




CEDS Guiding Agencies	Initiative Council (IC)	IC Mission & One Page Summary
 <p>LYNCHBURG REGIONAL BUSINESS ALLIANCE — Chamber & Economic Development —</p> <p>Lynchburg Regional Business Alliance</p>	1 – Marketing & Branding	Form image & identity partnership to guide regional branding. (see attached Initiative 1)
	2 – Business Retention & Expansion	Implement regional Business & Expansion (BRE) program. (see attached Initiative 2)
	3 – Corporate Recruitment	Implement targeted marketing & corporate recruitment program. (see attached Initiative 3)
	4 – Entrepreneur Center	Launch regional center for entrepreneurship. (see attached Initiative 4)
	5 – Economic Gardening	Launch entrepreneur in residence program to drive technology-based business development. (see attached Initiative 5)
	9 – Site Evaluation	Implement site evaluation and improvement program to accelerate shovel-ready sites. (see attached Initiative 9)
 <p>CVPDC Central Virginia Planning District Commission</p> <p>Central Virginia Planning District Commission</p>	8 – Transportation & Infrastructure	Invest in multimodal connectivity, infrastructure, broadband. (see attached Initiative 8)
	10 – Rivers & Communities	Unlock the region’s riverfronts & connect to communities. (see attached Initiative 10)
	11 – Arts & Culture	Improve the aesthetic, artistic, and cultural appeal of the region. (see attached Initiative 11)
 <p>VIRGINIA CAREER WORKS CENTRAL REGION</p> <p>Central Virginia Workforce Development Board</p>	6 – Sector-Focused Workforce	Form Regional Talent Coalition to address skills gaps and enhance business & education collaboration.
	7 – Workforce Center	Establish Regional Workforce Center to deliver needed skills training.

Initiative 1 - CEDS Marketing & Branding Initiative

“Form an image and identity partnership to guide and implement a new collaborative regional branding and image campaign.”

Council Members

Dave Malewitz, City of Lynchburg & YPCV (Co -Chair)

Sam Gerstemeier, Centra (Co-Chair)
Anne Dixon, Appomattox County Tourism
Brenda Edson, Randolph College
Ryan Edwards, Bedford County Schools
Jawansa Hall, Blackwater Branding
Chelsea Harrison, Foster Fuel
Nicole Johnson, Bedford County Tourism
Mike Jones, Lynchburg College

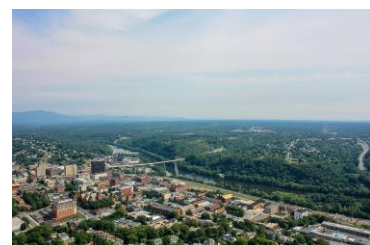
Zach Martin, Delta Stars & YPCV
Jennifer Moore, Amherst County EDA
Jonathan Parker, Parker Productions
Ben Summers, S&S Machine and Amherst EDA
Jeff Taylor, Retired Economic Developer
Mike Bradford, Central VA Community College
Josh Rice, Liberty University Marketing
Angela Bryant, Centra Marketing
Kevin Smith, The News & Advance

Initiative Objectives

- Finalize **draft RFP** for branding process (draft is developed).
- Organize a committee of **community stakeholders** (public and private – inclusion of initiative council members) to oversee branding process with LRBA staff.
- Make a financial ask to LRBA for **FY2019 budget for phase 1**.
- **Media notification** of branding initiative to gain community interest.
- Conduct community meetings for **citizen and stakeholder buy-in**.
- Implement Phase 1 – hire an outside firm to **complete market surveys, data collection** and prepare documents necessary to being development of phase 2 creative concepts and develop a concise regional story (elevator speech).
- Make a financial ask to LRBA for **FY2020 budget for phase 2**.
- Implement Phase 2 – hire inside the region creatives **develop logo, taglines, and verbal and branding guides**.
- Develop a roll-out plan for marketing strategies and communication of new brand for both internal and external communication.
- Execution of recommended marketing strategies.

Timeline

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|----------------|---|
| FY 2018 | Distribute RFP, develop execution plan and make ask to the LRBA for inclusion in FY2019 budget for FY2019 phase 1 planning. |
| FY 2019 | Complete phase 1 data collection and evaluate the creative teams for in-house execution, ask the LRBA for inclusion in FY2020 budget for phase 2 creative concepts. |
| FY 2020 | Complete phase 2 creative execution and develop plan for roll-out in FY2021. |
| FY 2021 | Execute marketing and communication plans. |



Initiative 2 - CEDS Business Retention & Expansion Initiative*

“Implement a collaborative, regional Business Retention and Expansion (BRE) program.”

*Regional Economic Development Team/Council (RED Team) Members

Mike Davidson, Campbell County ED Director (Co -Chair)

Megan Lucas, Lynchburg Regional Business Alliance, CEO & Chief Economic Development Officer, (Co-Chair)

Traci Blido, Bedford County ED Director

Victoria Hanson, Amherst County ED Director

Marjette Upshur, City of Lynchburg ED Director

Waverly Cogsdale, Town of Altavista Manager

Johnnie Roark, Appomattox County Planning Director

Ben Bowman, Region 2000 Workforce Director

Ann Blair Miller, VEDP

Jamie Glass, Lynchburg Regional Business Alliance

Objectives and Strategies

Develop a collaborative team to execute retention and expansion strategies.

- **Expand the RED Team** to include Virginia Economic Development Partnership representative;
- Enhance **collaboration with the Workforce Development Board**;
- Insure adequate **BR&E program staff**; and
- Ensure collaboration with other CEDS initiative councils.

Obtain comparable information from the existing business community.

- Develop a survey format that is available online and accessible during site visits;
- Obtain VEDP’s current BR&E survey; expand to include regional and local office questions; and
- Develop **data management system** to compile and store survey results.



Engage the business community to promote participation in a **regional BR&E program**.

- Identify the top 12 employers for year one (1) BR&E visits;
- Determine **target sector groups** to conduct year two (2) BR&E visits; and
- Provide unification opportunities for the business community.

Provide results and feedback to Regional Economic Development (RED) Team and interviewed companies.

- Provide a **quarterly review** for the RED Team and **policy boards**.
- Initiate a follow-up format to each company outlining the meeting and survey feedback; and
- RED Team establish a six-month program review policy.

Address Business Retention and Expansion needs outside of the region.

- Develop a schedule of **visiting headquarters outside** of the region in conjunction with Alliance external marketing efforts; and
- Conduct supply chain study to access current business community needs and evaluate shortened **supply demand impact** on business efficiency.

Timeline

FY 2018 Develop BR&E Teams, conduct major employer interviews.

FY 2019 Complete TAG visits and continue with feedback to industry and regional economic development team.

FY 2020 Continue to manage regional BR&E program through the regional economic development team

Initiative 3 - CEDS Marketing & Corporate Recruitment Initiative *

“Implement a targeted economic development marketing and corporate recruitment program.”

Objectives and Strategies

Develop **marketing strategies** that are focused on identified target sectors.

- Create a business case for the areas five target sectors to share with consultants, companies & partners; and
- Identify consultants specializing in **target industry sector** space & create direct relationships.

Execute **outbound travel and marketing missions** focused on target sectors.

- Coordinate & execute one-on-one marketing missions (excludes conferences & tradeshows);
- Participate in **top-tier site consultant and corporate functions**: including Consultant Contact, Site Selectors Guild, and IAMC; and
- Attend applicable industry and trade expos focused on target sectors and participate in **strategic marketing mission** with tactile local partners such as utility, transportation, VEDP partners.

Provide regional familiarization tours of the Lynchburg Region.

- Host **site consultant familiarization tours** in conjunction with VEDP; host site consultants and brokers specializing in target sectors for a regional familiarization tour; and host partner days within the region for municipalities, utilities, state economic development partners and state transportation partners;
- Host industrial realtor **TAGs (target advisory groups)** composed of commercial real estate agents and developers within the region to increase knowledge of projects and product not included in the public sector industrial sites; and
- Host manufacturing writer’s familiarization tour to increase **national publicity of the region’s manufacturing environment**.

Generate and execute a targeted marketing plan with appropriate mediums to increase regional access.

- Regularly update **www.YesLynchburgRegion.org** with accurate & comprehensive information;
- Increase **national digital footprint** outside of economic development specific sites;
- Establish individual web pages based on the target industry sectors and the business cases; and
- Generate and shop **regional stories to relevant trade publications** for print and digital media.

Develop marketing and **recruitment lead generation strategies** based on the **supply chain analysis**.

- Complete business cases for supply chain sectors;
- Identify **corporate site consultants** specializing in the targets identified in supply chain analysis and create relationships through phone, electronic and face-to-face interaction; and
- Generate qualified leads within the supply chain sectors through standard data mining research.

Identify “super-regional” marketing opportunities with neighboring regions.

- Identify efficiencies in travel, familiarization tours, digital marketing, or other applicable projects; and
- Identify opportunities with the **GO Virginia initiative** to partner with neighboring regions to better **leverage resources** and staff time.

Timeline

FY 2017	Implementation Planning and complete supply chain analysis.
FY 2018	Execute familiarization tours, outbound marketing, follow up on supply chain analysis.
FY 2019	Continue to increase reach of outbound marketing, execute one-on-one missions.
FY 2020	Continue to increase digital footprint and implement regional brand and image.

Initiative 4 - CEDS Regional Entrepreneurship Center Initiative *

“Launch a new regional center for entrepreneurship that can serve as a long-term anchor and catalyst for the region’s entrepreneurial ecosystem.”

Objectives and Strategies

Engage regional partners and potential stakeholders.

- Create a list of stakeholders and regional partners to serve as **entrepreneurial focus group**;
- Organize a meeting of regional partners and stakeholders (focus group) as identified per the list;
- Develop a list of current varieties of **similar programs and centers** located within the region;
- Develop a **list of collaboration potential** with current programs and centers; and
- **Determine the need** for a regional entrepreneurship center via survey.

Identify Lead Entities and an Operational Model.

- Create a list of potential **lead entities**;
- Research and develop a **list of best practice** Centers for Entrepreneurship across the country; and
- Organize an **on-site visit** of a successful entrepreneur center.

Develop a Program of Work.

- Identify the **assistance and services** that would be **needed** for entrepreneurs participating in the regional center;
- Interview successful entrepreneurs to **identify gaps** while starting up and where assistance would have been valuable;
- Create comprehensive list of services that could be offered through a regional entrepreneurship center;
- Create a business summary for the regional entrepreneurship center;
- Identify a **physical location** for the Regional Center for Entrepreneurship; and
- Identify **funding avenues** for the Regional Center for Entrepreneurship.

Timeline

- FY2018 Engage regional partners for focus group, identify lead entities and operational models.
- FY2019 Organize on-site visits for successful entrepreneur centers and begin creation of program of work.
- FY2020 Complete program of work and regional entrepreneurship center business plan.
- FY2021 Launch of regional entrepreneurship center.



Initiative 5 - CEDS Economic Gardening & Entrepreneur Initiative *

“Launch an Economic Gardening and Entrepreneur in Residence program to drive technology-based economic development.”

Objectives and Strategies

Develop a strategic plan to execute an **economic gardening program** with residence option.

- Develop a list of **benchmark communities** with successful programs;
- **Coordinate with VEDP** to develop strategy based on their state economic gardening program;
- Identify the current workforce and potential for start-ups;
- Identify **partnership organizations or systems in place** that provide entrepreneurial support;
- Create a comprehensive **list of cultural, recreational and quality of life opportunities**; and
- Create a comprehensive list of assets located outside the Lynchburg Region.

Identify and recruitment team members and support for economic gardening Program.

- Create a comprehensive list of individuals and/or organizations to serve as **taskforce members**;
- Brief local government of the importance of **incentive support for start-ups** and request their participation on the regional taskforce; and
- **Organize** an initial meeting of the economic gardening **taskforce**.

Develop a **pipeline of services** for local entrepreneurs.

- Create a comprehensive list of Stage 1 and Stage 2 companies
- Provide potential companies with a comprehensive list of support services that could be provided by an economic gardening program in conjunction with a residence program
- Identify **target sectors and company niches** to promote **technology-based** economic development



Create an operation model for the economic gardening and EIR program.

- Create a potential list of lead entities and develop an **operational plan** and determine the roles of partner organizations;
- Identify the assistance and services that would be needed for entrepreneurs participating in the program; and
- Create a business summary for the regional program and identify a physical location for the **entrepreneur in residence program**.

Launch a regional economic gardening and entrepreneur in residence program.

- **Identify management, mentors, subject matter experts**, financing options and location options for EIR participants.

Timeline

FY2018	Develop a strategic plan to execute an economic gardening program with residence option by looking at benchmark communities and coordination with VEDP.
FY2019	Create a regional taskforce for an economic gardening and entrepreneur in residence program and begin creation of program of work and identify a list of regional community assets to support the programs.
FY2020	Identify a list of companies to participation in programs and develop an operational execution plan and determine lead entity.
FY2021	Develop a program of work and operational plan

Initiative 8 - CEDS Transportation & Infrastructure Initiative

“Update project priorities and implement the Region’s existing plans for transportation, broadband and other infrastructure provisions based on relevant takeaways from the Central Virginia Connectivity Study”

Lynchburg Regional Connectivity Study

The Lynchburg Regional Connectivity Study (Connectivity Study), an in-depth study to consider how the region’s transportation connectivity – road, air, rail, multimodal, transit – impacts the region’s economic vitality, growth, and competitiveness. Developed in coordination with the CEDS, the **Lynchburg Connectivity Study was developed to serve as the CEDS Transportation Implementation Plan.** The Connectivity Study was developed by the following partners, with the *Region 2000 Transportation Technical Committee*, serving as the CEDS Transportation Initiative Council.

Commonwealth Transportation Board (CTB)

VDOT – Lynchburg District

Region 2000 Local Government Council

**Transportation Technical Advisory Committee (TTC)

Office of Intermodal Planning & Investment (OIPI)

Virginia Metropolitan Planning Organization (CVMPO)

Lynchburg Regional Business Alliance

Lynchburg Region Transportation Advocacy Group (LRTAG)

Lynchburg, Bedford, Campbell, Amherst Staff

The CEDS Transportation Implementation Action Plan expands the actions and metrics within the Placemaking and Transit & Demand Management (TDM) components of the Connectivity Study. All other recommendations from the Connectivity Study (see) are managed and measured through existing transportation programming.

Vision

“Our region will be accessible to visitors and businesses from around the world, with a prosperous economy, flourishing natural beauty and strong and safe communities accessible to all”.

Source: *Central Virginia Long Range Transportation Plan – 2040*



Goals and Objectives

Placemaking

The region’s community, service and employment centers are vibrant centers that are characterized by multimodal amenities, easy to navigate, and provide a “strong sense of place” that contributes to retaining and attracting businesses, workers, and young entrepreneurs.

- Implement **Complete/Better Street** projects to create inviting & safe activity centers.
- Implement **pedestrian and bicycle** accommodations within urban & town centers;
- Improve **wayfinding**, via-technology & signage, to guide all transportation modes;
- Coordinate multimodal **connectivity** between **educational institutions & service centers**;
- Expand **trail networks** as multimodal transportation corridors; and
- Consider **bike-sharing** or other **car-sharing** technologies to reduce parking conflict.

Transit & Transportation Demand Management (TDM)

Build support for alternative transportation – transit, carshare, bike, pedestrian, vanpools – by encouraging collaboration, communication and problem-solving between employers, regional commuters, and transit operators.

- Expand **business community outreach** to support programs – **RIDE Solutions, the Region 2000 Workforce Development Board**;
- Hold commuter **reward programs**;
- Promote employer **vanpool program development**; and
- Expand transit, vanpool, biking, carpool participation **incentives**.

Initiative 9 - CEDS Site Evaluation & Development Initiative *

“Develop and implement a regional Site Evaluation and Improvement Program to accelerate the preparation and availability of shovel-ready industrial sites in the region.”

Objectives and Strategies

Assess the regional site inventory and determine the current preparedness of each site.

- Hire an architecture and engineering firm to complete site evaluations.

Begin strategy development for site improvement process.

- Create a **priority system** for sites based on determined **stages of readiness**;
- Identify large sites and/or continuous parcels for large projects;
- Conduct a meeting of stakeholders, including local economic development staff, utility partners, VEDP and applicable property owners;
- Develop a comprehensive list of regional corporate and industrial realtors to serve as the **sites target advisory group (TAG)** with the regional economic development team;
- Consult with the Virginia Economic Development Partnership on the **Virginia Business Ready Sites Program** and identify other **site certification programs**; and
- Determine missed projects due to site(s).

Identify sites with potential for redevelopment.

- **Assess** current **conditions** of sites with potential for redevelopment;
- Research grant opportunities for sites with potential for redevelopment; and
- Continue to advocate for high-impact projects such as **Central Virginia Training Center**.

Identify funding sources for necessary improvements to industrial sites.

- Regional staff will provide results of site evaluation reports to local governing bodies and economic development authorities; and
- Identify the funding sources for site improvement and research **grant opportunities** used for infrastructure.

Provide regional support and recommendations to partners for site improvement.

- Facilitate and navigate opportunities for growth related to **site preparedness**; and
- **Develop and recommend creative solutions** to the **municipal partners** for site improvement.

Timeline

FY2018	Assess the site inventory and determine preparedness of each site, hire A&E firm, identify large parcels and consult VEDP Business Ready Sites Program
FY2019	Identify funding opportunities for industrial site improvement
FY2020	Provide municipal support and recommendations for site improvement



Initiative 10 - CEDS Rivers & Communities Initiative

“Advance a Regional Riverfront Vision that seeks to ‘unlock’ the region’s riverfronts, better connecting and integrating local communities with the James, Roanoke, and Staunton Rivers.”

Council Members

Dean Rodgers, Amherst County (Chair)

Victoria Bartholomew, Downtown Lynchburg Assn, Realtor
Rob Campbell, James River Association
Jes Gearing, Lynchburg Water Resources Dept
Emelyn Gwynn, Altavista On Track
Erin Hawkins, Lynchburg & RELSWCD

Dave Henderson, The Water Dog; Business Owner
Ashley Kershner, Downtown Lynchburg Assn.
Jeff Taylor, Retired Econ. Develop., river advocate
Dan Witt, Town of Altavista
Reid Wodicka, Bedford County

Vision, Goals and Objectives

Vision: “The riverfronts and watersheds of the James, Roanoke and Staunton Rivers serve their communities by providing access to the open spaces, trail systems, wildlife corridors, and recreation opportunities that spur business development, encourage tourism, and instill community pride in these natural resources.”

Business Development – The James, Roanoke, and Staunton Rivers provide unparalleled opportunities for businesses to focus their economic activities. (5 objectives, 11 strategies)

- Focus on incentives that **support sustainable development** in river community zones;
- Prioritize parcels for **businesses** that need direct **river access**;
- **Manage** for surplus water and wastewater **capacity** and for future growth; and
- Riverfront downtowns with recreation opportunities that **support talent attraction/retention**.

Tourism - The communities along the James, Roanoke, and Staunton Rivers are premier regional destinations for those seeking river-based recreation, entertainment, and cultural opportunities in the historic heart of Virginia. (4 objectives, 15 strategies)

- Support development of **destination infrastructure** (e.g. food, shopping, public spaces);
- Develop **events, spaces** & access points that focus on the rivers;
- Connect communities along rivers with integrating regional **trail system**;
- Visitors attracted to **clean, accessible, safe** water resources; and
- **Access points** encourage longer visits and unique experiences that attract and retain visitors.



Community Pride – Residents are aligned in the desire to promote a healthy river and watershed environment that supports economic growth. (5 objectives, 11 strategies)

- **Local pride** in rivers & watersheds breeds effort to preserve & maintain;
- Proactive & transparent management to **protect area water quality**;
- **Community awareness** of river/watershed value to economic vitality;
- Serve as **socio-economic equalizers** providing family friendly active & passive outlets to all; and
- **Community connection** to the waters that advance social, economic, cultural well-being.



Initiative 11 – CEDS Arts & Culture Initiative

“Expand the establishment of Arts & Culture Districts throughout the Region to encourage and incentivize projects that improve the aesthetic, artistic and cultural appeal of the Region.”

Council Members

Anna Bentson, Lynchburg Office ED & Tourism (Chair)
Ken Arpino, Wolfbane Productions
Des Black, Bower Center for the Arts
Nick George, The Listening
Kimberly Gibson-McDonald, Art Teacher E.C. Glass

Martha Kjeseth-Johnson, Maier Museum
Sunny Monk, Second Stage
Kim Soerensen, Riverviews Artspace, Bower Center
Jennifer Woofert, James River Council Arts & Humanities
Corey Wilson, Academy Center of the Arts

Vision, Goals and Objectives

Vision: “Throughout the region, residents and visitors can explore rich and varied experiences that illuminate the area’s unique character, inspire conversation, and welcome all individuals to linger and look closer at our region, its people and its landscapes.”

Impact – “The value, quality, range and impact of art, culture, and creative-businesses are valued as mechanisms that enhance the region’s appeal and economic vitality.” (3 goals, 4 objectives, 8 strategies)

- Increase the **economic impact** and value of arts and culture throughout the region
- **Highlight the value** of arts and cultural programs to local policy boards, businesses and organizations
- Develop a format to **recognize the quality of excellence** – ranging from school, amateur and accomplished professionals – of talent and programs available in the region

Entrepreneurship - “The region provides a healthy environment that supports creative-class businesses and entrepreneurs to locate, stay and thrive.” (2 goals, 2 objectives, 5 strategies)

- Increase business, financial management and peer-to-peer educational opportunities that **support sustainable creative businesses**;
- **Connect** entrepreneurs/start-ups with local **business service organizations**;
- Expand access/opportunities for start-up **capital**

Engagement & Inclusion – “A broad range of art & cultural experiences are available, accessible and inviting to all residents & visitors.” (5 goals, 6 objectives, 7 strategies)

- **Increase opportunities & reduce barriers** to experience art, theatre, music & cultural opportunities;
- Increase spaces that **incorporate public art**;
- Facilitate public-private **planning and coordination** to incorporate public art in private development & public spaces; and
- Increase **mechanisms to fund** public art and creative programming.

