

Economic Recovery Projects 2022

Crater Planning District Commission

A review of community development project priorities identified by the member localities of the Crater Economic Development District, prepared between March 2022 – August 2022, for use in updating the Crater Planning District Commission's Comprehensive Economic Development Strategy for 2023 and beyond.

Prepared by The RiverLink Group, August 2022

Economic Recovery Projects 2022

Crater Planning District Commission

Purpose of Report

Through a series of multiple one-on-one interviews with the member localities of the Crater Planning Economic Development District, as well as selected regional partners, this report reflects a set of desired (or ongoing) community development projects for which leadership and support of the Crater Planning District is important. The projects were initially identified by the individual localities and ultimately refined and prioritized through further research and discussions.

The report follows the work of *DecideSmart* and the *Commonwealth Center for Advanced Logistics Systems* in identifying twelve broad recovery strategies for the Region. It offers a portfolio of specific investment opportunities for partners in the Region. The content of this report is also intended to create a basis for discussions to update the Region's Comprehensive Economic Development Plan beginning in the fall of 2022.

Background

In August 2020, the Crater Planning District Commission received funding from the US Economic Development Administration to develop a short- and long-term plan focused on recovery and economic resiliency on behalf of the District's member localities.

Using the region's Comprehensive Economic Development Strategy (CEDS) Committee as the work group, this effort included an economic analysis looking at pre-COVID and current metrics, a cluster analysis, and supply chain disruptions in the Crater region's logistics and manufacturing sectors. These analyses were completed through the work of *DecideSmart* and the *Commonwealth Center for Advanced Logistics Systems* during the 2021-2022 time period. Additionally, the reports align with GO Virginia Region 4's Growth & Diversification Plan, as well as the Virginia Chamber's *Blueprint for Getting Virginians Back to Work*.

Everyone has a seat at the table.

The mission of Crater Planning District is to strengthen the Region's quality of life by serving as a forum of local governments to address issues of regional significance, provide technical assistance to localities, and promote and enhance collective consensus.

Table of Contents

1. <i>Background and Purpose of Report</i>	Page 2
2. <i>Executive Summary</i>	Page 4
3. <i>Priority Project by Locality</i>	Page 9
4. <i>Attachments</i>	Page 39

Executive Summary

The Organization for Economic Cooperation and Development (OECD) wrote this in June of 2020: *“Every major crisis, such as the Coronavirus (COVID-19) pandemic, brings opportunities to rethink our systems and make them more resilient to future shocks. This is also true for rural regions. (In the short term) rural economies...provide essential goods.....and can serve as a temporary, but safer, locations for urban dwellers. Taking a longer perspective, the pandemic can change consumption and production patterns, remote working habits and forms of mobility, which may open new opportunities for sustainable growth in rural regions. Revisiting the globalization of production chains could also open new opportunities in some rural areas.*

“However, rural businesses and (citizens) have been also confronted with several pressures, including those emerging from the pandemic and associated containment measures. Demographic characteristics (a higher share of elderly population) and geographic features (larger distances to access health care centers)....hamper the ability of rural regions to respond to the pandemic. Moreover, the overall slowdown in aggregate demand has affected some primary sectors, and the expected further slow-down in trade and global demand will hit rural economies severely given their higher reliance on tradable activities.”

In the preparation of this Economic Recovery Projects report, both the data and the stakeholders' input affirmed the lack of factual knowledge about the long-term implications of the pandemic on business and citizens at a national or state level, as well as at the regional and local levels.

However, unanticipated global events such as COVID are not the sole determiner of economies at a micro-level. Of equal and sometimes more importance is a community's resiliency, defined by the federal Economic Development Administration as *“the ability to withstand, prevent or quickly recover from major disruptions – or shocks – to its underlying economic base.”*

The EDA further states that “economic developers (and economic development organizations) play a vital role in building economic resiliency in their local and regional economies. Being prepared on the front end can significantly affect a community's ability to bounce back after such disruptions. The COVID-19 pandemic was an unprecedented social and economic disruption that affected the global population”.

It is in this context that the dedicated and consistent work of the Crater Planning District Commission has served as “proof of the pudding” for its regional footprint. Through intentional decision-making the CPDC has served as a convenor, facilitator, supporting partner and leader in solving problems that affect community resiliency.

This Economic Recovery Projects report for the Crater Planning District Commission is intended to present a set of projects that were identified by the member localities of the Crater Planning Economic Development District, and to utilize these as investment opportunities in both the short and long-term strategies that were outlined in the report by *DecideSmart*.

Development of the report occurred between January 2022 and August 2022, with much of the empirical data gathered from websites, reports and documents created and utilized by the individual member localities of the EDD. Some documents were prepared pre-COVID; others when the COVID-19 pandemic was active. Following the desk research and review, localities were asked to participate in individual interviews with the staff of the RiverLink Group. The individuals interviewed varied by locality but generally included the chief administrative official, economic development director, and in some cases, senior staff with functional responsibilities. In total over 35 individuals representing 10 localities and 4 regional organizations provided input. All interviews were conducted by Zoom.

The first set of interviews were conducted in the February 2022 – April 2022 timeframe, and were intended to allow the participants to gain a baseline understanding of the purpose of the report, the types of information that would be needed, timeframes, etc. The interviews also enabled the RiverLink Group to gain insight into the interviewees' perspectives of their individual localities and to address questions that arose from the desk review.

Following the initial interviews, the RiverLink Group prepared a brief summary of the projects that were discussed and began to identify potential funding sources at the state and federal level. The project summaries were then sent back to the interview participants for their review, corrections, and prioritization. These feedback loop discussions occurred during May and June of 2022 and resulted in some fairly significant changes, both in terms of the projects identified and clarifying details.

Based on the input received from the local partners, the RiverLink Group then updated the priority projects lists and set a second interview with each locality's representative during the months of July and August 2022. The purpose of this interview was to review and validate the near-final locality report.

The iterative research and interview process with the member localities was effective and produced a significant set of projects which should help inform the work of the Crater Planning District Commission CEDS Committee as they move forward to update the CEDS for 2023. Additionally, the localities were enthusiastic about their opportunity to provide this input and eager to continue interactive discussions with the Crater team.

The overall findings of the data review and stakeholder input affirm that the strategies identified by *DecideSmart* are relevant to the localities (the strategic areas identified by *DecideSmart* are shown at the end of this section).

The localities have identified potential projects in the strategic areas. Some projects are ready for immediate action and some will require longer-term development. Many of these could be eligible for state and/or federal funding support. All will require collaboration.

Through the research and interview process, the RiverLink Group noted the following primary themes. “Themes” were identified by the frequency and/or intensity of the investment area. The themes below all fall into strategies that were identified by the *DecideSmart* research:

- ▶ Utility Infrastructure (water/sewer/gas)
- ▶ Workforce systems, strategy
- ▶ Site development
- ▶ Transportation Improvements
- ▶ Tourism
- ▶ Placemaking
- ▶ Small Business/Entrepreneurship

Several qualitative observations regarding the intensity of the input should be noted:

- During the interview process, no individual locality's input was shared with other localities. This was intentionally done to create a safe space for input, and also to reduce bias and influence in the locality's thought processes about project investment areas. The RiverLink Group's interest was in understanding where there might be synergies and alignment and also where there might be gaps and unique opportunities. The role of the Crater PDC may vary in each of these cases.
- In most instances, the stakeholder localities identified themselves as the “lead point of contact” for these project investments, while simultaneously recognizing that their project investment area may align with, or in some cases be physically or operationally connected with one or more neighboring localities. An example of this is the consistent theme of workforce development. While localities understand that their K-12 public school systems have a role to play and that each of these is locally-led, they also understand that the labor market area is beyond a locality's border, involves training and educational partners outside their footprint, and often needs resources beyond a single locality's financial capacity.

- There is passion around the preference for regional leadership - or at least **regional convening for hard discussions** - in four investment areas:
 - Water/wastewater utility planning
 - Workforce and career pathway strategy
 - Entrepreneurship and small business development
 - Tourism marketing and tourism asset development (particularly for identification of new venues that complement existing tourism assets)
- While the Crater Planning District Commission has credibility for its well-established and professional guidance, multiple stakeholders commented that they were “pleasantly surprised” at being asked to provide input that could inform the priorities of the CPDC. Stakeholders were also strongly in support of the CPDC more proactively serving in a convening and facilitating role, perhaps within functional areas (i.e. workforce partners; economic development directors; utility managers), and leading “difficult discussions” that are not easily solved by individual localities.



Below are the twelve strategies that were identified by *DecideSmart*. The strategies in bold are those in which at least one potential or ongoing project has been identified:

- ▶ Work Collaboratively Realize the Transformational Potential of the Advanced Pharmaceutical Manufacturing
- ▶ Create a Logistics Alliance of Firms, Economic Development Officials, and CCALS to Capitalize on the Region's Advantages
- ▶ Monitor Broadband Advances and Develop a Plan for Utilizing Increased Broadband Coverage in Economic Development Pitches and Placemaking Initiatives
- ▶ **Collaborate with GO Virginia in working with Utility Companies on Better Front-End Approaches for Supplying Power to Sites**
- ▶ **Collaborate with GO Virginia and VEDP to Take Advantage of the Youngkin's Administration's Focus on Megasites**
- ▶ **Develop a Plan for Elevating the Priority of Interchange Issues with VDOT and the Commonwealth Transportation Board**
- ▶ **Collaborate with GO Virginia on its Regional Entrepreneurship Initiative on a Regional Plan for Small Business Development**
- ▶ **Develop Strategies and Specific Initiatives for Widening the Regional Workforce Pipeline, Short and Long-term**
- ▶ **Support Programs that Address Barriers to Workforce Skill Development**
- ▶ **Institutionalize an Effective Program for Recruiting and Providing Training Opportunities for Transitioning Military**
- ▶ **Develop Placemaking Initiatives that can Complement Workforce Programs**
- ▶ **Pursue the Fort Lee Museum Enclave Initiative and Develop a Plan to Revitalize Tourism in the COVID Recovery Period**

The following pages provide a brief overview of each locality's top priority project investment opportunity.



Key Statistics

Population: 7,000

Labor Market: 680,000

Transportation:

US 5

US 60

Major Employers:

Charles City Timber

Greenrock Materials

Branscome, Inc.

REDO: n/a

Website:

<https://www.co.charles-city.va.us/>

***Priority Project:
Water/Wastewater
system for courthouse
area***

Charles City County located approximately 30 miles east of Richmond and west of Williamsburg, with a southern border on the James River and an eastern border on the Chickahominy River. This is midway between the Richmond and Hampton Roads metropolitan areas. Charles City County has a population of 7,017 residents.

The county is well known as the location of several historic Colonial era plantations on the James River. Rich in natural resources, the county utilizes its resource base to support the local economy. Several large tracts of land are ready for development, zoned for business/industrial use. As part of the Richmond Metropolitan Statistical Area (MSA), Charles City County offers a rural lifestyle with direct access to urban centers and their amenities.

Charles City County has significant historic and archaeological resources that provide important data concerning the development of early settlements of Native Americans, the entry of the Europeans and African-Americans into the New World, and the colonial and plantation periods. Many of the historic and archaeological resources can be seen in a pristine setting, reflecting an important view into America's history.

Priority Project – Water/Wastewater System – Courthouse Area

Working with the staff of the Charles City County including its County Administrator, five projects were identified to be included the Crater Economic Recovery and Resiliency Plan. A complete list of the projects is shown in the Appendix to this report.

The highest priority project is water/wastewater system to serve the County’s Courthouse area as identified in the county’s comprehensive plan. Completing this project will add potentially marketable industrial acreage to the County’s existing real estate portfolio and create opportunities for mixed-use development.

The County is expediting this project because it has received a Notice of Violation from the Virginia Department of Environmental Quality for the existing system. Additionally, some development opportunities have presented themselves through a private developer who is interested in a mixed-use development including housing, retail and restaurants. This would align with the County’s comprehensive plan and would add value to the tax base. The County is awaiting information from the developer regarding his capacity needs for the planned development; this data will inform the wastewater plant requirements. Additionally, the County is looking for small acreage on which to locate the wastewater facility.

Water is available at the location but the County also has a need for an analysis of capacity of existing wells and aquifer and it is likely that additional upgrades to the water system will be needed.

Negotiations are in process but funding has not been identified. The County would ideally like to break ground on the treatment facility in the second quarter of CY 2023.

LOCALITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
Charles City	Water/Wastewater system – courthouse area	Infrastructure	Charles City Administrator	\$6.5M	Private developers DEQ VRA	2 nd Quarter 2023	Private developers VRA EDA Charles City County





Key Statistics

Population: 17,200

Labor Market: 1.1 million

Transportation:

I-95

I-85

Major Employers:

Metal Building
Components

Mundet, Inc.

Sun Chemical Corp.

REDO: Virginia's Gateway
Region

Website:

<https://www.gatewayregion.com/>

**Priority Project: Sports
Tourism and Trail
Development**

The City of Colonial Heights is located in central Virginia, approximately 20 miles south of Richmond, Virginia's state capital, and 120 miles south of Washington, D.C.

Colonial Heights is considered part of the Richmond-Petersburg Metropolitan Statistical Area (MSA). The city covers a land area of about 8 square miles. It is bounded on the north, west and east by Chesterfield County and on the south by the City of Petersburg. The Cities of Colonial Heights, Petersburg and Hopewell are commonly referred to as the Tri-Cities area.

Proximity to Virginia's state capital makes Richmond's amenities a realistic option for Colonial Heights residents. In addition, Atlantic beaches lie less than two hours to the east and the famed Blue Ridge Mountains are about two hours to the west.

The City of Colonial Heights is situated on the Appomattox River and on I-95 near the intersection of two other interstate highways. The "colonial" in the city's name is not random as the city's history dates back to before the American Revolution and served as a key headquarters location during the Civil War. The city also serves as the retail core of the region as it is home to Southpark Mall and the surrounding retail destinations, combined with the vital commercial corridor on U.S. Route 1 between

Richmond and Petersburg. The central location enables its retail importance and its residents to access the full extent of employment opportunities in the region. In recent years, the completion of the Appomattox River Trail has added an exciting community outdoors asset complementing its existing assets for recreation.

Priority Project – Sports Recreation & Trail Development

Working with the staff of the City of Colonial Heights including its economic development director, six projects were identified to be included the Crater Economic Recovery and Resiliency Plan. A complete list of the projects is shown in the Appendix to this report.

The highest priority project is sports tourism combined with expediting trail development. Completing this project complements the City’s focus on its sense of place and its center position as part of the Region’s overall capability to leverage recreation and sports tourism assets. This project was not included in the 2022 Crater Comprehensive Economic Development Strategy.

The City of Colonial Heights Parks and Recreation Department and its Engineering Department are the leads for this project. No formal budget is developed; however, the City annually invests in its capital and operational functions.

The lead for trail development is the City’s Department of Engineering which has received funding from the Virginia Department of Transportation for transportation-related improvements. The next phase will expand trail development from existing hotels to Temple Avenue, likely starting in the fall of 2022.

The lead for the strategies around sports tourism is the City’s Parks & Recreation Department. Assets to be leveraged include the Chili Peppers team (wood bat league) and the Shepherd Stadium which is City-owned. The stadium is historical, built in 1930s; the City maintains it and organizes a “bib” tournament annually. A potential partner could be Dominion Energy whose Foundation may provide funding for capital improvements.

LOCALITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
Colonial Heights	Sports Tourism and trail development	Tourism	Colonial Heights Depts. of Recreation and Engineering	n/a	VDOT Dominion Energy FOLAR	ongoing	DCRC Dominion Energy Colonial Heights





Key Statistics

Population: 28,000

Labor Market: 615,000

Transportation:

I-85

I-95

US 460

Major Employers:

Gerdau Ameristeel

Amazon

Tindal Concrete

REDO: Virginia's Gateway
Region

Website:

<http://www.dinwiddieva.us/433/Economic-Development>

Dinwiddie County, a 502-square-mile community, is strategically situated at an important highway crossroads of I-85 and I-95 and railroad crossroads of Norfolk Southern and CSX lines. Not only is it an important freight crossroads with major distribution employers such as Walmart and Amazon.com located in the county, but it has a growing general aviation airport and serves as a great housing location with access to employment opportunities throughout the MSA. Dinwiddie is primarily a rural and suburban county.

A broad mix of recreational and cultural activities are available to Dinwiddie County residents. Lake Chesdin, a manufactured lake fed by the Appomattox River, offers swimming and boating opportunities. Virginia Motorsports Park, a 500-acre multi-million dollar racing facility, was launched in 1994 and is one of the ten largest racing facilities in the world, hosting over a quarter of a million visitors annually. Pamplin Historical Park & The National Museum of the Civil War Soldier is a 424-acre historical campus that features world-class museums, antebellum homes, a National Historic Landmark Civil War battlefield, a slave life exhibit, educational programs, and special events. The Fort Pickett area is a cooperative wildlife management area open to hunters in season. Hunting is plentiful throughout the county and the numerous creeks, rivers and lakes in the area offer many opportunities for fishing, boating and swimming.

Priority Project – Site acquisition and development

Working with the staff of the Dinwiddie County including its economic development director, ten projects were identified to be included the Crater Economic Recovery and Resiliency Plan. A complete list of the projects is shown in the Appendix to this report.

The highest priority project is site acquisition and development. Completing this project will add potentially marketable industrial acreage to the County’s existing real estate portfolio and provide the County with real estate solutions for future commercial and industrial growth to support the tax base.

The last site analysis for long-term planning was completed seven years ago. Today, the County is nearly out of available, controlled and prepared industrial sites.

The County has twenty sites and buildings listed on the Virginia Economic Development sites & buildings website; of these, sixteen are sites. The sites range from 7.45 acres to 266 acres; two are located within a designated Opportunity Zone. The Dinwiddie Commerce Park, located on Airport Drive near US 460, is publicly-owned but has only 3 acres currently available.

While the Dinwiddie IDA has identified properties that may have landowners willing to sell the property, the challenge is to identify sources of funding for acquisition and development.

The ability of the County to plan and manage its industrial and commercial development is critical to its ability to balance its tax base through balanced residential and commercial/industrial development. Securing and developing publicly-controlled property is a step that will enable the County to thoughtfully maintain this balance.

LOCALITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
Dinwiddie	Site acquisition and development	Site development	Dinwiddie BOS	n/a	Landowners Private developers	ASAP	Landowners Private developers Locality VSBFA VRA Dinwiddie





City of
Emporia
Virginia

Key Statistics

Population: 5,531

Labor Market: 346,000

Transportation:

I-95

US 301

US 58

Major Employers:

Franklin Braid

Georgia Pacific

Steel Fab

REDO: Virginia's Growth Alliance

Website:

<https://www.ci.emporia.va.us/economic-development>

**Priority Project:
Water/wastewater
utilities extension to
Norwood Site**

Strategically located on the East Coast with crossroads of Interstate 95 and U.S. Routes 58 and 301, Emporia is an emerging commerce and industry center. Coupled with its central location and pro-business environment, Emporia offers all of the amenities and resources to work, grow, and prosper. Just 8 miles from the North Carolina/Virginia border, Emporia is the southern gateway to Virginia along Interstate 95.

Consisting of 6.9 Square Miles and an Elevation of 100ft. above sea level, the City is situated conveniently off of Interstate 95, US Highway 58 and Highway 301.

Created from two neighboring villages established in the 1700s, the Towns of Belfield and Hicksford were merged in the late 1800s. It became an independent city in 1967.

Visually the Belfield Historic District, located on the north side of the Meherrin River, generally consists of late 19th to early 20th-century brick buildings in Italianate and Early Commercial architectural styles. The Hicksford Historic District, located on the south side of the Meherrin River, was listed on the National Register of Historic Places in 2007. The District includes 36 contributing buildings, including Citizen's National Bank (c. 1910), First Presbyterian Church (1907/08), the Emporia Armory (mid-1930s), and the Emporia Post Office (1938). The City is the commercial center for citizens and businesses in the region and hosts thousands of traveling visitors who choose to stop at one of the numerous hotels at the I-95/US 58 crossroads. The City's economic development

business focus is broad-based and includes industrial, commercial, retail, health care and hospitality sectors.

Priority Project – Norwood Site

Working with the staff of the City of Emporia including its economic development director and city manager, eight projects were identified to be included the Crater Economic Recovery and Resiliency Plan. A complete list of the projects is shown in the Appendix to this report.

The highest priority project is water/sewer extension to Norwood site, located east of the City on U.S. 58. Completing this project will add marketable industrial acreage to the City’s existing real estate portfolio. It was included in the 2022 Crater Comprehensive Economic Development Strategy. The site is 37 acres, 32 of which are contiguous.

The City of Emporia is the lead for this project which estimated to exceed \$2 million to complete. The Norwood site is owned by the City and is currently rated a Tier 2 level. Based on preliminary drawings completed by the Timmons Group, the site can accommodate a building up to 400,000 square feet.

The City is currently leveraging a partnership with Virginia’s Gateway Region’s “Site Project” that was funded by GO Virginia in 2021, to complete due diligence on the site and to engineer the required water tower. The VGR Site Project should be completed in mid-2023.

Additionally, the City is developing a grant application to submit in September 2022 to the Virginia Tobacco Revitalization. This request for \$1 million will be matched by \$1 million in local funding.

The City has also applied thru Environmental Protection Agency for funding from its Water Infrastructure Finance & Innovation Act program (WIFIA) for low, fixed interest loan of \$500,000. Success with this loan enables the site to be moved up to a Tier 4, which makes it more marketable while final water and wastewater engineering and implementation is completed.

In addition to the funding partners listed above, the City will utilize its Economic Development Authority in the process.

LOCALITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
Emporia	Norwood Site	Site development	City Staff	+\$2 million	City EDA TRRC EPA VGR GO Virginia	FY 2024	EPA GO Virginia TRRC Locality





Key Statistics

Population: 12,000

Labor Market: 980,000

Transportation:

I-95

US 301

US 58

Major Employers:

Boar's Head

Heyco Werks, USA

Oran Safety Glass

REDO: Virginia's Growth Alliance

Website:

<http://greensvillecountyva.com/>

Priority Project: Site development - MAMaC

Located in southern Virginia, Greenville County is a 300-square mile area just north of the North Carolina border surrounded by Brunswick, Dinwiddie, Sussex, Southampton, and Northampton counties.

Rich with rolling landscapes, rivers, and lakes, Greenville County is directly connected to the entire eastern seaboard by interstate highway and rail service. This positions the County along the valued I-95 corridor within easy access of large metropolitan areas like Raleigh, Richmond, and Norfolk.

Greenville is an ideal middle ground for thousands of travelers on I-95, as well for those heading to the coast on US 58, providing the county with strong economic ties to the travel industry.

Greenville County offers an enticingly low cost of doing business, with affordable local real estate and a Joint Enterprise Zone Program between Greenville County and the City of Emporia.

Residents of Greenville County and the City of Emporia are diverse, friendly, and generous. The County is home to numerous charitable volunteer events held annually, including the Virginia Pork Festival, Relay for Life, The Virginia Peanut Festival, and other events sponsored by the Meherrin River Arts Council.

Priority Project – Site Development for the Mid-Atlantic Advanced Manufacturing Center (MAMaC)

Working with the staff of the Greensville County including its economic development director and county administrator, five projects were identified to be included the Crater Economic Recovery and Resiliency Plan. A complete list of the projects is shown in the Appendix to this report.

The highest priority project is completion of infrastructure for the MAMaC site, located north of the City of Emporia on U.S. 301. Completing this project will position the County for large-scale projects and will create the Commonwealth’s eastern-most prepared megasite. It was included in as the second top priority in the 2022 Crater Comprehensive Economic Development Strategy. The site is 1600 acres and is a Tier 4 CSX-Certified Megasite.

Greensville County is the lead for this project which estimated to exceed \$16 million to complete. MAMaC is owned by the Greensville County and is also part of the Regional Industrial Facilities Authority that includes the City of Emporia and Mecklenburg County. Based on preliminary drawings completed by the Timmons Group, the site could generate as many as 3400 jobs.

The site is currently served by a 16” inch water line and the County has applied for funding from the VEDP Business Ready Sites Program for design and construction of an elevated water tank, wastewater line and pump station. The County is working with Columbia Natural Gas to complete engineering for a natural gas line which will shorten the timeframe for construction to 18 months.

The County is currently utilizing grant funding from a number of state and federal sources to design, engineer and construct the necessary utilities. These sources include funding from the VEDP Business Ready Sites Program, the Virginia Tobacco Region Revitalization Commission, GO Virginia, and the Economic Development Administration. Additional sources of funding will be needed to ensure completion of these projects. In addition to the funding partners listed above, the County will utilize the partners in the RIFA as project opportunities present themselves.

LOCALITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
Greensville	MAMaC	Site development	County Staff	+\$16 million	RIFA Meck Coop CSX Columbia Gas	FY 2024	TRRC GO Virginia VEDP/BRS EDA Locality



Key Statistics

Population: 23,100

Labor Market: 563,000

Transportation:

I-295

US 10

Major Employers:

DuPont

Alliance Group Rock
Tenn

Aqualon Company

REDO: Virginia's Gateway
Region

Website:

<https://hopewellva.gov/>

***Priority Project: Utilities
Infrastructure – Regional
Planning***



The City of Hopewell is located at the confluence of the Appomattox and James Rivers. The 11-square-mile inland port community is on I-295 with quick access to I-64, I-85 and I-95, making it an excellent location to serve East and Midwest markets. The strategic river location was once considered for an early English colony, later served as an important Civil War staging area and then munitions depot and now industrial production center for large companies such as WestRock, Ashland and Evonik. Besides its importance to local industry, Hopewell has experienced concentrated revitalization efforts in its vibrant downtown community, bringing new recreation and business opportunities.

Hopewell was developed by the DuPont Company of Wilmington, Delaware in 1914. This company first built a dynamite factory and then switched to the manufacture of guncotton during World War I. Although DuPont left Hopewell after the war, many manufacturing giants have since located in the city which is currently in the middle of another renaissance and is reinventing itself and enjoying economic growth and prosperity. There are new

businesses, restaurants venues like The Beacon Theatre. Hopewell also sponsors many events, including the Hopewell Recreation and Parks 5k Run/Walk, Lunch and Lecture series, and other activities.

Priority Project – Utilities Infrastructure – Regional Planning

Working with the staff of the City of Hopewell through its former City Manager, six project investment areas were identified to be included the Crater Economic Recovery and Resiliency Plan. None of the projects were included in the 2021 Crater Planning District Commission’s Priority Projects list. A complete list of the project investment areas is shown in the Appendix to this report. Because of the City’s senior staff transition, a review of these priorities be conducted by Crater Planning District Commission staff to ensure the priorities are accurately reflected.

The highest priority project is leveraging the significant Hopewell water and wastewater infrastructure as a regional asset that can continue to serve the advanced manufacturing cluster and also the emerging pharmaceutical cluster. Hopewell’s infrastructure has capacity and could be beneficial as part of a regional strategy to serve existing business and a tool for business recruitment. The development of a strategy is a conversation that could be facilitated by the Crater Planning District Commission.

Virginia American Water, a subsidiary of American Water (NYSE: AWK), is the largest investor-owned water utility in the state. In its Hopewell District, Virginia American Water serves about 9,300 residential, commercial and industrial customers which includes the City of Hopewell, portions of Prince George County and Fort Lee. The source of supply for Hopewell’s drinking water is the Appomattox River, near the confluence with the James River. Over \$120 million in capital investment is currently going into this facility.

The City’s wastewater treatment is managed by the Hopewell Water Renewal Commission, formed in 1977 and led by representatives of the City of Hopewell and its major advanced manufacturing employers. Today Hopewell Renewal processes over 27 million gallons/day of effluent serving City of Hopewell, Fort Lee, the Federal Corrections Complex, portions of Prince George County, and four major industries – Honeywell Hopewell Plant, WestRock, Ashland, and the VAWC.

LOCALITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
Hopewell	Regional Planning – Utilities Infrastructure	Water/Wastewater Infrastructure	Crater PDC	n/a	VA AM Water Hopewell Water Surrounding localities DEQ	ASAP	DEQ EPA EDA DHCD



Petersburg

VIRGINIA

Key Statistics

Population: 33,000

Labor Market: 563,000

Transportation:

I-85

I-95

US 460

US 1

Major Employers:

Phlow

AMPAC

Amstead Rail

REDO: Virginia's Gateway
Region

Website:

<http://petersburgva.gov/>

***Priority Project: Poor
Creek Water and
Wastewater
Infrastructure***

Located along the eastern seaboard, approximately halfway between New York and Florida, Petersburg is situated at the juncture of Interstates 95 and 85, just 23 miles south of Virginia's state capital of Richmond. The 23.1 square-mile city is one of 13 jurisdictions that comprise the Richmond-Petersburg Metropolitan Statistical Area.

The City is served by two mainline railroads, Norfolk Southern and CSX. As an important crossroads throughout history, Petersburg is known for its rich historical background, which shines through Old Towne in the City's downtown area. In recent years the City has been a home for many film crews using it as a backdrop for movies and shows such as Steven Spielberg's "Lincoln" and AMC's "Turn." Petersburg's downtown continues an amazing revitalization, spurred by growth of nearby Fort Lee and the unique housing opportunities in renovated warehouses and historic homes, and the accelerating activity of local small businesses and entrepreneurs. The City is home to festivals and monthly arts events throughout the year.

Petersburg is the anchor locality for an emerging advanced pharmaceutical manufacturing cluster. Strategic partners include Virginia State University, the Commonwealth Center for Advanced Manufacturing (CCAM), Phlow Corp., CivicaRx, and the United States Strategic Pharmaceutical Ingredient Reserve, developing a state-of-the-art advanced manufacturing campus to secure the essential medicines for the United States.

Priority Project – Poor Creek Infrastructure

Working with the staff of the City of Petersburg including its economic development director and its Director of Communications and Government Relations, nine projects were identified to be included in the Crater Economic Recovery and Resiliency Plan. Several of the projects were included in the 2021 Crater Planning District Commission’s Priority Projects list. A complete list of the projects is shown in the Appendix to this report.

The highest priority project is the Poor Creek infrastructure project which will immediately serve the emerging pharmaceutical cluster and the new Bon Secours Southside Medical Center. The project increases utility capacity, serving 31% of Petersburg and serving 2000 acres of land for future development. Additionally, the upgrades will improve regional utility capacity through connections to neighboring localities.

The timeline for completion of the project is the fall of 2026. Partners include the Virginia Department of Environmental Quality; the Department of Historic Resources; and federal agencies including the Economic Development Administration and the Environmental Protection Agency. Additionally, the City can benefit from the recently-announced \$52.9 million Build Back Better Pharmaceutical Cluster grant funded by the American Rescue Plan.

The Poor Creek project will also benefit from the recently announced “Partnership for Petersburg” which is bringing together state and local officials, businesses and nonprofits for a sweeping program for community development. State officials will team up with local officials to fast-track improvements at the Poor Creek pump station, aiming to improve existing service and provide for future development.

LOCALITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
Petersburg	Poor Creek Infrastructure	Water/Wastewater Infrastructure	Petersburg Deputy City Manager	\$40M	DEQ EPA EDA VDH DHCD DHR DCR National Park Service	3 rd quarter 2026	DEQ EPA EDA VDH



Petersburg's Business History

- Petersburg has a long history as an economic center of the Commonwealth of Virginia.
- The City began as a trading post on the Appomattox River in the 18th Century.
- In the 19th Century Petersburg was a major transportation hub and tobacco processing center
- In the 20th Century, the City became a regional industrial and retail hub at the intersection of I-95 and I-85.



Key Statistics

Population: 43,000

Labor Market: 668,000

Transportation:

I-295

I-95

US 460

Major Employers:

Service Center
Metals

Goya Foods

Standard Motor
Products

REDO: Virginia's Gateway
Region

Website:

<https://www.princegeorgecountyva.gov/>

Priority Project: Utilities to Serve Sites and Corridors from Petersburg and Hopewell

Prince George County is a suburban community of 43,000 residents. It is centrally located in southeastern Virginia and is included in the Richmond Metropolitan Statistical Area (MSA). The County was formed in 1703 and is named for Prince George of Denmark, the husband of Anne, Queen of Great Britain. Known for its prime location in central Virginia and the mid-Atlantic region of the United States, Prince George is easily accessible to the global marketplace.

Recognized for its progressive, pro-business climate and customer-focused service, Prince George competes internationally to attract first class business and industry while nurturing small business development. Encouraging existing industry expansion and supporting the developing tourism industry are key components of the Prince George business development plan.

Prince George has transitioned from an agricultural economy to a logistics, military and information economy. Fort Lee, the County's largest economic asset, continues to be a catalyst for progress.

Education is a source of pride in that the County boasts one of the top public school systems in the state. Quality higher education and workforce training services are readily available in the region.

Priority Project – Utilities to Serve Sites/Corridors from Petersburg and Hopewell

Working with the staff of Prince George County including its Economic Development team, eight projects were identified to be included the Crater Economic Recovery and Resiliency Plan. None of these projects were included in the 2021 Crater Planning District Commission CEDs project priority list. A complete list of the projects is shown in the Appendix to this report.

The highest priority project is water/wastewater system to serve short and long-term goals that will serve existing industrial, commercial and residential demand and add capacity to potential commercial and available industrial sites. This could create opportunities for mixed-use development as well. This portion of the County’s system is at full capacity.

Utilities along Rt. 460 is the priority and may involve working with neighboring jurisdictions (Hopewell, Petersburg and Sussex). On an interim basis a response is expected this fall from DEQ for a renewal application and added capacity for residential development around Exit 45 on I-95. In the near term, projects include rerouting gravity to force main for sewer and adding a water tank on River Road closer to the industrial park; and increasing pipe capacity to enable more GPD capacity. The County also needs to assess possible connection of water to the American Water system but the difference in treatment types must be resolved before moving forward.

In the longer term, Prince George County is considering upsizing the water intake from the Appomattox with lines connecting to the Sussex system. This could benefit an active RIFA if approved (at time of this report Prince George County had not acted on the RIFA authorization).

LOCALITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
Prince George County	Water/Wastewater system improvements along Rt. 460, Petersburg and Hopewell	Infrastructure	Prince George County Dept. of Engineering	n/a	ARWA VGR Hopewell Petersburg DEQ VRA Dewberry	End of 2024 for first projects; 2034 for longer-term projects	VRA EDA ARWA Petersburg Hopewell Prince George





Key Statistics

Population: 6,500

Labor Market: 440,000

Transportation:

US 460

US 40

US 31

Major Employers:

Dominion Energy

Edwards Virginia
Smokehouse

WindsorONE

REDO: Virginia's Gateway
Region

Website:

<https://www.econdev.surrycountyva.gov/>

***Priority Project: Utility
Master Plan – Surry West
and Surry South***

Surry County is a 306-square-mile county located on the James River in southeastern Virginia, with unique location attributes that position it well for energy production, including an existing nuclear facility, and for manufacturing, especially agriculture products such as wood pellets. The county's workforce comes from the Hampton Roads and Richmond MSA to the East and West and from Williamsburg just a ferry ride North. Besides serving as an energy, agriculture and production hub, Surry is popular for residents seeking unique waterfront housing and small town and rural communities.

Surry County is one of the oldest regions settled by Europeans in the New World. Much of its early heritage has been preserved. Historic buildings abound, and its original county records have survived since 1652. Old railroad beds beckon to their heyday before and after the Civil War. Surry County is known nationwide for historical landmarks like Bacon's Castle and Chippokes Plantation, and nearby Jamestown and Williamsburg. The waterfront location affords access to multiple natural refuges and parks and boat recreation on the river. A growing winery location, the county also produces large hauls of peanuts, cotton and soybeans each year for the state.

The County has a special emphasis on small business, supporting numerous entrepreneurs in agricultural, seafood, forestry and other products that utilize the County's natural resources.

Priority Project – Utility Master Plan – Surry West and Surry South

Working with the staff of the Surry County including its previous economic development director, six projects were identified to be included the Crater Economic Recovery and Resiliency Plan. One of these was included in the 2021 CPDC CEDs priority projects list. A complete list of the current projects is shown in the Appendix to this report.

The highest priority project is a Utility Master Plan to serve the County’s newly acquired 180 acres on U.S. Route 460. The County is in the process of developing a technology zone ordinance through a pyramid zoning structure; this will be applicable to this site, known as Surry West. The site was acquired for business development. The Utility Master Plan would also address utility needs for Surry South, which lacks wastewater service but could be connected to utility infrastructure serving the Sussex megasite. The last Master Utility Plan that was completed was done in 2008.

Surry County currently owns two water towers (Dendron and Surry West physical infrastructure) and the Sussex Water Authority oversees operations of the Surry system. Surry West is at maximum capacity. The County has a permit for withdrawal for 500K GPD near a school near Surry West; this could support construction of a new water tower. A request for funding was made through Delegate McEachin’s office. Additionally, the Hampton Roads Sanitation District covers Surry County, and it may be possible to link wastewater infrastructure near Surry South to the Sussex megasite.

LOCALITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
Surry	Utility master plan – Surry West and Surry South	Water and Wastewater utilities	County staff with consultant	\$100K – study. \$4M for water tower construction	VEDP DHCD VRA	TBD	VEDP RIFA Partners GO Virginia DHCD VRA TRRC EDA Surry





Key Statistics

Population: 10,800

Labor Market: 288,000

Transportation:

I-95

US 460

US 40

Major Employers:

Murphy Brown

Davis Oil

McGill
Environmental

REDO: Virginia's Gateway
Region

Website:

<https://www.sussexcountyva.gov/>

**Priority Project: Utility
Master Plan – Megasite
and Stony Creek**

Sussex County is 496 square miles located along I-95 south of Petersburg and strategically positioned between the Richmond-Petersburg and Norfolk-Virginia Beach-Newport News metropolitan areas. This central location gives Sussex businesses the unique opportunity to draw workforce from both areas, and also for residents of Sussex to easily travel to both areas. The County is home to four towns, historic attractions, and numerous wildlife observation and nature trails, hunting and shooting opportunities. A significant lakefront Airfield 4-H Conference Center offers outdoor activity space and conference facilities for individuals and businesses.

The local economy is based on agricultural and agricultural-related manufacturing, which accounts for over one-half of the county's basic employment and more than a quarter of its total employment. Other basic industries include manufacturing, peanut shelling, tourism and non-local government. Eighty percent of the county's land is commercial forestry (99% privately owned). Mineral resources include sand, gravel, clay and marl as well as titanium-bearing minerals. The County's four towns are established commercial centers that support a local market as well as tourists traveling through the region.

Priority Project – Master Planning and Conceptual Engineering Design – Megasite and Stony Creek

Working with the staff of Sussex County including its economic development director, ten projects were identified to be included the Crater Economic Recovery and Resiliency Plan. A complete list of the projects is shown in the Appendix to this report.

The highest priority project is a Master Plan and Conceptual Engineering Design to serve the County’s megasite and additional development at the Stony Creek exit. The megasite primarily needs a water utility plan and the Stony Creek project primarily needs a wastewater utility plan. The projects were included in the 2021 CPDC CEDs project list. The lack of natural gas at the megasite should also be considered although this might be a project that is more regional in nature. Completing this project will remove barriers to development in both locations and create the opportunity for increased business development and tax base.

Sussex submitted an application to the VEDP Business Ready Sites program to develop a master plan conceptual design and engineering for the megasite. A response to the application is expected in August and potential funding in January 2023. The project would be completed in about 24 months. Sussex has contracted with the Timmons Group and other local and regional partners to provide estimates for the master plan and conceptual engineering, PER, some site improvements, RIFA legwork, and purchase options.

Partners include VGR and the members of the RIFA. This site may not meet the true definition of a megasite due to non-contiguous land, so acreage may need to be added under authority of RIFA or through local purchase options. If plan indicates that utilities are not feasible then an alternative strategy for development will be needed.

LOCALITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
Sussex	Utility master plan – Sussex Megasite and Stony Creek exit	Water and Wastewater utilities	County staff with consultant	\$2+M	VEDP Timmons VGR RIFA partners	2023 (start)	VEDP RIFA Partners GO Virginia DHCD VRA TRRC EDA Sussex



**BUSINESS IN
SUSSEX COUNTY**



ATTACHMENTS

Crater Planning District Commission

Economic Recovery & Resiliency Strategy

Charles City County Priorities

AUGUST 2022

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
Charles City County	1	Water/wastewater system for Courthouse area.	Water/waste water utilities	Charles City County Administrator	\$6.5M	Private developers DEQ VRA	2 nd Quarter 2023	Private developers VRA EDA Charles City County
Charles City County	2	Water/wastewater to Roxbury/106 Corridor. Separate from Courthouse project. Applied for \$8MM federal through Congressman and expect September response – would assist with construction of water tower as well	Water/Waste water utilities	Charles City County Assistant County Administrator	\$8 M +	DHCD GO Virginia Congressman McEachin	4 th Quarter 2023	DHCD GO Virginia EDA Charles City County

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		as other aspects. Need assistance with identification of match.						
Charles City County	3	Broadband for District Three and Laterals County-wide. Submitted VATI application 8/25 for \$16M to finish extensions using \$2.6M from ARPA and \$3.3M from Comcast. VATI to respond in December.	n/a	Charles City County Assistant County Administrator	\$21.9M	Comcast VATI	2 nd Quarter 2023 for confirmation of VATI application results	ARPA Comcast VATI Charles City County
Charles City County	4	Retail/commercial small business and entrepreneurship. Create tax base diversity. Need both physical infrastructure (incubator) and programming (need regional lead for this). Market 5 project (shipping containers). Need	Entrepreneurship	Charles City County Director of Public Works	\$2.3M for water/wastewater extension	Longwood SBDC GO Virginia Activation Capital Retail Strategies	ASAP	EDA GO Virginia Activation Capital Charles City County

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		to ID site in Courthouse area for consideration. Develop 2 acres; additional acreage – 5 acres for housing (see #5 below). Property has been acquired, owned by county. Wants to encourage Retail Strategies to understand the 2 acres; county has 47 acres nearby on SR106 that can be developed for retail; near fire station.						
Charles City County	5	Affordable housing. Need assistance with environmental permitting and design. Have developer in place and County owns site. (see #4) for 25 units at Courthouse area. County did apply for ARPA	n/a	Charles City County Administrator and Assistant Administrator	\$6.6M	Private developer VDH	FY2023	VDH HHRA

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		through CPDC but was denied because project was not as shovel-ready as others. Next step to meet with developer, re-strategize for 2023.						

Crater Planning District Commission

Economic Recovery & Resiliency Strategy

Colonial Heights Priorities

AUGUST 2022

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
Colonial Heights	1	Sports Tourism and Trail Development	Tourism	Colonial Heights Department of Recreation and Engineering Department	n/a	Dominion Energy FOLAR	Ongoing	DCR Dominion Energy Colonial Heights
Colonial Heights	2	Placemaking – particularly in the PicWic area and retail site development near Courthouse. Master plan is needed. Vision is an image like Carytown. Much will be based on the work of Retail Strategies which began in July 2022. City owns 1.5 acres adjacent to Courthouse,	Tourism	Colonial Heights City Manager and Economic Development Director	n/a	Virginia’s Gateway Region Retail Strategies	Ongoing	DHCD Colonial Heights

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		development would jumpstart the Carytown approach. Barriers include market analysis. The ownership of the PicWic shopping center will be a complicating factor as each “building” is separately owned.						
Colonial Heights	3	Charles Demick site redevelopment near Walmart. City-owned 19 acres, Tier 4. Target sector is logistics. Currently awaiting response from Army Corps of Engineers re: adjacent ditch; then needs support from VDOT for curb & gutter, and a separate entrance that may require Right-of-Way purchase from Walmart.	Site development	Colonial Heights Economic Development Director	\$700K initially for ROW and entrance	VDOT Walmart Army Corps of Engineers	ASAP	VDOT Colonial Heights
Colonial Heights	4	Utility infrastructure. Likely need funding for	Water/Sewer utilities	Colonial Heights	n/a	Appomattox Water Authority	Ongoing	AWA SEWA VRA

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		water/sewer line due to age.		Dept. of Engineering				Colonial Heights
Colonial Heights	5	Violet Bank facility. Needs master plan for use; could be unique anchor venue with outdoor space. Owned by City; 900 square foot historic facility open for tours. Could tie in with historic Petersburg venues. City \$\$ currently going into this to maintain. Cameron Foundation funding used for previous studies; now need to seek implementation \$\$\$. Building itself needs improvements to be a viable venue.	Tourism	Colonial Heights City Manager	n/a	Colonial Heights Parks & Recreation Cameron Foundation Petersburg Area Regional Tourism Virginia Tourism Corporation	Ongoing	Cameron Foundation Virginia Tourism Corporation DHCD Virginia Main Street Department of Historic Resources Colonial Heights
Colonial Heights	6	Exit 53 interchange, southbound side. Exit 54 model (roundabout) could be useful in looking at this exit.	Transportation	Colonial Heights Dept. of Engineering	n/a	VDOT CPDC - MPO	n/a	VDOT Colonial Heights

Crater Planning District Commission

Economic Recovery & Resiliency Strategy

Dinwiddie County

August 2022

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
Dinwiddie	1	Site acquisition and development.	Site development	Dinwiddie BOS	n/a	Landowners Private developers	ASAP	Landowners Private developers Locality VSBFA VRA Dinwiddie
Dinwiddie	2	Wastewater system. Wastewater system to serve the County's northeast growth area. Identified in the county's comprehensive plan. Adds potentially marketable industrial acreage to the County's existing real estate portfolio. County has 1.6M GPD in water capacity, it	Water/Sewer utilities	Dinwiddie County staff	\$40M	DCWA DEQ Davenport	2027	Locality VRA TRRC GO Virginia EDA Dinwiddie

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		<p>only has 250K – 500K GPD in wastewater capacity. Has development projects in hand; feels pressure to address this infrastructure barrier. Actively working with the Dinwiddie County Water Authority on this. DCWA owns the infrastructure, the County will cover debt capacity until the system is self-sustaining. DCWA holds a discharge permit for a wastewater treatment plant. Some discussions with neighboring localities occurred; geographic distances did not create efficiencies. County anticipates needing to fund this project as a single locality. Working with</p>						

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		Davenport & Company to assess debt capacity. County could grow the system to 6M GPD; currently pricing first step at 1M and 2M GPD capacity. Engineering and permitting is a 2 year process, anticipating a total of 5 years to become operational.						
Dinwiddie	3	Water to Carson Road interchange. Sewer is in place at Carson/I-85 but no water. Some changes occurring in family ownership which is a current barrier. Want to drill four test wells; limited PER for flow tests, connection with sewer, etc. IDA could fund this. Will need elevated tanks, lines, etc. Opens up several hundred acres. Sewer serves two schools in	Water/Sewer utilities	Dinwiddie BOS	\$80K for initial tests for analysis; engineering and construction unknown	DCIDA USDA	ASAP	Dinwiddie USDA

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		"courthouse" area; built to expand.						
Dinwiddie	4	Last mile broadband. Fiber to home, run on electric poles.	n/a	Dinwiddie County Administration	n/a	Prince George Electric Coop VATI	2024	VATI Dinwiddie DHCD
Dinwiddie	5	Workforce Strategy. Regional issue – needs rebuilding. Have County Youth Workforce Development Program working with high school for soft skills, career path exposure. Starting at elementary level is needed. Holistic strategy needed. Superintendents previously engaged, now all leadership has changed. Local ED role to assure that existing business needs are vocalized. Some challenge with the types of jobs that are present in region (distribution);	Workforce	Industry or CCAM	n/a	Dinwiddie K-12 CCAM VGR Crater Career Works JTCC CWCC Rowanty	ASAP	K-12 systems GO Virginia EDA Cameron Foundation Dinwiddie

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		Warehousing and distribution curriculum not readily accepted by local companies. Employee retention is critical.						
Dinwiddie	6	Entrepreneurship – needs regional strategy. Dinwiddie lack leader for this. Dinwiddie Economic Development now serving as one-stop shop for resources but does not implement the training. Resources at state or regional level difficult to access. ED does assist with permitting if needed and site selection.	Entrepreneurship	Needs regional leader (Activation Capital?)	n/a	Chambers of Commerce Longwood SBDC VPIA CIT DHCD SBDC SBSD	ASAP	GO Virginia Cameron Foundation Dinwiddie
Dinwiddie	7	Placemaking at Courthouse Village area (Carson exit). Gov't complex location. Old courthouse could renovate into	Tourism	Dinwiddie BOS and Tourism Department and Economic Development	n/a	DHCD Virginia Main Street Virginia Tourism	ASAP	DHCD VDACS Dinwiddie

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		amphitheater. Mennonite-owned store is an asset. Old school board buildings also could be redeveloped. Need a strategy to develop the “place”.						
Dinwiddie	8	Tourism development – needs regional strategy; county invests in PART as the marketing arm for tourism promotion. County’s assets include VA Motorsports Park, Pamplin, County would like to maximize lodging revenues from the guests who visit these venues.	Tourism	Dinwiddie Economic Development and Tourism	n/a	Petersburg Area Regional Tourism (PART) Virginia Tourism Corporation Chambers of Commerce Surrounding localities Virginia’s Gateway Region Venue owners	ASAP	Virginia Tourism Corporation Community Foundations Dinwiddie
Dinwiddie	9	Regional Trail development to include Ferndale Park owned by Petersburg	Tourism	FOLAR	n/a	Cameron Foundation Surrounding localities	Ongoing	Cameron Foundation Regional Foundations

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		City, located in Dinwiddie. Redevelopment project.						Virginia Conservation & Recreation FOLAR Dinwiddie
Dinwiddie	10	Natural gas service – non-existent in region. Columbia Natural Gas. Gas line was extended with Aldi project – County paid thru IDA.	Utilities	Dinwiddie Economic Development	n/a	Columbia Natural Gas Surrounding localities VEDP	ASAP	Dinwiddie TRRC DHCD

Crater Planning District Commission

Economic Recovery & Resiliency Strategy

Emporia Priorities

August 2022

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
Emporia	1	Norwood Site	Site Development	City Staff	+\$2 million	City EDA TRRC EPA VGR GO Virginia	FY 2024	EPA TRRC GO Virginia Locality
Emporia	2	Emporia Industrial Park	Site Development	City Staff	TBD based on client requirements	VEDP City EDA CSX	Ongoing	VEDP Business Ready Sites Locality
Emporia	3	Inclusion in regional workforce strategies. Are partnering with Greensville County on the Southside Education Center located in the Golden Leaf Complex - physical asset that can be leveraged by multiple providers. Would like to link to	Workforce	City, County and K-12	TBD	Greensville County Greensville K-12 Southside Virginia Community College FAME Richard Bland	January 2023	Greensville County SVCC Employers Locality

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		FAME. SEC has a leadership advisory board that can be a champion for this project.						
Emporia	4	Workforce Housing. Signed MOU with Southside Community Development from Richmond and Virginia Housing and DHCD to conduct a market assessment. SCD applied to DHCD for development of housing (design and implementation) in early August, awaiting response. Existing City-owned parcel available for multi-family (4 acres).	n/a	City Staff	n/a	Emporia Redevelopment & Housing Authority DHCD Southside Community Development VHDA Private developers	FY 2024	VHDA DHCD ERDA Private developers
Emporia	5	Sports Tourism. Funding needed for upgrades to existing venues (pools, CYC building, EGRA parking lot. Top Hand runs	Tourism	City Staff	n/a	EGRA CYC YMCA Top Hand Virginia Tourism	n/a	Unknown

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		training programs, multiple sports with a \$75K budget among all partners for operations -used as determined by partners. Strategy for leveraging assets needed.						
Emporia	6	Inclusion in regional entrepreneurship and small business strategies. Emporia has incentives (up to \$50K) for small businesses; also still have ARPA grant funding available.	Entrepreneurship	CPDC	n/a	SBDC SVCC VSU Emporia-Greenville Chamber	FY 2023	GO Virginia DHCD Locality
Emporia	7	Real estate redevelopment. Focus on two vacant industrial buildings: Virginia Dye and Southampton Textiles. Southampton Textiles is privately owned; Virginia Dye is under court jurisdiction. DEQ is administering a	Site development	City Staff	n/a	City EDA Emporia Chamber of Commerce VDHR DEQ Army Corps of Engineers	FY 2023 for initial study	DEQ VEDP Brownfields Program EPA

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		program that includes \$500K for a study on the Virginia Dye property; this sits on the Meherrin River. Redevelopment could be used for business or housing. Implementation funding needed for both properties.						
Emporia	8	MAMaC site. Primary barrier is lack of natural gas. Emporia is contracted to provide \$50K for project support for MAMaC plus additional utility capacity if needed for prospect. The site is part of the RIFA; has established revenue sharing agreement. Emporia assisting with communications with Columbia Gas to resolve barriers.	Site development	Greensville County through RIFA	n/a	Greensville County Columbia Gas VDOT GO Virginia DHCD Virginia Resources Authority EDA TRRC	FY 2024	DHCD TRRC EDA VDOT Greensville County Emporia Mecklenburg County GO Virginia Virginia Resources Authority

Crater Planning District Commission
Economic Recovery & Resiliency Strategy
Greenville Priorities
August 2022

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
Greenville	1	Site Development – MAMaC site	Site development	Greenville County w/ RIFA	\$16M +	RIFA CSX Mecklenburg Cooperative Columbia Gas VEDP	FY 2025	TRRC GO Virginia VEDP/BRS DHCD VRA EDA
Greenville	2	Shell building. County has set aside ½ of the cost. Interested in using GV to create a Revolving Shell Building Loan Fund. Would focus around pharma cluster initially. Can RIFA be used for this? May need to aim for \$10M for RLF.	Site development	GO Virginia Region 4	\$4 - \$10 M	LISC Regional Foundations Virginia Community Capital Virginia Small Business Finance Authority Local IDAs	TBD	GO Virginia Regional Foundations VCC VSBFA Local IDAs
Greenville	3	Smaller sites – Need to identify additional sites; barrier is limitation of “at least”		Greenville County for sites; VEDP	\$80K for assessment; \$750K for site acquisition	GV Region 4 Private landowners	FY 2024	TBD

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		100 acres is a barrier for accessing BRS/VEDP. Additional sites have been identified but none meet 100 acre requirement. One site may have neighboring acreage. No grant \$\$ available for under 100. Need market demand study. Have 35-40 acres in park that will be Tier 4 when studies completed.		for policy re: BRS		Greensville IDA VEDP/BRS DHCD GO Virginia		
Greensville	4	Workforce development. Needs more regional solution and strategy to development implementation plan. Separate out messaging for the MAMaC site clients vs. traditional existing or smaller businesses. Cultural barrier – lack of motivation in workforce – how to	Workforce	Virginia Community College System (SVCC)	TBD	City of Emporia SVCC JTCC CCWA PDCCC RIFA VEDP Crater Regional Workforce Development Board	Ongoing	GO Virginia GO TEC DHCD/VEDP EDA TRRC CRWIB

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		<p>address at K-12 level before culture takes root. For smaller business development - Quantity of labor pool acceptable; training in place; lack of sustainability by employees. Adult training (life skills) needed. Training for pharma cluster is a strong interest. SVCC offerings at Southside Virginia Education Center not as robust as other campuses – still need to build content and offering in County. Need to increase numbers in the dual-enrollment (particularly skilled trades area/CTE programs). No follow-up from Stakeholder session in 2022. Southside VA Higher Education Center has available labs and</p>				<p>Federation for Advanced Manufacturing Education – Virginia (FAME) Greensville K-12 & CTE GO TEC</p>		

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		equipment, currently underutilized. Would like to see a collective response effort from all surrounding community colleges to address non-credit programs. Can SVCC convene, pay portion of instructor from another CC to work at SVCC Greenville site? Can SVCC location be another Rowanty School? Possibility to bring students from other localities to this site.						
Greenville	5	Small Business Support. needs more regional solution. Greenville is not part of the Virginia Gateway Region Retail Strategies service. Need is an accessible resource for guidance/counseling (user-friendly website, resource person; etc.);	Small Business Development	Activation Capital	TBD	GV Region 4 Activation Capital E-G Chamber of Commerce Longwood SBDC	Ongoing	GO Virginia Longwood SBDC EDA DHCD

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		<p>Business incubator is on wish-list; to share staff/admin services. County has land available. No plans in place at this time. For incubator – need resource support in place before planning the incubator.</p>						

Crater Planning District Commission

Economic Recovery & Resiliency Strategy

Hopewell Priorities

AUGUST 2022

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
Hopewell	1	Utilities infrastructure – regional planning.	Water and Wastewater infrastructure	Crater Planning District Commission	\$120M (currently – water)	VA American Water Company Wastewater Commission Private sector partners Hopewell Manufacturers Association	Ongoing	Hopewell Private Employers VRA DEQ
Hopewell	2	Two projects for site redevelopment: Colonial Corner Site development. 40 acres site at 295 – taking to residential and mixed use and perhaps a health	Site development	Hopewell staff	n/a	Property owners DHCD Real Estate Brokers Virginia’s Gateway Region Retail Strategies	Ongoing	DHCD (IRF) Hopewell

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		medical center. The Evonik building – laboratory spaces – how to leverage						
Hopewell	3	Housing: Barriers to understanding the regional nature of the housing market need to be discussed – there are policy issues from funding agencies that prevent leveraging of their resources. Helpful if Crater PDC leads discussions around this.	n/a	Crater Planning District Commission	n/a	VDH DHCD Neighboring localities	n/a	VDH Hopewell
Hopewell	4	Tourism and placemaking to continue development of Riverwalk, the Citywide bike	Tourism	Hopewell	n/a	Recreation Commission EDA FOLAR PART	Ongoing	ARRA DCR DEQ

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		lane, and other tourism assets. Hopewell's philosophy is that over time, these assets will leverage revenue from visitors. Master plan is in place to connect these trails to unserved areas of the City including marina and the Weston Manor property (historic site). City currently using CARES funding to update some park assets.				Virginia Tourism DHCD DCR DEQ		
Hopewell	5	Workforce development – needs regional strategy and possibly could be developed as a	Workforce	Virginia Career Works Crater District	n/a	K-12 Systems CCWA FAME CCAM CPDC Localities	n/a	DOL K-12 Systems GO Virginia Private employers Localities

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		bifurcated strategy that supports the northern end of the CPDC footprint and the southern end.						
Hopewell	6	Establish the RIFA – could be impacted by regional utility planning	Site development	Virginia’s Gateway Region	n/a	Localities in CPDC Region CPDC	ASAP	GO Virginia Localities in CPDC Region

Crater Planning District Commission

Economic Recovery & Resiliency Strategy

Petersburg Priorities

AUGUST 2022

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
Petersburg	1	Poor Creek Infrastructure. Serves pharmaceutical cluster and Bon Secours Southside Medical Center. Project increases utility capacity, serves 31% of Petersburg and future land for development (2000 acres). All funds available.	Water/Wastewater infrastructure	Petersburg with consultant	\$40M	DEQ EPA EDA VDH DHCD DHR DCR National Park Service	3 rd Quarter 2026	DEQ EPA EDA DHCD VDH DCR
Petersburg	2	Exit 52 redevelopment. Core element – Ramada Inn. City has purchased site and demolished the	Transportation	Petersburg Administration	n/a	DCR DHCD VDOT DEQ VDH	In process	DHCD VDOT City of Petersburg

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		<p>building. Local funds have been approved for Urban Design Plan (downtown plan and city-wide master plan) which includes Exit 52 which serves the heart of Petersburg serving as the gateway entrance to the City from South, East and West. Additional assessments are needed including transportation, land use, market analysis. Exit needs improvement all the way to Sycamore Street. Downtown RFP in progress since March – no award yet. RFP for Master Plan being written</p>						

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		by staff but not completed						
Petersburg	3	Complete restoration of South Side Depot (River Street) and Hotel Petersburg (Tabb Street). Hotel Petersburg – all funded and under construction to complete fall 2023 – public/private funding. Restoration to boutique hotel, rooftop bar, local developers. South Side Depot – City set aside ARPA \$\$, RFPs are in, no contractor selected (center section only) – need \$\$ to stabilize west wing first – will become visitor center and contact station for Petersburg National						

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		<p>Battlefield. From 2009 study will bring in +40K visitors annually to downtown Petersburg. Lead for contractor selection – Public Works is lead; City owns South Side Depot. Project estimates \$2.4 M for center section only. Center can proceed without west wing stabilization. For west wing use existing contractors (Timmons etc) to determine cost, then grant \$\$ to be identified. Contractor for center can proceed by end of year when contract is awarded; design is already completed;</p>						

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		likely a year to completion. Partners: VTC, DHR, Petersburg National Battlefield, Civil War Trust, VDOT.						
Petersburg	4	Transportation safety improvements – Rives Road widening at I-95 and Squirrel Level Road exit on I-85. Lead: Also entire I-95/I-85 intersection – need. Has regional impact with neighboring localities. Squirrel Level/Rives cannot handle industrial traffic now and the anticipated growth of pharma cluster. Status of funding applications unclear.	Transportation	Crater Planning District Commission and the MPO	n/a	Chesterfield Dinwiddie Colonial Heights Prince George County Chesterfield VDOT DEQ	ASAP	VDOT Dinwiddie Colonial Heights Prince George County Chesterfield Petersburg
Petersburg	5	Harbor Park (south side of river; across	Site development	Petersburg Economic	\$20M (20 years ago)	DEQ EPA	ASAP	EDA EPA

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		<p>from Pocahontas Island) – development of entertainment complex at the former Appomattox River Harbor site. Harbor is not commercially used now due to environmental issues. Includes dredging harbor. Possible to declare as brownfield and use brownfield \$\$ to cleanup? Partners: etc. City has multiple studies; would need update and plan Entertainment Complex can begin with events but cannot proceed to full dedicated space without solution to dredging.</p>		<p>Development and Wakashaue Development</p>		<p>Wakashaue Development Army Corps of Engineers</p>		<p>DHCD VEDP</p>

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
Petersburg	6	Linking proposed Fall Line Trail to Downtown Petersburg (intended to run to Ashland). Petersburg needs to assist with fundraising. From Campbell's Bridge to Old Town Petersburg – about a mile – will be outside Fall Line Trail – needs local leadership and funding.	Tourism	Friends of the Lower Appomattox River (FOLAR)	n/a	VDCRC Non-profit foundations Private industry VDOT	2023 to issue RFP	VDCRC Non-profit foundations Private industry VDOT City of Petersburg
Petersburg	7	Housing – policy issue related to use of HUD funds that restricts local discretion in implementation particularly related to safety, security	n/a	Crater Planning District Commission	n/a	VDH Virginia Community Capital HUD	n/a	Neighboring localities VDH City of Petersburg
Petersburg	8	Emergency Communication System upgrades. City has applied for	n/a	City of Petersburg Information Officer	\$3.2M	Emergency Services Neighboring localities	n/a	Department of Homeland Security

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		funding through Rep. McEachin; awaiting feedback by October; is in Senate, unknown about House at this point. Issue is lack of connectivity internally and with other localities.						City of Petersburg
Petersburg	9	Regional plan for heritage and sports tourism product development and marketing. (See Maymont project – Richmond Region - \$8M ARPA \$\$.) Need to engage younger audience. CPDC needs to be a partner and assist with identification of \$\$ sources.	Tourism	Petersburg Area Regional Tourism (PART)	n/a	Crater PDC Members of PART Virginia Tourism Corporation	n/a	Virginia Tourism Corporation Petersburg

Crater Planning District Commission

Economic Recovery & Resiliency Strategy

Prince George Priorities

AUGUST 2022

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
Prince George	1	Utilities to serve sites and corridors from Petersburg and Hopewell.	Water and Wastewater Infrastructure	Prince George County Dept. of Engineering	n/a	AWRA Petersburg Hopewell VGR DEQ VRA Dewberry	End of 2024 for first two projects; 2034 for longer-term projects	VRA EDA ARWA Petersburg Hopewell Prince George County
Prince George	2	Strategy for workforce development (needs regional lead to implement). Have assets to leverage including FAME, Rowanty, CCAM, CTE, VGA, CCWA. Investigate benefits of GO TEC. CCAM opened discussions with PGC K12 and did	Workforce	Prince George Economic Development with CTE Director and Virginia Career Works Crater staff	n/a	Virginia Career Works Crater District Crater PDC Virginia's Gateway Region CCAM FAME CCWA GO Virginia	ASAP	Virginia Career Works GO Virginia CCWA K-12 System Private companies Prince George County

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		field trip to IALR; Barriers include availability of qualified teachers and clarity from businesses on their workforce needs. Strategy needs to connect students with opportunities				DOL Prince George K-12 System		
Prince George	3	Redevelopment of former Continental property; is owned by county and building has been demolished. The locality will do a targeted marketing campaign using ICSC database first; if needed hire broker (need policy for engagement developed). Market demand study is complete. Property needs to be rezoned. Still defining timeframe for target marketing campaign to be implemented (will	Site development	Prince George County Economic Development	n/a	Existing business owners at Exit 45	ASAP	DHCD Private developers Prince George County

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		include direct outreach at conferences). Marketing strategy funded.						
Prince George	4	Sports tourism vision and strategy to develop assets and outreach. Assets needed include a regional conference center. Outreach should be coordinated regionally and target tournaments like Dixie, Top Gun, etc. focus as strategy of PART could be helpful.	Tourism	Prince George County Parks and Recreation Department with support from Economic Development	n/a	Petersburg Area Regional Tourism and its members Virginia Tourism Corporation Virginia Community Capital	Ongoing	Virginia Tourism Corporation Petersburg Area Regional Tourism Prince George County Private sponsors
Prince George	5	Regional small business support strategy. IDA interested in helping smaller businesses – have large home-based business base. Barrier is lack of facility to grow out of home space. Asset is the Central Wellness Center which could be	Small Business and Entrepreneurship	Prince George County Economic Development	n/a	Longwood SBDC VSBSD Activation Capital GO Virginia Virginia Community Capital VGR Retail Strategies	End of 2023 for initial strategy for kitchen incubator	GO Virginia DHCD VA. Main Street Non-profit foundations Virginia Community Capital VSBFA

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		redeveloped as a business incubator or shared office space environment. Good example is Franklin/Southampton Incubator. Need planning grant to evaluate market and identify real estate solutions. PG Economic Development staff participating in leadership program and will complete a feasibility evaluation of kitchen incubator by end of 2023.						Prince George County
Prince George	6	Workforce housing study. Barriers include no County housing authority, utility infrastructure, and no staff focused on this.	n/a	Crater PDC	n/a	Petersburg Housing Authority VHDA	n/a	Private developers VHDA
Prince George	7	Study of the current impact of military personnel transition to determine who should	n/a	Crater PDC	n/a	All CPDC localities Fort Lee	n/a	n/a

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		be involved, how to leverage.						
Prince George	8	Placemaking to attract younger people and retirees to region. Incorporate development of trails (biking, walking, riverfront development). Locality and region have assets but lack a strategy. Start by looking at best practices from other localities.	Placemaking	Crater PDC	n/a	All CPDC localities DHCD Virginia Community Capital Virginia Main Street	n/a	DHCD Virginia Main Street

Crater Planning District Commission

Economic Recovery & Resiliency Strategy

Surry Priorities

AUGUST 2022

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
Surry	1	Utility master plan for Surry West and Surry South. May need to be part of a regional strategy.	Water/Wastewater Infrastructure	Surry County staff	\$4.1M (Master plan \$100K; water tank \$4M)	Sussex County Water Authority Hampton Roads Sanitation District DHCD	ASAP	VRA DHCD TRRC HRSD GO Virginia EDA Surry County
Surry	2	Feasibility Study on Surry County Corridor Improvements – James River. Concept has been under evaluation for decades; would replace the James River/Scotland Wharf ferry system	Transportation	Surry County staff	n/a	VDOT (Hampton Roads District) Army Corps	Ongoing	VDOT FHA Surry County James City County

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		and link Rt. 31 to Jamestown.						
Surry	3	Electric power capacity analysis – would like evaluation of Dominion Energy service to Surry West site and Prince George Electric Coop service to Surry South site. Could be part of master utility plan.	Site development	Surry County staff	n/a	Dominion Energy Prince George Electric Coop	n/a	VRA DHCD TRRC HRSD GO Virginia EDA Dominion Energy Prince George Electric Coop Surry County
Surry	4	Workforce strategy to support transitioning military (regional). The Surry Resource Center hosts the Career Works team twice/month. Surry has a workforce development coordinator in their economic development office. County routinely supports job fairs.	Workforce	VA Career Works Crater Region	n/a	Windsor Mill Surry K-12 System Virginia's Gateway Region Ft. Lee Military transition office	n/a	DOL VCCS K-12 System GO Virginia Private employers Surry County

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		Has identified private sector employers who are interested in hiring retiring military (Windsor Mill)						
Surry	5	Co-working space. County using ARPA funds toward a business grant recovery program. Starting a local façade improvement program; not currently working with DHCD. Interested in developing a co-working or shared space.	Entrepreneurship and Small Business	Surry County staff	n/a	Longwood SBDC VSBRA VSBSD	Longer-term	ARPA DHCD Surry County
Surry	6	Tourism asset development. Surry partners with Williamsburg and Jamestown. Historical market is thread that links them.	Tourism	Surry County staff	n/a	Existing venues in Surry Williamsburg Jamestown Yorktown	n/a	Virginia Tourism Corporation Surry County

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
						Virginia Tourism Corporation		

Crater Planning District Commission

Economic Recovery & Resiliency Strategy

Sussex Priorities

AUGUST 2022

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
Sussex	1	Master Planning and Conceptual Engineering Design – Sussex Megasite and Stony Creek exit	Water/Wastewater utilities	County staff with consultant	\$2+M	VEDP RIFA Partners Timmons VGR	2023 (to start)	VEDP RIFA Partners GO Virginia DHCD TRRC VRA EDA Sussex
Sussex	2	Stony Creek wastewater issue can be separated from megasite; County is over permit limits. Wooten Company is under contract for PER but need funding; contractor is	Water/Wastewater utilities	Sussex Service Authority	\$10M (engineering and construction)	DHCD Wooten Company DEQ	2025 (latest start date)	DHCD VRA EDA TRRC Sussex

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		working on application						
Sussex	3	Master development plan for the Sussex megasite including analysis of use of a RIFA and megasite expansion options	Site development	Sussex County staff	n/a	VGR RIFA Partners Timmons	n/a	GO Virginia DHCD EDA RIFA Partners Sussex
Sussex	4	Transportation development plan – serving Sussex megasite – including rail and road; could be rail served; will be evaluated as part of BRS grant; need rail plan engineered (NS); may need property acquisition for spur. Roads: both interior access road and access roads going into site	Transportation	VDOT	5 projects: Widening Beefsteak Road = \$9.1 million; (may also need to include Beefsteak/Cabin Point intersection); Widening Cabin Point Road = \$15.5 million; Cabin Point/460 interchange = \$6.4 million; Rt. 460 safety improvements = \$10.2 million; Roundabout at	Sussex VEDP VDOT/CTB Norfolk Southern	2023 (to start if applications approved)	VDOT/CTB NS VEDP Sussex

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		need to be upgraded County submitted 5 SmartScale applications – all made first cut – will be final submission in early August. Timing for decision – January 2023 CTB releases recommendations for which projects to approve. 4 of 5 projects are directly related to megasite.			40/35 \$6.9 million.			
Sussex	5	Downtown placemaking in Waverly & Wakefield & Stony Creek & Jarratt (with Greensville). Retail Strategies is partner in this focus – 3 year consulting	Small Business	Sussex County staff and Town staff	\$2M +	Retail Strategies VGR DHCD Main Street Greensville County	Ongoing	DHCD Waverly Stony Creek Jarratt Sussex Greensville County

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		<p>services paid by VGR. A class of Dr. John Accordino of the Wilder School of Urban and Regional Planning at Virginia Commonwealth University is focusing its work on the Town of Waverly and one of the students is completing a year-long capstone Design Enhancement Plan for the Town. Waverly also submitted an IRF grant application (\$300K - \$600K) for rehab of up to 4 buildings (possible brewery) Stony Creek is in conversation re:</p>						

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		grocery thru a possible IRF planning grant. County may be working on small area plans for the towns (uncertain).						
Sussex	6	Establish/organize workforce and vo-tech programs for County. It is unclear if County is part of Rowanty Technical School. County is in some discussions with CCWA about connecting career pathways from HS into VCCS. County unaware of GO TEC.	Workforce	Sussex K12 Public Schools	n/a	FAME Rowanty Technical School CCWA CCAM GO TEC	ASAP	GO Virginia Sussex K12
Sussex	7	Transportation enhancements in Waverly to mitigate truck traffic issues – affects	Transportation	VDOT	n/a	Waverly VDOT DHCD Virginia Main Street VCU	ASAP	VDOT DHCD

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		<p>placemaking. Issue is amount of truck traffic that discourages pedestrian traffic on main street, as well as streetscape improvements. A class of Dr. John Accordino of the Wilder School of Urban and Regional Planning at Virginia Commonwealth University is focusing its work on the Town of Waverly and one of the students is completing a year-long capstone Design Enhancement Plan for the Town which could inform this issue. Could be</p>						

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		SmartScale application. Challenge is that the Town does not have full-time staff.						
Sussex	8	Drainage improvements in Wakefield commercial area – flooding issues from existing creeks and culverts that are blocked with sediment. Need to clear infrastructure.	Transportation	Sussex County with consulting firm Wooten Company	n/a	Wooten Company DEQ	ASAP	DHCD VDOT Sussex County Wakefield
Sussex	9	Study of environmental protection needs for County, especially Nottoway River. Interest from Board member. Some adjacent uses that threaten viability	n/a	Sussex County staff	n/a	DCR DHCD DEQ	ASAP	DCR DHCD DEQ Sussex County

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		of Nottoway River as a recreational asset. Would like planning grant to study current situation and make recommendations for improving to create a viable recreational entity.						
Sussex	10	Study of recreational amenities for County. See #9 but also getting requests from independent NPOs that provide recreational activities. 4H Center previously offered to partner with Surry, Sussex and Southampton Counties to make its facility available and	n/a	Sussex County staff	n/a	4-H Center Surry County Southampton County DCR	ASAP	DCR GO Virginia Sussex Southampton Surry

LOCALITY	PRIORITY	PROJECT	REGIONAL PRIORITY	LEAD	BUDGET	PARTNERS	TIMELINE	FUNDING SOURCES
		reopening discussions may be of value.						

Project Priority List 2021-2022

Priority	Description	Funding Sources	Total Cost	Responsible Agency	Partners	Implementation Schedule	Project Status	Source
1	Commonwealth Center for Advanced Logistics Systems (CCALS)	EDA Commonwealth of VA VIPA Private	\$1.5 million	CCALS	VSU Longwood U VCC Crater PDC Fort Lee VEDP UVA VCU VPA ODU	2021 - 2022	Included in state budget for 2021-2022	CCALS
2	MAMaC 1,600 Acre Mega Site	VTC VEDP EDA Local	\$10 million	Greensville County	City of Emporia Mecklenburg County	2021-2025	Additional requirements-rail, water, and sewer	Greensville County
3	Sussex County Route 626 1,500 Acre Mega Site	VDHCD USDA Rural Development VTC EDA Local	\$30 million	Sussex County	Sussex County	2021-2025	Preliminary engineering complete; site development and marketing in progress; received \$829,350 grant from VTC in May, 2015	Sussex County
4	Global Logistics Park	VDHCD VTC EDA Commonwealth of VA Local	\$25 million	Dinwiddie County City of Petersburg Prince George County	Dinwiddie County City of Petersburg Prince George County Virginia Port Authority	2025	Market demand and engineering studies completed	Dinwiddie County City of Petersburg
5	I-95 / I-85 Interchange Improvements	Federal VDOT MPO	\$125 million	Tri-Cities Area MPO	City of Petersburg Crater Planning District Commission VDOT	VDOT to determine implementation schedule	Seeking SmartScale funding	Tri-Cities Area MPO
6	Appomattox River Dredging Project	USCOE Local	\$17 million	City of Petersburg	City of Petersburg Resolution of Support Adopted by Neighboring Localities, Crater PDC, VA's Gateway Region	Planning Complete Site Identified for Dredged Materials Permits Acquisition Underway	Upon Funding Approval; Ready to Move Forward	City of Petersburg
7	Redevelopment of Exit 52 on I-95 (City of Petersburg Gateway)	Federal State Local	\$25 million	City of Petersburg VDOT	City of Petersburg Private Developer VDOT	2021 - 2022	Seeking funding	City of Petersburg
8	Crater Small Business Development Center	SBA Local Longwood University Crater PDC	\$100,000	Longwood University	Local Governments Longwood University Crater PDC	2021-2022	Continuation Funding	Longwood University
9	Crater Procurement Technical Assistance Center	USDLA Crater PDC	\$262,762	Crater PDC	Crater PDC Local Governments	2021-2022	Continuation Funding	Crater PDC
10	Improvements to Existing U.S. Route 460	Federal VDOT MPO	costs to be determined	Tri-Cities Area MPO	Crater Planning District Commission Local Governments VDOT	VDOT to determine implementation schedule	Seeking SmartScale funding	Tri-Cities Area MPO
11	Raw water intake and water line to Roxbury Area of Charles City County	VDHCD Local Private	\$14 million	Charles City County	Charles City County EDA VDHCD Private	Start construction in 2021	Due diligence underway	Charles City County
12	Grey's Creek Marina Project, public access to James River	VDHCD VDHCD U.S. Dept. of Interior Local	\$2 million	Surry County	Surry County	Redevelopment to be completed by 2021-2022	Construction of boat ramp, repairing docks and meeting ADA requirements first phase nearing completion; renovations of restaurant and rooms completed	Surry County

Project Priority List 2021-2022

Priority	Description	Funding Sources	Total Cost	Responsible Agency	Partners	Implementation Schedule	Project Status	Source
13	Route 602 (Cabin Point Road) Industrial Park - 134 Acres	VDHCD USDA Rural Development VTC EDA Local	\$5 million	Sussex County	Sussex County	2021-2022	Site development and marketing in progress	Sussex County
14	Water Line Extension - Mega Site	DOH VTC Local	\$1.2 million	Sussex Service Authority	Sussex County	2021-2022	Design underway; construction grant application	Sussex County
15	Dendron Area Water System Replacement	VDH VDHCD USDA Local	\$2 million	Surry County	Surry County	2021-2022	Seeking funding	Surry County
16	Water Reservoir on the Nottoway River	VTC VDOH USDA RD Local	\$37 million	Greensville County	Greensville County Water and Sewer Authority	Operational in the fall of 2022	Under construction	Greensville County
17	Route 36 Regional Corridor Revitalization Project	Local State Federal EDA VDOT	\$10 million	City of Petersburg	City of Hopewell Fort Lee NPS Prince George County	2 months from Award of Funding	Preliminary studies completed	City of Petersburg
18	Halifax Industrial Park Site Improvements (one site)	Federal State Local	costs to be determined	City of Petersburg	potential private investors	Contingent on funding	site is infrastructure ready; needs to be pad-ready site; seeking funding	City of Petersburg
19	Business Incubator Co-Located With Southside Virginia Educational Center	VDHCD VTC Local	\$3 million	Greensville County	City of Emporia	2021-2022	Project currently under review	Greensville County
20	Claremont Water System Improvements	VDH USDA RUS Local	\$400,000	Town of Claremont	Town of Claremont	PER design and build in 2021-2022	RFP for engineer completed	Town of Claremont
21	Stony Creek Wastewater Treatment Plant Upgrade	VDEQ USDA RUS Local	Unknown	Sussex Service Authority	Sussex County Town of Stony Creek	Contingent on funding	Need PER funding	Sussex Service Authority
22	Tri-Cities Area Business Incubator	HUD VDHCD EDA	\$6 million	Crater Planning District Commission	Possible regional and local partners	2021-2022	Project planning phase	Crater Planning District Commission
23	New Industrial Property -38 Acres Purchased in April, 2016	Federal State Local Tobacco Commission	costs to be determined By Summer 2021	City of Emporia	City of Emporia	2021-2022	PER Complete; Firm Hired to complete utility and site engineering; Study to be completed in summer 2021	City of Emporia



CRATER PLANNING DISTRICT

DRAFT RESILIENCE AND RECOVERY PLAN

JANUARY 28, 2022

DECIDESMART



REPORT OUTLINE

- The CEDS Foundation
- Wage and Employment Data: 2016-2021
- Stakeholder Perspectives
- Recovery and Resilience: Challenges and Opportunities
- 12 Strategic Recommendations for Recovery



The CEDS Foundation

- ▶ The CEDS as the Framework for Regional Cooperation
- ▶ Data, Assets, Challenges, Priorities, Projects
- ▶ 5 Key Priorities: Workforce, Expanding Technology, Growing Small Business, Improving Infrastructure, GO Virginia Coordination
- ▶ The Resilience and Recovery Report is NOT a Substitute CEDS
- ▶ But Details the Impact of COVID-19 on your CEDS Priorities
- ▶ Examines What the Impacts Mean Going Forward



Employment and Wage Trends: Employment

- ▶ Between 2016-2019, Total Employment in Crater was Relatively Steady, 74,906 jobs in 2016, 74,702 jobs at the end of 2019
- ▶ Between the End of 2019 and the End of 2021Q1, the Crater District Lost 4,768 jobs of 6.3% of Total Employment
- ▶ During this 15 month period, Manufacturing Lost 6.3% of its Jobs, Information Technology Declined by 7.4%, and Bioscience by 8%
- ▶ Logistics was the Exception to the Pandemic Trend, Growing Jobs by 1.7%



EMPLOYMENT AND WAGE TRENDS: WAGES

- ▶ Between 2016 and 2019, Average Wages In the Crater District Increased by a Total of 8.1%.
- ▶ In Key Clusters, Manufacturing Wages Increased by 10.4%, Logistics 10.7%, Information Technology 3.2%, Bioscience 9.7%
- ▶ Between the End of 2019 and 2021Q1, Average Wages Increased by 9%
- ▶ Manufacturing Increased by 2.2%, Logistics by 19%, Information Technology by 7.5%, Bioscience by 8%
- ▶ The New Economic World: Employment Declines But Wages Rise
- ▶ ?????s and Explanations



STAKEHOLDER PERSPECTIVES

- ▶ Covid-19 Impacts: Main Street Businesses, Hospitality and Tourism, Challenge for Localities without Broadband, Local Government Revenues
- ▶ Local Resiliency Responses: Communities and Non-Profits Stepped Up, Managers Communicated and Collaborated; Streamlined Processes for Citizens When Technology was Available
- ▶ Longer term Challenges- Restoring Small Business, Workforce, Infrastructure, Coordinated Voice of Business
- ▶ The Role of the PDC: Responsible for Historic Successes, Crucial Source of Expertise, Catalyst for Bringing Difficult Issues to the Table



RECOVERY: CHALLENGES AND OPPORTUNITIES

- ▶ Workforce: Long-standing Challenges Exacerbated by COVID
- ▶ Small Business: Need for Recovery Strategy
- ▶ Infrastructure
 - ▶ Broadband Support Finally Available
 - ▶ Continued Support for Site Development, But Persisting Issues with Water Utilities, Power Supply, and Highway Interchanges
- ▶ Clusters
 - ▶ Continued Growth in Logistics
 - ▶ Historic Opportunity with Advanced Pharmaceutical Manufacturing



12 Strategic Recommendations

- ▶ Work Collaboratively Realize the Transformational Potential of the Advanced Pharmaceutical Manufacturing
- ▶ Create a Logistics Alliance of Firms, Economic Development Officials, and CCALS to Capitalize on the Region's Advantages
- ▶ Monitor Broadband Advances and Develop a Plan for Utilizing Increased Broadband Coverage in Economic Development Pitches and Placemaking Initiatives
- ▶ Collaborate with GO Virginia in working with Utility Companies on Better Front-End Approaches for Supplying Power to Sites
- ▶ Collaborate with GO Virginia and VEDP to Take Advantage of the Youngkin's Administration's Focus on Megsites
- ▶ Develop a Plan for Elevating the Priority of Interchange Issues with VDOT and the Commonwealth Transportation Board



12 STRATEGIC RECOMMENDATIONS

- ▶ Collaborate with GO Virginia on its Regional Entrepreneurship Initiative on a Regional Plan for Small Business Development
- ▶ Develop Strategies and Specific Initiatives for Widening the Regional Workforce Pipeline, Short and Long-term
- ▶ Support Programs that Address Barriers to Workforce Skill Development
- ▶ Institutionalize an Effective Program for Recruiting and Providing Training Opportunities for Transitioning Military
- ▶ Develop Placemaking Initiatives that can Complement Workforce Programs
- ▶ Pursue the Fort Lee Museum Enclave Initiative and Develop a Plan to Revitalize Tourism in the COVID Recovery Period



GROW CAPITAL JOBS
GROWTH AND DIVERSIFICATION PLAN UPDATE
2022-2024
DECEMBER 9, 2021



DecideSmart/Chmura Economics and Analytics

Grow Capital Jobs

Recommended Strategies for 2022-2024

Workforce/Talent	Focus on the Workforce Pipeline, But Stake Out Locations on the Pipeline Where Grow Capital Jobs Can Be Effective in Expanding High Paying Jobs for a Sustainable and Diverse Workforce
Workforce/Talent	Support Program Models for Upgrading Skills While Maintaining Employment
Workforce/Talent	Develop a Workable Program for Transitioning Military
Workforce/Talent	Assess Previous Projects to Identify Best Practices for Return on Investment and Integrate Future Projects with the Region's Workforce-Related Organizations
Start-up Ecosystem	Apply for and Implement a Regional Entrepreneurial Initiative Award to Fill in Gaps in the Ecosystem
Start-up Ecosystem	Align Start-up Ecosystem Support with Council's Priority Clusters
Start-up Ecosystem	Align Start-up Projects with Innovation-based Larger Firms
Start-up Ecosystem	Include Start-up Space Needs such as Wet Lab Space in Site Development Priorities
Cluster Scale-up	Prioritize the Build Out of the Advanced Pharmaceutical Manufacturing and R&D Cluster
Cluster Scale-up	Partner with Local/Regional Economic Development Organizations to Address Gaps in Priority Clusters
Cluster Scale-up	Examine the Potential of RVA-757 Creating a Global Internet Hub that can Attract Job-Creating Tech Companies to the Region
Cluster Scale-up	Collaborate with the Commonwealth Cyber Initiative in Developing a Regional Cybersecurity Strategy for Research, Business Attraction and Workforce/Talent
Site/Infrastructure	Utilize Site Development Projects to Promote Pharmaceutical Manufacturing
Site/Infrastructure	Identify Priority Sites that can be Elevated to User-Ready Status Expeditiously
Site/Infrastructure	Develop Partnerships to Address Utility/Infrastructure Issues Earlier in the Site Readiness Process and Elevate its Strategic Importance with Utility Companies' Leadership
Site/Infrastructure	Capitalize on Supply Chain Disruption to Develop Specialized Logistics Sites and Further Develop the Richmond Marine Terminal Area