



REGIONAL ECONOMIC DEVELOPMENT STRATEGY



Lynchburg Regional Economic Development Strategy
Lynchburg Region, VA | June, 2022



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INTRODUCTION

The Lynchburg Region has much to be proud of – high quality of life, a strong roster of “homegrown” companies, six colleges and universities, a burgeoning core central business district, enviable natural beauty, and so on. But leaders in the region desire to chart an even more ambitious course for their community’s future. They aspire to “punch above their weight class” to be among the most competitive mid-size regions in the country. Crucially, they understand that getting there will require working collaboratively toward a bold, shared vision.

Accordingly, the Lynchburg Regional Business Alliance convened a process to develop a new Regional Economic Development Strategy. The Strategy was created through a three-phase process that began in March 2022 and concluded in June 2022. It was led by a dynamic Steering Committee of key public, private, and nonprofit partners. This group was tasked with sharing their perspectives and insights, reviewing research and input findings, considering the guidance the BRS team provides, and making key decisions about the priorities and strategies that partners will pursue to make the Lynchburg Region a more competitive place to live, work, and do business.

ABOUT BROAD RIPPLE STRATEGIES

Broad Ripple Strategies was selected as the Lynchburg Region’s partner to develop the Regional Economic Development Strategy. BRS represents nearly 30 years of experience crafting community, workforce, and economic development strategies that build consensus, drive investment, and get results. Our team has helped more than 60 clients develop 90+ strategies for community and economic development, talent and workforce sustainability, and quality of place. BRS’ principals have worked everywhere from small towns and rural areas to major regions such as Austin, TX and Nashville, TN. In Virginia, our team has previously worked in Bristol, Halifax County, Hampton Roads, and Martinsville.

PROJECT OVERVIEW

The Regional Economic Development Strategy was created through a three-phase process that began in March 2022 and concluded in June 2022. Each phase of the process is summarized below.

Phase 1: Research and Input

Successful economic development strategies are built upon a solid understanding of a community's competitive opportunities and challenges. This phase consisted of quantitative analysis and stakeholder engagement that have helped identify key implications for strategy development. Quantitative research included the development of Competitive Scorecards that benchmark the Lynchburg Region relative to nine other high-performing metro areas as well as a scan of proprietary industry and workforce data. Initial stakeholder engagement activities included approximately 12 interviews with top community leaders and a facilitated discussion and follow-up online survey with the Steering Committee in March. BRS also reviewed existing reports, plans and studies to identify relevant implications for the region's next strategy. The key findings from this phase are detailed in the Research Executive Summary.

Phase 2: Strategy Development

This phase resulted in the development of a next-level strategic plan for the Lynchburg Region that blends ongoing initiatives that warrant continuation with new priority programs and investment. The Strategy establishes priorities for the Lynchburg Regional Business Alliance and its regional partners to pursue in the next five years. The strategy was created in three steps: a high-level outline or framework of goals and objectives (included in this document); a draft strategy, and a final plan that the Steering Committee approved in June.

Phase 3: Implementation Guidelines

The Regional Economic Development Strategy establishes an ambitious vision for the Lynchburg Region in the next five years. The Implementation Guidelines discuss how partners can translate this vision into reality. The Guidelines – provided in a separate document – consider the costs, capacity, and workflows impacting implementation partners. Specifically, the Guidelines will identify funding needs and sources, lead and support entities for initiatives, launch dates and project phasing, and performance measures to track progress toward goal attainment.

THE DRAFT STRATEGY

The Steering Committee – based on findings from research and input and the insights of its members – determined that the Lynchburg Regional Economic Development Strategy around the following framework. At the top of the framework is a **Long-Term Vision**: “**The Lynchburg Region will be recognized as a top metro of its size.**” This statement is consistent with the aspirations that stakeholders shared for their community and reflects the fact that the Lynchburg Region still has work to do if it is to catch up to its highest performing peers. Partners in the region can begin pursuing this aim by advancing **four Goals** over the course of the next five years. These Goals are:

GOAL I: Develop, Retain, and Attract a Talented Workforce

GOAL II: Grow and Attract Diverse, Wealth-Creating Businesses

GOAL III: Ensure a Competitive Supply of Industrial Sites and Buildings

GOAL IV: Pursue Catalytic Quality of Place Enhancements

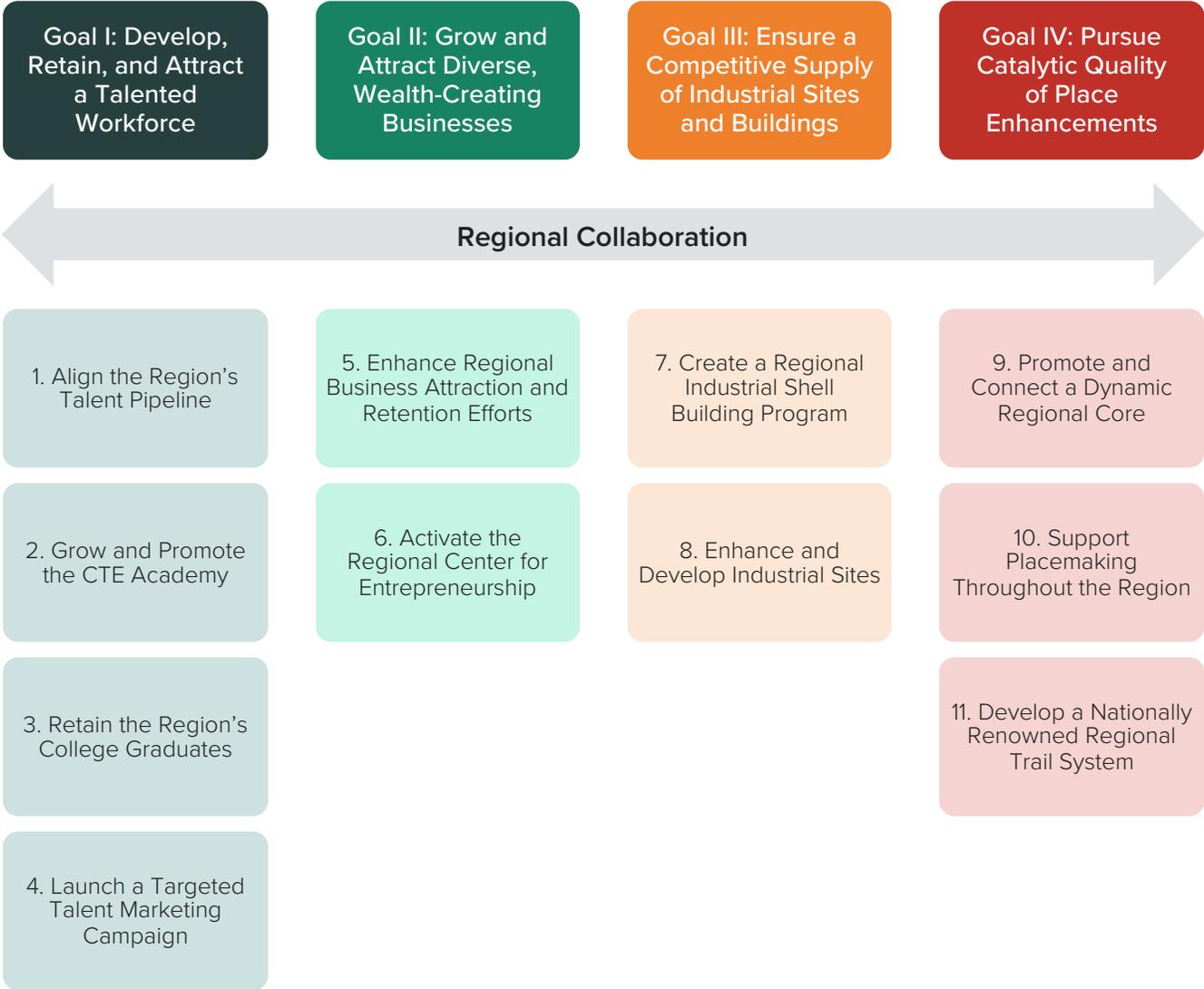
These goals can be pursued through a limited set of **11 Key Initiatives**. These Key Initiatives includes specific programs and/or investments that blend ongoing and planned activities with new concepts, The Key Initiatives – individually and collectively – are important to the success and prosperity of the entire Lynchburg Region. Accordingly, the framework highlights **Regional Collaboration as a Guiding Principle that cuts across all components of the Strategy**. The relationship between the Goals, Key Initiatives, and this Guiding Principle are visualized in the graphic on the following page. Strategic implementation will also be consistent with the **Lynchburg Regional Business Association’s statement on Diversity, Equity, and Inclusion, which states in part: “We endeavor to ensure diversity, equity and inclusion is an integral part of all aspects of operations and strategic initiatives.”**

The remainder of this document provides details for each Key Initiative with answers to the key questions of *what*, *why*, and *how*. While the initiatives and recommendations are numbered for the purposes of clarity, their arrangement in the document does not imply hierarchy or priority. The Implementation Guidelines provide phasing recommendations for each Key Initiative and their component recommendations. When relevant, BRS identified “Comparative Examples” that partners can use to shape programs and initiatives. Comparative Examples are identified in the report text, with brief writeups provided in Appendix A.

It is important to note that there are numerous efforts underway in Lynchburg Region related to the proposed Goals and Key Initiatives in this framework. This is by design, as a strategic plan of this nature can be likened to “jumping on a moving train.” Additionally, there are many important activities that fall outside the scope of a regional economic development strategy for the Alliance and its partners to implement. This framework is designed to complement these efforts as opposed to duplicating work.

Regional Economic Development Strategy Framework

Long-term vision: “The Lynchburg Region will be recognized as a top metro of its size.”



1. Align the Region's Talent Pipeline

WHAT?

High-performing regions understand the importance of a strong talent pipeline that is well-aligned with the local business community. A talent pipeline represents the continuum of a community's education and training systems. This includes everything from early childhood programs and PK-12 schools to higher education and workforce development services. This Key Initiative seeks to enhance collaboration between the Lynchburg Region's business community and talent pipeline. It entails positioning the Alliance's Workforce Target Advisory Group (TAG) – with potential membership additions – as an advisory board for other Key Initiatives in Goal I and supporting the group with new staff capacity at the Alliance. It also calls for a new Regional Workforce Study to identify talent pipeline gaps and areas where alignment between education and training programs and business sector needs can be improved. Findings from this Study can inform additional priorities and programs for regional partners to pursue.

WHY?

A talented workforce is the most important factor influencing a community's economic competitiveness. Businesses across all sectors of the economy consider educational attainment rates among their top site selection factors. The Lynchburg Region has several notable workforce strengths, but research and input revealed some challenges that will require strategic attention. Nearly 25 percent of workers is aged 55 or over, meaning that the region will need to replace roughly one out of every four workers over the course of the next decade-plus. Additionally, the Lynchburg Region's educational attainment rate – the proportion of adults aged 25 and over who have received at least a four-year college degree – lags many high-performing metros with which the community aspires to compete.

Input participants also described a “disconnect” between the region's business community and education and training providers. Stakeholders said there is a need for greater cooperation to align degree and certificate programs with specific industry strengths. This key initiative seeks to address these issues of alignment by continuing to bring partners together, strengthen labor market intelligence, and inform future strategic needs and actions, including the other Key Initiatives in Goal I.

COMPARATIVE EXAMPLES

- #1 – Talent Action Collaborative (Baton Rouge, LA)

1. Coordinate talent pipeline efforts through the Alliance's Workforce TAG

- Continue to position the Workforce TAG as the venue for collaboration between the region's business community and talent pipeline partners; seek to expand the group's membership to include leaders from all major education and training providers in the region
- Meet regularly to provide advisory oversight for Goal I Key Initiatives and support an "ecosystem" of organizations and initiatives that connect individuals with college and career opportunities
- Consider changing the name of the Workforce TAG to the "Talent Pipeline TAG" to better reflect the scope of the group's efforts

2. Create new staff capacity to support talent pipeline alignment

- Create a full-time, director-level position for talent and workforce development within the Alliance to coordinate and implement programmatic activities that cannot be carried out by volunteers alone
- Task the new staff member with supporting the Workforce TAG and working with businesses, workforce development entities, and education partners to identify needs and coordinate solutions

3. Work collaboratively to gather data on where Lynchburg Region graduates are living and working

- Through the Workforce TAG, create an initiative to gather data on where graduates from the Lynchburg Region's PK-12 schools and higher education institutions are living and working after graduation; work with partners to ensure that the program respects all relevant privacy requirements
- Work with PK-12 school districts and Commonwealth and National Student Clearinghouse data to assess where the Lynchburg Region's high school graduates are enrolling in college
- Engage alumni associations and leverage LinkedIn and other social media tools to gain additional insights on where college and university graduates are living and working

4. Develop a new comprehensive Regional Workforce Strategy

- Engage a firm with experience in strategic planning for workforce development to create a new Regional Workforce Strategy
- Conduct "asset mapping" of existing capacity to identify any overlaps or gaps; utilize data to identify any mismatches in industry needs and regional degree and certificate production
- Leverage Strategy findings to identify additional programmatic needs; work with Alliance staff and key partners engaged through the Workforce TAG, adjust existing programs and launch new initiatives as needed

2. Grow and Promote the CTE Academy

WHAT?

As discussed in the previous Key Initiative, input participants said that training programs in the Lynchburg Region could be better aligned with the needs of employers in key sectors such as advanced manufacturing. Career and technical education (CTE) has a clear role to play in addressing this challenge. The National Center for Education Statistics defines CTE as high school courses and college programs “that focus on the skills and knowledge required for specific jobs or fields of work.”

Enhancing CTE capacity has been a regional priority for many years, and the 2016 CEDS called for the creation of a “Regional Workforce Center” on the campus of Central Virginia Community College (CVCC). This vision began to take shape in 2019 when CVCC received an initial round of funding from the Commonwealth of Virginia’s “Get a Skill, Get a Job, Give Back” program, more commonly known as “G3.” This funding helped launch what is now known as the CTE Academy. Input participants praised this development as a major step in the right direction but added that additional work and resources are needed to help the Academy grow from “startup” status to a significant regional workforce asset.

This Key Initiative is focused on maximizing the potential of the CTE Academy and increasing enrollment in its training programs. This will require a multi-faceted approach, including strengthening relationships with regional partners, developing new resources to support programs, and ensuring that the Academy is able to hire highly qualified faculty. A significant portion of the work will also involve marketing and promotion of the Academy to diverse audiences, including prospective PK-12 students, families, teachers and guidance counselors, and adults seeking to continue their education. Said one stakeholder, “It’s not just creating the programs, it’s also marketing to students, guidance counselors, and parents that there are multiple paths forward to success.”

WHY?

CTE was one of the most prominent topics of discussion during the input process. Business leaders said that many of the region’s most difficult-to-fill jobs are in fields that benefit from a strong CTE pipeline – ranging from health care occupations to positions requiring a commercial driver’s license. Qualified candidates for advanced manufacturing jobs are especially in-demand.

Over the years, many companies in the Lynchburg Region have developed extensive in-house training programs to help fill talent gaps. While these programs play an important role in the region’s talent pipeline, business leaders emphasized the importance of “centralizing” future investments at the CTE Academy. Such an approach will help maximize the return on limited available funding and ease the burden of finding faculty who possess the special combination of skills needed to excel as a CTE educator. Additionally, CVCC

stakeholders report that nearly all of the school’s graduates remain in the Lynchburg Region, meaning that investment in the CTE Academy is likely to have a direct impact on the strength of the workforce.

COMPARATIVE EXAMPLES

- #2 – Waukee APEX (Waukee, IA)
- #3 – FAFSA Volunteers (Austin, TX)
- #4 – Childcare Task Force (Boise, ID)

HOW?

1. Enhance partnerships with the region’s PK-12 education providers

- Continue and seek to expand dual enrollment agreements between the region’s PK-12 education providers and CVCC and the CTE Academy
- Continue to support other programs that connect to the region’s CTE talent pipeline, including, including the XLR8: Lynchburg Regional Governor’s STEM Academy

2. Develop resources to expand and enhance CTE programming

- Build upon initial investment from GO Virginia and the Commonwealth's G3 Program to develop new public and private funding to support enhanced programming, etc.
- Advocate for increased public funding of career and technical education at the Commonwealth and federal levels
- Identify opportunities for corporate sponsorships for specific programs or faculty positions; when needed, pursue in-kind donations from businesses (e.g., the donation of surplus manufacturing equipment) to support training programs
- Leverage key findings from the Regional Workforce Study (see Key Initiative #1) to identify any needed programmatic expansions and to build a “business case” for increased funding

3. Launch a faculty recruitment and incentive program

- Convene CVCC, business leaders, and other stakeholders to identify needed faculty positions and ideal qualifications
- Work with regional businesses to identify employees who may be able to work as part-time instructors at the CTE Academy
- Seek funding to provide grants, stipends, or signing bonuses to help with candidate attraction and retention for particularly hard-to-fill positions

4. Support and expand the use of “career navigators” in the region’s PK-12 schools

- Work with CVCC and PK-12 school systems to sustain existing staff positions dedicated to helping students and families identify and pursue a variety of career pathways
- Identify opportunities to expand career navigator positions in schools and school systems that lack existing capacity; seek to ensure that every system in the region is utilizing career navigators
- Pursue funding to support career navigator positions through a variety of channels, including Commonwealth resources and competitive grants; if necessary and desired, consider leveraging local economic development funding to support career navigator positions in areas where other funding options are unavailable

5. Create an outreach campaign to promote the Academy and available financial assistance

- Launch a regional marketing campaign to promote the CTE Academy to a wide variety of stakeholders, including PK-12 students, parents, faculty, and guidance counselors and adults who are interested in enhancing their skillset
- Work with all relevant partners to leverage and align messaging with existing programs that connect students to college and career opportunities, e.g., Bedford ONE in Bedford County
- Utilize digital and outdoor advertising, social media, and other channels to increase awareness of the CTE Academy and financial aid assistance
- When promoting the CTE Academy and related career pathways, highlight the safety records of local manufacturing firms as a major positive selling point for prospective students and families
- Build upon activities such as the World of Opportunity (WOO) interactive career fair to promote the CTE Academy to prospective students, parents, and PK-12 faculty and staff; continue to conduct site visits to manufacturing facilities for teachers, guidance counselors, etc.
- Create an inclusive “word-of-mouth marketing” campaign to promote the CTE Academy and availability of financial aid and other assistance in communities throughout the region; recruit and train a diverse group of volunteer “ambassadors” with strong community connections to carry out the campaign
- Work with CVCC, employers, Career Works, and other partners to identify adults who are interested in pursuing a CTE program and outreach to these individuals through the word-of-mouth marketing campaign and other means
- Recruit and train volunteers to help students and parents complete filling out the Free Application for Federal Student Aid (FAFSA) to qualify for student loans and the G3 tuition assistance program

6. Work collaboratively to address transportation and childcare barriers to attendance

- Work collaboratively with school districts, the Greater Lynchburg Transit Company, and other local government partners to ensure safe and reliable transportation options for students
- Create a pilot program to provide free or subsidized childcare for parents and guardians enrolling in the CTE Academy; seek grant funding and/or private donations to cover initial costs and track metrics related to program interest, degree and certificate completion, etc. to determine whether the pilot should be scaled up

3. Retain the Region's College Graduates

WHAT?

Between its six colleges and universities, the Lynchburg Region is home to thousands of college students who contribute to the community's culture and vibrancy and support a wide range of economic activity while they are in school. This Key Initiative seeks to retain a greater share of these students after graduation so that they can make long-term impacts in the community and its workforce.

Internships represent a proven way to retain collegiate talent. When done well, internships enhance both the educational experiences for students and help employers identify talent that can make long-term contributions to their business. This Key Initiative entails leveraging the City of Lynchburg's planned Campus LYH initiative and strengthening connections between employers and career services programs at colleges and universities through a collaborative, regional approach to internships. It also recommends creating a robust program to introduce summer interns (who may or may not attend a local college or university) to professional networks and social and cultural opportunities in the Lynchburg Region.

WHY?

Educational attainment is among the most important factors influencing a community's success and prosperity. Businesses across all sectors of the economy consider educational attainment rates among their top site selection factors. Additionally, there is a strong link between educational attainment and earning potential, along with a host of other individual and population-level measures of well-being.

Educational attainment rates in the Lynchburg Region trail those of top-performing mid-sized metros. Fortunately, the region has significant capacity to improve in this area. The region's colleges and universities conferred more than 7,000 degrees and certificates in non-distance programs in 2020. Many of these individuals will choose to leave the region after completing their degree. But retaining even a marginally

greater share of graduates can have a major long-term impact on the region's workforce and overall success. According to stakeholders, the challenge is finding the right professional opportunities that will allow graduates to stay. As one business leader said, "We still lose too much talent out of (colleges and universities) who might want to stay but leave because we can't get them into local companies."

Input participants said they would like to see the region's colleges and universities work together and in conjunction with local governments and the business community to help connect college students with career, networking, and other opportunities in the Lynchburg Region. Doing so would have the added benefit of offering a stronger value proposition during a time when many higher education institutions are facing declining enrollments.

COMPARATIVE EXAMPLES

- #5 – TopCity Interns (Topeka, KS)

HOW?

1. Support the City of Lynchburg's Campus LYH Initiative

- As a first step, support the City of Lynchburg's efforts to create internship, volunteer, and placemaking programming to help college students explore, live and work in the community
- Identify opportunities for alignment between Campus LYH and summer internship programming

2. Connect businesses with higher education partners

- Leverage BRE activities and the institutional knowledge of the Alliance and its partner organizations to create an initial inventory of Lynchburg Region companies with active internship programs
- Work with the business community to expand the number of internship opportunities available to two- and four-year students and recent graduates; encourage companies to make internships paid and part-time and to connect opportunities to "career ladders" for future advancement
- Develop an online guide to provide guidance to companies on issues such as creating internships, training participants and monitoring progress, and transitioning interns into full-time employment

3. Designate or develop a centralized internship clearinghouse

- Work with regional employers, campus career services staff, and other key stakeholders to develop a centralized internship clearinghouse to match candidates with internship opportunities
- Begin by evaluating existing efforts such as the Virginia Talent Opportunity Partnership or the Virginia Tech Regional Internship Collaborative to determine whether these initiatives would meet the need for a regional clearinghouse

- If it is determined that an all-new internship clearinghouse is needed, pursue funding from GO Virginia or other external partners to help advance the initiative
- Ensure that sufficient resources and staff capacity are in place to ensure that the effort is sustainable and that the clearinghouse is regularly updated and well utilized

4. Develop a best-practice program for summer interns

- Develop a branded summer program to help interns at local companies (who may attend school in or outside of the community) discover why the Lynchburg Region is a great place to live and work
- Create programming such as networking events, lunch and learns with local business leaders, social events that highlight local dining and amenities, and volunteer opportunities to help deepen the connection interns feel to the community
- Launch a website and social media presence to promote programming and publicize upcoming events and opportunities; increase engagement by offering free food at events and a resume credential for interns who complete the program
- Work with Young Professionals of Central Virginia (YPCV) to create and implement “YP-led” events for interns such as lunch and learns or group activities; in collaboration with employers, promote membership in YPCV to help interns who have been hired into full-time positions develop networks and adjust to professional life in the Lynchburg Region
- Seek corporate sponsorships to help cover program costs

5. Support programs and events that encourage community involvement

- Work with public, private, and nonprofit partners to support college and university events and programs that encourage students to engage in public service and volunteer efforts; seek corporate sponsorships to fund food, prizes, and other perks to increase participation

4. Launch a Targeted Talent Marketing Campaign

WHAT?

The Lynchburg Region has broad appeal. It is a family-friendly community with a youthful, college town feel. It has a cool, growing central business district in close proximity to outdoor amenities and rural living. And in recent years it has produced several startups that have turned into major success stories. Based on these and other qualities, some stakeholders said they believe the community can compete with the nation's top mid-sized metros for talent.

Part of realizing this potential will involve continuing to make progress on growing and diversifying the region's economy and supporting the kind of quality of place amenities that appeal to talented individuals – issues that are addressed by other aspects of this Strategy. Input participants said there is also a need to make sure that more people outside the community are aware of what the region has to offer. This potential Key Initiative focuses on developing a targeted, multi-platform campaign that leverages existing activities such as travel and tourism marketing to reach diverse audiences.

WHY?

Talent marketing activities can be expensive and standing out in a highly competitive field is challenging. But as previously discussed, stakeholders feel it is important to enhance efforts to tell the story about the region's strong value proposition for talent. Research also points to a near-term need to "import" workers, as the most recent available data shows that the Lynchburg Region is not attracting new residents at the same level of the "talent magnet" mid-sized metro areas with which it seeks to compete.

The Census Bureau estimates that the Lynchburg Region experienced small net gains from domestic and international in-migration between 2010 and 2019. That is, more people moved into the region than moved away. But overall, the Lynchburg Region's population grew by just 3.5 percent between 2010 and 2020, less than half the national average (7.4 percent) and far below the rate of some of the most dynamic mid-sized regions in the country. Given the region's age dynamics, this represents a potential competitive challenge for the near future. The Census Bureau estimates that as of 2019, there were just 0.95 residents between the ages of 25 and 44 in the Lynchburg Region for every one resident between the ages of 45 and 64. Put another way, the Lynchburg Region has slightly more residents who will reach retirement age in the next two decades than it has individuals in the next age cohort who will replace them in the upper echelons of the workforce.

There are two ways in which communities can address this type of challenge: develop and retain "homegrown" talent and attract new residents from other regions. The first three Key Initiatives in Goal I focus primarily on talent development and retention; this Initiative addresses the talent marketing approach.

COMPARATIVE EXAMPLES

- #6 – Next Out West campaign (Sacramento, CA)
- #7 – Ask a Local (Omaha, NE)

HOW?

1. Convene stakeholders engaged in telling the Lynchburg Region's story

- Convene the Alliance, the City of Lynchburg Office of Economic Development and Tourism, Destination Bedford Virginia, and other entities that promote the region to external audiences
- Seek opportunities for synergistic tourism and talent marketing messages and seek touch points to promote living in the Lynchburg Region to visitors
- Work with colleges and universities to create opportunities to communicate the Lynchburg Region's value proposition to parents and family members of students

2. Adopt an external talent marketing brand identity

- With the partners identified in the previous recommendation, establish an external talent marketing "brand" for the Lynchburg Region
- Work with the City of Lynchburg to evaluate the desirability of expanding the use of the "LYH Loves You" for regional talent marketing
- If a new brand identity is necessary, retain an experienced community marketing firm to guide the development process; consider focusing the brand on the region's natural beauty and outdoor amenities

3. Create a talent marketing website and social media presence

- Work with public and private partners to develop a website geared toward talented individuals from other communities who may be considering relocating to the Lynchburg Region; highlight key resources and quality of life and quality of place assets
- Promote the website to companies that hire out-of-market talent and ensure that the site is search engine optimized and visible on social media platforms to reach potential relocation candidates searching for information about the Lynchburg Region or one of its component communities
- Develop customized information that would appeal to different market segments (e.g., entrepreneurs, remote workers, families, etc.)

4. Outreach to potential “boomerang” talent

- Convene representatives from higher education institutions⁹, alumni associations, YPCV, and the business community to identify individuals from local institutions who have moved to other markets to reach with targeted messaging
- Seek to engage former residents from all geographies within the Lynchburg Region, including rural areas
- Utilize social media tools such as LinkedIn to identify qualified individuals with a connection to the community that could fill existing or future job openings; develop a targeted advertising campaign for alumni publications, websites, and social media accounts
- Ensure that the Lynchburg Region has a talent marketing presence at major events both within the region and in targeted external markets where individuals with connections to the region may be gathered (e.g., a Lynchburg Region tailgate at a Virginia Tech football game)
- Develop metrics to track success and evaluate the efficacy of the program

5. Seek positive earned media coverage of the Lynchburg Region

- Retain a communications or public relations firm to generate positive “earned media” coverage about the region in national outlets and nearby major markets (see also Key Initiative #5)
- Potential angles could include the region’s appeal as a weekend getaway, recent startup success stories, and potential new achievements such as the Training Center redevelopment

6. Evaluate talent relocation incentives for employers seeking hard-to-find talent

- Convene partners from local governments and the business community to evaluate the feasibility of creating talent relocation incentives for traded-sector companies in the Lynchburg Region that need to recruit out-of-market candidates for certain positions
- Leverage the Regional Workforce Study (see Key Initiative #1) to identify in-demand careers to which incentives may be targeted

5. Enhance Regional Business Attraction and Retention Efforts

WHAT?

Top-performing regions understand that their economic success is influenced by many factors – including workforce, quality of life, quality of place, and so on. But the “traditional” economic development activities of business attraction and business retention and expansion (BRE) still have an important role to play in helping a community compete for jobs and investment.

Business attraction is a multi-faceted effort. It entails maintaining excellent relationships with site selectors, Commonwealth economic development staff, and other partners that are “upstream” in the lead generation pipeline. It also involves engaging in targeted marketing activities to reach key decision-makers and working with all relevant partners to manage active projects considering the region. Communities engage in BRE activities to ensure that their existing firms have what they need to remain and grow in the community. This is particularly important as various estimates over the years have identified existing business expansions as the leading source for job growth within regional economies. BRE is driven by building relationships through regular in-person visits with key regional employers. Through these interactions, economic development staff can identify firms interested in expanding or at risk of leaving and work collaboratively with community partners to address their needs. Successful BRE programs can also help identify high-level issues that impact a wide range of companies that can be addressed through strategic action.

The Alliance carries out these activities on behalf of the region and in cooperation with their partners at the local level and in the business community. This Key Initiative focuses on a collaborative approach to ensure that these efforts are giving the region the best chance to grow jobs, especially in traded sectors that can bring new wealth into the community.

WHY?

A holistic economic development strategy seeks to address a wide range of issues that impact a community’s competitiveness for jobs, talent, and investment. But at their core, these activities share a straightforward goal: raise standards of living and improve quality of life for current and future residents. For most individuals, standards of living and quality of life are tied to their ability to find high-quality employment that provides opportunities for advancement and wealth building.

Data show that the Lynchburg Region experienced a net loss of total employment between the third quarters of 2016 and 2021. The Covid-19 pandemic played a clear role in this decline, as the region was experiencing modest job growth prior to early 2020. (It should also be noted that public and proprietary business sector and occupational data do not reflect the presence of the region’s largest employer, Liberty University, which is not required to report its headcount or payroll data.) Data also reveal that the Lynchburg Region has a

relatively low concentration of employment in “traded sectors.” Firms in these sectors “export” goods and services to other markets both domestic and foreign, thereby bringing new wealth into the community. These traded sectors are: manufacturing, wholesale trade, transportation and warehousing, information, financial services, professional services, and headquarter operations. Stakeholders strongly desire to see the region grow and diversify its economy. Maintaining and enhancing the region’s capacity for business attraction and BRE will be an important part of this effort along with the other Key Initiatives in the Strategy that seek to improve the region’s underlying value proposition.

HOW?

1. Maintain strong relationships with lead generation pipeline partners

- Through the Alliance, continue to maintain excellent relationships with Commonwealth economic development staff, site location consultants, and other individuals engaged in lead generation
- Evaluate the return on investment of outbound marketing activities (e.g., trade missions and conferences) and seek out additional high-value opportunities

2. Support growth in the region’s Key Industries

- Continue to pursue economic growth in the Alliance’s Key Industries, which are: Food and Beverage, Steel and Metals, Nuclear Technology, Wireless Infrastructure and Communication, and Financial and Business Support Services
- Monitor trends related to remote work and job decentralization in “back office” operations such as call centers and payment processing operations to assess opportunities and challenges in the Financial and Business Support Services target
- In consultation with site selection professionals, launch a highly targeted recruitment effort to engage smaller corporate and technology firms with growth potential that may be inclined to leave high-cost markets outside of Virginia
- Ensure that HUBZones, Opportunity Zones, and similar geography-based incentives are effectively communicated in economic development marketing efforts and materials

3. Enhance capacity for targeted marketing and digital advertising

- Work with public and private partners to develop additional resources to enhance external economic development marketing efforts, including digital advertising
- Closely monitor key metrics related to impressions, click conversions, etc. to ensure advertising efforts are delivering the desired return on investment

4. Seek positive earned media coverage of the Lynchburg Region

- Retain a communications or public relations firm to generate positive “earned media” coverage about the region in national outlets and nearby major markets (see also Key Initiative #4)
- Seek placements in publications that are widely read in economic development and business circles such as the *Wall Street Journal*, *The New York Times*, and the *Washington Post*.

5. Continue to implement a best-practice regional BRE effort

- Continue to task the Alliance and its local partners with executing a BRE program on the community’s behalf; conduct annual visits with all major employers and maintain regular working relationships with key business executives, plant managers, etc. as needed
- With local partners, develop an annual or bi-annual survey open to all businesses in the Lynchburg Region, focusing especially on firms that are not engaged through BRE site visits
- Utilize BRE findings to guide strategic implementation activities and inform other policy decisions and investments

6. Assist local employers with enhancing their “workplace experience”

- Through BRE surveys and ongoing relationships, work with employers to assess needs related to “workplace experience” – a holistic term that considers the physical spaces, technology, and aspects of organizational culture that optimize productivity and employee retention
- Evaluate the need to develop a toolkit or similar knowledge base to assist firms with workplace experience and employee retention in an evolving labor market

7. Advocate for expanded air and passenger rail service to the Lynchburg Region

- Support the efforts of the public-private Air Service Development Partnership to engage airlines regarding expanding service from LYH to one or more northern hub airports such as Chicago-O’Hare, New York / Newark, Philadelphia, and Washington-Dulles
- If necessary, develop resources to incentivize airline entry into the market
- Enhance work with Amtrak and relevant local, Commonwealth, and federal government officials to seek increased passenger rail service connecting the Lynchburg Region to Washington, D.C., Northern Virginia, and other regions

6. Activate the Regional Center for Entrepreneurship

WHAT?

A community’s “entrepreneurial ecosystem” consists of the various resources, facilities, and networks that support new business formation, small business growth, and innovation. The ideal ecosystem provides a continuum of services to account for the wide variance in needs among entrepreneurs, small businesses, and innovative companies. Stakeholders in the Lynchburg Region understand the importance of a thriving entrepreneurial ecosystem to a community’s overall success. The Alliance and its partners have engaged in significant planning work designed to strengthen the community’s entrepreneurial ecosystem. This includes the 2020 Technology Based Economic Development (TBED) Plan and a nearly completed business plan for a physical entrepreneurship hub to be housed at the Alliance’s offices. (The concept was previously referred to as the EPIC Center but stakeholders expressed a desire to develop a different brand identity.)

This Key Initiative entails moving ahead with the Regional Center for Entrepreneurship to create a “focal point” for the region’s entrepreneurs and startups. The Center would not function as an incubator or accelerator but would instead work with partners such as the Small Business Development Center (SBDC) and other entrepreneurial ecosystem partners to provide technical support for a wide variety of businesses and entrepreneurs. This work could be complemented by separate programming that would focus specifically on supporting Lynchburg Region firms with high growth potential. Additional programs discussed on the following pages correspond to themes that emerged from research and input, including a need to improve capital access and enhance support for minority entrepreneurs.

WHY?

In addition to “traditional” economic development activities such as business attraction and business retention and expansion (BRE), best-practice communities pursue robust “entrepreneurial ecosystems” that support new business formation, growth, and innovation. Stakeholders said the Lynchburg region experienced a wave of entrepreneurship in the early 2000s, when numerous wireless communications equipment companies were founded in the region in the wake of the Ericsson facility closing. Many of these firms are still in business and range from small shops to operations with hundreds of employees. Input participants said they believe the Lynchburg Region is on the cusp of its “next boom” in entrepreneurship. Stakeholders said a “new mindset” and a “cultural change” have taken hold in the community in recent years due to factors such as the pandemic and the success of homegrown firms such as CloudFit and Nanotouch.

Data supports the idea that entrepreneurial activity has picked up in the Lynchburg Region in recent years. The region led a competitive set of 10 high-performing mid-size metro areas for growth in the proportion of local workers who are self-employed between the third quarters of 2016 and 2021. Self-employed individuals are typically sole proprietors, independent contractors, and individuals with part-time businesses

who, if successful, may eventually incorporate their operations and hire employees. The region also exhibited the third-highest growth rate in the proportion of jobs in firms that are five years old or less.

COMPARATIVE EXAMPLES

- #8 – PIFC revolving loan programs (Hampton and Newport News, VA)
- #9 – CHATECH (Chattanooga, TN)

HOW?

1. Implement the 2020 TBED Plan

- Continue to activate recommendations from the 2020 Technology Based Economic Development (TBED) Plan, including STEM education enhancements and other items not addressed in the Regional Economic Development Strategy

2. Formally establish and resource the Center

- Establish the Regional Center for Entrepreneurship with corporate and governance structures as prescribed in the final business plan for the Center
- Develop public and private resources to build out and operate the Center; seek sufficient funding to “upfit” the physical space and enhance exterior access and aesthetics to ensure the facility functions as an inviting gathering space for all types of entrepreneurs

3. Retain highly qualified professional staff to manage Center operations and programs

- Hire a well-qualified individual with entrepreneurial experience to serve as the director of the facility and be a “connector” and capacity builder for the ecosystem as a whole
- Work with the new director to determine additional staff needs and resourcing opportunities

4. Develop an impactful brand identity for the Center

- With the new director, volunteer leadership, and the region’s entrepreneurs and creatives, develop a brand identity for the Center including a name and logo or wordmark

5. Establish a revolving loan fund (RLF) to improve access to capital

- Develop a RLF to ease capital access for entrepreneurs with little or no savings or credit history and/or individuals with established ideas and business models that have yet to generate revenue; loan funds could be utilized to make initial capital investments, support the development of new products, and test market viability
- Bring together economic development and entrepreneurship professionals, local financial institutions, foundations, and other potential funding partners to identify options to establish, capitalize, and manage a fund
- Establish criteria and loan terms, define acceptable uses of monies, and establish a loan review committee; require companies that receive funding to pursue technical assistance or mentoring through the Regional Center for Entrepreneurship or a related entity such as the SBDC
- Ensure that the availability of funds is well-publicized throughout the region, particularly in traditionally underserved communities and entrepreneurs who lack access to traditional capital

6. Provide mentoring and technical assistance to diverse entrepreneurs

- Develop a network of mentors with strong network connections and trust to raise awareness organically within various neighborhoods and/or social and cultural groups throughout the region
- Through this network, help minority entrepreneurs access technical assistance and access to capital

7. Convene innovative people and companies to focus on high-growth opportunities

- Convene entrepreneurs, startups, and large employers with capacity for innovation to develop entrepreneur-driven programming focused on high-growth business formation and expansion
- The group could be modeled on an existing entrepreneurship and innovation groups in communities around the country, though the specific mission, structure, resourcing, and branding of the group should be developed and refined by its members and potential investors
- Ask the group to evaluate the desirability and feasibility of creating an angel network or similar model to help local firms with high growth potential access capital that would allow them to scale in the Lynchburg Region
- Engage the region's higher education institutions to coordinate entrepreneurship curriculum and related programming

8. Promote innovation in the Lynchburg Region's Key Industries

- Seek local and external partners such as investor groups or networks that may be interested in providing programming expertise, mentoring, and access to capital to startups in fields such as wireless communications and the development and production of manufacturing equipment

7. Create a Regional Industrial Shell Building Program

WHAT?

Input participants said that the Lynchburg Region has missed out on opportunities to attract advanced manufacturing companies to the region due to a lack of “move-in-ready” buildings with at least 150,000 square feet of available space. Addressing this need in the near term will require the development of new buildings that are built with the intention of attracting tenant(s) during construction or soon thereafter. These are sometimes called speculative or “spec” buildings or “shell buildings” because they are effectively empty shells that can be finished to an end-user’s specifications.

This Key Initiative proposes a regional shell building program for the Lynchburg Region. It begins with conducting research on market conditions and projected needs. With this work completed, the focus would shift to seeking specific opportunities for development. There are a variety of ways in which shell buildings can be pursued. Stakeholders in the Lynchburg Region should begin by gauging interest from private developers and leveraging existing resources such as development authorities to plan, finance, construct, and market shell buildings on a case-by-case basis. Partners could also examine local economic development incentives to ensure that they are well-suited to support shell building development.

If it is determined that additional efforts will be needed, partners in the Lynchburg Region should consider pursuing a nonprofit development corporation dedicated to enhancing the region’s supply of industrial buildings. Such a corporation could be based on successful real-world models, including a shell building initiative in the nearby Roanoke region. This approach would entail creating or designating a nonprofit entity that would raise capital to pursue specific developments. This entity would not have to cover the full cost of construction, which will likely run into the tens of millions for a large shell building. Instead, the nonprofit development corporations could leverage its capital to obtain additional commercial loans or enter into a joint development agreement with public and/or private entities to advance a project.

WHY?

The Lynchburg Region has many qualities that make it an attractive destination for firms in sectors such as advanced manufacturing, and economic development practitioners report that the region has been shortlisted on numerous competitive site location decisions in recent years. Input participants said, however, that there is a significant barrier keeping the region from receiving its share of project wins: a lack of competitive real estate “product” that will allow companies to invest in the region on their desired timelines.

Economic development practitioners said that most competitive projects are searching for existing buildings that are move-in ready or close to it – spaces that are in short supply in the Lynchburg Region. One economic development practitioner said this makes the region a “non-starter” for many projects, adding

“the timelines are ‘move in within 3 to 9 months’ and you can only do that with a building that’s ready to go.” Individuals familiar with local real estate conditions say that a lack of available industrial spaces and buildings is impacting both small and large employers. In particular, stakeholders said the community lacks spaces in the “sweet spot” of 150,000 square feet that can be expanded up to approximately 300,000 square feet. According to stakeholders, spec building represents the only near-term way to meet this need. As one individual put it, “The only solution is new builds at this point.”

COMPARATIVE EXAMPLES

- #10 – Regional shell building program (Roanoke, VA)

HOW?

1. Conduct market research to build a business case for shell buildings

- Work with economic development and real estate professionals to build a data-driven “business case” for shell building development, examining trends such as historical industrial space deliveries, vacancy and absorption trends, and key learnings from economic development project activity
- Evaluate existing economic development incentives in the Lynchburg Region to determine their suitability for promoting shell building development; if needed, recommend potential enhancements to the relevant local entities
- Identify the top locations for shell building development in each jurisdiction in the region; if desired, retain an economic development site consultant to provide third-party guidance on the most promising opportunities
- Ensure that market research also evaluates the potential to develop new industrial sites (see Key Initiative #8)

2. Leverage existing economic development entities and tools to pursue shell building development

- Work with local governments, development authorities, and economic development organizations to identify opportunities for shell building development using existing development tools and incentives
- Seek to connect interested private developers with specific opportunities

3. If necessary, create or designate and capitalize a nonprofit development corporation

- Convene public and private partners to evaluate potential approaches to implementing a nonprofit development corporation dedicated to shell building development in the Lynchburg region
- Create or designate a nonprofit entity that will be responsible for advancing a regional shell building program
- Work with local governments, financial institutions, and investors to capitalize an initial fund that can be used to leverage additional financing; this fund would be replenished as developments succeed in attracting end-users

4. Incorporate shell building availability into economic development marketing efforts

- Task the Alliance and relevant local economic development partners with prominently featuring new inventory to prospective end users

8. Enhance and Develop Industrial Sites

WHAT?

The Lynchburg Region must enhance its real estate “product” if it is to be more competitive for economic development projects in sectors such as advanced manufacturing. While shell buildings represent the most pressing need, input participants also said that the community must take additional steps to ensure that it has a diverse supply of “pad ready” sites that can meet the anticipated future demand for industrial development. Generally, these sites are zoned for development and have all needed government approvals in place, are served by utilities, have existing or approved road access, are graded to have a flat, development-ready “pad.”

The Lynchburg Region is large and diverse in terms of its geography and development intensity. Accordingly, specific opportunities and challenges vary widely within the region. For instance, the City of Lynchburg has relatively little available land and cannot easily accommodate the large, flat sites necessary for industrial development within its footprint. Other areas of the region have large, flat sites, but stakeholders report that many of these areas require significant upgrades to be brought to a state of pad readiness. This Key Initiative entails connecting public and private partners to enhance the region’s supply of industrial sites.

WHY?

As previously discussed, there are many factors that influence a community's economic competitiveness, from the strength and depth of its workforce to its geographic location and connection to major markets. On a more granular level, however, most businesses' ability to compete and thrive requires a physical space that meets their needs. Accordingly, regions must seek to maintain a competitive supply of commercial and industrial sites and buildings. Input participants also said that the Lynchburg Region has relatively few "pad-ready" sites that can quickly accommodate new development. These stakeholders said they would like to see the community pursue more pad-ready sites to prepare for potential future opportunities.

HOW?

1. Market and maintain existing sites

- Continue to market the region's existing pad ready sites (e.g., available land adjacent to the Center for Engineering Research and Education) to prospective end users; work with property owners and local economic development professionals and governments to conduct any needed planning work or upgrades to existing sites and business parks

2. Support the development of a new business park at the Lynchburg Regional Airport

- Work with all relevant stakeholders to further ongoing work to develop the "Airpark," a business park adjacent to the Lynchburg Regional Airport
- The airport is owned by the City of Lynchburg and the land that could be developed into industrial sites is located in Campbell County; accordingly, successful development would likely necessitate a cooperative effort between these two jurisdictions, potentially in the form of a Regional Industrial Facilities Authority (RIFA)

3. Seek opportunities to create additional pad-ready sites

- Leverage existing knowledge of the Alliance and local economic development entities and new market research conducted as part of the shell building program (see Key Initiative #7) to identify further areas that are appropriate for industrial site development and, if warranted, pursue investments that will bring them up to a state of pad readiness
- Work with local governments and economic development partners to ensure that new investments are targeted to areas with the requisite road access and utility availability
- Leverage available Commonwealth funding to pursue the development of pad-ready sites of at least 50 acres where appropriate

9. Promote and Connect a Dynamic Regional Core

WHAT?

During the input process, stakeholders expressed excitement about the potential for progress in the Lynchburg Region's core, including Downtown Lynchburg and its immediate surroundings, the former Central Virginia Training Center (CVTC) site, and areas along the James River that connect them. This Key Initiative seeks to support local partners in enhancing quality of place in these areas and ensuring strong multimodal connectivity within and between these areas.

A portion of this work will entail supporting the City of Lynchburg, its Office of Economic Development and Tourism, and the Downtown Lynchburg Association in their work to make place-based improvements and catalyze residential and commercial growth in Downtown Lynchburg. Stakeholders praised the progress that these entities and the private sector have made in recent years and said they would like to see the community build on this momentum and help Downtown Lynchburg reach the next level of success.

This Initiative will also entail making the redevelopment of the Training Center site a top regional priority in the coming years. In April of 2022, the Amherst County Board of Supervisors unanimously adopted the Training Center Redevelopment Plan. This plan is the culmination of a two-year strategic planning process to develop a master redevelopment plan for an approximately 350-acre site consisting of the former CVTC campus and an adjacent mobile home park in Madison Heights across the James River from Downtown Lynchburg. The plan envisions a mixed-use, walkable neighborhood that blends with its surroundings.

Downtown Lynchburg and the Training Center site sit less than one mile apart on opposite banks of the James River. This presents a special opportunity to enhance walking, biking, and transit connections between the two areas. The Downtown 2040 Master Plan calls for enhanced connectivity within and between Downtown Lynchburg and the Training Center Redevelopment Plan proposes a variety of transportation options, including multimodal streets, trails, nature paths, and a funicular to aid travel up and down the river bluff. This Key Initiative entails building regional support and resources for these connections.

WHY?

Quality of place is critical factor for communities seeking to attract and retain businesses and talent. Many talented individuals – and the companies that seek to hire them – prefer to be located within or near built environments that are mixed-use, amenity rich, and walkable and accessible. In the Lynchburg Region, Downtown Lynchburg is the area best suited to meet these requirements. Simply put, if the Lynchburg Region wishes to be a top-performing mid-sized community, it must have a thriving downtown. Accordingly, Downtown Lynchburg should be seen as a regional economic development asset.

The redevelopment of the Training Center site is also a once-in-a-lifetime opportunity and the Lynchburg Region has an excellent plan in place. This potential Key Initiative proposes making the redevelopment effort a top regional priority for the next five years. As the Redevelopment Plan states, “due to its size and unique position within the region, has the potential, when redeveloped, to be a catalyst for a true transformation for the Lynchburg region and the local communities it could serve.”

COMPARATIVE EXAMPLES

- #11 – REV Birmingham (Birmingham, AL)
- #12 – Bob Kerrey Pedestrian Bridge (Omaha, NE)

HOW?

1. Support the City of Lynchburg and partners in advancing the Downtown 2040 Master Plan

- Continue to support the City of Lynchburg and the Downtown Lynchburg Association as they advance key recommendations from the Downtown 2040 plan

2. Work with public and private partners to enhance Downtown office product

- With the City of Lynchburg, the Downtown Lynchburg Association, the Alliance, and private property owners and developers, seek opportunities to enhance and expand office properties in Downtown Lynchburg
- Work with private developers to promote upgrading existing Downtown office spaces and monitor market trends locally and nationally to determine whether adding new blocks of office space (likely through redevelopment) will be feasible

3. Identify ideal qualifications for a Central Virginia Training Center master developer

- With Amherst County, the Alliance, and other key partners, identify the desired qualifications for a master developer of the Training Center site
- Prioritize organizations with clear track records of successfully completing large, complex redevelopment projects and that will work effectively with local partners to implement a best-practice development that adheres as closely as possible to the vision and design guidelines established in the Redevelopment Plan

4. Pursue a signature pedestrian bridge connecting Downtown Lynchburg and the Training Center site

- Work with regional partners to advocate for an iconic pedestrian bridge connecting Downtown Lynchburg with the Training Center site; such a bridge could be inspired by numerous examples from around the country
- Advocate for complementary multimodal improvements, including the proposed Training Center funicular; ensure new developments are well-connected to the proposed trail system (see Key Initiative #11)
- Work with partners to promote the expanded use of shared electric scooters, e-bikes, and other micro-mobility solutions to minimize the impact of the area’s hilly topography

10. Support Placemaking Throughout the Region

WHAT?

This Key Initiative focuses on advancing placemaking initiatives throughout the Lynchburg Region. In its simplest form, placemaking can be defined as “the process of creating quality places that people want to live, work, play, and learn in. Placemaking is a process. It is a means to an end: the creation of quality places.” It is also often a “method of improving a location over a long period of time through many separate small projects or activities.”¹

This Key Initiative entails supporting local organizations and groups dedicated to carrying out placemaking activities in the region’s smaller downtowns, neighborhood centers, and gathering places. This includes helping local governments and nonprofit organizations such as Altavista On Track access the resources they need to carry out placemaking work and ensuring that public-sector investments in streetscapes, parks, and other public goods support quality placemaking. It also entails support for private investments into amenities such as restaurants, retail, and other gathering places and entertainment options. It also includes activities that can be driven by neighborhood or volunteer groups – ideally supported by a grant program to cover costs of incremental improvements.

WHY?

As previously discussed, quality of place is a critical factor influencing a community’s ability to attract and retain talent and the businesses that wish to hire them. The preceding Key Initiative focuses on ensuring a vibrant core at the heart of the Lynchburg Region. But stakeholders said that a regional approach to economic development must also seek opportunities to enhance quality of place throughout the community.

¹ Steuterville, Robert. “Four types of placemaking.” Public Square; Congress for the New Urbanism. October 10, 2014. Retrieved from: <https://www.cnu.org/publicsquare/four-types-placemaking>

Given the size and diversity of the region, an incremental placemaking approach that can be driven by local actors with support, technical assistance, and funding from regional and external partners makes the most sense. The aim of the initiative is to create places throughout the region that enhance quality of life for residents and enhance the overall value proposition for companies, visitors, etc.

COMPARATIVE EXAMPLES

- #13 – New Allen Alliance (East Allen County, IN)
- #14 – Livable Centers Initiative (Metro Atlanta, GA)

HOW?

1. Assist communities seeking to enhance organizational capacity for downtown placemaking

- Support existing organizations such as Altavista On Track that are working to strengthen smaller downtowns and commercial nodes in the region
- Encourage downtowns and commercial nodes without an existing placemaking effort to develop new organizational capacity; this could entail creating a new organization (such as a Main Street program) or working within the framework of an existing local chamber of commerce or business association to develop new placemaking programs and capacity
- Work with local stakeholders to assess existing organizational roles and desired outcomes; seek to build grassroots support for placemaking and avoid any potential conflicts or overlaps with existing organizations
- Connect communities interested in pursuing a Main Street program with the Virginia Department of Housing & Community Development (DHCD) and other relevant resources

2. Assist communities in securing funds for planning and implementation

- Work with local and Commonwealth government partners to ensure that investments in roads and streets, public rights-of-way, parks, and other amenities and infrastructure, ensure plans are supportive of placemaking
- Collaborate regionally to help local governments and downtown organizations secure grants or other competitive funding for urban design planning and implementation of improvements to public infrastructure (e.g., enhanced streetscapes and sidewalks)
- With the Central Virginia Planning and Development Commission (CVPDC), evaluate the feasibility of providing additional public grants to support urban design planning for live-work-play centers around the Lynchburg Region; this funding would support planning efforts that are appropriately scaled to the context of their surroundings and an expanded program could be modeled after the Livable Centers Initiative of the Atlanta Regional Commission

3. Develop a toolkit to guide resident-driven placemaking efforts

- Engage an external partner such as the Better Block Program to provide technical assistance and a “toolkit” for neighborhood groups, business associations, and other interested groups to advance local placemaking efforts

4. Leverage regional economic development and entrepreneurial capacity to support placemaking

- Through the Regional Center for Entrepreneurship (see Key Initiative #8) and the SBDC, support entrepreneurs and small businesses that will enhance quality of place in neighborhood centers and downtowns throughout the region
- Leverage local and regional economic development staff capacity and expertise to help guide potential larger-scale private sector investments that could positively impact quality of place

11. Develop a Nationally Renowned Regional Trail System

WHAT?

This Key Initiative entails developing an ambitious regional trail system that would be viewed as a national best practice upon completion. Such a system would enhance access to the region’s natural beauty and leverage existing infrastructure including the Blackwater Creek Trail, James River Heritage Trail, Kemper Station Trail, and the Riverwalk. It would also create a regional amenity that benefits all local jurisdictions.

To begin, the Initiative calls for the creation of a new Regional Trails Master Plan that would build upon past planning efforts, including the Central Virginia Transportation Planning Organization’s 2010 bicycle plan and the Greenways, Blueways, and Trail Plan and the Lynchburg Area Greenway Alliance Strategic Plan from 2012. With a long-term vision and near-term priorities established, the focus would then shift to developing resources – especially grants or other monies from external sources – to build out the system.

WHY?

Stakeholders in the Lynchburg Region value the region’s quality of life, including a low cost of living, light car traffic, and a strong sense of public safety. These attributes may give the community an edge relative to large, high-cost metro areas, but other small- and mid-sized regions can offer a similar value proposition. To stand out in the competition for jobs and talent, the Lynchburg Region must seek to accentuate and enhance the “differentiators” such as the community’s natural beauty and access to outdoor recreation and amenities.

Pursuing a more extensive network of trails and accessible multi-use paths represents a promising approach to doing so. Many communities around the country have pursued the development of connected networks of trails, multi-use paths, and related infrastructure for walking, running, bicycling, etc. These trail systems improve quality of life for residents and help promote public health. In addition to their potential to help a region attract and retain talent, trails and multi-use paths can play a small yet meaningful role in activities such as business attraction. Economic developers in communities with trail systems have reported receiving inquiries from companies interested in locating near trails and multi-use paths, as they are considered amenities that can help attract and retain talented employees

COMPARATIVE EXAMPLES

- #15 – Daniel Morgan Trail System (Spartanburg, SC)

1. Commission a new Regional Trails Master Plan

- Commission an updated Regional Trails Master Plan for the Lynchburg Region, inclusive of a robust public input process that identifies a long-term vision (e.g., 10- or 20-year timeline) and a set of near-term priority projects to begin building out a network
- Ensure that the plan prioritizes investments that connect multiple jurisdictions and improve access to population centers, job hubs, and other outdoor amenities such as rock climbing, river access points, etc.
- Assess potential nonprofit implementation partners and determine whether additional capacity is needed

2. Pursue local, regional, Commonwealth, and federal funding opportunities

- Work with local governments and public-sector agencies, private businesses, and other key partners to identify resource opportunities for trail system buildout
- Place a strong emphasis on seeking grants and other competitive funding from external sources
- Consider pursuing corporate sponsorship and naming rights opportunities for the trail system or its segments consistent with best practices from other communities

3. Work with public and private partners to pursue “trail-oriented development”

- Pursue new developments and adaptive re-use strategies along existing and potential new trails in intensely developed areas
- Work with local government and economic development partners to promote smaller-scale trail-oriented development opportunities in smaller communities

4. Promote progress through talent and economic development marketing channels

- Ensure that progress on the trail system is highlighted in talent and economic development marketing activities (see Key Initiatives #4 and #5), particularly in earned media efforts

APPENDIX A: COMPARATIVE EXAMPLES

#1 – Talent Action Collaborative (Baton Rouge, LA)

<https://brac.org/tac/>

The Talent Action Collaborative (TAC) is a partnership between Baton Rouge Area Chamber (BRAC) and East Baton Rouge Parish Schools designed to align K-12 education with the needs of business and industry. The initiative engages business leaders to help guide education to specific industry needs while training future employees and promoting talent retention. According to BRAC, the network aims to “close the disconnect between workforce and education” by being “business-led, industry-specific, and solution-oriented.” The TAC is one of many examples of a business-education alliance that could be customized and scaled for use in the Lynchburg Region.

#2 – Waukee APEX (Waukee, IA)

<https://apex.waukeeschools.org>

Waukee Aspiring Professional Experience (APEX) is a collaboration between education, business, and the community in Waukee, Iowa, a community of roughly 24,000 residents located west of Des Moines. According to its website, “Waukee APEX draws on the expertise of business partners to bring real-world experience to high school. Through passion-based learning, authentic projects, and experiences, students add value to business partners while exploring career possibilities identified by economic trends within our metro area and state.” The physical hub of the program is the Waukee Innovation and Learning Center (WILC), which includes a cafe, collaborative spaces, meeting rooms, accelerators, decompression zones, and industry-specific studios. The building’s features are designed to complement Waukee APEX programming that provides opportunities for students to grow their professional skills. To participate in the program, students must be high school juniors or seniors. The program and the WILC are examples of innovative partnerships between education and business on issues of career and technical education.

#3 – FAFSA Volunteers (Austin, TX)

<https://www.austinchamber.com/education-talent/k-12-initiatives>

Austin, Texas invests in high school students to help prepare them for success in college, careers, or the military by assisting them with filling out federal financial aid forms to qualify for student loans. As part of the Austin Chamber’s annual financial aid campaign to help families afford education beyond high school, staff recruit and train volunteers to help students and parents complete the FAFSA and TASFA forms. All volunteer trainings are held virtually. After training, volunteers help families fill out and submit forms at multiple area events.

#4 – Childcare Task Force (Boise, ID)

<https://www.cityofboise.org/departments/mayor/childcare-taskforce/>

Affordable, accessible, quality childcare was one of the top recommendations from the City of Boise's Economic Recovery Taskforce. To this end, a Childcare Task Force was convened in March of 2021 by the City of Boise to address existing hurdles to accessing childcare in the city and to better understand the needs of the childcare industry, childcare workers, and parents in Boise. The taskforce identified three areas of impact to focus attention and resources: licensing, accessibility, and affordability.

Over the course of four months, the task force worked towards addressing the issues facing childcare in Boise and developed specific recommendations the city could pursue in three areas of impact: 1) What the city could do itself, 2) What the city could do in partnership with businesses and community members, and 3) What businesses and community members could do to support childcare businesses and access to childcare.

#5 – TopCity Interns (Topeka, KS)

<https://choosetopeka.com/topcity-interns/>

Each summer, major employers in Topeka, KS hire hundreds of interns. These students come from the hometown Washburn University, nearby schools such as the University of Kansas, and institutions throughout the country. To introduce these students to the community, partners in the community launched TopCity Interns in 2017. This program for summer interns is operated by the Greater Topeka Partnership, an umbrella organization over the community's Chamber, economic development organization, downtown organization, and convention and visitors bureau.

The program seeks to introduce interns to the city and its business leaders in the hopes that they will want to return to or remain in the community to work after graduation. It includes social events that allow interns to explore the city and its food and drink, lunch and learns with local leaders, and opportunities for volunteer services. The program is sponsored by many of the community's top corporations and expects to enroll more than 200 interns in summer 2022.

#6 – Next Out West campaign (Sacramento, CA)

<https://www.whatsnextoutwest.com>

The Greater Sacramento Economic Council is a public-private partnership that serves as the regional economic development organization for the Sacramento, CA region. In 2020, the Council created the Next Out West talent attraction campaign targeted to young professionals working remotely for tech companies

in the San Francisco Bay Area. The campaign included a comprehensive microsite (linked above) and a digital marketing and public relations strategy that encouraged the target audience to reimagine where they work and live and to “rethink remote.” According to the Council, the campaign received more than 200,000 impressions through paid and organic promotion, and a video clip from the campaign was featured in a CNBC story that has received more than 7.4 million views on YouTube. The campaign also received Bronze recognition for Multimedia/Video Promotion in the 2021 Excellence in Economic Development Awards from the International Economic Development Council (IEDC).

#7 – Ask a Local (Omaha, NE)

<https://www.omahachamber.org/talent-workforce/jobs-careers/ask-a-local/>

As part of Greater Omaha’s talent attraction efforts, residents can sign up for the “Ask a Local” program and have their bios and contact information posted on the Omaha Chamber’s talent and workforce page. The website urges visitors to get a local perspective, noting that, “These local Omahans are ready with answers when new residents or those looking to relocate to Omaha have questions. Each Omaha ambassador lists a different set of interest areas for visitors to ask the about, including outdoor recreation, cooking, LGBTQIA+ communities, craft beers, roller derby, food, theater, sporting events, live music, neighborhoods, family activities, childcare, schools, food, and expatriate and immigrant issues.

#8 – PIFC revolving loan programs (Hampton and Newport News, VA)

<https://www.nnva.gov/643/Peninsula-Revolving-Loan-Fund-Program>

Communities across the country have successfully utilized revolving loan funds (RLFs) to further a variety of aims such as downtown redevelopment and small businesses growth. According to the Council of Development Finance Agencies (CDFA), an RLF is, “a gap financing measure primarily used for development and expansion of small businesses. It is a self-replenishing pool of money, utilizing interest and principal payments on old loans to issue new ones.” RLFs represent flexible tools that can be used in combination with more conventional tools such as loans that can be obtained on the private market. (Some RLFs, however, are designed specifically to support individuals who cannot access traditional sources of capital.) Typical uses for RLF loans include operating capital, acquisition of land and buildings, machinery and equipment, startup costs, and so on.²

Examples of a multi-jurisdictional revolving loan funds in Virginia may be found in the cities of Hampton and Newport News. The Peninsula Revolving Loan Fund is an initiative of the Peninsula Industrial Finance Corporation (PIFC). The fund lends up to \$150,000 to finance new fixed asset investment for companies in economic base industries located in Hampton or Newport News that otherwise would be unable to obtain

² For additional information from the CDFa, see: <https://www.cdfa.net/cdfa/cdfaweb.nsf/pages/revolving-loan-funds.html>

financing. The fund makes fixed interest loans at 4% below the interest rate on Treasury Notes of similar maturity (but not lower than 5%). The maximum term is 5 years. The fund was capitalized by a grant from the U.S. Economic Development Administration. Partners also set up a special purpose RLF, the Peninsula Cares Act Fund (PCAF) to assist small businesses impacted by the Covid-19 pandemic. The fund issued loans with flexible rates and terms ranging from \$7,500 to a maximum of \$375,000. Funds could not be used to assist a business for relocation of an existing business from one jurisdiction to another. However, companies expanding to Newport News or Hampton from another location are eligible. The Newport News Department of Development managed day-to-day operation and administration of the PCAF in collaboration with the City of Hampton's Department of Development staff and the PIFC.

#9 – CHATECH (Chattanooga, TN)

<https://chatechcouncil.org/>

CHATECH is Chattanooga's staffed technology council with a mission to connect the Chattanooga technology community to help drive economic growth across the region. The 501(c)3 non-profit organization provides outreach and educational programs for youth, awards scholarships to college students to help create the region's next generation of IT professionals, manages peer group programs and leadership forums, collaborates on economic development partnerships, and offers networking opportunity for local technologists. Membership is comprised of 12 major industry sectors and companies of all sizes.

#10 – Regional shell building program (Roanoke, VA)

As discussed in Key Initiative #7, partners including local governments, development authorities, and economic development organizations should work collaboratively to identify opportunities for shell building development using existing development tools and incentives. If this approach is unable to produce the desired outcomes, partners may seek to create a nonprofit development foundation dedicated to enhancing the region's supply of industrial buildings. Communities around the country have used nonprofits or similar public-private corporations to advance various development and redevelopment priorities. A famous example is the River City Company in Chattanooga, TN, which since its founding in 1986 had advanced numerous development projects in downtown Chattanooga.

Closer to home, the Roanoke region has utilized this model to develop a shell building. In 2017, the community completed a 100,000-square-foot building in Botetourt County, which has since attracted a firm that invested an additional \$20 million in the facility and is expected to create 50 jobs. According to the Roanoke Regional Partnership, the shell building was developed by Greenfield Development LLC, which is

a joint venture of the Greater Roanoke Valley Development Foundation and Roanoke Valley Development Corporation.³ Both entities are closely connected to the Roanoke Regional Chamber.⁴

#11 – REV Birmingham (Birmingham, AL)

<http://revbirmingham.org/>

From identifying sites to facilitating incentives to retail leasing assistance, REV helps developers with projects in Birmingham’s downtown and select neighborhoods across the city. REV’s Design & Development Team works with investors, developers, and businesses interested in developing or redeveloping a property to help them navigate the process and better understand the context of their project within the market and the community. REV helps development teams with market data research, site identification, due diligence assistance, permitting and regulatory assistance, and connections to financing and incentives. This collaborative model could be used by stakeholders in the Lynchburg Region to coordinate and enhance ongoing efforts to increase the availability and quality of office product in Downtown Lynchburg.

#12 – Bob Kerrey Pedestrian Bridge (Omaha, NE)

<https://www.visitomaha.com/listings/bob-kerrey-pedestrian-bridge/59364/>

The Bob Kerrey Pedestrian Bridge is a signature, 3,000-foot-long walkway spanning the Missouri River connecting Omaha with Council Bluffs, Iowa. The bridge opened in 2008 and was a joint project by the City of Council Bluffs, the City of Omaha, the Iowa Department of Transportation, and the Nebraska Department of Transportation. It is named after the Nebraska Senator who secured funding for the project. The suspension bridge rises 60 feet above the river and has a distinctive S-Curve. At night it is illuminated by nearly 300 light fixtures that create color patterns and effects. At the bridgehead on the Nebraska side is the three-acre Omaha Plaza, which includes a water jet fountain and access to a National Park Service Visitors Center. The plaza is surrounded by a large amphitheater-like grass seating. On the Iowa side, the foot of the bridge is in Tom Hanafan River's Edge Park which includes the Great Lawn picnic area. According to Visit Omaha, the bridge is further connected to approximately 150 miles of trails and multi-use paths. Though the development of the bridge was initially controversial, it has now become “an iconic symbol of its home cities.” Said a Visit Omaha executive in 2020, “There were people who said it was a waste of money. Even after the bridge was built, people said it was a bridge to nowhere. What’s fascinating now is people understand that the bridge is the somewhere. People just flock there—it’s a destination.”⁵

³ Roanoke Regional Partnership. “Pratt Industries to Locate in Botetourt County Shell Building.” February 26, 2019. Retrieved from: <https://roanoke.org/2019/02/26/pratt-industries-to-locate-in-botetourt-county-shell-building/>

⁴ According to its 2020 Form 990, the Foundation is a 501(c)6 nonprofit entity whose day-to-day management is conducted by the Roanoke Regional Chamber. According to public records, The Roanoke Valley Development Corporation is a Virginia stock corporation; the organization’s Secretary is the President and CEO of the Chamber.

⁵ Stark, Laura. “Nebraska and Iowa’s Bob Kerrey Pedestrian Bridge.” Rails to Trails Conservancy. March 10, 2020. Retrieved from: <https://www.railstotrails.org/trailblog/2020/march/10/nebraska-and-iowa-s-bob-kerrey-pedestrian-bridge/>

#13 – New Allen Alliance (East Allen County, IN)

<https://www.newallenalliance.net>

The NewAllen Alliance was formed in 1991 by a collection of seven rural communities in Allen County, Indiana. The communities are situated in the eastern portion of the county near Fort Wayne, Indiana’s second largest city. The organization’s vision is to “grow our population by enhancing the livability of our rural areas, which will attract and retain a talented workforce that benefits all of Allen County and Northeast Indiana.” The Alliance operates a revolving loan fund (established with a grant from the U.S. Department of Agriculture) and has helped secure grants that have funded master plans, streetscapes, parks, etc.

#14 – Livable Centers Initiative (Metro Atlanta, GA)

<https://atlantaregional.org/community-development/livable-centers-initiative>

The Livable Centers Initiative (LCI) is a grant program that incentivizes local jurisdictions to re-envision their communities as vibrant, walkable places that offer increased mobility options, encourage healthy lifestyles, and provide improved access to jobs and services. Originally created as a means to reduce vehicle miles traveled and improve air quality, the program is run by the Atlanta Regional Commission (ARC), the regional planning and intergovernmental coordination agency for metro Atlanta. Since 2000, the LCI program has invested \$312 million in more than 120 communities throughout the Atlanta region, helping pay for planning studies and the construction of transportation projects such as sidewalks and intersection improvements, to bring those visions to life. The ARC board has allocated \$600 million through 2050 for transportation projects resulting from completed LCI studies. The LCI program is funded with federal transportation dollars. The grants cover 80 percent of the cost of each study or transportation project, with the recipient making a 20 percent match. While the scale and original purpose for the program would not apply in the Lynchburg Region, LCI nevertheless stands out as a way of creatively leveraging available public funds to promote placemaking in local communities.

#15 – Daniel Morgan Trail System (Spartanburg, SC)

<https://www.palspartanburg.org/the-dan>

The Daniel Morgan Trail System – known locally as “The Dan” – is an urban trail system in Spartanburg County, South Carolina. Leading the development of The Dan is PAL, a local nonprofit organization which derives its name from the slogan, “Play. Advocate. Live Well.” PAL is working with Spartanburg County Parks, the City of Spartanburg, and numerous other community partners to implement what will eventually be a 55-mile trail system. This vision became closer to becoming reality in November 2021 thanks to a successful grant application led by Spartanburg County’s government and PAL. The U.S. Department of Transportation

awarded the community a \$23.8 million Rebuilding American Infrastructure with Sustainability & Equity (RAISE) grant that will fund nearly 14.6 miles of 10-foot-wide multi-use pathways, a pedestrian/bicycle bridge over Interstate 295, and numerous other improvements.⁶ The Dan is seen as a major recreational asset for Spartanburg County residents and visitors, and economic developers have reported receiving inquiries from developers and site selectors seeking to locate commercial and even light industrial projects adjacent to a trail, as end-users view the system as a major benefit for employees.

⁶ Wen, Eva. "Spartanburg County receives \$23.8 million for infrastructure as part of \$1 billion USDOT grant program." *Spartanburg Herald-Journal*. November 19, 2021.

APPENDIX B: RESEARCH EXECUTIVE SUMMARY

This Research Executive Summary synthesizes the key findings from Phase 1 of the planning process that resulted in a new Regional Economic Development Strategy for the Lynchburg Region. Its key findings are derived from quantitative research, stakeholder input, and a review of relevant plans and studies that address various aspects of local and regional economic development.

Quantitative research included the development of Competitive Scorecards that provide an overview of how the Lynchburg Region stacks up relative to nine competitive mid-sized metros. It also included a high-level analysis of key industry and workforce dynamics in the Lynchburg Region. **These Competitive Scorecards and data tables are provided at the end of this document.** Stakeholder engagement included input from the Steering Committee at its first meeting and one-on-one interviews with more than a dozen top public, private, and nonprofit leaders in the Lynchburg Region.

The Summary is organized around descriptive subheadings that correspond to **major themes from research and input and their implications for strategy development.** Many of these findings will be familiar to leaders in the Lynchburg Region, particularly those who have been engaged in other recent strategic planning efforts. This Summary seeks to build upon these previous efforts and provide an updated look at what stakeholders perceive to be the top strengths, weaknesses, opportunities, and challenges for the region.

Demographic trends point to future talent needs

- The Lynchburg Region grew by 3.5 percent between 2010 and 2020, less than half the national average (7.4 percent) and the **second-lowest growth rate among comparison metros.** By itself, population growth is not a reliable indicator of regional competitiveness. Many successful regional economies have low or even net-negative population growth rates, and some rapidly growing communities face serious challenges.
- Additionally, the Census Bureau estimates that the Lynchburg Region experienced small net gains from domestic and international in-migration between 2010 and 2019. That is, **more people moved into the region than moved away.** This is a positive finding, as many small and mid-sized metros have struggled with domestic out-migration in recent years.
- But relatively low population growth can be a challenge for communities with aging populations like that seen in the Lynchburg Region. The Census Bureau estimates that as of 2019, there were just 0.95 residents between the ages of 25 and 44 in the Lynchburg Region for every one resident between the ages of 45 and 64. Put another way, **the Lynchburg Region has slightly more residents who will reach retirement age in the next two decades than it has individuals in the next age cohort** who will replace them in the upper echelons of the workforce.

- Stakeholders noted that **age dynamics vary widely within the region**. The City of Lynchburg is relatively young while the four counties to varying degrees are faced with aging populations. Census estimates for 2014-19 show that the City's median age was 28.3, while no other jurisdiction had a median age below 42.
- Data show that nearly one in four workers living in the Lynchburg Region in the third quarter of 2021 was aged 55 or over. This is consistent with feedback from business leaders, who expressed **concerns about impending retirements**, particularly with the tight labor market conditions that have emerged in the wake of the pandemic.
- The Lynchburg Region is not alone in facing these challenges; for instance, workers 55 and over made up at least 22 percent of the workforce in five other comparison metros. But overall, the region's population growth and age dynamics point to **potential workforce sustainability concerns that must be addressed through talent development, attraction, and retention**.

Educational attainment rates lag other high-performing markets

- **Talent is the most important factor driving the success of local economies**. In addition to the numeric size of a region's workforce, businesses across all sectors of the economy consider educational attainment among their top site selection factors.
- In the Lynchburg Region, 29.3 percent of adults aged 25 and over had obtained a four-year degree or higher as of 2019; with two year-degrees factored in, this number rises to 37.4 percent. Both numbers rank near the bottom among the comparison metros. Additionally, the Lynchburg Region had the second-smallest increases in educational attainment among the 10 comparisons between 2014 and 2019. In other words, the adult **educational attainment gap between the Lynchburg Region and some top-performing small and mid-sized metros increased** in the most recent years for which data are available.
- When interpreting these figures, it is again important to note that the Scorecards compare the Lynchburg Region to a highly competitive set of metros. Lynchburg's four-year degree attainment rate of 29.3 percent is also **roughly comparable to those of Chattanooga and Greenville** (29.5 percent and 31.4 percent, respectively). These two metros that are often seen as highly aspirational places by many communities in the Southeast and Mid-Atlantic. Employers in the Lynchburg Region also noted that many quality career options are available to individuals with two-year degrees, certificates, and on-the-job training.
- But as the Lynchburg Region seeks **to compete with the country's top mid-sized metros and expand local economic opportunities, it must seek to develop a more educated and skilled workforce**. Fortunately, the community has many assets to leverage in pursuit of this aim.

Higher education institutions are a major talent pipeline strength

- There are **two ways in which communities can grow a stronger workforce**: attract new residents from outside the community and produce “homegrown” talent. Higher education can make a meaningful impact on both fronts.
- The Lynchburg Region’s **six colleges and universities** – Central Virginia Community College, Liberty University, Randolph College, Sweet Briar College, the University of Lynchburg, and Virginia University of Lynchburg – are critical to the region’s talent pipeline.
- The Census Bureau estimates that on average between 2014 and 2019, nearly 56 percent of Lynchburg Region residents between the ages of 18 to 24 were enrolled in school. Among the comparisons, the region had the **third-highest rate of young-adult enrollment**, trailing only well-known college towns Athens and Charlottesville.
- Controlling for population size, the Lynchburg Region ranked **third among comparison communities for the total number of degrees and certificates conferred** in 2020. (This figure includes only degrees from non-distance programs due to the large number of online degree programs offered by Liberty.)
- Higher education institutions bring new people to the Lynchburg Region on a regular basis. This is especially true of Liberty owing to the institution’s size and national profile. The key for the Lynchburg Region’s workforce is to retain talented graduates within the community. While many graduates do stay, stakeholders said there is room for improvement. One business leader said, “**We still lose too much talent** out of (colleges and universities) who might want to stay but leave because we can’t get them into local companies.”
- Input participants said they would like to see the region’s colleges and universities work together and in conjunction with local governments and the business community to help **connect college students with career, networking, and other opportunities** in the Lynchburg Region. Doing so would have the added benefit of offering a stronger value proposition during a time when many higher education institutions are battling against a tide of declining enrollment.

Enhancing and connecting career and technical education opportunities

- **Career and technical education (CTE)** was another key theme to emerge from input. The National Center for Education Statistics defines CTE as high school courses and college programs “that focus on the skills and knowledge required for specific jobs or fields of work.” While highlighting recent progress in these areas, input participants said the Lynchburg Region has **room for improvement on training employees for high-quality careers in fields such as manufacturing.**
- Business leaders said that **many of the region’s most difficult-to-fill jobs are in fields that are conducive to CTE** – ranging from health care occupations to positions requiring a commercial driver’s license. Qualified candidates for manufacturing jobs are especially in-demand; one manufacturing executive said, “It’s very difficult to find people who can work with their hands in this region.” In BRS’ experience, this is a common sentiment that communities around the country have sought to address with enhanced CTE offerings.
- Over the years, many companies in the Lynchburg Region have developed extensive in-house training programs to help fill talent gaps. While such programs play an important role, business leaders said they would like to see **CTE addressed more directly at the regional level.**
- The Lynchburg Region has **numerous CTE programs and assets.** This includes various programs at the PK-12 level as well as the XLR8: Lynchburg Regional Governor’s STEM Academy and the CTE, both of which are on the campus of CVCC.
- Stakeholders said the challenge is to **ensure that the region’s existing CTE assets are well-resourced, well-marketed, and can hire and retain top-notch faculty members** with the relatively rare combination of technical knowledge and passion for teaching. Input participants said they would like the private sector to pursue enhanced partnerships, joint ventures, and cobranding efforts to help expand capacity.
- Stakeholders said the **marketing of CTE programs could use improvement.** Said one business leader, “It’s not just creating the programs, it’s also marketing to students, guidance counselors, and parents that there are multiple paths forward to success.” Input participants said they welcomed efforts by the Alliance and its partners to create hands-on-career fairs and similar programs and events to address this area.
- Stakeholders said **enhanced coordination of CTE efforts in the region** is also needed. Said one input participant, “Everybody wants to help and everyone is trying to help but it’s this disjointed shotgun blast going in every direction. It’s really hard to get everyone together to push in the same direction.”

The Lynchburg Region's economy: leveraging key competencies and assets for growth

- As part of Phase 1 of the strategic planning process, BRS examined industry and occupation data provided by JobsEQ. There is, however, a major caveat to this data: **it does not reflect the presence of the region's largest employer, Liberty University.** The university is not required to report its headcount or payroll to the Virginia Employment Commission, which provides the underlying inputs for federal and proprietary data sources.
- The **economic impact of Liberty on the Lynchburg Region is clearly massive.** According to the "Economic and Fiscal Impact of Liberty University" report released in 2020, the university contributed to \$984.7 million in overall economic activity in the MSA and employed nearly 8,000 individuals locally.
- Not including Liberty, the Lynchburg region experienced a **net loss of jobs in recent years.** Between the third quarters of 2016 and 2021, total employment in the region contracted by 3.2 percent. While this was the second-worst performance among comparison geographies, it should be noted that three other comparison metros – including Charlottesville and Roanoke – also experienced net job loss during this time.
- **The Covid-19 pandemic played a clear role in job losses.** Data indicate the region was experiencing modest employment gains leading up to early 2020. But the region has recovered fewer jobs relative to the comparison communities. Preliminary estimates for September 2021 show that Lynchburg had roughly 95% the number of jobs it had in September of 2019, the most recent comparable pre-pandemic month. This ranks ninth out of 10 among comparisons.
- The region also had the **lowest growth rates in "traded" business sectors.** Firms in these sectors "export" goods and services to other places, thereby bringing in new, outside wealth into a community. These traded sectors are manufacturing, wholesale trade, transportation and warehousing, information, financial services, professional services, and headquarter operations.
- **Manufacturing is by far the strongest export-oriented sector** in the Lynchburg Region. The sector is the region's second largest after health care, employing more than 14,000 people. Its location quotient of 1.68 means that the sector is 68 percent more concentrated in the local economy relative to the United States as a whole. Stakeholders noted that many local firms support significant corporate, sales, and research and development functions in addition to "on the plant floor" jobs.
- As discussed in the City of Lynchburg's "A Blueprint for Opportunity" plan, data reveal that the region is home to several notable **"clusters" of manufacturing firms in fields such as nuclear technology, wireless communications, and metals and machinery manufacturing.** The industry-specific

knowledge and workforce competencies that have built up around these clusters can be leveraged to support economic growth through business attraction and retention.

- **Abundant, high-quality water** is a major competitive differentiator for the region that can be leveraged to attract food manufacturers and other firms with water-intensive processes.

Sites and buildings: “The only solution is new builds at this point”

- The Lynchburg Region has many qualities that make it an **attractive destination for firms in sectors such as manufacturing and related fields**. Indeed, economic development practitioners report that the region has been shortlisted on multiple competitive site location decisions in recent years.
- Input participants said, however, that there is a significant barrier keeping the region from receiving its share of project wins: **a lack of competitive real estate “product” that will allow companies to invest in the region on their desired timelines**.
- Economic development practitioners said that the majority of competitive projects are searching for **existing buildings that are move-in ready or close to it – spaces that are in short supply in the Lynchburg Region**. One economic development practitioner said this makes the region a “non-starter” for many projects, adding “the timelines are ‘move in within 3 to 9 months’ and you can only do that with a building that’s ready to go.”
- Individuals familiar with local real estate conditions say that a lack of available industrial spaces and buildings is impacting both small and large employers. In particular, stakeholders said the community lacks spaces in the **“sweet spot” of 150,000 square feet** that can be expanded up to approximately 300,000 square feet.
- **Addressing this need in the near term will require the development of speculative or “spec” buildings** that are built with the intention of attracting tenant(s) during construction or soon thereafter. As one individual put it, “The only solution is new builds at this point.” Stakeholders said they would like to see the Lynchburg Region take a more assertive approach in pursuing spec buildings to make the community more competitive for economic development projects.
- Input participants also said that the Lynchburg Region has **relatively few “pad-ready” sites** that can quickly accommodate new development. There are several reasons for this. Some areas of the region have topographical challenges, while the City of Lynchburg has a “buildout problem,” with very little available land. Other sites lack the requisite access to roads and utilities.
- Input participants said they would like to see the community pursue more pad-ready sites to prepare for potential future opportunities. One promising opportunity would be the creation of a new

business park at the Lynchburg Regional Airport, sometimes referred to as the “Airpark.” This would likely require cooperation between the City of Lynchburg (which owns the airport) and Campbell County in which the potential sites are located.

Improved air connectivity is critical for corporate and knowledge-based jobs

- **Connectivity to other markets has long been an important economic development site selection factor.** This is particularly true for headquarter and other corporate functions (e.g., sales teams) that rely heavily on business travel.
- **Air connectivity was a top competitive concern** among local business leaders contacted through the stakeholder engagement process.
- The Lynchburg Regional Airport (LYH) is presently served by one commercial passenger airline – American Eagle, the regional carrier for American Airlines. American Eagle provides up to seven arrivals and seven departures from LYH to American’s Charlotte hub on most days. **Stakeholders said they value these flights, which are typically at or near capacity.**
- But business leaders said they would like to see at least one more airline enter the market as well as **service to a northern hub airport** such as Chicago, New York / Newark, Philadelphia, or Washington-Dulles.
- Input participants said there is also an opportunity for the region to advocate on behalf of **increased passenger rail service**, including a second daily train to Northern Virginia and Washington, D.C.

Capturing the “next wave” of entrepreneurship and innovation

- In addition to “traditional” economic development activities such as business attraction and business retention and expansion (BRE), **best-practice communities pursue robust “entrepreneurial ecosystems”** that support new business formation, growth, and innovation.
- Stakeholders said the Lynchburg region experienced a **wave of entrepreneurship in the early 2000s**, when numerous wireless communications equipment companies were founded in the region in the wake of the Ericsson facility closing. Many of these firms are still in business and range from small shops to operations with hundreds of employees.

- Input participants said they believe the Lynchburg Region is **on the cusp of its “next boom” in entrepreneurship**. Stakeholders said a “new mindset” and a “cultural change” have taken hold in the community in recent years due to factors such as the pandemic and the continued success of homegrown firms such as CloudFit and Nanotouch.
- The Lynchburg Region has **numerous assets that are supportive of entrepreneurship**, small business growth, and innovation. These include but are not limited to: the region’s Small Business Development Center (SBDC), the Vector Space makerspace, six colleges and universities, numerous private co-working facilities, and the Center for Engineering Research & Education (CERE).
- The Alliance has worked with regional partners to develop a **Technology Based Economic Development (TBED) Plan** that includes a range of recommendations to complement and connect these resources and create a stronger sense of community among local entrepreneurs. A key component of this plan is the **EPIC Center**, an acronym for “Empowering People, Innovation, and Commerce.” This facility is expected to be housed in the Alliance’s building. It will be professionally staffed and function as a physical hub and a “connector” of all things entrepreneurship.
- Data supports the idea that **entrepreneurial activity has picked up in the Lynchburg Region in recent years**. The region led all comparison metros for growth in the proportion of local workers who are self-employed between the third quarters of 2016 and 2021. Self-employed individuals are typically sole proprietors, independent contractors, and individuals with part-time businesses who, if successful, may eventually incorporate their operations and hire employees. The region also exhibited the third-highest growth rate in the proportion of jobs in firms that are five years old or less during this time.
- Stakeholders said, however, that the region could be doing better when it comes to supporting minority entrepreneurship, and the limited available data on the topic supports this viewpoint. Among the comparison metros, the Lynchburg Region had the **lowest proportion of minority-owned non-employer businesses** relative to the size of its minority population.
- Input participants also see the region’s **colleges and universities as an asset for entrepreneurship**. Said one individual, “All those students are fertile ground for entrepreneurship. They’re young and have energy but need mentoring, training, etc. on how to implement their ideas.” It should be noted, however, that the Lynchburg Region is not home to a major research university. The dollar value of university research and development expenditures per capita was a tiny fraction of regions such as Charlottesville and Roanoke.

- Stakeholders said, however, that the region’s **existing industry clusters can be leveraged to generate “spinoff” activity**. One interviewee said, “There is still a lot of manufacturing knowhow here. Over the past 10 to 15 years, (many) startups have been niche manufacturing firms.” Some stakeholders said they would like to see the region create a **“soft landing” or “flex” space that manufacturing startups** and/or new entrants to the market could utilize to scale up. Input participants said the Virginia Training Institute in Altavista could be a potential location for such a facility.

Regional prosperity: poverty has declined but wages and incomes still lag

- The ultimate aim of economic development is to **raise standards of living and improve quality of life** for a community’s residents. While quality of life can be difficult to measure, standards of living can be assessed through indicators such as wages and incomes.
- One positive finding evident in the Competitive Scorecards is that **poverty declined significantly in the Lynchburg Region between 2014 and 2019**. Relative to the comparison metros, the region had the fourth-lowest total poverty rate and the third-lowest child poverty rate as of 2019.
- Stakeholders noted, however, that many individuals in the region are still struggling economically. Efforts such as Lynchburg University’s “Lynchburg Tomorrow” program are working to address issues such as food insecurity and access to health care. Input participants said it is important that these efforts be complemented with **expanded economic opportunities**.
- The region’s **per capita income was the lowest among comparison metros**, while median household income ranked in the middle of the pack. The average annual wage per worker as of the third quarter of 2021 was also the second lowest among comparison geographies.
- **The Lynchburg Region does have a very low cost of living**. The Council for Community and Economic Research (C2ER) maintains a “Cost of Living Index” for many communities around the country. This index is based on observed values of a basket of goods and services and is shown in comparison to a national average of 100. The Lynchburg Region has a COLI value of 87.8, meaning costs are roughly 88 percent of the national average. This was lowest among comparison geographies.
- That said, no other comparison metro had a COLI value higher 106.0, which is only slightly above the national average. And because the Lynchburg Region has relatively low average wages, **the typical worker in many of the comparison metros may have more “purchasing power” on a cost-of-living adjusted basis**.

Enhancing the region's value proposition through quality of place

- Stakeholders in the Lynchburg Region value the “stress free” and family-friendly lifestyle of their community. Input participants praised the region’s low cost of living, light traffic, and strong sense of public safety. But while these attributes may give the Lynchburg Region **an edge relative to large metro areas, other small- and mid-sized regions can offer a similar value proposition.**
- Standing out in a crowded marketplace for talent will require the Lynchburg Region to leverage and enhance its significant “**quality of place differentiators**” such as the community’s natural beauty, access to outdoor amenities, and increasingly vibrant primary downtown.
- Input participants said they would like the community to **increase opportunities for outdoor recreation.** This could include building out a **more extensive trail and accessible multi-use paths network** that weaves together existing access and better connects to population centers, employment hubs, and so on.
- Stakeholders also recognize the **importance of Downtown Lynchburg to the region’s overall economic competitiveness** and said they would like to see the district continue to add residential population and jobs while growing entertainment options that appeal to a wide variety of people. The City Auditorium stands out as an opportunity to develop a significant new amenity.
- As is the case in many communities around the country, housing issues have emerged as a potential concern in the Lynchburg Region. **Prices of for-sale homes have increased rapidly in recent years,** which stakeholders fear will cut into the community’s cost-of-living advantage. Said one individual, “The days of buying starter homes for \$110K in good condition are over with. That’s what it was like even 4 to 5 years ago.”
- The Zillow Home Value Index (ZHVI) estimates the typical value for all housing types (e.g., single family, condo. etc.) in the 35th to 65th percentile range. According to the index, the typical value for a home in the Lynchburg Region increased by more than 43 percent between March of 2017 and March of 2021. While this increase is staggering, it was the third-lowest growth rate among the comparison metros. Nevertheless, stakeholders said **inventories in the region are low and would like to see the community grow a more diverse range of high-quality housing options.**
- **The redevelopment of the former Central Virginia Training Center (CVTC) site represents a massive opportunity to add new housing to the region while creating exciting new place-based amenities.** In April 2022, the Amherst County Board of Supervisors approved the CVTC Master Redevelopment Plan that the Alliance and its partners worked with various community stakeholders to create. Continuing the work to translate this vision into reality stands out as a clear priority for Lynchburg Region in the coming years.

Telling the Lynchburg Region's story

- While there is always room for improvement, the Lynchburg Region already possesses many of the quality of life and quality of place attributes that talented individuals and businesses desire. **Some input participants said they believe that the community has the potential to be talked about among highly desired communities in the Mid-Atlantic such as Asheville and Greenville.**
- According to stakeholders, a key challenge is **making sure that these advantages are well-known outside the community.** Input participants said they perceive the external perceptions of the Lynchburg Region to be relatively limited.
- Stakeholders said that **first-time visitors to the Lynchburg Region are often pleasantly surprised** by its appealing natural setting and vibrancy. One business leader who moved to the region from another market remarked that they wished they had done so two decades earlier.
- Marketing a region to a wide public audience can be a prohibitively expensive proposition. But input participants said they **would like to see the region raise its profile through a variety of means,** including an increased emphasis on travel and tourism.

Regional collaboration is critical to future success

- **Regionalism is an important concept in economic development.** Issues such as workforce development transcend political boundaries and are best addressed through a collaborative approach. Additionally certain assets such as a vibrant downtown or a research facility can make an entire metro area more competitive even if they are based in a single jurisdiction.
- Input participants said that **partners within the Lynchburg Region have typically worked well with one another,** and that the Alliance has been effective in its role as a “convener” on key issues.
- Stakeholders said that tension has occurred when companies move from one jurisdiction to another. While some intra-regional rivalry is present in virtually all metro areas that cover multiple jurisdictions, input participants agreed that **partners in the Lynchburg Region must remain focused on working collaboratively to make the community more competitive for jobs, talent, and investment.**
- Said one business leader, “If you polled this community, **half probably don’t know what county they work in. They don’t care – they want good jobs, housing, schools, etc.** – how do we as a community make sure we’re providing things residents want and need? They’re our biggest advocates.”

Research Executive Summary Data

This Appendix contains the quantitative data referenced throughout the Research Executive Summary. This includes a set of **Competitive Scorecards** that provide an overview of how the Lynchburg Region stacks up relative to nine highly competitive mid-sized metros. It also includes several **tables of industry and workforce data** for the Lynchburg Region from Chmura’s JobsEQ, a proprietary labor market data service.

The Competitive Scorecards evaluate the Lynchburg Region’s competitiveness across more than 50 data indicators from various public and proprietary sources. The Lynchburg, VA Metropolitan Statistical Area (MSA) – consisting of Amherst County, Appomattox County, Bedford County, Campbell County, and the City of Lynchburg – was used as the primary research geography for the Scorecards. Data are sorted into six subgroups: Demographics and Workforce; Educational Attainment and Higher Education; Wages, Income, and Poverty; Economic Performance and Assets; Small Business, Entrepreneurship, and Innovation; and Quality of Life. For each indicator, the Lynchburg Region is ranked 1 through 10 relative to the following nine Metropolitan Statistical Areas with which it shares attributes and/or are seen as “aspirational” communities:

- Asheville, NC
- Athens-Clarke County, GA
- Charlottesville, VA
- Chattanooga, TN-GA
- Greenville-Anderson, SC
- Lexington-Fayette, KY
- Provo-Orem, UT
- Roanoke, VA
- Spartanburg, SC

All data for the comparisons is collected at the metropolitan level unless otherwise noted.⁷ For readability purposes, the Scorecards include column headings with the primary city name for each metropolitan area. **Rankings are color-coded with top performers appearing in shades of green, middle-of-the-pack in shades of yellow and orange, and bottom performers in shades of red. A ranking of “1” signals that the community is the top performer but does not necessarily have the highest value (for example, the community with the lowest poverty rate would receive a ranking of “1”).** Each scorecard is accompanied by a table displaying the underlying data. Sources for each indicator are provided on page 36. All figures are the latest available as of April 4, 2022.

⁷ The geographical definition of several MSAs changed in recent years. Whenever possible, BRS attempted to hold regional definitions constant based on the most recent boundaries. For the Charlottesville MSA, 2014 data includes Buckingham County while all other years do not.

SCORECARD RANKINGS, PART 1

#	Indicator	Year	Lynchburg	Asheville	Athens	Charlottesville	Chattanooga	Greenville	Lexington	Provo	Roanoke	Spartanburg
Demographics and Workforce												
1	1- year % population change	2020-21	8	6	4	7	5	3	9	1	10	2
2	10-year % population change	2010-20	9	5	4	6	8	3	7	1	10	2
3	Ratio of population aged 25-44 to 45-64	2019	9	8	3	7	4	6	2	1	10	5
4	Prime-age (25-54) labor force participation rate	2019	7	3	6	2	8	5	1	10	4	9
5	% of workers (by residence) aged 55 and over	Q3 2021	8	7	2	10	6	4	3	1	9	5
6	% aged 16-19 not in school or workforce	2019*	3	10	1	2	8	6	5	7	3	9
7	Net domestic migration as a % of 2010 pop.	2010-19	9	2	5	7	4	3	8	6	10	1
8	Net international migration as a % of 2010 pop.	2010-19	7	10	3	1	8	5	2	6	4	9
9	% of population that is foreign born	2019	10	7	1	1	9	5	1	4	8	6
Educational Attainment & Higher Education												
10	% of adults aged 25+ with an AA or higher	2019	9	4	2	1	8	6	5	3	7	10
11	% of adults aged 25+ with a BA or higher	2019	8	5	2	1	7	6	4	3	9	10
12	5-year % pt. change in AA+ attainment	2014-19	9	5	2	1	4	3	8	10	7	6
13	5-year % pt. change in BA+ attainment	2014-19	9	8	2	1	4	3	7	6	10	5
14	% of in-migrants with a BA or higher	2019*	6	3	2	1	8	7	5	4	9	10
15	% of residents aged 18-24 enrolled in college	2019*	3	10	1	2	7	6	4	5	9	8
16	Total higher ed. awards per 1K residents	2020	3	9	1	2	8	6	5	4	10	7
17	Four-year degrees granted per 1K residents	2020	5	9	1	2	8	6	4	3	10	7
18	Advanced degrees granted per 1K residents	2020	3	10	1	2	7	6	4	5	9	8
Wages, Income, and Poverty												
19	Average annual wage per worker	Q3 2021	9	10	7	1	4	6	3	2	8	5
20	5-year % change in avg. annual wage per worker	Q3 16-21	8	3	5	2	4	9	7	1	6	10
21	Median household income	2019	6	7	10	2	8	5	3	1	4	9
22	5-year % change in median household income	2014-19	7	5	6	2	9	1	8	3	10	4
23	Per capita income	2020	10	5	9	1	4	6	2	8	3	7
24	5-year % change in per capita income	2015-20	7	3	4	2	5	6	9	1	10	8
25	% of residents in poverty, all ages	2019	4	2	10	3	7	6	9	1	5	8
26	% of residents in poverty, under 18	2019	3	6	10	1	8	5	4	1	9	7
27	5-year % pt. change in poverty, all ages	2014-19	4	10	1	7	6	5	3	8	8	2
28	5-year % pt. change in poverty, under 18	2014-19	2	10	1	9	7	5	4	8	6	3

* – 5-YEAR AVERAGE

SCORECARD DATA, PART 1

#	Indicator	Year	Lynchburg	Asheville	Athens	Charlottesville	Chattanooga	Greenville	Lexington	Provo	Roanoke	Spartanburg
Demographics and Workforce												
1	1- year % population change	2020-21	0.3%	0.6%	1.0%	0.5%	0.7%	1.1%	0.2%	3.3%	-0.2%	2.0%
2	10-year % population change	2010-20	3.5%	10.4%	11.9%	9.9%	6.5%	12.6%	9.5%	27.4%	2.1%	15.4%
3	Ratio of population aged 25-44 to 45-64	2019	0.95	0.96	1.09	0.99	1.01	1.00	1.12	1.78	0.85	1.00
4	Prime-age (25-54) labor force participation rate	2019	81.2%	82.6%	81.2%	83.6%	80.6%	81.9%	83.7%	78.0%	82.5%	79.7%
5	% of workers (by residence) aged 55 and over	Q3 2021	24.9%	24.7%	19.2%	26.1%	22.7%	22.0%	20.5%	13.0%	25.4%	22.3%
6	% aged 16-19 not in school or workforce	2019*	3.3%	4.8%	1.7%	2.5%	4.5%	4.3%	4.1%	4.4%	3.3%	4.7%
7	Net domestic migration as a % of 2010 pop.	2010-19	2.2%	9.7%	4.7%	2.5%	5.0%	7.4%	2.5%	4.5%	0.4%	9.7%
8	Net international migration as a % of 2010 pop.	2010-19	1.4%	0.2%	2.2%	3.0%	0.7%	1.7%	2.5%	1.4%	1.9%	0.6%
9	% of population that is foreign born	2019	2.9%	6.4%	7.6%	7.6%	4.3%	7.1%	7.6%	7.5%	4.5%	6.6%
Educational Attainment & Higher Education												
10	% of adults aged 25+ with an AA or higher	2019	37.4%	46.3%	51.0%	53.8%	38.2%	42.0%	46.1%	50.9%	39.1%	36.1%
11	% of adults aged 25+ with a BA or higher	2019	29.3%	35.6%	42.5%	49.2%	29.5%	31.4%	38.2%	40.7%	28.9%	26.3%
12	5-year % pt. change in AA+ attainment	2014-19	3.0%	4.2%	7.2%	7.3%	4.9%	6.1%	3.2%	2.6%	3.5%	4.1%
13	5-year % pt. change in BA+ attainment	2014-19	2.1%	3.0%	6.6%	9.3%	4.3%	4.6%	3.2%	3.6%	1.8%	3.7%
14	% of in-migrants with a BA or higher	2019*	38.9%	45.8%	49.6%	55.8%	36.1%	36.7%	40.3%	45.3%	31.6%	29.9%
15	% of residents aged 18-24 enrolled in college	2019*	55.8%	37.3%	70.7%	68.0%	44.3%	47.8%	53.6%	52.8%	38.8%	39.0%
16	Total higher ed. awards per 1K residents	2020	26.8	7.6	69.3	41.3	8.2	15.4	23.2	25.2	5.8	9.8
17	Four-year degrees granted per 1K residents	2020	10.8	2.8	39.8	23.5	4.7	8.3	12.4	15.4	2.8	5.9
18	Advanced degrees granted per 1K residents	2020	11.4	0.2	13.5	12.7	0.9	2.5	4.5	2.7	0.3	0.6
Wages, Income, and Poverty												
19	Average annual wage per worker	Q3 2021	\$46,539	\$46,149	\$49,496	\$61,292	\$53,201	\$49,516	\$53,900	\$54,454	\$49,101	\$52,122
20	5-year % change in avg. annual wage per worker	Q3 2016-21	18.0%	20.2%	18.5%	25.4%	19.5%	17.0%	18.4%	29.4%	18.5%	12.7%
21	Median household income	2019	\$57,736	\$57,428	\$50,962	\$75,907	\$55,366	\$58,621	\$60,492	\$79,152	\$60,471	\$55,339
22	5-year % change in median household income	2014-19	21.4%	22.4%	22.0%	30.4%	18.8%	30.9%	20.3%	30.0%	17.8%	26.7%
23	Per capita income	2020	\$43,529	\$49,809	\$44,364	\$69,853	\$49,865	\$47,836	\$52,559	\$46,393	\$50,215	\$46,543
24	5-year % change in per captia income	2015-20	17.5%	22.7%	20.9%	23.3%	18.8%	18.6%	17.2%	30.7%	15.7%	17.4%
25	% of residents in poverty, all ages	2019	11.3%	11.0%	20.2%	11.2%	12.7%	12.5%	13.3%	10.0%	11.8%	12.8%
26	% of residents in poverty, under 18	2019	11.4%	17.1%	23.6%	9.4%	18.7%	16.7%	15.8%	9.4%	18.9%	18.5%
27	5-year % pt. change in poverty, all ages	2014-19	-4.6%	-1.6%	-8.8%	-3.0%	-3.2%	-4.0%	-4.9%	-2.5%	-2.5%	-5.0%
28	5-year % pt. change in poverty, under 18	2014-19	-10.0%	0.3%	-11.2%	-0.8%	-3.7%	-6.0%	-8.8%	-1.6%	-4.2%	-9.8%

* – 5-YEAR AVERAGE

SCORECARD RANKINGS, PART 2

#	Indicator	Year	Lynchburg	Asheville	Athens	Charlottesville	Chattanooga	Greenville	Lexington	Provo	Roanoke	Spartanburg
Economic Performance and Assets												
29	1-year % change in total employment	Q3 2020-21	9	2	5	10	6	3	8	1	7	4
30	5-year % change in total employment	Q3 2016-21	9	6	3	7	5	4	8	1	10	2
31	% of total employment in traded sectors	Q3 2021	6	8	9	10	2	4	7	5	3	1
32	1-year % change in traded-sector employment	Q3 20-21	10	2	3	5	8	6	7	1	9	4
33	5-year % change in traded-sector employment	Q3 16-21	10	3	6	5	4	7	8	1	9	2
34	GDP per worker in \$M	2020	10	8	7	1	4	6	2	3	9	5
35	5-year % change in GDP per worker	2015-20	7	3	2	6	10	4	5	1	9	8
36	Pre-pandemic jobs recovered (Sept '19-'21)	2019-21	9	5	6	10	2	4	7	1	8	3
Small Business, Entrepreneurship, and Innovation												
37	% of workers who are self-employed	Q3 2021	5	1	2	3	6	7	8	4	10	9
38	% of private jobs in firms w/ 0-19 employees	Q1 2021	4	3	2	9	1	6	7	5	8	10
40	% of private jobs in firms 5 years old or less	Q1 2021	7	3	4	8	2	5	6	1	10	9
41	5-year % pt. change in self-employment	Q3 16-21	1	5	7	4	8	6	3	10	2	9
42	5-year % pt. change in emp. in firms of 0-19	Q1 16-21	7	2	1	4	10	5	3	6	8	9
43	5-year % pt. chg. in firms 5 years old or less	Q1 16-21	3	10	8	2	1	4	5	9	6	7
44	Minority-owned nonemployer biz. per 1K	2018	10	2	1	6	4	3	8	5	9	7
45	Sales per minority-owned nonemp. firm (\$ ths.)	2018	9	1	10	7	2	5	6	3	4	8
46	\$ of university R&D expenditures per capita	2020	9	8	2	1	7	5	4	6	3	10
Quality of Life												
47	Cost of Living Index (USA = 100)	Q3 2021	1	10	7	9	5	3	4	8	2	6
49	5-year % change in Zillow home value index	2017-22	3	6	9	1	8	5	4	10	2	7
48	Zillow home value index / median HH income	Mar. 2022	3	9	8	7	5	6	4	10	1	2
50	Violent crime per 100K residents (core city)	2019	4	7	—	3	8	6	2	1	5	9
51	Property crime per 100K residents (core city)	2019	2	8	—	3	7	5	4	1	6	9
52	5-year % pt. change in violent crime per 100K	2014-19	3	8	—	2	5	1	4	—	6	7
53	5-year % pt. change in property crime per 100K	2014-19	3	8	—	1	5	4	2	—	7	6
54	% of workers who drove alone to work	2019	10	4	3	1	5	6	6	2	9	8
55	% commuting at least 30 min. to work	2019	6	2	1	5	8	9	3	4	10	7
56	Passenger air enplanements per capita	2019	8	3	10	2	7	4	5	9	6	1

SCORECARD DATA, PART 2

#	Indicator	Year	Lynchburg	Asheville	Athens	Charlottesville	Chattanooga	Greenville	Lexington	Provo	Roanoke	Spartanburg
Economic Performance and Assets												
29	1-year % change in total employment	Q3 2020-21	-0.5%	1.9%	1.1%	-0.5%	1.0%	1.8%	0.0%	6.7%	0.1%	1.5%
30	5-year % change in total employment	Q3 2016-21	-3.2%	2.1%	3.5%	-0.4%	3.1%	3.2%	-2.4%	22.2%	-4.1%	12.4%
31	% of total employment in traded sectors	Q3 2021	29.9%	24.4%	22.2%	20.7%	34.2%	32.0%	29.2%	31.0%	32.2%	40.6%
32	1-year % change in traded-sector employment	Q3 2020-21	-0.7%	3.3%	3.2%	1.9%	0.7%	1.5%	0.7%	8.1%	-0.6%	2.1%
33	5-year % change in traded-sector employment	Q3 2016-21	-3.8%	6.9%	4.1%	4.9%	5.4%	3.0%	-0.9%	27.6%	-3.2%	20.4%
34	GDP per worker in \$M	2020	\$97,247	\$99,294	\$103,633	\$121,270	\$112,600	\$106,530	\$113,708	\$113,310	\$98,806	\$107,212
35	5-year % change in GDP per worker	2015-20	11.6%	15.5%	16.0%	14.1%	9.5%	14.7%	14.4%	21.3%	9.9%	10.2%
36	Pre-pandemic jobs recovered (Sept '19-'21)	2019-21	94.9%	97.2%	96.8%	93.7%	98.0%	97.4%	96.8%	108.6%	95.9%	97.9%
Small Business, Entrepreneurship, and Innovation												
37	% of workers who are self-employed	Q3 2021	6.2%	8.3%	6.8%	6.4%	5.7%	5.7%	5.3%	6.2%	4.8%	5.1%
38	% of private jobs in firms w/ 0-19 employees	Q1 2021	19.4%	22.4%	22.5%	14.8%	23.6%	15.9%	15.4%	18.8%	15.3%	13.4%
40	% of private jobs in firms 5 years old or less	Q1 2021	9.2%	12.1%	11.2%	9.0%	15.9%	10.1%	9.9%	16.1%	7.7%	7.8%
41	5-year % pt. change in self-employment	Q3 2016-21	0.3%	0.1%	0.0%	0.1%	-0.1%	0.1%	0.2%	-0.9%	0.2%	-0.3%
42	5-year % pt. change in emp. in firms of 0-19	Q1 2016-21	0.0%	1.1%	1.5%	0.5%	-1.8%	0.4%	0.5%	0.4%	-0.2%	-1.1%
43	5-year % pt. chg. in firms 5 years old or less	Q1 2016-21	1.9%	-0.7%	-0.5%	2.1%	2.8%	1.2%	1.2%	-0.7%	0.8%	0.2%
44	Minority-owned nonemployer biz. per 1K	2018	35.5	55.1	60.0	46.9	48.5	54.0	44.4	47.4	40.5	44.5
45	Sales per minority-owned nonemp. firm (\$ ths.)	2018	\$27.5	\$37.9	\$24.5	\$28.6	\$37.8	\$35.6	\$34.4	\$36.2	\$35.8	\$28.6
46	\$ of university R&D expenditures per capita	2020	\$7	\$10	\$2,241	\$2,943	\$19	\$249	\$808	\$58	\$1,770	\$1
Quality of Life												
47	Cost of Living Index (USA = 100)	Q3 2021	87.8	106.0	98.0	103.8	92.7	90.9	91.2	100.1	88.3	94.2
49	5-year % change in Zillow home value index	2017-22	43.4%	62.9%	72.2%	36.7%	68.0%	58.8%	49.8%	87.7%	42.8%	67.3%
48	Zillow home value index / median HH income	Mar. 2022	4.12	6.72	5.84	5.13	4.66	4.84	4.26	7.19	3.92	4.06
50	Violent crime per 100K residents (core city)	2019	383.0	742.2	—	324.0	1070.1	575.7	296.6	115.2	387.0	1186.6
51	Property crime per 100K residents (core city)	2019	2183.9	6325.2	—	2319.8	5557.4	4016.9	2998.1	1507.8	4412.9	6489.4
52	5-year % pt. change in violent crime per 100K	2014-19	-17.9%	30.6%	—	-24.4%	9.9%	-29.0%	-11.2%	—	12.6%	22.9%
53	5-year % pt. change in property crime per 100K	2014-19	-13.8%	30.4%	—	-23.7%	-11.6%	-13.5%	-22.9%	—	5.8%	0.7%
54	% of workers who drove alone to work	2019	83.5%	79.2%	75.4%	71.7%	80.9%	81.1%	81.1%	72.3%	83.4%	83.3%
55	% commuting at least 30 min. to work	2019	29.8%	25.8%	23.6%	27.9%	31.3%	35.0%	26.2%	27.6%	37.2%	30.4%
56	Passenger air enplanements per capita	2019	356	1,728	0	1,751	983	1,375	1,368	164	1,146	3,892

SCORECARD DATA SOURCES

#	Indicator	Source	#	Indicator	Indicator
1	1- year % population change	U.S. Census Bureau Population Estimates	29	1-year % change in total employment	JobsEQ
2	10-year % population change	U.S. Census Bureau Decennial Census	30	5-year % change in total employment	JobsEQ
3	Ratio of population aged 25-44 to 45-64	American Community Survey 1-Year Estimates	31	% of total employment in traded sectors	JobsEQ
4	Prime-age (25-54) labor force participation rate	JobsEQ	32	1-year % change in traded-sector employment	JobsEQ
5	% of workers (by residence) aged 55 and over	JobsEQ	33	5-year % change in traded-sector employment	JobsEQ
6	% aged 16-19 not in school or workforce	American Community Survey 5-Year Estimates	34	GDP per worker in \$M	JobsEQ
7	Net domestic migration as a % of 2010 pop.	U.S. Census Bureau Population Estimates	35	5-year % change in GDP per worker	JobsEQ
8	Net international migration as a % of 2010 pop.	U.S. Census Bureau Population Estimates	36	Pre-pandemic jobs recovered (Sept '19-'21)	Bureau of Labor Statistics QCEW
9	% of population that is foreign born	American Community Survey 1-Year Estimates	37	% of workers who are self-employed	JobsEQ
10	% of adults aged 25+ with an AA or higher	American Community Survey 1-Year Estimates	38	% of private jobs in firms w/ 0-19 employees	Census Quarterly Workforce Indicators
11	% of adults aged 25+ with a BA or higher	American Community Survey 1-Year Estimates	40	% of private jobs in firms 5 years old or less	Census Quarterly Workforce Indicators
12	5-year % pt. change in AA+ attainment	American Community Survey 1-Year Estimates	41	5-year % pt. change in self-employment	JobsEQ
13	5-year % pt. change in BA+ attainment	American Community Survey 1-Year Estimates	42	5-year % pt. change in emp. in firms of 0-19	Census Quarterly Workforce Indicators
14	% of in-migrants with a BA or higher	American Community Survey 1-Year Estimates	43	5-year % pt. chg. in firms 5 years old or less	Census Quarterly Workforce Indicators
15	% of residents aged 18-24 enrolled in college	American Community Survey 5-Year Estimates	44	Minority-owned nonemployer biz. per 1K	Census Nonemployer Stats. by Demographics
16	Total higher ed. awards per 1K residents	JobsEQ; Decennial Census	45	Sales per minority-owned nonemp. firm (\$ ths.)	Census Nonemployer Stats. by Demographics
17	Four-year degrees granted per 1K residents	JobsEQ; Decennial Census	46	\$ of university R&D expenditures per capita	National Science Foundation
18	Advanced degrees granted per 1K residents	JobsEQ; Decennial Census	47	Cost of Living Index (USA = 100)	JobsEQ
19	Average annual wage per worker	JobsEQ	49	5-year % change in Zillow home value index	Zillow
20	5-year % chine in avg. annual wage per worker	JobsEQ	48	Zillow home value index / median HH income	Zillow; American Community Survey 1-year
21	Median household income	American Community Survey 1-Year Estimates	50	Violent crime per 100K residents (core city)	FBI Uniform Crime Reporting (UCR)
22	5-year % change in median household income	American Community Survey 1-Year Estimates	51	Property crime per 100K residents (core city)	FBI Uniform Crime Reporting (UCR)
23	Per capita income	Bureau of Economic Analysis	52	5-year % pt. change in violent crime per 100K	FBI Uniform Crime Reporting (UCR)
24	5-year % change in per captia income	Bureau of Economic Analysis	53	5-year % pt. change in property crime per 100K	FBI Uniform Crime Reporting (UCR)
25	% of residents in poverty, all ages	American Community Survey 1-Year Estimates	54	% of workers who drove alone to work	American Community Survey 1-Year Estimates
26	% of residents in poverty, under 18	American Community Survey 1-Year Estimates	55	% commuting at least 30 min. to work	American Community Survey 1-Year Estimates
27	5-year % pt. change in poverty, all ages	American Community Survey 1-Year Estimates	56	Passenger air enplanements per capita	Federal Aviation Administration
28	5-year % pt. change in poverty, under 18	American Community Survey 1-Year Estimates			

INDUSTRY SECTOR COMPOSITION, Q3 2021

NAICS	Sector	Location Quotient	Employment				Average Annual Wage	
			Q4 2021	5 yr. # chg.	5 yr. % chg.	5 yr. US % chg.	Q4 2021	% of US avg.
62	Health Care and Social Assistance	1.12	16,978	-223	-1.3%	4.6%	\$53,304	90.6%
31	Manufacturing	1.68	14,202	-720	-4.8%	0.0%	\$65,858	87.7%
44	Retail Trade	1.22	13,165	-577	-4.2%	-2.6%	\$31,703	80.6%
72	Accommodation and Food Services	1.06	8,832	-281	-3.1%	-8.8%	\$19,534	76.0%
61	Educational Services	1.00	8,356	-302	-3.5%	-1.4%	\$39,456	68.6%
23	Construction	1.10	6,758	114	1.7%	9.0%	\$48,408	76.2%
81	Other Services (except Public Administration)	1.18	5,259	-317	-5.7%	-4.1%	\$28,555	74.8%
54	Professional, Scientific, and Technical Services	0.70	5,256	-265	-4.8%	11.0%	\$78,313	72.8%
56	Admin. & Support / Waste Mgmt. / Remediation Svcs.	0.72	4,785	-397	-7.7%	1.2%	\$29,895	62.6%
92	Public Administration	0.66	3,253	37	1.2%	1.3%	\$46,558	64.3%
52	Finance and Insurance	0.73	3,132	-153	-4.7%	5.1%	\$78,650	61.7%
42	Wholesale Trade	0.80	3,096	-283	-8.4%	-3.0%	\$63,345	71.7%
48	Transportation and Warehousing	0.56	2,910	-71	-2.4%	19.4%	\$54,918	97.5%
71	Arts, Entertainment, and Recreation	0.97	1,755	287	19.5%	-10.6%	\$19,441	45.4%
53	Real Estate and Rental and Leasing	0.86	1,561	140	9.8%	4.2%	\$43,895	65.6%
11	Agriculture, Forestry, Fishing and Hunting	1.03	1,440	-281	-16.3%	-6.2%	\$16,321	38.6%
55	Management of Companies and Enterprises	0.89	1,383	291	26.6%	4.6%	\$69,759	49.9%
51	Information	0.42	872	-272	-23.8%	0.8%	\$47,006	32.8%
22	Utilities	0.68	366	11	3.0%	-1.7%	\$68,503	63.7%
99	Unclassified	2.81	357	128	55.8%	-30.1%	\$36,773	52.6%
21	Mining, Quarrying, and Oil and Gas Extraction	0.15	53	4	8.6%	-15.8%	\$43,965	41.9%
Total - All Industries		1.00	103,770	-3,129	-2.9%	1.3%	\$46,771	71.9%

SOURCE: JOBSEQ; BRS

Note: Figures represent a four-quarter moving average and may not sum due to rounding. Location quotient (LQ) is a calculation that compares local versus national employment for a particular sector. An LQ of 1.0 means an equivalent local versus national share but anything above 1.0 may indicate a local advantage. The higher the LQ the greater the local specialization in that sector.

OCCUPATIONAL COMPOSITION, Q3 2021

SOC	Occupation	Location Quotient	Employment				Average Annual Wage	
			Q4 2021	5 yr. # chg.	5 yr. % chg.	5 yr. US % chg.	Q4 2021	% of US avg.
43-0000	Office and Administrative Support	0.89	11,760	-818	-6.5%	-3.9%	\$35,700	84.4%
41-0000	Sales and Related	1.08	10,765	-289	-2.6%	-3.9%	\$37,600	80.7%
51-0000	Production	1.51	9,032	-799	-8.1%	-3.0%	\$41,800	100.2%
35-0000	Food Preparation and Serving Related	1.09	8,807	-415	-4.5%	-7.6%	\$22,700	81.9%
53-0000	Transportation and Material Moving	0.89	8,016	-313	-3.8%	7.8%	\$34,100	86.1%
29-0000	Healthcare Practitioners and Technical	1.07	6,506	131	2.0%	6.9%	\$78,100	89.6%
25-0000	Educational Instruction and Library	1.02	5,833	-304	-5.0%	-1.8%	\$50,400	85.3%
11-0000	Management	0.89	5,765	-142	-2.4%	5.0%	\$103,400	85.5%
47-0000	Construction and Extraction	1.08	5,194	-107	-2.0%	4.3%	\$40,600	75.7%
13-0000	Business and Financial Operations	0.81	5,046	262	5.5%	13.8%	\$67,700	83.5%
31-0000	Healthcare Support	1.09	4,996	-261	-5.0%	8.6%	\$27,600	85.2%
49-0000	Installation, Maintenance, and Repair	1.08	4,280	-57	-1.3%	1.4%	\$46,200	88.7%
37-0000	Building and Grounds Cleaning and Maintenance	1.00	3,406	-96	-2.7%	-3.7%	\$27,600	83.4%
39-0000	Personal Care and Service	0.99	2,576	28	1.1%	-5.2%	\$27,200	84.0%
21-0000	Community and Social Service	1.38	2,552	81	3.3%	2.2%	\$46,900	89.8%
15-0000	Computer and Mathematical	0.68	2,411	50	2.1%	17.2%	\$94,100	96.0%
17-0000	Architecture and Engineering	1.09	1,912	-142	-6.9%	3.9%	\$83,800	92.9%
27-0000	Arts, Design, Entertainment, Sports, and Media	0.90	1,673	9	0.6%	-0.8%	\$53,600	81.8%
33-0000	Protective Service	0.76	1,669	54	3.3%	-0.4%	\$43,100	83.0%
19-0000	Life, Physical, and Social Science	0.66	616	21	3.5%	8.7%	\$69,500	86.7%
23-0000	Legal	0.63	565	29	5.5%	6.0%	\$85,100	73.5%
45-0000	Farming, Fishing, and Forestry	0.56	389	-52	-11.8%	1.3%	\$32,000	97.6%
00-0000	Total - All Occupations	1.00	103,770	-3,129	-2.9%	1.3%	\$47,200	83.7%

SOURCE: JOBSEQ; BRS

Note: Figures represent a four-quarter moving average and may not sum due to rounding. Location quotient (LQ) is a calculation that compares local versus national employment for a particular occupation. An LQ of 1.0 means an equivalent local versus national share but anything above 1.0 may indicate a local advantage. The higher the LQ the greater the local specialization in that occupation.

TOP INDUSTRY GROUPS BY LOCATION QUOTIENT, Q3 2021

NAICS	Industry Group	Location Quotient	Employment, Q4 2021	Average Annual Wage	5-yr. forecast growth demand	
					#	%
3132	Fabric Mills	18.97	587	\$53,537	-65	-11.0%
3323	Architectural and Structural Metals Manufacturing	11.36	2,978	\$98,008	17	0.6%
3221	Pulp, Paper, and Paperboard Mills	10.82	643	\$72,439	-48	-7.5%
3256	Soap, Cleaning Compound, and Toilet Preparation Manufacturing	9.12	736	\$29,722	-14	-1.9%
3115	Dairy Product Manufacturing	6.76	704	\$86,939	-10	-1.5%
3339	Other General Purpose Machinery Manufacturing	5.80	1,029	\$79,203	-17	-1.6%
1133	Logging	5.10	224	\$45,088	-4	-1.7%
3353	Electrical Equipment Manufacturing	3.93	366	\$54,636	6	1.5%
3315	Foundries	3.90	270	\$53,913	-9	-3.3%
4247	Petroleum and Petroleum Products Merchant Wholesalers	3.89	254	\$73,865	-11	-4.4%
4542	Vending Machine Operators	3.86	91	\$27,953	-4	-3.9%
3371	Household and Institutional Furniture and Kitchen Cabinet Manufacturing	3.75	631	\$36,192	-4	-0.6%
3119	Other Food Manufacturing	3.49	573	\$52,489	20	3.5%
4512	Book Stores and News Dealers	3.29	143	\$18,651	-32	-22.5%
3335	Metalworking Machinery Manufacturing	3.22	353	\$64,321	-3	-0.9%
3255	Paint, Coating, and Adhesive Manufacturing	3.17	141	\$39,029	-2	-1.8%
4541	Electronic Shopping and Mail-Order Houses	2.81	983	\$71,621	73	7.4%
9999	Unclassified	2.81	357	\$36,773	3	0.9%
3122	Tobacco Manufacturing	2.64	19	\$64,670	-6	-28.9%
1120	Animal Production (Proprietors)	2.61	736	\$6,513	-31	-4.2%

SOURCE: JOBSEQ; BRS

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TOP INDUSTRY GROUPS BY TOTAL EMPLOYMENT, Q3 2021

NAICS	Industry Group	Location Quotient	Employment, Q4 2021	Average Annual Wage	5-yr. forecast growth demand	
					#	%
7225	Restaurants and Other Eating Places	 1.11	7,322	\$18,840	616	8.4%
6111	Elementary and Secondary Schools	 1.14	5,991	\$38,470	156	2.6%
6221	General Medical and Surgical Hospitals	 1.13	4,507	\$71,202	-3	-0.1%
3323	Architectural and Structural Metals Manufacturing	 11.36	2,978	\$98,008	17	0.6%
6211	Offices of Physicians	 1.31	2,524	\$92,613	34	1.4%
4523	General Merchandise Stores, including Warehouse Clubs and Supercenters	 1.70	2,438	\$27,782	-172	-7.1%
6241	Individual and Family Services	 1.15	2,260	\$24,176	361	16.0%
2382	Building Equipment Contractors	 1.29	2,125	\$53,376	-11	-0.5%
4451	Grocery Stores	 1.09	2,006	\$20,886	-148	-7.4%
5413	Architectural, Engineering, and Related Services	 1.70	1,903	\$109,873	-54	-2.9%
8131	Religious Organizations	 1.69	1,890	\$20,530	12	0.6%
6113	Colleges, Universities, and Professional Schools	 0.90	1,789	\$47,053	48	2.7%
5617	Services to Buildings and Dwellings	 0.99	1,779	\$25,562	-17	-1.0%
9221	Justice, Public Order, and Safety Activities	 1.38	1,729	\$48,722	-21	-1.2%
5613	Employment Services	 0.70	1,693	\$27,729	49	2.9%
5242	Agencies, Brokerages, and Other Insurance Related Activities	 1.67	1,540	\$78,711	11	0.7%
5511	Management of Companies and Enterprises	 0.89	1,383	\$69,759	-29	-2.1%
7139	Other Amusement and Recreation Industries	 1.31	1,196	\$15,930	180	15.0%
2381	Foundation, Structure, and Building Exterior Contractors	 1.48	1,088	\$51,273	-10	-0.9%
6231	Nursing Care Facilities (Skilled Nursing Facilities)	 1.13	1,081	\$33,401	-35	-3.2%

SOURCE: JOBSEQ; BRS

Note: Figures represent a four-quarter moving average and may not sum due to rounding. Location quotient (LQ) is a calculation that compares local versus national employment for a particular sector. An LQ of 1.0 means an equivalent local versus national share but anything above 1.0 may indicate a local advantage. The higher the LQ the greater the local specialization in that sector.

TOP OCCUPATIONS BY TOTAL EMPLOYMENT, Q3 2021

SOC	Occupation	Location Quotient	Employment, Q4 2021	Average Annual Wage	Total 5-yr. forecast demand	5-yr. forecast growth demand
35-3023	Fast Food and Counter Workers	 1.29	3,123	\$19,900	3,559	206
41-2031	Retail Salespersons	 1.09	2,943	\$27,300	1,835	-128
41-2011	Cashiers	 1.26	2,932	\$21,600	2,233	-232
29-1141	Registered Nurses	 1.05	2,152	\$65,100	587	24
43-9061	Office Clerks, General	 0.99	1,949	\$28,900	1,004	-70
43-4051	Customer Service Representatives	 0.91	1,790	\$29,900	1,035	-58
31-1122	Personal Care Aides	 1.02	1,748	\$21,700	1,550	210
53-7065	Stockers and Order Fillers	 1.12	1,737	\$27,100	1,303	-24
11-1021	General and Operations Managers	 0.89	1,457	\$108,200	627	23
35-3031	Waiters and Waitresses	 1.01	1,453	\$24,100	1,580	101
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	 0.71	1,452	\$28,000	972	15
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	 0.96	1,435	\$25,700	960	9
53-3032	Heavy and Tractor-Trailer Truck Drivers	 1.05	1,413	\$42,300	762	-4
31-1131	Nursing Assistants	 1.42	1,274	\$29,100	797	18
41-1011	First-Line Supervisors of Retail Sales Workers	 1.14	1,111	\$41,900	471	-72
43-3031	Bookkeeping, Accounting, and Auditing Clerks	 0.97	1,064	\$35,900	518	-44
25-2021	Elementary School Teachers, Except Special Education	 1.10	979	\$60,500	382	27
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	 0.72	973	\$34,800	434	-58
51-2092	Team Assemblers	 1.27	962	\$39,200	437	-83
43-1011	First-Line Supervisors of Office and Administrative Support Workers	 0.95	949	\$52,900	415	-34

SOURCE: JOBSEQ; BRS

Note: Figures represent a four-quarter moving average and may not sum due to rounding. Location quotient (LQ) is a calculation that compares local versus national employment for a particular occupation. An LQ of 1.0 means an equivalent local versus national share but anything above 1.0 may indicate a local advantage. The higher the LQ the greater the local specialization in that occupation.

TOP OCCUPATIONS BY TOTAL 5-YEAR FORECAST DEMAND, Q3 2021

SOC	Occupation	Location Quotient	Employment, Q4 2021	Average Annual Wage	Total 5-yr. forecast demand	5-yr. forecast growth demand
35-3023	Fast Food and Counter Workers	 1.29	3,123	\$19,900	3,559	206
41-2011	Cashiers	 1.26	2,932	\$21,600	2,233	-232
41-2031	Retail Salespersons	 1.09	2,943	\$27,300	1,835	-128
35-3031	Waiters and Waitresses	 1.01	1,453	\$24,100	1,580	101
31-1122	Personal Care Aides	 1.02	1,748	\$21,700	1,550	210
53-7065	Stockers and Order Fillers	 1.12	1,737	\$27,100	1,303	-24
43-4051	Customer Service Representatives	 0.91	1,790	\$29,900	1,035	-58
43-9061	Office Clerks, General	 0.99	1,949	\$28,900	1,004	-70
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	 0.71	1,452	\$28,000	972	15
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	 0.96	1,435	\$25,700	960	9
31-1131	Nursing Assistants	 1.42	1,274	\$29,100	797	18
35-2014	Cooks, Restaurant	 0.95	770	\$25,800	790	141
53-3032	Heavy and Tractor-Trailer Truck Drivers	 1.05	1,413	\$42,300	762	-4
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	 1.14	724	\$30,500	634	62
11-1021	General and Operations Managers	 0.89	1,457	\$108,200	627	23
29-1141	Registered Nurses	 1.05	2,152	\$65,100	587	24
37-3011	Landscaping and Groundskeeping Workers	 1.07	829	\$26,100	550	10
37-2012	Maids and Housekeeping Cleaners	 1.04	742	\$24,300	526	24
43-4171	Receptionists and Information Clerks	 1.16	832	\$27,900	519	-0
43-3031	Bookkeeping, Accounting, and Auditing Clerks	 0.97	1,064	\$35,900	518	-44

SOURCE: JOBSEQ; BRS

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OCCUPATIONS WITH THE HIGHEST PERCENTAGE OF WORKERS AGED 55+ (BY RESIDENCE), Q3 2021

SOC	Occupation	Employment, Q4 2021	% of Workers Aged 55 or over	Average Annual Wage	Forecast Annual Growth
11-9013	Farmers, Ranchers, and Other Agricultural Managers	904	57.9%	\$57,500	-0.8%
51-9196	Paper Goods Machine Setters, Operators, and Tenders	252	50.8%	\$38,900	-1.6%
21-2011	Clergy	257	49.7%	\$60,500	0.3%
41-9022	Real Estate Sales Agents	360	41.1%	\$43,700	-0.1%
43-3031	Bookkeeping, Accounting, and Auditing Clerks	1,188	39.7%	\$35,900	-0.8%
53-3058	Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity	585	37.4%	\$32,900	0.9%
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	1,080	36.9%	\$34,800	-1.2%
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1,582	35.7%	\$25,700	0.1%
23-1011	Lawyers	356	35.6%	\$110,700	0.2%
31-1121	Home Health Aides	654	35.5%	\$21,700	2.3%
43-6011	Executive Secretaries and Executive Administrative Assistants	300	35.0%	\$64,300	-2.5%
41-2022	Parts Salespersons	260	34.9%	\$34,400	-0.1%
31-1122	Personal Care Aides	1,876	34.2%	\$21,700	2.3%
11-9198	Personal Svc. Mgrs., All Other; Entertainment & Rec. Managers, Except Gambling...	359	33.6%	\$122,100	0.3%
43-6013	Medical Secretaries and Administrative Assistants	410	33.0%	\$37,100	0.3%
13-1111	Management Analysts	539	32.5%	\$81,600	0.5%
51-4041	Machinists	403	32.2%	\$56,300	0.3%
53-3033	Light Truck Drivers	736	31.7%	\$32,800	0.1%
29-1228	Physicians, All Other; and Ophthalmologists, Except Pediatric	271	31.7%	\$208,900	-0.1%
53-3032	Heavy and Tractor-Trailer Truck Drivers	1,536	31.6%	\$42,300	-0.1%

SOURCE: JOBSEQ; BRS

Note: Includes only occupations with at least 250 residents in the Lynchburg MSA.