Roanoke Valley-Alleghany Regional Comprehensive Economic Development Strategy

2016 Annual Update

Submitted By:
Roanoke Valley-Alleghany Regional Commission

Roanoke Valley-Alleghany REGIONAL commission

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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, 2016 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 2016-17 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 Development 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 has 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 22, 2016 in the Roanoke Times. A public hearing on the CEDS was held on June 23, 2016 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

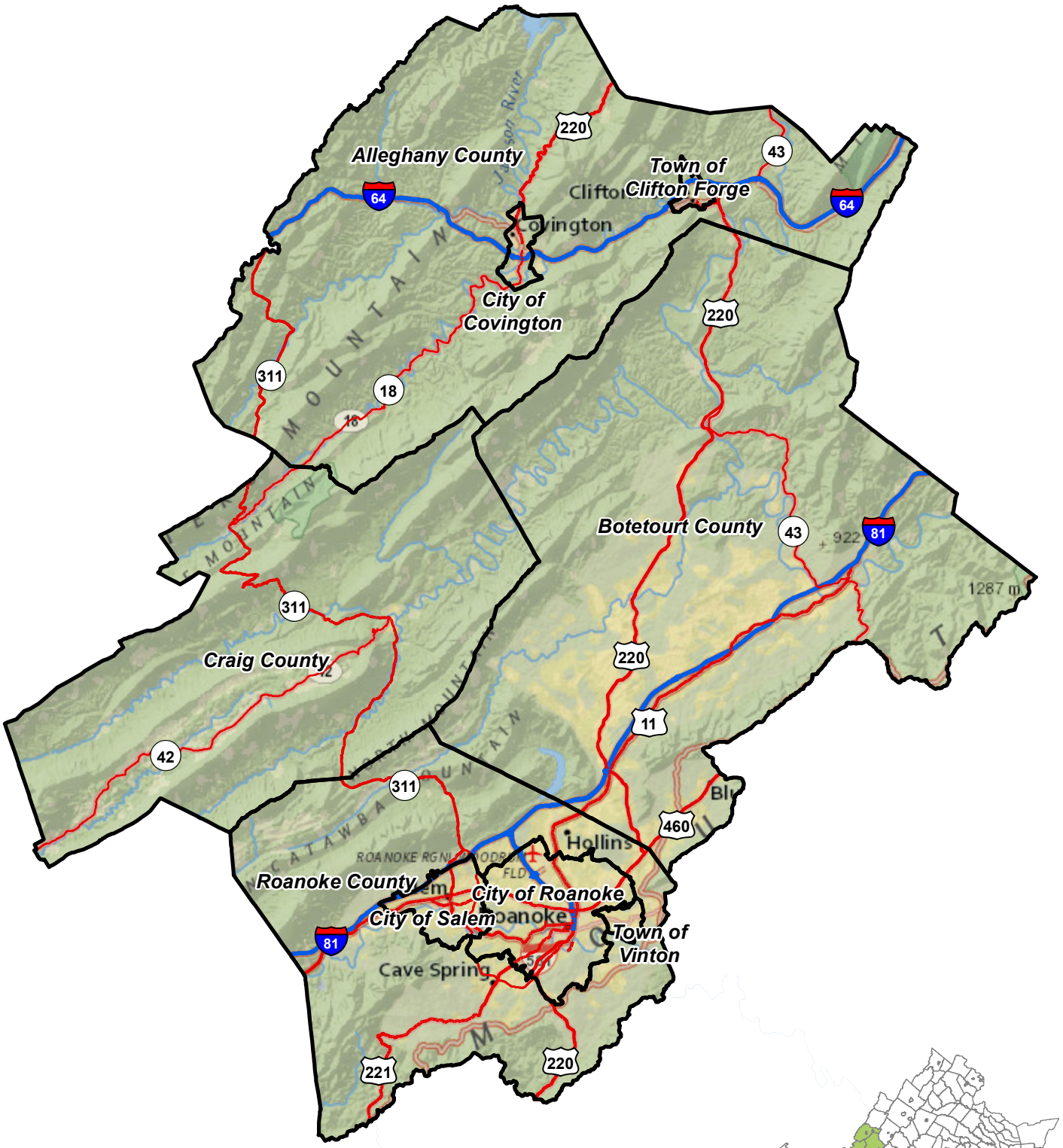
City	Distance in Miles
Atlanta, GA	430
Baltimore, MD	281
Charlotte, NC	194
Chicago, IL	722
Detroit, MI	588
Greensboro, NC	105
Indianapolis, IN	531
Knoxville, TN	255
New York, NY	476
Norfolk, VA	245
Philadelphia, PA	403
Raleigh, NC	156
St. Louis, MO	686
Washington, DC	251

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



Roanoke Valley-Alleghany REGIONAL commission

Source: Roanoke Valley-Alleghany Regional Commission, 2016.

National Geographic, Esri, DeLorme, NAVTEQ, UNEP-WCMC, USGS, NASA, ESA, METI, NRCAN, GEBCO, NOAA, iPC

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 4.5% compared to a 15.6% increase in the Commonwealth over the same time period.

Table 2: Population

Locality		2000	2014	Change
County	Alleghany *	12,926	12,283	-5.0%
	Botetourt	30,496	33,105	8.6%
	Craig	5,091	5,206	2.3%
	Roanoke **	77,996	85,065	9.1%
City	Covington	6,303	5,853	-7.1%
	Roanoke	94,911	97,949	3.2%
	Salem	24,747	25,120	1.5%
Town of Clifton Forge		4,289	3,850	-10.2%
Town of Vinton		7,782	8,129	4.5%
RVAR CEDS Region		264,541	276,560	4.5%
Virginia		7,078,515	8,185,131	15.6%

Source: 2010-2014 5-Year Estimates, American Community Survey Demographic and Housing Estimates, 2016 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	46.8	4.0	17.5	13.7	27.4	14.6	22.6
	Botetourt	46.1	4.4	19.1	12.9	29.0	10.2	18.4
	Craig	46.1	5.1	20.2	11.7	29.6	14.5	18.8
	Roanoke	43.4	4.8	18.5	15.1	28.4	14.8	18.5
City	Covington	44.1	5.4	19.9	13.5	29.8	13.6	17.9
	Roanoke	38.3	7.2	16.8	21.8	26.6	13.1	14.5
	Salem	40.5	5.3	20.0	18.6	25.6	13.6	16.9
Town of Clifton Forge		45.9	5.3	17.7	14.1	23.8	16.0	23.0
Town of Vinton		37.9	5.4	20.4	20.8	24.5	11.5	17.3
Virginia		37.6	6.2	19.3	21.1	28.0	12.3	12.9

Source: 2010-2014 5-Year Estimates, American Community Survey Demographic and Housing Estimates, 2016.

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. Date 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 more than the Commonwealth and less than the nation from 2013 to 2014.

Table 4: Gross Domestic Product

	2012	2013	2014	Change 2013-14
Roanoke MSA	13,323,000	13,796,000	14,249,000	3.3%
Virginia Total	444,387,000	451,946,000	462,861,000	2.4%
US Metro Portion	14,530,716,000	15,074,218,000	15,678,767,000	4.0%
US Total GDP	16,041,264,000	16,549,228,000	17,232,618,000	4.1%

Source: Bureau of Economic Analysis, 2016.

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	2010-2014 5-YR Estimate	Percent Change
County	Alleghany	43,160	45,183	4.7%
	Botetourt	64,725	63,011	-2.6%
	Craig	51,291	46,658	-9.0%
	Roanoke	59,446	60,950	2.5%
City	Covington	35,277	38,176	8.2%
	Roanoke	36,422	39,530	8.5%
	Salem	48,828	50,590	3.6%
Town of Clifton Forge		34,256	35,742	4.3%
Town of Vinton		42,467	43,623	2.7%
Virginia		61,406	64,792	5.5%

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	$24,399	85.4
	Botetourt	$32,266	113.0
	Craig	$22,435	78.6
	Roanoke	$31,864	111.6
City	Covington	$21,243	74.4
	Roanoke	$23,565	82.5
	Salem	$27,559	96.5
Town of Clifton Forge		$21,556	75.5
Town of Vinton		$23,425	82.0
Virginia		$33,958	118.9
United States		$28,555	100.0

Source: U.S. Census Bureau, American Community Survey, 2010-2014.

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	11,386	5.8	10.0	36.8	22.8	7.8	10.2	6.7	84.2	16.9
Botetourt County	23,818	3.1	5.7	35.0	21.1	8.7	17.9	7.5	91.2	25.4
Craig County	3,791	6.2	4.0	47.9	21.1	7.7	9.9	3.2	89.8	13.1
Roanoke County	6,635	3.0	5.7	26.6	21.2	9.5	22.6	11.4	91.3	34.0
City of Covington	3,992	4.1	13.6	41.1	22.1	10.1	6.0	3.0	82.3	9.0
City of Roanoke	68,034	6.6	10.2	3.03	21.1	7.8	15.1	9.0	83.3	24.1
City of Salem	16,784	4.6	5.8	28.1	20.5	6.3	19.4	11.3	89.6	30.7
Virginia	5,501,125	4.9	7.2	25.0	20.0	7.1	20.7	15.0	87.9	35.8

Source: 2010-2014 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	192	128	67	49	26	79	41
Botetourt County	372	258	69	150	41	108	29
Craig County	48	23	48	11	23	12	25
Roanoke County	1020	705	69	420	41	285	28
City of Covington	42	23	55	10	24	13	31
City of Roanoke	670	332	50	181	27	151	23
City of Salem	314	218	69	124	39	94	30
Virginia	80026	52329	65	34138	42	18191	23

Source: State Fiscal Stabilization Indicator Report, , Virginia Department of Education, 2015.

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	22	14	140	145	321	275
Botetourt County	21	28	512	318	879	573
Craig County	1	0	48	0	49	44
Roanoke County	0	6	93	741	840	793
Covington City	3	1	27	33	64	55
Roanoke City	112	8	885	480	1,485	1,117
Salem	15	0	244	64	323	267
Virginia	5,024	905	89,541	33,665	128,850	104,867

Source: Career and Technical Education (CTE) Completers Report for 2014-15, 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 WVWDB is slated to update its Local Strategic Plan in 2016, following the hiring of a new director in 2015. Over the last year, several new board members have been appointed.

The WVWDB was recently awarded a Virginia Financial Success Network grant of $600,000 for a 3-year period. The grant will pay for career coaching at the workforce center to assist

participants with financial literacy to make them more successful at improving their employment opportunities and changing their life situation.

The WVWDB began an existing business visitation program with the Botetourt County Economic Development Office in which it hopes to address the training and recruit needs of local employers.

The WVWDB worked with the New River Valley Workforce Development Board in preparing a joint application for the Department of Labor's TechHire Program. Partners that participated in that application include the New River Valley and Roanoke Valley-Alleghany Regional Commissions, the Roanoke-Blacksburg Technology Council and three community colleges that serve the greater Roanoke region.

The Virginia Tech Catalyst Program has been awarded a $500,000 from the Economic Development Administration (EDA) to work with local employers, VT faculty and students to support innovation and job creation for entrepreneurs in the Roanoke-Blacksburg Region. The project has three main tasks: seek promising technologies; minimize risk to entrepreneurs and businesses; and put entrepreneurs on the path to market their products. The RVARC and the WVWDB will be participating in the project through outreach, participation on the project review committee, and providing input for the direction of activities undertaken.

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 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 Botetourt, Craig and Roanoke have seen growth in their labor force while the City of Roanoke has experienced a 14 percent increase.

Table 10: Annual Labor Force Trend

Locality		2009	2015	Change
County	Alleghany	7,071	7,103	0.5
	Botetourt	16,391	17,570	7.2
	Craig	2,263	2,432	7.5
	Roanoke	45,655	49,622	8.7
City	Covington	2,466	2,432	-1.4
	Roanoke	43,194	49,243	14.0
	Salem	13,289	12,961	-2.5
Virginia		4,118,171	4,240,470	3.0

Source: Bureau of Labor Statistics, 2016.

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 2015 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	2015
County	Alleghany	9.6	8.8	8.0	7.4	6.0	5.4
	Botetourt	6.7	6.1	5.6	5.2	4.8	4.3
	Craig	8.0	7.7	6.7	6.7	6.3	5.6
	Roanoke	6.7	5.9	5.3	5.2	4.5	4.0
City	Covington	10.9	9.3	9.9	9.0	8.0	6.3
	Roanoke	8.8	8.1	7.1	6.7	5.9	5.0
	Salem	7.1	6.4	5.9	5.8	5.1	4.5
Virginia		7.1	6.6	6.0	5.7	5.2	4.4
United States		9.6	8.9	8.1	7.4	6.2	5.3

Source: Bureau of Labor Statistics, 2016.

Several localities are experiencing higher annual unemployment levels than that of the nation and the Commonwealth including Alleghany County, Craig County, and the cities of Covington and Roanoke.

Table 12: 24-Month Average Unemployment Rate

Locality		Rate
County	Alleghany	5.7
	Botetourt	4.6
	Craig	6.0
	Roanoke	4.3
City	Covington	7.2
	Roanoke	5.5
	Salem	4.8
Town of Clifton Forge		NA
Town of Vinton		NA
Virginia		4.8
United States		5.7

Source: Bureau of Labor Statistics, 2016.

1. Unemployment rate calculated from January 2013 to December 2015 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 1.2% in the region.

Table 13: Number of Business Establishments

Locality		2010	2011	2012	2013	2014	Change 2010-2014
County	Alleghany	311	314	323	324	316	1.6%
	Botetourt	782	779	793	802	791	1.2%
	Craig	83	79	75	74	75	-9.6%
	Roanoke	2,224	2,254	2,274	2,294	2308	3.8%
City	Covington	267	267	268	254	250	-6.4%
	Roanoke	3,286	3,251	3,247	3,170	3148	-4.2%
	Salem	1,028	1,007	1,013	998	994	-3.3%
RVARC Region		7,981	7,951	7,993	7,916	7,882	-1.2%

Source: U.S. Bureau of Labor Statistics, 2016.

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 decreased by 1.55 percent. For comparison, enplanements at Richmond International were up 4.58%, up at Lynchburg by 1.39% and down at Greensboro by 0.28 percent.

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%
2014	305,496	-1.55%

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 Annual Overview

	2011	2012	2013	2014	2015
Residential Units Sold	3,432	3,666	4,307	4,084	4,688
Volume Sold	$608,472,570	$667,408,682	$830,755,132	$797,052,519	$936,505,896
Average Home Price	$176,197	$180,302	$190,217	$193,815	$197,878

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	8,066	6,714	5,337	1,377	1,352
	Botetourt	14,628	12,867	1,366	1,501	1,761
	Craig	2,868	2,151	1,733	418	717
	Roanoke	40,319	38,197	28,749	9,448	2,122
City	Covington	3,051	2,468	1,853	615	583
	Roanoke	47,330	42,549	23,204	19,345	4,781
	Salem	10,848	9,953	6,709	3,244	895
Town of Clifton Forge		1,,908	1,610	971	639	298
Town of Vinton		3,720	3,438	1,885	1,553	282
Virginia		3,403,241	3,041,710	2,028,244	1,013,466	361,531

Sources: American Community Survey 2010-2014.

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

* 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) 2015.

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, 2016.
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, 2016.
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, 2016.
Detailed industry cluster definitions can be found at http://www.statsamerica.org/innovation/reports/detailed_cluster_definitions.pdf

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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 and the City of Covington are eligible as of December 2015 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	$24,399	85	5.7
	Botetourt	$32,266	113	4.6
	Craig	**$22,435**	**79**	6.0
	Roanoke	$31,864	112	4.3
City	**Covington**	**$21,243**	**74**	**7.2**
	Roanoke	$23,565	83	5.5
	Salem	$27,559	97	4.8
United States		$28,555	100	5.7

Source: US Census Bureau, American Community Survey, Bureau of Labor Statistics, 2016.
1. Unemployment rate calculated from January 2014 to December 2016 based on data retrieved from BLS in March 2016.

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 22 lists the eligible Census Tracts in the region that meet the “80% or lower than the U.S. per capita income” eligibility criteria.

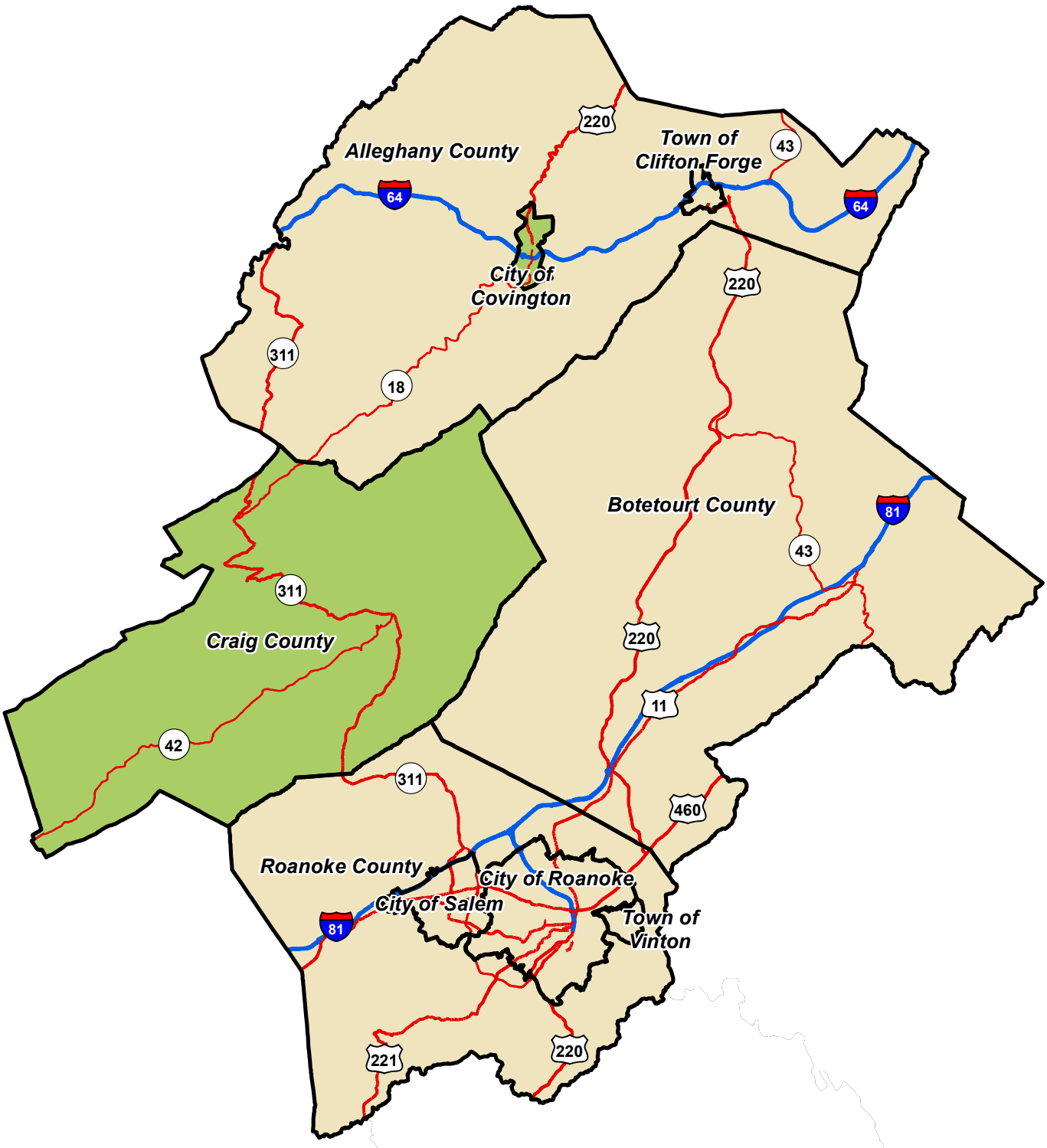
Table 22: Eligible Census Tracts

Census Tract	Per Capita Income	Percent of US Per Capita Income ($28,555)
Census Tract 701, Alleghany County	$20,767	72.7%
Census Tract 801, Alleghany County	$22,742	79.6%
Census Tract 501, Craig County	$22,435	78.6%
Census Tract 311.01, Roanoke County	$20,899	73.2%
Census Tract 601, Covington city	$19,296	67.6%
Census Tract 1, Roanoke city	$19,175	67.2%
Census Tract 3, Roanoke city	$21,713	76.0%
Census Tract 5, Roanoke city	$18,274	64.0%
Census Tract 6.01, Roanoke city	$20,900	73.2%
Census Tract 9, Roanoke city	$12,316	43.1%
Census Tract 10, Roanoke city	$10,585	37.1%
Census Tract 22, Roanoke city	$21,554	75.5%
Census Tract 23, Roanoke city	$18,598	65.1%
Census Tract 24, Roanoke city	$14,787	51.8%
Census Tract 25, Roanoke city	$14,587	51.1%
Census Tract 26, Roanoke city	$11,596	40.6%
Census Tract 27, Roanoke city	$16,444	57.6%
Census Tract 28, Roanoke city	$22,582	79.1%

Source: US Census Bureau, 2010-14 American Community Survey, 2016.

Map 2: Percent of US Per Capita Income by Locality

American Community Survey 5-Year Estimates 2010-2014
Per Capita Income must be 80% or less than the National Average



Roanoke Valley-Alleghany REGIONAL commission

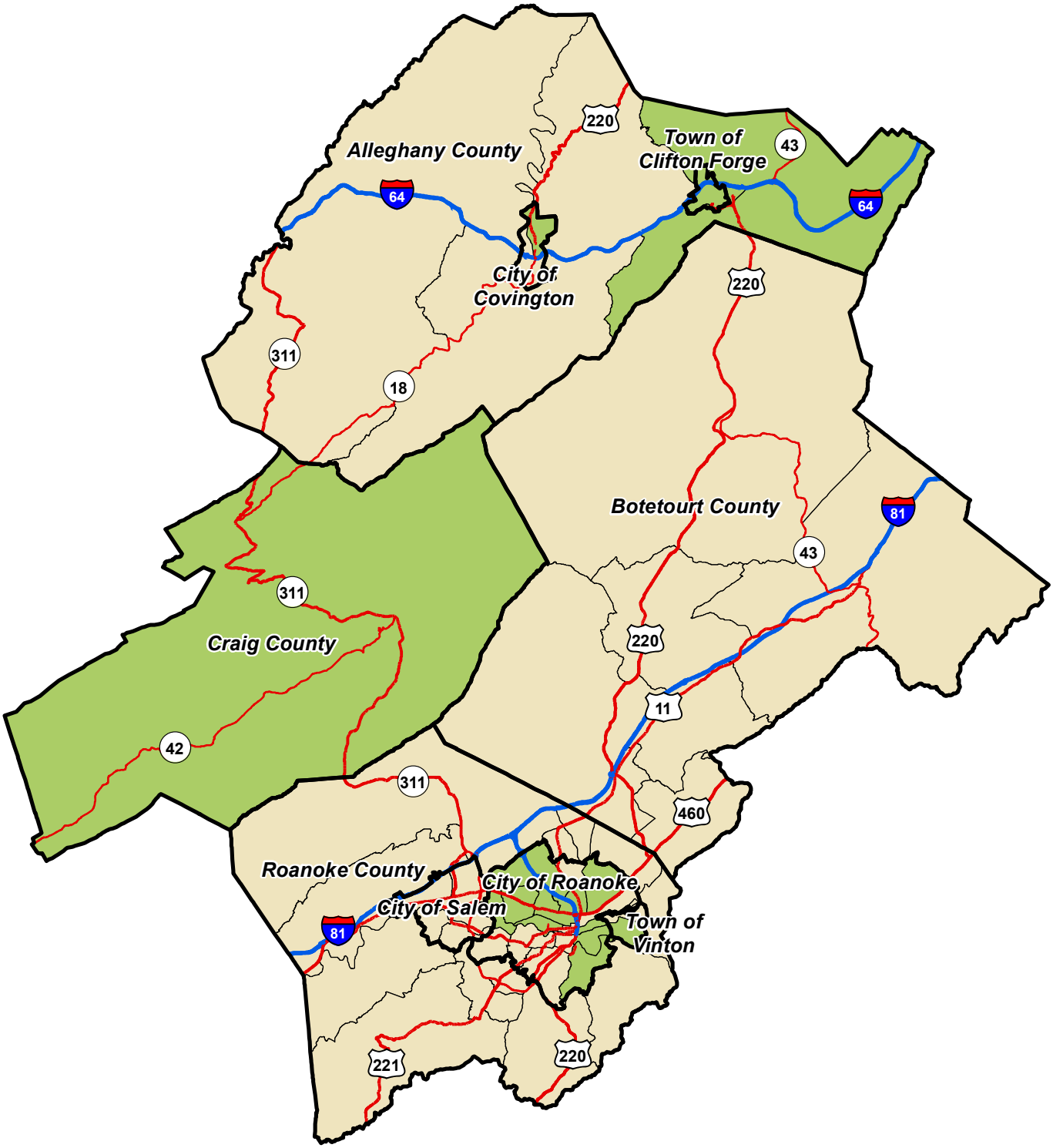
Legend

- Eligible
- Not Eligible

Source: Roanoke Valley-Alleghany Regional Commission, 2016.

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

American Community Survey 5-Year Estimates 2010-2014
Per Capita Income must be 80% or less than the National Average



Roanoke Valley-Alleghany REGIONAL commission

Legend

Census Tracts

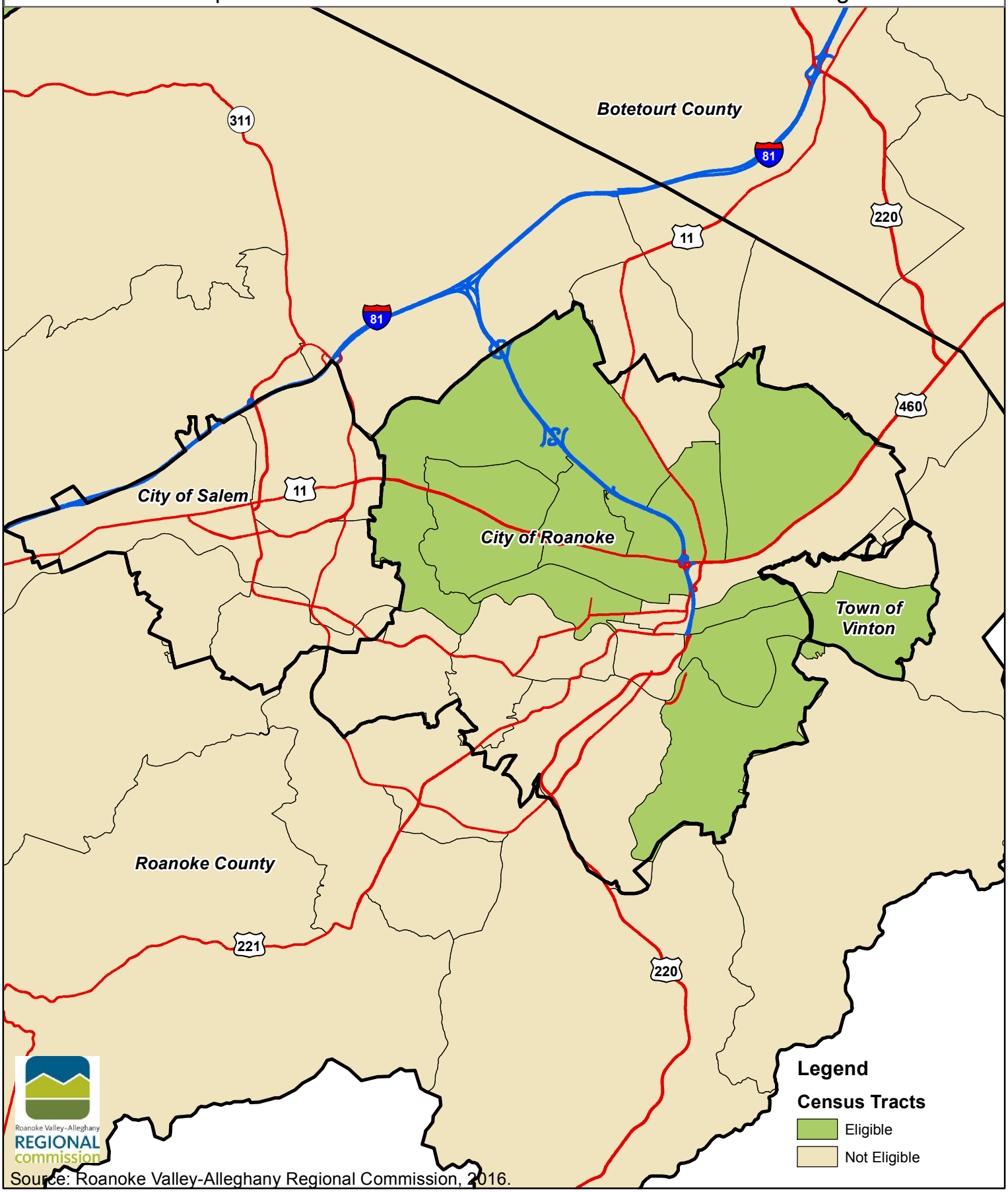
Eligible

Not Eligible

Source: Roanoke Valley-Alleghany Regional Commission, 2016.

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

Urban Area
American Community Survey 5-Year Estimates 2010-2014
Per Capita Income must be 80% or less than the National Average



Source: Roanoke Valley-Alleghany Regional Commission, 2016.

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.

<u>Strengths</u>

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 competiveness 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

Opportunities to Diversify the Economy

From an historical perspective, the region's economy has been based on the railroad, traditional manufacturing and resource extraction. Changes in the economy since the 1990s have resulted in a new perspective on the need to diversity the regional economy.

- Although manufacturing employment in the region has declined since the 1980's, it is still an important sector in our regional economy. Economic development organizations are now trying to attract firms that are considered "advanced manufacturing", which provides higher wages for employees.

- Healthcare-related services now represent the largest employment sector in the region. Approximately 15% of employment is related to hospitals and healthcare oriented organizations. To support enhancements in the healthcare field, in 2007 Carilion Clinic and Virginia Tech created the Virginia Tech Carilion School of Medicine and Research Institute. The Research Institute will be expanding over the next couple of years since the Governor recently announced that construction funds will be made available to build a new Life Science research facility that will be tied to the Medical Research Institute.

- The region is trying to develop an "entrepreneurial eco-system" that will help attract new start-ups, particularly in the area of technology. Local governments, the Roanoke Regional Partnership, the Chamber of Commerce and the RVARC are working with the Roanoke-Blacksburg Technology Council to identify and address key issues that inhibit great entrepreneurial development.

- Tourism is becoming a major element in the regional economy. In FY2014-2015 over $700 million in revenue was generated by tourism related activities. With the advent of the new regional identity for tourism – "Virginia's Blue Ridge" – attracting visitors to the region has increased. Additionally, several organizations are working cooperatively to promote outdoor amenities for tourist, which include events such as the Blue Ridge Marathon, and the Go Outside Festival (a multi-day festival focusing on mountain biking, kayaking/canoeing, mountain climbing, fishing, etc.). The RVARC has been working with local governments and the Convention & Visitors Bureau to develop Blueways (essentially kayaking/canoeing water trails) along various rivers in the region.

Inter-Municipal Cooperation

Over the last decade, the Roanoke Valley-Alleghany Regional Commission (RVARC) has been researching and publishing a report on regional collaboration. The Commission works gathers information from its member jurisdictions to assess the level of regional cooperation. The most recent Regional Report Card was issued in 2013. The Report Card documents the high level of regional cooperation currently taking place among our local jurisdictions. The Report Card cites 105 multi-jurisdictional cooperative programs and/or projects. Collaborative activities outlined in the report range from two governments working together to 10 or more working on a specific program or project. The report also highlights the work that the local governments do with numerous Federal and state agencies in the region. The activities cover a variety of services and are divided into ten categories: economic development; education; environment; general government; libraries; parks and recreation; public safety; public works and facilities; social and human services; and transportation. The 2013 Report Card is available for review at https://issuu.com/rvarc/docs/2013reportcard?e=15700892662197 . The next Report Card will be published in late 2016.

The RVARC hosts all the Mayors of the region's cities/towns and Chairs of the county Boards of Supervisors quarterly for the purpose of discussing issues of importance to the region. The RVARC also hosts the city/town managers and county administrators bi-monthly to allow them to share best practices and to review key areas of interests in their communities.

The most recent cooperative project was the establishment of the Roanoke Valley Broadband Authority (RVBA) which is housed at the RVARC office. In 2011, private and public sector leaders felt there was a need to better understand broadband infrastructure and related opportunities in the Roanoke Valley. Seven public entities, and 11 businesses and individuals financed a Broadband Study in 2012. The Roanoke Valley Broadband Task Force was created in 2012 to develop recommendations based on the study. One of the recommendations was to create a Broadband Authority under the Virginia Wireless Services Authority Act to implement the recommendations. The RVBA was created in 2013 and met formally for the first time in January 2014. A consultant was hired to develop a business plan for a small-scale open access fiber network. A 46 mile network was proposed and an engineering firm was hired to design and permit the network. The RVBA consists of the Cities of Roanoke and Salem, and the Counties of Botetourt and Roanoke. The primary goal of the Authority is to improve affordable high-speed broadband services in the Roanoke Valley by encouraging collaboration, competition, and long term investments. The RVBA is in the process of building a 50 mile network in the Valley at a cost in excess of $6 million. The network will serve business parks, large institutions, government facilities and businesses. Multiple crews are installing the underground cable in public right-of-ways in the City of Roanoke, Botetourt County and Roanoke County. Phase 1 of the network is expected to be operation in May 2016.

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 midsized 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 midsized 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 2016-17 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
3.3	CSX Railyard Redevelopment (Clifton Forge)
1.1, 3.1, 3.3	Gateway Center/Exit 150 Site Marketing and Development (Botetourt County)
1.1, 3.1, 3.3	Gateway Center/Exit 150 Redesign (Botetourt County)
1.1, 1.2, 3.1	Agri-Business Study Implementation (Botetourt County)
1.1, 3.1	Shell Building in Botetourt Center at Greenfield (Botetourt County)
3.5, 5.1, 5.2	Daleville Greenway (Botetourt County)
3.3	Clifton Forge Business Park Access Road
3.2, 3.3	Alleghany Highlands Telecommunications Initiative, Phase 1
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
1.2, 2.5	Craig County Viticulture Initiative
1.2, 2.3	Craig County Library/Workforce Training Center
1.2, 2.6	Roanoke Acceleration Center
1.1, 3.1, 3.3	Roanoke Center for Industry and Technology Blue Hills Dr. Extension
3.3, 3.5	Valley View Boulevard Extension (City of Roanoke)
2.6, 3.3, 3.5	Colonial Avenue Streetscape Enhancements (City of Roanoke)

3.4, 3.5, 4.3	Construction of Passenger Rail Platform (City of Roanoke)
1.1, 1.2, 1.3, 2.3, 2.5, 2.6, 3.1, 3.3, 3.5, 4.3, 5.1, 5.5, 6.1	Virginia Tech Catawba Sustainability Center (Roanoke County)
1.2, 1.3, 2.6, 3.1, 3.3, 3.5, 4.3, 5.1, 5.2, 5.3, 5.4	Explore Park Infrastructure Improvements (Roanoke County)
3.3	Roanoke Valley Stormwater Improvements (Roanoke Valley-Alleghany Regional Commission)
3.2, 3.3	Roanoke Valley Broadband Development (Roanoke Valley Broadband Authority)
1.3, 2.3, 2.4, 2.5	RVARC Regional Skills Gap Analysis
1.2	RVARC Revolving Loan Fund
3.5	Roanoke River Greenway Completion (Roanoke Valley Greenway Commission)
3.5, 6.2, 6.3	City of Salem Downtown Revitalization
3.3, 6.2	East Main Street (Route 460) Roadway Improvements (City of Salem)
3.2	Vinton Downtown Broadband Infrastructure Strategy
1.2	Town of Vinton Small Business Incubator
2.3, 2.5	STEM Complex (Virginia Western Community College)
1.1, 3.1, 3.2, 3.2, 6.4	Regional Industrial Facilities Site Development - 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)
3.3	Selma to Low Moor Water System Upgrade
4, 5.3	Paper Technology Museum
3.3	Innovation Park
1.1, 3.1	Business Park for small to midsize manufacturers
1.1, 3.3	I-81 Exit 162 Development
3.2, 3.3	Alleghany Highlands Telecommunications Initiative, Phase 2
1.2	Craig County New Business Incubator
3.5, 4.3	Hotel Roanoke & Conference Center Parking Structure
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	Mason 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, 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
- Upper James River Water Trail – Phase I & II
- Gateway Center/Exit 150 Market Feasibility Study
- Gateway Center/Exit 150 Redesign Project
- Botetourt County Agriculture Study
- Botetourt County Comprehensive Trail Plan
- Shell Building in Botetourt Center at Greenfield
- WVWA Water Booster Station (Botetourt County)
- Glen Wilton Public River Access
- Botetourt County, Roanoke County, City of Roanoke, City of Salem,- Broadband/Fiber Feasibility Analysis for the Roanoke Valley
- Roanoke Valley Broadband Authority established
- 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
- Botetourt Greenfield-Vista Park Water Systems
- Botetourt Tinker Creek Interceptor Improvements
- Roanoke Acceleration Center
- Salem Apperson Drive Stormwater Improvements
- TAP Keswick Street Housing Project

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
commission

rvarc.org

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

As of March 1, 2016
+ Elected Official

ROANOKE VALLEY-ALLEGHANY REGIONAL COMMISSION
BOARD MEMBERS

ALLEGHANY COUNTY

+ The Honorable Shannon Cox
Alleghany County Board of Supervisors
8507 Potts Creek Road
Covington, VA 24426

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

Jon Lanford, Interim
Alleghany County Administrator
9212 Winterberry Avenue, Suite C
Covington, VA 24426

BOTETOURT COUNTY

Erin Henderson
57 Wyndale Crossing
Daleville, VA 24083

VACANCY

+ 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
New Castle, VA 24127

+ The Honorable Martha Murphy
Craig County Board of Supervisors
827 Cumberland Gap Road
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, ***Chairman***
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

ROANOKE COUNTY

+ The Honorable George Assaid
  Roanoke County Board of Supervisors
  P.O. Box 29800
  Roanoke, VA 24018

  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

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

CITY OF COVINGTON

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

  VACANCY

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

+ 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

  VACANCY

CITY OF SALEM

+ 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

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

+ VACANCY

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, ***Vice Chairman***
Mayor, Town of Vinton
407 Aragona Drive
Vinton, VA 24179

Barry Thompson, Interim
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

Roanoke Valley - Alleghany Regional CEDS Strategy Committee
Membership FY2015-16

Officers:

Chairman - Mr. Hunter Young
Vice-Chair - Vacant

Elected Officials:

Alleghany County
The Honorable Suzanne Adcock

City of Covington
Vacant

Craig County
Vacant

Roanoke County
The Honorable Joe McNamara

Town of Vinton
The Honorable Doug Adams

Botetourt County
The Honorable Todd Dodson

Town of Clifton Forge
The Honorable Robert Umstead

City of Roanoke
The Honorable Bill Bestpitch

City of Salem
The Honorable Randy Foley

Stakeholder Organizations:

Ms. Leah Coffman
Virginia Western Community College

Mr. John Hull
Roanoke Regional Partnership

Vacant
NAACP

President Michael Maxey
Roanoke College

Ms. Teresa Hammond
Alleghany Highlands Chamber of Commerce & Tourism

Mr. Jake Gilmer
Western VA Workforce Development Board

Ms. Joyce Waugh
Roanoke Regional Chamber of Commerce

Mr. Chuck Simpson
Communications Workers of America

Private Sector/Institutional/Other:

Alleghany County
Vacant
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
Mr. Ray Ferris, Ferris & Eakin, P.C.
Ms. Terri Workman, VT School of Medicine

City of Salem
Mr. David Preston, Country Cookin'
Vacant

Technical Advisors (non-voting):

Mr. Jon Lanford
Alleghany County Administrator

Mr. Richard Douglas
Covington City Manager

Mr. Clay Goodman
Craig County Administrator

Ms. Jill Loope
Roanoke County
Economic Development

Mr. Chris Lawrence
Vinton Town Manager

Vacant
Botetourt County Economic
Development Manager

Ms. Darlene Burcham
Clifton Forge Town Manager

Mr. Brandon Turner
Roanoke City
Economic Development

Mr. Kevin Boggess
Salem City Manager

Ms. Marla Akridge
AHEDC Executive Director

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

October 20, 2015

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

DATE:	Thursday November 19, 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, Chair
2. Nominating Committee (Election of Vice Chair in December) ..... Hunter Young, Chair
3. CEDS Committee meeting schedule ..... Eddie Wells
4. CEDS Committee Membership Vacancies ..... Eddie Wells
5. 2015 Project Submission ..... Eddie Wells
6. Economic Development District Designation ..... Wayne Strickland
7. Project Updates ..... Committee Members
8. Other Business ..... Hunter Young, Chairman
9. Comments ..... Hunter Young, Chairman
10. Adjournment ..... Hunter Young, Chairman

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

Dial 1 (571) 317-3122

Access Code: 804-032-541

Meeting Summary DRAFT
Roanoke Valley - Alleghany Regional
CEDS Committee Meeting

November 19, 2015
3:00 PM, Roanoke Valley- Alleghany Regional Commission Boardroom
313 Luck Ave. SW, Roanoke, VA

Committee Members Present:

Suzanne Adcock (via conference call), Marla Akridge, Bill Bestpitch, Jay Brenchick, Todd Dodson, Ray Ferris, Jake Gilmer, Teresa Hammond, John Hull (via conference call), Robert Johnson (via Conference call), Jon Lanford (via conference call), Samantha Steidle, Wayne Strickland, Brandon Turner, and Hunter Young.

Others Present:
Ed 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.

Nominating Committee

Mr. Wells informed the Committee of the need to elect a new Vice-Chair at the December meeting. Chairman Young then asked for three volunteers to serve on the nominating committee. Marla Aldridge, Jay Brenchick and Brandon Turner volunteered to serve on the nominating committee. Mr. Wells asked that the nominating committee report back to him by December 10th in so that the nominations could be included in the December 17th agenda package.

CEDS Committee meeting schedule

Mr. Wells presented the 2016 meeting schedule. Committee meetings for FY15-16 will take place on the third Thursday of the month at 3:00 PM at the RVARC office. The Committee won't necessarily have to meet each month as there is some flexibility built into the schedule.

The specific dates and proposed topics are:

- November 19, 2015 - EDD designation update, proposed changes to CEDS document content and layout
- December 17, 2015 - Organizational (chair and co-chair election)
- January 21, 2016 - open, workforce development discussion?

- February 18, 2016 - Project submissions due, first data review
- March 17, 2016 - open, transportation projects discussion?
- April 21, 2016 - draft annual update review
- May 19, 2016 - Annual Update review & recommendation to RVARC
- June 16, 2016 - alternate day for final review of Annual Update

CEDS Committee Membership Vacancies

Mr. Wells informed the Committee that several vacancies need t be filled as there have been recent resignations and several staff level job changes.

2016 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. The project submission form will be sent to Committee members in early December.

Economic Development District Designation

Mr. Strickland updated the Committee on the Roanoke Valley-Alleghany Regional Commission's application to the U.S. Economic Development Administration for designation as an Economic Development District. The application was submitted on September 28, 2015. The application has been supported by the Congressman Goodlatte and Congressman Griffith, as well as Senators Kaine and Warner. Mr. Strickland is monitoring the applications review process and will keep the Committee apprised of its progress.

Project Updates

Mr. Brenchick provided an update of the Roland E. Cook Elementary School conversion to 22 apartment units, the ongoing efforts to for the reuse of the William Byrd Middle School, the completion of the first phase (surveying the public for ideas) of the new Explore Park Master Plan, and initiation of work on a new strategic plan for economic development.

Mr. Turner updated the Committee on the Gil Memorial Accelerator Center in downtown Roanoke.

Mr. Strickland updated the Livable Roanoke Valley and announced new staff that will be managing the initiative.

Mr. Gilmer noted that there are several workforce development opportunities that could be addressed in the CEDS.

Mr. Dodson updated the Committee on the new shell building that will be constructed at Botetourt Center at Greenfield, and the recently released Agriculture Development Strategic Plan and the Exit 150 Market Study.

Mr. Bestpitch noted the continuing concern about attracting qualified workers to the region and the importance of marketing and workforce training to address this issue.

Ms. Hammond updated the Committee on the Alleghany Highlands Chamber of Commerce and Tourism's wayfinding signage project and efforts to develop design guidelines for the City of Covington and Town of Clifton forge.

Ms. Akridge noted the Alleghany Highlands EDC has three prospect inquiries that she is currently working with.

Other Business

Mr. Strickland updated the Committee on the GO Virginia initiative. Governor McAuliffe's budget, to be presented December 17th, is expected to include millions of dollars for a new grant program requested by business leaders to promote cooperation among localities. It will include creation of a state board led by business representatives and include representation from the executive and legislative branches of government. Grants could be awarded to municipal governments, schools or colleges, nonprofits or regional economic development organizations. The Committee discussed at length the implication of having additional "regions" designated, possible opportunities that GO Virginia would present, and how best to participated in the initiative.

Adjournment

Chairman Young adjourned the meeting at 4:00 pm.

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

January 13, 2016

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

DATE:	Thursday January 21, 2016
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. Election of Vice Chair ..... Nominating Committee
3. Workforce Development Board Update .....Jake Gilmer, WVWDB Executive Director
4. EDD Designation Update.....Wayne Strickland, RVARC Executive Director
5. Other Business ..... Hunter Young, Chairman
6. Adjournment ..... Hunter Young, Chairman

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

Dial 1 (571) 317-3122

Access Code: 907-865-869

Please mute your phone when not speaking.

Meeting Summary DRAFT
Roanoke Valley - Alleghany Regional
CEDS Committee Meeting

January 21, 2016
3:00 PM, Roanoke Valley- Alleghany Regional Commission Boardroom
313 Luck Ave. SW, Roanoke, VA

Committee Members Present:

Doug Adams, Marla Akridge (via conference call), Bill Bestpitch, Jay Brenchick, Darlene Burcham (via conference call), Todd Dodson, Jake Gilmer, Clay Goodman, Jon Lanford (via conference call), Hal Mabe, Chris McCarty, Brandon Turner, and Hunter Young (via conference call).

Others Present:
Wayne Strickland, RVARC
Ed Wells, RVARC
Tori Williams, Roanoke County Planning Department

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 constitute a quorum.

Nominating Committee

Mr. Wells informed the Committee that the Nominating Committee had recommended Teresa Hammond, Director of the Alleghany Highlands Chamber of Commerce and Tourism, as new Vice-Chair. The vote was tabled until the February 18, 2016 meeting due to lack of a quorum.

Western Virginia Workforce Development Board Update

Mr. Gilmer updated the Committee on the recent activities of the Western Virginia Workforce Development Board. Board has been revamped with newly appointed and additional members to better represent the needs of local employers. The Board will have a greater focus on training existing employees for open positions. This will allow employees to be trained to move to different jobs within the companies instead of being laid off and provide more opportunities for completion of training certification programs.

The Board has contracted with ResCare Workforce Services to provide training programs. In addition to the office at Crossroads Mall, ResCare will have a offices in Covington and Rocky Mount to provide service to the Alleghany Highlands.

The Board will apply to the TechHire program in March in partnership with RVARC, the New River Valley Regional Commission, Mount Rogers Planning District Commission, Virginia Tech, Carilion, and the Roanoke-Blacksburg Technical Council. The TechHire program will be a 4-year, $4.5 million training program that will serve over 300 job seekers in the region. The Appalachian Regional Commission is providing financial support for the development of the program application.

The Board has contracted with Virginia Tech to provide workforce data including quarterly trends. Virginia Tech will utilize the Emsi labor market information that collects data from more than 90 sources documenting occupational growth and decline, industry trends, and educational program completions.

Economic Development District Designation

Mr. Strickland updated the Committee on the Roanoke Valley-Alleghany Regional Commission's application to the U.S. Economic Development Administration for designation as an Economic Development District. The RVARC was notified that the EDA Philadelphia Regional Office is in the process of reviewing our application and that Senators Warner and Kaine as well as Congressmen Goodlatte and Griffith have sent letters requesting that EDA support the application for EED designation for our region. RVARC was notified that the EDA Philadelphia Regional Office has a new Regional Director, Linda Cruz-Carnall. Mr. Strickland is monitoring the applications review process and will keep the Committee apprised of its progress.

Other Business

Mr. Strickland updated the Committee on the GO Virginia initiative including the Governor's request for $39 million in the FY2016-17 State budget, the plan for the State to be divided into 10 regions, and associated legislative bills that would impact the initiative. Mr. Strickland informed the Committee that the RVARC Board approved joining the Go Virginia coalition at its December meeting.

Mr. Wells provided an informational handout about the USDA Rural Development Strategic Economic and Community Development program that will fund regional projects that support strategic and community development plans such as the CEDS. Mr. Wells informed the committee that Ms. Anne Herring, Virginia Rural Development Director will be speak at the February CEDS Committee meeting about the SECD and other RD programs. Additional materials about the SECD program including a NADO training session presentation and the Federal Register announcement of the program will be emailed to Committee members.

Adjournment

Chairman Young adjourned the meeting at 4:10 pm.

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

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

DATE:	Thursday February 18, 2016
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. Election of Vice Chair ..... Nominating Committee
3. USDA Strategic Economic and Community Development program ..... Anne Herring
   Virginia Rural Development Coordinator
4. Transportation Projects Update & Discussion ..... Bryan Hill
   Transportation Planner, RVARC
5. Other Business ..... Hunter Young, Chairman
6. Adjournment ..... Hunter Young, Chairman

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

Dial 1 (646) 749-3122

Access Code: 648-153-149

Please mute your phone when not speaking.

Meeting Summary DRAFT
Roanoke Valley - Alleghany Regional
CEDS Committee Meeting

February 18, 2016
3:00 PM, Roanoke Valley- Alleghany Regional Commission Boardroom
313 Luck Ave. SW, Roanoke, VA

Committee Members Present:

Bill Bestpitch, Jay Brenchick, Todd Dodson, Ray Ferris, Jake Gilmer, Clay Goodman, Teresa Hammond, John Hull (via conference call), Jon Lanford (via conference call), Hal Mabe, Chris McCarty, Brandon Turner, and Hunter Young.

Others Present:
Anne Herring, USDA Rural Development
Bryan Hill, RVARC
Wayne Strickland, RVARC
Ed Wells, RVARC

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 constitute a quorum.

Nominating Committee

Mr. Wells informed the Committee that the Nominating Committee had recommended Teresa Hammond, Director of the Alleghany Highlands Chamber of Commerce and Tourism, as new Vice-Chair. The vote was tabled until the March 17, 2016 meeting due to lack of a quorum.

USDA Rural Development Programs Overview

Anne Herring, Rural Development Coordinator for the USDA Rural Development office in Virginia, provided and overview of the agencies programs including: the Rural Business Service, Rural Housing Service and Rural Utilities Service. See attached handout for detailed presentation. The Committee discussed the various programs that are available from Rural Development along with eligibility requirements and funding availability. RVARC staff will work with USDA Rural development to arrange a workshop for the local governments in the region that are interested in additional information about specific RD programs this Spring.

Transportation Projects update

Bryan Hill, Transportation Planner for the RVARC, presented an update on the recently released HB2 Transportation Program application scores and how they are impacted by inclusion in other plans such as the CEDS.

Other Business

Brandon Turner reported that the City of Roanoke had filed a pre-application to the US Economic Development Application for improvements to Blue Hills Drive at the Roanoke Centre for Industry and Technology.

Adjournment

Chairman Young adjourned the meeting at 4:15 pm.

Roanoke Valley-Alleghany
REGIONAL
commission

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

DATE:	Thursday March 17, 2016
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. Election of Vice Chair ..... Nominating Committee
3. CEDS Priority and Vision Project Listing Update .....Eddie Wells
4. GO Virginia Update and Discussion.....Wayne Strickland
5. Other Business ..... Hunter Young, Chairman
6. Adjournment ..... Hunter Young, Chairman

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

Dial 1 (872) 240-3212

Access Code: 791-404-517

Please mute your phone when not speaking.

Meeting Summary DRAFT
Roanoke Valley - Alleghany Regional
CEDS Committee Meeting

March 17, 2016
3:00 PM, Roanoke Valley- Alleghany Regional Commission Boardroom
313 Luck Ave. SW, Roanoke, VA

Committee Members Present:

Doug Adams, Marla Akridge, Todd Dodson, Brandon Turner, and Hunter Young.

Others Present:
Mark McCaskill, RVARC
Wayne Strickland, RVARC
Ed Wells, RVARC

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 two localities were present, which did not constitute a quorum.

Nominating Committee
Mr. Wells informed the Committee that the Nominating Committee had recommended Teresa Hammond, Director of the Alleghany Highlands Chamber of Commerce and Tourism, as new Vice-Chair. The vote was tabled until the April 21, 2016 meeting due to lack of a quorum.

Priority and Vision Project Listing Review
Mr. Wells reviewed the Priority Project Listing with the Committee.

Mr. Dotson made the following changes for Botetourt County:

- Gateway Center/Exit 150 Market Study is complete and can be removed from the list.
- Gateway Center/Exit 150 Redesign and construction is underway.
- Agriculture Study is complete; however the implementation of the study recommendations should be on the list.
- Shell building at Greenfield Center is underway (site preparation).
- Water booster station is complete and can be removed from the list.
- Glen Wilton Public River Access site is complete and can be removed from the list.
- Daleville Greenway has received partial funding from VDOT but will likely need additional funds.
- Botetourt County Trail Plan is in draft format and being reviewed.

Mr. Turner made the following changes for the City of Roanoke:

- Roanoke Acceleration Center has been funded and can be removed from the list.
- RCIT Blue Hills Drive extension is underway and partially funded. Total cost has been revised to $3,054,000. Project should remain on list.
- Construction of the AMTRAK platform and shelter design is complete and funded with construction expected to be complete in 2017. Project should stay on list for station building construction.
- Add new project for the Valley View Boulevard Extension at a cost of $48M. Project is in preliminary design and anticipated construction in 2017-19.

Other projects updated prior to the meeting were the Roanoke Valley Broadband Development (RVBA), Virginia Tech Catawba Sustainability Center (Roanoke County), the Explore Park Infrastructure Improvements (Roanoke County), and Salem Downtown Revitalization (City of Salem).

GO Virginia update and Discussion

Mr. Strickland provided a Go Virginia Organizational Flowchart that outlined the way the new program is expected to work. He also updated the committee on the ongoing discussions about new regional boundaries for the GO Virginia program. Several versions of boundary maps have been drafted and regions are jockeying for key resources such as ports and universities to be included in their particular region. Many questions still need to be answered about the program including what the funds can be used for, how the funds will be administered, and how regions will work together to implement projects. Mr. Strickland invited committee members to attend the upcoming Roanoke Valley-Alleghany Commission board meeting on March 24, 2016 to hear Chris Lloyd of McGuireWoods Consulting presentation “What GO Virginia Means for Our Region.”

Other Business

Brandon Turner reported that the City of Roanoke’s pre-application to the US Economic Development Application for improvements to Blue Hills Drive at the Roanoke Centre for Industry and Technology is being reviewed by EDA staff.

Adjournment

Chairman Young adjourned the meeting at 4:05 pm.

Roanoke Valley-Alleghany
REGIONAL
commission

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

DATE:	Thursday April 21, 2016
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. Election of Vice Chair ..... Nominating Committee
3. CEDS Draft 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) 749-3131

Access Code: 372-963-621

Please mute your phone when not speaking.

Meeting Summary DRAFT
Roanoke Valley - Alleghany Regional
CEDS Committee Meeting

April 21, 2016
3:00 PM, Roanoke Valley- Alleghany Regional Commission Boardroom
313 Luck Ave. SW, Roanoke, VA

Committee Members Present:

Jay Brenchick (via conference call), Todd Dodson, Ray Ferris, John Hull, Joe McNamara (via conference call), Brandon Turner, and Hunter Young.

Others Present:

Mark McCaskill, RVARC
Wayne Strickland, RVARC
Ed Wells, RVARC

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 three localities were present, which did not constitute a quorum.

Nominating Committee

Mr. Wells informed the Committee that the Nominating Committee had recommended Teresa Hammond, Director of the Alleghany Highlands Chamber of Commerce and Tourism, as new Vice-Chair. The vote was tabled until the May 19, 2016 meeting due to lack of a quorum.

CEDS Draft Document Review

Mr. Wells reviewed the draft CEDS document with the Committee.

Mr. Strickland asked about the status of the business seed program as a Roanoke Regional Partnership project. Mr. Hull will check on the status of the project. Mr. McNamara stated that broadband expansion into Roanoke County as part of the Roanoke Valley Broadband Authority is still being discussed by the Board of Supervisors. He felt that the project would move forward but funding is undetermined at this time. Mr. Brenchick stated that there are additional projects that Roanoke County is considering as additions to the Priority Projects List. He will send

information on the additions for the list. Mr. Strickland asked if the Colonial Avenue Pedestrian Facilities project should be placed on the Priority Project List. The project is partially funded through a VDOT allocation. Mr. Ferris stated that he would contact City of Roanoke staff to determine of the project should be moved. [The project was later moved to the Priority List based on recommendations from Roanoke City staff and review by CTB Member Rosen.]

Other Business

Wayne Strickland gave an update on the Regional Commission's application for designation as an Economic Development District. The application and related paperwork are being reviewed by the EDA legal department.

Brandon Turner reported that the City of Roanoke will submit an application to the US Economic Development Application for improvements to Blue Hills Drive at the Roanoke Centre for Industry and Technology by the end of April.

Mr. Wells reminded everyone that the USDA Rural Development Roundtable has been scheduled for May 11 from 9 a.m. to noon at the Greenfield Center. Invitations were emailed today and registration for the event is online.

Adjournment

Chairman Young adjourned the meeting at 4:05 pm.

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

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

DATE:	Thursday May 19, 2016
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. Election of Vice Chair ..... Nominating Committee
3. CEDS Final Document Review .....Eddie Wells
4. Discussion Changes to Bylaws and Meeting Dates .....Eddie Wells
5. Discussion of changes to CEDS document format.....Eddie Wells
6. Other Business ..... Hunter Young, Chairman
7. Adjournment ..... Hunter Young, Chairman

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

Dial 1 (646) 749-3131

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Meeting Summary DRAFT
Roanoke Valley - Alleghany Regional
CEDS Committee Meeting

May 19, 2016
3:00 PM, Roanoke Valley- Alleghany Regional Commission Boardroom
313 Luck Ave. SW, Roanoke, VA

Committee Members Present:

Bill Bestpitch, Todd Dodson, Jake Gilmer, Teresa Hammond, Brandon Turner, and Hunter Young.

Others Present:

Wayne Strickland, RVARC
Ed Wells, RVARC

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 two localities were present, which did not constitute a quorum.

Nominating Committee

Mr. Wells informed the Committee that the Nominating Committee had recommended Teresa Hammond, Director of the Alleghany Highlands Chamber of Commerce and Tourism, as new Vice-Chair. The vote was tabled due to lack of a quorum.

CEDS Final Document Review

Mr. Wells reviewed the draft CEDS document with the Committee. Committee members did not recommend any changes to the document. Mr. Wells reminded committee members that the document would be presented to the Roanoke Valley-Alleghany Regional Commission's Board meeting on June 23, 2016 for review and adoption.

Discussion of Changes to Bylaws and Meeting Dates

The following changes were presented to the committee for consideration:

ARTICLE V – MEETINGS

Section 6 Members may vote by proxy or email.

A. *COMMITTEE members voting by proxy shall designate their proxy by contacting the Secretary at least 24-hours prior to the upcoming meeting being called to order and identifying the person to serve as proxy.*

B. *COMMITTEE members voting by email shall email the votes for each actionable item on the current meeting agenda to the Secretary at least 24-hours prior to the meeting being called to order.*

Bylaws revisions must be approved by the Roanoke Valley-Alleghany Regional Commission Board. It is anticipated that the RVARC Board will review the changes at its September meeting.

Mr. Wells stated that several members of the CEDS Committee had requested that a different day of the month be selected for the committee meetings. Many of the CEDS Committee members have conflict with the third Thursday that is currently used for the meetings. Based on discussion at the meeting, three days were selected as alternatives: the first Wednesday, the fourth Monday and the fourth Wednesday. Mr. Wells will send out an email with an online poll that will allow committee members to vote on which day of the month works best for them. Mr. Wells also noted that the committee will be going back to quarterly meetings for FY 2016-17.

Mr. Dotson requested that the RVARC staff hold a CEDS orientation meeting for new members. There was a brief discussion of content for the orientation and of when the event should be held. It was generally agreed that it would be good to hold the orientation after the EDD designation was announced and to invite EDA staff to attend.

Discussion of changes to CEDS document format

Mr. Wells stated that staff plans to make revisions to the format of the CEDS document for 2017. Mr. Strickland noted the New River Valley Regional Commission CEDS handout as an example of an appropriately sized, public friendly version of the CEDS that is more concise and easier to read. The main CEDS document will still contain all of the standard demographic and economic data along with the goals and strategies and project listings. Need to make sure relevant information is easy to locate in the document. Also need to consider layout because other agencies such as VDOT, USDA and others use this document when scoring projects and grant applications.

Fall meetings (August and November 2016) will be used to update the SWOT analysis along with the goals and strategies in the CEDS. These have not been updated for several years and many changes have taken place in the economy since they were first adopted.

Other Business

Jake Gilmer, Director of the Western Virginia Workforce Development Board, gave an update to several of the projects that the board is working on including the Career Technical Education Academy and a new location for workforce services office.

Teresa Hammond provided a recap of the recent drone competition held in Alleghany County and the City of Covington. The event had 118 competitors for the four day event. The event included outdoor races as well as races through an obstacle course inside a local underground mine site.

Brandon Turner reported that the EDA did not fund the City of Roanoke's application for improvements to Blue Hills Drive at the Roanoke Centre for Industry and Technology. EDA staff felt that it was too early in the development of the site to fund the road improvements. However, EDA did ask the City to resubmit the application by the end of July 2016 with minor updates so that it could be considered for funding through with any monies that might come back to EDA from other projects or as an early FY2017-18 project. This timeline will also meet the one-year "special needs area" designation in Roanoke based on the relocation of jobs by Norfolk Southern.

Adjournment

Chairman Young adjourned the meeting at 4:00 pm.

Appendix III: Detailed Project Package

2016 Project Listing by Jurisdiction/Organization **Priority List** **June 23, 2016**

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										
3.3	Alleghany Regional Commerce Center Improvements (includes natural gas line)	ARC CDBG EDA Localities	$20,000,000	Alleghany County VEDP AHEDC	AHEDC Alleghany County RVARC VEDP	2015-2019	Preliminary Engineering, Costs, Scope Developed	Site Acquired	Yes	1,000
Alleghany 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 Site Marketing and Development	EDA Botetourt County	unknown	Botetourt County	EDA VEDP	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	Underway	Yes	Yes	Unknown
1.1 1.2 3.1	Agriculture Study Implementation	VA Dept of Agricultue AFID Botetourt County	unknown	Botetourt County	Virginia Department of Agriculture	2016-2018	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	2016-2017	Underway	Site Acquired	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
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	2016-2017	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

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	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										
1.2 2.5	Craig County Viticulture Initiative	EDA ARC Local	$150,000	Craig County Virginia Western Community College	VWCC ARC	2013-2015	Underway	Site Acquired	Yes	10
1.2 2.3	Craig County Library/Wrokforce Training Center	EDA USDA CDBG	$3,000,000	Craig County	Craig Library Board	2017-2018	Preliminary Design	Optioned	No	Unknown
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
3.3 3.5	Valley View Boulevard Extension	EDA VDOT	$48,334,000	City of Roanoke	VDOT	2017 -2019	Preliminary Engineering	No	Yes	750 - 1,500
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
3.4 3.5 4.3	Construction of Passenger Rail Platform	DRPT Localities Private	$500,000	City of Roanoke	RVARC RVTPO	2016	Preliminary Engineering, Costs, Scope Developed	Site Acquired	Yes	15

2016 Project Listing by Jurisdiction/Organization **Priority List** **June 23, 2016**

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 1.2 1.3 2.3 2.5 2.6 3.1 3.3 3.5 4.3 5.1 5.5 6.1	Virginia Tech Catawba Sustainability Center	EDA DGS/VA Tech Roanoke County	$1,250,000	Virginia Tech	Localities VT Knowledgeworks	Began 2016	Underway	Site Acquired	Yes	TBD
1.2 1.3 2.6 3.1 3.3 3.5 4.3 5.1 5.2 5.3 5.4	Explore Park Infrastructure Improvements	EDA DCR Roanoke County	$1,500,000	Roanoke County	Localities CVB RVARC Region 2000	2016-2017	Comceptual Plan development underway	Site Acquired	Yes	TBD
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
1.3 2.3 2.4 2.5	Regional Skills Gap Analysis	ARC DOL EDA Localities	$65,000	RVARC	WVWDB Regional Partnership	2016-2017	Early Planning	NA	No	Unknown
3.2 3.3	Roanoke Valley Broadband Development	VRA Private EDA Localities	$6,000,000	RVARC	Localities Private Sector	2015 - 2016	Phase 1 construction complete	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

2016 Project Listing by Jurisdiction/Organization **Priority List** **June 23, 2016**

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
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	2016 - 2018	Downtown Plan complete, implementation underway	Partial, combination of public and private sites	Yes	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 aquired	Yes	Yes	Unknown
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										
2.3 2.5	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

2016 Project Listing by Jurisdiction/Organization **Vision List** **June 23, 2016**

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	2018	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	2018	Early Planning	Site Acquired	Yes	Unknown
Alleghany Highlands Economic Development Corporation										
4 5.3	Paper Technology Museum	Localities Private	Unknown	AHEDC	AHEDC Localities	2018	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

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										
	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 Hollins University	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										

2016 Project Listing by Jurisdiction/Organization **Vision List** **June 23, 2016**

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									

Appendix IV: Resolution of Adoption

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

The 23rd day of June, 2016

RESOLUTION

Approval of the 2016 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 2016 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 2016 Roanoke Valley-Alleghany Regional Comprehensive Economic Development Strategy Annual Update, as presented.

Charles Wagner
Chairman