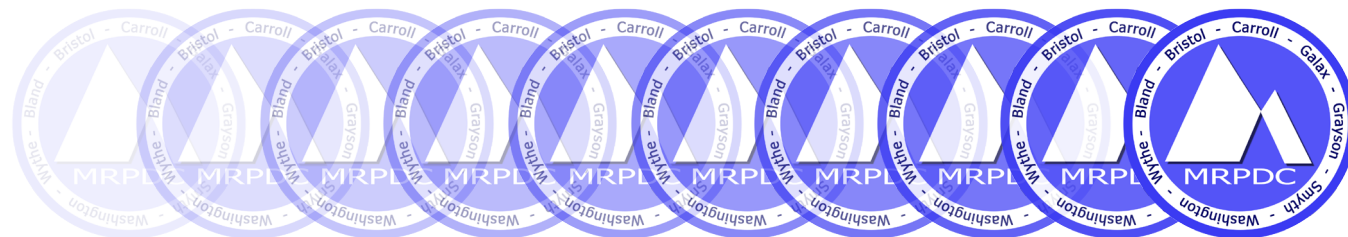
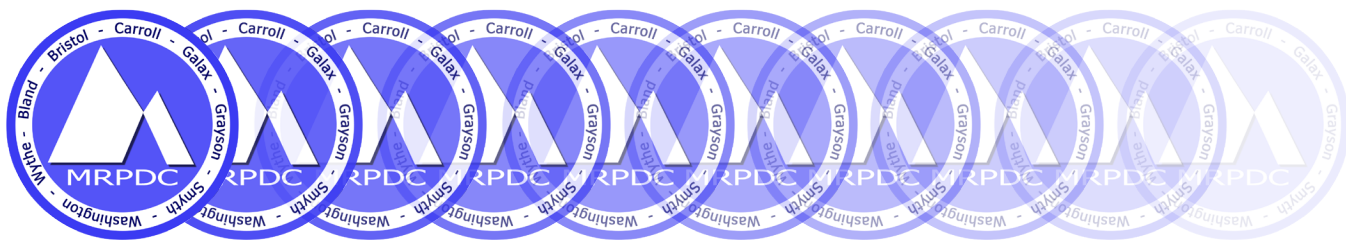


December 2013



Comprehensive Economic Development Strategy

Mount Rogers Planning District Commission



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Mount Rogers Planning District Commission

Comprehensive Economic Development Strategy

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Chapter 1 - Introduction

1.1 General Discription

The Mount Rogers Planning District Commission (MRPDC), also known as the Mount Rogers Economic Development District, is comprised of the counties of Bland, Carroll, Grayson, Smyth, Washington, and Wythe and the independent cities of Bristol and Galax. While each jurisdiction in the district retains its individual character, they do share many common features. All of the jurisdictions are similar in that the region is mountainous. The region is divided into two physiographic provinces: the Blue Ridge Province and the Ridge and Valley Province. The jurisdictions share many major transportation routes and are interdependent with regard to labor exchange (i.e. commuting patterns), retail trade, shared problems, and shared opportunities.

Mount Rogers Planning District



In all, the Planning District totals approximately 2,800 square miles and as of 2012 contains a estimated population of 194,157 (Weldon Cooper Center for Public Service). Population density is approximately 69.3 persons per square mile or 9.23 acres per person. In 1990, density was 64.2 persons per square mile or 9.97 acres per person. Although these figures continue to be relatively stable, they are also slightly misleading. Over 50 percent of all land in the district has slopes in excess of 15 percent. If lands with slope limitations were excluded from the equation, the density would rise above 138.7 persons per square mile. This is still a relatively low density, and it indicates the existence of developable land.

The physical environment is largely unspoiled, and may be a key factor in stimulation



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As of 2012 the MRPDC had an estimated total population of 194,157 people.

The MRPDC has a low population density at 69.3 persons per sq. mile.

of regional economic vitality. The natural barriers that the region has coped with, historically, have resulted in long-lasting infrastructure, income and employment effects. Thus the region is concerned with the availability of jobs, finding profitable new and alternative agricultural products and markets, the development of cultural and recreational tourism, and developing cross-sector economic linkages, especially those that can take advantage of the region's natural resources in sustainable, non-consumptive ways.

Despite the fact that the district has struggled with economic and infrastructure problems (such as water, sewer, roads, industrial sites, high development cost of land due to topography), significant opportunities for economic development do exist. Today, advanced telecommunications networks, such as the Wired Road in Carroll and Grayson counties and the city of Galax, are opening the region's small communities to high-tech business that would be attracted by the region's low costs of living, scenic beauty, recreational opportunities, and relative absence of crime, pollution, traffic congestion, and other problems that characterize urban metro areas.

The most important asset in the Mount Rogers region is the workforce. To be competitive, the region must ensure that the educational and training levels are raised to meet technological and information advances. Additionally, the district must continue to push for transportation access improvements and maintain a competitive cost of doing business.

1.2 History

Officially established July 1, 1969, the Mount Rogers Planning District Commission is authorized under the Virginia Regional Cooperation Act as one of twenty-one planning district commissions in the state. The Commission is established for the purpose of promoting orderly and efficient development of physical, social, and economic elements of the region. This purpose of the planning district commissions is set forth in the Code of Virginia, Section 15.2-4207. The Mount Rogers Planning District Commission serves the counties of Bland, Carroll, Grayson, Smyth, Washington, Wythe and the independent cities of Bristol and Galax.

The Mount Rogers Planning District Commission is made up entirely of local citizens appointed to their office by the governing bodies of participating jurisdictions. These jurisdictions include 6 counties, 2 independent cities, and 12 towns. In accordance with state law, slightly over half of the commissioners are locally elected officials -- mayors, members of the town and city councils, and members of boards of supervisors. The rest are a representative of local planning commissions and the citizens-at-large in their communities, appointed by the county board of supervisors or city council.

The selection process to choose commissioners is as follows: each of the six counties



The region is concerned with the availability of jobs, finding profitable new and alternative agricultural products and markets, the development of cultural and recreational tourism, and developing cross-sector economic linkages.

The MRPDC jurisdiction includes 6 counties, 2 independent cities and 12 incorporated towns.

and two cities selects one member of its governing body, one member of its local planning commission, and one citizen representative to serve on the Commission. Each incorporated town with a population of more than 3,500 nominates one member of its town council as a representative. In addition, each county nominates a member of the town council from the towns in its jurisdiction with less than 3,500 persons.

According to the 2010 Census, the non-white population of the Mount Rogers Planning District is extremely small, approximately 4.6 percent of the total population. This represents a 0.03 percent growth in non-white population between 2000 and 2010. To insure a minority voice on the Commission, the Commission amended its Charter and By-Laws, effective July 1, 1977. The amendment to Article II, Section 2 of the Charter established a system of appointing minority members. Minority members are appointed by the member jurisdictions on a revolving basis to serve a four-year term. Should a jurisdiction choose not to appoint a minority member representative, the alphabetical rotation will be advanced until an appointment is made.

The full 38-member Commission meets every April. An Executive Committee chosen by the following method conducts the month-to-month business of the Commission. At the April meeting of the full Commission, county and city delegates caucus and select one member each to serve as their representative on the Executive Committee. There are 13 members in all: one representative from each of the six counties and two cities, plus the chairman, the vice-chairman, the treasurer, the immediate past chairman, and the minority representative. The Executive Committee is authorized by the Commission to conduct all business that the Commission ordinarily would conduct. All actions of the Executive Committee are subject to approval by the full Commission.

1.3 Partnerships

The Mount Rogers Planning District Commission and its 38-member Board of Directors, since the founding of planning district commissions in 1969, has been a catalyst for building regional partnerships among the eight governmental jurisdictions plus towns in the district. As an intermediary and liaison to Federal Agencies such as the Economic Development Administration, Appalachian Regional Commission, and United States Department of Agriculture, the MRPDC has been successful in securing hundreds of millions of dollars in public investment via grants for economic development, infrastructure, operation and equipment, facilities, etc., creating thousands of jobs and stimulating private and local investment. The MRPDC's Loan Funds Program has provided over \$6.5 million in low interest financing for 68 manufacturing and service-oriented startups and expansions to assist in the creation of 708 new jobs and the retention of 1,161 existing jobs. There are many organizations that are integral to the Mount Rogers Planning District Commission's success. The following are some of the most notable organizations:

The **New River/Mount Rogers Workforce Investment Board** is supported by federal



The MRP-DC has a full 38-member Commission that meets semi-annually and a 13-member Executive Committee that meets monthly.

The MRPDC has established many strong regional partnerships involving local governments and federal agencies such as the EDA, ARC, and the USDA.

and state funds and works with local service agencies to train workers and place them in available positions. The NRMWRIB serves the people of Bland, Carroll, Floyd, Giles, Grayson, Montgomery, Pulaski, Smyth, Wythe, and Washington counties and the cities of Bristol, Galax, and Radford.

The **Virginia's aCorridor/Mount Rogers Development Partnership** and its Board of Directors has been a central resource for recruitment efforts in attracting new and expanding industries to the region. Serving the six counties and two cities, the economic organization has provided the link to the state's Virginia Economic Development Partnership (VEDP) and the marketing representatives and a broad array of services available to local areas for economic development.

The three **Small Business Development Centers**, located at **Virginia Highlands Community College**, **Wytheville Community College**, and the **Crossroads Institute** in Galax, serve in an advisory and technical resource capacity to assist new and expanding businesses and entrepreneurs with business plans, financial analysis, and training in operating business.

Virginia's Department of Business Assistance through its regional office in Abingdon provides a broad array of services and state assistance to existing business in the region. Plus, the Industrial Training Division provides on-site training services to new and expanding manufacturers.

The regional **Virginia Employment Commission** offices and the Vocational Technical Skill Centers in each locality play a vital role in the supply of skilled and trained labor.

The Planning District's regional airports provide gateways for commerce and enhance the marketability of the region for new plant locations: **Virginia Highlands Regional Airport** (Abingdon), **Smyth-Wythe Regional Airport** (Marion-Atkins), and the **Twin Counties Airport** (Carroll County), and the larger **Tri-Cities Regional Airport** (Bristol).

The **Blue Ridge Tourism Association** provides a regional partnership for marketing and promotion of tourism and serves as a resource for enhancing the marketability of the region.

The **District Three Governmental Cooperative** provides vital services for improving the quality of life across the region and vital public transit services.

The **Mount Rogers Regional Adult Education Program** provides vital educational resources to the adult population, age 18 and older, to address adult illiteracy and low educational attainment and foster a more educated workforce.

People Inc., a regional non-profit service provider, provides micro-business assistance to small entrepreneurs and start-up businesses via its Business Start Program. Additionally, the organization provides extensive community development assistance to localities and citizens.



Many regional cooperations and partern-ships exist throughout the MRPDC that assist with a variety of regional planning topics including economy, tranpsorta-tion, tourism, education, and health-care.

1.4 Purpose & Methodology

The purpose of the Mount Rogers Comprehensive Economic Development Strategy (CEDS) is to guide the economic development of the region. The CEDS includes four primary components: an analysis of current economic conditions, identification of threats and opportunities, a regional vision, and a strategy for evaluating the plan's effectiveness. A successful CEDS program will diversify the regional economy and improve the region's quality of life through the creation of new jobs, increased income, improved access to education, and development of physical infrastructure.

The Mount Rogers CEDS program was implemented in 1999 with the first CEDS approved in 2000. Since that time, the CEDS has been updated annually through an annual report sent to the Economic Development Administration. The regional vision outlined in the CEDS has been updated through the Vision 2025 planning process; a series of visioning sessions held across the Mount Rogers Planning District in 2007.

The Vision 2025 process included a series of nine visioning sessions held throughout the Mount Rogers Planning District between January and April 2002. The visioning project consisted of a collaboration among regional organizations in northeast Tennessee and southwest Virginia; the project resulted in part from the 1999 designation of essentially the same region as an All America City, a program of the National Civic League. Some of the key players in Vision 2025 included the Tri-Cities TN/VA Regional Partnership, the First Tennessee Development District, and the planning district commissions for the Lenowisco, Mount Rogers, and Cumberland Plateau in Virginia. As a whole the Vision 2025 project covered 17 counties in Tennessee and Virginia, with 39 public input meetings and 1,000 participants. The input generated 7,355 ideas.

As part of the 2008 MRPDC CEDS update, another series of public visioning sessions was held in the spring of 2007. Three sessions were held at strategic points across the planning district and focused on evaluating current economic conditions and collecting ideas and strategies to update the regional vision. Participants included government officials, planning commission members, educators, non-profit organizations, tourism agencies, and small business and industry leaders.

The current CEDS was updated with the assistance of a CEDS Strategy Committee made up of 15 economic experts representing both private industry and governmental organizations. There were two meetings held with the committee and staff of the Mount Rogers Planning District Commission on July 31, 2013 and October 30, 2013. The committee will continue to meet over the course of the next year to prepare for the next CEDS update.



Primary components of the CEDS includes an analysis of current economic conditions, identification of threats and opportunities, a regional vision, and an evaluation strategy of the plans effectiveness.

The current CEDS was updated with the assistance of a committee made up of 15 economic experts representing both private industry and governmental organizations.

1.5 CEDS Committee and Staff Support

As required by the Economic Development Administration, the MRPDC has organized a CEDS Strategy Committee to assist in development of the CEDS. As required, the CEDS Strategy Committee is made up of more than 50 percent of private sector representatives. The CEDS Strategy Committee includes representatives from organizations involved in government, private business, education, and technology. Below is a complete list of the CEDS Strategy Committee Members.

Mount Rogers PDC					
CEDS Strategy Committee					
#	Name	Primary Organization	Secondary Organization	Career Field	Locality
1	Brenda Thompson	New Peoples Bank	Wytheville-Wythe-Bland Chamber of Commerce	Finance	Bland
2	Dr. Hara Charlier	Vice President of Academic and Student Services, VHCC		Education	Briston, Washington and Smyth
3	Angela Y. Lawson, Ed.S.	Vice President, Workforce and Occ/Tech Programs, WCC		Education	Bland, Wythe, Smyth, Carroll, Grayson, and Galax
4	Ed Davis, Ph.D.	Emory & Henry College	Sustainable Development / Conservation	Education	Regional
5	Marty Holliday	New River/Mount Rogers Workforce Investment Area		Workforce	Regional
6	Barry Firebaugh	Leadership Washington County		Leadership / Small Business	Washington
7	Margo Crouse	Doctors Inn	Galax City Council, Galax Planning Commission	Tourism / Small Business	Galax
8	Jim Swartz	Highlands Union Bank	Washington Co. Chamber of Commerce	Finance	Smyth/Washington
9	Mary Begley	AEP	Virginia's aCorridor	Energy	Regional
10	Joe Freeman	Evatran	Wythe Manufacturing Council	Manufacturing	Wythe
11	Keith Andrews	Andrews Farming	Twin County Chamber of Commerce	Agriculture / Small Business	Galax
12	Ken McFadyen	Blue Ridge Crossroads EDA	Wired Road	Economic Development	Carroll-Grayson-Galax
13	Herb Grant	ABB	Wytheville-Wythe-Bland Chamber of Commerce	Manufacturing	Bland
14	James McNeil	McNeil Furniture	Marion Downtown	Small Business	Smyth
15	Andre Richmond	Comprehensive Services Act of Virginia		Social Services	Bristol

To carry out its programs, the Commission has a professional staff headed by an Executive Director. The Executive Director is hired directly by the Commission. The Executive Director is then responsible for hiring and administering the staff. Currently, the staff is made up of 10 full-time persons trained in a variety of fields. Below is a list of the MRPDC staff.

Name	Title	Name	Title
Michael Armbrister	Executive Director	Brian Martin	Regional Planner II
Toby Boian	Planning Director/Deputy Director	Stephanie Patton	Administrative Assistant
Salem Bush	Regional Planner I	Brian Reed	Senior Planner
James Dillion	GIS Director	Aaron Sizemore	Regional Planner II
Brenda Hooper	Finance Director	Greg Vannoy	Regional Planner II



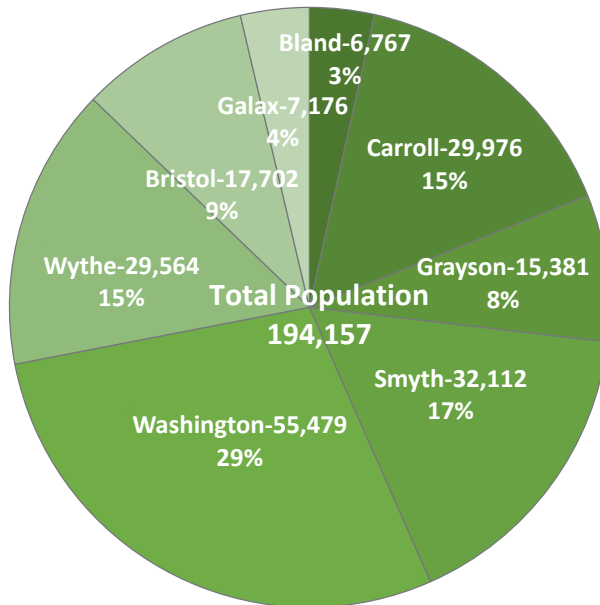
The CEDS plan was a group effort including 15 CEDS Committee Members and 11 MRPDC staff.

Chapter 2 - Regional Profile

2.1 Population

Total population for the Mount Rogers Planning District as of 2012 is estimated at 194,157. The population is split up by locality as follows:

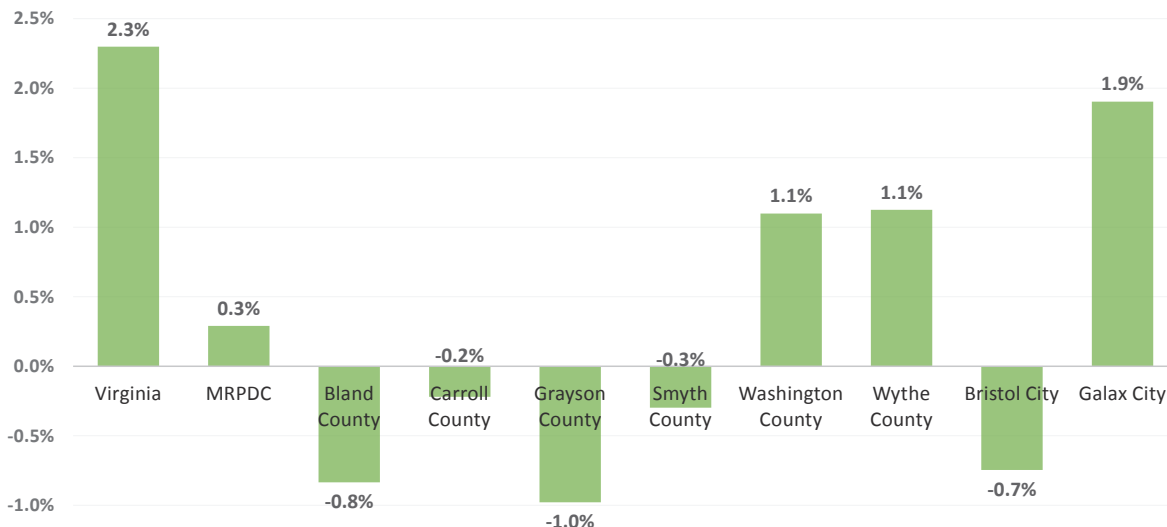
2012 Population of MRPDC by locality



Source: Weldon Cooper Center for Public Service

The population increase for the Mount Rogers Planning District (0.3 percent increase) has been relatively slow since the 2010 Census, especially when compared to the State of Virginia (2.3% increase). Galax City has experienced the most growth at a 1.9 percent increase, while Bland, Carroll, Grayson and Smyth County and Bristol City have experienced negative growth.

Population Change Estimate from 2010-2012



Source: Weldon Cooper Center for Public Service



Population growth for the MRPD has been slow for the last couple of years at a 0.3 percent increase compared to Virginia at a 2.3 percent increase.

Five out of the eight localities in the MRPD have experienced negative growth in the last 10 years.



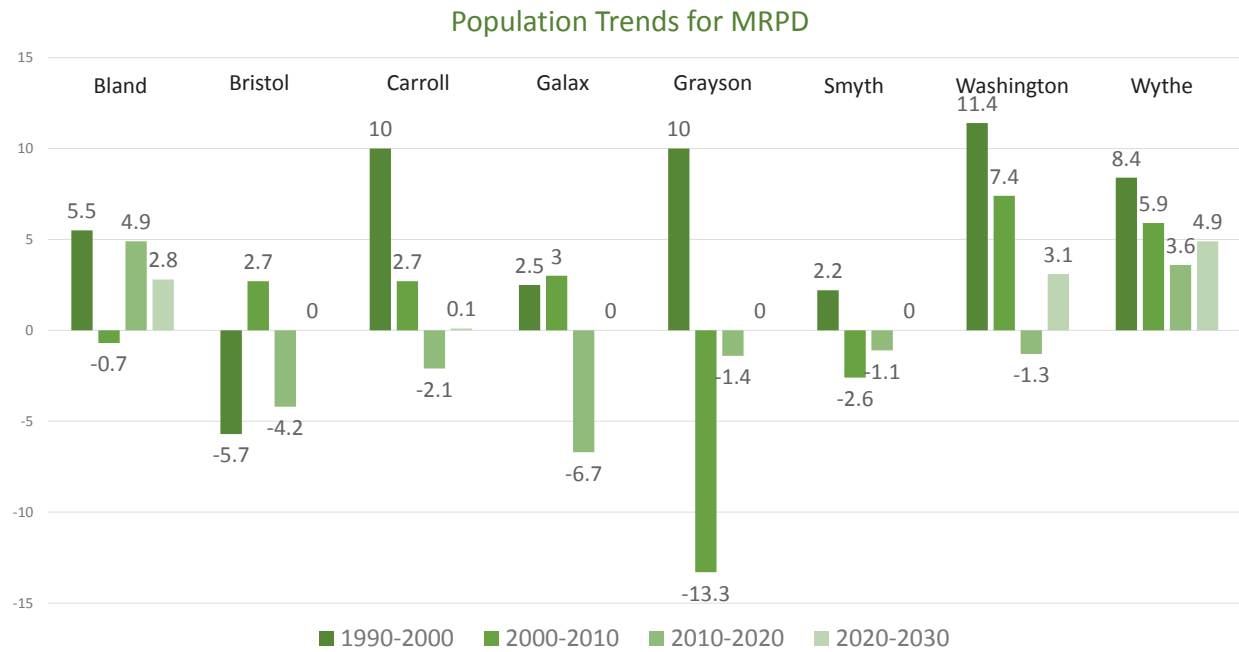
According to the 2010 U.S. Census, the Mount Rogers Planning District had a population of 190,020. Since 2000, regional population has been relatively stable with only a 2.44 percent growth rate between 2000 and 2010. Local population trends were mixed over the decade with Bland, Grayson, and Smyth all experiencing a decline in total population and the rest of the district's localities experiencing growth. Grayson County experienced the greatest decline over the decade with a loss of over 13.3 percent. Between 2000 and 2010, the Mount Rogers Planning District population growth rate (2.44 percent) was lower than the rate in neighboring New River Valley Planning District (7.93 percent) and higher than the rate in LENOWISCO Planning District (1.15 percent). The adjacent Cumberland Plateau Planning District experienced a 2.77 percent population decline during the decade.

Population projections from the Virginia State Data Center predict a continuing trend of relatively stable population in the Mount Rogers district. The greatest increase in population is predicted to occur in Washington and Wythe Counties, while Grayson and Smyth Counties are predicted to experience the greatest population decline. With some localities gaining and some losing, the overall population remains basically level.

Population Trends

Locality	1990	2000	2010	2020	2030
Bland County	6,514	6,871	6,959	7,085	7,285
Bristol city	18,426	17,367	17,106	17,078	17,075
Carroll County	26,594	29,245	29,289	29,420	29,592
Galax city	6,670	6,837	6,639	6,567	6,573
Grayson County	16,278	17,917	15,789	15,310	15,311
Smyth County	32,370	33,081	32,184	31,864	31,856
Washington County	45,887	51,103	52,566	54,138	55,837
Wythe County	25,466	27,599	28,929	30,280	31,773

Source: U.S. Census Bureau & Virginia State Data Center



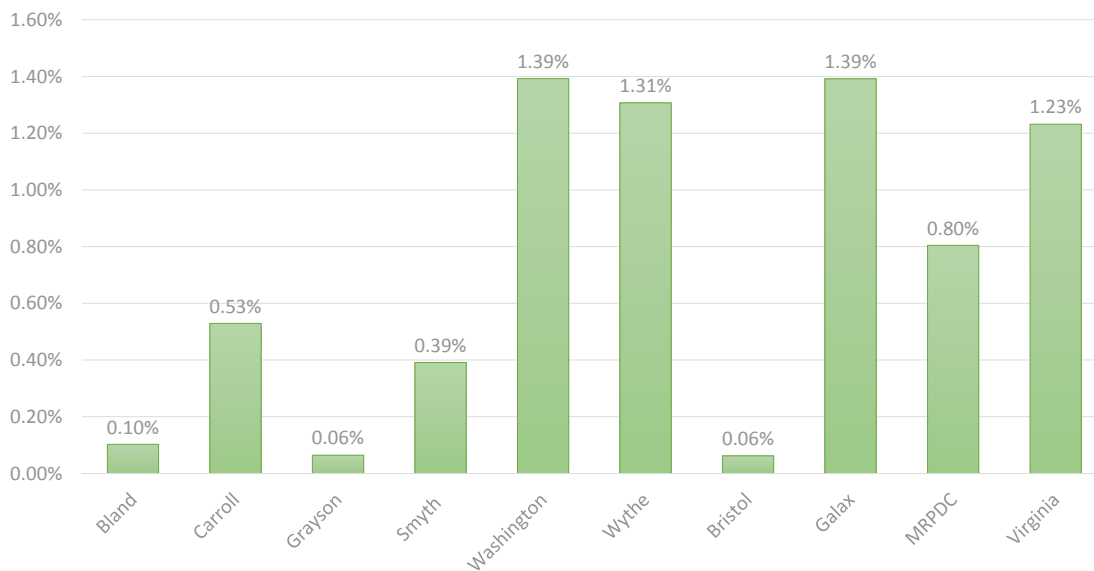
From 2000 to 2010 the MRPD had a population growth of 2.44 percent.

Most of the MRPD has a projected negative growth rate according to 2030 projections. Bland, Washington and Wythe counties are the exception and should expect population growth.

Population Change from April 2010 - July 2012						
Area	Numeric			Percent		
	Change	Due to Natural Increase	Due to net migration	Change	Due to Natural Increase	Due to net migration
Bland	-57	-64	7	-0.84%	-0.94%	0.10%
Carroll	-66	-225	159	-0.22%	-0.75%	0.53%
Grayson	-152	-162	10	-0.98%	-1.04%	0.06%
Smyth	-96	-222	126	-0.30%	-0.69%	0.39%
Washington	603	-161	764	1.10%	-0.29%	1.39%
Wythe	329	-53	382	1.13%	-0.18%	1.31%
Bristol	-133	-144	11	-0.75%	-0.81%	0.06%
Galax	134	36	98	1.90%	0.51%	1.39%
MRPDC	562	-995	1,557	0.29%	-0.51%	0.80%
Virginia	184,843	86,293	98,550	2.31%	1.08%	1.23%

Source: Weldon Cooper Center for Public Service

Percent of New Residents to Localities of Total Population (Net Migration)



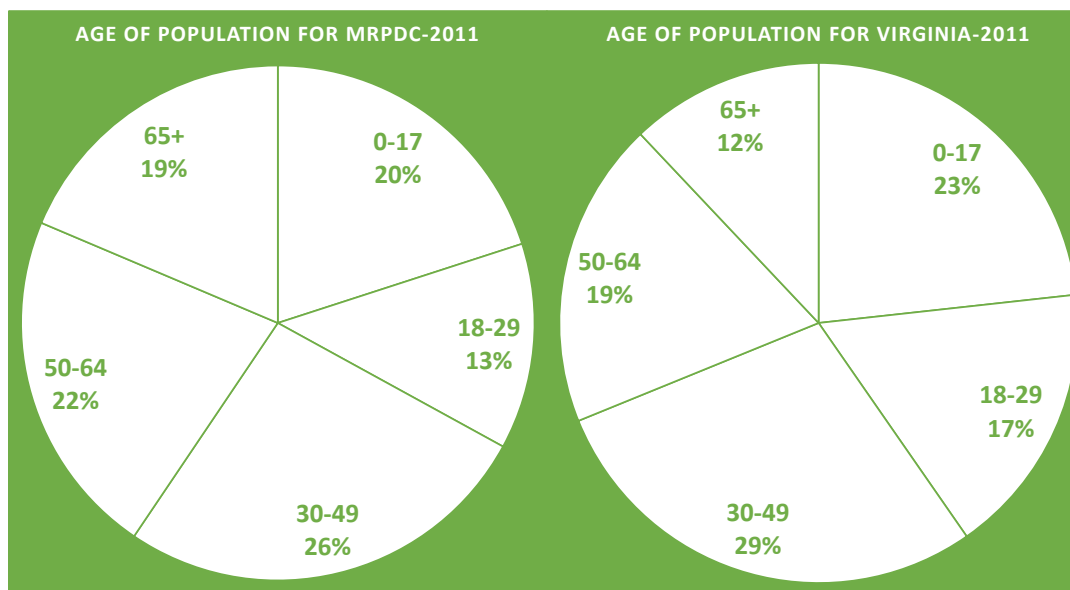
The median age of the population in the Mount Rogers Region was 40.3 years in 2000, which is 3 years older than the median age in 1990. As of 2011, the median population of the MRPDC was 43.6, indicating an aging population. Overall, the population of the region is significantly older than the state as a whole. According to the American Community Survey, 17.52 percent of the region's population were age 65 and over compared to 11.85 percent for Virginia, and 20.73 percent were age 50 to 64 in the region compared to 18.77 percent for Virginia. In contrast, the region was under-represented relative to the state in all age groups below age 50.

Age of Population-2011					
Area	0-17	18-29	30-49	50-64	65+
Bland	1,204	799	1,960	1,693	1,215
Carroll	5,889	3,527	7,926	6,862	5,798
Grayson	3,025	1,706	4,024	3,711	3,236
Smyth	6,793	4,157	8,499	6,928	5,891
Washington	10,748	7,346	14,711	12,197	9,626
Wythe	6,119	3,705	7,891	6,400	5,001
Bristol	3,680	2,713	4,824	3,375	3,426
Galax	1,243	1,063	1,664	1,152	1,837
MRPDC	38,701	25,016	51,199	42,318	36,030
Virginia	1,843,927	1,352,276	2,261,651	1,512,298	956,040

Source: Weldon Cooper Center for Public Service

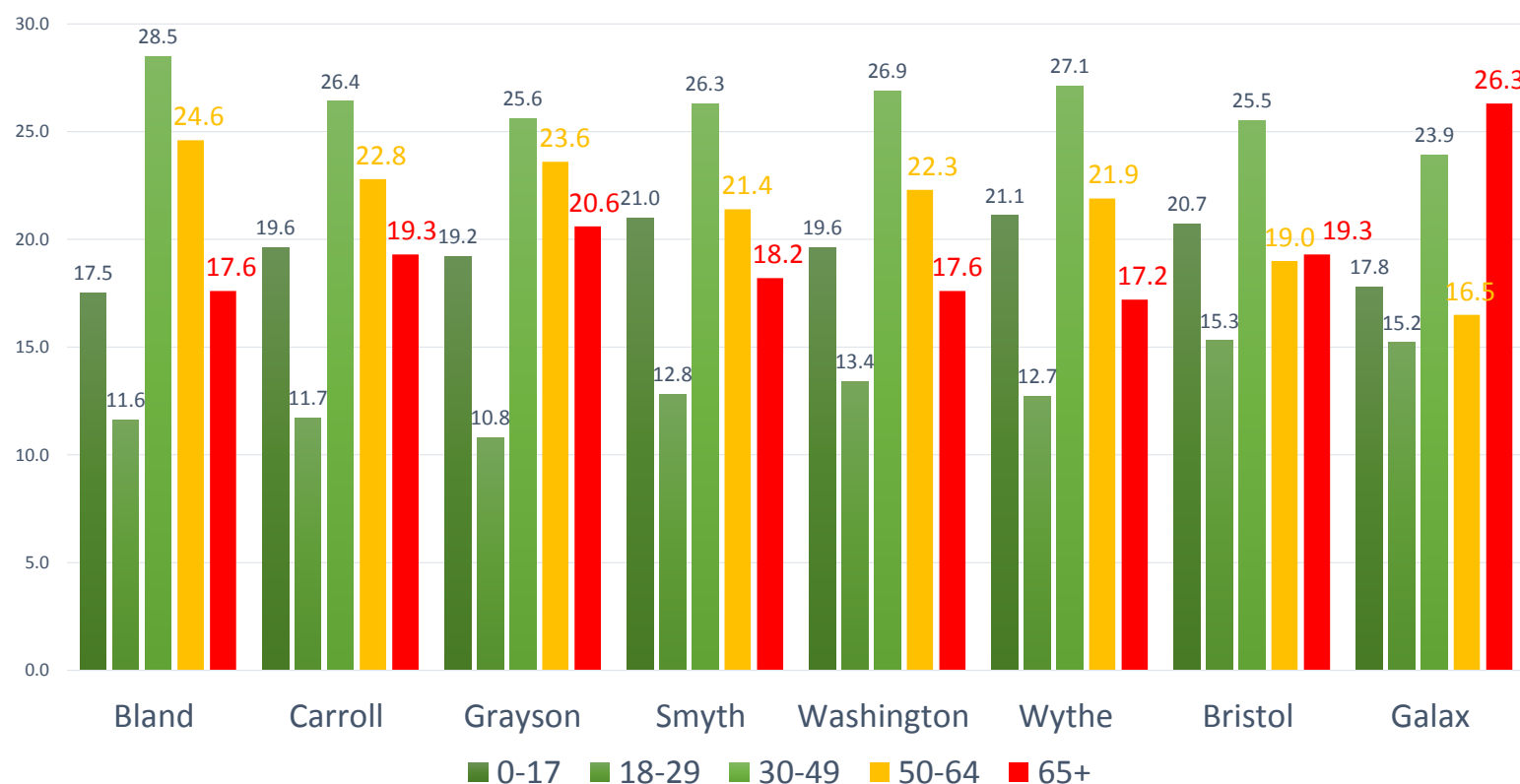
All of the MRPD localities experienced more deaths than births from April 2010 through July 2012. However, the migration of residents into each locality increased. Washington and Wythe counties and Bristol City experienced the most in-migration.

From 2000 to 2011 the MRPD median age has increased from 40.3 to 43.6 years of age.



Source: U.S. Census Bureau, 2007-2011 American Community Survey 5-Year Estimates

Percentage of Age of Total Population for Locality-2011



The MRPD has a rapidly aging population, especially when compared to Virginia. 41 percent of the MRPD is over the age of fifty, compared to the state average of 31 percent.

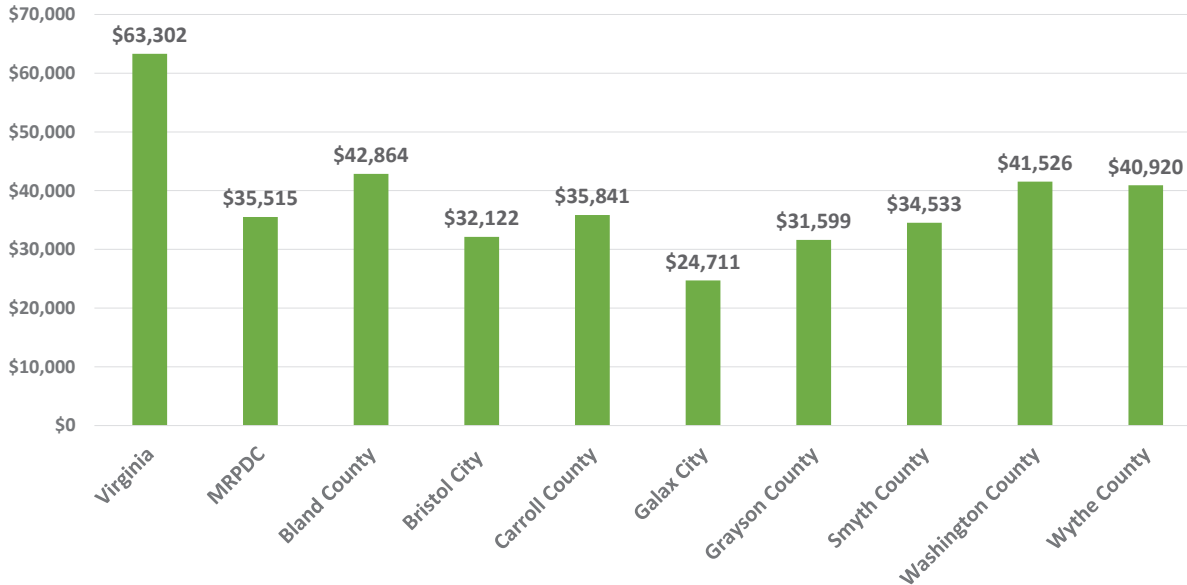
The cities of Galax and Bristol and the counties of Grayson and Carroll have particularly rapid aging populations.

2.2 Income

As of 2011, median household income for the MRPD was \$35,515 or 56.1 percent of the state figure of \$63,302. Bland, Washington and Wythe counties were the only localities to be above \$40,000.



Median Household Income-2011

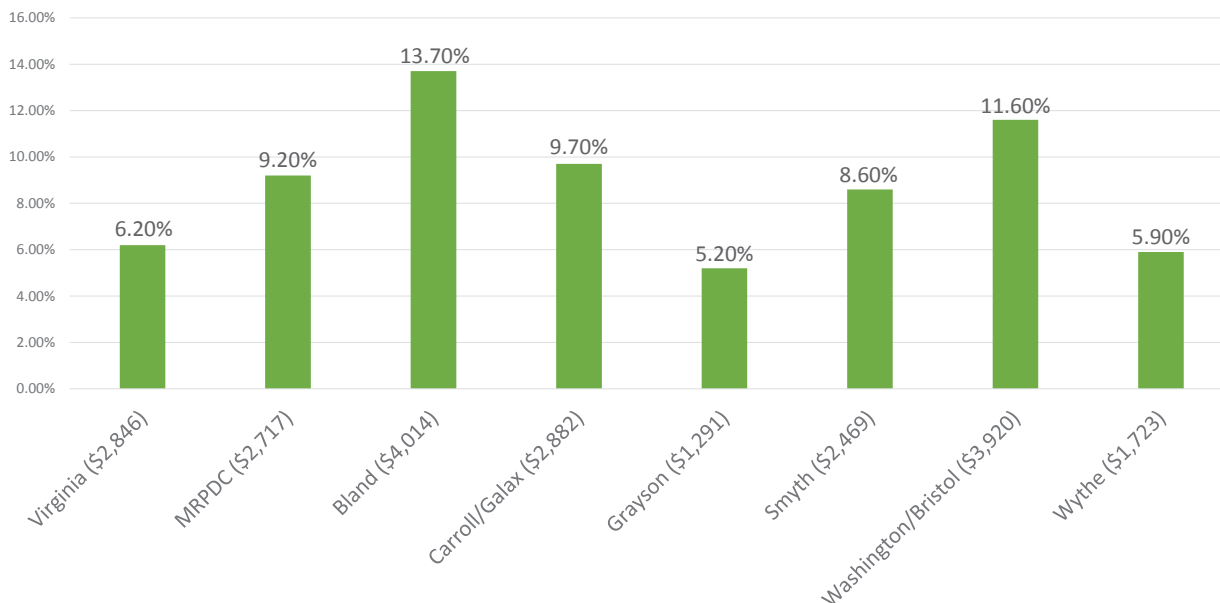


U.S. Census Bureau, 2007-2011 American Community Survey 5 Year-Estimates

Galax City had by far the lowest median household income for the MRPD at \$24,711.

During the period from 2007 to 2011, per capita personal income rose in the region by an average of 9.82 percent; however, all jurisdictions in the region have per capita income figures substantially lower than the state average. In 2007, the region's average was 61.68 percent of the state figure. By 2011, the region's average had risen to \$29,400, representing 63.76 percent of the state average of \$46,107.

Percent Increase of Per Capita Personal Income from 2007-2011



U.S. Census Bureau, 2007-2011 American Community Survey 5 Year-Estimates

From 2007 to 2011 all of the MRPD experience per capita personal income growth averages. All, but Grayson and Wythe counties were above the state average.

Per Capita Personal Income 2007-2011 (MRPDC)



Source: U.S. Census Bureau, 2007-2011 American Community Survey 5 Year-Estimates

Per Capita Personal Income 2007-2011 (Virginia)



Source: U.S. Census Bureau, 2007-2011 American Community Survey 5 Year-Estimates

From 2007 to 2011 the MRPD experienced \$2,717 of per capita personal income growth. During that same time Virginia experienced \$2,846 of per capita income growth throughout the state. However, the percent increase of growth was much lower than the MRPD.

2.3 Wage Characteristics

The average weekly wage in the Mount Rogers Planning District increased consistently over the past ten years; nevertheless, the 2012 regional average weekly wage of \$606 is only 61 percent of the state average. Carroll and Grayson counties showed especially low average weekly wages, while Bland and Washington counties have traditionally had the highest average weekly wages. The traditionally high weekly wage in Bland County is due primarily to low numbers of establishments and employment combined with high paying industries.

Average Weekly Wages, All Industries 2012			
Area Name	Average Establishments	Average Employment	Average Weekly Wage
Bland County, VA	121	1,927	\$728
Carroll County, VA	588	6,136	\$523
Grayson County, VA	362	2,316	\$509
Smyth County, VA	819	11,603	\$618
Washington County, VA	1,513	20,060	\$720
Wythe County, VA	894	11,538	\$580
Bristol city, VA	717	11,969	\$621
Galax city, VA	376	6,043	\$551
MRPDC	5390	71,592	\$606
Virginia	234,932	3,617,363	\$993

Source: Labor Market Statistics, Covered Employment and Wages Program

The Mount Rogers Planning District had a weekly average wage of \$742 in the manufacturing sector, which is 70.9 percent of the state average. Grayson and Carroll counties and the City of Galax had the three lowest weekly manufacturing wages. The Mount Rogers Planning District had a weekly average wage of \$389 in the retail sector, which is 76.4 percent of the state average. Grayson County had a significantly lower weekly average wage in the retail sector. Wythe and Washington counties and the City of Galax had the highest scores.

Average Weekly Wages, Manufacturing 2012			
Area Name	Average Establishments	Average Employment	Average Weekly Wage
Bland County, VA	12	531	\$1,007
Carroll County, VA	22	1,028	\$571
Grayson County, VA	18	352	\$625
Smyth County, VA	41	3,415	\$766
Washington County, VA	73	3,703	\$799
Wythe County, VA	54	2,229	\$808
Bristol city, VA	22	1,709	\$794
Galax city, VA	15	1,399	\$567
MRPDC	257	14,366	\$742
Virginia	5,941	240,631	\$1,047

Source: Labor Market Statistics, Covered Employment and Wages Program

Average Weekly Wages, Retail 2012			
Area Name	Average Establishments	Average Employment	Average Weekly Wage
Bland County, VA	11	65	\$386
Carroll County, VA	89	804	\$384
Grayson County, VA	23	158	\$329
Smyth County, VA	107	1,199	\$386
Washington County, VA	189	3,033	\$419
Wythe County, VA	124	1,776	\$422
Bristol city, VA	146	1,795	\$378
Galax city, VA	60	1,080	\$411
MRPDC	749	9,910	\$389
Virginia	25,709	412,406	\$509



The average weekly wage in the MRPD for 2012 was 61 percent of the state average.

Manufacturing and retail weekly wages in the MRPD generally poses more competitive wages than the average job at over 70 percent the state average.

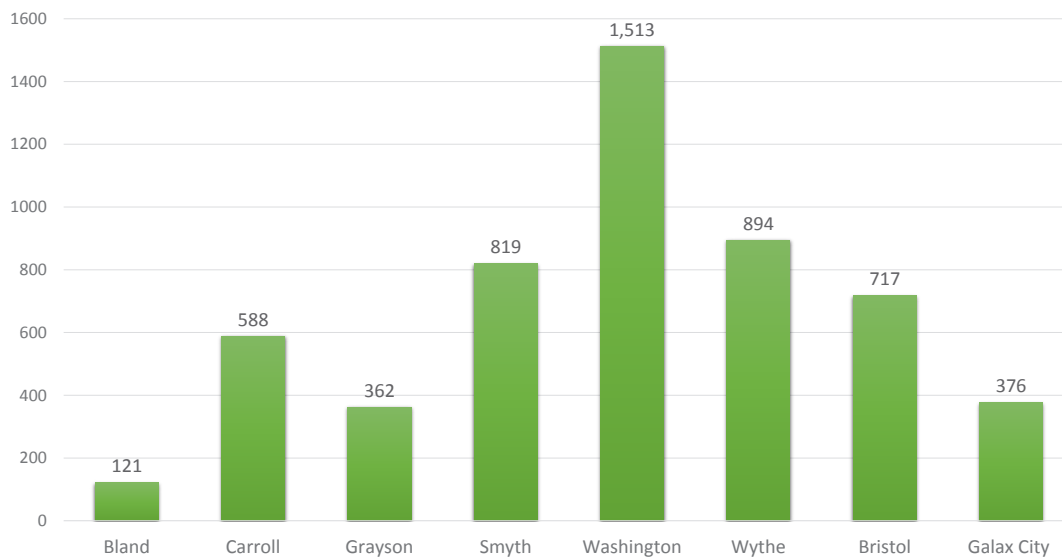


Average Weekly Wage by Locality-2012



Bland and Washington counties share the highest average weekly wages in the MRPD.

Number of Business Establishments by Locality-2012



Washington County has the most business establishments and the most employed in the region. Bland and Grayson counties and Galax City has the least amount of of business establishments in the MRPD. Bland, Carroll, and Grayson counties and Galax City has the least employed across the region.

Employment Numbers by Locality-2012



Source: Labor Market Statistics, Covered Employment and Wages Program

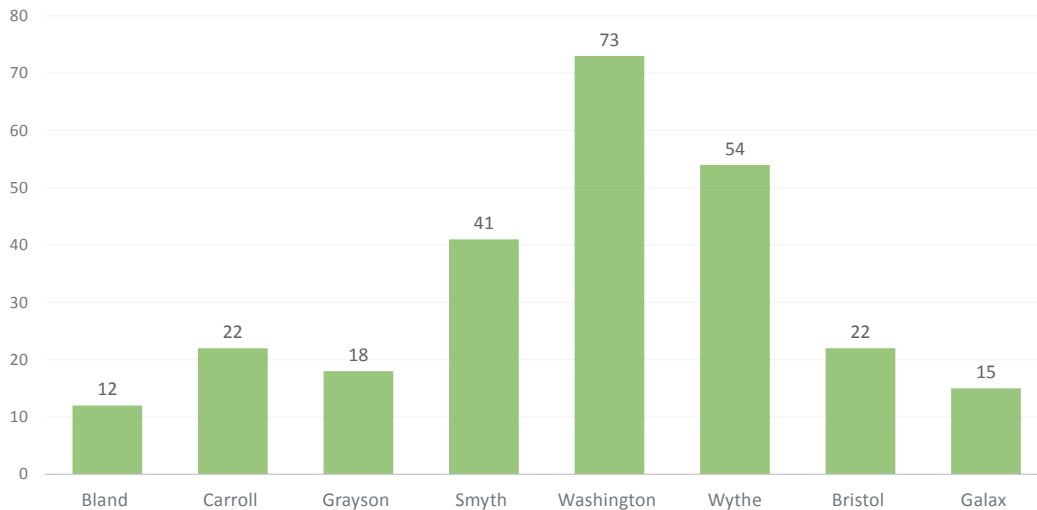


Average Weekly Wage in Manufacturing by Locality-2012



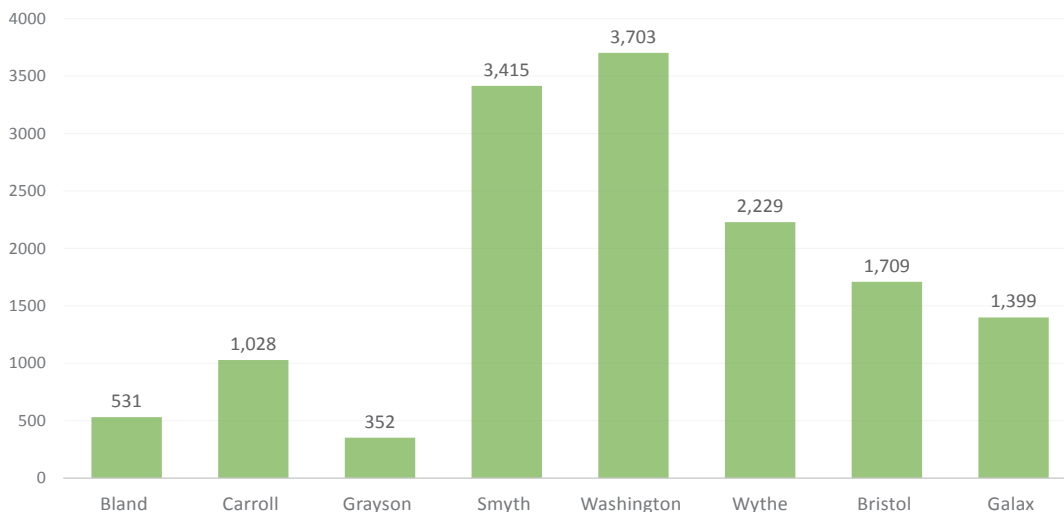
Bland County has the highest manufacturing average weekly wage at \$1,007 in the MRPD. Galax, Carroll and Grayson counties have the lowest manufacturing average weekly wage in the MRPD.

Number of Manufacturing Establishments by Locality-2012



Washington, Wythe, and Smyth counties have the most number of manufacturing establishments in the MRPD.

Employment Numbers in Manufacturing by Locality-2012

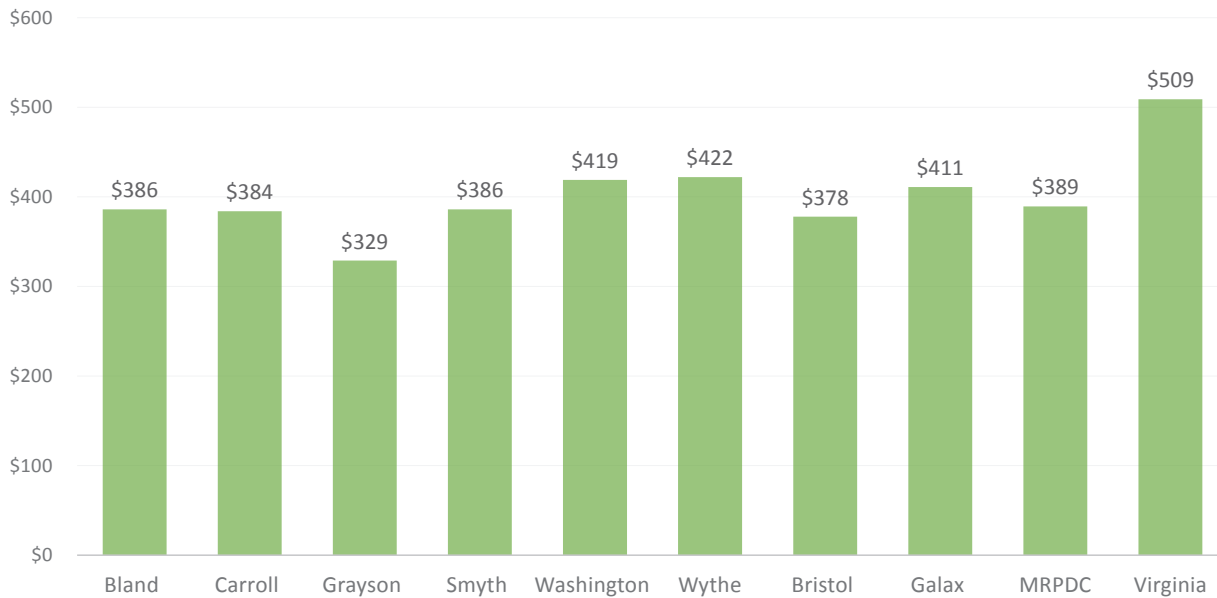


Washington and Smyth counties have the most employed in manufacturing in the MRPD.

Source: Labor Market Statistics, Covered Employment and Wages Program

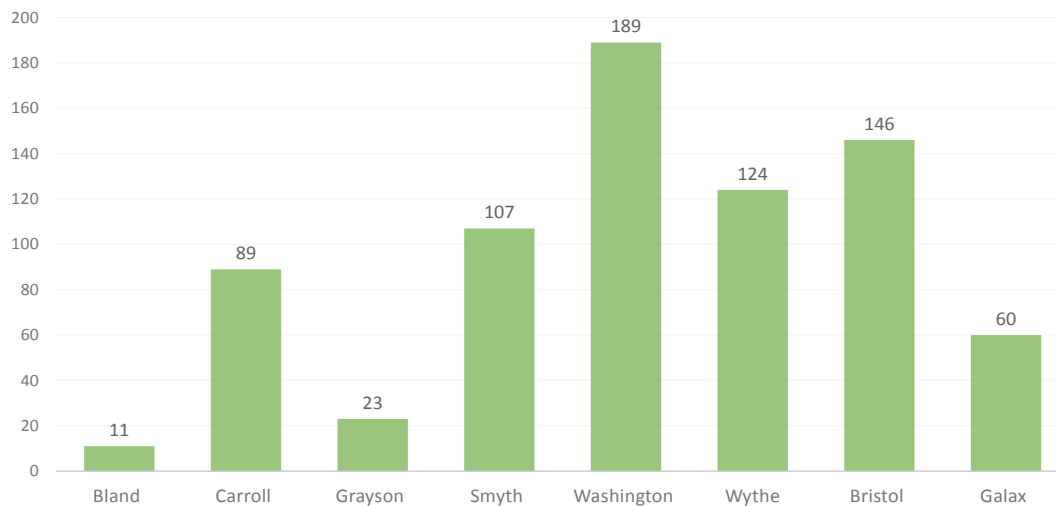


Average Weekly Wage in Retail by Locality-2012



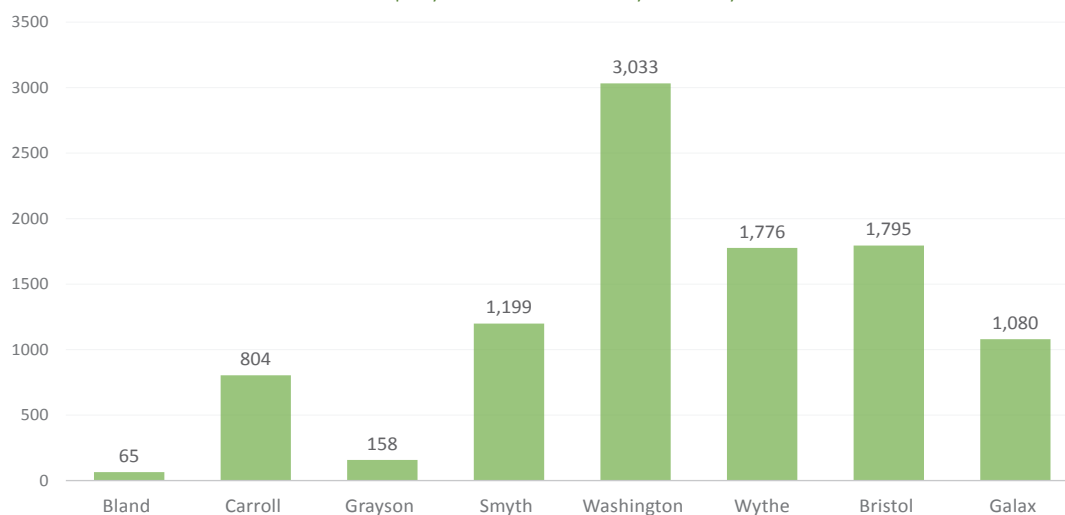
The average weekly wage in retail for the MRPD is fairly even for all localities. Grayson County is a bit lower than the rest of the localities at \$329 per week.

Number of Retail Establishments by Locality-2012



Bland and Grayson counties have the fewest number of retail establishments.

Retail Employment Numbers by Locality-2012



Washington and Wythe counties and Bristol City have the most employed in retail.

Source: Labor Market Statistics, Covered Employment and Wages Program

2.4 Poverty

Nearly 16 percent of all persons in the region lived below the official poverty line in 2011, higher than the 11.1 percent figure for the state as a whole. Within the region, Galax had the highest poverty rate with 27.6 percent. At 11.4 percent, Washington and Bland counties had the lowest poverty rate in the region.

Over the 1990-2000 decade, the incidence of poverty for persons and families decreased with 23,407 persons and 5,201 families below poverty in 2000. The number of persons below the poverty line in 1990 was 27,929. A closer review of the poverty data indicates especially high incidence of poverty among female householder families with related children less than 18 years of age; with poverty rates ranging from 28.3 percent in Bland County to 54.8 percent in the City of Bristol. Among the counties in the region, Carroll County registered the highest rate at 41.5 percent. Poverty estimates from 2010 indicate that the cities of Bristol and Galax continue to have the highest poverty rates at 23.4 and 32.3 percent respectively. Washington County had the lowest poverty rate in 2010 of 14.7 percent. These figures indicate a strong need for affordable daycare facilities and services for working families, especially female householder families.

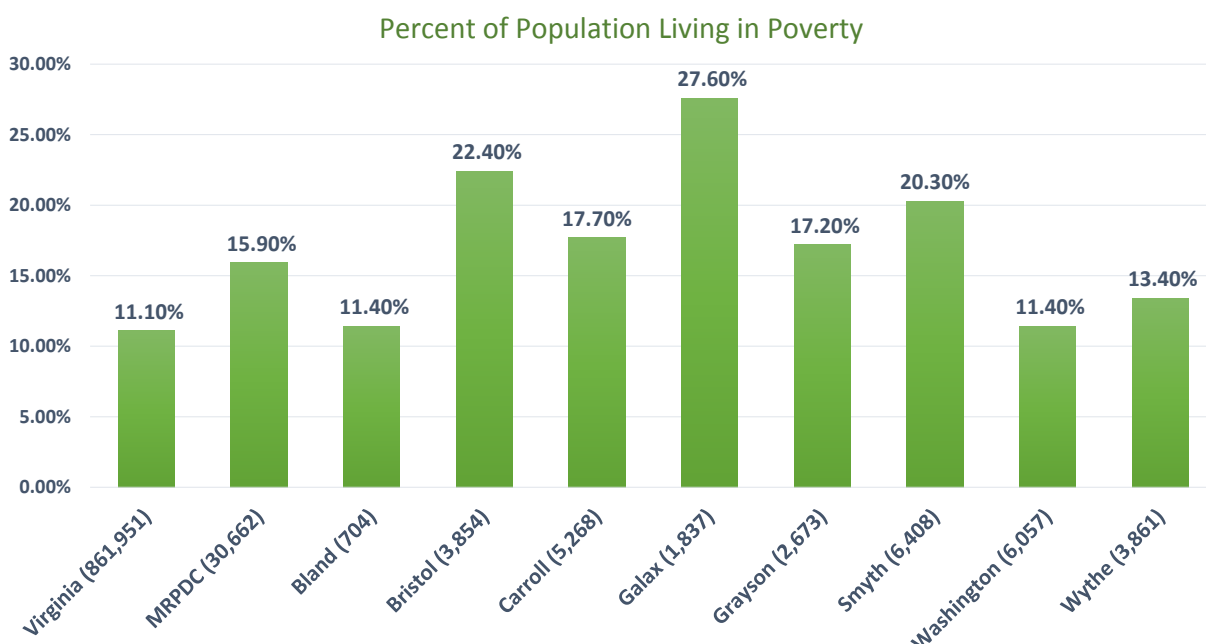
Persons Living in Poverty 2011		
Area	Number	Percent
Bland	704	11.4
Bristol	3,854	22.4
Carroll	5,268	17.7
Galax	1,837	27.6
Grayson	2,673	17.2
Smyth	6,408	20.3
Washington	6,057	11.4
Wythe	3,861	13.4
MRPDC	30,662	15.9
Virginia	861951	11.1
U.S.	39,144,863	15.9



In 2011, nearly 16 percent of the MRPDC population was living in poverty. The two cities of the region, Galax and Bristol, had the highest poverty rates.

Poverty rates are particularly high for families with female householders across the region.

All localities in the MRPDC are above the state average for poverty rate. Washington and Bland counties are slightly above, checking in at 11.4 percent.



Source: U.S. Census Bureau, 2009-2011 American Community Survey 3-Year Estimates

2.5 Employment Characteristics

Industry Employment Distribution, 2011- MRPD			
Rank	Industry Sector	Establishments	Employees
1	Total, all industries	5,465	71,428
2	Manufacturing	254	14,215
3	Health Care and Social Assistance	1,478	10,731
4	Retail Trade	748	10,000
5	Accommodation and Food Services	373	6,865
6	Education Services	48	6,765
7	Public Administration	219	4,103
8	Construction	379	2,747
9	Admin., Support, Waste Mgmt, Remediation	171	2,543
10	Transportation and Warehousing (48 & 49)	176	2,494
11	Wholesale Trade	218	2,323
12	Finance and Insurance	326	1,604
13	Other Services (except Public Admin.)	360	1,556
14	Professional Scientific & Technical Svc	330	1,350
15	Management of Companies and Enterprises	28	908
16	Information	70	768
17	Arts, Entertainment, and Recreation	51	760
18	Agriculture, Forestry, Fishing and Hunting	62	479
19	Real Estate and Rental and Leasing	136	442
20	Utilities	18	436
21	Mining	20	337

Source: U.S Census, 2011 County Business Patterns

The history of the region is closely tied to its agricultural economy. The communities in the area emerged and evolved around agricultural settlements and agriculture related endeavors that have remained important across time and development. Although it remains an important part of the region's heritage and economy, employment in agriculture and agricultural services has declined over the decades. Agriculture continues to be a dominant land use as 826,499 acres were in farm use in the region in 2007, which is a decline of 13,801 acres since 2002. In addition, farms in the region sold over \$174 million in agricultural products in 2007, up from \$165 million in 2002.

The distribution of non-agricultural employment in the region continues to be dominated by the manufacturing sector with 19.63 percent of total employment. The next highest employment sector has historically been retail trade, which employs 13.99 percent of the labor force; however, the services sector continues to expand more rapidly than most sectors with health care and social services comprising over 14.81 percent of employment.

Between 1990 and 2000, the manufacturing sector experienced a 12.6 percent decline in employment. That trend worsened between 2000 and 2010, when the sector suffered a 40.68 percent employment decline. The heaviest manufacturing job losses between 1990 and 2008 were in the Food, Textile Products, Apparel, and Furniture subsectors with declines of 73.63 percent, 98.15 percent, 93.06 percent, and 73.30 percent respectively. Plastics & Rubber and Beverage & Tobacco Product manufacturing were two subsectors that experienced job growth over the same period with increases of 78.53 percent and 286.14 percent respectively.



Manufacturing, health care and social assistance and retail retain the most employees across the MRPD.

Despite the loss of agricultural land across the MRPD, in recent years agricultural production has increased from \$165 million in 2002 to \$174 million in 2007.

Between 1990 and 2010, the region experienced a significant loss in overall manufacturing employment (40.68 percent) with job growth predominantly in plastics and beverage production. It is clear from the statistics that there has been a steady shift away from traditional manufacturing toward more tech-intensive, high-skilled jobs. Therefore, economic development efforts to diversify the economy and raise the standard wage level must continue. Also, improving efforts to bring more educational opportunities to workers looking for higher technology manufacturing jobs should assist in the skills gap that exists today in the region.

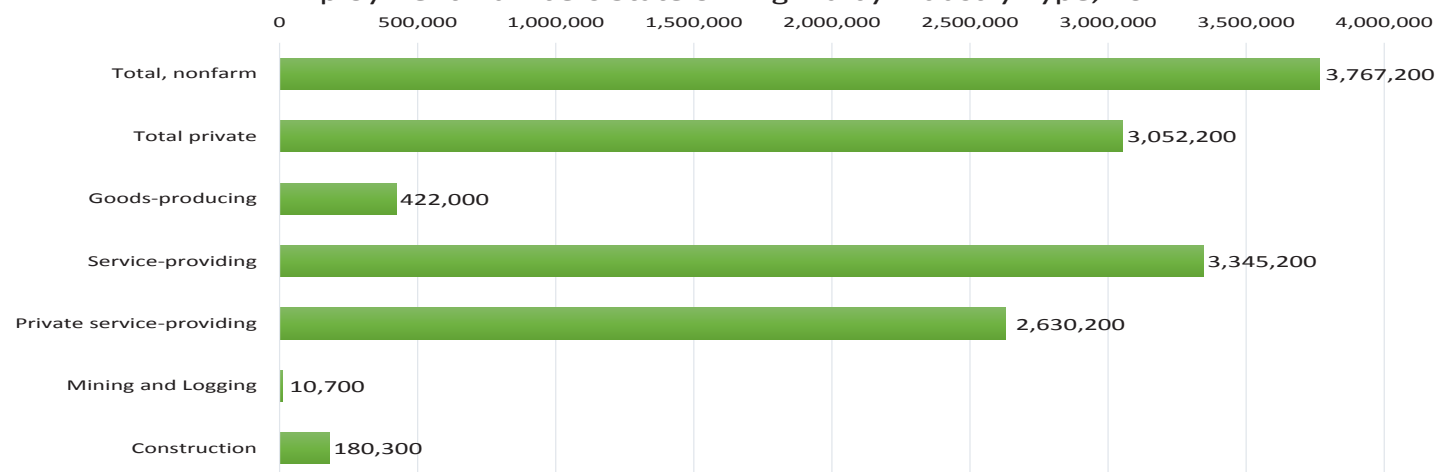


The MRPD has experienced 40.68 percent job loss in the manufacturing industry from 1990 to 2010.

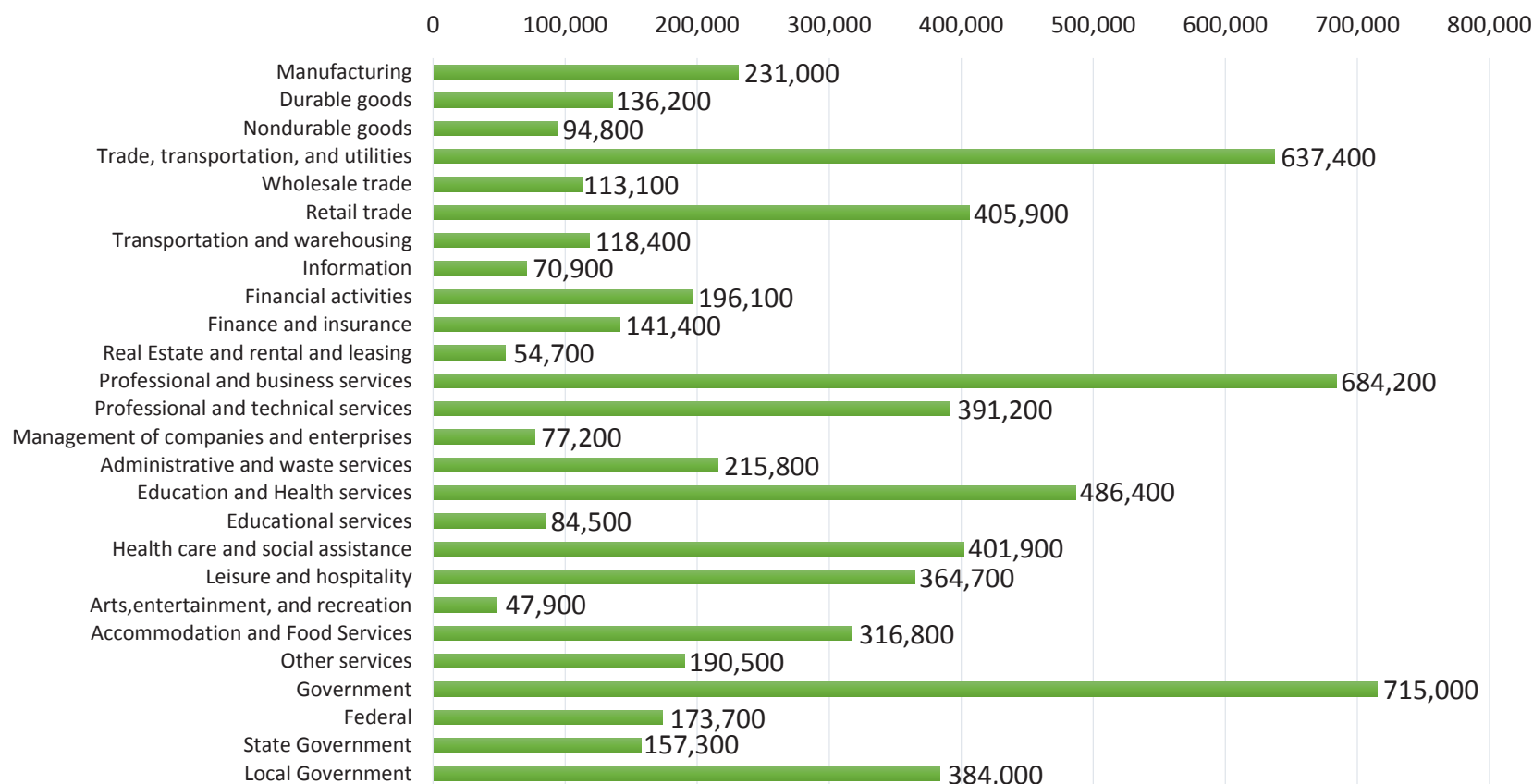
Employment Statistics, 2011- Virginia	
Industry	Employment
Total, nonfarm	3,767,200
Total private	3,052,200
Goods-producing	422,000
Service-providing	3,345,200
Private service-providing	2,630,200
Mining and Logging	10,700
Construction	180,300
Manufacturing	231,000
Durable goods	136,200
Nondurable goods	94,800
Trade, transportation, and utilities	637,400
Wholesale trade	113,100
Retail trade	405,900
Transportation and warehousing	118,400
Information	70,900
Financial activities	196,100
Finance and insurance	141,400
Real Estate and rental and leasing	54,700
Professional and business services	684,200
Professional and technical services	391,200
Management of companies and enterprises	77,200
Administrative and waste services	215,800
Education and Health services	486,400
Educational services	84,500
Health care and social assistance	401,900
Leisure and hospitality	364,700
Arts,entertainment, and recreation	47,900
Accommodation and Food Services	316,800
Other services	190,500
Government	715,000
Federal	173,700
State Government	157,300
Local Government	384,000

Source: CES Unit Bureau of Labor Statistics

Employment Numbers State of Virginia by Industry Type, 2011



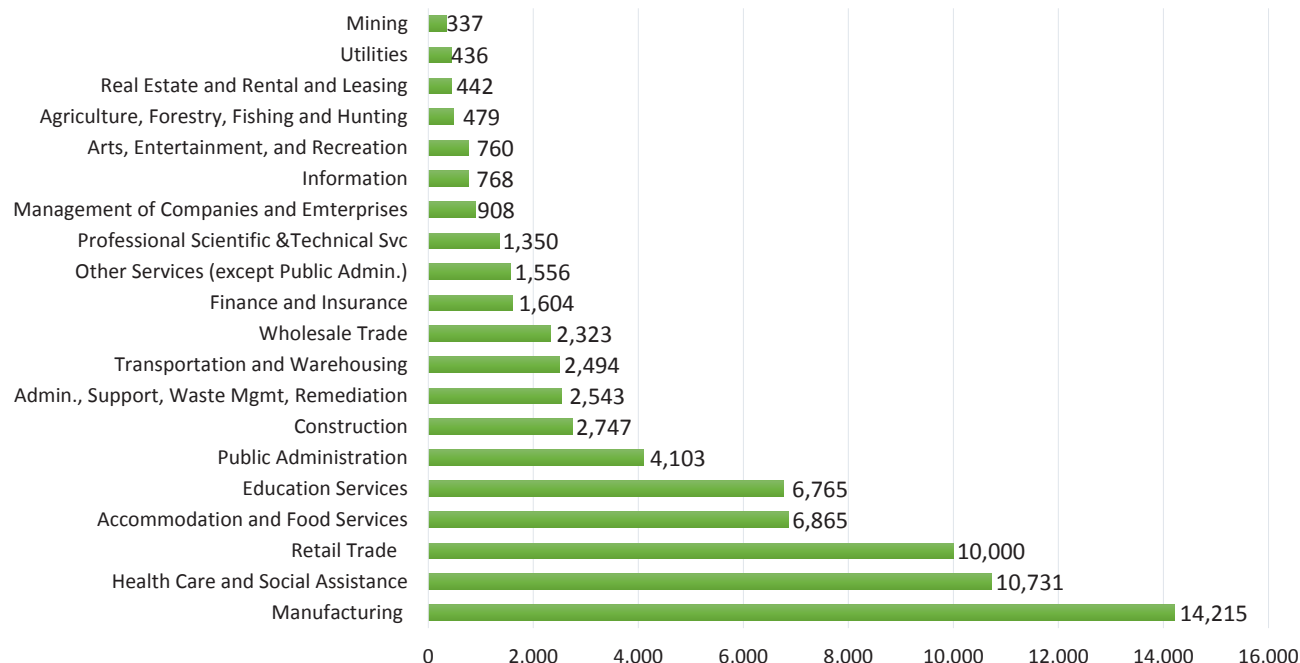
Employment Numbers State of Virginia by Industry Type, 2011



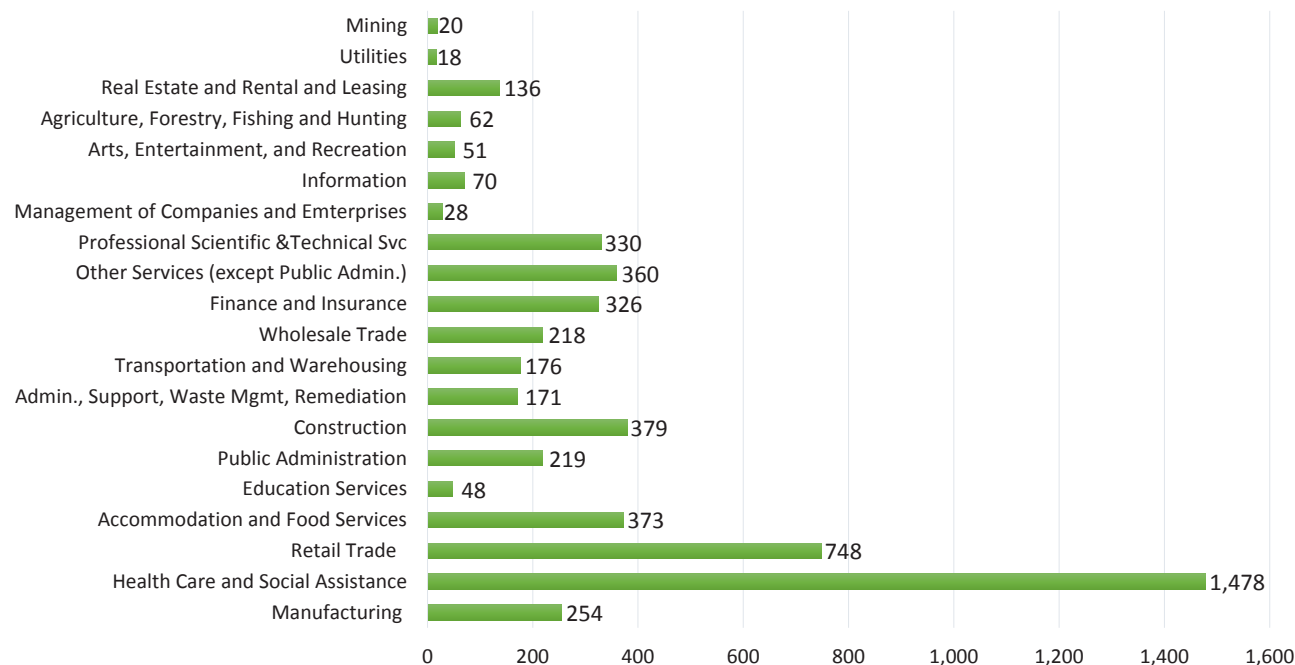
Source: CES Unit Bureau of Labor Statistics

Government, professional and business services, and trade, transportation, and utilities held the most employees by industry type in Virginia for 2011.

Industry by Number of Employees, 2011-MRPD



Industry by Number of Establishments, 2011-MRPD



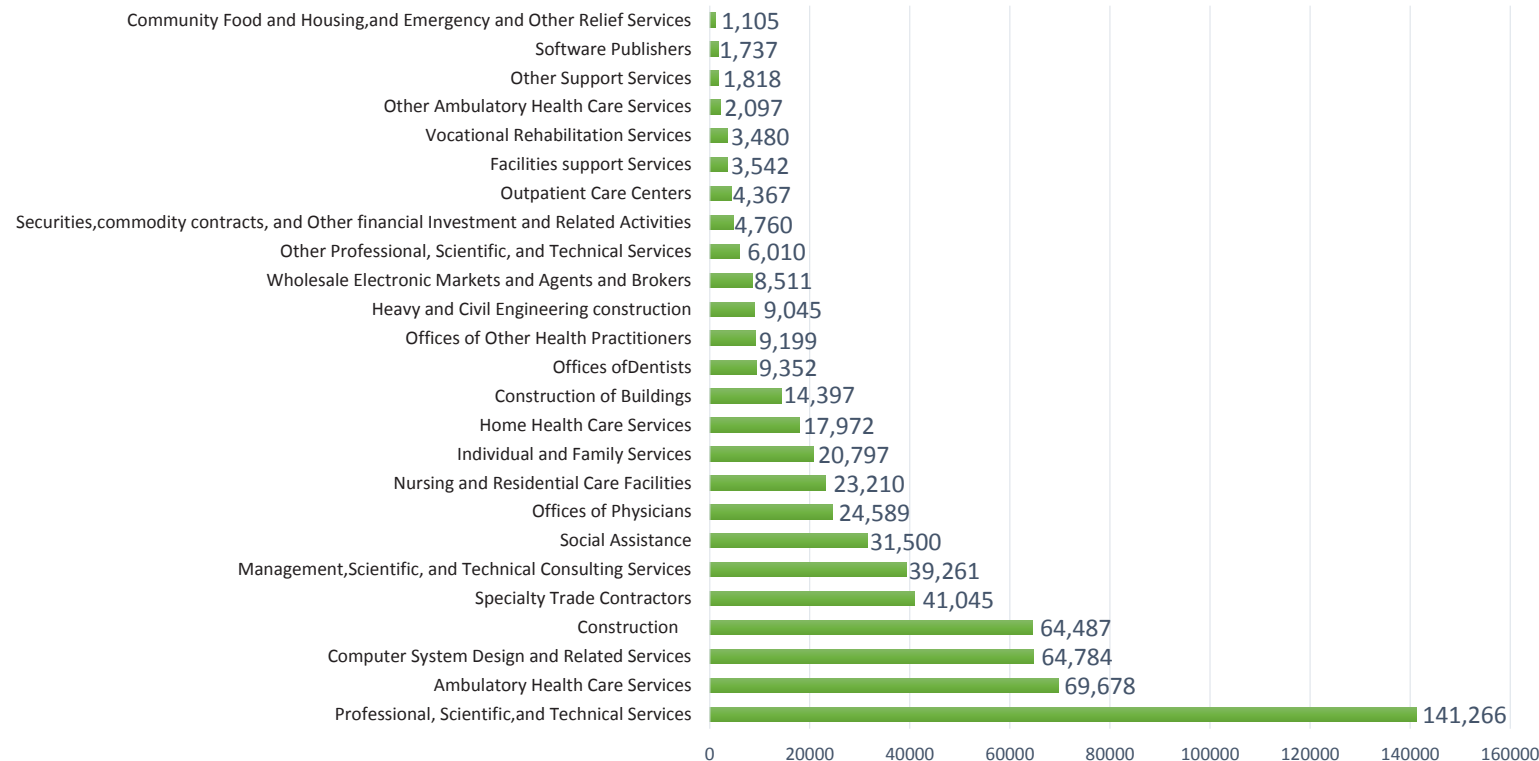
Source: Labor Market Statistics, covered Employment & Wage Programs

Manufacturing, health care and social assistance, retail trade, accommodation and food services, and education services are responsible for over 5,000 jobs across the MRPD.

Health care and social assistance occupy the most establishments in the MRPD for 2011.

Industries by Projected Growth- Virginia					
Rank	Industry	2010 Estimated Employment	2020 Projected Employment	2010-2020 Annual Percent Change	Total Employment Change
1	Home Health Care Services	22,151	40,123	6.1%	17,972
2	Individual and Family Services	29,679	50,476	5.5%	20,797
3	Management,Scientific, and Technical Consulting Services	67,623	106,884	4.7%	39,261
4	Offices of Other Health Practitioners	16,798	25,997	4.5%	9,199
5	Social Assistance	60,900	92,400	4.3%	31,500
6	Vocational Rehabilitation Services	6,955	10,435	4.1%	3,480
7	Ambulatory Health Care Services	143,701	213,379	4.0%	69,678
8	Computer System Design and Related Services	139,112	203,896	3.9%	64,784
9	Offices ofDentists	21,424	30,776	3.7%	9,352
10	Wholesale Electronic Markets and Agents and Brokers	20,202	28,713	3.6%	8,511
11	Offices of Physicians	59,612	84,201	3.5%	24,589
12	Securities,commodity contracts, and Other financial Investment and Related Activities	11,625	16,385	3.5%	4,760
13	Outpatient Care Centers	10,957	15,324	3.4%	4,367
14	Construction of Buildings	38,142	52,539	3.3%	14,397
15	Professional, Scientific,and Technical Services	381,552	522,818	3.2%	141,266
16	Other Ambulatory Health Care Services	5,825	7,922	3.1%	2,097
17	Specialty Trade Contractors	115,658	156,703	3.1%	41,045
18	Software Publishers	4,917	6,654	3.1%	1,737
19	Construction	182,999	247,486	3.1%	64,487
20	Other Support Services	5,310	7,128	3.0%	1,818
21	Nursing and Residential Care Facilities	68,353	91,563	3.0%	23,210
22	Other Professional, Scientific, and Technical Services	18,410	24,420	2.9%	6,010
23	Facilities support Services	10,885	14,427	2.9%	3,542
24	Community Food and Housing,and Emergency and Other Relief Services	3,428	4,533	2.8%	1,105
25	Heavy and Civil Engineering construction	29,199	38,244	2.7%	9,045

Projected Growth of Top 25 Annual Percent Change of Industries by Total Number of Jobs Expected to be Gained from 2010-2020-Virginia



Source: Projections Team and Bureau of Labor Statistics



Home health care services is expected to growth the most by a percentage in Virginia by 6.1 percent from 2010-2020. Individual and family services, management, scientific, and technical consulting services, offices of other health practitioners, and social assistance are the next top four industries.

2.6 Labor Force and Unemployment

The labor force participation rate in the region was 49.83 percent in 2011, the most recent year for which data are available. This is slightly below the state average participation rate of 53.82 percent and slight higher than the nation's 49.76 percent rate. The labor force participation is a good measure of labor availability and untapped workforce.

All localities in the region had overall participation rates lower than the regional average, except Bland, Washington, and Wythe Counties. Grayson County had the lowest overall rates at 45.10 percent. At 55.83 percent, Wythe County had the region's highest overall participation rate. These statistics indicate that labor supply will be more than adequate in the region as development proceeds in the next five years.

Labor Force 2012				
Area Name	Civilian Labor Force	Employment	Unemployment	Unemployment Rate (%)
Bland	3,418	3,218	200	5.9
Bristol	8,053	7,410	643	8
Carroll	13,696	12,551	1,145	8.4
Galax	3,072	2,805	267	8.7
Grayson	6,572	5,966	606	9.2
Smyth	14,442	13,178	1,264	8.8
Washington	27,760	25,796	1,964	7.1
Wythe	15,638	14,593	1,045	6.7
MRPDC	92,651	85,517	7,134	7.7
Virginia	4,211,988	3,964,470	247,518	5.85
U.S.	154,975,000	142,469,000	12,506,000	8.1

Source: LAUS Unit and Bureau of Labor Statistics

Over the past six years, the unemployment rate in the Mount Rogers Planning District has fluctuated from 10.2 percent in 2010 to as low as 4.9 percent in 2007. The average unemployment rate over that period was 7.9 percent. Unemployment also varies greatly by locality in the Mount Rogers region. In 2012, Bland County had the lowest unemployment rate at 5.9 percent, while Grayson County experienced the highest unemployment rate at 9.2 percent.

Regional Labor Force 2007-2012				
Year	Civilian	Employment	Unemployment	Unemployment
2012	92,651	85,517	7,134	7.7
2011	94,040	85,705	8,335	8.9
2010	93,733	84,190	9,543	10.2
2009	96,678	86,959	9,719	10.1
2008	94,428	89,048	5,380	5.7
2007	93,051	88,456	4,595	4.9

Monthly Unemployment Percentage Rates December 2012 to May 2013						
Area Name	December	January	February	March	April	May
Bland	5.6	6.8	6.4	5.1	4.7	5.6
Bristol	6.9	8.1	7.1	6.7	7.6	7.7
Carroll	7.9	10.3	9.2	7.5	7	7.7
Galax	8.7	10.1	8.8	7.9	8.6	8.1
Grayson	9.6	12.8	11.7	10.1	8.9	8.8
Smyth	8.3	9.3	9.7	9.2	8.8	9.3
Washington	6.5	7.7	6.7	6	6.6	7
Wythe	6.2	9.6	8.5	6.4	6	6.4
MRPDC	7.5	9.3	8.5	7.4	7.3	7.6
Virginia	5.5	6.2	5.7	5.2	5	5.6
U.S.	7.6	8.5	8.1	7.6	7.1	7.3

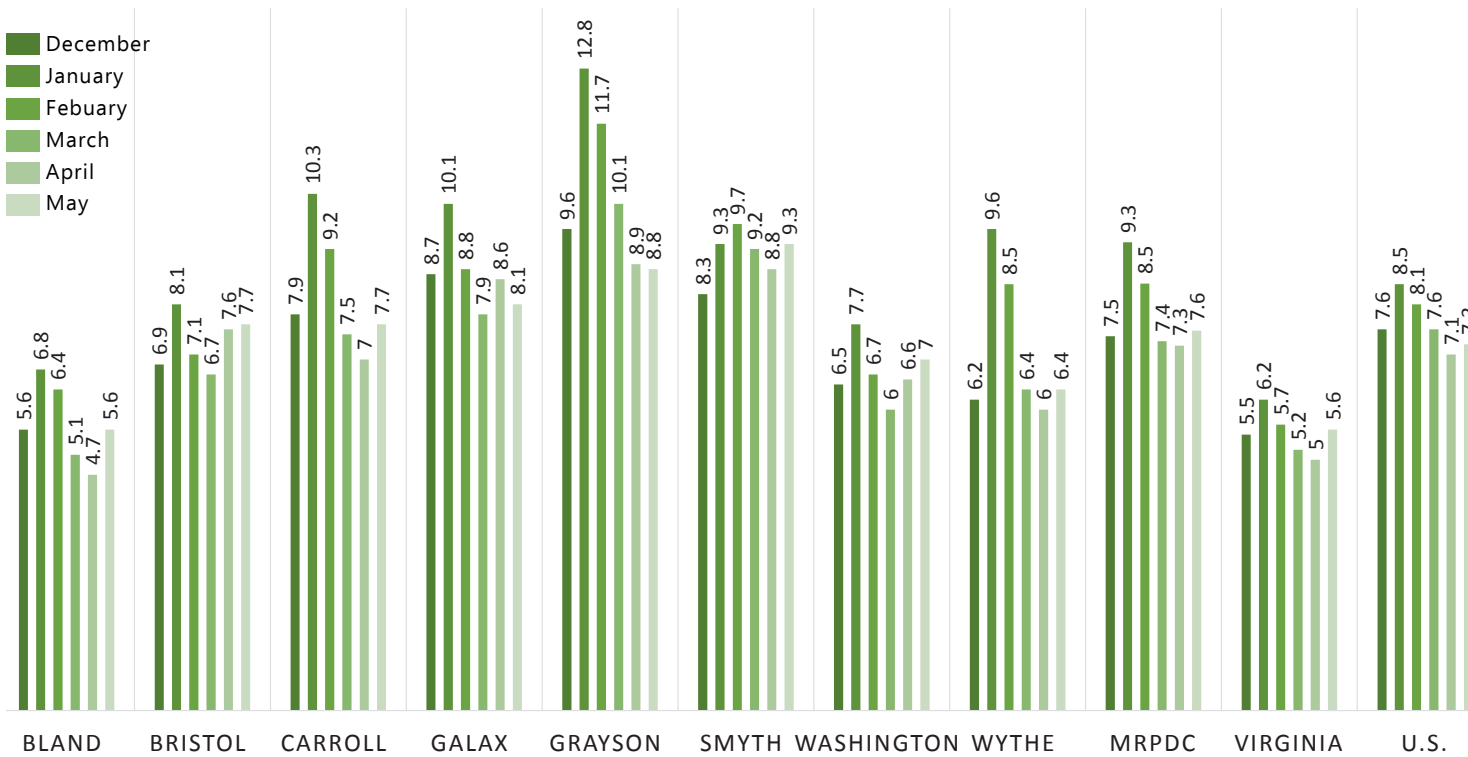
Source: LAUS Unit and Bureau of Labor Statistics



In recent years the labor force participation rate for the MRPD has been solid, slightly above the national average and slightly lower than the state average.

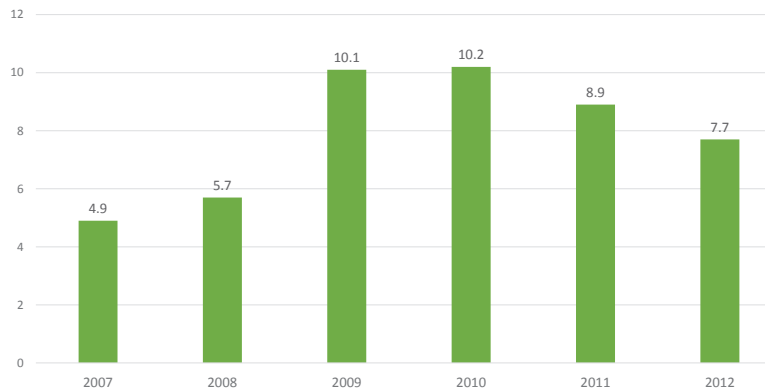
The MRPD unemployment rate has fluctuated along with the national trends and the slowing economy over the last six years. The unemployment rate for 2012 was lower than the national average but higher than the state average.

UNEMPLOYMENT RATE % FROM DECEMBER 2012 THROUGH MAY 2013

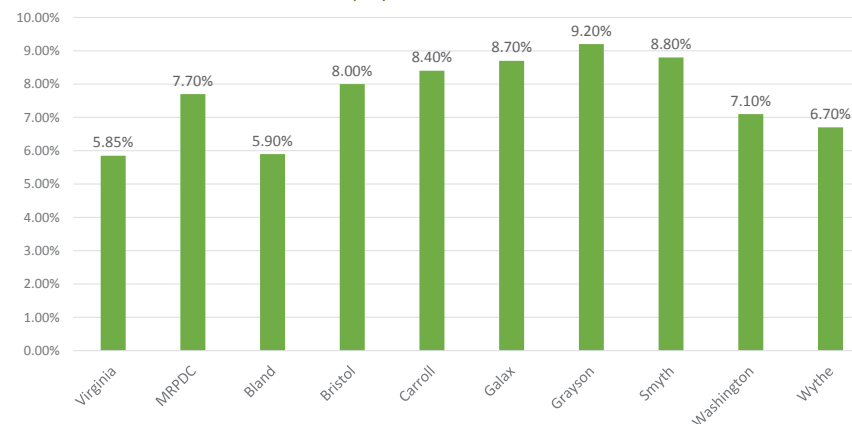


The unemployment rate for the MRPDC hit highs in 2009 and 2010 at over 10 percent. Over the last couple of years the unemployment rate has been trending down to 7.7 percent for 2012.

Unemployment Rate MRPDC from 2007-2012



Unemployment Rate-MRPDC 2012



The unemployment rate for the MRPDC during 2012 was higher for all localities than the state average.

Source: LAUS Unit and Bureau of Labor Statistics

2.7 Educational Attainment

Based on American Community Survey 5-year estimates, 78.0 percent of the region's population over the age of 25 had a high-school diploma, compared with a statewide average of 87.0 percent. While educational attainment statistics for adults give an indication of previous educational efforts, other statistics better reflect present schooling conditions. High-school dropout rates have remained relatively steady during the 2000s, with a 1.53 percent rate in 2000 to a 1.72 percent rate in 2011.

Education Attainment of Persons 25 years and Older									
2007-2011 Estimates									
Attainment Level	Bland	Carroll	Grayson	Smyth	Washington	Wythe	Bristol	Galax	MRPDC
Less than 9th grade	501	2,567	1,552	2,436	3,114	1,708	961	657	13,496
9th to 12th grade, no diploma	485	3,098	1,575	3,080	4,021	2,645	1,585	561	17,050
High school graduate (includes	2,237	7,790	4,225	8,551	12,814	6,937	3,608	1,839	48,001
Some college, no degree	897	3,961	1,937	3,793	8,082	4,954	2,734	1,213	27,571
Associate's degree	585	1,925	1,003	1,839	3,114	1,916	1,023	385	11,790
Bachelor's degree	353	1,836	1,085	2,206	5,204	1,999	1,835	475	14,993
Graduate or professional degree	221	929	303	1,080	3,075	1,104	724	219	7,655

Source: U.S. Census Bureau, 2007-2011 American Community Survey 5-Year Estimates

Virginia Department of Education-High School Graduates Postsecondary Enrollment Report-2012									
Locality	Number of Students Earning a High School Diploma	Students Enrolling in any Institution of Higher Education within 16 months of earning a high school diploma		Students who enrolled in a 4-year public institution of Higher Education within 16 months of earning a high school diploma		Students who enrolled in a 4-year private Institution of Higher Education within 16 months of earning a high school diploma		Students who enrolled in a 2-year Institution of Higher Education within 16 months of earning a high school diploma	
	Number	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Bland	63	49	78	11	17	6	10	32	51
Carroll	265	156	59	34	13	17	6	105	40
Grayson	130	78	60	11	8	6	5	61	47
Smyth	312	183	59	44	14	25	8	114	37
Washington	473	282	60	75	16	42	9	165	35
Wythe	292	223	76	38	13	21	7	164	56
Virginia	80581	51365	64	25245	31	7584	9	18536	23

Virginia Department of Education-Division Level Cohort Report, Four Year Rate-Class of 2012 (First-time 9th Grade)								
Division	Cohort	Advanced Studies Diploma	Standard Diploma	On-Time Graduation Rate	Cohort Completion Rate	Total Completers	Dropouts	Dropout Rate
Bland County	78	25	38	88.5	89.7	70	<	3.8
Bristol City	191	71	63	81.2	85.9	164	23	12
Carroll County	310	136	131	88.7	91.3	283	23	7.4
Grayson County	163	55	75	85.3	87.7	143	<	10.4
Galax City	98	55	28	87.8	89.8	88	<	7.1
Smyth County	374	146	168	88.2	93.6	350	20	5.3
Washington County	546	216	258	91.4	97.3	531	15	2.7
Wythe County	357	130	163	86.6	88.8	317	31	8.7
Virginia	97003	47129	34355	88	91.1	88329	6347	6.5

Bland and Wythe counties have the highest percentage of students enrolling in any institution of Higher Education within 16 months of earning a high school diploma. The rest of the localities in the MRPDC are below the Virginia average. Localities with the highest dropout rates for four year rate of the class of 2012 include Bristol City and Grayson County, both are over 10 percent. Bland, Smyth and Washington counties are below the Virginia average.

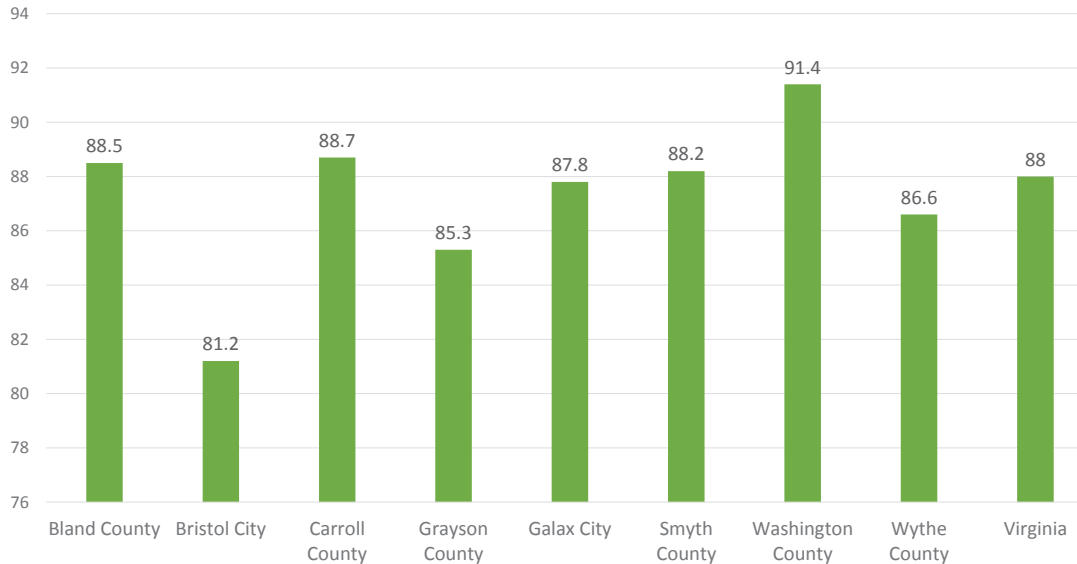


Bland and Wythe counties had the highest percentage of students in the MRPDC to enroll in an institution of higher education within 16 months of earning a high school diploma.

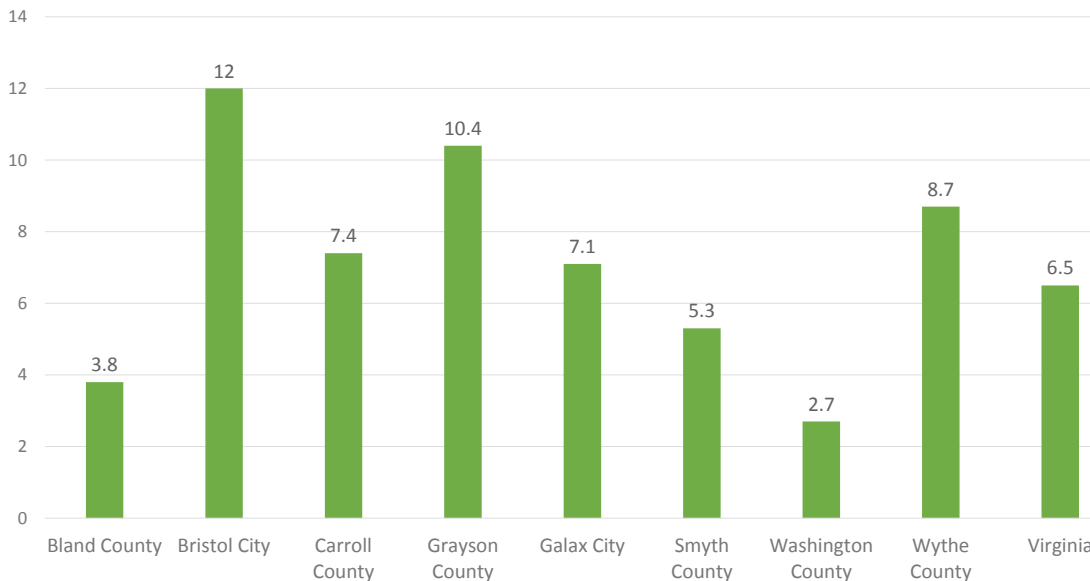
Students across the MRPDC have a much lower number (13.5%) than the state of Virginia (31%) in enrolling in a 4-year public institution of higher education within 16 months of earning a diploma.



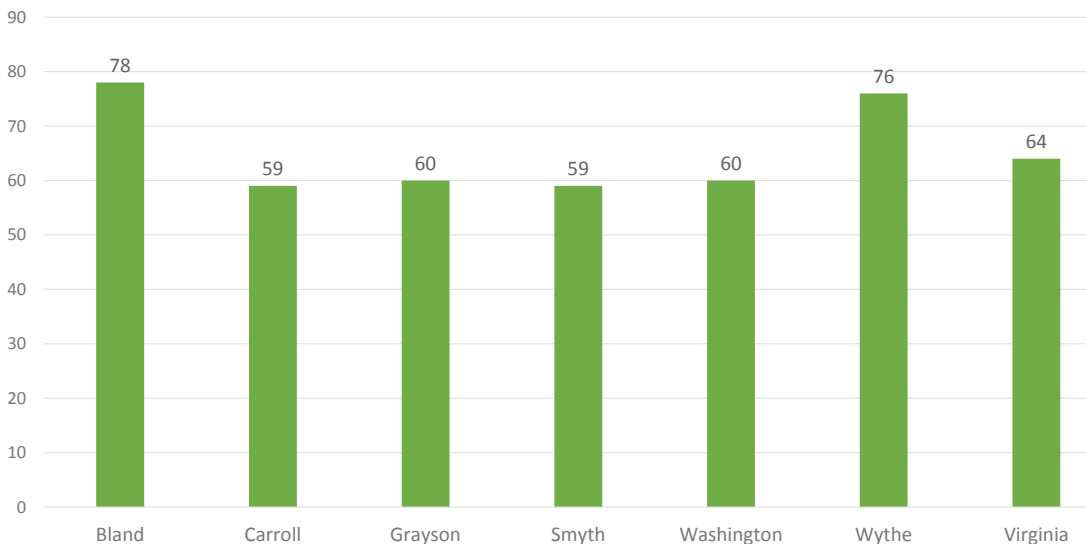
On-Time Graduation Four Year Rate-Class of 2012



Dropout Four Year Rate-Class of 2012



Percent of Students Enrolling in any Institution of Higher Education within 16 Months of Earning a High School Diploma



Washington, Carroll, Bland and Smyth counties are above the state average in on-time graduation four year rate for the class of 2012. Bristol City was the only locality in the MRPD that was well below the state average.

Bristol City and Grayson and Wythe counties all have high dropout rates at above 8 percent. Washington, Bland and Smyth counties are the only localities in the MRPD that are below the state average.

Source: Virginia Department of Education-Division Level Cohort Report, Four Year Rate-Class of 2012

2.8 Commuting Patterns

Commuting patterns measure the daily travel between place of residence and place of work. Based on American Community Survey data, commuting patterns reflect the number and percentage of persons required to travel outside their county of residence to find work. One commuting area is influenced by Interstate 81, which traverses the region from the Wythe County line to Sullivan County, Tennessee. Smyth County had the highest resident retention rate, at 75.7 percent of its resident workforce, making Smyth County almost industrially self-contained, a core of manufacturing facilities that attracts workers from outside the county as well as providing jobs for county residents. Bland and Grayson counties and Galax City had the highest amount of residents working outside of their represented counties, all above 40 percent. Approximately 13.2 percent of the region's workforce travels outside the Commonwealth of Virginia for employment. These dynamic statistics reinforce the need for economic development cooperation instead of competition within the Mount Rogers region and adjacent communities, including communities in Tennessee, North Carolina, and West Virginia.

Commuting Patterns 2007-2011 Estimates						
Area	Work Inside County Of Residence		Work Outside County of Residence		Work Outside State of Residence	
	Number	Percent	Number	Percent	Number	Percent
Bland	1,248	46.3%	1,108	41.1%	339	12.6%
Carroll	6,114	48.9%	4,151	33.2%	2,238	17.9%
Grayson	2,539	38.8%	3,075	47.0%	929	14.2%
Smyth	9,597	75.7%	2,776	21.9%	304	2.4%
Washington	15,496	64.6%	5,397	22.5%	3,094	12.9%
Wythe	9,279	71.3%	3,318	25.5%	416	3.2%
Bristol	3,191	46.1%	1,634	23.6%	2,097	30.3%
Galax	1,236	42.3%	1,339	45.8%	347	11.9%
MRPDC	48,700	54.3%	22,798	32.6%	9,764	13.2%

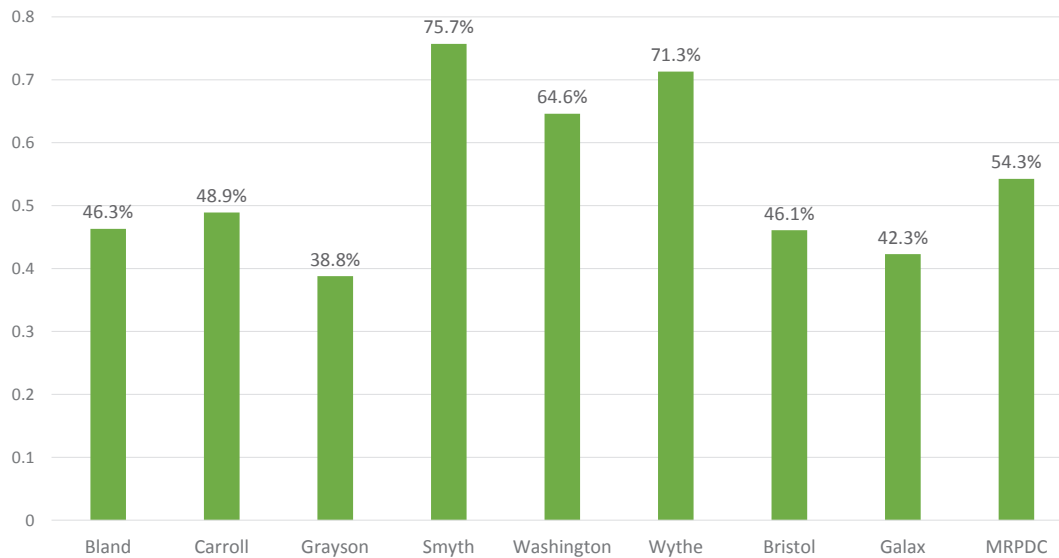
Source: U.S. Census Bureau, 2007-2009 American Community Survey 3-Year Estimates



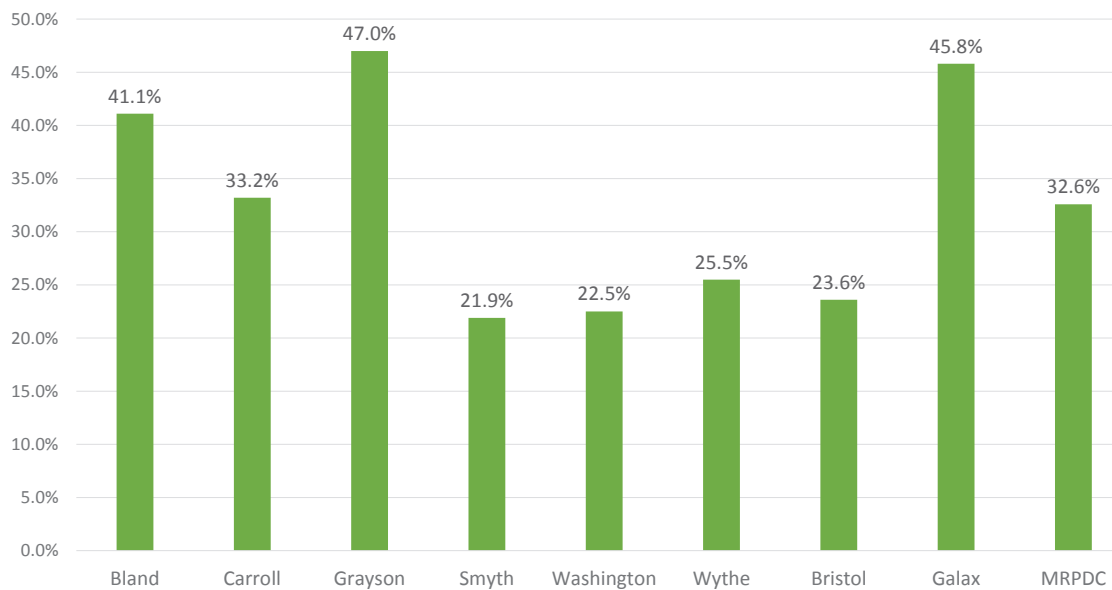
Smyth, Wythe and Washington counties have much higher numbers of workers residing in the same county.

Grayson County has the highest percent of workers commuting beyond its boundaries for work.

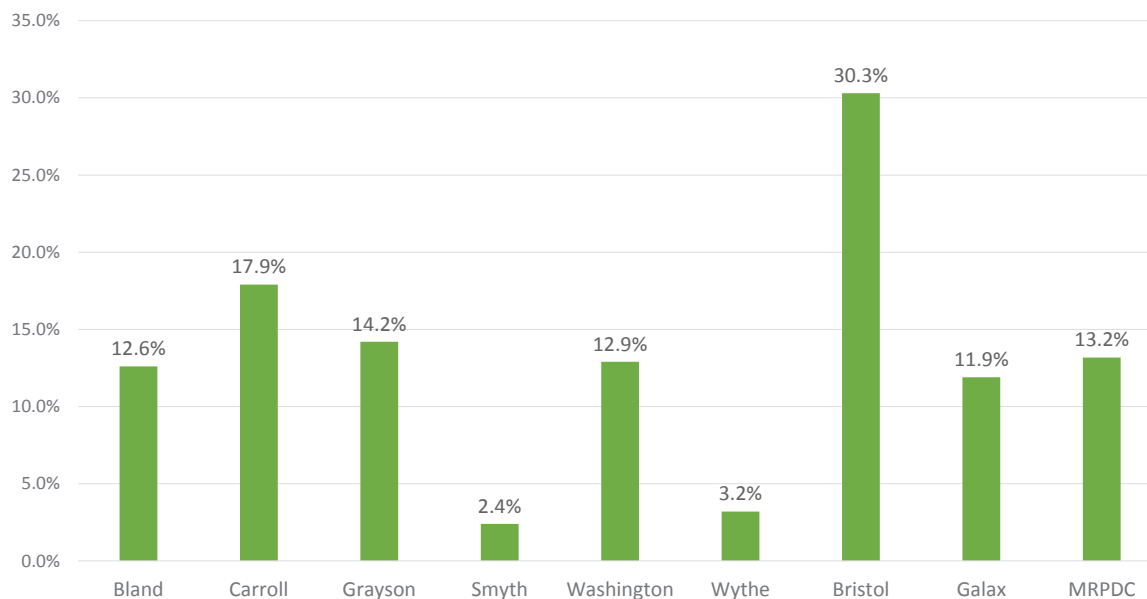
Residents that Work Inside County of Residence



Residents that Work Outside County of Residence



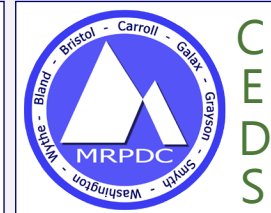
Residents that Work Outside of Virginia



Source: U.S. Census Bureau, 2007-2009 American Community Survey 3-Year Estimates

Grayson County and Galax and Bristol cities have the least workers in the MRPDC commuting out of their localities for employment.

Smyth and Wythe counties have the lowest number of commuters not traveling outside of the state of Virginia.



2.9 Tourism

Due primarily to the presence of two interstate highways, the Mount Rogers region has realized significant economic benefits from travel-related expenditures. The establishment of major tourism attractions, such as The Crooked Road: Virginia's Heritage Music Trail and 'Round the Mountain's Artisan Trails, has allowed Southwest Virginia to be marketed as a prime destination for national and international tourists. Due to these developments, total traveler expenditures in the Mount Rogers Planning District almost doubled between 1995 and 2010. In 2010, the Virginia Tourism Corporation estimated \$354 million in total traveler expenditures in the Mount Rogers district.

Tourism has been embraced as a key component of the region's economy. The Mount Rogers Planning District has the right ingredients - outdoor recreation, historic sites, and a unique heritage - to support its budding tourism industry. With continued infrastructure improvements, and increased travel-related services, tourism will continue to become a vital part of the district's economy.

Washington and Carroll counties and Bristol City enjoyed the most tourism and travel expenditures during 2011.

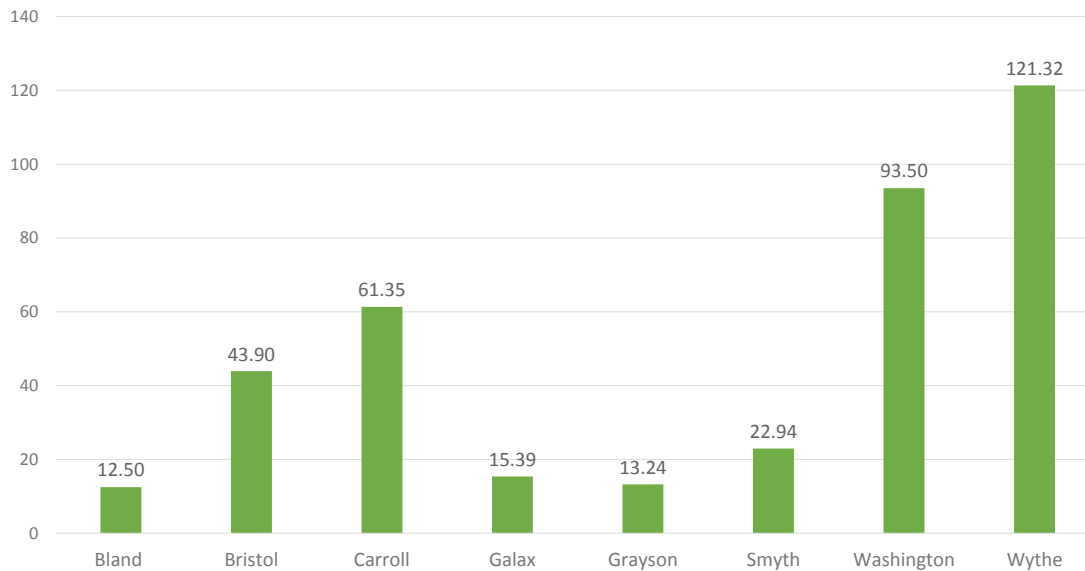
All localities have seen an increase in tourism and travel expenditures from 2010 to 2011 ranging from 5.59 percent in Grayson County to 11.45 percent in Wythe County.

Travel Economic Impact 2011					
Area	Expenditures (\$ Millions)	Payroll (\$ Millions)	Employment	State Tax Receipts (\$ Millions)	Local Tax Receipts (\$ Millions)
Bland	12.50	2.49	127	0.49	0.35
Bristol	43.90	7.89	436	2.02	1.26
Carroll	61.35	11.16	630	2.80	1.76
Galax	15.39	2.70	145	0.73	0.36
Grayson	13.24	2.90	136	0.53	0.38
Smyth	22.94	4.38	239	1.35	0.45
Washington	93.50	19.53	1,127	4.14	2.22
Wythe	121.32	17.01	880	5.72	3.50

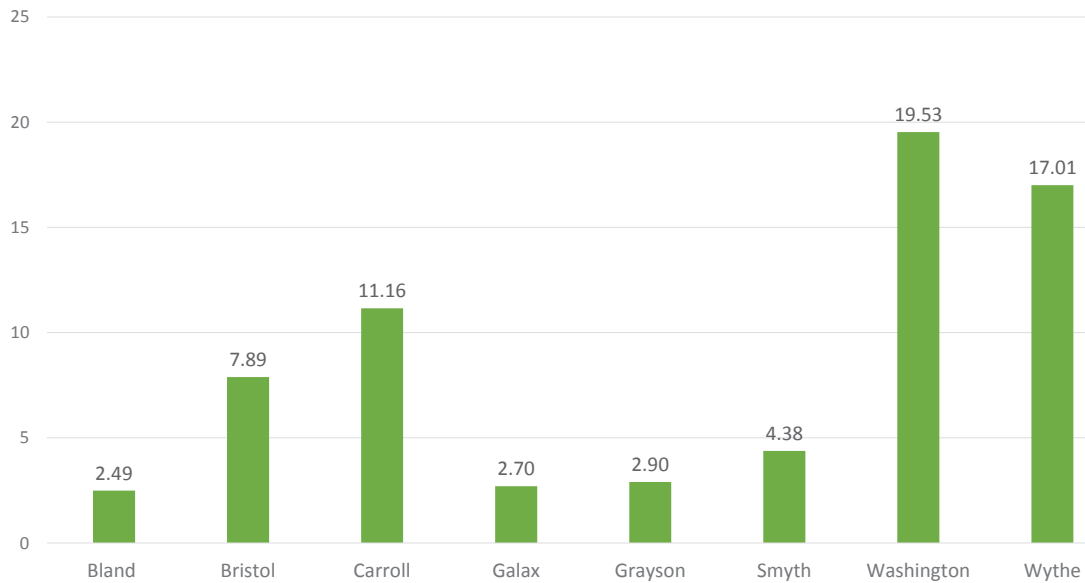
Travel Economic Impact Percent Change 2010-2011					
Area	Expenditures	Payroll	Employment	State Tax Receipts	Local Tax Receipts
Bland	9.98%	2.61%	1.52%	4.99%	4.85%
Bristol	7.80%	2.83%	1.51%	2.91%	2.77%
Carroll	6.29%	-1.99%	-1.05%	1.46%	1.33%
Galax	8.52%	2.94%	1.81%	3.59%	3.45%
Grayson	5.59%	2.33%	0.33%	0.80%	0.67%
Smyth	8.08%	2.46%	1.14%	3.17%	3.03%
Washington	7.72%	2.83%	1.39%	2.83%	2.70%
Wythe	11.45%	6.39%	3.89%	6.39%	6.25%

Source: Virginia Tourism Corporation

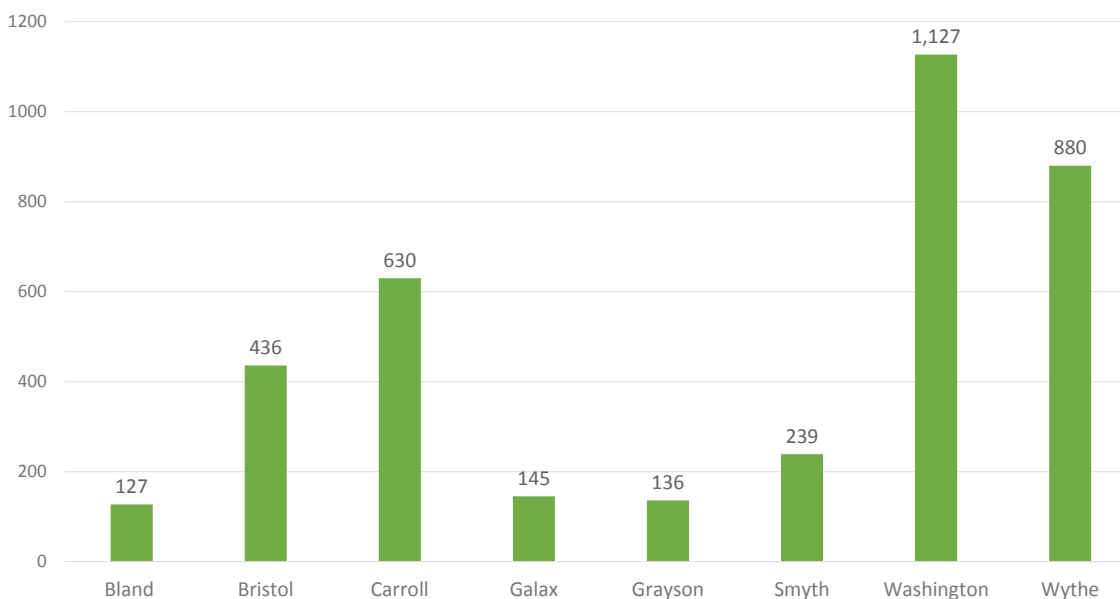
Travel Economic Impact 2011-Expenditures (\$ Millions)



Travel Economic Impact 2011-Payroll (\$ Millions)



Travel Economic Impact 2011-Employment

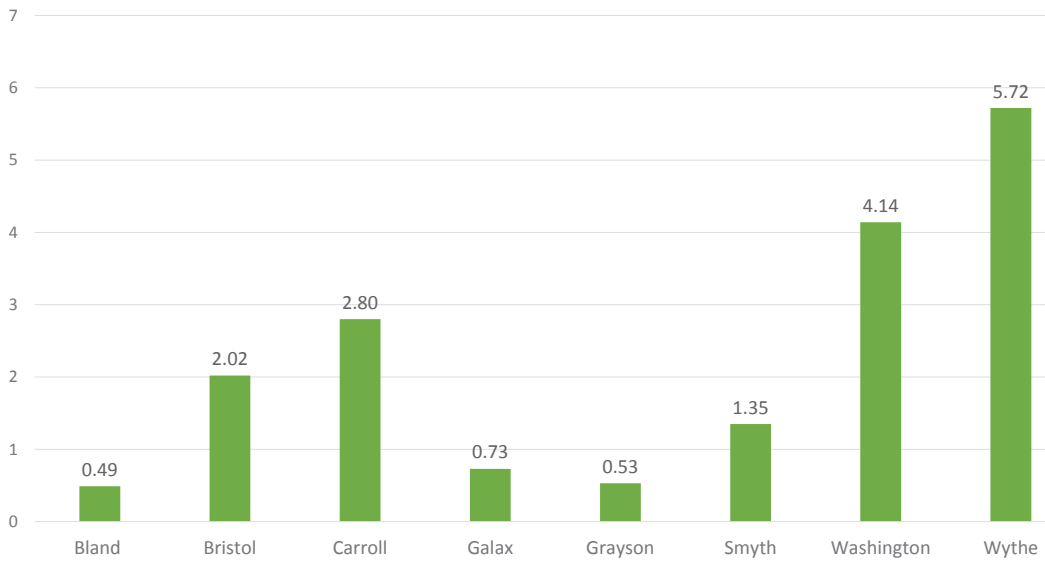


Source: Virginia Tourism Corporation

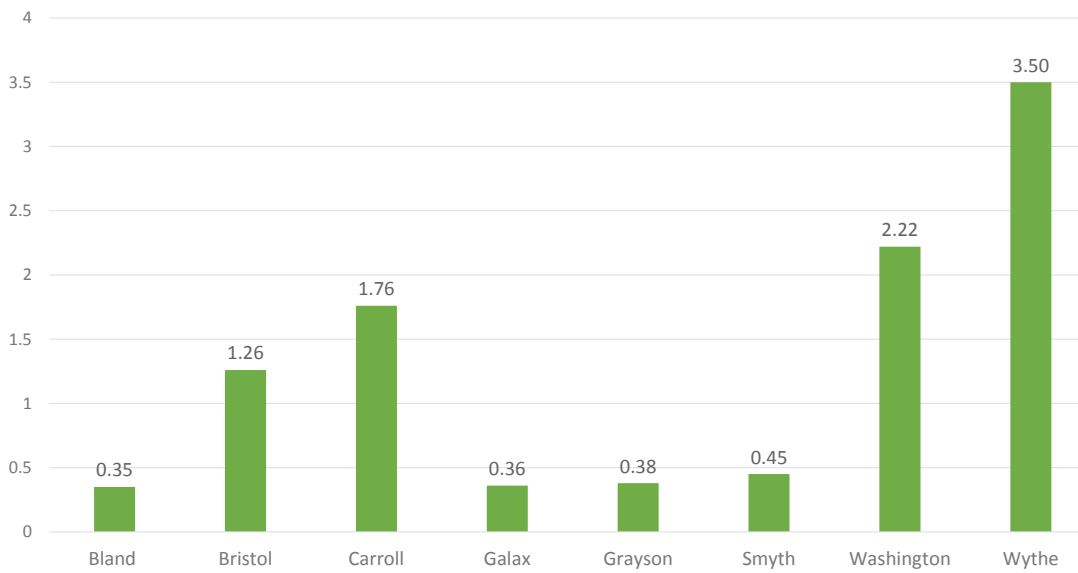
Bland, Grayson and Smyth counties and Galax City had the least amount of tourism and travel expenditures during 2011.

All the localities in the MRPDC have a proportional payroll and employment numbers to expenditure numbers; except for Wythe and Washington counties, which are reversed.

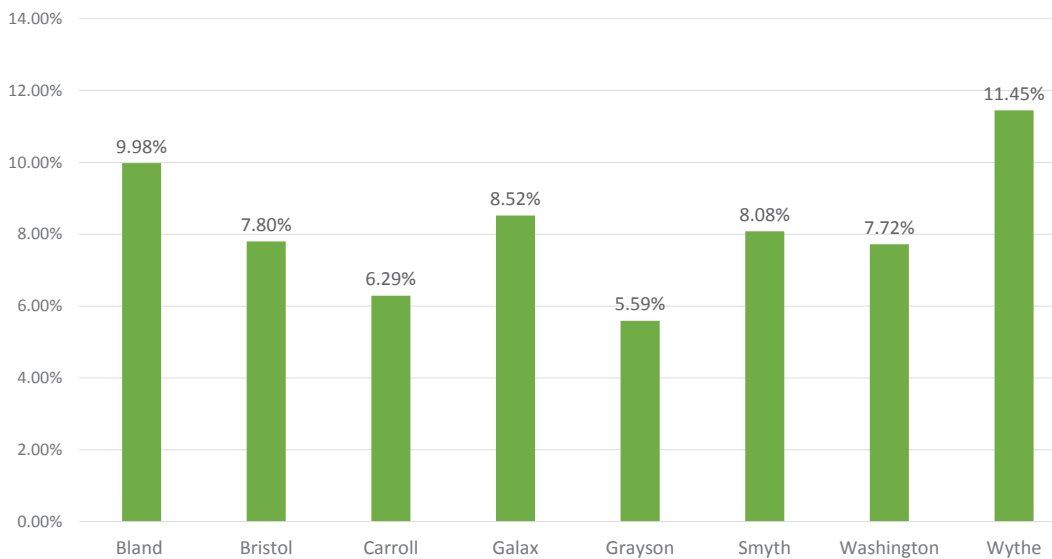
Travel Economic Impact 2011-State Tax Receipts (\$ Millions)



Travel Economic Impact 2011-Local Tax Receipts (\$ Millions)



Travel Economic Impact-Expenditures (Percent Change 2010-2011)



Source: Virginia Tourism Corporation

Wythe and Bland counties have experienced the highest percent increase in tourism and travel expenditures in the MRPDC.

2.10 Appalachian Regional Commission County Economic Status

The Appalachian Regional Commission (ARC) is a regional economic development authority that partners with local, state and federal government and agencies. All of the Mount Rogers Planning District localities are within the ARC's designated region. The ARC evaluates economic indicators to determine a county's overall economic condition and determines how much funding for projects the county may be entitled. Economic factors that the ARC uses to determine the economic condition of a county include: Three-Year Average Unemployment Rate, Per Capita Market Income, and Poverty Rate. The ARC has four categories of economic condition:

Distressed - Distressed counties are the most economically depressed counties. They rank in the worst 10 percent of the nation's counties.

At-Risk - At-Risk counties are those at risk of becoming economically distressed. They rank between the worst 10 percent and 25 percent of the nation's counties.

Transitional - Transitional counties are those transitioning between strong and weak economies. They make up the largest economic status designation. Transitional counties rank between the worst 25 percent and the best 25 percent of the nation's counties.

Competitive - Competitive counties are those that are able to compete in the national economy but are not in the highest 10 percent of the nation's counties. Counties ranking between the best 10 percent and 25 percent of the nation's counties are classified competitive.

Attainment - Attainment counties are the economically strongest counties. Counties ranking in the best 10 percent of the nation's counties are classified attainment.

For the fiscal year 2014, the At-Risk localities include Carroll County (+ Galax City), Grayson County, and Smyth County. The Transition localities include Bland County, Washington County (+ Bristol City), and Wythe County.

Below is a chart that includes the economic factors and county economic statuses for the MRPD:

County Economic Status, Fiscal Year 2014: Appalachian Virginia											
Locality	County Economic Status, FY 2014	Three-Year Average Unemployment Rate, 2009–2011	Per Capita Market Income, 2010	Poverty Rate, 2007–2011	Three-Year Avg. Unemp. Rate, Percent of U.S. Avg., 2009–2011	Per Capita Market Income, Percent of U.S. Average, 2010	PCMI, Percent of U.S. Avg., Inversed, 2010	Poverty Rate, Percent of U.S. Average, 2007–2011	Composite Index Value, FY 2014	Index Value Rank (of 3,110 counties in U.S., 1 is the best), FY 2014	Quartile (1 is the best), FY 2014
Virginia	-	6.70%	\$38,270	10.70%	71.90%	117.50%	85.10%	74.50%	-	-	-
Bland	Transitional	6.80%	\$20,732	11.40%	73.70%	63.70%	157.10%	79.60%	103.5	1,245	2
Carroll (+ Galax city)	At-Risk	10.50%	\$18,833	19.50%	112.80%	57.80%	172.90%	136.10%	140.6	2,450	4
Grayson	At-Risk	11.10%	\$15,165	17.20%	119.60%	46.60%	214.70%	120.10%	151.5	2,686	4
Smyth	At-Risk	10.70%	\$18,031	20.30%	114.90%	55.40%	180.60%	141.90%	145.8	2,572	4
Washington (+ Bristol city)	Transitional	8.70%	\$23,367	15.80%	93.80%	71.80%	139.30%	110.30%	114.5	1,666	3
Wythe	Transitional	9.50%	\$19,637	12.80%	101.90%	60.30%	165.80%	89.70%	119.2	1,821	3

Source: Appalachian Regional Commission



According to the the Appalachian Regional Commission, the MRPD has four localities in the At-Risk category and four localities in the Transitional category.

Chapter 3 - Workforce Development

There is a strong workforce presence in the Mount Rogers Planning District with a solid employment participation rate. Considering the loss of jobs in the region over the last couple of decades there are concerns that there are a growing number of residents who have been habitually out of work. However, increased efforts to bolster education from K-12 through higher education across the Mount Rogers district may be needed to increase the number of higher paying occupations. From 2004 to 2014, 24 out of 30 of the fastest growing occupations in the United States require an occupational certificate or degree. Two key ways of increasing the overall education levels of the Mount Rogers district residents is making education more affordable and available to residents. Additional efforts to improve adult literacy and basic education for the youth and adults will be an important step to the workforce achieving more advanced skillsets.

There are several organizations the Mount Rogers Planning District Commission can partner with to improve the education levels of the areas residents. The New River/Mount Rogers Workforce Investment Area is a key partner in anticipating and preparing the regions workforce with the skills and avenues for job placement in the region. People Inc. is another organization that reaches out to the youth and adults to teach them work readiness skills. Another organization that is primed for educating Virginia's workforce is Plugged-in VA. Goodwill Industries of the Valleys specializes in educating dislocated workers and older adults. Of course, the two community colleges of Wytheville and Virginia Highlands are critical partners for all aspects of workforce education. The Mount Rogers Regional Adult Education Program will be a key partner in adult basic education for the region, including English as a second language classes



Major partners to the MRPDC with regards to workforce development include the New River and Mount Rogers Workforce Investment Area, People Inc., Wytheville and Virginia Highlands community colleges and the Mount Rogers Regional Adult Education Program.

and General Education Development testing.

There is a widely reiterated opinion in the region that there may be specific skills lacking in the workforce and jobs that are unfilled in the region because of this skills gap. This is particularly true in the manufacturing industry. The Virginia Tech Office of Economic Development is currently working on a 'Skills Gap Analysis' study of the New River Valley and Mount Rogers Planning Districts. The information they provide will be used in development of future CEDS. Until then, efforts to improve workforce development will be focused on facilitating the communication between regional industry leaders and the vocational and technical administrators across the Mount Rogers district.

Another strategy to increase the number of high paying jobs will be targeting specific industries that are growing faster in the Mount Rogers district than at the national level and establishing career pathways for the workforce into careers in relation to these industries. Industry cluster analysis designed to target industries that are growing and improving the skills gap of the regions workforce to match these target industries will be a dual process and the ultimate goal of further workforce development efforts.



Chapter 4 - Asset Based Development

Asset based development targets the unique cultural and natural assets that define a region. The Mount Rogers Planning District is blessed with an abundance of assets. Many of the cultural assets the MRPD is famous for are fixed to traditional music and art. Art and music destinations in the MRPD include local theaters, jams, festivals and galleries. Other cultural assets associated with history are historical buildings and museums. Natural assets are abundant throughout the MRPD and they include state parks, national forest, mountain peaks, trails, parkways, lakes, and scenic rivers or streams.

To maximize asset based development at a regional level, a comprehensive list of natural and cultural assets across the Mount Rogers Planning District should be compiled. Projects related to asset based development in the MRPD should be prioritized in future planning efforts. Emphasis on the branding and marketing of these assets should be considered a comprehensive and regional effort by all localities represented by the Mount Rogers Planning District Commission.

Below is a preliminary compilation of natural and culture assets and asset based projects in the Mount Rogers Planning District:

- The Crooked Road - Virginia's Heritage Music Trail
- 'Round the Mountain - Southwest Virginia's Artisan Network
- Countryside, Smyth County, Mountain Crossroads, Woven Mountain & River Bends, and Harmony
- The Virginia Creeper Trail - A 34 mile bike and pedestrian trail from Whitetop to Abingdon.
- Paramount Center for the Arts – Bristol
- William King Museum – Abingdon
- Barter Theater – Abingdon
- Heartwood-Abingdon
- Chestnut Creek School of the Arts - Galax
- Blue Ridge Backroads at the Rex - Galax
- The Lincoln Theater – Marion
- Farmers Markets – Wytheville, Marion, Independence, Abingdon, Chilhowie, and Glade Springs
- Various wineries and breweries across the region
- Historical Assets – Nyumba Ya Tausi-Peacock Museum, Fields Penn



The MRPD contains countless natural and cultural assets that hold a great deal of tourism related potential.



1860 House Museum, Overmountain Men Trail Site, White's Mill, Green Cove, Emory & Henry College Cemetery, King-Stuart House, Museum of the Middle Appalachians, Madam Russell Methodist Church, Historic 1908 Grayson Courthouse, Matthews Farm Museum, Harmon's Museum, Hale-Wilkinson-Carter Home, Shot Tower, Edith Bolling Wilson Birthplace, Haller-Gibboney Rock House Museum, Thomas J. Boyd Museum, and Wolf Creek Indian Village & Museum

- Music Related Assets - Bristol State Street Historic District, County Music Marker & Mural, Smyth County Jam, Old Fiddlers Convention, Rex Theater, Stringbean Coffee Shop, and the Blue Ridge Music Center
- Natural Assets – Appalachian Trail, Grayson Highlands State Park, Mt. Rogers National Recreation Area, Hungry Mother State Park, South Holston Lake, New River Trail, New River Trail State Park, Collins Cove Horse Camp, Rural Retreat Lake, Salt Trail, New River, and Holston River

Efforts to develop and revitalize downtowns and community centers are linked to asset based development. The 'Main Street Movement' has been and can continue to be a benefactor to many of the towns across the Mount Rogers Planning District and has led to improved tourism for many of these communities. Tourism related projects like the 'Crooked Road' and 'Round the Mountain' have symbiotic relationships with these downtown revitalization efforts. Localities that are currently involved in downtown revitalization projects or have plans for similar projects are Abingdon, Chilhowie, Damascus, Glade Spring, Independence, Marion, Rural Retreat, Saltville, and Wytheville. Improvements to these downtowns include adaptive reuse of underutilized or abandoned buildings and facade upgrades.

According to the Virginia Tourism Corporation, Virginia tourism increased by 4.0 percent in 2012 to \$21.2 billion. Continuing to support asset based development will take advantage of the trend towards increased tourism spending in Virginia. An example of an asset based development project that is increasing tourism to the region is the 'Appalachian Spring Initiative'. The 'Appalachian Spring Initiative' is a collaborative project that brings Southwest Virginia organizations together to brand and market cultural and natural assets of the region. The project is still evolving, but it looks to be a very successful example of regionally focused asset based development. Collaboration between the Mount Rogers Planning District Commission and its localities with projects like 'Appalachian Springs Initiative' should be a priority of economic development strategies in the future.

Downtown revitalization efforts can be linked to asset based development.

Virginia tourism spending increased by 4 percent in 2012.

Chapter 5 - Industry Cluster Analysis

The industry cluster analysis was performed in order to compare the Mount Rogers Planning District industries to national averages to see if there are any specialized industries in the region and to compare the growth rate of certain industries to the national growth rates. The industry cluster analysis performed consisted of comparing the Mount Rogers Planning District industry employment numbers at the 2 digit level of the United States Census Bureau's County Business Patterns to the national industry employment numbers. A location quotient of MRPD employment numbers divided by national employment numbers was performed. The location quotient formula was:

Location Quotient = Number of Employees in Industry X in MRPD/Total Number of Employees in MRPD DIVIDED by Number of Employees in Industry X in the United States/Total Number of Employees in the United States

Industries with a location quotient of 1 or above have a proportionally higher number of employees compared to the national industry employee numbers. These are the industries that hold more potential for specialization at the local level.

A Compound Annual Growth Rate was used to compare the location quotient numbers of the Mount Rogers Planning District and their annual growth rate from 2001 to 2011. The compound annual growth rate of the location quotient shows the annual growth rate of the Mount Rogers Planning District industries in comparison to the annual growth rate of the same industries at the national level. The Compound Annual Growth Rate formula was:

Compound Annual Growth Rate = ((2011 Location Quotient/2001 Location Quotient) to the power of (1/10)) -1

A positive value of the compound annual growth rate means that the industry is proportionally growing faster at the local level than at the national level. These industries may hold future potential for job growth at the local level.

The location quotient and compound annual growth rate were then combined on an X-Y Graph to compare the two.

Industries with location quotients higher than 1 in 2011 included: Agricul-



Location quotients and compound annual growth were used in the industry cluster analysis to compare the MRPD industry employment numbers to the nation.



ture, forestry, fishing and hunting; Mining, quarrying, and oil and gas extraction; Utilities; Construction; Manufacturing; Retail trade; Transportation and warehousing; Health care and social assistance; and Accommodation and food services.

Industries that had positive compound annual growth rates were: Agriculture, forestry, fishing and hunting; Utilities; Construction; Manufacturing; Wholesale trade; Retail trade; Transportation and warehousing; Finance and insurance; Real estate and rental and leasing; Management of companies and enterprises; Administrative and support and waste management and remediation services; Health care and social assistance; Arts, entertainment, and recreation; and Accommodation and food services.

Industries that have the most potential for specialization in the Mount Rogers Planning District are the industries that have both a location quotient of above 1 and a positive compound annual growth rate. Industries that fit this description include: Agriculture, forestry, fishing and hunting; Utilities; Construction; Manufacturing; Retail trade; Transportation and warehousing; Health care and social assistance; and Accommodation and food services.

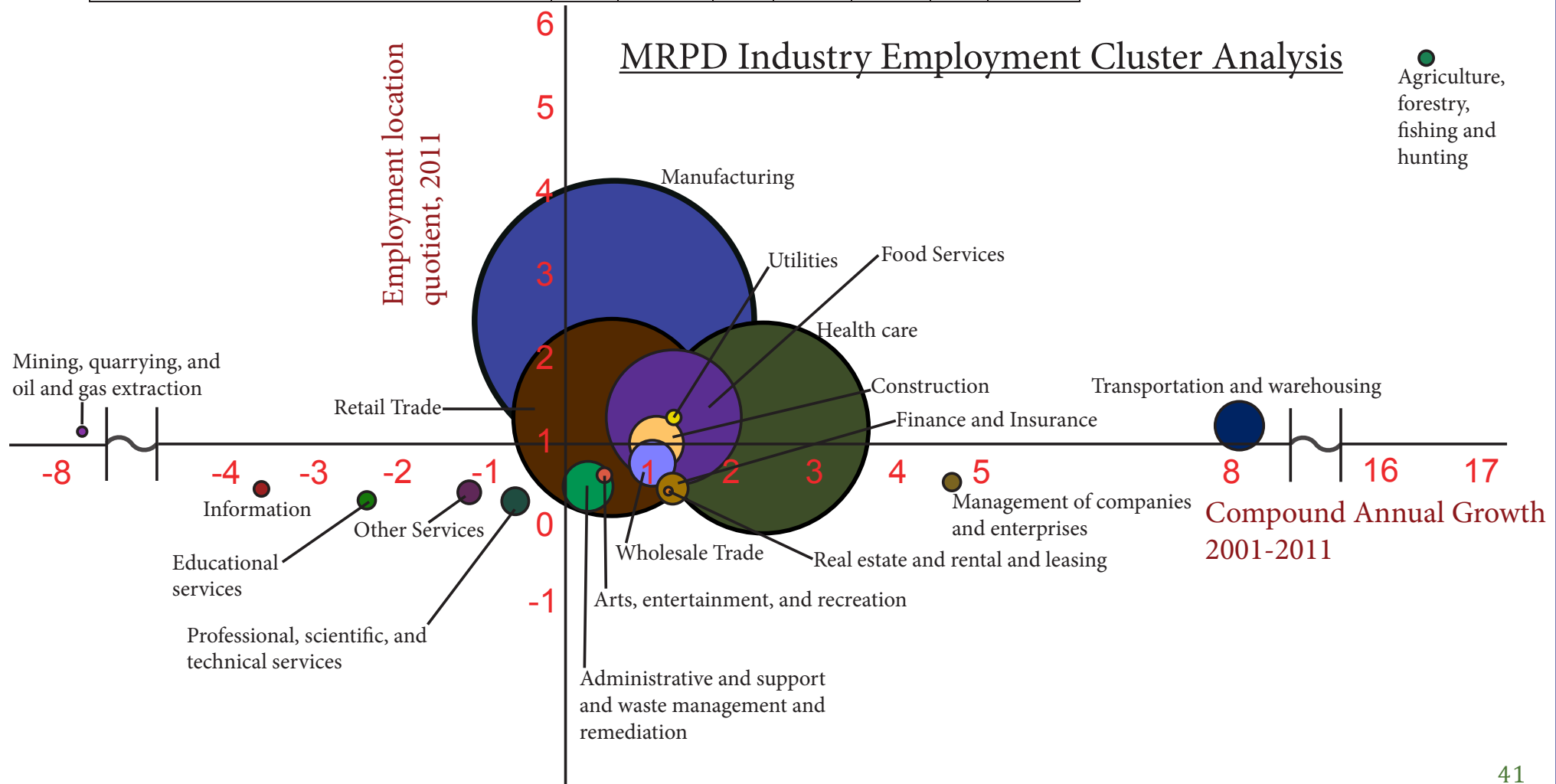
Other emerging industries (Industries that have a location quotient of below 1 but have a positive annual compound growth rate) are: Wholesale trade; Finance and insurance; Real estate and rental and leasing; Management of companies and enterprises; Administrative and support and waste management and remediation services; and Arts, entertainment, and recreation

Several of these industries may need further analysis in the next CEDS to determine 'target industries' for the Mount Rogers Planning District. Some of the industries that should be examined in more detail are: Manufacturing; Health care; Retail trade; and Transportation and warehousing. These four industry sectors may hold the most potential as 'target industries' for the region.

One concern that is present after examining the Mount Rogers Planning District industry clusters is that many of the industry sectors that have high location quotients or higher growth rates, are in many cases, industries that do not offer higher paying wages. Industries with low location quotients and negative growth rates in the Mount Rogers Planning District (Information, Educational services, and Professional, scientific, and technical services) would offer higher paying wages.

More detailed analysis of manufacturing, health care, retail trade, and transportation and warehousing should be explored in future CEDS.

Industry Types (Two Digit U.S. Census Bureau's County Bus. Patterns)	MRPD Employees (2001)	U.S. Employees (2001)	Location Quotient 2001	MRPD Employees (2011)	U.S. Employees (2011)	Location Quotient 2011	Compound Annual Growth Rate
Total for all sectors	65323	115,061,184	NA	58543	113,425,965	NA	NA
Agriculture, forestry, fishing and hunting (11)	122	183,476	1.19	479	156,520	5.86	16.66
Mining, quarrying, and oil and gas extraction (21)	625	485,565	2.29	337	651,204	1.02	-7.77
Utilities (22)	430	654,484	1.16	436	639,795	1.32	1.3
Construction (23)	3336	6,491,994	0.91	2747	5,190,921	1.02	1.15
Manufacturing (31)	21302	15,950,424	2.35	14215	10,984,361	2.51	0.66
Wholesale trade (42)	2499	6,142,089	0.72	2323	5,626,328	0.8	1.06
Retail trade (44)	10489	14,890,289	1.24	10000	14,698,563	1.31	0.55
Transportation and warehousing (48)	1142	3,750,663	0.54	2494	4,106,359	1.18	8.13
Information (51)	1484	3,754,698	0.7	768	3,121,317	0.48	-3.7
Finance and insurance (52)	1653	6,248,400	0.47	1604	5,886,602	0.53	1.21
Real estate and rental and leasing (53)	455	2,013,673	0.4	442	1,917,640	0.45	1.18
Professional, scientific, and technical services (54)	1424	7,156,579	0.35	1350	7,929,910	0.33	-0.59
Management of companies and enterprises (55)	620	2,879,223	0.38	908	2,921,669	0.6	4.67
Administrative and support and waste management and remediation services (56)	2628	9,061,987	0.51	2543	9,389,950	0.52	0.19
Educational services (61)	958	2,612,430	0.65	890	3,386,047	0.51	-2.4
Health care and social assistance (62)	7531	14,534,726	0.91	10731	18,059,112	1.15	2.37
Arts, entertainment, and recreation (71)	707	1,780,362	0.7	760	2,003,129	0.73	0.42
Accommodation and food services (72)	5720	9,972,301	1.01	6865	11,556,285	1.15	1.31
Other services (except public administration) (81)	1995	5,370,479	0.65	1556	5,181,801	0.58	-1.13



Chapter 6 - Vision and Strategies

Regional Vision

Offer a high quality of life for all residents in the Mount Rogers Planning District by increasing the number and quality of jobs throughout the region through initial focus on industrial and workforce development.

The Three Level Strategy

In an effort to build to the overall goal of offering a high quality of life for all residents in the Mount Rogers Planning District, a three level, long-term strategy has been identified to incrementally build from the basic infrastructure needs of industry and job growth to more refined aspects and amenities that are common characteristics of a flourishing region. Level 1 strategies are intended to be short term plans of action that will build up to the level 2 and 3 strategies. Strategies 2 and 3 are viewed as more long term plans of action, but components of these strategies may be worked on in conjunction with strategy 1.

Level 1-Tier 1 Industry Recruitment and Basic Workforce Development

- Ensure the five largest industrial parks/mega-sites (Wildwood Commerce Park, Oak Park Center, Epoch Site, Progress Park, and Highlands Business Park) in the Mount Rogers Planning District have the necessary infrastructure to attract a tier 1 driver industry.
- Continue assisting regional organizations like Virginia's aCorridor, the Blue Ridge Crossroads Economic Development Authority, and the New River/Mount Rogers Workforce Investment Area, the Virginia Economic Developers Association, the Virginia Department of Business Assistance, Industrial Development Authorities, local economic developers, and other state and local groups in identifying tier 1 target industries.
- Continue assisting regional organizations like the New River/Mount Rogers Workforce Investment Area, People Inc., and Workforce Development Centers associated with the Wytheville and Virginia Highlands Community Colleges in preparing the local workforce with basic work readiness skills. Encourage the development of remote/satellite and distance learning opportunities for residents that are lacking access to the advanced educational opportunities in the Mount Rogers Planning District.



- Assist in collaborative efforts of industries and educators; to better understand and strategize best practices to provide the Mount Rogers Planning District's workforce with the proper skills and education needed across the region.
- Investigate the benefits of an existing industry liaison for the Mount Rogers Planning District. Network with organizations like the Southwest Virginia Alliance for Manufacturing, the Blue Ridge Crossroads Economic Development Authority, Virginia's aCorridor and local economic developers in order to realize the benefits of a regional existing industry liaison and where and how would that position be funded.



Level 2-Tier 1 Industry Support and Advanced Workforce Development

- Recruit tier 1 driver industry to one of the strategic industrial sites.
- Assist regional organizations like Virginia's aCorridor, Blue Ridge Crossroads Economic Development Authority, the New River/Mount Rogers Workforce Investment Area, the Virginia Economic Developers Association, the Virginia Department of Business Assistance, Industrial Development Authorities, local economic developers, and other state and local organizations in identifying target supplier industries that will support the tier 1 driver industry.
- Assist regional organizations like the New River/Mount Rogers Workforce Investment Area, People Inc., and the Workforce Development Centers associated with Wytheville and Virginia Highlands Community Colleges to train the workforce with the necessary skills needed for the tier 1 driver industry and begin efforts to train the workforce for the skills and in-demand job training of the support industries.
- Encourage and invest in regional efforts to support the driver industry. Support localities that continue to invest in industrial parks and other projects that will attract support industries of the driver industry.
- Develop a system of bronze, silver, and gold standards for the Mount Rogers Planning District localities to strive for. The medal levels will be dependent on the quality and amount of infrastructure supplied to support industries and other infrastructure improving the quality of life for local residents. This will be a factor in how projects are prioritized in future CEDS.

Level 3-Small Business Development & Regional Quality of Life Improvements

- Invest resources in the driver and support industries by continuing to improve infrastructure and workforce development associated with these industries.
- Improve small business and entrepreneurial support at a regional level. Use a three-prong method of:
 - Expand general education and personal finance education opportunities.
 - Encourage asset based development, particularly in downtowns and community centers.
 - Support and invest in a small business-gap analysis of the Mount Rogers Planning District.
- Encourage early childhood education opportunities across the Mount Rogers Planning District and develop educational opportunities for the youth that will lead to careers associated with science, technology, engineering, and healthcare.
- Encourage education practitioners at all levels, particularly the high school level, across the Mount Rogers Planning District to be involved with the discussion of the industry and career needs of the region.
- Support educational organizations or companies that are interested in adding or improving healthcare facilities that will lead to increased numbers of jobs in the healthcare industry in the Mount Rogers Planning District.
- Create a Mount Rogers Planning District Commission Regional Strategic Plan that will expand on the economic development strategies of the CEDS to a more comprehensive plan that focuses on quality of life improvements for the Mount Rogers Planning District residents. Topics to consider covering in the Regional Strategic Plan will be land use planning, infrastructure (particularly communication), downtown redevelopment, housing, healthcare, childcare, transportation, school systems, asset based development, arts & entertainment, historical & cultural assets, local produce & food distribution, aging population, substance abuse, unemployment & work participation/work ethic issues, community planning participation, environmental integrity & sustainability issues, and agriculture & forestry.



Chapter 7 - Vital Projects of the MRPD

Project							Project Status				
Locality	Project Name	Description	Project Cost	Funding Sources	Outcomes/Jobs Created or Saved	Time Frame	Planning	Funded	In-Progress	Completed	Notes
Regional Projects	Wildwood Development (Exit 19)	Joint project through Blue Ridge Crossroads Economic Development Authority for utility service and site development	\$6,500,000	DHCD, ARC, EDA, RD, TICRC	Significant job potential	2011	X		X		Project has been initiated
	Blue Ridge Crossroads Technology Park	Design, grading, utility extension, and service road to develop business and technology park	\$3,000,000	RD, TICRC, DHCD	Creation of 500-1,000 new jobs	2012	X		X		Access road from US 58 currently under construction. Funded by TICRC grant
	Twin County Regional Airport HLX	Extend the runway	\$4,261,000			2011	X				Pursue economic development
	The Wired Road	Extend a broadband fiber-optic telecommunications network across the Twin County region	\$10 million		Broadband telecommunications access available across the region	2012	X	X	X		Phase II partial funded. Construction to begin Spring 2011.
Bland County	Bland Wastewater Collection/Treatment System	Construction of a gravity line system with a force main to pump wastewater to the Bastian Treatment Facility	\$9,300,000	USDA, TIC, MRPDC	Allow for the development of Exit 52 and provide wastewater collection to the Bland Community	2014	X	x	x		Phase 1 of the 3 phase project is funded
Bland County	Rocky Gap Greenway	The development and construction of a greenway trail system in the Rocky Gap Community which encompasses the Phoenix Iron Bridge.	\$1,100,000	Wythe-Bland Foundation, DEQ, DCR, VDGIF, VDOT		2015	x				
Bland County	Bland County Industrial Park Expansion	The acquisition and development of a 50 acre site for industrial development	\$3,000,000	TIC, MRPDC, VDOT, EDA, Local		2015	x				
Bristol	Retail Expansion at Exit 7	Identify, market and attract new business to vacant commercial property in the vicinity of Exit 7 along I-81	\$500,000	Economic Development Incentive Funds, General Funds	500	2013	X	X	X		Presently working to market property and negotiate packages with new prospective tenants
Bristol	Retail Expansion at Exit 5	Identify, market and attract new business to vacant commercial property in the vicinity of Exit 5 along I-81	\$280 million	Economic Development Incentive Funds, General Funds	2,000	2017	X	X	X		Presently working to market property and negotiate packages with new prospective tenants
Bristol	Downtown Revitalization	Continue to market and attract new business and residential to downtown	up to 1\$million	Economic Development Incentive Funds, General Funds, Tax Credits, Utility Cost Reductions	300	2017	X	X	X		Believe in Bristol is a service entity who markets downtown and has been a key in its revitalization, with many vacant properties remaining a key priority for the City is to assist in the redevelopment of these properties

Carroll County	Fries Road Water	provide water to the Fries Road community	\$2,760,204	USDA-RD, Local, MRPDC, VDH	Provide 180 connections to a sustainable water supply from the New River Regional Water System through Carroll County lines.	2013-2015		x			PER finished and funding has been announced
Carroll County	Natural Gas Expansion	Provide Natural Gas to Business/Industry and County residents	\$7,000,000	USDA-RD, Local, MRPDC, other	To create 300 new jobs and \$15 million in expanded capital	2013-2017	x				
Carroll County	Recreation Park Development	Provide expanded Recreation Opportunities to the citizens of Carroll	\$2,500,000	ARC, Local, MRPDC, other	To expand recreational experiences for citizens	2014-2018	x				Feasibility study funded at \$26,000
Chilhowie	Holiday Drive Water Line Replacement	Replace and install 4" water line due to possible breaks in current line.	\$50,000	SERCAP		2013	x	x	x		Emergency procurement. Bids due 10/08/2013
Damascus	Damascus Downtown Planning Grant	Planning Grant to initiate Downtown Revitalization project	\$35,000	DHCD	Economic impact through better guided development of Downtown	2013	x	x	x		First phase completed
Damascus	Beaverdam Creek Trail	Construction of the Beaverdam Creek Trail	\$393,000	VDOT	Economic impact through improved tourism attractions	2013	x	x	x		All funding secured.
Damascus	Damascus Marketing Grant		\$5,000	VTC	Economic impact through increased visitation in Damascus	2013-2014	x	x			All funding secured
Fries	VDOT Enhancement Project - Park/Depot	Reconstruct the Fries' train depot and improvements to the New River Trailhead	\$1,200,000	VDOT, Local	Rebuilt train depot and improved tourism amenities	2009	x	x	x		Project will bid in fall 2013
Galax	Givens Street Improvements	Comprehensive planning project for the "Bottom" – the area off of Givens and Shaw Streets	Up to \$3,000,000			2012	x	x	x		Potentially becoming three phase project at \$1million per phase
Galax	Safe Routes To Schools	sidewalk and infrasture improvments around elementary and middle schools	\$450,000	VDOT	improved infrastructure	2014	x	x			proeject initiated
Galax	Retail Market Analysis and Implementation	retail maket study for sales leakage and opportunities, redevelopment of downtown facilites, marketing of retail opportunites on e. stuart drive	\$1,000,000	IRF, DHCD, Galax, Main St. Program	increase busienss opportunities and employment, increase tourism	2014	x				in planning phase
Glade Spring	Glade Spring Comprehensive Downtown Revitalization Project	Revitalize downtown Glade Spring and restructure the town's economy	\$700,000	DHCD,TIC,RD	For phases 1 and 2, it is hoped that businesses will come in, bringing more people into town for shopping, to conduct business, and possibly live	2014		x			\$412,000 CDBG approved
Glade Spring	The Art Vault	Main street adaptive reuse project	632200	TIC, RD, ARC	Artisan Craft Development and Display to create jobs and increase retail sales	2013		x	x		Substantial Construction complete
Glade Spring	Virginia Salt Trail Development	Construction of the Virginia Salt Trail between Saltville and Glade Spring	\$548,000	TIC, VDOT, DHCD	New recreational tourism amenity	2015	x	x			\$320k VDOT grant approved
Grayson County	Nuckolls Curve Water Project	Extend public water 5,900' to serve 40 households		DHCD, SERCAP	Project is critical due to the current conditions of water quality and well proximity to failing septic systems	2013	x				Funding for the PER has been secured and preliminary engineering work has begun.

Grayson County	Stevens Creek Water Project	Extend public water service to residents in the Stevens Creek area	\$3,200,000		Important to the Town of Fries and future development	2012	X				Pre-planning / PER
Grayson County	Fairview Wastewater Project	Extend public water service to residents in the Fairview area	\$12.8 million	RD, ARC, CDBG	Positive environmental impact through the elimination of leaking septic systems	2012	X				Pre-planning / PER
Hillsville	Water Treatment Plant/Water Tank Upgrade	Water plant upgrade, refurbish two water tanks.	\$1,415,652	VDH, ARC, SERCAP, MRPDC	Continuing reliable water service.	2014	X				Partially funded.
Hillsville	GIS Mapping	Mapping and digitizing existing water/sewer lines, meters, manholes.	\$39,800	SERCAP, MRPDC	Efficient water/sewer operations.	2013/14	X	X	X		
Hillsville	Farmers Market	Farmers Market area and stage	\$850,000	Tobacco Commission, DHCD	Economic and commercial development	2014	X				
Independence	Town Park - Farmers MRKT	Devl of corner lot - Rt21 & Rt58 & constr. Of Park & Mrkt facilities	0.5M	ARC,EPA,DEQ,MRPDC	foundation for revitalizing small busn & tourism businesses	2013/2014	X				in the process of purchasing prop. Council has approved 90K
Independence	RobertShaw Bldg. Econ. Devel	devl old 86K sq.ft. bldg for incubator...job creation	1M	MRPDC,EDA,RD, TOIC	60 to 120 new jobs	2013/2014	X				bldg purchased 100K need to remodel
Independence	MainStreet Revitalization	Downtown revitalization, economic restructuring, and removal of slum and blight	3M	DHCD,TIC,ED	50 saved, 60 created	2013/2014	X				should compliment Park project to spur growth
Marion	Wayne Henderson School of Music	Adaptive reuse of 1908 schoolhouse	\$1,338,000	ARC, DHCD IRF	Development of Appalachian music school to tie in with Crooked Road and Heartwood	2014	X	X	X		Working on selective demolition, and plan to rebid construction in Spring 2014.
Marion	Marion Slum & Blight Removal -Downtown Streetscape Main Street from Sheffey to West Main	Streetscape improvements	\$275,000	TEA-21, local	Provide aesthetic improvements to assist with continued economic redevelopment of downtown	2014	X	X			Awaiting VDOT contract
Marion	Comprehensive Water Line Replacement Project	Replacement of previously identified lines to curtail water loss	\$800,000	unknown	Reduction of water loss, ensure continuation of adequate and stable water supply and improving conservation efforts	2012-2013	X				Based upon PER completed by Anderson and Associates, where all lines were studied and recommendations made for replacement
Rural Retreat	Water System Improvements Source Development and Interconnect with Smyth County	Develop Staley Spring and Phillippi Spring No. 2 Construct line to Smyth County	\$2,200,000	RD, VDH	Provide public water to users in Western Wythe County and Eastern Smyth County	2012	X				
Rural Retreat	Sidewalk/Bikeway Improvements	Improve and construct sidewalks and bikeways to improve pedestrian safety	\$500,000	VDOT	Improved pedestrian safety	2011	X	X	X		
Rural Retreat	Downtown Revitalization	Rehab downtown infrastructure	UNK	DHCD, RD	Economic Development	2015	X				

Smyth County	Exit 47 Interchange Modification and Water Sewer Infrastructure Project	A proposed commercial development on the south side of Exit 47 is anticipated to provide retail and commercial job opportunities to the citizens of Smyth County. The major part of the improvements will provide an upgraded safe and convenient access to the development. The project will also provide both water and sanitary sewer service to this unserved area.	\$8,500,000	Smyth County, Town of Marion, Private Developer	Increased tax base and jobs, will allow a much-needed new development to occur next to I-81. The total Development is expected to be \$ 33 million not including the buildings for retail and food services and is projected to supply over 600 jobs determined by the developers impact study.	2013-2014	X	Private Portion			Traffic Impact Analysis Report completed. Public hearing held. FHWA has approved Interchange Modification Request. This project, due to the economy downturn, has been on hold since 2008, but is poised to come to fruition in this latter part of 2013 for ground breaking in early 2014, the infrastructure and highway improvements are critical to the project's success
Smyth County	Smyth County Megasite Industrial Project	This project involves the re-development of the 69 acre rail served former Epoch Composites property which the Industrial Development Authority has recently purchased.	\$2,500,000	Local , Tobacco Commission	This ongoing project has already provided a flat building pad to accommodate an approximate 800,000 square foot new industrial or manufacturing facility capable of supporting 400 jobs and an investment of \$250 million. The next phase of the project will establish a design for the transportation improvements allowing better ingress and egress. A major part of these improvements is expected to be a primary access bridge over the Norfolk-Southern railroad, directly onto the site.	2014	X	PARTIALLY	X		PER Complete on specific site attributes. Funding secured and Phase 1 of the project is completed for the acquisition, engineering, and on-site improvements. Additional funding sources are needed (approximately \$2.5 million) for construction of the bridge. The funding for the transportation analysis and bridge design is secured and in hand.
Smyth County	Seven Mile Ford Water, Sewer, and Public Access Roadways Infrastructure Improvements	Industrial and commercial development in the Seven Mile Ford area is anticipated to provide industrial, manufacturing, retail and commercial job opportunities to the citizens of Smyth County. The proposed project will provide both water and sanitary sewer service to this currently unserved area, as well as provide public access improvements to the area.	\$4,500,000	Local , Tobacco Commission, MRPDC	This project is expected to allow for the creation of an increased tax base and numerous jobs at buildout of the area. Several entities have expressed interest in the Seven Mile Ford area, but when confronted with the lack of public sewer service, and the reduced fire flow capabilities in the water system, these entities have asked the County to provide these upgrades and this funding will allow for these upgrades to occur and be in place for the future interested entities.	2014	X	PARTIALLY			The PER for these systems is in progress with the funding of the MRPDC and Tobacco Commission. It is anticipated that in very early 2014 we will be prepared to move right into the design and construction phases of the project. This funding will allow for the project to become a quick success.

Troutdale	CDBG Housing Project	Rehabilitate homes along the Ripshin Road corridor of the Town, bringing homes up to HUD Housing Quality Standards	650,000	SE/RCAP & DHCD CDBG	Homes would be made more energy efficient, and safer for residents of the Town.	2014	X				Planning Grant Request Submitted
Washington County	Regional Workforce Training Center	Regional training facility to increase skills of adult workforce for new and existing industry	Tobacco Commission	TIC , VA, Local	Centralized, state of the art training facility for the region	UNK	X				Discussions with training partners; SWIFA; VHCC, HEC, Dream It, Do It; \$70,000 Tob Com Grant for Feasibility Study underway. Tob Commission preparing guidelines Spring of 2014 applications.
Washington County	Virginia Highlands Airport Runway Expansion	Extend runway from 4,471 ft to 5,500 ft	\$36 million	FAA, DOAV, Local	Needed for public safety and transportation enhancement of Washington County	2014-2019	X	X			Environmental assess 2010; Land acquisition and design 2013; Federal funding pending
Washington County	Multiphase Regional Sewer for Western Washington County	Sewer collection and treatment options for area from Exit 14 to TN line along I-81; joint BOS / WCSA study 2010/11	Phase 1: \$3.89 million Phase 2: \$16.0 million	Phase 1: Tobacco Commission	Needed to meet commercial and residential growth	Phase 1 Operation 2013	X	X	X		2013: Discharge Permit for new plant applied for; addl capacity with Town of Abingdon in negotion
Wythe County	Access road	provide new access road from Exit 41 to Progress Park.	\$6,000,000	VDOT, Wythe County, TICRC	500-1000 jobs created and investment of \$500,000,000	3--4 yrs		x			partially funded
Wythe County	Accounting system	Consolidated Central Accounting System	\$500,000.00	local	Provides better reporting for all county entities	2014		x			
Wythe County	Barren Springs/Patterson Community Water	water line from Rte 52 to Rte 100	\$ 4,000,000.00	RD, VDH, local	provides public water to over 200 homes			x			under design
Wytheville	Community Blvd., Construction (Phase 2)	The construction of a connector/access road along I-77/81 that will connect Peppers Ferry Road and East Main Street	\$6.5M	VDOT, EDA	This link will provide a much needed link between Peppers' Ferry Road and East Main Street	2014	X				
Wytheville	Pepper's Ferry Road Improvements and New Access Road to Progress Park	The improvement and widening of Peppers Ferry Road from the Town limit to I-77 as well as the portion in the Town's limit of the project by Wythe County to provide a new access road between I-77 and Progress Park	\$7.5M	VDOT, EDA, ARC	These road improvements will provide improved access to Progress Park	2015	X				
Wytheville	Milling and Paving of Main Street	Milling and paving of Main Street from I-81 westwardly to 20th Street for pavement repair from damages from water line installation	\$2.0M	VDOT, Local	This milling ad paving will improve the deteriorated condition of this damaged pavement	2014	X				

Chapter 8 - Performance Measures

Measurable Comparison

Since there are various geographic and social advantages and disadvantages the Mount Rogers Planning District has compared to other regions and geographies, it is necessary to compare the Mount Rogers district at different geographic scales.

- Surrounding planning districts
- State
- Nation
- Other localities that share similar characteristics to the localities of the MRPDC

Population & Jobs

The Mount Rogers Planning District has seen a very slow increase in population over the last few decades and population projections reiterate that trend. Many of the localities that have the most population loss have had the most job losses as well. The region has an aging population and job types may need to change to reflect this change in population demographics. Monitoring population change compared to job growth will be important for future CEDS efforts, particularly at the local level. Monitoring job types compared to population age demographic change could predict a change in industry types in the Mount Rogers Planning District.

- Population change and job growth
- Population demographic age change and job types
- Population change and other demographic population change measures

Labor Force & Unemployment

Unemployment numbers across the Mount Rogers Planning District are high. Labor force rates have remained steady. However, there is a concern that the labor force may be seeing some signs of deterioration. Continued study of the labor force and other social factors may be necessary. Social service pressures across many of the Mount Rogers Planning District localities have increased in recent years and there is con-



cern of substance abuse problems.

- Unemployment rate
- Labor force measures
- Social service measures
- Substance abuse measures

Income & Wages

Per capita and household family income in the Mount Rogers Planning District is lower compared to state and national averages. Additional comparison of these numbers to the surrounding planning districts and other nearby localities will be necessary. Comparison of various industry wages will be considered, particularly when identifying target industries.

- Per capita income
- Household income
- Wage comparison by industries

Industry

Identifying target industry clusters for the region is a major component of the Mount Rogers Planning District Commission's CEDS strategies. Measuring industry growth in the region with job growth and wage increases will be a priority. Identifying target industries and then measuring the job growth in these industries across the region will gauge the success of recruiting target industries.

- Industry cluster analysis
- Target industry job and wage growth

Local Projects

Defining measures for prioritizing projects at a regional level will be important in future CEDS. Prioritizing projects by the infrastructure needed to recruit target industries and basic infrastructure to offer a higher quality of life for locality residents will be two key elements. Projects that align with the Mount Rogers Planning District Commission's CEDS strategy will be prioritized. The performance measures will depend on how timely the prioritized projects are completed.

- Define methods of project prioritization
- Completion time of prioritized projects



Appendix 1 - Prioritized Projects-All other projects for each locality

Project							Project Status				
Locality	Project Name	Description	Project Cost	Funding Sources	Outcomes/Jobs Created or Saved	Time Frame	Planning	Funded	In-Progress	Completed	Notes
Abingdon	French Moore BLVD-Stone Mill RD-Cook ST Extensions Study	Connection of existing roads with extensions to promote better traffic flow at Exits 14 & 17	\$200,000,000	Local, State, Federal, VATIF	Offer emergency entrance/exit to Tech Park/Community College/Higher Ed/Heartwood Campus	2013	X				
Abingdon	Abingdon Urban Paths-Sidewalk	Connection of neighborhoods through the use of low-impact development of unopened rights-of way and sidewalk connectors	\$500,000	Local, State, Federal, VATIF	N/A	2013	X				Awaiting notification from VDOT on Enhancement Funding.
Abingdon	Storm Drainage Improvements for Country Club Estates	Channel improvements and culvert replacement	\$240,000			2011	X				Town is acquiring easements in order to move forward with redesigning the storm drainage in the neighborhood.
Bland County	Bland County Commerce Park	Develop a 22-acre business park in the Bastian community	\$2,000,000	EDA, TICRC, VDOT, Local	Future of County's Economic Development Program	2012	X	X	X	x	Project under construction
Bland County	Bland Commercial Business District Revitalization	Revitalization and streetscape improvements in the Bland Proper community	\$1,500,000		Revitalized business distraction in Bland Proper	2012	X				Planning has been initiated/Project is on hold
Bland County	Exit 58 Water & Sewer Extension	Extend water and sewer across Interstate 77 at Exit 58 to serve commercial businesses	\$2,000,000		Public water and sewer available at the Exit 58 interchange on Interstate 77	2011	X	X	X	X	Site approved by DEQ and VDH
Bland County	Bland County Farmers Market	Construction of a 20 x 60 pavilion for local Farmers Market facility	\$40,000	USDA RD, Wythe Bland Foundation	Revitalize downtown Bland for local economy, local business/Part-time job created through grant funding during market season	2010	X	X	X	X	
Bland County	Wolf Creek/Indian Village Trailhead	Construction of a parking lot (trail head) at the Wolf Creek Indian Village site and trail connection to the Round Mountain trail network.	\$508,505	VDOT, Local	Provide accessible connection between existing trails and local tourism. Opportunity for future growth.	2008-2013	X	X	X		
Bristol	Sugar Hollow Business Complex	Expansion of the existing two site park into a park with 10 potential prospect locations and consiting of over 300 acres.	\$25 million	Economic Development Incentive Funds, General Funds, Tax Credits, Utility Cost Reductions	500	2020	X	X	X		Presently completing construction of complex's first major tenant and reserving second lot for possible expansion if needed
Bristol	Gordon Business Park	Market and attract new businesses to as many as 4, 4 acre tracts remaining in this park	\$3 million	Economic Development Incentive Funds, General Funds, Tax Credits, Utility Cost Reductions	1000	2017	X	X	X		This 16 acre park currently has one tenant on 4 acres, and additional 4 tracts are available or combination thereof to new businesses

Bristol	White Site Industrial	Market and attract new businesses to as many as 2, 5 acre tracts remaining at this industrial location	up to 1\$million	Economic Development Incentive Funds, General Funds, Tax Credits, Utility Cost Reductions	1000	2017	X	X	X		This 10 acre location is surrounded by other industrial development with excellent access to Interstate 81 and is a corner parcel with no tenant
Bristol	Bob Morrison Blvd	Redevelop existing manufacturing location with approximately 10 acres and several structures, previously a hosiery	up to 1\$million	Economic Development Incentive Funds, General Funds, Tax Credits, Utility Cost Reductions	500	2017	X	X	X		This 10 acre location is the former location of Bristol Lingerie and is currently vacant including the main facility and the other accessory structures, this site boasts blvd style frontage
Bristol	Twin Cities Metal	Redevelop existing vacant manufacturing location with approximately 24 acres and several structures	\$500,000	Economic Development Incentive Funds, General Funds, Virginia HUD Brownfields Grant	100	2020	X	X	X		This 24 acres site is bounded by Beaver Creek and is located in close proximity to downtown, current potential projects include a multifield tournament sports complex
Bristol	Gordon Garment Location	Redevelop existing vacant manufacturing location with approximately 4 acres and 1 major facility	\$500,000	Economic Development Incentive Funds, General Funds, Virginia HUD Brownfields Grant	300	2020	X				This 4 acre location is adjacent to the Twin Cities Metal Site, the previous tenant was a clothing manufacturer and the property still maintains a large manufacturing facility
Bristol	Gateway Improvements	Invest in gateway modification to include landscaping and branding at key corridor entrances	\$300,000	CDBG Funds, General fund, VDOT Grants	Beautification	2015	X				The City intends to partner with local colleges to complete a gateway improvement plan for the City's 5 major gateways
Bristol	Corridor Improvement	Invest in Corridor improvements to facilitate revitalization and citizen investment	\$500,000	CDBG Funds, General fund, VDOT Grants	Beautification	2015	X				The City intends to partner with local colleges to complete a corridor improvement plan for the City's 5 major corridors
Carroll County	Pipers Gap Water expansion	To hook up approximately 180 customers	\$3 million estimate	USDA-RD, Locality, MRPDC		2014-2017	x				PER underway
Carroll County	Phase IV School Construction	Upgrades to Carroll County High School to add an Auxiliary Gym	\$3 million	USDA-RD, Locality	Due to the increase of 9th grade students to CCHS and the pressure for more recreation for students, the new Gym is needed to support the County goals.	2014-2016	X				

Carroll County	Coon Ridge Water	Provide water services from Airport Road water East across I-77 to US 52	\$3 million	USDA-RD, Local, MRPDC, VDH	Provide approximately 200 connections to a sustainable water supply	2010-2013	X	X	X		In process
Carroll County	Recreation Park Development	Woodlawn School Rehabilitation	\$5 million	DHCD, VHDA, USDA-RD, ARC, Locality, Private investment, MRPDC	Convert the Woodlawn building into a usable facility for the community	2014-2018	x				
Carroll County	Natural Gas	NG Line construction to Mohawk Inc. by the IDA and Operations by the County	\$1.5 million	Mohawk IDA	Retain 154 jobs and \$1 million in Capital investment	2012	X	X	X	x	Completed
Chilhowie	Chilhowie Walking Trail		\$400,000	VDOT		2014	X	X			Awaiting final VDOT review. Project started using Town resources due to delays imposed by VDOT.
Chilhowie	500,000 Gallon Water Tank – In Town		\$1,000,000			2013	X				
Chilhowie	New Sludge Handling Facility at Regional Wastewater Treatment Plant		\$150,000	DEQ		2012-13	X	X	X		
Chilhowie	New Laboratory at Regional Wastewater Treatment Plant		\$300,000	DEQ		2012-13	X	X	X		
Chilhowie	New Fire Department and Rescue Squad Building		\$1,000,000			2015	X				
Chilhowie	Burn Building for Fire Department Training		\$430,000	Fire Programs		2013-14	X	X	X		
Damascus	Damascus Library and Tourism Center	Construction of the Beaverdam Creek Trail Damascus Library and Tourism Center	\$1,100,000	VDOT, Washington County, TIC	Economic impact through improved tourism attractions	2012	X	X	X	X	All funding secured.
Damascus	Biking and Pedestrian Project	Sidewalk upgrades and streetscape improvements	\$43,000	VDOT, MRPDC	Improved transportation around town and connectivity to trail networks	2015	X				
Fries	Fries Carroll Grayson Regional Economic Development Project	Clearance and redevelopment of the former Washington Mills site. Hire Development Consultant, Market site to private developers.	\$1,135,840	DHCD, ARC, Local	Redevelop a former mill site to serve as a prime tourism destination	2011	X	X	X	X	complete
Fries	Downtown Economic Revitalization	Revitalize downtown Fries and restructure the town's economy	\$1,000,000	DHCD, Local	Revitalized economy and the removal of slum and blight	2012	X				Grant Funds Withdrawn
Fries	Fries Redevelopment Project	Fire Hall relocation	\$1,588,000	DHCD, RD	Removal of slum and blight / small business development	2010	X	X	X	X	Building completed
Fries	Water plant improvements	Miscellaneous Repairs	\$75,000	SWVWWCF	Miscellaneous Repairs	2011	X	X	x	X	complete
Fries	Water Improvement Planning	Water plant assessment rate study	\$25,000	VHD		2009	X	X	X	X	complete

Galax	Wildwood Development (Exit 19)	Joint project through Blue Ridge Crossroads Economic Development Authority for utility service and site development	\$6,500,000	DHCD, ARC, EDA, RD, TICRC	Significant job potential	2012	X		X		Project has been initiated
Galax	The Wired Road	Extend a broadband fiber-optic telecommunications network across the Twin County region	\$10,000,000		Broadband telecommunications access available across the region	2012	X	X	X		Phase I underway, Funding applications out for Phase II
Galax	West Galax Technology Park (Hampton Property)	Design, grading, utility extension, and service road to develop business and technology park	\$3,000,000	RD, TICRC, DHCD	Creation of 500-1,000 new jobs	2012	X				Access road from US 58 currently under construction. Funded by TICRC grant
Galax	Chestnut Creek Flood Control	Flood control along Chestnut Creek	\$1,000,000			2012	X			X	Working with the Army Corps of Engineers
Galax	Chestnut Creek Woodworking Shop	new woodowrking shop tied to CCSA	\$850,000	ARC, USDA, VTIC, Galax	increase tourism and businesses downtown	2013	x				final funding application in review.
Galax	Water System Capacity Improvements	Increase system capacity of storage and pressure	\$250,000	RD, VDH Revolving Loan Fund		2012	X				Loss of Spivey reservoir has reduced our storage capacity that could be corrected with series of valves and use of CCPSA tanks
Galax	Fries Water Line Upgrade	Upgrade of water line to serve Fries Road customers, with possible connection by Carroll County and Grayson County	\$600,000	Federal stimulus funding, VDH Revolving Loan	Safe potable water for public health, encourage new development	2012	X				Many wells in area outside of city are heavily concentrated with iron.
Galax	City View Water Pressure	Improve fire flow capacity in older pressure system	\$1,500,000	VDH Revolving Loan Fund, RD	Protection of real property and tax base, improved public safety, retain 200 jobs	2012	X				3 schools are served by this system, which generally has lower pressure and undersized lines to provide adequate fire suppression in large fires
Galax	Sewer System Improvements - CMOM program	Identify and correct high probability areas that are subject to overflows during storm events and undersized for current or future capacity	3000000	DEQ Revolving Loan Fund, RD	Environmental compliance	2012	X	X	X		City is trying to comply with a DEQ consent order issued in 2000.
Galax	Crossroads Expansion	Purchase of adjoining property for Crossroads, installation of equipment, broadband connection	\$700,000	VTIC, USDA, ARRA Funds	Unknown, but would allow distance learning, crossroads expansion, etc.	2010	X	X	X	X	Completed in 2011
Glade Spring	Train Depot Demolition	demolish blighted structure to allow additional parking on Town Square	\$300,000	TIC, RD	Economic Stimulus for Central Business District	2014	X				Pending PAR

Glade Spring	VHDA Mixed-Use/Mixed Income Planning Grant	Detailed architectural and financial analysis is needed to determine the feasibility for investors	\$10,000	VHDA	There are still about a half dozen vacant buildings around Town Square. Some of the buildings are well suited for mixed-use development, commercial space on the first floor and residential space on the second floor. There is interest from several local businesses to either expand into larger space or locate in the downtown if the buildings were renovated.	2015	X	X			
Grayson County	Grayson County Industrial Park	Infrastructure needed	\$1,000,000	RD	multiple jobs	2012	X				This infrastructure is a must to enable promotion of industrial sites
Grayson County	School Construction/Renovation Plan	Replace/Remodel all Grayson County schools	\$53 million			2013	X	X	X		Phases II and III are in progress.
Grayson County	Community Fitness Facility	Renovate / Construct Community Fitness Facility	\$2.5 million	TCRH	Important to the health and quality of life to the community	2014	X				Business Plan Development
Grayson County	Grayson County Fairgrounds	County Fairgrounds	\$1,835,000			2012	X				This would be a first for Grayson
Grayson County	School Construction/Renovation Plan – Phase I	Replace/Remodel all Grayson County schools	\$53,000,000			2011	X	X	X	X	Complete.
Grayson County	VA/NC Regional Water System	Construct a regional water treatment plant and distribution system to serve Independence; Grayson County; Sparta, NC; and Allegheny County, NC	\$8,200,000	RD, TICRC	The project will support a new \$99 million, 1,200 inmate prison facility as well as future economic development in the area	2010	X	X	X	X	Complete.
Hillsville	Wastewater Plant UV System Upgrade	Improve the UV system at the Wastewater Treatment Plant.	\$149,000	DEQ	Increased efficiency.	2013/14	X				
Hillsville	Emergency Power Generation	Upgrade the emergency power generation at the Wastewater Treatment Plant	\$100,000	unknown	Continued reliable sewerage treatment.	2014	X				
Hillsville	Maintenance Facility	Construct new maintenance facility utilizing old sewer lagoon property.	\$100,000	unknown		2014	X				
Hillsville	Housing Rehabilitation	Adaptive reuse of old hotel downtown and other properties.	\$500,000	CDBG, Local, Other	Economic development and safety, eliminate blight	2015	X				
Hillsville	Relocate overhead power lines	Move overhead utility lines from Main St. to Pine St.	\$250,000	CDBG, Local, Other	Downtown blight and blight removal	2016	X				
Hillsville	Water and sewer extension Hwy. 58 East	Extend water and sewer to new bypass intersection	\$1,500,000	unknown	Economic and commercial development	2015	X				
Hillsville	Raintree Road Sewer	Extend sewer service to the Raintree Rd./Cumberland Dr. area	\$500,000	unknown	Alleviate filling septic systems	2017	X				

Independence	Water Delivery System Repair/Refurbish, VDH request project closed out, ask the Town make new application, project name: Water System Replacement Phase 1B	Repair/Replacement Anvil Rock Water Storage Tank, Replace 6300 ft/8", 3100 ft/6", 800 ft/2" waterline, 11 gate valves, 5 fire hydrant assemblies, 558 new radio read meters, 18 fire line meters	\$1.11M	VDH, MRPDC, USDA RD	Repairs needed to maintain existing service for 575 occupied housing units, two schools, one convalescence home, one shopping center, and numerous churches and businesses	2011/2013	X	X	X		VDH application submitted 4/1/2011, VDH funded, Engineering & Bond Counsel procured, project in progress
Independence	VA/NC Water Authority	Construct a regional water treatment plant and distribution system to serve Independence; Grayson County; Sparta, NC; and Allegheny County, NC	\$8.9M	RD, TICRC, VDH, MRPDC	The project will continue to serve existing 558 customers and new Prison equal to 900 residential units while creating 350 jobs as well as future economic development in the area	2010 - 2011	X	X	X	X	Waterlines, two water tanks, 3 pump stations, and water intake are complete. Water treatment plant substantially complete, problems with water intake under capacity
Independence	Wastewater Treatment Plant Upgrade	Upgrade and improve the town's wastewater treatment plant	\$2.2M	MRPDC, RD	The project will support a new \$99 million prison facility, with 350 jobs created as well as future economic development in the area	2010 - 2011	X	X	X		Project construction approximately 40% complete
Independence	New Town Hall	Existing building is too small, handicap inaccessible, and in need of major refurbishing	\$350K	TOI	A new building will support easier customer access, parking availability, ability to conduct DMV and other over the counter business	2012 -2013	X	X	X	X	TOI is buying a building
Independence	New Sidewalks	Build sidewalks in commercial districts where sidewalks don't exist making retail businesses more accessible to residential districts	\$75K	RD	19 small businesses indicated they could possibly increase profits hoping to save 99 jobs	2012 - 2013	X				TOI is making application to RD
Independence	Water Delivery System to Prison	Upgrade bottlenecks from Water Authority delivery point south of Independence to the Prison on the east side	\$417K	Independence, Grayson	The project will support a new \$99 million, 1,200 inmate prison facility as well as future economic development in the area	2010	X	X	X	X	Contractor start date May 2010, VDOT would not except completed work, Project is in mediation should be complete 8/1/2011
Marion	Marion Sewer Treatment Plant Upgrade	Replace incubator, influent pump, UV system upgrade and "green reserve" digester project (biogas conversion to replace conventional fuel source)	\$1,500,000	Rural Development loan, DEQ grant and loan, local	Provide more efficient and environmentally friendly effluent disinfection of processed sewer water for the Town	2013	X	X	X		UV project completed 3-2012; Digester biogas project started and will be completed 12-20-13
Marion	Gateway Revitalization Planning Grant	Study opportunities to revitalize Marion's primary gateway (exit 45 to Main Street)	\$35,000	DHCD	Provide study necessary to apply for CDBG funds to revitalize the gateway corridor and provide adequate wayfinding signage.	2013	X	X	X		
Marion	Holston Harwood Adaptive Reuse Project	adaptive reuse of 1913 textile factory	\$2,000,000	IRF, ARC, TIF, tax credits, local	Redevelopment of vacant 20,000 sqft historic brick building into an economic and tourism engine for downtown	2015	X				Feasibility and PAR/PER completed. Grant applications being submitted.

Rural Retreat	Wastewater Collection Improvements	Improve wastewater collection system	UNK	RD	Reduce I & I	2014	X				
Rural Retreat	Rural Retreat Train Depot	Rural Retreat Train Depot Restoration	UNK	VDOT	Preserve the station to promote tourism	2014	X				
Smyth County	Atkins Water Source	Development of a new drinking water source for the eastern end of Smyth County to serve both residential customers as well as provide water to a high volume industrial development. The project would also include construction of a new 500,000 gallon water tank	\$1,800,000	None Secured	Additional water capacity for the system to support growth in the eastern corridor of I-81 and Highway 11 (residential, commercial, and industrial)	2014	X				A spring source is in the final stages of being secured, with the required analysis for quantity and quality to immediately follow. A membrane filtration plant will be required due to the nature of the source.
Smyth County	Hutton Branch Phase II Water Project	Public water extension in the Atkins area to interconnect two sources and their respective systems will provide additional water capacity to help with growth, in addition to redundancy for a high volume industrial project	\$3,000,000	VDH, none	Provide quality drinking water mostly for residences, but business growth is anticipated with increased service area. 150 new connections projected. Project also provides interconnection of two systems to allow for additional water capacities along the Highway 11 corridor for industrial and commercial growth.	2014-2015	X				The VDH funded the ddesign of the interconnection and distribution mains, its Final design is complete and waiting for construction funding. The County has applied for funding from multiple sources, but has not been successful to date for the construction portion.
Smyth County	Smyth County, Wythe County, Town of Rural Retreat water interconnection and source development	Development of a new drinking water source in the Rural Retreat area jointly with the other 2 localities. This source is approximately 600,000 gallons per day and the interconnection involves about 12,000 linear feet of pipelines	\$2,200,000	MRPDC, none	Additional water capacity for all 3 localities. This interconnection will support growth in the eastern corridor of I-81 and Highway 11 (residential, commercial, and industrial) and secondarily can provide the ability to move water between the New River in Wythe County and Highway 16 in Smyth County in emergency situations.	2013-2014	X				PER Completed through local funding and MRPDC funds, localities having ongoing meetings to structure ownership and operations parameters and to agree on design and construction funding pursuit.
Troutdale	Public Water Expansion Project	Expand Troutdale's public water capacity to serve the Grayson County's new Grayson Highlands school, and 58 potential residential Grayson County households.	165,700	SE/RCAP & SWVWWCF	Expanded water capacity would ensure that Troutdale does not produce over their permitted capacity, per VDH regulations, resulting in any potential system failure or unreliable drinking source.	2013	X				On Hold, Currently bidding out a structural exam and patch for the Mr. Casual's well, which is the largest producing well in the Town.
Troutdale	Business Revitalization Project	Rehabilitate/ Convert several vacant buildings into usable office space, recruit tenants for spaces as project develops.	500,000	CDBG, ARC, Tobacco Commission	Attract businesses within Town limits, offer services to area residents currently offered at a considerable distance away from Town	2014	X				Planning Grant Request Submitted

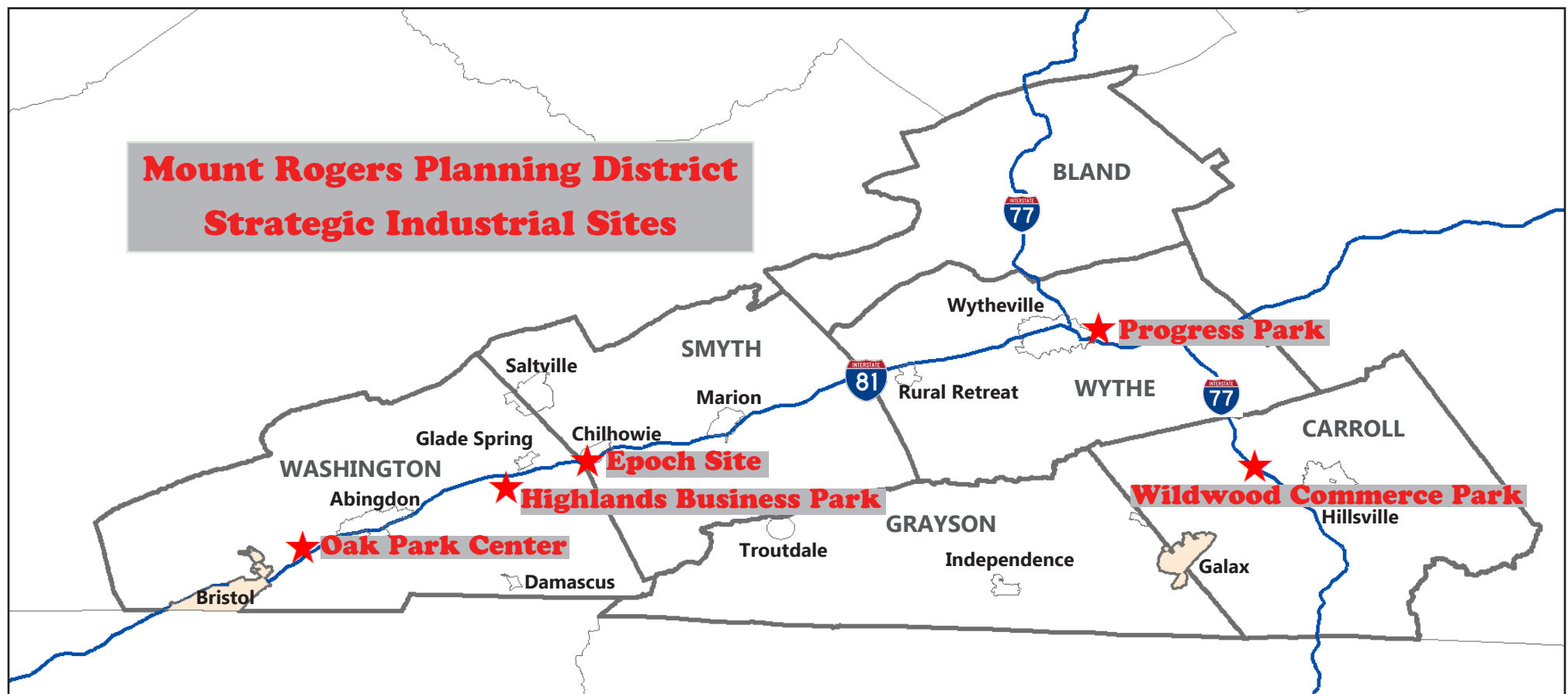
Troudale	Town Hall Renovations	Rehabilitate old church adjacent to Town owned land. Building will be used to house Town Hall and for Town related business.	\$150,000	???	Building will allow a more formal meeting area for the Town Council, and for economic development presentations for the Town.	2014	X				Current Town Hall suffers from Mold and water infiltration issues.
Washington County	Exits 13 and 14 Sewer Project (Phases I, II, III, and IV)	Sewer service to general area of Lee Highway and Jonesboro Road between Exits 13 and 14	Phase I: \$4.09M Phase II: \$3.64M Phase III: \$1.87M Phase IV: \$1.5M	Southern Rivers, USDA RD grant and loan, TIC, Local	Needed to support and maintain important commercial, industrial, and residential growth	Phase 1 Operational 2012	X	X	X		Phase 1 went online April 2013. Phase 2 has been divided into 5 (A-E) phases and Phase 2A is in the design and funding stage. Phase 3 is in the user agreement solicitation phase.
Washington County	Mendota Water System Improvements Project	Improve the water supply by discontinuing the existing well which has poor water quality and quantity.	\$400,000	DHCD	Improve the water supply by discontinuing the existing well which has poor water quality and quantity.	2011-2012	X				Project is substantially complete and we expect it to be online by October 2013.
Washington County	Access to Public Water in Remote Areas	Extension of public water to unserved areas of Washington County	Variable	seeking funding sources	Provide families in Washington County with access to clean water. Many are still on well water	Ongoing	X				Planning grant, income surveys, and construction of water lines. Some residents may be on Public Health notice concerning private supplies.
Washington County	Regional Recreational Sports Multi-plex	development of outdoor sports fields including soccer, softball, baseball	UNK	Seeking funding sources	Provide outdoor sport fields for softball, baseball, soccer, and football; regional competitions	UNK	X				Preliminary regional discussions
Washington County	King College School of Medicine	Medical school for underserved region of Southwest Virginia to be located in Abingdon	\$100 million	TC, VDOT, RD, NMTC, Local, seeking other source	Advantage to medically underserved region; Creation of medical teaching positions; bio-tech research; tourism; related	2011-2014	X				\$25 million TC grant requires match; local funds of \$7.5 each from WC and Town; site location Abingdon; private fundraising underway.
Washington County	BWCIP Expansion	Expansion of Bristol-Washington County Industrial Park / Potential for a Regional, rail-served, Mega Site	Tobacco Commission	TC, VDOT, Local, seeking other source	\$35,000 grant for preliminary engineering study; 2012 Mega Site application round Oct 2012.	UNK	X				Feasibility study funded by TC in 2011; discussions pending
Washington County	Washington County Main Library - New	Construction of a new mail branch library for Washington County in or around Abingdon	UNK	seeking grant sources	Current main branch in Abingdon has been outgrown	2013	X				Site selection under discussion
Washington County	Damascus/Johnson County, TN Bike Trail Link	Connect the Virginia Creeper Trail to a trail system in Johnson County, TN/Mountain City, TN; first link Damascus to Camp Ahistidy	UNK	Seeking funding sources	Enhance tourism, recreation, and economic opportunity for the Town of Damascus	UNK	X				Meetings with Johnson County and TN state officials; meetings underway to discuss feasibility of connection between VA Creeper Trail and Mt. City, TN

Washington County	12 MGD Water Treatment Expansion	Involves expansion of the Middle Fork of the Holston River Drinking Water Plant from 4.6 MGD to 12.0 MGD and includes a new raw water intake.	28.7 million	USDA Rural Development	The additional capacity is to address County needs for the next 40 years.	Mar-14		X		X		Plant design and construction provides for an energy recovery system that will generate some of the electricity needed to operate the plant and an additional 2.0 MGD expansion with little expense.
Washington County	Galvanized Water Line Replacement	Involves replacement of 200 miles of pipeline that underserves (pressure, fire flow and water quality) 8,000 connections or approximately 19,200 County residents.	30.0 million	USDA Rural Development	Improved water quantity, quality and flow to meet existing and future needs.	Jul-05	X	X	X	X		Project is divided into 3 phases. Phase 1 is complete. Phase 2 is to be advertised for construction bids in 2013. Phase 3 is to advertise for construction bids in 2014
Wythe County	Regional Water Interconnects	Provide redundant water sources	\$5,000,000.00	RD, DHCD, ARC	provide water reliability and capacity	2013	X					connection to Smyth PER complete, connection to Pulaski, PER complete
Wythe County	Business Incubator	Construction/renovation of a small business incubator as part of Phase II of the Southwest Regional Enterprise Center's regional plan to develop incubator facilities in Galax and Wytheville	\$250,000.00	RD, TICRC, ARC	Encourage entrepreneurship and small business development in Wythe County	2014	X					
Wythe County	Speedwell - Wytheville Interconnect	Construction of water line to provide water from NRRWA and provide required source supply	\$8,000,000.00	RD	provides adequate and reliable source and provides availability to over 200 homes	2014	X	X	X			
Wythe County	Lots Gap Tank		\$2,500,000.00	RD, TICRC, ARC	Town of Wytheville & County	2014	X					
Wythe County	Exit 24 Wastewater Improvements		\$ 1,000,000.00									Peed & Bortz selected to do PER
Wythe County	Joint Smyth Wythe Industrial Park Site		\$1,000,000 - \$1,500,000	RD, TICRC, ARC			X					
Wythe County	Grading of Industrial Development Lots in pp		\$20,000,000.00	RD, ARC, EDA, CDBG, TICRC								
Wythe County	County Wide Wireless		\$800,000.00	TICRC		2013	X					
Wythe County	Upgrade Entrance to Progress Park		\$9,000,000.00	VDOT, TICRC		2013	X					
Wythe County	Route 94 Water Upgrades & Replace Existing Lines		\$614,250.00	RD		2012	X					
Wythe County	Foster Falls Water Extension		\$574,460.00	RD		2012	X					
Wythe County	Airport Improvements		\$6,000,000.00			2010	X					
Wythe County	Ft. Chiswell Sewer Plant 2 MGD		\$2,000,000.00	RD		2013	X					

Wythe County	Progress Park Sewer Laterals & FM Extensions		\$2,000,000.00			2011	X				
Wythe County	Ft. Chiswell Ext S Along Route 94 - Sewer		\$1,000,000.00			2012	X				
Wythe County	Ivanhoe Sewer Project		\$10,000,000.00			2012	X				
Wythe County	Piney Extension		\$3,738,150.00			2013	X				
Wythe County	Spiller Annex		\$450,000.00			2014	X				
Wythe County	Poplar Camp/Foster Falls Sewer System		\$3,454,650.00								
Wythe County	Recreation Complexes		\$3,500,000.00	RD							
Wythe County	Ager Park Upgrades		\$140,000.00								
Wythe County	Progress Park Connector Road	Construct a connector road between Progress Park and Interstate 81	\$10,000,000.00	VDOT, TICRC	Key to the long-term success of Progress Park and for regional economic development						
Wythe County	Progress Park Recycled Water Line	Construct a line for recycled water from the WWTP to Progress Park	\$3,000,000.00		Key to the long-term success of Progress Park and for regional economic development						
Wytheville	East Main Street Improvements	This project involves the curbing and guttering, sidewalks; landscaping and white-way lighting for East Main Street from Cassell Road eastwardly to I-81	\$1.9M	VDOT, Local	These improvements will improve the pedestrian access between the hotels at Exit 73 towards town as well as improve drainage and improve aesthetics for this entrance to Town	2015	X				
Wytheville	Alignment and Signilization of East Main Street, Wither's Lane and WCC Access Road	The realignment a and signalization of this intersection	\$1.0M	VDOT, Local	This project will improve safety at this intersection. There are large volumes of traffic traversing this intersection and re-alignment and signalizing would improve safety and traffic flow	2015	X				
Wytheville	Alignment and Signilization East Main Street and Lithia Drive	The realignment of Lithia, Malin Drive and East Main Street to improve traffic flow	\$1.50	VDOT, Local	This intersection has large volumes of traffic entering and exiting the Interstate. These improvements will improve safety and traffic flow in this area	2015	X				

Appendix 2 - Strategic Industrial Sites

- **Epoch Site** - 355 Industrial Park Rd, Chilhowie, VA 24319
- **Highlands Business Park** - 13306 Owens Drive, Glade Spring, VA 24340
- **Oak Park Center** - 18259 Oak Park Drive, Abingdon, VA 24210
- **Progress Park** - Peppers Ferry Road and E Lee Trinkle Drive, Wytheville, VA 24382
- **Wildwood Commerce Park** - Coulson Church Rd and I-77, Hillsville, VA 24343



EPOCH SITE

A strategic location, an available workforce with outstanding training opportunities, superb quality of life, and a low cost of doing business are huge advantages for locating in Virginia's aCorridor.



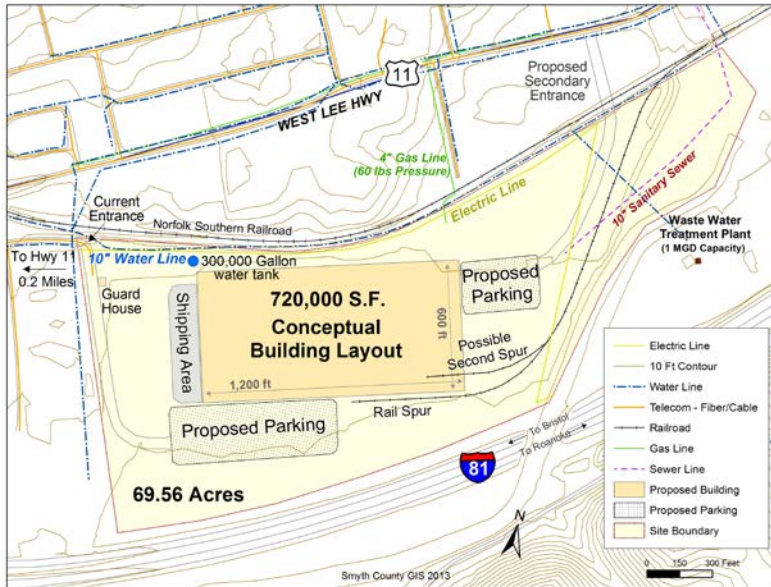
The Epoch Site is a flat, rail-served, almost 70- acre industrial site in Chilhowie, VA. It is located on I-81 between Roanoke, VA and Bristol, TN; 37 miles to I-77 and 54 miles to I-26.

- 2,500+ linear ft rail siding on site
- Class A Rail Service – Norfolk-Southern Railroad
- 1,900 ft of Interstate frontage within 1 mile of Exit 35 and 2 miles to Exit 32
- 69.5 acres; Zoned Industrial
- Located in an Enterprise Zone with job and real estate improvement grants

Virginia's aCorridor offers a strategic location at the intersection of I-81 and I-77 in Southwest Virginia



Epoch Site – Chilhowie, VA



UTILITY INFRASTRUCTURE

- **Electrical** – 34.5 kV. Served by AEP substation within 4,500 feet. 6 MW current available capacity. Alternate feed possible.
- **Natural gas** – 4" gas line with 60 psi pressure
- **Water** – 8" water line on site, Available capacity 850,000 gpd. Additional capacity possible.
- **Wastewater** – 10" sanitary sewer on site, Current available capacity 630,000 gpd.
- **Telecommunication** – High-capacity fiber via multiple routes and providers.



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EPOCH SITE

VIRGINIA'S aCORRIDOR REGION

Strategically situated along I-81 at its crossroads with I-77, Virginia's aCorridor offers market access to two-thirds of the U.S. population within a day's truck drive. The aCorridor represents a population of nearly 194,000 in six counties and two cities in southwestern Virginia. The extended labor market area has a population of over 1 million. The civilian labor force totals 567,837 with 95,831 in the aCorridor and 472,006 in the extended labor area. Virginia is the northernmost right-to-work state on the East Coast and the unionization rate in the region is less than 3%.

A strategic location, an available workforce with outstanding training opportunities, superb quality of life, and a low cost of doing business are huge advantages for locating in Virginia's aCorridor.



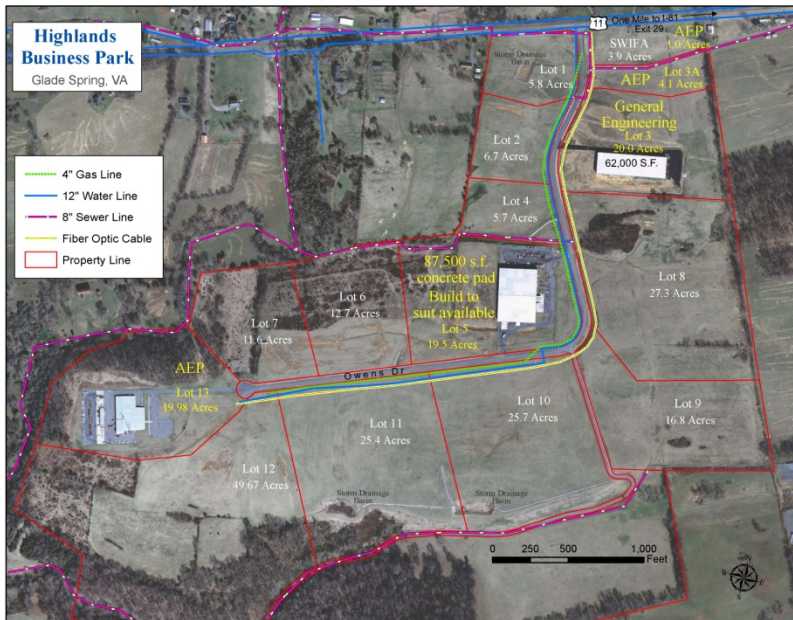
Virginia's aCorridor offers a strategic location at the intersection of I-81 and I-77 in Southwest Virginia

HIGHLANDS BUSINESS PARK

Highlands Business Park is a 302-acre regional industrial park in Glade Spring, VA. It is located near Exit 29; I-81 between Roanoke, VA and Knoxville, TN; 40 miles to I-77 and 50 miles to I-26.

The park is a joint venture between Smyth and Washington Counties. Industries within the park include AEP and General Engineering. There are currently 10 vacant lots which includes a 51 acre site with a 40-acre graded pad.

302 Acres near Exit 29, Interstate 81, Glade Spring, VA



BUSINESS PARK UTILITY INFRASTRUCTURE

- **Electrical** – 3 Phase and 12.5 KV Voltage available. Alternate feed available.
- **Natural gas** – 4" gas line in park; 100,000 cf.hr
- **Water** – 12" water line. 1,500 gpm @ 80 psi. 100,000 gpd currently available. Total system capacity of 2.5 mgd.
- **Wastewater** – 8" sanitary sewer, 100,000 gpd currently available from 630,000 gpd treatment plant adjacent to site
- **Telecommunication** – Redundant fiber available through BVU Optinet and CenturyLink

Highlands Business Park

HIGHLANDS BUSINESS PARK



Pad in place and 120-day build-to-suit available



Site location map



Aerial view showing graded 40-acre pad

Located one mile from Exit 29 of Interstate 81

Site has all infrastructure in place, including state maintained road, water, sewer, power, natural gas, fiber, storm drainage, and street lights

40-acre graded pad

19.5 acre tract with concrete pad and 120-day build-to-suit

Zoned M-2, Industrial

Enterprise Zone with incentive grants



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VIRGINIA'S aCORRIDOR REGION

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A strategic location, an available workforce with outstanding training opportunities, superb quality of life, and a low cost of doing business are huge advantages for locating in Virginia's aCorridor.



OAK PARK: Center for Business & Industry

Oak Park is a 435-acre regional industrial park in Abingdon, VA. It is located near Exit 13, I-81 between Roanoke, VA and Knoxville, TN; 50 miles to I-77 and 40 miles to I-26.

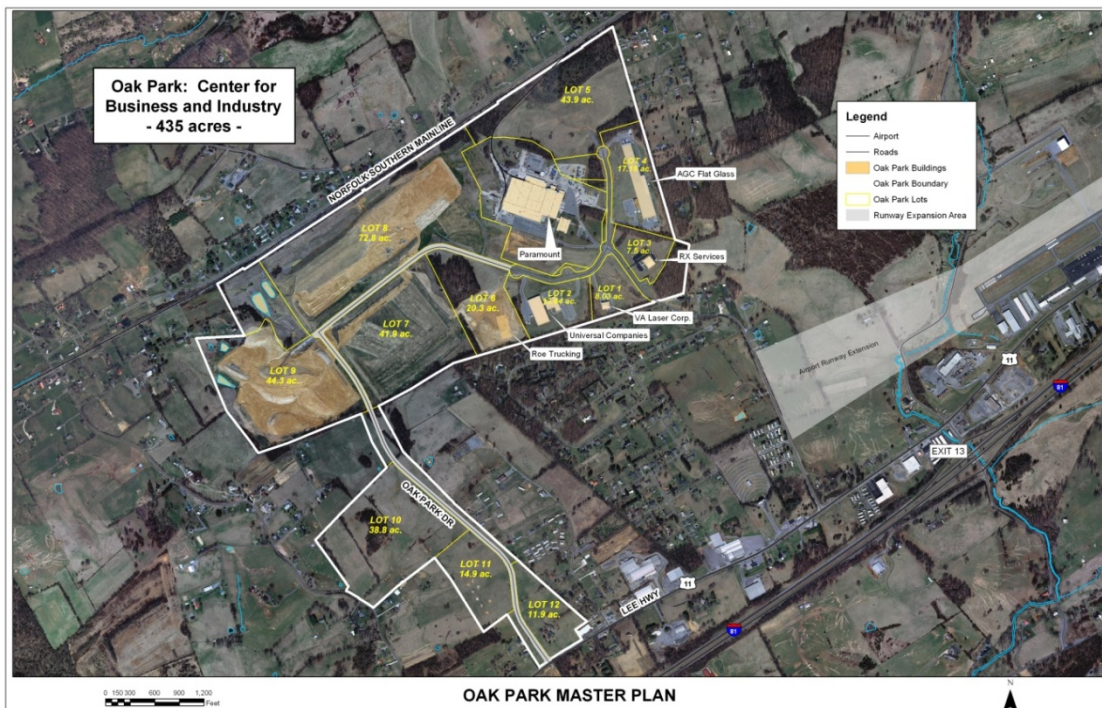
This park has exceptional access to all east coast and mid-west markets through a strong network of interstates and Norfolk Southern Rail service. Shovel ready pads, redundant fiber and power give this park a strong competitive advantage.

Virginia's aCorridor offers a strategic location at the intersection of I-81 and I-77 in Southwest Virginia

435 Acres near Exit 13, Interstate 81, Abingdon, VA

OAK PARK UTILITY INFRASTRUCTURE

- **Electrical** – Dual 138 KV 3-Phase, dedicated power substation inside the park
- **Natural gas** – 4" plastic distribution line with operating pressure of 60 lbs
- **Water** – 12" water line. 700 gpm @ 60 psi. Total system capacity of 2.5 mgd
- **Wastewater** – 12" sanitary sewer, 0.5 million gallons of reserved sewer capacity
- **Telecommunication** – True redundant fiber through BVU Optinet and CenturyLink



Oak Park: Center for Business & Industry

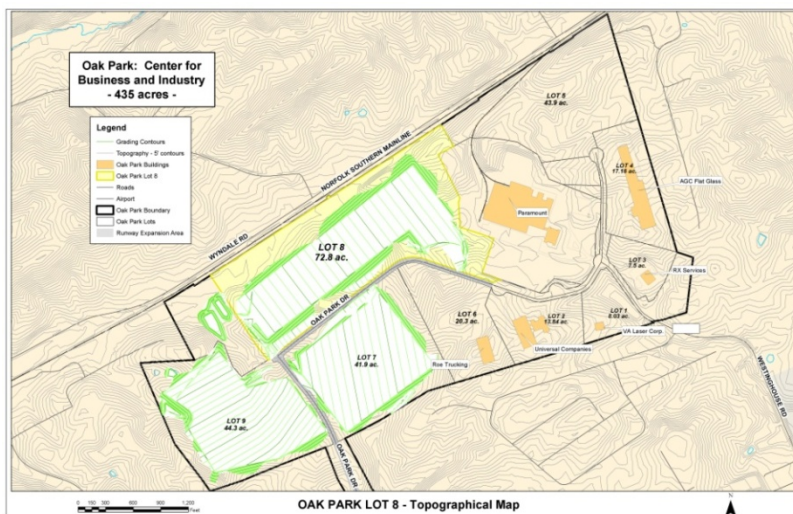
OAK PARK CENTER FOR BUSINESS & INDUSTRY



Aerial View showing lot lines



Site location map



Topo view showing graded sites

Located one mile from Exit 13 off Interstate 81

Site has all infrastructure in place, including state maintained access road, water, sewer, power, natural gas, redundant fiber, storm drainage, and street lights

Four Shovel Ready Pads

- 71 acre
- 49 acre
- 42 acre
- 39 acre

Zoned M-1, Industrial

Enterprise Zone and Foreign Trade Zone incentive grants



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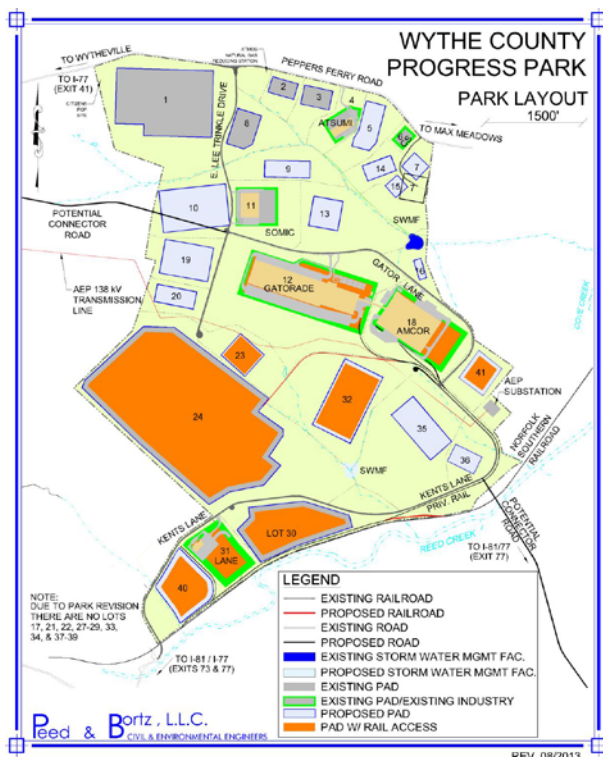
Virginia's aCorridor offers a strategic location at the intersection of I-81 and I-77 in Southwest Virginia

PROGRESS PARK

Wythe County's Progress Park is a 1200-acre regional industrial park with Class 1 rail service strategically located adjacent to the intersection of I-77 and I-81. The park is located in an Enterprise Zone and offers a unique combination of logistic advantages coupled with the infrastructure required for demanding advanced manufacturing projects.

Anchor industries within the park include a nearly 1 million square foot PepsiCo Gatorade facility, supporting bottle supplier Amcor Rigid Plastics, and Japanese auto parts supplier Somic America.

Lot 24 is a 232 acre site offering a 166 acre pad with rail service and high capacity infrastructure.



PROGRESS PARK UTILITY INFRASTRUCTURE

- **Electrical** – Existing 90 MW substation in park fed by a dual-circuit 138-kV transmission line capable of serving other 100+ MW substations for large projects
- **Natural gas** – Three interstate high-pressure natural gas lines adjacent to Progress Park, capable of 35,000 Dth/d
- **Water** – 16" water lines from different routes (looped service). New 4 MGD water plant with expansion capability to 10 MGD
- **Wastewater** – Capable of 1.5 MGD, expandable to 2.0 MGD
- **Telecommunication** – High-capacity fiber via multiple routes and providers. Sufficient capacity for large data centers (multiple 10 Gbps routes)

Progress Park Rail Served Lot 24



Aerial view of Lot 24 from the South



Lot 24 layout depicting 2.4 million sf facility



Aerial view of Lot 24 from the North

Pad size:
166 acres
(2050' x 3200')
Lot size:
232 acres



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PROGRESS PARK



VIRGINIA'S aCORRIDOR REGION

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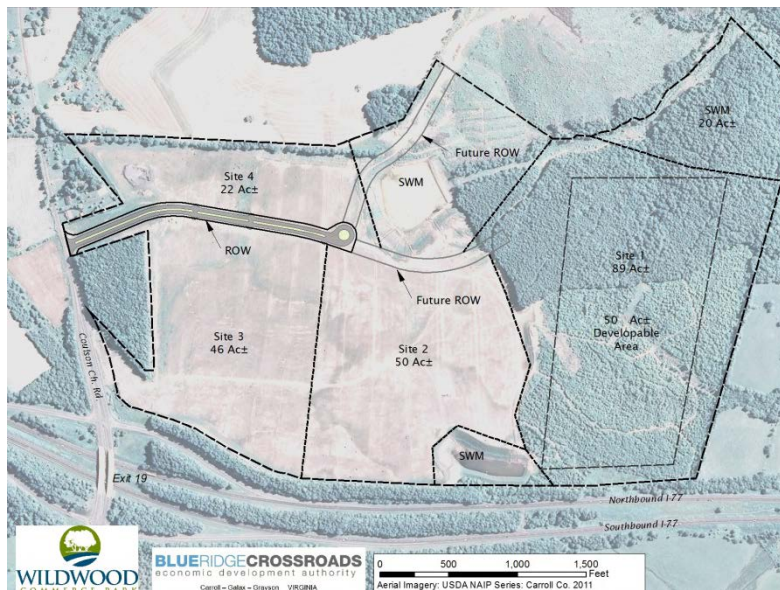
A strategic location, an available workforce with outstanding training opportunities, superb quality of life, and a low cost of doing business are huge advantages for locating in Virginia's aCorridor.



Virginia's aCorridor offers a strategic location at the intersection of I-81 and I-77 in Southwest Virginia

WILDWOOD COMMERCE PARK

The Blue Ridge Crossroads Economic Development Authority's (BRCEDA) Wildwood Commerce Park is a 270-acre regional industrial park with 115 currently graded acres, located adjacent to Exit 19 of I-77, thirteen miles south of I-81 and seventy-five miles north of I-40. Wildwood is located within HUB and Virginia Enterprise Zones and offers superior interstate access. A regional general aviation airport is located within 2 miles. Due diligence studies (environmental, wetlands, cultural resources, geotechnical) are complete and clear sites 2, 3 & 4 for development. Site 1 due diligence is also completed and ready to be permitted for development.



WILDWOOD COMMERCE PARK UTILITIES INFRASTRUCTURE

- Electrical** – Appalachian Electric Power to provide initial 34.5 kV alternate feed circuit during 2013-14.
- Natural gas** – Carroll County to provide service from 24-inch high-pressure line east of the site.
- Water** – Carroll County PSA serving 12-inch water line. New 4.0 MGD water plant with expansion capability to 10 MGD. 1,700 GPM fire flow duration of 168 minutes w/ residual pressure 28-67 psi.
- Wastewater** – Carroll County PSA serving 8-inch gravity sewer line with system capacity of 523,584 GPD.
- Telecommunication** – The Wired Road Authority's regional broadband network serving Wildwood with a direct fiber route to the regional Point-Of-Presence (POP) with multiple providers. Sufficient for large data centers (e.g. capacity for multiple 10 Gig circuits, DWDM). Redundant high performance wireless link.
- Access Road** - 4-lane entry VDOT-maintained access road.

Completion of all infrastructure expected by mid-2014.

WILDWOOD COMMERCE PARK



Wildwood Commerce Park offers superior access to Interstate-77 and is ideally located to serve major population and manufacturing centers in the eastern United States.



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Appendix 3 - Strategy Committee Meeting Minutes, Request for Public Comments and Public Comments

**MINUTES
MOUNT ROGERS PLANNING DISTRICT COMMISSION
CEDS STRATEGY COMMITTEE MEETING
1021 TERRACE DRIVE
MARION, VIRGINIA
JULY, 31 2013
3:30 P.M.**

The Mount Rogers Planning District Commission CEDS Strategy Committee met at 3:30 p.m., Wednesday July 31, 2013, in the conference room of the Mount Rogers Planning District Commission, 1021 Terrace Drive, Marion, Virginia.

CEDS STRATEGY COMMITTEE MEMBERS PRESENT

Members of the CEDS Strategy Committee present: Hara Charlier, Margo Crouse, Joe Freeman, Herb Grant, Marty Holliday, Angela Lawson, James McNeil, Andre Richmond, Jim Swartz, and Brenda Thompson.

CEDS STRATEGY COMMITTEE MEMBERS ABSENT

Member of the CEDS Strategy Committee absent: Keith Andrews, Mary Begley, Ed Davis, Barry Firebaugh, and Ken McFadyen.

MRPDC STAFF MEMBERS PRESENT

Members of the Mount Rogers Planning District Commission staff present: Michael Armbrister, Executive Director; Salem Bush, Regional Planner/Secretary of the Committee.

CALL TO ORDER

The meeting was called to order by Brenda Thompson, MRPDC Chairman at 3:30 p.m.

WELCOME AND INTRODUCTIONS

Brenda Thompson welcomed the committee members and asked the committee to introduce themselves.

Michael Armbrister provided information about the stipend and mileage reimbursement procedures.

ELECTION OF CHAIRMAN AND VICE-CHAIRMAN

Herb Grant volunteered to serve as Chairman of the committee, and Marty Holliday volunteered to serve as Vice-Chairman.

ADOPTION OF AGENDA FOR THE JULY 31, 2013 MEETING

Upon a motion made by Hara Charlier, seconded by Jim Swartz, and unanimously carried, the agenda for the July 31, 2013 meeting of the Mount Rogers Planning District Commission's CEDS Strategy Committee was adopted.

ADOPTION OF CEDS STRATEGY COMMITTEE BY-LAWS

Upon a motion made by Marty Holliday, seconded by Andre Richmond, and unanimously carried, the by-laws of the Mount Rogers Planning District Commission's CEDS Strategy Committee was adopted.

OVERVIEW OF CEDS

Salem Bush provided an overview of the Comprehensive Economic Development Strategy and reviewed some of the statistics that have been collected as part of the 2013 update.

DISCUSSION OF REGIONAL STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS

Salem Bush initiated the discussion of regional strengths, weaknesses, opportunities, and threats (SWOT) by reviewing the SWOT results from the 2002 and 2007 regional visioning processes. Major topics and ideas discussed by the committee included:

- Aging Population
- Commuting
- High Speed Internet Penetration
- Substance Abuse
- Early Childhood Education
- Industrial Sites and Site Selection Criteria
- Agriculture
- The Gap Between Education/Training and Job Skills/Industry Needs
- Marketing Manufacturing To K-12 Students

The next meeting was tentatively scheduled for October 30, 2013; however, a meeting may be called prior to October.

ADJOURNMENT

There being no further business to discuss, the meeting was properly adjourned at 4:46 p.m.

Respectfully submitted,



Michael Armbrister,
Executive Director



Salem Bush
Regional Planner

MINUTES
MOUNT ROGERS PLANNING DISTRICT COMMISSION
CEDS STRATEGY COMMITTEE MEETING
1021 TERRACE DRIVE
MARION, VIRGINIA
October 30, 2013
3:30 P.M.

The Mount Rogers Planning District Commission CEDS Strategy Committee met at 3:30 p.m., Wednesday October 30, 2013, in the conference room of the Mount Rogers Planning District Commission, 1021 Terrace Drive, Marion, Virginia.

CEDS STRATEGY COMMITTEE MEMBERS PRESENT

Members of the CEDS Strategy Committee present: Mary Begley, Margo Crouse, Barry Firebaugh, Joe Freeman, Herb Grant, Marty Holliday, Angela Lawson, Ken McFadyen, James McNeil, and Brenda Thompson.

CEDS STRATEGY COMMITTEE MEMBERS ABSENT

Member of the CEDS Strategy Committee absent: Keith Andrews, Hara Charlier, Ed Davis, Andre Richmond, and Jim Swartz.

MRPDC STAFF MEMBERS PRESENT

Members of the Mount Rogers Planning District Commission staff present: Michael Armbrister, Executive Director; Salem Bush, Regional Planner/Secretary of the Committee.

CALL TO ORDER

The meeting was called to order by Herb Grant, Chairman at 3:30 p.m.

WELCOME AND INTRODUCTIONS

Herb Grant welcomed the members and asked members to introduce themselves.

ADOPTION OF AGENDA FOR THE OCTOBER 30, 2013 MEETING

Upon a motion made by Marty Holliday, seconded by Barry Firebaugh, and unanimously carried, the agenda for the October 30, 2013 meeting of the Mount Rogers Planning District Commission's CEDS Strategy Committee was adopted.

OVERVIEW OF CEDS PROCESS

Salem Bush provided an overview of the Comprehensive Economic Development Strategy process and what had been accomplished as part of the CEDS update.

DISCUSSION OF KEY PRIORITIES FOR FUTURE ECONOMIC DEVELOPMENT ACROSS MRPD AND STRATEGIES OF CEDS

Salem Bush initiated the discussion of key priorities for future economic development in the region and asked the committee to think about and consider strategies for this update. The discussion focused on several key priorities, including:

- Educational opportunities
- Infrastructure
- Business Growth
- Access and Transportation
- Tourism
- Town and Community Center/Major Corridor Growth
- Regional Cooperation

The committee agreed that the current CEDS update will be a foundational document, and the committee and MRPDC staff will build on the new CEDS over the coming years. This CEDS update will focus on developing the basic infrastructure necessary to meet the threshold for industrial recruitment in the region, especially at the four mega-sites in the Mount Rogers Planning District.

ADJOURNMENT

There being no further business to discuss, the meeting was properly adjourned at 4:42 p.m.

Respectfully submitted,



Michael Armbrister,
Executive Director

Salem Bush
Regional Planner





MOUNT ROGERS PLANNING DISTRICT COMMISSION

BRENDA THOMPSON, Chairman
WILLIE GREENE, Vice-Chairman

GUY ODUM, Treasurer
MICHAEL ARMBRISTER, Executive Director

1021 Terrace Drive Marion, Virginia 24354 Phone 276-783-5103 Fax 276-783-6949

Request for Public Comments for the Mount Rogers Economic Development District Comprehensive Economic Development Strategy (CEDS)

The Mount Rogers Planning District Commission has completed a draft of the updated Comprehensive Economic Development Strategy (CEDS) for the Mount Rogers Economic Development District. The CEDS is used as a guide for economic development decisions in the Mount Rogers region (counties of Bland, Carroll, Grayson, Smyth Washington and Wythe and the cities of Bristol and Galax). The document contains a profile of the region's economy, including strengths and weaknesses, as well as goals and strategies. There is also a listing of vital economic development projects and performance measures to gauge the effectiveness of the CEDS.

A thirty (30) day public comment review period is required prior to adoption and submittal of the updated CEDS to the United States Department of Economic Development Administration (EDA).

PUBLICATION: The draft 2013-2018 CEDS report is available for review on the Mount Rogers Planning District Commission website at www.mrpdc.org. Copies are also available upon request from the address listed at the end of this notice.

DATE AND TIME: The public comment period for the CEDS is Thursday, November 21, 2013 through Friday, December 20, 2013.

COMMENTS: Comments should be received no later than Friday, December 20, 2012 by 5:00 p.m. Eastern Standard Time. All comments may be submitted either by email at info@mrpdc.org, via fax at 276-783-6949, or by mail to Salem Bush, Regional Planner, Mount Rogers Planning District Commission, 1021 Terrace Drive, Marion, VA 24354.

Public Comments