



Roanoke Valley- Alleghany Regional Comprehensive Economic Development Strategy

2015 Annual Update

Submitted By:
Roanoke Valley-Alleghany Regional
Commission



Submitted To:
US Department of Commerce -
Economic Development Administration



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Section 1: Introduction and Community Participation



Introduction

A Comprehensive Economic Development Strategy (CEDS) is a document and ongoing planning process designed to bring together the public and private sectors in the creation of a regional economic roadmap. This roadmap is designed to diversify and strengthen regional economies. This CEDS document assesses regional economies, establish regional goals and objectives, and outline an action plan of priority projects. In general, CEDS documents present a set of regional priorities that when undertaken improve regional competitiveness and wealth in a global economy.

The Roanoke Valley - Alleghany Regional Comprehensive Economic Development Strategy (RVAR CEDS) is the product of a planning process involving a committee of 38 voting members representing the local governments, several major employers, small businesses, workforce development, regional economic development, higher education, and minority groups.

On January 25, 2007, the Roanoke Valley - Alleghany Regional Commission adopted the 2007 Update to its Strategic Plan, which called for the development of a regional Comprehensive Economic Development Strategy for the Roanoke Valley - Alleghany region and for the pursuit of the region's designation as an Economic Development District by the United States Economic Development Administration. Throughout much of 2008, a committee composed of both public and private sector interests representing the member governments of the Roanoke Valley - Alleghany Regional Commission worked diligently to define the region's goals and priorities.

A regular ongoing economic planning function was initiated for the Roanoke Valley - Alleghany Region in 2008. In keeping with the regular update cycle prescribed by the US Economic Development Administration, annual reports have been published since the 2009/2010 Fiscal Year.

This document, the *Roanoke Valley - Alleghany Regional Comprehensive Economic Development Strategy, 2015 Annual Report* outlines annual progress made in implementing the strategy and on any revisions made to the Goals and Objectives and/or to the Prioritization Criteria. This document will also detail the FY 2015-16 project package and outline the project ranking process.

Organization and Management

The Roanoke Valley - Alleghany Regional Comprehensive Economic Development Strategy (RVAR CEDS) planning process is managed by the Roanoke Valley - Alleghany Regional Commission, as the CEDS District Organization. The Roanoke Valley - Alleghany Regional Commission (RVARC) was created in 1969 as one of Virginia's 21 Planning District Commissions (PDCs). The purpose of PDCs as set out in the Code of Virginia is

“...to encourage and facilitate local government cooperation and state-local cooperation in addressing on a regional basis problems of greater than local significance. The cooperation resulting from this chapter is intended to facilitate the recognition and analysis of regional opportunities and take account of regional influences in planning and implementing public policies and services. The planning district commission shall also promote the orderly and efficient development of the physical, social, and economic elements of the district by planning, and encouraging and assisting localities to plan, for the future.”

The RVARC member governments include the Counties of Alleghany, Botetourt, Craig, Franklin, and Roanoke; the Cities of Covington, Roanoke, and Salem; and the Towns of Clifton Forge, Rocky Mount and Vinton. Franklin County and the Town of Rocky Mount are joint members with West Piedmont Planning District Commission and are represented in the WPPDC's CEDS document; therefore, this document does not include Franklin County or the Town of Rocky Mount.

The RVARC board includes elected and appointed representatives from each City and County in the region and includes liaison representation from the region's Chambers of Commerce, Convention and Visitor's Bureau, Workforce Development Board, Community Colleges, and regional economic development organizations.

The RVARC board, as the planning organization, is responsible for maintaining and coordinating the CEDS planning process. The RVARC created a Strategy Committee to develop the CEDS document, monitor implementation, and to formulate regional goals and objectives. The majority of the Strategy Committee members works in the private sector and represents large and small employers. Represented in the Strategy Committee are each local government on the RVARC planning organization board, chambers of commerce, higher education, regional economic development, regional workforce development, and minority groups. The planning process was staffed by Wayne Strickland, Executive Director of the RVARC, and Eddie Wells, Director of Community Programs.

Community Participation

Participation by the community and collaboration between the public and private sector are cornerstones of a successful CEDS planning initiative and of regional economic development. Community involvement is a primary focus of the CEDS planning process and project development. Importantly, the Strategy Committee's composition was designed to include representatives from both large and small employers, governments, and a number of community and economic interests.

It is important to note that participation from a number of public entities and local utility companies was encouraged as well. RVARC staff sought to promote the initiative and to increase awareness throughout the larger community.

All project news and draft elements of the CEDS are routinely posted to the project web site. In addition, relevant project information was also shared periodically on the RVARC's Facebook page, which has more than 350 followers and is growing each month.

The CEDS 30-day comment period was opened and advertised on May 14, 2015 in the Roanoke Tribune and May 17, 2015 in the Roanoke Times. A public hearing on the CEDS was held on June 25, 2015 at the Roanoke Valley-Alleghany Regional Commission's office in Roanoke, Virginia.

Private Sector Participation

Private sector participation has been a vital component of the development of the CEDS strategy. Encouraging the participation of the regional business community will continue to be a focus as the Strategy Committee begins to implement specific projects and initiatives. Funding from private corporations and foundations will likely play a role in the planning and development of many of the proposed CEDS projects.

Numerous examples exist regarding how the regional business community will be absolutely vital to the implementation of CEDS initiatives. Most of the capital projects will eventually leverage some level of private investment and job creation if not in the project itself then as a direct result. This region has a standing tradition of including the private sector in economic planning and seeking private sector leadership and investment in regional economic development activities. The RVAR CEDS will only strengthen this tradition as it identifies and elevates regional investment priorities to focus on projects that will have the greatest impact on the regional economy.



Section 2: Data Analysis



Overview

The Roanoke Valley - Alleghany Region is located in the western portion of Virginia and consists of the Counties of Alleghany, Botetourt, Craig, and Roanoke, the Cities of Covington, Roanoke, and Salem, and the Towns of Clifton Forge and Vinton. The Roanoke Valley - Alleghany Region has a land area of approximately 1,633 square miles. It is bounded to the west by Greenbrier County, West Virginia, Monroe County, West Virginia, Giles County, Virginia and Montgomery County, Virginia, to the south by Floyd and Franklin Counties, to the east by Bedford and Rockbridge Counties, and to the north by Bath and Rockbridge Counties.

The Roanoke Valley - Alleghany Region contains the entire Roanoke Urbanized Area with the exception of small sections located in Bedford County and Montgomery County. The region also contains a significant portion of the Roanoke, Virginia Metropolitan Statistical Area, which includes the Counties of Botetourt, Craig, Roanoke and Franklin and the Cities of Roanoke and Salem. The Roanoke Valley - Alleghany Region also includes the rural Alleghany Highlands area which has exhibited significant economic distress in recent years. Franklin County and the Town of Rocky Mount are joint members with the Roanoke Valley - Alleghany Regional Commission and with West Piedmont Planning District Commission and are currently covered under the West Piedmont Planning District Commission's Comprehensive Economic Development Strategy document and process.

The region is served by a number of major interstate highways and major US highways. Interstate 81 crosses Roanoke County (running roughly parallel to the boundary of the City of Salem for a number of miles) and Botetourt County, running north and south. Interstate 581 is a spur from Interstate 81 and serves the County and City of Roanoke. Interstate 64 crosses the Alleghany Highlands area from East to West and connects with Interstate 81 farther east of the Roanoke Valley - Alleghany Region. US Highway 220 is an essential connection between the Alleghany Highlands, the Roanoke metropolitan area, and points south of the region. US Highway 220 also serves as a north-south connection between Interstate 81 and Interstate 64. US Highway 460 is an important east-west connection that crosses Roanoke County, the City of Salem, the City of Roanoke, and the Town of Vinton.

The region has a significant rail history and heritage. Roanoke was an early transportation center serving as a crossroads for the Shenandoah Valley Railroad, which later became the Norfolk and Western Railway, and then Norfolk Southern. Currently both Norfolk Southern and CSX rail lines serve different portions of the Roanoke Valley - Alleghany Region.

Table 1: Major Cities and Distance from the RVARC Region

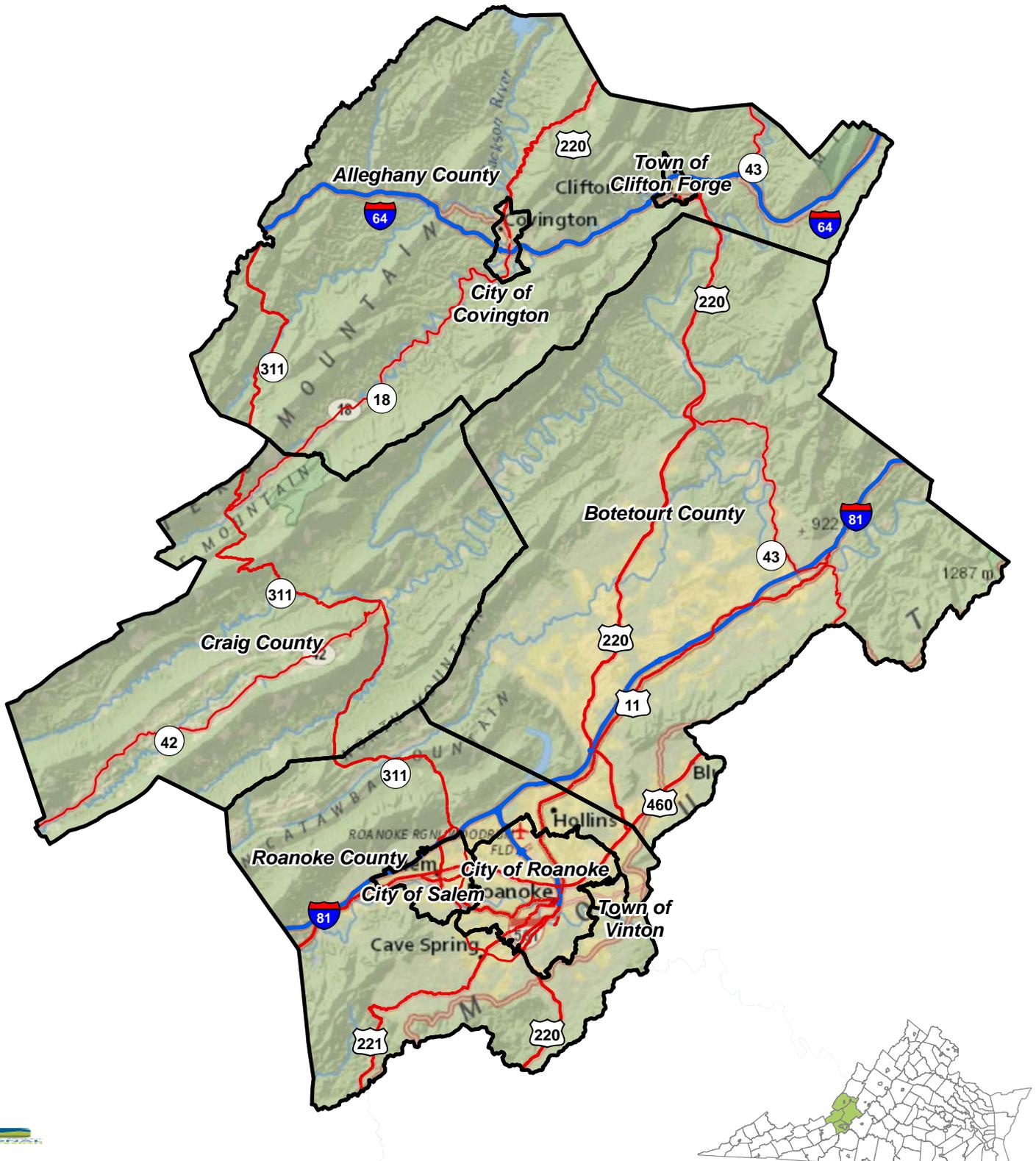
City	Distance in Miles
Atlanta, GA	430
Baltimore, MD	281
Charlotte, NC	194
Chicago, IL	722
Detroit, MI	588
Greensboro, NC	105
Indianapolis, IN	531
Knoxville, TN	255
New York, NY	476
Norfolk, VA	245
Philadelphia, PA	403
Raleigh, NC	156
St. Louis, MO	686
Washington, DC	251

Source: Roanoke Regional Partnership, 2015.

The region is served by the Roanoke-Blacksburg Regional Airport in Roanoke, the Greenbrier Valley Airport in Lewisburg, West Virginia. Commercial air passenger service is offered at the Roanoke Regional Airport in Roanoke, Virginia. The Roanoke Regional Airport is served by four commercial carriers - Allegiant Air, Delta, United Airlines, and US Airways - which offer direct service to eight domestic hubs. Commuter air services are also offered at the Roanoke Regional Airport. Air freight providers include: Air Freight Air Cargo Carriers, Delta Connection Carriers, Federal Express, Quest Diagnostics, RAM Air Freight, United Express, UPS, and United Airways Express. The Greenbrier Airport provides private charter flights and major commercial flights and carriers Continental Airlines and Delta Airlines.

Much of the Roanoke Urbanized Area lies within a large valley between the Southern Blue Ridge and the Allegheny Mountains centered on the Roanoke River. The surrounding rural areas are very mountainous with small valleys. Many recreational opportunities are available in the region due largely to the mountain ranges in the area and the significant acreage owned by the National Forest Service, National Park Service, and other federal agencies. The Appalachian Trail runs through the northern section of Roanoke County and through portions of Craig and Botetourt Counties. The Blue Ridge Parkway runs through the counties of Botetourt and Roanoke and just to the south of the City of Roanoke. Carvins Cove Natural Reserve, the second-largest municipal park in America, lies in northeast Roanoke County and southwest Botetourt County.

Map 1: Roanoke Valley - Alleghany Region



History

The entire region was once encompassed within Botetourt County's original boundaries. Named for Lord Botetourt, a royal Governor of Virginia, Botetourt County was formed in 1769 with boundaries extending west to the Mississippi River at a time when Virginia claimed most of the Northwest Territory. Alleghany County was formed in 1822 with an area previously encompassed by Bath County, which had been formed with land from Augusta and Botetourt County in 1790. Roanoke County was formed with area from Botetourt County in 1838. Craig County was formed in 1851 with land from Botetourt, Giles, Roanoke and Monroe Counties. The City of Roanoke was incorporated as a City in 1884, Clifton Forge in 1906, Covington in 1952, and Salem in 1968.

During the colonial era, the region was an important hub of trails and roads. The Great Wagon Road, which ran from Philadelphia through the Shenandoah Valley to North Carolina and Georgia, ran through the future site of the City of Roanoke. Another branch of the historic immigration route, the Wilderness Road, which ran southwest into present day Tennessee and Kentucky, connected at this junction as well.

In the 19th Century, the iron and railroad industry became of increasing importance in this region and was key to the growth of the northern portion of the region including portions of Craig, Botetourt, and Alleghany Counties. Iron furnaces, the ruins of which can still be found today, operated profitably in this area for the better part of a century. During the Civil War, furnaces in the region produced canons and ammunitions and steel plates for warships. By the 1880's, the area became the iron capital of Virginia with its numerous iron mines and blast furnaces, which by then produced iron for railroad rails and plate for steam engines.

The railroad industry has a long history in the region. In the late 19th century, Roanoke was chosen to serve as a junction between the Shenandoah Valley Railroad and the Norfolk and Western Railroad and created tremendous growth. Roanoke quickly became incorporated as an independent city. The rail industry was also of importance to the Alleghany Highlands, as the Chesapeake & Ohio Railroad took over the line through Clifton Forge in 1889.

Both the rail and iron industries prevalent in the 19th and early 20th century eventually waned in the region. The iron ore mining and iron producing industry almost completely disappeared after richer ore deposits were found in the Great Lakes region of the US. The C&O Railway, which at one time had a very significant presence in Clifton Forge including the railroad's major shop and a hotel, closed its shops in Clifton Forge in the 1980's. Roanoke was the headquarters of the Norfolk and Western Railway until a merger with Southern Railway created the Norfolk Southern Railway in 1982. Norfolk Southern maintains only marketing and some maintenance operations in the Roanoke area today. The region's largest employment sectors are now healthcare, manufacturing and education which have all experienced multimillion dollar investments over the past few years. The economy is also expanding through new efforts in high tech entrepreneurship, tourism, and outdoor activities.

Population

Several localities within the Roanoke region experienced an increase in their respective populations throughout the last decade. As can be seen in Table 2 below, most localities gained population with the exception of Alleghany County, City of Covington, and the Town of Clifton Forge. Botetourt and Roanoke Counties each experienced a population gain of over 8 percent. Overall, the population for the RVAR CEDS area increased 4.2% compared to a 14.4% increase in the Commonwealth over the same time period.

Table 2: Population

Locality		2000	2013	Change
County	Alleghany *	12,926	12,364	-4.3
	Botetourt	30,496	33,076	8.5
	Craig	5,091	5,199	2.1
	Roanoke **	77,996	84,732	8.6
City	Covington	6,303	5,880	-6.7
	Roanoke	94,911	97,355	2.6
	Salem	24,747	24,950	0.8
Town of Clifton Forge		4,289	3,887	-9.4
Town of Vinton		7,782	8,102	4.1
RVAR CEDS Region		264,541	275,545	4.2
Virginia		7,078,515	8,100,653	14.4

Source: 2009-2013 5-Year Estimates, American Community Survey Demographic and Housing Estimates, 2015 and US Census of Population, 2000.

* Excludes Town of Clifton Forge population.

** Excludes Town of Vinton population.

The population of most of the localities within the CEDS region is older than that of the Commonwealth. Table 3 displays the median age of each of the jurisdictions and also disaggregates the population by age.

Table 3: Percent of Population by Age Group

Locality		Median Age	under 5	5 to 19	20 to 34	35 to 54	55 to 64	65 and older
County	Alleghany	46.6	4.4	18.2	13.2	27.5	15.1	21.7
	Botetourt	45.7	4.6	19.3	12.4	29.8	16.0	17.9
	Craig	44.7	6.0	21.2	10.5	27.2	18.2	17.0
	Roanoke	43.3	4.9	18.9	15.2	28.7	14.5	17.9
City	Covington	44.3	5.6	19.7	14.1	30.4	12.0	18.2
	Roanoke	38.2	7.3	16.7	21.7	27.0	13.0	14.3
	Salem	40.1	4.9	20.6	18.4	25.9	13.4	16.8
Town of Clifton Forge		47.2	5.3	17.5	14.0	24.7	15.7	22.7
Town of Vinton		39.7	5.6	19.3	19.5	24.3	13.5	17.7
Virginia		37.5	6.3	19.5	21.0	28.5	12.1	12.6

Source: 2009-2013 5-Year Estimates, American Community Survey Demographic and Housing Estimates, 2015.

The data presented illustrate that the region's population is older by comparison to the Commonwealth. Based on recent demographic trends in the region it appears that the older population in the region will continue to expand. Data suggests that potential labor force issues related to a large percentage of retirees and declining number of people in the workforce are likely if the current population trends continue.

Gross Metropolitan Product

The Bureau of Economic Analysis produces annual estimates of Gross Domestic Product for metropolitan areas, states, and the nation. Data is unavailable for rural areas and a significant portion of the RVAR CEDS area is therefore not included in the estimate. However, the data are still a useful measure of general economic growth.

Table 4 illustrates that Gross Metropolitan Product for the Roanoke region has grown slower than the Commonwealth and nationwide.

Table 4: Gross Domestic Product

	2011	2012	2013	Change (2011-2013)
Roanoke MSA	12,970,000	13,406,000	13,891,000	7.1
Virginia Total	430,103,000	445,090,000	452,585,000	5.2
US Metro Portion	13,953,100,000	14,607,100,000	15,080,000,000	8.1
US Total GDP	15,517,900,000	16,163,200,000	16,768,100,000	8.1

Source: Bureau of Economic Analysis, 2015.

Income

Data available on income trends in the region indicate that the median income is increasing for the majority of localities throughout the region. Table 5 below displays median household income for each RVAR CEDS locality.

It is important to note that median household income is the amount which divides the income distribution into two equal groups, half having income above that amount, and half having income below that amount. It is considered by many to be a better indicator as it is not affected as much by unusually high and low income values.

Table 5: Median Household Income

Locality		2006-2010 5-YR Estimate	2009-2013 5-YR Estimate	Percent Change
County	Alleghany	43,160	44,848	3.9
	Botetourt	64,725	65,935	1.9
	Craig	51,291	47,806	-6.8
	Roanoke	59,446	60,795	2.3
City	Covington	35,277	34,319	-2.7
	Roanoke	36,422	38,145	4.7
	Salem	48,828	48,733	-0.2
Town of Clifton Forge		34,256	35,704	4.2
Town of Vinton		42,467	44,918	5.8
Virginia		61,406	63,907	4.1

Source: U.S. Census Bureau, American Community Survey.

The regions per capita income (PCI) can be seen in Table 6. PCI is total income divided by total population. It is generally considered to not be as good an indicator as median household income because small wealthy or low income populations can increase (or decrease) per capita income far above that of the majority of residents. Per capita income does not measure individual income or wealth. However, the Economic Development Administration requires that PCI be used to determine locality eligibility.

Table 6: Per Capita Income

Locality		PCI	Percent of US
County	Alleghany	\$24,162	86
	Botetourt	\$32,490	115
	Craig	\$21,498	76
	Roanoke	\$31,728	113
City	Covington	\$20,160	72
	Roanoke	\$23,295	83
	Salem	\$26,661	95
Town of Clifton Forge		\$22,415	80
Town of Vinton		\$23,830	85
Virginia		\$33,493	119
United States		\$28,155	100

Source: U.S. Census Bureau, American Community Survey, 2009-2013.

Education

Educational attainment refers to the highest level of education that an individual has completed. The US Census Bureau collects this data for persons age 25 and over.

Table 7: Educational Attainment

	Population 25 years and over	Less than 9th grade	9th to 12th grade, no diploma	High school graduate (includes equivalency)	Some college, no degree	Associate's degree	Bachelor's degree	Graduate or professional degree	Percent high school graduate or higher	Percent bachelor's degree or higher
Alleghany County	11,859	6.4	10.9	36.8	21.9	7.6	9.5	6.9	82.7	16.4
Botetourt County	23,748	3.0	6.8	33.9	22.4	9.0	17.3	7.7	90.2	24.9
Craig County	3,682	6.3	4.0	42.8	23.6	8.7	10.5	4.1	89.7	14.6
Roanoke County	66,116	3.3	5.8	26.6	21.7	9.4	21.8	11.3	90.9	33.1
City of Covington	3,992	4.6	16.6	37.5	26.0	6.9	5.0	3.4	78.8	8.3
City of Roanoke	67,687	7.1	11.1	29.8	21.2	7.2	14.6	9.0	81.8	23.6
City of Salem	16,623	5.2	5.9	30.0	19.5	8.6	18.5	12.3	88.9	30.8
Virginia	5,427,938	5.1	7.5	25.2	20.1	7.0	20.5	14.7	87.5	35.2

Source: 2009-2013 American Community Survey 5-Year Estimates.

Postsecondary enrollment reports show the number and percent of Virginia high school graduates who enrolled in an Institution of Higher Education (IHE) within sixteen months of graduating high school.

Table 8: Post Secondary Enrollment of Graduates

	Total Graduates	Any Institution of Higher Education		4-year Institution of Higher Education		2-year Institution of Higher Education	
	Number	Number	Percent	Number	Percent	Number	Percent
Alleghany County	176	90	51	37	21	53	30
Botetourt County	378	262	69	160	42	102	27
Craig County	48	35	73	14	30	21	44
Roanoke County	1073	747	70	422	40	325	30
City of Covington	52	31	60	17	32	14	27
City of Roanoke	640	356	56	172	27	184	29
City of Salem	278	183	66	106	38	77	28
Virginia	80,752	51,825	64	32,829	41	18,996	24

Source: Post Secondary Achievement Report, Virginia Department of Education.

Postsecondary Educational Opportunities

There are numerous post secondary education opportunities in the region itself and within a reasonable driving distance. The offerings from institutes of higher education include traditional 4-years universities, community colleges, private technical colleges, and medical schools.

Public four-year institutions

- Radford University
- Virginia Military Institute
- Virginia Tech

Private four-year institutions

- Ferrum College
- Hollins University
- Liberty University
- Lynchburg College
- Roanoke College
- Southern Virginia University
- Virginia University of Lynchburg
- Washington & Lee University

Medical Schools

- Edward Via College of Osteopathic Medicine
- Virginia Tech Carilion School of Medicine

Virginia Community College System

- Dabney S. Lancaster Community College
- Virginia Western Community College

Private Technical Colleges

- American National University
- Jefferson College of Health Sciences
- Miller-Motte Technical College
- Skyline College

Multi-Institutional

- Roanoke Higher Education Center

Industry and Education Credential Programs

In recent years, more attention has been given to the variety of educational credentials available - other than academic degrees - that have shown to have labor market value. Policy makers and researchers such as the US Census have begun to consider the role of these “alternative educational credentials” in job placement, earnings, and career advancement.

The Census Bureau states in its 2014 *Measuring Alternative Educational Credentials* that thus far, federal surveys have not generally collected data on these alternative education and training mechanisms in a systematic, ongoing fashion. In an attempt to address the needed data collection the Bureau, as part of the Federal Interagency Working Group on Expanded Measures of Enrollment and Attainment, has been working toward incorporating new questions into its surveys. National level results show that about 25 percent of adults in the United States have a professional certification, license, or educational certificate. The results also indicate that professional certifications, licenses, and educational certificates have labor market value, especially for those with low levels of education (i.e., below the bachelor’s degree level) and people with professional degrees. As data collection improves, local level data will be incorporated into the CEDS document. For now, data from the Virginia Department of Education is used to illustrate the importance of certification programs in the region.

Virginia’s Path to Industry Certification: High School Industry Credentialing program was developed to encourage more students to work toward a selected industry credential or state license while pursuing a high school diploma,.

A credential is defined as:

- State-Issued Professional License, required for entry into a specific occupation as determined by a Virginia state licensing agency (Licensed Practical Nurse (LPN), Cosmetology);
- Full Industry Certification, from a recognized industry, trade, or professional association validating essential skills of a particular occupation (A+ CompTIA, Microsoft Certified Professional (MCP));
- Pathway Industry Certification, which may consist of entry-level exams as a component of a suite of exams in an industry certification program leading toward full certification (Automotive Service Excellence, (ASE), Microsoft Office Specialist (MOS)); or
- Occupational competency assessment, a national standardized assessment of skills/knowledge in a specific career and/or technical area, (NOCTI).

The board annually reviews and approves industry, professional or trade association certification examinations and occupational competency assessments that will meet the student-selected verified credit requirements as well as to earn the board’s Career and Technical Education seal and Advanced Mathematics and Technology seal. Students who earn a credential by passing a certification or licensure examination may earn up to two student-selected verified credits to meet graduation requirements.

In addition to providing student-selected verified credit(s) and adding value to a student's résumé for obtaining entry-level positions in today's technical job market, credentials provide the following benefits to students:

- added value to a transcript for higher education purposes or obtaining an entry-level position in the technical job market;
- evidence that the student has completed advanced educational preparation by verifying competency in career and technical education skill areas in demand by business and industry;
- increased job opportunities for advancement in a chosen career path; and
- enhanced self-esteem for students through achieving national occupational competency standards recognized by business and industry.

Table 9 shows the industry certification completions for each locality in the region.

Table 9: Path to Industry Certification: High School Industry Credentialing

School Division	NOCTI Assessments Passed	State Licensures Earned	Industry Certifications Achieved	WRS Assessments Passed	Total Credentials Achieved	Students Earning One or More Credentials
Alleghany County	29	0	102	104	235	214
Botetourt County	20	10	348	373	751	531
Craig County	0	0	33	3	36	36
Roanoke County	0	0	130	596	726	670
Covington City	4	0	8	36	48	48
Roanoke City	112	0	533	327	972	766
Salem	0	0	314	97	411	327
Virginia	5,024	905	69,321	28,349	103,599	86,257

Source: Career and Technical Education (CTE) Completers Report for 2013-14, Virginia Department of Education.

The Virginia Community College System continues to work with the Governor's office and other state agencies to implement the *New Virginia Economy Strategic Plan* that has a goal of 50,000 additional credentials by 2018. The plan focuses on student completion of credentials identified as high-demand by business and industry.

The Virginia Community College System state board approved the following definition of a credential in May 2015:

A credential is a verification of qualification or competence issued to an individual by a third party with the relevant authority or jurisdiction to issue such credentials (such as an accredited educational institution, an industry-recognized association, or an occupational association or professional society).

VCCS credentials will include:

- Degrees, diplomas, and certificates (including CSCs) issued by our colleges and the universities to which our students transfer
- Industry certifications
- Licenses
- Registered Apprenticeships

The following will be used as parameters for industry certifications:

- Industry-recognized: Credentials shall include technical and occupational skills identified as necessary for performing functions of an occupation based on standards developed or endorsed by employers.
- Portable: Credentials shall be recognized by multiple employers; educational institutions; and across geographic areas where appropriate.
- Credentials shall be competency-based.
- 3rd Party Validated: Credentials shall have a process for determining their validity and relevance in the workplace, and a process in place for improvement.
- Credentials should be reviewed for articulated credit.
- Stackable: Where possible, credentials should be part of a career pathways framework and include stackable credentials that lead to a high level industry-recognized credential or a postsecondary degree.

Workforce Training

Western Virginia Workforce Development Board

The Western Virginia Workforce Development Board is one of 16 federally mandated organizations in the Commonwealth of Virginia overseen by the Virginia Workforce Council in compliance with the Workforce Innovation and Opportunity Act (WIOA)(2015-2020). The Act focuses on meeting the needs of businesses for skilled workers and individuals' needs for training, education, and employment.

Members of the Western Virginia Workforce Development Board represent the community leaders from business, education, local government and service providers. Funded through the U.S. Department of Labor, the Board's mission is to cultivate a dynamic workforce development system that stimulates economic development.

The Board meets its mission through the "one-stop" workforce centers which provide individuals with appropriate training, education, and support services. The Board meets the needs of businesses by developing a trained and skilled workforce for today's economy. It connects service providers to the individuals in need of assistance, links individuals to alternative training resources and educates them about the demands of employers.

WIB responsibilities include:

- Overseeing the region's one-stop system of Workforce Centers, which provide a variety of services to businesses and individuals including job matching, career counseling and educational training resources.
- Developing and implementing a comprehensive regional workforce development strategy to meet the needs of new and existing employees.
- Determine the needs for, and assists in the development of, appropriate employment training
- Working with economic development professionals in recruiting new business and retaining existing employers.
- Advising local officials on trends and events affecting the workforce system.

The Western Virginia Workforce Development Board has chartered three centers in Virginia Local Workforce Investment Area III in Covington, Roanoke and Rocky Mount. Each of these comprehensive centers provides a full range of individual and business services. Satellite centers at Goodwill Industries of the Valleys in Salem and at The Villages at Lincoln in Roanoke provide additional access to workforce services.

The Western Virginia Workforce Development Board has certified the organizations below to providing occupational skills and other training for Workforce Innovation and Opportunity Act participants in Virginia Local Workforce Area III.

Certified Training Providers for Program Year 2014 Summary of Programs (effective through June 30, 2015) include:

- Advantage Resource Group
- American National University (National College)
- Dabney S. Lancaster Community College
- Evergreen Assisted Living Community, LLC
- Fast Track Health Care Education
- Careers in Care
- Miller Motte Technical College
- Patrick Henry Community College
- Skyline College
- TAP - This Valley Works
- Virginia Western Community College
- Non-Occupational Training
- Franklin County Public Schools Adult Education
- Roanoke Valley - Alleghany Region 5 Adult Education Program (Salem City Schools)

The Board also administers federal *Workforce Innovation and Opportunity Act* funding for the region by providing strategic direction to a myriad of organizations focused on improving the workforce and the community as a whole.

Board members and Workforce Center partners actively participate in strategic planning and implementation of local Workforce initiatives through their involvement in the WDB and its committees.

In Fall of 2014, the Chief Local Elected Officials Consortium, which oversees the work of the Western Virginia Workforce Development Board requested the Regional Commission to become the fiscal agent, employer of record, and office location for the WDB. The members of the Western Virginia Workforce Development Board voted at their December 5, 2014 meeting to support the concept of the Regional Commission becoming the Fiscal Agent and to provide staffing services to the Workforce Board. The Workforce Board staff completed the move to the Regional Commission's offices in June 2015. Contractual agreements between the City of Roanoke, the Workforce Board and Regional Commission were expected to be finalized in July 2015.

JLARC Review of Workforce Development Programs

In 2014 the Virginia Joint legislative Audit and Review Commission released its Report to the Governor and the General Assembly of Virginia “Virginia’s Workforce Development Programs.” This study was requested by the General Assembly to address the perceptions that state and local workforce development efforts are not adequately coordinated and do not provide sufficient opportunities for job seekers to obtain the skills, credentials, and education desired by employers. The report made 30 detailed recommendations to the General Assembly and the workforce development boards to remedy the identified deficiencies. The General Assembly and workforce development boards are working toward implementing the recommendations.

Labor Force

Human capital is one of the single most important assets a community can offer prospective businesses. The lack of human capital is also one of the hardest economic development deficiencies a community could ever seek to overcome. Data have already been presented suggesting that key working age cohorts are decreasing.

According to the Bureau of Labor Statistics data provided in Table 10, the cities of Covington and Salem have seen a slight decline in the size of their respective labor forces over the past 5 years. The counties of Alleghany, Botetourt and Roanoke have seen minimal growth in their labor force while the City of Roanoke has experienced a 9.3 percent growth.

Table 10: Annual Labor Force Trend

Locality		2009	2014	Change
County	Alleghany	7071	7282	3.0
	Botetourt	16391	16967	3.5
	Craig	2263	2318	2.4
	Roanoke	45655	48107	5.4
City	Covington	2466	2304	-6.6
	Roanoke	43194	47230	9.3
	Salem	13289	13166	-0.9
Virginia		4118171	4261175	3.5

Source: Bureau of Labor Statistics, 2014.

Unemployment

While there has been a modest improvement in unemployment rates at the local level, the impact of the most recent recession continues to affect the region. Based on declining unemployment rates, it does appear as though the region is starting to recover jobs lost during the past decade. All localities within the RVAR CEDS region saw their average annual unemployment rates decrease over the course of the last 5 years. Table 11 provides historical annual unemployment rates from 2010 to 2014 and Table 12 shows average annual unemployment rates for the last 24 months for all RVAR CEDS localities.

Table 11: Annual Unemployment Trend

Locality		2010	2011	2012	2013	2014
County	Alleghany	9.6	8.8	8.0	7.4	6.0
	Botetourt	6.7	6.1	5.6	5.2	4.8
	Craig	8.0	7.7	6.7	6.7	6.3
	Roanoke	6.7	5.9	5.3	5.2	4.5
City	Covington	10.9	9.3	9.9	9.0	8.0
	Roanoke	8.8	8.1	7.1	6.7	5.9
	Salem	7.1	6.4	5.9	5.8	5.1
Virginia		7.1	6.6	6.0	5.7	5.2

Source: Bureau of Labor Statistics, 2015.

Several localities are experiencing higher annual unemployment levels than that of the Commonwealth including Alleghany County, Craig County, and the City of Covington. The rate in Alleghany County and the City of Covington is also higher than the US unemployment rate for the 24-month period.

Table 12: 24-Month Average Unemployment Rate

Locality		Rate
County	Alleghany	7.1
	Botetourt	5.1
	Craig	6.4
	Roanoke	5.0
City	Covington	8.8
	Roanoke	6.4
	Salem	5.4
Town of Clifton Forge		NA
Town of Vinton		NA
Virginia		5.4
United States		6.8

Source: Bureau of Labor Statistics, 2015.

1. Unemployment rate calculated from January 2013 to December 2014 based on data retrieved from BLS in March 2015.

Business Trends

It is important to look at trends in terms of business growth and decline. Table 13 outlines the most current business establishment data available and illustrates overall growth in the total number of business establishments within the RVAR CEDs region. The number of businesses establishments decreased by 2.4% in the region.

Table 13: Number of Business Establishments

Locality		2008	2009	2010	2011	2012	2013	Change 2008-2012
County	Alleghany	321	323	311	314	323	324	0.9
	Botetourt	786	782	782	779	793	802	2.0
	Craig	89	88	83	79	75	74	-16.9
	Roanoke	2,224	2,227	2,224	2,254	2,274	2,294	3.1
City	Covington	280	273	267	267	268	254	-9.3
	Roanoke	3,368	3,317	3,286	3,251	3,247	3,170	-5.9
	Salem	1,046	1,036	1,028	1,007	1,013	998	-4.6
RVARC Region		8,114	8,046	7,981	7,951	7,993	7,916	-2.4

Source: U.S. Bureau of Labor Statistics, 2015.

Enplanements

Enplanements are the count of passengers boarding commercial air carriers. The data provides insight into short run changes in economic activity. However, such data should be used with caution since airline scheduling and ticket prices obviously affect air travel. Air travel is considered to be highly elastic, meaning slight changes in price lead to sharp changes in demand. Table 14 shows annual enplanements at the Roanoke-Blacksburg Regional Airport.

Table 14: Roanoke-Blacksburg Regional Airport Enplanements

Year	Enplanements	Change
2003	298,055	-
2004	306,896	2.97%
2005	326,202	6.29%
2006	326,214	0.00%
2007	348,634	6.87%
2008	315,293	-9.56%
2009	297,588	-5.62%
2010	316,478	6.35%
2011	320,961	1.42%
2012	315,877	-1.58%
2013	310,295	-1.76%

Source: Federal Aviation Administration, 2015.

Housing Overview

The recent recession was caused, at least in part, by the collapse of the housing market. Any examination of the recession's impact up on the RVAR CEDS region would be incomplete without analyzing information on home sales/value and foreclosures. Examining the percentage of those who own their own home vs. those who rent is also a useful economic indicator. Housing can serve as an important indicator of economic vitality in a region. Housing is also a key indicator of population growth. The supply of affordable housing is also increasingly important from a policy perspective in many areas, since it can affect labor force availability.

Unfortunately, the data set on homes sales in incomplete for the region. A significant number of home sales in the Alleghany Highlands are not tracked in any Multiple Listing Service and are not reflected in the Roanoke Valley or Virginia Association of Realtors database. Currently, comprehensive data are only available from the Roanoke Valley Association of Realtors, which includes the Counties of Botetourt, Bedford, Craig, Franklin, and Roanoke; along with the City of Roanoke and Salem. Nonetheless, these data can be used as an indicator for what is occurring throughout the region. This information is provided in Table 15 below.

Table 15: Roanoke Valley Home Sales Overview

	2010	2011	2012	2013	2014
Residential Units Sold	3,269	3,432	3,666	4,307	4,084
Volume Sold	\$637,546,496	\$608,472,570	\$667,408,682	\$830,755,132	\$797,052,519
Average Home Price	\$195,310	\$176,197	\$180,302	\$190,217	\$193,815

Source: Roanoke Valley Association of Realtors, 2015.

As previously mentioned, looking at the percentage of those who own their own home compared to those who rent is a useful economic indicator; these data are detailed in Table 16.

Table 16: Housing Occupancy

Locality		Total units	Occupied Units	Owner Occupied	Renter Occupied	Vacant Units
County	Alleghany	8,050	6,773	5,413	1,360	1,277
	Botetourt	14,588	12,825	11,296	1,529	1,763
	Craig	2,764	2,122	1,719	331	642
	Roanoke	40,170	37,928	29,098	8,830	2,242
City	Covington	3,056	2,545	1,855	690	511
	Roanoke	47,292	42,494	23,271	19,223	4,798
	Salem	10,812	9,908	6,599	3,309	904
Town of Clifton Forge		2,005	1,658	931	727	347
Town of Vinton		3,739	3,405	1,947	1,458	334
Virginia		3,381,332	3,022,739	2,033,102	989,637	358,593

Sources: American Community Survey 2009-2013.

Economic Structure/Industry Clusters

It is necessary to understand the nature, structure, and trends of the region's economy in order to determine its strengths and weaknesses. There are a number of data sources that will assist in analyzing the local economic structure of the region. The following section will seek to describe regional trends in the industry clusters for the entire RVARC CEDS region.

An outline of the region's largest employers is provided below. It will assist with understanding the local economy and demonstrates that the majority of the region's largest employers are in the industries of government, healthcare, education, banking, and insurance.

Table 17: Largest 50 Employers*

1. Roanoke Memorial Community Hospital	26. Triad Laboratory Alliance
2. Roanoke City School Board	27. Food Lion
3. Roanoke County School Board	28. Friendship Manor
4. U.S. Department of Veterans Affairs	29. General Electric Company
5. HCA Virginia Health System	30. Richfield Nursing Center
6. Kroger	31. Dynax America Corporation
7. WalMart	32. Anthem
8. Wells Fargo Bank NA	33. Altec Industries Inc
9. City of Roanoke	34. Advance Auto Business Support
10. Franklin County School Board	35. VDOT
11. County of Roanoke	36. MKG Operations Inc
12. Westvaco	37. Roanoke College
13. M.W. Manufacturers	38. Alleghany Highlands Public School Board
14. Carilion Services	39. Adams Construction Company
15. Warsaw Health Care Center	40. Securities Security Service USA Inc
16. Allstate Insurance Company	41. Carilion Healthcare
17. Yokohama Tire Corp.	42. County of Franklin
18. Botetourt County School Board	43. Bright Personnel and Business
19. Postal Service	44. Steel Dynamics Roanoke Bar Div
20. Advance Auto Parts	45. Health Marc
21. U.P.S.	46. US Foodservice
22. Virginia Western Community College	47. FreightCar America
23. Lowes' Home Centers, Inc.	48. Orvis
24. City of Salem	49. Hardee's
25. City of Salem School Board	50. Coca Cola Bottling Company

* Roanoke Valley-Alleghany Regional Commission region including Franklin County.

Source: Virginia Employment Commission, Quarterly Census of Employment and Wages (QCEW), 2nd Quarter (April, May, June) 2014.

The location quotient, provided in Tables 18-20, is a useful tool for comparing the regional economy to a larger comparison economy. Clusters are groupings of not only industries with similar processes but also key suppliers and other related industries from other industrial sectors that tend to locate in the same general proximity and gain certain advantages (shared workforce, knowledge transfer, etc) from doing so.

The EDA's industry cluster data tool helps the practitioner see networks of businesses that are creating wealth in their local or regional economy. The tool focuses on 17 clusters across the United States in order to provide a framework that is easy to understand. It also allows users to combine individual counties to define custom regions.

A location quotient over 1.0 means that a region has a higher concentration in a particular industry than the national average. For example in Table 18, the region has a LQ of 0.56 in machinery manufacturing (about half of the national average) but also has a LQ of 3.16 (more than triple the national average) in electrical equipment, appliance and component manufacturing. An above average concentration may imply a local competitive advantage.

The cluster data along with the location quotients, allow for various analyses that can identify growth trends and emerging industries; reveal groups of industries that have similar workforce needs; and create regional identities and improve marketing effectiveness.

Nine clusters have an above average concentration of *establishments* in the RVARC CEDS Region (Table 18) including Glass & Ceramics; Transportation Equipment Manufacturing; Printing and Publishing; Electrical Equipment, Appliance and Component Manufacturing; Energy; Mining (quarrying); Fabricated Metal Product Manufacturing; Transportation and Logistics; and Defense and Security. Note that Electrical Equipment, Appliance and Component Manufacturing is more than three times the national average.

Eight clusters have an above average concentration of *employment* in the RVARC CEDS Region (Table 19) including Glass & Ceramics; Transportation Equipment Manufacturing; Chemicals and Chemical Based Products; Electrical Equipment, Appliance and Component Manufacturing; Forest and Wood Products; Mining; Transportation and Logistics; and Biomedical/Biotechnical. Note that the employment concentration in both Electrical Equipment, Appliance and Component Manufacturing and Transportation and Logistics are both double the national average.

Six clusters have above average *wages* in the RVARC CEDS Region (Table 20) including Glass & Ceramics; Chemicals and Chemical Based Products; Electrical Equipment, Appliance and Component Manufacturing; Forest and Wood Products; Transportation and Logistics; and Biomedical/Biotechnical.

Table 18: 2012 Industry Clusters - Establishments

Industry Cluster Description	QCEW Cluster - Establishments	Industry Cluster Establishment LQ
Total All Industries	4,115	1.00
Agribusiness, Food Processing & Technology	25	0.40
Manufacturing Supercluster	49	0.97
Glass & Ceramics	4	1.05
Transportation Equipment Manufacturing	6	1.26
Computer & Electronic Product Manufacturing	3	0.49
Education & Knowledge Creation	48	0.81
Advanced Materials	50	0.86
Chemicals & Chemical Based Products	24	0.85
Printing & Publishing	90	1.05
Business & Financial Services	609	0.93
Primary Metal Mfg	1	0.89
Electrical Equipment, Appliance & Component Mfg	8	3.16
Forest & Wood Products	24	0.86
Information Technology & Telecommunications	126	0.78
Energy (Fossil & Renewable)	190	1.04
Mining	8	1.47
Fabricated Metal Product Manufacturing	27	1.11
Machinery Manufacturing	4	0.56
Apparel & Textiles	23	0.83
Transportation & Logistics	117	1.20
Biomedical/Biotechnical (Life Sciences)	152	1.00
Defense & Security	179	1.13
Arts, Entertainment, Recreation & Visitor Industries	114	0.95

Source: US EDA, Innovation in American Regions,
<http://www.statsamerica.org/innovation/anydata/custom.asp>, 2015.

Detailed industry cluster definitions can be found at
http://www.statsamerica.org/innovation/reports/detailed_cluster_definitions.pdf

Table 19: 2012 Industry Clusters - Employment

Industry Cluster Description	QCEW Cluster - Employment	Industry Cluster Employment LQ
Total All Industries	76,459	1.00
Agribusiness, Food Processing & Technology	1,049	0.60
Manufacturing Supercluster	1,924	0.67
Glass & Ceramics	190	1.45
Transportation Equipment Manufacturing	863	1.19
Computer & Electronic Product Manufacturing	162	0.31
Education & Knowledge Creation	2,231	0.77
Advanced Materials	1,820	0.74
Chemicals & Chemical Based Products	1,181	1.08
Printing & Publishing	730	0.61
Business & Financial Services	4,964	0.73
Primary Metal Manufacturing	63	0.64
Electrical Equipment, Appliance & Component Mfg	349	1.92
Forest & Wood Products	732	1.03
Information Technology & Telecommunications	1,291	0.44
Energy (Fossil & Renewable)	2,752	0.80
Mining	135	1.15
Fabricated Metal Product Manufacturing	410	0.56
Machinery Manufacturing	77	0.18
Apparel & Textiles	200	0.54
Transportation & Logistics	4,661	2.02
Biomedical/Biotechnical (Life Sciences)	10,743	1.28
Defense & Security	3,872	0.92
Arts, Entertainment, Recreation & Visitor Industries	2,042	0.68

Source: US EDA, Innovation in American Regions,
<http://www.statsamerica.org/innovation/anydata/custom.asp>, 2015.

Detailed industry cluster definitions can be found at
http://www.statsamerica.org/innovation/reports/detailed_cluster_definitions.pdf

Table 20: 2012 Industry Clusters - Wages

Industry Cluster Description	QCEW Cluster - Wages	Industry Cluster Annual Wages LQ
Total All Industries	\$3,060,115,041	1.00
Agribusiness, Food Processing & Technology	\$46,832,092	0.85
Manufacturing Supercluster	\$87,401,702	0.54
Glass & Ceramics	\$12,035,490	2.29
Transportation Equipment Manufacturing	\$40,282,673	0.95
Computer & Electronic Product Manufacturing	\$8,864,914	0.21
Education & Knowledge Creation	\$99,891,658	0.82
Advanced Materials	\$109,741,954	0.73
Chemicals & Chemical Based Products	\$70,712,497	1.21
Printing & Publishing	\$31,723,666	0.49
Business & Financial Services	\$366,551,665	0.75
Primary Metal Manufacturing	\$3,416,097	0.74
Electrical Equipment, Appliance & Component Mfg	\$13,250,514	1.53
Forest & Wood Products	\$30,239,379	1.10
Information Technology & Telecommunications	\$94,810,299	0.41
Energy (Fossil & Renewable)	\$164,260,536	0.75
Mining	\$6,014,479	0.93
Fabricated Metal Product Manufacturing	\$17,719,844	0.59
Machinery Manufacturing	\$3,867,659	0.17
Apparel & Textiles	\$8,028,264	0.55
Transportation & Logistics	\$200,708,854	2.16
Biomedical/Biotechnical (Life Sciences)	\$509,342,916	1.51
Defense & Security	\$228,729,708	0.90
Arts, Entertainment, Recreation & Visitor Industries	\$55,404,485	0.62

Source: US EDA, Innovation in American Regions, <http://www.statsamerica.org/innovation/anydata/custom.asp>, 2015.

Detailed industry cluster definitions can be found at http://www.statsamerica.org/innovation/reports/detailed_cluster_definitions.pdf

EDA Funding Eligibility

Per capita income and unemployment figures are used to determine current EDA assistance eligibility. Any locality within a CEDS region with a per capita income of 80% or less than the national per capita income is eligible for EDA investment assistance. In addition, a CEDS locality with 24-month average unemployment rate at least 1 percentage point higher than the national 24-month rate is also eligible. Table 19 provides the most recent 24-month average unemployment rate and per capita income for each locality.

The localities of Craig County, the City of Covington, and Town of Clifton Forge are eligible as of January 2014 for EDA assistance based on per capita income. The City of Covington also meets the 24-month average unemployment threshold. It is important to regularly reevaluate and monitor unemployment and per capita income data as the economic situation throughout the region is continually evolving.

Other localities may be eligible for other forms of investment assistance depending upon special impacts including outmigration, job losses, sudden and severe economic dislocation, loss of major local employers, and significant loss of manufacturing jobs along with other unfortunate economic factors. Eligibility for other localities will be determined by EDA staff upon submission of an application for investment assistance.

Table 21: EDA Eligibility

Locality		Per Capita Income		24 Month Unemployment Rate ¹
		PCI	% of US	
County	Alleghany	\$24,162	86	7.1
	Botetourt	\$32,490	115	5.1
	Craig	\$21,498	76	6.4
	Roanoke	\$31,728	113	5.0
City	Covington	\$20,160	72	8.8
	Roanoke	\$23,295	83	6.4
	Salem	\$26,661	95	5.4
Town of Clifton Forge		\$22,415	80	Unavailable
Town of Vinton		\$23,830	85	Unavailable
United States		\$28,155	100	6.8

Source: US Census Bureau, American Community Survey 2009-2013, Bureau of Labor Statistics, 2014.

1. Unemployment rate calculated from January 2013 to December 2014 based on data retrieved from BLS in March 2015.

In addition to locality-wide per capita income rates, Census Tract level data may also be used to determine eligibility for funding by EDA. Table 20 lists the eligible Census Tracts in the region that meet the “80% or lower than the U.S. per capita income” eligibility criteria.

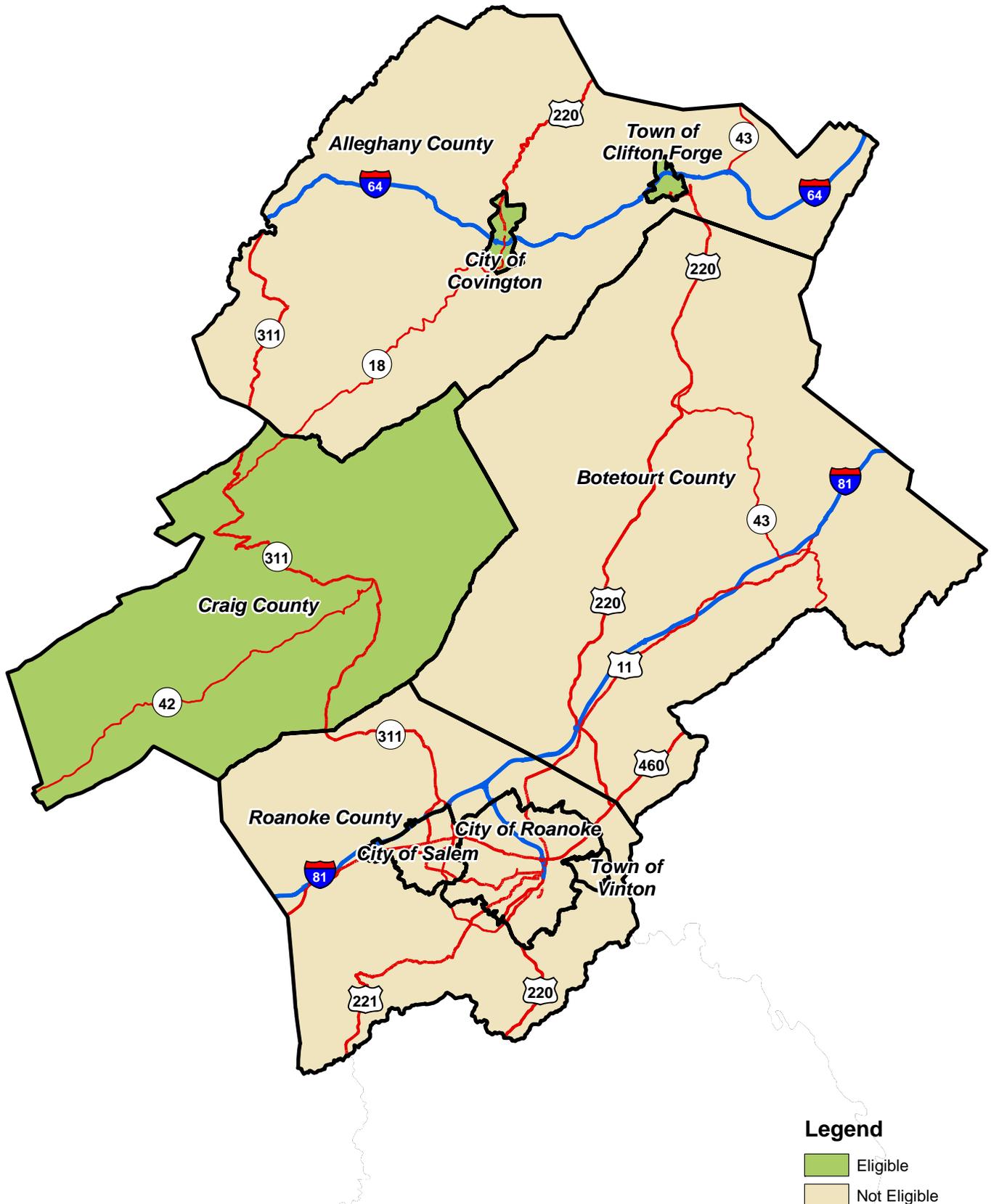
Table 22: Eligible Census Tracts

Census Tract	Per Capita Income	Percent of US PCI
Census Tract 701, Alleghany County, Virginia	\$21,636	76.8%
Census Tract 801, Alleghany County, Virginia	\$22,537	80.0%
Census Tract 401, Botetourt County, Virginia	\$22,136	78.6%
Census Tract 501, Craig County, Virginia	\$21,498	76.4%
Census Tract 310, Roanoke County, Virginia	\$21,362	75.9%
Census Tract 311.01, Roanoke County, Virginia	\$21,583	76.7%
Census Tract 601, Covington City, Virginia	\$17,812	63.3%
Census Tract 1, Roanoke City, Virginia	\$18,930	67.2%
Census Tract 3, Roanoke City, Virginia	\$20,199	71.7%
Census Tract 5, Roanoke City, Virginia	\$19,185	68.1%
Census Tract 6.01, Roanoke City, Virginia	\$19,695	70.0%
Census Tract 9, Roanoke City, Virginia	\$11,731	41.7%
Census Tract 10, Roanoke City, Virginia	\$9,651	34.3%
Census Tract 22, Roanoke City, Virginia	\$21,914	77.8%
Census Tract 23, Roanoke City, Virginia	\$20,073	71.3%
Census Tract 24, Roanoke City, Virginia	\$14,270	50.7%
Census Tract 25, Roanoke City, Virginia	\$13,805	49.0%
Census Tract 26, Roanoke City, Virginia	\$11,942	42.4%
Census Tract 27, Roanoke City, Virginia	\$14,740	52.4%
Census Tract 28, Roanoke City, Virginia	\$21,744	77.2%
Census Tract 103, Salem City, Virginia	\$21,333	75.8%

Source: US Census Bureau, American Community Survey 2009-2013.

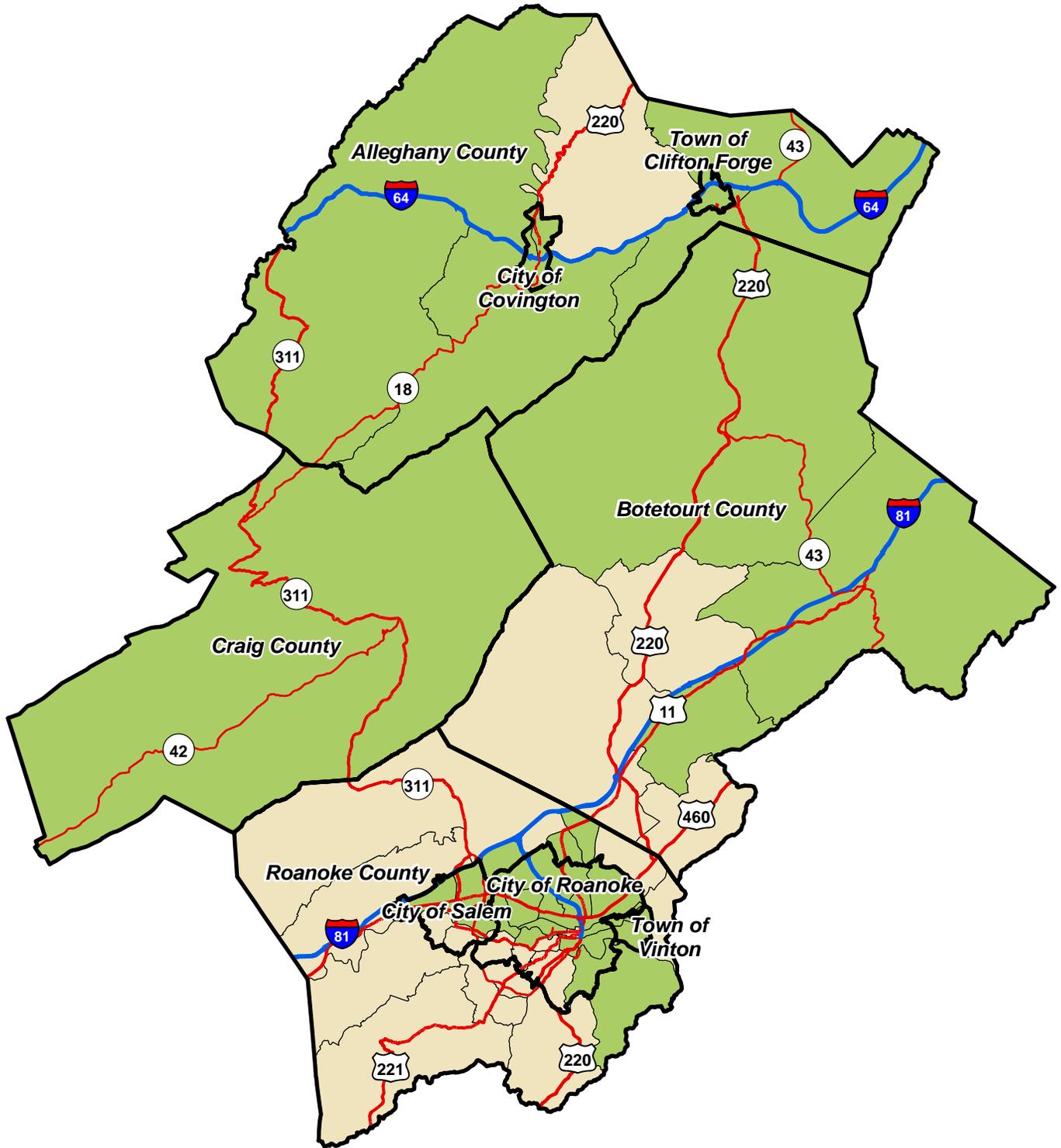
Map 2: EDA Eligibility Based on Per Capita Income by Locality

American Community Survey 5-Year Estimates 2009-2013
Per Capita Income must be 80% or less than the National Average



Map 3: Percent of US Per Capita Income by Census Tract

American Community Survey 5-Year Estimates 2009-2013
Per Capita Income must be 80% or less than the National Average



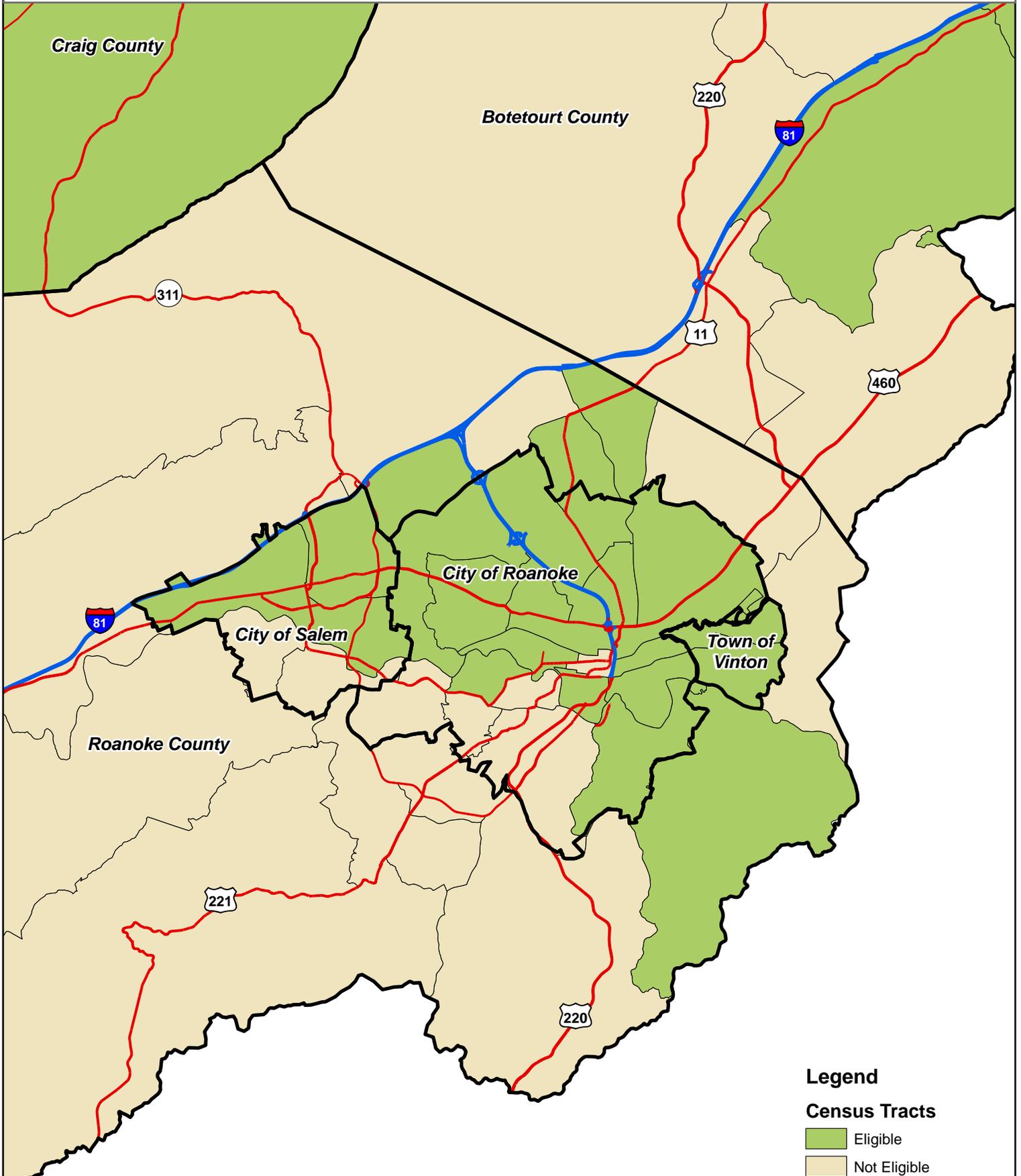
Legend

Census Tracts

- Eligible
- Not Eligible

Map 4: Percent of US Per Capita Income by Census Tract Urban Area

American Community Survey 5-Year Estimates 2009-2013
Per Capita Income must be 80% or less than the National Average



Source: Roanoke Valley-Alleghany Regional Commission, 2015.

Strengths, Weaknesses, Opportunities and Threats

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is a strategic planning tool used by organizations to ensure that there is a clear objective informed by a comprehensive understanding of the region's capabilities and capacity. The analysis identifies the region's competitive advantages - those assets that make the region special or competitive in the national and global economies - and contrasts them against internal or external factors that impact the regional economy. Analyzing what the region already possesses that could be leveraged better to build the capacity for growth, including competitive cultural, economic, technological, intellectual and physical assets, is critical to developing the regional economy.

The CEDS Strategy Committee participated in a SWOT analysis during its April 2015 meeting. Committee members were asked to identify strengths, weaknesses, opportunities and threats for the region.

Strengths

Strengths describe the positive attributes, tangible and intangible, internal to the region. These items are within the control of local government and businesses. Strengths describe what the region does well and the advantages it has over its competition.

1. Environment – natural beauty and recreational opportunities
2. Low cost of doing business, low cost of living, low utility rates
3. Geographic strengths – Mid Atlantic location, good road and rail access
4. Education – good school systems (overall); two community colleges; numerous post-secondary opportunities
5. Diversity in arts and culture, outdoor, sports, special events
6. Diversity in culture and national origin (refugee resettlement and Sister Cities programs)
7. Transportation overall (airports, roadways, railroad) – great airport
8. Diverse economy (for the most part) not dependent on one industry or sector
9. Medical and research institutions positive impact on economy; employment opportunities, business spinoffs, attraction of other medical and research employers
10. Right-to-work state, good labor relations, low unionization
11. Vibrant downtowns and village centers
12. Wealthy retirees from other areas retiring here; volunteering and starting small businesses
13. Expanding entrepreneurial climate (co working, incubators, accelerator)
14. Low unemployment
15. Good place to retire
16. Amtrak service in Clifton Forge and planned for Roanoke
17. New partnership between the Western Virginia Workforce Board and the RVARC

Weaknesses

Weaknesses are factors that are within local government and business's control that detract from the region's ability to obtain or maintain a competitive edge. Weaknesses might include limited resources, lack of access to skills or technology, or inferior service offerings.

1. Pockets of improvement needed in school systems and education
2. Some areas in the region with a less diverse economy
3. Children grow up and leave (looking for employment, lifestyle)
4. Competition from other localities, they "sell the product" better with incentives
5. Changes in airline industry (number of flights, fares, destinations, cancelled flights, lack of reliability) out of Roanoke
6. Inadequate supply of talent in region to meet current and future workforce demand. Training programs are available; more students are needed. Resources are restricted (financial aid-tuition assistance/WIOA funding) and vocational/CTE programs are expensive to provide.
7. Dysfunctional and ineffective workforce system overall; The Virginia Community College System has established a goal of tripling the number of high-demand industry credentials awarded by 2021. VWCC has developed programs to meet regional workforce needs; however there is a shortage of interested students and funding to support tuition.
8. Aging population and declining school enrollment negatively impact on workforce
9. Number of children on free and reduced lunch is high
10. Lack of perceived "coolness" and vibrancy; image problem; need to "sell the product"
11. Flat revenue growth for local governments; impact of lost state and federal dollars
12. Flat and low state funding for schools, teachers' salaries etc.
13. A lack of flat land for industrial development
14. Lack of communication among localities and with state/federal agencies
15. Lack of common vision, territorialism, fragmented governments, tunnel vision, we think small (risk-averse)
16. Concentration of tax-exempt uses
17. Heavy reliance on machinery and tool tax
18. Region's loss of political influence in Richmond
19. Commercial vacancies
20. Lack of Tobacco Indemnification and Community Revitalization Commission grant funds, exclusion of Virginia Western Community College from the Rural Horseshoe Initiative (career coaches and workforce education) funds, a lack of economic incentive funds, and other special funds impacts competitiveness and ability to fund projects and attract companies to the region.

Opportunities

Opportunities are the external and internal factors that will allow the region to prosper. These opportunities exist in the market, or in the environment, and can benefit the region if acted on.

1. Leverage and complement Carilion Clinic and other research and medical initiatives. (greater region including NC) including Virginia Tech Medical School and Research Institute
2. Bring medical conferences to the area to build on medical and research infrastructure and showcase region
3. Manufacturing is changing; the strategy must be more than just attraction; there is a need for retention, expansion and skill building too.
4. Economic and community development; need more than just industrial sites; need infrastructure, housing, quality of life, etc.
5. Re-development of underutilized property, repurposing, reuse
6. Existing business expansion and retention (grow your own)
7. Broadband service, new and expanding service
8. Legislative engagement program should be developed; localities could share lobbyists, combine regional legislative agendas to create “one voice” for the region
9. I-73 construction and related development
10. Cultivating student population – retention of students and young professionals – “career path” to raise awareness of employment opportunities in the region
11. Partnering businesses with education sector to create training programs and jobs
12. Building tourism infrastructure and assets – i.e. Explore Park – to expand the tourism sector
13. Passenger rail: AMTRAK related services and businesses
14. Intermodal facility should be constructed
15. Available commercial property for use by new or expanding businesses
16. Technology that could bring businesses to region
17. Market to Millennials, need for marketing of the region in general
18. Volunteers in schools, education etc. to serve as mentors and/or instructors
19. Agri-tourism – wineries, hops
20. Reorganization of the Western Virginia Workforce as part of the Roanoke Valley-Alleghany Regional Commission

Threats

Threats include factors beyond your control that could place the region’s economic development strategies, or the region itself, at risk. These are external and internal and local businesses and governments have little to no control over them, however the region may benefit by having contingency plans to address them if they should occur.

1. General Assembly may eliminate machinery and tools tax and BPOL tax

2. Loss of corporate headquarters; corporate restructuring
3. Image and Reputation loss based on closure of certain businesses
4. Mergers and Acquisitions (Consolidations) impacting employment and workforce
5. Increased regulatory burden (stormwater, air etc.)
6. Technology that displaces business from region
7. Workforce availability; low unemployment, not enough workers to fill new jobs
8. Aging infrastructure
9. Competition with other localities, “race to the bottom”
10. Other localities and states have big incentive funds that the region cannot match
11. Declining birth rate and aging population impact on workforce and government services
12. Virginia’s HB2 (transportation and land use planning) impact on funding and future development

Resilience

Resilience can be defined as an area's ability to withstand, prevent, or quickly recover from major disruptions to its underlying economic base. These disruptions can include events such as natural disaster, closure of large employers, decline in an industry sector, and changes in the workforce.

Natural disasters can leave local businesses damaged and closed. Damage to buildings, transportation and utilities interrupt operations and can potentially lead to business closings. The Insurance Information Institute estimates that 15 to 40 percent of the businesses affected by natural and manmade disasters never reopen. This can lead to the loss of income, jobs and services. While many communities have focused on natural disasters, increasing attention has been given lately to diversification of the economy in anticipation of continued instability of the national economy. Planning for disasters should lead to development/redevelopment patterns that do not increase risks from natural hazards.

There is an established relationship between disaster mitigation and response and economic development through the National Disaster Recovery Framework established by the Federal Emergency Management Agency (FEMA). The Department of Commerce and EDA lead the national Economic Recovery Support Function that helps rebuild businesses and associated infrastructure following a disaster. EDA's role in infrastructure repair and its work with the Small Business Administration to assist businesses following a disaster is essential to a region's economic recovery.

Natural Disaster Mitigation

In addition to coordinating the ongoing CEDS efforts, the RVARC also coordinates and develops the FEMA required regional pre-disaster mitigation plan entitled *Roanoke Valley-Alleghany Regional Commission Regional Pre-Disaster Mitigation Plan*. Communities must have a FEMA approved plan in order to be eligible for post disaster recovery funding.

In 2002 the Virginia Department of Emergency Management (VDEM) requested that PDCs take the lead in developing regional pre-disaster mitigation plans. The most recent plan was completed and approved in 2013. While the plan does not establish any legal requirements for the localities, it does provide a framework for planning for natural hazards. The plan identifies hazards; establishes individual locality goals and objectives and select mitigation activities that are appropriate for the localities in the Roanoke Valley-Alleghany Region.

The plan outlines general actions designed to address and reduce the impact of a full range of natural hazards facing region, including such natural hazards as floods, hurricanes, winter storms and wildfires.

A multi-jurisdictional planning approach was utilized to develop the plan. By having multiple jurisdictions work together on common hazards and risks, the planning process eliminated the

need for each local jurisdiction to devise its own approach and prepare its own separate document. Further, this type of planning effort resulted in a common plan format and loss estimation technique that will help VDEM and FEMA understand the area's vulnerabilities when evaluating future policies and projects.

The plan includes sections addressing hazard identification, risk assessment and loss estimates, mitigation strategies, and plan maintenance. While a single, regional plan was developed, each local jurisdiction has its own separate section outlining goals, objectives and projects as part of the overall plan.

A wide range of strategies and projects in the *Regional Pre-Disaster Mitigation Plan* impact local businesses and mitigate a natural disaster's impact on the economy including:

- Remove and/or protect development in floodplains Installation of generators at critical infrastructure sites;
- Inventory of floodprone properties and roadways;
- Stormwater system improvements;
- Seeking funding for hydrologic studies;
- Interoperability of emergency communication equipment;
- Public education and outreach about natural disasters;
- Building and development codes review;
- Community wildfire assessments;
- Real-time flood monitoring;
- Reverse 911; and
- Automated weather warning systems

Integrating resiliency into the CEDS can take multiple forms including identifying vulnerabilities and assets; mitigation and response projects; diversification of the economy; and creating partnerships among economic development, public works and emergency services personnel.

The National Association of Development Organizations (NADO) cites the benefits of plan coordination as:

- Supports business and economic development that is safe and resilient to known hazards.
- Builds capacity and relationships that can lead to a quicker, stronger recovery in the event of a disaster.
- Makes each plan more effective and likely to achieve its objectives.
- Promotes creative thinking about new funding sources for programs and projects.
- Allows leaders to market the region to businesses as safe and prepared for future disasters.

Strategies for coordination of the pre-disaster plan and CEDS are identified below and included in the Goals and Strategies section of the plan.

1. Continue to coordinate CEDS and HMPs through each plans 5-year update process and identify areas for alignment in future plans
2. Align five-year plan update cycles so they are on the same schedule
3. Create database to track progress on mitigation actions and projects
4. Engage hazard mitigation planning team members, emergency managers, land use planners, floodplain administrators, public works staff, and others with expertise on natural hazards in the CEDS planning process
5. Include a hazard mitigation stakeholder on the CEDS strategy committee
6. Conduct targeted outreach to hazard mitigation stakeholders to gather feedback on goals and strategies
7. Consider the secondary and tertiary threats related to the interaction of natural hazards and climate change with the regional economy: threats to individual businesses; supply chain vulnerabilities; and industry-specific threats
8. Encourage businesses to develop business continuity plans with measures such as providing business continuity and risk management workshops to small and mid-sized firms
9. Build an economic response/recovery team from a core team of engaged business leaders, and anticipate and strategize what needs might arise from a disaster event
Plan for establishment of a Business Recovery Center, a central location for business recovery information and support
10. Work with local emergency managers, Chamber of Commerce, and Small Business Development Centers to offer hazard vulnerability audits to small businesses
11. Review and consideration of strategies and projects from other disaster related planning documents such as local emergency operations plans, evacuation plans and hazardous materials response plans.



Section 3: Vision, Goals, and Objectives



Vision Statement

The Roanoke Valley-Alleghany Region will be recognized for its outstanding outdoor amenities, quality of life, and higher wage employment opportunities. The region will grow and prosper while preserving its natural beauty and resources. Businesses and individuals of all ages will be attracted to the region because of its accessibility, affordability, commitment to lifelong learning, vibrant arts and culture, diversity, and hospitality.

Goals and Strategies

1. Encourage regional economic vitality through an increasingly diverse base of businesses including entrepreneurial startups and large employers.
 - 1.1 Recruit businesses and industries in high-wage industry clusters.
 - 1.2 Promote small and entrepreneurial businesses.
 - 1.3 Retain and expand existing businesses in the region.

2. Develop and maintain a skilled workforce ready to meet the challenges presented by the creative economy.
 - 2.1 Improve literacy and graduation rates.
 - 2.2 Promote cooperation between local higher education institutions and local public school districts to improve K-12 educational quality.
 - 2.3 Promote career and technical education to address the growing needs of business.
 - 2.4 Promote affordable lifelong education.
 - 2.5 Pursue the development of additional specialized training, educational programs as appropriate to further develop higher wage industry clusters.
 - 2.6 Actively attract and retain young professionals to work in the region.

3. Ensure the region has adequate infrastructure in place to facilitate the growth of higher-wage industry clusters and to ensure connectivity with regions nationally and globally.
 - 3.1 Pursue development of appropriate commercial, industrial, and research-oriented parks and centers to facilitate growth of appropriate industry clusters.
 - 3.2 Expand information technology infrastructure and telecommunications systems.
 - 3.3 Pursue the maintenance and expansion of traditional infrastructure including water, sewer, natural gas lines, and transportation infrastructure in areas where such investments will improve economic development potential.
 - 3.4 Promote innovative transit programs and expansion of existing transit services in the region where such investments will improve economic development potential.

- 3.5 Pursue development and/or improvement of 'quality of life infrastructure' including, for instance, arts and cultural amenities, outdoor amenities, and other related improvements.
4. Project a positive identity for the Roanoke Valley - Alleghany Region.
 - 4.1 Pursue regional marketing initiatives to promote the region to select markets including site selection professionals and individuals.
 - 4.2 Engage the public and media to inform and educate residents on the economic development initiatives being pursued in the region.
 - 4.3 Seek to improve intergovernmental cooperation and collaboration as well as cooperation and collaboration between government and the private sector and other important stakeholders to enhance regional economic development.
5. Seek to maintain and promote the region's natural beauty as well as its cultural amenities, and seek sustainable growth opportunities.
 - 5.1 Invest in appropriate natural and outdoor amenities to simultaneously preserve open space and outdoor quality while further promoting the region as a destination for outdoor activities.
 - 5.2 Promote existing outdoor amenities (greenway networks, hiking trails, lakes, State and National Park lands, and the National Forest) to residents and external markets.
 - 5.3 Promote the region's arts and cultural amenities.
 - 5.4 Take necessary steps to ensure ongoing improvement and/or maintenance of healthy air and water quantity and quality.
6. Seek to reuse existing underutilized commercial and industrial properties and target them for redevelopment.
 - 6.1 Direct investment to unused or underused properties and reduce the need for greenfield development.
 - 6.2 Invest in infrastructure to increase the intensity of use in already developed areas.
 - 6.3 Pursue revitalization of blighted areas.
 - 6.4 Pursue redevelopment of brownfields and grayfields where appropriate and feasible.
7. Seek to ensure that the region offers a strong and diverse mix of housing opportunities.
 - 7.1 Pursue the rehabilitation and preservation of existing housing stock.
 - 7.2 Expand housing opportunities for all income levels.
 - 7.3 Encourage the development of quality, affordable housing for workers entering the job market.
 - 7.4 Encourage the development of housing for the elderly.
 - 7.5 Encourage the development of market-rate housing.
 - 7.6 Encourage the development of a second-home housing market.

8. Address resiliency through coordination of the regional pre-disaster plan and CEDS.
 - 8.1 Continue to coordinate CEDS and HMPs through each plans 5-year update process and identify areas for alignment in future plans.
 - 8.2 Align five-year plan update cycles so they are on the same schedule.
 - 8.3 Create database to track progress on mitigation actions and projects
 - 8.4 Engage hazard mitigation planning team members, emergency managers, land use planners, floodplain administrators, public works staff, and others with expertise on natural hazards in the CEDS planning process
 - 8.5 Include a hazard mitigation stakeholder on the CEDS strategy committee.
 - 8.6 Conduct targeted outreach to hazard mitigation stakeholders to gather feedback on goals and strategies.
 - 8.7 Consider the secondary and tertiary threats related to the interaction of natural hazards and climate change with the regional economy: threats to individual businesses; supply chain vulnerabilities; and industry-specific threats.
 - 8.8 Encourage businesses to develop business continuity plans with measures such as providing business continuity and risk management workshops to small and mid-sized firms.
 - 8.9 Build an economic response/recovery team from a core team of engaged business leaders, and anticipate and strategize what needs might arise from a disaster event Plan for establishment of a Business Recovery Center, a central location for business recovery information and support.
 - 8.10 Work with local emergency managers, Chamber of Commerce, and Small Business Development Centers to offer hazard vulnerability audits to small businesses.
 - 8.11 Review and consideration of strategies and projects from other disaster related planning documents such as local emergency operations plans, evacuation plans and hazardous materials response plans.



Section 4: Annual Project Package



Project Prioritization Methodology

Development of the FY 2015-16 Annual Project Package was a collaborative effort involving CEDS Committee members, localities, and other organizations responsible for project submission and coordination, and the RVARC staff. Staff solicited projects for inclusion in the strategy from Committee Members, localities, and other organizations known to have active economic and/or community development projects in the region. These entities were sent a project information sheet and encouraged to submit information on projects for inclusion in the strategy.

Changes to the project prioritization method have been made over the years to reflect changing goals of the CEDS Committee and the localities that make up the Roanoke Valley - Alleghany Region. The prioritization criteria were reevaluated in FY 2011. The goal was to simplify the process while ensuring that all projects continue to be assessed and prioritized objectively. Key changes included reducing the total number of criterion from 12 to 10 and creating a 100 point scale.

The ranking process was significantly altered in 2013 to make project organization more effective and intuitive. Previously, all projects were included in the same list regardless of their ease of implementation or eligibility. The CEDS also focused primarily on the top ten projects based on the priority score they received during the prioritization/ranking process. In 2013 the CEDS Committee decided to create a priority list of projects which it, as well as the member governments, would focus on during the planning period. All other projects were moved to a long-term project listing. It is felt that this makes the CEDS a more results oriented document and facilitates better use of local staff time and funding.

The Priority Project List is composed of projects that are of a short timeframe, have identified possible sources of funding, and localities are actively pursuing. These projects will have a more immediate impact on the economy of the region than those listed on the Long-Term Projects List. The Vision Project List documents projects that localities wish to undertake, but at this time the projects are lacking one or more key components such as funding source, political support or final design.

Annual Project Package

The project package is presented on the following pages. More detailed information about the project package can be found in Appendix D.

Table 23: Priority Project List	
Goal and Objective	Project Description
3.3	Alleghany Regional Commerce Center Improvements (includes natural gas line)
1.1, 3.1, 3.3	Gateway Center/Exit 150 Market Feasibility Study
1.1, 3.1, 3.3	Gateway Center/Exit 150 Redesign Project
1.1, 1.2, 3.1	Botetourt County Agriculture Study
1.1, 3.1	Shell Building in Botetourt Center at Greenfield
3.3	WVWA Water Booster Station (Botetourt County)
3.5, 5.1, 5.2	Glen Wilton Public River Access
3.5, 5.1, 5.2	Navigation and Wayfinding Signage for Upper James River Water Trail
3.5, 5.1, 5.2	Daleville Greenway
3.5, 5.1, 5.2	Botetourt County Comprehensive Trail Plan
3.3	Clifton Forge Business Park access road
3.2, 3.3	Alleghany Highlands Telecommunications Initiative, Phase 1
3.3	Clifton Forge Railyard Redevelopment
5.1	Upper James River Water Trail - Phase II
3.3	Clifton Forge Water and Sewer Infrastructure Upgrades
3.4	New Clifton Forge Amtrak Station
3.5, 6.2, 6.3	Clifton Forge Downtown Revitalization
3.5, 6.2, 6.3	Covington Downtown Revitalization
2	Craig County Viticulture Initiative
1.2, 2.6	Roanoke Acceleration Center
1.1, 3.1, 3.3	Roanoke Center for Industry and Technology Blue Hills Dr. Extension
3.4, 3.5, 4.3	Construction of Passenger Rail Station
1.1, 2.3, 2.5, 2.7, 3.3, 5.5	VA Tech Catawba Sustainability Center
1.1, 1.2, 3.3, 3.5, 5.1, 5.2, 5.3, 6.2	Explore Park Water and Sewer Services Extensions and Access Improvements
1.2	Regional Entrepreneurial Seed Money and Advocacy Program
3.3	Roanoke Valley Stormwater Improvements
3.2, 3.3	Roanoke Valley Broadband Development
1.2	RVARC Revolving Loan Fund
3.5	Roanoke River Greenway Completion
3.5, 6.2, 6.3	Salem Downtown Revitalization
3.3, 6.2	Salem East Main Street Improvements
3.2	Vinton Downtown Broadband Infrastructure Strategy
1.2	Town of Vinton Small Business Incubator
2.0	Virginia Western Community College STEM Complex
1.1, 3.1, 3.2, 3.2, 6.4	WVRIFA Site Preparation and Building Construction

Table 24: Project Vision List

Goal and Objective	Project Description
3.2, 3.3	Alleghany Highlands Telecommunications Infrastructure (Crows - Hematite)
3.2, 3.3	Alleghany Highlands Telecommunications Initiative, Phase 2
3.3	Selma to Low Moor Water System Upgrade
4, 5.3	Paper Technology Museum
3.3	Innovation Park
1.1, 3.1	Botetourt County Business Park for small to midsize manufacturers
1.1, 3.1	I-81 Exit 162 Development
1.2	Craig County New Business Incubator
3.5, 4.3	Hotel Roanoke & Conference Center Parking Structure
2.6, 3.3, 3.5	Colonial Avenue Streetscape Enhancements
5.4	Conservation incentives for businesses and individuals
4.1, 4.2	Regional Public Relations Function and Centralized Information Hub
5.1, 1.1	Business Incentive Fund for Businesses that Support Outdoor Recreation
1.1, 1.2, 1.3, 3.3	Roanoke Regional Airport, Expanded Air Service and Improvements Study
5.1	Encourage Development of a Youth Hostel
4.1, 5.1, 5.2, 5.3	Virginia Rail Heritage Area
3.5, 5.2	Masons Creek Greenway
3.5, 5.2	Tinker Creek Greenway
6.1, 6.2, 6.4	Vinton Industrial Park Former Landfill Lot Feasibility Analysis
3.3	Town of Vinton Sewer Upgrades (Reduce I&I)
3.3	Town of Vinton Downtown Stormwater Mitigation



Section 5: Action Plan, Accomplishments and Performance Measures



Action Plan

The 2015 annual project package included in this CEDS Strategy document includes a large set of strategies and projects selected by the Roanoke Valley - Alleghany Regional CEDS Committee and recommended by the Committee's large number of regional partners and by its local governments.

Accomplishments

The localities represented in the CEDS process remain committed to the process and to making smart investments that will stimulate economic growth throughout the region. The committee, local governments, and local partners have been extremely busy in the last year on a number of construction and non-construction projects from the previous CEDS project listings.

The following projects are either complete or substantially complete:

- Alleghany Highlands - Jackson River Trail Phase I, II and III.
- Alleghany Highlands - Virginia's Western Highlands Tourism Marketing project
- Alleghany Highlands - Low Moor Data Security Center site improvements
- Alleghany Highlands - Alleghany Highlands Visitor Center
- Botetourt County, Roanoke County, City of Roanoke, City of Salem,- Broadband/Fiber Feasibility Analysis for the Roanoke Valley
- Clifton Forge Masonic Theater Renovations
- Clifton Forge Business Incubator
- Clifton Forge School of the Arts
- Clifton Forge Wastewater Treatment Plant Pump Station
- Covington and Clifton Forge - Downtown Revitalization Strategy
- City of Covington - Alleghany Highlands Biomass Energy Initiative
- City of Covington - Downtown Fiber Internet Infrastructure Planning
- Roanoke Valley Broadband Authority established
- Botetourt Greenfield-Vista Park Water Systems
- Botetourt Tinker Creek Interceptor Improvements
- Roanoke Valley Convention and Visitors Bureau Marketing Initiative
- Salem Apperson Drive Stormwater Improvements
- TAP Keswick Street Housing Project
- Upper James River Water Trail Phase I

Metrics/Performance Measures

The Roanoke Valley - Alleghany Regional Comprehensive Economic Development Strategy will be a living document, updated and monitored on an ongoing basis by the RVAR CEDS Strategy Committee. The RVAR CEDS Committee will produce an annual report to be reviewed by the Planning Organization board (board of the Roanoke Valley - Alleghany Regional Commission) and submitted every year to the Philadelphia Region Office of the US Economic Development Administration detailing programmatic success, implementation efforts, and with an updated list of priority projects each year. It is clear that the CEDS Committee needs a series of process metrics with which it can evaluate the effectiveness of the overall CEDS process in meeting the goals set for the CEDS process and in matching the overarching principles of the CEDS planning process as designed by the US Economic Development Administration and as laid out in the most recent final rule.

The metrics as set forth in this section of the report will be utilized by staff and the Committee in evaluating program success. These metrics will be compiled each year and included in the Annual Report to be submitted to the US EDA.

The CEDS process is designed to be a collaborative process involving traditional public sector economic development agencies, local governments, higher education, nonprofits, chambers of commerce, and groups representing labor and minority concerns, and private sector businesses and individuals. The following metrics measure the inclusiveness of the process, participation, and other general parameters related to the process.

1. Include a discussion of current CEDS Committee structure and whether federal regulations pertaining to EDA-funded CEDS processes and make-up of the Strategy Committee (13 CFR 303.6) are being fulfilled.

The RVAR CEDS Committee meets all relevant EDA regulation regarding its composition and process. The private sector and representatives of elected bodies, economic development, workforce development, higher education, labor, and minority groups all have voting seats on the committee. Additionally, other stakeholders from local economic development office and utility companies are invited to CEDS committee meeting on a regular basis. Meetings are also open to the public and dates and locations are published on the CEDS meeting calendar and the RVAR meeting calendars online

2. Determine how many economic development organizations, business development organizations, higher educational organizations and localities are represented on the RVAR CEDS Committee.

Criteria: Organizations/localities represented on the CEDS Strategy Committee

- A. Fewer than 8 (Needs Improvement)
- B. 8 to 12 (Good)

C. More than 12 (Excellent)

Currently, there are 17 different localities and organizations represented on the CEDS Committee. This number does not include each of the private businesses represented as each private sector member is counted as an official representative of the government which appointed them.

3. Take efforts to ensure that all eligible applicants are aware of the CEDS process and that a wide range of community organizations are represented in the project package.

Criteria: Organizations/localities represented as 'responsible agencies' on the Project Package.

- A. Fewer than 10 (Needs Improvement)
- B. 10 - 20 (Good)
- C. More than 20 (Excellent)

Project submissions have been received from a variety of sources throughout the CEDS process. Currently, the project package includes projects from 19 different localities and organizations.

4. Ensure that the collaborative planning process leads to projects that are collaborative in nature involving a wide number of partners in the project development process.

Criteria: Organizations/localities represented as 'partners' on the Project Package.

- A. Fewer than 10 (Needs Improvement)
- B. 10 - 20 (Good)
- C. More than 20 (Excellent)

The projects recommended in the CEDS are typically large and require the time and resources of numerous partners to implement. All organizations and localities will work collaboratively to implement projects.

5. Ensure that the RVAR CEDS is recommending projects that will lead to direct increases in employment and/or retention of existing jobs.

Criteria: Number of new jobs and/or existing jobs expected to be created or retained as a result of implementation of the CEDS vital projects.

- A. Fewer than 300 (Needs Improvement)
- B. 301 to 600 (Good)
- C. More than 600 (Excellent)

Several of the projects will create jobs. However, more work needs to be done to accurately forecast increases in employment.

6. Ensure that the RVAR CEDS is recommending projects that will lead to investment from the private sector.

Criteria: Number of projects in the priority list that have private funding committed.

- A. No Projects with Private Funds Committed (Needs Improvement)
- B. 1-2 Projects with Private Funds Committed (Good)
- C. More than 2 Projects with Private Funds Committed (Excellent)

As was mentioned in the initial CEDS document, this metric is the most difficult to meet and track. The majority of projects are still under development. Most have not been financially structured and exact funding sources have not yet been determined. There are no current private funds committed to any vital projects. This is likely to change as the projects gain momentum.



Appendix I: RVAR CEDS Committee and RVARC Board



**Roanoke Valley - Alleghany Regional CEDS Strategy Committee
Membership FY2014-15**

Officers:

Chairman - Mr. Hunter Young
Vice-Chair - Mr. Rupert Cutler

Elected Officials:

Alleghany County
The Honorable Suzanne Adcock

Botetourt County
The Honorable Todd Dodson

City of Covington
Vacant

Town of Clifton Forge
The Honorable Robert Umstead

Craig County
Vacant

City of Roanoke
The Honorable Bill Bestpitch

Roanoke County
The Honorable Joe McNamara

City of Salem
The Honorable Randy Foley

Town of Vinton
The Honorable Doug Adams

Stakeholder Organizations:

Ms. Leah Coffman
Virginia Western Community College

Ms. Teresa Hammond
Alleghany Highlands Chamber of
Commerce & Tourism

Mr. John Hull
Roanoke Regional Partnership

Vacant
Western VA Workforce Development Board

Vacant
NAACP

Ms. Joyce Waugh
Roanoke Regional Chamber of Commerce

President Michael Maxey
Roanoke College

Mr. Chuck Simpson
Communications Workers of America

Private Sector/Institutional/Other:

Alleghany County

Mr. Kevin Persinger, Sonabank
Vacant

City of Covington

Ms. Anne Stanley, First National Bank
Vacant

Craig County

Vacant
Vacant

Roanoke County

Ms. Rebecca L. Walter, Walter Chiropractic
Vacant

Town of Vinton

Mr. Hal Mabe, Fox 21/27 CW5
Mr. Chris McCarty, Grand Rental Station

Botetourt County

Mr. Hunter Young, Civil Consulting Group
Mr. Ken Lanford, Lanford Brothers

Town of Clifton Forge

Ms. Ione Callender, Citizen
Robert Johnson, Citizen

City of Roanoke

Dr. Rupert Cutler, Citizen
Ms. Terri Workman, VT School of Medicine

City of Salem

Mr. David Preston, Country Cookin'
Vacant

Technical Advisors:

Mr. John Strutner
Alleghany County Administrator

Mr. J. B. Broughman
Covington City Manager

Mr. Clay Goodman
Craig County Administrator

Ms. Jill Loope
Roanoke County Director of
Economic Development

Mr. Chris Lawrence
Vinton Town Manager

Mr. Jay Brenchick
Botetourt County Economic
Development Manager

Ms. Darlene Burcham
Clifton Forge Town Manager

Mr. Wayne Bowers
Roanoke City Director of
Economic Development

Mr. Kevin Boggess
Salem City Manager

Mr. Herb Slayton
AHEDC Executive Director



Roanoke Valley-Alleghany

REGIONAL
commission

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*As of July 1, 2015
+ Elected Official*

**ROANOKE VALLEY-ALLEGHANY REGIONAL COMMISSION
BOARD MEMBERS**

ALLEGHANY COUNTY

+ The Honorable Shannon Cox
Alleghany County Board of Supervisors
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Covington, VA 24426

+ The Honorable Richard Shull
Alleghany County Board of Supervisors
P.O. Box 408
Clifton Forge, VA 24422

John Strutner
Alleghany County Administrator
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Botetourt County Administrator
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Erin Henderson
57 Wyndale Crossing
Daleville, VA 24083

+ The Honorable Billy Martin, Sr.
Botetourt County Board of Supervisors
426 Mountain Pass Road
Blue Ridge, VA 24064

+ The Honorable John Williamson, III
Botetourt County Board of Supervisors
990 Old Hollow Road
Buchanan, VA 24066

CRAIG COUNTY

Clay Goodman, III
Craig County Administrator
P.O. Box 308
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+ The Honorable Martha Murphy
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New Castle, VA 24127

FRANKLIN COUNTY

+ The Honorable Bob Camicia
Franklin County Board of Supervisors
143 Charlotte Road
Hardy, VA 24101

Mike Smith
130 Smithfield Lane
Boones Mill, VA 24065

+ The Honorable Ronnie Thompson
Franklin County Board of Supervisors
1629 Deepwoods Road
Hardy, VA 24101

+ The Honorable Charles Wagner
Franklin County Board of Supervisors
330 Riverview Street
Rocky Mount, VA 24151

Christopher Whitlow
Asst. Franklin County Administrator
1255 Franklin Street, Suite 112
Rocky Mount, VA 24151

Member Governments: Counties of Alleghany, Botetourt, Craig, Franklin and Roanoke,
Cities of Covington, Roanoke and Salem, Towns of Clifton Forge, Rocky Mount and Vinton

ROANOKE COUNTY

Tom Gates
Roanoke County Administrator
P.O. Box 29800
Roanoke, VA 24018

- + The Honorable Kevin Hutchins
Treasurer, County of Roanoke
P.O. Box 21009
Roanoke, VA 24018

Dean Martin, *Treasurer*
5335 Black Bear Lane
Roanoke, VA 24014

- + The Honorable Joe McNamara
Roanoke County Board of Supervisors
P.O. Box 29800
Roanoke, VA 24018
- + The Honorable Charlotte Moore
Roanoke County Board of Supervisors
P.O. Box 29800
Roanoke, VA 24018

J. Lee E. Osborne
Woods Rogers PLC
10 S. Jefferson Street, Suite 1400
Roanoke, VA 24011

CITY OF COVINGTON

J. B. Broughman
Covington City Manager
333 W. Locust Street
Covington, VA 24426

- + The Honorable Allan Tucker
Covington City Council
410 E. Scotland Road
Covington, VA 24426

CITY OF ROANOKE

- + The Honorable Bill Bestpitch
Roanoke City Council
215 Church Ave., SW, Room 456
Roanoke, VA 24011
- + The Honorable David A. Bowers
Mayor, City of Roanoke
215 Church Avenue, SW, Room 452
Roanoke, VA 24011

James M. Bullington
3230 Orchard Hill Road
Roanoke, VA 24018

- + The Honorable Ray Ferris
Roanoke City Council
215 Church Ave., SW, Room 456
Roanoke, VA 24011

Chris Morrill
Roanoke City Manager
215 Church Avenue, SW, Room 364
Roanoke, VA 24011

Braxton Naff
2131 Deyerle Road, SW
Roanoke, VA 24018

CITY OF SALEM

- + The Honorable Lisa Garst
Salem City Council
P.O. Box 869
Salem, VA 24153
- + The Honorable Jane Johnson
Salem City Council
P.O. Box 869
Salem, VA 24153
- + The Honorable Bill Jones
Salem City Council
P.O. Box 869
Salem, VA 24153

CITY OF SALEM (Cont'd)

Melinda Payne
Director, Salem Planning & Development
P.O. Box 869
Salem, VA 24153

TOWN OF CLIFTON FORGE

Darlene Burcham
Clifton Forge Town Manager
P.O. Box 631
Clifton Forge, VA 24422

- + The Honorable Johnette Roberts
Clifton Forge Town Council
118 First Street
Clifton Forge, VA 24422

TOWN OF ROCKY MOUNT

- + The Honorable Bobby Cundiff
Rocky Mount Town Council
65 Mountain View Drive
Rocky Mount, VA 24151

James Ervin
Rocky Mount Town Manager
345 Donald Avenue
Rocky Mount, VA 24151

TOWN OF VINTON

- + The Honorable Brad Grose
Mayor, Town of Vinton
407 Aragona Drive
Vinton, VA 24179

Chris Lawrence
Vinton Town Manager
311 S. Pollard Street
Vinton, VA 24179

LIAISON MEMBERS (Non-Voting)

Beth Doughty, Executive Director
Roanoke Regional Partnership
111 Franklin Plaza, Suite 333
Roanoke, VA 24011

Teresa Hammond, Executive Director
Alleghany Highlands Chamber of Commerce
110 Mall Road
Covington, VA 24426

Landon Howard, Executive Director
Roanoke Valley Convention & Visitors Bureau
101 Shenandoah Avenue, NE
Roanoke, VA 24016

Caroline Goode, Executive Director
Salem-Roanoke County Chamber of Commerce
P.O. Box 832
Salem, VA 24153

Dr. Robert H. Sandel, President
Virginia Western Community College
P.O. Box 14007
Roanoke, VA 24038

Dr. John Rainone, President
Dabney S. Lancaster Community College
P.O. Box 1000
Clifton Forge, VA 24422

Joyce Waugh, President
Roanoke Regional Chamber
210 S. Jefferson Street
Roanoke, VA 24011-1702



Appendix II: Meeting Agendas and Minutes





Roanoke Valley-Alleghany

REGIONAL
commission

RVARC.ORG

313 Luck Avenue, SW | Roanoke, Virginia 24016 | P: 540.343.4417 | F: 540.343.4416 | rvarc@rvarc.org

November 4, 2014

The meeting of the Comprehensive Economic Development Strategy Committee will be held as follows:

DATE:	Thursday December 4, 2014
TIME:	3:00 pm
LOCATION:	Roanoke Valley-Alleghany Regional Commission (Upstairs Conference Room), 313 Luck Ave SW, Roanoke, VA

AGENDA

1. Welcome and Introductions Hunter Young, Chairman
2. New CEDS Guidelines.....Eddie Wells
3. Economic Development District DesignationWayne Strickland
4. CEDS Committee meeting schedule.....Eddie Wells
5. 2015 Project SubmissionEddie Wells
6. Project Updates Committee Members
7. Other Business Hunter Young, Chairman
8. Comments Hunter Young, Chairman
9. Adjournment Hunter Young, Chairman

Committee Members will have the option to participate through a conference call.

Dial 1 (646) 749-3131

Access Code: 146-364-797

**Meeting Summary
Roanoke Valley - Alleghany Regional
CEDS Committee Meeting**

December 4, 2014
3:00 PM, Roanoke Valley- Alleghany Regional Commission Boardroom
313 Luck Ave. SW, Roanoke, VA

Committee Members Present:

Suzanne Adcock (via conference call), Bill Bestpitch, Wayne Bowers, Jay Brenchick, Leah Coffman, Rupert Cutler, Todd Dodson, John Hull, Robert Johnson (via conference call), Mickey Johnson (for Hal Mabe), Kevin Persinger (via conference call), John Strutner, Herb Slayton, and Rebecca Walter.

Others Present:

Brandon Turner, Wayne Strickland and Eddie Wells

Proceedings:

The meeting was called to order at 3:00 PM by Vice Chair Cutler.

Welcome and Introductions

Vice Chair Cutler welcomed everyone to the meeting. Representatives from five localities were present constituting a quorum.

New CEDS Guidelines

Mr. Wells reported that new EDA guidelines are complete. We expect the regulations to be officially released next week. Wells will send to committee members when released.

Wells reviewed the handout from NADO, *CEDS Content Guidelines*, that summarized EDA's recommendations for future CEDS documents. The guidelines recommend inclusion of a SWOT (strengths, weaknesses, opportunities and threats) analysis and addressing economic resiliency.

Economic Development District Designation

Mr. Strickland reported that following the release of the new EDA regulations, RVARC will again submit the appropriate paperwork for designation of the region as an EDA Economic Development District. The new regulations do eliminate the requirement that private sector representatives constitute a majority of Strategy Committee (in our case, the RVARC Board) membership. The regulation clarifies a longstanding issue our region has had with being unable to receive designation as an Economic Development District. The RVARC Board meets the stipulations to be the "Strategy Committee." This will not impact the composition of the CEDS Committee. The designation process will require a recommendation letter from the Governor and letters of support from the local governments.

CEDS Committee meeting schedule

Mr. Wells stated that the proposed meeting schedule is as follows:

The Committee will meet on the first Thursday of the month at 3:00 p.m., at the Regional Commission in Roanoke.

Jan 1 Holiday

Feb 5 regulations review

Mar 5 data review

Apr 2 draft review

May 7 final review

May 28 RVARC adoption

June submit to EDA

2015 Project Submission

Mr. Wells will send the project submission form and the FY 13-14 project listings to committee members. Submission should be made by the end of February. Last year's EDA Federal Funding Opportunity (FFO) was released in Nov 2013. The new FY15 FFO has not been released yet. The EDA will continue to have Quarterly deadlines with "informal review" of projects by staff at any time.

Project Updates

Roanoke Valley Broadband project – Mr. Strickland reported that the Roanoke Valley Broadband Authority has selected an engineering firm for design of the proposed broadband project. It is expected that the design work will be complete in March. A request for proposals has been released for operation of the broadband authority. The Broadband Authority is considering use of Virginia Resource Authority bonds to fund the first phase of the construction of the project.

Elliston Intermodal Study – Mr. Strickland reported that the Elliston Intermodal Study is complete and available for review. The intermodal facility was evaluated under four different market scenarios, each containing different costs, routes served, users, and freight volumes. The AECOM study found that the Western Virginia intermodal facility can be operated at a profit, if the construction costs can be further offset by public subsidies. Committee members interested in obtaining a copy of the report should contact Mark McCaskill, Director of MPO Programs at the Regional Commission.

Western VA Regional Industrial Facility Authority Site Study – Mr. Hull reported that the study committee and its consultants have identified 32 possible sites suited for industrial development. Following review of these sites, the committee will narrow its list down to 9 sites for additional consideration.

WIB – Mr. Strickland reported that the RVARC is in the final stages of talks with the local governments and Workforce Investment Board about forming a new partnership. If approved the WIB would be housed at the RVARC.

Jackson River Trail – Mr. Strutner reported that the Jackson River Trail has received additional funding from The Alleghany Foundation. Alleghany County continues to work with Mead-

Westvaco to secure property which would connect the southern terminus of the trail to the City of Covington.

Catawba Center Master Plan – Mr. Wells reported that the Catawba Center is working on the facilities master plan. The master plan will address the use of the Virginia Tech owned Catawba Center site as well as programming and training opportunities. Committee members that are interested in providing input should contact Josh Nease at the Catawba Center.

Other Business

Mr. Strickland announced that Bob Gittler, Economic Development Administration representative for Region III, will be speaking at the RVARC Board meeting on December 11th. Committee members are invited to attend the meeting.

Adjournment

The meeting was adjourned at 4:15 pm.



Roanoke Valley-Alleghany

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January 27, 2015

The meeting of the Comprehensive Economic Development Strategy Committee will be held as follows:

DATE:	Thursday February 5, 2015
TIME:	3:00 pm
LOCATION:	Roanoke Valley-Alleghany Regional Commission (Upstairs Conference Room), 313 Luck Ave SW, Roanoke, VA

AGENDA

1. Welcome and Introductions Hunter Young, Chairman
2. New EDA Regulations Eddie Wells
3. Roanoke Valley Broadband Matt Miller
4. 2015 Project Submission Eddie Wells
5. Project Updates Committee Members
6. Other Business Hunter Young, Chairman
7. Comments Hunter Young, Chairman
8. Adjournment Hunter Young, Chairman

Committee Members will have the option to participate through a conference call.

Dial 1 (626) 521-0014

Access Code: 390-363-037

**Meeting Summary
Roanoke Valley - Alleghany Regional
CEDS Committee Meeting**

February 5, 2015
3:00 PM, Roanoke Valley- Alleghany Regional Commission Boardroom
313 Luck Ave. SW, Roanoke, VA

Committee Members Present:

Suzanne Adcock (via conference call), Bill Bestpitch, Wayne Bowers, Darlene Burcham, Leah Coffman, Rupert Cutler, Jill Loope, Kevin Persinger (via conference call), Ryan Spitzer, John Strutner, Herb Slayton, Bob Umstead (via conference call) and Hunter Young.

Others Present:

Brandon Turner, Matt Miller and Eddie Wells

Proceedings:

The meeting was called to order at 3:00 PM by Chairman Young.

Welcome and Introductions

Chairman Young welcomed everyone to the meeting. Voting representatives from four localities were present which did not make a quorum.

Roanoke Valley Broadband Update

Matt Miller, Director of Information Services at the Regional Commission, gave an update of the Roanoke Valley Broadband Authority's recent activities. The Authority has hired an engineering firm to map and field survey a proposed route for installation of new broadband lines in the Roanoke Valley. Showed map of the proposed route and talked about reasons for routing including making key connections to MBC, City of Salem existing lines and facilities identified by major users (Carillion, etc). The Authority has applied to the Virginia Resources Authority for a loan of \$4.5 million to fund installation of the broadband lines and the first year of operation. A request for proposals for operation of the utility is out and responses are due this month.

Ms. Burcham asked about broadband service in the Alleghany Highlands. Could the RVBA line be extended up 220? Are there other options for serving the Alleghany Highlands? Mr. Strutner stated that Lumos/nTelos had used Federal funding to install broadband in small portion of County but project did not cover the area/size that was expected from the project. Ms. Burcham asked if having two companies in competition might entice them to work with localities to install additional broadband. There is still need for broadband in the Alleghany Highlands. Mr. Miller explained that RVBA is connecting to existing MBC line in Bonsack. The MBC line also runs up 220 to Fincastle then west into Craig County and Giles. Ms. Burcham asked if there is an option of satellite service to the area? Mr. Miller stated that service was slower than broadband. FCC recently changed definition of broadband from 3MBS to 25MBS last week. This takes DLS, satellite out of the broadband category.

New EDA Guidelines

Mr. Wells gave an update of the new CEDS guidelines and reviewed key changes to the CEDS document content. The new regulation replaces the laundry-list of 10 detailed items with four essential planning elements:

1. Summary of economic development conditions of the region;
2. In-depth SWOT analysis of the region;
3. Strategies and implementation plan that is not inconsistent with applicable State and local economic development or workforce development strategies; and
4. Performance measures used to evaluate the Planning Organization's successful development and implementation of the plan.

Ms. Burcham suggested that the title of the CEDS document be changed to reflect the Committee's desire to focus on regional economic development work not just meeting the CEDS guidelines checklist. There was general agreement from the Committee about creating a new title for the document.

The new regulation removes the requirement for a project listing. Mr. Wells stated that the Committee should keep the project listing for now. Need clarification from EDA on this item since in the past being listed in the CEDS was required for eligible projects.

The previous membership thresholds for EDD policy boards (the Regional Commission's board) have been eliminated. Regional Commission staff will review membership of the Roanoke Valley-Alleghany Regional Commission board with EDA to make sure it meets the new regulations. There are no plans for changes to the CEDS Committee at this time.

There are two major changes to the CEDS document:

1. Resiliency - an area's ability to withstand, prevent, or quickly recover from major disruptions (economic or natural) to its underlying economic base.
2. SWOT Analysis - An in-depth analysis of economic and community strengths, weaknesses, opportunities and threats (commonly known as a "SWOT" analysis).

Mr. Wells reviewed list of recent projects in the region as an example of the existing level of economic diversity and followed up with the questions "Is the region resilient? Diverse enough?"

Mr. Wells reviewed process for conducting a SWOT analysis. Many localities and organizations have already done this exercise. Mr. Strutner and Ms. Loope stated that their localities had completed similar SWOT exercises and could share the results. Ms. Loope recommended that the existing SWOT reports should feed into the SWOT for the CEDS document. Mr. Wells asked group to be prepared to do SWOT group exercise at March meeting. Results of the SWOT will impact project list and goals strategies in the document.

2015 Project Submission

Mr. Wells reminded committee members to send the project submission form for any new projects and provide information on any changes to the existing project listings.

Mr. Cutler would like to see a summary of the "other" agencies that could provide funding to projects in the plan and more information about how the fund sources could be combined.

Mr. Wells asked that the Committee keep in mind other economic development activities when considering projects:

- Workforce Training
- Entrepreneurship
- “Ongoing Projects” such as Industrial Site Inventory, Innovation Center.
- Funding sources other than EDA
- Pull from other plans – Livable Roanoke Valley, VDOT, WVWA, etc.

Project Updates

Ms. Burcham provided an update on the Clifton Forge Business Park Access Road. She stated that the Town is using a combination of VDOT funds for design and Appalachian Regional Commission funds for construction of an access road into a site that will open up 10 acres to development. The Alleghany Foundation provided funds for the engineering and design work of the site. The road is expected to be complete in 2016.

Other Business

Mr. Wells announced that the Resilient Virginia organization will have its first statewide meeting in Richmond on February 19th. Committee members are invited to attend the meeting.

Adjournment

Chairman Young adjourned the meeting at 4:00 pm.



Roanoke Valley-Alleghany

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March 18, 2015

The meeting of the Comprehensive Economic Development Strategy Committee will be held as follows:

DATE:	Thursday April 2, 2015
TIME:	3:00 pm
LOCATION:	Roanoke Valley-Alleghany Regional Commission (Upstairs Conference Room), 313 Luck Ave SW, Roanoke, VA

AGENDA

1. Welcome and Introductions Hunter Young, Chairman
2. Strengths, Weaknesses, Opportunities, and Threats AnalysisEddie Wells
3. Project Updates Committee Members
4. Other Business Hunter Young, Chairman
5. Comments Hunter Young, Chairman
6. Adjournment Hunter Young, Chairman

Committee Members will have the option to participate through a conference call.

Dial 1 (646) 749-3131

Access Code: 577-451-597

**Meeting Summary
Roanoke Valley - Alleghany Regional
CEDS Committee Meeting**

April 2, 2015

3:00 PM, Roanoke Valley- Alleghany Regional Commission Boardroom
313 Luck Ave. SW, Roanoke, VA

Committee Members Present:

Suzanne Adcock, Wayne Bowers, Darlene Burcham, Todd Dotson, Jill Loope, Kevin Persinger (via conference call), Bob Umstead and Hunter Young.

Others Present:

Brandon Turner, Mark McCaskill and Eddie Wells

Proceedings:

The meeting was called to order at 3:05 PM by Chairman Young.

Welcome and Introductions

Chairman Young welcomed everyone to the meeting. Voting representatives from four localities were present which did not make a quorum.

SWOT Exercise

Mr. Wells led the Committee members through the SWOT exercise. A summary of the results is attached.

Project Updates

None.

Comments

None.

Adjournment

Chairman Young adjourned the meeting at 4:00 pm.



Roanoke Valley-Alleghany

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April 23, 2015

The meeting of the Comprehensive Economic Development Strategy Committee will be held as follows:

DATE:	Thursday May 7, 2015
TIME:	3:00 pm
LOCATION:	Roanoke Valley-Alleghany Regional Commission (Upstairs Conference Room), 313 Luck Ave SW, Roanoke, VA

AGENDA

1. Welcome and Introductions Hunter Young, Chairman
2. SWOT Analysis Review Eddie Wells
3. CEDS Document Review Eddie Wells
4. Other Business Hunter Young, Chairman
5. Adjournment Hunter Young, Chairman

Committee Members will have the option to participate through a conference call.

Dial 1-646-749-3122

Access Code: 680-388-565

**Meeting Summary
Roanoke Valley - Alleghany Regional
CEDS Committee Meeting**

May 7, 2015

3:00 PM, Roanoke Valley- Alleghany Regional Commission Boardroom
313 Luck Ave. SW, Roanoke, VA

Committee Members Present:

Bill Bestpitch, Jay Brenchick, Wayne Bowers, Leah Coffman, Rupert Cutler, Todd Dotson, Jill Loope, Kevin Persinger (via conference call), and Hunter Young.

Others Present:

Mark McCaskill, Matt Miller, Brandon Turner, Wayne Strickland and Eddie Wells

Proceedings:

The meeting was called to order at 3:07 PM by Chairman Young.

Welcome and Introductions

Chairman Young welcomed everyone to the meeting. Voting representatives from two localities were present which did not make a quorum.

SWOT Analysis Review

Mr. Wells reviewed the results of the SWOT analysis with the Committee Members. Additions and changes include:

CEDS Document Review

Several changes were noted for the project listings in the CEDS. Mr. Bowers provided updated information for the Roanoke Acceleration Center project. Mr. Dodson and Mr. Brenchick asked that the Greenfield water projects be removed from the Botetourt County project listings as these are now Western Virginia Water Authority projects. Mr. Brenchick will provide an updated list of projects for Botetourt County. Ms. Coffman requested that the new STEM center and parking garage at Virginia Western Community College be added to the priority project list and that the career coach project be removed. Mr. Wells stated that he had been contacted by two other localities with changes for the project list. Jill Loope at Roanoke County requested that infrastructure improvements at Explore Park be added to the priority list. Ben Tripp at the City of Salem requested that the East Main Street Corridor Improvements be added to the priority list.

Mr. Strickland asked that a brief description of the JLARC study on workforce investment boards be included in the workforce training section of the document. Ms. Coffman asked that the definition of a credential which was recently approved by the Virginia Community College System state board be included in the *Education* section of the document. She also noted several changes to the wording of the SWOT analysis and additional opportunities and weaknesses.

Other Business

Mr. Wells announced that the 30-day review period for the CEDS would be advertised on May 14 in the Roanoke Tribune and on May 17 in the Roanoke Times. The public hearing will be held at the Regional Commission's June 25 meeting.

Mr. Wells asked if the Committee felt there was a need to hold a meeting on June 4 to have a final review of any changes made to the CEDS. Several members stated that the changes should be made via email and if any issues arise a meeting could then be held.

Adjournment

Chairman Young adjourned the meeting at 4:00 pm.



Appendix III: Detailed Project Package



Goal and Objective	Description	Possible Funding Sources	Total Cost	Responsible Agency	Partners	Scheduled Construction Date	Project Status	Site Control	Included in another plan or strategy	Job impact potential
Allegheny County										
3.3	Allegheny Regional Commerce Center Improvements (includes natural gas line)	ARC CDBG EDA Localities	\$20,000,000	Allegheny County VEDP AHEDC	AHEDC Allegheny County RVARC VEDP	2015-2019	Preliminary Engineering, Costs, Scope Developed	Site Acquired	Yes	1,000
Allegheny Highlands Economic Development Corporation										
3.3	Clifton Forge Railyard Redevelopment	ARC CDBG EDA VDOT Localities	\$5,000,000	AHEDC Localities	ARC DHCD EDA VDOT	2015	Early Planning	Site Acquired	Yes	250
Botetourt County										
1.1 3.1 3.3	Gateway Center/Exit 150 Market Feasibility Study	Botetourt County	\$80,000	Botetourt County	VDOT RKG Associates	2015	Underway	NA	No	NA
1.1 3.1 3.3	Gateway Center/Exit 150 Redesign Project	VDOT	\$46,750,000	VDOT	Botetourt County	2015-2018	Preliminary Engineering, Costs, Scope Developed	Yes	Yes	Unknown
1.1 1.2 3.1	Agriculture Study	VA Dept of Agriculture AFID Botetourt County	\$20,000	Botetourt County	Virginia Department of Agriculture	2015	Underway	NA	Yes	NA
1.1 3.1	Shell Building in Botetourt Center at Greenfield	Roanoke Foundation Botetourt County	\$6,000,000	Botetourt County	Roanoke Foundation Botetourt County	2015-2016	Site planning Underway	Site Acquired	Yes	Unknown
3.3	Water Booster Station	Botetourt County Western Virginia Water Authority	\$1,200,000	Western Virginia Water Authority	Botetourt County Western Virginia Water Authority	2016	Early Planning	No	No	Unknown
3.5 5.1 5.2	Glen Wilton Public River Access	Stakeholder Donations Botetourt County	\$8,000	Botetourt County	Private Landowner Upper James River Water Trail Planning Committee	2015	Underway	Yes	Yes	Unknown
3.5 5.1 5.2	Navigation and Wayfinding Signage for Upper James River Water Trail	Botetourt County	To be determined	Botetourt County	Upper James River Water Trail Planning Committee James River Association	2016	Preliminary Engineering, Costs, Scope Developed	Yes	Yes	Unknown
3.5 5.1 5.2	Daleville Greenway	Botetourt County	\$470,000	Botetourt County	Private Landowners Engineering Concepts Inc. Fralin & Waldron	2016	Early Planning	Partial	Yes	Unknown
3.5 5.1 5.2	Botetourt County Comprehensive Trail Plan	Botetourt County	NA	Botetourt County RVARC	RVARC Botetourt Co Trail Planning Committee	2015	Underway	NA	No	NA

Goal and Objective	Description	Possible Funding Sources	Total Cost	Responsible Agency	Partners	Scheduled Construction Date	Project Status	Site Control	Included in another plan or strategy	Job impact potential
Town of Clifton Forge										
3.3	Clifton Forge Business Park access road	ARC VDOT Localities	\$1,750,000	Town of Clifton Forge	VDOT	2015	Design underway	Site Acquired	Yes	150
3.2 3.3	Alleghany Highlands Telecommunications Initiative, Phase 1	VA DHCD Localities	\$100,000	Town of Clifton Forge	Alleghany County Botetourt County Craig County City of Covington RVARC	2015	Early Planning	NA	No	Unknown
3.3	Clifton Forge Water and Sewer Infrastructure Upgrades	ARC CDBG RD VDH Localities	\$1,600,000	Town of Clifton Forge	AHEDC DHCD Localities RD SERCAP VDH	2016	Engineering Costs and Approvals Substantially Complete	Site Acquired	Yes	Unknown
3.4	New Clifton Forge Amtrak Station	VDOT Localities Private	\$300,000	Town of Clifton Forge	C&O Historical Soc.	2016	Planning underway	Site Identified	No	Unknown
3.5 6.2 6.3	Clifton Forge Downtown Revitalization	CDBG Localities Private	\$3,200,000	Town of Clifton Forge AHEDC	AHCC CRHA Localities Private Sector RVARC	2013-2016	Plan Complete	No Site ID	Yes	Unknown
City of Covington										
3.5 6.2 6.3	Covington Downtown Revitalization	CDBG Localities Private	\$3,200,000	City of Covington AHEDC	AHCC CRHA Localities Private Sector RVARC	2014-2016	Plan Complete	No Site ID	Yes	Unknown
Craig County										
2	Craig County Viticulture Initiative	EDA ARC Local	\$150,000	Craig County Virginia Western Community College	VWCC ARC	2013-2015	Underway	Site Acquired	Yes	10
City of Roanoke										
1.2 2.6	Roanoke Acceleration Center	EDA DHCD Localities	\$1,146,000	City of Roanoke	Roanoke-Blacksburg Innovation Network	2015	Preliminary Engineering, Costs, Scope Developed	Under Contract	Yes	18
1.1 3.1 3.3	Roanoke Center for Industry and Technology Blue Hills Dr. Extension	EDA Localities	\$3,554,180	City of Roanoke	VDOT	2016	Engineering Costs and Approvals Substantially Complete	Site Acquired	Yes	150

Goal and Objective	Description	Possible Funding Sources	Total Cost	Responsible Agency	Partners	Scheduled Construction Date	Project Status	Site Control	Included in another plan or strategy	Job impact potential
3.4 3.5 4.3	Construction of Passenger Rail Station	DRPT Localities Private	\$500,000	City of Roanoke	RVARC RVTPO	2016	Preliminary Engineering, Costs, Scope Developed	Site Acquired	Yes	15

Goal and Objective	Description	Possible Funding Sources	Total Cost	Responsible Agency	Partners	Scheduled Construction Date	Project Status	Site Control	Included in another plan or strategy	Job impact potential
Roanoke County										
1.1 2.3 2.5 2.7 3.3 5.5	Catawba Sustainability Center	VA Dept of Agriculture Virginia Tech USDA Private	Unknown	Virginia Tech	Localities VT Knowledgeworks	2016-2017	Feasibility Analysis In Progress	Site Acquired	No	50
1.1 1.2 3.3 3.5 5.2 5.3	5.1 6.2 Explore Park Water and Sewer Services Extensions and Access Improvements	DCR DHCD VTC VDOT Localities	\$2,000,000	Roanoke County	Localities CVB RVARC Region 2000	2016-2017	Feasibility Analysis In Progress	Site Acquired	Yes	200
Roanoke Regional Partnership										
1.2	Regional Entrepreneurial Seed Money and Advocacy Program	DHCD EDA Localities	Unknown	Regional Partnership	SBDC Private Sector	2015	Early Planning	No Site Req.	No	Unknown
Roanoke Valley-Alleghany Regional Commission										
3.3	Roanoke Valley Stormwater Improvements	FEMA EDA DCR VRA Localities	\$61,000,000	Localities	Localities	2015-2019	Feasibility Analysis Complete	Sites Identified	Yes	Unknown
3.2 3.3	Roanoke Valley Broadband Development	VRA Private EDA Localities	\$6,000,000	RVARC	Localities Private Sector	2015	Business Plan complete; construction in 2015	Sites Identified	Yes	Unknown
1.2	RVARC Revolving Loan Fund	EDA VDBA Local	\$1,000,000	RVARC	RVEDP AHEDC Chambers of Commerce	2016	Early Planning	No Site Req.	No	Unknown
Roanoke Valley Greenway Commission										
3.5	Roanoke River Greenway Completion	Roanoke Valley TPO Localities State Federal Private Sector	\$12,700,000	Roanoke County City of Raonoke City of Salem	Roanoke Valley Greenway Commission Private Sector Localities VDOT	2015-2020	Preliminary Engineering, Costs, Scope Developed, Construction Underway	Additional RoW still needed	Yes	Unknown
City of Salem										
3.5 6.2 6.3	Salem Downtown Revitalization	VDOT CDBG Localities Private	Unknown	City of Salem	City of Salem Private Sector	2015-2017	Downtown Plan In Progress	No Site ID	No	Unknown
3.3 6.2	East Main Street (Route 460) Roadway Improvements	VDOT	\$19,000,000	City of Salem	VDOT City of Salem	Phase I in 2017-18 Phase 2 in 2019-20	Design Complete; Phase 1 funding acquired	Yes	Yes	Unknown

Goal and Objective	Description	Possible Funding Sources	Total Cost	Responsible Agency	Partners	Scheduled Construction Date	Project Status	Site Control	Included in another plan or strategy	Job impact potential
Town of Vinton										
3.2	Vinton Downtown Broadband Infrastructure Strategy	Private DHCD EDA Localities	\$300,000	Town of Vinton	Private Sector Roanoke Valley Broadband Authority	2016	Early Planning	No Site Req.	No	Unknown
1.2	Town of Vinton Small Business Incubator	Localities DHCD EDA	\$3,500,000	Town of Vinton	SBDC VDBA VHDA	2016	Early Planning	No Site ID	No	Unknown
Virginia Western Community College										
2	STEM Complex	State DOL	\$33,000,000	Virginia Western Community College	WVWDB Regional Partnership	2018	Feasibility Analysis Complete	Yes	Yes	Unknown
Western Virginia Regional Industrial Facility Authority										
1.1 3.1 3.2 3.2 6.4	Regional Industrial Facilities Site Development - site preparation and building construction	Localities EDA	Unknown	Western Virginia Regional Industrial Facility Authority	Member Localities	2015-2016	Early Planning	No	Yes	Unknown

Goal and Objective	Description	Possible Funding Sources	Total Cost	Responsible Agency	Partners	Scheduled Construction Date	Project Status	Site Control	Included in another plan or strategy	Job impact potential
Alleghany County										
3.2 3.3	Alleghany Highlands Telecommunications Infrastructure (Crows - Hematite)	EDA ARC CDBG Localities RD Private	\$2,000,000	AHEDC	AHEDC RVARC Alleghany County Private Sector	2017	Preliminary analysis complete	No Site ID	Yes	Unknown
3.3	Selma to Low Moor Water System Upgrade	ARC CDBG RD VDH Localities	\$821,333	Alleghany County	AHEDC DHCD Localities RD RVARC SERCAP VDH	2017	Early Planning	Site Acquired	Yes	Unknown
Alleghany Highlands Economic Development Corporation										
4 5.3	Paper Technology Museum	Localities Private	Unknown	AHEDC	AHEDC Localities	2017	Early Planning	No Site ID	Yes	Unknown
3.3	Innovation Park	ARC CDBG EDA Localities	Unknown	AHEDC Alleghany County	RVEDP VEDP	2020	Feasibility Analysis Complete	Site Acquired	No	1000
Botetourt County										
1.1 3.1	Business Park for small to midsize manufacturers	To be determined	To be determined	Botetourt County	To be determined	To be determined	To be determined	No	Yes	Unknown
1.1 3.3	I-81 Exit 162 Development	To be determined	To be determined	Botetourt County	To be determined	To be determined	To be determined	No	Yes	Unknown
Town of Clifton Forge										
3.2 3.3	Alleghany Highlands Telecommunications Initiative, Phase 2	VA DHCD EDA ARC VRA Private Sector	\$6,000,000	Town of Clifton Forge	Alleghany County Botetourt County Craig County City of Covington RVARC	2016-2018	Early Planning	NA	No	Unknown
City of Covington										
	NONE									
Craig County										
1.2	Craig County New Business Incubator	DHCD EDA ARC Localities	\$3,500,000	Craig County	VWCC RVARC DHCD VDBA	2017	Early Planning	Site Acquired	No	50
City of Roanoke										
3.5 4.3	Hotel Roanoke & Conference Center Parking Structure	City of Roanoke Conference Center Virginia Tech Foundation	\$5,500,000	City of Roanoke	Virginia Tech Hotel Roanoke	Unknown	Feasibility Analysis Complete	Site Acquired	No	30
2.6 3.3 3.5	Colonial Avenue Streetscape Enhancements	VDOT	\$7,518,733	City of Roanoke	RVAMPO	2017	Conceptual Design Phase	Site Acquired	Yes	Unknown
Roanoke County										

Goal and Objective	Description	Possible Funding Sources	Total Cost	Responsible Agency	Partners	Scheduled Construction Date	Project Status	Site Control	Included in another plan or strategy	Job impact potential
	NONE									
Roanoke Regional Partnership										
5.4	Conservation incentives for businesses and individuals	Localities Private	Unknown	Regional Partnership	Localities Private Sector	2017	Early Planning	No Site Req.	No	Unknown
4.1 4.2	Regional Public Relations Function and Centralized Information Hub	Localities	\$80,000 Annually	Chambers of Commerce Regional Partnership	CVB Localities	2017	Early Planning	No Site Req.	No	Unknown
5.1 1.1	Business Incentive Fund for Businesses that Support Outdoor Recreation	Localities Private	Unknown	Regional Partnership	Localities Private Sector	2017	Early Planning	No Site Req.	No	Unknown
1.1 1.2 1.3 3.3	Roanoke Regional Airport, Expanded Air Service and Improvements Study	Localities FAA	\$100,000	Regional Partnership	Roanoke Regional Airport	2017	Early Planning	No Site Req.	No	Unknown
5.1	Encourage Development of a Youth Hostel	Localities Private	Unknown	Regional Partnership	Localities Private Sector	2017	Early Planning	No Site ID	No	Unknown
Roanoke Valley-Alleghany Regional Commission										
4.1 5.1 5.2 5.3	Virginia Rail Heritage Area	VTC	unknown	RVARC	VA Western Highlands AHEDC	2017	Early Planning	No Site Req.	No	Unknown
Roanoke Valley Greenways Commission										
3.5 5.2	Mason Creek Greenway	Roanoke Valley TPO Localities State Federal Private Sector	\$5,000,000	Roanoke Valley Greenway Commission; City of Salem; Roanoke County	Private Sector Localities VDOT Veterans Administration	2018-2022	Early Planning	ROW needed	Yes	Unknown
3.5 5.2	Tinker Creek Greenway	Roanoke Valley TPO Localities State Federal Private Sector	\$9,500,000	Roanoke Valley Greenway Commission; Localities	Private Sector Localities VDOT University Hollins	2018-2023	Master Plan	ROW needed	Yes	Unknown
City of Salem										
	NONE									
Town of Vinton										
6.1 6.2 6.4	Vinton Industrial Park Former Landfill Lot Feasibility Analysis	EPA EDA Localities	\$50,000	Town of Vinton		2017	Early Planning	No Site Req.	No	Unknown
3.3	Town of Vinton Sewer Upgrades (Reduce I&I)	VRA Localities	\$100,000	Town of Vinton		2017	Early Planning	Site Acquired	No	Unknown
3.3	Town of Vinton Downtown Stormwater Mitigation	DCR VRA Localities	\$800,000	Town of Vinton		2017	Early Planning	Site Acquired	No	Unknown
Virginia Western Community College										
	NONE									



Appendix IV: Resolution of Adoption





Roanoke Valley-Alleghany

REGIONAL
commission

rvarc.org

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The 25th day of June, 2015

RESOLUTION

Approving the 2015 Roanoke Valley-Alleghany Regional Comprehensive Economic Development Strategy (CEDS) Annual Update

WHEREAS, in 2007 the Roanoke Valley-Alleghany Regional Commission updated its Strategic Plan, which called for the development of a regional Comprehensive Economic Development Strategy (CEDS) for the Roanoke Valley-Alleghany region and for pursuing designation as an Economic Development District by the U.S. Economic Development Administration; and

WHEREAS, the Roanoke Valley-Alleghany Regional Comprehensive Economic Development Strategic Committee has been engaged in reviewing CEDS priority projects and in preparing the FY 2015 Annual Update, which fulfills requirements as set forth by the Economic Development Administration in applicable federal regulations pertaining to CEDS reports; and

WHEREAS, the CEDS planning process is a continuous planning process that will enhance regional economic competitiveness and will prove vital in implementing regional priorities for investment;

NOW, THEREFORE, BE IT RESOLVED, that the Roanoke Valley-Alleghany Regional Commission does hereby approve the 2015 Roanoke Valley-Alleghany Regional Comprehensive Economic Development Strategy Annual Update, as presented.

Jane Johnson
Chair