



 **Economic Growth & Innovation**

 **Talent Attraction & Workforce Development**

 **Commercial Real Estate & Infrastructure**

 **Placemaking & Livability**



MESSAGES FROM THRIVE 2027 CAMPAIGN CHAIRS



**Don
Halliwill**
Carilion Clinic

“Thanks to a decade of success leading up to the COVID-19 pandemic, the Roanoke Region is positioned competitively. We emerge set to attract innovative businesses, supported by world-class talent, and continuing to build upon a growing sense of “place”, fueling economic vitality. **Thrive 2027** will build upon our existing foundation of successful business community support with this strategic plan for growth.”



**Cathy
Underwood**
The Branch Group

“Growth in high wage employment is a foundation for economic success. The region has been highly successful in years past, but this plan will ensure the Roanoke Region sustains its momentum. **Thrive 2027** addresses our regional challenges and strengthens the opportunity for growth.”



**Paul
Nester**
RGC Resources

“The Partnership will continue to proactively address infrastructure and real estate development, increasing the region’s competitiveness for high impact projects, ultimately contributing to regional growth and prosperity.”



Thrive 2027 Campaign Leadership



Brad
Hall



Frank
Lucia



Eddie
Smith



Lyn
Hayth



Ken
Randolph



Tony
Pearman



Richmond
Vincent



Nathan
Kerr



Ken
Lanford



Bill
Poe



Jared
Schweltzer

Division Co-Chairs

Diamond Division

Brad Hall, Appalachian Power
Frank Lucia, Delta Dental Group of Virginia
Eddie Smith, Marsh and McLennan

Platinum Division

Lyn Hayth, Bank of Botetourt
Ken Randolph, Rockydale Quarries

Gold Division

Tony Pearman, Access
Richmond Vincent,
Goodwill Industries of the Valley

Silver Division

Nathan Kerr, Scott Insurance
Ken Lanford, Lanford Brothers

Bronze Division

Bill Poe, Cushman & Wakefield | Thalhimer
Jared Schweltzer, Miller Long Associates

Honorary Cabinet

Public Sector

Matt G. Garten, Alleghany County
Bradley E. Grose, Town of Vinton
Sherman P. Lea, City of Roanoke
Paul Mahoney, Roanoke County
Dr. Richard Bailey DVM, Botetourt County
Thomas H. Sibold, Jr., City of Covington
Ronnie Thompson, Franklin County
Renée Turk, City of Salem

Private Sector

Arnie Adkins, Wells Fargo
Nancy Agee, Carilion Clinic
Maryellen Goodlatte, Glenn Feldmann Darby & Goodlatte
Victor Iannello, Radiant Physics
Michael C. Maxey, Roanoke College
Dr. Robert Sandel, Virginia Western Community College
Mark Taylor, WestRock
John Williamson, RGC Resources (retired)





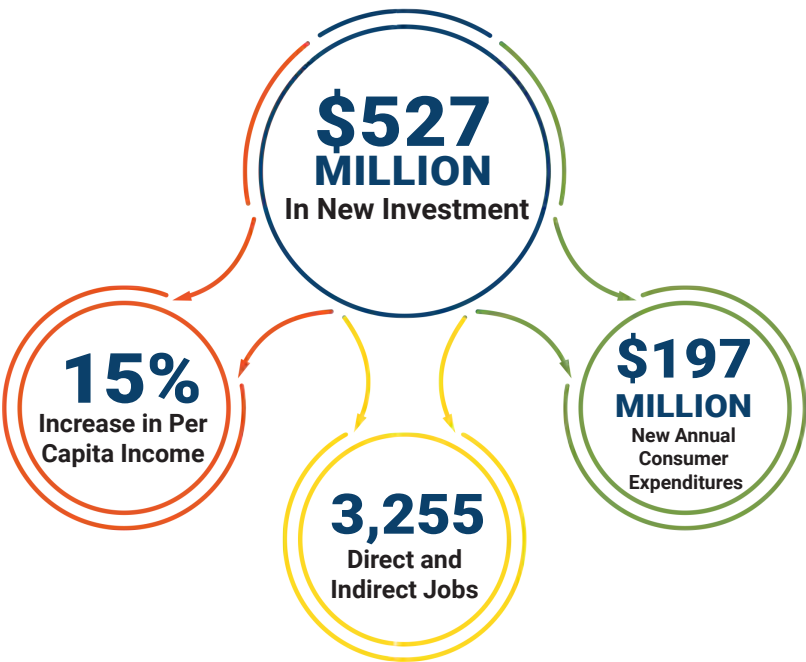
BUILDING ON A HISTORY OF Success

Since 1983, the Roanoke Regional Partnership has built an impressive record of delivering on a program of economic development activities that focus on attracting jobs, people, money and ideas to create a superior quality of life in the Roanoke Region.

Five years ago when the Partnership launched Accelerate 2022, no one could have predicted that the fourth year of the Accelerate 2022 program would overlap a global pandemic. While the economic impacts of COVID-19 were immense and continue to present challenges, Accelerate 2022 is still delivering significant results to the Roanoke Region.



RESULTS DELIVERED FROM ACCELERATE 2022



WE'RE NOT DONE YET!

There are currently a dozen projects actively considering the Roanoke Region with employment ranging from **84 to 300 new jobs** and capital investment ranging from **\$30 million to \$300 million**.

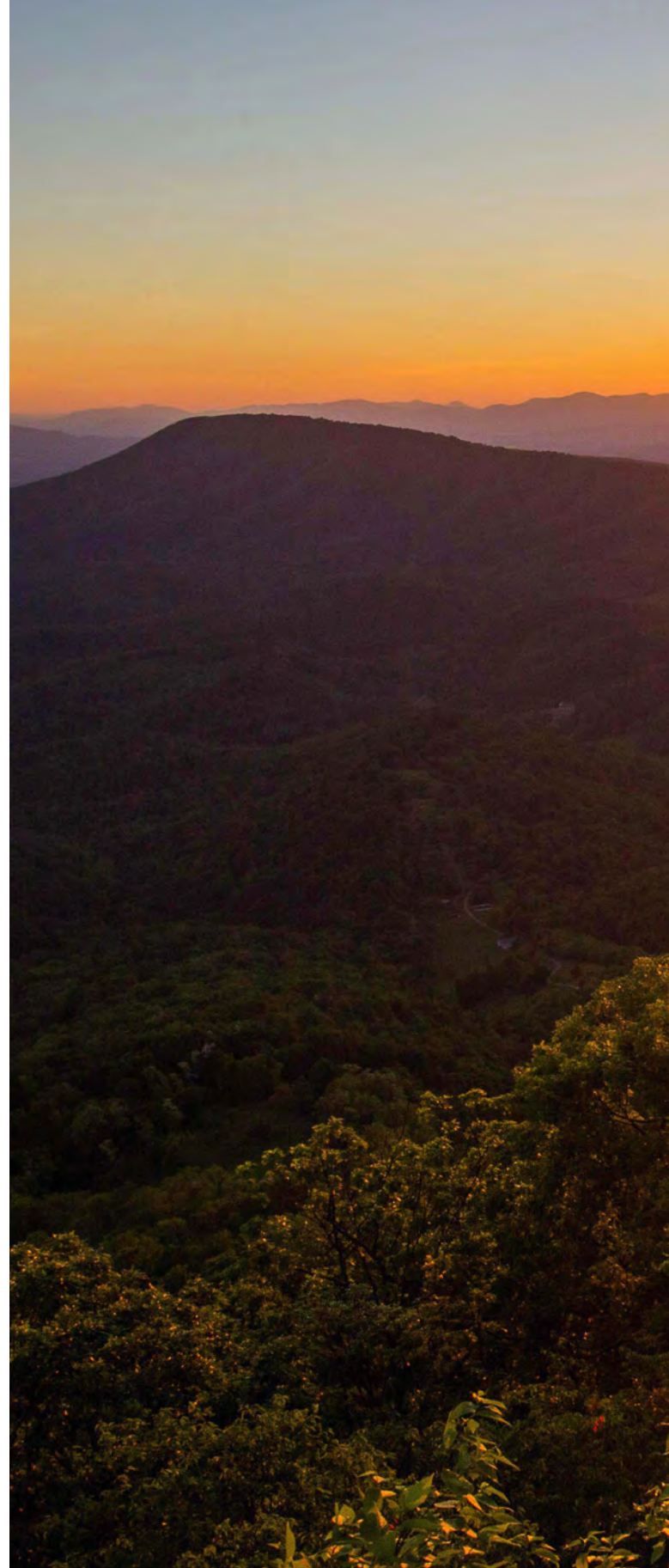
Now is the time to take the next step in strengthening the Roanoke Region's position as a competitive area for businesses and individuals to succeed. Thrive 2027 will provide the resources needed to build on the past and gain momentum through the next five years.



MAJOR Projects

2018-PRESENT

ORGANIZATION	JOB	INVESTMENT
Atlantic Credit & Finance	115	\$4.0 Million
Stik-Pak Solutions	50-60	\$14.3
Cardinal Glass	60	\$6.7
Trivium Packaging	0	\$4.2
SchaeferRolls	31	\$12.1
WestRock	0	\$248.4
Empire Foods	75	\$10.4
McAirlaids	25	\$7.8
Pratt Industries	50	\$20.0
Mast General Store	TBD	TBD
Metalsa*	25	\$6.4
Traditional Medicinals	56	\$30.0
Mack Trucks	250	\$13.0
Fleetwood Cavco	60	\$1.4
Apex Systems	74	TBD
Cardinal Glass	60	\$8.0
Munters	200	\$36.0
Balchem	5	\$6.0
A. Duie Pyle	25	\$5.0





THRIVE 2027 VISION STATEMENT

The Roanoke Region has a *thriving*, *innovative* and *growing* economy that is inclusive of diverse businesses and talent, with quality sites, advanced infrastructure, and an array of natural and cultural lifestyle amenities and activities.



Roanoke Regional Partnership



FIVE YEAR PLAN

Thrive 2027 is the Partnership's comprehensive five-year strategy to achieve this vision. Focused on four priority areas these initiatives include commitment to entrepreneurship and innovation, greater regional coordination on employer talent needs, regional coordination on real estate and infrastructure needs, and attracting and retaining an increasingly diverse segment of people and businesses by expanding the region's livability story.

FOUR KEY PRIORITY AREAS

Economic Growth & Innovation



Talent Attraction & Workforce Development



Commercial Real Estate & Infrastructure



Placemaking & Livability





PRIORITY 1

Economic Growth & Innovation



GOAL: Grow the Roanoke Regional economy by amplifying business recruitment and expansion efforts, strengthening technology and innovation, and generating more high-paying jobs.



Elevate business recruitment, expansion and retention activities by strengthening partnerships and increasing marketing and media relations.



Boost the region's reputation as a technology and innovation hub, with a compelling narrative and collaborative communications.



Contribute to the success and retention of entrepreneurial companies, including startups and high-growth firms (Share market intelligence, site availability insights and facilitate B2B intros).

BUDGET

Annual: **\$540,000** | 5-Year: **\$2,700,000**

PRIORITY 2

Talent Attraction & Workforce Development



GOAL: Expand efforts to attract and retain in-demand talent and support regional workforce development initiatives.



Lead talent attraction marketing efforts for a young, diverse, and skilled workforce by leveraging the Partnership's marketing expertise and outdoor branding experience.



Collaborate with education and workforce development partners to better align talent programs with employer needs (serve as a strategic partner and connector).



Foster opportunities for greater diversity in the region's workforce and leadership by ensuring that diversity is reflected in all communications and supporting cultivation of diverse business and civic leadership.

BUDGET

Annual: **\$360,000** | 5-Year: **\$1,800,000**



PRIORITY 3

Commercial Real Estate & Infrastructure



GOAL: Champion the acceleration of commercial and industrial real estate development and regional infrastructure improvements.



Expand and strengthen the role of the Western Virginia Regional Industrial Facility Authority as the trusted resource, and informed voice, on real estate supply, trends and economic development needs.



Serve as a thought leader on infrastructure and critical issues affecting economic competitiveness (provide data and insights on transportation, broadband, sites, workforce and key topics).

BUDGET

Annual: **\$180,000** | 5-Year: **\$900,000**

PRIORITY 4

Placemaking & Livability



GOAL: Reinforce the region's identity and competitive advantage as an outdoor destination, while highlighting other prominent lifestyle features and amenities, and supporting quality of life efforts.



Build on the success of Roanoke Outside with continued marketing and the development of sustainable funding for the outdoors preservation and enhancement.



Leverage the Get2KnowNoke brand and communications to promote the diverse character and amenities of the region to a wider audience of residents and future residents.



Monitor emerging quality of life concerns and serve as a thought leader on matters related to place-making and livability (report on issues of concern such as housing availability and quality childcare).

BUDGET

Annual: **\$360,000** | 5-Year: **\$1,800,000**



MEASURING SUCCESS

2027 OUTCOMES

3,000 NEW PRIMARY JOBS
BY TARGET INDUSTRY

- Food and Beverage
- Automotive Parts
- Life Sciences
- Transportation/Logistics
- Electrical Component/Equipment
- Professional Services/Data Center

\$350 M CAPITAL INVESTMENT
from new industries or existing
industry expansions.

10% IN-MIGRATION
Increase population growth from
in-migration by an average of 10% annually.

15% INCREASE PER CAPITA INCOME

300% INCREASE INVENTORY
OF CERTIFIED SITES

PRIVATE
SECTOR GOAL

\$3.6
MILLION

TOTAL GOAL

\$7.2
MILLION

JOB CREATION

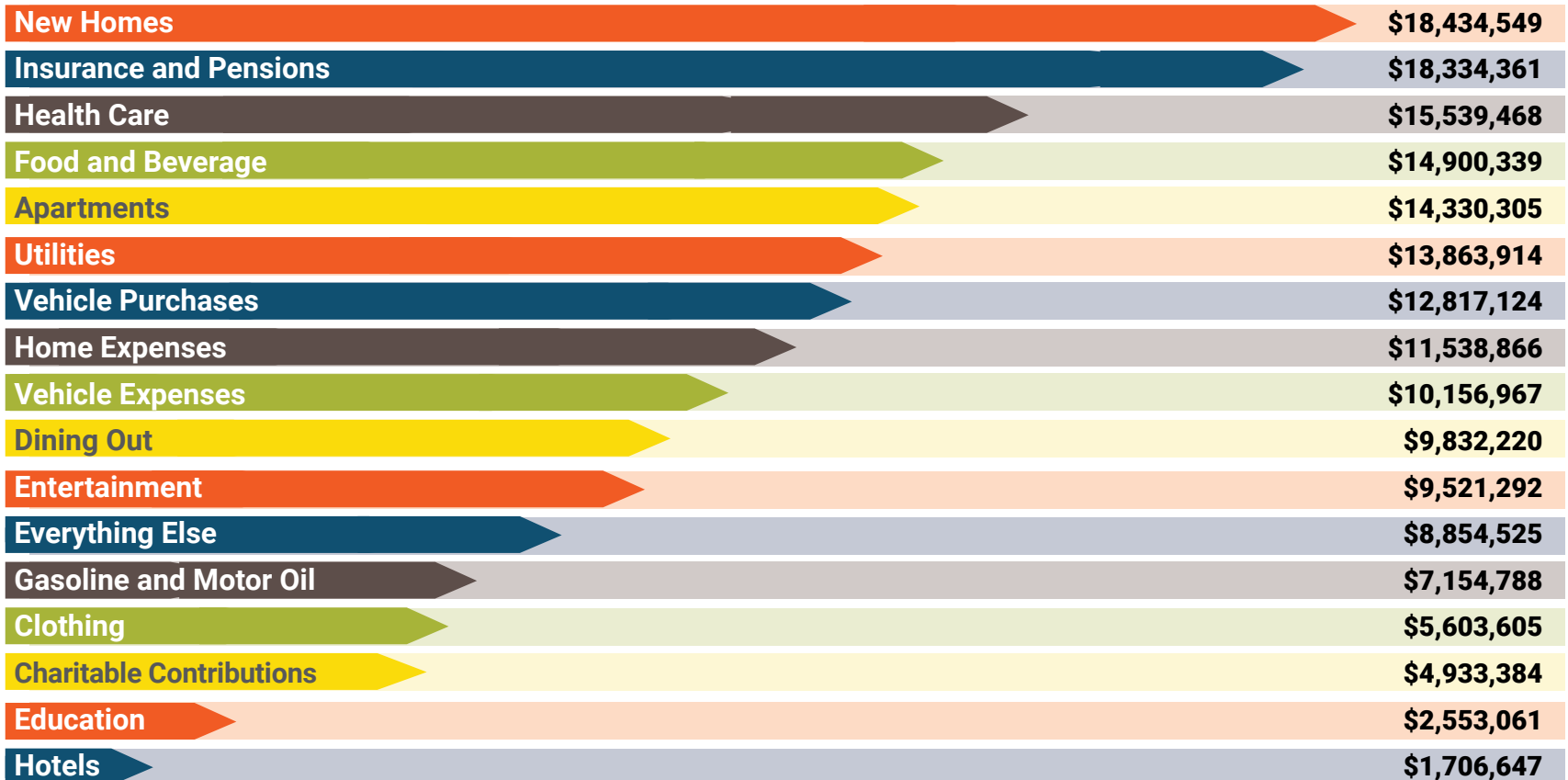
New Direct Jobs	3,000
New Indirect Jobs	3,132
Total Jobs	6,132
Total Direct Payroll	\$179,100,000
Annual Total Payroll (Upon Completion)	\$325,548,279
Annual Consumer Expenditures	\$179,951,046
Estimated Annual Financial Deposits	\$28,130,190



ANNUAL CONSUMER EXPENDITURES

By 2027, annual consumer spending generated by the creation of 6,132 direct and indirect jobs and \$350 million in capital investment is predicted to be

\$180 MILLION.



WORKING TOGETHER TO THRIVE!

Throughout its history, the Roanoke Regional Partnership has demonstrated that investment in the work of economic development produces results that are a win for the entire region. Although years of positive results have built a solid foundation for the Partnership, continued progress is only possible by achieving the **\$3,600,000 goal**.

“It is critical that we adjust our strategies to meet not only current economic and demographic realities, but take advantage of exciting opportunities ahead in innovation and livability. We recognize that by supporting innovation, the economy and region will grow. This plan is the guide to growing jobs, population, and prosperity for the region.”



John Hull
Executive Director,
Roanoke Regional Partnership

INITIATIVE	ANNUAL BUDGET	FIVE-YEAR BUDGET
Economic Growth & Innovation	\$540,000	\$2,700,000
Talent Attraction & Workforce Development	\$360,000	\$1,800,000
Commercial Real Estate & Infrastructure	\$180,000	\$900,000
Place-Making & Livability	\$360,000	\$1,800,000
PRIVATE SECTOR CAMPAIGN GOAL		\$3,600,000
TOTAL FIVE-YEAR BUDGET (Public/Private investments)		\$7,200,000

ENGAGEMENT AND ACCOUNTABILITY

Along with the commitment of our investors, we recognize our responsibility to provide regular updates on the overall performance of the plan. The Partnership staff and Board of Directors will implement the five-year plan with continued input from investors and the Leadership council.

ENGAGEMENT WITH LEADERSHIP COUNCIL

- Comprised of mostly major investors (\$50,000+ over five years)
- Two positions appointed to represent all other investors
- Oversee program implementation
- Maintain program accountability

ENGAGEMENT WITH ALL INVESTORS

- Progress measured with regularly reported results
- Solicit and respond to investor feedback
- Opportunities for investor involvement
- Annual report card

The Roanoke
Regional Partnership
is a 501(c)6.

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

The Get2KnowNoke
Foundation
is a 501(c)3.

ROANOKE REGIONAL PARTNERSHIP

EXECUTIVE COMMITTEE

Brett Marston - Gentry Locke | **PRESIDENT**
Deborah Flippo - Draper Aden Assoc. | **VICE PRESIDENT**
Gary Larrowe - Botetourt County | **SECRETARY**
Jay Taliaferro - City of Salem | **TREASURER**
Arnie Adkins - Wells Fargo
Matthew Fink - Fink's Jewelers
Maryellen Goodlatte - Glenn, Feldmann, Darby & Goodlatte
Donald Halliwill - Carilion Clinic
Sean Horne - Balzer and Associates
Victor Iannello - Radiant Physics
Robert S. Cowell - City of Roanoke
Richard Caywood - Roanoke County
Peter Huber - Alleghany County
Krystal Onaitis - City of Covington
Pete Peters - Town of Vinton
Chris Whitlow - Franklin County
Dr. John Rainone - Dabney S. Lancaster Community College

STAFF

John Hull - Executive Director
Julia Boas - Director of Marketing
Pete Eshelman - Director of Outdoor Branding
Taylor Johnson - Director of Talent Attraction
Lisa Link - Director of Operations
Ann Blair Miller - Director of Business Investment
Matt Miller - Director of Market Intelligence
Kait Pedigo - Events Manager

BOARD OF DIRECTORS

Matt G. Garten - Alleghany County
Bradley E. Grose - Town of Vinton
Sherman P. Lea - City of Roanoke
Paul Mahoney - Roanoke County
Dr. Richard Bailey DVM - Botetourt County
Thomas H. Sibold, Jr. - City of Covington
Ronnie Thompson - Franklin County
Renée Turk - City of Salem
Dr. Dana Hinton - Hollins University
Dr. David Johns - Ferrum College
Dr. Lee Learman - Virginia Tech Carilion School of Medicine
Michael C. Maxey - Roanoke College
Dr. Robert Sandel - Virginia Western Community College
Dr. Timonhy Sands - Virginia Tech
Ken McFadyen - Botetourt County
Beth Bell - Salem-Roanoke County Chamber of Commerce
Angie Chewning - Vinton Chamber of Commerce
Teresa Hammond - Alleghany Highlands Chamber of Commerce
Khari Ryder - Botetourt County Chamber of Commerce
Joyce Waugh - Roanoke Regional Chamber of Commerce



We need the support
from partners like
you, for the Roanoke
Region to thrive!





OFFICE CONTACT

111 Franklin Plaza

Suite 333

Roanoke, VA 24011

540 343-1550

info@roanoke.org