



---

# Roanoke Valley-Alleghany Regional Comprehensive Economic Development Strategy

---

*Base Year 2015*

---

2018 Annual Update

---

Prepared By:  
Roanoke Valley-Alleghany Regional  
Commission

---



---

Prepared for:  
US Department of Commerce -  
Economic Development Administration

---



## Table of Contents

### Section 1: Introduction

Introduction .....	1
Organization and Management .....	2
Community Participation .....	4
Private Sector Participation .....	4

### Section 2: Data Analysis

Overview .....	5
Population .....	8
Gross Metropolitan Product.....	9
Income .....	10
Education .....	12
Workforce Training .....	19
Labor Force.....	22
Unemployment.....	22
Business Trends .....	23
Economic Structure/Industry Clusters .....	24
Enplanements .....	29
Housing Overview .....	30
SWOT Analysis.....	32
Opportunities to Diversify the Economy.....	36
Inter-Municipal Cooperation .....	37
Resilience .....	38

### Section 3: Vision, Goals, and Strategies

Vision Statement.....	41
Goals and Objectives .....	41

### Section 4: Action Plan, Accomplishments, Performance Measures

Action Plan.....	46
Accomplishments .....	46
Metrics/Performance Measures.....	47

### Section 5: Annual Project Package

Project Prioritization Methodology .....	50
Short Range Projects .....	51
Long Range Projects.....	62

**Tables**

Table 1 Major Cities and Distance from the RVARC Region ..... 6  
Table 2 Population ..... 8  
Table 3 Percent Population by Age Group ..... 9  
Table 4 Gross Domestic Product..... 10  
Table 5 Median Household Income ..... 10  
Table 6 Per Capita Income..... 11  
Table 7 Educational Attainment..... 12  
Table 8 Graduates and Completers by Diploma Type ..... 13  
Table 9 Graduates and Completers Post Graduation Plans ..... 14  
Table 10 Post Secondary Educational Opportunities..... 15  
Table 11 High School Industry Credentialing..... 17  
Table 12 Existing and Emerging Target Industry Sectors ..... 21  
Table 13 Annual Labor Force Trend..... 22  
Table 14 Annual Unemployment Trend ..... 23  
Table 15 Number of Business Establishments ..... 23  
Table 16 Largest 50 Employers..... 24  
Table 17 2012 Industry Clusters - Establishments..... 26  
Table 18 2012 Industry Clusters - Employment..... 27  
Table 19 2012 Industry Clusters - Wages..... 28  
Table 20 Roanoke-Blacksburg Regional Airport Enplanements ..... 29  
Table 21 Roanoke Valley Home Sales ..... 30  
Table 22 Housing Occupancy ..... 31  
Table 23 Short Range Projects ..... 51  
Table 24 Long Range Projects ..... 61

**Maps**

Map 1 Regional Location Map ..... 7

**Appendices**

- Appendix I: RVAR Board and Strategy Committee Membership
- Appendix II: Meeting Agendas and Minutes
- Appendix III: Resolution of Adoption

---

## Section 1: Introduction

---

## 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.

This document, the *Roanoke Valley - Alleghany Regional Comprehensive Economic Development Strategy, 2018 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 along with the 2018 Project Package.

On January 25, 2007, the Roanoke Valley - Alleghany Regional Commission (RVARC) 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 (EDA). Throughout much of 2008, a committee composed of both public and private sector interests representing the member governments of the RVARC 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 EDA, annual reports have been published since the 2009/2010 Fiscal Year.

In January 2017, the EDA designated the Roanoke Valley - Alleghany region an Economic Development District (EDD). This designation enhances our ability to obtain grants from EDA. A key function of EDDs is to develop, maintain and assist in implementing a regional CEDS and support local governments in short-term planning activities.

The EDD designation supports the RVARC work on the CEDS. This strengthens the capacity of localities, institutions of higher education, and other eligible recipients to undertake and promote economic development programs. The designation creates more opportunities to work with EDA and its Federal partners such as HUD, EPA, ARC and FHWA on initiatives that require large amounts of funding from more than one source. Project grant applications listed in the CEDS may also receive higher score since they are listed as a priority in a regional economic development plan (for example the VDOT Smart Scale funding).

## Organization and Management

The Roanoke Valley - Alleghany Regional Comprehensive Economic Development Strategy 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 (§ 15.2-4207) 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.”*

*“... 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 and Vinton. Franklin County and the Town of Rocky Mount are joint members in RVARC and West Piedmont Planning District Commission and are represented in the West Piedmont's CEDS.

The RVARC board is comprised of 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.

A majority of the Strategy Committee members work in the private sector and represent large and small employers. The Strategy Committee is comprised of 38 voting members representing the local governments, several major employers, small businesses, workforce development, regional economic development, higher education, and minority groups.

The following staff are primarily responsible for economic development planning activities for the Roanoke Valley - Alleghany Regional Commission's Economic Development District functions: Wayne Strickland, Executive Director; Matt Miller, Director of Information Services, and Eddie Wells, Director of Community Development Programs. The following staff provide administrative support to the planning function: Sherry Dean, Director of Finance and Jackie Pace, Office Manager.

Recent examples of RVARC projects include the following:

#### Economic Development

- Coordinated establishment of the Roanoke Valley Broadband Authority
- Regional Arts and Cultural Economic Impact Assessment
- Partnership with the Western Virginia Workforce Development Board
- Alleghany Highlands Regional Broadband planning grant
- Hotel Roanoke Economic Impact Study
- Western Virginia Intermodal Facility Study
- IMPLAN analysis of various projects

#### Community Development

- HUD funded Partnership for a Livable Roanoke Valley
- Regional Pre-Disaster Mitigation Plan
- Craig County Library Expansion planning
- Alleghany County Emergency Operations Plan
- Craig County Solid Waste Management Plan
- Comprehensive plan updates

#### Transportation

- Roanoke Valley Pedestrian Vision Plan
- Craig County Public Transit Study
- Botetourt County Strategic Trail Plan
- Update of Traffic Analysis Zones
- Town of Vinton Wayfinding Study Update
- Roanoke Valley Constrained Long-Range Transportation Plan
- Regional Pedestrian Vision Plan Phase I
- Regional Transit Vision Plan Phase II
- Regional Transit Demand Management Plan

#### Technical Assistance

- Created and maintained websites for the Midland Trail, Roanoke Valley Greenways Commission, Upper James River Watershed, Western Virginia Regional Industrial Facility Authority, and SERDI
- Mapping for numerous economic development, recreation and transportation projects
- Distribution of The Regional Register, to over 350 subscribers

#### Program Coordination:

- Comprehensive Economic Development Strategy Committee
- Regional Local Foods Committee
- Roanoke River Blueway project
- Roanoke Valley Industrial Facility Authority
- Roanoke Regional Stormwater Management and Technical Committee
- Regional Stormwater Advisory Council
- Energy Efficiency and Conservation Block Grant
- Blue Ridge Interagency Council on Homelessness
- Regular meetings of the Mayors and Chairs, as well as Chief Administrative Officials in the region

## **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 community and economic interests.

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

All project news and draft elements of the CEDS are routinely posted to the project web site. In addition, relevant project information was also shared periodically on the RVARC's Facebook page, which has more than 425 followers and is growing each month.

The CEDS 30-day comment period was opened and advertised on May 30, 2018 and June 13, 2018 in the Roanoke Times and May 31, 2018 and June 14, 2018 in the Roanoke Tribune. A public hearing on the CEDS was held on June 28, 2018 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 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 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 except for 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.

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.

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 the region. Amtrak provides passenger service to the Town of Clifton and the City of Roanoke.

The region is served by several major interstate highways and major US highways. Interstate 81 crosses Roanoke County 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.

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

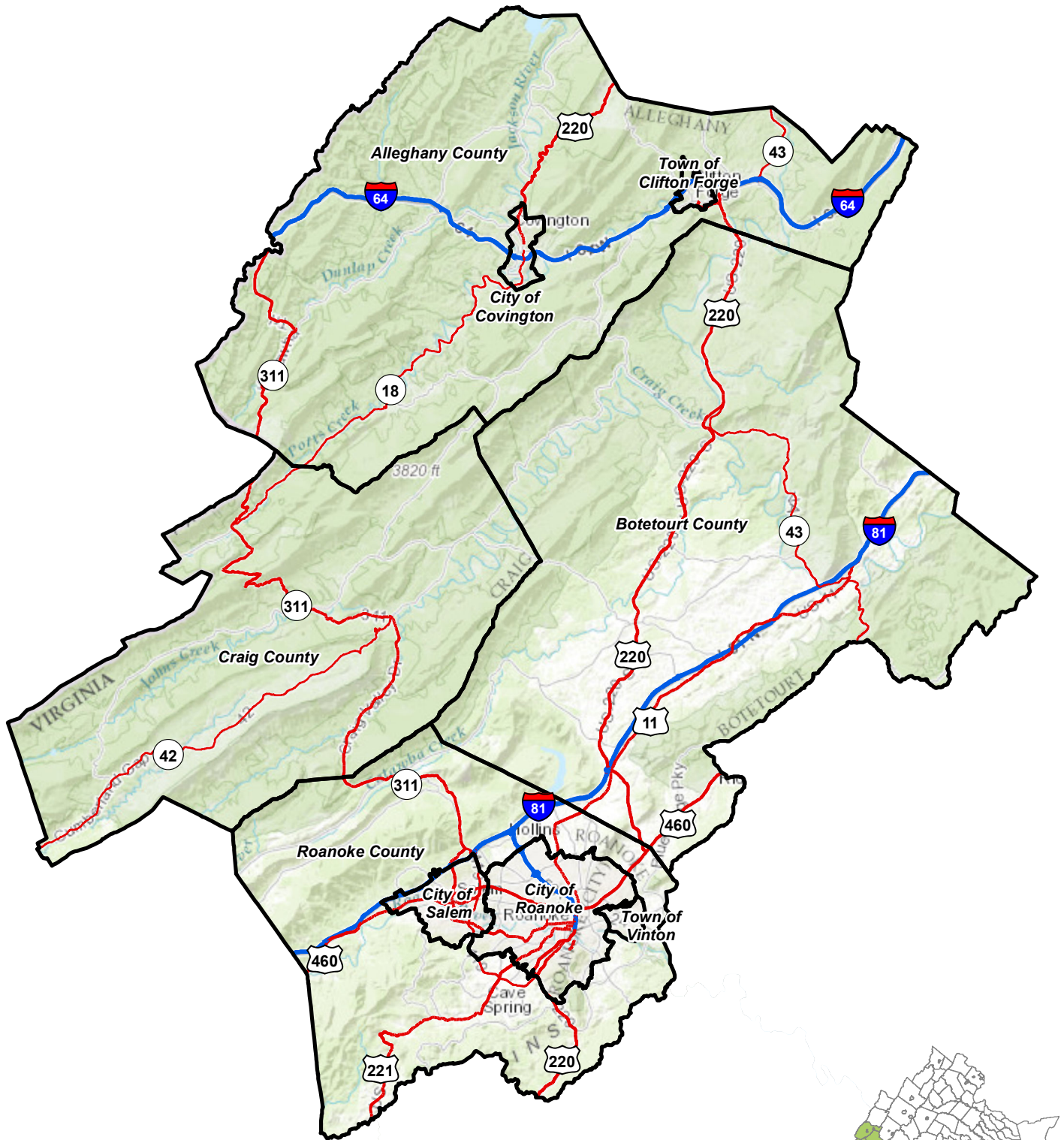
Source: Roanoke Regional Partnership, 2015.

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, American, Delta, and United Airlines - 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, American, Delta Connection Carriers, Federal Express, Quest Diagnostics, United Express, and UPS. The Greenbrier Airport provides private charter flights and major commercial flights and carriers American, Delta, and United Airlines.

There are numerous postsecondary education opportunities in the region itself and within a reasonable driving distance. The offerings from institutes of higher education include traditional 4-year universities, community colleges, private technical colleges, and medical schools. Workforce training is coordinated by the Western Virginia Workforce Development Board.

Five existing target industries have been identified for the region: healthcare, manufacturing, construction, transportation and warehousing, and financial services. The region is working to develop three emerging industries: food and beverage manufacturing, life sciences and IT. 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.

# Roanoke Valley - Alleghany Region



## 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 except for Alleghany County, City of Covington, and the Town of Clifton Forge. The population for the RVAR CEDS area increased 5.2% compared to a 17.4% increase in the Commonwealth over the same period.

Table 2: Population

Locality		2000	2016	Change
County	Alleghany *	12,926	12,127	-6.2%
	Botetourt	30,496	33,192	8.8%
	Craig	5,091	5,195	2.0%
	Roanoke **	77,996	85,485	9.6%
City	Covington	6,303	5,650	-10.4%
	Roanoke	94,911	99,329	4.7%
	Salem	24,747	25,290	2.2%
Town of Clifton Forge		4,289	3,792	-11.6%
Town of Vinton		7,782	8,170	5.0%
RVAR CEDS Region		264,541	278,230	5.2%
Virginia		7,078,515	8,310,301	17.4%

Source: 2012-2016 5-Year Estimates, American Community Survey Demographic and Housing Estimates, 2018 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	48.0	4.5	16.9	14.8	24.9	15.0	23.9
	Botetourt	46.9	4.4	18.2	13.7	27.4	16.3	19.9
	Craig	47.0	4.1	17.3	15.1	28.7	15.1	19.6
	Roanoke	43.7	4.8	18.2	16.0	27.0	14.4	19.6
City	Covington	43.0	5.3	17.9	16.1	27.5	13.1	20.1
	Roanoke	38.1	6.9	17.0	21.6	26.4	13.1	14.9
	Salem	40.6	5.5	19.6	19.5	24.1	13.5	17.9
Town of Clifton Forge		48.8	5.0	19.2	12.8	24.9	14.0	24.1
Town of Vinton		39.2	4.2	19.8	19.7	25.5	11.5	19.2
Virginia		37.8	6.1	19.1	21.0	27.5	12.6	13.8

Source: 2012-2016 5-Year Estimates, American Community Survey Demographic and Housing Estimates, 2018.

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

**Gross Metropolitan Product**

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

Table 4 illustrates that Gross Metropolitan Product for the Roanoke region has grown more than the Commonwealth and less than the nation from 2011 to 2016.

Table 4: Gross Domestic Product (in Millions)

	2011	2016	Change
Roanoke MSA	13,425	15,309	14.0%
Virginia Total	429,174	492,932	14.9%
US Metro Portion	1,3882,335	16,802,781	21.0%
US Total GDP	15,406,002	18,511,499	20.2%

Source: Bureau of Economic Analysis, 2018.

## Income

Data available on income trends in the region indicate that the median income is decreasing 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		2008-2012 5-YR Estimate	2012-2016 5-YR Estimate	Percent Change
County	Alleghany	46,133	45,538	-1.3
	Botetourt	66,053	61,470	-6.9
	Craig	47,691	40,500	-15.1
	Roanoke	61,686	60,380	-2.1
City	Covington	36,067	34,703	-3.8
	Roanoke	38,265	39,201	2.4
	Salem	47,776	52,351	9.6
Town of Clifton Forge		41,343	37,095	-10.3
Town of Vinton		43,374	44,012	1.5
Virginia		63,636	66,149	3.9

Source: U.S. Census Bureau, American Community Survey, 2018.

The regions per capita income can be seen in Table 6. Per capita income 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 most residents.

Table 6: Per Capita Income

Locality		PCI	Percent of US
County	Alleghany	25,220	84.5
	Botetourt	32,518	109.0
	Craig	22,371	75.0
	Roanoke	32,220	108.0
City	Covington	21,512	72.1
	Roanoke	23,611	79.2
	Salem	28,892	96.9
Town of Clifton Forge		22,724	76.2
Town of Vinton		22,641	75.9
Virginia		34,697	116.3
United States		29,829	100.0

Source: U.S. Census Bureau, American Community Survey, 2012-2016.



## 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	11,720	5.2	10.4	3.80	21.7	8.4	10.5	5.8	84.5	16.3
Botetourt County	24,034	3.3	5.1	33.8	22.0	8.5	18.3	9.0	91.6	27.3
Craig County	3,953	6.6	6.3	46.2	19.5	8.4	9.8	3.1	87.1	13.0
Roanoke County	66,984	2.9	5.4	25.8	21.2	10.5	22.5	11.6	91.6	34.1
City of Covington	3,922	4.4	10.7	41.5	25.0	7.1	7.0	4.3	84.9	11.3
City of Roanoke	69,292	5.9	8.9	31.8	21.7	8.8	14.5	8.4	85.2	22.9
City of Salem	16,975	3.9	6.6	30.2	22.2	10.2	16.7	10.2	89.5	26.9
Virginia	5,621,010	4.6	6.7	24.5	19.9	7.4	21.2	15.7	88.6	36.9

Source: 2012-2016 American Community Survey 5-Year Estimates.

Table 8: Graduates and Completers by Diploma Type  
Regular Term Plus Summer Term, 2016-2017

Division Name	Standard Diploma	Advanced Studies Diploma	Other Diploma	Certificate of Program Completion	GED Certificate	ISAEP <sup>9</sup>	Total
Alleghany County	90	73	21	0	0	6	190
Botetourt County	104	238	11	0	1	6	360
Covington City	27	25	6	0	2	0	60
Craig County	23	17	2	0	0	0	42
Roanoke City	439	282	57	2	1	0	781
Roanoke County	383	702	46	0	2	9	1,142
Salem City	68	177	8	0	0	2	255
Virginia	35,534	49,805	3,067	195	267	891	89,759

Source: Superintendent's Annual Report 2016-2017, VA Department of Education.

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

Table 9: Graduates and Completers Post Graduation Plans  
Regular Term Plus Summer Term, 2016-2017

Division Name	Attending Two-year Colleges	Attending Four-year Colleges	Other Continuing Education Plans	Employment	Military	No Plans
Alleghany County	42.63%	28.42%	7.89%	18.95%	2.11%	0.00%
Botetourt County	39.44%	41.67%	1.67%	12.50%	0.83%	3.89%
Covington City	48.33%	23.33%	0.00%	26.67%	0.00%	1.67%
Craig County	40.48%	30.95%	0.00%	14.29%	4.76%	9.52%
Roanoke City	38.28%	30.09%	3.07%	22.28%	2.18%	4.10%
Roanoke County	33.63%	47.11%	3.94%	10.60%	2.89%	1.84%
Salem City	30.59%	52.94%	5.49%	9.02%	0.78%	1.18%
Virginia	28.73%	49.40%	3.99%	11.37%	3.79%	2.72%

Source: Superintendent's Annual Report 2016-2017, VA Department of Education.

Postsecondary Educational Opportunities

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

Table 10: Postsecondary Educational Opportunities

Type of Institution	Name
Public four-year	Radford University Virginia Military Institute Virginia Tech
Private four-year	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 11 shows the industry certification completions for each locality in the region.

Table 11: 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	30	7	359	65	461	362
Botetourt County	8	21	736	306	1,071	575
Craig County						
Roanoke County	0	5	913	128	1,046	916
Covington City	1	0	19	21	41	41
Roanoke City	91	0	134	395	1,800	1,204
Salem	0	0	315	0	315	282
Virginia	4,139	905	100,544	30,775	137,248	109,089

Source: Career and Technical Education (CTE) Completers Report for 2015-16, Virginia Department of Education.

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

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

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

VCCS credentials will include:

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

The following will be used as parameters for industry certifications:

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

## **Workforce Training**

### Western Virginia Workforce Development Board

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

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

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

WIB responsibilities include:

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

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

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



- 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.

In 2016, the Board began an update to its Strategic Plan with assistance from the Virginia Tech Office of Economic Development. The resulting draft report entitled *Virginia's Blue Ridge Works Local Workforce Plan (March 2017)* looked at availability of labor force, job demand, education and training needs, and goals for the future. The plan's Local Strategic Planning Elements chapter includes sections on Workforce Demand Analysis by Target Industry Sectors, Workforce Supply Analysis, SWOT Analysis and a Vision, Goals, Strategies and Partnerships. Detailed data for each of the target industries is available in the plan. Of particular interest is the Workforce Demand Analysis summarized below.

Secondary data including total employment, job growth and average annual job openings were used to identify target sector occupations. Businesses, economic development and education stakeholders were also interviewed to align with already identified target industries. Five existing target industries were identified: healthcare, manufacturing, construction, transportation and warehousing, and financial services. The region is working to develop three emerging industries: food and beverage manufacturing, life sciences and IT. Within each of these industries, common in-demand occupations appear in maintenance and repair, sales and administration, and IT support services.

Table 12: Existing and Emerging Target Industry Sectors

Industry Cluster	Total Jobs (2016)	Projected Job Change (2016-21)	Projected Job Growth (2016-21)	Location Quotient (2016)	Competitive Effect (2016-21)
<b>Existing Target Industries</b>					
Healthcare	21,364	2,280	11%	1.17	58
Manufacturing	17,960	(720)	(4%)	1.28	(296)
Construction	11,933	343	3%	1.10	(193)
Transportation and Warehousing	7,261	296	4%	1.23	(174)
Financial Services	717	720	0%	0.47	(13)
<b>Emerging Target Industries</b>					
Food & Beverage Manuf.	1,214	37	3%	2.07	35
Life Sciences	17,968	1,875	10%	1.17	187
IT	4,424	268	6%	0.92	(173)

Source: Virginia's Blue Ridge Works Local Workforce Plan DRAFT (March 2017)

The table above also shows industry location quotient and competitive effect statistics. These are indicators that provide insight into each target industry's strength and competitiveness compared to the nation. Location quotients above 1.00 indicate the region is doing better than the national average in terms of concentrated employment. Positive competitive effect numbers illustrate that projected new jobs will occur specifically due to regional drivers, not just because of national trends. Those with negative competitive effect numbers may still grow, but at a slower pace than the national average.

## 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 13. The localities of Allegheny County, Craig County and the City of Covington have seen a decline in the size of their respective labor forces over the past 5 years.

Table 13: Annual Labor Force Trend

Locality		2013	2017 <sup>1</sup>	Change
County	Allegheny	7,515	6,866	-8.6
	Botetourt	17,625	17,719	0.5
	Craig	2,455	2,401	-2.2
	Roanoke	49,817	50,292	1.0
City	Covington	2,562	2,392	-6.6
	Roanoke	49,771	50,023	0.5
	Salem	13,047	13,100	0.4
Virginia		4,237,277	4,307,753	1.7

1. Preliminary.

Source: Local Area Unemployment Statistics, Bureau of Labor Statistics, 2018.

## 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 14 provides historical annual unemployment rates from 2013 to 2017.

Table 14: Annual Unemployment Trend

Locality		2013	2014	2015	2016	2017 <sup>1</sup>
County	Alleghany	6.6	5.9	5.1	5.1	4.9
	Botetourt	5.2	4.9	4.2	3.6	3.5
	Craig	7.0	6.3	5.5	4.7	4.2
	Roanoke	5.0	4.6	3.9	3.5	3.4
City	Covington	8.4	8.0	6.0	5.8	6.2
	Roanoke	6.7	5.9	4.9	4.3	4.1
	Salem	5.8	5.2	4.4	3.9	3.8
Virginia		5.7	5.2	4.5	4.1	3.8
United States		7.4	6.2	5.3	4.9	4.4

1. Preliminary.

Source: Local Area Unemployment Statistics, Bureau of Labor Statistics, 2018.

## Business Trends

It is important to look at trends in terms of business growth and decline. Table 15 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 increased by 5.0% in the region from 2012 to 2016.

Table 15: Number of Business Establishments

Locality		2012	2013	2014	2015	2016	Change 2012-2016
County	Alleghany	323	324	316	331	354	9.6%
	Botetourt	793	802	791	824	845	6.6%
	Craig	75	74	75	90	102	36.0%
	Roanoke	2,274	2,294	2308	2,425	2,482	9.1%
City	Covington	268	254	250	257	263	-1.9%
	Roanoke	3,247	3,170	3148	3,236	3,285	1.2%
	Salem	1,013	998	994	1,038	1,058	4.4%
RVARC Region		7,993	7,916	7,882	8,201	8,389	5.0%

Source: U.S. Bureau of Labor Statistics, 2018.

## Economic Structure/Industry Clusters

It is necessary to understand the nature, structure, and trends of the region's economy to determine its strengths and weaknesses. There are a number of data sources that are used 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 RVAR 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 16  
Largest 50 Employers\*

1. Roanoke Memorial Community Hospital	26. Friendship Manor
2. Roanoke County School Board	27. Virginia Western Community College
3. U.S. Department of Veterans Affairs	28. Altec Industries Inc
4. Kroger	29. Food Lion
5. HCA Virginia Health System	30. Roanoke College
6. Roanoke City School Board	31. Securities Security Service USA Inc
7. Wells Fargo Bank NA	32. Dynax America Corporation
8. Wal Mart	33. VDOT
9. City of Roanoke	34. Carilion Healthcare
10. Franklin County School Board	35. Anthem
11. Carilion Services	36. Action Personnel
12. M.W. Manufacturers	37. Coca Cola Bottling Company
13. County of Roanoke	38. County of Franklin
14. WestRock	39. Alleghany Highlands Public School Board
15. Gretna Health Care Center	40. Adams Construction Company
16. U.P.S.	41. Steel Dynamics Roanoke Bar Division
17. Botetourt County School Board	42. MKG Operations Inc
18. Postal Service	43. Branch Highways
19. Advance Auto Parts	44. Hollins University
20. Allstate Insurance Company	45. Richfield Nursing Center
21. Yokohama Tire Corp.	46. Y M C A
22. City of Salem School Board	47. Healthmarc
23. City of Salem	48. US Foodservice
24. General Electric Company	49. Harbor Freight Tools
25. Lowes' Home Centers, Inc.	50. Private Duty Services

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

Source: Virginia Employment Commission, Community Profile, Roanoke Valley-Alleghany RC, 2017.

The location quotient, provided in Tables 17-19, 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 region (Table 17) 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 region (Table 18) 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 region (Table 19) 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 17: 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 Manufacturing	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](http://www.statsamerica.org/innovation/reports/detailed_cluster_definitions.pdf)

Table 18: 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](http://www.statsamerica.org/innovation/reports/detailed_cluster_definitions.pdf)



Table 19: 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](http://www.statsamerica.org/innovation/reports/detailed_cluster_definitions.pdf)

## 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 highly elastic, meaning slight changes in price lead to sharp changes in demand. Table 20 shows annual enplanements at the Roanoke-Blacksburg Regional Airport increased by 1.68 percent.

Table 20: 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%
2015	300,181	-1.74
2016	305,212	1.68

Source: Federal Aviation Administration, 2016.

**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 versus 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. Average home prices have risen steadily in the region and home sales seem to be recovering from a decline in 2014. This information is provided in Table 21 below.

Table 21: Roanoke Valley Home Sales Annual Overview

	2013	2014	2015	2016	2017
Residential Units Sold	4,307	4,084	4,688	5,046	5,325
Volume Sold	\$830,755,132	\$797,052,519	\$936,505,896	\$1,010,576,263	\$1,137,643,685
Average Home Price	\$190,217	\$193,815	\$197,878	\$199,290	\$211,824

Source: Roanoke Valley Association of Realtors, 2017.

As previously mentioned, looking at the percentage of those who own their own home compared to those who rent is a useful economic indicator. Localities with the highest percentage of rental housing include the City of Roanoke at 46%, the City of Salem at 34% and Roanoke County at 24 percent compared to the Virginia at 34 percent.

Table 22: Housing Occupancy

Locality		Total units	Occupied Units	Owner Occupied	Renter Occupied	Vacant Units
County	Alleghany	8,043	6,845	5,396	1,449	1,198
	Botetourt	14,724	13,305	11,442	1,863	1,419
	Craig	2,950	2,314	1,678	636	636
	Roanoke	40,616	38,322	28,492	9,830	2,294
City	Covington	3,035	2,472	1,856	616	563
	Roanoke	47,331	42,541	22,157	20,384	4,790
	Salem	10,871	10,060	6,464	3,596	811
Town of Clifton Forge		1,912	1,616	1,033	583	296
Town of Vinton		3,771	3,423	1,921	1,502	348
Virginia		3,445,357	3,090,178	2,032,761	1,057,417	355,179

Sources: American Community Survey 2012-2016.

## **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.

### Strengths

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

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

## Weaknesses

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

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

## Opportunities

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

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

## Threats

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

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



## 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 diversify 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, hiking, 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 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 most recent version of the Report Card was published in 2017.

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 was housed at the RVARC office until 2017. 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 has completed buildout of a 45-mile network in the Valley at a cost in excess of \$6 million. The network serves business parks, large institutions, government facilities and businesses. Phase II of the project in Roanoke County was completed in 2017. RVBA continues to work with local governments and business to explore possibilities for expanding service.

## 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.

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 planning district commissions 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 Pre-Disaster Mitigation Plan will be updated in 2018.

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 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 flood-prone 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 plan's 5-year update process and identify areas for alignment in future plans.
2. Align five-year plan update cycles so they are on the same schedule.
3. Create database to track progress on mitigation actions and projects.
4. Engage hazard mitigation planning team members, emergency managers, land use planners, floodplain administrators, public works staff, and others with expertise on natural hazards in the CEDS planning process.
5. Include a hazard mitigation stakeholder on the CEDS strategy committee.
6. Conduct targeted outreach to hazard mitigation stakeholders to gather feedback on goals and strategies.
7. Consider the secondary and tertiary threats related to the interaction of natural hazards and climate change with the regional economy: threats to individual businesses; supply chain vulnerabilities; and industry-specific threats.
8. Encourage businesses to develop business continuity plans with measures such as providing business continuity and risk management workshops to small and mid-sized firms.
9. Build an economic response/recovery team from a core team of engaged business leaders and anticipate and strategize what needs might arise from a disaster event.
10. Plan for establishment of a Business Recovery Center, a central location for business recovery information and support.
11. Work with local emergency managers, Chamber of Commerce, and Small Business Development Centers to offer hazard vulnerability audits to small businesses.
12. 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

The Roanoke Valley-Alleghany Regional Commission (serving as the Economic Development District) coordinates the development of the Comprehensive Economic Development Strategy. The Regional Commission works with its member localities and economic development organizations in pursuing community, economic development, environmental and transportation projects in the region. The region's CEDS goals and strategies reflect recent economic trends and needs. The CEDS Strategy Committee has identified nine priority issues. The priority issues include: 1) diversifying the economy, 2) maintaining a skilled workforce, 3) improvements to infrastructure, 4) projecting a positive identity, 5) marketing the regions assets, 6) redevelopment of unused properties, 7) affordable housing opportunities, 8) resilience, and 9) multimodal transportation.

Each issue has multiple strategies that are supported by the CEDS Project Package and associated partners.

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. [localities, AHEDC, RRP, chambers]
  - 1.2 Promote small and entrepreneurial businesses. [chambers, SBA, RBTC]
  - 1.3 Retain and expand existing businesses in the region. [localities, AHEDC, RRP, chambers]
  
2. Develop and maintain a skilled workforce ready to meet the challenges presented by the creative economy.
  - 2.1 Improve literacy and graduation rates. [local schools]
  - 2.2 Promote cooperation between local higher education institutions and local public-school districts to improve K-12 educational quality. [local schools]
  - 2.3 Promote career and technical education to address the growing needs of business. [local schools, community colleges, 4-year colleges and universities, WVVIB]
  - 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. [business sector, local schools, community colleges, VVWIB]
  - 2.6 Actively attract and retain young professionals to work in the region. [localities, RRP]
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. [localities, AHEDC, RRP]
  - 3.2 Expand information technology infrastructure and telecommunications systems. [localities, RVBA]
  - 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. [localities, public and private utility companies, AHEDC, RRP, RVARC, RVTPO, VVWA]
  - 3.4 Pursue development and/or improvement of ‘quality of life infrastructure’ including arts and cultural amenities, outdoor amenities, and other related improvements. [localities, chambers, Roanoke Outside, Greenway Commission]
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. [localities, chambers, CVB, AHEDC, RRP]
  - 4.2 Engage the public and media to inform and educate residents on the economic development initiatives being pursued in the region. [localities, AHEDC, RRP]
  - 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. [localities, AHEDC, RRP, RVARC]
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. [localities, VA DCR, Roanoke Outside, AHCOCT, BRLC]



- 5.2 Promote existing outdoor amenities including: greenway networks, hiking trails, rivers, blueways, lakes, State and National Park lands, and the National Forest to residents and external markets. [localities, CVB, VA DCR, Roanoke Outside, AHCOCT]
  - 5.3 Promote the region’s arts and cultural amenities. [localities, CVB, RAC, museums, private sector]
  - 5.4 Take necessary steps to ensure ongoing improvement and/or maintenance of healthy air and water quantity and quality. [localities, VA DEQ, WVWA]
6. Seek to reuse existing underutilized commercial, institutional, and industrial properties and target them for redevelopment.
- 6.1 Direct investment to unused or underused properties and reduce the need for greenfield development. [localities, AHEDC, RRP]
  - 6.2 Invest in infrastructure to increase the intensity of use in already developed areas. [localities, AHEDC, RRP, WVWA]
  - 6.3 Pursue revitalization of blighted areas. [localities]
  - 6.4 Pursue redevelopment of brownfields and grayfields where appropriate and feasible. [localities, private sector, AHEDC, RRP, RRHA, VA DEQ]
  - 6.5 Redevelop unused commercial and/or institutional properties for multi-use projects that combine commercial and residential use where appropriate. [localities, private sector, DHCD]
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. [localities, RRHA, TAP, DHCD]
  - 7.2 Expand housing opportunities for all income levels. [localities, RRHA, TAP, DHCD]
  - 7.3 Encourage the development of quality, affordable housing for workers entering the job market. [localities, RRHA, TAP, DHCD]
  - 7.4 Encourage the development of housing for the elderly. [localities, RRHA, TAP, DHCD]
  - 7.5 Encourage the development of market-rate housing. [localities, RRHA, TAP, DHCD]
  - 7.6 Encourage the development of a second-home housing market. [localities]
  - 7.7 Redevelop unused commercial and/or institutional properties for multi-family housing. [localities, RRHA, TAP, DHCD]

8. Address resiliency through coordination of the Regional Pre-Disaster Mitigation Plan and CEDS.
  - 8.1 Continue to coordinate CEDS and HMPs through each plan's 5-year update process and identify areas for alignment in future plans. [localities, RVARC]
  - 8.2 Align five-year plan update cycles so they are on the same schedule. [RVARC]
  - 8.3 Create database to track progress on mitigation actions and projects. [VDEM, FEMA, localities]
  - 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. [RVARC]
  - 8.5 Include a hazard mitigation stakeholder as a Technical Advisor on the CEDS strategy committee. [RVARC, VDEM]
  - 8.6 Conduct targeted outreach to hazard mitigation stakeholders to gather feedback on goals and strategies. [RVARC]
  - 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. [RVARC, VDEM]
  - 8.8 Encourage businesses to develop business continuity plans with measures such as providing business continuity and risk management workshops to small and mid-sized firms. [VDEM, FEMA]
  - 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. [VDEM, FEMA]
  - 8.10 Work with local emergency managers, VDEM, Chamber of Commerce, and Small Business Development Centers to offer hazard vulnerability audits to small businesses. [VDEM, FEMA]
  - 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. [RVARC]

9. Improve the Multimodal Transportation Network of the Roanoke Valley-Alleghany Region
  - 9.1 Promote innovative transit programs and expansion of existing transit services in the region where such investments will improve economic development potential. [localities, DRPT, RADAR, Valley Metro]
  - 9.2 Provide new site access to facilitate development and expansion of commercial centers, residential properties, and business parks [ARC, EDA, VDOT]
  - 9.3 Address the need for a regional multimodal freight facility. [localities, DRPT, VDOT]
  - 9.4 Maintain and improve multimodal transportation services for freight and passengers. [localities, RBRA, DRPT, NS, CSX, Amtrak]
  - 9.5 Construct additional lanes on I-81 from Exit 140 to 150. [VDOT]
  - 9.6 Widen Route 220 from Eagle Rock to the Alleghany County line. [VDOT]
  - 9.7 Improvements to I-81 including additional lanes and realignments to address safety. [VDOT]
  - 9.8 Completion of the Roanoke Valley Greenway network. [Greenway Commission, RVTPO, DCR, VDOT]
  - 9.9 Streetscape, pedestrian and traffic flow improvements in Business Districts and Urban Development Areas.
  - 9.10 Construct I-73 from I-81 to the North Carolina Stateline.

---

## **Section 4: Action Plan, Accomplishments, Performance Measures**

---

## Action Plan

The 2018 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 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 - IV
- 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; Phase 1 complete
- 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 Phase 1

## 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.



---

## **Section 5: Annual Project Package**

---

## **Annual Project Package**

### **Project Prioritization Methodology**

Development of the 2018 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 Short-Range 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.

The project package is presented on the following pages. Short Range projects are expected to be complete or underway within 5 years. Long Term projects are expected to be underway within 5-10 years.

Table 23: 2018 Project Listing by Jurisdiction/Organization

REVISED Short Term (0-5 Years)

May 24, 2018

Goal and Strategy	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
<b>Allegheny County</b>										
1.1, 3.3	Commerce Center Site Preparation	ARC CDBG EDA Localities	\$4,000,000	Allegheny County VEDP AHEDC	AHEDC Allegheny County RVARC VEDP	2019-2020	Engineering	Site Acquired	Yes	Unknown
1.2, 1.3, 5.1, 5.2, 5.3, 9.8	Jackson River Trail Phase 5	VDOT DCR The Allegheny Foundation Allegheny County	\$1,500,000	Allegheny County		2018-2021	Preliminary Engineering, Costs, Scope Developed	Site Acquired	Yes	Unknown
1.2, 1.3, 5.1, 5.2, 5.3, 9.8	Jackson River Trail Outfitter Facility	USDA DCR Private Business Localities	\$450,000	Allegheny County	Private Business	2018	Under Construction	Site Acquired	Yes	15
3.3	Rosedale Sewer Replacement	ARC USDA SERCAP VDH Allegheny County	\$1,000,000	Allegheny County		2018-2019	Engineering Complete	Yes	Yes	Unknown
3.3	Emergency Services Communications Tower and Radio System	USDA DHS	\$9,000,000	Allegheny County	City of Covington Town of Clifton Forge	2018-2019	Design Study Complete	Yes	Yes	Unknown
3.3, 9.9	U.S. 60 over Jackson River	Specialized state and federal funding	\$7,347,000	Allegheny County		2021	Preliminary Engineering	Yes	Yes	Unknown
3.3, 9.2	I-64 Exit 21 Interchange Improvements	Specialized state and federal funding	\$8,840,000	Allegheny County	Private Business	2017-2018	Construction Underway	Yes	Yes	Unknown
6.1, 6.2, 6.5, 7.7	Redevelop/Repurpose Boiling Spring Spring School Site	ARC VHDA USDA Private Sector Allegheny County	Unknown	Allegheny County		Unknown	Early Planning (RFP in 2018-19)	Yes	No	Unknown
6.1, 6.2, 6.5, 7.7	Redevelop/Repurpose Falling Spring School Site	ARC VHDA USDA Private Sector Allegheny County	Unknown	Allegheny County		Unknown	Early Planning (RFP in 2018-19)	Yes	No	Unknown
3.3, 3.4, 6.1, 6.2, 7.1, 7.2, 7.3, 9.9	Wrightsville Neighborhood Project (housing, Water, sewer, drainage and streets)	ARC EDA VDOT CDBG	Unknown	Allegheny County		2019-2022	Planning Underway	Partial	Yes	Unknown
1.1, 1.3, 3.3	Natural Gas Service extension to Low Moor	ARC EDA Localities	\$26,000,000	Allegheny County VEDP AHEDC	AHEDC Allegheny County RVARC VEDP	Unknown	Early Planning	No	No	Unknown
<b>Allegheny Highlands Economic Development Corporation</b>										
1.1, 1.2, 2.3, 2.4, 2.6, 3.1, 6.1, 6.4	Allegheny Highlands Drone Center	ARC Allegheny County City of Covington DHCD EDA GO Virginia Private Sector	TBD	AHEDC	Allegheny County City of Covington Private Sector	2017-2020	Preliminary Engineering, Costs, Scope Developed	Partial	No	Unknown

Table 23: 2018 Project Listing by Jurisdiction/Organization

REVISED Short Term (0-5 Years)

May 24, 2018

Goal and Strategy	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
<b>Botetourt County</b>										
1.1, 3.1, 3.3	Gateway Center/Exit 150 Site Marketing and Development	EDA Botetourt County	TBD	Botetourt County	VEDP	2015-2018	Underway	NA	No	NA
1.1, 1.3, 3.1, 3.2, 3.3, 4.1	Botetourt Center at Greenfield Buildout of Remaining Sites	EDA Botetourt County	TBD	Botetourt County	VEDP	2016-2018	Early Planning	Yes	Yes	Unknown
7.2, 7.3, 7.4, 7.5	Housing Study Implementation	ARC CDBG EDA Private Sector VHDA	TBD	Botetourt County	Private Sector VHDA	2016-2018	Early Planning	No	Yes	Unknown
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 Agriculture AFID Botetourt County	TBD	Botetourt County	Virginia Department of Agriculture	2016-2018	Underway	NA	Yes	NA
3.3	Rte. 220 Safety Improvement Project	NH, STP	\$78,652,000	VDOT		2016-2018	Underway	NA	No	NA
1.2, 1.3, 5.1, 5.2, 5.3, 9.8	Tinker Creek Greenway (Roanoke Co to Daleville Town Center)	Roanoke Valley TPO VDOT DCR Private Sector	TBD	Botetourt County	Roanoke Valley Greenway Commission; Roanoke County Roanoke City Private Sector	2021-2023	Planning underway	ROW needed	Yes	Unknown
3.5, 5.1, 5.2, 9.8, 9.9	Daleville Greenway	VDOT Botetourt County	\$470,000	Botetourt County	Private Landowners VDOT Fralin & Waldron	2017-2020	Design Underway	Partial	Yes	Unknown
3.2, 3.3	Botetourt County Broadband Deployment for Residents and Businesses	Botetourt County	TBD	Botetourt County	Roanoke Valley Broadband Authority, incumbent internet service providers, RVARC	2018-2023	Needs assessment/ Gap analysis underway	Yes		Unknown
<b>Town of Clifton Forge</b>										
3.2, 3.3	Alleghany Highlands Telecommunications Initiative, Phase 1	CDBG Localities	\$100,000	Town of Clifton Forge	Alleghany County Craig County City of Covington RVARC	2017-2019	Plan Complete	NA	No	Unknown
3.4, 6.1, 6.5, 7.2, 7.3, 7.4, 7.5, 7.7	Clifton Forge High School Redevelopment (46 housing units)	VHDA Historic Tax Credits Private Sector	\$5,800,000	Town of Clifton Forge		2017-2020	Planning Underway	Yes	Yes	Unknown
1.1, 3.1, 3.3, 3.6, 9.2	Business Park infrastructure	ARC CDBG RD Localities	\$495,000	Town of Clifton Forge	AHEDC	2017	Engineering Complete	Yes	Yes	150
1.2, 3.1, 3.5, 5.1	Small Hotel	Private Sector Investors	\$4,000,000	Town of Clifton Forge	Private Sector	2017	Design Underway	Yes	No	Unknown
3.5, 5.1, 5.2, 9.9	Parks and Trails Upgrades	DCR	\$950,000	Town of Clifton Forge	DCR	2017-2019	Improvements Underway	Yes	Yes	Unknown

Table 23: 2018 Project Listing by Jurisdiction/Organization

REVISED Short Term (0-5 Years)

May 24, 2018

Goal and Strategy	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
3.3	Clifton Forge Water and Sewer Infrastructure Upgrades	ARC CDBG USDA VDH Town of Clifton Forge	\$1,600,000	Town of Clifton Forge	SERCAP VDH	2016	Engineering Costs and Approvals Substantially Complete	Site Acquired	Yes	Unknown
3.4, 9.4	New Clifton Forge Amtrak Station	DRPT Localities Private	\$300,000	Town of Clifton Forge	C&O Historical Soc.	2017	Planning Underway	Site Identified	No	Unknown
1.2, 1.3, 3.5, 6.2, 6.3, 9.9	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
1.2, 1.3, 5.1, 5.2, 5.3, 9.8	New Bicycle Lanes from Roxbury to Jackson River Bridge (Bike Ped Plan Projects B3 & B4)	VDOT SMART SCALE	\$1,200,000	Town of Clifton Forge		2019-2021	Early Planning	VDOT RoW	Yes	Unknown
3.3, 8.1	Drinking Water Reservoir Dam Safety Improvements	FEMA EDA DCR Town of Clifton Forge	\$4,279,114	Town of Clifton Forge		2018-2019	Design Complete	Yes	Yes	Unknown
<b>City of Covington</b>										
1.2, 1.3, 3.5, 6.2, 6.3, 9.9	Covington Downtown Revitalization	CDBG Localities Private	\$3,200,000	City of Covington AHEDC	AHCC&T Localities Private Sector RVARC	2017-20	Plan Complete Streetscape Underway	Partial	Yes	Unknown
1.2, 1.3, 5.1, 5.2, 5.3, 9.8	Jackson River Sports Complex RV and Camp Site Development	USDA DCR Private Business Localities	TBD	City of Covington		2018-2020	Master Plan Complete	Yes	Yes	Unknown
1.2, 1.3, 5.1, 5.2, 5.3, 9.8	Jackson River Sports Complex Pedestrian Bridge	VDOT DCR Private Business Localities	TBD	City of Covington		2020-2022	Early Planning	Partial	Yes	Unknown
3.4, 5.3, 6.1	Allegheny Highlands Industrial Heritage & Technology Discovery Center	Localities Private	TBD	Allegheny Historical Society	AHEDC Localities	2018	Planning Underway	Yes	Yes	Unknown
6.1, 6.2, 6.3, 7.2, 7.3, 7.4, 7.5	Rivermont School Redevelopment	ARC, EDA, USDA CDBG, Private Sector	TBD	City of Covington AHEDC	AHEDC Localities Private Sector RVARC	2017-20	Plan Complete	Yes	No	Unknown
6.1, 6.2, 6.3, 7.2, 7.3, 7.4, 7.5	Collins Hotel Redevelopment	ARC, EDA, USDA CDBG, Private Sector	TBD	City of Covington AHEDC	AHEDC Localities Private Sector RVARC	2017-20	Planning Underway	Yes	No	Unknown
3.3, 3.4, 9.9	Maple Avenue Streetscape Extension (Locust St to Main St)	VDOT	\$591,000	City of Covington		2017-2019	Underway	Yes	Yes	Unknown
3.3, 3.4, 6.1, 6.2, 7.1, 7.2, 7.3, 9.9	Jackson Street Neighborhood Project (housing, Water, sewer, drainage and streets)	ARC, EDA, USDA CDBG	TBD	City of covington		2018-2022	Planning Underway	Partial		Unknown
3.3, 3.4, 6.1, 6.2, 6.3, 6.4, 6.5, 9.9	Lexington Ave Redevelopment Area	ARC, EDA, USDA CDBG	TBD	City of covington		2018-2022	Planning Underway	Partial		Unknown

Table 23: 2018 Project Listing by Jurisdiction/Organization

REVISED Short Term (0-5 Years)

May 24, 2018

Goal and Strategy	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
<b>Craig County</b>										
1.2, 2.5	Craig County Viticulture Initiative	EDA ARC	\$150,000	Craig County Virginia Western Community College	VWCC ARC	2017-2020	Early Planning	No	Yes	10
1.2, 2.3	Community Center (Library/Workforce Training/Visitor Center)	ARC EDA CDBG	\$2,600,000	Craig County	Craig Co Library Board	2018-2020	Design Complete	Yes	Yes	2
<b>Dabney S. Lancaster Community College</b>										
2.3, 2.5	Regional Workforce Center	State VCCS	TBD	Dabney S. Lancaster Community College	WVWDB	2018-2020	Early Planning	Yes	Yes	Unknown
5.1, 5.2, 5.3, 9.9	Riverside Trail and Sidewalk Connection to Clifton Forge	VDOT DCR The Alleghany Foundation	\$1,500,000	Dabney S. Lancaster Community College		2018-2020	Preliminary Design	Yes	Yes	Unknown
<b>City of Roanoke</b>										
1.2, 1.3, 2.5, 3.1	RAMP Business Accelerator	EDA GO Virginia Private Sector	\$776,000	City of Roanoke	VA Western Community College RBTC City of Roanoke	2018	Operational	Yes	No	Unknown
1.1, 1.2, 1.3, 3.1, 3.2, 3.3	Roanoke Innovation Corridor	Private Sector	TBD	City of Roanoke	Virginia Tech, Carilion, City of Roanoke, Virginia Western Community College, Roanoke Blacksburg Technology Council	2018-2023	Master Plan Underway	Partial	No	Unknown
1.2, 1.3, 5.1, 5.2, 5.3	Tinker Creek Greenway (RCIT connection and extension to east City limit/Roanoke Co)	Roanoke Valley TPO Roanoke City VDOT DCR Private Sector	\$9,500,000	City of Roanoke	Private Sector Roanoke City VDOT	2018-2023	Master Plan	ROW needed	Yes	Unknown
1.2, 1.3, 5.1, 5.2, 5.3, 9.8	Carvins Cove Trailhead and Emergency Access	DCR City of Roanoke WVWA	TBD	City of Roanoke	WVWA	2018-2023	Early Planning	Yes		Unknown
1.2, 1.3, 5.1, 5.2, 5.3, 9.8	Tinker Creek Trail Extension Wise Avenue to Masons Mill Park	RSTP, VDOT Urban Funds	\$6,500,000	City of Roanoke	VDOT Roanoke Valley Greenway Commission	2020-2021	PE Underway		Yes	Unknown
3.3, 9.9	10th Street – 2 Lane, Bike Lane, Curb & Gutter & Sidewalk	SMART SCALE, Legacy CN Formula – State and Match	\$18,680,000	City of Roanoke		2017-2019	Underway		Yes	Unknown
3.3, 9.9	Colonial Avenue Improvements at VWCC	SMART SCALE, Revenue Sharing, TAP	\$7,000,000	City of Roanoke	VA Western Community College RVTPO	2018	PE Underway	Yes	Yes	Unknown
3.3	U.S. 220 Communications and Adaptive System Project (traffic signalization)	SMART SCALE	\$423,000	City of Roanoke		2017-2019	PE Underway		Yes	Unknown
3.3, 9.9	Franklin Rd Sidewalk Improvements from 3100 block to Rt. 220	SMART SCALE	\$1,116,310	City of Roanoke		2018-2023	Design Underway		Yes	Unknown
3.3, 9.9	Hollins Road and Orange Avenue Intersection Improvements	SMART SCALE	\$3,552,247	City of Roanoke		2018-2023	Preliminary Planning		Yes	Unknown
3.3, 9.1	Transit Accessibility Improvements on Edgewood Street	SMART SCALE	\$351,000	City of Roanoke	Valley Metro	2018	Under Construction		Yes	Unknown

Table 23: 2018 Project Listing by Jurisdiction/Organization

REVISED Short Term (0-5 Years)

May 24, 2018

Goal and Strategy	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
3.3, 9.1	Smart Way Vehicle Expansion Project	SMART SCALE	\$618,000	Valley Metro		2018	Preliminary Planning	NA	Yes	Unknown
3.3, 9.1	Valley Metro's Route 91/92 Vehicle Expansion Project	SMART SCALE	\$1,700,000	Valley Metro		2018	Preliminary Planning	NA	Yes	Unknown
9.1	GRTC's Automatic Vehicle Locator/Real-Time Project	SMART SCALE	\$1,604,000	Valley Metro		2018	Preliminary Planning	NA	Yes	Unknown
1.1, 3.1, 3.3	Roanoke Center for Industry and Technology Blue Hills Dr. Extension	VDOT EDA City of Roanoke	\$3,028,560	City of Roanoke	VDOT	2018-2019	Design Underway	Site Acquired	Yes	150
3.3, 3.5	Valley View Boulevard Extension	EDA VDOT	\$48,334,000	City of Roanoke	VDOT	2017 -2019	Early Planning	No	Yes	750 - 1,500
3.3, 9.10	Construct Interstate 73	SMART SCALE; Six Year Plan	Unknown	City of Roanoke	VDOT	Unknown		Additional RoW needed	Yes	Unknown
<b>Roanoke County</b>										
1.1, 1.2, 1.3, 2.3, 2.5, 2.6, 3.1, 3.3, 3.5, 4.3, 5.1, 5.2, 5.5, 6.1	Virginia Tech Catawba Sustainability Center	EDA DGS/VA Tech Roanoke County	\$1,250,000	Virginia Tech	Localities VT Knowledgeworks	Began 2015	Underway	Yes (VT)	Yes	TBD
1.3, 4, 5, 6, 7, 9.1, 9.8, 9.9	419 Town Center Planning Study	Private Sector Investors VDOT	TBD	Roanoke County	VDOT	Began 2016	Underway	No	Yes	TBD
9.8, 9.9	Plantation Road Bicycle, Pedestrian and Streetscape Improvement Project (Plantation Road Project), Phase 3	VDOT Roanoke County	Phase 1: \$4.2 Million Phase 2: \$3.1 Million Phase 3: TBD	Roanoke County	VDOT	Phase 1 began 2017	Underway	No	Yes	Unknown
3.1, 3.4, 3.5	West Main Street Streetscape Improvements (Rt 11/460)	SMART Scale, Revenue Sharing	\$1,037,000	Roanoke County	VDOT	FY 2022	PE Underway	No	Yes	Unknown
5.1, 5.2, 5.3, 9.8	Triple Crown Initiative (Dragons Tooth, McAfee Knob, Tinker Cliffs Appalachian Trail Management Plan)	VDOT DCR NPS Botetourt County Roanoke County CVB	TBD	Roanoke County	RATC Appalachian Trail Conservancy National Park Service Roanoke Valley Greenway Commission	2018-2020	Design Phase	Yes	Yes	Unknown
1.2, 1.3, 5.1, 5.2, 5.3, 9.8	Tinker Creek Greenway (Roanoke City to Botetourt Co)	Roanoke Valley TPO VDOT DCR Private Sector	TBD	Roanoke County	Roanoke Valley Greenway Commission; Botetourt County Roanoke City Private Sector	2021-2023	Planning underway	ROW needed	Yes	Unknown
3.3, 9.9	Lila Drive/Route 115 Intersection Safety Improvements	SMART SCALE	\$1,269,000	Roanoke County	Private Sector, VDOT	2021	PE Underway	Some ROW Needed	Yes	Unknown
5.1, 5.2, 5.3, 9.8	Roanoke River Greenway Blue Ridge Parkway to Explore Park	Federal Lands Access Program	\$1,733,750	Roanoke County	Roanoke County, National Park Service, Roanoke Valley Resource Authority, VDOT, Roanoke Valley Greenway Commission	2019	PE (2017-2018)	Yes- Easements needed from NPS and RVRA	Yes	Unknown

Table 23: 2018 Project Listing by Jurisdiction/Organization

REVISED Short Term (0-5 Years)

May 24, 2018

Goal and Strategy	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
5.1, 5.2, 5.3, 9.8	Roanoke River Greenway Explore Park to Rutrough Road	RSTP, TA Set-Aside, DCR, Roanoke County	\$3,763,163	Roanoke County	Roanoke County, National Park Service, Roanoke Valley Resource Authority, VDOT, Roanoke Valley Greenway Commission	2025	PE (2021-2022)	No	Yes	Unknown
3.3, 9.5, 9.7	I-81 NB Auxiliary Lane from Exit 141 to 143	SMART SCALE	\$29,831,000	Roanoke County		2021	PE Underway		Yes	Unknown
3.3, 9.5, 9.7	I-81 NB Auxiliary Lane from Exit 141 to 143	SMART SCALE – GARVEE bonds	\$38,409,000	Roanoke County	VDOT	2021	PE Underway	Some ROW Needed	Yes	Unknown
3.3, 9.5, 9.7	I-81 SB Auxiliary Lane from Exit 141 to 143	SMART 18	\$32,168,000	Roanoke County	VDOT	2021	PE Underway	Some ROW Needed	Yes	Unknown
3.3, 9.5, 9.7	I-81 SB Auxiliary Lane Between Exit 141 & 140	TBD	\$14,803,000	Roanoke County	VDOT	TBD		No	Yes	Unknown
3.3, 9.5, 9.7	I-81 NB Auxiliary Lane Between Exit 140/141	TBD	\$15,984,000	Roanoke County	VDOT	TBD		No	Yes	Unknown
3.3	Route 311/Route 419 Intersection Safety & Congestion Improvements	SMART SCALE	\$1,957,000	Roanoke County	VDOT	2021	PE Underway	Some ROW Needed	Yes	Unknown
5.1, 5.2, 5.3, 9.8	Pedestrian Bridge Over Rt. 311 (McAfee Knob Trail)	VDOT HSIP National Park Service	\$2,880,000	VDOT National Park Service	Appalachian Trail Conservancy National Park Service RATC	2024	PE (2020-2021)	Yes	Yes	Unknown
3.3, 9.9	Route 419 Safety Improvements at Tanglewood	SMART SCALE, HSIP	\$5,853,000	Roanoke County	VDOT	2021	PE Underway	Some ROW Needed	Yes	Unknown
3.3	Route 419 and Route 221 Adaptive Traffic Control	SMART SCALE	\$663,457	Roanoke County	VDOT	2020	PE Underway	Yes	Yes	Unknown
3.3, 9.8, 9.9	Plantation Road Bicycle, Pedestrian and Streetscape Phase II	SMART 18	\$1,752,213	Roanoke County	VDOT	2024	PE to Begin 2022	Yes	Yes	Unknown
3.3, 9.1	I-81 Exit 140 Park & Ride Expansion & Construct New Sidewalk	RSTP, HSIP	\$3,666,000	Roanoke County	VDOT	Complete	Complete	Yes	Yes	Unknown
3.3, 9.5, 9.7	I-81 Southbound Auxiliary Lane between Exit 143 and 141	SMART SCALE	\$32,168,111	Roanoke County	VDOT	2020	PE Underway	<b>Some ROW Needed</b>	Yes	Unknown
1, 3, 4, 5, 6	Explore Park Infrastructure Improvements Phase 1	EDA DCR Roanoke County	\$4,400,000	Roanoke County		2016-2017	Master Plan complete	Site Acquired	Yes	TBD
9.2, 9.9	Fallowater Lane Extension Construction	Six Year Plan; Revenue Sharing	\$2,500,000	Roanoke County	VDOT	2020	PE to begin soon	ROW Needed	Yes	Unknown
9.9	Route 419/U.S. 220 Diverging Diamond Interchange	SMART SCALE; RSTP	Unknown	Roanoke County	VDOT, City of Roanoke	Unknown	Waiting on funding announcements	Some ROW Needed	Yes	Unknown
9.9	Starkey Road/Buck Mountain Road Intersection Improvements	RSTP; Revenue Sharing	\$3,300,000	Roanoke County	VDOT	Unknown	Waiting on funding announcements	Some ROW Needed	Yes	Unknown



Table 23: 2018 Project Listing by Jurisdiction/Organization

REVISED Short Term (0-5 Years)

May 24, 2018

Goal and Strategy	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
9.9	Route 419 Multimodal and Safety Improvements (Ogden Road to Starkey Road)	SMART SCALE	Unknown	Roanoke County	VDOT	Unknown	Project Scoping Underway	Some ROW Needed	Yes	Unknown
9.2	Interstate 581/Peters Creek Road Interchange Improvements	SMART SCALE	Unknown	Roanoke County	VDOT, City of Roanoke	Unknown	Project Scoping Underway	Some ROW Needed	No	Unknown
9.9	U.S. 460/Challenger Avenue Safety and Congestion Improvements	SMART SCALE	Unknown	Roanoke County	VDOT, City of Roanoke	Unknown	Early Planning	Unknown	Yes	Unknown
9.9	U.S. 220 Safety and Congestion Improvements (Route 419 to Franklin County)	SMART SCALE	Unknown	Roanoke County	VDOT, City of Roanoke	Unknown	Early Planning	Unknown	Yes	Unknown
9.9	Old Cave Spring Road/McVitty Road Improvements	SMART SCALE; Six Year Plan	\$12,000,000	Roanoke County	VDOT	Unknown	PE Underway	ROW Obtained	Yes	Unknown
3.3, 9.10	Construct Interstate 73	SMART SCALE; Six Year Plan	Unknown	Roanoke County	VDOT	Unknown		Additional RoW needed	Yes	Unknown
<b>Roanoke Valley-Alleghany Regional Commission</b>										
3.3, 5.4	Roanoke Valley Stormwater Improvements	FEMA, DCR, Localities	\$61,000,000	Localities	Localities	2017-2022	Feasibility Analysis Complete	Sites Identified	Yes	Unknown
1.2, 1.3, 3.1,	Regional Local Foods Plan	VDACS RVARC Localities	\$70,000	RVARC	VDACS LEAP Localities	2018-2020	Early Planning / Grant Application Development	NA	Yes	Unknown
1.2, 1.3, 3.1,	Regional Food Hub	VDACS USDA Localities Private Sector	\$1,500,000	LEAP RVARC	VDACS LEAP Localities	2018-2020	Early Planning / Grant Application Development	No	Yes	Unknown
9.1	Rural Transit Demand Study (Rt. 220 Corridor: Roanoke to Clifton Forge)	VDRPT VDOT	\$60,000	RVARC	VDRPT Valley Metro Private Sector RADAR	2017-2018	Underway	NA	No	Unknown
9.1	Rt 220 Transit Service	VDRPT Localities Private Sector	TBD	RVARC	VDRPT Valley Metro Clifton Forge Private Sector RADAR	2017-2018	Early Planning	NA	No	Unknown
9.1	Amtrak Connector (bus/shuttle from Roanoke to Clifton Forge Amtrak station)	VDRPT Localities Private Sector	TBD	RVARC	VDRPT Valley Metro Clifton Forge Private Sector RADAR	2017-2018	Early Planning	NA	No	Unknown
1.2, 4.1, 5.1, 5.2, 5.3	Roanoke River Blueway Infrastructure and Marketing	VA Tourism Corp, Private Business Localities	\$450,000	Roanoke River Blueway Committee	Localities Private Sector Roanoke Valley Greenway Commission	2017-2022	Marketing Underway Additional access points needed	Partial	No	Unknown
1.2	RVARC Revolving Loan Fund	EDA Local	\$1,000,000	RVARC	RVEDP Localities Chambers of Commerce	2018	Early Planning	NA	No	Unknown
	Regional Indicators Report/Dashboard	EDA VDBA Local	\$100,000	RVARC	RVEDP					
8.1, 8.4, 8.6, 8.11	Regional Hazard Mitigation Plan	FEMA	\$85,000	RVARC	Localities VDEM	2018-2019	Underway	NA	Yes	NA

Table 23: 2018 Project Listing by Jurisdiction/Organization

REVISED Short Term (0-5 Years)

May 24, 2018

Goal and Strategy	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
<b>Roanoke-Blacksburg Regional Airport</b>										
1.1, 1.3, 3.1, 3.3, 6.1, 6.2, 9.4	Airport Commerce Center Study	EDA	Unknown	Roanoke-Blacksburg Regional Airport		2018-2019	Early Planning	Partial	NA	Unknown
1.1, 1.3, 3.1, 3.3, 6.1, 6.2, 9.4	Construct New Corporate General Aviation Hangar	EDA	\$5,000,000	Roanoke-Blacksburg Regional Airport		2018-2021	Early Planning	Yes	Yes	Unknown
<b>City of Salem</b>										
3.5, 6.2, 6.3, 9.9	Salem Downtown Revitalization	VDOT VA DHCD Localities Private	TBD	City of Salem	Private Sector	2016 - 2018	Downtown Plan complete, implementation underway	Partial, combination of public and private sites	Yes	Unknown
3.3, 9.1, 9.9	Multimodal Improvements Along Boulevard	SMART SCALE	\$885,000	City of Salem		2019	PE Underway	Yes	Yes	
3.3, 9.9	Route 460 – Widen to 3 Lanes with Bike Lane, Curb, Sidewalk	SMART SCALE; Legacy CN Formula – state, federal, mix, match; specialized state and federal funding	\$15,223,000	City of Salem		2018	PE Complete	Yes	Yes	
5.1, 5.2, 5.3, 9.8	Mason Creek Greenway Phase 3 - 419 Multimodal Improvements	SMART SCALE	\$2,610,310	City of Salem	Roanoke Valley Greenway Commission	2018			Yes	
3.3, 9.9	Downtown Salem Intersection and Streetscape Improvements	SMART SCALE	\$3,629,869	City of Salem		2018			Yes	
3.3, 6.2, 9.9	East Main Street (Route 460) Roadway Improvements	VDOT	\$19,000,000	City of Salem	VDOT City of Salem	Phase I in 2017-18 Phase 2 in 2019-20	Design Complete; Phase 1 funding acquired	Yes	Yes	Unknown
5.1, 5.2, 5.3, 9.8	Roanoke River Greenway Phase 3B Green Hill to Riverside	SMART SCALE	\$8,032,000	City of Salem and Roanoke County				Yes	Yes	
3.3, 6.2, 9.9	Widen Apperson Drive (US Rt 11) to Four Lanes from Colorado St to East City Limit		\$10,000,000	City of Salem				Partial	Yes	
3.3, 6.2, 9.9	Widen 4th Street (US Alt 11/460) to Four Lanes from Union St to Rt 419 (Truck Route Designation)		\$5,000,000	City of Salem				Partial	Yes	
5.1, 5.2, 5.3, 9.8	Elizabeth Greenway		\$1,200,000	City of Salem				Yes	Yes	
3.4, 5.1, 5.2, 6.2	Mowles Spring Park Singletrack Bicycle Facility		\$250,000	City of Salem			Design Underway			

Table 23: 2018 Project Listing by Jurisdiction/Organization

REVISED Short Term (0-5 Years)

May 24, 2018

Goal and Strategy	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
<b>Town of Vinton</b>										
5.1, 5.2, 5.3, 9.8	Walnut Ave & 8th St Multimodal Intersection Improvements (8th - 5th St.)	Vinton, SMARTSCALE	TBD	Town of Vinton	VDOT, Norfolk Southern Railroad, RVTPO	2018-19	Preliminary engineering underway	Yes	No	Unknown
5.1, 5.2, 5.3, 9.1, 9.8, 9.9	Walnut Ave Downtown Improvement Project (5th to 1st St)	Vinton, VDOT, RVTPO, State/Fed, CDBG	TBD	Town of Vinton	VDOT, Private Sector, RVTPO	2020-21	Preliminary engineering underway	Yes	No	Unknown
5.1, 5.2, 5.3, 9.8, 9.9	Hardy Corridor Signal Coordination & Improvements (Route 24)	Vinton, RVTPO, HSIP	TBD	Town of Vinton	VDOT, Fed	2019-20	Early Planning, Some Preliminary Engineering underway	Yes	No	Unknown
3.4, 5.1, 5.2, 5.3, 9.8, 9.9	Glade Creek Greenway (Phase 2)	Vinton, RVTPO, VDOT, DCR, Private Sector	TBD	Town of Vinton	City of Roanoke, County of Roanoke, Roanoke Valley Greenway Comm, VDOT, Private Sector	2017-2022	Preliminary engineering underway. Funding in place.	Yes	Yes	Unknown
3.4, 5.1, 5.2, 5.3, 9.8, 9.9	Glade Creek Greenway (Phase 3 & 4)	Vinton, RVTPO, VDOT, DCR, Private Sector	TBD	Town of Vinton	City of Roanoke, County of Roanoke, Roanoke Valley Greenway Comm, VDOT, Private Sector	2017-2022	Early Planning	Partial	Yes	Unknown
3.4, 4.2, 4.3, 5.3, 6.1, 6.3, 6.4	Gish Mill/Holdren's Store Redevelopment	Vinton, VDOT, DEQ, DCR, FEMA, DHCD, Private	TBD	Town of Vinton	RVARC, Private Sector, DHCD, DEQ	2018-2019	Preliminary engineering underway	Yes	No	Unknown
4.2, 4.3, 6.1, 6.3, 6.4, 6.5	Vinton Motors Property Redevelopment	Vinton, VDOT, DEQ, DCR, DHCD, Private	TBD	Town of Vinton	RVARC, Private Sector, DHCD	Unknown	Early Planning	No	Yes	Unknown
6.1, 6.3, 6.4, 6.5, 7.5, 7.7	Redevelopment of the former Municipal Pool Site	Vinton, Private Sector	TBD	Town of Vinton	RVARC, Private Sector, DHCD	Unknown	Early Planning	Yes	Yes	Unknown
4.2, 4.3, 6.1, 6.2, 6.3, 6.4	Community-wide Brownfields Assessment Program Phase II	EPA	TBD	Town of Vinton		Unknown	Underway	No	Yes	NA
3.3, 4.2, 4.3, 6.1, 6.2, 6.3, 7.1, 7.2, 7.3, 7.4, 7.5	Downtown Neighborhood Revitalization Phase II	HUD, VA DHCD, Vinton, Private Sector	TBD	Town of Vinton		Unknown	Underway	No	Yes	NA
3.3, 5.4, 6.2	Niagara Road Sanitary Sewer Capacity Upgrade	Vinton	TBD	Town of Vinton		Unknown	PE Complete	Yes	Yes	NA
3.3, 5.4, 6.2	Jefferson Ave/Cleveland Ave Water Line Replacement Phase II & III	Vinton	\$742,500	Town of Vinton		Unknown	PE Complete	Yes	Yes	NA
3.3, 3.4, 3.5, 5.2, 5.4	Virginia Ave / Hardy Road Corridor Bike & Pedestrian Accommodations	FTA, FHWA, VDOT, DCR, Vinton, RVTPO, Private Sector	TBD	Town of Vinton		Unknown	Early Planning	Yes	Yes	NA
3.3, 3.4, 3.5, 5.2, 5.4	Bypass Road Corridor Bike & Pedestrian Accommodations	FTA, FHWA, VDOT, DCR, Vinton, RVTPO, Private Sector	TBD	Town of Vinton		Unknown	Early Planning	Yes	Yes	NA

Table 23: 2018 Project Listing by Jurisdiction/Organization

REVISED Short Term (0-5 Years)

May 24, 2018

Goal and Strategy	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
3.3, 3.4, 3.5, 5.1, 5.2, 5.4	Washington Ave Corridor Improvements	FTA, FHWA, VDOT, DCR, Vinton, RVTPO, Private Sector	TBD	Town of Vinton		Unknown	Early Planning	Yes	Yes	NA
3.3, 3.4, 3.5, 5.2, 5.4	Tinker Creek Greenway - Virginia Ave to Tinker Creek Canoe Launch	FTA, FHWA, VDOT, DCR, Vinton, RVTPO, Private Sector	TBD	Town of Vinton		Unknown	Early Planning	Yes	Yes	NA
3.3, 3.4, 3.5, 5.1, 5.2, 5.4	Interior Sidewalk and Bike Lane Accommodations (new construction and completion of network)	VDOT, Vinton, RVTPO	TBD	Town of Vinton		Unknown	Early Planning	Partial	Yes	NA
<b>Virginia Western Community College</b>										
2.3, 2.5	STEM Complex	State DOL	\$33,000,000	Virginia Western Community College	WVWDB Regional Partnership	2018-2019	Construction Underway	Yes	Yes	Unknown
2.2, 2.3, 2.5, 2.6	VWCC Mechatronics Pilot Program	State VWCC	\$310,000	Virginia Western Community College	Botetourt County	2017-22	Underway	Yes	Yes	100 (trainees)
2.2, 2.3, 2.5, 2.6	Regional Career & Technical Education Center	Local School Systems State VWCC	\$100,000	Local School Systems	VA DOE VCCS	2018-20	Early Planning	No	Yes	Unknown
<b>Western Virginia Regional Industrial Facility Authority</b>										
1.1, 3.1, 3.2 3.2	Wood Haven Road Site Development	Localities, EDA, VEDP, GO Virginia, AEP, DHCD	\$11,500,000	Western Virginia Regional Industrial Facility Authority	Roanoke County City of Roanoke City of Salem	2018-2020	Master Planning Underway	Yes	No	350-1,000
3.1, 3.2 3.2, 9.2	Wood Haven Road Intersection Improvements	Localities VDOT EDA	\$25,000,000	Western Virginia Regional Industrial Facility Authority	Roanoke County City of Roanoke City of Salem	2018-2020	Planning Underway	Yes	No	350-1,000

Table 24: 2018 Project Listing by Jurisdiction/Organization

Long Range

May 24, 2018

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
<b>Alleghany County</b>										
3.2, 3.3	Alleghany Highlands Telecommunications Infrastructure (Crows - Hematite)	ARC CDBG Localities USDA Private	\$2,000,000	AHEDC	AHEDC RVARC Alleghany County Private Sector	2020	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	2020	Early Planning	Site Acquired	Yes	Unknown
<b>Alleghany Highlands Economic Development Corporation</b>										
3.3	Innovation Park	ARC CDBG EDA Localities	Unknown	AHEDC Alleghany County	RVEDP VEDP	2020	Feasibility Analysis Complete	Site Acquired	No	1000
<b>Botetourt County</b>										
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
<b>Town of Clifton Forge</b>										
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	2018-2020	Early Planning	NA	No	Unknown
<b>City of Covington</b>										
	NONE									
<b>Craig County</b>										
1.2	Craig County New Business Incubator	DHCD EDA ARC Localities	\$3,500,000	Craig County	VWCC RVARC DHCD VDBA	Unknown	Early Planning	Site Acquired	No	50
<b>City of Roanoke</b>										
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
<b>Roanoke County</b>										
1,3, 4, 5, 6, 7, 9.1, 9.8, 9.9	419 Town Center Development	Private Sector Investors VDOT	TBD	Roanoke County	VDOT	Began 2016	Master Plan Complete	No		Unknown
1, 3, 4, 5, 6	Explore Park Infrastructure Improvements Phase 2	EDA DCR Roanoke County	TBD	Roanoke County		2020-2025	Master Plan complete	Yes		Unknown
<b>Roanoke Regional Partnership</b>										
	NONE									
<b>Roanoke Valley-Alleghany Regional Commission</b>										
4.1, 5.1, 5.2, 5.3	Virginia Rail Heritage Area	VTC	unknown	RVARC	VA Western Highlands AHEDC	Unknown	Early Planning	No Site Req.	No	Unknown

Table 24: 2018 Project Listing by Jurisdiction/Organization

Long Range

May 24, 2018

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
<b>City of Salem</b>										
	NONE									
<b>Town of Vinton</b>										
3.3	Town of Vinton Sewer Upgrades (Reduce I&I)	VRA Localities	\$100,000	Town of Vinton		2020	Early Planning	Site Acquired	No	Unknown
3.3	Town of Vinton Downtown Stormwater Mitigation	DCR VRA Localities	\$800,000	Town of Vinton		2020	Early Planning	Site Acquired	No	Unknown

---

## **Appendix I: RVARC Board and Strategy Committee Membership**

---

**Roanoke Valley - Alleghany Regional CEDS Strategy Committee  
Membership FY 2018-19**

**Officers:**

Chairman - Mr. Hunter Young  
Vice-Chair - Vacant

**Elected Officials:**

Alleghany County  
The Honorable James Griffith

Botetourt County  
The Honorable Steve Clinton

City of Covington  
Vacant

Town of Clifton Forge  
The Honorable Robert Umstead

Craig County  
Vacant

City of Roanoke  
The Honorable John Garland

Roanoke County  
The Honorable Phil North

City of Salem  
The Honorable Randy Foley

Town of Vinton  
The Honorable Janet Scheid

**Stakeholder Organizations:**

Ms. Leah Coffman  
Virginia Western Community College

Ms. Teresa Hammond  
Alleghany Highlands Chamber of  
Commerce & Tourism

Mr. John Hull  
Roanoke Regional Partnership

Mr. Jake Gilmer  
Blue Ridge Works

Vacant  
NAACP

Ms. Joyce Waugh (Rebekah Gunn)  
Roanoke Regional Chamber of Commerce

President Michael Maxey  
Roanoke College

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*

Vacant  
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.  
Mr. Neal Cummings, Freedom First Credit  
Union

*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. Dan Collins  
Craig County Administrator

Ms. Jill Loope  
Roanoke County Director of  
Economic Development

Mr. Pete Peters  
Vinton Director of Economic Development

Ken McFadyen  
Botetourt County Economic  
Development Manager

Ms. Darlene Burcham  
Clifton Forge Town Manager

Brandon Turner  
Roanoke City

Mr. Kevin Boggess  
Salem City Manager

Ms. Marla Akridge  
Alleghany Highlands Economic Development  
Corporation



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 February 26, 2018  
+ Elected Official

## ROANOKE VALLEY-ALLEGHANY REGIONAL COMMISSION MEMBERS

### ALLEGHANY COUNTY

- + The Honorable Shannon Cox  
Jon Lanford
- + The Honorable Richard Shull

### BOTETOURT COUNTY

- Erin Henderson  
Gary Larowe
- + The Honorable Billy Martin, Sr.
- + Vacancy

### CRAIG COUNTY

- + The Honorable Jesse Spence  
Vacancy

### FRANKLIN COUNTY

- + The Honorable Bob Camicia  
Mike Smith
- + The Honorable Ronnie Thompson  
Christopher Whitlow
- + Vacancy

### ROANOKE COUNTY

- Tom Gates
- + The Honorable Kevin Hutchins  
Dean Martin, *Treasurer*
- + The Honorable Joe McNamara, *Vice Chair*
- + The Honorable Phil North  
J. Lee E. Osborne

### CITY OF COVINGTON

- Richard Douglas
- + The Honorable Allan Tucker

### CITY OF ROANOKE

- + The Honorable Bill Bestpitch  
Courtney Campbell
- + The Honorable Michelle Dykstra
- + The Honorable John A. Garland  
Frederick Gusler  
Braxton Naff

### CITY OF SALEM

- + The Honorable Jane Johnson
- + The Honorable James Martin  
Carolyn Minix  
Melinda Payne

### TOWN OF CLIFTON FORGE

- Darlene Burcham
- + Vacancy

### TOWN OF ROCKY MOUNT

- James Ervin
- + The Honorable Mark Newbill

### TOWN OF VINTON

- + The Honorable Brad Grose, *Chair*  
Barry Thompson

### LIAISON MEMBERS (Non-Voting)

Beth Doughty, *Roanoke Regional Partnership*  
Teresa Hammond, *Alleghany Highlands Chamber of Commerce & Tourism*  
Landon Howard, *Visit Virginia's Blue Ridge*  
Jill Sluss, *Salem-Roanoke County Chamber of Commerce*  
Dr. Robert H. Sandel, *Virginia Western Community College*  
Dr. John Rainone, *Dabney S Lancaster Community College*  
Joyce Waugh, *Roanoke Regional Chamber*

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

---

## Appendix II: Meeting Agendas and Minutes

---



Roanoke Valley-Alleghany

**REGIONAL**  
**commission**

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

313 Luck Avenue, SW | Roanoke, Virginia 24016 | P: 540.343.4417 | F: 540.343.4416 | [rvarc@rvarc.org](mailto:rvarc@rvarc.org)

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

Date:	Wednesday October 4, 2017
Time:	3:00 pm
Location:	Historic Masonic Theater, 510 Main Street, Clifton Forge, VA 24422 Underground Lounge and Café

***Please note the change in location for the October meeting.***

***The Town of Clifton Forge will host the CEDS Committee at the Historic Masonic Theater.***

#### AGENDA

1. Welcome and Introductions ..... Hunter Young, Chair
2. Nominating Committee Appointments..... Hunter Young, Chair
3. Committee Schedule and Meeting Locations ..... Ed Wells
4. Clifton Forge Project Updates ..... Darlene Burcham
5. Other Business ..... Hunter Young, Chair
6. Adjournment ..... Hunter Young, Chair

Following the formal meeting, there will be an opportunity to visit projects sites in Clifton Forge including: Masonic Amphitheatre, School of the Arts, C&O Heritage Center, the CSX railyard, former Clifton Forge high school and the Clifton Forge Business Park.



*For directions and parking information see:*

<https://historicmasonictheatre.com/historic-masonic-theatre/plan-your-visit/>

**MEMBER GOVERNMENTS:** Counties of Alleghany, Botetourt, Craig, Franklin and Roanoke  
Cities of Covington, Roanoke and Salem, Towns of Clifton Forge, Rocky Mount and Vinton

Roanoke Valley - Alleghany CEDS Committee  
 DRAFT Meeting and Activities Schedule  
 FY 2017-18

<b>Month</b>	<b>Meeting</b>	<b>Activities</b>
July		
August		
September		
October 4, 2017	Committee Meeting Clifton Forge Masonic	Nominating Committee GO Virginia update
November		
December 6, 2017	Committee Meeting Vinton Library/CBD	Begin Demographics Update Project Listing Update Requests Election of Officers TED update
January		Project Listing Review; Demographics review
February		First Review of Draft Document
March 7, 2018	Committee meeting Greenfield/Ballast Point	Final Draft Document Available
April		Revisions Public Input Ad
May 2, 2018	Committee Meeting Explore Park	Final Review of Document
June		RVARC Board review/adoption; Submit document to EDA

**Meeting Summary DRAFT  
CEDS Committee Meeting**

November 28, 2016 at 3:00 PM  
Historic Masonic Theater  
510 main Street, Clifton Forge, Virginia

**Committee Members Present:**

Marla Akridge, Jay Brenchick, Darlene Burcham, Allison Fay (for Ken McFadyen), Teresa Hammond, John Hull, Jon Lanford, Pete Peters, and Hunter Young.

**Others Present:**

Greg Madsen, Vice President, Eastern Division at Carilion Clinic  
Dr. John Rainone, President, Dabney S. Lancaster Community College  
Bryan Hill, Senior Planner, RVARC  
Ed Wells, Director of Community Development Programs, 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. Only one voting member from member localities was present, which did not constitute a quorum.

**Nomination Committee Appointments**

Mr. Wells informed the Committee that the Nominating Committee Appointments were needed for the upcoming election of a Chair and Vice-Chair in December. The following volunteered to be on the nominating committee:

Jay Brenchick  
Jon Lanford  
Pete Peters

A list of nominees will be sent to the CEDS Committee members prior to the December meeting for consideration.

**Review of CEDS Committee Schedule for FY17-18**

Mr. Wells presented the proposed CEDS Committee schedule that outline the tasks to be completed for the update of the CEDS and the locations of the FY17-18 meetings. Upcoming FY17-18 meetings will include the Town of Vinton RE Cook Apartments and Library; Botetourt

Center at Greenfield Ballast Point Brewery; and Roanoke County's Explore Park. Several Committee members stated that they were pleased that we are holding meetings around the region and having an opportunity to visit project sites.

### **Clifton Forge Project Updates**

Ms. Burcham updated the committee on the following Clifton Forge projects:

Alleghany Highlands Vision 2025 Plan - The Town continues to implement the projects identified during the 2013 Summit and the resulting Alleghany Highlands Vision 2025 Plan that was funded by the Alleghany Foundation. The five components of "Vision 2025" are home restorations; business parks, utilities and marketing; an industry museum and technology center; development of community gardens and parks as destination venues; and the development of an Alleghany Highlands Web store.

Historic Masonic Theater – The facility has undergone a \$6.8 million renovation and includes a 545-seat main theater, meeting hall, underground café and lounge, and office space. It is owned by the town and leased to non-profit Historic Masonic Theatre Foundation. Project is unique in that no local tax dollars were spent on the project - all funding was either grant funds or donated. Funding came from The Alleghany Foundation, the Virginia Department of Housing and Community Development grants, historic tax credits, and new market tax credits. Facility is operated by volunteers.

Masonic Amphitheater – The amphitheater opened in 2012 and was a project of the design/build lab at Virginia Tech. The Amphitheatre seats 500 people with bench seating and has space on the lawn for informal seating. The design has won multiple architectural awards.

Clifton Forge School for the Arts – The facility is located on a former tire store property. Two buildings renovated to house arts and crafts classes, artists, and events.

Railyard redevelopment site – The former CSX property, a 33-acre parcel within an active railyard, is being redeveloped. It is the former site of an engine repair shop (demolished) and turntable (moved by CSX Historical Society). The developer is currently preparing the site for use by Morton Salt as distribution center. The site was a good fit for Morton as salt can brought in by train and shipped out to regional customers by truck.

Business Park – A road extension project funded by ARC will open up an additional 13 acres of land. The site previously had poor access due to having to use residential neighborhood streets. The access road is expected to be complete by November 15<sup>th</sup>.

Clifton Forge High School redevelopment – The building is planned for use as apartments (46). There is a limited market due to cost. The use of historic tax credits requirements limits what can be done during renovation and would require that the 1,800-seat auditorium to be preserved. While that can be done, it is felt that an auditorium of that size is too big for the rural area and would end up being wasted space.

Smith Creek Greenway – Development of a trail along Smith Creek is underway to tie into downtown from the former high school and Memorial Park.

Amtrak Station Relocation – The town is working with Amtrak to relocate the station to the CSX Heritage Site which has better parking and an area that could be used for passengers. The town is exploring transit service from Roanoke to increase ridership.

Mr. Madsen commented on how much the town has changed over the past ten years that he has lived in the area. Dr. Rainone, who has been in the area for 4 years, noted that much progress has been made even in that short period of time. Mr. Lanford commented on the increase in the level of activity in downtown demonstrated by foot traffic and demand for parking. Hammond commented that the arts district really ties all of the projects together.

Mr. Lanford updated the committee on Alleghany County projects. The county is working on obtaining funding for preparation of additional sites at the Commerce Center. The recently completed natural gas study indicated that service was not financially feasible. Work at other industrial sites includes the Low Moor I-64 interchange that is being upgraded and the Alleghany Innovation Park property at I-64 and Route 42. Jackson River Trail from Bath County line to City of Covington is complete and bring in tourists. The county is recruiting an outfitter for the trail and Jackson River. A new joint revenue sharing agreement between Alleghany County and City of Covington has been adopted. The joint agreement allows for the sharing in the costs for development, incentives, property acquisition, and infrastructure and revenues of joint sites. The county received Building Collaborative Communities grant to identify future development sites.

Ms. Burcham noted the importance of Douthat State Park and the tourists it brings into the Town and County.

Ms. Akridge updated the committee on the Drone Initiative. The project began 2 years ago with the Flying Circus competition and had 136 entries in 2017. The initiative includes renovation of a former elementary school for retail/manufacture/training, development of field for testing and racing, an underground mine site for flying competitions, and curriculum/certification programs at Dabney S. Lancaster Community College. Proposed training activities are currently focused on search and rescue and forestry applications. ARC has funded planning and design work and will be visiting each of the sites next week. AHEDC is working to market the site and related activities. AHEDC is undertaking a project with Homestead Resort and The Greenbrier to create a drone experience package for guests. The Greenbrier event sold out in 2 days indicating a demand for the package.

## **Other Business**

### Go Virginia Update

Mr. Wells provided handouts of GO Virginia materials including a summary of the Region 2 Economic Growth and Diversification Plan and the Request for Letters of Interest. He reminded attendees that the full version of the plan is available on the GO Virginia web site. The draft version of the grant application is available on the GO Virginia webpage. Akridge reported that the Region 2 Council met on October 2<sup>nd</sup> and discussed the grant application process, project eligibility, and planned outreach activities. Their next meeting is October 24, is at Volvo in Dublin, Virginia.

## **Adjournment**

Chairman Young adjourned the meeting at 4:00 pm. To begin the Committee's tour of sites in the Town of Clifton Forge.





Roanoke Valley-Alleghany

**REGIONAL**  
**commission**

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

313 Luck Avenue, SW | Roanoke, Virginia 24016 | P: 540.343.4417 | F: 540.343.4416 | [rvarc@rvarc.org](mailto:rvarc@rvarc.org)

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

Date:	Wednesday December 6, 2017
Time:	3:00 pm
Location:	Roland E. Cook Lofts, (Third Floor Multi-Purpose Room) 412 S. Poplar Street, Vinton, VA 24179

### AGENDA

1. Welcome and Introductions ..... Hunter Young, Chair
2. Nominating Committee Report..... Jay Brenchick
  - A. *Recommended Chair and Vice-Chair, Additional Nominations from the Floor*
  - B. *Election of Chair and Vice Chair*
3. Project Submissions for 2018 CEDS ..... Ed Wells
4. Transportation and Economic Development Study ..... Wayne Strickland
5. Vinton Project Updates ..... Pete Peters
6. Other Business ..... Hunter Young, Chair
7. Adjournment ..... Hunter Young, Chair

Following the formal meeting, there will be a tour of the RE Cook Lofts and an opportunity to visit other project sites (via Town Bus) including: the new Roanoke County-Vinton Branch Library, the recently completed Downtown CDBG Revitalization Project Area, Twin Creeks Brewing Company, Glade Creek Greenway, the former William Byrd High School (apartments under construction), and the former Vinton Library (Macado's Restaurant under construction).



*For directions and parking information see the attached map.*

**MEMBER GOVERNMENTS:** Counties of Alleghany, Botetourt, Craig, Franklin and Roanoke  
Cities of Covington, Roanoke and Salem, Towns of Clifton Forge, Rocky Mount and Vinton

**Meeting Summary DRAFT  
CEDS Committee Meeting**

December 6, 2017 at 3:00 PM  
Roland E. Cook Lofts  
Vinton, Virginia

**Committee Members Present:**

Jay Brenchick, Darlene Burcham, Neal Cummings, Allison Fay, John Garland, Rebekah Gunn, Teresa Hammond, Jon Lanford, Pete Peters, Janet Scheid, Brandon Turner, Hunter Young

**Others Present:**

Doug Forbes, Resident, Roland E. Cook Lofts  
Bryan Hill, Senior Planner, RVARC  
Wayne Strickland, Executive Director, RVARC  
Barry Thompson, Town Manager, Town of Vinton  
Ed Wells, Director of Community Development Programs, RVARC  
Seth Wilkenson, Leasing Agent, Roland E. Cook Lofts  
Sherri Winesett, Botetourt County Chamber of Commerce

**Proceedings:**

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

**Welcome and Introductions**

Barry Thompson, Vinton Town Manager, welcomed everyone to the meeting.

Only four voting members from three member localities were present, which did not constitute a quorum.

**Nomination Committee Report**

Mr. Brenchick informed the Committee that the Nominating Committee had recommended Teresa Hammond, Director of the Alleghany Highlands Chamber of Commerce and Tourism, as new Chair and Brandon Turner, Economic Development Specialist for the City of Roanoke Department of Economic Development as Vice-Chair. No action was taken on the recommendation due to lack of a quorum.

**Project Submissions for 2018 CEDS**

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 next week (emailed December 11, 2017).

## **Transportation and Economic Development Study**

Mr. Strickland Provided a summary of the Transportation and Economic Development Study that is underway in the Roanoke Valley Transportation Planning Organization's service area. RVARC decision-makers and representatives from partner agencies, chambers of commerce, and other stakeholders are discussing what economic vitality means for the Roanoke Valley region, current economic strengths and opportunities in the region, and what type of growth the region should attract moving forward. T4America has provided an overview of transportation performance management and economic-related performance measures being used by other agencies around the country, with a focus on economic motivations for VDOT' Smart Scale project selection framework, as well as measures used by Smart Scale. The discussions will inform a follow-up workshop in 2018 focused on developing specific transportation performance measures for economic development in the region.

RVTPO hosted an all-day workshop on Performance Measurement for Transportation to Promote Economic Vitality on November 29, 2017. The workshop featured presentations and facilitated group activities from Transportation for America and Economic Development Research Group. A focus group meeting will be held on January 18<sup>th</sup> at the RVARC office when Economic Development Research Group, will present the results of the regional economic profile and ask for your ideas on key transportation strategies that would best support regional economic development goals. The study is anticipated to be finished in late Spring 2018.

## **Vinton Project Updates**

Pete Peters, Assistant Town Manager, gave an update on projects that the Town of Vinton has undertaken over the past couple of years as well as several new projects that are underway. Mr. Peter's presentation is attached to this meeting summary.

### Completed or underway:

- Vinton Branch Library
- Downtown Revitalization
- Branding and Wayfinding
- Event Planning
- Façade Program Matching Grants
- Macado's (reuse of former library building)
- William Byrd Apartments (reuse of former high school)

### New projects:

- Redevelopment of former car dealership in downtown
- Preservation and reuse of Gish's Mill/Holdren's Country Store
- CDBG Planning Grant to explore options for housing improvements in neighborhoods adjacent to downtown
- EPA Community Brownfield assessment grant to identify sites within the community that have a characteristic of being blighted or under-utilized
- Greenway development along Walnut Avenue and the Glade Creek corridor

## **Other Business**

Mr. Strickland informed the group that RVARC worked with the Western Virginia Workforce Development Board, along with partners from the New River Valley and Region 2000, to develop an application for GO Virginia funding that would address workforce training needs in the Region 2 area of GO Virginia.

Ms. Burcham updated the group on the work of the Advancement Foundation's recent successes in the Alleghany Highlands. The Advancement Foundation's Gauntlet program began 3 years ago and expanded to Botetourt County in 2016 and Alleghany Highlands in 2017. There have been 6 businesses that have completed the Gauntlet program in the Alleghany Highlands so far. Mr. Brenchick talked about Roanoke County's work with the Advancement Foundation and their partnership with Roanoke College. The Advancement Foundation is headquartered in downtown Vinton.

## **Adjournment**

Chairman Young adjourned the meeting at 4:00 pm. To begin the Committee's tour of sites in the Town of Vinton.

### Roland E. Cook Lofts Tour

Seth Wilkinson provided an overview of the development of the Roland E. Cook Lofts.

Doug Forbes, a resident of Roland E. Cook Lofts, invited attendees into his apartment to view the layout of the rooms.

### Downtown Tour

Following the tour of the RE Cook Lofts, committee members had an opportunity to visit other project sites (via Town Bus) including: the recently completed Downtown CDBG Revitalization Project Area, Twin Creeks Brewing Company, Glade Creek Greenway, the former William Byrd High School (apartments under construction), the former Vinton Library (Macado's Restaurant under construction) and the new Roanoke County-Vinton Branch Library.



Roanoke Valley-Alleghany

**REGIONAL**  
**commission**

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

313 Luck Avenue, SW | Roanoke, Virginia 24016 | P: 540.343.4417 | F: 540.343.4416 | [rvarc@rvarc.org](mailto:rvarc@rvarc.org)

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

Date:	Wednesday March 7, 2017
Time:	3:00 pm
Location:	Ballast Point Brewing, 555 International Pkwy, Daleville, VA 24083

### AGENDA

1. Welcome and Introductions ..... Hunter Young, Chair
2. Nominating Committee ..... Jay Brenchick
3. Project Submissions for 2018 CEDS ..... Ed Wells
4. Botetourt County Project Updates..... Ken McFadyen
5. Other Business ..... Hunter Young, Chair
6. Adjournment ..... Hunter Young, Chair

Following the formal meeting, there will be a tour of the Botetourt Center at Greenfield, Daleville Town Center, and the VCCS Shared Services site.



*For directions and parking information see the attached map.*

**Meeting Summary DRAFT  
CEDS Committee Meeting**

March 7, 2018 at 3:00 PM  
Ballast Point Brewing  
Daleville, Virginia

**Committee Members Present:**

Jay Brenchick, James Griffith, Rebekah Gunn, Teresa Hammond, John Hull, Jon Lanford, Ken McFadyen, Phil North, Pete Peters, Lisa Soltis, Hunter Young

**Others Present:**

Allison Fay, Botetourt Economic Development  
Bryan Hill, Senior Planner, RVARC  
Gary Larrowe, Botetourt County Administrator  
Wayne Strickland, Executive Director, RVARC  
Ed Wells, Director of Community Development Programs, RVARC  
Sherri Winesett, Botetourt County Chamber of Commerce

**Proceedings:**

The meeting was called to order at 3:06 PM by Chairman Young.

**Welcome and Introductions**

Hunter Young, CEDS Committee Chair, welcomed everyone to the meeting.

Voting members from only three member localities were present, which did not constitute a quorum.

**Nomination Committee Report**

Mr. Brenchick informed the Committee that the Nominating Committee had recommended Teresa Hammond, Director of the Alleghany Highlands Chamber of Commerce and Tourism, as new Chair. He stated that the Nomination Committee had originally selected Brandon Turner, Economic Development Specialist for the City of Roanoke Department of Economic Development as Vice-Chair, however, Mr. Turner has since changed jobs and moved out of the region. In his place, the Nomination Committee has nominated Pete Peters, the Town of Vinton's Assistant Town Manager, as Vice Chair. Mr. Young asked if there were any other nominations from the floor. Hearing none, Mr. Peters was nominated as Vice-Chair. No action was taken on the recommendation due to lack of a quorum.

Mr. Brenchick noted that the CEDS Committee has had a continuing issue with attendance and that the quorum requirements in the bylaws make it impossible for the

## **Project Submissions for 2018 CEDS**

Mr. Wells asked committee members to review the project listing provided as a handout and send any changes to him. This includes new projects, removal of projects that are complete, and any projects that have had changes to their cost, scope or schedule. Mr. Lanford and Ms. Soltis asked how to address projects that are underway but not complete. Mr. wells stated that in the past projects have remained in the plan until construction was complete and offer the Clifton Forge Business Park access road as an example. The project remained in the plan after it was funded and until construction was completed two years later.

## **Botetourt County Project Updates**

Ken McFadyen, Director of Economic Development, gave an update on projects that have been undertaken over the past couple of years as well as several new projects that are underway.

Completed or underway:

- I-81 Exit 150 Redevelopment
- Arkay Packaging
- Virginia Community College System Shared Services Center
- Eldor USA
- Ballast Point Brewing
- Altec Inc.
- New Shell Building
  
- Master Planning for remaining available sites at Greenfield
- Botetourt Technical Education Committee
- Runk & Platt purchase of Ashley Plantation Country Club and Golf Course
- Daleville Town Center
- Go Work coworking center
- Broadband Connectivity Study
- Botetourt Sports Complex
- Roaring Run
- Upper James River Water Trail

## **Other Business**

Mr. McFadyen announced that the 2018 VEDA Fall Conference will be held in Roanoke on September 12-14, 2018. Mr. McFadyen is serving as conference Chair with Jill Loope, Roanoke County Director of Economic Development and Sandra Turner, City of Roanoke Economic Development Specialist serving as Co-Chairs. Ballast Point Brewing, the site of today's CEDS Committee meeting, will be the site of the conference's evening social event.

## **Adjournment**

Chairman Young adjourned the meeting at 4:00 pm. to begin the Committee's tour of sites which included the Daleville Town Center, the Virginia Community College System Shared Services Center, and Ballast Point Brewing.



Roanoke Valley-Alleghany

**REGIONAL**  
**commission**

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

313 Luck Avenue, SW | Roanoke, Virginia 24016 | P: 540.343.4417 | F: 540.343.4416 | [rvarc@rvarc.org](mailto:rvarc@rvarc.org)

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

Date: Wednesday May 2, 2018  
Time: 3:00 pm  
Location: Blue Ridge Parkway Visitor Center at Explore Park

#### AGENDA

1. Welcome and Introductions ..... Hunter Young, Chair
2. Nominating Committee ..... Jay Brenchick
3. Review of Draft 2018 CEDS Update ..... Ed Wells
4. Roanoke County Project Updates ..... Jay Brenchick
5. Other Business ..... Hunter Young, Chair
6. Adjournment ..... Hunter Young, Chair



*For directions and parking information see*  
<https://www.roanokecountyparks.com/235/Getting-Here>

**MEMBER GOVERNMENTS:** Counties of Alleghany, Botetourt, Craig, Franklin and Roanoke  
Cities of Covington, Roanoke and Salem, Towns of Clifton Forge, Rocky Mount and Vinton



**Meeting Summary DRAFT  
CEDS Committee Meeting**

May 2, 2018 at 3:00 PM  
Explore Park

**Committee Members Present:**

Darlene Burcham, Jay Brenchick, Dan Collins, Neal Cummings, Jake Gilmer, Teresa Hammond, Ken McFadyen, Phil North, Janet Scheid

**Others Present:**

Bob Cowell, City Manager, City of Roanoke  
Aisha Johnson, Assistant to the City Manager  
Bryan Hill, Senior Planner, RVARC  
Matt Miller, Director of Information Services  
Scott Ramsburg, Business & Information Manager, Roanoke County Parks, Recreation & Tourism  
Wayne Strickland, Executive Director, RVARC  
Ed Wells, Director of Community Development Programs, RVARC

**Proceedings:**

The meeting was called to order at 3:06 PM by Mr. Wells.

**Welcome and Introductions**

Scott Ramsburg, Business & Information Manager for Roanoke County Parks, Recreation & Tourism welcomed everyone to the meeting and to Explore Park.

Voting members from only three member localities were present, which did not constitute a quorum.

**Nomination Committee Report**

No action was taken on the Nomination Committee's report due to lack of a quorum.

**Review of the Draft 2018 CEDS Annual Update**

Mr. Wells asked committee members if there were any additional changes or additions to the draft 2018 CEDS Annual Update.

## **Roanoke County Explore Park Master Plan Presentation**

Jay Brenchick gave a brief update of economic development projects underway in Roanoke County and the new planning initiative in the communities of Hollins and Oak Grove.

Scott Ramsburg, gave an update on the Explore Park Master Plan The park is now a major part of the county's Recreation Economy. The plan was developed to guide investment and construction over the next 20 years in the 1,200-acre park. Historic structures in the park will be kept in place and layout of the existing buildings – Visitor Center, Arthur Taubman Center, and the other 12 historic buildings will not undergo any structural changes. Many of the activities will be provided by local private sector vendors. New amenities and activities include: an aerial adventure (TreeTop Quest), restaurant and store, a bike skills park, Niagara Ranch equestrian outfitter and equestrian trails, Mayflower Hills disc golf course, and a future kayak park at Riverside Village. Camping options will include primitive (Blue Mountain Adventures), canvas tent sites, and cabins (Don's Cabins). The county is considering RV sites and later a lodge at full buildout. Sites will be available for private rental for events such as weddings, family reunions and corporate retreats. A Roanoke River Greenway connection is being funded by Federal Land Access Program grant and expected to be complete in 2019.

### **Other Business**

Mr. Wells reminded Committee Members that GO Virginia is still accepting applications for projects and that the organization had held a how to apply webinar earlier that day.

Mr. Wells stated that the meeting schedule for FY18-19 would be similar to this past year's schedule. Meetings will still take place on the first Wednesday of the month at 3 p.m. in the months of October, December, March and May. The Committee will continue to visit a different locality for each meeting. Next year's proposed host localities are: Alleghany County, the City of Covington, the City of Roanoke, and the City of Salem.

Ms. Burcham noted the need for addition transportation options to the recreation sites in the region, including Explore Park. People traveling to the region need to be able to access recreation sites from their hotels, the train depot, and airport. Shuttles, outfitters,

Mr. Miller mentioned that RVBA is installing conduit for fiber to Explore Park as Roanoke County extends water lines to the site. The shared construction activity saves money and time for RVBA and the county.

Jake Gilmer, Director of Virginia's Blue Ridge Works announced that he would be leaving his position in June.

### **Adjournment**

Eddie Wells adjourned the meeting at 4:00 p.m.

---

## **Appendix III: 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 28<sup>th</sup> day of June 2018

## **RESOLUTION**

### **Approval of the 2018 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 2018 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 2018 Roanoke Valley-Alleghany Regional Comprehensive Economic Development Strategy Annual Update, as presented.

A handwritten signature in black ink that reads 'Bradley E. Grose'. The signature is written in a cursive style with a large initial 'B' and 'G'.

Bradley E. Grose  
Chairman

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