

CEDS Action Plan

The 2008 annual project package included in this initial CEDS Strategy document includes a large set of strategies and projects selected by the Roanoke Valley – Alleghany Regional CEDS Committee and recommended by the Committee's large number of regional partners and by its local governments. It is therefore necessary for the Committee to focus in on a set of 'vital' projects. The following projects are the top ten priority projects as scored by the prioritization criteria explained in the prioritization section on page ___.

1. Improvements to the Alleghany Highlands Regional Commerce Center (including installation of a natural gas line to the Commerce Center)
2. Alleghany Highlands Innovation Park (Improvements and Infrastructure to develop an unimproved industrial park in the Alleghany Highlands)
3. Redevelopment of the former Applied Extrusion Technologies Property
4. Improvements to the Roanoke Centre for Business and Technology in the City of Roanoke
5. Greenfield-East Park Water Systems Connection in Botetourt County (US 220 / East Park Water Line Extension)
6. Greenfield Water Treatment/Additional Source Development in Botetourt County
7. Tinker Creek Interceptor Improvements in Botetourt County
8. Redevelopment of the Clifton Forge Railyard Property
9. Redevelopment of the Mountain View/Norwich Brownfield in the City of Roanoke
10. Installation of a Water Line from Selma to Low Moor in the Alleghany Highlands

The following is a list of milestones to guide in the implementation of these key projects. It should be noted that milestones may need to be changed due to the potential for significant changes in the development of projects and changes in the availability of funds for implementation from federal and local sources. Several of the vital projects are in an early planning stage with complete project scopes to be fully developed.

Improvements to the Alleghany Highlands Regional Commerce Center

Winter/Spring 2009: Project structuring including discussions with local gas utility and potential funding sources to determine best model for management of utility improvements and for funding the improvements.

Summer/Fall 2009: Grant funding applications to the US EDA/Virginia Resources Authority/USDA Rural Development and other potential funding sources.

Winter/Spring 2010: Funding Secured.

Summer 2010: Construction begins.

Spring 2012: Construction complete.

Alleghany Highlands Innovation Park

Project in early planning stage. Milestones to be developed later in the planning cycle.

Applied Extrusion Technologies Site Redevelopment

Project in early planning stage. Milestones to be developed later in the planning cycle.

Roanoke Centre for Business and Technology

2010-2011: Construction of an extension of Blue Hills Drive (approximately 3,250 linear feet) to provide public street access to Tracts D & E. The project includes curb, gutter, storm drains, street lighting, landscaping and water mains. Work to occur after sale of property.

Greenfield – East Park Water Systems Connection

December 2010: Design activities completed.

March 2011: Bidding

May 2011 to April 2012: Construction

Greenfield Water Treatment/Additional Source Development

December 2011: Design activities completed.

March 2012: Bidding

May 2012 to March 2013: Construction

Tinker Creek Interceptor Improvements

December 2009: Design activities completed.

March 2010: Bidding

May 2010 to March 2011: Construction

Redevelopment of the Clifton Forge Railyard Property

Project in early planning stage. Milestones to be developed later in the planning cycle.

Redevelopment of the Mountain View/Norwich Brownfield

2008-2010: Develop project advisory committee, research funding, identify and explore opportunities for partnerships, initiate market analysis to determine best mix of uses for corridor.

2010-2013: Complete market analysis, secure parcels, develop master plans for parcels, identify and create tools to market properties, infrastructure improvements (streetscapes etc).

2013-2018: Secure funding, continue infrastructure improvements, complete park areas, complete greenway, continue site preparation.

Installation of a Water Line from Selma to Low Moor in the Alleghany Highlands

Winter/Spring 2010: Complete engineering and planning for project.

Early 2011: Secure project funding.

Summer 2011: Construction begins.

Spring 2012: Construction complete.

Metrics/Evaluation

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

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

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

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

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

Criteria: Organizations/localities represented on the CEDS Strategy Committee

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

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

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

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

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

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

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

The CEDS process is designed to lead to specific impacts on a region's economy. By identifying projects necessary to increase competitiveness and by contributing to the implementation of said projects, a CEDS leads to impacts in terms of job creation, private investment, and overall economic transformation. The following metrics are designed to ensure that the CEDS process is recommending projects that will lead to direct economic impacts on the region.

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

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

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

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

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

- A. No Projects with Private Funds Committed (Needs Improvement)

- B. 1-2 Projects with Private Funds Committed (Good)
- C. More than 2 Projects with Private Funds Committed (Excellent)

Please note that item #6 will be difficult to track in the initial years of the process until CEDS projects are more fully developed and funding is committed to priority projects. Most of the priority projects have not yet been fully scoped and many will require work involving researching grant opportunities and building private partnerships relevant to each project that has yet to be done.

Additionally, project specific metrics including the following points will be tracked for each project post implementation:

- Number of jobs created after implementation
- Number of jobs retained after implementation
- Private funds leveraged
- Public funds utilized by source

These key post implementation metrics will be reported upon in each RVAR CEDS Annual Report.