



2017

New River Valley Comprehensive Economic Development Strategy



2017 | COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

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Chapter 1: NEW RIVER VALLEY OVERVIEW

1.1 INTRODUCTION

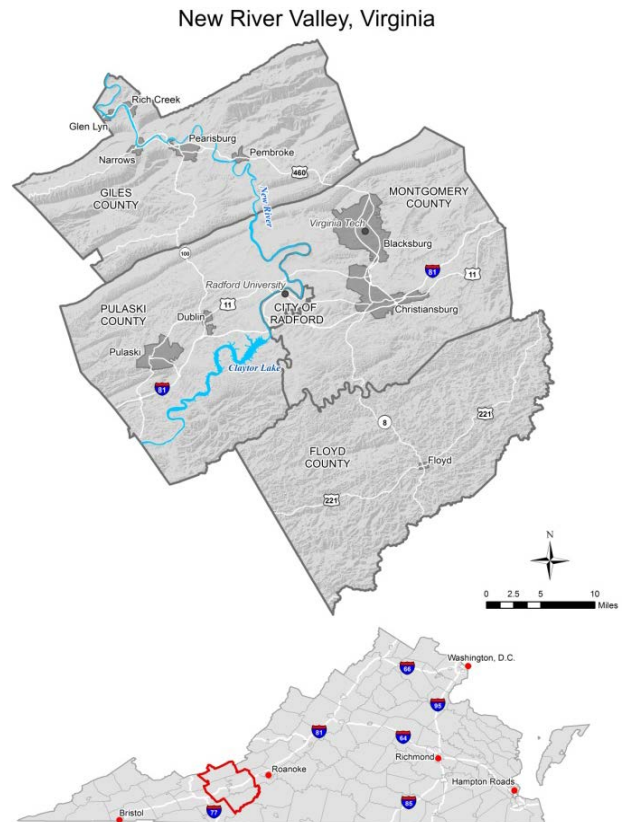
The New River Valley region consists of the counties of Floyd, Giles, Montgomery, Pulaski, and the City of Radford in southwest Virginia. The counties are home to ten incorporated towns, and a total regional population of 178,350 as of the 2010 census. Two major transportation routes pass through the 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, professional and financial services, energy, and agriculture. 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 regional planning effort identified four major themes to focus regional development efforts, which 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.

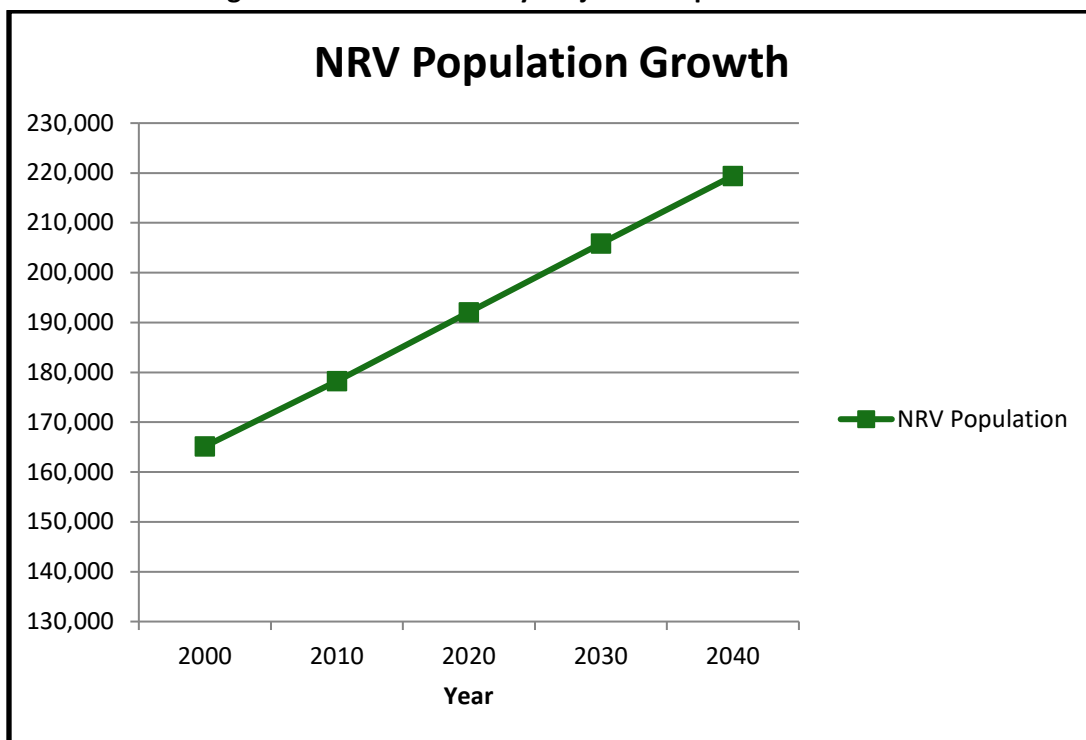


1.2 DEMOGRAPHIC PROFILE

Population

The New River Valley had an estimated population of 182,876 in 2016, a 2.6% 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



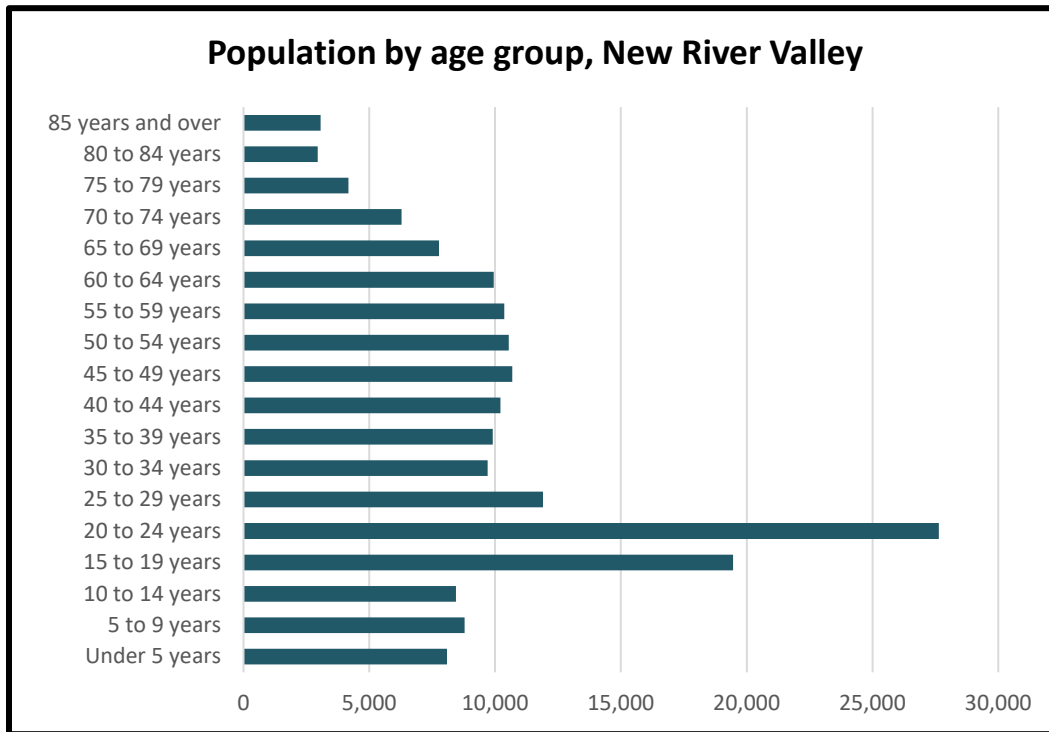
Virginia Employment Commission, U.S. Census Bureau

Age

The median age within the New River Valley is 33.2, 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 US Census: 2016 Population Estimates - Annual Estimates of the Resident Population: April 1, 2010 to July 1, 2016

Figure 2: NRV Population by Age

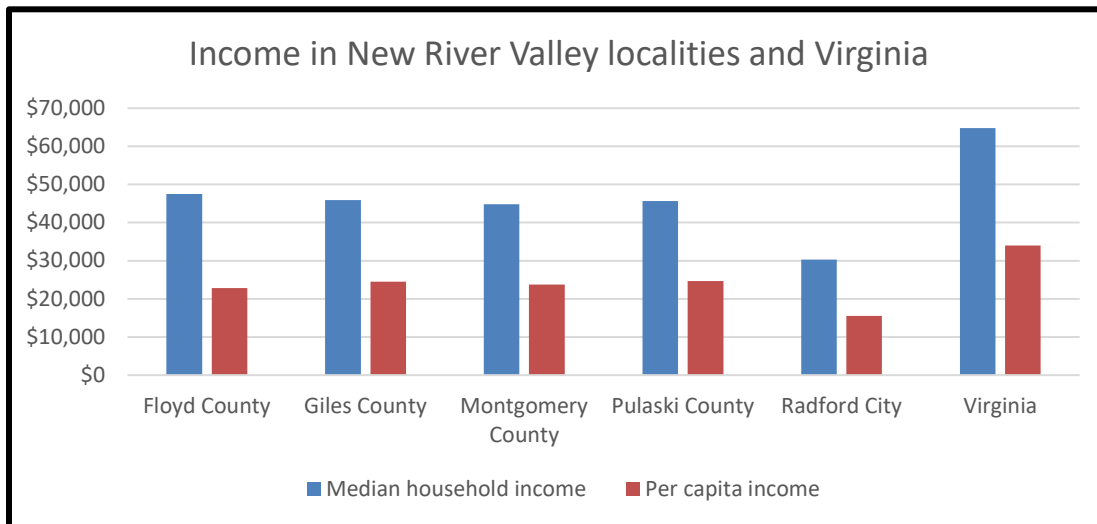


American Community Survey 5-Year Data, 2010-2014

Income

The median household income in the New River Valley is \$45,607, and per capita income is \$24,337². 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 Figure 3.

Figure 3: Median Household and Per Capita Income by Locality



American Community Survey 5-Year Data, 2010-2014

² 2011-2015 American Community Survey 5-Year Estimates: Selected Economic Characteristics

1.3 EMPLOYMENT

The total labor force in the New River Valley in 2014 is an estimated 88,645 workers³. 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 destination⁴.

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

Table 1: Employment by Industry Sector, New River Valley

| Industry | Employment 2017 | Average Annual Wages | Average Annual % Change in Employment 2012-17 | Avg. Annual Growth % over next ten years |
|--|-----------------|----------------------|---|--|
| Educational Services | 15,181 | \$41,700 | 1.2% | 0.1% |
| Manufacturing | 11,513 | \$53,268 | 1.0% | -1.5% |
| Retail Trade | 8,638 | \$23,373 | 0.6% | 0.2% |
| Health Care and Social Assistance | 7,538 | \$39,724 | 2.1% | 1.5% |
| Accommodation and Food Services | 6,984 | \$15,409 | 1.3% | 0.1% |
| Professional, Scientific, and Technical Services | 3,662 | \$60,090 | 1.5% | 1.0% |
| Administrative/Support/Waste Mgmt Svcs. | 3,390 | \$28,968 | 2.3% | 0.7% |
| Construction | 3,003 | \$36,817 | -3.1% | 0.7% |
| Other Services (except Public Administration) | 2,791 | \$25,203 | 0.3% | 0.1% |
| Public Administration | 2,054 | \$44,385 | -0.8% | -0.3% |
| Transportation and Warehousing | 1,853 | \$44,306 | 0.9% | -0.5% |
| Arts, Entertainment, and Recreation | 1,437 | \$15,744 | 1.9% | 0.3% |
| Agriculture, Forestry, Fishing and Hunting | 1,379 | \$16,723 | 1.6% | -0.9% |
| Real Estate and Rental and Leasing | 1,308 | \$41,639 | 3.3% | 0.7% |
| Finance and Insurance | 1,066 | \$47,633 | -1.0% | -0.1% |
| Wholesale Trade | 861 | \$65,272 | -0.6% | 0.1% |
| Information | 830 | \$45,088 | 0.6% | -0.6% |
| Utilities | 500 | \$50,955 | -3.8% | -0.4% |
| Management of Companies and Enterprises | 229 | \$84,778 | -9.3% | 0.0% |
| Mining, Quarrying, and Oil and Gas Extraction | 84 | \$57,637 | 6.1% | -0.2% |
| Total - All Industries | 74,384 | \$37,789 | 0.9% | 0.1% |

Source: Jobs EQ 2017Q1 Dataset

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

⁴ US Census Bureau, LEHD On the Map tool, 2014

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 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

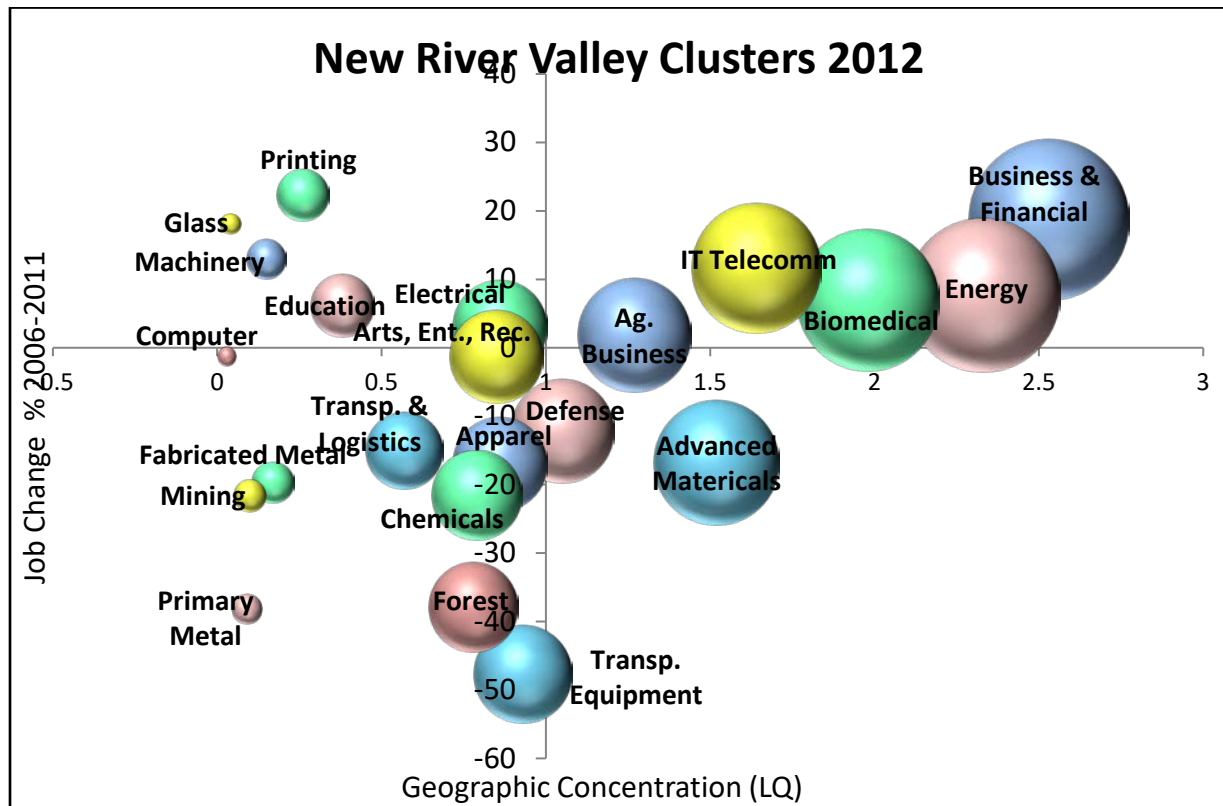
**Retail and university/college employment not reflected in chart.*

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.

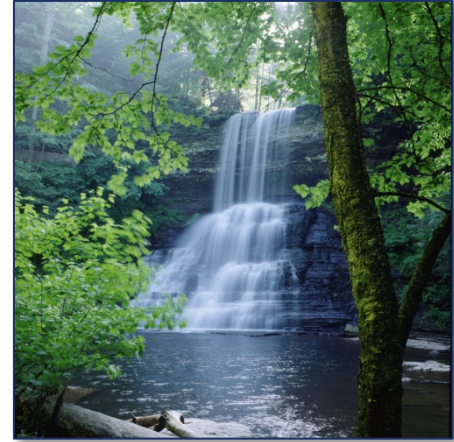
Figure 4: Employment growth and concentration of regional clusters in the New River Valley



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 Forest⁵.

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

⁵ 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 River.

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.

State Parks

Claytor Lake State Park:

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



New River Trail State Park:

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

Claytor Lake Dam, Credit: Peter Huber

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.

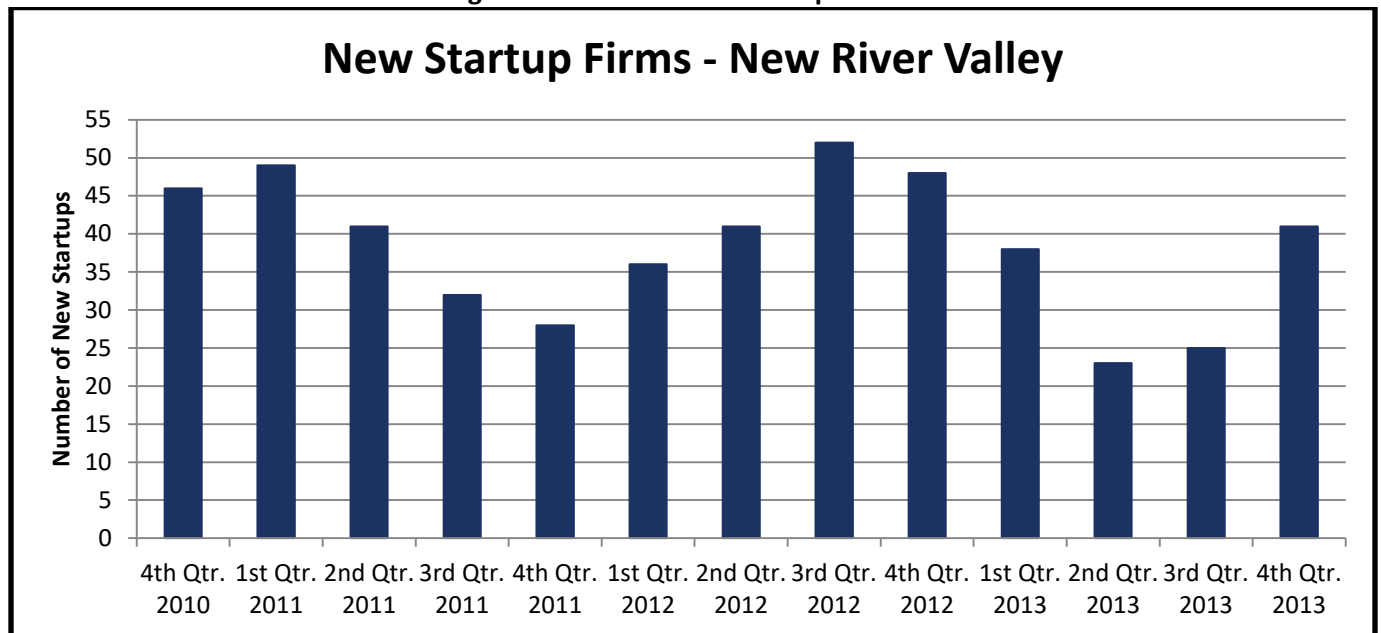
AIRPORTS

- 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. Figure 5 shows the average number of new firms in the New River Valley over the course of several 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"> • Roanoke Small Business Development Center (Virginia SBDC network) • New River Valley Business Center • VT KnowledgeWorks • Roanoke-Blacksburg Technology Council • 460 Angels • Virginia Cooperative Extension • Virginia Community Capital • Friends of Southwest Virginia <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> |
|--|---|

A complete description of each small business service is listed in the appendix. The Radford Small Business Development Center closed in June 2016. A liaison from the nearby Roanoke SBDC is serving the New River Valley with training courses and business counseling services. 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.

- 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 2017 CEDS was presented on June 22, 2017.



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/updated June 2017

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

PROJECT TYPE (Points)

Priority Level 1 (8)

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

Priority Level 2 (6)

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

Priority Level 3 (4)

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

Priority Level 4 (2)

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

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

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

OTHER CRITERIA

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

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

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

Points

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

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

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

Points

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

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

Points

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

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

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

Points

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

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

Points

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

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

Points

- 2 High stress
- 1 Above average stress

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

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

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

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

Points

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

2. Relationship to Previous Investment

Points

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

3. Readiness to Initiate Project

Points

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

4. Utility/Infrastructure Availability (Maximum 6 points)

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

1 point/utility

5. Public Private Partnership

Points

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

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

1. Relationship to “Green” Practices

Points

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

2. Relationship to Natural Resources

Points

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

3. Relationship to international trade and investment

Points

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

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

Points

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

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 2018 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 the tables below.

Table 5: Per Capita Income and Population

| Jurisdiction | 2015 per capita income | As a percent of VA | 2016 Population Estimate |
|-------------------|------------------------|--------------------|--------------------------|
| Floyd County | \$23,885 | 69.9% | 15,321 |
| Giles County | \$25,241 | 73.9% | 17,024 |
| Montgomery County | \$25,368 | 74.3% | 98,509 |
| Pulaski County | \$25,556 | 74.8% | 34,577 |
| City of Radford | \$15,556 | 45.5% | 17,228 |
| New River Valley | \$24,337 | 71.3% | 182,659 |
| Virginia | \$34,152 | 100% | 8,411,808 |

Source: 2011-2015 American Community Survey 5 Year Estimates, 2015 Population Estimates

Table 6: Unemployment Rate- 2016 average

| Jurisdiction | Percent |
|-------------------|---------|
| Floyd County | 4.0% |
| Giles County | 5.3% |
| Montgomery County | 4.0% |
| Pulaski County | 5.8% |
| City of Radford | 5.4% |
| New River Valley | 4.6% |
| Virginia | 4.0% |

Source: Virginia Employment Commission, Local Area Unemployment Statistics

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 2017 – 2018

The 2017-18 Annual Project Package represented the priority projects for the region as of June 2017. 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 2017-18

| 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 |

New River Valley Annual Project Package 2017-18

| Area | Description | Fed. \$ | State \$ | Local \$ | Total Funding | Const. Date | Responsible Agency |
|------|---|---------|-----------|-----------|---------------|-------------|---|
| 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 |
| NRV | Coordinate Regional Destination Marketing Organizations (DMO) Explore options to increase coordination of regional DMOs and tourism promotion initiatives, and support local tourism marketing campaigns to promote New River Valley communities as a tourist destination, and increase visitor spending. Upgrade regional tourism website. | | | \$100,000 | \$100,000 | 2019 | NRV Localities, Tourism Offices |
| NRV | 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 | 2018 | Public universities, economic development organizations, business in target sectors |
| NRV | Develop shared CEDS goals and economic development initiatives with neighboring regions and EDDs Coordinate with neighboring regions to align CEDS and economic development projects in conjunction with state efforts to regionalize economic development incentive funding | | \$50,000 | \$50,000 | \$100,000 | 2017 | NRVRC, neighboring EDDs |
| NRV | Expand pilot education and job training programs for local K-12 students and youth, targeted to careers at growing NRV industries Develop work study, internship placement ,on-the-job training, and similar arrangements between businesses and education providers to help local students develop | | \$300,000 | \$400,000 | \$600,000 | 2019 | WDB, Education Providers, local economic developers |

New River Valley Annual Project Package 2017-18

| Area | Description | Fed. \$ | State \$ | Local \$ | Total Funding | Const. Date | Responsible Agency |
|--------------|--|----------|-----------|-----------|---------------|-------------|---|
| | on-the-job skills for careers in local industries. Expand college scholarship programs for local K-12 students to attend community college (Giles ACCE program). Target scholarships to in-demand jobs. | | | | | | |
| NRV | Coordinate environmental stewardship and asset-based development efforts related to the New River as an outdoor recreation amenity Continue regional coordination of New River Watershed and river clean-up events to preserve the condition of the New River. Support regional and local efforts to develop outdoor recreation tourism amenities related to the New River and other natural resources. | | | | | | |
| NRV | Coordinate marketing and business support efforts for arts and cultural amenities in the New River Valley Promote and support the development of arts and cultural-related events and institutions through targeted incentives and support for arts-related development. | | \$100,000 | \$200,000 | \$300,000 | 2020 | Localities, civic groups, business groups |
| NRV | Implement marketing/branding recommendations of New River Valley agribusiness/agritourism strategic planning process | \$25,000 | | \$25,000 | \$50,000 | 2018 | New River Valley Development Corporation |
| Giles County | Giles Multi-tenant Business Facility Development of facilities at County industrial park properties. | | | | \$2,000,000 | 2018 | 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 |

New River Valley Annual Project Package 2017-18

| Area | Description | Fed. \$ | State \$ | Local \$ | Total Funding | Const. Date | Responsible Agency |
|------|---|-------------|-----------|-------------|---------------|-------------|---|
| 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 |
| 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 |

New River Valley Annual Project Package 2017-18

| Area | Description | Fed. \$ | State \$ | Local \$ | Total Funding | Const. Date | Responsible Agency |
|-------------------|---|-------------|-------------|-----------|---------------|-------------|--|
| 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 |
| Floyd County | Floyd Online Storefront E-Commerce Project (Floyd Co) Establishment of an e-commerce catalog of crafts and products. | \$75,000 | \$75,000 | \$10,000 | \$160,000 | 2018 | Floyd County Tourism Office, Floyd County Economic Development Authority |
| 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 | | | | | | |

New River Valley Annual Project Package 2017-18

| Area | Description | Fed. \$ | State \$ | Local \$ | Total Funding | Const. Date | Responsible Agency |
|-------------------|--|--------------|--------------|-------------|---------------|-------------|--------------------------------|
| NRV | Connectivity of Trails, Regional Trail System Interconnect various local, state and federal trails to create a continuous network in southwest Virginia. | \$400,000 | | \$400,000 | \$800,000 | 2020 | Trail Operators |
| 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 |
| NRV | Interstate-81 Interchange Improvements Exits 89, 94, 98, 105, and 114. | | | | TBD | 2014-2020 | VDOT |
| NRV | Route 100 Widening between Pulaski County and Giles County | | | | TBD | 2014-2020 | VDOT |
| Pulaski Town | Town of Pulaski Business Park Expansion The acquisition and site preparation of greenspace for industrial growth. | \$1,000,000 | | \$1,000,000 | \$2,000,000 | 2015 | EDA, Town of Pulaski |
| NRV | Support Public Private Partnerships for Agriculture Infrastructure Needs | | | | | 2018 | |
| Pulaski County | Shell Building-Industrial Park Construction of a shell building at the New River Valley Commerce Park | \$750,000 | \$750,000 | | \$1,500,000 | 2018 | Pulaski County |
| 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 | 2018 | Rich Creek Town |
| Floyd County | Phase II Development of Floyd Regional Commerce Center Grade lots 1 and 2. | \$2,500,000 | \$1,500,000 | \$500,000 | \$4,500,000 | 2017 | Floyd County, Floyd County EDA |

New River Valley Annual Project Package 2017-18

| Area | Description | Fed. \$ | State \$ | Local \$ | Total Funding | Const. Date | Responsible Agency |
|------------|---|-------------|----------|-------------|---------------|-------------|--------------------|
| NRV | Create Regional Revolving Loan Fund for Energy Audits and Retrofits Fund for New River Valley businesses and residents. | | | | | | |
| NRV | Identify necessary improvements to regional tourism/visitor infrastructure Address gaps in hotels/lodging, event space, retail amenities in certain areas | | | \$100,000 | \$100,000 | 2019 | NRVRC |
| 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 | 2018 | 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 | 2018 | Town of Blacksburg |
| NRV | Develop Region-Wide Bike Paths, Walking Used as both a tourism asset and an alternative/green method of transportation. | \$5,000,000 | | \$5,000,000 | \$10,000,000 | 2018 | NRVPDC, Localities |
| NRV | Access to Capital Host workshops to educate businesses on capital access opportunities in the region, i.e. 460 Angels | | | | | | |

New River Valley Annual Project Package 2017-18

| Area | Description | Fed. \$ | State \$ | Local \$ | Total Funding | Const. Date | Responsible Agency |
|-------------------|---|-------------|-------------|-------------|---------------|-------------|--|
| Montgomery County | Falling Branch Corporate Park Expansion- Expand 175 acre industrial park in Christiansburg to include up to 80 acres of new land adjoining park | \$2,282,500 | | \$2,282,500 | \$4,565,000 | 2017 | EDA of Montgomery County, VA |
| NRV | Network of Manufacturing Companies Corporate roundtable headed by NRV Economic Development Alliance. | \$500,000 | \$250,000 | \$250,000 | \$1,000,000 | 2018 | 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. | | | | | 2018 | WIB, Local Businesses |
| 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 | 2017 | 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 |
| Floyd County | Constructing a Shell Building on Lot 4 We have a lack of building space available in Floyd and are preparing for construction of a building in the Floyd Regional Commerce Center. The building will be designed to be able to serve more than one tenant. | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$3,000,000 | 2017 | Floyd County and Economic Development Authority of Floyd County |
| NRV | Implement K-12 Curriculum on Organic Food Production | | | | \$50,000 | 2018 | |

New River Valley Annual Project Package 2017-18

| Area | Description | Fed. \$ | State \$ | Local \$ | Total Funding | Const. Date | Responsible Agency |
|-------------------|---|-------------|-------------|-------------|---------------|-------------|---|
| NRV | Tap into Additional Networks and Professional Organizations Research and encourage "continuing ed" requirements or periodic recertification so that the workforce can build their skill sets around emerging economic sectors. | | | | | 2018 | WIB, Local Businesses |
| NRV | Implement K-12 Curriculum on Organic Food Production | | | | \$50,000 | 2018 | |
| Christiansburg | Truman Wilson Land Park Development Does not include Connector Route | | | | \$29,000,000 | 2018-2028? | Christiansburg |
| NRV | Promote Civil War Historical Sites To promote civil war historical sites throughout the NRV. | | | | | 2018 | 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. | | | | | | |
| 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 | 2017 | Floyd County |
| Giles County | Public Transportation Connections to Blacksburg, Virginia Tech, and other major employment centers. Specific projects in local transit plans and 2016 Regional Transit Study. | \$1,600,000 | | \$400,000 | \$2,000,000 | 2018 | Giles County |
| Montgomery County | Expansion of Falling Branch Corporate Park Water, sewer, roads, and grading improvements | \$6,000,000 | \$4,000,000 | \$2,500,000 | \$12,500,000 | 2017 | Montgomery County EDA |

New River Valley Annual Project Package 2017-18

| Area | Description | Fed. \$ | State \$ | Local \$ | Total Funding | Const. Date | Responsible Agency |
|-------------------|--|--------------|-------------|-----------|---------------|-------------|--|
| Floyd County | Route 8 Improvements Road Improvements on Route 8 between I-81 and Floyd Town | | \$1,500,000 | | \$1,500,000 | 2018 | 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 | | | | | 2018 | Town of Narrows |
| NRV | Incorporate "Green" Training into Secondary and Post-secondary Vocational Construction Programs Change current curriculum in Construction Trades to include "retro fitting" remodeling for energy efficiency in homes. | | | | \$500,000 | 2018 | CTE Directors, Community College Workforce Departments |
| 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 |

New River Valley Annual Project Package 2017-18

| Area | Description | Fed. \$ | State \$ | Local \$ | Total Funding | Const. Date | Responsible Agency |
|-------------------|---|-------------|-------------|-----------|---------------|-------------|--------------------------|
| Montgomery County | Construction of 100,000 sq. ft. Shell Building on Falling Branch Lot 2 | \$2,000,000 | \$1,000,000 | \$800,000 | \$3,800,000 | 2018 | Montgomery County EDA |
| Montgomery County | Construction of a 20,000 sq. ft. Shell Building on Falling Branch Lot 7 | \$1,000,000 | \$1,000,000 | \$500,000 | \$2,500,000 | 2017 | Montgomery County EDA |
| Giles County | Hoges Chapel Water Tank Replacement Project Replacement of 40 year old water tank and 23,000 feet of 10 inch water line | | \$2,600,000 | | \$2,600,000 | 2014 | Giles County |
| Glen Lyn | Glen Lyn Regional Wastewater Facility To combine wastewater from Rich Creek and Glen Lyn into a single operation. The Towns will undertake the project. | | | | \$3,000,000 | 2014 | Glen Lyn |
| Christiansburg | Farmers' Market Structures New permanent structures | | | | \$250,000 | 2017 | Christiansburg |
| Pearisburg | Pearisburg Farmers Market – Development of a permanent structure to house the new Farmers Market. This is to include restrooms, kitchen facility, and entertainment venue. | \$160,000 | | \$40,000 | \$200,000 | 2017 | Town of Pearisburg |
| Narrows | Center Street Culvert Project - culvert replacement with VDOT Revenue Sharing | | \$80,000 | \$80,000 | \$160,000 | 2018 | VDOT and Town of Narrows |
| Narrows | Upgrades/improvements to Narrows Town Park - installation of water splash park on old tennis court area | | | | \$105,000 | 2018-20 | Town of Narrows |
| Narrows | Architectural study to move library; consider housing at community center building | | | | \$15,000 | 2018-20 | Town of Narrows |
| Narrows | Architectural study for upgrade/replacement of Narrows Volunteer Fire Department equipment building | | | | \$15,000 | 2018-20 | Town of Narrows |
| NRV | Implement the National Energy Education Development (NEED) Program in Regional K-12 Schools Energy education in our schools. | | | | \$100,000 | 2014 | |

New River Valley Annual Project Package 2017-18

| 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 2017-18

| 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 |

New River Valley Annual Project Package 2017-18

| 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 2017-18

| 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 |

New River Valley Annual Project Package 2017-18

| 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 |

New River Valley Annual Project Package 2017-18

| Area | Description | Fed. \$ | State \$ | Local \$ | Total Funding | Const. Date | Responsible Agency |
|-------------------|---|-------------|-------------|-------------|---------------|-------------|--|
| Christiansburg | Emergency Services Station New Roanoke Street substation | | | \$4,000,000 | \$4,000,000 | 2020 | Christiansburg |
| Giles County | Clendennin Water Extension (Giles Co) Provide public water to approximately 50 residents in the Clendennin community of Giles County. | \$2,000,000 | | | \$2,000,000 | 2014 | Giles County |
| 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. | | | \$60,000 | \$60,000 | 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 1-18-17

Committee members present: Jes Gearing, Susan Kidd, Michael Miller, Gary Reedy, Jim Flowers, John White, Scott Tate, Diane Akers, Tommy Loflin, Michael Solomon

NRVRC staff/guest speaker: Kevin Byrd, Patrick O'Brien, James Jones, Bart Smith

The New River Valley CEDS Committee met for the first meeting of the 2017 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 3. The complete project list appears on page 8.

The group discussed the data dashboard that is now in pilot version 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://nrvc.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. The CEDS committee discussed important economic trend data and indicators of progress on CEDS strategies to include:

- **Market research data on specific sectors of New River Valley Economic Development Alliance target market strategic planning process.** More info at: http://www.nrvalliance.org/put_it_all_together/for_your_industry/
- **Comparative budget data for each locality to monitor spending and income for specific functions (education, criminal justice, etc.)**
- **Workforce and education data to compare number of job openings to number of students receiving degrees in that field**
- Firm opening and closings, firms by number of employees- **especially in innovation related sectors (see indicators from VT-OED Kauffman report) and 'start-up' businesses**
- Workforce data on top occupations by # of jobs, growth, wages, etc.- **include future projections and skills needs by industry sector (see New River-Mount Rogers WDB quarterly reports on website: <http://nrmrwib.org/business-solutions/regional-workforce-data/regional-economic-indicators/>)**
- 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). **Other important sectors include: cybersecurity-related businesses; unmanned systems (pilots, manufacturing, programming)**
- 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 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 committee spent the remainder of the meeting discussing the New River Valley's economic development resources related to small business development and support programs, such as financing and business technical assistance, and the region's efforts to promote entrepreneurship and new business openings in New River Valley communities. The group discussed the results of recent studies and interviews of local experts regarding the availability of small business development services in the region, including a study by the VT Office of Economic Development considering the Roanoke/Blacksburg metro areas (see page 4-5 below), and an NRVRC and Beans and Rice study to interview New River Valley economic development and small business services professionals (see page 6-7).

Bart Smith, Director of the Roanoke Small Business Development Center, discussed the offerings of his organization to support small business businesses through the national SBDC network, and the arrangements to provide these services in the New River Valley after the closure of the Radford Small Business Development Center. More information about the Roanoke SBDC programs and services is available at: <https://roanokesmallbusiness.org/>.

Currently, Bart and the Roanoke SBDC are fundraising to provide support for their expansion of services to the New River Valley, requesting match money to support the US Small Business Administration grant that establishes the regional SBDC network. Bart is also planning to build partnerships with a network of local New River valley experts and teachers to provide small business development training and resources in collaboration with the services of the SBDC. The Roanoke SBDC has already begun providing services to New River Valley businesses, meeting with several business clients for consulting and counseling, and conducting workshop classes and office hours at locations around the New River Valley.

Bart related that the main target for services from the SBDC is a business with 5-10 employees across any sector, who are committed to growing their business. Typically the SBDC works with existing, established businesses to solve technical issues, and does not focus on entrepreneurship 'promotion' activities to try to instigate start-up activity. The SBDC also has a robust program for tracking follow-up visits and results from their business clients to ensure the businesses remain successful over time. The primary tool the SBDC uses to counsel small businesses is the 'Growth Wheel' teaching tool that helps business owners to identify important issues regarding their businesses future in a variety of areas (target markets, marketing, expenses, organizational issues, etc.).

The group discussed several issues related to small business development with Bart, including:

- The group discussed the recent focus in the New River Valley region to promote outdoor recreation, and outdoor tourism-related businesses. The group stressed the importance of coordinating these efforts in order to identify and target specific market opportunities, and maximize the effectiveness of promotion and other marketing efforts.
- The group discussed the possibility of adapting the 'Entrepreneur Guidebook' publication created by the Roanoke SBDC to add supplementary information regarding specific services and contact information for organizations in the NRV and specific cities/towns.

- The group discussed the importance of each community continuing to provide support for business retention and expansion programs through their local economic development staff, and the SBDC supporting this local contact by serving as a referral for businesses with specific, appropriate needs. Although the SBDC can help, nothing can substitute for the important role of the local economic development to establish a strong relationship with the businesses.

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.

Virginia Tech Kauffman Entrepreneurship study draft findings-- This study examined the Roanoke-Blacksburg entrepreneurial ecosystem through interviews, a survey and network analysis. We paid particular attention to the needs of main street/lifestyle businesses (SMEs) and high growth firms (IDEs). We then made an inventory of ecosystem metrics that could help to monitor the region's progress, its strengths and weaknesses.

General strengths within the ecosystem.

"The region is hungry for anything. We've gotten a lot of attention and praise."

Recent years have brought a plethora of new resources and hype about entrepreneurship to the region. There are more organizations focused on supporting entrepreneurs, more business plan and pitch competitions, more education programs meant to train entrepreneurs, and more spaces to network, ideate, and develop the entrepreneurial culture. Regional stakeholders also highlighted the existing soft and hard infrastructure within the region, including human capital and expanding broadband.

Observed Strengths (SMEs). Quality of life including outdoor recreation assets, small town amenities, and good place to raise a family and retire – helpful Chambers of Commerce adapting to needs of small business – economic development efforts are turning more to economic gardening techniques – skilled workforce – and higher education institutions.

Observed Strengths (IDEs). The region has potential for improvement – there are more mentors, serial and cashed out entrepreneurs than in previous years – quality of life – low cost of living – higher education institutions for research, resources and talent – and many beneficial incubation and coworking spaces.

General weaknesses within the ecosystem.

"Ecosystem flaws add up."

Stakeholders identified a lack of mentorship within the region, specifically from people who have "done it recently." The observation was made that existing programs seem geared towards traditional industries and that early stage funding is lacking. They also noted a lack of a regional media strategy, which would help with regional branding, publicizing success stories, and helping to shape the entrepreneurial culture of the region. To this point, the region is fragmented; Blacksburg versus Roanoke and urban versus rural.

Observed Challenges (SMEs). Local government lacks transparency. As one SME noted, *"Entrepreneurs go to the municipal building and are sent around everywhere like yoyos"* – limited interagency collaboration and information sharing – few resources for microbusiness and successful startups providing livable wage jobs – lack of minority business engagement.

Observed Challenges (IDEs). The region is slow to adopt new ideas – limited Angel and Venture capital -- investors are risk averse – little coordinated effort and few support resources to help firms scale up – too much focus on young, university-based entrepreneurs – so many "spaces of collision" do not translate to startups and spinoffs.

Entrepreneurial Resources.

Entrepreneurs cited using office and coworking spaces such as Grandin CoLab, TechPad and the Virginia Tech Corporate Research Center. Both entrepreneur types also cited engaging in networking events as well as legal and tax services, although IDEs to a greater degree.

Used Resources by SMEs. Local banking – entering competitions more, but many still unaware of these events – 49% surveyed use entrepreneurial education programs and want more.

Used Resources by IDEs. Seed, angel and venture funding -- IDE's are more aware of resources and their needs vary more, particularly during the product development stage – IDE's use more of the following: incubate/accelerator services, R&D space, product design support, mentoring and consulting services, and technical or subject matter expertise.

While the degrees to which they emphasized their needs differed, SME and IDE businesses cited several of the same resource needs.

1. More collaboration among resource providers to create a unified front and facilitate easier access for businesses. SME businesses emphasized a need for a hub that is not limited to providing services to tech businesses, but can also service microenterprises and sole-proprietors.
2. More financial resources. IDEs emphasized the need to attract and raise more venture capital in the region. Both SMEs and IDEs wished for advocacy efforts to elected officials concerning taxes on small and medium businesses that inhibit their growth.
3. More openness from higher education institutions, particularly Virginia Tech. Both business types are aware of the resources that the universities have to offer, but entrepreneurs are under the impression these institutions may not want to help. While some urged the university to invest in and incentivize translational research to support the entrepreneurial ecosystem, others cautioned that the university should not be the entire face of the region because some entrepreneurs do not trust university infrastructure due to IP issues and legal complications.
4. Need to cultivate the power of cashed out entrepreneurs by retaining and attracting them to the region. This includes improving quality of life measures such as better broadband service throughout the region. In addition to bringing their experience and mentoring capabilities back to the region, they can also become sources of capital by recycling funds from their sales back into the local ecosystem and can contribute to an innovative and productive local community of entrepreneurship that is based on reality and recent experience.
5. More meetups or forums designed for industry-specific businesses/entrepreneurs. These meetings need to be for actual businesses and aspiring entrepreneurs. Several of the existing meetings offered by membership organizations are overly populated by service providers, not businesses.

METRICS. We use the Kauffman Foundation's ecosystem typology to organize our metrics.

| | Density | Fluidity | Connectivity | Diversity |
|------------|---|--|---|---|
| Definition | Relative density of entrepreneurship and resources | The accessibility and easy flow of assets | Connections among elements: programs, companies, individuals | An assortment of economic specializations, people and opportunities |
| Inputs | Resources contributing to firm growth: Finance, Support, Policy, Markets, Human Capital, Infrastructure, Research & Development, and Culture | | | |
| | Density of resources (often %) | # and movement of resources available and used | Resource connections and information sharing | Diversity of resources or all types of entrepreneur |
| Outputs | Growth and development of the ecosystem: Businesses, Employment, Increased interactions among EE actors | | | |
| | Density of firms and employment | # of firms and employment | Change in program connectivity, company interactions or memberships | Company and employment diversity |
| Outcomes | Macroeconomic indicators illustrating overall regional prosperity: Unemployment Rate, GDP, Income Inequality, Median Household Income, Job Growth, Cost of Living | | | |

Recommendations

Explore opportunities to ‘regionalize’ promising local entrepreneur support and small business development programs. Similar to the process for this grant, the NRVRC or other regional organizations can provide a forum for representatives from community programs to inform their peers in neighboring jurisdictions about the process and resources they used to develop their program, and provide support to communities seeking to develop similar programs. Several local programs have shown promising results, and have generated interest from neighboring communities about the possibility of implementing similar services or programs. These include:

- Youth entrepreneurship programs such as Young Entrepreneur Academy (YEA) in Pulaski and Junior Achievement entrepreneurship-focused summer camp in Floyd
- Community Business Launch business competition and entrepreneur training programs in Pulaski and Floyd. Giles County towns have expressed interest in this program.
- Entrepreneur Express, Entrepreneur Boot Camp, and other one-day workshops and training sessions to promote small business development and entrepreneurship.
- Small business-focused revolving loan funds in Floyd, Pulaski, and Montgomery, and regionally through the New River Valley Development Corporation. Several communities have expressed interest in developing loan funds for specific purposes, such as attracting outdoor recreation businesses, or providing assistance for new businesses to locate in underused commercial properties in downtown areas.
- Grant and loan programs to assist with small business expansion through Giles County Industrial Development Authority.
- Workshops and counseling on marketing plans and digital media in Pulaski and Floyd.
- Economic gardening programs in Floyd County, such as purchasing and leasing equipment to small businesses to allow expansion, or providing assistance with website development and marketing

Coordinate local and regional organizations to provide comprehensive, region-wide small business assistance services. Although many local, regional, and state resources exist to support small businesses and encourage entrepreneurship in the New River Valley, capacity and available resources vary greatly among local communities. Business owners must navigate among a variety of support organizations that specialize in certain types of services, or serving certain types of businesses, making it difficult for business owners to understand and access all the resources available to help their business succeed and grow. Strategies to help address this issue include the following:

- Raise awareness among local business service providers about existing state and regional resources available to develop local small business assistance capacity, such as SourceLink and the Accion loan program, and online resources and support staff from the US Small Business Administration, the Virginia Small Business and Supplier Diversity, VTKnowledgeWorks, and the Roanoke Small Business Development Center.
- Systematize the process for local small business development service providers to provide referrals to appropriate assistance resources to meet client development needs. This includes both public and private partners, such as banks, economic development staff, incubator staff, Chambers of Commerce, etc. Each organization provides information about the types of services they offer, and the types of business owners or prospective entrepreneurs that they are willing and able to serve.
- Track outcomes for recipients of small business development programs, and provide regular follow-up to identify any additional resources the business may need to stay successful, and to keep their location in the New River Valley if possible.
- Develop uniform application requirements for entrepreneur assistance programs, such as loan funds, incubators, etc., so business owners and service providers have a consistent 'case file' of business plans, financial records, etc. that allow for smooth referrals to other service providers as they develop their business.
- Explore options for reinstating a local chapter of the statewide network of Small Business Development Centers. Identify an appropriate host organization and sources of funding to support operations. In the interim, expand offerings by the Roanoke Small Business Development Center or other appropriate service providers to ensure that businesses in all localities in the New River Valley have ready access to the types of counseling and education services offered by the SBDCs.

Implement new or expanded programs to provide entrepreneur and small business development services and attract new businesses. Blacksburg and Virginia Tech have embraced entrepreneurship and start-up businesses related to university technology and expertise, and Floyd County has pursued an 'economic gardening' approach to growing local businesses for many years. Many other communities throughout the New River Valley have less experience with

programs and resources to support small business development, and have identified several services that may help them to serve small businesses and encourage new businesses.

- Develop online platform to consolidate listings of available commercial space and land focused on small businesses in target industries (technology, tourism, etc.) and targeted locations (underused downtown properties, facilities with broadband access) to help small or growing businesses find suitable properties in the New River Valley.
- Pursue grants or local IDA/EDA funding for targeted loan funds to provide financing for small businesses in targeted areas or properties. Partner with local and regional banks to supplement public loan funds that carry restrictions on the types of businesses that can be served or the terms of the loans.
- Convene small businesses in similar sectors from across the region to develop collaborative strategies, such as cooperative marketing and purchasing, cross promotion, and peer mentoring/networking. Regional initiatives to encourage this collaboration are strong in tourism and hospitality businesses, technology businesses, and businesses in downtown districts across the region.

Notes from CEDS committee meeting- 5-2-17

CEDS Committee members present: Jim Flowers, Marty Holliday, Susan Kidd, Mike Miller, Gary Reedy, Scott Tate, John White

NRVRC staff: James Jones, Patrick O'Brien

Scott Tate provided a presentation on the GO Virginia state economic development incentive program, with specific details about the regional counsel that will represent the New River Valley, Roanoke and Lynchburg region.

Marty Holliday provided an update on several new and ongoing workforce development grants and programs that the New River-Mount Rogers Workforce Development Board has implemented in the past year. Many grants relate to dislocated coal workers, but others target in-demand industries such as technology and health care.

The group identified several economic and labor force data sources that will be useful to track in relation to the outcomes of these programs, which also support CEDS goals and strategies.

Both presentations are available for review on the NRVRC website at:

http://nrvc.org/wp-content/uploads/2017/05/20170502-CEDS_Materials.pdf

Notes from CEDS committee meeting- 6-12-17

Committee members present: Diane Akers, Mack Hilton, Marty Holliday, Susan Kidd, Jim Loux, Tommy Loflin, Mike Miller, Gary Reedy, Rick Weaver

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

Patrick O'Brien discussed proposed monthly updates to the NRVRC data dashboard website, to include several topics to track CEDS outcome measures and economic data. The list of proposed data topics is shown on page 3.

The group discussed updates to the CEDS committee roster, based on several members who have retired or moved out of the area. The suggested additions are listed on page 4. Patrick will follow up with recruiting new members before the CEDS committee reconvenes in late 2017.

The CEDS committee reviewed the ranking criteria that are used to assign points to proposed CEDS projects and score projects for relative priority based on how well they align with CEDS goals. The groups proposed changes include:

- Add 'emergency services facilities' to list of 'other community facilities' under the priority level 4 projects.
- Add points to 'job creation' criteria to award points to projects that target job creation for careers listed on the New River-Mount Rogers 'in demand occupations' list
- Add points to 'economic clusters' criteria to award points to projects that target supply chains companies of existing clusters, or targeted industries for economic development marketing efforts.
- Adjust 'unemployment rate' criteria to reflect more realistic relationship of local rates to state averages. Considered adjusting income criteria as well, but the existing categories reflect local conditions well.

The list of ranking criteria, with proposed changes highlighted in red, is shown on page 5.

Finally, the CEDS committee discussed the 2016-17 project list, and the proposed additions to the list as submitted by localities. The committee discussed adding several regional projects that reflect new development in specific priority areas of the CEDS. The committee recommended the addition of several new projects to the list, or changes and additions to existing projects:

- Add pilot programs in white space spectrum to broadband/internet project (#2)
- Add regional project regarding nascent efforts to coordinate activities related to the New River and tourism/natural resource asset building
- Update agritourism strategic planning project to reflect implementation of branding/marketing
- Recommendation to separate into two projects the existing project regarding coordination of regional destination marketing organizations (DMOs), and create a separate project for marketing/support of the arts and cultural assets.
- Add regional project regarding nascent efforts to coordinate education and jobs training programs for local K-12 students and youth (examples- ACCE community college tuition

program, internships and job training arrangements for students, etc.). Include scholarships to tie college funding programs to in-demand careers with job prospects in the region.

- Update 'regional conference/civic center' project to include other desired developments, especially hotels/lodging, event hosting venues, arts and tourism businesses/amenities, etc.
- Add/update information for project submitted by localities

The additions and changes to projects appear in the attached project list table (see page 10). New or revised projects suggested by the CEDS committee appear in red, and new projects that have been submitted for inclusion by localities are highlighted in yellow. These projects have been ranked and incorporated into the CEDS project list for the 2017-18 CEDS update document.

CEDS Data Dashboard Topics

Cost of living comparison

Housing Market

- Age of housing stock

- Cost

- Renter/owner

- Household demographics

- By town and region

Statistics for top regional occupations/growth jobs

- Average salary by region

- Educational requirements

- Growth trends

Maps of regional infrastructure networks

- Broadband/internet providers

- Transportation access for business/freight

- Major employment centers

- Industrial sites

Industry sector characteristics

- Target market segments (NRV Alliance)

- Top employers

Supply chains for top industry sectors

New business creation characteristics/trends

Availability of capital/loans

New/replacement CEDS committee members

Shaun Rai- VCC- leaving area **may be staying in area at new position at CHP- will add Sandy anyway**

Replacement Sandy Ratliffe

NRV Alliance- Jes Gearing

Replacement hired

RBTC- Jonathan Whitt- leaving area

Replacement Robert McAden

Gary Forget- Volvo- leaving area- **suggested replacements Rick Claus (sp?) of Nanosonic, representative from Phoenix Packaging or Korona, or other large manufacturer**

Manufacturing seat open

John White- retiring **Nichole Hair, Town of Pulaski Assistant Town Manager to take his place**

Local economic development seat open

Jim Flowers- retiring- **suggested replacement of Derick Maggard, Director of VR Apex Center for Innovation and Entrepreneurship**

Small business/entrepreneurship seat open

Kevin Reeder- leaving area

Banking seat open

Additional small business representation?

SBDC, VT Pamplin

Attendance at other meetings

NRCC

Go Virginia

Southwest Virginia

4.1 CEDS Project Evaluation Criteria – Reviewed/updated June 2017

As stated in the Organization and Management section of this report, the CEDS Committee and the NRVRC Board members reviewed and updated the project evaluation criteria. These criteria reflect CEDS goals and objectives, and are used to rank projects that localities submit for inclusion in the CEDS. **Updates from June 2017 CEDS committee meeting highlighted in red.**

PROJECT TYPE (Points)

Priority Level 1 (8)

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

Priority Level 2 (6)

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

Priority Level 3 (4)

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

Priority Level 4 (2)

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

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

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

OTHER CRITERIA

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

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

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

Points

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

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

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

Points

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

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

Points

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

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

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

Points

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

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

Points

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

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

Points

- 2 High stress
- 1 Above average stress

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

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

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

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

Points

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

2. Relationship to Previous Investment

Points

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

3. Readiness to Initiate Project

Points

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

4. Utility/Infrastructure Availability (Maximum 6 points)

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

1 point/utility

5. Public Private Partnership

Points

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

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

1. Relationship to “Green” Practices

Points

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

2. Relationship to Natural Resources

Points

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

3. Relationship to international trade and investment

Points

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

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

Points

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

New River Valley Annual Project Package 2017-18

| Area | Description | Fed. \$ | State \$ | Local \$ | Total Funding | Const. Date | Responsible Agency |
|------|---|----------|-----------|-----------|---------------|-------------|---|
| NRV | Coordinate Regional Destination Marketing Organizations (DMO) Explore options to increase coordination of regional DMOs and tourism promotion initiatives, and support local tourism marketing campaigns to promote New River Valley communities as a tourist destination, and increase visitor spending. Upgrade regional tourism website. | | | \$100,000 | \$100,000 | 2019 | NRV Localities, Tourism Offices |
| NRV | Expand pilot education and job training programs for local K-12 students and youth, targeted to careers at growing NRV industries Develop work study, internship placement ,on-the-job training, and similar arrangements between businesses and education providers to help local students develop on-the-job skills for careers in local industries. Expand college scholarship programs for local K-12 students to attend community college (Giles ACCE program). Target scholarships to in-demand jobs. | | \$300,000 | \$400,000 | \$600,000 | 2019 | WDB, Education Providers, local economic developers |
| NRV | Coordinate environmental stewardship and asset-based development efforts related to the New River as an outdoor recreation amenity Continue regional coordination of New River Watershed and river clean-up events to preserve the condition of the New River. Support regional and local efforts to develop outdoor recreation tourism amenities related to the New River and other natural resources. | | | | | | |
| NRV | Coordinate marketing and business support efforts for arts and cultural amenities in the New River Valley Promote and support the development of arts and cultural-related events and institutions through targeted incentives and support for arts-related development. | | \$100,000 | \$200,000 | \$300,000 | 2020 | Localities, civic groups, business groups |
| NRV | Implement marketing/branding recommendations of New River Valley agribusiness/agritourism strategic planning process | \$25,000 | | \$25,000 | \$50,000 | 2018 | New River Valley Development Corporation |
| NRV | Identify necessary improvements to regional tourism/visitor infrastructure Address gaps in hotels/lodging, event space, retail amenities in certain areas | | | \$100,000 | \$100,000 | 2019 | NRVRC |

New River Valley Annual Project Package 2017-18

| Area | Description | Fed. \$ | State \$ | Local \$ | Total Funding | Const. Date | Responsible Agency |
|------|-------------|---------|----------|----------|---------------|-------------|--------------------|
|------|-------------|---------|----------|----------|---------------|-------------|--------------------|

PROJECT UPDATES/REVISIONS SUBMITTED BY LOCALITIES, April 2017

| | | | | | | | |
|--------------|--|-------------|-------------|-------------|-------------|------|---|
| Floyd County | Phase II Development of Floyd Regional Commerce Center Develop Preliminary Engineering Report, access improvement and building pads on Lots 1 and 2 (51 acres). | \$2,500,000 | \$1,500,000 | \$500,000 | \$4,500,000 | 2017 | Floyd County, Economic Development Authority of Floyd County |
| 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 | 2017 | Floyd County, Economic Development Authority of Floyd County |
| Floyd County | Constructing a Shell Building on Lot 4 We have a lack of building space available in Floyd and are preparing for construction of a building in the Floyd Regional Commerce Center. The building will be designed to be able to serve more than one tenant. | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$3,000,000 | 2017 | Floyd County and Economic Development Authority of Floyd County |
| Floyd County | Floyd County EDA Revolving Loan Fund Expand revolving loan pool as all funds currently loaned out due to high demand. | \$75,000 | \$0 | \$4,000 | \$79,000 | 2017 | Economic Development Authority of Floyd County |
| 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 | \$50,000 | 2017 | Floyd County, Economic Development Authority of Floyd County |

New River Valley Annual Project Package 2017-18

| 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 | 2017 | 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 | 2017 | Floyd County, Economic Development Authority of Floyd County, Floyd County Tourism |
| Floyd County | Floyd County Innovation Program Business develop/plan competition. | | | \$10,000 | \$10,000 | 2017 | Economic Development Authority of Floyd County |
| Floyd County | Stream Gauge and Rain Gauges for Hazard Mitigation Floyd County's Little River Watershed experienced a significant flash flood in 2015 with more than 25 houses destroyed or significantly damaged. There are no stream gauges in this area and no real-time rain gauges. These are needed to protect lives during flash flooding. | \$100,000 | | \$10,000 | \$110,000 | 2017 | Floyd County |
| Floyd County | Engineering Studies and Extending Water and Sewer to areas of Floyd Co. Determine priority areas for extension of public water and sewer, and begin | \$1,200,000 | \$200,000 | \$100,000 | \$1,500,000 | 2017 | Floyd County Public Service Authority |

New River Valley Annual Project Package 2017-18

| Area | Description | Fed. \$ | State \$ | Local \$ | Total Funding | Const. Date | Responsible Agency |
|-------------------------|---|-------------|-------------|-----------|---------------|-------------|--|
| | extending system. Need to protect recharge and well-head areas. | | | | | | |
| Floyd County/Floyd Town | Affordable Housing Implementation Construction and rehabilitation of affordable housing within Floyd County and Town. | \$2,000,000 | \$1,000,000 | \$100,000 | \$3,100,000 | 2017 | Floyd County, Floyd Town, and HOME |
| Floyd Town | Floyd Town Trails Program (final phase) New and upgraded sidewalks within the town. | \$240,000 | | \$60,000 | \$300,000 | 2017 | Floyd Town |
| Floyd Town | Lineberry Memorial Park Development Design and construction of stage for performances. | \$725,000 | | \$725,000 | \$1,500,000 | 2017 | Floyd Town |
| Floyd County | Floyd Online Storefront E-Commerce Project (Floyd Co) Establishment of an e-commerce catalog of crafts and products. | \$75,000 | \$75,000 | \$10,000 | \$160,000 | 2018 | Floyd County Tourism Office, Floyd County Economic Development Authority |
| Floyd County | Expanding Local Capacity for Value-Added Food Processing Filling the gaps of Value-added processing capacity for local produce and potentially local milk. Study on-going right now to identify those gaps. | \$500,000 | \$250,000 | \$50,000 | \$800,000 | 2018 | SustainFloyd or Floyd County Economic Development Authority |
| 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 | 2018 | Floyd County, Economic Development Authority of Floyd County, VDOT |
| Floyd County | Route 8 Improvements Road Improvements on Route 8 between I-81 and Floyd County. | \$1,000,000 | \$1,500,000 | | \$2,500,000 | 2018 | VDOT |

New River Valley Annual Project Package 2017-18

| Area | Description | Fed. \$ | State \$ | Local \$ | Total Funding | Const. Date | Responsible Agency |
|--------------|--|-------------|-------------|-------------|---------------|-------------|---|
| Floyd County | Trails for Floyd (pedestrian, biking, and hiking) Extension of trail corridors/sidewalks from the town to the county as outlined in the comprehensive plan. | \$2,500,000 | | \$2,500,000 | \$5,000,000 | 2018 | Floyd County |
| Floyd County | Trail Around Floyd Regional Commerce Center To develop a walking trail around the Commerce Center in Floyd. Trail head would be the Phlegar House. | \$200,000 | | \$200,000 | \$400,000 | 2018 | Floyd County |
| Floyd County | Phase II Floyd Innovation Center | \$1,250,000 | \$1,000,000 | \$200,000 | \$2,450,000 | 2019 | Floyd County, Economic Development Authority of Floyd County |
| Floyd County | Floyd County Technical Training Center A workforce development center to expand training opportunities for adults and youth. There is no college facility in Floyd County. We need facilities to provide training/experience in advanced manufacturing and mechatronics, health care, welding and machining, information technology (including cybersecurity), and culinary arts. | \$3,000,000 | \$1,000,000 | \$2,000,000 | \$6,000,000 | 2019 | County and local Economic Development Authority, schools, community college, businesses |
| Floyd County | Monitoring and Geo-engineering Studies Groundwater Resources in Floyd County Add groundwater and surface monitoring to help identify groundwater resources and calculate carrying capacity. Recharge areas and other important water resource areas would be mapped. | \$200,000 | \$50,000 | | \$250,000 | 2019 | Floyd County |

New River Valley Annual Project Package 2017-18

| Area | Description | Fed. \$ | State \$ | Local \$ | Total Funding | Const. Date | Responsible Agency |
|-------------------|--|-------------|-----------|-------------|---------------|-------------|---|
| Floyd County | Phlegar House Restoration This is probably the oldest standing home in Floyd County, but it is in great disrepair and needs work soon if it is to be saved. It could be the trail head for trails in the Floyd Regional Commerce Center Greenway | \$400,000 | | \$100,000 | \$500,000 | 2019 | Floyd County Historical Preservation Trust and Floyd County EDA |
| Floyd County/Town | Floyd Public Transit Study viability of public transit in county/town | | \$20,000 | \$5,000 | \$25,000 | 2019 | Floyd County/Town |
| Floyd County | Rocky Knob Interpretative Center Reg. Collaborative (Floyd Co) A bi-county commission is working on the development of a major tourism destination along the Blue Ridge Parkway. A network of hiking trails and an interpretive center are planned. | \$8,000,000 | | \$2,000,000 | \$10,000,000 | 2020 | Blue Ridge Heritage, Inc. |
| Floyd County | Floyd County Health and Human Services Complex One-stop-shop in Floyd that would enable citizens to access needed services | \$1,000,000 | \$500,000 | \$500,000 | \$2,000,000 | 2020 | Floyd County |
| Floyd Town | Floyd Town Trails Program (final phase) New and upgraded sidewalks within the town. | \$240,000 | | \$725,000 | \$965,000 | 2017 | Floyd Town |
| Floyd Town | Lineberry Memorial Park Development Design and construction of stage for performances, terraced seating, lighting, landscaping. | | | \$60,000 | \$60,000 | 2017 | Floyd Town |
| Giles County | Giles Multi-tenant Business Facility | | | | \$2,000,000 | 2014 | Giles County IDA |
| 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 |

New River Valley Annual Project Package 2017-18

| Area | Description | Fed. \$ | State \$ | Local \$ | Total Funding | Const. Date | Responsible Agency |
|--------------|---|-------------|-------------|-------------|---------------|-------------|--------------------|
| 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 |
| Giles County | Eggleston Water Extension Phase 2 (Giles Co) Extend water service to 160 residences. | \$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 |
| 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 |
| Giles County | Ingram Village Sewer (Giles Co) Put in sewer lines. | \$750,000 | | \$1,250,000 | \$2,000,000 | 2015 | Giles 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 |
| 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 |

New River Valley Annual Project Package 2017-18

| Area | Description | Fed. \$ | State \$ | Local \$ | Total Funding | Const. Date | Responsible Agency |
|-------------------|--|--------------|--------------|-------------|---------------|-------------|-------------------------|
| 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 |
| Montgomery County | Development of Route 177 Corporate Park | \$15 M | \$4 M | \$1M | \$20M | TBD | Montgomery County EDA |
| Montgomery County | Rt. 114 Widening From Christiansburg Town limits to Radford Army Ammunition Plant | \$50M | \$12.6M | | \$63M | 2018 | VDOT/Montgomery County |
| Montgomery County | Expansion of Falling Branch Corporate Park Water, sewer, roads, and grading improvements | \$6,000,000 | \$4,000,000 | \$2,500,000 | \$12,500,000 | 2017 | Montgomery County EDA |
| Montgomery County | Construction of 100,000 sq. ft. Shell Building on Falling Branch Lot 2 | \$2,000,000 | \$1,000,000 | \$800,000 | \$3,800,000 | 2018 | Montgomery County EDA |
| Montgomery County | Construction of a 20,000 sq. ft. Shell Building on Falling Branch Lot 7 | \$1,000,000 | \$1,000,000 | \$500,000 | \$2,500,000 | 2017 | Montgomery County EDA |
| Montgomery County | Shawsville Area Route 11/460 access management improvements Implement recommendations of 2012 corridor study | | | | | 2020 | VDOT, Montgomery County |
| 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 |
| Montgomery County | Route 177 Water and Sewer Improvements | \$4,800,000 | \$1,200,000 | | \$6,000,000 | 2014 | PSA |
| Narrows | Upgrades and improvements at Mill Creek Nature Park - improve access, upgrades to parking area, restroom facility (water/sewer) | | | | | 2020 | Town of Narrows |
| Narrows | Upgrades/improvements to Lurich Road ballfields COMPLETED - remove from list | | | | \$1,100,000 | 2016-17 | Town of Narrows |

New River Valley Annual Project Package 2017-18

| Area | Description | Fed. \$ | State \$ | Local \$ | Total Funding | Const. Date | Responsible Agency |
|---------|---|-----------|-------------|----------|---------------|-------------|------------------------------|
| 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 |
| Narrows | Replace existing collection system piping and upgrade wastewater plan? | | \$3,000,000 | | \$3,000,000 | | Town of Narrows |
| 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 GCPSA, 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 |
| Narrows | Center Street Culvert Project - culvert replacement with VDOT Revenue Sharing | \$80,000 | \$80,000 | | \$160,000 | 2018 | VDOT and Town of Narrows |
| Narrows | Upgrades/improvements to Narrows Town Park - installation of water splash park on old tennis court area | | | | \$105,000 | 2018-20 | Town of Narrows |
| Narrows | Architectural study to move library; consider housing at community center building | | | | \$15,000 | 2018-20 | Town of Narrows |
| Narrows | Architectural study for upgrade/replacement of Narrows Volunteer Fire Department equipment building | | | | \$15,000 | 2018-20 | Town of Narrows |

NEW RIVER VALLEY REGIONAL COMMISSION

Minutes of the Commission Meeting

held on

May 25th, 2017

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

I. CALL TO ORDER

PRESENT: Mr. J. **Carpenter**, Radford University, Chair; Mr. M. **Harvey**, Vice-Chair, Montgomery County; Mr. L. **Law**, Giles County, Treasurer; Mr. C. Bopp, Pulaski County; Mr. L. **Clevinger**, Town of Pulaski; Mr. H. **Collins**, Town of Christiansburg; Mr. G. **East**, Town of Pulaski; Mr. T. **Garrett**, Town of Narrows; Mr. F. **Gerald**, Floyd County; Dr. H. **Harvey**, City of Radford; Mr. H. **Johnson**, Town of Christiansburg; Mr. C. **Kiwus**, Virginia Tech; Ms. H. **Lesko**, Town of Blacksburg; Mr. K. **Marshall**, City of Radford; Mr. M. **Maslaney**, Floyd County; Mr. R. **McCoy**, Giles County; Ms. C. **Newcomb**, Town of Blacksburg; Mr. M. **Patton**, Town of Floyd; Ms. A. **Perkins**, Montgomery County; Mr. H. **Showalter**, Town of Christiansburg; Mr. K. **Sullivan**, Virginia Tech and Dr. D. **Warren**, Pulaski County.

ABSENT: Mr. W. **Kantsios**, Town of Rich Creek and Ms. S. **Journell**, Town of Pearisburg.

Staff Attendees: Kevin Byrd, Janet McNew, Michael Gottfredson, Anna Harbom and Julie Phillips.

II. CONSENT AGENDA

A. Approval of Minutes for April

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

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

Action: Motion carried unanimously.

- B. Approval of Treasurer's Report for April
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 Treasurer's Report. Mr. Collins seconded the motion.

Action: Motion carried unanimously.

III. COMMONWEALTH INTERGOVERNMENTAL REVIEW PROCESS

- A. Projects (Signed-off by the staff)
1. Reissuance of VPDES Permit No. VA0024040-Riner WTP
 2. VA Tech Burrows-Burleson Tennis Center Renovations
 3. AEP 2017 Proposed Claytor Lake Drawdown Plan
- B. Regular Project Review
- None
- C. Environmental Project Review
1. Reissuance of Permit No. VA0054780 Radford WTP
No comments from the Commission.

IV. PUBLIC ADDRESS

None

V. REVIEW OF MUTUAL CONCERNS AND COMMISSIONERS' REPORTS

Mr. Carpenter reported Radford University had 1,800 graduates this spring and Coach Frank Beamer gave the commencement address. Both Frank Beamer and George Harvey were conveyed honorary degrees from the university during the ceremony. Mr. Collins reported Pulaski had many areas flood this week including stormwater damage at the Pulaski Yankees baseball stadium.

VI. CHAIR'S REPORT

Mr. Carpenter reported the executive committee met via conference call before the annual dinner and discussed final preparatory items for the event as well as setting the agenda for the May meeting.

VII. EXECUTIVE DIRECTOR'S REPORT

Mr. Byrd provided a summary report in the Commission agenda packet. Mr. Byrd reported the Go Virginia Regional Council will hold a meeting at the New River Valley Business Center on June 29th and explained anyone interested in participating in the working groups can sign up online until 5/29. Mr. Byrd explained the Federal FY 17 budget included additional POWER funds for both ARC and the U.S. Economic Development Administration. Staff will be reaching out to Giles and Pulaski Counties to discuss project opportunities since they are the only two eligible coal-impacted counties in the region. Smart Beginnings NRV submitted an Innovation grant application to the Virginia Early Childhood Foundation in partnership with the school superintendents to prepare information regarding kindergarten readiness in the region. Mr. Byrd introduced Anna Harbom, the recently hired Smart Beginnings NRV Coordinator, to the Board. Ms. Harbom provided an overview of her staffing activities during the past two months in the position. The NRV Hazard Mitigation Plan update is wrapping up and counties are currently hosting open houses to receive public input on the strategies identified by the working groups. Lastly, Mr. Byrd discussed possible FY18 budget impacts to the Commission and the region if the President's budget is passed as proposed.

VIII. OLD BUSINESS

A. Comprehensive Economic Development Strategy (CEDS) Update

Mr. Byrd gave an overview of the Comprehensive Economic Development Strategy (CEDS) and progress made on the annual update. He also provided an update on the top ten projects identified in 2016. Eight of the ten projects are advancing whether through implementation or study efforts. Next fiscal year the CEDS will be moving to an online format.

IX. NEW BUSINESS

A. Overview of Drug Courts and Day Reporting in the NRV
Mr. James Pritchett, Executive Director of New River Valley Community Services, began with a background on the agency and services they deliver in the community. He then introduced Ms. Lori Trail, Drug Court Coordinator, who gave a presentation overviewing the Drug Court program. Ms. Trail explained the purpose, mission, roles, and eligibility requirements for the program. She also detailed five phases of the program. Lastly, Ms. Trail shared the estimated cost savings Drug Court programs can provide a local government when comparing the cost of incarceration against a tax-paying citizen.

B. Recap/Debrief Commission Annual Dinner for 2017

Mr. Byrd reported the 2017 annual dinner was held at Doe Creek Fam on May 22nd. There were 110 attendees and 1/3 of the attendees participated in one of the three mobile workshops offered during the day. Numerous positive comments were shared regarding the venue and the attendees' experiences in Giles County.

C. Commission Officers for FY2018 – Slate to be Introduced

Mr. Garrett delivered the Nominating Committee report for the officers for Fiscal Year 2017-18, specifically: Chair, Vice-Chair, Treasurer and Member at-Large. The nominations are for terms beginning July 1, 2017, for a one-year duration, and voted upon during the Commission's regularly scheduled June meeting.

The nominations are:

Chair: Joe Carpenter, Radford University

Vice-Chair: Mike Harvey, Montgomery County

Treasurer: Leon Law, Giles County

At-Large: Michael Maslaney, Floyd County

On behalf of the Committee, Mr. Garrett called for any nominations from the floor for the officer positions.

Hearing none, he called for a motion to close the floor to nominations.

Motion: Ms. Lesko moved to close nominations. Mr. Collins seconded the motion.

Action: Motion carried unanimously.

On behalf of the Nominating Committee, Mr. Garrett moved to nominate the following as the slate of officers for Fiscal Year 2017-18:

Chair: Joe Carpenter, Radford University

Vice Chair: Mike Harvey, Montgomery County

Treasurer: Leon Law, Giles County

At-Large: Michael Maslaney, Floyd County

Mr. Collins seconded the motion.

Action: Motion carried, four abstentions, Mr. Carpenter, Mr. Harvey, Mr. Law, and Mr. Maslaney.

Mr. Carpenter called to adjourn the meeting.

L. J. Carpenter, Chair

New River Valley Regional Commission

NEW RIVER VALLEY REGIONAL COMMISSION

Minutes of the Commission Meeting

held on

June 22nd, 2017

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

II. CALL TO ORDER

PRESENT: Mr. J. **Carpenter**, Radford University, Chair; Mr. M. **Harvey**, Vice-Chair, Montgomery County; Mr. L. **Law**, Giles County, Treasurer; Mr. C. **Bopp**, Pulaski County; Mr. L. **Clevinger**, Town of Pulaski; Mr. T. **Garrett**, Town of Narrows; Mr. F. **Gerald**, Floyd County; Dr. H. **Harvey**, City of Radford; Ms. S. **Journell**, Town of Pearisburg; Mr. W. **Kantsios**, Town of Rich Creek; Mr. C. **Kiwus**, Virginia Tech; Mr. M. **Maslaney**, Floyd County; Mr. R. **McCoy**, Giles County; Ms. C. **Newcomb**, Town of Blacksburg; Mr. M. **Patton**, Town of Floyd; Ms. A. **Perkins**, Montgomery County and Dr. D. **Warren**, Pulaski County.

ABSENT: Mr. H. **Collins**, Town of Christiansburg; Mr. G. **East**, Town of Pulaski; Mr. H. **Johnson**, Town of Christiansburg; Ms. H. **Lesko**, Town of Blacksburg; Mr. K. **Marshall**, City of Radford; Mr. H. **Showalter**, Town of Christiansburg and Mr. K. **Sullivan**, Virginia Tech.

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

II. CONSENT AGENDA

D. Approval of Minutes for May
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. Bopp seconded the motion.

Action: Motion carried unanimously.

- E. Approval of Treasurer's Report for May
Mr. Carpenter called for approval of the consent agenda item if there were no questions or changes.

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

Action: Motion carried unanimously.

III. COMMONWEALTH INTERGOVERNMENTAL REVIEW PROCESS

A. Projects (Signed-off by the staff)

- 4. Virginia Tech Rural Road Expansion Project
- 5. Unmanned Aerial Vehicle Park – Blacksburg, VA
- 6. VA Dept. of Agriculture & Consumer Services Pesticide Performance Partnership Grant Application FY18-21
- 7. FY 2017 EPA Community-Wide Brownfields Assessment Grant Proposal

B. Regular Project Review

None

F. Environmental Project Review

None

IV. PUBLIC ADDRESS

None

V. REVIEW OF MUTUAL CONCERNS AND COMMISSIONERS' REPORTS

None

VI. CHAIR'S REPORT

Mr. Carpenter reported the executive committee met and discussed the FY18 budget. Mr. Carpenter and Mr. Byrd presented certificates of appreciation to Jennifer Wilsie for ten years of service and Julie Phillips for five years of service.

VII. EXECUTIVE DIRECTOR'S REPORT

Mr. Byrd provided a summary report in the Commission agenda packet. Mr. Byrd reported the NRV members of the Go Virginia Regional Council will be meeting 6/23/2017 and the entire Regional Council will meet 6/30/2017 at the NRV Business Center. He reported New River Community College will be receiving funds from the Appalachian Regional Commission (ARC) to support the ACCE program for graduates from Radford City Schools and noted grant applications for ARC funds are due in September if other localities are interested. He explained the Regional Commission is providing technical support to the NRV Metropolitan Planning Organization to update and review the Traffic Analysis Zones for projections to 2045. He reported the NRV Hazard Mitigation final plan is being developed and will be submitted to the VA Dept. of Emergency Management in July. Mr. Byrd explained the NRV Economic Development Alliance will be introducing a new brand in August. Lastly, he explained the audit engagement letter from Robinson Farmer Cox was distributed for the Board to review.

VIII. OLD BUSINESS

None

IX. NEW BUSINESS

- B. VDOT – Arterial Preservation Program and Construction Projects Update
Mr. Michael Gray, Salem District Planner, explained the Arterial Preservation Program is intended to preserve long-distance function of highways, serving as a community and statewide interstate connection for commerce. He overviewed the goals of the Arterial Preservation Construction program. He then discussed some of the alternative intersections used throughout the country. Lastly, Mr. Gray shared the next steps associated with the program including working with the development community.

- B. Comprehensive Economic Development Strategy Project Package and Report

Mr. Byrd explained the project package and report were included in the mailout and called for any questions. Mr. Harvey explained that he appreciated how Mr. O'Brien updated the employment data so university employees would be classified as educational services rather than government. He also noted that educational services is the largest industry in the region. Dr. Warren noted on P. 9 there is a typo, there are two State Parks in the region. He also asked if there is still a foreign trade zone at the NRV airport. Mr. Byrd explained there is still a foreign trade zone, however there is not a staff person at that location someone has to travel from Richmond.

Motion: Mr. McCoy moved for the approval the CEDS report with the noted changes. Dr. Warren seconded the motion.

Action: Motion carried unanimously.

D. Consideration of the Propose FY18 Budget

Mr. Byrd explained the proposed budget was included in the mailout and called for any questions.

Motion: Ms. Newcomb moved for the approval the FY18 budget. Mr. McCoy seconded the motion.

Action: Motion carried unanimously.

E. Commission Officers for FY2018 – Slate Introduced at May Meeting

Mr. Carpenter explained the nominations introduced at the May meeting are:

Chair: Joe Carpenter, Radford University

Vice-Chair: Mike Harvey, Montgomery County

Treasurer: Leon Law, Giles County

At-Large: Michael Maslaney, Floyd County

Motion: Ms. Patton moved to approve the slate of officers as presented. Mr. Kantsios seconded the motion.

Action: Motion carried, four abstentions, Mr. Carpenter, Mr. Harvey, Mr. Law, and Mr. Maslaney.

F. July Commission meeting (Historically it is cancelled due to conflict with VAPDC)

Motion: Ms. McCoy moved to cancel the July 2017 meeting. Mr. Patton seconded the motion. Action: Motion carried unanimously.

Mr. Carpenter called to adjourn the meeting.

L. J. 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-FY17

| 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 |
| 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 |
| Gary Reedy | Floyd County | Telecommunications |
| Mark Rowh | Pulaski County | Education |
| Henry Showalter | Town of Christiansburg | Finance, Virginia Tech |
| Michael Solomon | Pulaski County | Economic Development |
| Scott Tate | Virginia Tech | Economic development |
| Rick Weaver | Montgomery County | Education |
| John White | Town of Pulaski | Local Government Staff |
| Peggy White | Pulaski County | Chamber of Commerce |

FY 2016-2017
New River Valley Regional Commission Members
Chair – Mr. Joe Carpenter
Vice-Chair – Mr. Michael Harvey
Treasurer – Mr. Leon Law
At-Large – Mr. Charles Bopp
Past-Chair – Mr. Kevin Sullivan

| | | | |
|--------------------------------|--|---|--|
| <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. Keith Marshall* 500 Fourth Street 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 | |
| <u>Town of Christiansburg:</u> | Mr. Scott Weaver 965 Cardinal Drive Christiansburg, VA 24073 | Mr. Henry Showalter* 455 Overhill Road Christiansburg, VA 24073 | Mr. Harry Collins* 400 Tower 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/