

Transformative Growth 2025



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

As leaders of Virginia's Gateway Region representing business, industry, higher education, government, and economic development, we are honored to present **Transformative Growth 2025**, our investment strategy for our new five-year strategic plan.

VGR's strategic planning process was rooted in appreciation — of our communities, our existing businesses, our Board, and citizens. We discussed historical points of success and had lively conversations about how we can increase that success to truly embody our new and inaugural VGR Vision Statement — “uniting our region for economic prosperity.”

VGR plans to build prosperity through three pillars — business growth, partnerships and delivering innovative resources. The Board has reviewed and blessed the strategic plan and given insight into key performance measures for VGR staff to ensure that the plan is a useful strategic tool for all.

As a nonprofit organization, we rely on public and private partners like you to provide funding support to achieve our objectives. You delivered in a remarkable way on our last five-year plan which concluded in 2020. During the five-year period, the Gateway Region saw impressive gains, including an addition of 3,621 jobs and \$1.03 billion in private capital investment. Marketing the Gateway Region as a world-class business location generated 52 announcements between 2016 and 2020. With every location and expansion came direct and indirect job creation and tax and payroll benefits for the regional economy. A recent study by Mangum Economics, reviewing 2016-2020, showed that there has been a \$1.9 billion increase in regional output due to the annual operation of VGR's announced projects in the five-year period. This constitutes a 4.1% increase in total output to the region.

The \$1.4 billion direct output reflects an almost 20% increase in total output to the 36 industries in which jobs were directly created.*

Retail \$46.7M

Banking/Financial \$30M

Insurance \$23.2M

Real Estate \$44.4M

2016

2020

*Source: Mangum Economics

Vision

Uniting our region for economic prosperity

We believe VGR is ready to facilitate even more growth over the next five years. We are better together, and we want to see more economic prosperity for each of our communities—Colonial Heights, Hopewell, Petersburg, Dinwiddie County, Prince George County, Sussex County and Surry County. Each have different needs, and the region benefits from a collaborative economic development strategy.

We invite you to learn more about our organization and hope you will assist us in meeting our funding goals for Transformative Growth 2025!

Sincerely,



A handwritten signature in black ink, appearing to read "KB", written over a white background.

Keith Boswell
President and CEO



A handwritten signature in black ink, appearing to read "Ed Raspiller", written over a white background.

Edward E. Raspiller, Ed.D.
Chairman, Board of Directors



Mission

VGR fosters regional prosperity through business growth, powerful partnerships and delivering innovative resources to its communities.

WHO WE ARE



For more than 60 years, a group of cities, counties, and business leaders have promoted a vast geographic region south of the Richmond-Petersburg Metropolitan Statistical Area as a strategic area for business opportunity.

We are Virginia's Gateway Region.

Virginia's Gateway Region (VGR) began as the Appomattox Basin Industrial Development Corporation (ABIDCO), formed on April 2, 1960 by a small group of area businessmen who had a vision of "attracting business and industry to the Petersburg, Colonial Heights and Hopewell area." For the next 25 years, it operated with a part-time staff tasked with "hosting the activities of industrial prospects." In 1985, under new leadership that recognized the region's emerging potential, ABIDCO embarked on its new direction of becoming a more active participant in shaping the future economic climate of the area. Since then, VGR has grown into the economic development partnership between public entities and private industry that it is today, marketing the cities of Colonial Heights, Hopewell and Petersburg, and the counties of Dinwiddie, Prince George, Surry, and Sussex.



As we enter a new decade, VGR continues to pivot with the times and is intentionally focused on key strategic areas, as you will see in the following pages, to sustain and grow its position as a location of choice for business.



The region's economy is still evolving and VGR is leading the course for the future, aiming to ensure the Gateway Region is a place where companies want to locate, hire workers, expand, and grow.

Values

Stewardship • Authentic • Respect • Visionary

VGR and CCWA Create Unique Partnership To Enhance Workforce Development & Training Solutions

Virginia's Gateway Region (VGR) and John Tyler Community College's unique workforce development program, the Community College Workforce Alliance (CCWA), joined together to create a joint position in 2020 to advance workforce solutions in the region. This is the first time a regional economic development organization and a community college have joined forces in such a venture.

There are many advantages in partnering with VGR's specialized initiative to drive workforce solutions in the Gateway Region footprint:

- We will connect your business to existing workforce solutions.
- VGR will collaborate with the workforce development community to develop custom workforce solutions to fit the needs of your business.
- VGR will act as a liaison between your business and the available workforce development programs so that you can spend time running your business.
- We will serve as the region's workforce advocate so as to elevate the resources required to achieve the workforce development needs in our region.



*A partnership between
John Tyler &
Reynolds Community Colleges*

SELECT ANNOUNCEMENTS 2016-2020

ADVANSix



amazon

AMPAC™
FINE CHEMICALS

ACI
ATLANTIC CONSTRUCTORS



THE BOATHOUSE



DAVIS
TRAVEL CENTERS

DUPONT™

KAISA®

NVR



Sabra



Walmart
Save money. Live better.

A ONCE IN A LIFETIME OPPORTUNITY IS AT HAND

A once-in-a-generation opportunity is before Virginia's Gateway Region! The development of a transformational advanced pharmaceutical manufacturing cluster that is expected to create thousands of high-tech, high-wage jobs for the communities that VGR serves.

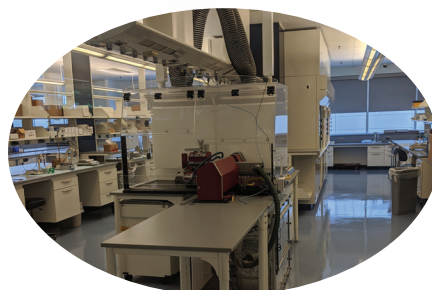
Researchers and industry veterans at Virginia Commonwealth University have pioneered simpler, faster, cleaner, and less expensive chemistries to synthesize active pharmaceutical ingredients for the world's most widely used medications. This breakthrough creates an opportunity to reinvent the pharmaceutical supply chain and greatly increase secure access to quality affordable pharmaceuticals in the U.S. and world.

The technology has already produced enormous scientific, public health and economic development results. It is the core of an enormous federal effort to create a national strategic stockpile of critical medicines and to jump start the re-shore pharmaceutical manufacturing to the United States. Recently the Biomedical Advanced Research and Development Authority (BARDA) awarded a \$345 million contract to Phlow Corporation of Richmond in collaboration with Medicines for All, AMPAC Fine Chemicals, and Civica Rx. In Petersburg, the collaborators will create a national strategic reserve of essential medicines and build a secure and dependable domestic manufacturing capability for finished drugs and active pharmaceutical ingredients using new advanced manufacturing methods. This is not a future reality, it's happening right now in the Gateway Region.

These developments create an opportunity for our region to develop an advanced pharmaceutical manufacturing cluster with global significance rooted in Petersburg. Weekly, domestic and foreign companies and organizations are contacting VGR to investigate how they can be part of our emerging pharmaceutical ecosystem. With VGR's focused attention and collaboration with leaders and stakeholders, our region is poised to capture the economic prosperity expected from this developing cluster.



VGR and Regional Leaders Tour Petersburg AMPAC Facility



AMPAC Laboratory Space

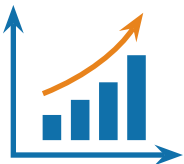
CAMPAIGN OBJECTIVES = \$5,000,000



FACILITATE BUSINESS OPPORTUNITIES

5 Year Investment
\$1,750,000

- Business Development
- Lead Generation
- Support Existing Business



Business Development

- Domestic and international marketing missions
- Industry trade shows (both in-person and virtual)
- Site consultant tours (both in-person and virtual)
- Familiarization tours (both in-person and virtual)



Lead Generation

- External lead generation contractors
- Content marketing



Support Existing Business

- Assistance with exporting and international trade
- Incentives and resources that will support growth
- Interaction through meetings, tours, and regular communication



IGNITE POWERFUL PARTNERSHIPS

5 Year
Investment
\$1,500,000

- Support Member Localities with ED Strategies
- Cultivate Strong Business Council
- Leverage Local, Regional, State and Federal Relationships
- Advocate for the Region



Support Member Localities with ED Strategies

- Facilitate project management
- Data and analysis
- Respond to Requests for Information and Proposals



Cultivate Strong Business Council

- Events for members of the Business Council including informational and networking opportunities



Leverage Local, Regional, State and Federal Relationships

- Collaboration with numerous organizations and agencies at the local, state and federal level



Advocate for the Region

- Present a unified message to our local, state, and federal leaders



DELIVER INNOVATIVE RESOURCES TO COMMUNITIES

5 Year
Investment
\$1,750,000

- Create Workforce Alliances and Solutions
- Facilitate Sites and Buildings Readiness
- Activate Grant and Incentive Opportunities
- Deliver Regional Branding and Marketing Strategy



Create Workforce Alliances and Solutions

- Support any local, state, and federal workforce development program or partner
- Assist localities and their companies with applying for state recruitment and training incentives through VEDP



Facilitate Sites and Buildings Readiness

- Ensuring that our region has a competitive, highly visible supply of shovel-ready development sites
- Maximizing site certifications
- Infrastructure Improvements



Activate Grant and Incentive Opportunities

- Continuously investigate federal, state, and local funding sources for grants that could be used for site development



Deliver Regional Branding and Marketing Strategy

- Develop a comprehensive annual marketing plan consisting of owned, earned and paid tactics

WHAT OTHERS ARE SAYING



“ I’ve been an active, long-term supporter of economic development for Virginia’s Gateway Region since 1991 — our bank has been involved since 1960, and we’ve always

felt it was to the benefit of the community to have professional representation to promote all the positive and great reasons to invest in this region and operate a business here. VGR professionally markets the region’s properties, its workforce, the resources and our quality of life; they’ve done a great job — we’ve been very pleased with their activity throughout the years. ”

— **J. Peter Clements, CEO of The Bank of Southside Virginia**



“ In my remarks during my initial introduction to the Trojan family, I outlined my four core beliefs: I believe in God, I believe in family, I believe in the transformative

nature of education and I believe in Virginia State University. These all contribute to fostering economic prosperity in Virginia’s Gateway Region. VGR is not just an organization, it’s a regional economic development public-private partnership that’s creating ‘Transformative Growth’ for the betterment of our entire community. ”

— **Makola M. Abdullah, Ph.D., President of Virginia State University**

“ At Virginia State University (VSU), we take our role in workforce readiness most seriously; first and foremost, for our students, but also for Virginia’s Gateway Region — as it relates to economic development, this means the opportunities to recruit and retain businesses, to collaborate with local governments and public school districts throughout the region as well as to complement and to support the efforts of regional economic development organizations such as VGR. We also recognize that we’re in the business of transformation pertinent to the undergraduates of ‘Virginia’s Opportunity University’ — a characterization of VSU we’re very fond of for many reasons, because we have the right resources to provide young persons with access to Higher Education who otherwise likely wouldn’t, and as VGR is aware: ‘Access is Everything.’ ”

— **Jonathan M. Young, Director of Corporate Relations at Virginia State University**

“ Virginia’s Gateway Region is set to experience explosive growth like it has never seen before. With key transportation and utilities infrastructure in place, combined with Project Phlow helping resurrect pharmaceutical manufacturing along with the research capacities of the Commonwealth Center for Advanced Manufacturing and the Commonwealth Center for Advanced Logistics Systems, it’s a can’t miss for any company looking to expand and grow their business — especially in a post-COVID-19 world. VGR has an amazing team that is second to none to work with when it comes to customer service and responsiveness for prospective industries looking at the region. ”

— **Joe Hines, PE, MBA, Senior Principal & Director of Economic Development at the Timmons Group**

“ Virginia’s Gateway Region is complemented with all of the great work that John Tyler Community College does — like its partnership with the Community College Workforce Alliance (CCWA) and CCWA’s co-hiring of a Director of Workforce Development along with VGR, which was a first-of-its-kind role in the Commonwealth. The traditional mindset of folks and their local ties to advanced manufacturing in the region makes it a great place for families and businesses to thrive — the work ethic here is strong. Investing in VGR is important because the workforce training support you receive is outstanding — I’ve never experienced that anywhere else, and the partnerships and collaborations VGR maintains, sets it apart. ”

— **Christine “Chris” Chandler, President, AdvantaStaff**

INVESTMENT LEVELS

At VGR, Economic Development means prosperity for all. The Gateway Region is our home, and we want to see all its business and its citizens thrive. As an investor with Virginia's Gateway Region, we pledge to create opportunities for growth and development. Together, we can make our Region one of the most desirable on the East Coast.



Public Investors



GOVERNANCE & OVERSIGHT

Virginia's Gateway Region is governed by a Board of Directors which sets the direction for the organization. The board has equal representation for each of the seven member communities, as well as corporate leaders representing the private sector. The board provides oversight, as well as guidance in creating opportunities and partnerships that will benefit the region.

Virginia's Gateway Region is a registered 501(c)(3) non-profit organization. Mitchell Wiggins, Certified Public Accountants, performs annual audit services.

THANK YOU TO OUR PARTNERS

Architecture & Engineering, Construction & Technical Service

Atlantic Constructors, Inc.
Atlantic Waste
Froehling & Robertson
Gilbert C. Martin Co.
Harlan Construction Co., Inc.
The Hollingsworth Companies
Hourigan Construction
ITAC
S.B. Cox, Inc.
SW Funk Industrial Contractors, Inc.
Timmons Group
WM Jordan Company

Banks And Credit Unions

Bank of America
The Bank of Southside Virginia
BB&T
Fort Lee Federal Credit Union
M & T Bank
Peoples Advantage Federal Credit Union
Primis
Touchstone Bank
TowneBank
Village Bank
Virginia Commonwealth Bank
Virginia Credit Union
Wells Fargo

Foundations and Organizations

The Cameron Foundation

Chambers of Commerce

Chesterfield County
Colonial Heights
Dinwiddie County
Hopewell/ Prince George
Petersburg

Communities

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

Education and Training

John Tyler Community College
Virginia State University

Entertainment, Retail and Hospitality

Boathouse Restaurants
Carter Myers Automotive
Leete Tire & Auto
M.L. Davis Oil Company
Shamin Hotels

Economic Development

Virginia Economic
Development Partnership

Finance, Legal, & Insurance

Edward Jones Investments
Ernst & Young
Keiter
Ligon Jones
Marsh & McLennan Agency
Milestone Financial Group
Mitchell, Wiggins & Company
William H. Talley & Son, Inc.

Health Care

Anthem Blue Cross Blue Shield
Bon Secours Foundation
Encompass Health
Southside Regional Medical Center

Individuals

Wes Baskerville
Victor K. Branch
John E. Burchell, Jr.
Christine Chandler
Pamela Martin Comstock
Dorothy Jaeckle
Jeffrey Geisz
Fred Harry
Milton Hargrave
Greg Kochuba
Mike Malandro
Winston Sanders
John Seward
Nicholas Walker
Robert Walker
Wayne Walton

Manufacturing & Distribution

AdvanSix
Altria
Boar's Head Provisions
Church & Dwight
Evonik Industries
Goya Foods
Rolls-Royce
Wauford Group

Professional Services

AdvantaStaff, Inc.
J.T. Morriss & Son, Inc.
Securitas

Real Estate Development, Sales & Leasing

Emerson Companies
Ford Agency, Inc.
GrayCo
Longest & Daniels Realtors
Napier Realtors
Porter Realty
Roslyn Farm Corporation
Specter Properties
Waukeshaw Development
Whittle & Roper Inc., Realtors

Utilities

Columbia Gas of Virginia
Old Dominion Electric Cooperative
Prince George Electric Cooperative
Southside Electric Cooperative
Dominion Energy



GatewayRegion.com

 @VAGatewayRegion

 @VAGatewayRegion

 virginia's-gateway-region

 Virginia's Gateway Region

VGR | Virginia's
Gateway
Region

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

804.732.8971

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

© 2021 Virginia's Gateway Region. All Rights Reserved.