

City of Lynchburg Visioning Work & City Council Retreat

Retreat Agenda

Friday, February 4, 2022

Academy Center of the Arts – 600 Main Street, Lynchburg

I. Brunch, Welcome, and Introductions

(10:00 – 10:10)

MaryJane Tousignant-Dolan, Mayor

Wynter C. Benda, City Manager

II. Review Retreat Goals and Guardrails

(10:10 – 10:20)

John Martin, CEO - SIR

Rachel Yost, Managing Partner - SIR

III. City Visioning – What, Why, How

(10:20 – 10:45)

**IV. Trends Shaping the Future of Cities + Traits of
Effective City Councils**

(10:45 – 12:15)

V. Lynchburg's SWOT

(12:15 – 1:15)

**VI. Value of Vision Navigating Trends and
leveraging SWOT**

(1:15 – 1:30)

VII. Lunch + City Council Exercise

(1:30 – 2:15)

VIII. Workshop

(2:15 – 3:30)

IX. Key Take-Aways

(3:30 – 3:55)

X. Next Steps

(3:55 – 4:00)

XI. Closing Remarks

(4:00)



Lynchburg City Council 2022 Retreat

February 4, 2022



Lynchburg
VIRGINIA

Welcome & Introductions

Retreat Agenda

10:00 – 10:15	Welcome and Introductions
10:15 – 10:30	Retreat Goals and Guidelines
10:30 – 11:15	6 Roles of Highly Effective City Councils <i>Creating a Strategic Perspective</i>
11:15 - 12:30	<u>External</u> Considerations: Review and Discuss Trends Shaping the Future of Cities and Lynchburg Identify External Opportunities and Threats
12:30 – 1:00	Lunch



Retreat Agenda

1:00 – 2:00	<u>Internal</u> Considerations: – Internal City Government Strengths and Weaknesses
2:00 – 2:45	Strategic Visioning: – Review Best Practices and Process – Starting the Process Today
2:45- 3:00	Break
3:00 – 3:55	Using a Strategic Perspective to Prioritize and Make Short-term Decisions Group Exercise
3:55 – 4:00	Next Steps
4:00	Closing Remarks



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***What is your hope for the
upcoming City Council retreat?***



*“It is very easy for conversations to be hijacked, not in a malicious way but easy to go on tangents... we all want what’s best. **How do we check our politics at the door?**”*

*“Just open and honest dialogue. Typically, what happens when you get a bunch of politicians who think differently it ends up with the fussing and feuding. When you talk about something specifically – **just good open honest dialogue.**”*

“That it’s not a sparring match”



*“That we will be **united in our efforts and do what is best for the complete city.**”*

*“Hoping we can use this retreat as a **blueprint for the budget.**”*

*“Ultimate hope is you can come out of there with **a vision and a plan to move forward.** The underlying hope is that people are able to be respectful and transparent...
the end result should be **some sort of roadmap**”*



***What will define success
for the retreat?***



Members express desire for unity and that they walk away with a way to move forward.

“I want the city team to emerge from this feeling like they’ve got direction from Council and a good sense from Council (and hopefully the community) wants to pursue.”

“I think that we all buy in to what we do that day. I think we have good vibrant discussion and at the end of the day everyone feels good and sees something they wanted to see happen and can leave with that.”

Members express desire for unity and that they walk away with a way to move forward.

“Unity (as much as we can).”

“Some way to move forward.”

“If we come away with or seeing some more tangible avenues for collaboration and realization.”

“Something objective... and we can take it from there.”

Retreat Goals

- **Objective:** Learn about and inspire a strategic perspective to shape the future of Lynchburg.
- **Alignment:** Arrive at a consensus perspective on the current state.
- **Engagement:** Ensure all Council members' voices are heard.
- **Action:** Arrive at clear next steps to advance a strategic perspective.

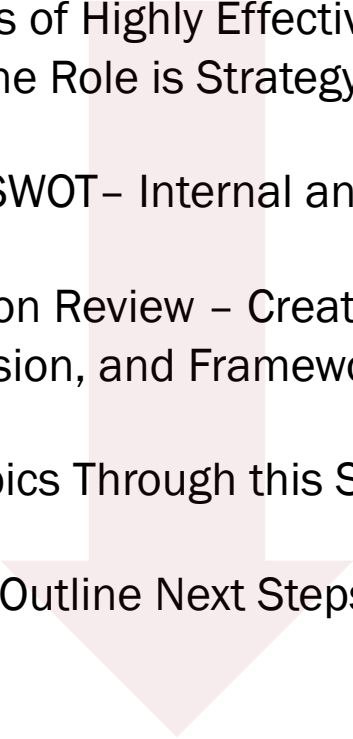
Retreat Guidelines

- Focus this retreat on the big picture, not on any one immediate topic area or pressing issue.
- Participate from a city-wide perspective – One Lynchburg.
- Respect all points of view – only one person talks at a time.
- Do not lean on the staff.
- Trust the process.
- For this retreat, focus on the future...

The Future Generation Who Will Call Lynchburg Home



Flow of Retreat Topics – How Today Will Work

1. Review 6 Roles of Highly Effective City Councils
(One Role is Strategy)
 2. Conduct a SWOT– Internal and External Forces (Trends)
 3. Based on this Situation Review – Create a Strategic Perspective
Values, Vision, and Framework
 4. Look at Current Topics Through this Strategic Perspective
 5. Outline Next Steps
- 

Flow of Retreat Topics – How Today Will Work

1. Review 6 Roles of Highly Effective City Councils
(One Role is Strategy)

**Strategic Plan takes 6-12 months, this is a jumpstart
on how to take Lynchburg to the next level.**

4. Look at Current Topics Through this Strategic Perspective
5. Outline Next Steps

Retreat Agenda

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10:30 – 11:15 6 Roles of Highly Effective City Councils

Creating a Strategic Perspective

11:15 - 12:30 External Considerations:
Review and Discuss Trends Shaping the Future of Cities and Lynchburg
Identify External Opportunities and Threats

12:30 – 1:00 Lunch



**What are the responsibilities
of city council?**



- Review and approve the annual budget;
- Establish long- and short-term objectives and priorities;
- Oversee performance of the local public employees;
- Oversee effectiveness of programs;
- Establish tax rates;
- Enter into legal contracts;
- Borrow funds;
- Pass ordinances and resolutions;
- Modify the city's charter;
- Regulate land use through zoning laws;
- Regulate business activity through licensing and regulations;
- Regulate public health and safety;
- Exercise the power of eminent domain;
- Communicate policies and programs to residents;
- Respond to constituent needs and complaints; and
- Represent the community to other levels of government.



Bob O'Neill's "Six Roles"



Bob O'Neill

Davenport & Company

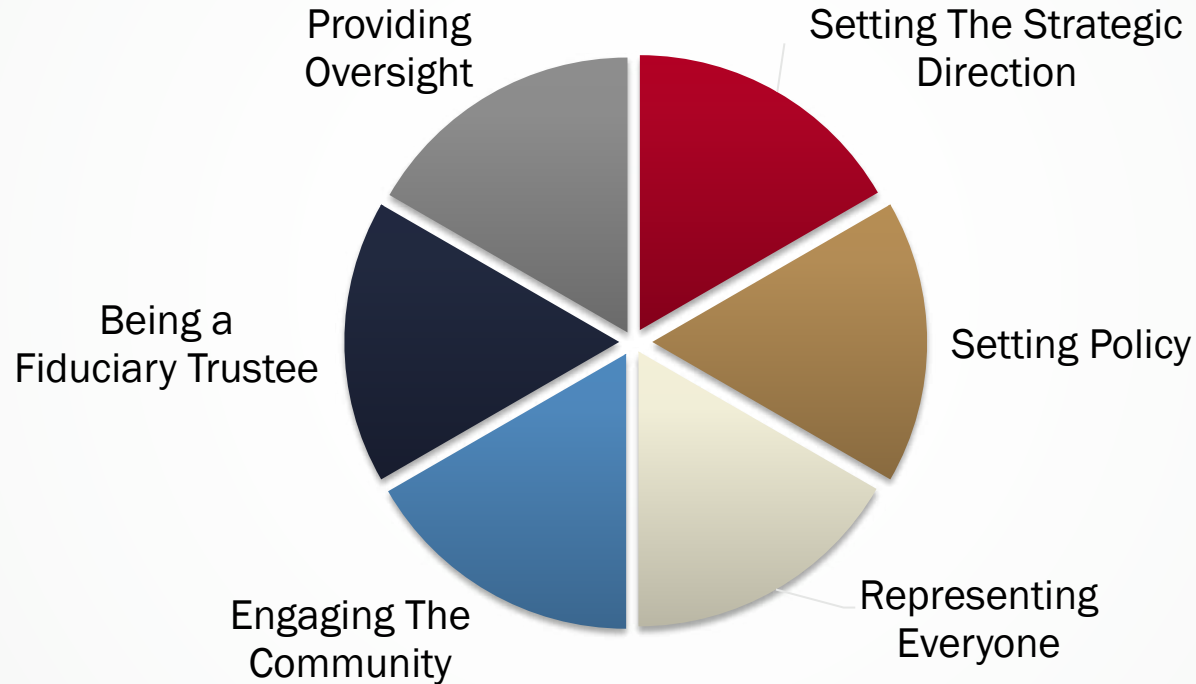
Former county executive, Fairfax County, Virginia,

City Manager of Hampton

Executive director of the International City/County
Management

Association in Washington, D.C.

6 Roles of Effective City Councils





1

SETTING POLICY

Providing **consistent and clear direction** for decisions, actions, ethical conduct, and commitments.

Creating Policies from Two Legitimate Perspectives

“Community” Perspective

vs.

“Professional/Technical” Perspective



2

REPRESENTING EVERYONE

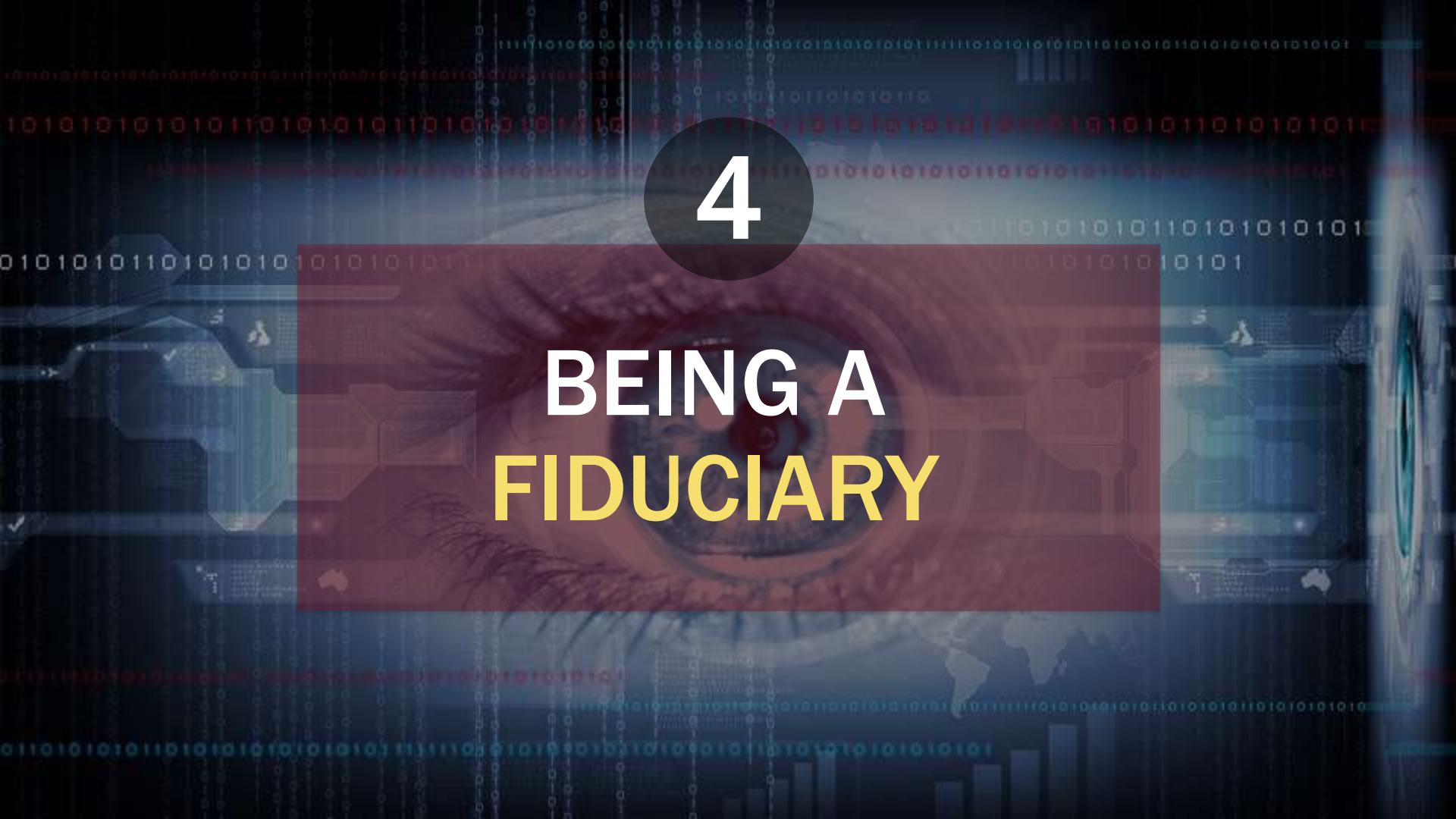
**Representing the perspectives and
sentiments of **all constituents and
stakeholders** fairly.**

The background is a complex digital-themed collage. It features vertical streams of binary code (0s and 1s) in white and light blue. A large, stylized eye with a red iris and black pupil is centered behind a dark red rectangular overlay. To the right, a portion of a globe is visible. The overall color palette is dominated by dark blues, greys, and the red of the eye and text box.

3

ENGAGING THE COMMUNITY

**Helping stakeholders better
understand and actively participate
in advancing key issues and
important initiatives.**

The background is a complex digital collage. It features a large, detailed human eye in the center, looking directly forward. Overlaid on the eye and the rest of the image are various digital elements: horizontal and vertical streams of binary code (0s and 1s) in white and light blue; a faint world map; and abstract geometric shapes and patterns in shades of blue and green. A dark red rectangular area is positioned behind the main title text.

4

BEING A FIDUCIARY

Fulfilling all ethical obligations to the public. Putting the public's interest before your own direct or indirect personal interests.



Our Declaration of Independence advanced the concept of “**delegated authority**”

"We hold these truths to be self-evident, that all men are created equal, that they are endowed by their Creator with certain unalienable Rights, that among these are Life, Liberty and the pursuit of Happiness. — **That to secure these rights, Governments are instituted among Men, deriving their just powers from the consent of the governed.**"

One way to define Fiduciary

Source: Markkula Center for Applied Ethics, Santa Clara University

The Duty of Care

The duty care requires that the public official competently and faithfully execute the duties of the office. Under duty of care fall such obligations as the duty to **manage assets competently and be good stewards of the public treasury**, to use due diligence in the selection and supervision of staff, to follow the rules and to uphold the constitution and laws of the jurisdiction. **Examples of breach of this duty include failure to attend meetings, failure to investigate, failure to engage in the deliberative process, and failure to vote.**

The Duty of Loyalty

Public fiduciaries have an **absolute obligation to put the public's interest before their own** direct or indirect personal interests. The public fiduciary breaches this obligation when he or she benefits at the public expense. Prohibited benefits can be financial, career related, or personal such as benefits to family members or close associates.

Duty of Impartiality

Public officials have a duty to **represent all of their constituents fairly**. This means that the public fiduciary cannot favor those of his or her own party over other constituents or let the fact that someone voted against him or her impact the ability to act fairly. They must **overcome any inherent bias that they possess**.

Duty of Accountability

Ensure the public's ability to monitor the behavior of public fiduciaries. **From the duty of accountability flow the duty of transparency and the concepts of disclosure, open meetings, and accessibility of public records.**





5

PROVIDING OVERSIGHT

Ensuring Oversight – Calling for KPIs and Performance Dashboards



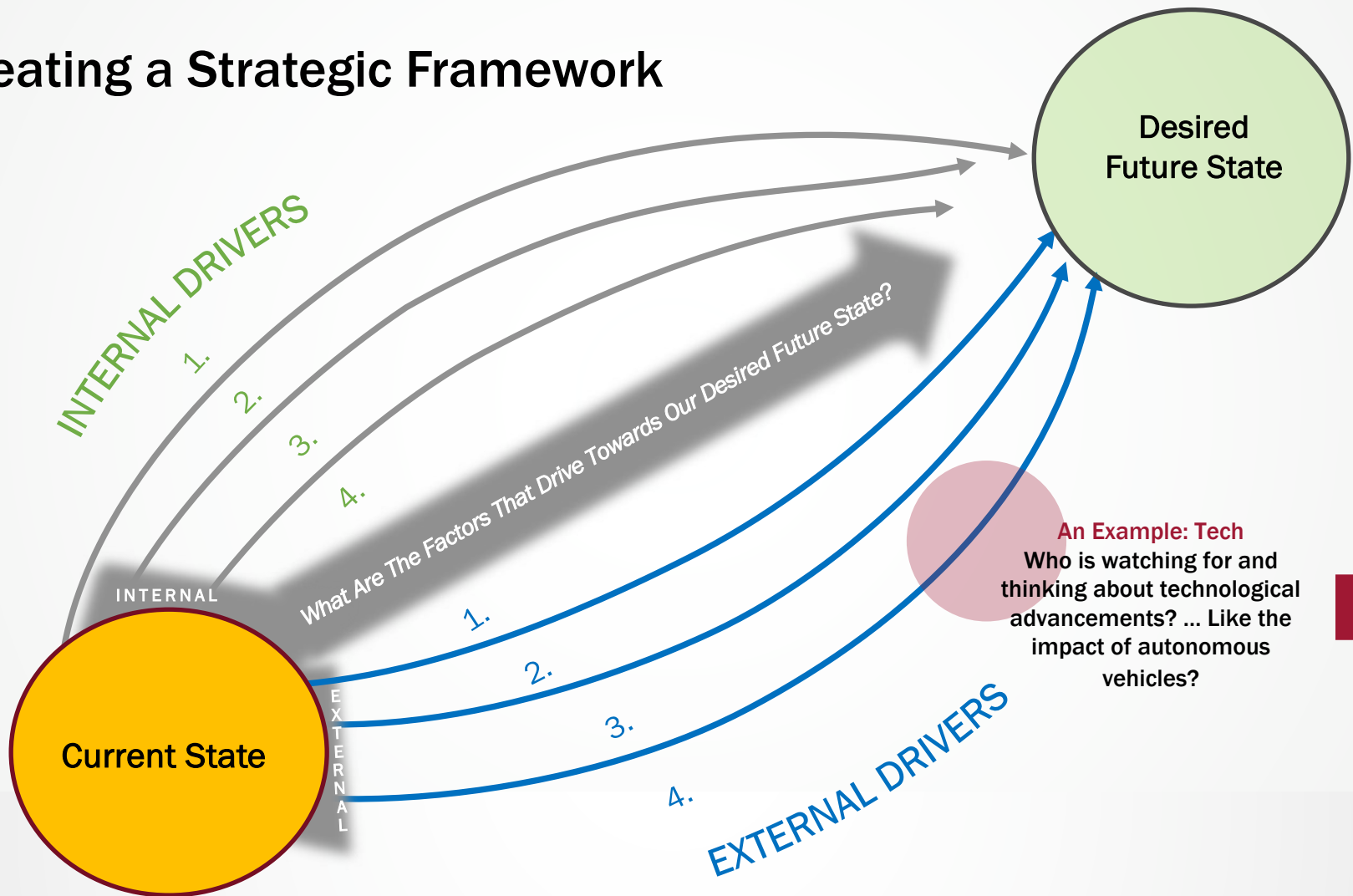
The background of the slide features a dark blue and black color scheme. It is filled with vertical and horizontal streams of white and light blue binary code (0s and 1s). A faint, stylized globe is visible in the center, with a red semi-transparent rectangle overlaid on it. The number '6' is prominently displayed in a white circle at the top center.

6

SETTING THE STRATEGIC DIRECTION

Ensure the city has a **vision, clear
action framework, and movement
towards that future.**

Creating a Strategic Framework



**Connected and
automated vehicles
(CAVs) will impact
all communities.**

It's Sooner Than You Think – Next 20 Years

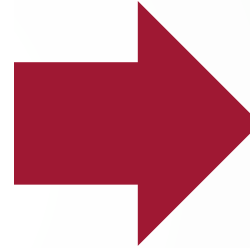
2022

Level 4 vehicles
are here today!



2035

Tipping Point:
Level 5 vehicles are
here. There are a
number of vehicles in
service to make a
difference



Early 2040s

Autonomous vehicles
have a
Transformative
societal impact. This
includes city design
and redevelopment.

Levels of Driving
Automation

0	1	2	3	4	5
NO AUTOMATION	DRIVER ASSISTANCE	PARTIAL AUTOMATION	CONDITIONAL AUTOMATION	HIGH AUTOMATION	FULL AUTOMATION
Human control. The human performs all driving tasks (steering, acceleration, braking, etc.).	The vehicle features a single automated system (e.g., it maintains speed through cruise control).	ADAS: The vehicle can perform steering and acceleration. The human still monitors all traffic and can take control at any time.	Environmental detection capabilities. The vehicle can perform most driving tasks, but human oversight is still required.	The vehicle performs all driving tasks under specific circumstances, responding to required human oversight as still required.	The vehicle performs all driving tasks under all conditions. Zero human attention or intervention is required.
THE HUMAN DRIVERS THE DRIVING ENVIRONMENT			THE AUTOMATED SYSTEM MONITORS THE DRIVING ENVIRONMENT		

Source:
Synopsys.com

**Many city councils fall short on
setting strategic direction
for 2 reasons:**

1. The “Good Enough is Good Enough” Syndrome

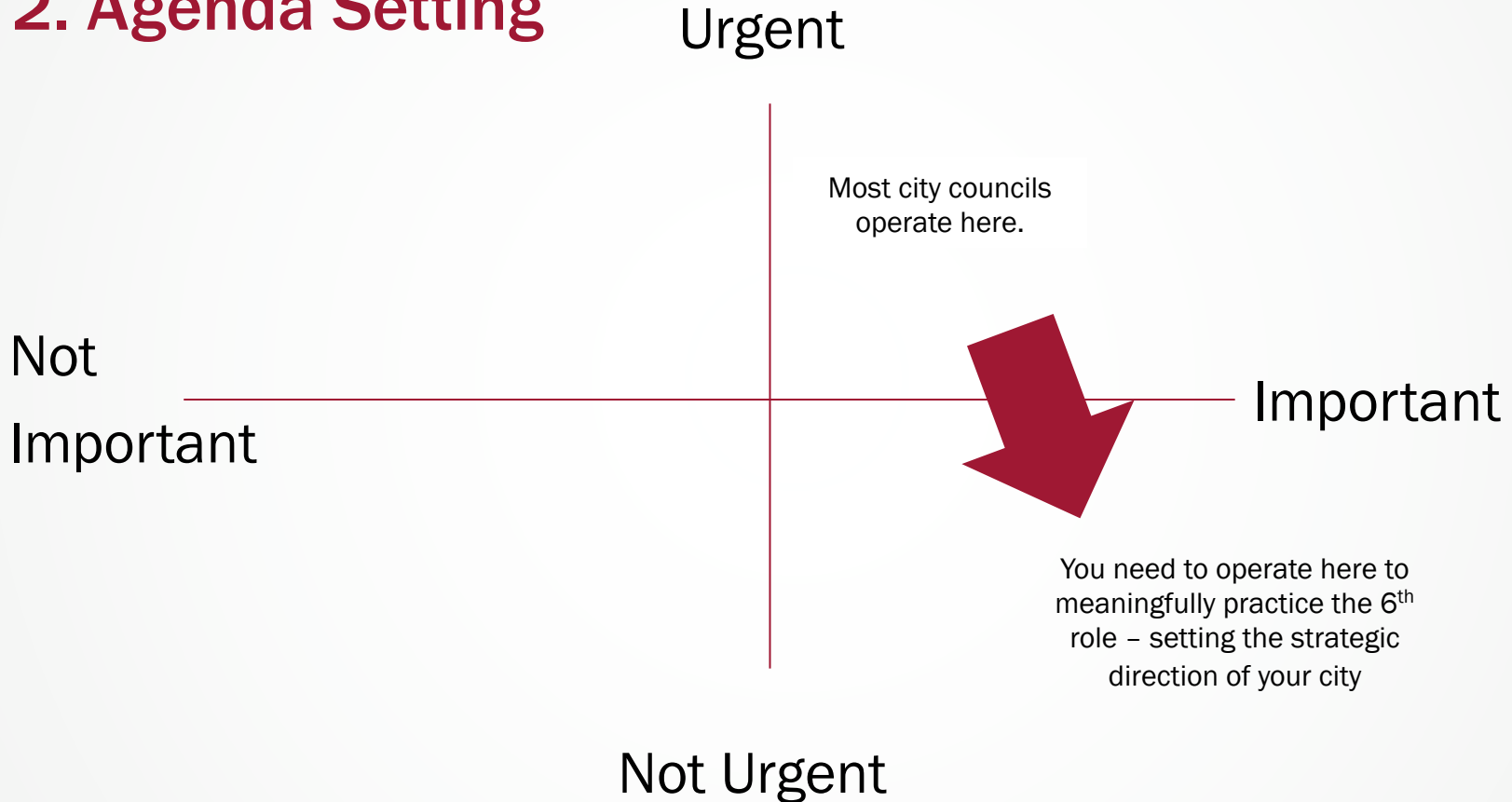
*Change requires a case for change
– a compelling reason to change.*

It's hard for people to appreciate the concept of “opportunity cost.”

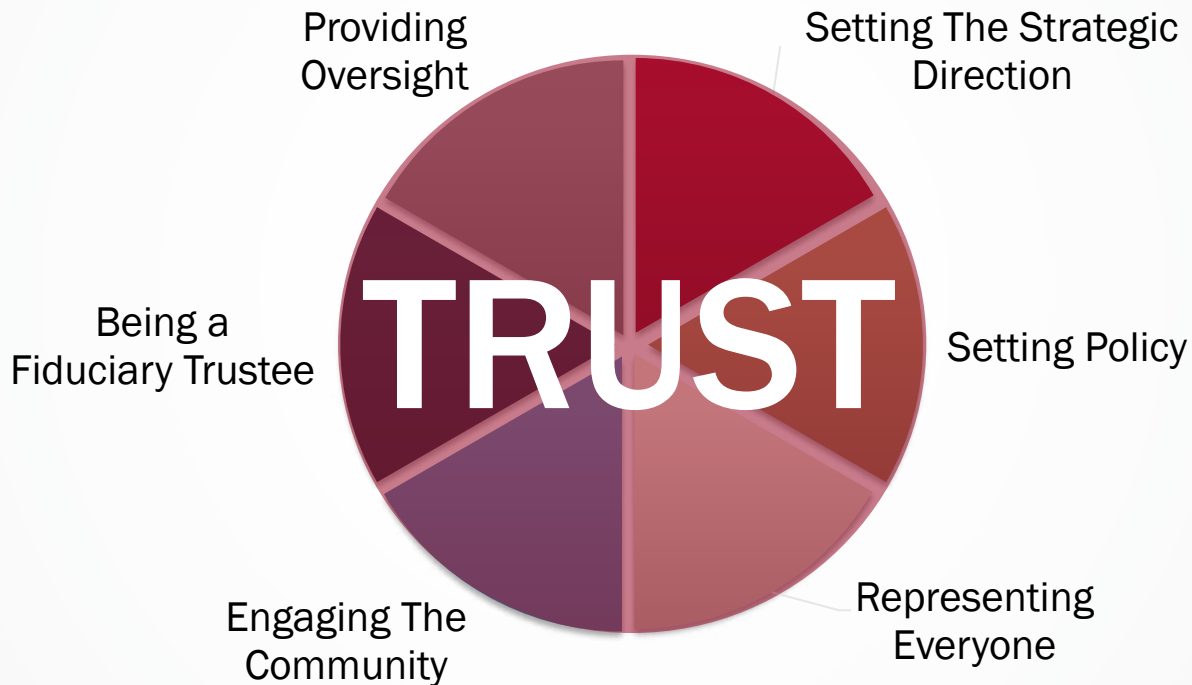
In a dynamic world, perpetuating the status quo creates the conditions for decline.

Individuals and organizations miss out on opportunities to meaningfully address systemic challenges and take advantage of opportunities that can change the trajectory of their city.

2. Agenda Setting



6 Roles of Effectives City Councils



**Without public trust,
government doesn't work.
Period!**



Ways to build trust in government

ROLES	ACTION
Policy	Make consistent and clear policies and follow them.
Representation	Give everyone a way to follow, participate, and provide suggestions. Make it easy.
Community Engagement	Hyper-engage people through surveys, workshops, meetings, and volunteer initiatives. Build a growing list of “followers.”
Fiduciary	Publish a code of ethics. Be open and easily accessible (Facebook Live).
Oversight (noun)	Create and promote performance dashboards.
Strategy	Have your strategic plan (goals and actions) on your home page.

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Creating a Strategic Perspective

- Setting strategic goals
- Identifying and assessing internal strengths and weaknesses
- Assessing external opportunities and threats
- Identifying values residents want for their community (2030)
- Setting a vision
- Establishing a framework
- Monitoring and reporting progress

Today:
6 hours
50K feet

Typical Process:
6 to 12 months
5K voices
SMART Goals
Action Plan

Retreat Agenda

- | | |
|---------------|---|
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Creating a Strategic Perspective

- | | |
|---------------|---|
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External - Opportunities

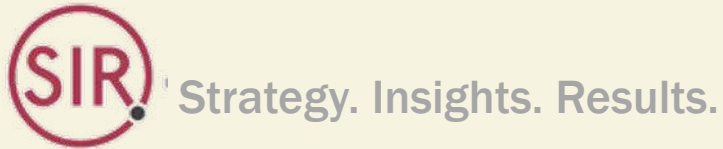
- There is an opportunity to tell **Lynchburg's story** and bring clarity around the story
- To become a city that can and is focused on access to **technology** to ultimately prepare the **future workforce**
- Increase **partnerships** with higher educational institutions
- Increase **tourism**
- Expand programs with the community college and focus on **workforce development**

External - Threats

- Lynchburg's lack of **identity**
- Liberty may be seen as the only **brand** for Lynchburg (outside of the region)
- Some feel there may be a **lack of unity** throughout the city
- **Raising taxes** pushing people out of the city
- **Poverty** – not everyone has access to opportunity
- Preparing the future workforce
- Lack of **trained workforce**

**Let's look at some additional
external opportunities and
threats... SIR's trends work**

We help organizations plan today how to win tomorrow.



Understanding TODAY
PRIMARY RESEARCH



Understanding
TOMORROW
TRENDS RESEARCH

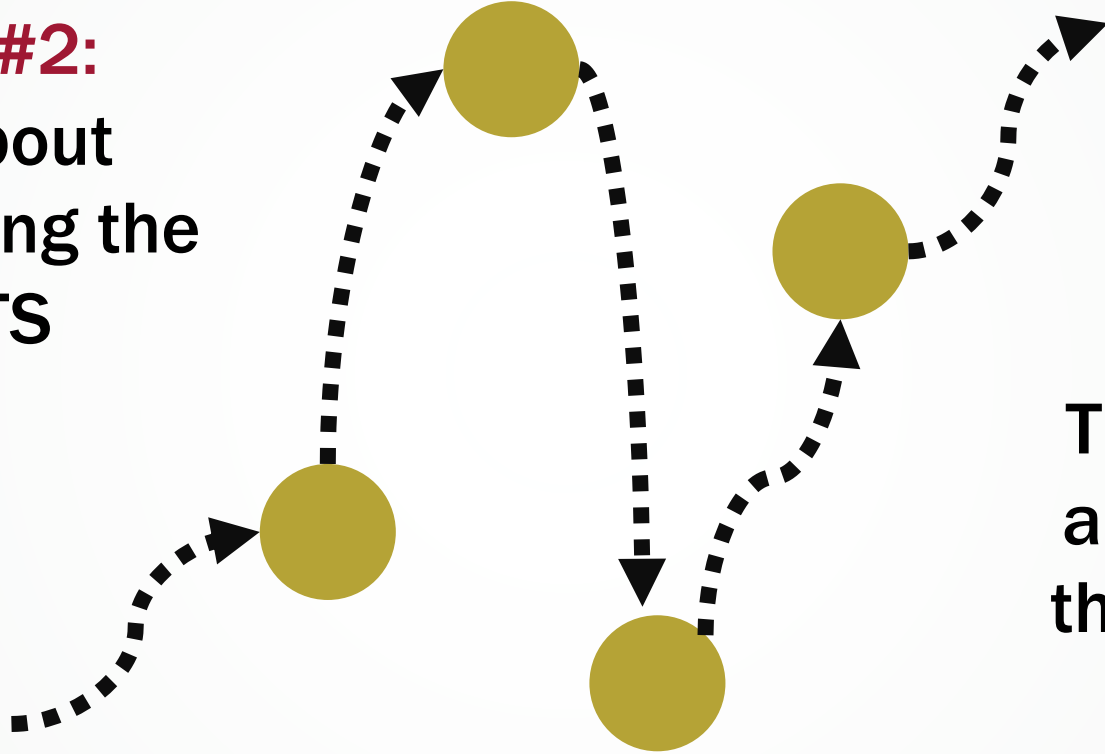


Rule #1:
It's not about
an exact
prediction.
It's about a
general
direction



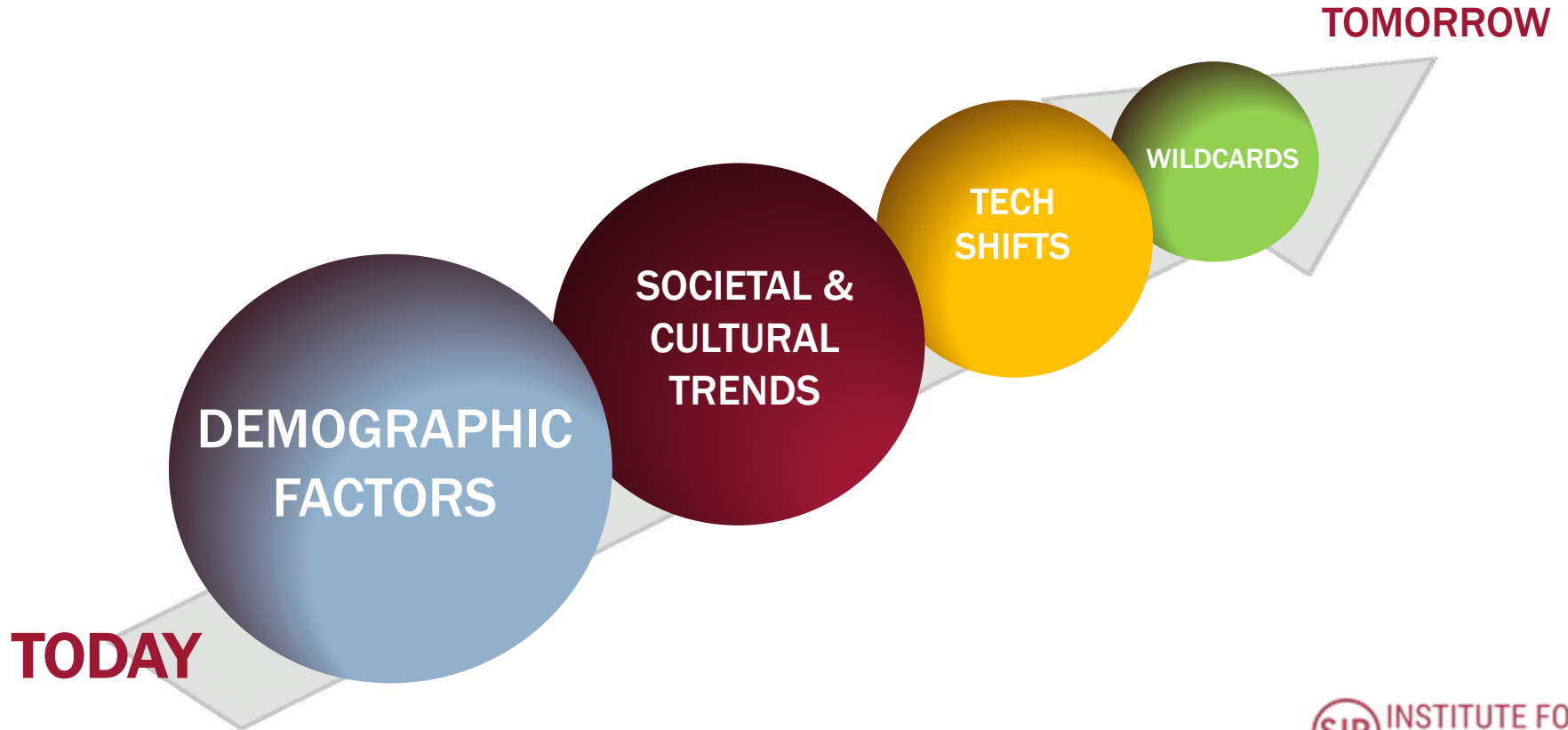
Rule #2:

It's about
connecting the
DOTS

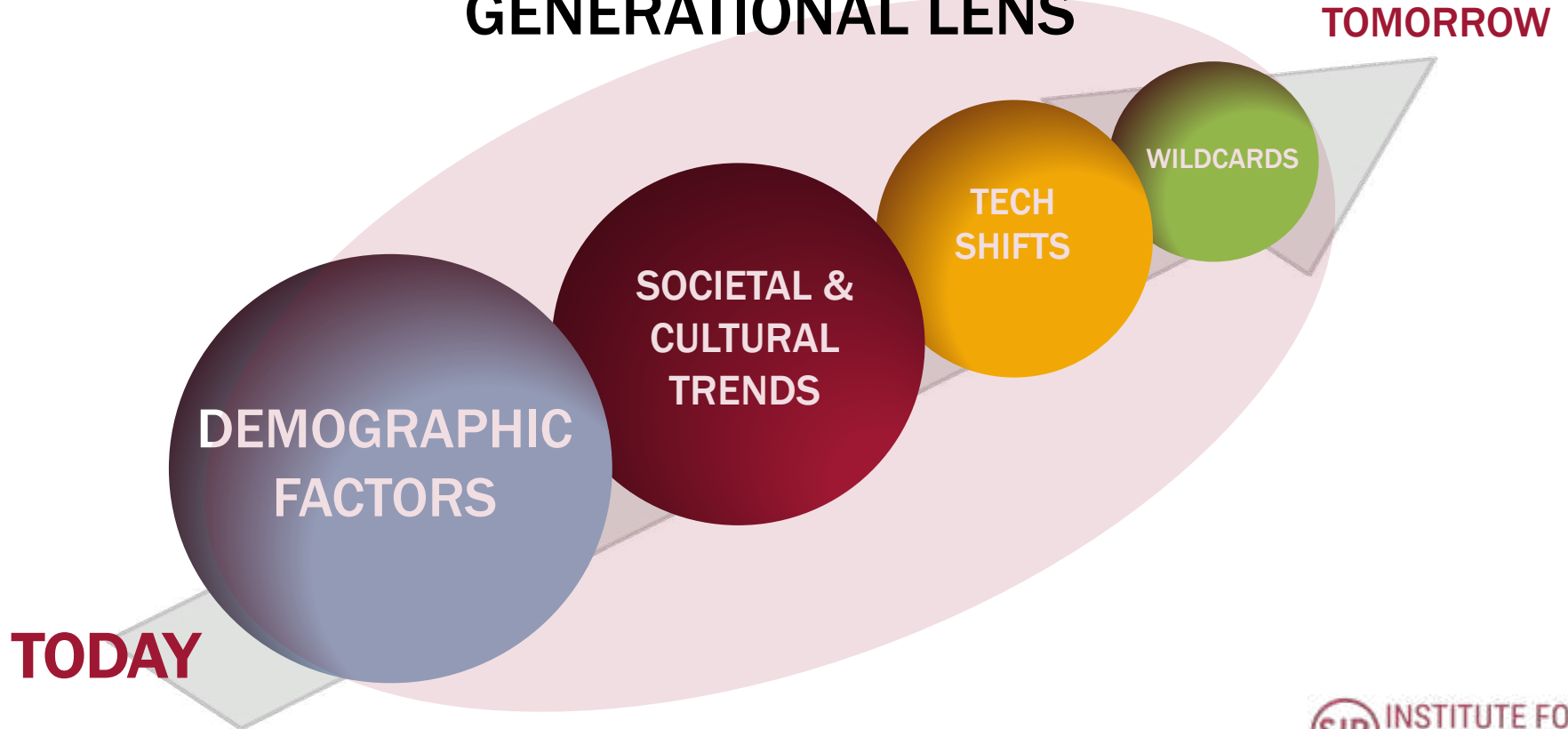


TOMORROW

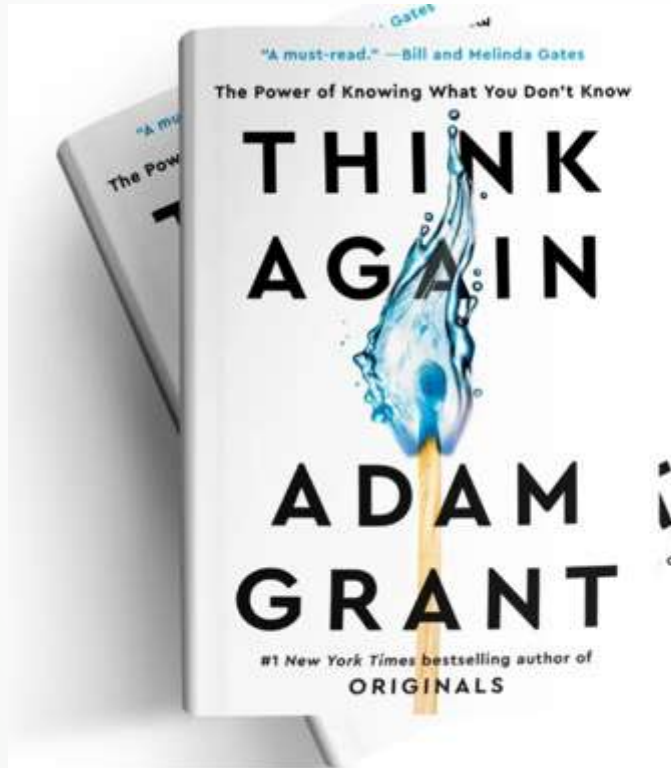
The DOTS
are forces
that shape
change



GENERATIONAL LENS



Rule #3: Challenge Your Assumptions



"It's time to look the other way and focus on flexibility. You are not what you know or what you think..."

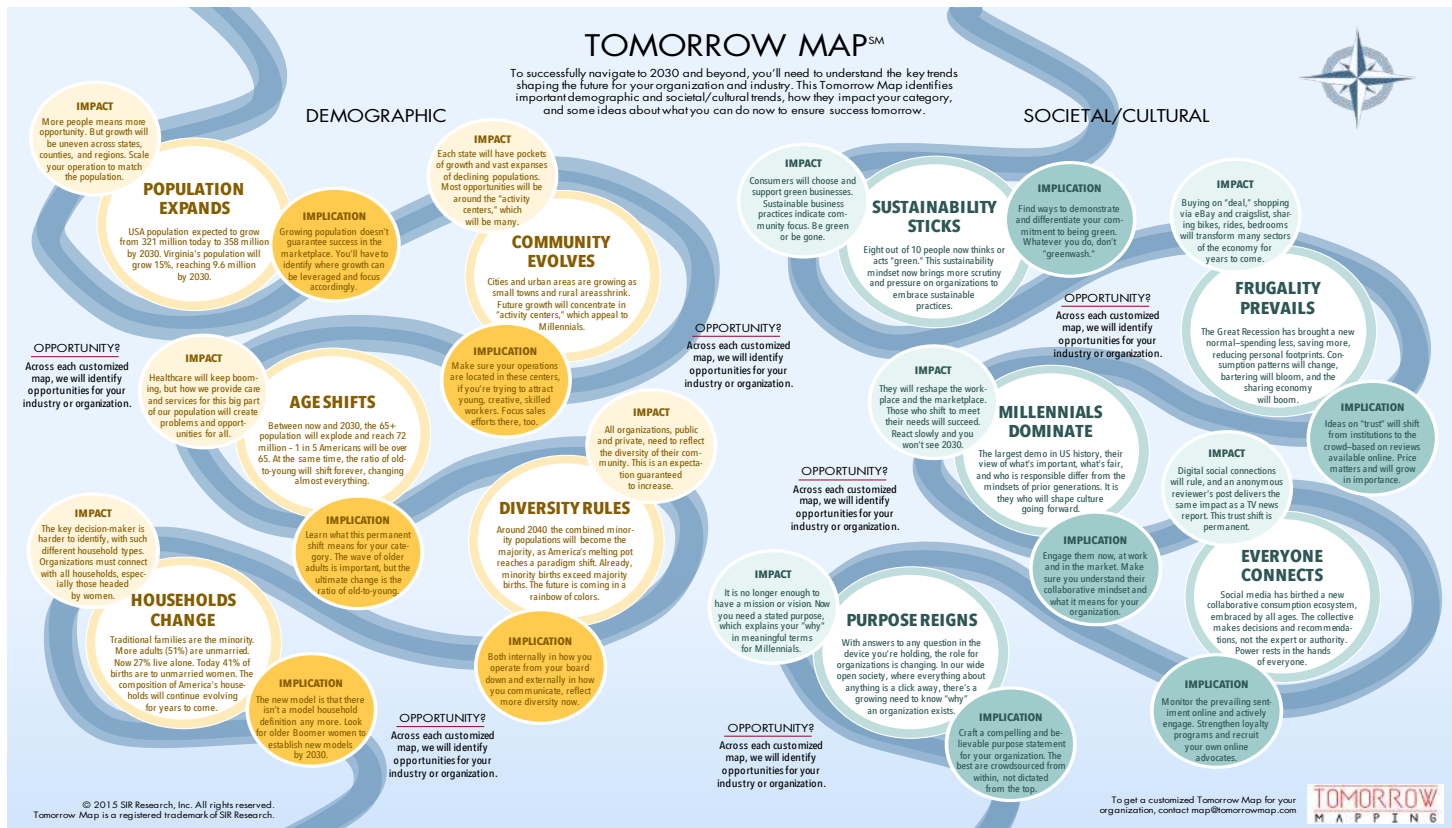
You are how you know and how you think."

Rule #4:

**Package and share your
work; it's a journey,
not a one-time exercise**



Let's Build a Quick Tomorrow Map for Lynchburg





10

KEY TRENDS

STRATEGIC QUESTION

**What questions should
Lynchburg be asking
related to this trend?**



1

GROWING POPULATION

U.S POPULATION

Today

332

Million

2030

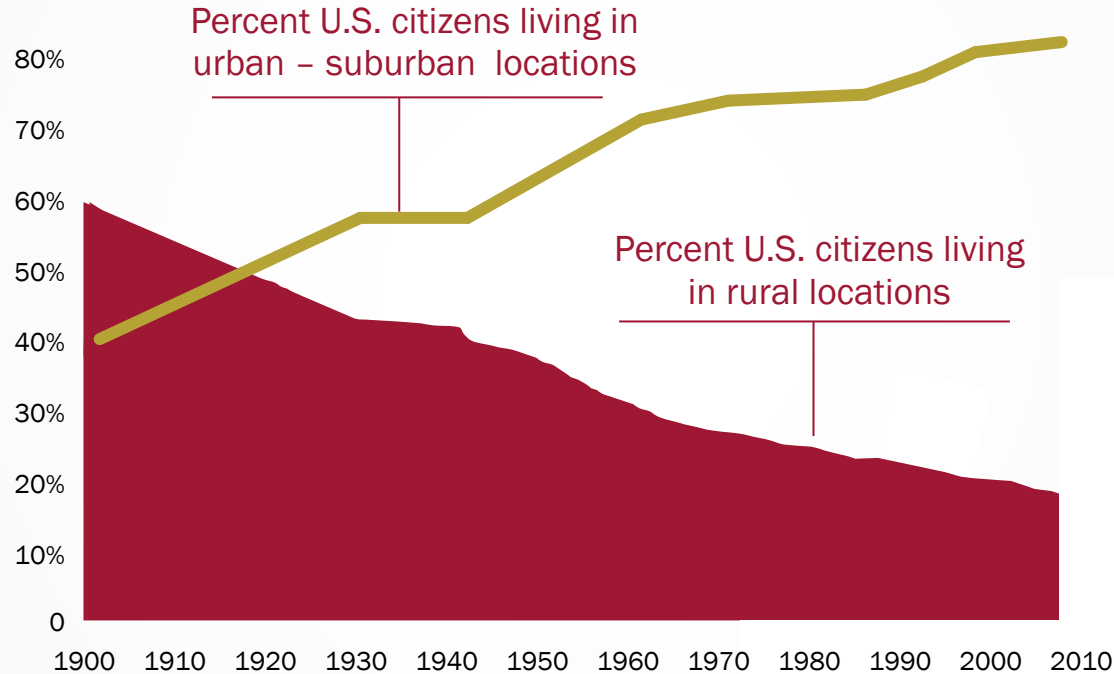
359

Million

Source: U. S. Census Reports

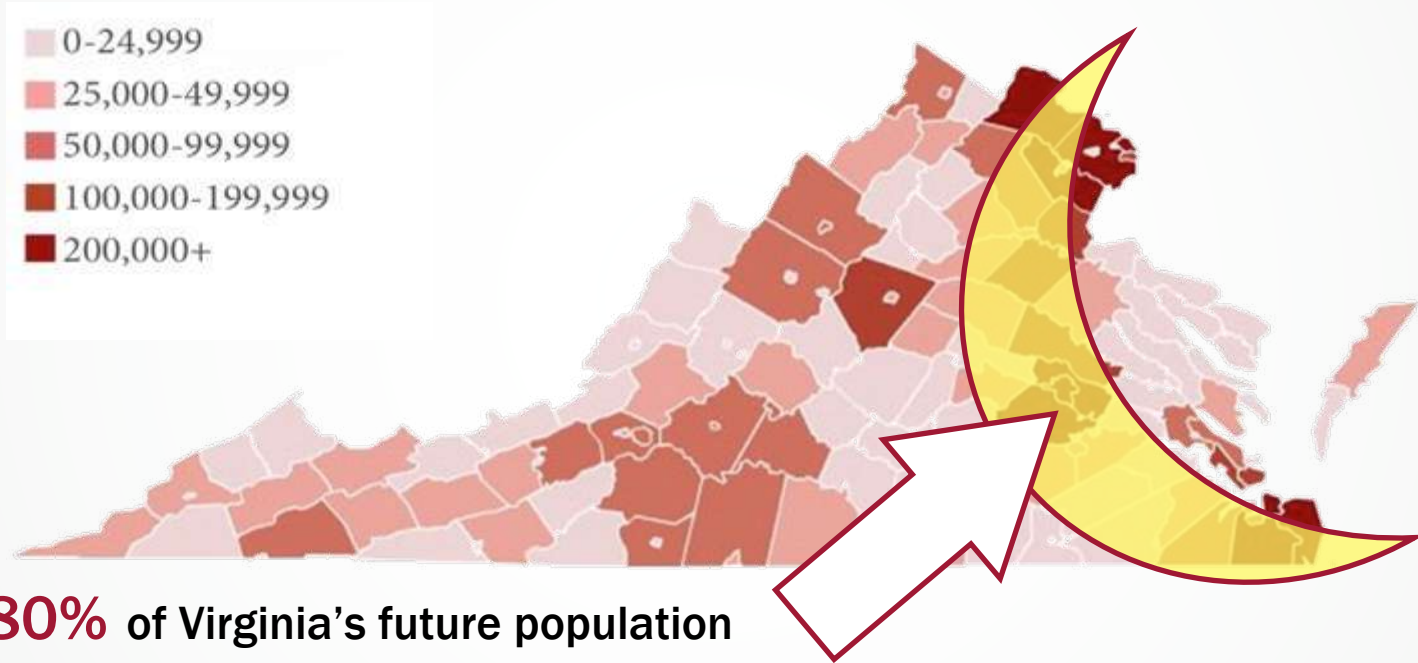
Transcendent Trend:

Over a 100 years of moving from rural to suburban / urban locations



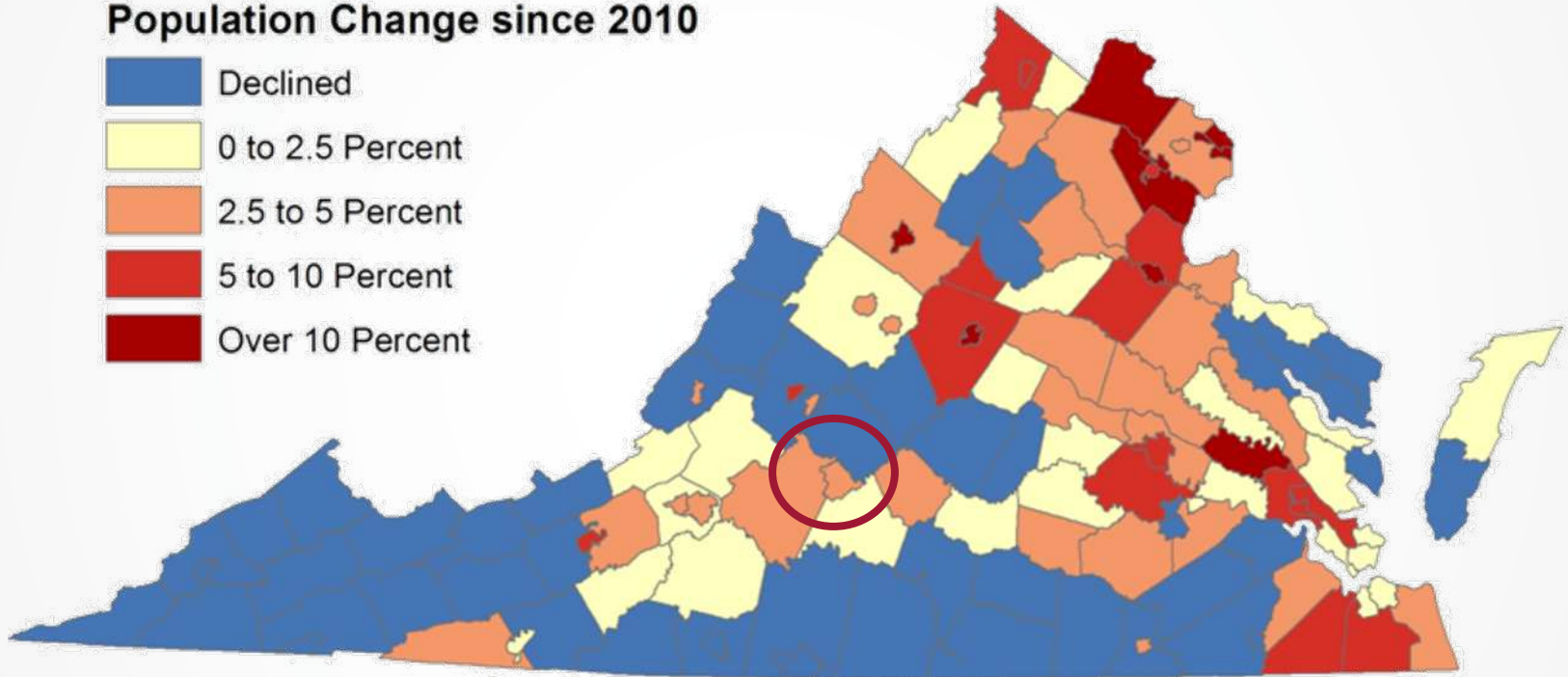
Source: U.S. Census

Virginia Population Growth



80% of Virginia's future population growth will occur in the "Golden Crescent"

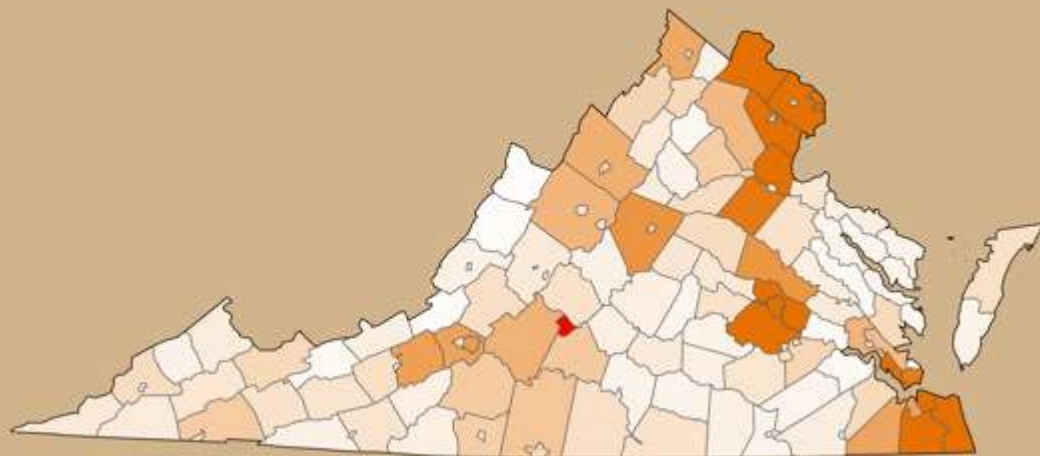
Population Change since 2010



Source: U.S. Census projections, Weldon Cooper Center for Public Service, Demographics & Workforce Group, www.coopercenter.org/demographics, University of Virginia.

Virginia Population

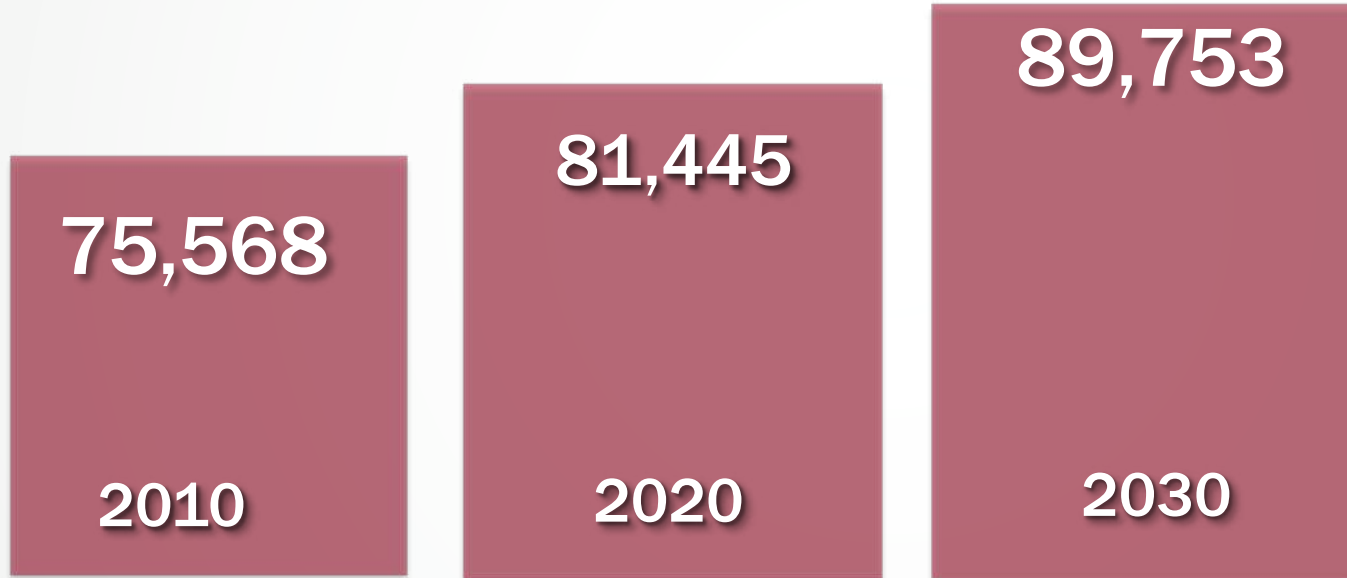
Cooper Center Projections: 2019 Release



	2020 Census	2030 Projection	2040 Projection
Hampton city			
Harrisonburg city	51,814	63,037	69,110
Hopewell city	23,033	22,781	22,433
Lexington city	7,320	7,622	7,698
Roanoke city	79,009	90,526	96,956
Manassas city	42,772	46,332	48,916
Manassas Park city	17,219	20,284	23,153
Martinsville city	13,485	11,573	10,038
Newport News city	188,247	179,762	175,762
Norfolk city	238,005	249,689	249,753
Norton city	3,687	3,857	3,762
Petersburg city	33,458	30,166	28,328
Poquoson city	12,460	12,635	12,726
Portsmouth city	97,915	90,715	85,397
Radford city	16,070	19,403	20,097
Richmond city	226,610	245,483	255,094
Roanoke city	100,011	102,388	102,590
Salem city	25,346	26,141	26,002

City of Lynchburg in the next 10 years

10% growth... 8K people

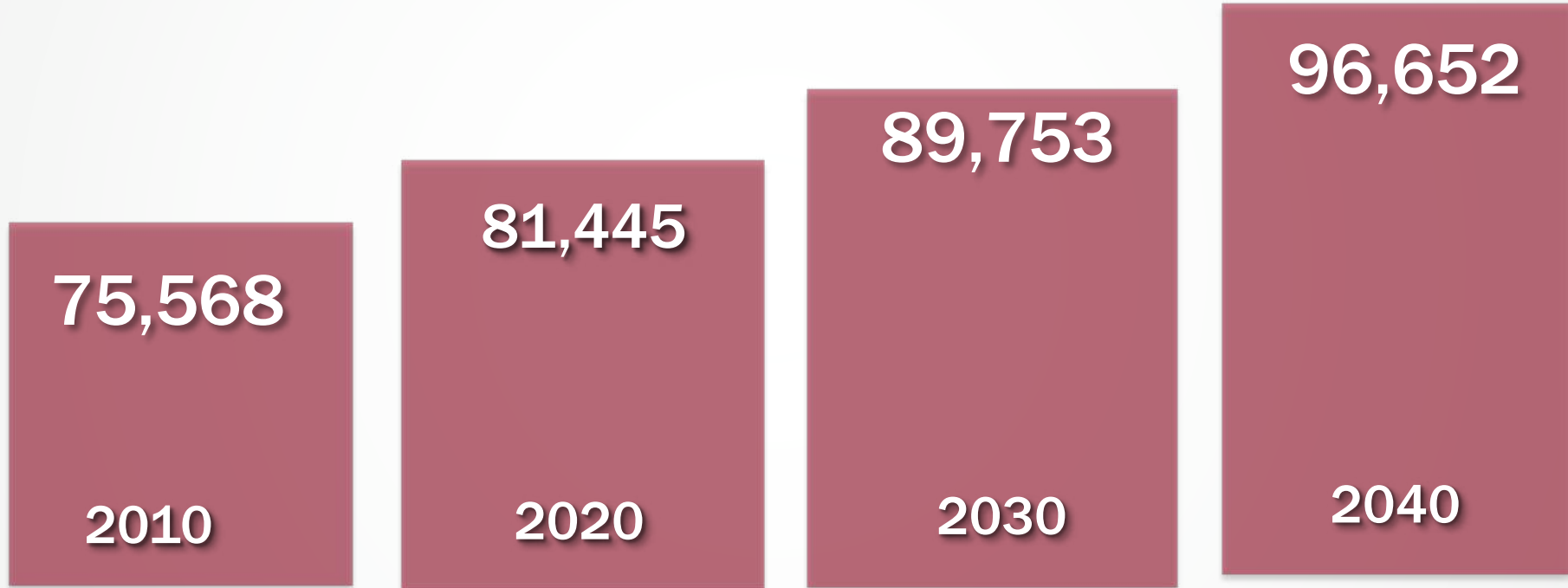


Source: US Census and Cooper Center 2019



City of Lynchburg in the next **20 years**

~19% growth... 15K people



Source: US Census and Cooper Center 2019



STRATEGIC QUESTION

**Is Lynchburg
thinking about its
long-term growth?**



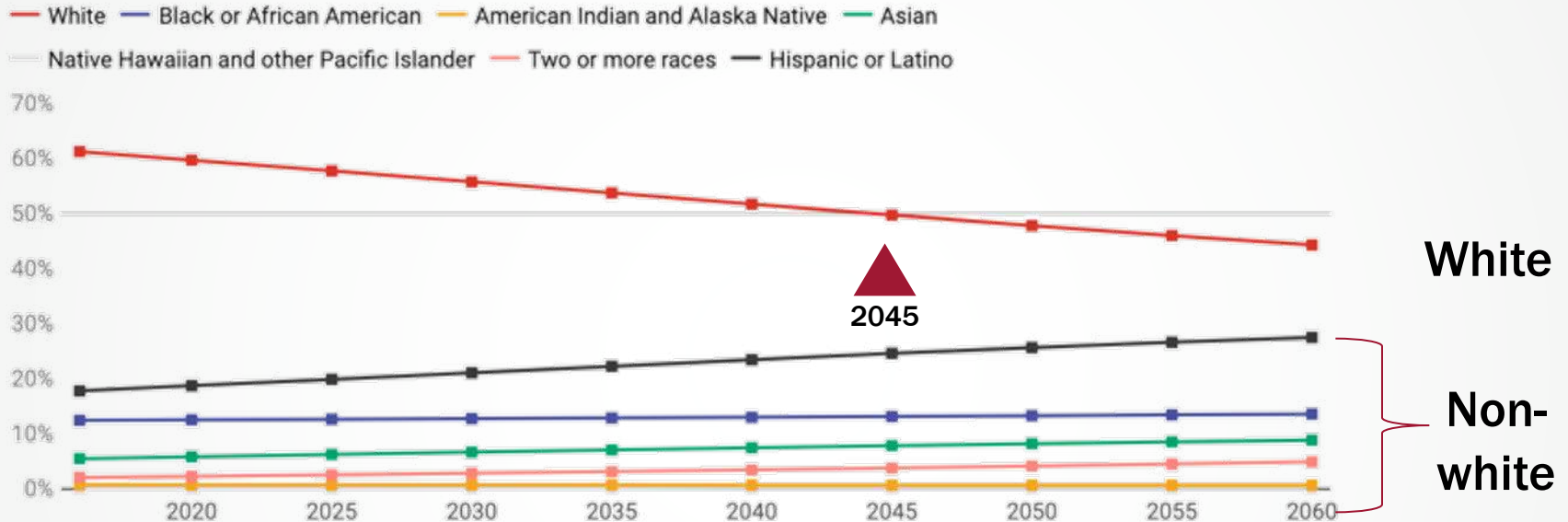
2

GROWING DIVERSITY AND NEED FOR INCLUSION



America is changing

By 2045 the Minority will become the Majority



All groups not Hispanic or Latino unless specified otherwise.

Chart: The Conversation, CC-BY-ND • Source: [U.S. Census Bureau](#) • [Get the data](#)

City of Lynchburg's Growing Diversity

Population Projections by Race/Ethnicity

	2020	2030	2040
Total			
Total Population	81,445	89,753	96,652
Race			
White	46,643	46,186	41,460
Black or African American	23,350	22,100	19,419
Asian	3,389	6,508	10,916
Other	2,611	2,895	2,763
Ethnicity			
Hispanic or Latino (of any race)	5,452	12,063	22,093

% of total pop.

57%

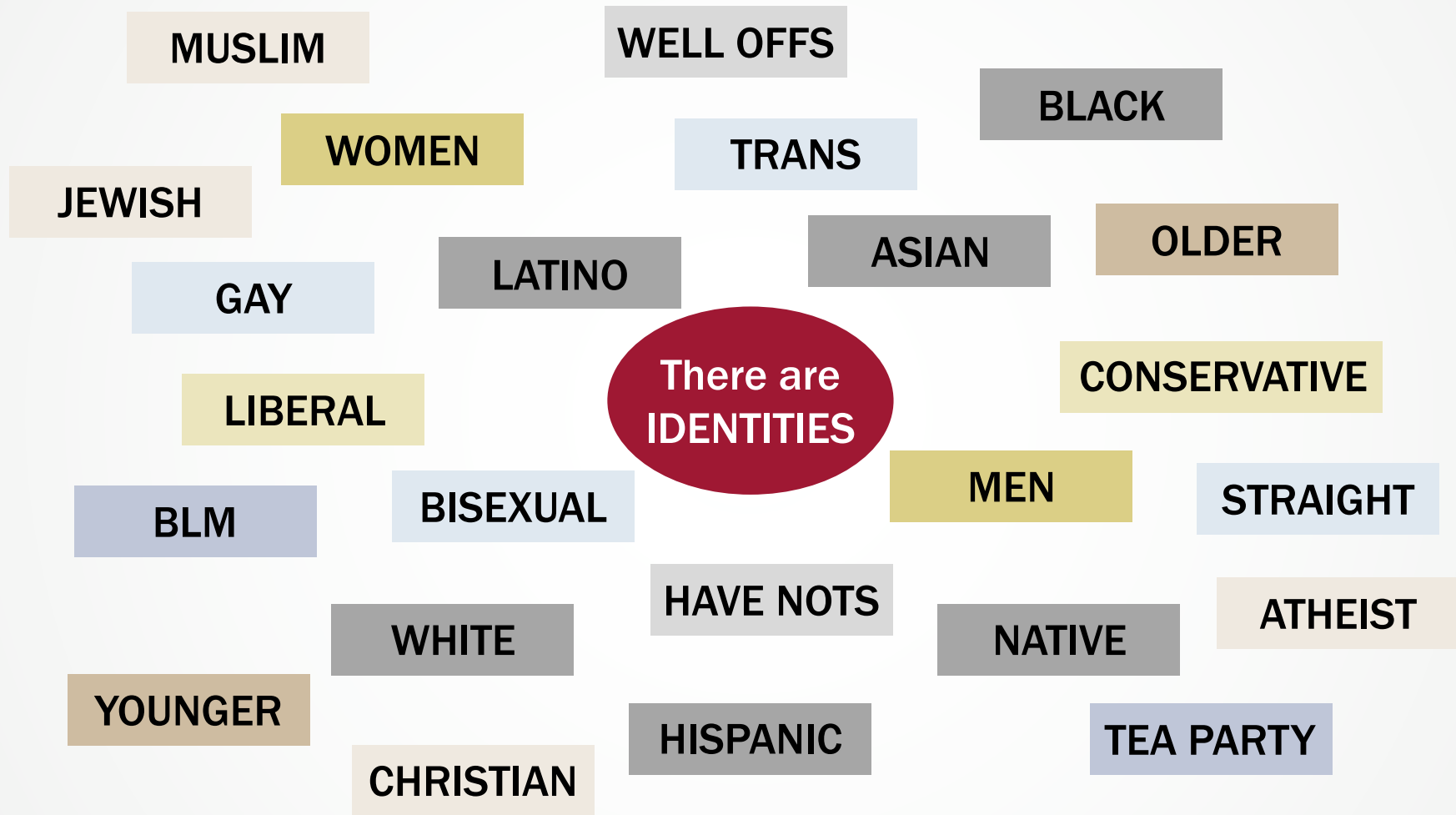
51%

43%

Source: Weldon Cooper Center for Public Service.

THE FUTURE OF
AMERICA ISN'T
ABOUT BEING
BLACK, BROWN OR
WHITE... IT'S ABOUT
BEING A **PLURALIST**
SOCIETY





THERE ARE TOO MANY CATEGORIES TO BLEND

BINARY Choices are now MULTIPLE Choice

- Men/Women now is gender fluidity
- Old/Young now is 4 or more generations
- People now self-identify their race(s)
- Sexual orientation is fluid for some

Mutual respect, and equity has been rocky for nearly every religious, racial, and ethnic group that has become part of the American fabric along the way. The same is true for groups identified by specific experiences and characteristics, such as gender, sexual orientation, and In many respects, though, the disconnect in identity and experience between White Americans and those of non-majority backgrounds is deeply intertwined in our most difficult challenges, such as poverty, disenfranchisement, isolation, inequity, and violence, and it isn't fully possible to address these issues without also addressing this reality.

WE ARE LESS MELTING POT AND MORE BENTO BOX



Residents of socially connected communities are more likely to thrive.

Research suggests that individuals who feel a sense of security, belonging, and trust in their community have better health. People who don't feel connected are less inclined to act in healthy ways or work with others to promote well-being for all.

The screenshot shows a website with a dark blue header containing the title 'BUILDING A CULTURE OF HEALTH' and navigation links: 'ABOUT A CULTURE OF HEALTH', 'TAKING ACTION', 'WHAT WE'RE LEARNING', and 'RESOURCES'. A search icon is on the right. The main content area has a red background on the left with the text 'CULTURE OF HEALTH / TAKING ACTION / MAKING HEALTH A SHARED VALUE / SENSE OF COMMUNITY' and a large heading 'Sense of Community'. To the right is a photo of a group of people in a circle. Below the photo, the text reads: 'Residents of socially connected communities are more likely to thrive.' followed by a paragraph: 'Research suggests that individuals who feel a sense of security, belonging, and trust in their community have better health. People who don't feel connected are less inclined to act in healthy ways or work with others to promote well-being for all.' A vertical sidebar on the right edge of the page contains the text 'TAKING ACTION ABOUT, DESIGNING, AND MEASURING'.

Connections at Places of Worship



WEEKLY CHURCH ATTENDANCE: 1993-2020



n = 103,603 U.S. adults | 1993-2020

© 2020 | barna.com



Connections at Work





Work is no longer
TIED TO PLACE

(Distributed Workforce)



91%

**of young people (20-38)
expect to stay in a job for
less than three years.**

Source: Future Workplace



15-20

**JOBS ACROSS THEIR
WORKING LIFE**

Source: Future Workplace



Telework Works



47%

**of company executives will allow employees to
work from home after the pandemic.**

Source: Gartner Survey



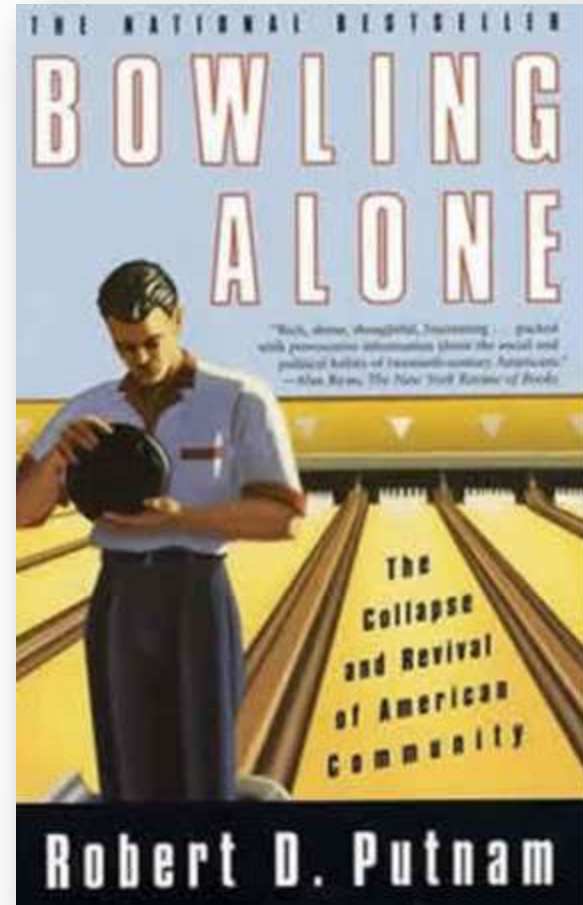
Joining and participating in one group cuts in half your odds of dying next year.

Every ten minutes of commuting reduces all forms of social capital by 10%

Watching commercial entertainment TV is the only leisure activity where doing more of it is associated with lower social capital.

Declining Social Capital Trends over the last 25 years:

- Attending Club Meetings: 58% drop
- Family dinners: 43% drop
- Having friends over: 35% drop



Successful
cities of the future
will be places where
EVERYONE of every
race, economic class,
gender, and mindset
BELONGS and
THRIVES



Be a “**BIG TENT**” Organization



STRATEGIC QUESTION

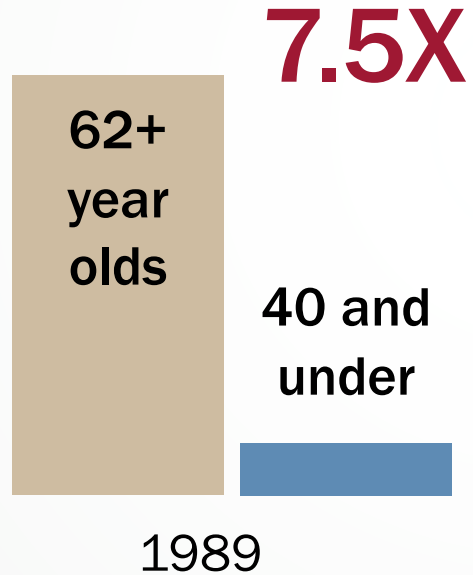
**Can Lynchburg be THE
big tent city where people feel
they belong and connect?**



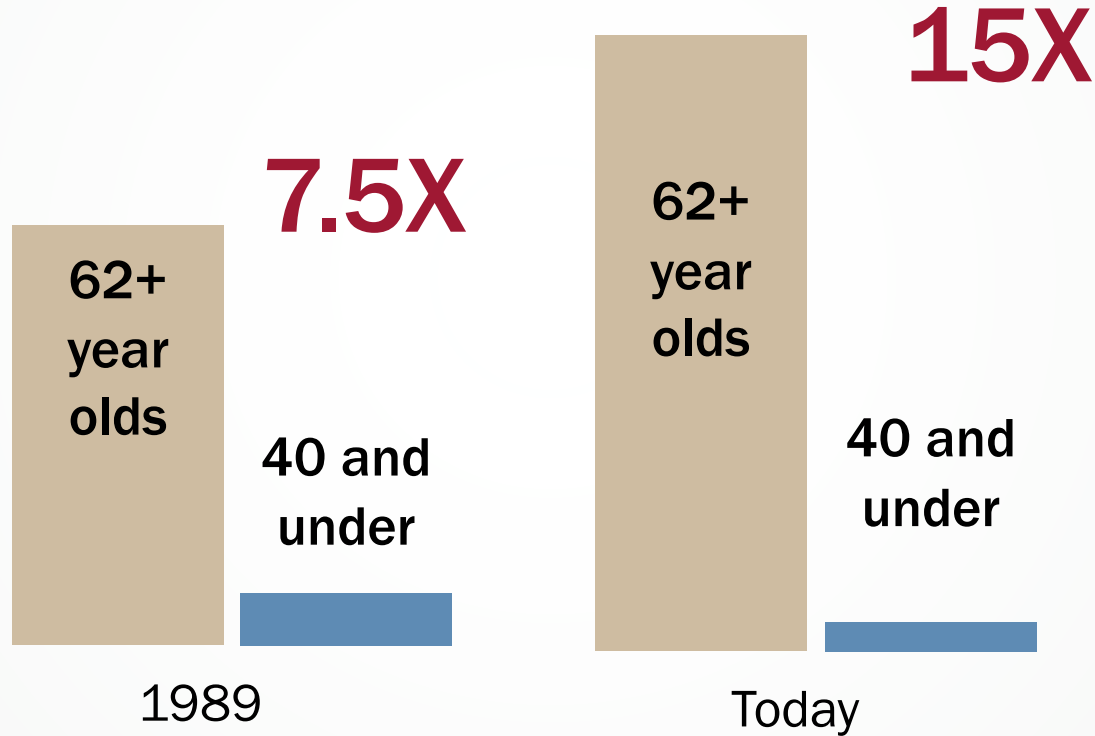
3

INCREASING POVERTY

The “Wealth Gap”

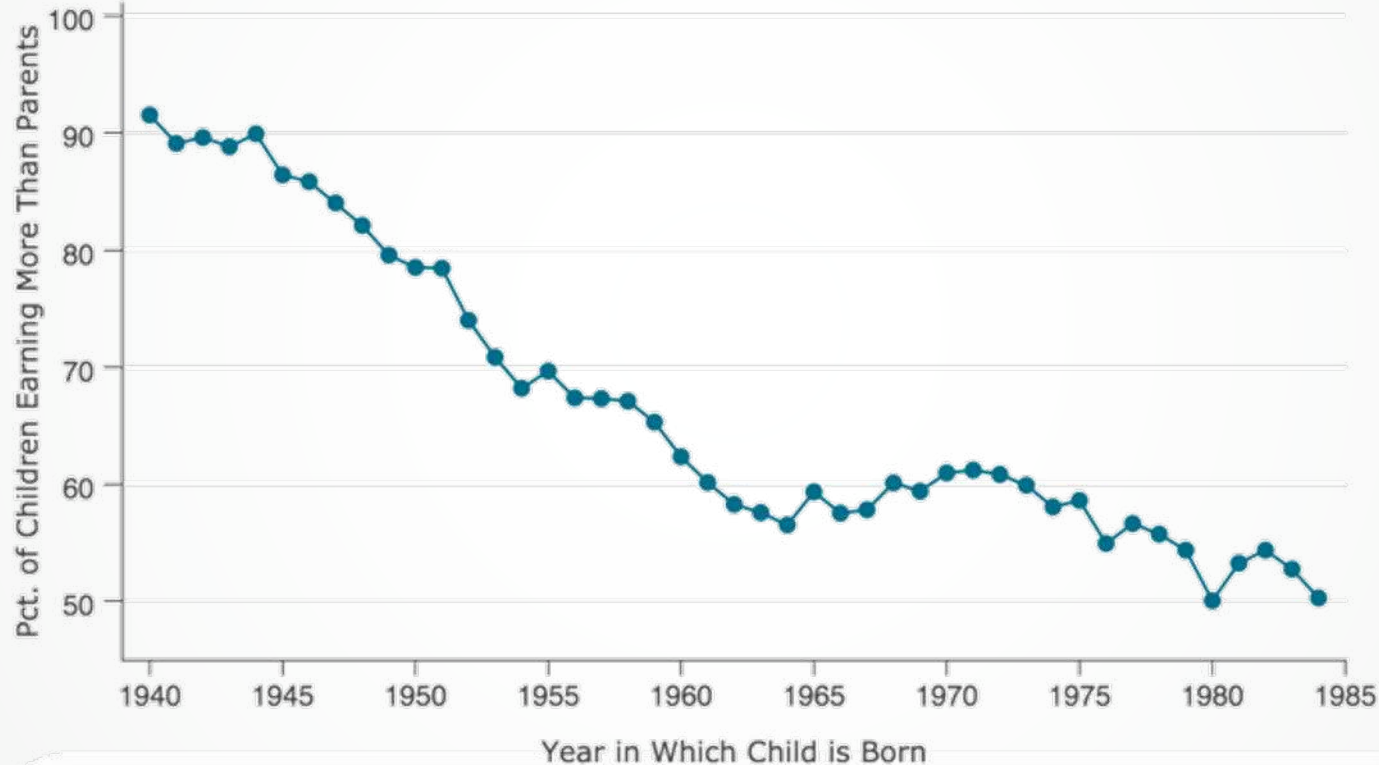


The “Wealth Gap”



Fading American Dream

Percent of children earning more than their parents, by year of birth



Source: Stanford University



Pre-COVID-19:

Life Has Gotten Harder for Millions of Americans

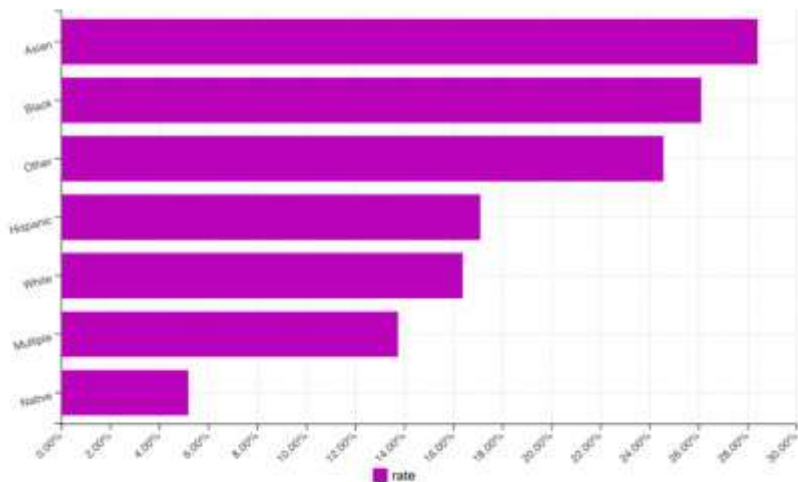
40%

Live paycheck to paycheck
struggling to meet basic
needs – buying food,
covering rent.

40%

Can't cover a
\$400 emergency expense.

Lynchburg Poverty by Race


[CSV](#) [JSON](#)

Name	Total	In Poverty	Poverty Rate
White	42,871	7,018	16.37%
Black	21,627	5,643	26.09%
Hispanic	2,721	465	17.09%
Asian	1,535	436	28.40%
Other	794	195	24.56%
Multiple	1,377	189	13.73%
Native	193	10	5.18%

Name	Total	In Poverty	Poverty Rate
White	42,871	7,018	16.37%
Black	21,627	5,643	26.09%
Hispanic	2,721	465	17.09%
Asian	1,535	436	28.40%
Other	794	195	24.56%
Multiple	1,377	189	13.73%
Native	193	10	5.18%

19.51% Overall Poverty Rate

19.46% Male Poverty Rate

19.55% Female Poverty Rate

Poverty in Lynchburg

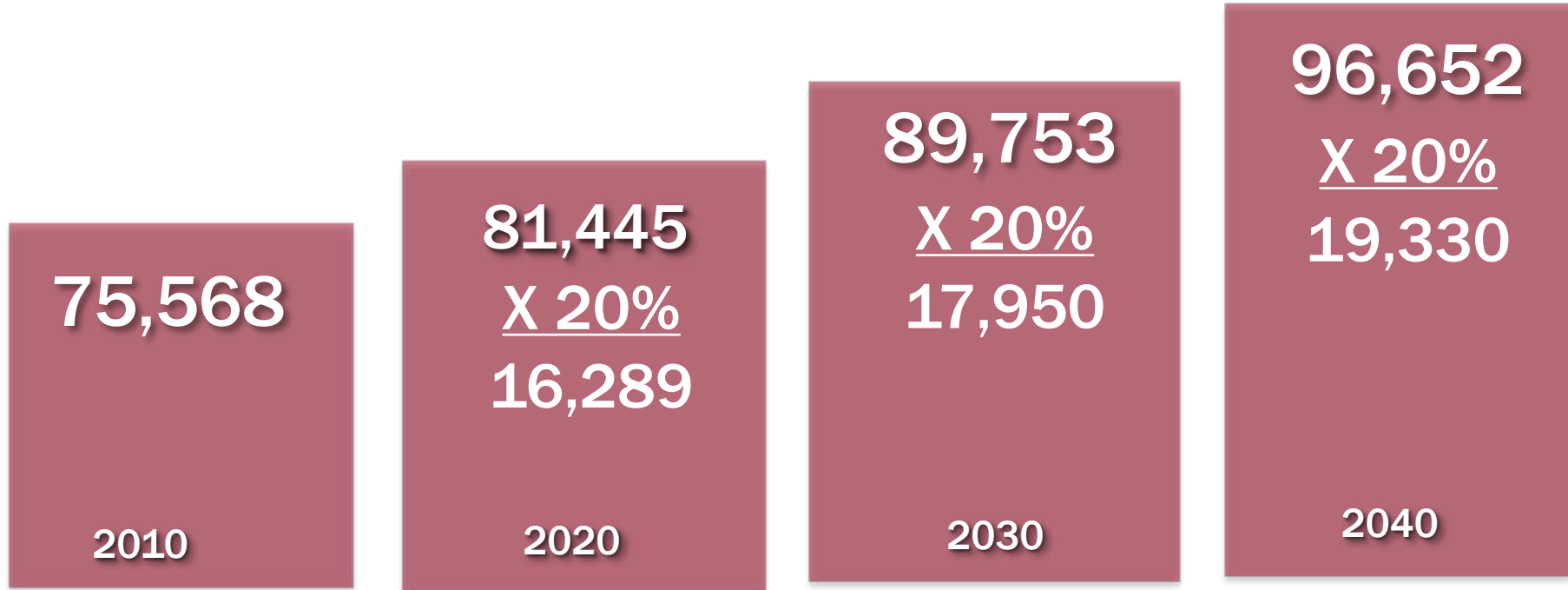
The race most likely to be in poverty in Lynchburg is Asian, with 28.40% below the poverty level.

The race least likely to be in poverty in Lynchburg is Native, with 5.18% below the poverty level.

The poverty rate among those that worked full-time for the past 12 months was 4.97%. Among those working part-time, it was 29.24%, and for those that did not work, the poverty rate was 27.16%.

City of Lynchburg in the next 20 years

3K more people in poverty*



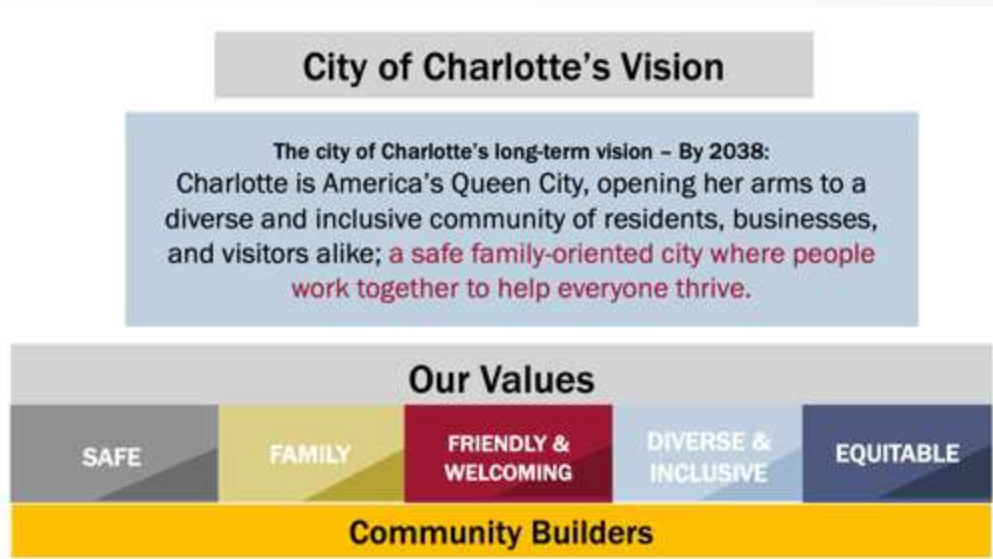
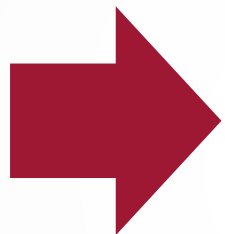
Source: US Census

*There are many nuances to poverty numbers. For example, students in college towns impact poverty numbers:
<https://news.virginia.edu/content/uva-study-college-students-skew-small-town-poverty-rates>

STRATEGIC QUESTION

**Is Lynchburg a place
where everyone thrives?**

The City of
Charlotte
put this
core focus
into the
city's vision
statement

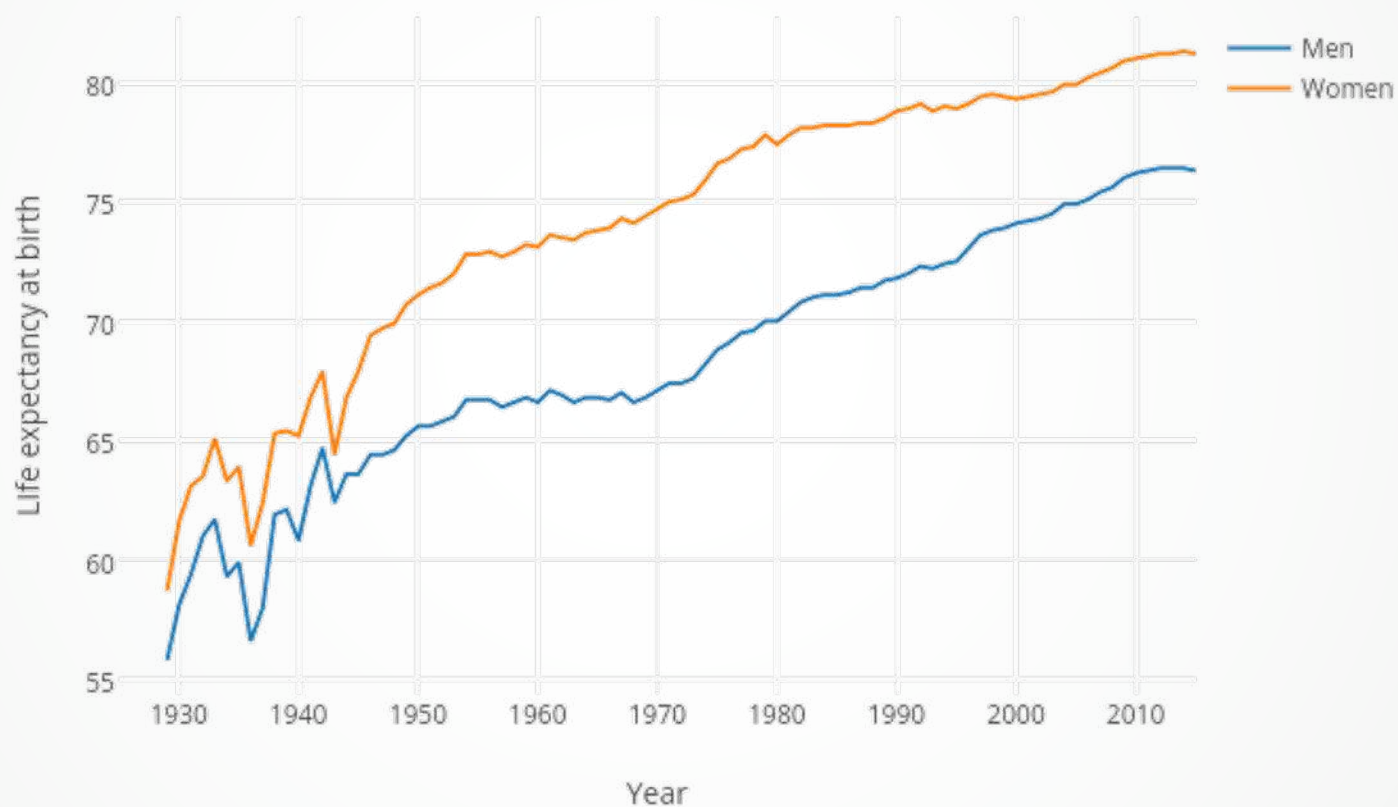




4

GROWING AGE WAVE

Trends in US life expectancy at birth, 1929-2015



Total Fertility Is Nearing Its Historic Low

Institute for
Family Studies

■ Record Low ■ TFR

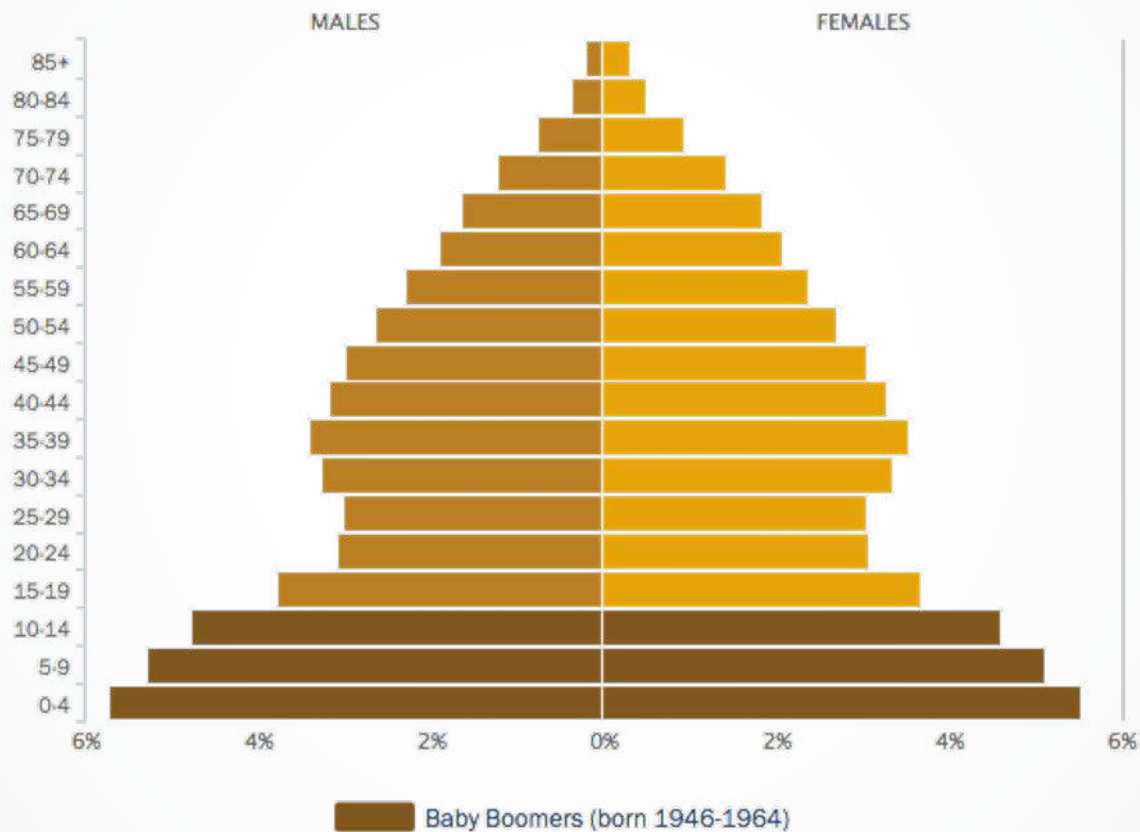


1935-2016 Official Final Data. 2017 Preliminary CDC Data. 2018 Demographic Intelligence Forecast.

The Population Age Pyramid



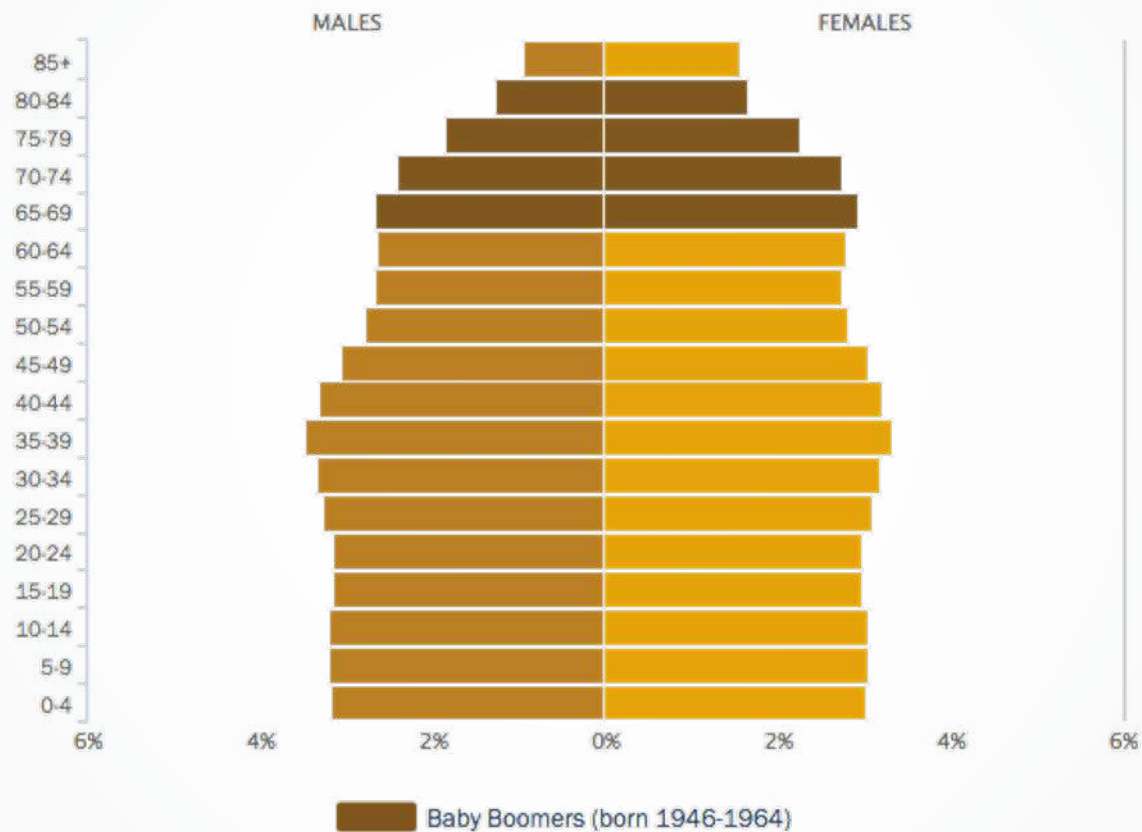
1960



Source: U.S. Census Bureau



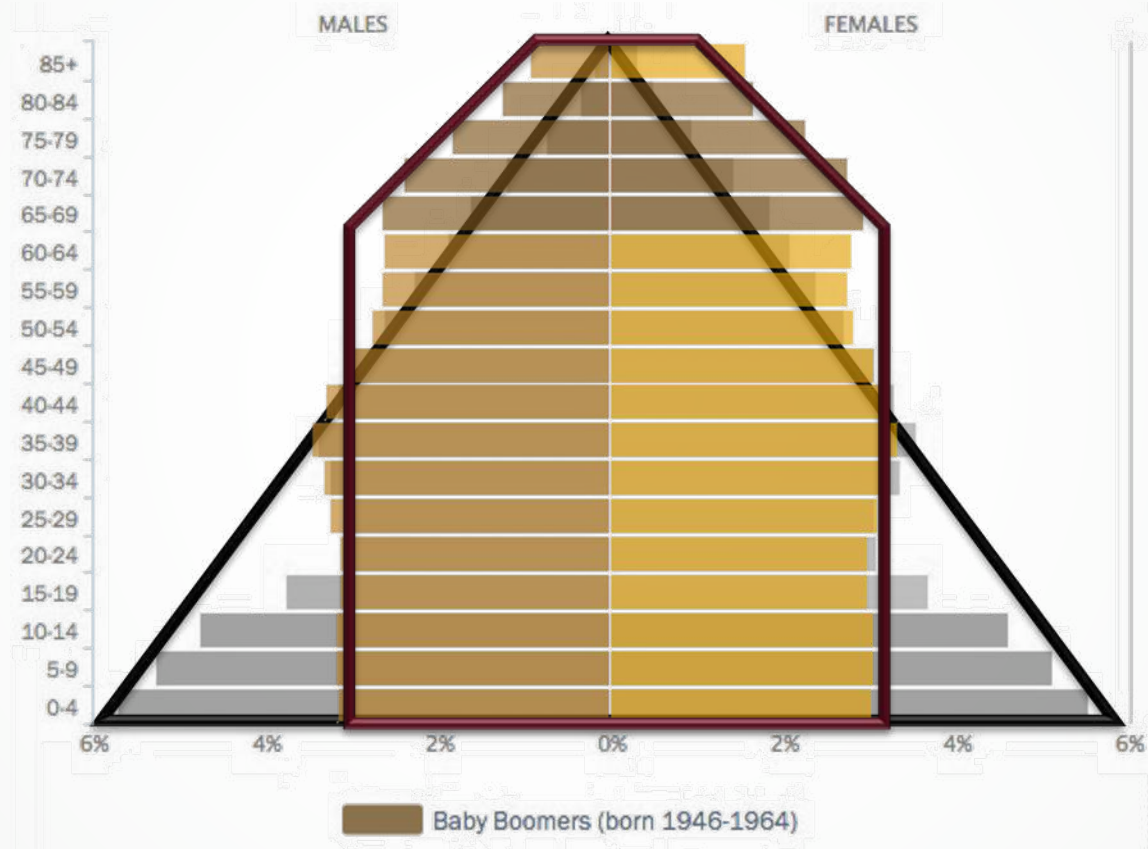
2030



Source: U.S. Census Bureau



1960 vs. 2030

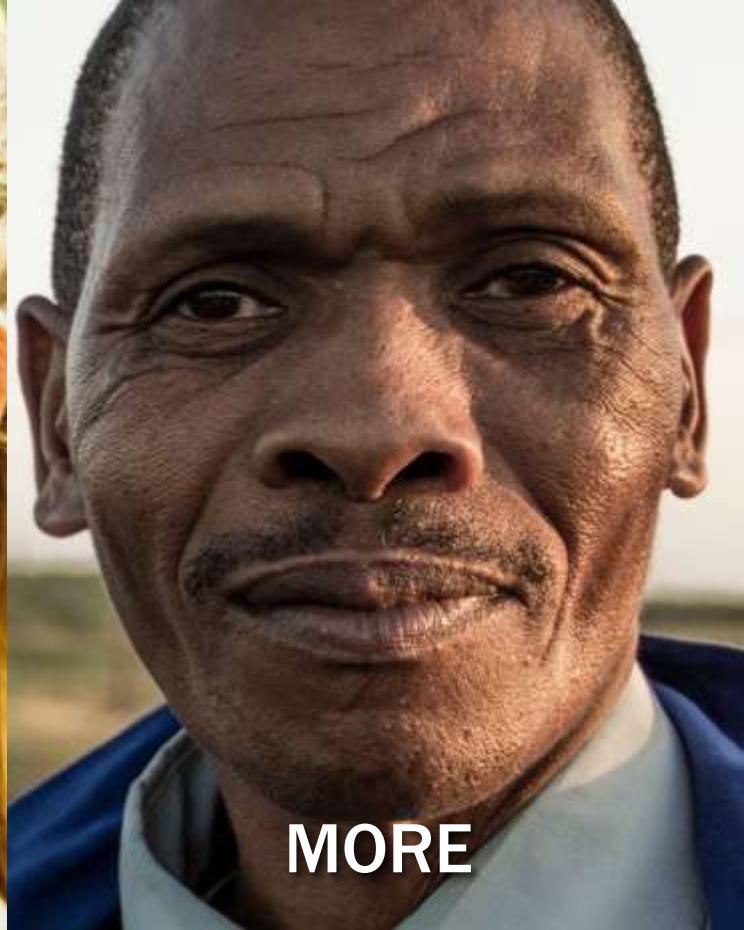


Source: U.S. Census Bureau





FEWER



MORE

An aerial photograph of the Empire State Building in New York City. The building is the central focus, standing tall above the surrounding cityscape. The sky is filled with dramatic, dark clouds, and the city lights are beginning to glow. The water of the harbor is visible in the background.

Empire State Building 102 Stories



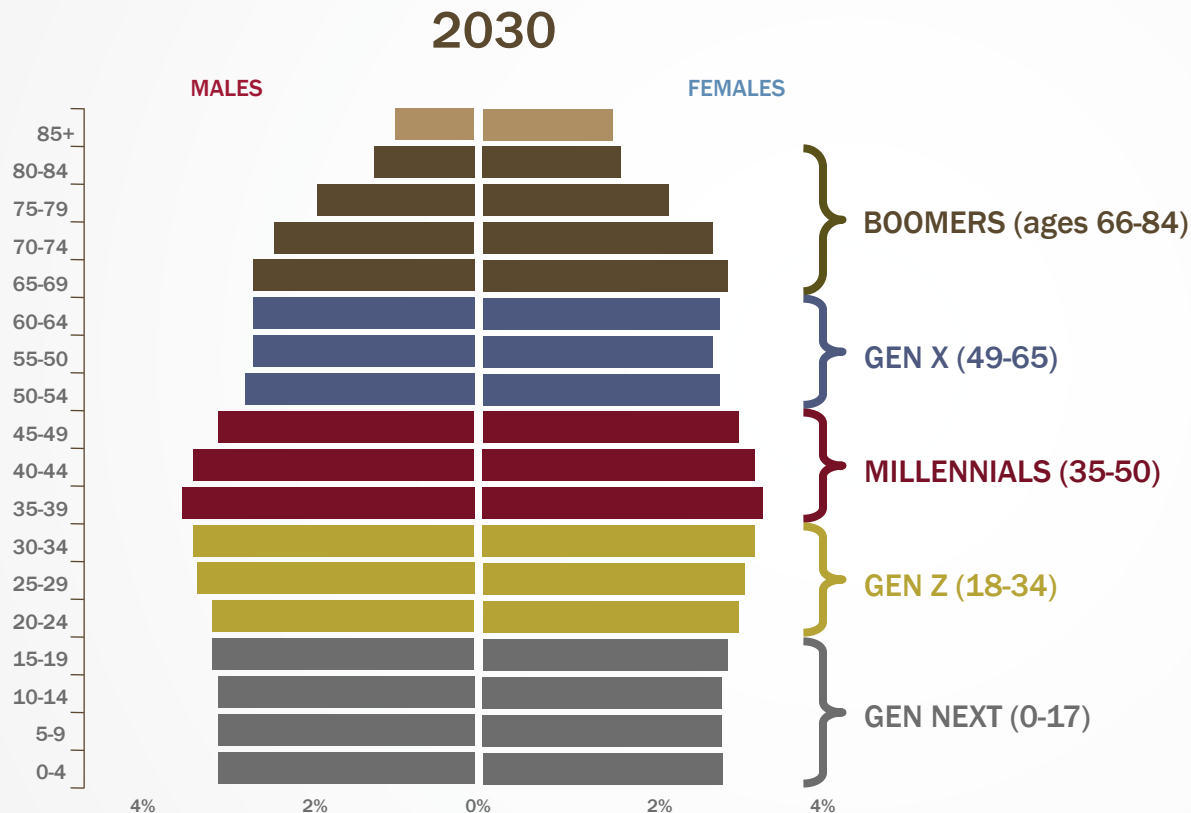
Old Age

Midlife

Young Adult

Youth

AGE COMPOSITION OF TOMORROW'S CITIES



Source: Census Bureau Projections



A satellite view of the Earth from space, showing the Western Hemisphere. The United States and parts of Canada and Mexico are visible. The state of Florida is highlighted in a darker shade of blue, making it stand out from the rest of the landmasses. The word "Florida" is written vertically across the state in a large, bold, red font.

Florida

20%

of population is
65+

THE **OLDER ADULT BOOM** DOESN'T END WITH BOOMERS:

NO END IN SIGHT OF MORE OLDER ADULTS:



You've heard the stat:
Thanks to Boomers,
every day 10,000 people
turn 65.

Few seem to know it
doesn't end 12/31/29
when the last Boomer
reaches age 65.

THE NUMBER 65+ IS PROJECTED TO INCREASE EVERY YEAR THROUGH 2060

YEAR	POP 65+
2021	57,842,422
2025	65,226,333
2030	73,137,570
2035	77,997,363
2040	80,826,591
2045	82,834,627
2050	85,674,674
2055	89,615,168
2060	94,675,928

HOW WILL THE AGE WAVE AFFECT CITIES?



FOR MANY CITIES, GROWTH ISN'T MORE BABIES BEING BORN





... GROWTH ISN'T ABOUT MORE PEOPLE COMING

**IT'S ABOUT MORE
RESIDENTS
GROWING OLDER**



38% OF RVA's PROJECTED POPULATION CHANGE IS 65+

AGES	2020	2030	Change
0-19	313,350	355,456	+42,106
20-64	740,590	813,417	+72,827
65+	195,544	269,939	+74,395
TOTAL	1,249,484	1,438,812	+189,328

+13%

+10%

+38%

+15%

City of Virginia Beach:

72% OF PROJECTED POPULATION CHANGE IS 65+

AGES	2017	2030	Change
Under 18	100,136	104,950	+4,814
18-64	289,668	296,125	+6,457
65+	61,631	91,504	+29,873
TOTAL	451,435	492,579	+41,144

72%

A vertical image of the Empire State Building, centered on the page. The building is shown from a low angle, looking up. It is a brown, Art Deco style skyscraper. The text labels are overlaid on the building's facade.

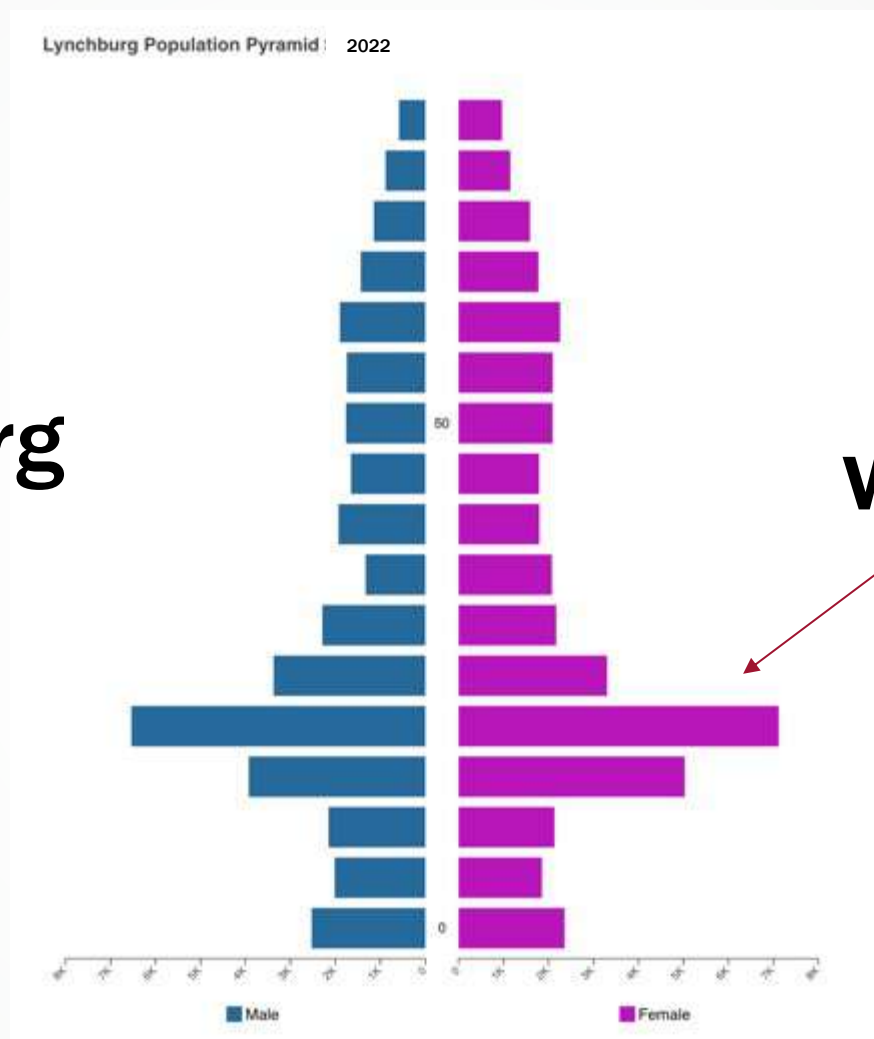
Old Age

Midlife

Young Adult

Youth

City of Lynchburg 2022



But
wait,
what is
this?

FACT

The median age in
Lynchburg is **29**,
the US median age is **37.4**.

**ONLY 11% OF LYNCHBURG'S PROJECTED
POPULATION CHANGE IS 65+
2020-2030**

AGES	2020	2030	Change
0-19	21K	24K	+3K
20-64	47K	52K	+5K
65+	13K	14K	+1K
TOTAL	81K	90K	+9K

Source: Virginia Employment Commission LMI - https://www.virginiaworks.com/_docs/Local-Area-Profiles/5104000680.pdf



**0% OF LYNCHBURG'S PROJECTED
POPULATION CHANGE IS 65+
2030-2040**

AGES	2020	2030	2040	Change
0-19	21K	24K	26K	+5K
20-64	47K	52K	57K	+10K
65+	13K	14K	13K	-
TOTAL	81K	90K	97K	+15K

Source: Virginia Employment Commission LMI - https://www.virginiaworks.com/_docs/Local-Area-Profiles/5104000680.pdf



**Lynchburg
almost makes
the top 10 U.S.
market for the
youngest towns
in America.**



City	Median Age
Provo, Utah	23.3
Gainesville, Fla.	24.9
Athens, Ga.	25.9
Tallahassee, Fla.	26.1
Columbia, Mo.	26.8
Killeen, Texas	27.1
Denton, Texas	27.1
Ann Arbor, Mich.	27.8
Laredo, Texas	27.9
Tempe, Ariz.	28.1

MARRIAGE & FAMILY	Lynchburg	USA
Married Population	36.4%	50.2%
Currently Married	34.1%	48.2%
Married but Separated	2.3%	2.0%
Single Population	63.6%	49.8%
Never Married	47.8%	33.1%
Divorced	9.7%	10.9%
Widowed	6.1%	5.8%
Household Size	2.43	2.63
Households	28,150	118,825,921
Family Households	16,422	78,298,703
Married couple, w/children	24.4%	31.1%
Married couple, no children	38.8%	42.3%
Non Family Households	11,728	40,527,218
Single householder, w/children	23.2%	16.3%
Single householder, no children	13.5%	10.3%

STRATEGIC QUESTION

Can Lynchburg further embrace the “town and gown” partnership to advance a vibrant, youthful market position?

5

INCREASING REMOTE WORK

Telework Works



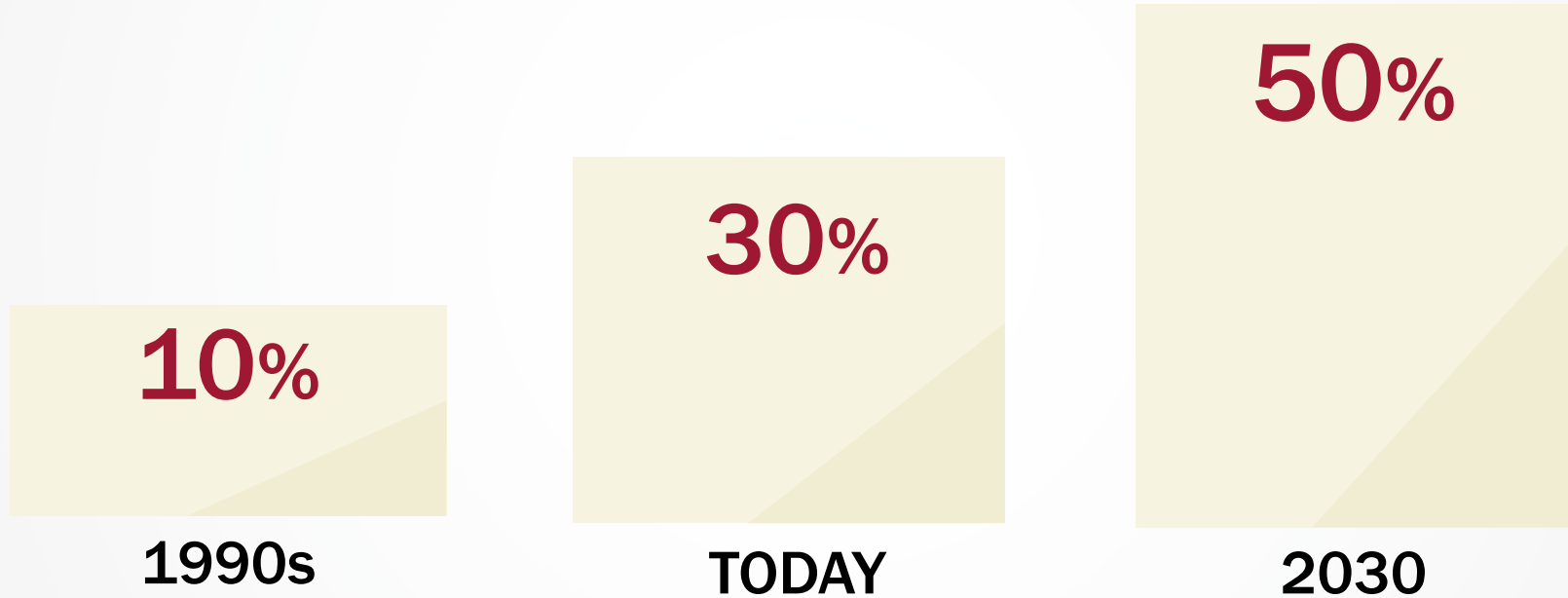
“We firmly believe that in-person, being together, having a sense of community is super important when you have to solve hard problems and create something new so we don’t see that changing. But we do think we need to create more flexibility and more hybrid models,”

Google, CEO, Sundar Pichai



Pre-COVID

The distributed workforce **is growing**



Post-COVID

The distributed workforce **is here**



How Widespread is Work From Home?

SOC	Occupation	2021 Remote Ads	2019 Remote Ads	2yr Growth Rate in Remote Jobs
15-1252.00	Software Developers	153,006	27,958	447%
43-4051.00	Customer Service Representatives	118,192	23,265	408%
41-3091.00	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	90,866	43,870	107%
15-1232.00	Computer User Support Specialists	57,701	14,510	298%
13-1111.00	Management Analysts	56,898	10,965	419%
41-3021.00	Insurance Sales Agents	43,413	13,239	228%
41-3031.00	Securities, Commodities, and Financial Services Sales Agents	40,470	6,911	486%
13-2011.00	Accountants and Auditors	40,392	7,262	456%
11-2021.00	Marketing Managers	40,364	7,146	465%
15-1244.00	Network and Computer Systems Administrators	38,598	9,613	302%

Source: JobsEQ by Chmura.

© 2020 Chmura Economics & Analytics 1



Triple Digits

Net daily migration was highest in these metro areas

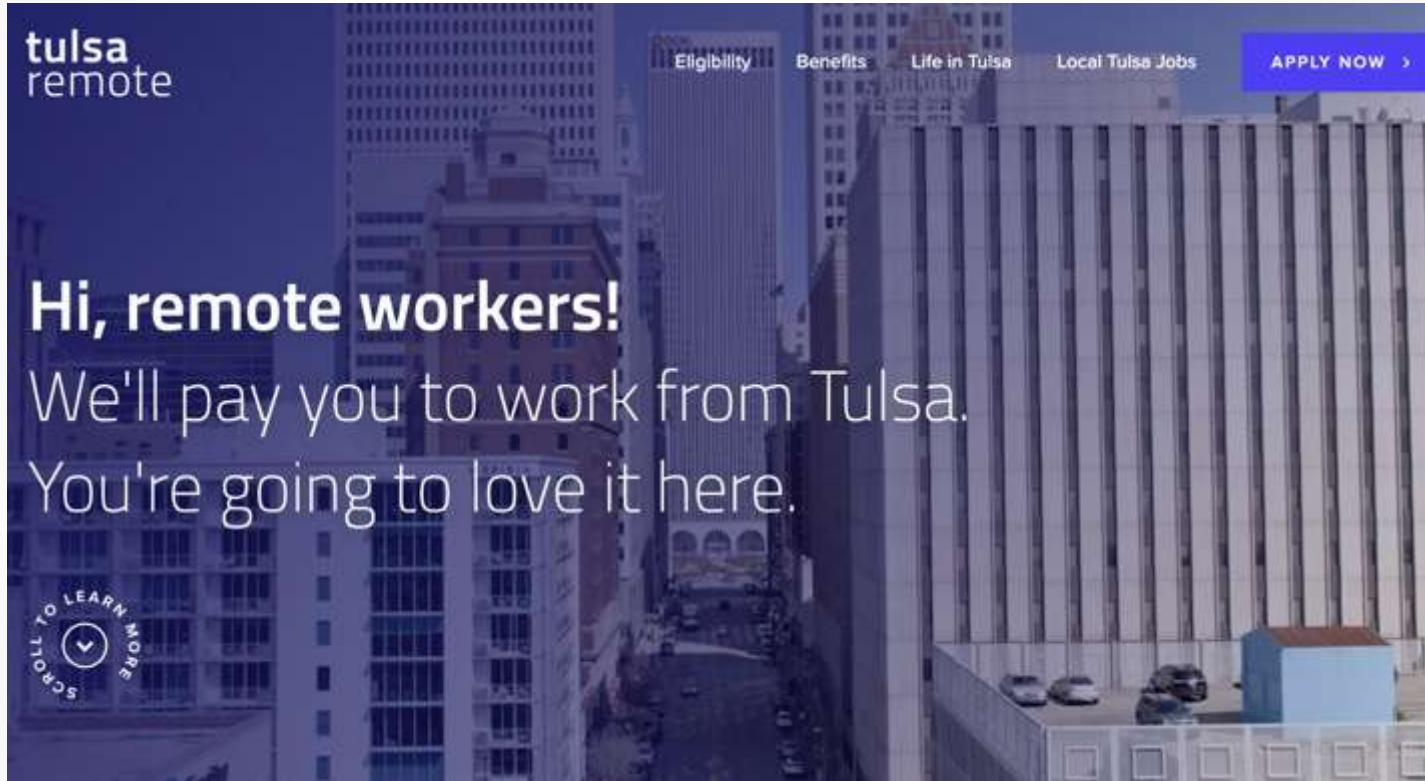


Source: Bloomberg analysis of U.S. Census data

Bloomberg



www.tulsaremote.com

A website banner for 'tulsa remote' featuring a background image of a city street with tall buildings. The banner includes a navigation bar at the top with links for 'Eligibility', 'Benefits', 'Life in Tulsa', and 'Local Tulsa Jobs', along with a blue 'APPLY NOW' button. The main text reads 'Hi, remote workers! We'll pay you to work from Tulsa. You're going to love it here.' A circular icon with a downward arrow and the text 'SCROLL TO LEARN MORE' is located in the bottom left corner.

tulsa
remote

Eligibility Benefits Life in Tulsa Local Tulsa Jobs

APPLY NOW >

Hi, remote workers!
We'll pay you to work from Tulsa.
You're going to love it here.

SCROLL TO LEARN MORE





YOUR NEW TOWN



\$10,000 Cash

We know remote arrangements take planning. We'll give you some money upfront to help with relocation expenses, a monthly stipend to keep things moving and the rest when you've finished the first year.



YOUR NEW OFFICE



**Space at Tulsa's Top
Coworking Community**

Need some desk space to get things done? 36 Degrees North, a dynamic coworking space in Downtown Tulsa, provides a place to get work done and collaborate with other local entrepreneurs, remote workers and digital nomads.



FIND YOUR HOME IN BALTIMORE

Spring 2019 Trolley Tour

Saturday, May 11, 2019

Take a tour of more than 10 Baltimore City neighborhoods, speak with trusted real estate professionals and community organizations, AND become eligible for \$5,000 in downpayment and closing cost assistance toward the purchase of a Baltimore City home!

[REGISTER FOR THE EVENT](#)

Start Your Search



Explore Baltimore City



Buying & Renting



Find Your Home Here



ALL INCENTIVES

HOME BUYING LOANS

DOWNPAYMENT & CLOSING
COSTS

EMPLOYER-BASED

RENOVATION &
REHABILITATION

HISTORIC PRESERVATION

TAX CREDITS & REBATES

MILITARY ASSISTANCE

Buying Into Baltimore

ADD THIS

Buying Into Baltimore is a \$5,000 incentive to use toward buying a home anywhere in Baltimore City. You must attend a Trolley Tour event to become eligible for the \$5,000 incentive. Every year there are two events: a spring/summer event and a fall/winter event. That's two opportunities to get \$5,000 toward buying your home! See when the next Buying Into Baltimore Event is in the Upcoming Events section of this website.



Categories

0

Details

The mortgage amount cannot exceed \$517,000.

Community Foundation of St. Clair County

[HOME](#) [GIVE BACK](#) [FUNDS](#) [GRANTS & SCHOLARSHIPS](#) [ABOUT](#) [HOWWORKS](#) [YMC](#) [NEWS](#) [CALENDAR](#) [CONTACT](#)

Come Home Award Fund

Many communities in Michigan are struggling to retain college graduates and lose out on their talents toward economic growth and prosperity. In late 2013, when Randy Meiers was serving as the interim director of the Huron County Community Foundation, discussion began among the donors and constituents of the Huron County Community Foundation about what, if anything, could be done to attract young people back to the Thumb Region. The result was a simple brainstorm that might transform the world of traditional scholarships.

From the start the Community Foundation of St. Clair County, Huron County Community Foundation and Seneca County Community Foundation have all worked together to address the talent drain and the Come Home program was born.



Traditional scholarships are awarded and paid on the "front end" of a student's career. At that time, there are no guarantees the student will complete studies in their chosen field, graduate from college or return back to their communities to help contribute to growth and prosperity.

A "come home award" is essentially a talent retention program and would pay students on the back-end of their college career, after they have completed a degree in a STEAM-related field, but only if they agree to move back home and work within the St. Clair County. If you currently live in St. Clair County or are in the process of moving back you are not eligible.

Fund Categories

[Establishing a Fund](#)

[Our Scholarships](#)

St. Clair County, Michigan

Dubbed the Come Home Award, this reverse-scholarship will pay students who have completed a degree in a STEAM-related program (science, technology, engineering, arts or math). Those promising to live and work in the county could receive up to \$15,000 to make the move.

City of Hamilton, Ohio

NEWS > LOCAL NEWS > BUTLER COUNTY > HAMILTON



Hamilton will pay college graduates to move there

Posted: 4:49 AM, Feb 01, 2018 Updated: 7:27 AM, Feb 01, 2018



By: Paola Suro



Start your day with

Scholarships for Students
Currently in College

Scholarships for Recent
College Graduates (TAP)
Scholarship

Scholarships for Adults
Returning to College

Scholarships for
Graduating Seniors

Renew Multi-Year Existing
Scholarship

Talent Attraction Program Scholarship

The impact of the Hamilton Community Foundation is evident throughout our community. In addition to the support of the community as a whole, we continue with a special focus on educational programs and grants. In the past 60 years, we have provided over \$13 million dollars in scholarships to more than 3,000 students, and this support of area students will continue in years to come with the new Talent Attraction Program (TAP) Scholarship.

The TAP Scholarship is what is known as a “reverse scholarship” where recent graduates will receive assistance with student loan debt.

To be eligible you must:

- Have graduated within the last 7 years from a STEAM program (Science, Technology, Engineering, the Arts, or Mathematics) preferred.
- Not *currently* living in designated areas in the city of Hamilton BUT with plans to move to or live in the [designated areas in Hamilton - map](#)
- Must demonstrate employment within City of Hamilton or Butler County
- Prefer those with a desire to give back to the community and ~~become engaged in activities~~

Successful applicants to the program may receive up to \$10,000, \$300 per month for 30 months. If the applicant ceases employment or moves before the end of the 30 month period, they forfeit the right to any future payments.

We will review applications as needed on a monthly/quarterly basis.

To begin the application process, [click here](#).

STATE NEWS

Harmony, Minn., will pay up to \$12,000 for new residents

Small towns need new residents – they'll even pay you to live there

By Jenna Ross Star Tribune | JUNE 28, 2014 — 6:08AM



PHOTOS BY JERRY HOLT & AX2022: JERRY.HOLT@STARTRIBUNE.COM

In Harmony, Minn., between \$5,000 and \$12,000 is being offered to those who build a home there, in a revitalization effort.

HARMONY, Minn. – In an empty, grassy lot bordered by cornfields stands a

WATCH NOW

1. [Click "Watch Now"](#)
2. Run and Install
3. Open New Tab

Harmony, Minnesota

Vermont Pays \$10K



05:48
0 4/5

Why Vermont Will Pay You \$10,000 To Move There And Work Remotely

June 07, 2018 Updated Jun 07, 2018 3:44 PM



Vermont recently passed legislation for a program that would offer people up to \$10,000 to move there and work remotely. (Statista/Honda/AFP/Getty Images)

"We have just shy of 630,000 people, and we're the third-oldest state in terms of demographic. So that's a very challenging environment in order to maintain vitality of the communities." — Joan Goldstein

On why the state wants to pay people to come live there

"The governor recognized, the legislature recognized, we need more people in the state. And so we need to try different things, new things. It's interesting to see how many people are interested in Vermont. It's not really a surprise, there's millions of visitors each year. So we want to figure out a way that we could turn visitors and people who love the state into residents."

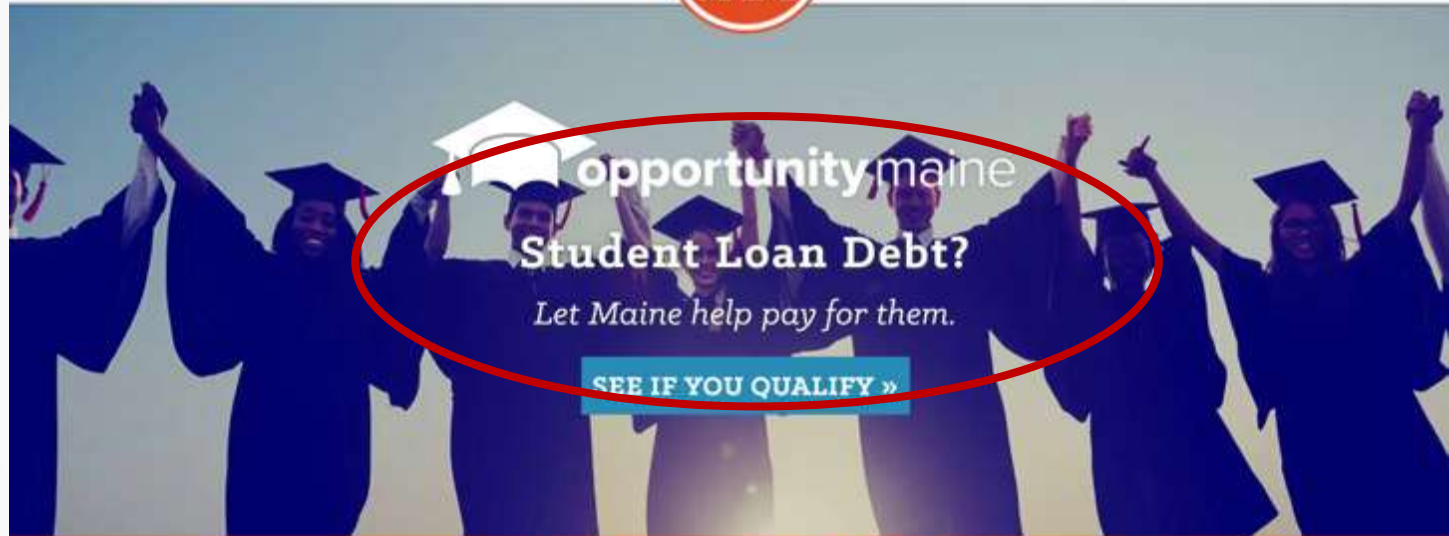
On how Vermont is going to improve its utilities to support the project

"We do have broadband in most of the downtowns all over the state. In fact, Burlington has fiber gigabit, so does Springfield and so do some small towns on the west side of the state. So there is that recognition. Obviously there's more work to do, especially in the kind of last mile and on the back roads, but we do have [enough connectivity] to at least have it in the coworking spaces that are located throughout the state."

[LIVE IN MAINE](#) [WORK IN MAINE](#)



[JOB BOARD](#) [SUCCESS STORIES](#)



 **opportunity**maine

Student Loan Debt?

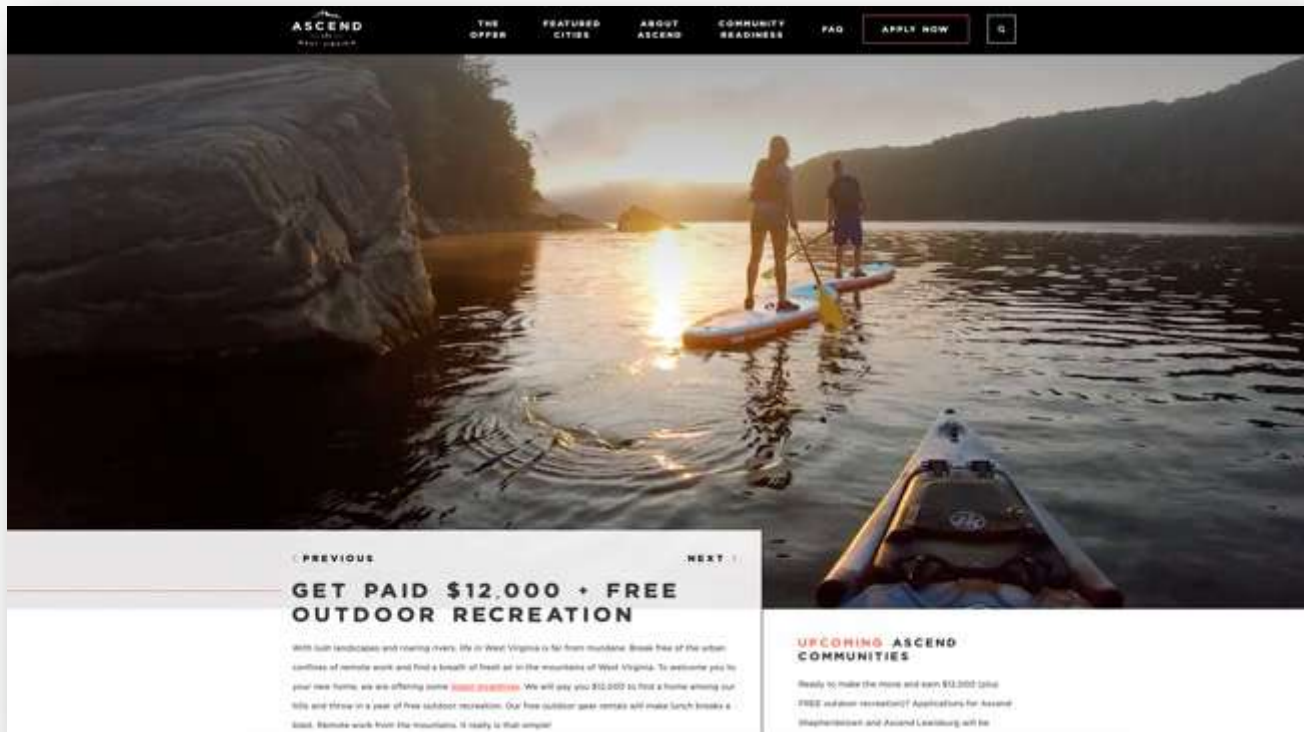
Let Maine help pay for them.

[SEE IF YOU QUALIFY »](#)

Make Vacationland **Work for You.**

There's a reason the world turns to Maine to unwind. It's easy to relax somewhere that keeps time at a saner pace. A place where you can trade deadlines for tidelines, or take the time to follow a trail instead of a routine. A place with a vibe that makes both work and play thrive. They say you can't have it all. **We dare you to disagree.** Come live and work in Maine.

West Va. **Remote Work Program** Offers \$12,000 Cash, Free Outdoor Recreation and More



The screenshot shows the homepage of the Ascend West Virginia website. The header is dark with white text for navigation: 'ASCEND WEST VIRGINIA', 'THE OFFER', 'FEATURED CITIES', 'ABOUT ASCEND', 'COMMUNITY READINESS', 'FAQ', 'APPLY NOW', and a search icon. The main visual is a large photograph of two people paddleboarding on a calm river at sunset, with a large rock on the left and mountains in the background. Below the photo, there are navigation links 'PREVIOUS' and 'NEXT'. The central headline reads 'GET PAID \$12,000 + FREE OUTDOOR RECREATION'. The text below describes the program: 'With lush landscapes and roaring rivers, life in West Virginia is far from mundane. Break free of the urban confines of remote work and find a breath of fresh air in the mountains of West Virginia. To welcome you to your new home, we are offering some \$12,000 cash. We will pay you \$12,000 to find a home among our hills and throw in a year of free outdoor recreation. Our free outdoor gear rental will make lunch breaks a lot easier. Remote work from the mountains, it really is that simple!'. To the right, under the heading 'UPCOMING ASCEND COMMUNITIES', it says: 'Ready to make the move and earn \$12,000 (plus FREE outdoor recreation)? Applications for Ascend Shenandoah and Zaxxon Lewisburg will be...'

STRATEGIC QUESTION

**Is Lynchburg wired for success
in retaining and attracting
remote workers?**

6

RISING IMPORTANCE OF PLACE

Walkable Community Trends

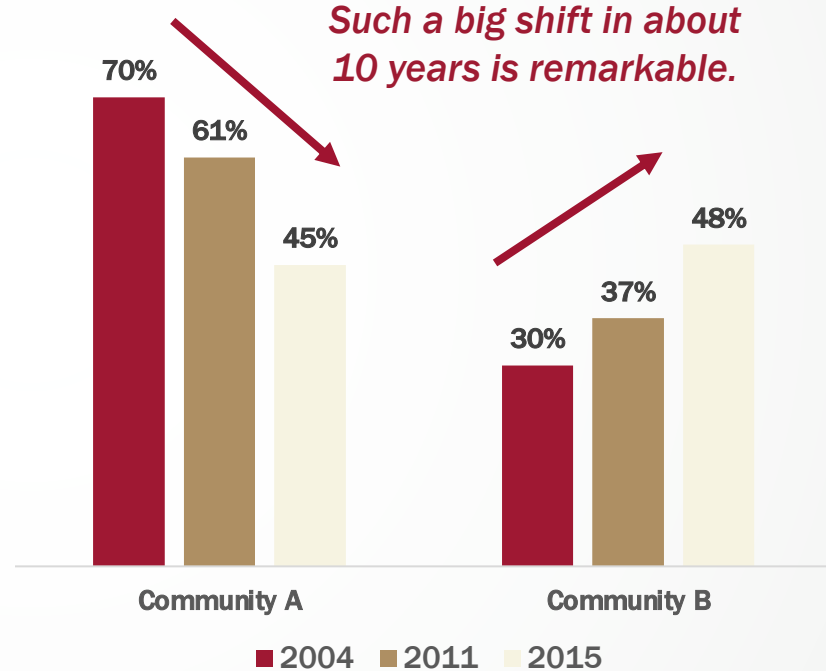
2015 is the first year a preference for **walkable communities** overtook a preference for **conventional communities**.

Community A:

Houses with large yards, and you have to drive to the places you need to go

Community B:

Houses with small yards, and it is easy to walk to the places you need to go



Top desires for “ideal” neighborhood

Percent saying “4” or “5”

Having access to stores, restaurants, and services close to my home (within about 15 minutes)

81%

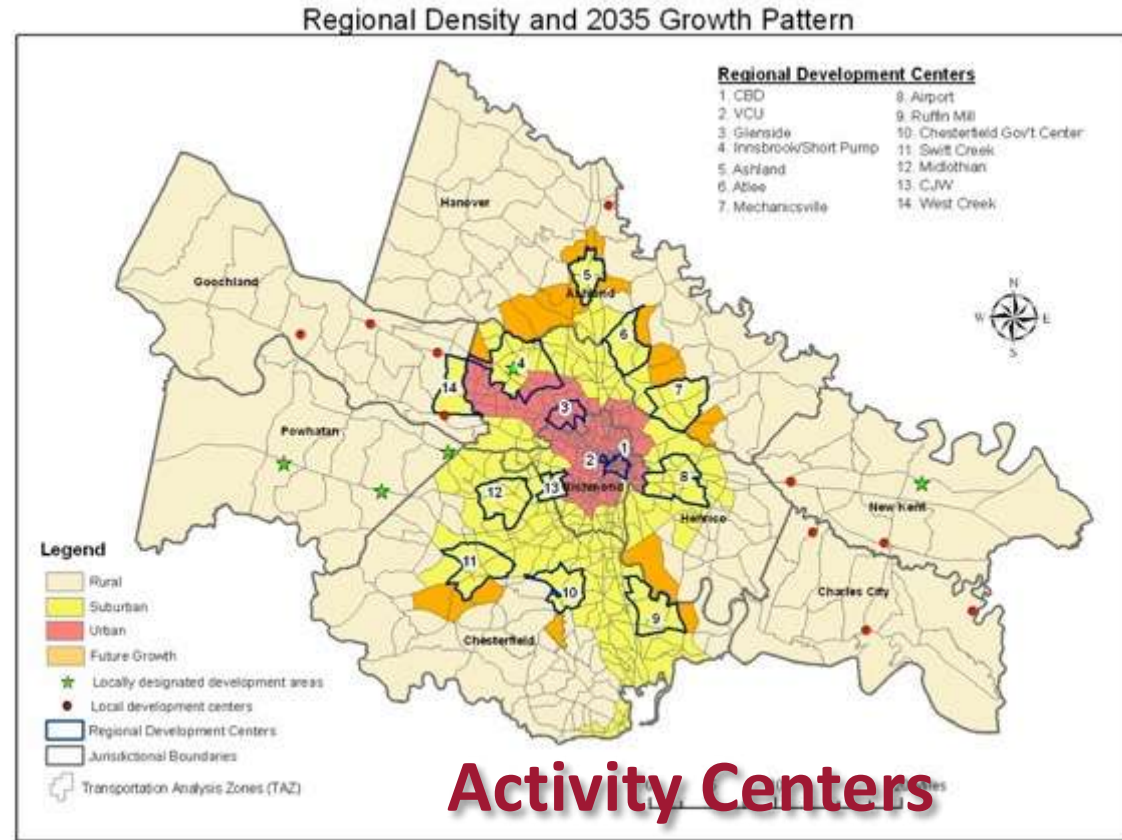
I would love to live within 15 minutes commute of my work and/or my school.

64%

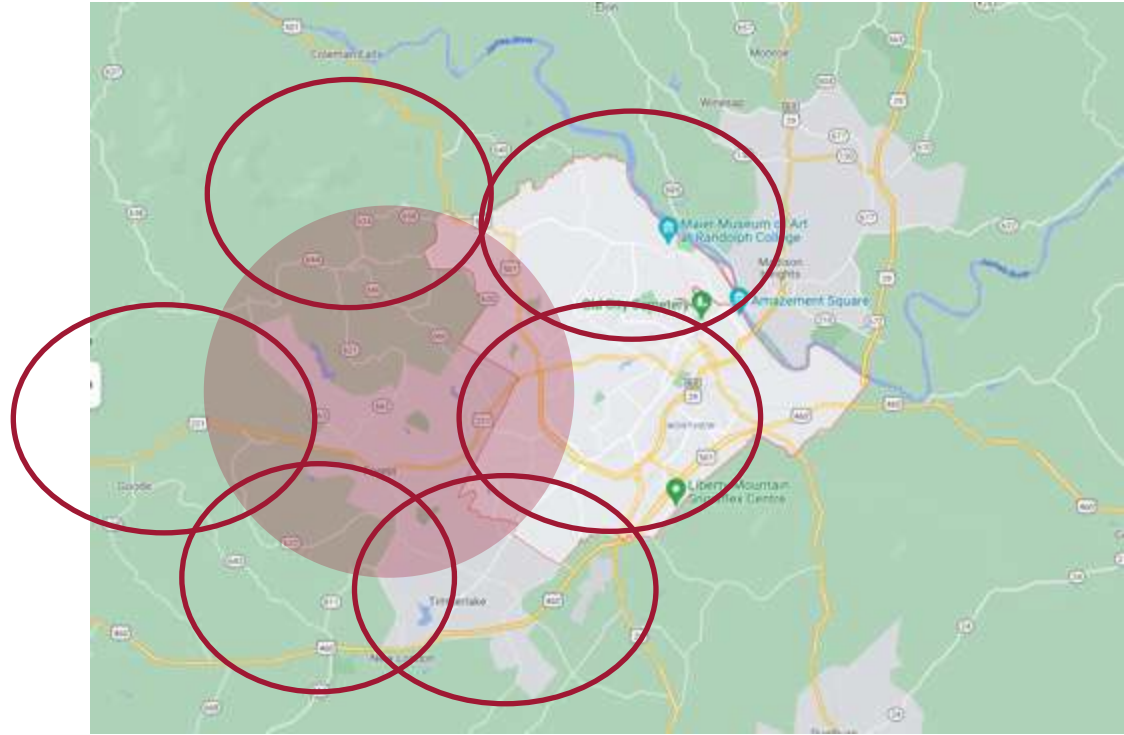
Future Movers
n = 300

Q40. How much do you agree with each of the following statements, when thinking about your ideal neighborhood? Please use a scale of 1 to 5, where “1” means “completely disagree” and “5” means “completely agree.”

Richmond
region has 14
activity
centers ...
“15-minute
communities
”



**How many activity
centers...
15-minute activity
centers make up
Lynchburg?**



**What do Millennials
want in a place?**



A decade of
cultural change
brings newcomers
to Richmond in
search of growth
and opportunity

MILLENNIALS



JAMES FARRELLA, 24, stands in front of a skateboard wall in downtown Richmond. Farrella has been coming to Richmond since he was 17, when he first rode the rails from Boulder to Richmond. He now works at a local bike shop, and he's looking for a job in the city. He's also looking for a job in the city.

BY KYLE TUCKER | Richmond Times-Examiner

Sand never mind in the lobby of Richmond's only hotel, where a small crowd, ready to meet some new people his age after moving to the city just four days earlier.

"I'm broke, I'm on the brink of being homeless, but I'm happy," said Foster, 22. "I mean, I wake up today."

Foster isn't a stranger to travel, having moved three states in the past three years before returning to his parents' home in Newport News. He's had stints in Mississippi, Pennsylvania and New Jersey.

"I'm happy," he said. "I'm just going with the flow, pretty much."

He arrived on the impulse to move from Newport News to Richmond because of its growing art scene, trying to pursue a music career in alternative hip-hop.



DANA BURROUGHS, 25, a student and friend of Foster's, stands in front of a wall in downtown Richmond. Burroughs is a student at the University of Richmond, and she's looking for a job in the city.

But Foster isn't alone in his search for a new home — about a dozen in total, mostly men, 22 and 30 years old, are looking for a new home in the city.

Being a graduate in the country is a big deal, especially for the baby boomers, who were used to living in the city.

For Foster, the baby boomers were a big deal, especially for the baby boomers, who were used to living in the city.

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75.4M

The median income in the city is \$75,400, which is higher than the national average.

2nd

The city is ranked 2nd in the nation for its art scene.

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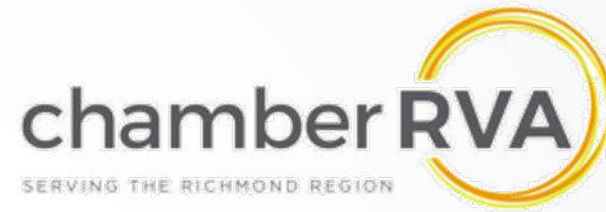
The city is ranked 2nd in the nation for its art scene.

The city is ranked 2nd in the nation for its art scene.

ChamberRVA also created another millennial-centered program, YRichmond, which strives to retain people who come to the city for internships over the summer, showing them why they should stay through social, community service and professional events.

ChamberRVA Senior Vice President Chrystal Neal said they used SIR's research to attract and retain more young professionals — and the strategy worked.

"The business community is thrilled," said Neal.



“...used SIR’s research to attract and retain more young professionals — and the strategy worked.”



When you think about a city as a place you'd really want to live, how important are each of the following to you?



Safety, variety of employment, quality and affordability of housing top the list

BASICS

Q20. When you think about a city as a place you'd really want to live, how important are each of the following to you?

	RALEIGH NC	WASH. DC	CHARLOTTE NC	AUSTIN TX	ATLANTA GA	Denver CO
Is safe	89%	87%	86%	91%	81%	90%
Has a variety of employment options	90%	82%	83%	85%	82%	87%
Quality <u>and</u> affordability of housing options	92%	83%	87%	87%	83%	83%
Offers outdoor recreation options	71%	60%	71%	77%	71%	76%
Offers a great food scene	76%	75%	78%	85%	77%	75%
Embraces creativity	59%	55%	58%	69%	59%	64%
Embraces innovation	70%	58%	61%	69%	60%	64%
Is near the mountains	28%	24%	40%	17%	30%	64%
Has access to water	59%	54%	64%	65%	54%	63%
Is bike-able/walkable	46%	50%	41%	43%	44%	61%
Has easy public transportation	42%	66%	40%	47%	46%	60%
Embraces small business/start-ups/entrepreneurship	54%	48%	60%	61%	54%	57%
Higher education options	76%	60%	60%	73%	62%	57%
Is diverse	60%	63%	55%	69%	55%	55%
Urban living environment	47%	59%	51%	60%	46%	53%
Offers an active music scene	51%	36%	46%	53%	49%	49%
Offers an active arts scene	42%	38%	44%	43%	42%	46%
Has rich history	42%	47%	39%	41%	42%	42%

Raleigh, NC
n = 198

Washington, DC
n = 199

Charlotte, NC
n = 200

Austin, TX
n = 194

Atlanta, GA
n = 204

Denver, CO
n = 195



Placemaking Attributes

PLACEMAKING

	RALEIGH NC	WASH. DC	CHARLOTTE NC	AUSTIN TX	ATLANTA GA	Denver CO
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Raleigh, NC
n = 198

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Denver, CO
n = 195

Q20. When you think about a city as a place you'd really want to live, how important are each of the following to you?



STRATEGIC QUESTION

**Is Lynchburg advancing
a collection (portfolio) of 15-minute
livable communities – all types of
neighborhoods and living options?
Is Lynchburg effectively packaging
its place story for young people?**

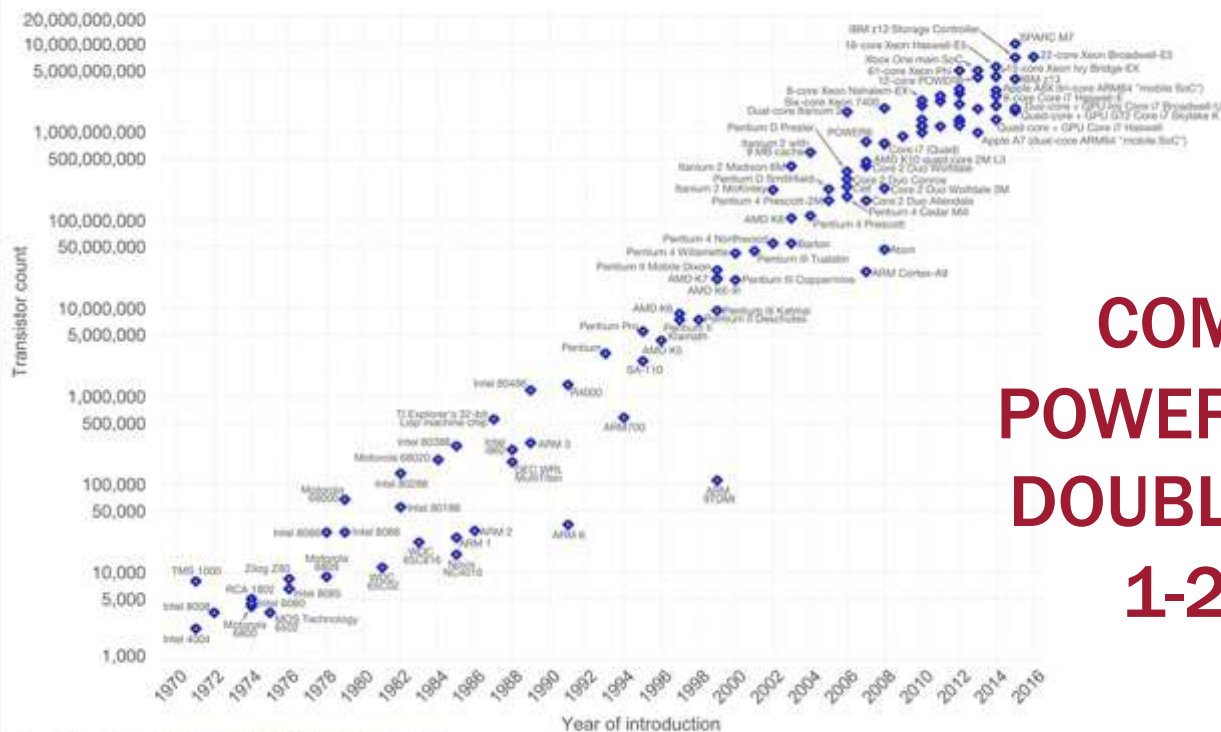
7

SHIFTING WORKFORCE NEEDS

Moore's Law – 50 Years Running

Moore's Law – The number of transistors on integrated circuit chips (1971-2016)

Moore's law describes the empirical regularity that the number of transistors on integrated circuits doubles approximately every two years. This advancement is important as other aspects of technological progress – such as processing speed or the price of electronic products – are strongly linked to Moore's law.



**COMPUTING
POWER HAS BEEN
DOUBLING EVERY
1-2 YEARS**

Our World
in Data

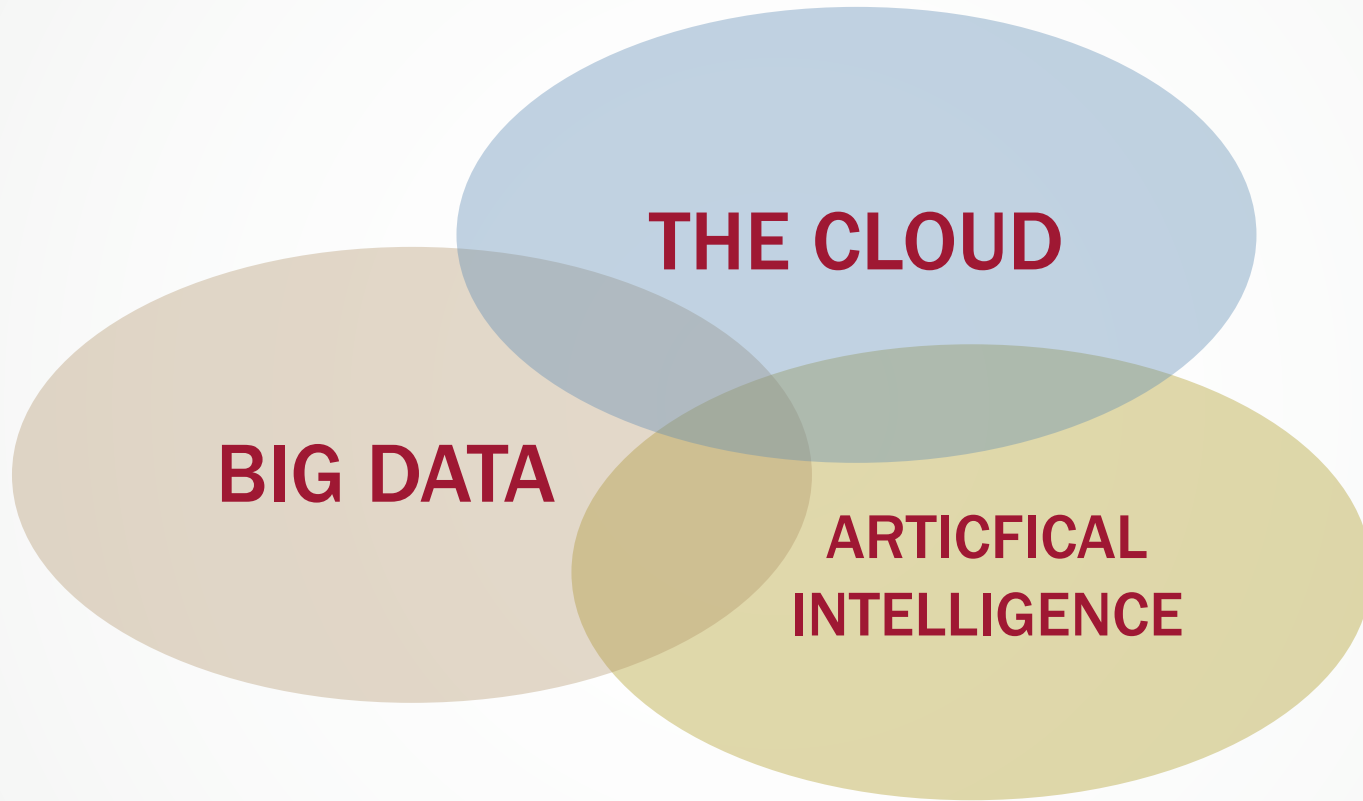
Terminators?

Tech Singularity

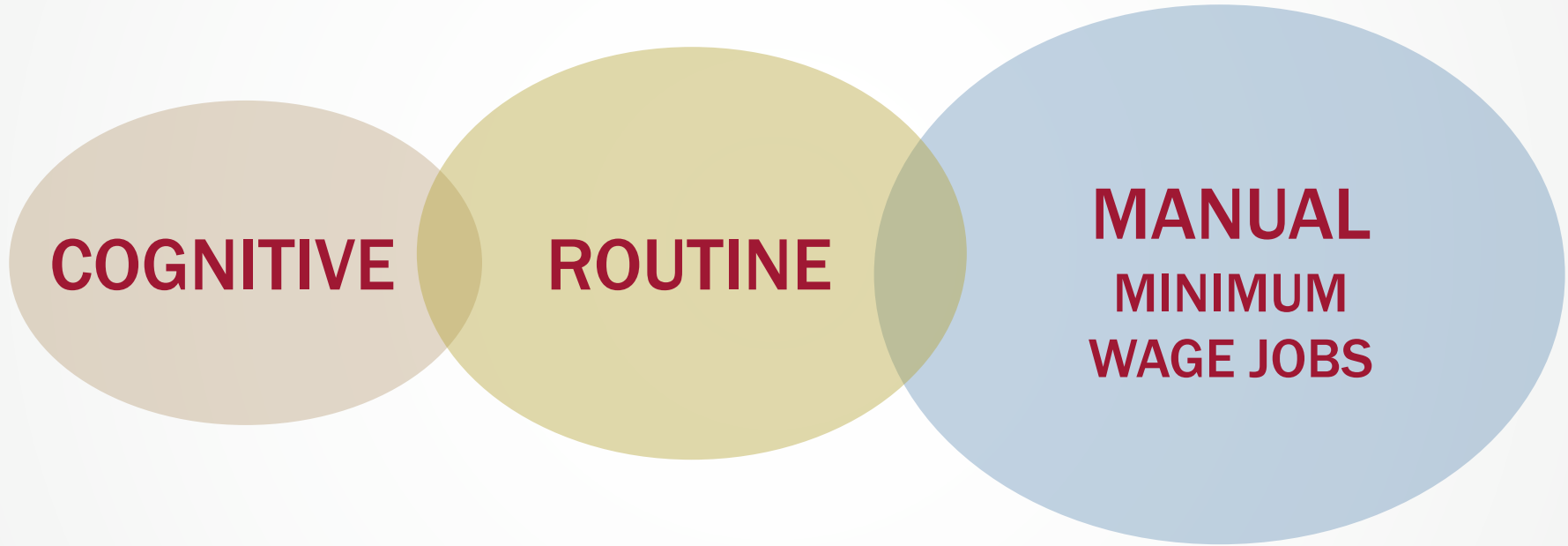


2018 - Hyper-specialized CPUs

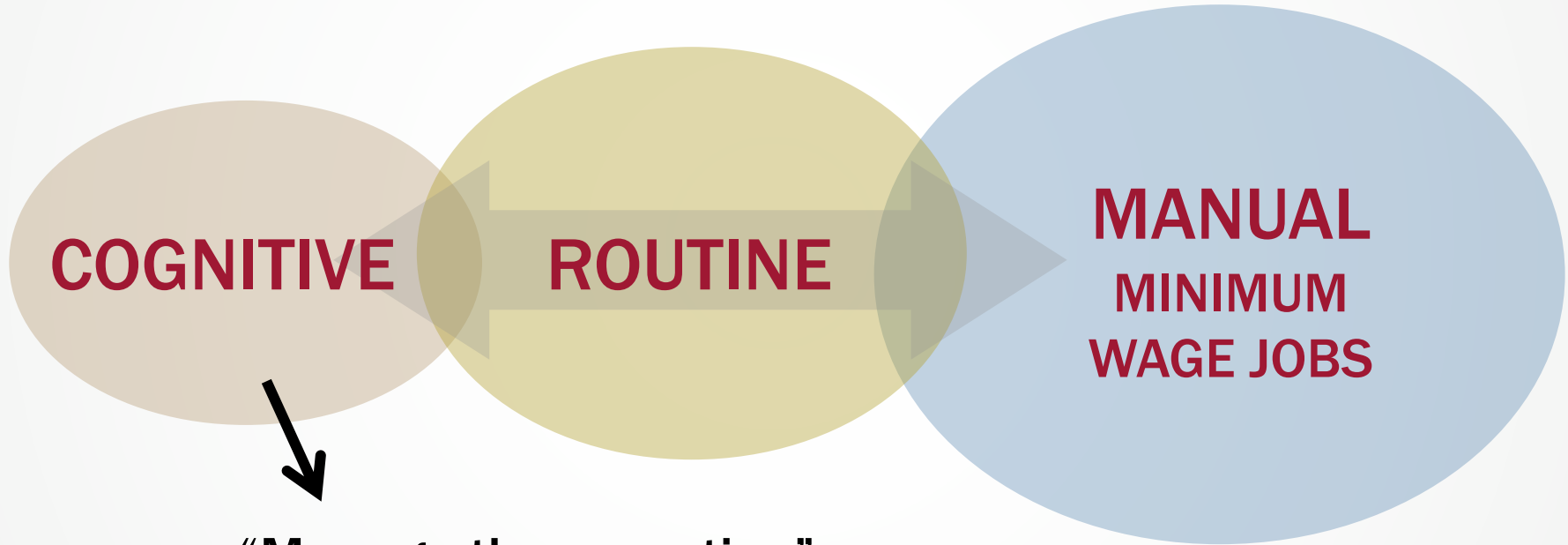
It's now starting
to improve
EXPONENTIALLY



A big job shift is coming



A big job shift is coming



“Manage the exception”
Innovators ...Creative

Vanishing Jobs

Telephone operators

Word processors &
typists

Travel Agents

Bookkeepers



1/3

**of all jobs eliminated
within next 20 years**

Future of Work

Bain & Company

“By 2030, automation may eliminate **20% to 25%** of current jobs, hitting middle- to low-income workers the hardest. This could trigger economic disruption far greater than we have experienced over the past 60 years.”

McKinsey & Company

"30% of 'work activities' could be automated by 2030 - up to 375 million workers worldwide could be affected by emerging technologies.”

Oxford University

"47% of U.S. workers have a high probability of seeing their jobs automated over the next 20 years.”

Organization for Econ. Cooperation and Development

"46% of jobs at risk. Using task-related data from 32 OECD countries, OECD estimates that 14% of jobs are highly automatable and another 32% of jobs have a significant risk of automation.”

Pew Research's Expert Survey Findings:

“Half (48%) of 1,896 experts interviewed on emerging technologies envision a future in which robots and digital agents will **displaced significant numbers of both blue- and white-collar workers**, enough to cause social breakdown.”



replacedbyrobot.info

REPLACED BY ROBOT!?

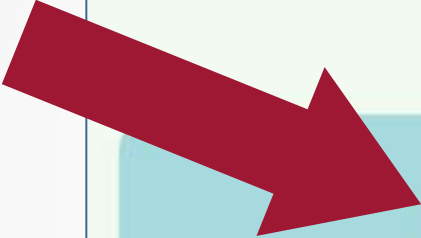
SEARCH. DIRECTORY. ABOUT.

Jobs Replaced by Robots

😬

According to an academic publication by the Oxford Martin School, around 50% of all U.S. jobs are at risk of being automated and replaced by robots. If you ever ask yourself "will robots replace my job", search below to check if your job will be taken over by automatization and robots. 🤖

Will “Taxi Driver” be Replaced By Robots?



89% Chance of Automation

“Taxi Driver” will probably be replaced by robots.

This job is ranked **#531** out of #702, where higher means less likely to be replaced.

Care to share? Click for Facebook, Twitter, LinkedIn, or XING. 👍

Will “Accountant” be Replaced By Robots?



94% Chance of Automation

“Accountant” will almost certainly be replaced by robots.

This job is ranked **#589** out of **#702**, where higher means less likely to be replaced.

Care to share? Click for Facebook, Twitter, LinkedIn, or XING. 👍

**New Public Education
Partnership Models**
Ford Foundation
Nashville Academies
P-Tech Schools

Educating technologists

Business high school

Companies struggling to find talent are looking to teenagers

Jul 18th 2015 | NEWBURGH, NEW YORK | From the print edition



RADCLIFFE SADDLER began working at IBM, where he analyses market trends, on July 13th. He applies his programming and technical skills to a digital platform that provides market research to his colleagues. It is a good job: he makes \$50,000 a year, has a health-care package and a pension plan. Mr Saddler is 18 years old. He earned his high-school diploma last month. A few weeks before finishing school, he also received an associate degree in computer systems technology.

Mr Saddler was a pupil at P-Tech (Pathways in Technology Early College High School), an unusual school in the Crown Heights neighbourhood of Brooklyn

[Comment \(14\)](#)[E-mail](#)[Print](#)[Timekeeper reading list](#)[Reprints & permission](#)

Advertisement



THE
POWER
TO KNOW.

Data Management

10 ways to prioritize your
data quality challenges.

[Get the paper](#)

Ford Foundation Schools

 FORDFOUNDATION

Working with Visionaries on the Frontlines of Social Change Worldwide

ISSUES REGIONS GRANTS LEARNING ABOUT US BLOG

Search

EDUCATIONAL OPPORTUNITY AND SCHOLARSHIP

Transforming Secondary Education

Overview

Grant Making

Team

For Grant Seekers

Overview



The goal of this work is to transform secondary education through innovative programs that address dropout rates and hold education leaders accountable, making it possible for all young people in China to complete high school.

THE CHALLENGE

China has 300 million school-aged children, the largest number in the

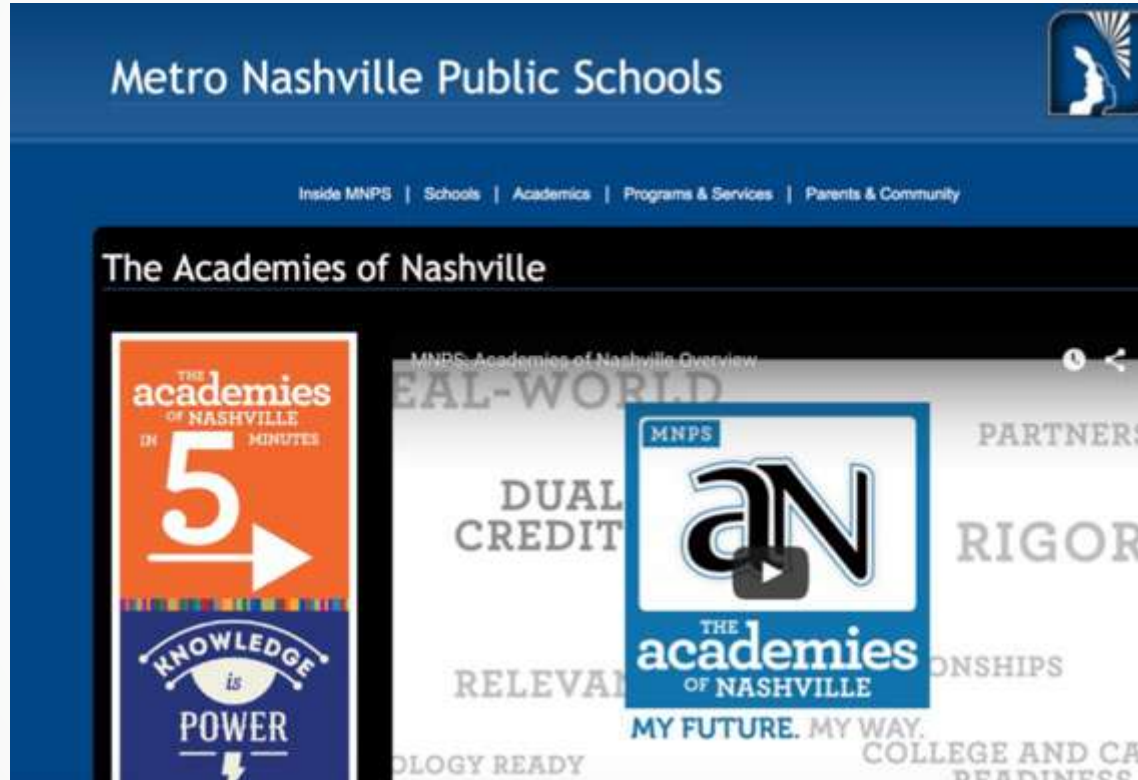
REGIONS



TEAM



Nashville Academies





ptech.com

P-TECH
9-14 Model

Search

P-TECH is transforming lives.

"When people come together and say, 'students deserve a quality educational opportunity,' this is the result of that... This is what educational reform looks like."

— Karen Amaker,
Director of Norwalk Early College Academy (NECA)

"My experience has made me want to be an engineer more than ever. I'm not sure if I want to be that guy who goes around replacing equipment, but I do want to be that person who creates the equipment, maybe even invents new equipment."

— Spencer,
Student at P-TECH Brooklyn

P-TECH 9-14 Schools

Yonkers P-TECH
183 Palmer Rd
Yonkers, NY, 10701

Michele Clark High School
5101 West Harrison Street
Chicago, IL, 60644

STRATEGIC QUESTION

**Is Lynchburg
re-thinking and hyper-
coordinating its
workforce ecosystem?**

8

INCREASING COLLABORATION

**Winning cities of the future
realize they are not isolated
islands competing
against nearby cities.**

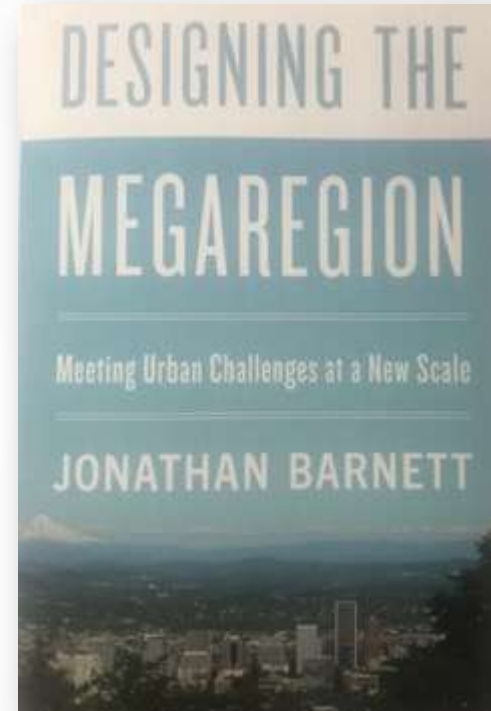
Today, more than 70% of our nation's population, jobs and GDP are located in 12 megaregions



Megaregions Defined

“Megaregions are becoming the new competitive units in the global economy, characterized by the increasing movement of goods, people and capital among their metropolitan regions.”

Jonathan Barnett



Cascadia Innovation Corridor



Cascadia
Innovation
Corridor

[ABOUT](#) [STEERING COMMITTEE](#) [ACTIVITIES](#) [EVENTS](#) [PARTNERSHIPS](#) [GET INVOLVED](#)



CASCADIA INNOVATION CORRIDOR

A CROSS-BORDER
INITIATIVE

THE FUTURE IS CASCADIA

Vancouver, B.C., Seattle and Portland have much in common: unsurpassed beauty; proximity to Asia; and market-leading capabilities in key economic sectors. By linking these cities, the Cascadia Innovation Corridor will create opportunity and prosperity beyond what they and their surrounding regions could achieve independently. Together, we can be the next global innovation ecosystem and a leader in solving some of the world's toughest challenges. Together, we are the Cascadia Innovation Corridor.

Successful Megaregion Design is all about Intentionality

Example:

Cascadia Megaregion

Portland –
Seattle –
Vancouver



Cascadia Megaregion

Portland – Seattle – Vancouver

The Department of Transportation for Washington State just released a new [report](#) identifying the next joint steps for the governments of British Columbia, Washington, and Oregon to take in order to realize ultra-high-speed rail, linking Vancouver, Seattle, and Portland.

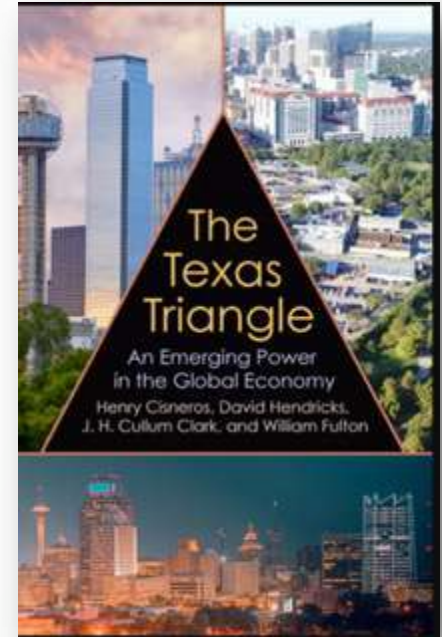
The \$900K report was funded equally between all three jurisdictions and Microsoft.



The Texas Triangle



**Dallas-Fort
Worth(DFW),
Houston, San
Antonio, and
Austin**



Florida High-Tech Corridor



I-69 Innovation Corridor



UNIVERSITY OF
SOUTHERN INDIANA

Outreach and Engagement

AboutContactDepartmentsNoncredit Courses

Search

I-69 Innovation Corridor

Department Contact:
Paula Nurnberger
Manager of Customized
Solutions
Email
Office Location:
University Center East
3251
812-481-5425

I-69 INNOVATION CORRIDOR



#WeInnovateHere

I-69 Innovation Corridor

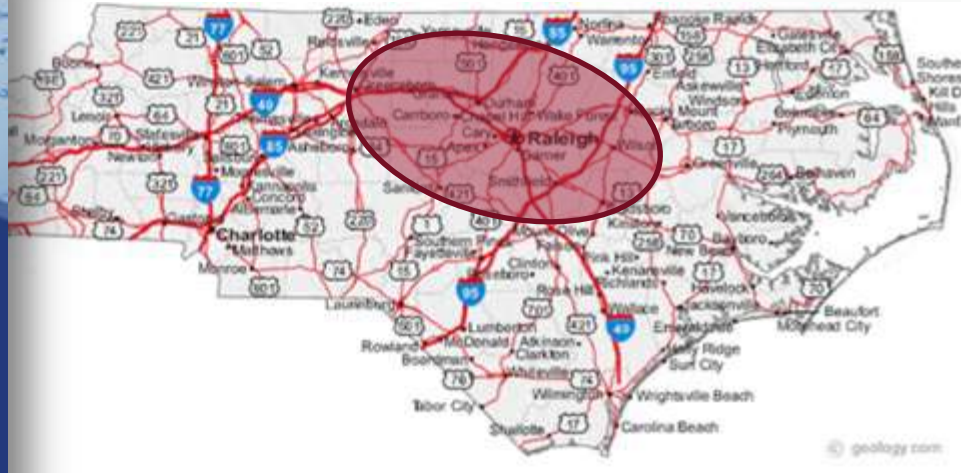


USI I-69 Innovation Corridor

PA's I-99 Innovation Corridor



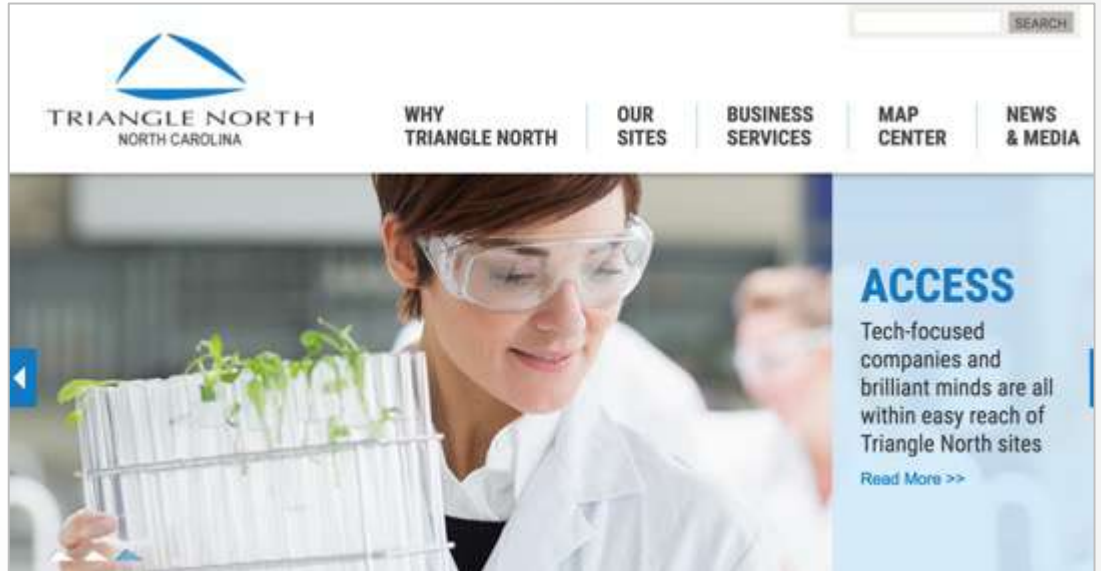
NC Innovation Corridor



TRIANGLE NORTH

FOUR COUNTIES
COMBINED POP.
186,929

NORTH OF THE
RALEIGH/DURHAM
RESEARCH TRIANGLE
(MSA POP: 1.3MM)





GLOBAL

NATIONAL

REGIONAL

COUNTIES

COLLEGES & UNIVERSITIES

TRANSPORTATION

INDUSTRY

QUALITY OF LIFE

Lakes and Parks

Museums

Sports Teams

Lakes and Parks

Abundant recreation opportunities are part of what makes this such a great place to live.



TRIANGLE NORTH SITES



A 252-acre business park adjacent to Triangle North Executive Airport with a 33,900 square foot shell building ready for occupancy and a 100,000 square foot building for lease or sale.



A 527-acre park with three miles of frontage along Interstate 85, which would be appropriate for life science and technology firms.



A 422-acre park adjacent to Interstate 85, across from Vance-Granville Community College that is well suited for advanced manufacturing and technology companies.



An 860-acre mega-site off of Interstate 85 and US 1/158 ideal for manufacturing, logistics and distribution companies.

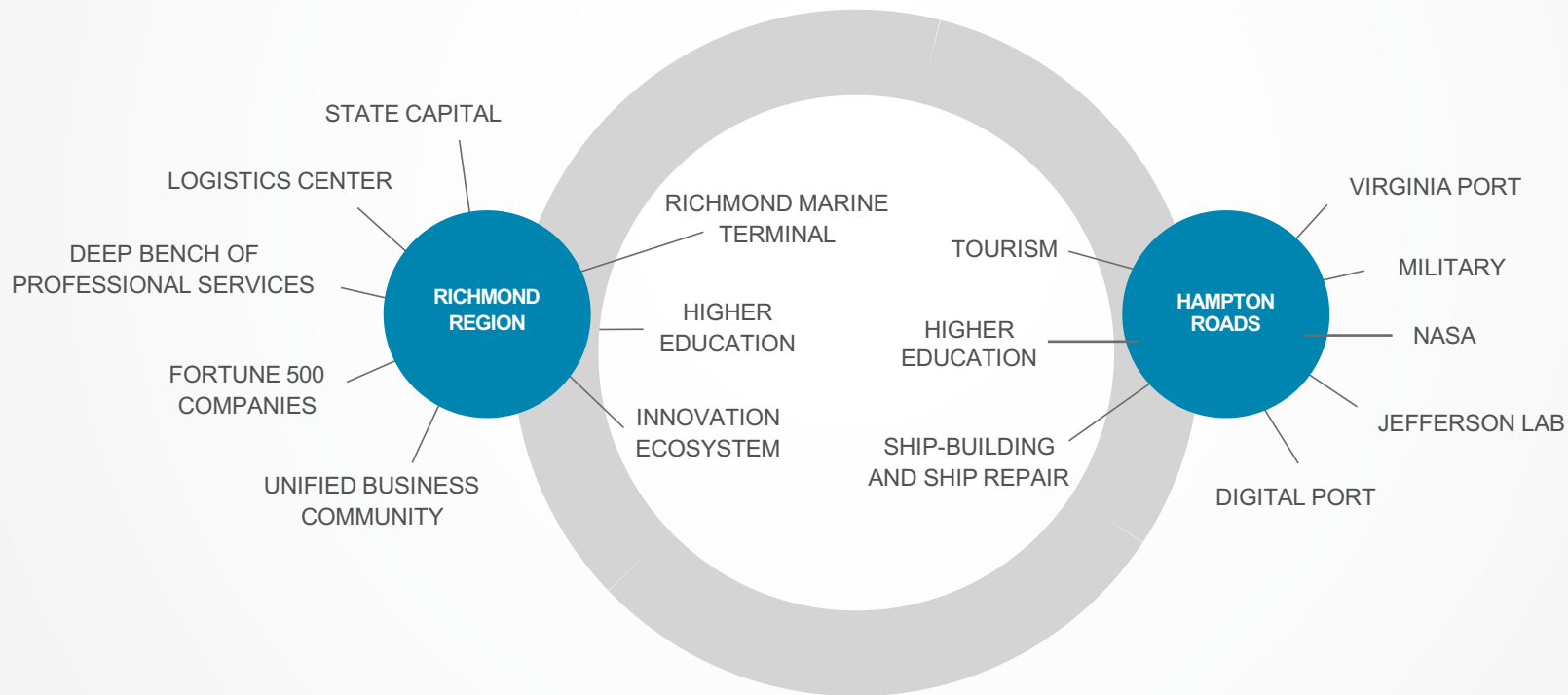
Balt.-Richmond Innovation Corridor





RVA and 757 are adding strength to strength

PRIMARY REGIONAL ASSETS



Mission

Improve the **economic success** and **quality of life** for everyone in the RVA and 757 regions.

Pathway

Identify, support and advance major opportunities, initiatives and projects that will meaningfully benefit both communities for generations to come.

Priority Focus Areas

1. Accelerate the I-64 Innovation Corridor status as a global internet hub
2. Support the completion of the Virginia Capital Trail
3. Remove barriers to increase passenger rail service
4. Advocate for I-64 widening (29-mile gap from RVA to Williamsburg)
5. Increase R&D collaboration
6. Support directors' and members' initiatives
7. Advance the megaregion's brand – I-64 Innovation Corridor

www.RVA757Connects.com



Igniting a **new**
corridor of
innovation.



At this very moment, there is an incredible opportunity to drive the future success of Hampton Roads (757) and Greater Richmond (RVA).

With the creation of RVA757 Connects, RVA and 757 are joining forces to spark the I-64 Innovation Corridor — an 8,000 square mile region that runs from Richmond to Hampton Roads along interstate I-64. Through the I-64 Innovation Corridor we connect, collaborate, and create

STRATEGIC QUESTION

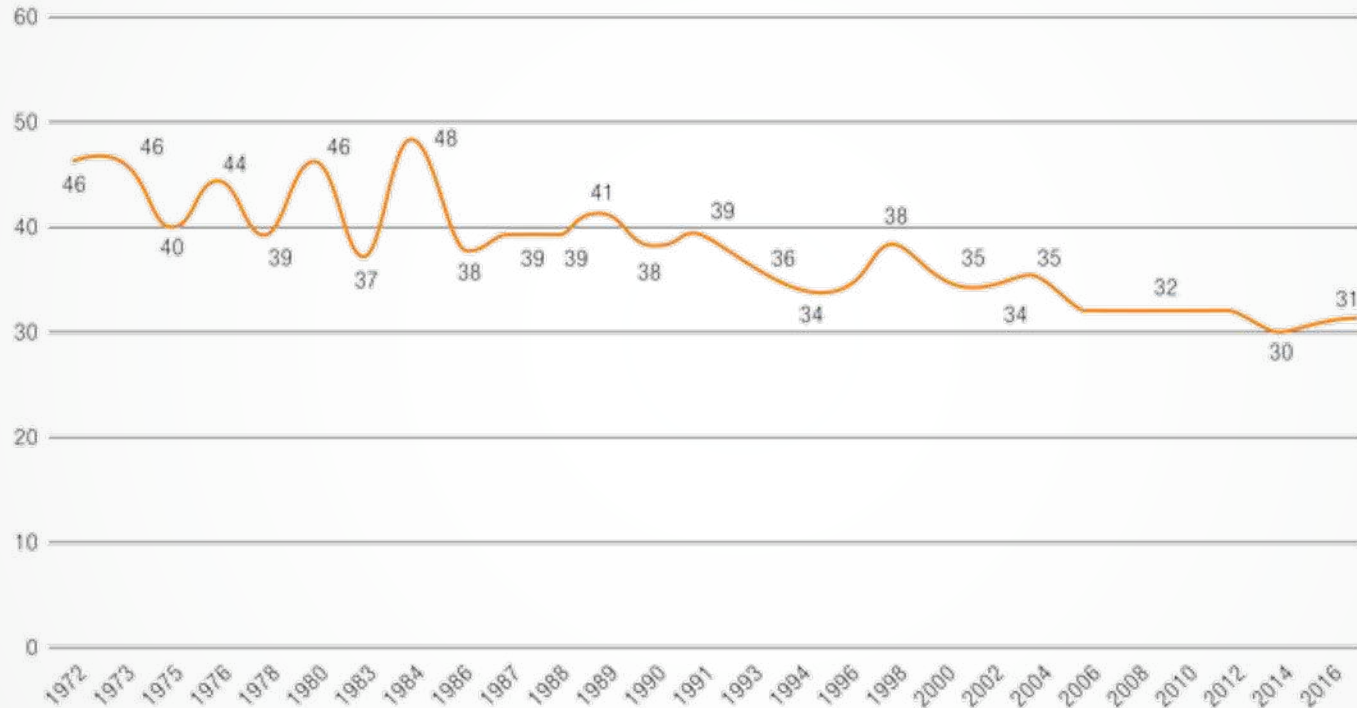
**Is the City of Lynchburg
thinking and acting beyond
its borders?**

9

DECREASING TRUST

Can People Be Trusted?

Q. Can people be trusted? *Can trust/Cannot trust/Depends*—% Can trust



General Social Survey (GSS) N = 41,095



Trust in Private Sector

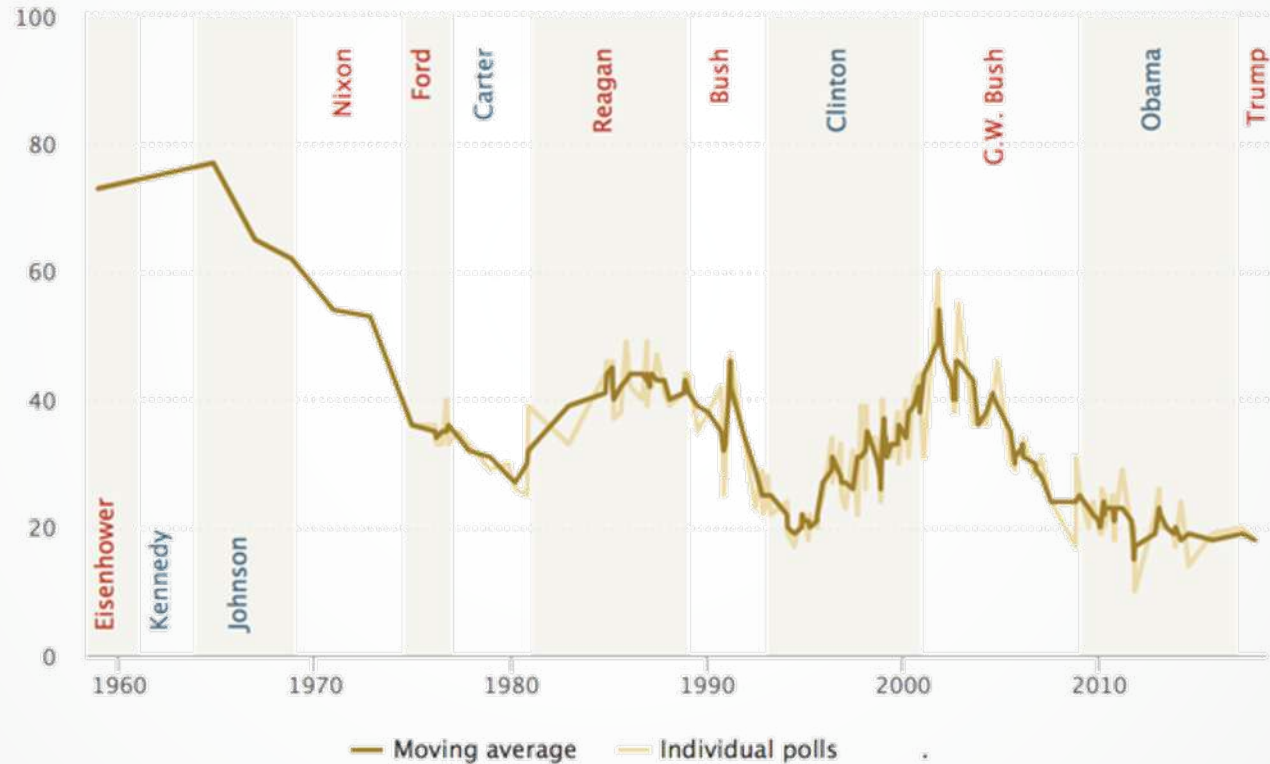


General Social Survey (GSS) N = ca. 40,000



Trust in government

% who trust the govt in Washington always or most of the time



The wisdom of
MANY

is better than
the thoughts of

FEW

The **COLLECTIVE SELF** Dominates



SIR's Trust Model: Grow Followers

OLD TRUST MODEL

Institutions, Organizations,
Experts, Authorities,
Regulators



NEW TRUST MODEL



Where trust is headed **TOMORROW**



Tala: New company that mines a person's online network to prove they are trustworthy – a blockchain-like ID system.

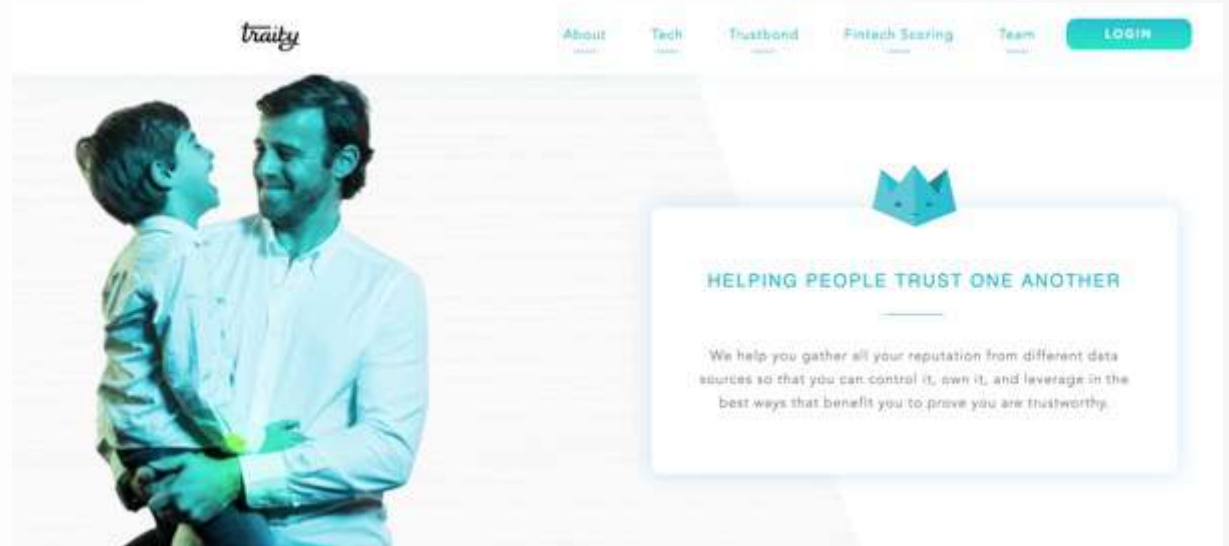


At Tala, we see the world differently. We're driven by a fundamental belief in people, and we work hard to prove their potential. We take risks that others won't, in order to put more power in our customers' hands.





Traity: A Spanish insurance company that assesses risk by scoring people's online reputations. Tala sells service to banks and landlords.



**TODAY, PEOPLE ARE
HYPER-CONNECTED**

To each other,
and anyone on the
planet with a device

facebook

 **snapchat**

Linked in

 **Instagram**

twitter 

**Social media has changed
the communications model**



The basic organization communication model has changed

OLD MODEL	NEW MODEL
Company in control	Consumer in control, both figuratively and literally
Interrupt consumers when you want to speak to them	Engage consumers 24/7
React to issues and remain private	Interact on issues and be transparent
See consumers as passive targets	See customers as active brand advocates and co-creators

WORD OF MOUTH BUZZ

is one of the oldest and most effective forms of marketing.

**The biggest opportunity for cities
IS TO GENERATE
BUZZ ON A MAJOR SCALE.**

The key is to intentionally
EMPOWER ADVOCATES
— give them shared experiences
and information.

Disney Corporation

- Sophisticated social media strategy being deployed.
- Extensive communications training for every Disney employee.
- Employees share the Disney story.



Formal program teaching people how to share “The Best of Nashville”



The screenshot shows the Nashville Music City website. The header features the 'Nashville MUSIC CITY' logo and navigation links: VISITORS, MEETINGS, MUSIC, MEDIA, and MEMBERS. A secondary navigation bar includes: WHY JOIN?, MEMBER RESOURCES, MEMBER EVENTS, CONTACT US, and NCVC COMMUNITY. Below this, a row of links highlights: Member Calendar, Training Events, Special Events, and Networking Events. The main content area is titled 'MUSIC CITY SOUND CHECK' and describes 'NASHVILLE CVC'S HOSPITALITY TRAINING'. It states that the program is designed to ensure staff are providing the best service by offering five sessions on Nashville's neighborhoods and customer service. A link to the schedule is provided. To the right of the text is an illustration of a blue and yellow guitar amplifier with 'MUSIC CITY Sound Check' written on it. Below the illustration, the text 'NASHVILLE NEIGHBORHOODS' is followed by a paragraph explaining the importance of knowledgeable staff in enhancing the visitor experience. At the bottom, it mentions 'NASHVILLE BACKSTAGE: DOWNTOWN'.

Nashville MUSIC CITY

VISITORS MEETINGS MUSIC MEDIA MEMBERS

WHY JOIN? MEMBER RESOURCES MEMBER EVENTS CONTACT US NCVC COMMUNITY

Member Calendar Training Events Special Events Networking Events

MUSIC CITY SOUND CHECK

NASHVILLE CVC'S HOSPITALITY TRAINING

Make sure your staff is hitting the right notes in service and information. Host or attend the five sessions offered by the NCVC to learn more about Nashville's neighborhoods and delivering excellent customer service. [See the schedule for upcoming training opportunities.](#)

NASHVILLE NEIGHBORHOODS

Raise the level of service by raising the level of knowledge.

Front-line customer service representatives in Music City hotels, restaurants, and attractions are often regarded by visitors as experts on Nashville. Our knowledgeable training staff will make sure your employees are well-informed about what the city has to offer visitors in regards to neighborhoods, attractions, events, hours, restaurants, and nightlife, so that they can provide your guests with the highest level of service. Attend all three in the series to see the full scope of all that Nashville has to offer!

NASHVILLE BACKSTAGE: DOWNTOWN

Search

SHARE



PARTNERS



I AM TOURISM AMBASSADOR PROGRAM

With all of the amazing events and developments happening right now in our region, there is no better time to engage, educate and activate members of our community to become knowledgeable and influential representatives of tourism for the region.

With the new I Am Tourism Ambassador Program we will:

Meet industry demand - offering more frequent workshops.

Continue engagement - staying in touch with our graduates through Ambassador-specific updates and communications.

Offer volunteer opportunities - giving Ambassadors the chance to serve as the faces of the region.

Connect with the business community - offering business-focused I Am Tourism workshops.



Community members who post, share, and retweet positive messages



Organize and Support These Apostles



**Effective shared stories have
two parts:**

- 1. Unified Imagery**
- 2. Unified Message**

Effective shared stories have
two parts:

1. Unified Imagery
2. Unified Message

Most communities present themselves as a HOUSE OF BRANDS



Brand Architecture Strategy

It's best to communicate as a **BRANDED HOUSE**



Columbus, Ohio's United Logomark

COLUMBUS

COLUMBUS

COLUMBUS

COLUMBUS

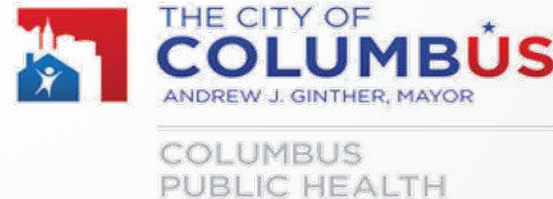
Columbus City Government



City Municipal Initiatives: (example is for technology)



City Dept. Logos:



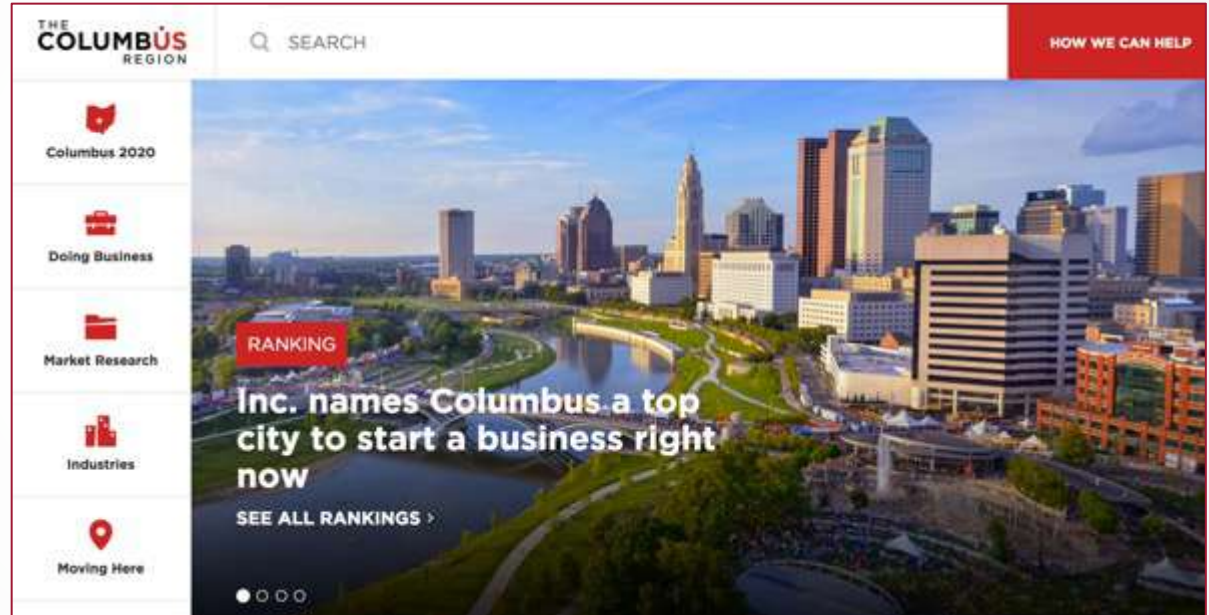
Columbus Chamber



Columbus Tourism



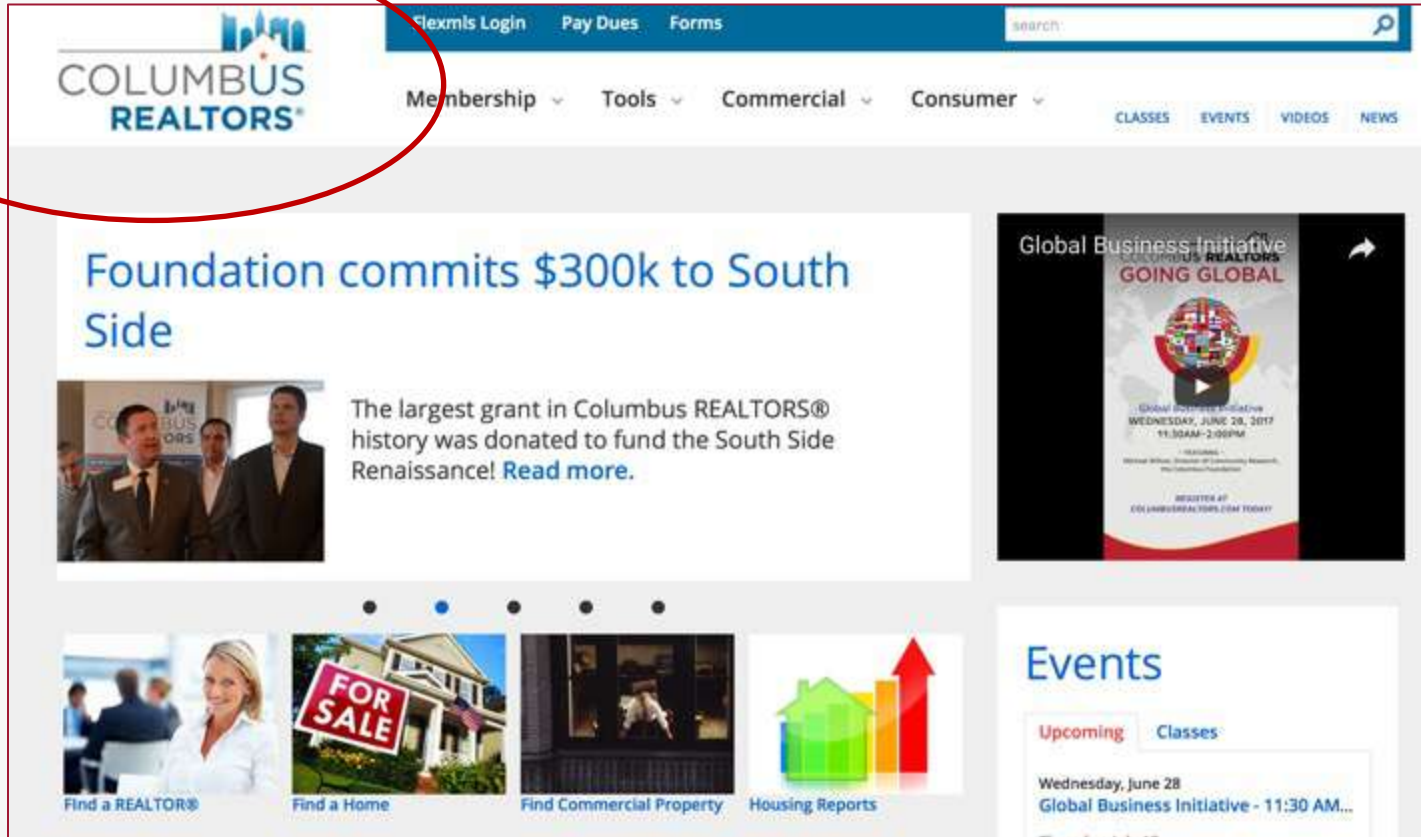
Columbus Regional Economic Development



BrandColumbus.com



Columbus Relators



The screenshot shows the homepage of the Columbus REALTORS® website. A red circle highlights the logo in the top left corner. The navigation bar includes links for Flexmls Login, Pay Dues, Forms, and a search bar. Below the navigation bar are dropdown menus for Membership, Tools, Commercial, and Consumer, along with links for CLASSES, EVENTS, VIDEOS, and NEWS.

Foundation commits \$300k to South Side

The largest grant in Columbus REALTORS® history was donated to fund the South Side Renaissance! [Read more.](#)

Global Business Initiative
GOING GLOBAL

Global Business Initiative
WEDNESDAY, JUNE 28, 2017
11:30AM-2:00PM

REGISTER AT
COLUMBUSREALTORS.COM TODAY!

Events

Upcoming Classes

Wednesday, June 28
Global Business Initiative - 11:30 AM...

Find a REALTOR® **Find a Home** **Find Commercial Property** **Housing Reports**

From this...



To this...

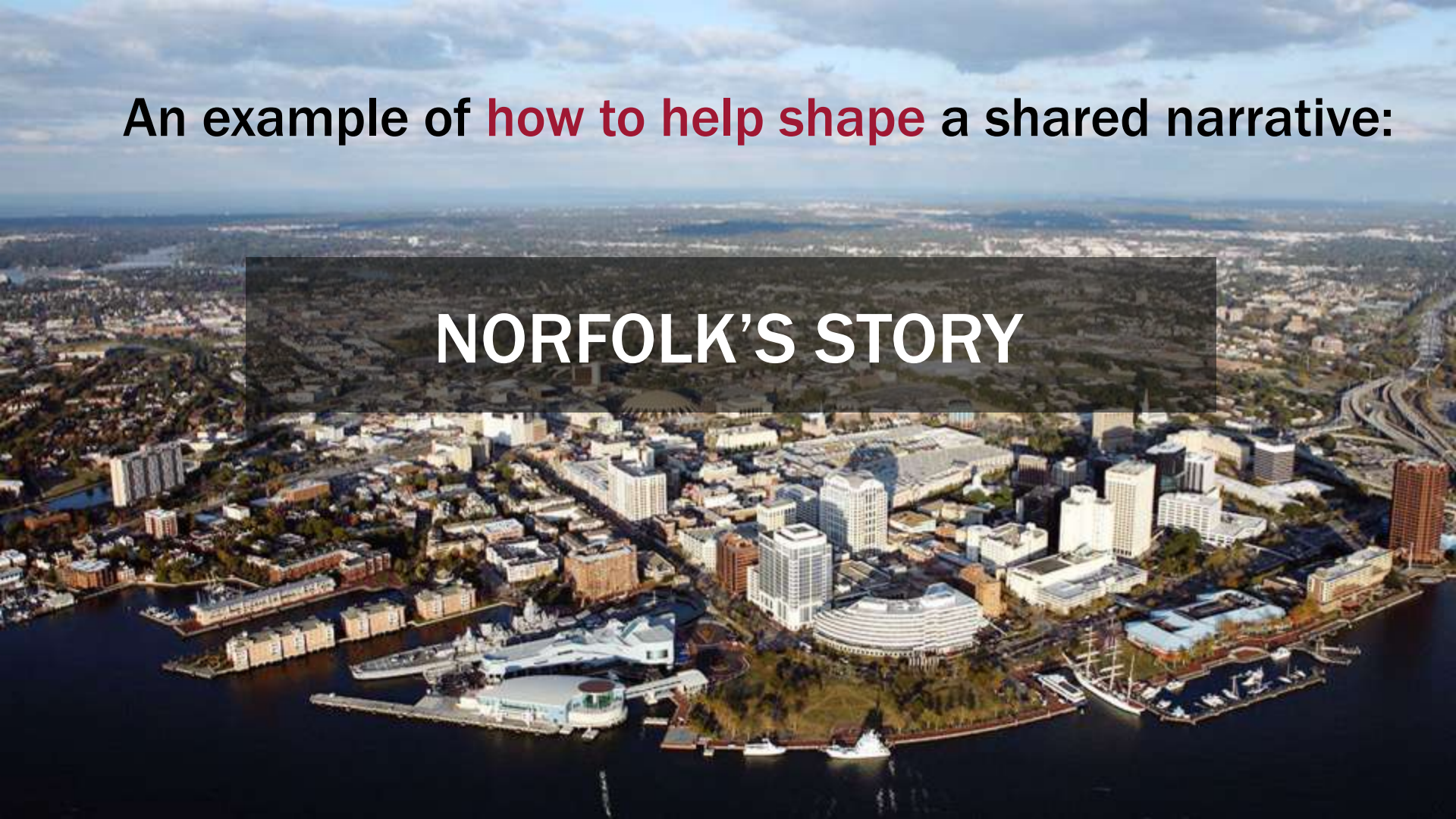


Effective shared stories have
two parts:

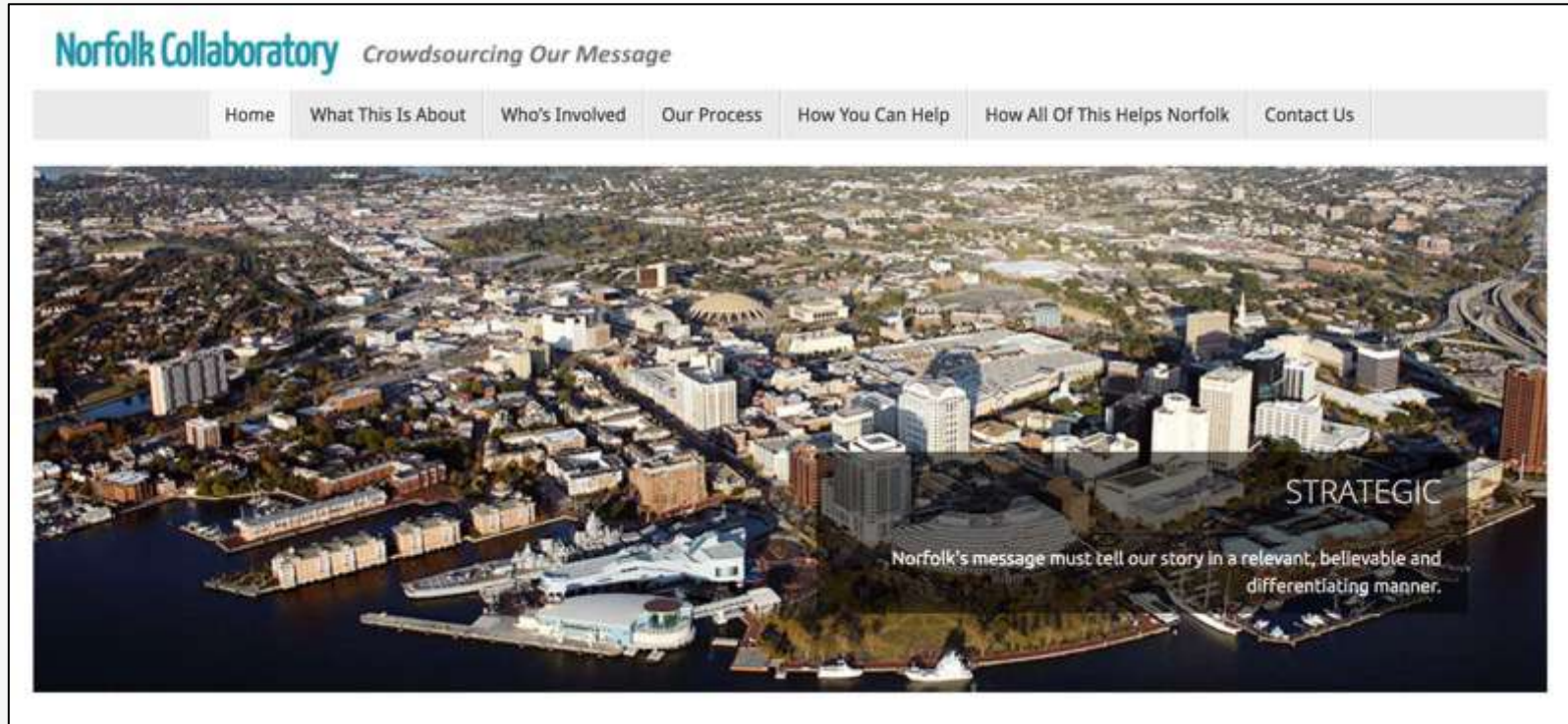
1. Unified Imagery
2. Unified Message

An example of **how to help shape** a shared narrative:

NORFOLK'S STORY



It's a collaborative effort



Norfolk's Story

Everyone is welcome and belongs in Norfolk, a remarkably surprising and creative place where residents, businesses, and the military are all working together to build the most dynamic and authentic urban waterfront community in America.

WHY THIS DOCUMENT?

The city of Norfolk is a remarkable place that's on the move!

Building on a major construction boom and 6,000 new jobs added over the past year, now more than ever, city leaders are focused on sharing Norfolk's unique story and improving housing, education, safety, and economic opportunities for all.

This "placemat" is designed to help the city's advocates share Norfolk's story – who we are as a city, what makes us a truly unique place (compared with other cities), and what kind of community we're building here for our residents today and tomorrow. By design, this placemat shares our aspirational story – Norfolk at its best!

This placemat is not designed to be a slick marketing piece, but rather a "message road map" that helps Norfolk's advocates share our city's compelling story in a seamless way, one that has the best opportunity to be heard and fully appreciated.

The message direction, as out-lined here, is based on a year-long research initiative that included input from over 1,600 Norfolk residents and workers.

OUR CITY'S PERSONALITY

Inclusive
Fun-Loving
Diverse
Active
Progressive
Creative
Friendly
Entrepreneurial



OUR CITY'S MASCOT

The city of Norfolk's mascot is the mermaid.

We need to proudly own and celebrate her in as many forms and designs as possible – as an iconic symbol to our waterfront lifestyle, diversity, and spirit of inclusion.

Encourage everyone to make the city of Norfolk the undisputed, worldwide home of the mermaid.

But let's hurry – other cities are trying to beat us to the punch for this recognition!

THE CITY OF
NORFOLK

8 Reasons why Norfolk is a remarkable place that's on the move.

1. We're welcoming and inclusive.

Norfolk is a welcoming place where everyone feels immediately at home. In fact, Norfolk's diversity was identified by residents and businesses as one of the top characteristics that sets Norfolk apart from all other U.S. cities. We open our arms to everyone – visitors, military families stationed here, NATO officials who serve here, and people from all walks of life who want to make this city their home.

2. We're remarkably surprising.

Norfolk will surprise you in many ways. Not only are we home to the largest naval base in the world. We're also a hip, urban city that's growing in people, businesses, and national accolades. We're home to the country's #1 music venue, and we're rated a top 10 locality for retirees and entrepreneurs. We're also the urban core of what was recently identified as America's fastest-growing Millennial region.

3. We're a creative place.

Norfolk is home to a world-class performing arts community. This includes the Virginia Stage Company, Virginia Ballet Theatre, the Virginia Opera, and the Virginia Arts Festival. We have a broad array of performing arts venues too: the Harrison Opera House, the Wells Theatre, the Attucks Theatre, the Norfolk, Town Point Park, and Ocean View Beach Park. The Chrysler Museum of Art and Norfolk's NEON District (New Energy Of Norfolk) are our traditional and contemporary art venues. But our creativity extends well beyond visual and performing arts. We have a growing "maker community" in fields as diverse as food, crafts, brewing, and technology.

4. We all work together.

Norfolk is a collaborative and connected place. Community-building is part of our DNA. Here, residents, businesses, and the military are working together to create a model community where everyone thrives. We're a place where you can join in and make a difference.

5. We're dynamic and authentic.

As one of America's historic port cities, Norfolk is an authentic place. Our 400-year "old salt" heritage is the perfect backdrop for our 21st-century coastal lifestyle, energy, and dynamic vibe. No question, our city is on the move. We're ascending – bursting with new energy, new opportunities, new hope, new jobs, and an exciting buzz that's simply contagious.

6. We put community first.

We're a caring community, a city that acts and feels more like a close-knit village. We're made up of 123 distinctive neighborhoods offering all types of housing options, lifestyles, and ways to engage. Our shared goal is for everyone to thrive here, supported by city services and programs, civic and community organizations, and our focus on equitable economic development where everyone wins.

7. We're a national model.

Our 400-year experience in overcoming and growing from chronic stresses – wars, fires, epidemics, hurricanes – has made us an international model in resilient city-building. We know how to engage stakeholders, leverage resources, and coordinate policies in a way that generates flexible and adaptable solutions, especially when under stress. Our water management, neighborhood development, and equitable economic development practices are only a few examples. There's no surprise there, as we're part of the Rockefeller Foundation 100 Resilient Cities initiative, joining London, Paris, Athens, Rio De Janeiro, and 95 other resilient cities.

8. All of this is right on the water.

Few U.S. cities have such a stunningly beautiful maritime setting. Our 144 miles of waterfront and active commercial and military ports make us America's most picturesque urban waterfront community. No wonder mermaids are always spotted here.

POSITIONING STATEMENT:

Norfolk is an amazing place, a vibrant and historic port city where culturally diverse citizens, the military, and businesses are creating the most dynamic and authentic urban waterfront community in America.

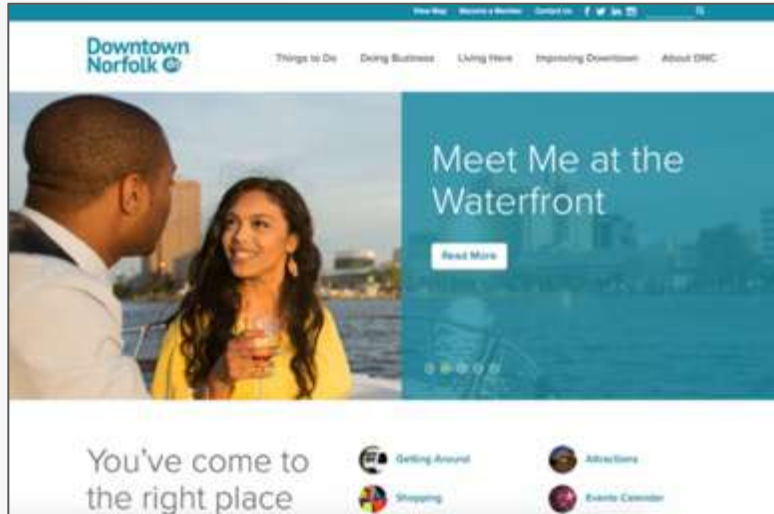
New website for Festevents



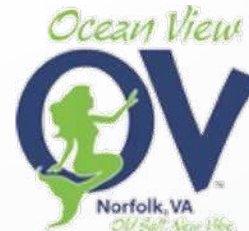
New logo for Jazz Festival



Norfolk Organizations Started Talking About The Waterfront:



Even Norfolk's
neighborhoods:



Festevents :: ABOUT FESTEVENTS

<https://festevents.net/about-norfolk-festevents/about1/> *

... creating the most dynamic urban waterfront community in America through ... An extensive 10 month schedule of diverse outdoor cultural events, festivals, ...

Norfolk Development - Home Page Content

norfolkdevelopment.com/97-workforce/217-home-page-content2/ *

Dynamic economy: ... diverse citizens, the military, and businesses are creating the most dynamic and authentic urban waterfront community in America. Want to learn more? [Click here](#). A few dynamic organizations that call Norfolk home.

City of Norfolk - issuu

<https://issuu.com/norfolk> *

The City of Norfolk, Virginia, U.S.A.: A vibrant and historic port city where culturally diverse citizens, the military, and businesses are creating the most dynamic and authentic urban waterfront community in America ... An All American City 2016.

Norfolk Festevents Releases Initial 2017 Festival ... - American Rover

www.americanrover.com/norfolk-festevents-releases-initial-2017-festival-event-dates/ *

Nov 28, 2016 - 35th Annual Fourth of July Great American Picnic & Fireworks presented by ... to creating the most dynamic urban waterfront community in America through ... An extensive 10 month schedule of diverse outdoor cultural events, ...

A Waterfront Treasure | Business In Focus

www.businessinfocusmagazine.com/2015/04/a-waterfront-treasure/ *

A Waterfront Treasure ... most dynamic and authentic urban waterfront community in America shares Mayor ... Norfolk's thriving and diverse economy goes beyond the presence of a major ... The city's waterfront location is a leading attraction.

City of Norfolk, Virginia - Official Website - City Manager's Fellowship ...

<https://www.norfolk.gov/index.aspx?nid=3332> *

... port city where culturally diverse citizens, the military, and businesses are creating the most dynamic and authentic urban waterfront community in America.

Norfolk's Downtown Waterfront – One of the special places in America ...

www.norfolksdowntownwaterfront.com/ *

Jul 16, 2016 - Welcome to the Waterfront in Downtown Norfolk, Virginia ... one of the most diverse and authentic urban waterfront communities in America.

Norfolk, Va.
***“The most dynamic
urban waterfront
community in
America” language
now shows up
everywhere.***

STRATEGIC QUESTION

Does Lynchburg have a shared narrative? Are all lead organizations united around shared iconology and messaging?

**This is a good
start . . .**

**LYH
L♥S
YOU**

The background is a complex digital-themed collage. It features a dark blue and black color palette. Overlaid on this are various elements: horizontal and vertical streams of binary code (0s and 1s) in light blue and white; a faint, semi-transparent image of a globe showing continents; and a large, semi-transparent image of a hand holding a pen, positioned behind the central text. The overall aesthetic is high-tech and futuristic.

10

**RISING
IMPORTANCE OF
PURPOSE**

COVID-ACCELERATED TRENDS

TREND	DESCRIPTION
TAKE CARE	COVID-19 is a health crisis. We are seeing, hearing, and watching this healthcare story unfold all around us 24-7. Social isolation, lack of exercise, and financial uncertainty are creating higher levels of mental and physical stress in all of us. In addition, the crisis has helped to increase awareness of the health disparities affecting minority populations.
VALUE ALL	The COVID-19 virus affects everyone — young, old, rich, poor, black, white. In addition, society has a newfound appreciation for frontline essential workers, as well as what they are being paid. The events and protests related to the social justice BLM movement have advanced our understanding beyond economic inequities and health disparities. There is no longer a neutral zone. Anti-racism attitudes and practices will increase. There will be an increasing appreciation of and support for equity and social justice policies and initiatives.
GO TEAM	The COVID-19 crisis has reinforced the spirit and power of teamwork — “we are all in this together.” Corporate advertising continues to mirror this through “stronger together” messaging. This social sentiment is reinforcing the expectation that companies must do more than make a profit, they must contribute to community stakeholders, too. Greater investments will be made in new supportive pathways to help ensure everyone thrives.
HYPER-CONNECT	People are driven by a deep-seated personal need to belong. This includes belonging to a family, peer group, team, organization, and community. Social isolation, economic and health-related uncertainty and vulnerability, and civil unrest are fueling this primary need for personal connections. Similarly, the uncertainty of a post-COVID world is driving the need for more corporate emotional connections through formal and informal employee support.
PURPOSE	Millennials and Gen Zs have been advancing the importance of social and ethical causes they think are important, putting pressure on companies, organizations, institutions, and brands to have a positive impact on the greater community. COVID-19 is accelerating this trend. Through COVID, more and more people are searching for meaning in their lives – their purpose. Purpose is bigger than who you are, what you do, how you do it. It’s your “WHY.”



PURPOSE

Bigger than who you are,
what you do, how you do it.

It's your **“WHY.”**

MILLENNIALS crave purpose



GENERATIONAL VALUES:

Confidence plus

Civic duty

Achievement

Hyper connected

Multi-tasking

Fearless

ARCHTYPE:

Co-dependent

Purposeful

Ambitious

Work Goals

BOOMERS/GEN X:



**MAKE A
LIVING**

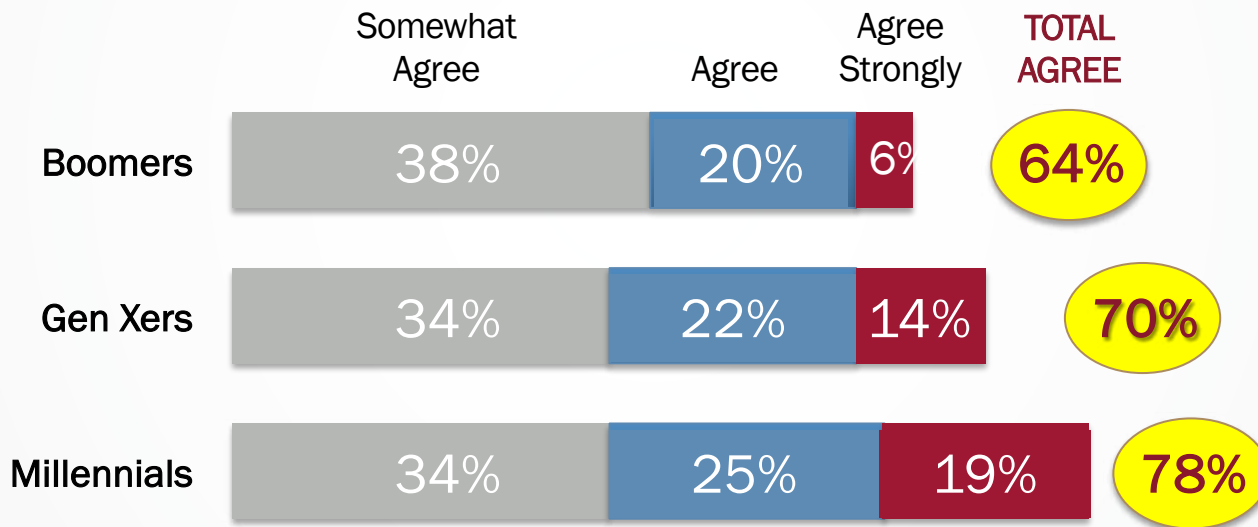
MILLENNIALS:



**MAKE A
DIFFERENCE**

Majority want to work where “purpose” is shared

“I want my employer to contribute to social or ethical causes that I think are important”





One for One.

800.975.8667

HELP

SIGN IN

JOIN



BAG (0)

Search for color, style, product



WOMEN

MEN

KIDS

COLLECTIONS

ONE FOR ONE®

TICKET TO GIVE

MOBILE

Home > Our Movement

OUR MOVEMENT

SHARE:



WE'RE IN BUSINESS TO HELP CHANGE LIVES.

It's a big job, and we don't do it alone. With our customers and Giving Partners, we're transforming everyday purchases into a force for good around the world. **One for One.**®

LEARN HOW CHANGE HAPPENS WITH

SHOES

SIGHT





Reimagine Money. Inspire Life.

At Capital One, we dare to dream, disrupt and deliver a better way. Our goal is simple – bring ingenuity, simplicity, and humanity to an industry ripe for change. Founder-led, Capital One is on a mission to change banking for good and to help people live their best lives. Together, we will build one of America's leading information-based technology companies. Join us.

For Cities: Purpose is Vision

Mission

Values

VISION

STRATEGIC QUESTION

Where is Lynchburg headed? Why should someone stay here after college? What will they be part of? What kind of city can they help build?



IMPROVING TOMORROW[®]



Retreat Agenda

10:00 – 10:15 Welcome and Introductions

10:15 – 10:30 Retreat Goals and Guidelines

10:30 – 11:15 6 Roles of Highly Effective City Councils

Creating a Strategic Perspective

11:15 - 12:30 External Considerations:
Review and Discuss Trends Shaping the Future of Cities and Lynchburg
Identify External Opportunities and Threats

12:30 – 1:00 Lunch



Retreat Agenda

1:00 – 2:00

Internal Considerations:

- Internal City Government Strengths and Weaknesses

2:00 – 2:45

Strategic Visioning:

- Review Best Practices and Process
- Starting the Process Today

2:45- 3:00

Break

3:00 – 3:55

Using a Strategic Perspective to Prioritize and Make Short-term Decisions
Group Exercise

3:55 – 4:00

Next Steps

4:00

Closing Remarks



Internal - Strengths

- City leadership
- New City Manager
- New people in senior positions across the city
- Full of great people
- Resilient
- The complete package – diversity and central cultural and economic hub for the region



Internal - Weaknesses

- Lack of compensation for city employees (which leads to turnover and making it hard to recruit and retain talent)
- High tax rates
- There's no major interstate
- Poverty and homelessness
- Declining infrastructure

Status of Collaboration

“You know, when I moved here, I thought there were 2 maybe 3 communities. What I’ve come to learn, that we have like 12 or 15 different communities that are relatively insular.”

“There is a great energy to collaborate and need to continue that.”

Discussion on the status of collaboration

- **Colleges and universities:** Most feel it has gotten stronger especially in convening leadership. Some feel there could be even stronger partnerships.
- **Business community:** Most say this is good and many pointed to the great work Economic Development is doing in building and maintaining relationships with local businesses.
- **Religious community:** There is a sense that the relationship between the city and religious groups could improve. It is not bad, but rather presents opportunities. The challenging is that there are so many groups. Fragmentation and silos make it hard to coordinate and keep everyone informed.
- **Neighborhood leaders/associations:** This category is also fragmented, perhaps especially along racial divides. There is a feeling from some that leaders work well together, but there is a lack of partnership on bigger initiatives.
- **The surrounding counties:** Felt to be cordial and when needed, everyone works well together.



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STRATEGIC QUESTION

**What's the vision for
Lynchburg's future?**

8

THINGS TO KNOW ABOUT STRATEGIC

VISIONING

1.

**Defining What a Vision Is
and Understanding the
Benefits of Having One**

Vision & Mission Relationship

- **Apple's Vision:** We are here to make the best products on earth, and to leave the world better than we found it.”
- **Apple's Mission:** Bring the best user experience to our customers through innovative hardware, software, and services.

Vision Examples

- **Disney:** To make people happy
- **IKEA:** To create a better everyday life for the many people
- **Microsoft:** Empower every person and every organization on the planet to achieve more
- **Avon:** To be the company that best understands and satisfies the product, service and self-fulfillment needs of women—globally
- **Apple:** We are here to make the best products on earth, and to leave the world better than we found it.”

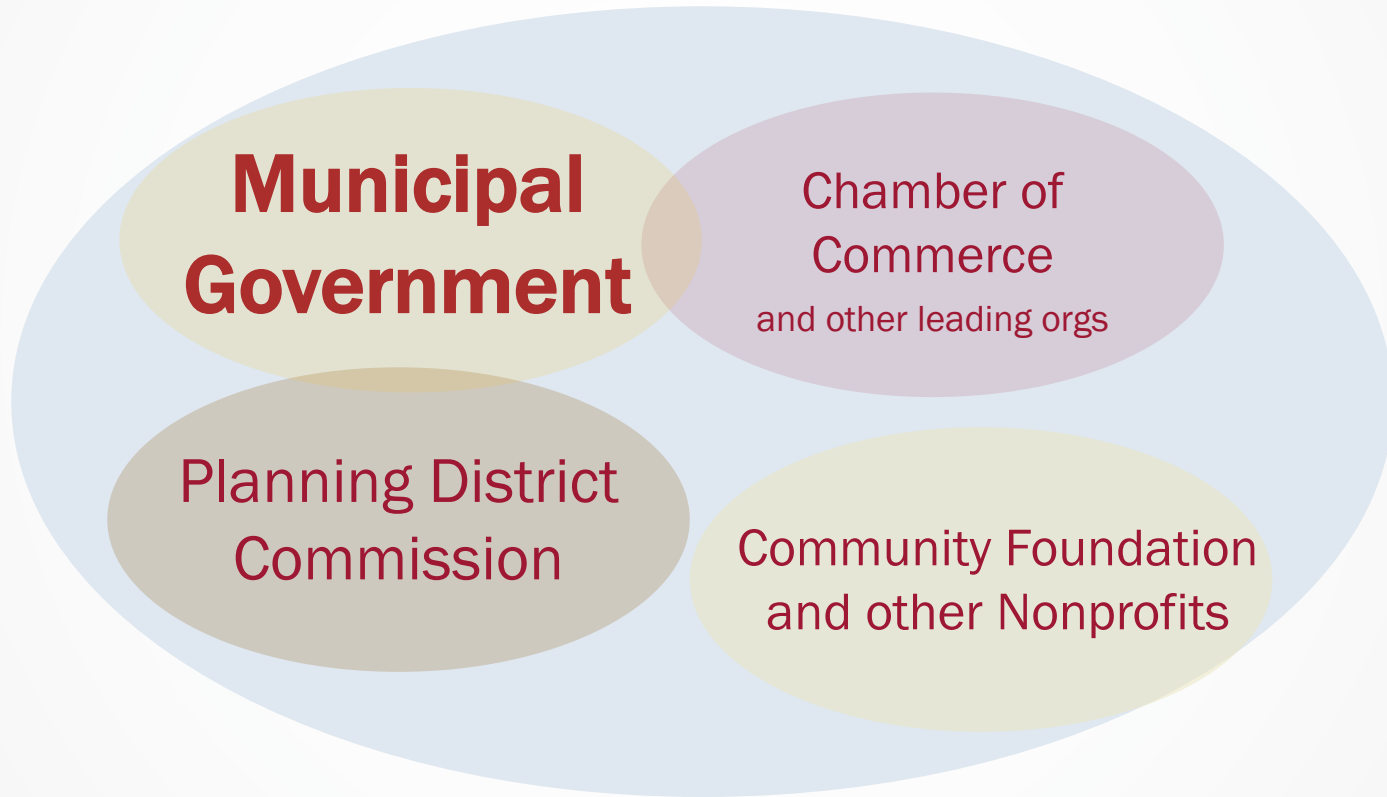
Community Visioning Benefits

1. Educates the community on challenges and opportunities and key trends shaping the future.
2. Inventories current programs and initiatives.
3. Identifies shared values – values the community wants to become.
4. Articulates a shared story – who we are today.
5. Articulates a long-term vision and identifies leading priorities that are shared by all – where we want to be.
6. Builds awareness, creates alignment, and accelerates the great work – programs and initiatives – that are already underway.
7. Creates a framework to help everyone understand how all these efforts are working to build a great community for all.
8. Inspires community-wide collaboration to achieve shared vision and priorities.
9. Makes the case for even greater funding and resource allocation on the things that are most important.
10. Fuels a positive “can do” spirit - driving regional momentum.



2. Including the Lead Organizations in Visioning Process

Typical parties involved



3. Packaging the Process

Very predictable and understandable names are used

- Envision Region
- Fast Forward Region
- Region Vision 2040
- Imagine Region
- Region 2040
- Region's Future
- Region Tomorrow
- Region Ahead
- Forward Region

Most cities brand the overall visioning initiative

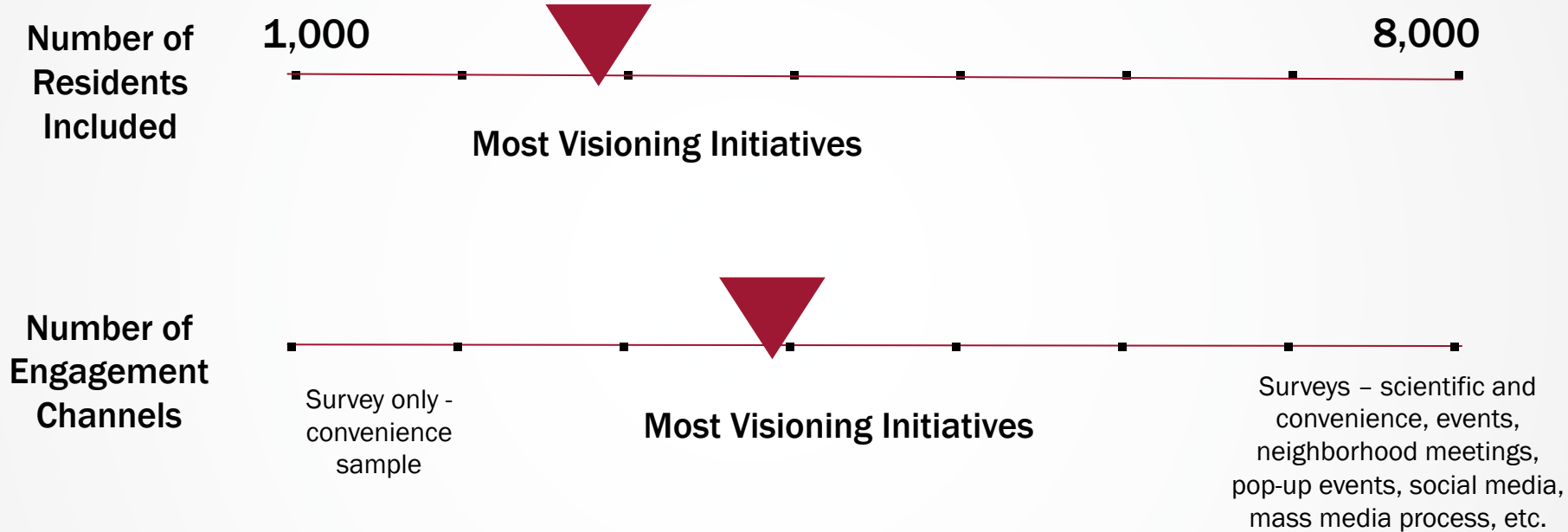
Denverright.
Your Voice. Our Future.



4. Engaging the Community

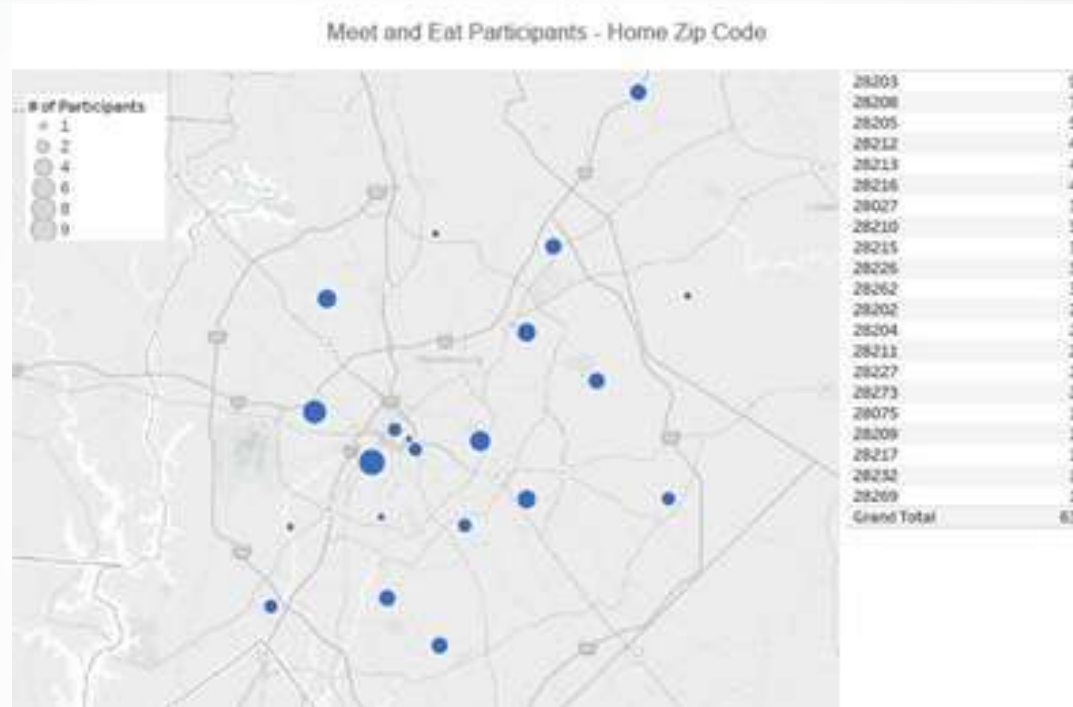
(City Council Role #3)

The level of stakeholder engagement varies



The most inclusive visioning initiatives use intercept surveys to include underrepresented voices

Charlotte Example:
20 low-income
neighborhoods.



The gold standard – Vision PDX (Portland, Oregon)

- Extensive **2-year public engagement** process.
- Goal: Develop a shared vision for the next 20 years and beyond.
- **Over 17,000 Portlanders weighed in** with opinions and comments.
- Largest public engagement process for Portland region to date and one of the largest ever in North America.

5. Shaping the Vision

(City Council Role #6)

Community values inform the vision statement development

City Vision Statement

Community's Value
#1

Environment

Community's Value #2

Inclusion

Community's Value
#3

Health

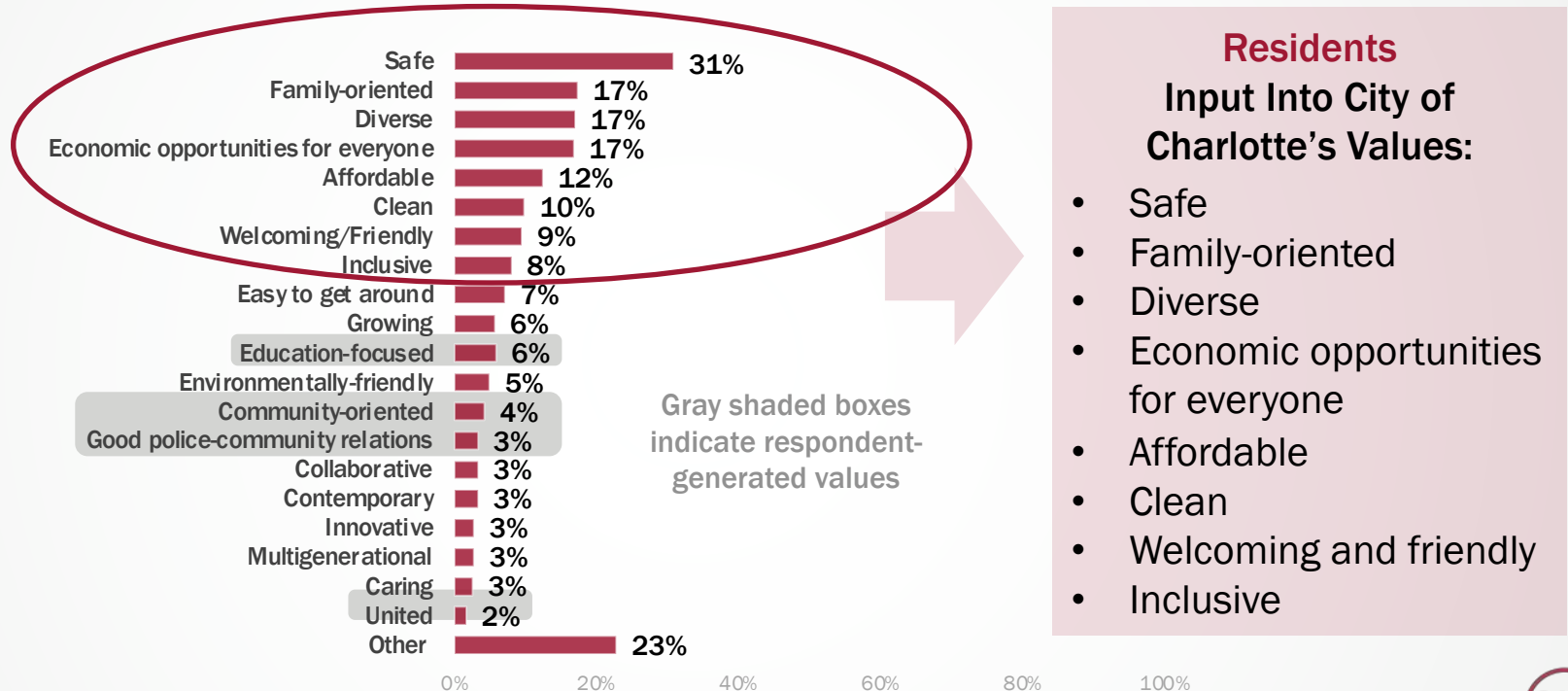


Charlotte City Council

Looking forward, what are the top three desired community values you would like associated with Charlotte?

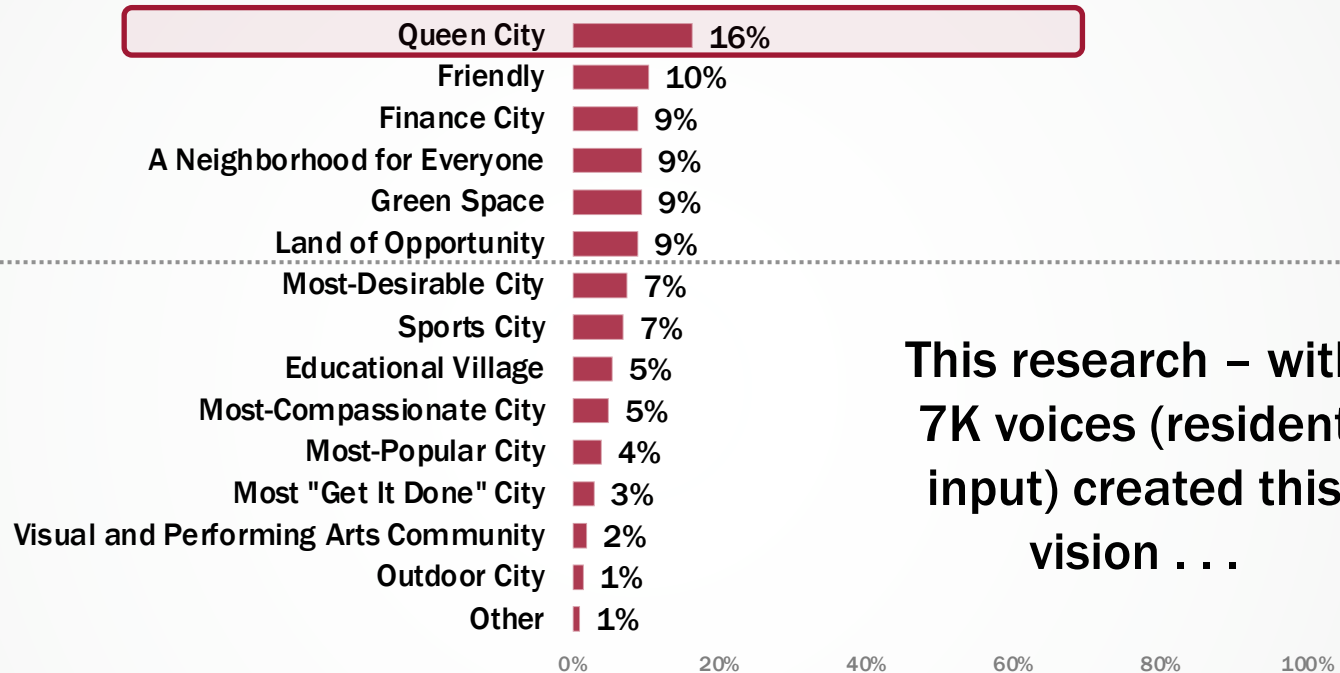


TOP values residents would like associated with Charlotte in 2030



Q10. Looking forward, what are the top three desired community values associated with Charlotte?

When respondents are asked to choose their TOP unique feature from the same list, queen and friendly are ranked first and second respectively, and many are tied for third place



This research – with
7K voices (resident
input) created this
vision . . .



City of Charlotte's Vision

The city of Charlotte's long-term vision – By 2030:

Charlotte is America's Queen City, opening her arms to a diverse and inclusive community of residents, businesses, and visitors alike; a safe, family-oriented city where people work together to help everyone thrive.

Our Values

SAFE

FAMILY

**FRIENDLY &
WELCOMING**

**DIVERSE &
INCLUSIVE**

EQUITABLE

Community Builders

6. Advancing the Vision

(City Council Role #6)

**Charlotte's vision statement is
being used to seamlessly
advance the city's strategic
direction (6th role of city council).**

City Council painted a picture of the vision. This painting was in the news and now hangs in the lobby of city hall.



The vision is featured in the budget documents

A circular logo with a white border. Inside, there is a bar chart with four bars of increasing height. An arrow points upwards from the top of the bars towards a circle containing a dollar sign (\$).

ECONOMIC DEVELOPMENT:
Jobs, the Economy, and Upward Mobility

"...America's Queen City, opening her arms to a diverse and inclusive community of residents, businesses, and visitors alike.."

 CITY of CHARLOTTE

32

FY2020 Budget Document

Charlotte is America's *Queen City*, opening her arms to a diverse and inclusive community of residents, businesses, and visitors alike; a safe family-oriented city where people work together to help everyone thrive.



Vision statement is included in plans: The FY2020 Community Engagement on Housing



"Charlotte is America's Queen City, opening her arms to a **diverse** and **inclusive** community of residents, businesses, and visitors alike; a **safe** family-oriented city where people **work together** to help everyone **thrive**"

Source: January 2018, City Council Retreat

FY2020 Comprehensive Plan – Public Input Started with the Vision statement



 CITY COUNCIL GUIDING VISION

“Charlotte is America’s Queen City, opening her arms to a **diverse** and **inclusive** community of residents, businesses, and visitors alike; a **safe** family-oriented city where people **work together** to help **everyone thrive**.”

Source: January 2018, City Council Retreat

City of Charlotte: Planning, Design & Development Department

21

“The City of Charlotte is a \$2.6 billion organization with more than 8,000 employees. Leveraging corporate America’s best practices, such as advancing a clear vision, is imperative.

Our vision helps focus our resources and ensures we’re aligned in building the type of community we aspire to be – a place where people work together to help everyone thrive.”

Ed Driggs
Councilman, City of Charlotte



7.

Making the Final Product a Strategic Plan

The Vision Drives The Development of a Strategic Plan

1.

Community Values

What are the ideal set of defining values
– what do we want for our community in say 2030?

2.

Community Vision

Based on the defining values, how do we envision our physical, economic, and social fabric – 10- to 20-years in the future.

3.

Community Priorities

What should we prioritize to achieve our vision? Where are resources needed most?

The Vision Helps You Move from the Current State to the Future State



The Final Output is Packaged as a Stand-alone Strategy Report



The Report Shows How Everything Supports the Vision

Fort Lauderdale Example

Read a Specific Vision Direction:



WE ARE CONNECTED.

We move seamlessly and easily through a safe transportation system where the pedestrian is first.



WE ARE COMMUNITY.

We are a neighborhood of neighborhoods.



WE ARE PROSPEROUS.

We are a subtropical City, an urban laboratory for education and business.



WE ARE READY.

We are a resilient and safe coastal community.



WE ARE HERE.

We are an urban center and a vacationland in the heart of South Florida.



WE ARE UNITED.

We are a strong and vibrant kaleidoscope of multi-generational cultures, ethnicities, and community partners.

See our Progress:



“The Vision 2035 is the roadmap to guide our everyday work. The employees of the City of Fort Lauderdale are committed to integrating and connecting the Vision to our City’s strategic planning, budgeting, and day-to-day service delivery.”



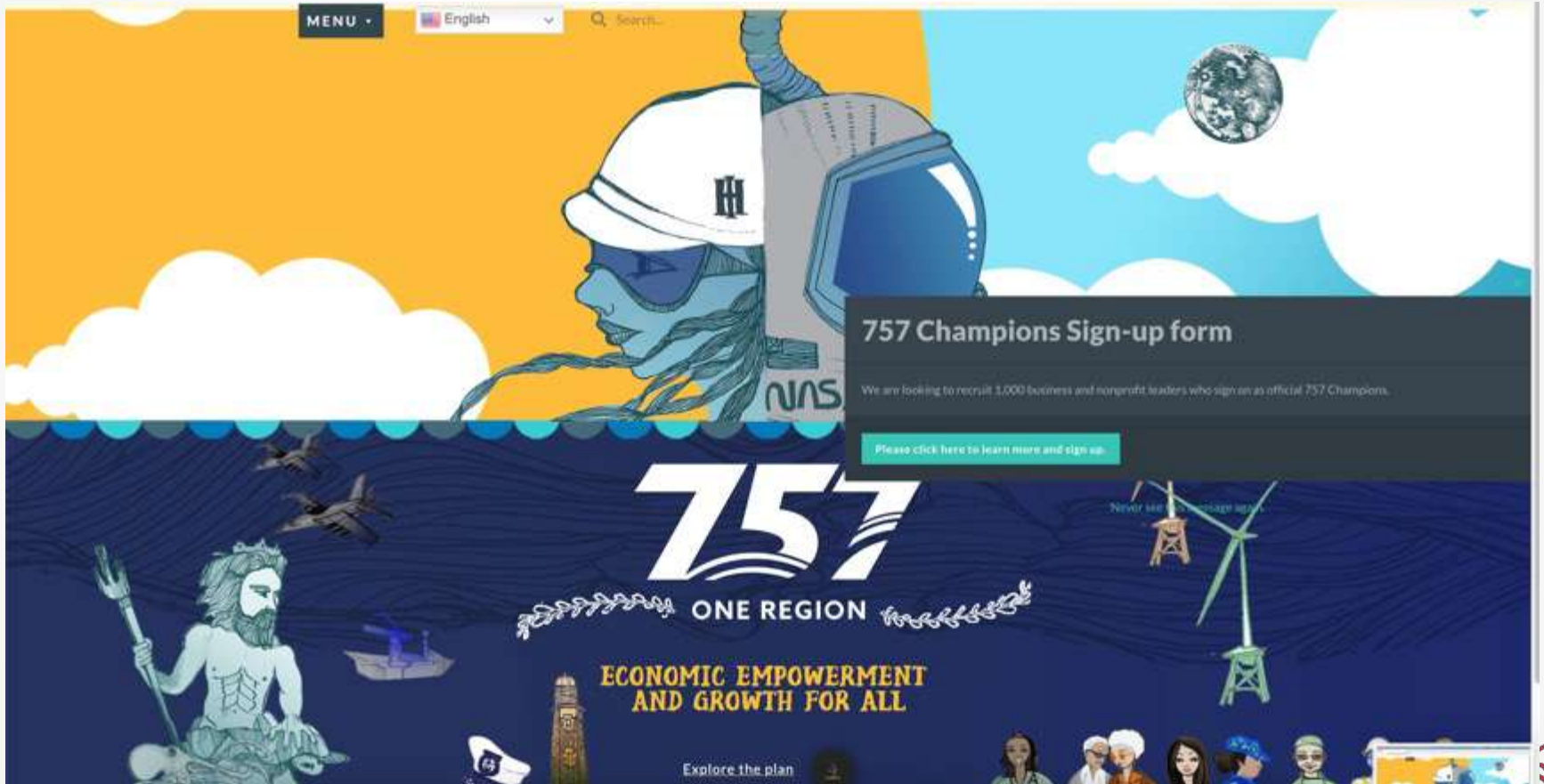
Lee R. Feldman

ICMA

Former City Manager, City of Fort Lauderdale

8.
**Ensuring the Overall Effort
Advances the City's /
Region's Strategic
Framework and Inspires
Supportive Ambassadors**

Vision for Hampton Roads



757
What we value

↑
**INNOVATION
& CREATIVITY**
+
**INCLUSION
& EQUITY**
+
**MILITARY
PRESENCE**
+
**WELCOMING
COMMUNITY
SPIRIT**
+
**COASTAL
LIFESTYLE**
+
ONE REGION

The 757 Recovery & Resilience Action Framework

**BUILD REGIONAL
UNITY**

**GROW NEW
JOBS**

**GROW, RETAIN &
ATTRACT TALENT**

**GROW
RESILIENCY**

**ADVANCE
REGIONAL
INFRA-
STRUCTURE**

Advance the New Vision for the 757 Economy
Build a Network of 1,000 Regional 757 Champions Supporting the Action Framework
Unify the 757's Young Professional Organizations (aka NextGen)
Create and Run the "757 Did You Know" Pride-building Campaign
Build and Maintain a Performance Dashboard to Hold the Action Framework Accountable for Results

Support 757's Core Economic Drivers: Military, Maritime and Hospitality
Increase the Performance and Growth of Target Industries
Support the Leading High-Growth Companies and Cultivate New Industries: Wind, Unmanned Systems, Water Technologies, Bio-Health Science
Support New Company Formation
Attract New Companies to the 757 Region

Place Qualified Talent in Unfilled Jobs
Train and Upskill the Unemployed
Retain New 757 Graduates
Attract Additional Qualified Talent to the 757

Business Model Education and Training
Diversity & Inclusion Education and Training
Health Literacy Education and Training
Employee Health and Safety Education and Training
Increase Minority Business Resiliency
Through Mentorships and a Minority Supplier Database
Make the 757 Economy More Resilient through the Growth of Our Startup Ecosystem

Advance Best Practices on Important Placemaking Issues Beyond this Action Framework
Create and Share Our Region's Story with the Outside World
Advance a Business Approach to the Region's Broadband Infrastructure
Advance a Business Approach to the Region's Future Energy Infrastructure
Advance a Business Approach to Recurrent Flooding and SLR
Advance Future Regional Infrastructure Priorities Guided by 'Economic Empowerment for All' Perspective
Address Long-term Systemic Issues that have Held the Region Back

**The Action Framework Comprises
30 Results-oriented Programs**

757 = ONE · Economic Empowerment and Growth for All

Over 757 Business Leaders in Hampton Roads are Now Ambassadors

MENU English Search

757
ONE REGION

**A Growing List of 757 Organizations
have **Joined Together****

to Create and Implement the Action Framework

**HAMPTON ROADS
ALLIANCE**

**HAMPTON ROADS
CHAMBER**
Greater Peninsula

**HAMPTON ROADS
WORKFORCE COUNCIL**

CIVIC
Greater Peninsula

**GREATER PENINSULA
WORKFORCE BOARD**

INVENT
HAMPTON ROADS

OLD DOMINION UNIVERSITY
Strategic College of Business

**NORFOLK STATE
UNIVERSITY**

EUROPEAN UNION
HAMPTON ROADS
MILITARY AND POLICE
FACILITIES SECURITY

**HAMPTON
ROADS
TPO**
The Hampton Roads Transportation Partnership

**757
COLLAB**

**757
PROUD**

[< Previous Page](#)

[Next Page >](#)

Your Vision: Today & Tomorrow

Today



Tomorrow



Equity and fair combined as “equitable.” Humming and vibrant combined as “vibrant.”

Retreat Agenda

1:00 – 2:00	<u>Internal</u> Considerations: – Internal City Government Strengths and Weaknesses
2:00 – 2:45	Strategic Visioning: – Review Best Practices and Process – Starting the Process Today
2:45- 3:00	Break
3:00 – 3:55	Using a Strategic Perspective to Prioritize and Make Short-term Decisions Group Exercise
3:55 – 4:00	Next Steps
4:00	Closing Remarks



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4:00

Closing Remarks





Lynchburg
VIRGINIA

GROUP EXERCISE:

**Using a strategic perspective to prioritize
and make short-term decisions**

Every city is going to receive funding from the federal and/or state government. What are some of your priorities for these resources?

Using a strategic perspective in a **priority setting**

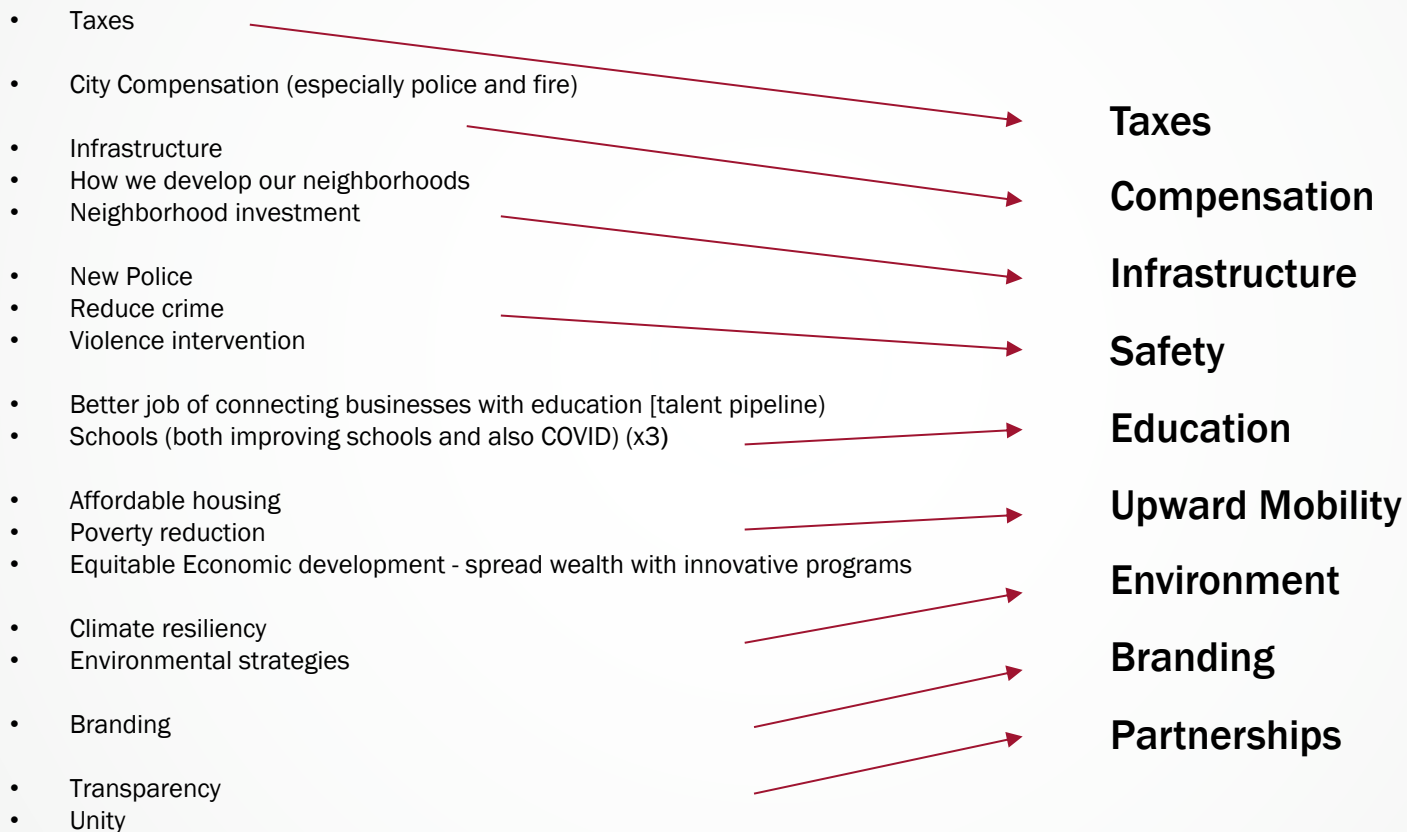
- Infrastructure (X4)
- New Police HQ (X4)
- Schools (X3)
- City Compensation (X2)
- Affordable housing
- Poverty reduction
- Climate resiliency
- Violence intervention
- Neighborhood investment

Using a strategic perspective on sorting through specific initiatives

What focus areas and/or topics would you like to ensure we cover during the retreat?

- Compensation (especially police and fire) (x3)
- Schools (both improving schools and also COVID) (x3)
- Taxes (x2)
- Infrastructure
- Branding
- Transparency
- Economic development and how we spread wealth with innovative programs
- How we develop our neighborhoods
- Unity
- Reduce poverty
- Reduce crime
- Environmental strategies
- Better job of connecting businesses with education [talent pipeline]

Combined 2 Lists as Categories



3 tables... Pick 2 topics* ...
Answer these 2 questions on each topic...
Share with the group

What should Lynchburg (all stakeholders) do to strategically address this topic area in a way that reinforces our story as a great place for young people and young families?

How should City Council provide strategic leadership in this topic area (think 6 roles)?

***If you finish early, pick a 3rd topic**



Exercise

Pick Two Topics

- Taxes
- Compensation
- Infrastructure
- Safety
- Education
- Upward Mobility
- Environment
- Branding
- Partnerships

20 Minutes - Table Discussion - Your 2 Topic Areas (10 min. each)*

1. What should Lynchburg (all stakeholders) do to strategically address this topic area in a way that reinforces our story as a great place for young people and young families?
2. How should City Council provide leadership in this topic area (think 6 roles)?
 - Setting policy
 - Representing everyone
 - Engaging the community
 - Providing oversight
 - Being a fiduciary
 - Setting strategic direction
 - Building trust

35 Minutes - Share With the Group

**Each table
has 10
minutes
for report
out.**

*If you finish early, pick a 3rd topic



Retreat Agenda

1:00 – 2:00

Internal Considerations:

- Internal City Government Strengths and Weaknesses

2:00 – 2:45

Strategic Visioning:

- Review Best Practices and Process
- Starting the Process Today

2:45- 3:00

Break

3:00 – 3:55

Using a Strategic Perspective to Prioritize and Make Short-term Decisions
Group Exercise

3:55 – 4:00

Next Steps

4:00

Closing Remarks





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