



2022 Expenditure and Revenue Report

*A Report to the Governor and
the House Appropriations &
Senate Finance & Appropriations Committees*

September 1, 2022





Southwest Virginia Cultural Heritage Foundation & Friends of Southwest Virginia

One Heartwood Circle | Abingdon, VA 24210
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On behalf of the Southwest Virginia Cultural Heritage Foundation, the following report is submitted to the Governor and the Chairs of the House Appropriations and Senate Finance & Appropriations Committees per the 2022 Appropriations Act Item 115 K.2.

Appropriations Act Item 115 K 2.

The foundation shall report by September 1 of each year to the Governor and the Chairs of the House Appropriations and Senate Finance and Appropriations Committees on the expenditures of the foundation and its ongoing efforts to generate revenues sufficient to sustain operations.

Organization Overview and History:

The Southwest Virginia Cultural Heritage Foundation's purpose is to encourage economic development of a 19-county, four-city, and 53-town region through innovative expansion of cultural heritage and natural asset-based development, supporting entrepreneurship, tourism, and overall business growth. Recognizing a transition in the economic structure of the region, the Department of Housing and Community Development (DHCD) worked with regional partners in 2002 to envision a new future for Southwest Virginia that capitalizes on the region's cultural and natural assets to attract tourism and enhance quality of life.

The Southwest Virginia Cultural Heritage Commission, established in 2008 by the Virginia General Assembly, took the lead in developing a creative economy in Southwest Virginia. In 2011, the Commission became the Southwest Virginia Cultural Heritage Foundation, a community development and tourism marketing organization with administrative support from DHCD. Through a cooperative non-profit, Friends of Southwest Virginia (an incorporated 501(c)(3)), the dual organizations serve as the coordinating body to help communities, organizations, and individual entrepreneurs mobilize and succeed throughout the region. A third incorporated 501(c)(3) entity, 'Round the Mountain: Southwest Virginia's Artisan Network, was founded in 2004 and operated independently until June 2017 when management and programming was assumed by Friends of Southwest Virginia.

The creative economy movement is defined by innovative business development techniques. From the arts and music of the region to cultural goods and services capitalized through tourism to research and development, the joint work of the Foundation and the non-profit is revolutionizing the rural economic development system of Southwest Virginia and providing new jobs for the region.



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A multifaceted plan identifies the cultural and natural assets of the region; coordinates initiatives, organizations and venues engaged in cultural and natural heritage toward more efficient operations for all partner organizations; and develops a comprehensive strategy and capital improvements plan to maximize the impact of state investments in this significant restructuring effort.

Key organizational goals included within the Code of Virginia include:

- Branding and marketing Southwest Virginia to the world as a distinct culture and destination
- Developing and sustaining the Southwest Virginia Cultural Center & Marketplace (formerly Heartwood)
- Expanding outdoor recreation development initiatives and marketing throughout the region
- Planning and implementation of downtown revitalization throughout the region to instill a high quality of life within our communities and promote them to the world for a broad spectrum of economic development opportunities

The Foundation and Friends of Southwest Virginia is supported through a regional partnership program of the 19 counties, four cities and 53 towns of Southwest Virginia, while funding from the many communities varies. Support across the region for a single front in economic redevelopment is unified. State partners include the Virginia Department of Housing and Community Development, Virginia Tourism Corporation, and the Virginia Department of Conservation and Recreation. Funding partners include the Commonwealth of Virginia, Virginia Tobacco Region Revitalization Commission, Appalachian Regional Commission, U.S. Economic Development Administration, several private foundations, and the communities of Southwest Virginia through the SWVA Partnership Program.

COVID-19 Pandemic Recovery & Trends

The COVID-19 pandemic has impacted the world in many ways, and it certainly has changed the way we travel. Southwest Virginia's natural and cultural assets have seen increased use, creating a challenge for the Foundation and Friends of SWVA to have a more focused approach when implementing and developing programs that leverage the creative economy. Friends has looked at the national trends related to travel and outdoor recreation, as well as the opportunity to leverage SWVA's cultural and natural assets.

According to Virginia Tourism Corporation's Visitor Profile for Southwest Virginia, the number one reason visitors travel to SWVA is to visit family and friends. As we all evolve into the new normal in Virginia, travel trends and patterns will have a direct impact on travel expenditures in SWVA.



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The Outdoor Industry Association's research shows that 67% of Virginians participate in outdoor recreation activities, and approximately 29% of these trips happen close to home (meaning within 30 minutes or less). Friends of SWVA and the Foundation view these insights as a path forward for recovery. As an organization, we're addressing accessibility, capacity, and promotion of the region's creative economy assets, including outdoor recreation.

Southwest Virginia Cultural Center & Marketplace

Renewed Vision: Showcase a comprehensive picture of Southwest Virginia and the creative economy as a gateway to the region and create new economic impact while sustaining financial stability as an organization.



**SOUTHWEST
VIRGINIA™**
*Cultural Center
& MARKETPLACE*

The 58,000 square foot artisan, performance, meeting and office center was completed and opened to the public in 2011 with an investment of approximately \$15 million dollars of public funding through state and federal programs. The center was conceived to showcase and sell the work of regional artisans and musicians and to interpret Southwest Virginia's history, heritage, outdoor recreation and scenic beauty via stories and first-person narratives to inspire travel to other parts of the region. The facility was constructed by People Incorporated, a local community action agency, through funding sourced by 'Round the Mountain. The property for the development is under a long-term lease from Virginia Highlands Community College and the building is leased by Friends of Southwest Virginia from owner People Inc. The facility has been operated by three joint entities: Friends of Southwest Virginia, the Southwest Virginia Cultural Heritage Foundation, and 'Round the Mountain, Southwest Virginia's 501(c)(3) non-profit artisan network.

Despite the COVID-19 pandemic, the Cultural Center continued to focus on the mission of the facility and Southwest Virginia. The facility closed from March - July of 2020; however, from July 2020 – August 2021 the facility was open four days a week. In September 2021, the facility reopened six days a week and continues to operate on this schedule.

Below are a few highlights of the facility upon reopening:

- An expanded focus on the artisans and connecting them with the facility: this includes expanded space for retailing and exhibiting art and craft, increased attention to connecting the facility to other arts facilities through SWVA, and more opportunities for artisans to interact with the public.



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- A commitment to quality service and experience for both artisans and customers.
- Implementation of a new point of sales system and e-commerce system to help increase artisan sales online.
- An increase in rentals of the facility to special events and meetings.
- Hosted Christmas in Southwest Virginia events and LoveSWVA Concert Series.
- Hosted the Crooked Road Jams throughout the year.

An expanded visitor center with additional brochure and display space. The centerpiece of the visitor center is a new custom-designed map with each city and county formed from historic woods from their communities. A companion guidebook details the history of each piece of precious wood and encourages visitors to explore the region.

The staff at the Cultural Center are preparing for the year ahead. With an increase of special events, group tours, and an emphasis improving the visitor experience in the facility, a new Visitor Services and Events position has been created to increase facility rentals and special events within the organization. Additionally, the team has been overseeing several maintenance projects that have helped the building run more efficiently.

Regional Programming

Outside of the direct operations of the SWVA Cultural Center, the Foundation and Friends of Southwest Virginia participated in numerous region-wide initiatives in 2021-2022 which are expected to bring long term benefits to the Foundation and to the region as whole. These activities include continued expansion of the Southwest Virginia Outdoors product development and marketing campaign, the continued expansion of the regionally supported Southwest Virginia brand, and continued expansion of the scope of the creative economy in Southwest Virginia. These activities are outside of the scope of the Cultural Center and are not included in the below financial and program reports; additional information on these activities can be found in the Friends of Southwest Virginia 2021 Annual Report issued in January 2022:

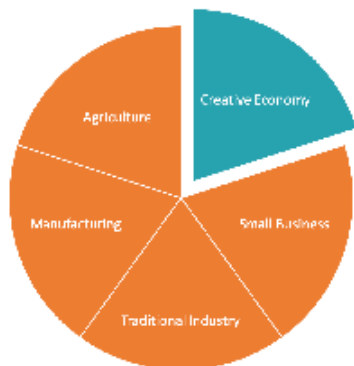
<http://friendsofswva.org/about/annualreport/>



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The Comprehensive Economy: As the economy in Southwest Virginia began to change in the early 2000s, the Commonwealth of Virginia worked to identify each area of economic development capable of advancing the economy. This combined work of multiple organizations forms the comprehensive economy.



A complete economy is balanced between all areas of economic development from agriculture and manufacturing development to small business and tourism development. Friends of Southwest Virginia and the associated organizations focus on developing the creative economy as part of the larger economic development efforts of Southwest Virginia.

Our Focus: The Creative Economy

The Creative Economy is defined as innovative business development techniques finding success based on novel imaginative qualities that no longer rely on the limited resources of land, labor, and capital.

We develop and promote place-based and unique experiences through working in the lenses of community, tourism, and economic development.

- Community Development:
 - Connect assets to a community's core
 - Facilitation and community capacity building
- Economic Development:
 - New business development connectivity and assistance
- Tourism Development:
 - Product development and planning
 - Market and promotion through SWVA



Regional Community Capacity Building:

QUICK STATS

- Number of Current Development Initiatives – 16 Projects (7 planning, 3 construction, 6 partnership)
- Number of Completed Projects in Past 18 Months – 8 Projects



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CONSTRUCTION PROJECTS

- Haysi Riverwalk Project
- High Knob Destination Center
- New River Center

PLANNING PROJECTS

- Cumberland Plateau Outdoor Recreation Economic Analysis & Development Plan
- Lee & Wise County Outdoor Access
- Mendota Trail Master Development Plan and Economic Impact Study
- Mount Rogers Outdoor Economy Asset Analysis and Development Plan
- Virginia Creeper Trail Conservancy Master Plan Development
- Breaks Interstate Park Hospitality analysis





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COMMUNITY DEVELOPMENT & PARTNERSHIP INITIATIVES

The following are capacity building and regional support efforts.

AIR SHIFT

The AIR Shift workshop is a three-day program led by trained facilitators to help community members grow as creatives, and work together to design projects that will make their community a better place to live. The participants are divided into small groups, and over two days they identify a project that would make their community a better place. On day three the teams pitch their ideas to the panel who then selects one project to fund. All projects must be \$10,000 or under and can be implemented within one year. In addition to learning key skills to grow their creative minds, participants will receive one-on-one coaching from trained facilitators to grow their creative and business skills. Patrick County is a pilot location for launching the AIR Shift workshop both in person and online. This model continues to be successful in bringing together community members around a common goal and building local capacity. This workshop will be held next in Wise in the fall of 2022.

AmeriCorps VISTA

Friends of Southwest Virginia and The University of Virginia's College at Wise have partnered to build and expand on programming through the work of AmeriCorps VISTAs. Southwest Virginia has worked with a vista member who has brought added capacity and service to projects in the Creative economy sector over the last year. Due to a lack of free or subsidized housing available to vista participants the continued expansion of the vista cohort has faced setbacks placing additional vistas in communities.

Clinch River Valley Initiative

As the Clinch River Valley Initiative (CRVI) looks forward to its second decade of service it can lay claim to many signature accomplishments. The Hometowns of the Clinch program increased access to the Clinch River, branding and signage, expanded environmental education programs, and the creation of the new Clinch River State Park are but a few of CRVI's many successes. Over the last two years, Friends of SWVA staff has facilitated monthly meetings with the CRVI Steering Committee and bi-annual public meetings with the CRVI Transition Team. These meetings have not only served as a platform for updates on CRVI business, but also as an opportunity for partners to connect and share best practices and successes. At this time the initiative is working closely with community leaders to move forward as a stand-alone nonprofit that will continue to bring resources and collaborative initiatives to the Clinch Valley region of Wise, Scott, Russell and Tazewell Counties.



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FROG (Forest Recreation Outdoor Group) – Clinch Ranger District Trail study ongoing

Frog is a collective of regional leaders brought together through facilitation provided by the National Forest Service. This cohort serves as the community input arm of the Forest, working to bring community concerns and opportunities to the table in addition to helping to shape future development efforts.

Founding of the FROG cohort: In Southwest Virginia, the decline in natural resource extraction industries, predominantly coal and tobacco, have led our communities to seek a more diverse economic strategy. Communities in our region are working to create economic strategies that include outdoor recreation as a core component. The national forestland that surrounds many of these gateway communities is key to this economic strategy. However, as these efforts move forward, infrastructure on our public lands and recreation sites is falling into disrepair leading, in some cases, to entire recreation sites being closed.

These challenges have helped foster a closer partnership between the Forest Service and the communities it serves. Communities in our region have partnered to apply for grants, including an effort where Scott County and the City of Norton and regional non-profit Friends of Southwest Virginia worked together to successfully apply for funding to alleviate parking constraints at the Devil's Bathtub, a popular outdoor recreation site in the region that is suffering from overuse. Additionally, 22 local, state, federal, and nonprofit agencies completed a master plan — the High Knob Master Plan — that aims to better connect residents and visitors to the national forest and the 13 communities within the High Knob region's footprint. This plan also aims to help guide outdoor recreation development to ensure it's done sustainably and is successful long-term.

High Knob Enhancement Corporation – Focus Group: High Knob Directional Signage

The High Knob Enhancement Corporation has taken an active role in carrying out the High Knob Master Plan identified initiatives. Friends of SWVA staff attend High Knob Enhancement Corporation meetings and has facilitated conversations with the group to help execute the master plan. One of the outcomes of this collaboration is the formation of the High Knob Think Tank group. This group is engaged and active in the High Knob communities. Participants include representatives from outdoor recreation clubs at UVA-Wise and Mountain Empire Community College, as well as area outfitters. Representatives are community leaders and have a wide variety of recreation experience. This group has produced a High Knob area informational packet that outlines information for visitors and locals to take advantage of the local resources and destinations, with many promising community engagement strategies to come.



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Opportunity SWVA / RALLY

Friends of SWVA staff work monthly with Opportunity SWVA to leverage the Real Action Leadership Learning, or RALLY, program. RALLY is a community capacity and leadership development program. RALLY held their 9th rounds in the communities of The Town of Wise in Wise Va and Clinchco in Dickenson County Va, all programs included leadership and community development initiatives.

Patrick County & Virginia Tech Landscape Architecture Planning Cohort

Friends of SWVA works with Patrick County and Virginia Tech on this annual intensive workshop. This program brings together students and community members to address community aspirations for the future of public open spaces. Working in vertical teams, landscape architecture undergraduate and graduate students investigate a community's public open spaces to envision a stronger community use reflecting community values and aspirations.

Product Development:

Additionally, the state's investment in the Foundation and Friends of Southwest Virginia has allowed the organization to leverage these funds for broad uses across the region in recruiting additional state and federal resources for projects across the entire creative economy. Active grant and program projects that utilized the state's allocation as matching dollars for the region in FY2022 include:

- ***Appalachian Regional Commission: Building Appalachian Spring POWER 16***

- ***Non-Construction Projects:***

- High Knob Master Plan: Wise, Scott, Lee, and Russell Counties, City of Norton
- Spearhead Trails Trail Technicians: Tazewell, Buchanan, Russell, Dickenson, Wise, Scott and Lee Counties and the City of Norton
- Friends of SWVA Staff Administration/Travel/Other: All 19 Counties and 4 Cities

- ***Building Appalachian Spring POWER 16 Construction Projects:***

- Appalachian Trail Center: Washington County (Complete)
- Haysi to Breaks Trail: Dickenson County (Complete)
- Haysi Riverwalk: Dickenson County
- High Knob Destination Center: City of Norton
- High Knob Lake: City of Norton (Complete)
- New River Boat Launches: Giles County (Complete)



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- New River Center: Giles County
- Stony Creek Park: Scott County (Complete)

- ***TRRC Southwest Economic Development Building Appalachian Spring:***
 - Appalachian Trail Center: Washington County (Complete)
 - High Knob Destination Center: City of Norton
 - Haysi to Breaks Trail: Dickenson County (Complete)
 - Haysi Riverwalk: Dickenson County
 - Friends of SWVA Staff Salary: All 19 Counties and 4 Cities

- ***2017 ARC Area Development Lee and Wise County Outdoor Access:***
 - Pump Track in Big Stone Gap: Wise County
 - Pound Recreation Access Master Plan: Wise VA
 - River Access Points on the Powell River: Lee County

- ***POWER 18 - Bridge Builders Grant:***
 - Interstate Collaborative Plan to analyze the creative economies and potential areas of partnership with North Carolina, Tennessee, Kentucky and West Virginia: All 19 counties and 4 cities

- ***ARC Area Development Trail Development in the Mount Rogers Region:***
 - Virginia Creeper Trail Master Plan and Economic Impact Study: Washington and Grayson Counties (Complete)
 - Mendota Trail Master Plan and Economic Impact Study: City of Bristol and Washington County (Complete)
 - Mount Rogers Master Outdoor Recreation Plan: Bland, Carroll, Grayson, Smyth, Washington, Wythe Counties and Cities of Bristol and Galax



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- ***TRRC Southwest Economic Development Recreation Cluster Development, Connectivity, and Sustainability:***
 - Cumberland Plateau Master Outdoor Recreation Plan: Buchanan, Dickenson, Russell, and Tazewell Counties
 - Virginia Creeper Trail Master Plan and Economic Impact Study: Washington and Grayson Counties (Complete)
 - Mendota Trail Master Plan and Economic Impact Study: City of Bristol and Washington County (Complete)
 - Mount Rogers Master Outdoor Recreation Plan: Grayson, Smyth, Washington, and Wythe Counties and Cities of Bristol and Galax

- ***Private Funder: Genan Foundation***
 - Clinch River Valley Initiative Executive Director Support
 - Breaks interstate Park Hospitality Study

- ***Thompson Charitable Foundation - Tazewell Trails:***
 - Breaks Interstate Park Hospitality Study
 - Richlands Riverwalk: Tazewell County (Complete)
 - Trail Development: Tazewell County
 - Cumberland Plateau Master Outdoor Recreation Plan: Buchanan, Dickenson, Russell, and Tazewell Counties

Regional Marketing:

Friends of SWVA continues to work diligently with partners throughout the region to assist with communication needs and digital marketing strategies. Over the past two years, Friends of SWVA has introduced digital marketing and storytelling through new robust platforms. Additionally, a YouTube video series and podcast was created to allow partners to tell and share their stories. These platforms along with digital asset collection have greatly aided Friends of SWVA to get a better understanding of the various needs of the region and assist in marketing our partners.



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Digital Storytelling - YouTube Virtual Visits

YouTube is the second largest search engine online today and receives millions of searches daily. In 2020, Friends of SWVA began a digital marketing campaign to share stories of awe-inspiring locations, small businesses, communities, and ideas for guests and locals when visiting Southwest Virginia. These virtual visits have allowed the organization to work with partners to showcase local attractions and promote the region to an ever-expanding audience.

Digital Storytelling - Stories from Southwest Virginia Podcast

Another digital marketing opportunity Friends of SWVA offers is the *Stories from Southwest Virginia* Podcast. The podcast platform gives partners from across the region the ability to share their stories to an even larger audience from the comfort of their establishment. This platform has been particularly successful for business owners and other area partners with busy schedules and time constraints. Over the past two years, the Friends of SWVA has continued to build upon the podcast platform to reach potential visitors to the region and inform locals about great assets within Southwest Virginia.

Digital Asset Management

To better serve the regional partners, Friends of SWVA created a digital asset management system, which houses regional marketing assets including photography, videography, branding creative, and logos. The system is available for partners to use in their own marketing efforts. This system not only allows Friends of SWVA to obtain and house a variety of assets, but also serves as a simple file sharing system and basic photo editor. Friends of SWVA plans to continue to add to the system over the next year, by focusing on capturing more professional photography and videography across the region.

Partner Lead Community Visits

To build relationships and strengthen the organization's knowledge of the region, Friends of SWVA has been having conversations with regional partners to plan location visits for digital asset collection. Together with the local partners, Friends of SWVA builds itineraries and plan scheduled visits to obtain needed marketing materials such as photography and videography. These visits allows Friends of SWVA to experience the various localities in order to get a better understanding of individual needs and tell those stories.



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2022 – 2023 Marketing Campaign

In Spring 2022, Friends of SWVA received a grant from the Tobacco Commission to launch a marketing campaign. The *Experience a Different Side of Virginia* Marketing Campaign is a key element in making Southwest Virginia more competitive to visitors than our comparable markets. Friends of SWVA will capture professional quality video and photography, and then incorporating that video and photos into existing marketing assets (website, blog, social media, etc.) and into the new marketing campaign. This marketing campaign will market the region in an exciting way, drawing visitors from key target markets to experience Southwest Virginia. The goal of this campaign is to drive interest and awareness of the outdoor recreation, music, and artisan experiences in Southwest Virginia to our target markets. The goal is to inspire and drive curiosity of the visitor through the videos and photography, and then drive them to the campaign landing page where they can learn more about reach featured experience and make plans to visit Southwest Virginia.



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2021-2022 Operations:

The Southwest Virginia Cultural Center’s (formerly Heartwood) 2021-2022 fiscal year operational budget is broken down in Figure 1. It should be noted that a portion of the Foundation’s \$875,000 appropriation continues to be utilized for payroll and related costs associated with Foundation staff directly employed by DHCD and working on both regional initiatives and the continued development of the Cultural Center; the remainder was allocated to the Foundation and Friends of Southwest Virginia for organizational and facility operations.

Figure 1:

**FY22 Financial Performance
July 1, 2021 to June 30, 2022**

REVENUE		
DHCD – Operational (Does not include administrative allocation of \$214,000)	\$	661,000
DHCD – Major Building Maintenance & Improvements and Support for ARC Conference at Cultural Center	\$	206,021
Grants	\$	454,699
Artisan Sales	\$	123,218
Partnership Support (Friends portion)	\$	15,153
Events	\$	34,832
PPP	\$	16,366
	\$	<u>1,511,289</u>
EXPENSE		
Grants	\$	404,495
Administration	\$	237,664
Building & Grounds Special Projects	\$	178,615
General Maintenance	\$	178,128
Artisan Sales (Cost of Goods Sold)	\$	147,507
Events	\$	92,589
Marketing	\$	99,728
Technology Upgrades	\$	70,056
Legal, Insurance	\$	40,010
	\$	<u>1,448,792</u>
PROFIT	\$	62,497

*Includes: Administrative Support, Personnel, Benefits, Staff Development
Includes: Lighting Upgrades, HVAC, Tree Trimming & Landscaping, Window Cleaning, Roof, Parking Lot Sealing, Structure Mortar
Includes: Utilities, General Repairs, Mowing, Snow Removal, Supplies*



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It should be noted that the overall Foundation mission of serving the entire region through additional coordination of local, state, and federal resources continues to be successful in leveraging funds that are producing tangible economic results across the region. The budgets and funds for these programs and initiatives are not included in the scope of this report.

As both the Foundation and Friends have worked to increase efficiency and improve programming, a historical partner of the organization, 'Round the Mountain: Southwest Virginia's Artisan Network, was looking to eliminate their high administrative costs and improve their reach throughout the region. Through a partnership effective July 1, 2018, Friends of Southwest Virginia assumed the programs of 'Round the Mountain through a programming contract. 'Round the Mountain has historically managed the jury selection and membership component of the Cultural Center and was allocated a guaranteed portion of revenue. This transition to a single organization managing both regional programming and all programming within the Marketplace of the SWVA Cultural Center allows the organization to have a unified approach with both regional and SWVA Cultural Center & Marketplace initiatives, while reducing overall administrative costs for the initiatives. Staff have been put in key roles to manage and provide oversight to all regional cultural heritage initiatives and the work within the Cultural Center. This synergy will increase collaborations and partnerships and result in a stronger SWVA Cultural Center & Marketplace both organizationally and financially.



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Future Budget Projections:

The operational budget for the 2022-2023 fiscal year, approved by the Friends of Southwest Virginia Board of Directors and the Southwest Virginia Cultural Heritage Foundation Board of Trustees on June 9, 2022, is shown in Figure 2. The Development Operational Budget is shown in Figure 3.

Figure 2: FY23 Operational Budget

BUDGET - July 1, 2022 through June 30, 2023	
Ordinary Income/Expense	
Income	
CCrev - Cultural Center Revenue	\$ 223,250
DHCD - SWVA Cultural Heritage Foundation	\$ 650,000
Partnership Program Revenue	\$ 20,500
Interest Income	\$ 100
Marketing Access Program	\$ 20,000
VTC Marketing Grants	\$ 20,000
Total Income	\$ 933,850
Expense	
Cultural Ctr Administration	\$ 28,500
People Inc	\$ 67,500
Maintenance & Grounds	\$ 180,250
Utilities	\$ 49,500
Events Expense	\$ 15,000
Technology Expense	\$ 25,000
Cultural Heritage Programs	\$ 18,500
Cultural Center Retail	\$ 198,350
Administrative Expenses	\$ 172,250
Accounting/Legal	\$ 32,000
Marketing-Expenses	\$ 147,000
Total Expense	\$ 933,850
Net Ordinary Income	\$ -
NET PROFIT OR LOSS	\$ -



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Figure 3: FY23 Development Operational Budget

Development REVENUE		
16100 - Personnel		\$ 114,494
16115 - Project oversight/PDC admin fee		\$ 113,500
40000 - Grants		
40000.1 - ARC		\$ 1,165,000
40000.2 - TRRC		\$ 98,000
40000.3 - Tazewell Trails		\$ 49,000
40000.4 - RALLY		\$ 40,000
40000.5 - Breaks Park Assessment		\$ 50,000
40000.6 - TRRC - Marketing		\$ 100,000
Total DevoI - Development Revenue		\$ 1,729,994
41400.1 - Reserve Funds, Used for Event Support		\$ 50,000
Total Development Revenue with Reserve Use		\$ 1,779,994
Grants - Grants Development EXPENSE		
65010 - Project Oversight/PDC Admin Fee		\$ 113,500
70800 - Tazewell Trails		\$ 49,000
90010 - CRVI		\$ 40,000
90000.1 - Breaks Park Assessment		\$ 50,000
90000.2 - ARC Outdoor Rec (Lee,Wise Co.)		\$ 75,000
90000.6 - Development Personnel		\$ 114,494
90000.3 - Construction		\$ 1,173,000
90000.4 - Power 18, Travel		\$ 15,000
90000.5 - TRRC Marketing		\$ 100,000
Total Grants - Grants		\$ 1,729,994
OTHER ITEMS FUNDED FROM RESERVE ACCOUNT		
71850 - Event Expenses		\$ 50,000
Total Development Expense		\$ 1,779,994