

Impulsionando o crescimento regional  
~ abraçando um futuro global

Rationales Wachstum antreiben  
~ und eine globale Zukunft annehmen

Favoriser la croissance  
Régionale ~ Adopter un  
avenir mondial

推动区域成长  
~ 拥抱全球未来

Управление региональным развитием  
~ универсальный путь в будущее

Guiando el crecimiento regional  
~ abarcando un futuro global



*Driving Regional Growth ~  
Embracing a Global Future*



**VIRGINIA'S GATEWAY REGION**  
Economic Development Organization



**A history of success.** We boast a 50-year track record as the regional leader for economic development in an eight-community region in central Virginia. In the last five years alone Virginia's Gateway Region, in conjunction with its partners, has helped generate 3,668 jobs and more than \$1.49 billion in capital investment.

**A future of innovation and global outreach.** History aside, we are focused on the next 50 years, striving to embrace new standards in economic development, interactive marketing and lead generation, building upon our reputation as we do so. Virginia's Gateway Region assists the counties of Chesterfield, Dinwiddie, Prince George, Surry and Sussex and the cities of Colonial Heights, Hopewell, and Petersburg by globally marketing their collective assets; bringing companies directly to the region through these efforts.

**Poised for transformation.** We are excited about the growth and advancement of our region. Two global centers of excellence are currently underway in the region – the Global Logistics Center of Excellence for the United States Army and the Global Center of Excellence in Advanced Manufacturing (part of Rolls-Royce's 1,000-acre campus in the region). The region is evolving and Virginia's Gateway Region is leading the way as we set a course for the next five-years. We aim to make the region a place where global markets become local opportunities and where access is everything.



What started 50 years ago as an offshoot of the Crater Planning District Commission, named The Appomattox Basin Industrial Development Corporation (ABIDCO), has evolved into a globally competitive economic development program, Virginia's Gateway Region. As the organization has advanced, so too have perceptions of the area and gradually so has the reality with many new jobs and significant capital investment. In 2005 alone, we assisted in bringing the internationally recognized firms of Goya Foods and Sterling Gelatin to the region while assisting DuPont and Alstom Power with expansions. Late 2007 brought the announcement for the Commonwealth of Virginia and the Gateway Region, of a new Rolls-Royce manufacturing facility with the creation of 500 direct jobs and \$500

million in capital investment. With this trail of announcements and expansions have come retail growth, downtown revitalization and entrepreneurial opportunities. Virginia's Gateway Region, through increased strategic marketing and research efforts, has raised the bar and made a location south of Richmond globally competitive and better prepared for the years ahead. That message was clearly punctuated when the region successfully competed against 20 different countries for the aforementioned Rolls-Royce project.

*Renee Chapline  
Executive Director*



## 2011 Board Members

### **Chesterfield County**

Dorothy Jaeckle  
Gary Thomson

### **City of Colonial Heights**

C. Scott Davis  
Charles E. Townes, Sr.

### **City of Hopewell**

Christina Luman-Bailey  
George Elder

### **City of Petersburg**

Horace Webb  
Cleveland A. Wright

### **Dinwiddie County**

Milton I. Hargrave, Jr.  
John V. Talmage

### **Prince George County**

M. Dale Bradshaw  
William A. Robertson, Jr.

### **Surry County**

Reginald Harrison  
John O. Newby

### **Sussex County**

Sanjay Gandhi  
Wayne Harrell

## At Large Board Members

**Ralph "Bo" Bowden**, *BB&T*

**Victor Branch**, *Bank of America*

**J. Peter Clements**, *Bank of Southside Virginia*

**William J. Collins, Jr.**, *Henry Briggs and Associates, Inc.*

**Lynn Jacob**, *Williams Mullen*

**Robert Turner**, *Virginia State University*

**Robert Walker**, *Roslyn Farm Corporation*

**Ernest "Bud" Yerly**, *SunTrust*

## Officers

**J. Peter Clements**

President

**Gary Thomson**

Treasurer

**Cleveland A. Wright**

Vice-President

**M. Dale Bradshaw**

Secretary

**Charles E. Townes, Sr.**

Immediate Past President

It's been an exciting 5 years! Virginia's Gateway Region has played a major roll in driving economic growth in the region by supporting existing companies in their expansion needs and attracting new companies. We have worked diligently to achieve global recognition; exceeding all of our 5-year Momentum Campaign goals while continuing our promotion of this vibrant region.

## Accolades

• site selection • business facilities • international economic development council • forbes • expansion management • site selection • business facilities • international economic development council • forbes • next generation consulting • expansion management • forbes • iedc •

- 2006, **Top Economic Development Website** – as awarded by the International Economic Development Council

VGR's web site, [www.gatewayregion.com](http://www.gatewayregion.com), is our biggest driver on the marketing front bringing in nearly 9,000 visits in 2010 alone. We strive to stay cutting edge with the look and content. Portals in the site provide readers with detailed information on key industry sectors.

- 2007, **5-Star Logistics Metro** according to *Expansion Management*
- Rolls-Royce Crosspointe project awarded **Top Economic Development Deal in the Country** by *Site Selection Magazine* (2007) and *Business Facilities* (2008)

Late 2007 Rolls-Royce announced plans to invest in a new high-tech aero engine facility in the Gateway Region, specifically Prince George County. Since the announcement we have been working with the Rolls-Royce team to make the expansion process as smooth as possible.



- 2008, **VGR's At a Glance flipbook of the region**, recognized as top marketing publication by the International Economic Development Council



The Region at a Glance booklet is primarily used on marketing missions to present site location consultants and companies an overview of the region that includes the most pertinent information.

- 2009, **Top Four Places to find a Job** according to *Forbes*
- 2009, **Top 20 Hot Spot for Young Professionals** according to *Next Generation Consulting*
- 2010, **Top 20 Areas for Working Mothers** according to *Forbes*

# Our Track Record - Momentum Campaign

**Total Jobs Created:**

**3,668**

**Total Capital Investment:**

**\$1,490,000,000**

Goal	% of 5-year Goal Met
Conduct 375 Existing Business / Industry Visits	152%
Launch 10 Targeted Industry & Sector Marketing Campaigns	290%
Host 10 Forums for Municipalities, Prospects & Developers	150%
Secure 15 or more Placements in Regional & National Media	320%
Increase New Prospect Contacts by 5% Annually	met 4 out of 5 years
Create 2,000 New Direct Jobs	183%

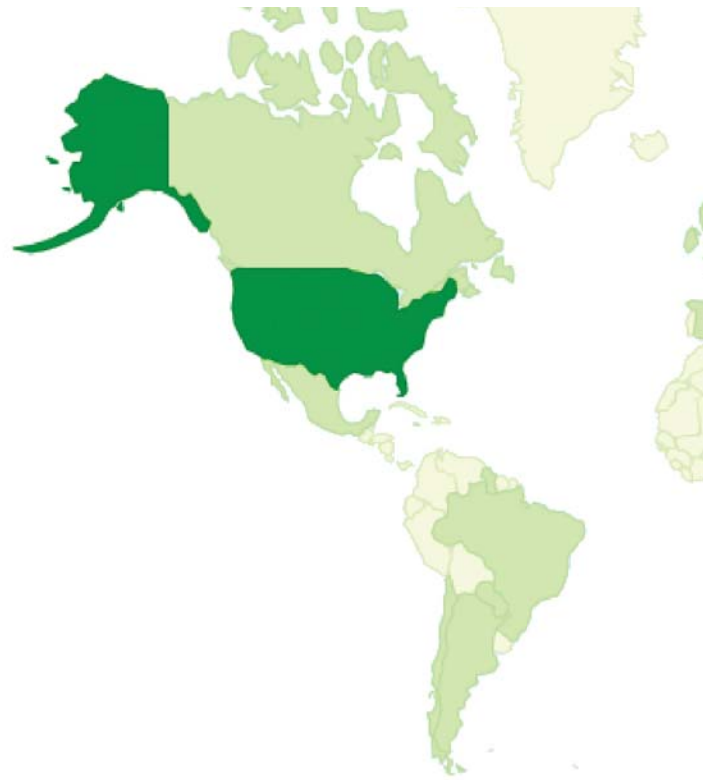


Unlike other regional economic development organizations, we do more than just market the region. Our services are not only focused on global marketing and lead generation but we also offer technical assistance to ensure the region has the best sites and buildings available to compete for projects both domestic and international. We boast an extensive research and intelligence capacity to ensure the right information and right partners are brought to bear. In short, our job is not only to recruit industries but also to equip them with the right data and resources to make the best location decision for their

business. We engage our clients with face-to-face meetings, global marketing campaigns, interactive targeted web portals and custom publications to reach out to key sectors and key geographies. Continuous research enables us to keep a pulse on growing industries, growing regions, and companies to watch.

As we begin 2011 we are proud to announce that we have exceeded all of the goals set forth in our previous Momentum Capital Campaign, in many instances several times over. The success of the previous campaign has led to

approximately 100 new partners in the organization and has enabled us to expand our global outreach. The expertise of our business partners often plays a fundamental role in making the strongest business case for corporate expansions in the region. Your investment has been invaluable and often greater than a mere fiscal contribution and that is reflected in our substantial return on investment (ROI). The following page is a breakdown of our 5-year Momentum Capital Campaign scorecard and ROI.

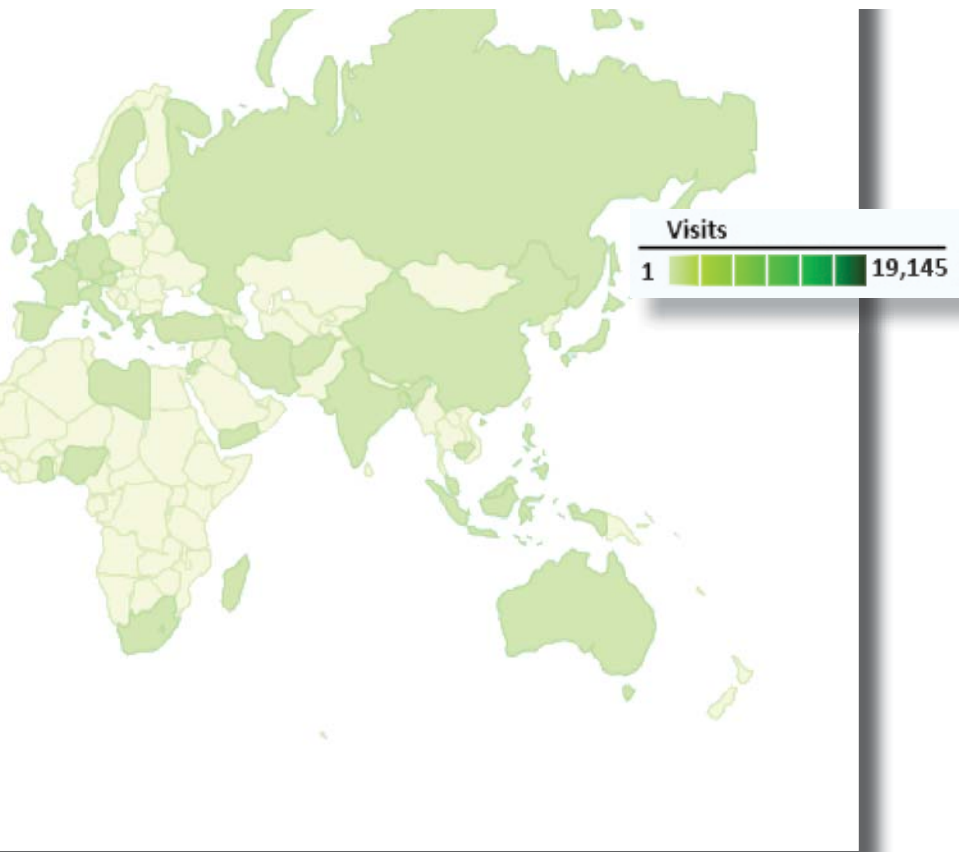


Virginia’s Gateway Region continues to expand its global presence with 19,145 web site visits from 110 countries/territories since the new web site inception in 2008. Of those visitors 45% were visiting the site for the first time.

## Virginia’s Gateway Region’s Momentum Campaign ROI

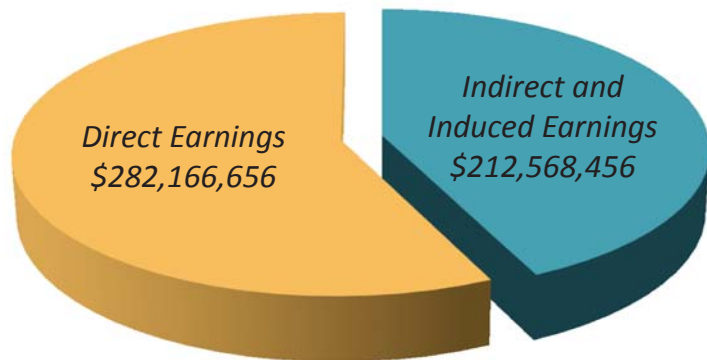
With a cost per total job well below the national average, VGR’s efforts led to the creation of high paying jobs, which in turn increased the residents’ earning and spending power, and thus, **investors realized a high return on their investments.**

	VGR	National Average
Cost per Direct CREATED Job	\$834	\$1,449
Cost per TOTAL Job (Direct and Indirect Jobs)	\$372	\$830
Earnings Injected per Direct CREATED Job	\$75,933	n/a
Earnings Injected per TOTAL Job	\$59,390	n/a
Capital Investment per Direct Job	\$401,776	n/a
Capital Investment per TOTAL Job	\$179,226	n/a
Direct Earnings Injected per VGR’s Dollar Spent	\$91	n/a
TOTAL Earnings Injected per VGR’s Dollar Spent	\$160	n/a
Capital Investment per VGR’s Dollar Spent	\$482	n/a
VGR’S Attraction and Retention Expenditures (2006 - 2010)	\$3,100,000	



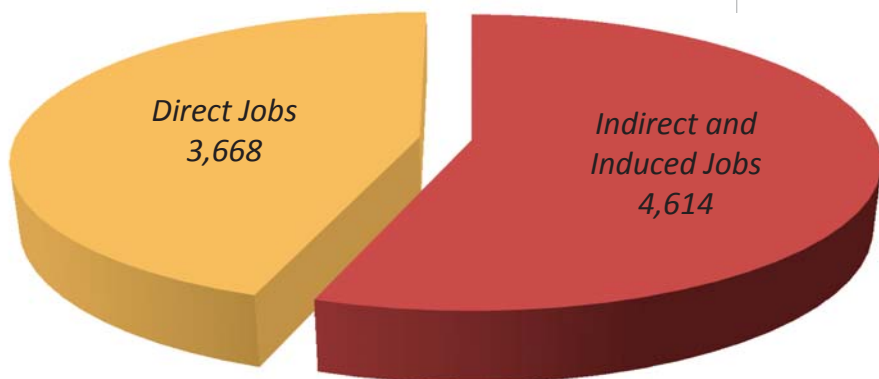
VGR's efforts over the last 5 years have assisted our communities in **creating 3,668 direct jobs and \$1.49 billion in capital investments.**

### Total Earnings Impact 2006 - 2010



### Total Job Impact

For every direct job created from the new and expanding companies, an additional 1.2 job is created.



*"Job Growth is the Key to the Economic Recovery"*  
**Alan Gayle**  
 Ridgeworth Capital Management

# Goal One: New Business Attraction & Global Marketing

## why

The Gateway Region is truly a global business destination and we market the region accordingly. In 2010, VGR's website received literally thousands of hits from around the world and over fifty percent of the companies that expressed an interest in the region were based abroad. We understand the concept of global marketing and have increased our international digital marketing efforts to take advantage of these opportunities for the region.

Ultimately, we are an economic development organization and we remain cognizant of our core competencies: the creation of jobs and capital investment in the region. To that end, we have developed a comprehensive and challenging set of business attraction and marketing goals for the next five years.

## how

### New Business Attraction and Global Marketing Programs

We have identified the following programs as being fundamental to achieving our business attraction and global marketing goals.

- Target marketing initiatives and outreach to the following sectors:
  - Advanced Manufacturing
  - Aerospace
  - Back Office
  - Defense
  - Food Manufacturing
  - Green Tech/Renewable Energy
  - Logistics/TWD
- Expand marketing intelligence and advanced research activities.
- Increase direct investment from companies based abroad through continued collaboration with partners.
- Implement industry specific supplier strategies.



# generate

## what

- Facilitate the creation of **1,500** new jobs.
- Foster **\$500** million in capital investment.
- Assist **100** new companies.
- Assist **10** international companies.
- Lead **20** targeted international marketing campaigns.

**Estimated Five Year Budget - \$2.1 million**

- Build media relations to garner media attention and recognition of the region as well as increase media placement development to meet anticipated demands of targeted industries.
- Coordinate efforts with our economic development partners, Virginia Economic Development Partnership, the cities of Colonial Heights, Hopewell, and Petersburg and the counties of Chesterfield, Dinwiddie, Prince George, Surry and Sussex on all job creation efforts.

Aerospace is one of VGR's targeted industry clusters due in large part to Rolls-Royce.



VGR participates in international marketing missions throughout the year.



VGR announced over 3,600 jobs in the last five years.



# Goal Two: Business Retention and Expansion

## why

We believe attentiveness to business retention and expansion is just as critical, if not more critical, than the job of new business attraction. Existing industries form our regional economic base and as such determine the business climate that will ultimately attract new businesses.

Business retention and expansion programs typically involve partnerships of the public, business and community leadership who are called upon to participate in periodic interviews and surveys of existing industries.

While this methodology has its place, we have found greater value in offering our existing industries a discernable value proposition through a variety of forums and programs designed to aid their respective businesses in an increasingly tumultuous business climate. Together with our extensive professional partnerships, we are committed to reaching out to existing industries, offering our expertise and assistance where needed and ultimately helping companies be sustainable here in the region.

## how

### Business Retention and Expansion Programs

- Explore existing industry competitiveness.
- Support supplier development and federal contract placement for regional industry.
- Coordinate with Crater Planning District Commission to disseminate information on procurement procedures for Fort Lee and leverage other opportunities for procurement with other major industries.
- Foster a liason relationship with Fort Lee and the business community to facilitate business-to-business opportunities; making services more readily available to the people and community of Fort Lee.
- Continue to build on our market analysis expertise through the use of an enhanced and expanded set of industry subscriptions.

# succeed

## what

- Facilitate the creation of **700** jobs from existing industries.
- Foster **\$150** million in capital investment.
- Formalize a business / military council to provide outreach to existing businesses / industries.
- Host **15** forums and programs for existing industries.
- Increase the competitiveness of the region's enterprises through **development** and **growth** of core industry clusters.

### Estimated Five Year Budget -\$925,000

- Provide forums for existing industry on meaningful trends and tools.
- Focus research to support existing industry workforce, growth potential, and cluster development.
- Enhance cross-cultural marketing to develop business partnerships and financial opportunities for the region.

Endeavor Gateway Seminars serve as an opportunity for existing industries to network.



Gateway Region staff offer assistance when existing partners undertake expansion.



# Goal Three: Workforce Vibrancy

## why

The quality of a region's workforce has always been a critical component in the decision making process for prospective companies. The vibrancy of that workforce; its ability to be sustained, to be educated, and to continue to grow is arguably the number one consideration for a company looking to relocate or expand.

The American economy is moving towards high tech services and advanced manufacturing processes. Understanding this shift, a

percentage of the workforce in the Gateway Region is currently in flux, transitioning away from traditional manufacturing to more advanced high technology manufacturing skill sets and careers.

Virginia's Gateway Region is at the forefront of this change, cognizant that for our region to succeed economically, our community must be ahead of the curve in terms of education and workforce development. Rolls-Royce

## how

### Community Vibrancy & Workforce Development Programs

- Coordinate with partners and communities to study the feasibility of conducting a strategic assessment of the regional workforce.
- Formalize a committee or task force of business council members for workforce development.
- Create a higher education curriculum review panel from business council members to recommend training and skills needed in future industry by utilizing our partnerships with Crater Planning District Commission and the Workforce Investment Board.
- Act as an advocate for education by utilizing staff resources for secondary education curriculum reviews.
- CCAM marketing and implementation.
- Support Skills Stream for Success through Crater Regional Partnership.
- Collaborate with regional economic development partners, state partners and

# educate

# what

Crosspointe with the Commonwealth Center for Advanced Manufacturing (CCAM) is a clear indicator of the future with companies considering their workforce needs 25 plus years into the future. We here at Virginia's Gateway Region understand this trend and continue to work with companies such as Rolls-Royce and our educational partners to foster new and innovative workforce development opportunities.

- **Create, attract and maintain** a globally competitive workforce to meet changing industry needs and stimulate business development.
- Market the **unique workforce capabilities** in the region that complement existing and new industry needs.

## Estimated Five Year Budget - \$425,000

other pro-business organizations to leverage new opportunities for the region.

- Offer assistance to the Virginia Logistics Research Center (VLRC) for the defense sector with marketing and other support.
- Utilize internal communications to build a spirit of regional pride.
- Partner with Virginia State University to develop graduate absorption.

- Work with the education providers to assess employable skills and evaluate potential employees' learning needs via "Work Keys".

Workforce vibrancy has become a critical component in the advancement of our region.



# Goal Four: Small Business & Entrepreneurial Development

## why

Local economies are driven by small businesses and the Gateway Region is no exception. The vast majority of existing local businesses, regardless of the location, are small. For a vital and robust regional economy there must also be a dynamic and growing small business sector. Small business development creates local jobs, increases the local tax base, and improves the quality of living for all local residents. Small and emerging businesses are a significant source of employment and wealth generation in today's high technology, global economy.

Numerous studies demonstrate the potential for small businesses to stimulate job creation, develop crucial innovations and promote the diversification of the economic base. In the Gateway Region the spin offs from research and development and higher education partnerships are at the center of small business and entrepreneurial development now and in the foreseeable future.

Some of the primary elements of small business and entrepreneurial development support that we have identified as being critical are:

- Provide technical assistance, education, and training to entrepreneurs and small business owners.
- Assist with marketing, including gauging new or existing markets.
- Facilitate technology transfer.
- Improve access to capital and develop financial incentives.
- Reduce disincentives and barriers to entrepreneurship. Ease of entry into a business is a primary determinant of a start-up.
- Provide recognition and awareness of successful entrepreneurial ventures as a means of eliciting community support.
- Provide information on the market and demographics.

nt

# advance

## what

- Support and stimulate the **growth** of small business and entrepreneurship within the region.
- **Assist** the region's small business development center with business case/market analysis tools for potential start-ups.
- Partner with local CDCs to enhance and **expand economic development loan products** and their usage.
- Collaborate with partners to create a **seed capital fund** for Gateway area start-ups.

**Estimated Five Year Budget - \$400,000**

## how

### **Small Business & Entrepreneurial Development Programs**

- Work cooperatively with regional partners, including Fort Lee, Virginia State University, Crater Planning District Commission, Virginia Economic Development Partnership and our communities to explore the feasibility of a business incubator for the region.
- Work cooperatively with area chambers of commerce to coordinate services and act as a clearinghouse for resources for small business.
- Entrepreneurial capacity development to support small business in collaboration with the Small Business Development Center.



# Goal Five: Commercial Revitalization

## why

A strong retail base, cultural amenities and diverse affordable housing are key ingredients for a distinctive workforce and for innovative companies to stay and grow in the region. VGR takes a holistic approach towards economic development channeling opportunities for urban mixed-use development, cultural centers, and a diverse retail base via strategic partnerships and initiatives.

As our regional workforce moves away from a traditional manufacturing base to a new service-oriented economy, a greater emphasis is placed on commercial revitalization. We understand

that this revitalization is central to our economic development efforts and have identified the predevelopment stage as being an area where we can contribute most effectively. The outline of the property redevelopment process is in essence a business and marketing plan and the regional perspective is a fundamental factor.

## how

### Commercial Revitalization Programs

- Target retail, professional and commercial business development.
- Facilitate retail focused forums and marketing.
- Promote sustainable use development.
- Identify and monitor Fort Lee's spatial needs for Class A and B office space within the region.
- Support lifestyle amenities to achieve unparalleled quality of life for the region.



# renew

## what

- **Enhance** the retail and commercial base of the region focusing on those businesses and facilities with a **strong, competitive product** or niche.
- Build upon the **downtown architectural** and **historical resources** of the region with prospects for urban infill development.

**Estimated Five Year Budget - \$400,000**

Colonial Heights is the retail hub in the Gateway Region.



KBS is one of the many general contractors providing services in the region.

**KBS**  
*Building Relationships*

The City of Petersburg is enjoying a major revitalization in their downtown area.



**G2, Driving Regional Growth ~ Embracing a Global Future** is an aggressive initiative focused on economic growth and prosperity for our region. Our partner, NCDS Economic Strategy Center of Atlanta, Georgia, has generated the following expected outcomes of the 5-year program as set forth through a cooperative effort with our public and private partners.

## Summary of Goals:

- Generate **\$650 million** in new capital investment which broadens Virginia's Gateway Region's member communities tax base, reducing the proportionate share of existing businesses, and ensuring that local taxes remain at an equitable level.
- Create **2,200** new primary jobs resulting in 5,648 total new jobs.
- Inject \$328 million in new payroll earnings *annually*, resulting in **\$120 million** in new personal deposits for banks and financial institutions as well as more local business.
- Generate **\$221 million** in new net personal consumer expenditures *annually*, a benefit to our service provider and retail partners.
- Increase sales tax revenue for the region's counties and municipalities by **\$5,198,009** *annually*.

**Total impact/output of \$1,799,011 annually**

*as calculated by the IMPLAN MODEL*

## Program Budget Summary:

**Goal One: New Business Attraction & Global Marketing Business Development**

Five-year Investment: \$2,100,000

**Goal Two: Business Retention and Expansion**

Five-year Investment: \$925,000

**Goal Three: Workforce Vibrancy**

Five-year Investment: \$425,000

**Goal Four: Small Business & Entrepreneurial Development**

Five-year Investment: \$400,000

**Goal Five: Commercial Revitalization**

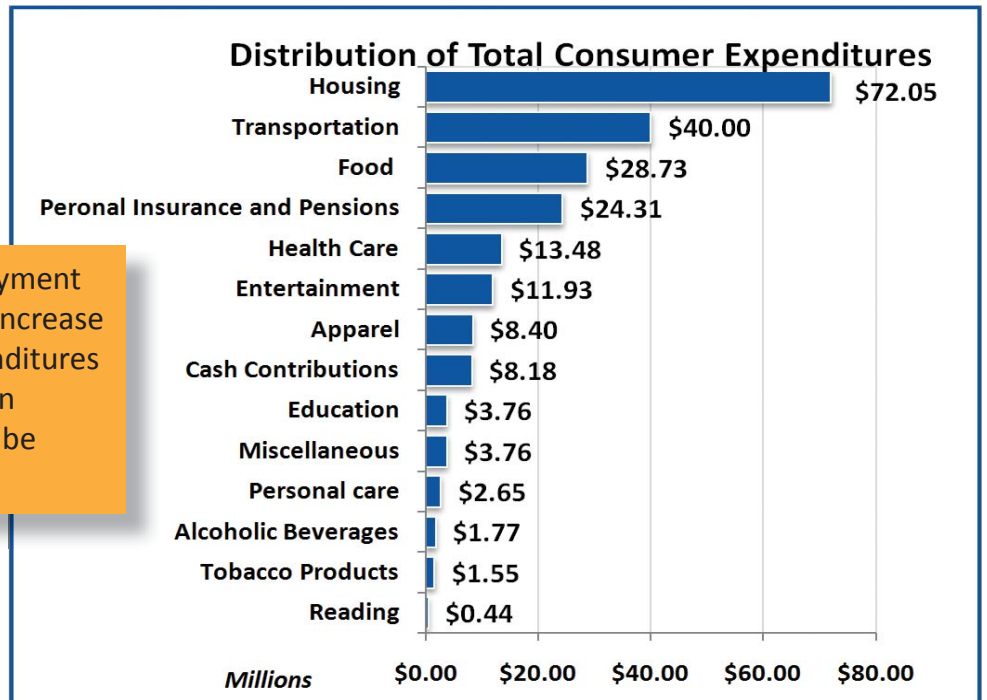
Five-year Investment: \$400,000

**Total investment: \$4,250,000**

# Economic Impact of New Jobs

## Service & Retail Sectors Benefit

The projected increase in employment generated by the campaign will increase net personal consumption expenditures in the region by over \$221 million annually. How will those dollars be spent?



**Financial Institutions Benefit:** Area banks and savings & loans should realize an annual increase of approximately **\$119,820,207** in new personal deposits plus additional business, consumer and mortgage loans.

**Manufacturers' Benefit:** The US Chamber of Commerce has proven that new business recruitment and existing business expansions increase an area's population, and its pool of qualified job applicants. The campaign's projected \$650 million in new corporate capital investments will broaden the area's tax base, reducing the proportionate share of existing businesses.

## What's the Annual Tax Benefit?

Categories	Amount
Consumer Expenditures	\$221,001,715
Estimated Taxed Consumer Expenditures	\$112,179,548
Estimated State Tax Revenue	\$4,076,340
Estimated Local (City and County) Tax Revenue	\$1,121,795
<b>Total Estimated Tax Revenue</b>	<b>\$5,198,135</b>

Note: Tax rates provided by the Virginia Department of Taxation

Virginia's Gateway Region Economic Development Organization is a nonprofit, public/private partnership created to facilitate economic development efforts in the cities of Colonial Heights, Hopewell and Petersburg, and the counties of Chesterfield, Dinwiddie, Prince George, Surry and Sussex. The mission of the organization is to provide site location services to companies from across the globe looking for a strategic business location. VGR markets the physical and human assets available within its eight member communities in order to stimulate economic growth, resulting in the creation of sustainable jobs, the expansion of the tax base and the enhancement of the quality of life throughout the entire southern Richmond-Petersburg metropolitan area.



**VIRGINIA'S GATEWAY REGION**  
*Economic Development Organization*

256 East Ellerslie Ave., Suite D  
Colonial Heights, VA 23834

**[www.gatewayregion.com](http://www.gatewayregion.com)**

toll-free 800.386.8925

office 804.732.8971

fax 804.518.0530

*The professional solicitor conducting this campaign, National Community Development Services, Inc., files a financial report for each campaign it conducts in Virginia. Copies of these financial reports are available from the Virginia Office of Consumer Affairs, PO Box 526, Richmond, VA 23218-0526.*