

MAY 2020

# ECONOMIC DEVELOPMENT IN THE AGE OF COVID-19

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***Building a Resilient Economy***

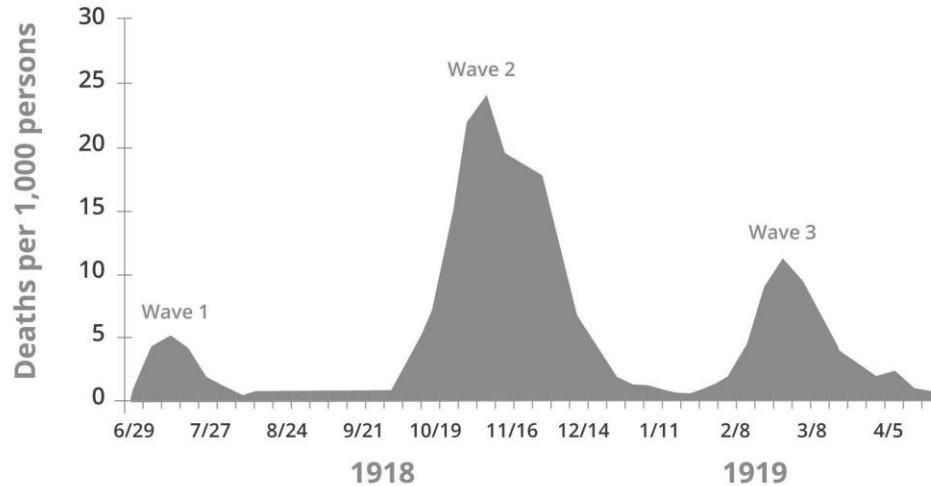
**City of Lynchburg Office of Economic Development & Tourism**



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- I. What We Know**
  - II. How We Have Responded**
  - III. Building A Resilient Economy**
  - IV. How We Reset**
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# PREPARE FOR PERIODS OF ADJUSTMENT



1918-1919 Spanish Flu Pandemic

- Waves of infection and social distancing are likely
- 12-18 months before “normal”
- Some trends and solutions will stick; others will go away



# LYNCHBURG BUSINESS COMMUNITY CONCERNS FOR REOPENING & RECOVERY

Personal Protective  
Equipment

Health Screenings &  
Temperature  
Checks

Communication

Designs for Social  
Distancing

Providing Personalized  
Service

Supply Chain  
Disruption



# WHAT EFFORTS ARE ALREADY UNDERWAY FOR RECOVERY?

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# ASSESSING LYNCHBURG INDUSTRY CLUSTERS FOR RISK & EXPANSION

*Some industries will be more affected than others.  
Recovery efforts will be targeted and cluster focused.*

## Focus on Hardest Hit:

- Hospitality and Tourism
- Music, Entertainment and Arts/Culture
- Retail and Food Service

## Focus on Opportunities for Growth:

- Metals and Machinery Manufacturing
- Food Production
- Healthcare Services
- Supply Chain Development



## ALL-HANDS-ON DECK EXPORT BUSINESS RETENTION & “VISITATION” OUTREACH

*The growth of traded sector businesses will be critical to local recovery and resiliency.*

- Personalized outreach to industry cluster leaders and export businesses to assess challenges, opportunities and needs.
- Driven by traded sector clusters outlined in the *Blueprint for Opportunity*
- More than 100 virtual “visits” completed with mid and large-scale businesses since March 15
- Providing weekly communication to businesses about financial resources, technical services and state and local health updates



## STRATEGIC PARTNERSHIPS WITH ANCHOR INSTITUTIONS

*The health of anchor employers will drive recovery and support resiliency.*

- Developed anchor collaborative with Centra, HealthWorks, and PCHP to assess employer needs and create health safety resources
- Health safety information will be deployed through a series of virtual “town hall” meetings and website, email communication to businesses
- Liberty University rescheduling graduation for the fall, an important signal of confidence for the hospitality sector
- Colleges/universities evaluating plans for fall as well as additional online/remote offerings for non-traditional students





## ENSURING SMALL BUSINESSES SURVIVE

*Small businesses and creative enterprises are the heart of the City,  
key to tourism and placemaking efforts.*

- Developed Economic Development Authority Small Business Recovery Loan program for businesses with employees 25 or less, including wrap-around services with the Small Business Development Center and Virginia Department of Health
- Created the COVID-19 Business Support Taskforce with Lynchburg Regional Alliance (LRBA), Downtown Lynchburg Association (DLA), SBDC, and Virginia Career Works
- DLA has developed a customer-focused campaign for downtown retail and restaurants
- LRBA has developed a “Response, Recover and Renewal” Quick Guide
- Completed virtual CO.STARTERS cohort with 9 entrepreneurs



## PROTECTING AND PROMOTING TOURISM ASSETS TO CONTINUE MOMENTUM

*Arts and cultural offerings, sporting events and meetings and conferences are critical elements of the City's tourism future.*

- Immediately executed “Postpone / Not Cancel” outreach campaign with meeting planners and sporting events rights holders to keep momentum post-pandemic
- Supporting capacity of arts and cultural organizations to engage audiences remotely or virtually
- Focusing on micro-funding mechanisms, such as the James River Arts and Cultural District program, to support community arts and placemaking initiatives



# PREPARING CIVIC ASSETS AND BUSINESSES FOR REOPENING

*Public space and transportation infrastructure must be adjusted for health and safety.*

- Lynchburg Regional Airport deploying increased cleaning schedules, countertop shields, social distancing digital signage and floor decals, touchless hand-sanitizing stations, TSA touch-free document check process, and disposable face mask
- Coordinating closely with airlines to ensure increased flight frequency in the coming months.
- City of Lynchburg has moved all permitting and business license processes online
- City and DLA working to update permitting policies to support the transition of public space and parking to restaurant use for outdoor dining and curbside
- Developing reopening plan for Lynchburg Museum System and LYH Visitor Center



# HOW DO WE ENSURE FUTURE RESILIENCY?

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 Opportunity  
Lynchburg

— VISIT —  
**LYH**  
LYNCHBURG, VA



# WHAT IS RESILIENCE?

*Communities with stronger resilience experience less shock*

The capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and grow, no matter what kinds of chronic stresses and acute shocks they experience.

## Key Fundamentals

- **Diverse industry base:** Variety of clusters, high-skills, FDI, exports etc.
- **Limited chronic stress:** Poverty, rent-burdened, home ownership, etc.



## FOCUS ON HIGH-GROWTH ECONOMY

*Strategically build upon the guiding principles of the Blueprint for Opportunity to support traded sector industries*

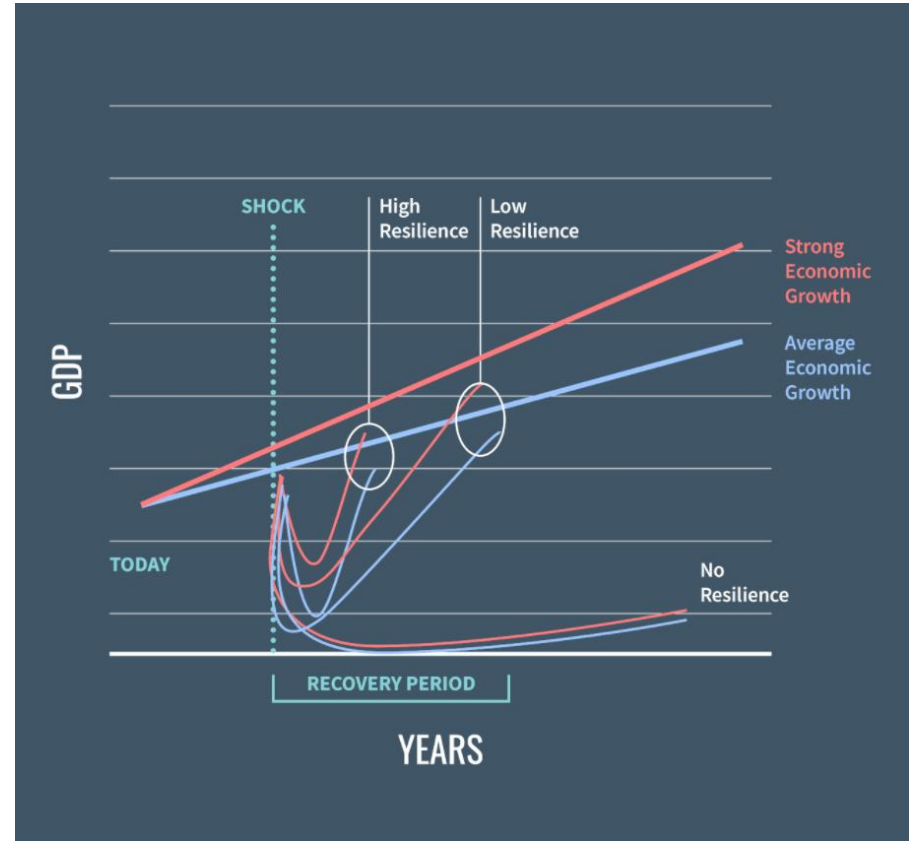
A globally connected economy tied to growth sectors and emerging technologies that is adaptable with highly skilled and entrepreneurial labor.

### Key Fundamentals:

- **Education investment:** Education attainment, high-school graduation rates, CTE programs, etc.
- **Innovation ecosystem:** STEM R&D per capita, percent foreign-born, startups, percent of innovation industries, etc.

# HIGH VS. LOW RESILIENCE

*Cities with high growth and more resilient economies have shorter recovery periods.*





# WHAT UPDATES ARE NEEDED TO THE BLUEPRINT FOR OPPORTUNITY?

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# GUIDING PRINCIPLES FOR RESILIENCE

*Focused efforts will guide the work of economic development to drive a more resilient recovery.*

## **1. Diversification is key.**

Exports and local economy both matter, so do both small and large firms.

## **2. Growing our tourism assets is essential.**

It's key to our city budget, as well as future firm expansion and talent attraction (including remote workers).

## **3. Healthcare and public health are economic development.**

## **4. Ensuring safety nets for essential service-based workers is a must-have.**

The workers keeping our essential services running are key infrastructure.

## **5. Skill investment needs to accelerate.**

A broader skill program that is fundamentally inclusive.

## **6. Anchors have to step-up.**

We've started down the path but must continue.

## **7. Assess and leverage the impact of remote work.**

# YOUR PARTICIPATION MATTERS

*A reset of the Blueprint for Opportunity rests on your needs, challenges and plans for growth in this new “normal.”*

- How has recent uncertainty changed your operations?
- Are there lessons that you have learned in this experience that we should know about?
- What are the principles and priorities that should direct our work? Did we miss any?
- What is the most important service that local economic developers can provide to support your business?

# BLUEPRINT FOR OPPORTUNITY RESET AND RECOVERY TASK FORCE

Anthony Andrews – Facilitator, Co.Starters  
Rosana Chaidez – President & CEO, NB Handy  
Katie Conner – Destination Development Specialist, VTC  
Kenny Craig – Government Relations, Liberty University  
Michael Elliott – Chief Innovation Officer, Centra Health  
Jeff Fedorko – Owner, Riverside Runners  
Steve Willis – Special Assistant to the President, Randolph College  
Kenneth Hancock – Controller, US Pipe  
Rex Geveden – President & CEO, BWXT  
Todd Irby – CFO & COO, Innovative Wireless  
John Capps – President, Central Virginia Community College  
Mort Sajadian – President & CEO, Amazement Square  
Allison Jablonski – Provost, University of Lynchburg  
Ray Dinstel – Vice President of Lynchburg Operations, Pacific Life  
Tina Ragland – Vice President Human Resources, Pacific Life  
Dustin Slightham – Owner, 434 Marketing

Jeff Thompson – Senior Vice President, Fleet Laboratories  
Crystal Edwards – Superintendent, Lynchburg City Schools  
Elise Sponterelli – Executive Director, Vector Space  
Tim Saunders – Business Engagement & Outreach Coordinator,  
Virginia Career Works  
Stephanie Keener – Director, Small Business Development Center  
Gary Mignogna – President & CEO, Framatome  
Byron Steward – Executive Director, Business Development Centre  
Sarah Quarantatto – Executive Director, Miriam's House  
Ashley Kershner – Executive Director, Downtown Lynchburg  
Association  
Geoffrey Kershner – Executive Director, Academy Center of the Arts  
Stephan Parry – Managing Partner, Parry Restaurant Group  
Dennis Marcenik – General Manager, The Virginian  
Ben Bowman – Executive Director, Central Virginia Workforce  
Development Board

# BLUEPRINT FOR OPPORTUNITY RESET AND RECOVERY TASK FORCE

Danny Givens, Givens Books  
Ricky Kowalewski – Manager, Lynchburg Community Market  
Joe Martin – President & CEO, CloudFit  
Carroll Moon – CTO, CloudFit  
Rob Marquis – General Manager, International Paper  
Blair Godsey – Partner, Altus Group  
Simon Lott – President & CEO, American Hofmann  
Paul Denham – President, Southern Air  
Joe Hurley – SHEA Manager, Flowserve  
Jay Parker – Executive Director, YMCA  
Hailey Bennett – Recruitment, Genworth  
Keith Mann – COO/CFO, Scott Insurance  
Jamie Glass – Director of Economic Development, Lynchburg  
Regional Business Alliance

Brian Booth – General Manager, Greater Lynchburg Transit Company  
Bill Bodine – President & CEO, Greater Lynchburg Community  
Foundation  
Denise Woernle – Vice President of Communications, Framatome  
George Bonderant – COO, Hanwha Azdel  
Bif Johnson – President & CEO, Hurt & Proffitt  
Andy Tisoskey – Site Director, Concentrix  
Chuck Warren – President & General Manager, Wegmann USA  
Sherry Sheppard – Human Resources Manager, AeroFin  
Greg Morris – President, AMG  
Robert Dawson – Owner, Berkshire Hathaway  
Renee Wood – Owner, Gladiola Girls  
Hawk Rochow – Owner, NovaTech

# BLUEPRINT FOR OPPORTUNITY RESET AND RECOVERY TASK FORCE

Jawansa Hall – Owner, Blackwater Branding  
Michelline Hall – Owner, Blackwater Branding  
Rick Read – Broker, Coldwell Banker Commercial Read & Co.  
Ted Delaney – Chief Public History Officer, Lynchburg Museum System  
Bob Chapman – President & CEO, Bank of the James  
Kathy Shaw – Owner, Beeswax Candle Company  
Kim Soerensen – Executive Director, Riverviews Artspace  
Dave Henderson – Owner, The Water Dog  
Bob Dendy – President & CEO, Humankind  
Ryan McEntire – Managing Partner, Brown Edwards  
Jodi Gillette – Executive Director, Lynchburg City Schools Education Foundation  
Trenay Tweedy – Mayor, City of Lynchburg  
Reid Wodicka – Deputy City Manager, City of Lynchburg  
Andrew LaGala – Director, Lynchburg Regional Airport

Mark Strosnider - Chair, Economic Development Authority/Frontier Community Bank  
John Stone – Economic Development Authority/Stifel Nicolaus  
Georgeann Snead – Economic Development Authority/EDM  
Andrew Mueller – Economic Development Authority/Centra Health  
Gerry Swienton – Economic Development Authority/Investment Leadership LLC  
Louise Mitchell – Economic Development Authority/Credit Connection  
Bill Lovern – Economic Development Authority

**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.**



[www.opportunitylynchburg.com](http://www.opportunitylynchburg.com)



[www.lynchburgvirginia.org](http://www.lynchburgvirginia.org)



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