

PROJECT REBOUND



A Blueprint for Economic Resiliency and
Reinvention in the Greater Charlottesville Region





March 23, 2020 seemed like a typical day in Charlottesville — but it wasn't.

From the Chamber of Commerce's offices at the corner of 5th and Market, our small staff watched as local businesses, entrepreneurs and institutions made preparations to shutter doors, close up shop or move online in anticipation of a rumored statewide stay-at-home order.

At our weekly staff meeting, we had agreed that, just to be safe, we would each take home a week's worth of office necessities in case we found ourselves working at home.

Of course, when the Governor's order to shelter-in-place came through, it quickly became apparent that one week of supplies would not be nearly enough for what was ahead.

The global public health crisis sparked by the COVID-19 pandemic has severely impacted our community, our relationships, and our economy. In Charlottesville and throughout Central Virginia, the shock of the past three months has taken lives too soon, upset ambitious plans, and exacerbated pre-existing divisions and disinvestment.

The Greater Charlottesville region is fortunate to have an attractive physical setting and enviable ingredients for a vibrant economic base. But as residents, we did consider whether this pandemic and its economic challenges were big enough to break us.

So, working virtually from kitchen tables, spare bedrooms, basements and garages, a small number of community, academic, and city, county, and state economic development leaders, came together to exchange thoughts about how the region might weather this storm.

Project Rebound is the product of those conversations.

The idea was simple: Bring together anyone who was interested to express their needs, voice concerns and share ideas on how to deal with the crisis.

Since the very nature of the pandemic prevented face-to-face interaction, we sent out an invitation for community-wide virtual workshops. But we wondered — given the pressing personal and financial needs faced by so many — would anyone even show up?

The level of response was overwhelming. Within the first hour, 20 acceptances had been received (which was good, because, we would have been happy with 30). Then by the end of the day, 50 registrations. When it was all said and done, more than 300 people had committed to participate.

As the virtual workshops began, ideas and experiences were shared, and concerns were raised. And while there were committed participants from various corners of the private, nonprofit and public sectors – it was also clear there were many voices, equally bound by a commitment to the Charlottesville region's future, who were missing. Those able to participate were ready to be part of a solution and to give the Chamber a chance to prove it was worthy of being a trusted convener – but more input was needed.

We are thrilled to expand the conversation through this document. It compresses four weeks of introductory input from a small cross-section of our community, multiple meetings with stakeholders, and examples from outside the region as well.

Our goal is to build a blueprint for resiliency.

The Project Rebound Blueprint document is divided into four sections. The first section sets the pre-pandemic baseline and shares the story of how we came together to develop implementable ideas. The second section focuses on a dominant theme expressed by many of the participants, specifically, that economic recovery is only possible if we pursue a broad, inclusive effort to nurture confidence in our community. The third section details the range of ideas that could assist all elements of the community and prioritizes them by what can have the quickest impact.

Project Rebound Steering Committee

Elizabeth Cromwell, President and CEO
Charlottesville Regional Chamber of Commerce

Chris Engel, Director of Economic Development
City of Charlottesville

Roger Johnson, Economic Development Director
Albemarle County

Pace Lochte, Assistant Vice President for Economic Development
University of Virginia

The fourth section takes a more granular look at the unique perspective of the eight sectors that play an outsized role in the Charlottesville region's economy.

This crisis is also an opportunity for reinvention.

In the midst of the development of the report, the killing of George Floyd by a Minneapolis police officer, and the national conversation, led by the Black Lives Matter movement, that it sparked, only heightened the need to ensure the economic progress envisioned by this ongoing initiative is felt broadly – and especially by Charlottesville's African-American business community, many of whom have been systemically and historically shut out from the benefits of economic expansion. In order to improve the Chamber's efforts to foster a more equitable and inclusive economy, the leadership of the Board of Directors has voted to create an Equity Council to develop best practices for programming, staffing and community engagement.

Every attempt has been made to capture the hundreds of ideas that surfaced during the workshops. After this work of encapsulating the input, we think there are some ideas that can be immediately pursued and others that can be prioritized with focused effort that considers impact, equity and who should be involved.

Our intent is that this report is just one first step and that it will continue to evolve, expand the conversation and contribute to the improvement of Charlottesville, Albemarle County and Central Virginia. [If you would like to get involved please send an email to connect@cvillechamber.com.](mailto:connect@cvillechamber.com)

Denise Herndon, Program Director for Economic Development
University of Virginia

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Charlottesville Regional Chamber of Commerce

Rachael Hobbs, Project Associate, Office of Economic Development, *University of Virginia*

Ann Marie Hohenberger, Marketing and Communications
Charlottesville Regional Chamber of Commerce

About this document

The ideas and insight were gathered through virtual workshops, one-on-one conversations and emailed comments. The vast majority of participants were from businesses and organizations with a vested interest in the economic, social and environmental well-being of Charlottesville and Albemarle County. Professionals from KPMG synthesized this analysis and report from our community conversations and direct feedback from many participants. The committee's goal is to help implement actionable solutions and to be intentional about expanding the spirit of collaboration by soliciting additional input in the weeks and months ahead.

Project Rebound Logo Design

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Nurturing customer, business and workforce confidence amidst uncertainty will be an ongoing need in order to build resiliency

Customer Confidence

Creating a sense of safety and reliability among consumers will vary

Business Confidence

Broad access to information, financial resources and advice will be critical

Workforce Confidence

Adjusting to the new way of working requires resources, transparency, quality and frequency

“ If you learn to use it right – the adversity – it will buy you a ticket to a place you could not have gone any other way. ”

UVA Men's Basketball Coach Tony Bennett, after winning the NCAA national championship, April 2019



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- Workshop Questions
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This is our chance to restart and reinvent

Project Rebound is engaging business leaders to share insights, identify challenges, and build actionable strategies to restore the local economy in the wake of the COVID-19 crisis.

When it arose in Winter 2019, the public health emergency represented by COVID-19 presented communities, families and businesses around the world with an extraordinary challenge. From personal celebrations to travel to commerce, many of our assumptions and best-laid plans were upset.

In Virginia, a statewide shelter-in-place order was issued in late March in order to slow the virus' spread. A major impact of the order was that many businesses — including those in the Charlottesville region — were forced to suddenly close their doors. In early June 2020, the state issued guidance for the reopening of Virginia businesses.

The challenge going forward is twofold: to return the economy to a vibrant state after so much disruption and amidst public health uncertainty and to use this moment of adversity to nurture a more resilient and inclusive community.

Project Rebound is an initiative to provide information, resources, connection and guidance to local business

In basketball, a "rebound" occurs when a player possesses the ball after a missed shot.

How many missed shots, opportunities and milestones have we experienced as a result of COVID-19?

But what matters at this moment of adversity is not just what we have missed, but how quickly we can pivot to take possession of the next opportunity.

In that spirit, Project Rebound is more than just an effort to "bounce back". It is about taking control to change the long term direction of the game.

The ideas are presented here as an iterative, work-in-progress meant to spark action and discussion to support the economic well-being of the City of Charlottesville, Albemarle County and Central Virginia.

- Will our community be the first to rise to the challenge?
- Will we be the first to anticipate what comes next?

What we do from here is up to our collective team — and that includes you.



Can we safely restart local business and also use the adversity of this moment to nurture a more resilient and inclusive economy?

**This is just the beginning:
Five things to know about Project Rebound**



How you can help the team

Join the effort

This will be an iterative process. Please join our mailing list at bit.ly/ReboundSubscribe for future conversations and community actions

Know the guidelines

Start by downloading the safety toolkit from www.cvillechamber.com

Buy Local

Participate in the Buy Local campaigns described on page 78

Ask for help

The online portal envisioned on page 80 will be your connection

Leverage your strengths

Let us know if you have a skill that could aid the cause by emailing connect@cvillechamber.com

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Successful implementation of the ideas in the Blueprint will occur over time in order to nurture consumer, business and workforce confidence

Among the many ideas that were proposed, [this document recommends starting with a limited subset of six ideas](#) that addresses the need for: (1) authoritative safety protocols, (2) trustworthy information sharing and ways to access resources, (3) facilitating access to testing, (4) working with government on emergency policies (5) continued inclusive conversation and (6) a buy-local initiative.

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The full index of ideas is a list of tangible activities that businesses, individuals and organizations should take on in partnership or collaboration with peers

Designated as "Opportunity Index" solutions, [all of the concepts discussed by the workshop participants have been memorialized](#) in order to assist in future planning by community, institutional, and private sector organizations.

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This Project Rebound Blueprint document represents the participation of hundreds of Charlottesville region residents – but more need to be involved

Over the course of four weeks, [300 members of the community participated in virtual, online workshops to discuss the challenges businesses and institutions are facing](#) due to the pandemic and share ideas on how to adjust to a new environment where consumer, workforce and business confidence is low. More voices will be invited to participate in the weeks and months ahead.

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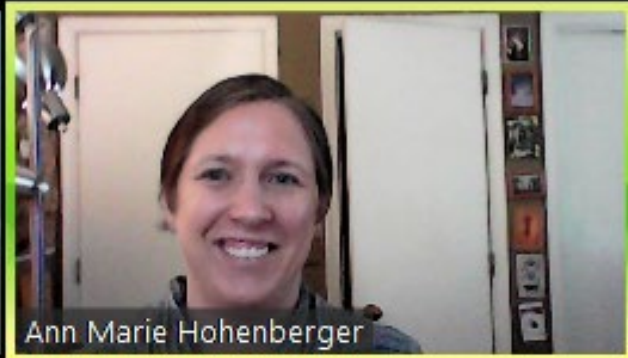
A focus on equity and inclusivity will be an ongoing part of future conversations and execution

To ensure the full spectrum of perspectives is part of the process, Project Rebound will continue to refine the ideas based on input from a broader cross section of the business community and has embedded each of the proposed solutions with action items designed to [ensure that the economic rebound occurs for as many businesses and business owners as possible](#).

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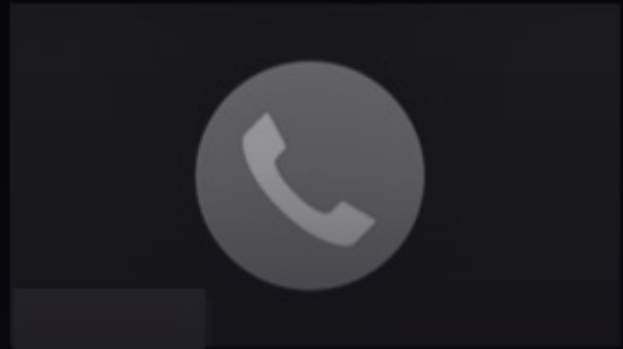
The Chamber proposes to serve as a steward, convener and enabler for the ideas represented in the document

As a small organization, the Charlottesville Regional Chamber of Commerce will position its staff as the [stewards and a central point of contact for the Project Rebound effort](#) on behalf of community partners and organizations who are engaged in implementing ideas.



How we started

A virtual process to develop a community response to a unique crisis





PROJECT REBOUND

To build a strategic and aspirational response to the pandemic, community members came together virtually to connect, share information and discuss actionable strategies to move forward.

How we started

In the midst of an unprecedented public health emergency, Project Rebound brought together technology and tested facilitation techniques to start a conversation on how Central Virginia might recover and renew itself from the economic downturn.

In May 2020, the Charlottesville Regional Chamber of Commerce and partners convened a series of community online workshops to explore the path forward for businesses, institutions and organizations when the statewide shelter-in-place order was lifted and for the recovery efforts in the coming months and years.

Designated as "Project Rebound", the organizing committee solicited feedback from residents, business owners and community leaders from across Charlottesville, Albemarle County and the region. We opened topical workgroups to the community and to specific economic sectors. Tapping the expertise within our community, Project Rebound asked the University of Virginia's Office of Organizational Excellence to design and facilitate the industry-specific teams and three community conversations in partnership with the Project Rebound Steering Committee and Team co-leads.

TEAM CO-LEADS

Protecting the Arts and Creative Economy

Chris Eure, The Paramount Theater
Justin Reid, Virginia Humanities

Restarting the Hospitality & Tourism Engine

Courtney Cacatian, Charlottesville Albemarle Convention & Visitors Bureau
Russ Cronberg, The Boar's Head Resort

Reviving Small Businesses

Yolunda Harrell, New Hill Development Corp.
Rebecca Haydock, Central Virginia SBDC

Assessing Key Industry Clusters

Helen Cauthen, Central Virginia Partnership for Economic Development
Chris Engel, City of Charlottesville Office of Economic Development

Subgroup Co-Leads for IT, Financial, Defense:

Adrian Felts, Signature Science
Rod Gentry, Albemarle County Economic Development Authority

Rebuilding Nonprofit & Community Organizations (Self-facilitated)

Charlene Green, Piedmont Housing Alliance
Ryan Jacoby, Center for Nonprofit Excellence

Subgroup Co-Leads for Biotechnology, Manufacturing, Food & Beverage Manufacturing:

Nikki Hastings, CvilleBioHub
Hunter Smith, Champion Hospitality Group

Leveraging Strengths of Anchor Institutions

Jonathan Davis, Sentara Martha Jefferson Hospital
Frank Friedman, Piedmont Virginia Community College

Preparing Vital Infrastructure

Chip Boyles, Thomas Jefferson Planning District Commission



When being recruited to co-lead one of the Project Rebound teams, it was promised that I would be in good hands with the pros at UVA. Wow! Was that the truth! Sarah Collie and her team made the virtual engagements simple, lively, productive and fun. In particular, Sarah's expert facilitation skills, casual confidence and easy-going demeanor were all the key to the success of the sessions.

- Doug Walker, Deputy County Executive for Albemarle County



Four critical components of the Project Rebound facilitation process were essential to eliciting valuable insights from a diverse group of participants who did not necessarily know each other.



Adherence to Key Design Principles

All team meetings and community sessions were grounded in the following design principles.

- Engage all in every meeting
- Provide opportunities to build upon ideas and tap into the collective wisdom of groups
- Promote cross-pollination of thinking and ideas
- Focus on positives, opportunities and innovations
- Design similar sessions, and tailor as needed for a specific sector
- Acknowledge that there are constraints (e.g. timeline, participation of members, etc.) and have a bias for action



Consistent Meetings

There was a foundational, consistent design of all team meetings, and the Nonprofit & Community Organization team self-facilitated.

The purpose of the first meeting was to glean relevant insights and learnings to-date that may be transferrable and applicable to re-starting the economy and to generate initial ideas about how to successfully and safely re-open the Charlottesville region's economy.

The purpose of the second meeting was to build upon and synthesize the inputs from the first meeting, website input, and community forums and define actionable steps to address sector needs, as well as to identify potential new approaches, partnerships, and collaborations.



Guided Facilitation

Several "Liberating Structures" (www.liberatingstructures.com) were adapted for this project by the facilitators:

Impromptu Networking

A tactic to rapidly share challenges and expectations and build new connections in pairs

Conversation Cafe

A tactic to cross-pollinate small groups and rounds of dialogue

1-2-4-all

A tactic to rapidly generate ideas and build upon each other's ideas for better ideas

"Mad Tea"

A tactic to provoke a set of individual reflections and insights and set the context for action



Accurately Captured Data

All meetings were conducted through Zoom video conferencing.

Data were recorded through three ways: (1) participants typing responses in Chat, (2) summaries from small group breakout room discussions entered into Chat by one person per group, and (3) an assigned scribe in small group breakout room discussions who captured input on a template

All qualitative data were recorded verbatim and provided to KPMG for data analysis and synthesis for development of this report.

Team Participants

More than 300 people contributed to the Project Rebound effort through focused industry workshops and broader community engagement in May 2020. Going forward, Project Rebound's intent is to expand the conversation with increasingly inclusive input and participation.

Protecting the Arts and Creative Community

Co-Leads:

Chris Eure, The Paramount Theater
Justin Reid, Virginia Humanities

Team:

Alan Goffinski, The Bridge PAI
Anne Hunter, Live Arts
Boomie Pedersen, The Hamner Theater
Charlotte Cole, Orange Downtown Alliance
David Perry, Oratorio Society
Deborah White, Batten Institute at UVA Darden School of Business
Jamal Millner, Music Resource Center
Jane Goodman, Yellow Cardinal Studio
Jane Kulow, VA Festival of the Book
Jody Kielbasa, Virginia Film Festival
Jon Lohman, Virginia Folklife Program
Kevin McFadden, Poet & Book Artist/Virginia Humanities
Kevin McRoberts, McBob Productions
Kristen Chiacchia, second street gallery
Lauren Francis, With Good Reason Radio Show
Leonda Williams-Keniston, PVCC
Linda Monahan, Cville Chamber Orchestra
Lindsey Leahy, New City Arts
Maran Garland, The Paramount Theater
Michael Slon, Oratorio Society
Olivia Branch, Keswick Hall and Golf Club
Robert Dunnenberger, Virginia Film Festival
Sara Clayborne, Charlottesville Ballet
Sharon Tolczyk, Crozet Arts

Facilitator: Mary Brackett, UVA
Scribe: Aleese Eatmon, Albemarle County

Leveraging Strengths of Anchor Institutions

Co-Leads:

Jonathan Davis, Sentara Martha Jefferson Hospital
Frank Friedman, Piedmont Virginia Community College

Team:

Carolyn Rainey, Bank of America
Christy Phillips, WillowTree
Erika Robinson, Pepsi Cola Bottling Co.
Felix Sarfo-Kantanka, Dominion Energy
Gary Driskill, State Farm
Gordon Sutton, Tiger Fuel
Jen Alvarez, State Farm
Kimberly Link, Albemarle County Public Schools
Louis Nelson, UVA
Michael Corrigan, Northrop Grumman
Phil Wendel, acac
Quin Lunsford, Albemarle County Service Authority
Richard Spurzem, Neighborhood Properties
S. Lisa Herndon, Keller Williams
Steve Horan, CFA Institute
Tim Longo, UVA

Facilitators: Denise Herndon and Rachael Hobbs, UVA
Scribe: Tara Yoder, Albemarle County

Restarting the Hospitality and Tourism Engine

Co-Leads:

Courtney Cacatian, Charlottesville Albemarle Convention & Visitors Bureau
Russ Cronberg, The Boar's Head Resort

Team:

Alan Yost Greene, County Economic Development
Alison Dickie, albemarle Magazine
Andre Xavier, Cville Travel
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Anton Dagner, Ambassador Limosine
Brian Schornberg, Keswick Vineyards
Brooke McCauley, Fairfield Inn Downtown
Collean Laney, Three Notch'd Brewery
Cynthia Chiles, Crown Orchard
Deb Manzari, Century 21
Debbie Kaplan, The Graduate Hotel
Derek Bond, The Melting Pot
Ellen Christie, Easton Porter Group
George Hodson, Veritas Winery
Greg MacDonald, Michie Tavern
Heather Hill, City of Charlottesville
Ian Glomski, Vitae Spirits Distillery
James King, King Family Vineyard
Jason Ness, City of Charlottesville Office of Economic Development
Jay Stafford, Staybridge Suites
Jeanne McCusker, Home Instead Senior Care
Jennifer Bryerton, Ivy Life & Style Media
Jennifer Mayo, Omni Hotel
Jimmy Kinane, Staybridge Suites
Julia Rupp, Resilience Education
Julie Arbelaez, Peace Frogs Travel Outfit
Kerry Woolard, Trump Winery
Kevin Badke, Fitzroy/Boylan Heights
Kirby Hutto, Sprint Pavilion
Malcolm Dyson, Paramount Theater
Mark White, Boar's Head Resort
Mary Blair Zakaib, Monticello
Maureen Kelley, Nelson County Economic Development
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Myles Wood, Tom Tom Foundation
Nancy Stahon, James Monroe's Highland
Peter Castiglione, Maya Restaurant
Phyllis Case, The Clifton
Regina Dodd, Residence Inn Marriott
Roy van Dorn, City Select
Sara Bishop, Hyatt Place
Scott Taylor, Monroe Institute
Sue Moretz, Keswick Hall
Tim Burgess, Bizou
Tim Fitzgerald, Homewood Suites
Tracey Gardner, Madison County Economic Development
Tyler Chartier, Common House

Facilitator: Reid Thompson, UVA
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Reviving Small Businesses

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Rebecca Haydock, Central Virginia SBDC

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Dickie Morris

Ellen Joy, Alakazam Toys
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Leigh Townsend, JW Townsend Landscapes
Lexi Hutchins, Greenthumb Consulting
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Megan Hillary, My Dance Shoppe
Michael King, Redline Construction
Mike Bender, Elevate Data
Paul Beyer, Tom Tom Foundation
Quinton Beckham, Keller Williams/ CAAR
Quinton Harrell, HUB Cville
Ralph Saliermo, Monticello Media
Robert Chisholm, BB&T
Rose Deal, Culpeper County Economic Development
Rudy Lee Garcia, Fluvanna Chamber
Sarah Mendoza, PVCC Workforce Services
Sarah North, Federal Realty Investment
Sober Pierre, Pearl Island
Stephen Davis, Community Investment Collaborative (CIC)
Travis Wilburn
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Wendy Brown, CNE, CIC
Zhongwen Luo, UVA
Zoie Smith, City of Charlottesville Office of Economic Development

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Scribe: Aleese Eatmon, Albemarle County

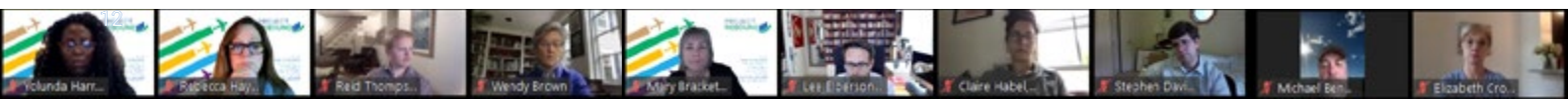
Preparing Vital Infrastructure

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Doug Walker, Albemarle County

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Frank Squillace, Network2Work
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Kara Chandeysson, Ting
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Michael Culp, County of Albemarle
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Paul Perrone, Perrone Robotics
Rex Linville, Piedmont Environmental Council



Rick Siebert, City of Charlottesville
Susan Kruse, Community Climate Collaborative

Facilitator: Sarah Collie, UVA
Scribe: Tim Padalino, Albemarle County

Rebuilding Nonprofit and Community Organizations

Co-Leads:

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Ryan Jacoby, Center for Nonprofit Excellence

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Allison Scholl, Acorn Group
Amy Sarah Marshall, Cville Pride
Andrea Douglas, Jefferson School African American Heritage Center
Barbara Kessler
Ben Allen, Equity Center
Beth Solak, Virginia Discovery Museum
Bill Brent, American Red Cross
Brian Greenwald, Generate Impact
Caitlin Riopel, Habitat for Humanity
Carolyn Mitchell Dillard, UVA Provost Office
Carolyn Schuyler, Wildrock
Catherine von Storch, The Paramount Theater
Chuck McElroy, WorkSource Enterprises
Don Gathers, Public Housing Association of Residents (PHAR)
Erika Viccellio, The Fountain Fund
Erin Tucker, On Our Own
Ethan Long, Virginia Institute of Autism
Freddie Jackson, Love No Ego Foundation
Gayle White, Thomas Jefferson Foundation
Georgia Lindsay, Nest Realty
Grey McLean, Adiuvars Foundation
Harriet Kuhr, International Rescue Committee
Jane Foy, BeHeardCVA
Jane Hammel, Hospice of the Piedmont
Janine Dozier, Virginia Discovery Museum
Jeanette Abi-Nadeer, Cultivate Charlottesville
Jessica Maslaney, Piedmont Family YMCA
Joe Powers, City of Charlottesville Fire Department
John Piper, Mutual Choices
John Santoski, Arc of the Piedmont
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Karen Osterhaus, Region Ten
Karina Munroy, Creciendo Juntos
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Marta Keane, Jefferson Area Board for Aging
Mary Coleman, City of Promise
Michael Cheuck, Clergy Collective
Peter Thompson, The Center
Randi Carr, R Carr Consulting
Rebecca Kendall
Sue Friedman, Jefferson School Foundation
Susan Thomas, Loaves & Fishes
Tamara Dias, African American Teaching Fellows
Teri Kent, Community Climate Collaborative
Tina LaRoche, Camp Holiday Trails
Trisha Costello, Innisfree Village

Scribe: Tyler Howerton, Albemarle County

Assessing Key Industry Clusters

Co-Leads:

Helen Cauthen, Central VA Partnership for Economic Development
Chris Engel, City of Charlottesville Office of Economic Development

Subgroup for IT, Financial, Defense

Co-Leads:

Adrian Felts, Signature Science
Rod Gentry, Albemarle County EDA

Team:

Adam Hastings, Charlottesville City Schools
Alex Dudley, Wells Fargo Advisors
Allison DeTunco, UVA Community Credit Union
Andy Page, HackCville
Ann Mallek, Albemarle County
Ben Ledford, Eiden Systems
Bill Carden, Carden Jennings
Brendan Richardson, Astraea
Brian Cole, LexisNexis
Bryan Thomas, First Citizens Bank
Chuck Hancher, Thomas M. Hancher Co
Craig Redinger, Munich Investments
Daniel Willson, HackCville
David Bush, Tamblyn Computer Consulting
David Deaton, Deaton Group
David Mellon
David Pettit, Flora Pettit PC
Deborah van Eersel, UVA Foundation
Donnie Wyatt, Co-Construct
Eric B. Wagner, Merrill Lynch
Eric Keathley, Zel Technologies
Grant Tate, Bridge Business Transformations
Jason Daniel, TechDynamism
Jim Atkinson
Joan Bienvue, Applied Research Institute, UVA
Joe Jenkins, Hanckel-Citizens
Joe Raichel, Wells Fargo
John Watson, Hanckel-Citizens
John Young, Atlantic Union Bank
Jonathan Velasquez, Eiden Systems
Kara Chandeysson, Ting
Kaye Monroe, Dept. of Aging and Rehabilitative Services
Kevin Leibl, Advanced Network Systems
Larry Martin, Hantzmon Wiebel
Lettie Bien
Michael Balazs, AMITRE
Michael Reichard, Eiden Systems
Misty Parsons, UVA Foundation
Pam Fitzgerald, The Ivy Group
Pete Caramanis, Royer Caramanis
Phil Sheridan, Culpeper County Economic Development
Phil Shiflett, Hantzmon Wiebel
Ralph Rush, Davenport
Rob Jones, Applied Research Institute, UVA
Sara Szmania, Signature Science
Steven Yates, NSPYR Technologies
Sue Rowell, Zel Technologies
Tracey Greene, CBIC, Charlottesville Angel Network
Whit Douglas, First Heritage Mortgage
Facilitator: Reid Thompson, UVA
Scribe: JT Newberry, Albemarle County

Subgroup for Biotechnology, Manufacturing, Food & Beverage Manufacturing

Co-Leads:

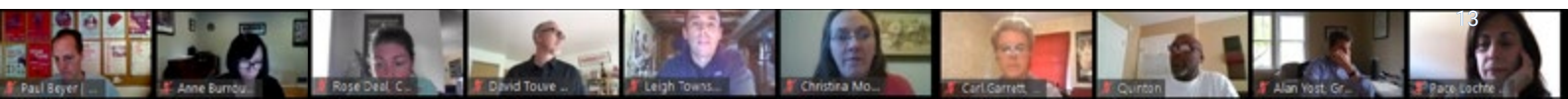
Nikki Hastings, CvilleBioHub
Hunter Smith, Champion Hospitality Group

Team:

Bob Creeden, UVA Licensing & Ventures Group
Bradley Kipp, Random Row Brewing Co
Bryan Berger, UVA
Cassie Estes, American Office
Chris Ackerman, Microaire
Chris Jessee, Cardboard Safari
Connor Crook, Diamondback Tool Co
Ed Rogers, Bonumose LLC
Evan Eckersley, Lytos Technologies
Joe Kilroy, SoundPipe
Joel Selzer, ArchMedX
Kevin Combs
Kirby Farrell, Locus
Lianne Landers, MicroGEM
Nathan Evans, Woods Rogers
Taylor Cope, Indoor Biotechnologies
Victoria Tremaglio, Shops at Stonefield
Facilitator: Mary Brackett, UVA
Scribe: Ayana Braxton, Albemarle County

Community Conversations

Abby Tammen, Charlottesville Area Association of REALTORS
Alex Urpi, Emergent Financial Services, LLC.
Alex Inman, The Entrepreneur's Source
Alex Hernandez, University of Virginia
Allison Linney, Allison Partners
Alyssa Cattell-Gordon
Anna Kelleher, UVA
Anna Murphy, Creative Office Environments
Anne Cleveland, The McClung Companies
Anne Herring, USDA/Rural Development
Anson Parker, Claude Moore Health Science Library
Betsy Kraft, The Clifton
Bri Warner, Virginia Tourism Corporation
Carrie Ellwood
Cecilia Mills, Calmingpoints
Clay Eure, Eure Consulting
Colette Sheehy, University of Virginia
Cynthia Hash, Find Homes Team @ KW Realty
Daniela Pretzer, The Bridge Line
David McCormick, Early Music Access Project
Doris Oliphant, Hampton Inn
Elizabeth Bolin
Elizabeth Johnson
Elizabeth Smith, Afton Mountain Vineyards
Emily Martin, UVA
Gary LeFeuvre, NEST Furnished Living Solutions
Gigi Davis, Piedmont Virginia Community College
Glenn Rust, Virginia National Bank
Helen Kimble, Charlottesville DSS
Hilton Tilley, CDSS
Jacki Bryant, ReadyKids
James Burton, Gig Strategic
James Phillips, Stanley Steemer of Charlottesville & Harrisonburg
Janet Chisholm, JustTech, LLC
Jeremy Rudin
Jodi Mills, Stony Point Development Group
John Neal, Great Eastern Mgt
John McGraw, Stanley Steemer of Charlottesville & Harrisonburg
Joseph Usher, Region Ten CSB
Judy DiVita, Lumineo
Julie Weaver, Find Homes Team @ KW Realty
Kara Stutzman, The Clifton
Karen Weiner, Charlottesville Fashion Square
Kate Ellwood, Charlottesville Restaurant Community Fund
Kelly Dye, First Citizens Bank
Kelly Myers, Senior Care Authority
Kelly Logan
Kristen Hallam, S&P Global Market Intelligence
Lisa Draine, Cville Community Cares
Lorna Gerome, Albemarle County
Melissa Fogleman, Kelly Services
Melvin Burruss, MILLER LAW GROUP, P.C.
Michael Nafziger, The Bridge Line
Millie Winstead, Blue Ridge Area Food Bank
Nancy Hicks, Monticello Media LLC
Nichole Matthews, ACFR
Rahul Keshap, Shuru Law
Robert Gray, Dreamin' Diamonds, LLC
Robin Kaczka, Rodan+Fields
Rochelle DeBaun, Peace Frogs Travel Outfitters
Roger Johnson
Sally Hudson, Va. General Assembly
Samantha Bean, Staybridge Suites Charlottesville Airport
Scott Hamler, Forezee Marketing Solutions
Shelby Edwards, Live Arts
Spencer Coyle, UVA
Steve Sless, Charlottesville Fashion Square
Steven Sless, The Woodmont Company
Steven Knudson, CBIZ Payroll
Stewart Key, Charlottesville-Albemarle Airport
Sue Moffett, Charlottesville DSS
Suzanne Brooks, Pepsi-Cola Bottling Co of Central VA
Tammy Wilt, Atlantic Bay Mortgage Group
Terry Woodworth
Tiffany Zambrana, Humana
Tom Chapman, Albemarle Charlottesville Historical Society
Tonia Alexander, City of Charlottesville
Veronica Dumas, Holiday Inn - University Area
Virginia Newton, AAA Travel



Where we are now

The challenge of nurturing confidence amidst public health uncertainty

A common thread identified by the participants was the role of "**confidence**" across customers, employees and business owners.



Where we are now

Until the virus has been controlled, many workshop participants recognized that the chance of flareups, social distancing policies and the lack of consistent information would hurt the level of confidence that community members have on a day-to-day basis.

Pre-Pandemic Context: A region with the fundamentals for success

Prior to the start of the pandemic, the Charlottesville regional economy was in an enviable position. State government, anchored by the University of Virginia and its affiliated hospital, had powered recent job gains and cemented the region's status as a top performer. Low unemployment and a high quality of life had fueled a seven year stretch of economic expansion.

The Pandemic Shock

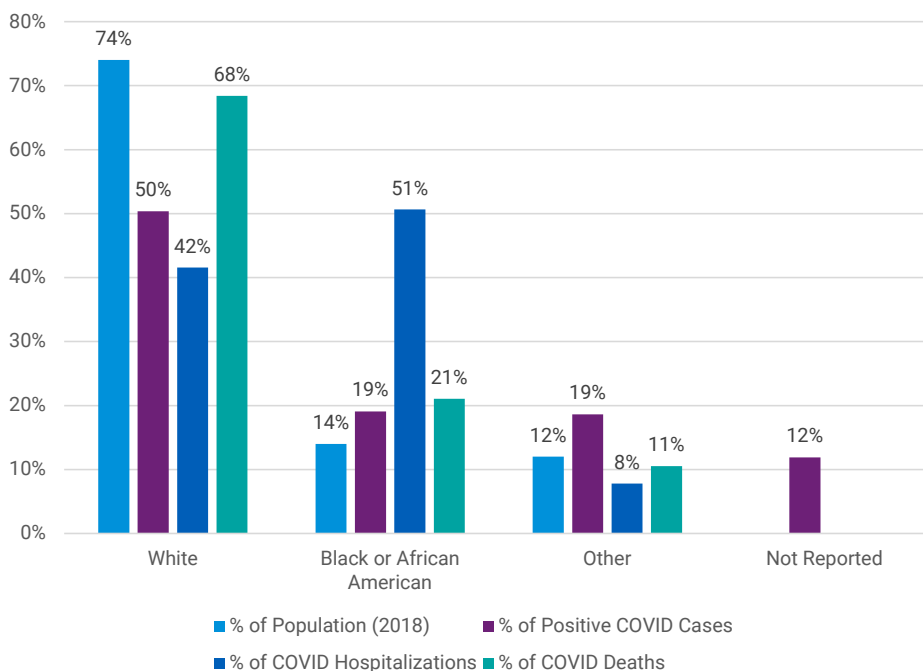
The sudden March 2020 closures prompted by the pandemic put an immediate halt to the region's economic progress. Initial drops of demand for restaurants, bars and hotels combined with the transition to online instruction at major education institutions had echo effects that led to business closures, furloughs, layoffs, and declining tax revenue. Key economic sectors in the Charlottesville region have not been affected equally by COVID-19. Industries such as manufacturing, finance, business and professional services, and information technology have seen less-severe declines in employment, whereas the tourism, leisure and hospitality industry has experienced a significant negative impact.

Uneven Impacts

As the massive public health toll of COVID-19 continues to come into focus, it has also become clear that the pandemic has not affected all communities the same, particularly with respect to the African-American community. Despite making up just 14% of the overall population of the Charlottesville region, African-American residents represent 19% of confirmed positive COVID-19 cases through June 10, 2020, 51% of hospitalizations and 21% of COVID-related deaths. This reflects a significant disparity in risk of exposure and severe health outcomes, which need to be accounted for in reopening solutions going forward.

DISTRIBUTION OF COVID-19 OUTCOMES BY RACE VS. POPULATION IN THE CHARLOTTESVILLE REGION

Confirmed positive cases not distributed equally



Source: Data Source: Virginia Department of Health, data by reported Race/Ethnicity for Thomas Jefferson Health District as of June 10, 2020.

Note: There have been a total of 19 deaths in the Thomas Jefferson Health District; therefore, percentage distributions are based on small sample size and may not be representative of broader trends. As previously noted, the Thomas Jefferson Health District does not include Buckingham County, which has a high prevalence of cases.

Across the country, African-American owned businesses were also hit hardest in the early stages of the pandemic. According to the National Bureau of Economic Research, from February to April, the number of African-American owners of small businesses dropped by 41% nationwide, followed by immigrant owners at 36%. That study, which did not reflect the most recent federal aid to small businesses, cited an unprecedented decline of 22% among operators overall in the early stages of the contagion. The impact on Charlottesville's minority-owned businesses has also been significant and is potentially driven by disparities in access to capital for African-American owned small businesses.

The Reopening Dilemma: Business, Customer and Workforce Confidence

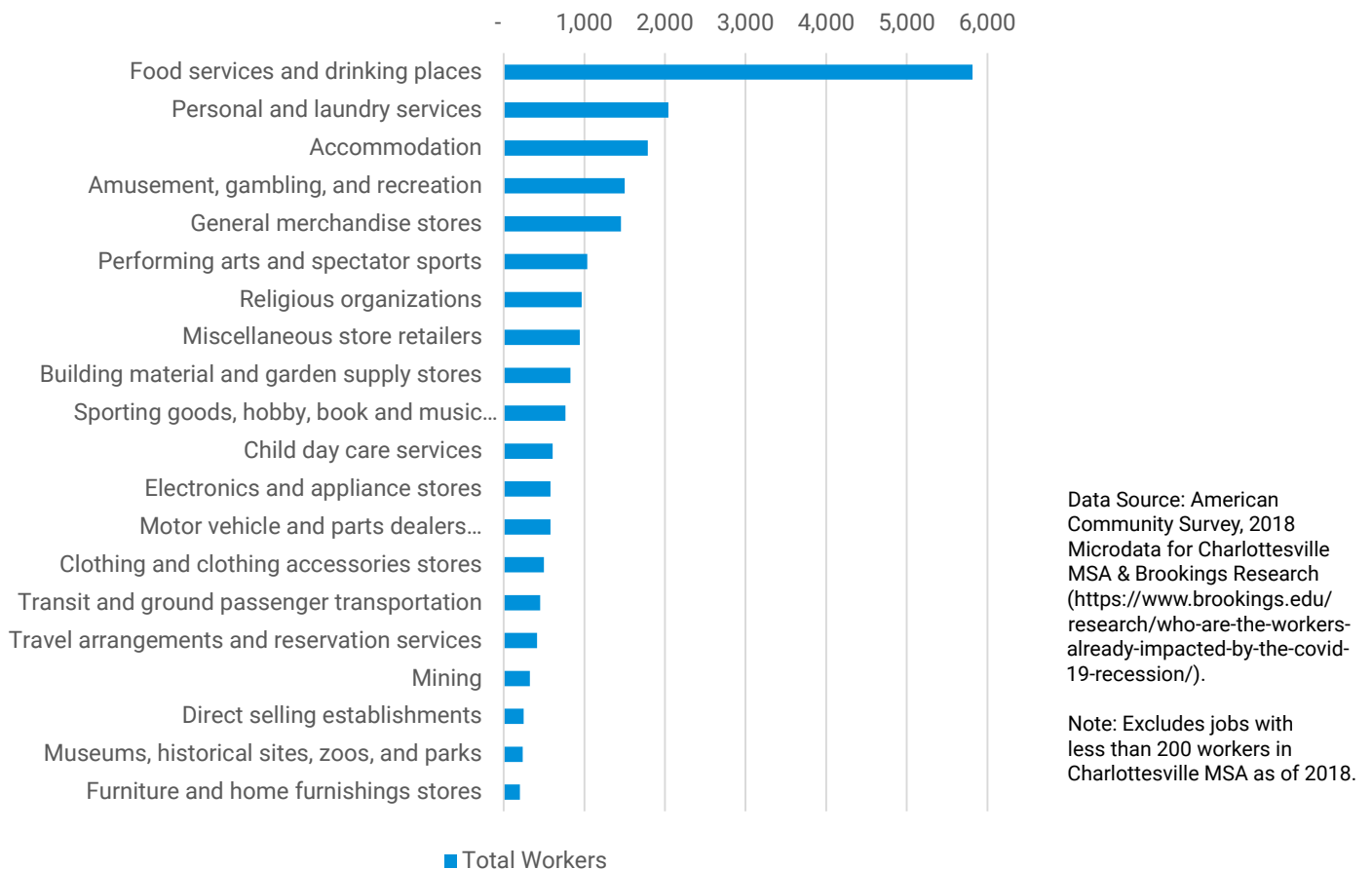
Given the hit taken by businesses over the past two months, the reopening of the economy is occurring within a dramatically changed landscape.

From new social norms on how to interact to newly limited consumer spending budgets, the assurance that there will be a rapid return to a pre-COVID-19 environment was not considered to be an automatic outcome by the workshop groups. The uncertainty as to "when this will end" and the potential for resurgent outbreaks has shaped the behavior of consumers, businesses and employees.

Questions regarding proper protocols, access to Personal Protective Equipment (PPE), in addition to changes to workforce patterns and school closures have made the interconnected nature of the economy apparent and has highlighted the overarching challenge of restoring confidence to shop, work and invest. This is especially challenging for those working in industry sectors most directly and severely impacted by COVID-19, such as food services and drinking establishments, accommodations, personal laundry, arts and entertainment, etc. As of 2018, the Charlottesville region had roughly 20% of its overall workforce working in these "vulnerable jobs", including 6,000 in the food services and drinking establishments sector.

NUMBER OF VULNERABLE JOBS BY INDUSTRY IN THE CHARLOTTESVILLE REGION

Food service jobs in Greene, Albemarle, Nelson, Buckingham, Fluvanna were the most vulnerable sector

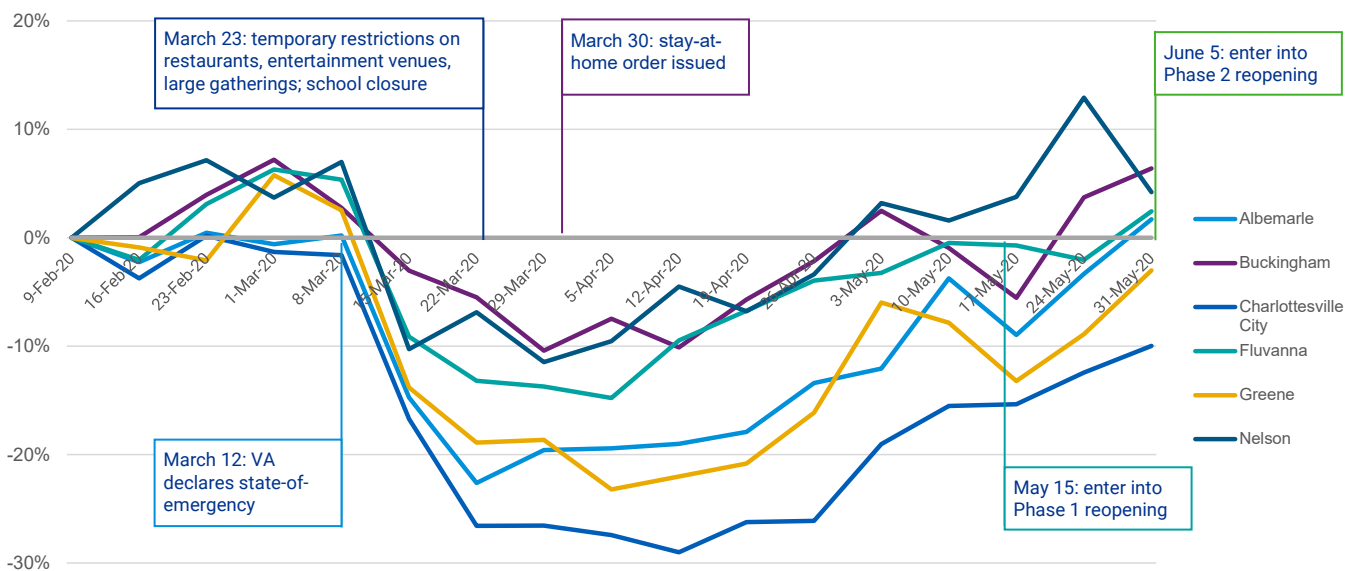


Tracking Confidence

The five counties in the Charlottesville Metropolitan Statistical Area (*Greene, Albemarle, Nelson, Buckingham, Fluvanna*) reduced consumption in-line with the state-of-emergency declaration, even prior to restrictions or stay-at-home orders. Consumption is defined as change in visits to select consumption-related establishments compared to the 5-week period from January 3 to February 6, 2020. Furthermore, changes in consumption were not uniform across all counties, with the city of Charlottesville especially experiencing a drastic decrease in consumption measured by trips out – a proxy for consumer confidence.

The data suggests that consumer confidence is gradually starting to return to baseline levels, albeit in an environment that is anything but a “return to normal.” Going forward, it will be important to monitor shifting patterns in behavior and consumption in order to get the “pulse” of public confidence in the region as businesses start to reopen. This can be accomplished by analyzing movement-based data over time, or via direct confidence polling of Charlottesville region residents. For example, when polled recently by BeHeardCVA, (beheardcva.org) Central Virginia residents stated that their personal doctors were their most trusted source for guidance related to safe practices for COVID-19.

PERCENTAGE CHANGE IN CONSUMPTION FROM PRE-PANDEMIC BASELINE BY COUNTY



Data Source: University of Maryland COVID-19 Impact Analysis Platform, <https://data.covid.umd.edu>

KEY IMMEDIATE THEMES OF CONCERN RAISED DURING WORKSHOPS

- Health and safety
- Liability and legal clarity
- Lack of consistent protocols for safety and ways of working
- Access to personal protective equipment
- Disruption to supply chain
- Access to workforce enablers such as child care, elder care and broadband



Project Rebound Reopening Business Toolkit is available online

As a first step, Project Rebound has released voluntary tools, signage and checklists to assist businesses in organizing their physical space and practices, safeguarding employees, and protecting customers. The kits include hand sanitizer from the CvilleBioHub courtesy of local business Indoor Biotechnologies. Visit www.cvillechamber.com/reopen to learn more about the toolkit and download the Reopening Checklist for safety guidelines.



COVID-19 toolkits are being distributed to local businesses. Funding for the toolkit was made possible by: Albemarle County Office of Economic Development; S&P Global; City of Charlottesville Office of Economic Development; and CvilleBiohub.



A crisis in confidence in the Charlottesville region was identified by workshop participants

The traditional notion of economic confidence typically focuses on issues such as a consumer optimism and macro-economic conditions.

In this context, the health-tinged confidence barriers that workshop participants identified cover broad categories of business, customer and workforce confidence. Taken together, workshop participants identified the issues below as primary concerns that may hinder economic rebound.

The "tags" below are used later in this document to tie confidence barriers to solutions in the Opportunity Index (p. 76).

Business Confidence

Health & Safety	Concern for employees and customers	Broadband Access	Ability to work remotely
Liability	Legal and regulatory uncertainty	IT Security	Especially in work-from-home environments and in new content distribution models
Access to capital	Particularly concerning for minority-owned businesses and those who did not get PPP loan access	Privacy Protection	Protection of sensitive info
PPP Access	Access to funds and post-PPP loan resources	Product/Service Inclusivity	Concern that reactions to pandemic do not exacerbate preexisting divisions over ability, language, race, etc
Business Operations Norms	Norms have been challenged, such as hours, environment, revenue streams, etc	Long-term Economic Fallout	Uncertainty on how deep this will go
Information Distrust	Distrust and confusion on statistics	Buying Local	Concern of buying Amazon vs. local
PPE Access	Where to get, how to afford, and vendor reliability for personal protective equipment	Changing Cost Structures	New costs to take on additional responsibilities — e.g. new structures, redesigned buildings, liquidity, etc
Interconnected Economy	Because businesses depend on each other, disruption impacts everyone	Going Digital	Some businesses lack tech infrastructure, other models simply won't work online
Customer Confidence	Will they be confident enough to return?	Employee Engagement	Impacts on employee engagement over time
Product/Service Viability	Needs new product/service line ideas and access to the market in new ways	Unpredictability	Potential start/stop due to the pandemic, and resulting loss of productivity
Supply Chain Disruption	Disruption can grind business to a halt	Standards Enforcement	Businesses must decide how strict they are going to be with employees and customers on enforcement



Customer Confidence

Health & Safety	Confidence that I will be safe in public	Ease of Local	The desire may be to support local, but not as easy as they might hope, especially online
Inclusivity	Balancing safety while also protecting privacy, Inclusiveness and accessibility	Economic Uncertainty	Economic uncertainty impacts purchasing decisions
Reliability	Knowing what to expect	Social Equity	Distrust and confusion from low-income communities and communities of color
New Social Norms	The new social expectations & norms establishment and adjustments		

Workforce Confidence

Health & Safety	Safely return to work	Finding Work	Unemployment due to the pandemic
Child / Elder Care	Impacting worker availability	Upskilling/Reskilling	The skills needed in the new economy
K-12 School Status	Impacting worker availability	Unemployment Benefits	Benefits are starting to run out
Broadband Access	Impacting work-from-home availability, economic growth, vitality, distance learning, and more	Worker/Business Tension	Confusing options to return to work, employer communication transparency, quality, frequency
Privacy	Privacy when working from home	Recent Grads	Finding jobs as a new graduate
Enforcement Empowerment	Employees may not feel comfortable with the mandates within the workplace, or enforcing standards on customers		

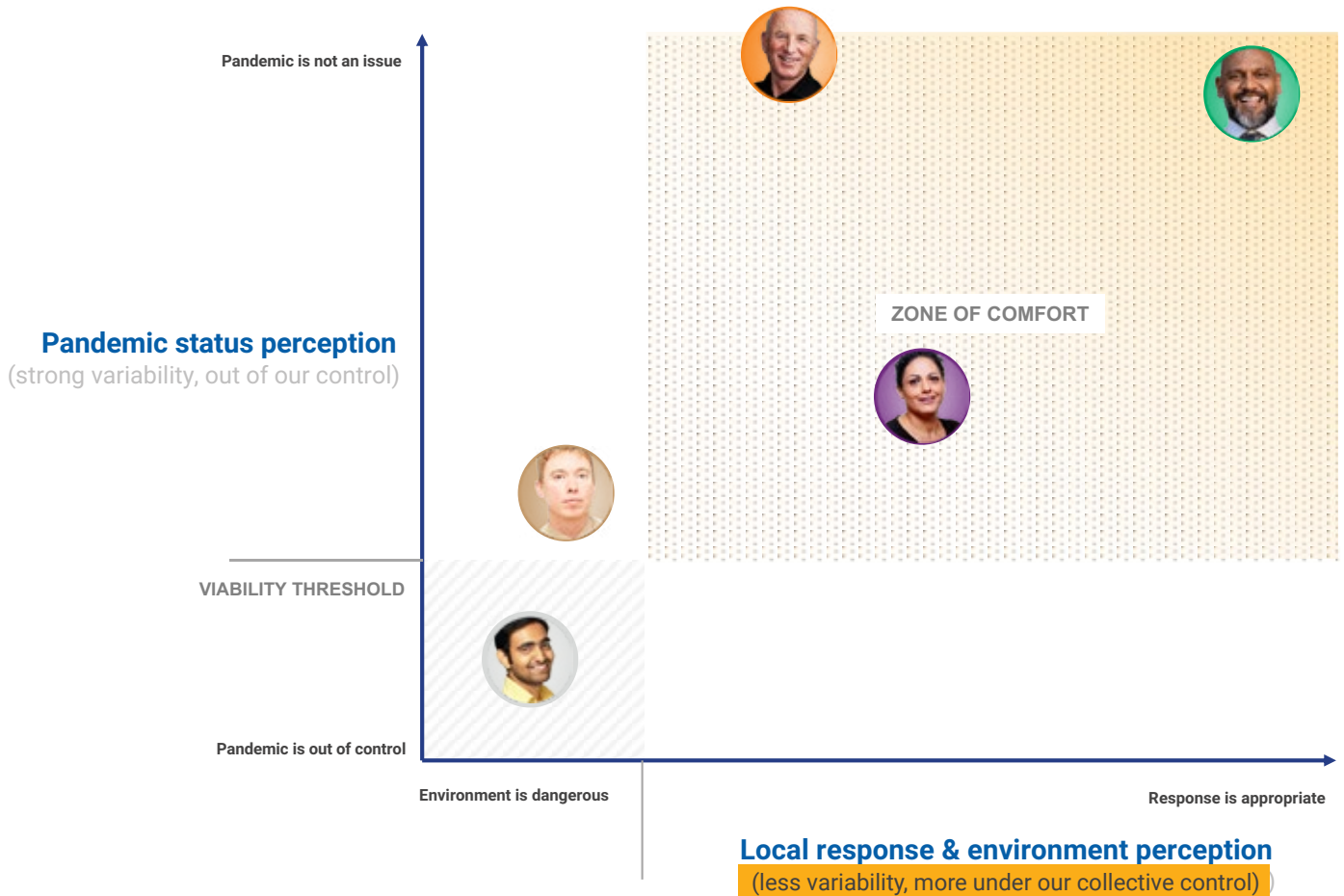


Where are you on the confidence matrix?

One way to illustrate confidence and barriers to rebound is a citizen confidence matrix. By considering the realities of the public health situation, the motivations of individuals and the range of factors that are within our control, we can gauge which tactics to adopt.

Everyone participating in Project Rebound – and further, everyone in the Charlottesville region falls somewhere on this matrix at any given moment.

Confidence Matrix



What we can reasonably control

It is important to remember when developing an action plan is that not everything is within our control. There are levers that can be used to help move people in certain directions, however it is more difficult to move people along the vertical axis of the matrix (pandemic status perception) than the horizontal axis (local response confidence).

By understanding where people may be in relation to the volatility of the pandemic and the drivers of their behavior, **we can focus on solutions that move people towards confidence.** A potential local resource for tracking progress includes the local regional survey tool, BeHeardCVA, led by UVA's Center for Survey Research.

ZONE OF COMFORT
The zone where customers are confident to increase economic activity

VIABILITY THRESHOLD
The zone where very little can be done other than shelter and wait it out.

Elements of these citizen "Personas" were represented among workshop participants

Personas are an empathy tool to promote understanding of the motivations and behaviors of a group of people. By examining motivations and behaviors, we can take actions that will be beneficial to them.

Our hypothesis is that the following personas reflect clusters on the matrix:



The Nervous

Sees that things are opening back up, but is still too concerned for their health or the health of people around them to venture out

CONFIDENCE OPPORTUNITIES

- When the pandemic status is above the viability threshold, bolstering their confidence locally will move them from inaction to action
- Will respond to experts telling them measures being taken are keeping them safe



The Cautious

Is beginning to venture out, but still does not feel comfortable making major purchase decisions

CONFIDENCE OPPORTUNITIES

- Is beginning to respond to the actions being taken by the community
- Will hold back until they are confident the economy is in full rebound
- Will respond as they see businesses further thrive



The Overconfident

Tends to think this is all overblown, perhaps a conspiracy. Does not want their rights infringed upon.

CONFIDENCE OPPORTUNITIES

- Their social behavior can be perceived as dangerous to those around them, thereby reducing customer confidence
- Must convince them to care for the community by participating in safety measures



The Sheltered

Because the pandemic is objectively a public health danger, and all recommendations are to shelter, they are sheltered in place until advised otherwise

CONFIDENCE OPPORTUNITIES

- There is not much we can do to increase confidence to a point of comfort
- We should rely on online service offerings as much as possible

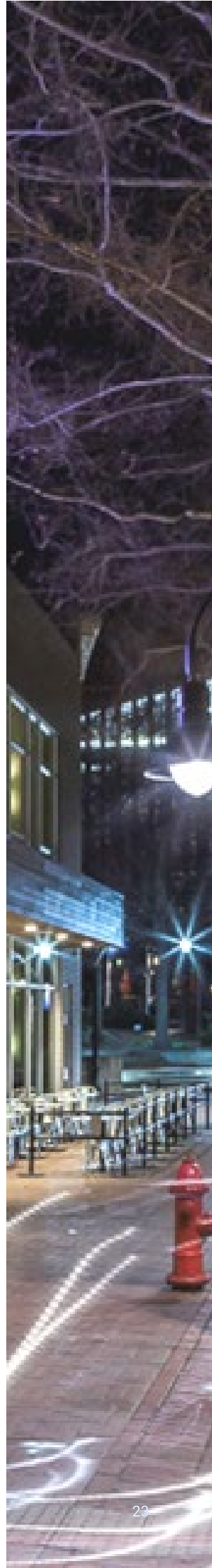


The New Normal (Aspirational)

While remaining cognizant of the health and well being of oneself and the surrounding community, the individual has rebounded to the new normal and fully participates in social and economic life.

CONFIDENCE OPPORTUNITIES

- While we are not here yet, this is where we hope to move all citizens
- Ongoing efforts should target keeping people in this region, preparing for future uncertainty.



What we will do

Our community generated hundreds of ideas as potential ways to enable economic recovery





The following is an overview of proposed action steps.

What we will do: Primary Near-Term Opportunities

During the course of the workshops, participants proposed hundreds of ideas. Some are immediately executable, while others will require additional thought and partnership.

Participants identified the following opportunities as high priorities for near term implementation or expansion.

If you would like to get involved with any of these initiatives, please send an email to connect@cvillechamber.com or call (434) 295-3141

GUIDELINES

Guidelines task force

- WHAT:** Identify guidelines and practices to support key confidence needs (business, customer and workforce)
- NOW:** Start with **Protocols for safety** (1.1.1 in the Opportunity Index), **practices for accessing capital** (1.1.4), approaches for **dealing with customer disruption** (1.1.2) and practices for **new ways of working** (1.1.3)
- NEXT:** Quickly move to high-priority areas like "non-compliant customers" and "new ways of working"
- POTENTIAL PARTNERS:** Thomas Jefferson Health District; Identify other Rebound participants to contribute per area of expertise

MESSAGING & COMMUNICATIONS

Key Campaigns

- WHAT:** Amplify the message that local businesses are committed to reopening safely.
- NOW:** Launch the **Project Rebound "Badge" campaign** (2.1 in Opportunity Index)
- NEXT:** Work towards creating and launching the **buy local campaign** (2.2 in Opportunity Index)
- POTENTIAL PARTNERS:** Charlottesville Albemarle Convention & Visitors Bureau (CACVB); Downtown Business Association of Charlottesville; Virginia Tourism; Work with Project Rebound participants in marketing and advertising to develop a Charlottesville region influencers campaign

RESOURCES

Unified Resource Portal

- WHAT:** Provide one-stop access to key community, business, customer and workforce resources, such as access to capital
- NOW:** Launch the basics of the portal (3.1 in Opportunity Index), mobile responsive, with privatized content areas
- NEXT:** Work towards completion in each category, keeping it updated and adding more ways to find, filter and explore
- POTENTIAL PARTNERS:** Central Virginia Small Business Development Center; Charlottesville Business Innovation Council; Community Investment Collaborative; Cville Cares and many more (see 3.1 in the Opportunity Index)



The full, detailed idea list is located in the **Opportunity Index** (p. 74)

RESOURCES

Access to testing

- WHAT:** Facilitate access to testing to bolster confidence in the community
- NOW:** Start with **Access to Testing** in the portal, listing available test sites (3.5 in Opportunity Index)
- NEXT:** Quickly expand to providing test kits and lobbying for additional sites, and communicating test access regularly
- POTENTIAL PARTNERS:** Thomas Jefferson Health District; The Center; JABA; Identify other Rebound participants who can provide, promote, or enable testing

CONNECTION

Government Initiatives

- WHAT:** Work closely with Charlottesville Office of Economic Development and Albermarle County Office of Economic Development to identify government resources, policy concepts, or operational changes to allow for tactical initiatives
- NOW:** Push for creative ways to use public space and relaxing of signage rules (4.6 in Opportunity Index) and to expand broadband
- NEXT:** Address liability concerns (4.6 in Opportunity Index)
- POTENTIAL PARTNERS:** Albemarle County, City of Charlottesville, Central Virginia Partnership for Economic Development, GO Virginia, Bar Association, Central Virginia Legal Aid Society

CONNECTION

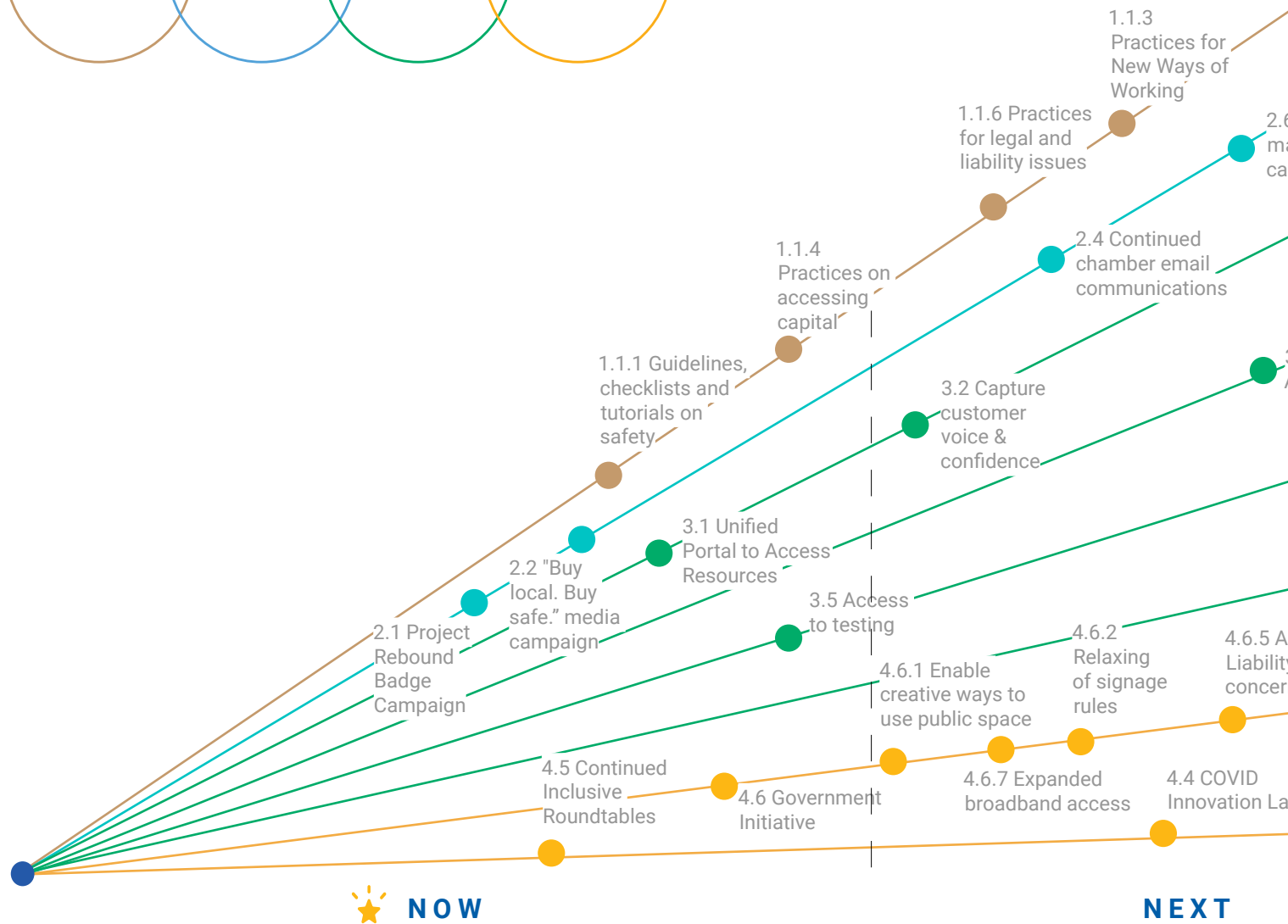
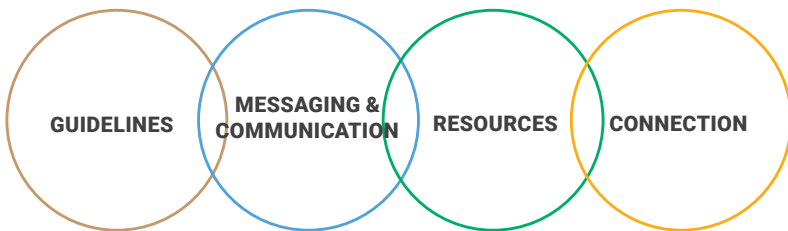
Inclusive Roundtables

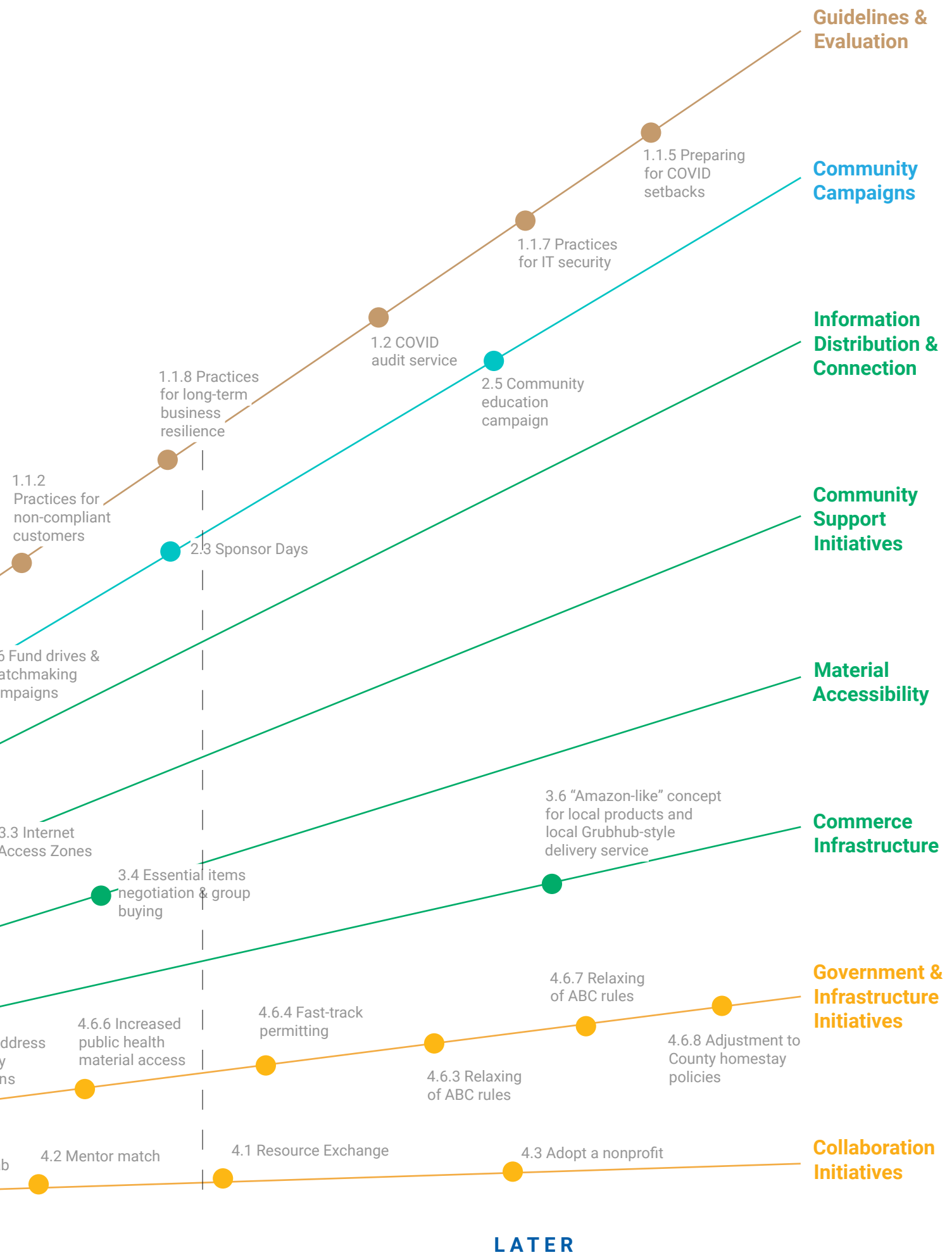
- WHAT:** Formalize and expand roundtables and workshops, prioritizing the inclusion and amplification of crucial minority voices
- NOW:** Set up a cadence of community conversations with a focus on inclusivity
- NEXT:** Identify the next top priorities
- POTENTIAL PARTNERS:** Chamber committees including Minority Business Alliance, Women's Business Roundtable, Public Policy Committee, Black Professional Network, Aging in Place Business Network, Defense Affairs Committee, North Charlottesville Business Council, Leadership Charlottesville, and many more.

Rebound Roadmap: Now, Next, and Later

The roadmap for implementation is rooted in community feedback and has been prioritized into categories of "now" "next" and "later" for potential implementation.

The full, detailed list is located in the **Opportunity Index** (p. 74)





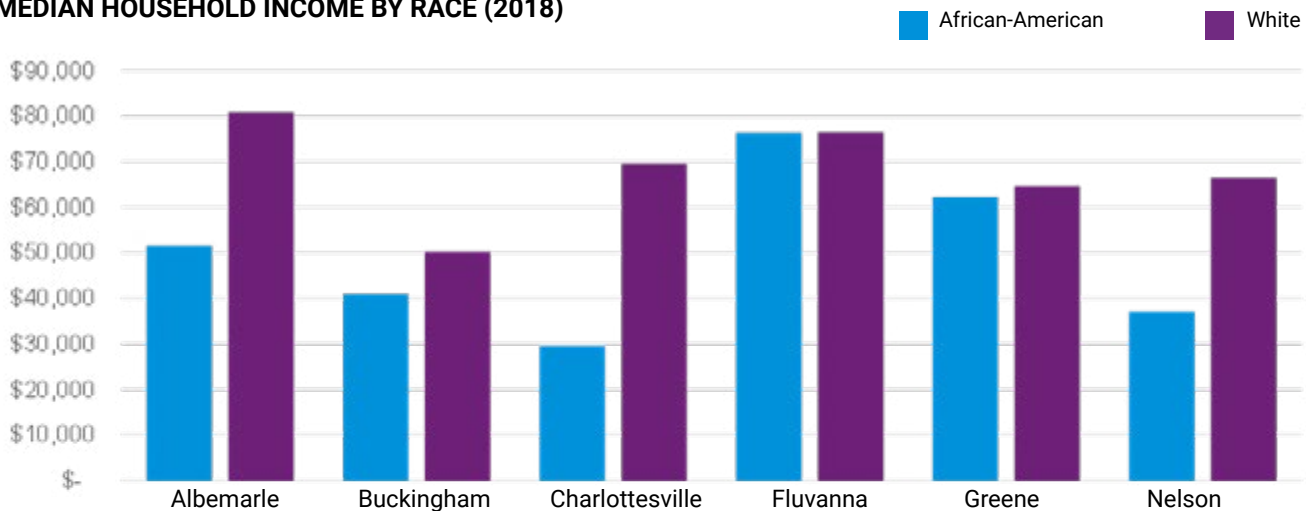
Tapping our region's full potential

As solutions and ideas are pursued, a focus on addressing gaps has the potential to maximize the benefits of a future recovery

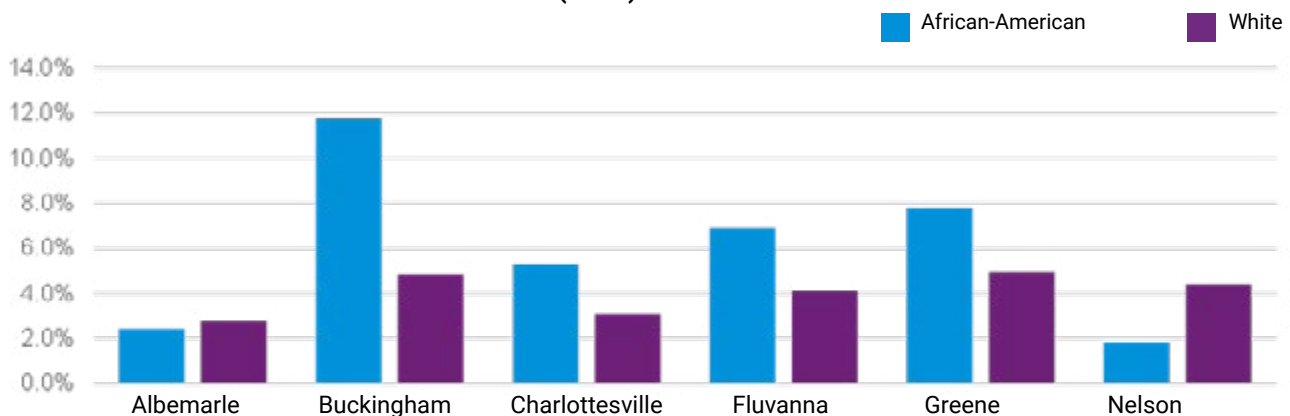
Acknowledging Disparities

Although the Charlottesville region has an enviable position and plenty of reason for optimism, it is important to note that economic conditions are not uniform across demographic categories, and race in particular. As of latest 2018 reported data, African-American median household income was substantially lower than white residents, particularly in Charlottesville, Albemarle County and Nelson County. In fact, African-American median household income in the Charlottesville region's richest county, Albemarle, is roughly equal to the white median household income in the Charlottesville region's poorest county, Buckingham.

MEDIAN HOUSEHOLD INCOME BY RACE (2018)



UNEMPLOYMENT RATE COMPARISON BY RACE (2018)



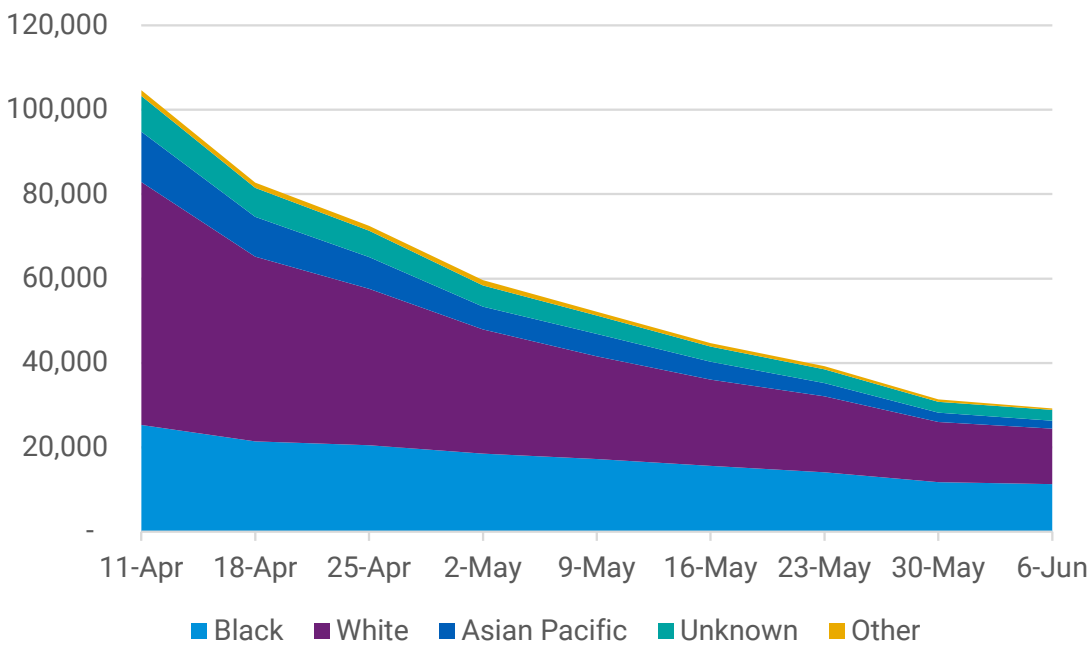
Data Source: Source: Steven Manson, Jonathan Schroeder, David Van Riper, and Steven Ruggles. IPUMS National Historical Geographic Information System: Version 14.0 [Database]. Minneapolis, MN: IPUMS. 2019. <http://doi.org/10.18128/D050.V14.0>.

In addition, the African-American unemployment rate has been significantly higher than the white unemployment rate across much of the region and counties with high and low median household incomes. In Buckingham County, for example, the African-American unemployment rate is more than double the white unemployment rate. Even in Albemarle and Nelson counties, where the African-American unemployment rate is below the white unemployment rate, there is still a significant disparity in median household incomes, as noted above.

This data reflects the existing economic disparities across race in the Charlottesville region, which are likely to be further exacerbated by the impact of COVID-19. As seen from statewide initial unemployment claims in Virginia, African-Americans made 38.7% of initial claims in the week ended June 6th, despite making up just 19.9% of the state’s population in 2019.

Furthermore, African-American Virginians faced delays in making initial claims compared to white Virginians, suggesting uneven access to benefits. Therefore, addressing these disparities across vulnerable populations needs to be an important focus of any future discussions of economic recovery.

TOTAL WEEKLY UNADJUSTED EMPLOYMENT CLAIMS BY RACE

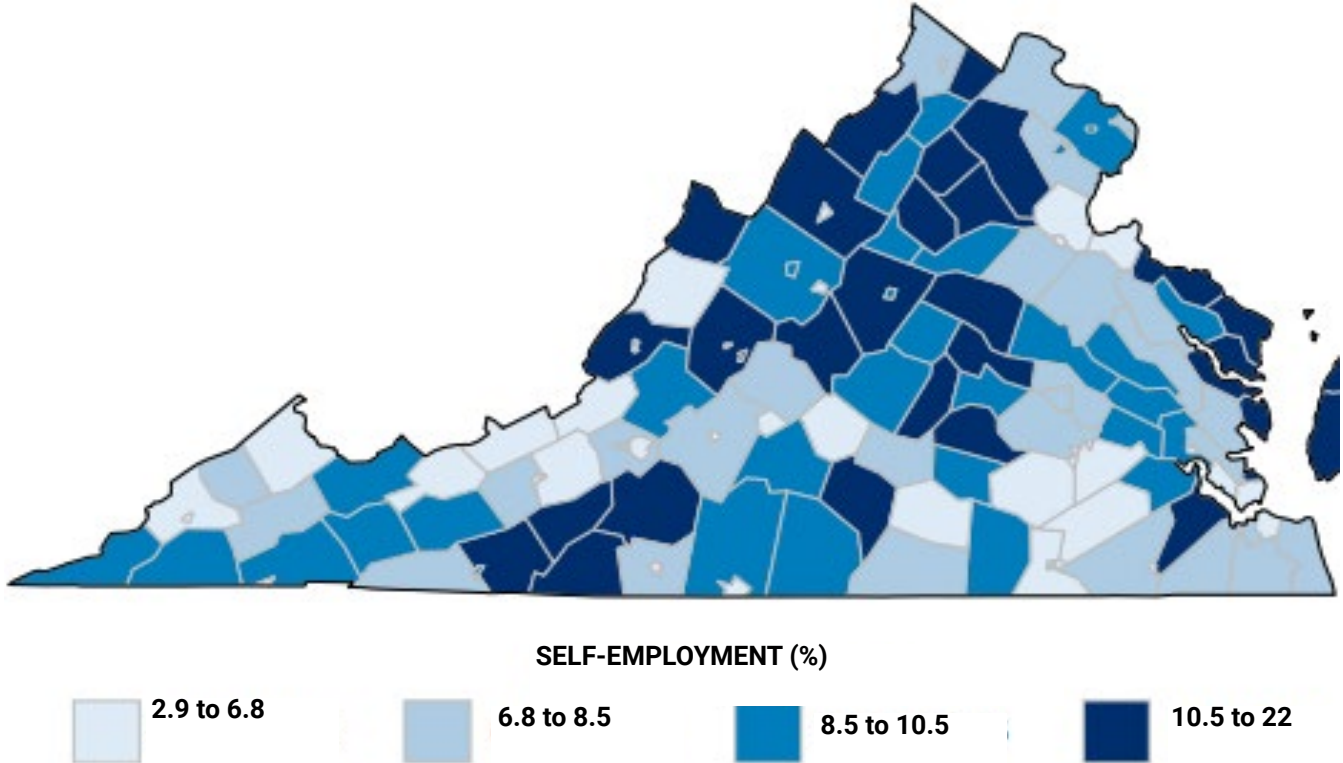


Data Source: Virginia Employment Commission - EIA

Characteristics of Small Businesses

According to the 2020 “Virginia Small Business Profile”, the Charlottesville region has high rates of self-employment throughout, with a rate of at least 8.5% in each county, and above 10.5% in Albemarle and Nelson counties.

VIRGINIA SELF-EMPLOYMENT RATES BY COUNTY



Data Source: SBA Office of Advocacy, “Virginia Small Business Profile 2020”

While small business is a key driver of the Charlottesville local economy, we know from nationwide data that minority-owned businesses, African-American-owned businesses in particular, face unique challenges with respect to starting up and accessing needed capital for business operations.

In the state of Virginia, between 4% and 5% of African-American Virginians are self-employed, roughly half of the self-employment rate of their white counterparts. However, at the national level, African-American owned small businesses received just 3% of all SBA loan dollars and 4% of loans granted week ended March 6, 2020, which is consistent with lending trends prior to COVID-19. Comparing that to 47% of new SBA loan dollars and 57% of SBA loans going to white-owned businesses, and the fact that African Americans make up roughly 14% of the U.S. population, roughly in-line with the proportion of the Charlottesville region, the reality of disparities in access to capital emerge clearly, including in small businesses assistance funding after COVID-19.

COVID Relief Challenges

Specifically with respect to COVID-19 relief, there are certain conditions of the Paycheck Protection Program (PPP) that place African-American business owners at a relative disadvantage. Although additional sources of financial assistance are available for small businesses, such as the Economic Injury Disaster Loan (EIDL), this report focuses on PPP assistance due to its origination through local, SBA-approved lenders, rather than through a national portal.

PAYCHECK PROTECTION PROGRAM AND ECONOMIC INJURY DISASTER LOAN OVERVIEW (MAY 2020)

Paycheck Protection Program (PPP)		Economic Injury Disaster Loan (EIDL)
payroll & approved operating expenses	USES	working capital
no collateral required	COLLATERAL	<ul style="list-style-type: none"> no collateral on loans u/\$25K collateral required for loans o/\$25K SBA will take real estate as collateral when available
up to 100% with approval if employee and compensation levels are maintained for 8 weeks after the loan is made	FORGIVENESS	100% of up to \$10K EIDL advance (\$1,000 per employee up to \$10K)
2.5X average monthly payroll for the prior 12 months maximum \$10M	AMOUNT	up to 2 months of operating expenses not to exceed \$15,000
1% on unforgiven portion 2 year fixed income	TERMS	3.75% small businesses 2.75% non-profits 30 year fixed note
no payments for first 6 months	DEFERMENT	no payments for first 12 months
<ul style="list-style-type: none"> all for-profits Sole proprietors & Independent contractor private non-profits 	ELIGIBLE ENTITIES	<ul style="list-style-type: none"> Small business with 500 or fewer employees Sole proprietors & Independent contractor small agriculture coops & aquaculture private non-profits
SBA APPROVED LENDER	APPLY	covid19relief.sba.gov

As these programs are rapidly evolving, please visit cvsbdc.org for the latest information.

First, there are only 16 banking institutions listed through the SBA.gov PPP location finder, and 12 of them are located in the city of Charlottesville or Albemarle County. Although this likely understated the number of banks offering PPP loans, it does prevent a hurdle for accessing small business loans for those located outside of those counties, especially for those small business owners without existing relationships with other banks.

In addition to accessibility concerns, many large national banks restricted PPP applications to their existing customers. The Center for Responsible Lending (CRL) reported that this puts minority-owned businesses at a disadvantage, as just 23% of black-owned employer firms had accessed credit from a bank, and 32% of Hispanic-owned employer firms, compared to 46% of white-owned employer firms. Furthermore, minority-owned businesses are more likely to have fewer employees, limiting the size of PPP loans and the accompanying fees that incentivize banks' lending. This can perpetuate the racial wealth gap, but also offers an opportunity to reassess these structures and work towards more equitable solutions for a long-standing problem.

An aerial photograph of a vast, densely forested mountain range. The trees exhibit a mix of green, yellow, and brown, suggesting an autumn setting. A paved road with a yellow center line curves through the lower right portion of the image. The sky is a clear, pale blue.

How we will get there

The role we all play in
implementing the Project
Rebound Roadmap



How we will get there

The roadmap for implementation will require resources, partnership and collaboration.

Our vision for Project Rebound is for this collaborative effort to become an organizing vehicle to address the uncertain future of the upcoming months ahead as the COVID-19 virus remains a part of our daily life.

Building and Sharing Best Practices and Resources

Multiple organizations have formally and informally developed or applied safety protocols to enable them to protect customers and employees. By connecting more businesses for resource sharing and best practices, Project Rebound can foster a coordinated and thoughtful approach with the goal of growing business, workplace and consumer confidence.

Building partnerships and expanding the scope

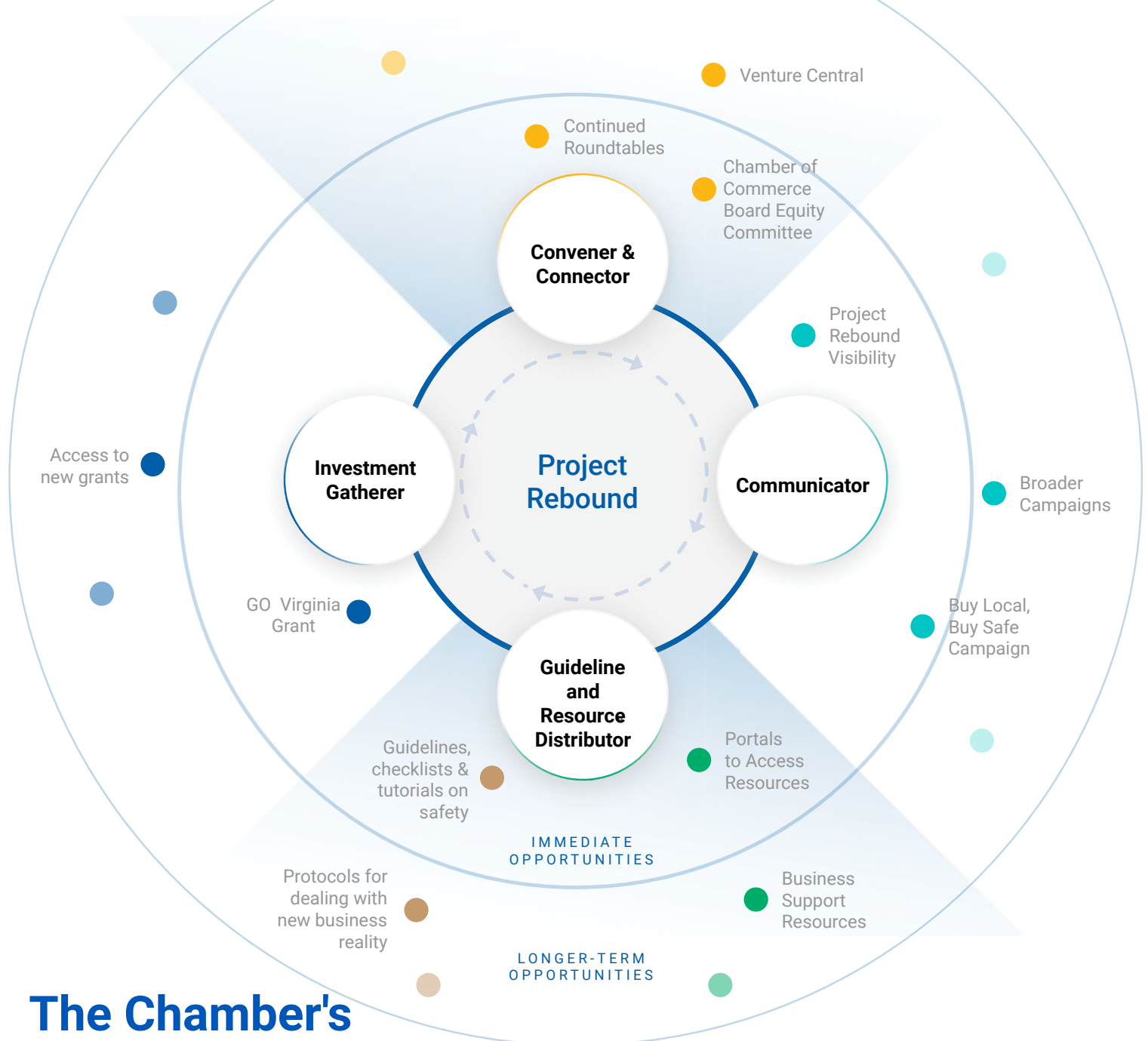
Project Rebound plans to begin executing some of the ideas developed through initial roundtable sessions, prioritized by both urgency and ease of execution. Executing these ideas requires a variety of partners who can offer complementary skillsets and resources. Identifying those partners and securing commitments will be key to bringing these ideas to fruition.

Critically, Project Rebound needs more input to gain a fuller understanding of needs, opportunities and deficiencies in our economy. To enable that priority, the organizers of Project Rebound will seek to broaden and diversify the range of participants in future community conversations.

To assist in that outreach effort, the Charlottesville Chamber will work closely with its Minority Business Council, which was founded to convene, support and promote minority business professionals; leveraging local business and nonprofit partners to expand community wealth building.

Additional outreach strategies includes reaching out to (and amplifying through) existing resources and platforms such as the Charlottesville Minority Business Directory, the black-owned businesses list maintained by entrepreneur Destinee Wright <https://hellodestineewright.com/blog/2018/11/23/blackownedbusinesses-ville> and VisitCharlottesville's directory of black-owned restaurants (<https://www.visitcharlottesville.org/blog/post/blackownedrestaurantsville/>)

As a reporting and oversight function of this effort, the Chamber has also recently established an Equity Council as part of its Board of Directors that will be used to provide a direct communications channel for this signature effort, among other initiatives.



The Chamber's role in this moment of Project Rebound:

Use momentum • Drive resiliency and renewal • Create a compounding effect • Move from linear mindset to exponential

Convener and Connector

The Charlottesville Regional Chamber of Commerce's Vision is "A Thriving Economy." In its role as a convener and advocate for the business community, the Chamber can help create an inclusive, collaborative working group to connect the dots among partners and execute some of the ideas developed through the workshops. Rather than working in industry-specific silos, the Chamber would like to be the support system and facilitator for businesses to develop and support a shared vision for economic growth and resilience.

Investment Gatherer

Whenever possible, resource sharing is helpful when the public, private and nonprofit sectors can establish common goals. When in alignment, the Chamber is the natural center of that "three-legged stool" to serve as a fiscal agent. As the community works towards a stronger economic resiliency, the Chamber has already demonstrated its ability to seek and secure funding for shared projects.

Communicator

The Chamber is well positioned to effectively communicate shared goals, partnership opportunities and successes to the region and beyond. Even more important than outward communication, the Chamber creates platforms for discussion and idea-sharing among business and community members. In its role as convener, the Chamber has an opportunity to broaden its coalition to become more inclusive and representative of the region.

Guideline and Resource Distributor

As in the past, the Chamber will seek to connect our business community whenever possible with information and tools to help them survive and thrive.

Sector-specific actions

Industry-specific teams gave input and ideas to the Project Rebound steering committee



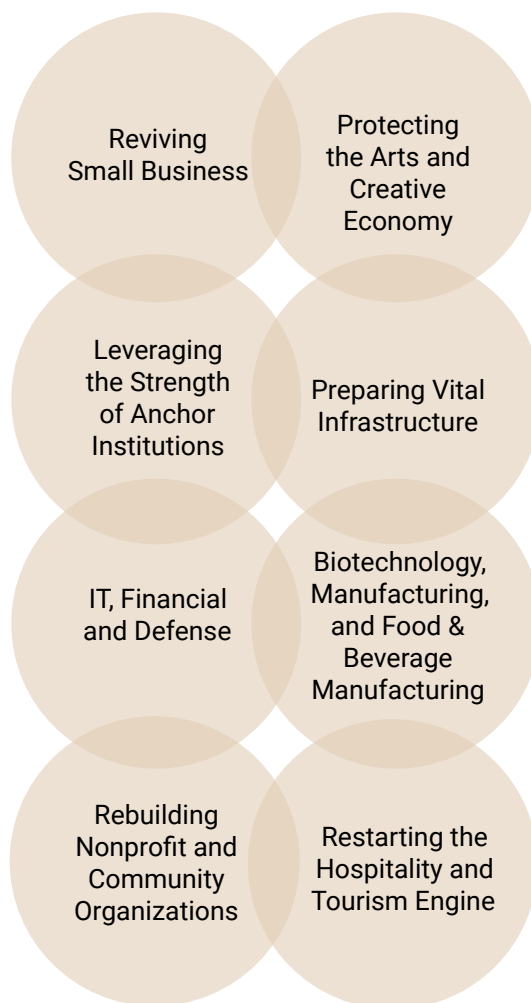
OPEN

Sector-specific actions

The crisis is a chance to reinvent and reinvigorate Charlottesville's economic ecosystem

Industry-specific teams convened throughout May 2020 to identify and help craft solutions that can assist businesses in Charlottesville, Albemarle County and the Greater Charlottesville region to emerge from Virginia's stay-at-home order and adapt their operations to current conditions.

By dividing the participants into focus groups, a range of the business community was able to participate, such as, business owners and managers, employees, subject matter experts, civic leaders, and economic development professionals. The graphic below represents an overview of the individual sector-specific discussions.



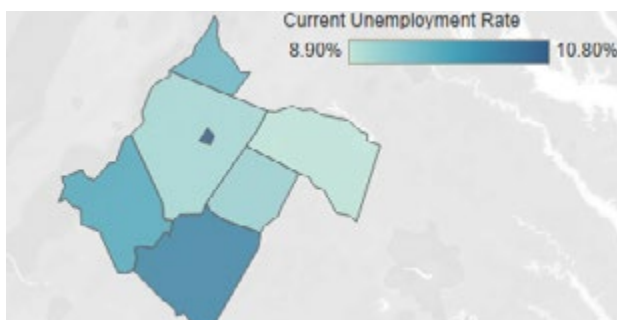
Charlottesville's Economic Ecosystem Overview

Prior to the pandemic, the Charlottesville region's economy was distinguished by its education, health care, real estate and professional services sector – which together represented 50% of the gross domestic product (the total value of goods produced and services provided during one year) in 2018. While sectors vulnerable to the pandemic, such as retail, hotels, food service and arts and entertainment make up a smaller share of GDP, these sectors have an outsized importance for employment, as they represent a combined 18.5%.

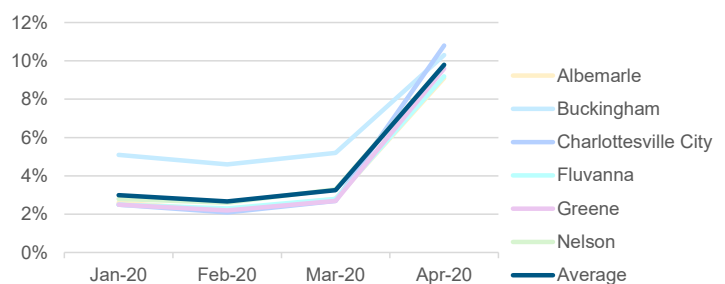
GDP by Industry Sector

Industry	2018 GDP (\$ 000s)	% of Private GDP	Total Workers	% of Employment
Real estate and rental and leasing	2,177,520	21.7%	1,774	1.6%
Professional and business services	1,682,524	16.8%	10,173	9.5%
Educational services, health care, and social assistance ¹	1,158,685	11.6%	33,383	31.0%
Finance and insurance	807,149	8.1%	3,580	3.3%
Construction	539,510	5.4%	8,194	7.6%
Retail trade	523,954	5.2%	9,522	8.8%
Information	446,762	4.5%	1,243	1.2%
Other services (non-government)	428,615	4.3%	7,818	7.3%
Accommodation and food services	395,210	3.9%	7,600	7.1%
Nondurable goods manufacturing	394,755	3.9%		
Durable goods manufacturing	331,779	3.3%	5,463	5.1%
Arts, entertainment, and recreation	223,920	2.2%	2,772	2.6%
Transportation and warehousing	207,244	2.1%	3,111	2.9%
Mining, quarrying, and oil and gas extraction	17,915	0.2%	324	0.3%
Other (Utilities, Wholesale Trade, and Agriculture)	687,624	6.9%	12,676 ²	11.8%
Total Private Industry	10,023,166	100.0%	107,634	100%

April 2020 Unemployment Rate by County



Unemployment Trend by County



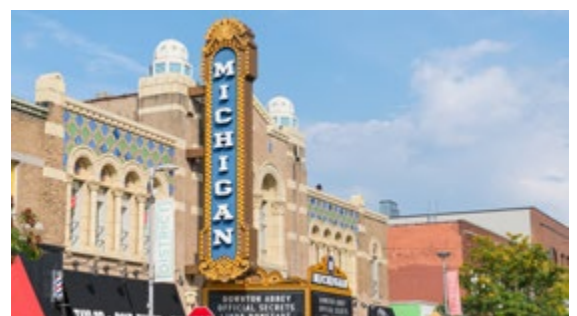
Data Sources: Bureau of Economic Analysis - CAGDP2 GDP by Metro Area; U.S. Bureau of Labor Statistics, Current Employment Statistics

Leveraging the Charlottesville advantage

As the home of a leading global research university, the Charlottesville region is part of a unique subset of college town communities that have had the potential to adapt their economies to the latest technologies and innovations.

And while there is more to Charlottesville than higher education, anchor institutions can be an ongoing partner as the community engages in problem solving efforts related to the pandemic. For example, UVA has created an array of COVID-19 initiatives, including a program which pairs students looking for real-world business and consulting experience with small businesses hit hard by the pandemic.

As Project Rebound evolves, navigating the public health crisis will require partnerships among all members of the Charlottesville region's economic ecosystem.



From Ann Arbor to Austin, communities with large higher education economic generators are wrestling with how the impact of social distancing and public health will affect their economies on a short and long term basis. Project Rebound is a framework to keep the lines of communication open between local business and the region's anchor institutions.



Reviving Small Business

We can share with each other what we have learned

More than 5,000 small businesses are located in the Charlottesville region. Prior to the pandemic, they employed more than 80,000 people with large concentrations in retail, food service and health care.

Pandemic impact

The pandemic has upset the trajectory for many entrepreneurs. According to the participants, the shock of the stay-at-home order revealed gaps in the ability of businesses to transition to online commerce, the danger of not having a business continuity plan, and how interdependent the economic system is on everything from child care to capital to supplies.

The spirit of collaboration that emerged in the opening days of the crisis raises the potential for long lasting efforts across industry sectors to work together through industry associations or forums.

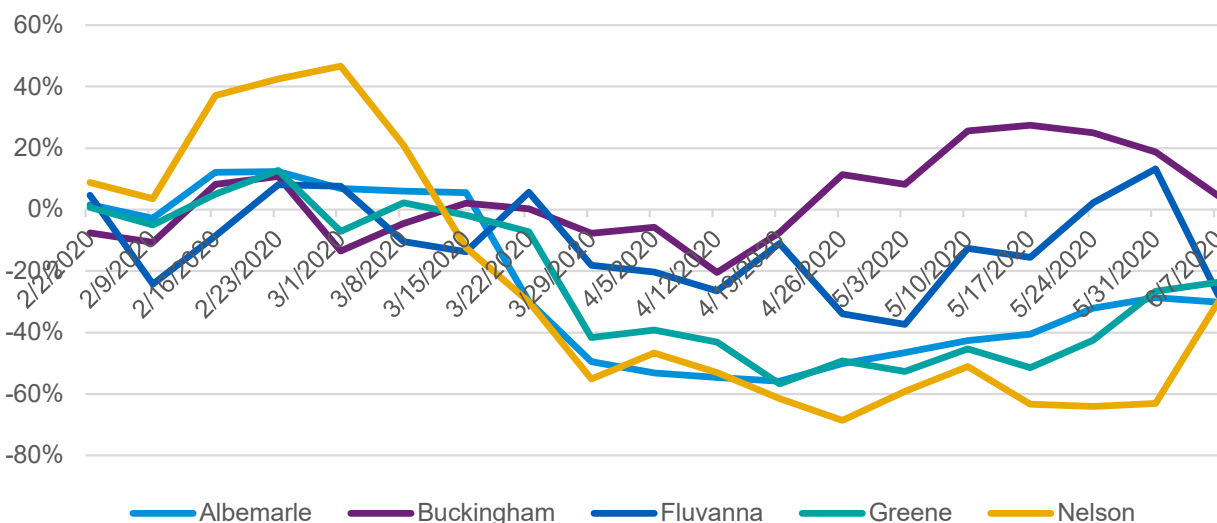
Participants also noted that the consumers now have a new appreciation for how much of a difference it makes to support small, local businesses. The challenge will be to translate that insight into online purchasing models that match consumers and equipping local businesses to establish virtual storefronts.

The participants described how education will be needed on both the consumer and business side to adjust to the "new normal". Consumers will have to see the value of buying local and small business owners will have to acquire new skills on marketing, e-commerce, financial analysis and risk management.

If successful, the potential is that Charlottesville could be redefined as a center for small business innovation.

Percent Change in Net Business Revenue for Small Business

Big impact in Albemarle, Greene and Nelson and small signs of recovery



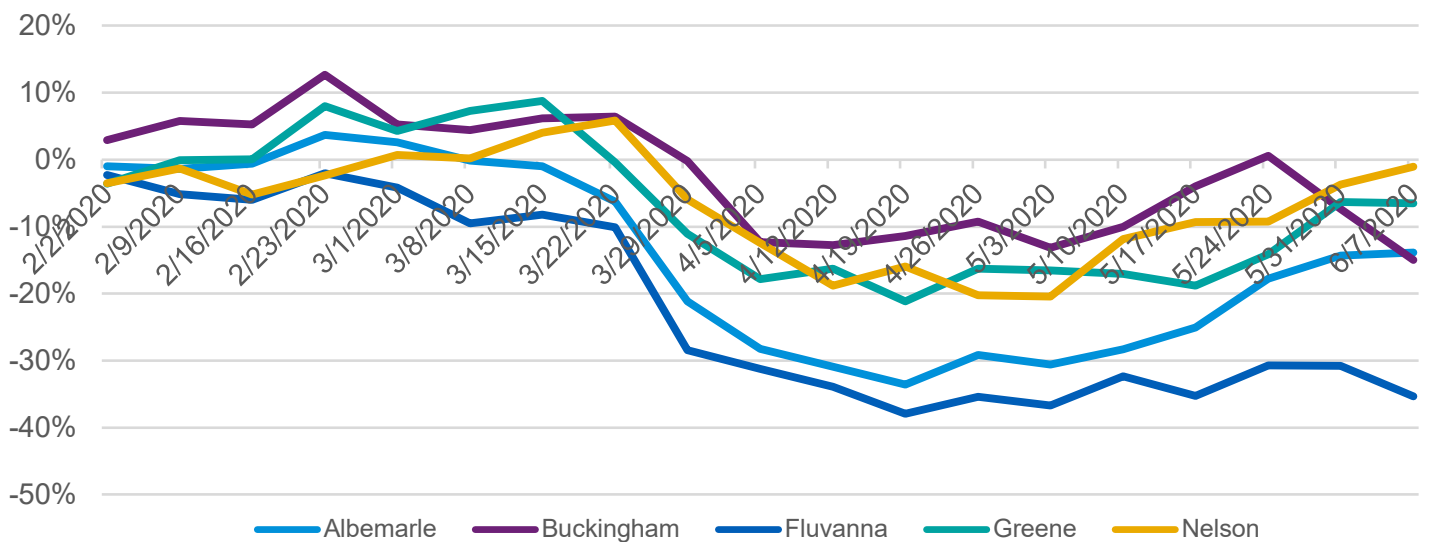
Source: Opportunity Insights Economic Tracker, tracktherecovery.org. Note: % change in small businesses open (defined as having financial transaction activity) and net business revenue for small businesses, indexed to January 4-31 2020 and seasonally adjusted. Based on data from Womply. Data unavailable for Charlottesville City.

Access to capital and getting small businesses online will be essential to survival for many owners.



Percent Change in number of small businesses open

Albemarle and Fluvanna counties saw 30% declines in the number of small businesses open



Opportunity Ideas and Observations

Small Businesses

Create a "Top Five" things every small business owner should know or be learning curriculum

1.1 Guidelines and Practices

3.1 Rebound Portal

Create a mechanism for multiple businesses under one roof

4.1 Resource Exchange

Online business resources to create a digital presence

3.1 Rebound Portal

Group healthcare for small businesses

3.4 Essential items negotiation and group buying

Shared point of sale, checkout and staff resources

4.1 Resource Exchange

Rural communities should be included in solutions

4.5 Continued inclusive roundtable and workshops

Purchasing and sourcing networks

3.4 Essential items negotiation and group buying

Emergency lending and micro loans

1.1.4 Practices on accessing capital, applying for PPE and finding other funding

2.6 Fund drives and matchmaking campaigns

3.1 Rebound Portal

Other focus areas to explore:

- Group childcare
- Shorter-term commercial leases

Who could be involved?

- Central Virginia Small Business Development Center
- Minority Business Alliance
- Community Investment Collaborative
- Piedmont Virginia Community College

Metrics to track

- Number of small businesses remaining open
- Net Business Revenue
- Estimated remaining days/weeks of cash reserves for small businesses
- Small business loan relief provided
- Number of minority businesses

Resources

Charlottesville Business Continuity and Emergency Checklist

<http://communityemergency.org/business-resources/#page-content>

Prepare your Small Business and Employees for the Effects of COVID-19

<https://www.cdc.gov/coronavirus/2019-ncov/community/guidance-small-business.html>

Navigating What's Next: The Post-COVID Workplace

<https://www.steelcase.com/research/articles/topics/post-covid-workplace/designing-the-post-covid-workplace/>

National Retail Federation

<https://nrf.com/resources/operation-open-doors>

Charlottesville Minority Business Program

<https://cvilleminoritybusinessprogram.org/>



Restarting the Hospitality and Tourism Engine

We can share best practices

From UVA's Rotunda to Monticello to wine tasting, the Charlottesville region attracts approximately 2 million people annually for cultural activities and year-round outdoor recreational activities.

Charlottesville's leisure and hospitality sector has expanded by an average of 300 jobs, or 2.5% a year since 2001, and was one of only three sectors that added jobs during the economic downturn in 2009 and 2010.

Typically, travel parties visiting Central Virginia spent an average of \$623 per trip, with 52% spending at least \$500 per trip. According to the Virginia Tourism Corporation (VTC), 41% of visitors to Central Virginia list visiting family and friends as one of their activities.

Pandemic impact

During the workshops, participants stated that the impact of the stay-at-home order has been immediate and severe.

Indeed, data shows that local tourism revenues declined sharply in March and April 2020, and according to the Virginia Tourism Corporation, is expected to face a lengthy recovery period, lasting into winter 2021 or early 2022.

The VTC estimates between 12,650 (upside) and 26,849 (downside) lost jobs for the Central Virginia tourism sector, with the bulk of the losses coming during 2020.

The decline in tourism revenue also caused the Charlottesville region's hospitality industry to endure significant job losses beginning in March, and especially April 2020.

Prior to the pandemic, Leisure and Hospitality jobs made up 10.9% of total nonfarm employment in February 2020, but had dropped to 7.6% by April.

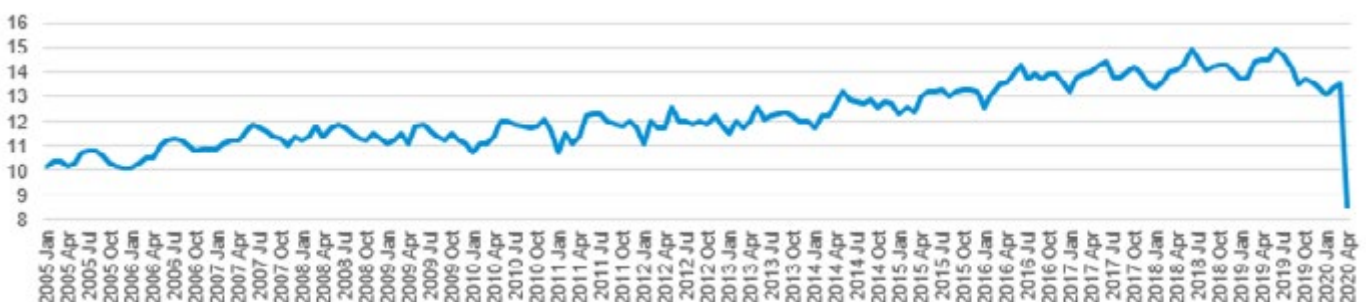
Looking ahead the workshop participants discussed the potential for focusing outreach efforts on visitors within a 2.5 hour drive, given that 85% of tourism travel parties arrive to Central Virginia by car, with 43% of visitors coming from within Virginia.

This suggests that there is opportunity for the local tourism industry to rebound if outreach is done sensitively and collaboratively.

At the same time, it is worth noting that 18% of travel parties were 65 and over, representing a vulnerable population for COVID-19, which may impact consumer confidence for these groups.

Charlottesville MSA Monthly Leisure & Hospitality Employment

Severe decline in April 2020



Bureau of Labor Statistics: Local Area Unemployment Statistics

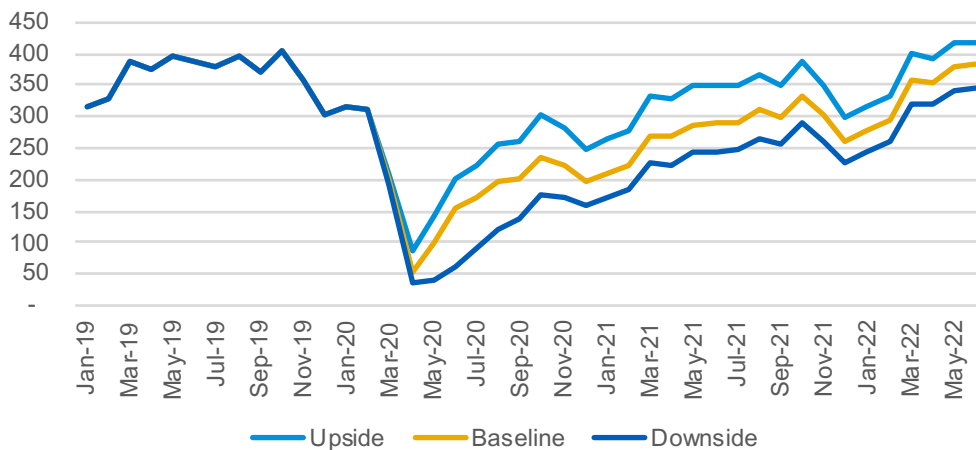
This crisis will not change the fundamental attractiveness of Charlottesville.

The challenge is ensuring the Hospitality and Tourism sector can provide a safe, welcoming environment in this new context.

2021

is estimated to be the start of a lengthy recovery period for tourism revenue that extends into early 2022

Anticipated Tourism Revenue in Central Virginia
Recovery by 2022



Source: Virginia Tourism Corporation (VTC)

Opportunity Ideas and Observations

Hospitality and Tourism

Adjustment to County homestay policy

4.6 Government initiatives

Partner with tourist attractions in order to deliver a consistent message

2.1 Project Rebound "Badge" Campaign

2.2 "Buy local, buy safe" media campaign

Promote outdoor amenities for upcoming vacation season

2.2 "Buy local, buy safe" media campaign

Promote the region to visitors within short haul travel distance

2.2 "Buy local, buy safe" media campaign

Who could be involved?

Virginia Restaurant, Lodging and Travel Association

<https://www.vrlta.org/>

Charlottesville Albemarle Convention and Visitors Bureau

visticharlottesville.org

<https://www.visitcharlottesville.org/media/coronavirus-updates/>

Metrics to track

- Employment
- Revenue
- State and Local tax receipts

Resources

Hotel Operations in the COVID Era (HVS)

<https://www.hospitalitynet.org/file/152008835.pdf>

Association of Lodging Professionals Covid Guide

<http://www.paii.com/Covid-19>

American Hotel and Lodging Association Stay Safe

<https://www.ahla.com/covid-19-resource-center>



Leveraging the Strength of Anchor Institutions

We can help set an example

Anchor institutions are distinguished by the stake and presence they have in the community. Large ones generally have an impact on local spending patterns, employment and oftentimes the ability to attract talent. Education, Government and Healthcare anchor institutions are among the largest in this category within the Charlottesville region.

Given their community role, anchors are important because they also serve as attractors that lead to follow on economic activity.

Whether it be an academic, athletic, arts or religious anchor, the tone and shared understanding of safety that is set by an anchor institution can help shape economic activity in its vicinity.

Pandemic impact

Overall, the anchor institutions represented in the workshops expressed a feeling of responsibility to the community at large, and an especially strong desire to do what they can to keep small businesses afloat. They realize that the local economy does not rest solely on their shoulders, but that if small businesses fail, the community as a whole suffers.

With that in mind, this team shared insights on what has helped these institutions keep moving in light of new safety requirements. They discussed things like how they can work to provide a blueprint on how to transition safely by sharing resources and best practices, how to partner with the Chamber to create a unified message to the community and local businesses, how to support small businesses as they reopen, and how to adjust to this “new normal”.

Key takeaways from the group include:

- One major lesson from this situation is how flexible and adaptable they could be
- Agreement that the use of technology has been instrumental in getting through the distancing measures put in place
- Anchor institutions felt strongly that they should model how to keep business going despite social distancing and provide a blueprint for how to begin to phase back into more regular operations
- What will become the “new normal” and how the community reopens rests on continuing to stress that safety is the paramount concern

Top Employers, Charlottesville MSA
University of Virginia
County of Albemarle
Sentara Healthcare
City of Charlottesville
State Farm
Charlottesville School Board
US Department of Defense
Fluvanna County School Board
Servicelink Management
Wal-Mart
Food Lion
Atlantic Coast Athletic Club
Region Ten Community Services
Piedmont Virginia Community College
Green County School Board
Kroger
Lakeland Tours
Northrop Grumman Corporation

Anchor institutions can provide a forum to share models with small businesses. Potential models to be shared could concern technology, building employee confidence as they return to work, and how to keep people on payroll.

9 out of 10

top employers in are in higher education, healthcare or government

Opportunity Ideas and Observations

Anchor Institutions

Responsibility to buy local and share best practices

2.2 "Buy local, buy safe" media campaign

Use of technology will continue even post-pandemic

4.4 COVID Innovation Lab

Develop a program for a health and safety advice for small businesses

1.1 Guideline Development

3.1 Rebound Portal

4.2 Mentor Match

Continue to collaborate

4.5 Continued inclusive roundtables & workshops

Empathy and flexibility are key

4.5 Continued inclusive roundtables and workshops

Work from home options are likely to continue

1.1.7 Practices of IT security

3.1.3 Workforce Portal

Who could be involved?

- University of Virginia
- Local Governments
- Sentara Healthcare
- State Farm
- Servicelink Management
- Wal-Mart
- Food Lion
- Kroger
- WorldStrides
- Northrop Grumman Corporation

Potential metrics to track

- **Staff Diversity**
Institutional Annual Reports
- **Volunteers at community events**
Civic engagement community indicator
- **Top 20 Employers in the Charlottesville MSA**

Resources

Navigating What's Next: The Post-COVID Workplace

<https://www.steelcase.com/research/articles/topics/post-covid-workplace/designing-the-post-covid-workplace/>

Restarting America

<https://institutes.kpmg.us/government/articles/2020/restarting-america-covid19.html>

University of Virginia "Return to Grounds" Portal

<https://returntogrounds.virginia.edu/>



Protecting the Arts and Creative Economy

We are an essential component of the community

The arts and creative environment of the Charlottesville region includes small and large venues that support a diversity of talent. The area's art galleries, museums are noteworthy for their ability to draw both local and international artists. Over the year, festivals and events such as the Virginia Film Festival and the Festival of the Book have been highly visible attractors to the community and drivers of economic impact.

Pandemic impact

According to the team, one of the immediate needs for reopening would include clear guidelines to address concerns regarding indoor air quality.

Additionally, developing a shared understanding of protocols that can be used consistently across venues will be important to fostering patron comfort and minimizing risks to performers.

Participants also stressed the importance of communication. In addition to transparency and honesty about public health, communications should provide information on the economic, social, mental and personal value of a vibrant arts sector to Central Virginia region residents and guests.

While the team acknowledged that immediate needs might take precedence for some patrons, the sector's long term survival will depend on showing

how arts are a valuable way to connect people, even in a climate of social distancing.

This notion could be accomplished through repurposing underutilized public and private facilities or vacant land for arts programming.

Number of workers in COVID-vulnerable industries

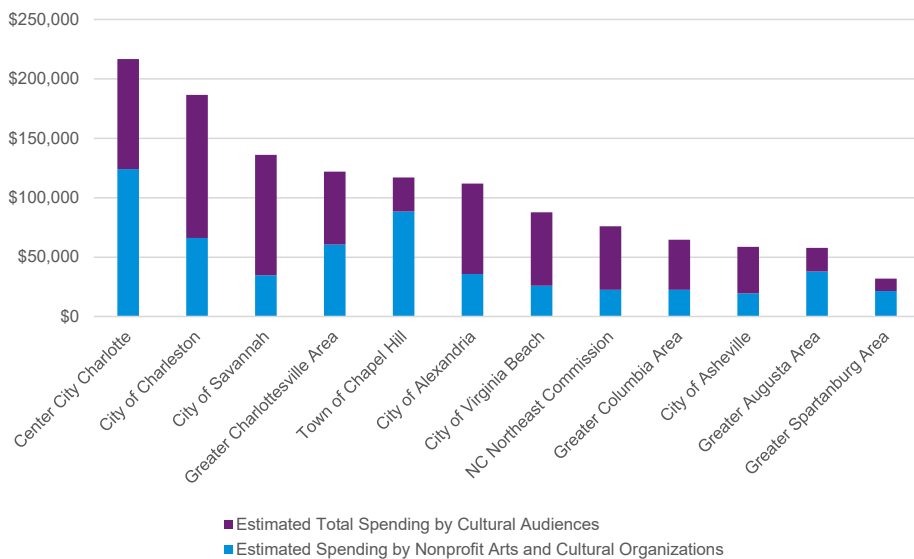
Risk Industries	Total Workers
Food services and drinking places	5,814
Personal and laundry services	2,043
Accommodation	1,786
Amusement, gambling, and recreation	1,501
General merchandise stores	1,453
Performing arts and spectator sports	1,038
Religious organizations	966
Miscellaneous store retailers	945
Building material and garden supply stores	829
Sporting goods, hobby, book and music stores	766
Child day care services	606
Electronics and appliance stores	581
Motor vehicle and parts dealers	580
Clothing and clothing accessories stores	498
Transit and ground passenger transportation	452
Travel arrangements and reservation services	414
Mining	324
Direct selling establishments	246
Museums, historical sites, zoos, and parks	234
Furniture and home furnishings stores	200

Data Source: BLS Quarterly Census of Employment & Wages (2019)

\$120m

is generated annually by
the Charlottesville arts and
culture industry

Total Arts and Culture Spending by Region (in thousands)
Charlottesville is fourth among comparable communities



Data Source: Americans for the Arts, 2017 Arts & Economic Prosperity 5 study of 341 participating regions.

Opportunity Ideas and Observations

Arts and Creative Economy

Mobile Arts Events

- 4.6.1 Enable creative ways to use public space

Community

Drive-in theater for performances, music and spoken word

- 4.1 Resource Exchange

- 4.6.1 Enable creative ways to use public space

Partnerships with city parks and outdoor venues

- 4.1 Resource Exchange

Take art to large central venues

- 4.1 Resource Exchange

Use empty venues as rehearsal space with social distancing

- 4.1 Resource Exchange

Other focus areas to explore:

- Communicate economic impact and value of the arts
- Organize an "arts relaunch" by coordinating programs of individual discrete festivals next Spring

Who could be involved?

- Charlottesville Albemarle Visitors and Convention Bureau
- C'ville Arts
- New City Arts Initiative
- McGuffey Arts Center
- WVTF
- UVA Arts
- The Bridge Progressive Arts Initiative

Potential metrics to track

Employment Rate in the Arts

Annual Data Table by Sector

Public Attendance

Source to be determined on ad hoc basis

Audience Satisfaction

Institutional Self-survey

Artistic Achievement

Institutional Self-survey

Resources

National Endowment COVID Resource Page

<https://www.arts.gov/coronavirus>

Creative Capital Arts Resources

<https://creative-capital.org/2020/03/13/list-of-arts-resources-during-the-covid-19-outbreak/>

Theater Communications Group COVID Prepare and Mitigate

<https://www.tcg.org/ResearchAndResources/DisasterManagement/Resources/Coronavirus.aspx>

Supporting IT, Financial, and Defense

We can demonstrate how to work securely

Within the Charlottesville region, the information technology, financial and defense sectors have proven to be a resilient area of the economy. At present, more than 5,000 people are employed in the financial and professional services sector locally and it accounts for a significant share of the region's GDP.

Similar to manufacturing, this sector does not have as many immediately-vulnerable jobs, and workers are more likely to be able to work remotely

In addition, there are more than 2,500 federal workers employed by NGIC, DIA and NGA. The Chamber estimates there are approximately 2,000 people employed by private defense and intelligence contractors in the region. In addition to this substantial defense/intelligence presence, the greater Charlottesville community is home to more than 14,000 veterans.

Pandemic impact

According to participants, one of the most dramatic impacts of the public health crisis has been its

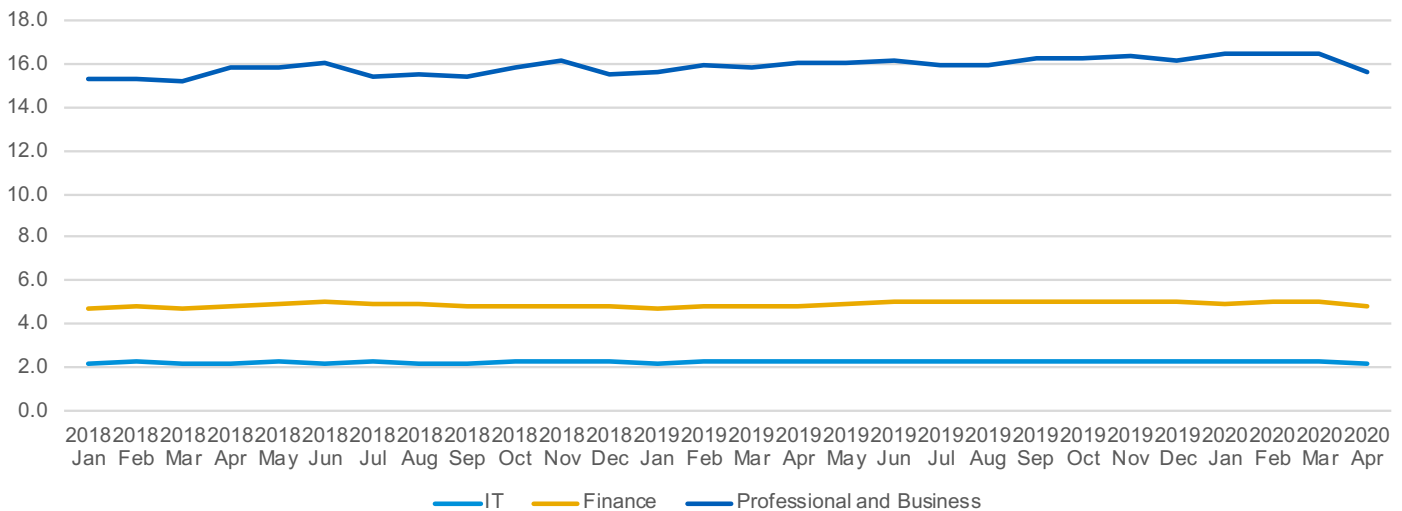
acceleration of the acceptance of telework and online business. In the near term, many appreciated how technology was being deployed but did note the long term need to establish protocols, manage customer expectations and the heightened role that IT security will take with long term adoption.

In the near term, the group discussed the need for best practices on IT security, educating consumers on how to transition their most private financial transactions online and buying local. And many voiced concerns regarding childcare in a work from home environment as more employees transition to an off-site work week.

Opportunities for the sector include the greater comfort level that consumers have for working and banking online and the potential for improved quality of life in a work from home environment. This could evolve into Charlottesville being branded and known as an innovation hub.

Charlottesville MSA Professional Business, Financial and IT Services by Month (000s)

Less impact to employment to date



Source: Bureau of Labor Statistics; Local Area Unemployment Statistics



29.4%

of GDP is from IT, Finance and Defense, making it the largest in the Charlottesville region

Historical Professional & Business Services, Finance and IT Data

	Finance	Professional and Business	Information Technology
Employment	4,427	14,484	1,759
Avg. Weekly Wage	\$1,463	\$1,266	\$2,022
Est. Annual Earnings using Q319 Wages	\$336,813,796	\$953,330,008	\$174,030,116
Number of Establishments (Q319)	697	1,364	134

Opportunity Ideas and Observations

Finance, IT and Defense

Clearinghouse on virtual work best practices

- 1.1.3 Practices for new ways of working
- 1.1.7 Practices for IT security
- 3.1 Rebound portal

Financial institutions could partner with small business to navigate grant landscape

- 1.1.4 Practices on accessing capital applying for PPP and finding other funding
- 3.1 Rebound Portal
- 4.2 Mentor Match
- 2.6 Fund drives and matchmaking campaigns

The online transition should find a way to simultaneously support small business

- 3.1 Rebound Portal
- 3.6 "Amazon-like" concept for local products and local Grubhub-style delivery service

Access to capital is seen as a challenge for small businesses

- 1.1.4 Practices on accessing capital applying for PPP and finding other funding
- 2.6 Fund drives and matchmaking campaign

Bar Association protocol training on e-signatures

- 1.1.6 Practices for legal and liability issues
- 3.1 Rebound Portal
- 4.2 Mentor Match

Remote work is a viable option when implemented properly

- 1.1.3 Practices for new ways of working
- 3.1 Rebound Portal

Clearing house on employment opportunities

- 3.1 Rebound Workforce Portal

Who could be involved?

- Charlottesville Chamber Defense Affairs Committee
- UVA Research Park
- Central Virginia Partnership for Economic Development

Potential metrics to track

- Working from Home Percentages
- Broadband Access by Zip Code
- Sector Specific Gross Domestic Product
- Number of Firms
- Local Job Openings

Resources

COVID-19 Security Resource Library

<https://staysafeonline.org/covid-19-security-resource-library/>

CrowdStrike Securing your Mobile Workforce

<https://www.crowdstrike.com/covid19-cybersecurity/e/>

Cybersecurity implications of COVID-19

<https://home.kpmg/xx/en/home/insights/2020/04/the-cyber-security-implications-of-covid-19.html>

Supporting Biotechnology, Manufacturing and Food and Beverage Manufacturing

We can share our experiences with PPE

Within the Charlottesville region, the biotech and manufacturing sectors employ approximately 2,000 people. However, in contrast to the tourism, leisure and hospitality industry, industries such as manufacturing have seen less-severe declines in employment.

Pandemic Impact

Nonetheless, according to participants, the universal challenges regarding safety for employees and business owners is a real concern. In many portions of these industries, the use of Personal Protective Equipment (PPE) is a basic part of the sector. However, the increased need for PPE throughout the economy led some to voice the need for developing and nurturing an onshore development of masks and PPE based on their familiarity with the products. Like many new ideas, access to capital will be a key determinant to executing this concept.

Ideas such as buying local, enabling shared prototyping between biotech and small manufacturing, and establishing a mechanism to identify the needs of other sectors reflected the community-supportive spirit of this workgroup. Positive potential outcomes for the sector include a stronger, resilient community that nurtures innovative, creative entrepreneurial activity.

Historical Bio-tech and Medical Data	
Employment	1,640
Avg. Weekly Wage	\$1,673
Est. Annual Earnings using Q319 Wages	\$158,700,752
Number of Establishments (Q319)	75

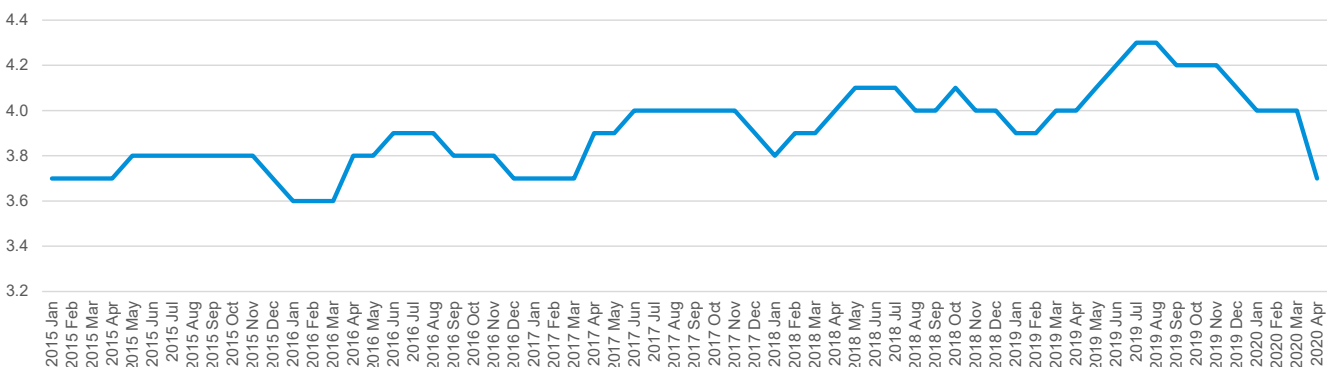
Historical Beverage and Food Manufacturing Data	
Employment	251
Avg. Weekly Wage	\$522
Est. Annual Earnings using Q319 Wages	\$6,811,560
Number of Establishments (Q319)	29

Historical Light Manufacturing Data	
Employment	272
Avg. Weekly Wage	\$1,098
Est. Annual Earnings using Q319 Wages	\$15,504,968
Number of Establishments (Q319)	32

Data Source: BLS Quarterly Census of Employment & Wages (2019)

Charlottesville MSA Manufacturing Employment by Month (000s)

Some employment losses, COVID impacting typical seasonal summer uptick



Source: BLS Quarterly Census of Employment and Wages (2019) and LAUS



7.2%

of GDP is represented by
manufacturing and 5.1% of
employment

Opportunity Ideas and Observations

Biotechnology, Manufacturing and Food and Beverage Manufacturing

Create a community idea forum to share success stories

3.1 Rebound portal

4.1 Resource Exchange

Identify ways to encourage and support onshore PPE production

3.1 Rebound portal

Other focus areas to explore:

- The need for supply chain support and classification of materials
- Long term support of business that retooled for PPE
- Identifying sources of investment for onshore manufacturing
- Seek clarity on role and access to academic labs and students
- Addition of wet lab space

Who could be involved?

- CvilleBioHub
- Charlottesville Business Innovation Council
- Charlottesville Angel Network

Potential metrics to track

- Sector specific Gross Domestic Product
- Number of Firms
- Local Job Openings
- University of Virginia Research Expenditures

Resources

Manufacturers Leadership Council COVID Shared Practices

<https://www.nam.org/manufacturers-unveil-industry-covid-shared-practices-9043/>

Cornell Institute for Food Safety and Facility COVID Resources

<https://instituteforfoodsafety.cornell.edu/coronavirus-covid-19/food-industry-resources/food-industry-faqs/>

Healthcare and Life Sciences: Resilience and Recovery

<https://institutes.kpmg.us/healthcare-life-sciences/articles/2020/covid-19-resilience-recovery-new-reality.html>



Rebuilding Nonprofit & Community Organizations

We are essential part of the Charlottesville region's fabric

Nonprofit organizations play a significant role in a healthy, well-rounded community and economy. By providing resources, important services and enhancements to civic, social and community life, these organizations often fill in gaps between private and governmental activities.

Supported by grants, corporate and personal contributions, the Charlottesville region's nonprofit sector employs approximately 1,200 people benefitting a 235,000 population.

Pandemic impact

The impact of the pandemic on the nonprofit sector has been significant.

In addition to the common health and safety concerns regarding the availability of personal protective equipment, some organizations have found themselves as the de facto "first responders" to intensified community needs – resulting in increased stress, burn-out and burdens for staff and volunteers.

For organizations that are not on the front lines of the pandemic response, the focus of donors has moved to providing support for the immediate needs of the community.

One challenge will be maintaining the connections to supporters and keeping the doors open so that when the pandemic subsides, the contributions those organizations make to the overall well-being of the area will continue.

Additionally, the participants expressed the view that Project Rebound's focus on innovation and collaboration should be underpinned by an inclusive representation of race, color, age, economic status, disability status, religion, sexual orientation, gender identity or expression, national origin.

Potential outcomes of the pandemic could include greater collaboration across the nonprofit sector – especially with regards to organizations with overlapping missions, the pursuit of funding, and the use of physical space.

Charlottesville MSA Nonprofit Snapshot

Historical Non-profit and Community Organizations Data	
Employment	1,211
Avg. Weekly Wage	\$903
Est. Annual Earnings using Q319 Wages	\$59,575,368
Number of Establishments (Q319)	96

Data Source: BLS Quarterly Census of Employment & Wages (2019)

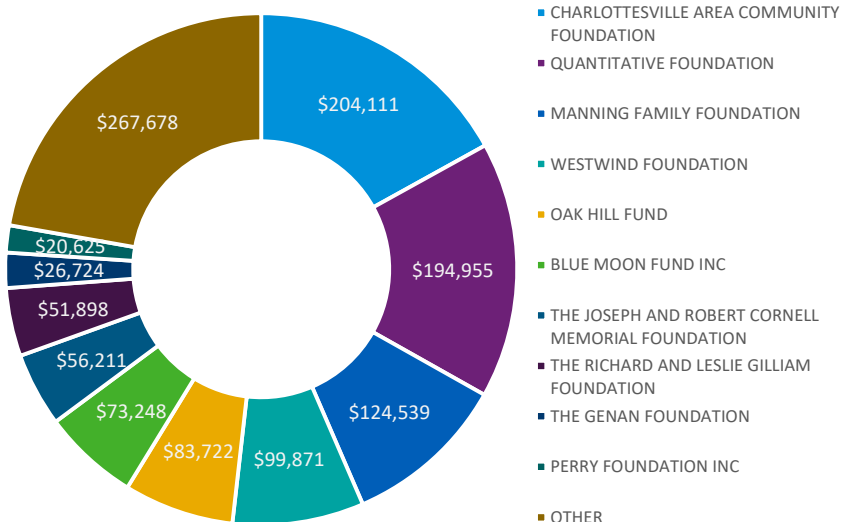
Charlottesville MSA Foundation Snapshot

County	Foundations	Total Giving (\$ 000s)	Gross Receipts (\$ 000s)	Total Assets (\$ 000s)
Albemarle	43	\$11,606	\$57,433	\$160,073
Buckingham	4	\$0	\$17	\$27
Charlottesville City	76	\$57,752	\$303,383	\$1,026,022
Fluvanna	4	\$750	\$1,251	\$5,443
Greene	6	\$94	\$64	\$601
Nelson	10	\$63	\$652	\$11,415
Total	143	\$70,265	\$362,801	\$1,203,582

\$59m

of earnings flows through the Charlottesville MSA in a year and local foundations hold \$1.2 billion in total assets

Largest Foundations by total assets (2018) (\$000)



Data Source: FoundationSearch.com; Foundation tax year is 2018.

Opportunity Ideas and Observations

Nonprofit and Community Organizations

Develop mental health resources for staff experiencing burnout and stress due to current set of community needs

3.1 Rebound Portal

Develop comprehensive list of organizations and coalitions by mission area to coordinate resources

4.1 Resource Exchange

Other focus areas to explore:

- Reform silo effect among organizations
- Create knowledge broker function to ensure information is broadly distributed for participation in webinars and Zoom calls, etc.

Who could be involved?

- CNE
- United Way
- Charlottesville Area Community Foundation

Potential metrics to track

- Nonprofit Employment and Annual Earnings
- Largest Foundations by Total Assets
- Total Giving
- Number of Organizations

Resources

National Council of Nonprofits COVID resources

<https://www.councilofnonprofits.org/nonprofits-and-coronavirus-covid-19>

William and Flora Hewlett Foundation COVID-19 Nonprofit Resources

<https://hewlett.org/covid-19-nonprofit-resources/>

Mental Health

www.helphappenshere.org



Preparing Vital Infrastructure

We can be an enabler

While the Charlottesville region has a diversity of economic sectors, a unifying thread among them is the need for modern, efficient and reliable infrastructure. From roads to broadband, infrastructure enables businesses to produce products, employees to work, and people to connect with each other.

Pandemic impact

The Vital Infrastructure workgroup focused on two notable attributes of infrastructure development. The first is its ability to provide jobs and support economic activity during its direct construction, and the second is its role as an enabler to new ways of doing business.

Given the status of the economy, participants discussed strategies to encourage the rapid implementation of needed construction projects related to roads, transit and mobility. Concepts included identifying capital projects on a regional basis that are ready to be implemented in the short term (e.g. shovel ready or those that do not require the purchase of right-of-way) and then getting them to the point where they could qualify for partnership opportunities with state and federal government entities.

In the infrastructure as enabler category, the workgroup discussed how decisionmakers might collaborate to enable temporary streetscape changes to support social distancing requirements.

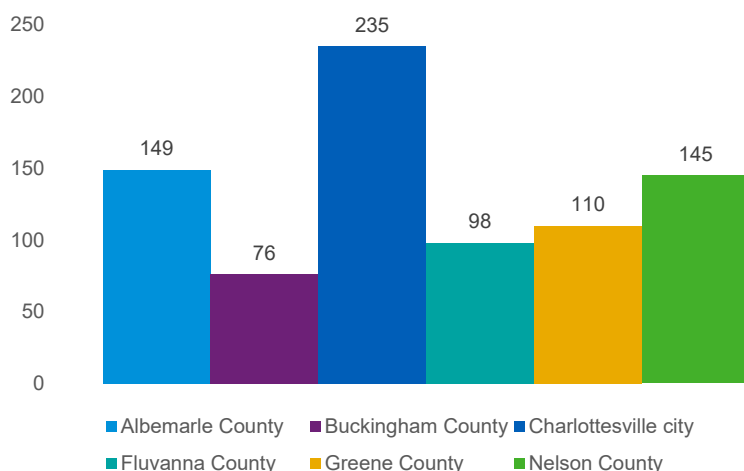
Implementable examples included the provision of extra pedestrian space using planters to encourage traffic flow and increase pedestrian safety, providing the means for restaurants to have expanded outdoor seating, and identifying ways for the county and cities to collaborate on uniform minimum standards.

From a purely safety point of view, the workgroup also discussed the potential for enhanced cleaning activities using solutions such as long term disinfectants or automated robots used in other parts of the world and sourcing local sanitizers from nearby distilleries.

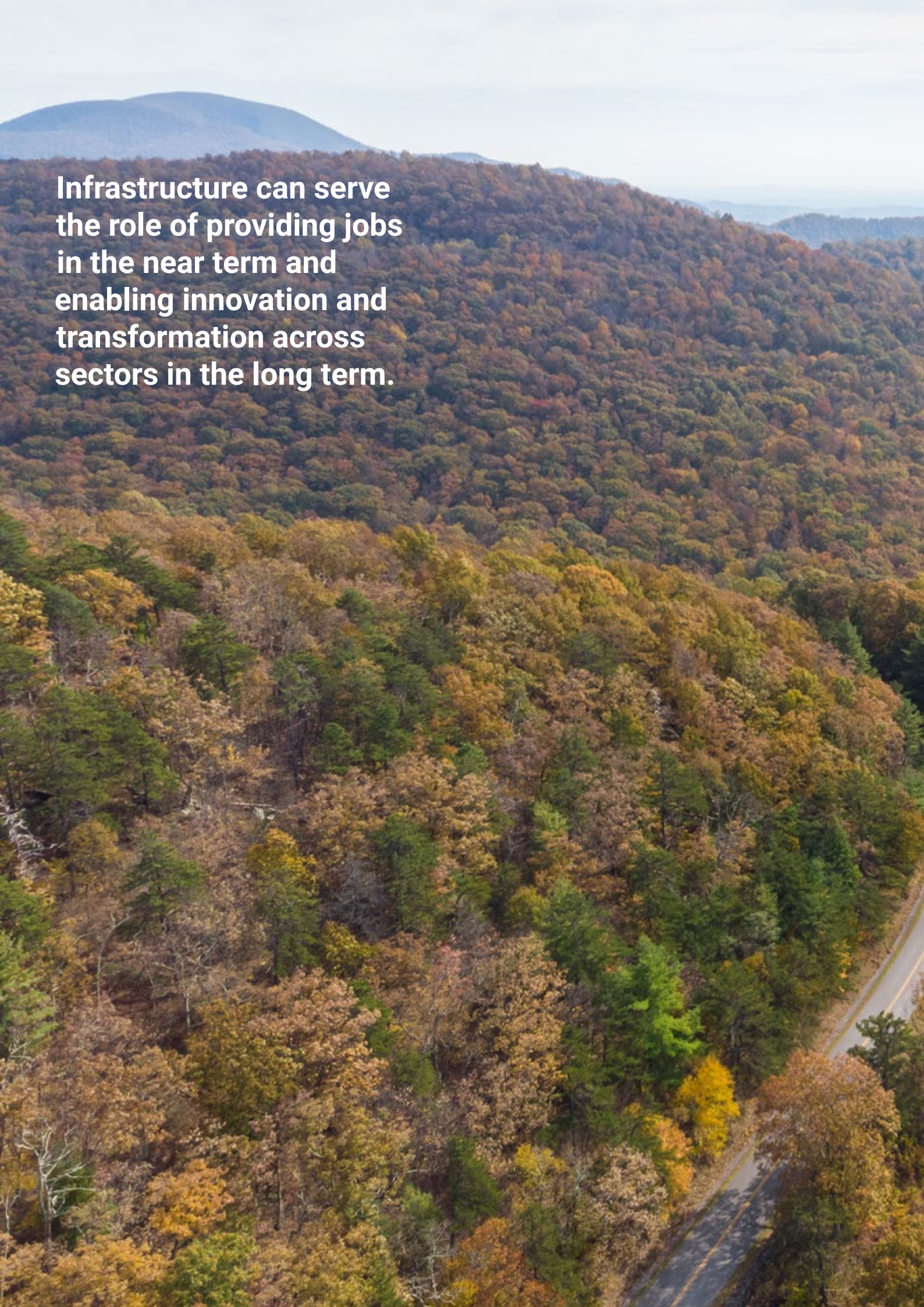
A key discussion item was the status and potential of broadband technology. With the likelihood that work-from-home working situations may become a more significant part of the economy, the patchwork of high-speed access was seen as an obstacle to wide-scale adoption across the region, and one that needed to be addressed.

WiFi Access in Charlottesville MSA per 1,000 people

More access per 1,000 residents in Charlottesville



Data Source: University of Maryland COVID-19 Impact Analysis Platform, <https://data.covid.umd.edu>.

An aerial photograph of a vast, forested mountain range. The trees are in various stages of autumn, showing shades of green, yellow, orange, and brown. A paved road with a yellow center line runs diagonally across the lower right portion of the image. In the background, a large, rounded mountain peak is visible under a clear sky.

**Infrastructure can serve
the role of providing jobs
in the near term and
enabling innovation and
transformation across
sectors in the long term.**

Opportunity Ideas and Observations

Vital Infrastructure

Identify shovel-ready projects that could be eligible for state and federal funding

4.6 Government Initiatives

Coordinate on streetscape changes to support local businesses that require seating

4.6 4.6.1 Enable creative ways to use public space

Engage in enhanced cleaning activities in public spaces

4.6 Government Initiatives

Coordinate on permitting requirements

4.6 4.6.4 Fast-track permitting

Who could be involved?

- County of Albemarle
- City of Charlottesville
- Virginia Department of Transportation
- US Department of Transportation
- Local transit systems
- Local Broadband providers
- US Department of Agriculture
- Federal Communications Commission
- State of Virginia Commonwealth Connect
- Charlottesville Albemarle Metropolitan Planning Organization

Potential Metrics to track

Transportation and Infrastructure Funding
State of Virginia

Broadband availability assessment
BeHeard CVA

Resources

Commonwealth Connect Plan
<https://rga.lis.virginia.gov/Published/2019/RD109/PDF>

2045 Long Range Transportation Plan
<http://campo.tjpdcc.org/process-documents/lrtp/>

Opportunity Index

This list of community-generated solutions was compiled to respond to economic and community pain points caused or exacerbated by the pandemic and divided into four categories.





The index is a summary of ideas generated during the Project Rebound process to help the Charlottesville region, its community and its businesses emerge from the crisis as a more resilient community. As a community effort, the Chamber offers to serve as a convener and organizer to work through these concepts. For the ideas to be truly successful, a focus on ensuring equity and community will be needed to make them happen.

Opportunities marked with a ✨ indicate near-term priority based on community input and feasibility.

If you would like to get involved, please send an email to connect@cvillechamber.com or call us at (434) 295-3141.

1.1 Guideline Development



A focused effort to identify, compile or create guidelines and practices to support key business and customer confidence needs across workplace health, safety, liability, business operations, and planning.

Confidence Areas



Partnership Potential

- Leverage existing national, state and other guidelines such as CDC, Department of Labor, OSHA, American Industrial Hygiene Association, Forward Virginia, and the Virginia Secretary of Commerce
 - Thomas Jefferson Health District health leaders might layer additional safety protocols specific to this region, possibly broken down by sector
 - IT group offered to provide IT security guidance
 - Local Bar Association and Central Virginia Legal Aid Society could educate community about employee rights, business law, liability, electronic signatures and other issues that may be of broader interest to the community
- Equity Opportunities**
- Have sections of each dedicated to race-related considerations
 - Ensure multichannel communication to reach a broad and diverse audience

1.1.1 Safety protocols

Provide clear guidance for the local business community on safety. Key focus areas should include (but not limited to):

- Facility layout guidelines (floorplans, separation ideas, capacity guidelines based on setting)
- Signage suggestions
- Ideas for ways of working (continuous cleaning, staggered shifts, employee temperature checks, etc)
- PPE usage (mobile sanitation stations, sinks, screens and shields, etc)
- Ideas for protecting vulnerable customers (special hours for older customers, etc)
- Internal enforcement ideas (appoint a "safety officer" to monitor and enforce)
- Protocols for when there is an outbreak at your facility, how to respond

1.1.2 Practices for non-compliant customers

Guidance for frontline staff and business owners on how to deal with disruption:

- What to watch out for
- Right to refuse service guidelines
- Ways to promote de-escalation
- Escalation path and enforcement mechanisms
 - In particular, work with local police and other officials to determine what is appropriate (e.g. do you call the health department? Police?)
- Scenario-based focus areas
 - Where race and ethnicity is at the center of the conflict
 - Where masks and safety have become politicized

1.1.3 Practices for new ways of working

Expand on what is in the safety protocols on ways of working, including:

- Expand workday, change schedules and shifts to reduce exposure
- Remote work when possible, mixed work methods
- Have dedicated space at work for teleworkers to come to when need a quiet, uninterrupted space
- Temp checks at the door, or self temp-checks
- Staggering workspaces, face different directions
- Provide more online training for new ways of working or the hard/soft skills needed in this environment
- Guidance for those who need to enter other's homes, particularly vulnerable people
- Special expectations and practices for vulnerable populations
- Gathering feedback from employees and customers (e.g. what is the comfort of people working or shopping in a space, how to respond)

1.1.4 Practices on accessing capital: applying for PPP and finding other funding

- PPP best practices – getting, maintaining and ensuring forgiveness of PPP loans. Tips on how to properly document, how to navigate situations where it was not forgiven
- Highlight alternative methods of funding
- Focus on those (particularly minority-owned companies) who didn't get PPP access

1.1.5 Preparing for fits and starts – how to plan for COVID setbacks

1.1.6 Practices for legal & liability issues

What are legal (and moral) business obligations in areas like:

- HR, HIPAA, or discrimination issues around health data (e.g. Taking and logging temperatures, disclosures of positive cases in the workforce,
- Discrimination guidance (e.g. when trying to protect the elderly, could you potentially be discriminating?)
- Family and Medical leave act (FMLA) considerations
- Occupational safety and Health Administration (OSHA) considerations
- Liability for COVID exposure
- Unemployment guidance, including protecting employees from losing their unemployment benefits
- Electronic signatures and other contract considerations in a remote setting

1.1.7 Practices for IT security

Different levels of guidance and decision trees for scenarios

- Secure video-conferencing capabilities
- Also share specifications with others so they can replicate set-up.
- Help employers understand how to work remotely
- Common risks and risk avoidance tactics

1.1.8 Practices for long-term business resilience

Different levels of guidance and decision trees for scenarios

- Disaster recovery plans and templates
- How to create a plan
- Ideas and examples of pivot

1.2 COVID audit service

Establish a service to come to a business and perform an audit with recommendations and next steps.

Confidence Areas

Health & Safety

Reliability

Customer Confidence

Partnership Potential

- Could this be added to other existing services (e.g. building or health code inspection)

Equity Opportunities

- Focus audit resources on highly impacted business types and communities.
- Audits may consider broad-based equity concerns including ways to monitor COVID impacts on those with disabilities.

★ TOP NEAR-TERM OPPORTUNITY

2.1 Project Rebound "Badge" campaign



A designation given to participating businesses sending the message: **I'm working to rebound the local economy safely**

- Consistent safety guidelines for participating businesses to establish a baseline of consistency and reliability
- Sticker for windows
- Badge for social, encourage businesses to add to Google, Yelp, Tripadvisor, etc
- List participating businesses on the Chamber website
- Video training
- Encourage packages of organizations in the same level

Confidence Areas

Health & Safety Reliability

Customer Confidence Interconnected Economy

Buying Local Business Operations Norms

Partnership Potential

- Partner with the safety protocol team to create training
- Work with Virginia Department of Health for restaurant inspections and approvals.
- Charlottesville Albemarle Convention & Visitors Bureau (CACVB) may lead effort to promote a cross-platform campaign and start with the hospitality industry to drive adoption.
- Work with Project Rebound participants in marketing and advertising to develop a Charlottesville influencers campaign
- Expand to other cities to increase awareness and consistency of message

Equity Opportunities

- Proactively reach out to minority-owned businesses to participate

Stretch Ideas

- Provide branded PPE to businesses
- Interactive online training for businesses
- Pooling of resources across participating businesses (e.g. PPE)
- Gamification – encourage customers to “collect them all”
- Website & app for customers to find places & collect visits

★ TOP NEAR-TERM OPPORTUNITY

2.2 “Buy local. Buy safe.” media campaign

Mixed-media campaign to promote local recovery, and highlight the innovative safety measures being taken

- Display the extraordinary measures being taken
- Power of partnership, showcase innovation
- Perhaps even incentivize collaboration
- Promote outdoor amenities for upcoming vacation season
- Extend to promote region within the "short-haul" region
- Based on BeheardCVA data on public trust of local physicians, feature voices of local physicians
- Create a communication strategy that tailors the message to reach different personas and audiences

Confidence Areas

Health & Safety Reliability Buying Local

Customer Confidence Interconnected Economy

Partnership Potential

- Convention and visitors bureau joint campaign
- Work with Central Virginia Small Business Development Center, CvilleShops.com, and Black Professional Network for promotion and adoption.

Equity Opportunities

- Showcase local, minority-owned businesses and entrepreneurs

2.3 Sponsor Days

Businesses hold special days where a percentage of their revenue is donated to local non-profits to help locals survive these difficult times. This could be as simple as \$1 per meal or 5% of revenue or some other arrangement. The Chamber could co-sponsor this, help promote it, and facilitate it.

Confidence Areas

Social Equity Ease of supporting local

Interconnected Economy Buying Local Customer Confidence

Partnership Potential

- Chamber could do the matchmaking
- Coordinate with Center for Nonprofit Excellence to facilitate matchmaking and drive outreach to the nonprofit sector

Equity Opportunities

- Rotate in topical focus to highlight the diverse "fabric of Charlottesville"
- Actively reach out to minority-owned businesses and nonprofits focused on equity issues
- Highlight the community focus

2.4 Continued Chamber email communications

Dedicated COVID-focused email or callout in existing email communications with a focus on what's new in the space.

Confidence Areas

Health & Safety

Information Distrust

Unpredictability

Business Operations Norms

Partnership Potential

- Work with local marketing or design firm to brand COVID-19 related email communication.
- To nurture a consistent voice, co-brand email communications with Charlottesville Office of Economic Development, Central Virginia Partnership for Economic Development, and other local economic development offices.

Equity Opportunities

- Identify appropriate communication channels to reach the broadest possible audience across Charlottesville and Albermarle County

2.5 Community education campaign

Educate groups who simply don't believe COVID is a real threat. Because of this belief, their social behavior can be perceived as dangerous to those around them, thereby reducing customer confidence.

Note: could this be combined with other campaigns?

Confidence Areas

Health & Safety

Information Distrust

Unpredictability

Business Operations Norms

Partnership Potential

- CACVB joint campaign

Equity Opportunities

- Ensure marketing covers broad channels of communication to reach as diverse an audience as possible

2.6 Fund drives and matchmaking campaigns

Chamber-facilitated initiatives to spur fundraising in replacement for businesses and their employees who did not have access to or were not eligible for the Payroll Protection Program (PPP), primarily minority-owned businesses. Focus on emergency lending and micro-loans.

Confidence Areas

Access to capital

Interconnected Economy

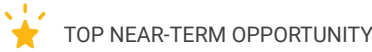
Social Equity

Partnership Potential

- Chamber may facilitate work with EquiTrust Life Insurance Co. and MBE Capital Partners, which have established a fund for loans to minority-owned businesses.
- New Hill Development may help organize local businesses who were unable to access the PPP
- Financial institutions could partner with small business to navigate grant landscape

Equity Opportunities

- See Partnerships



3.1 Rebound Portal



A centralized collection of links to business, customer, workforce and community resources

Confidence Areas



Execution ideas

- Start simple: mobile responsive
- Eventually move to a location-aware app
- Answer these questions: Could Google index it? How to keep it updated? Will people actually go here?

Equity Opportunities

- Focus resource links whenever possible to minority-owned business
- Ensure it is mobile and accessible to WCAG standards
- Non-online resources (for those without access)
- Resources in multiple languages

3.1.1 Business Portal

A web-based portal linking to up-to-date information to address primary business concerns, specific to the region. Could possibly include:

- Links to guidelines & compliance requirements
 - Existing national, state, local guidelines
 - Clarity on which are most applicable to this region
 - Any new guidelines ushered as part of this initiative
- Links to Capital-based resources
 - Financial relief programs
 - Feature potential creative sources to access funds
 - PPP resources – getting the most out of the program, assistance, tips on how to ensure forgiveness, how to properly document, how to navigate situations where it was not forgiven
- Links to testing resources
 - Test sites
 - Test kits
 - Testing protocols
- Links to access key materials: PPE & signage
 - Emphasize local suppliers
 - Point to any known bulk or group discounts
- Links to technology resources & recommendations
 - Suggestions of ecommerce platforms
 - Usage of distributed online resources like upwork
 - Resources to conduct actions like meet, sign contracts, vote, communicate online, etc
 - Creative uses of technology - example: for the arts – how to virtually showcase art – livestreams? Immersive 360 experiences? Practices like ideal length, pacing, content that is unexpectedly appealing, tutorials, and tool suggestions
 - How to conduct online transactions, leverage platforms like Venmo or other ecommerce
 - How to have ADA compliance with virtual events (transcripts, etc)
 - IT Security webinars/resources
- Links to education resources
 - Free courses on finance, marketing, e-commerce, pivoting, etc from LinkedIn Learning, Coursera, Udemy, etc
 - Online advertising/getting new customers
 - Focus on the top things business owners should be learning in this new environment
 - Access to disaster recovery planning tool

3.1.1 Business Portal, cont.

- **Links on workforce management**
 - Access to local childcare/elder care resources
 - How to make offers – guidelines on when to make offers as to not disturb crucial unemployment benefits
- **Links to work from home resources**
 - Tools, tips
 - Example: Energy efficiency to reduce energy costs for households and businesses can stimulate economic recovery and new employment opportunities
- **Links to mental health resources**
 - Stress management, counseling, unemployment-related mental issues, etc.
 - Example: www.helphappenshere.org
- **Links to legal clarification and resources**
 - Clarity on liability
 - Distribution of content (example: arts community)
 - Workforce legal issues
- **Links to supply chain alternatives**
- **Project Rebound program details and material availability**

3.1.2 Customer Portal

A web-based portal linking customers to up-to-date information about local business

- **Index local businesses**
- **Flag and provide ways to filter by:**
 - What level of "open" they are
 - Project Rebound participants
 - African-American owned
 - Women-owned
 - LGBT-owned
 - etc.
- **Feedback tools**
 - Give customers a voice to say what they see (good and bad?)
 - Give the Chamber an opportunity to review the designation and respond
- **Rebound campaign media (videos, etc)**

3.1.3 Workforce Portal

A web-based portal linking workforce to up-to-date information to match, train and empower

- **Link to Network2Work (PVCC)**
- **Link to VEC resources**
- **Index businesses hiring at this time**
- **Clarity on the unemployment program and return to work options**
- **Education resources – free courses for upskilling from LinkedIn Learning, Coursera, Udemy, etc**
- **Link to broadband resources**
 - Places with free internet resources (library, public spaces like the downtown mall, local organizations, etc)
 - Ways for people that don't have computers to navigate web resources
- **Links to testing resources**
 - Test sites
 - Test kits
 - Testing protocols for workers

3.1.4 Community Portal

A web-based portal linking the community to up-to-date information on resources and ways to contribute

- **Volunteer needs – link to the Volunteer center and other local resources**
- **List of non-profit organizations and coalitions by mission area**
 - Used to coordinate resources, identify joint grant application opportunities and sharing of resources
- **Link to broadband resources**
 - Places with free internet resources (library, public spaces like the downtown mall, local organizations, etc)
 - Ways for people that don't have computers to navigate web resources
- **Links to testing resources**
 - Test sites
 - Test kits
 - Testing protocols for the community
- **Links to virtual telehealth resources**

Partnership Potential

- Central Virginia Small Business Development Center
- Charlottesville Business Innovation Council (CBIC Connect)
- Community Investment Collaborative Cville Cares
- UVA Volunteer Center
- PVCC / Network 2 Work
- VEC to highlight resources
- Virginia Tourism
- Charlottesville Albemarle Convention & Visitors Bureau

3.2 Capture customer voice & confidence

Develop methods to gather and distribute customer confidence metrics to the business community

- Develop a survey or other medium to gauge sentiment
- Gather available data signals into a dashboard to be shared
- Develop an ongoing research tool (e.g. the monthly confidence report)

Confidence Areas



Partnership Potential

- Be Heard CVA is gathering data now, and could perhaps become partner (<https://csr.coopercenter.org/beheardcva>)
- Are any groups within UVA doing this work already?
- How can we leverage UVA's curriculum

Stretch ideas

- Strategically placed "emotion meters" to gather input
- Develop a mobile app or use existing services to leverage phones people have

Equity Opportunities

- Must be accessible for people with disabilities (e.g. voice, sight, hearing)
- Should be placed in strategic areas to get insights from all communities, particularly communities of color
- Whatever app gets developed needs to account for those with limited access to personal technology

3.3 Internet Access Zones

Open up WiFi zones in areas near facilities such as parking lots (Anchor Institutions, Government buildings, etc) (Land 'o Lakes example)

- Establish strategic zones in problematic areas
- Create signage and guidelines for zones
- Consider privacy and any risk for businesses offering WiFi

Confidence Areas



Partnership Potential

- Partner with Comcast or Ting to support
- Partner with businesses, primarily government and anchor institutions to use parking lots or open areas
- Work with city/county government on public WiFi initiatives
- Introduce LyncNYC WiFi kiosks

Stretch ideas

- Encourage local food trucks/ businesses to take part for awareness and convenience
- Expand free public WiFi and smart cities initiatives

Equity Opportunities

- Signage should be in multiple languages
- We must consider key accessibility and privacy issues



3.4 Essential items negotiation & group buying (PPE, signage, etc)

Facilitate contract negotiations with anchor institutions and suppliers to extend to the business community

- Identify top needs and secure deals that benefit local business
- Identify which groups have the broadest purchase authority
- Communicate available deals and details through the Rebound Portal

Confidence Areas

PPE Access

Supply Chain Disruption

Partnership Potential

- Anchor institutions procurement departments
- CvilleBioHub
- Joint authority can be purchased in bulk – DC example: Connected DMV – board of trade helps organize
- VASCUPP

Equity Opportunities

- New Hill Development may help organize local businesses for bulk purchasing of PPE

Stretch ideas

- Group sourcing, purchasing and warehousing of key goods
- Expand to other business needs like testing kits and contactless payment systems
- Group healthcare for small business

3.5 Access to testing

Facilitate more access to testing for the local business community

- Work with local testing providers to expand reach
- Promote active test sites on the Rebound portal (3.1), marketing campaigns (2.1, 2.2, 2.4) etc
- Provide Test kits

Confidence Areas

Health & Safety

Supply Chain Disruption

Partnership Potential

- Thomas Jefferson Health District to identify opportunities to expand testing and improve communication channels
- Work with Center for Nonprofit Excellence to build community awareness, outreach, and messaging around testing availability

Equity Opportunities

- Ensure testing access is evenly distributed, focusing particularly on lower-income areas
- Identify Project Rebound participants and members who can provide, promote, or enable testing access

3.6 “Amazon-like” concept for local products & local Grubhub-style delivery service

Localize national models for online ordering for local products and services.

Confidence Areas

Health & Safety

Buying Local

Partnership Potential

- Work with cvilleshops.com to expand concepts
- Develop challenge for the UVA Galant Center for Innovation and Entrepreneurship or Darden
- Work with Charlottesville Albemarle Convention & Visitors Bureau to coordinate local product placement on national services
- Work with technology groups like WillowTree or Storyware to identify a phased approach to complex technology challenges

Equity Opportunities

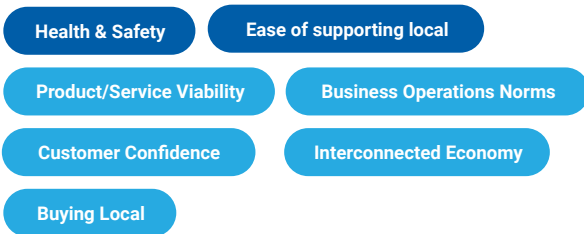
- Ensure the solutions represent and feature minority-owned businesses

4.1 Resource and Idea Exchange

A place to collaborate or exchange unused resources

- Space to share (e.g. kitchens for popup, empty warehouse space, art space in unique settings, vineyards for socially distanced performances)
- Collaboration & partnership – cross-over opportunities for local businesses to partner or collaborate in unexpected ways (e.g. Wine & Design, or combining tour companies, vineyards, and takeout pickup)
- Revenue generation idea exchange
- Other shared resources such as shared point of sale, checkout and staff resources

Confidence Areas



Partnership Potential

- Partner with real-estate to re-purpose empty buildings for performance and/or rehearsal space
- Work with technology groups like WillowTree or Storyware to identify a phased approach to complex technology challenges
- Leverage Economic Development Offices to drive connections to available real estate

Equity Opportunities

- Is this safe, legal and protecting everyone involved?

Execution ideas

- Look at out-of-the-box solutions for software providers

4.2 Mentor match

Match businesses with volunteer mentors in key areas to help them weather the storm and get individualized ideas.

- Key areas could include: safety, finance, legal, technology, innovation, marketing, and operations
- Website could facilitate matching

Confidence Areas



Partnership Potential

- Charlottesville Business Innovation Council
- Venture Central and Propel UVA

Execution ideas

- Start simple with slack rooms or simple messageboard
- Expand to full website with tagged matchmaking capabilities

Equity Opportunities

- Give priority to matching minority-owned businesses
- Work with New Hill Development to match local business leaders with entrepreneurs across industries

4.3 Adopt a non-profit

A short-term program to match businesses with non-profits for donations, provide consulting services to share ideas, or volunteer to help.

Confidence Areas

Long-term Economic Fallout

Interconnected Economy

Access to capital

Partnership Potential

- Look to the Community Foundation (Richmond) for a model and potential partnership

Equity Opportunities

- Work with Center for Nonprofit Excellence to match local nonprofit leaders with local business leaders and UVA Darden School professors

4.4 COVID Innovation Lab

Establish an innovation lab in conjunction with anchor institutions focused on solutions to issues caused by COVID and to advance economic interests.

Confidence Areas

Long-term Economic Fallout

Supply Chain Disruption

Health & Safety

Product/Service Viability

Access to capital

Partnership Potential

- Explore possibilities with UVA
- Cville Biohub creating a wetlab innovator, may be interested in partnership
- Allocate a portion of Venture Central to biotech in partnership with UVA researchers

Equity Opportunities

- Ensure marketing covers broad channels of communication to reach as diverse an audience as possible.

4.5 Continued inclusive roundtables & workshops

Continue to drive facilitation for the business community to express needs, employ design thinking for solving, and share ideas and practices. Expand this program to prioritize the inclusion of crucial minority voices

Confidence Areas

Business Operations Norms

Information Distrust

Customer Confidence

Interconnected Economy

Buying Local

Access to capital

Long-term Economic Fallout

Product/Service Viability

Long-term Economic Fallout

Partnership Potential

- Chamber committees including Minority Business Alliance, Women's Business Roundtable, Public Policy Committee, Aging in Place Business Network, Defense Affairs Committee, North Charlottesville Business Council, Leadership Charlottesville

Equity Opportunities

- Expand to more minority voices, particularly communities of color
- Designate a minority chairperson to drive roundtables and workshops
- Ensure marketing covers broad channels of communication to reach as diverse an audience as possible.
- Ensure rural community voices are included

4.6 Government Initiatives



A focused effort to work closely with appropriate government bodies to lobby for changes to achieve short term, emergency impact

Confidence Areas



Partnership Potential

- Create a regional working group with a rotating chair from each regional government body to identify those changes in government policy or activity to coordinate approach
- Albemarle County, City of Charlottesville, Central Virginia Partnership for Economic Development, GO Virginia

Equity Opportunities

- Ensure the Charlottesville Minority Business Program is represented

4.6.1 Enable creative ways to use public space

Identify, assess and request relaxing of rules for usage of public space

- Repurpose: Sidewalks, parking spaces, parks, public school yards, streets, top of parking garages, parking spaces, etc. to use for outside sales (downtown beer garden, seating for restaurants, pop up markets, etc), performing art events (community drive-in theater, mobile art events, etc), concerts/festivals, etc.
- Consider temporary closure of select roads with heavy pedestrian activity to allow for greater social distancing.

4.6.2 Relaxing of signage rules

Temporarily relax rules on signage in public places to help emphasize safety, new business practices, and instructions for customers

4.6.3 Relaxing of ABC rules

Follow the lead of DC to allow alcohol takeout to continue, and look for new ways to be flexible with ABC rules.

4.6.4 Fast-track permitting

Lobby to focus on "Green Taping" to get revenue-generating projects moving quickly

- Prioritize permitting and increase speed
- Improve permitting technology in both the city and county
- Create a working group to improve the process and technology

4.6.5 Address liability concerns

Lobby to develop reasonable immunity from civil liability for COVID risks

4.6.6 Increased public health materials access

Hand washing stations, and public availability of PPE and sanitizer.

4.6.7 Expanded broadband access

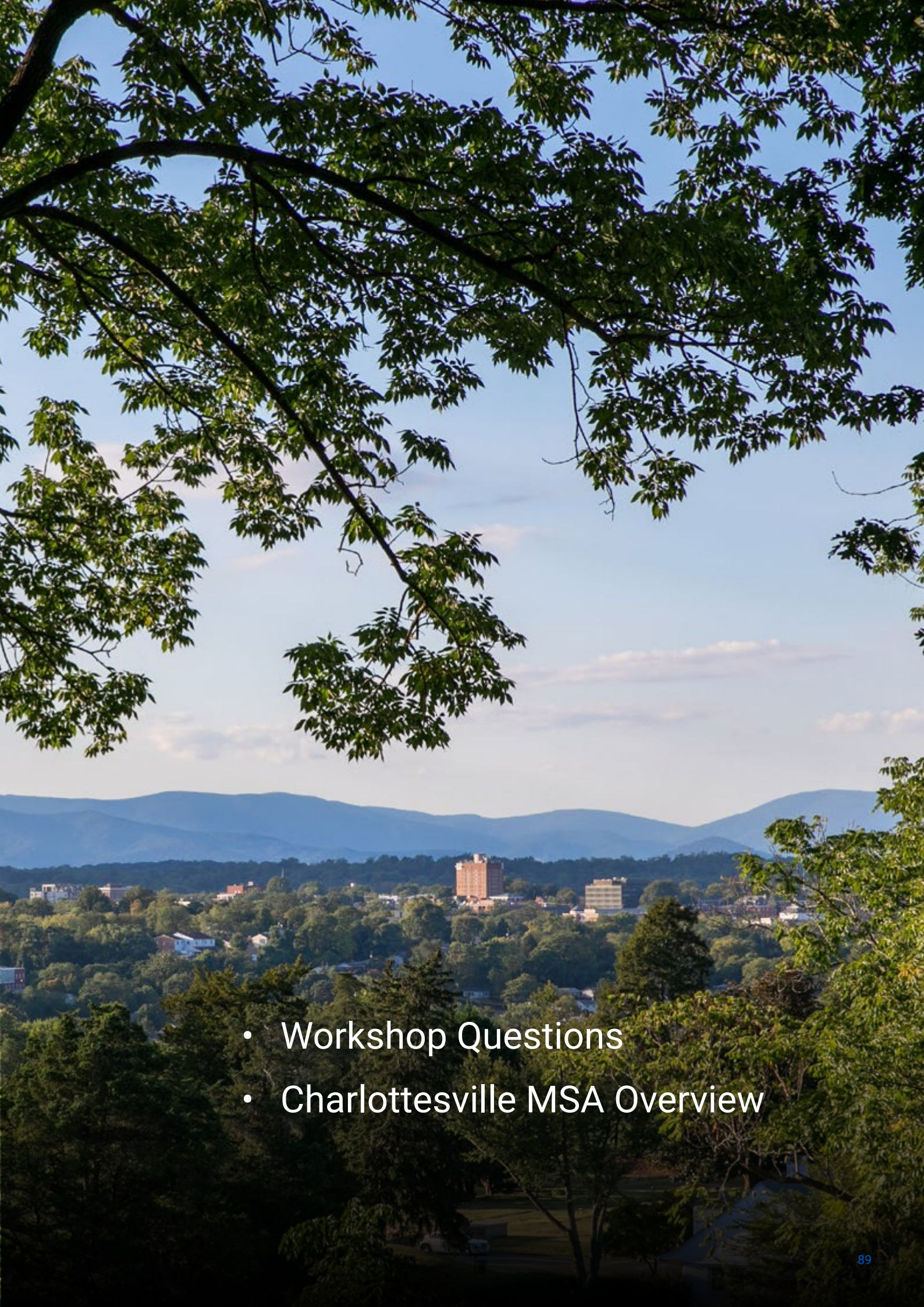
Expand public broadband access to rural areas and other areas currently without access

4.6.8 Adjustment to County homestay policies



A large, dark tree trunk stands in the foreground, its branches spreading out. The background shows a lush green landscape with a town and rolling mountains under a clear sky. The word "Appendix" is written in white text on a blue square in the top left corner.

Appendix

- 
- Workshop Questions
 - Charlottesville MSA Overview

Community Conversation and Industry-specific Questions

The questions used during the community conversations and industry sector workshops were developed by the Project Rebound Steering Committee in order to elicit feedback from the participants. The University of Virginia's Office of Organizational Excellence guided the discussions.

Industry Specific Committee Questions

- What is a new learning/insight for the ____ sector have you gained from this experience?
- What's working well in ____ sector now that may be transferrable to the economic restart? (e.g. business models, practices, support)
- What needs immediate attention in the ____ sector as we consider a phased re-opening? What is urgent, critical, and essential that must be addressed?
- What specific practices in ____ sector would need to be in place to re-open businesses safely for the consumer and the employee.....
- For social distancing?/To limit size of groups?
- To optimize telework or phasing of return to work?
- Any special accommodations for vulnerable groups?
- How might WE as a business community address this immediate need? What would be the FIRST STEPS? What could WE DO?
- What are the opportunities for partnering and collaborating within the _____ Sector and across sectors?

Industry-specific Committee members also completed the following statements with a word or short phrase:

- The best part of the regional economy is.....
- A surprising outcome of all of this would be.....
- What would help the regional economy most is.....
- Something I can and will do to help restore the regional economy is.....
- At the end of the day, our business community is.....

Community Conversation questions

- What needs our immediate attention as we consider a phased re-opening? What is urgent, critical, and essential that must be addressed?
- What new opportunities, pilots, experiments could we pursue to advance a resilient, vibrant regional economy?
- How can we support each other as WE take the next steps? What could.....
- Members of the business community do together?
- You do as an individual?
- The Chamber do?

Community Conversation participants were invited to complete the following statements with a word or short phrase:

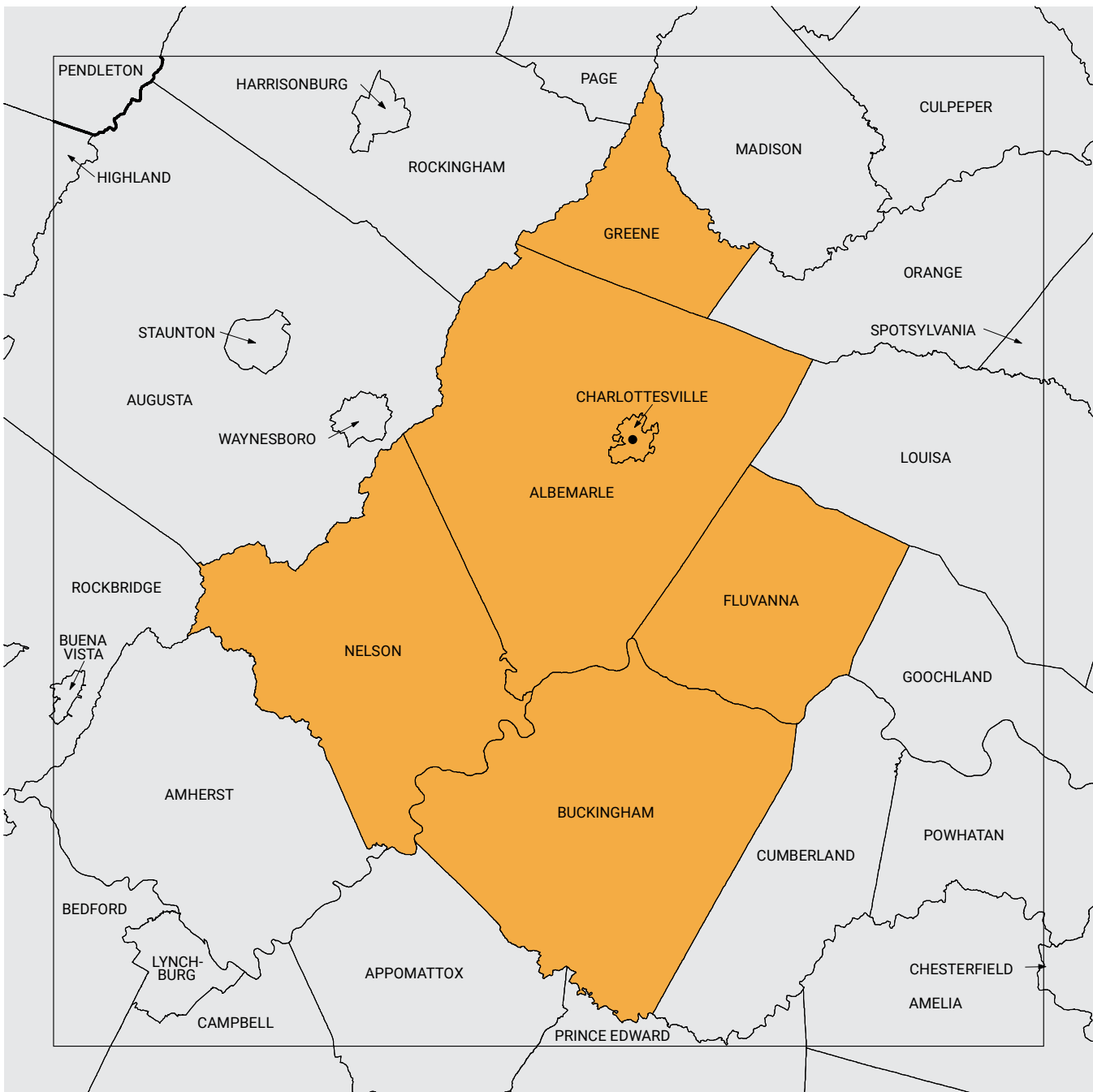
- The best part of the regional economy is.....
- A surprising outcome of all of this would be.....
- Something I can and will do to help restore the regional economy is.....

Charlottesville MSA Indicators

Progress indicators are powerful tools for monitoring and tracking overall improvement for comparing performance against goals or benchmarks. They are presented in this report to provide a sample baseline against which future changes in the Charlottesville region can be measured. Please call the Chamber of Commerce at (434) 295-3141 or email at connect@cvillechamer.com with ideas for additional or alternative indicators that might be helpful for tracking how the community and its economy adjusts to the public health situation.

For the purposes of this document, the statistical indicators offered as potential metrics for progress over time includes data from the Charlottesville Metropolitan Statistical Area (MSA) as defined by the Office of Management and Budget. Since 2012, the Charlottesville MSA has been defined as a five county area in Central Virginia.

Charlottesville, Virginia Metropolitan Statistical Area (MSA)

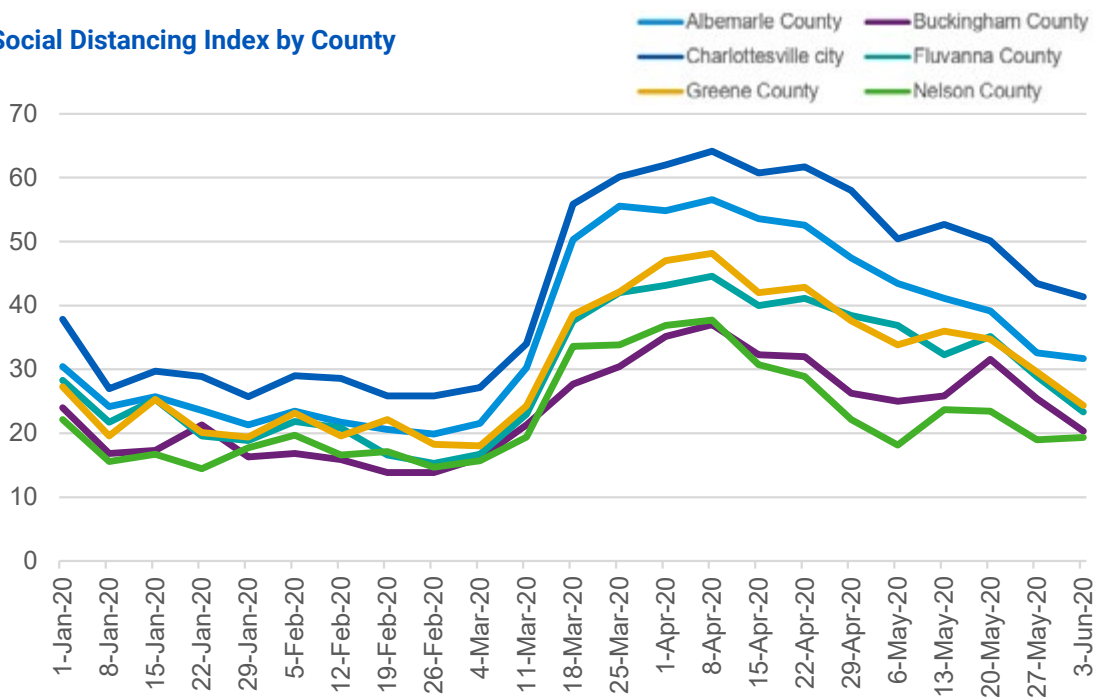


Social Distancing: How are we doing?

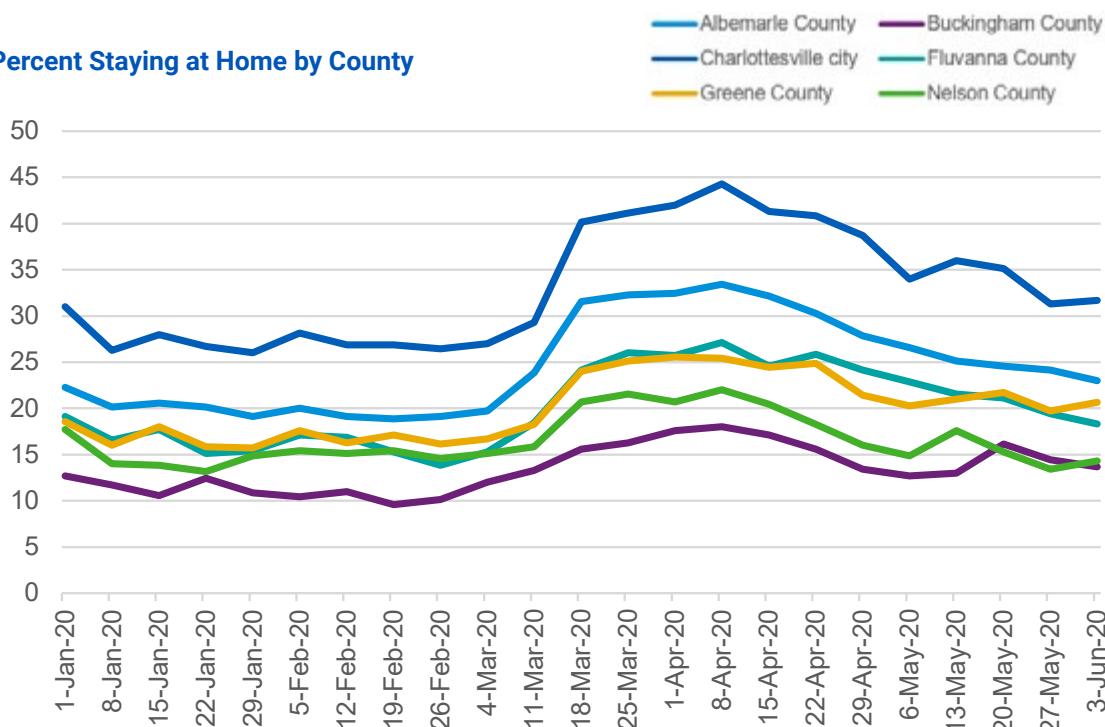
As the Charlottesville MSA considers strategies for reopening the economy, one important factor influencing consumer and employee confidence is how well residents adhered to stay-at-home and social distancing guidelines, in order to prevent a further spread of COVID-19 cases.

The Social Distancing Index, measured by proximity to other Google Maps-enabled devices for prolonged periods of time, and Percent Staying Home graphs indicate that Charlottesville adhered most strictly to the social distancing measures, peaking in the week of April 8th, before gradually starting to taper back down. However, Charlottesville and Albemarle residents' social distancing and stay-at-home practices remain above peak levels for Buckingham and Nelson county, reflecting the stark, socioeconomic reality that these residents may be largely insulated from the most vulnerable jobs, and are able to practice safe social distancing practices, whereas residents of the less affluent counties may not have the same luxury.

Social Distancing Index by County



Percent Staying at Home by County



Data Source: University of Maryland COVID-19 Impact Analysis Platform, <https://data.covid.umd.edu>.
 Note: Social Distancing Index defined as An integer from 0~100 that represents the extent residents and visitors are practicing social distancing. "0" indicates no social distancing is observed in the community, while "100" indicates all residents are staying at home and no visitors are entering the county.
 Percent Staying at Home: Percentage of residents staying at home (i.e., no trips with a non-home trip end more than one mile away from home).

Social Distancing: Where are we going?

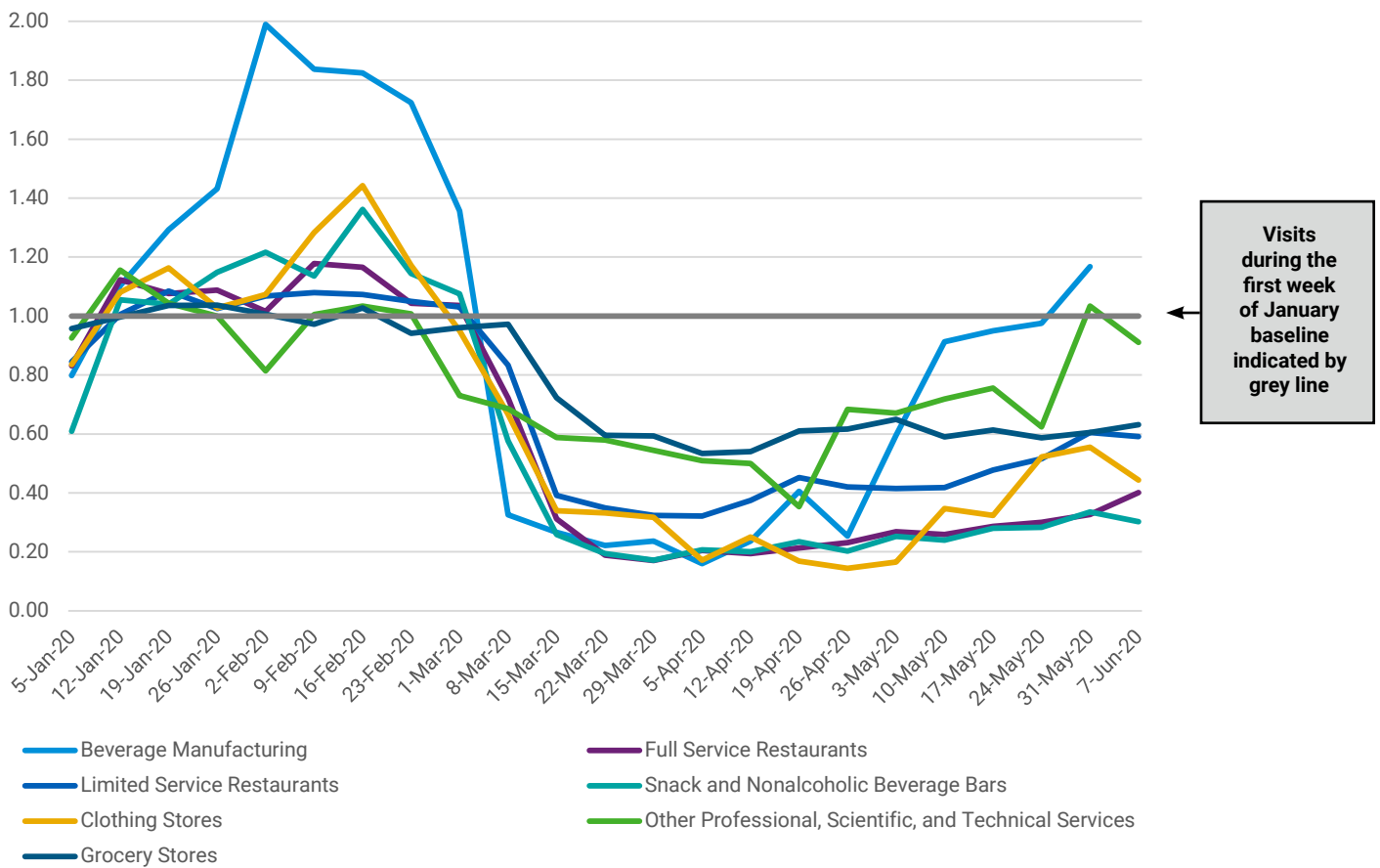
Businesses in the Charlottesville MSA all began to see a decline in visits in the week of March 8th (state-of-emergency), with the exception of grocery stores.

Businesses that experienced the most severe shock were full service restaurants, beverage manufacturing, snack and beverage bars, limited service restaurants and clothing stores. Clothing stores experienced a bottoming out of visits in late April / early May, which was later than most other business types.

Grocery stores and other professional service businesses have been the most resilient through the COVID pandemic. Beverage manufacturing businesses are also starting to return to previous levels in mid-to-late May. Overall, the recovery of most service-oriented businesses (retail, restaurants) has been slow, with rates of visits still lower than 50% of prior levels, even towards the end of May. As the state progresses through its phased reopening plan, this consumer activity should be monitored for signs of returning confidence (or lack thereof).

Index of visits to selected locations in the Charlottesville MSA compared to visits during the first week of January 2020

Grocery stores resilient, service oriented recovery is slow



Source: Safegraph Mobility Data. Percentages are number of trips compared to baseline level, which is the median value, for the corresponding day of the week, during the 5-week period Jan 3–Feb 6, 2020. The baseline represents the first week of January 2020.

Project Rebound Partners



Charlottesville Regional Chamber of Commerce

The Charlottesville Regional Chamber of Commerce advocates, convenes and engages to strengthen business in the greater Charlottesville Region. The Chamber envisions its role as a catalyst, convener, and communicator to support local businesses of all sizes and industries towards a common goal of economic growth that leads to community prosperity.



GO Virginia

GO Virginia is a bipartisan, business-led economic development initiative that is changing the way Virginia's diverse regions collaborate on economic and workforce development activities. GO Virginia supports programs to create more high-paying jobs through incentivized collaboration between business, education, and government to diversify and strengthen the economy in every region of the Commonwealth.



S&P Global

The mission of S&P Global is to integrate financial and industry data, research and news into tools that help track performance and identify investment ideas, understand competitive and industry dynamics, perform valuation and assess credit risk.



City of Charlottesville Office of Economic Development

The Office of Economic Development is the catalyst for public and private initiatives that create employment opportunities and a vibrant and sustainable economy.



Economic Development

University of Virginia Economic Development

University of Virginia Economic Development works with public and private sector partners to bring positive and powerful change to Virginia, leveraging UVA's unique assets and capabilities.



Albemarle County Office of Economic Development

The Albemarle County Office of Economic Development works to support responsible economic development activities that enhance the County's competitive position and result in quality job creation and career employment opportunities, increased tax base, enhanced natural resources and community character, and an improved quality of life for all citizens.

Project Rebound Steering Committee

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Project Rebound Report Development



KPMG LLP

KPMG is a global network of independent member firms offering audit, tax and advisory services.

KPMG was honored to work alongside the Project Rebound team to bring their ideas to life in support of the community through the development of this report.

www.kpmg.com

We welcome your questions and comments

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Project Rebound is a collaborative initiative to help address the business and economic challenges sparked by the COVID-19 pandemic.

This document contains a summary of ideas generated by business and community members during a four-week series of virtual workshops. **We hope this will help stimulate ongoing community discussions in the future.**

What will be the Charlottesville region's response to the challenges created by the COVID-19 pandemic? Can we use the adversity of this moment to nurture a more resilient and inclusive economy?



www.cvillechamber.com/rebound