

# ACCELERATE 2022



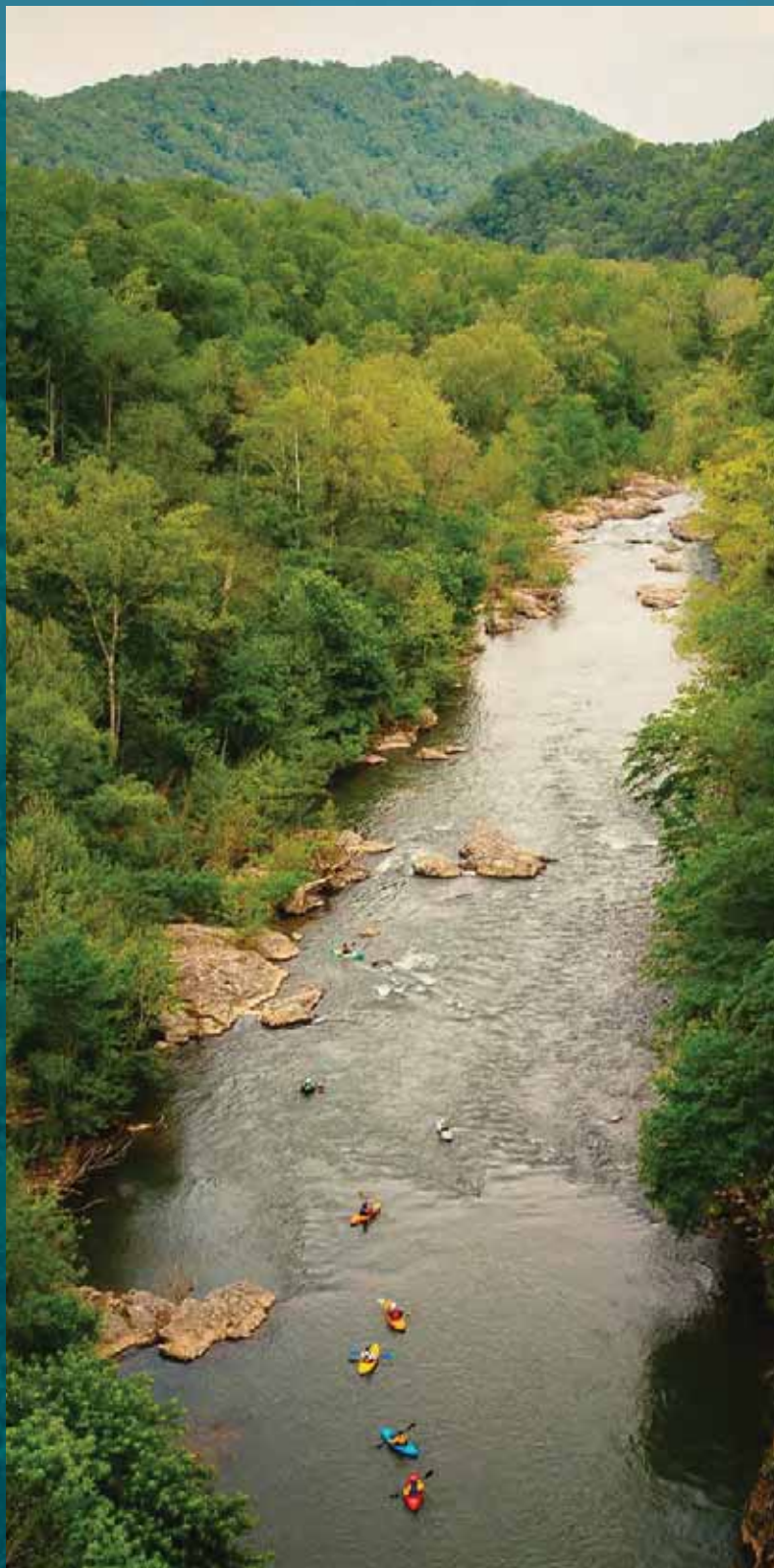
Collaboration  
**Innovation**  
*Opportunity*



**ROANOKE REGIONAL  
PARTNERSHIP**



**ROANOKE OUTSIDE  
FOUNDATION**



## MESSAGE FROM THE CO-CHAIRS



**Dr. Victor  
IANNELLO**  
Radiant Physics

"The Partnership will leverage the success of the past five years to expand its work into new areas such as talent attraction to help grow the VTC innovation district."



**Don  
HALLIWILL**  
Carilion Clinic

"In 2012, we said that the next five years were critical for the future of the Roanoke region, which more than ever incorporates Blacksburg and the NRV. Great progress has been made to grow and change the regional economy through leadership from the business community and public/private collaboration. The region will continue to rise through a strategic economic development program."



**Dr. John  
DOOLEY**  
Virginia Tech  
Foundation

"Jobs are the cornerstone of economic success but they don't come easily to a region our size. We can't sit on the success of the past five years but must work to sustain the momentum. The Partnership has and will continue to do that."

# ACCELERATE 2022: CAMPAIGN DEVELOPMENT COUNCIL LEADERSHIP

## HONORARY CAMPAIGN CABINET

### PUBLIC SECTOR

Stephen Bennet, Chair, Alleghany County  
Cline Brubaker, Chair, Franklin County  
Byron R. Foley, Mayor, City of Salem  
Bradley Grose, Mayor, Town of Vinton  
Sherman Lea, Mayor, City of Roanoke  
Jack Leffel, Chair, Botetourt County  
Joseph McNamara, Chair, Roanoke County  
Thomas Sibold, Mayor, City of Covington

### PRIVATE SECTOR

Nancy Agee, Carilion Clinic  
Robert A. Archer, Blue Ridge Beverage  
Warner Dalhouse, Dominion Bank, Retired  
Dr. Michael J. Friedlander, VTC Research Institute  
Maryellen Goodlatte, Glenn, Feldman, Darby and Goodlatte  
Dr. Robert Sandel, Virginia Western Community College  
Mark Taylor, WestRock  
John B. Williamson III, RGC Resources, Retired

#### Evaluations Task Force Chair

John B. Williamson III,  
RGC Resources, Retired

#### General Campaign Co-Chairs

Dr. Victor Iannello,  
Radiant Physics  
Don Halliwill,  
Carilion Clinic  
Dr. John Dooley,  
Virginia Tech Foundation

#### Campaign Operations

Beth Doughty,  
Executive Director  
Lawrence McKinney,  
Campaign Director  
Elizabeth Hennen-McKinney,  
Campaign Coordinator

#### McAfee Knob Diamond Co-Chairs

Mark Dempsey,  
Appalachian Power  
Ab Boxley, III, Boxley Materials  
Terry Jamerson, The Roanoke Times

#### Blue Ridge Parkway Platinum Co-Chairs

David Allen, BNC  
Larry Dickenson,  
Branch Group  
Brett Marston, Gentry Locke

#### Roanoke River Gold Co-Chairs

John D’Orazio, RGC Resources  
Ken Randolph,  
Rockydale Quarries  
Calvin Barker, BB&T

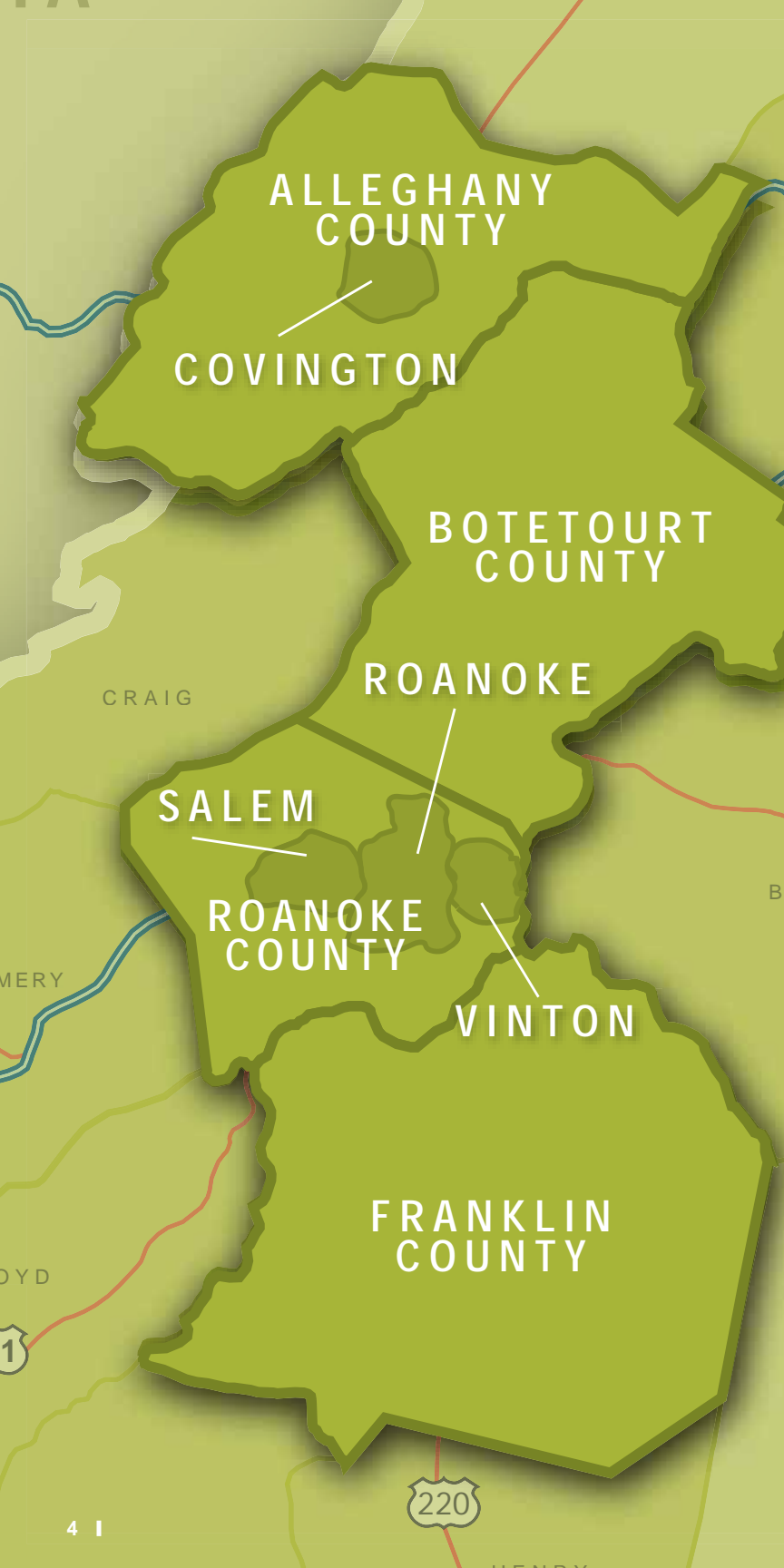
#### Cascade Falls Silver Co-Chairs

Kevin Meade, American National Bank  
Susan Still, HomeTown Bank  
Peer Segelke, Lawrence Companies

#### Catawba Creek Bronze Co-Chairs

Dennis Cronk, Poe & Cronk Real Estate Group  
Nathan Kerr, Scott Insurance  
Gary LeFeuvre, NEST Living Solutions





## WORKING TOGETHER WORKS

Since 1983, the **Roanoke Regional Partnership** has brought together the Greater Roanoke business community and governments in a regional economic development program that combines resources and strengths to attract jobs, talent, and investment. In 2012, we embarked on our current five-year strategy — *Partners in Prosperity, The Next Step* — taking the Roanoke region to a higher level. The strategy was designed to attract jobs, people, money, and attention to the Roanoke region and launched on the tail of one of the worst recessions in our nation's history yet generated results that met or exceeded projections.

## ANNUAL ECONOMIC IMPACT

By focusing on our future in a deliberate and collaborative way, the Roanoke Regional Partnership is playing a critical role in pushing our region past the proverbial tipping point, ensuring future growth, strengthening livability, and helping to create a sustainable and broadly beneficial economy for citizens.

SOURCE: IMPLAN



## RESULTS DELIVERED

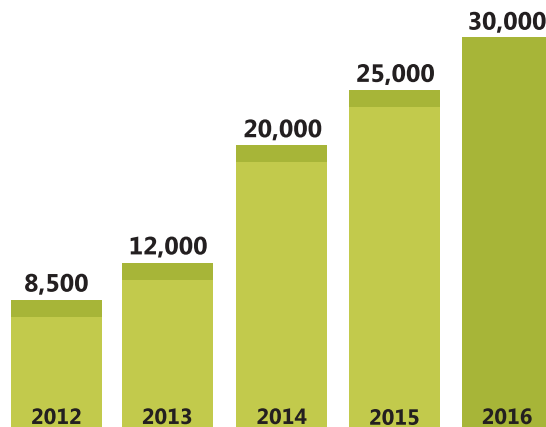
METRIC	2017 GOALS	AS OF DEC. 31, 2016
Job Growth	Create 2,245 primary jobs	<b>3,305</b>
Job Growth	Create 3,451 secondary jobs	<b>3,459</b>
Investment	\$200 million	<b>\$501 million</b>
Earnings	\$214,127,760 annual total earnings	<b>\$340,800,000</b>
Annual Consumer Expenditures	\$118,361,905	<b>\$192,200,000</b>
Per Capita Income	Increase by 15%	<b>11.9%</b>
Inquiry Activity	+5% each year	<b>27.9%</b>



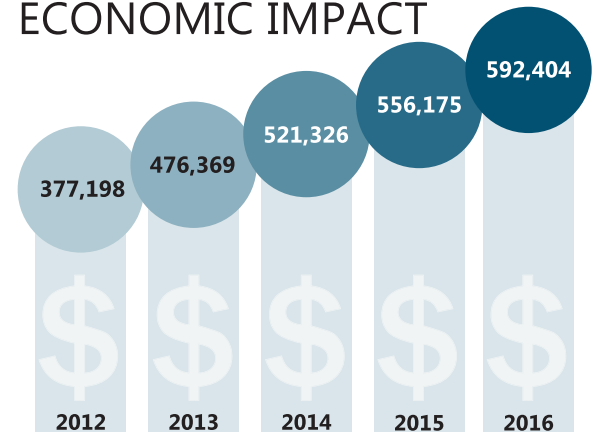


MAJOR ANNOUNCEMENTS 2012-2016	JOBS	INVESTMENT
Ply Gem	176	\$11 million
Ardagh Group	96	\$93.5 million
Balchem	50	\$10 million
Downtown Roanoke Hampton Inn	50	\$17 million
Altec	203	\$15 million
Yokohama Tire	NA	\$15 million
Walmart Neighborhood Stores	300	\$15 million
Dynax	101	\$32.6 million
Wells Fargo	500	NA
Fleetwood Homes	100	\$2.3 million
Arday Packaging	110	\$20 million
Eldor Corporation	350	\$75 million
Trinity Packaging	25	\$9.5 million
Virginia Community College System	200	NA
Deschutes Brewery	108	\$85 million
Ballast Point Brewing & Spirits	178	\$49 million

## GO OUTSIDE FESTIVAL ATTENDEES



## BLUE RIDGE MARATHON ECONOMIC IMPACT







FOOT LEVELERS BLUE RIDGE  
**MARATHON**  
— america's toughest road marathon™ —

# ACCELERATE 2022: A PLAN TO ACCELERATE GROWTH

To capitalize on this success, the region's public and private sector leaders must build on the momentum and accelerate the growth of the regional economy. The Partnership began a strategic planning process in 2015 to assess the region's competitive position and match our program of work to the opportunities and challenges that are ahead. Dozens of business and government leaders helped build the plan which was vetted through numerous interviews.

## OUR FOCUS

We will help regional communities and businesses compete and thrive by leveraging our region's superior assets – livability, the outdoors, and higher education. We will engage and develop leadership, attract talent, enhance outdoor assets, invite strategic investments, expand marketing initiatives, and stimulate development.

## OUR STAKEHOLDERS & PARTNERS

They will recognize the Roanoke Regional Partnership as collaborative, success-oriented, and focused on results -- the go-to organization for advancing regional cooperation and thought leadership in shaping our region's economic future.

## OUR SUCCESS

Success will be defined by job growth, investment, an available, qualified workforce, and economic impact.

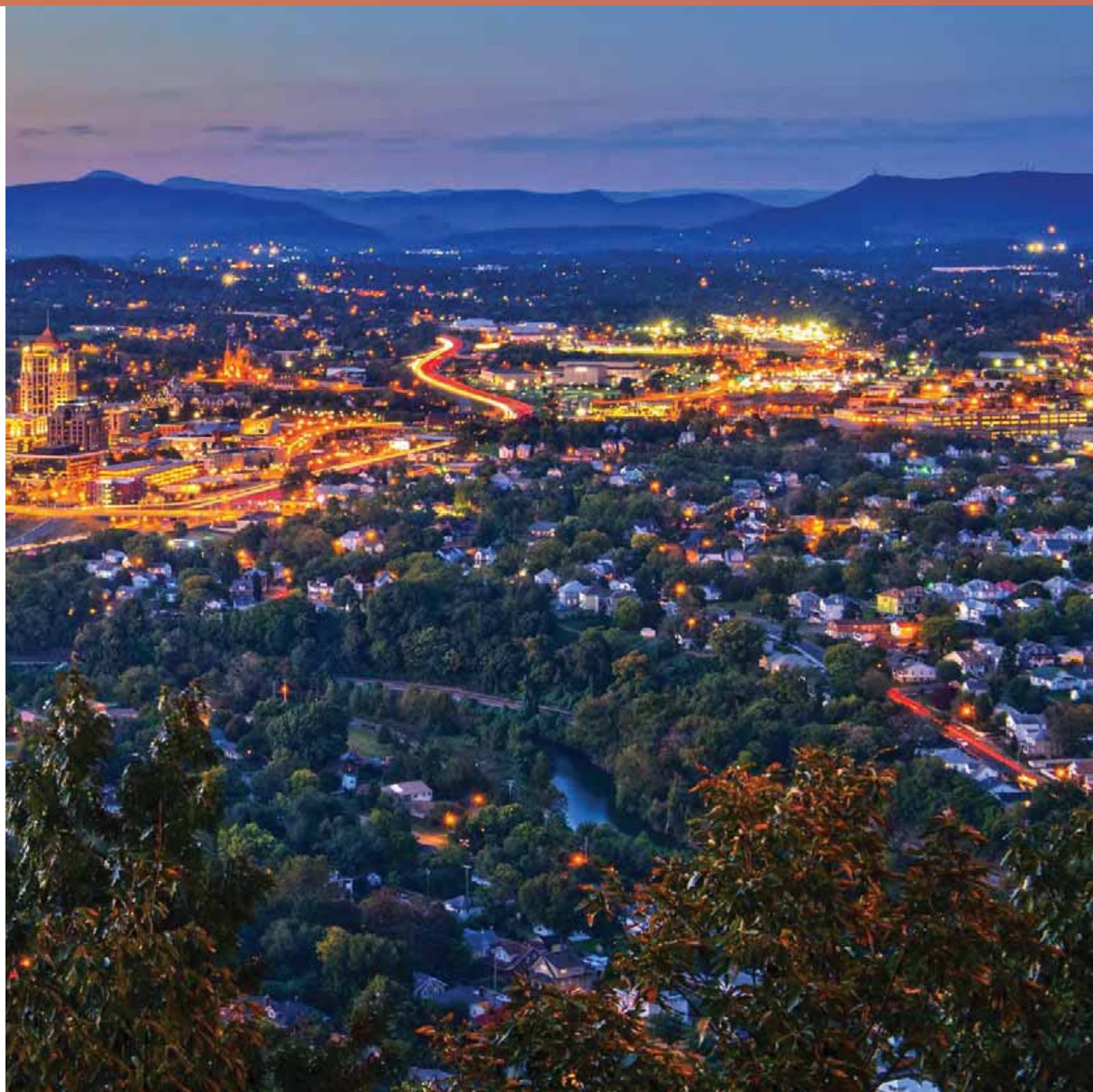
## OUR STAFF

The employees of the Roanoke Regional Partnership are passionate about their mission and take pride in their role in the region's success.

## OUR INVESTORS

Thought leaders in business, government, healthcare, and education in Roanoke, Roanoke County, Franklin County, Botetourt County, Salem, Vinton, Alleghany County, and Covington will invest in the Partnership's path to success for our region.











## ROANOKE REGIONAL PARTNERSHIP

### 2017-2022 STRATEGIC GOALS AND OBJECTIVES

TOTAL GOAL  
**\$6,600,000**

PRIVATE SECTOR GOAL  
**\$3,300,000**

## I. TALENT SOLUTIONS

GOAL: Contribute to the skilled workforce needs of area businesses by communicating the Roanoke Region as a desirable destination for talent.

### **Create a dedicated talent attraction program that builds upon the region's livability narrative.**

Create a staff position that focuses on the talent attraction program just as the creation of the outdoor branding position developed that asset into an economic sector.

Create a marketing strategy that focuses on actions, activities, and tools that communicate with talent in targeted national markets.

Launch talent attraction campaigns in targeted geographies and audiences.

Support talent attraction associated with the Health Sciences and Technology Innovation District.

### **Connect local college students to the Roanoke region.**

Host networking and social events for regional college students.

Connect regional students with regional job opportunities.

Build communication channels that inform students of activities and events.

**ANNUAL BUDGET: \$409,200**

**5-YEAR: \$2,046,000**





## II. TARGETED MARKETING & MESSAGING FOR BUSINESS INVESTMENT

GOAL: Position the Roanoke Region as an energized destination for business and talent.

### **Ensure the outdoor recreation and livability narrative is the foundation for the Partnership's marketing activities for talent, jobs, and investment.**

Continue to invest in strategies and tools that ignite the outdoor recreation and livability narrative.

Launch an internal marketing campaign to boost resident engagement in the outdoor narrative.

### **Strengthen the position of the Roanoke region as a competitive business location.**

Target niche sectors such as transportation equipment, electrical/electronic components, food and beverage, recreation equipment and services, and life science

Include and focus on entrepreneurs in marketing messaging.

Build on the successful Gatekeeper Strategy for business development activities through relationships with national consultants, brokers, and the Virginia Economic Development Partnership.

Execute highly targeted campaigns that leverage on assets of the region such as water users and outdoor industry-related operations.

**ANNUAL BUDGET: \$462,000      5-YEAR: \$2,310,000**

## III. LEADERSHIP & ENGAGEMENT

GOAL: Create active, engaged leaders and citizens.

### **Energize the leadership and stakeholders of the Partnership.**

Create an executive leadership council that advises on key regional issues and acts as an advocacy arm and thought leadership platform for the region.

Use the metrics of the strategic planning process to identify topics for study and action such as improving air service, support for entrepreneurs, and the supply and demand pipeline for talent. Share findings with the community to build support and build fact-based consensus for action. Bring in national thought leaders for speaking and training.

### **Provide citizens with a source for reliable information on the region's economic development progress, challenges, and opportunities**

Create a separate market intelligence vehicle that pushes out data-driven analysis of the regional economy and market dynamics and establishes a voice for accurate information.

Develop local media relations to showcase success of the economy.

Develop an annual regional report card that shows economic development performance.

### **Facilitate existing industry outreach regionally.**

Convene regional economic developers for collaboration.

Implement formal business retention and expansion standards.

**ANNUAL BUDGET: \$105,600      5-YEAR: \$528,000**

## IV. ASSET DEVELOPMENT & OUTDOOR BRANDING

GOAL: Ensure the Roanoke Region has the product, amenities, and system in place to propel economic growth.

### **Continue to be an advocate for investment in livability and outdoor recreation assets.**

Conduct a needs assessment for outdoor recreation and livability investment.

Develop an annual State of the Outdoor Report for the Roanoke region.

Continue to develop the Roanoke Outside Foundation as a platform to advocate for investment in outdoor recreation and livability. Utilize Roanoke Outside Foundation marketing channels to promote outdoor recreation investment.

Investigate a regional funding structure to provide sustainable financial resources for development of impactful outdoor recreation and livability amenities.

### **Grow and create events that build the outdoor recreation and livability narrative and generate operating revenue.**

Continue to grow the Blue Ridge Marathon's position as a premier American road race.

Continue to grow GoFest

Identify outdoor-related events such as corporate meetings, trade shows, and association meetings that are fits for Visit Virginia's Blue Ridge outreach.

### **Ensure that business sites and buildings are available.**

Continue to make progress on work of the Western Virginia Regional Industrial Facility Authority.

Identify and focus resources on a recurring industrial shell building program.

### **Leverage Partnership strengths to help develop new assets.**

Be an advocate and facilitator for economic development activities taking place around the Health Sciences and Technology Innovation District.

Provide an economic developer's perspective on business clusters that would be a good fit for the District.

**ANNUAL BUDGET: \$343,200**

**5-YEAR: \$1,716,000**

**TOTAL BUDGET: \$1,320,000**

**5-YEAR: \$6,600,000**



## PUSHING INTO THE FUTURE: 2022 GOALS

New Primary Jobs	3,367
New Secondary Jobs	3,821
New Investment	\$300,000,000
Increase in Per Capita Income	12%
New Total Annual Earnings	\$313,282,117
New Annual Consumer Expenditures	\$173,517,107



## CONSUMER EXPENDITURES

How \$173,517,107 in annual consumer expenditures will be spent locally.







## CONTINUING THE MOMENTUM

The results of the past five years demonstrate that the investment in a program of 21st century economic development is paying off for the region. Sustained success will depend on the Roanoke Regional Partnership's 200+ partners elevating their financial support to expand overall private sector support.

The immediate goal is an annual budget of \$1,320,000 or a total campaign/budget commitment of \$6,600,000 over five years. This includes matching funds from eight local governments. This level will permit the Partnership to not only operate effectively but will enable it to continue developing innovative programs that address 21st century economic needs.

Although the progress of the past five years is strong, it can weaken without the continued progress that will only be possible by achieving the \$3,300,000 private sector goal.

*The Roanoke Regional Partnership is a 501(c) 6 not-for-profit organization.*

*The Roanoke Outside Foundation is a 501 (c) 3 charitable organization.*





# ROANOKE REGIONAL PARTNERSHIP

## EXECUTIVE COMMITTEE

Victor Iannello, Radiant Physics	<b>President</b>
Don Halliwill, Carilion Clinic	<b>Vice President</b>
Brent Robertson, Franklin County	<b>Secretary</b>
Christopher Morrill, City of Roanoke	<b>Treasurer</b>

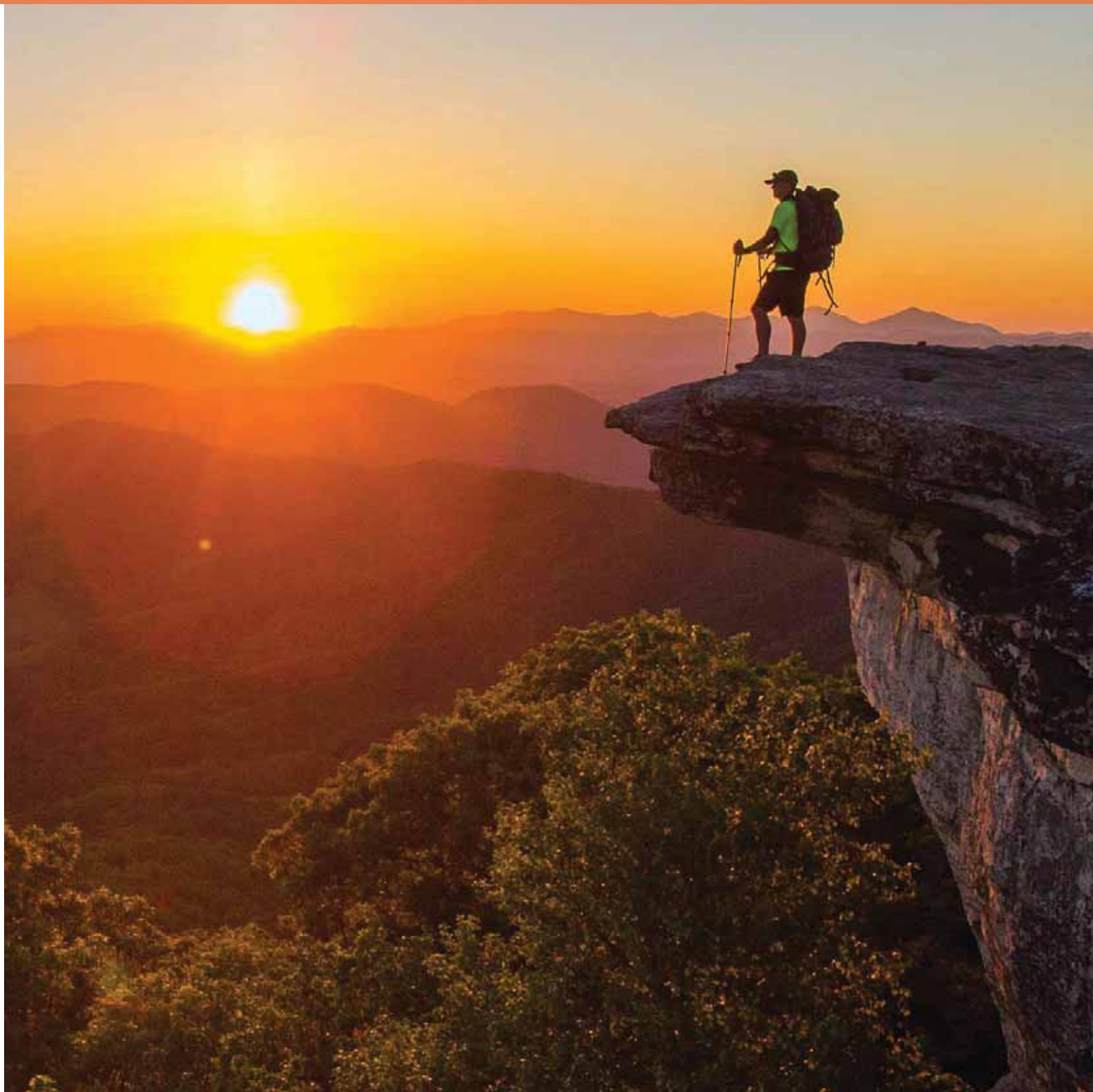
Kevin Boggess, City of Salem  
Abney Boxley, Boxley Materials Company  
Larry Dickenson, Branch Group  
Richard Douglas, City of Covington  
Thomas Gates, Roanoke County  
Maryellen Goodlatte,  
Glenn Feldmann Darby & Goodlatte  
Terry Jamerson, Roanoke Times  
Joseph Jones, Appalachian Power Co.  
Jonathan Lanford, Alleghany County  
Gary Larrowe, Botetourt County  
Jim Parker, Carter Machinery  
Barry Thompson, Town of Vinton

## STAFF

Julia Boas	<b>Event Manager</b>
Beth Doughty	<b>Executive Director</b>
Pete Eshelman	<b>Director of Outdoor Branding</b>
John Hull	<b>Director of Market Intelligence</b>
Lisa Link	<b>Director of Operations</b>
Carrie Cousins	<b>Director of Marketing</b>

## BOARD OF DIRECTORS

Stephen Bennett, Alleghany County  
Dr. Nathaniel Bishop,  
Jefferson College of Health Sciences  
Cline Brubaker, Franklin County  
Angie Chewning, Vinton Chamber of Commerce  
Byron R. Foley, City of Salem  
Jill Sluss,  
Salem- Roanoke County Chamber of Commerce  
Nancy Oliver Gray, Hollins University  
Bradley Grose, Town of Vinton  
Teresa Hammond,  
Alleghany Highlands Chamber of Commerce  
Sherman Lea, City of Roanoke  
L.W. "Jack" Leffel, Botetourt County  
Michael Maxey, Roanoke College  
Jason Peters, Roanoke County  
Richard "Pete" Peters, Town of Vinton  
Dr. John Rainone,  
Dabney S. Lancaster Community College  
Dr. Robert Sandel,  
Virginia Western Community College  
Dr. Timothy Sands, Virginia Tech  
Thomas Sibold, City of Covington  
Dr. Joseph Spooner, Ferrum College  
Doloris Vest,  
Botetourt County Chamber of Commerce  
Joyce Waugh,  
Roanoke Regional Chamber of Commerce



# ACCELERATE 2022



**ROANOKE REGIONAL  
PARTNERSHIP**



**ROANOKE OUTSIDE  
FOUNDATION**

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**[roanoke.org](http://roanoke.org)**