



COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

VIRGINIA'S REGION 2000:
Keeping Our Economy Strong

Virginia's Region 2000

Comprehensive Economic Development Strategy (CEDS)

Version 011813

©2013 Virginia's Region 2000 Partnership. All Rights Reserved.

~ TABLE OF CONTENTS ~

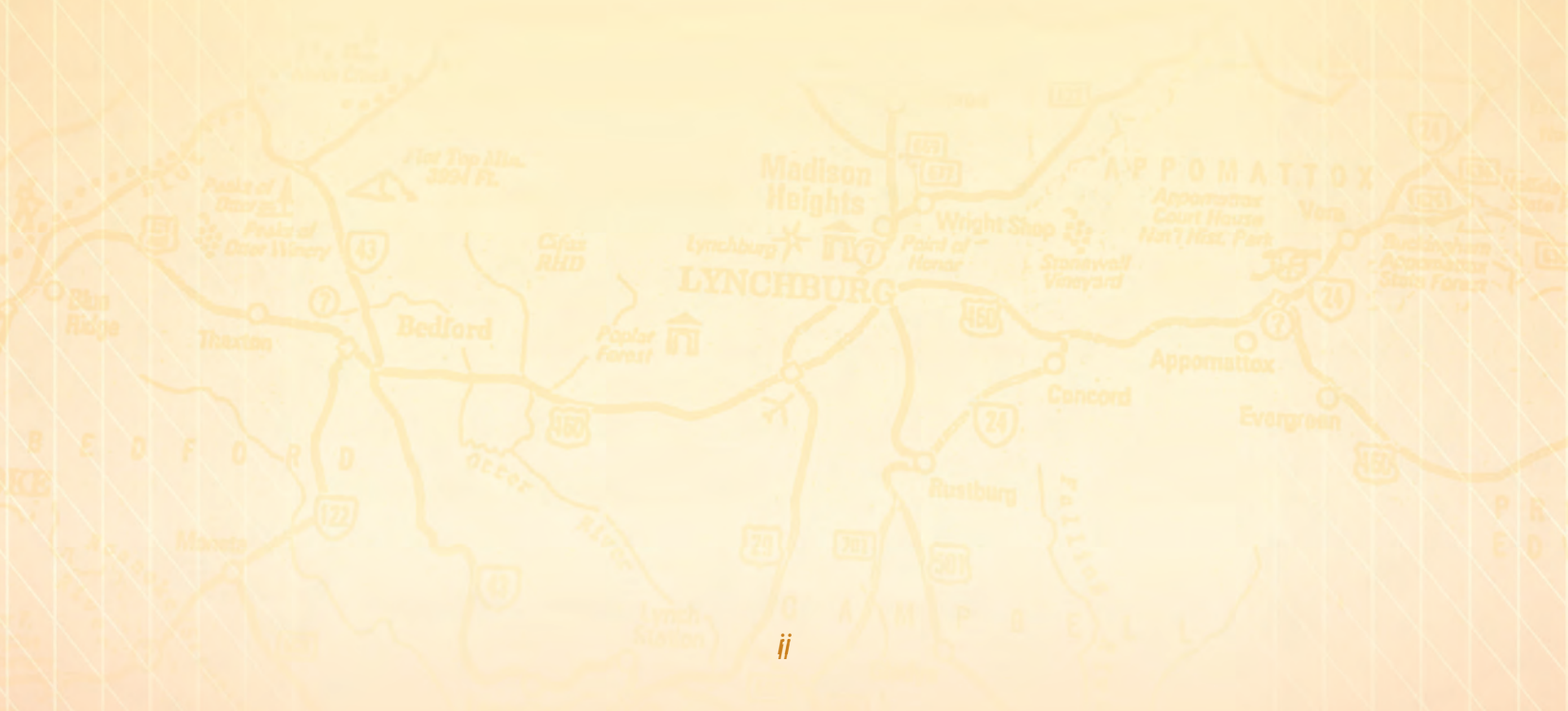
Comprehensive Economic Development Strategy (CEDS)

Executive Summary.....	iii
I. Background.....	p.1
1. Introduction to CEDS.....	p.1
2. Introduction to Region 2000.....	p.2
3. Process from SWOT to Projects	p.4
4. Metrics	p.5
II. Data.....	p.7
5. Population	p.8
6. Education	p.10
7. Employment.....	p.11
8. Income	p.17
9. Housing.....	p.18
10. Transportation.....	p.18
11. Major Employers and Business Clusters.....	p.20
III. Analysis of Problems and Opportunities.....	p.25
12. Know Your Region.....	p.25
13. SWOT	p.34
IV. Goals and Objectives.....	p.45

~ TABLE OF CONTENTS ~

(continued)

V. Projects	p.49
1. Infrastructure and Facilities	p.50
2. Programs	p.60
VI. Projects in Relation to the Goals	p.69
VII. Plan of Action.....	p.71
VIII. Metrics.....	p.73
IX. Public Participation.....	p.97
Appendix.....	p.101



Executive Summary

This Comprehensive Economic Development Strategy (CEDS) is based on the ideas from private and public sector leaders in Region 2000. Supported by the U. S. Economic Development Administration, the CEDS is a prerequisite to apply for EDA project and program funding. More importantly though, the CEDS is intended to help maintain and improve the economic conditions in our community by providing a community forum for this topic to be discussed.

The private and public entities that make up Region 2000 have worked collaboratively for over twenty years. We believe this to be a great place to live and conduct business. However, the CEDS process has served as a reminder that we can never stop our efforts if we wish to stay competitive in the market place.

The planning organization primarily responsible for writing the CEDS is Region 2000 Local Government Council. In addition to writing the document, the Council organized and administered the process. The primary author of content is the Strategy Committee. The Strategy Committee represents the main economic interests in Region 2000. Its membership is more than one half from the private sector.

The window for completing a CEDS is one year. Therefore a fairly strict schedule was designed. It began in August of 2010 with a kick-off meeting with the fifty plus Strategy Committee members and Region 2000 staff. Five subsequent Strategy Committee meetings were accomplished. After the second, third, fourth and fifth Strategy Committee meeting a public information meeting was held. Region 2000 staff met internally on a regular basis to discuss the myriad issues that arose. A Region 2000 CEDS web page was created as well where all documents and schedules and notices and contact information were posted.

In September of 2010, the Strategy Committee participated in a SWOT (strengths, weaknesses, opportunities and threats) exercise. It was the consensus of the Strategy Committee that Region 2000 has a reasonable cost of living and cost of doing business. The overall quality of life here is very high. We are a family oriented community with multiple post primary educational opportunities, excellent health care, low crime and great outdoor recreation. Conversely, weaknesses and threats (if not checked) include a paucity of air service, minimal cultural activities and venues and a lack of corporate headquarters.

Data gathered from a variety of sources indicate strengths and weaknesses in an objective light. Region 2000 is growing in population faster than many other communities in Virginia. We have a relatively high rate of high school graduates and a strong manufacturing base. Areas for improvement include the percentage of residents with college degrees (bachelor and graduate), more rapid shift in employment base due to a projected decrease in need for manufacturing jobs, and significant areas not served by broadband.

In November of 2010, the Strategy Committee discussed goals and objectives. Goals were set to capitalize on opportunities and neutralize threats. Goal One addressed the need for our work force to become enlightened in the world of innovation. Goal Two furthers the importance of innovation by tying it to all economic development efforts. Goal Three addresses the perennial need to keep our infrastructure competitive. Goal Four recognizes our transportation deficiencies and, Goal Five, is a broad goal dealing with quality of life issues. Projects were proposed by a range of interests' representing local governments, non-profits, and private sector entities.



Over 50 projects are part of this CEDS. Projects will be implemented as funding becomes available. The specific goals are:

- » **GOAL 1:** Develop and maintain a knowledge based workforce to meet the needs and opportunities of a 21st century innovation economy.
- » **GOAL 2:** Develop and implement innovation led economic development (ILED) programs in Region 2000.
- » **GOAL 3:** Ensure the region has well-planned, state-of-the-art infrastructure to facilitate the growth of high-wage industry clusters.
- » **GOAL 4:** Promote and enhance inter-regional transportation systems.
- » **GOAL 5:** Seek to maintain and promote the region's natural beauty, health care, cultural amenities and tourism opportunities.

A necessary component of the CEDS is a listing of regional projects, programs and activities designed to implement the Goals and Objectives. These projects must be prioritized as well. To that end a project form was devised by Region 2000 staff in order to receive, categorize and score all of the economic development projects. The form is in the appendix of this document. Eventually fifty seven projects were submitted. A subcommittee of the Strategy Committee was created to review the method of grouping and scoring the projects.

In February of 2011, Region 2000 staff presented projects that had been received by the various interests. The categories or types of projects included utilities, buildings, brownfield and industrial park improvements, testing and research equipment, recreation and arts, primary highways, education/research and testing and training (programs), financial assistance, marketing, and organizations.

To judge how successful we are in implementing the CEDS a system of metrics was developed. Each goal generated one or more associated questions that have answers that are quantifiable. The answers will help measure the progress or lack thereof we are making in implementing our CEDS. For example one of the questions used to measure the success of goal two asks "How many post-secondary degrees are earned in STEM (Science, Technology, Engineering, and Math)?"

In general, the metrics address the following issues: Jobs, Investment, Change in Economic Environment, Training, Educational Attainment, STEM, Business Creation, Industrial Properties Available, Accessibility to Region 2000, Tourism, The Arts.

We recognize that over time the metrics will change. For that matter, the goals of the CEDS may change as well.

As stated at the beginning, to remain competitive, this process should never end. In continuance of this ideal, this document was updated in January of 2013, utilizing more recent data and project information. A summary of the substantive changes made in 2013 can be found on page 108 of this document.



I. Background



I. BACKGROUND

Introduction to CEDS

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 by taking a closer look at our labor force, educational opportunities, basic industries, service industries, retail, transportation, investment capital, innovation, cost-of-living and cultural amenities.

The U.S. Commerce Department’s Economic Development Administration (EDA) is a major sponsor of this effort providing \$60,000 towards the creation of our CEDS. Along with funding there are guidelines provided on minimum standards with regards to process and document contents.

The U.S. EDA is a strong advocate of regional cooperation. Most topics in this plan will be regionally oriented. However, there are always local initiatives that are fundamental to successful economic development efforts. These topics will be included as well. This document, like most plans, is malleable. When appropriate it will be modified.

A strategy committee was established to create the ideas and concepts that have become the critical components of the CEDS document. This CEDS committee is comprised of individuals from all “walks-of-life” here in the four-county, two-city Region 2000 geographic area. We have representatives of industry, retailers, educators, elected officials, innovators and generally the most active, involved, leaders of our community. Our schedule to complete the document was approximately one year. Once completed, efforts towards implementation will begin.

The process for producing a CEDS is typical of most strategic planning efforts. Through a series of meetings, the CEDS strategy committee—assisted by Region 2000 staff—has created the CEDS document based on data analysis and identification of regional strengths and weaknesses. This was followed by the establishment of goals and objectives, and the formation of an implementation plan. There were seven working meetings with the CEDS Committee. Typically major concepts were discussed by the committee with their thoughts written down by staff. At a subsequent meeting those discussions, which had been transcribed, were reviewed for the final rendition.

Each meeting represented a milestone in the CEDS formation. The first milestone was to determine our region’s strengths and weaknesses. We looked 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 became evident. Goals and objectives were then set, which capitalize on our strengths and correct any weaknesses. It was during this phase that we recognized the importance of regional cooperation in solving problems. The problem/solution portion of the CEDS is addressed in the “projects” section of the document. The projects section includes development projects ranging from infrastructure to think-tank programs. The project submissions came from local governments, local and regional economic development organizations and private sector businesses. As required by EDA, the projects were prioritized. Next, performance measures were developed in order to determine the effectiveness of the plan over time. Finally, the document was recommended by the Strategy Committee for adoption by the Region 2000 Local Government Council.



About 30 - 60 days after each strategy committee meeting, we held a public information meeting. The public meetings were to garner input and disseminate information throughout the CEDS process. A CEDS website was also used to disseminate information and enable responses from the public. The final draft was also presented to all local economic development organizations and political entities.

Once adopted locally and accepted by the U.S. EDA, our CEDS will open up opportunities for long-term economic development projects funding that currently are not available to Region 2000. The CEDS will influence regional and local land use plans, infrastructure development, educational and cultural opportunities, and quality of life in Region 2000.

Introduction to Region 2000

Region 2000 is a defined geographic area surrounding Lynchburg in Central Virginia. Our salient physiographic features include the Blue Ridge Mountains, the James River, the Staunton River, and Smith Mountain Lake. We also have a portion of the Blue Ridge Parkway, the George Washington National Forest and the historic Appomattox Court House National Historical Park within our boundaries. Land area in the four county, two city region encompasses 2,124 square miles.

The population of Region 2000 is 252,634 (2010 US Census) which represents a 17.6% increase from the 2000 Census. Per capita personal income 2011 was \$33,664 (Bureau of Economic Analysis) and the poverty rate in 2011 was 16.1%. The labor force is roughly 50% of the population with 126,494 members and unemployment for the region in 2011 averaged 7.1% (Virginia Employment Commission). Just over half (53%) of the labor force have some college education or a college degree(s). Our major employers are in health care, nuclear energy, education, metal fabricating, local government, plastic and pharmaceutical development and retail.

Region 2000 is crossed by two major highway systems, U.S. Route 29 (north/south) and U.S. Route 460 (east/west). The Lynchburg Regional Airport has a 5800 foot runway with service to Charlotte International in North Carolina. Norfolk Southern Railway provides rail for Amtrak passenger service from New Orleans to Boston.

Virginia's Region 2000 Partnership is a regional planning and economic development consortium with ten participating political jurisdictions in Central Virginia. The jurisdictions are:

- » **Town of Altavista**
- » **Amherst County**
- » **Town of Amherst**
- » **Appomattox County**
- » **Town of Appomattox**
- » **Bedford City**
- » **Bedford County**
- » **Town of Brookneal**
- » **Campbell County**
- » **Lynchburg City**



The Region 2000 Partnership was formed in 1988 when local business persons joined with the local governments, the Central Virginia Community College and the Lynchburg Regional Chamber of Commerce to improve our competitive position for economic development. Since then it has evolved into the current structure which includes: The Economic Development Council, Local Government Council, Technology Council, Workforce Investment Board, Center for Advanced Engineering and Research and the Young Professionals of Central Virginia.

These six organizations within Region 2000 have the following distinct missions:

The Center for Advanced Engineering and Research (CAER), works to establish strategic partnerships between regional high-tech industries and major research and development centers to facilitate research projects, provide facilities, foster the commercialization of intellectual capital, and increase local technology education opportunities.

The Economic Development Council, focuses on recruiting new businesses and industries to Region 2000, as well as providing support to existing firms within the region.

The Local Government Council, promotes collaboration between the local governments that make up Region 2000, and provides a nexus for multi-jurisdictional long-range planning in areas such as telecommunications, transportation, waste disposal, and water treatment.

The Technology Council, serves as an advocate for technology firms within Region 2000 and works to build the region's pipeline of future technology workers.

The Workforce Investment Board, provides career training and job placement services to adults, dislocated workers, and youth. These services range from self-service tools that assist individuals in making an effective job search to more intensive staff-assisted efforts in evaluation, training, and job placement.

The Young Professionals of Central Virginia (YPCV), works to attract and retain young professionals in Region 2000 by improving networking opportunities, encouraging civic involvement, and facilitating professional development.

In recent times, two of our localities, Amherst County and Appomattox County, have had unemployment rates that were sufficiently high to meet the economic stress threshold established by the Economic Development Administration, thus enabling the CEDS application and subsequent funding with EDA. There are two main reasons for Region 2000 implementing the CEDS process. First, it is a requirement to qualify for funding of economic development projects from the EDA; second, it is a great opportunity to revisit, readjust and reaffirm our regional commitment as an economic unit.



Process from SWOT to Projects

SWOT

In September of 2010, the CEDS Strategy Committee participated in an exercise to identify Region 2000's strengths, weaknesses, opportunities and threats (SWOT). Strengths and weaknesses are based on current conditions. Opportunities and threats are future possibilities. Therefore, opportunities can become our strengths if capitalized on and, conversely, threats can become our weaknesses if not avoided. There were 42 distinct strengths identified and, coincidentally, 42 weaknesses identified. There were 27 areas of opportunity cited and 30 threats.

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 combination thereof. Region 2000 staff examined the ideas and grouped together those that were similar. For example within the "Strength" category, there were numerous ideas/comments posted that were quality of life centric. Under "Threats", funding was a central theme. Once the groups were determined, the votes within each group were tallied. This enabled staff to determine areas of the highest interest. The "groupings," and their respective vote tallies, are provided in chapter three.

The top vote groupings were as follows: Strengths - 1. Quality of life; 2. Education. Weaknesses - 1. Cultural environment; 2. General Transportation. 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 were reviewed and ultimately approved by the Strategy Committee in November 2010. The draft goals and objectives are found later in this document.

Projects

Part of the CEDS process prescribed by the U.S. EDA is to develop a list of local and regional projects, programs, and activities that will help us implement the goals and objectives. Our projects, programs and activities came from multiple sources. Input was provided by the Strategy Committee, economic developers, economic development organizations, and local citizens. All projects, programs and activities were prioritized per EDA requirements. The ranking system was developed by Region 2000 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 CEDS program. The issues that projects were judged on were:

1. *The project's regional impact.*
2. *The project's state of readiness.*
3. *The project's relationship with the local CEDS.*

Under each of these, there are four - 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 were intended to clarify if a project would be considered for points. In other words, upon reading the description, it should have been clear whether or not the project was 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 were 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 was excluded from the CEDS due to its score. The evaluation document is provided later in this document.

Project Solicitation and Ranking

Projects were solicited from multiple sources. It was anticipated that most would come from the local economic developers and their respective economic development organizations. This in fact proved to be true. The project description/evaluation form was distributed to all interested parties as the vehicle for project submission. This form enabled the staff and Strategy Committee to evaluate projects even-handedly.

To facilitate the project evaluation process, a subcommittee from the Strategy Committee was assembled. Six members were asked to help staff review the project evaluation document and the scoring/ranking process. The results from this effort were conveyed to the entire Strategy Committee for review and comment. The Strategy Committee agreed (by consensus) with the whole evaluation and ranking process employed. These projects and rankings are made part of the CEDS document found in chapter 5.

Metrics

Performance measures are valuable in judging how effective and current the CEDS document is. Each of the five goals have several metrics assigned to them to assist in determining if they (the goals) are being achieved and if they are still relevant. Indicators used include jobs, wages, investments, change in economic environment, training, education, research and development, STEM, industrial properties, interregional transportation, health, open space, tourism, retail activity and the arts. The importance of the metrics cannot be over stated. They somewhat objectively point to accomplishments and failures. Metrics should be outcome based. The data used in the measurement should be reliable, timely and consistently available.



II. DATA



II. DATA

Introduction to Data

This section is a compilation of data from various sources covering various geographies. All data is useful for some purpose. Our purpose is to identify the characteristics that, combined, account for our economic situation. Specifically we want to understand our strengths and weaknesses so we can improve our economic situation. There is much more information available than is practical to analyze. Therefore the presumed more relevant data has been included. To assist with jargon and acronyms, a definition section precedes the data.

To provide context of Region 2000 in a larger “universe”, most of the data includes our region, the Roanoke MSA, and/or the Richmond MSA, the State of Virginia, or the United States. Comparisons are made between Region 2000 and all of the aforementioned areas to indicate our competitiveness.

The sections entitled “Innovation” are particularly useful. The analysis used in “Innovation” is a relatively new tool. It is part of an effort by the U.S. Economic Development Administration (EDA) to “explore regional and local approaches to economic innovation and competitiveness across the United States” (from www.knowyourregion.org). A component of this effort is entitled “Innovation in American Regions”. The data is compiled and analyzed by Purdue Center for Regional Development, the Indiana Business Research Center and other research partners.

These data are not exhaustive. Here are some websites for those who wish to review this and more on-line:

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

Definitions

Location Quotient - numerical expression of the comparison between percent employed in a particular industrial or employment classification (e.g. construction) of a geographic subset and the universe. The universe is typically the United States or a specific state. Subsets are typically states, regions, counties, cities. Example:

In 2009 construction accounted for 5.567% employment nationwide while Region 2000 experienced 7.24%. A simple calculation shows $7.24/5.56 = 1.30$. The location quotient indicates that construction employment is proportionally 1.3 times larger in Region 2000 than in the USA overall.

MSA – Metropolitan Statistical Area - Metropolitan and micropolitan statistical areas (metro and micro areas) are geographic entities defined by the U.S. Office of Management and Budget (OMB) for use by Federal statistical agencies in collecting, tabulating, and publishing Federal statistics. The term “Core Based Statistical Area” (CBSA) is a collective term for both metro and micro areas. A metro area contains a core urban area of 50,000 or more population, and a micro area contains an urban core of at least 10,000 (but less than 50,000) population.



Each metro or micro area consists of one or more counties and includes the counties containing the core urban area, as well as any adjacent counties that have a high degree of social and economic integration (as measured by commuting to work) with the urban core.

The MSAs in this data booklet are:

- » **Lynchburg** (Cities of Lynchburg and Bedford, Counties of Amherst, Appomattox, Bedford, Campbell);
- » **Roanoke** (Cities of Roanoke, Salem, Counties of Botetourt, Craig, Franklin, Roanoke);
- » **Richmond** (Chesterfield County, Henrico County, City of Richmond, Hanover County, Prince George County, City of Petersburg, Louisa County, Powhatan County, Caroline County, Dinwiddie County, City of Hopewell, Goochland County, City of Colonial Heights, New Kent County, King William County, Amelia County, Sussex County, Cumberland County, Charles City County, King and Queen County).

The State of Virginia is also a data set in this document.

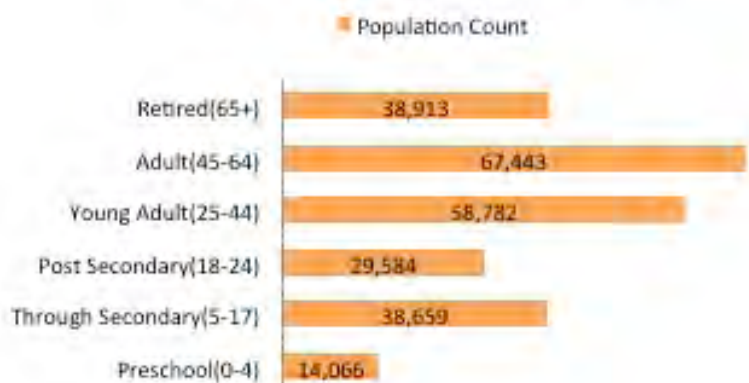
Region 2000 Population Data

Region 2000 and the Lynchburg MSA are the same geographical area. Data used here is frequently referenced as being of the Region 2000 or Lynchburg MSA area. The most accurate and recent population count is for the year 2010. The Lynchburg MSA 2010 population is 252,634. With an area of 2,124 square miles, our current population density is 119 persons per square mile.

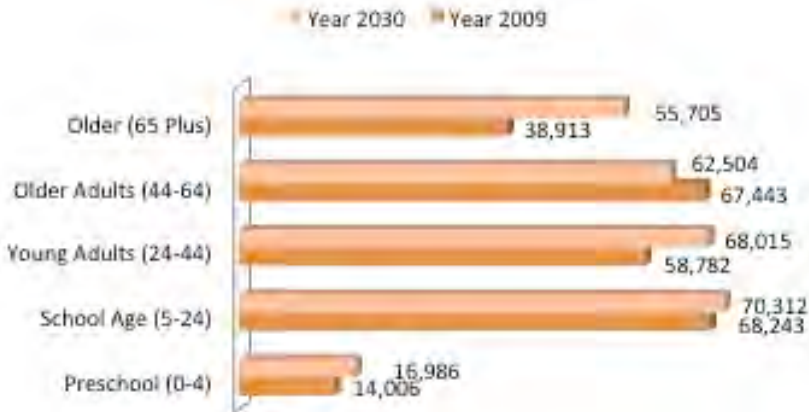
During 2009, the major age cohorts (using education and typical full time working period as milestones) are as follows:

- » **0 – 4 years (pre-school)** 14,066 or 5.7%;
- » **5 – 17 years (primary and secondary school)** 38,659 or 15.6%;
- » **18 – 24 years (post-secondary education)** 29,584 or 12%;
- » **25 – 44 years (young adult, entry through mid-career)** 58,782 or 23.8%;
- » **45 – 64 years (adult, middle through end of career)** 67,443 or 27.3%;
- » **65 – + years (retirement age)** 38,913 or 15.7% This data is further illustrated in the following table.

2009 Population by Cohort



Population Cohort Comparison 2009 and 2030



Projections by the Virginia Employment Commission show that our total population in 2030 may reach 273,522. The following bar graph indicates that the largest increase in a population cohort will be the over 65 year group. There is a decrease predicted in the 44 to 64 year old cohort. These two events are significant when looking at workforce numbers compared to retirement age persons. It is also significant to point out that the 2009 children, student and retired population (generally the “non-working” population) represented 49% of the total population. In 2030 this ratio changes with the “non-working” population comprising 52% of the total population.

The population has increased steadily, as shown by the decennial census. Beginning with the 1960 census count of 151,057, the region has grown an average by 13.5% every 10 years. The largest increase proportionally, and in actual numbers, occurred between 1970 and 1980 with 17% growth. The smallest increase occurred between 1980 and 1990 with 6.2% growth (see bar graph below). Between 1960 and 2010 Virginia's population increased by 102%, while Region 2000's grew by 67%. During the same time interval, the Roanoke MSA increased by 51%.

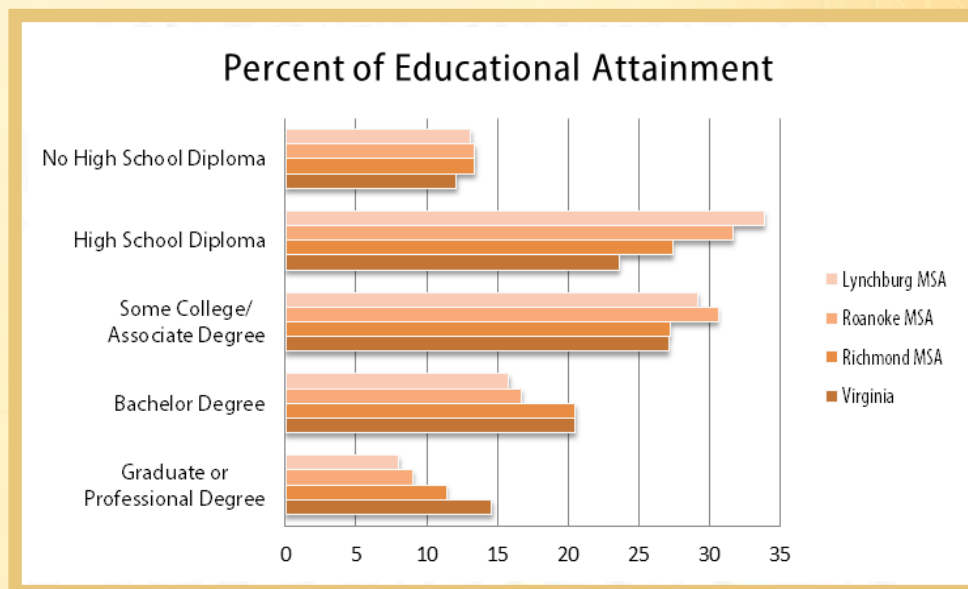
	1960	1970	1980	1990	2000	2010
VIRGINIA	3,966,948	4,648,494	5,346,818	6,187,358	7,078,515	8,001,024
LYNCHBURG MSA	151,057	165,997	194,178	206,226	228,616	252,634
ROANOKE MSA	203,973	231,316	260,081	268,398	288,309	308,707



Region 2000 Education Data

According to Innovation in American Regions "Educational attainment is a measure of the population's capacity to contribute to innovation with necessary skills and knowledge. Two component indicators are presented for education to measure not only highly educated residents with a bachelor's degree or higher, but also residents with some college. Research shows that the some college/ associate's degree indicator has significant effects on GDP per worker growth". This quote is from a website (www.statsamerica.org) focused on innovation that details ongoing research by Purdue Center for Regional Development and by Indiana Business Research Center. The effort is funded by EDA.

According to the 2010 U. S. Census, 13.1% of the 25 years old and over population in Region 2000 did not have a high school diploma. This figure was just lower than both the Roanoke and Richmond MSAs, but a bit higher than the state average. Interestingly, Region 2000 had the highest percentage of high school graduates at 33.9%. Region 2000 also had the lowest percentage of persons with some college, bachelor's, professional or graduate degrees, but this number increased from 48% to 53% between 2000 and 2010.



From 2000 - 2007, the U. S. Department of Education has documented a steady increase in post high school diploma educational achievement within the colleges and universities in Region 2000. Associate's degrees conferred annually have climbed from the mid two hundreds to the mid four hundreds, bachelor's degrees have increased by more than 1,000 and master's degrees have more than doubled.

One of the many ways in which the Region 2000 Partnership is working to fuel the long-term growth of high wage/high growth sectors such as Professional, Scientific, and Technical Services is by taking steps to ensure that the region is developing the technically-trained workforce that those sectors demand through enhanced programs in science, technology, engineering, and math (STEM) education. The Region 2000 Technology Council, with its STEM initiative, has taken the lead in that effort.



Among the programs that the Region 2000 Technology Council has developed to raise the profile of STEM education among the region's K-12 students are:

- » **Lego League** – a global robotics competition for 9 to 14 year olds.
- » **Vex Robotics** – a robotics competition for high school students.
- » **Technology Fair** – a technology competition event held each May at Central Virginia Community College.
- » **Summer Middle School Academies** – a program of week-long technology camps for middle-school students.
- » **Get Set** – a regional technology magazine for the region's 8th and 9th graders.
- » **Discovery Challenge Science Fair** – an annual May science fair for 5th through 8th graders that is affiliated with the Discovery Channel's Young Scientist Challenge.
- » **Future Focus Career EXPO** – an annual October event that brings together students and industry representatives in a trade show environment.
- » **Partners in Education** – a partnership with the Lynchburg City School's Computer Systems Technology Program.
- » **Tech Prep Career Pathways** – a consortium of industry representatives and educators that provides local students with technology oriented educational opportunities.
- » **Customized Training Classes** – a partnership with Central Virginia Community College that provides customized technology training classes to local companies.

Region 2000 Employment

The labor force in Region 2000 during October of 2012 numbered 126,494 persons. Of those, 7,524 were unemployed yielding an unemployment rate of 5.9%. In April of 2010, the unemployment rate was 9.1%. The annual unemployment rates for the entire state of Virginia and Region 2000 respectively for 2011 were 6.2% and 7.1%. For 2010, they were 6.9% (state) and 7.8% (Region 2000).

October 2012, Employment and Unemployment data in Multiple Metropolitan Statistical Areas for:

AREA NAME	CIVILIAN LABOR FORCE	EMPLOYMENT	UNEMPLOYMENT	UNEMPLOYMENT RATE (%)
LYNCHBURG, VA MSA	126,494	118,970	7,524	5.9
RICHMOND, VA MSA	678,650	638,126	40,524	6.0
ROANOKE, VA MSA	162,349	153,359	8,990	5.5

Source: LAUS Unit and Bureau of Labor Statistics



Given the unprecedented employment problems it is enlightening to look at the qualifications desired by business compared to the qualifications of the pool of job seekers.

Education Requirements on Advertised Jobs

The table below shows the minimum required education level on job openings advertised online in the Lynchburg, VA MSA on January 4, 2013.

RANK	MINIMUM EDUCATION LEVEL	JOB OPENINGS	PERCENT
1	Not Specified	2,277	-----
2	No Minimum Education Requirement	35	11.67%
3	High School Diploma or Equivalent	85	28.33%
4	2 Years of College or a Technical or Vocational School	4	1.33%
5	3 Years of College or a Technical or Vocational School	2	.67%
6	Vocational School Certificate	3	1%
7	Associates Degree	24	8%
8	Bachelor's Degree	125	41.67%
9	Master's Degree	23	4.33%
10	Doctorate Degree	8	2.67%
11	Specialized Degree (e.g. MD, DDS)	1	.33%

Source: Online advertised jobs data

Education Level of Available Candidates

The table below shows the education levels of potential candidates in Lynchburg, VA MSA on January 4, 2013.

MINIMUM EDUCATION LEVEL	POTENTIAL CANDIDATES	PERCENT
Less than High School	1,552	4.12%
High School Diploma or Equivalent	14,557	38.66%
Vocational School Certificate or Some College	5,848	15.53%
Associates Degree	6,815	18.1%
Bachelor's Degree	6,201	16.47%
Master's Degree	2,329	6.18%
Doctorate Degree	197	.52%

Source: Individuals with active resumes in the workforce system

The following table shows the change in demand for select employment classifications over the last three years. While a number of sectors have not fully rebounded from their Fall of 2009 levels, many, including services, transportation, and retail trade have seen increases. All sectors have increased to some extent since 2009 except for manufacturing, which has lost 500 jobs (3%) in the past three years.

November 2012 Current Employment Statistics (CES) data, Not Seasonally Adjusted, in Lynchburg, VA MSA

SERIES CODE	TITLE	NOV. 2012 EMPLOYMENT	OCT. 2010 EMPLOYMENT	OCT. 2009 EMPLOYMENT	CHANGE OVER PERIOD
00000000	Total Nonfarm	103,800	101,300	105,000	-1,200
05000000	Total Private	89,100	87,000	90,000	-900
06000000	Goods Producing	19,500	20,800	21,300	-1,800
07000000	Service-Providing	84,300	80,500	83,700	+600
08000000	Private Service Providing	69,600	66,200	68,700	+900
30000000	Manufacturing	14,400	14,600	14,900	-500
40000000	Trade, Transportation, and Utilities	19,900	18,900	19,000	+900
42000000	Retail Trade	13,300	12,400	12,300	+1,000
90000000	Government	14,700	14,300	15,000	-300

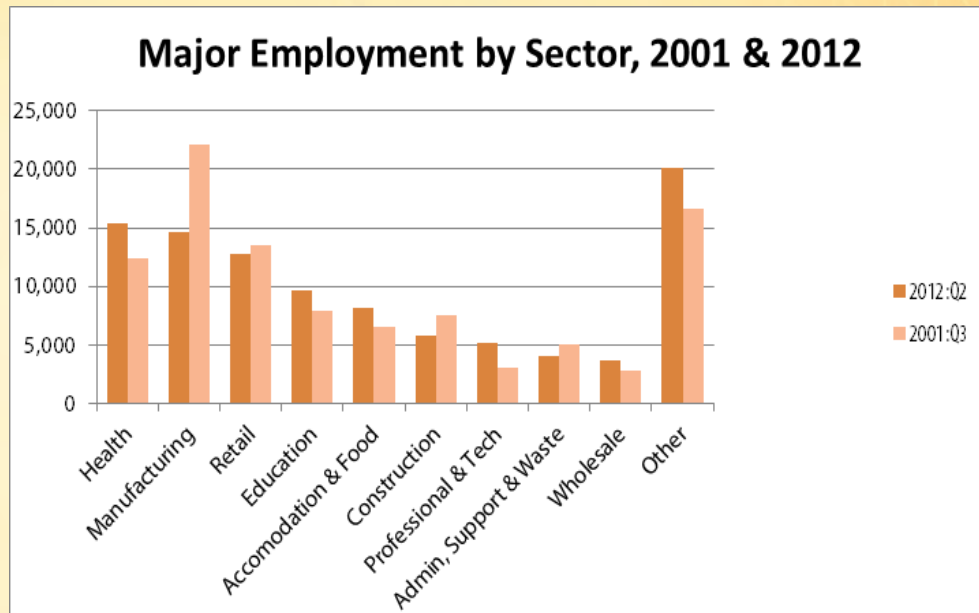
Employment and Wages by Industry (major industry sector) in Region 2000 during the second quarter of 2012 as compared to the third quarter of 2001 demonstrated that the largest absolute change in employment over the period occurred in the Manufacturing sector.

Between 2001:Q3 and 2012:Q2, Region 2000's Manufacturing sector shed 7,471 jobs, for a 32.7 percent decline in employment. That change drove Manufacturing from a 22.3 percent share of regional employment in 2001:Q3 to a 15.1 percent share in 2009:Q3. This shift is significant because at an average weekly wage of \$917 in the third quarter of 2009 the Manufacturing sector was Region 2000's fifth highest ranked sector in terms of relative wages.

These losses were offset, however, by significant gains in Healthcare, Professional, Scientific, and Technical Services, Accommodation, Educational Services and Wholesale Trade. Specifically, between 2001:Q3 and 2009:Q3 the Healthcare sector posted the largest absolute increase in employment, growing by 3,364 jobs, or 27.2 percent. As a result, its share of regional employment rose from 12.5 percent to 16.0 percent. In addition, real wages in this sector increased by 5.5 percent over the period, and at \$711 per week, Healthcare ranked as Region 2000's 11th highest paying sector in 2009:Q3.



The Professional, Scientific, and Technical Services sector saw the second largest absolute increase in employment, growing by 2,245 jobs, or 75.0 percent. This drove its share of regional employment from 3.0 percent to 5.35 percent. This is a noteworthy trend because, not only did this sector enjoy significant employment growth over the period, it also posted the highest growth in real wages – an increase of 32.2 percent. Moreover, in 2009:Q3 the Professional and Technical Services sector was Region 2000's highest paying sector, with average weekly wages of \$1,104.



The Accommodation and Food

Service sector saw the third largest absolute increase in employment, growing by 1,203 jobs, or 18.5 percent. This increased this sector's share of total regional jobs from 6.6 percent to 7.8 percent. However, real wages within this sector declined by 0.5 percent over the period and, at an average weekly wage of \$238; the Accommodation and Food Service was Region 2000's 20th or lowest paying sector in 2009:Q3.

The Educational Services sector saw the fourth largest absolute increase in employment, growing by 962 jobs, or 12.1 percent. This raised its share of regional employment from 8.0 percent to 9.0 percent. In addition, real wages in this sector grew by 3.0 percent over the period and at \$632 per week; Educational Services ranked as Region 2000's 13th highest paying sector in 2009:Q3.

The Wholesale Trade sector saw the fifth largest absolute increase in employment, growing by 882 jobs, or 31.2 percent. This raised its share of regional employment from 2.8 percent to 3.8 percent. Moreover, this sector experienced the second largest increase in real wages – 22.5 percent – and at \$939 ranked as Region 2000's 3rd highest paying sector in 2009:Q3.

Taken in combination, what these data show is that, between 2001:Q3 and 2009:Q3 Region 2000 made significant strides toward rebalancing its regional economic portfolio by reducing its overdependence on the Manufacturing sector and increasing its proportion of jobs that were in high-wage/high-growth sectors, such as Healthcare, Professional, Scientific, and Technical Services, and Wholesale Trade.

The Location Quotient table demonstrates how reliant our region, relative to the United States, is on particular industry sectors. A score of one (1) parallels the national distribution of employment and wages experienced within a particular industry sector. A score greater than one means there is a greater reliance on that sector than exists in the nation as a whole. Conversely, a score of less than one means there is less activity within the subject sector locally than is occurring nationally.



The table displays the location quotients for the Lynchburg MSA, the Roanoke MSA and the State of Virginia. Again, all location quotients are relative to the national situation.

Location Quotient calculated from Quarterly Census of Employment and Wages Data

INDUSTRY	LYNCHBURG, VA MSA	ROANOKE, VA MSA	RICHMOND, VA MSA
Base Industry: Total, all industries	1.00	1.00	1.00
NAICS 11 Agriculture, forestry, fishing and hunting	ND	0.25	0.25
NAICS 21 Mining, quarrying, and oil and gas extraction	ND	ND	0.17
NAICS 22 Utilities	ND	ND	1.02
NAICS 23 Construction	1.30	1.19	ND
NAICS 31-33 Manufacturing	1.62	ND	ND
NAICS 42 Wholesale trade	ND	ND	0.96
NAICS 44-45 Retail trade	1.08	1.07	1.02
NAICS 48-49 Transportation and warehousing	0.67	1.26	0.92
NAICS 51 Information	0.49	ND	0.81
NAICS 61 Educational services	1.02	0.74	0.69
NAICS 62 Health care and social assistance	1.06	1.13	1.03
NAICS 71 Arts, entertainment, and assistance	ND	0.69	ND
NAICS 52 Finance and insurance	0.71	0.90	1.39
NAICS 53 Real estate and rental and leasing	0.77	0.79	0.85
NAICS 54 Professional and technical services	ND	0.78	1.03
NAICS 55 Management of companies and enterprises	1.31	2.05	ND
NAICS 56 Administrative and waste services	ND	0.96	ND
NAICS 72 Accommodation and food services	ND	0.91	ND
NAICS 81 Other services, except public administration	0.84	ND	1.07
NAICS 99 Unclassified	0.04	NC	0.00

Footnotes: (ND) Not Disclosable, (NC) Not Calculable, the data does not exist or it is zero.

Source: 2009 Bureau of Labor Statistics



The following table shows the anticipated demand for select employment classifications between the years 2008 and 2018. Overall there is an increase of 11%. It is noteworthy that manufacturing, long a pillar of the central Virginia economy is slated to decline by 10.3%.

ANTICIPATED DEMAND FOR SELECT EMPLOYMENT CLASSIFICATIONS 2008-2018

INDUSTRY CODE	INDUSTRY TITLE	2008 ESTIMATED EMPLOYMENT	2018 PROJECTED EMPLOYMENT	TOTAL 2008-2018 EMPLOYMENT CHANGE	ANNUAL AVG. % CHANGE	TOTAL % CHANGE
000000	Total Employment, All Jobs	110,696	122,860	12,164	1.05%	11.0
101000	Goods - Producing	23,925	23,680	-245	-0.10	-1.0
101100	Natural Resources and Mining	315	289	-26	-0.86	-8.3
101200	Construction	7,116	8,590	1,474	1.90	20.7
101300	Manufacturing	16,494	14,801	1,693	-1.08	-10.3
102000	Services - Providing	79,603	91,505	11,902	1.40	15.0
102100	Trade, Transportation, and Utilities	19,565	20,673	1,108	0.55	5.7
102200	Information	1,160	1,305	145	1.18	12.5
102300	Financial Activities	4,714	5,116	402	0.82	8.5
102400	Professional and Business Services	12,732	15,185	2,453	1.78	19.3
102500	Education and Health Services	22,367	28,092	5,725	2.31	25.6
102600	Leisure and Hospitality	8,703	9,801	1,098	1.20	12.6
102700	Other Services (Except Government)	2,945	3,313	368	1.18	12.5
102800	Government	7,417	8,020	603	0.78	8.1



Region 2000 Income

Income in the Lynchburg area is lower than several other regions in the state. This statistic has more meaning when the cost of living is factored in. A \$100,000 income in Lynchburg would equate to \$98,099 in Roanoke and \$109,820 in Richmond.

Per Capita Personal Income	Virginia	Richmond, VA	Roanoke, VA	Lynchburg, VA
Per capita income - 2008	\$44,075	\$42,309	\$38,727	\$33,662
Per capita income - 1998 (adj. for inflation)	\$36,695	\$36,603	\$33,170	\$29,655
Per capita income - 1988 (adj. for inflation)	\$33,695	\$34,758	\$30,122	\$27,299
Per capita income - 1978 (adj. for inflation)	\$26,488	\$27,687	\$24,958	\$21,998
10-year adjusted % change	20.1%	15.6%	16.8%	13.5%
20-year adjusted % change	30.8%	21.7%	28.6%	23.3%
30-year adjusted % change	66.4%	52.8%	55.2%	53.0%

Source: US Bureau of Economic Analysis

Personal Income in 2008 (\$000)	Virginia	Richmond, VA	Roanoke, VA	Lynchburg, VA
Total Earnings by Place of Work	\$263,445,353	\$40,277,214	\$8,782,464	\$5,482,292
Minus: Contributions for government social insurance	\$28,341,872	\$4,403,920	\$1,021,216	\$636,640
Personal contributions for government social insurance	\$14,893,213	\$2,333,441	\$541,726	\$349,418
Employer contributions for government social insurance	\$13,448,659	\$2,070,479	\$479,490	\$287,222
Plus: Adjustment for residence	\$9,115,806	-\$295,062	-\$490,514	\$271,276
Equals: Net Earnings by Place of Residence	\$244,219,287	\$35,578,232	\$7,270,734	\$5,116,928
Plus: Dividends, rent, interest	\$59,197,834	\$9,606,658	\$2,267,142	\$1,492,997
Plus: Transfer payments	\$40,163,173	\$6,732,883	\$2,038,514	\$1,656,695
Equals: Personal Income by Place of Residence	\$343,580,294	\$51,917,773	\$11,576,390	\$8,266,620

Source: US Bureau of Economic Analysis



Region 2000 Housing

Housing unit information can help indicate how vibrant or healthy a community is. Given the existing housing stock it is useful to examine the vacancy rates and the amount of new building activity that is taking place. As of 2009 the estimated number of housing units in the Lynchburg MSA was 110,306. That represented an increase in housing units since the 2000 Census count of 12,249 or 12.5%. The state as a whole saw an increase of 14.7%. Given the amount of activity in northern and urban Virginia (which skews the state total), Region 2000 was fairly active. Roanoke during the same period saw an increase of 8.8%.

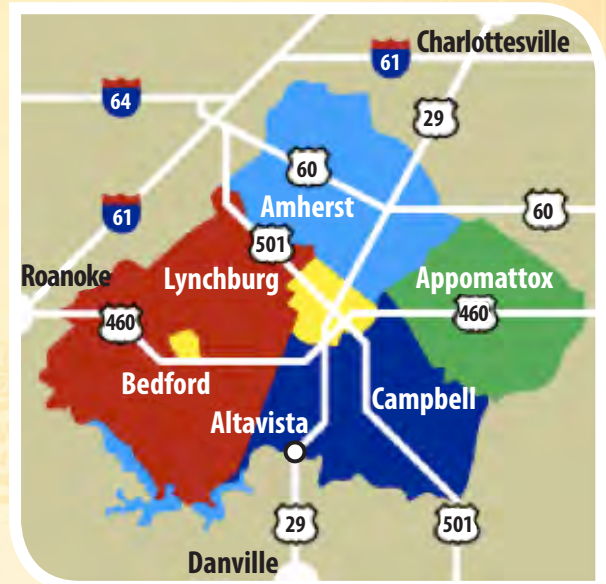
Comparison of Total Housing Units, Vacant Units and Building Permits for Units in Virginia, Richmond MSA, Roanoke MSA and Lynchburg MSA During 2009

	Virginia	Richmond	Roanoke	Lynchburg
House Units 2009	3,330,465	519,793	141,007	110,306
House Units 2000	2,904,192	452,684	129,623	98,057
Vacant Units 2000	205,019	27,584	10,257	8,321
Vacancy Rate 2000	7.1%	6.1%	7.9%	8.5%
House Permits 2009	21,452	3,296	449	727

Region 2000 Transportation

Region 2000 is ideally located to major East Coast and Midwest markets - just 200 miles west of the Port of Hampton Roads. Areas such as New York, Philadelphia, Pittsburgh, Charlotte, Atlanta, and Detroit are within a single day's drive.

Roads- Region 2000 is adequately served with a primary highway system with U. S. 29 and U. S. 460 providing the major north-south and east-west service. Nearly all towns and cities are by-passed enabling efficient movement of traffic. No interstate traverses the region; however, access to interstate 64 (Charlottesville) is approximately one hour north and interstate 81 (Roanoke/Lexington) is forty-five minutes west. More than 30 motor freight carriers serve the area.



Rail- Norfolk Southern and CSX serve the Region 2000 area. Reliable rail transportation service has supported the region's industries for 150 years. The City of Lynchburg serves as a junction point/freight interchange for two railways: Norfolk Southern (operating between Atlanta, Buffalo, Detroit, Norfolk, Omaha, St. Louis, and Washington), and CSX (operating between Chicago, Cincinnati, Columbus, Louisville, and Newport News). AMTRAK provides passenger service to Washington, New York, and numerous points south.

Amtrak passenger service is available from Lynchburg twice daily with destinations to Washington DC and north or Danville and on to New Orleans south. It is highly desirable to establish an east bound run in particular to Richmond. Kemper Street Station (the train stop) is currently a bus stop as well. Businesses and individuals would greatly benefit from frequent runs to Roanoke, Charlottesville and Washington DC. Multi-modal opportunities should be maximized as well enabling combined bus and/or air service with rail. Rail freight service is available from both rail companies with numerous sidings throughout the region.

Air- Lynchburg Regional Airport provides convenient service to Charlotte, North Carolina with 12 flights departing and arriving each day. Carriers are currently limited to US Airways Express. Additional carriers providing regular service to Atlanta and the Washington area would greatly enhance travel opportunities. Up until January 2011, Delta provided two daily flights from Lynchburg to Atlanta. The airport features two lighted runways, instrument landing, major maintenance facilities, hangars (heated and unheated), and FBO for general and corporate aviation.

Air freight can be handled directly from Lynchburg Regional Airport by charter or commercial services. Five freight-forwarding companies serve the area daily. Two private airports serve Lynchburg in addition to Lynchburg Regional Airport.

Sea Ports- The Port of Hampton Roads is 200 miles east of Region 2000. The port's 50-foot-deep channels are located just 18 miles from the open sea, with mild climates guaranteeing ice-free conditions year-round.

Distance To Selected Cities

THE CITY OF...	LIES TO THE...	...AT A DISTANCE OF
Atlanta	South	470 miles
Baltimore	Northeast	214 miles
Charlotte	South	203 miles
Chicago	Northwest	697 miles
Greensboro	South	110 miles
New York	Northeast	415 miles
Pittsburgh	Northwest	323 miles
Raleigh-Durham	Southeast	137 miles
Richmond	East	114 miles
Roanoke	West	54 miles
Washington D.C.	Northeast	180 miles

Major Employers and Business Clusters

The economic strength of Region 2000 lies in its broad base of employers. These include over 200 manufacturers (plastics, wireless communications equipment, materials handling equipment, etc.), two large nuclear firms with three percent of the region's workforce, major insurance firms, a sizeable medical complex, and five colleges and universities. Over 20 percent of the workforce continues to be employed in our technology-based manufacturing sector.

- » **Wireless Communication /Remote Sensors**
- » **Advanced Manufacturing**
- » **Nuclear Energy**
- » **Pharmaceuticals**
- » **Health Care**
- » **Higher Education**
- » **Insurance**

The largest fifty employers in the region as of 2012 are listed below.

Rank	Employer*	Industry	Size Class
1	Liberty University**	Educational Services	5000+ employees
2	Centra Health	Hospitals	1,000+ employees
3	Babcock & Wilcox Nuclear	Fabricated Metal Product Manufacturing	1,000+ employees
4	Lynchburg City Schools	Educational Services	1,000+ employees
5	Bedford County School Board	Educational Services	1,000+ employees
6	Wal Mart	General Merchandise Stores	1,000+ employees
7	Campbell County Schools	Educational Services	1,000+ employees
8	Areva	Professional, Scientific, & Technical Services	1,000+ employees
9	City of Lynchburg	Executive, Legislative, & other General Government Support	1,000+ employees
10	Central Virginia Training Center	Nursing & Residential Care Facilities	1,000+ employees
11	GNA Corporation	Insurance Carriers & Related Activities	1,000+ employees
12	J. Crew Outfitters	Nonstore Retailers	1,000+ employees
13	Amherst County School Board	Educational Services	500 to 999 employees
14	Food Lion	Food & Beverage Stores	500 to 999 employees
15	Kroger	Food & Beverage Stores	500 to 999 employees
16	Central Virginia Community Services	Ambulatory Health Care Services	500 to 999 employees
17	Harris Corporation	Merchant Wholesalers, Durable Goods	500 to 999 employees
18	Lynchburg College	Educational Services	500 to 999 employees
19	Abbott Laboratories	Food Manufacturing	500 to 999 employees
20	County of Bedford	Executive, Legislative, & other General Government Support	500 to 999 employees
21	BGF Industries, Inc.	Textile Mills	500 to 999 employees
22	Barr Laboratories, Inc.	Pharmaceutical Manufacturing	500 to 999 employees
23	Tri Tech Laboratories, Inc.	Chemical Manufacturing	500 to 999 employees
24	Central Virginia Community College	Educational Services	500 to 999 employees
25	Southern Air, Inc.	Specialty Trade Contractors	250 to 499 employees

(continued on next page)

Rank	Employer	Industry	Size Class
26	U.S. Postal Service	Postal Service	250 to 499 employees
27	Nationwide Mutual Insurance	Insurance Carriers & Related Activities	250 to 499 employees
28	Appomattox County Schools	Educational Services	250 to 499 employees
29	R.R. Donnelly Printing	Printing & Related Support Activities	250 to 499 employees
30	Carilion Professional Services	Hospitals	250 to 499 employees
31	Mail America Communications	Professional, Scientific, & Technical Services	250 to 499 employees
32	Lowe's Home Centers, Inc.	Building Material & Garden Equip. Supply Dealers	250 to 499 employees
33	Campbell County Schools	Educational Services	250 to 499 employees
34	Westminster Canterbury	Nursing & Residential Care Facilities	250 to 499 employees
35	Sweet Briar College	Educational Services	250 to 499 employees
36	Frito Lay, Inc.	Food Manufacturing	250 to 499 employees
37	PPM	Specialty Trade Contractors	250 to 499 employees
38	Bedford County Adult Detention	Public Order & Safety	250 to 499 employees
39	VDOT	Heavy & Civil Engineering Construction	250 to 499 employees
40	Randolph College	Educational Services	250 to 499 employees
41	Young Men's Christian Association	Religious, Grantmaking, Civic, Professional	250 to 499 employees
42	Air & Liquid Systems Corp.	Fabricated Metal Product Manufacturing	250 to 499 employees
43	Delta Star	Electrical Equipment Manufacturers	250 to 499 employees
44	C.B. Fleet, Inc.	Chemical Manufacturing	250 to 499 employees
45	Georgia Pacific Big Island, LLC	Paper Manufacturing	250 to 499 employees
46	Residential Care	Social Assistance	250 to 499 employees
47	Sodexo	Food Services & Drinking Places	250 to 499 employees
48	Glad Manufacturing Company	Plastics & Rubber Products Manufacturing	250 to 499 employees
49	CVS Pharmacy	Health & Personal Care Stores	250 to 499 employees
50	Staffmark	Administrative & Support Services	250 to 499 employees

* All information provided by the Virginia Employment Commission unless noted otherwise.

** Liberty University employment information supplied by Mangum Economic Consulting, LLC.

Three very broad and significant clusters here in Region 2000 can generally be described as Education, Health and Manufacturing. Since 2008, employment change has varied greatly within these three clusters. The projected change in employment in the year 2018 probably reflects the aging population, and a shift to more of a technological driven economy.

Employment Change in Three Major Business Clusters

Cluster	2008	2010	2018	% Change
Education	9,370	9,369	11,185	19.4
Health	12,997	14,957	16,907	30.1
Manufacturing	16,494	14,730	14,801	-10.3



III. ANALYSIS OF PROBLEMS AND OPPORTUNITIES



III. ANALYSIS of PROBLEMS & OPPORTUNITIES

The examination of Regions 2000's opportunities and problems is performed by using two major sources of information. First, the data generated from the StatsAmerica web site will be used. Second, empirical information gathered through the CEDS process and generated by the Strategy Committee will be used.

Know Your Region

The data sets from StatsAmerica can be easily compared from one jurisdiction to another. By comparing Region 2000 to other regions, and the State of Virginia we can infer where we are competitive and where we are not.

People & Income Overview (By Place of Residence)	Virginia	Lynchburg, VA	Roanoke, VA	Richmond, VA
Population(2010)	7,952,119	248,551	300,961	1,244,822
Growth (%) Since 1990	28.5%	20.5%	12.1%	31.1%
Growth (%) Since 1970	71.0%	49.7%	30.1%	67.7%
Land Area (in sq. miles)	39,594.1	2,124.2	1,873.8	5,711.8
Population Density (2010)	200.8	117.0	160.6	217.9
% Reporting One Race Only (ACS 2005-2009)	97.9%	98.5%	98.8%	98.3%
% Reporting Only African American (ACS 2005-2009)	19.6%	17.6%	12.5%	29.7%
% Reporting Hispanic (of any race) (ACS 2005-2009)	6.7%	1.5%	2.0%	3.9%
Households (ACS 2005-2009)	2,936,634	96,765	125,485	460,902
Labor Force (2010)	4,185,321	123,650	157,307	655,119
Unemployment Rate (2010)	6.9	7.8	7.4	7.7
Per Capita Personal Income (PCPI) (2009)	\$44,057	\$33,308	\$38,322	\$41,161
10 Year PCPI Growth (%) adj. for inflation	17.1%	10.3%	14.9%	11.5%
Poverty Rate (2009)	10.6	13.9	12.3	11.2
H.S. Diploma or More - % of Adults 25+ (ACS 2005-2009)	85.8%	82.5%	84.1%	85.2%
Bachelor's Deg. or More - % of Adults 25+ (ACS 2005-2009)	33.4%	21.4%	23.9%	30.7%
Industry Overview (2010) (By Place of Work)	Virginia	Lynchburg, VA	Roanoke, VA	Richmond, VA
Covered Employment	3,537,014	97,125	144,848	575,675
Avg Wage Per Job	\$49,650	\$36,484	\$37,517	\$45,881
Manufacturing - % of all jobs	6.7%	15.2%	9.6%	5.7%
Avg Wage Per Job	\$52,415	\$53,163	\$46,935	\$60,751
Transportation and Warehousing - % of all jobs	3.3%	1.5%	5.1%	3.1%
Avg Wage Per Job	\$46,250	\$42,808	\$37,505	\$43,325
Health Care, Social Assist. - % of all jobs	12.1%	11.2%	12.5%	12.7%
Avg Wage Per Job	\$43,705	\$42,881	\$47,184	\$45,195
Finance and Insurance - % of all jobs	3.4%	3.2%	3.9%	5.3%
Avg Wage Per Job	\$73,118	\$54,295	\$52,607	\$73,636

From the table above it is evident that Region 2000 has the lowest per capita personal income and the highest poverty rate when compared to the Roanoke and Richmond MSA's and the State. We also have the lowest



percentage of high school graduates over 25 years of age and the lowest percentage of bachelor degrees (or higher) among persons 25 years of age or more.

Finally we remain more dependent on the manufacturing sector (15%) for jobs than the other two regions or the state as a whole. The cause and effect between these variables is beyond this discussion but certainly they are all related. One assumption would be that an increase in educational attainment would lead to an increase in per capita personal income and may decrease the reliance on manufacturing for employment.

What the Innovation Index Research Shows

The following data is extracted from research performed by Purdue University and the University of Illinois and funded by the Economic Development Administration. It focuses on the components of economic innovation. It is generally agreed that innovation is key to successful economic competitiveness. The first graphic is cumulative in nature. All components are included to generate a composite innovation score. The remaining graphics represent the four major components and each of their sub-components. The four major components are Human Capital, Economic Dynamics (these represent inputs), Productivity and Employment and finally Economic Well-Being (these represent capacity).

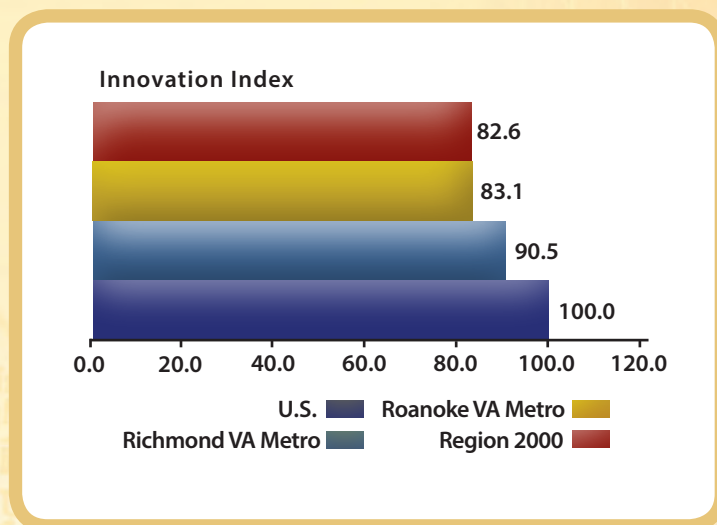
There is only one output measure - economic growth (i.e., GDP-per-worker growth). In updated research, it was found that the following indicators have a positive and significant relationship to increases in GDP per worker:

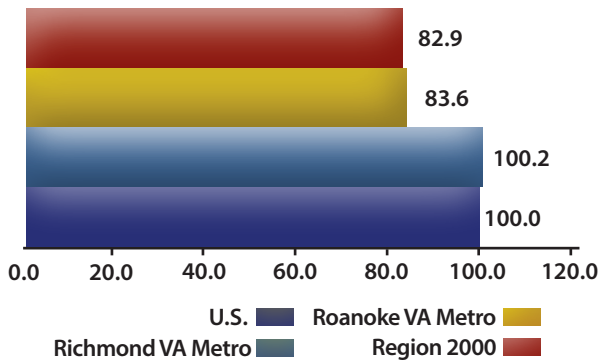
1. *Change in high-tech employment share*
2. *Average small establishments per 10,000 workers*
3. *Percent of population, ages 25-64, with some college or an associate's degree*
4. *Population growth rate for ages 25-44*

In addition, change in broadband density also proves to be significant when the model focuses on a smaller time span (2002-2007).

The following chart depicts how innovative we are as a region compared with the Roanoke and Richmond MSA's. The national score in all graphs is 100. Each subsequent chart is a subset or component of the Innovation Index.

The first graph implies that we are just a little less innovative in our economic environment than the Roanoke MSA and further behind the Richmond MSA. The remaining graphics will be more specific about our strengths and weaknesses.



Human Capital**Inputs**

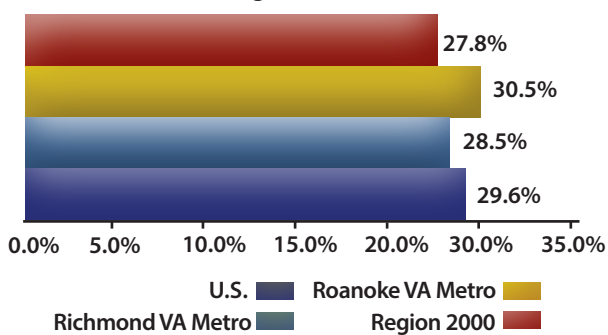
The two major inputs to innovation are a region's **Human Capital** and the **Economic Dynamics**. Each of these inputs and their component parts will be discussed.

Human Capital

The ability of the population and labor force to innovate is captured in two component indexes that include inputs into local economies. The first is Human Capital. Human capital inputs are those characteristics that describe the ability of the population and labor force to innovate.

The subcomponents of Human Capital are Educational

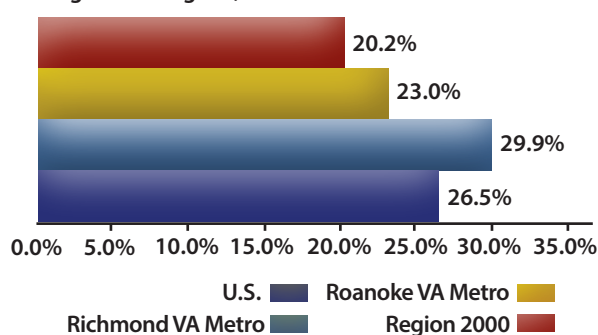
Attainment, Population Growth Rates, High-Tech Employment Share and Technology-Based Knowledge Occupations.

Percent of Adult Population With Some College or an Associate's Degree, 2000**Educational Attainment**

Educational attainment is a measure of the population's capacity to contribute to innovation with necessary skills and knowledge. Two component indicators are presented for education to measure not only highly educated residents (ages 25 to 64) with a bachelor's degree or higher, but also residents with some college. Research shows that the "some college/ associate's degree" indicator has a significant effect on GDP per worker growth.

Proximity to the physical college campuses probably factors into our position in this measurement.

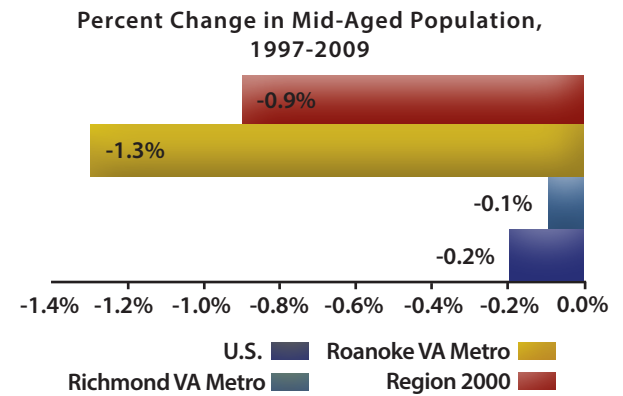
However with five colleges and universities in Region 2000 the next measurement is rather surprising. Clearly we need to improve on college retention or interest in four year programs.

Percent of Adult Population With Bachelor's Degree or Higher, 2000

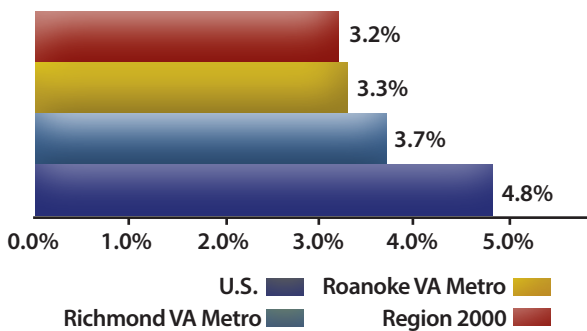
Population Growth Rates

High population growth rates for middle age persons (defined here as ages 25 to 44) suggests new residents are attracted to an area, growing the workforce, adding to the innovative base and launching new businesses. Research shows this indicator has a significant effect on GDP per worker growth.

Retention strategies must be developed to decrease the out-migration and increase in-migration of young adults in the work force.



Average High-Tech Employment Share, 1997-2009



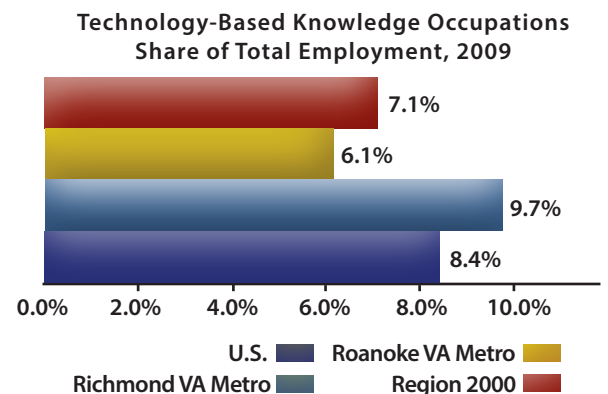
High-Tech Employment Share

Firms requiring a highly skilled and specialized workforce contribute to innovation in a county by providing a resource for workers, other firms and other industries. (This metric measures the point in time innovative capacity of the region as opposed to the growth of innovative capacity in the productivity and employment index.)

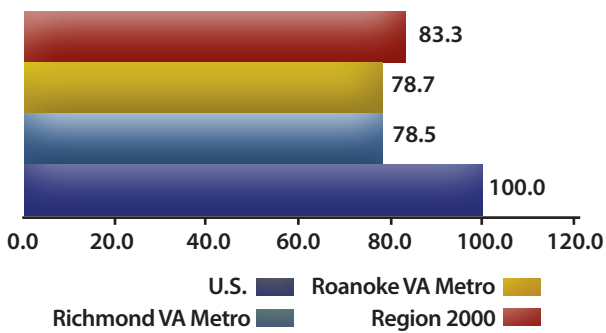
Technology-Based Knowledge Occupations

These six occupation clusters are often thought to be closely associated with the production of innovations. They include information technology; engineering; health care and medical science practitioners and scientists; mathematics, statistics, data and accounting; natural science and environmental management; and post-secondary education and knowledge creation.

The presence of nuclear, wireless technology, health care and higher learning businesses and institutions probably account for our scoring in Technology-Based Knowledge Occupations.



Economic Dynamics



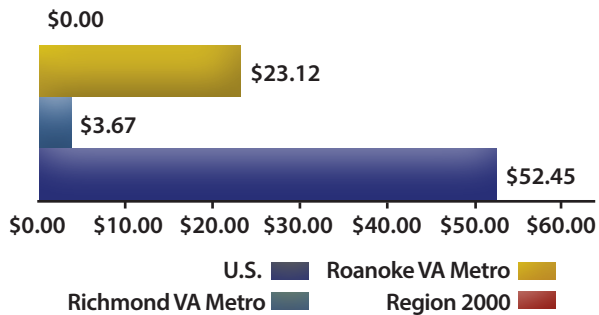
Economic Dynamics

The second input to the Innovation Index is Economic Dynamics. How quickly a regional economy can become aware of opportunities and react to those opportunities is measured through the components examined in the following discussions. They measure local resources available to entrepreneurs and businesses that encourage innovation close to home.

Contributing factors to an innovative economy beyond the workforce side seem to be much more competitive here.

The subcomponents of Economic Dynamics are Average Venture Capital, Broadband Density and Penetration, Establishment Churn and Establishment Sizes.

Average Venture Capital Investment per \$10,000 GDP, 2003-2008

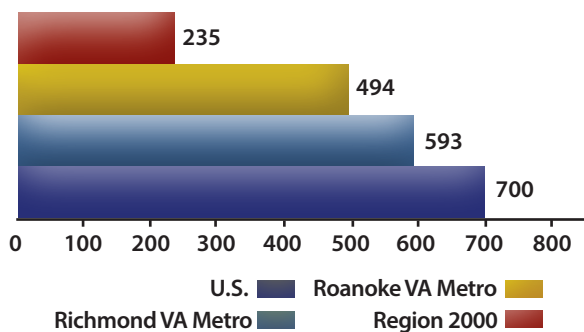


Average Venture Capital

Venture capital provides a source of funds to launch new ideas or expand innovative companies. The data displayed above may reflect the lack of major industries that consider Lynchburg their corporate headquarters and the lack of a major research university.

The data displayed above may reflect the lack of major industries that consider Lynchburg their corporate headquarters and the lack of a major research university.

Broadband Density, 2009

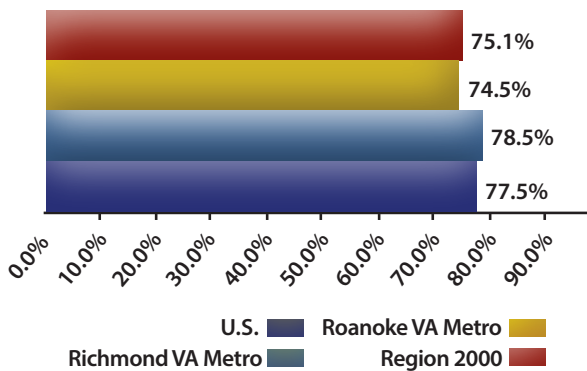


Broadband Density and Penetration

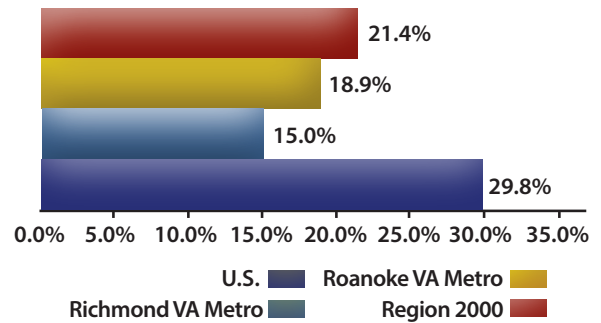
Innovation and knowledge are linked to widespread internet usage for individuals and businesses. There are two measures, both from the Federal Communication Commission (FCC), to gauge internet usage. One measure is the level of internet penetration, or broadband density. This measure includes residential broadband fixed connections per 1,000 households in 2009, a new data series the FCC first released in early 2010. The FCC reports these data in ranges, not as a specific number of connections per 1,000 households in a particular county.



Average Establishment Churn, 1999-2006

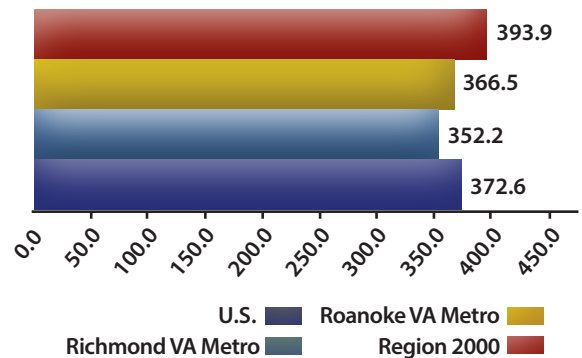


Average Annual Percent Change in Broadband Providers, 2000 to 2009



The midpoint in the range is graphically presented in the following graph. For a custom region - an aggregation of two or more counties—the midpoint for the region is calculated as the weighted average of the midpoints of all the counties in the region. The second measure is a proxy for the rate of internet adoption. This indicator is defined as the change in the number of broadband providers available to residents in a given county from 2000 - 2009. (The FCC did not collect data on broadband connections before 2009. The change in broadband connections would have been the preferred measure for the rate of internet adoption.)

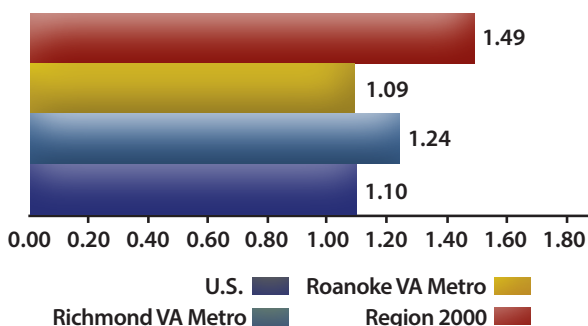
Average Small Establishments per 10,000 Workers, 1997-2008



Establishment Churn

Innovative and efficient companies replace outdated establishments, or those firms unable to modernize techniques and processes. Average churn is a measure of total establishment births and deaths, and expansions and contractions, relative to the total number of firms in a county for all years available.

Average Large Establishments per 10,000 Workers, 1997-2008



Establishment Sizes

The sizes of establishments provide an indication of a regional economy's structural composition. Small establishments with fewer than 20 employees are flexible and not overburdened by a bureaucratic organizational structure enabling rapid changes to implement new ideas and evolve with technology.

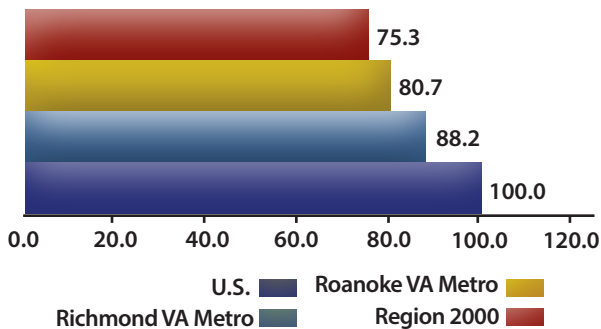
On the other end of the spectrum, large establishments with more than 500 employees have both the capital and labor resources to fund research and other innovative activities. Research shows that the average share of small establishments

has a significant effect on GDP per worker growth. The growth in broadband and the mix of small and large establishments seems to bode well for the flexibility or adaptability of our economic environment.

Outputs

The outputs or results of innovation are measured by two major components: Productivity and Employment, and Economic Well-Being. Direct outcomes and economic improvements of innovative activities are displayed in the output indexes.

Productivity and Employment



Productivity and Employment

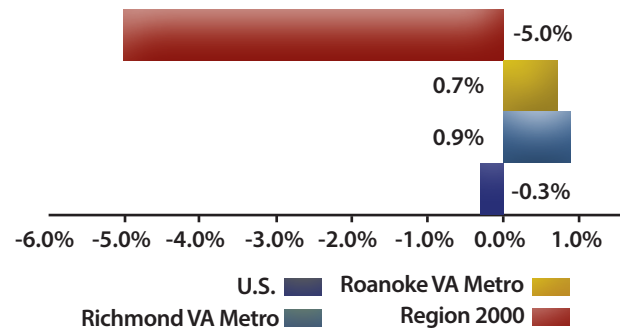
This component measures economic improvement, regional desirability, or are the direct outcomes of innovation.

The subcomponents of Productivity and Employment are Change in High-Tech Employment, Job Growth, Gross Domestic Product per Worker and Average Patents per 1,000 Workers.

Change in High-Tech Employment

Firms requiring a highly skilled and specialized workforce are drawn to innovative areas. Growth in this sector suggests the increasing presence of innovation. High-tech employment, derived from a NAICS-based definition by Moody's Analytics, measures an aggregation of employment in key sectors (e.g., telecommunications, internet providers, scientific laboratories) as an average annual rate of change in the share of high-tech employment. Research shows this indicator has a significant effect on GDP per worker growth.

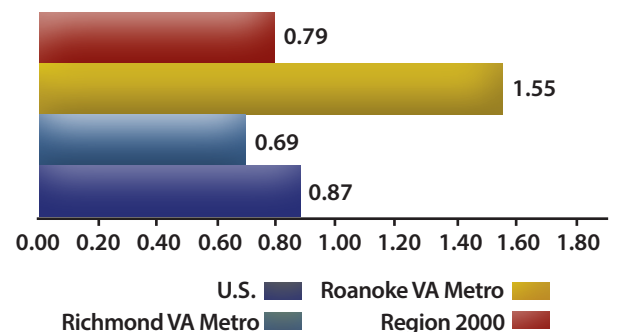
Percent Change in High-Tech Employment Share, 1997-2009



Job Growth

High employment growth relative to population growth suggests jobs are being created faster than people are moving to a region. A high ratio between these two variables indicates strong economic growth.

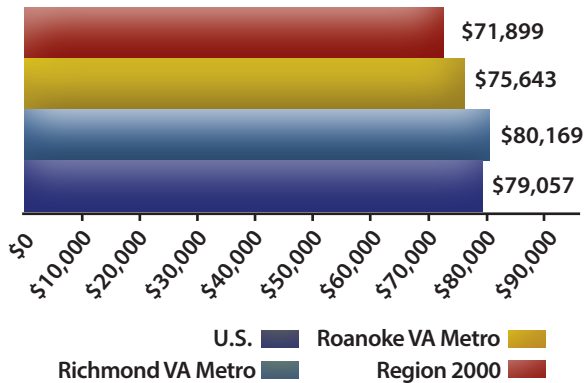
Job Growth-to-Population Growth Ratio, 1997 to 2008



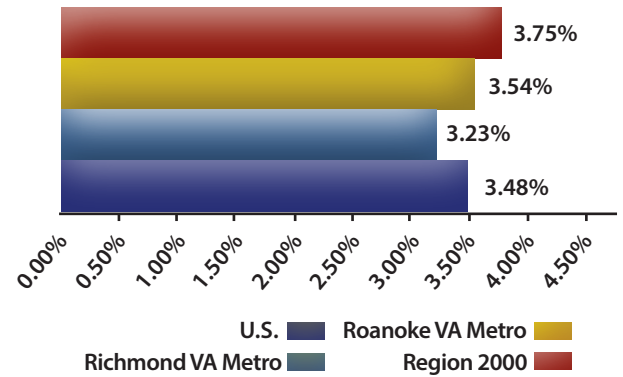
Gross Domestic Product per Worker

GDP serves as a measure of county-level economic output, while increases in GDP per worker measures increases in worker productivity.

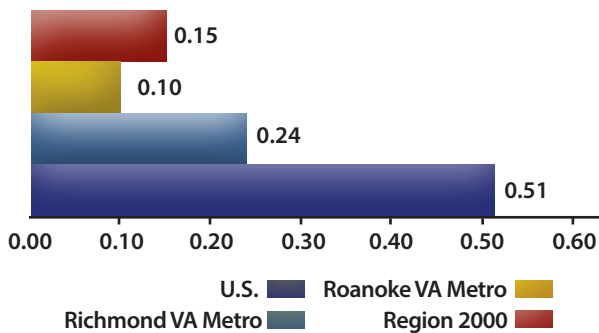
Gross Domestic Product (GDP) per Worker, 2008



Percent Change in GDP per Worker, 1997-2008



Average Patents per 1,000 Workers, 1997-2008



Average Patents per 1,000 Workers

New patented technologies provide an indicator of individuals' and firms' abilities to develop new technologies and remain competitive in the economy. Patents are presented as total number per 1,000 workers.

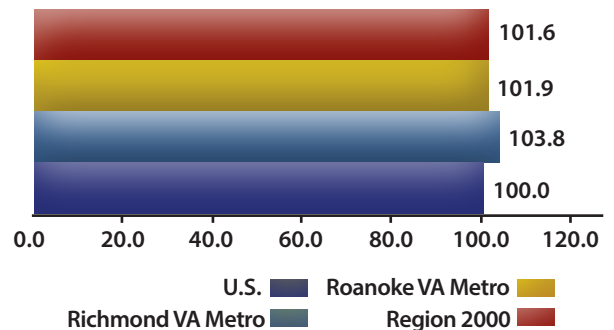
The second component measurements of outputs to the Innovation Index is Economic Well-Being. The attendant subcomponents are Average Poverty Rate, Average

Unemployment Rates, Average Net Migration, Average Growth in Per Capita Personal Income and Compensation.

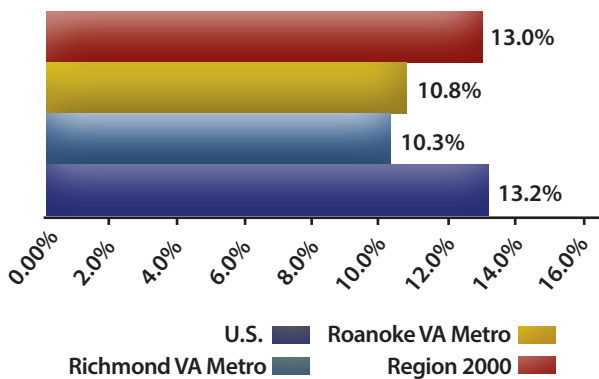
Economic Well-Being

Innovative economies improve economic well-being for residents because they earn more and have an increasing standard of living.

Economic Well-Being



Poverty Rate, 3-Year Average from 2006-2008



Average Poverty Rate

Innovative economies are thought to be less poverty stricken as a result of elevated employment opportunities and a more highly educated workforce with diverse skills that open the doors to an increased number of employers. As poverty rates decrease, presumably innovation has increased.

Average Unemployment Rates

Innovative economies have greater employment opportunities and lower unemployment rates.

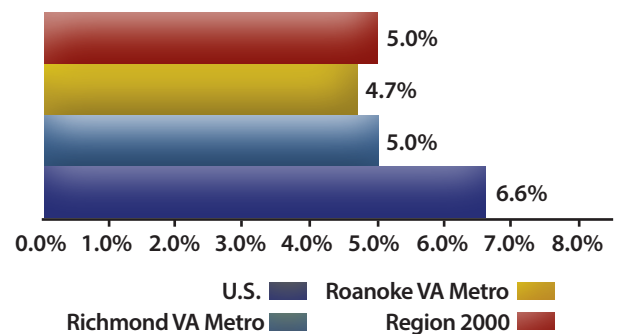
Average Net Migration

Total migration of all persons into a region serves as an indicator of whether it is attractive to job seekers and families. The universe for this data set is the United States and is therefore not displayed.

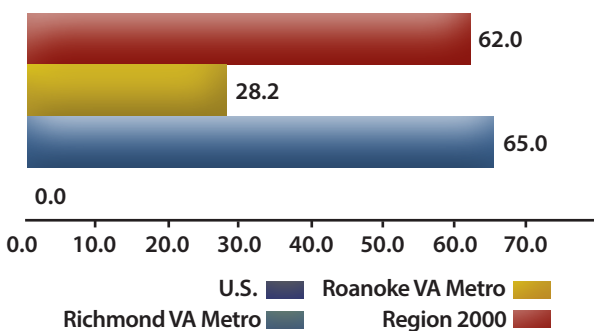
Average Growth in Per Capita Personal Income

Personal Income is the broadest measure of a person's income because it includes rental income, dividends and interest payments, in addition to salary, wages and benefits. As a result, it is probably the best measure of well-being.

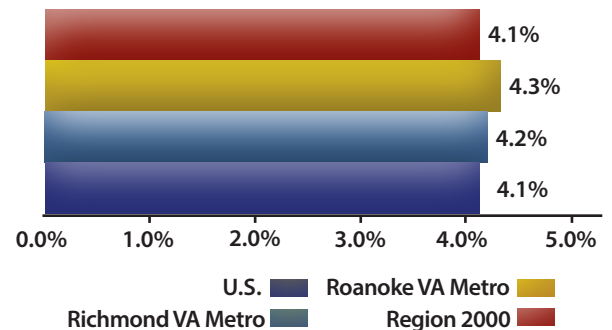
Unemployment Rate, 3-Year Average 2007-2009



Average Net Internal Migration Rate per 10,000 Residents, 2,000-2009



Percent Change in Per Capita Personal Income, 1997-2008

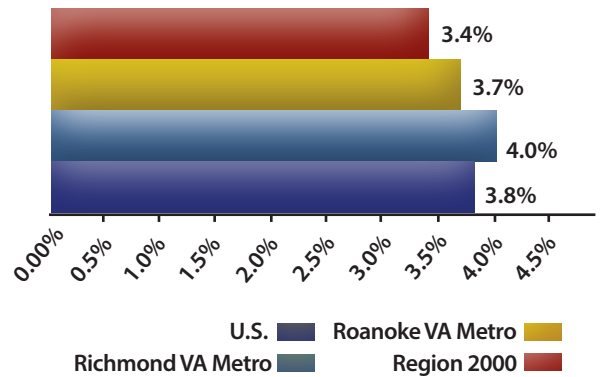


Compensation

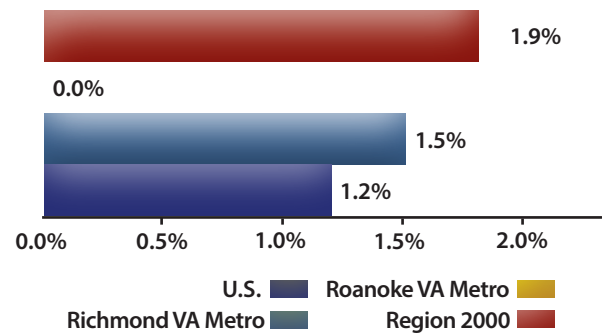
Improvements in earnings per worker, or compensation, signify a positive trend in economic growth being passed on to workers. Two specific categories of workers are considered: wage and salary employees and nonfarm proprietors.

While this data is revised periodically, it is somewhat dated. When used as a source for objectively revealing strengths and weaknesses, there are several broad conclusions to note. In order to stay competitive, we need to increase the number of four year college degree recipients, find venture capital sources and provide widespread broadband. The region scores well in the diversity of establishment (business) sizes. Most applications of innovation begin at the entrepreneurial small business level. We have a good mix of large and small establishments. Region 2000 also enjoys a competitive level of economic well-being (quality of life and cost of living factors). It should be noted that very current data provided by a consultant indicates that we are making more dramatic shifts from a manufacturing base to a technology based economy than shown in the preceding pages.

Change in Average Wage and Salary Earnings, 1997-2008



Change in Average Proprietors Income, 1997-2008



SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats)

The second method of analysis used to determine problems and opportunities was to conduct a SWOT analysis with the Strategy Committee. This was done early in the process and became the basis on which goals and objectives were defined.

To make effective use of the Strategy Team's time, Region 2000 staff prepared a SWOT (Strengths, Weaknesses, Opportunities and Threats) identification exercise. The Strategy Committee was forewarned and asked to prepare for the event. It was explained that strengths and weaknesses are items that we currently experience while opportunities and threats are things we may or will experience in the future. The committee was asked to send in any thoughts ahead of the exercise. Staff made a preliminary list of S.W.O.T.'s for consideration.

The following description and instructions were sent to the Strategy Committee prior to our meeting:

"To members of the CEDS Strategy Committee:

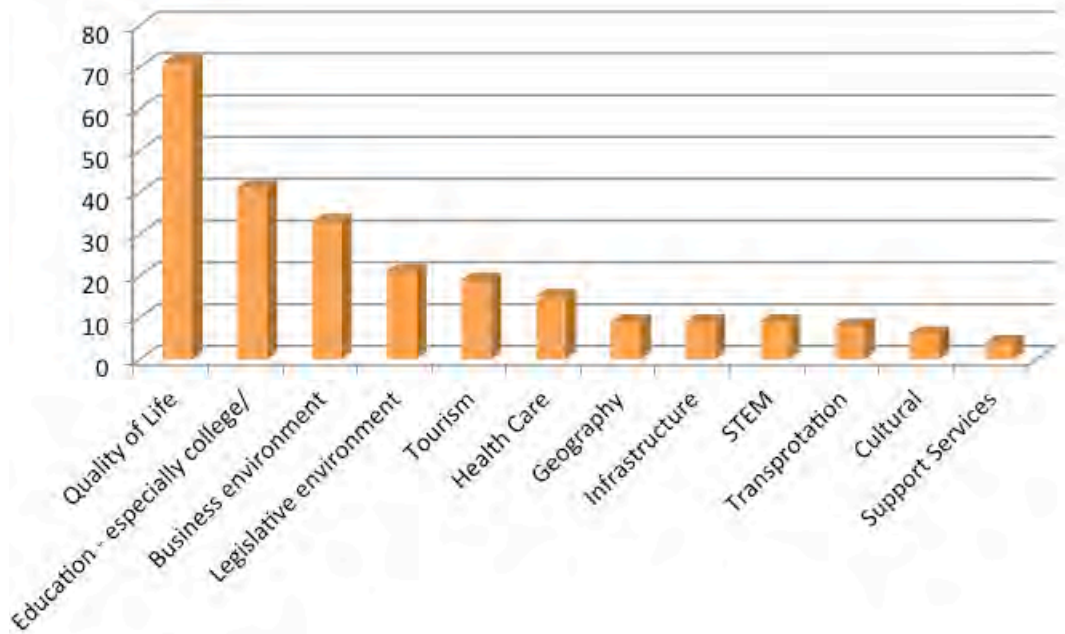
Please review the below list and add your own ideas. Strengths and weaknesses are items that we currently experience while opportunities and threats are things we may or will experience in the future. I encourage you to email your additions before the meeting on the 8th of September. At the meeting we 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."

STRENGTHS

6	High quality arts & entertainment
0	Destination businesses
13	Unique tourist attractions
2	Diversity of outdoor 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



STRENGTHS



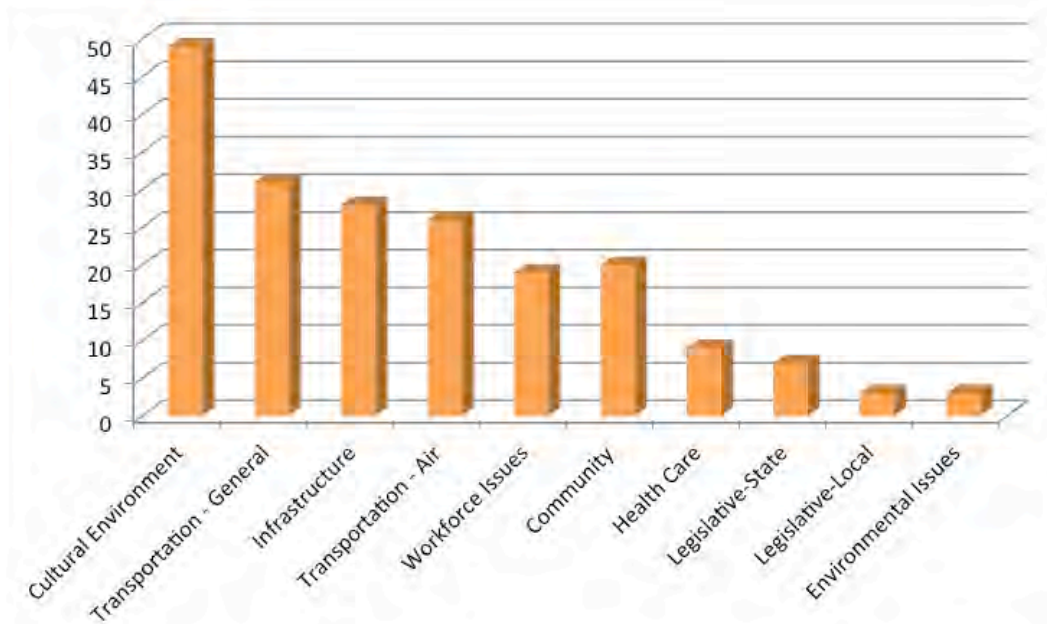
1. **Quality of Life** - Ability to retain family oriented professionals; Strong faith based community; Abundance of non-profits/philanthropy; Urban/rural mix; low crime; cost of living; overall quality of life.
2. **Education (especially college/university)** - Local colleges and universities; Training 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: Air & Rail** - Growing commercial air and rail service; Passenger air and rail service.
11. **Cultural Environment** - High quality arts & entertainment.
12. **Support Services** - Enabling support network e.g. STEM, YP, Tech Council, CAER.

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



WEAKNESSES



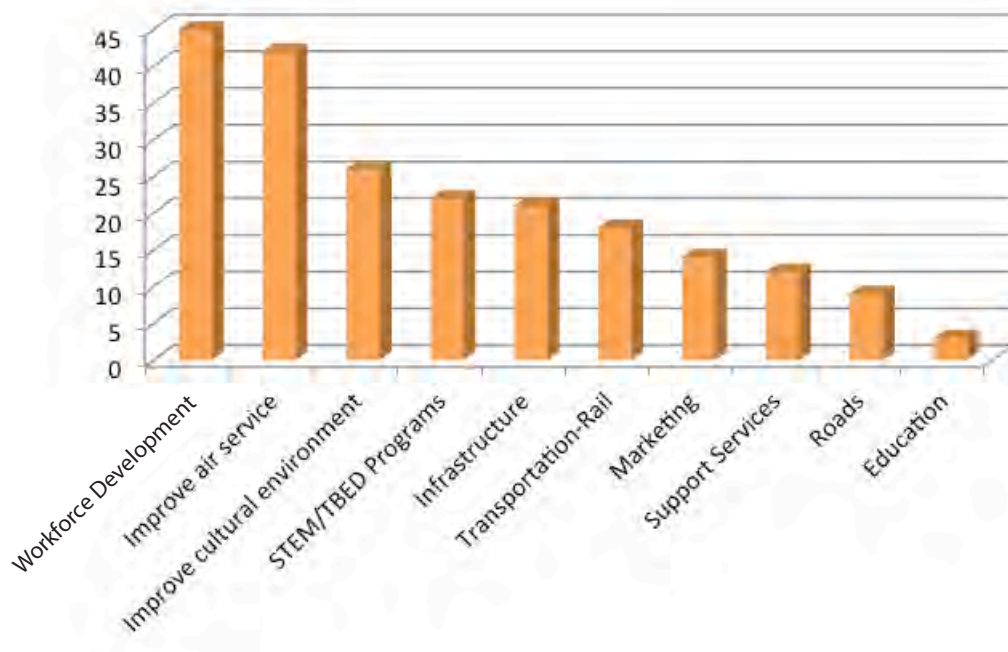
1. **Cultural Environment** - Liability to recruit young professionals; Lack of night life; Perceived lack of culture opportunities; Lack of "Thematic" downtown; Mall not relevant for young professionals; Lack of specialized or destination shopping; No civic center; Cultural/fine arts-lack of alignment 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

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



OPPORTUNITIES



1. **Workforce Development** - Develop the needed workforce for the region; Prepare young people to be the work force we need; Attract and retain college graduates; Recruit professionals especially with young families.
2. **Transportation: Air** - Improve air service (air service to Dulles; regional airport commission).
3. **Cultural Environment**- 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. **Transportation: Roads** - 29 Bypass around Charlottesville; Completion of Bypass through Campbell County.
10. **Education** - Improve educational institutions; Better outreach for/with continuing education.

THREATS

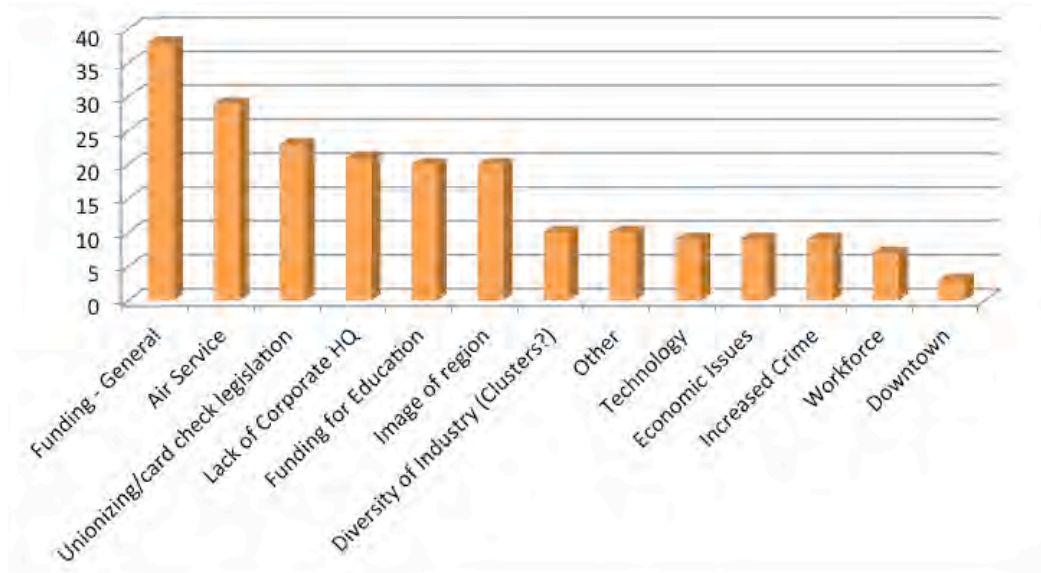
17	Lack of budget reserves
21	Challenges for localities to financially support services
16	Lack of education funding
4	Deterioration of schools due to funding
9	Loss of corporate support locally to education and cultural development
3	Declining philanthropic population
25	Greater gaps in commercial air 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)

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.

The results from the group exercise are found below. The number to the left of each idea is the number of votes it received. From this "raw data" four graphs which compiled ideas into more general headings were made. The graphs helped our focus and therefore facilitated the creation of goals and objectives. CEDS SWOT List (strengths, weaknesses, opportunities, threats).



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.



IV. GOALS & OBJECTIVES



IV. GOALS AND OBJECTIVES

Using the results of the data review and the S.W.O.T. exercise, five major areas surfaced as the focus of our goals discussions. The five areas are:

- *Knowledge-based Workforce*
- *Innovation Led Economic Development*
- *Infrastructure*
- *Inter-regional Transportation*
- *Physical and Cultural Amenities*

GOALS

The first goal addresses the desire to have our existing and future workforce educated and well trained to face today's and tomorrow's demands in business. This requires a literate population, a technology oriented population, an adaptable population and a community where educators and business leaders continually prepare our students in school and in the work place.

GOAL 1: Develop and maintain a knowledge based workforce to meet the needs and opportunities of a 21st century innovation economy.

OBJECTIVES

- 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 and entrepreneurship.
- 1.7** Actively attract and retain young professionals to work in the region.
- 1.8** Assist the health care providers and health care educators to ensure we continue to have an excellent health care workforce.



The second goal aims to support existing and promote future innovation based businesses and create a culture where innovation is a community norm. Success is dependent on the community's willingness to engage in research and development, make capital available, and have cutting edge technology present.

GOAL 2: Develop and implement innovation led economic development (ILED) programs in Region 2000.

OBJECTIVES

- 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.

The third goal is about product. It addresses those things that constitute the expected level of offerings in a community for it to be competitive as an attractive place for business to succeed.

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

OBJECTIVES

- 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 under-served 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 under-served areas of the region.
- 3.4** Rehabilitate vacant, under-utilized buildings and revitalize blighted and downtown areas.

The fourth goal addresses a major concern in Region 2000 - transportation. Whether it is materials, products, labor, management or training, everything that is required to come or leave here must be available in a timely manner.



GOAL 4: Promote and enhance inter-regional transportation systems.

OBJECTIVES

- 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.

The fifth goal addresses work related yet non-work issues that affect our quality of life. Cultural stimulus – from performing and visual arts to recreational activities; from shopping opportunities to clean country living are all essential in order for a community to thrive. We also place a premium on quality health care. This “catch-all” goal covers a variety of essential issues to an economically successful region.

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

OBJECTIVES

- 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.
- 5.5** Promote and support our health care industry.



V. PROJECTS



V. PROJECTS

The primary means to achieving the goals is by project implementation. Projects were solicited from the Strategy Committee and the general public as well. An instrument was devised in order to gather necessary information about the project and to enable a fair method of assessing each project.

All projects were categorized as programmatic or physical improvements. Within each of these two distinct categories there were further groupings of similar projects. In all there were 10 separate groups; four program groups and six facility groups. The form enabled a scoring of each project thus, once grouped, it could be ranked. More important than the relative ranking was the breadth of the projects. Many ideas (evidenced in the 60+ projects submitted) covered everything from creating new organizations to “bread and butter” infrastructure. As projects were submitted and subsequently grouped they were matched with the various goals of the CEDS. If a particular goal did not receive sufficient attention (meaning that it couldn’t be achieved due to the lack of projects) the Strategy Committee was notified and additional projects were encouraged. The instrument used to describe and rank the projects is found in the appendix.

As mentioned earlier, all projects were either programmatic or they were a form of infrastructure. Within these two major categories there were the following sub groupings:

Infrastructure/Facilities

1. *Utilities*
2. *Buildings*
3. *Brownfield and Industrial Parks*
4. *Testing and Research Facilities*
5. *Recreation and Arts*
6. *Primary Highways*

Programs

7. *Education/Research, Testing and Training,*
8. *Financial Assistance,*
9. *Marketing,*
10. *Organizations.*

All projects (to date) are listed below with a brief description and the category they were placed in. After the descriptions there is a table which lists all projects within their subgroup and with their relative ranking within the subgroup.



Infrastructure/Facility Projects

Utilities

1. Regional Public-Private Partnership for “Last Mile Broadband”

Regional Public-Private Partnerships for “Last Mile” Broadband – Over the last eighteen (18) months, Amherst, Bedford, and Campbell Counties have developed a partnership with Digital Bridge Communications based in Ashburn, Va. These partnerships are focused on providing broadband services to unserved and underserved areas in these localities. Currently, this company is deploying broadband service in Appomattox County. This broadband service is provided through licensed wireless spectrum deployed from a WiMAX platform with combined upload and download speeds for the end user of a least 5MG. Basic service at this speed is projected to be \$49.99 per month. Project costs and impact: Amherst County - \$2.3 million capital investment; broadband coverage for an initial 24,000 people; 1,380 businesses; and 15 anchor institutions (schools, libraries, public safety, etc.); Appomattox County – cost and economic impact under development; Bedford County - \$2 million capital investment; broadband coverage upon initial deployment for an initial 17,000 people; 3,330 businesses; and 53 anchor institutions (schools, libraries, public safety, etc.); Campbell County - \$2.3 million capital investment; broadband coverage upon initial deployment for an initial 14,879 people; 3,438 businesses; and 68 anchor institutions (schools, libraries, public safety, etc.)

2. Regional Town Dark Fiber Optic Broadband Project

Regional Town Dark Fiber Optic Broadband Project – The goal of this project is to expand Mid-Atlantic Broadband Cooperatives (www.mbc-va.com) fiber optic network to developed and undeveloped commercial, industrial, and institutional properties in the Towns of Appomattox, Altavista and Amherst Brookneal will be with fiber optic network deployed by Mid-Atlantic Broadband under funding from the American Recovery and Reinvestment Act.] Once completed, the project will give existing businesses and others access to world-class data transport network at highly competitive rates from members of the cooperative. Further, the project will uniquely position each community to recruit new business investment needing access to a fiber optic network. The project would involve an initial planning and strategy study.

3. Ambriar Area Water and Sewer Improvements

Ambriar area water and sewer improvements - The Ambriar area is located at the northern end of the U.S. Route 29's Madison Heights Bypass (an interstate-quality, limited access highway), and its nearby interchange is the only one currently served with water and sewer for 20 miles. However, capacity for expansion of the area is limited due to the age, location and size of the existing water and sewer pipe network there. Commercial development in that area has been stalled due to this problem.



4. U. S. Route 29 South Sewer Project

Presently U.S. 29 has sewer capabilities from the intersection of Rt. 24 going north. The area from the intersection of Rt. 24 and U. S. 29 going south topographically flows/falls south towards Altavista. To open up the U.S. 29 south corridor sewer needs to be installed. Gravity sewer can be installed to flow into the Town of Altavistas' sewer treatment facility. Eight service alternates were developed for the project with projected costs to provide gravity sewer lines for this corridor ranging from \$14 to \$30 million.

5. Gas Line Extension to Town of Amherst

Extension of natural gas service from near Wal-Mart in Madison Heights to the Town of Amherst – including Sweet Briar College, ACHS, L. Barnes Brockman, Sr. Business and Park and Zane Snead Industrial Park. Our community has not been shortlisted by industrial prospects due to the current non-availability of piped gas service.

6. Natural Gas Line Extension in Airport/New London Area

Natural Gas Line Extension - This project involves extending natural gas from the vicinity of the Lynchburg Regional Airport in Campbell County to the New London Business and Technology Center (hereafter Center) in Bedford County. Discussions with Columbia Gas of Virginia have been ongoing since 2002, during which time the project cost has risen from an estimate of \$3.5 million to \$8 million today. The need for natural gas is regularly and repeatedly demonstrated when prospects and site consultants that are looking for sites eliminate the Center from consideration due to the lack of natural gas. In this case, the gas line would serve a 6 mile area of US 460 in Campbell County and a 2 mile area of US 460 in Bedford County. It may be noted that natural gas was essential for Barr Labs (now TEVA Pharmaceuticals) in the mid 1990's. Without it that extremely successful and growing company would not have located in Region 2000.

7. Appomattox Regional Wastewater Treatment Plant

Project would plan, design and implement a viable long-term solution for the wastewater treatment needs of the towns of Appomattox and Pamplin, the Concord area straddling the Appomattox/Campbell County boarder and the entire Route 460 corridor from Concord to Pamplin. Options to be considered would include upgrades to existing facilities, construction of a new facility, or installation of a discharge line back to Lynchburg's treatment facility. Increased wastewater treatment capacity is desperately needed in Appomattox County to combat failing septic systems and to make full use of the new Concord-to-Appomattox waterline, a key to Appomattox and its towns remaining competitive in economic development.

8. U. S. Route 460 East Water Line to Pamplin City

Approximately 10 miles of 12 inch line will be built between the Towns of Appomattox and Pamplin to provide long term water stability for Pamplin and surrounding areas. Connecting Pamplin' customers to a larger utility relieves the town of operational maintenance and future debt while removing customer dependence on wells. The project will also provide additional economic development opportunity along the Rt. 460 east corridor and in Pamplin.



9. Town of Amherst Wastewater Treatment Facility Capacity Study

This project would study the future capacity of the Town of Amherst's wastewater treatment facility with regard to the addition of a wider gravity drainage collection system. The current wastewater treatment facility is located in the Town of Amherst. The purpose of the study would be to determine the threshold of wastewater collection on existing facilities as area business/industry expands into Amherst. It would also show the need for infrastructure expansion as it relates to business expansion.

10. Appomattox Community Natural Gas Tap

Appomattox is bisected by the Williams Transcontinental Natural Gas Pipeline. This project would provide a connection that would serve the Appomattox Center for Business and Commerce (industrial park) as well as commercial, industrial and residential users in and around the Town of Appomattox. It is expected that Appomattox County, the Town of Appomattox, and Columbia Gas would participate in this endeavor.

11. Amherst Design Stage of Coolwell Water Tank and Connections

This project would begin the designing stage of a water tank located on Coolwell road and a connection of 12 inch water lines on Izaak Walton Road and both ends of Coolwell Road. This would vastly improve water pressure and availability along the Coolwell Road corridor and greatly improve the waterline infrastructure for future development in the Coolwell and Izaak Walton Road areas.

12. New London Business and Technology Center Electric Substation Design and Construction

This substation, which would be operated by Southside Electric Cooperative, would exclusively serve companies in the business and technology center itself. While more than adequate power is available at the current time, the enormous power demand created by the B&W Test Loop inside the CAER facility has created a demand for new electric service for future companies with large electric load needs. The estimated cost of the substation is \$2 million, in addition to the dedication of a lot (approximately 5 acres) and the necessary easements. When the substation is built and in service it will make it possible to compete for large data centers and advanced manufacturing facilities beyond the current capability.

13. Wind Turbines on No Business Mountain, Bedford County

Project would locate power generating turbines on private property located in Bedford County. Potential exists for wireless communications facilities.



Buildings

1. Restoration of the 1905 Academy of Fine Arts Building in Lynchburg

The 1905 Academy of Music Theatre, located in downtown Lynchburg, is one of Central Virginia's most notable historic treasures of the last century. Now the only remaining of six original Academy of Music Theatres in the Commonwealth, this edifice boasted perfect sightlines, extraordinary acoustics, and was Lynchburg's first fully electrified building. The Academy of Fine Arts seeks \$12.5 million in financial support for the completion of the \$41.5 million renovation of this historic theatre. The Academy of Music will serve as the region's focal point for the Arts. Upon completion, the Academy will be the key component to the successful revitalization of Lynchburg's historic downtown, bolstering its business environment, and enhancing the quality of life for Central Virginians.

2. Campbell County Construction of Seneca Virtual Building

In 2007 Campbell County developed a 59,600 sq. ft. virtual building that is expandable to 100,000 plus sq. ft. The building is designed on a 31.9 acre lot in the Seneca Commerce Park on U.S. 29. The Commerce Park has an industrial access Road, fiber optic conduit, water presently and public sewer will be installed by mid-2012. The Building was designed to be versatile in that it can accommodate a single user or multiple users. In fact it is designed so that it can operate as an incubator with shared assets such as conference room, warehouse, and copy/mail room etc. While not LEED certified the building and parking lot is designed to be green. Preliminary estimate of total project costs \$9,321,800.

3. Region 2000 STEM (Science, Technology, Engineering, Math) Education Center

The Region 2000 Technology Council proposes the establishment of a center to bring together educators, students, industry, and the community at large in support of math/science education and "priming the pipeline" for a technologically savvy workforce in the region. The Center, housed in a renovated building in a location central to the Region, will provide a visible and robust community presence for science/math education and area technology careers and will serve as a hub for a number of outreach programs, educator professional development, and collaboration with partners. Additionally, the Center will work to establish interactive math/science displays with the goal of providing a math/science museum atmosphere geared toward K-12 students, families, and tourists. Partners will include the region's five public school divisions, post-secondary institutions, community groups, the Center for Advanced Engineering and Research (CAER), and regional industry.

4. Ivy Creek Park Nature Center

This is the second phase of development at Ivy Creek Park located within the Lynchpin Industrial Park. The 5,000 square foot energy efficient building will be constructed to L.E.E.D standards at an approximate cost of \$975,000, and will house the City's Nature Zone—an environmental education center managed by the City. The facility will concentrate on environmental sustainability through innovative partnerships between local industry, academic institutions, government, and non-profit organizations. Impacts include two (2) full-time facility management positions, increased tourism and local business revenues, and a positive example of business and the environment thriving together.



5. Regional Industrial Shell Building Program

The goal of this project is to develop a shell building at each of the region's municipal industrial parks. Industrial shell buildings are a proven tool to recruit new business investment to the region because these buildings and related site improvements substantially reduce the time it takes for a business to begin operations. Further, shell buildings at each of the region's municipal industrial parks will give a significant advantage to the region over other regions when competing for new business investment, particularly in the advanced manufacturing and logistics sectors. A typical shell building is 250'x200'x26' eave height. However, the size of the shell building would be a decision made by each locality based on a number of factors including target businesses, physical characteristics of the property, available utilities, transportation access, and the like. The current price for a shell building (building only, no upgrades, and no site improvements) is about \$15 +/- per square foot.

6. Phase II CAER Research and Education Facility

Planning, design and construction of phase II for the CAER Research and Education Facility - The CAER facility, located in the New London Technology Park in Bedford County was originally designed to accommodate expansion as needed to meet the growing needs of the region's technology companies and research partners. Phase II would add an additional research wing onto the original building to support technology based economic development opportunities in the region.

7. Lynchburg Community Market Redevelopment Plan

The objectives are: first, renovations to the existing parking deck; second, renovations to the exterior market square; and finally, renovations to the market interior. Combined project costs are approximately \$3,000,000. The market, which serves as a small business incubator, is located in downtown Lynchburg and is one of the oldest City markets in the country. This project will allow for improved customer flow, additional/functional rental and special event space, safe and attractive parking, and attract new, sustainable businesses to the market.

Brownfield and Industrial Park Improvements

1. Regional Airport Industrial Park

Presently Campbell County owns a parcel of approximately 100 acres contiguous to property (approximately 200 acres) that the FAA has said can be released for non- airport operation related activities. As early as 1998 the Economic Development Offices of Campbell County and Lynchburg began looking at and planning for a joint industrial park. Engineering plans were developed by the Lynchburg Economic Development Office. Efforts were undertaken to look at the administrative body of a joint park. A 300 plus acre regional park near the airport has tremendous potential for development in aviation related and high tech companies.



2. Appomattox Center for Business and Commerce Industrial Park Road and Utility Completion

Completion of Industrial Park Road and Utility Network- Project will include completion of road, water, sewer, fiber, electric and support utilities as conceptualized in the Master Plan for the Appomattox Center for Business and Commerce. The Project will make the park more attractive and more marketable for manufacturing and business prospects. It will also reduce the amount of time needed to site a new facility.

3. Appomattox Industrial Park Entrance Construction

Route 460 Industrial Park Entrance - This project will construct an entrance to the industrial park on U.S. Route 460 to provide direct access to the park for suppliers, employees and customers. Presently the park is accessed by State Route 26 one mile from the Rt. 460 Interchange. The project will include 1,500 ft. of roadway including a stream crossing as well as reconstruction of US Rt. 460 to allow full turning in- and out- of the industrial park. This entrance is vital for easier access to and from Rt. 460 making the park more attractive for business, particularly those which rely on over the road trucking such as warehousing and distribution centers.

4. Amherst Industrial Park Location Study on Rt. 210

Additional Industrial/Business Parks study especially in the Route 210 area - The project would have a potentially significant impact on the development of the Rt. 210 corridor. This would allow developing business and or light to moderate industry easy access to the Rt. 29/460 by-pass which would make for a very strong marketing tool. The location is very attractive on a regional standpoint and would draw from a regional workforce. With the building of the regional jail in this same corridor, many of the needed infrastructure components are already in place.

5. Amherst Amelon Commerce Center Expansion Study

This project is located on the Rt. 130 corridor between Business 29 and By-Pass 29. The study would look to show the impact of expanding the Amelon Commerce Center which houses light industrial businesses. Infrastructure already exists which makes for a very feasible project. This would impact the region by drawing from a regional workforce. The study would provide the necessary figures, cost estimates and feasibility of expanding in the direction of the by-pass.

6. Altavista Lane Company Building Redevelopment Study

The former Lane Company facilities were purchased by Schwarz & Schwarz out of North Carolina. They have done a good job renovating and attracting several businesses/manufacturers into the parts of the facility that were the most adaptable. There is still a large portion of the facility that has not been renovated and is unused. A study/development plan/evaluation of the property needs to occur to determine what potential there is for the remainder of the property. The potential for Brown field redevelopment needs to be evaluated. It may be that some of the existing buildings need to be removed so new structures could be built for use. The site contains 10 acres. There was 950,000 sq. ft. of buildings but I am not sure how much space still exists. Permission will have to be obtained from Schwarz & Schwarz to perform this project. No cost analysis has been done but the project should range between \$60,000 and \$100,000.



7. Brookneal Dan River Company Redevelopment Study

The former Dan River facilities were purchased by a company from India. A real estate firm out of Lynchburg has the listing on the facility. They have been somewhat distanced from the property since Dan River folded. The facility has not been renovated and is presently unused and on the market. Some of the existing textile equipment is still in the facility but has no potential use in America. Most of the state and federal permits have been allowed to expire such as air and sewer discharge permits. A study/development plan/evaluation of the property needs to occur to determine what potential there is for the property, what are the obstacles to obtaining new permits. The potential for Brown field redevelopment needs to be evaluated. The site contains in excess of 350 acres. There is 350,000 sq. ft. of buildings. Permission will have to be obtained from India to perform this project. No cost analysis has been done but the project should range around \$100,000.

8. Lynchburg Allen Morrison Building Redevelopment

This is a redevelopment project to mitigate an industrial "brown-field" property and build a park to serve the surrounding neighborhood and industrial businesses. The property is adjacent to Lynchburg Grows Inc., a non-profit dedicated to converting a commercial rose growing operation into an urban farm and the Lynchburg City Stadium. Both properties are enrolled in the VDEQ Voluntary Remediation Program and are currently in the final phase of remediation. The buildings on the Allen Morrison property are currently undergoing demolition. Almost all the materials are being recycled and kept out of the landfill stream. This phase of the project would actually build the basic park infrastructure, including a multipurpose athletic field, playground, gardens and walking trails at a cost of approximately \$2, 700,000.

9. Amherst- Central Virginia Training Center Site Redevelopment and Workforce Transition

The U.S. Department of Justice and the Commonwealth of Virginia have agreed to close the CVTC facility by 2020. The 343-acre campus is situated to the southeast of the State Route 210 (Old Town Connector) and U.S. 29 Business (Lynchburg Expressway) interchange, and is bounded on the south and east by the James River. A plan for redevelopment of the property as well as employment transition for the substantial CVTC workforce should be developed.

Testing and Research Equipment

1. Center for Safe and Secure Nuclear Energy (CSSNE)

The CAER, in collaboration with its university and federal laboratory research partners, is proposing the creation of this center in Region 2000. The key elements of this proposed center include: Facilities for highly configurable advanced control room monitoring technology; Technologies for improved safe and secure operation of nuclear power plants; High performance modeling and simulation of nuclear power plant processes; Assessment and design of new digital technologies for instrumentation and control. The proposed facility will provide the region with a facility that is unique in the United States, with the capability to perform research, technology transfer, and education that cannot currently be performed elsewhere. The facility will allow for a transformation in the understanding and improvement of safety and security in nuclear power plants and represents a substantial investment in the future economic growth of this area.



2. Develop and Equip a Cognitive Radio Test bed

We propose the creation of a cognitive network testbed with indoor and outdoor coverage and deploying multiple cognitive radio platforms. This effort is led by the CAER, in collaboration with Virginia Tech and leveraging ties to industrial partners. CAER is a nonprofit organization that brings together local industry in Bedford County, VA, and universities to conduct research and development projects that are targeted toward generating economic opportunities for Virginia's Region 2000. Cognitive radio is one of four strategic areas of research pursued by CAER.

Recreation and Arts

1. Appomattox Heritage Trail Linkage with High Bridge State Park

This project would design and implement a hiking/biking trail linkage between the Appomattox Heritage Trail in the Town of Appomattox and High Bridge State Park in the Pamplin area. High Bridge State Park, the Commonwealth's newest state park, is a linear park 30 miles in length centered on historic High Bridge over the Appomattox River. The linkage with High Bridge State Park would be via identified bike lanes and other means of safely transporting users along the trail.

2. Appomattox Battle of Appomattox Station site Facility and Program

Interpretive Facility/Program for the Battle of Appomattox Station Site - The Civil War Preservation Trust now holds 45 acres of battlefield site that today adjoins the former Carver Price School in downtown Appomattox. Funding is needed to improve the Carver Price Facility and create an interpretive center, which would create an additional tourist destination to compliment the Appomattox Court House National Historical Park. The National Park Service has had several discussions with the County and Town of Appomattox regarding such an Interpretive Facility. Along with the coming of the Museum of the Confederacy facility to Appomattox, this additional tourist destination would keep people in the community longer, which should lead to increased hotel, restaurant, and shopping revenue. Plans include an indoor facility with a museum setting. Activities would include living history presentations, videos, and interpretative presentations. Funds will be needed to renovate the Carver-Price building and improve parking and handicap accessibility. There would also be an interpretative walking trail throughout the 45 acres with signage, improvements on the site and limited landscaping. The trail would serve as an important link between the Town of Appomattox, the Museum of the Confederacy and the National Park and would be part of the Appomattox Heritage Trail.



3. Lynchburg Downtown Aesthetic Improvements and Marketing

Marketing and aesthetic improvements to downtown Lynchburg - Lynchburg City Council designated the James River Arts & Culture District on April 27, 2010. The JRC has been working with the Lynchburg Office of Economic Development along with representatives from 5th Street CDC, Academy of Fine Arts, downtown business owners, Rivermont business reps, and the architectural firm responsible for the Riverfront park design and future downtown development plans, to lay out a marketing and esthetic plan for the district. This plan includes a Main Street visitor kiosk, planters, park benches, public art, art district map & brochure, flags, lighting, and electronic announcement board. The marketing and esthetic improvements to downtown would make the area more inviting to visitors and residents improving the economic viability of area businesses.

4. Amherst Widening of Old Stage Road to Poplar Grove Golf Community

Old Stage Road is located across from the Sweet Briar College main entrance off of Rt. 29 Business. The widening of this road will provide a much more convenient entry point into Poplar Grove which would help in attracting business/residential growth and facility use. This has a great potential for regional impact as the golf course is a nationally recognized facility and once it is established with amenities, could become a large tourism draw for Amherst County.

5. Amherst Feasibility Study of Tourism at County Lakes

Feasibility Study to use County Lakes for tourism development - Study would show potential for growth and facility improvements/additions to transform existing County Lakes into a tourism draw. The county currently has 3 public lakes located approximately 10 miles from the town center off of Rt. 60W for recreational activity which includes stonhouse (41 acres), Thrashers (36 acres), and Mill Creek (190acres).

6. Appomattox Infrastructure Improvements for 150th Civil War Event

This project would plan, design and implement improvements to the tourism infrastructure of Appomattox County and the Town of Appomattox in preparation for the culminating event of the Civil War 150th commemoration to be held in Appomattox in April 2015. Of particular emphasis during the planning stage would be upgrading tourist options in terms of available hotels and restaurants as well as designing and implementing a corridor beautification program in the area between Triangle Plaza and the National Park boundary. We have been told that the President and all 50 governors, as well as scores of other domestic and international dignitaries, will be invited to this event, so Appomattox and the entire region needs to be prepared to host this massive event.



Primary Highways

1. U.S. 29/460 Access Management Improvements

Inter-regional connectivity is a primary concern of our community development, economic development, and business communities. This issue is prominent in the Central Virginia Long Range Transportation Plan and other regional dialogues. This connectivity is imperative to ensure our businesses have ready access to external markets and opportunities needed to succeed. The improvements will help ensure safety and mobility of traffic moving through the US 29 and US 460 corridors. Currently, this stretch of highway between the Concord Turnpike and Campbell Avenue is congested and experiencing a higher accident rate than other segments of US 29 and US 460 within Central Virginia. The improvements help ensure access to markets and opportunities north and south of Central Virginia.

2. U.S. 29/460 Interchange with Odd Fellows Road

Odd Fellows Road serves industrial traffic as an entrance to the City of Lynchburg's Industrial Park, as well as other commercial properties in the immediate area. Presently, Odd Fellows Road begins at US Route 29 (Lynchburg Expressway) crossing Mayflower Drive and dead ends south of Mayflower Drive. On August 18, 2011, the extension of Odd Fellows Road with a new interchange at Route 460/29 was adopted to the Central Virginia Transportation Improvement Program. Also critical to the success of this project are improvements to the Odd Fellows Road corridor and its interchange with the Lynchburg Expressway.

3. U.S. 29 Bypass, Southern Tier

Inter-regional connectivity is a primary concern of our community development, economic development, and business communities. This issue is prominently put forth in the Central Virginia Long Range Transportation Plan and the draft Comprehensive Economic Development Strategy and other regional dialogues. This connectivity is imperative to ensure our businesses have ready access to external markets and opportunities needed to succeed. The US 29 Bypass-Southern Tier completes the bypass around the Lynchburg urban area, realizing the full benefit of the previously developed US 29 Madison Heights Bypass. The bypass ensures access to markets and opportunities north and south of Central Virginia.

4. U.S. 501 Corridor Improvements

Inter-regional connectivity is a primary concern of our community development, economic development, and business communities. This issue is featured in the Central Virginia Long Range Transportation Plan and other regional dialogues. This connectivity is imperative to ensure our businesses have ready access to external markets and opportunities needed to succeed. The US 501 improvements, as identified by the US 501 Coalition, an advocacy group consisting of localities within and adjacent to Region 2000, will allow for safe and efficient movement of people and freight from the North Carolina border to US Interstate 81. The improvements help ensure access to markets and opportunities north and south of Central Virginia.

5. Access Intersection from U. S. 29 Amherst Bypass to Izaak Walton Road

On/Off Ramps at Izaak Walton Road and the 29 By-Pass - Construction of on/off ramps at the intersection of Izaak Walton road and By-pass 29 would open the area to future growth potential. It would also provide a much needed road access point to the North end of Madison Heights from the by-pass.



Programs

Education/Research, Testing and Training

1. Region 2000 SBDC Technology-Based Economic Development

Region 2000 SBDC's Technology-based Economic Development (TBED) Project - Under the U.S. Jobs Bill of 2010, Region 2000 SBDC will receive \$30,000 from the U.S. Small Business Administration to be used in 2011/2012, specifically for a Technology-based Economic Development (TBED) project to provide targeted business assistance, counseling, and training to the next generation of entrepreneurs in six strategic industry clusters in Region 2000: Energy, Engineering (including nuclear support services), Information Technology, Advanced Manufacturing, Pharmaceutical, and Wireless Technologies, and their related support industries, such as green technologies (bio-fuels, recyclables, energy efficiency, etc.) and the industrial trades (welding, fabrication, machining, etc.).

2. CAER Innovation Catalyst Model (ICM Trade Mark)

The CAER will partner with Shine Systems and Technologies to develop and employ a project management approach and web enabled backbone to engage all stakeholders through collaboration, mentoring and training. The ICM will allow the CAER to evaluate new ideas for commercial viability within 30 days; employ proven best practices to manage the development of those innovations deemed commercially viable; enable timely collaboration of industry and academic partners; measure track and report success metrics.

3. Centra Certified Nursing Assistant Program

Centra's Certified Nursing Assistant Program is anticipated to begin in the fall of 2011. The program will matriculate annually approximately 120 students eligible to test for the Certified Nursing Assistant Certification. The program will meet the needs of various healthcare settings in the region and is anticipated to grow with an increase in workforce needs. A clinical lab is being developed at Lynchburg General Hospital that will house the Certified Nursing Assistant Program and serve as an environment to meet other clinical needs at Centra.

4. Center for Simulation and Virtual Learning

The Center for Simulation and Virtual Learning will be utilized to develop the knowledge, competencies and skills of healthcare students and providers. Simulation provides a controlled environment for continued learning, validation of competencies, and team building initiatives, vital to safe quality outcomes. The Center will be located in the Roses building at the Plaza in Lynchburg, Virginia. Centra purchased and will renovate this building for two purposes: (1) College of Nursing, and (2) Center for Simulation and Virtual Learning. The center will occupy 8,369 square feet. The Center is anticipated to open in the summer of 2012 and serve 500 healthcare providers and students the first year.



5. Centra College of Nursing

The Lynchburg General Hospital (LGH) School of Nursing will transition from a nursing diploma program to an Associate Degree in Nursing (ADN) Program and will become the Centra College of Nursing. The Centra College of Nursing will relocate in 2012 to the Roses building at the Plaza in Lynchburg, Virginia. This building has been purchased by Centra as a clinical training facility and will be renovated to provide space for two separate programs. The School of Nursing will occupy 33,865 square feet of space. The space will be utilized to educate as many as 500 students to become Registered Nurses through the ADN program and up to 30 Practical Nurses through the Centra Practical Nursing Program. This program will help to meet future nursing needs, having the potential to educate twice as many Registered Nurses as our current program.

6. Bedford County Professional Library of Technical and Informational Literacy Materials

This project will fund the creation of a professional library of technical and informational literacy materials to be used in science, math, English and CTE classes. These materials will include manuals, journals, magazines and web based resources related to authentic career fields. The project will also fund training for teachers across disciplines in the use of these materials to improve student technical literacy.

7. Bedford County Public Schools and Bedford Area Chamber of Commerce Internship Program

This project will establish an internship program for high school seniors. Students' course histories and interests will be matched with local businesses that have been recruited to host interns. This project will fund an internship coordinator position to teach students workplace readiness skills, coordinate internship placements, recruit business partners, and supervise student performance on job sites. The position will be based at the Bedford Area Chamber of Commerce and coordinate efforts with the school division's supervisor of Career and Technical Education. The internship program will strengthen students' readiness for college and career and potentially bolster the community workforce.

Financial Assistance

1. SBDC Revolving Loan Fund

Revolving Loan Fund - The Revolving Loan Fund (RLF) is a fully operational project that qualified for EDA funding in the early 1990's. The program has made 34 loans, totaling more than \$2,000,000. The funds are used as "gap" financing, which requires the involvement of a primary lender. The RLF allows projects to take place, which would otherwise not happen due to inadequate funding. The guidelines of the program are dictated by the EDA (brochure attached). To date, this project has created 394 jobs and saved 130. See attached requirement by EDA for a CEDS in updating the RLF Plan every five years.



2. Lynchburg Economic Development Authority Revolving Loan Fund

Lynchburg Economic Development Authority's Revolving Loan Fund - Securing the capital needed to start or expand private businesses has become increasingly difficult. Responding to that need, the Lynchburg Economic Development Authority and the Office of Economic Development has developed the LEDA Revolving Loan Fund (LEDA RLF) to enhance the ability of business owners to secure necessary capital to finance start-up or business expansion projects. In addition to bridging financing gaps the LEDA RLF helps to stimulate job creation and retention and to redevelop under-utilized commercial and industrial properties.

3. Lynchburg Regional Airport Air Service Provider Revenue Guarantee Program

Air Service Provider Revenue Guarantee Program for Lynchburg Regional Airport Carriers - Due to the recent loss of regional jet service at the Lynchburg Regional Airport, the potential need to offer Air Service Providers a Revenue Guarantee Program has been identified in order to ensure consumers and business travelers' options for providers and prices. The Lynchburg Economic Development Authority is in the process of developing such a Revenue Guarantee Program, and would like to expand this program to include other regional entities and stakeholders.

Marketing

1. Regional Target Market Study

Regional Target Market Study - In 2001 Campbell County working with the Economic Development Assistance Center of Virginia Tech, now the Virginia Tech Office of Economic Development, to perform a Target Market Study. That study assisted Campbell County to direct its limited marketing funds towards industrial sector that we had competitive advantages in obtaining as well as industries that we desired. There has never been that kind of targeted study performed on a Regional basis. With the extremely limited resources available to the Region 2000 Economic Development Council for the marketing to new business investment outside of the region, it is important to identify high-growth business that align with the region's economic development assets located in the region's jurisdictions and the available workforce.

2. Regional Agriculture Marketing

Regional Agriculture Marketing - Agriculture is a large part of economy of all of the counties in Region 2000 as well as the City of Lynchburg. Presently there is limited cooperation on a Regional level to promote agricultural products. Assisting marketing efforts for agriculture will make farms whether operated as the primary income producer or as a secondary income producer will enable farming operations to be more profitable and continue to operate. This will enhance our ability to provide a locally grown food supply for our citizens insuring their safety as well as maintain green open space. No cost estimates are available and will have to be developed for this project. It is possible an existing Region 2000 Organization can take responsibility for this project.



Organization

1. Entrepreneurial and Small Business Region of Excellence

The region would develop, implement and manage a comprehensive set of programs and services to give individuals and small businesses the needed support to launch, survive and grow. The profile of people served would include those seeking self-employment in service businesses, technology-led designers/inventors, highly trained and skilled innovators or similar existing companies who seek commercialization of a product or process and woman and minority owned businesses. The region would provide specialized support through business plan development, training, outreach to targeted entrepreneurial clusters, proof-of-concept activities, financing, legal analysis and processing, market research, marketing, licensing and patent assistance, pre-production prototype design and other related activities.

2. Regional Airport Authority

REGIONAL AIRPORT AUTHORITY- Presently the Lynchburg Regional Airport is the only commercial airport operating in Virginia that is not operated as an Authority. State Code was amended several years ago to provide enabling legislative authority to establish a Regional Airport Authority in Region 2000. An independent authority would be better positioned to concentrate on the airport operations such as attracting new carriers or providing a northern connection/destination for air travelers which is sorely needed to provide for our existing business travelers. A Regional Authority would be responsible for the operation of the airport including financial oversight. In addition the Authority has the legislative authority and similar powers as a Regional Industrial Development Authority to function as the administrative organization for the Regional Airport Industrial Park.

3. Regional Public Utilities Authority

REGIONAL PUBLIC UTILITIES AUTHORITY- Work has been done by the Region 2000 Local Government Council to identify the region's available water supply. Presently there are formal agreements between the Region 2000 localities that provide for a regional waste water treatment facility and the sale of water among the localities. Water and sewer are vital infrastructure needs and in the future they will become even more critical. As federal and state regulations continue to be forced upon localities it is going to be more difficult as well as require more resources to comply with these regulations. The most efficient manner in which to deal with these pressures is a Regional Public Utilities Authority. There are several possible options that need to be explored and evaluated. Recommendations need to be made regarding the most appropriate solution to forming a Regional Public Utilities Authority.



4. Regional Agriculture Farm Alliance

Regional Agriculture Farm Alliance- Agriculture is a large part of economy of all of the counties in Region 2000 as well as the City of Lynchburg. Presently there is limited cooperation among agriculture producers in promoting their products or working as an alliance to overcome issues farmers face today. Several of the Region 2000 jurisdictions have extensive farm programs such as Bedford County. All of Region 2000 has access to the Cooperative Extension Service and their assistance. If a formal agricultural alliance among Region 2000 is established it will provide opportunities for better communication among farmers/producers and ultimately lead to higher production, best operation practices, and greater profits. The farm alliance could assist with such projects as regional farmers markets, an Agri-tourism effort. No cost estimates are available and will have to be developed for this project. It is possible an existing Region 2000 Organization can take responsibility for this project.

5. Regional HUB Zone Designation

Regional HUB Zone Designation - The HUB (Historically Underutilized Business District) Zone designation is supposed to be linked to census data and be an automatic designation. HUB zone designation can have significant impact on local business obtaining Federal government contracts as well as new business location decisions. It is important to insure that those responsible for making those designations know we have areas in our Region that qualified since the last census was completed and that we want that designation. Appomattox County has been designated a HUB zone. In Campbell County the Towns of Brookneal and Altavista now qualify. I'm sure there are other areas in Region 2000 that qualify. This may only be an administrative project for the Region 2000 Economic Development and Local Government Councils. No costs estimates have been developed.

6. United Way's One For Another

One for Another is a resource that enables volunteers to match their skills, goals and availability with the needs and volunteer opportunities throughout the Central Virginia Region 2000. Volunteering strengthens the community and allows the nonprofits to provide the services to enrich the lives of our residents. One for Another is a web-based tool that will aid the non-profits and volunteers to make the best, most efficient use of all parties' time to best meet the needs of those we serve. Our goal is to help recruit, respect, and retain those community heroes who serve selflessly and faithfully one for another. One for Another is focused on adding more value, more opportunities, more resources and more energy and focus to central Virginia's volunteers and non-profit organizations.

7. United Way's Grow One

Grow One is a youth entrepreneurship program that provides opportunities to explore business ownership. During summer camp, rising seventh graders take their own micro businesses from inception to global marketplace. Alumni and older youth are provided continued opportunities to network and explore entrepreneurship and technology careers. United Way of Central Virginia directs the program in partnership with Lynchburg College's Department of Economic Education. Other partners include middle schools, entrepreneurs, governments and other youth programs.



The following table shows all projects organized by category and prioritized within each category. The column on the left is the "Programs" projects. The column on the right is the "Facilities" projects.

Prioritized CEDS Projects by Category

Rank	Education Research Testing and Training
1	Region 2000 SBDC's Technology based Economic Development (TBED) Project
2	Center for Simulation and Virtual Learning
2	Centra Certified Nursing Assistance Program
3	Centra College of Nursing
4	Bedford Internship Program
5	Bedford Professional Library
6	Innovation Catalyst Model (ICM)

Rank	Financial Assistance
1	Lynchburg Business Development Centre, Inc., Revolving Loan Fund
2	Lynchburg EDA Revolving Loan Fund
3	Air Service Provider Revenue Guarantee for Lynchburg Regional Airport

Rank	Marketing
1	Regional Target Market Study
2	Regional Agriculture Marketing

Rank	Organizational
1	Grow One- Start up for Young Entrepreneurs
2	Regional Entrepreneurial and Small Business Center of Excellence
3	Regional Airport Authority
4	Regional Public Utilities Authority
5	One for Another, United Way
6	Regional Agriculture Farm Alliance
7	Regional HUB Zone Designation

Rank	Utilities
1	Regional Public-Private Partnerships for "Last Mile" Broadband
2	Ambriar area water and sewer improvements
2	Regional Town Dark Fiber Optic Broadband Project
3	U.S. 29 South Sewer
4	Appomattox Regional Wastewater Treatment Plant
4	Route 460 East Water Line to Pamplin City
4	Natural Gas Line from Lynchburg Airport to New London Business Park
4	Gas line extension to Town of Amherst
4	Town of Amherst's Wastewater Treat Facility Capacity Study
5	Gas Line Extension in Appomattox for industrial, business and residential use
5	Design Stage of Coolwell Water Tank and Connections
6	Electric substation in the New London Business and Technology Center
7	Wind Turbines on No Business Mountain

Rank	Buildings
1	Restoration of the 1905 Academy of Fine Arts
2	Construct Seneca Virtual Building
3	Region 2000 STEM Education Center
4	The Ivy Creek Park Nature Center Project
5	Regional Industrial Shell Building Program
6	Construction of phase II for the CAER Research and Education Facility
7	The Community Market Redevelopment Plan

Rank	Brownfield and Industrial Park Improvements
1	Regional Airport Industrial Park
2	Completion of Appomattox Industrial Park Road and Utility Network
3	Route 460 industrial Park Entrance
3	Industrial/Business Parks study in the Route 210 area
4	Altavista, Lane Company Redevelopment Study
4	Brookneal, Dan River Company Redevelopment Study
4	Amelon Commerce Center Expansion Study
4	The Allen Morrison Project

Rank	Testing and Research Equipment
1	Center for Safe and Secure Nuclear Energy (CSSNE)
2	Develop and Equip Cognitive Radio Testbed

Rank	Recreation and Arts
1	Appomattox Heritage Trail/High Bridge State Park Linkage
1	Interpretive Facility/Program for the Battle of Appomattox Station Site
1	Marketing and Aesthetic Improvements to Downtown Lynchburg
2	Widen Old Stage Road to Poplar Grove Golf Community Development
3	Feasibility Study to use County Lakes for tourism development
3	Tourism Infrastructure Improvements for Civil War 150th Event

Rank	Primary Highways
1	US 29/460 Access Management Improvements
2	US 29 Bypass Southern Tier
3	US 501 Corridor Improvements
4	On/Off Ramps at Izaak Walton Road and the 29 By-Pass

The long term goal of all described projects is to create wealth via more jobs and higher paying jobs. Some projects lend themselves to job creation while others - no less essential - do not carry the attendant accomplishment of increasing employment. For example, utility projects (sewer, water, gas) are absolutely essential in order to have competitive business and industrial parks. The initial construction certainly creates jobs but they are all short lived. A few will be employed to maintain the utility but the real job creation comes from business locations and expansions that would have otherwise been lost without the improvements. The same is true with regards to buildings and industrial parks projects.

Program type projects dealing with education, marketing and research improve our workforce and enhance our presence in a very competitive arena. Unfortunately, jobs directly associated with these projects are minimal. However, the number of jobs created later as a result of our improved position in the marketplace can be substantial. For example, if our workforce is constantly training, staying technologically competent, local industries will be more competitive and likely prosper. The following table suggests the number of immediate, permanent jobs created within each category of projects described in the CEDS. The table also includes future permanent jobs that may be attributed in part to CEDS projects. The numbers are estimates provided by both the project originator and Region 2000 staff.

Jobs Created by CEDS Projects

Project Category	Immediate, Permanent Jobs	Long Term Indirect Jobs
Utilities	< 50	> 200
Buildings	< 50	> 200
Industrial Parks	< 50	> 200
Testing and Research Equipment	< 50	< 50
Recreation and Arts Facilities	< 50	50 - 100
Primary Highways	< 50	< 50
Education and Research Programs	< 50	50 - 100
Financial Assistance	< 50	< 50
Marketing	< 50	< 50
Organizations	< 50	50 - 100



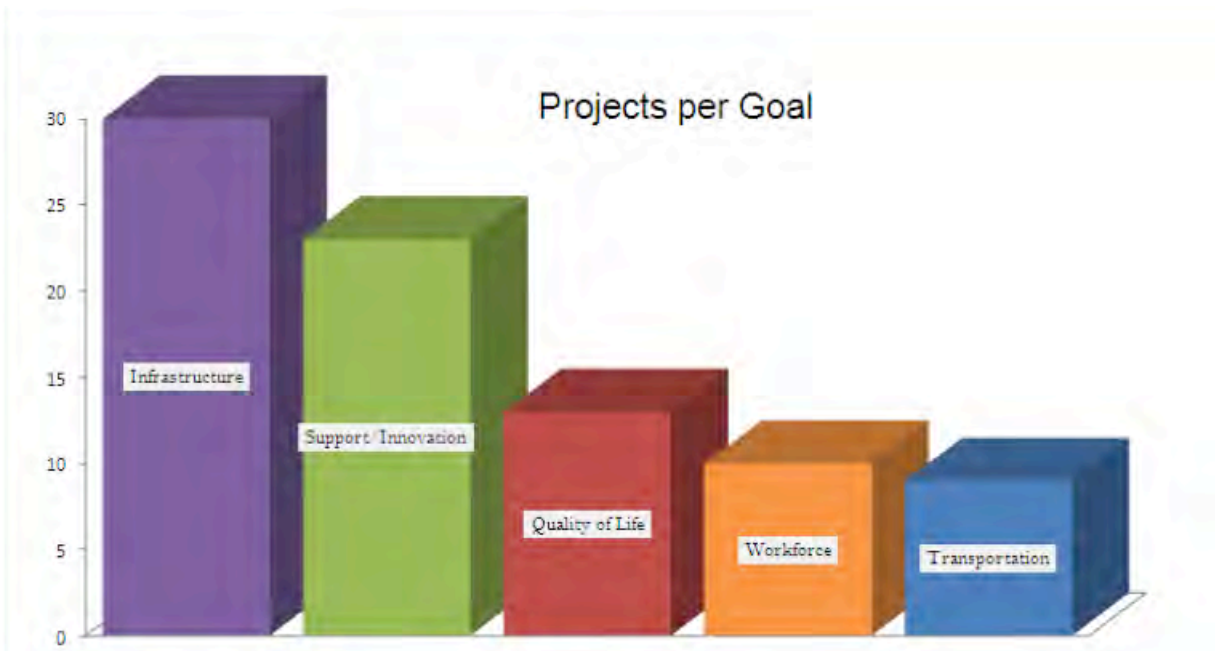
VI. PROJECTS IN RELATION TO THE GOALS



VI. PROJECTS IN RELATION TO THE GOALS

The S. W. O. T. exercise helped shape the goals of this plan. To achieve the goals, more specific objectives were devised. To actually implement the goals and objectives we solicited the aforementioned projects from the Strategy Committee and the general public. Projects predominantly came from local governments. Some goals received more attention than others.

That is a reflection at this point in time of what is important to the originator of the projects. The following graphic depicts the goal/project spread.



VII. PLAN OF ACTION



VII. PLAN OF ACTION

The key to successful implementation of any long range plan is to never stop working towards achieving success. This CEDS reflects what is important to Region 2000 now. The goals and objectives and projects are all worthy components of the plan. Many of the projects will eventually be executed and many of the goals and objectives will be reached. In the main this will be due to funding from various sources and through the formation or use of existing "brain trusts" such as EDA's, Chambers of Commerce, the Local Government Council and its various member components to plan the details of each project.

There is nothing new about this. What also needs to happen however is for all Region 2000 interests - public and private sector combined- to continue to work towards common goals. When a project is complete that becomes a milestone, not an end of our efforts. Collaboration among all players and continual reexamination of what's important or needed for a productive CEDS is the real key to implementation.

It is logical and desirable for Region 2000 Local Government Council to continue as the administrator of the CEDS efforts. This organization will seek continued funding from the EDA in order to be able to commit substantial time to implementing and updating the CEDS.



VIII. METRICS

PERFORMANCE MEASURES



VIII. METRICS (PERFORMANCE MEASURES)

In order to know if we are achieving our goals we need to measure change in our economic condition over time. The following metrics are intended to do that. Hopefully these metrics will be useful. However, some of them may be off the mark and some of them over time may become irrelevant. The process of evaluating the region's progress is the critical work. Over time, less useful metrics will be discarded and new ones introduced. The CEDS is the product of a diverse group representing many interests from business and government. It is important that the talents and diversity assembled to create the CEDS should also be mirrored in subsequent reviews of the CEDS.

The means for obtaining answers to the following questions will vary depending on the source of the answer. The repository of all the information will be the Region 2000 Local Government Council. Those questions that can be answered by readily available government/university statistics will be gathered by staff of Region 2000. Some of the information will need to be obtained from local economic developers via their relationships with existing businesses. Some may have to come from Chambers of Commerce.

Chapter three Analysis of Problems and Opportunities included an extensive analysis comparing our region to other areas in Virginia. The section on Innovation was extracted from an on-going study conducted by The Purdue Center for Regional Development and the Indiana Business Research Center. That information enables comparisons of variables such as education, high tech employment share, establishment churn, and net migration (to name a few) between regions across the United States. Using this first CEDS document as the baseline, the aforementioned innovation data should be used annually to measure Region 2000's relative position to other MSA's.

The first three metrics are a combination of measurements required by EDA. The next sets of metrics relate specifically to our CEDS goals. The general source(s) for each metric is given, followed by the current data that addresses each metric.

1. Jobs and wages:

(Source: Virginia Workforce Connection - web site linked to Virginia Employment Commission web site)

Estimated labor force, employment and unemployment, September 2012

Area Name	Civilian Labor Force	Number Employed	Number Unemployed	Unemployment Rate	Preliminary Data
Lynchburg, VA Metropolitan Statistical Area	124,498	116,700	7,798	6.3%	No
Virginia	4,339,585	4,095,798	243,787	5.6%	No

Source: LAUS Unit and Bureau of Labor Statistics



Quarterly Workforce Indicators, 4th Qtr., 2011 (Source: Virginia Workforce Connection)

QWI Quick Facts	Lynchburg, VA Q4	Lynchburg, VA (Avg:selected +3 prior qtrs)	Virginia Q4	Virginia (Avg:selected +3 prior qtrs)
Total Employment	87,913	89,771	3,413,271	3,374,815
Net Job Flows	2,188	-143	-100,435	9,905
Job Creation	12,062	6,355	220,422	238,592
New Hires	12,854	11,740	457,687	464,478
Separations	24,482	18,019	747,251	626,585
Turnover	12.6%	10.3%	12.4%	10.7%
Avg Monthly Earnings	\$3,349.00	\$3,218.00	\$4,378.00	\$4,213.75
Avg New Hire arnings	\$1,987.00	\$1,953.75	\$2,921.00	\$2,883.00

Quarterly Census of Employment and Wages one (1) year trend analysis for all Industries

Year	Period	Average Establishments	Average Employment	Average Weekly Wage
2010	4th Qtr.	6,715	98,123	\$739
2010	3rd Qtr.	6,671	97,430	\$696
2010	2nd Qtr.	6,622	97,850	\$689
2010	1st Qtr.	6,598	95,060	\$683
2009	4th Qtr.	6,668	98,723	\$733
Growth/Change		47	-600	\$6

Source: Labor Market Statistics, Covered Employment and Wages Program



2. Investments: Dollars and jobs.

(Source: Virginia Economic Development Partnership)

Investments in the region, 2010 - 2011.

(Total Investment: 115\$M, Total New Jobs: 852)

Company Name	Location	NAICS	Business Description	Month Announced	New / Expansion	New Jobs	Investment (M\$)
Lawyers Road Energy	Campbell County	324110	Creates electricity fuel from recycled oil and rubber	May, 2011	N	25	10.00
Delta Star, Inc.	Lynchburg	335311	Medium-power transformers and mobile transformers/substations	May, 2011	E	78	10.00
NovaTech	Lynchburg	541330	Design and fabrication of systems and components for the nuclear, aerospace, and industrial markets	May, 2011	E	12	1.00
Dominion Virginia Power	Campbell County	221112	Electric power generation; biomass	April, 2011	E	0	55.00
Banker Steel Company, LLC	Lynchburg	332312	Fabricates structural steel	April, 2011	E	100	1.00
Advanced Quality Coatings, LLC	Amherst County	332812	Powder coatings	April, 2011	E	10	0.10
Advanced Logic Industries	Bedford County	541512	Technology consulting and systems integration	April, 2011	E	5	0.10
Fostek Corporation	Bedford City	326299	Plastic and rubber blended, closed-cell foams	February, 2011	E	17	1.50
J.Crew Group, Inc.	Lynchburg	454113	Distribution operation/mail order facility; clothing and apparel	February, 2011	E	177	20.30
Belvac Production Machinery	Lynchburg	333993	Manufactures motion rotary machinery for food and beverage industry	January, 2011	E	60	4.50
Genworth Financial, Inc.	Lynchburg	561422	Life insurance; call center	January, 2011	E	30	0.00
Abbott Laboratories	Campbell County	311514	Nutritional formula products	July, 2010	E	16	8.70
Intersections, Inc.	Campbell County	561422	Call center; identity theft protection support	July, 2010	N	250	2.00
Mid-State Insurance	Lynchburg	524210	Insurance and investment products and services provider	April, 2010	E	20	0.10
NemoBiofuel	Lynchburg	325998	Waste vegetable oil to heating oil conversion	March, 2010	N	2	0.20
Banker Steel Company, LLC	Lynchburg	332312	Structural steel fabrication	January, 2010	E	50	0.00

Source: Virginia Economic Development Partnership



3. Changes in the Economic Environment:

(Source: Virginia Workforce Connection)

2010 Current Employment Statistics (CES) (Source: Virginia Workforce Connection)

Series Code	Title	2010 Employment	2009 Employment	Over the Year Change
00000000	Total nonfarm	102,900	104,300	-1,400
05000000	Total private	88,300	89,400	-1,100
06000000	Goods-producing	20,700	21,600	-900
07000000	Service-providing	82,200	82,700	-500
08000000	Private service-providing	67,700	67,800	-100
30000000	Manufacturing	14,700	15,000	-300
40000000	Trade, transportation, and utilities	19,000	19,000	0
42000000	Retail trade	12,700	12,400	300
90000000	<u>Government</u>	14,600	14,900	-300

Estimated number unemployed compared to number of advertised online jobs, Fall 2012

Area Name	Number of Unemployed in October of 2012	Job Openings in November of 2012	Number of Unemployed per Job Opening in Fall of 2012
Lynchburg, VA Metropolitan Statistical Area	7,524	4,330	1.73



Number of Startup Firms					
Source: Virginia Workforce Commission					
YEAR	Q1	Q2	Q3	Q4	TOTAL
2012	58	47	-	-	-
2011	64	52	45	46	207
2010	68	70	71	72	281
2009	58	68	74	52	252
2008	105	57	52	61	275
2007	237	77	71	13	398
2006	50	53	41	23	167
2005	44	37	58	29	168
2004	23	25	32	34	114
2003	31	29	26	11	97
2002	30	14	36	20	100
2001	18	31	22	15	86

Distribution of industries, 4th quarter, 2010.

Rank	Industry Sector	Establishments	Employees
1	Total, all industries	6,715	98,123
2	Health Care and Social Assistance	1,131	15,056
3	Manufacturing (31-33)	313	14,731
4	Retail Trade (44 & 45)	863	13,396
5	Education Services	64	9,450
6	Accommodation and Food Services	415	7,835
7	Construction	923	5,911
8	Admin., Support, Waste Mgmt, Remediation	316	5,419
9	Professional Scientific & Technical Svc	548	5,131
10	Wholesale Trade	255	3,615

Source: Labor Market Statistics, Quarterly Census of Employment and Wages Program



Building Permit Information, March 2011-October 2012

Building Permit Type	Number of Permits Issued		Building Construction Cost	
	March 2011	October 2012	March 2011	October 2012
5 or more Units	5	77	\$104,000.00	\$5,573,000.00
Duplex	-	4	-	\$250,000.00
Single Family	35	40	\$7,660,000.00	\$9,132,000.00
Total	40	121	\$7,764,000.00	\$14,955,000.00

Goal One: Develop and maintain a knowledge based workforce to meet the needs and opportunities of a 21st century economy.

4. Are Training Needs Being Met?

(Source: Virginia Employment Commission and State Council of Higher Education for Virginia.)

The table below shows the minimum required education level on job openings advertised online in Lynchburg, VA Metropolitan Statistical Area, Virginia on July 12, 2011.

Rank	Minimum Education Level	Job Openings	Percent
1	Not Specified	2,579	
2	No Minimum Education Requirement	13	4.36%
3	High School Diploma or Equivalent	112	37.58%
4	2 Years of College or a Technical or Vocational School	2	.67%
5	Vocational School Certificate	4	1.34%
6	Associates Degree	14	4.7%
7	Bachelor's Degree	125	41.95%
8	Master's Degree	18	6.04%
9	Doctorate Degree	10	3.36%

The table below shows the education levels of potential candidates in Lynchburg, VA Metropolitan Statistical Area, Virginia on July 12, 2011.

Rank	Minimum Education Level	Potential Candidates	Percent
1	Less than High School	2,252	5.99%
2	High School Diploma or Equivalent	13,822	36.75%
3	1 to 3 Years at College or a Technical or Vocational School	6,913	18.38%
4	Vocational School Certificate	1,489	3.96%
5	Associates Degree	4,102	10.91%
6	Bachelor's Degree	6,117	16.27%
7	Master's Degree	2,385	6.34%
8	Doctorate Degree	316	.84%
9	Specialized Degree (e.g. MD, DDS)	210	.56%

All Public Four-year Institutions - SCHEV Research Report E12

New undergraduate Enrollment By Domicile, Fall 2010

Note: Domicile is defined by the student's location of origin.

Locality	New Freshmen	New Transfers		Total	All Students
		Under 24 Years	25 and Older		
Amherst County	34	10	6	16	50
Appomattox County	22	7	0	7	29
Bedford City	10	3	0	3	13
Bedford County	129	41	10	51	180
Campbell County	43	21	2	23	66
Lynchburg City	121	30	14	44	165



All Public Two-Year Institutions - SCHEV Research Report E12

New undergraduate Enrollment By Domicile, Fall 2010

Note: Domicile is defined by the student's location of origin.

Locality	New Freshmen	New Transfers			All Students
		Under 24 Years	25 and Older	Total	
Amherst County	124	22	18	40	164
Appomattox County	85	4	17	21	106
Bedford City	17	4	6	10	27
Bedford County	257	52	78	130	387
Campbell County	195	35	38	73	268
Lynchburg City	277	75	70	145	422

All Private, NonProfit, Four-year Institutions - SCHEV Research Report E12

New undergraduate Enrollment By Domicile, Fall 2010

Note: Domicile is defined by the student's location of origin.

Locality	New Freshmen	New Transfers			All Students
		Under 24 Years	25 and Older	Total	
Amherst County	68	22	13	35	103
Appomattox County	29	5	6	11	40
Bedford City	12	9	4	13	25
Bedford County	180	40	31	71	251
Campbell County	79	16	20	36	115
Lynchburg City	302	87	76	163	465



5. Track the Education/Training/Experience Achievements:

(Source: Virginia Department of Education and State Council of Higher Education for Virginia).

Diploma and Certificate Graduates and Completers, 2009-2010 with Future Plans

	School Name	Total Graduates ² and Completers 2009-2010	Attending Two-year Colleges	Attending Four-year Colleges	Other Continuing Education Plans	Employment	Military	No Plans
Amherst County	Amherst County High	359	137	112	27	58	12	13
Appomattox County	Appomattox County High	151	31	68	23	22	6	1
Bedford County	Jefferson Forest High	317	88	178	20	18	10	3
Bedford County	Liberty High	232	117	94	7	4	4	6
Bedford County	Staunton River High	280	99	127	22	11	11	10
Campbell County	Altavista High	109	30	48	2	10	5	14
Campbell County	Brookville High	226	84	97	4	5	6	30
Campbell County	Rustburg High	199	50	70	10	17	3	49
Campbell County	William Campbell High	94	26	41	1	11	6	9
Lynchburg City	E.C. Glass High	362	111	167	4	26	11	43
Lynchburg City	Heritage High	240	85	61	20	8	32	34

Graduation, Completion and Dropout Rates, Class of 2010

Division	Virginia On-Time Graduation Rate	Cohort Completion Rate	Dropout Rate
Amherst County	87.1	93.4	4.5
Appomattox County	83.7	87.8	9.3
Bedford County	93.3	95.6	3.9
Campbell County	79	88.9	7.7
Lynchburg City	75.6	79.7	14.6



Acceptance Rate to all Post Secondary, Four and Two Year, Public and Private Institutions

Amherst County Admissions Summary						
	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
Acceptance Rate	66.70%	69.80%	69.10%	78.50%	77.00%	82.70%

Appomattox County Admissions Summary						
	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
Acceptance Rate	70.50%	71.60%	71.30%	80.50%	82.80%	80.00%

Bedford County Admissions Summary						
	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
Acceptance Rate	72.70%	70.50%	72.10%	79.90%	77.50%	81.20%

Campbell County Admissions Summary						
	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
Acceptance Rate	73.60%	71.40%	71.00%	82.40%	81.40%	81.70%

Bedford City Admissions Summary						
	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
Acceptance Rate	72.00%	71.90%	75.70%	85.50%	86.70%	80.80%

Lynchburg City Admissions Summary						
	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
Acceptance Rate	68.70%	70.40%	70.40%	86.10%	85.50%	80.70%



Goal Two: Develop and implement innovation led economic development (ILED) in Region 2000.

6. The Amount of Research and Development Occurring.

(Source: CAER).

Nuclear Power

- Computational Fluid Dynamics (modeling and simulation)
- Control Systems (for power generation systems)
- Environmental Qualification (safety related equipment)
- Gas Cleanup Technologies
- Human Factors – (human performance, technology design, and human-computer interaction)
- Industrial Waste Management- Extraction of hazardous materials from industrial waste streams, especially nitrates
- Material Science
 - Including high temperature refractories and ceramics
- New and advanced power generation processes
- Non-destructive examination techniques
- Nuclear Materials Container Design, Analysis, Fabrication and Testing
- Nuclear Waste Management
- Radiation Protection
- Robotics
- Security - search, detection and surveillance
- Simulation Technology
- Space Nuclear Power and Propulsion
- Welding Technologies
 - Precision welding control of zirconium alloys and Inconels
 - Minimizing potential for internal defects (porosity, cracks)
 - Minimizing shrinkage and/or distortion
 - Dimension control of the weld underbead

(...continued on next page)



Wireless Communications

- A/D and D/A converters
 - Lower power consumption for higher speed and dynamic range
 - High sample rates
 - High SNR/SFDR for linear broad band RF paths
- Antennas- smart antennas for reducing interference
- Automated Testing Technologies/Concepts
- Bluetooth Technology
- Broadband Technology (WiMAX/WiFi); applications to PS
- Cancellation Technologies
- Cognitive Radio Concepts for Interoperability Enhancement
- Digital LMR Communications
- Digital Microwave for System Infrastructure
- Digital Satellite Communications Links for LMR Remote Site Linkage
- Digital tunable small size bandpass filters for multiband portable front ends
- Distributed antenna systems (analog and digital processing)
- Enclosures - Improved High temperature materials for radio enclosures (withstand fire?)
- Encryption methods (advanced); public key techniques
- Fiber Optics Technology for System Infrastructure
- Fiber Optics Transport (RF, video, data)
- FPGAs and DSPs (Lower size, cost, power, denser designs, time to market)
- Geolocation in wireless networks
- Integrated circuits/semiconductors
- Integrated multiband mixed analog and digital SoC devices that condense today's radio layouts into much smaller, lower power packages
- IP/Networking/ad hoc networks - Practical, implementable ad-hoc networking concepts
- Mobile network drive test tools
- Multiband Software defined radio that doesn't require replication of RF circuitry for different bands
- Next Generation VOIP and ROIP Technology
- PA linearizers for base stations and small enough and with low enough power consumption to be implemented in a portable.

(...continued on next page)



- Phase noise oscillators - Improved
- Portables
 - Better sounding, durable, low cost small speakers
 - General Power consumption conservation/reduction techniques, smaller batteries
 - Improved, low cost and durable displays
- Rapid prototype development - Improved tools (e.g. easier to use Simulink model based design for DSPs and FPGAs)
- Receive spatial diversity techniques for both base stations and terminals.
- RF Transport over Fiber
- RF integration (optimum) MMIC
- RF repeaters
- Sensor networks – DoD, DHS, CIP, Public Service (utility, industrial, etc.)
- Video Transmission over LMR
- Voice recognition devices and/or SW algorithms - Secure, cheap, and reliable
- Wideband Radio receive and transmit RF devices (including antennas)(e.g.150-800 MHz)
- Wideband synthesizers for multiband radios
- Wireless interface devices for PANs - secure, cheap, and reliable



7. How Much Activity (post secondary degrees and employment) is STEM Related?

(Source: VEC, Labor Market Facts, Education Program Completers, Virginia Employment Commission).

Post Secondary Degrees in STEM Subjects

Title	Credential Attained	Completers
Electrical & Electronic Engineering Technologies/Technicians, Other	Associate's Degree	3
Electrical & Electronic Engineering Technologies/Technicians, Other	Postsec. Awards/Cert./Diplomas; 1-2 yrs.	4
Engineering Physics	Bachelor's Degree	0
Engineering Science	Bachelor's Degree	2
Engineering Technologies/Technicians, Other	Associate's Degree	5
Engineering, General	Associate's Degree	0
Engineering/Industrial Management	Bachelor's Degree	0
Industrial Technology/Technician (NEW)	Associate's Degree	25
Mechanical Engineering Related Technologies/Technicians, Other	Postsec. Awards/Cert./Diplomas; 1-2 yrs.	10
Computer and Information Sciences, General	Bachelor's Degree	16
Computer Science	Bachelor's Degree	0
Management Information Systems, General	Associate's Degree	11
Management Information Systems, General	Bachelor's Degree	11
Mathematics, General	Bachelor's Degree	28
Web Page, Digital/Multimedia & Information Resources Design (NEW)	Bachelor's Degree	0
Athletic Training/Trainer	Bachelor's Degree	7
Clinical/Medical Laboratory Technician	Associate's Degree	5
Emergency Medical Technology/Technician (EMT Paramedic)	Associate's Degree	15
Health Professions and Related Clinical Sciences, Other	Bachelor's Degree	3
Kinesiology and Exercise Science	Bachelor's Degree	29
Medical Radiologic Technology/Science - Radiation Therapist	Associate's Degree	17
Pharmacy Technician/Assistant	Associate's Degree	2

(...continued on next page)

Title	Credential Attained	Completers
Pharmacy Technician/Assistant	Postsec. Awards/Cert./Diplomas; 1-2 yrs.	4
Phlebotomy/Phlebotomist (NEW)	Associate's Degree	3
Phlebotomy/Phlebotomist (NEW)	Postsec. Awards/Cert./Diplomas; 1-2 yrs.	7
Respiratory Care Therapy/Therapist	Associate's Degree	13
Surgical Technology/Technologist	Associate's Degree	18
Anthropology	Bachelor's Degree	3
Biochemistry	Bachelor's Degree	1
Biological and Biomedical Sciences, Other	Bachelor's Degree	0
Biology/Biological Sciences, General	Bachelor's Degree	49
Biomedical Sciences, General (NEW)	Bachelor's Degree	14
Chemistry, General	Bachelor's Degree	9
Environmental Science (NEW)	Bachelor's Degree	14
Environmental Studies (NEW)	Bachelor's Degree	6
Exercise Physiology (NEW)	Bachelor's Degree	22
Physics, General	Bachelor's Degree	1
Theoretical and Mathematical Physics	Bachelor's Degree	1
Aeronautics/Aviation/Aerospace Science & Technology, General	Bachelor's Degree	10
Biochemistry	Bachelor's Degree	1
Biological and Biomedical Sciences, Other	Bachelor's Degree	0
Biology/Biological Sciences, General	Bachelor's Degree	49
Chemistry, General	Bachelor's Degree	9
Community Health and Preventive Medicine (NEW)	Bachelor's Degree	0
Computer and Information Sciences, General	Bachelor's Degree	16
Computer Science	Bachelor's Degree	0
Engineering Physics	Bachelor's Degree	0
Engineering Science	Bachelor's Degree	2
Engineering, General	Associate's Degree	0
Finance, General	Bachelor's Degree	0
Management Information Systems, General	Associate's Degree	11
Management Information Systems, General	Bachelor's Degree	11

The following chart displays high wage, select employment requiring a background in science, technology, engineering or math.

4th Qtr. 2010 (October, November, December) Quarterly Census of Employment and Wages, for Lynchburg, VA.

Industry	Average Establishments	Average Employment	Average Weekly Wage
Securities, Commodity Contracts, and Other Fi	68	230	\$2,074
Securities and Commodity Contracts Intermedia	36	116	\$1,988
Securities Brokerage	34	104	\$1,985
Securities Brokerage	34	104	\$1,985
Other Financial Investment Activities	32	114	\$2,162
Portfolio Management	9	59	\$2,753
Investment Advice	18	50	\$1,462
All Other Financial Investment Activities	5	5	\$2,173
Architectural, Engineering, and Related Servi	78	2,545	\$1,694
Engineering Services	49	2,305	\$1,763
Other Specialized Design Services	4	9	\$1,411
Custom Computer Programming Services	31	127	\$1,675
Management, Scientific, and Technical Consult	78	297	\$1,592
Marketing Consulting Services	16	55	\$2,108
Process, Physical Distribution, and Logistics	6	11	\$1,663
Other Scientific and Technical Consulting Ser	14	93	\$2,140
Offices of Physicians	95	1,790	\$1,836
Offices of Physicians (except Mental Health S	92	1,779	\$1,843
Medical and Diagnostic Laboratories	10	186	\$1,981
Diagnostic Imaging Centers	7	134	\$1,723
Professional Organizations	4	9	\$1,589
Regulation and Administration of Communicatio	1	12	\$1,994
National Security and International Affairs	3	36	\$1,458










Source: Labor Market Statistics,
Covered Employment & Wages Program.

Goal Three: Ensure the region has well-planned, state-of-the-art infrastructure to facilitate growth of high-wage industry clusters. (Source: Virginia Economic Development Partnership).

8. How Much Industrial/Business Property is Available and Ready for Development ?

(Source: Virginia Economic Development Partnership).










Buildings

On Map		Property Name	Space Available (sq ft)	Expandable (sq ft)	Incremental (sq ft)	Locality
<input checked="" type="checkbox"/>		Thomasville Plant	831,130	NA	NA	Appomattox
<input checked="" type="checkbox"/>		Dan River Inc	354,457	NA	NA	Campbell
<input checked="" type="checkbox"/>		Tarkett	169,086	NA	NA	Campbell
<input checked="" type="checkbox"/>		Woolen Mill Building	159,999	NA	53,333	Bedford City
<input checked="" type="checkbox"/>		Frank Chervan facility	156,480	NA	NA	Bedford City
<input checked="" type="checkbox"/>		Atlantic Coast Industries Building	87,000	NA	NA	Appomattox
<input checked="" type="checkbox"/>		New Dominion Packaging Building	80,000	NA	NA	Amherst
<input checked="" type="checkbox"/>		1104 & 1110 McConville Road	72,500	NA	NA	Lynchburg
<input checked="" type="checkbox"/>		Seneca Commerce Park - Virtual Building (Virtual Buildir ?)	59,600	119,600	NA	Campbell
<input checked="" type="checkbox"/>		Gamma Irradiation Facility	51,250	NA	NA	Bedford
<input checked="" type="checkbox"/>		Dearing Ford Virtual Building (Virtual Buildir ?)	33,106	NA	NA	Campbell
<input checked="" type="checkbox"/>		Dan River 501 Plant	31,250	NA	NA	Campbell
<input checked="" type="checkbox"/>		Bedford County Virtual Building (Virtual Buildir ?)	30,000	60,000	NA	Bedford









(...continued on next page)



Buildings

<input checked="" type="checkbox"/>		Courtland Sangill Building	26,250	NA	NA	Appomattox
<input checked="" type="checkbox"/>		720 Industrial Avenue	25,212	NA	NA	Bedford City
<input checked="" type="checkbox"/>		McConville Park Building 1030 McConville Rd	18,107	NA	2,257	Lynchburg
<input checked="" type="checkbox"/>		Clarke Printing Building	16,000	NA	NA	Lynchburg
<input checked="" type="checkbox"/>		2210 Florida Avenue Hawkins & Graves Building	14,200	NA	NA	Lynchburg
<input checked="" type="checkbox"/>		Triangle Ford Building	12,500	NA	NA	Campbell
<input checked="" type="checkbox"/>		2540 Fairview Avenue	9,600	NA	NA	Lynchburg
<input checked="" type="checkbox"/>		Wiita Building	6,500	NA	NA	Campbell
<input checked="" type="checkbox"/>		Pallet Services, Inc.	5,376	NA	NA	Campbell

Parks

Map		Property Name	Site Area (acres)	Largest Contiguous Parcel (acres)	Locality
<input checked="" type="checkbox"/>		Alphonse Stroobants Estate	4.00	4.00	Bedford
<input checked="" type="checkbox"/>		Amelon Commerce Center (Right Now Site )	123.57	37.75	Amherst
<input checked="" type="checkbox"/>		Appomattox Center For Business and Commerce (Right Now Site )	475.00	115.00	Appomattox
<input checked="" type="checkbox"/>		Bedford Center for Business (Right Now Site )	100.00	50.00	Bedford City
<input checked="" type="checkbox"/>		Brookneal Campbell County Industrial Park	20.00	18.00	Campbell

(...continued on next page)



Parks

✓		Dearing Ford Business and Industrial Park (Right Now Si ?)	55.00	30.00	Campbell
✓		First Lynchburg Industrial Park	147.00	20.00	Lynchburg
✓		L. Barnes Brockman, Sr. Business and Industrial Park (Right Now Si ?)	250.00	90.00	Amherst
✓		Little Otter Business Park	69.00	69.00	Bedford
✓		Lynchpin Industrial Park (Right Now Si ?)	479.00	262.76	Lynchburg
✓		Montvale Center for Commerce (Right Now Si ?)	44.00	20.00	Bedford
✓		New London Business and Technology Center	515.00	114.00	Bedford
✓		Seneca Commerce Park	53.00	27.31	Campbell
✓		Zane Snead Industrial Park	250.00	18.62	Amherst

Goal Four: Promote and enhance interregional transportation systems.
(Source: Transportation providers).

9. How Much Daily Service is Provided Getting Into and Out of the Region?

(Source: Lynchburg Regional Airport, AMTRAK, Greyhound).

U. S Air Express: 12 daily arrivals and departures from Lynchburg Regional Airport.

AMTRAK: Crescent Line from New York to New Orleans, 1 south bound and 1 north bound trip each day. Northeast Regional Line, 1 arrival (terminus) and 1 departure (origination) each day.

Greyhound Bus: 4 arrivals and departures from Kemper Street Station daily with serval stops within the region.



Goal Five: Seek to maintain and promote the region's natural beauty, health care, cultural amenities and tourism opportunities.

10. What is the General Health of the Region?

(Source: Virginia Department of Health).

	<u>TOTAL LIVE BIRTHS</u>	<u>RATE PER 1000 FEMALES</u>	<u>TOTAL DEATHS ALL AGES</u>	<u>RATE PER 1000 POP.</u>
COMMONWEALTH	137,920	84.5	58,378	7.4
PLANNING DISTRICT 11	2,707	54.2	2,325	9.4

Source: Selected from TABLE 1

RESIDENT TOTAL PREGNANCIES, LIVE BIRTHS, INDUCED TERMINATIONS OF PREGNANCY, AND NATURAL FETAL DEATHS, INFANT DEATHS UNDER ONE YEAR OF AGE, AND TOTAL DEATHS, WITH RATES PER 1,000 FEMALES AGES 15-44, LIVE BIRTHS, AND TOTAL POPULATION BY PLANNING DISTRICTS AND CITY OR COUNTY VIRGINIA, 2009

11. What is the Amount of Farmland (Open Space) in the Region?

(Source: U. S. Agriculture Census)

	Land in Farms		
	2007	2002	% change
Amherst	88,430 acres	99,863 acres	- 11
Appomattox	75,874 acres	84,971 acres	- 11
Bedford	212,237 acres	199,244 acres	+ 7
Campbell	140,359 acres	138,716 acres	+ 1

Source: 2007 U. S. Agriculture Census



12. What is Tourism Impact and the Lodging, Sales, Restaurant and Business License Tax Receipts?

(Source: Virginia Auditor of Public Accounts, Comparative Reports, Tab B-2)

Revenues of Selected Taxes on June 30, 2010

Locality	Local Sales and Use Taxes	Business License Taxes	Hotel and Motel Room Taxes	Restaurant Food Taxes
City of:				
Bedford	854,574	415,475	49,589	643,868
Lynchburg	12,675,632	7,728,324	1,668,451	10,477,699
County of:				
Amherst	2,317,160	424,105	58,458	835,056
Appomattox	756,516	-	-	-
Bedford	4,071,798	501	313,787	1,312,399
Campbell	3,877,173	1,572,753	-	-

Economic Impact of Domestic Travel on Virginia Counties and Cities

2009 Preliminary Estimates

				State Tax	Local Tax
	Expenditures	Payroll	Employment	Receipts	Receipts
County	(\$ Millions)	(\$ Millions)	(Thousands)	(\$ Millions)	(\$ Millions)
AMHERST	19.32	4.40	0.27	0.90	0.60
APPOMATTOX	8.59	1.77	0.10	0.43	0.27
BEDFORD	69.89	15.76	0.99	3.52	2.17
BEDFORD CITY	9.45	1.76	0.10	0.46	0.38
CAMPBELL	33.13	6.62	0.39	1.56	0.54
LYNCHBURG CITY	136.17	28.13	1.52	6.55	5.62

% Change From 2008

AMHERST	-10.2%	-5.0%	-5.4%	-4.0%	-9.1%
APPOMATTOX	-2.1%	2.2%	1.5%	4.6%	-1.0%
BEDFORD	-5.3%	-5.3%	-2.7%	1.2%	-4.2%
BEDFORD CITY	-6.2%	-6.0%	-4.0%	0.2%	-5.1%
CAMPBELL	-0.8%	4.9%	4.4%	6.0%	0.3%
LYNCHBURG CITY	-1.9%	2.4%	1.5%	4.8%	-0.8%

Source: Virginia Tourism Corporation



13. How Much Activity (establishments and jobs) in the Sectors of Retail, the Arts, Accommodations and Restaurants is There in the Region?

(Source: Virginia Employment Commission)

4th Qtr. 2010 (October, November, December) Quarterly Census of Employment and Wages, Sector (2 digit) data for Lynchburg, VA Metropolitan Statistical Area, VA, Aggregate of all types.

Industry Code (NAICS)	Industry	Average Establishments		Employment		Average Employment	Average Weekly Wage	Report
44-45	Retail Trade	863	13,107	13,557	13,524	13,396	\$412	Trend
71	Arts, Entertainment, and Recreation	84	964	915	841	907	\$370	Trend
72	Accommodation and Food Services	415	7,824	7,852	7,830	7,835	\$250	Tren



IX. PUBLIC PARTICIPATION



IX. PUBLIC PARTICIPATION

Throughout the CEDS process the general public has been afforded multiple opportunities and means to comment and effect the document. The Strategy Committee meetings have all been covered by the press which has resulted in several articles in the local paper. The Region 2000 local Government Council has established and regularly updated a web site with all agendas, documents and contact information. After each Strategy meeting a public meeting has been held to present the progress and receive comments.

*Strategy Committee Schedule

Aug. 19, 2010, 12:00pm – 2:00pm Organizational meeting, data review
Sept. 8, 2010, 12:00pm – 2:00pm Determine Strengths and Weaknesses
Nov. 10, 2010, 12:00pm – 2:00pm Set Goals and Objectives
Feb. 9, 2011, 12:00pm – 2:00pm Determine Programs and Implementation
May 11, 2011, 12:00pm – 2:00pm Performance Measures established
August 10, 2011, 12:00pm – 2:00pm Recommendation for adoption

Public information/forum meetings will follow the SC meetings four times**. At these sessions the work of the SC will be on display and discussions encouraged. Suggestions by the public will be duly noted and passed on for possible inclusion at the next SC meeting.

**Public Information/Input Schedule

Oct. 13, 2010, 4:00pm – 6:00pm Review/comment on Strengths and Weaknesses
Jan. 12, 2011, 4:00pm – 6:00pm Review/comment on Goals and Objectives
April 13, 2011, 4:00pm – 6:00pm Review/comment on Implementation
July 13, 2011, 4:00pm – 6:00pm Review/comment on draft CEDS

October 25, 2012, 3:00pm Introduction of CEDS update
January 24, 2013, 3:00pm Adoption of Updated CEDS





The Region 2000 web site has on the home page a CEDS logo shown here, which enables the reader to access the CEDS site.

The page is displayed on the following page.




[REGION 2000 PARTNERSHIP](#)
[HOME](#)
[PARTNERS](#)
[WHY CHOOSE US](#)
[LIVING HERE](#)
[MEDIA CENTER](#)
[LOCALITIES](#)
[JOBS](#)
[CONTACT](#)

[Home](#) » [Partners](#) » [Local Government Council \(LGC\)](#) » [CEDS](#)

IN THIS SECTION

- [< Back](#)
- [LGC Home](#)
- [Who We Are](#)
- [Board](#)
- [Staff](#)
- [Transportation Planning](#)
- [Services Authority](#)
- [CEDS](#)
- [Environmental Services](#)
- [Greenways](#)
- [Community Development](#)
- [Radio Board](#)
- [Reports and Plans](#)
- [GIS and Mapping](#)
- [Links](#)
- [Contact and Directions](#)
- [Jobs](#)
- [Local Government Council Employee Information](#)



**COMPREHENSIVE
ECONOMIC
DEVELOPMENT
STRATEGY**

The Comprehensive Economic Development Strategy (CEDS) is a map leading to a stronger and more diverse regional economy.

The CEDS Committee will 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. They will look at our regional economy compared to surrounding and competing regional economies. From this comparison, the strengths and weaknesses of the region will become evident.

The completed CEDS document will go to the Federal Economic Development Administration and Virginia's Governor, and will be pivotal in obtaining federal infrastructure and development grants in the future. The document will also serve as the region's roadmap for economic development in the future.

Click to view:

[Meeting Documents](#)

[Committee Members](#)

[Draft Goals and Objectives](#)

[Project List](#)

[Comprehensive Economic Development Strategy Document](#)

[Thirty Day Public Comment Period](#)

The CEDS document herein is in a draft stage and subject to change. Please review accordingly. If you wish to make comments about the draft send them to gmassle@region2000.org. Thank you.

Calendar

Committee Meetings

Aug. 19, 2010 — Organizational meeting and data review.
 Sept. 8, 2010 — Determine strengths and weaknesses.
 Nov. 10, 2010 — Set goals and objectives.
 Feb. 9, 2011 — Determine programs and implementation.
 May 11, 2011 — Establish performance measures.
 Aug. 10, 2011 — Recommend CEDS for adoption.

Public Information\Input Meetings

Oct. 13, 2010, 5pm — Review/comment on strengths and weaknesses.
 Jan. 12, 2011, 5:30pm — Review/comment on goals and objectives.
 Apr. 13, 2011, 6pm — Review/comment on implementation.
 July 13, 2011, 6:30pm — Review/comment on draft CEDS.

828 Main Street, 12th Floor, Lynchburg, Virginia 24504 - Phone: (434) 845-2000
 ©2011 Virginia's Region 2000 Partnership. All Rights Reserved. (v2)

The Comprehensive Economic Development Strategy (CEDS) is a map leading to a stronger and more diverse regional economy.

The CEDS Committee will 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. They will look at our regional economy compared to surrounding and competing regional economies. From this comparison, the strengths and weaknesses of the region will become evident. The completed CEDS document will go to the Federal Economic Development Administration and Virginia's Governor, and will be pivotal in obtaining federal infrastructure and development grants in the future. The document will also serve as the region's roadmap for economic development in the future.

©2013 Virginia's Region 2000 Partnership. All Rights Reserved. (v011813)

The final draft was recommended for approval by the CEDS Strategy Committee on August 10, 2011 to the Region 2000 Local Government Council. Prior to the document being submitted to the Local Government Council it was made available for public review and comment for thirty (30)) days. This opportunity was advertised in the Lynchburg News and Advance, posted on the Local Government Council bulletin board and posted on the Region 2000 web page. The 2013 update was adopted by the CEDS Strategy Committee on January 24, 2013.

Contact

For further comments or to acquire additional information about the CEDS please contact:

Virginia's Region 2000 Local Government Council

W. Scott Smith, Senior Planner (CEDS Coordinator)

Street Address: 828 Main Street, 12th Floor, Lynchburg, Virginia 24504

Email: mail@region2000.org

Phone: (434) 845-2000

Fax: 434-845-3493



APPENDIX



APPENDIX

Region 2000 Comprehensive Economic Development Strategies Project Information

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 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.

Data Sources for Metrics

1. Jobs and wages.

- » Change in industry employment (data source: Virginia Employment Commission, Quarterly Census of Employment and Wages, http://www.vawc.virginia.gov/analyzer/searchAnalyzer2.asp?cat=HST_EMP_WAGE_IND&session=IND202&subsession=99&time=&geo=&currsubsessavail=&incsource=&blnStart=True).
- » Advertised job data (data source: Virginia Employment Commission, Advertised Job Data, http://www.vawc.virginia.gov/analyzer/searchAnalyzer2.asp?cat=HST_JOB&session=JOBIND&subsession=99&time=&geo=&currsubsessavail=&incsource=&blnStart=True).

2. Investments: dollars and jobs.

- » Investment announcements by new and expanding companies (data source: Virginia Economic Development Partnership, Virginia Announcements Database, <http://virginiascan.yesvirginia.org/ResourceCenter/AnnouncementsWeb.aspx>).



3. Changes in the economic environment of the region.

- » Change in industry employment in the Lynchburg MSA relative to statewide data or selected other Virginia MSAs (data source: Virginia Employment Commission, Quarterly Census of Employment and Wages, http://www.vawc.virginia.gov/analyzer/searchAnalyzer2.asp?cat=HST_EMP_WAGE_IND&session=IND202&subsession=99&time=&geo=&currsessavail=&incsource=&blnStart=True).
- » Year-over-year employment growth (data source: Virginia Employment Commission, Quarterly Census of Employment and Wages, http://www.vawc.virginia.gov/analyzer/searchAnalyzer2.asp?cat=HST_EMP_WAGE_IND&session=IND202&subsession=99&time=&geo=&currsessavail=&incsource=&blnStart=True).
- » Unemployment (data source: Virginia Employment Commission, Labor Force Employment and Unemployment, http://www.vawc.virginia.gov/analyzer/searchAnalyzer2.asp?cat=HST_EMP_WAGE_LAB_FORCE&session=LABFORCE&subsession=99&time=&geo=&currsessavail=&incsource=&blnStart=True, or from the area profile at <http://www.vawc.virginia.gov/vosnet/lmi/area/areasummary.aspx?section=empunempinddata&session=areadetail&geo=5121031340>).
- » Building permits (data source: Virginia Employment Commission, Area Profile, <http://www.vawc.virginia.gov/vosnet/lmi/area/areasummary.aspx?section=economicsdata&item=permits&session=areadetail&geo=5115000447>).
- » Startup firms (data source: Virginia Employment Commission, Startup Firms, http://www.vawc.virginia.gov/analyzer/session/session.asp?CAT=HST_EMP_WAGE_IND).

Goal One: Develop and maintain a knowledge based workforce to meet the needs and opportunities of a 21st century economy.

4. Are training needs being met?

- » Labor demand and supply by education level (data source: Virginia Employment Commission, Area Profile, <http://www.vawc.virginia.gov/vosnet/lmi/area/areasummary.aspx?section=edutraindata&session=areadetail&geo=5121031340>).
- » Post secondary education participation rates (data source: would have to be derived using fall headcount by domicile of new undergraduates data from the State Council of Higher Education for Virginia, http://research.schev.edu/enrollment/E12_Report.asp).

5. Track the education/training/experience achievements.

- » High school completions (data source: Virginia Department of Education, High School Graduates and Completers, http://www.doe.virginia.gov/statistics_reports/graduation_completion/hs_grads_completers/index.shtml).



- » High school graduation and dropout rates (data source: Virginia Department of Education, Virginia Cohort Reports, http://www.doe.virginia.gov/statistics_reports/graduation_completion/cohort_reports/index.shtml). Admissions by year and locality (data source: State Council for Higher Education for Virginia, http://research.schev.edu/enrollment/b8_admissions_locality.asp)

Goal Two: Develop and implement innovation led economic development (ILED) in Region 2000.

6. The amount of research and development occurring.

- » Data Source: CAER

7. How much activity (post secondary degrees and employment) is STEM related?

- » Local postsecondary STEM completions (data source: State Council of Higher Education for Virginia, Trends in STEM, http://research.schev.edu/completions/stem_trends.asp).
- » Quarterly Census of Employment and Wages (data source: http://www.vawc.virginia.gov/analyzer/qsInd202.asp?quicksearch=True&setvar=True&cat=HST_EMP_WAGE_IND&session=IND202&subsession=99).

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

8. How much industrial/business property is available and ready for development?

- » Available properties (data source: Virginia Economic Development Partnership, Site Selection Tool, http://virginiascan.yesvirginia.org/site_selection/PropertySearch.aspx).

Goal Four: Promote and enhance interregional transportation systems.

9. How much daily service is provided getting into and out of the region?

- » (Data source: Lynchburg Regional Airport, AMTRAK, Greyhound)

Goal Five: Seek to maintain and promote the region's natural beauty, health care, cultural amenities and tourism opportunities.

10. What is the general health of the region?

- » (Data source: Virginia Department of Health)

11. What is the amount of farm land?

- » (Data source: US Agriculture Census)



12. What is tourism impact and the lodging, sales, restaurant and business tax receipts?

- » Lodging tax revenues (data source: Virginia Auditor of Public Accounts, Comparative Reports, Tab B-2, <http://www.apa.virginia.gov/ComparativeReport.cfm>).
- » Restaurant tax revenues (data source: Virginia Auditor of Public Accounts, Comparative Reports, Tab B-2, <http://www.apa.virginia.gov/ComparativeReport.cfm>)
- » Virginia Tourism Corporation

13. How much activity (establishments and jobs) in the sectors of retail, the arts, accommodations and restaurants is there in the region?

- » Number of establishments in the Retail Trade sector (data source: Virginia Employment Commission, Quarterly Census of Employment and Wages, http://www.vawc.virginia.gov/analyzer/searchAnalyzer2.asp?cat=HST_EMP_WAGE_IND&session=IND202&subsession=99&time=&geo=&currsessavail=&incsource=&blnStart=True).
- » Employment in the Arts, Entertainment, and Recreation sector (data source: Virginia Employment Commission, Quarterly Census of Employment and Wages, http://www.vawc.virginia.gov/analyzer/searchAnalyzer2.asp?cat=HST_EMP_WAGE_IND&session=IND202&subsession=99&time=&geo=&currsessavail=&incsource=&blnStart=True).



Inaugural Committee Members

Name	Employer	Race	Public/Private Sector
Susan Ackley	Brown, Edwards & Co. LLP	W	PRI
Shayla Anderson	Central Virginia Health Department	AA	PUB
Ralph Andrews	Genworth Financial	W	PRI
Krista Boothby	James River Council for the Arts & Humanities	W	NP
Matthew Braud	Harris Corporation	W	PRI
Tony Brown	J Crew	W	PRI
Buddy Conner	Central Virginia Community College	W	PUB
Johanna Calfee	Prototype Advertising & Media	W	PRI
John Capps	Appomattox EDA	W	PUB
Mike Davidson	Campbell County	W	PUB
George Dawson	Centra Health	W	PRI
Bert Dodson,	Dodson Brothers Exterminating Co.	W	PRI
Vance Driskill	D. Vance Driskill Electrical & Multimedia	W	PRI
Joan Foster	Lynchburg City Council	W	PUB
Kerry W. Gateley	Director Lynchburg Health Department	W	PUB
T. Scott Garrett	Virginia Genral Assembly	W	PUB
Cheryl Giggetts	AECOM	W	PRI
Brian Goldman	Moore & Goldman Architects	AA	PRI
Rex Hammond	Lynchburg Regional Chamber of Commerce	W	PRI
Larry Hatch	Advanced Manufacturing Technologies, Inc.	W	PRI
Todd Irby	Innovative Wireless Technologies, Inc.	W	PRI
Larry Jackson	Appalachian Power	W	PRI
Terry Jamerson	News and Advance	W	PRI
Tom Jennings	Sylvan Learning Centers	W	PRI
Bif Johnson	Hurt & Proffitt	W	PRI
Lanny Lambdin	Virginia Central Uniserv	W	Labor Union
Bob Leveque	RR Donnelley	W	PRI
Lee Lintecum	Amherst County Administrator	W	PUB
Darlene Mack	Successful Innovations, Inc	AA	PRI
Nat Marshall	Babcock & Wilcox	AA	PRI
Marie Martin	United Way of Central Virginia	W	NP
Susan Martin	Bedford Area Chamber of Commerce	W	PRI
Charles McDowell	Brookneal Town Representative	W	PUB
Jim Meade	Mutual Telecom Services, Inc.	W	PRI
Jim Mercadante	CINTAS	W	PRI
Barry Moore	Liberty University	W	PRI
Dale Moore	Moore's Electric	W	PRI
James Mundy	Lynchburg Community Action Group	AA	NP
Dan Overstreet	nTelos	W	PRI
Reggie Pugh	AREVA	W	PRI
Rich Reimels	Babcock & Wilcox	W	PRI
Kinckle Robinson	Robinson Funeral Home	W	PRI
Mike Russell	Amherst Co EDA	W	PUB
Doug Schuch	Bedford County Public Schools	W	PUB
John Sharp	Bedford Co Board of Supervisors	W	PUB
John Spencer	Appomattox County	W	PUB
Sergei Troubetzkoy	Bedford Tourism & Welcome Center	W	PUB
Marjette Upshur	City of Lynchburg Economic Development	W	PUB
Denzil "Van" VanSwearingen	Appomattox Walmart #4636	W	PRI
John Walker	Lynchburg College	W	PRI
Sterling Wilder	Jubilee Family Center	AA	NP
Rayetta Webb	Wells Fargo Mortgage Co	W	PRI

AA = African American, W = White, NP = Non-Profit, PRI = Private, PUB = Public

2013 Strategy Committee Members

NAME	EMPLOYER	SECTOR
J. Frederick Armstrong	Wiley Wilson	Private
P.S. "Sandy" Baker	Babcock & Wilcox - Nuclear Operations Group	Private
Michael Bryant	Centra	Private
Dr. John Capps	Central Virginia Community College	Public
Andy Carroll	Areva, Inc.	Private
J. Waverly Coggsdale, III	Town of Altavista	Public
William H. Craft	Board of Supervisors, Appomattox County	Private
Bert Dodson, Jr.	Dodson Pest Control	Private
John Doyle, Jr.	The Pettyjohn Company	Private
Jerry L. Falwell, Jr.	Liberty University	Private
Dr. T. Scott Garrett	House of Delegates, Virginia General Assembly	Private
Robert H. Gilliam, Jr.		Private
Tom Hall	George E. Jones & Sons	Private
Rex K. Hammond	Lynchburg Regional Chamber of Commerce	Private
Eric Hansen	Innovative Wireless Technologies	Private
Jack Hobbs	Town of Amherst	Public
Larry Jackson	Appalachian Power	Private
Josh Keith	Genworth Financial / Young Professionals of Central Virginia	Private
Charles P. Kolakowski	City of Bedford	Public
R. David Laurell	Campbell County	Public
Robert A. Leveque	R.R. Donnelly	Private
Nat X. Marshall	The Babcock & Wilcox Company	Private
James A. Mercadante	Cintas/Mid Atlantic Group	Private
Clarence Monday	Amherst County	Public
Dr. James H. Mundy	Lynchburg Community Action Group (Lyn-Cag)	Private
L. Kimball Payne	City of Lynchburg	Public
Frank Rogers	Bedford County	Public
Michael Rose	United Steelworkers of America	Private
Dr. Greg Sullivan	Lynchburg City Schools / Region 2000 Technology Council	Public



Summary of 2013 Updates

In order to maintain the relevance and accuracy of this CEDS document, an annual update is performed, approved, and submitted to the U.S. Economic Development Administration. The list below is a summary of the substantive changes that were made to the document in January of 2013.

- Page 2- Region 2000 population and income data updated
- Page 10- Educational attainment data updated
- Page 11- Employment and unemployment data updated
- Page 12- Education requirements and available candidates data updated
- Page 13- Current employment statistics data updated
- Page 14- Major employment by sector chart added
- Page 15- Location quotient data updated
- Pages 20-21- Largest fifty employers list updated
- Page 56- Central Virginia Training Center Redevelopment added
- Page 59- Odd Fellows Road Interchange project added
- Page 73- Estimated labor force data updated
- Page 74- Quarterly workforce indicators data updated
- Page 76- Unemployed compared to advertised jobs data updated
- Page 77- Number of startup firms data updated
- Page 78- Building permit data updated
- Page 107- 2013 CEDS Strategy Committee Members added
- Page 108- Summary of 2013 Updates added



Virginia's Region 2000



COMPREHENSIVE
**ECONOMIC
DEVELOPMENT
STRATEGY**

828 Main Street, 12th Floor, Lynchburg, Virginia 24504 - Phone: (434) 845-2000

©2013 Virginia's Region 2000 Partnership. All Rights Reserved.