



## **Comprehensive Economic Development Strategy (CEDS) Strategy Team-September 8, 2010**

### **Agenda**

#### **Lunch starts at noon**

- I.** Welcome and Overview of Meeting – Bob White, Deputy Director, Region 2000 Local Government Council
- II.** Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis – Grant Massie, Planner, Region 2000 Local Government Council and Bob Bailey, Executive Director, Center for Advanced Research  
  
Identification of Strengths, Weaknesses, Opportunities, and Threats  
Prioritization of Strengths, Weaknesses, Opportunities, and Threats
- III.** Questions and Discussions
- IV.** Closing Remarks – Gary Christie, Executive Director, Region 2000 Local Government Council

Next steps

In this packet:

1. List of Strengths, Weaknesses, Opportunities, Weaknesses
2. Data: Bureau of Labor and Census Innovation (Purdue and Indiana University)
3. Responses to questionnaire from last meeting
4. Minutes from August 19, 2010

**The next CEDS strategy team meeting is November 10, 2010 at the Lynchburg City's IT Building from 10 a.m. – 2 p.m.**



## Agenda item 1

### **Meeting 2: Determining Strengths and Weaknesses – Know thyself.**

To be competitive in international markets we should examine our region's assets and shortages. From this information, we can set goals and objectives that will build on our strengths and improve our weaknesses.

To make effective use of the Strategy Team's time, staff has prepared a SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats) for the region. Strengths and weaknesses are items that we currently experience while opportunities and threats are things we may or will experience in the future.

#### Homework assignment:

- Review the attached list and add your own suggestions. E-mail your suggestions to [gmassie@region2000.org](mailto:gmassie@region2000.org)

#### **Meeting Process:**

We'll continue to meet as a single group and we'll discuss the SWOT analysis to reach consensus on a final list.

Once we get a final list, we'll prioritize the ideas through a voting process and determine the most important ones to include in our CEDS.

To Members of the CEDS Strategy Committee: Please review the below list and add your own ideas. Strengths and weaknesses are items that we currently experience while opportunities and threats are things we may or will experience in the future. I encourage you to email your additions before the meeting on the 8<sup>th</sup> of September. At the meeting we will present the entire list. Clarifications will be made and duplicate ideas will be purged.

Once we have the final list each member will be given six votes for each category. You will be able to use them (your votes) as you wish within each category. Example – within the "Strength" category you may vote for one idea with all six votes or use one vote on six different ideas. Any vote permutation within the confines of six votes is allowed.

The voting will enable us to prioritize the ideas and determine the most important ones to include in our CEDS. We will then move to the next phase (at our November meeting) which is to determine how to accomplish what needs to be done (goals and programs) based on the SWOT analysis.

### **CEDS SWOT List (strengths, weaknesses, opportunities, threats)**

#### **Strengths (current)**

- Quality of Life
  - Climate
  - Cost of living
  - Urban/rural mix
  - Outdoor recreation
  - Low crime
  - Passenger air and rail service
- Work Force
  - Training facilities
  - Right to work state
- Education
  - Relative Strength of Public Schools
  - Local colleges and university
- Culture of cultivating engineering and technical futures
  - Jobs available in science and engineering
  - Enabling support network/programs such as STEM, Technology Council, Young Professionals and CAER
  - Engineering and Tech degrees offered at local colleges and university
- Ability to retain family oriented professional
- Business Environment
  - Diversified economy
  - Collaborative business environment/Cooperative attitude between public and private constituencies
  - Low cost of doing business
  - High growth business clusters
- Sufficient infrastructure (water, sewer, roads, etc.)
- Included in the nation's top 200 metropolitan areas
- Growing commercial and passenger air and train service

#### **Weaknesses (current)**

- Undereducated work force
  - Relative lack of college grads
  - Relative high dropout rate
- Ability to recruit young professionals
- Perceived lack of cultural opportunities
- Transportation

- Lack of public transportation in rural areas
- Distance to major hub airports
- Broadband service in rural and underserved areas
- Support network for entrepreneurs and innovators
- Lack of revenue sharing among jurisdictions in Region 2000
- Flat wage rate when adjusted for inflation
- No civic event center

### **Opportunities (future)**

- Enhance support of STEM training/education and professions
- Be prepared for and facilitate the rebirth of the nuclear energy industry
- Retain and attract college graduates
- Market our business assets more effectively
- Continue downtown redevelopment
- Continue and improve partnerships with major universities for research, training/education
- Prepare our children to be the work force that we need
- Educate the under educated
- Recruit professionals especially those with young families
- Promote “green” infrastructures and communities
- Improve our educational institutions
- Public-private implementation of local and regional technology-based economic development programs

### **Threats (future)**

- Lack of budget resources
- Declining prime labor force age group
- Waning interest in downtown redevelopment
- Deterioration of schools due to funding
- Loss of corporate decision making locally
- Increased foreclosures
- Urban/rural segregation of jobs and housing
- Loss of agriculture and silviculture economies
- Loss of commercial air service



**Name one thing that makes our Region a great place to do business:**

- Quality Education Pre-K – Higher Ed
- Access to quality higher education
- High education resources
- educational institutions are in close proximity of Lynchburg
- Hospitals, higher education institutions
- Good schools
- Our 3 pillars of economic foundation: healthcare, higher education, high tech
- Work ethic
- Work force
- Very dedicated employees
- The work ethic of the people
- The great people that live & work here
- Diversity-Jobs, people, culture
- Volunteerism throughout the community
- Rich cultural groups/activities
- Location centered in the state where the mountains are beautiful to look at each day and where we are a few hours from our state capital and the nation’s capital
- It has a wealth of great historical homes & buildings
- Central to Commonwealth & Mid Atlantic
- A balance of quality of life factors that make the region a great place for families and business
- Cost of living, overall pace of life, location within the state and nation
- Low cost of living, low energy rates, & good work ethics
- Low cost of living, high quality of life
- Cost of living
- Low cost of living
- Good standard of living
- Favorable cost of doing business
- Stable, diverse economy and the people-tied! No highs and no lows, affordable housing & tax rates
- The potential of downtown Lynchburg, Amherst, & Bedford for vitality and economic growth
- Very diverse business & employment opportunities

- Pro-business attitude of the general public of the region
- The giving, caring individuals. They look after each other
- The people, friendly & willing to help
- The people are great
- Good people
- The moral fiber of the citizens in our community
- People, overall quality of life
- The sense of community and caring
- Quality of life
- Live: quality of life
- Business: diversity of workforce
- Good mix of business/industry
- Community livability
- Abundance of job/career opportunities
- Variety of technology firms within the region
- Overall environment is appealing (scenery, safety, people)
- Willingness of local government to work with new and existing business
- Co-operative relationships between communities, business, and service opportunities
- Regional cooperation
- Strong availability to network with all levels of businesses & support groups to prosper

**If there's one thing you could add or change about our region, what would it be?**

- Increasing financial support for PK-12 education
- More emphasis, effort and \$ toward reaching hard to reach youth
- Improve transportation
- Access to transportation: air, interstate, and rail
- Better public transportation throughout the region
- Charlottesville bypass for transportation improvements
- Better transportation system
- Transportation (trains-wonderful addition)
- Interstate, transportation
- More intuitive road infrastructure
- Better highway (US Freeway) access
- Improve public transportation across our region
- Better highway & transportation infrastructure including an interstate highway
- Airport Authority to help insure air service for our area
- Improve/increase Lynchburg Airport flights

- Better services at Lynchburg Regional Airport
- Better airline connections going north
- A larger airport
- More cultural opportunities including a place for concerts
- Improved workforce development, especially in technology sector
- More opportunities for low income to get into high paying jobs
- Better access to healthcare & healthcare services
- Per capita income ---fixing that indicator would benefit the regional economy
- Add services, attractions to keep young people (young graduates) here before they start their family
- Additional things that will attract and keep young people in the region
- Create more of the facilities and activities that are appealing to our younger residents. It might help us retain our young professionals
- Better efforts to coordinate services & opportunities with schools & communities
- More diversity in businesses, downtown Lynchburg, Amherst & Bedford and more communication opportunities between the cities & counties
- Greater collaboration between organizations/business beyond the boundaries of the counties/cities
- See better collaboration between various counties/cities
- Increase the % of for the various jurisdictions within Region 2000 to be better able to speak (and act) with a single voice, which will be increasingly important as more people and (\$) are concentrated in Northern VA and Tidewater VA
- Regional- and individuals need to be more open to change
- Broadband access
- Development of Green/Alternative Energy Industry/Solar/Wind Power Industry
- Link to Research Triangle via upgraded 501 corridor
- Better opportunities to market our region for tourism, business, education
- Increase the robustness of the cultural arts
- Better shopping spread throughout the region (grocery stores, especially with health food), oriented activities-food, exercise, etc.
- An organized, regional tourism program that includes all elements of Region 2000 (including Smith Mt. Lake)
- Downtown redevelopment
- I would like to see a continued growth of downtown as the “hub” of the region
- Regionalized master plan/comprehensive plan/land use
- Natural gas to Bedford and all of region 2000 to attract new bolted down industries/companies



**Comprehensive Economic Development Strategy Team  
City of Lynchburg's IT Building  
3550 Young Place-Lynchburg  
August 19, 2010  
12:00 p.m.**

**Draft Minutes**

**1. Welcome and introduction of Strategy Team Members**

Bryan David, Executive Director of the Region 2000 Economic Development Council welcomed those present introducing himself and the CEDS team members.

Mr. David briefly described what each of the Partners within the Virginia's Region 2000 Partnership does.

**2. Welcome and remarks –Mayor Joan Foster, City of Lynchburg, and Bob Leveque, Vice President of Manufacturing, RR Donnelley Company, Co-Chairs**

Bryan David introduced Joan Foster, Mayor of Lynchburg and co-chair of the CEDS team.

Mayor Foster welcomed the team and stated that she was pleased to be part of this group working on regional economic development.

She articulated that all our ideas are important, all of our energies are crucial, and all of our efforts really can make a difference as we chart the future of our economic development program in Region 2000.

Bryan David introduced Vice Chair, Dr. Bob Leveque. Dr. Leveque thanked those present and stated that the CEDS meetings were a great opportunity for the region. Prioritization of opportunities will be essential and we would be challenged as a group to prioritize and people pulling together would make a more robust region. He said that through the meetings we would develop an economic development plan that will put Region 2000 on the map.

**3. Introduction to CEDS**

Gary Christie, Executive Director of the Local Government Council, described the role of the Local Government Council and the CEDS process. Mr. Christie stated that the Local Government Council plays an important leader role in identifying and encouraging new initiatives and developments among the local governments.

He stated that Economic Development Association grants provide grants, but only if you have a CEDS, or a Comprehensive Economic Development Strategy plan and that this group was formed to develop the CEDS document.

**4. Region 2000's Economy**

Fletcher Mangum, Managing partner of Mangum Economic Consulting, LLC briefly went through some Virginia economic statistics.

In summary his presentation concluded that relative to Virginia as a whole, the population of the Lynchburg MSA tends to be slightly older, slightly less affluent, and slightly less educated.

Employment data shows that the region is rebalancing its portfolio of industries and jobs away from declining industries and toward high-wage/high-growth sectors. This is an important trend that has had a positive impact on the region's economy in terms of wages, employment, and unemployment and is also positioning the region for future long-term economic growth.

**5. Process for Creating our CEDS**

Grant Massie, Planner for Region 2000 Local Government Council discussed meeting dates and public information sessions. He stated that the public information meetings were optional but attendance at the CEDS Strategy committee meetings was needed.

The CEDS team will meet from *noon until 2 p.m.* on the following dates at the City of Lynchburg's IT building located at 3550 Young Place, Lynchburg:

September 8, 2010  
November 10, 2010  
February 9, 2011  
May 11, 2011  
August 10, 2011

The CEDS Public Information Meetings will be held the following dates. The October 13 meeting will be held at Lynchburg Public Library located at 2315 Memorial Avenue. The location of the next meetings will be announced at a later date.

October 13, 2010, 5 p.m.  
January 12, 2011, 5:30 p.m.  
April 13, 2011, 6 p.m.  
July 13, 6:30 p.m.

**Comprehensive Economic Development Strategy Team  
Attendance Roster**

<b>LAST</b>	<b>FIRST</b>	<b>ORGANIZATION/COMPANY</b>	<b>REPRESENTATION</b>	<b>8/19/10</b>
Ackley	Susan	Brown, Edwards & Co. LLP	Business	yes
Anderson	Shayla	Central Virginia Health Department	Community	yes
Andrews	Ralph	Genworth Financial	Business	yes
Bambara	Cynthia	Central Virginia Community College	Education	yes
Braud	Matthew	Harris Corporation	Business	
Brown	Tony	J Crew	Business	yes
Calfee	Johanna	Prototype Advertising & Media	Business	yes
Conner	Buddy	Appomattox EDA	Citizen	yes
Davidson	Mike	Campbell County	Public	yes
Dawson	George	Centra Health	Business	
Dodson	Bert	Dodson Brothers Exterminating Co.	Business	yes
Driskill	Vance	D. Vance Driskill Electrical & Multimedia	Business	yes
Foster	Joan	Lynchburg City Council	Public	yes
Garrett	T. Scott	Virginia General Assembly	Public	yes
Giggetts	Cheryl	AECOM	Business	yes
Goldman	Brian	Moore & Goldman Architects	Business	yes
Hammond	Rex	Lynchburg Regional Chamber of Commerce	Business	yes
Hatch	Larry	Advanced Manufacturing Technologies, Inc.	Business	
Irby	Todd	Innovative Wireless Technologies, Inc.	Business	yes
Jackson	Larry	Appalachian Power	Region	yes
Jamerson	Terry	News and Advance	Business	yes
Jennings	Tom	Sylvan Learning Centers	Education	yes
Johnson	Bif	Hurt & Proffitt	Business	
Lambdin	Lanny	Virginia Central Uniserv	Labor Rep.	yes
Leveque	Bob	RR Donnelley	Business	yes
Lintecum	Lee	Amherst County Administrator	Public	yes
Mack	Darlene	Successful Innovations, Inc	Education	yes
Marshall	Nat	Babcock & Wilcox	WIB	yes
Martin	Marie	United Way of Central Virginia	Community	yes
Martin	Susan	Bedford Area Chamber of Commerce	Business	yes
McDowell	Charles	Brookneal Town Representative	Citizen	
Meade	Jim	Mutual Telecom Services, Inc.	Business	yes
Mercadante	Jim	CINTAS	Business	yes
Moore	Barry	Liberty University	Education	yes
Moore	Dale	Moore's Electric	Business	
Mundy	James	Lynchburg Community Action Group	Community	yes
Overstreet	Dan	nTelos	Business	yes
Pugh	Reggie	AREVA	Business	
Reimels	Rich	Babcock & Wilcox	Business	yes
Russell	Mike	Amherst Co EDA	Public	yes
Schuch	Doug	Bedford County Public Schools	Education	yes
Sharp	John	Bedford Co Board of Supervisors	Public	yes
Spencer	John	Appomattox County	Public	yes
Troubetzkoy	Sergei	Bedford Tourism & Welcome Center	Community	yes
Upshur	Marjette	City of Lynchburg Economic Development	Public	yes
VanSwearingen	Denzil "Var"	Appomattox Walmart #4636	Business	

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Walker	John	Lynchburg College	Education	yes
Webb	Rayetta	Wells Fargo Home Mortgage/Town of Altavista	Business	yes
Wilder	Sterling	Jubilee Family Center	Community	yes
Vacant		Town of Appomattox		
<b>OTHERS</b>				
Cobb	Lee	Town of Amherst	Public	yes
Cook	Susan	Region 2000 WIA	WIB	yes
Gilley	Marjorie	Region 2000 LGC	LGC	yes
Laurrell	David	Campbell County	Public	yes
Mangum	Fletcher	Mangum Economic Consulting, LLC	Speaker	yes
Montgomery	Sue	Bedford County EDA	Public	yes
Sutton	Don	CVCC	Education	yes
White	Kathy	Region 2000 EDC	EDC	yes
White	Bob	Region 2000 LGC	LGC	yes
<b>TECHNICAL COMMITTEE</b>				
Bailey	Bob	Region 2000 CAER	CAER	yes
Christie	Gary	Region 2000 LGC	LGC	yes
David	Bryan	Region 2000 EDC	EDC	yes
Inge	Danny	Region 2000 WIB	WIB	yes
Kolakowski	Charles	Bedford City	Public	
Loper	Abe	Region 2000 YPCV	YPCV	yes
Witt	Jonathon	Region 2000 Tech Council	Tech Council	