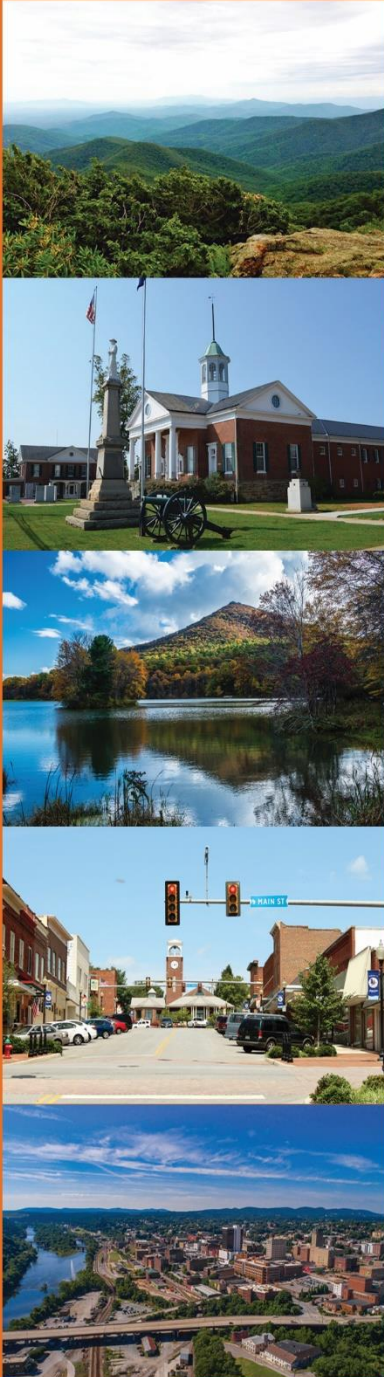


# REGION 2000 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY IMPLEMENTATION ACTION PLAN



A regional strategy for the counties of Amherst, Appomattox,  
Bedford, Campbell and the City of Lynchburg

**MAY 2018**

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## CEDS – THE REGION'S ECONOMIC PROSPERITY ROADMAP

Business and community leaders from throughout the Virginia's Region 2000 area, or Planning District 11 region, completed ***Virginia's Region 2000 Comprehensive Economic Development Strategy (CEDS) and Implementation Plan*** in November 2017. The CEDS represents a strategy-driven plan, or blueprint, to diversify and strengthen the region's economic vitality. The document serves as a five-year foundation document which outlines public and private-sector coordination strategies to enhance the area's economic prosperity and wealth creation environment. CEDS is a program of the U.S. Economic Development Administration (EDA) and is a required document, updated every five years, for a region to qualify for funding assistance through EDA programs. An approved and active CEDS program is also a prerequisite for EDA Economic Development District (EDD) designation.

The CEDS articulates a strategic vision and five (5) overarching goals, or prosperity themes, deemed essential to capitalize on the region's strengths and challenging factors that, without improvement strategies, jeopardize the region's long-term economic resiliency. Lastly, a series of eleven (11) key initiatives, or priority actionable objectives, that reflect essential improvement target areas to advance the five regional economic prosperity themes.

### **VISION**

*"Our vision is a prosperous, vibrant, and inclusive Lynchburg region recognized for the creativity of its workforce, the resilience of its economy, and its abundance of natural, cultural, and educational opportunities."*

### **GOALS**

1. *...projecting a positive image and cultivating our distinct identity;*
2. *...facilitating the growth and expansion of our business community;*
3. *...educating and developing a sustainable workforce;*
4. *...investing in the connectivity of our region, and*
5. *...supporting the vitality of our diverse communities and downtowns.*



## PROJECT PURPOSE

This document serves as a supplement to the *Virginia's Region 2000 Comprehensive Economic Development (CEDS) and Implementation Plan* and expands that the broad execution guidelines presented within. The *Virginia's Region 2000 CEDS Implementation Action Plan* serves as the five-year roadmap to guide, monitor, measure, and present to the community the effectiveness by which the region is advancing the CEDS economic vitality objectives. This Action Plan document presents specific activities, programs, partners, metrics and timelines to advance the guiding implementation overviews presented in the CEDS. Specifically, the action plan is intended to:

- Introduce the roles and responsibilities of the CEDS Implementation oversight structure;
- Identify specific objectives, or outcomes, to support accomplishment of the CEDS five goals and eleven initiatives;
- Present strategies, i.e. programs or actions, to accomplish stated objectives;
- Identify partner agencies, organizations and entities essential in advancing the CEDS economic prosperity goals; and
- Establish quantifiable metrics to gauge success.

## OVERSIGHT STRUCTURE

The CEDS “is a strategy for a community or region, and not a strategy for a single organization” (CEDS pg. 38). It is recognized that CEDS implementation will be accomplished through a myriad of organizations, individuals, activities, policies, and programs. It is, however, also recognized that there must be an organized structure, leading agencies, and dedicated implementors to guide decisions and support “resources to effectively and efficiently implement the CEDS”. (CEDS pg. 38)

Recognition of shared community investment, collaboration, and accountability is the essence of the established CEDS oversight structure. The structure recognizes there must be foundational agencies, a guiding board of diverse and invested leaders, and supporting committees of knowledgeable practitioners that have expertise, passion, and contacts that directly support the CEDS topic areas advancement. Advancing the CEDS vision will be guided by three primary agencies – the Lynchburg Regional Business Alliance, the Region 2000 Local Government Council, and the Region 2000 Workforce Development Board. These three regional agencies do and will collaborate on many CEDS activities, the CEDS does establish leading CEDS roles for each. The following provides a brief overview of the core oversight structure; more detail on the guiding agencies is provided in Presentation Format of this document.

### CEDS Guiding Agencies

#### 1. *The Lynchburg Regional Business Alliance (LRBA)*

The LRBA, or Alliance, is the regional economic development office and Chamber of Commerce for the full planning district region. The Alliance, through its numerous committees, programs, staff and advocacy, advances the region's business climate. The LRBA will oversee and guide implementation of the CEDS six (6) economic development and business service initiatives. A subset of the Alliance Board of Directors serves as the CEDS Steering Committee, the primary CEDS guidance and implementation oversight committee. Learn more about the LRBA at [www.lyncbburregion.org](http://www.lyncbburregion.org).



### 2. *Region 2000 Local Government Council (LGC)*

The LGC serves as the Planning District Commission, a Commonwealth political subdivision, for the greater Region 2000 four county, five town, and 1 city service area. The LGC guides and participates in projects of regional significance and is the agency responsible for maintaining, updating and, on a yearly basis, reporting CEDS progress to the federal Economic Development Administration (EDA). Maintaining and reporting to the EDA is required for the region and area localities to be eligible for certain funding and program services by the EDA's Public Works and Economic Adjustment Assistance Programs. The LGC will guide and advance implementation of the three CEDS initiatives focused on regional connectivity and the quality of life features, including river access, vibrant community centers, and arts and cultural amenities shown to be essential factors in economically diverse and resilient communities. Learn more at [www.localgovernmentcouncil.org](http://www.localgovernmentcouncil.org).



### 3. *Region 2000 Workforce Investment Board (WDB)*

The Virginia's Region 2000 Workforce Development Board (WDB) coordinates workforce training and career services through federal oversight and funding from the Workforce Innovation & Opportunity Act (WIOA). The WDB coordinates a comprehensive coalition of business, education, training, labor, and human service organizations to guide in the development of solutions, programs, and services to unemployed, underemployed, and youth job seekers and to guide training and job enhancement programs to meet current and future employment needs. The WDB serves as the policy board with leadership and execution of the two CEDS workforce initiatives. Learn more at: [www.region2000works.org](http://www.region2000works.org).



### CEDS Steering Committee

The CEDS Steering Committee, represented by appointed business, government, education, non-profit, and civic leaders serve as the CEDS implementation guiding body. The CED Steering Committee membership includes many members that serve as board or committees members of the CEDS guiding agencies (i.e. LRBA, LGC, & WDB). The CEDS Steering Committee, as the full body or through the individual Initiative Council membership and engagement, serve as the CEDS implementation rudder ensuring program direction, momentum, continuity, and reporting are maintained.

The Steering Committee steers the CEDS implementation by serving the following key roles:

- **Serve as CEDS champion** by “informing and educating” community and business leaders, whose support, via policy, organizationally, or financially, will be critical to bring to fruition the CEDS initiatives.
- **Coordinate and assist in establishing consensus and collaborative solutions**, including program, project, and funding considerations, to advance key CEDS initiatives.
- **Track and evaluate progress** of the implementation action plans and guide communication and engagement with the initiative councils and other relevant stakeholders.

### Initiative Councils

The Initiative Councils are comprised of individuals that have expertise, passion, experience, and diverse stakeholder contacts associated with the key initiative topic area. The members are engaged, through their profession or local organization leadership position, on a regular basis in advancing programs that support or directly impact the CEDS initiative topic area. While the CEDS establishes eleven (11) initiatives, there are six (6) individual Initiative Councils, or working committees, that developed the CEDS Implementation Action Plan.

With their direct topic knowledge, interest, and passion, the Initiative Councils:

- **Compile information** of existing programs and partners;
- **Establish impactful and realistic activities, programs, and partners** to advance the CEDS key initiatives;
- Propose and assist in **establishing metrics**;
- Serve as the **day-to-day worker bees** that advance the Implementation Action Plans; and
- Assist in **monitoring and reporting implementation status**.

## ACTION PLAN GUIDING PRINCIPLES

In developing the CEDS Implementation Action Plan the following principles were employed by the Initiative Councils to ensure that the objectives, strategies and metrics developed represents a realistic road map that reflects the intention of the goals and initiatives presented in the CEDS.

Three principles employed by Initiative Councils in establishing the initiative action plans were:

1. Support the CEDS      Serve as a “catalyst for regional economic development” (CEDS pg. 2);
2. Cast the Net      Recognize and capitalize on existing programs to maximize efficiency, reduce duplication, and expand participation avenues; and
3. Be Pragmatic      Present feasible strategies with quantifiable metrics.

## PRESENTATION FORMAT

The CEDS presents eleven (11) Key Initiatives that represent areas where targeted and intentional actions, over the next five years, are essential to secure and advance the region’s economic competitiveness. Six (6) teams, or Initiative Councils, were established or existing and will serve the role (e.g. RED Team) to develop the Action Plan, or detailed summary of initiatives, metrics, and supporting partners, that will guide steady and measured CEDS program execution over the next five years. The following section outlines the formats and process to review the CEDS key eleven-individual Initiative Implementation Action Plans.

### **Policy Board Guidance – Implementation Action Plan Summaries**

The CEDS identified three regional policy boards – the Lynchburg Regional Business Alliance, the Region 2000 Local Government Council, and the Region 2000 Workforce Investment Board – as the CEDS primary guidance and implementation organizations. Each agency has incorporated, as an integral component of agency and staff activity, measures to guide and monitor CEDS advancement over the next five years. Therefore, a one-page summary, or annotation, of the CEDS Initiative Implementation Action Plans, are presented according to the CEDS



guiding agency and policy board with the primary responsibility to guide and monitor the initiative. Table 1 presents the three guiding agencies, the initiatives for which they have primary responsibility, and the policy board that oversees each agency activity and has incorporated CEDS implementation within their program structure.

**Table 1 – CEDS Leading Agency Oversight Structure**

<b>CED Guiding Agency</b>	<b>Direct Initiative Oversight</b>	<b>Agency CEDS Policy Oversight Board</b>
Lynchburg Regional Business Alliance (LRBA)	1 - Marketing & Branding	Board of Directors
	2 - Business Retention & Expansion	Board of Directors
	3 - Corporate Recruitment	Board of Directors
	4 - Entrepreneur Center	Board of Directors
	5 - Economic Gardening	Board of Directors
	9 - Site Evaluation	Board of Directors
Region 2000 Local Government Council (LGC)	8 - Transportation & Infrastructure	Central Virginia MPO & Local Government Council
	10 - Rivers & Communities	Local Government Council
	11 - Arts & Culture	Local Government Council
Region 2000 Workforce Development Board (WDB)	6 - Sector-Focused Workforce	Workforce Development Board
	7 - Workforce Center	Workforce Development Board

### Initiative Council Action Plans

Each of the CEDS eleven (11) key Initiative Implementation Action Plans, developed by the initiative councils or standing committee, serve as both collective and stand-alone plans. The complete Initiative Implementation Action Plans, presented in written, Initiative Implementation Action Plan, and cable, Initiative Implementation Chart, format is presented in numeric order, from one to eleven, in **Appendix A**. The following summarizes each component of the Initiative Council Implementation Plans.

#### Initiative Implementation Action Plan

The Initiative Implementation Action Plan, presented in Microsoft Word format, presents the mission and development strategy employed by the Initiative Councils, and the unique vision, goals, objectives (outcomes) and strategies (projects) to advance the CEDS.

#### Initiative Implementation Chart

The Initiative Council Implementation Chart presents the metrics to gauge progress, identifies agencies and organizations that will be essential to accomplish the tasks, and an estimated timeline with which to see activity or program advancement.

The Implementation Action Charts, presented in table format, will be maintained and updated by the leading agency, with assistance from the CEDS Steering Committee and the initiative councils, throughout the five-year CEDS process to reflect real-time progress and program evaluation. More about the use of the implementation charts and monitoring strategy in Monitoring Progress, page 18.



## LEADING AGENCY GUIDANCE - IMPLEMENTATION ACTION PLAN SUMMARIES

The following presents the one-page summaries of each of the eleven (11) initiatives according to the leading oversight agency. Each summary page is intended to capture the key goal and objectives that informed the full Initiative Implementation Action Plans, provided in **Appendix A**.

### **Lynchburg Regional Business Alliance**

The Lynchburg Regional Business Alliance (LRBA) is the regional economic development office and Chamber of Commerce for the Lynchburg Region. This organization was formed in January 2016 by a merger of the Lynchburg Regional Chamber of Commerce and the Region 2000 Business and Economic Development Alliance. The Alliance provides business support for the region through its focus areas of enhancing the business climate, cultivating talent, generating jobs and investment, and promoting the region globally.

The Alliance serves as one of the primary organizations in the development, oversight, and direct implementation of the Comprehensive Economic Development Strategy and has based its organizational work plan in advancing the CEDS recommendations. The Alliance Board of Directors, who also serve as a primary subset of the CEDS Steering Committee, oversees strategic planning and will ensure the initiatives are being advanced through its various committees, will be regularly monitored, and that metrics are maintained.

The Alliance's Regional Economic Development Team (RED Team) is the committee comprised of all the economic development professionals throughout the region, along with the Workforce Development Board Director and this team is directly responsible for the implementation of multiple CEDS initiatives. The Alliance's collaboration among business and agency partners at the local, regional and state level will lead to effective execution of the presented Key Initiatives objectives and strategies.

The LRBA provides oversight and implementation guidance to the following CEDS Initiatives:

Key Initiative #1	Implement a collaborative regional branding & image campaign.
Key Initiative #2	Implement a regional business retention & expansion (BRE) program.
Key Initiative #3	Implement targeted marketing & corporate recruitment program.
Key Initiative #4	Launch Regional Center for Entrepreneurship.
Key Initiative #5	Launch economic gardening & entrepreneur program to drive tech-based development.
Key Initiative #9	Regional site evaluation program to excel shovel-ready industrial sites.

The Alliance's RED Team serves as the Initiative Council that developed the objectives and strategies and will be directly involved in implementing the Action Plans for Key Initiatives 2, 3, 4, 5, and 9.

While the Alliance is the guiding policy board for Key Initiative 1, there is a unique team of regional marketing leaders that serve as the Initiative Council who will assist in advancing the Marketing & Branding Action Plan.

## Initiative 1 - CEDS Marketing & Branding Initiative

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

### Council Members

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

Sam Gerstemeier, Centra (Co-Chair)

Anne Dixon, Appomattox County Tourism

Brenda Edson, Randolph College

Ryan Edwards, Bedford County Schools

Jawansa Hall, Blackwater Branding

Chelsea Harrison, Foster Fuel

Nicole Johnson, Bedford County Tourism

Mike Jones, Lynchburg College

Zach Martin, Delta Stars & YPCV

Jennifer Moore, Amherst County EDA

Jonathan Parker, Parker Productions

Ben Summers, S&S Machine and Amherst EDA

Jeff Taylor, Retired Economic Developer

Mike Bradford, Central VA Community College

Josh Rice, Liberty University Marketing

Angela Bryant, Centra Marketing

Kevin Smith, The News & Advance

### Initiative Objectives

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

### Timeline

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



## Initiative 2 - CEDS Business Retention & Expansion Initiative\*

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

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

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

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

Traci Blido, Bedford County ED Director

Johnnie Roark, Appomattox County Planning Director

Victoria Hanson, Amherst County ED Director

Ben Bowman, Region 2000 Workforce Director

Marjette Upshur, City of Lynchburg ED Director

Ann Blair Miller, VEDP

Waverly Cogsdale, Town of Altavista Manager

Jamie Glass, Lynchburg Regional Business Alliance

### Objectives and Strategies

Develop a collaborative team to execute retention and expansion strategies.

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

Obtain comparable information from the existing business community.

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



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

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

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

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

Address Business Retention and Expansion needs outside of the region.

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

### Timeline

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

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

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

## Initiative 3 - CEDS Marketing & Corporate Recruitment Initiative \*

"Implement a targeted economic development marketing and corporate recruitment program."

### Objectives and Strategies

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

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

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

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

Provide regional familiarization tours of the Lynchburg Region.

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

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

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

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

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

Identify "super-regional" marketing opportunities with neighboring regions.

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

### Timeline

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

## Initiative 4 - CEDS Regional Entrepreneurship Center Initiative \*

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

### Objectives and Strategies

Engage regional partners and potential stakeholders.

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

Identify Lead Entities and an Operational Model.

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

Develop a Program of Work.

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

### Timeline

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



## Initiative 5 - CEDS Economic Gardening & Entrepreneur Initiative \*

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

### Objectives and Strategies

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

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

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

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

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

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



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

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

Launch a regional economic gardening and entrepreneur in residence program.

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

### Timeline

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



## Initiative 9 - CEDS Site Evaluation & Development Initiative \*

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

### Objectives and Strategies

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

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

Begin strategy development for site improvement process.

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

Identify sites with potential for redevelopment.

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

Identify funding sources for necessary improvements to industrial sites.

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

Provide regional support and recommendations to partners for site improvement.

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

### Timeline

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





## Region 2000 Local Government Council

The Region 2000 Local Government Council (LGC), or Local Government Council, is the Planning District Commission (PDC) for the four county, five town and 1 city area that has collectively been referred to as “Region 2000”. The LGC is one of twenty-one (21) Planning District Commissions, political subdivisions of the Commonwealth chartered under the Regional Cooperation Act. The LGC is made up of elected officials, managers, and appointed representatives who serve to establish and guide implementation of project of regional significance, identify and execute staffing and cost efficiencies, serve as a liaison between localities and state agencies, provide technical assistance and grant assistance to localities, participate in the statewide geographic information system, and provide assistance, upon request, to area localities to implement projects.

PDCs also house and staff regional transportation planning initiatives. For those PDCs with population-dense areas that includes staffing the areas Metropolitan Planning Organization (MPO), a federally-designated body that assist in establishing plan, project and budget recommendations to use federal transportation dollars. For our region, the Central Virginia Metropolitan Planning Organization (CVMPO) is the greater Lynchburg City, Bedford, Campbell, and Amherst counties urbanized area MPO. The LGC, in partnership with the Virginia Department of Transportation (VDOT), the Virginia Department of Rail and Public Transit (VDRPT), and local stakeholder groups, such as the Lynchburg Regional Transportation Advocacy Group (LRTAG), assist in guiding local transportation planning. The LGC and the CVMPO utilize the Transportation Technical Committee, TTC, a committee of planning and transportation professionals, to provide technical guidance and advice the CVMPO and area jurisdictions. More about the roles of the LGC and CVMPO is found on the website at [www.localgovernmentcouncil.org](http://www.localgovernmentcouncil.org).

The LGC is the agency with the CEDS contractual financial and reporting responsibilities with the EDA, the federal agency that manages the CEDS program and the Public Works and Economic Adjustment Assistance programs. It is the LGC, through coordination and partnership with the oversight agencies, boards and committees, that will prepare a yearly CEDS Annual Report to reflect the CEDS implementation status to the EDA.

As the LGC is a chartered Commonwealth agency, is guided by and represented by managers and elected officials from each member agency, and staffs the CVMPO, the region's transportation policy board. As such the Local Government Council and the CVMPO serve as the primary implementation oversight and guidance agency to the following CEDS Initiatives:

- |                     |   |
|---------------------|---|
| Key Initiative #8   | Update & implement existing plans for transportation, broadband, and other Infrastructure based on takeaways from the Central Virginia Connectivity Study   |
| Key Initiative #10  | Advance a Regional Riverfront Vision that seeks to “unlock” the region’s riverfronts, better connecting and integrating local communities with the James, Roanoke, and Staunton Rivers.   |
| *Key Initiative #11 | Encourage and support arts and culture projects throughout that improve the aesthetic, artistic, and cultural appeal of the region.<br><i>*Denotes adjusted CEDS wording; reasoning provided in the Implementation Action Plan.</i> |

## Initiative 8 - CEDS Transportation & Infrastructure Initiative

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

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### Lynchburg Regional Connectivity Study

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

Commonwealth Transportation Board (CTB)

VDOT – Lynchburg District

Region 2000 Local Government Council

\*\*Transportation Technical Advisory Committee (TTC)

Office of Intermodal Planning & Investment (OIPI)

Virginia Metropolitan Planning Organization (CVMPO)

Lynchburg Regional Business Alliance

Lynchburg Region Transportation Advocacy Group (LRTAG)  
Lynchburg, Bedford, Campbell, Amherst Staff

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

### Vision

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

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



### Goals and Objectives

#### Placemaking

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

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

#### Transit & Transportation Demand Management (TDM)

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

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

## Initiative 10 - CEDS Rivers & Communities Initiative

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

### Council Members

#### Dean Rodgers, Amherst County (Chair)

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

Dave Henderson, The Water Dog; Business Owner

Ashley Kershner, Downtown Lynchburg Assn.

Jeff Taylor, Retired Econ. Develop., river advocate

Dan Witt, Town of Altavista

Reid Wodicka, Bedford County

### Vision, Goals and Objectives

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

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

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

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

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



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

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



## Initiative 11 – CEDS Arts & Culture Initiative

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

### Council Members

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

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

### Vision, Goals and Objectives

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

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

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



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

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

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

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

## Region 2000 Workforce Development Board

The Virginia's Region 2000 Workforce Development Board (WDB) serves the regional convener and coordinating board to facilitate workforce training and career services through the federal funding from the Workforce Innovation and Opportunity Act (WIOA). The WDB is one of 15 workforce boards in Virginia whose purpose is to assist in creating a strong workforce aligned with the skills and employment needs of Virginia businesses.

The Region 2000 WDB is designated by the region's chief local elected officials as the convener, with responsibilities for coordinating business, economic development, labor, regional planning commissions, education at all levels, and human services organizations to focus on community workforce issues and the development of solutions to current and prospective business needs for a skilled labor force at the regional level. The WDB executes its activities according to federal and state program guidelines and through strategic local partners.

***The LEAD 2020: Region 2000 Workforce Innovation and Opportunity Act Local Workforce Development Area Strategic Plan (2017-2020)*** provides the framework to guide the local workforce system. The Plan presents four (4) adopted WDB goals and executing strategies to guide its program activities. A copy of this regional workforce and skills training guiding document is available on the WDB website: [www.region2000works.org](http://www.region2000works.org).

The Region 2000 Workforce Investment Board, as a function of its regional workforce role and mission, its board and committee structure, and through the execution of its Strategic Plan is the entity that will provide oversight, guidance, and the primary implementation role to CEDS initiatives:

- |                   |  |
|-------------------|--|
| Key Initiative #6 | Form a Regional Talent Coalition to coordinate workforce development initiatives, address skills gaps, and enhance business & education collaboration. |
| Key Initiative #7 | Establish a Regional Workforce Center on the campus of the Central Virginia Community College (CVCC) to deliver necessary workforce training.          |

### The Region 2000 WDB Partner & Program Coordination Summary

Source: Region 2000 WDB Strategic Plan, pg. 66



## MONITORING PROGRESS

It is recognized that a broad coalition of partners, stakeholders, programs, and policies will be required to bring to fruition the Region 2000 CEDS. The CEDS established an Organization Structure to guide and monitor activities that will collectively advance the articulated economic development objectives. The ***Virginia's Region 2000 CEDS Implementation Action Plan*** expands the general oversight summary presented in the CEDS by articulating the process by which the supporting implementation agencies, the CEDS Steering Committee, initiative councils or committees, and supporting partners will coordinate and communicate to advance and monitor the CEDS activities.

The following presents the structure that will be employed by the CEDS guiding policy boards (LRBA, Local Government Council, & Region 2000 Workforce Board), the CEDS Steering Committee, and the individual Initiative Councils to guide, monitor, incorporate multiple stakeholders, and record progress (i.e. metrics) in achieving the CEDS guiding goals and initiatives.

### Policy Boards – CEDS Program Integration

The Alliance, the Local Government Council and the Region 2000 Workforce Board recognize the CEDS as the region's economic improvement and prosperity plan. As such, each agency has integrated CEDS implementation within their yearly work program activities and incorporated quarterly CEDS implementation updates as a standard Board agenda item. Additionally, each leading agency, organization has Board member representation on the CEDS Steering Committee and each Initiative Council is chaired by a CEDS Steering Committee member. Lastly, each agency has dedicated staff actively engaged executing the agency-assigned Key Initiative Implementation Action Plans and will be directly responsible for submitting and reviewing the program progress summary associated with each agency that will be incorporated into the CEDS Annual Report, a Local Government Council lead and managed project, submitted to the EDA yearly.

### CEDS Steering Committee

The CEDS Steering Committee will meet quarterly to review the progress on each of the eleven (11) CEDS initiatives. Each Initiative Council, or corresponding lead team, Chair will provide an Implementation Action Plan update. The update, prepared in advance by the assigned initiative staff representative, will include activity progress, information on known complications or implementation challenges, and information on any element that may adjust or impact continued program relevance. In addition to the full Steering Committee meetings, each member, through their engagement in the regional policy boards, their professions, and other civic engagement serve to inform, advance, and advocate for the CEDS goals. The CEDS Steering Committee will review the CEDS Annual Report prior to the yearly EDA submission.

### Initiative Councils

As the Initiative Councils members represent the “worker bees” and day-to-day practitioners in advancing their topic area interest, either daily in their jobs or frequently via volunteering or some other forum, and varying range of formality, there is no specific meeting pattern associated with the initiative councils. However, most of the initiatives have an existing meeting structure, such as the RED Team, who guide implementation of five activities and have a monthly meeting schedule, transportation, where program advancement is the monthly LGC Transportation Technical Committee (TTC) topic, and sector-focused workforce, which is guided by the bi-monthly Talent Solutions Team meetings. For Initiatives 10 & 11, rivers & community and arts & culture respectively, these initiative council members have agreed to meet quarterly, at intervals that fall between the CEDS Steering Committee meetings, to assist in Action Plan implementation, monitoring, and metric guidance.



## Appendix A

### CEDS Initiative Implementation Action Plans & Charts

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#### INITIATIVE COUNCIL ACTION PLANS

Each Key Initiative Action Plan (11) is presented, in numeric order, in this section of the *Virginia's Region 2000 CEDS Implementation Action Plan*. Each initiative action plan is provided in two formats, a Microsoft Word and a chart format.

##### Initiative Implementation Action Plan

The Initiative Implementation Action Plan presents the mission and the development strategy employed by the Initiative Councils, and the unique vision, goals, objectives (outcomes) and strategies (projects) to support the economic prosperity benefit associated with implementation of each CEDS key initiatives.

##### Initiative Implementation Chart

The individual Initiative Council Implementation Chart is presents the identified metrics to gauge progress, some of the key identified agencies, organizations and entities that will be essential to accomplish the tasks, and an estimated timeline with which to accomplish or have recognized advancement of the identified tasks.

The Implementation Chart, maintained in Excel format, serves as the format by which the CEDS Steering Committee, the Initiative Councils, and that the CEDS policy boards will use to track and record advancement on the CEDS Implementation Plan. Additionally, the Chart format will be used to capture the program metrics which will be maintained and incorporated in the Virginia's Region 2000 CEDS Annual Update, a EDA-required document to ensure engaged and active advancement of the CEDS (see Monitoring Progress).



## CEDS Marketing & Branding Implementation Action Plan Initiative 1

### Mission

The Business Marketing & Branding Council's objective is to identify activities, programs, and partners that support the creation of a unified regional message and brand.

**CEDS GOAL 1: projecting a positive image and cultivating our distinct identity**

**KEY INITIATIVE #1:** "Form an image and identity partnership to guide and implement a new collaborative regional branding and image campaign"

### Development Strategy

Create a plan to develop and launch a unified regional brand and image campaign that incorporates the entire region that highlights our strengths and unique features

### Goals, Objectives, and Strategies

The following presents goals, objectives, or outcomes, and strategies to advance a regional identity and branding program. Please refer to the CEDS Marketing & Branding Implementation Chart to view identified metrics to gauge progress and some of the identified agencies, organizations, and entities that will contribute to advancing this initiative.

**Goal: Develop a collaborative team to guide the branding process.**

*Objective: Have an inclusive regional voice for the brand and image of the Lynchburg Region.*

- S 1: Expand the current initiative council to include additional regional stakeholders.
- S 2: Create single point of contact and lead organization to oversee the execution.

**Goal: Develop a plan for funding a regional branding and marketing campaign.**

*Objective: Find funding options for a regional branding and marketing campaign.*

- S 1: Request the Lynchburg Regional Business Alliance consider funding Phase 1 of the campaign in the 2019 budget year by presentation to Alliance staff and Board of Directors.
- S 2: Request the Lynchburg Regional Business Alliance consider funding Phase 2 of the campaign in the 2020 budget year by presentation to Alliance staff and Board of Directors.
- S 3: Research potential grant funding that can be utilized on the regional marketing and branding campaign.

**Goal: Develop and execute Phase 1 for the marketing and branding plan.**

*Objective: Execute a successful plan to collect the necessary data and messaging to successfully transition to Phase 2 (creative execution).*

- S 1: Develop and distribute a request for proposal for Phase 1 (data collection and recommendations).
- S 2: Begin marketing firm selection process through RFP distribution and hire firm to complete market surveys, data collection and recommendations for regional branding.
- S 3: Contact local media to increase awareness of the regional branding and marketing campaign and notify community of meetings.
- S 4: Work with hired firm to develop a message and story for the Lynchburg Region.

**Goal: Develop and execute Phase 2 for the marketing and branding plan.**

*Objective: Execute a successful plan to use local creative talent to develop creative portion of the marketing and branding plan.*

## Virginia's Region 2000 CEDS Implementation Action Plan

- S 1: Begin scouting the Lynchburg Regional for local creative talent to execute phase 2 through various channels and media.
- S 2: Hire local creative talent to complete branding process in a committee format and provide stipends for committee members.
- S 3: Implement Phase 2 and develop branding products.
- S 4: Develop a marketing and communication guides to assist in the launch of a new regional brand.

CEDS Goal	Form an image and identity partnership to guide and implement a new collaborative regional branding and image campaign								
Focus Category	Objective	Strategy	Metric	Supporting Agencies or Organizations	Time (years)			Notes	
					Short 1 - 2	Med. 2 - 3	Long 3 - 5		
Team Building	GOAL: Develop a collaborative team to guide the branding process								
	Have an inclusive regional voice for the brand and image of the Lynchburg Region	1. Expand the current initiative council to include additional regional stakeholders	Successful recruitment and participation by a regional diverse committee	Business organizations, LRBA, tourism offices, local ED offices	X			Team included members from each locality within the region and various organizations (tourism, ED, local govt, EDA members, private business, higher ed)	
		2. Create single point of contact and lead organization to oversee the execution	Creation of SPOC	Business organizations, LRBA, tourism offices, local ED offices	X				Jamie Glass with LRBA will serve as SPOC
Planning	Goal: Develop a plan for funding a regional branding and marketing campaign								
	Find funding options for a regional branding and marketing campaign	1. Request the Lynchburg Regional Business Alliance consider funding Phase 1 of the campaign in the 2019 budget year by presentation to Alliance staff and Board of Directors	Successful completion of presentation	LRBA, Local governments, economic development offices	X				
		2. Request the Lynchburg Regional Business Alliance consider funding Phase 2 of the campaign in the 2020 budget year by presentation to Alliance staff and Board of Directors	Successful completion of presentation	LRBA, Local governments, economic development offices		X			
Phase 1	Execute a successful plan to collect the necessary data and messaging to successfully transition to Phase 2 (creative execution)	3. Research potential grant funding that can be utilized on the regional marketing and branding campaign	Obtaining funding for Phase 2	LRBA, AEP, Dominion, Southside, Norfolk Southern, LGC, GLCT, and other various grantees	X	X	X		
		Goal: Develop and execute Phase 1 for the marketing and branding plan							
		1. Develop and distribute a request for proposal for Phase 1 (data collection and recommendations)	Creation of RFP	Business organizations, LRBA, tourism offices, local ED offices	X			RFP completed in draft form	
2. Begin marketing firm selection process through RFP distribution and hire firm to complete market surveys, data collection and recommendations for regional branding		Distribution of RFP	LRBA, local economic development offices		X				
Phase 2	Execute a successful plan to use local creative talent to develop creative portion of the marketing and branding plan		Complete interview of applicants			X			
			Hire selected firm			X			
		3. Contact local media to increase awareness of the regional branding and marketing campaign and notify community of meetings	Have releases published in at least five regional outlets	LRBA, WSET, News Advance, WSLS, WDBJ, radio partners, local newspaper partners		X			
4. Work with hired firm to develop a message and story for the Lynchburg Region		Completion of final message	Business organizations, LRBA, tourism offices, local ED offices		X				
Goal: Develop and execute Phase 2 for the marketing and branding plan									
	Execute a successful plan to use local creative talent to develop creative portion of the marketing and branding plan	1. Begin scouting the Lynchburg Regional for local creative talent to execute phase 2 through various channels and media	Have at least 5 responses organized for committee review	Business organizations, LRBA, tourism offices, local ED offices			X		
		2. Hire local creative talent to complete branding process in a committee format and provide stipends for committee members	Successful recruitment of local creative talent to execute Phase 2	Business organizations, LRBA, tourism offices, local ED offices				X	
		3. Implement Phase 2 and develop branding products	Completed logo	LRBA and hired firm				X	
		4. Develop a marketing and communication guide to assist in the launch of the new regional brand	Completed tagline					X	
			Completed regional branding guide				X		
			Completed guides	LRBA and hired firm			X		

## CEDS Business Retention & Expansion Implementation Action Plan Initiative 2

### Mission

The CEDS Business Retention & Expansion Initiative Council objective is to identify activities, programs, and partners that support the implementation of:

**CEDS GOAL 2: facilitating the growth and expansion of our business community**

**KEY INITIATIVE #2:** "Implement a collaborative, regional business retention and expansion (BRE) program."

### Development Strategy

Create an existing business response team to execute site visits with existing companies and capture data via survey questions that are consistent among state, regional and local partners.

#### Definitions

Business, Retention and Expansion Program - A program designed to help economic development professionals and communities to work together to identify challenges to local industry.

Target Advisory Groups - A identified group based on industry sectors.

### Goals, Objectives, and Strategies

The following presents goals, objectives, or outcomes, and strategies to advance a robust regional business retention and expansion program. Please refer to the CEDS Business Retention & Expansion Implementation Chart to view identified metrics to gauge progress and some of the identified agencies, organizations, and entities that will contribute to advancing this initiative.

**Goal: Develop a collaborative team to execute retention and expansion strategies.**

*Objective: Better serve existing industry with a cohesive team.*

- S 1: Expand the Current Regional Economic Development Team (RED Team) to include a representative from the Virginia Economic Development Partnership.
- S 2: Regional collaboration with the Workforce Development Board by Workforce. Development Director on RED Team and LRBA staff on the regional talent solutions team developed by the WDB.
- S 3: Insure adequate staff support for BR&E programs.
- S 4: Regional collaboration with other CEDS initiative councils on business retention and expansion ideas.

**Goal: Obtain comparable information from the existing business community.**

*Objective: Develop a flexible survey option that will collect the needs of the state, region and local economic development offices.*

- S 1: Develop a survey format that is available to survey online and accessible during site visits Creation of constant contact survey.
- S 2: Obtain VEDP's current BR&E survey and create additional questions for regional and local offices.
- S 3: Develop data management system to compile and store results from surveys to maintain comparable information among surveyed companies Create database in Alliance Salesforce to maintain comparable information among surveyed companies.

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

*Objective: Create a targeted list of companies to interview for the BR&E program.*

- S 1: Identify the top 12 employers for the year one (1) BR&E visits.
- S 2: Determine target sector groups to conduct year two (2) BR&E visits.
- S 3: Provide unification opportunities for the business community.

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

*Objective: Create a standard procedure to provide feedback to internal team and companies that participate in the BR&E program.*

- S 1: Provide a quarterly report for to the RED team.
- S 2: Create follow-up letters for each company interview outlining the meeting and survey feedback.
- S 3: Have the RED Team conduct a six-month review following survey.

**Goal: Address Business Retention and Expansion needs outside of the region**

*Objective: Explore options for business expansion and recruitment with corporate headquarters and data collection to better serve existing businesses.*

- S 1: Develop a schedule of visiting headquarters outside of the region in conjunction with Alliance external marketing efforts.
- S 2: Conduct supply chain study to access the needs of the current business community and how shortened supply demand could improve business efficiency.

CEDS Goal	Implement a collaborative, regional business retention and expansion (BRE) program					
	Objective	Strategy	Metric	Supporting Agencies or Organizations	Time (years)	Notes
Focus Category					Short 1-2 Med. 2-3 Long 3-5 X denotes measured change in CEDS Annual Report	
Team Building	GOAL: Develop a collaborative team to execute retention and expansion strategies					
	Better serve existing industry with a cohesive team	1. Expand the Current Regional Economic Development Team (RED Team) to include a representative from the Virginia Economic Development Partnership	Successful recruitment and participation by VEDP staff member	LRBA, RED Team, VEDP	X	Ann Blair Miller added to RED Team
		2. Regional collaboration with the Workforce Development Board by Workforce Development Director on RED Team and LRBA staff on the regional talent solutions team developed by the WDB	Active participation	LRBA, Red Team, VEDP, Workforce Development Board	X	Savannah Cook, Workforce Coordinator, added to RED Team
		3. Insure adequate staff support for BR&E programs	Active participation		X	Christine Kennedy COO and Jamie Glass, Deputy Dir of ED both are now serving on the Talent Solutions Team
			Realign Alliance staff duties to provide staff support for BR&E objectives	LRBA, RED Team	X	Complete - Deputy Dir of ED will
		4. Regional collaboration with other CEDS initiative councils on business retention and expansion ideas	Appoint Jamie Glass Deputy Director of Economic Development		X	Complete
Program Development	Goal: Obtain comparable information from the existing business community					
	Develop a flexible survey option that will collect the needs of the state, region and local economic development offices	1. Develop a survey format that is available to survey online and accessible during site visits	Creation of constant contact survey	LRBA, RED Team, VEDP	X	
		2. Obtain VEDP's current BR&E survey and create additional questions for regional and local offices	Consolidate questions with VEDP to include regional needs (15 or less total)	LRBA, RED Team, VEDP	X	Obtained from Ann Blair Miller
		3. Develop data management system to compile and store results from surveys to maintain comparable information among surveyed companies	Successful creation of Salesforce database	LRBA, RED Team, VEDP	X	
			Load 12 one-on-one meeting data by end of Qtr 4		X	X
Execution	Goal: Engage the business community to promote participation in a regional BR&E program					
	Create a targeted list of companies to interview for the BR&E program	1. Identify the top 12 employers for the year one (1) BR&E visits	# of first year business visits (goal = 12)	LRBA, RED Team, VEDP	X	Completed - RED Team
			Participation of companies		X	
		2. Determine target sector groups to conduct year two (2) BR&E visits	# of established target sector groups (goal = 10) Use available data sets to determine the industries that fit within the target sector group	LRBA, RED Team, VEDP	X	
		3. Provide unification opportunities for the business community	Host regional roundtables based on common themes discovered in BR&E meetings (goal = 2 annually)	LRBA, RED Team, VEDP, Workforce Development Board	X	X

CEDS Goal	Implement a collaborative, regional business retention and expansion (BRE) program					
	Objective	Strategy	Metric	Supporting Agencies or Organizations	Time (years)	Notes
Focus Category					Short 1-2 Med. 2-3 Long 3-5 X denotes measured change in CEDS Annual Report	
Results	<b>Goal: Provide results and feedback to Regional Economic Development (RED) Team and interviewed companies</b>					
	Create a standard procedure to provide feedback to internal team and companies that participate in the BR&E program	1. Provide a quarterly report for to the RED team	4 reports per year in March, June, September and December	LRBA Staff	X X X	
		2. Create follow-up letters for each company interview outlining the meeting and survey feedback	Develop a template letter to communicate with surveyed companies # of mailed letters on behalf of region and copy local economic development and state economic development professionals	LRBA, Red Team, VEDP, Workforce Development Board	X X	
		3. Have the RED Team conduct a six-month review following survey	Red flags have been addressed and companies are receiving assistance # of phone calls to companies to ensure feedback is helping	LRBA, RED Team, VEDP, Workforce Development Board	X X X	
BR&E and Recruitment	<b>Goal: Address Business Retention and Expansion needs outside of the region</b>					
	Explore options for business expansion and recruitment with corporate headquarters and data collection to better serve existing businesses	1. Develop a schedule of visiting headquarters outside of the region in conjunction with Alliance external marketing efforts 2. Conduct supply chain study to access the needs of the current business community and how shortened supply demand could improve business efficiency	# of visits (goal = 4 annually)  Complete study	LRBA Staff  LRBA Staff, RED Team, Hired firm	X X X  X	  Study complete 2018 by Applied Marketing



## CEDS Marketing & Corporate Recruitment Implementation Action Plan Initiative 3

### Mission

The CEDS Business Retention & Expansion Initiative Council objective is to identify activities, programs, and partners that support the implementation of:

**CEDS GOAL 2: facilitating the growth and expansion of our business community**

**KEY INITIATIVE #3:** "Implement a targeted economic development marketing and corporate recruitment program."

### Development Strategy

Develop a business recruitment program that is primarily based on one-on-one relationships with industry professionals with marketing focused on target sectors identified by the region.

### Goals, Objectives, and Strategies

The following presents goals, objectives, or outcomes, and strategies to implement a targeted marketing and corporate recruitment program. Please refer to the CEDS Marketing & Recruitment Implementation Chart to view identified metrics to gauge progress and some of the identified agencies, organizations, and entities that will contribute to advancing CEDS Initiative 3.

**Goal: Develop marketing strategies that are focus on identified target sectors.**

- Obj: Reach industries in the sectors of food & beverage, metals manufacturing, wireless communications, financial/business services and nuclear technology to locate in the Lynchburg Region based on data obtained through sector studies.*
- S 1: Create a business case for each of the five target industry sectors to share with consultants, companies and partners.
  - S 2: Identify corporate site consultants specializing in the target industry sectors space and create relationships through phone, electronic and face-to-face interaction.
  - S 3: Generate qualified company leads within the target industry sectors through standard data mining research.
  - S 4: Assist with the funding of the regional branding and image initiative (initiative #1).

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

- Obj: Participate in and attend tradeshow and consultant events specific to target sectors.*
- S 1: Coordinate and execute one-on-one marketing missions (excludes conferences and tradeshow) to include the following cities: Atlanta, Dallas, Chicago, New York, DC, Charlotte and Greenville, SC.
  - S 2: Participate in top-tier site consultant and corporate functions: including Consultant Connect, Site Selectors Guild, and IAMC.
  - S 3: Attend applicable industry and trade expos focused on target sectors.
  - S 4: Participate in strategic marketing missions with economic development partners such as utility partners, transportation partners, VEDP, and others as applicable.

**Goal: Provide regional familiarization tours of the Lynchburg Region.**

*Obj.: Expose site consultants and state economic development team to the Lynchburg Region to increase their knowledge of regional assets.*

- S 1: Host site consultant familiarization tours in conjunction with Virginia Economic Development Partnership.
- S 2: Host site consultants and brokers specializing in target sectors for a regional familiarization tour.
- S 3: Host partner days within the region for municipalities, utilities, state economic development partners and state transportation partners.
- S 4: Host industrial realtor TAGs (target advisory groups) composed of commercial real estate agents and developers within the region to increase knowledge of projects and product not included in the public sector industrial sites.
- S 5: Host manufacturing writer's familiarization tour to increase national publicity of the region's manufacturing environment.

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

*Obj.: Increase awareness of the Lynchburg Region and provide access to regional data for individuals and companies.*

- S 1: Regularly update the regional economic development website [www.YesLynchburgRegion.org](http://www.YesLynchburgRegion.org) with accurate, comprehensive and readily-available information.
- S 2: Increase national digital footprint outside of economic development specific sites.
- S 3: Establish individual web pages based on the target industry sectors and the business cases.
- S 4: Generate and shop regional stories to relevant trade publications for print and digital media.

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

*Obj.: Leverage existing business relationships within the region to recruit suppliers in plastics, metals, machine/components or distribution/logistics while better serving existing companies.*

- S 1: Complete business cases for supply chain sectors.
- S 2: Identify corporate site consultants specializing in the targets identified in supply chain analysis and create relationships through phone, electronic and face-to-face interaction.
- S 3: Generate qualified leads within the supply chain sectors through standard data mining research.

**Goal: Identify "super-regional" marketing opportunities with neighboring regions.**

*Obj.: Combine the resources of regional partnerships for cost-effective opportunities to target other similar sectors of economic activity.*

- S 1: Identify efficiencies in travel, familiarization tours, digital marketing, or other applicable projects.
- S 2: Identify opportunities with the GO Virginia initiative to partner with neighboring regions to better leverage resources and staff time.

# Virginia's Region 2000 CEDS Implementation Action Plan

CEDS Goal	Implement a targeted economic development marketing and corporate recruitment program					
Focus Category	Objective	Strategy	Metric	Supporting Agencies or Organizations	Time (years)	Notes
Target Sectors	GOAL: Develop marketing strategies that are focus on identified target sectors				Short 1-2 Med. 2-3 Long 3-5 X denotes measured change in CEDS Annual Report	
	Reach industries in the sectors of food & beverage, metals manufacturing, wireless communications, financial/business services and nuclear technology to locate in the Lynchburg Region based on data obtained through sector studies	1. Create a business case for each of the five target industry sectors to share with consultants, companies and partners	Creation of 5 business cases	LRBA, RED Team	X	
		2. Identify corporate site consultants specializing in the target industry sectors space and create relationships through phone, electronic and face-to-face interaction	Creation of a list of at least 10 corporate site consultants from each sector	LRBA, RED Team	X	X
		3. Generate qualified company leads within the target industry sectors through standard data mining research	Generate 150 one-on-one contacts per year via in-person, email, phone	LRBA, RED Team, VEDP	X	X
			Creation of a comprehensive lists of qualified leads	LRBA, RED Team	X	X
			Measure lead generation through maintaining and tracking response rates	LRBA, RED Team	X	X
Marketing Missions	Goal: Execute outbound travel and marketing missions focused on target sectors					
Participate in and attend tradeshow and consultant events specific to target sectors	1. Coordinate and execute one-on-one marketing missions (excludes conferences and tradeshow) to include the following cities: Atlanta, Dallas, Chicago, New York, DC, Charlotte and Greenville, SC		Complete at least one annually	LRBA, RED Team, VEDP	X	X ATL and Dallas complete 2018
	2. Participate in top-tier site consultant and corporate functions: including Consultant Connect, Site Selectors Guild, and IAMC		Attend at least four annually	LRBA, RED Team, VEDP	X	X Consultant Connect complete 2018 (2)
	3. Attend applicable industry and trade expos focused on target sectors		Attend at least 2 annually	LRBA, RED Team, VEDP	X	X
	4. Participate in strategic marketing missions with economic development partners such as utility partners, transportation partners, VEDP, and others as applicable		Have local offices provide their one-on-one meeting survey results to regional office for the database	LRBA, RED Team, VEDP	X	X
Fam Tours	Goal: Provide regional familiarization tours of the Lynchburg Region		Complete at least one annually	LRBA, RED Team, VEDP, AEP, Dominion, Southside, Norfolk Southern, Columbia Gas, MABC	X	X
	1. Host site consultant familiarization tours in conjunction with Virginia Economic Development Partnership	Successful completion of familiarization tour in 2018		LRBA, RED Team, VEDP	X	X Scheduled Sept 2018
	2. Host site consultants and brokers specializing in target sectors for a regional familiarization tour	Host 2 individuals annually		LRBA, RED Team, VEDP	X	X
	3. Host partner days within the region for municipalities, utilities, state economic development partners and state transportation partners	50% partner participation – host every other year beginning in 2019 (hosted in 2017)		LRBA, RED Team, VEDP, AEP, Dominion, Southside, Norfolk Southern, Columbia Gas, MABC	X	X AEP day scheduled 2018
	4. Host industrial realtor TAGs (target advisory groups) composed of commercial real estate agents and developers within the region to increase knowledge of projects and product not included in the public sector industrial sites	Host at least one meeting annually		LRBA, RED Team, VEDP	X	X
	Host manufacturing winter's familiarization tour to increase national publicity of the region's manufacturing	Host every other year beginning in 2017		LRBA, RED Team, VEDP	X	X Hosted Site Selection magazine April 2018

CEDS Goal	Implement a targeted economic development marketing and corporate recruitment program					
	Objective	Strategy	Metric	Supporting Agencies or Organizations	Time (years)	Notes
Focus Category					Short 1-2 Med. 2-3 Long 3-5 X denotes measured change in CEDS Annual Report	
Fam Tours	<b>Goal: Provide regional familiarization tours of the Lynchburg Region</b>					
	<p>1. Host site consultant familiarization tours in conjunction with Virginia Economic Development Partnership</p> <p>2. Host site consultants and brokers specializing in target sectors for a regional familiarization tour</p> <p>3. Host partner days within the region for municipalities, utilities, state economic development partners and state transportation partners</p> <p>4. Host industrial realtor TAGs (target advisory groups) composed of commercial real estate agents and developers within the region to increase knowledge of projects and product not included in the public sector industrial site</p> <p>Host manufacturing writer's familiarization tour to increase national publicity of the region's manufacturing</p>	Successful completion of familiarization tour in 2018	LRBA, RED Team, VEDP	X	X	Scheduled Sept 2018
		Host 2 individuals annually		LRBA, RED Team, VEDP	X	X
		Expose site consultants and state economic development team to the Lynchburg Region to increase their knowledge of regional assets	50% partner participation – host every other year beginning in 2019 (hosted in 2017)	LRBA, RED Team, VEDP, AEP, Dominion, Southside, Norfolk Southern, Columbia Gas, MABC	X	X
Targeted Marketing	<p>Increase awareness of the Lynchburg Region and provide access to regional data for individuals and companies</p>	Host at least one meeting annually		LRBA, RED Team, VEDP	X	X
		Host every other year beginning in 2017		LRBA, RED Team, VEDP	X	X
		Host every other year beginning in 2017		LRBA, RED Team, VEDP	X	X
	<b>Goal: Generate and execute a targeted marketing plan with digital and print to increase regional access</b>					
Supply Chain Lead Gen	<p>Leverage existing business relationships within the region to recruit suppliers in plastics, metals, machine/components or distribution/logistics while better serving existing companies</p>	1. Regularly update the regional economic development website <a href="http://www.VesynchburgRegion.org">www.VesynchburgRegion.org</a> with accurate, comprehensive and readily-available information	Increased traffic via website analytics	LRBA Staff	X	X
		2. Increase national digital footprint outside of economic development specific sites	Advertise on at least 2 non-economic development specific sites (airlines, business magazines, transportation/trucks or trading's)	LRBA, RED Team, VEDP	X	X
		3. Establish individual web pages based on the target industry sectors and the business cases	Creation of 5 web pages based on food & beverage, metals manufacturing, wireless communications, financial/business services and nuclear technology	LRBA Staff		X
		4. Generate and shop regional stories to relevant trade publications for print and digital media	Publication of at least one story per year with a regional focus	LRBA Staff, RED Team, VEDP	X	X
Regional Collaboration	<b>Goal: Develop marketing and recruitment lead generation strategies based on the supply chain analysis</b>					
	<p>Leverage existing business relationships within the region to recruit suppliers in plastics, metals, machine/components or distribution/logistics while better serving existing companies</p>	1. Complete business cases for supply chain sectors	Complete 4 business cases	LRBA Staff, RED Team, VEDP	X	X
		2. Identify corporate site consultants specializing in the targets identified in supply chain analysis and create relationships through phone, electronic and face-to-face interaction	Creation of a list of at least 10 site consultants per sector	LRBA Staff, RED Team, VEDP	X	X
		3. Generate qualified leads within the supply chain sectors through standard data mining research	Generate 150 one-on-one contacts per year via in-person, email, phone	LRBA Staff	X	X
	<b>Goal: Identify "super-regional" marketing opportunities with neighboring regions</b>					
Regional Collaboration	<p>Combine the resources of regional partnerships for cost-effective opportunities to target other similar sectors of economic activity</p>	1. Identify efficiencies in travel, familiarization tours, digital marketing, or other applicable projects	Creation of comprehensive list of possible partnership opportunities	LRBA, RED Team, VEDP	X	X
		2. Identify opportunities with the GO Virginia initiative to partner with neighboring regions to better leverage resources and staff time	Meetings with regional partners on quarterly basis	LRBA, RED Team, VEDP, Roanoke Regional Partnership, NRV Partnership, Charlottesville Partnership, Southside VA	X	X

## CEDS Regional Entrepreneurship Center Implementation Action Plan Initiative 4

### Mission

The CEDS Business Entrepreneurship Center Initiative Council's objective is to identify activities, programs, and partners that support:

**CEDS GOAL 2: facilitating the growth and expansion of our business community**

**KEY INITIATIVE #4:** "Launch a new regional center for entrepreneurship that can serve as a long-term anchor and catalyst for the region's entrepreneurial ecosystem".

### Development Strategy

Develop a long-term plan to launch a regional center for entrepreneurship.

### Goals, Objectives, and Strategies

The following presents goals, objectives, or outcomes, and strategies necessary to succeed in creating a regional entrepreneur center. Refer to the CEDS Entrepreneur Center Implementation Chart to view identified metrics to gauge progress and some of the implementation partner agencies and organizations.

**Goal: Engage regional partners and potential stakeholders.**

*Obj.: Identify all organizations within the region that could contribute to a center for entrepreneurship, including but not limited to higher education, economic development offices, Small Business Development Center, Lynchburg Business Development Centre, SCORE, and other co-working spaces within the region.*

- S 1: Create a list of stakeholders and regional partners to serve as entrepreneurial focus group.
- S 2: Organize a meeting of regional partners and stakeholders (focus group) as identified per the list.
- S 3: Develop a list of current varieties of similar programs and centers located within the region.
- S 4: Develop a list of collaboration potential with current programs and centers.
- S 5: Determine the need for a regional entrepreneurship center via survey.

**Goal: Identify Lead Entities and an Operational Model.**

*Obj.: Identify all organizations within the region that could potentially lead the regional center for entrepreneurship and identify best practices for an operational model structure.*

- S 1: Create a list of potential lead entities and research the possibilities, cost analysis and business model needed for multiple entities to determine the best option.
- S 2: Research and develop a list of best practice Centers for Entrepreneurship across the country.
- S 3: Organize an on-site visit of a successful entrepreneur center.

**Goal: Develop a Program of Work.**

*Obj.: Create a plan of work for the regional center of entrepreneurship based on best practices of successful programs.*

- S 1: Identify the assistance and services that would be needed for entrepreneurs participating in the regional center.
- S 2: Create a business summary for the regional entrepreneurship center.
- S 3: Identify a physical location for the Regional Center for Entrepreneurship through data collected, financial analysis and business strategy to determine the ideal location for the center for entrepreneurship.
- S 4: Identify synergy with initiative #5, Economic Gardening and EIR program.
- S 5: Identify and obtain grant opportunities for the Regional Center for Entrepreneurship.

CEDS Goal	Launch a new regional center for entrepreneurship that can serve as a long-term anchor and catalyst for the region's entrepreneurial ecosystem									
Focus Category	Objective	Strategy	Metric	Supporting Agencies or Organizations	Time (years)					Notes
					Short 1 - 2	Med. 2 - 3	Long 3 - 5			
									X denotes measured change in CEDS Annual Report	
Team Building	GOAL: Engage regional partners and potential stakeholders									
	Identify all organizations within the region that could contribute to a center for entrepreneurship, including but not limited to higher education, economic development offices, Small Business Development Center, Lynchburg Business Development Centre, SCORE, and other co-working spaces within the region	1. Create a list of stakeholders and regional partners to serve as entrepreneurial focus group	Successful creation of a comprehensive list	LRBA, RED Team	X					
		2. Organize a meeting of regional partners and stakeholders (focus group) as identified per the list	Hold a meeting in 2018 (Quarter 3)	LRBA, RED Team, SBDC, Lynchburg Business Dev Center, higher ed partners, CVCC, Main Street Programs, SCORE, Chambers of Commerce	X					
		3. Develop a list of current varieties of similar programs and centers located within the region	Successful creation of a comprehensive lists of similar programs and centers	LRBA, RED Team, SBDC, Lynchburg Business Dev Center, higher ed partners, CVCC, Main Street Programs, Chambers of Commerce	X					
		4. Develop a list of collaboration potential with current programs and centers	Successful creation of a comprehensive lists of collaborative options	LRBA, RED Team, SBDC, Lynchburg Business Dev Center, higher ed partners, CVCC, Main Street Programs, Chambers of Commerce	X					
		5. Determine the need for a regional entrepreneurship center via survey	Successful identification potential clients and pipeline for future clients of the regional entrepreneurship center	LRBA, RED Team	X					
Research	Goal: Identify Lead Entities and an Operational Model									
	Identify all organizations within the region that could potentially lead the regional center for entrepreneurship and identify best practices for an operational model structure	1. Create a list of potential lead entities and research the possibilities, cost analysis and business model needed for multiple entities to determine the best option	Successful creation of a comprehensive list	LRBA, RED Team, SBDC, Lynchburg Business Dev Center, higher ed partners, CVCC, Main Street Programs, Chambers of Commerce	X					
			Identification of successful business models	LRBA, RED Team	X					
		2. Research and develop a list of best practice Centers for Entrepreneurship across the country	Successful creation of a comprehensive list	LRBA, RED Team, SBDC, Lynchburg Business Dev Center, higher ed partners, CVCC, Main Street Programs, Chambers of Commerce	X					
		3. Organize an on-site visit of a successful entrepreneur center	Completion of on-site visit(s) of successful entrepreneurship center(s)	LRBA, RED Team, SBDC, Lynchburg Business Dev Center, higher ed partners, CVCC, Main Street Programs, Chambers of Commerce		X				
			Successful creation of reports on best practices to share with the focus group	LRBA, RED Team		X				
Development of Program	Goal: Develop a Program of Work									
	Create a plan of work for the regional center of entrepreneurship based on best practices of successful programs	1. Identify the assistance and services that would be needed for entrepreneurs participating in the regional center	Conduct interviews with 10 entrepreneurs to identify gaps while starting up and where assistance would have been valuable	LRBA, RED Team, SBDC, Lynchburg Business Dev Center, higher ed partners, CVCC, Main Street Programs, Chambers of Commerce	X					
			Successful creation of a comprehensive list of services that could be offered through a regional entrepreneurship center	LRBA, RED Team, SBDC, Lynchburg Business Dev Center, higher ed partners, CVCC, Main Street Programs, Chambers of Commerce	X					
		2. Create a business summary for the regional entrepreneurship center	Successful completion of a business plan to include the following: mission and vision statement, business structure (non-profit, existing organization), develop business goals and strategy, identify staffing needs, finalize a list of services, develop a budget with potential expenses and financial goals, and marketing plan	LRBA, RED Team	X	X				
		3. Identify a physical location for the Regional Center for Entrepreneurship through data collected, financial analysis and business strategy to determine the ideal location for the center for entrepreneurship	Successful identification of a location for a regional entrepreneurship center	LRBA, RED Team		X				
		4. Identify synergy with initiative #5 Economic Gardening and Entrepreneur in Residence Program	Succeed/Fail	:LRBA, RED Team	X					
	5. Identify and obtain grant opportunities for the Regional Center for Entrepreneurship	Succeed/Fail	LRBA, RED Team		X	X				



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## CEDS Economic Gardening & Entrepreneur Implementation Action Plan Initiative 5

### Mission

The CEDS Economic Gardening Initiative's objective is to identify activities, programs, and partners that support the creation of:

**CEDS GOAL 2: facilitating the growth and expansion of our business community**

**KEY INITIATIVE #5:** "Launch an economic gardening and entrepreneur in residence program to drive technology-based economic development".

### Development Strategy

Develop an economic gardening program that will be complimented by an entrepreneur in residence program with a focus on technology-based companies

### Goals, Objectives, and Strategies

The goals, objectives, or outcomes, and strategies necessary to succeed in creating a regional entrepreneur center follow. Identified program metrics and identification of implementation partners are presented in the CEDS Economic Gardening Implementation Chart.

**Goal: Research and determine best practice programs for Economic Gardening.**

*Obj.: Identify a list of regional community assets to support an economic gardening and entrepreneur in residence program followed by development of feasibility plan.*

- S 1: Develop a list of benchmark communities with successful programs.
- S 2: Coordinate with the Virginia Economic Development Partnership to develop strategy based on their state economic gardening program.
- S 3: Identify the current workforce and potential for start-ups based on education and experience.
- S 4: Identify partnership organizations or systems in place that provide entrepreneurial support.
- S 5: Create a comprehensive list of cultural, recreational and quality of life opportunities that would attract entrepreneurs to develop business in the Lynchburg Region.
- S 6: Create a comprehensive list of assets located outside the Lynchburg Region that could benefit a regional economic gardening program.

**Goal: Identify and recruitment team members and support for Economic Gardening Program.**

*Obj.: Create a regional taskforce for an economic gardening and entrepreneur in residence program.*

- S 1: Create a comprehensive list of individuals and/or organizations to serve as taskforce members.
- S 2: Brief local government of the importance of incentive support for start-ups and request their participation on the regional taskforce.
- S 3: Organize an initial meeting of the economic gardening taskforce.

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

*Obj.: Identify a comprehensive list of companies to potentially participate in the economic gardening and entrepreneur in residence program.*

- S 1: Create a comprehensive list of Stage 1 and Stage 2 companies.
- S 2: Provide potential companies with a comprehensive list of support services that could be provided by an economic gardening program in conjunction with a residence program.
- S 3: Identify target sectors and company niches to promote technology-based economic development.

**Goal: Create an operational model for the economic gardening and EIR program.**

*Obj.: Develop an operational execution plan and a program of work.*

- S 1: Create a list of potential lead entities.
- S 2: Develop an operational plan and determine the roles of partner organizations
- S 3: Identify the assistance and services that would be needed for entrepreneurs participating in the program.
- S 4: Create a business summary for the regional program.
- S 5: Identify a physical location for the entrepreneur in residence program.

**Goal: Launch a regional economic gardening and entrepreneur in residence program.**

*Obj.: Provide business resources to entrepreneurs and continue to nurture their business through stages of growth.*

- S 1: Identify management/oversight of the program.
- S 2: Identify business mentors and create a list of available mentorship opportunities by subject matter.
- S 3: Identifying subject matter experts to provide business resources in critical areas of business development such as legal, finance, HR, operations.
- S 4: Identify financial resources for early stage companies such as capital, angel investors, gap financing and revolving loan funds.
- S 5: Enlist the RED Team to provide companies with available property within the Lynchburg Region as startups leave the EIR program.

CEDS Goal	Launch an economic gardening and entrepreneur in residence program to drive technology-based economic development							
Focus Category	Objective	Strategy	Metric	Supporting Agencies or Organizations	Time (years)			Notes
					Short 1-2	Med. 2-3	Long 3-5	
					X denotes measured change in CEDS Annual Report			
Research	GOAL: Research and determine best practice programs for Economic Gardening							
	Identify a list of regional community assets to support an economic gardening and entrepreneur in residence program followed by development of feasibility plan	1. Develop a list of benchmark communities with successful programs	Successful creation of a comprehensive list	LRBA, RED Team, VEDP	X			
		2. Coordinate with the Virginia Economic Development Partnership to develop strategy based on their state economic gardening program	Hold meeting with VEDP staff in charge of state program execution	LRBA, RED Team, VEDP	X			
		3. Identify the current workforce and potential for start-ups based on education and experience	Successful identification of start-ups	LRBA, RED Team, VEDP, Workforce Development, SBDC	X			
		4. Identify partnership organizations or systems in place that provide entrepreneurial support	Successful identification of partners	LRBA, RED Team, SBDC, Lynchburg Business Dev Center, Chambers of Commerce	X			
		5. Create a comprehensive list of cultural, recreational and quality of life opportunities that would attract entrepreneurs to develop business in the Lynchburg Region	Successful completion of list	LRBA, RED Team, Tourism	X			
		6. Create a comprehensive list of assets located outside the Lynchburg Region that could benefit a regional economic gardening program	Successful completion of list	LRBA, RED Team, VEDP	X			
Team Building	Goal: Identify and recruitment team members and support for Economic Gardening Program							
	Create a regional taskforce for an economic gardening and entrepreneur in residence program	1. Create a comprehensive list of individuals and/or organizations to serve as taskforce members	Successful completion of list	LRBA, RED Team	X			
		2. Brief local government of the importance of incentive support for start-ups and request their participation on the regional taskforce	Completion of local government updates and invitation extended for focus group participation	LRBA, RED Team, VEDP		X		
		3. Organize an initial meeting of the economic gardening taskforce	Successful completion of meeting	LRBA, RED Team, organizations on taskforce (TBD)	X			
Talent Pipeline	Goal: Develop a pipeline of services for local entrepreneurs							
	Identify a comprehensive list of companies to potentially participate in the economic gardening and entrepreneur in residence program	1. Create a comprehensive list of Stage 1 and Stage 2 companies	Successful completion of list	LRBA, RED Team, Taskforce		X		
		2. Provide potential companies with a comprehensive list of support services that could be provided by an economic gardening program in conjunction with a residence program	Extend services to at least 20 companies	LRBA, RED Team, Taskforce		X		
		3. Identify target sectors and company niches to promote technology-based economic development	Successful completion of target sector list	LRBA, RED Team, Taskforce		X		

Operation Model	Goal: Create an operational model for the economic gardening and EIR program						
		1. Create a list of potential lead entities	Successful completion of list	LRBA, RED Team, Taskforce	X		
		2. Develop an operational plan and determine the roles of partner organizations	Successful completion of operational plan	LRBA, RED Team, Taskforce	X		
		3. Identify the assistance and services that would be needed for entrepreneurs participating in the program	Successful identification of services	LRBA, RED Team, Taskforce	X		
	<i>Develop an operational execution plan and a program of work</i>	4. Create a business summary for the regional program	Successful creation of business summary	LRBA, RED Team, Taskforce	X		
		5. Identify a physical location for the entrepreneur in residence program	Successful identification of program	LRBA, RED Team, Taskforce	X		
		5. Identify funding and grant opportunities for ER and EIR programs	Successfully obtaining funding	LRBA, RED Team, Taskforce	X		
		6. Identify and link synergy between Initiative #4 Center for Entrepreneurship	Succeed/ Fail	LRBA, RED Team, Taskforce	X		
Talent Residence Program	Goal: Launch a regional economic gardening and entrepreneur in residence program						
		1. Identify management/oversight for the program	Succeed/ Fail	LRBA, RED Team, Taskforce		X	
		2. Identify business mentors and create a list of available mentorship opportunities by subject matter	Successful development of a comprehensive list of mentors	LRBA, RED Team, Taskforce		X	
		3. Identifying subject matter experts to provide business resources in critical areas of business development such as legal, finance, HR, operations	Mentorship matchmaking of three companies	LRBA, RED Team, Taskforce, private sector partners		X	
	<i>Provide business resources to entrepreneurs and continue to nurture their business through stages of growth</i>	4. Identify financial resources for early stage companies such as capital, angel investors, gap financing and revolving loan funds	Successful matchmaking of three companies with services	LRBA, RED Team, Taskforce, private sector partners		X	
		5. Enlist the RED Team to provide companies with available property within the Lynchburg Region as startups leave the EIR program	Assist three companies with financing connections	LRBA, RED Team, Taskforce, private sector partners		X	
			Successful development of a comprehensive list of available property to provide companies as they are ready to leave the EIR	LRBA, RED Team		X	

## CEDS Sector-Focused Workforce Implementation Action Plan Initiative 6

### Mission

Establish a coalition of workforce, education, business and supporting human service agencies to identify activities, programs, and additional partners that support the implementation of:

**CEDS GOAL 3: educating and developing a sustainable workforce; and**

**KEY INITIATIVE #6:** "Form a Regional Talent Coalition to coordinate sector-focused workforce development initiatives, address regional skills gaps, and enhance collaboration between the business community and educational institutions".

### Development Strategy

The activities associated with CEDS initiative 6 represent the core mission of the Region 2000 Workforce Development Board and WOIA program. The *LEAD 2020: Region 2000 Workforce Innovation and Opportunity Act Local Workforce Development Area Strategic Plan (2017-2020)* serves the WDB guiding document. WDB Strategic Plan establishes four LEAD principles, or guiding goals, and the executing strategies that directly respond to the CEDS workforce goal. The WDB Talent Solutions Team, serves as the CEDS Initiative Council.

**WDB Mission:** Provide the primary connection between our two customers – businesses and job seekers – ensuring demand is met with a highly- qualified supply of applicants

**Vision:** A customer-focused workforce system that supports regional prosperity through efficiently developing the talents of individuals to meet the employment needs of our region

### Goals and Strategies

The LEAD 2020 WDB Strategic Plan, serves as the CEDS Sector-Focused Implementation Action Plan, has developed the following strategic goals, objectives and strategies to advance the employment advancement mission. The LEAD 2020 WDB Strategic Plan establishes four goals and supporting objectives, outcomes, and metrics, summarized in the Action Plan Chart.

1. **L**everage Target Sector-Based Partnerships to Position Career Pathways from K-12 Education through Employment
  - a. Position industry action teams for workforce system continuous improvement
2. **E**nrich the Workforce System through Technologies that Streamline Customer Service Experience
  - a. Connect data to inform day-to-day operations
3. **A**ct as Organizational Catalyst to the Regional Workforce System
  - a. Establish baselines, benchmarks, and forecasts for operational and skilled-labor gaps in the region
  - b. Align system partners to capture and respond to the voice of the all customers and stakeholders

- c. Develop professional skills at the service front lines
- 4. **D**evelop and Deploy Messaging that Effectively Communicates the Workforce System and Services to Stakeholders- Employers, Job Seekers and Service Providers
  - a. Add marketing coordinator to staff
  - b. Work to improve understanding of workforce system among partners



## LEAD 2020

Goals	Strategies	Strategic Objectives	Outcomes
1. Leverage target sector-based partnerships to position career pathways from K-12 education through employment	1.1 Position industry action teams for system transformation	1.1.1.1 Identify and recruit workforce "champions" from targeted industries, related programs of study, and others as applicable	Increased business engagement with formal agreements
		1.1.1.2 Engage businesses to learn about specific workforce needs	Employer buy-in on training programs
		1.1.1.3 Complete "best practices" model research	Increased connection of jobseekers to businesses through career pathways
		1.1.1.4 Design and pilot industry-led workforce initiatives	
		1.1.1.5 Form additional industry action teams	
		1.1.1.6 Replicate successful pilot models in other targeted industries	
2. Enrich the system through technologies that streamline customer service experiences	2.1 Connect systems data to inform day-to-day operations	2.1.1.1 Form ad-hoc committee of the Board to research and evaluate technology opportunities	Improved customer service
		2.1.1.2 Discover technology-based solutions to realize opportunities	Greater efficiency in day-to-day processes
		2.1.1.3 Identify opportunities to improve customer service	Customer-centric orientation
		2.1.1.4 Perform comparative analysis and make recommendations to the Board	Increased involvement of all geographies of the region, and less focused on the Workforce Center (One-Stop) building

Goals	Strategies	Strategic Objectives	Outcomes
3 Act as the organizational catalyst to the regional workforce system	3.1 Establish baselines, benchmarks, and forecasts for operational and skilled-labor gaps in the region	3.1.1 Establish criteria for targeting specific industries and occupations	Increased business engagement in the workforce ecosystem
		3.1.2 Identify target industries and occupations	More efficient spending
		3.1.3 Evaluate regional presence of relevant training and education programs	Real-time understanding of regional gaps
	3.2 Align system partners to capture and respond to the voice of all customers and stakeholders	3.2.1 Increase engagement of faith-based and community-based organizations in workforce system	Greater reach of service sites
		3.2.2 Identify necessary and available resources needed to act on priorities	Improved understanding of workforce system among partners
		3.2.3 Develop action plans to close resource gaps	Improved customer service
		3.2.4 Design and implement responsive solutions	
		3.2.5 Launch "partner" sites across the region to deliver career services	
		3.2.6 Examine the feasibility of forming a 501c3 organization	
	3.3 Develop professional skills at the service front lines	3.3.1 Increase knowledge of system-wide services	
		3.3.2 Improve customer services and satisfaction	
4 Develop and deploy messaging that effectively communicates the system and services to stakeholders—employers, job seekers, and service providers	4.1 Add marketing coordinator to staff	4.1.1 Describe ROI message for regionwide customers	Improved understanding of workforce system
		4.1.2 Articulate the reimagined One-Stop	Increased number and higher retention of business customers
		4.1.3 Develop short and long-term messaging to achieve brand development and brand recognition	Greater perception of inclusion of all counties in the region
		4.1.4 Bridge the knowledge gaps between the employers in the region and the jobseekers	Improved perceptions within the workforce system around low-skilled stigma programs



## CEDS Workforce Center Implementation Action Plan Initiative 7

### Mission

The CEDS establishes the Region 2000 Workforce Development Board (WDB) as the regional entity to guide in the actions to bring to fruition:

**CEDS GOAL 4: educating and developing a sustainable workforce; and**

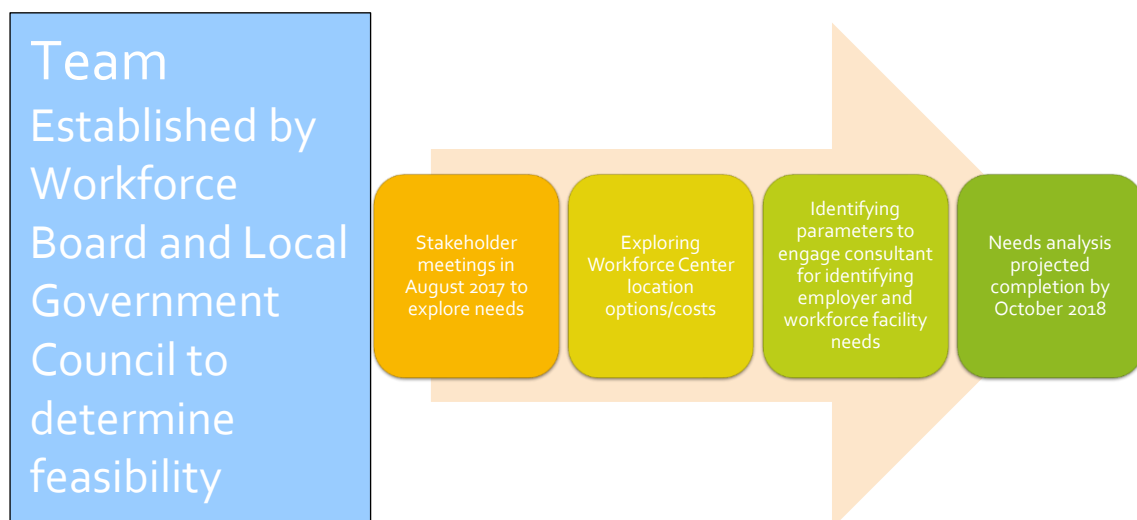
**\*KEY INITIATIVE #7:** “Establish a Regional Workforce Center on the campus of Central Virginia Community College (CVCC), *or other regional location*, to deliver necessary workforce training”.

\* Key Initiative #7 wording has been adjusted from the November 2016 CEDS to reflect the recognition that the appropriate location of a regional workforce center should be the product of a comprehensive needs analysis. Thus, it was agreed to include “or other regional location” to this initiative.

### Development Strategy

It is recognized by all local stakeholders that implementation of this CEDS tasks will require considerable analysis, stakeholder participation, including state and federal representation, to establish foundational and regionally-supported implementation plan. Additionally, it has been agreed that a regional workforce center is needed, however, it is recognized that the best location for this facility

A Workforce Center Team has been established by the WDB and the Local Government Council to execute a preliminary needs analysis and feasibility study that will inform next steps. There is no implementation chart for this initiative, however the following graphic outlines near-term next steps. As with all the CEDS initiatives, progress will be monitored through the established organizational structure.



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## CEDS Transportation Implementation Action Plan Initiative 8

### Mission

The CEDS Transportation Initiative Council (R&C IC) is to identify activities, programs, and partners that collectively will support the implementation of:

**CEDS GOAL 4: Invest in the connectivity of the Region; and**

**KEY INITIATIVE #8:** “Update project priorities and implement the Region’s existing plans for transportation, broadband and other infrastructure provisions based on relevant takeaways from the Central Virginia Connectivity Study”.

### Development Strategy

The Lynchburg Regional Connectivity Study (Connectivity Study), the first of its kind in Virginia, is an in-depth study to consider how the region’s transportation connectivity – road, air, rail, multimodal, transit – impacts the region’s economic vitality, growth, and competitiveness, serves as the foundation for the CEDS Transportation Implementation Plan.

The Connectivity Study is a data-driven study, developed in coordination with the CEDS, is organized according to three themes and eight strategy areas to address transportation, and in turn economic competitiveness and business support, improvements. The themes, eight strategy areas, and recommendations (shown in red) numbers for each is shown below.

**Lynchburg Regional Connectivity Study**

<b>Theme: Labor Market &amp; Intra-Regional Connectivity</b>		
1. Placemaking	<b>6</b>	Create livable, vibrant, connected community cores.
2. Local Bottlenecks	<b>1</b>	Enhance & maintain network reliability
3. Transit & TDM	<b>5</b>	Transportation options to access major employers
<b>Theme: Inter-Regional Connectivity</b>		
4. Intercity Passenger Rail	<b>4</b>	Lynchburg as rail hub
5. Air Service Department	<b>4</b>	Consolidate support for regional services
6. Access on Key Highway Corridors	<b>3</b>	Maintain & improve key access corridors
7. Cargo-Oriented Development	<b>3</b>	Readiness to respond to freight/rail development
<b>Theme: Broadband Connectivity</b>		
8. Broadband Development*	<b>2</b>	Advance quality broadband coverage throughout region

\* A focus of the Connectivity Study but not a focus within the CEDS Transportation IP.

The Connectivity Study serves as the CEDS Transportation Implementation Plan. However, the actions and metrics to gauge progress within **Placemaking** and **Transit & Transit Demand Management (TDM)**, or programs that promote alternative modes (e.g. biking, vanpools) of transportation, have been expanded. All other components of the specific recommendation within the Connectivity Study and other long-range transportation planning are managed and measured through existing transportation programming (e.g. Central Virginia Long Range Transportation Plan, VDOT Six-Year Improvement Program) formats.

## Vision Statement

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

Source: Central Virginia Long Range Transportation Plan – 2040

## Goals, Objectives, and Strategies

The following presents goals, objectives, or outcomes, and strategies, derived directly from the Connectivity Study, the Central Virginia LRTP - 2040, and the Region 2000 Rural LRTP, to advance the transportation safety, connectivity, accessibility, and efficiency within the region. Details on the full recommendations of these regional transportation guiding documents are available at [www.localgovernmentcouncil.org](http://www.localgovernmentcouncil.org).

Refer to the CEDS Transportation Implementation Chart to view identified metrics to gauge progress and some of the identified agencies, organizations, and entities that will contribute to advancing the Placemaking and Transit & TDM areas multimodal vision. NOTE: Objectives and strategies denoted by \* represent recommendations directly from the Connectivity Study.

**PLACEMAKING:** The region's community, service and employment centers are vibrant and characterized by multimodal amenities, easy to navigate, and provide a "strong sense of place" that contributes to retaining and attracting businesses, workers, and entrepreneurs.

- P Obj. 1:      \*Continue to enhance efforts to build an urban environment that is livable and appeals to younger workers and entrepreneurs.*
  - P 1a:          \*Pursue implementation of Complete/Better Streets projects to create safe and vibrant activity centers.
  - P 1b:          Partner with business organizations, non-profits, and health organizations to advance the value and understanding of Complete Streets.
  - P 1c:          Facilitate public outreach campaigns that highlight the walkability of the region's community centers.
  
- P Obj. 2:      \*Focus efforts on developing a community that is connected by quality pedestrian and bicycle infrastructure.*
  - P 2a:          \*Continue to work towards implementation of on-road bicycle accommodation along corridors identified in the Region 2000 Bicycle Plan.
  - P 2b:          Coordinate with VDOT and locality repaving, maintenance, and infrastructure improvement projects to maximize bicycle and pedestrian improvements.
  - P 2c:          Facilitate public and private funding and support mechanisms to advance facility development.
  
- P Obj. 3:      \*Support placemaking enhancements in the region's activity centers.*
  - P 3a:          \*Improve wayfinding, via technology & signage, to and within activity centers in the region.
  - P 3b:          Partner with downtown organizations, business, non-profits and other organizations to promote multimodal programs.
  - P 3c:          \*Advance unique parking strategies and other multimodal programming (e.g. carsharing, bike share programs) to reduce parking conflict and advance strong sense of place within community centers.

P 3d: \*Coordinate improved multimodal connectivity between institutions of higher education and downtown Lynchburg.

*P Obj. 4: \*Enhance activity centers with quality pedestrian and bicycle infrastructure and an urban core that serves as a region-wide asset.*

P 4a: \*Expand the trails and on-road bicycle and pedestrian improvements that support active and vibrant community centers.

P 4b: \*Partner with GLTC, RIDE Solutions, businesses and other organizations to expand the use of transit and other transportation modes to access community centers.

**TRANSIT & TRANSPORTATION DEMAND MANAGEMENT (TDM):** Alternative transportation options – transit, carshare, bike, pedestrian, vanpool – are available throughout the region and accessible to residents and visitors to ensure access to employment, services, recreation, and entertainment.

*T & T Obj. 1: \*Alternative modes are supported through collaboration, communication between area employers, regional commuters and transit operators.*

T&T 1a: \*Enhance business outreach through partnerships between RIDE Solutions, the Region 2000 Workforce Development Board (WDB) and the Lynchburg Regional Business Alliance (LRBA).

T&T 1b. Increase RIDE Solutions program membership by area employers.

*T & T Obj. 2: \*Seek creative solutions that will make transit and other alternative transportation options (ridesharing, biking, walking, vanpools, transit) attractive and feasible.*

T&T 2a: \*Implement activity-based or other commuter reward programs that provide incentives for utilizing alternative modes.

T&T 2b: \*Promote Statewide Vanpooling Efforts – Vanpool!VA by coordinating with employers, WDB. RIDE Solutions to expand transportation options within the rural and small urban areas.

T&T 2c: \*Continue to build on the RIDE Solutions platform, increasing awareness of alternative transportation options and program services.

T&T 2d. Seek public and private funding mechanisms to facilitate infrastructure planning and implementation.

*T & T Obj. 3: Advance the profile of the Greater Lynchburg Transit Company (GLTC) and transit as reliable, valuable, and efficient transportation for all residents within the urban service area.*

T&T 3a: \*Support a unified transit pass program by working with GLTC and major employers and educational institutions.

T&T 3b: \*Encourage and incentivize employers to provide transit and other mode benefits to employees.

T&T 3c: Implement transit use campaigns with businesses, multi-unit property owners, and employers within the urban core to highlight value of transit service to reduce parking conflict.

*T & T Obj. 4: Transit, biking and walking, are safe and viable modes of transportation to access resources within the region.*

T&T 4a: Expand walking and biking infrastructure to increase safe and accessible access to transit stops.



- T&T 4b: Promote educational awareness campaigns that highlight safe system use by walkers, bikers, transit riders and motorists.
- T&T 4c: Implement encouragement and reward campaigns, especially within urban and community cores, to highlight alternative transportation options.

VISION STATEMENT	Our region will be accessible to visitors and business from around the world, with a prosperous economy, flourishing natural beauty and strong and safe communities accessible to all.							
Focus Category	Objective	Strategy	Metric	Supporting Agencies or Organizations	Time (years)			Notes
					Short 1-2	Med. 2-3	Long 3-5	
					X denotes measured change in CEDS Annual Report			
Placemaking	GOAL: The region's community, service and employment centers are vibrant and characterized by multimodal amenities, easy to navigate, and provide a "strong sense of place" that contributes to retaining and attracting businesses, workers, and entrepreneurs.							
	1. Continue to enhance efforts to build an urban environment that is livable and appeals to younger workers and entrepreneurs.	1a. Pursue Implementation of Complete/Better Streets projects to create safe and vibrant activity centers.	Success/Failure; # of Complete Street projects	Local governments, CVMPO, LRTAG, area business organizations	x		See: Safer Streets, Stronger Economies (March 2015)	
		1b. Partner with business organizations, non-profits, and health organizations to advance the value and understanding of Complete Streets.	# of marketing campaigns; # of education events; # of programs presented to local governments, organizations, businesses	Business organizations, Health Department, LRBA, Work Healthy Organization, Health Providers, LGC, area non-profits	x			
		1c. Facilitate public outreach campaigns that highlight the walkability or the region's community centers.	Success/Failure	RIDE Solutions, CVMPO, LGC, area non-profits	x			
		2a. Continue to work towards implementation of on-road bicycle accommodation along corridors identified in the Region 2000 Bicycle Plan.	Change in the # of miles of on-road accommodations; change in roadways with accommodation.	VDOT, local governments (public works & utility departments), citizen groups, CVMPO, LRTAG	x		See: Region 2000 Bicycle Plan <a href="http://www.localgovernmentsofva.org">www.localgovernmentsofva.org</a>	
	2. Focus efforts on developing a community that is connected by quality pedestrian and bicycle infrastructure.	2b. Coordinate with VDOT and locality repaving, maintenance, and infrastructure improvement projects to maximize bicycle and pedestrian improvements.	Confirmation of communication; # of projects completed.	Local governments, LGC, CVMPO, VDOT	x		See: ActiveTrans Priority Tool Guidebook	
		2c. Facilitate public and private funding and support mechanisms to advance facility development.	Amount of funding; # of implemented resources through non-traditional implementation format	Local governments, LGC, businesses, non-profit organizations		x		
		3a. Improve wayfinding, via technology & signage, to and with in activity centers in the region.	Success/Failure; # of wayfinding studies completed; # of wayfinding projects completed	Local governments, LGC, CVMPO, VDOT, business organizations, tourism, Econ. Development		x		
	3. Support placemaking enhancements in the region's activity centers.	3b. Partner with downtown organizations, business, non-profits and other organizations to promote multimodal programs.	Success/Failure; # of business that participate in programs	RIDE Solutions, business organizations, GLTC, businesses	x		See: <a href="http://pedbikeinfo.org">pedbikeinfo.org</a> for information on economic benefits of walking and biking in thriving communities	
		3c. Advance unique parking strategies and other multimodal programming (e.g. carsharing, bike share programs) to reduce parking conflict and advance strong sense of place within community centers.	Success/Failure; # of unique programs implemented	Local Governments, RIDE Solutions, businesses, developers		x		
		3d. Coordinate improved multimodal connectivity between institutions of higher education and downtown Lynchburg.	Success/Failure; # of programs; changes in transit or TDM program participation.	Local Governments, colleges/universities, LGC, CVMPO, VDOT			x	
4. Enhance activity centers with quality pedestrian and bicycle infrastructure and an urban core that serves as a region-wide asset.	4a. Expand the trails and on-road bicycle and pedestrian improvements that support active and vibrant community centers.	Change in the # of miles of facilities; Increase in pedestrian accommodations	Local governments, businesses, non-profits, business organizations, citizen groups			x		
	4b. Partner with GLTC, RIDE Solutions, businesses and other organizations to expand the use of transit and other transportation modes to access community centers.	Change in ridership; change in the characteristic of riders; # of business-supported programs	GLTC, RIDE Solutions, businesses, citizen groups			x		

VISION STATEMENT	Our region will be accessible to visitors and business from around the world, with a prosperous economy, flourishing natural beauty and strong and safe communities accessible to all.									
Focus Category	Objective	Strategy	Metric	Supporting Agencies or Organizations	Time (years)			Notes		
					Short 1-2	Med. 2-3	Long 3-5	X denotes measured change in CEDS Annual Report		
Transit & Transportation Demand Management (TDM)	Goal: Alternative transportation options – transit, carshare, bike, pedestrian, vanpool – are available throughout the region and accessible to residents and visitors to ensure access to employment, services, recreation, and entertainment.									
	1. Alternative modes – are supported through collaboration, communication between area employers, regional commuters and transit operators.	1a. Enhance business outreach through partnerships between RIDE Solutions, the Region 2000 Workforce Development Board (WDB) and the Lynchburg Regional Business Alliance (LRBA).	# of business partners; # of vanpools created;	RIDE Solutions, Region 2000 WDB, business organizations, LRBA		x				
		1b. Increase RIDE Solutions program membership by area employers.	# of business program partners	RIDE Solutions, business organizations		x				
	2. Seek creative solutions that will make transit and other alternative transportation options (ridesharing, biking, walking, vanpools, transit) attractive and feasible.	2a. Implement activity-based or other commuter reward programs that provide incentives for utilizing alternative modes.	# of business that participate in business reward program; number of events	RIDE Solutions, business organizations, CVMPO, LRTAG		x				
		2b. Promote Statewide Vanpooling Efforts – VanpoolVA by coordinating with employers, WDB. RIDE Solutions to expand transportation options within the rural and small urban areas.	# of vanpools created; # of businesses that participate; # of passenger miles traveled (PMT); change in National Transit Data (NTD) from area transit providers	RIDE Solutions, CVMPO, Region 2000 WDB, LRTAG		x				See: www.drpt.virginia.gov
		2c. Continue to build on the RIDE Solutions platform, increasing awareness of alternative transportation options and program services.	Change in program participation; increase in program recognition	RIDE Solutions, CVMPO, LGC		x				
		2d. Seek public and private funding mechanisms to facilitate infrastructure planning and implementation.	Amount of funding;	Local Governments, CVMPO, LRTAG, LRBA, business organizations.			x			
	3. Advance the profile of the Greater Lynchburg Transit Company (GLTC) and transit as reliable, valuable, and efficient transportation for all residents within the urban service area.	3a. Support a unified transit pass program by working with GLTC and major employers and educational institutions.	Success/Failure	GLTC, RIDE Solutions, business organizations, DRPT				x		
		3b. Encourage and incentivize employers to provide transit and other mode benefits to employees.	Success/Failure; # of business that participate; # of programs implemented	GLTC, RIDE Solutions,		x				
		3c. Implement transit use campaigns with businesses, multi-unit property owners, and employers within the urban core to highlight value of transit service to reduce parking conflict.	Success/Failure; # of programs; increase in ridership	GLTC, RIDE Solutions, DRPT, local governments, business organizations			x			
4a. Increase walking and biking infrastructure to transit stops to expand safe and accessible transportation access.		Increase in facilities (e.g. feet, # of new facilities)	Local Governments, VDOT, business organizations, GLTC, CVMPO			x				
4. Biking and walking are safe and viable modes of transportation to access resources within the region.	4b. Promote educational awareness campaigns that highlight safe system use by walkers, bikers, transit riders and motorists.	Success/Failure; # of campaigns	RIDE Solutions, business organizations, CVMPO, local governments		x				See: RIDEsolutions.org	
	4c. Implement encouragement and reward campaigns, especially within urban and community cores, to highlight alternative transportation options.	Success/Failure; # of campaigns; # of business and/or organizations that participate	RIDE Solutions, business organizations		x					

## CEDS Site Evaluation and Development Implementation Action Plan Initiative 9

### Mission

The CEDS Business Retention & Expansion Initiative Council objective is to identify activities, programs, and partners to advance improvement of the region's current industrial land to support new business growth. Specifically, the activities guide advancement of:

**CEDS GOAL 4: investing in the connectivity of our region.**

**KEY INITIATIVE #9:** "Develop and implement a regional Site Evaluation and Improvement Program to accelerate the preparation and availability of shovel-ready industrial sites in the region".

### Development Strategy

Develop a regional site evaluation and improvement program to improve the speed to market for companies seeking to build within the region, including new companies and existing expansions.

### Goals, Objectives, and Strategies

The following presents goals, objectives and strategies that will be employed by the RED Team to implement a regional site evaluation and improvement program. Please refer to the CEDS Site Evaluation & Improvement Implementation Chart to view identified metrics to gauge program progress.

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

*Obj.:* Have documented evidence of the region's sites and current state.

*S:* Hire an architecture and engineering firm to complete site evaluations.

**Goal:** Begin strategy development for site improvement process.

*Obj.:* Use report generated by A&E firm to determine next steps for site improvement.

*S 1:* Create a priority system for sites based on determined stages of readiness.

*S 2:* Identify large sites and/or continuous parcels for large projects.

*S 3:* Conduct a meeting of stakeholders, including local economic development staff, utility partners, VEDP and applicable property owners.

*S 4:* Develop a comprehensive list of regional corporate and industrial realtors to serve as the sites target advisory group (TAG) with the regional economic development team.

*S 5:* Consult with the Virginia Economic Development Partnership on the Virginia Business Ready Sites Program and identify other site certification programs.

*S 6:* Determine missed projects due to site(s).

**Goal:** Identify sites with the potential for redevelopment.

*Obj.:* Find potential available property that could be utilized after redevelopment.

*S 1:* Assess current conditions of sites with potential for redevelopment.

*S 2:* Research grant opportunities for sites with potential for redevelopment.

*S 3:* Continue to advocate for high-impact projects such as Central Virginia Training Center on lobbying efforts for CTVC funding in state budget.

**Goal:** Identify funding sources for necessary improvements to industrial sites.

*Obj.:* Ensure funding is available to complete projects.

- S 1: Regional staff will provide results of site evaluation reports to local governing bodies and economic development authorities.
- S 2: Identify the funding sources for site improvement and research grant opportunities used for infrastructure.

**Goal: Provide regional support and recommendations to partners for site improvement.**

*Obj.: Provide support and navigation of site improvement projects.*

- S 1: Facilitate and navigate opportunities for growth related to site preparedness.
- S 2: Develop and recommend creative solutions to the municipal partners for site improvement.

CEDS Goal	Develop and implement a regional Site Evaluation and Improvement Program to accelerate the preparation and availability of shovel-ready industrial sites in the region									
Focus Category	Objective	Strategy	Metric	Supporting Agencies or Organizations	Time (years)			Notes		
Data Collection	GOAL: Assess the regional site inventory and determine the current preparedness of each site									
	Have documented evidence of the region's sites and current state	1. Hire an architecture and engineering firm to complete site evaluations	Execution and completion of evaluations	LRBA, RED Team, Hired firm	X					
Strategy Development	Goal: Begin strategy development for site improvement process									
	Use report generated by A&E firm to determine next steps for site improvement	1.Create a priority system for sites based on determined stages of readiness	Successful creation of ranking system based on VEDP Business Ready Sites Program	LRBA, RED Team, Hired firm	X					
		2.Identify large sites and/or continuous parcels for large projects	Develop a comprehensive list of large potential sites with over 100 acres or possibility of 100 acres by combining smaller parcels	LRBA, RED Team, Hired firm	X					
		3. Conduct a meeting of stakeholders, including local economic development staff, utility partners, VEDP and applicable property owners	Hold meeting by 4th Quarter 2018	LRBA, RED Team, VEDP, Utility Partners	X					
		4. Develop a comprehensive list of regional corporate and industrial realtors to serve as the sites target advisory group (TAG) with the regional economic development team	Complete two annual meetings	LRBA, RED Team		X				
		5. Consult with the Virginia Economic Development Partnership on the Virginia Business Ready Sites Program and identify other site certification programs	Have the regional economic development team receive a briefing from VEDP on Business Ready Sites Program	LRBA, RED Team, VEDP	X					
		Determine what regional sites are in Business Ready Sites Program	LRBA, RED Team, VEDP	X						
		6. Determine missed projects due to site(s)	Maintain a spreadsheet of missed opportunities due to site conditions, size, infrastructure requirements and other reasons expressed by industrial clients and/or site consultants	LRBA, RED Team, VEDP	X	X	X	X		

Develop and implement a regional Site Evaluation and Improvement Program to accelerate the preparation and availability of shovel-ready industrial sites in the region									
CEDS Goal	Objective	Strategy	Metric	Supporting Agencies or Organizations	Time (years)			Notes	
					Short 1-2	Med. 2-3	Long 3		
Focus Category					X denotes measured change in CEDS Annual Report				
Identify Sites	Goal: Identify sites with the potential for redevelopment								
	Find potential available property that could be utilized after redevelopment	1. Assess current conditions of sites with potential for redevelopment	Develop a comprehensive list of sites with potential for redevelopment	LRBA, RED Team,		X			
		2. Research grant opportunities for sites with potential for redevelopment	Develop a comprehensive list of grants available for property redevelopment, including USDA, DHCD, and Brownfields grant opportunities	LRBA staff		X	X		
		3. Continue to advocate for high-impact projects such as Central Virginia Training Center on lobbying efforts for CTVC funding in state budget	Did / Did not obtain funding	LRBA, RED Team, Amherst County.	X	X	X		
Funding	Goal: Identify funding sources for necessary improvements to industrial sites								
	Ensure funding is available to complete projects	1. Regional staff will provide results of site evaluation reports to local governing bodies and economic development authorities	Completed meetings with Amherst, Appomattox, Campbell and Bedford Board of Supervisors, Lynchburg City Council and the Town Councils of Alavista and Amherst. Completed meetings with county/city/town EDAs/IDAs.	LRBA, RED Team, County Pamters		X	X		
		2. Identify the funding sources for site improvement and research grant opportunities used for infrastructure	Develop a comprehensive list of funding sources and grants	LRBA, RED Team		X	X		
			Consider GO Virginia projects for applicable sites based on municipal collaboration	LRBA, RED Team		X	X		
Site Improvement Partnership	Goal: Provide regional support and recommendations to partners for site improvement								
	Provide business resources to entrepreneurs and continue to nature their business through stages of growth	1. Facilitate and navigate opportunities for growth related to site preparedness	Provide a list of suggested site opportunities for consideration by municipal partners	LRBA staff, RED Team		X			
			Provide recommendations on specific sites and highlight sites in each municipality with greatest potential for ROI	LRBA staff, RED Team		X	X		
			Find opportunities to assist municipalities with limited financial resources	LRBA staff, RED Team		X	X		
		2. Develop and recommend creative solutions to the municipal partners for site improvement	Provide economic impact studies for potential projects to show ROI of site development	LRBA staff, RED Team		X	X		
			Provide examples from communities outside the region for creative site improvement and funding	LRBA staff, RED Team		X	X		



## CEDS Rivers & Community Implementation Action Plan Initiative 10

### Mission

The CEDS Rivers & Community Initiative Council (R&C IC) is to identify activities, programs, and partners that collectively will support the implementation of:

**CEDS GOAL 5: Support the vitality of our diverse communities and downtowns; and**

**KEY INITIATIVE #10:** “Advance a Regional Riverfront Vision that seeks to ‘unlock’ the region’s riverfronts, better connecting and integrating local communities with the James, Roanoke, and Staunton Rivers” (pg 33).

### Development Strategy

The Rivers & Community IC have established a vision, goals, objectives, strategies and metrics that respond to the question “Where do we want to be in the next five, ten and twenty years?” and that will serve as “catalyst for regional economic development” (Region 2000 CEDS pg 2).

The Rivers & Communities Initiative Council have crafted a Vision Statement and three targeted themes and goals to advance the economic vitality of our diverse communities and connect to our river resources.

### Vision Statement

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

### Goal Themes:

1. **Business Development** – The James, Roanoke, and Staunton Rivers provide unparalleled opportunities for businesses to focus their economic activities.  
(includes river access, recreation, business support activities)
2. **Tourism** – The communities along the James, Roanoke, and Staunton Rivers are premier regional destinations for those seeking river-based recreation, entertainment, and cultural opportunities in the historic heart of Virginia.  
(includes river access, recreation, marketing)
3. **Community Pride** – Communities, businesses and residents are aligned in the desire to promote diverse communities and healthy rivers and watersheds that supports business, recreation, and cultural activities.  
(includes river access, recreation, environmental and community stewardship, placemaking, education)

## Objectives and Strategies

The following presents objectives, or outcomes, and strategies (i.e. programs or activities) that will collectively advance the Rivers & Communities vision. Refer to the ***CEDS River & Community Implementation Plan Chart*** to view the identified metrics that will be used to gauge success and some of the supporting agencies, organizations, and entities that will be essential to accomplish the CEDS Implementation vision.

**BUSINESS DEVELOPMENT:** The James, Roanoke, and Staunton Rivers provide unparalleled opportunities for businesses to focus their economic activities.

- BD Obj. 1: Communities offer incentives and minimize development impediments to encourage sustainable development within riverfront community centers.*
- BD 1a: Establish riverfront development zones.
- BD 1b: Capture tourism tax revenues and reinvest in river zone business development.
- BD 1c: Floodplain management strategies are incorporated and utilized to ensure sustainable development and building materials.
  
- BD Obj. 2: Riverfront parcels are prioritized for businesses that need direct river access.*
- BD 2a: Develop a list of specific business types that qualify for priority of direct river access.
- BD 2b: Create marketing materials that specifically market riverfront sites/buildings to outdoor industry/markets.
  
- BD Obj. 3: Our region's water and wastewater capacity are leveraged to encourage business development.*
- BD 3a: Develop economic development materials that market the region's excellent water/wastewater capabilities.
- BD 3b: Best Management Practices are encouraged and implemented to protect our water quality.
  
- BD Obj. 4: Riverfront communities and recreational opportunities support talent attraction and retention.*
- BD 4a: Create marketing campaigns that highlight river-centric, outdoor recreation as drivers for talent attraction/retention.
- BD 4b: Maximize relationship with VEDP to market region's riverfront sites and facilities via VEDP marketing outlets.
  
- BD Obj. 5: Establish/maintain collaborative relationships with regulatory agencies (Corp of Engineers, DEQ, DCR, DGIF).*
- BD 5a: Hold regular (minimum yearly) meeting with local, state, and federal officials to discuss development visions, needs and regulatory requirements. Include river access projects from other areas to present development options.
- BD 5b: Maintain a regional clearing house of agency contacts and programs.

**TOURISM:** The communities along the James, Roanoke, and Staunton Rivers are premier regional destinations for those seeking river-based recreation, entertainment, and cultural opportunities in the historic heart of Virginia.

*T Obj. 1: Destination infrastructure (food, shopping, entertainment, public spaces) are features within each river community center.*

T 1a: Provide incentives that advance riverfront/community center development investment.

T 1b: Encourage marketing strategies that use apps/passports/social media that visitors can use for exclusive offers or discounts at destinations.

T1c: Expand public/private partnerships to increase riverfront park/public space and river access development.

*T Obj. 2: Events are held that focus on the river, river access points and parks.*

T 2a: Encourage partnerships between business, local governments, and nonprofit organizations to develop unique events that draw residents and visitors to the riverfront zones.

T 2b: Increase awareness of events through coordinated marketing.

T2c: Establish mechanism to capture participation in river/community special events (e.g. hashtag, survey, reporting document).

T2d: Establish clearing house to submit river-related events for coordination/promotion.

*T Obj. 3: The region's commitment to clean, accessible, safe water resources attracts visitors to our river/pubic water resources.*

T3a: Seek recognized river designation status (e.g. Scenic River) to highlight quality and visual beauty of rivers.

T3b: Include easy to understand environmental, health, and safety data (i.e. flow report, water quality indicators like a red/yellow/green light) in river sections on regional and local tourism sites.

T3c: Initiate a river safety campaign that emphasizes proper use, dangers of high water paddling/swimming, encourages paddling training, and recognizes the value of area emergency responders.

*T Obj. 4: Area rivers and river centers offer a range of experiences to attract and retain visitors.*

T 4a: Increase public access points along the river (boat landings, beaches, public spaces).

T 4b: Expand and connect trail networks adjacent to and accessing rivers and river community centers.

T 4c: Increase river recreational, sport, family-fun opportunities (e.g. slides, wading areas, whitewater features, playgrounds, fishing piers, etc.) that invite interaction with our rivers.

T 4d: Encourage local businesses to construct creative structures in/on which to play; employ design competition to build support & momentum for installation.

T 4e: Consistently seek public and private funds for trail, recreational feature design and development.

**COMMUNITY PRIDE:** Residents are aligned in the desire to promote a healthy river and watershed environment that supports economic growth.

*CP Obj. 1: Residents take pride and ownership of our rivers and watersheds and contribute to keep the resources clean and safe.*

CP 1a: Increase number of local and regional events that target river and watershed preservation/cleanup.

CP 1b: Develop a coordinated calendar of river preservation and watershed cleanup events.

CP 1c: Promote stormwater Best Management Practices (e.g. rain barrels, rain gardens, etc.) at the business and residential level.

*CP Obj. 2: Local agencies dedicated to watershed and river protection are renowned and appreciated.*

CP 2a: Develop campaigns to highlight local Soil & Water Conservation Districts, Extension, river/environmental nonprofits, locality departments to the wider public.

*CP Obj. 3: The region is proactive in managing and protecting our rivers and watersheds.*

CP 3a: Urban and rural residents, including farmers, are informed of programs and funding to implement practices (BMPs) that protect water resources.

CP 3b: Residents, farmers, and business install stormwater and sediment BMPs throughout the region.

*CP Obj. 4: Residents and business community are aware of the connection and value of rivers to the region's economic vitality.*

CP 4a: Develop a strategy to include community pride in the area rivers in marketing campaigns.

CP 4b: Hold a marquee event where funds are directed at public space. protection/development along river within community centers (e.g. Eno River Festival).

*CP Obj. 5: The region's rivers and community centers serve as socio-economic equalizers by providing numerous amenities and opportunities accessible to all.*

CP 5a: Create a campaign where residents and visitors recognize the variety of free, low-cost, accessible and inviting river area amenities.

CP 5b: Create a passport campaign of free/low-cost/accessible river-related activities residents and visitors can complete and return to agency/dept for prize.

CP 5c: Conduct a survey to gauge citizen recognition of and/or perception of available free/low cost opportunities.

VISION STATEMENT		The riverfronts and watersheds of the James, Roanoke, and Staunton Rivers serve their communities by providing access to the open spaces, trail systems, wildlife corridors, and recreation opportunities that spur business development, encourage tourism, and instill community pride in these natural resources.						
Focus Category	Objective	Strategy	Metric	Supporting Agencies or Organizations	Time (years)			Notes
					Short 1-2	Med. 2-3	Long 3-5	
X denotes measured change in CEDS Annual Report								
Business Development	GOAL: The James, Roanoke, and Staunton Rivers provide unparalleled opportunities for business to focus their activities.							
	1. Communities offer incentives and minimize development impediments to encourage sustainable development within riverfront community centers.	1a. Establish riverfront development zones.	Success/failure	Local government (including planning and economic development)				x
		1b. Capture tourism tax revenues and reinvest in river zone business development.	Track and compare the amount reinvested tourism tax revenues with increase/decrease in river zone business development.	Local governments (including leadership, councils/boards of supervisors, tourism)	x			
		1c. Floodplain management strategies are incorporated and utilized to ensure sustainable development and building materials.	Track of practices installed	Local governments; SWCDs; extension	x			
		2a. Develop a list of the specific businesses types that qualify for priority of direct river access.	Success/failure	Economic Development, local government (planning)	x			
		2b. Create marketing materials that specifically market riverfront sites/buildings to the outdoor industry/markets.	Track marketing campaign success via appropriate channels (website, social media, print, advertisements, etc.)	Economic Development; public information groups, business groups (i.e. chambers or equivalent)	x			
	3. Our region's water and wastewater capacity are leveraged to encourage business development.	3a. Develop economic development materials that market the region's excellent water/wastewater capabilities.	Track marketing campaign success via appropriate channels (website, social media, print, advertisements, etc.)	Local/regional economic development, local water and wastewater	x			
		3b. Best Management Practices are encouraged and implemented to protect our water quality.	Track installed practices	Water Resources Depts, Local Planning, SWCDs		x		
	4. Riverfront communities and recreational opportunities support talent attraction and retention.	4a. Create marketing campaigns that highlight river-centric, outdoor recreation as drivers for talent attraction/retention.	Track marketing campaign success via appropriate marketing formats	Local/regional economic development, marketing/public information groups	x			
		4b. Maximize relationships with VEDP to market the region's riverfront sites, and facilities via VEDP marketing outlets.	Track sites/buildings submitted through VEDP proposals and success rate; track number of mentions on VEDP collateral	Local/regional economic development, VEDP		x		
	5. Establish/maintain collaborative relationships with regulatory agencies (e.g. Corps of Engineers, DEQ, DCR, DGIF).	5a. Hold regular (minimum annually) meetings with local, state, and federal officials to discuss business development needs & regulatory requirements. Include river access project from other areas to present development options.	Success/failure	Local government (stormwater, planning), DEQ, VDH, EPA, LGC, area engineering firms		x		Could organized at regional level; LGC leading
		5b. Maintain a regional clearing house of agency contacts and programs.	Success/failure	Local government (stormwater, planning), DEQ, VDH, EPA, LGC, area engineering firms		x		

VISION STATEMENT	The riverfronts and watersheds of the James, Roanoke, and Staunton Rivers serve their communities by providing access to the open spaces, trail systems, wildlife corridors, and recreation opportunities that spur business development, encourage tourism, and instill community pride in these natural resources.							
Focus Category	Objective	Strategy	Metric	Supporting Agencies or Organizations	Time (years)			Notes
					Short 1-2	Med. 2-3	Long 3-5	
					X denotes measured change in CEDS Annual Report			
		3c. Initiate a river safety campaign that emphasizes proper use, dangers of high water paddling/swimming, encourages paddling training, and recognizes the value of area emergency responders.	Success/failure	Local Public Safety, river groups		x		
		4a. Increase public access points along the river (e.g. boat landings, beaches, public spaces).	Track the change in number of and/or acreage public access/viewing/public space locations	Local/regional tourism, local Parks & Recreation departments			x	
		4b. Expand and connect trail networks adjacent to and accessing rivers and river community centers.	Track change in miles of multi-use trails	Local/regional tourism, Parks & Recreation departments, recreational groups		x		
	4. Area rivers and river centers offer a range of experiences to attract and retain visitors.	4c. Increase river recreational, sport, family-fun opportunities (e.g. slides, wading areas, whitewater features, playgrounds, fishing piers).	Track change in recreational, experience opportunities	Local/regional tourism, Parks & Recreation departments			x	Many examples of river parks. See: <a href="http://www.elkader-iowa.com/whitewater.html">www.elkader-iowa.com/whitewater.html</a>
		4d. Encourage local businesses to construct creative structures in/on which to play, employ design competitions to build support & momentum for installation.	Track success of initiatives correlated with structures built	Local/regional tourism, Parks & Recreation, local government, businesses			x	
	4e. Consistently seek public and private funds for trail, recreational feature design and development.	Track grant applications and other funding sources success	Local/regional tourism, Parks & Recreation, local government, recreation groups		x			

VISION STATEMENT	The riverfronts and watersheds of the James, Roanoke, and Staunton Rivers serve their communities by providing access to the open spaces, trail systems, wildlife corridors, and recreation opportunities that spur business development, encourage tourism, and instill community pride in these natural resources.									
Focus Category	Objective	Strategy	Metric	Supporting Agencies or Organizations	Time (years)				Notes	
					Short 1-2	Med. 2-3	Long 3-5			
					X denotes measured change in CEDS Annual Report					
Community Pride	GOAL: Residents are aligned in the desire to promote a healthy river and watershed environment that supports economic growth.									
	1. Residents take pride and ownership of our rivers and watersheds and contribute to keep the resources clean and safe.	1a. Increase number of local and regional events that target river and watershed preservation and cleanup.	Track the number of and success of local or regional preservation or clean-up events	Local environmental groups, water departments/authorities, river groups	x					
		1b. Develop a coordinated calendar of river preservation and watershed cleanup events.	Track the number of and success of local or regional preservation or clean-up events	Local environmental groups, river groups, water departments/authorities	x					Ideally river group(s) would take ownership; event creators would submit. Possibly Central VA Master Naturalists
		1c. Promote stormwater Best Management Practices (e.g. rain barrels, rain gardens, etc.) at the business and residential level.	Track the number and success of events	Water departments/governments; SWCD, Master Gardeners, environmental organizations; LGC	x					local water departments/authorities, local environmental groups, Central VA Master Gardeners, Soil & Water Conservation District
		2a. Develop campaigns to highlight the local Soil & Water Conservation Districts, Extension, river/environmental nonprofits, locality departments, etc. to the wider public.	Track marketing campaign success via appropriate channels (website, social media, print, advertisements, etc.)	Water departments/governments; environmental groups, recreation groups, LGC		x				
		3a. Urban and rural residents, including farmers, are informed of programs and funding to implement practices (BMPs) that protect water resources.	Track marketing campaign success via appropriate channels (website, social media, print, advertisements, etc.)	Water departments/regional water authorities, environmental groups, agriculture extension, LGC		x				
	3. The region is proactive in managing and protecting our rivers and watersheds.	3b. Residents, farmers, and businesses install stormwater and sediment BMPs throughout the region.	Track of practices installed	Local governments, SWCSs, extension	x					
		4a. Develop a strategy to include community pride in the region's rivers in marketing campaigns.	Track marketing campaign success via appropriate channels (website, social media, print, advertisements, etc.)	Local water departments/regional water authorities	x					
	4. Residents and business community are aware of the connection and value of rivers to the region's economic vitality.	4b. Hold a marquee event where funds are directed at public space protection/development along rivers within community centers (e.g. Eno River Festival).	Host at least one river-focused event (e.g. river film festival, recreation festival, concert) along the riverfront that benefits public space development within five years	Local governments, businesses, non-profits, business organizations		x				See: Festival for the Eno; www.enofest.org
		5a. Create a campaign where residents and visitors recognize the variety of free, low-cost, accessible and inviting river area amenities.	success/failure	tourism; non-profit/local group		x				
	5. The region's rivers and community centers serve as socio-economic equalizers by providing numerous amenities and opportunities accessible to all.	5b. Create a passport campaign of free/low-cost/accessible river-related activities residents and visitors can complete and return to agency/dept for prize.	success/failure; Track the number of passports submitted	Tourism; businesses; business organizations		x				Like wine trail passports; see <a href="http://coastalwinetrail.com/passports/">http://coastalwinetrail.com/passports/</a>
		5c. Conduct a survey to gauge citizen recognition of and/or perception of available free/low cost opportunities.	success/failure; Track survey results over time to see effectiveness of all other local and regional efforts	Tourism; business organizations					x	t/



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## CEDS Arts & Culture Implementation Action Plan Initiative 11

### Mission

The CEDS Arts & Culture Initiative Council (A&C IC) is to present strategies that support the realization of:  
**CEDS GOAL 5: Support the vitality of our diverse communities and downtowns; and**

**KEY INITIATIVE #11:** “Expand the establishment of Arts & Culture Districts throughout the Region to encourage and incentivize projects that improve the aesthetic, artistic and cultural appeal of the Region.”

### Development Strategy

The A&C IC adopted the following principles in developing the Draft Arts & Culture Implementation Plan.

1. Value Recognition: Investment in arts and culture is vital component of a welcoming and innovative region, retains businesses and residents, supports tourism, and integral to a region's planning processes, alongside economic development, transportation, infrastructure and education.
2. Reduce “District” Focus: Adjust to “encourage and support projects that improve the aesthetic, artistic, and cultural appeal of the region”. District removed given:
  - Arts Districts require governmental designation/action;
  - Designated demarcated area, usually urban, with “critical mass” of cultural venues; and
  - Complex entities that typically take five to ten years to create.

### Definitions

**Arts & Culture:** Encompasses performing, visual and fine arts, as well as applied arts – architecture, graphic design, film, digital media, humanities and historic preservation, literature, other creative activities.

**Entertainment:** Encompasses places, levels of professionalism, events, customers, creators, and other activities.  
*Source: “The role of the Arts and Culture in Planning Practice” American Planning Association*

- Does not focus on culture in the subjective; e.g. religion;
- Includes activities that help frame our region's story (includes but not exclusive to history); and
- Not focused on natural resources.

### Vision Statement

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

Within the Vision are three themes that serve as the basis for activities that support the realization of CEDS Initiative 11.

4. **Impact** – Value and range of excellence recognition
5. **Entrepreneurship** – support creative-class businesses and entrepreneurs
6. **Engagement and Inclusion** – varied and equitable access opportunities

## Goals, Objectives, and Strategies

The following presents goals, objectives, or outcomes, and strategies (i.e. programs or activities) to advance the Arts & Culture vision. Please refer to the CEDS Arts & Culture Implementation Chart to view identified metrics to gauge progress and some of the identified agencies, organization and entities that will be essential to accomplish the CEDS Implementation Vision.

**IMPACT – The quality, range and impact of art, culture, and creative-businesses are valued and recognized as mechanisms that enhance the region's appeal and economic vitality.**

**Goal 1: Increase the economic impact and value of arts and culture throughout the region.**

*Obj. 1.1: Advance profile of artists/creatives, programs, and organizations in the region.*

- 1.1a. Develop and execute a media strategy that highlights the quality and variety of talent and programs in the region; distribute within regional, state, and national markets.
- 1.1b. Utilize the Lynchburg Regional Artisan Trail (name pending) as a recognized state and national format to market artisans, venues and cultural amenities.
- 1.1c. Advance dialogue with local organizations (e.g. business, farms) to create unique experiences that will expand appeal and exposure.

**Goal 2: Highlight the value of art and cultural programs to local policy boards, businesses and organizations.**

*Obj. 2.1: Advance profile and recognition of economic value and impact of art, cultural programs.*

- 2.1a. Arts organizations develop a format to capture and report art and culture financial impact and value to local stakeholders.
- 2.1b. Utilize Art & Economic Prosperity (American for Arts) model to capture local economic impact of arts and culture programs and businesses.

**Goal 3: Develop a format to recognize the quality of excellence, ranging from school, amateur, and accomplished professionals, of talent and programs available in the region.**

*Obj. 3.1: Recognize and celebrate differing levels of artistic accomplishments, training, and program origin.*

- 3.1a. Coordinate with local publications to establish a format that distinguishes between professional, non-professional, school, collegiate programs.

*Obj. 3.2: Through a program recognition format (e.g. event), recognize program excellence.*

- 3.2a. Hold a program recognition event.
- 3.2b. Work with the yearly "best of" publication to expand artistic categories.

**ENTREPRENEURSHIP – The region provides a healthy environment that supports creative-class businesses and entrepreneurs to locate, stay and thrive.**

**Goal 1: Increase business, financial management, and peer-to-peer educational opportunities that support sustainable creative businesses.**

*Obj. 1.1: Increase the number of residents (existing and new) that can maintain a sustainable living through their art, craft, creative business.*

- 1.1a. Work with the Small Business Development Center, SBDC, to provide classes on starting a business, local permit requirements, and other startup/success best management practices.
- 1.1b. Partner with existing organizations and clubs/guilds to host informal peer-to-peer focus meetings on business and marketing best practices.

**Goal 2: Reduce conditions, concerns, or barriers to starting or maintaining a creative business in the region.**

*Obj. 2.1: Increase conditions for creative business expansion in the region.*

- 2.1a. Connect entrepreneurs with business service organizations (e.g. Small Business Development Center) to participate in business entrepreneur courses.
- 2.1b. Partner with local businesses and organization to host Pop Up events that showcase local artisans, craftsman.
- 2.1c. Expand access to early stage capital for creative businesses.

**ENGAGEMENT AND INCLUSION – A broad range of art and cultural experiences are available, accessible and inviting to all residents and visitors.**

**Goal 1: Increase opportunities for all residents to experience art, theatre, and cultural events.**

*Obj. 1.1: Decrease financial barriers to participation through low costs or free events that appeal to a broad audience*

- 1.1a. Expand public/private partnerships to finance events that are free or low costs and appeal to a broad community spectrum.
- 1.1b. Develop inviting public spaces that incorporate art, beauty, and diverse experiences

*Obj. 1.2: Increase the number of events that are attended by residents of diverse cultural backgrounds, ethnicities, and socioeconomic makeup.*

- 1.2a. Coordinate with existing community groups, churches, and organizations to develop strategies that create a welcoming environment to art venues.
- 1.2b. Art clubs and First Friday type event planners coordinate with educators, neighborhood organizations, etc. to facilitate art field trips and participation events.
- 1.2c. Facilitate partnerships between existing programs to develop events/programs that appeal to a range of cultures and ethnicities.

**Goal 2: Ensure that residents of all ages and socioeconomic backgrounds area able to participate in art (visual, theatre, sculpture, etc.) educational opportunities.**

*Obj. 2.1: Decrease financial barriers to participation of young adults in art courses (school and private).*

- 2.1a. Maximize funding of public school arts, band, and music programs by increasing individual and business donor opportunities to fund material and course participation costs.
- 2.1b. Partner with Parks & Recreation/Community Programs/Non-profits for program and venues near moderate and low-income communities.

*Obj. 2.2: Increase opportunities for adults to participate in art classes.*

- 2.2a. Increase art classes offered in afternoon or evening classes

**Goal 3: Increase the number of public spaces that incorporate public art.**

*Obj. 3.1: Jurisdictions implement a process to allow for incorporation of public art within new and re-development plan review.*

- 3.1a. Incorporate public art question(s) within the early permit and develop review process that includes strategies for incorporating public art in development projects; includes a designated point person in each jurisdiction.
- 3.1b. Develop relationships between planning departments and arts organizations to broker/facilitate public art inclusion in development projects.

**Goal 4: Facilitate funding of public art through public/private partnerships**

*Obj. 4.1: Develop a dedicated funding format for development and installation of public art and community public spaces.*

- 4.1a. Establish mechanisms (via tax, donations, dedicated % of earned income from public/private programs) to fund public art/community spaces.
- 4.1b. Establish a dedicated local grant fund (Trust) open to public/private partnerships for the dedicated purpose of installation of public art.

"Throughout our region, residents and visitors can explore rich and varied experiences, that illuminate the area's unique character, inspire conversation, and welcomes all individuals to linger and look closer at our region, its people and its landscapes."						
VISION STATEMENT	Objective	Strategy	Metric	Supporting Agencies or Organizations	Time (years) Short 1-2   Med. 2-3   Long 3-5 X denotes measured change in CEDS Annual Report	Notes
Focus Category						
IMPACT	VISION: The quality, range and impact of art, culture, and creative-businesses are valued and recognized mechanisms that enhance the region's appeal and economic vitality.					
	Goal 1: Increase the economic impact and value of arts and culture throughout the region.					
	1.1: Advance profile of artists/creatives, programs, and organizations in the region.	1.1a. Develop and execute a media strategy that highlights the quality and variety of talent and programs in the region; distribute within regional, state, and national markets.	Success/failure; maketing data analytics; value of artisan feedback	Art clubs, tourism, JRCAH, business organizations, creative non-profits	x	See James River Council for Arts & Humanities (JRCAH) - www.jamesriverarts.net
		1.1b. Utilize the Lynchburg Regional Artisan Trail (name pending) as a recognized state and national format to market artisans, venues and cultural amenities.	# of artists, venues registered; analytics from trail social media; change in visitors #s	Artists, art venues, dubs/guilds, tourism, JRCAH, creative non-profits	x	See Artisans Center of Virginia - www.artisanscenterofvirginia.org
		1.1c. Advance dialogue with local organizations (e.g. business, farms) to create unique experiences that will expand appeal and exposure.	# of events; change in number of artists that participate in events	JRCAH, business organizations, clubs/guilds, creative non-profits	x	
Goal 2: Highlight the value of art and cultural programs to local policy boards, businesses and organizations.						
2.1: Advance profile and recognition of economic value and impact of art and cultural programs.	2.1a. Arts organizations develop a format to capture and report art and culture financial impact and value to local stakeholders.	Success/failure; # organizations that capture/report data; # of policy board reports given	JRCAH, art clubs/guilds, creative non-profits, tourism	x		
	2.1b. Utilize uniform model (e.g. Art & Economic Prosperity) to capture local economic impact of arts and culture programs and businesses.	# of survey execution activities; change in financial impact	tourism, JRCAH, art clubs/guilds, creative non-profits	x	See Americans for the Arts - economic prosperity - www.americansforthearts.org	
Goal 3: Develop a format to recognize the quality of excellence, ranging from school, amateur, and accomplished professionals, of talent and programs available in the region.						
3.1: Recognize and celebrate differing levels of artistic accomplishments, training, and businesses available.	3.1a. Establish a format within local publications and marketing that distinguishes between professional, non-professional, school, and collegiate programs.	Success/failure	JRCAH, art dubs/guilds, local publication representatives	x		
	3.2a. Hold a program recognition event	Success/failure; # of events	art clubs/guilds; creative non-profits	x		
	3.2: Through a recognition format (e.g. event) recognize excellence	3.2b. Work with the yearly "event" publications to include/expand artistic categories	Success/failure; # of recognized artists, programs, venues	art clubs/guilds; creative non-profits; local publication representatives;	x	

VISION STATEMENT									
“Throughout our region, residents and visitors can explore rich and varied experiences, that illuminate the area’s unique character, inspire conversation, and welcomes all individuals to linger and look closer at our region, its people and its landscapes.”									
Focus Category	Objective	Strategy	Metric	Supporting Agencies or Organizations	Time (years)			Notes	
					Short 1-2	Med. 2-3	Long 3-5		
					X denotes measured change in CEDS Annual Report				
ENTREPRENEURSHIP									
Vision: The region provides a healthy environment that supports creative-class businesses and entrepreneurs to locate, stay and thrive.									
Goal 1: Increase business, financial management, and peer-to-peer educational opportunities that support sustainable creative businesses.									
	1.1: Increase the number of residents (existing and new) that can maintain a sustainable living through their art, craft, creative business.	1.1a. Work with business service center to develop a class on starting a business that includes local permit requirements and other startup best practices.  1.1b. Partner with existing organizations and clubs/guilds to host informal peer-to-peer focus meetings on business and marketing best practices.	Success/failure; # of classes held; # of class participants  Success/failure; Participation #s	Small Business Development Center, creative non-profits, JRCAH, economic development, business organizations  art clubs/guilds; creative non-profits	x			Example: Co-starters Entrepreneur Training. See <a href="http://www.opportunitylynchburg.com">www.opportunitylynchburg.com</a>	
	Goal 2: Reduce concerns or barriers to starting or maintaining a creative business in the region.								
	2.1: Increase conditions for creative business expansion in the region.	2.1a. Connect entrepreneurs with business service organizations (e.g. Small Business Development Center) to participate in business entrepreneur courses.  2.1b. Partner with local businesses and organization to host Pop Up events that showcase local artisans, craftsman.  2.1c. Expand access to early stage capital.	# of classes held; change in location of class offerings; # of class participants  # of popup events; Change in the # of venues that offer events  Success/failure; # of programs developed; # of grants awarded; amount of funding distributed	business organizations, JRCAH, art clubs/guilds, economic development, creative non-profits  business organizations, art clubs/guilds, creative non-profits  economic development, local trusts, creative non-profits, business organizations	x	x		See Small Business Development Center at CVCC - <a href="https://sbdcvccc.org">https://sbdcvccc.org</a>	
								x	



"Throughout our region, residents and visitors can explore rich and varied experiences, that illuminate the area's unique character, inspire conversation, and welcomes all individuals to linger and look closer at our region, its people and its landscapes."									
Focus Category	Objective	Strategy	Metric	Supporting Agencies or Organizations	Time (years)			Notes	
					Short 1-2	Med. 2-3	Long 3-5		
					X denotes measured change in CEDS Annual Report				
ENGAGEMENT & INCLUSION	VISION: A broad range of art and cultural experiences are available, accessible and inviting to all residents and visitors.								
	Goal 1: Increase opportunities for all residents to experience art, theatre, and cultural events.								
	1.1: Decrease financial barriers to participation through low costs or free events that appeal to a broad audience.	1.1a. Expand public/private partnerships to finance events that are free or low costs and appeal to a broad community spectrum.  1.1b. Develop inviting public spaces that incorporate art, beauty, and diverse experiences.	# of free/low-costs events; value of financial contribution to free/low costs events  Chage in # of public art; change in public space use (e.g. musidans) - visual change.	business organizations, creative non-profits, economic development, tourism, businesses  local governments, businesses, business organizations, art clubs/guilds, creative nono-profits	x		x		
	1.2: Increase the number of events that are attended by residents of diverse cultural backgrounds, ethnicities, and socioeconomic makeup	1.2a. Coordinate with existing community groups, churches, and organizations to develop strategies that create a welcoming environment to art venues.  1.2b. Art clubs and First Friday type event planners coordinate with educators, neighborhood organizations, etc. to facilitate art field trips and participation events.  1.2c. Facilitate partnerships between existing programs to develop events/programs that appeal to a range of cultures and ethnicities or tailored to a specific interest group.	Success/failure; # of coordination meetings  Success/failure; # of organized events  # of events that include diverse planning partners; increase in attendance diversity	JRCAH, creative non-profits, community groups/organizations  business organizations, school art teachers, creative non-profits, art clubs/guilds  JRCAH, creative non-profits, business organizations		x		Ex: Create a bike/walk trail that connects artistic venues, eating locations	
	Goal 2: Ensure that residents of all ages and socioeconomic backgrounds area able to participate in art (visual, theatre, sculpture, etc.) educational opportunities.								
	2.1: Decrease financial barriers to participation of young adults in art courses (school and private).	2.1a. Maximize funding of public school arts, band, and music programs by increasing individual and business donor opportunities to fund material and course participation costs.  2.1b. Partner with Parks & Recreation/Community Programs/Non-profits for program and venues near moderate and low-income communities.	Increase in donor funding; # of sponsored students; increase in # of donors  Success/failure; changes in courses in community venues	School boosters, PTA, non-profits, business organizations,  Parks & Recreation Depts; creative non-profits,		x			
	2.2: Increase opportunities for adults to participate in art, creative classes.	2.2a. Increase class offerings in the afternoon, evening or weekends.	# of classes offered; change in class participation; change in age range in classes	Parks & Recreation Depts, art clubs/guilds, creative non-profits		x			
	Goal 3: Increase the number of public spaces that incorporate public art.								
	3.1: Jurisdictions implement a process to allow for incorporation of public art within new and re-development plan review.	3.1a. Incorporate public art question(s) within the early permit and develop review process that includes strategies for incorporating public art in development projects; includes a designated point person in each jurisdiction.  3.1b. Develop relationships between planning departments and arts organizations to broker/facilitate public art inclusion in development projects.	Success/failure; # of localities that develop process and incorporate within plan review; # of developments that include public art  Success/failure; # of public art coordinated projects completed	local governments, local planning departments,  local government planning departments, JRCAH, creative non-profits, business organizations		x			
	Goal 4: Facilitate funding of public art through public/private partnerships								
	4.1: Develop a dedicated funding format for development and installation of public art and community public spaces	4.1a. Establish mechanisms (via tax, donations, dedicated % of earned income from public/private programs) to fund public art/community spaces.  4.2a. Establish a dedicated local grant fund (Trust) open to public/private partnerships for the dedicated purpose of installation of public art.	Success/failure; # of strategies implemented; funds generated; # of projects  Success/failure; funds generated; # of projects	local governments, economic development, non-profits, business organizations  creative non-profits, business organizations, local foundation/organization			x	Many program examples. See <a href="http://culturela.org/percent-public-art">http://culturela.org/percent-public-art</a>  see: Richmond Arts Commission	