

New River Valley Comprehensive Economic Development Strategy

2019



NRVRC
new river valley regional commission



New River Valley Comprehensive Economic Development Strategy

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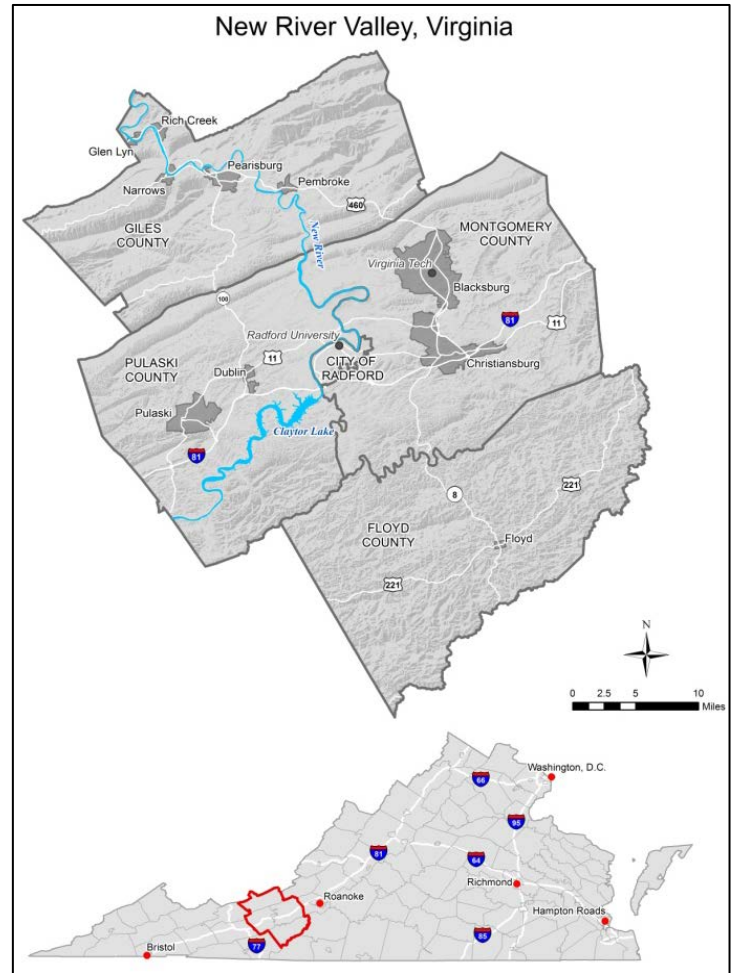
NEW RIVER VALLEY OVERVIEW

1. SUMMARY

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

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

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



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

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

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

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

DEMOGRAPHIC SUMMARY

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

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

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

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

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

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

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

ECONOMIC SUMMARY

The total labor force of employed New River Valley residents is 74,044 workers⁴. Approximately 71% of New River Valley workers live and work in the region, and 29% commute to jobs outside the region, with Roanoke as the most common destination⁵. New River Valley businesses employed approximately 75,224 workers in 2018, an increase of 3.6% over the past five years.

Table 2: Employment by Industry Sector, New River Valley

Industry	Employment 2017	Average Annual Wages	Average Annual % Change in Employment 2012-17	Projected change in employment 2017-2027
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, 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

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

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

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

and food service sectors are also major employers but provide lower wages than other sectors (see Table). Other large employment sectors include health care and the “professional services” sector that includes many of the region’s growing technology businesses.

Target industries

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

Small business development and entrepreneurship

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

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

ENVIRONMENT AND NATURAL RESOURCES

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

New River Watershed

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

Jefferson National Forest

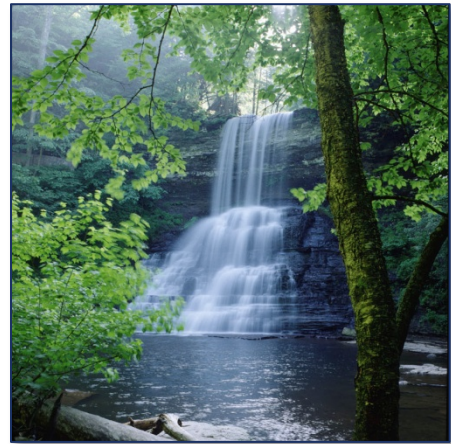
The Jefferson National Forest traverses the New River Valley and contains numerous trail networks, day use areas, campgrounds and scenic vistas, including Pandapas Pond, the Cascades Scenic Trail, White Rocks and the Mill Creek Trails.

Appalachian Trail

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

Blue Ridge Parkway

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



Blue Ridge Parkway, Credit: Lydeana Martin

State Parks

Claytor Lake State Park:

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



Claytor Lake Dam, Credit: Peter Huber

New River Trail State Park:

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

Other Natural Features

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



Huckleberry Trail

INFRASTRUCTURE

ROADS

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

RAIL

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

AIRPORTS

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

UTILITIES

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

BROADBAND AND CELL COVERAGE

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

2. NEW RIVER VALLEY SWOT ANALYSIS

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

SWOT analysis elements are commonly understood in the following terms:

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

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

Strengths:

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

Weaknesses:

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

Opportunities:

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

Threats:

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

Economic resilience in the NRV

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

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

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

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

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

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

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

3. PRIORITIES, GOALS, AND OBJECTIVES

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

1. Support small business development and entrepreneurship

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

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

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

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

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

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

2. Preparation and continued support of qualified, available workforce

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

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

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

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

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

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

3. Available land and quality infrastructure

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

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

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

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

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

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

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

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

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

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

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

5. Preservation of natural and cultural resources

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

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

6. Business friendly governance and representation

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

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

4: ANNUAL PROJECT PACKAGE REPORT

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

CEDS 2019-20 Project Package-- Top Projects

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

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

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

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

APPENDIX 1
PROJECT RANKING CRITERIA AND FULL PROJECT PACKAGE

CEDS Project Evaluation Criteria – Reviewed/updated June 2017

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

PROJECT TYPE (Points)

Priority Level 1 (8)

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

Priority Level 2 (6)

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

Priority Level 3 (4)

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

Priority Level 4 (2)

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

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

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

OTHER CRITERIA

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

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

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

Points

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

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

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

Points

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

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

Points

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

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

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

Points

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

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

Points

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

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

Points

- 2 High stress
- 1 Above average stress

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

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

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

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

Points

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

2. Relationship to Previous Investment

Points

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

3. Readiness to Initiate Project

Points

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

4. Utility/Infrastructure Availability (Maximum 6 points)

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

1 point/utility

5. Public Private Partnership

Points

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

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

1. Relationship to “Green” Practices

Points

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

2. Relationship to Natural Resources

Points

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

3. Relationship to international trade and investment

Points

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

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

Points

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

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

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

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

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

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

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

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

New River Valley Annual Project Package 2019-20

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

New River Valley Annual Project Package 2019-20

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

New River Valley Annual Project Package 2019-20

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

New River Valley Annual Project Package 2019-20

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

New River Valley Annual Project Package 2019-20

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

New River Valley Annual Project Package 2019-20

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

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



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

NRVRC.ORG

New River Valley Comprehensive Economic Development Strategy Committee Meeting

March 1, 2019 9am

Welcome and introductions

Overview of 2019 CEDS update process and online version

Discussion of data tracking metrics (see below)

Discussion of other plans/strategic documents to reference (see below)

Discussion of regional trends affecting economic development/community development

SWOT analysis update

Brainstorming activity in small groups

Reconvene and review SWOT analysis

Next meeting Friday April 26, 9am

List of related plans/initiatives:

- **Onward NRV strategic plan/target industries**
<https://www.newrivervalleyva.org/industries/>
- **GO Virginia Region 2 Growth and Diversification Plan**
https://econdev.vt.edu/content/dam/econdev_vt_edu/govirginia_documentation/GOV_A_region2_gandd.pdf
- **NR-MR WDB Strategic Plan/ Pathways Plan**
<http://nrmrwib.org/business-solutions/strategic-plan/>
- **Friends of Southwest Virginia strategic plan/initiatives**
<http://friendsofswva.org/about/>
- **Valleys Innovation Council strategy/activities**
<https://www.valleysinnovation.org/about-valleys-innovation/>

Counties

Floyd | Giles
Montgomery | Pulaski

City

Radford

Towns

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

Higher Education

Virginia Tech | Radford University
New River Community College

Topics and data points for dashboards

Basic/baseline data (five-year trend):

Total employment and annual change (BLS- QCEW)

Average wage and annual change (BLS-QCEW)

Unemployment rate (VEC) Poverty (ACS)

Median household and per capita income with COLA comparison (Jobs EQ)

Top industry/target industry tracking

GO Virginia Region 2 and Onward NRV target industries + universities

Industry sector employment and growth

Top occupation growth and wages (reference to regional average and cola)

Entrepreneurship

link to ARC ecosystems dashboard: <http://arceco.creconline.org/>

Firm size, births/deaths, employment

Tourism/retail sales

Tourism expenditures and visitor counts/demographics <https://www.vatc.org/research/>

Retail sales, employment, trends by sector (ESRI Business Analyst) Consumer spending/leakage?

Project tracking and outcomes (NRVRC)

Grant project stats/write ups

Revolving loan fund stats/write ups

Basic page design for online CEDS- landing pages

-Intro/exec. summary page

-Regional overview page(s)

SWOT analysis, data summary and links to dashboards

-CEDS strategies and projects page

-Implementation page- links to partner plans and websites

CEDS Committee Meeting Notes
March 1, 2019

CEDS committee members present: Diane Akers, James Cabler, Jim Flowers, Diane Grey, Nichole Hair, Mack Hilton, Katie Holfield, Marty Holliday, Susan Kidd, Chris Lawrence, Tommy Loflin, Mike Miller, Gary Reedy

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

The group reviewed the list of related plans from other organizations/initiatives that can guide the development of the CEDS content (see agenda), and identified additional plans to include:

- The NR-MR WDB produces quarterly reports that can provide data points for dashboards and CEDS metrics tracking
- Virginia Tech and Radford University strategic plans/master plans
- Long-range transportation plans for Virginia and the MPO
- Integrate with Roanoke region CEDS
- Integrate with Southwest Virginia GO Virginia plan

The group reviewed the proposed data points for CEDS-related dashboards and tracking metrics (see agenda), and identified additional data points to include (if possible):

- Growth/availability/speed of broadband services in NRV communities (especially rural areas) by number of customers (ACS?)
- Average house price by community
- Onward NRV has CREC COLA estimates if needed to supplement JobsEQ data
- Commute patterns by locality
- Longitudinal education data available from SCHEV, includes degrees by locality, wage outcomes of degree completers, etc. <http://research.schev.edu/>
- County health rankings (as indicators of workforce readiness)
- Educational attainment by locality
- Virginia Tech and Radford University statistics (employment, students by degree type, etc.)

The group discussed updates to the region's SWOT analysis in small groups, with each group considering strengths, weaknesses, opportunities and threats in turn.

Strengths:

- Access to a variety of outdoor recreation amenities
- Culture of lifelong learning
- Opportunities that have developed from the Livability Initiative strategies
- Engaged citizens
- Small town charm- slower pace of life and a strong sense of place
- Cultural amenities (Pulaski Theater, Mary Engels, Moss Arts Center, history heritage, etc.)
- Sports at youth, college and professional levels (Pulaski Yankees)
- Proximity to major mid-Atlantic metros and interstate access (I-81 and I-77)

- Diversified regional economy, with strengths in higher ed, health care, manufacturing, and agriculture
- Access to freight rail and passenger rail
- Growing focus and investment in historic downtown ‘Main Streets’
- Work well as a region across jurisdictional boundaries
- Private airports, including foreign trade zone and port of entry at New River Valley Airport
- Growing IT and high tech sectors with many promising mid-size firms (Block One, 1901 Group, Rackspace, TORC)
- Several successful, longstanding large employers (Volvo, Carilion, VT, Radford University, Celanese)
- Health care/university collaboration (Jefferson College/Radford University, VT/Carilion)
- Variety of assisted living and long-term care facilities/communities for aging residents
- Mixed culture/diversity
- Local government incentives for development (opportunity zones, capital stacking, leverage public investments)

Weaknesses:

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

Opportunities:

- Growth of ‘unmanned systems’ technology and commercialization opportunities
- In-migration of people seeking the superior quality of life in the region, especially those returning to the area from employment opportunities in large metro areas (locals, college grads, retirees)
- Growth of region as ‘health care destination’ through VT/Carilion research specialization (esp. neuroscience) and various health care profession training institutions (VCOM, Jefferson College)

- Improving coordination of small business support resources and incubators (SBDC, RBTC, etc.)
- Housing renovation and updates to improve housing stock
- Revitalization of historic downtown commercial districts (several projects underway)
- Improved access and utilization of New River recreation facilities
- Strong community college technical training programs and custom training capabilities
- Education and improved perception of living conditions in different areas of the New River Valley (NRVHBA and Realtors helping to provide info on schools and diversity in communities outside 'college towns')
- Diversity of high school career education options
- Millennials living preferences align well with NRV, such as social amenities, low-maintenance living (housing costs), walking trails/outdoor recreation, etc.
- Growing interest in outdoor recreation tourism- can tap visitors from nearby metro areas
- Virginia Tech and Radford University's potential to support business growth and provide a pool of skilled workers that help employers retain young professionals
- Wages in many industries are competitive/'affordable' for firms looking to locate in the mid-Atlantic (especially manufacturing and healthcare), and are competitive/comparable for workers (with COLA)

Threats:

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

SWOT Analysis from previous CEDS on following page for reference

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**

New River Valley Comprehensive Economic Development Strategy Committee Meeting

April 26, 2019 9am

Welcome and introductions

Review SWOT analysis (see attached notes)

Discussion of CEDS goals and strategies- review update (existing CEDS goals attached, other plans below)

Brainstorm project ideas aligning with CEDS strategies

Next meeting Friday June 7th, 9am

List of related plans/initiatives:

- **NRV Long-Range Rural Transportation Plan**
<http://nrvc.org/wp-content/uploads/2015/07/NRV-Rural-Long-Range-Plan.pdf>
- **NRV Hazard Mitigation Plan**
http://nrvc.org/hazardmitigation/assets/pdf/05_MitigationStrategy_Final.pdf
- **Onward NRV strategic plan/target industries**
<https://www.newrivervalleyva.org/industries/>
- **GO Virginia Region 2 Growth and Diversification Plan**
https://econdev.vt.edu/content/dam/econdev_vt_edu/govirginia_documentation/GOV_A_region2_gandd.pdf
- **NR-MR WDB Strategic Plan/ Pathways Plan**
<http://nrmrwb.org/business-solutions/strategic-plan/>
- **Friends of Southwest Virginia strategic plan/initiatives**
<http://friendsofswva.org/about/>
- **Valleys Innovation Council strategy/activities**
<https://www.valleysinnovation.org/about-valleys-innovation/>

Notes from 4-26-19 CEDS committee meeting

Present: Jim Flowers, Diane Grey, Nichole Hair, Marty Holliday, Meredith Hundley, Susan Kidd, Chris Lawrence, Jim Loux, Mike Miller NRVRC staff: James Jones, Patrick O'Brien

The group discussed the revised SWOT analysis compiled in small groups at the previous meeting. The group suggested several additions/revisions:

- add aeroprobe/meld to list of growing IT companies
- add opportunity for low risk of climate change impacts, adequate water supply, minimal severe weather impacts
- add weakness about access to qualified teachers and programs across K-12 and preschool system
- add weakness about difficulty in preparing 'shovel-ready' industrial sites, especially in 5-10K sqft range and warehousing
- reframe weakness of conflicts/coordination between towns and county governments as an opportunity to improve
- more interest in commerce park is an opportunity
- add RU/Jefferson College to health care opportunity
- add opportunity for coordinated events schedule/calendar, building on next 3 days
- add opportunity for child care 'franchise' or adding childcare to new developments
- add opportunity for 'opportunity zone' investments in industrial projects
- add threat related to automation job losses
- add weakness about shortage of 'c-suite'/executive talent to support high- growth firms
- add threat related to competition/wage inflation for skilled workers esp. in healthcare and IT

Based on the group discussion, NRVRC staff drafted a revised set of goals and strategies for review at the next meeting (see below).

1. Support small business development and entrepreneurship

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

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

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

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

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

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

Ongoing efforts by regional stakeholders:

Valleys Innovation Council

Virginia Main Street

Friends of Southwest Virginia

Roanoke Regional Small Business Development Center

2. Preparation and continued support of qualified, available workforce

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

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

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

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

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

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

Ongoing efforts by regional stakeholders:

New River-Mount Rogers Workforce Development Board Strategic Plan

Virginia Tech, Radford University and New River Community College

Smart Beginnings

K-12 systems

3. Available land and quality infrastructure

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

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

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

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

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

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

Ongoing efforts by regional stakeholders:

Virginia's First Regional IDA

Onward NRV

Local/county economic development agencies

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

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

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

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

- Explore options to provide regional support and coordination for the tourism promotion campaigns of county/city/town destination marketing organizations (CVB, regional DMO, etc.)
- Leverage state and regional tourism marketing and economic development marketing programs that align with NRV marketing initiatives (Friends of Southwest Virginia, VEDP, VTC, neighboring DMOs and EDAs)
- Identify, develop, and package the region's inventory of historical assets and arts and cultural activities, natural features and outdoor recreation amenities, and events to support external marketing.

Internal marketing?

Ongoing efforts by regional stakeholders:

Onward NRV

Local destination marketing organizations

Friends of Southwest Virginia

5. Preservation of natural and cultural resources

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

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

6. Business Friendly Governance and Representation

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

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

Notes for additional strategies:

Availability of quality, affordable housing that meet residents needs

(to follow next year after housing study is complete)

Resilience and hazard mitigation

From hazard mitigation plan

Quality of life???

New River Valley Comprehensive Economic Development Strategy Committee Meeting

June 7, 2019 9am

-Welcome and introductions

-Presentation: Smart Beginnings recent activities- Meghan Pfeleiderer

-CEDS goals and strategies- review and modify update (see pages 2-7)

-Brainstorm project ideas aligning with CEDS strategies (see page 8-10 and full list p. 11)

-Next year's meeting schedule

Next meeting late 2019

Top 2018-19 CEDS projects by goal area

Small Business

4. Coordinate NRV entrepreneur and small business development network Convene regional revolving loan fund operators, small business counseling services, and other entrepreneur promotion programs. Develop new collaborative projects. Convene regional stakeholders to reinstate NRV office of SBA Small Business Development Center

10. Expansion of Roanoke Regional SBDC services in New River Valley build relationships and secure funding to provide resources necessary to provide NRV-based staff for Virginia SBDC network after closure of the Radford SBDC

13. Regional coordination of 'Main Street' efforts Regional staff to support local communities developing Main Street commercial corridors through marketing, redevelopment of blighted properties, and small business support services

14. 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.

19. Develop regional 'small scale manufacturing' capability Creation of a regional maker space and coordination of regional fabricators to support prototyping and small-run manufacturing for entrepreneurs

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)

Access to Capital Host workshops to educate businesses on capital access opportunities in the region

Workforce

3. Implement 'sector strategies' focus for workforce development programs to meet needs in target industry sectors Develop relationships between regional businesses and education, economic development, and related stakeholder organizations to provide services that ensure success of these industries in the region. Enhance intergrated 'career pathways' workforce curriculum to develop workforce skills that address needs of targeted industry sectors, especially manufacturing, IT, and healthcare.

9. Expand pilot education and job training programs for local K-12 students and youth, targeted to careers at growing NRV industries Develop work study, internship placement, on-the-job training, and similar arrangements between businesses and education providers to help local students develop on-the-job skills for careers in local industries. Expand college scholarship programs for local K-12 students to attend community college (Giles ACCE program). Target scholarships to in-demand jobs.

16. Connect university students to careers at New River Valley firms support student projects, internships, job fairs, and other efforts to connect skilled university graduates to careers at local firms

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.

Smart Beginnings Coordinate regional stakeholders to improve and expand early childhood education and related services in the NRV

Infrastructure

1.Preparation of New Graded Building Site at NRV Commerce Park A site to accommodate a graded building pad of a building footprint of 20 to 75 acres.

2.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)

5. Promote and coordinate the development of a New River Valley passenger rail station Continue to research viability of extending Washington DC Amtrak service to a station in the NRV. Coordinate state and private stakeholders to pursue development of this service by 2020.

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.

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

Interstate-81 Interchange Improvements Exits 89, 94, 98, 105, and 114.

Route 100 Widening between Pulaski County and Giles County

Rt. 114 Widening From Christiansburg Town limits to Radford Army Ammunition Plant

Develop Region-Wide Bike Paths, Walking Used as both a tourism asset and an alternative/green method of transportation.

High-ranking local projects: Radford industrial park, commerce park rail, Floyd Commerce Center, Town of Pulaski Business Park, Falling Branch

Marketing/branding

6. Coordinate Regional Destination Marketing Organizations (DMO) Explore options to increase coordination of regional DMOs and tourism promotion initiatives, and support local tourism marketing campaigns to promote New River Valley communities as a tourist destination, and increase visitor spending. Upgrade regional tourism website.

Identify necessary improvements to regional tourism/visitor infrastructure Address gaps in hotels/lodging, event space, retail amenities in certain areas

Industry recruitment/target sectors

7. 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.

16. 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

17. Target Industry Business Development Program Develop educational program through the community college and university that support the development and/or recruitment of small businesses/industries in regional target sectors, including advanced manufacturing, IT/cybersecurity, life sciences, and food and beverage processing.

Quality of life/outdoors/environment

11. 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.

12. Coordinate marketing and business support efforts for arts and cultural amenities in the New River Valley Promote and support the development of arts and cultural-related events and institutions through targeted incentives and support for arts-related development.

15. Expand New River Water Trail Boat ramps, signage, marketing, and recreation features to extend Giles County's NRWT system to encompass a stretch of the New River from Pulaski Co. to West Virginia

Connectivity of Trails, Regional Trail System Interconnect various local, state and federal trails to create a continuous network in southwest Virginia.

Support for local craft brewery and winery business growth Marketing and business development support for growing brewery/winery businesses

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.

Business-friendly governance

8. Develop shared CEDS goals and economic development initiatives with neighboring regions and EDDs Coordinate with neighboring regions to align CEDS and economic development projects in conjunction with state efforts to regionalize economic development incentive funding

18. Regional housing study Assess regional housing market and develop local and regional strategies to address housing market needs

20. 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.

NEW RIVER VALLEY REGIONAL COMMISSION
Minutes of the Commission Meeting
held on
January 24, 2019
6:00 p.m. – New River Valley Business Center, Fairlawn

I. CALL TO ORDER

PRESENT: Mr. M. **Harvey**, Chair, Montgomery County; Mr. L. **Law**, Giles County, Treasurer; Mr. C. **Bopp**, Pulaski County; Mr. L. **Clevinger**, Town of Pulaski; Mr. T. **Clontz**, Town of Pulaski; Mr. H. **Collins**, Town of Christiansburg; Mr. T. **Garrett**, Town of Narrows; Mr. S. **Fijalkowski**, Montgomery County; Dr. H. **Harvey**, City of Radford; Mr. J. **Herbein**, Town of Blacksburg; Mr. D. **Horton**, City of Radford; Mr. H. **Johnson**, Town of Christiansburg; Ms. S. **Journell**, Town of Pearisburg; Mr. W. **Kantsios**, Town of Rich Creek; Mr. R. **Lawson**, Town of Pembroke; Mr. R. **McCoy**, Giles County; Mr. M. **Patton**, Town of Floyd; Ms. C. **Potter**, Virginia Tech and Dr. D. **Warren**, Pulaski County.

ABSENT: Ms. S. **Anderson**, Town of Blacksburg; Ms. A. **Covey**, New River Community College; Mr. J. **Coleman**, Floyd County; Mr. C. **Kiwus**, Virginia Tech; Mr. M. **Maslaney**, Floyd County, Vice-Chair; Mr. J. **Radcliffe**, Town of Pulaski and Ms. A. **Schumaker**, Radford University.

Staff Attendees: Kevin Byrd, Michael Gottfredson, James Jones, Julie Phillips, Elijah Sharp and Jennifer Wilsie.

Other Attendees: Dr. Emily Satterwhite, Dr. Julia Gholke and Meghan Johnson

II. CONSENT AGENDA

A. Approval of Minutes for November

Mr. Harvey 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. Fijalkowski seconded the motion.

Action: Motion carried, one abstention, Mr. Collins.

B. Approval of Treasurer's Reports for November and December

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

Motion: Mr. Horton moved for the approval of the Treasurer's Reports. Mr. Johnson seconded the motion.

Action: Motion carried unanimously.

III. COMMONWEALTH INTERGOVERNMENTAL REVIEW PROCESS

B. Projects (Signed-off by the staff)

1. Virginia Tech Creativity & Innovation District
2. Giles Health & Family Center Vehicle Purchase
3. NRV Senior Services Vehicle Purchase
4. NRV Community Services Vehicle Purchase

C. Regular Project Review

None

D. Environmental Project Review

1. Construction and Operation of a U.S. Army Permanent Energy Center at Radford Army Ammunition Plant

Discussion: Mr. Harvey noted a comment should be included stating RAAP should pursue the use of alternative energy if possible.

IV. PUBLIC ADDRESS

None

V. REVIEW OF MUTUAL CONCERNS AND COMMISSIONERS' REPORTS

Mr. Horton reported the Radford High School Bobcats basketball team is undefeated and the Radford University Highlanders basketball team is #1 in the big south. Mr. Lawson reported the Town of Pembroke started a plastic bag recycling program sponsored by the Trex company. Bags are collected at Town Hall and once 40,500 bags are collected, they are sent to the company and in return they send the community a bench made of Trex material.

VI. CHAIR'S REPORT

Mr. Harvey recognized Elijah Sharp for celebrating his 10-year anniversary with the Commission in January and Michael Gottfredson for his service to the Commission since he recently accepted a position in Utah with his last day being the end of January. Both received plaques recognizing their contributions to the Commission. Mr. Harvey also congratulated Mr. Byrd on receiving the 2018 Distinguished Business Leader Award from the Montgomery County Chamber of Commerce. Mr. Harvey then gave a partial presentation of "Changing Macro-Economics and Societal Values" from "The Future of Regions" presentation shared at the NADO annual training conference in October.

VII. EXECUTIVE DIRECTOR'S REPORT

Mr. Byrd provided a summary report in the Commission agenda packet. He reported Commission staff provided grant writing services for three Appalachian Regional Commission grant applications earlier this month along with a grant application for Giles County to the VA Telecommunications Initiative program.

Staff coordinated a series of meetings for Commission members to meet with Dr. Smoot, Commonwealth Transportation Board member for the Salem District. 10 members took advantage of the ½ hour time slots to brief Mr. Smoot on their current and upcoming transportation projects. The NRV Rail 2020 committee met and received updates from the Regional Commission on the Ownership and Operations study.

The Regional Commission is coordinating an Opportunity Zones workshop on February 28th. VA Department of Housing and Community Development staff will deliver presentations on the program and there will be a presentation that evening to the Commission.

The Regional Commission is celebrating 50 years as an agency in 2019. Delegate Rush and Senator Chafin are carrying a resolution commemorating the 50th anniversary this General Assembly session. The federal government shutdown had somewhat of an impact on the Commission. A quarterly draw on one program was delayed due to federal staff furloughs. Also, environmental reviews currently underway that require federal agency coordination are delayed due to staff not being available.

VIII. OLD BUSINESS

A. Comprehensive Economic Development Strategy Committee Composition

Mr. Byrd explained the proposed CEDS Committee list for the 2018-19 was included in the packet and updated based on feedback staff received at the November Commission meeting.

Mr. Harvey called for approval of the 2018-19 CEDS Committee list.

Motion: Mr. Horton moved for the approval of the 2018-19 CEDS Committee list. Ms. Potter seconded the motion.

Action: Motion carried unanimously.

IX. NEW BUSINESS

A. Radford Army Ammunition Plant –Appalachian Community Research Project

Meghan Johnson presented an overview of the project's purpose, stages, and key findings.

B. Regional Commission Awards – Review Criteria and Process

Mr. Byrd explained the award categories, criteria and previous award recipients were included in the packet.

Mr. Harvey called for approval of the Regional Commission Awards criteria and process.

Motion: Mr. Horton moved for the approval of the Regional Commission Awards criteria and process. Mr. Johnson seconded the motion.

Action: Motion carried unanimously.

Mr. Harvey called to adjourn the meeting at 7:20pm.

M. Harvey, Chair
New River Valley Regional Commission

NEW RIVER VALLEY REGIONAL COMMISSION
Minutes of the Commission Meeting
held on
May 30, 2019
6:00 p.m. – New River Valley Business Center, Fairlawn

II. CALL TO ORDER

PRESENT: Mr. M. **Harvey**, Chair, Montgomery County; Mr. L. **Law**, Giles County, Treasurer; Mr. C. **Bopp**, Pulaski County; Mr. T. **Clontz**, Town of Pulaski; Mr. H. **Collins**, Town of Christiansburg; Ms. A. **Covey**, New River Community College; Mr. S. **Fijalkowski**, Montgomery County; Mr. T. **Garrett**, Town of Narrows; Dr. H. **Harvey**, City of Radford; Mr. J. **Herbein**, Town of Blacksburg; Mr. W. **Kantsios**, Town of Rich Creek; Mr. C. **Kiwus**, Virginia Tech; Mr. R. **Lawson**, Town of Pembroke; Ms. C. **Potter**, Virginia Tech; Mr. J. **Radcliffe**, Town of Pulaski and Dr. D. **Warren**, Pulaski County.

ABSENT: Mr. M. **Maslaney**, Floyd County, Vice-Chair; Ms. S. **Anderson**, Town of Blacksburg; Mr. L. **Clevinger**, Town of Pulaski; Mr. J. **Coleman**, Floyd County; Mr. D. **Horton**, City of Radford; Mr. H. **Johnson**, Town of Christiansburg; Ms. S. **Journell**, Town of Pearisburg; Mr. R. **McCoy**, Giles County Mr. M. **Patton**, Town of Floyd and Ms. A. **Schumaker**, Radford University.

Staff Attendees: Kevin Byrd, Aphi Fancon, Nicole Hersch, James Jones, Janet McNew and Patrick O'Brien.

Other Attendees: Teresa Sweeney.

II. CONSENT AGENDA

C. Approval of Minutes for April

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

Motion: Mr. Kantsios moved for the approval of the minutes. Ms. Covey seconded the motion.

Action: Motion carried unanimously.

D. Approval of Treasurer's Report for April

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

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

Action: Motion carried unanimously.

III. COMMONWEALTH INTERGOVERNMENTAL REVIEW PROCESS

- E. Projects (Signed-off by the staff)
 - 1. Public Notice, Lower Stroubles Creek WWTP, Reissuance VPDES Permit VA0060844
- F. Regular Project Review
 - None
- G. Environmental Project Review
 - 2. Draft Permit for New River Resource Authority (NRRA) Regional Solid Waste Management Facility, SWP548
 - 3. VADEQ Grant Application - PM 2.5 Monitoring Workplan
 - 4. U.S. Army's Proposed Solvent Propellant Pack-Out Facility at the Radford Army Ammunition Plant in Radford, Virginia

IV. PUBLIC ADDRESS

None

V. REVIEW OF MUTUAL CONCERNS AND COMMISSIONERS' REPORTS

None

VI. CHAIR'S REPORT

Mr. Harvey reported he and Mr. Byrd recently toured an existing office space for the Commission to consider. Concept plans will be developed by the architect previously engaged for the office space analysis. Mr. Harvey also introduced Nicole Hersch, the most recent hire at the Commission, who will be leading the New River Watershed Roundtable program among other projects at the Commission. The Watershed Roundtable met recently and began planning this year's river cleanup event which will take place on August 31st.

VII. EXECUTIVE DIRECTOR'S REPORT

Mr. Byrd provided a summary report in the Commission agenda packet. He reported the annual dinner was well attended with great representation across the region.

The Montgomery County/Radford Broadband Assessment launched a community broadband survey. Currently there are 764 electronic survey responses. Hard copy format of the survey is available at 10 locations across the county/city including all town/city/county offices, libraries and both hospitals. The RFPs for consulting services were due at the end of April and seven firms responded. A sub-set of the project management team will meet on June 14th to interview the top four firms.

The office space external evaluation continues to move forward. Recently Mr. Byrd and Mr. Harvey toured a space. Mr. Byrd met with the current architect along with two partner organizations to discuss space needs to determine whether the space will work for our needs. Once the architect prepares concept designs the committee will reconvene to review options.

The Governor will be at an I-81 bill signing event at the VDOT Traffic Operation Center in Salem on June 7th at 11:00am. All Commission members are invited to attend.

The Prices Fork project is moving forward with equipment coming into the space and an anchor tenant looking to use the space. The kitchen is planned to open July 1 with a community grand opening in August. The Commission recently made the decision to terminate the kitchen start-up/operations contract with Beans and Rice, Inc. The Executive Committee is working closely with the Executive Director to successfully navigate this transition.

VIII. OLD BUSINESS

None

IX. NEW BUSINESS

- B. **Montgomery Regional Solid Waste Authority Overview**
Ms. Sweeney gave an update on the Montgomery Regional Solid Waste Authority (MRSWA). The authority handles integrated solid waste management for the New River Valley and specifically Montgomery County, the towns of Blacksburg and Christiansburg along with Virginia Tech. In its daily operations the authority works closely with the New River Resource Authority. The mission of MRSWA is to progressively manage solid waste and recyclable materials in an environmentally safe, reliable and efficient manner. Its services include closed landfill management, education, a transfer station and recycling.

- C. **Comprehensive Economic Development Strategy (CEDS) Update**
Patrick O'Brien gave an overview of the Comprehensive Economic Development Strategy (CEDS). He explained the goals, objectives, strategies, and the project ranking criteria. As part of the 2019 update, NRVRC staff has convened the CEDS committee. The committee met to discuss progress on CEDS projects over the past year, update the regional SWOT analysis (a listing of the region's strengths, weaknesses, opportunities and threats as relates to the economy and economic development issues), and provide input on updates and revisions to the CEDS goals and strategies, with a focus on ensuring the CEDS aligns with the strategies of regional stakeholders' existing economic development-related initiatives.

- C. **SolSmart Regional Organization Designation**
Mr. Byrd overviewed the SolSmart program, a national solar designation and technical assistance program which is led by the Solar Foundation and the International City/County Management Association. SolSmart helps communities go solar and realize associated economic benefits and provides support to communities that are taking actions to go solar faster. In 2019 SolSmart announced the SolSmart Regional Organizations Pathway, which is their regional organization campaign. This program is specifically designed to encourage regional organizations like the Regional Commission to play a support role for solar efforts in the region. The primary reason for the Regional Commission to consider pursuing the Regional Organizations Pathway is to ensure resources are available at the Commission to assist communities in the region with an interest in solar deployments.

Motion: Mr. Harvey moved to pursue the SolSmart regional organization designation. Dr. Warren seconded the motion.

Action: Motion carried unanimously.

D. FY20 Nominating Committee Report – Slate Presented

Mr. Harvey reported the nominating committee recommended adding an additional at-large member position to the Executive Committee since the immediate past-chair role has not been filled the past three years due to job changes for the past-chairs. The Committee's nominations for terms beginning July 1, 2019, for a one-year duration will be voted upon during the Commission's regularly scheduled June meeting.

The nominations include:

Chair: Mike Harvey, Montgomery County

Vice-Chair: Mike Maslaney, Floyd County

Treasurer: Leon Law, Giles County

At-Large: Steve Fijalkowski, Montgomery County

At-Large: Catherine Potter, Virginia Tech

M. Harvey, Chair
New River Valley Regional Commission

NEW RIVER VALLEY REGIONAL COMMISSION
Minutes of the Commission Meeting
held on
June 27, 2019
6:00 p.m. – New River Valley Business Center, Fairlawn

III. CALL TO ORDER

PRESENT: Mr. M. **Harvey**, Chair, Montgomery County; Mr. M. **Maslaney**, Floyd County, Vice-Chair; Mr. L. **Law**, Giles County, Treasurer; Ms. S. **Anderson**, Town of Blacksburg; Mr. C. **Bopp**, Pulaski County; Mr. L. **Clevinger**, Town of Pulaski; Mr. H. **Collins**, Town of Christiansburg; Mr. J. **Coleman**, Floyd County; Ms. A. **Covey**, New River Community College; Mr. T. **Garrett**, Town of Narrows; Dr. H. **Harvey**, City of Radford; Mr. J. **Herbein**, Town of Blacksburg; Mr. H. **Johnson**, Town of Christiansburg; Mr. C. **Kiwus**, Virginia Tech; Mr. R. **Lawson**, Town of Pembroke; Ms. C. **Potter**, Virginia Tech; Mr. J. **Radcliffe**, Town of Pulaski; Ms. A. **Schumaker**, Radford University and Dr. D. **Warren**, Pulaski County.

ABSENT: Mr. T. **Clontz**, Town of Pulaski; Mr. S. **Fijalkowski**, Montgomery County; Mr. D. **Horton**, City of Radford; Ms. S. **Journell**, Town of Pearisburg; Mr. W. **Kantsios**, Town of Rich Creek; Mr. R. **McCoy**, Giles County and Mr. M. **Patton**, Town of Floyd.

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

Other Attendees: Patrick Giallorenzo.

II. CONSENT AGENDA

E. Approval of Minutes for May

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

Motion: Ms. Anderson moved for the approval of the minutes. Mr. Garrett seconded the motion.

Action: Motion carried unanimously.

F. Approval of Treasurer's Report for May

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

Motion: Mr. Johnson moved for the approval of the Treasurer's Report. Mr. Ratcliffe seconded the motion.

Action: Motion carried unanimously.

III. COMMONWEALTH INTERGOVERNMENTAL REVIEW PROCESS

H. Projects (Signed-off by the staff)

- I. Regular Project Review
 - None
- J. Environmental Project Review
 - 5. U.S. Army's Proposed Solvent Propellant Pack-Out Facility at the Radford Army Ammunition Plant in Radford, Virginia
 - 6. Joint Permit Application No. 18-0609 - Pulaski County Service Authority Water Withdrawals

IV. PUBLIC ADDRESS

None

V. REVIEW OF MUTUAL CONCERNS AND COMMISSIONERS' REPORTS

Mr. Ratcliffe reported Calfee Park has undergone many upgrades and they hope to move into triple A baseball by 2020. The Town of Pulaski has several new businesses and restaurants as well as new loft style apartments. Mr. Law reported the Newport Fair will be held August 9-10. Mr. Collins reported the Town of Christiansburg will have vendors setup on Main street and fireworks in the mall area on July 4th. Mr. Bopp reported the Town of Pulaski will have a parade on July 4th.

VI. CHAIR'S REPORT

Mr. Harvey reported he received a thank you note from Ray Smoot for receiving the 2019 Citizen of the Valley. The Executive Committee met with Mr. Byrd and conducted his personnel review.

VII. EXECUTIVE DIRECTOR'S REPORT

Mr. Byrd provided a summary report in the Commission agenda packet. He reported the Appalachian Regional Commission (ARC) announced their grant awards for 2019. Several key projects were awarded in the region, many were developed by the Commission in partnership with the grant recipient.

The Montgomery County/Radford Broadband Assessment survey has over 1,500 responses to date which is a great sample size for evaluation purposes. Negotiations will begin soon with the top firm.

The I-81 Corridor Committee is being populated currently. Mike Harvey, the Commission Chair, will represent the NRV Regional Commission. The gas tax will begin July 1.

VDOT Salem District Engineer, Ken King, called a meeting to discuss the Valley to Valley Trail Initiative with MPO leadership and Regional Commission Executive Directors for both regions. The purpose of the meeting was to provide VDOT administrators with more information on the request for planning funds. The Salem District office will pursue securing funds for the study phase of the initiative.

Given the growth of Virginia Tech and the success of the Virginia Tech-Carilion initiatives, a bi-regional meeting of all elected officials in the New River Valley and Roanoke Valley is in the early planning stages. The meeting will provide an overview of higher-education and medical research growth.

In late May, the Regional Commission decided to terminate a sub-contract on the Prices Fork Shared Use Kitchen project. The Commission was the grant recipient for a \$500,000 ARC investment and had a contract with an organization to launch the kitchen and operate it for three years. A path forward is established and moving along to the satisfaction of project funders.

The Summer VAPDC conference will take place in Williamsburg on July 24-26. The Commission has funds budgeted for a Commissioner to attend.

VIII. OLD BUSINESS

None

IX. NEW BUSINESS

- A. Comprehensive Economic Development Strategy Project Package and Report
Mr. O'Brien gave an overview of the 2019 Comprehensive Economic Development Strategy (CEDS). He explained the goals, objectives, strategies, and the project ranking criteria. He gave details on the top 30 projects ranked by goal areas.

- D. Consideration of Commission By-law Amendment
Mr. Harvey explained the Nominating Committee discussed the absence of the most recent two past Chairpersons due to job transitions that took them away from the region. As a result, the committee membership has been limited to four members on two occasions. To maintain broad input and involvement from the Commission board, the Executive Committee is recommending an amendment to the bylaws to allow for up to two at-large members serving on the committee.

Motion: Ms. Anderson moved to approve the by-law amendment. Ms. Covey seconded the motion.

Action: Motion carried unanimously.

- C. Consideration of Proposed FY20 Budget
Mr. Byrd explained the proposed budget was included in the mailout and provided additional details on both the budget and the anticipated revenue.

Motion: Ms. Potter moved to approve the FY20 budget. Ms. Anderson seconded the motion.

Action: Motion carried unanimously.

- D. Commission Officers for FY20 – Slate Introduced at May Meeting

Mr. Byrd reported the nominations for the slate of officers for Fiscal Year 2020 are as follows:

Chair: Mike Harvey, Montgomery County

Vice-Chair: Mike Maslaney, Floyd County

Treasurer: Leon Law, Giles County

At-Large: Steve Fijalkowski, Montgomery County

At-Large: Catherine Potter, Virginia Tech

Dr. Warren moved to elect the slate of officers as presented. Mr. Johnson seconded the motion.

Action: Motion carried unanimously.

E. July Commission Meeting (Historically it is cancelled due to conflict with VAPDC)

Motion: Ms. Anderson moved to cancel the July meeting. Mr. Collins seconded the motion.

Action: Motion carried unanimously.

Mr. Harvey called to adjourn the meeting at 7:15pm.

M. Harvey, Chair
New River Valley Regional Commission

APPENDIX 3
CEDS COMMITTEE MEMBERSHIP AND NRVRC BOARD COMPOSITION

FY 2018 – 2019 New River Valley Regional Commission Members

*Chair – Mr. Michael Harvey
 Vice-Chair – Mr. Michael Maslaney
 Treasurer – Mr. Leon Law*

*Past-Chair – Mr. Joe Carpenter
 At-Large – Mr. Larry Clevinger*

<u>Floyd County:</u>	Mr. Justin Coleman* 315 Gallimore Trails, NW Floyd, VA 24091	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>Town of Pembroke:</u> Robert Lawson 519 Circle Drive Pembroke, VA 24136
<u>Montgomery County:</u>	Ms. Steve Fijalkowski* 2557 Mt. Pleasant Road Shawsville, VA 24162	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. David Horton* 106 5th Street Radford, VA 24141	Dr. Helen Harvey 701 Berkley St. Radford, VA 24141	
<u>Town of Blacksburg:</u>	Ms. Susan Anderson* 700 Preston Avenue Blacksburg VA 24060	Mr. Joel Herbein 515 Farmingdale Lane Blacksburg, VA 24060	
<u>Town of Christiansburg:</u>	Mr. Hil Johnson 140 Brilliant Drive, N. W. Christiansburg, VA 24073	Mr. Henry Showalter* 455 Overhill Road Christiansburg, VA 24073	
<u>Town of Pulaski</u>	Mr. James Radcliffe* 515 Peppers Ferry Road Pulaski, VA 24301	Mr. Larry Clevinger 1128 Well Street Pulaski, VA 24301	*Vacant Floating Member
<u>Radford University:</u>	Ashley Schumaker Post Office Box 6890 Radford, VA 24142		
<u>Virginia Tech:</u>	Mr. Chris Kiwus VA Tech Blacksburg, VA 24061	Ms. Carrie Woodring 902 Prices Fork Road, Suite 130 Blacksburg, VA 24061	

New River Community
College

Ms. Angie Covey
5251 College Drive
Dublin, VA 24084

*** = Elected Official**

New River Valley
Comprehensive Economic Development Strategy Committee
CEDS 2018-19

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