

# Roanoke Valley- Alleghany Regional



## Comprehensive Economic Development Strategy



Roanoke Valley-Alleghany  
**REGIONAL**  
commission

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## 2025-2029

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## Section 1: Introduction

### **What is a CEDS**

A Comprehensive Economic Development Strategy (CEDS) is a document and ongoing planning process designed to bring together the public and private sectors to create a regional economic roadmap. This roadmap is designed to diversify and strengthen regional economies. This CEDS document assesses regional economies, establishes regional goals and objectives, and outlines an action plan of priority projects.

This is year one of the new *2025-2029 Roanoke Valley-Alleghany Regional Comprehensive Economic Development Strategy document*. It will be updated annually and outline progress made in implementing the strategy and on any revisions made to the Goals and Objectives or to the Prioritization Criteria along with the annual Project Package.

### **History of the Roanoke Valley-Alleghany Regional CEDS**

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 2009-10 Fiscal Year.

In January 2017, the EDA designated the Roanoke Valley-Alleghany Region an Economic Development District (EDD). This designation enhances the region's 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 scores 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 CEDS planning process is managed by the Roanoke Valley-Alleghany Regional Commission (RVARC), as the CEDS District Organization. The 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

Planning District Commissions



*“... 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, 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 (WPPDC) and are represented in the WPPDC'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 36 voting members representing the local governments, several major employers,

small businesses, workforce development, regional economic development, higher education, and minority groups.



Recent examples of RVARC projects include the following:

#### Economic Development

- Transportation Project Prioritization for Economic Development Growth (TED Study)
- Regional Food System Planning
- Regional Greenway Economic Impact Report
- Regional Arts and Cultural Economic Impact Assessment
- Alleghany Highlands Regional Broadband planning grant
- Masonic Theater Economic Impact Study

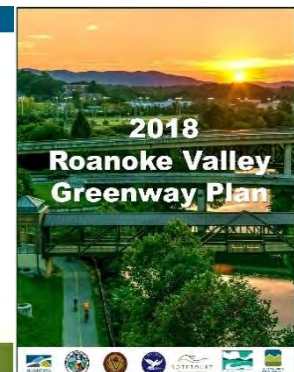


#### Community Development

- Ready LDD Grant-Writing Bench (ARC)
- Regional Septic Pump-Out Program
- RVARC Housing Development Program Grant (Virginia Housing)
- Regional Hazard Mitigation Plan
- Comprehensive plan updates

#### Transportation

- Roanoke Valley Constrained Long-Range Transportation Plan
- Roanoke Valley Greenway Plan
- Transportation Project Prioritization for Economic Development Growth (TED Study)
- Regional Commuter Assistance Program
- VDOT Locally Administered Project: Glade Creek Greenway Phase III PE
- Bus Stop Accessibility Study
- Rural Microtransit Support



#### Technical Assistance

- Created and maintained websites for the Roanoke River Blueway, Western Virginia Regional Industrial Facilities Authority, and SERDI
- Mapping for numerous economic development, recreation, and transportation projects

#### Program Coordination:

- Chesapeake Bay PDC Locality Implementation Program
- Comprehensive Economic Development Strategy Committee
- RIDE Solutions
- Roanoke Valley Collective Response
- Roanoke River Blueway Committee
- Meeting of Stormwater Stakeholders
- Blue Ridge Continuum of Care Governing Board
- Regular meetings of the Mayors and Chairs, as well as Chief Administrative Officials in the region





## Community Participation

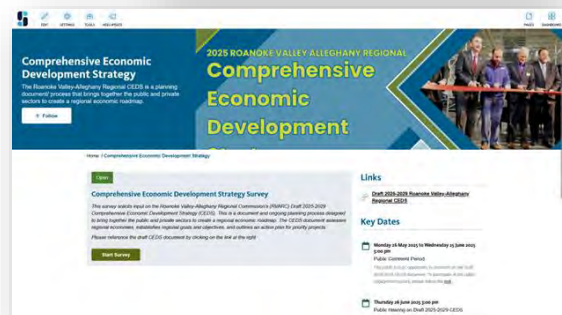
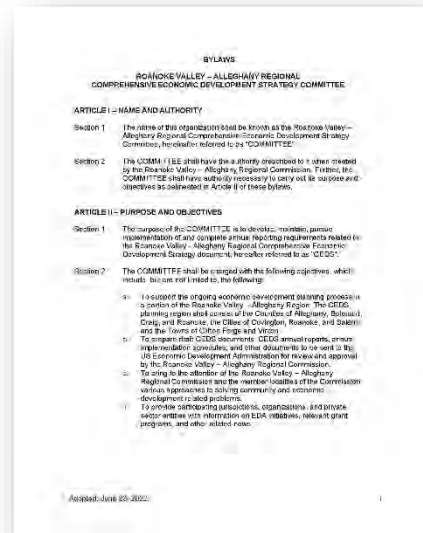
Participation by the community and collaboration between the public and private sector are cornerstones of a successful CEDS planning initiative and of regional economic development. Community involvement is a primary focus of the CEDS planning process and project development. Importantly, the Strategy Committee's composition was designed to include representatives from both large and small employers, local government elected officials and administration/economic development professionals, stakeholder agencies. The Committee's bylaws were revised in 2022 to reflect a more diverse composition of public and private agencies, businesses, and organizations. Improvements to the CEDS Committee's structure will continue in the upcoming years.

All project news and draft elements of the CEDS are routinely posted to the RVARC website. In addition, public engagement surveys and relevant project information is shared periodically on the RVARC website.

The CEDS 30-day comment period was opened and advertised on May 26, 2025. A public hearing on the CEDS was held on June 26, 2025, at the Roanoke Valley-Alleghany Regional Commission's office in Roanoke, Virginia. The 2025 Five-Year CEDS was adopted by the Roanoke Valley-Alleghany Regional Commission on June 26, 2025.

**Notice of Opportunity for Public Comment for the 2025-2029 Roanoke Valley-Alleghany Regional Comprehensive Economic Development Strategy (CEDS)**

Notice is hereby given that the public is extended an opportunity to review and comment on the proposed 2025-2029 five-year Roanoke Valley-Alleghany Regional Comprehensive Economic Development Strategy (CEDS). The public comment period will be in effect no fewer than 30 days from the publication of this notice. An official public hearing on the 2025-2029 CEDS will be held at the June 26, 2025 meeting of the Roanoke Valley-Alleghany Regional Commission, 313 Luck Avenue, SW, Roanoke, VA 24016, at 3:00 p.m. If you would like to view, request, or seek further information on the draft document, contact Bryan Hill at the Regional Commission at (540) 343-4417 or email: [bhill@rvarc.org](mailto:bhill@rvarc.org). Hearing impaired persons may dial 711 for access. View the draft CEDS document and other project information at <http://rvarc.org/2025/05/15/2025-2029-rvar-ceds>. COL-1001424



## 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 pursues specific projects and initiatives. The CEDS Committee held a 2025-2029 CEDS kick-off meeting on October 17, 2024 at the Fralin Biomedical Research Institute (FBRI) at the Virginia Tech Carilion Medical School. The purpose of the meeting was to bring regional stakeholders together to learn more about current and future initiatives at FBRI and the growing biomedical efforts in the region.



During each fiscal year, during the period of the 2020-2024 CEDS document, RVARC staff has planned periodic fieldtrips with the Committee to showcase new and existing/expanded business operations throughout the region. This practice has regularly engaged businesses and developers and helped educate CEDS members.

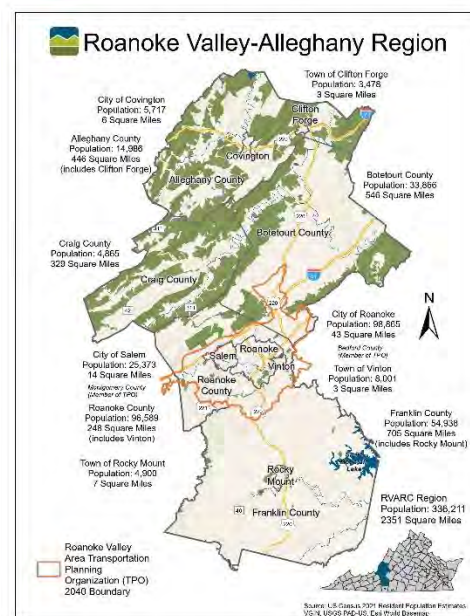




## Section 2: Existing Conditions

### Overview

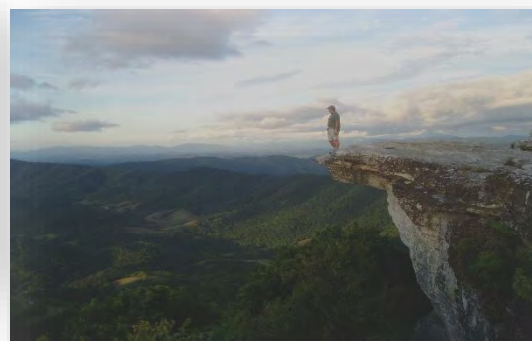
The RVARC membership consists of the Counties of Alleghany, Botetourt, Craig, Franklin, and Roanoke, the Cities of Covington, Roanoke, and Salem, and the Towns of Clifton Forge, Rocky Mount, and Vinton. For purposes of the CEDS, the Economic Development District consists of the Counties of Alleghany, Botetourt, Craig, and Roanoke, the Cities of Covington, Roanoke, and Salem, and the Towns of Clifton Forge and Vinton due to the joint membership of Franklin County and Rocky Mount. 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. It is bounded 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.



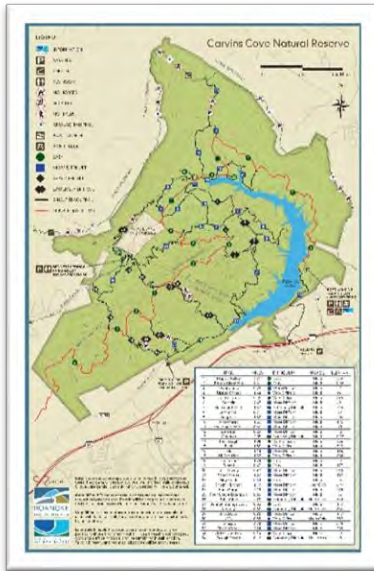
The Roanoke Valley-Alleghany Region contains the entire Roanoke Urbanized Area except for small sections located in Bedford and Montgomery Counties. The region also contains a significant portion of the Roanoke, Virginia Metropolitan Statistical Area, which includes the Counties of Botetourt, Craig, 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.

### Environment

Located between the Southern Blue Ridge and the Allegheny Mountains, much of the Roanoke Urbanized Area stretches within a vast valley, centered on the Roanoke River.



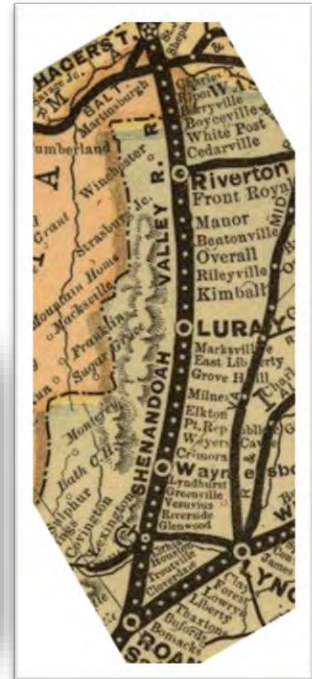
The surrounding rural regions are characterized by rugged mountains and small valleys. The area's mountainous terrain, along with substantial land managed by the National Forest Service, National Park Service, and other federal agencies, offers ample recreational opportunities. The Appalachian Trail traverses the northern part of Roanoke County, as well as sections of Craig and Botetourt Counties. Additionally, the Blue Ridge Parkway winds



through Botetourt and Roanoke Counties and skirts just south of the City of Roanoke. Carvins Cove Natural Reserve, a sprawling 12,700-acre park, is the second-largest municipal park in the United States and is situated in northeast Roanoke County and southwest Botetourt County.

### Transportation

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. Both Norfolk Southern



and CSX rail lines serve the region. Amtrak provides passenger service to the Town of Clifton Forge and the City of Roanoke.



Photo by Ron Flanary

The region is well-connected by several major interstates and U.S. highways. Interstate 81 runs north-south, passing through Botetourt County, Roanoke County, and the City of Salem. Interstate 581, a spur from Interstate 81, serves Roanoke County and the City of Roanoke. East-west connectivity is provided by Interstate 64, which crosses the Alleghany Highlands and links with Interstate 81 further east of the Roanoke Valley-Alleghany Region.





U.S. Highway 220 is a crucial north-south route connecting the Alleghany Highlands, the Roanoke metropolitan area, and points south. It also links Interstate 81 and Interstate 64. Meanwhile, U.S. Highway 460 offers significant east-west connectivity, traversing 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, 2021.

The region is primarily served by the Roanoke-Blacksburg Regional Airport in Roanoke, Virginia, where it 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-Blacksburg Regional Airport. Air freight providers include Air Cargo Carriers, American Airlines, Delta, Federal Express, Quest Diagnostics, United Express, and UPS.

### Education

There are numerous postsecondary educational opportunities in the region itself and within a reasonable driving distance. The offerings from institutes of higher education include traditional four-year universities, community colleges, private technical colleges, and medical schools. The Western Virginia Workforce Development Board coordinates the resources in the workforce development system to provide training and education opportunities to the region's constituents.

### Industry

Nine target industries have been identified by the Roanoke Regional Partnership for the region: Transportation Manufacturing, Advanced Manufacturing, Transportation Manufacturing, Life Sciences, Printing & Packaging, Technology & Innovation, Food & Beverage, Outdoor Industry, and Foreign Investment. The Alleghany Highlands Economic Development Corporation has identified six Key Industries: Advanced Manufacturing, Data Centers & Back Office Operations, Health Sciences, Hospitality & Retail, Information Technology, and Outdoor Recreation.

The region's largest employment sectors are healthcare, manufacturing, and education, which have all experienced multimillion-dollar investments over the past few years. The economy is also expanding through new efforts in high tech entrepreneurship, tourism, and outdoor activities.

## Population

Several urbanized area localities within the Roanoke region experienced an increase in population since 2013, while population decreases occurred in Craig County and the Alleghany Highlands. The overall population for the RVAR CEDS area increased 1.8% compared to a 6.9% increase in the Commonwealth over the same period.

Table 2: Population

Locality	2013	2023	Change
Alleghany County*	12,353	11,479	-7.1%
Botetourt County	33,076	33,875	2.4%
Craig County	5,199	4,881	-6.1%
Roanoke County	84,722	89,755	6.0%
City of Covington	5,880	5,671	-3.6%
City of Roanoke	97,355	98,677	1.4%
City of Salem	24,950	25,477	2.1%
Town of Clifton Forge	3,887	3,483	-10.4%
Town of Vinton	8,102	8,038	-0.80%
RVAR CEDS Region	275,524	280,336	1.8%
Virginia	8,100,653	8,657,499	6.9%

Source: American Community Survey 5-Year Estimates 2013 and 2023.

\* Excludes Town of Clifton Forge population. Excludes Town of Vinton population.

Most localities in the CEDS region have an older population compared to the Commonwealth. Table 3 shows the median age for each locality and breaks down the population by age group.

Recent demographic trends indicate that the older population in the region is likely to continue growing. This could lead to labor force challenges, as a higher percentage of retirees and a decreasing number of working-age individuals may affect the available workforce if current trends persist.

Table 3: Population by Age Group

Locality	Median Age	Under 5	5 to 19	20 to 34	35 to 54	55 to 64	65 and over
Alleghany County*	48.1	603	2,268	2,420	3,211	2,338	3,801
Botetourt County	48.1	1,437	5,648	4,960	8,306	5,519	8,005
Craig County	46.1	359	999	551	1,112	921	939
Roanoke County	43.7	3,891	15,682	14,649	22,772	12,188	19,573
Covington City	41.5	332	1,238	927	1,242	829	1,103
Roanoke City	38	6,353	17,891	20,304	24,421	12,481	17,227
Salem City	40.3	1,039	4,958	5,093	6,047	3,375	4,965
Town of Clifton Forge	53.5	231	607	589	640	524	892
Town of Vinton	39.7	431	1,1478	1,570	1,833	1,165	1,531
Virginia	38.8	495,281	1,638,640	1,737,462	2,255,522	1,120,434	1,410,160

Source: American Community Survey 5-Year Estimates 2023, U.S. Census Bureau

\* Excludes Town of Clifton Forge population. Excludes Town of Vinton population.

Table 4 shows the most recent population projections from the Weldon Cooper Center through 2050. The population trends of rural areas losing population, while urban areas experience small gains, is expected to continue. The region is projected to gain 12,869 people from 2030 to 2050.

Table 4: Population Projections

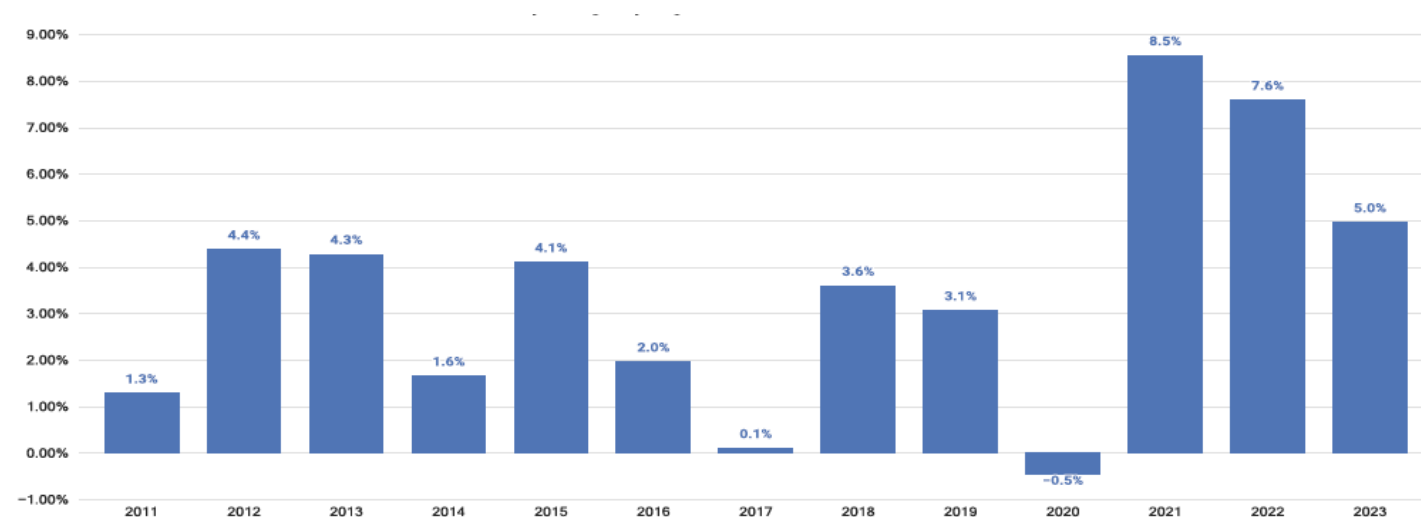
Locality	2030	2040	2050
Alleghany County	13,993	12,805	11,809
Botetourt County	33,556	34,588	36,138
Craig County	4,528	4,363	4,264
Roanoke County	100,027	104,046	109,621
City of Covington	5,434	5,075	4,792
City of Roanoke	101,514	102,529	105,079
City of Salem	25,519	25,438	25,737
RVAR CEDS Region	284,571	288,844	297,440
Virginia	9,129,002	9,759,371	10,535,810

Source: Virginia Population Projections, University of Virginia Weldon Cooper Center, Demographics Research Group. 2022.

## Gross Domestic Product

Gross Domestic Product (GDP) is the total value of goods and services produced by a region. In 2023, GDP in the RVA CEDS Area expanded 5.2%. This follows growth of 7.2% in 2022. As of 2023, total GDP in the CEDS Area was \$18,441,168,000.

Figure 1: Yearly Percentage Change in GDP – RVAR CEDS Area



Source: JobsEQ 2024

Of the sectors in the Roanoke Valley-Alleghany Regional Comprehensive Economic Development Strategy Area, Health Care and Social Assistance contributed the largest portion of GDP in 2023, \$2,835,104,000. The next-largest contributions came from Manufacturing



(\$2,677,647,000); Real Estate and Rental and Leasing (\$2,007,645,000); and Wholesale Trade (\$1,512,704,000).

Table 5 shows the 2020 to 2023 change in GDP for regional localities and the state. In 2021, and 2022, GDP for the region saw less expansion, due in part to the COVID-19 pandemic.

Table 5: Gross Domestic Product (in thousands of dollars)

	2020	2021	2022	2023	Percentage Change	2023 Rank
Alleghany + Covington	825,005	872,083	870,051	847,265	2.7%	63
Botetourt County	1,252,402	1,344,029	1,383,702	1,444,344	15.3%	49
Craig County	98,793	109,098	105,375	111,009	12.4%	104
Roanoke City	7,010,111	7,493,519	7,585,509	7,806,615	11.4%	15
Roanoke County + Salem	5,870,917	6,168,796	6,260,594	6,415,540	9.3%	22
Virginia (millions)	534,532,298	565,470,578	580,475,243	597,597,103	11.8%	-

Source: U.S. Bureau of Economic Analysis, 2024.

## Income

Data available on income trends in the region indicate that the median income is increasing for all localities in the region. Over the period of 2013-2023, Craig County and the Town of Vinton saw percentage changes of median household income at or slightly higher than Virginia (42.4%) Virginia was nearly seven percent less than the U.S. On the whole, the Alleghany Highlands saw the least change in income when compared with urbanized area localities.

Table 5: Median Household Income

Locality	2013	2023	Change
Alleghany County	44,848	55,160	23.0
Botetourt County	65,935	80,467	22.0
Craig County	47,806	67,778	41.8
Roanoke County	60,795	82,931	36.4
City of Covington	34,319	42,724	24.5
City of Roanoke	38,145	52,671	38.1
City of Salem	48,733	66,716	36.9
Town of Clifton Forge	188,750*	228,750*	21.2*
Town of Vinton	44,918	64,643	43.9
Virginia	63,907	90,974	42.4
United States	53,046	78,538	48.1

Source: American Community Survey 5-Year Estimates 2013 and 2023.

\*Clifton Forge data as reported by the American Community Survey is inaccurate, with no other accurate data provided.

The region's per capita income can be seen in Table 7. Per capita income is a measure of the average income earned per person in a given geography. It is calculated by dividing the total income of the area by its population. As an economic indicator, this data provides insight into economic health and the standard of living of a particular population. The metric can also be

useful in illustrating income distribution; however, it does not account for income inequality within the observed population.

Table 6: Per Capita Income

Locality	2013	2023	Change
Alleghany County	24,162	30,925	28.0
Botetourt County	32,490	41,322	27.2
Craig County	21,498	34,122	58.7
Roanoke County	31,728	44,817	41.3
City of Covington	20,160	24,067	19.4
City of Roanoke	23,295	34,792	49.4
City of Salem	26,661	38,127	43.0
Town of Clifton Forge	22,415	24,530	9.4
Town of Vinton	23,830	40,734	70.9
Virginia	33,493	49,217	47.0
United States	28,155	43,289	53.8

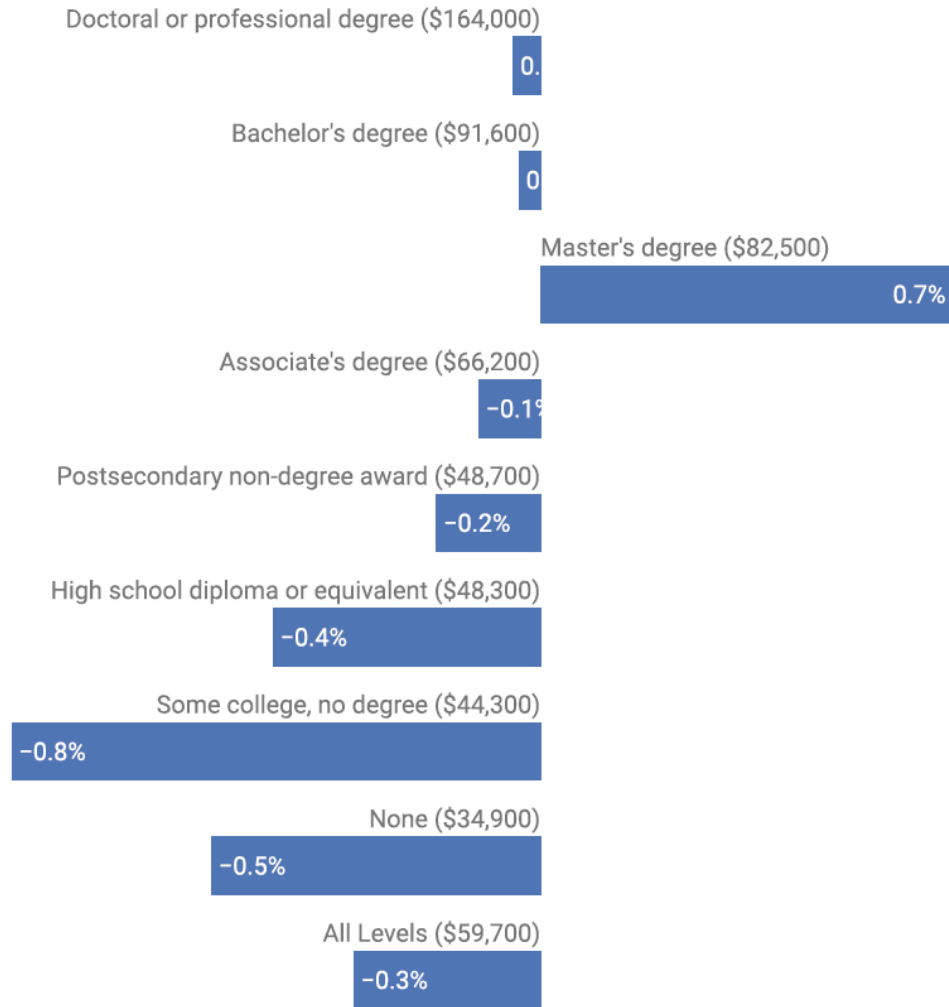
Source: American Community Survey 5-Year Estimates 2013 and 2023.

## Education

Expected growth rates for occupations vary by the education and training required. While all employment in the RVAR CEDS Area is projected to contract 0.3% over the next ten years, occupations typically requiring a postgraduate degree are expected to contract 0.0% per year, those requiring a bachelor's degree are forecast to contract 0.0% per year, and occupations typically needing a 2-year degree or certificate are expected to contract 0.1% per year.

Employment by occupation data are estimates as of 2024Q2. Education levels of occupations are based on BLS assignments. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

Figure 1 Annual Average Projected Job Growth by Education Levels



Source: JobsEQ®. Data as of 2024Q2.

Table 7: Graduates and Completers by Diploma Type - 2023-2024 School Year

Division Name	Standard Diploma	Advanced Studies Diploma	Other Diploma	Certificate of Program Completion	GED Certificate	ISAEP*	Total
Alleghany Highlands	87	77	13	0	1	4	182
Botetourt County	143	200	15	0	2	2	362
Craig County	24	8	3	0	0	0	35
Roanoke City	541	276	81	0	0	0	898
Roanoke County	486	618	17	0	0	7	1,128
Salem City	133	153	8	0	0	4	298
Virginia	40,504	50,446	2,264	178	163	773	94,328

Source: Annual Report of Graduates and Completers 2023-2024, Virginia Department of Education.

\*Individual Student Alternative Education Plan (ISAEP)

Postsecondary enrollment reports show the number and percent of Virginia high school graduates who enrolled in an Institution of Higher Education within 16 months of graduating high school. In the 2023-2024 school year, nearly 49% of all students in the CEDS area received a standard diploma, 46% received an Advanced Studies diploma, and five percent received other diplomas.

Table 8: Graduates by Continuing Education Plans - 2023-2024 School Year

Division Name	Attending Two-Year Colleges	Attending Four-Year Colleges	Other Continuing Education	Employment	Military	No Plans	Total
Alleghany Highlands	83	41	12	42	3	1	182
Botetourt County	88	162	12	70	3	27	362
Craig County	8	4	3	12	4	4	35
Roanoke City	196	284	49	259	24	86	898
Roanoke County	329	523	11	238	16	11	1128
Salem City	78	140	7	67	6	0	298
Virginia	18,304	46,361	5,846	14,859	2,577	6,383	94,330

Source: Annual Report of Graduates and Completers 2022-2023, Virginia Department of Education.

Note: Effective July 1, 2022, Covington City no longer operates as a school division; data is reported as Alleghany Highlands.



## Postsecondary Educational Opportunities

There are numerous postsecondary education opportunities in the region itself and within a reasonable driving distance (~60 miles). The offerings from institutes of higher education include traditional 4-year universities, community colleges, private technical colleges, and medical schools.

Table 9: 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 University of Lynchburg Randolph College Roanoke College Southern Virginia University Sweet Briar College Washington & Lee University
Medical Schools	Edward Via College of Osteopathic Medicine Radford University Carilion Virginia Tech Carilion School of Medicine
Virginia Community College System	Mountain Gateway Community College Central Virginia Community College New River Community College Virginia Western Community College
Private Technical Colleges	American National University ECPI University
Multi-Institutional	Roanoke Higher Education Center

## Industry and Education Credential Programs

The Virginia Career and Technical Education (CTE)

Program is designed to prepare students for productive futures by providing them with the academic and technical skills needed for high-skill, high-wage, or in-demand careers. Key points about the program are:



- Wide Reach: CTE programs serve more than 690,000 students in grades 6-12 across Virginia
- Career Pathways: The program integrates Career Pathways into the Academic and Career Plan, helping students explore various career options and plan their educational journey.
- Industry Credentials: Virginia recognizes industry credentialing in its diploma requirements, ensuring that students gain relevant certifications.
- Diploma Seals: The Board of Education awards diploma seals to recognize students who excel in CTE programs.
- Career Success Stars: The Office of Career, Technical, and Adult Education celebrates former CTE students in their 20s and 30s, highlighting their success stories and the impact of CTE programs on their careers.

The program covers various career clusters, including Business and Information Technology, Health and Medical Sciences, Marketing, Technology and Engineering Education, and Trade and Industrial Education.

The Virginia Career and Technical Education (CTE) credentialing program aims to encourage students to earn industry-recognized credentials while pursuing their high school diploma. This program is summarized as follows:

- Types of Credentials: Students can earn various types of credentials, including state-issued professional licenses (e.g., Licensed Practical Nurse, Cosmetology), industry certifications (e.g., A+ Examinations, ServSafe Food Protection Manager Certification), and stackable industry certifications (e.g., ASE Entry-Level Certification Tests, Microsoft Office Specialist Examinations).
- Industry Recognition: The program ensures that the credentials earned are recognized by industry, trade, or professional associations, validating essential skills for specific occupations.
- Board of Education Approval: Credentials are evaluated by the Virginia Department of Education and approved by the Virginia Board of Education for graduation requirements.
- Credential Build-A-Table: This tool allows users to create credential reports by state, division, and school, helping to identify which credentials are earned and comparing attainment rates.
- Workplace Readiness Skills: In addition to specific course credentials, students can also earn Workplace Readiness Skills certifications, which are valuable in demonstrating mastery of essential CTE skills.

The credentialing program is an integral part of the CTE curriculum, helping students gain the skills and certifications needed for high-skill, high-wage, or in-demand careers.

The data presented is based on the performance of CTE program completers. A CTE completer is a student who has met the requirements for a CTE concentration (course sequence) and all requirements for high school graduation, or an approved alternative. Secondary schools report the number of credentials earned by students for passing Board-approved credentialing exams.

Table 10 shows the industry certification completions for each locality in the region.

Table 10: Career and Technical Education Completers – 2023-24 School Year

Division	Armed Services VABE	CTE Completers	Industry Certification	NOCTI*	State Licensures	Students Earning One or More Credentials	Total Credentials Earned	Workplace Readiness
Alleghany Highlands	0	94	248	20	7	239	278	3
Botetourt County	0	280	443	0	25	414	517	49
Craig County	0	31	23	0	3	47	51	25
Roanoke County	0	741	1,214	0	32	1,287	1,454	208
Roanoke City	35	373	910	96	4	1,223	1,562	552
Salem City	0	112	345	0	7	346	401	49
Virginia	1,022	48,643	101,956	3,577	2,069	115,611	142,668	35,066

Source: School Quality Profiles 2023-2024, Virginia Department of Education.

\*National Occupational Competency Testing Institute

Roanoke County has the highest number of CTE completers among the listed divisions with 741 and leads the area in industry certifications with 1,214. Roanoke City has a notable number of students achieving workplace readiness at 552.

## Labor Force

A regional labor force is crucial for the economic vitality and sustainability of a region. It provides a pool of skilled and unskilled workers that businesses can draw from, ensuring that local industries have the human resources they need to operate efficiently and grow. A strong regional labor force attracts new businesses and investments, fostering economic development and job creation. Additionally, a well-developed regional labor force can adapt to changing economic conditions and technological advancements, enhancing the region's competitiveness in the global market.

According to the Bureau of Labor Statistics data provided in Table 11, all localities except Alleghany County and the City of Covington have experienced an increase in the size of their respective labor forces over the past 5 years. Overall, the CEDS Area

Table 11: Annual Labor Force

Locality	2020	2024*	Change
Alleghany County	6,424	6,419	-0.1%
Botetourt County	18,186	18,119	-0.4%
Craig County	2,374	2,374	0.0%
Roanoke County	51,148	51,356	0.4%
City of Covington	No Data	2,276	N/A
City of Roanoke	50,821	50,541	-0.6%
City of Salem	13,000	13,334	2.6%
Virginia	4,555,208	4,581,500	0.6%

Source: Local Area Unemployment Statistics, U.S. Bureau of Labor Statistics, 2019-2024.

\*Average calculated based on monthly data.

## Unemployment

All localities within the RVAR CEDS region saw their average annual unemployment rates remain relatively stable when comparing 2020 to 2024. Annual unemployment rates increased in 2020 and 2021 during COVID, returned to pre-pandemic rates by 2023, and increased in many localities in 2024.

Table 12: Annual Unemployment Rate

Locality	2020	2021	2022	2023	2024
Alleghany County	6.4	4.1	3.2	3.3	3.4
Botetourt County	4.4	3.1	2.5	2.0	2.6
Craig County	5.0	3.4	2.9	3.1	3.3
Roanoke County	4.9	3.2	2.5	2.4	2.7
City of Covington	9.2	5.8	4.1	4.0	3.8
City of Roanoke	7.3	5.0	3.3	3.0	3.3
City of Salem	5.5	3.6	2.8	3.0	2.9
Virginia	6.0	4.0	2.9	2.9	2.9

Source: Local Area Unemployment Statistics, U.S. Bureau of Labor Statistics, 2024.

## Business Trends

It is important to look at trends in terms of business growth and decline. Table 13 outlines the most current business establishment data available and illustrates growth in the total number of business establishments from 2018 to 2022 and the decline during the COVID pandemic in 2020 and rebound by 2022.

Table 13: Number of Business Establishments

Locality	2019	2020	2021	2022	2023*
Alleghany County	360	361	377	497	No data
Botetourt County	887	871	908	1,027	No data
Craig County	124	122	126	165	No data
Roanoke County	2,521	2,496	2,596	2,776	No data
City of Covington	275	269	275	286	No data
City of Roanoke	3,431	3,405	3,441	3,669	No data
City of Salem	1,051	1,030	1,048	1,119	No data
Virginia	280,066	282,884	297,191	327,821	No data

*\*Data was only available up to the Second Quarter of 2023 at the time of the CEDS draft.*

Source: Quarterly Census of Employment and Wages, U.S. Bureau of Labor Statistics, 2025.

## Economic Structure

It is necessary to understand the nature, structure, and trends of the region's economy to determine its strengths and weaknesses. There are several 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 most of the region's largest employers are in the industries of government, healthcare, education, banking and insurance, and retail.

Table 14: Largest 50 Employers

1. Roanoke Memorial Community Hospital	26. City of Salem School Board
2. HCA Virginia Health System	27. Carter Machinery Company
3. Roanoke County School Board	28. Marvin Windows
4. U.S. Department of Veterans Affairs	29. Yokohama Tire Corp.
5. Wal Mart	30. Roanoke College
6. Carilion Services	31. YMCA
7. City of Roanoke	32. Lake Region Medical
8. Roanoke City School Board	33. County of Franklin
9. Kroger	34. VDOT
10. Wells Fargo Bank NA	35. Alleghany Highlands Public Schools
11. County of Roanoke	36. Carilion Healthcare
12. Cornerstone Building Brands Service	37. Dynax America Corporation
13. U.P.S.	38. Adams Construction Company
14. Franklin County School Board	39. Davis H. Elliot Company, Inc.
15. Alliance Group Rock Tenn	40. Steel Dynamics Roanoke Bar Div
16. Altec Industries Inc	41. Coca Cola Bottling Company
17. Friendship Manor	42. Bimbo Bakeries USA INC
18. Postal Service	43. Paychecks Plus
19. Advance Auto Parts	44. Virginia Western Community College
20. Botetourt County School Board	45. Branch Highways
21. Virginia Transformer Corporation	46. County of Botetourt
22. Food Lion	47. Franklin Memorial Hospital
23. Lowes' Home Centers, Inc.	48. US Foodservice
24. Elbit Systems of America - Night Vision	49. Metalsa Roanoke
25. City of Salem	50. Mcdonald's

Source: Virginia Employment Commission, Economic Information & Analytics, Quarterly Census of Employment and Wages (QCEW), 3rd Quarter (July, August, September) 2024.

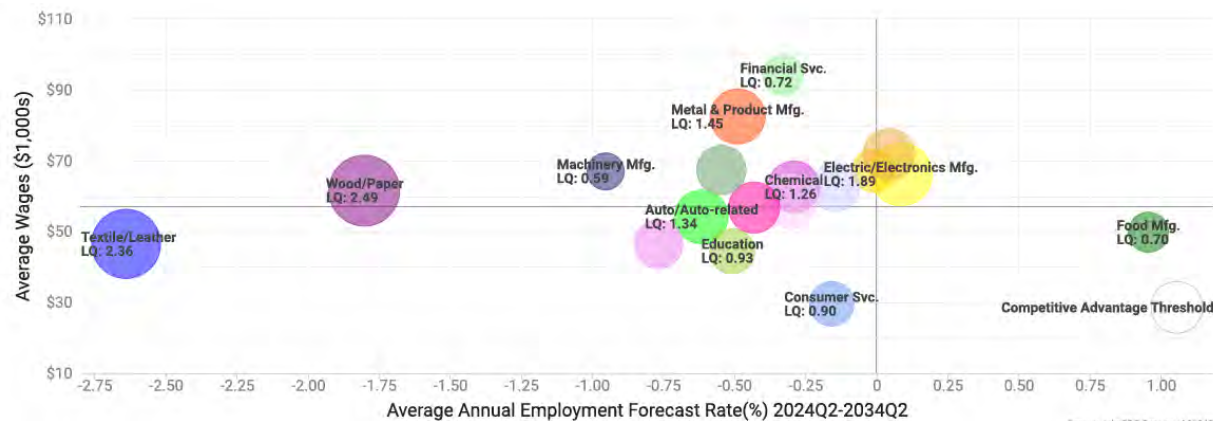
Note: Data includes all localities within Roanoke Valley-Alleghany Region.



## Industry Clusters

A cluster is a geographic concentration of interrelated industries or occupations. The industry cluster in the RVAR CEDS Area with the highest relative concentration is Wood/Paper with a location quotient of 2.49. This cluster employs 2,791 workers in the region with an average wage of \$61,599. Employment in the Wood/Paper cluster is projected to shrink in the region about 1.8% per year over the next 10 years.

Table 15: Industry Clusters for the RVAR CEDS Areas of 2024Q2



Source: JobsEQ®, <http://www.chmuraecon.com/jobseq>

Location quotient and average wage data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics, imputed where necessary, and updated through 2024Q1 with preliminary estimates updated to 2024Q2. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

## Industry Snapshot

In 2024, the largest sector in the RVAR CEDS is Health Care and Social Assistance, employing 28,560 workers. The next-largest sectors in the region are Retail Trade (15,493 workers) and Manufacturing (15,159). High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region are Health Care and Social Assistance (1.26), Manufacturing (1.26), and Other Services (except Public Administration).

Sectors in the Roanoke Valley-Alleghany Regional Comprehensive Economic Development Strategy Area with the highest average wages per worker are Finance and Insurance (\$93,710), Management of Companies and Enterprises (\$90,514), and Wholesale Trade (\$88,109). Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Health Care and Social Assistance (+1,247 jobs), Manufacturing (+923), and Arts, Entertainment, and Recreation (+812).

Over the next 1 year, employment in the Roanoke Valley-Alleghany Regional Comprehensive Economic Development Strategy Area is projected to contract by 452 jobs. The fastest growing sector in the region is expected to be Professional, Scientific, and Technical Services with a +0.4% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Professional, Scientific, and Technical Services (+28 jobs), Health Care and Social Assistance (+12), and Arts, Entertainment, and Recreation (+4).

Employment data in Table 16 Regional Industry Snapshot are derived from the JobsEQ software and based on the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Estimates are updated through Third Quarter 2024.

Table 16: Regional Industry Snapshot Third Quarter 2024

Industry	Current			5-Year History	
	Employment	Average Annual Wages	Location Quotient	Employment Change	Annual Change
Health Care and Social Assistance	28,560	\$68,405	1.26	1,247	0.9%
Retail Trade	15,493	\$34,468	1.04	-678	-0.9%
Manufacturing	15,159	\$69,642	1.26	923	1.3%
Accommodation and Food Services	11,896	\$24,352	0.90	-1,016	-1.6%
Educational Services	10,694	\$48,647	0.88	785	1.5%
Construction	9,712	\$64,463	1.07	651	1.4%
Transportation and Warehousing	8,220	\$56,155	1.08	-266	-0.6%
Professional, Scientific, and Technical Services	7,824	\$73,152	0.71	-139	-0.4%
Administrative and Support and Waste Management and Remediation Services	7,553	\$40,969	0.81	-1,221	-3.0%
Other Services (except Public Administration)	7,102	\$34,904	1.11	-1,364	-3.5%
Wholesale Trade	6,832	\$88,109	1.20	71	0.2%
Public Administration	5,854	\$67,409	0.83	294	1.0%
Management of Companies and Enterprises	4,447	\$90,514	1.89	-100	-0.4%
Finance and Insurance	4,262	\$93,710	0.71	-1,252	-5.0%
Arts, Entertainment, and Recreation	3,131	\$19,972	1.01	812	6.2%
Real Estate and Rental and Leasing	2,209	\$55,658	0.82	90	0.8%
Information	1,291	\$63,589	0.44	-235	-3.3%
Utilities	642	\$74,537	0.82	-62	-1.8%
Agriculture, Forestry, Fishing and Hunting	569	\$21,014	0.31	-123	-3.8%
Unclassified	302	\$44,383	1.03	57	4.3%
Mining, Quarrying, and Oil and Gas Extraction	121	\$61,705	0.22	-53	-7.0%
<b>Total - All Industries</b>	<b>151,873</b>	<b>\$57,129</b>	<b>1.00</b>	<b>-1,576</b>	<b>-0.2%</b>

Source: JobsEQ®

Note: Figures may not total due to rounding. All data based upon a four-quarter moving average.

## Occupation Snapshot

The largest major occupation group in the Roanoke Valley-Alleghany Regional Comprehensive Economic Development Strategy Area is Office and Administrative Support Occupations, employing 16,779 workers. The next-largest occupation groups in the region are Transportation and Material Moving Occupations (13,873 workers) and Sales and Related Occupations (13,555). High location quotients (LQs) indicate occupation groups in which a region has high concentrations of employment compared to the national average. The major groups with the largest LQs in the region are Healthcare Practitioners and Technical Occupations (LQ = 1.39), Production Occupations (1.17), and Installation, Maintenance, and Repair Occupations (1.14).

Occupation groups in the Roanoke Valley-Alleghany Regional Comprehensive Economic Development Strategy Area with the highest average wages per worker are Management Occupations (\$125,300), Legal Occupations (\$120,800), and Computer and Mathematical Occupations (\$97,600). The unemployment rate in the region varied among the major groups from 0.7% among Legal Occupations to 5.4% among Farming, Fishing, and Forestry Occupations.

Over the next 1 year, the fastest growing occupation group in the Roanoke Valley-Alleghany Regional Comprehensive Economic Development Strategy Area is expected to be Computer and Mathematical Occupations with a +0.5% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Healthcare Support Occupations (+30 jobs) and Computer and Mathematical Occupations (+25). Over the same period, the highest separation demand (occupation demand due to retirements and workers moving from one occupation to another) is expected in Food Preparation and Serving Related Occupations (2,227 jobs) and Office and Administrative Support Occupations (1,790).



Table 17: Regional Occupation Snapshot Third Quarter 2024

Occupation	Current			5-Year History	
	Employment	Mean Annual Wages <sup>2</sup>	Location Quotient	Employment Change	Annual Change
Office and Administrative Support	16,779	\$44,700	0.95	-1,495	-1.7%
Transportation and Material Moving	13,873	\$46,700	1.05	-200	-0.3%
Sales and Related	13,555	\$48,500	1.02	-872	-1.2%
Healthcare Practitioners and Technical	12,510	\$95,000	1.39	989	1.7%
Food Preparation and Serving Related	11,871	\$33,300	0.95	-884	-1.4%
Production	9,665	\$46,200	1.17	-171	-0.3%
Business and Financial Operations	9,582	\$78,300	0.98	281	0.6%
Management	9,425	\$125,300	0.80	744	1.7%
Educational Instruction and Library	7,619	\$59,100	0.93	349	0.9%
Healthcare Support	7,584	\$36,000	1.09	490	1.3%
Installation, Maintenance, and Repair	6,767	\$56,200	1.14	63	0.2%
Construction and Extraction	6,725	\$50,400	0.99	104	0.3%
Computer and Mathematical	4,769	\$97,600	0.98	-243	-1.0%
Building and Grounds Cleaning and Maintenance	4,427	\$35,000	0.89	-425	-1.8%
Personal Care and Service	3,703	\$36,100	0.95	-103	-0.5%
Protective Service	3,337	\$49,400	1.02	-65	-0.4%
Community and Social Service	3,168	\$52,800	1.14	-165	-1.0%
Arts, Design, Entertainment, Sports, and Media	2,246	\$56,600	0.81	-25	-0.2%
Architecture and Engineering	2,070	\$89,100	0.86	77	0.8%
Legal	1,054	\$120,800	0.84	-79	-1.4%
Life, Physical, and Social Science	932	\$86,300	0.68	79	1.8%
Farming, Fishing, and Forestry	212	\$44,500	0.24	-27	-2.3%
<b>Total - All Occupations</b>	<b>151,873</b>	<b>\$59,700</b>	<b>1.00</b>	<b>-1,576</b>	<b>-0.2%</b>

Source: JobsEQ®

Note: Figures may not total due to rounding.

1. Data based on a four-quarter moving average unless noted otherwise.

2. Wage data represent the average for all Covered Employment



## Section 3: Areas of Primary Interest

### Workforce Development

#### **Western Virginia Workforce Development Board**

The Western Virginia Workforce Development Board is one of 15 organizations in the Commonwealth of Virginia created by U.S. Department of Labor legislation. Serving the entirety of Planning District 5, the Western Virginia Workforce

Development Board is responsible for the oversight and administration of the Workforce Innovation and Opportunity Act (WIOA) funding provided to the region for job training and workforce development activities. The Western Virginia Workforce Development Board is also designated as the regional convener for workforce development in the region by the Virginia Board of Workforce Development, the state workforce development board, and the Code of Virginia. The funding provided through Title I of the WIOA legislation focuses on meeting the needs of businesses for skilled workers and individuals' needs for training, education, and employment.



Board members of the Western Virginia Workforce Development Board represent community leaders from business, education, local government and service providers, with a private sector majority. The Board's mission is to prepare job seekers for in-demand occupations to help the region's businesses succeed. The Board also works with the Chief Local Elected Officials in the region to inform the localities of workforce development activities and needs and strengthen services for their constituents.

The Board meets its mission through sector strategies and career pathway activities, job training, and business services, all in collaboration with the partners within the workforce development system. These services are provided out of physical locations, known as Virginia Career Works Centers, which provide individuals and businesses with access to appropriate training, education, support services, and other applicable workforce development services. The Board connects service providers to individuals in need of assistance, links individuals to training resources and educates them about the demands of employers.

Responsibilities of the Board include, but are not limited to the following:

1. **Strategic Planning**: WVVWDB is responsible for developing, implementing, and modifying the region's workforce development plan. This involves aligning local workforce initiatives with state and federal policies to ensure a cohesive approach to workforce development.
2. **Program Oversight**: The Board oversees various employment and training programs, ensuring they meet the needs of both job seekers and employers. This includes monitoring

program performance, ensuring compliance with regulations, and making necessary adjustments to improve outcomes.

3. Policy Development: WVVWDB develops policies that guide workforce development activities in the region. These policies aim to remove barriers to employment, support career pathways, and enhance access to workforce services.
4. Collaboration and Coordination: The Board works closely with local businesses, educational institutions, and community organizations to create a collaborative network. This network helps to align workforce development efforts and avoid duplication of services.
5. Employer Engagement: WVVWDB engages with employers to understand their workforce needs and develop strategies to meet those needs. This includes creating industry or sector partnerships related to in-demand occupations.
6. Support Services: The Board provides support services to individuals with barriers to employment, including low-skilled adults, youth, and individuals with disabilities. These services include education, training, and supportive services to help individuals enter or retain employment.
7. Workforce System Improvement: WVVWDB is tasked with the continuous improvement of the workforce development system. This involves identifying and removing barriers, enhancing coordination among programs, and expanding access to services.
8. Outreach and Access: The Board develops strategies to provide effective outreach to individuals and employers who could benefit from workforce development services. This includes improving access to these services for underserved populations.
9. Regional Planning: WVVWDB identifies planning regions and designates local areas for workforce development activities. This ensures that workforce initiatives are tailored to the specific needs of different regions within Western Virginia.
10. One-Stop Delivery System: The Board supports the development and continuous improvement of the one-stop delivery system in local areas. This system provides a centralized location where job seekers can access a range of employment and training services.

The WVVWDB has chartered three Virginia Career Works Centers in Virginia Local Workforce Development Area III in Covington, Roanoke and Rocky Mount. Each of these Centers provides a full range of individual and business services.

In late 2020, the Board undertook a strategic planning process to re-evaluate proposed goals and measurables and set the path for future activities and strategies. A new Local Plan was also created to be implemented from 2020 through 2024 to align operations with the strategic plan that is developed by the Board. The key initiatives set forth in the strategic plan were:

1. Work-Based Learning Investments: Increasing the proportion of workforce funding dedicated to work-based learning investments. This includes expanding the number of quality work-based learning opportunities at secondary education institutions and career and technical education programs.
2. Supportive Services: Implementing a comprehensive referral system and increasing the database of service providers to improve access to supportive services. This includes

conducting in-depth research to better understand and address the top challenges of transportation and childcare.

3. **Sector Initiatives:** Convening partners to develop sector initiatives aimed at improving employment and the skills of workers aligned to jobs. This includes maintaining cross-agency business engagement teams and sharing data through customer relationship management systems.

### **Virginia Career Works – Blue Ridge Region**

The Virginia Career Works Blue Ridge Region (VCWBR) is a key player in workforce development, serving the counties of Alleghany, Botetourt, Craig, Franklin, and Roanoke, as well as the cities of Covington, Roanoke, and Salem.



The VCWBR provides a range of services to job seekers, employers, veterans, and students. These services include job placement assistance, career counseling, training programs, and support for individuals with barriers to employment.

### **BLUE RIDGE REGION**

The region operates several one-stop centers where individuals can access various workforce development services in a centralized location. These centers offer resources such as resume workshops, job fairs, and training opportunities.

The organization works closely with local employers to understand their workforce needs and develop strategies to meet those needs. This includes providing recruitment assistance, training programs, and support for employee retention.

Virginia Career Works Blue Ridge Region collaborates with educational institutions, community organizations, and government agencies to create a comprehensive workforce development network. This collaboration helps to align workforce initiatives and avoid duplication of services.

The organization oversees various employment and training programs funded by state and federal sources. This includes monitoring program performance, ensuring compliance with regulations, and making necessary adjustments to improve outcomes.

The long-term vision of Virginia Career Works Blue Ridge Region is to create a dynamic and responsive workforce development system that meets the evolving needs of the region's economy. Key elements of this vision include:

- **Economic Growth:** The organization aims to drive economic growth by developing a skilled workforce that can meet the demands of local employers. This includes fostering innovation and supporting emerging industries.
- **Sustainable Development:** The organization focuses on sustainable development by promoting long-term career pathways and supporting continuous learning and skill development.



- Community Collaboration: Virginia Career Works Blue Ridge Region envisions a collaborative community where businesses, educational institutions, and workforce development organizations work together to achieve common goals.
- Adaptability and Resilience: The organization strives to build a workforce development system that is adaptable and resilient, capable of responding to changing economic conditions and workforce needs.

Examples of workforce development programs covered through the VCWBR are:

- Virginia Employment Commission (VEC): The VEC assists employers in finding qualified workers and provides job seekers with access to thousands of job listings. They also offer mass recruitment efforts and labor market information.
- Virginia Western Community College (VWCC): VWCC provides seminars, professional development courses, and customized training programs to meet the business needs of the community. They offer short- and long-term training to upgrade skills in technical fields.
- Virginia Jobs Investment Program (VJIP): VJIP provides services and funding to companies creating new jobs or experiencing technological change. This program reduces the human resource development costs of new and expanding companies.

### **Roanoke Blacksburg Technology Council and the Regional Biotechnology Sector**

The Roanoke Blacksburg Technology Council (RBTC) is actively involved in promoting and supporting the biotechnology sector in the Roanoke Valley-Alleghany Region. The Roanoke Blacksburg Technology Council (RBTC) has been instrumental in securing and managing \$14.3 million in GO Virginia funding for Project VITAL, (Virginia Innovations and Technology Advancements in Life Sciences).



This funding is aimed at establishing new research cores, expanding workforce development programs, and creating a collaborative network connecting academic institutions with industry partners across Virginia's biotechnology corridor.

The initiative builds upon a broader \$90 million state investment in biotechnology advancement announced in late 2023. This includes \$27 million allocated to the Fralin Biomedical Research Institute at VTC to expand clinical research.

Project VITAL will direct \$4.9 million specifically to strengthen Southwest Virginia's position in fields such as medical devices, oncology therapeutic research, and neurotechnology. This funding will support innovation fellowships, proof-of-concept programs, and other initiatives designed to encourage biomedical startups.

RBTC works closely with Virginia Tech and Carilion Clinic to lead the Region 2 effort. They also collaborate with similar initiatives led by Virginia Commonwealth University and Activation Capital in Region 4, and the University of Virginia and CvilleBioHub in Region 9.

The funds will provide emerging companies in the region with access to advanced laboratory facilities, shared equipment, and specialized programming designed to support their growth and success. This includes talent recruitment, capital attraction, new startup programming, and branding for the sector.

RBTC's efforts are geared towards creating a thriving biotechnology ecosystem in the Roanoke Valley-Alleghany Region, positioning it as a significant player in the broader Virginia biotechnology corridor.

## Regional Housing Assessment

The Roanoke Valley-Alleghany Region has an approximate population of 335,392 people. The median age is 45.9 years. The median household income of \$52,138 is lower than both the state and national averages. Per capita income is \$35,306. The poverty rate is 17.5%, which exceeds the state average of 10.2%.

The region has a high homeownership rate of about 80.2%, significantly higher than the national average of 64.8%. The median property value in the region is approximately \$231,000, reflecting a 14.2% increase from 2023.

Relative to the rental market, median rents increased 14% over the last five years, with a notable rise in units with monthly rents between \$1,500 and \$1,999.

In terms of housing affordability, about 20% of homeowners and 41% of renters in the region experience some form of cost burden. The high-cost-of-living areas in the region include portions of Roanoke City and Botetourt County. These areas have seen significant home price and rent increases.

In looking at the regional housing market, since 2014, the region's population has grown by 3,300 residents. This represents the slowest growth since 1970, however, if housing demand is met, the region could grow by another 8,800 through 2025.

The region offers a mix of urban, suburban, and rural living environments, catering to a variety of lifestyles and income levels. However, the rising costs in certain areas highlight the need for affordable housing solutions.

The biggest challenges to the regional housing market are identified as follows:

- The Region's population has been slowly but consistently growing over the last 50 years, with the percentage of the elderly population increasing.
- One, two, and three-person households comprise the largest share of households in the Region, but over the last five years, more growth has occurred in larger households of four or more people.
- The number of vacant units has been increasing in the Region. This, in part, has been driven by the seasonal home market, which accounts for 30% of all vacant units.
- Nearly 82% of housing units in the Region were constructed before 1980, leaving the Region with a much older housing stock than what is found in many other parts of the Commonwealth.
- Over the last five years, the median gross rent in the Region increased by 14%. The average rent for a single-family home is around \$1,000 per month, while rent in multifamily buildings averaged \$1,200 per month.
- There are significant differences in the percentage of renter or owner households classified as cost burdened across the Region. Approximately 20% of owner households are experiencing some level of cost burden compared to 41% of renters. It is typical to see a broad

difference between these two groups, but it also speaks to the need for affordably priced housing for renter households.

- The number of renter households that qualify for affordable rental housing at the 30% of AMI level exceeds the number of units available at that price point. There is a projected deficit of 5,324 units, meaning many extremely low-income households are having to spend more than is recommended on housing costs. This further exacerbates housing affordability and cost burden challenges.

### Annual Homes Sales

An examination of the RVAR CEDS regional economy 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.

The data set on homes sales is 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 is 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, this 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 have increased in spite of the COVID-19 pandemic.

Table 18: Roanoke Valley Home Sales Annual Overview

	2020	2021	2022	2023	2024
Residential Units Sold	6,398	6,587	5,639	4,651	5,086
Average Home Price	\$265,544	\$295,632	\$314,285	\$332,329	\$360,059
Volume Sold	\$1,723,190,083	\$1,949,836,991	\$1,786,342,217	\$1,552,764,475	\$1,846,185,473

Source: Roanoke Valley Association of Realtors, 2025.

As previously mentioned, looking at the percentage of those who own their own home compared to those who rent is a useful economic indicator. Botetourt County has the highest percentage of owner-occupied housing units at 74.9 percent. Localities with the highest percentage of rental housing include the City of Roanoke at 43.9% and Town of Vinton at 40.0 percent. Statewide, Virginia's owner-occupied percentage is 67.8% and the renter occupied percentage is 32.2 percent.

Table 19: Housing Occupancy

Locality	Total Units	Occupied Units	Owner Occupied	Renter Occupied	Vacant Units
Alleghany County	7,916	6,292	5,070	1,222	1,624
Botetourt County	15,010	13,105	11,245	1,860	1,905
Craig County	2,397	1,752	1,455	297	645
Roanoke County	42,398	40,176	30,322	9,854	2,222
City of Covington	3,038	2,493	1,781	712	545
City of Roanoke	49,356	45,061	23,408	21,653	4,295
City of Salem	11,096	10,140	6,441	3,699	956
Town of Clifton Forge	1,845	1,439	879	560	406
Town of Vinton	3,958	3,664	2,078	1,586	294

Source: 2023 ACS Five-Year Estimates, American Community Survey, U.S. Census Bureau, 2024.



## Transportation Planning for Economic Development

In FY2018, the Roanoke Valley Transportation Planning Organization (RVTPO) studied the connection between transportation and economic development. The purpose of the *Regional Study on Transportation Project Prioritization for Economic Development and Growth* (TED Study) and resulting document was to identify key transportation priorities that will enhance the region's economic development opportunities. Recognizing the importance of transportation to economic development, the RVTPO

entered into this study with the goal of building regional consensus around a small number of transportation projects in the TPO area that merit a concerted push from the region based on their ability to advance regional economic development objectives. The study was updated in 2021 to include new transportation projects.



The 2025 TED Study and CEDS updates kicked off simultaneously in October 2024, at the Fralin Biomedical Research Institute, with regional stakeholders meeting to discuss economic development successes and challenges.

The TED Study update is still in development, however the basic framework as the vision and goals have been developed. The vision of this study is:



*A multimodal transportation network that serves the Roanoke Region is efficient, comprehensive, and in a high state of readiness for accommodating the region's diverse needs from serving residents, businesses, and visitors alike.*

The Roanoke Region's transportation and economic development goals are in alignment centering around four key areas: a complete transportation network, a multimodal transportation network, anticipating future needs, and an efficient transportation network.

- A Complete transportation network: A transportation network which offers accessibility to employment, healthcare, recreation, social, and educational opportunities. A complete network offers accessibility to destinations people want to go to in a timely manner.
- A multimodal transportation network: A transportation network where residents and visitors can choose how they move – whether by car, transit, bike, walk, mobility scooter, or any number of modes.
- Anticipating future needs: A transportation network that plans for and anticipates future transportation needs by assessing travel demand, economic indicators, and new development capacity.
- An efficient transportation network: A transportation network that incorporates strategies and improvements to maximize the utility of existing infrastructure and footprint.

The RVTPO and its planning partners are committed to advancing the identified regional priorities as part of ongoing regional prioritization. This is intended to be a “living document” with needs, solutions, and individual projects refined as part of the RVTPO’s planning process.

Recognizing the importance of transportation to economic development, the CEDS Strategy Committee supports the RVTPO in the goal of building regional consensus around a small number of transportation projects that merit a concerted push from the region based on their ability to advance regional economic development objectives. Projects identified in the 2024 *TED Study* will be included in the 2026 *CEDS update*. Key projects from the Vision 2040: Roanoke Valley Transportation (the RVTPO’s long-range transportation plan), the Rural Long-Range Transportation Plan, and projects submitted in the 2025 round of SMARTSCALE, have been included in the CEDS in support of this effort.

#### Roanoke-Blacksburg Regional Airport

The Roanoke-Blacksburg Regional Airport is undergoing significant expansion initiatives as part of its 20-year master plan. These efforts aim to address the growing demand for air travel in the region and enhance the overall passenger experience.

One of the major projects currently underway is the expansion of the parking facilities. This includes building larger spaces, improving lighting, and optimizing traffic flow. The eastern short- and long-term parking lots, as well as the cell phone lot, are temporarily closed to accommodate these changes.



Inside the terminal, several key improvements are planned. The baggage claim area will be expanded to include a third baggage claim belt, providing more room for operations and reducing customer waiting times.

Additionally, the ticket counter and baggage screening areas will be reconfigured to maximize space and efficiency. This includes moving TSA bag screening machines to a back-of-house location and centralizing TSA screening functions.

The concourse space will also be widened to accommodate larger aircraft and higher passenger numbers per flight. This expansion will provide ample space for gate hold rooms and concessions.

Furthermore, the TSA checkpoint will be relocated to the front of the building, allowing for expanded screening equipment and customer queuing areas.

These initiatives are designed to support the region's growth and ensure the airport can meet future demands. The FAA is currently reviewing these plans, and public input has been sought through open houses to ensure the community's needs are addressed



#### *Air Traffic Data: Enplanements*

Enplanements are the number of passengers boarding commercial air carriers. The data provides insight into short-term 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 18 shows annual enplanements at the Roanoke-Blacksburg Regional Airport including the dramatic decline and subsequent rebound in passenger traffic due to the COVID-19 pandemic.

Table 20: Roanoke-Blacksburg Regional Airport Enplanements

Calendar Year	Enplanements	Percent Change
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
2017	309,341	1.35
2018	330,063	6.70
2019	361,131	9.41
2020	145,061	-59.8
2021	242,814	67.39
2022	299,858	23.49
2023	345,561	15.24

Source: Federal Aviation Administration, Commercial Service Enplanements Data.

[https://www.faa.gov/airports/planning\\_capacity/passenger\\_allcargo\\_stats/passenger/cy23\\_commercial\\_service\\_enplanements](https://www.faa.gov/airports/planning_capacity/passenger_allcargo_stats/passenger/cy23_commercial_service_enplanements)



## Resilience

Resilience is the ability of a region to prepare for, withstand, and recover from economic, social, and environmental challenges while maintaining long-term stability and growth. For the Roanoke Valley-Alleghany region, fostering resilience involves strengthening infrastructure, enhancing disaster preparedness, and diversifying economic systems.

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.

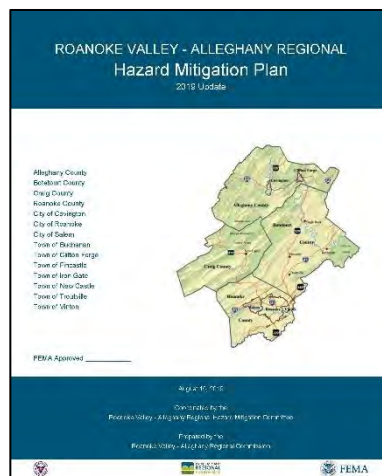
Integrating resiliency into the CEDS can take multiple forms including identifying vulnerabilities and assets; mitigation and response projects; diversification of the economy; and creating partnerships among economic development, public works and emergency services personnel.

The National Association of Development Organizations (NADO) advocates for the integration of the CEDS with regional hazard mitigation plans. NADO cites the benefits of plan coordination as:

- Integrating the CEDS with hazard mitigation plans helps regions identify vulnerabilities and develop strategies to withstand or recover from disruptions. This approach promotes economic resilience by addressing both economic and environmental risks.
- Coordinating these plans reduces the silo effect between different departments and makes it easier to implement identified strategies. This leads to more cohesive and comprehensive planning efforts.
- Aligning economic development and hazard mitigation efforts, regions can improve overall quality of life and economic outcomes. This includes better preparedness for natural disasters and economic shocks

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 Hazard Mitigation Plan. Communities must have a FEMA approved plan in order to be eligible for post disaster recovery funding.

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 selects mitigation activities that are appropriate for the localities in the Roanoke Valley-Alleghany Region. The Regional Hazard Mitigation Plan was updated in 2019 and is being updated in 2025.



The plan outlines general actions designed to address and reduce the impact of a full range of natural hazards facing the 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 following strategies and initiatives can be used to bolster regional resilience across critical areas.

### Economic Resilience

#### Support Entrepreneurship:

- Develop business incubators and accelerators that provide startups with mentorship, funding, and resources.
- Host regional workshops and pitch competitions to encourage innovation and connect entrepreneurs with investors.
- Partner with local chambers of commerce to offer technical assistance and training programs to small business owners.

#### Promote Emerging Industries:

- Create regional innovation hubs to attract industries like advanced manufacturing, biotech, healthcare, and clean energy.
- Collaborate with universities to align research programs with high-growth sectors and commercialize innovative technologies.

- Market the region’s assets—such as its strategic location and skilled workforce—to attract national and international investors.

#### Workforce Training Alignment:

- Partner with industry leaders to identify future workforce needs and tailor training programs accordingly.
- Expand apprenticeship programs that combine classroom instruction with on-the-job experience.
- Strengthen career technical education programs in high schools and community colleges to prepare students for emerging industries.

#### Infrastructure Resilience

##### Upgrade Transportation Networks:

- Invest in road widening, pavement repairs, and bridge rehabilitation projects to ensure safe and efficient travel.
- Develop multimodal transportation options, such as public transit systems, greenways, and bike paths, to reduce congestion and enhance mobility.
- Improve freight rail and air cargo infrastructure to strengthen logistics and supply chain resilience.

##### Modernize Aging Housing Stock:

- Launch grant programs to assist homeowners in renovating outdated properties for improved safety and energy efficiency.
- Partner with developers to rehabilitate historic buildings into mixed-use or residential spaces.
- Incentivize the construction of resilient housing that incorporates modern safety standards and durable materials.

##### Enhance Utility Systems:

- Collaborate with utility providers to upgrade water and sewer systems, ensuring reliable service during disruptions.
- Expand broadband connectivity in underserved areas to support economic development and educational access.
- Implement advanced monitoring technologies to detect and address infrastructure issues before they become major disruptions.

#### Community Resilience

##### Strengthen Public-Private Partnerships:

- Form regional task forces consisting of government officials, businesses, nonprofits, and community groups to address shared challenges.
- Collaborate with local companies to fund community-focused initiatives like workforce housing or public transit improvements.

#### Increase Civic Engagement:

- Organize town hall meetings and public workshops to gather input on regional plans and build community buy-in.
- Develop platforms for residents to participate in decision-making processes, such as surveys, advisory boards, or digital engagement tools.
- Encourage volunteer programs to build social cohesion and foster a sense of community ownership.

#### Expand Access to Community Services:

- Collaborate with healthcare providers to ensure clinics and hospitals are accessible to underserved areas.
- Develop community centers that provide a range of services, including workforce training, childcare, and housing assistance.
- Launch outreach programs targeting vulnerable populations, such as seniors or low-income families, to connect them with available resources.

#### Disaster Preparedness

##### Maintain Updated Hazard Mitigation Plans:

- Regularly review and update regional hazard mitigation plans to reflect current risks and vulnerabilities.
- Use Geographic Information Systems (GIS) to map high-risk areas and prioritize investments in mitigation infrastructure.

##### Develop Mutual Aid Agreements:

- Establish agreements between municipalities to share resources, personnel, and equipment during emergencies.
- Create inventories of regional assets—such as emergency shelters, medical supplies, or vehicles—to ensure efficient allocation during a disaster.

##### Invest in Advanced Monitoring Systems:

- Deploy flood monitoring sensors along rivers and waterways to provide early warnings during heavy rainfall.

#### Financial Resilience

##### Build/Utilize Emergency Reserve Funds:

- Set annual budget allocations to maintain reserve funds at sufficient levels to cover major disruptions.

##### Attract Impact Investors and Philanthropic Funding:

- Promote the region's resilience-focused projects to attract socially responsible investors.
- Collaborate with philanthropic organizations to secure grants for initiatives like affordable housing, or workforce training.

Establish Revolving Loan Funds:

- Create loan programs to provide financial support for small businesses recovering from economic disruptions.
- Offer low-interest loans for infrastructure projects that enhance resilience, such as broadband expansion or flood mitigation systems.

Advocate for Grants:

- Identify federal and state programs that align with regional priorities, such as EDA funding for economic development or FEMA grants for disaster mitigation.
- Develop/utilize professional grant-writing teams to submit competitive applications for key funding opportunities.



## Section 4: 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.

At the October 17, 2024 kickoff meeting for the five-year CEDS document, CEDS members and regional stakeholders were asked to participate in an exercise to evaluate wealth creation. The Wealth Creation Approach, a product of the National Association of Development Officials, aspires to connect a region's assets to market demand in ways that build rooted wealth for local people, places and firms. It brings together a range of public, private and non-profit sector partners who have self-interest in the outcomes and an openness to discovering shared or common interests. This approach includes eight forms of wealth: Individual, Intellectual, Social, Political, Built, Natural, Cultural, and Financial.



The CEDS Update Subcommittee participated in a SWOT analysis during its May 2, 2025 meeting. Subcommittee members were asked to focus on the eight different capital forms in the Wealth Creation Approach. The strengths, weaknesses, opportunities, and threats have been classified within each of the eight forms of wealth:

From the Wealth Creation Approach, the following are the characteristics for strengths, weaknesses, opportunities, and threats. Items in each group are attached to one or more of the forms of wealth.

<b>Strengths:</b> <ul style="list-style-type: none"> <li>✓ Assets and programs</li> <li>✓ Energy and enthusiasm</li> <li>✓ Build on existing partnerships between business, government, and organizations</li> </ul>	<b>Weaknesses:</b> <ul style="list-style-type: none"> <li>✓ Capitals we are missing, or are weak</li> <li>✓ People, firms and organizations on the economic margins</li> <li>✓ Lack of cohesion and partnerships between business, government, and organizations</li> </ul>
<b>Opportunities:</b> <ul style="list-style-type: none"> <li>✓ Underutilized capitals we can invest in</li> <li>✓ Upward mobility for all</li> <li>✓ Emerging Markets/Demand</li> <li>✓ Gaps in activities needed to meet demand for products and/or services in specific emerging markets where investment will have the greatest impact (leverage)</li> <li>✓ Repurposed by-products or residuals</li> <li>✓ Local, broad ownership</li> <li>✓ Potential to go to scale</li> </ul>	<b>Threats:</b> <ul style="list-style-type: none"> <li>✓ Policy Barriers</li> <li>✓ Ownership by those outside of the region</li> <li>✓ Negative opinion shapers and parties unwilling to collaborate</li> </ul>

Strengths	Capital Wealth Form
1. Good transportation system overall to serve industries (airports, roadways, and a Class 1 rail carrier)	Built
2. Amtrak service is available in the Town of Clifton Forge and in the City of Roanoke	Built
3. Regionally, there is a low cost and ease of doing business, low cost of living, low utility rates, compared to many Virginia metropolitan areas, Virginia, and nationally. Politically, Virginia is a right-to-work state with favorable labor relations and low unionization rates.	Built, Financial, Political
4. Geographic strengths – Mid-Atlantic location, good road and rail access	Cultural
5. Strong, growing arts and culture, outdoor activities and amenities, sports, and special events	Cultural
6. Range in culture and national origin programs (refugee resettlement and Sister Cities programs)	Cultural
7. Vibrant downtowns and village centers	Cultural
8. Nationally recognized outdoor events such as the Blue Ridge Marathon and Ironman	Cultural
9. Diverse economy not dependent on one industry or sector	Financial
10. Education – good school systems (overall); four community colleges and more than 15 colleges and universities, in this and neighboring regions, -offer classes in the region.	Intellectual
11. Medical and research institutions significantly boost the economy, create job opportunities, foster business spinoffs, and attract other medical and research employers. The region	Intellectual

benefits from a robust medical presence, including the VTC School of Medicine, Carillion Clinic, and Radford University.	
12. Environment – natural beauty and recreational opportunities	Natural
13. Available site for industrial development; Tier V site available. Western Virginia Regional Industrial Facilities Authority. Great building stock for redevelopment opportunities including former industrial buildings.	Natural
14. Explore Park growth and new programs such as camping, Illuminights event, and Brugh Tavern and its role as an evolving regional destination attraction	Natural
15. Housing growth in Botetourt County is concentrated in the southern part, with the Exit 150 Gateway Crossing overlay encouraging infill development.	Natural
16. Expanding entrepreneurial climate (co working, incubators, accelerator, The Gauntlet)	Political
17. Ongoing broadband efforts by local governments and the Roanoke Valley Broadband Authority	Political
18. Regional cooperation among local governments as documented in the Regional Commission's Regional Report Card	Political
19. The region is an attractive destination for retirees. Wealthy individuals from other areas choose to retire here, contributing their knowledge and experience through volunteering and starting small businesses.	Social and Cultural

Weaknesses	Capital Wealth Form
1. Congestion on I-81 affects manufacturers' project delivery and workforce access, highlighting the need for a program focused on smaller, targeted projects to address highway and road congestion.	Built
2. The Roanoke-Blacksburg Regional Airport faces challenges in securing funding for runway expansion. Accessibility is crucial for regional growth, with economic and population increases driving flight and airport development.	Built and Political
3. Must continue work to solve issues with the unhoused. Must have more options to house population; challenge to overcome resistance to single use neighborhoods. The housing stock is aging and there is a need for housing stock for all incomes.	Cultural and Social
4. Some areas in the region have a less diverse economy.	Financial
5. Lack of access to startup capital funding that in turn impacts the entrepreneurial startup ecosystem	Financial
6. Limited services and funding available for public transportation.	Financial
7. Flat revenue growth for local governments and the impact of lost state and federal dollars have led to limited budgets, having to	Financial and Political

do more with less, and lower funding for schools and teacher salaries.	
8. Pockets of improvement are needed in the talent pipeline, and in K-12 and postsecondary education, as the aging population and declining school enrollment negatively impacts the workforce. Although this issue extends beyond the control of local government or businesses, it remains a significant weakness. Additionally, the high number of children on free and reduced lunches highlight the need for more school counselors to introduce diverse career options to students and families early on. These options should include two-year programs, certificates, and high school vocational programs, with a focus on increasing awareness and utilization of CTE programs by employers and families. Furthermore, increasing the number of associate degree completers is essential to address the current deficit and improve the region's low community peer rating for innovations.	Intellectual, Cultural, Social,
9. Limited regional real estate to attract large projects, with most sites being under 100 acres, and limited greenfield development opportunities.	Natural
10. Lack of communication among localities and with state/federal agencies	Political
11. Region's continuing loss of political influence in Richmond	Political
12. Regional differences in localities; how to address rural and urban issues?	Political
13. Maintenance of public spaces and infrastructure.	Political
14. In the region, approximately 10% of college graduates are retained through local industry partnerships. This retention rate is relatively low compared to other rural areas in Virginia, which also face similar challenges. Rural areas in Virginia generally experience brain drain where talented youth migrate to urban centers for better opportunities.	Social
15. Lack of awareness in quality of life amenities and identify gaps in quality of life opportunities.	Social

Opportunities	Capital Wealth Form
1. Continue to expand Broadband service, service to rural area and fiber to the home and increase broadband coverage using federal and state grants (VATI).	Built
2. Continue to support the success of passenger rail and opportunities to develop AMTRAK related services and businesses.	Built
3. Opportunity for regional voice to support the Roanoke-Blacksburg Regional Airport.	Built

4. Interstate 81 and U.S. 220 are designated as Corridors of Statewide Significance and are growth corridors for population and business throughout the region.	Built
5. Continue building tourism infrastructure, brand, and assets – i.e. Explore Park – to expand on success.	Built and Cultural
6. The construction of I-73 and related development.	Built and Political
7. Expansion of Agritourism to continue to enhance quality of life and build the industry in general.	Cultural
8. Develop focus on new amenities focused on outdoor tourism	Cultural
9. Continued success in the development of the regional greenway system.	Individual and Social
10. Build upon health and biotech ecosystems. (greater region including NC) including Virginia Tech Medical School and Research Institute	Intellectual
11. Bring medical conferences to the area to build on medical and research infrastructure and showcase region	Intellectual
12. Promote, expand and develop new resources for innovation and entrepreneurship.	Intellectual
13. Cultivation of the student population through talent attraction and retention of students and young professionals, creates a career path to raise awareness of employment opportunities in the region. This is also enhanced by the business and education sectors partnering to create training programs and jobs, having volunteers in schools to serve as mentors and/or instructors, and utilizing Junior Achievement in more school systems.	Intellectual, Political, Social
14. Re-development of underutilized property, repurposing, reuse	Natural
15. keeping up with trends in manufacturing as technology evolves.	Political
16. Capitalize on the RVARC local Chambers' legislative agendas.	Political
17. Take advantage of programs through various state and federal overlay zones and districts as GO Virginia, the Virginia Main Street Program, Enterprise Zones, and Opportunity Zones.	Political and Financial
18. Continue talent attraction and retention initiatives, in the region.	Social
19. Develop ecosystems of entrepreneurs (i.e. access to capital).	Social
20. Recognize housing as a component of regional economic growth. Consider refocusing from urban to more suburban and rural housing types and choices.	Social



Threats	Capital Wealth Form
1. Regarding the potential Fincastle bypass and the connection from Tinker Mountain to Commons Parkway: the Appalachian Trail is a barrier. There are truly no viable projects that do not promote widening U.S. 220.	Built
2. Loss of corporate headquarters; corporate restructuring, image and reputation loss based on closure of certain businesses, and mergers/acquisitions (Consolidations) impacting corporate leadership in the region.	Cultural and Intellectual
3. Workforce availability; low unemployment, not enough workers to fill new jobs and skill levels.	Intellectual
4. Natural disasters and public health crises significantly impact the local economy and operating budgets.	Natural
5. Changes at the federal and state levels that restrict and inhibit local resources.	Political
6. Aging infrastructure	Social
7. Declining birth rate, school enrollments, and aging population impact on workforce and government services	Social
8. The unhoused are in public spaces and it damages the region's brand.	Social

## Capitalizing on Our Strengths

The Roanoke Valley-Alleghany region possesses a wealth of strengths that can serve as foundational pillars for growth and resilience. Here are actionable strategies to capitalize on these strengths:

### 1. Natural and Recreational Assets

- Expand Outdoor Tourism: Leverage the Blue Ridge Parkway, Appalachian Trail, and Explore Park to attract more outdoor enthusiasts. Introduce unique events, such as outdoor adventure races or seasonal festivals, to boost tourism.
- Eco-Tourism Development: Develop guided tours for hiking, bird-watching, or river activities that emphasize conservation and educate visitors on the region's ecological diversity.

### 2. Diverse Economy

- Enhance Industry Clusters: Strengthen support for healthcare, advanced manufacturing, and life sciences through incentives for innovation and partnerships with higher education institutions.
- Promote Local Supply Chains: Encourage cross-industry collaboration to create local supply chains, reducing dependency on external markets and supporting small businesses.

### 3. Strategic Location and Infrastructure

- Intermodal Freight Hub: Develop a regional freight facility to capitalize on excellent rail and road connectivity, boosting trade and logistics opportunities.

- Expand Broadband Access: Prioritize broadband expansion in underserved areas to attract remote workers and tech-reliant businesses.

#### **4. Educational Resources**

- Dual-Enrollment and Certification Programs: Expand partnerships between schools, community colleges, and local employers to offer career pathways aligned with industry needs.
- Promote STEM Education: Create programs to inspire interest in science, technology, engineering, and mathematics (STEM) fields, targeting both K-12 students and adults looking to reskill.

#### **5. Collaborative Regional Efforts**

- Unified Marketing Campaigns: Build on initiatives like the "Get2KnowNoke" campaign to present a cohesive regional identity. Highlight key industries, affordability, and quality of life to potential businesses and residents.
- Regional Grant Applications: Leverage strong inter-municipal cooperation to secure federal and state grants for large-scale regional projects like housing, transportation, and environmental sustainability.

#### **6. Healthcare and Research Institutions**

- Medical Innovation Hub: Support Carilion Clinic and Virginia Tech Carilion School of Medicine in expanding research and innovation. Promote the region as a destination for medical conferences and health-tech startups.
- Workforce Alignment: Collaborate with healthcare providers to create targeted training programs for high-demand medical roles, such as nursing and health technicians.

#### **7. Vibrant Arts, Culture, and Entrepreneurship**

- Entrepreneurial Ecosystem Expansion: Build on programs like The Gauntlet to provide more resources for startups and small businesses, particularly in technology and creative industries.
- Cultural Events and Festivals: Promote arts and cultural initiatives to attract visitors and boost local pride. Consider events that spotlight the region's history.

#### **8. Transportation Connectivity**

- Passenger Rail Expansion: Advocate for increased Amtrak services and new transit connections to neighboring metropolitan areas, which will enhance accessibility and promote regional commerce.
- Optimize Air Travel: Increase routes and capacity at Roanoke-Blacksburg Regional Airport to improve connectivity and attract business and leisure travelers.

## Opportunities to Diversify the Economy

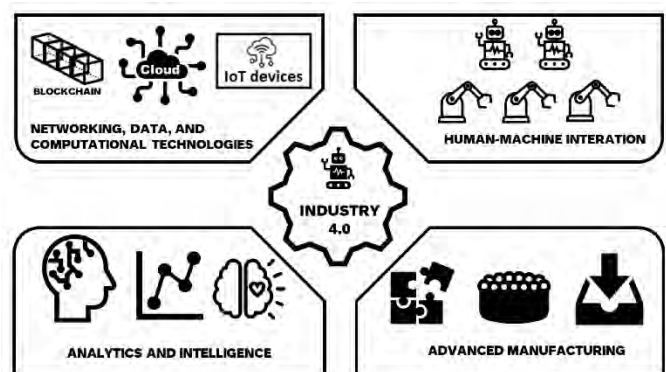
The Roanoke Valley-Alleghany Region has a unique opportunity to build on its existing strengths and foster new areas of economic growth. Diversifying the economy is essential for increasing resilience, creating jobs, and enhancing the region's global competitiveness. Below are opportunities and strategies, based on current trends and priorities:

### 1. Advanced Manufacturing Expansion

**Opportunity:** Leverage the region's strategic location and existing manufacturing base to attract advanced manufacturing industries.

#### Focus Areas:

- Aerospace components, automotive parts, and precision instruments.
- Integration of Industry 4.0 technologies, including robotics and artificial intelligence, to modernize production facilities.



#### Strategies:

- Collaborate with local community colleges and technical training programs to ensure a skilled workforce pipeline.
- Provide incentives for high-tech manufacturing firms to locate in designated industrial parks like Wood Haven Technology Park.



### 2. Growth in Life Sciences and Biotechnology

**Opportunity:** Build on existing assets like the Virginia Tech Carilion School of Medicine and the Fralin Biomedical Research Institute.

#### Focus Areas:

- Research and development in pharmaceuticals, medical devices, and genetic engineering.
- Incubation of life science startups through partnerships with local innovation hubs.



Strategies:

- Foster partnerships between universities and private firms to accelerate commercialization of research.
- Market the region as a life sciences corridor to attract external investment and partnerships.

### **3. Clean Energy and Sustainability Industries**

Opportunity: Capitalize on the growing demand for renewable energy and sustainability-focused industries.

Focus Areas:

- Solar and wind energy production and storage systems.
- Development of sustainable building materials and green construction techniques.

Strategies:

- Establish public-private partnerships for renewable energy infrastructure projects.
- Incentivize clean energy firms to set up manufacturing and research operations in the region.

### **4. Technology and Digital Economy**

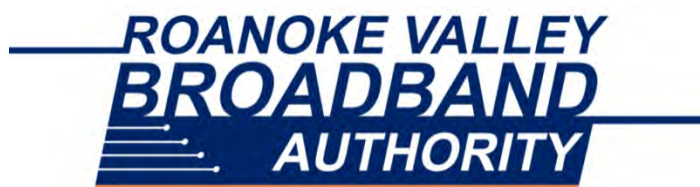
Opportunity: Expand the region's technology sector to include emerging industries like cybersecurity, artificial intelligence, and software development.

Focus Areas:

- Remote work hubs and coworking spaces supported by expanded broadband infrastructure.
- Technology startups and innovation clusters in urban and suburban areas.

Strategies:

- Collaborate with the Roanoke Valley Broadband Authority to ensure high-speed internet access in underserved areas.
- Create mentorship and funding programs for tech entrepreneurs.



### **5. Tourism and Outdoor Recreation Economy**

Opportunity: Build on the region's natural beauty and cultural attractions to grow the outdoor recreation and tourism sectors.

Focus Areas:

- Expansion of eco-tourism and adventure tourism offerings, such as hiking, biking, and water sports.
- Development of destination events, such as music festivals and cultural heritage celebrations.

Strategies:

- Promote Explore Park and the Blue Ridge Parkway as major draws for outdoor enthusiasts.
- Partner with local businesses to create tourism packages that include lodging, dining, and guided tours.

## **6. Agribusiness and Agritourism**

Opportunity: Support local agriculture through value-added processing and farm-to-market initiatives.

Focus Areas:

- Production of specialty crops, organic produce, and artisanal goods.
- Expansion of agritourism offerings, such as farm stays, pick-your-own experiences, and vineyard tours.

Strategies:

- Provide grants or low-interest loans to small-scale farmers and agricultural entrepreneurs.
- Establish a regional brand to market local food products across Virginia and beyond.

## **7. Logistics and Transportation Innovation**

Opportunity: Strengthen the region's logistics network to attract transportation and distribution firms.

Focus Areas:

- Development of an intermodal freight facility to serve regional and national supply chains.
- Expansion of rail and air cargo capabilities at key hubs.

Strategies:

- Partner with VDOT and federal agencies to fund infrastructure upgrades.
- Market the region's location advantages to attract logistics and warehousing firms.

## **8. Creative and Cultural Economy**

Opportunity: Leverage cultural assets and the arts to develop creative industries and attract talent.

Focus Areas:

- Expansion of arts districts, galleries, and theaters to support the creative community.
- Development of film, music, and digital media production hubs.





Strategies:

- Provide grants to local artists and arts organizations.
- Promote the region as a creative destination through marketing campaigns.

## GO Virginia

GO Virginia is a bipartisan, business-led economic development initiative that is changing the way Virginia's regions collaborate on economic and workforce development activities.



VIRGINIA INITIATIVE FOR  
**GROWTH &  
OPPORTUNITY**  
IN EACH REGION

GO Virginia supports programs to create more high-paying jobs through incentivized collaboration between business, education, and government to diversify and strengthen the economy in every region of the Commonwealth.

The initiative is based on three main points:

1. Virginia urgently needs strong private-sector growth. Federal cutbacks have exposed our over-dependence on public-sector jobs. Virginia needs strong private-sector growth and job creation.
2. Growth in Virginia's diverse regions requires collaboration. To grow and diversify our economy, business, education, and government must collaborate effectively in each region.
3. State government must be a catalyst and partner. State government must provide incentives for strategic, job-focused collaboration in each region of the Commonwealth.

The Growth & Opportunity Board, responsible for awarding allotted funds to relevant projects, oversees Regional Councils, who submit project ideas to the Board for approval. The Virginia Department of Housing and Community Development supports the administrative aspects of both these entities, and the GO Virginia Foundation supports these efforts through education about best practices and advocacy.

The Virginia Department of Housing and Community Development (DHCD) is the state agency responsible for administering the GO Virginia program. DHCD is responsible for establishing GO Board meeting dates, times, and agendas. Additionally, DHCD administers the GO Virginia Fund. At the regional level, DHCD works with the nine regions to ensure alignment with other state initiatives and to foster collaboration across regions.

The Virginia Research Investment Committee ("VRIC") and the Virginia Research Investment Fund were established by the General Assembly in 2016 as a part of the GO Virginia Initiative. To position the Commonwealth as a national leader in science-based and technology-based research, VRIC makes investments in innovative and collaborative research, development, and

commercialization projects and programs from Virginia's public colleges and universities that have a high potential for economic development and job creation opportunities.

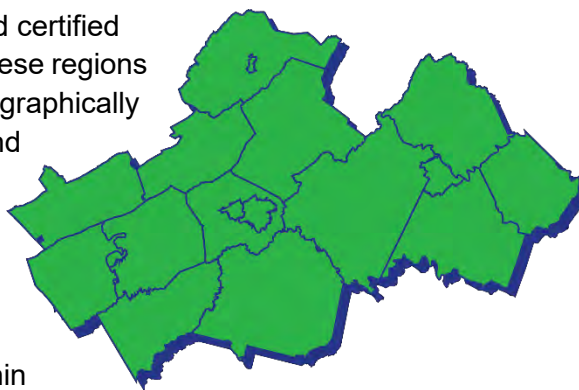
The Collaborative Economic Development Act was created by Virginia's General Assembly in 2016 as a part of the GO Virginia legislative package. The Act calls for the creation of the Virginia Collaborative Economic Development Performance Grant Fund ("CED Fund") that will provide grants to at least two or more Virginia localities that collaborate in joint economic development initiatives that result in the location or expansion of a certified company within their respective jurisdictions. Unlike typical grant programs, CED grants may not flow back to the companies. Rather, to spur additional investment in Virginia's communities, CED grants must be used for economic development activities that are aligned with a participating localities' collaborative economic development plan such as a regional CEDS. The grants awarded to the participating localities may be invested in activities such as:

- Public or private utility extension on and off site
- Public or private installation, extension, or capacity development for broadband internet
- Road, rail, public transportation access costs
- Site acquisition, grading, drainage, paving
- Workforce training initiatives that assist with targeted industries as identified by each region's GO Virginia – Economic Growth and Diversification Plan
- Cluster scale up activities
- Small business assistance (including incubator and accelerator projects)
- And others (non-exhaustive list)

This tool, in addition to the existing grant programs offered by VEDP and GO Virginia, serves to grow and diversify Virginia's economy and that of its regions.

### GO Virginia Region 2

In 2016, the Virginia Growth and Opportunity Board certified nine distinct regions across the Commonwealth. These regions consist of multiple local jurisdictions that are geographically similar and share similar economic development and workforce needs. The Regional Councils were developed by drawing from business leaders, economic development professionals, educators, and local government officials in each region.



The RVAR CEDS planning region falls entirely within

GO Virginia Region 2 which includes the cities of Covington, Lynchburg, Radford, Roanoke, and Salem; and the counties of Alleghany, Amherst, Appomattox, Bedford, Botetourt, Campbell, Craig, Floyd, Franklin, Giles, Montgomery, Pulaski, and Roanoke. Virginia Tech's Office of Economic Development serves as Region 2's administrative support organization.

The Region 2 Council has identified four specific strategies in its *Growth and Diversification Plan* to serve as a guide for projects seeking funding:

1. Promote innovation and technology for priority and high-potential industry clusters.
2. Grow, attract, and retain skilled talent at all levels.
3. Enhance access to capital and business mentorship and training.
4. Collaborate in development of sites and buildings.

Region 2's Priority Industry Clusters as identified in the 2019 Growth and Diversification plan are: Food and Beverage Processing, Emerging Technology and IT, Life Sciences and Healthcare, and Manufacturing.

## Section 5: Vision Goals, and Strategies

### Vision Statement

The Roanoke Valley-Alleghany Region strives to be a thriving and innovative community that celebrates its natural beauty, multiculturalism, and economic vitality. By fostering collaborative leadership and embracing sustainable growth, we aim to create a region where all residents and businesses can achieve their full potential. Through strategic investments in infrastructure, housing, economic & workforce development, and resilience, we will build a future-ready region that honors its heritage while leading in innovation, environmental stewardship, and social well-being.

### 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 and hence departing from the reliance on traditional industries which has made the region vulnerable to economic disruptions.
  - 1.1 Recruit businesses and industries in high-wage industry clusters. [localities, AHEDC, RRP, chambers]
  - 1.2 Promote small and entrepreneurial businesses. [localities, The Advancement Foundation, chambers, SBA, RBTC]
  - 1.3 Retain and expand existing businesses in the region. [localities, AHEDC, RRP, chambers]
  - 1.4 Attract emerging industries that focus on sectors such as clean energy, life sciences, and technology to diversify the economic base [localities, AHEDC, RRP, chambers, RBTC]
  - 1.5 Leverage use of various state/federal resources and programming by attracting private investment to economically distressed areas. [localities, GO Virginia (DHCD)]

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, local colleges, and universities]
  - 2.3 Promote career and technical education to address the growing needs of business. [local schools, community colleges, Virginia Career Works]
  - 2.4 Promote affordable lifelong education.
  - 2.5 Pursue the development of additional specialized training and educational programs as appropriate to further develop higher wage industry clusters. [business sector, local schools, community colleges, Virginia Career Works]
  - 2.6 Actively attract and retain young professionals to work in the region. [localities, RRP]
  - 2.7 Grow diversity of housing to meet needs of workforce, by developing affordable housing options near employment hubs to attract and retain workers [localities, DHCD, VH, USDA RD]
  - 2.8 Promote remote work opportunities by leveraging broadband expansion to attract remote workers and provide flexible employment options [localities, RVBA]
  
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 through deployment of local and regional broadband infrastructure to business and residential sectors and use of Federal and state funding sources such as VATI. [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, WVWA]
  - 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, Greenways]
  - 3.5 Creation of a regional funding stream to be used for economic development projects and matching funds for grants.
  - 3.6 Creation of revolving loan programs at both the local level and regional level to assist with business development and expansion. Programs should be responsive to the needs of targeted sectors as well as small businesses.
  
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, VVBR, 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, VVBR, VA DCR, Roanoke Outside, AHCOCT]
  - 5.3 Promote the region's arts and cultural amenities. [localities, VVBR, 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]
  - 5.5 Promote Explore Park as a destination in the region.
- 6. Seek to reuse existing underutilized commercial, institutional, and industrial properties and target them for redevelopment.
  - 6.1 Direct investment in unused or underused properties to help 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, Roanoke Redevelopment and Housing Authority]
  - 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, VHDA]
- 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, VHDA]
  - 7.2 Expand housing opportunities for all income levels. [localities, RRHA, TAP, DHCD, VHDA]
  - 7.3 Encourage the development of quality, affordable housing for workers entering the job market. [localities, RRHA, TAP, DHCD, VHDA]
  - 7.4 Encourage the development of housing for the elderly. [localities, RRHA, TAP, DHCD, VHDA]
  - 7.5 Encourage the development of market-rate housing. [localities, RRHA, TAP, DHCD, VHDA]
  - 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, VHDA]
  - 7.8 Implementation of recommendations in the Comprehensive Housing Analysis Alleghany Highlands Region, Countywide Market Analysis for-Sale and Rental Housing Botetourt County, and Roanoke Valley Regional Housing Study.
  - 7.9 Establish a revolving loan fund by pooling resources from local governments and private investors to fund affordable housing projects [localities, DHCD, Virginia Housing (VH), RVARC]
  - 7.10 Incentivize mixed income and adaptive reuse developments by offering tax abatements and grants to developers who include affordable units in new projects [localities, DHCD, VH, USDA]
8. Address resiliency through coordination of the Regional Pre-Disaster Hazard 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 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]
  - 8.3 Include a hazard mitigation stakeholder as a Technical Advisor on the CEDS strategy committee. [RVARC, VDEM]
  - 8.4 Conduct targeted outreach to hazard mitigation stakeholders to gather feedback on CEDS goals and strategies. [RVARC]
  - 8.5 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]
  - 8.6 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. [SBDC, VDEM, FEMA]
  - 8.7 Work with local emergency managers, VDEM, Chambers of Commerce, and Small Business Development Centers to offer hazard vulnerability audits to small businesses. [SBDC, VDEM, FEMA]
  - 8.8 Develop stormwater management systems, flood monitoring, and renewable energy projects [localities, DEQ, VDEM, public/private utility partners]
  - 8.9 Review and consider 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, RVTPO, 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 intermodal 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 Widen Route 220 from Eagle Rock to the Alleghany County line. [VDOT]
- 9.6 Completion of the Roanoke Valley Greenway network. [Greenway Commission, RVTPO, DCR, VDOT]
- 9.7 Streetscape, pedestrian and traffic flow improvements in Business Districts and Urban Development Areas. [localities, VDOT, RVTPO]
- 9.8 Construct I-73 from I-81 to the North Carolina Stateline. [VDOT]
- 9.9 Develop commuter transit service along the Route 220 Corridor between Clifton Forge and Roanoke. [localities, VDRPT]
- 9.10 Explore lower cost projects to improve Route 220 from I-81 to the North Carolina state line. [localities, VDOT, RVTPO]
- 9.11 Explore Route 460 east and west of Roanoke City into Roanoke County and its intersection with Route 220 [localities, VDOT, RVTPO]
- 9.12 Develop Amtrak Connector (bus/shuttle) from Roanoke to Clifton Forge Amtrak station [localities, VDRPT]
- 9.13 Continue supporting projects to focus on widening I-81, improving U.S. 220, and expanding multimodal transportation options [RVTPO, RVARC, localities]
- 9.14 Enhance public transit connectivity between urban and rural areas [RVTPO, RVARC, VDRPT, localities]
- 9.15 Invest in active transportation infrastructure to promote sustainability and recreation through the expansion of greenways and bike lanes [localities, VDOT, Greenway Commission]

## Section 6: Action Plan and Performance Measures

### Action Plan

The 2020 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.

### Performance Measures

The Roanoke Valley-Alleghany Regional CEDS 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. 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 regulations 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 recommends 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 recommends 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.

### **Additional Metrics**

On an as available and obtainable basis, the following metrics will be monitored and recorded by RVARC staff. This data will accompany the annual reports to the RVARC Board and the EDA.

#### **Workforce Development and Retention**

1. Increase in the percentage of workers employed in high-demand sectors (e.g., healthcare, technology, advanced manufacturing).
2. Number of individuals completing career and technical education (CTE) and are placed.
3. Reduction in workforce shortages in priority industries.
4. Retention rates of young professionals (ages 20–40) in the region.

#### **Housing Affordability and Availability**

1. Increase in the number of affordable and workforce housing units constructed or rehabilitated.
2. Percentage of households classified as cost-burdened (spending more than 30% of income on housing).

**Broadband Expansion**

1. Percentage of households with access to high-speed internet in rural and underserved areas.
2. Number of new broadband infrastructure projects completed.
3. Increase in telecommuting jobs enabled by improved broadband access.

**Economic Diversification**

1. Growth in employment in emerging industries (e.g., clean energy, life sciences, technology).
2. Number of new businesses launched in distressed areas.
3. Total funding secured for regional innovation hubs or startup accelerators.
4. Increase in the number of patents or intellectual property filings generated by local institutions or businesses.

**Resilience and Sustainability**

1. Reduction in flood-prone areas due to green infrastructure and stormwater management projects.
2. Reduction in carbon emissions.
3. Annual regional air quality and/or attainment levels.
4. Completion of regional emergency preparedness drills or updates to hazard mitigation plans.

**Transportation and Connectivity**

1. Miles of new or improved greenways, bike lanes, and public transit routes.
2. Reduction in average commute times for residents.
3. Number of state/federal funded transportation projects completed.
4. Increase in regional transit ridership and accessibility improvements.

## Section 7: Annual Project Package

Development of the 2025 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. Localities and other stakeholders were also asked to update and or revise projects that were already on the list.

The Priority Project List is composed of projects that are of a short timeframe (5 years or less), 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 Vision Project List. The Vision List is comprised of 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. Projects on the Vision List are expected to be underway within 5-10 years.

From the Priority List of Projects list, a set of priority project categories arose. These project categories are characteristic of the regional priority projects. The CEDS Update Subcommittee recommended 10 such priority project categories.

Table 21: Priority Project Categories

1. Develop regional broadband infrastructure and increased connectivity.
2. Encourage and develop advanced manufacturing facilities
3. Focus for workforce development programs to meet needs in target industry sectors.
4. Focus on transportation infrastructure: Roanoke-Blacksburg Regional Airport, Amtrak, highways, and commuting
5. Continue success in outdoor tourism with regional and local greenway systems, Explore Park
6. Support and encourage industrial site development and upgrades.
7. Develop a wider range of homeownership and rental housing opportunities.
8. Promote and encourage attraction of biotech and life sciences clusters
9. Support local agriculture, growers, and producers.
10. Perform a gap analysis to develop regional quality of life amenities.

2025 Priority Project List by Locality/Organization

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
Alleghany County										
3.1, 4.1	Commerce Center Site Preparation and Marketing	VEDP Localities	\$6,100,000	Covington-Alleghany IDA	Alleghany County City of CovingtonAHEDC	2022-2025	Underway	Site Acquired	Yes	Unknown
1.5, 4.1, 6.1 6.2, 7.5, 7.7	Opportunity Zone Development and Marketing	EDA USDA VDOT CDBG	Unknown	Alleghany County City of Covington	Covington-Alleghany County IDA	Ongoing	OZ Prospectus Complete, Marketing Undeaway	Yes	Yes	Unknown
1.5 4.1, 6.1, 6.2, 6.5, 7.7	Implementation of the Alleghany County – City of Covington Revenue Sharing Agreement for development and marketing of commercial and industrial sites.	EDA USDA VDOT CDBG	Unknown	Alleghany County City of Covington	Covington-Alleghany County IDA	Ongoing	Agreement adopted, Marketing and Development efforts undeaway	Partial	Yes	Unknown
6.1, 6.2, 6.5, 7.7	Redevelop/Repurpose Boiling Spring School Site	VA Housing USDA Private Sector Alleghany County	Unknown	Alleghany County	Covington-Alleghany County IDA	Unknown	Early Planning	Yes	Yes	Unknown
3.2, 3.3	Phone and internet service in Crowes	VATI SectorPrivate	Unknown	Alleghany County	Private Sector	Unknown	Planning Underway VATI grant application submitted	NA	Yes	Unknown
1.5 3.1, 4.1, 7.2, 7.3, 7.4, 7.5	Alleghany Innovation Park Mixed Use (residential/commercial)	ARC CDBG Private Sector VA Housing	Unknown	Alleghany County	VA Housing of Covington Covington-Alleghany County IDA	2022-2027	Early Planning	Yes	Yes	Unknown
7.2, 7.3, 7.4, 7.5	Housing Study Implementation	ARC CDBG Private Sector VA Housing	TBD	Alleghany County	Private Sector VA Housing	2020-2024	Projects Underway	No	Yes	Unknown
7.2, 7.3, 7.4, 7.5	Housing Study Update	VA Housing	\$75,000	Alleghany County	Private Sector VA Housing of Covington Clifton ForgeCity Town of	2022-2027	Early Planning	NA	No	Unknown
1.5 1.1, 1.3, 3.3	Natural Gas Service extension to Low Moor and the Commerce Center	ARC EDA Localities	\$26,000,000	Covington-Alleghany County IDA	Alleghany County VEDP Columbia Gas City of Covington	Unknown	Early Planning	No	Yes	Unknown
1.2, 3.4, 5.1, 5.2,	ATV Off-Road Trail Park	ARC EDA VA DCR SectorPrivate	Unknown	Alleghany County	VA DCR US Forest Service Private Sector	Unknown	Early Planning	No	No	Unknown
Botetourt County										
1.5, 2.8, 3.2, 3.3	Botetourt Broadband Projects	USDA-RUS EDA VA DHCD Private Sector Botetourt County	\$37,500,000	Botetourt County	LUMOS Craig-Botetourt Elec. Coop. Private Sector	2019-2024	Interactive Broadband Strategies Plan complete	Partial	Yes	NA

2025 Priority Project List by Locality/Organization

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
1.1, 3.1, 3.3	Gateway Center/Exit 150 Site Marketing and Development	EDA Botetourt County	TBD	Botetourt County	DHCD, private sector, VHA	2022-2027	Underway	NA	Yes	NA
1.1, 1.3, 3.1, 3.2, 3.3, 4.1	Botetourt Center at Greenfield Buildout of Remaining Sites	EDA Botetourt County	\$25,000,000	Botetourt County	Roanoke Regional Partnership RVARC VEDP	2022-2027	Early Planning	Yes	Yes	Unknown
1.1, 1.2, 2.5, 2.6, 3.1, 3.6,	Small Business Development/ Technology Accelerator Programming	EDA Botetourt County	TBD	Botetourt County	RBTC/ RAMP VIPC SBDC Virginia Tech	2022-2027	Preliminary Concept Pending	NA	Yes	Unknown
7.2, 7.3, 7.4, 7.5	Housing Study Implementation	ARC CDBG Private Sector VHDA	TBD	Botetourt County	DHCD Sector VA Housing	2022-2027	Preliminary Concept Defined	No	Yes	Unknown
3.1, 3.3, 6.2	Greenfield "Lot C" Development	VDOT EDA HUD (CDBG) Botetourt County	\$15,000,000	Botetourt County	Roanoke Regional Partnership RVARC VEDP	2022-2027	Preliminary Concept Defined	Yes	No	Unknown
3.1, 3.3, 6.2	Utility Extension at Exit 156	EDA USDA Botetourt County	TBD	Botetourt County	Western VA Water Auth	2022-2027	Early Planning	Yes	No	Unknown
3.1, 3.3, 6.2	Utility Extension at Exit 162	EDA USDA Botetourt County	TBD	Botetourt County	Town of Buchanan Western VA Water Auth	2022-2027	Early Planning	Yes	No	Unknown
1.1, 1.2, 3.1	Agriculture Study Implementation	VA Dept of Agricultue AFID Botetourt County	TBD	Botetourt County	County farmers Bureau VCES VA Dept. of Agriculture	Ongoing	Underway	NA	Yes	NA
3.3	Rte. 220 Safety Improvement Project	NH, STP	\$78,652,000	VDOT		2022-2027	Underway	NA	Yes	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	Engineering Complete	ROW needed	Yes	Unknown
3.1, 3.3, 6.2	Virginia Forge Site Preparation	EDA, EPA, VBAF	TBD	Botetourt County	Town of Buchanan	2022-2027	Early Planning	No	Yes, comp plan	Unknown
3.1, 3.3, 6.2	Glow-A-Rama Site Redevelopment	EDA EPA, TBA, Private Sector	TBD	Town of Buchanan	Botetourt County	2022-2027	TBA awarded	No	Yes	Unknown



2025 Priority Project List by Locality/Organization

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
3.1, 3.3, 6.2	Buchanan High School Redevelopment	EDA EPA Private Sector, TBA	TBD	Town of Buchanan	Botetourt County	2022-2027	Targeted Brownfield Assistance Awarded	No	Yes	Unknown
1.2, 1.3, 3.5, 6.2, 6.3, 9.9	Buchanan Master Planning and Revitalization	EDA, EPA, CDBG, VHDA, DCR	TBD	Town of Buchanan	Botetourt County	2022-2028	DCR Planning Grant App submitted	Portions	Yes, comp plan	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	2017-2023	Design Underway	Partial	Yes	Unknown
2, 2.1, 2.4, 2.6, 3, 3.4, 5, 5.3, 6, 6.1	Buchanan Library Renovation	DHCD Botetourt County	\$3,042,090	Botetourt County	Town of Buchanan	2024-2029	Design Complete	Yes	No	1 - 2
Town of Clifton Forge										
2.7 3.4, 6.1, 6.5, 7.2, 7.3, 7.4, 7.5, 7.7	Clifton Forge High School Redevelopment (46 housing units)	VA Housing Historic Tax Credits Private Sector	\$12,000,000	Town of Clifton Forge	Private Sector	2021-2024	Negotiations Underway	Yes	Yes	Unknown
3.4, 9.4	New Clifton Forge Amtrak Station	DRPT Private	\$300,000	Town of Clifton Forge	C&O Historical Society CSX Amtrak	2021-2024	Planning Underway	Site Identified	No	Unknown
1.5 1.2, 1.3, 3.5, 6.2, 6.3, 9.9	Clifton Forge Downtown Revitalization	CDBG Private	\$3,200,000	Town of Clifton Forge AHEDC	CRHA Localities Private Sector RVARC	2021-2025	Plan Complete	No Site ID	Yes	Unknown
2.7 6.3, 6.5, 7.2, 7.3, 7.4, 7.5, 7.7, 7.8	Upper Story Housing	VA Housing Historic Tax Credits Private Sector	TBD	Town of Clifton Forge	Private Sector	2022-2027	Early Planning	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		2021-2025	Plans complete, grant application development	VDOT RoW	Yes	Unknown
3.4, 5.2, 5.3	Alleghany Highlands Wayfinding Phase 3	Localities Private Sector	TBD	Alleghany Highlands Chamber of Commerce and Tourism		2022-2023	Updating Plan	Partial	Yes	Unknown
1.5 6.3, 7.1, 7.2, 7.3, 7.4, 7.8	Eastern Gateway Renewal	VA DHCD Housing The Alleghany Foundation Private Sector	TBD	Town of Clifton Forge	Private Sector	2023-2024	Early Planning	No	No	Unknown
3.4, 5.1, 5.2	All-Abilities Playground	VA DCR Virginia Outdoors Fund The Alleghany Foundation	\$2,500,000	Town of Clifton Forge		2023-2026	Site Design	Yes	No	Unknown

2025 Priority Project List by Locality/Organization

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
City of Covington										
1.5 1.2, 1.3, 3.5, 6.2, 6.3, 9.9	Covington Downtown Revitalization	CDBG Localities Private	TBD	City of Covington	AHCC&T Localities Private Sector	2020-2025	Plan Complete, CDBG funding applicaton Fall 22	Partial	Yes	Unknown
1.5 6.2, 6.5, 7.7, 7.8	410 Main Project	CDBG EDA Localities Private	TBD	City of Covington	City of Covington AHEDC Covington-Alleghany IDA	2021-2026	Site purchased by developer	Yes	Yes	Unknown
1.5 6.2, 6.5, 7.7, 7.8	Downtown Restaurant/Brewery	CDBG EDA Localities Private	TBD	City of Covington	City of Covington AHEDC Covington-Alleghany IDA	2022-2026	Planning	No	Yes	Unknown
1.5, 2.7 6.1, 6.2, 6.3, 7.2, 7.3, 7.4, 7.5, 7.8	Rivermont School Apartments	VHDA Private Sector	\$12,100,000	City of Covington	AHEDC Localities Private Sector	2022-2026	Construction underway	Yes	Yes	Unknown
3.3, 3.4, 6.1, 6.2, 7.1, 7.2, 7.3, 9.9	Implementation of Alleghany Avenue Road Safety Audit Project Recommendations	VDOT	TBD	City of Covington		2022-2027	Plan Complete, Phase 1 sidewalks under construction	Partial		Unknown
1.5 3.4, 5.2, 5.3	Alleghany Highlands Wayfinding Phase 3	Localities Private Sector	TBD	Alleghany Highlands Chamber of Commerce and Tourism		2022-2027	Plan Complete	Partial	Yes	Unknown
1.5 3.1, 6.1, 6.2, 6.5	Redevelopment of former Edgemont Elementary School / Drone Zone Site	EDA Private Sector	TBD	City of Covington	Covington-Alleghany IDA Private Sector	2022-2027	Early Planning	Yes	Yes	Unknown
3.1, 6.1, 6.2, 6.5	Mid-Town Mall site redevelopment	CDBG	TBD	City of Covington		2022-2027	Concept Design Complete	Yes	Yes	Unknown
3.1, 4.1, 6.1, 6.2, 6.5	Rail Over River site improvements	EDA	TBD	City of Covington	Covington-Alleghany IDA Private Sector	2022-2027	Environmental Review complete Marketing Underway	Private Ownership	Yes	Unknown
9.1, 9.9	SMARTSCALE Madison and Rt 220	VDOT	\$1,800,000	City of Covington		2022-2027	Funding application submitted 2022	Yes	Yes	Unknown
5.1, 5.2, 9.9	SMARTSCALE Jackson River Scenic Trail Extension	VDOT	\$2,000,000	City of Covington		2022-2027	Funding application submitted 2022	Yes	Yes	Unknown
1.2, 1.3, 5.1, 5.2, 5.3, 9.9	Bicycle connections from Downtown Covington to local parks and trails	VA DCR VDOT	TBD	City of Covington		2021-2025	Early Planning	Partial	Yes	Unknown

2025 Priority Project List by Locality/Organization

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
Craig County										
1.5, 2.1, 2.2 2.8, 3.2	Countywide WIFI Internet Service	ARC VATI USDA Private Sector	\$750,000	Craig County		2022-2027	VATI grants submitted	Partial	Yes	Unknown
1.2, 1.3, 1.5, 3.4, 5.1, 5.3	Farmers Market	ARC VA AFID USDA Private Sector	\$250,000	Craig County		2022-2025	Site constructed, still need restrooms and storage buildings	Yes	No	Unknown
1.2, 1.3, 1.5, 3.4, 5.1, 5.3	Meat Processing Facility	ARC EDA VA AFID USDA Private Sector	\$1,500,000	Craig County		2022-2025	Early Planning	No	No	Unknown
City of Roanoke										
1.1, 1.2, 1.3, 1.4, 1.5, 3.1, 3.2, 3.3	Roanoke Innovation Corridor and Biotech Lab Project	Private Sector, EDA	TBD	City of Roanoke	Virginia Tech, Carilion, City of Roanoke, Virginia Western Community College, Roanoke Blacksburg Technology Council	2023-2028	Master Plan Underway	Partial	No	Unknown
1.5 1.2, 1.3, 5.1, 5.2, 5.3, 9.8	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	2023-2028	Phase 2A construction completed	ROW needed	Yes	Unknown
3.3, 9.2	I-581 Interchange @ Valley View Boulevard Extension:Access to Future Evans Spring Development	EDA VDOT	\$75,000,000	City of Roanoke	VDOT	Unknown	No Activity	ROW needed	Yes	750 - 1,500
3.3	Orange Ave Corridor (I-581-11th St.) - Capacity Preservation/Safety Enhancing - UPC 124134	STBG, SMART SCALE	\$63,000,000	City of Roanoke	VDOT	FY 2028	SMART SCALE Application FY24	ROW needed	Yes	unknown
3.3	Orange Ave Improvements (SMART20)	VDOT Urban Funds, SMART SCALE	\$2,819,000	City of Roanoke	VDOT	2020-2025	Preliminary Engineering		Yes	
1.2, 3.5	Revolving Loan Fund	EDA, DCR, Local	\$1,000,000	City of Roanoke		2025	Application Development	NA	No	Unknown
3.3	Route 460 (Orange Ave.) Improvements King Street/Seibel Dr./Hickory Woods/Blue Hills	SMART SCALE/STBG	\$13,900,000	City of Roanoke	VDOT	Unknown	Preliminary Engineering, FY23		Yes	Unknown

2025 Priority Project List by Locality/Organization

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, 9.2, 9.9	Rt 220 Interchange(s) improvements for improved access to Carilion Medical Campus, Fralin Biomedical Research Institute, and Virginia Tech Carilion School of Medicine	SMART SCALE	\$120,000,000	City of Roanoke	VDOT Carilion	Unknown	SMART SCALE Pre-application FY24 and possible FY26 application		Yes	Unknown
2.7, 3.1, 3.3 6.1, 6.3, 6.4, 6.5, 7.3	Riverdale Southeast	EDA	\$60,000,000	City of Roanoke	City of Roanoke, City of Roanoke EDA, Private Sector	Unknown	Preliminary Planning		No	Yes
3.3, 9.9	Williamson Road Corridor - Safety Improvements	SMART SCALE	TBD	City of Roanoke	VDOT	Unknown	SMART SCALE Application FY26		Yes	Unknown
5.1, 5.2, 9.9	Jefferson Street Safety Improvements	SMART SCALE		City of Roanoke	VDOT	Unknown	TBD		Yes	Unknown
5.1, 5.2, 9.8	Wiley Drive over Roanoke River near Franklin Road Bridge Replacement	SMART SCALE	\$4,000,000	City of Roanoke	VDOT	2024-2027	Design to begin Spring 2025		Yes	Unknown
3.3, 5.1, 9.9	Cove Road Streetscape	SMART SCALE	\$20,000,000	City of Roanoke	VDOT	Unknown	Preliminary Planning		Yes	Unknown
6.1, 6.2, 6.5, 9.1, 9.2, 9.4, 9.9, 9.11, 9.14	Transit Oriented Development of 1/2 mile Radius Surrounding Amtrak Station	US DOT, EDA, Private Sector Investors	TBD	City of Roanoke	VPRA, Amtrak, RVARC, other regional localities	2025-2030	Conceptual Planning			Unknown
3.4, 5.1,	In River Park	City of Roanoke	\$9,126,184	City of Roanoke	Roanoke Outside Foundtion	Unknown	Design complete, construction begins Summer 2025	Yes	Yes	Unknown
Regional Projects										
3.3, 9.5, 9.7	I-81 Corridor Improvement Plan Implementation	I-81 Corridor Improvement Plan	\$1,500,000,000	VDOT	VDOT, CTB	2023-2035	Various stages	Some ROW Needed	Yes	Unknown
3.3, 9.4	Roanoke-Blacksburg Regional Airport Runway Extension	DOAV – Virginia Department of Aviation City of Roanoke Smart Scale, EDA	TBD	Roanoke Airport Commission	DOAV RVTPO City of Roanoke	Unknown	Conceptual Planning	Yes	Yes	Unknown
3.3, 9.10	U.S. 220 Corridor Improvements from Roanoke to the NC Line	SMART SCALE, HSIP	TBD	VDOT		Unknown	Various stages	Yes	Yes	Unknown
3.3, 9.4	Realignment of Aviation Dirve Intersection	DOAV – Virginia Department of Aviation City of Roanoke Smart Scale	\$20, 215,000	Roanoke Airport Commission	DOAV RVTPO City of Roanoke	Unknown	Master Planning	Partial	Yes	Unknown

2025 Priority Project List by Locality/Organization

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
Roanoke County										
1.1, 3.1, 3.3	Site grading at Center for Research and Technology	US Economic Development Administration Private Sector Investors Roanoke County	\$6,000,000	Roanoke County				Yes		TBD
2.1, 2.2, 2.3, 2.5, 4.3,	Roanoke County Career and Technology Center	US Economic Development Administration, GO VA, Private Sector Investors	\$80,000,000	Roanoke County	Localities, RVARC, Private Sector		Initial study completed	Yes	Yes	TBD
1.2, 1.3, 2.5, 3.1	Co-Working Accelerator Space	US Economic Development Administration; Local Government	Unknown	Roanoke County		Starts in 2025	Early Planning; needs space utilization study	No	No	Unknown
3.2, 3.3	Broadband Availability Study Rollout	Roanoke County, Private Sector	\$3,020,335	Roanoke County	Cox Communications, Shentel/Glo Fiber, B2X, Comcast	Starts in 2020	Needs survey complete, 3 VATI projects are underway	NA	No	Unknown
1, 3, 4, 5, 6	Explore Park Infrastructure Improvements Phase 2	US Economic Development Administration DCR Roanoke County	\$4,500,000	Roanoke County	NPS, VDOT, Private Sector	2023-2028	Master Plan complete	Yes	Yes	TBD
5.1, 5.5, 9.2	Blue Ridge Parkway at Hardy Road Interchange for Explore Park access	Federal Sources, VDOT, Localities	Unknown	Roanoke County	National Park Service/Blue Ridge Parkway; VDOT; Roanoke County; Bedford County	Unknown	Concepts created	No	Yes	Unknown
9.2	Interstate 581/Peters Creek Road Interchange Improvements/Valleypointe Parkway Intersection Improvements	SMART SCALE; STBG	\$31,000,000	Roanoke County	VDOT, City of Roanoke	Ramp Project: 2025	Ramp Project in design	Some ROW Needed	No	Unknown
9.9	U.S. 220 Safety and Congestion Improvements (Route 419 to Franklin County)	VDOT	\$10,000,000	VDOT	Roanoke County, City of Roanoke	2024	Construction 2025	Some ROW Needed	Yes	Unknown
5.1, 5.2, 5.3, 9.8	Roanoke River Greeway Completion (Green Hill Park to Rutrough Point)	SMART SCALE, Open Container, TA Set-Aside, RSTP	\$50,000,000	Roanoke County	City of Salem, National Park Service, FERC, VDOT, Roanoke Valley Resource Authority, Roanoke Valley Greenway Commission	Underway on one segment; four more segments should start construction in 2023	Various stages	Easements needed in some locations	Yes	Unknown

2025 Priority Project List by Locality/Organization

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, 9.8	Glade Creek Greenway Completion (Roanoke County)	SMART SCALE, STBG, Transportation Alternatives	\$2,000,000	Roanoke County	Town of Vinton, City of Roanoke, VDOT, Roanoke Valley Greenway Commission	Phase 4 Construction 2026	Phase 4 Project Underway	Yes	Yes	Unknown
9.2, 9.9	Route 419/Electric Road Safety Improvements, City of Salem to Route 221/Brambleton Avenue	SMART SCALE, STBG, Transportation Alternatives, HSIP	\$11,000,000	Roanoke County	VDOT, Roanoke County, City of Roanoke, City of Salem	2027	Design Underway	Easements needed in some locations	Yes	Unknown
9.13	U.S. Route 11/460 at Dow Hollow Road Safety Improvements	SMART SCALE, STBG, HSIP	\$57,000,000	Roanoke County	VDOT, Roanoke County	Unknown	Proposed SMART SCALE Round 6 Project	Easements needed in some locations	Yes	Unknown
5.1, 5.2, 9.1	McAfee Knob Trailhead Parking Lot Improvements and Shuttle	DRPT, SMART SCALE, STBG, FLAP	\$5,000,000	Roanoke County, NPS	Appalachian Trail Conservancy National Park Service RATC VDOT	Unknown	Conceptual Planning	Yes	Yes	Unknown
9.9	Plantation Road from Hollins Road to Hershberger Road Multimodal Safety Improvements	SMART SCALE, STBG, HSIP, TA	\$8,000,000	Roanoke County	Roanoke County, VDOT	Unknown	Conceptual Planning	Easements needed in some locations	No	Unknown
9.9	Peters Creek Road/Williamson Road Multimodal Safety Improvements Study implementation	SMART SCALE, STBG, HSIP, TA	\$227,000,000	Roanoke County	Roanoke County, VDOT	Unknown	Proposed SMART SCALE Round 6 Projects	Some ROW Needed	Yes	Unknown
9.1, 9.8, 9.9	Route 419 Multimodal Improvements and Safety Study (Starkey Road to Springwood Park Drive)	SMART SCALE, STBG, TA Set-Aside	\$200,000	VDOT, Roanoke County	Roanoke County, VDOT	Unknown	Study Beginning	N/A		Yes
	Roanoke County 200 Plan Implementation		Unknown	Roanoke County	Roanoke County, VDOT	Unknown	Determining projects to implement	Unknown	No	Unknown
Roanoke Valley-Alleghany Regional Commission										
3.4	Electric Vehicle Charging Station Infrastructure Plan	VDOT, OIPI, Local, Private Sector	\$100,000	RVARC	VDRPT, VDOT, OIPI, Private Sector	2024-2025	Early Planning, grant application submitted	NA	No	Unknown
3.3, 5.4, 8.8	Roanoke Valley Stormwater Improvements	FEMA, DCR, Localities	TBD	Roanoke County, City of Roanoke, City of Salem, Town of Vinton	Roanoke County, City of Roanoke, City of Salem, Town of Vinton	Unknown	Study Complete (1997)	Sites Identified	Yes	Unknown
7.8	Roanoke Valley Regional Housing Study Implementation	Private Sector Virginia Housing USDA VA DHCD Localities	TBD	RVARC	Localities Private Sector	2021-2026	Virginia Housing projects underway (\$2 Million)	NA	No	Unknown
1.2, 1.3, 3.1,	Regional Local Foods Plan Implementation	VDACS USDA Localities Private Sector	TBD	RVARC	LEAP Roanoke Foodshed Network	2020-2025	Underway	NA	Yes	Unknown



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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
9.1	Rt 220 Transit Service (Clifton Forge/City of Roanoke connection)	VDRPT Localities Private Sector	TBD	RVARC	VDRPT Clifton Forge Private SectorRADAR	Unknown	Rural Transit Demand Study complete	NA	No	Unknown
9.1, 9.11	Amtrak/Commuter Connector (bus/shuttle from Roanoke to Clifton Forge Amtrak station)	VDRPT Localities Private Sector	TBD	RVARC	VDRPT Clifton Forge Private SectorRADAR	Unknown		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	2022-2027	Marketing Underway Additional access points needed	Partial	Yes	Unknown
1.2, 3.6, 7.9	RVARC Revolving Loan Fund	EDA Local	\$1,000,000	RVARC	RRP Localities Chambers of Commerce	Unknown		NA	No	Unknown
3.1, 9.2, 9.3, 9.4, 9.9	Update Transporation and Economic Development Study (TED Study)	EDA Local VDOT-PL	\$10,000	RVARC	RVTPO	2024-2025		NA	Yes	Unknown
3.4, 5.1	Roanoke Valley Greenway Network Economic Impact Study	EDA Local	\$75,000	Roanoke Valley Greenway Commission		2024-2025		NA	Yes	NA
8.1, 8.4, 8.6, 8.11	Regional Hazard Mitigation Plan Implementation	FEMA Private Sector Localities	Unknown	RVARC	Localities VDEM	2019-2024	Plan complete Update in 2024	NA	Yes	NA
City of Salem										
3.4	Electric Vehicle Charging Station Infrastructure Plan	VDOT, DHCD, US EDA, Local, Private Sector	Unknown	City of Salem	VDOT, Private Sector	Unknown	Early Planning	No	City's Comprehensive Plan	N/A
9.4	Salem Train Station Revitalization and Amtrak Stop	VDRPT, DHCD, DHR, US EDA, VTC Local Private Sector	Unknown	City of Salem	TBD	Unknown	Early Planning	Yes	City's Econ. Dev & Comprehensive Plans	Unknown
1.1, 1.3,	Entrepreneurial Ecosystem Gap Analysis	US EDA, DHCD, VIPC, local	\$20,000	City of Salem	Roanoke College, Verge, Advancement Foundation, VPIC, SBDC	2024	Early Planning	N/A	City's Econ. Dev Plan	N/A
3.1	Creation of Co-working space and incubator	US EDA, DHCD, VIPC, local, Private Sector	Unknown	City of Salem	Roanoke College, Verge, Advancement Foundation, VPIC, SBDC, Private Sector	2026	Early Planning	Yes	City's Econ. Dev & Comprehensive Plans	Unknown
3.4, 5.2, 6.1	Mowles Spring Park - Master Planning & Development Commerce & Recreation Park	US EDA, DHCD, DCR, VTC, VDOT, City of Salem, Private Sector	\$1,000,000	City of Salem	RRP, Private Sector, DCR	2026-2028	Preliminary Engineering	Yes	City's Econ. Dev & Comprehensive Plans	50+

2025 Priority Project List by Locality/Organization

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
	1900 Mill Lane Commerce Master Planning & Pad Site Development	US EDA, VDOT, City of Salem, Private Sector	\$1,500,000	City of Salem	RRP, Private Sector	2027	Preliminary Engineering	Yes	City's Econ. Dev & Comprehensive Plans	Unknown
	Entrepreneurial & Small Business Revolving Loan Fund	US EDA, SBDC, VIPC, City of Salem, Private Sector	\$1,000,000	City of Salem	Private Sector	2026	Early Planning	N/A	City's Econ. Dev Plan	Unknown
	Tourism Plan	US EDA, VTC, VBR	\$25,000	City of Salem	VTC, VBR, Private Sector	2024	Early Planning	N/A	City's Econ. Dev Plan	N/A
	Event and Accomodation Space - Feasibility Study	US EDA, VTC, VBR	\$150,000	City of Salem	VTC, VBR, Private Sector	2025	Early Planning	N/A	City's Econ. Dev & Comprehensive Plans	N/A
	Quality of Life / Public & Private Facility Gap Analysis	US EDA, VTC, VBR	\$25,000	City of Salem	VTC, VBR, RRP, Chambers, Private Sector	2025	Early Planning	N/A	City's Econ. Dev & Comprehensive Plans	N/A
All Goals	Implementation of Salem Economic Development Strategic Plan	EDA, VEDP, DHCD, DHR, VTC, VDOT, VDRPT, VIPC, Local, Private Sector	Unknown	City of Salem	Numerous public & private partners	Ongoing	Ongoing	N/A	City's Econ. Dev Plan	Unknown
3.4, 5.2, 6.2, 9.9	Downtown Revitalization: E Main St from Thompson Memorial Dr to Market St. - Phase 4	City of Salem, CDBG, VDOT, RVTPO	\$4,000,000	City of Salem	VDOT, VDHCD, HUD	2024	Under Construtcion	Yes	City's Comprehensive P & Downtown Plan	N/A
3.4, 5.2, 6.2, 9.9	Downtown Revitalization: E Main St from Market St to White Oak Alley - Phase 5	City of Salem, CDBG, VDOT, RVTPO	\$2,300,000	City of Salem	VDOT, VDHCD, HUD	2026	Engineering	Yes	City's Comprehensive P & Downtown Plan	N/A
3.4, 5.2, 6.2, 9.9	Downtown Revitalization: South College Ave from E Calhoun St to Roanoke Blvd. - Phase 6	City of Salem, CDBG, VDOT, RVTPO	\$3,200,000	City of Salem	VDOT, VDHCD, HUD	2027-2028	Engineering	Yes	City's Comprehensive P & Downtown Plan	N/A
3.4, 5.2, 6.2, 9.9	Downtown Revitalization: Roanoke Boulevard from S Market St to College Ave. & S Market St from E Main St to Roanoke Blvd - Phase 7	City of Salem, CDBG, VDOT, RVTPO	\$2,900,000	City of Salem	VDOT, VDHCD, HUD	TBD	Planning	Yes	City's Comprehensive P & Downtown Plan	N/A
3.4, 5.2, 9.8	Mason Creek Greenway Phase 3 – 419 Multimodal Improvements	City of Salem, VDOT, RVTPO	\$3,100,000	City of Salem	Greenway Commission, VDOT	2026	Engineering	Yes	City's Comprehensive P & Downtown Plan, VDOT, Greenway Commission, City of Salem	N/A
3.4, 5.2, 9.8	Roanoke River Greenway from Rotary Park to Cook Dr.	City of Salem, VDOT, RVTPO	\$5,400,000	VDOT	Greenway Commission, VDOT	2025	Engineering	Yes	City's Comprehensive P & Downtown Plan, VDOT, Greenway Commission, City of Salem	N/A

2025 Priority Project List by Locality/Organization

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
3.4, 5.2, 9.8	Elizabeth Campus Greenway	City of Salem, VDOT, RVTPO	\$1,800,000	City of Salem	Greenway Commission, VDOT	2024	Plan Review	Yes	RVARPC, Greenway Commission, City of Salem	N/A
3.4, 5.2, 9.8	Mason Creek Greenway from Roanoke Blvd to Cook Dr	City of Salem, VDOT, RVTPO	Unknown	City of Salem	Greenway Commission, VDOT	Unknown	Early Planning	Yes	VDOT, Greenway Commission, City of Salem	N/A
Town of Vinton										
5.1, 5.2, 5.3, 9.1, 9.8, 9.9	Walnut Ave Corridor Improvement Project (5th to Roanoke City Limits)	Vinton, VDOT, RVTPO	\$2,068,142	Town of Vinton	VDOT, Private Sector, Norfolk Southern, RVTPO	2022/23	Project Completed	Yes	Yes	Unknown
5.1, 5.2, 5.3, 9.1, 9.8, 9.9	Walnut Ave Corridor Improvement Project (1st St to 5th)	Vinton, VDOT, RVTPO	\$7,399,781	Town of Vinton	VDOT, Norfolk Southern, Private Sector, RVTPO	2026-27	Engineering	Yes	Yes	Unknown
5.1, 5.2, 5.3, 9.1, 9.8, 9.9	Walnut Ave & Lee Ave Corridor Improvement Project (W. Lee to 1st St)	Vinton, VDOT, RVTPO,	\$880,267	Town of Vinton	VDOT, Private Sector, RVTPO	2023	Project Completed	Yes	Yes	Unknown
5.1, 5.2, 5.3, 9.8, 9.9	Hardy Rd Midblock Pedestrian Crosswalk	Vinton, RVTPO, HSIP	\$497,911	Town of Vinton	VDOT, TOV, RVTPO	2023-24	Project Completed	Yes	Yes	NA
3.4, 5.1, 5.2, 5.3, 9.8, 9.8	Glade Creek Greenway - Phase 2B	Vinton, VDOT, Pathfinders for Greenways	\$536,280	Town of Vinton	Roanoke Valley Greenway Commission, VDOT Salem District, Pathfindes for Greenways, Norfolk Southern	2024	Project Completed	Yes	Yes	NA
3.4, 5.1, 5.2, 5.3, 9.8, 9.9	Glade Creek Greenway - Phase 3	Vinton, RVTPO, VDOT, Roanoke County,	\$275,000	Town of Vinton	County of Roanoke, Roanoke Valley Greenway Comm, VDOT, Private Sector	N/A - PE Starting in 2025	STBG for engineering study approved. Grant administration to be completed by RVARC	Yes	Yes	Unknown
3.4, 5.1, 5.2, 5.3, 9.8, 9.9	Gus Nicks Blvd Midblock Crossing	Vinton, RVTPO, Pathfinders for Greenways, VDOT, Roanoke County, Roanoke City	\$403,912	Town of Vinton	County of Roanoke, Roanoke City, Roanoke Valley Greenway Comm, VDOT, Private Sector	2023-24	Project Completed	Yes	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	\$6,000,000	Town of Vinton	RVARC, Private Sector, DHCD, DHR, VDEP, DEQ	Ongoing	Funding secured, construction underway	Yes	Yes	30+

2025 Priority Project List by Locality/Organization

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
6.1, 6.3, 6.4, 6.5, 7.5, 7.7	Vinton/East RoCo Hotel Development	Vinton, Private Sector	\$13,000,000	Town of Vinton	RVARC, Private Sector, DHCD	2025-2026	Permit/plan review underway, Construction to begin Summer 2025	Yes	Yes	Unknown
4.2, 4.3, 6.1, 6.2, 6.3, 6.4	Community-wide Brownfields Assessment Program	EPA, TOV	\$300,000 orginal, new application for \$500,000	Town of Vinton	RVRAC, DEQ, EPA, Private Sector	Ongoing	Grant being administered.	Partial	Yes	NA
2.7, 3.3, 4.2, 4.3, 6.1, 6.2, 6.3, 7.1, 7.2, 7.3, 7.4, 7.5	Downtown Neighborhood Rehabilitation Planning	HUD, VA DHCD, Vinton, Private Sector	\$1,500,000	Town of Vinton	RVARC, DHCD, Private, TOV	Pending	\$1.5M Grant was not received. No defined timeline to resubmit.	Partial	Yes	NA
3.3, 5.4, 6.2	Jefferson Ave/Cleveland Ave Water Line Replacement Phase II & III to inlcude traffic calming and on-street pedestrian accomodations	Vinton	TBD	WVWA	WVWA/TOV	Unknown	Completed	Yes	Yes	NA
3.3, 3.4, 3.5, 5.2, 5.4	Virginia Ave / Hardy Road Corridor / Traffic Improvement	FTA, FHWA, VDOT, DCR, Vinton, RVTPO, Private Sector	\$3,800,000	Town of Vinton	TOV/VDOT	2027	Traffic Signal Replacement completed. HSIP Grant obtained in 2023 for ped./ADA improvements.	Yes	Yes	NA
3.3, 3.4, 3.5, 5.2, 5.4	Bypass Road Corridor / Traffic Improvement	FTA, FHWA, VDOT, DCR, Vinton, RVTPO, Private Sector	\$40,000,000	Town of Vinton	TOV/VDOT	Unknown	SMART SCALE funding not obtained for Round 6.	Partial	Yes	NA
3.3, 3.4, 3.5, 5.1, 5.2, 5.4	Washington Ave Corridor / Traffic Improvement	FTA, FHWA, VDOT, DCR, Vinton, RVTPO, Private Sector	TBD	Town of Vinton	TBD	Unknown	Planning Underway	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	TBD	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	RVARC, VDOT, Private Sector	Ongoing	OIPI GAP grant received. Study completed 2022. SS4A Plan completed 2025. Partial funded secured via CIP.	Partial	Yes	NA
3.3, 3.4, 3.5, 5.1, 5.2, 5.4	Vinyard Road Extension and Corridor Development (connection to Clearview Dr and bike/ped accommodations)	Vinton, VDOT, RVTPO,	TBD	Town of Vinton	RVARC, VDOT, TOV	TBD	Early planning	Partial	NA	Unknown

2025 Priority Project List by Locality/Organization

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, 4.2, 4.3, 6.1, 6.2, 6.3, 7.1, 7.2, 7.3, 7.4, 7.5	Cleveland Ave Commercial Redevelopment/Rehabilitation	HUD, VA DHCD, Vinton, Private Sector	TBD	Town of Vinton	RVARC, DHCD, Private, TOV	2023-2025	Under Construction	Partial	Yes	NA
3.3, 3.4, 3.5, 5.1, 5.2, 5.5	Hardy Rd/Bypass Rd Intersection Roundabout	Vinton, VDOT, RVTPO,	\$17,000,000	Town of Vinton	TOV/VDOT	2029	Smart Scale funding obtained, engineering underway	Partial	Yes	Unknown
3.3, 3.4, 3.5, 5.1, 5.2, 5.4	East and West Lee Avenue Lane Streetscaping and lane Reconfiguration	EDA, ARC, DHCD, EPA Brownfields, Town of Vinton, Roanoke County, private stakeholders	\$6,000,000	Town of Vinton		TBD	Early planning	Yes	Vinton Downtown Revitalization Plan	Unknown
VERGE										
2.6	STEM-H Talent Programming	EDA, Radford University, Carillion, VT Foundation	\$500,000	Roanoke Blacksburg Innovation Network (dba Verge)	Blacksburg Technolgy Council, K-12, community colleges and universities, Workforce Development Boards, State Council for Higher Education, and Virginia Talent and Opportunity Partnership, local businesses	2023-2028	EDA application submitted	NA	Yes	Unknown
Virginia Career Works - Blue Ridge										
2.3, 2.5, 6.1, 6.5	VCW - Covington Office Upgrades	EDA CDBG	TBD	Virginia Career Works		2022-2025	Early Planning	Yes	Yes	NA
Western Virginia Regional Industrial Facility Authority										
1.1, 3.1, 3.2 3.2	Wood Haven Technology Park Site Development	Localities, EDA, VEDP, GO Virginia, AEP, DHCD	\$10,500,000	Western Virginia Regional Industrial Facility Authority	Roanoke County City of Roanoke City of Salem	2021-2026	Partial Construction	Yes	Yes	350-1,000
3.1, 3.2 3.2, 9.2	Wood Haven Technology Park Transportation Network Improvements	Localities VDOT EDA	\$25,000,000	Western Virginia Regional Industrial Facility Authority	Roanoke County City of Roanoke City of Salem	2021-2026	PE underway for Valleypoint Parkway realignment	Yes	Yes	350-1,000

2025 Long Range Vision List by Locality/Organization

Goal and Objective	Description	Possible Funding Sources	Total Cost	Responsible Agency	Partners	Scheduled Construction Date	Project Status	Site Control	Included in another plan or strategy	Job impact potential
Alleghany County										
3.3	Selma to Low Moor Water System Upgrade	ARC CDBG RD VDH	\$821,333	Alleghany County		To be determined	Early Planning	Site Acquired	Yes	Unknown
Alleghany Highlands Economic Development Corporation										
Botetourt County										
1.1, 3.1	Business Park for small to midsize manufacturers	To be determined	To be determined	Botetourt County	To be determined	To be determined	To be determined	No	Yes	Unknown
1.1, 3.3	I-81 Exit 162 Development	To be determined	To be determined	Botetourt County	To be determined	To be determined	To be determined	No	Yes	Unknown
Town of Clifton Forge										
3.2, 3.3	Alleghany Highlands Telecommunications Initiative, Phase 2	VA DHCD EDA ARC VRA Private Sector	\$6,000,000	Town of Clifton Forge	Alleghany County Botetourt County Craig County City of Covington RVARC	To be determined	Early Planning	NA	No	Unknown
City of Covington										
Craig County										
City of Roanoke										
Roanoke County										



2025 Long Range Vision List by Locality/Organization

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
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	US Economic Development Administration DGS/VA Tech Roanoke County	\$1,250,000	Virginia Tech	Localities VT Knowledgeworks	Began 2015	Underway	Yes (VT)	TBD	
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	Unknown	Conceptual Planning Complete	ROW needed	Unknown	
5.1, 5.2, 5.3, 9.8	NPS Appalachian National Scenic Trail Visitor Use Management Plan for Virginia's Triple Crown (Dragons Tooth, McAfee Knob, Tinker Cliffs) Implementation	VDOT DCR NPS Botetourt County Roanoke County CVB	Unknown	National Park Service, Appalachian Trail Conservancy, Roanoke County	RATC Appalachian Trail Conservancy National Park Service Roanoke Valley Greenway Commission	Unknown	Planning Underway	Yes	Unknown	
5.1, 5.2, 9.8	Roanoke River Greenway Completion (Green Hill Park to Montgomery County)	SMART SCALE, STBG, TA Set-Aside	Unknown	Roanoke County	VDOT	Unknown	RTCA Technical Assistance	ROW needed	Yes	
Regional Projects										
City of Salem										
Town of Vinton										
9.1, 9.8, 9.9	Walkability Community - Complete streets to connect pedestrians to downtown area, commercial centers, recreation areas, and transit facilities.	VDOT, Pathfinders for the Greenways, RVTPO	Unknown	Town of Vinton	VDOT, Roanoke County, RVTPO, Private Property Owners	Unknown	Early Planning	Unknown	Unknown	Unknown
3.3, 8.8	Town of Vinton Downtown and Town-wide Stormwater Drainage and Quality Mitigation Projects	VA DEQ VRA Localities	Unknown	Town of Vinton	VA DEQ, WVWA, Roanoke County, Private Property Owners	Unknown	Early Planning	Unknown	No	Unknown

## Potential Funding Sources Available for Priority Projects

Here are some potential funding sources that could support the Roanoke Valley-Alleghany region's priority projects:

### Federal Funding

1. **Department of Housing and Urban Development (HUD):**
  - Offers Community Development Block Grants (CDBG) for housing, infrastructure, and community development projects.
2. **Federal Highway Administration (FHWA):**
  - Supports transportation infrastructure projects, including highway expansions and multimodal transit improvements.
3. **Department of Energy (DOE):**
  - Provides funding for renewable energy projects and energy efficiency initiatives.
4. **Federal Emergency Management Agency (FEMA):**
  - Offers grants for disaster preparedness and resilience projects, including hazard mitigation planning.



### State Funding

1. **Virginia Department of Transportation (VDOT):**
  - SMART SCALE program funds transportation projects that improve safety, reduce congestion, and support economic development.
2. **Virginia Housing (VH):**
  - Provides grants and loans for affordable housing development and rehabilitation.
3. **Virginia Department of Housing and Community Development (DHCD):**
  - Administers the GO Virginia program, which funds collaborative economic development initiatives.
4. **Virginia Telecommunications Initiative (VATI):**
  - Supports broadband expansion projects in underserved areas.



### Local and Regional Funding

1. **Regional Housing Trust Funds:**
  - Pool resources from local governments to support affordable housing initiatives.
2. **Revenue Sharing Agreements:**
  - Joint investments by localities, such as the Alleghany County-Covington agreement, to develop shared economic assets.
3. **Western Virginia Regional Industrial Facility Authority (WVRIFA):**
  - Facilitates regional cooperation on economic development projects, including site development.

## **Private Sector and Philanthropic Funding**

1. **Corporate Partnerships:**
  - Collaborate with local businesses to fund workforce housing, broadband expansion, and infrastructure improvements.
2. **Private Foundations:**
  - Seek grants from foundations like the Ford Foundation or the Gates Foundation for community development projects.
3. **Impact Investing:**
  - Attract private investors interested in funding projects with social and economic benefits.

## **Other Sources**

1. **Public-Private Partnerships (P3s):**
  - Combine public and private resources to fund large-scale infrastructure and development projects.
2. **Bond Financing:**
  - Issue municipal bonds to finance transportation, housing, and resilience projects.
3. **Nonprofit Grants:**
  - Partner with nonprofits to secure grants for education, workforce development, and housing initiatives.

## **Types of EDA Funding Programs**

1. **Public Works Program:**
  - Focuses on empowering distressed communities by revitalizing, expanding, and upgrading physical infrastructure.
  - Supports projects like industrial parks, business incubators, and water/sewer systems to attract private investment and create jobs.
2. **Economic Adjustment Assistance (EAA):**
  - Provides flexible funding to help communities respond to economic disruptions or implement strategies for long-term economic growth.
  - Includes construction and non-construction projects, such as workforce training programs and disaster recovery initiatives.
3. **Planning Grants:**
  - Helps local organizations develop Comprehensive Economic Development Strategies (CEDS) to guide economic growth.
  - Supports short- and long-term planning efforts.
4. **Build to Scale (B2S):**
  - Focuses on fostering innovation and entrepreneurship by supporting scalable startups and increasing access to risk capital.
  - Includes competitions for entrepreneurship and acceleration programs.
5. **Good Jobs Challenge:**
  - Aims to rebuild regional economies by placing workers into high-quality jobs through workforce development initiatives.
6. **Assistance to Coal Communities (ACC):**
  - Targets regions impacted by changes in the coal economy, providing funding for economic diversification and workforce development.
7. **Revolving Loan Fund (RLF) Program:**
  - Supplies gap financing to small businesses and entrepreneurs to start or expand their operations.

### **Eligibility**

- Eligible applicants include local governments, economic development districts, Indian Tribes, institutions of higher education, and nonprofit organizations.
- Projects must align with EDA's investment priorities, such as resilience, workforce development, and innovation.

### **Application Process**

- Applications are submitted through Grants.gov or EDA's EDGE system.
- Notices of Funding Opportunities (NOFOs) provide detailed guidelines for each program, including deadlines and requirements.

### **Benefits of EDA Funding**

- Supports infrastructure improvements that attract private investment.
- Helps communities recover from economic disruptions and natural disasters.
- Promotes innovation and entrepreneurship to diversify local economies.

The EDA has funded several impactful projects in Virginia and the Roanoke Valley-Alleghany region. Here are some examples:

### **EDA-Funded Projects in Virginia**

1. **GO Virginia Initiatives:**
  - The EDA has supported projects under the GO Virginia program, which focuses on regional collaboration for economic growth. Examples include workforce development programs, site readiness initiatives, and innovation hubs.
2. **Broadband Expansion:**
  - EDA funding has been used to expand broadband access in rural areas of Virginia, improving connectivity for businesses and residents.
3. **Disaster Recovery and Resilience:**
  - Following natural disasters, the EDA has provided grants for infrastructure repair and economic recovery in affected areas.
4. **Advanced Manufacturing and Technology:**
  - Projects like the Additive Manufacturing Partnership Labs at Liberty University have received EDA support to foster innovation and workforce training.

### **EDA-Funded Projects in the Roanoke Valley-Alleghany Region**

1. **Wood Haven Technology Park:**
  - This project, supported by the EDA, focuses on site development and transportation network improvements to attract high-tech industries.
2. **Regional Broadband Authority:**
  - The establishment of the Roanoke Valley Broadband Authority was partially funded by the EDA to enhance high-speed internet access for businesses and residents.
3. **Explore Park Development:**
  - Joint efforts by Roanoke County and Bedford to develop Explore Park as a regional outdoor recreation destination have benefited from EDA funding.
4. **Career and Technical Education (CTE) Study:**
  - The EDA supported a regional study to evaluate and improve CTE programs, aligning them with workforce needs.

**5. Housing Studies and Development:**

- EDA funding has contributed to regional housing studies and initiatives to address workforce housing shortages.

# 2025-2029 RVAR CEDS



## Appendices





# 2025-2029 RVAR CEDS



## Appendix A:

RVARC Board and CEDS Strategy Committee



Roanoke Valley-Alleghany  
**REGIONAL**  
commission

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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)

*As of March, 2025  
+ Elected Official*

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

### **ALLEGHANY COUNTY**

- + The Honorable James Griffith  
Reid Walters

### **BOTETOURT COUNTY**

- + The Honorable Brandon Nicely
- + The Honorable Amy White  
Gary Larrowe  
(Alternate: Billy Martin)

### **CRAIG COUNTY**

- + The Honorable Jesse Spence  
Dan Collins

### **FRANKLIN COUNTY**

- + The Honorable Mike Carter
- + The Honorable Lorie Smith, *Chair*  
Steve Sandy  
Keri Green

### **ROANOKE COUNTY**

- + The Honorable Phil North
- + The Honorable Tammy Shepherd  
Dean Martin, *Treasurer*  
J. Lee E. Osborne  
(Alternate: Richard Caywood)
- + (Alternate: The Honorable Kevin Hutchins)

### **CITY OF COVINGTON**

- + Allen Dressler
- + Vacancy

### **CITY OF ROANOKE**

- + The Honorable Peter Volosin, *Vice Chair*
- + The Honorable Terry McGuire  
Dawn Erdman  
Barbara Duerk

### **CITY OF SALEM**

- + The Honorable Anne Marie Green
- + The Honorable Hunter Holliday  
Denise P. King

### **TOWN OF CLIFTON FORGE**

- + The Honorable Debbie Lauder milk  
Chuck Unroe

### **TOWN OF ROCKY MOUNT**

- + The Honorable David Clements  
Robert Wood

### **TOWN OF VINTON**

- + The Honorable Bradley E. Grose  
Richard "Pete" Peters  
(Alternate: Cody Sexton)

### **LIAISON MEMBERS (Non-Voting)**

John Hull, Roanoke Regional Partnership  
Josh Taylor, Alleghany Highlands Chamber of  
Commerce & Tourism  
Landon Howard, Visit Virginia's Blue Ridge  
Amanda Livingston, Salem-Roanoke County Chamber of  
Commerce  
Dr. Robert H. Sandel, Virginia Western Community College  
Dr. John Rainone, Mountain Gateway Community College  
Eric Sichau, 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

**Roanoke Valley - Alleghany Regional CEDS Strategy Committee  
Membership FY 2024-25**

**Officers**

Chairman - The Honorable Joseph Cobb

Vice-Chair - The Honorable Paul Mahoney

**Elected Officials**

Alleghany County  
The Honorable James Griffith

Botetourt County  
The Honorable Steve Clinton

City of Covington  
Vacant

Town of Clifton Forge  
The Honorable Dale Burdette

Craig County  
Vacant

City of Roanoke  
The Honorable Joseph Cobb  
The Honorable Vivian Sanchez-Jones,  
Alternate

Roanoke County  
The Honorable Paul Mahoney

City of Salem  
The Honorable Randy Foley

Town of Vinton  
The Honorable Laurie Mullins

**Stakeholder Organizations**

Dr. John Rainone  
Mountain Gateway Community College

Mr. Josh Taylor  
Alleghany Highlands Chamber of  
Commerce and Tourism

Mr. John Hull  
, Alternate  
Roanoke Regional Partnership

Ms. Morgan Romeo  
Virginia Career Works- Blue Ridge

Vacant  
NAACP

Mr. Eric Sichau  
Roanoke Regional Chamber of Commerce

Ms. Alice Kassens  
Higher Education

Mr. Chuck Simpson  
Communications Workers of America

April 4, 2025

## **Private Sector/Institutional/Other**

*Alleghany County*  
Vacant

*City of Covington*  
Mr. Gray Lane

*Craig County*  
Vacant

*Roanoke County*  
Ms. Rebecca L. Walter

*Town of Vinton*  
Chris McCarty

*Botetourt County*  
Mr. John Kilby

*Town of Clifton Forge*  
Joan Vannorsdall

*City of Roanoke*  
Mr. Matt Clark

*City of Salem*  
Joe Curran

## **Technical Advisors**

Mr. Ken McFadyen  
County Administrator  
Alleghany County

Mr. Allen Dressler  
City Manager  
City of Covington

Mr. Dan Collins  
County Administrator  
Craig County

Ms. Lindsay Webb  
Asst. Director of Economic Development  
Roanoke County

Mr. Pete Peters  
Town Manager  
Town of Vinton

Vacant

Botetourt County

Mr. Chuck Unroe  
Town Manager  
Town of Clifton Forge

Ms. Mandy Cribb  
Economic Development Specialist  
City of Roanoke

Mr. Tommy Miller  
Director of Economic Development  
City of Salem

Mr. Tyler Sizemore  
Deputy Director  
Alleghany Highlands Economic Development  
Corporation

## **CEDS Update Subcommittee Members**

The Honorable Joseph Cobb  
City of Roanoke  
Subcommittee Chair (**not counted for quorum**)

Mr. Ken McFadyen  
County Administrator  
Alleghany County

Vacant

Botetourt County

Mr. Allen Dressler  
City Manager  
City of Covington

Mr. Chuck Unroe  
Town Manager  
Town of Clifton Forge

Vacant

Ms. Mandy Cribb  
Economic Development Specialist  
City of Roanoke

Craig County

Ms. Lindsay Webb  
Asst. Director of Economic Development  
Roanoke County

Mr. Tommy Miller  
Director of Economic Development  
City of Salem

Mr. Pete Peters  
Town Manager  
Town of Vinton

Mr. Tyler Sizemore  
Deputy Director  
Alleghany Highlands Economic Development  
Corporation

# 2025-2029 RVAR CEDS



## Appendix B:

### CEDS Committee Bylaws





## **BYLAWS**

### **ROANOKE VALLEY – ALLEGHANY REGIONAL COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY COMMITTEE**

#### **ARTICLE I – NAME AND AUTHORITY**

- Section 1      The name of this organization shall be known as the Roanoke Valley – Alleghany Regional Comprehensive Economic Development Strategy Committee, hereinafter referred to as “COMMITTEE”.
- Section 2      The COMMITTEE shall have the authority prescribed to it when created by the Roanoke Valley – Alleghany Regional Commission. Further, the COMMITTEE shall have authority necessary to carry out its purpose and objectives as delineated in Article II of these bylaws.

#### **ARTICLE II – PURPOSE AND OBJECTIVES**

- Section 1      The purpose of the COMMITTEE is to develop, maintain, pursue implementation of and complete annual reporting requirements related to the Roanoke Valley - Alleghany Regional Comprehensive Economic Development Strategy document, hereafter referred to as “CEDS”.
- Section 2      The COMMITTEE shall be charged with the following objectives, which include, but are not limited to, the following:
- a.      To support the ongoing economic development planning process in a portion of the Roanoke Valley – Alleghany Region. The CEDS planning region shall consist of the Counties of Alleghany, Botetourt, Craig, and Roanoke; the Cities of Covington, Roanoke, and Salem; and the Towns of Clifton Forge and Vinton.
  - b.      To prepare draft CEDS documents, CEDS annual reports, annual implementation schedules, and other documents to be sent to the US Economic Development Administration for review and approval by the Roanoke Valley – Alleghany Regional Commission.
  - c.      To bring to the attention of the Roanoke Valley – Alleghany Regional Commission and the member localities of the Commission various approaches to solving community and economic development related problems.
  - d.      To provide participating jurisdictions, organizations, and private sector entities with information on EDA initiatives, relevant grant programs, and other related news.

## ARTICLE III – MEMBERSHIP

Section 1      The voting membership of the COMMITTEE shall not exceed 36-voting members.

The voting membership of the COMMITTEE shall consist of:

- a. one (1) elected official representative each from the Counties of Alleghany, Botetourt, Craig, Roanoke; the Cities of Covington, Roanoke, and Salem; and the Towns of Clifton Forge and Vinton.
- b. one (1) representative from the Virginia Career Works – Blue Ridge Region.
- c. one (1) representative from the Roanoke Regional Chamber of Commerce.
- d. one (1) representative from the Alleghany Highlands Chamber of Commerce.
- e. one (1) representative from the Roanoke Regional Partnership.
- f. one (1) representative from a chapter of the National Association for Advancement of Colored People.
- g. one (1) representative from a labor union in the region.
- h. one (1) representative from either community college in the region.
- i. one (1) representative from either four-year higher education institution in the region.
- j. a total of nine (9) private sector representatives. Each locality participating in the CEDS shall nominate one private sector representative to represent that locality on the COMMITTEE. These private sector members must be a member of senior management or an executive holding a key decision-making position or that person's designee.
- k. The chief administrative official from each participating locality or that person's designee.

Section 2      COMMITTEE members may serve for a term of 3 years, and may serve an unlimited number of consecutive terms. Any elected official representative who is not re-elected or otherwise vacates their position in their local government must vacate their position on the COMMITTEE, at which time the respective local government will appoint a replacement for the elected official who vacates the office.

Section 3      If a non-elected member fails to attend or fails to send an alternate to half of the scheduled meetings in any given fiscal year, the member's seat on the committee will be vacated and an ad-hoc nominating committee will convene to choose a replacement for that member. If an elected member fails to attend or send an alternate to half of the scheduled meetings in a fiscal year, a letter will be sent to the governing body of the locality notifying that body of the absences. Any member failing to attend or to send an alternate to at least half of the scheduled meetings in any given fiscal year will no longer be in good standing with the COMMITTEE.

## **ARTICLE IV – OFFICERS AND ELECTIONS**

- Section 1      The officers of the COMMITTEE shall include a chair and a vice-chair who shall be elected from the membership of the COMMITTEE and shall serve for a three-year term or until their successors are elected and shall be eligible for re-election.
- Section 2      The chair shall preside over the COMMITTEE meetings.
- Section 3      The vice-chair shall assume the responsibilities of the chair in the absence of the chair.
- Section 4      The election of officers shall be held at the December meeting when elections are necessitated by the expiration of terms and those members elected to office shall assume their duties at the conclusion of the meeting.
- Section 5      One meeting prior to the election, the chair shall appoint a nominating committee of at least three members. The nominating committee shall send to each COMMITTEE member the name(s) of nominee(s) for the offices of chair and vice-chair at least one week prior to the meeting at which the election will be held. Additional nominations may be made from the floor at the time elections are held.
- Section 6      The secretary of the COMMITTEE shall be a member of the staff of the Roanoke Valley – Alleghany Regional Commission.

## **ARTICLE V – MEETINGS**

- Section 1      The COMMITTEE shall make a special meeting schedule in years when a complete CEDS document must be developed and/or revised. CEDS documents must be completely revised on a 5-year schedule. The COMMITTEE shall meet a minimum of four (4) times per year. A full meeting schedule for the year shall be produced and placed on the Roanoke Valley – Alleghany Regional Commission website at the beginning of each fiscal year in July. Called meetings may be held at other times if the Chair deems it necessary. The secretary will announce meetings at least one month in advance of a planned meeting and distribute an agenda at least one week in advance. Meeting agendas and minutes shall also be posted on the Roanoke Valley – Alleghany Regional Commission website.
- Section 2      Members in attendance, either elected officials, chief administrative officials or their designees, or private sector representatives, representing a majority of the member governments participating in the CEDS process shall constitute a quorum.
- Section 3      The secretary will prepare and maintain a permanent written record of all COMMITTEE proceedings and shall transmit a copy of minutes to all COMMITTEE members upon their completion.

Section 4      The agenda for each COMMITTEE meeting shall be prepared jointly between the chair and the secretary. All items desired by members or necessary for inclusion on the agenda shall be submitted not less than ten (10) days prior to the meeting date.

#### **ARTICLE VI – SUBCOMMITTEES**

Section 1      The COMMITTEE may establish standing or special subcommittees for the purpose of discussing, evaluating, preparing, and recommending actions and/or priorities concerning routine COMMITTEE functions, such as but not limited: Comprehensive Economic Development Strategy development, CEDS monitoring, economic development planning issues, and/or new opportunities.

#### **ARTICLE VII – AMENDMENT**

Section 1      These bylaws may be amended by a simple majority vote of the Roanoke Valley – Alleghany Regional Commission after approval by motion by the COMMITTEE to forward proposed changes to the Commission. Proposed changes in the bylaws shall be transmitted to each Commissioner and each COMMITTEE member seven (7) days prior to the meeting when the potential action is scheduled to be considered.

#### **ARTICLE VIII – EFFECTIVE DATE**

Section 1      These bylaws shall become effective on June 23, 2022.

Section 2      Amendments to the COMMITTEE bylaws shall become effective immediately upon ratification by the COMMITTEE.

# 2025-2029 RVAR CEDS



## Appendix C:

**CEDS Committee and RVARC Board  
Meeting Agendas and Minutes**



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A Work Session of the Comprehensive Economic Development Strategy Committee will be held as follows:

**Date:** Thursday October 17, 2024  
**Time:** 2:30 pm  
**Location:** Fralin Biomedical Research Institute  
Riverside 4, G101 A&B  
4 Riverside Circle, Roanoke, VA 24016

### WORK SESSION AGENDA

1. Call to Order, Welcome and Introduction..... *Joe Cobb, CEDS Chair*
2. Request for Electronic Meeting Participation..... *Joe Cobb, CEDS Chair*
3. Overview of Regional Economic Trends..... *John Provo, Introduction by Paul Mahoney CEDS Vice-Chair*
4. FBRI and Innovation Ecosystem ..... *Dr. Michael Friedlander, Introduction by Joe Cobb CEDS Chair*
5. Overview of Regionally Significant Transportation Projects..... *Anthony Ford, Introduction by Phil North, RVTPO Chair*
6. Overview of Existing Comprehensive Economic Development Strategy..... *Bryan Hill, RVARC*
7. Focus Group Sign-Up (all attendees) ..... *Bryan Hill, RVARC*
8. Establishment of CEDS Update Subcommittee..... *Joe Cobb, CEDS Chair*
  - A. Appointment of Subcommittee *Bryan Hill, RVARC*
  - B. Subcommittee Activities
9. CEDS Prioritization Activity ..... *Bryan Hill, RVARC*
10. Wrap-Up ..... *Jeremy Holmes, RVARC*
11. Adjournment by 4:30 p.m. .... *Joe Cobb, CEDS Chair*

**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  
Meeting and Activities Schedule  
FY 2024-2025**

Month	CEDS Committee Meeting	CEDS Update Subcommittee Meeting
October 17, 2024	Committee Meeting Location: Fralin Biomedical Research Institute	
November 13, 2024		Subcommittee Meeting Location: Roanoke Valley-Alleghany Regional Commission
December 11, 2024	Committee Meeting Location: TBD	
January 8, 2025		Subcommittee Meeting Location: Roanoke Valley-Alleghany Regional Commission
February 12, 2025		Subcommittee Meeting Location: Roanoke Valley-Alleghany Regional Commission
March 12, 2025	Committee Meeting Location: TBD	
April 9, 2025		Subcommittee Meeting Location: Roanoke Valley-Alleghany Regional Commission
May 14, 2025	Committee Meeting Location: TBD	



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## STAFF BRIEFING

CEDS Work Session October 17, 2024

### **SUBJ: New CEDS Members**

During the summer, Regional Commission staff coordinated with Roanoke College to find a Higher Education member vacancy left by Dr. Steve Laymon of Hollins University.

Roanoke County recently appointed a new Technical Advisor member to replace Megan Baker.

Professional bios of the two new members, Dr. Alice Kassens and Ms. Lindsay Webb, follow.



#### **Dr. Alice Louise Kassens**

**John S. Shannon Professor of Economics**

**Roanoke College Business & Economics Department**

Dr. Alice Louise Kassens is the John S. Shannon Professor of Economics at Roanoke College, a Research Fellow with the Federal Reserve Bank of St. Louis' Institute for Economic Equity, a Senior Analyst with the Institute for Policy and Opinion Research, and a former member of the Governor's Joint Advisory Board of Economists. She is published in several journals, including *Social Science and Medicine*, and edited volumes. Her recent work is focused on the disparate mental health deterioration during the COVID pandemic. Her book, *Intemperate Spirits: Economic Adaptation During Prohibition*, was published in August 2019.

At Roanoke College, a small liberal arts college in Virginia, Kassens teaches numerous courses, including labor economics, health economics, econometrics, and data visualization. At the College, Kassens is active with student organizations, including advising the Women in Economics Club.

Kassens earned her BA in economics and history from the College of William and Mary and her Ph.D. in economics from North Carolina State University. Her areas of specialty are labor and health economics.



#### **Lindsay Webb, MPA**

**Assistant Director of Business Retention & Operations**

**Roanoke County Economic Development Department**

Prior to joining Roanoke County's Economic Development Department in July 2024, Lindsay was Parks Planning and Development Manager for Roanoke County's Parks, Recreation and Tourism Department. She spent 13 years planning and developing parks, greenways, and blueways in Roanoke County. Her efforts have helped support regional and local strategies to expand outdoor recreation, conserve open space, and support economic development and tourism initiatives.

Lindsay holds a Bachelor of Science degree from James Madison University with a double major in Public Administration and Political Science. She also holds a Master of Public Administration degree from Virginia Tech. She completed a Graduate Certificate Program in Local Government Management through a partnership with the Virginia Tech Center for Public Administration and Policy and the Virginia Local Government Management Association.

Lindsay brings over 19 years of professional experience in local government specializing in project management, grant administration, and community planning. She currently serves as a Roanoke County representative on the Roanoke Valley Greenway Commission and the Roanoke River Blueway Committee.

## Exercise 1: Asset Inventory Tool

As a group, use this tool to inventory assets in the Roanoke Valley-Alleghany Region. (RVAR) For purposes of the CEDS, the RVAR service area is defined as the Counties of Alleghany, Botetourt, Craig and Roanoke; the Cities of Covington, Roanoke, and Salem; and the Towns of Clifton Forge and Vinton. All other towns not specifically mentioned are served by the county in which it is a part. Although Franklin County is a joint member of the RVA and West Piedmont Regions, it is covered under the West Piedmont regional CEDS. Assign one member to record all responses and report out.

### 8 FORMS OF WEALTH

#### THE CAPITALS & DEFINITIONS

#### WHAT DO WE HAVE?

	<b>INDIVIDUAL</b> Skills, understanding, physical health and mental wellness in a region's people	
	<b>INTELLECTUAL</b> Knowledge, resourcefulness, creativity and innovation in a region's people, institutions, organizations and sectors	
	<b>SOCIAL</b> Trust, relationships and networks in a region's population	
	<b>CULTURAL</b> Traditions, customs, ways of doing, and world views in a region's population	
	<b>NATURAL</b> Natural resources—for example, water, land, air, plants and animals—in a region's places	
	<b>BUILT</b> Constructed infrastructure—for example, buildings, sewer systems, broadband, roads—in a region's places	
	<b>POLITICAL</b> Goodwill, influence and power that people, organizations and institutions in the region can exercise in decision-making	
	<b>FINANCIAL</b> Monetary resources available in the region for investment in the region	

## Exercise 2: Spider Diagram Tool

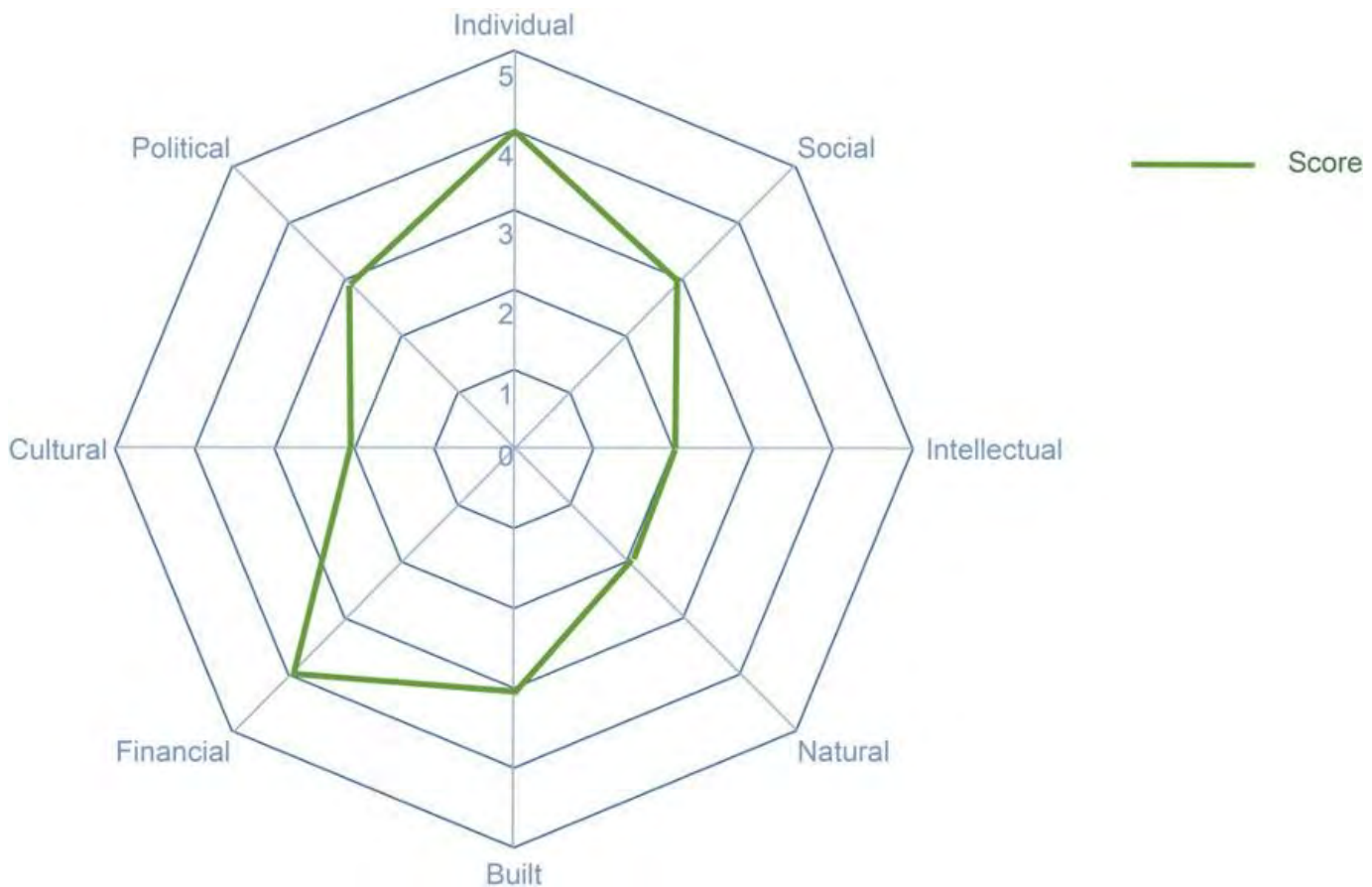
### SPIDER DIAGRAM TOOL

Defining Wealth: What is the Relative Strength of the Capitals in my Region?

#### Introduction

One resource that is often used at the community or regional level is the spider diagram, which allows those in a community to rate how the community is doing across different forms of capital. Questions to ask as you engage with the spider diagram include:

- What kinds of wealth and how much of each does the region have? **It is only wealth if it is healthy and fully functional and if the region owns or controls it and can make decisions about how to maintain and use it.**
- Map out the strengths of each of the capitals for the region (0 is weakest and 5 is strongest).



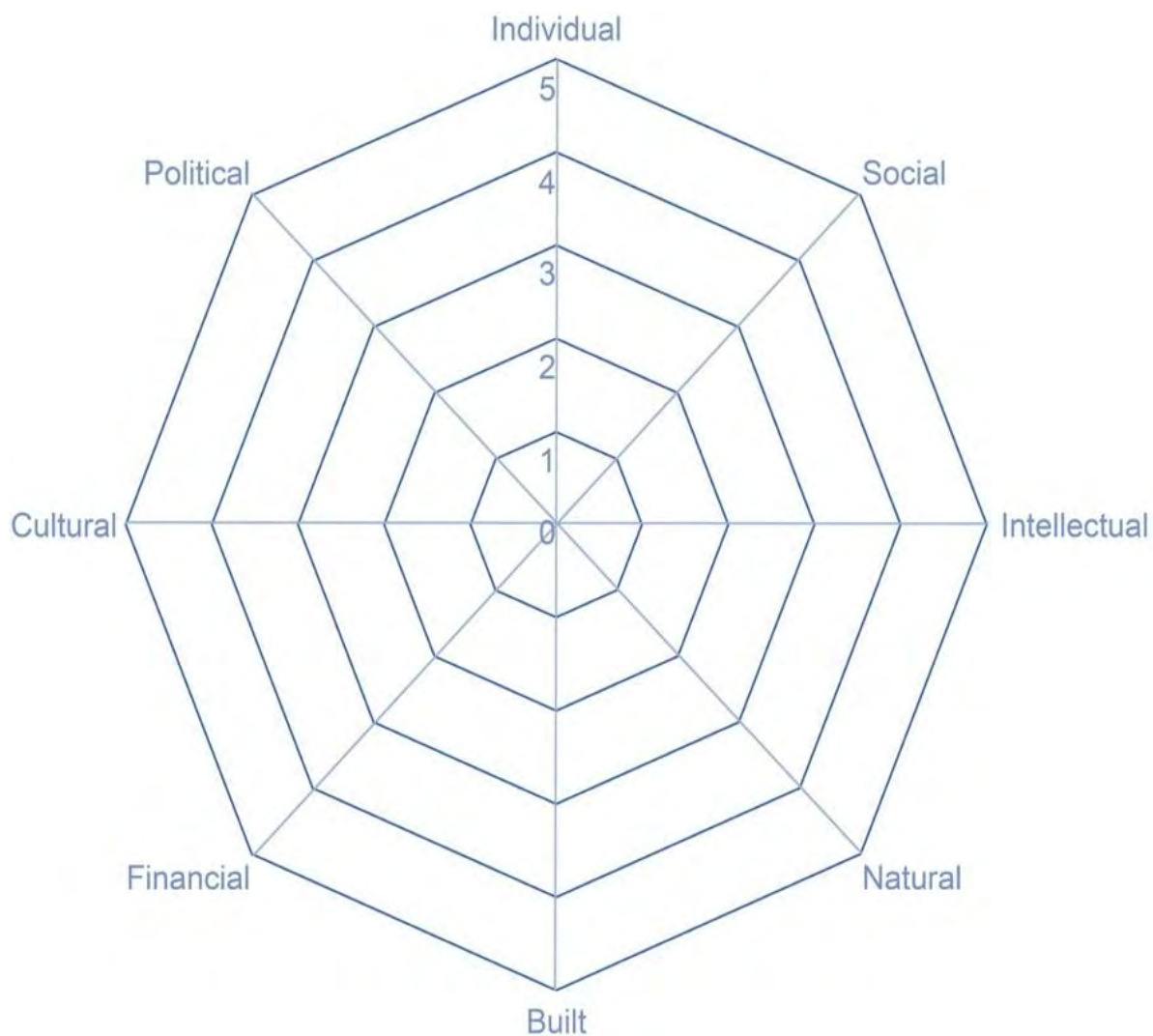
## Focusing on Regional Assets Using the Wealth Creation Approach

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### INSTRUCTIONS

Think about the Roanoke Valley-Alleghany Region. What kinds of wealth and how much of each does that region have? Remember, it is only wealth if it is healthy and fully functional and if the region owns or controls it and can make decisions about how to maintain it and use it.

Using the spider diagram and the scale of 0 to 5 (where 0 is the weakest and 5 is the strongest), map out the strengths of each of the capitals for the region.



Name: \_\_\_\_\_

Agency/Affiliation: \_\_\_\_\_

**MINUTES**  
**CEDS Committee Work Session**  
October 17, 2024 at 3:00 PM  
Fralin Biomedical Research Institute, Roanoke, Virginia

**Committee Members Present:**

Joseph Cobb, Chair  
Paul Mahoney, Vice-Chair  
Matt Clark  
Mandy Cribb  
John Kilby  
Ken McFadyen  
Tommy Miller  
Marshall Stanley  
Lindsay Webb

**Others Present:**

Nick Baker, Botetourt County  
Luke Campbell, Botetourt County  
Dwayne D'Ardenne, City of Roanoke  
Anthony Ford, VDOT  
Michael Friedlander, Fralin Biomedical Research Institute  
Michael Gray, VDOT  
Nathan Grim, Roanoke County Planning  
Isaac Henry, Roanoke County Planning  
Wayne Leftwich, City of Roanoke  
Jonathan McCoy, Botetourt County  
Joshua Pratt, City of Salem  
John Provo, Virginia Tech Center for Economic & Community Engagement  
Vivian Sanchez-Jones, City of Roanoke  
Nathan Sanford, RADAR  
Cody Sexton, Town of Vinton  
Isabel Thornton, Restoration Housing

**Staff Present**

Bryan Hill, Senior Planner  
Jeremy Holmes, Executive Director  
Amya Matthews, Regional Planner I  
Amanda McGee, Director of Community Development  
Jonathan Stanton, Regional Planner II  
Tori Williams, Director of Transportation

**Call to Order, Welcome, and Introduction**

The meeting was called to order at 2:30 PM by Chair Cobb. A quorum was present with \_ of the nine voting localities in attendance. The Chair outlined the purpose of the meeting, to kick-off the Comprehensive Economic Development Strategy

**FBRI and Innovation Ecosystem**

Chair Cobb introduced Dr. Michael Friedlander, with the Fralin Biomedical Research Institute, who delivered a PowerPoint presentation on FBRI and Innovation Ecosystem.



## **Overview of Regional Economic Trends**

Vice-Chair Mahoney introduced John Provo, with the Virginia Tech Center for Economic and Community Engagement, who delivered a PowerPoint presentation overview of regional economic trends (presentation follows as an attachment).

## **Overview of Regionally Significant Transportation Projects**

RVARC Director of Transportation Tori Williams introduced Anthony Ford, with the VDOT Salem District, who delivered a PowerPoint presentation overview of regionally significant transportation Projects.

## **Overview of Existing Comprehensive Economic Development Strategy**

Mr. Bryan Hill delivered an overview of the current CEDS document (presentation follows as an attachment). Mr. Hill discussed the nature of the CEDS document, federal requirements, and related timelines; regional priorities; project list components; the Economic Development Administration's Economic Development District designation; and technical assistance grant.

## **Focus Group Sign-Up**

Bryan Hill and Ms. Amya Matthews outlined the process of scheduling an appointment for a focus group. These focus groups will jointly serve both the TED Study and CEDS development processes.

## **Establishment of CEDS Update Subcommittee**

### Appointment of Subcommittee

Chair Cobb presented a unanimous consent request that pursuant to Article VI, Section 1 of the Committee bylaws, he was creating and appointing to the CEDS Update Subcommittee. The members of the Subcommittee are: Reid Walters, Alleghany County; Allen Dressler, City of Covington; Lindsay Webb, Roanoke County; Marshall Stanley, Town of Vinton; Ken McFadyen, Botetourt County; Chuck Unroe, Town of Clifton Forge; Mandy Cribb, City of Roanoke; Tommy Miller, City of Salem; and Tyler Sizemore, Alleghany Highlands EDC.

### Subcommittee Activities

The Subcommittee will meet outside of the regular CEDS Committee meetings to provide feedback and guidance to Commission staff as they draft the updated CEDS document.

*The Chair and Vice-Chair left at approximately 4:00 p.m., following the subcommittee appointment. Staff continued with the agenda, as a quorum of five individual locality members still existed.*

## **CEDS Prioritization Activity**

Bryan Hill led the Committee, and attending stakeholders, through two prioritization activities: 1) an asset inventory tool, to identify various forms of regional capital, and 2) a spider diagram tool to evaluate the relative strengths of capital types in the region.

## **Wrap-Up**

Mr. Jeremy Holmes thanked the Committee and participants for attending the kick-off meeting.

## **Adjournment**

The meeting concluded at 4:30 p.m.



A Special Meeting of the Comprehensive Economic Development Strategy Committee will be held as follows:

**Date:** Wednesday, January 15, 2025  
**Time:** 3:00 pm  
**Location:** Roanoke-Blacksburg Regional Airport  
2<sup>nd</sup> Floor Conference Room  
5202 Aviation Drive, NW, Roanoke, VA 24012

### AGENDA

1. Call to Order, Welcome and Introduction..... *Chair Cobb*
2. Roll Call ..... *Bryan Hill*
3. Approval of Consent Agenda Items..... *Chair Cobb*
  - A. Approval of Agenda
  - B. October 17, 2024 Minutes

**ACTION REQUESTED:** approval of consent agenda items; voice vote
4. Roanoke-Blacksburg Regional Airport Updates ..... *Mike Stewart*
5. Report from CEDS Update Subcommittee ..... *Bryan Hill*
6. Project Prioritization Process Update ..... *Bryan Hill*
7. Project List Updates ..... *Bryan Hill*
8. Adjournment by 4:00 p.m. .... *Chair Cobb*



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A Special Meeting of the Comprehensive Economic Development Strategy Committee will be held as follows:

**Date:** Wednesday, March 12, 2025  
**Time:** 3:00 p.m.  
**Location:** Roanoke Valley-Alleghany Regional Commission  
3<sup>rd</sup> Floor Conference Room  
313 Luck Avenue, SW, Roanoke, VA 24016

### AGENDA

1. Call to Order ..... *Chair Cobb*
2. Roll Call ..... *Bryan Hill*
3. Approval of Consent Agenda Items..... *Chair Cobb*
  - A. Approval of Agenda
  - B. October 17, 2024 Minutes**ACTION REQUESTED:** approval of consent agenda items; voice vote
4. Chair's Remarks ..... *Chair Cobb*
5. EDA/CEDS Introduction Presentation ..... *Lauren Stuhldreher, U.S. EDA*
6. GO Virginia Presentation ..... *Scott Tate, Virginia Tech Center for Economic & Community Engagement*
7. Report from CEDS Update Subcommittee ..... *Bryan Hill*
  - A. Project Prioritization Process Update
  - B. Project List Updates
8. Adjournment by 4:00 p.m. .... *Chair Cobb*

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



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A Special all-virtual Work Session of the Comprehensive Economic Development Strategy Committee will be held as follows:

**DATE:** Wednesday, May 7, 2025

**TIME:** 3:00 p.m.

**LOCATION:** Via Zoom –

<https://us02web.zoom.us/j/2362010823?pwd=REFYendGcHBOQ1Q2R3NZcFBpVXhiUT09>

## AGENDA

1. Call to Order, Introductions ..... *Joe Cobb, Chair*
2. Roll Call ..... *Bryan Hill, Secretary*
3. Consideration of SWOT Analysis Recommendation ..... *Bryan Hill*
4. Consideration of Vision, Goals, and Strategies Recommendation..... *Bryan Hill*
5. Consideration of Performance Measures and Recommendation..... *Bryan Hill*
6. Consideration of Priority Projects List and Recommendation ..... *Bryan Hill*
7. Comments on Draft 2025-2029 CEDS Document ..... *Bryan Hill*
8. Adjournment by 4:30 p.m. .... *Joe Cobb, Chair*

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



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

**DATE: Wednesday, May 14, 2025**

**TIME: 1:30 p.m.**

**LOCATION: Roanoke Cement Company, 6071 Catawba Road, Troutville, VA 24175**

## AGENDA

1. Call to Order, Introductions .....*Joe Cobb, Chair*
2. Approval of May 7<sup>th</sup> CEDS Meeting Minutes.....*Joe Cobb, Chair*
3. Roll Call ..... *Bryan Hill, Secretary*
4. Consideration of Draft 2025-2029 Comprehensive Economic Development Strategy ..... *Bryan Hill*
5. Roanoke Cement Company Presentation ..... *James Breakell*
6. Adjournment. .... *Joe Cobb, Chair*

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

**MINUTES**  
**Comprehensive Economic Development Strategy Committee Meeting**  
May 14, 2025 at 1:30 p.m.  
Roanoke Cement Company, 6071 Catawba Road, Troutville, VA 24175

**Committee Members Present:**

Joseph Cobb, Chair  
Paul Mahoney, Vice-Chair  
Mandy Cribb, City of Roanoke Economic Development  
James Griffith, Alleghany County Board of Supervisors  
Dr. Alice Kassens, Roanoke College  
Jill Loope, Town of Vinton  
Ken McFadyen, Botetourt County Economic Development  
Laurie Mullins, Town of Vinton Town Council  
Tommy Miller, City of Salem Economic Development  
Dr. John Rainone, Mountain Gateway Community College  
Tyler Sizemore, Alleghany Highlands Economic Development Corporation  
Lindsay Webb, Roanoke County Economic Development

**Staff Present**

Bryan Hill, Senior Planner  
Jeremy Holmes, Executive Director  
Amanda McGee, Director of Community Development

**Call to Order, Welcome, and Introduction**

The meeting was called to order at 3:00 p.m. by Chair Cobb. A quorum was present with six of the nine voting localities in attendance.

Chair Joseph Cobb mentioned the recent efforts of the CEDS Update Subcommittee and their recent meetings of April 16 and May 2 to develop the recommendations for this meeting.

**Consideration of SWOT Analysis Recommendation**

Mr. Bryan Hill explained that the Subcommittee reviewed the existing SWOT Analysis from the 2020-2024 CEDS document along with new feedback from a series of stakeholder focus groups conducted during the first quarter of 2025.

Discussion ensued. Dr. Rainone pointed out that in #10 under the Strengths table, there were four nearby and regional community colleges.

Motion: by Chair Cobb to accept a recommendation from the CEDS Update Subcommittee on the SWOT Analysis. The motion was seconded by Mr. Tommy Miller, and the motion carried unanimously.

**Consideration of Vision, Goals and Strategies Recommendation**

Mr. Hill presented the Subcommittee's recommendation of the Vision, Goals, and Strategies. Mr. Hill explained that the strategies are tied to each project found in the Priority and Vision Projects lists, which legitimize their relevance.

Motion: by Chair Cobb to accept a recommendation from the CEDS Update Subcommittee on the Vision, Goals, and Strategies as presented. The motion was seconded by Dr. Alice Kassens, and the motion carried unanimously.



## **Consideration of Performance Measures and Recommendation**

Mr. Hill described the Subcommittee's recommendation of the Performance measures, which incorporated six existing metrics (from the 2020-2024 CEDS document) relative to the CEDS Committee structure. Additionally, Mr. Hill indicated that the Subcommittee discussed and recommended a new list of performance metrics used to track regional economic development progress.

Motion: by Chair Cobb to accept a recommendation from the CEDS Update Subcommittee on the Performance Measures as presented. The motion was seconded by Ms. Laurie Mullins, and the motion carried unanimously.

## **Consideration of Priority Projects List and Recommendation**

Mr. Hill reported that the Subcommittee spent considerable time at its May 9<sup>th</sup> meeting developing priority project categories that correspond to projects contained in the draft 2025 Priority Project List. This methodology was chosen by the Subcommittee in the absence of a prioritization process which will be formally developed next year for the 2026 CEDS update.

Discussion ensued. The Committee agreed with the project categories recommended but directed staff to grammatically revise the category titles in a more uniform manner.

Motion: by Chair Cobb to accept a recommendation from the CEDS Update Subcommittee on the Priority Project Categories with the understanding that the category titles would be revised for clarity. The motion was seconded by Vice-Chair, and the motion carried unanimously.

## **Comments on Draft 2025-2029 CEDS Document**

Mr. Hill mentioned that following this meeting, additional information would be provided in the draft regarding potential project funding sources and EDA project funding eligibility types.

## **Adjournment**

The meeting adjourned at 4:43 p.m.



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A Work Session of the Comprehensive Economic Development Strategy Subcommittee will be held as follows:

**DATE: Wednesday, December 18, 2024**

**TIME: 1:00 PM**

**LOCATION: Roanoke Valley-Alleghany Regional Commission (Top Floor Conference Room),  
313 Luck Ave., SW, Roanoke, VA 24016**

## AGENDA

1. Call to Order ..... *Joe Cobb, Chair*
2. Subcommittee Duties and Responsibilities..... *Bryan Hill*
3. Structure of Comprehensive Economic Development Strategy ..... *Bryan Hill*
  - A. EDA CEDS Requirements
  - B. Existing 2020 CEDS
  - C. EDA Content Guidelines
  - D. Proposed Structure of 2025 CEDS
4. Regional Capital Needs Discussion and Exercise ..... *Bryan Hill*
5. 2024 CEDS Project Updates..... *Bryan Hill*
6. Adjournment by 4:30 p.m. .... *Joe Cobb, Chair*

**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

**REGIONAL**  
**commission**

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In accordance with the Code of Virginia, a virtual Work Session of the Comprehensive Economic Development Strategy Subcommittee will be held as follows:

**DATE:** Wednesday, February 12, 2024

**TIME:** 1:30 PM

**LOCATION:** Virtually via Zoom

<https://us02web.zoom.us/j/5232976554?pwd=YVRxVk5tRmlSZEJnVytYRTkwTFNjQT>

## AGENDA

1. Roll Call, Call to Order, Introductions ..... *Joe Cobb, Chair*
2. Question and Answer Session with U.S. EDA ..... *Lauren Stuhldreher*
3. Review and Consideration of Draft 2025 CEDS Existing Conditions Section ..... *Bryan Hill*
4. CEDS Timeline Development Discussion ..... *Bryan Hill*
5. Adjournment by 3:00 p.m. .... *Joe Cobb, Chair*

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



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A Work Session of the Comprehensive Economic Development Strategy Subcommittee will be held as follows:

**DATE: Wednesday, April 16, 2025**  
**TIME: 1:30 PM**  
**LOCATION: Roanoke Valley-Alleghany Regional Commission (Top Floor Conference Room),  
313 Luck Ave., SW, Roanoke, VA 24016**

## AGENDA

1. Call to Order, Introductions ..... *Joe Cobb, Chair*
2. Roll Call ..... *Bryan Hill*
3. Consideration of SWOT Analysis and Recommendation..... *Bryan Hill*
4. Consideration of Vision, Goals, and Strategies and Recommendation..... *Bryan Hill*
5. Consideration of Performance Measures and Recommendation..... *Bryan Hill*
6. Consideration of Priority Projects List and Recommendation ..... *Bryan Hill*
7. New Project List Submissions Discussion ..... *Bryan Hill*
8. Adjournment by 4:00 p.m. .... *Joe Cobb, Chair*

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



A Special Work Session meeting of the Comprehensive Economic Development Strategy Subcommittee will be held as follows:

**DATE:**

**Friday, May 2, 2025**

**TIME:**

**9:00 a.m.**

**LOCATION:**

**Roanoke Valley-Alleghany Regional Commission (Top Floor Conference Room),  
313 Luck Ave., SW, Roanoke, VA 24016**

AGENDA

1.

Call to Order, Introductions .....

Bryan Hill, Secretary
2.

Roll Call .....

Bryan Hill
3.

Review of Revised SWOT Analysis and Recommendation .....

Bryan Hill
4.

Review of Revised Vision, Goals, and Strategies and Recommendation .....

Bryan Hill
5.

Consideration of Performance Measures and Recommendation.....

Bryan Hill
6.

Consideration of Priority Projects List and Recommendation .....

Bryan Hill
7.

Adjournment by 12:00 p.m. ....

Bryan Hill, Secretary

# Today's Agenda



Roanoke Valley-Alleghany

**REGIONAL**  
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# Welcome!

Regional Commission Meeting  
May 21st, 2025

- **Welcome and Introductions**
- Approval of the Consent Agenda
- Chair and Executive Director's Remarks
- AI Industry Growth in the Region
- Work Program Update
- Strategic Plan Update and Discussion
- Regional Commission Committee Reports
- Other Business
- Comments from Commissioners and/or the Public
- Adjournment



- Welcome and Introductions
- Approval of the Consent Agenda
- Chair and Executive Director's Remarks
- AI Industry Growth in the Region
- Work Program Update
- Strategic Plan Update and Discussion
- **Regional Commission Committee Reports**
- Other Business
- Comments from Commissioners and/or the Public
- Adjournment

- **Comprehensive Economic Development Strategy Committee**
  - **Amanda McGee**
- Roanoke River Blueway Committee
  - Amanda McGee
- Roanoke Valley Collective Response, Collective's Advisory Committee
  - Bailey Medeiros
- Legislative Committee
  - Phil North

# CEDS Update Timelines

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May 2<sup>nd</sup> –  
CEDS Update  
Subcommittee  
meeting

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Recommendation of major document elements to full CEDS Committee

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May 7<sup>th</sup> –  
CEDS  
Committee  
meeting

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Virtual work session

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Approved recommendation of major document elements

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First reading of the Draft 2025-2029 RVAR CEDS document

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May 14<sup>th</sup> –  
CEDS  
Committee  
meeting

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Recommendation of the Draft 2025-2029 RVAR CEDS document to the RVARC Board

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# CEDS Update Timelines

- ❑ Public Comment period from Monday, May 26 – Wednesday, June 25
- ❑ Online Survey for public to provide comments on draft
- ❑ Public Hearing at the June 26<sup>th</sup> RVARC Meeting



The screenshot displays the website for the 2025 Roanoke Valley Alleghany Regional Comprehensive Economic Development Strategy. The header features the title "2025 ROANOKE VALLEY ALLEGHANY REGIONAL Comprehensive Economic Development Strategy" in yellow and white text on a blue background. Below the header, a navigation bar shows "Home / Comprehensive Economic Development Strategy". The main content area includes a section titled "Comprehensive Economic Development Strategy Survey" with a description of the survey's purpose and a "Start Survey" button. To the right, a "Links" section provides a link to the "Draft 2025-2029 Roanoke Valley-Alleghany Regional CEDS". Below the links, a "Key Dates" section indicates the public comment period from Monday, May 26, 2025, to Wednesday, June 25, 2025, at 5:00 pm.

**2025 ROANOKE VALLEY ALLEGHANY REGIONAL**  
**Comprehensive Economic Development Strategy**

**Comprehensive Economic Development Strategy**  
The Roanoke Valley-Alleghany Regional CEDS is a planning document/ process that brings together the public and private sectors to create a regional economic roadmap.

Home / Comprehensive Economic Development Strategy

**Open**

**Comprehensive Economic Development Strategy Survey**

*This survey solicits input on the Roanoke Valley-Alleghany Regional Commission's (RVARC) Draft 2025-2029 Comprehensive Economic Development Strategy (CEDS). This is a document and ongoing planning process designed to bring together the public and private sectors to create a regional economic roadmap. The CEDS document assesses regional economies, establishes regional goals and objectives, and outlines an action plan for priority projects.*

*Please reference the draft CEDS document by clicking on the link at the right.*

**Start Survey**

**Links**

[Draft 2025-2029 Roanoke Valley-Alleghany Regional CEDS](#)

**Key Dates**

**Monday 26 May 2025 to Wednesday 25 June 2025 5:00 pm**  
Public Comment Period  
The public has an opportunity to comment on the Draft

<https://engage.rvarc.org/CEDS>



# CEDS Committee at Roanoke Cement





June 19, 2025

The June meeting of the Roanoke Valley-Alleghany Regional Commission will be held as follows:

**DATE:** Thursday, June 26, 2025  
**TIME:** 3:00 p.m.  
**LOCATION:** Roanoke Valley-Alleghany Regional Commission office  
(Top Floor Conference Room). 313 Luck Ave., SW. Roanoke, VA

## AGENDA

1. Call to Order, Roll Call, Introductions ..... *Chair Smith*
2. Consideration of Remote Attendance ..... *Chair Smith*  
**ACTION REQUESTED:** Unanimous Consent
3. **Action Requested:** Approval of Consent Agenda Items ..... *Chair Smith*
  - A. Approval of Agenda
  - B. May 22, 2025 RVARC Minutes, pp. 4 – 32
  - C. Financial Reports, Ending May 31, 2025, pp. 33 – 36
  - D. Audit Engagement Letter, pp. 37 – 43**ACTION REQUESTED:** Approval of consent agenda items, voice vote
4. Chair's Remarks ..... *Chair Smith*
5. Executive Director's Report..... *Jeremy Holmes*
  - A. NADO Board Retreat Summary, pp. 44 – 46
6. 2025 – 2029 Comprehensive Economic Development Strategy.....*Bryan Hill*
  - A. 2025 -2029 RVARC Comprehensive Economic Development Strategy, pp. 47 – 136
  - B. Public Hearing  
**PUBLIC HEARING (Sign-Up Requested/3-Minute Limit Per Speaker)**  
Open Public Hearing – Comment Period – Close Public Hearing .....*Chair Smith*
  - C. Consideration of Resolution Approving the CEDS, p. 137  
**ACTION REQUESTED:** Action; voice vote
7. Approval of FY26 RVARC Budget, pp.138 – 139 .....*Jeremy Holmes*  
**ACTION REQUESTED:** Action/Voice Vote



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8. Approval of FY26 Regional Commission's Work Program, pp. 140 – 163.....*Lee Osborne*  
**ACTION REQUESTED:** Action; Voice Vote
9. Septic Pump-out Programs Update .....*Terra Famuliner*
10. Regional Commission's Committees Reports
  - A. Roanoke River Blueway Advisory Committee Report.....*Amanda McGee*
  - B. Roanoke Valley Collective Response Advisory Committee Report ..... *Bailey Medeiros*
  - C. Comprehensive Economic Development Committee Report ..... *Bryan Hill*
  - D. Legislative Committee Report..... *Phil North, Committee Chair***ACTION REQUESTED:** No action
11. Other Business
12. Comments from Commission Members and/or the Public
13. Adjournment

The meeting will be live streamed on the Regional Commission's Facebook page at <https://www.facebook.com/rvarc>.

### Upcoming Meetings and Events

*All meetings are open to the public unless otherwise noted*

#### June 2025

Mon, June 23 12:00 PM CAO  
 Thu, June 26 11:00 AM RVARC Executive Committee  
 Thu, June 26 1:00 PM RVTPO Policy Board  
 Thu, June 26 3:00 PM RVARC – Approval of FY26 Budget and Work Program

#### July 2025

Wed, July 16 9:00 AM RVCR Collective Advisory Committee  
 Thu, July 24 1:00 PM RVTPO Policy Board – CANCELLED  
 Thu, July 24 3:00 PM RVARC – CANCELLED

#### August 2025

Wed, August 6 10:00 AM RVCR Monthly Stakeholder Meeting  
 Wed, August 20 9:00 AM RVCR Collective Advisory Committee  
 Wed, August 20 Red Sox Outing  
 Thu, August 28 1:00 PM RVTPO Policy Board  
 Thu, August 28 3:00 PM RVARC

**Save the Date:** Our 2025 Annual Dinner will take place on Thursday, October 30. More details are coming soon!

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



# 2025-2029 RVAR CEDS



## Appendix D:

RVARC Board Resolution Adopting the  
2025-2029 CEDS



Roanoke Valley-Alleghany  
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The 26<sup>th</sup> day of June 2025

## **RESOLUTION**

### **Approving the 2025-2029 Roanoke Valley-Alleghany Regional Comprehensive Economic Development Strategy (CEDS)**

**WHEREAS**, In January 2017, the U.S. Economic Development Administration (EDA) designated the Roanoke Valley-Alleghany Region an Economic Development District (EDD). This designation enhances the region's ability to obtain grants from EDA; and

**WHEREAS**, A key function of EDDs is to develop, maintain and assist in implementing a regional Comprehensive Economic Development Strategy (CEDS) and support local governments in short-term planning activities; and

**WHEREAS**, the Roanoke Valley-Alleghany Regional Comprehensive Economic Development Strategy Committee has been engaged in reviewing CEDS priority projects and in preparing the 2025-2029 CEDS, which fulfills requirements as set forth by the Economic Development Administration in applicable federal regulations; 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 2025-2029 *Roanoke Valley-Alleghany Regional Comprehensive Economic Development Strategy*.

A handwritten signature in black ink, reading 'Peter Volosin', is written over a horizontal line.

Peter Volosin

Vice-Chair

# 2025-2029 RVAR CEDS



## Appendix E:

U.S. Economic Development Administration  
Acceptance of 2025-2029 RVAR CEDS



Roanoke Valley-Alleghany  
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**UNITED STATES DEPARTMENT OF COMMERCE**  
**Economic Development Administration**  
**Robert N.C. Nix Sr. Federal Building and**  
**U.S. Courthouse, Room 602 900 Market Street**  
**Philadelphia, PA 19107**

September 16, 2025

Jeremy Holmes, Executive Director  
Roanoke Valley Alleghany Regional Commission  
P.O. Box 2569, 313 Luck Avenue SW  
Roanoke, Virginia 24010

Dear Mr. Holmes,

Thank you for the recent submission of your CEDS document. EDA appreciated the opportunity to review your CEDS document for the period of 2025 through 2029.

We are pleased to inform you that EDA's review of your CEDS document and process align with the regulatory and programmatic requirements and your CEDS has been accepted by EDA. The priorities and focuses outlined within your CEDS document will help form the foundation of how EDA reviews applications for Public Works and Economic Adjustment Assistance Programs from your region.

We greatly appreciate the work of the Roanoke Valley Alleghany Regional Commission Board and CEDS Committee to develop this innovative, regionally-driven economic development strategy. EDA looks forward to continuing to work with you to help support the goals and priorities outlined in your recently submitted CEDS.

Sincerely,

Lauren Stuhldreher, EDA Economic Development Representative, VA

Philadelphia Regional Office