

Study	Date	Prepared by	Report Objectives/Recommendations
1 Challenges for Economic Growth in the Alleghany Highlands	April, 2008	K. W. Poore & Associates, Inc.	<p>This report seeks to weave the various data streams together around a focus on their impact on economic development and the ability of the community to put itself on a stronger economic footing. Main topics are as follows.</p> <p>Toughest Trends:  Trend #1: Declining Population  Trend #2: Declining Employment</p> <p>Greatest Challenges:  Challenge #1: Creating Economic Opportunity  Challenge #2: Offering a Strong Housing Mix  Challenge #3: Providing Quality Public Schools  Challenge #4: Keeping Taxes Low</p>
2 The Five Pillars of Economic Development: A Study of Best Practices for the Roanoke Valley	2007	Dr. Sabine O'Hara, Roanoke College	<p>The Roanoke MSA is compared to 10 other cities on a number of Quality of Life Indicators, based on the analysis of the Quality of Life data gathered in the comparison study there are 12 recommendations.</p> <ol style="list-style-type: none"> <li>1. Attract and retain successful businesses (High tech, design oriented, and "green" businesses)</li> <li>2. Attract and retain the creative class work force</li> <li>3. Intentional strategies to create walking and jogging paths, bike trails, and access to the Roanoke River</li> <li>4. Capitalize on the area's natural beauty by creating green spaces in urban areas and suburban trail systems</li> <li>5. Create more space intensive activities like mountain biking, hiking and climbing in the region's more rural areas</li> <li>6. Consolidation of Roanoke's art scene- well coordinated performances that compliment each other instead of competeing for the attention of patrons.</li> <li>7. Develop restaurant diversity, bars and music venues, restaurant density, and high end retail</li> <li>8. Create deliberate development strategies that are significantly different from the old economy strategies</li> <li>9. Develop strategies that focus on Quality of Life indicators based on clearly defined Quality of Life Goals</li> <li>10. Intentional collaboration of municipalities to develop signature assets that contribute to the overall identity and image of the entire region.</li> <li>11. Sustained 5 year marketing campaign to educate external audiences and the local population about the benefit of becoming a region that has a distinct image.</li> <li>12. The region needs to communicate its success measures by publishing its indicators in a way that communicates to decision makers and the public.</li> </ol>

3 Talent Attraction and Retention for Economic Development in the City of Roanoke, Virginia	August, 2007	Suzianne M. Battista Department of Urban Affairs and Planning Virginia Polytechnic Institute and State University	<p>The data gathered has been used to suggest what elements City of Roanoke officials might implement in their economic development strategy in order to attract and retain young adults.</p> <p><b>Finding #1: Jobs are the Critical Amenity</b> Strategy: Provide opportunities for increased interaction between the local business community, college students, and native sons and daughters Action: Market Jobs and Affordability to Potential New Residents; Develop Programs that Connect Current College Students with the Local Business Community; Connect to Local College Alumni who Have Left the Region.</p> <p><b>Finding #2: The More Variety the Better</b> Strategy: Build upon existing amenities to enable a greater variety of experiences for young adults Action: Provide a Greater Retail Selection Focused on Young People's Interests; Capitalize on Natural Amenities in the Region; Increase Accessibility to Other Regions; Sponsor Free Events in the Downtown</p> <p><b>Finding #3: Encourage People to "Come as They Are"</b> Strategy: Provide a welcoming environment for newcomers Action: Establish Groups that Support a Variety of Lifestyles; Increase Political Desire to Change</p> <p><b>Finding #4: Study Comparative Regions</b> Strategy: Define the City of Roanoke's Sense of place Action: Become Known as the Home of Something Interesting</p>
4 Roanoke Valley Conceptual Greenway Plan	2007	RVARC	<p>This report includes: A summary of the progress on greenways since 1995. Discussion of the issues raised by the public and others during the update process Prioritization of the greenway routes and information on each, and Implementation strategies \$16 Million to complete Roanoke River Greenway, No cost estimates for most of the remaining network.</p>
5 Alleghany Highlands Comprehensive Economic Development Strategy	June, 2006	RVARC	<p>Goals and Objectives:</p> <ol style="list-style-type: none"> <li>1. Create a positive identity for the Alleghany Highlands</li> <li>2. Encourage economic strength and diversity through the development of small and entrepreneurial businesses, retaining and expanding local businesses, recruiting appropriate businesses and industry to the Highlands region, and pursuing appropriate economic clusters.</li> <li>3. Develop and maintain the lands, buildings, and infrastructure necessary to facilitate economic growth. Infrastructure, as defined here, includes broadband infrastructure, cell towers, water and sewer lines, natural gas lines, and transportation infrastructure.</li> <li>4. Improve the financial capacity of the economic development program in the Highlands through enhancing the available resources by building new partnerships with federal, state, local governments and private organizations.</li> <li>5. Improve the level of workforce readiness among residents of the Alleghany Highlands.</li> <li>6. Develop more recreational/cultural amenities and pursue other activities to enhance regional quality of life and the region's tourism potential.</li> <li>7. Enhance, diversify, and expand the region's housing supply.</li> </ol>

6 Alleghany Highlands Telecommunications Plan	2004	RVARC	<p>The study looks at regional linkages in infrastructure to determine how Alleghany County, the City of Covington, and the Town of Clifton Forge can take advantage of broadband access in their rural localities.</p> <p>Recommendations:</p> <ol style="list-style-type: none"> <li>1. Talk to service providers—Ask them what barriers prevent them from offering service in the region or from expanding existing services.</li> <li>2. Existing businesses, even those on dial-up, can benefit from increased training and educational opportunities.</li> <li>3. A well-designed community portal with rich local content tends to increase use.</li> <li>4. Do not rely on design advice from vendors—Vendors tend to recommend what products or services they have for sale. Identify community needs first, then use competitive bidding to identify optimal solutions at the best cost.</li> <li>5. City and county planners should be looking at incentives to build broadband cabling and access "from the ground up" in new construction for both residential and commercial buildings.</li> <li>6. Right-of-way management is critical as more providers enter the area to offer services. Right-of-way is a scarce community resource. A first-come, firstserve model for easements may cause difficulties later before all residents and businesses are passed by with the right services.</li> </ol>
7 Vintage Trolley Conceptual Analysis	2004	Wilbur Smith Associates, Lomardo Group	<p>This study defines a specific proposal for a vintage trolley system that could:</p> <ol style="list-style-type: none"> <li>1. Link various venues in the downtown area with an efficient and "fun" transit line;</li> <li>2. Provide an attractive alternate to the automobile for short trips, and one that would attract use from tourists, visitors, and residents alike;</li> <li>3. Celebrate the historic role of the streetcar in the development and urbanization of the greater downtown area; and</li> <li>4. Serve as a transportation link to support economic development as the area served undergoes economic redevelopment as a mixed-use urban neighborhood.</li> </ol> <p>In 2004 cost was estimated at approximately \$17 Million dollars.</p>
8 Regional Freight Study	2003	Wilbur Smith Associates	<p>The Freight Study is intended to translate information about business transportation needs in the RVA Region into recommendations for policies, strategies and projects that will keep the region's transportation system competitive in a global environment.</p> <p>Recommendations:</p> <ol style="list-style-type: none"> <li>1. A transportation system which will complement and promote the social, economic, and environmental goals of the Roanoke Urbanized Area.</li> <li>2. A coordinated transportation system that will continually provide for the safe and efficient movement of people and goods within and through the area.</li> <li>3. Plan and develop a reliable, sustainable RVA Regional freight network.</li> <li>4. The region should focus freight planning efforts on a few key freight corridors.</li> <li>5. Economic development efforts can strategically target those industries that might leverage imbalance opportunities by filling empty backhauls.</li> <li>6. Land use policies should strategically manage the growth of distribution facilities in the area.</li> <li>7. Get Advice - Creating a formal advisory group has become a first step for many MPOs wanting routine, meaningful dialogue between planners and freight interests.</li> <li>8. Partner for Effective Freight Transport Planning</li> </ol>

9	Regional Economic Strategy (2002)	2002 Fifth Planning District Regional Alliance & Partner Organizations	<p>Planning Goals:</p> <ol style="list-style-type: none"> <li>1. Establish common guiding principles for organizations and jurisdictions in the region</li> <li>2. Build consensus on key regional priorities</li> <li>3. Provide a "song sheet" of agreed-upon actions for organizations and governments</li> </ol> <p>Vision Statement</p> <p>We will elevate regional prosperity by creating new patterns of growth through a strategic transformation that cultivates:</p> <ol style="list-style-type: none"> <li>1. Global visibility</li> <li>2. New and maturing knowledge-based enterprises</li> <li>3. Competitive industry clusters</li> <li>4. Higher-skilled people</li> <li>5. Quality of life and environment</li> </ol> <p>Success of this Regional Economic Strategy will depend upon ongoing efforts to:</p> <ol style="list-style-type: none"> <li>1. Communicate the Strategy</li> <li>2. Develop resources</li> <li>3. Manage implementation</li> <li>4. Evaluate progress</li> </ol>
10	Image Priorities for the Alleghany Highlands	2001 Linda Staley and Brian Wishneff & Associates	<p>Evaluates the image of the Alleghany Highlands area among both internal and external audiences, identifies factors contributing to current image and make recommendations for its improvement.</p> <p>Recommendations:</p> <ol style="list-style-type: none"> <li>1. The region's quality of life should be aggressively promoted</li> <li>2. The region should receive a forward-thinking name</li> <li>3. Form a committee to spearhead the professionally executed marketing program</li> <li>4. Strengthen ties with Roanoke Valley</li> <li>5. Image campaign should last a minimum of 3 years</li> <li>6. Benchmark research should be conducted as well as a survey to measure civic pride</li> </ol> <p>Goals of the Image Campaign:</p> <ol style="list-style-type: none"> <li>1. Identify the area's strengths as seen by the target audience</li> <li>2. Rally local residents' pride in the community.</li> <li>3. Create regional awareness among civic and business leaders.</li> <li>4. Generate national interest and restore confidence in the Alleghany Highlands as a place to live and work.</li> </ol>
11	New Century Council "Vision"	1993 New Century Council	<p>The mission of the New Century Council is to facilitate an ongoing process of continuous citizen collaboration and implementation of specific projects, essential to creating a preferred future, in the areas of quality of life and economic growth, for the New Century Region.</p> <p>Recommendations:</p> <ol style="list-style-type: none"> <li>1. Develop a unifying identity</li> <li>2. Focus on Higher Education and research to drive the economy</li> <li>3. Develop regional cooperation</li> <li>4. Develop a "regional voice"- a clear unified message to help the region compete for economic development opportunities.</li> <li>5. Be a leader in technology and communication</li> </ol>