





**Lead.**

**Engage.**

**Attract.**

**Promote.**

**Nourish  
/Grow.**

**Connect.**

**Celebrate.**



# Inspire\*

Greater Richmond Partnership, Inc.

# Lead.

Let's be honest. It's been a difficult year. Market instability has forced many businesses to face tough choices. It's the challenging times that build character. The Partnership adapted — but not beyond our core programs — to face these challenges head on. The storm clouds are breaking and the forecast is promising.

# Letter to Investors

Lead. Engage. Attract. Promote. Nourish. Grow. Connect. Celebrate. Inspire.

These nine words describe the focus of the Greater Richmond Partnership, Inc.'s work and our vision for moving forward. Most would not describe this economy as “inspiring.” However, we used this challenge as an opportunity to re-evaluate strategies for business attraction, retention, expansion, workforce and small business. Using a positive attitude, innovation, teamwork, and tenacity, the Partnership enhanced and developed new tools and a revised strategic plan that better aligns with the region's economic reality.

As the lead economic development group for the region, the Partnership responded with a 90-day action plan, “Response to Changing Economic Times in the Richmond Region.” Engaging and consulting with our four local partners and area allies, the action plan inspired new ideas and provided adjustments. As a result, the 2009-2014 strategic plan was revised to address the economic changes, focus the core programs, modify industry target markets, and incorporate our new workforce tool, RichmondJobNet.com.

All the while, the Partnership's team continued to push forward, creating and enhancing tools that support and promote our programs. This included redesigning the grpva.com website, creating and updating publications, engaging in social media, and employing advertising and public relations strategies.

Prospect activity remained strong, particularly from international businesses. We welcomed a total of 14 businesses to the Richmond region adding 1,225 jobs with an

investment of \$101 million, including Sabra Dipping Company, Elephant Auto Insurance (Admiral Americas), and ept automotive.

Business First Greater Richmond continued to nourish existing businesses, connecting them with resources and addressing issues. The team interviewed 594 businesses, assisted with the creation of 525 new jobs and the retention of 1,138 jobs. These assisted companies invested more than \$41 million in the region's economy this year. Future opportunities were discovered with 168 businesses pledging to create 1,679 new jobs and 110 expanding businesses with new investment potential of \$88 million.

RichmondJobNet.com was the Partnership's response to the sudden high volume of quality, unemployed workers. The site offers job search tools, career event information, links to more than two dozen area online job boards, and online social networking to quickly connect job seekers with employment opportunities in the region. Workforce is a key variable considered by our clients and we are

committed to working to keep this talent in the region.

The Greater Richmond Partnership is celebrating its 15th year as an organization. Since 1994, we have assisted 384 businesses with locations and expansions. Those businesses have created \$6.9 billion of capital investment for the region.

This is not work done alone. Teamwork is one of the main components of successful economic development, along with innovation, a can-do spirit and most vitally, the generous financial support from our investors.

Despite this extraordinarily difficult economic time, we were able to raise 74 percent of the 2009-2014 capital campaign goal and will continue our fundraising work in 2010. We are tremendously grateful to our investors and appreciative of those who have committed to support the Partnership as we move to continue to lead, engage, attract, promote, nourish, grow, connect, celebrate, and inspire our region for economic success.



Gregory H. Wingfield, President and CEO



David A. Kaechele, Chairman 2008-2009



# The Partnership's Score Card

Since its founding, the Partnership has had specific economic development goals for each five-year period.

For 2004-2009, these goals included:

- Attracting 25 new foreign firms;
- Assisting 125 new and expanding firms;
- Creating 10,000 jobs;
- Attracting \$1.5 billion in investment;
- Placing 50 positive media messages outside the region.

During the 2004-2009 time period, the Partnership exceeded the goals for media messages (164 percent of goal) and new investment (130 percent of goal) and met the goal of attracting 25 new internationally owned firms to the region. The Partnership achieved 68 percent of the goal for the number of companies assisted and 69 percent of the goal for new jobs created.

The Greater Richmond Chamber's Small Business Development Center exceeded all but one of their goals for counseling, training and assisting the area's small businesses. The Partnership helps to fund the Center's programs.

## GOALS AND RESULTS JULY 1, 2004 - JUNE 30, 2009

Five-Year Goals	Achieved 2004-2009	Pct of Goals Achieved
<b>Greater Richmond Partnership</b>		
10,000 new primary jobs	6,904	69%
New Business Attraction	6,132	
Business Retention	772	
<b>\$1.5 billion capital investment</b>		
New Business Attraction	\$1,874,212,595	130%
Business Retention	\$74,292,232	
25 new internationally owned firms	25	100%
125 total assisted companies*	85	68%
50 media messages	82	164%
<b>Greater Richmond Chamber</b>		
500 existing companies provided with expansion assistance	629	126%
Counsel 2,500 small businesses	2,819	113%
Training for 12,000 business owners	16,393	137%
Information for 33,000 business owners	46,619	141%
1. Retain 1,500 jobs**	2,210	147%
2. Create 1,250 jobs**	1,195	96%

\*A company may be counted more than once if it has multiple projects in several localities. New foreign companies are included.

\*\*Data collected from semi-annual surveys covering Jan-June and Jul-Dec.

GRC Training and Information goals were increased for the final two years of the period.

## Accolades

**The sixth-best place in the nation to start over** in a study by Manpower reported in *BusinessWeek*, June 9, 2009.

**One of the 20 best cities of its size for young professionals to live and work**, by Next Generation Consulting, June 10, 2009.

**One of the nation's 40 best places for business and careers** among the 200 largest metro areas by *Forbes*, March 19, 2009.

**North America's 9th best small city and 4th best in foreign direct investment strategy** in *Foreign Direct Investment (fDi)* magazine's North American Cities of the Future 2009/10, April/May 2009.

**A top 10 city for finding a job** in 2009 in a study by Ajilon Professional Staffing reported in *Forbes.com*, January 5, 2009.

**The fifth best metro center for business**, rated by Dow Jones Market-Watch, December 2, 2008.

**The ninth best city for women**, in *WomenCo.com*, November 1, 2008.





The Partnership's Board of Directors, seated, left to right: Cecil "Rhu" Harris, Robert R. Setliff, Katherine M. Whitney, Gail L. Letts, Lillie B. Stratton, Valerie Derricott and Stephen E. Baril. Standing, left to right: Robert S. Ukrop, Kim Scheeler, John R. "Jack" Nelson, Gregory H. Wingfield, David A. Kaechele, Virgil R. Hazelett and James L. "Jay" Stegmaier.

## Board of Directors 2008-2009

### Officers

David A. Kaechele, Chair  
 Gregory H. Wingfield, President & CEO  
 William G. Broaddus, General Counsel

Gail L. Letts, Vice Chair  
 Valerie M. Derricott, Corporate Secretary  
 Stephen E. Baril, Esq., General Counsel

### Mission

To help grow the Greater Richmond economy through the attraction of high quality jobs and new capital investment, the retention of existing businesses, and the continued improvement of the region's business climate.

### Board of Directors

Daniel A. Gecker  
 Member, Board of Supervisors  
 Chesterfield County

Kathy Graziano  
 President  
 Richmond City Council

David A. Kaechele  
 Member, Board of Supervisors  
 Henrico County

Gail L. Letts  
 Central Va. Region President & CEO  
 SunTrust Bank

John R. "Jack" Nelson  
 Executive Vice President & CTO  
 Altria Group, Inc.

Robert R. Setliff  
 Member, Board of Supervisors  
 Hanover County

Robert S. Ukrop  
 President and CEO  
 Ukrop's Super Markets, Inc.

Katherine M. Whitney  
 Director  
 Warren, Whitney & Sherwood

### Alternates

Katherine E. Busser  
 Executive Vice President  
 Capital One

Cecil "Rhu" Harris  
 Administrator  
 Hanover County

Virgil R. Hazelett  
 County Manager  
 Henrico County

Kim Scheeler  
 President  
 Greater Richmond Chamber

James L. "Jay" Stegmaier  
 County Administrator  
 Chesterfield County

The background of the slide is a faded, orange-tinted photograph of a group of people in a meeting room. They are seated around a large table, and a whiteboard is visible in the background. The overall tone is professional and collaborative.

# Engage.

The Partnership reached out to our investors, stakeholders and community. The fourth capital campaign was launched. A new five-year economic development plan was devised. The region's first photo contest invited residents to share their art with us. In touch? We would say so.



# Refunding Campaign for 2009-2014

Every five years the Partnership sets forth a capital campaign to raise funds to accomplish its mission. The Partnership kicked off its fourth campaign, “Greater Richmond: Globally Focused, Regionally Competitive,” at the 2008 Investor’s Annual Meeting. The campaign set a private sector goal of \$9 million. Matched by the public sector, this supports a five-year economic development budget of \$18 million.

Phase I of the campaign was led by co-chairs Robert S. Ukrop, President and

CEO of Ukrop’s Super Markets, and Gail Letts, President and CEO of Sun-Trust Bank – two Greater Richmond Partnership 2008-2009 board members. Closing in January 2009, Phase I reached 74 percent, or \$6.6 million, of its \$9 million goal. There is still work to be done. Phase II of the campaign will commence in early 2010 to complete the fundraising necessary to fully realize the region’s economic development potential.



## Public Sector Investors

City of Richmond  
Chesterfield County  
Hanover County  
Henrico County

## Private Sector Investors

Alfa Laval, Inc.  
Altria Group, Inc.  
Anthem Blue Cross Blue Shield  
Bank of America  
Baskervill  
BB&T Capital Markets  
BB&T Insurance Services  
BCWH Architects  
Blackwood Development Company, Inc.  
Bon Secours Health Systems, Inc.  
South Division  
Branch Banking & Trust Company (BB&T)  
Brandywine Realty Trust  
The Brink’s Company  
Cantor Arkema, P.C.  
Capital One Financial Corp.  
Capstone Contracting Company  
CapTech Ventures, Inc.  
CCA Industries, Inc.  
Cherry Bekaert & Holland, LLP  
Chmura Economics & Analytics  
Christian & Barton, LLP  
The Collegiate School  
ColonialWebb Contractors  
Columbia Gas of Virginia

Community College Workforce Alliance  
Control Dynamics, Inc.  
Creative  
CRT/tanaka  
CXI, Inc.  
Davenport & Company, Inc.  
Ditch Witch of Virginia  
Dominion  
Dominion Realty Partners, LLC  
E.A. Holsten, Inc.  
Ernst & Young, LLP  
Executive Search Alliance, LLC  
First Capital Bank  
First Market Bank  
Froehling & Robertson, Inc.  
Gresham, Smith and Partners  
Grubb & Ellis/Harrison & Bates  
Gumenick Properties  
Alexander Hamilton, IV  
HCA Virginia Health System  
Hirschler Fleischer  
Hodges Partnership  
W. Barry Hofheimer  
Hourigan Construction Corp.  
Hunton & Williams, LLP  
J. Sargeant Reynolds Community College  
The Jefferson Hotel  
Jewett Automation, Inc.  
Jewett Machine Manufacturing Co., Inc.  
John Tyler Community College  
Joyner Fine Properties  
KBS, Inc.  
Keiter, Stephens, Hurst, Gary & Shreaves

Kjellstrom & Lee, Inc.  
Korman Signs, Inc.  
KPMG, LLP  
Kraft Foods/Nabisco Biscuit  
LeClair Ryan  
Luck Stone Corporation  
Markel Corporation  
The Martin Agency  
McCandlish Holton, PC  
McGuire Woods, LLP  
McKesson Medical-Surgical, Inc.  
Media General, Inc.  
Mitchell Wiggins & Company, LLP  
Morton’s the Steakhouse  
Mutual Assurance Society of Virginia  
MWV (MeadWestvaco)  
NewMarket Corporation  
Owens & Minor, Inc.  
Patient First  
Pollard & Bagby, Inc.  
PricewaterhouseCoopers, LLP  
Provident Bank  
Prudential Slater James River Realtors  
Rainbow Station, Inc.  
Reynolds Development, LLC  
Richmond Association of REALTORS  
The Richmond Times-Dispatch  
Rick Whittington Consulting, LLC  
RSM McGladrey  
Sands Anderson Marks & Miller, PC  
Scott & Stringfellow, Inc.  
Sheetz  
St. Catherine’s School

St. Christopher’s School  
Staffmark  
SunTrust Bank  
SuperValu Eastern Region  
Swedish Match North America, Inc.  
Thalhimer/Cushman & Wakefield  
Thomas Rutherford, Inc.  
Thompson & McMullan  
Titan Group, LLC  
TLA, Inc.  
Troutman Sanders, LLP  
Ukrop’s Super Markets, Inc.  
Universal Leaf Tobacco Company, Inc.  
University of Richmond  
UPS  
UPS Freight  
Verizon Communications  
Village Bank  
Virginia Air Distributors, Inc.  
Virginia Commonwealth University  
Virginia Commonwealth  
University Health System  
Virginia Credit Union, Inc.  
Thomas J. Vozenilek  
W. M. Jordan Company  
Wachovia, a Wells Fargo Company  
Warren Whitney & Sherwood  
Westin Hotels  
Whitlock Group  
Williams Mullen

# Charting the course for the next 5 years

Prior to launching the 2009-2014 capital campaign, “Greater Richmond: Globally Focused, Regionally Competitive,” the Partnership developed its five-year strategic plan for economic development.

Recognizing its role as the lead economic development group for the region, the Partnership developed and implemented a 90-day action plan, “Response to Changing Economic Times in the Richmond Region” on December 2, 2008.

Demonstrating real efforts in collaboration and regionalism, the Partnership consulted and engaged with its four local partners and area allies, including the Greater Richmond Chamber, the Virginia Economic Development Partnership, and the Virginia Department of Business Assistance during the development of the plan.

The 2009-2014 strategic plan was revised to:

- Address the economic changes;

- Focus on the Partnership’s four core programs (business attraction, business retention, workforce, and small business support and entrepreneurship);

- Reflect adjustment to the industry targets;

- Incorporate the addition of the RichmondJobNet workforce tool and goals.

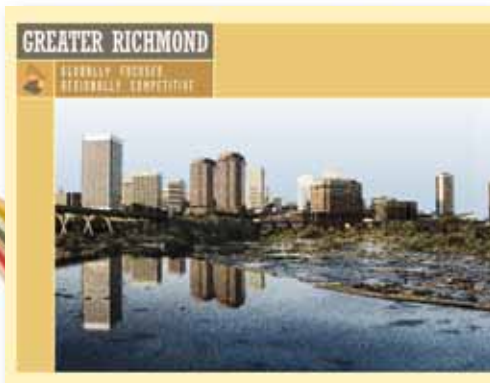
As a result of the update to the strategic plan, the Partnership has developed annual work plans incorporating specific objec-

tives, strategies, tasks, and annualized goals in order to reach the set five-year goals.

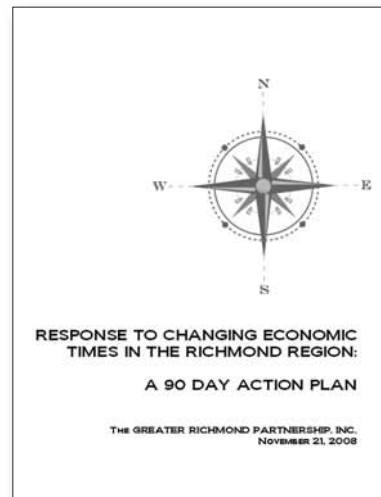
The work plans will be particularly useful as we monitor our progress and report to the board and our constituents on specific Partnership initiatives and how these relate to the budget and overall goals.

The revised five-year strategic plan, “Still globally focused, regionally competitive” can be downloaded at [www.grpva.com](http://www.grpva.com) under Publications.

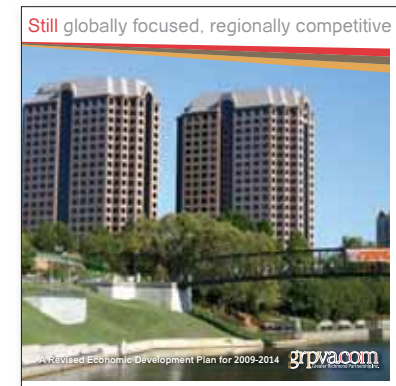
“Greater Richmond: Globally Focused, Regionally Competitive”



“Response to Changing Economic Times in the Richmond Region: A 90-day Action Plan”



“Still globally focused, regionally competitive”



# “My Greater Richmond” photo contest

Our region has residents passionate about photography who enjoy capturing the beauty and unique character of the Greater Richmond area. Realizing an opportunity to connect with the community and acquire new photography to promote the region led to a fun and well-received photo contest.

For six weeks the Partnership and represented localities sponsored the “My Greater Richmond” photo contest. Using Flickr and Facebook to promote the contest, along with other traditional media, the Partnership received more than 1,100 entries. Four photos were selected as winners; one representing each locality.

Several photos have been used in marketing materials designed to promote the Greater Richmond area. Winners of the contest were presented their prizes at an event in October 2008 as well as featured in *WORKMAGAZINE*.



First place from Chesterfield County.  
Photograph taken by Jerry Genda.



First place from Henrico County.  
Photograph taken by Heather Weimer.



First place from Hanover County.  
Photograph taken by Tim Slaven.



First place from the City of Richmond.  
Photograph taken by David Parrish.



# Attract.

Despite the global recession, prospect visits have been steady — particularly from international companies. Fourteen companies announced projects in the Greater Richmond region, bringing more than \$101 million in capital investment to the area. Of those 14 companies, nine are from overseas.



# Business Attraction & Regional Marketing

The Partnership has a 15-year track record of new business attraction with a worldwide focus on several specific industries. Every year has brought impressive announcements. This year is no exception. The following demonstrates the attraction work and results for 2008-2009.

## Sabra Dipping Co.

Sabra Dipping Co., a maker of kosher, vegetarian foods, announced in November 2008 it would locate and build a 110,000-square-foot plant on a 49-acre site in the Ruffin Mill Industrial Park in



Chesterfield County investing \$59 million. With plans to open by mid-2010, the plant is expected to create 260 jobs.

Sabra had been a target for about four years. Contact was made with the company by Chesterfield County while attending food industry trade shows such as the annual Fancy Food Shows in San Francisco and New York. For about a year, the Virginia Economic Development Partnership, Chesterfield economic developers and Partnership team members worked to close this deal.

Sabra is a joint venture between Strauss Group, Israel's second-largest food company, and beverage company PepsiCo. Strauss Group bought a majority stake in 2005, and teamed with PepsiCo in March 2008. Sabra's products include salads, hummus, eggplant dips, baba ganoush spreads and Mediterranean salsa.



Virginia Secretary of Commerce and Trade Pat Gottschalk and officials from Sabra Dipping Company break ground on the firm's processing facility.

The region's strong presence of international food companies was among the deciding factors for Sabra to locate here and continues to be a key factor in attracting other food manufacturers to the area.

"Sabra officials looked at the cost of labor, business taxes, and transportation costs and access, and they also considered the local quality of life and culture," Greg Wingfield said in a *Richmond Times-Dispatch* article.

Ronen Zohar, Sabra CEO, said "We looked in a lot of other places and at the end of the day we understood that the best place for us to take our dream and our vision, to make it true, is here in Chesterfield. We want to be part of the community and we are going to do whatever we need to do to be part of the community in Chesterfield, because this is our vision. And we believe that what we are starting here in the near future will become a much, much, much bigger company."

## Elephant Auto Insurance

Elephant Auto Insurance announced in March its decision to locate a direct-to-consumer auto insurer operations center in the Richmond region. The company plans to employ 200 people by the end of its second year and is leasing 26,000 square feet of office space in Henrico County's Innsbrook area.



Elephant Auto Insurance is a subsidiary of Admiral Group plc, the United Kingdom's third-largest auto insurer. Its customer base includes people who traditionally find it difficult to get affordable insurance.

The Greater Richmond region was selected after a six-month competition with cities including Los Angeles, Atlanta, Dallas, Chicago and Charlotte. Andrew Rose, president and CEO, states, "The Richmond region has a great story to tell: cost-effective real estate, quality labor force, and a welcoming business environment." He continued, "Another differentiating factor among the cities was the Greater Richmond Partnership's service. They streamlined the process for us. We're a cost-efficient business and this free consultative service was invaluable to us."

## MARKETING EVENTS

### Trade and Industry Expos with VEDP & Other Allies

	Contacts
PackExpo	18
Council for Supply Chain Management	26
Mid-Atlantic BIO-MED	55
Electronica	32
7 X 24 Exchange	28
Medica	18
InformEx	32
Anuga Food-Tec	27
BIO 2009 International Convention	28
Hannover Messe	23
Photonics West 2009	18
Achema	17

### Marketing Missions (U.S.)

Illinois Marketing Mission	11
California Marketing Mission	9
S.E. U.S. Consultants	9
Washington, D.C/N. Va.	9

### Special Marketing Missions, Events & Projects (U.S. & Abroad)

U.K. July Marketing Mission	18
Germany and U.K. Marketing Event	14
Profit in America (U.K. and Scandinavia)	95
CoreNet Global Summit	22
Change to Green Conference	12
Southeast U.S./Japan	145
Profit in America (and DMA UK)	130
SEDC Dallas Meet the Consultants	33
Swedish American Entrepreneurial Days	22
Japan Marketing Mission	45
Canada Marketing Mission	15
Report to Top Management (New York)	86
<b>TOTAL NUMBER OF CONTACTS</b>	<b>997</b>

# Announced Projects

**Brazilian Best Granite**, a Brazilian-based company manufacturing granite countertops, opened a new operation in Henrico County in August 2008. Brazilian Best Granite is a subsidiary of Ailec Marmores e Granitos, founded in Fortaleza, Brazil in 1996.

**ept automotive**, a subsidiary of ept GmbH & KG, Peiting, Germany, leased 46,300 square feet of manufacturing space in River's Bend in Chesterfield County in September 2008. The new facility, involving an estimated \$5 million in investment, will produce electrical connectors for the automotive industry. They are expected to create more than 50 jobs during the next three years.

**Southern Design & Mechanical, Inc.** supplies products and consulting services to industrial process industries. Products include pump, seal and valve applications. The office in Chesterfield at Bizworks was established in December 2008 and is an expansion of their Maryland operations.

**ProSeal America, Inc.**, a subsidiary of ProSeal Holdings Limited in Cheshire,

England, is a manufacturer of heat-sealing machinery and tooling. ProSeal is currently the United Kingdom's top, and one of Europe's largest, supplier for all major food producers.

"Several factors played into our decision to locate in Greater Richmond versus other regions, particularly VCU's School of Engineering and the Greater Richmond Partnership's ability to connect us to key resources." The office opened in February 2009 and plans to have a full manufacturing base in Richmond within five years, creating a full range of servicing and engineering jobs.

**T-Mobile USA** fulfilled its need to grow its customer service operations by selecting Henrico County to expand its existing call center. Among deciding factors for location selection were the region's available workforce and real estate to establish the center. Staffing the new call center will require hiring an additional 250 employees.

**Altria Group Inc.**, parent company of Philip Morris USA, acquired UST Inc. of Connecticut, the top manufacturer of moist smokeless tobacco,

for \$10.4 billion in September 2008. The acquisition involved a relocation of several employees to Altria's headquarters in Henrico County.

**Biocontrol**, a company from Nottingham, England, is developing bacteriophages for the treatment of infections. Biocontrol announced in March 2009 it would establish an office and continue its development work at the Virginia Biotechnology Park in downtown Richmond.

**AECOM**, a *Fortune* 500 company, leased office space in Innsbrook in Henrico County. Richmond-based EarthTech was purchased by AECOM in July 2008 growing AECOM's team of architects, contractors, engineers, scientists, and planners. AECOM is a global provider of professional technical and management support services to a broad range of markets, including transportation, facilities, environmental and energy.

**Perfograph**, a Spanish manufacturer of cutting knives for the food packaging industry, established its North American operations for sales, marketing and dis-

tribution in May 2009 at Advantech in Richmond.

**South University** announced in June 2009 the expansion of their school with a campus located in Henrico County. South University will occupy approximately 30,000 square feet in West Broad Village with its first day of class slated for October 5, 2009. The school offers associate's, bachelor's, master's, and doctoral degrees through their Colleges of Arts & Sciences, Business, Health Professions, Nursing, and a School of Pharmacy.

**Bator Industrietore AG**, an industrial door company from Switzerland, announced in June 2009 it would locate its new North American facility in Henrico County. The facility will house its sales operations as well as fabrication of airport hanger specialty doors.

**Octavian**, an innovative and progressive security-led business in Nottingham, England, has selected Henrico to establish its U.S. presence. Octavian anticipates occupying 5,000 square feet and hiring 50 employees.

**TOTAL: 14 companies, 1,225 jobs, \$101,029,000 investment**



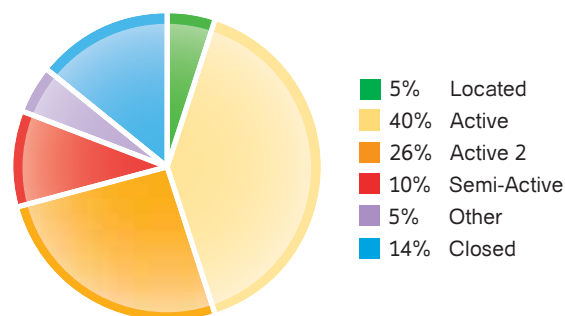
# Prospect Activity

## New Prospects Developed

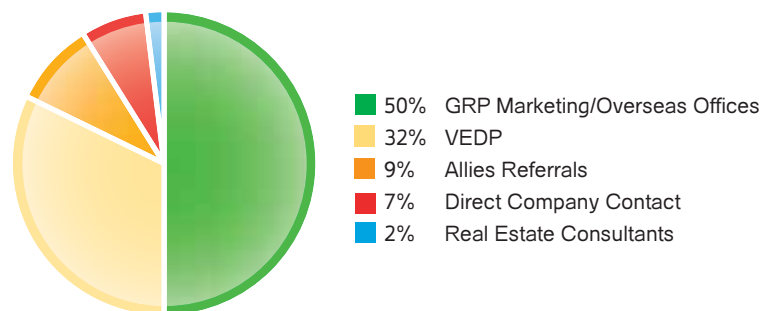
During FY 2008-2009, the Partnership generated a total of 173 new prospects. Of those, 5 percent have located in the Greater Richmond region and 66 percent are still being actively managed by Partnership staff.

Half of the new leads (50 percent) were generated by the Partnership's marketing trips, trade shows, and overseas offices. The Virginia Economic Development Partnership (VEDP) supplied 32 percent of the leads, about 7 percentage points higher than the 15-year running average. It is followed by allies' referrals, direct contact from the company, and real estate consultants.

## PROSPECT STATUS



## SOURCE OF LEADS



Definitions for the Partnership's prospect tracking system:  
 Active: A final decision on the project is expected within 6 months.  
 Active 2: A final decision on the project is expected within 6-12 months.

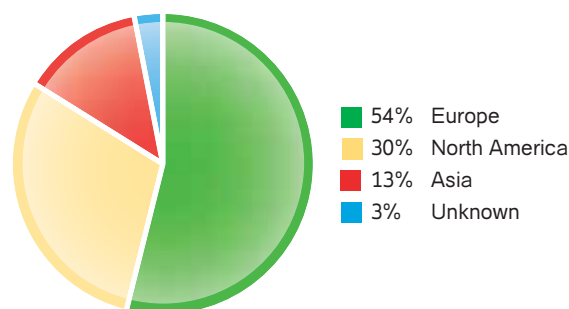
## Total Active Prospect Pool

In addition to new prospects developed during the fiscal year, Partnership staff continued to work with prospects from earlier years. The combined total was 203 prospects of Active and Active 2 status.

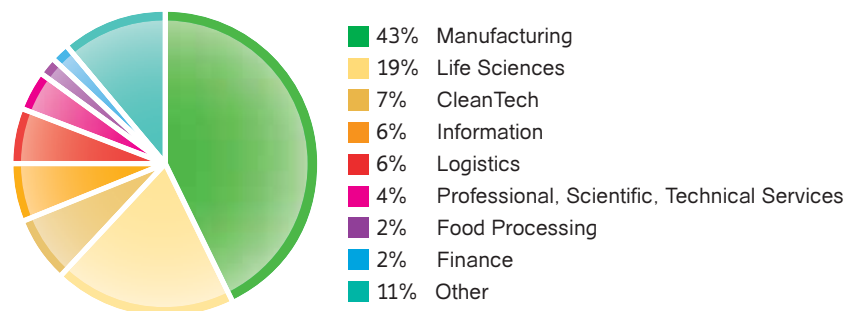
Fifty-four percent of the active leads are of European origin. North American companies represent the second-largest group (30 percent) followed by Asian firms (13 percent).

The majority of active leads were in manufacturing, 43 percent of the total, and life sciences (19 percent). CleanTech, one of the Partnership's newest target industries, accounted for 7 percent of active prospects.

## ORIGIN OF PARENT COMPANY



## INDUSTRY SECTOR



Semi-active: A final decision on the project is expected in 12-36 months.  
 Located: The project located in Greater Richmond.  
 Closed: The project was cancelled or located elsewhere.

# Marketing Missions



## United States

The International Manufacturing Technology Show in Chicago, Illinois, was held in September 2008. Manufacturing industry professionals from the United States and more than 115 countries attend IMTS.



## Canada

Partnership and local representatives traveled to Toronto, Ontario, in June 2009 to meet with Toronto-area businesses interested in expanding into the U.S.



## United States

The Greater Richmond Partnership signed a Memorandum of Understanding with Nottingham City Council in July 2008. The agreement creates a partnership to mutually benefit business relationships between the two regions.



## United Kingdom

In what has become an annual tradition in July, the Partnership and state representatives host prospects at the Wimbledon Championships at the All England Club. In 2008, contacts from Admiral Insurance enjoyed the business luncheon.



## United Kingdom

A Profit in America Convention was held at the Heath Business and Technology Park, Runcorn, England, in November 2008. The “Boundless Creativity” video series was made specifically for the creative and knowledge-based audience at this event.



## United Kingdom

Profit in America seminars were held in March 2009 at the Rolls-Royce Factory of the Future in Sheffield, England.



## Germany & Switzerland

While on a marketing mission, representatives attended Hannover Messe, the world's leading showcase for industrial technology, in April 2009.



## Japan

The Partnership and our local allies participated in marketing seminars in Tokyo and Osaka with the Virginia Economic Development Partnership in May 2009.

# Promote.

Marketing the Greater Richmond region is not difficult. Targeting the proper audience is the key. By the use of traditional media (television, publications, advertising) and new media (web and social media), the Partnership aims to broaden communication with our customers.



# Communications

The Marketing Communications Plan enhanced the strategy for the Partnership's communications tools — print publications, advertising, public relations, and online. The grpva.com website underwent a major redesign creating easier navigation and enhanced functionality encouraging site visitors to explore the region for business opportunities through photos, video testimonials from business and community leaders, data, news and publications.



## Web

### GRPVA.com

#### Visitors

54 visits per day  
15,665 total unique visits for FY  
79 percent are new visitors

#### Traffic sources

19 percent type in grpva.com address  
52 percent originate from search engines  
19 percent link from referring sites

#### Top content

Top information sought includes population, advantages of doing business in Greater Richmond, local industries, quality of life, and regional news.

## Social Media

Social media allows our team members to connect with key audiences more strategically with tools such as LinkedIn, Twitter and Facebook. Social media was first implemented with the “My Greater Richmond” photo contest launch and then fully integrated as a key component of the new RichmondJobNet tool to share resources and job postings with the recently unemployed.

We use social media to promote regional and Partnership news in support of traditional communications such as advertising and press releases. The result was more than 110 media placements, including 19 out of the Richmond market.

## Publications

**Greater Richmond - A Visual Visit** and **Greater Richmond - Day & Night 2008/2009** calendar are newly created print publications showcasing the region using images collected from the photo contest and local organizations. Also new, **Education in Greater Richmond** provides a comprehensive overview of opportunities for preschool through college and continuing education.

Several existing publications have been updated and are used as tools for supporting program objectives and for communicating Partnership activity and regional news.

## Video

Developed for the UK “Profit in America” conference, **Boundless Creativity** is a 16-minute overview of all things arts related including music and film industries, events, and education.

Our **“Speaking of Richmond”** video series offers executive testimonials about working and living in Greater Richmond.

We participated in CBS 6’s **“Businesses Making a Difference”** 12-month sponsorship campaign which aimed at increasing awareness of the Partnership and supporting the refunding campaign. Our sponsorship package included a \$1,000 education grant which was bestowed on Beulah Elementary School in Richmond.

# Nourish/Grow.

It takes care and attention to grow a successful economy. Tending to the needs of existing businesses and planting the entrepreneurial seeds of tomorrow is important. Business First Greater Richmond and the Greater Richmond Chamber's Small Business Development Center work to cultivate success.



# Business Retention and Expansion

We know companies have choices — where to operate, where to grow, where to invest — and we thank area businesses for their commitment to the Richmond region. The Business First Greater Richmond program and its partners work to develop a deeper understanding of those factors critical for business success. Our mission is to connect area businesses to the resources and information they need to grow and thrive in the Richmond region.

This year, 594 businesses representing 36,000 jobs participated in the Business First Greater Richmond program. Partners connected with a wide variety of companies, demonstrating the diversity of economic activity in the Richmond region. In all, 19 different industries were included in this year's interviews. There was also a broad range of firm sizes represented. Overall, the average participating firm had 61 employees, but firm sizes ranged from 1 employee to 3,300.

Business First team members responded to more than 140 specific requests for assistance as a result of these initial meetings. Completed projects during this program year ending June 30, 2009 resulted in the creation of more than 500 new jobs and the retention of more than 1,200 additional jobs. Assisted companies made new capital investments approaching \$50 million.

Despite economic challenges, there is also positive news to share from this year's interviews. Our outreach effort helped to identify 111 expanding businesses and 167 firms with plans to add staff in the coming 12-month period. These growing firms intend to create more than 1,600 new jobs and

## WORKFORCE CHANGE

Industry	New Jobs	Pct Change
Agriculture, Forestry, Fishing and Hunting	2	2.2%
Utilities	8	3.5%
Construction	2	0.1%
Manufacturing	93	2.1%
Wholesale Trade	9	0.3%
Retail Trade	14	0.7%
Transportation & Warehousing	-14	-0.3%
Information	286	20.0%
Finance and Insurance	283	8.9%
Real Estate and Rental and Leasing	0	0.0%
Professional, Scientific, and Technical Services	211	9.8%
Management of Companies and Enterprises	2	3.6%
Administrative and Support and Waste Management and Remediation Services	50	12.7%
Educational Services	36	6.2%
Health Care and Social Assistance	179	2.2%
Arts, Entertainment, and Recreation	4	2.5%
Accommodation and Food Services	65	2.9%
Other Services (except Public Administration)	38	4.8%
Public Administration	2	15.4%
<b>GROSS TOTAL</b>	<b>1270</b>	<b>100%</b>

## BUSINESSFIRST greater richmond

make capital investments in excess of \$88 million.

The Business First program gives businesses a chance to share their experience with a variety of business climate factors. From basic municipal services to the quality of life here in the Richmond region, the charts (next page) show the rankings given by business leaders. Overall, 94 percent of firms had a positive attitude about their Richmond area location.

## Where the Jobs Are

The majority of Richmond area businesses expect no changes in the size of their workforce. However, of the 594 firms surveyed, the outreach team identified 167 businesses, or roughly 30 percent, with plans to increase the size of their workforce in the coming year. The region's workforce partners, including the Virginia Department of Business Assistance and the Community College Workforce Alliance, are working to assess the labor requirement of industry to provide placement assistance and human

## Testimonials

"Coming from Detroit, everything is different down here. The Business First Hanover program helped us a lot, especially during the first year because you have so many things to take care of and you don't know all the laws and regulations. I spoke to my Business First representative from Hanover County and he ended up referring me to the right people. If there was a point person to go to, I knew he would be the resource. Business First helped out a lot."

— Mark Woodworth,  
Woodworth Group

"Business First Chesterfield was very helpful to us as an ombudsman by communicating and helping us get through the government process during our latest expansion project. Since that time they've also been helping us find tenants for the parts of our new Watkins Centre headquarters building that are for lease. Sometimes people don't realize that there are resources out there that they can take advantage of — Business First-Chesterfield is that resource."

— Tom Winfree,  
Village Bank



resource-related services, such as developing job descriptions and profiling positions.

Only 6 percent of respondents anticipated reducing their headcount in the coming year. Team members were able to work with a number of area businesses to avert job loss and/or help transition laid off employees.

The chart (on the preceeding page) shows the anticipated employment change by industry. The largest gains are expected in information technology, professional services, finance, and healthcare. The only net decline for the group is anticipated in

transportation and warehousing for the 23 companies surveyed. Overall, our respondents plan to add more than 1,200 gross jobs to the Richmond region.

The Business First team also works to anticipate a company's real estate requirements and be proactive in its efforts to help firms expand or if needed, relocate their operations within the region. Local economic development officials are able to help companies identify space and help co-ordinate all of the elements of a project, from permitting to information about financing and incentives. Twenty-two per-

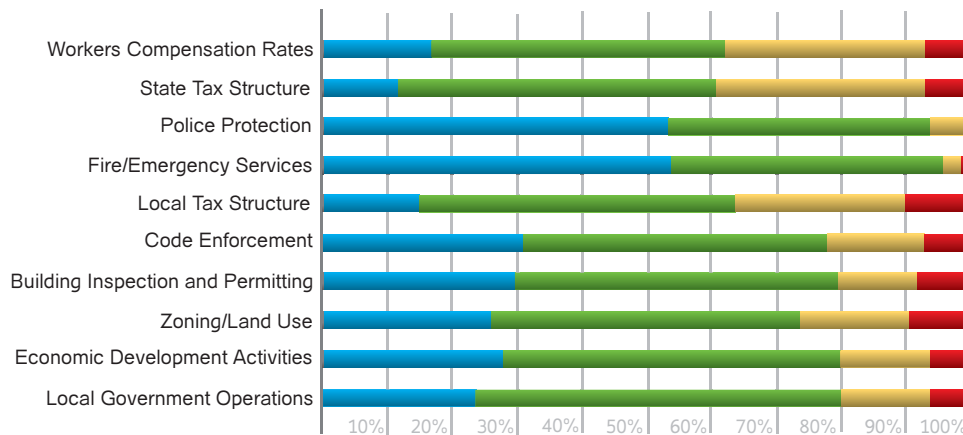
cent of all firms, or 111 businesses, plan to expand in the next 18 months. For those firms with defined requirements, that translates into 700,000 square feet of additional space and \$88 million in new investment.

The Business First program adds value by solving problems, eliminating barriers to business growth, and helping businesses achieve their goals. We are focused on building a dynamic, responsive network to support the needs of existing businesses in the region. In addition to local economic development offices, this network includes

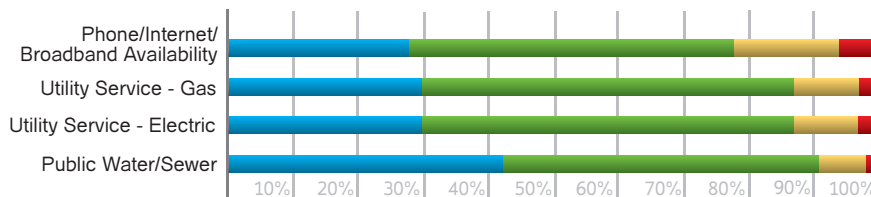
individuals and agencies offering assistance in a variety of areas including finance, international trade, process improvement, business planning, and workforce development.

To view the full report on existing industry, visit the Business First Greater Richmond website at [www.businessfirstrichmond.com](http://www.businessfirstrichmond.com).

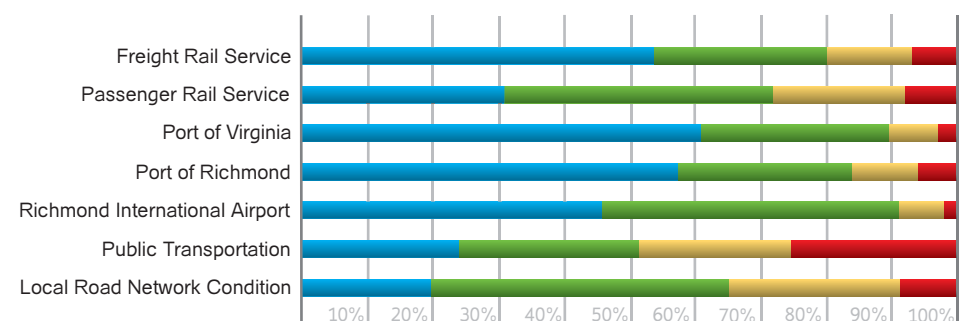
## REGULATORY & MUNICIPAL SERVICES



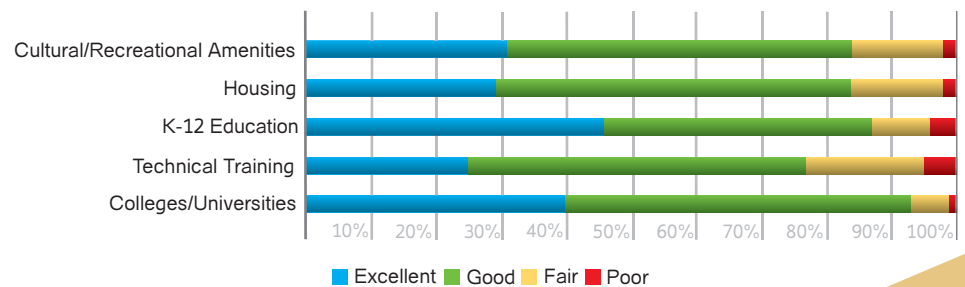
## INFRASTRUCTURE AND UTILITIES



## REGIONAL TRANSPORTATION FACTORS



## REGIONAL QUALITY OF PLACE FACTORS



Excellent Good Fair Poor

# New Business Formation & Support

The Partnership recognizes the important role that small businesses play in creating new jobs and investment and is a long-time supporter of the Greater Richmond Small Business Development Center (GRSBDC)



housed at the Greater Richmond Chamber. GRSBDC provides in-depth quality counseling, education, and information services to the small business community in partnership with local, regional and national resources. Over the past five years GRSBDC has helped 5,000 businesses, held 565 training events with more than 14,893 participants, and provided 15,000 hours of individual counseling.

The GRSBDC added some special initiatives in 2009 to assist small business owners and displaced employees survive the recession and create a brighter future.

They participated in more than a dozen job fairs encouraging more than 5,000 displaced or previously unemployed workers to consider starting or acquiring a business as a new career option. It also included career counseling to help some of these impacted employees to think “outside the box” and explore a broader range

## 2008-2009 REPORT

GRSBDC Role	Achieved	Goal	Pct of Goal
Small business owners counseling	576	500	115%
Small business owners training	3,386	3,000	113%
Small business job retention	475	300	158%
Small business job creation	191	250	77%

of career possibilities.

The center created an on-line web-based small business “Tool Kit” available 24/7 with more than 75 free webinars on various business topics and items of interest.

GRSBDC launched a new series of programs called “Driving Business Success.” The programs were focused on helping small business owners survive and grow with the positive theme “Your glass is half full not half empty.”

The center created the Virginia Franchise Forum, an initiative focused on assisting Central Virginia franchisees and franchisors become more successful. It created roundtable programs for both entities that providing topical guest speakers, networking and roundtable discussions within their groupings.

GRSBDC provided technical assistance to Virginia Department of Transportation Business Opportunities Workforce Development

program for Federal small minority Disadvantaged Business Enterprises (DBE) and Virginia Small Women owned And Minority (SWAM) business enterprises. The program helped 35 local DBE/SWAM businesses become better prepared to develop proposals and win local, state and federal government transportation construction contracts.

Additionally, the Partnership joined forces with the Virginia Department of Business Assistance to offer five Entrepreneur Express programs throughout the region. These programs, focusing on entrepreneurs launching a new venture, were attended by more than 270 individuals.

We also participated in Venture Forum Entrepreneur Fair, sponsored a “Growing Your Sales” event and added downloadable “How to Start a Business” CDs for each locality to the [grpva.com](http://grpva.com) and [RichmondJobNet.com](http://RichmondJobNet.com) websites.

## Interactive assistance

The Richmond area has been a launching pad for new businesses in numerous sectors — from retail to banking to transportation to technology. These tools provide practical resources in business planning (locations, competitors, financing), business operations (structures, start-up requirements, employees and assistance), and creating a business plan.



# Connect.

Sometimes it's not about Plan A — it's successfully executing Plan B. That was the challenge for many area job seekers. Many searching for a new job, new industry, new opportunity. Our clients include new and expanding businesses looking for talented professionals. Our solutions bring these groups together.



# Talent Development & Promotion

The Partnership took a bold step in February when it launched the region's newest resource for job seekers — RichmondJobNet.com. The site was fast tracked for development shortly after the region was devastated by the news of Qimonda's closure in December 2008. That event, combined with the news of Circuit City's demise and LandAmerica's bankruptcy, pushed more than 10,000 Richmond residents into the ranks of the newly unemployed.

While much focus has been placed on attracting talent to the region, leadership recognized the need to develop tools and resources to retain this talent and quickly connect job seekers to employment opportunities. RichmondJobNet is a web-based resource center highlighting job opportunities, links to area networking organizations, a comprehensive career calendar, and resources for entrepreneurs.

A key feature of the site is the Career Concourse, developed by Richmond area company Chmura Economics and Analytics. The Concourse offers job seekers a no cost career assessment which helps them identify alternative occupations or fields. The system then allows users to browse a database of more than 100,000 active job listings in the region.

Since the site's launch, it has been uti-



Job seekers network with company representatives at the Qimonda career event held at Virginia Commonwealth University's Snead Hall.

lized by more than 20,000 visitors. It also engages job seekers through the use of Twitter and Facebook. These social media tools have increased awareness of the site dramatically and driven traffic from outside the Richmond market, introducing Richmond's career scene to a new group of talented professionals in all 50 states and 61 countries around the world.

## Job Fairs and Sponsorships

The Partnership joined forces with Virginia Commonwealth University Schools of Business and Engineering and the Virginia Council on Manufacturing Skills to hold a career open house for more than 500 Qimonda associates. The event was funded in part by the Virginia Community College System and the Community College Workforce Alliance.

The organization supported a number of

workforce related events — including TechNOW I and II (Richmond Technology Council), CBS 6 Laid Off Camp, and various Virginia Career Network events.

The Partnership also supported the Greater Richmond Chamber and the second annual College to Career Fair (C2C) in February. This event gives students from across the Greater Richmond region the opportunity to meet with local employers. C2C 2009 was presented by the Greater Richmond Chamber and HCA Virginia in partnership with University of Richmond, Virginia Commonwealth University, University of Virginia, College of William and Mary, Virginia State University, Virginia Union University, Hampden-Sydney College, John Tyler Community College, J. Sargeant Reynolds Community College, Longwood University, Randolph-Macon College, ECPI as well as the Virginia Foundation for Independent Colleges. Attendees included 1,000 students including interns, graduating seniors and recent graduates from some of the best schools in the country and 70 exhibitors.

All of these activities align with our mission to grow the regional economy. Workforce is a priority issue for existing and new businesses in the region and the Partnership is committed to continuing to pursue ways to train, retain and attract this important asset.



**HEARD ON TWITTER:** EditorDee They helped me find a new job that allowed me to move back to RVA. If you're in the job market, you better be following @RichmondJobNet lauren\_mcd What a great resource, thanks! drewbarrett Thanks! Loving that you exist, by the way. It's tough being a 2008 mass comm graduate, in this economy (cliche). Jessforfun Just so you know... I have been applying for some of these...I just wanted you to know you're very much appreciated! A lot!

1994



William T. Bolling

The Greater Richmond Partnership is formed by the four area localities and the Chamber of Commerce on July 14, 1994.



1995



Phyllis Cothran

Motorola teams with Siemens to build a semiconductor plant in Henrico.  
The Pittson Company announces their headquarters move to the area.

1996



Harry G. Daniel

Hewlett-Packard chooses Greater Richmond for their laser printer assembly plant.  
K-Line moves their headquarters from New Jersey to the region.

1997



Frank B. Bradley III

Capital One announces the addition of a customer service center, totalling 600 jobs.  
CarMax chooses the area for its corporate headquarters.

# Celebrate.

15 years. \$6.9 billion in capital investment.  
384 assisted new and expanded companies.



2009



David A. Kaechele

Sabra Dipping Co. begins construction on a facility in Chesterfield County.  
Elephant Auto Insurance establishes a U.S. headquarters in Henrico County.  
T-Mobile announces expansion plans for their customer service facility.

2008



John R. "Jack" Nelson

Mother Parkers Tea & Coffee announces plans for a facility in Hanover.  
Aspen Products opens an East Coast plant in Richmond.  
Mazda invests in a motor rebuilding plant in Chesterfield County.

2007



G. Manoli Loupassi

Biagi Bros. opens a logistics center in Henrico County.  
Bass Pro Shops announces plans to open a superstore in Hanover.  
W.M. Jordan construction services expands.



1998



John A. Conrad

Cavalier Telephone opens a nerve center for their services. Whitehall-Robins Healthcare dedicates its new centralized pharmaceutical research center.

1999



Robert J. Grey, Jr.

Creative Memories announces a manufacturing and distribution center. Alfa Laval selects Greater Richmond for a shared services center.

2000



David A. Kaechele

Capital One breaks ground on their new 318-acre campus in West Creek. Maruchan, Infineon and Cavalier announce expansions in their respective businesses.

2001



James C. Cherry

Boehringer Ingelheim invests in a new research center. DuPont starts on a \$50 million expansion of its Kevlar plant.

2002

On July 14, 1994, the Greater Richmond Partnership, Inc. was founded. Led by the Greater Richmond Chamber, business united with government in what was one of North America's first public-private regional economic development initiatives. Launched as one of the best per capita funded organizations in the nation, the Partnership has become a pioneer for multi-jurisdictional cooperation. In total, the Greater Richmond Partnership has assisted 384 companies that have invested \$6.9 billion

in the area. The value of the Partnership per \$1 of public-private investment spent is \$164.

This kind of development has lifted every segment of the region's economy, providing business opportunities for firms large and small, new and established. Community development, quality of life and the arts have all benefited, along with the quality of jobs and employment opportunities.

Only three years after the Partnership's formation, Greater Richmond was named as one of the nation's

Top 10 "Most Improved" communities in *Fortune* magazine's annual "Best Cities for Business" survey. Greater Richmond has received more than 50 accolades from the media in the last five years. The region has tremendous strengths and assets that open doors in the global marketplace.

The Greater Richmond Partnership's 2009-2014 cycle uses an aggressive strategic plan that is "Still globally focused, regionally competitive" to ensure the continued growth and success of our region.

2006



Marjorie M. Connelly

MeadWestvaco announces its move to Greater Richmond. mut GmbH establishes its U.S. headquarters in the region. Northrop Grumman builds a facility in Chesterfield County.

2005



Arthur S. Warren

Philip Morris USA begins work on its research and technology center. Merit Medical Systems establishes an East Coast logistics center. Wyeth plans \$40 million in upgrades to its research center.

2004



Robert S. Ukrop

Wachovia Securities chooses Greater Richmond as their headquarters. Two upscale shopping centers in Richmond and Henrico County open.

2003



Jackson T. Ward

Philip Morris USA announces plans to move its headquarters from New York City. Mitsubishi Gas Chemical invests in a state-of-the-art facility in Chesterfield.

2002



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