



Vision

Virginia's Region 2000 Partnership will be a nationally recognized leader in advancing the region's economic prosperity and quality of life.

Mission

Virginia's Region 2000 Partnership develops and implements regional activities that create jobs, support existing businesses, drive innovation, cultivate a capable workforce, and coordinate the delivery of efficient and cost-effective regional services. The Partnership is a valued resource to local governments, businesses, educational institutions and the non-profit community.

Strategic Initiatives

1. **Public/Private Collaboration**

The Partnership identifies and pursues relationships and opportunities that drive the region's economic vitality and enhance quality of life through an on-going collaboration of the region's business, local government, and education leadership.

2. **Technology-Based Economic Development**

The Partnership focuses its resources and efforts on a technology-based economic development program to support high growth companies that utilize and apply knowledge creation to achieve competitive advantage.

3. **Workforce Development**

The Partnership encourages and facilitates meeting employer workforce needs through a coordinated regional continuum of education, training, and the promotion of career opportunities.

4. **Intra-Partnership Coordination and Communication**

The Partnership's organizations continuously coordinate and communicate with each other to enhance efficient operations, promote the creation of new ideas, and pursue beneficial opportunities.



Creating an environment of regional collaboration, economic growth and progress in innovation.

Serving the cities of Bedford and Lynchburg, the counties of Amherst, Appomattox, Bedford and Campbell, and the towns of Altavista, Amherst, Appomattox and Brookneal.

STRATEGIC PLAN

2010 update

Executive Summary

Virginia's Region 2000 Partnership was created in 1988 to provide a supportive environment for the cities, towns, counties and businesses that make up Region 2000. It is a collaboration of six organizations that work together for the ultimate purpose of strengthening the region's economy by increasing job opportunities and quality of life. This is accomplished through business attraction, retention and expansion, development of a high-tech workforce, creating regional innovation, and preserving and improving unique community features.

Throughout the years, the Partnership has evolved to best impact the community and its 247,000 residents. It has developed a strong reputation for successful regional collaboration and innovation. It provides a centralized focus for workforce development issues by taking on a guiding role in identifying and solving challenges that arise for the business community and the region's workers.

Through the work and leadership of the Partnership organizations and other community organizations, the region has fared well when it comes to job growth and other key economic indicators. Despite its small metropolitan population, the region is competitively ranked by Forbes.com among the Best Places for Business and Careers and by the Milken Institute's Best Performing Cities Index. Both of these nationally recognized annual surveys track such items as a region's job and technology growth, wage and salary, and other key success factors. The region's hospital network has progressively received national recognition and that helps to draw residents and businesses to the region as well.

The Partnership serves as a valued resource for local governments, businesses, educational institutions and the non-profit community. It manages regional services that enhance quality of life and attracts new business investment through its programs. It drives advanced research and development and cultivates a capable workforce.

Six Partner Organizations:

The **Economic Development Council** serves as a catalyst in creating more wealth in Region 2000 communities, better jobs and higher incomes for Region 2000 citizens, greater earnings for Region 2000 companies, and larger tax bases for Region 2000 communities.

The **Local Government Council** encourages and facilitates collaboration among Region 2000 local governments in addressing, on a regional basis, challenges and opportunities of greater-than-local significance.

The **Technology Council** helps create an environment that fosters innovation and growth within the technology sector of Virginia's Region 2000 by providing valuable services to Region 2000 companies, and assisting with the recruitment of technology-based firms to the Region.

The **Workforce Investment Board** helps to create and sustain an innovative system that produces a quality workforce committed to lifelong learning, which meets the evolving needs of the business community of Region 2000.

The **Young Professionals of Central Virginia** assists the region and the business community with the attraction and retention of young talent, recognizing that a qualified workforce is key to growth and innovation.

The **Center for Advanced Engineering and Research (CAER)** targets high growth, high tech industries in Region 2000 and works to establish effective relationships between those industries, major R&D centers, and university researchers, resulting in regional innovation and economic growth. The CAER also facilitates professional development opportunities for scientists and engineers and is dedicated to the successful creation of an industry-led research center in Region 2000.



*Vision
Mission
Values and Beliefs
Outcomes and Strategies*

Vision

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Mission

Virginia's Region 2000 Partnership develops and implements regional activities that create jobs, support existing businesses, drive innovation, cultivate a capable workforce, and coordinate the delivery of efficient and cost-effective regional services. The Partnership is a valued resource to local governments, businesses, educational institutions and the non-profit community.

Values and Beliefs

The Partnership believes in the value of cooperative action and is proactive in identifying and assessing emerging trends and cultural changes in Region 2000. Collaboration among regional organizations and localities is essential to success and requires the highest level of leadership, trust, and integrity. The Partnership helps the region achieve the right levels of collaboration and action to make a positive impact on the economy and quality of life.

The Region's quality of life is achieved through its many unique and desirable features. Its scenic natural setting, open spaces and farms, and historic resources are valuable assets. The small towns, main streets, and hometown feel of the cities are part of the unique qualities that makes the region attractive to residents and visitors alike. These qualities, along with recreational opportunities and tourism, are important parts of the economic future. The Partnership will remain sensitive to preserving and enhancing these characteristics that are the hallmarks of the region.

The Partnership values a diverse business community and places the highest emphasis on strengthening local businesses and building new businesses through a climate that encourages support, entrepreneurialism, technology, innovation and creativity.

The Region supports an inclusive and accepting community. Encouraging and expecting citizen comments and involvement is a basic value and supporting mechanism to empower citizens to become independent and productive. This includes services in urban, suburban, and rural areas.

The Partnership values having the individual partner organizations' Boards of Directors reflect the diversity of the region's citizens.

The Partnership values the input and creativity of young professionals, recognizing that their leadership and talent will impact the future of the Region.

The Partnership values the expertise and unique contributions that each partner organization brings to the mix. By working together, the Partnership is greater than the sum of its parts and benefits the entire Region.

Outcomes and Strategies

The Partnership is committed to the following outcomes for the region and its communities:

- **Continue to promote opportunities to create wealth.** Quality of life is dependent on the success of our businesses and the opportunities a strong economy affords our citizens. Supporting positive, identified economic development that yields higher paying jobs matching our plan for growth is essential.
- **Work on further development of a diverse workforce** and support opportunities for attracting, building and maintaining a strong employee base that meets the needs of the region. This includes educational opportunities for all segments of the workforce, as well as a renewed emphasis on attracting and retaining highly skilled professionals of all ages.
- **Work to manage sustainable growth and change** to preserve those characteristics that the region values and seeks to sustain.

The Partnership will employ the following strategies to achieve these outcomes:

- **Public/Private Collaboration**
The Partnership identifies and pursues relationships and opportunities that drive the region's economic vitality and enhance quality of life through an on-going collaboration of the region's business, local government, and education leadership.
- **Technology-Based Economic Development**
The Partnership focuses its resources and efforts on a technology-based economic development program to support high growth companies that utilize and apply knowledge creation to achieve competitive advantage.
- **Workforce Development**
The Partnership encourages and facilitates meeting employer workforce needs through a coordinated regional continuum of education, training, and the promotion of career opportunities.
- **Intra-Partnership Coordination and Communication**
The Partnership's organizations continuously coordinate and communicate with each other to enhance efficient operations, promote the creation of new ideas, and pursue beneficial opportunities.



The Current Situation

Virginia's Region 2000 Partnership Analysis

There are numerous strengths that make Region 2000 a highly desirable place to live, work and play. Urban amenities with services and opportunities for commerce, as well as rural amenities with beautiful farms, mountains and rivers abound. Region 2000 Partnership organizations have a good standing in the community and a good track record for cooperation, accomplishment and innovation. However, the Region 2000 partners recognize there are yet untapped opportunities to better coordinate these regional services by:

- Making individual organizations stronger by building a more effective presence with regional services
- Working smarter in a partnership environment
- Valuing the individual mission of each organization and providing important new linkages
- Sharing resources and responsibilities to more effectively serve the region
- Creating an identity for the partners outside of their respective constituencies about what Region 2000 is and its potential

Leadership opportunities abound to move the region forward through innovative approaches that address our regional issues. The framework of the Partnership offers an opportunity to coordinate regional goals, develop a common direction for the region, and avoid duplication of services and costs across organizations.

Economic Development Council (EDC) - Analysis

Throughout its 22 years of service, the EDC has created a broad understanding of the importance of regional economic development and has stimulated critical municipal investments in staffing and infrastructure. The EDC, representing the region's business, local government, and education leadership, has evolved to understand that beyond attracting new business investment, our regional strengths are critical to our success. These strengths include an evolving base of high-wage, high-growth jobs, robust capacities in traditional infrastructure facilities (namely, surface, rail, and air transportation links, utilities, and ready-to-go commercial and industrial properties), skilled and motivated workers, and model workforce training and development programs. These and other key assets have worked to keep existing businesses here and to recruit new business investment to the region.

Though the regional economy is dynamic and expansive when benchmarked against other comparable regions, there are certain weaknesses that could have the potential to inhibit this environment, if not properly addressed:

- The region's progress in developing its transportation services — particularly vehicle mobility and commercial air service;
- The ability to recruit and develop a skilled workforce to help businesses achieve greater productivity and competitiveness;
- The capacity of the public and private sector to maintain a complete range of buildings and prepared sites necessary for capitalizing on the best business investment opportunities;

- Insufficient coordination and resources to promote and develop an entrepreneurial culture within the region;
- Insufficient deployment of region-wide, high quality telecommunications networks and systems with affordable broadband connections for residential, business, and institutional users, and;
- Structural obstacles at the local and state levels which make regional economic development approaches extremely difficult and can force localities into contentious competition.

The future regional economy could benefit from further leveraging strengths and overcoming weaknesses to make Region 2000 the business location of choice in Virginia. As identified by the Economic Development Council, the region should:

- Build on the assets of its existing business clusters that include nuclear energy, wireless technology, advanced manufacturing, plastics, health care, pharmaceuticals, insurance, and higher education.
- Utilize and leverage the Center for Advanced Engineering and Research as a key tool in development and implementation of a technology-based regional economic development program.
- Create a compelling location advantage for targeted new business investment through aggressive workforce recruitment and training, and strengthening existing businesses.
- Facilitate growth in the region's "pipeline" of workers, emphasizing Science, Technology, Engineering, and Mathematics (S.T.E.M.) programs in K-12 schools and higher education institutions.
- Create and implement a comprehensive, model workforce development program.

If Region 2000's goal is to include retaining what we already have, expand on this base, and bring desirable new development to our communities, then Virginia's Region 2000 Partnership, the Economic Development Council, and the region's business, local government, and education leadership must be alert and prepared to respond to some very real threats:

- Complacency during high economic cycles, or alternatively, intransigence or undue caution during low economic cycles.
- Lack of attention to workforce needs of existing businesses.
- Sustained and meaningful support to develop and implement a tech-based economic development program.
- Aggressive siphoning of the workforce by surrounding communities and states if we do not provide proper support needed by our employers.
- Diminution by one or more localities for support of regional economic development, resulting in friction among communities.

All of these threats can continue to be successfully addressed by the strong regional leadership that we currently possess. The Economic Development Council is poised to maintain this strength and to develop further collaborative efforts to achieve greater economic strength and competitiveness for the region's businesses, local governments, and educational institutions.

Local Government Council – Analysis

Localities in Region 2000 have a tradition of trust and cooperation as they work together to find cost effective solutions to common problems; actively cooperating on projects such as emergency communications, jails, utility infrastructure and planning, and solid waste management. Elected and appointed officials openly communicate in order to increase understanding of local and regional issues. Citizens in Region 2000 place confidence in their local officials and generally feel that their communities are governed by competent, professional managers/administrators and dedicated elected Council/Board members who efficiently budget their tax dollars.

However, Regional localities face several challenges:

- Virginia's system of independent counties and cities increases the difficulty for land use planning, infrastructure investment and economic development cooperation on a multi-jurisdictional scale, especially in slower economic times
- Planning between Counties, Cities and Towns is a difficult process due to the lack of planning and financing tools localities have for inter-jurisdictional development
- There is little experience with regional revenue sharing programs; use has been limited to Bedford City/County and a new effort by Lynchburg and Campbell County
- A delicate balance must be maintained between preserving the regional attributes dear to citizens (friendly people, beautiful vistas and open space, navigable roads, family-friendly communities, energy filled colleges/universities, sense of place, etc.) and developing the amenities essential to regional business growth (development of open space, efficient transportation, etc.)
- Wealth from growth can occur in selected areas of counties and region creating "have and have-not" areas both within jurisdictions and when looking at the region as an entity.
- Jobs and wealth tend to be created in more urban areas putting rural areas at a disadvantage and creating "have and have-not regions in the Commonwealth and within Region 2000.

Technology Council – Analysis

The technology community in Region 2000 is represented through participation in and support of the Technology Council by a mix of IT (Information Technology) leaders, technology business owners, and representatives from higher education, and interested parties in economic development.

As a ten-year-old organization, the Technology Council has made great strides in our mission to create an environment that fosters innovation and growth within the technology sector of Virginia's Region 2000. Our accomplishments in technology-based economic development advocacy, networking, event offerings, education, and promotion have been duly noted within the business community and have helped to launch initiatives such as the Center for Advanced Engineering and Research that create value and opportunities for explosive growth in the region's technology sector.

The Technology Council has identified the following matters as critical to fulfilling its mission:

- Defining technology and the role of the Council has not been an easy task. As all encompassing as the word technology is, it brings different thoughts into the minds of those trying to define it. While the technology council has been a clearinghouse for all things technology in the past, our mission and objectives have steadily become much more narrowly focused. Today, the Technology Council's role in the community can be summed up in three major areas: Network and Promote the Technology Sector, Advocate for Technology Businesses, and Develop a Technology Focused Workforce Pipeline for current and new employers in Region 2000.
- While Virginia steadily leads the nation in new technology jobs and company growth, there is great disparity in the technology communities that comprise the Commonwealth; ten technology regions have been established. Each region is different, with its own focus and objectives for growth. Ours can best be summarized as one that we will call "user heavy but poised for growth". Technology companies can be defined in three broad categories: producers, innovators, and users. Technology Producers are companies that produce or sustain technological goods or services. Technology Innovators are companies that help to open up new lines of research or advance existing technology. And lastly, technology users are those companies that heavily rely on technology to sustain or grow their business operations.
- With a traditional manufacturing and service base in the region, most companies here are classified as technology users; we have a modest number of technology Producers and Innovators - those

entrepreneurial companies that fuel explosive growth within their business sector. The Council will continue to support the growing technology companies that we do have and pursue new opportunities to recruit companies that fit well within the industry clusters in the region. The Council has the responsibility of education and creation of a mindset towards technology-based jobs. Perhaps the most difficult task that lies ahead for us is to make students, parents, and existing businesses understand the importance of education and an interest in STEM (Science, Technology, Engineering, and Math). As companies of all descriptions innovate their respective business operations and with a nationwide shortage of qualified employees, it is imperative that the citizens of Region 2000 adopt a grow-your-own mentality. Without a fundable, growing, and active base of volunteers, the Council and the community stands to lose out to more progressive communities at both the state and national level.

- Over the past several years, our work to bring along our partner organizations towards a TBED (Technology Based Economic Development) mindset has consumed much of our time and focus. We are now at a stage where our partner organizations fully understand, embrace, and are working towards strategies that will transform our regional economy into one that is empowered by innovative, entrepreneurial, and technology-focused companies. Through the Region 2000 Partnership, our two main partners include the Region 2000 Economic Development Council and the Center for Advanced Engineering and Research. Other partners within the Region 2000 Partnership include the Region 2000 Workforce Investment Board, the Young Professionals of Central Virginia, and the Region 2000 Local Government Council.
- With our partner organizations working in cooperation towards TBED strategies, it is now time to build our base of supporters. With limited staff and resources, it has been difficult to focus energy in two places. Our growth and success in championing TBED has led to a decline in member support services. With the hiring of a STEM Program Manager and our vision for TBED being adopted by our key strategic partners, we now have the opportunity to grow programs that will be of direct benefit to our member companies and supporters. In the tough economic times we are facing, it is more important than ever to work hard for those companies that have made investments in our collective vision for the future.
- Strengthening our membership base and support services will serve as a catalyst to our vision, mission, and objectives. We will build upon the feeling that "something unique is happening in the technology community" by executing a strategic communications plan that incorporates techniques from word-of-mouth to social networking. More members and activity will mean more opportunities for growth across all levels. Now is the time to reach out to new industries and explore opportunities to have our efforts recognized across the Commonwealth of Virginia.
- Within the confines of our organization and the shared vision of the Region 2000 Partnership, the technology community has a bright and promising future ahead of it.

Work Force Investment Board – Analysis

The Region 2000 workforce climate is mixed, with both current challenges and promise for the future. The economy continued the decade long decline in traditional manufacturing and suffered job losses as the recession effected the region. While unemployment has doubled, some new jobs have been created. Relative to the national economy, the region is strong with a diverse, resilient job base and an economy poised to capitalize on the new economy in Nuclear, Wireless, Health Care and Higher education. There is strong and continuing coordination and cooperation between economic development and workforce development. The Central Virginia Community College provides technical skills training to a diverse student body and is focused on meeting the needs of regional employers; there are new undergraduate and graduate engineering programs underway; and the Economic Development council is initiating a technology based regional economic development program. The job contraction has created a pool of experienced workers ready to fill positions in the new economy with some skill up grades. The federal American

Recovery and Reinvestment Act WIA funding (\$706,056) greatly increased the WIB's capacity to help our citizens.

National economic downturn and unemployment increase continues to be mirrored in increased regional unemployment and declining business activity. Career Center is experiencing increasing demand for jobseeker services with fewer job openings for direct placement.

There are weaknesses (both regional and national) to be addressed:

- Employers are constrained by lack of qualified workers for entry and highly skilled positions; employers cannot find the number of workers needed nor sufficiently skilled worker
- Employers feel that high school graduates are not prepared to enter the workforce (24% of residents have no high school credential, only 19% of the workforce have college degrees and 18% of current high school student do not graduate)
- Many college students never return to the area, and young professionals are difficult to recruit
- Failure of drug screenings is eliminating many otherwise eligible candidates
- The region is not retaining young professionals at a rate necessary to help employers grow or even to replace the aging workforce
- Macro threats of oil prices, interest rate increases, job outsourcing and consumer debt impact the region
- Increasing pace of technology introduction into the workplace requires a higher skill set for entering and incumbent workers for employers to be world class competitors

Yet there remain many opportunities to improve employer access to talent:

- Growth of Liberty University along with the other regional school draws 15,000 recruit able college students to the region each year
- Many regional initiatives are underway to interest middle and high school students in technical and entrepreneurial careers (STEM programs)

Young Professionals of Central Virginia – Analysis

The Young Professionals of Central Virginia has identified the following critical matters:

- Based on a 2007 analysis, "Young professionals are increasingly residing in downtown neighborhoods. Research from the Brookings Institution reports that in the year 2000, people between the ages of 25 and 34 represented nearly 25 percent of the downtown population in a sample of large metro areas, up from 13 percent in 1970. Furthermore, forty-four percent of downtown residents in the sample had a bachelor's degree or higher."
- These data indicate that a vibrant and attractive downtown will not only attract more young professionals, but will attract a group of people who are nearly 75% more likely to be college educated than the average Lynchburg resident (25% of Lynchburg residents currently have a bachelor's degree or higher).
- YPCV was involved in the planning and manning of the incredibly successful, first annual Get Downtown event, hosted by Lynch's Landing, while also partnering with the Downtown Neighborhood Advocates (DNA), Starlight Café, Free Clinic of Central Virginia, Waterstone Pizza, Chromate Garments, Holiday Inn, Celebrations Formalwear, and the Academy of Fine Arts. YPCV will continue to emphasize their commitment to downtown revitalization in 2010 and through it, the betterment of our community, while beginning a new push toward reaching each young professional living in Region 2000 counties.
- YPCV stands as a balanced organization, committed to the following three principles; Connecting

young professionals to one another, for business and friendship, Growing as individuals and professionally, and Living as contributing members of our surrounding communities.

- According to the *Global Entrepreneur Monitor* young professionals (specifically between the ages of 25 and 34) are more likely to start or manage a new business than any other age group. It is these young, ambitious, energetic, innovative residents of Region 2000 that YPCV is determined to keep in the region.
- Some significant statistics include that three out of four young people under the age of 28 first pick a place to live and then find a job (source: Next Generation Consulting); Free Agents - 72% of currently employed workers are seeking new jobs (Source: Human Resource Management); and, by 2010 there will be a shortage of 10.3 million workers across all employment categories. (Source: Bureau of Labor Statistics).
- Other relevant demographic data compares the Lynchburg Metropolitan Statistical Area (MSA) to the United States:

	Lynchburg MSA Average	United States Average
Single Males	15.5%	14.6%
Single Females	17.0%	12.5%
Homes with children	25.0%	31.4%
Average household size	2.3%	2.6%
		Source: Zillow.com

- Region 2000 is often referred to as "a great place to raise a family," and it is. But it is equally important to note that the region has a greater percentage of singles than the average U.S. city and fewer homes with children.

Center for Advanced Engineering and Research (CAER) – Analysis

The CAER is a Region 2000 Partnership initiative to develop an industry-focused regional research and development center that drives the development of innovative products and processes by providing local access to university and federal research and inventions. It targets the growth industries specific to the region and puts university innovations into action through practical implementation in industry! The goal is to increase the competitiveness for core, high wage industries and improve the long-term prospects of existing industrial employers by creating a knowledge-based research hub for the region.

The region's 2006 work program recommended that the region build on the assets of strong nuclear, wireless and niche manufacturing industries to create a resident research institution. A significant challenge for the region was the lack of a local research capacity to support these high tech industries. Additional assets in the region supporting this effort include:

- Strong science, technology, engineering and math (STEM) workforce programs in the region
- The Wireless Research Lab at Liberty University
- New undergraduate engineering programs at Liberty University and Sweet Briar College
- New undergraduate engineering program with Central Virginia Community College and the University of Virginia

An analysis of the Strengths, Weaknesses, Opportunities, and Threats (SWOT) for the CAER is summarized in the table below:

Strengths	Weaknesses
<ul style="list-style-type: none"> ● Presence of AREVA NP and Babcock & Wilcox (Nuclear Cluster) ● Presence of over 20 companies focused on wireless communications technologies – result of Ericsson's former presence (Wireless Cluster) ● Existing research partnerships with University of Virginia, Virginia Tech, Liberty University and James Madison University. Potential partnerships with Department of Energy and Nuclear Regulatory Commission and other federal labs ● Strong local industry support ● Strong support from regional Economic Development Council ● Central Virginia Community College/University of Virginia Engineering Collaboration ● Uranium mining potential in Pittsylvania County ● Central Virginia Community College grants in place for energy-related initiatives and health physics lab 	<ul style="list-style-type: none"> ● Limited but growing research capacity in immediate area (Liberty University engineering growing but still young) ● Difficulty attracting/retaining both research faculty and trained workforce ● Nuclear industry is highly regulated ● Difficulty bridging academic/business culture (in terms of both research protocol and commercialization) ● Level of funding for operations and staffing – mitigated somewhat by 3-year support grant from the Virginia Tobacco Indemnification and Community Revitalization Commission
Opportunities	Threats
<ul style="list-style-type: none"> ● Virginia Tobacco Indemnification and Community Revitalization Commission Energy Research Fund ● Collaboration with University of Virginia, Virginia Tech, Nuclear Regulatory Commission and Federal Department of Energy on the Center for Safe and Secure Nuclear Energy ● Applications of wireless technologies to energy efficiency and conservation ● 2005 National Energy Policy Act offers financial incentives to companies proposing new reactors ● 2007 state legislation offers incentives for new nuclear generation ● Environmental and political factors favorable (new support from "green" contingent) ● Economic factors (surging demand since 2005 and expected for at least 10–15 years) favorable nationwide, worldwide ● Collaboration with Central Virginia Community College on scientific, technological, engineering and mathematical (STEM) workforce initiatives ● Emerging engineering programs at Liberty University and Sweet Briar College 	<ul style="list-style-type: none"> ● Current economic crisis impact on state budgets and private sector support ● Upfront capital costs for new plant construction much greater than other power generation technologies – status of federal loan guarantees a critical issue ● Current and projected workforce shortages due to "retirement cliff" and lack of education pipeline ● Current and projected dearth of critical components ● Innovation from less risk-averse national and international industry competitors ● Construction and permitting timelines much longer than for other plant designs



*Virginia's Region 2000 Partnership
Goals and Action Steps*

Virginia's Region 2000 Partnership provides regional leadership to focus partner efforts on common goals through synchronized and integrated planning and action, by:

- Continuing the consolidation of the Region 2000 Economic Development Council, Local Government Council, Technology Council, Workforce Investment Board, the Center for Advance Engineering and Research, and the Young Professionals of Central Virginia into one collaborative organization with six distinct missions .
- Develop, implement, and sustain a partnership-wide technology-based economic development program that creates a regional economy supported by knowledge creation, technological innovation, workforce development, entrepreneurship, and advanced manufacturing
- Branding and marketing "Virginia's Region 2000 Partnership"
- Enhancing and expanding the "One-Stop/No Wrong Door" access to the Partners through co-location and technology to facilitate contact and customer service.
- Establishing sustainable funding of the Partnership and its services/activities with consolidated fund raising and through other enterprise initiatives.
- Providing quick response in addressing changing needs of the region's employers and communities.
- Promoting and facilitating new and innovative partnerships and projects.
- Improving workforce training particularly for displaced workers or those who seek to increase marketable skills and knowledge.
- Supporting the growth and development of a high quality regional health care system to meet the needs of the region's residents as well as for its businesses when recruiting and retaining a qualified workforce.
- Market and enhance the region's desirability for the attraction and retention of young professionals.
- Develop regional infrastructure that will provide core governmental services efficiently and effectively at a scale that protects the region's enviable quality of life.
- Maintaining an adequate transportation and public transit system to enhance regional mobility, delivery of goods and services, and the movement of people.
- Developing and maintaining a regional Comprehensive Economic Development Strategy (CEDS) that includes support for the Center for Advanced Engineering and Research, technology, industrial, and

commerce parks, high-quality telecommunications infrastructure including region-wide broadband service, and other similar projects and programs.

- Develop extra-regional partnerships with allied organizations to benefit the region's economic development.
- Facilitate growth in the K-16 pipeline of future knowledge workers, with strong emphasis on Science, Technology, Engineering, and Mathematics programs.

The Partnership will coordinate with the partner organizations as they work toward individual goals and action steps as follows:

Economic Development Council

Will serve as a catalyst in creating more wealth in Region 2000 communities, better jobs and higher incomes for Region 2000 citizens, greater earnings for Region 2000 companies, and larger tax bases for Region 2000 communities through the implementation and management of a technology-based economic development program. Elements of this program will include:

- The delivery effective workforce development and recruitment programs that help businesses recruit qualified professionals, college graduates, and technology-based employees and stimulate appropriate and measurable career and technical education programs, particularly in the fields of science, technology, engineering, and mathematics (S.T.E.M.), to provide qualified candidates for entry-level positions.
- Propelling the growth and success of Region 2000's economy and the competitiveness of its businesses by promoting and leveraging the CAER, in partnership with universities and government institutions.
- Managing an investor relations program, in collaboration with local government economic developers, gather and analyze first-hand information and data from the region's businesses about their challenges and opportunities. Assist local economic developers to successfully address the identified challenges and opportunities; and, organize and sponsor appropriate business-to-business forums and networking that fosters information-exchange opportunities.
- Increasing the growth of quality jobs and capital investment through aggressive business recruitment strategies that are developed and implemented in collaboration with the region's local government economic developers and state and federal agencies and organizations.
- Understanding the historical contribution of the manufacturing business cluster to the region's economy, support the growth of advanced manufacturing through sustainable and competitive business investment and job creation.
- Creating and sustaining mechanisms for transferring knowledge and innovation from one individual to another or from one business to another; provide support for commercialization and deployment of new technology-related products and production processes; and, identify and develop sources of venture and risk capital to meet the financial needs of these individuals and businesses.
- Growing an entrepreneurial community complementary to the region's workforce through education and training; identify and target new or expanded business opportunities and markets for entrepreneurs; and, develop appropriate business support resources and services.

- Supporting the advancement of the region's infrastructure to include vehicle and rail transportation improvement projects, utilities, business parks, and the deployment of high quality telecommunications systems and affordable broadband connections.
- Promoting Virginia's Region 2000 to enhance our image as a preferred, strategic business location and a preferred place to live and promote Virginia's Region 2000 Partnership as the primary source and ally for regional economic development solutions.
- Providing investors, business leaders, local government, and education leaders, and Region 2000 citizens with an annual report and other periodic reports that demonstrate measurable objectives and achievements of the Economic Development Council, Virginia's Region 2000 Partnership, and the region's economy.
- With the leadership, support and guidance of the region's local governments, the Economic Development Council will explore the feasibility of consolidating local government economic development programs under the Council's oversight and management. The goal of such a consolidation is to create economies and efficiencies in program delivery and to promote regional competitiveness for business investment and job creation.

Local Government Council

Will encourage and facilitate collaboration among Region 2000 local governments in addressing, on a regional basis, challenges and opportunities of greater-than-local significance by working on:

- Encouraging cooperative efforts among local governments to reduce costs and improve and expand public services; strengthen dialogue between local officials and staff to increase participation in multi-jurisdictional projects; encourage proactive, long-range planning among localities and regionally based planning efforts; and promote public-private partnerships.
- Supporting the role of the Central Virginia Metropolitan Planning Organization in planning and advocating for a coordinated transportation and land use planning function, with a multi-modal emphasis.
- Providing assistance to localities by developing broadband opportunities in underserved areas and in readily available telecommunications.
- Encouraging planning of infrastructure which is compatible with the scale and character of the region's communities and does not compromise air and water quality. Provide leadership and support to local and regional efforts to promote energy efficiency and environmental sustainability.
- Improving planning capability at the regional and local levels by providing education and information opportunities for local planning staffs and planning commissions; increase capability and expertise at the LGC to assist in regional and local planning and development management; encourage and facilitate citizen involvement in government and community development planning.
- Supporting plans which incorporate components of the region's vision, values and beliefs; promote clustering and other land use practices; focus population growth in targeted areas and seek to maintain population growth at a moderate, steady rate; assist in examining options that support preservation of open space such as Land Use, Agricultural and Forestal Districts, conservation easements, and purchase of development rights; support sustainable efforts to develop multiple mechanisms, including farmers' markets and local and regional cooperatives, to strengthen the agriculture and silviculture economy while preserving open space.

- Increasing efforts to help disadvantaged populations become financially independent through increased dialogue with public and non-profit service providers to improve coordination and service delivery; survey service providers and compile needs assessments of disadvantaged populations; seek holistic solutions involving the non-profit community to meet housing, employment, transportation, and independent living needs as well as educational opportunities for disadvantaged populations.
- Supporting the implementation of the Region 2000 Greenways and Blueways Plan, an initiative to promote sustainable natural and recreation corridors within the regional community.
- Strengthening LGC support services capability through serving as a regional clearinghouse of statistical information and analysis to support work of Partnership, localities and non-profits; aggressively lead grant identification and development efforts; develop strong Geographic Information System capabilities to support work of region and local governments.
- Building multi-regional coalitions for entrepreneurialism, transportation and other areas of interest to the region.
- Aggressively coordinate and communicate information and policy positions from the region for state and federal elected officials and seek additional authority from the General Assembly to create and use tools necessary to plan and to finance local government services. Support efforts to modify state code, as appropriate, to allow and encourage multi-jurisdictional cooperative action which will result in better quality services, less costs, or less duplication.
- Provide a strong, unified voice for the region to state and federal elected officials.

Technology Council

The Technology Council will expand its three areas of primary focus in order to fulfill our mission and accomplish our objectives: Technology Focused Business Advocacy, Networking and Promotion and building a Science, Technology, Engineering, and Mathematics (STEM) Workforce Pipeline. Goals and actions steps in these areas include:

- Become more inclusive of our base of "technology-user" companies within the region. Expand our membership scope to include companies that fit within the following industries: Energy, Wireless, Information Technology, Pharmaceutical, Manufacturing, and Engineering. Continue to seek membership from those companies that wish to support our mission and objectives.
- Become well known within Region 2000 and across the Commonwealth for the quality of our organization and the work we accomplish, especially in the area of STEM Workforce Development.
- More than double our membership base and position the organization well for the next Region 2000 Partnership fund raising campaign to be conducted in the 2011/2012 timeframe.
- Assist in the recruitment of ten (10) companies to the region and the creation of ten (10) new start-up companies within the region by the next fund raising campaign.
- Develop a communications plan with multiple communications tools to adequately reach our members and the community with information about our events and opportunities to participate in various activities.

- Expand the STEM Workforce Program Manager position from part-time to full-time and hire a part-time administrative assistant.
- Annually, reach more 2,500 students through our STEM outreach programs. Quantify the success of these programs with local employers and the educational/career paths these students take.
- Secure \$50,000 annually in new grant funding through the Future Focus Foundation to underwrite K-12 STEM outreach programs.

Workforce Investment Board

Create and sustain an innovative system that produces a quality workforce committed to lifelong learning, which meets the evolving needs of the business community of Region 2000, by:

- Finding and retaining skilled workers. Maintaining a solid base of skilled workers is imperative for the Region. Increasing the educational attainment level is a critical aspect as is the need for workers to embrace lifelong learning. Current and emerging jobs are more technology based. Regional workers need improved skills. Training and education beyond high school is a requirement for maintaining a superior workforce.
- Retaining and attracting the younger workforce. Region 2000 is facing an aging population trend as younger residents continue to leave the Region upon graduation from high school or college. This affects the sheer number of workers for the Region's labor force and is "brain drain" taking many of the best and brightest minds away from the Region.
- Coordination and collaboration. A most important step for regional development is the formation of the Region 2000 Partnership, similarly, workforce development partners must come together to clarify and simplify regional service delivery.
- Employability/basic work readiness skills. The ability of workers to perform a job that requires a basic understanding of math, reading comprehension, basic computer skills, and the ability to apply this education "on the job".
- Work Ethic/foundation skills. Improve Work Ethic defined as characteristics such as coming to work on time, taking responsibility for the service or product, working until the job is done, etc. and Foundation Skills such as punctuality, appropriate professional appearance, interpersonal communications skills, a good attitude, etc.

Young Professionals of Central Virginia

Will attract and retain young talent through betterment of life for young professionals living in Region 2000 by:

- Providing monthly opportunities for young professionals to connect, grow, and live (as defined above) in Region 2000.
- Promoting the success of good, local businesses, through partnership and promotion.
- Providing assistance by means of volunteered time and resources to local charities and other similar human services non-profit organizations.
- Promoting political awareness and involvement among young professionals in the region.

- Providing opportunities for young professionals to experience all of the indoor and outdoor activities for leisure and excitement that the region has to offer.
- Development and implementation of regular feedback system used to gauge effectiveness of organization based on information provided by members and local business owners.
- Increased involvement of general members on event planning and community outreach committees.
- Increased visibility and impact on each of the four counties in Region 2000.
- Creation of new materials and relationships that yield a stronger presence within corporate Human Resource offices and organizations throughout the region.

Center for Advanced Engineering and Research (CAER)

Will target growth industries and high tech industries in Region 2000 and work to establish effective and beneficial relationships between these industries and major Research & Development resources, resulting in innovation and the practical implementation of innovation in the region's industries and professional development opportunities for scientists and engineers. As a result, the CAER will facilitate a shift from traditional economic development activities to Technology-Based Economic Development (TBED) activities in the region by:

- Establishing formal and informal working relationships with major research universities and Federal laboratories.
- Identifying and accelerating opportunities for the development of key technologies for targeted industry clusters in the region. Targeted industries are those with high growth potential through innovation, R&D, technology transfer and business assistance.
- Focusing current initiatives on the electric power generation cluster and the wireless communications cluster in Region 2000.
- Attracting Federal and other research funds in support of industry/university technology initiatives.
- Building a knowledge-based workforce by providing improved educational opportunities in post-secondary and graduate science, technology, engineering, and mathematics (STEM) programs as well as other professional development opportunities.
- Developing physical infrastructure to support TBED functions.
- Developing and offering support strategies for technology transfer and commercialization of technologies.