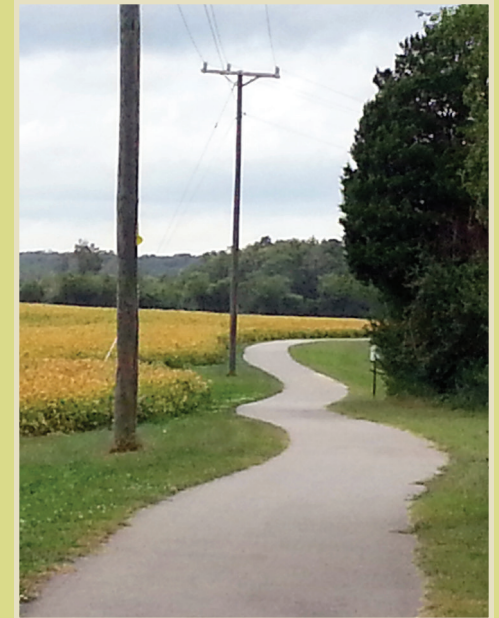




Richmond Regional Comprehensive Economic Development Strategy



2015 ANNUAL UPDATE



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The purpose of this 2015 Annual Report on the Richmond Regional Comprehensive Economic Development Strategy (RR-CEDS) is to not only to begin to update key indicators toward addressing performance measures to show progress, but to report on activities and input from CEDS regional partners since the CEDS document was completed in December 2013. The RR-CEDS reflects a 2-year work effort of a 34-member CEDS strategy team that culminated with conditional approval by the Economic Development Administration Regional Office in May 2014 and was officially accepted by the Richmond Regional Planning District Commission (RRPDC) board on July 8, 2014. The RR-CEDS outlines a comprehensive approach to economic development within a five-goal framework:



- Goal 1: Create Best-in-Class Pre-K to 12 Public Education System
- Goal 2: Expand Productive Workforce Participation
- Goal 3: Focus Capital Investments on Priority Economic Development Opportunities
- Goal 4: Grow and Retain Jobs That Advance the Region
- Goal 5: Expand Regional Choice in Housing and Transportation Access to Employment

Statistical evidence of the strengths and opportunities along with weaknesses and challenges led to the creation of this organizing goal framework. Strategies, actions and models both within the region and from other communities make up a toolbox of elements that can be drawn from to direct positive collective action. Further focus within five (5) geographic areas of greatest influence is also intended to direct resources where the biggest regional

impacts would be felt. Strategy examples are offered for pulling together ingredients from this tool-box to meet multiple objectives within key geographic areas such as a defined workforce catchment area around a logistics center offered by the Port of Richmond (see Port of



RRCEDS Goals & Key Objectives	EDA Goals					
	Collaboration	Public/Private Partnership	Strategic Priorities	Globally Competitive	Sustainable	Economic Distress
1. Best in Class Pre-K to 12 Public Education Cradle to Career-measure over continuum Culture of Poverty Intervention Define Career Pathways	Smart Beginnings Bridging Communities HRGS-CTA	Goochland G21/STEM CodeRVA	Industry partners with school systems through mentorship/internships	programs such as Jr. Achievement and awareness of internat'l business in schools	environmental education/recycling pgms field trips to support full range of exposure	Address greater critical needs of schools serving distressed areas for teaching excellence & wrap-around services
2. Expand Productive Workforce Workforce development system Business-industry partnerships in trade Retain HE grads with jobs in Region Foster start-ups & Entrepreneurship	BLISS-RRHA/CWI Apprentice Academy-CCWA	NRV-Start Up Hubs	Apprentice sponsorships by workforce providers who guarantee stipend for initial training period	work with alumni organizations of RR colleges/universities to be aware of region's ability to attract/absorb grads	Jobs with defined career ladders and in demand growth potential need to be the focus to ensure sustainability	Pilot programs such as BLISS and others that make creative use of multiple funding sources if successful need to be scaled up to serve more
3. Capital Investment in Priority Areas Tie Investment & prospect activity to CEDS sites Target capital to under-capacity areas Well defined, functioning goods movement Public/Private Partnerships to move people to jobs	match up localities, industry, & workforce training providers within vicinity of id sites/bldgs in focal areas	Identify private \$ being invested along with needed public improvements that may be eligible for EDA or other funding which could quickly advance	Identify key public infrastructure (incl IT) needs to support growth areas, and aggressively obtain funds/financing	Basic industries which do export or plan to should be given priority consideration to expand and/or locate	Sustainable industry priority, i.e. Tranlin or those which are conscious of good site/bldg design	the I-95 corridor offers a good test-pilot geography where labor-force needs for gainful employment may best match job potential, if training is provided
4. Grow & Retain Jobs to Advance Region Expand & Grow Existing Businesses Attract new businesses focused on target industry Match supply and demand, labor to skills demand	work with partners to identify skills required by target industries & ways to provide training	Public investment in front-end with agreement by industry/business to create or expand jobs & tax base	Understand key skills needed by employees of target industries & work with HR to determine difficult to fill positions	Need to understand next generation of skills in demand for global competitiveness--who is the best to do this?	who is actively researching next generation of tech jobs for which Region has competitive advantage due to location, raw materials, specialized skills in workforce?	Need to quantify the societal benefit for more fully engaging the labor-force in work
5. Expand Choice in Housing & Transportation Improve transit access to employment Increase affordable housing options near jobs	Actively engage GRTC with localities in service area of planned projects Develop awareness of housing costs within labor shed(s) of planned projects	consider private industry extension of transit for specific service to employees	focus efforts to remove barriers in areas of concentrated poverty & ethnic populations, including holistic approach to supports required for employability	Are there training pgms which can be effective in skilling up those who are not gainfully employed and live in vicinity of logistics centers? what are barriers of access?	Housing supply hasn't totally caught up after recession putting greater pressure on affordability, esp near job centers	Interim transit solutions through public-private partnerships between employers or college/training/employment destinations may start to demonstrate success
	Key words: innovation clusters 2+ localities urban, suburban, rural public-private emerging industries	Key words: public-private funds leverage investments gov't, public, non-profit	Key words: Advance Manufacturing IT, broadband auto restructuring areas urban waters natural disasters resiliency capital access for small, ethnic enterprise Health & Science innov	Key words: Hi-growth business Innovators in global markets Export goods Foreign investment New jobs back to US	Key words: environmental qual green products, process places, bldgs Energy-efficiency	Key words: focus on communities w/ high job loss and/or rebuilding for competitiveness



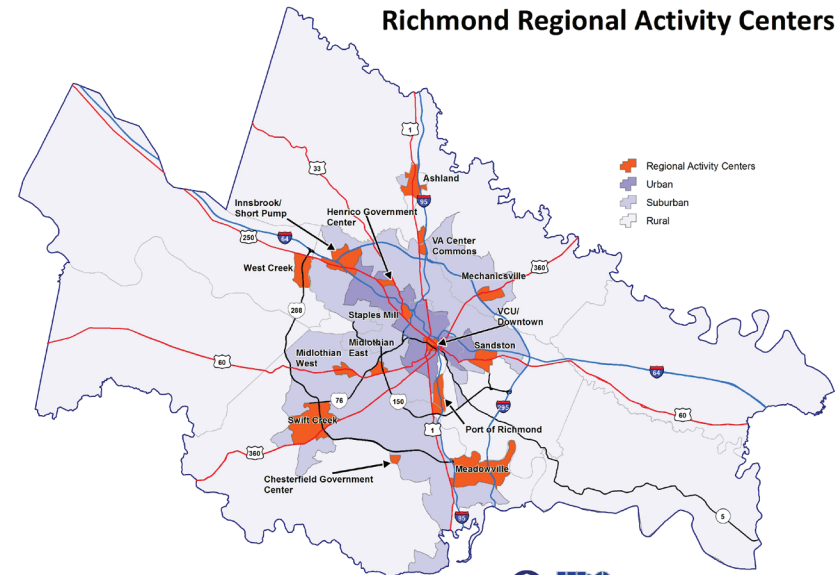


2014-2015 Economic Overview

This annual update captures new data where possible to report on performance in moving key indicators; however, many of the measures are “lagging” indicators which will take several years to register progress. For example, the total jobs created in the region and the types of jobs over time may shift industry clusters and the location of these clusters which will impact how effective strategies in targeted areas such as the Port of Richmond are or are not addressing unemployment or household incomes. Therefore, this Annual Report summarizes a broad data review which is recognized to be the initial stage of gathering and reporting on data over a longer timeframe:

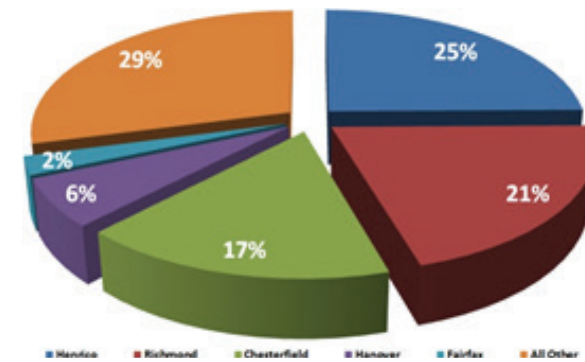
1. The regional population continues to increase at much the same annual rate of growth experienced from 1970-2010, increasing to 1,015,619 or 1.3% since the 2010 decennial census (ACS 5-year estimates, 2009-2013).
2. Population distribution across the region is the focus of a separate Socioeconomic Analysis prepared by the RRPDC every four years for the primary purpose of the Regional Long Range Transportation Plan which will be available later in the year. This 2012-2040 analysis will also look at underlying trends to forecast population for the region and anticipate general patterns of growth, or concentrations of population and employment.
3. This analysis combined with the target industry analysis (CEDS pp. 61-62) and the ongoing updated inventory of existing land use will provide valuable guidance for strategic decision making on priority projects, feasibility of impact, and infrastructure investments. Likewise, a longer view of trends showing changes in specific population characteristics such as age and racial composition both at a regional and sub-regional level will be used to fine-tune implementation objectives.

Richmond Regional Activity Centers



Prepared by the Richmond Regional Planning District Commission, May 2015.
Source: 2012-2040 Socioeconomic Data Report, Richmond Regional Transportation Planning Organization, April 2015.

4. Commuting patterns showing changes across the region and beyond will make use of updated census data from LEHD over the next year along with the Socioeconomic Analysis to indicate any significant shift in the journey to work from home and vice versa.



U.S. Census, LEHD 2011.



5. Since the CEDS was completed in 2013, the Richmond Region has added a total of 12,213 jobs with the strongest growth in retail, professional/scientific/technical services, administrative support, educational services, health care and social assistance. These employment changes have not had any effect on the clustering of industries or relative strength. Once again such industry shifts could only be expected over a longer timeframe.

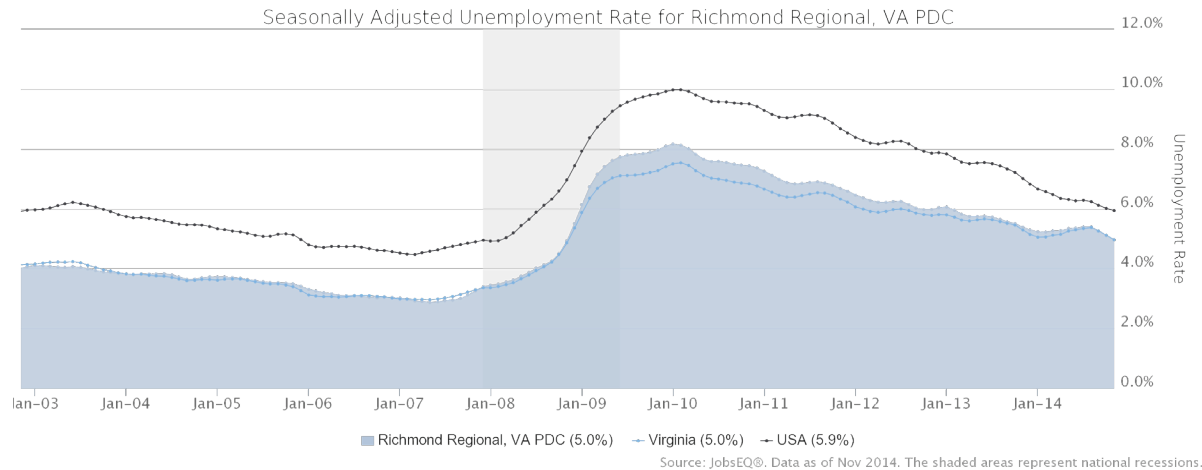
Richmond Region Employment by Major Industry Category							
NAICS	Industry	Employment	Avg. Annual Wages	Location Quotient	Total 5-yr Change	Annual Avg 5-yr Change	Projected 10-yr Annual Change
11	Agriculture, Forestry, Fishing and Hunting	663	\$31,629	0.14	80	2.6%	0.3%
21	Mining, Quarrying, and Oil and Gas Extraction	346	\$49,936	0.11	79	5.3%	2.1%
22	Utilities	2,123	\$85,146	0.68	247	2.5%	-0.5%
23	Construction	29,755	\$48,967	1.24	-2,683	-1.7%	2.7%
31	Manufacturing	24,879	\$60,768	0.53	-2,980	-2.2%	-0.5%
42	Wholesale Trade	22,475	\$63,896	0.99	897	0.8%	0.9%
44	Retail Trade	60,252	\$26,192	1.01	4,081	1.4%	0.8%
48	Transportation and Warehousing	15,383	\$45,865	0.75	-17	0.0%	0.1%
51	Information	8,403	\$61,458	0.76	-2,032	-4.2%	-0.4%
52	Finance and Insurance	36,756	\$84,171	1.67	3,571	2.1%	1.0%
53	Real Estate and Rental and Leasing	6,979	\$48,278	0.87	131	0.4%	1.2%
54	Professional, Scientific, and Technical Services	34,921	\$81,215	1.07	1,906	1.1%	1.9%
55	Management of Companies and Enterprises	20,619	\$117,336	2.50	-3,088	-2.8%	0.2%
56	Administrative and Support and Waste Management and Remediation Services	34,170	\$33,568	1.02	3,548	2.2%	1.8%
61	Educational Services	50,710	\$41,730	1.07	611	0.2%	0.8%
62	Health Care and Social Assistance	76,536	\$48,233	1.00	8,888	2.5%	2.5%
71	Arts, Entertainment, and Recreation	10,684	\$21,271	1.12	1,145	2.3%	1.2%
72	Accommodation and Food Services	41,075	\$16,037	0.85	3,657	1.9%	0.8%
81	Other Services (except Public Administration)	18,266	\$30,902	1.11	-253	-0.3%	1.1%
92	Public Administration	32,100	\$55,819	1.15	-507	-0.3%	-0.2%
99	Unclassified	0 n/a		0.00	-1	-21.5%	0.0%
Total - All Industries		527,096	\$50,668	1.00	17,284	0.7%	1.2%

Chmura Economic and Analytics, JobsEQ 3rd quarter 2014.

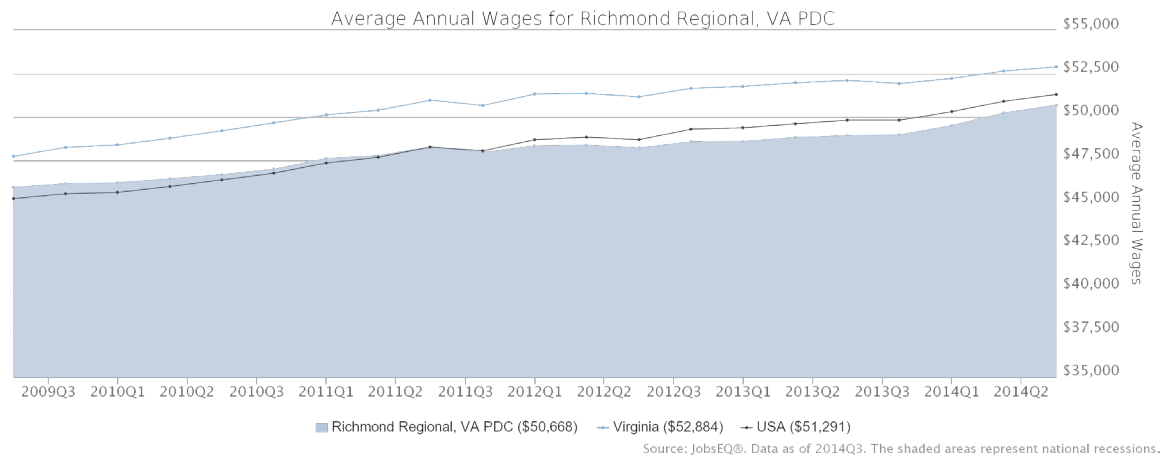




6. The unemployment rate in the Richmond Region has continued to decline following the same trend, along somewhat lower than the Commonwealth and the U.S. rate.



7. Wages in the Richmond Region continue to lag somewhat behind the Commonwealth and the U.S.



8. The number of openings posted through the Virginia Workforce Connection compared to those who are unemployed remains essentially the same at the end of 2014 as the end of 2013 with 1.5 openings (full and part time) for every unemployed person. This topic has garnered much discussion and additional research in the past 18 months. A survey of human resource professionals is being designed by the Southeast Institute of Research on behalf of the community colleges, the workforce alliance and the CRC to address the following questions:

- Is this ratio an accurate depiction of a jobs-skills mismatch?
- Are local employers tapped out when it comes to available, qualified local people? Do they have to look outside the region for talent to fill open positions?
- If local employers are not tapped out, what can be done to facilitate greater alignment between job seekers and job providers, to help get a greater number of the available workforce

Jurisdiction	Unemployed	Job Openings	Job Openings/ Unemployed
Charles City	204	46	0.2
Chesterfield	7,907	5,171	0.7
Goochland	420	264	0.6
Hanover*	2,237	1,759	0.8
Henrico	7,851	7,443	0.9
New Kent	451	158	0.4
Powhatan	580	165	0.3
City of Richmond	5,620	23,059	4.1
Richmond Region	25,270	38,065	1.5

Source: U.S. Bureau of Labor Statistics, Dec 2014. Virginia Employment Commission, Labor Market Information.

employed and grow local employers?

9. Unemployment in the most distressed areas of the region has also dropped, but it is still more than 4-times the region-

Neighborhoods	Civilian Labor Force	Labor Force Participation Rate ¹	Unemployment Rate
Northern Barton Heights	153	48%	12%
Whitcomb	2,109	37%	22%
Gilpin	665	58%	40%
Fulton	367	59%	19%
Swansboro West	912	64%	27%
Southwood	830	77%	7%
Bellmeade	857	54%	23%
Essex Village	991	62%	25%
Williamsburg Village	264	48%	16%
Total	7,148	51%	22%

Source: U.S. Census, 2013 5-Year Estimate, American Community Survey.

¹Percentage of the civilian labor force compared to the total population over the age of 16.



Key Findings, Opportunities and Challenges

1. Improving alignment of workforce development efforts

The City's Center for Workforce Innovation (CWI) has become an affiliate of the Resource WIB offering a second training center in downtown Richmond, shared resources and companion efforts on types of services and populations served. Provisions of the Workforce Innovation and Opportunity Act which go into effect July 1 will enable the WIB to streamline their board representation, develop more meaningful accountability measures and reorient funding committed with an emphasis on training and in particular, on-the-job training. Leadership of the WIB has also changed since last year.

Multi-jurisdictional work continues on the creation of a southside/Port of Richmond workforce or skilled trades initiative as proposed in the CEDS (pp.68-70). The CRC workforce work group and business/industry leaders have participated in a series of discussions about the need to better equip the surrounding residential population with the skills required to be gain employment with both existing industries and emerging supply-chain within the defined Port Strategy area. (see to the right)

Port of Richmond Logistics Strategy (update)



Potential Southside Workforce Pilot (supply chain oriented)

*Matching Infrastructure Investment
with Population Needs &
Employment Opportunities*

Demand Side

- Regionally supported barge project
- Managed by Virginia Port Authority (VPA)
- Regional investments of \$25 million in area infrastructure
- 39,000 jobs with existing employers
- Future growth opportunities

Port of Richmond Logistics Strategy



What impacts & opportunities are offered by Shandong Tranlin Paper Co. planned for the James River Industrial Center?

What infrastructure is required to support their plans?

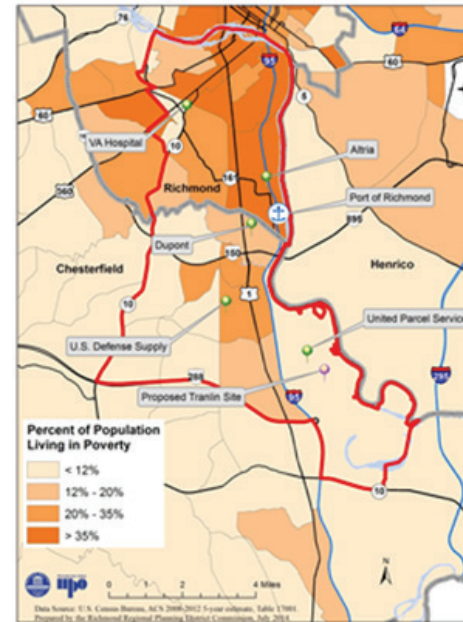


Potential Southside Workforce Pilot (supply chain oriented)

Supply Side

Residential population characteristics:

- 40,000 in the labor force
- 4,700 unemployed or a 11.9% unemployment rate
- 26% have less than a high school diploma



Potential Southside Workforce Pilot (supply chain oriented)

Poverty rate is 24%

In summary, the population equals the number of existing jobs available in this defined area, but the analysis of the characteristics of the population indicates a high degree of poverty and low educational attainment with the dual need to improve incomes and skills or training if area residents are to be able to qualify for the jobs. The announcement of a large Chinese green- paper plant, Shandong Tranlin, which will be providing 2,000 opportunities for employment by 2020 at the James River Industrial Center (southern portion of the study area) opens many options for strategically readying the workforce for these jobs and those to be created in the supply-chain of businesses expected as a result. A traffic analysis by Chesterfield County is now underway which will provide preliminary design and cost estimates for highway access from the existing Willis/I-95 interchange to serve the Tranlin plant.





Further to the south outside of the Richmond Region, the Commonwealth Center for Advanced Manufacturing (CCAM) associated with the Rolls-Royce plant in Prince George and affiliated with multiple industry and university partners has set the stage with an excellent model for an Apprentice Academy for advanced manufacturing skills. The RRPDC has joined in with the Crater and Hampton Roads Planning District Commissions along with the southside Virginia tobacco region to create an Advanced Manufacturing Innovation Zone (AMIZ) in order to strategically focus resources on this growth sector of the economy.

2. Capitalizing on logistics assets and location of the region

The RR-CEDS points out the advantageous location of the region on the East Coast, proximity to Washington DC and the deep water ports of Hampton Roads, highway & rail access to a large majority of the U.S. population. Adding to these advantages, the I-95 corridor sweep of activity with ready sites for logistics and distribution, combined with a positive business climate, have put Chesterfield County at the top spot for logistics on the East Coast by The Boyd Company, a Princeton NJ-based corporate site-selection consulting firm. A ribbon of logistics-distribution hubs stretching through the region from the Vitamin Shoppe in Hanover County, Lumber Liquidators in Henrico County, and Amazon in Chesterfield County supports further growth of this business sector at strategic locations.

Yet, the local economic developers recognize greater tax-base bolstering and higher job producing benefits that can be generated by these same location assets. Renewed emphasis on food and beverage industry manufacturing is a complementary strategy, and the recent announcement of

the Stone Brewery project for the Fulton Community on the east end of the City of Richmond that will bring \$41 million in private investment and 288 jobs is a solid addition to this sector and another map-setting opportunity for the region. Some of the older corridors extending from the I-95 spine and industrial areas with non-convertible buildings (see key finding #4) and zoned sites, i.e. Laburnum, Rt. 1, Commerce, Midlothian, Hull, are planned for renewed scrutiny in the food and beverage manufacturing sector.

3. Availability of assembled property for economic benefit, tax base generation

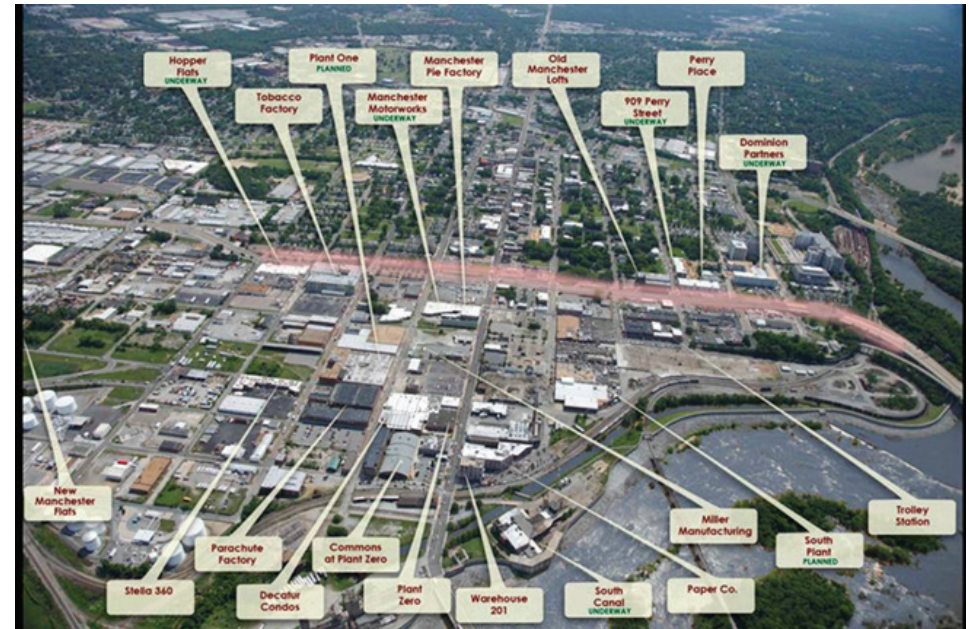
One unintended consequence of the 2007-2009 downturn is the availability of large assembled tracts of land which were zoned for single-family residential, but have not been developed and are positioned for economic tax-base producing and job creating uses. [According to U.S. Census data on single unit building permits issued by localities in the Richmond MSA, the number issued at the height of the market in 2005 was 1-1/2 times that which was issued in 2013 so the area generally is still experiencing a slow recovery in the housing market.] These large acreages will require infrastructure support and significant planning to determine how they best fit within a reasonable regional strategy.

4. Conversion of former industrial product into residential units

The fairly recent conversion of a large number of downtown buildings that were formerly used for manufacturing and commerce into residential uses, i.e. approximately 2,400 new and renovated units created in the past two years, offers a unique opportunity elsewhere in the City and immediate surroundings. Referencing the graphic of regional



growth pattern on p. 8 (and Exhibit 57: Housing Density and Activity Drivers, p. 57 RR-CEDS) development patterns extend out from the City center following major highway corridors in a radial pattern, with the most significant growth occurring inside the “beltway” formed by the outer I-295/ Route 288 circumferential. Natural and market forces have left large, yet sometimes disparate parcels within the inner circle in an underutilized state. Many of these highway corridor segments are zoned for commercial use that is unlikely to be rejuvenated. For example, the RRPDC study for the City of Richmond on the Midlothian (Route 60) corridor in August 2014 found that the property along this 2-mile segment is predominantly zoned for highway commercial, and represents more than one-half of the land zoned for such use in the City. The study goes on to recommend a repurposing of the corridor through sensitive rezoning and redevelopment as light industrial, mixed use, and office-service to create viable economic generators and tax-base for the City. Such reuse could also begin to replace some of the former job-producing uses that once occupied the older districts of Manchester (see below), Scott’s Addition, and Shockoe which are rapidly becoming residential/mixed-use.



Venture Richmond, RVA Downtown Development Snapshot, 2013

5. Water supply to east is limited by groundwater aquifer surcharge challenges

The Virginia Department of Environmental Quality continues to be concerned with aquifer sustainability in the Coastal Plain. Issuance of new and reissuance of existing groundwater permits is under greater review, and this in turn, will curtail development in Charles City and New Kent counties. Initial studies of alternatives to groundwater withdrawal will add significant costs to any proposal dependent on potable water. Both localities are investigating options and remain committed to supporting reasonable economic development strategies which include serving existing industrial parks such as Roxbury (Charles City) and the I-64





interchanges in New Kent. Initial cost estimates by Charles City to serve the Roxbury Industrial Park through alternative sources is \$6.0 million.

6. Broadband needs throughout the Richmond Region are universal; however, more traction may be possible for solutions if treated as a public infrastructure

As pointed out by the RR-CEDS (p. 58) both rural and urban broadband service at substantial enough bandwidth (1.5 Mbps) for the average user to conduct business is spotty at best. Our research indicates that Shockoe Bottom where many of the creative class and business start-ups are being rooted and the Port of Richmond area have uneven service. Rural areas with much lower densities and outside of the major transportation routes are particularly under-served, and one of the best examples of a possible solution comes from Charles City County. Community Development Block Grant (CDBG) funding through the Virginia Department of Housing and Community Development has supported the County's assessment of needs and demands for broadband, and then once documented, funded the construction of a passive network (dark fiber, conduit, handholes, cabinets, wireless towers) which will be leased to and managed by private service providers. This project is under design, and can potentially serve as a model not only for the rural but for urban areas of the region. A regional solution may include the establishment of an telecommunications authority similar to those formed in other regions like Tidewater Virginia.

7. Small jurisdictions with timely updates and planning infusion for retention & expansion

Both Charles City and Powhatan Counties are preparing local economic development strategies which build on the essential premises of the RR-CEDS with refined detail. As

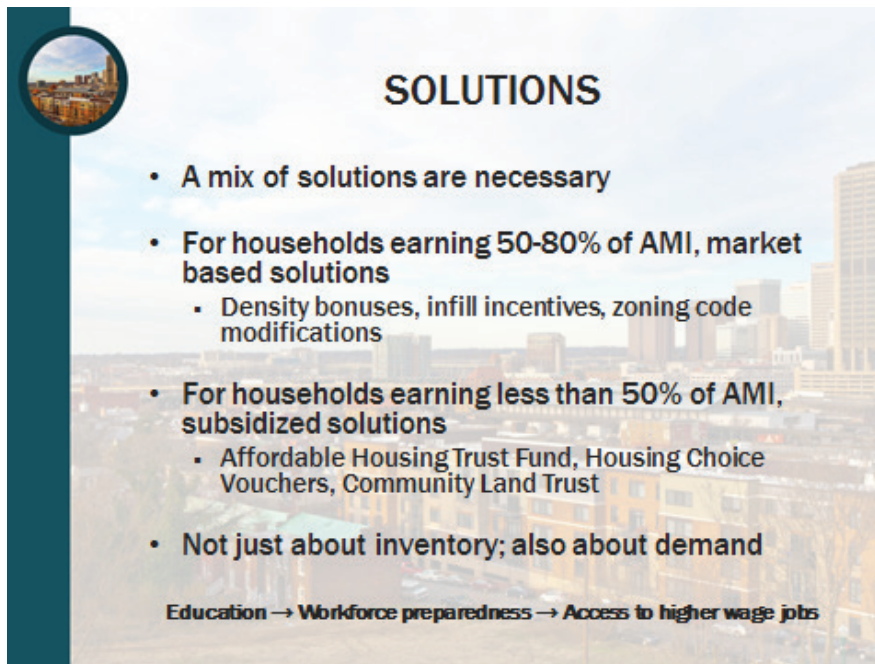
with all the smaller jurisdictions in the region, a sense of place, of rural character is the overarching goal. Within this framework, expanding opportunities for agri-business and tourism, as well as making deliberate infrastructure improvements to support additional sites for industry and commerce are actively being detailed as part of the local strategies. Dominion Resources has also generously contributed funding through the Greater Richmond Chamber of Commerce Foundation to support direct economic development services to the smaller jurisdictions to retain, grow and expand local business and industry. This will be a focus in the coming year. Goochland County is in the process of updating their Comprehensive Plan which will include a chapter on economic development.

8. Additional activities that are underway to support overall regional economic development:

- The City of Richmond is embarking on a Comprehensive Plan update, and considering the use of the Bus Rapid Transit (BRT) project as framework for land use/neighborhood revitalization, and enhanced job access. The BRT will extend 7.5 miles from Rockett's Landing on the east side of town (Henrico County) to the west primarily along Main/Broad Street through the center of downtown to Willow Lawn (also Henrico County). Cross-circuit connections of regular bus routes with the BRT, if planned effectively, can drive infill development along intersecting corridors with the ultimate goal of revitalizing neighborhoods, creating opportunities for employment and access by existing residents to jobs elsewhere in the region.
- The City of Richmond City Council will be hearing the results on April 7th from the work of a task force that was established several years ago to study the variations of different business taxes collected by localities in the metro Richmond area. Understanding the impacts of inter-regional relocations,



- The Partnership for Affordable Housing (PHA) released a two-year long study on March 31 entitled Housing the Richmond Region: Needs, Impediments & Strategies. The audience included elected officials from throughout the region, non-profits and housing providers, jurisdiction staffs, developers, and citizens. The key take-away was that affordable housing is a regional challenge, 35% of all households are cost-burdened (paying more than 30% of gross monthly income on housing), and that the distribution of affordable housing is uneven throughout the region. Solutions must be multi-faceted:



SOLUTIONS

- A mix of solutions are necessary
- For households earning 50-80% of AMI, market based solutions
 - Density bonuses, infill incentives, zoning code modifications
- For households earning less than 50% of AMI, subsidized solutions
 - Affordable Housing Trust Fund, Housing Choice Vouchers, Community Land Trust
- Not just about inventory; also about demand

Education → Workforce preparedness → Access to higher wage jobs

- Work on the Community Indicators at the direction of the CRC by staff of the RRPDC continues with an initial focus on the following broad indicators of progress as a region:
 - ◇ Median Family Income
 - ◇ Family Income
 - ◇ Income Distribution
 - ◇ Employment Gains/Losses
 - ◇ Expanding vs New Business
 - ◇ Crime Rates
 - ◇ Housing Affordability (owner & renter)
 - ◇ Poverty Rates
 - ◇ Movement of People outside of poverty concentrations
 - ◇ United Way Indicators (social stability)
 - ◇ Homelessness
 - ◇ Air Quality
 - ◇ Water Use
 - ◇ Water Quality
 - ◇ James River Park Visitation & River Use
 - ◇ Obesity
 - ◇ Physical Activity
 - ◇ Food Deserts
 - ◇ Tourism Visitation/Spending
 - ◇ Population Migration
 - ◇ Age composition of Population
 - ◇ Modes of Transportation Use
 - ◇ Average Commute Times
 - ◇ Traffic Congestion Levels
 - ◇ Educational Attainment
 - ◇ High School Graduation Rates
 - ◇ Pre-K Readiness
 - ◇ Post-Secondary Degree/Certification Attainment
 - ◇ School Accreditation
 - ◇ Job Replacement Demand
 - ◇ Technical Skills Training Supply & Demand Metrics





An initial report out to the Community is planned for June 2015 on the first round of indicators which draw from a variety of resources and focus mostly on economic well-being of the population, reported on a Census tract and blockgroup level data where possible to show sub-regional progress. Providing the capability through an interactive mapping tool will enable users to cross-walk the indicators to better inform decision making on uses of limited resources in a more deliberate, strategic manner.

CEDS Strategy Committee

As part of this CEDS Annual Report update process a roundtable discussion of the CEDS Strategy Committee was held on March 10 2015 and this meeting was followed with individual update meetings with each of the local economic development partners. University, education and workforce partners provided a brief update as part of the roundtable discussion:

- **Jason Smith/Bridging RVA** - following cradle to career partnership model framework (see separate pdf attachment) working with key partners in information technology career development and apprentice programs; completing job analysis demand in the two highest occupational clusters and exploring how are skills learned; National Science Foundation grant assisting in teacher training; working with Hanover County on Governor's STEM Academy; set up FAFSA data process improvement teams in 6 school systems.
- **Jamison Manion/Center for Workforce Innovation** - focused on strengthening business and schools connection, Career & Technical Education, occupational competency sets which cross-cut industry sectors; and working with the Richmond Redevelopment & Housing Authority establishing a holistic approach to make use of available resources through VIEW, Temporary Assistance for Needy Families and others with 20 different families in public housing; customer service academy for soft skills improvement.
- **Brian Davis/Capital Region Workforce Partnership/Resource WIB** - working closely with CWI as an affiliate, also have 3 other one-stop centers through which they have served 2,400 individuals and 96 businesses in the past year; with the new Federal legislation on workforce calling for 40% of funding to be spent on training, the WIB is moving quickly on more On-the-Job Training program support, i.e. including agreements with employers whereby WIB will pick up 50% of wages for those placed through their programs for a set period of time on the job.
- **Justin Kauszler/Innovation Gateway and Sara Maddox/Bio-tech** - tour of Biotech Park and start-up accelerators generated much interest in making this a quarterly event; entrepreneurial faculty working on mapping of resources for start-ups across sectors [RRPDC is particularly interested in higher education graduate retention rates and the success of growing 1st stage start-ups into 2nd stage businesses. Another comment directed attention to the need for reality based assessment for the 50% who want to start their own company understanding the value of experience working in business/industry as a reasonable first step.]
- **Small Jurisdiction Economic Development Strategies** - March Altman described how Powhatan County is working with a consultant to develop a new strategic plan with estimated completion of July 2015, goals of rural character preservation & opportunities for agricultural business development; Rodney Hathaway mentioned that New Kent County continues to focus on similar objectives and continues with the utility strategy focused on I-64 interchanges, confronted with challenges with shovel-ready sites; Charles City County plans for broadband as a public infrastructure introduced as a model to consider



for using available funding resources (telecommunications is an eligible activity for funding through EDA-Public Works); Bob Crum and Kim Scheeler plan to visit with smaller jurisdictions re priority economic development strategic needs that may be best addressed with funds recently made available by Dominion Resources to the GRCC.

- **Bus Rapid Transit (BRT)** and potential feeder routes along with a focus on land use, density and neighborhood demographics reviewed as first leg of more robust transit in the region.
- **Laura Lafayette/Partnership for Affordable Housing** - Affordable housing not only as a quality of life issue, but economic development tool; complete presentation of findings from the VCU/VT study will be March 31; additional analysis shows that adjustments practice can have an impact on increasing affordability, i.e. if energy efficient housing stock is built saving individual occupants \$600/month, 500 additional households would not be cost-burdened.

CEDS Related Activities

Much of the active work toward action and implementation of the RR-CEDS is being carried forward through ongoing efforts of the local economic development offices, key partners of the CEDS in the areas of education, workforce, higher education, non-profits, business and industry. Regional collaborative work efforts are principally accomplished through the RRPDC, the Greater Richmond Partnership (GRP), the Greater Richmond Chamber of Commerce (GRCC), and jointly by the Capital Region Collaborative. A summary of relevant discussions leading up to adoption and over the past year that contribute significantly to the RR-CEDS include as summarized:

6-13-13

- **United Way** of Greater Richmond and Petersburg, Lynn Pharr, CEO-Overview of and outcomes from 80 different programs that benefit children and youth, promote financial stability and improve health outcomes.
- **CEDS Draft** and review of draft under consideration by CEDS strategy team, Barbara Jacocks- Provided summary of process to engage a representative CEDS committee through five large committee meetings, work groups, interviews with subject matter experts, and visits to model projects, such as the Commonwealth Center for Advanced Manufacturing (CCAM). CEDS to be advanced further through the work of the Capital Region Collaborative (CRC) which is organized around seven community priorities, including Job Creation and Workforce Preparation, and is serving as a vital link with the community for the CEDS in identifying the most viable economic development strategies. This work was described as leading to a Community Indicators project of achievable short and long-term performance measurements for the CEDS





7-11-13

- **Urban Land Institute Reality Check**, Richmond Council, Jeff Geiger-Presentation of community-level input from 300 representatives of local governments, business community and citizens at a one-day event to envision the 20-year future of the Richmond Region; focus on what steps need to be taken to meet the challenges and anticipated changes in population and employment growth. [A series of community presentations by the ULI over the past 18-months continues to expand public awareness of growth issues and options; initial traffic analysis by the RRPDC staff examined outcomes from three different scenarios: dispersed, infill/concentration, regional nodes.]

9-12-13

- CEDS draft review concurrent with CEDS Strategy committee on August 14th including endorsement of the goal framework, review of the SWOT of the regional climate for Job creation:

Strengths and opportunities

- location
- diversity of employment base
- higher education
- lack of traffic congestion, ease of travel

Weaknesses and challenges

- strain on resources to implement; conservative approach
- lack of confidence/leadership, common agendas, silos of information
- disparity of wealth, opportunity, and choice

- Strategy examples for enhance logistics around the Port of Richmond and the RIC/White Oak collaboration strategy were reviewed as part of the RRPDC board's action for adoption.

10-10-13

- **Regional Housing Trends**, Laura Lafayette, CEO, Richmond Association of Realtors (RAR)-As a precursor to housing readiness plan for affordable housing through the Partnership for Housing Affordability (PHA), Laura provided overview of the current housing market, including sales and price range by jurisdiction and the region, comparison of year-over-year and average sales, forecast data on GDP growth, new home starts which influence affordability.

12-12-13

- **CEDS Adoption**, Barbara Jacocks-Review of summary comments from CEDS Strategy committee, partners, and RRPDC board since August draft. The 18 month process for development and review has focused on the five-goal framework to:
 - build on all available resources
 - stimulate a regional discussion
 - identify short and long term educational and training needs of existing population to move the Region forward
 - position priority development sites with appropriate infrastructure to foster growth measured by employment retention and expansion



5-8-14

- **Retail Trends**, Retail Merchants Association, Nancy Thomas, President and CEO-Presented regional and national retail sales, trends by merchandise categories, leading indicators that work together to predict consumer spending patterns, changes in preferences that affect types of development that will be most likely in the future affecting land use and capital improvement decisions and help to direct resources if the region is to be successful in economic development.

7-10-14

- **Virginia BioTechnology Research Park Strategic Plan**, Carrie Roth, President and CEO and Nicky Colomb, VCU Innovation Gateway-Presentation on new strategic focus for growing the region's innovation ecosystem and harnessing entrepreneurial talent.

Four main strategic objectives were reviewed:

- To support entrepreneurial faculty: 2,000 faculty members that attract \$250 million in sponsored research; over 5 years: 519 new invention disclosures and 646 patent applications and 175 faculty engaged in start-up programs in past year
- To support entrepreneurial students: 31,000 students; 50% interest in starting a company; 15% trying now or have already started a company; 60 students engaged in entrepreneurial programs, and over 800 students engaged in new entrepreneurial programs 2013-14
- To foster university-wide coordination: implement supportive programs; monitor and evaluate results; all faculty and students have access to the resources; be efficient with resources

- To promote regional collaboration: Center for Innovative Technologies; New Richmond Ventures; RichTech; BizWorks; RVAWorks; TechHatch; 804RVA; among others

- **Dominion Virginia Power Economic Development Program** update, Charles Donato-Framework of objectives for the region to be able to sell, create jobs, make investments and grow the tax base with three primary objectives:

- Recruit new and expanding business; retain existing business
- Enhance competitiveness through wise investments keeping rates lower, power generation and transport efficient
- Partner well through economic development leadership (including participation on the CEDS strategy committee)

Working with a variety of partners, Dominion Virginia Power is focused on:

- inventory of large, well-served, viable sites in Virginia
- electric transportation – transmission lines, distribution lines, substations – security
- electric generation – developing the capability to continue to generate the electricity needed by complying with regulations
- advocate for Atlantic Coast Pipeline (ACP) project
- STEM education, Richmond 2015, Virginia Capital Trail





12-11-14

- **Federal Reserve Bank of Richmond**, Kartik Athreya, Micro-economics and Research Communications-Regional economic considerations in human capital and workforce development with the strong observation that adult workforce development is fighting a heroic battle at the 'back end' (remedial or retraining) when research suggests that focus should be on the 'front end' (education, completion, informed career pathways).

2-12-15

- **New Virginia Economy Strategic Plan**, Virginia Department of Commerce and Trade, Secretary Maurice Jones-Review of State and region's pluses (strategic location, deep port, strong educational system, competitive corporate tax rate, low unemployment) and minuses (over-dependence on DC and public sector employment) when it comes to economic development, and need to focus on five key areas:
 - Project Ready infrastructure/broadband access
 - Talent
 - Entrepreneurism
 - Economic and Business climate-lean and mean regulations and incentive toolbox
 - Focus on businesses that are in a growth mode and pay living wages

3-12-15

- **Capital Region Workforce Partnership**, Brian Davis, Director-Representing relatively new leadership at the WIB, Mr. Davis pointed out opportunities for operational changes in response to the Workforce Innovation and Opportunity Act as of July 1 which will enable a smaller board of directors, more direct investment in job training (40% of all funds), and accountability

for newly negotiated performance measure. In FY13 he reported that 73 percent of the 2,401 people serve were placed into employment and 90 percent retained their jobs.

Capital Region Collaborative Organizing Council and Work Group Activities

12-13-13

- **Comprehensive Economic Development Strategy**, Bob Crum & Barbara Jacocks, RRPDC, CEDS report presented as a foundational element to be used with the CRC Regional Indicators project as a high level assessment of the economic ecosystem along with cross-sector strategies designed to move the region forward.

1-24-14

- **Comprehensive Economic Development Strategy**, Bob Crum & Barbara Jacocks, RRPDC, continuation of December discussion with a focus on more specific strategies for the Port of Richmond, area around the Richmond International Airport and White Oak Center, and overall regional connectivity. CEDS discussed in context of the BluePrint Virginia a statewide economic development strategy developed by the Virginia Chamber of Commerce for the new governor's administration to consider.

2-28-14

- **Job Creation Work Group**, Greg Wingfield, Greater Richmond Partnership, Outline of 3-year strategy for business attraction & regional marketing and business retention & expansion. Goal to grow exports from the region by \$1.8 billion over the



next five years. Shared roles of GRP (largest 4 localities) in job creation and the Chamber (all 9 jurisdictions) along with Bridging RVA for workforce/education.

4-25-14

- **Future Structure of CRC and Accomplishments**, Tracy Kemp-Stallings (HCA) and Doug Pick (Feedmore-Summary of opportunities in each of the priority areas:
 - Job Creation: small jurisdictions economic development and tourism
 - Workforce: neighborhood solutions
 - Social Stability: regional housing plan
 - Healthy Community: regional food plan; regional health indicators
 - Transportation: PDC regional planning summit; bus circulator routes; airport bus design
 - James River: signage and marketing
 - Education: opportunity and skill matching
 - Quality Place: gateway signage

8-22-14

- CRC Meets with the **Non-profit Funders Roundtable** who asked for a shared mission from the Organizing Council along with the work groups to better establish funding priorities. Doug Pick also reported on the Regional Food Collaborative which has grown out of the Healthy Communities workgroup.

10-24-14

- CRC Organizing Council selected three top priority areas for attention through the ensuing work of the work groups: **Workforce Preparation, Job Creation, and Regional Indicators** with plans for each to meet two times before the January meeting.

1-23-15

- **Work Group** presentations-James River Regional Plan, Bill Street, James River Association, funding secured from private sector and non-profit foundations. Healthy Communities work group, including Active RVA and Food Collaboration provided updates. Job Creation, Workforce Preparation and Indicators each presented priorities of focus.

2-27-15

- Reports from the **RVA Food Collaborative** (new brand created by the VCU BrandCenter), and the **Partnership for Housing Affordability** housing symposium with the following guiding factors to consider in housing strategy:
 - affordable housing is a regional challenge
 - approximately 35% of all households in the region are cost burdened (paying more than 30% of gross monthly income on housing)
 - included in the 35% are households that are severely cost burdened (paying more than 50% of gross monthly income on housing; this is 15% of all households in the region)
 - 25% of all households in each jurisdiction are cost burdened; 10% of those are severely cost burdened.

Some of the solutions being proposed by PHA were re-viewed by Ms. Lafayette:

- a mix of solutions is necessary
- households earning 50-80% of AMI, market based solutions are needed – density bonuses, infill incentives, zoning code modifications, etc.
- households earning less than 50% of AMI, subsidized solutions are needed – affordable housing trust fund, housing choice vouchers, community land trust, etc.
- this is not just about inventory but also about demand





3-27-15

Reports from the Work Groups

- **Workforce Preparation**, Gary Rhodes, President, Reynolds Community College-meetings with the Society for Human Resource Managers (SHRM) addressed the following issues:
 - how to link those who are unemployed with available jobs
 - how to assess skill levels of the unemployed and what is required for the available jobs
 - how to identify the most effective and efficient way to move unemployed into jobs
 - how to address any educational needs in order for the unemployed to move into jobs
 - Southeastern Institute of Research (SIR) will be assisting by surveying employers to identify basic skills needed
 - the Chancellor of the state's community college system will be hosting an event on April 8 at Reynolds to discuss workforce needs
- **Job Creation**, Bob Crum reporting on behalf of Carrie Roth, Virginia Biotechnology Research Park
 - focus will be on entrepreneurial start-ups
 - goals of the Bio-Technology Park are based on the CRC's Job Creation Work Group report
 - a regional seed money fund will be established in collaboration with VCU, the Bio-Tech Park, and private donors in the amount of \$1 million for a three-year period
 - the "regional accelerator" is a program and not a physical location; this provides support and networking to help small businesses move to the next level
 - an additional \$125 thousand in funding will be available in May to assist small businesses; more information will be provided to local governments within the next two months for distribution into their communities
- goal is for each jurisdiction to have a hub for new business start-ups where entrepreneurs can go to receive assistance on how to begin and to provide a professional setting for meetings
- it was suggested that the hubs be housed in local libraries but this space can be anywhere in the jurisdiction where it would be appropriate for professionals to meet
- each jurisdiction should have one contact to work with new business owners to help provide all info needed



Richmond Regional Comprehensive Economic Development Strategy

