



TIMMONS GROUP

Local Workshop: Tools & Materials for Building Communities

Virginia Municipal League

Small Towns Conference

May 13, 2026



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Learning Objective

Become better equipped to build up your town through:

Collaboration

Zoning & Land Use

Revitalization

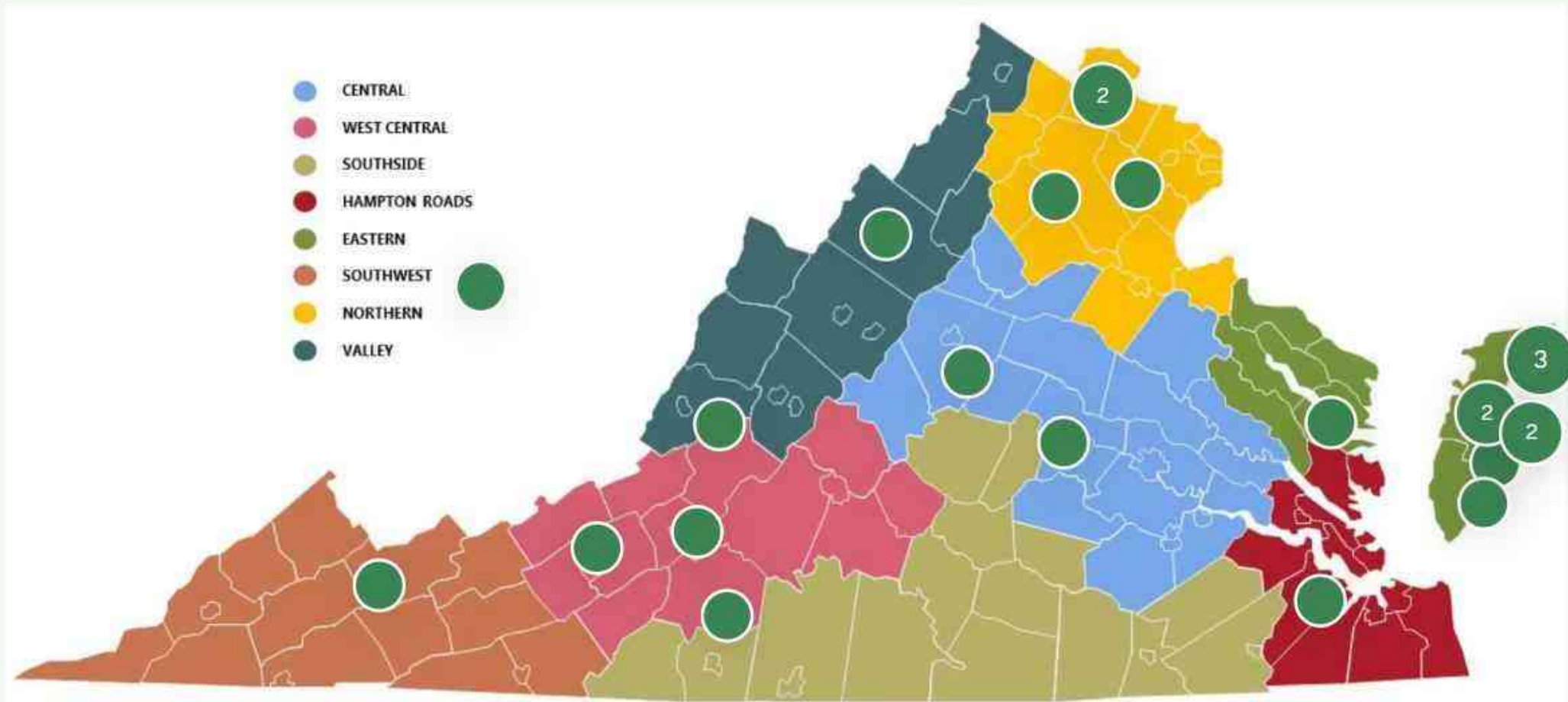
Economic Development

Grant Funding

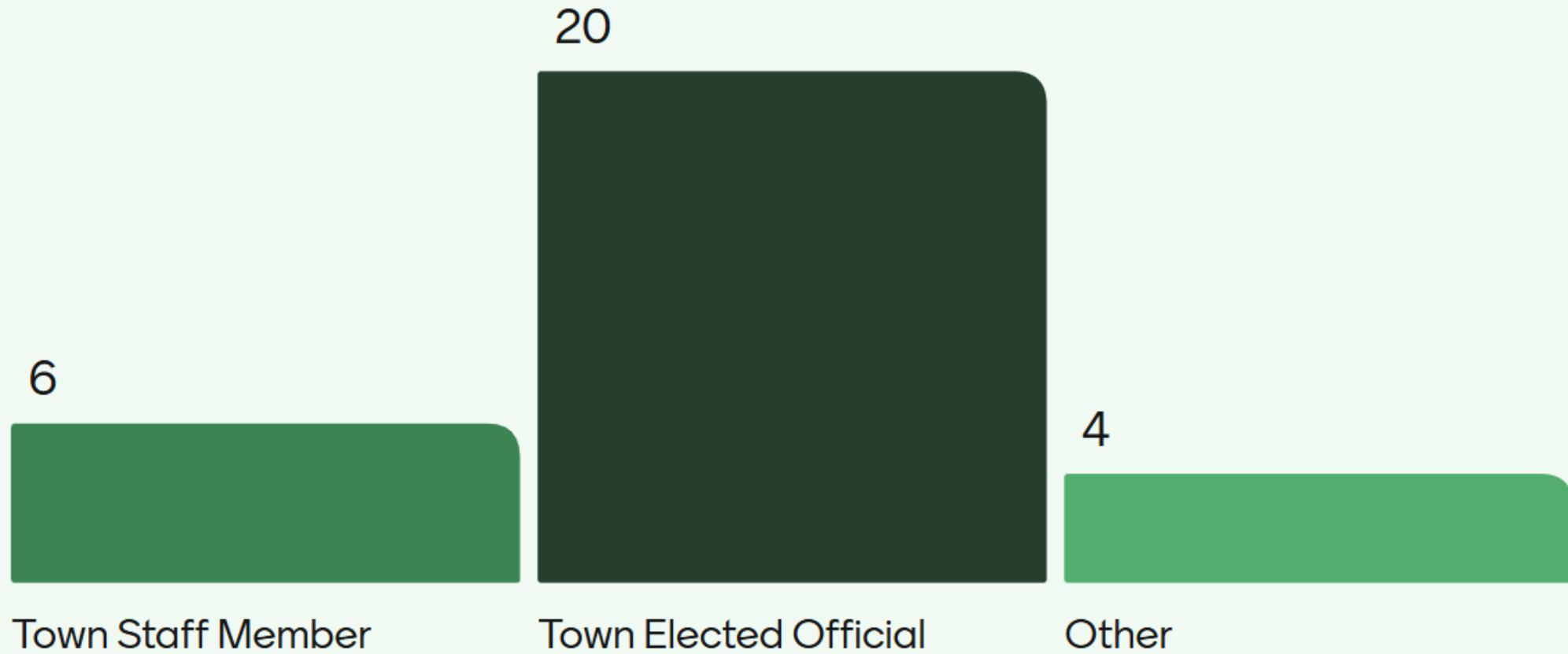
Go to Menti.com

Enter Code: 1272 7533

Mark the Virginia region in which you are located



How would you describe yourself?



What is your professional background?

Town Manager

Contractor

CAD Draftsman

Military Linguist / Cybersecurity Professional

Small business owner

Retired Military and Federal Government

Real Estate and Sales

Public administration

Council

Assistant Town Manager

Navy corpsman

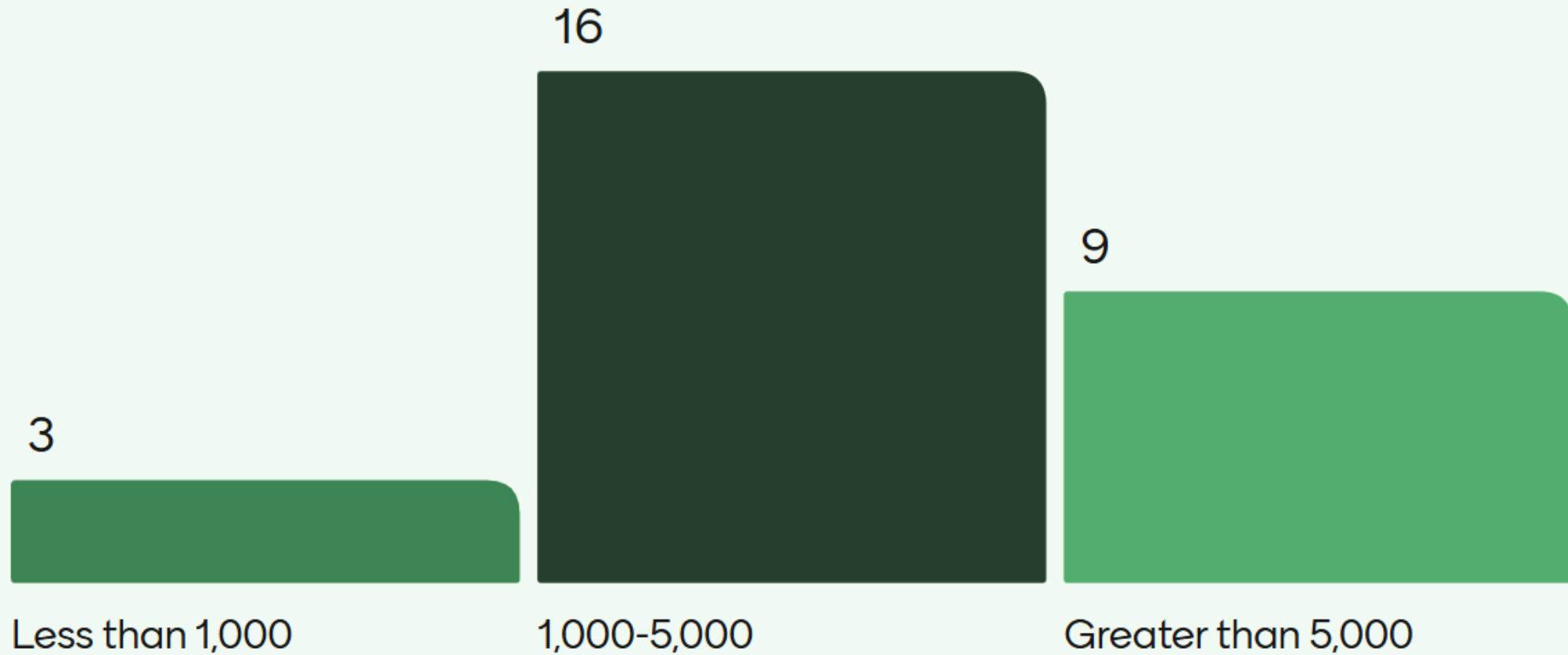
General Dentist

Pharmacist

Transportation Planner

Contractor

What is the population of your town?



What word would you use to describe your town?

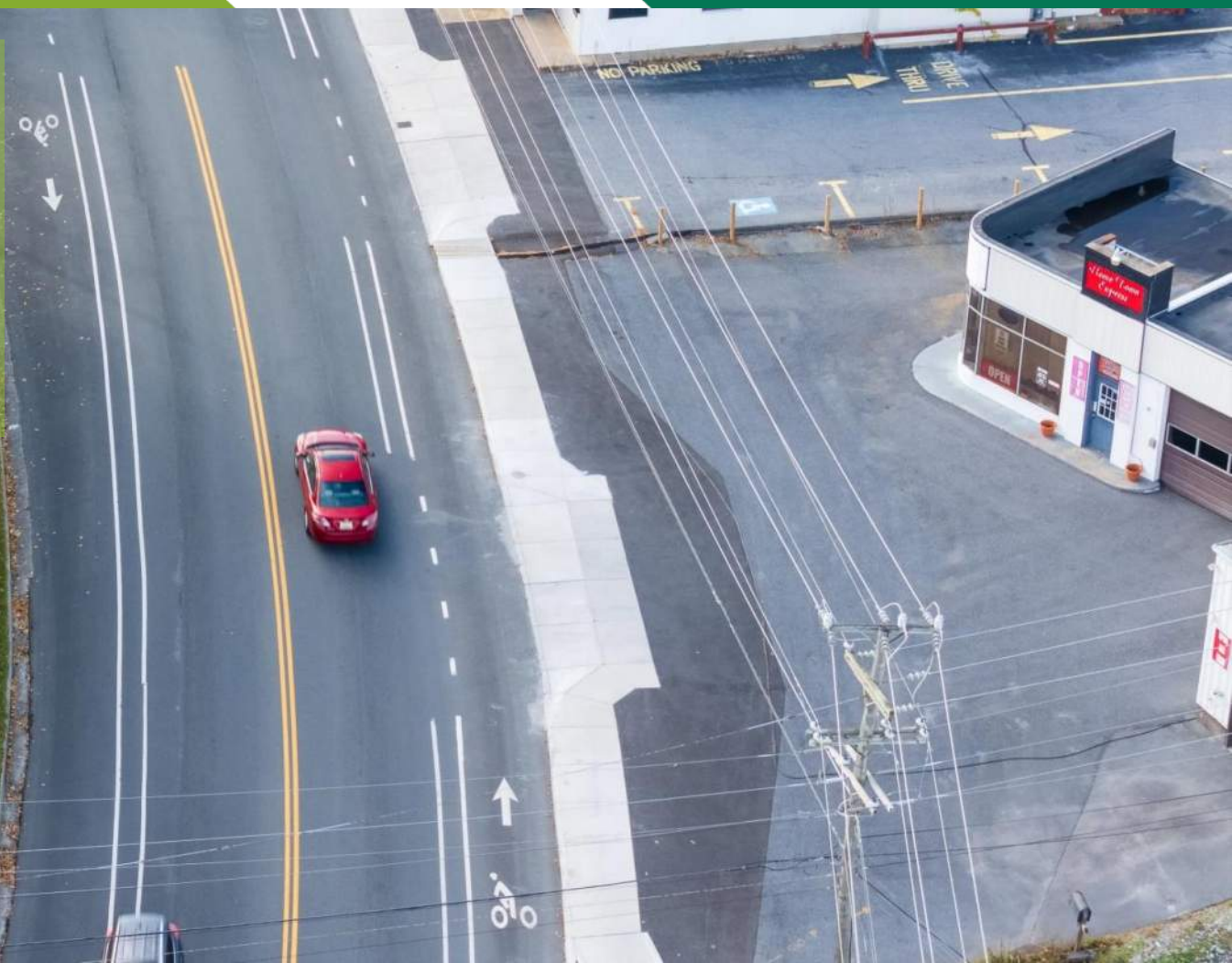


Activity 1

What Are You Dealing With?

Stand up if the prompt applies to you

Helpful Hints for Working with VDOT on Local Projects



Thomas Ruff, PE, PTOE, AICP
Principal – Transportation

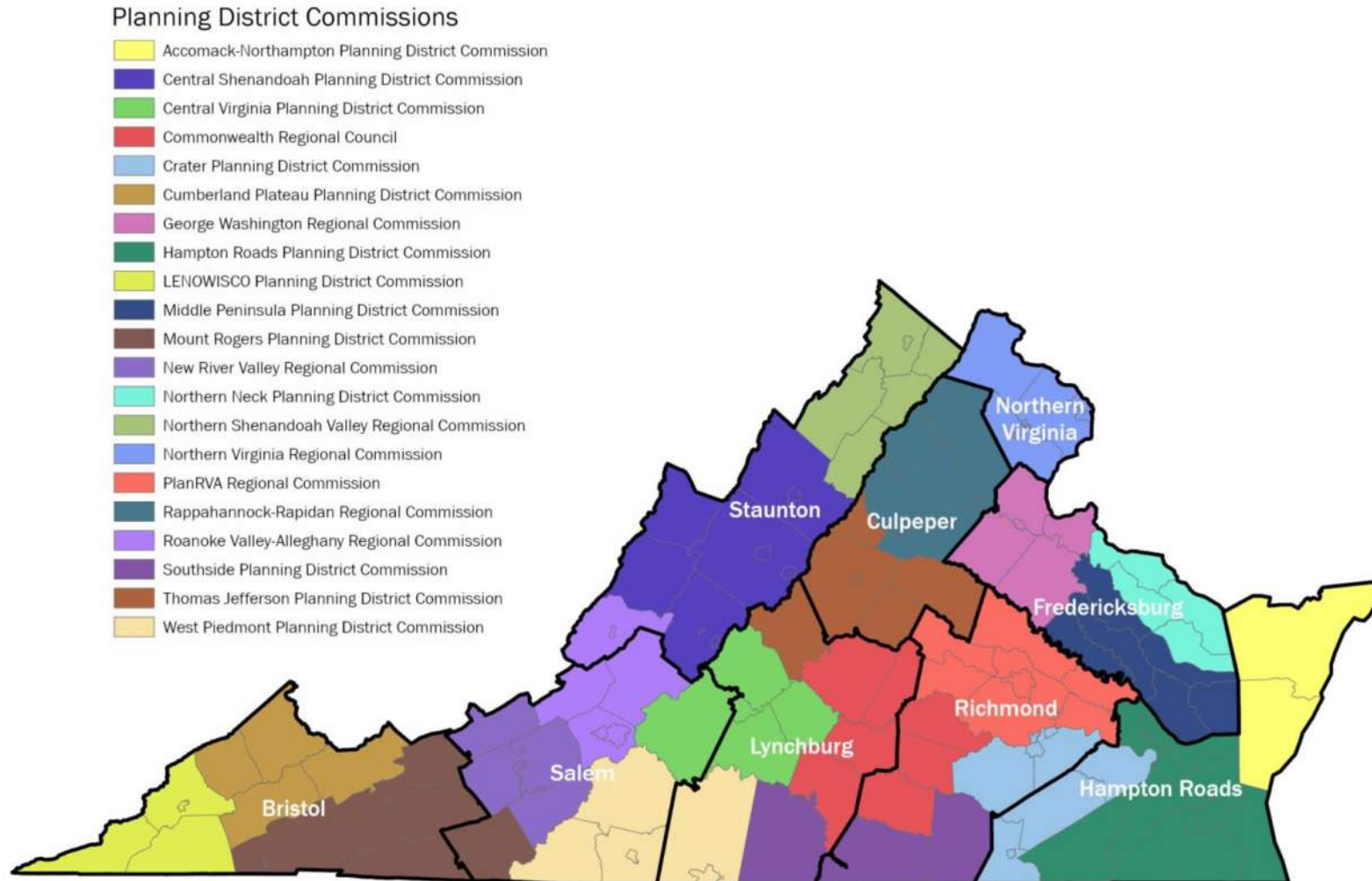


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ENGINEERING | DESIGN | TECHNOLOGY



**70 MPH feels very different
depending on who's driving**

Map of PDC vs VDOT Districts



(Non) Unique Locality Challenges

- » Extremely Engaged Citizens
 - Citizens expect things done quickly
- » Limited Funds Available
- » Limited Staff Resources
 - Can be drained due to involvement in various other needs



Project Types & Funding Programs

Federal Programs

- Transportation Alternatives Program (TAP) (formerly Enhancement Program)
- Safe Routes to School (SRTS)
- Safe Streets & Roads For All (SS4A)
- Highway Safety Improvement Program (HSIP)
- Congestion Mitigation & Air Quality (CMAQ)
- Regional Safety Transportation Program (RSTP)
- Federal Bridge Funds
- RAISE/BUILD/TIGER Grants (USDOT/HUD)

State Programs

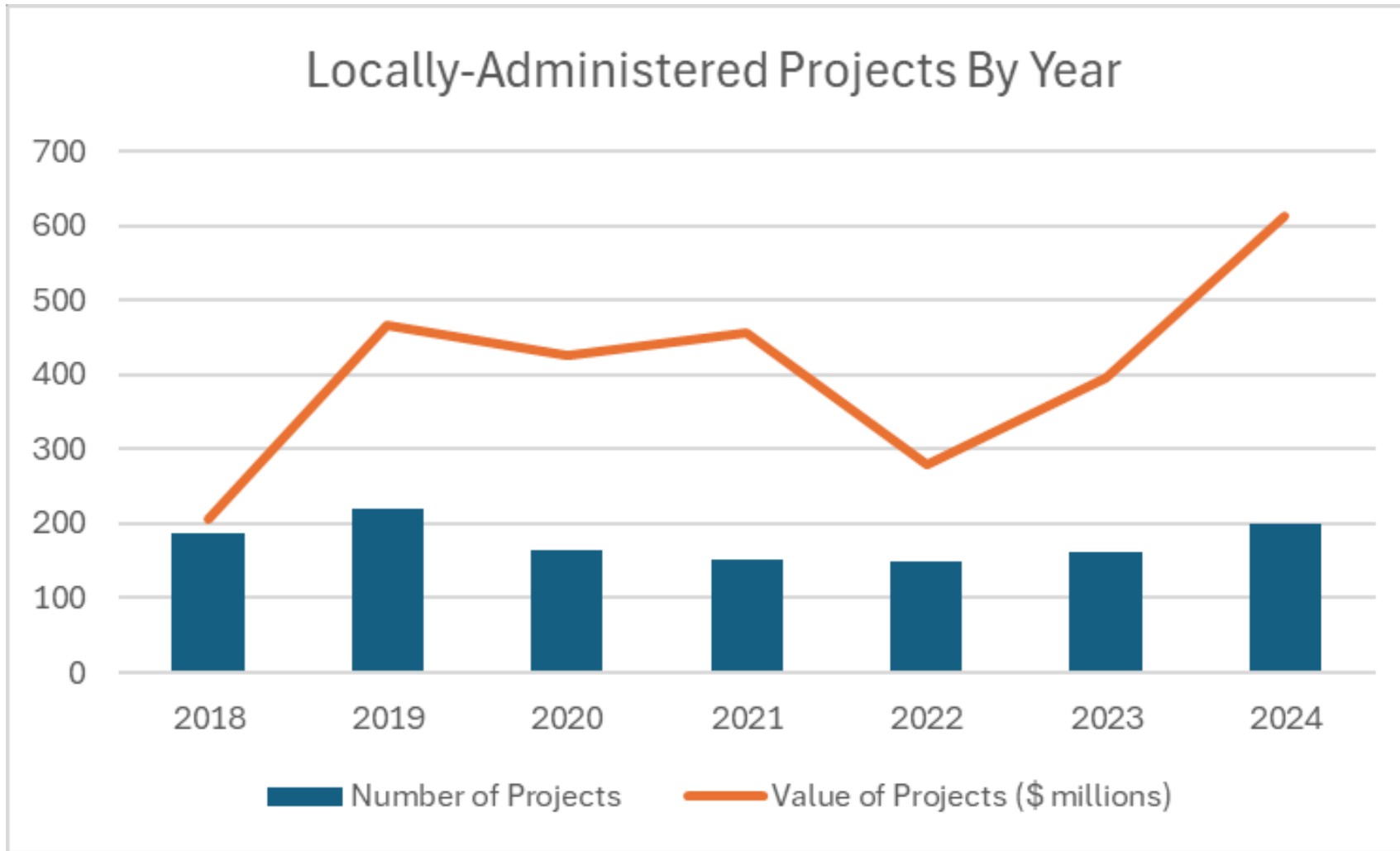
- Revenue Sharing
- State of Good Repair Funding (bridges/pavements)
- Urban Maintenance Program
- Access Program (Economic Development, Airports, Recreational Access)



**SMART
SCALE**

*Funding the Right
Transportation Projects
in Virginia*

Locally-Administered Projects



Locally-Administered vs. VDOT-Administered

- Projects must be included in the SYIP
- Locality must have a full-time employee who has completed the LAP Qualification Program
- 8 to 10 hours of on-line training modules plus 1-day, in-person instructor-led training session and exam
- Request to Administer process
- Title VI Certification
- Locality Sustained Performance Program (LSPP)



VDOT | VALTAP

**Locally Administered Projects
Qualification Program**

How Not to Perform a LAP Project

- » No dedicated staff
- » No direct conversations with property owners
- » No locality champion
- » Not understanding the scope/goal
- » Assuming VDOT is the enemy!

Consistency is Key

- Once you have identified a project for funding, select the locally-responsible person
- Dedicated staff for the life of a project is a top measure of success for delivering a project
- Don't skip steps (design, environmental, utility coordination, railroad coordination, right-of-way)



Overcommunication is a Good Thing

- Get to know your VDOT District and Residency staff!
- Not just Locality to VDOT – but all partners – and create clearly defined roles
- Document everything and be prepared for an audit



Knowing When to Escalate

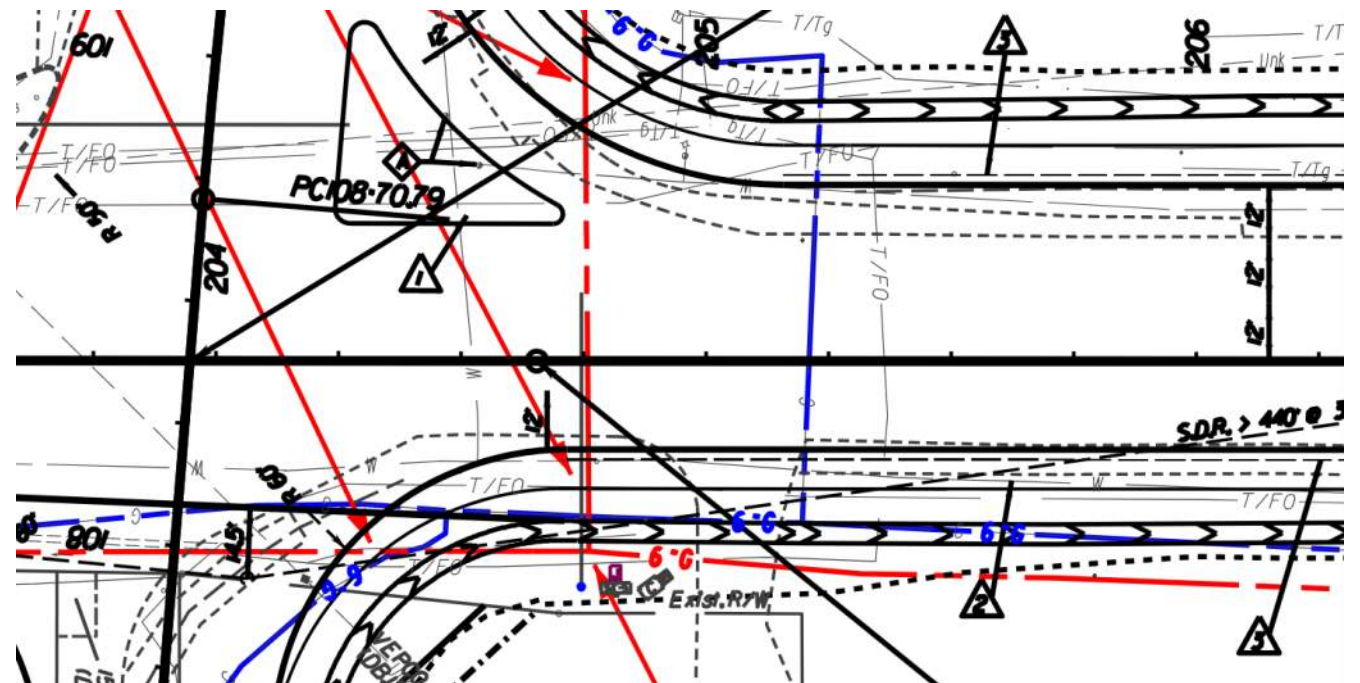
- Many LAP delays are not technical – they are on process
- Escalation is a tool – not a shortcut
 - Used sparingly and intelligently, it protects funding, schedule, & local control
 - Used casually, it erodes trust and slows delivery
- Good ideas can require lots of coordination up the chain





Construction Will Find a Way to Test You

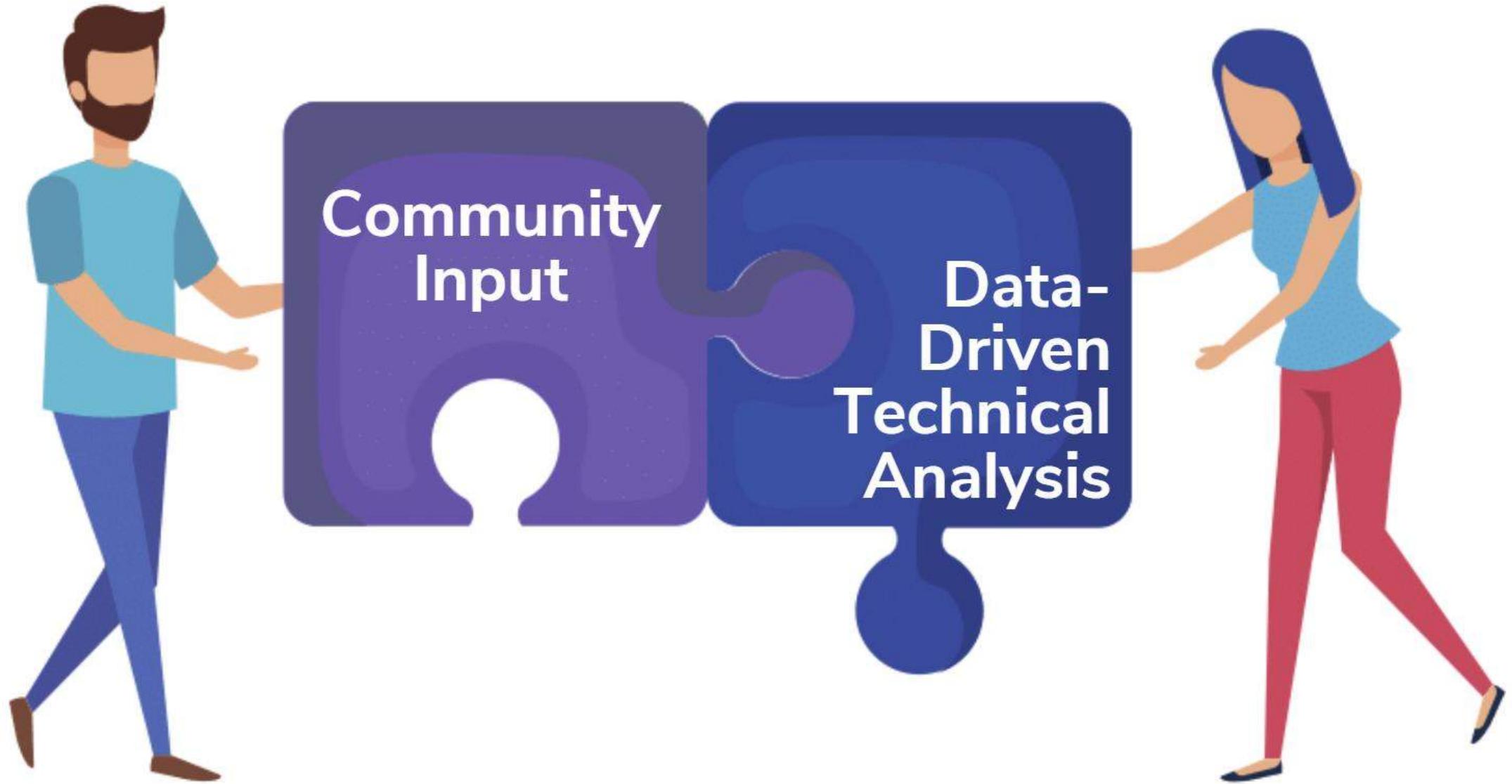
- » Utility and pavement upgrades – if changed after your survey or field visit was completed, it will impact the project.





Community Engagement Discussion

Thomas Ruff, PE, PTOE, AICP
Principal – Transportation



Community Engagement Strategies

Webinars

Online Survey

Telephone Town Hall Meetings

Focus Groups

Text Messages

Website

Video Shorts

Site Specific Pop-Ups

Facebook Live

~~Auditorium Public Meetings~~

Different Approaches Reach Different Audiences

Online engagement	Middle-aged, white, affluent
Citywide events	All demographics, typically more affluent
Community events	Specific populations

- » National Night Out
- » High school senior cookout
- » Field day at public housing
- » Pop-up tent at local grocery markets
- » Civic Commons community engagement card deck
(civiccommons.us)



Create Guiding Principles

**WALK THE WALK, NOT
JUST TALK THE TALK**

**PUT YOUR MONEY
WHERE YOUR MOUTH IS**

**LISTEN MORE
THAN YOU TALK**

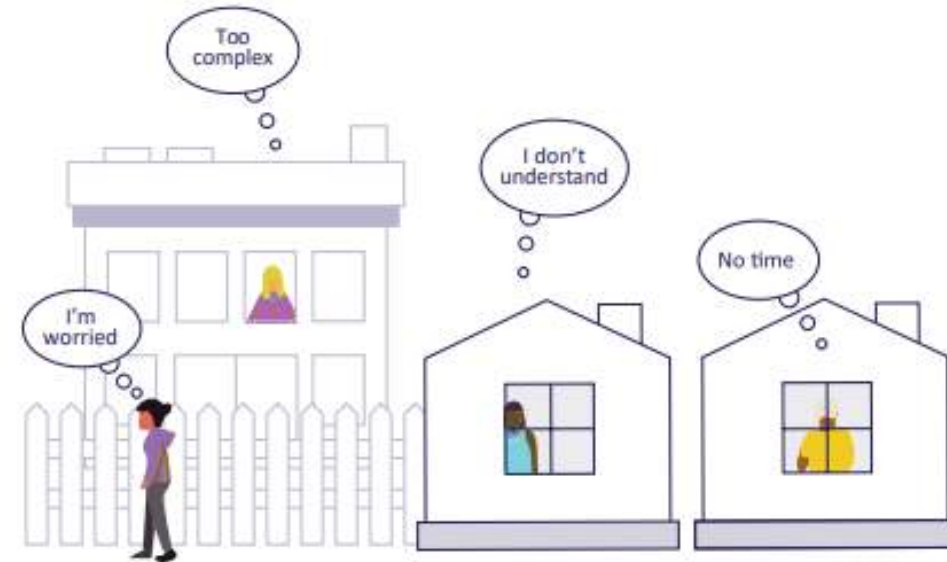


Sound Familiar?

- » Staff talks for 30 minutes – public speaks for 5
- » Same 5 people at the microphone every time
- » Turnout typically equals staff attendance
- » People come to discuss frustrations – not solutions

Challenge – The “Community” Shows Up

- » Go to the places where the people you want to engage are most comfortable – don't expect them to come to you
- » Picking location and styles of engagement for convenience of organizers and practitioners – not the people you want to engage
- » Do the same people show up at every meeting with many other voices unheard?



Solution – Go Where the People Are

- » Reach a diverse range of people by going where people congregate
 - Grocery stores, porches, recreation areas, coffee shops, or existing local gatherings
- » Ask the people you want to connect with where and when they want to meet that is most convenient to them
- » Feed the people!



Door Hangers & Postcards



RICHMOND CONNECTS
LIGHTERQUICKERCHEAPER

We heard you! Safety improvements coming soon!

The Lighter Quicker Cheaper (LQC) program will be providing temporary safety solutions along Midlothian Turnpike from E 37th Street to Richmond High School for the Arts.

Example Safety Improvements:

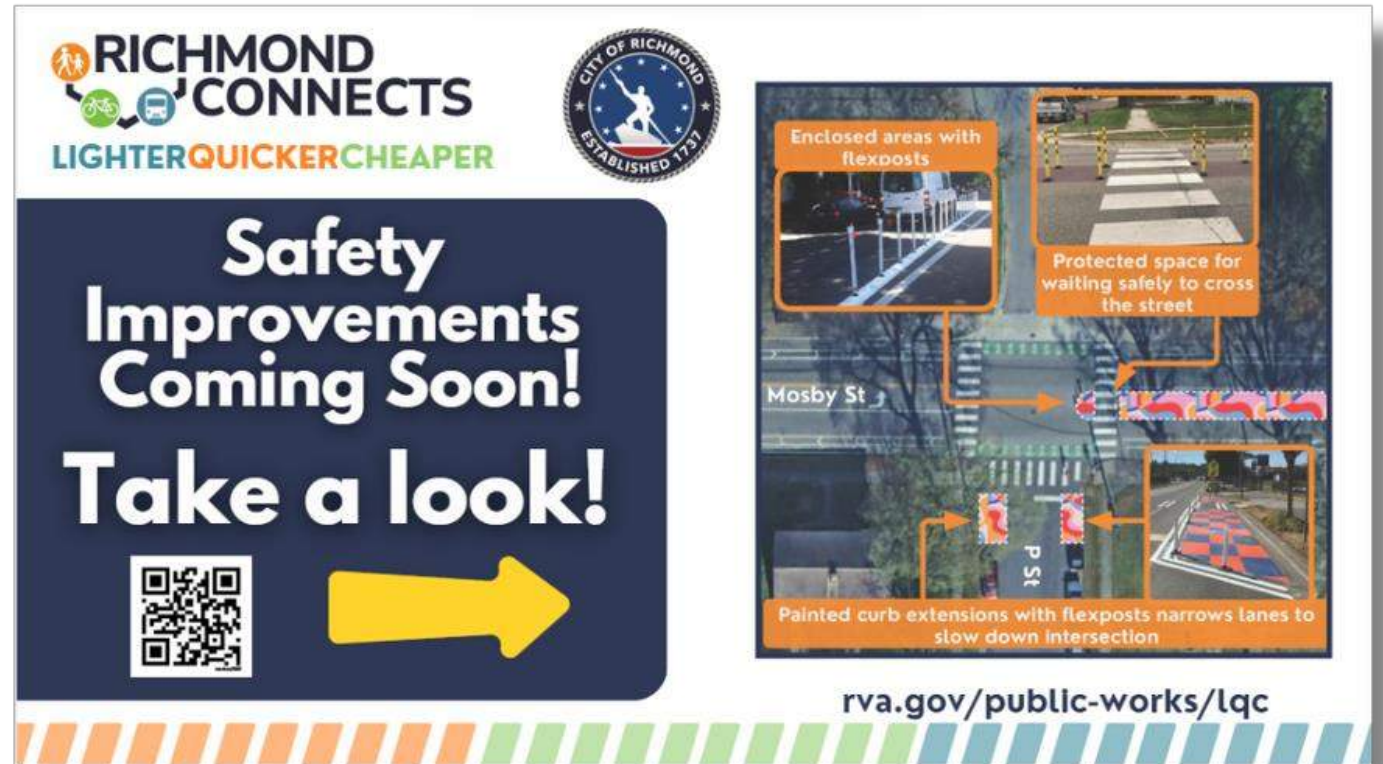
- Pedestrian refuge island to help students cross the street more safely
- Lane reconfigurations
- Curb extension with flexposts
- Painted curb extension (design TBD) with flexposts

Richmond High School for the Arts

Midlothian Tpke

Questions or concerns? You can reach out to connects@rva.gov or 804-646-3533.

Visit rva.gov/public-works/lqc for more information or scan the QR code!



RICHMOND CONNECTS
LIGHTERQUICKERCHEAPER

CITY OF RICHMOND
ESTABLISHED 1731

Safety Improvements Coming Soon! Take a look!

Enclosed areas with flexposts

Protected space for waiting safely to cross the street

Mosby St

Painted curb extensions with flexposts narrows lanes to slow down intersection

rva.gov/public-works/lqc

Focus on Empathy BEFORE Advocacy

- » Approach community engagement with openness and a willingness to learn, versus asserting power and authority
- » Focus on demystifying concepts. To reach people of all ages, communicate and plan activities for different interests and abilities
- » Check your ego at the door!



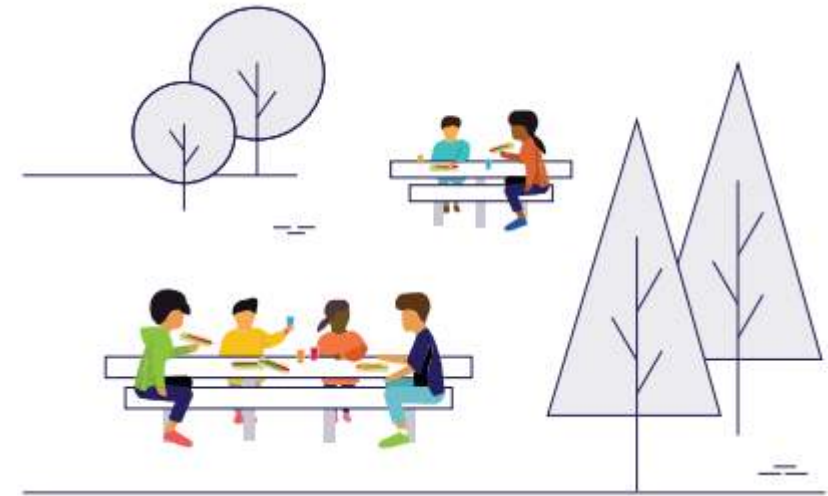
Finding the Moment of Harmony

- » No community is homogeneous, therefore perfect consensus should never be the goal
- » Focus on building relationships, trust, and accountability over “winning”

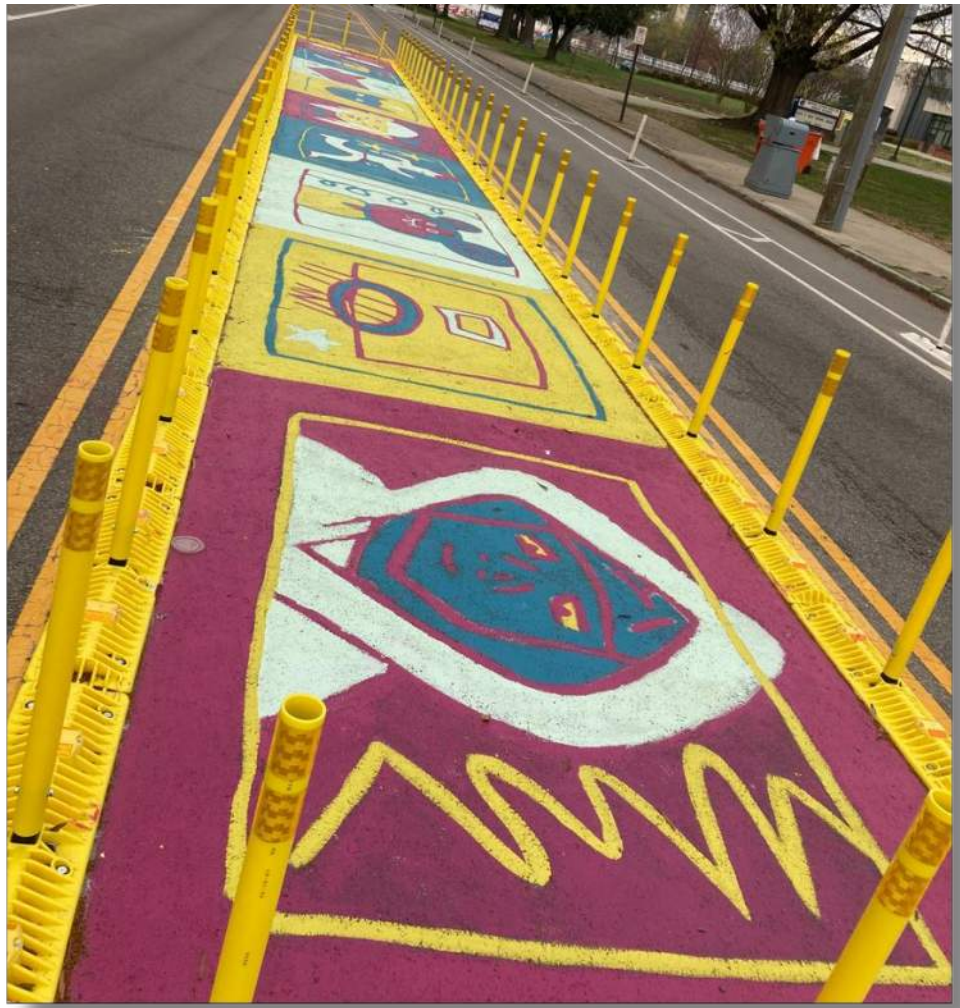
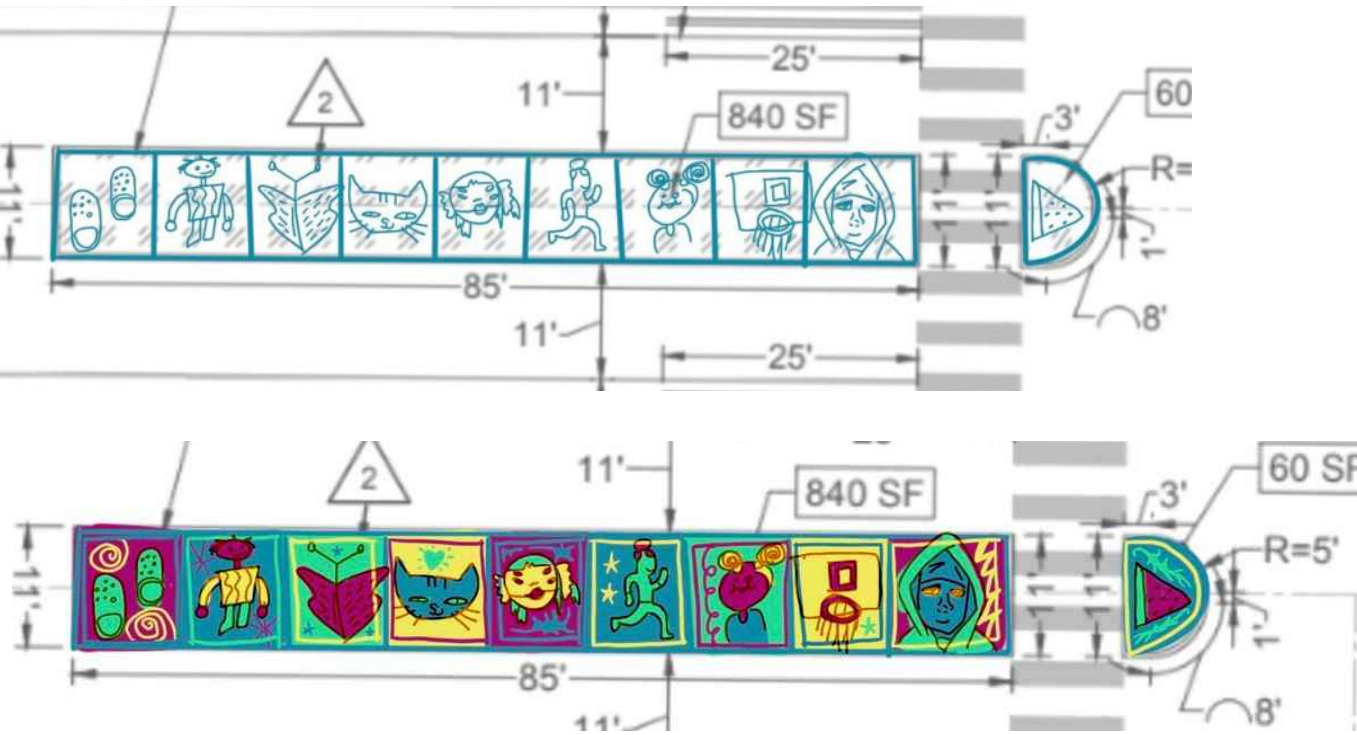


Tension can Reveal a Better Solution

- » Skepticism, disagreement and negative experiences may contribute to misgivings about a project or process but can also reveal new and better approaches to the work
- » People who feel listened to are more willing to compromise and embrace a plan that meets their needs, even if they don't get every want

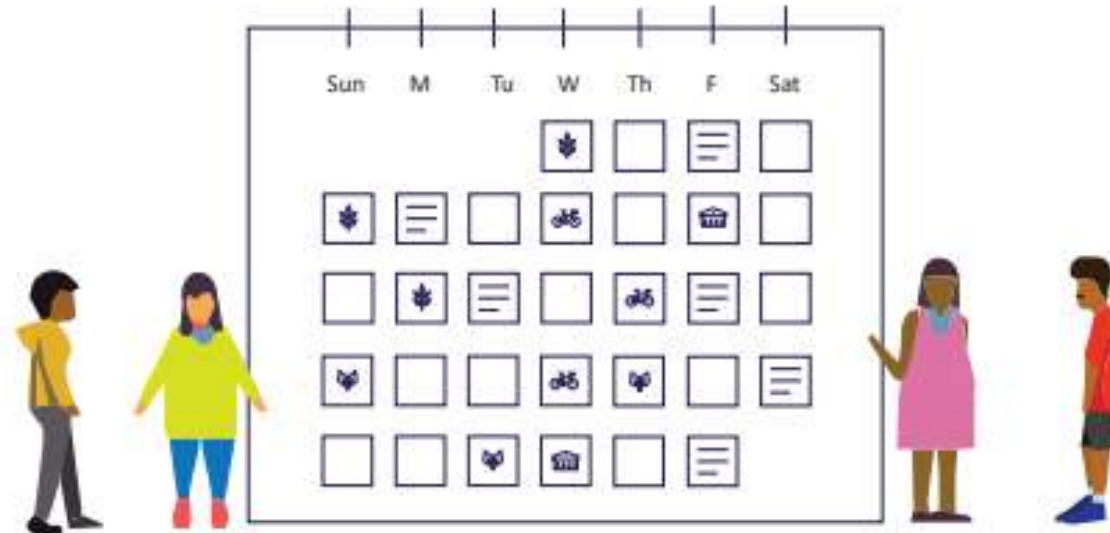


Art Installations



Show Up Consistently

- » Planning takes a long time.
- » Funding takes a long time.
- » Implementation takes a long time



What is Working for You?



Towns & Communities: Utilizing Planning District Commissions

Sandy C. Taylor

Director of Administration

Accomack-Northampton Planning District Commission

staylor@esvaplan.org | 757.787.2936 x117

Understanding PDCs

- » PDCs serve as vital hubs for regional cooperation, providing towns and communities with the specialized resources and collective bargaining power they might lack individually
- » Political Subdivisions established under the Regional Cooperation Act in 1968
 - 21 PDCs in Virginia
 - Bridge the gap of local needs with regional, federal and state opportunities.

Access to Technical Expertise

- » Grant Writing & Management:

PDCS are instrumental in identifying, applying for, and administering state and federal grants for housing, infrastructure, and community development.

- » GIS & Mapping:

They offer high-level data analysis and geographic information system (GIS) services that help localities plan for future growth and zoning.

- » Transportation Planning:

They coordinate with VDOT on highway projects, transit and airport planning.

- » Legislative Liaison:

Serving as a unified voice to state agencies and the General Assembly.

Economies of Scale

By grouping together, communities can achieve “regional efficiencies” that lower costs for essential services.

- Joint Procurement –
Regional purchases for public safety equipment and utilities.
- Shared Infrastructure –
Spearhead regional projects that no single town could afford alone such as broadband networks or regional water and solid waste facilities.

A seat at the table

- PDCs act as a unified voice for their member jurisdictions when dealing with state and federal agencies.

Liaison Services – serve as primary contact for state agencies, ensuring that local needs are represented in state-wide strategic plans.

Disaster Resilience – often lead regional emergency management and hazard mitigation planning, which is critical for securing FEMA funding after natural disasters.



Saxis, Virginia

Strategic problem solving

- » PDCs provide a neutral forum for local elected officials to deliberate on:
 - Environmental Management – managing shared watersheds, coastal protection and groundwater committees.
 - Economic Development – Diversifying the regional economy through initiatives like GO Virginia.
 - Housing – Coordinating affordable housing programs and regional housing authorities.

Why your community should engage

- » Small towns gain access to specialized experts – planners, grant writers at a fraction of the cost of hiring full-time staff.
- » PDCs provide a non-partisan platform for neighboring localities to resolve conflicts regarding land use, utilities, and infrastructure boundaries.
- » Leverage state funding and establish partnerships to deliver large-scale regional infrastructure that single localities cannot fund alone.



Tangier Island, Virginia

Value of PDCs

- » Regional PDCs secure tens of millions in federal and state funding every year that would otherwise go uncaptured by smaller towns due to administrative complexity.
- » Fully Grant Lifecycle – from application to final audit



Contact Your Regional Office

- » Visit your Planning District Commission website to download your region's Strategic Plan and find upcoming meeting dates.

Break 1

The Wonderful World of Zoning

Matthew Ebinger, AICP CZA

Senior Planner

Sources

- VA Code Chapter 22
- Zoning Law for the Virginia Zoning Official: Zoning Officials Certification Test Preparation Program
- 18 Years of Lived Experience

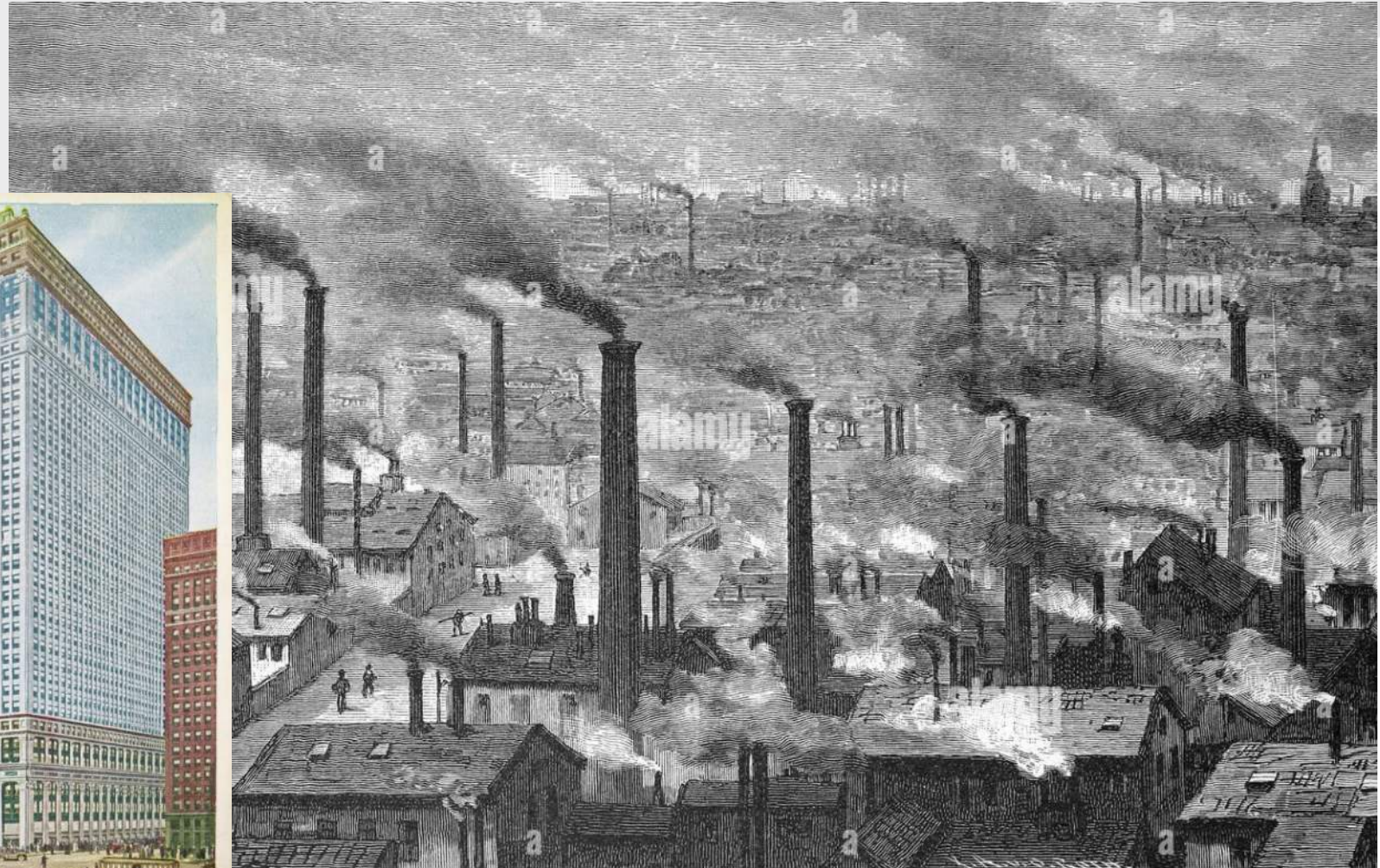
Zoning

- » Code of Virginia: The process of classifying land within a locality into areas and districts, such areas and districts being generally referred to as "zones," by legislative action and the prescribing and application in each area and district of regulations concerning building and structure designs, building and structure placement and uses to which land, buildings and structures within such designated areas and districts may be put.
- » Optional (but don't go home and repeal it)

How'd we end up with zoning?

» History of Zoning

- Equitable Building (1915), incompatible uses
- New York City Zoning Resolution (1916)



Purpose of Zoning

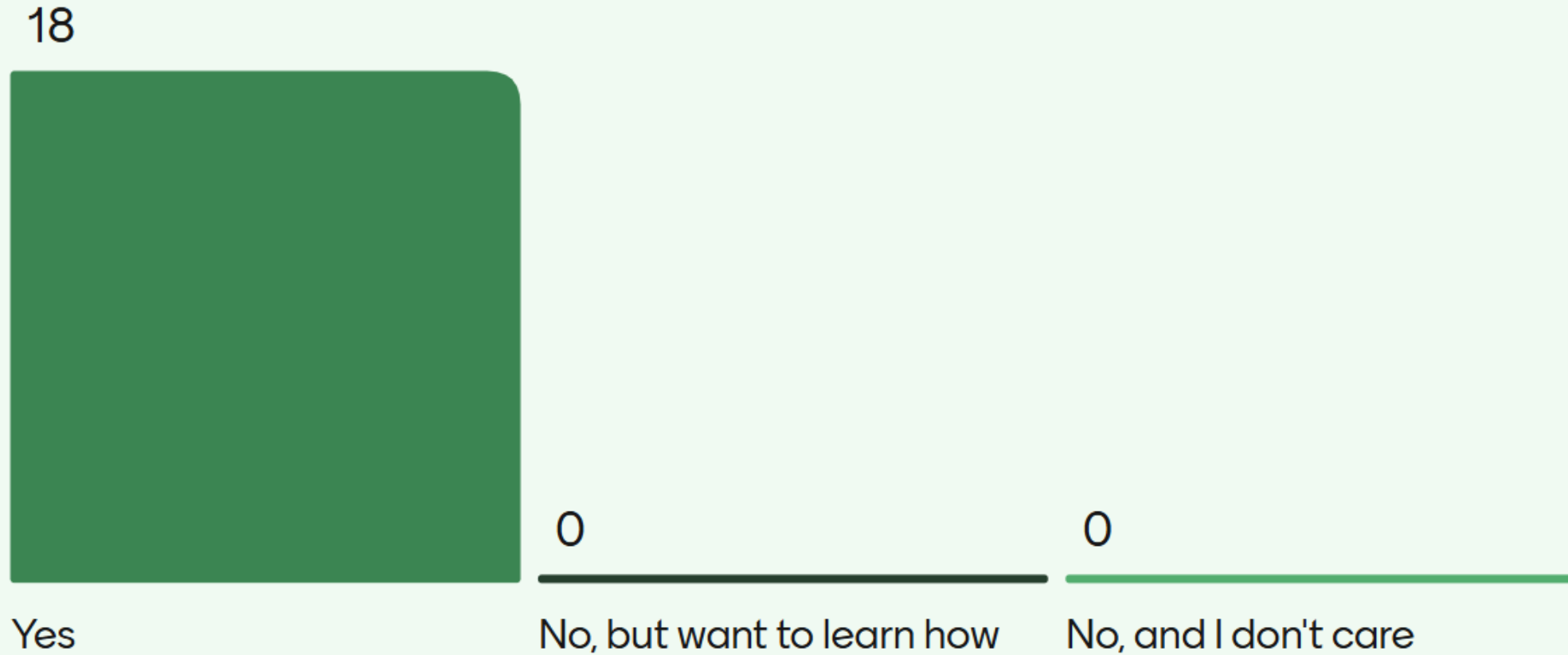
» VA Code § 15.2-2283

- Reduce or prevent congestion in transportation
- Facilitate creating a convenient, attractive, and harmonious community
- Protect historic areas
- Encourage economic development
- Protect against overcrowding of land
- Provide for preserving agricultural and forestal lands and other significant lands

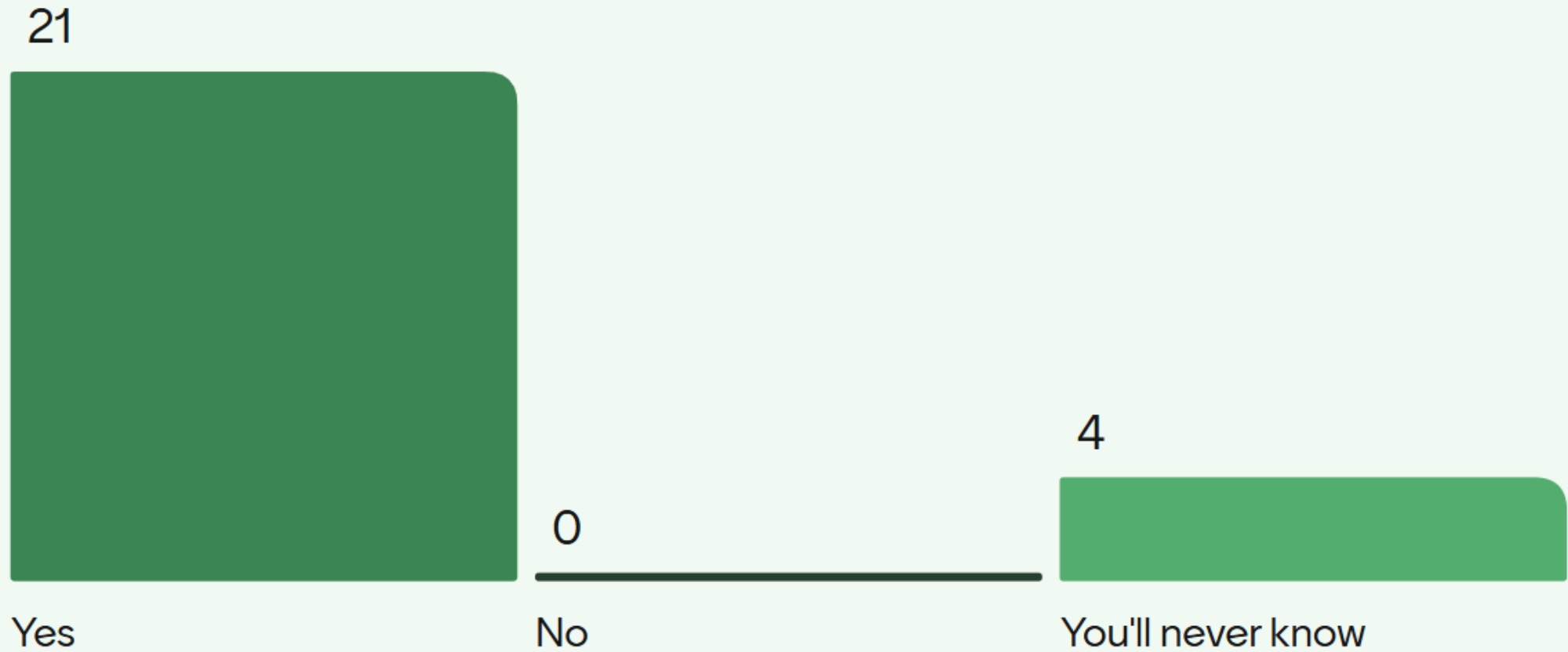
Zoning Things

- » Zoning Districts (by-right zoning, zoning map)
 - Residential, Commercial, Industrial, Mixed Use, etc.
- » Rezoning
- » Conditional Rezoning (proffers)
- » Special Use Permits/Conditional Use Permits
- » Land Use?

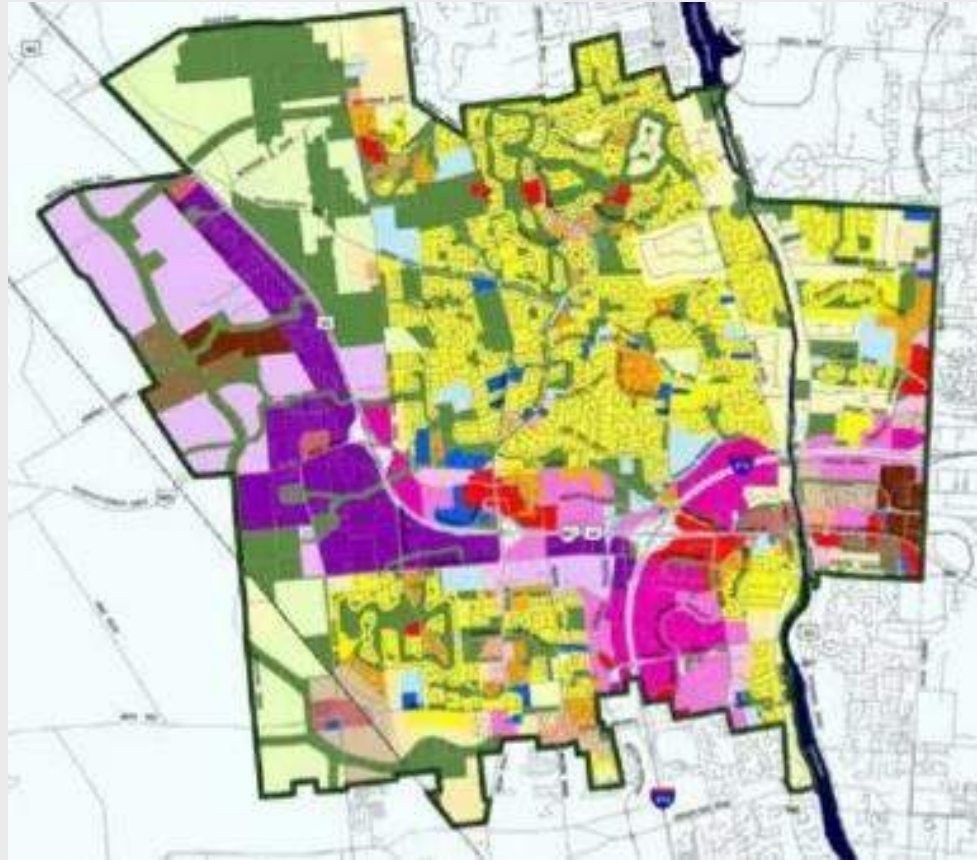
I can find my locality's zoning ordinance



I have read through my locality's zoning ordinance



Zoning vs. Current Land Use Vs. Future Land Use



The Decisionmakers

- » **Town Council**
- » **Planning Commission**
- » Architectural Review Board
- » Board of Zoning Appeals
- » Zoning Administrator
- » Site Plan and Subdivision Agent

Planning Commission (VA Code § 15.2-2210)

- » Every locality shall by resolution or ordinance create a local planning commission



Planning Commission (VA Code § 15.2-2212)

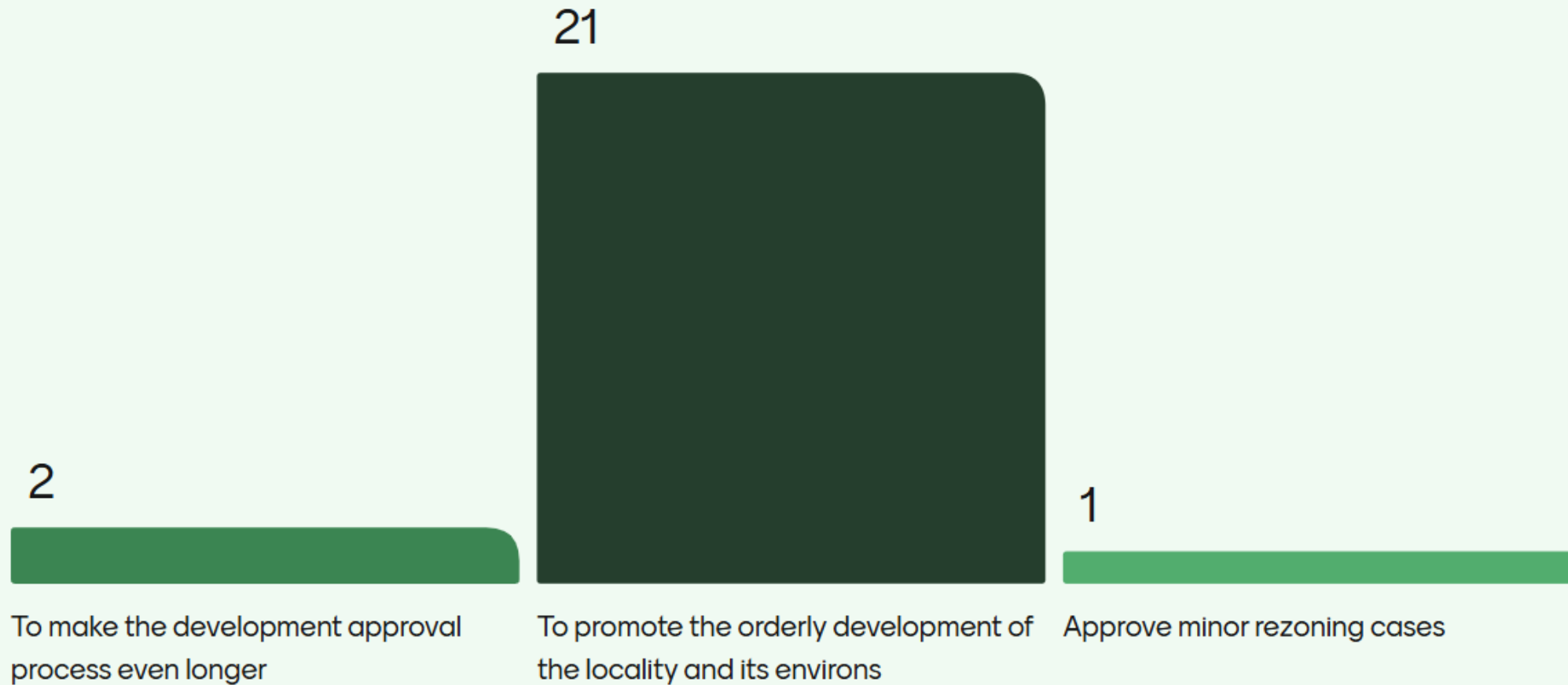
- » Appointed by the governing body
 - 5-15 residents of the locality
 - Knowledgeable regarding issues of community development
 - At least half of the members shall be owners of real property
 - May be compensated

What is the role of the Planning Commission?

Replace this slide



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To make the development approval process even longer

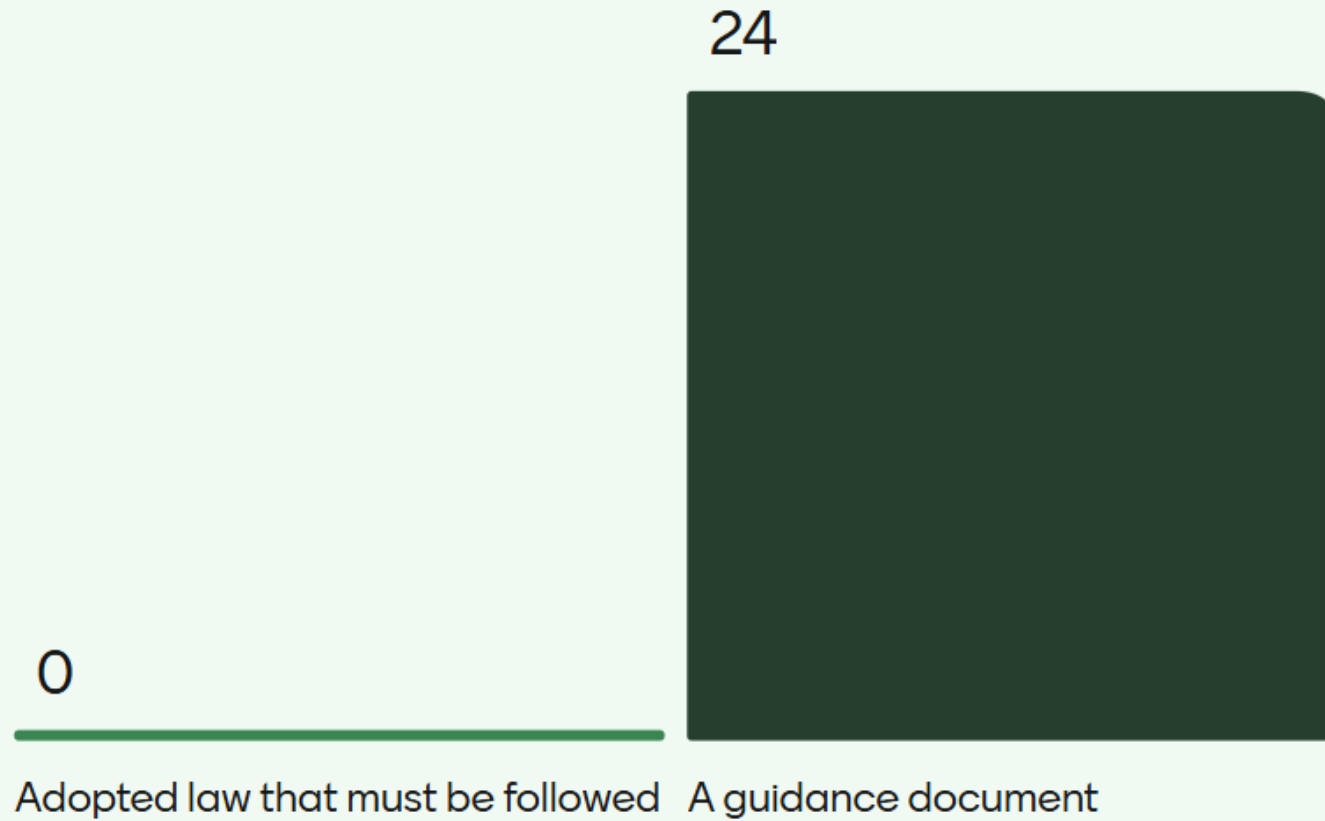
To promote the orderly development of the locality and its environs

Approve minor rezoning cases

Planning Commission Roles

- » Keepers of the Comprehensive Plan
- » Annually prepare and revise the capital improvement plan based on the comprehensive plan every five years
- » Prepare and recommend amendments to the subdivision ordinance
- » Prepare and recommend amendments to the zoning ordinance, including maps
- » **Makes recommendations to the governing body on all zoning matters**

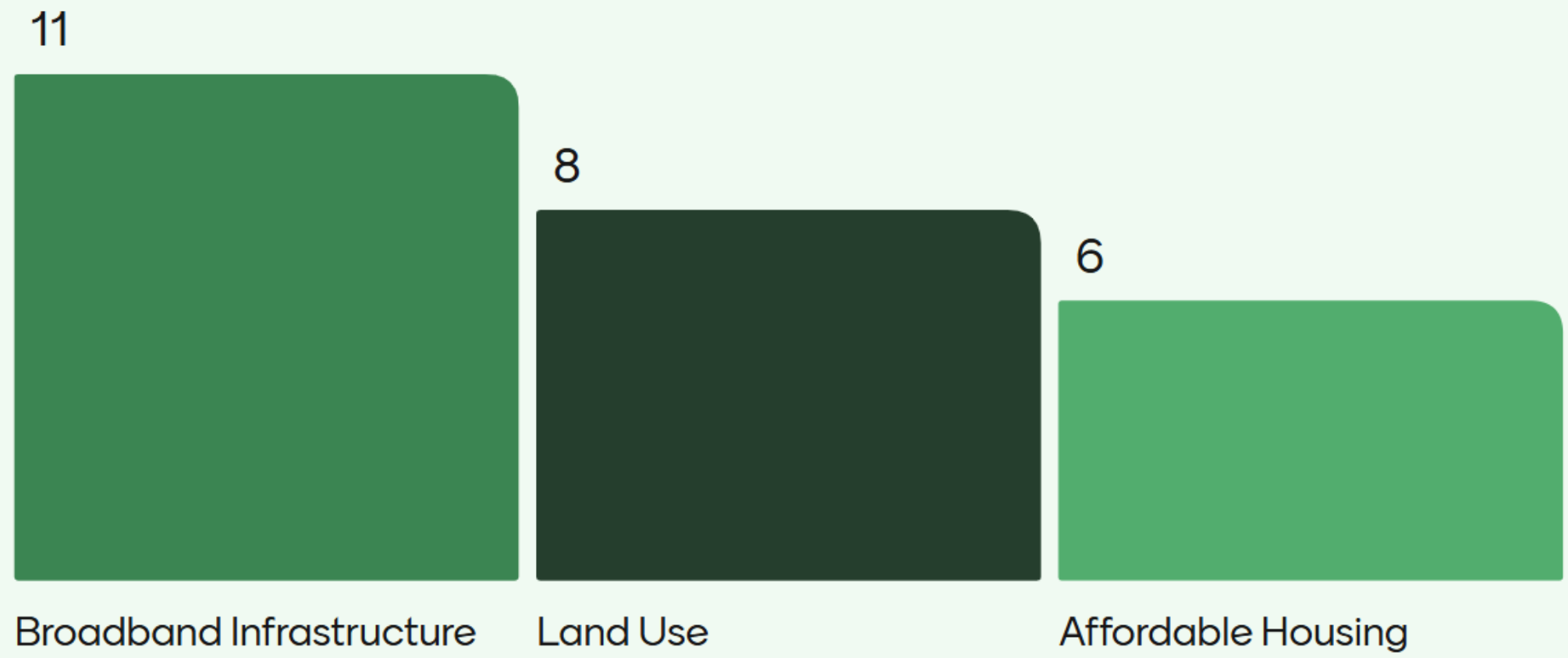
A comprehensive plan is:



Comprehensive Plan

- » A guideline for future development and systematic change
- » A policy document that is advisory only
- » Facilitates reasonable and well-informed zoning decisions and reduces the potential for discrimination in the decision-making process
- » Required by VA Code § 15.2-2223 to be prepared by Planning Commission for adoption by governing body and updated every five years

Which of the following is not required by Virginia law to be included in a comprehensive plan?



Comprehensive Plan Contents (VA Code §§ 15.2-2223 to 2223.3)

» Shall contain:

- Long-range recommendations
- Transportation plan (roadways, bicycle accommodations, pedestrian accommodations, railways, bridges, waterways, airports, ports, freight corridors, and public transportation facilities).
- Road and transportation map
- Affordable housing provisions
- Road impact fee service areas
- Principles of traditional neighborhood design
- Coastal resource management (Tidewater)
- Strategies to combat projected sea level rise (Hampton Roads Planning District)
- Strategies to provide broadband infrastructure
- Transit oriented development (cities of 20,000 or more; counties of 100,000 or more)

» May contain:

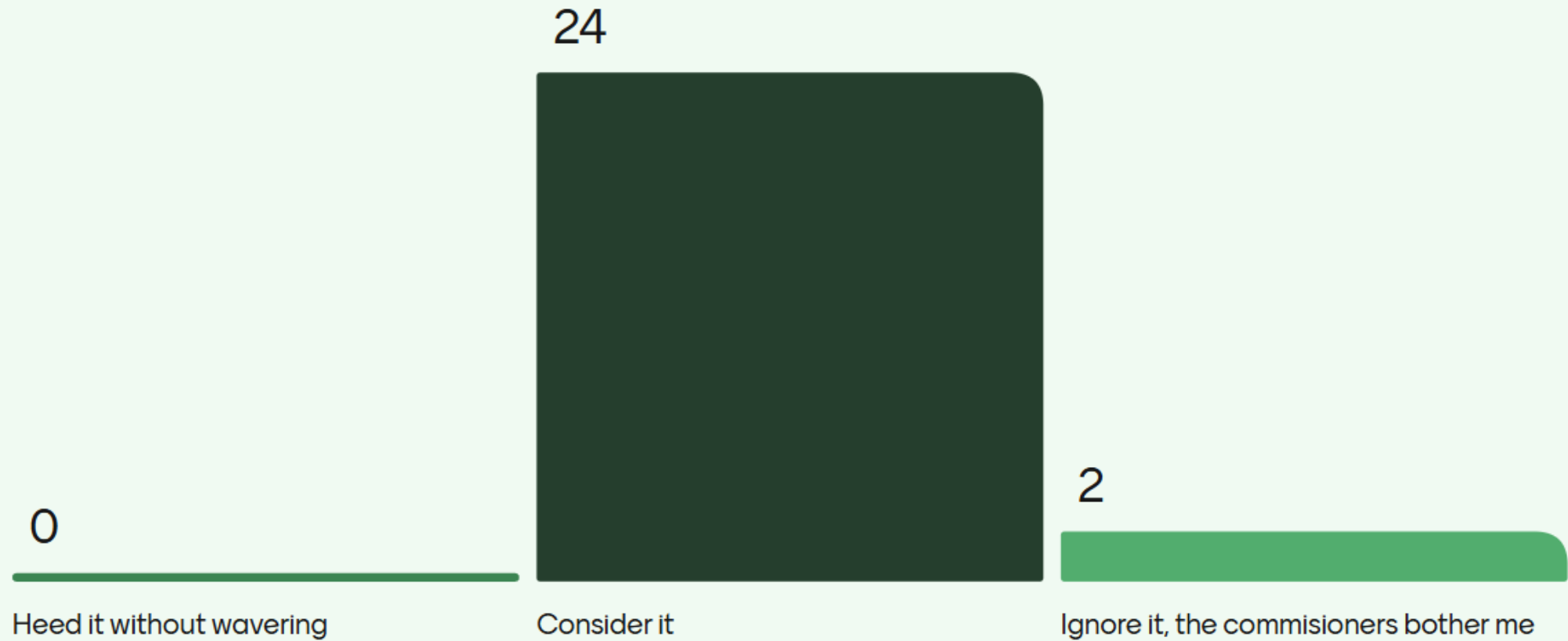
- Land use
- Community service facilities
- Historical areas and renewal
- Groundwater protection
- CIP
- Maps of mineral resources and AF districts
- Recycling centers
- Military bases
- Urban development areas

What should I do with a recommendation from the Planning C

Replace this slide



Open Menti to edit



Zoning Decisions by the Governing Body

- » Guided by staff and Planning Commission recommendations
- » Informed by public input
- » VA Code
 - Adequate light, air, convenience of access
 - Safety from fire, flood, crime and other dangers
 - Reduce or prevent congestion in the public streets
 - Facilitate the creation of a convenient, attractive and harmonious community
 - Facilitate the provision of adequate police and fire protection, disaster evacuation, civil defense, transportation, water, sewerage, flood protection, schools, parks, forests, playgrounds, recreational facilities, airports and other public requirements
 - Protect against destruction of or encroachment upon historic areas

Zoning Decisions by the Governing Body

» VA Code (continued)

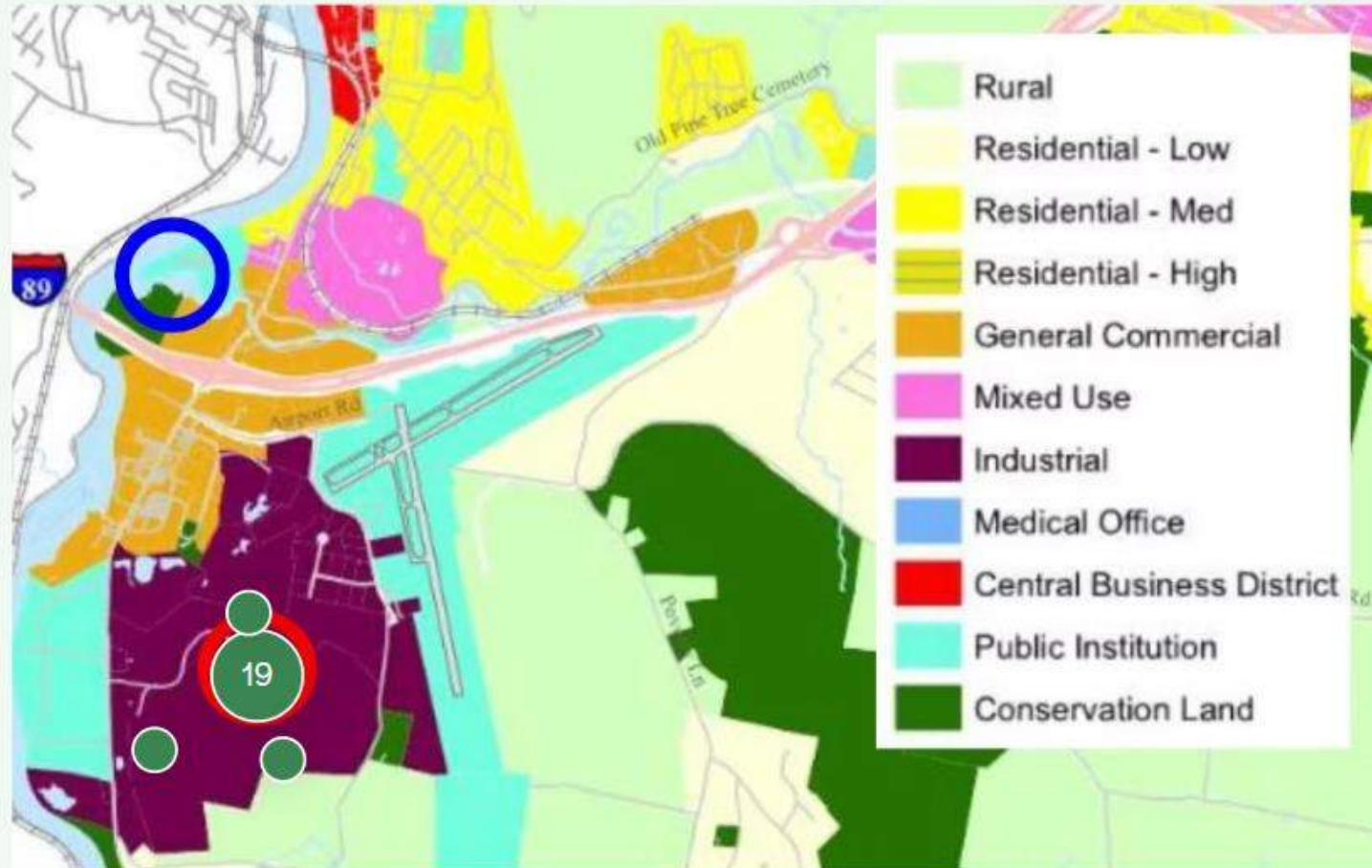
- Protect against: overcrowding of land, undue density of population in relation to community facilities existing or available, obstruction of light and air, danger and congestion in travel and transportation, loss of life, health, or property from fire, flood, panic or other dangers
- Encourage economic development activities that provide desirable employment and enlarge the tax base
- Provide for the preservation of agricultural and forestal lands and other lands of significance for the protection of the natural environment
- Protect approach slopes and other safety areas of licensed airports, including United States government and military air facilities
- Promote the creation and preservation of affordable housing suitable for meeting the current and future needs of the locality
- Provide reasonable protection against encroachment upon military bases, military installations, and military airports and their adjacent safety areas
- Reasonable provisions, not inconsistent with applicable state water quality standards, to protect surface water and ground water

Where should the factory go? (easy decision)

Replace this slide



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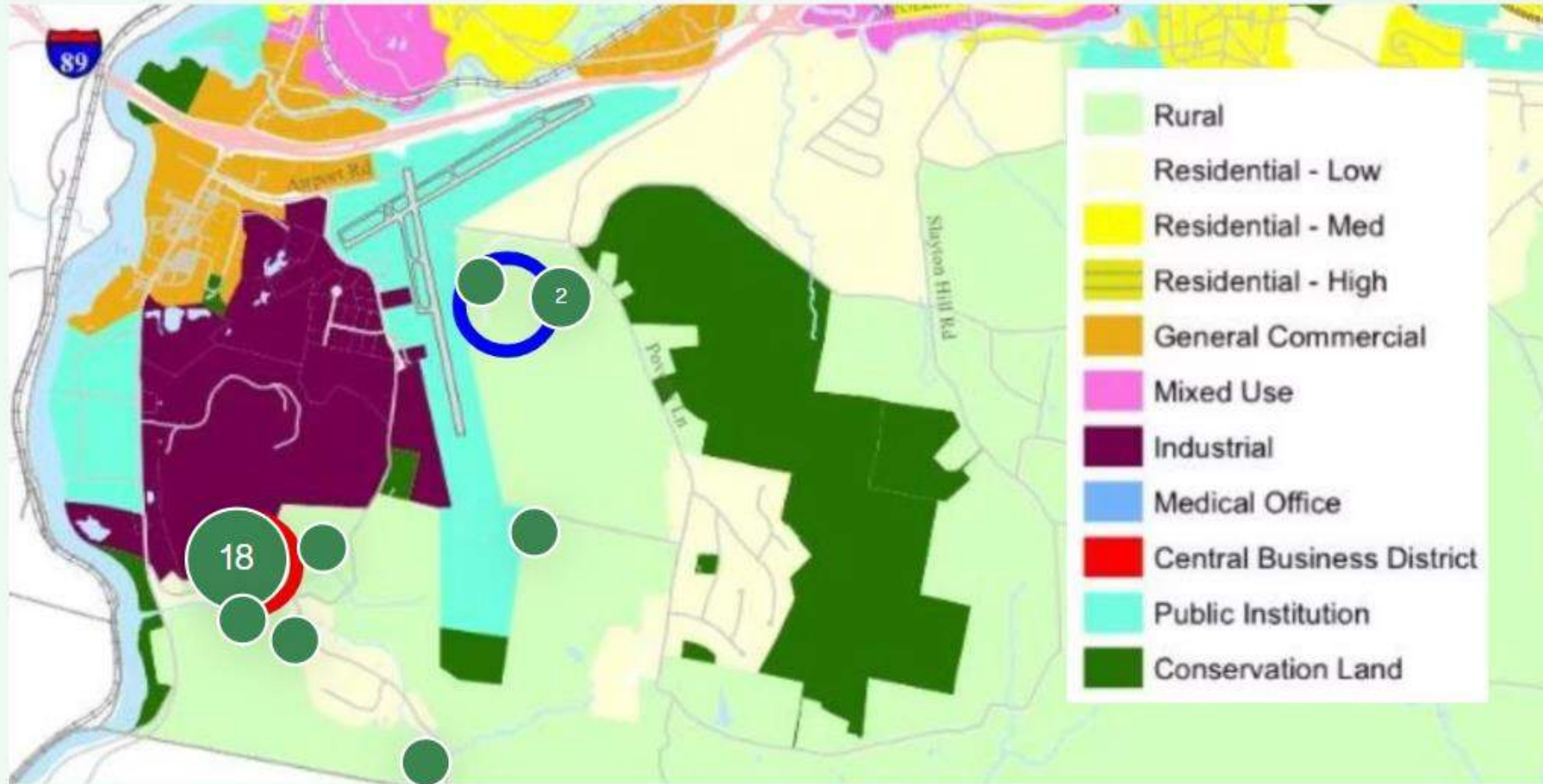


Where should the factory go? (not so easy decision)

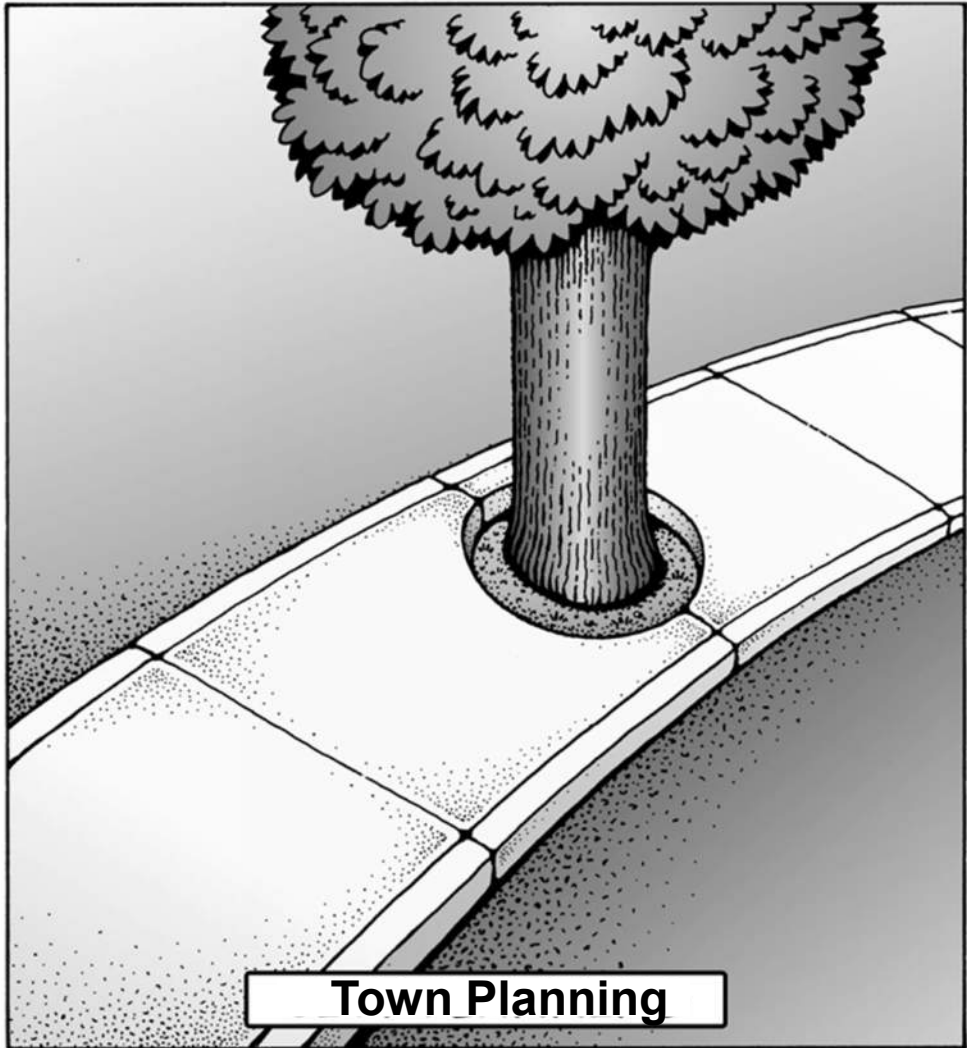
Replace this slide



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Who's to Blame?!



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TIMMONS GROUP

Downtown Revitalization

Thomas Ruff, PE, PTOE, AICP
Principal – Transportation



Downtown Revitalization Is Different in Small Towns

Multiple Downtown Roles

Small town downtowns serve as commercial, civic, social, tourism, and symbolic centers simultaneously

Limited Resources and Impact

Limited budgets and staff require investments to address several community needs at once effectively

Scale and Visibility

Small physical changes have strong effects on community perception and can face high scrutiny

Focus on People

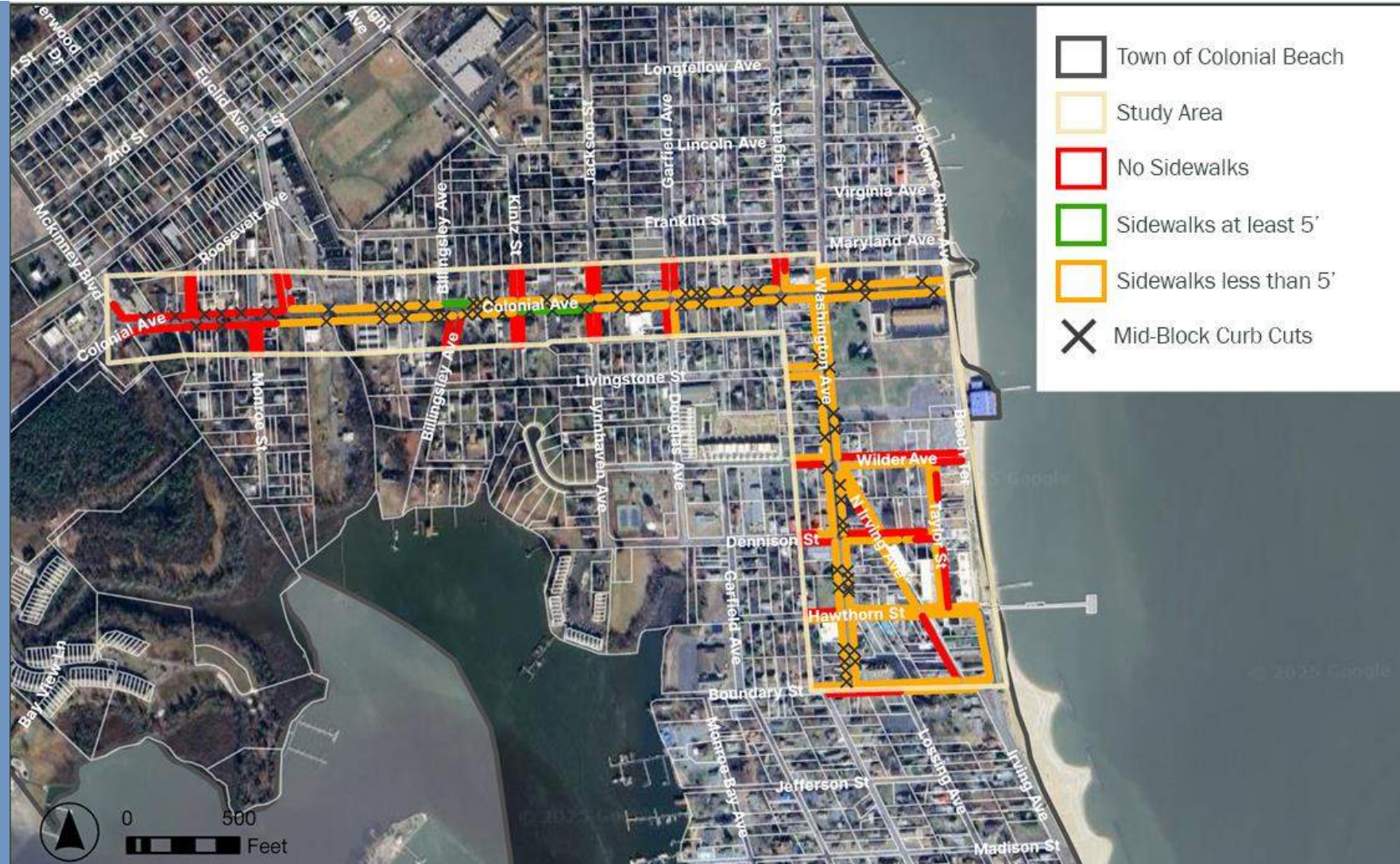
Building trust and focusing on walkability, authenticity, and local ownership drive successful revitalization



Existing Conditions

Weaknesses

- Sidewalks often narrow (less than 5') and many side streets lack sidewalks
- Lack of sidewalks west of Monroe St on Colonial Ave
- Inconsistent **parking signage** and pavement markings
- Inconsistent **wayfinding signage**; lack of wayfinding map with points of interest
- **Curb cuts** that serve no driveway
- **Utility poles** detract from pedestrian experience



Market Assessment – Primary Findings

- » Colonial Beach has strong assets that give it great potential
 - Beach
 - Unique geography – “away from it all”
 - Culture – historic downtown, arts, festivals, seafood
 - Existing economic development initiatives



Market Assessment – Primary Findings

- » **Local jobs** – job market can be strengthened to attract year-round residents
- » **Local incomes** – large proportion of retirees gives the appearance of low incomes to outside investors
- » **Geography** – relative isolation reduces access to jobs and services, lack of pass-through visitors means Colonial Beach needs to be a destination in itself

Market Assessment – Primary Findings

Colonial Beach has...

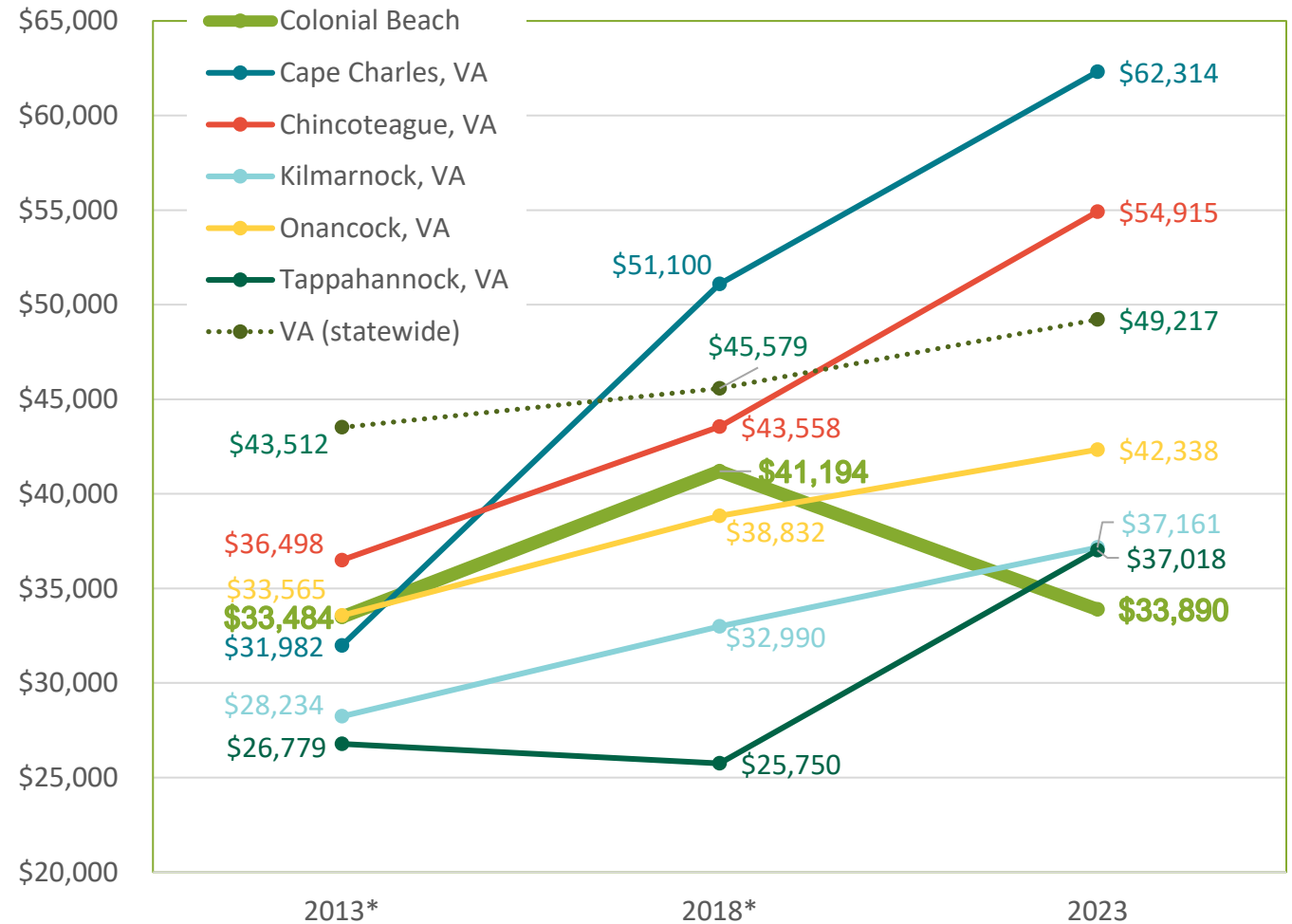
- Average population growth
- Average median income
- Low jobs in visitation industries
- Low jobs relative to pop

Locality	2020 Population	2010-20 Growth	Median Household Income	Pct Local Jobs in Visitation Industries	Jobs/Pop Ratio
Colonial Beach	3,908	10%	\$52,119	23%	16%
Cape Charles, VA	1,178	17%	\$51,250	46%	52%
Chincoteague, VA	3,344	14%	\$62,292	64%	29%
Kilmarnock, VA	1,445	-3%	\$31,696	28%	148%
Onancock, VA	1,169	-7%	\$53,750	50%	26%
Tappahannock, VA	2,193	-8%	\$44,896	40%	99%

Market Assessment – Primary Findings

- Colonial Beach per capita income low compared to peers in recent years
- This reflects growth in retired population, but appearance may be hurdle to attracting outside retailers
- Strategy: Focus on growing local business

Per Capita Income Change

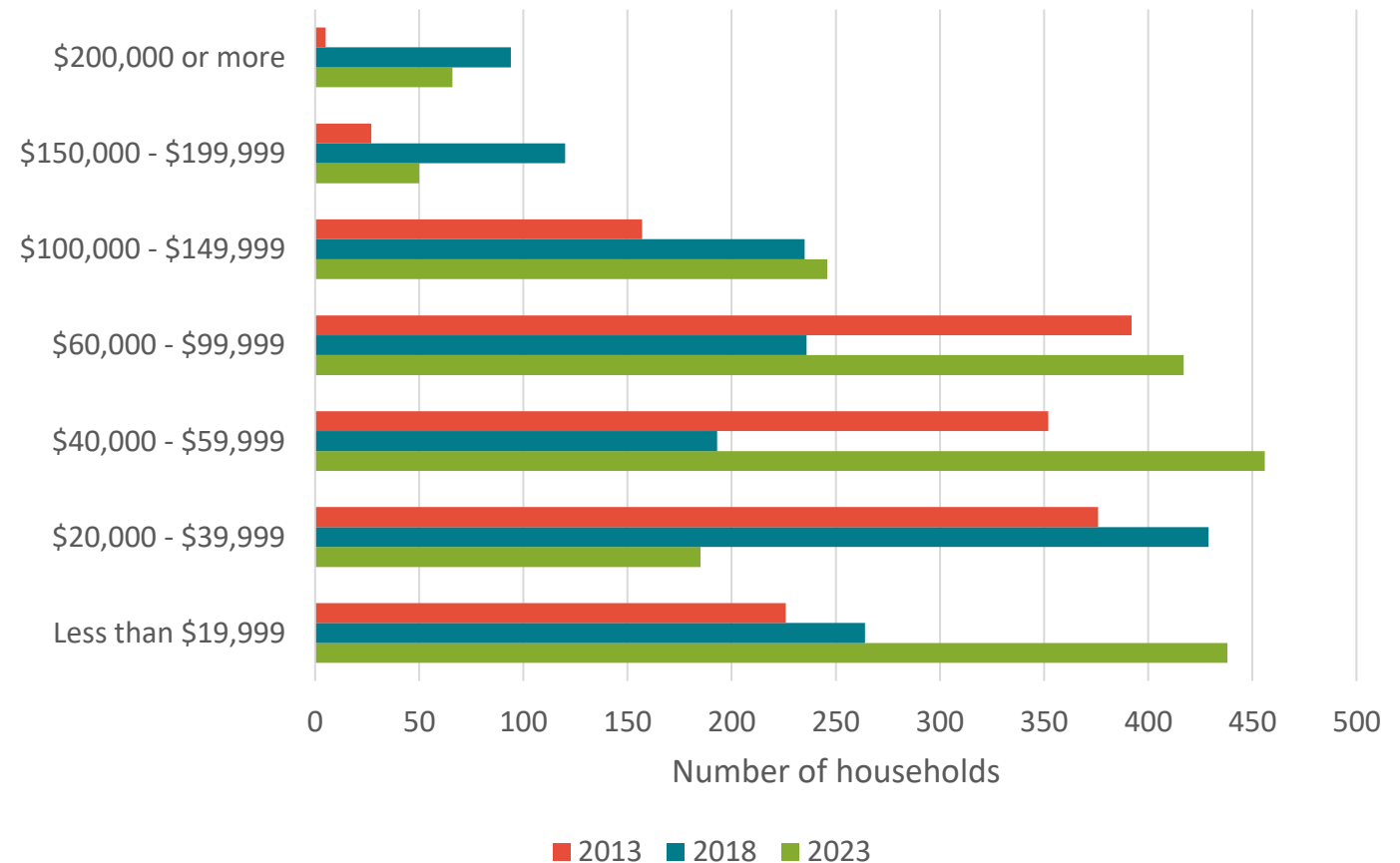


*Income figures in 2018 and 2013 are adjusted for inflation.

Market Assessment – Primary Findings

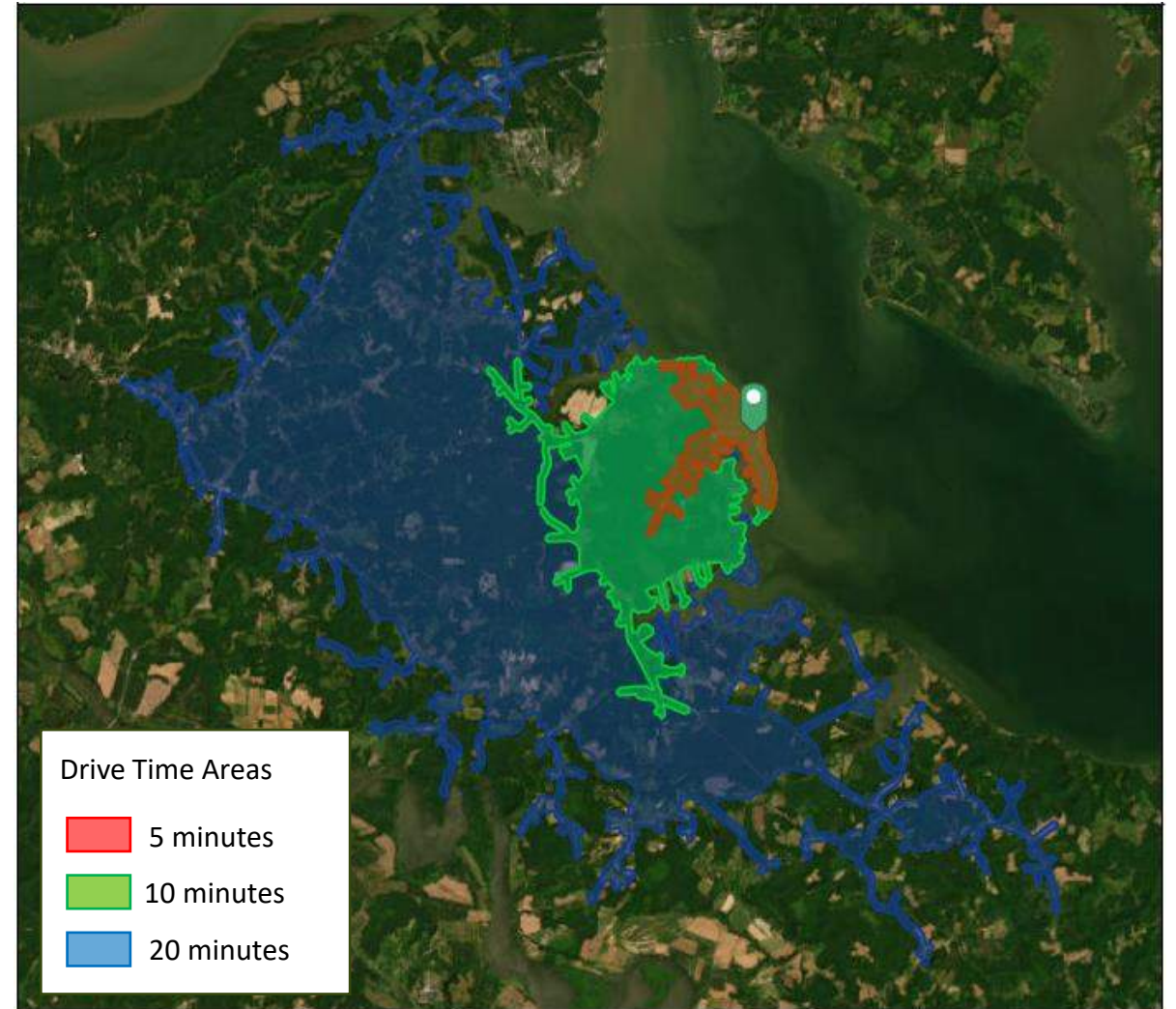
- Growth in households under \$20,000 (retirees)
- Growth in middle incomes
- Decline in high incomes

Household Income in Colonial Beach



Market Assessment – Primary Findings

- While Colonial Beach’s isolation is an asset for uniqueness and quiet, it is a challenge for jobs and services
- Limited customer base within a 20-minute drive of downtown Colonial Beach:
 - ~ 15,000 people
 - ~ 5,000 jobs
- Population access is in line with other isolated places, but job access is low even for peers



Rule of 10

- To have a thriving downtown, a good starting point is:
 - 10 places to eat
 - 10 places to shop
 - 10 places open after 6pm
 - 10 free or low-cost things to do

Colonial Beach

Rule of 10 Checklist



9 Places to Eat (year-round)



7 Places to Shop



9 Places Open after 6pm



10 Things to Do

↳ Beach is worth 10!

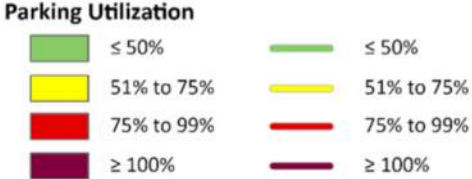
Beware of Parking

Existing and future parking needs in Downtown Colonial Beach (2022 Parking Study)

Time Frame	Total Parking Need	Existing or Planned Parking	Surplus / Deficit
Existing	1,245	1,710	+465
0-5 years	1,333	1,547	+214
5-10 years	1,359	1,627	+268
10+ years	1,438	1,707	+269

“The primary issue on major event days seems to be **overcrowding of the designated parking areas more so than spillover [into neighborhoods]**, and the accompanying traffic of so many drivers and vehicles vying for space in a handful of areas.” (2022 Parking Study, pg. 25)

Beware of Parking

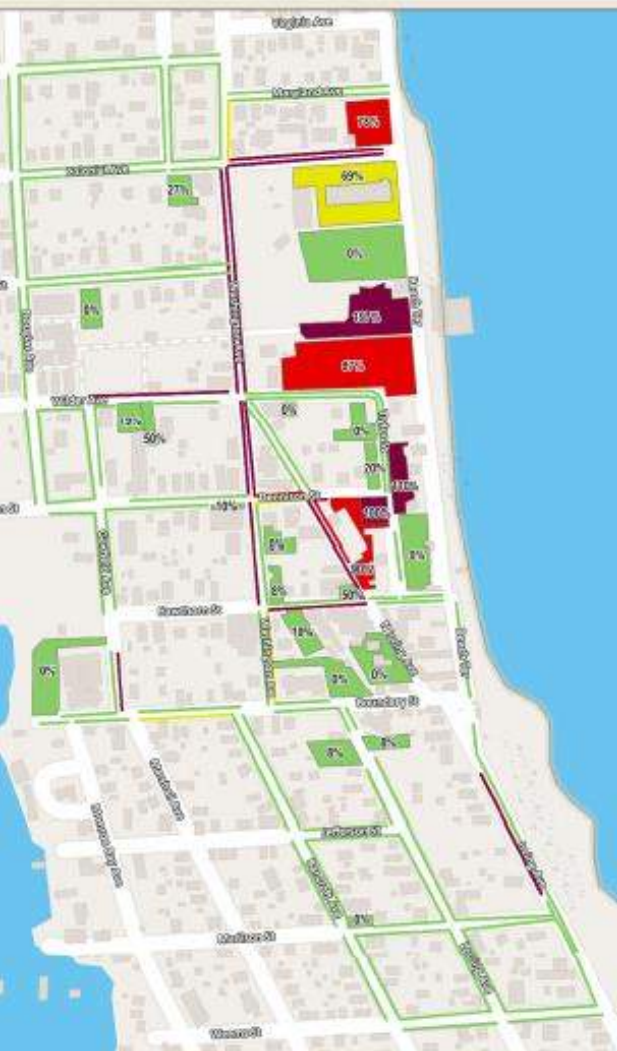


Town of Colonial Beach, Virginia
Downtown Bike Fest 2022 Parking Occupancy 11am - 1pm

Town of Colonial Beach, Virginia
Downtown Bike Fest 2022 Parking Occupancy 1pm - 3pm

Town of Colonial Beach, Virginia
Downtown Bike Fest 2022 Parking Occupancy 3pm - 5pm

Town of Colonial Beach, Virginia
Downtown Bike Fest 2022 Parking Occupancy 5pm - 7pm



Development Potential

- Identify **development opportunities** using parcel data combined with stakeholder insights and findings from the gap analysis
- Inform the connectivity plan by identifying **potential future destinations**
- **Maps:**
 - **Parcel Status** – active use, vacant, underdeveloped
 - **Parcel Classification** – parcel-level identification of opportunities
 - **Block-level Classification** – generalized identification of opportunities

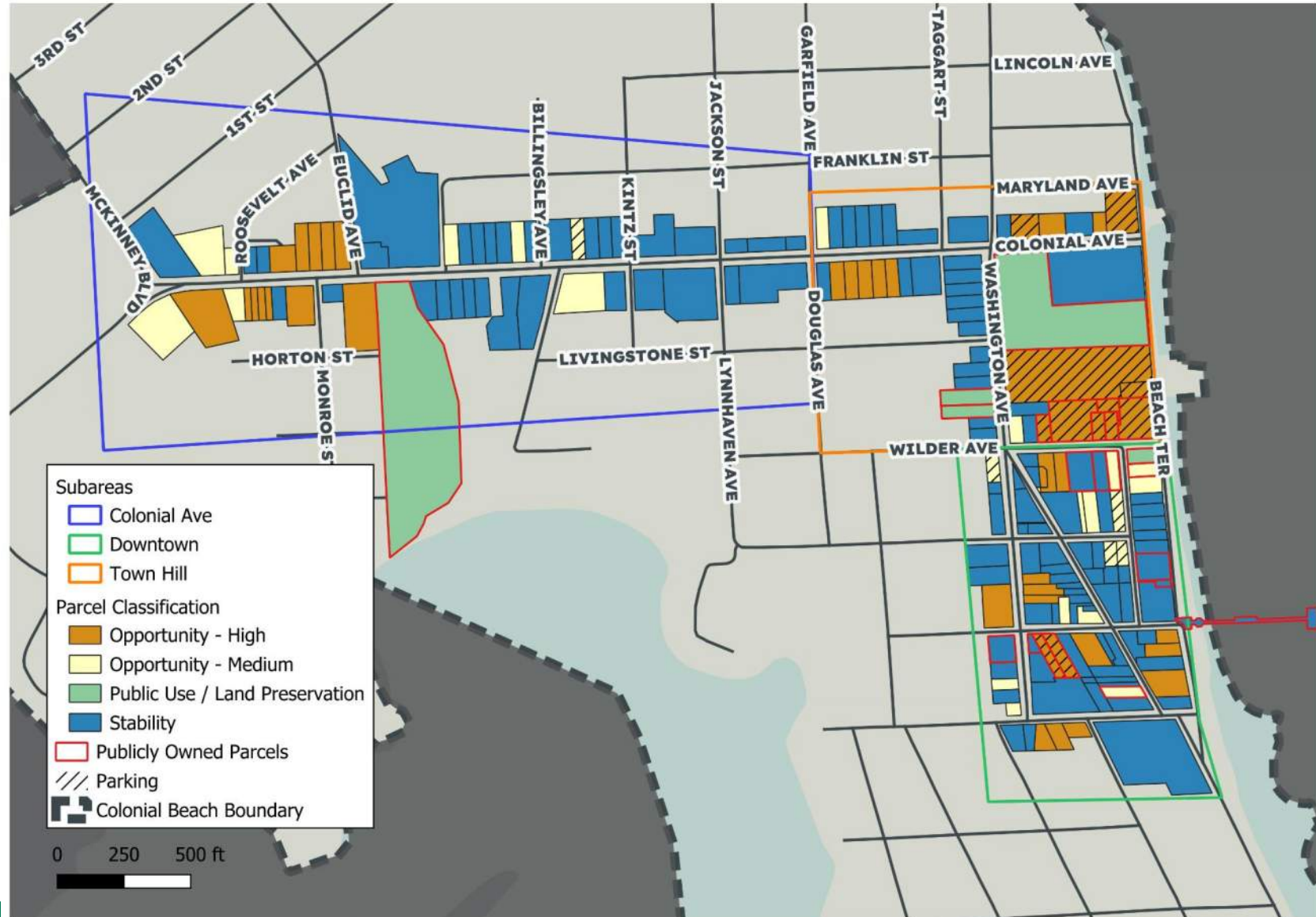
Development Potential

- Status based on land and improvement values, visual inspection
- Active Use:
 - improvement value > land value
- Underdeveloped
 - improvement value < land value
- Vacant
 - improvement value = \$0



Development Potential

- Classification based on status, parcel size, use
- Opportunity - High: large area (> 0.25 acre) of vacant or underdeveloped parcels
- Opportunity - Medium: small area of vacant or underdeveloped parcels



Walkability Matters to the Experience

- » Walkability is essential in small towns, encouraging visitors to explore multiple destinations comfortably in one trip
- » Investing in connectivity boosts local business, increases dwell time, and attracts state and federal funding
- » Clear directional signage and safer crossings reduce friction and encourage movement between key downtown points
- » Incorporating golf carts, bicycles, and seasonal trolleys expands access and reduces reliance on short car trips



Concentrating Investment Outperforms Spreading It Thin

Strategic Focus Benefits

Focusing investment in key areas creates visible success and maximizes limited resources' impact. Concentrated investment amplifies impact and makes progress clear to residents and partners.

Public-Private Alignment

Concentrated improvements encourage businesses to reinvest, creating a positive feedback loop.

Phased Project Implementation

Sequencing projects over time matches funding and capacity to sustain long-term community growth.

Pilot Block Selection

Selecting a single pilot block helps towns concentrate resources and achieve quick, visible successes.

Leveraging Small Town Advantages

Small Town Strengths

Small towns benefit from quick decision-making and strong leader-resident relationships, enabling effective revitalization efforts.

Incremental Improvements

Focusing on gradual improvements and partnerships helps build momentum and trust within small-town revitalization projects.

Preserving Community Identity

Revitalization strengthens what makes the community unique, fostering a welcoming and resilient environment without drastic changes.



Activity 2: Agree/Disagree

Go to the “Agree” or “Disagree” side of the room (or somewhere in the middle) depending on your agreement with the statement

Break 2



TIMMONS GROUP

INDUSTRY ON THE MOVE

Positioning to Capture the Economic
Development you want

Joe Moore



Industries on the Move ...

» Historic Industries

- Textiles
- Tobacco
- Furniture



» Attracted by:

- Water – as resource and power generator
- Infrastructure – first railroads, then highways
- Production - cheaper land and labor

...always on the move.

» Emerging Industries

- Advanced Manufacturing
- Biopharmaceutical
- Datacenters

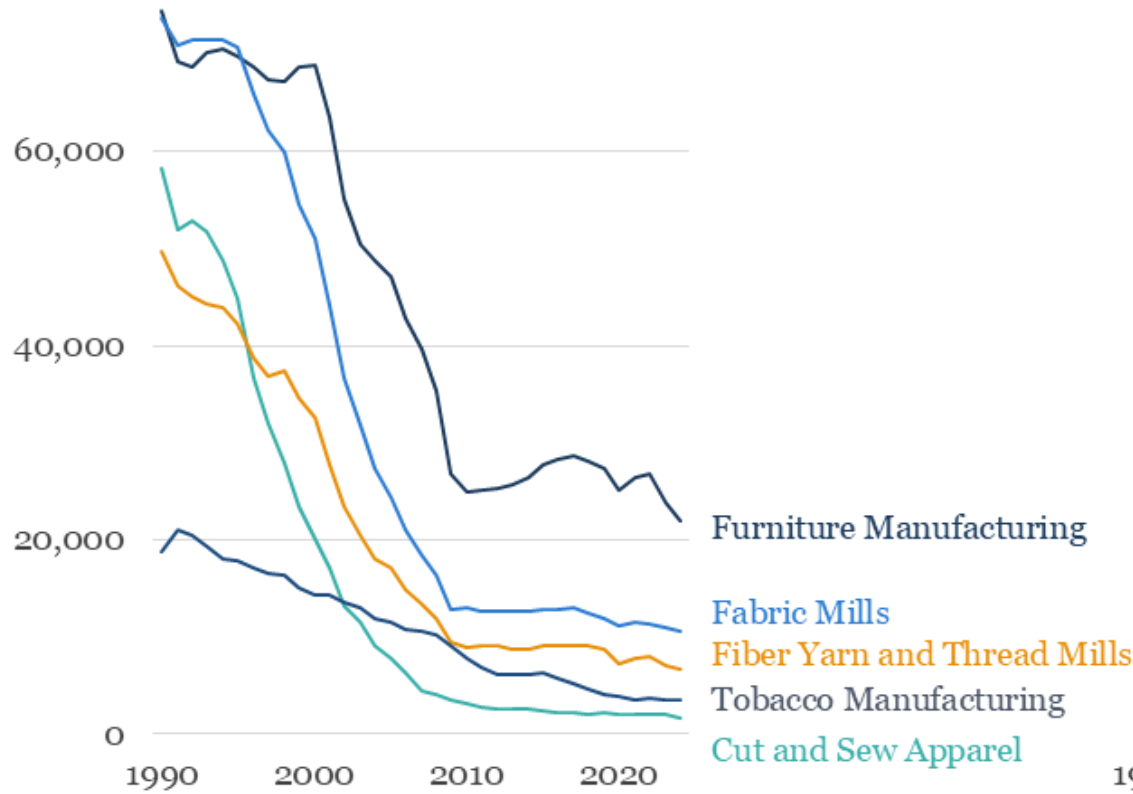


Understanding and developing community assets is the difference between being left behind and thriving.

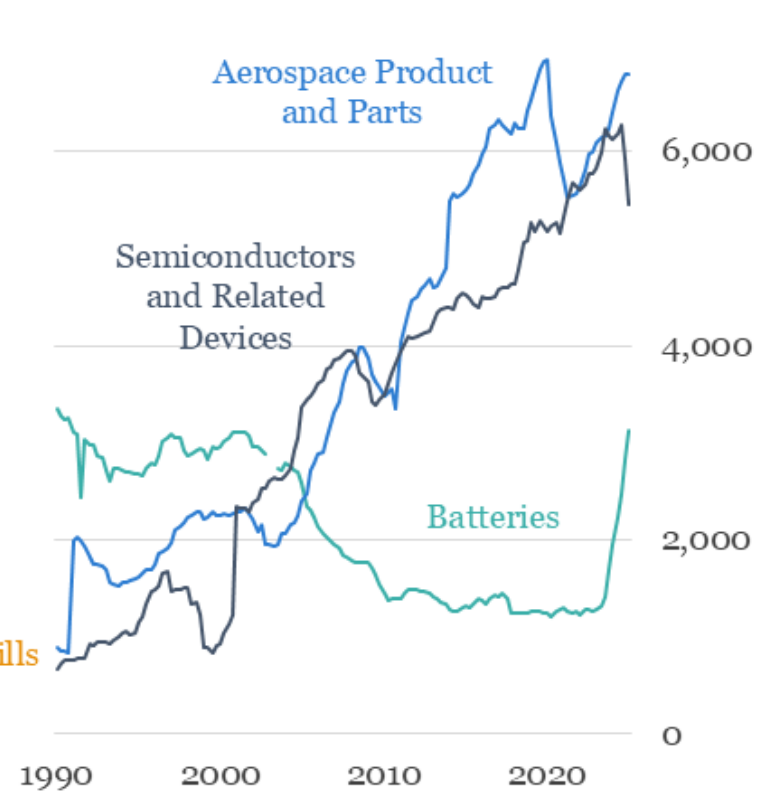
From clothes and chairs to planes and chips

Advanced manufacturing is starting to replace NC's legacy industries

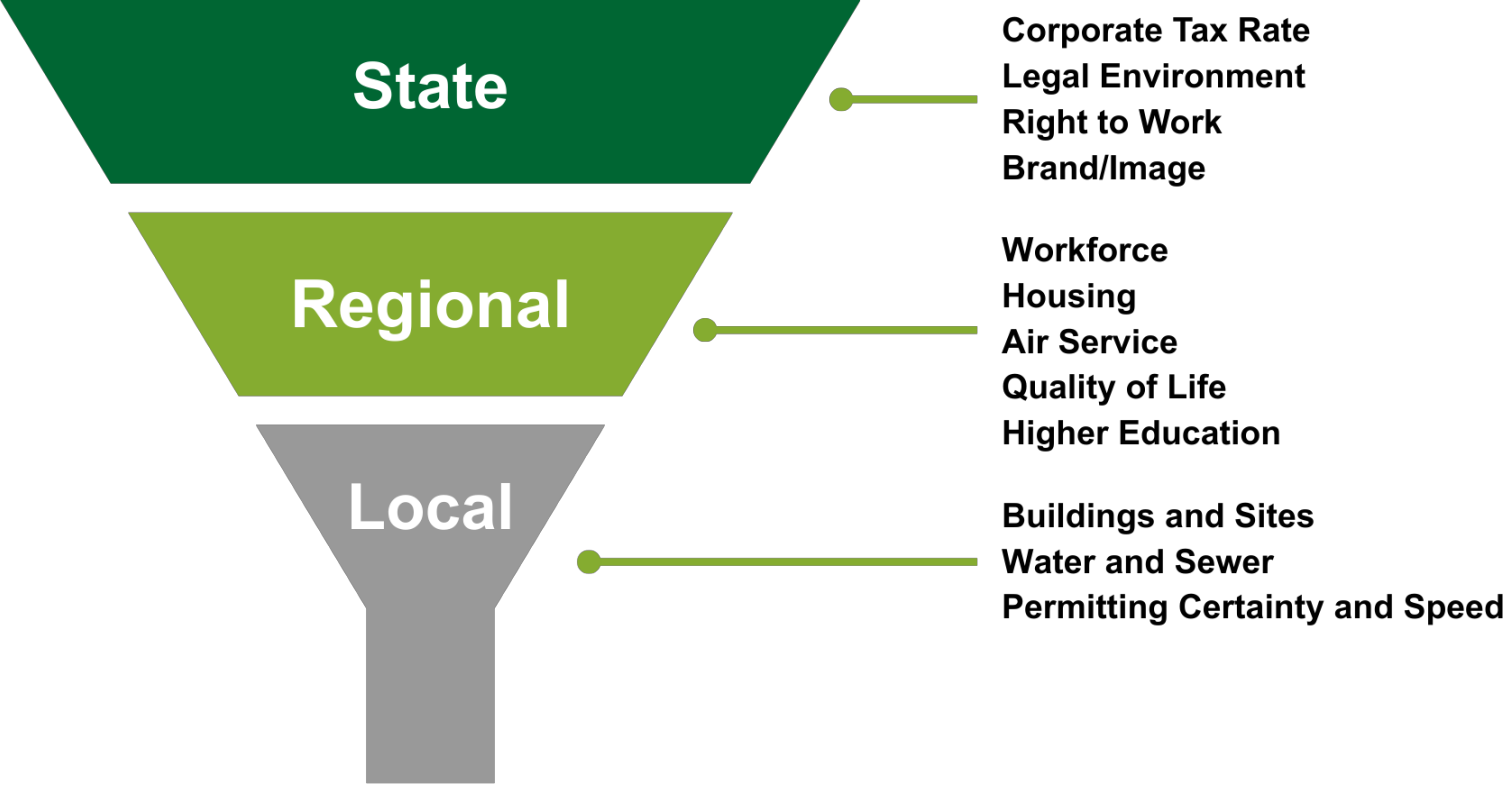
80,000 Manufacturing employees



8,000 Manufacturing employees



Getting the Economic Development you want, by focusing on the Community you want.



Place for Investment













Who stayed in the funnel

Top Industry Sectors

New Location Projects



368 PROJECTS CREATED IN 2025

INDUSTRY	MEDIAN JOBS	MEDIAN INVESTMENT	MEDIAN WAGES	PROJECTS
 Energy	200	\$121M	\$63,652	52
 Automotive/Motor Vehicles	119	\$30.6M	\$56,660	35
 Biotech, Pharma & Life Sciences	184	\$125M	\$110,105	32
 Chemicals, Plastics, & Rubber	100	\$35M	\$57,934	31
 Computers and Electronics	110	\$24M	\$65,395	25
 Food, Beverage & Agriculture	77	\$28.7M	\$54,375	23
 Construction Materials	75	\$19.5M	\$61,500	22
 Business and Financial Services	501	\$14.7M	\$133,690	17
 Information Technology	50	\$17.4M	\$80,000	14
 Furniture & Home Furnishings	75	\$30M	\$49,000	13
 Textiles, Apparels & Sporting Goods	100	\$15M	\$58,147	12
 Aerospace/Aviation	80	\$27.5M	\$100,961	12

**These are projects that include only companies that were considering a new facility to the state. No same-site expansions are included in this data.*

Examples of What They're Looking For:

Workforce and Utilities

- » Advanced Manufacturing? => specialized workforce.
- » Bio-pharmaceutical? => highly skilled workforce, lots of water.
- » Data Center? => less workforce, but power, water, and connectivity.



Example of what they brought:

Jobs and Property Tax Revenue



Primary Activity

New Location Projects

368 PROJECTS CREATED IN 2025



Manufacturing/ Assembly

290 Projects
Median Jobs - 120
Median Investment - \$38 million
Median Wages - \$62,754



Corporate Headquarters

22 Projects
Median Jobs - 225
Median Investment - \$15 million
Median Wages - \$109,222



Warehouse/ Distribution

17 Projects
Median Jobs - 30
Median Investment - \$12 million
Median Wages - \$57,663



Back Office/ Shared Services

13 Projects
Median Jobs - 340
Median Investment - \$10.6 million
Median Wages - \$133,441



Service/ Sales

10 Projects
Median Jobs - 27
Median Investment - \$3.3 million
Median Wages - \$113,189



Data Centers

8 Projects
Median Jobs - 25
Median Investment - \$450 million
Median Wages - \$77,987

**These are projects that include only companies that were considering a new facility to the state. No same-site expansions are included in this data.*

An aerial photograph of a rice paddy field. The field is divided into several irregular plots by narrow, green, grassy paths. The rice plants are in various stages of growth, showing shades of green and brown. In the center-right, there is a small, simple structure with a blue roof, possibly a farm shed or a small house. A few people are visible near the structure. The overall scene depicts a rural agricultural landscape.

Creating a Competitive Edge Through **Asset Mapping**

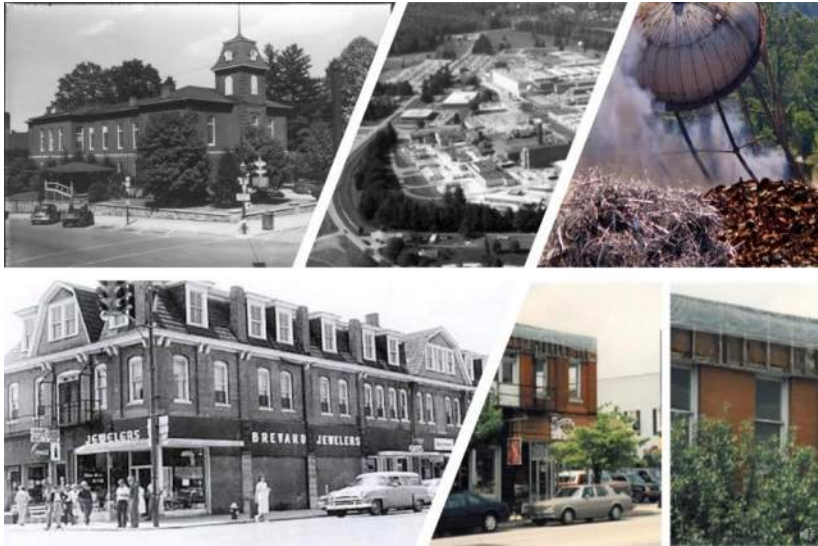
Don't Invent the Next Big Thing—Uncover It

- » What made you competitive in the past?
- » What physical, human, and cultural assets still hold potential?
- » How can those be reimaged for today's industries?

Brevard, NC — A Case Study in Reinvention

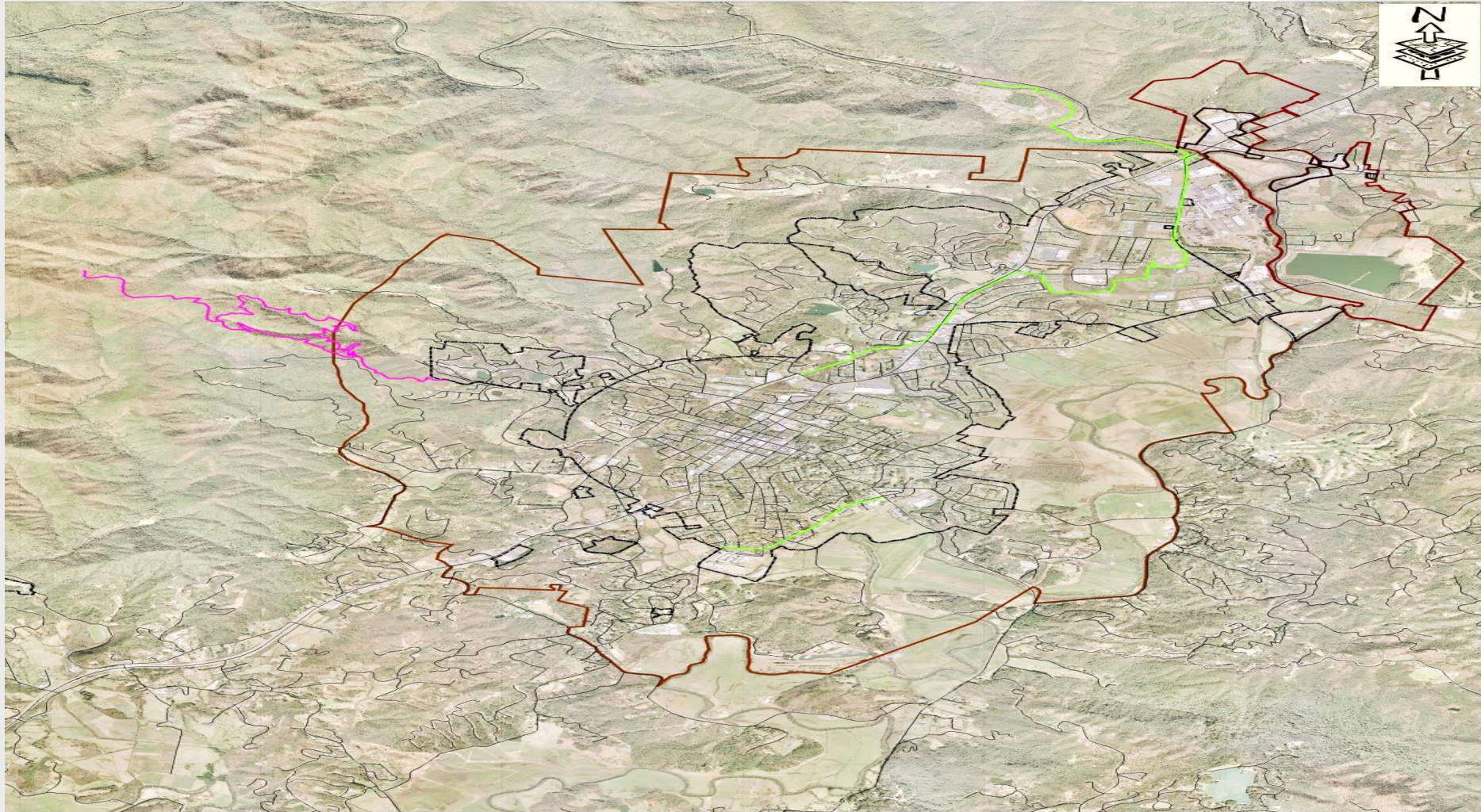
» Built on Woods and Water

- Early 1900s: Timber fueled by Pisgah Forest and railroads
- 1930s–2000s: Paper mill boomed, then collapsed
- Downtown declined, buildings deteriorated
- Rediscovery: Community invested in trails, tourism, and entrepreneurs





“Woods and Water” have been the basis of
all economic transitions and opportunities



- Bracken Mountain - Summer 2012
- Multi-Use Path
- City Streets
- City Limits
- ETJ

1 inch = 0.25 miles
0 0.125 0.25 0.5 0.75 1 Miles

City of Brevard Multi-Use Path February, 2012

The Cycle of Reinvention

If you build a place where people want to visit...



Assault on the Carolinas



Assault on the Carolinas After Party

The Cycle of Reinvention

...you build a place where people want to live...



Kyle Williams



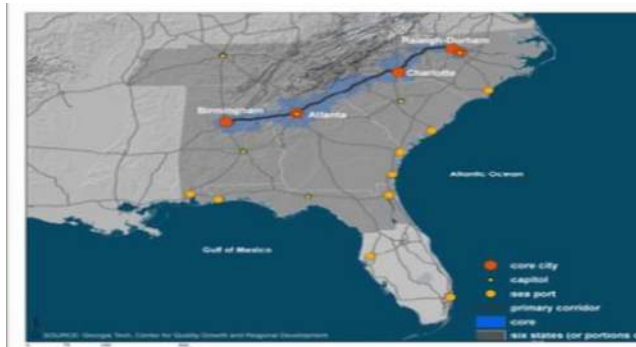
Tom Dempsey

The Cycle of Reinvention

...you build a place where people want to work...



Tom Dempsey and the Sylvan "Go"



Sylvan Sport Manufacturing

The Cycle of Reinvention

...you build a place where business needs to be...



Dale Katechis: Brewer

“I’ve left a bike in Brevard for years, as we’ve been going there to ride mountain bikes and check out our buddies...this place rings true.”



Mountain Biker

The Cycle of Reinvention

...you'll build a place people have to visit!




The Tasty Weasel



Reeb Ranch

Brevard, NC — A Case Study in Reinvention



A high-speed train (TGV) is shown traveling on a track through a forest with autumn foliage. The train is white with orange and red accents, and the letters 'DB' are visible on the front. The background is filled with trees in shades of yellow and orange, suggesting a late autumn or early winter setting. The train is moving towards the right side of the frame.

**Industry moves where infrastructure facilitates.
Infrastructure adapts to facilitate industry moves.**
*Facilitate a conversation, assess your resources,
leverage those assets through infrastructure.*



TIMMONS GROUP

Grant Funding 101 for Public Owners

Make Smart Funding
Decisions, More Easily.

Joe Moore, PE

Assistant Director of Infrastructure

Learning Objectives

01

Understand today's public infrastructure funding landscape

02

Identify the role grants can play

03

Recognize what "grant readiness" means

04

Consider grant writing as a strategic planning tool



Make smart funding decisions, more easily.

The Realities Public Owners Face

- » **High demand, limited capacity**
Multiple responsibilities, constant system needs, and shifting priorities
- » **Rising expectations and accountability**
Public, political, and regulatory pressures continue to increase
- » **Local responsibility with limited resources**
Most funding, control, and risk sit locally, often with a constrained tax base



An aerial photograph of a dense forest with a variety of green trees. A dark green diagonal shape is overlaid on the top-left and bottom-right corners of the image, creating a triangular cutout effect. The text is placed within this green area.

Grant Readiness

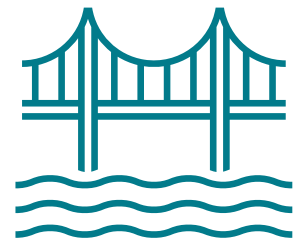
Less chasing. More choosing.

***How* do we decide?**

The Grant Life-Cycle



Relationships | Partnerships | Communication



Go / No-Go Decision

Grants should support your priorities, not create new ones.

Does it fit our:

- » Priorities
- » Capacities
- » Flexibility / risk tolerance

Application

The grant writing process can improve your project—win or lose.

» **Know the funder**

Understand priorities, expectations, and fit

» **Tell the story**

Refine scope, budget, and delivery approach

» **Show credibility**

Clearly define the problem, propose an achievable scope, present an honest budget, and demonstrate the ability to deliver

Implementation

Winning the grant is only the beginning...

» **Launch well**

Finalize agreement and deliver the project on time and on budget

» **Manage relentlessly**

Manage reimbursements, reporting, compliance, and changes

» **Close responsibly**

Close out the grant but keep up a relationship with the funder

Takeaways

- » Grants are tools—not solutions
- » Start with **priorities**, not opportunities
- » Match funding to real **capacity**
- » Be **selective** and intentional
- » Use grants to support progress, not strain

Closing Reflection

**For our locality, grants
are most useful
when_____.**

Activity 3

Stop/Start/Continue

Individuals write: One thing to **Stop**, One thing to **Start**, One thing to **Continue**

Share at tables

Collect 3–5 highlights from the room

Thank You! Questions? Thoughts?



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