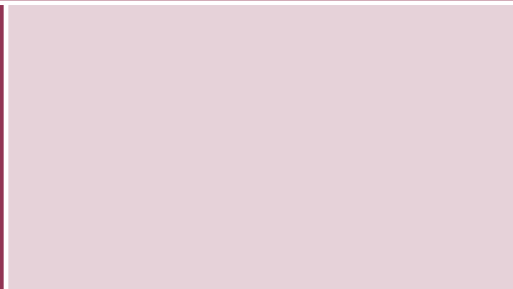


# Strategic Priorities for Regional Transformation

Insights and Dialogue with the Virginia Tobacco Region Revitalization Commission

MAY 8, 2025



# Agenda

1. Review of process and work to date

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2. Selected findings: Three themes

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3. Discussion and next steps

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# Process and work to date

## Data Collection

## Situation & Org. Analysis

## Strategic Plan



- Data — Economic, labor market, demographic
- Org. data
- Financial data & scenarios
- Portfolio analysis
- ~25 interviews

- 4 input sessions (~125 people)
- Survey (196 responses)
- 4 focus group conversations (~45 people)

• Synthesis of data into full technical report

• Consider best practices and case studies

• DRAFT and engage committee and Commission — responsive, practical, and adoptable

Ongoing staff input & Strategic Plan Comm review

## 1. Organizational effectiveness and collaboration

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## 2. Strategic focus and regional impact

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## 3. Financial stewardship

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The Commission is an essential resource whose ongoing presence is important to the region's economic growth.

TRRC was widely commended for the economic development it has spearheaded through signature investments such as:

- Mid-Atlantic Broadband
- Institute for Advanced Learning and Research
- Southern Virginia Megasite at Berry Hill and other industrial sites
- Southwest Virginia Cultural Heritage Center and Marketplace

Over 85% of survey respondents and the vast majority of input session attendees said economic growth and revitalization would be negatively impacted if Commission funding were no longer available.

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Stakeholders said the Commission needs to adopt a more collaborative approach to economic development in order to enhance impact and better align and leverage funds for the region.

- Many described a historic lack of strategic dialogue or proactive communication with other state, federal, and regional funders and agencies.
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## Three primary goals:

- Maintain and build on historic and current organizational strengths
- Become a highly collaborative organization
- Establish and deploy the nonprofit foundation as a capacity builder, resource generator, and advocate for regional development

# Selected findings

THEME 1:  
Organizational effectiveness  
and collaboration

GOAL 1:  
Maintain and build on historic and current  
organizational strengths

- Lean into flexibility and responsiveness as a strength (within a clearer strategic framework)
- Staff as a strength; grow staff capacity
- Be a champion for the region; serve regional priorities



## The Commission's flexibility and responsiveness is a strength:

- “TRRC’s top-line strength, without a doubt, is its flexibility: Identify a problem and then devote resources to addressing it, quickly. ... TRRC is nimble.”

## Although flexibility, without strategy, can make it seem that:

- “TRRC’s funding priorities are all over the place. They seem to jump from one shiny thing to another.”

TRRC can lean into flexibility as a strength  
(but within a clearer strategic framework).

The Commission and staff are well-regarded and roundly praised for being knowledgeable, responsive, accessible, supportive, and having strong relationships with local governments and their communities.

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The Commission is understaffed with needs in project development, resource development, and reporting/monitoring.

- “TRRC is thinly staffed. If they want to have an impact in their region, they need to add staff capacity.”
-

Commission and staff have played a key role in helping communities feel supported.

- TRRC’s “commitment to communities is felt and recognized.”
- “The TRRC helps support those of us who don’t have big seats at the table of other funding sources.”

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TRRC can grow its role as a champion for the region and for underserved or under-resourced communities.

- “There is an opportunity for TRRC to play a larger role in being a more proactive and consistent driver of rural strategy.”
-

Strategic partners and Commission staff report opportunities for TRRC to better collaborate.

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The Commission can practice more ongoing and frequent communication and convenings with state and federal agencies and other partners.

- “Can TRRC look at making collaboration an essential part of process vs. just a nice-to-have?”
- 

The Commission can engage partners in co-creating proposal requests, developing programs, providing expertise, and aligning funding.

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- “The vision is [for] a powerful resource organization to help communities achieve their economic development goals ... with an offensive/accomplishment-oriented mindset.”

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The nonprofit foundation will be able to seek and receive funds from other organizations and individuals. This nonprofit foundation will seek both private and public sector grants.

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- “The foundation — which is a very good thing — needs to be entrepreneurial, developing projects to leverage TRRC money.”

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The foundation is a separate entity, aligned with TRRC mission but functioning independently to build capacity and generate new resources.

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The relationship needs to be carefully structured — per Code, bylaws, or tightly scoped annual operating or programming grants (*ex., SWVA Cultural Heritage Foundation*).

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- “One of the biggest things [rural] localities cite as a need is support with capacity building — staffing, strategic planning, grant writing support.”
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- “As TRRC considers its strategy going forward, reconnecting with that need is something that would be helpful.”
-

- TRRC “needs to focus more on capacity building, for the communities and for the organization.”

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In a best case, the foundation becomes a super-capacity builder and a best-in-kind mission-driven entity.

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Regional organizations would report the foundation as having a significant positive contribution to their own growth and ability to access funds.

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The foundation can help localities and organizations identify, develop, implement, and attract funding for impactful projects.

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# Reflection 1

1. What stands out related to Theme 1?

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2. What questions do you have?

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3. Any suggestions moving forward?

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## Commission investments have had a substantial impact on the people and communities of Southwest and Southern Virginia.

Over 93% of survey respondents in Southwest Virginia and over 80% of respondents in Southern Virginia described Commission funding as having a significant to very significant positive impact on their region's economy.

- “Virginia definitely has a competitive edge getting projects to the door because TRRC ... can serve as match funds. ... TRRC match has helped quite a few projects get approved that wouldn't otherwise.”

There is a clear need for greater strategic focus to maximize regional impact moving forward.

Over 51% of survey respondents in Southern Virginia and over 46% in Southwest Virginia described the state of the region's economy as "poor" or "below average."

TRRC has many ways to say "yes" to projects and not enough ways to help Commissioners assess projects on transformative potential or advancing strategic goals.

- "How we prioritize the use of limited resources is the tougher question. We could devote some resources to 10 things or devote more resources to three or four high-impact things. Hopefully this process helps highlight what those three or four are."

- “TRRC hasn’t had a clear strategy in recent years. ... Its decisions do not appear to be informed by data. ... The staff is good, but ... not able ... to be discerning [on project recommendations]. So TRRC’s impact is diluted.”
- There is a “lack of quantifiable metrics on grant applications [and projects].”
- TRRC needs to improve outcome reporting and verification.

## Three primary goals:

- More strategically deploy funding, develop programs, and align resources to address the region's most significant economic barriers and explore the most promising economic opportunities
- Focus on a clearer, narrower, and more refined set of programs and develop a set of program-specific strategies that align with regionally-defined priorities
- Refine and utilize a clear set of short- and long-term success metrics

- Declining population and workforce availability
  - Supply of people with industry-aligned skills and competencies

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- Ability of locations to compete for industry prospects (attractions and expansions)
  - Chiefly through infrastructure, including sites, facilities, and connective inf.

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- Creation and expansion of high-potential businesses/entrepreneurs in the region in critical economic sectors
  - including agribusiness

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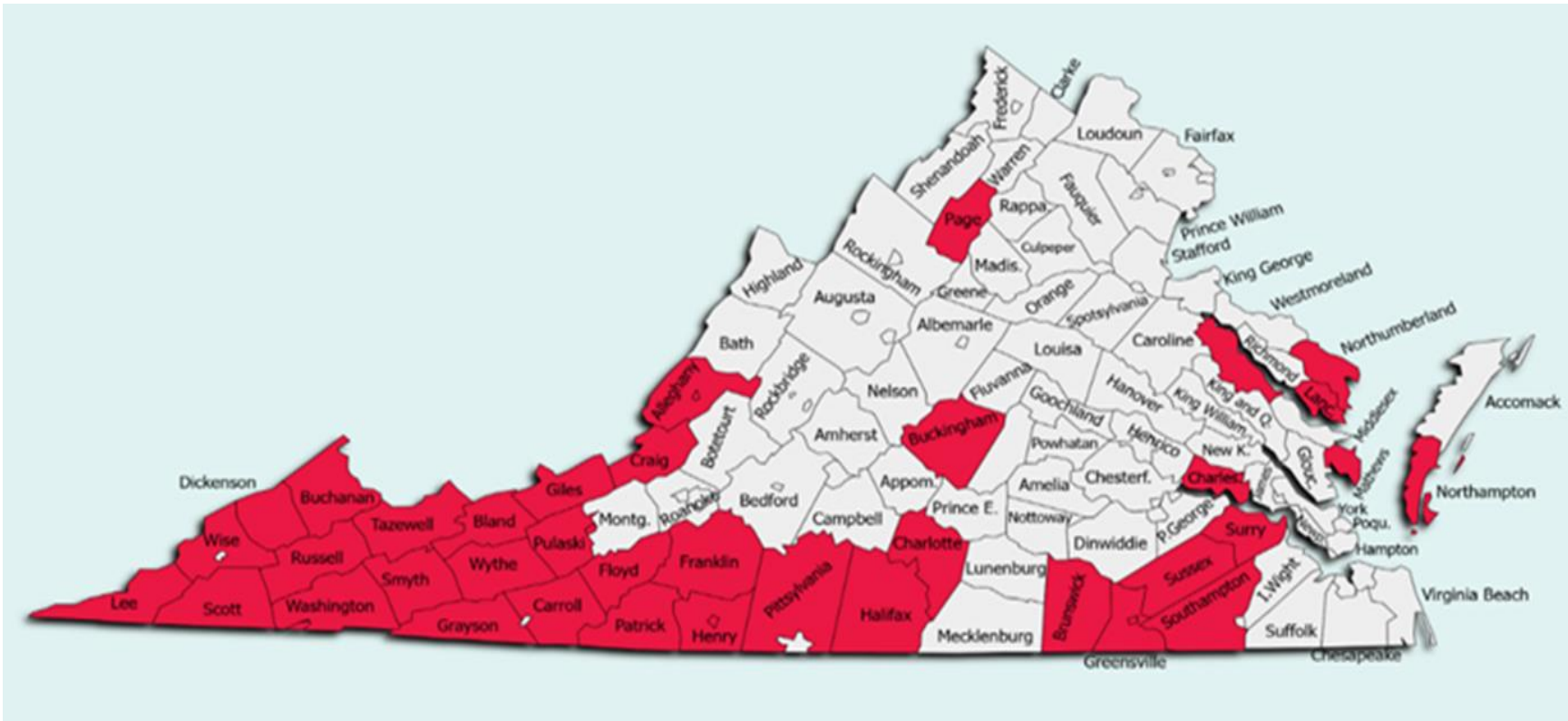
- Capacity of the region to seek out, compete for, develop, manage and leverage funding resources

# Selected findings

THEME 2:  
Strategic focus  
and regional impact

GOAL 1:  
Address the most significant barriers  
to strategic focus and impact

## Losing population in 2020 and still losing population



- The region's population is slightly less than 1 million: 944,172.
- The population decreased by nearly 7,500 over the past 5 years and moderate decreases are projected over the next 5 years.

- TRRC becomes a more effective, visible, and intentional leader in addressing the No. 1 barrier to economic vitality: PEOPLE.
- Input session respondents cited the most significant economic threats as: population loss, housing supply/quality, and workforce availability.
  - “Strategically, fighting population decline is most important. But nobody has solved that yet. If we can’t solve it, then rural Virginia cannot be competitive economically.”
  - “Talent recruitment is an urgent gap. Workforce housing — missing middle housing — is an urgent gap. There’s no other state money to address it.”
- Survey respondents cited population decline/workforce availability among the region’s most pressing challenges.



# Selected findings

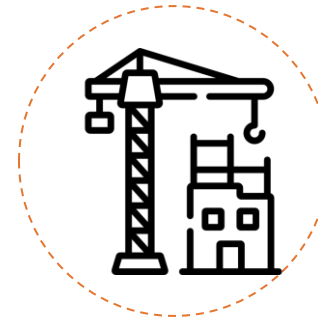
THEME 2:  
Strategic focus  
and regional impact

GOAL 2:  
Focus on a narrow set of programs and develop program-specific strategies that align with regional priorities

## Key programmatic focus areas



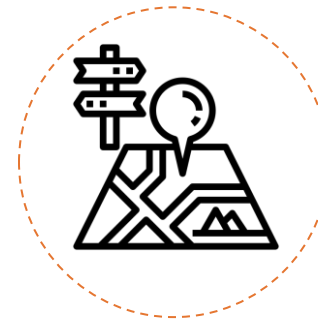
Agribusiness



Site  
development



Workforce  
development



Placemaking/  
tourism



## Agribusiness: Current situation

- Agriculture, forestry, fishing and hunting sector lost 13% of jobs in the TRRC region between 2018-24 (from 6,431 to 5,578 jobs).
- This decline is steeper than Virginia's overall 7% decline in this sector.
- The sector contrasts with the national trend, which showed stable employment.
- Not listed among top industries by employment or earnings in the region.
- The regional economic decline in this sector suggests a **need for strategic investment to stabilize and revitalize agricultural activities.**



## Agribusiness: Projects between 2018–23

- **Agribusiness represents ~10% of all TRRC awards over this time period**
- 70 projects funded with over \$17 million in total funding, comprised of
  - 10% Research programs
  - 40% Commercial processing
  - 21% Cost share
  - 2% Farmers markets
- Major Awards:
  - LMU Vet School (\$2,000,000)
  - Brunswick County Produce Project (\$1,000,000)
  - Tazewell meat processing facility \$979,000)
  - Richlands Creamery Inc. (\$750,000 loan)



## Agribusiness: Stakeholder input

- **Past value perception:** When asked about most impactful past funding areas, 11.81% of Southern Virginia and 9.84% of Southwest Virginia respondents selected agribusiness.
- **Future priority ranking:** When asked about top priorities for the next 10 years, 11.11% of Southern Virginia and 12.57% of Southwest Virginia respondents selected agribusiness.
- There is notable regional variation in support for expanding investment in agriculture and forestry:
  - Southern Virginia: 50% agree or strongly agree
  - Southwest Virginia: 60.72% agree or strongly agree



## Agribusiness: Stakeholder input

- The slightly higher future priority percentage in Southwest Virginia (12.57% vs 11.11%) suggests growing interest despite lower past value perception.
- Some survey respondents mentioned a desire for TRRC to “return to its roots” with more focus on agribusiness projects.



## Agribusiness: Impact areas for future funding

- Increased infrastructure and operational support
- Market development and food safety promotion
- Increased regional capacity and collaboration
- New technology: season extension strategies, new products, value-added marketing



## Workforce development: Current situation

- Just over 50% of people in the region have a high school degree or less as their highest level of educational attainment.
  - 36.5% with only a high school diploma
  - 13.6% without a high school diploma
- Under 20% of people have a bachelor's degree or higher
  - (19.5% compared with the state average of about 38%)
- Nearly half (43.01%) of the working-age population is not in the labor force
  - (civilian noninstitutionalized population aged 16+)



## Workforce development: **Current situation**

- Manufacturing is the second-largest employment sector (48,609 jobs) with relatively high earnings (\$73,136 per worker)
- Professional, scientific, and technical services had 9% job growth (2018-24) with 10,755 total jobs
- Educational services sector showed 10% job growth (2018-24) outpacing the national average (7%)
- The region experienced population decline of 2% (2018-23) while the state grew by 2%
- Age demographics show significant growth in older populations (65-84 years) and decline in working-age populations (25-29, 45-59 years)





## Workforce development: **Projects between 2018–23**

- **Workforce Development represents ~20% of all TRRC awards over this time period**
- 151 projects funded with nearly \$33 million in total funding
- Categories include: workforce readiness (10 projects), financial aid (50+ projects), training programs (11 projects)
- Highest budget item was Talent Attraction Program (\$11.4M)
- Largest investment category (\$12M+) in Advanced manufacturing
- Equipment-related purchases for advanced manufacturing programs constituted over 50% of education-related capital expenditures



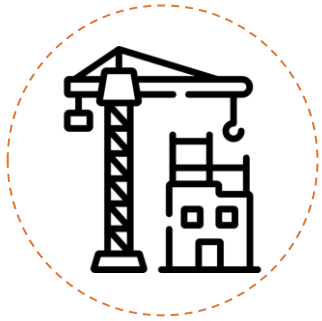
## Workforce development: Stakeholder input

- **Past value perception:** Community college workforce training 20.83% (Southern Virginia), 15.30% (Southwest VA); Scholarships 6.60% (Southern VA), 6.56% (Southwest Virginia)
- **Future priority ranking:** Community college workforce training 18.75% (Southern Virginia), 11.48% (Southwest Virginia); Scholarships 5.21% (Southern Virginia), 3.83% (Southwest Virginia)
- Strong support (83.15% Southern Virginia, 69.64% Southwest Virginia) for redirecting financial aid toward advanced manufacturing/apprenticeship
- Strong support for broadening to include middle and high schools (82.55% Southern Virginia, 71.19% Southwest Virginia)



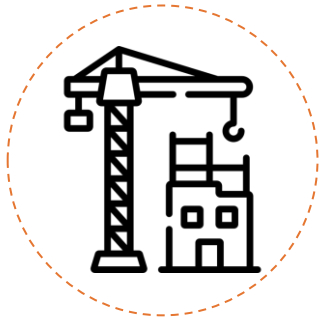
## Workforce development: Impact areas for future funding

- Critical infrastructure investments  
(such as specialized training facilities and equipment)
- Regional collaboration and strategic alignment  
(avoiding duplicative programming, aligning with GO Virginia/VEDP/VCCS industry growth strategies)
- Workforce development in support of existing business expansion  
(and continued flexibility to develop/launch/expand high-demand and high-cost programs)
- Creative workforce strategies to grow workforce supply  
(including for individuals with barriers)



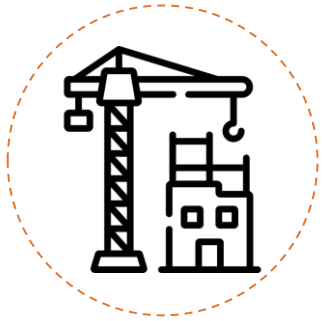
## Site development: Regional situation

- Manufacturing sector grew by 4% in the region (2018-24), adding 1,711 jobs, on par with national growth
- Transportation and warehousing grew by 8% but significantly below state (24%) and national (26%) growth rates
- Utilities sector grew by 8%, exceeding state growth (3%) and national growth (6%)
- Construction sector grew by 7%, matching state growth but below national growth (11%)



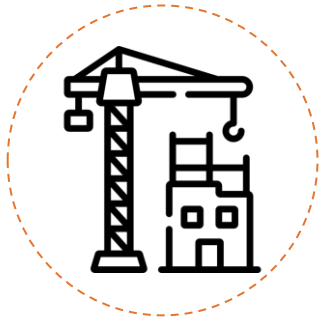
## Site development: Regional situation

- Administrative and support and waste management services saw significant decline (-18%) compared with state and national growth
- The region's cost of living index (96.4) is below the state average (102.3), potentially making it more attractive for industrial investment
- Mining, quarrying, and oil and gas extraction declined by 9% but remains one of the highest-paying sectors (\$111,094 per worker)



## Site development: 2018–23 projects

- **Site Development represents ~25% of all TRRC awards over this time period**
- 70 projects funded with over \$40 million in total funding
- Industrial site development: 15 projects
- Business park & shell buildings: 10 projects
- Transportation & roadway infrastructure: 7 projects
- Utility & water supply infrastructure: 6 projects
- Highest-funded project: AEP loan to relocate transmission line at Berry Hill (\$4.5M)



## Site development: Stakeholder input

- Complement existing site development and attraction efforts
- Focus on smaller sites not eligible for VEDP investment
- Challenges with TROF:
  - “The theory was to make the Tobacco Region more attractive. ... But it’s not clear that TROF was actually determinative.”
  - “When TROF became a loan, it lost its value and tracking is a burden for localities and less of an incentive to actually use it.”
  - “As an economic development tool, TROF is not as effective as it once was. Truthfully, it’s something I really cannot in earnest discuss with companies on the front end because, functionally, TROF amounts to a low-interest loan ... not something either the company or the locality can bank on as bringing the cost of a project down”



## Placemaking/tourism: Regional situation

- **Arts, entertainment, and recreation sector** showed remarkable 35% growth (2018-24), far exceeding state (18%) and national (9%) growth rates
- **Accommodation and food services** remained stable (0% growth) compared with state decline (-1%) and modest national growth (3%)
- **Retail trade** declined by 3%, similar to state trend (-4%) but worse than national trend (-1%)
- **Real estate and rental and leasing** grew by 5%, but below state (10%) and national (11%) growth rates
- The region's **population decline** of 2% (2018-23) impacts above sectors, and increases in visitation may foster small business sustainability and talent retention
- The growth in **65+ population segments** suggests potential for retirement-oriented tourism and community services





## Placemaking/tourism: 2018-23 projects

- **Tourism/Placemaking represents ~20% of all TRRC awards over this time period**
- 44 **tourism projects** funded with over \$8.7 million
- 31 **business development** (placemaking) projects totaling \$7 million
- Preference for funding **physical tourism assets** (\$6.3M) over **marketing** (\$2.4M)
- 21 additional projects for **outdoor recreation, marketing, and local food** with over \$13.5 million



## Placemaking/tourism: Stakeholder input

- **Past value perception:** Tourism 8.33% (Southern Virginia), 10.38% (Southwest Virginia); business district redevelopment 9.38% (Southern Virginia), 9.84% (Southwest Virginia). Total 17.71%, 20.22%
- **Future priority ranking:** Tourism 8.33% (Southern Virginia), 11.48% (Southwest Virginia); business district redevelopment 15.28% (Southern Virginia), 12.57% (Southwest Virginia). 23.61%, 24.05%
- Tourism and outdoor recreation centered around business district redevelopment mentioned as key regional strengths and opportunities for business development, talent retention, and improvements in resident quality of life



## Placemaking/tourism: **Impact areas**

- Building stronger communities/downtowns to benefit residents and visitors
- Increased regional capacity and coordination to leverage and stack complex projects
- Strategic tourism investment, especially in outdoor recreation
- Infrastructure beyond attractions (public-private partnerships, housing)
- Support beyond development to ensure sustainability

## Critical barrier to impact: Lack of post-project follow-up to understand outcomes and success factors

- Of the 380+ projects analyzed (2018-23), **only 45 projects have specific information related to actual outcomes/impacts** in grantee-provided reports.
- This **gap in outcome reporting and verification** makes it difficult to conduct an analysis of the portfolio's impact and effectiveness.
- Clearer success metrics will enable **more data-informed project assessment** and evaluation, including at application stage.
- Without systematic data collection and validation, the ability to evaluate return on investment and make data-driven decisions for future funding may be limited.



## **STRATEGIC IMPACT:** TRRC would identify a narrow and specific set of transformational goals.

- This would reframe the role of the Commission toward investing for strategic impact, rather than need or activity area.
- TRRC would build expertise and capacity of its own team to track and assess project effectiveness, through enhanced processes and clearer success measures.
- TRRC would also help applicants across the region assess and understand impact and evaluation and grow their capacity.



## TRRC as a **leader in economic revitalization** by helping the region become even more:

- **Economically competitive**
  - Better able to compete for firm locations and expansions
  - (Mostly through aligned infrastructure investments, rather than incentives)
- **Industry sector-strengthening**
  - Better able to support the growth of key industry sectors
  - (By requiring data-informed sector focus on all projects, esp. workforce)
- **Entrepreneurial**
  - Be a place that better helps businesses start and grow
  - (Through support for entities that help startups in select industry sectors)



TRRC as a leader in economic revitalization by helping the region become even more:

- **Talent-rich**
  - Better focus on growing skills and talents of people who are here
  - (By helping more people earn industry-related credentials or post-secondary degrees)
- **Talent-attracting and retaining**
  - Be a place where people want to live and locate
  - By developing or supporting game-changing initiatives to attract and retain people

# Reflection 2

1. What stands out related to Theme 2?

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2. What questions do you have?

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3. Any suggestions moving forward?

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The Tobacco Indemnification and Community Revitalization (TICR) Endowment was funded with proceeds from bonds sold by the Tobacco Settlement Financing Corp. (TSFC) in 2005 and 2007.

- The Commission's annual 50% share of the MSA payments are pledged to repay the bonds through FY2047.
- Statutory constraints limit the amount of annual corpus invasion to a maximum of 15% with three-fourths vote of the Commission.

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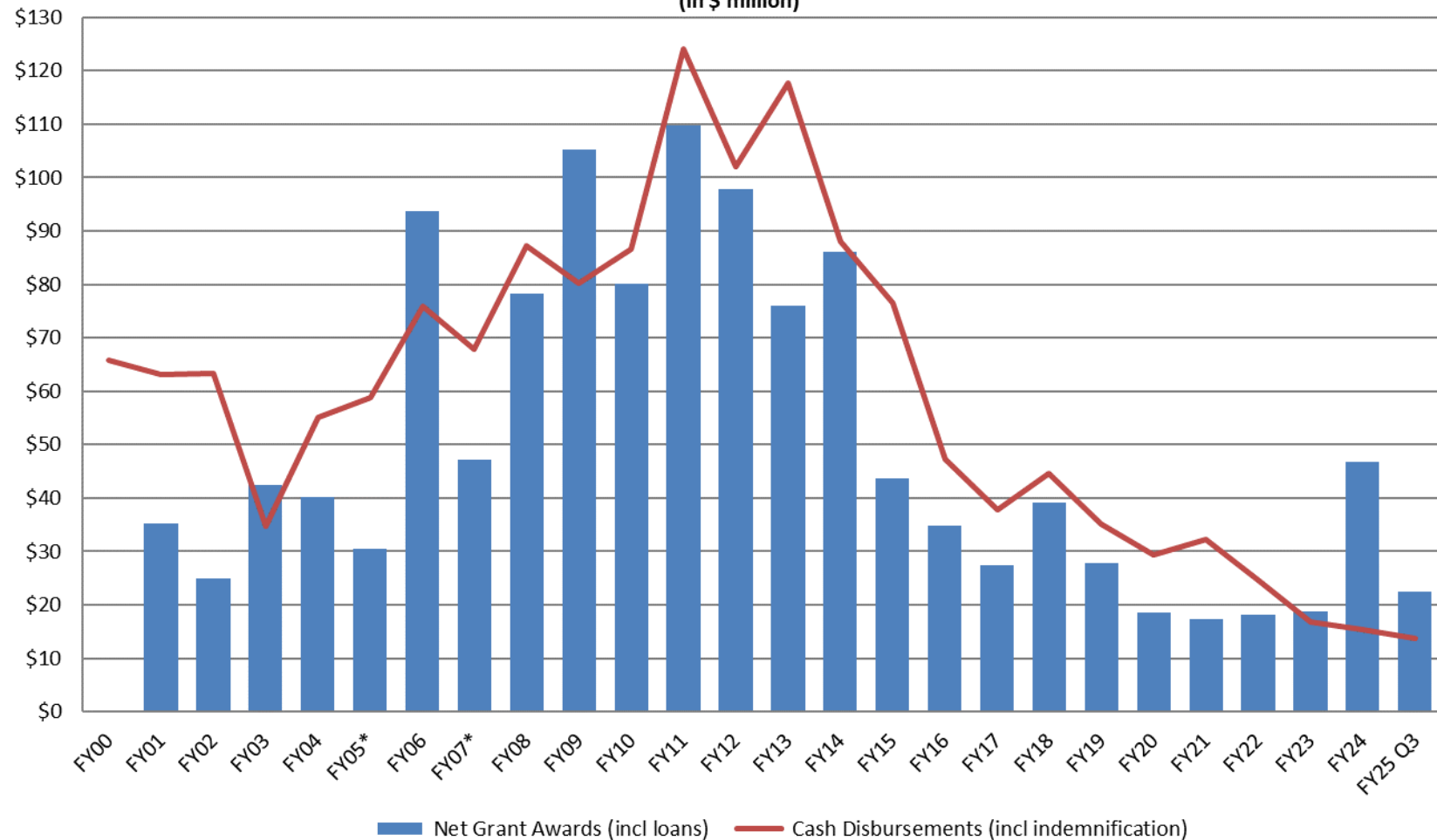
The Endowment has steadily declined from about \$1 billion to \$103.8 million corpus (roughly 10%) as of Feb. 28, 2025.

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# Selected findings

## THEME 3: Financial stewardship

**Net Grant Awards and Disbursements  
FY2000-2025**  
(in \$ million)



## Limited assets are available for regional investments (grant awards).

- The Commission's share of MSA payments is pledged to the bonds through FY2047 (and MSA payments have been trending below forecast in recent years).
- Interest earnings overall have averaged 1.7% within a wide range over the business cycle over the last 10 years.
- Restricted endowment funds are yield-restricted due to tax-exempt bond federal law.

## Limited assets constrain the available funds and strategic alternatives going forward.

- Annual budgets and funding sustainability will require careful, strategic management going forward.
- Judicious use of unobligated carryforward balance in the TICR Fund can also support annual budgets during the financial planning period.

## Four goals:

- **Sustain and preserve:** Maintain financial sustainability with annual budgets linked to long-term financial planning.
- **Steer strategically:** Adopt financial policies to strategically manage limited assets & focus on priority areas.
- **Focus and integrate to maximize impact:** Link strategic goals, financial policies, long-term financial plans, annual budgets, operations & program results closely together.
- **Grow capacity with new financial resources:** Attract & retain new financial resources with track record of proven results to augment capacity.

Budget annually based on Long-Term Financial Planning Model to maintain long-term sustainability of remaining funds

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Maintain the Commission's financial sustainability as a critical source of capital to the region it serves

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Overwhelming stakeholder feedback:  
Continued longevity of the Commission

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## Benefits of long-term financial planning

|   |   |  |  |
|---|---|--|--|
| Integrates forward-thinking into annual budgeting | Focuses resources on priority target areas to augment results               | Optimizes allocations to strategic target areas                              | Aligns long-term objectives with short-term goals                |
| Drives strategic decision-making                  | Promotes structured framework for project mgmt., goal setting & performance | Mitigates risks  | Streamlines communication and transparency with all stakeholders |
|   | Fosters adaptability to changing conditions                                 | Generates a competitive advantage and ability to capitalize on opportunities |  |

## Long-term financial planning assumptions

- Six options reviewed
  - Status Quo Base Case & 5 Alternative Financial Scenarios
- Assumptions for all options
  - 25-year financial planning period: FY2026–FY2050
  - No new assets or funding sources through FY2050
  - Use unobligated carryforward balance in the TICR Fund (\$128M estimate) for annual budgets in FY2026–FY2050 at varying patterns across the scenarios
  - Build back fund balance reserve as current obligated funds become de-obligated through adoption of financial policies and continued multi-year financial plans
  - Endowment estimated using book value in alignment with Virginia Treasury annual corpus calculations
  - Existing loan repayments continue as currently scheduled
  - 10-year historical average return on investments



# Selected findings

THEME 3:  
Financial  
stewardship

GOAL 1:  
Sustain  
and preserve

## Summary of financial planning

| Scenario  | Annual Budget Estimate  |                               |                       |                         | Unobligated Fund Balance Used | Endowment Estimate |          |
|---|---|-------------------------------|-----------------------|-------------------------|-------------------------------|--------------------|----------|
|   | FY2026-FY2050 Trend   | Median Estimate FY2026-FY2050 | Total Budget Estimate | FY2051 & Beyond         |                               | FY2025             | FY2050   |
| <b>0: Status Quo Base Case</b>  | \$25M in FY2026-FY2033, declining from \$22M in \$2034 to \$5M in FY2050                    | \$13.0M                       | \$377M                | Declining from \$4.8M   | FY2026-FY2033                 | \$103.8M           | \$5.3M   |
| <b>A: Interest Only-No Corpus Invasion-Even Budget</b>                  | \$12M-\$13M in FY2026-FY2050  | \$13.0M                       | \$319M                | \$7.0M annual potential | FY2026-FY2050                 | \$103.8M           | \$103.8M |
| <b>B: 7-year Sprint-Maximum Corpus Invasion</b>                         | \$36M median in FY2023-FY2032, declining from \$11M in FY2033 to \$4M in FY2050             | \$6.0M                        | \$355M                | Declining from \$3.8M   | FY2026-FY2032                 | \$103.8M           | \$1.5M   |
| <b>C: Even Budget-Maximum Corpus Invasion</b>                           | \$13M-\$15M in FY2026-FY2050  | \$14.5M                       | \$361M                | Declining from \$4.0M   | FY2033-FY2050                 | \$103.8M           | \$2.3M   |
| <b>D: \$90M Project Upfront-Maximum Corpus Invasion</b>                 | \$22M median in FY2026-FY2027, \$108M in FY2028, declining from \$15M to \$5M FY2029-FY2050 | \$6.7M                        | \$321M                | Declining from \$2.0M   | FY2025 & FY2035-FY2050        | \$103.8M           | \$1.5M   |
| <b>E: New \$5M Annual Loans (FY2026-FY2042)-Maximum Corpus Invasion</b> | \$20M in FY2026, declining to \$14M in FY2050   | \$14.5M                       | \$374 M               | Declining from \$9.3M   | FY2028-FY2050                 | \$103.8M           | \$1.5M   |

## Scenario A sustains & preserves for long-term viability

- \$13 million annual budget estimate FY2026-FY2050 (even budget)
- Interest earnings only used for annual budgets
- No corpus invasion of the endowment
- Judiciously stretches out use of unobligated carryforward balances over the 25-year period
- Preserves endowment at current \$103.8M for long-term viability
- Takes advantage of current higher interest rates
- Preserves the Commission's ability to function beyond the 25-year planning period
  - \$7 million annual budget estimate in FY2051 & beyond
- Maintains financial sustainability for the long-term
- Provides sustainable platform to grow annual budgets with new financial resources (Goal 4)

## Adopt financial policies to advance financial sustainability & goal attainment

|  |   |  |   |
|--|---|--|---|
| <b>Fund balance reserves</b><br>Resources held in reserve & conditions for use & replenishment         | <b>Long-term Financial Planning</b><br>Commitment to long-term approach to financial health | <b>Endowment</b><br>Stewardship principles, spending guidelines & risk management                    | <b>Annual budget &amp; structural balance</b><br>Principles for budgetary decision-making & structural balance  |
| <b>New financial resources</b><br>Types & processes for developing & receiving new financial resources | <b>Grants administration</b><br>Administration & grants process                             | <b>Economic development</b><br>Commission's role & use of incentives to encourage private investment | <b>Other financial policy categories as appropriate</b><br>Fine-tune as needed with annual report card & review |

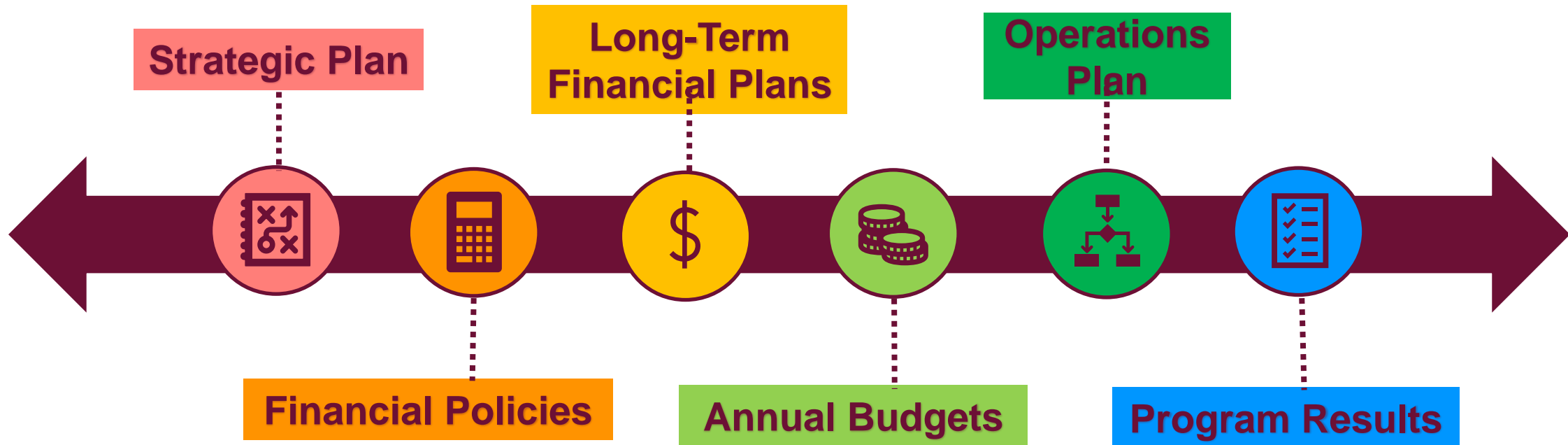
Source: Government Finance Officers Association (GFOA) Best Practices; National Council of Nonprofits; CommonFund

## Benefits of financial policies



Source: Government Finance Officers Association (GFOA) Best Practices

## *Integrated Systems = Strength & Flexibility*



*Promotes Heightened Focus, Impactful Choices Among Priorities & Augmented Results*

## Attract & Retain New Financial Resources with a Track Record of Proven Results

- **Expand development capabilities, performance metric systems & results verification** as outlined in Themes 1 & 2

## Grow Annual Budgets with New Financial Resources

- **Build on top** of the Sustain & Preserve estimated \$13 million annual base budget FY2026-FY2050.
- **Layer new financial resources onto the base budget** as they are received.
- **Continually update long-term financial plan to preserve fixed assets and structurally balance recurring and non-recurring revenues and expenditures.**

# Reflection 3

1. What stands out related to Theme 3?

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2. What questions do you have?

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3. Any suggestions moving forward?

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# Next steps

- Prepare technical report with our data (supplement to Strategic Plan)
- DRAFT of Strategic Plan for May 21 meeting of full Commission
- Revise/refine plan based on feedback
- Plan substantively completed in June 2025 — with summer work as needed



Thank  
you!



**CENTER FOR ECONOMIC AND  
COMMUNITY ENGAGEMENT**  
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