



Comprehensive Economic Development Strategy (CEDS) Strategy Team – August 19, 2010 Agenda

Lunch starts at noon

- I.** Welcome and introduction of Strategy Team Members – Bryan David, Executive Director, Region 2000 Economic Development Council
- II.** Welcome and remarks - Mayor Joan Foster, City of Lynchburg, and Bob Leveque, Vice-President of Manufacturing, RR Donnelley Company, Co-Chairs
- III.** Introduction to CEDS – Gary Christie, Executive Director, Region 2000 Local Government Council
- IV.** Region 2000's Economy – Fletcher Mangum, Mangum Economic Consulting LLC
- V.** Process for Creating Our CEDS - Grant Massie, Planner, Region 2000 Local Government Council
- VI.** Questions and Discussions

Next meeting – September 8, 2010, Noon – 2 p.m., Lynchburg IT Center

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Directions to City of Lynchburg's IT Building-3550 Young Place, Lynchburg

From Bedford and Route 29 from Campbell/Altavista

Traveling east on 460 bypass take the Candler's Mountain Road Exit
Turn Right onto Mayflower Drive
The next right is Young Place, across from AEP
The first entrance is the City's IT Building

From Amherst, Nelson and Appomattox and Route 501 from Campbell/Brookneal

Traveling west on 460 bypass take the Candler's Mountain Road Exit
Turn Right onto Mayflower Drive
The next right is Young Place, across from AEP
The first entrance is the City's IT Building

From the Partnership Offices on Main Street

Get onto the Expressway (Rt. 29 Business), travel south and take the Odd Fellows Road Exit
From Odd Fellows Road turn right onto Mayflower Drive
Cross the railroad tracks and look for the AEP facility. There, turn left onto Young Place.
The first entrance is the City's IT Building

CEDS Strategy Committee Members

Last Name	First Name	Organization/Company	Category
Ackley	Susan	Brown, Edwards & Co.	Business
Andrews	Ralph	Genworth	Business
Brown	Tony	J Crew	Business
Calfee	Johanna	Prototype Advertising	Business
Dawson	George	Centra Health	Business
Dodson	Bert	Dodson Brothers Exterminating Co.	Business
Driskill	Vance	Telecommunications/ electronics	Business
Giggetts	Cheryl	AECOM	Business
Goldman	Bryan	Moore & Goldman Architects	Business
Hammond	Rex	Lynchburg Regional Chamber	Business
Hatch	Larry	Advanced Manufacturing Technologies, Inc.	Business
Herbers	Wynne	English Construction	Business
Irby	Todd	Innovative Wireless Technologies	Business
Jackson	Larry	Appalachian Power	Business
Jamerson	Terry	News and Advance	Business
Johnson	Bif	Hurt & Proffitt	Business
Leveque	Bob	RR Donnelley	Business
Martin	Susan	Bedford Chamber of Commerce	Business
Meade	Jim	Mutual Telecom	Business
Mercadante	Jim	CINTAS	Business
Moore	Dale	Moore's Electric	Business
Overstreet	Dan	nTelos	Business
Pugh	Reggie	AREVA	Business
Reimels	Rich	Babcock & Wilcox	Business
Webb	Rayetta	Wells Fargo Home Mortgage	Business
vacant		Appomattox Town Advisory Committee	Business
vacant		Bedford County EDA	Business
VanSwearingen	Denzil "Van"	Appomattox Walmart	Business
Conner	Buddy	Appomattox EDA	Citizen
McDowell	Charles	Brookneal Town Representative	Citizen

Last Name	First Name	Organization/Company	Category
Anderson	Shayla	Central Virginia Health Department	Community
Boothby	Krista	James River Arts Council	Community
Martin	Marie	United Way	Community
Mundy	James	Lynchburg Community Action Group	Community
Troubetzkoy	Sergei	Bedford Tourism	Community
Wilder	Sterling	Jubilee Center	Community
Bambara	Cynthia	CVCC Interim President	Education
Jennings	Tom	Sylvan Learning Centers	Education
Mack	Darlene	Successful Innovations, Inc.	Education
Moore	Barry	Liberty University	Education
Schuch	Dr. Douglas	Bedford County School Superintendent	Education
Walker	John	Lynchburg College	Education
Lambdin	Lanny	Virginia Central Uniserv	Labor Representative
Davidson	Mike	Campbell County Economic Development	Public
Foster	Joan	Lynchburg City Council	Public
Garrett	Scott	Virginia General Assembly	Public
Lintecum	Lee	Amherst County Administrator	Public
Russell	Mike	Amherst County EDA	Public
Sharp	John	Bedford Board of Supervisors	Public
Spencer	John	Appomattox County	Public
Upshur	Marjette	Lynchburg Economic Development	Public
Marshall	Nat	Babcock & Wilcox	WIB

Comprehensive Economic Development Strategy (CEDS)

A description of the process and what to expect

A Comprehensive Economic Development Strategy (CEDS) is a map leading us to a stronger and more diverse regional economy. To point us in the right direction, knowledge of our “terrain” is essential. We must analyze the drivers of our economy and take a closer look at our labor force, educational opportunities, basic industries, service industries, retail, transportation, investment capital, innovation, cost-of-living and cultural amenities. As part of the CEDS process, we will look at our regional economy and put it into context by comparing it to surrounding and competing regional economies. From this comparison, our strengths and weaknesses will become evident.

Goals and objectives which capitalize on our strengths and correct our weaknesses will surface from our group discussions. To implement the goals and objectives, we will plan programs and activities and prioritize them accordingly.

The U.S. Commerce Department’s Economic Development Administration (EDA) is the sponsor of this effort and requires continual “maintenance” of the CEDS once the initial plan has been created. In order to receive funding on a project from the U.S. EDA, the project must be included in the CEDS.

The U.S. EDA is a strong advocate of regional cooperation. The items in this plan will be regionally oriented. When there are advantages to being inclusive of surrounding economic regions or beyond, we will incorporate multi-regional strategies in our plan as much as possible.

This CEDS Committee is comprised of individuals from all “walks-of-life” here in the four-county Region 2000 geographic area. We have industrialists, retailers, educators, politicians, innovators and generally the most active, involved, leaders of our community. We estimate that writing the CEDS document will take about one year. Once the document is completed, the action begins.

Our process for producing the CEDS is typical of most strategic planning efforts. Through a series of meetings, the CEDS Committee (assisted by Region 2000 staff) will create the CEDS document based on data analysis and identification of regional strengths and weaknesses. This will be followed by the establishment of goals and objectives, and the formation of an implementation plan. We anticipate convening five additional meetings with the CEDS Committee.

Each meeting represents a milestone in the CEDS formation. The first milestone will be to determine our strengths and weaknesses. Second will be setting goals and objectives; third, programs and implementation; and fourth, establishing performance measures and last a recommendation to adopt the plan. The adopting body is the Region 2000 Local Government Council.

Concurrently, there will be four public information meetings to facilitate comments on our progress. A web site will likewise be used to disseminate information and enable responses from the public. The final draft will be presented to all local economic development councils and political entities as well.

CEDS Strategy Committee Schedule

The guiding force behind this effort will be the CEDS Strategy Committee. The committee must be reflective of the region's main economic interests with representation from the private and public sectors. It should have minority, labor and higher education representation as well. Ours is a diverse group with 42 members.

Six meetings are contemplated for the Strategy Committee. Meetings will be structured for efficiency. Two weeks prior to each meeting, materials will be sent to all members. If members take the time to examine the information prior to coming, the meetings are more likely to run smoothly and the time can be spent on discussion and decision making. This will enable the team to move to the next milestone in the most efficient manner.

The meeting schedule is:

Aug. 19, 12-2pm — Organizational meeting and data review.

Sept. 8, 12-2pm — Determine strengths and weaknesses.

Nov. 10, 12-2pm — Set goals and objectives.

Feb. 9, 12-2pm — Determine programs and implementation.

May 11, 12-2pm — Establish performance measures.

Aug. 10, 12-2pm — Recommend CEDS for adoption.

Throughout this process, there will be public information meetings and interaction with elected local government boards and councils. Strategy Committee members are invited to attend these meetings. The schedule for public meetings is:

Oct. 13, 5pm — Review/comment on strengths and weaknesses.

Jan. 12, 5:30pm — Review/comment on goals and objectives.

Apr. 13, 6pm — Review/comment on implementation.

July 13, 6:30pm — Review/comment on draft CEDS.



COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGIES CEDS SUMMARY OF REQUIREMENTS

Note: This document provides a synopsis of the requirements for comprehensive economic development strategies. For further information, interested parties are directed to section 302 of the Public Works and Economic Development Act of 1965 (42 U.S.C. § 3162) and EDA's regulations at 13 C.F.R. part 303. The document is intended to serve as a convenient source for requirements relating to the CEDS. Nothing in this document is intended to supersede or otherwise modify EDA's statute, regulations, policies or procedures.

Introduction: A comprehensive economic development strategy (CEDS) is designed to bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen regional economies. The CEDS should analyze the regional economy and serve as a guide for establishing regional goals and objectives, developing and implementing a regional plan of action, and identifying investment priorities and funding sources. A CEDS integrates a region's human and physical capital planning in the service of economic development. Integrated economic development planning provides the flexibility to adapt to global economic conditions and fully utilize the region's unique advantages to maximize economic opportunity for its residents by attracting the private investment that creates jobs for the region's residents. A CEDS must be the result of a continuing economic development planning process developed with broad-based and diverse public and private sector participation, and must set forth the goals and objectives necessary to solve the economic development problems of the region and clearly define the metrics of success. Finally, a CEDS provides a useful benchmark by which a regional economy can evaluate opportunities with other regions in the national economy.

Who should develop a CEDS? A Planning Organization seeking to formulate and implement a regional economic development program will benefit from developing a CEDS. Successful economic development efforts are based on CEDS that provide an economic roadmap to diversify and strengthen regional economies. The Public Works and Economic Development Act of 1965, as amended (PWEDA), requires a CEDS in order to apply for investment assistance under EDA's Public Works or Economic Adjustment Assistance Programs. At EDA's discretion, EDA may accept CEDS that it has funded or CEDS prepared independently of EDA investment assistance or oversight.

The following sections set out below on "Planning Organizations" and "Strategy Committees" cover the requirements for EDA-funded CEDS, while the remainder of this document pertains to technical requirements for CEDS. *It should be noted that in determining the acceptability of a CEDS prepared independently of EDA investment assistance or oversight for projects under 13 C.F.R. parts 305 or 307, EDA may in its discretion determine that the CEDS is acceptable without it fulfilling every requirement set out in 13 C.F.R. § 303.7. In doing so, EDA shall consider the circumstances surrounding the application for investment assistance, including emergencies or natural disasters, and the fulfillment of the requirements of Section 302 of PWEDA.*

A. EDA-funded CEDS

Pursuant to 13 C.F.R. § 303.6, if EDA awards Investment Assistance to a Planning Organization to develop, revise, or replace a CEDS, the Planning Organization must follow the procedures set forth in paragraphs A.1 and A.2.

1. Planning Organization: A Planning Organization (as defined in 13 C.F.R. § 303.2), typically an Economic Development District (EDD) or Indian Tribe, may be eligible for EDA planning investment assistance. The purpose of such assistance is to develop a CEDS for a specific EDA-approved region. The Planning Organization is responsible for:

- Appointing a Strategy Committee (CEDS Committee);
- Developing and submitting to EDA a CEDS that complies with 13 C.F.R. § 303.7;
- Making a new or revised CEDS available for review and comment by the public for a period of at least thirty (30) days prior to submission of the CEDS to EDA;
- Obtaining approval of the CEDS from EDA;
- After obtaining approval of the CEDS, submitting to EDA an updated CEDS performance report annually. The **performance report**, in addition to reporting progress on CEDS implementation, should also discuss community and private sector participation in the CEDS effort. Any performance report that results in a change in the technical components of the EDA-approved CEDS must be available for review and comment by the public for a period of at least thirty (30) days prior to submission of the performance report to EDA;
- Submitting a copy of the CEDS to any Regional Commission if any part of the EDA-approved EDD region is covered by that Commission;
- Submitting a new CEDS to EDA at least every five (5) years, unless EDA or the Planning Organization determines that a new CEDS is required earlier due to changed circumstances.

2. Strategy Committee: The Strategy Committee is the entity identified by the Planning Organization as responsible for developing, revising, or replacing the CEDS. The Strategy Committee **must represent the main economic interests** of the region, and **must include Private Sector Representatives** (defined in 13 C.F.R. § 300.3, with respect to any for-profit enterprise, as any senior management official or executive holding a key decision making position, or that person's designee) **as a majority of its membership**. In addition, the Planning Organization should ensure that the Strategy Committee also includes:

- Public officials;
- Community leaders;
- Representatives of workforce development boards;
- Representatives of institutions of higher education;
- Minority and labor groups; and
- Private individuals.

Strategy Committees representing Indian Tribes or States may vary.

B. Technical Requirements

Pursuant to 13 C.F.R. § 303.7, a Planning Organization must include the following information in a CEDS submitted to EDA.--

1. Background: The CEDS must contain a background of the economic development situation of the region that paints a realistic picture of the current condition of the region. This background must include a discussion of the economy, population, geography, workforce development and use, transportation access, resources, environment, and other pertinent information.

2. Analysis of Economic Development Problems and Opportunities: The CEDS must include an in-depth analysis of the economic development problems and opportunities that identifies strengths and weaknesses in the regional makeup of human and economic assets, and problems and opportunities posed by external and internal forces affecting the regional economy. This analysis must:

- Incorporate relevant material from other government-sponsored or supported plans and demonstrate consistency with applicable State and local workforce investment strategies.
- Identify past, present, and projected future economic development investments in the region.
- Identify and analyze **economic clusters** within the region.

3. CEDS Goals and Objectives -- Defining Regional Expectations: The CEDS must contain a section setting forth goals and objectives necessary to solve the economic problems, or capitalize on the resources, of the region. Any strategic project, program, or activity identified in the CEDS should work to fulfill these goals and objectives.

- Goals are broad, primary regional expectations.
- Objectives are more specific than goals, clearly measurable, and stated in realistic terms considering what can be accomplished over the five (5) year time frame of the CEDS.

4. Community and Private Sector Participation: The CEDS must include a section discussing the relationship between the community in general and the private sector in the development and implementation of the CEDS. Public and private sector partnerships are critical to the implementation of the CEDS.

5. Strategic Projects, Programs and Activities: The CEDS must contain a section which identifies regional projects, programs and activities designed to implement the Goals and Objectives of the CEDS. This section should identify and describe:

Suggested Projects-

- All suggested projects, programs and activities and the projected number of jobs to be created as a result.
- Lead organizations responsibilities for execution of the projects.

Vital Projects- A prioritization of vital projects, programs, and activities that address the region's greatest needs or that will best enhance the region's competitiveness, including sources of funding for past and potential future investments. These can be overarching "themes" for regional economic development success and is expected to include components. Funding sources should not be limited to EDA programs.

6. CEDS Plan of Action: The plan of action, as described in the CEDS, implements the goals and objectives of the CEDS in a manner that-

- Promotes economic development and opportunity;
- Fosters effective transportation access;
- Enhances and protects the environment;
- Maximizes effective development and use of the workforce consistent with any applicable State or local workforce investment strategy;
- Promotes the use of technology in economic development, including access to high-speed telecommunications;
- Balances resources through sound management of physical development; and
- Obtains and utilizes adequate funds and other resources.

The CEDS must also contain a section that discusses the methodology for cooperating and integrating the CEDS with a State's economic development priorities.

7. Performance Measures: The CEDS must contain a section that lists the performance measures used to evaluate the Planning Organization's successful development and implementation of the CEDS, including but not limited to the:

- Number of jobs created after implementation of the CEDS;
- Number and types of investments undertaken in the region;
- Number of jobs retained in the region;
- Amount of private sector investment in the region after implementation of the CEDS; and
- Changes in the economic environment of the region.

These are not meant to be the only performance measures for the CEDS. Most Planning Organizations developing a CEDS will benefit from developing additional quantitative and qualitative measures that will allow them to evaluate progress toward achieving the goals identified as important in their regions.

Introduction to Data Used Throughout CEDS Process

An important component in this process is the review of data. We will examine data from various sources covering various geographies. All data is useful for a purpose. Our purpose is to identify the characteristics that when combined, account for our current economic situation. Specifically, we want to understand our strengths and weaknesses so that we can improve our economic situation. A data booklet will be distributed to all members via email by August 25. Those wishing to have hard copies will be accommodated.

There is much more information available than is practical to analyze. Therefore the most relevant data will be highlighted. To assist with acronyms a definitional section will precede the data.

To provide context for Region 2000 in a larger “universe”, the data will include our region, our state and the United States. There is likewise data of other regions to provide comparisons with Region 2000. A comparison will be made with the neighboring regions of Charlottesville and Roanoke. The same information will then be provided of nationally top ranked regions. The selected “outside” regions were chosen based on population (being reasonably close to ours) and job growth. During our discussions, if other geographic areas are desired, we will add those.

There will be a data set entitled “Innovation”. The analysis used in “Innovation” is relatively new, therefore explanatory documents accompany the data. Additionally data from the U. S. Census and the Bureau of Labor will be used.

These data are not exhaustive. Any additions are welcome. Here are some websites for those who wish to review some data sources prior to our meeting.

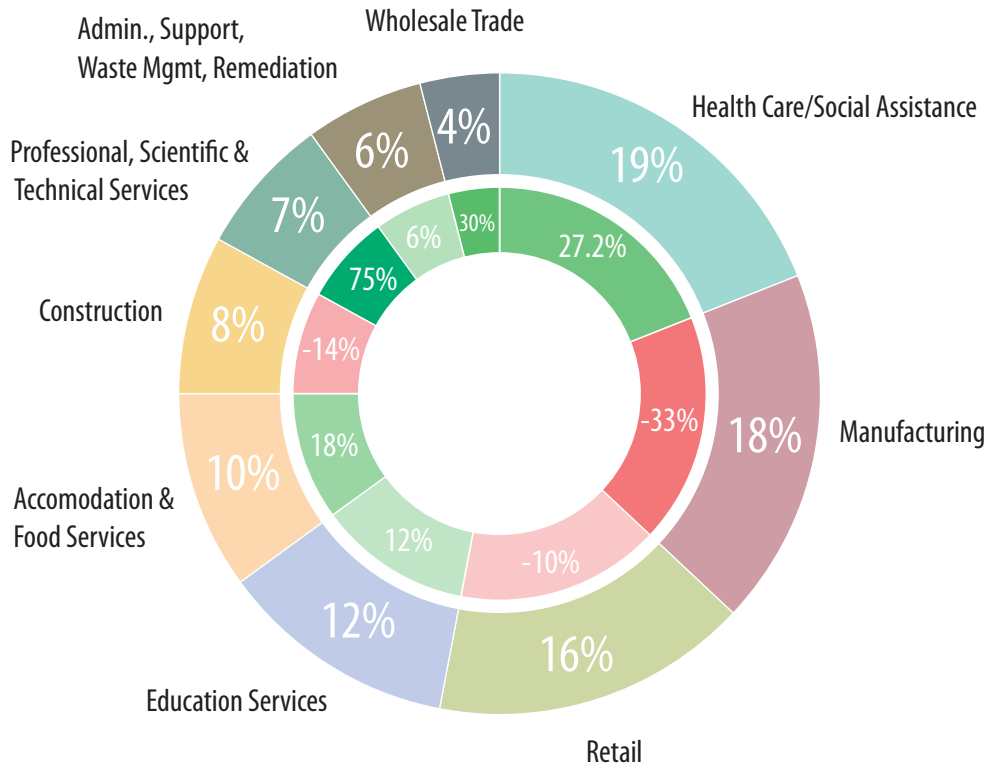
www.knowyourregion.org, <http://statsamerica.org>, <http://youreconomy.org>, <http://data.bls.gov>,
<http://quickfacts.census.gov>,

The next page includes nine selected data sets about Region 2000. It is intended to complement the data presented by Dr. Mangum. Hopefully it will initiate thoughts relative to our next meeting where we will identify strengths and weaknesses. The complete data booklet will be sent to you by August 25th.

Industry Overview

Outer Ring: Sectors by percent of workforce

Inner Ring: Sector Increase/Decrease (2001-2009)



Workforce

75.9%

vs. 80.4% (U.S.)

Of adults 25+ with HS diploma or more (2000)

20.2%

vs. 29.6% (U.S.)

Of adults 25+ with Bachelors degree or higher

\$67,697

vs. \$74,492 (U.S.)

Gross Domestic Product per worker (2006)

Population

247,447

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Population, Region 2000 (2009)

8%

vs. 9% (U.S.)

Population change, 2000-2009

-1.2%

vs. -0.3% (U.S.)

Change in middle aged population, (1997-2006)

64.6

vs. 25.4 (VA)

Migration rate into region per 10,000 residents (2000-2007)

0.72

vs. 0.84 (US)

Job growth to population growth ratio (1997-2006)