski, K-12 entrepreneurship programs in Pulaski, ongoing activities of VTKnowledgeworks to expand offerings beyond VT)

Local governments will submit their project ideas by the end of April.

Notes from CEDS Committee Meeting 6-8-16

Committee members present: Mack Hilton, Marty Holliday, Tommy Loflin, Jim Loux, Michael Miller, Gary Reedy, John White

NRVRC staff: James Jones, Patrick O'Brien

James Jones, a VT senior interning with the NRVRC, provided a demonstration of the Tableau web-based data visualization software that the NRVRC is using to develop a user-friendly, web-based **data dashboard platform** to make regional demographic, economic and community health data more accessible and understandable. The draft 'demo' versions of the dashboards are available online at: <https://public.tableau.com/profile/nrvrcdatapoint#/>. James shared a new dashboard based on the Tableau dashboard by the Virginia Department of Health, which display a variety of economic and community health 'opportunity index' visualizations. These are available at: <https://www.vdh.virginia.gov/omhhe/hoi/dashboards>. NRVRC will incorporate these dashboards into those hosted on our website.

The CEDS committee reviewed important economic trend data and indicators of progress on CEDS strategies, as discussed at the previous CEDS meeting. The group discussed sources and particular metrics of interest, to include:

- Economic data regarding regionally important industry sectors, such as amount/proportion of 'exports' from the region (i.e., which sectors are bringing new money into the region by selling products elsewhere)
- Workforce data on top occupations by # of jobs, growth, wages, etc.—**will incorporate the 'quarterly reports' that the workforce board has contracted with Virginia Tech Office of Economic Development to produce- each provides updates on basic workforce statistics, as well as a highlight of a particular industry sector or occupation that is important to the region.**
- Firm opening and closings, firms by number of employees
- Amount, sources, and recipients of investment capital for business creation/venture development
- Location, speed, price and competition options for broadband/fiber service around the region—**will incorporate the state-level survey on internet availability and consumer demand, as well as similar surveys from Pulaski County, and existing maps/analysis of broadband penetration from Citizens, and from the NRVRC's current Blacksburg broadband study**
- Business creation/destruction, and stability of jobs by sector (some information at www.youreconomy.org).
- Information about entry-level jobs in target sectors, to allow low-skill or long-term unemployed residents to begin careers in the local economy
- Information about international trade or foreign direct investment in the region
- **Suggestion to track amount of grant funding by locality to track success of local governments in winning funding to achieve CEDS goals**
- **Add a metric to track airport usage from the airports' monthly reports**
- **Add a metric to track tourism expenditures (VTC data)**

Marty Holliday provided an update on the New River-Mount Rogers Workforce Development Board's 'sector strategies' initiative. This process involves ongoing meetings of businesses in targeted sectors, along with workforce development, education and economic development stakeholders, to discuss common issues and needs, and develop strategies to address these needs. Although the focus is on the needs for skilled workers and education/training programs, the groups also provide a forum to address other issues that may be of interest to the businesses, and bring together the network of service providers who may be able to address these needs.

Full implementation of the sector strategies approach will require the WDB to hire additional staff to serve as a liaison to businesses and coordinate participation and follow-up on issues that businesses identify. The WDB is awaiting funding to be able to hire this staff, with several grant applications pending. In the short term, the WDB plans to use funding from the state for 'layoff aversion' to do some of the initial work to identify appropriate businesses by sector, and engage them to participate with workforce system stakeholders to discuss their needs and strategies to address them.

The group reviewed the projects submitted by localities for inclusion in the CEDS project list, and reviewed the list of items discussed at the previous meetings. The group agreed that an important addition is a project to explore the options to reinstate a New River Valley chapter of the US Small Business Administration's Small Business Development Centers. The existing center at Radford University is closing in June 2016 due to funding issues, and the NRV will be served in the interim by a liaison from the Roanoke SBDC. The group discussed the need to reinstate this asset locally, since driving to Roanoke is inconvenient for small business owners. The group discussed rebranding the new center as the 'New River Valley' SBDC (was the Radford SBDC), and to engage banks and other stakeholders who may be able to help meet the funding match requirements for the program. The group discussed similar current efforts to coordinate small business development and entrepreneurship support services, and create a client management and referral system so local service providers can direct clients to partners with appropriate resources.

Patrick discussed plans for the CEDS process in the upcoming year, including efforts to launch the data dashboard, and a new 'county profile' one-pager that will accompany the 'consumer version' of the CEDS, and will feature select economic and demographic statistics about each county. He shared an example from the Asheville, NC CEDS. Major CEDS projects that the NRV will pursue this year include the small business/entrepreneurship coordination project, and an effort to increase the capital available through the region's small business loan funds, which are reaching capacity.

NEW RIVER VALLEY REGIONAL COMMISSION

Minutes of the Commission Meeting

held on

April 28, 2016

6:00 p.m. – New River Valley Business Center, Fairlawn

I. CALL TO ORDER

PRESENT: Mr. J. **Carpenter**, Radford University, Vice-Chair; Mr. L. **Law**, Giles County, Treasurer; Mr. C. **Bopp**, Pulaski County; Mr. G. **East**, Town of Pulaski; Mr. T. **Garrett**, Town of Narrows; Mr. F. **Gerald**, Floyd County; Dr. H. **Harvey**, City of Radford; Mr. M. **Harvey**, Montgomery County; Ms. S. **Journell**, Town of Pearisburg; Ms. H. **Lesko**, Town of Blacksburg; Mr. M. **Maslaney**, Floyd County; Mr. R. **McCoy**, Giles County; Ms. C. **Newcomb**, Town of Blacksburg; Mr. M. **Patton**, Town of Floyd; Mr. H. **Showalter**, Town of Christiansburg; Mr. J. **Soileau**, Virginia Tech Mr. M. **Sutphin**, Town of Blacksburg; Mr. M. **Turk**, City of Radford, and Dr. D. **Warren**, Pulaski County.

ABSENT: Mr. L. **Clevinger**, Town of Pulaski; Mr. W. **Kantsios**, Town of Rich Creek; Ms. A. **Perkins**, Montgomery County; Mr. K. **Sullivan**, Chair, Virginia Tech; and Mr. S. **Weaver**, Town of Christiansburg.

Staff Attendees: Kevin Byrd, Janet McNew, Patrick O'Brien, Jennifer Wilsie, Michael Gottfredson and Julie Phillips.

II. CONSENT AGENDA

- A. Approval of Minutes for March
Mr. Carpenter called for approval of the consent agenda item if there were no questions or changes.

Motion: Mr. Patton moved for the approval of the minutes. Mr. McCoy seconded the motion.

Action: Motion carried, one abstention; Mr. Gerald.

- B. Approval of Treasurer's Report for March

Mr. Carpenter called for approval of the consent agenda item if there were no questions or changes.

Motion: Mr. Law moved for the approval of the Treasurer's Report. Ms. Lesko seconded the motion.

Action: Motion carried unanimously.

III. COMMONWEALTH INTERGOVERNMENTAL REVIEW PROCESS

A. Projects (Signed-off by the staff)

1. Eggleston Water Extension CDBG Application

B. Regular Project Review

1. Virginia Tech – Rector Field House Renovations

Mr. Carpenter called for approval of the regular project review.

Motion: Mr. Bopp moved for the approval of the environmental review. Ms. Newcomb seconded the motion.

Action: Motion carried unanimously

C. Environmental Project Review

1. Defense Environmental Restoration Program (Arsenal groundwater monitoring)

Mr. Carpenter called for approval of the environmental review.

Motion: Mr. Patton moved for the approval of the environmental review. Mr. Garrett seconded the motion.

Action: Motion carried unanimously

2. FY2016 Nonpoint Source Implementation Grant Application (DEQ)

Mr. Carpenter called for approval of the environmental review.

Motion: Mr. Harvey moved for the approval of the environmental review. Mr. Bopp seconded the motion.

Action: Motion carried unanimously

IV. PUBLIC ADDRESS

None.

V. REVIEW OF MUTUAL CONCERNS AND COMMISSIONERS' REPORTS

Mr. Carpenter reported the Radford University College of Business and Economics was dedicated to President Penelope Kyle on April 22nd. He also shared President Kyle was honored to receive the Citizen of the Valley award from the Regional Commission. Saturday May 7th will be Radford University's commencement ceremony and July 1st Dr. Brian Hemphill will become the new President of Radford University. Mr. Harvey reported the ReNew the New luncheon was well attended and had coverage from several local media outlets. Mr. Garrett announced April 30th will be kid's fishing day in the Town of Narrows. Ms. Lesko reported she attended a fundraiser for the Women's Resource Center and was very impressed with the support for the event. She also shared ICAT day at Virginia Tech is scheduled for May 2nd at the Moss Center for the Arts and it will be a showcase of student projects.

VI. CHAIR'S REPORT

Mr. Carpenter reported Mr. Sullivan had a prior commitment that would delay his arrival; however, he sent his appointments for the nominating committee for FY17 officers. The bylaws call for the chair, treasurer and a commissioner at-large to comprise the nominating committee. The Committee will be; Mr. Sullivan as Chair, Mr. Law as Treasurer, and Mr. Clevinger as Member-at-Large.

VII. EXECUTIVE DIRECTOR'S REPORT

Mr. Byrd provided a summary report in the Commission agenda packet. Mr. Byrd reported the Commission is partnering with Beans and Rice to evaluate the region's entrepreneurial ecosystem and engage partners to identify strategies to support entrepreneurial activity. Mr. Byrd explained the Commission and project team was recently awarded \$500,000 from the Appalachian Regional Commission for a portion of the Prices Fork School Reuse project and explained the team also submitted a grant application to the Department of Housing and Community Development-Vibrant Communities Initiative for additional funding. The 2016 General Assembly approved legislation for GO Virginia to establish Regional Councils. State funding for projects was not approved in 2016 and will be reviewed in the 2017 session. Mr. Byrd explained the National Association of Development Organizations (NADO) selected the NRV Passenger Rail Study for an Excellence in Rural Transportation Award. Mr. Byrd reported the annual Local Government Planning Commissioner Training was attended by over 40 people representing Planning Commissions, Board of Supervisors, Town Councils and staff. Lastly, Mr. Byrd noted staff is researching cloud-based file server options following a recent IT glitch.

VIII. OLD BUSINESS

- A. Annual Dinner Event Update

Mr. Byrd reported the annual dinner will be held May 11th at the Draper Mercantile. He noted the planning is going well and reminded the Commission to RSVP if they have not done so already.

IX. NEW BUSINESS

A. Comprehensive Economic Development Strategy (CEDS) 2016 Update

Patrick O'Brien gave an overview of the Comprehensive Economic Development Strategy (CEDS). He explained the goals, objectives, strategies, and the project ranking criteria. He gave examples of the projects already on the ground, such as the Route 460/Southgate Drive interchange project, commercial kitchens in local projects (Floyd, Prices Fork), downtown redevelopment projects in several localities, New River Resource Authority landfill methane project, and the development of a regional data dashboard.

B. POWER Program Overview

Mr. Byrd explained the POWER program (Partnerships for Opportunity and Workforce and Economic Revitalization) a multi-agency initiative that targets federal resources to help communities and regions that have been affected by job losses in coal mining, coal power plant operations, and coal-related supply chain industries due to the changing economics of America's energy production. Mr. Byrd defined the process for submitting an application and explained Giles County has been awarded planning funds to develop a River Center Action Plan which will help connect the five towns to the river users. Lastly, Mr. Byrd explained the next steps for the river center planning process as well as a potential Cluster Development study for Unmanned Systems/IT/Advanced Manufacturing through the POWER program.

C. Dispense Surplus Property

Mr. Byrd explained the Commission's oldest fleet vehicle recently experienced a flat tire due to dry rot and other tires are presenting the same condition. The vehicle has over 142,000 miles. Based on the miles driven, it does not seem worthwhile to invest money into this vehicle. Over the next several months the Commission staff will review mileage logs to determine whether a third vehicle is needed in the fleet.

The Commission owns two hydraulic hand pumps which were purchased for a tire shredder program that no longer operates. He explained if the Commission moves forward to surplus the property the staff will work with GovDeals.com to make them available for purchase.

Motion: Mr. Bopp moved to approve dispensing the surplus property. Ms. Newcomb seconded the motion.

Action: Motion carried unanimously.

The meeting was adjourned at 7:10 pm.

Kevin Sullivan, Chair

New River Valley Regional Commission

NEW RIVER VALLEY REGIONAL COMMISSION

Minutes of the Commission Meeting

held on

June 23, 2016

6:00 p.m. – New River Valley Business Center, Fairlawn

II. CALL TO ORDER

PRESENT: Mr. K. **Sullivan**, Chair, Virginia Tech; Mr. J. **Carpenter**, Radford University, Vice-Chair; Mr. L. **Law**, Giles County, Treasurer; Mr. C. **Bopp**, Pulaski County; Mr. T. **Garrett**, Town of Narrows; Mr. F. **Gerald**, Floyd County; Dr. H. **Harvey**, City of Radford; Mr. M. **Harvey**, Montgomery County; Mr. W. **Kantsios**, Town of Rich Creek; Mr. R. **McCoy**, Giles County; Ms. A. **Perkins**, Montgomery County; Mr. J. **Soileau**, Virginia Tech; Mr. M. **Turk**, City of Radford, and Dr. D. **Warren**, Pulaski County.

ABSENT: Mr. L. **Clevinger**, Town of Pulaski; Mr. G. **East**, Town of Pulaski; Ms. S. **Journell**, Town of Pearisburg; Ms. H. **Lesko**, Town of Blacksburg; Mr. M. **Maslaney**, Floyd County; Ms. C. **Newcomb**, Town of Blacksburg; Mr. M. **Patton**, Town of Floyd; Mr. H. **Showalter**, Town of Christiansburg; Mr. M. **Sutphin**, Town of Blacksburg and Mr. S. **Weaver**, Town of Christiansburg.

Staff Attendees: Kevin Byrd, Michael Gottfredson, Janet McNew, Patrick O'Brien and Julie Phillips.

II. CONSENT AGENDA

D. Approval of Minutes for May

Mr. Sullivan called for approval of the consent agenda item if there were no questions or changes.

Motion: Mr. Bopp moved for the approval of the minutes. Mr. Harvey seconded the motion.

Action: Motion carried unanimously.

E. Approval of Treasurer's Report for May

Mr. Sullivan called for approval of the consent agenda item if there were no questions or changes.

Motion: Mr. Kantsios moved for the approval of the Treasurer's Report. Mr. Law seconded the motion.

Action: Motion carried unanimously.

III. COMMONWEALTH INTERGOVERNMENTAL REVIEW PROCESS

A. Projects (Signed-off by the staff)

1. Application to EDA for FY16-17 Planning Assistance

B. Regular Project Review

None

F. Environmental Project Review

1. Environmental Assessment for the Town of Rich Creek Water Systems Improvements
Mr. Sullivan called for approval of the environmental review.

Motion: Mr. McCoy moved for the approval of the environmental review. Mr. Harvey seconded the motion.

Action: Motion carried unanimously

2. Reissuance of VPDES permit, Lhoist North America of Virginia Inc. – Kimballton

Mr. Law asked if the water was being pumped from an active mine and how it is monitored for pollutants. Mr. McCoy explained the mine is not active.

Mr. Sullivan called for approval of the environmental review with the comment that active monitoring needs to take place and there needs to be a plan to contain in the event there is a pollutant detected.

Motion: Mr. Harvey moved for the approval of the environmental review. Mr. Turk seconded the motion.

Action: Motion carried unanimously

IV. PUBLIC ADDRESS

None.

V. REVIEW OF MUTUAL CONCERNS AND COMMISSIONERS' REPORTS

Mr. Carpenter thanked the region for the support shown to Radford University while hosting the Boy's State program. He also noted in the next month the University will be transitioning to the new president, Dr. Brian Hemphill.

VI. CHAIR'S REPORT

Mr. Sullivan reported the Mayor's and Chair's meeting was well attended and the group focused on a discussion about how to use non-violent prisoners to help lower costs for localities. Mr. Sullivan also announced the Town of Christiansburg will have two new representatives on the Board in the next fiscal year, Mr. Hil Johnson and Mr. Harry Collins.

VII. EXECUTIVE DIRECTOR'S REPORT

Mr. Byrd provided a summary report in the Commission agenda packet. Mr. Byrd reported the Virginia Main Street program is hosting their Downtowns Intersection conference July 11-13 in Staunton and explained there are still spaces available to attend; he asked that anyone interested contact him. Mr. Byrd explained the NRV Passenger Rail project was selected to move forward with a Rail Modeling Study in the Commonwealth Transportation Board budget. He noted communities considering submitting transportation projects for 2016 House Bill 2 prioritization should begin working on applications and explained the Commission staff is available for assistance. Mr. Byrd reported the ReNew the New Steering Committee will hold a scouting meeting on the river July 28th to prepare for the August 27th clean up event; he also noted the event has already reached its goal for volunteers. Mr. Byrd noted the surplus items discussed in the May meeting and listed on govdeals.com; the van was sold however the hand pumps did not reach the minimum reserve. He explained the Commission was asked by statewide partners to serve as lead applicant/fiscal agent for an Agritourism Economic Impact Study for Virginia and noted this is a direct result of previous staff performance on grant management with the funding agency. Mr. Byrd shared an invitation to attend the White House Rural Council meeting on June 30th; he asked anyone interested in attending to let him know. Lastly he noted the Governor's office announced the Prices Fork School Reuse project will receive \$2.5million in funds through a pilot program, Vibrant Communities Initiative.

VIII. OLD BUSINESS

None.

IX. NEW BUSINESS

A. Smart Beginnings New River Valley Transition- Presentation by Delegation

John Neel, Kristi Snyder, and Jessica Wirgau gave a presentation explaining the Smart Beginnings program. They explained what the program is, some of the services provided, and the transition expected in the next two years. They explained Smart Beginnings is currently operated through Virginia Tech but would be transitioning and will need a fiscal agent as well as back office support. The three then explained the reason for the presentation was regional partners identified the Regional Commission as a good fit for Smart Beginnings.

Mr. Sullivan explained the presentation was for information purposes and noted Mr. Byrd will bring more information to the Board as it becomes available.

B. Comprehensive Economic Development Strategy (CEDS) Project Package and Report

Mr. Byrd explained the full CEDS document was included in the packet.

Discussion: Mr. Sullivan asked if every planning district is required to submit a CEDS document annually. Mr. Byrd explained on planning district regions that are designated Economic Development Districts are required to submit the CEDS. Mr. Harvey suggested getting more detail on some of the employment numbers in next year's report.

Motion: Mr. Harvey moved to approve the CEDS. Dr. Warren seconded the motion.

Action: Motion carried unanimously.

D. Commission Officers for FY17

Mr. Sullivan announced the following slate of officers for FY17, Chair, Joe Carpenter-Radford University; Vice-Chair, Michael Harvey-Montgomery County; Treasurer, Leon Law-Giles County; and Member at Large, Charles Bopp-Pulaski County. Mr. Sullivan called for any nominations from the floor and receiving none, the floor was closed for nominations.

Motion: Dr. Warren moved to approve the slate of officers for FY17. Mr. Turk seconded the motion.

Action: Motion carried unanimously.

E. July Commission Meeting

Mr. Byrd explained historically the July meeting is cancelled because it conflicts with the VAPDC summer conference.

Motion: Mr. McCoy moved to cancel the July meeting. Mr. Bopp seconded the motion.

Action: Motion carried unanimously.

Mr. Sullivan called to adjourn the meeting.

The meeting was adjourned at 7:30 pm.

Joe Carpenter, Chair

New River Valley Regional Commission

Appendix II
CEDS Committee Membership,
NRV Livability Initiative Economic Development Working Group,
and
PDC Membership

New River Valley
Comprehensive Economic Development Strategy Committee
CEDS-FY16

Name	Principal Business Location	Career Field
Diane Akers	Town of Blacksburg	Economic Development
Peter Anderson	Pulaski County	Education
Kamala Bauers	Floyd County	Real Estate Development
Eric Bucey	Pulaski County	Small business development
Anthony Byrd	City of Radford	Small Business Development
Basil Edwards	City of Radford	Local Government Staff
Jonathan Everett	Town of Christiansburg	Finance/Young Professionals
Jim Flowers	Virginia Tech	Incubator Manager
Gary Forget	Town of Dublin	Manufacturing
Mack Hilton	City of Radford	Retired Dentist
Marty Holliday	New River Valley WDB	Workforce Development Board
Charlie Jewell	City of Radford	Economic Development
Susan Kidd	Town of Narrows	Local Government Staff
Tommy Loflin	Town of Christiansburg	Finance
Jim Loux	Pulaski County	Exporting Business
Michael Miller	Montgomery County	University Licensing
Rebecca Phillips	Pulaski Town (NRV)	Education (Governor's School)
Shaun Rai	Town of Christiansburg	Community Development Finance
Kevin Reeder	Pulaski County (Fairlawn)	Finance
Gary Reedy	Floyd County	Telecommunications
Mark Rowh	Pulaski County	Education
Henry Showalter	Town of Christiansburg	Finance, Virginia Tech
Michael Solomon	Pulaski County	Economic Development
Rick Weaver	Montgomery County	Education
John White	Town of Pulaski	Local Government Staff
Peggy White	Pulaski County	Chamber of Commerce
Jonathan Whitt	Town of Blacksburg	Small business development

FY 2015-2016
New River Valley Planning District Commission Members
Chair – Mr. Kevin Sullivan
Vice-Chair – Mr. Joe Carpenter
Treasurer – Mr. Leon Law
At-Large – Mr. Charles Bopp
Past-Chair – Mr. Michael Patton

<u>Floyd County:</u>	Mr. Fred Gerald* 994 Sutphin Rd., NW Willis, VA 24380	Mr. Michael Maslaney PO Box 908 Floyd, VA 24091	<u>Town of Floyd:</u> Mr. Mike Patton* 123 Wilson Street Floyd, VA 24091
<u>Giles County:</u>	Mr. Richard McCoy* 505 Tyler Avenue Pearisburg, VA 24134	Mr. Leon Law 1809 Cascades Drive Pembroke, VA 24136	<u>Town of Narrows:</u> Mr. Thomas Garrett* 105 Bridge Street Narrows, VA 24124
	<u>Town of Pearisburg:</u> Ms. Susie Journell* 412 N. Dennis St. Pearisburg, VA 24134	<u>Town of Rich Creek:</u> Mr. William Kantsios* 936 Greenbriar Drive Rich Creek, VA 24147	
<u>Montgomery County:</u>	Ms. Annette Perkins* 1407 Valley View Drive Blacksburg, VA 24060	Mr. Michael Harvey 803 Willard Drive Blacksburg, VA 24060	
<u>Pulaski County:</u>	Mr. Doug Warren 4540 Shelburne Road Radford, VA 24141	Mr. Charles Bopp* PO Box 1402 Pulaski, VA 24301	
<u>City of Radford:</u>	Mr. D. Michael Turk* 1405 Madison St Radford, VA 24141	Dr. Helen Harvey 701 Berkley St. Radford, VA 24141	
<u>Town of Blacksburg:</u>	Ms. Cecile Newcomb* 203 Turner St NE Apt. 1 Blacksburg VA 24060	Ms. Holly Lesko 1708 Westover Drive Blacksburg, VA 24060	Mr. Michael Sutphin * 611 Progress Street Blacksburg, VA 24060
<u>Town of Christiansburg:</u>	Mr. Scott Weaver 965 Cardinal Drive Christiansburg, VA 24073	Mr. Henry Showalter* 455 Overhill Road Christiansburg, VA 24073	
<u>Town of Pulaski</u>	Mr. Greg East* 517 North Madison Ave. Pulaski, VA 24301	Mr. Larry Clevinger 1128 Well Street Pulaski, VA 24301	
<u>Radford University:</u>	Mr. Joe Carpenter Martin Hall 0323 Radford, VA 24141		
<u>Virginia Tech:</u>	Mr. Jason Soileau VA Tech Blacksburg, VA 24061	Mr. Kevin Sullivan 2103 Chestnut Drive Blacksburg, VA 24060	* = Elected Official

Appendix III

Regional Business Services and Entrepreneurial Services

Radford Small Business Development Center

701 Tyler Avenue #231

Radford University

Radford, VA. 24142

Phone: 540-831-6056

Contact: Anthony Byrd, Director

-Services:

- Business planning assistance
- Loan packaging assistance
- Sources of business financing
- Marketing assistance
- Census, economic and business data
- Financial Analysis
- Small business training workshops
- Business Consulting

Website: www.radford.edu/content/cobe/sbdc-web.html

New River Valley Business Center

6580 Valley Center Drive

Radford, VA 24141

Phone: 540-633-6731

-Services: Small business start-up industrial and office space with shared meeting rooms, a copy room, at a flat rental rate (utilities included).

Website: www.nrvdc.org/nrvbc.html

New River Valley Development Corporation Revolving Loan Fund

6580 Valley Center Drive, Suite 302

Radford, VA 24141

Phone: 540-633-6730

-Services: Low interest micro-loans for small businesses located within the New River Valley.

Website: www.nrvdc.org/dcfinance.html

VT KnowledgeWorks

2200 Kraft Drive, Suite 1000

Blacksburg, VA 24060

540-443-9100

-Services: PLAN program components help market-worthy ventures organize, formulate strategy, and obtain outside investment. LAUNCH components help get the business up and running. GROW offerings emphasize strategic support for ongoing growth, continuing intra-preneurship, and professional development for the corporate leader.

Website: www.vtknowledgeworks.com/

Roanoke Blacksburg Technology Council

2200 Kraft Drive, Suite 1400

Blacksburg, VA 24060

Phone: 540-443-9232

-Services: Networking and peer learning for technology companies, and talent promotion.

Website: www.thetechnologycouncil.com/

460 Angels

-Services: Funding and coaching of early stage hi-tech entrepreneurs.

Website: www.460angels.com/index.html

Virginia Cooperative Extension

101 Hutcheson Hall (0402)

Virginia Tech

Blacksburg, VA 24061

Phone: 540-231-5299

-Services: Overall farm business technical assistance.

Website: www.ext.vt.edu/

Virginia Community Capital

930 Cambria Street, N.E.

Christiansburg, VA 24073

540-260-3126

-Services: CDFI offering small business lending and advisory services.

Website: www.vacommunitycapital.org/

Floyd County Business Services

Economic Development Authority of Floyd County

“5 and 10 Loan Program”

Qualifiers: Located in Floyd County, 9 or fewer employees, create/retain one job

-Services: Low interest loans at 5 and 10 year terms

Website: www.floydcova.org/business/floyd5and10.shtml

Giles County Business Services

Giles Business Incubator

211 Main Street

Narrows, VA 24124

Phone: 540-726-7119

-Services: Flexible space for small business start-ups.

Montgomery County Business Services

Montgomery-Blacksburg-Christiansburg (MBC) Development Corporation Revolving Loan Fund

755 Roanoke Street, Suite 2H
Christiansburg, VA 24073-3184
Phone: (540) 382-5732

-Services: Micro Solutions small business lending and training program for entrepreneurs.

Website: www.yesmontgomeryva.org/content/115/161/171/441.aspx

TechPad

432 North Main Street, Suite 200 (above PK's Restaurant)
Blacksburg, Virginia, 24060

-Services: Technology focused coworking and hacker community.

Website: www.techpad.org/

Pulaski County Business Services

Beans and Rice

246 North Washington
Suite B
Pulaski, VA 24301
Phone: 540-980-4111

-Services

Website: www.beansandrice.org/

City of Radford Business Services

Beans and Rice

1608 West Main Street
Radford, Virginia 24141
Phone: 540-633-6270

-Services: Micro Solutions small business lending and training program for entrepreneurs.

Website: www.beansandrice.org/

State and Inter-regional

Virginia Department of Business Assistance

-Services: Loan guaranties, loan loss insurance, Business One Stop, small business workshops.

Website: vdba.virginia.gov/starting_business.shtml

People, Inc.

1173 West Main St.

Abingdon, VA 24210

276-623-2931

-Services: Business counseling, business training workshops, entrepreneur support network/referrals, and numerous small business loan funds, including Ninth District Development Fund, SBA Micro Loan Fund, and others. Serves communities in southwest Virginia, including New River Valley.

Website: <http://www.peopleinc.net>

Virginia Small Business Financing Authority

1220 Bank Street, 3rd Floor

Richmond, VA 23219

Phone: 804-371-8254

-Services: support bank lending to small businesses by providing cash collateral, subordinate companion loans, guaranties, loan loss reserves.

Website: <http://www.vabankers.org/VSBFA>

Roanoke SCORE

105 Franklin Rd SW, Suite 150

Roanoke VA 24011

Phone: 540-857-2834

-Services: Entrepreneur education, workshops, and events.

Website: roanoke.score.org/