NEW RIVER VALLEY
COMPREHENSIVE ECONOMIC
DEVELOPMENT STRATEGY
2016
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Chapter 1: NEW RIVER VALLEY OVERVIEW

1.1 INTRODUCTION

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

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

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

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

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

1.2 DEMOGRAPHIC PROFILE

Population
The New River Valley had an estimated population of 182,991 in 2015, a 2.7% increase since the 2010 Census\(^1\). Population projections predict continued, steady growth to a 2040 population of 219,420, a 23% increase over a 30 year period. The City of Radford and Montgomery County have high percentages of student populations from Radford University and Virginia Tech, with a total student population of approximately 40,000 between the two universities. The universities produce nearly 10,000 new graduates within the region each year.

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

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\(^{1}\) July 1, 2015 Population Estimates for Virginia and its Counties and Cities, Weldon Cooper Center for Public Service Demographics Research Group
The median household income in the New River Valley is $44,564, and per capita income is $23,135. New River Valley incomes are below the Virginia average, but have increased in recent years. Income levels within the New River Valley vary by locality, as shown in Figure 3 below.

**Figure 2: NRV Population by Age**

**Figure 3: Median Household and Per Capita Income by Locality**
1.3 EMPLOYMENT

The total labor force in the New River Valley in 2014 is an estimated 88,255 workers\(^2\). Approximately 70% of New River Valley workers live and work in the region, and 30% commute to jobs outside the region, with Roanoke as the most common destination\(^3\).

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

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

Source: EMSI Class of Worker Dataset 2016.2

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

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\(^2\) American Community Survey 5-Year Data, 2010-2014

\(^3\) US Census Bureau, LEHD On the Map tool, 2014
attendance, critical and analytical thinking, communication, and problem solving. Technical skill needs include: electrical/electronics, engineering, general maintenance, welding, and customer service and sales.

**CLUSTER ANALYSIS**

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

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

*Southern Rural Development Center, NRV Cluster Analysis 2012

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

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

Figure 4 shows economic sectors divided into quadrants. Those in the top right quadrant are considered to be the strongest in the region with strong job growth and a geographic concentration in that sector. The cluster chart shows five economic sectors that are growing in
specialization and employment: 1) Business and Financial Services; 2) Energy; 3) Biomedical; 4) Information Technology and Telecommunications; and 5) Agribusiness. In cluster theory, the top right quadrant, or ‘stars’, highlights the standout industries that define the region’s economy that also have potential to keep growing in specialization and bring additional employment.

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

Figure 4: Employment growth and concentration of regional clusters in the New River Valley
This analysis serves as a guide for future strategy development with regards to workforce training, entrepreneurial development and resource allocation. Further, it provides a base for discussion and development of future strategies.

1.4 ENVIRONMENT AND NATURAL RESOURCES

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

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

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

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

4 New River Valley Hazard Mitigation Plan, 2011
its name. Little River, Peak Creek, Big Walker Creek, and Dodd’s Creek are a few of the tributaries of the New River. A small portion of eastern Montgomery and Floyd Counties are in the Roanoke River basin, while a small portion of Giles County and the Craig Creek watershed in Montgomery County drain into the James River\(^5\).

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

<table>
<thead>
<tr>
<th>Table 3: Virginia Southwestern Mountain Climate Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>January Average</td>
</tr>
<tr>
<td>Temperature</td>
</tr>
<tr>
<td>24-44 (F)</td>
</tr>
<tr>
<td>Precipitation</td>
</tr>
<tr>
<td>4.04 inches</td>
</tr>
</tbody>
</table>

_{Virginia Tourism Corporation, Southeast Regional Climate Center}_

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

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

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

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\(^5\) New River Valley Hazard Mitigation Plan, 2011
State Parks

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

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
1.5 INFRASTRUCTURE

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

**CELL PHONE SERVICE PROVIDERS CURRENTLY AVAILABLE**

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

*Virginia Economic Development Partnership: NRV Community Profile.*

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

**ROADS**

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

**WATER AND SEWER**

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

- Natural gas is supplied by ATMOS Energy in more populated areas of Radford, Blacksburg, Christiansburg, Dublin, Pulaski, and Fairlawn. Roanoke Gas services eastern Montgomery County. No gas service is provided in Floyd County. Unlike electricity, industrial, institutional and other large users dominate use with about 65% of natural gas consumption in the region. Natural gas prices have declined since 2008 due to increases in domestic production.

- Columbia Gas of Virginia has provided service to Giles County since the 1960s. Columbia Gas is headquartered in Chesterfield, Virginia and is the third-largest gas utility in the Commonwealth of Virginia. *Columbia Gas of Virginia Company Profile*

**CLEAN ENERGY**

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

**RAIL**

- Norfolk Southern’s Heartland and Crescent Corridors intersect just East of Radford. Both corridors are of national significance for freight movement.

- Freight rail serves Pulaski, Giles, and Montgomery Counties as well as the City of Radford. Rail is a major asset to manufacturing and other industries within the region.

- Currently, no passenger rail services exist within the New River Valley. Nearby Roanoke will begin service in 2017, and New River Valley stakeholders are working to extend service to a proposed station in Christiansburg.

**INTERMODAL TRANSPORT**

- Intermodal freight transport involves the transportation of freight using multiple modes of transportation (rail, ship and truck) without any handling of the freight itself when changing modes. This method reduces cargo handling, improves security, reduces damage and allows freight to be transported faster and reduces costs and emissions.

- There is an intermodal transfer facility currently being proposed in Elliston as a part of the Heartland Corridor improvement plan. The completion of the facility would have effects on both the rail and roadway network within the NRV and surrounding regions. Truck freight primarily utilizes I-81, US 460, US 11, US 221, VA 100, VA 8, VA 42 and VA 61. I-81 is one of the primary truck freight corridors on the eastern seaboard.
AIRPORTS

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

1.6 ENTREPRENEURSHIP AND RESOURCES

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

![Figure 5: New Business Startups](#)

New River Valley startup companies have options in each locality for small business services, which are listed below. The urban areas within the Blacksburg-Christiansburg-Radford metro area are more robust, as is expected with a greater population density and two universities. The table on the following page provides a listing of the organizations that provide small business development and entrepreneurship support services. A more complete list of stakeholders, including banks and the local technology business incubator, participate in the CEDS committee meetings each year.
Table 4: New River Valley small business and entrepreneurship resources

<table>
<thead>
<tr>
<th>Regional</th>
<th>Local</th>
<th>Interregional</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Radford Small Business Development Center</td>
<td>• Economic Development Authority of Floyd County</td>
<td>Roanoke SCORE</td>
</tr>
<tr>
<td>• New River Valley Business Center</td>
<td>• Montgomery-Blacksburg-</td>
<td></td>
</tr>
<tr>
<td>• VT KnowledgeWorks</td>
<td>Christiansburg (MBC) Development</td>
<td></td>
</tr>
<tr>
<td>• Roanoke-Blacksburg Technology Council</td>
<td>Corporation Revolving Loan Fund</td>
<td></td>
</tr>
<tr>
<td>• 460 Angels</td>
<td>• TechPad</td>
<td></td>
</tr>
<tr>
<td>• Virginia Cooperative Extension</td>
<td>• Beans and Rice (Radford/Pulaski)</td>
<td></td>
</tr>
<tr>
<td>• Virginia Community Capital</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

A complete description of each small business service is listed in the appendix. Unfortunately, the Radford Small Business Development Center, the local branch of the US Small Business Administration SBDC network, is closing in June 2016. A liaison from the nearby Roanoke SBDC will serve the New River Valley in the interim, but CEDS stakeholders are exploring options to reinstate the Center, and otherwise coordinate small business services in the region.

1.7 PUBLIC PARTICIPATION

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

- **Kickoff Summit:** 150 participants at Claytor Lake State Park.
- **Working Groups:** Economic development working group collaborated with CEDS Committee to develop goals, objectives, and strategies.
- **Community Priority Survey:** 660 participants responded to develop regional priorities.
- **NRV Tomorrow Survey:** 750 participants responded to rank values, projects, and policies within the region.
- **BUILT NRV Game:** 249 participants discussed concerns, possibilities, and value within individual communities.
- **New River Valley Regional Commission Board of Directors:** Hosts monthly public meetings where CEDS updates are reviewed. The final 2016 CEDS was presented on June 23, 2016.
Chapter 2: SWOT ANALYSIS

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

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

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

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

Opportunities

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

Threats

- Lack of influence at the state level
- Competition with other regions for talented youth and college graduates (brain drain)
- Lesser opportunities/resources in rural areas of region vs. urban areas
- Increasing congestion/worsening commutes on key routes (esp. I-81)
- Worsening substance abuse and related social/economic issues
- Unequal civic engagement/access to regional opportunities among citizens
- State/federal regulations can increase cost of doing business
- Uncertainty about regional ‘brand’ identify (perception as ‘hillbilly’ region
- Aging building stock needs maintenance/replacement
- Aging of skilled workers with insufficient pipeline of young workers with right skills to replace them
- Shortage of affordable housing and ‘aging in place’ options in some areas
- Fast or uncontrolled growth may threaten natural resources or quality of life
- Online competition can threaten local retailers and other businesses
Chapter 3: PRIORITIES, GOALS, AND OBJECTIVES

The New River Valley Regional Commission (serving as Economic Development District) leads the continuous planning process for economic development in Virginia’s New River Valley. The NRVRC works closely with localities and several regional groups that take key roles in pursuing economic development projects and funding to advance the quality of life in the New River Valley. The most recent five-year update to the CEDS in 2014 revised the region’s CEDS goals and objectives to reflect recent economic trends. The seven priority areas have been identified by public outreach, the CEDS Committee, NRVPDC Commissioners, and through research on best practices. The priority areas include: 1) Support Small Business and Entrepreneurial Development; 2) Preparation and Continued Support of Qualified Workforce; 3) Available Land, Quality Infrastructure, and Affordable Housing; 4) Attracting New Business to the Region; 5) Regional Marketing/Awareness to Promote the New River Valley; 6) Preserve Natural and Historic Areas; and, 7) Business Friendly Governance and Representation.

Priority 1: Support Small Business and Entrepreneurial Development

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

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

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

Business Assistance and Entrepreneurial Support Key Strategies

1) Promote cooperation between the Radford Small Business Development Center, VT KnowledgeWorks, New River Community College, etc.

2) Create new and support existing financing opportunities for business/industry expansion, including venture capital.

3) Encourage the use of locally developed technology and intellectual property in manufacturing and other industries.

4) Organize creative financing programs and improve entrepreneurs' access to capital.
5) Increase small business support services through provision of community e-commerce space as well as trainings (social media, computer, etc.).

6) Link local industries with technology and research capabilities of Virginia Tech, Radford University, and New River Community College.

**Priority 2: Preparation and Continued Support of Qualified Workforce**

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

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

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

*Preparation and Continuation of Qualified Workforce Key Strategies*

1) Utilize the Community College or the One-stop Centers to assist businesses seeking trained employees or training of employees requiring enhanced skills.

2) To establish partnerships between industry/business and all levels of education by implementing an integrated workforce curriculum that provides students with more "real world" learning opportunities.

3) Expand existing and explore new opportunities for business training and professional development programs.

4) Create a Youth Entrepreneurial Center for business and civic development and practice.

5) Integrate workforce education and training to meet the needs of the region’s strongest economic clusters and where there are skills gaps.

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

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

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

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

*Route 114 Bridge Completed 2014*
Objective 3: Improve the region's telecommunication network to attract new firms, assist existing firms, and educate citizens.

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

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

Priority 4: Attracting New Business to the Region

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

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

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

Attracting New Business Key Strategies
1) Seek firms with an international focus to utilize the strategic assets of the New River Valley International Airport, Foreign Trade Zone and Commerce Park.
2) Recruit outside firms seeking a trained and skilled labor force, low utility costs, high quality industrial space, and convenient highway access.

3) Recruit outside firms that currently have significant supplier relationships with New River Valley companies.

4) Develop regional properties tailored to the needs of targeted industry sectors.

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

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

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

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

Regional Marketing/Awareness Key Strategies

1) Expand multi-regional marketing campaigns involving the New River Valley Economic Development Alliance, and similar organizations throughout Western Virginia.

2) Study the feasibility of a Destination Marketing Organization or Convention and Visitors Bureau and develop implementation strategies.

3) Participate in, support, and encourage southwestern Virginia initiatives such as ‘Round the Mountain, Crooked Road, and Heartwood Center.

4) Identify, develop, and package the region's inventory of historical assets and arts and cultural activities, natural features, and events to support external marketing.

Priority 6: Preserve Natural and Historic Areas

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

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

Objective 2: Increase the development and support of local family farms.
**Preserve Natural and Historic Areas Key Strategies**

1) Develop educational, networking and mentoring programs to support and encourage the continuation of family farms; including farmers markets and regional aggregation facilities.

2) Implement “Farms to School” programs, which would widen the market for locally grown produce and products.

3) Utilize tourism assets as a way to preserve open spaces, historic sites and key natural attractions.

4) Improve land use planning and practices to preserve the region's rural character.

**Priority 7: Business Friendly Governance and Representation**

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

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

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

**Governance Key Strategies**

1) Seek representation on State Commissions and Committees.

2) Provide input to State from regional economic development organizations and planning districts.

3) Support police, fire, and medical (emergency and non-emergency) operations throughout the region.

4) Provide youth programs and support.

*Gathering of NRV Local Elected Officials*
Chapter 4: ANNUAL PROJECT PACKAGE REPORT

4.1 CEDS Project Evaluation Criteria - Reviewed April-June 2016

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

PROJECT TYPE (Points)

Priority Level 1 (8)
- Water and sewer utilities
- Employment Creation/Retention
  - Technology and Industrial
- Entrepreneurial/Small Business Assistance
- Transportation Planning
- Regional/Local School & Educational Facilities & Programs
- Passenger Rail
- Housing Production
- Technology Career Development Facilities/Programs
- Tourism (esp. agri-tourism)
- Marketing/Promotion of Assets
- Value-Added Local Food
- Mixed Use Development
- Central Business District Revitalization
- Broadband network improvements

Priority Level 2 (6)
- Primary/Arterial Roads & Transportation Maintenance
- Facilities for Protected Populations
- Neighborhood improvement projects
- Employment Creation/Retention-commercial
- Natural gas and energy infrastructure
- Rehabilitation of Aging Housing Stock
- Green Building Projects
- Protection of Natural/Cultural Resources/Assets
- Regional Coordination of Public Transportation Connections
- Clean Energy Projects
- Airport Service
- Drainage/Flood Control
- Senior Care Facilities

Priority Level 3 (4)
- Secondary Roads
- Community Centers/Recreation
- Other Economic Development
- Homeownership Programs

Priority Level 4 (2)
- Other Housing
- Other Community Facilities
- Other Community Services Facilities
- Community Development Programs
- Drought Management

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

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

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

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

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

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

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

   **Points**
   
   8 Project Relates to High Job Growth, High Geographic Concentration Clusters
   6 Project Relates to High Job Growth, Lower Geographic Concentration Clusters
   4 Project Relates to Job Loss, High Geographic Concentration Clusters

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

   **Points**
   
   8 Region-wide or multi-region impact (i.e., affecting neighboring EDDs)
   4 Four to Five Jurisdictions (Towns or Counties/Cities) Participating or Impacted
   2 Two to Three Jurisdictions Participating or Impacted
   1 One Jurisdiction Participating or Impacted
**Investment relationship to EDA priorities and requirements:** The projects receive additional points to the extent that they align with EDA policies regarding economic distress and national priorities, which may help the project qualify for EDA funding.

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

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

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

   **Points**
   
   - 3 if 10% or more above State average
   - 2 if 5 - 10% above State average
   - 1 if 1 – 5% above State average

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

   **Points**
   
   - 2 High stress
   - 1 Above average stress

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

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

   1 point/priority
**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 1 point/utility
   D. Telephone/Broadband
   E. Natural Gas
   F. All Season Road
   G. Rail Access
5. Public Private Partnership

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

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

1. Relationship to “Green” Practices

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

2. Relationship to Natural Resources

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

3. Relationship to international trade and investment

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

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

Points
3  Project supports the development of arts/culture related business opportunities
2  Project supports the preservation/promotion of regional cultural heritage assets
In addition to the above criteria, all of the projects are reviewed for relationships to regional markets in order to maximize the return on taxpayer investment. Proposed projects are proactive trying to anticipate the economic changes in the region and continue to diversify the economy.

### 4.2 Evaluating Projects

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

#### Table 5: Per Capita Income

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


#### Table 6: Unemployment Rate

<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Floyd County</td>
<td>3.2%</td>
</tr>
<tr>
<td>Giles County</td>
<td>4.3%</td>
</tr>
<tr>
<td>Montgomery County</td>
<td>3.1%</td>
</tr>
<tr>
<td>Pulaski County</td>
<td>4.7%</td>
</tr>
<tr>
<td>City of Radford</td>
<td>5.0%</td>
</tr>
<tr>
<td>New River Valley</td>
<td>3.6%</td>
</tr>
<tr>
<td>Virginia</td>
<td>3.5%</td>
</tr>
</tbody>
</table>

Source: Virginia Workforce Connection, April 2016

#### Table 7: Fiscal Stress Scores by Locality

<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>Fiscal Stress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Floyd County</td>
<td>Below Average</td>
</tr>
<tr>
<td>Giles County</td>
<td>Above Average</td>
</tr>
<tr>
<td>Montgomery County</td>
<td>Above Average</td>
</tr>
<tr>
<td>Pulaski County</td>
<td>Above Average</td>
</tr>
<tr>
<td>City of Radford</td>
<td>High</td>
</tr>
</tbody>
</table>

Source: Virginia Commission on Local Governments, 2014
Chapter 5: PROJECT EVALUATION FOR 2016 – 2017

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

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

Planning

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

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

Funding

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

Completed

A construction project is considered completed when the construction is entirely finished. A program (non-construction) is considered completed when it is implemented.
### New River Valley Annual Project Package 2016-17

<table>
<thead>
<tr>
<th>Area</th>
<th>Description</th>
<th>Fed. $</th>
<th>State $</th>
<th>Local $</th>
<th>Total Funding</th>
<th>Const. Date</th>
<th>Responsible Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>NRV</td>
<td><strong>Preparation of New Graded Building Site at NRV Commerce Park</strong> A site to accommodate a graded building pad of a building footprint of 20 to 75 acres.</td>
<td>$990,000</td>
<td>$885,000</td>
<td>$125,000</td>
<td>$2,000,000</td>
<td>2018</td>
<td>Virginia’s First Regional Industrial Facilities Authority</td>
</tr>
<tr>
<td>NRV</td>
<td><strong>Development of Broadband Infrastructure and Internet Availability</strong> 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)</td>
<td></td>
<td></td>
<td></td>
<td>$8,000,000</td>
<td>2017</td>
<td>Private Enterprises and NRV Localities, NRV Network Wireless Authority</td>
</tr>
<tr>
<td>NRV</td>
<td><strong>Implement 'sector strategies' focus for workforce development programs to meet needs in target industry sectors</strong> 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 integrated 'career pathways' workforce curriculum to develop workforce skills that address needs of targeted industry sectors, especially manufacturing, IT, and healthcare.</td>
<td>$200,000</td>
<td>$50,000</td>
<td>$250,000</td>
<td>2018</td>
<td>WDB, Education Providers</td>
<td></td>
</tr>
<tr>
<td>NRV</td>
<td><strong>Coordinate NRV entrepreneur and small business development network</strong> 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</td>
<td>$1,000,000</td>
<td>$1,000,000 (private)</td>
<td>$2,000,000</td>
<td>2018</td>
<td>NRVRC, local economic development agencies, small business service providers</td>
<td></td>
</tr>
<tr>
<td>NRV</td>
<td><strong>Promote and coordinate the development of a New River Valley passenger rail station</strong> 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.</td>
<td></td>
<td></td>
<td></td>
<td>$500,000</td>
<td>2020</td>
<td>NRV Localities, State Agencies, Public/Private Railroad Companies, NRVRC</td>
</tr>
<tr>
<td>Area</td>
<td>Description</td>
<td>Fed. $</td>
<td>State $</td>
<td>Local $</td>
<td>Total Funding</td>
<td>Const. Date</td>
<td>Responsible Agency</td>
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<td>---------</td>
<td>---------------</td>
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<td>------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>NRV</td>
<td>Implement recommendations of New River Valley agribusiness/agritourism strategic planning process Identify and pursue projects based on the findings of the 2014-15 regional plan developed by the NRVRC.</td>
<td>$25,000</td>
<td>$25,000</td>
<td>$50,000</td>
<td></td>
<td>2014</td>
<td>New River Valley Development Corporation</td>
</tr>
<tr>
<td>NRV</td>
<td>Coordinate Regional Destination Marketing Organizations (DMO) and Marketing of the Arts and other regional assets Identify and pursue projects based on the findings of the 2014-15 regional plan developed by the NRVRC.</td>
<td></td>
<td></td>
<td>$50,000</td>
<td>$50,000</td>
<td>2016</td>
<td>NRV Localities, Tourism Offices</td>
</tr>
<tr>
<td>NRV</td>
<td>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.</td>
<td></td>
<td></td>
<td></td>
<td>$5,000,000</td>
<td>2015-ongoing</td>
<td>Public universities, economic development organizations, business in target sectors</td>
</tr>
<tr>
<td>NRV</td>
<td>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</td>
<td>$50,000</td>
<td>$50,000</td>
<td></td>
<td>$100,000</td>
<td>2017</td>
<td>NRVRC, neighboring EDDs</td>
</tr>
<tr>
<td>NRV</td>
<td>Develop pilot internship/apprenticeship program for target industry sectors Develop work study, internship placement, on-the-job training, and similar arrangements between businesses and education providers to help local students develop on-the-job skills for careers in local industries</td>
<td>$100,000</td>
<td>$100,000</td>
<td></td>
<td>$200,000</td>
<td>2018</td>
<td>WDB, Education Providers, local economic developers</td>
</tr>
<tr>
<td>Giles County</td>
<td><strong>Giles Multi-tenant Business Facility</strong> A facility located in the Wheatland Eco Park.</td>
<td></td>
<td></td>
<td></td>
<td>$2,000,000</td>
<td>2014</td>
<td>Giles County IDA</td>
</tr>
<tr>
<td>Radford</td>
<td><strong>City-owned industrial park land improvements</strong> Engineering and planning projects to acquire land in Radford industrial park, and upgrade for use by tenants.</td>
<td></td>
<td></td>
<td></td>
<td>$6,000,000</td>
<td></td>
<td>Radford City government</td>
</tr>
<tr>
<td>NRV</td>
<td>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.</td>
<td></td>
<td></td>
<td></td>
<td>$25,000</td>
<td>2017</td>
<td>NRVRC, NRV Development Corporation, local economic developers</td>
</tr>
<tr>
<td>Area</td>
<td>Description</td>
<td>Fed. $</td>
<td>State $</td>
<td>Local $</td>
<td>Total Funding</td>
<td>Const. Date</td>
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<td>--------------------------------------------------------</td>
</tr>
<tr>
<td>NRV</td>
<td><strong>Extension of Rail to Commerce Park</strong> 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.</td>
<td>$2,300,000</td>
<td>$750,000</td>
<td>$1,210,000</td>
<td>$4,600,000</td>
<td>2018</td>
<td>Virginia’s First, Industrial Facilities Authority</td>
</tr>
<tr>
<td>NRV</td>
<td><strong>Provide technical assistance services to supply chain firms of regional manufacturers</strong> 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</td>
<td>$50,000</td>
<td>$50,000</td>
<td></td>
<td>$100,000</td>
<td>2017</td>
<td>Universities, NRCC, School Divisions</td>
</tr>
<tr>
<td>NRV</td>
<td><strong>Small Business Development (Green/Nano/Bio) Program</strong> Develop educational program through the community college and university that support the development and/or recruitment of small businesses/industries in the green, nano and/or bio technology fields.</td>
<td>$500,000</td>
<td>$500,000</td>
<td></td>
<td>$1,000,000</td>
<td>2017</td>
<td>Universities, NRCC, School Divisions</td>
</tr>
<tr>
<td>NRV</td>
<td><strong>Develop 'data dashboard' of regional economic and community health indicators</strong> 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.</td>
<td></td>
<td></td>
<td></td>
<td>$100,000</td>
<td>2017</td>
<td>NRVRC, state agencies, economic and workforce development organizations</td>
</tr>
<tr>
<td>Floyd County</td>
<td><strong>Phase II Floyd Innovation Center</strong></td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$200,000</td>
<td>$2,200,000</td>
<td>2017</td>
<td>Floyd County EDA</td>
</tr>
<tr>
<td>Montgomery County</td>
<td><strong>Development of Route 177 Corporate Park</strong> 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)</td>
<td>$1,000,000</td>
<td>$500,000</td>
<td>$500,000</td>
<td>$200,000</td>
<td>2018</td>
<td>Floyd County, Sustain Floyd, Montgomery County, NRVRC</td>
</tr>
<tr>
<td>Montgomery County</td>
<td><strong>Rt. 114 Widening</strong> From Christiansburg Town limits to Radford Army Ammunition Plant</td>
<td>$50M</td>
<td>$12.6M</td>
<td></td>
<td>$63M</td>
<td>2018</td>
<td>VDOT, Montgomery County</td>
</tr>
<tr>
<td>NRV</td>
<td><strong>Increase modern building stock through retrofits and new construction</strong> Modernize existing building stock through new construction or through retrofits to meet the needs of 21st century businesses.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2018</td>
<td>NRV Economic Development Alliance, local ED authorities</td>
</tr>
<tr>
<td>Area</td>
<td>Description</td>
<td>Fed. $</td>
<td>State $</td>
<td>Local $</td>
<td>Total Funding</td>
<td>Const. Date</td>
<td>Responsible Agency</td>
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<tr>
<td>Floyd County</td>
<td>Jacksonville Center E-Commerce Project (Floyd Co) Establishment of an e-commerce catalog of crafts and products.</td>
<td>$75,000</td>
<td>$75,000</td>
<td>$10,000</td>
<td>$160,000</td>
<td>2016</td>
<td>Jacksonville Center, Inc.</td>
</tr>
<tr>
<td>NRV</td>
<td>Support Farms to School program throughout the region Create education opportunities for students and support a supply of fresh foods from local farmers.</td>
<td></td>
<td></td>
<td></td>
<td>$20,000</td>
<td>2014-2014</td>
<td></td>
</tr>
<tr>
<td>NRV</td>
<td>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</td>
<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>NRV</td>
<td>Connectivity of Trails, Regional Trail System Interconnect various local, state and federal trails to create a continuous network in southwest Virginia.</td>
<td>$400,000</td>
<td>$400,000</td>
<td></td>
<td>$800,000</td>
<td>2014</td>
<td>Trail Operators</td>
</tr>
<tr>
<td>NRV</td>
<td>Interstate-81 Interchange Improvements Exits 89, 94, 98, 105, and 114.</td>
<td></td>
<td></td>
<td></td>
<td>TBD</td>
<td>2014-2020</td>
<td>VDOT</td>
</tr>
<tr>
<td>NRV</td>
<td>Route 100 Widening between Pulaski County and Giles County</td>
<td></td>
<td></td>
<td></td>
<td>TBD</td>
<td>2014-2020</td>
<td>VDOT</td>
</tr>
<tr>
<td>Pulaski Town</td>
<td>Town of Pulaski Business Park Expansion The acquisition and site preparation of greenspace for industrial growth.</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td></td>
<td>$2,000,000</td>
<td>2015</td>
<td>EDA, Town of Pulaski</td>
</tr>
<tr>
<td>NRV</td>
<td>Support Public Private Partnerships for Agriculture Infrastructure Needs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2014</td>
<td></td>
</tr>
<tr>
<td>Pulaski County</td>
<td>Shell Building-Industrial Park Construction of a shell building at the New River Valley Commerce Park</td>
<td>$750,000</td>
<td>$750,000</td>
<td></td>
<td>$1,500,000</td>
<td>2014</td>
<td>Pulaski County</td>
</tr>
<tr>
<td>Pulaski Town</td>
<td>Acquisition/development of industrial sites (greenfields)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2018</td>
<td>Town of Pulaski</td>
</tr>
<tr>
<td>Rich Creek</td>
<td>Rich Creek Downtown Enhancement Project Ensure the stability and success of downtown Rich Creek.</td>
<td>$1M</td>
<td>$250,000</td>
<td></td>
<td>$1,250,000</td>
<td>2014</td>
<td>Rich Creek Town</td>
</tr>
<tr>
<td>Floyd County</td>
<td>Phase II Development of Floyd Regional Commerce Center Grade lots 1 and 2.</td>
<td>$1,000,000</td>
<td></td>
<td>$500,000</td>
<td>$1,500,000</td>
<td>2014</td>
<td>Floyd County, Floyd County EDA</td>
</tr>
<tr>
<td>NRV</td>
<td>Create Regional Revolving Loan Fund for Energy Audits and Retrofits Fund for New River Valley businesses and residents.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NRV</td>
<td>Regional Conference/Civic Center Determine feasibility and appropriate site, engineering and architectural plans for regional conference center.</td>
<td>$7,000,000</td>
<td>$8,000,000</td>
<td></td>
<td>$15,000,000</td>
<td>2016</td>
<td>Virginia's First and Partners</td>
</tr>
<tr>
<td>Pulaski Town</td>
<td>Brownfields Redevelopment Redevelopment of existing industry and housing.</td>
<td>$500,000</td>
<td>$500,000</td>
<td></td>
<td>$1,000,000</td>
<td>2014</td>
<td>Pulaski Town and EPA</td>
</tr>
<tr>
<td>Area</td>
<td>Description</td>
<td>Fed. $</td>
<td>State $</td>
<td>Local $</td>
<td>Total Funding</td>
<td>Const. Date</td>
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<tr>
<td>Pulaski County</td>
<td><strong>Exit 101 Interchange Improvements and Connector Route 11</strong>&lt;br&gt;Provide interstate access to the proposed Veteran’s Cemetery and Route 11 with an urban 3 lane typical on 4 lane right of way.</td>
<td>$2M</td>
<td>$1M</td>
<td>$16.5M</td>
<td></td>
<td>2020</td>
<td>Virginia’s First/Army</td>
</tr>
<tr>
<td>NRV</td>
<td><strong>Develop a Slaughterhouse or Regional Meat Processing Plant for Meat Processing and Production</strong>&lt;br&gt;Develop facility to support local farmers</td>
<td></td>
<td></td>
<td></td>
<td>$8,000,000</td>
<td>2014-15</td>
<td>Rural Development-</td>
</tr>
<tr>
<td>NRV</td>
<td><strong>Support Carpooling Efforts/Initiatives throughout the New River Valley</strong>&lt;br&gt;Support the expansion and marketing of Ride Solutions while exploring potential for carpooling app</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>NRV</td>
</tr>
<tr>
<td>NRV</td>
<td><strong>Create a Network of Growers and Producers in the Region</strong>&lt;br&gt;Link New River Valley farmers markets to increase profitability.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>NRV</td>
</tr>
<tr>
<td>NRV</td>
<td><strong>Intermodal Transportation Center</strong>&lt;br&gt;Further explore the possibility of developing an intermodal transportation site on under-utilized US Army property near Dublin, Virginia.</td>
<td>$4,000,000</td>
<td>$4,000,000</td>
<td>$8,000,000</td>
<td></td>
<td>2014</td>
<td>VA’s First/US Army</td>
</tr>
<tr>
<td>NRV</td>
<td><strong>Centralize Marketing of Energy Efficiency Options</strong>&lt;br&gt;Create a “one stop shop” where people can evaluate typical “payback” on upgrades, find a qualified energy auditor/retrofitter, navigate various financing options.</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td>NRV</td>
</tr>
<tr>
<td>Blacksburg</td>
<td><strong>Huckleberry Trail Extension</strong>&lt;br&gt;Assist in the construction of the Huckleberry Trail extension from Prices Fork to Glade Road. Grading, site amenities, and surfacing are needed.</td>
<td></td>
<td>$100,000</td>
<td>$100,000</td>
<td></td>
<td>2014</td>
<td>Town of Blacksburg</td>
</tr>
<tr>
<td>NRV</td>
<td><strong>Develop Region-Wide Bike Paths, Walking</strong>&lt;br&gt;Used as both a tourism asset and an alternative/green method of transportation.</td>
<td>$5,000,000</td>
<td>$5,000,000</td>
<td>$10,000,000</td>
<td></td>
<td>2014</td>
<td>NRVPDC, Localities</td>
</tr>
<tr>
<td>NRV</td>
<td><strong>Access to Capital</strong>&lt;br&gt;Host workshops to educate businesses on capital access opportunities in the region, i.e. 460 Angels</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>NRV</td>
</tr>
<tr>
<td>NRV</td>
<td><strong>Network of Manufacturing Companies</strong>&lt;br&gt;Corporate roundtable headed by NRV Economic Development Alliance.</td>
<td>$500,000</td>
<td>$250,000</td>
<td>$250,000</td>
<td>$1,000,000</td>
<td>2014</td>
<td>NRVPDC</td>
</tr>
<tr>
<td>NRV</td>
<td><strong>Tap into Additional Networks and Professional Organizations</strong>&lt;br&gt;Research and encourage “continuing ed” requirements or periodic recertification so that the workforce can build their skill sets around emerging economic sectors.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2014</td>
<td>WIB, Local Businesses</td>
</tr>
<tr>
<td>Area</td>
<td>Description</td>
<td>Fed. $</td>
<td>State $</td>
<td>Local $</td>
<td>Total Funding</td>
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<tr>
<td>Floyd County</td>
<td><strong>Blue Ridge Center for Chinese Medicine</strong> Expand the Appalachian Medicinal</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$250,000</td>
<td>$2,250,000</td>
<td>2016</td>
<td>Blue Ridge Center for Chinese Medicine</td>
</tr>
<tr>
<td>Floyd County</td>
<td><strong>Value-Chain Enhancement Program</strong> This program would provide assessment</td>
<td>$75,000</td>
<td>$10,000</td>
<td></td>
<td>$85,000</td>
<td>2016</td>
<td>Floyd County, Economic Development Authority of Floyd County, Floyd County Tourism</td>
</tr>
<tr>
<td>Floyd County</td>
<td><strong>Developing Lots 4 and 8 at the Floyd Regional Commerce Center</strong> Engineering</td>
<td>$200,000</td>
<td>$400,000</td>
<td>$100,000</td>
<td>$700,000</td>
<td>2016</td>
<td>Floyd County, Economic Development Authority of Floyd County</td>
</tr>
<tr>
<td></td>
<td>and site work to get these sites “shovel ready” for business.</td>
<td></td>
<td></td>
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<tr>
<td>NRV</td>
<td><strong>Implement K-12 Curriculum on Organic Food Production</strong></td>
<td>$50,000</td>
<td></td>
<td></td>
<td></td>
<td>2014</td>
<td>WIB, Local Businesses</td>
</tr>
<tr>
<td>NRV</td>
<td><strong>Tap into Additional Networks and Professional Organizations</strong> Research</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2014</td>
<td>WIB, Local Businesses</td>
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<tr>
<td></td>
<td>and encourage “continuing ed” requirements or periodic recertification so</td>
<td></td>
<td></td>
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<td></td>
<td>that the workforce can build their skill sets around emerging economic</td>
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<td></td>
<td>sectors.</td>
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<tr>
<td>NRV</td>
<td><strong>Implement K-12 Curriculum on Organic Food Production</strong></td>
<td>$50,000</td>
<td></td>
<td></td>
<td></td>
<td>2014</td>
<td>Christiansburg</td>
</tr>
<tr>
<td>Christiansburg</td>
<td><strong>Truman Wilson Land Park Development</strong> Does not include Connector Route</td>
<td>$29,000,000</td>
<td></td>
<td></td>
<td></td>
<td>2018-2028</td>
<td>Christiansburg</td>
</tr>
<tr>
<td>NRV</td>
<td><strong>Promote Civil War Historical Sites</strong> To promote civil war historical sites</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2014</td>
<td>Southwest Virginia Cultural Heritage Foundation</td>
</tr>
<tr>
<td></td>
<td>throughout the NRV.</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>NRV</td>
<td><strong>Study Data from Various Wind/Solar Demonstration Projects around the NRV</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2014</td>
<td>Southwest Virginia Cultural Heritage Foundation</td>
</tr>
<tr>
<td></td>
<td>Evaluate effectiveness of wind and solar projects to inform potential</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>future projects.</td>
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<tr>
<td>Area</td>
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<tr>
<td>NRV</td>
<td>Conduct Farming Visioning with Agriculture Stakeholders, Farm Bureau and Extension</td>
<td></td>
<td></td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>Floyd County</td>
<td>Marketing Floyd County Regional Commerce Center</td>
<td></td>
<td>$50,000</td>
<td>$50,000</td>
<td></td>
<td>2014</td>
<td>Floyd County</td>
</tr>
<tr>
<td></td>
<td>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.</td>
<td></td>
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</tr>
<tr>
<td>Giles County</td>
<td>Public Transportation</td>
<td>$1,600,000</td>
<td>$400,000</td>
<td>$2,000,000</td>
<td></td>
<td>2014</td>
<td>Giles County</td>
</tr>
<tr>
<td></td>
<td>Connections to Blacksburg, Virginia Tech, and other major employment centers. Specific projects in local transit plans and 2016 Regional Transit Study.</td>
<td></td>
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<tr>
<td>Montgomery County</td>
<td>Expansion of Falling Branch Industrial Park</td>
<td>$19,500,000</td>
<td>$5,200,000</td>
<td>$1,300,000</td>
<td>$26,000,000</td>
<td>2015</td>
<td>Montgomery County EDA</td>
</tr>
<tr>
<td></td>
<td>Water, sewer, roads, and grading improvements</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Floyd County</td>
<td>Route 8 Improvements</td>
<td>$1,500,000</td>
<td>$1,500,000</td>
<td></td>
<td></td>
<td>2014</td>
<td>VDOT</td>
</tr>
<tr>
<td>Pulaski Town</td>
<td>Route 99 Retail Corridor Improvements Implement recommendations of 2013 feasibility study</td>
<td>$1,500,000</td>
<td>$1,500,000</td>
<td></td>
<td></td>
<td>2020</td>
<td>Town of Pulaski, Pulaski Couty, VDOT</td>
</tr>
<tr>
<td>Montgomery County</td>
<td>Shawsville Area Route 11/460 access management improvements Implement recommendations of 2012 corridor study</td>
<td>$2,081,907</td>
<td>$42,488</td>
<td>$2,124,395</td>
<td></td>
<td>2017-2022</td>
<td>VDOT, Montgomery County</td>
</tr>
<tr>
<td>Christiansburg</td>
<td>Interchange ramp at Route 460 Bypass and N. Franklin Street</td>
<td>$61,147,001</td>
<td>$61,147,001</td>
<td></td>
<td></td>
<td>2023</td>
<td>VDOT, Christiansburg</td>
</tr>
<tr>
<td></td>
<td>Connection of east bound 460 Bypass to west bound Business 460</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Christiansburg</td>
<td>I-81/Route 8 (Exit 114) Interchange Reconstruction</td>
<td></td>
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<td></td>
<td>Not in draft SYIP</td>
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</tr>
<tr>
<td>Narrows</td>
<td>Upgrades and improvements at Mill Creek Nature Park</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2015</td>
<td>Town of Narrows</td>
</tr>
<tr>
<td>NRV</td>
<td>Incorporate “Green” Training into Secondary and Post-secondary Vocational Construction Programs</td>
<td>$500,000</td>
<td></td>
<td></td>
<td></td>
<td>2014</td>
<td>CTE Directors, Community College Workforce Departments</td>
</tr>
</tbody>
</table>
## New River Valley Annual Project Package 2016-17

<table>
<thead>
<tr>
<th>Area</th>
<th>Description</th>
<th>Fed. $</th>
<th>State $</th>
<th>Local $</th>
<th>Total Funding</th>
<th>Const. Date</th>
<th>Responsible Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>NRV</td>
<td>Develop and Implement a Program to Support Small Family Farms Using &quot;Cultivating Success&quot; 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.</td>
<td></td>
<td></td>
<td></td>
<td>Total Funding</td>
<td>2014</td>
<td>Town of Pulaski</td>
</tr>
<tr>
<td>Pulaski Town</td>
<td>Downtown/Main Street Renewal projects</td>
<td></td>
<td></td>
<td></td>
<td>Total Funding</td>
<td>2018</td>
<td>Town of Pulaski</td>
</tr>
<tr>
<td>Pulaski Town</td>
<td>Broadband expansion in downtown area</td>
<td></td>
<td></td>
<td></td>
<td>Total Funding</td>
<td>2018</td>
<td>Town of Pulaski</td>
</tr>
<tr>
<td>Floyd County</td>
<td>Floyd County Technical Skills Center For youth and adults, this workforce center would include a Mechatronics Program and other certificate programs for high school students and adults. Mechatronics includes mechanics, electronics, and computer and control engineering.</td>
<td>1,000,000</td>
<td>1,000,000</td>
<td>200,000</td>
<td>$2,200,000</td>
<td>2017</td>
<td>Floyd County Public Schools and Floyd County</td>
</tr>
<tr>
<td>Floyd County</td>
<td>Floyd County EDA Revolving Loan Fund Expand revolving loan pool as all funds currently loaned out due to high demand.</td>
<td>100,000</td>
<td>100,000</td>
<td></td>
<td>$200,000</td>
<td>2016</td>
<td>Economic Development Authority of Floyd County</td>
</tr>
<tr>
<td>Giles County</td>
<td>Hoges Chapel Water Tank Replacement Project Replacement of 40 year old water tank and 23,000 feet of 10 inch water line</td>
<td></td>
<td></td>
<td></td>
<td>$2,600,000</td>
<td>2014</td>
<td>Giles County</td>
</tr>
<tr>
<td>Glen Lyn</td>
<td>Glen Lyn Regional Wastewater Facility To combine wastewater from Rich Creek and Glen Lyn into a single operation. The Towns will undertake the project.</td>
<td></td>
<td></td>
<td></td>
<td>$3,000,000</td>
<td>2014</td>
<td>Glen Lyn</td>
</tr>
<tr>
<td>Christiansburg</td>
<td>Farmers’ Market Structures New permanent structures</td>
<td></td>
<td></td>
<td></td>
<td>$250,000</td>
<td>2017</td>
<td>Christiansburg</td>
</tr>
<tr>
<td>Pearisburg</td>
<td>Pearisburg Farmers Market – Development of a permanent structure to house the new Farmers Market. This is to include restrooms, kitchen facility, and entertainment venue.</td>
<td>160,000</td>
<td>40,000</td>
<td></td>
<td>$200,000</td>
<td>2017</td>
<td>Town of Pearisburg</td>
</tr>
<tr>
<td>Narrows</td>
<td>Upgrades/improvements to Lurich Road ballfields</td>
<td></td>
<td></td>
<td></td>
<td>$1,100,000</td>
<td>2014</td>
<td>Town of Narrows</td>
</tr>
<tr>
<td>NRV</td>
<td>Implement the National Energy Education Development (NEED) Program in Regional K-12 Schools Energy education in our schools.</td>
<td></td>
<td></td>
<td></td>
<td>Total Funding</td>
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<td>Town of Narrows</td>
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<td>Pulaski County</td>
<td>New River Trail Extension</td>
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<td>2018</td>
<td>Town of Pulaski</td>
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<td>Pulaski Town</td>
<td>Implement Gatewood Park Master Plan</td>
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<td>2018</td>
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<td>Floyd County</td>
<td>Floyd County Innovation Program</td>
<td>$60,000</td>
<td>$10,000</td>
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<td>Economic Development Authority of Floyd County</td>
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<td>Eggleston Boat Ramp/River Access (Continued Development of New River Water Trail)</td>
<td>$130,000</td>
<td>$40,000</td>
<td>$30,000</td>
<td>$200,000</td>
<td>2016-17</td>
<td>Giles County</td>
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<tr>
<td>Giles County</td>
<td>Shumate Falls Boat Ramp/River Access (Continued development of New River Water Trail)</td>
<td>$130,000</td>
<td>$40,000</td>
<td>$30,000</td>
<td>$200,000</td>
<td>2016-17</td>
<td>Giles County</td>
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<tr>
<td>Giles County</td>
<td>Stateline Boat Ramp/River Access (Continued development of New River Water Trail)</td>
<td>$130,000</td>
<td>$40,000</td>
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<td>$2,000,000</td>
<td>2016-17</td>
<td>Giles County</td>
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<td>Narrows</td>
<td>Downtown improvements for tourism Façade and infrastructure improvements to encourage visitors and business development</td>
<td>$400,000</td>
<td>$400,000</td>
<td></td>
<td>800,000</td>
<td>2018</td>
<td>Narrows, Giles County, NRVRC</td>
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<td>Pearsburg</td>
<td>Pearsburg Wastewater Treatment Plant UVA Project – Replace chlorine gas disinfection with UVA disinfection to eliminate safety concern with current treatment method.</td>
<td>$150,000</td>
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<td>$150,000</td>
<td>2018</td>
<td>Town of Pearsburg</td>
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<td>Pearsburg</td>
<td>Old Town Shop Property Redevelopment – Adaptive reuse of former public works building and property.</td>
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<td>2018</td>
<td>Town of Pearsburg</td>
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<tr>
<td>Pembroke</td>
<td>Downtown improvements for tourism Façade and infrastructure improvements to encourage visitors and business development</td>
<td>$400,000</td>
<td>$400,000</td>
<td></td>
<td>800,000</td>
<td>2018</td>
<td>Pembroke, Giles County, NRVRC</td>
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<td>Floyd County</td>
<td>Science Technology Engineering and Math (STEM) Program for 8th-12th graders</td>
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<td>$300,000</td>
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<td>Floyd County/Floyd Town</td>
<td>Affordable Housing Implementation Construction and rehabilitation of affordable housing within Floyd County and Town.</td>
<td>$340,000</td>
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<td>$340,000</td>
<td>2014-15</td>
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<tr>
<td>NRV</td>
<td><strong>Support “Communities in Schools” Program</strong></td>
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<tr>
<td></td>
<td>Connect community resources with schools to help students achieve success.</td>
<td></td>
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<td>Christiansburg</td>
<td><strong>Farmers’ Market Structures</strong></td>
<td></td>
<td></td>
<td></td>
<td>$250,000</td>
<td>2017</td>
<td>Christiansburg</td>
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<tr>
<td></td>
<td>New permanent structures</td>
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<td></td>
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<tr>
<td>NRV</td>
<td><strong>Creation of a Fund to Remove Derelict Structures</strong></td>
<td></td>
<td></td>
<td></td>
<td>$1,600,000</td>
<td>2014</td>
<td>Pulaski County</td>
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<td></td>
<td>Tax advantages to remove structures alongside an education program on “how to”</td>
<td></td>
<td></td>
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<tr>
<td>NRV</td>
<td><strong>Support Co-Working Spaces for Businesses</strong></td>
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<td></td>
<td>Utilization of underused facilities</td>
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<td>Pulaski County</td>
<td><strong>Pulaski County Dispatch/Communications</strong></td>
<td>$1,280,000</td>
<td>$320,000</td>
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<td>$1,600,000</td>
<td>2017</td>
<td>Town of Christiansburg</td>
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<tr>
<td></td>
<td>To upgrade Pulaski County’s dispatch/communications system.</td>
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<td>Christiansburg</td>
<td><strong>Phase III of the Downtown Enhancement Project</strong></td>
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<td></td>
<td>N. Franklin Street – new sidewalks, planting, paving.</td>
<td></td>
<td></td>
<td></td>
<td>$1,280,000</td>
<td>2017</td>
<td>Town of Christiansburg</td>
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<tr>
<td>Pulaski Town</td>
<td><strong>Dora Hw Neighorhood Revitalization</strong></td>
<td></td>
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<tr>
<td></td>
<td>This neighborhood project grant is under consideration by the Department of</td>
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<tr>
<td></td>
<td>Housing and Community Development; Comprehensive community project-sewer,</td>
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<td></td>
<td>water, street, new housing infill.</td>
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<tr>
<td>Christiansburg</td>
<td><strong>Christiansburg Institute</strong></td>
<td>$1,500,000</td>
<td>$1,500,000</td>
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<td>$3,000,000</td>
<td>2014</td>
<td>Christiansburg Institute</td>
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<tr>
<td></td>
<td>Cultural Experience, Cultural Learning Curriculum, Oral History, and Site</td>
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<tr>
<td></td>
<td>preservation.</td>
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<td>Dublin</td>
<td><strong>Dublin Fire Department Expansion</strong></td>
<td>$750,000</td>
<td></td>
<td></td>
<td>$750,000</td>
<td>2014</td>
<td>Dublin Town/Pulaski County</td>
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<td></td>
<td>To add two bays.</td>
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<td>Pulaski County</td>
<td><strong>New Facility, Sheriff’s Department</strong></td>
<td>$900,000</td>
<td></td>
<td></td>
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<td>Pulaski County - Sheriff</td>
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<td></td>
<td>New Sheriff’s Department facility for Pulaski County.</td>
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<td>Pulaski County</td>
<td><strong>Snowville Fire Department</strong></td>
<td>$1,680,000</td>
<td>$420,000</td>
<td></td>
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<td></td>
<td>Fire Station replacement</td>
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<td>Pulaski Town</td>
<td><strong>Caffee Park Renovations (Pulaski Town)</strong></td>
<td>$1,000,000</td>
<td></td>
<td></td>
<td>$1,000,000</td>
<td>2018</td>
<td>Pulaski Town</td>
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<tr>
<td></td>
<td>Improvements to bring the facility up to baseball standards. Visitor dugouts,</td>
<td></td>
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<tr>
<td></td>
<td>dressing rooms, and infrastructure improvements are needed.</td>
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<tr>
<td>NRV</td>
<td><strong>Create Formal Regional Leadership Organization</strong></td>
<td>$20,000</td>
<td></td>
<td></td>
<td></td>
<td>2014</td>
<td>Leadership Organizations</td>
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<tr>
<td></td>
<td>Create formal leadership organization, hold community awareness workshop,</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>and establish certified leadership development program.</td>
<td></td>
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### New River Valley Annual Project Package 2016-17

<table>
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<tr>
<th>Area</th>
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<th>Const. Date</th>
<th>Responsible Agency</th>
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<tbody>
<tr>
<td>Radford</td>
<td>High Meadows Development (Radford)</td>
<td>$806,000</td>
<td>$806,000</td>
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<td>Radford</td>
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<td>Radford</td>
<td>Floyd Town Trails Program (final phase)</td>
<td>$240,000</td>
<td>$60,000</td>
<td>$300,000</td>
<td>$500,000</td>
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<td>Floyd Town</td>
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<td>Montgomery County</td>
<td>Route 8 Widening Project</td>
<td>$60,000,000</td>
<td>$15,000,000</td>
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<td>VDOT</td>
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<tr>
<td>Narrows</td>
<td>Replace Existing Water Lines and Collection System Piping and Upgrade Wastewater Plant</td>
<td>$2,300,000</td>
<td>$2,300,000</td>
<td>$2,300,000</td>
<td>2014</td>
<td>Town of Narrows</td>
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<tr>
<td>Pulaski Town</td>
<td>Intensifying Blight Elimination Program</td>
<td>$200,000</td>
<td>$200,000</td>
<td>$200,000</td>
<td>2014</td>
<td>Town of Pulaski, EPA</td>
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<td>Pulaski Town</td>
<td>Rt. 99 Water/Sewer Extension</td>
<td>$1,500,000</td>
<td>$1,500,000</td>
<td>$1,500,000</td>
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<td>Town of Pulaski, Pulaski County</td>
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<td>Radford</td>
<td>Radford Village Water Line Replacement</td>
<td>$117,500</td>
<td>$117,500</td>
<td>$117,500</td>
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<td>Radford</td>
<td>Wildwood Park Entrance</td>
<td>$100,000</td>
<td>$50,000</td>
<td>$150,000</td>
<td>2014</td>
<td>Radford</td>
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<tr>
<td>Floyd County</td>
<td>Trails for Floyd (pedestrian, biking, and hiking)</td>
<td>$2,500,000</td>
<td>$2,500,000</td>
<td>$5,000,000</td>
<td>2014</td>
<td>Floyd County</td>
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<tr>
<td>Christiansburg</td>
<td>Phase IID, Huckleberry Trail Extension</td>
<td>$320,000</td>
<td>$80,000</td>
<td>$400,000</td>
<td>2017</td>
<td>Montgomery County and Town of Christiansburg</td>
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<td>Area</td>
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<td>Const. Date</td>
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<tr>
<td>Floyd County</td>
<td><strong>Groundwater and surface monitoring to help identify groundwater resources and calculate carrying capacity.</strong> Map recharge areas and other important water resource areas. To identify groundwater resources and calculate carrying capacity. Recharge areas and other important water resource areas would be mapped.</td>
<td>$250,000</td>
<td></td>
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<td>$250,000</td>
<td>2014</td>
<td>Floyd County</td>
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<tr>
<td>Narrows</td>
<td>Replace existing collection system piping and upgrade wastewater plan</td>
<td></td>
<td>$2,500,000</td>
<td>$2,500,000</td>
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<td>Town of Narrows</td>
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<td>Pulaski Town</td>
<td><strong>Public Safety Facility</strong></td>
<td>$5,000,000</td>
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<td>$5,000,000</td>
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<td>Giles County</td>
<td><strong>Eggleston Water Extension Phase 2 (Giles Co)</strong></td>
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<td>Giles County</td>
<td><strong>Route 635 Water Extension (Giles Co)</strong></td>
<td>$2,000,000</td>
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<td>Giles County</td>
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<tr>
<td>Glen Lyn</td>
<td><strong>Glen Lyn Park</strong></td>
<td></td>
<td></td>
<td>$800,000</td>
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<td>2015</td>
<td>Glen Lyn</td>
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<td>Pulaski County</td>
<td><strong>Skyview Subdivision/Fairgrounds Area Sewer (Pulaski Co)</strong></td>
<td>$500,000</td>
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<td>Pulaski County</td>
<td><strong>Newbern Area Enhancements</strong></td>
<td>$53,387</td>
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<td>Radford</td>
<td><strong>University Drive Bridge</strong></td>
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<td>$531,000</td>
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<td>Radford</td>
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<td>Christiansburg</td>
<td><strong>Quin W. Stuart Blvd. Traffic Signal</strong></td>
<td>$411,000</td>
<td>$211,000</td>
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<td>$811,000</td>
<td>2017</td>
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<td>Christiansburg</td>
<td><strong>Falling Branch Road Intersection/Traffic Signal</strong></td>
<td>$413,000</td>
<td>$263,000</td>
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<td>$826,000</td>
<td>2017</td>
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<td>Local $</td>
<td>Total Funding</td>
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<td>Christiansburg</td>
<td>N. Franklin Street - Cambria Street Intersection and N. Franklin Street Corridor Highway Project Being included in the Six-Year Improvement Program</td>
<td>$8,319,743</td>
<td>$169,791</td>
<td>$8,489,534</td>
<td>2017-2022</td>
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<td>Christiansburg</td>
<td>N. Franklin St. - Peppers Ferry Road Connector Route Phase I Not in draft SYIP</td>
<td>$9,803,920</td>
<td>$200,080</td>
<td>$10,004,000</td>
<td>2023</td>
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<td>Christiansburg</td>
<td>N. Franklin St. - Peppers Ferry Road Connector Route Phase II Not in draft SYIP</td>
<td>$9,153,200</td>
<td>$186,800</td>
<td>$9,340,000</td>
<td>2025</td>
<td>VDOT, Christiansburg</td>
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<td>Floyd County</td>
<td>Floyd County Health and Human Services Complex One-stop-shop in Floyd that would enable citizens to access needed services</td>
<td>$1,200,000</td>
<td>$200,000</td>
<td>$1,500,000</td>
<td>2015</td>
<td>Floyd County</td>
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<tr>
<td>Floyd County</td>
<td>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.</td>
<td>$1,200,000</td>
<td>$200,000</td>
<td>$1,500,000</td>
<td>2017</td>
<td>Floyd County</td>
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<td>Floyd County</td>
<td>Improving Access to the Floyd Regional Commerce Center from Route 8 Remove sharp turns to improve truck access.</td>
<td>$400,000</td>
<td>$400,000</td>
<td>$800,000</td>
<td>2017</td>
<td>Floyd County, Economic Development Authority of Floyd County, VDOT</td>
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<td>NRV</td>
<td>Youth Planning Council Involve youth in discussing community development issues across the region.</td>
<td>$10,000</td>
<td>$10,000</td>
<td>$20,000</td>
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<td>NRV PDC</td>
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<td>Pearisburg</td>
<td>Community Center Renovation of Old School for Community Center Including New Electrical, Mechanical and Plumbing</td>
<td>$2,000,000</td>
<td>$2,000,000</td>
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<td>2020</td>
<td>Town of Pearisburg</td>
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<td>Pulaski County</td>
<td>Indoor Recreation - Wellness Center Indoor Recreation-Wellness Center for the citizens of Pulaski County.</td>
<td>$7,000,000</td>
<td>$7,000,000</td>
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<td>Trail Around Floyd Commerce Center To develop a walking trail around the new Commerce Center in Floyd.</td>
<td>$200,000</td>
<td>$400,000</td>
<td>$400,000</td>
<td>2014</td>
<td>Floyd County</td>
<td></td>
</tr>
<tr>
<td>Christiansburg</td>
<td>Public Works Complex Moving current complex out of the floodplain</td>
<td>$10,000,000</td>
<td>$10,000,000</td>
<td>$10,000,000</td>
<td>2020</td>
<td>Christiansburg</td>
<td></td>
</tr>
<tr>
<td>Christiansburg</td>
<td>Upgrade of Waste Water Plant Upgrade waste water plant to accommodate 8 million gallons per day</td>
<td>$10,000,000</td>
<td>$10,000,000</td>
<td>$10,000,000</td>
<td>2017</td>
<td>Christiansburg</td>
<td></td>
</tr>
<tr>
<td>Christiansburg</td>
<td>Emergency Services Station New Roanoke Street substation</td>
<td>$4,000,000</td>
<td>$4,000,000</td>
<td>$4,000,000</td>
<td>2020</td>
<td>Christiansburg</td>
<td></td>
</tr>
<tr>
<td>Area</td>
<td>Description</td>
<td>Fed. ($)</td>
<td>State ($)</td>
<td>Local ($)</td>
<td>Total Funding</td>
<td>Const. Date</td>
<td>Responsible Agency</td>
</tr>
<tr>
<td>----------------------</td>
<td>-------------------------------------------------------------------------------</td>
<td>----------</td>
<td>-----------</td>
<td>-----------</td>
<td>---------------</td>
<td>-------------</td>
<td>-------------------------------------------</td>
</tr>
<tr>
<td>Giles County</td>
<td><strong>Clendennin Water Extension (Giles Co)</strong></td>
<td>$2,000,000</td>
<td></td>
<td></td>
<td>$2,000,000</td>
<td>2014</td>
<td>Giles County</td>
</tr>
<tr>
<td>Montgomery County</td>
<td><strong>Route 177 Water and Sewer Improvements</strong></td>
<td>$4,800,000</td>
<td>$1,200,000</td>
<td></td>
<td>$6,000,000</td>
<td>2014</td>
<td>PSA</td>
</tr>
<tr>
<td>Pulaski Town</td>
<td><strong>Enhance Bob White Boulevard and East Main Street Intersection</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Radford</td>
<td><strong>Amphitheater</strong> Planning, design &amp; construction, 200 seats &amp; stage</td>
<td>$1,500,000</td>
<td></td>
<td></td>
<td>$1,500,000</td>
<td>2018</td>
<td>City of Radford</td>
</tr>
<tr>
<td>Floyd Town</td>
<td><strong>Lineberry Memorial Park Development</strong> Design and construction of stage for performances.</td>
<td>$725,000</td>
<td>$725,000</td>
<td></td>
<td>$1,500,000</td>
<td>2014</td>
<td>Floyd Town</td>
</tr>
<tr>
<td>Giles County</td>
<td><strong>Ingram Village Sewer (Giles Co)</strong> Put in sewer lines.</td>
<td>$750,000</td>
<td>$1,250,000</td>
<td></td>
<td>$2,000,000</td>
<td>2015</td>
<td>Giles County</td>
</tr>
<tr>
<td>Pulaski Town</td>
<td><strong>Sewer Collection/Pump Station Improvements</strong> Infrastructure improvements at Stations 4A and 4B</td>
<td>$1,500,000</td>
<td>$500,000</td>
<td></td>
<td>$2,000,000</td>
<td>2014</td>
<td>Town of Pulaski, Peppers’ Ferry Regional Wastewater Treatment Authority</td>
</tr>
<tr>
<td>Pulaski Town</td>
<td><strong>Water Filtration Plant Improvements</strong> Modernization of the current water filtration plant.</td>
<td>$500,000</td>
<td>$500,000</td>
<td></td>
<td>$1,000,000</td>
<td>2014</td>
<td>Town of Pulaski</td>
</tr>
<tr>
<td>Radford</td>
<td><strong>Third Avenue Parking Lot</strong> 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.</td>
<td></td>
<td></td>
<td></td>
<td>$250,000</td>
<td>2014</td>
<td>City of Radford</td>
</tr>
<tr>
<td>Pulaski Town</td>
<td><strong>Bicycle Lane and Trail Improvements</strong> Improving bike accessibility for critical pathways throughout the Town.</td>
<td>$750,000</td>
<td>$250,000</td>
<td></td>
<td>$1,000,000</td>
<td>2015</td>
<td>Town of Pulaski</td>
</tr>
<tr>
<td>Floyd County/Town</td>
<td><strong>Floyd Public Transit</strong> Study viability of public transit in county/town</td>
<td>$20,000</td>
<td>$5,000</td>
<td></td>
<td>$25,000</td>
<td>2014</td>
<td>Floyd County/Town</td>
</tr>
</tbody>
</table>
Chapter 6: IMPLEMENTATION AND RESILIENCY

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

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

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

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

1. Enhancing Living and Working Environments
2. Preserving Rural Heritage and Community Character
3. Making the Business Environment Productive and Resilient
4. Building Healthy Communities
As these values are cultivated with guidance from the CEDS, the regional economy can continue to grow. Recent successes in bringing in new companies, both domestic and international, have helped to continue building prosperity. Work needs to be done to cultivate and grow businesses using entrepreneurs who already reside within the region. Identifying leaders to carry out the vision is an important part in this process. Moving forward, the New River Valley aims to grow the economic sectors that are already strong, turn emerging sectors into economic engines, and strengthen sectors that have been staples within the region for decades. This will lead to a healthy and resilient economy, built to last and increase the prosperity for everyone that calls the New River Valley home.
Appendix I
Minutes of the Comprehensive Economic Development Strategy Committee and
Minutes of the New River Valley Planning District Commission
Notes from CEDS Committee Meeting 12-18-15

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

NRVRC staff: Kevin Byrd, Patrick O’Brien

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

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

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

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

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

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

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

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


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

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

The ‘Community in Schools’ counseling and referral program for K-12 students in Floyd and Pulaski to access resources- Roanoke Times article available at: http://www.roanoke.com/news/education/floyd_county/pulaski-and-floyd-county-schools-partner-for-new-program/article_9cee6a43-fcd7-57df-8e7e-71b20af4c47f.html

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

WVTF radio story about advanced manufacturing career opportunities and efforts to train the next generation of workers in our region. Available at: http://wvtf.org/post/not-your-grandparents-factory
1.6 SWOT ANALYSIS (existing SWOT from previous CEDS document)

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

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

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

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

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

**Strengths:**

Keep from previous version (specifically mentioned during meeting):

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

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

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

Weaknesses:

Keep from previous version (specifically mentioned during meeting):

• Lack of diverse energy sources
• Deteriorating housing stock in some areas
• Lack of access to capital for start-ups
• Poverty
• Drug abuse
• Brain drain
• Few entrepreneurial leaders
• ‘Blighted historic structures’ is still a weakness, but need to include as an opportunity as well

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

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

Opportunities:

Keep from previous version (specifically mentioned during meeting):

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

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

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

Threats:

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

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

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

Decreasing commercial air travel options
1.6 SWOT ANALYSIS (existing SWOT from previous CEDS document)

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

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

**Opportunities**
- Public engagement
- Proximity to large east coast population centers
- K-12 and higher education partnerships with businesses
- Growing interest in incorporating work experience components into educational programs
- Interregional collaboration
- Economic gardening
- Seed and venture funding are growing
• Strong support for entrepreneurship development, and growing network for mentoring and support
• Growing momentum to define regional ‘brand’ for both internal and external marketing
• Downtown revitalization is gaining momentum in most towns
• ‘Reshoring’ and international investment in manufacturing

• Growing collaboration/partnership with nearby regions (especially Roanoke and ‘Southwest Virginia’)
• Strong support for preservation/promotion of natural resources
• Strong support for a growing array of youth development programs in communities, but need to ‘regionalize’
• Businesses in similar sectors are uniting to support each other and address common needs

Threats

• Lack of influence at the state level
• Competition with other regions for talented youth and college graduates (brain drain)
• Lesser opportunities/resources in rural areas of region vs. urban areas
• Increasing congestion/worsening commutes on key routes (esp. I-81)
• Worsening substance abuse and related social/economic issues
• Unequal civic engagement/access to regional opportunities among citizens
• State/federal regulations can increase cost of doing business
• Uncertainty about regional ‘brand’ identify (perception as ‘hillbilly’ region

• Aging building stock needs maintenance/replacement
• Aging of skilled workers with insufficient pipeline of young workers with right skills to replace them
• Shortage of affordable housing and ‘aging in place’ options in some areas
• Fast or uncontrolled growth may threaten natural resources or quality of life
• Online competition can threaten local retailers and other businesses
Notes from CEDS Committee Meeting 3-18-16

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

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

James Jones, a VT senior interning with the NRVRC, provided a demonstration of the Tableau web-based data visualization software that the NRVRC is using to develop a user-friendly, web-based **data dashboard platform** to make regional demographic, economic and community health data more accessible and understandable. The draft ‘demo’ versions of the dashboards are available online at: [https://public.tableau.com/profile/nrvrc#1/](https://public.tableau.com/profile/nrvrc#1/).

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

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

- Economic data regarding regionally important industry sectors, such as amount/proportion of ‘exports’ from the region (i.e., which sectors are bringing new money into the region by selling products elsewhere)
- Workforce data on top occupations by # of jobs, growth, wages, etc.
- Firm opening and closings, firms by number of employees
- Amount, sources, and recipients of investment capital for business creation/venture development
- Location, speed, price and competition options for broadband/fiber service around the region
- Business creation/destruction, and stability of jobs by sector (some information at [www.youreconomy.org](http://www.youreconomy.org)).
- Information about entry-level jobs in target sectors, to allow low-skill or long-term unemployed residents to begin careers in the local economy
- Information about international trade or foreign direct investment in the region
The CEDS committee spent the remainder of the meeting discussing the existing CEDS project list to provide updates and revisions, and discussed ideas for new projects for the upcoming year based on current economic trends. Projects discussed include:

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

Local governments will submit their project ideas by the end of April.
Notes from CEDS Committee Meeting 6-8-16

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

NRVRC staff: James Jones, Patrick O’Brien

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

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

- Economic data regarding regionally important industry sectors, such as amount/proportion of ‘exports’ from the region (i.e., which sectors are bringing new money into the region by selling products elsewhere)
- Workforce data on top occupations by # of jobs, growth, wages, etc.—will incorporate the ‘quarterly reports’ that the workforce board has contracted with Virginia Tech Office of Economic Development to produce—each provides updates on basic workforce statistics, as well as a highlight of a particular industry sector or occupation that is important to the region.
- Firm opening and closings, firms by number of employees
- Amount, sources, and recipients of investment capital for business creation/venture development
- Location, speed, price and competition options for broadband/fiber service around the region—will incorporate the state-level survey on internet availability and consumer demand, as well as similar surveys from Pulaski County, and existing maps/analysis of broadband penetration from Citizens, and from the NRVRC’s current Blacksburg broadband study
- Business creation/destruction, and stability of jobs by sector (some information at www.youreconomy.org).
- Information about entry-level jobs in target sectors, to allow low-skill or long-term unemployed residents to begin careers in the local economy
- Information about international trade or foreign direct investment in the region
- Suggestion to track amount of grant funding by locality to track success of local governments in winning funding to achieve CEDS goals
- Add a metric to track airport usage from the airports’ monthly reports
- Add a metric to track tourism expenditures (VTC data)
Marty Holliday provided an update on the New River-Mount Rogers Workforce Development Board’s ‘sector strategies’ initiative. This process involves ongoing meetings of businesses in targeted sectors, along with workforce development, education and economic development stakeholders, to discuss common issues and needs, and develop strategies to address these needs. Although the focus is on the needs for skilled workers and education/training programs, the groups also provide a forum to address other issues that may be of interest to the businesses, and bring together the network of service providers who may be able to address these needs.

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

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

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

Minutes of the Commission Meeting

held on

April 28, 2016

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

I. CALL TO ORDER

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

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


II. CONSENT AGENDA

A. Approval of Minutes for March

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

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

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

B. Approval of Treasurer’s Report for March
Mr. Carpenter called for approval of the consent agenda item if there were no questions or changes.

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

Action: Motion carried unanimously.

III. COMMONWEALTH INTERGOVERNMENTAL REVIEW PROCESS

A. Projects *(Signed-off by the staff)*
   1. Eggleston Water Extension CDBG Application

B. Regular Project Review
   1. Virginia Tech – Rector Field House Renovations
      Mr. Carpenter called for approval of the regular project review.
      
      Motion: Mr. Bopp moved for the approval of the environmental review. Ms. Newcomb seconded the motion.
      
      Action: Motion carried unanimously

C. Environmental Project Review
   1. Defense Environmental Restoration Program (Arsenal groundwater monitoring)
      Mr. Carpenter called for approval of the environmental review.
      
      Motion: Mr. Patton moved for the approval of the environmental review. Mr. Garrett seconded the motion.
      
      Action: Motion carried unanimously

   2. FY2016 Nonpoint Source Implementation Grant Application (DEQ)
      Mr. Carpenter called for approval of the environmental review.
      
      Motion: Mr. Harvey moved for the approval of the environmental review. Mr. Bopp seconded the motion.
      
      Action: Motion carried unanimously

IV. PUBLIC ADDRESS

None.

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

VI. CHAIR’S REPORT

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

VII. EXECUTIVE DIRECTOR’S REPORT

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

VIII. OLD BUSINESS

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

IX. NEW BUSINESS

A. Comprehensive Economic Development Strategy (CEDS) 2016 Update

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

B. POWER Program Overview

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

C. Dispense Surplus Property

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

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

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

The meeting was adjourned at 7:10 pm.

________________________________________
Kevin Sullivan, Chair
New River Valley Regional Commission
NEW RIVER VALLEY REGIONAL COMMISSION

Minutes of the Commission Meeting

held on

June 23, 2016

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

II. CALL TO ORDER

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

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


II. CONSENT AGENDA

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

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

E. Approval of Treasurer’s Report for May
   Mr. Sullivan called for approval of the consent agenda item if there were no questions or changes.
Motion: Mr. Kantsios moved for the approval of the Treasurer’s Report. Mr. Law seconded the motion.

Action: Motion carried unanimously.

III. COMMONWEALTH INTERGOVERNMENTAL REVIEW PROCESS

A. Projects (Signed-off by the staff)
   1. Application to EDA for FY16-17 Planning Assistance

B. Regular Project Review
   None

F. Environmental Project Review
   1. Environmental Assessment for the Town of Rich Creek Water Systems Improvements
      Mr. Sullivan called for approval of the environmental review.
      Motion: Mr. McCoy moved for the approval of the environmental review. Mr. Harvey seconded the motion.
      Action: Motion carried unanimously

   2. Reissuance of VPDES permit, Lhoist North America of Virginia Inc. – Kimballton
      Mr. Law asked if the water was being pumped from an active mine and how it is monitored for pollutants. Mr. McCoy explained the mine is not active.
      Mr. Sullivan called for approval of the environmental review with the comment that active monitoring needs to take place and there needs to be a plan to contain in the event there is a pollutant detected.
      Motion: Mr. Harvey moved for the approval of the environmental review. Mr. Turk seconded the motion.
      Action: Motion carried unanimously

IV. PUBLIC ADDRESS

None.

V. REVIEW OF MUTUAL CONCERNS AND COMMISIONERS’ REPORTS
Mr. Carpenter thanked the region for the support shown to Radford University while hosting the Boy’s State program. He also noted in the next month the University will be transitioning to the new president, Dr. Brian Hemphill.

VI. CHAIR’S REPORT

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

VII. EXECUTIVE DIRECTOR’S REPORT

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

VIII. OLD BUSINESS

None.

IX. NEW BUSINESS

None.
A. Smart Beginnings New River Valley Transition- Presentation by Delegation

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

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

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

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

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

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

Action: Motion carried unanimously.

D. Commission Officers for FY17

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

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

Action: Motion carried unanimously.

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

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

Mr. Sullivan called to adjourn the meeting.
The meeting was adjourned at 7:30 pm.

Joe Carpenter, Chair
New River Valley Regional Commission
Appendix II
CEDS Committee Membership,
NRV Livability Initiative Economic Development Working Group,
and
PDC Membership
# New River Valley Comprehensive Economic Development Strategy Committee CEDS-FY16

<table>
<thead>
<tr>
<th>Name</th>
<th>Principal Business</th>
<th>Location</th>
<th>Career Field</th>
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<tr>
<td>Diane Akers</td>
<td>Town of Blacksburg</td>
<td>Economic Development</td>
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<tr>
<td>Peter Anderson</td>
<td>Pulaski County</td>
<td>Education</td>
<td></td>
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<tr>
<td>Kamala Bauers</td>
<td>Floyd County</td>
<td>Real Estate Development</td>
<td></td>
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<td>Eric Bucey</td>
<td>Pulaski County</td>
<td>Small business development</td>
<td></td>
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<tr>
<td>Anthony Byrd</td>
<td>City of Radford</td>
<td>Small Business Development</td>
<td></td>
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<td>Basil Edwards</td>
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<td>Local Government Staff</td>
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<td>Jonathan Everett</td>
<td>Town of Christiansburg</td>
<td>Finance/Young Professionals</td>
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<td>Jim Flowers</td>
<td>Virginia Tech</td>
<td>Incubator Manager</td>
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<td>Gary Forget</td>
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<td>Manufacturing</td>
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<td>Mack Hilton</td>
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<td>Retired Dentist</td>
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<td>Marty Holliday</td>
<td>New River Valley WDB</td>
<td>Workforce Development Board</td>
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<td>Finance</td>
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<td>Jim Loux</td>
<td>Pulaski County</td>
<td>Exporting Business</td>
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<td>Michael Miller</td>
<td>Montgomery County</td>
<td>University Licensing</td>
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<td>Rebecca Phillips</td>
<td>Pulaski Town (NRV)</td>
<td>Education (Governor’s School)</td>
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<td>Shaun Rai</td>
<td>Town of Christiansburg</td>
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<td>Jonathan Whitt</td>
<td>Town of Blacksburg</td>
<td>Small business development</td>
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FY 2015-2016
New River Valley Planning District Commission Members
Chair – Mr. Kevin Sullivan
Vice-Chair – Mr. Joe Carpenter
Treasurer – Mr. Leon Law
At-Large – Mr. Charles Bopp
Past-Chair – Mr. Michael Patton

Floyd County:
Mr. Fred Gerald*
994 Sutphin Rd., NW
Willis, VA 24380

Mr. Michael Maslaney
PO Box 908
Floyd, VA 24091

Town of Floyd:
Mr. Mike Patton*
123 Wilson Street
Floyd, VA 24091

Mr. Michael Maslaney
PO Box 908
Floyd, VA 24091

Giles County:
Mr. Richard McCoy*
505 Tyler Avenue
Pearsburg, VA 24134

Mr. Leon Law
1809 Cascades Drive
Pembroke, VA 24136

Town of Pearisburg:
Ms. Susie Journell*
412 N. Dennis St.
Pearsburg, VA 24134

Mr. William Kantsios*
936 Greenbriar Drive
Rich Creek, VA 24147

Town of Rich Creek:

Montgomery County:
Ms. Annette Perkins*
1407 Valley View Drive
Blacksburg, VA 24060

Mr. Michael Harvey
803 Willard Drive
Blacksburg, VA 24060

Pulaski County:
Mr. Doug Warren
4540 Shelburne Road
Radford, VA 24141

Mr. Charles Bopp*
PO Box 1402
Pulaski, VA 24301

City of Radford:
Mr. D. Michael Turk*
1405 Madison St
Radford, VA 24141

Dr. Helen Harvey
701 Berkley St.
Radford, VA 24141

Town of Blacksburg:
Ms. Cecile Newcomb*
203 Turner St NE Apt. 1
Blacksburg VA 24060

Ms. Holly Lesko
1708 Westover Drive
Blacksburg, VA 24060

Mr. Michael Sutphin *
611 Progress Street
Blacksburg, VA 24060

Town of Christiansburg:
Mr. Scott Weaver
965 Cardinal Drive
Christiansburg, VA 24073

Mr. Henry Showalter*
455 Overhill Road
Christiansburg, VA 24073

Town of Pulaski:
Mr. Greg East*
517 North Madison Ave.
Pulaski, VA 24301

Mr. Larry Clevinger
1128 Well Street
Pulaski, VA 24301

Radford University:
Mr. Joe Carpenter
Martin Hall 0323
Radford, VA 24141

Virginia Tech:
Mr. Jason Soileau
VA Tech
Blacksburg, VA 24061

Mr. Kevin Sullivan
2103 Chestnut Drive
Blacksburg, VA 24060

* = Elected Official
Appendix III

Regional Business Services and Entrepreneurial Services

*Radford Small Business Development Center*

701 Tyler Avenue #231  
Radford University  
Radford, VA 24142  
Phone: 540-831-6056  
Contact: Anthony Byrd, Director

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

Website: [www.radford.edu/content/cobe/sbdc-web.html](http://www.radford.edu/content/cobe/sbdc-web.html)

*New River Valley Business Center*

6580 Valley Center Drive  
Radford, VA 24141  
Phone: 540-633-6731

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

Website: [www.nrvdc.org/nrvbc.html](http://www.nrvdc.org/nrvbc.html)

*New River Valley Development Corporation Revolving Loan Fund*

6580 Valley Center Drive, Suite 302  
Radford, VA 24141  
Phone: 540-633-6730

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

Website: [www.nrvdc.org/dcfinance.html](http://www.nrvdc.org/dcfinance.html)

*VT KnowledgeWorks*

2200 Kraft Drive, Suite 1000  
Blacksburg, VA 24060  
540-443-9100

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

Website: [www.vtknowledgeworks.com/](http://www.vtknowledgeworks.com/)
Roanoke Blacksburg Technology Council
2200 Kraft Drive, Suite 1400
Blacksburg, VA 24060
Phone: 540-443-9232
- Services: Networking and peer learning for technology companies, and talent promotion.
Website: www.thetechnologycouncil.com/

460 Angels
- Services: Funding and coaching of early stage hi-tech entrepreneurs.
Website: www.460angels.com/index.html

Virginia Cooperative Extension
101 Hutcheson Hall (0402)
Virginia Tech
Blacksburg, VA 24061
Phone: 540-231-5299
- Services: Overall farm business technical assistance.
Website: www.ext.vt.edu/

Virginia Community Capital
930 Cambria Street, N.E.
Christiansburg, VA 24073
540-260-3126
- Services: CDFI offering small business lending and advisory services.
Website: www.vacommunitycapital.org/

Floyd County Business Services
Economic Development Authority of Floyd County
“5 and 10 Loan Program”
Qualifiers: Located in Floyd County, 9 or fewer employees, create/retain one job
- Services: Low interest loans at 5 and 10 year terms
Website: www.floydcova.org/business/floyd5and10.shtml

Giles County Business Services
Giles Business Incubator
211 Main Street
Narrows, VA 24124
Phone: 540-726-7119
- Services: Flexible space for small business start-ups.
Montgomery County Business Services

Montgomery-Blacksburg-Christiansburg (MBC) Development Corporation Revolving Loan Fund
755 Roanoke Street, Suite 2H
Christiansburg, VA 24073-3184
Phone: (540) 382-5732
-Services: Micro Solutions small business lending and training program for entrepreneurs.
Website: www.yesmontgomeryva.org/content/115/161/171/441.aspx

TechPad
432 North Main Street, Suite 200 (above PK's Restaurant)
Blacksburg, Virginia, 24060
-Services: Technology focused coworking and hacker community.
Website: www.techpad.org/

Pulaski County Business Services

Beans and Rice
246 North Washington
Suite B
Pulaski, VA 24301
Phone: 540-980-4111
-Services
Website: www.beansandrice.org/

City of Radford Business Services

Beans and Rice
1608 West Main Street
Radford, Virginia 24141
Phone: 540-633-6270
-Services: Micro Solutions small business lending and training program for entrepreneurs.
Website: www.beansandrice.org/
State and Inter-regional

Virginia Department of Business Assistance
- Services: Loan guaranties, loan loss insurance, Business One Stop, small business workshops.
Website: vdba.virginia.gov/starting_business.shtml

People, Inc.
1173 West Main St.
Abingdon, VA 24210
276-623-2931
- Services: Business counseling, business training workshops, entrepreneur support network/referrals, and numerous small business loan funds, including Ninth District Development Fund, SBA Micro Loan Fund, and others. Serves communities in southwest Virginia, including New River Valley.
Website: http://www.peopleinc.net

Virginia Small Business Financing Authority
1220 Bank Street, 3rd Floor
Richmond, VA 23219
Phone: 804-371-8254
- Services: support bank lending to small businesses by providing cash collateral, subordinate companion loans, guaranties, loan loss reserves.
Website: http://www.vabankers.org/VSBFA

Roanoke SCORE
105 Franklin Rd SW, Suite 150
Roanoke VA 24011
Phone: 540-857-2834
- Services: Entrepreneur education, workshops, and events.
Website: roanoke.score.org/