



**Region 2000 Comprehensive Development Strategy (CEDS)
Team Meeting-November 10, 2010**

Agenda

1. Welcome.....Mayor Foster
2. Update.....Bryan David
3. SWOT to Projects.....Grant Massie
 - a. SWOT analysis results (*Agenda item 3a*)
 - b. Strengths, weaknesses, opportunities, and threats (*Agenda item 3b*)
 - c. Goals and objectives (*Agenda item 3c*)
 - d. Process from SWOT to projects (*Agenda item 3d*)
 - e. Project Submission Schedule (*Agenda item 3e*)
 - f. Evaluation Form (*Agenda item 3d*)
4. Project Solicitation Process.....Gary Christie
5. Questions and Discussion.....All
6. What's Next.....Bob White

Next meeting-February 9, 2010, Noon – 2:00 p.m., Lynchburg IT Center

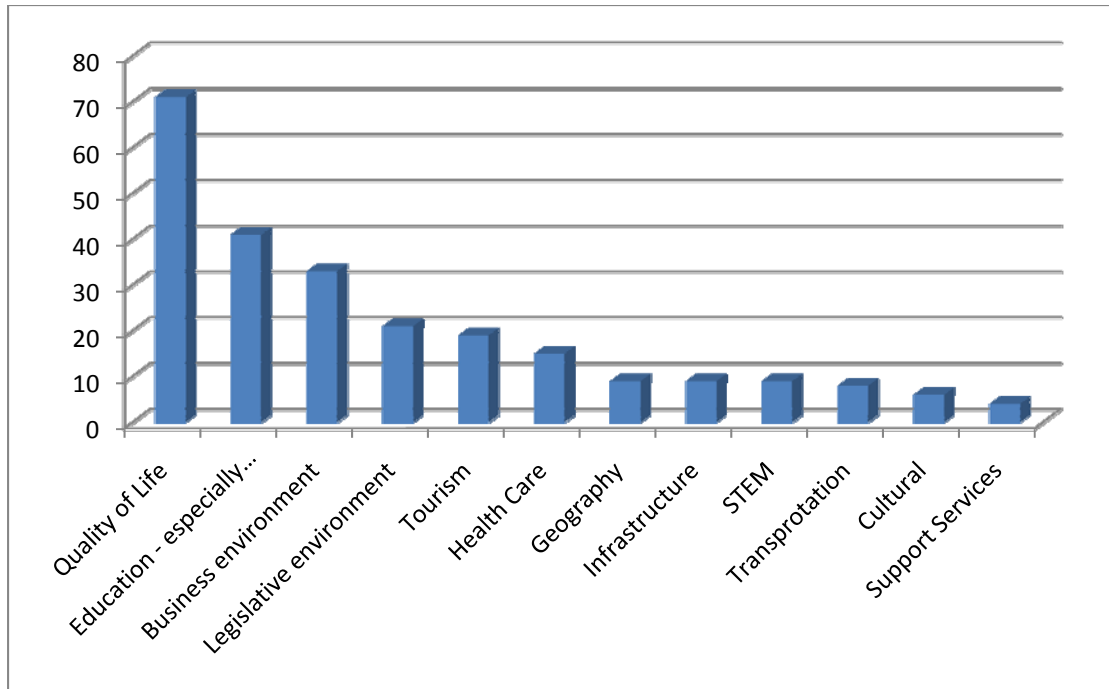
SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats)	
	STRENGTHS
6	High quality arts & entertainment
0	Destination businesses
13	Unique tourist attractions
2	Diversity of outdoors recreation opportunities
4	Outdoor recreation
1	Geographic location relative to other hubs
1	Geographic ally stable
7	Climate
14	Good healthcare system
1	Care for aging population
10	Education
21	Local colleges and universities
2	Relative strength of public schools
1	Training facilities
6	Good public and private schools
1	Engineering and Tech degrees offered at local colleges and universities
4	Enabling support network e.g. STEM, YP, Tech Council, CAER
2	Culture cultivate engineering and technical futures
7	Available jobs in science and engineering
1	Work Force
14	Right to work
0	Business Environment
1	Collaborative business environment
21	Low cost of doing business
11	Diversified economy
0	High growth rate
0	Cost of utilities especially electric
0	High rates of minority/women owned businesses
3	Ability to retain family oriented professionals
10	Strong faith based community
3	Abundance of non-profits/philanthropy
2	Urban/rural mix
8	Low crime
9	Sufficient infrastructure (water, roads, sewer)
3	Growing commercial air and rail service
5	Passenger air and rail service
0	Included in Nations "Top 200" Metro areas
18	Cost of living
27	Overall Quality of life
2	Governmental cooperation/environment
5	Regional cooperation in certain areas in Central Virginia
0	Cooperative attitude w/ public

SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats)	
	WEAKNESSES
9	Under educated work force
0	Relative lack of college graduates
10	High school students not ready for work force
0	Low ratio college degrees/population
0	Secondary education not meeting defined requirements and lack of technical cooperative programs
0	Support network for entrepreneurs and innovators
0	Liability to recruit young professionals
1	Flat raise rate (when adjusted)
3	Transportation
2	Lack of public transportation in rural areas
4	Distance to major hub airport
18	Lack of interstate
19	Lack of Regional Airport Authority
4	Lack of public transportation in rural areas
3	Air service not timely enough
4	General Assembly failure to address transportation needs
0	Lack of downtown parking
8	Lack of night life
0	Perceived lack of culture opportunities
1	Lack of "Thematic" downtown
9	Mall not relevant for young professionals
21	Lack of specialized or destination shopping
6	No civic center
4	Cultural/fine arts-lack of alignment and focused car park/City support
3	High obesity, stroke etc. rates
6	Lack of access to health care services
0	Aging population is economic burden
4	Lack of diversity on boards/businesses
11	Efforts to decrease number of people living in poverty
6	Barriers to attracting military retirees
2	Lack of revenue sharing in Region 2000
1	Limited regional access to infrastructure
3	Lack of regional industrial park
1	Limited regional cooperation
0	Possibility of annexation
15	Broadband lacking in some places
5	Lack of gas and water in counties
4	Lack of available modern industrial buildings
1	Lack of world-wide community awareness/branding/marketing
7	General Assembly, imposition of public services and costs on local governments
5	Increase in gang activity
3	Scotts Mill Dam

SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats)	
	OPPORTUNITIES
23	Air services to Dulles
19	Regional airport commission
6	Amtrak services to Roanoke
3	Rail service to Roanoke and Tennessee
9	Expansion of infrastructure at Amtrak station
7	29 Bypass around Charlottesville
2	Completion of Bypass through Campbell County
2	Marketing of educational/technical opportunities
2	Improve educational institutions
9	Enhance support of STEM training/education & professions
1	Better outreach for/with continuing education
3	Continue and improve partnerships with major universities for research and training education
27	Prepare young people to be the workforce we need
18	Attract and retain college graduates
0	Recruit professionals especially with young families
7	Natural gas service to all counties
12	Basic infrastructure in rural areas including tech and communication services
2	Regional industrial park
2	Promote "green" communities
12	Continue downtown revitalization redevelopment
10	More financial support for arts
4	Alignment and growth of creative arts
12	Collaboration and coordination among non-profits
5	Regional target market study
5	Market business assets more effectively
8	Be prepared for and facilitate rebirth of nuclear energy industry
2	Implement technology based economic development programs

SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats)	
	THREATS
17	Lack of budget reserves
21	Challenges for localities to financially support services
16	Lack of education funding
4	Deterioration of schools due to funding
9	Loss of corporate support locally to education and cultural development
3	Declining philanthropic population
25	Greater gaps in commercial air service
4	Loss of commercial air service
3	Waning interest in downtown redevelopment
19	Improve image and perception of inability to support high end stores
4	Lack of diversity of business
0	Declining "prime" labor force age group
7	Loss of educated youth/population to Northern VA
11	Loss of corporate decision making locally
1	Relocation of corporations
0	Global economy
8	Lack of diversity on boards/businesses
6	Decline of manufacturing jobs
23	Unionizing/card check legislation
1	Change of personality of region
2	Loss of business to internet
7	Secondary education not incorporating technology
1	Rise of fossil fuel prices
3	Lack of alternative energy sources
0	Loss of agriculture and silviculture economics
1	Urban/rural segregation of jobs and housing
7	Increased foreclosures
2	Drop in assessment of land value
1	Increased domestic violence
1	Public health threats (unprepared for)

Strengths



#1 – Quality of Life (Ability to retain family oriented professionals; Strong faith based community; Abundance of non-profits/philanthropy; Urban/rural mix; low crime; cost of living; overall quality of life)

#2 - Education - especially college/university (Local colleges and universities; Training facilities; Engineering and Tech degrees offered at local colleges and universities; Relative strength of public schools; Good public and private schools)

#3 - Business environment (Collaborative business environment; Low cost of doing business; Diversified economy; High growth rate; Cost of utilities especially electric; Included in Nations "Top 200" Metro areas)

#4 - Legislative environment (Right to Work; Governmental cooperation/environment; Regional cooperation in certain areas in Central Virginia)

#5 – Tourism (Unique tourist attractions; Diversity of outdoors recreation opportunities; Outdoor recreation)

#6 - Health Care (good health care system; support for aging population)

#7 – Geography (Geographic location relative to other hubs; Geographic ally stable; Climate)

8 – Infrastructure (Sufficient infrastructure (water, roads, sewer)

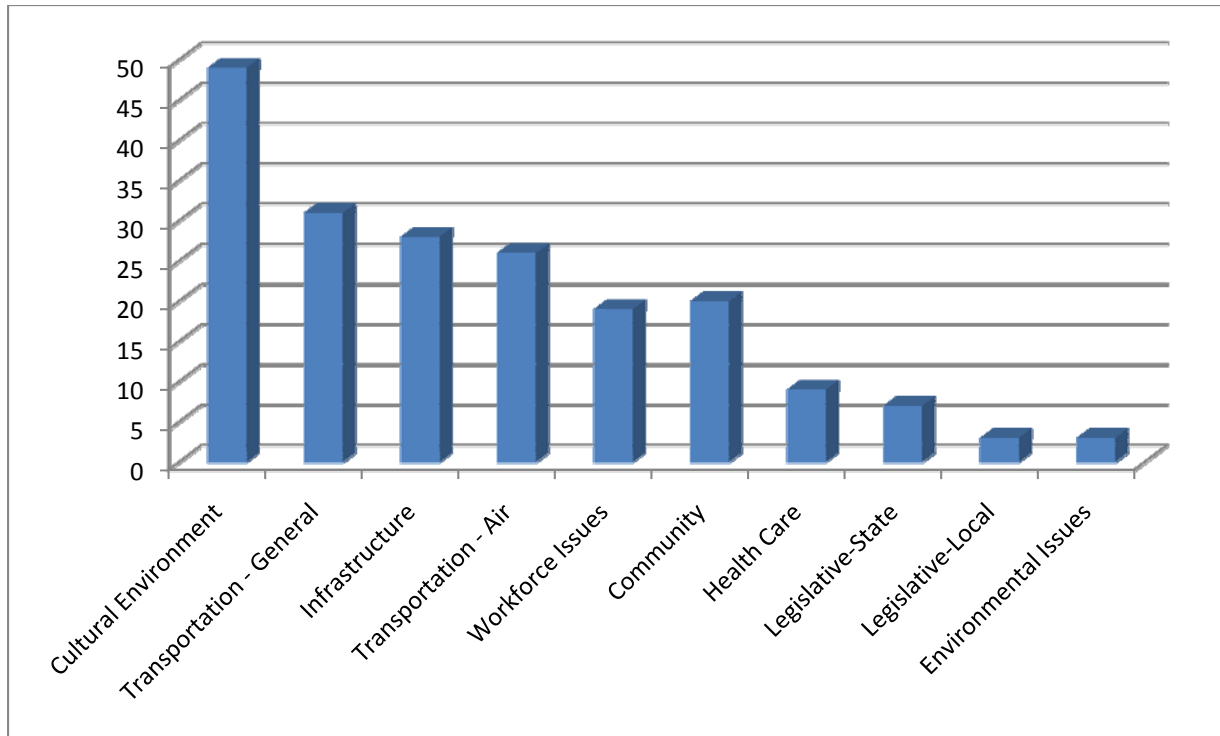
#9 – STEM (cultivating engineering and technical futures; Available jobs in science and engineering)

#10 – Transportation (Growing commercial air and rail service; Passenger air and rail service)

#11 – Cultural (High quality arts & entertainment)

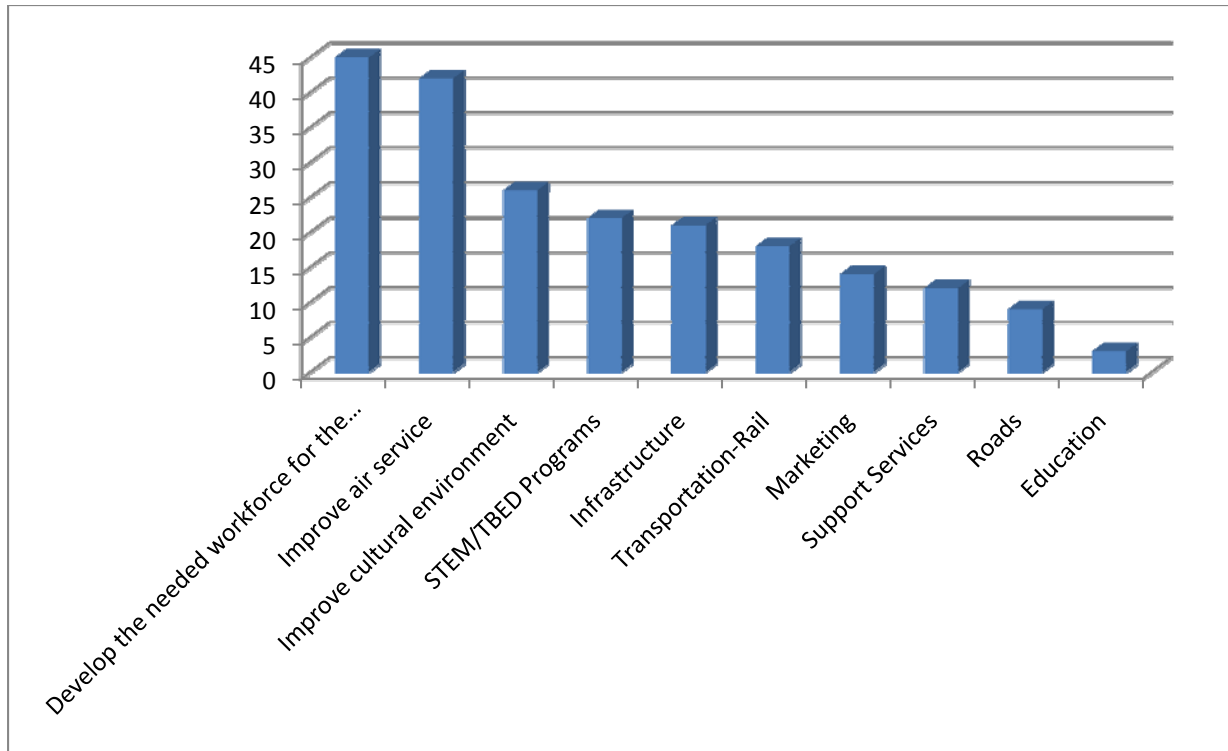
#12 - Support Services (Enabling support network e.g. STEM, YP, Tech Council, CAER)

Weaknesses



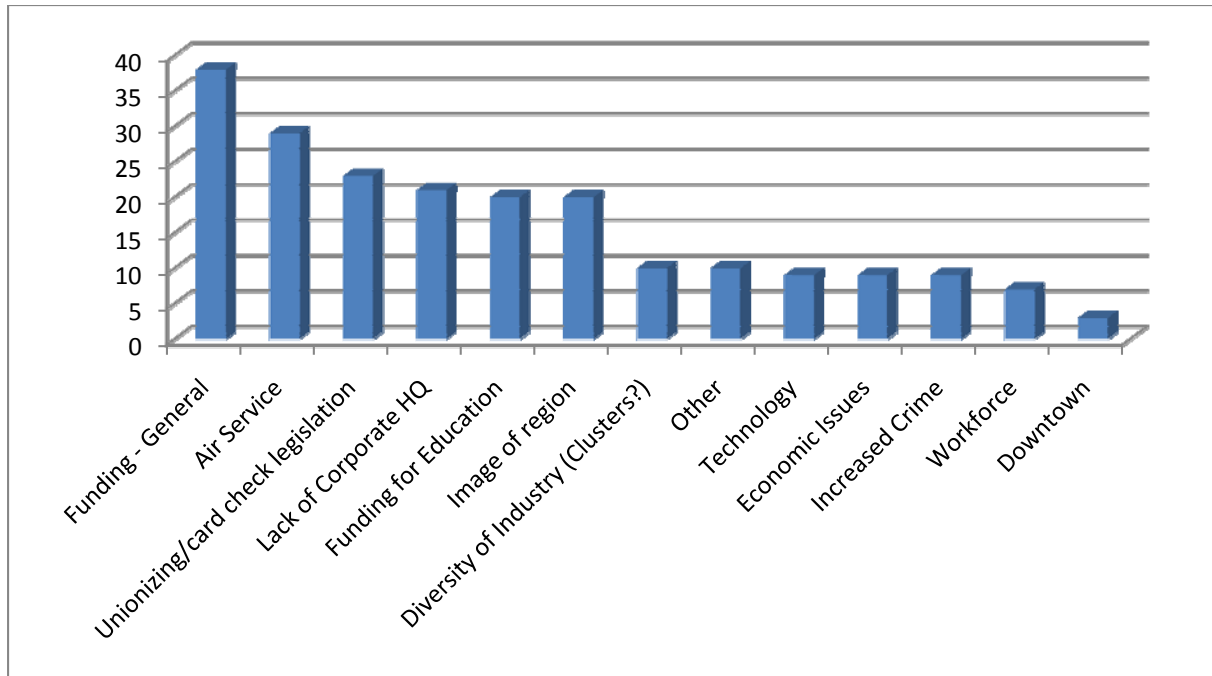
- 1) **Cultural Environment** (Liability to recruit young professionals; Lack of night life; Perceived lack of culture opportunities; Lack of "Thematic" downtown; Mall not relevant for young professionals; Lack of specialized or destination shopping; No civic center; Cultural/fine arts-lack of alignment and focused car park/City support)
- 2) **Transportation – General** (Lack of public transportation in rural areas; Lack of interstate; Lack of public transportation in rural areas; General Assembly failure to address transportation needs)
- 3) **Infrastructure** (Lack of downtown parking; Limited regional access to infrastructure; Lack of regional industrial park; Broadband lacking in some places; Lack of gas and water in counties; Lack of available modern industrial buildings)
- 4) **Transportation – Air** (distance to major hub; lack of regional airport authority; air service not timely enough)
- 5) **Workforce Issues** (Under educated work force; Relative lack of college graduates; High school students not ready for work force; Low ratio college degrees/population; Secondary education not meeting defined requirements and lack of technical cooperative programs)
- 6) **Community** (Lack of diversity on boards/businesses; Efforts to decrease number of people living in poverty; Increase in gang activity)
- 7) **Health Care** (High obesity, stroke etc. rates; Lack of access to health care services)
- 8) **Legislative-State** (Possibility of annexation; General Assembly, imposition of public services and costs on local governments)
- 9) **Legislative-Local** (Lack of revenue sharing in Region 2000; Limited regional cooperation)
- 10) **Environmental Issues** (Scotts Mill Dam)

Opportunities



- 1) **Develop the needed workforce for the region** (Prepare young people to be the workforce we need; Attract and retain college graduates; Recruit professionals especially with young families)
- 2) **Improve air service** (air service to Dulles; regional airport commission)
- 3) **Improve cultural environment** (Continue downtown revitalization redevelopment; More financial support for arts; Alignment and growth of creative arts)
- 4) **STEM/TBED Programs** (Enhance support of STEM training/education & professions; Continue and improve partnerships with major universities for research and training education; Be prepared for and facilitate rebirth of nuclear energy industry; Implement technology based economic development programs)
- 5) **Infrastructure** (Natural gas service to all counties; Basic infrastructure in rural areas including tech and communication services; Regional industrial park)
- 6) **Transportation-Rail** (Amtrak services to Roanoke and Tennessee; Expansion of infrastructure at Amtrak station)
- 7) **Marketing** (Marketing of educational/technical opportunities; Promote "green" communities; Regional target market study; Market business assets more effectively)
- 8) **Support Services** (Collaboration and coordination among non-profits)
- 9) **Roads** (29 Bypass around Charlottesville; Completion of Bypass through Campbell County)
- 10) **Education** (Improve educational institutions; Better outreach for/with continuing education)

Threats



#1 - Funding – General (Lack of budget reserves; Challenges for localities to financially support services)

#2 - Air Service (loss or gaps in commercial air service)

#3 - Unionizing/card check legislation

#4 - Lack of Corporate HQ (relocation of corporations and loss of corporate HQ)

#5 - Funding for Education (lack of education funding and deterioration of schools due to funding cuts)

#6 - Image of region (Improve image and perception of inability to support high end stores; Change of personality of region)

#7 - Diversity of Industry (Clusters?) (Lack of diversity of business; Decline of manufacturing jobs; Loss of agriculture and silviculture economics)

#8 – Other (Lack of diversity on boards/businesses; urban/rural segregation of businesses; public health threats)

#9 – Technology (loss of business to internet; secondary education not incorporating new technology)

#10 - Economic Issues (Global economy; Increased foreclosures; Drop in assessment of land value)

#11 - Increased Crime

#12 – Workforce (Declining "prime" labor force age group; Loss of educated youth/population to Northern VA)

#13 – Waning Interest in Downtown Development

CEDS Goals and Objectives

- 1. Develop and maintain a knowledge based workforce to meet the needs and opportunities of a 21st century innovation economy.**
 - 1.1. Create a culture in the region's K-12 schools using programs that improve literacy, enhance Science, Technology, Engineering and Math career interest, and prepare students for varied careers.
 - 1.2. Coordinate training opportunities with workforce needs to increase skills, abilities and knowledge of the existing workforce.
 - 1.3. Improve literacy and graduation rates.
 - 1.4. Promote cooperation and initiatives between local higher education institutions and local schools to improve K-12 educational quality.
 - 1.5. Promote technical education in schools and industry.
 - 1.6. Develop education programs to enhance basic work skills.
 - 1.7. Actively attract and retain young professionals to work in the region.

- 2. Develop and implement innovation led economic development (ILED) programs in Region 2000.**
 - 2.1. Recruit businesses and industries in high-wage, targeted industry clusters.
 - 2.2. Retain and expand existing technology based businesses in the region.
 - 2.3. Encourage regional economic diversity through innovation.
 - 2.4. Promote a small and entrepreneurial business culture including increased access to capital.
 - 2.5. Enhance and expand commercialization and technology transfer opportunities through support for the Center for Advanced Engineering and Research, targeted industry/university technology R & D and knowledge creation initiatives.

3. Ensure the region has well-planned, state-of-the-art infrastructure to facilitate the growth of high-wage industry clusters.

- 3.1 Pursue development of appropriate commercial, industrial, and research-oriented parks and centers, including pursuing the establishment of a technology-based business research park.
- 3.2 Expand information infrastructure and telecommunications systems, especially in underserved areas.
- 3.3 Continue to develop water, wastewater, natural gas and other infrastructure to meet the needs of existing and planned residential, commercial and industrial growth and to underserved areas of the region.
- 3.4 Rehabilitate vacant, underutilized buildings and revitalize blighted and downtown areas.

4. Promote and enhance inter-regional transportation systems.

- 4.1 Support efforts to increase services at the Lynchburg Airport including monitoring and continuing to cultivate relationships with major airlines and other commercial operators who currently or could potentially serve the Lynchburg region and continue to examine regionalization of the airport facility.
- 4.2 Support efforts to increase services and infrastructure facilities at the Kemper Street Train station, including more frequent passenger train services to points east, west, north and south.
- 4.3 Support the ongoing development and management of the Rt. 29 corridor as a primary economic artery for the Commonwealth and promote the completion of the southern portion of the Lynchburg by-pass.
- 4.4 Promote the integration of community planning and development efforts with past, current and anticipated transportation investments.

5. Seek to maintain and promote the region’s natural beauty, cultural amenities and tourism opportunities.

- 5.1 Promote efforts to expand and/or enhance outdoor and “quality of life” infrastructure and amenities while preserving the natural environment and beauty; expand recreation opportunities for residents and tourists.
- 5.2 Invest in arts and culture offerings that support travel and tourism, will enhance the quality of life for residents and will attract creative workers.
- 5.3 Promote alternative energy production and sustainable development practices.
- 5.4 Encourage the development of varied housing opportunities.

Process from SWOT to Projects

SWOT

In September the CEDS Strategy Committee participated in an exercise where Region 2000's strengths, weaknesses, opportunities and threats (SWOT) were subjectively identified. There were 42 somewhat distinct strengths identified and, coincidentally, 42 weaknesses identified. There were 27 opportunity ideas and 30 weaknesses. (See attachment 1)

The Strategy Committee voted for the most important ideas in the four SWOT categories. Each member had six votes to cast in each of the S, W, O, and T categories. Voting six times for one idea was permissible as was casting one vote for six different ideas or any other combination. Region 2000 staff examined the ideas and grouped together those that were similar. For example within the Strength category, there were numerous ideas/comments that were all "quality of life" based. Under Threats, "funding" was a central theme. Once the groups were determined, the votes within each group were tallied. This enabled staff to determine where the most interest was. The "groupings," and their respective vote tallies, are provided in attachment 2.

The top vote groupings were as follows: *Strengths* - #1. Quality of life. #2. Education; *Weaknesses* – #1. Cultural environment. #2. Transportation in general; *Opportunities* – #1. Workforce development. #2. Air service improvement; *Threats* – #1. Funding. #2. Air Service.

Goals and Objectives

The next step was to draft goals and objectives to include in the CEDS. In using the SWOT method, goals are determined to be what we *aspire* to; they are futuristic in nature. Therefore, the goals are driven by the opportunities and threats. The objectives (the means to attaining the goals) are more driven by what we currently have to work with, our strengths and weaknesses. Based on the SWOT information described above, staff collectively drafted five goals and numerous objectives. This took place during a series of several meetings with much discussion. The goals and objectives will be reviewed for modifications and, ultimately, approved or not approved by the Strategy Committee in November. The draft goals and objectives are found in attachment 3.

Projects

Part of the CEDS process prescribed by the U.S. Economic Development Administration (EDA) is to develop a list of local and regional projects, programs and activities which will help us implement the goals and objectives. Our projects, programs and activities will come from multiple sources. At a minimum, input will be provided by the Strategy Committee, economic developers, economic

development organizations, and local citizens. All projects, programs and activities must be prioritized per EDA requirements. Therefore, a ranking system has been developed by staff.

Considerable effort was expended to develop an objective ranking system, however, there is a degree of subjectivity inherent in this and most ranking schemes. First, it was decided that there existed three major issues particularly relevant to the purposes of the CEDS program. The issues that projects should be judged on are - 1. the project's regional impact, 2. the project's state of readiness, and 3. the project's relationship with the local CEDS.

Under each of these, there are between four and six criteria which are much more specific in defining what standards are used to determine how well a project addresses the larger issue. The descriptive statements for each criteria are intended to clarify if a project will be considered for points. In other words, upon reading the description, it should be clear whether or not the project is relevant.

If the project is relevant to the criteria, the next step determines the value or extent to which the project meets the criteria. The values articulate an amount or a yes/no response. If the project meets the minimum amount or has a positive response to the criteria, it gets a point. Points are then totaled, thus enabling a relative ranking of all projects. It is anticipated that several projects will receive the same score. It should be noted that no project will be excluded from the CEDS due to its score. The evaluation document is provided in attachment 4.

Project Solicitation and Ranking

Projects will be solicited from multiple sources. It is anticipated that most will come from the local economic developers and their respective economic development commissions. The project document will be distributed to all interested parties as the vehicle for project submission. This form will enable the staff and Strategy Committee to evaluate projects even handedly.

To facilitate the project evaluation process, a subcommittee from the Strategy Committee will be assembled. Approximately five members will be asked to help staff review the project evaluation document and score the projects. The results from this effort will be forwarded to the entire Strategy Committee for review and comment. It is desirable for the Strategy Committee to agree (by consensus) to the final results. These projects with the rankings will become part of the CEDS document.

CEDS Project Submission Schedule

Community Presentations: Mid November through December (Gary and Bryan)

Deadline for Project Submissions: January 14

Location: Region 2000 Partnership Offices

Review and Scoring of Project Submission Form: January (Staff and subcommittee)

Review of project ranking by Strategy Committee: February 9

Proposed Subcommittee Members

Five members from the CEDS Strategy Committee will be asked to assist in project reviews.

Region 2000 Comprehensive Economic Development Strategies Project Submission Form

DRAFT

Instructions: Please answer the following questions to best describe the project you are submitting for CEDS. Please describe in brief terms how the project meets CEDS goals and objectives.

Project Description (100 words or less describing the project, location, partnerships and impact): _____

How much regional impact does the project create?

1. Directly creates jobs that pay (see footnote) -
 - a. More than \$35,420 annually or \$17.03 hourly? (1 point)
 - b. More than \$47,765 annually or \$22.96 hourly? (1 additional point)
 - c. More than \$60,110 annually or \$28.90 hourly? (1 additional point)

2. Number of jobs created -
 - a. More than 25 jobs? (1 point)
 - b. More than 75 jobs? (1 additional point)

3. Creates basic jobs (a product or service that is exported *out* of our region, therefore the salaries and wages are “new” money in the local economy)? Briefly explain. (1 point)

4. Directly provides education and/or training that will enhance our current and/or future workforce? Briefly explain. (1 point)

5. Improves infrastructure vital to economic development (water and sewer lines, treatment plants, roads, business parks, other) for –
 - a. More than one jurisdiction? Briefly explain. (1 point)
 - b. More than 2 jurisdictions? Briefly explain. (1 additional point)

How “ready” is the project to implement?

1. Has the project gone through a planning stage and is described in an official company/corporation /municipal plan? Briefly explain. (1 point)

2. Has the project gone through a design stage? –

- a. Has a preliminary design or organizational framework been developed?

Briefly explain. (1 point)

- b. Has a final design or organizational framework been completed?

Briefly explain. (1 additional point)

- 3. Does the project have funding commitment? –

- a. 25% or more of total cost is in hand? (1 point)
- b. 50% or more of total is in hand? (1 additional point)

How well does the project relate to CEDS?

- 1. Meets one or more goals and/or objectives in CEDS –

- a. Project meets one goal or objective? (1 point)
- b. Project meets two goals and/or objectives? (1 additional point)
- c. Project meets three goals and/or objectives? (1 additional point)

- 2. Is EDA eligible –

- a. Project meets funding criteria of EDA? (1 point)
- b. Project benefits a jurisdiction that meets EDA economic stress threshold? (1 point)

- 3. Advances innovation, entrepreneurship, STEM -

- a. Project is intended to train/educate in disciplines vital for a sustainable economy?

Briefly explain. (1 point)

- b. Project is intended to foster an environment that incubates or creates new business?

Briefly explain. (1 point)

Footnote: Wage source is [Bureau of Labor Statistics](#), May 2009, Lynchburg MSA Occupational Employment and Wage Estimate. “a” is the mean annual wage of all occupations, “b” is the halfway point between a and c, “c” is the average of STEM occupations i.e. Computer and Math Science, Architecture and Engineering, Life Physical and Social Science, Healthcare Practitioner and Technical Occupations.