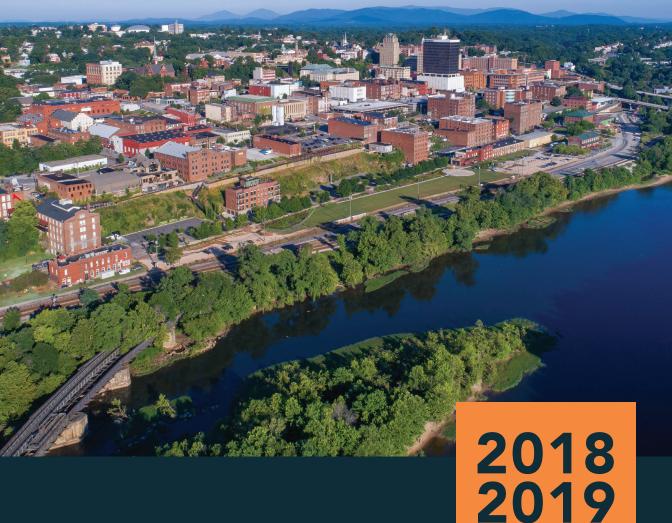
This is Lynchburg.



Opportunity Lynchburg



OFFICE OF ECONOMIC DEVELOPMENT & TOURISM

CITY OF LYNCHBURG

YEAR IN REVIEW

VISION STATEMENT

The City of Lynchburg, Virginia, is one of the best small cities in the country. Driven by innovative businesses and forward-thinking organizations, Lynchburg is a community that values history, natural beauty and healthy, inclusive neighborhoods. Every resident has the opportunity to thrive in the City of Lynchburg.

VALUES

Honor Legacy and Encourage Innovation

Focus on Family-Wage Jobs

Maximize Quality of Place

Repurpose and Reuse

Maximize Urban Potential in a Rural Community

Support Continuous Upskilling

Embrace Engagement





Dear friends and colleagues,

Our work to support the City of Lynchburg business community creates a vibrant economy, a thriving local government and excellent service delivery for our citizens. Through business development, support services, placemaking and marketing we are not only serving the business community but removing barriers for each and every citizen of our City to achieve success.

In 2018, the Office of Economic Development and Tourism launched a five year strategic action plan, the Blueprint for Opportunity. Centered around five goals, the framework will keep us focused on our most important tasks - growing and expanding Lynchburg's existing industry base, engaging our anchor institutions, building a better workforce pipeline, enhancing our tourism and neighborhood assets, and telling the City's story to the world.

We have a bright future. As we roll up our sleeves, we recognize that none of this work is possible without the consistent and engaged collaboration of our private, public, educational, and nonprofit partners. It is our belief that each community member offers a critical strength that helps advance our collective goals. There is nothing we cannot achieve when we work together to move our City forward.

Sincerely,

Maryette D. Upshur

Director, Office of Economic Development and Tourism

This is Lynchburg.

2018 population is

81,339 up nearly 25% since 2000. The City of Lynchburg is projected to grow an additional 17% by 2040.

Harrisonburg - 23% Richmond - 10% Alexandria - 17% Roanoke - 2%

Source: Weldon Cooper Center for Public Service

Median age is vears old Source: EMSI (2018)

Unemployment rate

Source: May 2019, Bureau of Labor Statistics

Of individuals 25 to 64 in the City of Lynchburg, VA, 34.9% have a bachelor's degree or higher which compares with 32.3% in the nation.

Source: JobsEQ

72%

of the workforce in the City of Lynchburg commutes into the City each day. The average commute is 24 minutes.

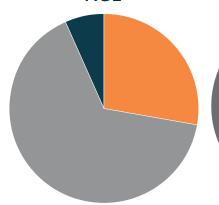
Source: Virginia Employment Commission, Forbes

The cost of living is

lower in City of Lynchburg, VA than the U.S. average.

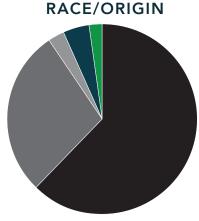
Source: JobsEQ

POPULATION CHARACTERISTICS



AGE

Over 65: 14.4% 19-64: 60% Under 18: 25.6%



Caucasian: 62.4% African American: 28.3% Hispanic/Latino: 4.4% Asian: 2.9%

Other: 2%

EDUCATION

High school graduate or higher as of 2017:

88.0%

Bachelor's degree or higher as of 2017:

33.6%

Language other than English spoken at home as of 2017:

7.2%



In 2019, Reviews.org published a list of Best Places for Millennials to Move after reviewing 325 metro areas for low unemployment rates, positive net migration, low housing costs, and low rates of property crime.

> Gallup-Sharecare Well-Being Index

The ranking identifies communities with an engaged workforce, less daily stress and physical pain, and lower rates of obesity and depression. The City moved up from the #8 spot in 2016.

> Top 100 Best Small Places for **Business and Careers**

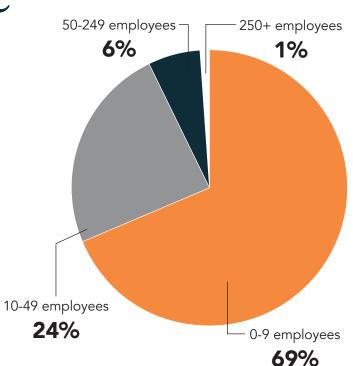
In its most recent list, Forbes recognized Lynchburg in the Top 100 Best Small Places for Business and Careers, including a Top 50 Ranking for Cost of Doing Business.

Economic Health

Average annual wages per worker increased

in the City of Lynchburg in the past year, from 1.5% growth in 2018.

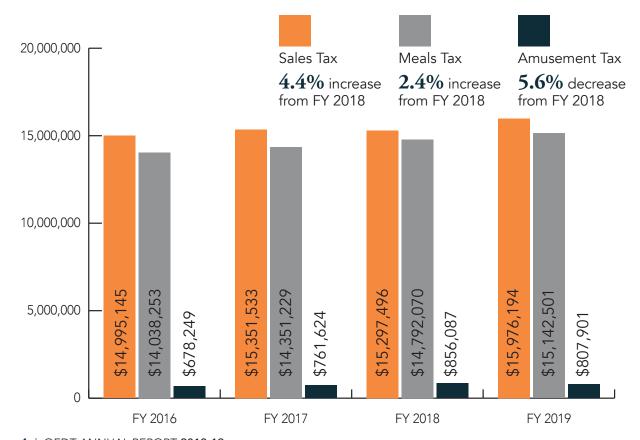
Source: JobsEQ



BUSINESSES BY SIZE

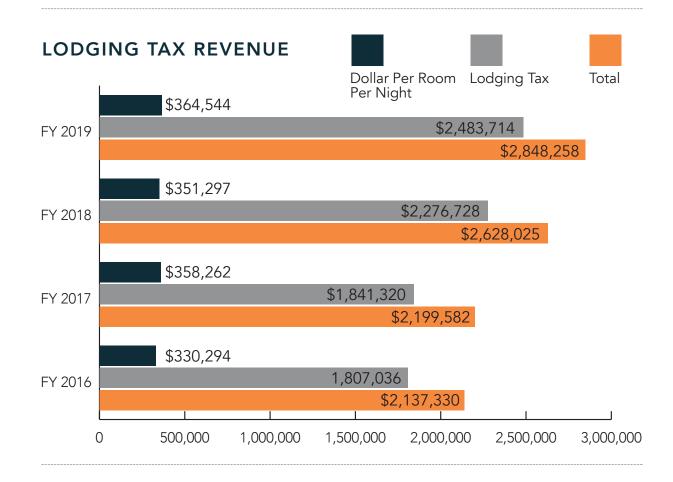
Source: Virginia Employment Commission

SALES/MEALS/AMUSEMENT TAXES





Source: City of Lynchburg



LARGEST EMPLOYMENT SECTORS

Health Care & Social Assistance

Retail Trade

Manufacturing

Accommodation & **Food Services**

Source: JobsEQ

2,747

businesses currently licensed in the City of Lynchburg

have been in business 10 years or more

Source: City of Lynchburg

TOURISM SALES GENERATION

The OEDT tourism sales team hits the road building relationships with events rights holders by attending trade shows and conferences and conducting site visits to secure their business to our City as the preferred destination for their event.

As a result of their efforts for Fiscal Year 2019 they produced 121 sales leads and assists producing approximately 29,000 requested room nights with an estimated economic impact of more than 14.6 million.



Andrew Marks, Sales Coordinator at 2019 State Games of America Event



The Virginian Hotel



VADMO Conference Attendees

The Virginia Association of Destination Marketing Organizations (VADMO)

held their 2019 Spring Symposium at The Virginian Hotel in April, bringing over 100 tourism professionals and vendors from all over the state to our City. The event was designed to let attendees experience Lynchburg with dinners at local restaurants and chances to shop culminating in an estimated economic impact of approximately \$45,000.

Virginia Association of Museums

An innovative conference model is adopted!

On March 23-26, 2019, and for the first time in 30 years, Lynchburg hosted the annual conference of the Virginia Association of Museums (VAM) bringing more than 350 museum directors, curators, board members, and industry vendors to the city from across the state and the District of Columbia to share best practices in the field, visiting local museums and historic sites, reconnecting with colleagues, and visiting our local shops and restaurants.

In order to accommodate this size conference, the organizing committee worked with the OEDT Sales Team to adopt an innovative model for accommodating larger conferences that would typically meet in cities that offer convention sized hotels, thus advancing the economic vitality of our city. The multi-venue conference design incorporated meeting and event spaces between VAM headquarters at The Virginian hotel and the Holiday Inn Downtown, Craddock Terry Hotel and Event Center, and the Academy Center of the Arts, thus breaking the mold of a one venue event space.

Our Impact

Since 2015, the Economic Development Authority & Office of Economic Development have leveraged \$98.6 million in private investment with \$5.8 million in support, retaining 135 jobs and creating 1,045 new jobs.

The City of Lynchburg Economic Development Authority created a Revolving Loan Fund in 2011 to provide additional support for private sector investment in the City. The loans funded through this program have provided gap financing to help a diverse array of local businesses both start and expand their business within the City of Lynchburg. Since inception, nine loans have been made, disbursing \$1.3 million with \$221,496 in earnings to reinvest in the program.



Virginia Tourism Corp. Spring Study Tour attendees

Virginia Tourism Corporation (VTC) Spring Study Tour – Putting Lynchburg on the Tourism Front Lines

In April 2019 OEDT hosted a tour for representatives from VTC and staff from all Virginia Welcome Centers. We partnered with the tourism offices of both Appomattox and Bedford Counties to create a fun and informative itinerary of the Lynchburg region. The Study Tour Program helps Virginia Welcome Center and VTC promotional staff gain firsthand knowledge of destinations around Virginia by taking part in guided tours hosted by those destination's tourism offices.

These tours provide the extra details and personal experiences that are crucial to accurately and passionately promote destinations to millions of visitors who stop at Virginia Welcome Centers every year. Participants enjoyed three days and nights in the area, keeping busy from early morning to late evening visiting area attractions, taking an African American Heritage Tour, hitting Lynchburg's urban trails, tasting our diverse cuisine, and so much more.

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In three years, CO.STARTERS has graduated more than

small businesses.



CO.STARTERS participants

Fields of Opportunity

By evaluating abandoned, underutilized and deteriorating industrial and commercial sites, the City hopes to spur economic development and revitalization throughout the community. The Economic Development Authority applied for an EPA grant to provide the financial resources needed to continue the City's transformation from a heavy manufacturing and industrial economy to a more diverse and dynamic economic climate.

\$883,389 Federal and State Brownfields Grants to date supported the assessment and redevelopment planning for eight formerly heavy industrial sites.

Investing in Tourism Assets

The Office of Economic Development & Tourism not only promotes but invests in our local tourism infrastructure. In 2017, the Craddock Terry Hotel and Conference Center celebrated ten years and in 2019, the historic Virginian Hotel once again graced Downtown Lynchburg after a \$25 million renovation and the Residence Inn on Wards Road opened in 2018.

Since 2010, 218 patents have been issued to Lynchburg companies, an increase of 101% from the previous five year period.

Source: US Patent & Trademark Office

Partnership to Cultivate Innovation in Advanced Manufacturing

The City of Lynchburg has forged a relationship with Edison Welding Institute (EWI), a research and development organization that empowers industry leaders to overcome complex manufacturing challenges and integrate new processes to bring products to market more quickly and efficiently.

Investing in Redevelopment

The City's two Enterprise Zones support capital investment and job creation. In 2018, \$91,790 in Enterprise Zone grants supported new job creation by Lynchburg companies and Real Property Improvement grants of \$895,608 leveraged private commercial investments by eleven companies and organizations.

The Local Enterprise Zone Redevelopment Program is designed to support small to mid-sized commercial property investments. In 2018, \$281,654 leveraged investment of more than \$3.2 million by small businesses making improvements to their buildings and storefronts in the City's Enterprise Zones.

The **Real Estate Rehabilitation Program** encourages renovation of older structures and helps to revitalize commercial neighborhoods. In FY 2019, 38 commercial properties were active in the program with more than \$42.2 million in improvements to the City's tax base.

Developing an Entrepreneurial Ecosystem

CO.STARTERS is a nine-week program that equips aspiring entrepreneurs with the insights, relationships and tools needed to run business ideas into action and turn passion into sustainable and thriving businesses.



More than 21,000 degrees conferred last year by Lynchburg higher education institutions

Source: JobsEQ

n the City of Lynchburg, some of the most prominent anchors include academic institutions L such as Liberty University, Central Virginia Community College, Randolph College and the University of Lynchburg; healthcare institutions, such as Centra Health; and a number of tourism assets. By engaging these organizations in economic development, the City can ensure that all residents reap the benefits of Lynchburg's financial growth.

Industrial Revenue Bonds

The Economic Development Authority serves as a conduit for the issue of Industrial Revenue Bonds to support the expansion of facilities at many of the City's anchor institutions, including Centra Health, Randolph College, Westminster-Canterbury and Virginia Episcopal School.

Sports Strategic Plan - Making Lynchburg a **Sports Tourism Destination**

Recognizing that there is an opportunity for the City to enhance its presence in the sports tourism market, our office conducted a Sports Tourism Strategic Plan process early in Fiscal Year 2019. Working with Huddle Up Group, LLC, a comprehensive blueprint was developed to bring key stakeholders together to form and manage an expanded sports tourism marketing program for Lynchburg and to focus political capital on building relationships locally that can deliver upon this plan to enhance Lynchburg's position regionally as a player in the sports tourism and events industry. With our college and university assets and the City's excellent Parks and Recreation facilities, we see a bright future for bringing large scale sports events and the economic impact that results.

State Games of America

In August 2019, Liberty University and the City of Lynchburg hosted the State Games of America. The Olympic-style event is held every two years and features up to four days of competition among medal winners from other State Games events throughout the country. This was the first time Virginia has hosted this national sports festival and Lynchburg had the distinction of welcoming more than 12,000 athletes from 49 states on behalf of the Commonwealth. Athletes came with their families, friends, and coaches filling hotel rooms, eating in local restaurants, shopping, filling gas tanks, and visiting area attractions, with the Lynchburg Museum and Lynchburg Visitor Center reporting a large increase in visitation. The event by all accounts was a huge success and shows the City is ready to move forward with its Sports Tourism Strategic Plan.

In the past year we have launched the Blueprint for Opportunity and engaged working groups that will cultivate partnerships with our anchor institutions, recognize and formalize those programs that are already happening, and position the City of Lynchburg to seize opportunities to strengthen these relationships for the future.



diverse, highly-skilled workforce is an important asset for any urban community. Lynchburg must provide skills training and pathways to job opportunities within the City's target industry clusters to allowing individual residents to achieve their full economic potential while improving the City's fiscal growth and stability.

Even with a low unemployment rate of just 3.4%, workforce participation rate in the City of Lynchburg is only 58.5% indicating that many of our citizens are still not able to fully participate in the local workforce.

TechHire Lynchburg

This economic empowerment program creates access to the job market for low-income Lynchburg citizens with non-traditional educational backgrounds by matching them directly to local employers with open middle to high skill jobs. This intensive program focuses on serving individuals between the ages of 18 and 40, living at or below the federal poverty rate, and not currently enrolled in full-time post-secondary education. It also provides job skills training for adults, as well as students attending Lynchburg City Schools. TechHire partners with The Empowerment Academy, Riverviews Artspace and Vector Space to provide entrepreneurship training to high school juniors and seniors. These include graphic design training to adults provided by Riverviews Artspace and Vector Space will offer a Women in Machining program Fall 2019.

Placed in FY19:

- 10 TechHire Fellows
- 6 found outside employment while partnering with TechHire

Beacon of Hope "Stay Close, Go Far"

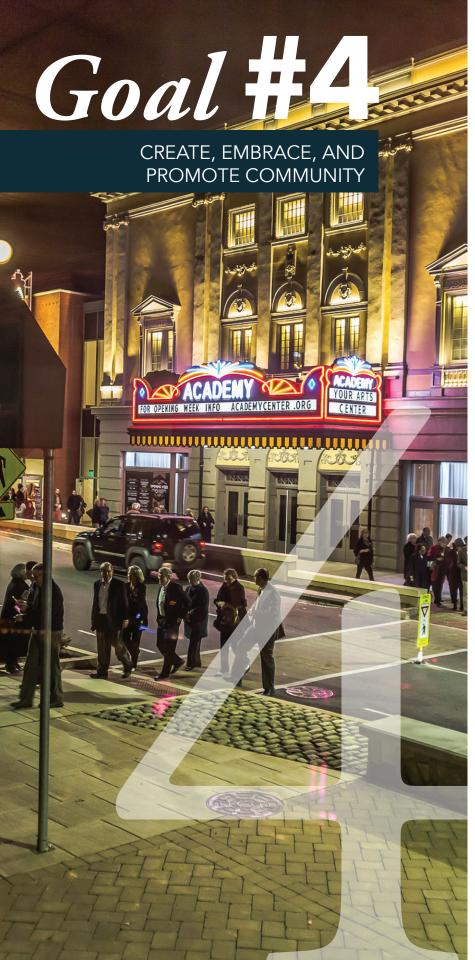
Beginning with the class of 2019, Heritage High School and E.C. Glass High School students—which consists of around 550 seniors each year—will be eligible for scholarships to attend Centra College of Nursing, Central Virginia Community College (CVCC), Liberty University, Randolph College, Sweet Briar College and University of Lynchburg.

In the first year, nearly 40% of graduates are pursuing college or technical certification on a Beacon of Hope scholarship. CVCC saw nearly a 60% increase in students from Lynchburg City Schools enrolling in a single year, from 85 students in 2018 to 136 in 2019. About 60% of scholarship recipients are first-generation college/certification students or considered economically disadvantaged.

Create Virginia

Create Virginia, in partnership with the Small Business Development Center, the Academy Center of the Arts and the Virginia Center for the Creative Arts, focuses on educating artists and makers on how to create and grow a sustainable, small creative business. This statewide event is bringing regional and national experts to the stage to provide real life examples on how to make it in the creative industry, putting Lynchburg on the map as a community that supports and celebrates makers and artists. In 2019, 125 participants convened for a day of workshops and panel discussions to grow their small, arts based businesses.

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uality of place has a major influence on where talent decides to locate. Communities that attract the most talented, highly skilled residents tend to have a strong local identity characterized by a diversity of cultural assets.

Cities with a firm "placemaking" strategy - one that leverages their strengths to maximize local health, happiness, and well-being - are seeing higher levels of investment and development.

Academy Opened

After 60 years and a \$30 million renovation, the Academy Center of the Arts reopened their 800-seat Historic Academy of Music Theatre on December 6, 2018. Built 1905, the theatre closed in 1958 as a segregated space. African American patrons were granted access only to the second story balcony by way of a separate staircase and purchased their tickets at a separate ticket window.

The Academy used its first night's performance of opening week as a celebration of black history. NASA astronaut Leland Melvin stood as Master of Ceremonies and headlining act was nationally acclaimed touring-artist Mavis Staples, whose performance ushered in a new era of inclusion and acceptance to the new community space. The Historic Theatre continues to host live national, regional and community performances; film events; and other programming with the ability to draw up to 100,000 attendees annually.



Lynchburg Visitor Center Grand Reopenina

Its completion into the dynamic, multi-facility Academy Center of the Arts complex, has already proven its value to the revitalization of Downtown Lynchburg, supporting the health and future of the community and serving as a magnet for continued economic development by jumpstarting retail, restaurant and hospitality activity at a gateway to the city and serving as an important component of the city's tourism strategy.

Downtown 2040 - A New Vision for Downtown Lynchburg

In 2017 and 2018, the City completed a plan to address the future growth and development of Downtown. The Downtown 2040 plan builds on the successes achieved by the implementation of the 2000 Downtown & Riverfront Master Plan and sets even greater goals for the next 20 years. The vision of Downtown 2040 is for Downtown Lynchburg to be a bustling and thriving urban core; the economic, social, and cultural hub of Central Virginia – a destination for visitors and a livable neighborhood for residents. Both locals and tourists alike will enjoy a diverse offering of retail, restaurants, and recreational activities set in a Downtown rich with historic architecture, unique topography and vibrant public spaces.

James River Arts & Cultural District

The District is a geographic overlay that provides support for local arts and cultural activities in and around Downtown Lynchburg. Funded by the amusement tax generated in the District in fiscal year 2019, \$64,000 in grants from the Office of Economic Development and Tourism catalyzed 21 projects with an estimated economic impact of more than \$4.7 million.

Lynchburg Visitor Center Transformation

For over 30 years, the Lynchburg Visitor Center has been the front door for the City of Lynchburg welcoming thousands of travelers each year from around the world. In 2019, the Lynchburg Visitor Center at the corner of 12th and Church Streets underwent full indoor and outdoor renovations to rebrand and modernize the building to better serve the needs of visitors and the community. The Center will focus on promoting a unique Lynchburg experience, foster entrepreneurial activities, and host pop-up shops, arts and cultural programs, and more. With the proximity to the Lynchburg Community Market and historic downtown, the Center will serve as a cultural hub to promote Lynchburg.

Lynchburg Museum System

Standing guard over the heart of Downtown, the Lynchburg Museum is the City's archive of Central Virginia history, telling the stories of our past, memorializing its people, and building a foundation for the future. It and Point of Honor Historic Home are part of the many institutions throughout our community contributing to OEDT's role in placemaking, creating spaces for the community to gather and relay its narrative for posterity. The Museum recently conducted a survey asking the community for feedback on what it would like to see for future exhibits, events, and workshops to better engage the populous and gather more of our precious memories.



The Office of Economic Development

& Tourism is the City of Lynchburg's economic development and tourism

agency. We focus on developing people

efforts; entrepreneurship and tourism

initiatives; and business marketing and

promotion for the City's success.

for Lynchburg's workforce and places for them to live, work, and play. Our staff leads

business retention, expansion and attraction

The Brands Working to Tell Lynchburg's Story to the World





Opportunity Lynchburg

- 9,225 website sessions
- ■99% of visitors were new to the website

Visit Lynchburg

- 112,262 website sessions
- ■98.7% of visitors were new to the website

46 advertisements and advertorials placed with 23 print and digital publications/ outlets, plus targeted social campaigns on Facebook and Instagram and radio advertising on WNRN.

70 earned media articles were published in fiscal year 2019 in publications such as Garden & Gun magazine, Coastal Virginia magazine, Richmond Family magazine, and the Virginia Tourism Corporation's Virginia's Travel Blog. Contributions were included in two Guides: Take the Backroads and Off the Beaten Path.



Little Did They Know Voices from Lynchburg's Past

We launched a Podcast!

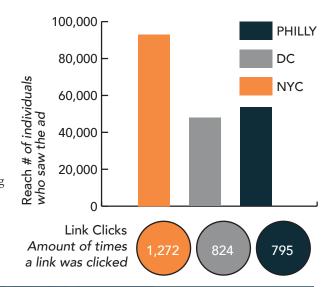
Our podcast is 100-percent produced in Lynchburg, Virginia. Each episode lets you experience the steps each subject took on fateful days—from devastating fires to standing their ground during pivotal moments in history. These stories are based on actual residents who were researched and portrayed by actors from the popular Candlelight Tours at the Old City Cemetery Museums & Arboretum. littledidtheyknow.com

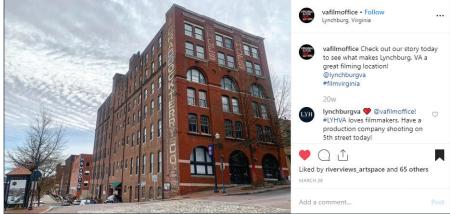
Little Did They Know is produced by the Office of Economic Development & Tourism for the City of Lynchburg, in partnership the Lynchburg Museum System, Old City Cemetery and with support from the American **Evolution 2019 Commemoration**

Targeted Tourism Social Media Campaign

During FY2019, we ran a targeted social media campaign specific to Amtrak traffic and audiences in the DC, Philadelphia and New York City markets. The goal with this campaign was to promote Lynchburg as a marketable travel destination from the cities that are connected to Lynchburg via Amtrak.

TOTALS ACROSS ALL SOCIAL MEDIA USED





Tourism Newsletter

Each month, OEDT sends a tourism e-Newsletter with news on upcoming events, articles, and other important happenings in Lynchburg with an open rate of 27% and click through rate of 4.63%

Virginia Film Office FAM Tour - Promoting Lynchburg to the Film Industry

In FY-2018, the Office of Economic Development & Tourism published film guidelines to its tourism website to support filmmakers wishing to produce movies and independent film projects within Lynchburg city limits.

To promote this budding industry we endeavored to build a relationship with the Virginia Film Office (VFO) and invited their staff to experience firsthand Lynchburg's unique scenes and scenery. In March of 2019 we toured them around our historic districts, attractions, parks, and other relevant sites for which they were blown away! Now, the VFO has a better understanding of our exceptional scene stealing sites, relationship with local organizers, and industry amenities to help promote our area to film makers.

Our office has also built a relationship with Liberty University's state of the art Cinematic Arts Degree Program where students are filming all over the city, learning how to create their own movies and documentaries from start to finish and making their own economic impact on Lynchburg.

TOURISM:









@visitLYH

@lynchburgva

ECONOMIC DEVELOPMENT:



@opportunitylynchburgva



@lynchburgEDA



Opportunity Lynchburg

Who We Are

and what we do

ECONOMIC DEVELOPMENT AUTHORITY

The Economic Development Authority of the City of Lynchburg is a political subdivision of the Commonwealth of Virginia and serves as the incentive arm of the City. The Authority takes an active role in economic development efforts, pursuing investment and development opportunities, and elevating the economic profile of the City.

Mark Strosnider, Chair

John M. Stone, Vice Chair

William T. Lovern, Secretary-Treasurer

Gerard E. Swienton, Assistant Secretary Treasurer

Louise E. Mitchell

Georgeann Snead

Rex D. Geveden

In 2018, the Lynchburg
Museum System reorganized
to fall under the Office of
Economic Development &
Tourism, a strategic move that
increases coordination and
positions the City's historic
sites as drivers of investment
and visitation.

ECONOMIC DEVELOPMENT& TOURISM STAFF

The Office of Economic Development and Tourism is the City of Lynchburg's economic development and tourism agency. With a focus on developing people and place, staff leads business retention, expansion and attraction efforts, entrepreneurship and tourism initiatives, and business marketing and promotion for the City.

Marjette Upshur, Director

Anna Bentson, Assistant Director

Alisha Meador, Economic Development Manager

Lisa Meriwether, Tourism Sales Manager

Andrew Marks, Tourism Sales Coordinator

Krista Boothby, *Marketing and Public Relations Coordinator*

Emelyn Gwynn Light, Lynchburg Experience Manager

Melissa Dismond, Administrative Associate

Marshall Stanley, Administrative Assistant

TRAVEL COUNSELORS

Judi Harvey Janet Cofer

Sandy Inscoe Emily Baker

Barbara McLaughlin Kiera Hight

SPORTS EVENTS AND TOURISM ASSOCIATION

American Bus Association

American Marketing Association

Americans for the Arts

Blue Ridge Parkway Association

Center for Economic Education

Central Virginia Community College Education Foundation

Central Virginia Community College Mechatronics Advisory Board

Central Virginia Workforce Development Board

Downtown Lynchburg Association

International Economic Development Council

Live Healthy Lynchburg

Lynchburg Business Development Centre

Lynchburg City Schools Education Foundation

Lynchburg Regional Business Alliance

Meeting Professionals International, Virginia Chapter Meeting Planners International

Mid-Atlantic Tourism Public Relations Association

National Tour Association

North American Travel Journalists Association

Project for Public Spaces

Public Relations Society of America

Riverviews Artspace

Society of Government Meeting Professionals

Sports Events & Tourism Association

Virginia Association of Destination Marketing Organizations

Virginia Association of Museums

Virginia Center for Inclusive Communities

Virginia Community Capital

Virginia Downtown Development Association

Virginia Economic Developers Association

Virginia Economic Development Partnership

Virginia Society of Association Executives



Through our Tourism marketing and sales efforts and economic development programs, we bring visitation to the city and business growth and attraction



visitors and business recruits invest in our city and participate in our economy by spending money with vendors, expanding business operations and employing our citizens



With revenue generated from visitors and business growth, the City has more resources to improve services, citizens have greater potential to participate in the economy, and are happier and healthier as a result

While we represent the City of Lynchburg as your economic development and tourism team, each and every one of you ARE Lynchburg. It's important that we all commit our time, energy and effort into helping our city grow, thrive and succeed.

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Opportunity Lynchburg

opportunitylynchburg.com



2018 2019

YEAR IN REVIEW

OFFICE OF ECONOMIC DEVELOPMENT & TOURISM

CITY OF LYNCHBURG