

Virginia's Gateway Region Presents:

GLOBAL 3.0!

A Regional Prosperity Strategy

For the cities of Colonial Heights, Hopewell and
Petersburg and the counties of Chesterfield, Dinwiddie,
Prince George, Surry and Sussex

A PLAN FOR A BRIGHTER FUTURE

We are honored to be a few of the community and corporate leaders that have participated in developing Virginia’s Gateway Region Economic Development Organization’s (VGR) new five-year strategic plan. As with everything VGR does, “Driving Economic Growth and Embracing a Global Future 3.0” (Global 3.0!) is an ambitious strategy in which our stakeholders believe in and have committed to 100 percent. VGR is a world-class, exemplary organization that makes a difference at every level of the community, from its citizens to businesses and visitors. Community and corporate stakeholders from around Virginia have graciously given their time and talent to provide input for this regional economic development strategic plan. These partners have reviewed and approved the path forward.

VGR’s previous strategic plan “Driving Economic Growth and Embracing a Global Future” (G2) has achieved amazing results, surpassing each of the goals set forth by the organization’s leadership and stakeholders in 2011. During the five-year period, the organization, region and metro area saw impressive gains, including an addition of 10,785 jobs and \$3.4 billion in private capital investment. The organization alone embarked on 66 foreign marketing missions, provided 15 support programs for existing industries and assisted more than 300 companies, both domestic and international.

Showcasing the Gateway Region as a world-class business location has generated an increased amount of activity, welcoming 90 announcements between 2011 and 2015. With every location and expansion came direct and indirect job creation and tax and payroll injections into the regional economy. While a steep record to follow, we and our leadership team believe VGR is up to the task and will facilitate even more growth over the next five years.

We believe the success of this program will position our eight communities as a global hub for talent, innovation and opportunities for all of our citizens. We invite you to learn more about the organization, its mission and strategic initiatives, and hope you will assist us in meeting our funding goals for Global 3.0!, which will benefit each of our communities and citizens.

Sincerely,



C. Renee Chapline

C. Renee Chapline
President & CEO
Virginia’s Gateway Region



Victor K. Branch

Victor K. Branch
Campaign General Co-Chair
Chairman, VGR Board of Directors



Robert C. Walker

Robert C. Walker
Campaign General Co-Chair
VGR Board of Directors

CAMPAIGN LEADERSHIP

General Chairs

- Victor K. Branch, Bank of America
- Robert C. Walker, Roslyn Farm Corporation

Active Members

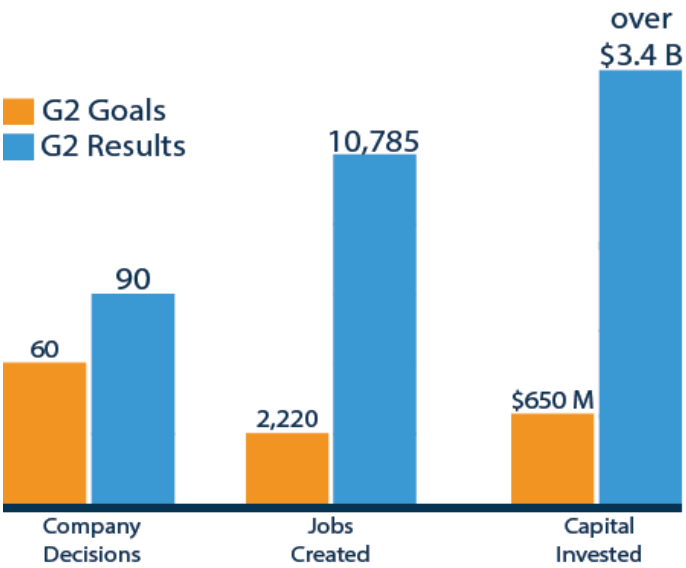
- Dr. Makola Abdullah, Virginia State University
- Keith Blowe, Sussex County
- Bruce Brockwell, EVB
- John E. Burchell, Heritage Chevrolet
- Christine Chandler, AdvantaStaff
- Matt Clarke, Wells Fargo
- J. Peter Clements, Bank of Southside Virginia
- Charles E. Dane, City of Hopewell
- Rev. Robert A. Diggs, Tabernacle Baptist Church
- George S. Elder, Ford Agency
- Meril Gerstenmaier, HG
- Frederick Harry, Jr., Honeywell
- Mitch W. Hassell, BB&T
- C. David Hudgins, Old Dominion Electric Cooperative
- Suzanne B. Jackson, John Randolph Medical Center
- Dorothy A. Jaekle, Chesterfield County
- T. Gregory Kochuba, City of Colonial Heights
- Daniel D. Lee, Dinwiddie County
- Richard Liles, Bank of McKenney
- Mike Malandro, Prince George Electric Cooperative
- Craig Richards, The Progress-Index
- William A. Robertson, Jr., Prince George County
- Winston Sanders, Boar’s Head Provisions
- John M. Seward, Surry County
- Patsy Stuard, Fort Lee Federal Credit Union

BUILDING ON A HISTORY OF SUCCESS

Virginia’s Gateway Region serves the area as the regional data collection hub to support business and industry location decisions while providing technical assistance among other additional services. VGR has been recognized by *Southern Business & Development* and *Site Selection Magazine* as a “Top Economic Development Group” in Virginia and the nation, respectively. The organization has also received “Top Deal in the Nation” honors from both *Site Selection Magazine* and *Business Facilities*.

Since 2006, VGR has answered partner expectations by committing itself to a well-defined strategy that can be assessed against objective, quantifiable metrics to determine partner return. As a result, the organization has developed a strong track record both for accountability and delivering results.

Over the past five years, the region has experienced great momentum in developing assets that will attract the interest of global companies and position the region for future economic prosperity. In 2011, VGR embarked on a program of 21st century economic growth: “Driving Regional Growth ~ Embracing a Global Future” (G2). VGR’s economic growth activities focused not only on attracting jobs, but also people, money and ideas to the Gateway Region. The program, launched on the cusp of one of the worst recessions in history, has changed how the region approaches economic growth while returning on the investment by growing jobs and population.



Return on Investment

For every \$1,000 invested in VGR during the last five-year period, three jobs were created and \$900,000 of capital investment was injected into the local economy. VGR was exceptionally efficient, as compared to similar national organizations, with a cost of \$333 to support the generation of each new job.



G2 Results
2011-2015

\$3.4B
Total Capital Investment
Goal: \$650M

10,785
Total Jobs Created
Goal: 2,200

260
New Companies Assisted
Goal: 100

52
International Companies Assisted
Goal: 10

15
Programs for Existing Businesses
Goal: 15

66
Foreign Direct Investment Outreach Initiatives
Goal: 20

ABOUT GLOBAL 3.0!

A community's quality of life and its economic prosperity go hand-in-hand. Positive economic growth and community building require an effective strategy, leadership and investment. In the 21st century, competition for business growth and economic expansion has never been so intense.

VGR has delivered exceptional value for the region through its past performance. It has routinely met or exceeded its goals with an unparalleled level of efficiency. It continues to manage a strong pipeline of activity for business expansions and recruitment. The organization has enhanced technical resources to provide the required responses to companies looking to locate or expand in the region.

To continue their positive momentum, VGR proposes a \$5 million budget for the next five years to operate at a competitive level. Never has it been so important to enable VGR to implement this strategic plan as competition for economic growth among regions is at an all-time high. Therefore, it is essential that public and private sector entities that operate in the region continue to support VGR and enable the organization to fully implement their new Global 3.0! strategic plan for the benefit of the region and its communities.

Aggressive Goals

VGR has established a series of aggressive goals after careful review of the project pipeline and consultation with regional stakeholders. A fully-funded plan should generate:



- New jobs with wages at or above median average regional wage
- Continued growth in targeted industry sectors
- Collaborative response to workforce needs that will improve operational stability and grow regional businesses
- Enhanced perception of the region and its communities
- Increased economic prosperity
- Increased personal prosperity

GLOBAL 3.0! PILLARS

Global 3.0!'s collective goals were developed using a process whereby an independent consulting group obtained feedback through confidential interviews of regional stakeholders, including business and civic leaders. Stakeholders were surveyed on VGR's past efforts, economic challenges that lie ahead and provided input on a draft strategic plan. The organization shared the findings and used a team of regional stakeholders to shape the final strategic plan that will guide its efforts and activities for the next five years. The established five pillars and corresponding initiatives aim to meet aggressive goals and fulfill VGR's overall mission.

Pillar I: Business Expansion & Location Needs | 5-Year Investment: \$2,200,000

While the Gateway Region has had success in securing large company locations such as Rolls-Royce and Amazon.com, VGR leadership recognizes these opportunities are becoming more rare as almost half of all new jobs have come from existing business growth over the past five years. In order to remain relevant and impactful, the organization's efforts must focus on a spectrum of businesses and tailor its services accordingly via an array of initiatives, while efficiently and strategically collaborating with state, city, county, and private sector partners.

- Implement a coordinated business retention and expansion program throughout the region, in both a primary and supporting capacity as appropriate
- Provide a one-stop entrée of business services for all federal, state, regional and local resources available for business growth, including a new export assistance program
- Conduct select international missions to seek potential foreign direct investment
- Focus business recruitment initiatives around collaborative partnerships, expanded research analysis and strategic, sector-based outreach: Advanced Manufacturing, Logistics and Distribution, Food and Natural Products
- Collaborate with partners and stakeholders to package an approach and support to develop the entrepreneurial ecosystem within the region



HOW DID WE GET HERE?



Pillar II: Regional Awareness & Message | 5-Year Investment: \$1,450,000

In order to support diverse business growth, the region needs to be showcased on a global level, educating new and existing companies on the unique assets and compelling business case the area offers that ultimately encourages them to grow here.

- Maximize exposure of the region's world-class assets with a fundamental priority to generate opportunities for business expansion and recruitment
- Continue to build the regional brand to use in collateral material and prospect communications
- Increase awareness of the region's world-class assets with a compelling business case to domestic and international audiences
- Provide continuous education to partners, leadership and stakeholders on VGR's purpose, progress and regional opportunities, growing ambassadors for Virginia



Pillar IV: Infrastructure Development & Preparedness | 5-Year Investment: \$350,000

Without the proper storefronts, warehouses, facilities, sites and necessary infrastructure, outreach and business growth efforts become moot. Second to talent, quality and availability of space at the right price drive business location and expansion decisions, whether it is a startup, existing business or a company growing its global footprint.

- Serve as a regional research hub for infrastructure availability and access, and deliver comprehensive information to site selection consultants, companies and other groups through broadened research capacity
- Maximize readiness, availability and exposure of region's real estate to compete for fast-moving modern development
- Promote the importance of infrastructure and product development by advocating business needs to Gateway Region governments
- Provide technical assistance in regional initiatives to improve infrastructure, including keeping the region up-to-date with technology advancements



Pillar III: Human Capital & Talent Retention | 5-Year Investment: \$750,000

The last 10 years of actively assisting businesses has demonstrated that the number one factor for a business' location or expansion is talent availability, both quantity and quality. Without the right human capital or ability to retain talent, business growth initiatives are done in vain.

- Facilitate collaboration among education and workforce development programs to better align the talent pipeline with industry needs
- Assist companies with specific recruitment/training needs regarding specific credentials required to grow or expand businesses
- Expand internal research capacity to monitor, analyze and forecast skills gaps, and communicate workforce trends with regional partners to improve future capabilities and real time response
- Target particular talent subsets such as youth, exiting military, women and minorities with customized services and assistance

Pillar V: Quality of Place and Regional Lifestyle | 5-Year Investment: \$250,000

Quality of place and lifestyle amenities are a powerful decision-driver that not only attracts a variety of businesses, but is critical to retaining and attracting residents and further infrastructure and development.

- Understand and communicate to prospects the uniqueness of communities within the region appropriate to each opportunity
- Communicate project intelligence to regional governments' quality of place issues resulting in project wins and losses
- Provide technical assistance for stakeholders when they are addressing quality of place enhancements
- Develop custom communication materials on regional and community specific lifestyle attributes



5-YEAR BUDGET SUMMARY

I. Business Expansion and Location Needs	\$2,200,000
II. Regional Awareness and Message	\$1,450,000
III. Human Capital and Talent Retention	\$ 750,000
IV. Infrastructure Development and Preparedness	\$ 350,000
V. Quality of Place and Regional Lifestyle	\$ 250,000
TOTAL:	\$5,000,000

WATCH YOUR INVESTMENT GROW

VGR has helped strengthen the economy of the entire region by focusing on the creation of new jobs and supporting existing businesses as they expand. Their success has led to strong support for VGR by locality leadership and the business community.

In order to promote economic vitality in the region, stakeholders must rally together to support an intentional regional strategy and implementation of five core pillars that will support global competition for expansions and locations of new business opportunities. Successful execution of these pillars should result in achievement of the pre-described goals. However, these goals also support a strong return on investment, which further benefits the region’s economic prosperity, businesses and citizens. As demonstrated below, VGR’s work will rise the tide of the overall economy more than \$190 million in consumer expenditures annually to the region, positively impacting local tourism, retail, hospitality and main street organizations. The need is critical and the results are rewarding for all citizens and communities alike.

Based on the program’s projected outcomes, the region can expect the following potential impact after full-implementation:



How the money will likely be spent based on earnings level of target jobs:

Projected Consumer Expenditures: **\$190,290,858**
Expected Income Range of Primary Jobs: **\$50,000- \$69,999**
Weighted Average Annual Wage: **\$51,488**

Estimated Local Sales Tax Generated: **\$1,646,016**
Estimated State Sales Tax Generated: **\$4,835,100**

Area Expenditure	Anticipated Impact
Food	\$25,308,684
Alcoholic Beverages	\$1,712,618
Housing	\$63,747,438
Apparel & Services	\$5,899,017
Transportation	\$36,345,554
Healthcare	\$15,032,978
Entertainment	\$9,133,961
Personal Care Products & Services	\$2,283,490
Reading	\$380,582
Education	\$3,044,654
Tobacco Products	\$1,332,036
Miscellaneous	\$2,283,490
Cash Contributions	\$5,889,017
Personal Insurance & Pensions	\$18,267,922
Total	\$190,671,440



PROGRAM REFINEMENT & EVALUATION

Following a comprehensive feasibility study with more than 100 stakeholder interviews, community partners and corporate stakeholders came together over a two month period to refine and evaluate Global 3.0! strategies and establish priorities for the next five years. The following individuals served on committees to launch this campaign.

Refinement Team

- Victor K. Branch, Bank of America
 - Christine Chandler, AdvantaStaff
 - Charles Donato, Dominion Resource Services
 - Meril Gerstenmaier, HG
 - Mitch W. Hassell, BB&T
 - C. David Hudgins, Old Dominion Electric Cooperative
 - Suzanne B. Jackson, John Randolph Medical Center
 - Daniel D. Lee, Dinwiddie County
 - Richard Liles, Bank of McKenney
 - Kevin Massengill, Dinwiddie County
- Douglas Moyer, Southside Regional Medical Center
 - Amanda C. Nesmith, Norfolk Southern Corporation
 - William A. Robertson, Jr., Prince George County
 - Allan Sharrett, Southside Electric Cooperative
 - Charles E. Townes
 - Nicholas Walker, Roslyn Farm Corporation
 - Robert C. Walker, Roslyn Farm Corporation
 - J. Melvin Waktins, M&T Bank
 - Cleveland A. Wright
 - Ernest H. Yerly, Jr., Union First Market Bank

GOVERNANCE & OVERSIGHT

Virginia’s Gateway Region is governed by a board of directors which sets the direction of the economic development organization. The board has equal representation for each of the eight member communities and corporate leaders representing the private sector, providing expertise in aligning community initiatives with the organization’s priorities.

VGR will create an Investor Oversight Committee made up of top investors to oversee program implementation and maintain program accountability and progress. Based on input from the committee, the board of directors will guide the five-year Global 3.0! program of work. They will remain responsible for program implementation, management and organizational oversight. Additionally, they will maintain and update rules of engagement for interaction with collaborative economic development organizations to continue transparent operations. Partners will receive regular updates on performance against plan, program successes, briefings, progress reports and invitations to key program events.

Under governance of the board of directors and the leadership of President & CEO Renee Chapline, VGR has been recognized by top industry publications such as *Southern Business & Development*, *Site Selection Magazine* and *Business Facilities* for stellar performance in the economic development arena. The International Economic Development Council (IEDC) has recognized the organization numerous times for best practices in global marketing, management and publication development, most recently for its 2014 Annual Report.

During the past year, VGR worked ardently with The Cameron Foundation to be recognized by the Standards for Excellence’s tiered “Standards Basic” program. This program is the closest possible to national-level certification for nonprofits and is a process used to identify nonprofits of all types and sizes that meet best management practices. VGR also received the Handy L. Lindsey, Jr. Award for Excellence in Organizational Management from The Cameron Foundation in 2015 for successful completion of the program. The organization has been recognized three times over the past decade for excellence in organizational management by The Cameron Foundation. The Cameron Foundation also provided the opportunity for Chapline to participate in the Duke University Nonprofit Management program, successfully graduating in 2016.

PARTNERS & STAKEHOLDERS

Architecture & Engineering, Construction & Technical Services

Alliance Engineering
Atlantic Constructors, Inc.
Atlantic Waste
Draper Aden Associates
Froehling & Robertson, Inc.
Gilbert C. Martin Company
Harlan Construction Company, Inc.
HG
Industrial TurnAround Corporation
The Hollingsworth Companies
Hourigan Construction
Rudy L. Hawkins Electrical Contractor
S.B. Cox
Stewart, Inc.
SW Funk Industrial Contractors, Inc.
Townes, PC

Banks & Credit Unions

Bank of America
Bank of McKenney
Bank of Southside Virginia
BB&T
EVB
Fort Lee Federal Credit Union
M&T Bank
Peoples Advantage Federal Credit Union
SunTrust
Virginia Commonwealth Bank
Virginia Credit Union
Wells Fargo

Chambers of Commerce

Chesterfield County Chamber of Commerce
Colonial Heights Chamber of Commerce
Dinwiddie County Chamber of Commerce
Hopewell/Prince George Chamber of Commerce
Petersburg Chamber of Commerce
Surry County Chamber of Commerce
Sussex County Chamber of Commerce
Virginia Chamber of Commerce

Education & Training

Community College Workforce Alliance
John Tyler Community College
Richard Bland College
Virginia Commonwealth University
Virginia State University

Entertainment, Retail & Hospitality

Carter Myers Automotive
Country Club of Petersburg
Leete Tire & Auto Center
Shamin Hotels
Strosnider Chevrolet
Swift Creek Mill Theatre

Finance & Insurance

Dixon Hughes Goodman, LLP
Edward Jones Investments
Jacobs Financial Group
Keiter
Ligon Jones Insurance Services
Mitchell, Wiggins, & Company, LLP
William H. Talley & Son, Inc.

Foundations

The Cameron Foundation
Fraternal Order of Eagles, Aerie #882

Healthcare

Anthem Blue Cross and Blue Shield
Bon Secours St. Francis Medical Center
Crater Vision Center
HCA John Randolph Medical Center
HealthSouth Rehabilitation Hospital
Southside Regional Medical Center

Manufacturing & Distribution

Altria
Boar's Head Provisions
Evonik
Goya Foods
Hillphoenix
Service Center Metals

Professional Services

AdvantaStaff
Boitnott Visual Communications
Crater Planning District Commission
Crater Regional Workforce Investment Board
J.T. Morriss & Son, Inc.
The Progress-Index
The Port of Virginia
Richmond International Airport
Richmond Regional Planning District Commission
Virginia Economic Development Partnership
Virginia Manufacturing Association
The Wauford Group

Real Estate Development,
Sales & Leasing

Colliers International
Dominion Commercial
Ford Agency, Inc.
Napier ERA
Parr & Abernathy Realty, Inc.
Porter Realty Company, Inc.
Roslyn Farm Associates, LLP
Roslyn Farm Corporation
Specter Properties, Inc.
Waukeshaw Development, Inc.
Weinstein Properties

Utilities

Columbia Gas of Virginia
Dominion Resources Services
Old Dominion Electric Cooperative
Prince George Electric Cooperative
Southside Electric Cooperative

Communities

Chesterfield County
City of Colonial Heights
Dinwiddie County
City of Hopewell
City of Petersburg
Prince George County
Surry County
Sussex County

Individuals

J. Wes Baskerville
M. Dale Bradshaw
Victor K. Branch
Christine Chandler
Pamela Martin Comstock
George S. Elder
Frederick P. Harry, Jr
Dorothy A. Jaeckle
Michael Malandro
John O. Newby
William A. Robertson, Jr
Winston Sanders
Larry C. Tucker
Nicholas & Lindsay Walker
Robert C. Walker
Wayne & Ann Walton
Ernest H. Yerly, Jr



MISSION

Virginia’s Gateway Region exists to enhance the economic development opportunities for the cities of Colonial Heights, Hopewell and Petersburg, and the counties of Chesterfield, Dinwiddie, Prince George, Surry and Sussex. Virginia’s Gateway Region is a private, nonprofit organization that is publicly and privately funded to facilitate new business opportunities, work with existing businesses, advance resources that will enhance the economic viability of the region and foster regional cooperation among the public and private entities that are involved in economic development activities.



GLOBAL 3.0!

A Regional Prosperity Strategy



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