New River Valley Comprehensive Economic Development Strategy
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Chapter 1: NEW RIVER VALLEY OVERVIEW

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

The region is growing from a manufacturing and agrarian focused economy into a more balanced, diversified economy. The region has seen gains in sectors such as information technology, healthcare and biomedical, professional and financial services, energy, and agriculture. This transition has created the need for training in these growing sectors.

Career pathway development is an important part of this transition to a more modernized economy.

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

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

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

Population
The New River Valley had an estimated population of 182,876 in 2016, a 2.6% increase since the 2010 Census. Population projections predict continued, steady growth to a 2040 population of 219,420, a 23% increase over a 30 year period. The City of Radford and Montgomery County have high percentages of student populations from Radford University and Virginia Tech, with a total student population of approximately 40,000 between the two universities. The universities produce nearly 10,000 new graduates within the region each year.

![Figure 1: New River Valley Projected Population Growth](image)

Virginia Employment Commission, U.S. Census Bureau

Age
The median age within the New River Valley is 33.2, well below the state average of 37.6. The region’s large population of college students is the major contributor to the youthful population, with 15-19 year olds and 20-24 year olds as the two largest age groups. Figure 2 (next page) shows the regional population in each age group.

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Income
The median household income in the New River Valley is $45,607, and per capita income is $24,337\textsuperscript{2}. 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.

\textbf{Figure 3: Median Household and Per Capita Income by Locality}

\textit{American Community Survey 5-Year Data, 2010-2014}

\textsuperscript{2} 2011-2015 American Community Survey 5-Year Estimates: Selected Economic Characteristics
1.3 EMPLOYMENT

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

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

Table 1: Employment by Industry Sector, New River Valley

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

Source: Jobs EQ 2017Q1 Dataset

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3 2011-2015 American Community Survey 5-Year Estimates: Selected Economic Characteristics
4 US Census Bureau, LEHD On the Map tool, 2014
The New River/Mount Rogers Workforce Investment Board partnered with the Virginia Tech Office of Economic Development to develop a Skills-Gap Analysis for the region. Both soft skill and technical skill gaps were evaluated. For the region, soft skill needs include: good attendance, critical and analytical thinking, communication, and problem solving. Technical skill needs include: electrical/electronics, engineering, general maintenance, welding, and customer service and sales.

**CLUSTER ANALYSIS**

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

### Table 2: NRV Employment by Sector

<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.5

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

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

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

Table 3: Virginia Southwestern Mountain Climate Region

<table>
<thead>
<tr>
<th></th>
<th>January Average</th>
<th>July Average</th>
<th>Annual Average</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Temperature</strong></td>
<td>24-44 (F)</td>
<td>60-85 (F)</td>
<td></td>
</tr>
<tr>
<td><strong>Precipitation</strong></td>
<td>4.04 inches</td>
<td>4.73 inches</td>
<td>47.33 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.

State Parks
Claytor Lake State Park:
The New River Valley is home to Claytor Lake State Park, one of two state parks in the region. Claytor Lake. Claytor Lake has a full service marina and provides options for fishing, swimming, and camping.
New River Trail State Park:
The New River Trail stretches 57 miles along an abandoned railroad corridor.

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. Figure 5 shows the average number of new firms in the New River Valley over the course of several years.

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

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

Interregional
Roanoke SCORE

State
Virginia Department of Business Assistance
Virginia Small Business Financing Authority

A complete description of each small business service is listed in the appendix. The Radford Small Business Development Center closed in June 2016. A liaison from the nearby Roanoke SBDC is serving the New River Valley with training courses and business counseling services. CEDS stakeholders are exploring options to reinstate the Center, and otherwise coordinate small business services in the region.

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

• Working Groups: Economic development working group collaborated with CEDS Committee to develop goals, objectives, and strategies.
• Community Priority Survey: 660 participants responded to develop regional priorities.
• NRV Tomorrow Survey: 750 participants responded to rank values, projects, and policies within the region.
• BUILT NRV Game: 249 participants discussed concerns, possibilities, and value within individual communities.
• New River Valley Regional Commission Board of Directors: Hosts monthly public meetings where CEDS updates are reviewed. The final 2017 CEDS was presented on June 28, 2018.
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 of 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, NRVDC 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.
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.
Chapter 4: ANNUAL PROJECT PACKAGE REPORT

4.1 CEDS Project Evaluation Criteria – Reviewed/updated June 2017

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

**PROJECT TYPE (Points)**

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

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

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

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

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

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

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

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

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

Points

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

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


Points

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

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

Points

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

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

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

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

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

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

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

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

   A. Collaborative Regional Innovation
   
   B. Public/Private Partnerships
   
   C. National Strategic Priorities  1 point/priority
   
   D. Global Competitiveness
   
   E. Environmentally-Sustainable Development
   
   F. Economically Distressed and Underserved Communities
**Project support and feasibility:** The project receives additional points if it demonstrates commitment by local partners and identifies financial or other resources that increase the likelihood of project success.

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

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

2. **Relationship to Previous Investment**

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

3. **Readiness to Initiate Project**

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

4. **Utility/Infrastructure Availability (Maximum 6 points)**

   - A. Public Water
   - B. Sanitary Sewer and Storm Water Treatment
   - C. Electricity 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 2018 Project package as well as new project ideas are evaluated and ranked using the above criteria. Several criteria are based directly on current economic data, listed in the tables below.

#### Table 5: Per Capita Income and Population

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


#### Table 6: Unemployment Rate - 2016 average

<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Floyd County</td>
<td>4.0%</td>
</tr>
<tr>
<td>Giles County</td>
<td>5.3%</td>
</tr>
<tr>
<td>Montgomery County</td>
<td>4.0%</td>
</tr>
<tr>
<td>Pulaski County</td>
<td>5.8%</td>
</tr>
<tr>
<td>City of Radford</td>
<td>5.4%</td>
</tr>
<tr>
<td>New River Valley</td>
<td>4.6%</td>
</tr>
<tr>
<td>Virginia</td>
<td>4.0%</td>
</tr>
</tbody>
</table>

Source: Virginia Employment Commission, Local Area Unemployment Statistics

#### 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 2018 – 2019

The 2018-19 Annual Project Package represented the priority projects for the region as of June 2018. 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 2018-19

<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>Preparation of New Graded Building Site at NRV Commerce Park A site to accommodate a graded building pad of a building footprint of 20 to 75 acres.</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>Development of Broadband Infrastructure and Internet Availability Explore options for higher bandwidth to the end user (replicate/expand Citizens' FTTH rollout in Floyd County). Develop wifi availability in downtown areas. Assess feasibility of wireless towers to allow internet service to rural areas with no service. Tower placement studies and streamlining of the zoning process. Implement recommendations of studies in local jurisdictions (Blacksburg, Pulaski)</td>
<td></td>
<td></td>
<td></td>
<td>$8,000,000</td>
<td>2020</td>
<td>Private Enterprises and NRV Localities, NRV Network Wireless Authority</td>
</tr>
<tr>
<td>NRV</td>
<td>Implement 'sector strategies' focus for workforce development programs to meet needs in target industry sectors Develop relationships between regional businesses and education, economic development, and related stakeholder organizations to provide services that ensure success of these industries in the region. Enhance 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>Coordinate NRV entrepreneur and small business development network Convene regional revolving loan fund operators, small business counseling services, and other entrepreneur promotion programs. Develop new collaborative projects. Build on existing efforts to coordinate these systems between Roanoke and New River Valleys (e.g., RAMP and Valleys Innovation Council)</td>
<td>$500,000</td>
<td>$500,000</td>
<td>$1,000,000</td>
<td>2020</td>
<td>NRVRC, local economic development agencies, small business service providers</td>
<td></td>
</tr>
<tr>
<td>NRV</td>
<td>Promote and coordinate the development of a New River Valley passenger rail station Continue to research viability of extending Washington DC Amtrak service to a station in the NRV. Coordinate state and private stakeholders to pursue development of this service by 2020.</td>
<td>$500,000</td>
<td></td>
<td></td>
<td>2020</td>
<td>NRV Localities, State Agencies, Public/Private Railroad Companies, NRVRC</td>
<td></td>
</tr>
</tbody>
</table>

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<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>Coordinate Regional Destination Marketing Organizations (DMO) Explore options to increase coordination of regional DMOs and tourism promotion initiatives, and support local tourism marketing campaigns to promote New River Valley communities as a tourist destination, and increase visitor spending. Upgrade regional tourism website.</td>
<td></td>
<td>$100,000</td>
<td>$100,000</td>
<td></td>
<td>2019</td>
<td>NRV Localities, Tourism Offices</td>
</tr>
<tr>
<td>NRV</td>
<td>Support the burgeoning cluster of unmanned systems firms and related manufacturing capabilities in the region Develop commercialization of technologies related to automated vehicles, especially the research of the MAAP and other programs at Virginia Tech. Recruit supplier firms to the region to develop the manufacturing cluster represented by the local AUVSI chapter.</td>
<td></td>
<td></td>
<td>$5,000,000</td>
<td></td>
<td>2018</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>2018</td>
<td>NRVRC, neighboring EDDs</td>
</tr>
<tr>
<td>NRV</td>
<td>Expand pilot education and job training programs for local K-12 students and youth, targeted to careers at growing NRV industries Develop work study, internship placement, on-the-job training, and similar arrangements between businesses and education providers to help local students develop on-the-job skills for careers in local industries. Expand college scholarship programs for local K-12 students to attend community college (Giles ACCE program). Target scholarships to in-demand jobs.</td>
<td>$300,000</td>
<td>$400,000</td>
<td></td>
<td>$600,000</td>
<td>2019</td>
<td>WDB, Education Providers, local economic developers</td>
</tr>
<tr>
<td>NRV</td>
<td>Coordinate environmental stewardship and asset-based development efforts related to the New River as an outdoor recreation amenity Continue regional coordination of New River Watershed and river clean-up events to preserve the condition of the New River. Support regional and local efforts to develop outdoor recreation tourism amenities related to the New River and other natural resources.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NRV</td>
<td>Expansion of Roanoke Regional SBDC services in New River Valley build relationships and secure funding to provide resources necessary to provide NRV-based staff for Virginia SBDC network after closure of the Radford SBDC</td>
<td>$80,000</td>
<td>$80,000</td>
<td></td>
<td>$160,000</td>
<td>2019</td>
<td>Local governments, Roanoke SBDC, 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>
</tr>
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<td>---------------------------------------------</td>
</tr>
<tr>
<td>NRV</td>
<td>Coordinate marketing and business support efforts for arts and cultural amenities in the New River Valley Promote and support the development of arts and cultural-related events and institutions through targeted incentives and support for arts-related development. Coordinate with Friends of Southwest Virginia and Crooked Road.</td>
<td></td>
<td>$100,000</td>
<td>$200,000</td>
<td>$300,000</td>
<td>2020</td>
<td>Localities, civic groups, business groups</td>
</tr>
<tr>
<td>NRV</td>
<td>Implement marketing/branding recommendations of New River Valley agribusiness/agritourism strategic planning process</td>
<td>$25,000</td>
<td>$25,000</td>
<td>$50,000</td>
<td>2018</td>
<td>New River Valley Development Corporation</td>
<td></td>
</tr>
<tr>
<td>Giles County</td>
<td>Giles Multi-tenant Business Facility Development of facilities at County industrial park properties.</td>
<td></td>
<td></td>
<td></td>
<td>$2,000,000</td>
<td>2018</td>
<td>Giles County</td>
</tr>
<tr>
<td>NRV</td>
<td>Regional coordination of 'Main Street' efforts Regional staff to support local communities developing Main Street commercial corridors through marketing, redevelopment of blighted properties, and small business support services</td>
<td>$50,000</td>
<td>$50,000</td>
<td>$100,000</td>
<td>2020</td>
<td>NRVRC, participating towns</td>
<td></td>
</tr>
<tr>
<td>Radford</td>
<td>City-owned industrial park land improvements 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>2019</td>
<td>City of Radford</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>$25,000</td>
<td>$25,000</td>
<td>2020</td>
<td>NRVRC, NRV Development Corporation, local economic developers</td>
<td></td>
</tr>
<tr>
<td>NRV</td>
<td>Expand New River Water Trail Boat ramps, signage, marketing, and recreation features to extend Giles County's NRWT system to encompass a stretch of the New River from Pulaski Co. to West Virginia</td>
<td>$1,200,000</td>
<td>$1,200,000</td>
<td>$2,400,000</td>
<td>2021</td>
<td>NRVRC, local governments</td>
<td></td>
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<tr>
<td>NRV</td>
<td>Extension of Rail to Commerce Park Rail siding extension from Norfolk Southern mainline about 3,500 feet to the Commerce Park boundary and 3,500 feet to a potential building site.</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>Connect university students to careers at New River Valley firms Support student projects, internships, job fairs, and other efforts to connect skilled university graduates to careers at local firms</td>
<td>$100,000</td>
<td>$100,000</td>
<td>$200,000</td>
<td>2020</td>
<td>Universities, NMRWRDB, local economic developers</td>
<td></td>
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<td>Area</td>
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<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>$100,000</td>
<td>2017</td>
<td>Universities, NRCC, School Divisions</td>
<td></td>
</tr>
<tr>
<td>NRV</td>
<td><strong>Target Industry Business Development Program</strong> Develop educational program through the community college and university that support the development and/or recruitment of small businesses/industries in regional target sectors, including advanced manufacturing, IT/cybersecurity, life sciences, and food and beverage processing.</td>
<td>$500,000</td>
<td>$500,000</td>
<td>$1,000,000</td>
<td>2017</td>
<td>Universities, NRCC, School Divisions</td>
<td></td>
</tr>
<tr>
<td>NRV</td>
<td><strong>Regional housing study</strong> Assess regional housing market and develop local and regional strategies to address housing market needs</td>
<td>$100,000</td>
<td>$30,000</td>
<td>$130,000</td>
<td>2020</td>
<td>NRVRC, Virginia Center for Housing Research</td>
<td></td>
</tr>
<tr>
<td>NRV</td>
<td><strong>Develop regional 'small scale manufacturing' capability</strong> Creation of a regional maker space and coordination of regional fabricators to support prototyping and small-run manufacturing for entrepreneurs</td>
<td>$1,000,000</td>
<td></td>
<td></td>
<td>2020</td>
<td>NRVRC, Virginia Center for Housing Research</td>
<td></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>$100,000</td>
<td></td>
<td>2017</td>
<td>NRVRC, state agencies, economic and workforce development organizations</td>
<td></td>
</tr>
<tr>
<td>Floyd County</td>
<td><strong>Phase II Development of Floyd Regional Commerce Center</strong> Develop Preliminary Engineering Report, access improvement and building pads on Lots 1 and 2 (51 acres).</td>
<td>$2,500,000</td>
<td>$1,500,000</td>
<td>$500,000</td>
<td>$4,500,000</td>
<td>2017</td>
<td>Floyd County, Floyd County EDA</td>
</tr>
<tr>
<td>Montgomery County</td>
<td><strong>Development of Route 177 Corporate Park - Status: Conceptual</strong> <strong>Regional Food Aggregating/Processing Center</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>$15 M</td>
<td>$4 M</td>
<td>$1M</td>
<td>$20M</td>
<td>TBD</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>$63M</td>
<td>2018</td>
<td>VDOT</td>
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<tr>
<td>NRV</td>
<td>Increase modern building stock through retrofits and new construction</td>
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<td></td>
<td>2018</td>
<td>NRV Economic Development Alliance, local ED authorities</td>
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<tr>
<td>NRV</td>
<td>Creation of Utility Standards</td>
<td></td>
<td></td>
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<tr>
<td>NRV</td>
<td>Connectivity of Trails, Regional Trail System</td>
<td></td>
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<td>Trail Operators</td>
</tr>
<tr>
<td>Montgomery County</td>
<td>Route 8 Widening Project</td>
<td>$60,000,000</td>
<td>$15M</td>
<td></td>
<td>$75,000,000</td>
<td>TBD</td>
<td>VDOT</td>
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<tr>
<td>NRV</td>
<td>Interstate-81 Interchange Improvements</td>
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<td>VDOT</td>
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<tr>
<td>NRV</td>
<td>Route 100 Widening between Pulaski County and Giles County</td>
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<tr>
<td>Pulaski Town</td>
<td>Town of Pulaski Business Park Expansion</td>
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<td>EDA, Town of Pulaski</td>
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<td>NRV</td>
<td>Support Public Private Partnerships for Agriculture Infrastructure Needs</td>
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<tr>
<td>Pulaski County</td>
<td>Shell Building-Industrial Park</td>
<td>$750,000</td>
<td>$750,000</td>
<td></td>
<td>$1,500,000</td>
<td>2018</td>
<td>Pulaski County</td>
</tr>
<tr>
<td>Rich Creek</td>
<td>Rich Creek Downtown Enhancement Project</td>
<td></td>
<td></td>
<td>$1M</td>
<td>$250,000</td>
<td>$1,250,000</td>
<td>2014</td>
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<tr>
<td>NRV</td>
<td>Regional Conference/Civic Center</td>
<td></td>
<td></td>
<td>$500,000</td>
<td>$1,000,000</td>
<td>2019</td>
<td>Virginia's First and Partners</td>
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<tr>
<td>NRV</td>
<td>Create Regional Revolving Loan Fund for Energy Audits and Retrofits</td>
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<td>NRVRC</td>
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<tr>
<td>NRV</td>
<td>Identify necessary improvements to regional tourism/visitor infrastructure</td>
<td></td>
<td></td>
<td></td>
<td>$100,000</td>
<td>2019</td>
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<td>NRV</td>
<td>Support Carpooling Efforts/Initiatives throughout the New River Valley</td>
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<td>NRV</td>
<td>Create a Network of Growers and Producers in the Region Link New River Valley farmers markets to increase profitability.</td>
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<td>VA's First/US Army</td>
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<td>NRV</td>
<td>Support for local craft brewery and winery business growth Marketing and business development support for growing brewery/winery businesses</td>
<td>$50,000</td>
<td>$50,000</td>
<td></td>
<td>$100,000</td>
<td>2020</td>
<td>NRV economic developers</td>
</tr>
<tr>
<td>NRV</td>
<td>Centralize Marketing of Energy Efficiency Options Create a “one stop shop” where people can evaluate typical “payback” on upgrades, find a qualified energy auditor/retrofitter, navigate various financing options.</td>
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<td>NRVRC, Localities</td>
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<td>NRV</td>
<td>Smart Beginnings Coordinate regional stakeholders to improve and expand early childhood education and related services in the NRV</td>
<td>$50,000</td>
<td>$50,000</td>
<td></td>
<td>$100,000</td>
<td>2019</td>
<td>NRVRC, local schools, service providers</td>
</tr>
<tr>
<td>Blacksburg</td>
<td>Huckleberry Trail Extension Assist in the construction of the Huckleberry Trail extension from Prices Fork to Glade Road. Grading, site amenities, and surfacing are needed.</td>
<td></td>
<td></td>
<td>$100,000</td>
<td>$100,000</td>
<td>2018</td>
<td>Town of Blacksburg</td>
</tr>
<tr>
<td>NRV</td>
<td>Develop Region-Wide Bike Paths, Walking 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></td>
<td>$10,000,000</td>
<td>2018</td>
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<tr>
<td>NRV</td>
<td>Access to Capital Host workshops to educate businesses on capital access opportunities in the region</td>
<td></td>
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<td>NRVRC</td>
</tr>
<tr>
<td>Montgomery County</td>
<td>Expansion of Falling Branch Industrial Park Phase II - Status - Concept Drawings. Land has been purchased and is ready for grading. Water, sewer, roads, and grading improvements</td>
<td>$3,000,000</td>
<td>$1,200,000</td>
<td>$2,500,000</td>
<td>$6,700,000</td>
<td>2019</td>
<td>Montgomery County EDA</td>
</tr>
<tr>
<td>NRV</td>
<td>Network of Manufacturing Companies 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>2018</td>
<td>WIB, Local Businesses</td>
</tr>
<tr>
<td>NRV</td>
<td>Tap into Additional Networks and Professional Organizations Research and encourage “continuing ed” requirements or periodic recertification so that the workforce can build their skill sets around emerging economic sectors.</td>
<td></td>
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<td>2018</td>
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<tr>
<td>Floyd County</td>
<td>Blue Ridge Center for Chinese Medicine Expand the Appalachian Medicinal Herb program to include more farmers and move toward scalable processing and sales of medicinal herbs.</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>
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<tr>
<th>Area</th>
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<tbody>
<tr>
<td>Floyd County</td>
<td>Value-Chain Enhancement Program This program would provide assessment and assistance for agricultural</td>
<td>$75,000</td>
<td>$10,000</td>
<td>$85,000</td>
<td>2017</td>
<td>Floyd County, Floyd Town, and HOME</td>
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<td></td>
<td>and forestry businesses in Floyd County from production to processing, marketing and sales, including</td>
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<td>the possible collaborative marketing opportunities including branding, agri-tourism, and shared e-commerce. The program, if funded, will also assess additional processing equipment/facility needs locally and options for meeting those needs.</td>
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<tr>
<td>Floyd County</td>
<td>Developing Lots 4 and 8 at the Floyd Regional Commerce Center Engineering and site work to get these</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>
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<td>sites “shovel ready” for business.</td>
<td></td>
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<tr>
<td>Floyd County</td>
<td>Constructing a Shell Building on Lot 4 We have a lack of building space available in Floyd and are</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$3,000,000</td>
<td>2017</td>
<td>Floyd County and Economic Development Authority of Floyd County</td>
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<td>preparing for construction of a building in the Floyd Regional Commerce Center. The building will be</td>
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<td></td>
<td>designed to be able to serve more than one tenant.</td>
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<td>NRV</td>
<td>Implement K-12 Curriculum on Organic Food Production</td>
<td>$50,000</td>
<td></td>
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<td></td>
<td>2018</td>
<td>Southwest Virginia Cultural Heritage Foundation</td>
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<tr>
<td>Christiansburg</td>
<td>Truman Wilson Land Park Development Does not include Connector Route</td>
<td>$29,000,000</td>
<td></td>
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<td></td>
<td>2018-2028?</td>
<td>Christiansburg</td>
</tr>
<tr>
<td>NRV</td>
<td>Promote Civil War Historical Sites To promote civil war historical sites throughout the NRV.</td>
<td></td>
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<td>2018</td>
<td>CTE Directors, Community College Workforce Departments</td>
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<td>NRV</td>
<td>Conduct Farming Visioning with Agriculture Stakeholders, Farm Bureau and Extension</td>
<td></td>
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<td>2018</td>
<td>CTE Directors, Community College Workforce Departments</td>
</tr>
<tr>
<td>Floyd County</td>
<td>Marketing Floyd County Regional Commerce Center As a locality that already has advanced</td>
<td>$50,000</td>
<td>$50,000</td>
<td></td>
<td>2017</td>
<td>Floyd County</td>
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<td></td>
<td>telecommunications infrastructure, access to higher education opportunities, available and affordable</td>
<td></td>
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<td>workforce, and available industrial space, Floyd County is seeking funding to create a model of</td>
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<td>promotion for Southwest Virginia.</td>
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<tr>
<td>Giles County</td>
<td><strong>Public Transportation</strong> Connections to Blacksburg, Virginia Tech, and other major employment centers. Specific projects in local transit plans and 2016 Regional Transit Study.</td>
<td>$1,600,000</td>
<td>$400,000</td>
<td>$2,000,000</td>
<td>2018 Giles County</td>
<td>Giles County</td>
<td></td>
</tr>
<tr>
<td>Floyd County</td>
<td><strong>Route 8 Improvements</strong> Road Improvements on Route 8 between I-81 and Floyd Town</td>
<td>$1,500,000</td>
<td></td>
<td>$1,500,000</td>
<td>2018 VDOT</td>
<td>VDOT</td>
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<tr>
<td>Montgomery County</td>
<td><strong>Shawsville Area Route 11/460 access management improvements</strong> Implement recommendations of 2012 corridor study</td>
<td></td>
<td></td>
<td></td>
<td>2020 VDOT, Montgomery County</td>
<td>Montgomery County</td>
<td></td>
</tr>
<tr>
<td>Christiansburg</td>
<td><strong>Interchange ramp at Route 460 Bypass and N. Franklin Street</strong> Connection of east bound 460 Bypass to west bound Business 460</td>
<td>$2,081,907</td>
<td>$42,488</td>
<td>$2,124,395</td>
<td>2017-2022 VDOT, Christiansburg</td>
<td>VDOT, Christiansburg</td>
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<tr>
<td>Christiansburg</td>
<td><strong>I-81/Route 8 (Exit 114) Interchange Reconstruction</strong> Not in draft SYIP</td>
<td>$61,147,001</td>
<td></td>
<td>$61,147,001</td>
<td>2023 VDOT, Christiansburg</td>
<td>VDOT, Christiansburg</td>
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<tr>
<td>Narrows</td>
<td><strong>Upgrades and improvements at Mill Creek Nature Park</strong> - improve access, upgrades to parking area, restroom facility (water/sewer)</td>
<td></td>
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<td>2020 Town of Narrows</td>
<td>Town of Narrows</td>
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<tr>
<td>NRV</td>
<td><strong>Incorporate &quot;Green&quot; Training into Secondary and Post-secondary Vocational Construction Programs</strong> Change current curriculum in Construction Trades to include &quot;retro fitting&quot; remodeling for energy efficiency in homes.</td>
<td></td>
<td></td>
<td>$500,000</td>
<td>2018</td>
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<tr>
<td>NRV</td>
<td><strong>Develop and Implement a Program to Support Small Family Farms</strong> 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>
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<td>2018</td>
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<tr>
<td>Pulaski Town</td>
<td><strong>Brownfields Redevelopment</strong> Redevelopment of existing industry and housing.</td>
<td>$500,000</td>
<td>$500,000</td>
<td>$1,000,000</td>
<td>2018 Pulaski Town and EPA</td>
<td>Pulaski Town and EPA</td>
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<td>Pulaski Town</td>
<td><strong>Downtown/Main Street Renewal projects</strong></td>
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<td>2018 Town of Pulaski</td>
<td>Town of Pulaski</td>
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<tr>
<td>Pulaski Town</td>
<td><strong>Broadband expansion in downtown area</strong></td>
<td></td>
<td></td>
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<td>2018 Town of Pulaski</td>
<td>Town of Pulaski</td>
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<tr>
<td>Floyd County</td>
<td><strong>Floyd County Technical Skills Center</strong> 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 Floyd County Public Schools and Floyd County</td>
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<td>Floyd County</td>
<td><strong>Floyd County EDA Revolving Loan Fund</strong> Expand revolving loan pool as all</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>
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<td>funds currently loaned out due to high demand.</td>
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<td>Montgomery</td>
<td>**Construction of 100,000 sq. ft. Shell Building on Falling Branch Lot 2</td>
<td>$2,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$4,000,000</td>
<td>2018</td>
<td>Montgomery County EDA</td>
</tr>
<tr>
<td>County</td>
<td>Status** - Site plans are complete for building.</td>
<td></td>
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<tr>
<td>Montgomery</td>
<td>**Construction of a 20,000 sq. ft. Shell Building on Falling Branch Lot 7</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$500,000</td>
<td>$2,500,000</td>
<td>2018</td>
<td>Montgomery County EDA</td>
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<tr>
<td>County</td>
<td>Status Conceptual</td>
<td></td>
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<tr>
<td>Giles County</td>
<td><strong>Hoges Chapel Water Tank Replacement Project</strong> Replacement of 40 year old</td>
<td>$2,600,000</td>
<td></td>
<td></td>
<td>$2,600,000</td>
<td>2014</td>
<td>Giles County</td>
</tr>
<tr>
<td></td>
<td>water tank and 23,000 feet of 10 inch water line</td>
<td></td>
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<tr>
<td>Glen Lyn</td>
<td><strong>Glen Lyn Regional Wastewater Facility</strong> To combine wastewater from Rich</td>
<td></td>
<td></td>
<td></td>
<td>$3,000,000</td>
<td>2014</td>
<td>Glen Lyn</td>
</tr>
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<td></td>
<td>Creek and Glen Lyn into a single operation. The Towns will undertake the</td>
<td></td>
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<td></td>
<td>project.</td>
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<tr>
<td>Christiansburg</td>
<td><strong>Farmers’ Market Structures</strong> New permanent structures</td>
<td></td>
<td></td>
<td></td>
<td>$250,000</td>
<td>2017</td>
<td>Christiansburg</td>
</tr>
<tr>
<td>Pearsburg</td>
<td><strong>Pearisburg Farmers Market</strong> – Development of a permanent structure to</td>
<td>$160,000</td>
<td></td>
<td>$40,000</td>
<td>$200,000</td>
<td>2017</td>
<td>Town of Pearisburg</td>
</tr>
<tr>
<td></td>
<td>house the new Farmers Market. This is to include restrooms, kitchen facility,</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>and entertainment venue.</td>
<td></td>
<td></td>
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<tr>
<td>Narrows</td>
<td>**Upgrades/improvements to Narrows Town Park - installation of water splash</td>
<td></td>
<td></td>
<td></td>
<td>$105,000</td>
<td>2018-20</td>
<td>Town of Narrows</td>
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<td></td>
<td>park on old tennis court area.</td>
<td></td>
<td></td>
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<tr>
<td>Narrows</td>
<td>**Architectural study to move library; consider housing at community center</td>
<td></td>
<td></td>
<td></td>
<td>$15,000</td>
<td>2018-20</td>
<td>Town of Narrows</td>
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<tr>
<td></td>
<td>building**</td>
<td></td>
<td></td>
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<tr>
<td>Narrows</td>
<td>**Architectural study for upgrade/replacement of Narrows Volunteer Fire</td>
<td></td>
<td></td>
<td></td>
<td>$15,000</td>
<td>2018-20</td>
<td>Town of Narrows</td>
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<tr>
<td></td>
<td>Department equipment building**</td>
<td></td>
<td></td>
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<tr>
<td>NRV</td>
<td><strong>Implement the National Energy Education Development (NEED) Program in Regional</strong></td>
<td>$100,000</td>
<td></td>
<td></td>
<td></td>
<td>2018</td>
<td>VDOT, Pulaski County</td>
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<tr>
<td></td>
<td>K-12 Schools**</td>
<td></td>
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<tr>
<td>Pulaski Town</td>
<td><strong>Housing Rehabilitation and Blight Remediation</strong> - address housing concerns</td>
<td>$1,000,000</td>
<td>$250,000</td>
<td></td>
<td>$1,250,000</td>
<td>2020</td>
<td>Town of Pulaski</td>
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<td></td>
<td>for low to moderate income residents as well as remove slum &amp; blight issues</td>
<td></td>
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<td></td>
<td>in residential neighborhoods</td>
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<tr>
<td>Pulaski County</td>
<td><strong>New River Trail Extension</strong></td>
<td>$5,000,000</td>
<td></td>
<td></td>
<td></td>
<td>2018</td>
<td>VDOT, Pulaski County</td>
</tr>
<tr>
<td>Pulaski Town</td>
<td><strong>Implement Gatewood Park Master Plan</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2018</td>
<td>Town of Pulaski</td>
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<td>Area</td>
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<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><strong>Floyd County Innovation Program</strong> Business development plan competition</td>
<td>$60,000</td>
<td>$10,000</td>
<td>$70,000</td>
<td>$200,000</td>
<td>2016</td>
<td>Economic Development Authority of Floyd County</td>
</tr>
<tr>
<td>Giles County</td>
<td><strong>Eggleston Boat Ramp/River Access</strong> (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>
</tr>
<tr>
<td>Giles County</td>
<td><strong>Sand Bar Boat Ramp/River Access</strong> (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>
</tr>
<tr>
<td>Giles County</td>
<td><strong>Shumate Falls Boat Ramp/River Access</strong> (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>
</tr>
<tr>
<td>Giles County</td>
<td><strong>Stateline Boat Ramp/River Access</strong> (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>
</tr>
<tr>
<td>Pulaski County</td>
<td><strong>Exit 101 Interchange Improvements and Connector Route 11</strong> 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></td>
<td>$16.5M</td>
<td>2020</td>
<td>Virginia's First/Army</td>
</tr>
<tr>
<td>Narrows</td>
<td><strong>Downtown improvements for tourism</strong> 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>Town of Narrows</td>
</tr>
<tr>
<td>Pearisburg</td>
<td><strong>Pearisburg Wastewater Treatment Plant UVA Project</strong> – Replace chlorine gas disinfection with UVA disinfection to eliminate safety concern with current treatment method.</td>
<td>$400,000</td>
<td></td>
<td>$150,000</td>
<td>$150,000</td>
<td>2018</td>
<td>Town of Pearisburg</td>
</tr>
<tr>
<td>Pembroke</td>
<td><strong>Old Town Shop Property Redevelopment</strong> – Adaptive reuse of former public works building and property.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2018</td>
<td>Town of Pearisburg</td>
</tr>
<tr>
<td>Pembroke</td>
<td><strong>Downtown improvements for tourism</strong> 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>
</tr>
<tr>
<td>Floyd County</td>
<td><strong>Science Technology Engineering and Math (STEM) Program for 8th-12th graders</strong></td>
<td></td>
<td></td>
<td></td>
<td>$300,000</td>
<td>2014</td>
<td>Floyd County Public Schools</td>
</tr>
<tr>
<td>Floyd County/Floyd Town</td>
<td><strong>Affordable Housing Implementation</strong> Construction and rehabilitation of affordable housing within Floyd County and Town</td>
<td>$340,000</td>
<td></td>
<td></td>
<td>$340,000</td>
<td>2014-15</td>
<td>Floyd County/Town</td>
</tr>
<tr>
<td>NRV</td>
<td><strong>Support “Communities in Schools” Program</strong> Connect community resources with schools to help students achieve success.</td>
<td></td>
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<tr>
<td>NRV</td>
<td><strong>Creation of a Fund to Remove Derelict Structures</strong> Tax advantages to remove structures alongside an education program on “how to”</td>
<td></td>
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<td>Area</td>
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<td>Responsible Agency</td>
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<tr>
<td>Pulaski County</td>
<td><strong>Support Co-Working Spaces for Businesses</strong>  Utilization of underused facilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Leadership Organizations</td>
</tr>
<tr>
<td>Pulaski County</td>
<td><strong>Pulaski County Dispatch/Communications</strong> To upgrade Pulaski County's dispatch/communications system.</td>
<td></td>
<td></td>
<td>$1,600,000</td>
<td></td>
<td>2014</td>
<td>Pulaski County</td>
</tr>
<tr>
<td>Christiansburg</td>
<td><strong>Phase III of the Downtown Enhancement Project N. Franklin Street</strong> – new sidewalks, planting, paving.</td>
<td>$1,280,000</td>
<td>$320,000</td>
<td>$1,600,000</td>
<td></td>
<td>2017</td>
<td>Town of Christiansburg</td>
</tr>
<tr>
<td>Christiansburg</td>
<td><strong>Christiansburg Institute</strong> Cultural Experience, Cultural Learning Curriculum, Oral History, and Site preservation.</td>
<td>$1,500,000</td>
<td>$1,500,000</td>
<td>$3,000,000</td>
<td></td>
<td>2014</td>
<td>Christiansburg Institute</td>
</tr>
<tr>
<td>Dublin</td>
<td><strong>Dublin Fire Department Expansion</strong> To add two bays.</td>
<td>$750,000</td>
<td></td>
<td>$750,000</td>
<td></td>
<td>2014</td>
<td>Dublin Town/Pulaski County</td>
</tr>
<tr>
<td>Pulaski County</td>
<td><strong>New Facility, Sheriff's Department</strong></td>
<td></td>
<td></td>
<td>$900,000</td>
<td></td>
<td>2014</td>
<td>Pulaski County - Sheriff</td>
</tr>
<tr>
<td>Pulaski County</td>
<td><strong>Snowville Fire Department</strong> Fire Station replacement</td>
<td>$1,680,000</td>
<td>$420,000</td>
<td></td>
<td>$2,100,000</td>
<td>2014</td>
<td>Pulaski County</td>
</tr>
<tr>
<td>Montgomery County</td>
<td><strong>Trail Around Falling Branch Corporate Park Phase I - Status Conceptual</strong> To develop a walking trail around Falling Branch Corporate Park.</td>
<td>$200,000</td>
<td></td>
<td>$200,000</td>
<td>$400,000</td>
<td>2019</td>
<td>Montgomery County EDA</td>
</tr>
<tr>
<td>Radford</td>
<td><strong>High Meadows Development (Radford)</strong> Improve the water system to include line work and a water tank.</td>
<td></td>
<td></td>
<td>$806,000</td>
<td>$806,000</td>
<td>2020</td>
<td>City of Radford</td>
</tr>
<tr>
<td>Floyd Town</td>
<td><strong>Floyd Town Trails Program (final phase)</strong> New and upgraded sidewalks within the town.</td>
<td>$240,000</td>
<td></td>
<td>$60,000</td>
<td>$300,000</td>
<td>2014</td>
<td>Floyd Town</td>
</tr>
<tr>
<td>Narrows</td>
<td><strong>Replace Existing Water Lines</strong> Age and condition necessitates almost constant work to discover and repair leaks</td>
<td></td>
<td></td>
<td></td>
<td>$2,300,000</td>
<td></td>
<td>Town of Narrows</td>
</tr>
<tr>
<td>Pulaski Town</td>
<td><strong>Intensifying Blight Elimination Program</strong> The Town was awarded an EPA Brownfields Grant application in 2010.</td>
<td>$200,000</td>
<td></td>
<td></td>
<td></td>
<td>2014</td>
<td>Town of Pulaski, EPA</td>
</tr>
<tr>
<td>Pulaski Town</td>
<td><strong>Rt. 99 Water/Sewer Extension</strong> Extend water and sewer lines to Exit 94, to encourage commercial development.</td>
<td>$1,500,000</td>
<td></td>
<td>$1,500,000</td>
<td></td>
<td>2014</td>
<td>Town of Pulaski, Pulaski County</td>
</tr>
<tr>
<td>Radford</td>
<td><strong>Radford Village Water Line Replacement</strong> 3,225 linear feet of 6” main water line would be replaced with an 8” service throughout the Radford Village residential area improving service reliability and water flow to forty homes.</td>
<td></td>
<td></td>
<td></td>
<td>$117,500</td>
<td>2021</td>
<td>City of Radford</td>
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<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>Radford</td>
<td><strong>Wildwood Park Entrance</strong> Improve the Park entrance with parking facilities, a kiosk, pergola, new gate, and interpretive exhibits.</td>
<td>$100,000</td>
<td>$50,000</td>
<td>$150,000</td>
<td>2022</td>
<td>City of Radford</td>
<td></td>
</tr>
<tr>
<td>Floyd County</td>
<td><strong>Trails for Floyd (pedestrian, biking, and hiking)</strong> Extension of trail corridors from the town to the county as outlined in the comprehensive plan.</td>
<td>$2,500,000</td>
<td>$2,500,000</td>
<td>$5,000,000</td>
<td>2014</td>
<td>Floyd County, Economic Development Authority of Floyd County, Floyd County Tourism</td>
<td></td>
</tr>
<tr>
<td>Christiansburg</td>
<td><strong>Phase II D, Huckleberry Trail Extension</strong> Extension of the existing Huckleberry Trail from the present terminus to Christiansburg High School</td>
<td>$320,000</td>
<td>$80,000</td>
<td>$400,000</td>
<td>2019</td>
<td>Montgomery County and Town of Christiansburg</td>
<td></td>
</tr>
<tr>
<td>Floyd County</td>
<td><strong>Monitoring and Geo-engineering Studies Groundwater Resources in Floyd County</strong> Add groundwater and surface monitoring to help identify groundwater resources and calculate carrying capacity. Recharge areas and other important water resource areas would be mapped.</td>
<td>$200,000</td>
<td>$50,000</td>
<td>$250,000</td>
<td>2019</td>
<td>Floyd County</td>
<td></td>
</tr>
<tr>
<td>Narrows</td>
<td><strong>Replace existing collection system piping and upgrade wastewater plan</strong></td>
<td>$2,500,000</td>
<td>$2,500,000</td>
<td></td>
<td></td>
<td>Narrows, Giles County, NRVRC</td>
<td></td>
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<tr>
<td>Pulaski Town</td>
<td><strong>Public Safety Facility</strong> A modern centralized facility located out of the flood plain and away from rail tracks.</td>
<td>$5,000,000</td>
<td>$5,000,000</td>
<td></td>
<td>2015</td>
<td>Town of Pulaski</td>
<td></td>
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<tr>
<td>Floyd County</td>
<td><strong>Stream Gauge and Rain Gauges for Hazard Mitigation</strong> Floyd County's Little River Watershed experienced a significant flash flood in 2015 with more than 25 houses destroyed or significantly damaged. There are no stream gauges in this area and no real-time rain gauges. These are needed to protect lives during flash flooding.</td>
<td>$100,000</td>
<td>$10,000</td>
<td>$110,000</td>
<td>2017</td>
<td>Floyd County</td>
<td></td>
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<tr>
<td>Giles County</td>
<td><strong>Eggleston Water Extension Phase 2 (Giles Co)</strong> Extend water service to 160 residences.</td>
<td>$1,400,000</td>
<td>$1,400,000</td>
<td></td>
<td>2014</td>
<td>Giles County IDA</td>
<td></td>
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<tr>
<td>Giles County</td>
<td><strong>Route 635 Water Extension (Giles Co)</strong> Provide public water to approximately 150 residents in the Big Stoney Community of Giles County.</td>
<td>$2,000,000</td>
<td>$1,000,000</td>
<td>$3,000,000</td>
<td>2014</td>
<td>Giles County</td>
<td></td>
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<tr>
<td>Glen Lyn</td>
<td><strong>Glen Lyn Park</strong> Modern bathhouse, wastewater hook ups, information center, and open-air theater. Water and sewer to each campsite at the park. Also a new location for a boat ramp and sidewalk connecting the Park to the Municipal Building.</td>
<td>$800,000</td>
<td></td>
<td></td>
<td>2015</td>
<td>Glen Lyn</td>
<td></td>
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<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>Skyview Subdivision/Fairgrounds Area Sewer (Pulaski Co)</strong> Provide sewer to NRV Fairgrounds &amp; 148 residences.</td>
<td>$500,000</td>
<td></td>
<td>$500,000</td>
<td></td>
<td>2014</td>
<td>Pulaski County</td>
</tr>
<tr>
<td>Pulaski County</td>
<td><strong>Newbern Area Enhancements</strong> Creation of Wilderness Road Exhibit and other area enhancements.</td>
<td>$53,387</td>
<td>$21,613</td>
<td>$75,000</td>
<td></td>
<td>2014</td>
<td>Pulaski County</td>
</tr>
<tr>
<td>Radford</td>
<td><strong>University Drive Bridge</strong> Improvements and repairs needed to the 25 year old University Drive Bridge which includes deck repairs, waterproofing, painting, fencing, and sidewalk repairs and corrosion maintenance.</td>
<td></td>
<td></td>
<td>$531,000</td>
<td></td>
<td>2019</td>
<td>City of Radford</td>
</tr>
<tr>
<td>Christiansburg</td>
<td><strong>Quin W. Stuart Blvd. Traffic Signal</strong> Revenue Sharing Project with $200,000 Private Funds</td>
<td>$411,000</td>
<td>$211,000</td>
<td></td>
<td>$811,000</td>
<td>2017</td>
<td>VDOT, Christiansburg</td>
</tr>
<tr>
<td>Christiansburg</td>
<td><strong>Falling Branch Road Intersection/Traffic Signal</strong> Revenue Sharing Project with $150,000 Private Funds</td>
<td>$413,000</td>
<td>$263,000</td>
<td></td>
<td>$826,000</td>
<td>2017</td>
<td>VDOT, Christiansburg</td>
</tr>
<tr>
<td>Christiansburg</td>
<td><strong>N. Franklin Street - Cambria Street Intersection and N. Franklin Street Corridor Highway Project</strong> Being included in the Six-Year Improvement Program</td>
<td>$8,319,743</td>
<td>$169,791</td>
<td></td>
<td>$8,489,534</td>
<td>2017-2022</td>
<td>VDOT, Christiansburg</td>
</tr>
<tr>
<td>Christiansburg</td>
<td><strong>N. Franklin St. - Peppers Ferry Road Connector Route Phase I</strong> Not in draft SYIP</td>
<td>$9,803,920</td>
<td>$200,080</td>
<td></td>
<td>$10,004,000</td>
<td>2023</td>
<td>VDOT, Christiansburg</td>
</tr>
<tr>
<td>Christiansburg</td>
<td><strong>N. Franklin St. - Peppers Ferry Road Connector Route Phase II</strong> Not in draft SYIP</td>
<td>$9,153,200</td>
<td>$186,800</td>
<td></td>
<td>$9,340,000</td>
<td>2025</td>
<td>VDOT, Christiansburg</td>
</tr>
<tr>
<td>Floyd County</td>
<td><strong>Floyd County Health and Human Services Complex</strong> One-stop-shop in Floyd that would enable citizens to access needed services.</td>
<td></td>
<td></td>
<td>$2,000,000</td>
<td></td>
<td>2015</td>
<td>Floyd County</td>
</tr>
<tr>
<td>Floyd County</td>
<td><strong>Engineering Studies on Extending Water and Sewer to areas of Floyd Co.</strong> 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>$100,000</td>
<td>$1,500,000</td>
<td>2017</td>
<td>Floyd County</td>
</tr>
<tr>
<td>Floyd County</td>
<td><strong>Improving Access to the Floyd Regional Commerce Center from Route 8</strong> Remove sharp turns to improve truck access.</td>
<td>$400,000</td>
<td>$400,000</td>
<td></td>
<td>$800,000</td>
<td>2017</td>
<td>Floyd County, Economic Development Authority of Floyd County, VDOT</td>
</tr>
<tr>
<td>NRV</td>
<td><strong>Youth Planning Council</strong> Involve youth in discussing community development issues across the region.</td>
<td>$10,000</td>
<td>$10,000</td>
<td></td>
<td>$20,000</td>
<td>2014</td>
<td></td>
</tr>
</tbody>
</table>
## New River Valley Annual Project Package 2018-19

<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>Pearisburg</td>
<td>New River Valley CEDS 2018 Community Center Renovation of Old School for Community Center Including New Electrical, Mechanical and Plumbing</td>
<td>$2,000,000</td>
<td></td>
<td></td>
<td></td>
<td>2020</td>
<td>Town of Narrows</td>
</tr>
<tr>
<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>
<td></td>
<td></td>
<td>2014</td>
<td>Pulaski County-Recreation</td>
</tr>
<tr>
<td>Floyd County</td>
<td>Trail Around Floyd Commerce Center To develop a walking trail around the new Commerce Center in Floyd.</td>
<td>$200,000</td>
<td>$200,000</td>
<td>$400,000</td>
<td></td>
<td>2014</td>
<td>Floyd County</td>
</tr>
<tr>
<td>Christiansburg</td>
<td>Public Works Complex Moving current complex out of the floodplain</td>
<td>$10,000,000</td>
<td></td>
<td>$10,000,000</td>
<td></td>
<td>2020</td>
<td>Christiansburg</td>
</tr>
<tr>
<td>Floyd County</td>
<td>Phlegar House Restoration This is probably the oldest standing home in Floyd County, but it is in great disrepair and needs work soon if it is to be saved. It could be the trail head for trails in the Floyd Regional Commerce Center Greenway</td>
<td>$400,000</td>
<td>$100,000</td>
<td>$500,000</td>
<td></td>
<td>2019</td>
<td>Floyd County Historical Preservation Trust and Floyd County EDA</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></td>
<td>$10,000,000</td>
<td>$10,000,000</td>
<td></td>
<td>2017</td>
<td>Christiansburg</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></td>
<td></td>
<td>2020</td>
<td>Christiansburg</td>
</tr>
<tr>
<td>Giles County</td>
<td>Clendennin Water Extension (Giles Co) Provide public water to approximately 50 residents in the Clendennin community of Giles County.</td>
<td>$2,000,000</td>
<td></td>
<td>$2,000,000</td>
<td></td>
<td>2014</td>
<td>Giles County</td>
</tr>
<tr>
<td>Montgomery County</td>
<td>Route 177 Water and Sewer Improvements - Planning Phase</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>Radford</td>
<td>Amphitheater Planning, design &amp; construction, 200 seats &amp; stage</td>
<td>$1,500,000</td>
<td>$1,500,000</td>
<td></td>
<td></td>
<td>2018</td>
<td>City of Radford</td>
</tr>
<tr>
<td>Giles County</td>
<td>Ingram Village Sewer (Giles Co) Put in sewer lines.</td>
<td>$750,000</td>
<td>$1,250,000</td>
<td>$2,000,000</td>
<td></td>
<td>2015</td>
<td>Giles County</td>
</tr>
<tr>
<td>Radford</td>
<td>Third Avenue Parking Lot The public parking lot located adjacent to Grove Avenue and Third Avenue would be improved to include a stormwater system, paving, landscaping, traditional light poles and hanging baskets. This project is needed to improve the lot’s aesthetic appeal.</td>
<td></td>
<td></td>
<td>$250,000</td>
<td></td>
<td>2014</td>
<td>City of Radford</td>
</tr>
<tr>
<td>Pulaski Town</td>
<td>Bicycle Lane and Trail Improvements Improving bike accessibility for critical pathways throughout the Town.</td>
<td>$750,000</td>
<td>$250,000</td>
<td>$1,000,000</td>
<td></td>
<td>2015</td>
<td>Town of Pulaski</td>
</tr>
<tr>
<td>Floyd County/Town</td>
<td>Floyd Public Transit Study viability of public transit in county/town</td>
<td>$20,000</td>
<td>$5,000</td>
<td>$25,000</td>
<td></td>
<td>2014</td>
<td>Floyd 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.

**Economic resilience in the NRV**

The SWOT analysis, goals and strategies, and project package sections of the CEDS document discuss many of the issues that affect economic resilience in the New River Valley, and the programs and strategies that seek to address these issues. In 2018, the CEDS committee met to discuss major trends that affect economic resilience, and the strategies that NRV communities can undertake to address these issues. In addition to the issues discussed in the region’s SWOT analysis (page 15), the group identified the following issues as some of the most pressing concerns for economic resilience:

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

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

Finally, the CEDS committee recommended several metrics to track that can help the region to assess the success of efforts to improve economic resilience and strengthen the region’s economy. In addition to the metrics that the CEDS committee has recommended in previous years (2016-17), the committee suggested adding the following metrics:

- Diversity and concentration of businesses by number of employees (need to increase share of mid-size firms/expansions)
- Condition, affordability and variety of housing options (retirement, rental vs. owner, ‘workforce’ housing options)
- Wage differentials (region vs. national) for in-demand occupations
- Diversity of industry mix (measure of concentration of employment at largest firms, such as universities and large manufacturers)
Appendix I
Minutes of the Comprehensive Economic Development Strategy Committee and
Minutes of the New River Valley Planning District Commission
New River Valley Comprehensive Economic Development Strategy Committee Meeting

May 4, 2018- 9:00 am

Agenda

1. Introductions


3. Updates on recent developments

   GO Virginia ‘Growth and Diversification Plan’:


   Onward NRV strategic planning and branding:

   https://www.newrivervalleyva.org/news/nrv-targeted-industry-brochures/

4. Discuss CEDS ‘economic resilience’ requirement and incorporating into NRV CEDS

   Guidance from EDA and current NRV CEDS language attached

   Hazard mitigation plan update summary attached

5. Discuss NRVRd data dashboard updates for this year (list of previous requested items on page 2. Dashboard located at this link: http://nrvdata.org/ )
The dashboard will be hosted on the NRVRC website to provide a central location for the regional statistical data compiled in the ‘New River Valley Regional Data Book’ publication (prior version at: http://nrvrc.org/publications/), and a variety of topic-specific regional ‘data dashboards’ that highlight a collection of indicators of regional community and economic health. This includes data tracking for issues of importance in the NRV Livability planning initiative (http://www.nrvlivability.org/), and an economic development dashboard that tracks data trends related to the NRV CEDS goals and strategies. Examples of similar data dashboard projects in Virginia in Region 2000 (http://www.region2000dashboard.org/) and Southside (http://www.sovaecconomy.com/).

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

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

Present- Jim Flowers, Ernie Maddy, Susan Kidd, Mike Miller, Marty Holliday, Gary Reedy, Tommy Loflin, Patrick O'Brien

Updates on current CEDS projects/ED activities:

- GO Virginia application for site preparation at Virginia’s First/Commerce Park
- Ongoing discussions to add regional coordination of tourism/destination marketing organizations
- GO Virginia application to provide support for New River Valley staff at Roanoke Regional Small Business Development Center pending- new director hired (Keith Hartman)
- GO Virginia and Department of Labor grants for workforce programs supporting upskilling workers and providing information on in-demand careers to youth
- Workforce board developing industry-specific career fairs and promoting K-12 apprenticeship/internship programs
- Citizens fiber buildout in Floyd through Alternative Connect America grant
- NRV passenger rail advocacy continuing, and current study to identify details of station operation (costs, ownership models, etc.)
- Ongoing activities in unmanned systems (drone cage, Aeroprobe spin-off, regional trade organization)
- Valleys Innovation Council has new leadership (Meredith Hunley) to advance Roanoke/Blacksburg Innovation Council ‘blueprint’ [https://rbtc.tech/about/innovation-network/](https://rbtc.tech/about/innovation-network/)
- Rebranding and strategic focus for Onward NRV

Discussion of economic resilience

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

**Major issues/threats**

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

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

Information to track in support of economic resilience/diversity:
• Diversity and concentration of businesses by number of employees (need to increase share of mid-size firms/expansions)
• Condition, affordability and variety of housing options (retirement, rental vs. owner, ‘workforce’ housing options)
• Wage differentials (region vs. national) for in-demand occupations
• Diversity of industry mix (measure of concentration of employment at largest firms, such as universities and large manufacturers)
New River Valley Comprehensive Economic Development Strategy
Committee Meeting

June 21, 2018- 9:00 am

Agenda

6. Introductions

7. Review CEDS project list and discuss new projects (focus is on regional projects- project list spreadsheet and proposed additions attached to email)

8. Review CEDS ‘economic resilience’ discussion (notes from last meeting attached to email)

9. Discuss NRVRC data dashboard updates for this year (list of previous requested items on page 2. Dashboard located at this link: http://nrvdata.org/ )
Notes from 6-22-18 CEDS Committee meeting

Present: Jim Flowers, Nichole Hair, Susan Kidd, Jim Loux, Ernie Maddy, Robert McAden, Gary Reedy, Scott Tate

Staff: Patrick O’Brien

The group discussed strategies to increase participation and attendance at CEDS committee meetings. While the member roster represents an appropriate mix of regional stakeholders, busy schedules and lack of participation have decreased attendance, and may affect the overall input into the CEDS process. The group discussed several candidates for new members who may be more willing to participate (especially to represent manufacturing firms), and ideas for ways to encourage greater participation, including:

- Encourage members to suggest replacement members if they no longer wish to attend
- Encourage members to send alternates from their organizations if their schedule does not allow participation
- Rotate meeting location to highlight interesting developments/facilities around the region
- Personal outreach to members who haven’t participated lately to understand what can be done better

The group discussed updates to the CEDS project list for this year. Patrick noted the changes to local projects, with several completed projects removed and others updated at the request of staff at each local government. The group reviewed the regional strategies to identify new projects to add that reflect current developments around the region, updates/revisions to existing projects, and discussed the removal of projects that appear outdated or did not materialize since they were originally included. Major changes include:

Additions:

- Add NRV Housing Study project that assess regional housing market conditions and address strategies tailored to local needs
- Add Smart Beginnings project to assess and improve quality and access of early childhood education and related services
- Add regional support for local ‘Main Street’ downtown development and small business support initiatives
- Add project related to New River Water Trail expansion efforts
- Add project to improve the region’s ‘small scale manufacturing’ capacity, such as a ‘maker space’ facility or coordination the network of fabricators/machine shops who can help entrepreneurs to create prototypes or small runs of new products
- Add support/coordination of brewery/winery industry development
- Include previous project to assess feasibility of a regional convention/civic center facility
- Add project to connect university students to local businesses/careers through student projects, internships, recruitment, etc.
Revisions

- Revise project to ‘increase modern building stock through retrofits and new construction’ to focus on providing a pipeline of facilities of that are appropriate to allow firms to grow within the region
- Update project for ‘small business development in green/nano/bio program’ to reflect new GO Virginia and Onward NRV target sectors
- Revise ‘coordinate NRV entrepreneur and small business development network’ into two separate projects, one focusing on expanding Roanoke SBDC services, and another focused on strengthening the network of resources that reflects current momentum in developing these networks across the Roanoke and NRV regions
- Revise ‘marketing and business support for arts and cultural amenities’ to reference Friends of Southwest Virginia and Crooked Road resources, and the children’s museum expansion
- Revise ‘unmanned systems center of excellence’ project to reflect support for existing efforts in this area
- Remove project related to multimodal transportation hub on RAAP land (outdated)
- Remove project related to assessing wind/solar demonstration projects (outdated)

The group reviewed the discussion of major issues affecting ‘economic resilience’ in the New River Valley, and added a few additional issues that the region should consider in this regard:

- Effects of opioid crisis on workforce availability
- Ongoing shortage of skilled and entry level workers in a variety of sectors
- Worsening congestion/safety issues on I-81, and related transportation issues
I. CALL TO ORDER

PRESENT: Mr. J. Carpenter, Radford University, Chair; Mr. M. Harvey, Vice-Chair, Montgomery County; Mr. L. Law, Giles County, Treasurer; Ms. S. Anderson, Town of Blacksburg; Mr. C. Bopp, Pulaski County; Mr. L. Clevinger, Town of Pulaski; Ms. A. Covey, New River Community College; Mr. T. Garrett, Town of Narrows; Mr. S. Fijalkowski, Montgomery County; Dr. H. Harvey, City of Radford; Mr. W. Kantsios, Town of Rich Creek; Ms. H. Lesko, Town of Blacksburg; Mr. K. Marshall, City of Radford; Mr. R. McCoy, Giles County; Mr. M. Patton, Town of Floyd; Mr. H. Showalter, Town of Christiansburg; Dr. D. Warren, Pulaski County and Ms. C. Woodring, Virginia Tech.

ABSENT: Mr. J. Coleman, Floyd County; Mr. H. Collins, Town of Christiansburg; Mr. G. East, Town of Pulaski; Ms. S. Journell, Town of Pearisburg; Mr. H. Johnson, Town of Christiansburg; Mr. C. Kiwus, Virginia Tech and Mr. M. Maslaney, Floyd County.


II. CONSENT AGENDA

A. Approval of Minutes for April

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

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

Action: Motion carried unanimously.

B. Approval of Treasurer’s Reports for April

Mr. Carpenter 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. Showalter seconded the motion.

Action: Motion carried unanimously.

III. COMMONWEALTH INTERGOVERNMENTAL REVIEW PROCESS

A. Projects (Signed-off by the staff)

None

B. Regular Project Review
C. Environmental Project Review
   1. VADEQ FY2018-2019 Pollution Prevention Grant Program
   2. Virginia Tech Advanced Design Construction and Smoot Drive Remote Parking
   3. Virginia Tech Challenge Course

IV. PUBLIC ADDRESS

None

V. REVIEW OF MUTUAL CONCERNS AND COMMISSIONERS’ REPORTS

Mr. Law reported the parking fee at the Cascades was recently increased to $8. Ms. Woodring reported Catherine Potter has been hired to replace Kevin Sullivan at the Virginia Tech Foundation. Mr. Showalter reported the Town of Christiansburg will start a curbside recycling program in July and they are happy to share lessons learned in establishing the program. Mr. Fijalkowski reported a groundbreaking ceremony for the Riner Volunteer Fire Department took place earlier in the day. Ms. Anderson reported a proposal for the old Blacksburg Middle School was submitted recently and it will go through the review process this summer. Ms. Covey reported New River Community College received a Virginia Tobacco Commission grant for Floyd County to fully fund their ACCE program for the next year.

VI. CHAIR’S REPORT

Mr. Carpenter reported the Annual Dinner went well and thanked the staff for their efforts. There will be five new Board members in July. The board leadership and staff will organize an orientation for the new members prior to the first meeting they attend. Mr. Carpenter thanked the Board for providing feedback for the Executive Director’s annual evaluation.

VII. EXECUTIVE DIRECTOR’S REPORT

Mr. Byrd provided a summary report in the Commission agenda packet. He reported the Small Business Development Center (SBDC) expansion in the New River Valley that was slated for GO Virginia funding is still progressing. The application was moved from State Council review to a staff review because the funding was under $100,000. The Commission is continuing to work with the Roanoke SBDC and VT Office of Economic Development to secure the funds for the fiscal year beginning July 2018.

The NRV Regional + Local Housing Study funding was announced at the NRV Funders Forum earlier this month. The Commission recently executed a contract with the Virginia Housing Development Authority to fund the effort. The project will kick-off formally this summer.

Montgomery County and the City of Radford were recently designated as eligible for POWER funds for coal-impacted communities. They will be invited to participate with any proposals being developed for the New River Water Trail Expansion and rural broadband deployment. Applications are due at the end of August for the second round of POWER funding.
The first NRV Funders Forum was held in early May. More than 65 attendees participated in the half-day event. Eight funding agencies participated which included a mix of community development, housing, tourism, arts and infrastructure.

An outcome of the NRV Local Government Managers May meeting was a request to coordinate a regional job fair for seasonal employees and public works staff. New River/Mount Rogers Workforce Development Board staff offered to coordinate a job fair in the coming weeks and participation appears strong among local governments.

Mr. Byrd distributed and explained a save the date for a leadership retreat to visit Winston-Salem, NC coordinated by the Coalition for Economic Development. The coalition is primarily comprised of agencies and organizations in the Roanoke Valley while New River Valley leadership participates as available. The focus of the trip will be about the Innovation District established in Winston-Salem. Mr. Byrd anticipates participating with the fall leadership retreat and will share more information with the Commissioners once it is available.

VIII. OLD BUSINESS

None

IX. NEW BUSINESS

A. Habitat for Humanity of the New River Valley Overview
   Shelley Fortier, Executive Director of Habitat for Humanity of the New River Valley, delivered a presentation overviewing Habitat for Humanity’s programs, homebuyer qualifications, and funding sources. She detailed many of their accomplishments from 2017 and discussed the challenges and opportunities facing the agency and the region in the future.

B. Town of Pembroke Membership with the Regional Commission
   Mr. Byrd explained the Town of Pembroke has expressed intent to join the Commission effective July 1, 2018.

   Dr. Warren moved to formally extend an invitation to the Town of Pembroke to become a member of the New River Valley Regional Commission. Mr. Patton seconded the motion. Action: Motion carried unanimously.

C. Comprehensive Economic Development Strategy (CEDS) Update
   Patrick O’Brien gave an overview of the Comprehensive Economic Development Strategy (CEDS). He explained the goals, objectives, strategies, and the project ranking criteria. This year’s CEDS report will incorporate a resiliency section that will primarily address vulnerability to market changes across industry sectors in the region.

D. Commission Officers for FY2019 – Slate Introduced
Mr. McCoy delivered the Nominating Committee report for the officers for Fiscal Year 2019, specifically: Chair, Vice-Chair, Treasurer and Member at-Large. The nominations are for terms beginning July 1, 2018, for a one-year duration, and voted upon during the Commission's regularly scheduled June meeting. The nominations include:
Chair: Mike Harvey, Montgomery County  
Vice-Chair: Mike Maslaney, Floyd County  
Treasurer: Leon Law, Giles County  
At-Large: Larry Clevinger, Town of Pulaski

On behalf of the Committee, Mr. McCoy called for any nominations from the floor for the officer positions. Hearing none, he called for a motion to close the floor to nominations.

Mr. Carpenter called to nominate the following as the slate of officers for Fiscal Year 2019: Chair: Mike Harvey, Montgomery County  
Vice-Chair: Mike Maslaney, Floyd County  
Treasurer: Leon Law, Giles County  
At-Large: Larry Clevinger, Town of Pulaski

Ms. Lesko moved to nominate the slate of officers as presented. Mr. Fijalkowski seconded the motion.  
Action: Motion carried unanimously.

Mr. Carpenter called to adjourn the meeting at 7:10pm.

L. J. Carpenter, Chair  
New River Valley Regional Commission
II. CALL TO ORDER

PRESENT: Mr. J. Carpenter, Radford University, Chair; Mr. L. Law, Giles County, Treasurer; Ms. S. Anderson, Town of Blacksburg; Mr. C. Bopp, Pulaski County; Mr. L. Clevinger, Town of Pulaski; Mr. H. Collins, Town of Christiansburg; Mr. T. Garrett, Town of Narrows; Mr. S. Fijalkowski, Montgomery County; Dr. H. Harvey, City of Radford; Mr. H. Johnson, Town of Christiansburg; Mr. W. Kantsios, Town of Rich Creek; Mr. C. Kiwus, Virginia Tech; Mr. M. Maslaney, Floyd County; Mr. K. Marshall, City of Radford; Mr. R. McCoy, Giles County; Dr. D. Warren, Pulaski County and Ms. C. Woodring, Virginia Tech.

ABSENT: Mr. M. Harvey, Vice-Chair, Montgomery County; Mr. J. Coleman, Floyd County; Ms. A. Covey, New River Community College; Mr. G. East, Town of Pulaski; Ms. S. Journell, Town of Pearisburg; Ms. H. Lesko, Town of Blacksburg; Mr. M. Patton, Town of Floyd and Mr. H. Showalter, Town of Christiansburg.


II. CONSENT AGENDA

C. Approval of Minutes for May

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

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

Action: Motion carried unanimously.

D. Approval of Treasurer’s Reports for May

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

Motion: Mr. Johnson moved for the approval of the Treasurer’s Report. Mr. Kiwus seconded the motion.

Action: Motion carried unanimously.

III. COMMONWEALTH INTERGOVERNMENTAL REVIEW PROCESS

A. Projects (Signed-off by the staff)
D. Regular Project Review
None

E. Environmental Project Review
1. FY2019-2020 Wetlands Program Development Grant
2. Virginia Tech Student Athletic Performance Center
3. Reissuance of VPDES Permit – Blacksburg Country Club WWTP

IV. PUBLIC ADDRESS
None

V. REVIEW OF MUTUAL CONCERNS AND COMMISSIONERS’ REPORTS

Mr. Fijalkowski reported Montgomery County and the Town of Christiansburg held a joint meeting to discuss expanding trails to connect the NRV with the Roanoke Greenway, as well as the opportunities to expand in other directions. He also noted, he attended a federal conference at the White House. Ms. Anderson reported the comments have been received for the Town of Blacksburg’s downtown strategic plan and they are moving into the next phase. She also shared three of the four murals on storm drains in town are complete. Mr. Carpenter reported freshman orientation has began at Radford University and they hosted boys state last week.

VI. CHAIR’S REPORT

Mr. Carpenter welcomed Joel Herbein from the Town of Blacksburg, who will be filling the citizen appointment starting July 1. Mr. Byrd introduced some of the new staff members, Jessica Barrett, Meghan Pfleiderer and Kristie Warack. Mr. Carpenter congratulated Ms. Straight on 10 years with the Commission as well as presenting her with a certificate. Lastly, he thanked the outgoing Commissioners, Mr. Collins, Ms. Lesko, and Mr. Marshall for their service and presented them with a token of appreciation. Mr. Byrd presented Mr. Carpenter with a token of appreciation for his service as Chair.

VII. EXECUTIVE DIRECTOR’S REPORT

Mr. Byrd provided a summary report in the Commission agenda packet. He reported the Dept. of Housing and Community Development Virginia Main Street Program conducted downtown visits in several communities across the region, visits included local government leadership, regional commission staff along with organizations that support downtowns in each community. The intended outcome is increased engagement with the Virginia Main Street program and their resources.

VDOT held a public input meeting on developing an I-81 Corridor Improvement Plan. The Corridor Improvement Plan will: identify segments for improvement; identify targeted sets of improvements for each segment; identify truck parking needs; include corridor-wide incident management; evaluate concepts to minimize local route impacts; assess economic impacts on the corridor from tolling only heavy commercial trucks. More information can be found at www.VA81Corridor.org as well as a platform to provide online comments.
The NRV Housing Study is underway internally with technical staff preparing a two-page overview of the effort to share with key partners as we are establishing a regional consortium to guide the process.

This month three Commissioners will be transitioning off the board: Holly Lesko, Town of Blacksburg; Keith Marshall, City of Radford; and Harry Collins, Town of Christiansburg. Staff met with Mr. Collins prior to the meeting to conduct an interview about his experiences serving on the board.

The Virginia Association of Planning District Commissions (VAPDC) will be holding the annual summer conference in Roanoke this year July 25-27 at the Hotel Roanoke. Given the close proximity, the Executive Committee would like to have good representation from our region.

A ground-breaking ceremony was held at a new public boat landing in Giles. During this event a request to help coordinate resources for emergency management came in to the Commission.

Mr. Carpenter added the Passenger Rail legislative reception will be held September 12th at 5:30 pm at Great Road in Christiansburg,

VIII. OLD BUSINESS

None

IX. NEW BUSINESS

B. ROAM NRV – Bike Share Program Overview
   Andrew Warren, Town of Christiansburg Planning Director, delivered a presentation overviewing the ROAM NRV program. He explained how the system works, costs and membership types, as well as future plans for expansion.

C. Comprehensive Economic Development Strategy Project Package and Report
   Patrick O’Brien gave an overview of the Comprehensive Economic Development Strategy (CEDS). He explained the goals, objectives, strategies, and the project ranking criteria. This year’s CEDS report will incorporate a resiliency section that will primarily address vulnerability to market changes across industry sectors in the region.

   Motion: Dr. Warren moved for the approval the CEDS report. Mr. Collins seconded the motion.
   Action: Motion carried unanimously.

D. Consideration of the Proposed FY19 Budget
   Mr. Byrd explained the proposed budget was included in the mailout and provided an overview of the budget with highlights supported in the memo. Following the overview presentation, Mr. Byrd called for any questions.
Motion: Mr. McCoy moved to approve the FY19 budget. Mr. Johnson seconded the motion.
Action: Motion carried unanimously.

E. Commission Officers for FY2019 – Slate Introduced at May Meeting
Mr. Carpenter reported the nominations for the slate of officers for Fiscal Year 2019 are as follows:
Chair: Mike Harvey, Montgomery County
Vice-Chair: Mike Maslaney, Floyd County
Treasurer: Leon Law, Giles County
At-Large: Larry Clevinger, Town of Pulaksi

Mr. Kantsios moved to elect the slate of officers as presented. Mr. McCoy seconded the motion.
Action: Motion carried unanimously.

F. July Commission meeting (Historically it is cancelled due to conflict with VAPDC)
Motion: Mr. Garrett moved to cancel the July meeting. Mr. Law seconded the motion.
Action: Motion carried unanimously.

Mr. Carpenter called to adjourn the meeting at 7:35pm.

__________________________
L. J. Carpenter, Chair
New River Valley Regional Commission
Appendix II
CEDS Committee Membership,
NRV Livability Initiative Economic Development Working Group,
and
PDC Membership
# New River Valley

## Comprehensive Economic Development Strategy Committee

### CEDS-FY18

<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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<td>Peter Anderson</td>
<td>Pulaski County</td>
<td>Education</td>
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<tr>
<td>Kamala Bauers</td>
<td>Floyd County</td>
<td>Real Estate Development</td>
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<td>Eric Bucey</td>
<td>Pulaski County</td>
<td>Small business development</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>Nichole Hair</td>
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<td>Mack Hilton</td>
<td>City of Radford</td>
<td>Retired Dentist</td>
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<td>Marty Holliday</td>
<td>New River Valley WDB</td>
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<td>Charlie Jewell</td>
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<td>Susan Kidd</td>
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<td>Tommy Loflin</td>
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<td>Finance</td>
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<td>Jim Loux</td>
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<td>Exporting Business</td>
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<td>Ernie Maddy</td>
<td>Town of Christiansburg</td>
<td>Community development finance</td>
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<tr>
<td>Robert McAden</td>
<td>Town of Blacksburg (NRV)</td>
<td>Technology business organization</td>
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<td>Michael Miller</td>
<td>Montgomery County</td>
<td>University Licensing</td>
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<tr>
<td>Rebecca Phillips</td>
<td>Pulaski Town (NRV)</td>
<td>Education (Governor’s School)</td>
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<td>Gary Reedy</td>
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<td>Scott Tate</td>
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<td>Rick Weaver</td>
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<td>Peggy White</td>
<td>Pulaski County</td>
<td>Chamber of Commerce</td>
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FY 2017-2018
New River Valley Regional Commission Members
Chair – Mr. Joe Carpenter
Vice-Chair – Mr. Michael Harvey
Treasurer – Mr. Leon Law
At-Large – Mr. Michael Maslaney
Past-Chair – Mr. Kevin Sullivan

Floyd County:
Mr. Justin Coleman*
315 Gallimore Trails NW
Floyd, VA 24091

Mr. Michael Maslaney
PO Box 908
Floyd, VA 24091

Town of Floyd:
Mr. Mike Patton*
123 Wilson Street
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 Pearsburg:
Ms. Susie Journell*
412 N. Dennis St.
Pearsburg, VA 24134

Town of Rich Creek:
Mr. William Kantios*
936 Greenbriar Drive
Rich Creek, VA 24147

Montgomery County:
Mr. Steve Fijalkowski*
2557 Mt. Pleasant Road
Shawsville, VA 244162

Mr. Michael Harvey
803 Willard Drive
Blacksburg, VA 24060

Town of Narrows:
Mr. Thomas Garrett*
105 Bridge Street
Narrows, VA 24124

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

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

City of Radford:
Mr. Keith Marshall*
500 Fourth Street
Radford, VA 24141

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

Town of Blacksburg:
Ms. Susan Anderson*
700 Preston Avenue
Blacksburg VA 24060

Ms. Holly Lesko
1708 Westover Drive
Blacksburg, VA 24060

Town of Christiansburg:
Mr. Hil Johnson
140 Brilliant Drive, N. W.
Christiansburg, VA 24073

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

Mr. Harry Collins *
450 Tower Road
Christiansburg, VA 24073

Town of Pulaski
Mr. Greg East*
344 N. Jefferson Avenue
Pulaski, VA 24301

Mr. Larry Clevinger
1128 Well Street
Pulaski, VA 24301

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

New River Community College:
Ms. Angie Covey
5251 College Drive
Dublin, VA 24084

Virginia Tech:
Mr. Chris Kiwus
VA Tech
Blacksburg, VA 24061

Ms. Carrie Woodring
902 Prices Fork Rd., Ste. 130
Blacksburg, VA 24061

* = 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](http://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/](http://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/](http://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/](http://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/