



Agenda  
June 27, 2024

6:00 p.m.— Pulaski County Innovation Center, Fairlawn, VA

- I. **CALL TO ORDER**
- II. **CONSENT AGENDA**
  - A. Approval of Minutes for May
  - B. [Approval of Treasurer's Report for May](#)
- III. **COMMONWEALTH INTERGOVERNMENTAL REVIEW PROCESS**
  - A. Projects Signed-off by the staff  
None
  - B. Regular Project Review  
None
- IV. **PUBLIC ADDRESS**
- V. **CHAIR'S REPORT**
- VI. [EXECUTIVE DIRECTOR'S REPORT](#)
- VII. **REVIEW OF MUTUAL CONCERNS AND COMMISSIONERS' REPORTS**
- VIII. **OLD BUSINESS**
- IX. **NEW BUSINESS**
  - A. [Regional Economic Strategy – FY24 Update for US EDA](#)  
Leo Priddy, Economic Development Specialist  
Commission Action
  - B. [Commuter Assistance Program Strategic Plan](#)  
Kim Bonner, Regional Planner/Communications Specialist  
Commission Action
  - C. [Proposed Budget for FY25](#)  
Kevin Byrd, Executive Director  
Commission Action
  - D. [Officers for FY25](#)  
Slate to be presented by Nominating Committee  
Commission Action
  - E. Executive Session-Acquisition or Disposition of Real Property: -Project #2024-001

All meeting materials posted on the Commission website [www.nrvrc.org](http://www.nrvrc.org)

*The New River Valley Regional Commission provides area wide planning for the physical, social, and economic elements of the district; encourages and assists local governments in planning for their future; provides a means of coordinating federal, state, and local efforts to resolve area problems; provides a forum for review of mutual concerns; and implements services upon request of member local governments.*



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

[NRVRC.ORG](http://NRVRC.ORG)

## MEMORANDUM

**To:** NRVRC Board Members  
**From:** Jessica Barrett, Finance Director  
**Date:** June 20, 2024  
**Re:** May 2024 Financial Statements

---

The May 2024 Agencywide Revenue and Expenditure Report and Balance Sheet are enclosed for your review. Financial reports are reviewed by the Executive Committee prior to inclusion in the meeting packet.

The Agencywide Revenue and Expense report compares actual year to date receipts and expenses to the FY23-24 budget adopted by the Commission at the May 25, 2023 meeting. The financial operations of the agency are somewhat fluid and projects, added and modified throughout the year, along with the high volume of Workforce program activities, impact the adopted budget. To provide clarity, Commission and Workforce Development Board activities are separated on the agencywide report.

As of month-end May 2024 (92% of the fiscal year), Commission year to date revenues are 87% and expenses are 90% of adopted budget. The two largest budget expense lines, Salary and Fringe, are in line with budget at 90% and 91%, respectively.

Looking at the balance sheet, Accounts Receivable is \$752,145. Of this total, Workforce receivables are \$303,320 (40%) and current. The Executive Committee reviews all aged receivables over 60 days and no receivables are deemed uncollectible. Net Projects (\$243,091) represents project expenses, primarily benchmark projects, that cannot be invoiced yet and posted to receivables.

### Counties

Floyd | Giles  
Montgomery | Pulaski

### City

Radford

### Towns

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

### Higher Education

Virginia Tech | Radford University  
New River Community College

**New River Valley Regional Commission**  
**Balance Sheet**  
**5/31/2024**

<u>Assets:</u>	<u>Prior Month</u>	<u>Current Month</u>
Operating Account	195,678	144,146
First Bank & Trust - Bland/Montgomery Broadband	1,930,590	1,938,183
First Bank & Trust - Pulaski County Broadband	2,023,938	2,031,898
Money Market	114,214	114,708
Accounts Receivable	718,969	752,145
Loans Receivable - Revolving Loan Fund	38,504	37,951
Restricted Cash - Revolving Loan Fund	68,688	69,370
Commission Vehicles	32,365	32,365
Total Assets:	<u>5,122,946</u>	<u>5,120,765</u>
<u>Liabilities:</u>		
Accounts Payable	68,402	157,323
Accrued Annual Leave	98,150	98,150
Accrued Unemployment	33,615	33,683
Expense Reimbursement	4,423	3,079
Funds on Hand - Montgomery County Broadband	1,884,505	1,884,505
Funds on hand - Pulaski County Broadband	2,000,000	2,000,000
Funds on Hand - Montgomery County OAA	121,828	80,296
Unearned Revenue - FY25 Dues	31,272	31,272
Total Liabilities:	<u>4,242,195</u>	<u>4,288,308</u>
<u>Projects:</u> (Equity Accounts)		
Net Projects	(211,173)	(243,091)
Current Year Unrestricted	150,578	133,251
Unrestricted Net Assets	815,690	815,690
Restricted Net Assets - Revolving Loan Fund	105,790	105,790
Total Projects (Equity)	<u>860,884</u>	<u>811,639</u>
Total Liabilities and Projects	<u>5,103,079</u>	<u>5,099,946</u>
Net Difference to be Reconciled	<u>19,867</u>	<u>20,819</u>
Total Adjustments to Post*	19,867	20,819
Unreconciled Balance (after adjustment)	<u>0</u>	<u>0</u>

\*YTD adjustment to Accrued Leave. Final adjustment posted to general ledger at fiscal year end closeout.

**New River Valley Regional Commission  
Revenue and Expenditures - May 2024**

	FY23-24 Budget		(92% of FY)			
	Original Budget	Amended Budget	May 2024	YTD	Under/Over	% Budget
<b>NRVRC Anticipated Revenues</b>						
ARC	90,842	90,842	44,580	88,431	2,411	97.35%
ARC PemTel Painters School Road Broadband	0	68,395	0	68,395	0	100.00%
ARC POWER Water Trail Implementation	35,000	35,000	0	0	35,000	0.00%
ARC LDD READY Appalachia	60,000	47,500	0	40,850	6,650	86.00%
ARC Passenger Rail Station Development	574,000	0	0	0	0	0.00%
Local Assessment	238,220	238,220	0	238,220	0	100.00%
DHCD - Administrative Grant	89,971	89,971	0	89,971	0	100.00%
DHCD VATI 2022	90,000	1,500,000	0	1,195,374	304,626	79.69%
DRPT RIDE Solutions NRV	91,526	91,526	(501)	61,790	29,737	67.51%
DRPT NRV CAP Ride Solutions Strategic Plan	15,000	15,000	0	11,489	3,511	76.59%
Department of Energy	37,500	0	0	0	0	0.00%
EDA	70,000	70,000	17,500	70,000	0	100.00%
EDA Tech Hub	0	50,000	0	6,510	43,490	13.02%
Workforce Fiscal Agent	75,000	75,000	0	75,000	0	100.00%
Workforce Power Fiscal Agent	12,500	12,500	0	12,500	0	100.00%
Workforce YouthBuild Fiscal Agent	25,000	18,750	0	18,750	0	100.00%
Workforce Ready SWVA Fiscal agent	21,500	21,500	0	21,500	0	100.00%
Workforce WORC Fiscal agent	25,000	25,000	0	25,000	0	100.00%
Workforce Innovation Fiscal Agent	0	10,000	0	10,000	0	100.00%
Workforce WIOA Soft Skills Fiscal Agent	0	6,000	0	6,000	0	100.00%
Workforce WIOA Supplemental Fiscal Agent	0	6,000	0	6,000	0	100.00%
Workforce WIOA Technical Skills Fiscal Agent	0	8,000	0	8,000	0	100.00%
Workforce Trades Gap Fiscal Agent	0	15,000	0	15,000	0	100.00%
VDOT	58,000	58,000	0	48,777	9,223	84.10%
VDOT - Rocky Knob	0	65,612	0	65,612	0	100.00%
Floyd County	38,000	18,756	0	3,866	14,889	20.62%
Floyd Town	7,000	9,500	0	3,500	6,000	36.84%
Narrows Town	11,000	10,417	0	9,037	1,380	86.75%
Rich Creek Town	17,000	17,000	0	13,981	3,019	82.24%
Montgomery County VATI 2021	8,000	15,500	0	10,500	5,000	67.74%
Montgomery County VATI	0	175,495	0	115,495	60,000	65.81%
Montgomery County Opiod Abatement	0	160,000	39,110	379,843	(219,843)	237.40%
Blacksburg Town	25,500	25,500	4,500	26,000	(500)	101.96%
Christiansburg Town	54,250	46,500	0	30,076	16,424	64.68%
Pulaski County	10,000	10,000	0	10,271	(271)	102.71%
Pulaski County VATI	0	30,000	0	0	30,000	0.00%
Radford City	66,370	55,218	0	47,802	7,417	86.57%
MM Interest	0	4,000	494	3,668	332	91.69%
Interest Income - VATI	0	98,000	15,553	85,586	12,414	87.33%
Miscellaneous Income	0	5,000	1,363	6,234	(1,234)	124.68%
Virginia's First	14,960	15,000	0	15,000	0	100.00%
NRV MPO	95,500	59,853	0	17,927	41,925	29.95%
Pembroke	17,000	17,000	0	7,890	9,110	46.41%
Dept of Environmental Quality	14,500	80,522	(147)	78,347	2,175	97.30%
VDEM	25,000	25,000	(21)	14,506	10,494	58.02%
Virginia Outdoors Foundation	42,241	83,081	0	83,081	0	100.00%
VHDA	50,375	50,375	0	30,486	19,889	60.52%
Southwest Virginia SWMA	7,000	7,000	0	7,000	0	100.00%
Virginia Recycling Association	14,000	15,000	0	15,000	0	100.00%
VDH New River Health District	345,000	160,000	26,178	148,509	11,491	92.82%
VOF SwVA Natives Campaign Project Match	0	8,250	0	8,250	0	100.00%
VDH Office of Drinking Water	80,000	80,000	4,455	80,000	0	100.00%
PemTel	0	8,500	0	8,500	0	100.00%
NRV Passenger Rail Authority	67,500	67,500	0	43,486	24,014	64.42%
Revolving Loan - Interest	0	1,678	128	1,551	127	92.44%
Grant income (anticipated)	12,723	30,000	0	0	30,000	0.00%
Direct Charge Reimbursement	0	1,500	5	1,497	3	99.78%
<b>Sub Total Revenues</b>	<b>2,631,980</b>	<b>4,008,962</b>	<b>153,198</b>	<b>3,490,057</b>	<b>518,905</b>	<b>87.06%</b>
<b>Expenses</b>						
Salaries	1,325,877	1,410,000	132,556	1,275,600	134,400	90.47%
Fringe Benefits	340,515	420,000	41,629	382,807	37,193	91.14%
Travel	33,283	33,283	1,347	15,280	18,003	45.91%
Office Space	68,730	68,730	5,727	63,002	5,728	91.67%
Communications	20,832	23,911	1,547	17,632	6,279	73.74%
Office Supplies	66,892	78,702	6,051	80,756	(2,054)	102.61%
Postage	900	1,400	66	1,069	331	76.35%
Printing	8,285	65,000	0	60,260	4,740	92.71%
Copier Usage/Maintenance	1,100	1,300	91	1,093	207	84.08%
Outreach/Media Adv	11,110	36,000	463	22,506	13,494	62.52%
Equipment Rent/Copier	3,000	3,000	223	2,457	543	81.91%
Fleet Vehicles	2,000	2,000	20	1,110	891	55.48%
Dues/Publications	20,395	20,395	120	16,496	3,899	80.88%
Training/Staff Development	26,170	46,509	1,537	29,913	16,596	64.32%
Insurance	4,700	4,700	0	4,642	58	98.77%
Meeting Costs	13,573	19,716	3,160	17,813	1,903	90.35%
Contractual Services	588,441	1,762,719	6,125	1,593,842	168,877	90.42%
Professional Services Audit/Legal	6,000	8,000	1,575	9,447	(1,447)	118.08%
Miscellaneous/Fees	49,700	4,700	197	2,840	1,860	60.43%
Reimbursed Expenses	0	0	9	(378)	378	0.00%
<b>Sub Total Expenses</b>	<b>2,591,503</b>	<b>4,010,065</b>	<b>202,443</b>	<b>3,598,186</b>	<b>411,879</b>	<b>89.73%</b>
<b>NRVRC Balance</b>	<b>40,477</b>	<b>(1,103)</b>	<b>(49,245)</b>	<b>(108,128)</b>		

**New River/Mount Rogers Workforce Development Board  
Revenue and Expenditures - May 2024**

(92% of FY)

NR/MR WDB Anticipated Revenues	May 2024	YTD	Under/Over	% Budget	
Workforce Development Area	4,564,775	237,746	2,088,638	2,476,137	45.76%
<b>Sub Total Revenues</b>	<b>4,564,775</b>	<b>237,746</b>	<b>2,088,638</b>	<b>2,476,137</b>	
<b>Expenses</b>					
Salaries	614,994	68,259	658,073	(43,079)	107.00%
Fringe Benefits	215,248	18,974	176,491	38,757	81.99%
Travel	26,000	2,258	30,962	(4,962)	119.08%
Office Space	37,000	4,194	34,575	2,425	93.44%
Communications	16,000	1,461	19,176	(3,176)	119.85%
Office Supplies	35,000	1,705	26,070	8,930	74.48%
Postage	250	4	25	225	10.18%
Printing	1,500	0	578	922	38.54%
Copier Usage/Maintenance	0	127	1,836	(1,836)	0.00%
Outreach/Media Adv	30,000	84	18,010	11,990	60.03%
Equipment Rent/Copier	1,700	0	1,204	496	70.85%
Dues/Publications	5,000	0	2,347	2,653	46.94%
Training/Staff Development	7,000	713	4,299	2,701	61.41%
Insurance	5,000	1,218	17,342	(12,342)	346.85%
Meeting Costs	7,000	1,163	18,783	(11,783)	268.33%
Capital Outlay	0	0	34,000	(34,000)	0.00%
Contractual Services	3,536,171	137,260	1,033,193	2,502,978	29.22%
Professional Services Audit/Legal	15,000	325	11,713	3,287	78.09%
Miscellaneous/Fees	11,912	0	0	11,912	0.00%
Workforce Grants Admin	0	0	(39)	39	0.00%
<b>Sub Total Expenses</b>	<b>4,564,775</b>	<b>237,746</b>	<b>2,088,638</b>	<b>2,476,098</b>	<b>45.76%</b>
<b>NR/MR WDB Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>		

Total Agency R&E	May 2024	YTD		
<b>Anticipated Revenue</b>	<b>8,573,737</b>	<b>390,943</b>	<b>5,578,696</b>	<b>65.07%</b>
<b>Anticipated Expense</b>	<b>8,574,840</b>	<b>440,189</b>	<b>5,686,824</b>	<b>66.32%</b>
<b>Balance</b>	<b>(1,103)</b>	<b>(49,245)</b>	<b>(108,128)</b>	



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

N R V R C . O R G

**June 21, 2024**

## **Executive Director's Report**

### **Economic Development:**

- The NRV Recovery Ecosystem was successful in securing \$3.5M in funding for the second year of the substance use disorder program. The second year will continue implementing the projects that were launched this spring and will add two new partners, New River Community College and Instill Mindfulness. A recovery support specialist will be added at the college for students and a peer recovery specialist will be added in Pulaski through Instill Mindfulness.
- Broadband: All Points Broadband is continuing through the make-ready pole evaluation in Pulaski County with Appalachian Power. GigaBeam made their first connections in the Eastern Montgomery County area and started building out the network in Bland County focusing on the county seat area of Bland.
- The NRV/Danville Tech Hub Consortium has a site visit set up for August 13<sup>th</sup> in Danville to visit the Institute for Advanced Learning and Research (IALR). The facility is home to additive manufacturing training for Navy Sailors and Marines. The asset is leveraged by numerous private companies and serves as an education hub for public schools as well. More information about IALR can be found by visiting [www.ialr.org](http://www.ialr.org).
- The Regional Economic Strategy (RES) FY24 update is ready for board review and approval before submitting to the US Economic Development Administration by the end of June. Leo Priddy coordinated input from all the local economic development directors and several non-governmental partners to inform the update. Bethany Peters and Hannah Schelthoff assisted with the online presence of the RES which helps partners access the information for grant applications and project development.

### **Transportation:**

- The Virginia Passenger Rail Authority (VPR) board received a presentation recently announcing a change in location for the NRV passenger rail station from Cinnabar Rd/NRV Mall to Cambria in Christiansburg. This is a significant change which moves the service from the Virginian Line to the Norfolk Southern Main Line. VPR representatives will be attending the NRV Passenger Rail Station Authority meeting on 6/27 to brief the region on the change. More information will be distributed as soon as it is available.

### **Housing:**

- The Regional Housing Trust Fund organizational documents are under final legal review. Thank you to the Technical Team for their contributions getting the policy documents developed with Regional Commission staff. Once the documents are through legal review the entity will be able to conduct its first official meeting.

### **Natural Resources:**

- A planning grant was submitted at the end of May to the Appalachian Regional Commission ARISE program for funds to plan the water trail expansion from the headwaters in North Carolina through Virginia into West Virginia.

- ReNew the New is scheduled to take place on Saturday September 14<sup>th</sup>. More information will be posted on [www.renewthenew.org](http://www.renewthenew.org).

**Regional:**

- Giles County is hosting the statewide leadership program, LEAD Virginia on 6/21 at Mountain Lake Lodge. I am joining a panel discussion in the afternoon alongside Chris McKlarney to discuss regional collaborations in the New River Valley. This will be a nice opportunity to tell our regional story to a broad audience.

**Commission:**

- Be sure to submit nominations for the Regional Commission awards program. Nominations are due August 13<sup>th</sup>. More information and to make an nomination please visit [this site](#).
- The FY25 budget is in the board packet for review and consideration. Elijah Sharp and Jessica Barrett did a terrific job developing the budget with contributions from the rest of the team. FY25 and FY26 will be highest budget figures in history due to broadband projects moving through the organization.
- Christiansburg Town Council held a retreat on 6/13. The council had several common goals and capital projects to focus on the next five years. Thank you for asking the Regional Commission to assist in the process!



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

[NRVRC.ORG](http://NRVRC.ORG)

## MEMORANDUM

**To:** NRVRC Board Members  
**From:** Leo Priddy, Economic Development Specialist  
**Date:** June 20, 2024  
**Re:** FY24 Regional Economic Strategy Update

---

Each year the New River Valley Regional Commission reviews and updates the Regional Economic Strategy (RES). The purpose of the RES is to continue federal and local partnerships to address economic development in the region. The RES also documents the planning efforts to identify economic development needs in the region and the creation of the strategy document.

At the May meeting of the RES committee the group reviewed the document narrative and approved updates to regional goals and strategies. Attached is the final 2024 Regional Economic Strategy document for review and approval by the Commission.

In addition to the document attached, an [online version](#) (ArcGIS StoryMap) – which includes interactive data and active attachments for additional information about the RES will be linked on the NRVRC's new website.

### **Approval of the Regional Economic Strategy**

The Commission will need to take action to accept the report, thereby allowing staff to submit the document to the US Economic Development Administration by June 30, 2024.

Should you have any questions about the RES, please contact me at [lpriiddy@nrvc.org](mailto:lpriiddy@nrvc.org).

### **Counties**

Floyd | Giles  
Montgomery | Pulaski

### **City**

Radford

### **Towns**

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

### **Higher Education**

Virginia Tech | Radford University  
New River Community College






2 0 2 4





## TABLE OF CONTENTS

<b>Introduction</b>	<b>2</b>
<b>About the Region</b>	<b>3</b>
<b>SWOT Analysis</b>	<b>10</b>
<b>Resilience</b>	<b>11</b>
<b>Action</b>	<b>13</b>
<b>Evaluation Framework</b>	<b>20</b>
<b>Top Projects</b>	<b>21</b>
<b>Appendix</b>	<b>22</b>





## INTRODUCTION

The New River Valley Regional Economic Strategy (RES), also known as the Comprehensive Economic Development Strategy (CEDS), is designed to create broad goals to develop the region's economy in partnership with the region's communities. Implementing these goals will promote regional and local growth. Input from a range of partners representing private and public sectors informed the creation of the RES. The committee reviews economic conditions, sets priorities, and offers guidance for this strategy to shape the economic focus for the region.

The RES contains the following sections:

- 1. About the Region:** An overview providing context and information about the current state of the New River Valley (NRV) and its effects on the economy.
- 2. SWOT Analysis:** A collaborative process utilized to determine regional strengths, weaknesses, opportunities, and threats. The SWOT tool identifies priorities to promote and expand the region's economic capacity.
- 3. Resilience:** An exploration of the region's ability to prevent, withstand, and recover from disruptions to its economy, particularly the COVID-19 pandemic.
- 4. Action Plan:** Informed by the SWOT analysis and Resilience sections, the Action Plan sets regional priorities and strategies for economic development and documents the region's priority projects.
- 5. Evaluation Framework:** A means of identifying and prioritizing RES projects that will positively impact the region's economy and enable the commission to track the progress of economic priorities and development over time.

# ABOUT THE REGION

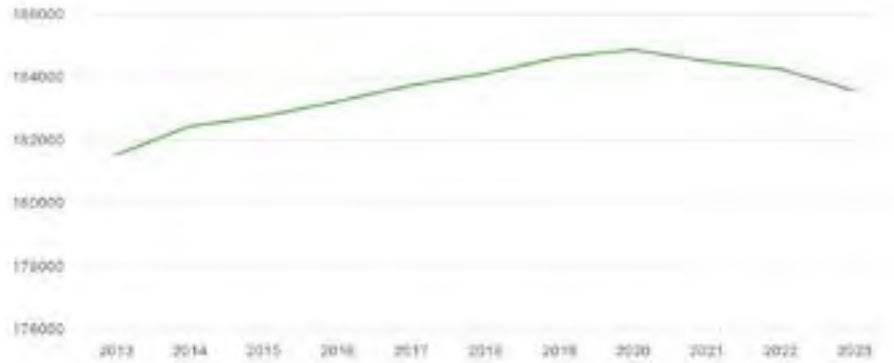
The NRV comprises the counties of Floyd, Giles, Montgomery, and Pulaski, the City of Radford, and 10 incorporated towns. The region also has three higher education institutions: Virginia Tech, Radford University, and New River Community College.

Additional data about the region can be found at <https://nrvc.org/data>.

## Demographics

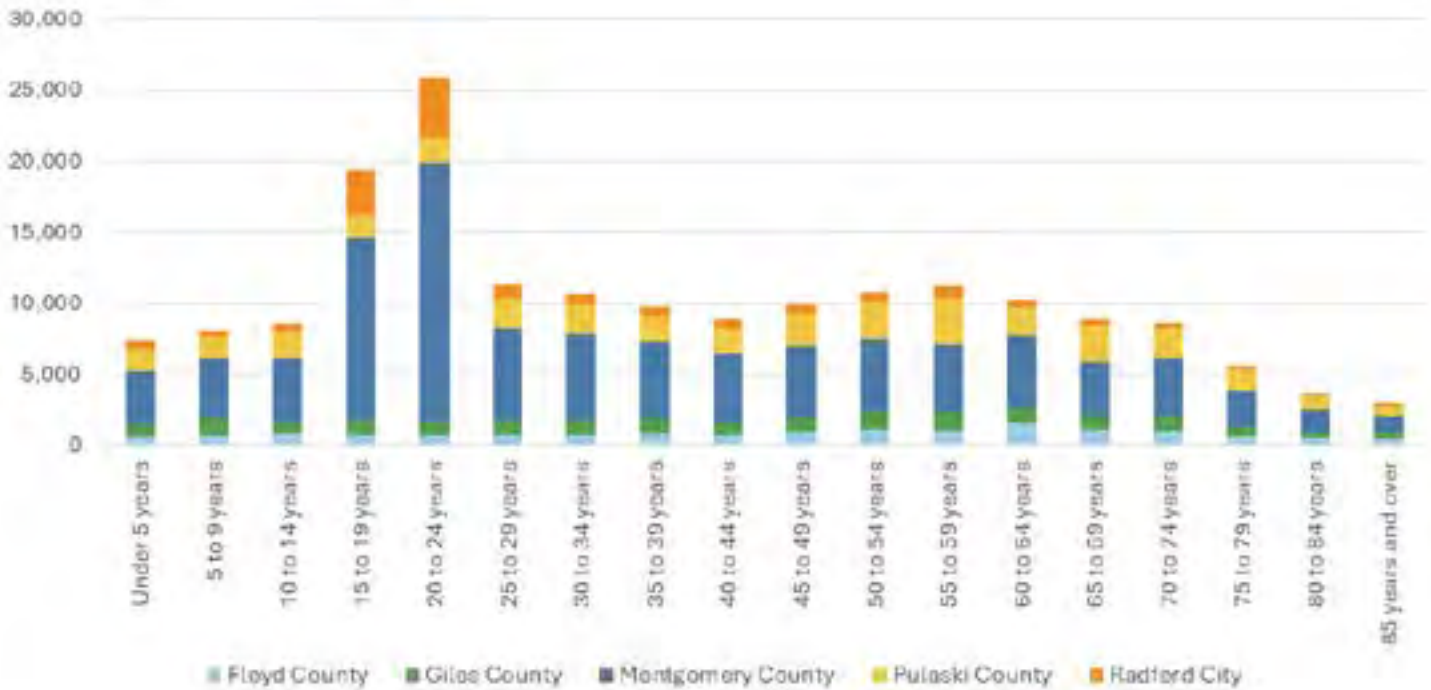
The pandemic has notably impacted regions worldwide, and the NRV is no exception. With an estimated population of 183,586 as of 2023, the NRV is projected to experience a decrease of 0.4% through 2030. In contrast, the Commonwealth's projected population growth rate is 4.6% over the same time period.

**Total Population of the New River Valley 2013-2023**



Weldon Cooper Center of Public Service, 2023. Total Population Estimates: Counties, and Cities: 2013-2023. <https://demographic.coopercenter.org/virginia-population-estimates> (accessed February 5, 2024)

**Population Total by Age**



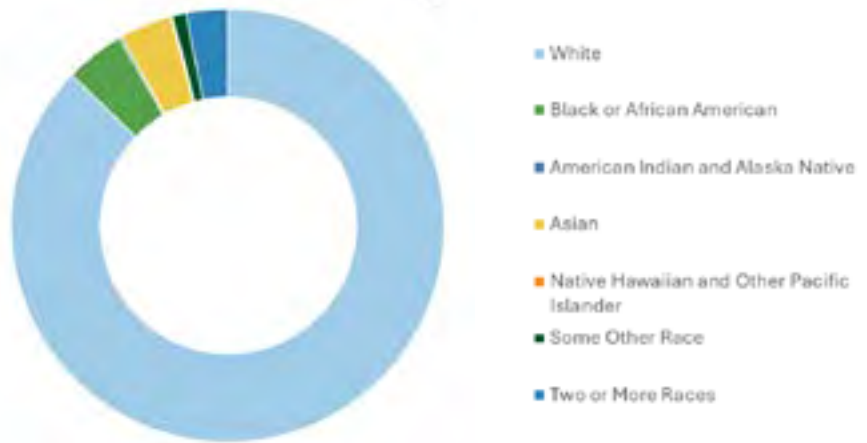
U.S. Census Bureau, 2022 American Community Survey 5-Year Estimates. <https://data.census.gov/> (accessed February 9, 2024).

Virginia Tech and Radford University attract over 40,000 students annually. The large student population shifts the median age, particularly in Montgomery County at 29.7 years and Radford at 23.3 years. The median age for the NRV is 38.8 years and is slightly above the Commonwealth's median age of 38.5 years. Counties with small numbers of students have median ages well above the Commonwealth, with median ages between 45.4 to 48.4 in Giles, Floyd, and Pulaski Counties. The higher the median age in these counties suggests that part of our region's permanent population is aging.



## New River Valley Race and Ethnicity

The population primarily identifies as white/Caucasian within the NRV. Of residents in the NRV, 12.7% identify as a minority, and 3% identifies as Hispanic. In Virginia, the minority population makes up 37.8% of the population, and 10% of the population identifies as Hispanic.

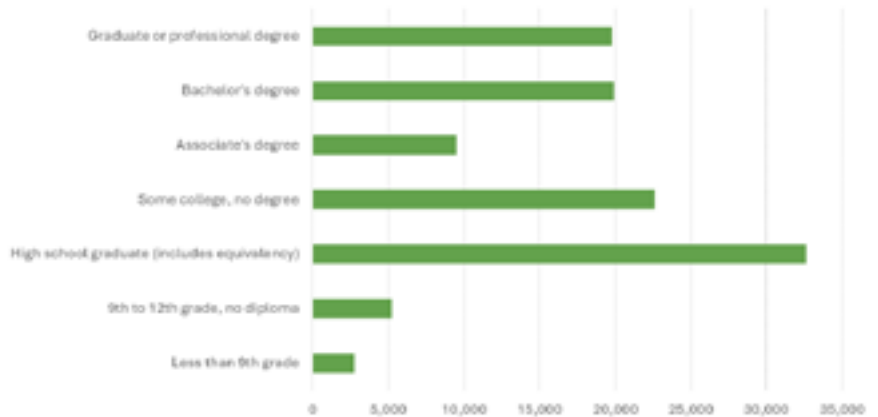


U.S. Census Bureau, 2022 American Community Survey 5-Year Estimates. <https://data.census.gov/> (accessed February 9, 2024).

## Educational Attainment

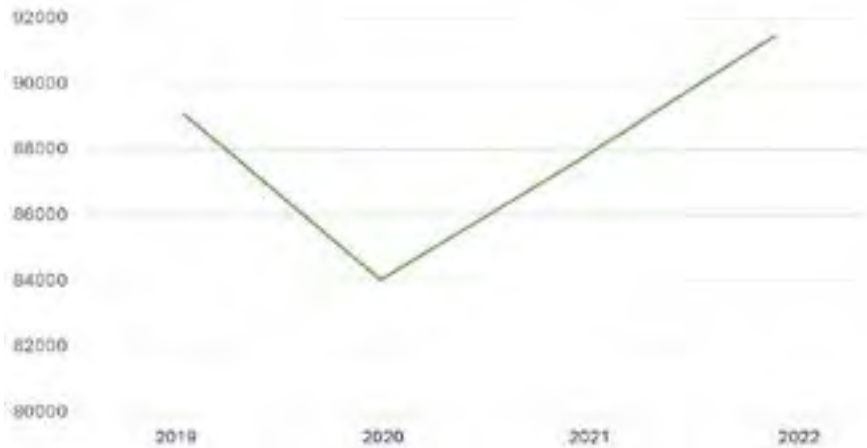
Radford University, Virginia Tech, and New River Community College offer quality higher education and draw students worldwide. Compared to Virginia, the region has a 1.8% better rate of high school graduations or higher than the state, and a 5.7% lower rate of baccalaureate degree or higher awards. However, at the national level, the NRV performs 3.8% higher for high school and above, and 1% for a bachelor's degree or higher.

## Educational Attainment



U.S. Census Bureau, 5 Yr. ACS, 2022. Educational Attainment of NRV population 25 and older. <https://data.census.gov/table/ACSST1Y2022.S1501> (accessed February 9, 2024).

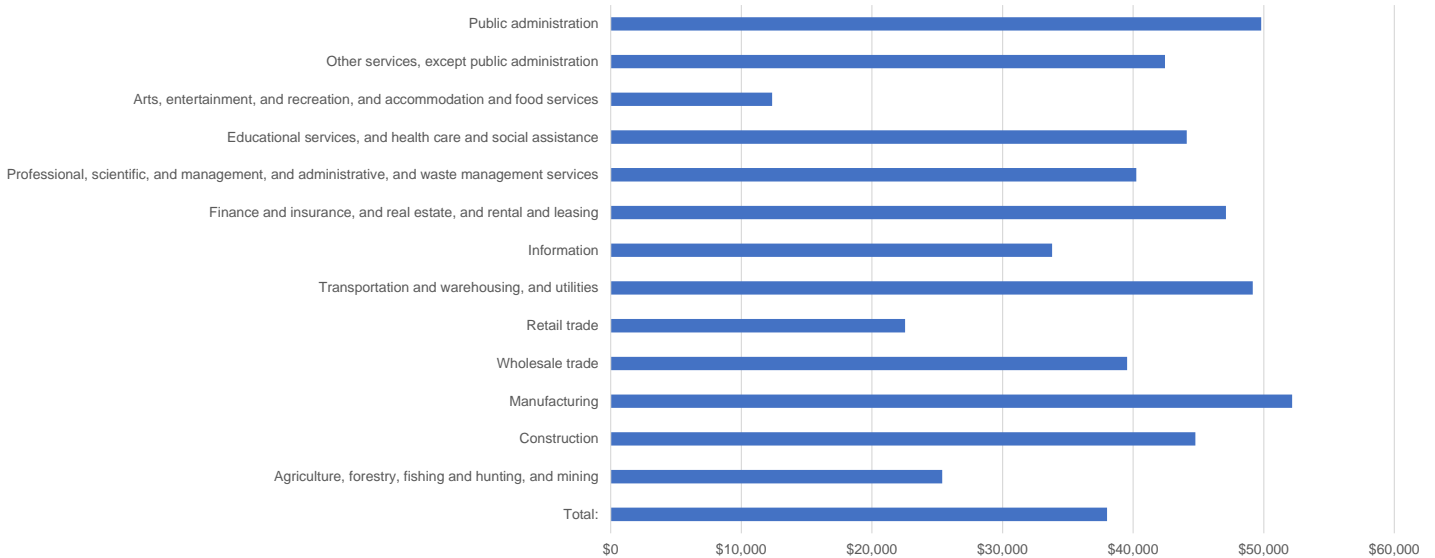
## Employment for New River Valley



Virginia Employment Commission, Virginia Works, Local Area Unemployment Statistics <https://virginiaworks.com/Local-Area-Unemployment-Statistics-LAUS> (accessed January 8, 2024).

## Employment

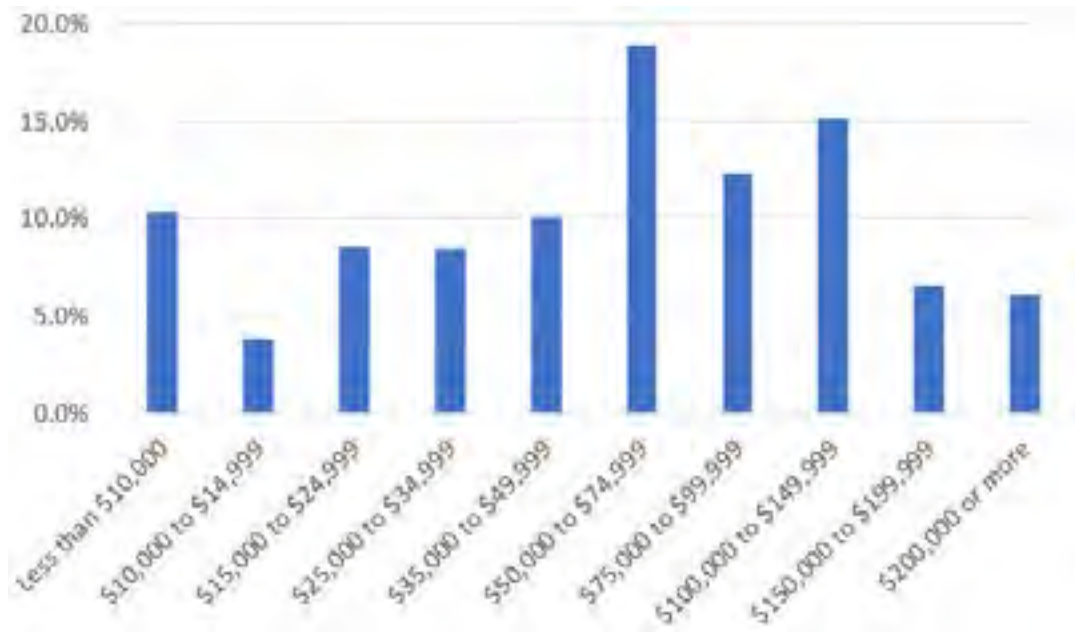
In 2020 the region experienced a notable spike in unemployment. Pulaski surpassed other localities, likely a result of saturation in the manufacturing sector. Since then, the NRV has seen a stabilization and reduction in unemployment rates, with most localities outperforming both Virginia and national averages in the post-pandemic period. However, Radford's unemployment rates have remained higher, aligning more closely with national figures. In 2022, the total number of those employed in the NRV rose to 91,663 surpassing the pre-pandemic numbers from 2019.



U.S. Census Bureau. 5 Yr. ACS, 2022. Selected Economic Characteristics. <https://data.census.gov/table/ACSST1Y2022.S2403> (accessed February 9, 2024).

In 2022, workers in the NRV earned a median wage of \$51,579 annually. This is lower than the state and national levels of \$63,335 and \$57,337 respectively.

### Household Income



U.S. Census Bureau. 5 Yr. ACS, 2022. Income in the past 12 months. <https://data.census.gov/table/ACSST5Y2022.S1901?q=S1901> (accessed February 7, 2024).

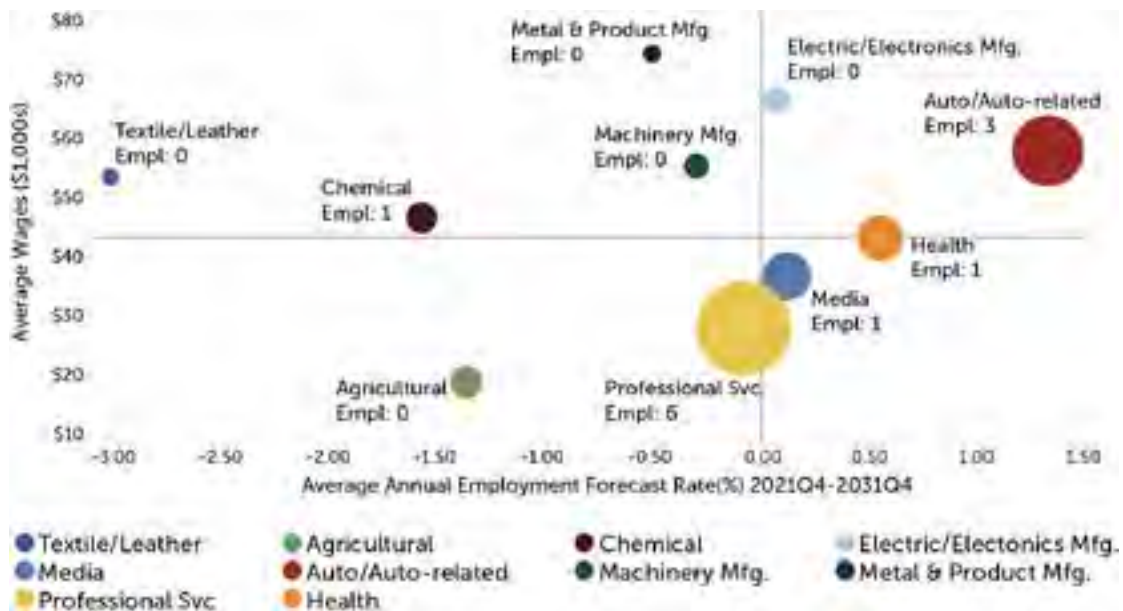
The median household income for the NRV was \$61,672 in 2022. This is lower than the state and national average at \$87,249 and \$75,149 respectively. However, the NRV is relatively affordable compared to other Virginia metro areas.

## Target Sectors

Target sectors are any business activity type that is strategically pursued by an economic development organization and its partners for growth and development. Virginia's Initiative for Growth and Opportunity in Each Region (GO Virginia) is a statewide, bipartisan, business-led economic development initiative. By analyzing regional workforce, economic, and geographic similarities, and potentials, GO Virginia regions develop growth and diversification plans which recommend industry areas that offer high paying, growing economic opportunities and encourage development within these sectors within their economies.

The GO Virginia Region 2 Council, which includes the New River Valley as well as the Roanoke and Lynchburg regions, has identified several target industry clusters for the region to develop including transportation/automated vehicles; materials/machinery; life sciences/healthcare; and information and emerging technologies.

**Industry Clusters for New River CDP, VA as of 2021 Q4**



JobsEQ. Cluster Analysis 2021 Q4. Accessed May 24, 2021.

**Advanced Manufacturing** Advanced manufacturing comprises 164 companies and approximately 12,633 employees within the NRV. This sector has grown by around 12% over the last five years.

*Primary sub-sectors:* chemicals, plastics & materials, automotive, and motion control systems.

**Unmanned Systems and Automation** Regional assets to assist sector development includes 2 FAA-Designated UAS test sites, 2.8 Miles of VTTI Smart Road Test Track, and an 85 ft. high netted drone park within the New River Valley.

*Primary sub-sectors:* component manufacturing, software & cybersecurity, research & development, unmanned vehicle systems assembly.

**Emerging Tech and IT** The sector comprises 90 companies within the New River Valley. These companies employ approximately 1562 people and have grown by around 5% in the last five years.

*Primary sub-sectors:* software development, cybersecurity, IT support, and digital creative services.

**Food Processing and Agribusiness** The sector comprises 2,294 farms totaling over 400,000 acres and 73 food and beverage processors within the New River Valley. The Region also has 1.7 billion gallons of average daily river flow, making the NRV ideal for value-added food production.

*Primary sub-sectors:* specialty food & beverage, breweries, wineries, distilleries, value-add agriculture, packaging.

## Natural Resources

### *Land Resources*

The NRV has many natural amenities that promote regional identity and generate tourism. The average elevation within the region is 2,500 feet above sea level. Elevation in the region ranges from 1,470 feet in Glen Lyn to 4,348 feet at Bald Knob.

The region is categorized as predominantly rural and its landscape is comprised of forests, mountains, and farmland. Major land resources include Jefferson National Forest, the Appalachian Trail (a portion of which runs through Giles County), the Blue Ridge Parkway, Gatewood Park, Buffalo Mountain Natural Area Preserve, and others.

### *Water Resources*

The New River, for which the NRV is named, is the oldest river in North America. The New River, and its tributaries, flows through Giles, Pulaski and Montgomery Counties and Radford City and serves as the main stem of the New River basin. The Little River, Peak Creek, Big Walker Creek, and Dodd's Creek are a few of the tributaries of the New River. This abundance of water resources has spurred the area's agribusiness sector and draws visitors for outdoor recreation year-round.

## Cultural Resources

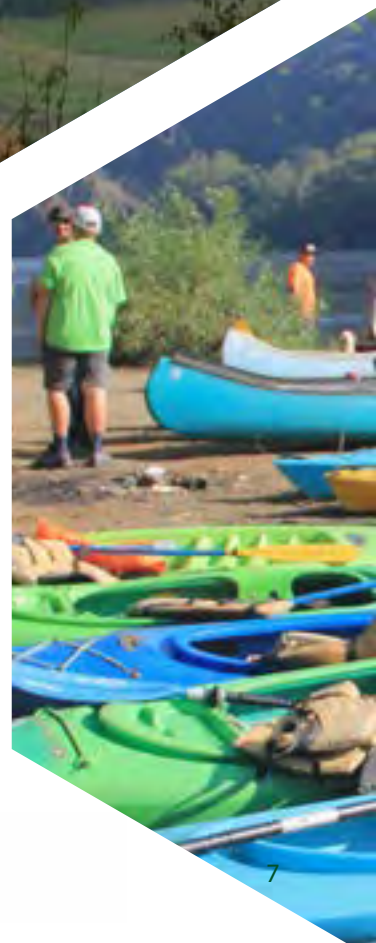
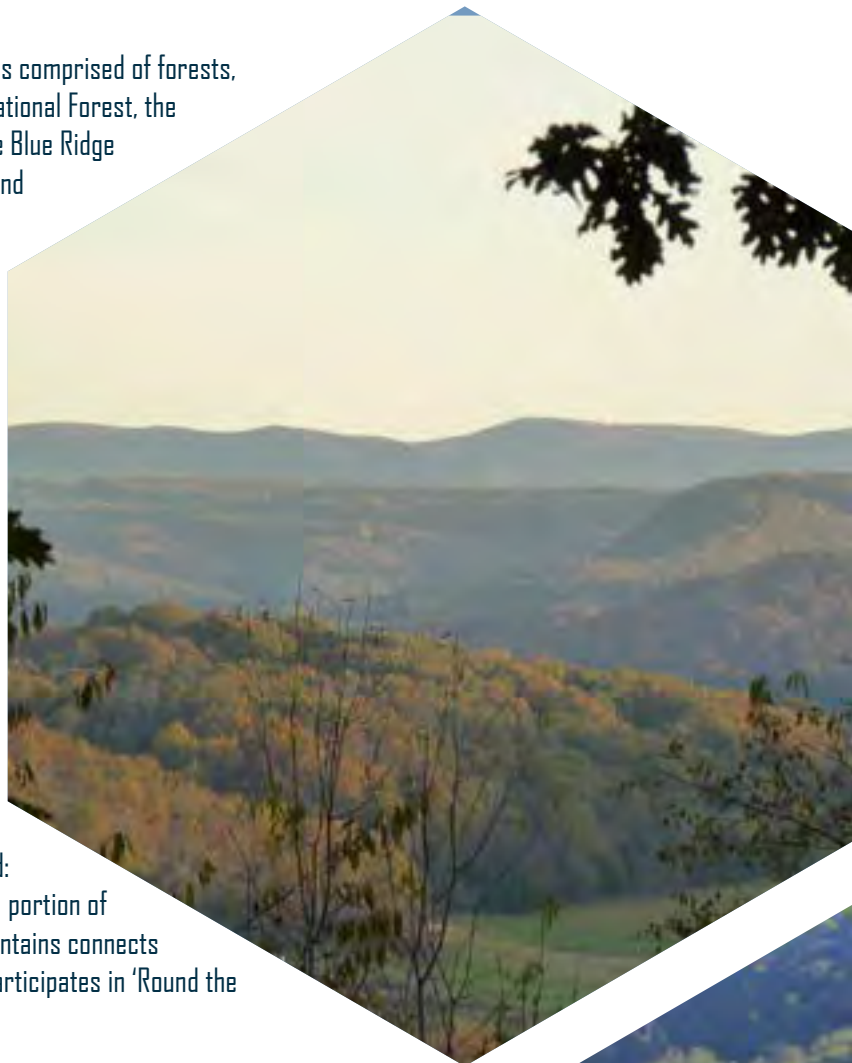
In addition to many natural resources, the NRV boasts rich cultural resources and history. The region is home to many skilled local artisans and local musicians who keep these Appalachian traditions alive. Among the many attractions of the region is The Crooked Road: Southwest Virginia's Heritage Music Trail. A 330-mile driving trail (a portion of which runs through Floyd County) through Southwest Virginia's mountains connects music venues and festivals over Southwest Virginia. The NRV also participates in 'Round the Mountain, Southwest Virginia's artisan network.

The region also has many historic "downtown" commercial centers that serve as cultural hubs in each community. These commercial districts support small business, particularly in the retail, restaurant, and service sectors, and provide residents with quality of life and visitors with a sense of place.

## Historical Resources

The NRV was originally used as hunting grounds by Native American populations for centuries before Europeans arrived. These settlers came along the Great Wilderness Road as development expanded westward. The area became an outpost for routes leading towards the Ohio and Mississippi Rivers in the late 18th and 19th centuries. The NRV also became contested ground in the Revolutionary and Civil Wars.

Today, the region is home to many other historical landmarks and places, including the Glencoe house in Radford, Mabrey Mill in Floyd County, and the Andrew Johnson House in Giles County.





## Transportation

### *Roads*

Interstate 81 and U.S. Route 460 are major routes for freight trucking within the region and throughout the state. Recent upgrades to expand capacity and address maintenance issues on Interstate 81 in the region ensure that these routes are effective avenues to transport goods. Additionally, most of the region's population travels by car. The average commute time is approximately 22 minutes. Less than 1% of the region's population does not own a vehicle.

The communities of Radford, Pulaski, and Blacksburg/Christiansburg offer bus and transit options for residents, while also addressing university and college student transportation needs. Due to limited transit service areas, public transit is often not a feasible means of travel for many of the region's rural residents. Even with this limitation, the NRV has a more robust transportation system compared to many similarly-sized counterparts in other areas of the state.

### *Rail*

Norfolk Southern's Heartland and Crescent Corridors intersect east of Radford. Both corridors are of national significance for freight movement. These rails move freight for Pulaski, Giles, and Montgomery Counties, and Radford City. Rail has lower fuel costs and is more efficient for transporting more goods faster.

While no passenger rail exists in the NRV currently, service will be extended from Roanoke to Christiansburg. The Virginia Passenger Rail Authority will be working with the NRV Passenger Rail Station Authority to oversee this work, slated for completion within the next five years.

### *Airports*

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



## Utilities

### *Water and Sewer*

The region has varying degrees of water and sewer system availability. The region's towns and the City of Radford are served by public water and sewer, while the remainder of residents are served by private wells and septic systems. However, aging infrastructure and population changes have made it necessary to upgrade public utility systems to ensure continued, reliable access.

### *Energy*

The NRV's energy prices have reached the national average recently after historically being low. As these prices have increased, alternative means of producing energy at a lower cost to residents have been considered. Programs such as SolarizeNRV have been implemented to encourage residents and business owners to consider investing in solar energy installation. Pulaski County also recently approved special use permits to develop a solar farm that will produce 300MW, enough energy to power an estimated 57,000 homes.

### *Broadband and Cell Service*

Multiple wireless providers exist in the region; however, coverage remains limited. The NRV still has many rural residents whose "last-mile" connection and high internet service costs are often barriers to broadband access. Currently, Montgomery, Giles, and Pulaski counties are pursuing projects to expand fiber-to-the-home and increase access to high-speed internet. Virginia, in partnership with Virginia Tech, has developed a mapping tool that allows communities to view gaps in broadband coverage for planning purposes. This can be viewed at: <https://commonwealth-connection.com/>



# SWOT ANALYSIS

The SWOT Analysis evaluates a region's economic, strengths, weaknesses, opportunities, and threats.

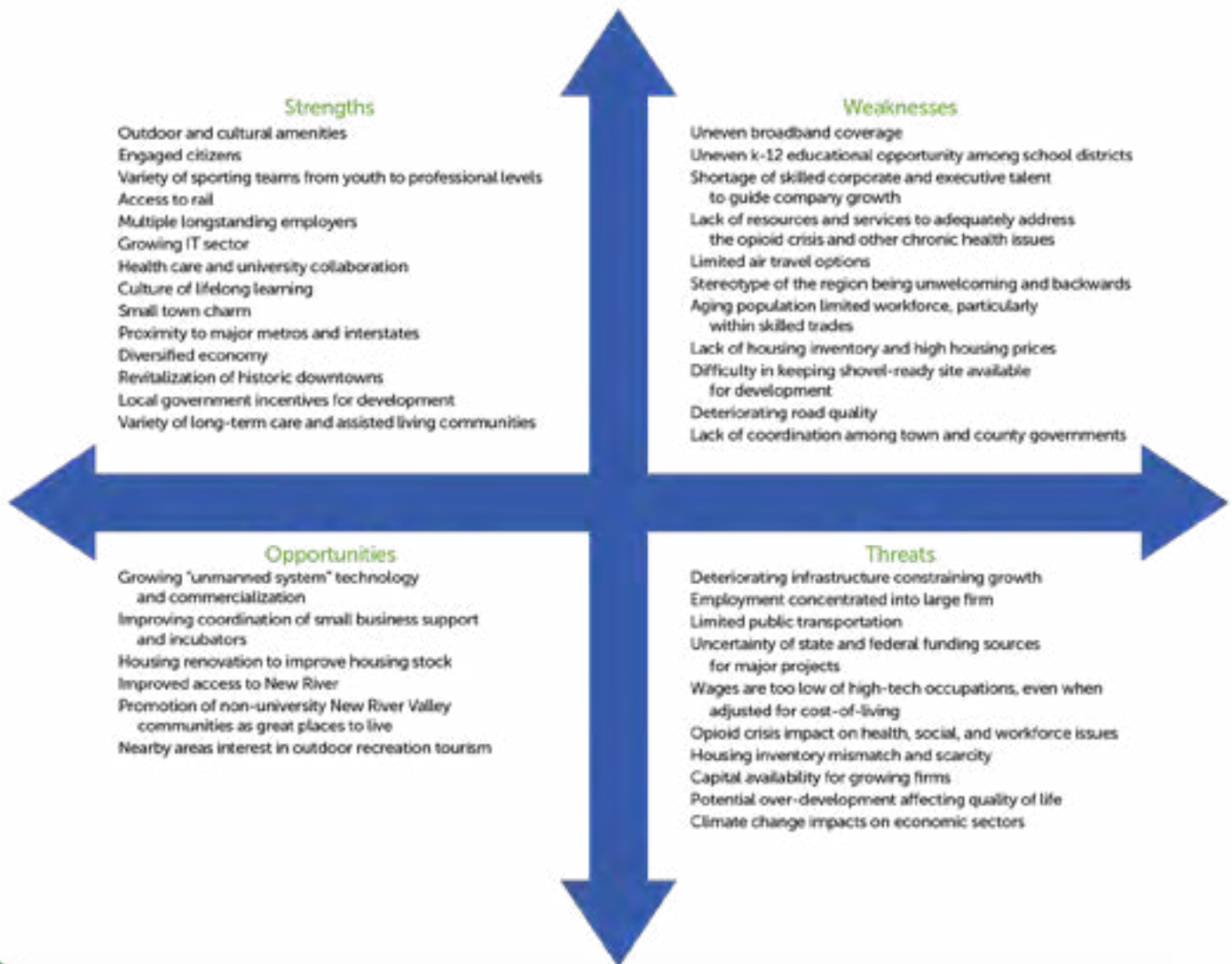
**Strength** - a region's competitive advantages (e.g., industry supply changes, specialized workforce, stakeholder collaboration, etc.); these characteristics are often internal.

**Weakness** - a region's competitive disadvantages (e.g., change-resistant culture), also often internal by nature.

**Opportunity** - openings of regional progress (e.g., expansion of regional life science sector); often these are external forces that impact the region.

**Threat** - foreseen possible negative impacts on the region which cause decline ( e.g., global pandemic). These are often external events that impact the region.

The NRV's RES Committee discusses regional strengths, weaknesses, opportunities, and threats during its meetings. In 2019, an extensive update to the SWOT analysis and revisions were made based on recent events within the region.



# RESILIENCE

Disasters occur when extreme events encounter vulnerable communities. According to the National Risk Index (NRI), the NRV has a very low risk of being impacted by natural disasters. The region is fortunate to encounter fewer extreme events than other communities within the Commonwealth.

## New River Valley Risk Index

County	Rating	Score
Floyd	Very Low	3.25
Giles	Very Low	7.06
Montgomery	Very Low	26.41
Pulaski	Very Low	9.61
Radford	Very Low	3.34

**FEMA. National Risk Index. Accessed on May 30, 2024.**  
<https://hazards.fema.gov/nri/map#>.

The ability of a community or region to improve after a disaster is known as resilience. Historically, when disasters have occurred in the NRV, the region has been more resilient than the surrounding regions and often the State. The relative safety and resilience of the NRV has not lessened the emphasis placed on disaster preparedness and emergency response planning within the region. Throughout the COVID-19 pandemic, the NRV has faced a compounding disaster that has affected many aspects of society. By capitalizing on regional strength, communities have banded together to ensure their resident's health, safety, and well-being.

## New River Valley Social Vulnerability

County	Rating	Score
Floyd	Very Low	9.93
Giles	Very Low	13.30
Montgomery	Relatively Low	31.32
Pulaski	Relatively Low	33.29
Radford	Moderate	41.85

**FEMA.Social Vulnerability Index. Accessed on May 30, 2024.**  
<https://hazards.fema.gov/nri/map#>

In a survey conducted by Onward NRV and Virginia Tech Center Economic and Community Engagement in September 2020, regional manufacturing and technology companies were asked about COVID's impact on their business and the prospects for their business in the upcoming year. Sixty-two percent of manufacturers and 63% of technology companies expected to retain their employees. Sixty-two percent of manufacturers had unfilled production worker and engineer positions that needed to be filled, and 38% of tech companies needed software engineers, account executives, and production schedulers. Both sectors' businesses generally had a positive outlook for the following year. The most significant concerns among companies were the health and safety of employees.



In a follow-up survey, NRV manufacturing and technology companies were asked to evaluate their business nearly two years after the initial survey. Follow-up results from the 2022 survey show that regional manufacturing and technology companies have performed strongly since the pandemic. Relative to pre-pandemic levels, the majority of firms —75% of manufacturing firms and 83% of technology firms— report maintaining or increasing the number of employees at their firm. Furthermore, firms in both sectors anticipate employment growth into the future. Most manufacturing firms (82%) report unfilled positions, such as purchasing agents, accountants, engineers, machine operators, technicians, and assemblers. Just over half of technology firms (56%) have unfilled positions, such as developers, engineers, administrators, and various business and operations managers. Manufacturing firms report workforce recruiting and retention to be their main concerns, while technology firms report employee morale and company culture to be their main concerns.

The COVID-19 pandemic has also accelerated existing trends and issues within the region, such as income inequity, housing instability, and changes in small business and retail. It has also presented new challenges such as supply chain shortages, significant unemployment, and social and physical isolation. The Action Plan presented in the next section focuses on addressing and coping with these trends and issues. The RES committee identified strategies, partners, and priority projects to address weaknesses and threats and capitalize on strengths and opportunities.



# ACTION

## Regional Economic Priorities

1. Support Business Development and Entrepreneurship
2. Preparation and Continued Support of Qualified, Available Workforce
3. Utilize Available Land and Expand Quality Infrastructure
4. Preserve and Promote the Natural and Cultural Resources in the Region
5. Encourage Business Friendly Governance and Organizational Representation

### 1.

#### Support Business Development and Entrepreneurship

The NRV has many thriving businesses that provide high-paying jobs and promote a diverse regional economy. The region must continue to demonstrate that it can offer facilities, transportation networks, cultural amenities, workforce resources, and support services to meet business needs and attract companies to locate within the region.

Fifty-one percent of the region's local good and service providers employ less than five (5) employees and 95% employ 50 or fewer employees. Despite their size, small businesses are essential to the regional economy and communities. These businesses offer crucial goods and services as well as jobs, economic growth, and financial stability for employees. Unfortunately, pandemic-related financial hardships have put tremendous stress on these enterprises and emphasized how critical the need is for comprehensive business assistance programs.

The Greater Roanoke & NRV Small Business Development Center (SBDC) is a resource to business owners in the region and assists them with technical training, best practices, and financial assistance. However, their service area covers both the Roanoke and New River Valleys, stretching their capacity thin. The demand for their service in 2021 was evident by much higher consultation rates than in previous years. The New River Valley continues to address the need by establishing support roles in several localities. In 2021, Pulaski County created the first Small Business Solutions Manager, with Christiansburg starting a similar role in 2023, and most recently Blacksburg announced the creation of a Business Relations Manger.

Additionally, local economic development offices and organizations such as Onward NRV and the New River/Mount Rogers Workforce Development Board have been working with industry partners to actively attract and retain high-quality jobs, investment, and talent to promote the economic vitality of the region.





## Priority 1 Strategies

*Strategy 1.1-* Provide a comprehensive array of support services for small business development and growth.

- a. Encourage micro and small business success in downtown and commercial districts, through revitalization and promotion of community individuality.
- b. Develop and support peer networks and events to bring together small businesses in similar industries, such as tourism/outdoor recreation, technology, and health.
- c. Coordinate and improve accessibility of counseling, technical assistance and financing resources offered to local business owners by local, regional, and state partners.

*Strategy 1.2-* Improve the region's ability to foster and retain fast-growing businesses in target sectors.

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

*Strategy 1.3-* Promote entrepreneurship and provide resources for NRV residents to start their own business.

- a. Support local entrepreneurship promotion initiatives, such as business plan competitions and youth entrepreneurship initiatives.
- b. Coordinate local incentives to encourage business development in targeted sectors that align with local economic development strategies, such as tourism, agribusiness, manufacturing support services, etc.
- c. Develop incubators, co-working, and maker spaces and other resources to allow low-cost options to support entrepreneurs through the start-up phase.
- d. Develop and maintain a coordinated ecosystem for small business support by connecting businesses with variety of resources and organizations within the region.

*Strategy 1.4-* Focus local and regional economic development marketing efforts on target industries and firms that build on the region's strengths.

- a. Assess and improve the ability of the region to meet the workforce, infrastructure, and facility requirements of firms in the region's target industry sectors and prioritize projects that address these needs (industrial sites, workforce initiative, green energy requirements, etc.).
- b. Coordinate and promote the technical expertise, research capabilities, and pipeline of skilled graduates that the region's community college and universities can provide to business and industry.
- c. Target recruitment to firms with significant supplier relationships to existing NRV firms and firms that can benefit existing regional assets, including foreign trade zone, interstate access, Commerce Park, university research, etc.
- d. Seek representation on state commissions and committees and the Go Virginia Region 2 Counsel.
- e. Provide input to state agencies from regional economic development organizations and NRVRC to ensure state policies and programs address local issues.
- f. Support police, fire, and medical operations throughout the region.
  - g. Coordinate state's regional resources to expand the capacity and resources of local governments to implement desired economic development programs.

The region's higher education programs draw many qualified people to develop skills and gain qualifications. Although there is a promising pipeline for talent and the ability to train for many different careers, there is often a disconnect between employers' desired qualifications and the available skills of workers. The New River/Mount Rogers Workforce Development Board has been developing "career ladders" that work with industry leaders to identify various career paths within an industry and explore qualifications, degrees, and skills that employers seek for these positions.

While the region has a surplus of talent in some job sectors, other sectors struggle to recruit enough talent. For many years the region has experienced a decrease in skilled tradespersons. Across the state and nationwide, skilled tradespersons are aging, and efforts to recruit and retain qualified replacements have had limited success. Reasons for this include:

- Fairweather workers (willing to work in nice weather but will seek other employment during winter months)
- The stigma that trades do not produce a living wage
- New hires do not retain their position because of a lack of soft skills

A significant barrier to the region's workforce returning to work after COVID-19 has been the shortage of affordable childcare facilities and programs. Other services that workers struggle to access include healthcare and tuition assistance. Improving workers' access to critical services advances the ability of communities to attract and retain top-tier talent as well as foster better opportunities for the employees themselves.

### Priority 2 Strategies

*Strategy 2.1*- Align education and training programs with the current and future needs of the region's existing employers and target industry sectors.

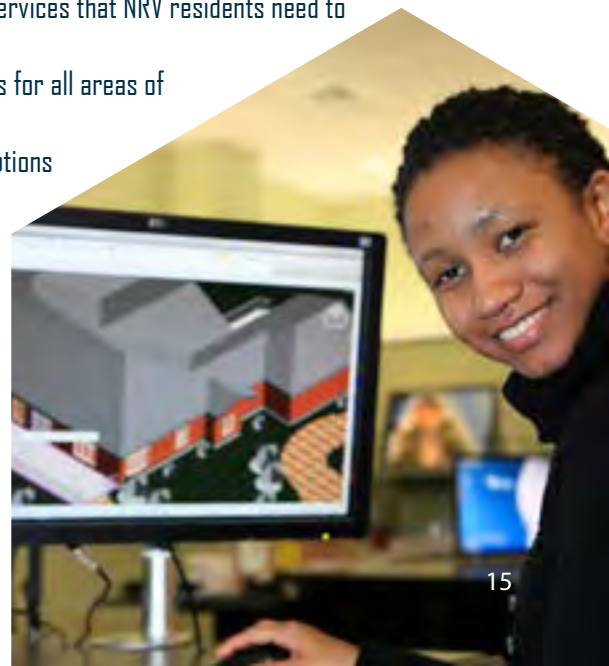
- a. Establish partnerships between industry/business and all levels of education and provide students with more "real world" learning opportunities.
- b. Improve awareness of career options in local industries among K-12, community college, and university students and graduates.
- c. Develop a career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

*Strategy 2.2*- Establish a strong foundation for lifelong learning and career success for NRV residents.

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

*Strategy 2.3*- Increase the availability and accessibility of supporting services that NRV residents need to participate fully in the workforce.

- a. Increase the availability of quality, affordable childcare facilities for all areas of the NRV.
- b. Assure access to quality, affordable healthcare and wellness options for physical, mental, and social well-being and safety.
- c. Coordinate resources to provide low-cost options or tuition assistance for residents seeking college degrees or workforce training.
- d. Collaborate with local businesses to reduce stigma around substance use disorder and incarceration by promoting second-chance hiring, supporting employees in recovery, and advocating for inclusive workplace policies to create a more resilient and diverse workforce.





*Strategy 2.4-* Ensure the NRV is competitive in its efforts to attract and retain talented workers in the region's target industry sectors.

- a. Coordinate industry recruitment and economic development marketing efforts to address shortages of specific technical workers or skilled professionals that hamper growth in target industries.
- b. Implement projects that improve the quality of life and availability of housing and services to meet the needs of the region's current and future workforce.
- c. Encourage and promote work from home and telework opportunities to keep and attract remote talent within the region.
- d. Develop strategies for talent recruitment and retention, with a focus on lessening the impact of costs associated with rehiring and retraining.

### 3.

## Utilize Available Land and Expand Quality Infrastructure

Land and infrastructure are essential commodities for thriving businesses. Transportation, broadband internet, available commercial and residential property, and alternative energy sources are some of the areas the region has prioritized.

### *Transportation*

Transportation is an essential factor influencing workforce and product availability and encourages the transfer of resources, goods, services, and consumers between the region and other locations worldwide. Interstate 81, US 460 and other secondary roads are critical corridors for truck freight and commuter mobility throughout the region. Rideshare programs like RIDEsolutions support the reduction of single-occupancy vehicle commuting.

Passenger rail is expected to extend to the region within the next five years. Amtrak's Northeast Regional Service will extend operation to Christiansburg, VA. The addition of passenger rail in the NRV will connect the region to metropolitan areas such as New York, Philadelphia, and Washington D.C. which offers opportunities to expand visitorship and increase workforce connectivity.

### *Broadband*

The pandemic underscored the need for quality internet to conduct business, engage in education, and access goods and services. The region has also been working to bring quality high-speed internet regionwide. In 2021, the NRV received funding for a multi-regional broadband project to address the gaps in affordable broadband access within the region. Other localized projects are also underway. It is estimated that by 2026 the entire NRV will have access to high-speed internet.

### *Available Property*

A continued barrier to business attraction and growth is the limited availability of industrial, commercial, and residential building stock and property. Intense demand is outstripping supply, and because of these shortages, the region is often passed over for other communities who can offer adequate employee housing and commercial space.

### *Alternative Energy*

Increasing utility costs and growing concerns around fossil fuel consumption and climate change have led many localities and business leaders to pursue alternative energy options. While fossil fuels still comprise the majority of energy usage, alternative energy solutions such as solar, wind, and geothermal energy generation offer a way for households and communities to reduce emissions and overall energy costs. Additionally, the installation of electric charging stations has become increasingly important, especially for travelers along the I-81 corridor. Having chargers at key places in the region, such as employers and walkable spaces like downtown, not only provides convenience for electric vehicle users but also serves as a significant draw and economic driver for the area.





## Priority 3 Strategies

*Strategy 3.1* - Expand transportation options to meet the needs of businesses and residents.

- a. Develop and expand regional transit systems, rideshare programs, and other initiatives that connect population centers to employment centers to improve access for rural residents.
- b. Promote land-use policies that maximize the opportunities of regional access to transportation networks, including interstates and major highways, freight rail, and airports.
- c. Promote and support the development of a passenger rail station in the NRV.
- d. Expand the regional walking and biking trails, bike lanes, and pedestrian safety improvements.

*Strategy 3.2* - Identify opportunities to expand and improve the region's high-speed internet available to residents and offer services to meet the needs of households and businesses within the NRV.

- a. Encourage the development of broadband networks in unserved rural areas and improve the capacity of broadband connections in underserved communities.
- b. Support local service providers' efforts to bring fiber to the home.
- c. Encourage the development of network redundancy around critical services (emergency services, health care facilities, schools, government buildings, etc.) to be prepared for emergency and disaster situations.
- d. Retrofit historic buildings to provide improved broadband options.

*Strategy 3.3* - Develop and maintain adequate and affordable housing stock within the region.

- a. Develop and encourage youth programs that offer on-the-job training in construction and other related skilled trades (electricians, HVAC technicians, plumbers, masons, etc.) related to the housing industry.
- b. Reinvestment in housing stock to provide renovation and retrofitting to older homes.
- c. Investigate programs that establish regional purchasing power for building materials to reduce building material costs.
- d. Business support for construction firms to improve business practices and cash flow.

*Strategy 3.4* - Develop and maintain available sites and buildings to meet the needs of industrial and commercial users.

- a. Incentivize rehabilitation of deteriorating structures in historic downtown districts and encourage mixed-use development in growth areas and downtown districts.
- b. Inventory and assess vacant industrial and commercial properties, identify appropriate uses for the buildings and related retrofitting needs.
- c. Promote and support shovel-ready mid and large-sized industrial site projects, using brownfields funding when available.
- d. Promote and support building energy efficiency through efforts to increase demand for these features through public education and valuation for energy efficiency improvements.

*Strategy 3.5* - Explore and implement alternative energy options within the region.

- a. Promote and support the ability of government, business, residents to invest in alternative renewable energy sources and infrastructure.
- b. Education programs to inform citizens about options and benefits of alternative energy for residents.
- c. Promote the NRV's alternative energy efforts as an asset for regional attraction.
- d. Inventory electric charging stations in key locations such as employers, walkable spaces like downtown areas, and other strategic points to attract I-81 travelers.

## 4.

### Preserve & Promote the Natural and Cultural Resources in the Region

The NRV has rich natural and cultural resources that shape the identity of each locality and offer many opportunities for the region's economy. These options include raw material production, outdoor recreation and other tourism opportunities, and rich cultural history to provide a unique place to live and work. During the COVID-19 pandemic, outdoor recreation amenities gave communities both continued economic development opportunities and a means for safer social interaction.

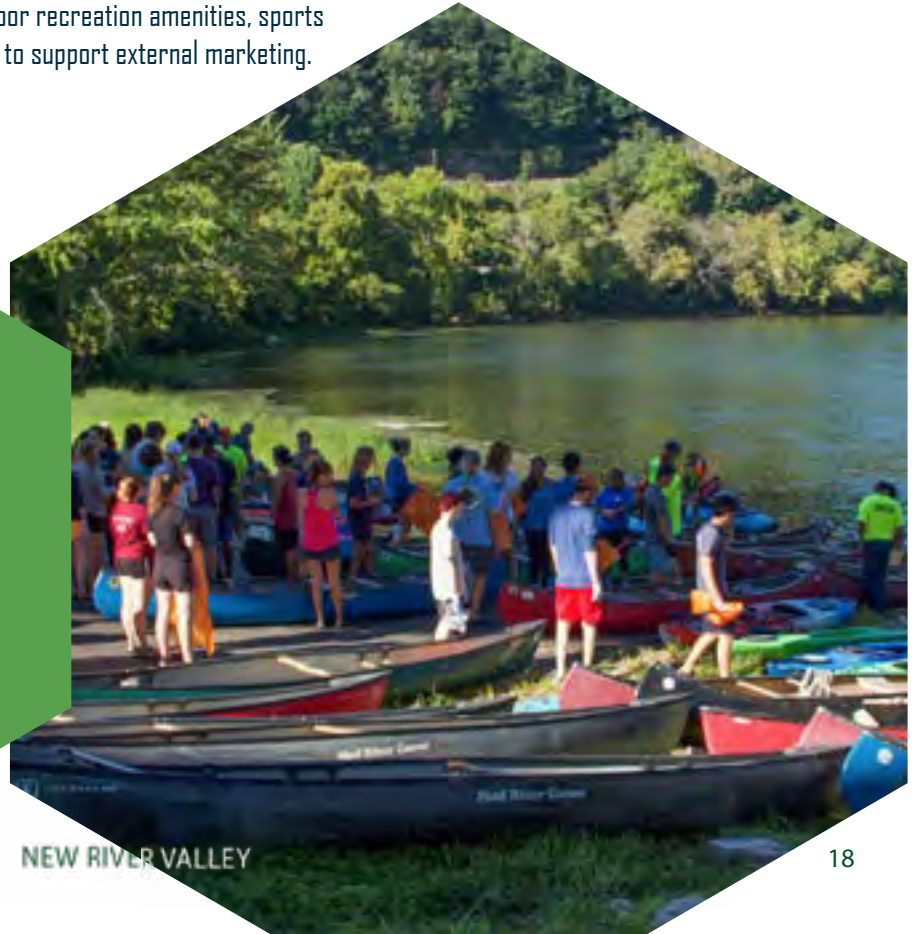
#### Priority 4 Strategies

*Strategy 4.1* - Preserve the NRV's natural and historic assets to protect the character and quality of the regional environment.

- a. Support and encourage the continuation of family farms through efforts to increase the market for local agricultural products, including farmers markets, regional aggregation facilities, and "farm to school" programs.
- b. Utilize tourism initiatives to preserve open spaces, historic sites, and vital natural attractions with local non-profits, historical societies, conservation groups, etc.
- c. Coordinate conservation, outdoor recreation, and tourism initiatives related to the New River within the region and neighboring regions, and strengthen collaborative efforts through the New River Watershed Roundtable, which acts as a forum for information and knowledge of the New River.
- d. Improve land use planning and practices to preserve the region's rural character and encourage development in existing population and employment centers.

*Strategy 4.2* - Coordinate marketing and promotion campaigns to create a consistent brand and message for the NRV.

- a. Implement options to provide regional support and coordination for tourism promotion campaigns of the county, city, and town destination marketing organizations.
- b. Leverage state and regional tourism and economic development marketing programs aligned with NRV marketing initiatives.
- c. Identify, develop, and package the region's historical and cultural assets, arts natural features, outdoor recreation amenities, sports tourism assets, and events to support external marketing.



## 5.

### Encourage Business Friendly Governance & Organizational Representation

Partnerships between the public and private sectors are key to the success of many of the region's initiatives. Stakeholders can capitalize on regional strengths and opportunities and lessen regional weaknesses and threats by working together.

Regional collaboration proved an effective tool for navigating the pandemic. Multi-disciplinary groups of local government representatives, businesses, first responders, and other volunteers worked together to limit disease transmission, hold vaccination clinics, and organize business support and assistance. Utilizing these relationships, regional and local stakeholders can continue to tackle issues that face the region.

#### Priority 5 Strategies

*Strategy 5.1-* Promote a business-friendly environment through governments cooperating with businesses at the local level and advocating for them at the state and federal levels.

- a. Seek representation on state commissions and committees and the Go Virginia Region 2 Counsel.
- b. Provide input to state agencies from regional economic development organizations and NRVRC to ensure state policies and programs address local issues.
- c. Support police, fire, and medical operations throughout the region.
- d. Coordinate state's regional resources to expand the capacity and resources of local governments to implement desired economic development programs.

*Strategy 5.2-* Develop and maintain partnerships among organizations, educational institutions, and government entities.

- a. Build relationships between groups to collaborate to facilitate the exchange of information to benefit the region.
- b. Collaborate with multi-disciplinary partners to develop strategies and tackle priority regional projects.
- c. Foster cross-organizational relationships and skill development by establishing a Center for Regional Leadership Advancement. This facility would provide space for public and private sector partners to deliver training, host critical leadership meetings, and serve as the region's continuity of operations in the event of a large-scale emergency or public health crisis as experienced during the COVID-19 pandemic.



# EVALUATION FRAMEWORK

RES committee members review and update our evaluation framework annually. This includes reviewing the Local Project List, discuss ranking criteria, and updating our Top Projects. The criteria reflects RES priorities and strategies and are used to measure the relevancy of a project with the regional strategy, as well as project readiness, economic competitiveness, and regional alignment.

The "Top 10+ Projects" highlights a \some of our key projects for the region, with a full list of local projects in the appendix.



# TOP PROJECTS

Target Period: 2022-2026

## 1 Develop Broadband Infrastructure and Internet Availability.

Estimated Funding: \$68,000,000  
Responsible Agency: Private Internet Service Providers and NRV localities

## 2 Lead regional coalitions that aim to support additive manufacturing and applied materials.

Estimated Funding: \$500,000  
Responsible Agency: NRVRC, Virginia Tech, Onward NRV, local industries, and NRV localities

## 3 Provide technical assistance services to regional manufacturers.

Estimated Funding: \$6,000,000  
Responsible Agency: Onward NRV, Virginia Tech, local economic development, private business

## 4 Implement "sector strategies" focus for workforce development programs to meet needs in target industry sectors.

Estimated Funding: \$25,000,000  
Responsible Agency: NRMW WDB, Education providers, local industries

## 5 Manage, promote and expand local and regional revolving loan fund programs.

Estimated Funding: \$100,000  
Responsible Agency: NRVRC, local economic development

## 6 Encourage micro and small business success in downtown and commercial districts.

Estimated Funding: \$10,000,000  
Responsible Agency: NRVRC, NRV localities, local economic development, Radford University, SBDC

## 7 Support local agriculture, growers, and producers.

Estimated Funding: \$100,000  
Responsible Agency: Cooperative Extension office, local economic developers, Thrive network, farmers markets, SBDC

## 8 Promote and coordinate the development of a New River Valley passenger rail station.

Estimated Funding: \$4,500,000  
Responsible Agency: NRV localities, Higher Ed, State Agencies, Public/Private Railroad Companies, NRVRC

## 9 Support regional and local efforts to develop outdoor recreation tourism amenities related to the New River Water Trail.

Estimated Funding: \$2,500,000  
Responsible Agency: NRVRC, NRV localities, New River Watershed Roundtable, National Park Service, VA Dept of Wildlife Resources, Friends of New River, local DMOs, Radford, SBDC

## 10 Industrial Site development and upgrades.

Estimated Funding: \$15,000,000  
Responsible Agency: Virginia's First RIFA, local economic development

## 11 Develop a wider range of homeowner and rental opportunities.

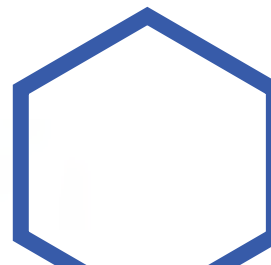
Estimated Funding: \$100,000,000  
Responsible Agency: Private and non-profit developers, NRV localities, NRV HOME Consortium

## 12 Bio-Tech, Digital Health & Life Science Cluster

Estimated Funding: \$600,000  
Responsible Agency: Virginia Tech, Radford University, private industry, Montgomery County, SBDC

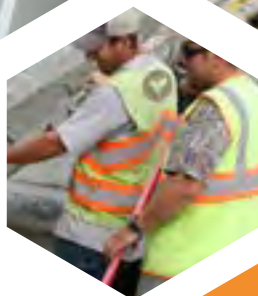
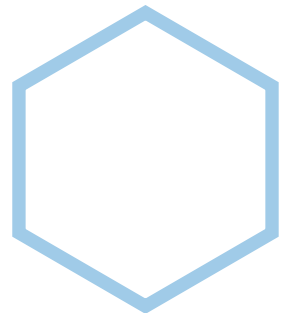
## 13 Perform analysis combined with consensus building to result in a recommended alignment of the Valley to Valley Trail.

Estimated Funding: \$100,000  
Responsible Agency: VDOT, NRVRC, NRVMPD



# APPENDIX

**Local Project List**  
**Evaluation Criteria**  
**RES Committee Agendas and Minutes**  
**NRVRC Board and RES Committee**  
**Glossary of Acronyms**





# Local Project List



Description	RES Goal	Area	Estimated Cost	Responsible Agency	Estimated Construction Date
Preparation of newly graded building sites at NRV Commerce Park. Site readiness to move Lot J (120 acres) from Tier 4 to Tier 5.	Goal 3	NRV	\$728,000.00	Virginia's First Regional Industrial Facilities Authority	2023
Development of Broadband Infrastructure and Internet Availability Implement recommendations of studies in local jurisdictions. NRV will continue to pursue additional funds for underserved areas.	Goal 3	NRV	\$68,000,000.00	Private Internet Service Providers, APCO, and NRV Localities	2022-2024
Implement sector strategies focused on 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.	Goal 2	NRV	\$25,000,000.00	NRMR-WDB, Educational Providers, Local Industry, SBDC	2022-2024
Manage, promote, and expand the NRV Revolving Loan Fund deploy funds to small businesses and entrepreneurs across the region. Secure funds to recapitalize the loan fund to target scale up opportunities and emergent business sectors.	Goal 1	NRV	\$100,000.00	NRVRC, NRV RLF Committee, SBDC	Ongoing
Promote and coordinate the development of a New River Valley passenger rail station. In conjunction with the Virginia Passenger Rail Authority and the New River Valley Passenger Rail Station Authority, coordinate state and private stakeholders to pursue development of this service.	Goal 3	NRV	\$4,500,000.00	NRV Localities, Higher ED, State Agencies, Public/Private Railroad Companies, NRVRC	2028-2030
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.	Goal 4	NRV	\$100,000.00	NRV Localities, Tourism Offices, NRVRC	2024
New River Watershed Roundtable. Convene regional partners and act as a forum for information and knowledge of the New River. Coordinate environmental stewardship related to the New River as an identity, source of outdoor recreation and economic opportunity, as well as a public health amenity. Continue regional coordination of river clean-up events to preserve the water quality and condition of the New River.	Goal 4	NRV	\$25,000.00	NRVRC, local governments, VA Dept. of Environmental Quality (DEQ), Tourism Offices, Radford University	Ongoing
New River Water Trail Expansion Project. Support regional and local efforts to develop outdoor recreation tourism amenities related to the New River and other natural resources, such as boat ramps and access, signage, marketing, education, safety, stewardship and other recreation supportive projects.	Goal 4	NRV	\$2,500,000.00	NRVRC, local governments, Norfolk Southern, Tourism Offices, Radford University	2025



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, Crooked Road, 'Round the Mountain and local arts-based non-profits.	Goal 4	NRV	\$300,000.00	Localities, civic groups, business groups, Tourism Offices, SBDC	Ongoing
Commercial District Revitalization efforts. Encourage micro and small business success in downtown and commercial districts, through revitalization and promotions of community individuality, redevelopment of blighted properties, and small business support services.	Goal 1	NRV	\$100,000.00	NRVRC, Participating Towns, SBDC	Ongoing
Provide technical assistance services to regional manufacturers. Engage university experts and industrial consultants to provide product testing/prototyping, market analysis, process improvement, and other technical assistance services to support the competitiveness of suppliers to large regional manufacturers.	Goal 1	NRV	\$1,000,000.00	US EDA, VT, Onward NRV, Local Economic Developers, Private Business, SBDC	Ongoing
Target Industry Business Development Program. Develop educational programs through the community college and universities that support the development and/or recruitment of small businesses/industries in regional target sectors, including advanced manufacturing, IT/cybersecurity, life sciences, and food and beverage processing.	Goal 1	NRV		Virginia Tech, Radford University, NRCC, School Divisions, Onward NRV, SBDC	
Maintain updated Regional Housing Study. Assess regional housing market annually and update local and regional strategies to address housing market needs.	Goal 3	NRV		NRVRC	Ongoing
Develop regional 'small scale manufacturing' capability. Creation of a regional maker space and coordination of regional fabricators to support prototyping and small-run manufacturing for entrepreneurs.	Goal 1	NRV	\$1,000,000.00	SBDC	
Create utility standards for service providers to follow while coordinating digging between localities and service providers to install conduits or other utilities.	Goal 3	NRV		APCO, PSAs, Internet Service Providers, Local Governments	
Explore the creation of a Regional Recreation Authority to oversee and manage multi-jurisdiction trails, including water trails.	Goal 4	NRV		Localities, Civic Groups, NRVRC, Educational Institutes	2025
Valley to Valley Trail Study. Perform analysis combined with consensus building to result in a recommended alignment that will connect the Roanoke River Greenway to the New River Trail while connecting to other recreational facilities in the region such as the Huckleberry Trail in Christiansburg.	Goal 2	NRV		VDOT, NRVRC, NRVMPD	2022
Interstate-81 interchange improvements Exits 89,94,98,105,114.	Goal 3	NRV		VDOT	2020
Route 100 widening between Pulaski County and Giles County.	Goal 3	NRV		VDOT, Delegate's Office	2022-2025
Create Regional Revolving Loan Fund for Energy Audits and Retrofits Fund for NRV businesses and residents.	Goal 3	NRV		NRVRC	
Support Carpooling Efforts/Initiatives throughout the New River Valley Support the expansion and marketing of Ride Solutions while exploring potential for carpooling app.	Goal 3	NRV			Ongoing

Create Network of Growers and Producers in the region linking NRV farmers to markets to increase profitability.	Goal 1	NRV		Thrive Network, Farmers Markets, Eat Work Grow, VA Cooperative Extension Offices, SBDC	
Support for local craft brewery, winery, and distillery business growth. Marketing and business development support for these businesses' growth.	Goal 1	NRV		NRV Economic Developers, Local DMOs (Tourism Offices), SBDC	2024
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.	Goal 3	NRV		NRVRC, Localities	
Multi-Jurisdictional Trails: used as both a tourism asset and an alternative/green method of transportation.	Goal 3	NRV	\$10,000,000.00	NRVRC, Localities, Education Institutions, civic groups, Tourism Offices	2018
Develop and implement a program to support small family farms using a trade collective and professional development model similar to "Cultivating Success".	Goal 1	NRV		Local Economic Developers, Cooperative Extension, Sustain Floyd, Work Eat Grow, Blue to New	2026
Scenic Byway Designation study- Look at Route 8 (Floyd) and Route 460 (Elliston) (Pre-concept Phase).	Goal 4	NRV			
Establish initiatives that help connect educational institutions with local employers, fostering a pipeline that guides students into relevant careers through internships and collaborative projects, while also raising student awareness of local career opportunities in key industry sectors such as transportation/automated vehicles, materials/machinery, life sciences/healthcare, and information technology.	Goal 2	NRV		Onward NRV, NR-MR WDB, Regional Public School Systems, NRCC, Radford University, Virginia Tech	
Target Technologies: automated vehicles, additive manufacturing, sustainable materials. Virginia Tech leads a coalition in the Southern and Southwest Virginia region that aims to support the local transportation and logistics cluster and accelerate the adoption of electric and automated vehicles. The coalition plans to build upon its existing strengths in vehicle manufacturing, digital technology R&D, and vehicle test and evaluation. The coalition proposes to support this cluster through three distinct projects providing more accessible technology testbeds and networks for tech transfer, business development support, and talent development services. If provided an implementation grant, the coalition aims to catalyze regional economic growth by aligning regional assets, accelerating the adoption of critical vehicle technologies, and achieving global prominence in automated electric delivery.	Goal 1	NRV	\$24,000,000.00	Virginia Tech	Ongoing
Develop a comprehensive workforce training strategy for industrialized construction, aiming to reduce costs, waste, and emissions while addressing housing affordability challenges.	Goal 2	NRV		Virginia Tech, Local Industry	
NRV Recovery Ecosystem. New and expanded programs with agencies in the New River Valley will be tapped to address the impacts of opioid addiction and associated concerns such as transportation, housing, prevention and treatment strategies, recovery and harm reduction, as well as delivering education in schools and to the general public.	Goal 2	NRV	\$3,300,000	NRV Localities, NRVRC,	Ongoing

Virginia's Additive Manufacturing and Applied Materials Tech Hub Strategic Planning Grant.	Goal 1	NRV + City of Danville	\$555,000	NRVRC, Virginia Tech, Onward NRV, Radford University, NRCC, Local Industry	Ongoing
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.	Goal 4	Blacksburg	\$100,000.00	Town of Blacksburg, Friend of the Huckleberry Trail	2018
Housing Development - affordable multi-tenant development.	Goal 3	Blacksburg		Private industry, NRV HOME Consortium	ongoing
Retail Cooperative and Small Business Incubator.	Goal 1	Blacksburg		Town of Blacksburg, Local Economic Developers, SBDC	2026
Business Relations Manager will serve as the primary liaison to the business community promoting the economic vitality of the Town and assisting new small business owners as they open businesses in town. This position will coordinate the 414 N. Main Street project, the future location of a retail cooperative, in partnership with Downtown Blacksburg, Inc.	Goal 1	Blacksburg		Town of Blacksburg, Local Economic Developers, SBDC	2024
Signature Park: Development Phase I includes four full-sized rectangular fields, two picnic pavilions, a splash pad, a small and large dog park, an inclusive playground, an adult fitness zone, a challenge course, nearly two miles of trails, and green space for passive recreation.	Goal 2	Christiansburg	\$18,000,000.00	Town of Christiansburg	2024. Funded, Work Ongoing
Farmers' Market Structures - New permanent structure, ARC funded.	Goal 1	Christiansburg	\$275,000.00	Town of Christiansburg	2024
Phase III of the Downtown Enhancement Project N. Franklin Street-new sidewalks, planting, paving, Main to Depot intersection improvements.	Goal 1	Christiansburg		Town of Christiansburg	2025
Christiansburg Institute - Cultural Experience, Cultural Learning Curriculum, Oral History, and Site Preservation.	Goal 4	Christiansburg		Christiansburg Institute	2027
N. Franklin St. - Peppers Ferry Road Connector Route Phase I Not in draft SYIP - Smart Scale project.	Goal 3	Christiansburg	\$12,000,000.00	VDOT, Town of Christiansburg	2027
N. Franklin St. - Peppers Ferry Road Connector Route Phase II Not in draft SYIP - Smart Scale project.	Goal 3	Christiansburg	\$12,000,000.00	VDOT, Town of Christiansburg	2029
Public Works Complex. Moving current complex out of the floodplain.	Goal 3	Christiansburg	\$10,000,000.00	Town Christiansburg	2027
Upgrade of Wastewater Plant to accommodate 2 million gallons more per day.	Goal 3	Christiansburg		Town of Christiansburg	
Future Emergency Services Station (location TBD).	Goal 2	Christiansburg	\$6,000,000.00	Town of Christiansburg	2026
Drain improvement - College St. area.	Goal 3	Christiansburg		Christiansburg Public Works	
Marketplace redevelopment-housing.	Goal 3	Christiansburg		Private industry, Town of Christiansburg	
Clifton Town Center - mix of commercial and residential along Peppers Ferry Road.	Goal 3	Christiansburg		Private industry, Town of Christiansburg	

Phase II Development of Floyd Regional Commerce Center. Develop building pads on Lots 1 and 2 (51 acres); have funds to do road access and utility extension.	Goal 3	Floyd	\$4,000,000.00	Floyd County, Floyd County EDA	2027
Developing Lots 4 and Lot 8 at the Floyd Regional Commerce Center. Site pad/grading work to get these sites ready for business location.	Goal 3	Floyd	\$1,500,000.00	Floyd County, Floyd County EDA	2022. Funded, Work Ongoing
Constructing Shell building on Lot 8. Construction of a building in the Floyd Regional Commerce Center. The building will be designed to be able to serve more than one tenant.	Goal 3	Floyd	\$6,050,000.00	Floyd County, Floyd County EDA	2023. Funded, Work Ongoing
Marketing Floyd Growth Center Phase 2 of Regional Commerce Center.	Goal 1	Floyd	\$100,000.00	Floyd County	Ongoing
Route 8 Improvements. Road Improvements on Route 8 between I-81 and Floyd Town.	Goal 3	Floyd	\$10,000,000.00	VDOT	2026
Floyd County EDA Revolving Loan Fund. Expand revolving loan pool.	Goal 1	Floyd	\$80,000.00	Floyd County EDA, SBDC	Ongoing
Add parks and trails (pedestrian, biking, and hiking). Extension of trail corridors from the town to the county as outlined in the comprehensive plan. More sports fields are needed.	Goal 4	Floyd	\$2,000,000.00	Floyd County, Floyd County EDA, Floyd County Tourism	2024-2026
Stream Gauge and Rain Gauges for Hazard Mitigation. Floyd County's Little River Watershed experienced a significant flash flood in 2015 with more than 25 houses destroyed or significantly damaged. There are no stream gauges in this area and no real-time rain gauges. These are needed to protect lives during flash flooding.	Goal 3	Floyd	\$110,000.00	Floyd County	2025
Extending Water and Sewer to areas of Floyd Co. Also need to protect recharge and well-head areas.	Goal 3	Floyd	\$5,000,000.00	Floyd County	2025
Improving Access to the Floyd Regional Commerce Center from Route 8 and 221. Remove sharp turns to improve truck access.	Goal 3	Floyd	\$800,000.00	Floyd County, Floyd County EDA, VDOT	2026
Expansion of the Floyd Innovation Center.	Goal 1	Floyd	\$7,000,000.00	Floyd County EDA	2026
Loan funding for farming, food and beverage (concept).	Goal 1	Floyd			
Building renovation and mixed development utilizing brownfields funding, historic tax credits to encourage private investment.	Goal 3	Floyd		Floyd Town, and Floyd County	2024-2026
Floyd County-Solid waste & recycling (convenience).	Goal 3	Floyd			2024-2026
Housing Projects- development of a wider range of homeowners opportunities and rental, development of greenfield site for housing.	Goal 3	Floyd		County, Town, EDA, Private Industry	2024-2028
Scattered Site Housing Rehabilitation- improvements to 15 homes in the county.	Goal 3	Floyd	\$1,000,000.00	Floyd County	2024
Floyd County Scattered Site Efficiency Planning Grant & Housing Rehab Round 2.	Goal 3	Floyd	\$1,250,000	Floyd County, DHCD, SERCAP, NRVRC, etc.	2024
Floyd County Transportation Plan.	Goal 3	Floyd	\$150,000.00	Floyd County, Floyd Town	2024-26

Phlegar House Restoration Facility in great disrepair. If restored, it could be the trail head in the Floyd Regional Commerce Center Greenway. (concept phase).	Goal 4	Floyd	\$1,000,000.00	Floyd County Historical Preservation Trust, Floyd County EDA	2026
Ongoing public improvements streetscape, trails, building improvements, parking improvements, wayfinding study.	Goal 3	Floyd (town)		Floyd Town	Ongoing
Digital Opportunities: capitalize on completed fiber deployment to fully benefit residents and businesses, including training programs and/or equipment purchases. Planning funds and implementation funds.	Goal 2	Floyd	\$500,000	Floyd County, Citizens Telephone Cooperative, Floyd County EDA	2024-2026
Eggleston Water Extension Phase 2-Extend water service to 160 residencies.	Goal 3	Giles	\$1,400,000.00	Giles County	2026
Route 635 Water-Extension provide public water to approximately 150 residents in the Big Stoney Community of Giles County.	Goal 3	Giles	\$3,000,000.00	Giles County	2026
Clendennin Water Extension-provide public water to approximately 50 residents in the Clendennin community of Giles County.	Goal 3	Giles	\$2,000,000.00	Giles County	2024
Creation of industrial shell building- 30,000 Sq Ft.	Goal 1	Giles	\$11,000,000.00	Giles County IDA	2024
Giles County Trails Center - at Mountain Lake Lodge and connection to the Appalachian Trail.	Goal 4	Giles		Giles County, Mountain Lake Lodge	2024
Housing Production- development of 240 houses and house lots.	Goal 3	Giles		Giles County, Private Developer	2022
Public Transportation Connections to Blacksburg, Virginia Tech, and other major employment centers. Specific projects in local transit plans and 2016 Regional Transit Study.	Goal 2	Giles	\$2,000,000.00	Giles County, NRV MPD (data hub)	2018
Wheatland EcoPark Site Development.	Goal 1	Giles	\$400,000.00	Giles County,	2024
Glen Lyn Power Plant: Industrial site reuse planning grant.	Goal 3	Giles	\$250,000	Giles County	2025
Route 8 Widening Project -widening Route 8 from the Montgomery and Floyd County line to the Town of Christiansburg.	Goal 3	Montgomery		VDOT	
Expansion of Falling Branch Industrial Park Phase II, Lot 2 -Land is ready for water, sewer, and road improvements.	Goal 1	Montgomery		Montgomery County EDA	2022
Trail Around Falling Branch Corporate Park Phase I - Status Conceptual To develop a walking trail around Falling Branch Corporate Park.	Goal 2	Montgomery		Town of Christiansburg	2023
Housing Development significant housing construction (up to 1000 plots) along Prices Fork Road - private development. Will need an update on road and traffic study from MPD.	Goal 3	Montgomery		Montgomery County, Blacksburg, VDOT	
Project Eagle. The Virginia Tech Corporate Research Center (VTCRC), a wholly-owned subsidiary of the Virginia Tech Foundation (VTF), in partnership with the city of Roanoke, Montgomery County, and Johnson & Johnson JLABS, will support a three-prong approach to grow the region's health and life science cluster. Project Eagle+ will pilot a shared lab facility in Blacksburg at the VTCRC to meet the demand from small, early-stage companies, many of which are spinoffs from Virginia Tech and/or alumni of the Regional Accelerator & Mentoring Program (RAMP).	Goal 1	Montgomery	\$600,000.00	Virginia Tech	
Upgrades and improvements at Mill Creek Nature Park - improve access, upgrades to parking area, restroom facility (water/sewer). Additional support from Virginia Outdoor Foundation.	Goal 4	Narrows	\$15,000.00	Town of Narrows	2022-2025

Architectural study for upgrade/replacement of Narrows Volunteer Fire Department equipment building (continuing).	Goal 5	Narrows	\$15,000.00	Town of Narrows, Fire Department	2022-2024
Downtown improvements. Façade and infrastructure improvements to encourage visitors and business development.	Goal 1	Narrows	\$1,000,000.00	Town of Narrows, Giles County, NRVRC	2018-2024
Replace existing collection system piping and upgrade wastewater plan and RBC system.	Goal 3	Narrows	\$1,500,000.00	Narrows, Giles County, NRVRC	2018-2024
Sewer repair and replacement.	Goal 3	Narrows	\$700,000.00	Town of Narrows	2022-2024
Water Meter Replacement.	Goal 3	Narrows	\$500,000.00	Town of Narrows	2022-2024
Water Line PER for upgrades.	Goal 3	Narrows		Town of Narrows	2023-2025
Upgrades to HVAC at Community Center and library.	Goal 2	Narrows		Town of Narrows	2022
EMS/Ambulance Service offered by Narrows Fire Department.	Goal 2	Narrows		Narrows Fire Department	2023-2025
Pearisburg Wastewater Treatment Plant UVA Project – Replace chlorine gas disinfection with UVA disinfection to eliminate safety concern with current treatment method.	Goal 3	Pearisburg	\$150,000.00	Town of Pearisburg	2018
Old Town Shop Property Redevelopment-Adaptive reuse of former public works building and property.	Goal 1	Pearisburg		Town of Pearisburg	2018
Community Center Renovation of Old School for Community Center - Including new electrical, mechanical and plumbing.	Goal 2	Pearisburg	\$2,000,000.00	Town of Pearisburg	2020
Claremont School Redevelopment-housing 52 units (affordable units Landmark Development).	Goal 3	Pulaski		Private Developer, Pulaski County	2023
Pulaski Middle-150 apartments market rate (Eschelon Development).	Goal 3	Pulaski		Pulaski County, Private Developer	2024
Green Government approach- Sol Smart gold standard, development of 3rd largest solar farm on the East Coast- 3000 acres; hydro dam; wind farm; methane conversion at landfill.	Goal 3	Pulaski		Pulaski County, Sol Smart, Private Developer	2024
Launch small business solutions department at the County – Pulaski County Innovation Center – transition to an incubator – properties manager which is to support small business and entrepreneurship.	Goal 1	Pulaski		Virginia's First Regional Industrial Facilities Authority, Pulaski County, SBDC	2021 Funded.
Expansion of County Tourism Department- assistance to tourism related/hospitality business.	Goal 1	Pulaski		Pulaski County Tourism	2021
State Trail Welcome Center-Draper Cottage.	Goal 4	Pulaski		VTC/State Park Collaboration	
Transition County Welcome Center into Sale Center.	Goal 1	Pulaski		Pulaski County	
Housing Development 498 units Countryside Landing – behind the middle school (near Dublin) already building homes; High Bridge (152 units – near innovation center – start soon).	Goal 3	Pulaski		Pulaski County , Private Developer	ongoing
New River Trail Extension.	Goal 4	Pulaski	\$5,000,000.00	VDOT, Pulaski County	

Rt. 99 Water/Sewer Extension Extend water and sewer lines to Exit 94, to encourage commercial development.	Goal 3	Pulaski	\$1,500,000.00	Pulaski County, Town of Pulaski	
Housing Rehabilitation and Blight Remediation - address housing concerns for low to moderate income residents as well as remove slum & blight issues in residential neighborhoods.	Goal 3	Pulaski (town)	\$1,250,000.00	Town of Pulaski	2020
Continue Blight Elimination Program - The Town reenacted vacant building registry and enforcing building maintenance codes.	Goal 3	Pulaski (town)	\$200,000.00	Town of Pulaski	ongoing
Bicycle Lane and Trail Improvements - Improving bike accessibility for critical pathways throughout the Town.	Goal 2	Pulaski (town)	\$1,000,000.00	Town of Pulaski	2023
Recreational Amenities- Skate Park.	Goal 2	Pulaski (town)	\$221,000.00	Town of Pulaski	2023
Recreation Amenities - Mountain Bike Park (8 acres of variety of skills – right off I-81 & New River Trail).	Goal 2	Pulaski (town)		Town of Pulaski	2022
Recreation amenities – Municipal splash pad.	Goal 2	Pulaski (town)		Town of Pulaski	2023
Derelict Building Redevelopment – Downtown Brewery in old Foundry Building.	Goal 1	Pulaski (town)	\$2,000,000.00	Pulaski Town Redevelopment & Housing Authority	2023
Planning and Imagining the redevelopment of Pulaski Furniture (pre-concept phase).	Goal 1	Pulaski (town)			Ongoing
Convert Main Street into Two-Way Street.	Goal 3	Pulaski (town)		Pulaski Town, VDOT	
Hotel Study-Looking at a building Downtown as possibility.	Goal 1	Pulaski (town)			
Radford Village Water Line Replacement - 3,225 linear feet of 6" main water line would be replaced with an 8" service throughout the Radford Village residential area improving service reliability and water flow to forty homes.	Goal 3	Radford	\$117,500.00	City of Radford	2023
Wildwood Park Entrance Improvement- Improve Park entrance with parking facilities, a kiosk, pergola, new gate, and interpretive exhibits.	Goal 4	Radford	\$150,000.00	City of Radford	2023
University Drive Bridge - Improvements and repairs needed to the 25-year-old University Drive Bridge which includes deck repairs, waterproofing, painting, fencing, and sidewalk repairs and corrosion maintenance.	Goal 3	Radford	\$531,000.00	City of Radford	2022
Amphitheater Planning, design & construction, 200 seats & stage.	Goal 2	Radford		City of Radford, Radford University	2023
High Meadows Development-Improve the water system to include line work and a water tank.	Goal 3	Radford	\$806,000.00	City of Radford	2025
East Main Street – improvements sidewalks, lights, 3rd avenue parking lot Implement recommendations from the planning study.	Goal 1	Radford	\$3,000,000.00	City of Radford, Radford University, NRVRC	2023
Enhancing the talent pool of future global professionals graduating from Radford City Public Schools (RCPS) provides high leverage learning opportunities to inspire and strengthen students' self-efficacy in an effort to better their lives and others through STEM experiences and occupations. The emphasis on science, technology, engineering and math begins in kindergarten where all children have access to authentic STEM experiences and remains a focus through 12th grade. This pipeline reaches its pinnacle with the Project Lead The Way engineering classes and ITS program participation in high school.	Goal 2	Radford		City of Radford, Radford City Public Schools	Ongoing

# Project Evaluation Criteria

The following project evaluation criteria used to rank projects that localities submitted for inclusion in the RES. Projects are ranked to evaluate readiness and competitiveness as they align with the US Economic Development Administration and other funding source's priorities, should a project seek funding. This Ranking method is used to determine the region's Top 10+ Projects.



## Tier 1: Project Readiness and RES Goal Alignment

The following criteria ranked all RES projects. These criteria reflect RES goals and objectives and were used to rank all submitted RES projects. Tier 1 evaluation ranks projects based on ability to address RES priorities and readiness for implementation.

### 1. Does the project address one or more RES Goals? (2 pts each)

Support small business development and entrepreneurship  
Preparation and continued support of qualified, available workforce  
Available land and quality infrastructure

Preservation of natural and cultural resources  
Business-friendly governance and representation

### 2. What is the regional impact of the proposed project?

Region-wide or Multi-regional impact (8 pts)  
Two or Three Jurisdictions participating or impacted (2 pts)

Four or five jurisdictions participating or impacted (4 pts)  
One jurisdiction participating or impacted (1 pt)

### 3. Does the proposed project have jurisdictional commitment?

Yes (8 pts)  
No (0 pts)

Unknown (1 pt)

### 4. Is there a project plan available for the project?

Final plans available (4 pts)  
Preliminary plans available (2 pts)

No plans exist (0 pts)  
Unknown (1 pt)

### 5. Has funding been identified and secured for this project?

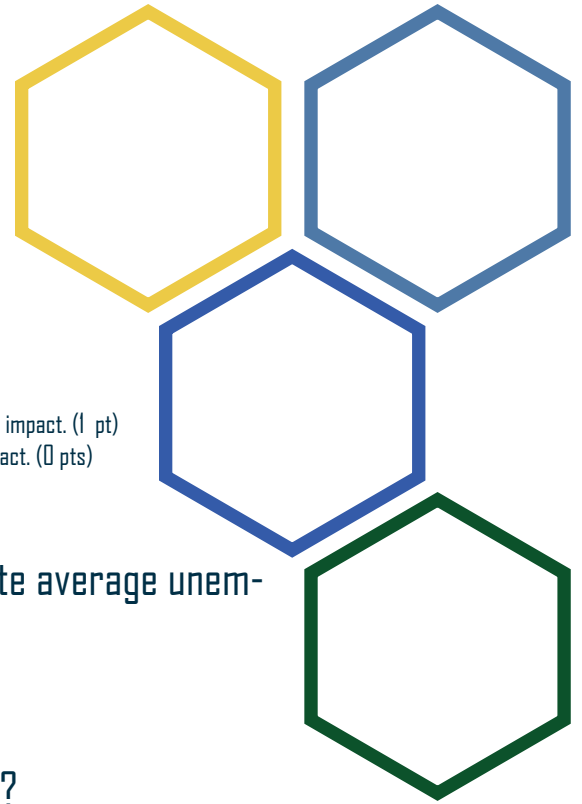
Fully funded (8 pts)  
No funding identified (0 pts)

Partially funded or further funding needed (4 pts)  
Funding identified (2 pts)  
Unknown (1 pts)



## Tier 2: Economic Competitiveness

The following criteria evaluated the expected positive economic impact a project will have or its ability to elevate socioeconomic indicators, and its ability to address regional vulnerability and resilience.<sup>1</sup>



### 1. What is the expected economic impact for this project?

Project is expected to have a substantial economic impact. (5 pts)

Project is expected to have some economic impact. (3 pts)

Project is expected to have limited economic impact. (1 pt)

Project is expected to have no economic impact. (0 pts)

### 2. Does the project target occupations with higher than state average unemployment rates?

Yes (2 pts)

Same as (1 pt)

No (0 pts)

### 3. Does the project support skill-building or career training?

Yes (2 pts)

No (0 pts)

### 4. Is the project expected to create high wage positions?

Yes (2 pts)

No (0 pts)

Unknown (1 pt)

### 5. Will this project contribute to geographic concentration of clusters?

High geographic concentration (5 pts)

Low geographic (3 pts)

No geographic concentration (0 pts)

### 6. Will this project contribute to supply chain concentration of clusters?

High supply chain concentration (5 pts)

Low supply chain concentration (3 pts)

No supply chain concentration (0 pts)

### 7. Does this project relate to target industry sectors identified by Onward NRV?

Yes (2 pts)

No (0 pt)

Unknown (1 pt)

### 8. What percentage of the population is estimated to have lower than average per capita income (average of all jurisdictions involved in project)?

< 60% of local per capita income (3 pts)

61-74 % of local per capita income (2 pts)

> 75% of local per capita income (1 pt)

## 9. What is the relationship to previous investments?

New facility or service (3 pts)

Expansion of existing services or facilities (2 pts)

Replacement of existing services or facilities (1 pt)

No new services or facilities are being created or expanded (0 pts)

## 10. Using the CDC's Social Vulnerability Index Map<sup>2</sup> for overall vulnerability by county, what is the project's vulnerability ranking? (Use average for multi-jurisdiction projects.)

High between .7501-1 (5 pts)

Limited between .2501-.5 (2 pts)

Moderate between .5001-.75 (4 pts)

Low between 0-.25 (2 pts)

## 11. Using the composite fiscal stress prepared by the Commission of Local Government, what is the relative strengths of the project jurisdictions (for multi-jurisdiction projects use the highest index ranking among participants)?

High (4 pts)

Below average or low (1 pt)

Above Average (3 pts)

## Tier 3: Regional Alignment

Criteria rates a project's alignment with other national, state, and regional initiatives and goals.

### 1. Does the project align with EDA investment priorities?<sup>3</sup>

Yes

No

### 2. Does this project address one or more of GoVirginia Region 2 priorities?<sup>4</sup>

Yes

No

### 3. Does the project support "in-demand occupations" as defined by the New River Mount Rogers Workforce Development Board?

Yes

No

### 4. Does this project promote regional livability goals?<sup>5</sup>

Yes

No

## Endnotes

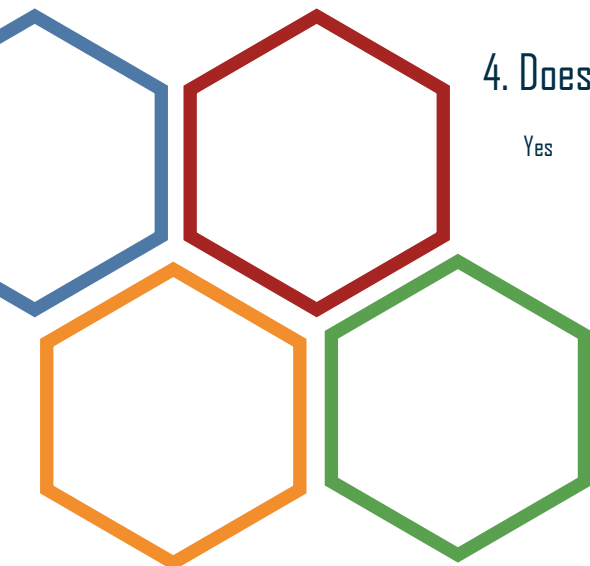
<sup>1</sup> Regional vulnerability criteria were established using the CDC's Social Vulnerability Index Documentation 2018, available at [atsdr.cdc.gov/placeandhealth/svi/documentation/SVI\\_documentation\\_2018.html](https://atsdr.cdc.gov/placeandhealth/svi/documentation/SVI_documentation_2018.html).

<sup>2</sup> CDC SVI created by the Agency of Toxic Substances and Disease Registry, <https://svi.cdc.gov/map.html>.

<sup>3</sup> For guidance regarding EDA priorities, see <https://eda.gov/about/investment-priorities/>

<sup>4</sup> See Region 2 GoVirginia 2021 Growth and Diversification Plan, available <https://cece.vt.edu/GOVAR2/GOVADocumentation.html>

<sup>5</sup> See Livability Goals found in the New River Valley Livability Plan strategies available at [https://nrvrc.org/images/pdf/NRV\\_Home\\_Report.pdf](https://nrvrc.org/images/pdf/NRV_Home_Report.pdf)





## **New River Valley Regional Economic Strategy Committee Meeting**

**December 18, 2023**  
**New River Room + Virtual**

**10:00 a.m.**

**Attendees:** Matt Hanratty, Andrew Warren, Amanda Hebert, Brian Hamilton, Cora Gnegy, Jeff Dinger, Marty Holliday, Kevin Byrd, Leo Priddy, Katie Boswell, Erika Tolbert, Charlie Jewell, Elli Travis.

### **Agenda**

Welcome & Introductions  
Data & Discussion  
Review Top Projects  
Next Steps

#### **1. Welcome & Introductions**

We received updates and welcomed a few new members. Since the RES Committee's last meeting, there have been several hirings and promotions. We are fortunate to have them join our discussion on establishing a strong strategic plan for economic development in the region. Updates included:

Matt Hanratty- Prices Fork Interchange Study in the New Year. Established Housing Trust Fund with \$4M.

Andrew Warren- Out parcels at Huckleberry Park available for interested businesses

Amanda Hebert- application review for facade grants to three businesses forthcoming. Launch Christiansburg business program Spring-Summer.

Brian Hamilton- Falling Branch phase 2, broadband deployment (2,000 connections).

Cora Gnegy- Tourism development plan (92% complete from last plan), focusing on hotel development, energy resiliency (AEP facility).

Jeff Dinger- emerging workforce development project - US Dept Energy, applied for solar field behind the Eastern Giles School facility and look to incorporate into education via STEM. Submitted app to VEDP for Wheatland Eco Park due diligence from tier 2 to tier 3. US EDA planning grant for Glen Lyn coal fired power plant re-use.

Marty Holliday- bringing workshops to the region. Mental Health First Aid training and De-escalation Training (Kevin mentioned OAA Trauma Informed Care). Focusing on those that are hard to employ: at-risk youth, substance use, post-incarceration.

Katie Boswell- New Talent Strategies Coordinator. Fifth summer of NRV Experience. Looking at how to engage K-12 through industry tours. Regional Talent Summit

Erika Tolbert- promoting Experiential Center for Pulaski County. Onboarding facility for Realtors, Industry recruitment. Bringing back the jet ski race.

Charlie Jewell- The HUB at Radford University, exploring use of the new building and lending to the economic development of the city of Radford.

Elli Travis- Tech Hubs and Strategy Development; working with Workforce Development (20-24 year old focus).

## **2. Data presentation**

Leo Priddy, NRVRC staff, presented data updates regarding population, income distribution, inflation, cost of living, housing prices and days on market, as well as business applications in the region.

- Kevin and Elli noted that Weldon Cooper’s population estimates are being adjusted given the need for updated methodology. Andrew said the inaccurate estimates are likely impacted by the 2020 census.
- For several items, members want to look at data through an equity lens, and populations based on income.
- Elli asked if we could parse the NRV income distribution by age and other factors to identify equity.
- Kevin asked how annual inflation was impacting local projects and rates. Midtown Blacksburg, Sewer project in Blacksburg, Christiansburg Revenue Sharing/Transportation Alternatives, Montgomery County Falling Branch outside of market to finance because cost is so high.
- The cost-of-living index was identified as another area to look into, as the Blacksburg-Christiansburg MSA composite index of 95.2 has likely closed the gap (aka advantage) our area had in comparison to other metropolitan areas. Katie mentioned that this data is solely on what is submitted by the economic development organizations, so you can’t control what is submitted.
- Housing sales were also mentioned as data we want to see in terms of equity. For home buyers, locals are staying with low rates which means more outside buyers. Additionally, media days on market continue to be within 5 days for the regions.
- On a positive note, new business applications for the region show a 48.9% increase since 2016, speaking to the increase in entrepreneurship.
- Data discussion continued with equity concerns, breaking down by population, and the desire to see aggregate data in the future.
- Charlie asked to see more data on workforce like unemployment, wages, and labor force participation rates.
- Last, they asked for data on commuting patterns for the region.

## **3. Review of Top 10+4 priority projects: what has changed/updated?**

Kevin Byrd, NRVRC Executive Director, highlighted the importance of this committee making updates to our top projects in the region. Due to the EDA requiring that projects funded are in our RES, amendments must be made to our top projects and RES document. While EDA only requires an update every five years, NRVRC ensures a yearly update (through the work of quarterly meetings) is performed.

- Item 1: add phrasing on equity impact of price and affordability regarding broadband.
- Item 2: add phrasing on rural transportation specifically.
  - Kevin noted a 2008 study with park & ride lot info that would be sent to Jeff.
- Item 3: Kevin noted this was referencing build back better.
  - Onward, while listed as a “responsible agency” doesn’t have specifics here to note. We need to ask VT CECE to see if Item 3 is still relevant.
- Item 4: WDB is developing sector strategies in manufacturing, healthcare, and construction skill trades (though skill trades doesn’t have to be limited to just construction).
- Item 5: Work continues with the RLF. Kevin mentioned Leo is working on recapitalizing the loan.
- Item 6: Cora, Charlie, and Elli asked for more focus here.

- Radford University is a new partner in this space for Radford. Charlie shared new festivals focused in downtown Radford the first weekend students return.
- Erika highlighted Small Business Solution Lydia Gilmer's work with Main Street Pulaski.
- Elli shared that Downtown Christiansburg Inc. is working with Andrew and the town on an upcoming visit from Virginia Main Street's new SWVA program director.
- Matt shared Blacksburg starting back up their facade program in the downtown commercial district.
- Item 5 & 6: Elli noted the need for programs/classes for people wanting to become investors in local business, and creating/supporting local investor groups.
- Item 7: add agriculture sector opportunities phrasing.
  - For agriculture workforce needs, Erika shared new vertical farming in Pulaski, with Elli mentioning a study released in 2024 by IALR on Advancing the Controlled Environment Agriculture Industry.
- Item 8: Kevin shared that work continues with this item, and hopeful for more updates in late January for passenger rail.
- Item 9: Jeff highlighted the two launch areas now available in Giles, while Cora shared that there is funding to install literature racks at all the landings.
  - Charlie said Radford is working on leveraging use of the riverfront more, with potential development of a riverfront campus/amenities near the Dedmon Center.
- Item 10: Kevin noted the work on the Virginia First Regional Industrial Commerce Park.
  - Charlie shared the work on Radford's West End Industrial Park.
- Item 11: Continues to be important for this region on developing housing and rental options
- Item 12: Kevin said he hadn't heard much from this sector, and members noting the focus on block chain has been replaced with artificial intelligence. Members recommended this item be removed.
- Item 13: add something regarding the new VA Research Triangle, " a network between the University of Virginia, Virginia Commonwealth University and Virginia Tech to build collaboration in biotechnology, life sciences and pharmaceutical manufacturing.
  - Elli asked what is our niche, and emphasized the NRV staking our claim in that area (e.g. - manufacturing, and bio life sciences).
  - Marty said there will be opportunities as Workforce holds sector trainings to help fill the gray space between industries (i.e.- skills/workers needed across industries).
- Item 14: Keep on the list. Important to keep focus on the trail as an economic driver.

Leo shared that EDA's content guidelines are placing emphasis on equity, climate resilience, and workforce development. While every region's strategic document should reflect the unique needs of the region, these new content guidelines will be incorporated into our RES where applicable.

Elli asked for content on manufactured housing opportunities, with Marty requesting for focus on housing and rental diversification and affordability, especially in rural areas (i.e.- more non single family homes options).

#### **4. Next Steps**

Updating our Local Projects lists will be performed by sending a dynamic document to RES members. Please make updates to this list so it reflects our work in the region. We will also send out a poll to identify best times for meetings in 2024.

**Next meeting: February 2024 - TBD**



## New River Valley Regional Economic Strategy Committee Meeting

February 23, 2024  
New River Room + Virtual

10:00 a.m.

**Attendees:** Andrew Warren, Amanda Hebert, Ashley Posthumus, Brian Hamilton, Cora Gnegy, Ernest Maddy, Jeff Dinger, Marty Holliday, Kevin Byrd, Leo Priddy, Erika Tolbert, Charlie Jewell.

### Agenda

#### 1. Welcome & Introductions

#### 2. Data & Discussion

Leo Priddy, NRVRC staff, presented data updates on workforce, equity, etc. for the region.

- **NRV Unemployment:** Pulaski spiked in 2020 higher than other localities, likely due to saturation in the manufacturing industry. Overall, the NRV has stabilized and lowered the unemployment rate post-pandemic, however, post-pandemic Radford is trending higher than most of the NRV, closer to state and national numbers. This is a snapshot of December 2023, so Leo will get the 12-month annualized for 2023.

- Kevin asked what months typically have the highest and lowest unemployment. Marty noted that scheduled layoffs typically toward the end of the year, and summer, also impact unemployment. They have to be unemployed to collect benefits.

- **Industry:** 2022 NAICS definition for Sector 92, Public Administration, covers establishments primarily involved in governmental activities at federal, state, and local levels. Government-provided goods and services not classified under Public Administration include schools (Sector 61), healthcare facilities (Sector 62), transportation facilities (Sector 48-49), utilities (Sector 22), and the Government Printing Office (Subsector 323).

- You'll see by combining education, health care and social assistance it wildly outperforms other categories. Manufacturing is much higher in Montgomery and Pulaski County than other localities, though you will see Manufacturing and Retail Trade typically the second highest industry sectors, an important industry for most of the NRV.

- Montgomery County Arts, Entertainment, etc. industry and the Professional, Scientific outperforms manufacturing and retail, likely due to both a larger population (arts/entertainment) and University presence.

- Brian noted that in Montgomery County, accommodation food services has grown over the last five years while retail has gone down.
- Cora asked for the NAICS definition of Information.
- Kevin noted that it would be interesting to review other populations around 200k to see the comparison of industry. For median wage by industry, it's important to know what industries allow you to afford a home. Right now nursing is the only professions where you can afford a home on a one-household income.
- **Equity:** We are beginning to look at factors of equity like population by race, earnings by race, sex, age, etc.
- We see that Black or African American earns less than their counterparts across board, as well as American Indian and Alaska Native wildly underperforming in Montgomery County. In Pulaski County, both Asian and Hispanic or Latino origin are the highest earners listed.
- As we continue to address equity, how do we address these wage gaps? What actionable items can we take to raise minority median income?
- As for age, you'll note much lower earners for the 15-24 range for Montgomery County and Radford, like due to the student population. Andrew asked if there is a way for us to account for students and provide an updated percentage.
- Ashley noted that this median household income uses ACS 1 year for 2022, and it may be more accurate to look at the most recent ACS 5 year numbers. Leo will look at 2021 ACS 5 year.
- **Commuting:** As we look at commuting patterns, we can take a pre and post pandemic lens. 2021 saw an increase in those commuting to the region. Charlie asked if we can identify the localities where most people are commuting in from to the NRV, and where they commute to out of the region. Jef shared Giles has an NRV destination study that may be useful and will share.
- **Poverty Level:** We review a graph that compares poverty level for all of our localities and compares to state and national levels for 2022 using the ACS 5 year estimates. We can see that black or African Americans are owning considerably less than their counterparts. Some numbers, like high percentages in some other races also have to be kept in mind with small populations. If you only have 750 of a particular race, then the poverty level of a few can more impact than if you had thousands in that category.
- This is another area where we will want account for student populations (VT, Radford) driving the percentages of poverty level.

### 3. Local Projects Updates

Updating our Local Projects lists was done by sending a dynamic document to RES members. Many updates were simple to approve, while a few others will need more consideration.

- The inclusion of the need for sites and buildings will be ongoing.
- Also, for some projects, they may be partially completed, but require additional funding so they will need to be listed as, for example, "2022 Funded, Ongoing."
- We will want to add projects like the Glen Lyn Power Plant, Wheatland Eco Park, the Recovery to Work program (Marty with workforce development), Radford's Water Trail River Campus work, etc.

### 4. New Content Guidelines

In 2023, the EDA announced an update to its Comprehensive Economic Development Strategy (CEDS) Content Guidelines, recommending **four new or updated topics** for inclusion in future CEDS. The newly released language contains recommendations focused on:

- **Climate Resilience.** The United States has experienced an increase in the frequency and severity of climate and weather disruptions that are associated with climate change. By planning for and becoming

more resilient to climate change, communities and regions can protect their investments while also taking advantage of new economic development opportunities driven by environmental sustainability.

- **Equity.** Incorporating equity and inclusive economic development into the CEDS strengthens the quality of the process and the integrity of the document while making regions more economically competitive.

- **Workforce Development.** CEDS should highlight employer-driven, place-based workforce development efforts as an essential underpinning of the broader economic development strategy.

- **Broadband.** The availability of high-speed internet is central to effective economic development. However, by one estimate, more than 30 million Americans do not have access to broadband infrastructure that delivers even minimally sufficient speeds. Effective CEDS will be attentive to capacity gaps in the digital infrastructure of their regions.

## 5. Next Steps

### a. Updating our Top Projects, Strategies, etc.

Our next meeting is scheduled for Friday, April 26 at 10 AM when we will finalize our local projects, update Top 10 + Projects, and make edits to our strategy. More information to come in the following weeks.

**Next meeting: Friday, April 26, 2024 at 10:00 a.m.**





## **New River Valley Regional Economic Strategy Committee Meeting**

**April 26, 2024**

**New River Room + Virtual**

**10:00 a.m.**

**Attendees:** Andrew Warren, Ann Cassell, Brian Hamilton, Charlie Jewell, Cora Gnegy, Erika Tolbert, Heather Fay, Jeff Dinger, Katie Boswell, Kevin Byrd, Kyle Knight, Leo Priddy.

### **Agenda**

- 1. Welcome & Introductions**
- 2. Review Local Projects List**

Before reviewing the local projects list, Kevin and Leo shared the Evaluation Criteria that projects go through. While not explicitly required by EDA, the evaluation criteria is a means of measuring project relevance both for inclusion in the RES document and to ensure the project is a priority for the region. The committee was shown the CEDS criteria from 2015, and then the updated criteria drafted for the 2022 CEDS. For 2024 the criteria did not change from its 2022 iteration, however, some changes were made to the formatting and design elements for this year. A more exhaustive review of Evaluation Criteria is performed when crafting the five-year CEDS plan, while leaving room for annual adjustments as needed.

Updating the Local Project list has been an ongoing process since early 2024. A dynamic, editable document was sent to RES members. Here members can add projects, as well as make recommendations for changes to existing ones. This was tracked using a comment feature so recommendations had additional context. The committee reviewed these notes during the April 2024 meeting and made additional suggestions. This included removing completed projects, and noting projects that were funded, but still had work ongoing. While EDA only requires that the CEDS be updated every five years, NRVRC goes a step further and makes annual edits. Doing so ensures our economic strategy and local projects reflect work currently happening in the region.

- 3. Update Top 10+ Projects**

In addition to the local project list, NRVRC notes some of the Top Projects occurring in the region, showcasing 10 or so key initiatives happening in the New River Valley. Some of the changes included

- The addition of our work in additive manufacturing and applied materials, and

- Broadening the scope of technical assistance work to regional manufacturers. This approach does not detract from our work with supply chain firms, but allows us to serve more businesses.

There also were a few recommended edits to the responsible agencies of other existing projects to reflect partners performing important work in the region. This included:

- Adding local economic development agencies to the work in micro and small business success
- Adding the SBDC and City of Radford to the local efforts to develop outdoor recreation tourism amenities related to the New River Water Trail
- and adding Radford University to the bio-tech, digital health & life science cluster.

The RES Committee was in consensus on these adjustments to the Top Projects list.

#### **4. Next Steps**

While we typically set this meeting to be on a Friday, many are likely to be gone with a holiday so close. With this in mind, we set it for the fifth Thursday in May. The meeting will have the committee review the 2024 RES document to-date, and edit current strategies as needed.

**Next meeting: Thursday, May 30, 2024 at 10:00 a.m.**



## New River Valley Regional Economic Strategy Committee Meeting

May 30, 2024

New River Room + Virtual

10:00 a.m.

**Attendees:** Amanda Forrester, Andrew Warren, Charlie Jewell, Jeff Dinger, Katie Boswell, Marty Holliday, Kevin Byrd, Kyle Knight, Leo Priddy.

### Agenda

1. Welcome & Introductions
2. Review draft RES Narrative & Action Plan

The committee reviewed a draft version of the RES, and focused on updates needed in the Action Plan section which comprises of the regional economic priorities and strategies. The following areas need edits:

#### 1. Support Business Development and Entrepreneurship

- **Narrative.** Add more info about small business support networks and new roles created in the NRV, like specific positions in Pulaski, Christiansburg, Blacksburg, Radford, etc. Also, toward the end of the section where Onward NRV is mentioned, add info about the New River/Mount Rogers Workforce Development Board, who provide support with talent retention and growth. In the region, there are more people historically involved in small business support.
- **1.3** add a new section **d.** Develop and maintain a coordinated ecosystem for small business support by connecting businesses with variety of resources and organizations within the region.
  - Charlie Jewell mentioned GO Virginia Entrepreneurship Initiative Guidance that may be useful for exploring ways to leverage our resources.

#### 2. Preparation and Continued Support of Qualified, Available Workforce

- **2.3** add a new section **d.** Collaborate with local businesses to reduce stigma around substance use disorder and incarceration by promoting second-chance hiring, supporting employees in recovery, and advocating for inclusive workplace policies to create a more resilient and diverse workforce.
- **2.4** add a new section **d.** Develop strategies for talent recruitment and retention, with a focus on lessening the impact of costs associated with rehiring and retraining.

- Marty Holliday also discussed the need utilize work-based learning as a recruitment strategy for businesses, as well as understand skills-based hiring and where occupational skill crossover can take place to keep the economy stable.

### 3. Utilize Available Land and Expand Quality Infrastructure

- **Narrative.** Add working to **Available Property** section about limited availability of industrial, commercial, and residential building stock **and property.**
- **Narrative.** Add wording to **Alternative Energy** section for electric charging stations and the importance of I-81 travelers stopping in the region. Andrew Warren noted that having chargers at key places in the region (employers, walkable spaces like downtown, etc.) are a good draw and economic driver.
- **3.4** add to section **c.** Promote and support shovel-ready mid and large-sized industrial sites projects, **using brownfields funding when available.**
- **3.5** add a new section **d.** Inventory electric charging stations in key locations such as employers, walkable spaces like downtown areas, and other strategic points to attract I-81 travelers.

### 4. Preserve and Promote the Natural and Cultural Resources in the Region

- **4.1** add to section **c.** Coordinate conservation, outdoor recreation, and tourism initiatives related to the New River within the region and neighboring regions, **and strengthen collaborative efforts through the New River Watershed Roundtable, which acts as a forum for information and knowledge of the New River.**
- **4.2** change to section **a.** Explore will now be **Implement** options to provide regional support and coordination for tourism promotion campaigns of the county, city, and town destination marketing organizations.
- **4.2** add to section **c.** Identify, develop, and package the Region's historical and cultural assets, arts natural features, outdoor recreation amenities, **sports tourism assets**, and events to support external marketing.

### 5. Encourage Business Friendly Governance and Organizational Representation

- **5.2** change section **c.** **Foster cross-organizational relationships and skill development by establishing a Center for Regional Leadership Advancement. This facility would provide space for public and private sector partners to deliver training, host critical leadership meetings, and serve as the region's continuity of operations in the event of a large-scale emergency or public health crisis as experienced during the COVID-19 pandemic.**

## 3. Continued Engagement Opportunities

In future meetings, we will assess and evaluate the progress of projects within the RES framework and provide a platform for discussing ongoing developments, identifying areas for improvement, and exploring opportunities for collaboration. We aim to make sure projects are advancing effectively and benefiting from shared expertise and resources.

## 4. Next Steps

Leo will update the RES for 2024, and share with the committee. The Regional Commission will view this at their next meeting and approve the document for publication. A meeting date, to be determined, will be set with the RES Committee to reconvene in October 2024.

**Next meeting: TBD**

## FY 2023-2024 New River Valley Regional Commission Members

*Chair – Mr. Hil Johnson  
Vice-Chair – Ms. Angie Covey  
Treasurer – Mr. Leon Law*

*Past-Chair – Mr. Michael Maslaney  
At-Large – Mr. David Horton*

<u>Floyd County:</u>	Ms. Linda DeVito Kuchenbuch* 539 Dobbins Hollow Road Riner, VA 24149	Mr. Michael Maslaney PO Box 908 Floyd, VA 24091	
<u>Giles County:</u>	Mr. Richard McCoy* 505 Tyler Avenue Pearisburg, VA 24134	Mr. Leon Law 1809 Cascades Drive Pembroke, VA 24136	<u>Town of Narrows:</u> Mr. Tom Spangler* Narrows, VA 24124
	<u>Town of Pearisburg:</u> Ms. Amanda Davis* Pearisburg, VA 24134	<u>Town of Rich Creek:</u> Mr. Roger Jones* 610 Woodland Road Rich Creek, VA 24147	<u>Town of Pembroke:</u> Robert Lawson 519 Circle Drive Pembroke, VA 24136
<u>Montgomery County:</u>	Mr. Anthony Grafsky* 301 Royal Lane Blacksburg, VA 24060	Brian S. Wheeler 509 Stonegate Drive Blacksburg, Va 24060	<u>Town of Floyd:</u> Mr. Will Griffin* Floyd, VA 24091
<u>Pulaski County:</u>	Dr. Doug Warren 4540 Shelburne Road Radford, VA 24141	Mr. Jeffery Reeves* 5985 Alum Spring Road Dublin, VA 24084	<u>Town of Floyd:</u> Mr. Chris Bond* Floyd, VA 24091
<u>City of Radford:</u>	Mr. David Horton* 106 5th Street Radford, VA 24141	Mr. Jeff Martin 107 Bird St. Radford, VA 24141	
<u>Town of Blacksburg:</u>	Ms. Susan Anderson* 700 Preston Avenue Blacksburg VA 24060	Mr. Daniel Breslau 601 Turner Street Blacksburg, VA 24060	
<u>Town of Christiansburg:</u>	Mr. Hil Johnson 140 Brilliant Drive, N. W. Christiansburg, VA 24073	Ms. Tanya Hockett* 80 Somerset Street Christiansburg, VA 24073	
<u>Town of Pulaski</u>	Mr. Michael Reis* PO Box 660 Pulaski, VA 24301	Mr. Larry Clevinger 1128 Well Street Pulaski, VA 24301	
<u>Radford University:</u>	Dr. Angela Joyner PO Box 6901 Radford, VA 24143		
<u>Virginia Tech:</u>	Ms. Liza Morris VA Tech Blacksburg, VA 24061	Ms. Mary Trigiani 902 Prices Fork Road, Suite 2000 (MC 0455) Blacksburg, VA 24061	
<u>New River Community College:</u>	Ms. Angie Covey 5251 College Drive Dublin, VA 24084		

**\* = Elected Official**



# 2024 Committee Members



Name	Email	Affiliation	Estimated Cost
Ann Cassell	<a href="mailto:ann@blacksburgpartnership.org">ann@blacksburgpartnership.org</a>	Blacksburg Partnership	local economic development
Matt Hanratty	<a href="mailto:mhanratty@blacksburg.gov">mhanratty@blacksburg.gov</a>	Town of Blacksburg	local government
Andrew Warren	<a href="mailto:awarren@christiansburg.org">awarren@christiansburg.org</a>	Town of Christiansburg	local government
Lydeana Martin	<a href="mailto:lmartin@floydcova.org">lmartin@floydcova.org</a>	Floyd County	local economic development
Cora Gnegy	<a href="mailto:cgnegy@gilescounty.org">cgnegy@gilescounty.org</a>	Giles County	tourism
Jeff Dinger	<a href="mailto:jdinger@gilescounty.org">jdinger@gilescounty.org</a>	Giles County	local economic development
Amanda Forrester	<a href="mailto:Aforrester@roanokesmallbusiness.org">Aforrester@roanokesmallbusiness.org</a>	Greater Roanoke + NRV SBDC	small business resource
Ernie Maddy	<a href="mailto:emaddy@locusimpact.org">emaddy@locusimpact.org</a>	Locus	finance institution
Brian Hamilton	<a href="mailto:hamiltonbt@montgomerycountyva.gov">hamiltonbt@montgomerycountyva.gov</a>	Montgomery County	local economic development
Susan Kidd	<a href="mailto:skidd@townofnarrows.org">skidd@townofnarrows.org</a>	Narrows Town	local government
Diane Gray	<a href="mailto:dgray@nr.edu">dgray@nr.edu</a>	New River Community College	higher education
Marty Holliday	<a href="mailto:marty.holliday@vcwnr.com">marty.holliday@vcwnr.com</a>	New River Workforce Development Board	workforce; economic development
Holly Lesko	<a href="mailto:hlesko@nrvc.org">hlesko@nrvc.org</a>	NRVRC	regional staff; public health

Kevin Byrd	<a href="mailto:kbyrd@nrvc.org">kbyrd@nrvc.org</a>	NRVRC	regional staff
Kyle Knight	<a href="mailto:kknight@nrvc.org">kknight@nrvc.org</a>	NRVRC	regional staff; tech hubs
Leo Priddy	<a href="mailto:lpriddy@nrvc.org">lpriddy@nrvc.org</a>	NRVRC	regional staff
Katie Boswell	<a href="mailto:katie@onwardnrvc.org">katie@onwardnrvc.org</a>	Onward NRV	regional economic development
Erika Tolbert	<a href="mailto:etolbert@pulaskicounty.org">etolbert@pulaskicounty.org</a>	Pulaski County	tourism
Drew Foxx	<a href="mailto:arfoxx@pulaskicounty.org">arfoxx@pulaskicounty.org</a>	Pulaski County EDA	local economic development
Kim Repass	<a href="mailto:Kim.Repass@radfordva.gov">Kim.Repass@radfordva.gov</a>	Radford City	local government; economic development
Angela Joyner	<a href="mailto:ajoyner9@radford.edu">ajoyner9@radford.edu</a>	Radford University	higher education; economic development
Charlie Jewell	<a href="mailto:cjewell@radford.edu">cjewell@radford.edu</a>	Radford University: The HUB at Radford	higher education; economic development
Erin Burcham	<a href="mailto:erin.burcham@rbtc.tech">erin.burcham@rbtc.tech</a>	VergeVA	regional innovation; economic development
Elli Travis	<a href="mailto:emtravis@vt.edu">emtravis@vt.edu</a>	Virginia Tech	higher education; economic development
Emily Gibson	<a href="mailto:gibsonej@vt.edu">gibsonej@vt.edu</a>	Virginia Tech local government liaison	higher education

---



---





# 2024 Glossary of Acronyms



---

Acronym	Full Term
DMO	Destination Marketing Organization,
NRMR WDB	New River/Mount Rogers Workforce Development Board
NRV	New River Valley
NRV HOME	New River Valley Housing Opportunities Made Equal
NRVMPO	New River Valley Metropolitan Planning Organization
NRVRC	New River Valley Regional Commission
RIFA	Regional Industrial Facilities Authority
SBDC	Greater Roanoke & New River Valley Small Business Development Center
VDOT	Virginia Department of Transportation

---

---



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

[NRVRC.ORG](http://NRVRC.ORG)

## MEMORANDUM

**To:** Regional Commission Board Members  
**From:** Kim Bonner, Regional Planner/Communications Specialist  
**Date:** June 20, 2024  
**Re:** Commuter Assistance Program Strategic Plan

---

In 2023, the Virginia Department of Rail and Public Transportation (DRPT) announced that agencies operating a commuter assistance program must submit a Commuter Assistance Program Strategic Plan (CAPSP) by November 2024. In the future, applications for DRPT's grant programs will directly tie into the CAPSP. DRPT application review will include an assessment of the relationship between the CAPSP and the application when they making funding decisions.

An overview of the plan has been presented at an NRVMPPO meeting in April and a stakeholder's meeting in June. The full document is also available for citizens and stakeholders to download at [www.engagenrv.org/cap-strategic-plan](http://www.engagenrv.org/cap-strategic-plan). The document has also been included in this packet. An overview of findings and 5-year goals will be presented during the meeting.

### Next Steps

A request for adoption of the final plan will be brought before the board in June.

If you have any questions, please contact Kim Bonner at [kbonner@nrvc.org](mailto:kbonner@nrvc.org).

---

Strengthening the Region through Collaboration

#### Counties

Floyd | Giles  
Montgomery | Pulaski

#### City

Radford

#### Towns

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

#### Universities

Virginia Tech  
Radford University

**RIDE Solutions** New River Valley

---

COMMUTER ASSISTANCE PROGRAM  
**STRATEGIC PLAN**

*RIDE Solutions is a project of the New  
River Valley Regional Commission*



**RIDESolutions**  
Connecting the Region's Commuters

# Table of Contents

Chapter 1: Commuter Assistance Program Overview	3
Chapter 2: Service Area Demographics & Characteristics	10
Chapter 3: Vision, Goals & Objectives	18
Chapter 4: Target Markets & Customers	25
Chapter 5: CAP Operations Plan	31
Chapter 6: Financial Plan	37
Chapter 7: Monitoring & Evaluation	42
Chapter 8: Use of Research & Data	46
Appendix	48

DRAFT

# Chapter 1

# Commuter Assistance Program Overview

---

DRAFT

# Program History

RIDE Solutions was founded in 2001 as a commuter information and assistance service of the Roanoke Valley-Alleghany Regional Commission (RVARC) in the Roanoke Valley metropolitan area. The program was expanded in 2008 to provide services in the New River Valley through the New River Valley Regional Commission (NRVRC) – originally with an emphasis on employer outreach. In that time the number of commuters served has grown and the outreach efforts have expanded to include community partnerships and commuter support along with continuing employer outreach efforts.

The program has been funded through a DRPT grant (CAP Operating Assistance) with a 20% local match. This local match was provided through the dues each locality pays to the Commission, establishing a stakeholder role in the program. Virginia Tech also provided financial support to launch the program and support its early growth across the New River Valley.

Until July 2019, the Commission worked in partnership with the RVARC to administer DRPT grant funds for the operation of Ride Solutions. In FY2020, this partnership evolved to a more collaborative arrangement which had come to include the Central Virginia PDC and West Piedmont PDC, all promoting TDM services under the Ride Solutions brand. At this time, the program began to be referenced as Ride Solutions NRV to identify the New River Valley-centered operations under the Ride Solutions brand and as a program within the NRVRC's work program. Generally, the brand continues to be known as RIDE Solutions in the region.

Partnering with Roanoke, Central Virginia, and West Piedmont allows us to pool resources to raise awareness of services throughout Southwest Virginia, but still allows each region to customize messaging for the unique needs of each region.

# Purpose & Services

RIDE Solutions NRV promotes a variety of transportation options to single-occupancy vehicles (SOV) to assist individuals getting to their workplaces and other destinations, to mitigate congestion on Virginia's roadways, and to reduce environmental impacts caused by vehicle emissions, roadway expansion, and other transportation-related factors. Program marketing efforts support delivery of TDM services to encourage behavior change in transportation choices.

RIDE Solutions NRV delivers services to anyone traveling within, into or out of its service area, including information and support for cycling and walking, carpool/vanpool ride matching, guaranteed ride home, and telework assistance. It also promotes the use of transit service in our area but does not operate any transit. The program delivers its services through a website, mail, email and telephone contact, in-person assistance at worksites, and participation in community events.



Pedestrian Bridge, Christiansburg

# Governance

RIDE Solutions NRV is a project of the New River Valley Regional Commission. The New River Valley Regional Commission is an organization comprised of 13 local governments and three higher education institutions for the purpose of encouraging collaboration to address regionally significant issues and opportunities. Also known as PDC 4, our organization encompasses the counties of Floyd, Giles, Montgomery, and Pulaski, and the City of Radford.

Local governments' governing bodies appoint their member representatives to the NRVRC's board. Each city, town, or county appoints one elected official to the commission and communities with more than 3,500 residents also appoint a citizen representative. Virginia Tech, Radford University, and New River Community College are members of the Commission and appoint a representative from their administrative leadership. The Commission sets policy for the organization, appoints the executive director to manage the affairs of the Commission and works to address issues of regional significance. The board also authorizes the annual operating budget and matching funds for grants.

Each year Commission members elect officers to serve on the Executive Committee in the positions of chair, vice-chair, treasurer, and member at-large. The immediate past chair is also a member of the Executive Committee. The Executive Committee typically meets monthly to prepare for the regular Commission meeting.

# Current Commission Members

*(Elected officials are marked with an asterisk)*

---

## **Floyd County**

Ms. Linda DeVito Kuchenbuch\*  
Mr. Michael Maslaney, Past Chair

## **Giles County**

Mr. Leon Law, Treasurer  
Mr. Richard McCoy\*

## **Montgomery County**

Mr. Brian Wheeler  
Mr. Anthony Graftsky\*

## **Pulaski County**

Dr. Doug Warren  
Mr. Jeffery Reeves\*

## **City of Radford**

Mr. Jeff Martin  
Mr. David Horton\*

## **Town of Blacksburg**

Ms. Susan Anderson\*  
Mr. Daniel Breslau

## **Town of Christiansburg**

Mr. Hil Johnson, Chair  
Mr. Tim Wilson\*

## **Town of Floyd**

Mr. Will Griffin\*  
Mr. Chris Bond\*

## **Town of Narrows**

Mr. Tom Spangler\*

## **Town of Pearisburg**

Ms. Amanda Davis\*

## **Town of Pembroke**

Mr. Robert Lawson\*

## **Town of Pulaski**

Mr. Larry Clevinger  
Mr. Michael Reis\*

## **Town of Rich Creek**

Mr. Roger Jones\*

## **Radford University**

Dr. Angela Joyner

## **Virginia Tech**

Ms. Liza Morris  
Ms. Mary Trigiani

## **New River**

## **Community College**

Ms. Angie Covey, Member at Large



# Organizational Structure

The New River Valley Regional Commission provides area-wide planning for the physical, social, and economic elements of the district; encourages and assists local governments in planning for their future; provides a means of coordinating federal, state and local efforts to resolve area problems; provides a forum for review of mutual concern; and implements services upon request of members.

RIDE Solutions NRV is a program of the New River Valley Regional Commission. Commission staff are assigned to the program to execute the annual scope of work, typically funded with a DRPT Commuter Assistance Program operating assistance grant. Staffing has grown from one staff person to three working up to 33% of their work program hours. The organizational structure of RIDE Solutions can be seen below. A full org. chart for NRVRC can be found in the Appendix.



DRAFT



Bike To Work Week promotion, 2023

## Project Team:

# RIDE Solutions Staff

### **Director of Environmental Resources, RIDE Solutions Staff**

Serves as the project manager. This position does daily management of project budget and activities, conducts community and employer outreach, participates and coordinates with other organizations on transportation planning and activities in the region, participates in professional training and networking in support of program, coordinates with other RIDE Solutions regional programs, and directs marketing expenditures.

### **Regional Planners, RIDE Solutions Staff**

(Reports to the Director) Conducts community and employer outreach, provide direct customer service for program services, develop local promotional material as needed, participate and coordinate with other organizations on transportation planning and activities in the region, participate in professional training and networking in support of program. Currently, two planners work on this project.

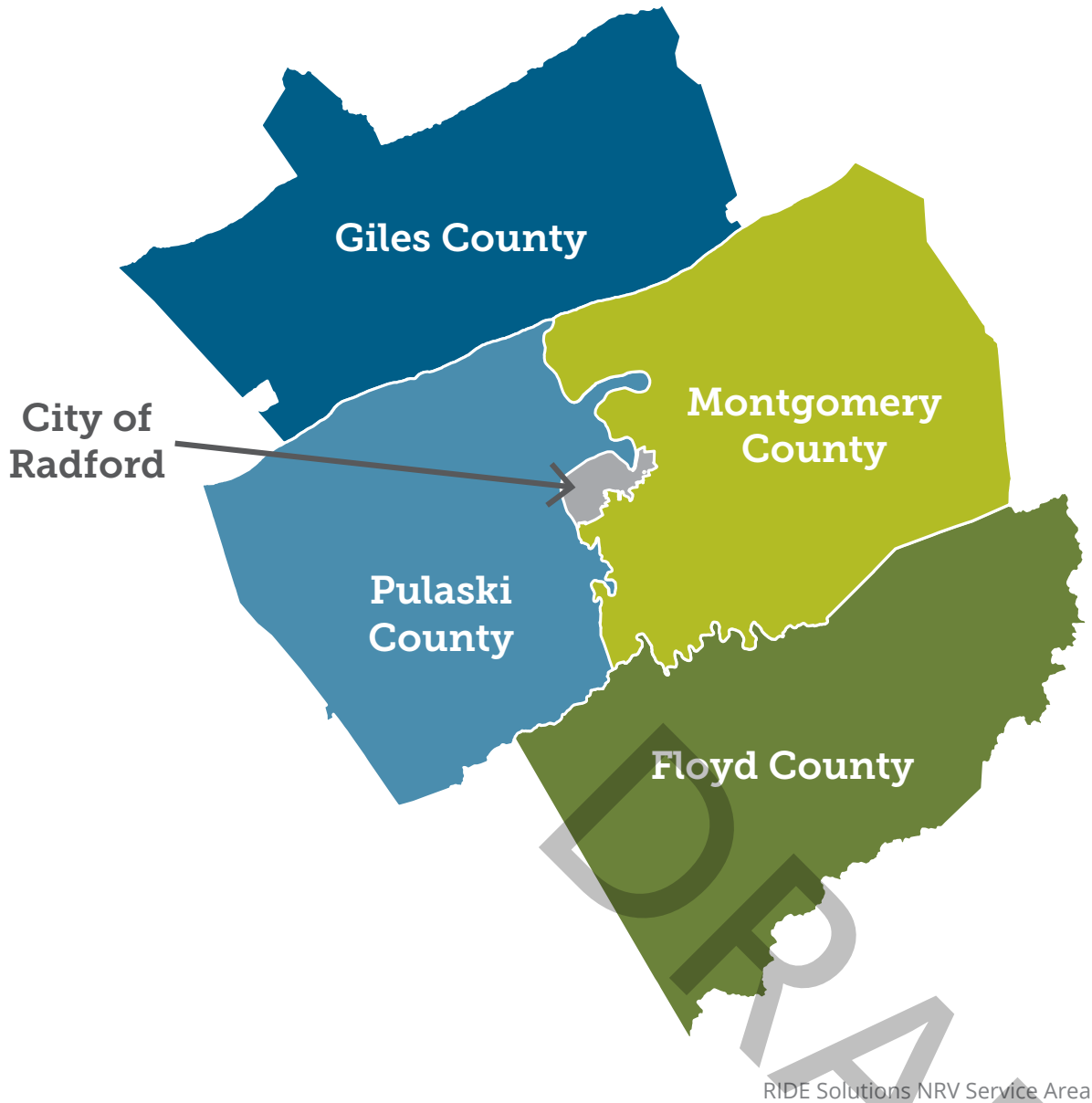
### **Contractors**

Agile Mile is a contracted service that is funded by DRPT to provide development and technical support to the ConnectingVA! app. We do not currently use any additional contracted staff or services.

# Program Service Area

RIDE Solutions NRV serves the New River Valley region: Floyd, Giles, Montgomery and Pulaski Counties along with the City of Radford. The service area encompasses employers in the NRV and their employees as well as all residents who travel in the region.

The New River Valley is located in Southwest Virginia and the closest major city outside of our region is Roanoke. The 1,458-square-mile region is a largely rural area with small urban centers and employment hubs outside the urban centers. The transportation need is unique to the New River Valley because all modes are not available to most travelers in the region.



# Chapter 2

## **Service Area Demographics & Characteristics**

---

DRAFT

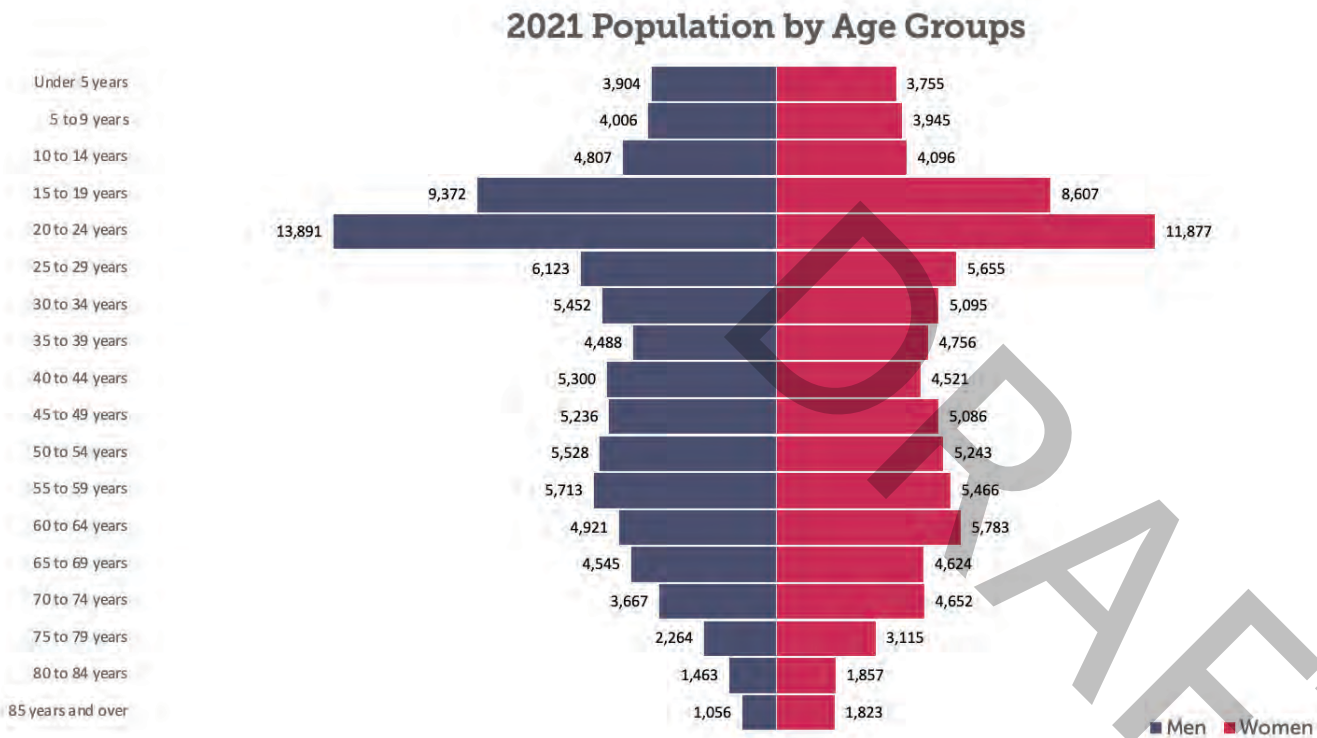
## Sources

The data used for this chapter was gathered from several sources including US Census 5-year estimates, Virginia Employment Commission community profiles, the OnTheMap US Census tool, and the DRPT Transit Performance Data Dashboard. A full list of sources can be found at the end of the chapter.

DRAFT

# Demographics: Population Trends

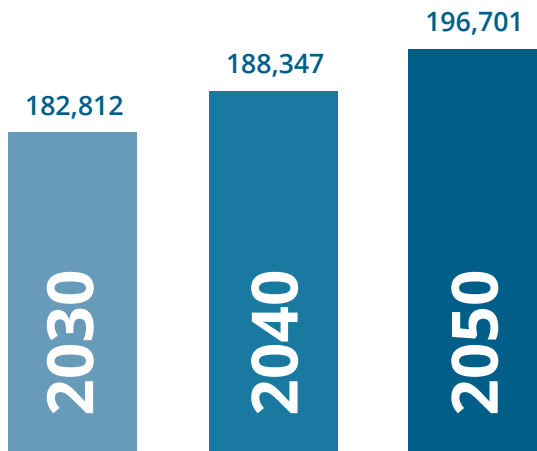
The population of the NRV as of 2021 was 181,692.<sup>1</sup> The population has remained relatively steady since 2016 when the population was 181,288. Since the NRV is home to two universities and a community college, 44% of the population is under the age of 30, and 24.1% of the population falls between the ages of 15 and 24. The population is almost evenly split between males and females.



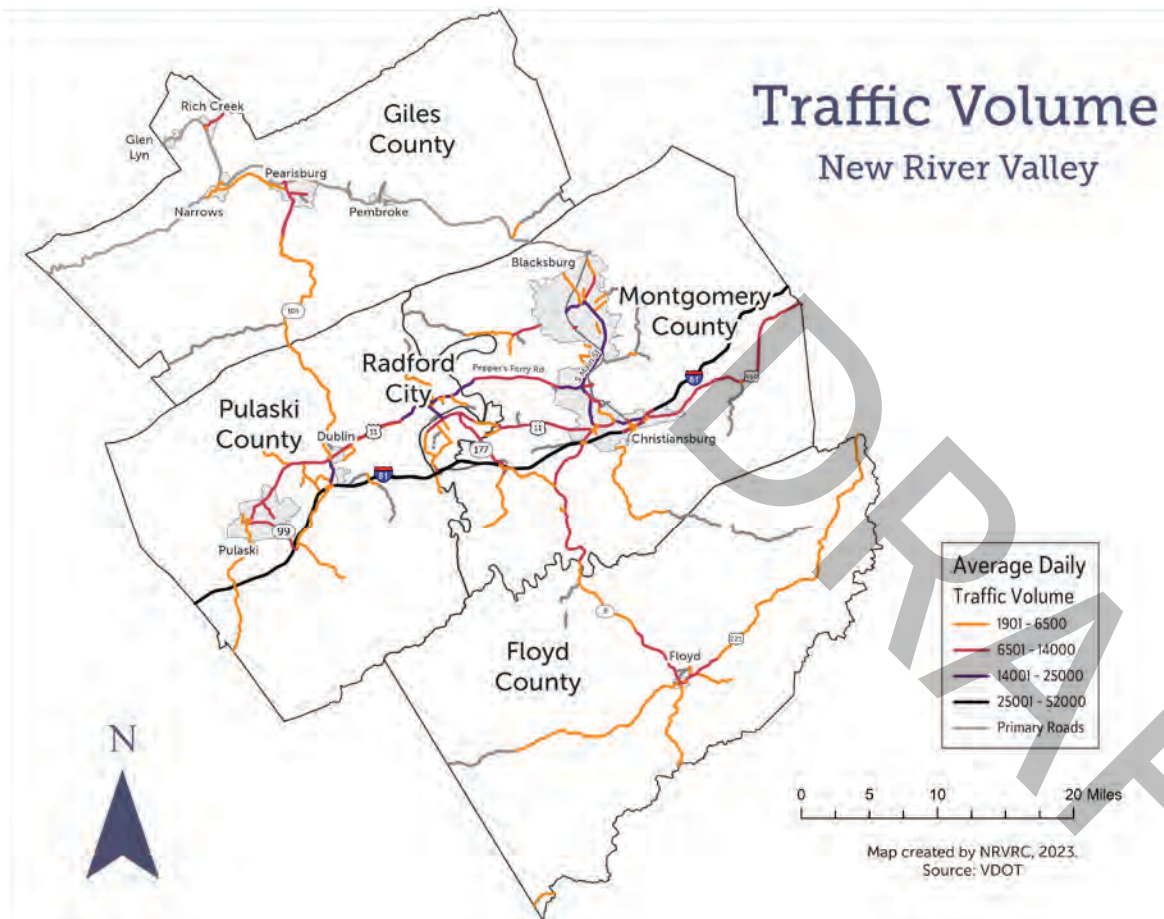
The NRV is less diverse than the national average (the total US population was 31.8% non-white in 2021).<sup>2</sup> Localities with universities (Montgomery County and Radford City) are more diverse, while Giles County, Floyd County, and Pulaski County all have white residents accounting for 91% or more of their population.

## Population Projections

According to the University of Virginia Weldon Cooper Center for Public Service's projections, the population of the New River Valley is expected to steadily increase<sup>3</sup> over the next 25 years.



With this increase in population comes an increase in infrastructure usage and road congestion, especially on the high-volume roads like Route 11 and Route 460. This highlights the need for additional transportation options in the future.



# Workforce & Industry Overview

In 2021, the employed civilian population 16 years and over was 83,529.<sup>4</sup> This is a slight decrease from 2016 when 83,869 civilians over 16 were employed.

The industries with the highest number of employees in 2021 were:

- Educational services, health care and social assistance
- Manufacturing
- Retail Trade<sup>5</sup>

These three industry types employ 56.6% of the residents in the region. However, it is important to recognize that not all of these employers are located in the NRV. In more rural counties like Floyd County and Giles County, a majority of residents leave the area for work outside of their home county. As a result, their residents have the longest commutes. Montgomery County has the highest percentage of residents who both live and work in their home locality.

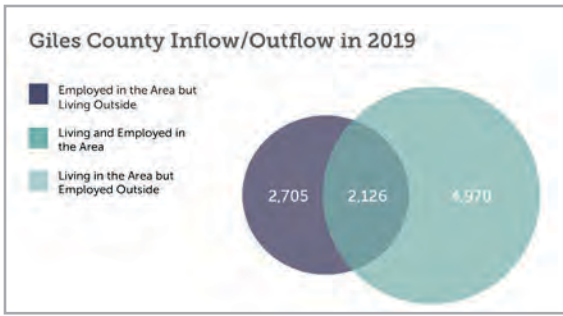
## Top 10 Employers in the NRV (as of September, 2023)<sup>6</sup>

	Company	Industry Type
1	Virginia Polytechnic Institute and State University	Education
2	Volvo Group North America Inc	Manufacturing
3	Montgomery County School Board	Education
4	Radford University	Education
5	Carilion New River Valley Medical Center	Healthcare
6	Precision Pipeline LLC	Manufacturing
7	HCA Virginia Health System	Healthcare
8	Bae Systems Ordnance Systems	Manufacturing
9	Wal Mart	Retail
10	Moog Inc	Manufacturing

Overall, NRV residents took 21.4 minutes to commute to work on average<sup>7</sup>. Floyd County residents have an average commute of 33.5 minutes and Giles County residents have an average commute time of 28.4 minutes. Both are higher than the national average of 26.8 minutes. Montgomery County had the shortest commute time of 18.1 minutes, followed by Radford's 18.2 minutes. Pulaski County residents are in the middle with 24.7 minutes.<sup>8</sup>

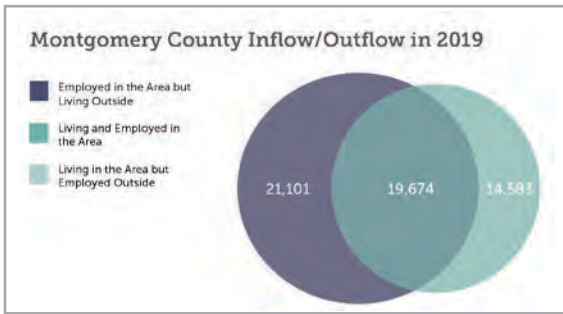


# Commuter In & Out Flow (2019)



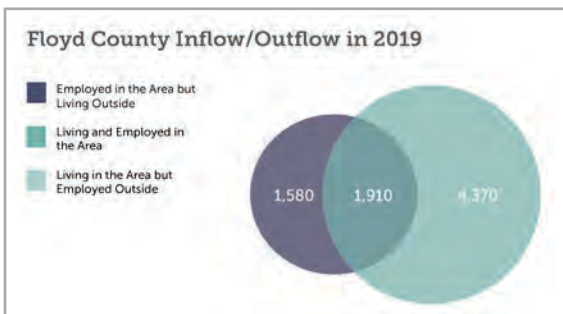
## Giles County

The top two places that inbound workers are commuting from are Montgomery County and Pulaski County. Many of the outbound workers commute to West Virginia for work.



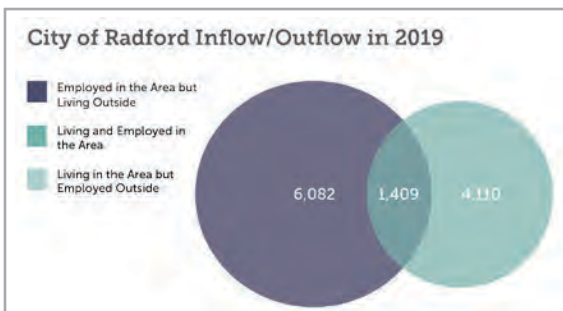
## Montgomery County

Montgomery County is the locality that has the most residents who work in their home area. This is also the area with the most public transit and shortest commute times.



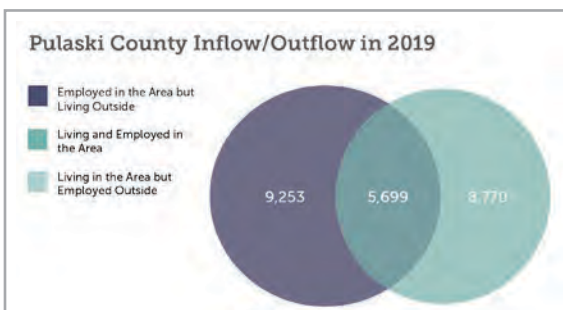
## Floyd County

The most popular employment destinations for outbound residents are Montgomery County and Roanoke. Floyd County has the lowest amount of inbound workers from outside localities.



## City of Radford

The top places workers are commuting from are Montgomery County and Pulaski County. Radford University is the largest employer in Radford.

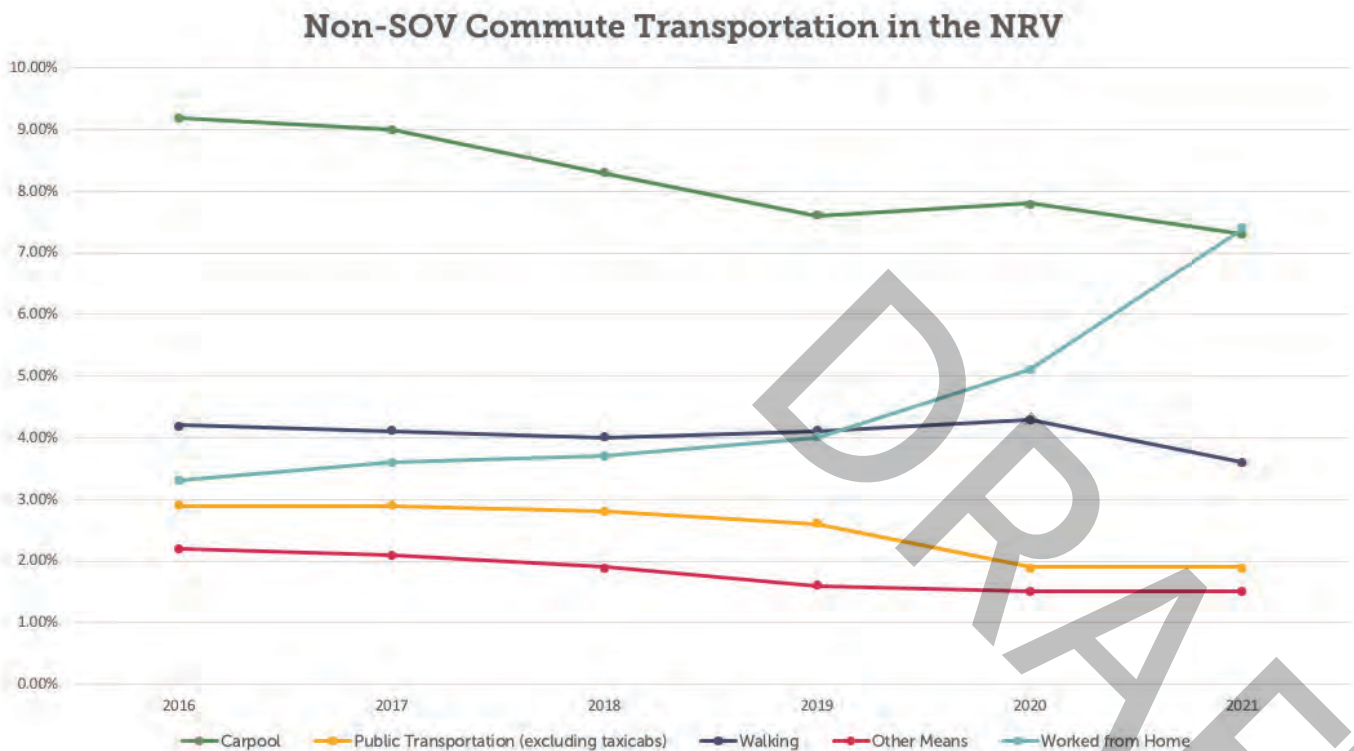


## Pulaski County

The most popular localities that outside workers are coming from are Montgomery County and Wythe County. Residents are most likely to be commuting to Montgomery County and the City of Radford.

# Demographics: Commuter Trends

Currently, 78.3% of NRV residents drive to work by themselves<sup>9</sup>. This is slightly more than the national average of 73.2%. Overall, the NRV is using Single-Occupancy Vehicles (SOVs) more than it did in 2016, but the increase is slight (78.1% in 2016 vs. 78.3% in 2021)<sup>10</sup>. Not all localities in the NRV saw an increase in SOV usage, though. Montgomery County, Pulaski County, and Radford City saw a slight decrease in SOV usage between 2016 and 2021. Giles County and Floyd County (rural counties without transit systems) saw increased SOV commuting during that time.



Source: US Census, ACS 2016-2021 5-year estimates

## Telework is on the Rise

Usage of most non-SOV commute options has been declining since 2016, except for working from home. It has been on an upward trend since 2016 with a sharp increase in 2020 and 2021. In 2021, working from home surpassed all other non-SOV commute options to become the most popular non-SOV option with 7.4% of NRV residents teleworking instead of commuting<sup>11</sup>. It has been increasing year-over-year with a sharp uptick due to COVID-19 in 2020 and the rapid upward trend continued in 2021.

Floyd County had the highest percentage of residents working from home in 2021, with 10.1% teleworking<sup>12</sup>. Since Floyd County does not have any transit services and many residents work at companies outside of the area, telework is a good fit for this rural county. Many NRV localities are continuing to expand high-speed internet availability, which will make it easier for residents to obtain remote work that could potentially pay more than regional average salaries.

## COVID-19's Effects on Transit

When schools and businesses closed in 2020 due to COVID-19, transit usage dropped considerably. 2021 did not see a return to transit usage, but stakeholders have told us that there was an increase in transit usage in 2022 but it hasn't yet returned to pre-pandemic levels.

For example, In September of 2022 (one of the months with traditionally high transit usage due to the return of students), Blacksburg Transit's ridership was almost 25% less than what it was in September of 2019. Pulaski Area Transit's numbers were 57.4% of the riders in September 2019. Radford Transit's ridership was even less, with 12,897 riders in September 2022 compared to 30,346 riders in September of 2019.<sup>13</sup>

	Sept 2019	Sept 2022
BT	655,443	497,931
RT	30,346	12,897
PAT	4,283	2,457

### Sources:

1. US Census: ACS 2016-2021 5-year estimates (<https://www.census.gov>)
2. US Census: ACS 2016-2021 5-year estimates (<https://www.census.gov>)
- 3 Virginia Population Projections, University of Virginia Weldon Cooper Center for Public Service (<https://www.coopercenter.org/virginia-population-projections>)
4. US Census: ACS 2016-2021 5-year estimates (<https://www.census.gov>)
5. US Census: ACS 2016-2021 5-year estimates (<https://www.census.gov>)
6. Virginia Works Community Profiles (<https://virginiaworks.com/community-profiles>)
7. US Census: ACS 2016-2021 5-year estimates (<https://www.census.gov>)
8. US Census: ACS 2016-2021 5-year estimates (<https://www.census.gov>)
9. US Census: ACS 2016-2021 5-year estimates (<https://www.census.gov>)
10. US Census: ACS 2016-2021 5-year estimates (<https://www.census.gov>)
11. US Census: ACS 2016-2021 5-year estimates (<https://www.census.gov>)
12. US Census: ACS 2016-2021 5-year estimates (<https://www.census.gov>)
13. DRPT Transit Performance Data (<https://virginia-drpt.opendata.arcgis.com/pages/transit>)

# Chapter 3

## **Vision, Goals & Objectives**

---

DRAFT

# Introduction

As part of the discovery process, we gathered survey results via an online platform called EngagementHQ. We received 105 entries from residents and commuters in our area. (A compilation of the survey results can be found in the Appendix.) The responses gave us a glimpse into how residents and commuters view the transportation options in the NRV. Throughout this chapter you'll see some of the comments from our respondents. Some overall trends that we gathered from the survey results are:

- 36% of respondents were aware of the services that RIDE Solutions offers.
- 72% of respondents said that access to transit in rural areas is needed.
- 56% of respondents said that more frequent transit routes are needed.
- 62% said that a bus stop closer to home would encourage them to use non-SOV transportation options.

The most common reasons people gave for choosing to drive by themselves were:

- Needing a car before/after work for personal errands or family/childcare responsibilities
- Irregular work schedules
- Wanting access to a car in case of emergencies.

Using survey results along with 3 regional stakeholder input sessions and existing census data, we created the following 7 goals for the next 5 years. For each goal, we identified objectives and strategies to help us achieve them.

## Vision:

RIDE Solutions makes it easier for people in the New River Valley to get where they want to go.

### Goal 1: Easy-to-use and convenient transportation options

#### Objectives:

- Better communication between transit providers so that connections are timely and more convenient for passengers.
- Users have convenient access to the latest route information to plan and take their trips
- Promote the convenience and benefits of carpool matching
- Promote walking and cycling in areas where it's feasible and safer

#### How we'll do it:

- Ongoing promotion of the Agile Mile app for accurate information about transit routes.
- Facilitate yearly transit roundtables to encourage relationship-building and collaboration between the three transit providers and five local governments.
- Create marketing strategies to educate and inform residents about the transportation options in their area.

"I am confused between what each local transit can provide..."

-Survey Respondent

## Goal 2: Better access to transportation for rural commuters

### Objectives:

- Identify last-mile connections for starting points and destinations
- Identify overlap of modes - are there locations where transit, carpools, and biking overlap?
- Promote multimodal transportation and trip planning where feasible.
- Promote carpooling and the park and ride lots that serve it. (Naming and promoting park and ride lots)

### How we'll do it:

- We'll map all of the transportation options and which areas have access to each so that we can identify areas that have overlaps (more transportation options) as well as limited transportation options. This data will be shared with localities and transit providers as they plan for future transit routes, bike lanes, and walking/biking paths.
- Name & create identification signs for park & ride lots in FY26.
- Provide technical assistance to localities, businesses, and NGOs to help them build non-SOV transportation networks and communicate the "what and how" of options that are available.

"Right now, it would take me 3 times as long to get to work [using transit] --longer on days when I would drop my son off at daycare."

-Survey Respondent

## Goal 3: Communication of transportation options (people know their options)

### Objectives:

- Increase messaging using channels that work for our residents.
- Incorporate "top-funnel" messaging to encourage people to try biking, walking, or transit before committing to making it a part of their daily commute.
- Work with employers and community partners to educate and support commuters and residents in transportation decision-making.

### How we'll do it:

- We'll create a marketing campaign that encourages SOV-only commuters to try a different transportation option, centering around two events - World Car-Free Day in September and Bike To Work Day in May.
- We'll create an easy-to-understand transportation guide so that commuters can get an accessible overview of all their options.
- We'll continue outreach to employers and support their promotion of non-SOV options to their employees.

"Consider the people who ride the bus demographics and provide more translation of route info."

-Survey Respondent

## Goal 4: Make non-SOV options more convenient (less friction)

### Objectives:

- Provide more bike storage options at rural transportation hubs.
- Encourage employers to implement flexible work schedules or remote work options.
- Encourage employers to offer incentives like priority parking and carpool matching to encourage employees to carpool to work.
- Promote trip planning for non-commute activities (school, errands, social events, etc.) to introduce SOV drivers to other car-free options.

### How we'll do it:

- We will pursue funding for bike storage options at rural transportation hubs, such as park & rides. The goal will be to have funding secured by the end of FY26 so that we can start installing storage by FY27.
- We'll continue outreach to employers and support their promotion of location appropriate, non-SOV options to their employees.

"Sidewalks need to be continuous not just piecemeal in order to be practical to use for walking to a destination."

-Survey Respondent

## Goal 5: Improve job access & employee retention

### Objectives:

- Work with localities to identify commuting needs and challenges for local employers and employees.
- Work with employers to communicate the benefits and availability of commute options.
- Strengthen employer relationships with improved outreach and communication.
- Encourage employers to implement flexible work schedules or remote work options.

### How we'll do it:

- We'll continue outreach to employers and support their promotion of non-SOV options to their employees.
- Partner with workforce organizations to educate/champion TDM options.

"As more VT employees are forced out of Blacksburg due to wages not keeping up with housing costs, increasing public transit from Christiansburg to campus is vital to increasing the sustainability of the average employee's commute."

-Survey Respondent



## Goal 6: Use transportation access to improve quality of life

### Objectives:

- Facilitate transit service expansion planning in underserved communities.
- Encourage communication between transit providers and non-profits that serve underserved individuals.
- Incentivizing carpooling or ride-sharing to decrease individual vehicle usage, reduce carbon emissions, and improve air quality.

### How we'll do it:

- In FY29, we'll expand the yearly transit roundtable to include nonprofits and businesses in addition to the three transit providers and five local governments. This will be a larger event that hopefully will happen every five years.
- In addition to the ongoing promotion of the Agile Mile app, we'll pursue more discounts and freebies from local businesses (most are currently available in the Roanoke area).
- Bike to Work Day/Week activities to improve health and wellness in the NRV
- Promote pedestrian safety (October is Pedestrian Safety Month)

"It's very difficult for a rural family to be able to get to a bus stop and if they are able to get to one, there is no parking available to be able to park your car and leave it for the day... Parking at VT is \$420 per year. Poorer people aren't able to afford that, but don't have a lot of other options."

-Survey Respondent

## Goal 7: Support the development of more walkable/bikeable locations where people gather

### Objectives:

- Promote biking and walking by helping localities create safer pedestrian and bike-friendly infrastructure.
- Communicate the benefits of planning for walkable/bikeable development with localities to increase the inclusion of walkable/bikeable locations in their plans.

### How we'll do it:

- We'll build on the momentum from Blacksburg's Bike Month activities in May of 2023, working towards hosting/supporting bike-related events throughout the NRV in the coming years.
- Launch an ongoing marketing campaign in FY27 around biking and walking for work and play in the NRV. This will give people an opportunity to get comfortable with biking and walking before committing to a bike/walk commute.

"There needs to be more sidewalks and bike lanes. I almost hit people while driving."

-Survey Respondent

# Strategies Broken Down by Year

25

- Launch a marketing campaign that encourages SOV-only commuters to try a different transportation option, built around two events - World Car-Free Day in September and Bike To Work Day in May.
- Bike To Work Week event in Blacksburg
- Pursue funding for bike storage options at rural transportation hubs
- Transportation Coverage mapping project
- Employer outreach to promote carpool/vanpool
- Agile Mile promotion

26

- Create & Print NRV transportation guide
- Expand Bike To Work Week to events in Blacksburg & Christiansburg
- Name & create identification signs for park & ride lots.
- Start hosting Transit Roundtables
- Employer outreach to promote carpool/vanpool
- Agile Mile promotion

27

- Bike To Work Week in Blacksburg & Christiansburg
- Launch Bike/Walk marketing campaign
- Begin installing bike storage at rural transportation hubs
- Transit Roundtable
- Employer outreach to promote carpool/vanpool
- Agile Mile promotion

28

- Expand Bike To Work Week to events in Blacksburg, Christiansburg, and Radford
- Transit Roundtable
- Employer outreach to promote carpool/vanpool
- Agile Mile promotion

29

- Expanded Transit Roundtable to include nonprofits and businesses in addition to transit providers and local governments.
- Bike To Work Week in Blacksburg, Christiansburg, and Radford
- Agile Mile promotion
- Employer outreach to promote carpool/vanpool

# Chapter 4

## **Target Markets & Customers**

---

DRAFT

# Introduction

Because the New River Valley is such a large and diverse area, it is impossible to create a “one size fits all” marketing strategy. Instead, we’ll concentrate on two primary target markets: high-density areas with transit options available and more rural areas with limited transit access. This covers most of our area but allows us to make sure that transit messaging is not directed to populations that don’t have transit as a viable option.

We’ll also create messaging for a secondary market of long-distance commuters without any transit access. This is a smaller group compared to the other two, and will require more targeted communication. Members of this target market may overlap with one of the primary markets (which helps build awareness) but will most likely require more personalized outreach to convince them to change their commute habits.

DRAFT

# Target Market:

## Primary & Secondary Markets

**High-density areas with consistent transit access** include the towns of Christiansburg and Blacksburg as well as the City of Radford. These are pockets of more dense population that could feasibly choose non-SOV commute options like transit, biking, and walking to work. Carpooling and telework options are also options for residents of these areas who may work in more rural areas or outside of the NRV. In these areas, we'll concentrate on presenting low-barrier-of-entry opportunities for people to try non-SOV options and see that the trade-off of time and planning will make up for the stress of driving themselves and headaches of finding and paying for parking. There are 37,335 commuters in this area and the most popular mode is Single Occupancy Vehicle.

**Areas with limited transit access** include Floyd County, Giles County, and portions of Montgomery and Pulaski County that are outside of the Christiansburg, Blacksburg, and Radford limits. We're including the towns of Pulaski and Dublin in this segment because the Pulaski Area Transit routes are limited and their ridership is much smaller than Blacksburg Transit or Radford Transit. There are approximately 47,052 commuters in this area. In this market, we'll focus more on carpooling, vanpooling, and telework as non-SOV commute options. The biggest hurdle for this market will be convincing people that the benefits of riding with others to work outweigh the feelings of freedom and flexibility that they get from driving by themselves.

A secondary audience that we want to reach is **long-distance commuters who work outside of the NRV**, focusing on residents that live in Floyd County and Giles County and commute 25 miles or more to their job. These individuals may not have as many employment options in their area and are looking further afield for job options that may be more in line with their career interests and/or offer better pay. In this market, we'll focus our messaging around carpooling and telework as non-SOV options. This is also a great audience to encourage to try introductory activities like carpooling for church or grocery shopping. We'll also look at ways that we can provide resources to employees who want to champion non-SOV commute options at their workplace.

# Target Market:

## Customer Base

Each market has a unique customer profile, with different needs and values. These customer audiences are smaller than the full target market but are easier to reach because they share many of the same demographics. We've created an example persona for our primary and secondary target markets so that you can see the type of consumer that we'll be targeting and why. As we learn more about our audiences we may adjust the criteria for our primary audiences or create additional secondary audiences.

### **How audiences were chosen**

Based on the results from our survey results and stakeholder interviews, we have chosen to focus on NRV residents rather than employees in the NRV because it is easier to consistently communicate with residents at multiple touchpoints. Manufacturing and education/healthcare account for 45.7% of the region's employees (over 38,000 jobs), so we decided to focus on them as the base of our primary audiences. The potential to reach these commuters is higher than more dispersed segments of commuters such as retail and general office employers. We anticipate this will have a greater impact on behavior change and return on investment than efforts required to reach the more dispersed commuter populations.

While not everyone in our geographic area falls into our target audiences, the people who are most likely to be interested in using RIDE Solutions services are included. For instance, a surgeon who lives on Brush Mountain and makes \$200k a year probably isn't going to be convinced to take the bus or carpool to work, so we aren't going to target them. Instead, we'll focus on people like young professionals who live near downtown Blacksburg or shift workers in Pulaski County who might carpool with co-workers.

We also defined a secondary audience that will already be receiving some of the messaging for our primary audiences but may take longer to convert. This audience may have additional hurdles to address before they are willing to consider a non-SOV commute. We estimate that this secondary audience is less than 4% of the New River Valley's workforce. It is important for this audience to receive messaging now so that when they are ready to consider a change they will already have the information and resources needed to do it.

# Primary Audience 1

## **Audience Profile: Rural Areas with Limited Transit Access**

**Age:** 25-59

**Occupation:** Manufacturing, Education/Healthcare/Social Services

**Household Income:** \$50-100k

**Education Level:** Vocational School/Associates Degree

**Location:** Rural Areas of the NRV (outside of Town of Blacksburg, Town of Christiansburg, and City of Radford)

**Values:** Family/Friends, Independence, Security, Reputation

**Fears/Concerns:** Job Security, Health, Preparing for the future

**Commute Pain Points:** Cost of gas, Vehicle maintenance, Traffic at shift changes

**Estimated audience size:** Approximately 16,000 (19% of NRV workforce)

## **Customer Persona: Jack**

Jack is a 52-year-old welder who works at the Volvo plant in Dublin and lives with his wife and two dogs in Fairlawn. He makes \$60k a year and with his wife's income from her teaching job their combined income is \$97k. Both drive their own vehicles to work, since their jobs are in opposite directions and they have different work schedules.

Jack prides himself on being a dependable worker who has hardly ever missed a day of work. He's nervous about trying a carpool or vanpool because he thinks he won't have as much control over whether or not he arrives to work on time. He also assumes that people who carpool probably don't have dependable transportation and he doesn't want other people to make the same assumption about him. Jack sees his Ford truck as an extension of his personality: tough, hard-working and American-made.

# Primary Audience 2

## **Audience Profile: High Density Areas with Transit Access**

**Age:** 20-44

**Occupation:** Education/Healthcare/Social Services

**Household Income:** \$60-100k

**Education Level:** College Graduate

**Location:** Blacksburg, Christiansburg, or Radford

**Values:** Family/Friends, Community, Autonomy, Meaningful Work

**Fears/Concerns:** Missing out, other people's opinions, stress

**Commute Pain Points:** Finding cheap/convenient parking, sharing the road with bikes and pedestrians, distance from transit stops.

**Estimated Audience Size:** Approximately 7,100 (8.5% of NRV workforce)

## **Customer Persona: Shelly**

Shelly is a 24-year-old Registered Nurse who lives in Blacksburg and makes \$62k annually. She lives with her boyfriend in a townhouse that's a 15-minute drive from her job at the hospital. Her boyfriend is in graduate school and his class schedule doesn't align with her varied work shifts, so they commute separately. Her boyfriend sometimes rides his bike to class, but his route is shorter than hers and Shelly doesn't want to bike all the way to work every day.

## Secondary Audience

Shelly commutes by car on her own, but she recently learned that a co-worker lives a couple of blocks away from her. She doesn't know her co-worker well though, so she's not sure she's ready to offer to carpool. She used to take the bus to class when she was a student but she lived a block from a bus stop at the time. Now that she lives a mile away from a transit stop, it just seems faster to drive to work.

### **Audience Profile: Long-Distance Rural Commuters without Transit Access**

**Age:** 30-54

**Occupation:** Tradesperson, Construction, Manufacturing

**Household Income:** \$50-90k

**Education Level:** Associates/Bachelor's Degree

**Location:** Floyd County, Giles County

**Values:** Family, Faith, Community, Tradition

**Fears/Concerns:** Job Security, Environmental Concerns

**Commute Pain Points:** Gas Prices, Traffic Congestion, Weather

**Estimated Audience Size:** < 3380 (4% or less of the NRV workforce)

### **Customer Persona: Mike**

Mike is a 37-year-old Electrical Systems Designer. Five years ago, Mike found a better paying job in Roanoke with opportunities for growth and has been able to increase his salary to \$80k. Mike lives in Floyd with his wife and 9 year-old daughter and loves the small-town community feel of the area. While it might be more convenient to move closer to work, he feels that the lower cost of living and community support in this more rural area outweighs a reduced commute time.

Mike didn't like the long commute when he first started his job, but he has gotten used to it over the years. None of Mike's coworkers live near him, but he wonders if there are any other people who travel from Floyd to Roanoke who he could carpool with or perhaps some sort of a shuttle that he could take instead. He has been trying to convince his boss to let him work from home one day a week to do paperwork and meetings, but so far he hasn't been successful.



# Chapter 5

## **The Commuter Assistance Program Operations Plan**

---

DRAFT

# Services Provided

RIDE Solutions delivers transportation choice information in addition to ridematching services for commuters in its service area. These include individual commuter assistance, employer/worksites support; marketing and promotion of carpooling, vanpooling, cycling, walking, and transit; and provision of the Guaranteed Ride Home benefit. The program delivers its services through a website, mobile app, email and telephone contact, in-person assistance at worksites associated with employer outreach efforts, partnering with community organizations, and participation in community events.

DRAFT

## CAP:

# Services, Staff & Strategic Partnership

### **Commuter Assistance Services**

RIDE Solutions is a comprehensive Commuter Assistance Program designed to help commuters find and use alternative modes of transportation. The program provides resources and support to help commuters save time, money, and reduce their environmental impact. Commuters can easily access RIDE Solutions' services through their website or mobile app. The program also offers incentives and rewards to encourage commuters to use non-single-occupancy vehicle (SOV) modes of transportation.

### **Current CAP Services**

- Individual commuter assistance via website, phone, or email
- Mobile services via the ConnectingVA app
- Employer/worksites support

### **New and Enhanced CAP Services**

- Transportation coverage mapping (FY25)
- Create NRV transportation guide (FY26)
- Bike parking at rural transportation hubs (FY27)

### **Education & Marketing Communications**

RIDE Solutions uses a variety of marketing and education strategies to encourage people to choose non-SOV commute options. One of the key strategies is to create awareness about the benefits of using alternative modes of transportation such as carpooling, vanpooling, biking, walking, and using public transportation. We use multiple channels such as social media, email newsletters, and in-person events to educate the public about the positive impacts that a non-SOV commute can have on our environment, health, and finances.

### **Current Education & Marketing Communications**

Promotion of carpooling, vanpooling, cycling, walking, and transit as viable commute options through a variety of channels including digital, print, and in-person events.

## **New and Enhanced Education & Marketing Communications**

- Launch a joint marketing campaign with other RIDE Solutions regions that encourages SOV-only commuters to try a different transportation option, built around two events - World Car-Free Day in September and Bike To Work Day in May. (FY25)
- Park & Ride Signage (FY26)
- Launch a marketing campaign around biking and walking for work and play in the NRV (FY27)
- Expanded Bike to Work Week events & messaging throughout the region

## **Guaranteed Ride Home**

RIDE Solutions' Guaranteed Ride Home Program is a benefit for RIDE Solution members that commute to work by transit, rideshare (vanpool or carpool), bike, or walk. If you face an unforeseen work or family emergency RIDE Solutions will reimburse the cost of your trip home. This program does not require enhancements at this time.

## **RIDE Solutions Staffing**

Staffing is provided by the New River Valley Regional Commission based on the anticipated workload each fiscal year. The core team will include a project manager and communications specialist to direct and accomplish most of the work. No one staff person is dedicated to full-time staffing of the program; rather, the TDM program will be among the assignments in an individual's work program. Available funding is not sufficient to staff a position wholly dedicated to the TDM program that will meet the diverse needs of the potential scope of work each year. The program is better served through a collaborative effort among a team that specializes in different areas, such as, but not limited to: program administration, marketing (digital and print), education and outreach, social media, and on-site employer/event recruitment.

## **Current RIDE Solutions Staff**

### **Project Manager**

Specific anticipated project manager activities will include daily management of project budget and activities, conduct community and employer outreach, participate and coordinate with other organizations on transportation planning and activities in the region, participate in professional training and networking in support of the program, coordinate with other RIDE Solutions regional programs, direct advertising and marketing expenditures. Historically, this work has required approximately 30% of their work program.

### **Communications Specialist**

The communications specialist will be responsible for conducting community and employer outreach, providing direct customer service for program services, developing local promotional material as needed, participating and coordinating with other organizations on transportation planning and activities in the region, and participating

in professional training and networking in support of the program. Historically, this work has required approximately 30% of their work program.

## **Regional Planner**

Currently, this staff position fills both general and specialized roles as needed. This may include mapping transportation routes and service areas, assisting with community meetings or tabling at events, and marketing prep. Historically, this work has required approximately 20% of their work program.

## **Future Staffing**

Additional staffing may occur from year to year and may include additional planners with skills and experience relevant to achieve program goals. Staff could conduct community and employer outreach, provide direct customer service for program services, develop local promotional material as needed, and participate in professional training and networking in support of the program, similar to the communications specialist. Details about budgetary needs are included in Chapter 6 of this plan.

## **Software & Apps**

The Commission uses word processing, graphic design, and communications software and platforms to conduct regular operations. Tools will vary over time, but representative software includes Adobe Creative Suite, Microsoft Word and Excel, Constant Contact, and ArcGIS. The platforms are used for general communications, designing documents and marketing collateral to promote the program, project management for daily operations and communication within the team and to program partners. Without these resources the basic functions of the program would be difficult to complete. Using graphic design software allows for more creative and efficient production of marketing materials that are customized to market segments – for example, developing a “move-in” fridge magnet for new residents to the area that can be a reminder of the services available to them. ArcGIS is used to develop mapping products that have been used in services such as density mapping with employers to identify potential carpooling partners, succinctly convey information to stakeholders and partners in meetings and likely will continue to be used in this way in the future. Opportunities to leverage these systems for additional and other efforts in the future will be taken advantage of.

Agile Mile provides a ridesharing matching and trip planning platform through a contract with DRPT that the Commission promotes within its region for a self-serve, one-stop experience. This platform supports the TDM program by freeing up staff time from processing these requests and maintaining databases; its contribution to the program is significant and support from DRPT to leverage this platform is essential to continue the high level of TDM service available in the region. Agile Mile provides a backend interface for reporting platform use and service metrics needed for grant reporting, but it also includes information staff will leverage to further hone marketing campaigns, service needs and improvements, and understanding of the market being served.

# Partnership with Other Programs & Agencies

RIDE Solutions staff also participate in organizations that directly or indirectly support an environment conducive to accessing multiple transportation choices. Ongoing participation and membership are important to maintaining relationships within the region that help amplify the TDM messaging and create more opportunities to meet the goals of the program. Past participation has led to opportunities to present to local businesses, participate in community events at low or no cost, and present as a technical expert in TDM topics all in support of delivering the message in reducing single-occupant travel and the benefits of other modes that exist within the region. These opportunities also allow staff to provide information and resources to assist decision-makers in directing resources to programs and efforts that encourage the use of non-SOV transportation.

## **Business Partnerships**

The Commission maintains membership in several of the local chambers of commerce as a means of developing relationships with local businesses, accessing marketing resources and distribution available only to members, and staying informed of challenges and issues important to businesses. These activities allow staff to target prospects, offer expertise on transportation issues, and identify opportunistic marketing moments to launch campaigns and deliver services where a need and interest may not have existed.

## **Community Partnerships**

Because staffing is limited, community partnerships in the New River Valley are critical to the success of the program. This has included and is anticipated to include volunteer organizations such as the New River Valley Bicycling Association, Sustainable Blacksburg, and local businesses and associations to organize and launch events, share information, and recruit participation in activities designed to promote use of TDM services.

## **Governmental organizations**

The Regional Commission is an organization comprised of 13 local governments and three higher education institutions for the purpose of encouraging collaboration to address regionally significant issues and opportunities. The relationships at the board, management and staff level with these organizations enables the work of the TDM program in similar ways to community partnerships, but also provides resources for supporting the program financially and with staff collaboration. In addition to local governments, RIDE Solutions benefits from the support of state agencies (DRPT and VDOT) and a regional Metropolitan Planning Organization.

## **Other TDM programs**

In the past, the Ride Solutions brand has included two other Virginia regions (Roanoke and West Piedmont) to promote TDM services across regional boundaries. The multi-region collaboration would include larger-scale commuter challenges, sharing of resources for marketing campaigns, and a monthly information sharing meeting. Future anticipated collaboration may include multi-region promotion of Bike To Work Day in the spring and World Car-Free Day in the fall. These multi-region campaigns will ensure that more commuters receive consistent messaging as they travel between work and home, even if their commute crosses into another RIDE Solutions region.

Chapter 6

**Financial  
Plan**

---

DRAFT

# Introduction

This chapter will detail the various costs associated with implementing the CAP as well as the sources of funding used to support it. By providing a clear and comprehensive financial plan, we can ensure that the CAP is both financially sustainable and capable of achieving its mission.

DRAFT



## **Existing Funding Sources**

RIDE Solutions NRV currently funds its Commuter Assistance Program with DRPT grants and NRVRC matching funds provided by localities.

### **DRPT Grants**

The RIDE Solutions Commuter Assistance Program is funded by the Commuter Assistance Program (CAP) Operating Assistance grant.

### **Matching Funds**

To qualify for DRPT funding, RIDE Solutions must provide a local match that is 20 percent of the Operating Assistance grant. To cover this cost and receive the remaining 80 percent in funding from DRPT, the NRV Regional Commission allocates the 20 percent match using other local revenue.

## **Service Changes that May Require Additional Funds**

This plan includes several new or expanded initiatives that either cannot be funded by DRPT funding programs or require additional funding. The implementation of these programs are contingent upon our ability to secure additional funds from other sources. These new/expanded services include:

- Identification signs for park & ride lots
- NRV transportation guide creation and printing
- Bike storage options at rural transportation hubs
- Bike/Walk marketing campaign.

## **Potential Funding Sources**

### **VDOT Grants**

As we look to expand the capabilities of the CAP, we will pursue funding from additional sources to fund the initiatives that fall outside of DRPT-funded activities. For example, bike parking at park 'n' ride lots (Goal #4 in Chapter 3 of this plan) could possibly be funded by a grant from the Virginia Department of Transportation (VDOT).

### **NRVMPO**

Currently, the New River Valley Metropolitan Planning Organization does not provide consistent funding to the CAP, but they have occasionally provided funding for specific projects. We plan to pursue funding for a transportation guide (Goal #3 in Chapter 3 of this plan) and other non-commute-related projects in the future.

### **Carilion Clinic Community Grants**

Carilion Clinic is committed to improving community health by addressing key health priorities identified through its triennial Community Health Assessments. To improve heart health in the NRV, we plan on applying for a grant to install bike racks at rural transportation hubs (Goal #4 in Chapter 3 of this plan).

## Proposed Budget

Category	Proposed FY2025	Estimated FY2026	Estimated FY2027	Estimated FY2028	Estimated FY2029
<b>Projected Income</b>	<b>\$ 100,425.00</b>	<b>\$111,885.00</b>	<b>\$117,820.00</b>	<b>\$118,076.00</b>	<b>\$121,726.00</b>
DRPT	\$ 80,340.00	\$ 83,508.00	\$ 85,856.00	\$ 87,661.00	\$ 90,181.00
NRVRC Matching Funds	\$ 20,085.00	\$ 20,877.00	\$ 21,464.00	\$ 21,915.00	\$ 22,545.00
NRVMPO Funding (Estimated)	0	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00
VDOT Grants (Estimated)	0	\$2,500.00 <sup>1</sup>	\$3,000.00	\$3,500.00	\$4,000.00
Carilion Community Grant (Estimated)	0	0	\$2,500.00 <sup>2</sup>	0	0
<b>Salaries and Wages:</b>	<b>\$ 49,500.00</b>	<b>\$50,985.00</b>	<b>\$52,514.00</b>	<b>\$54,089.00</b>	<b>\$55,711.00</b>
Director of Environmental Resources	\$ 25,000.00	\$25,750.00	\$26,522.00	\$27,317.00	\$28,136.00
Communications Specialist/Planner II	\$ 11,500.00	\$11,845.00	\$12,200.00	\$12,566.00	\$12,943.00
Regional Planner I	\$ 13,000.00	\$13,390.00	\$13,792.00	\$14,206.00	\$14,632.00
<b>Fringe Benefits:</b>	<b>\$ 13,400.00</b>	<b>\$13,801.00</b>	<b>\$14,106.00</b>	<b>\$14,640.00</b>	<b>\$15,079.00</b>
Director of Environmental Resources	\$ 6,750.00	\$6,952.00	\$7,160.00	\$7,375.00	\$7,596.00
Communications Specialist/Planner II	\$ 3,150.00	\$3,244.00	\$3,341.00	\$3,441.00	\$3,544.00
Regional Planner I	\$ 3,500.00	\$3,605.00	\$3,713.00	\$3,824.00	\$3,939.00
<b>Education &amp; Training:</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
None	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Supplies & Materials	\$ 550.00	\$550.00	\$550.00	\$550.00	\$550.00
Paper, booth supplies	\$ 300.00	\$300.00	\$300.00	\$300.00	\$300.00
Postage	\$ 250.00	\$250.00	\$250.00	\$250.00	\$250.00
Travel:	\$ 500.00	\$500.00	\$500.00	\$500.00	\$500.00
Local mileage	\$ 500.00	\$500.00	\$500.00	\$500.00	\$500.00
Printing & Reproduction:	\$ 1,200.00	\$2,000.00 <sup>3</sup>	\$2,200.00 <sup>4</sup>	\$1,311.00	\$1,350.00
<b>Advertising &amp; Promotional Media:</b>	<b>\$ 6,975.00</b>	<b>\$7,275.00</b>	<b>\$7,375.00</b>	<b>\$7,500.00</b>	<b>\$7,650.00</b>
Digital advertising with New River Radio	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00
Bike to Work Week	\$ 500.00	\$ 500.00	\$ 500.00	\$ 550.00	\$ 550.00
Car-Free Day	0	\$250.00	\$250.00	\$250.00	\$300.00
Social media & Google ads for marketing campaigns/initiatives	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00
New Resident Move-in promotion material	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
Lyric Theatre monthly ad	\$ 900.00	\$ 900.00	\$ 950.00	\$ 950.00	\$1,000.00

Pulaski Job & Wellness Fair	\$ 75.00	\$ 75.00	\$ 75.00	\$100.00	\$100.00
Montgomery Chamber advertising	\$ 1,400.00	\$ 1,450.00	\$ 1,500.00	\$ 1,550.00	\$ 1,600.00
NRV Job Fair	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00
Radford Rec Center banner ad	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00
Pulaski Chamber advertising	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00
<b>Dues &amp; Subscriptions:</b>	<b>\$ 550.00</b>	<b>\$ 550.00</b>	<b>\$ 560.00</b>	<b>\$ 560.00</b>	<b>\$ 570.00</b>
Pulaski County Chamber	\$ 175.00	\$ 175.00	\$ 175.00	\$ 175.00	\$ 175.00
Montgomery Chamber	\$ 375.00	\$ 375.00	\$ 385.00	\$ 385.00	\$ 395.00
<b>Indirect Costs (43.18%):</b>	<b>\$ 27,000.00</b>	<b>\$27,974.00</b>	<b>\$28,766.00</b>	<b>\$29,677.00</b>	<b>\$30,567.00</b>
<b>Professional Services:</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Guaranteed/Emergency Ride Trips:</b>	<b>\$ 250.00</b>	<b>\$ 250.00</b>	<b>\$ 250.00</b>	<b>\$ 250.00</b>	<b>\$ 250.00</b>
<b>Promotional Items (Not more than 5% of all expenses):</b>	<b>\$ 500.00</b>	<b>\$ 500.00</b>	<b>\$ 500.00</b>	<b>\$ 500.00</b>	<b>\$ 500.00</b>
<b>Incentives:</b>	\$ -	\$ -	\$ -	\$ -	\$ -

1. VDOT funding will allow us to name & create identification signs for park & ride lots in FY26 and install bike racks in FY27-29.
2. Carilion Community Grant will allow us to purchase bike racks in rural transportation hubs.
3. Additional money will be required in FY26 and FY27 for the Transportation Guide.
4. Bike/Walk Marketing Campaign

DRAFT

# Chapter 7

## **Monitoring & Evaluation**

---

DRAFT

# Introduction

Measuring results is crucial because it allows us to assess the effectiveness of our programs and make data-driven decisions. By tracking the progress toward our goals, we can identify what works and adjust our strategies accordingly. This helps us to optimize our efforts to create a more responsive and productive Commuter Assistance Program.

DRAFT

# Data Collection & Monitoring

To evaluate the CAP, RIDE Solutions will use a set of metrics listed in the table below. While some of these metrics are already in place, others will be used to track progress for newer goals and objectives outlined in our Strategic Plan. Whenever customer input is required for a data source (such as location or contact info entered into the Agile Mile app) we will update it at least once a year by asking customers to provide updated information.

Metric	Data Source	Reporting Frequency
Matches Attempted	Agile Mile Dashboard	Quarterly
Sales Calls	Agile Mile Dashboard	Quarterly
Sales Meetings	Agile Mile Dashboard	Quarterly
Table Events	Agile Mile Dashboard	Quarterly
New Transit Benefits (direct)	Agile Mile Dashboard	Quarterly
New Transit Benefits (pre-tax)	Agile Mile Dashboard	Quarterly
New Vanpool Benefits (direct)	Agile Mile Dashboard	Quarterly
New Vanpool Benefits (pre-tax)	Agile Mile Dashboard	Quarterly
Total Transit Benefits (direct)	Agile Mile Dashboard	Quarterly
Total Transit Benefits (pre-tax)	Agile Mile Dashboard	Quarterly
Total Vanpool Benefits (direct)	Agile Mile Dashboard	Quarterly
Total Vanpool Benefits (pre-tax)	Agile Mile Dashboard	Quarterly
Total Telework/Hybrid Schedule	Agile Mile Dashboard	Quarterly
Newsletter Open Rate	Constant Contact	Quarterly
Campaign landing page visits	Google Analytics	At Campaign end*
7-day survey results	Survey Monkey	Quarterly
New app registrations	Agile Mile Dashboard	Quarterly and by Campaign (when applicable)*
Trips logged in the app	Agile Mile Dashboard	Quarterly and by Campaign (when applicable)*
Number of Businesses (by users' employment destination) represented	Agile Mile Dashboard	Quarterly

*\*Metrics for specific campaigns can be difficult to measure. Tracking landing page visits and new app registrations, carpool requests, and trips tracked during a campaign can also help determine the effectiveness of a campaign.*

# Performance Milestones

The items in the table below are milestones that RIDE Solutions will use to measure progress on efforts to serve our customers more effectively. These milestones serve to help RIDE Solutions track the implementation of strategies we will need to achieve our goals.

Milestone	Anticipated Completion	Responsible Party
Launch marketing campaign focused on World Car-Free Day in September and Bike To Work Day in May	FY25	RIDE Solutions Staff
Transportation Coverage mapping project	FY25	RIDE Solutions Staff
Create NRV transportation guide	FY26	RIDE Solutions Staff
Start hosting yearly Transit Roundtables	FY26	RIDE Solutions Staff
Begin installing bike storage at rural transportation hubs	FY27	RIDE Solutions Staff

## Reporting

RIDE Solutions will track and review monthly trends to monitor the effectiveness of our marketing efforts and identify any seasonal trends that we can capitalize on in the future. We will also provide an overview of available performance metrics to DRPT each month to demonstrate the effectiveness of our work and justify ongoing support from the agency. Additionally, on an annual basis, RIDE Solutions will summarize metrics for the New River Valley Regional Commission to ensure continued financial support from our member localities.

DRAFT

# Chapter 8

## Use of Research & Data

---

DRAFT



# Research & Data:

## Sources & Planning

### Research Plan

RIDE Solutions used three different methods to research and gather data about the transportation needs of our area. We gathered existing data from trusted sources to look at population trends and demographics of our region, gathered information from commuters and businesses via surveys, and met with stakeholders to learn more about the roadblocks they are experiencing when trying to offer and encourage non-SOV transportation options.

### Public Surveys

We created two surveys (one for commuters and one for businesses) to gather information on the current perceptions of transportation in the NRV and how we can better serve our localities. Highlights of the results can be found in Chapter 3 of this document, and a full summary of results can be found in the Appendix.

### Stakeholder Meetings

We held three stakeholder meetings in different parts of the region to make it easier for people to attend. Notes from the meetings were compiled into a document that can be found in the Appendix. We have also included one of the presentation slideshows that shares data broken down by locality.

### Data Collection

RIDE Solutions used a variety of sources to gather data about our area and identify target audiences. They include:

#### US Census: ACS 2016-2021

##### 5-year estimates

- Population
- Age
- Race & Ethnicity
- Average Commute Time
- Commute Modes

#### DRPT Transit Performance Data

- Transit ridership for Blacksburg Transit, Pulaski Area Transit, and Radford Transit

#### OnTheMap US Census Tool

- In/Outflow of Commuters
- AgileMile Database
- App Usage

#### Virginia Employment Commission

- Largest Employers
- UVA Weldon Center
- Population Projections

#### ESRI Business Analyst Tool

- Employment Centers
- VDOT Data
- Major Traffic Corridors

---

# Appendix

---

Survey Results  
Stakeholder Presentation Deck  
Stakeholder Comments  
Organizational Chart

---

# Project Report

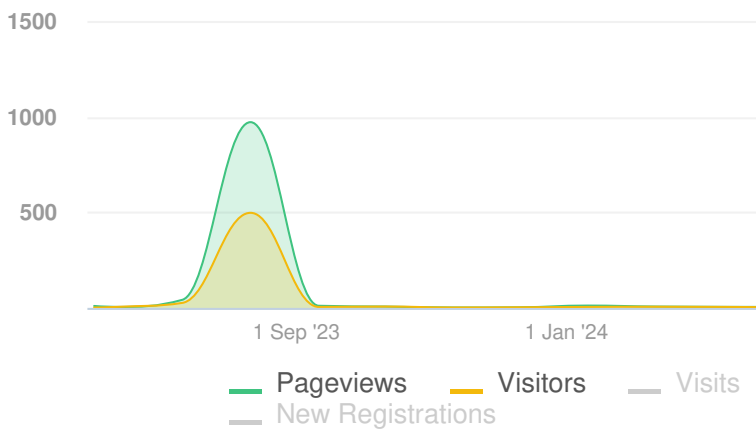
18 March 2021 - 18 March 2024

# EngageNRV

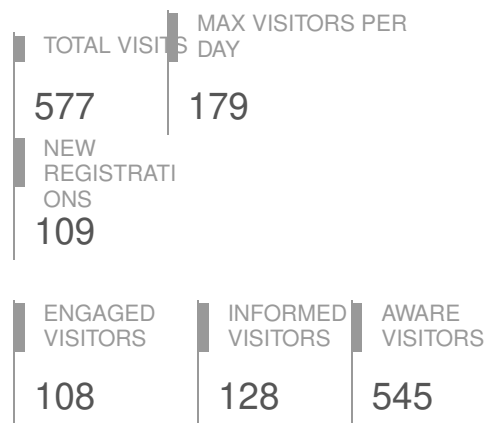
## Commuter Assistance Program Strategic Plan



### Visitors Summary

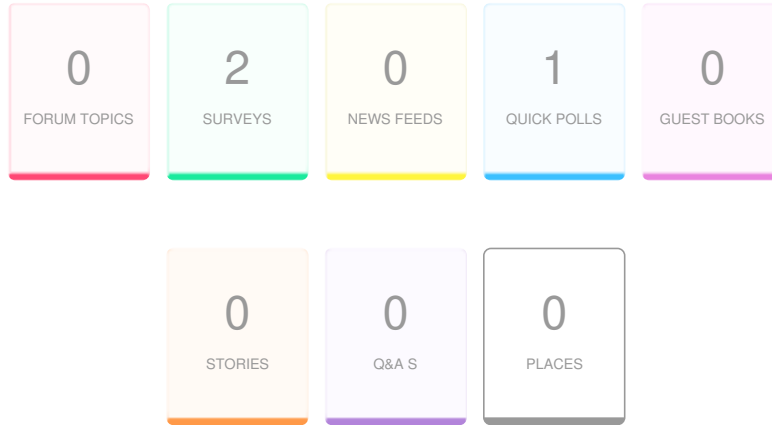


### Highlights



Aware Participants		Engaged Participants			
545		108			
Aware Actions Performed	Participants	Engaged Actions Performed			
		Registered	Unverified	Anonymous	
Visited a Project or Tool Page	545				
<b>Informed Participants</b>	<b>128</b>	Contributed on Forums	0	0	0
<b>Informed Actions Performed</b>	<b>Participants</b>	Participated in Surveys	108	0	0
Viewed a video	0	Contributed to Newsfeeds	0	0	0
Viewed a photo	0	Participated in Quick Polls	0	0	0
Downloaded a document	0	Posted on Guestbooks	0	0	0
Visited the Key Dates page	2	Contributed to Stories	0	0	0
Visited an FAQ list Page	0	Asked Questions	0	0	0
Visited Instagram Page	0	Placed Pins on Places	0	0	0
Visited Multiple Project Pages	17	Contributed to Ideas	0	0	0
Contributed to a tool (engaged)	108				

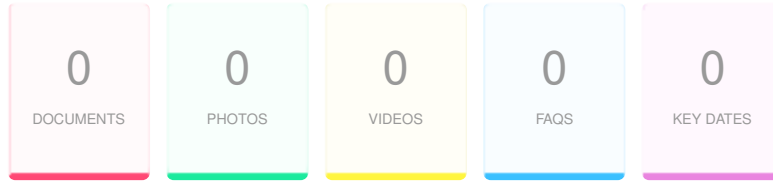
## ENGAGEMENT TOOLS SUMMARY



Tool Type	Engagement Tool Name	Tool Status	Visitors	Contributors		
				Registered	Unverified	Anonymous
Survey Tool	Transportation Survey - Residents & Commuters	Archived	495	105	0	0
Survey Tool	Transportation Survey - Business	Archived	34	4	0	0
Quick Poll	How do you commute?	Published	0	0	0	0

DRAFT

## INFORMATION WIDGET SUMMARY



Widget Type	Engagement Tool Name	Visitors	Views/Downloads
Key Dates	Key Date	2	2

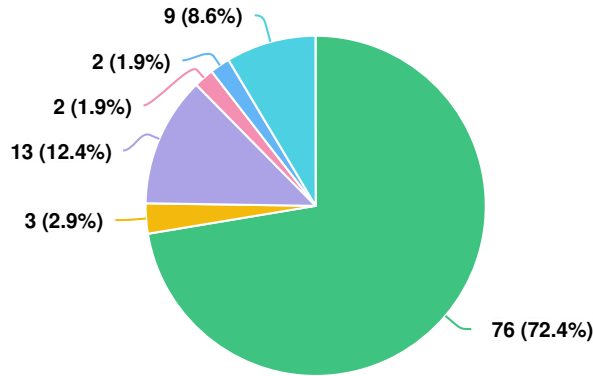
DRAFT

## ENGAGEMENT TOOL: SURVEY TOOL

### Transportation Survey - Residents & Commuters

Visitors <b>495</b>	Contributors <b>105</b>	CONTRIBUTIONS <b>105</b>
---------------------	-------------------------	--------------------------

How do you usually get to work (3 or more days per week)?



**Question options**

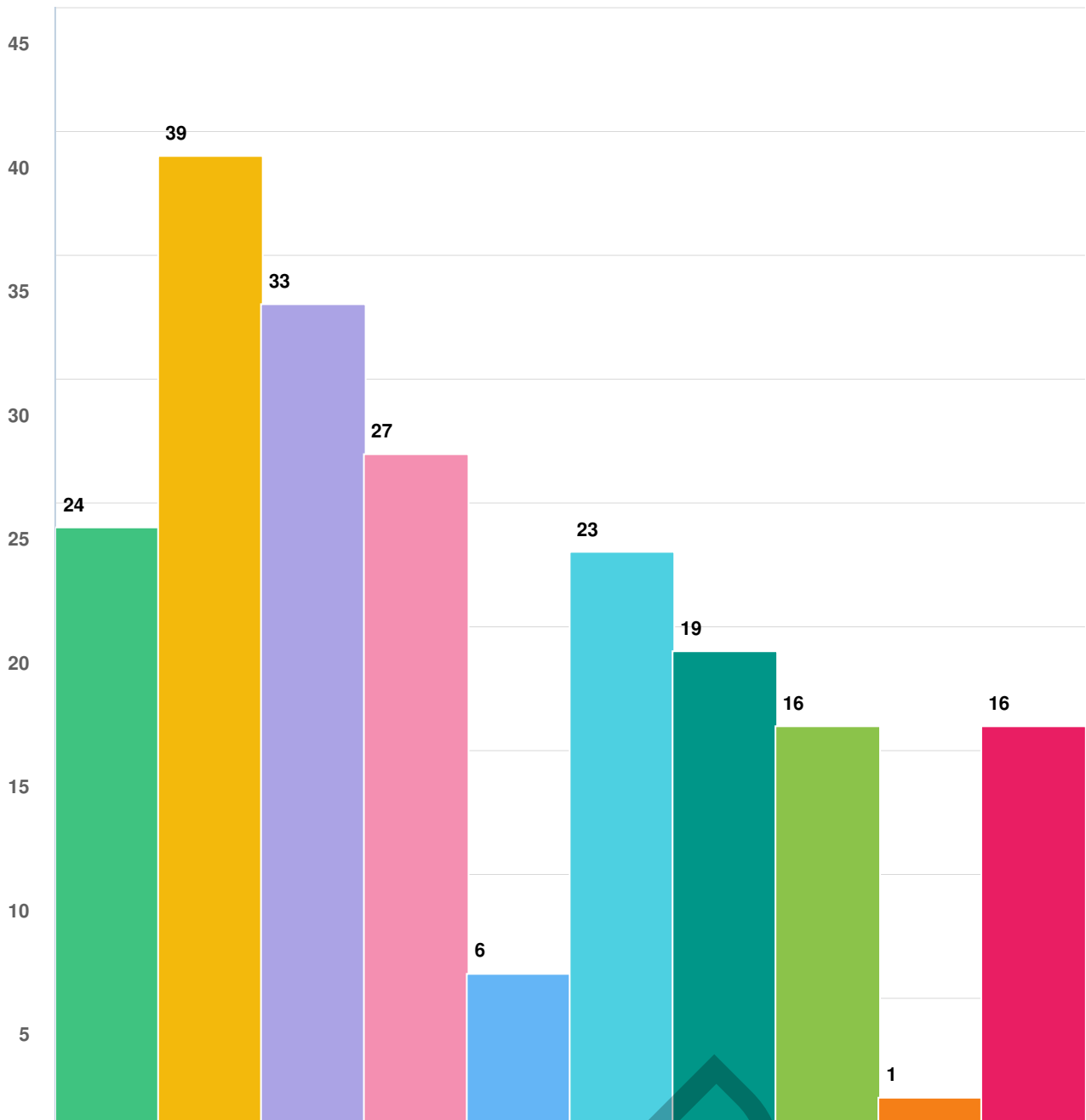
- I drive by myself
- I carpool or vanpool
- I bike to work
- I take the bus
- I walk to work
- I work from home

Mandatory Question (105 response(s))

Question type: Radio Button Question

DRAFT

If you currently drive alone to work, please indicate why:



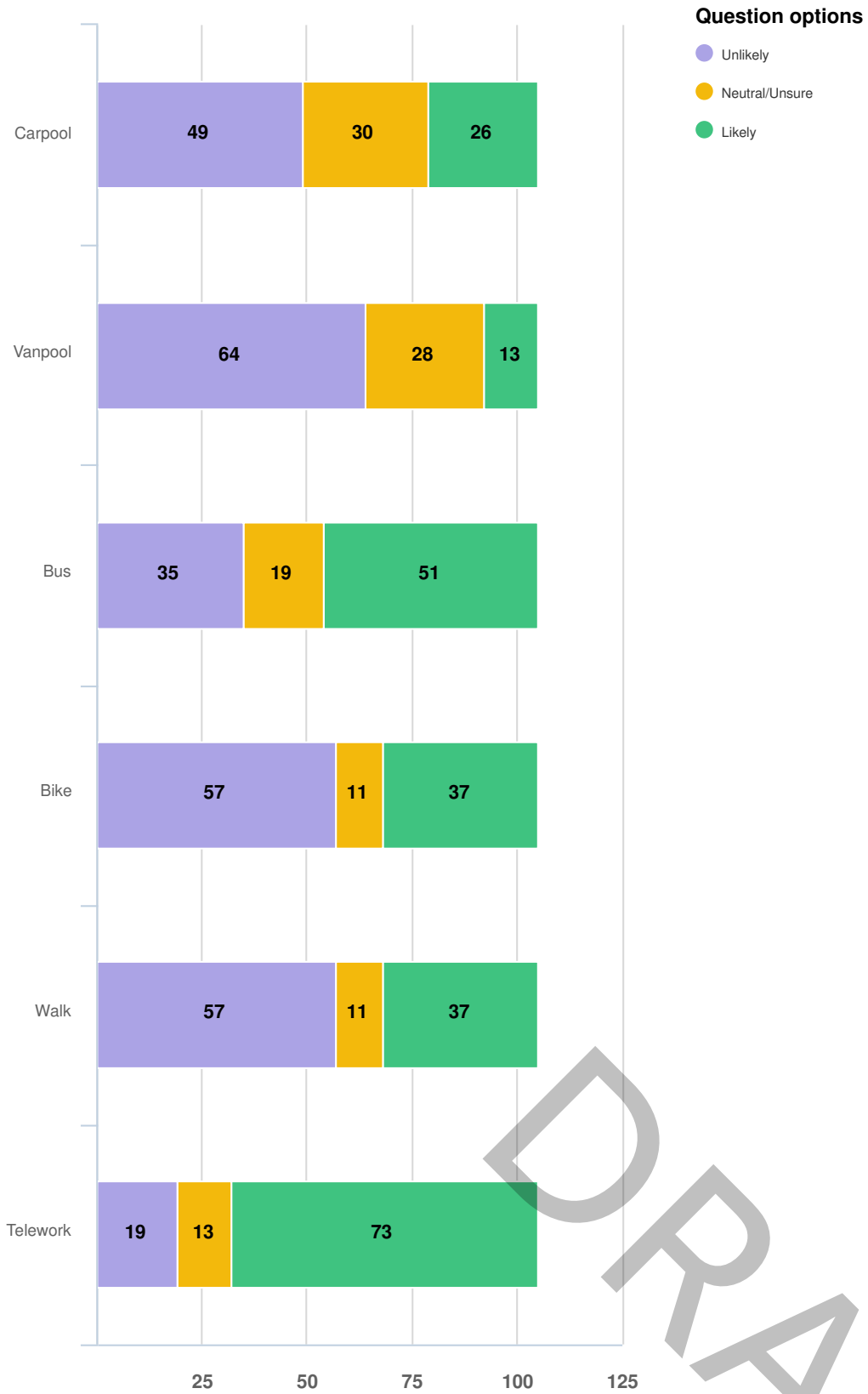
**Question options**

- I need a car during work hours
- I need a car before/after work for personal errands or childcare/family responsibilities
- My work schedule is irregular
- I want access to my car in case of emergencies
- I have never considered anything besides driving alone
- I do not know anyone with whom to carpool or vanpool
- The bus trip takes too long compared to driving my car
- I'm too rushed in the morning to consider alternatives
- I am not familiar with using the bus
- Other (please specify)

Optional question (76 response(s), 29 skipped)

Question type: Checkbox Question

Please indicate how likely you would be to try each of the following transportation options for any errands, commuting, and other trips you take during the week.

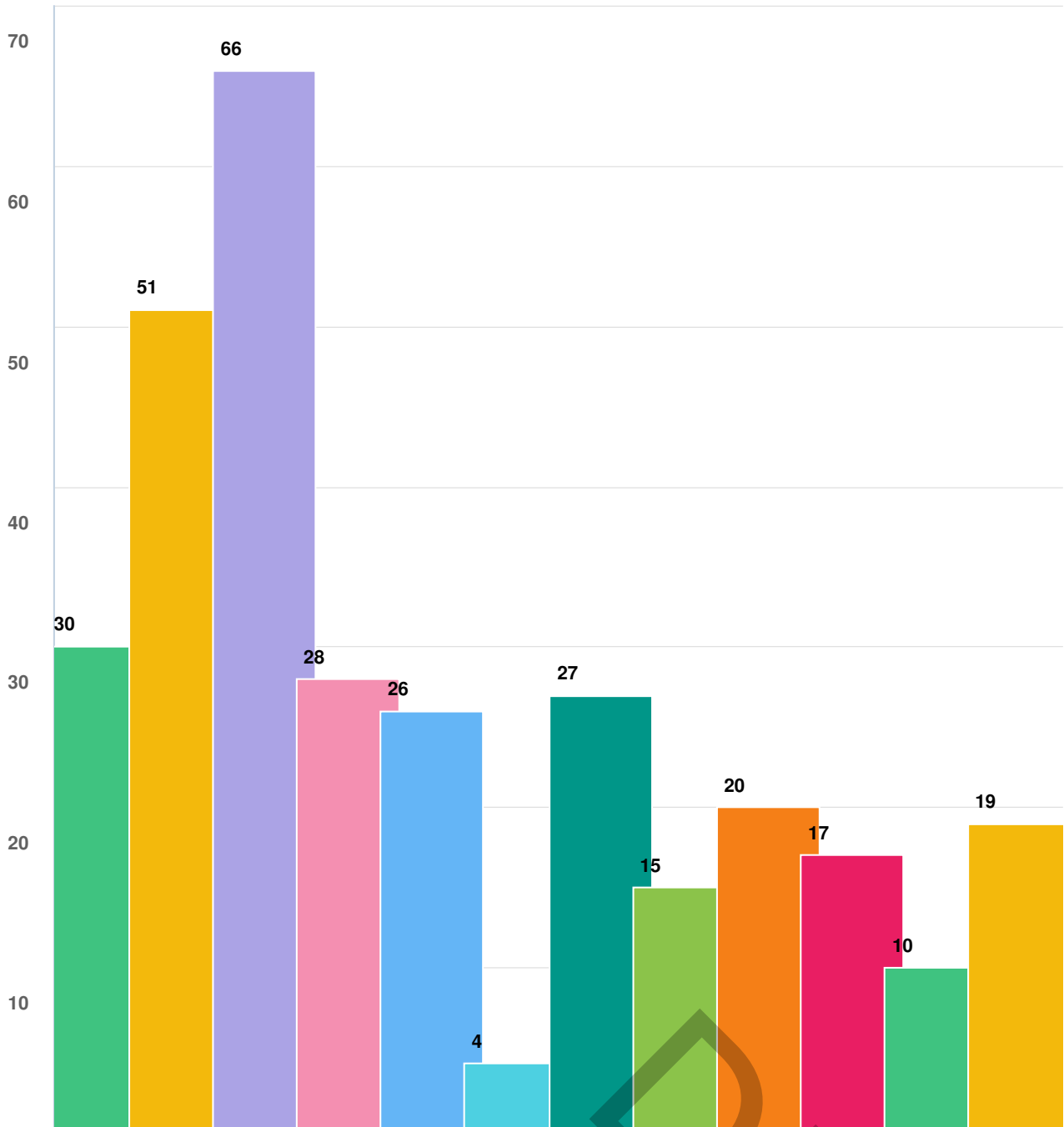


Mandatory Question (105 response(s))

Question type: Likert Question



**What would encourage you to use transportation options other than driving alone?  
(Select all that apply)**



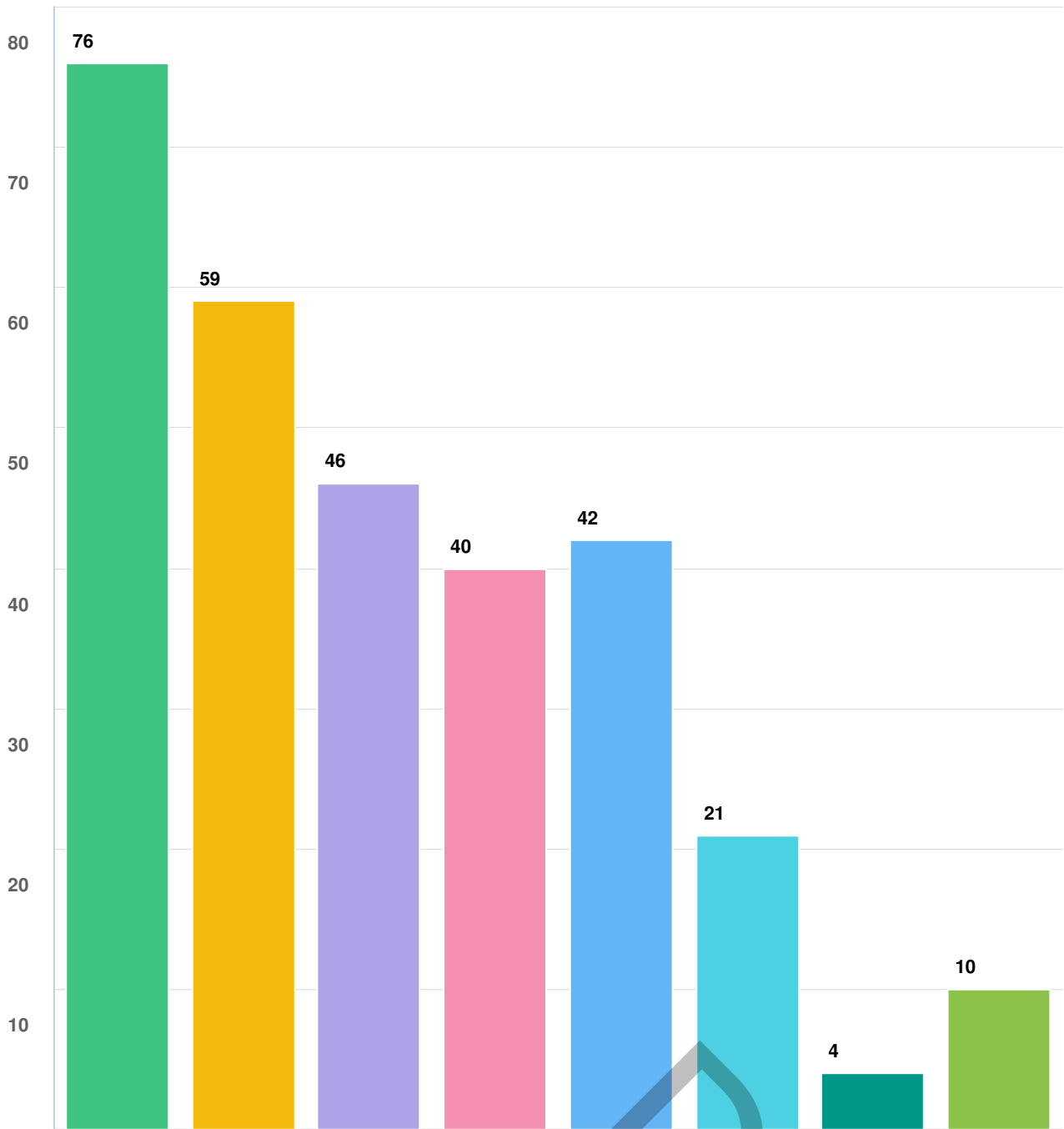
**Question options**

- Other (please specify)
 ● Nothing will make me consider alternatives
 ● I already use other alternatives to driving alone
- Secure bike parking
 ● Shower/locker facilities
 ● Emergency Ride Home program
 ● Electric charging stations at work
- Customized information on carpool, vanpool, transit from my home to work site
 ● Flexible work hours to accommodate options
- A bus stop closer to my home
 ● More frequent bus service
 ● Free or discounted transit fares

Mandatory Question (105 response(s))

Question type: Checkbox Question

### What is needed for better transportation options in the NRV? (Select all that apply)



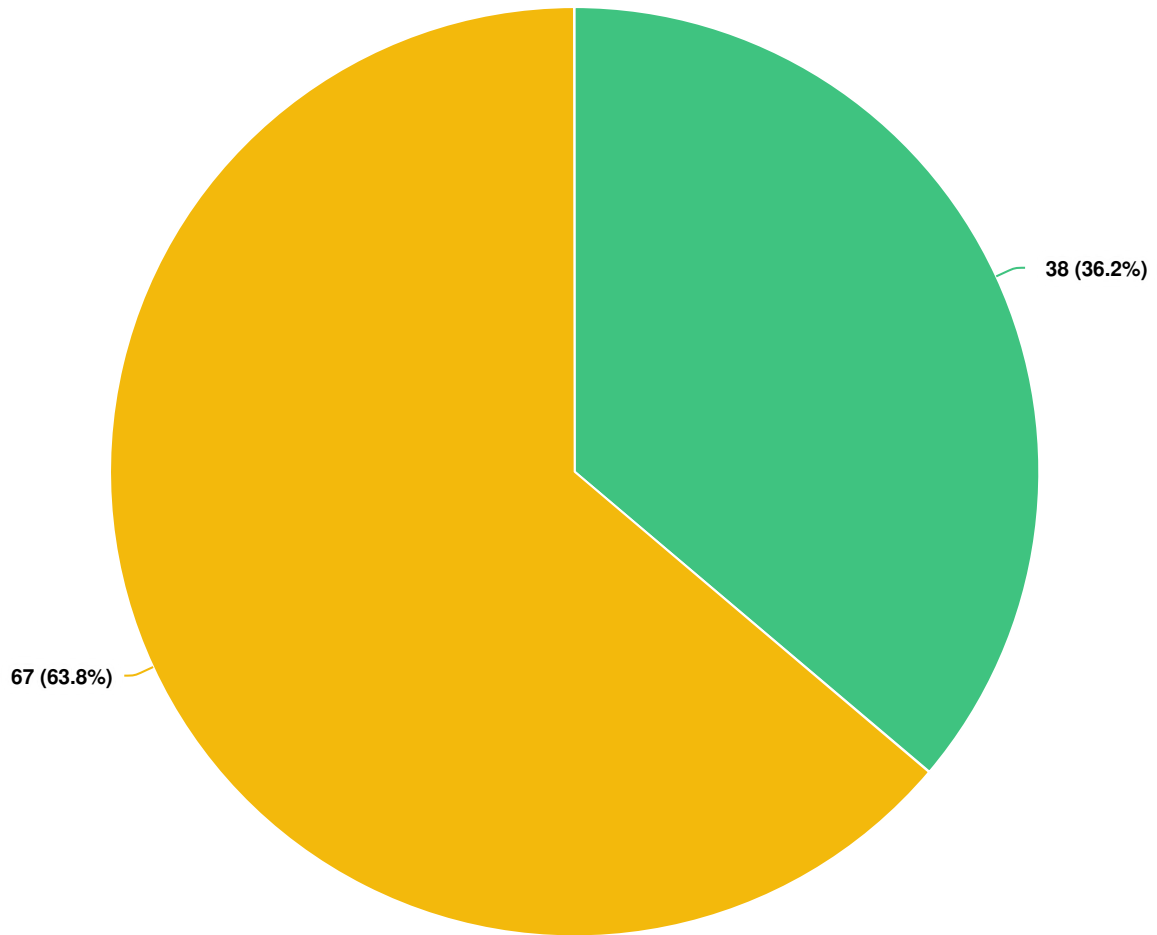
**Question options**

- Other (please specify)
- I'm not sure what transportation options are available
- Support for carpooling/vanpooling to work
- More safe/dedicated bike lanes
- Ease of connection between transit systems
- Transit routes that run earlier and/or later
- Transit routes that run more frequently
- Access to transit in rural areas

Mandatory Question (105 response(s))

Question type: Checkbox Question

### Are you aware of the services Ride Solutions offers?



**Question options**

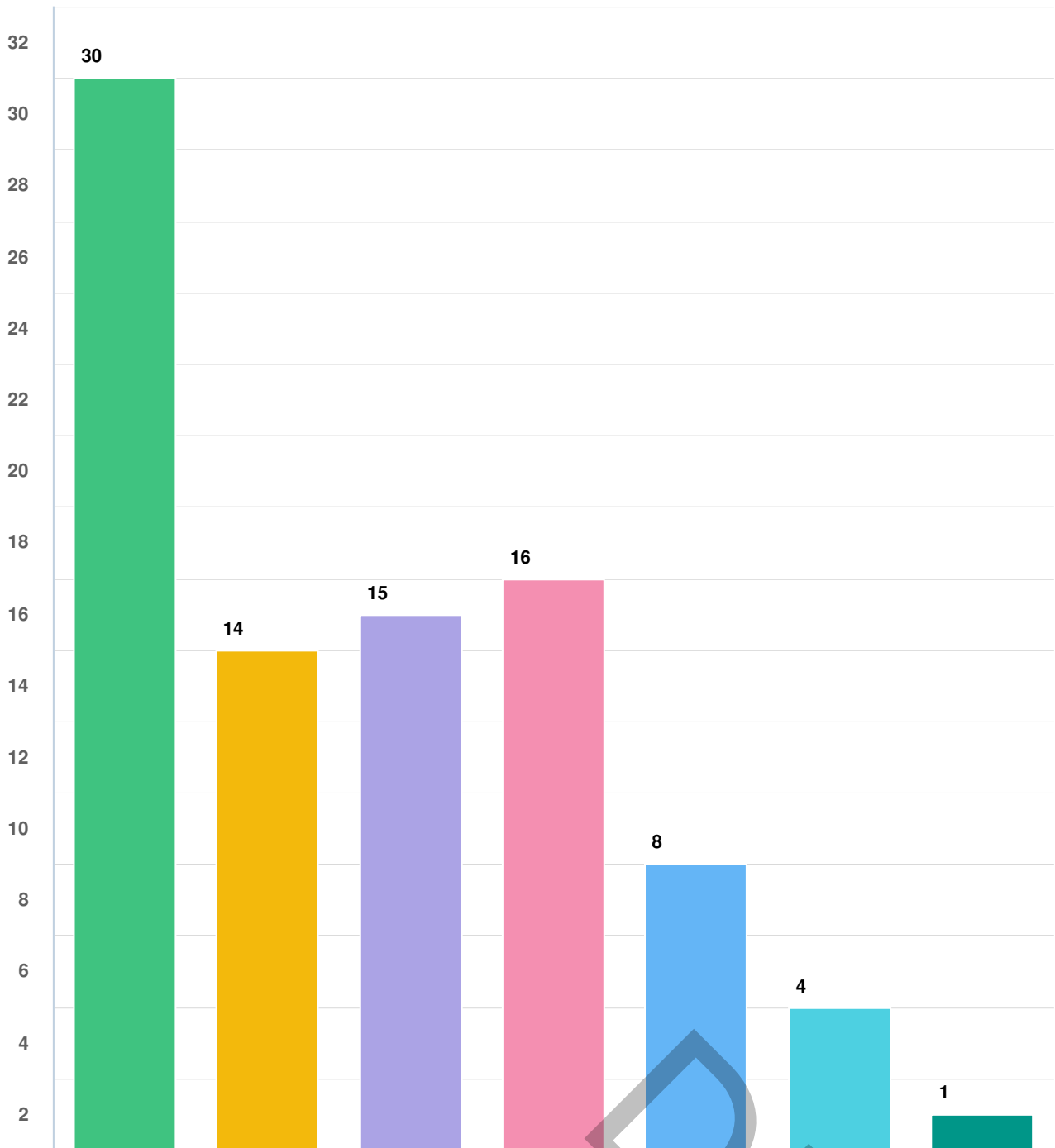
- No
- Yes

Mandatory Question (105 response(s))

Question type: Radio Button Question

DRAFT

### Which services Ride Solutions offers are you aware of? (Select all that apply)



**Question options**

- Other (please specify)
- Bike valet
- Technical assistance to launch employer-sponsored commute programs
- Incentives for taking carpool, bus, and cycling trips
- Trip logging
- Trip planning for bikes, walking, and transit
- Carpool matching

Optional question (37 response(s), 68 skipped)

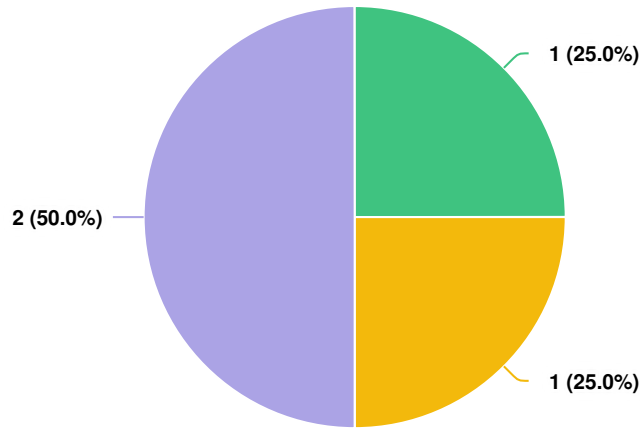
Question type: Checkbox Question

## ENGAGEMENT TOOL: SURVEY TOOL

### Transportation Survey - Business

Visitors <b>34</b>	Contributors <b>4</b>	CONTRIBUTIONS <b>4</b>
--------------------	-----------------------	------------------------

How many people does your business employ?



**Question options**

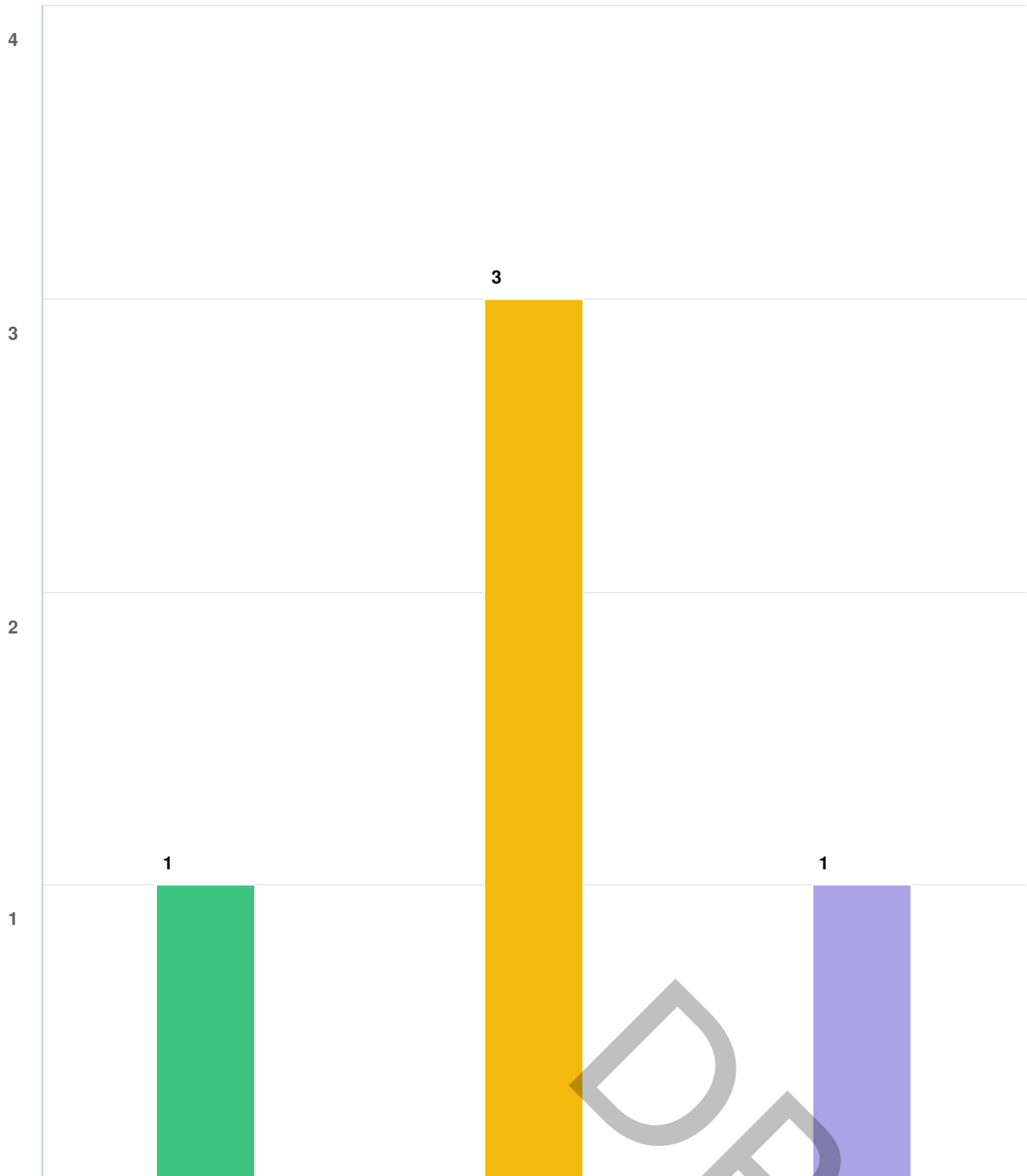
- More than 100 employees
- 51-100
- 5 or less

Mandatory Question (4 response(s))

Question type: Radio Button Question

DRAFT

What transportation benefits and resources do you offer to your employees? (Select all that apply)



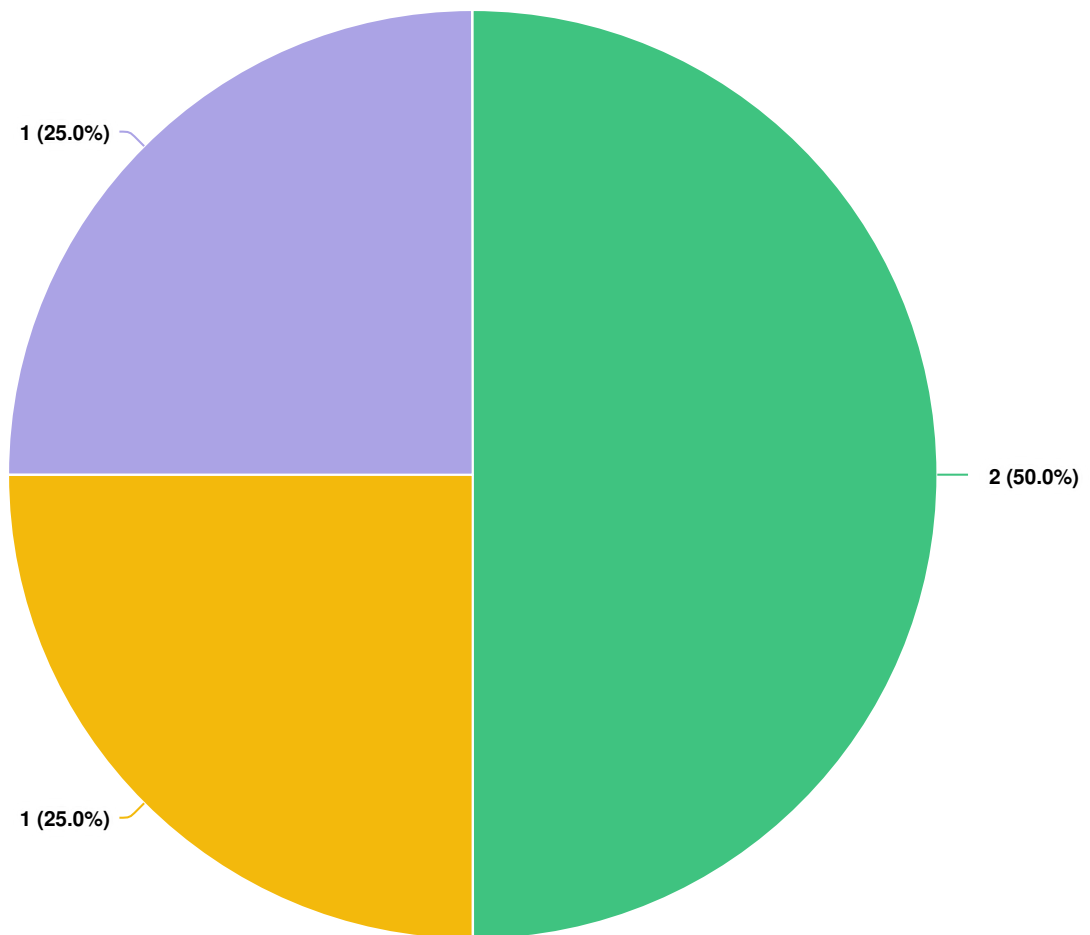
Question options

- None
- Telework
- Bike parking/storage

Mandatory Question (4 response(s))

Question type: Checkbox Question

### How much does transportation access affect employee performance, retention, and recruitment at your worksite(s)?



**Question options**

- I don't know if transportation access affects my employees.
- Lack of transportation does not affect employee job performance.
- Affects it slightly - some employees are late or miss work due to a lack of transportation.

Mandatory Question (4 response(s))

Question type: Radio Button Question

DRAFT

Are you aware of the services RIDE Solutions and the RIDE Solutions app offers?



**Question options**

- No
- Yes

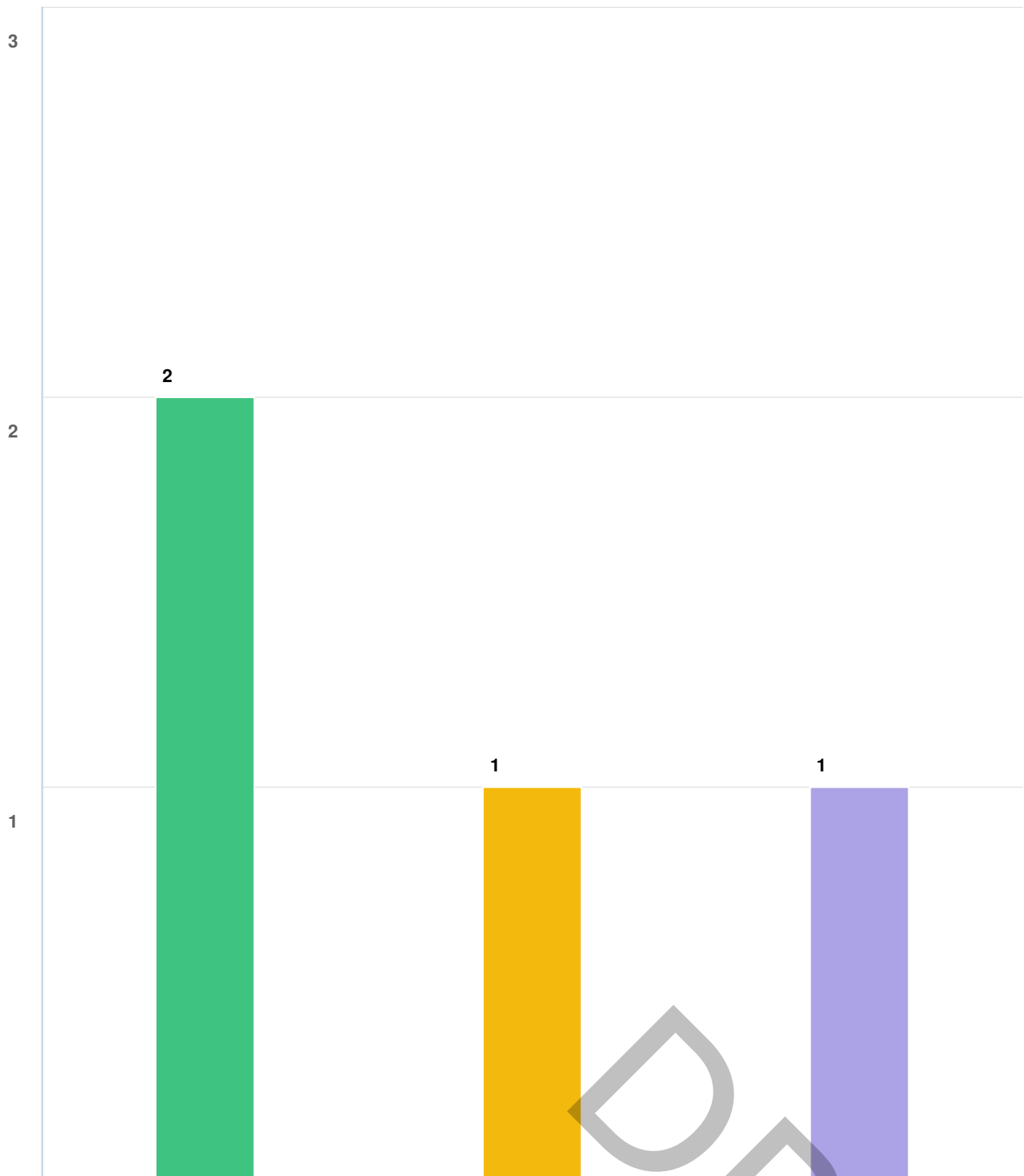
Mandatory Question (4 response(s))

Question type: Radio Button Question

DRAFT



If yes, which services are you familiar with? (Select all that apply)



**Question options**

- Transit routes
- Vanpool matching
- Carpool matching

Optional question (2 response(s), 2 skipped)

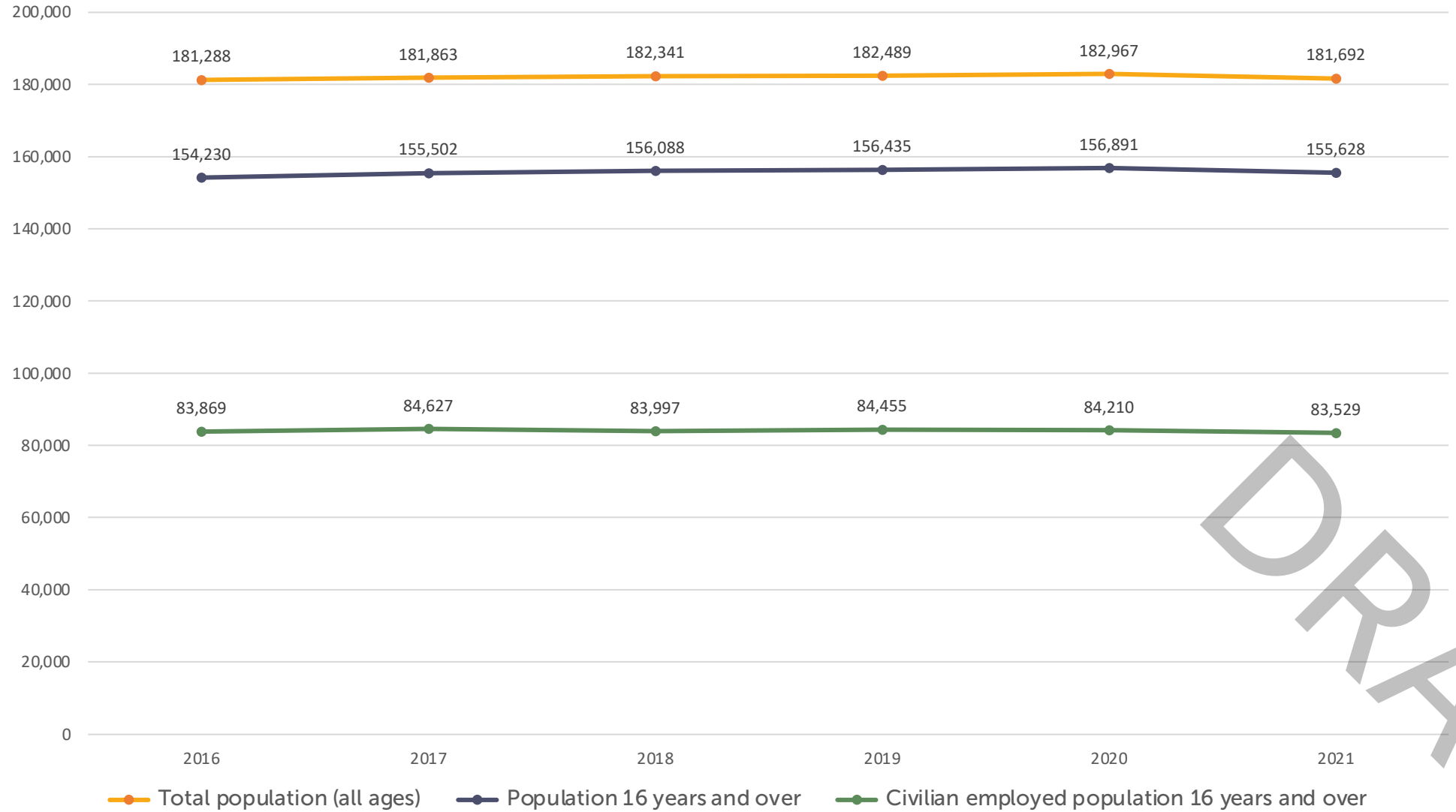
Question type: Checkbox Question

# **NRV Data**

Population, Commuters, Transportation Network

DRAFT

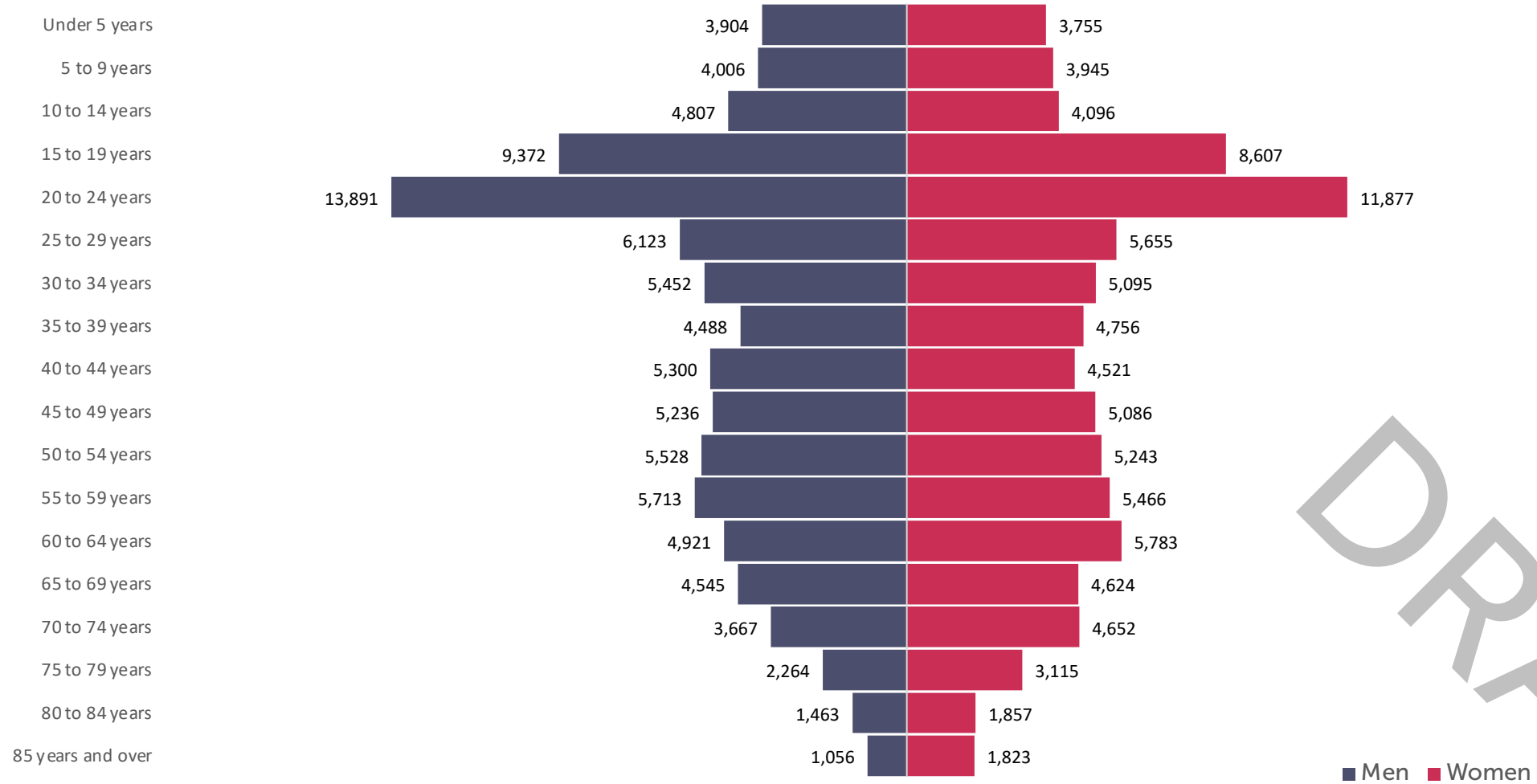
# NRV Population (2016-2021)



Source: US Census, ACS 2016-2021 5-year estimates

DRAFT

## 2021 Population by Age Groups



DRAFT

Source: US Census, ACS 2016-2021 5-year estimates

# 2021 NRV Population by Race

Total Population: 181,692

White: 88.0%

Black or African American: 4.5%

Asian: 3.9%

American Indian and Alaska Native: 0.3%

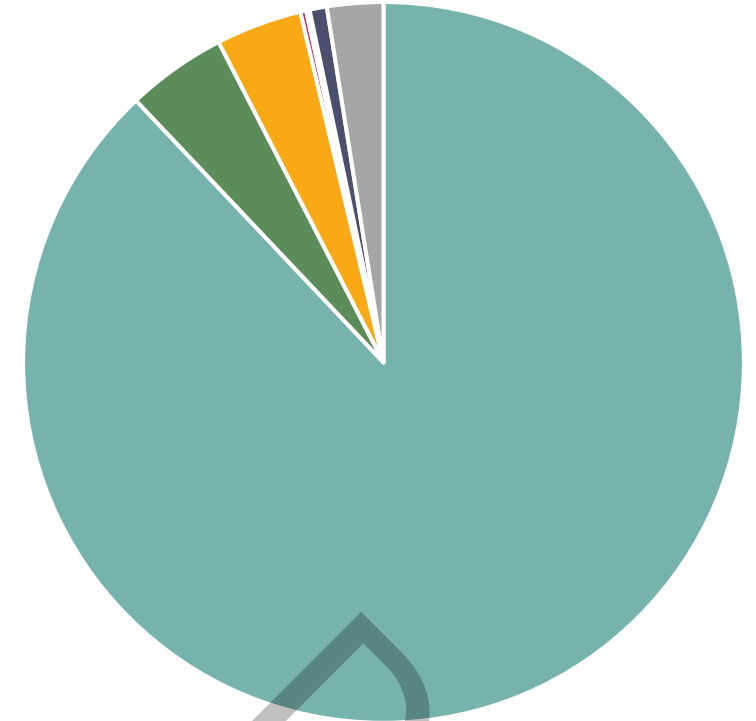
Native Hawaiian and Other Pacific Islander: 0.2%

Other Single Race: 0.8%

Two or More Races: 2.5%

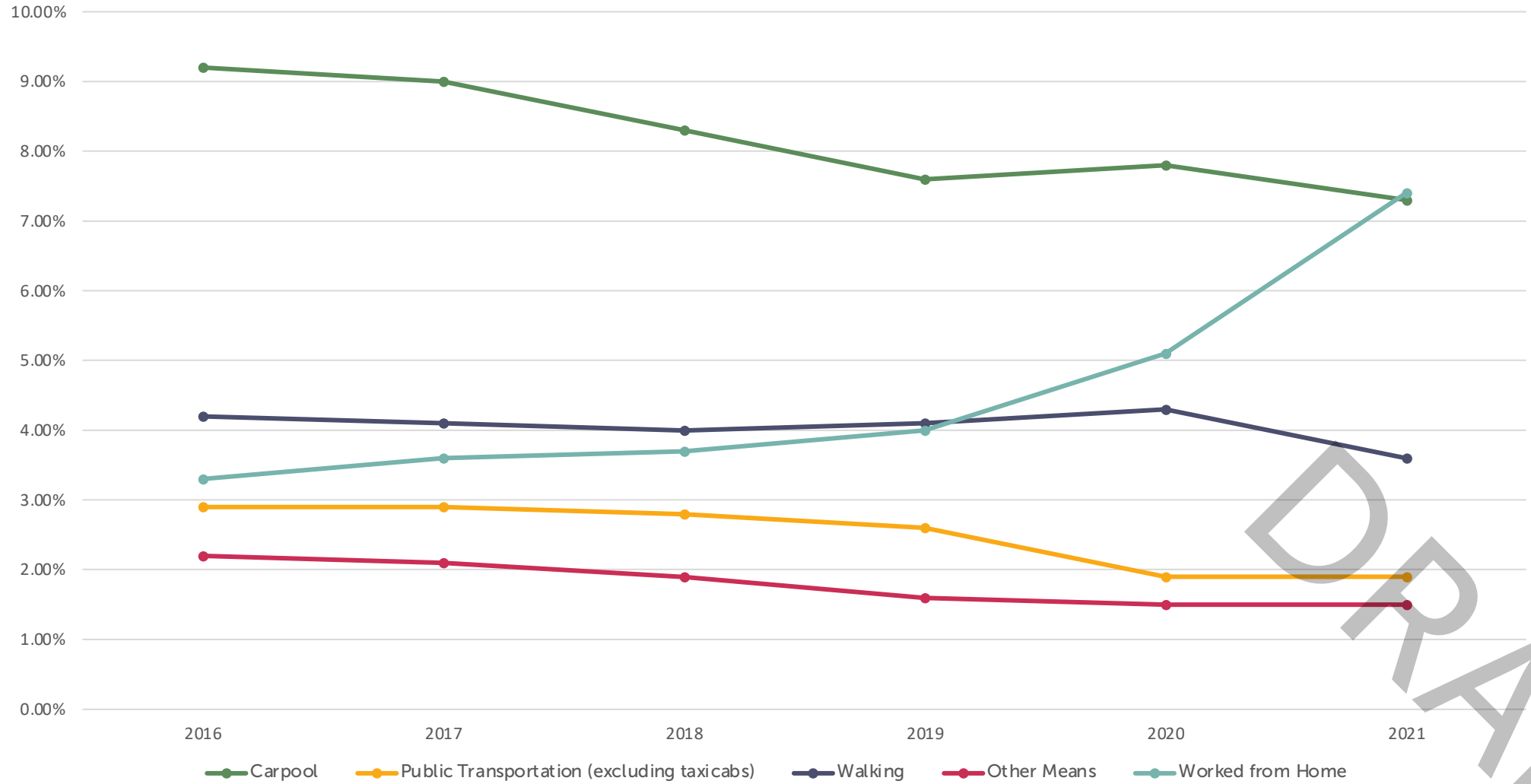
Source: US Census, ACS 2021 5-year estimates.

(People who identify their origin as Hispanic, Latino, or Spanish may be of any race. 2.9% of NRV residents are identified as Hispanic or Latino.)



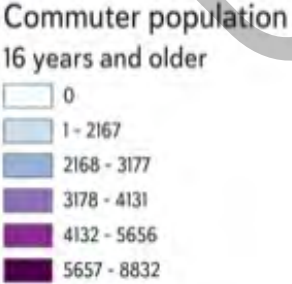
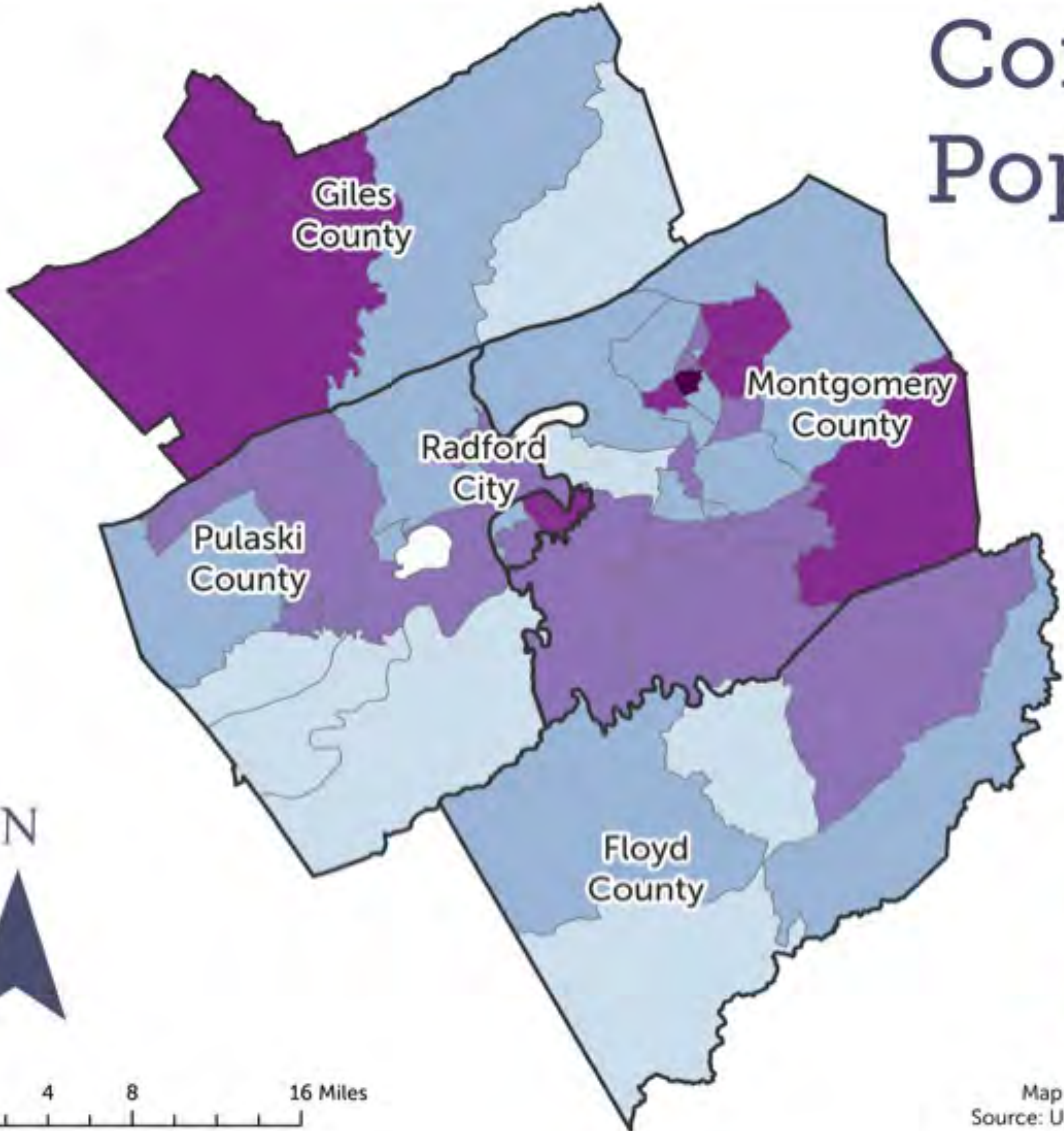
DRAFT

# Non-SOV Commute Transportation in the NRV



Source: US Census, ACS 2016-2021 5-year estimates

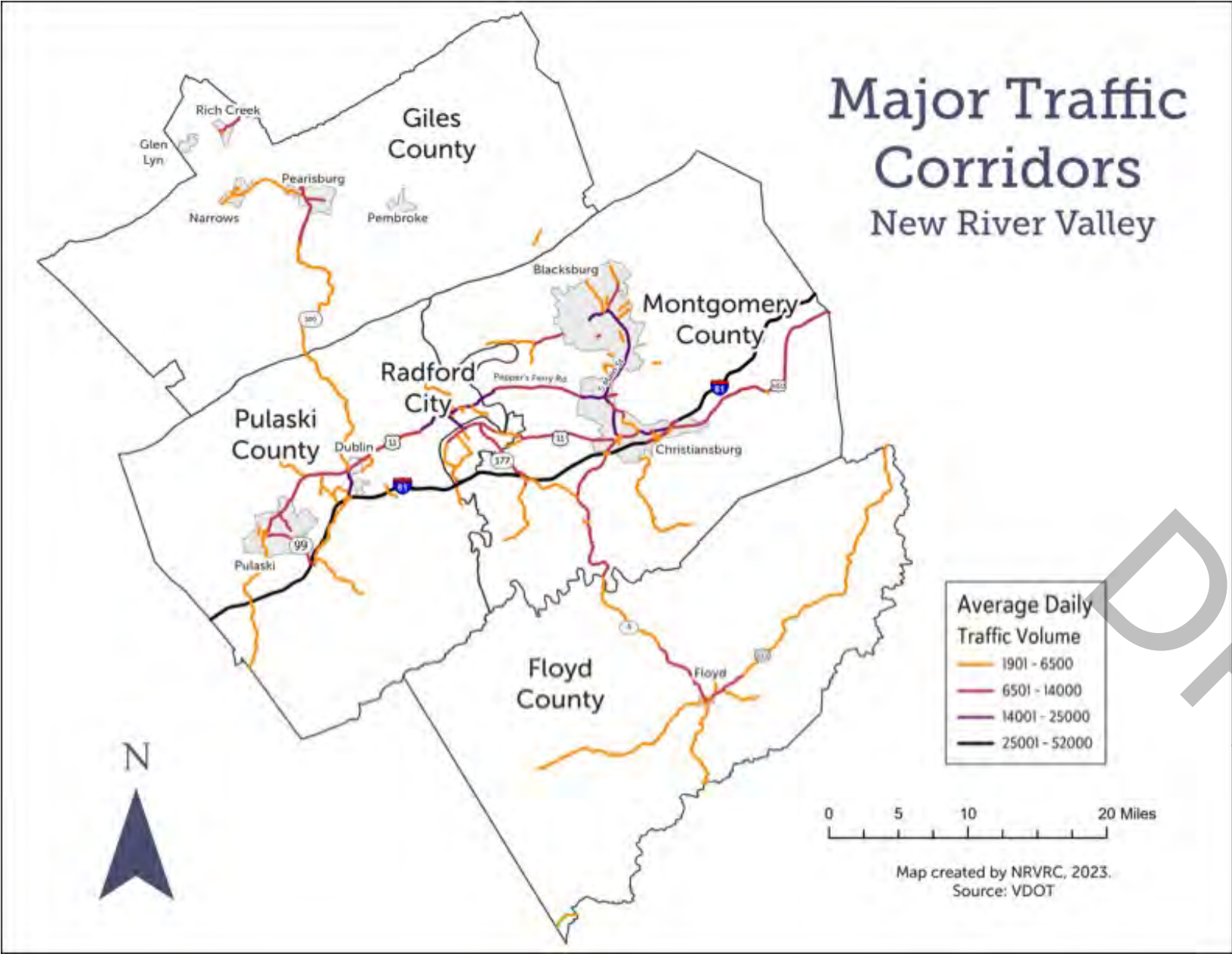
# Commuter Population



Map created by NRVRC, 2023.  
Source: US Census Bureau, 2020 Census

DRAFT

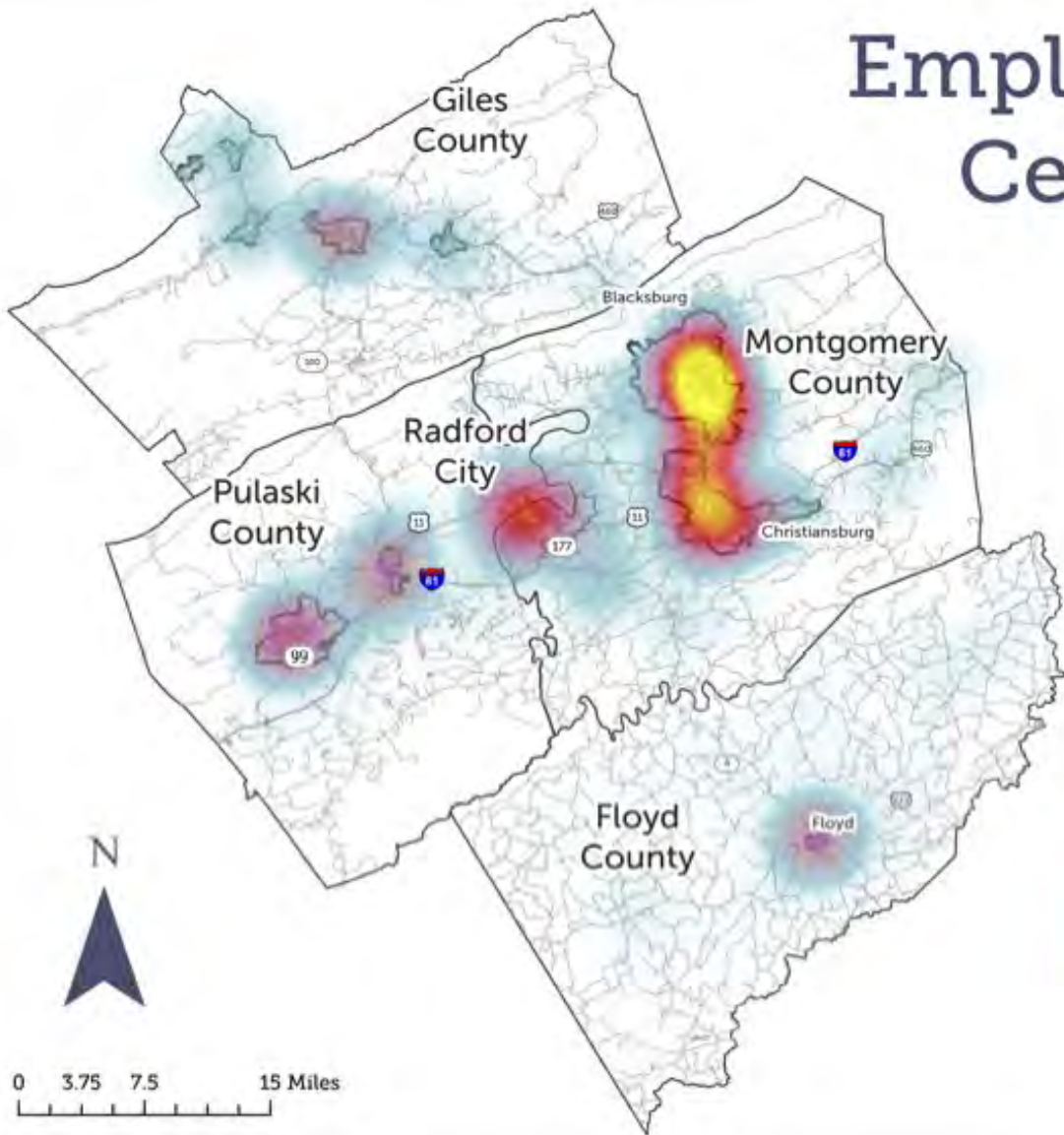
# Major Traffic Corridors New River Valley



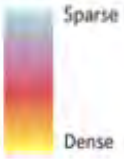
DRAFT



# Employment Centers



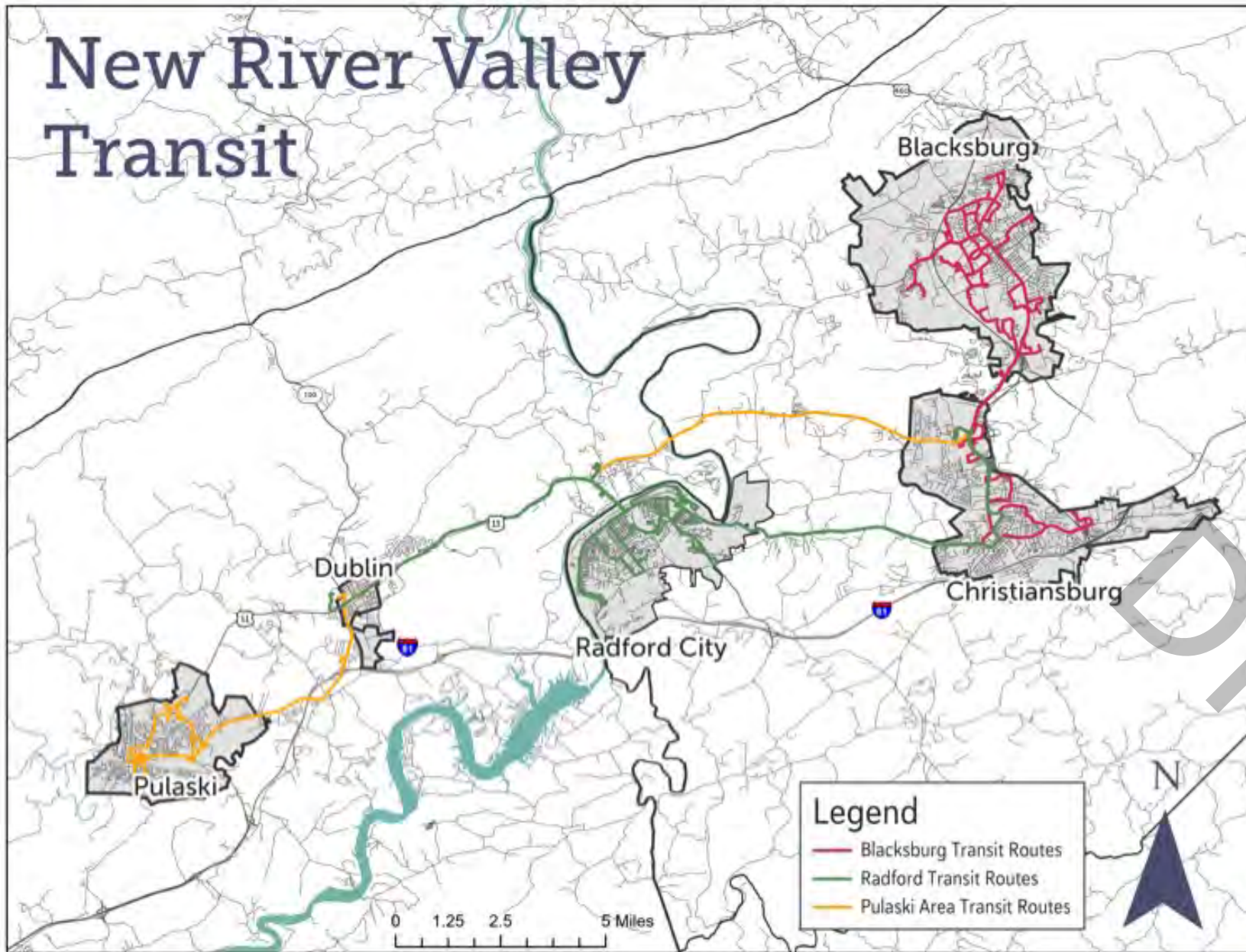
Businesses Heat Map



Map created by NRVRC, 2023.  
Source: ESRI Business Analyst

DRAFT

# New River Valley Transit



# Montgomery County

DRAFT

# Blacksburg Transit

Blacksburg Transit is a fare-free transit service that operates in Christiansburg and Blacksburg.

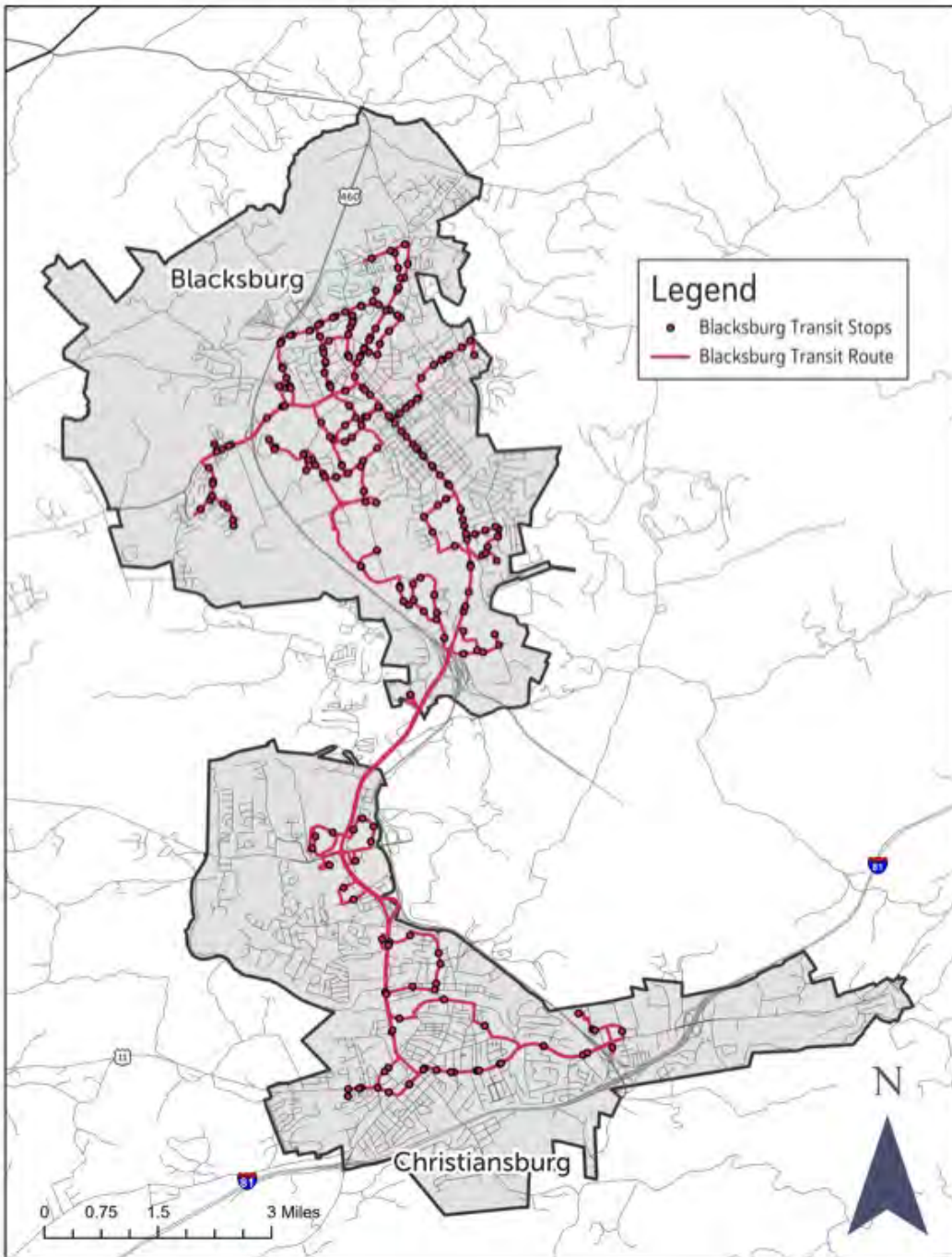
BT is a department of the Town of Blacksburg, funded by state and local funds.

Service is offered every day except for New Year's Day, Memorial Day, Independence Day, Thanksgiving, and Christmas. Service levels vary based on the academic calendar of Virginia Tech.

BT also provides connections to other regional providers including Radford Transit, Pulaski Area Transit, Smart Way (to Roanoke) and Virginia Breeze.

In Christiansburg, BT routes are a mixture of fixed, semi-fixed, and by reservation.

- The Two Town Trolley is a fixed express route between Christiansburg and Blacksburg.
- Riders on Explorer routes can request deviations that take less than 5 minutes..
- The Go Anywhere service is a reservation-based service that can take residents anywhere within the Town of Christiansburg.



# Montgomery County Commuters

- As of 2021, working from home is the most popular non-SOV commute option at **9.2%**, followed by carpooling at **6.9%**.
- In 2016, **5%** of commuters used transit and it was on a slight decline until 2020 when it dropped to **2.7%** due to the pandemic. Transit usage has not returned to pre-pandemic levels and only increased to **2.9%** in 2021.
- Walking was at a six-year low in 2021, with **4.4%** of commuters choosing to walk to work.
  - Since **58.4%** of Montgomery County residents lived less than 10 miles from their workplace in 2019, walking (and biking) is still a viable option for many commuters in the area.
- Montgomery County residents have the shortest commute time in the NRV with **18.1 minutes**.

# Floyd County

DRAFT

# Floyd County Commuters

- Work From Home rates were about the same from 2016 until the pandemic. WFH rates increased in 2020 and by 2021 it became the most popular form of non-SOV commute with **10.1%** of commuters working from home. That's the highest portion of all localities in the NRV as of 2021.
- In the last 6 years, carpooling rates were at their highest in 2016 at **13.8%**. Carpooling rates have dropped to **9.7%** in 2021 but are still the highest percentage when compared to other NRV localities.
- Floyd County commuters have the longest commute, with an average of **33.5 minutes**.

Sources: US Census, 2016-2021 5-year averages, On The Map 2019 data

# Giles County

DRAFT



# Giles County Commuters

- Carpooling has been the highest non-SOV commute option for the past 6 years, but it has steadily declined over the years (from **13.3%** in 2016 to **7%** in 2021).
- Giles has the highest SOV usage which has increased from **80.4%** in 2016 to **88.4%** in 2021.
  - It might be the most challenging locality to change mindsets about shifting commutes to non-SOV options, but there is the most room for improvement here as well.
- Working from home is the second most popular option, with **2.4%** of commuters in 2021.
  - All other forms of non-SOV commuting were under **1%** in 2021.
- Giles County has an average commute time of **28.4 minutes**, which has increased from **24.8 minutes** in 2016.
  - In 2019, **42.7%** of residents commuted between 10 to 24 miles from home to work.

# Pulaski County

DRAFT

# Pulaski Area Transit

Pulaski Area Transit serves Pulaski and connects the Pulaski area to Dublin, Radford, and Christiansburg.

PAT is funded by a grant from DRPT and supported by both the Town of Pulaski and Pulaski County for local matching funds.

PAT does not offer service on most federal holidays.

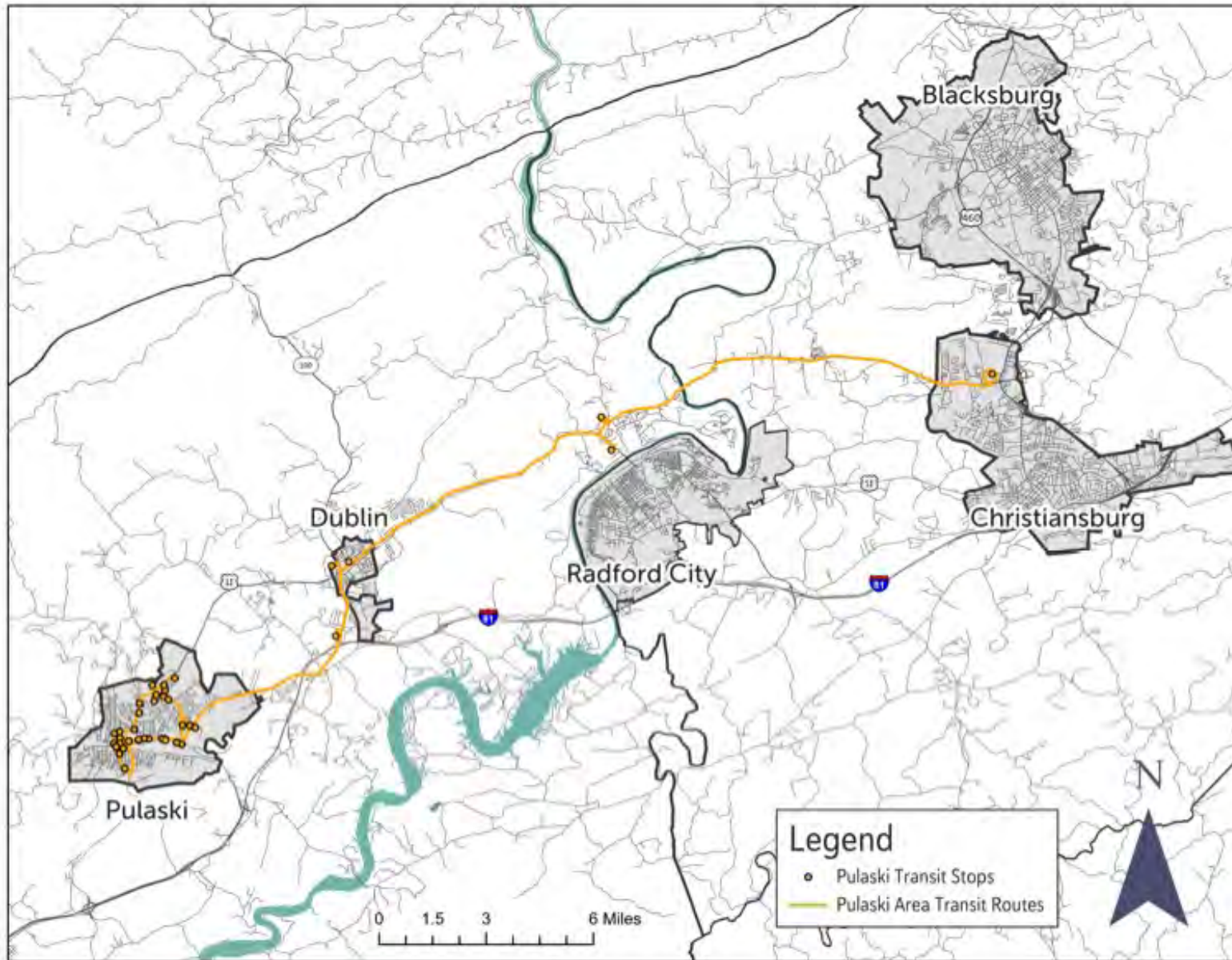
Fares range from \$0.75 to \$2.00 depending on the trip.

Hours:

M-F: 6:30 am – 5:30 pm

Saturday: 9:00 am – 3:00 pm

Sunday: Closed



# Pulaski County Commuters

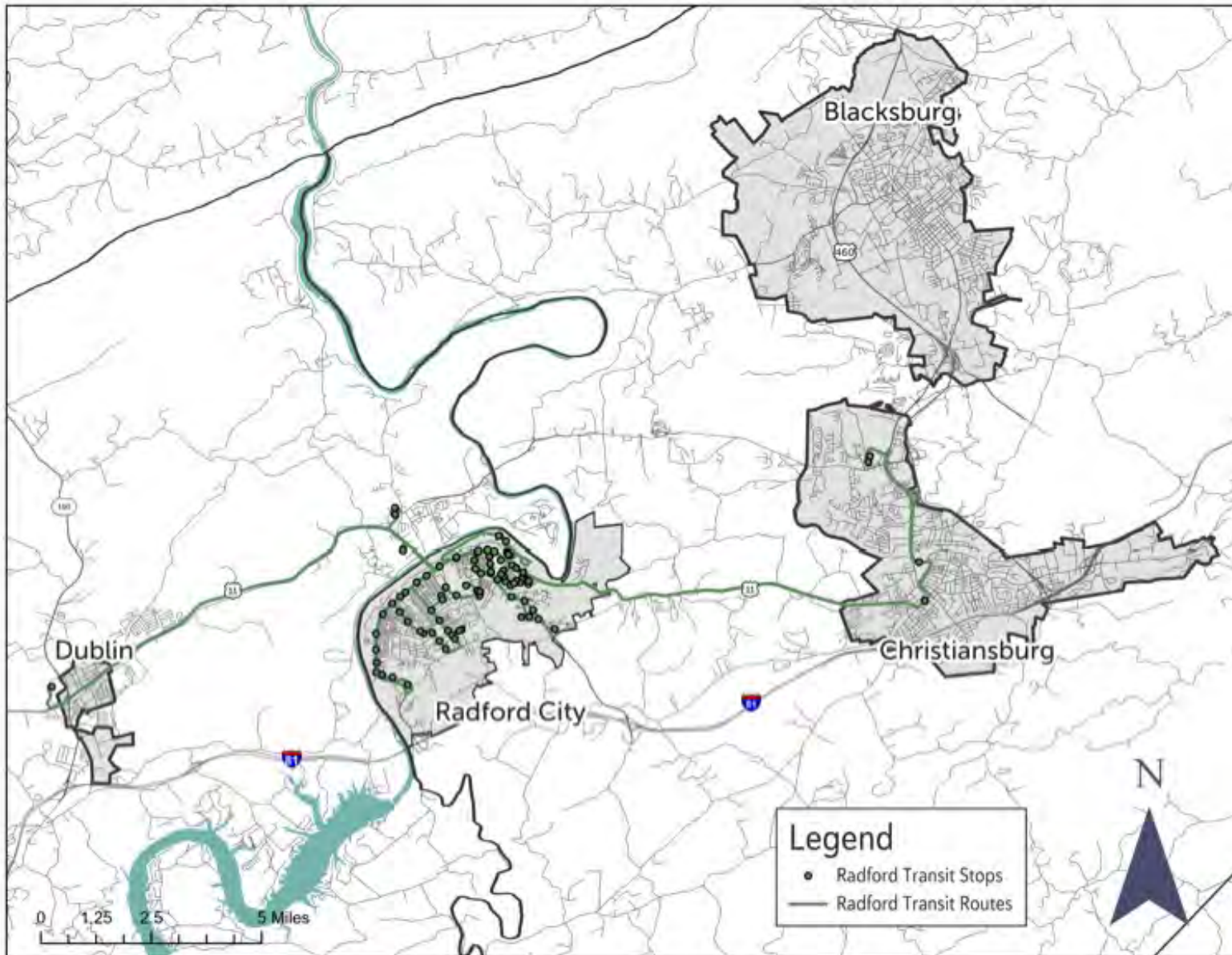
- Carpooling was the most popular form of non-SOV commute from 2016 to 2021.
  - 7.8% of commuters chose carpooling in 2021, slightly down from 8.7% in 2016.
- Working from home has been the second most popular choice throughout the past 6 years, ending up at 4.8% in 2021.
- Average commute time is 24.7 minutes.

• Sources: US Census, 2016-2021 5-year averages, On The Map 2019 data

DRAFT

# City of Radford

DRAFT



# Radford Transit

Radford Transit connects with Christiansburg and the NRCC campus in Dublin. Currently RT does not connect directly with Pulaski Area Transit.

RT is a department of the City of Radford.

RT is currently fare-free and offers full service during the academic year. Reduced/city service is offered outside of the school year.

RT is a fixed-route service with limited deviations.

# City of Radford Commuters

- Radford is the only locality with walking as the most popular non-SOV commute option.
  - Walking has been the most popular option for the past 6 years, despite a steady decline from 2016 to 2020. It increased from **8.6%** in 2020 to **9.7%** in 2021.
  - Radford also has the highest percentage of households making less than \$25,000 per year (**39.5%** in 2021).
- Carpooling is the second most popular option, but it was at a six-year low in 2021 (**6.8%**).
- Average commute time is **18.2** minutes.

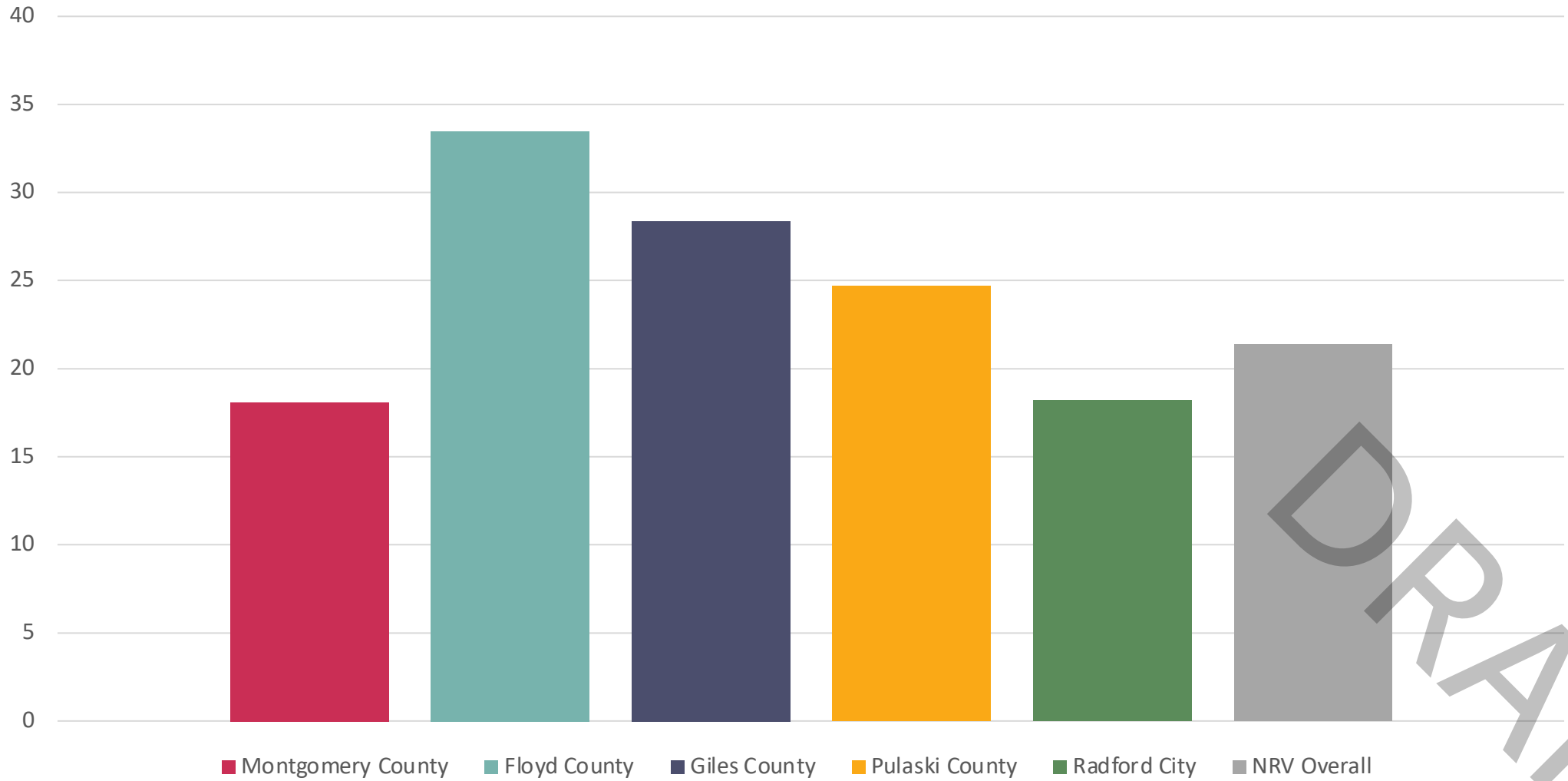
Sources: US Census, 2016-2021 5-year averages, On The Map 2019 data

# Comparisons

DRAFT

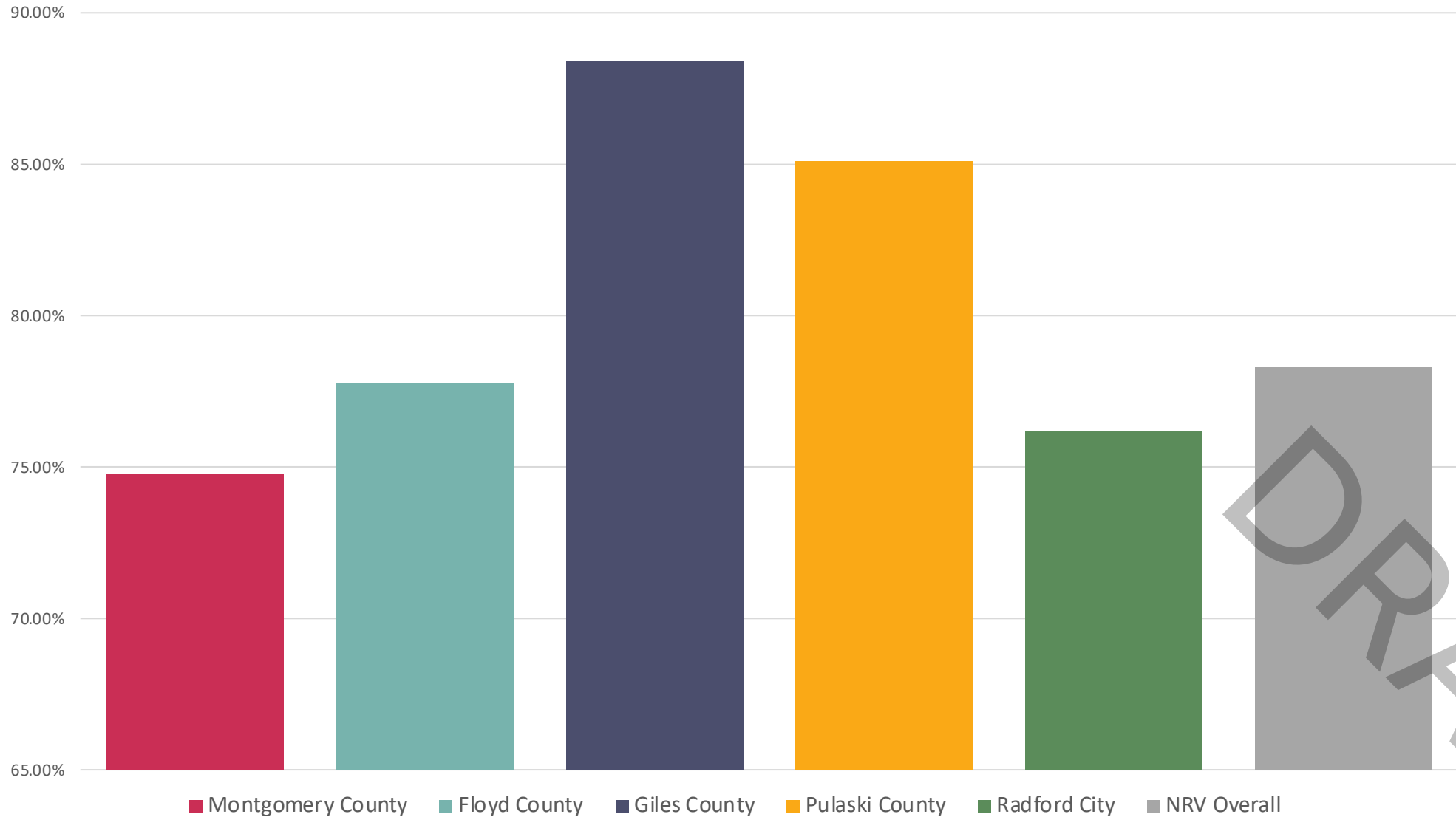


## 2021 Resident Commute Times by Locality (in Minutes)



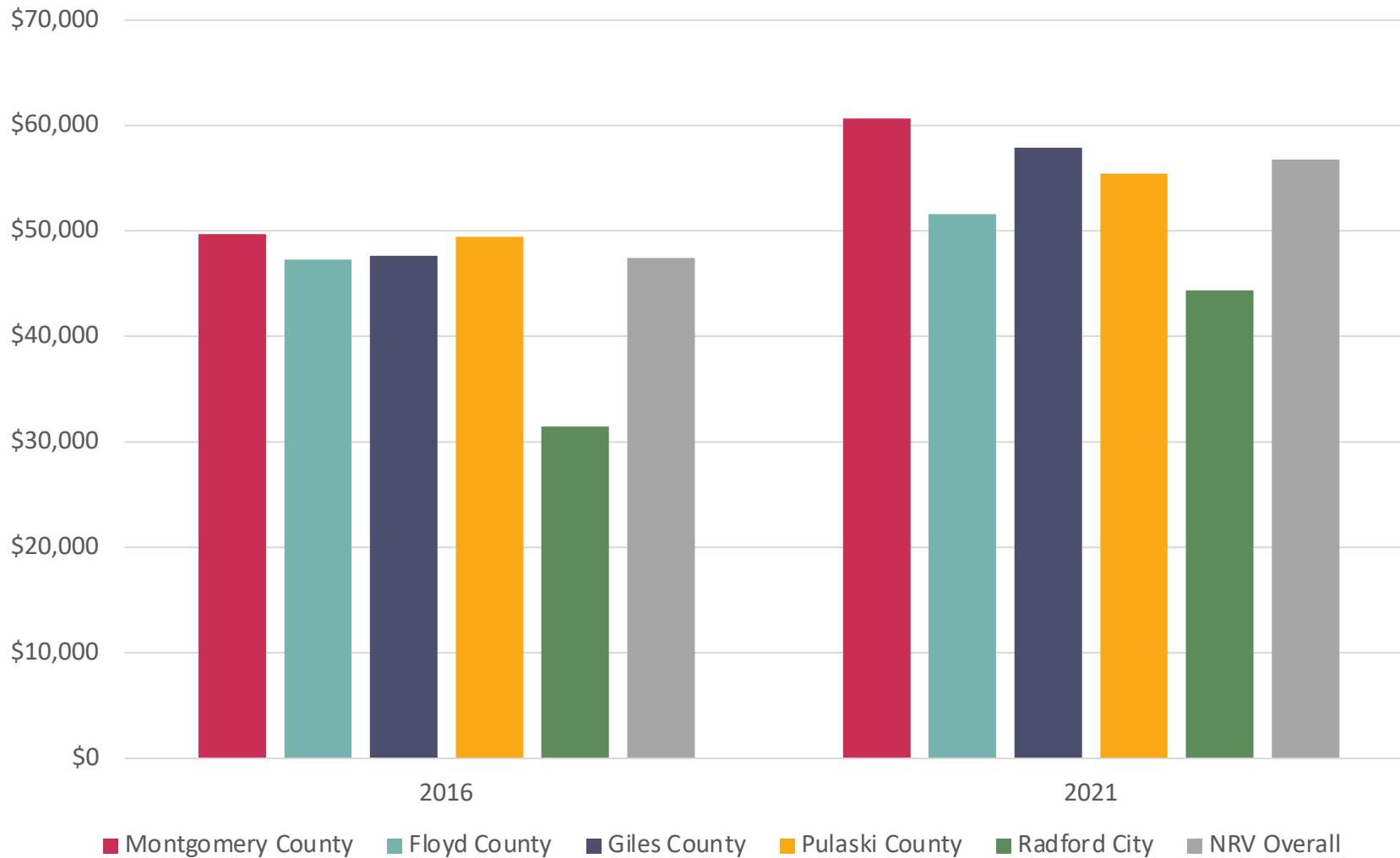
Source: US Census, ACS 2021 5-year estimates

## Resident Commuters Who Drove to Work Alone (2021)



Source: US Census, ACS 2021 5-year estimates

## Average Household Income (2016 vs. 2021)



### Increase from 2016 to 2021:

Montgomery County: 22.0%  
Floyd County: 9.1%  
Giles County: 21.4%  
Pulaski County: 12.0%  
Radford City: 41.0%  
NRV Overall: 19.6%

Source: US Census, ACS 2016-2021 5-year estimates

**Icebreaker:** Name one thing that would improve everyone's commute in the NRV.

- Make choices more convenient and less-time consuming to use (v. driving alone, direct)
- Build protected bike lanes

## **Stakeholder Responses**

A. Identify mobility needs and gaps.

1. Underserved outside transit areas
2. Need evening transit for NRCC classes
3. Transit usage is difficult - routes are not up to date, maps are difficult to understand, connections are not timed well.
4. Elderly need better access to transit
5. Commuters don't know how to network within their organization/community to carpool.
6. Communication habits have changed – it's difficult to have conversations with commuters.
7. transit service is not available in non-student housing neighborhoods (single family homes)
8. ADA accessibility could be better (better options for transit, sidewalks, snow removal)
9. better proximity to starting designations is needed
10. Some areas need more transit capacity (less overcrowding)

B. Who and what is being served well?

1. Transit serves special needs students well
2. High density area residents (town and main roads have good access)
3. Multiple options for connecting
4. Outreach with BT's partners
5. Blacksburg has a robust sidewalk system and some bike infrastructure
6. BT serves university students well
7. one route available serving a non-student neighborhood

C. What does the future in 5 years, 10 years hold for mobility in the NRV?

1. Giles and Floyd are out of the loop – there needs to be more affordable options for commuting from those localities
2. Montgomery County is recognizing the need outside of Bburg for transit & connectivity.
3. Housing development is moving further from downtown, and pushing lower-income residents further out as well.

4. Montgomery County is poised for rapid growth over the next 5 years.
5. Industrial Centers like Falling Branch are filling up, which may require additional development in the future.
6. Need for connectivity to activity centers outside of current transit routes.
7. less vehicle ownership (maybe one per household instead of 2 or more)
8. more travel with car- and ride-sharing options
9. micromobility will become more popular (and sharing services)
10. autonomous still feels farther in the future
11. protected bike lanes

D. How can Ride Solutions collaborate with you to support your organization's goals and work?

1. To carpool: "change the narrative"
  - a) People are not likely to carpool with strangers
2. Personal connections matter – help folks make connections.
3. "Last mile" connection to transit (are bike paths/sidewalks available? Is walking/biking safe and accessible from home to the bus stop? How do people plan multi-modal trips?)
4. Communicating how transit operates to serve scheduled activity
  - a) Example: If people want to take the train to Roanoke/DC and the train leaves at 5am but BT doesn't start running until 7am, how do they plan to make it there?
5. Communicate what it takes to plan and expand new transit routes (3-5 years due to lack of staff)
6. town comp plan has objective to encourage employers to incentivize employee commutes in bike, walk, bus, etc and would like to partner on that
7. bike-friendly business certifications for local businesses

E. How can we use transportation to improve quality of life for everyone in the community?

1. Employment access
2. Ease of access to other resources
3. Create access to resources (medical, social services, etc.) if you're not in town
4. improve safety for vulnerable users (esp. those with mobility challenges), side benefit for driver comfort and risk in sharing the road
5. "moving people, not cars"

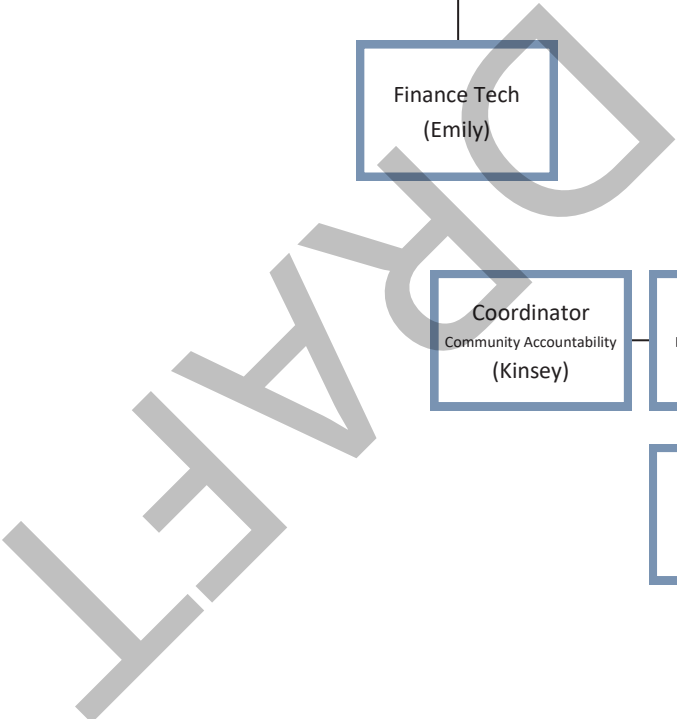
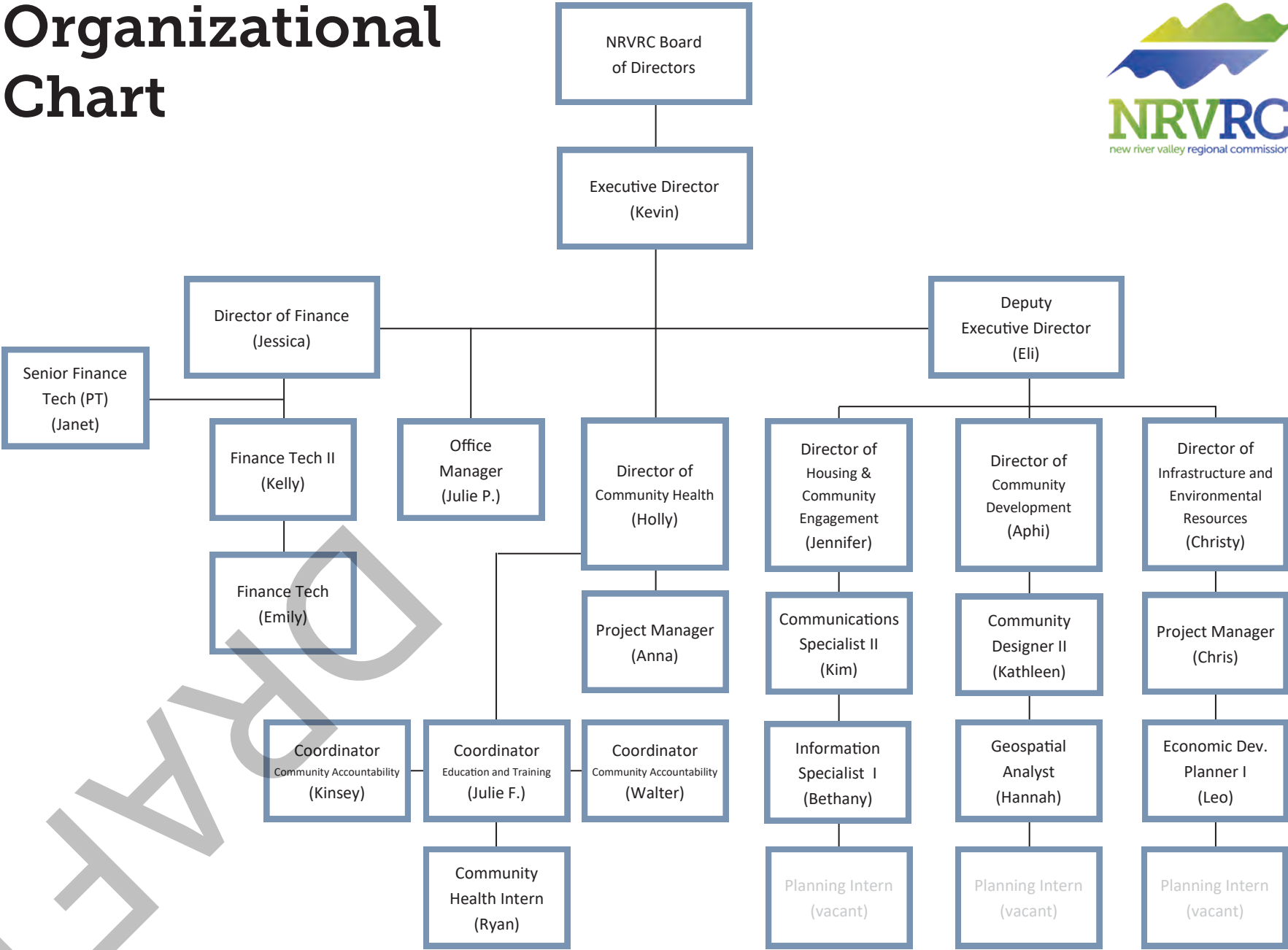
6. fewer car trips through denser development
- F. What national trends may have an impact in the NRV over the next 5-10 years (such as economics, work patterns, federal mandates, alternative energy)?
  1. Higher gas prices will make an impact
  2. EV infrastructure/charging access
  3. Roads/infrastructure access and maintenance.
  4. Online classes are gaining popularity, which results in a decrease in transportation issues.
    - a) Lack of reliable internet forces some rural students to have to take in-person classes, but they also have transportation issues.
  5. Going electric as a fleet (BT)
    - a) Facilities to recharge
    - b) Infrastructure upgrades
    - c) Service capacity
  6. WFH trend: there will be more of it; developers building less office space, more housing; remote workers relocating without reference to distance from their employer
  7. ARPA funds: using them for sidewalk and trails (what is coming online elsewhere in 2026?)
  8. EV fleet: working converting the Town fleet
  9. Drop off and pick up ridehailing services, deliveries and parking impacts - planning is working on less public parking spaces and creating designated areas for delivery, Uber, etc

**Additional Feedback:**

- A. Silos – services and communication are often only available to certain areas/populations.
- B. RIDE Solutions is not a known brand.
- C. BT's schedule changes are more about less frequency on the major routes than reduced hours of service.
- D. BT is seeing bumps in their ridership in FY22 over FY21 and a significant bump in FY23
  1. It's important to promote the opportunity to increase carpooling from the worksite side of the trip, but recognize flex hours (in office jobs) can also impact choice and options. For example, a dad starts his commute to the office at 4:30 so he can be home in time for the kids' activities, school pickup, etc.



# Organizational Chart





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

[NRVRC.ORG](http://NRVRC.ORG)

## MEMORANDUM

**To:** NRVRC Board Members  
**From:** Kevin R. Byrd, Executive Director  
**Date:** June 20, 2024  
**Re:** Proposed FY25 Budget

---

Each spring, the Commission staff prepares a proposed budget for the Commission to review and adopt for the upcoming fiscal year. I am pleased to submit the enclosed budget for FY25 with significant contributions from staff. The process was led by Elijah Sharp, Deputy Executive Director and Jessica Barrett, Director of Finance and Personnel. All staff worked with Eli and Jessica to determine anticipated revenue as well as projected expenses. Highlights of the proposed FY25 budget follow.

The overall budget for FY25 with Regional Commission and Workforce Development Board combined is projected to be \$42,793,072. The Commission's proposed budget is \$38,498,635 and all expenses are programmed with current year anticipated revenues. More than 85% of the Commission's project revenue is secured with a task order agreement or contract with a funding agency, which is a strong position going into the fiscal year. The Commission's FY25 budget represents a \$29,939,622 increase from the FY24 amended budget. The significant increase is attributed to the broadband projects for Montgomery/Bland and Pulaski counties moving through the organization. Over \$35M is anticipated in contractual services flowing through the agency, which represents \$20M for Montgomery/Bland counties and \$15M for Pulaski County. Removing the broadband contractual, the Regional Commission budget is \$3,498,635 which is an increase of \$904,056. In the proposed budget, the state and federal programs such as VDOT Rural Transportation Planning, US Economic Development Administration (EDA), and Appalachian Regional Commission (ARC) are reflecting level funding which presents a challenge given the rapid increase of inflation and requisite cost of living adjustments. Both inflation and cost of living appear to be leveling off heading into FY25. The Regional Commission unrestricted allocation from the Commonwealth of Virginia increased \$25,000 for FY25 from \$89,971 to \$114,971 which is attributed to collective efforts made by the Virginia Association of Planning District Commissions working with the Virginia General Assembly in order to include this increase in the Biennium Budget.

Key revenue items include level per-capita funding for annual dues since a two-cent increase was applied in FY23 to account for population changes with the 2020 Census figures; a multi-year contract with the Virginia Department of Health in partnership with the New River Health District to support a Community Health program stemming from the Regional Commission's role in the pandemic response; Appalachian Regional

---

### Strengthening the Region through Collaboration

---

#### Counties

Floyd | Giles  
Montgomery | Pulaski

#### City

Radford

#### Towns

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

#### Higher Education

Virginia Tech  
Radford University  
New River Community College



Commission funds to support Local Development Districts providing technical assistance to local government post-pandemic projects such as American Rescue Plan Act implementation initiatives; NRV Passenger Rail Station Authority staffing funds from Authority members; an Appalachian Regional Commission grant to fund the Station Authority project design; second year of funding for the NRV Recovery Ecosystem funded by the Virginia Opioid Abatement Authority in partnership with local government match; five-year update to the regional Hazard Mitigation Plan; continued administration of the VATI broadband implementation grants; Virginia Housing funds for housing implementation through the Regional Housing Trust fund; first year of operations for the NRV Regional Housing Trust Fund; continued support of the Long Range Transportation Plan update for the NRV Metropolitan Planning Organization (MPO), and several local government technical assistance projects.

Our budgeting approach is to remain conservative on revenue without anticipating too many projects while being reasonable with the necessary staffing level given projects in the pipeline. The Commission is staffed with 22 employees heading into FY 25, the largest in agency history. The FY25 budget includes funding for two part-time positions, one to support the Geographic Information Systems (GIS) program and a Regional Planner II that can assist with the numerous local government projects anticipated. Each year the Regional Commission accepts projects mid-year due to member needs and while a large portion of revenue is secured and programmed for FY25, limited staff time remains available to address member requests.

The FY25 Anticipated Revenue includes interest income of approximately \$150,000 which is derived from the two broadband projects as cash is being held to process construction remittances. The cash position on these two accounts will decrease over the next two fiscal years as construction draws take place. Since this is considered “one time money”, staff is programming this revenue to cover expenses associated with a much-needed accounting system upgrade given the volume of financial activity underway along with anticipated expenses for the office relocation project.

Overall, staffing costs increased from FY24 to FY25 approximately \$633,388 in the total agencywide budget. Staffing costs increased by \$480,366 for the Regional Commission and increased \$212,361 for the Workforce Development Board. The Commission staffing increase is due to additional positions to support funded programs, salary adjustments for cost of living increases, and increases in fringe expenses. The Workforce Development Board staff costs are increasing due to recent grant awards requiring additional positions along with cost of living adjustments. The staffing costs include a cost of living adjustment (COLA) to account for inflation and limited salary adjustments for staff of the Commission informed by the compensation study completed in May 2021. The Workforce Development portion of the budget includes salary adjustments approved by their board.

For FY25 the health insurance costs through The Local Choice increased 10% while keeping with the same \$500 deductible plan. The previous fiscal year there was an 8.9% increase. Several years ago, the Commission introduced a two-tier dental plan as a cost-savings measure. The Commission covers basic dental, and the employee pays the difference for comprehensive coverage.

A substantial amount of the projects for FY25 are for technical assistance for our members and projects with the New River Valley Metropolitan Planning Organization and the New River Health District. Relationships with our members and partner organizations such as the MPO and Health District are critical to the financial viability of the Commission. Further, it is important to note, a significant portion of revenue for FY25 is coming from state and federal sources which points to the value of program diversity which is important in the organization remaining viable and relevant for the members.

Attached to this memo is the Anticipated Revenue and the Agencywide Budget by program category which contains line item listing of expenditures.

**New River Valley Regional Commission**  
**Anticipated Revenue Fiscal Year 2024 - 2025**

Member Assessment	FY24 Final	FY25 Projected
Floyd County	\$20,428.32	\$20,011.20
Town of Floyd	\$591.36	\$592.68
Giles County	\$13,046.88	\$13,087.80
Pearisburg	\$3,839.88	\$3,738.24
Narrows	\$2,762.76	\$2,700.72
Rich Creek	\$988.68	\$970.20
Pembroke	\$1,520.64	\$1,490.28
Pulaski County	\$29,344.92	\$29,149.56
Town of Pulaski	\$11,860.20	\$11,753.28
Montgomery County	\$40,982.04	\$44,073.48
Blacksburg	\$47,290.32	\$48,325.20
Christiansburg	\$30,819.36	\$29,781.84
City of Radford	\$17,318.40	\$18,328.20
New River Community College	\$992.64	\$992.64
Radford University	\$3,894.00	\$3,894.00
Virginia Tech	\$12,540.00	\$12,540.00
<b>Local Assessments Total</b>	<b>\$238,220.40</b>	<b>\$241,429.32</b>
<b>State Grants</b>		
Dept of Housing and Community Development	\$89,971.00	\$114,971.00
Dept of Transportation	\$58,000.00	\$58,000.00
RIDE Solutions NRV	\$94,644.00	\$93,884.00
GoVa Scale-Up	\$1,850.00	\$6,550.00
DRPT NRVCAP RIDE Solutions Strategic Plan	\$15,000.00	\$0.00
<b>State</b>	<b>\$259,465.00</b>	<b>\$273,405.00</b>
<b>Federal Grants</b>		
EDA	\$70,000.00	\$70,000.00
EDA Tech Hub	\$40,000.00	\$168,000.00
ARC LDD Technical Assistance	\$47,500.00	\$35,318.84
ARC Jul 24-Dec 24	\$43,851.00	\$44,580.00
ARC Jan 25- Jun 25 (est)	\$44,580.00	\$44,580.00
ARC POWER Water Trail Implementation	\$35,000.00	\$35,000.00
ARC Passenger Rail Station Development	\$0.00	\$20,000.00
VDEM Hazard Mitigation Plan Update	\$19,551.03	\$0.00
Workforce Development Area	\$4,564,775.00	\$4,294,437.00
<b>Federal</b>	<b>\$4,865,257.03</b>	<b>\$4,711,915.84</b>
<b>Local Project Revenue</b>		
HOME	\$18,000.00	\$18,000.00
NRVMPO Valley to Valley Community Engagement	\$0.00	\$25,000.00
NRVMPO Passenger Rail Ownership & Operations Update	\$7,352.52	\$35,716.00
NRVMPO Long-Range Transportation Plan	\$42,500.00	\$47,500.00
New River Conservancy Multi-State River Action Plan	\$0.00	\$45,000.00
ARC Broadband Deployment - Bland	\$449,764.00	\$449,764.00
Calfee School Grant Admin Support	\$0.00	\$30,000.00
Floyd County Industrial Access Road Grant Admin	\$0.00	\$15,000.00
Workforce Fiscal Agent	\$75,000.00	\$75,000.00
Workforce Innovations Fiscal Agent	\$10,000.00	\$0.00
Workforce YouthBuild	\$18,750.00	\$12,500.00
Workforce YoutBuild New	\$0.00	\$20,000.00
Workforce Soft Skills	\$6,000.00	\$1,500.00
Workforce Pathways ARC POWER	\$12,500.00	\$15,000.00
Workforce Ready SwVa	\$21,500.00	\$5,500.00
Workforce WORC	\$25,000.00	\$25,000.00
Workforce Trades Gap	\$15,000.00	\$25,000.00
Workforce Supplemental	\$6,000.00	\$1,500.00
Workforce Tech Skills	\$8,000.00	\$2,000.00
ARC Christiansburg Downtown Grant Admin	\$1,500.00	\$7,156.89
Montgomery County-NRV Opioid Abatement	\$420,000.00	\$720,000.00
VDH Drinking Water Admin	\$80,000.00	\$0.00
NRHD Mapping & Public Health	\$0.00	\$25,000.00
DEQ New River Watershed Roundtable	\$13,250.00	\$13,250.00
DEQ Town of Christiansburg Crab Creek Beautification	\$67,272.00	\$0.00
DEQ Town of Christiansburg Crab Creek Beautification Phase II	\$2,500.00	\$52,500.00
Floyd CDBG Housing Rehab Grant Admin	\$3,755.51	\$0.00
Floyd CDBG Scatter Site Phase #2	\$10,000.00	\$15,000.00
Floyd CDBG Housing Rehab Phase #2 Grant Admin	\$0.00	\$15,000.00
VHDA Housing Education	\$5,591.32	\$16,500.00
VHDA Housing Development Program	\$32,500.00	\$37,875.00
DHCD Bland/Montgomery VATI 2022	\$1,370,868.57	\$20,060,000.00
DHCD Pulaski VATI 2022	\$30,000.00	\$15,030,000.00
Montgomery Eastern Broadband Grant Admin (VATI)	\$15,600.31	\$2,000.00
VATI Digital Opportunity Planning Grant	\$0.00	\$75,000.00
Giles Broadband Deployment	\$0.00	\$30,000.00
Giles County Recreational Access Grant Admin Support	\$0.00	\$12,000.00
VBAF Town of Floyd Grant Admin	\$2,500.00	\$10,000.00
Narrows Brownfield Planning + Grant App	\$0.00	\$15,000.00
CDBG Narrows Downtown BDR	\$4,167.48	\$0.00
VDOT Rocky Knob	\$65,612.00	\$0.00
VOF - Plant SwVA Natives	\$83,080.73	\$0.00
VOF - Plant SwVA Natives Match	\$8,250.00	\$0.00
Local Community Parks and Recreation Master Plan	\$0.00	\$0.00
VDH Community Health Support	\$170,201.35	\$100,000.00
Pemtel Painter School Road Broadband	\$8,500.00	\$0.00
ARPA Grant Admin - Town of Pembroke	\$6,987.48	\$0.00
ARPA Grant Admin - Town of Rich Creek	\$6,189.90	\$0.00
ARPA Grant Admin - City of Radford	\$12,876.11	\$0.00
City of Radford East Main Technical Assistance	\$20,000.00	\$12,298.89
Blacksburg Habitat State Home Grant Application	\$8,000.00	\$0.00
Pemtel Broadband Application	\$8,500.00	\$0.00
Regional Housing Trust Fund	\$0.00	\$50,000.00
Pearisburg/Narrows Regional Wastewater Planning Grant	\$50,000.00	\$10,000.00
NRV Passenger Rail Station Authority	\$76,500.00	\$76,500.00
SWSWMA Website Redevelopment	\$3,500.00	\$4,500.00
SWSWMA Admin Support	\$7,345.71	\$7,000.00
Virginia Recycling Association Admin Support	\$15,000.00	\$15,000.00
Virginia's First Admin Assistance	\$16,080.00	\$16,080.00
Interest Income - Money Market	\$4,000.00	\$4,500.00
Interest Income - VATI	\$98,000.00	\$150,000.00
Interest Income - Revolving Loan	\$1,678.00	\$1,400.00
Miscellaneous Income	\$5,000.00	\$0.00
Direct Charge Reimbursements	\$1,500.00	\$0.00
<b>ARC Matched Projects</b>		
Christiansburg Comprehensive Plan	\$40,000.00	\$35,000.00
Town of Floyd General Technical Assistance	\$3,500.00	\$5,000.00
Pembroke Comprehensive Plan Update	\$5,072.88	\$5,016.44
Radford Zoning Ordinance	\$17,223.55	\$9,000.00
Giles County Comprehensive Plan Refresh	\$0.00	\$15,000.00
Narrows Comprehensive Plan	\$2,500.00	\$0.00
Narrows Parks & Recreation Community Engagement	\$3,750.00	\$10,000.00
Narrows Zoning Ordinance Update	\$2,500.00	\$12,500.00
Rich Creek Comprehensive Plan	\$9,162.36	\$0.00
Pulaski County Parks Master Planning	\$10,000.00	\$10,000.00
Floyd County Comprehensive Plan Update	\$10,000.00	\$20,000.00
Floyd County Parks and Recreation + Buffalo Mountain Plans	\$7,500.00	\$14,000.00
ARC Community Development/CYU matched (Total)	\$8,612.63	\$2,660.00
Unprogrammed ARC Jul - Dec 24	\$0.00	\$0.00
Unprogrammed ARC Jan - Jul 25	\$0.00	\$0.00
<b>Local + ARC Projects Total</b>	<b>\$3,562,881.78</b>	<b>\$37,568,057.22</b>
<b>Total Agency Revenue</b>	<b>\$8,925,824.21</b>	<b>\$42,794,807.38</b>
<b>Total Agency Budget</b>	<b>\$8,760,710.00</b>	<b>\$42,794,807.37</b>
<b>Matching/Cash Obligations Unbudgeted</b>	<b>\$165,114.21</b>	<b>\$0.00</b>
<b>Local</b>	<b>\$877,537.74</b>	<b>\$824,224.65</b>
<b>State</b>	<b>\$2,467,662.92</b>	<b>\$36,409,686.89</b>
<b>Federal</b>	<b>\$5,580,623.55</b>	<b>\$5,560,895.84</b>
<b>Total Anticipated Revenue</b>	<b>\$8,925,824.21</b>	<b>\$42,794,807.38</b>

# New River Valley Regional Commission

July 1, 2024 through June 30, 2025

Agencywide Budget

<i>expense code / category</i>		Planning	Programs	Admin	ARC 24-25	Workforce	NRVRC Direct	Common Indirect	NRVRC	Workforce	Agency
		<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Total</u>
	Salary	167,683	767,432	165,350	139,500	103,071	1,343,036	414,200	1,757,236	766,620	2,523,856
	Fringe	46,852	221,820	41,994	44,032	25,085	379,783	115,743	495,526	275,983	771,509
	<b>Total Salaries &amp; Fringe</b>	<b>214,535</b>	<b>989,252</b>	<b>207,344</b>	<b>183,532</b>	<b>128,156</b>	<b>1,722,819</b>	<b>529,943</b>	<b>2,252,762</b>	<b>1,042,603</b>	<b>3,295,365</b>
51000	Travel	350	41,189	-	-	-	41,539	4,700	46,239	45,000	91,239
51100	Office Space	-	-	-	-	-	-	69,000	69,000	26,000	95,000
51200	Communications	-	1,000	-	-	-	1,000	20,000	21,000	16,000	37,000
51300	Office Supplies	-	108,381	1,080	-	1,080	110,541	15,737	126,278	34,000	160,278
51400	Postage	-	-	-	-	-	-	1,300	1,300	250	1,550
51500	Printing	-	-	-	-	-	-	8,000	8,000	2,000	10,000
51600	Copier Usage/Maintenance	-	-	-	-	-	-	1,400	1,400	5,500	6,900
51700	Outreach/Media Ad	-	16,855	996	-	-	17,851	150	18,001	88,000	106,001
51800	Equipment Rent/Copier	-	-	-	-	-	-	3,000	3,000	1,700	4,700
51900	Fleet Vehicles	-	-	-	-	-	-	1,600	1,600	-	1,600
52000	Dues/Publications	-	7,055	-	-	-	7,055	12,900	19,955	8,000	27,955
52200	Training /Staff Development	-	47,500	-	-	-	47,500	2,000	49,500	12,000	61,500
52300	Meeting Costs	250	21,200	-	-	-	21,450	2,700	24,150	61,000	85,150
	Capital Outlay	-	50,000	-	-	-	50,000	-	50,000	-	50,000
52210	Insurance	-	-	-	-	-	-	5,000	5,000	5,000	10,000
52600	Contractual Service	102,216	160,900	35,449,764	-	-	35,712,880	27,450	35,740,330	2,898,794	38,639,124
52700	Professional Services	-	49,150	-	-	-	49,150	7,000	56,150	12,200	68,350
52800	Miscellaneous/Fees	-	4,705	-	-	-	4,705	2,000	6,705	36,390	43,095
52850	Workforce Grants Admin	-	-	-	-	-	-	-	-	-	-
	<b>Total Non-Personnel Costs</b>	<b>102,816</b>	<b>507,935</b>	<b>35,451,840</b>	<b>-</b>	<b>1,080</b>	<b>36,063,671</b>	<b>183,937</b>	<b>36,247,608</b>	<b>3,251,834</b>	<b>39,499,442</b>
	Program Costs	317,351	1,497,187	35,659,184	183,532	129,236	37,786,490	713,880	38,500,370	4,294,437	<b>42,794,807</b>
	Common Costs	88,896	409,914	85,917	76,050	53,104	713,880	-	-	-	-
	<b>Total Program Costs</b>	<b>406,247</b>	<b>1,907,101</b>	<b>35,745,100</b>	<b>259,582</b>	<b>182,340</b>	<b>38,500,370</b>	<b>-</b>	<b>-</b>	<b>4,294,437</b>	<b>42,794,807</b>



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

[NRVRC.ORG](http://NRVRC.ORG)

## MEMORANDUM

**To:** NRVRC Board Members  
**From:** Kevin Byrd, Executive Director  
**Date:** June 21, 2024  
**Re:** Slate of Officers for FY25

---

Each spring the Regional Commission board selects leadership to serve on the Executive Committee for the following fiscal year. The nominating committee is prescribed in the bylaws to consist of the Chair, Treasurer, and a Commission member at-large appointed by the Chair. Chair Johnson appointed Larry Clevinger to serve as the at-large member on the nominating committee. The nominating committee will be presenting a slate of officers and at-large members to serve on the Executive Committee for FY25 at the June meeting. The board will need to act on the slate at the June meeting. The first meeting of the Executive Committee for FY25 is scheduled for July 17<sup>th</sup> at Noon.

---

Strengthening the Region through Collaboration

---

### Counties

Floyd | Giles  
Montgomery | Pulaski  
**City**  
Radford

### Towns

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

### Higher Education

Virginia Tech  
Radford University  
New River Community College