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Greater Richmond Partnership, Inc.

Annual Report 2009/10

O U R M I S S I O N :

To help grow the Greater Richmond economy  
of high quality jobs and new capital in  
businesses, and the continued improv

To Our Investors  
& Stakeholders  
page 2

Business Attraction & Regional Marketing  
page 6

Business Retention & Expansion  
page 12

Talent Development  
& Promotion  
page 16



onomy through the attraction  
vestment, the retention of existing  
ement of the region's business climate.

**Marketing  
Communications**  
page 18



**New Business Formation  
& Small Business Support**  
page 20



**Year End Results**  
page 22





# To Our Investors & Stakeholders

It is essential for the Greater Richmond Partnership, Inc. to continue to communicate the value of our organization as well as the impact of our efforts on the region's economy.

Like the crystals adorning this report, the Greater Richmond Partnership provides value to the region, transparency to our investors, and a multifaceted approach to regional economic development. These principles have helped us move forward with our strategies while experiencing one of the most difficult recessions in recent history.

The economy has seen some improvements, though we remain in a period unprecedented over the last four decades. This challenged our efforts to make advancement toward the goals set forth in our five-year strategic plan, *Still globally focused, regionally competitive*; however, significant progress was made in each of the Partnership's core programs.

The programs outlined in our strategic plan provide the Partnership with a road map to success. Based on our programs for FY2010, the Partnership's efforts generated a total of \$456.3 million in new capital investment and 1,225 direct jobs in the region.

The Business Attraction & Regional Marketing program assisted 11 new and expanding companies that plan to create 725 new jobs and invest \$309 million, which exceeds the investment goal by 3 percent.

Targeted networking and marketing missions domestically and internationally connected us with 47 new prospects, bringing our total to 302. Prospects identified by these efforts are being scheduled for visits to the region in upcoming months.

Over the fiscal year, 14 positive media messages about the region were placed through ads and articles which exceeds our goal by 40 percent. Several accolades keep Greater Richmond in a positive spotlight, such as Forbes.com ranking Virginia the No. 1 state for doing business for the fourth year in a row, as well as ranking Greater Richmond one of the nation's 50 best places for business and careers. These accolades greatly help the credibility of our pro-business message.



Business First Greater Richmond, our Business Retention & Expansion program, conducted 533 interviews with Greater Richmond businesses, which exceeded the goal by 7 percent. Business First team members responded to more than 90 specific requests for assistance as a result of initial meetings. Completed projects resulted in the creation of 258 new jobs and helped retain nearly 500 positions. Participating companies made new capital investments of \$137 million, which exceeds our goal by 174 percent.

The Partnership's Talent Development & Promotion program tool, RichmondJobNet, continued to reach its target audience of jobseekers allowing us to connect with the region's talent in unique ways. Growth on Twitter exceeded the annual goal by 15 percent with 1,380 followers. Site registrations and visits also grew at a steady pace, more than 40,400 and 920 respectively.

Our board of directors also set goals for itself: to complete a benchmark study of the Partnership's four core programs, and to address the financial shortfall of the fundraising campaign.

A benchmark study of the Partnership was conducted by a Virginia Commonwealth University research team and was funded by an in-kind grant from VCU. The report gave the Partnership high marks and also provides the basis

for recommendations to enhance economic development practice in the Greater Richmond area. The board continues to evaluate and prioritize the recommendations.

In order to increase the amount of private sector funds to make the equal match of public monies required by our bylaws, board leadership created a Private Sector Finance Committee to recommend a strategy to increase private funding. The hope is to begin private sector fundraising in earnest at the beginning of 2011.

As always, we are tremendously grateful for the support we receive from our investors and are pleased to demonstrate the value of our relationship. The Partnership's results rely on the teamwork and funding we receive from our investors. For every dollar spent on the Partnership's economic development efforts, \$164 is returned to the region in the form of capital investment. This publication aims to describe the economic impact your investment has on the Greater Richmond economy. We cherish the relationships with our partners and seek to grow the bond with the business community in order to gain stronger support for the essential economic development work of the Greater Richmond Partnership.

Sincerely,

Gregory H. Wingfield, President and CEO



Gail L. Letts, Chairperson 2009-2010



Back row (from left), Kim Scheeler, Virgil R. Hazelett, James B. Donati, Daniel A. Gecker, Gregory H. Wingfield, Douglas Roth, James L. "Jay" Stegmaier and Cecil "Rhu" Harris. Front row (from left) Robert T. Setliff, Valerie M. Derricott, Gail L. Letts, Kathy Graziano and Byron C. Marshall. Not pictured are William G. Broaddus, Katherine E. Busser, William A. Casey, and Dr. Gary L. Rhodes.

## Board of Directors 2009-2010

### Officers

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 Robert R. Setliff, Vice Chair  
 Gregory H. Wingfield, President & CEO

Valerie M. Derricott, Corporate Secretary  
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 Sr. Vice President  
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Kathy Graziano  
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 Hanover County

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 Member, Board of Supervisors  
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*One elected official from each of the four localities serves on the Board of Directors. The Greater Richmond Chamber selects four members to serve for the public sector. The chief administrative officer of each member locality serves as an alternate to the Board and may vote when their chief elected official is not present. The president and chair of the Chamber serve as alternates for the private sector and may vote when a private sector representative is not present.*

### Alternates

Dr. Gary L. Rhodes  
 President  
 J. Sargeant Reynolds Community College

Virgil R. Hazelett  
 County Manager  
 Henrico County

Kim Scheeler  
 President  
 Greater Richmond Chamber

James L. "Jay" Stegmaier  
 County Administrator  
 Chesterfield County

Cecil "Rhu" Harris  
 Administrator  
 Hanover County

Byron C. Marshall  
 Chief Administrative Officer  
 City of Richmond

# VCU study compliments work, suggests 'regional reset'

At the request of the board of directors, the Partnership commissioned a study to review its performance on several key indicators. The purpose was to ensure that the Partnership remains on the cutting edge of economic development practice and to identify those areas that could be improved upon. The study was funded by an in-kind grant from Virginia Commonwealth University and was conducted by a VCU Master of Urban & Regional Planning Program research team.

Parts I, II and III of the study provide analysis of the Partnership's current practices, a detailed analysis of how it performed in a Charlotte Regional Part-

nership peer-to-peer benchmarking study, and best-practice case studies from 15 different organizations which were judged to have cutting-edge practices in one or more of the Partnership's core programs. Part IV of the report provides a series of recommendations from the VCU team stemming from the research.

Overall, the study concluded that the Partnership was highly successful in its major program areas, but several recommendations were made based on the

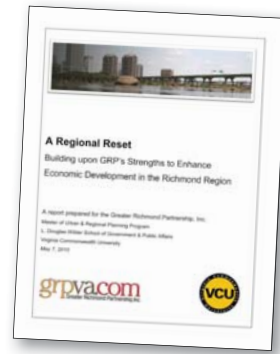
region's economic development system as a whole. The study's specific recommenda-

tions included enhancing the Partnership's leadership role in the development of the economic base, strengthening existing connections with other regional organizations, developing a comprehensive cluster-based targeting strategy to guide and link the region's various economic development programs, and making changes to the Partnership's fundraising strategy in order to more fully engage

private sector investors.

The full study was shared with Partnership investors and the public to gather feedback from interested parties by Sept. 3, 2010. Moving forward, the board of directors and staff will review the feedback and address the recommendations to determine the best implementation methods for those deemed priorities. This process will ensure that the Partnership continues to provide first-class economic development services to the Greater Richmond region.

The full study is available for download on the Greater Richmond Partnership's website at [http://www.grpva.com/publications/Studies/Regional\\_Reset.pdf](http://www.grpva.com/publications/Studies/Regional_Reset.pdf).



## FY2010 Accolades

**Virginia is ranked as America's top state for business** by Forbes.com for four consecutive years (2009, 2008, 2007 and 2006) and by CNBC.com twice (2009 and 2007).

**Virginia is ranked second best state in the nation to do business**, according to a survey by CNBC.com, July 13, 2010.

**Virginia is ranked first among top 10 pro-business states** by Pollina Corporate Real Estate for two consecutive years (2010 and 2009).

**Hanover County is ranked as the nation's 10th Best Place to Get Ahead**, based on employment and income growth, by Forbes.com, Feb. 2, 2010.

**Glen Allen and Mechanicsville are among the nation's 100 Best Places to Live** in *Money* magazine, August 2009 and CNNMoney.com.

**Greater Richmond is:**

**Ranked 12th on a ForbesWoman list of America's Top 50 U.S. cities for working mothers**, Forbes.com, July 26, 2010.

**Ranked 25th among Best Cities for New College Grads** by Businessweek.com, July 16, 2010.

**America's healthiest city and one of the best cities for families**, in Parenting.com, June 18, 2010.

**One of the nation's 50 best places for business and careers** by Forbes.com, April 14, 2010.

**The nation's 12th healthiest housing market for 2010** on Builderonline.com, Feb. 25, 2010.

**Ranked ninth lowest among 50 cities for the cost of operating a corporate headquarters**, according to the Boyd Company, Inc., Nov. 30, 2009.

**The 14th best metro center for business**, rated by Dow Jones MarketWatch.com, Dec. 16, 2009.

**Ranked 65th among the nation's 100 Best Bang-For-The-Buck Cities** by Forbes.com, Nov. 30, 2009.

**One of America's 50 fastest-recovering cities** by Forbes.com, Nov. 19, 2009.

**The second-most charitable city in America**, according to *Men's Health* magazine, Dec. 2009.

**One of the nation's seven top cities for trail runners** in the Oct. 2009 issue of *Trail Runner* magazine.

# Business Attraction & Regional Marketing

As a drifting economy continued to produce national and global stress, Greater Richmond experienced positive signs of economic growth and investment. Eleven companies directly assisted by the Partnership announced projects and capital investment totaling \$308.8 million. New jobs resulting from these business commitments to the region totaled 725.



Some of the new corporate investment in the past fiscal year can be viewed as 'dividends' from previous location decisions. These second and third phases of the projects in the region add jobs and tax base that strengthen the economy. In most cases, the investments were competitive and could have gone out of the region without the continued support and involvement of state, regional, and local economic development programs. The following highlight some of the successes during 2009-2010.

### Recent Successes

**Hill PHOENIX**, a designer and manufacturer of refrigerated display merchandisers for commercial applications, announced in November 2009 its expansion in Chesterfield County with the leasing of 317,319 square feet. Constraints at the company's original building necessitated the search for additional space. The company now has two locations in the County.

"We looked at several locations in the neighboring areas before choosing the Battery Brooke Parkway site. Clearly, staying within Chesterfield County was a plus as we have developed a very good working relationship with the County over the years, and they treat us right," said Tom Marcy, Vice President and General Manager for the Hill PHOENIX Case Division.

Total investment including tenant upfit and new machinery and tools is anticipated to be more than \$9.3 million. The company expects to add as many as 50 new jobs as the project develops.

The Partnership's history with Hill PHOENIX goes back to the mid-1990s when the company was considering relocating from Trenton, N.J. An executive's

Program Goals	Five-Year Goal	Annual Goal	FY2010	% of Goal
<b>Total Assisted Companies</b>	125	25	11	44%
New Foreign Located Co.	25	5	1	20%
All Other New and Expanding Companies	100	20	10	50%
<b>New Jobs</b>	8,500	1,700	725	43%
<b>Capital Investment (million)</b>	\$1,500	\$300	\$308.8	103%
<b>Inbound Prospect Visits</b>	350	70	47	67%
<b>Place 50 Positive Media Messages</b>	50	10	14	140%

family ties with Chesterfield County helped put the region in contention for the project. The newly formed Greater Richmond Partnership helped orchestrate the site selection and business analysis of the region, which resulted in the successful siting of the facility in Chesterfield. Hill PHOENIX represents the ideal candidate from an economic development perspective as it is an advanced manufacturing operation that has steadily grown over the last 16 years. This is the fourth expansion for the company.



In December 2009, **Hanover Foils LLC** (above), a new manufacturer of flexible packaging products, opened a \$4 million, 80,000-square-foot facility in Ashland that will employ 80 people. The company was started by several former employees of

Reynolds Metals and supplies customers in industries ranging from confectionery products to solar panels.

Company president Howard Hager told the *Richmond Times-Dispatch*, "We saw a way to use our extensive knowledge base of employees, who have anywhere from 15 to 40 or more years of experience, to provide quality products and service at the highest levels." He said, "Our smaller operation also allows us to focus on the needs of our customers and to pay attention to detail, which is something that is much more difficult to do in a larger organization."




**MWV** (MeadWestvaco) announced in May 2010 its plans to relocate its Center for Packaging Innovation (CPI) from Raleigh, N.C., to Richmond, Va. The move relocates 128 jobs to Richmond with an estimated investment in the new CPI facilities of \$10 million.

"By bringing our innovation experts together with our teams in Richmond,

we will improve the real-time interaction and collaboration on which our business thrives. The move will also allow us to take full advantage of our world class headquarters," said John A. Luke, Jr., chairman and chief executive officer of MWV. "Virginia's pro-business environment makes it a great place for the central hub of our global organization. We appreciate the support Gov. Bob McDonnell and Mayor Dwight Jones have provided to MeadWestvaco as we continue to grow and strengthen our presence in the Commonwealth."

The Partnership played a pivotal role in the original relocation of MWV's corporate headquarters from Stamford, Conn., in 2006. When the opportunity arose for the company to relocate the CPI unit to Richmond, the same factors and community resources were well known and still in place to help make this an easy decision. The Partnership was involved in early stage consultations with MWV and provided relocation services to employees who elected to transfer to Richmond.

In June 2010, **SNL Financial**, an information publishing firm headquartered in Charlottesville, Va., opened a new office in Henrico County to accommodate its growing Richmond-based workforce.

Tom Corbitt, SNL Financial's Chief Administrative Officer, said, "Richmond has been a great hiring pipeline for SNL over the years. In the past 12-18 months,  we've pulled nearly 40 percent of our Charlottesville-based new hires from the Richmond market. It's a key talent pipeline for us that will help sustain our continued double digit revenue growth in the foreseeable future."

Continued on next page

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SNL Financial was named one of the fastest growing companies in the United States by *Inc.* Magazine for two years in a row.

The Partnership was approached about this possible relocation by a business and real estate consultant whose relationship with the Partnership stretches back 15 years. Local resources and available services were coordinated and focused on the project by the Partnership and the staff of the Henrico County Economic Development Authority to insure that no impediments or surprises jeopardized this expansion into the Greater Richmond region.

### Announced Projects

**Bank of America** expanded their operations center at Henrico County's Villa Park in December 2009, investing \$150 million



and adding 50 jobs initially with another 75 jobs planned in the future. This consolidation and expansion of existing operations could have occurred in a number of communities where Bank of America had existing operations.

The Partnership provided business intelligence to Henrico County and offered strategic direction on regulatory actions, tax treatment, and other incentives that made the Greater Richmond opportunity competitive.

**Dereiter International**, an exporter of auto parts and Greater Richmond's first Russian firm, located in the City of Richmond in August 2009, investing \$250,000.

**GAI Consultants**, a Florida-based architectural, engineering, and environmental

### Marketing Events

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

Contacts	
Natural Products Expo East	16
Biotechnica	24
AAPEX/SEMA	18
Mid- Atlantic BIO	60
Productronica	26
Private Label Manufacturers	32
Analytica	25
Hannover Messe	47
Wind Power Conference	14

#### Marketing Missions (U.S)

Upstate NY	10
California	18
Greater Washington	14

consulting firm, contacted the Greater Richmond Partnership in 2006. They were in the early stages of identifying possible expansion locations for their growing firm. In 2009,



the principals contacted the Partnership again stating that because of their favorable view of the region, they were now moving forward. The Partnership assisted with recruiting key employees as the office began staffing activity.

**Kinsale Capital Group**, a Henrico County-based insurance holding company, raised \$80 million in capital and started operations as a specialist in business coverage. Kinsale Insurance Co. provides professional liability, medical malpractice and other specialty commercial insurance. The company employs 43 and expects to grow to 75 to 100 employees.



#### Special Marketing Missions, Events & Projects

Contacts	
UK July Marketing Mission	17
CoreNet Global Summit	38
AAPEX Asia and Europe Reception	46
Va. Alternative Energy Conference	52
Scandinavia/UK Marketing Mission	75
Ontario Investment Seminar	38
UK Spring Marketing Mission	38
Switzerland Investment Seminar	66
Germany/Austria Marketing Mission	7
Israel Marketing Mission	18

**TOTAL NUMBER OF CONTACTS 699**

*\* See photos and recaps of a few of the marketing missions on pages 10-11.*

The Partnership and Henrico County provided regulatory advice and employee recruitment consultation and services as this company made its final location decision.

**Maruchan Virginia Inc.**, the maker of the nation's top selling ramen noodle brand, announced the completion of a fourth production line at their Chesterfield County facility in November 2009. The project is expected to create up to 50 new jobs with a total capital investment of \$16 million.



**Quality Technology Services**, a company based in Georgia, will spend between \$75 million and \$110 million on the former Qimonda plant in Henrico County. They plan to retrofit the 1.36 million-square-foot facility to host data centers and to employ 25 to 45 people.

Quality Technology Services will manage data centers for other companies as well as lease space to businesses for their data centers. The acquisition creates one of the largest data center properties in the nation.

During the early assessment of the property, the Partnership was contacted anonymously by one of the principals of this group who requested information, statistics, and economic projections about the Greater Richmond area. When making a significant investment such as this, the company executives wanted to make sure that the business and government environment was conducive and supportive of a long term relationship.



A consultant acting on behalf of a subsidiary of Alcoa approached the Virginia Economic Development Partnership and indicated that jobs were being considered for consolidation and relocation at several existing Reynolds



**Packaging Group** locations in Virginia and other states. Greater Richmond had two candidate options.

Over the course of 18 months, analysis and negotiations took place amongst management and economic development organizations, including the Greater Richmond Partnership. In the final analysis, the case for Virginia and Henrico County resulted in the saving of existing jobs already in the market and the net new addition of 35 positions at the Henrico County facility.

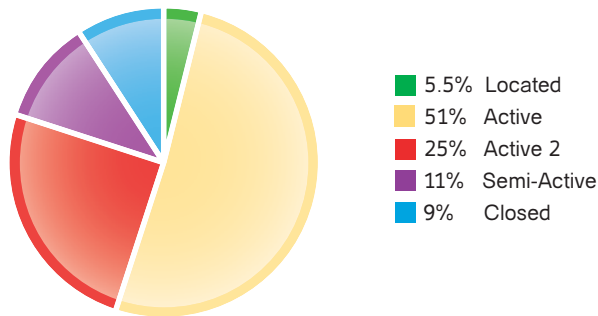
# Prospect Activity

## New Prospects Developed

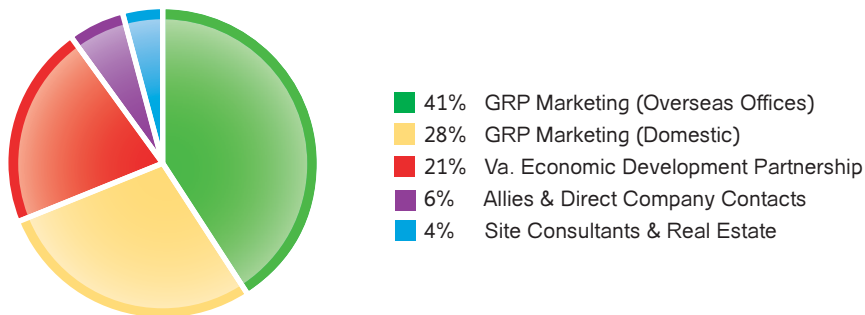
During FY 2010, the Partnership generated a total of 197 new prospects. Of those, 5.5 percent invested in the Greater Richmond region and 76 percent (150 prospects) are still being actively worked by the Partnership staff.

A large majority of the new leads (69 percent) were generated by the Partnership's direct marketing activity, including missions, trade shows and the overseas offices. The Virginia Economic Development Partnership (VEDP) supplied 21 percent of the leads, down from 32 percent in the previous fiscal year. Other sources of prospect leads include referrals from allied economic development organizations, website inquiries, business location consultants, and real estate brokers.

## Prospect Status



## Source of Leads



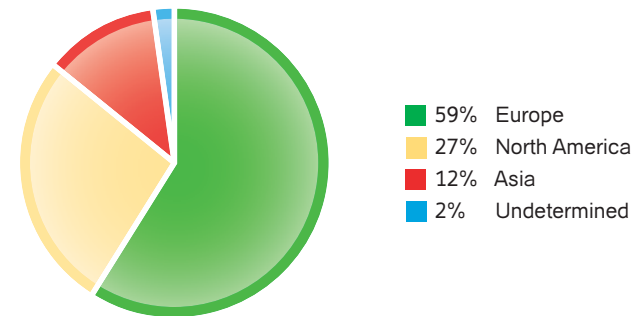
## Total Active Prospect Pool

In addition to new prospects developed during the fiscal year, Partnership staff continued to work with prospects from earlier years. The combined total was a pool of 302 prospects of Active and Active 2 status (please see classification definitions below).

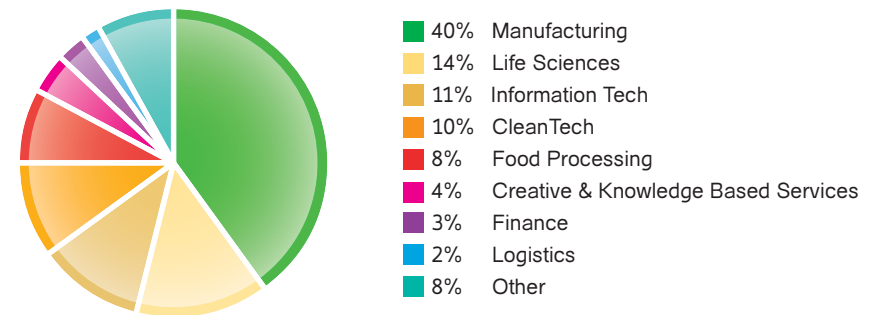
Fifty-nine percent of the active leads are of European origin. North American companies represent the second-largest group (27 percent) followed by Asian firms (12 percent).

The majority of active leads were in manufacturing (40 percent) and life sciences (14 percent). Clean Tech, one of the Partnership's emerging clusters, accounted for 10 percent of active prospects, up from 7 percent in the previous year.

## Origin of Parent Company



## Industry Sector



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.

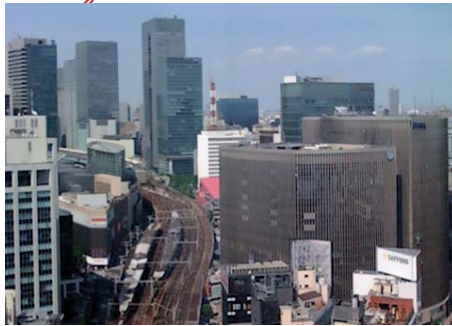
Semi-active: A final decision on the project is expected in 12-36 months.  
 Located: The project located in Greater Richmond.  
 Closed: The project was cancelled or located elsewhere.

# Marketing Missions & Events



## Las Vegas, Nevada

The Partnership and the Virginia Economic Development Partnership cosponsored a reception for attendees of the Aftermarket Automotive Products Exhibition (AAPEX) held in Las Vegas. Both international and U.S. companies were targeted and attended. This was the second year this joint venture was undertaken.



## Tokyo, Japan

The Partnership represented Greater Richmond at the 33rd annual meeting of the Southeast U.S. – Japan Association. Additional meetings with Japanese companies were made before and after the conference.



## Copenhagen, Denmark

An investment seminar focusing on Greater Richmond was sponsored by the Danish America Business Forum in November 2009. A focus on Green, Clean-Tech, and Sustainable products helped generate a number of new prospects for the region.



## Nottingham, United Kingdom

Building on the Memorandum of Understanding between Greater Richmond and Nottingham's Economic Development Council, a second agreement of cooperation and exchange was executed between the Virginia Biotechnology Research Park and Nottingham's BioCity Incubator program.



### Richmond, Virginia

The Partnership and each of its local economic development partners provided quarterly briefings to the professional staff of the Virginia Economic Development Partnership to keep them fully abreast of marketable assets for the region. Each quarter a different local government partner was featured as well.



### Tel-Aviv, Israel

In April 2010, a cooperative marketing mission involving the Virginia Israel Advisory Board, the Virginia Economic Development Partnership, and the Greater Richmond Partnership was undertaken. The catalyst for this effort was the 2010 opening of the new Sabra manufacturing facility in Chesterfield County and the six new Israeli companies operating out of the Virginia Biotechnology Research Park.



### Hanover, Virginia

The Partnership and regional logistic businesses coordinated and cohosted the Greater Richmond Warehousing and Logistics Conference 2010 – Increasing Profitability in a Challenging Economy. It was attended by more than 100 professionals, connecting regional businesses and strengthening the network within the logistics community.



### Zurich, Switzerland

The Partnership marketing team presented a major business attraction program in Zurich in March 2010. The key note speaker was Ambassador Don Beyer, former Lt. Governor of Virginia. Over 65 interested business executives attended the presentations and concluding reception.

# Business Retention & Expansion

Our local businesses are the backbone that supports economic and job growth in the Richmond region. In fact, most economists agree that the vast majority of job growth and local investment comes from existing businesses.

**BUSINESSFIRST**   
greater richmond

Greater Richmond's existing businesses are vital to the health of our local economy. The Partnership's business retention and expansion program, Business First Greater Richmond, and integral partners work to support these companies through a proactive outreach effort. The program mission is to connect area businesses to the resources and information they need to grow and thrive in the Richmond region.

## The Process

Business First Greater Richmond uses a face-to-face interview process that is structured to help the program team develop a deeper understanding of each individual firm's needs or challenges. The team is then able to respond in a customized way to each program participant.

When issues are identified, we work with a network of partners to provide a variety of support in areas such as local government services, finance, workforce development, international trade and business planning or other support services. The Business First program adds value by solving problems, eliminating barriers to business growth, and helping businesses achieve their goals.

The data collected from these interviews is shared on the next page, and in depth in the *Business First Greater Richmond Annual Report 2009/10*, available online.

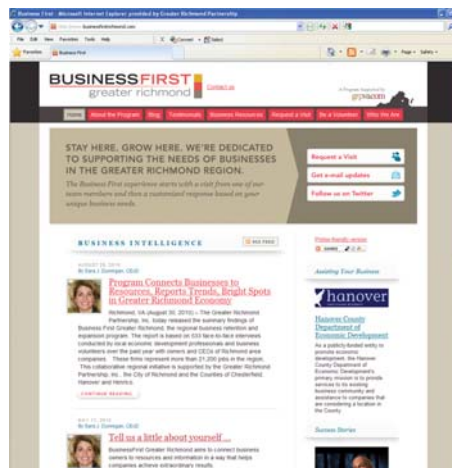
## Outreach and Impact

- 533 companies interviewed
- 21,242 existing jobs represented
- 258 new jobs created
- 497 existing jobs retained
- \$137 million in new private investment

Program Goals	Five-Year Goal	Annual Goal	FY2010	% of Goal
<b>Company Interviews</b>	2,500	500	533	106%
Survey Completion Rate	60%	60%	55%	92%
<b>Assisted Companies/ Closed Referrals</b>	500	100	65	65%
<b>New Jobs</b>	7,500	1,500	258	17%
Jobs Retained			497	
<b>Capital Investment (million)</b>	\$250	\$50	\$137	247%

## Website

The Business First Greater Richmond website (below) received a makeover this year, including a new look and the addition of a blog section designed to provide local businesses with a constant stream of new information, news, and resources. This upgrade marks a change in the use of the website from an online brochure to a dynamic, interactive space where local businesses can find resources to help them thrive in the Richmond region.



## Volunteer Recognition Events

Our volunteers are a critical part of the Business First team. These members of the local business community dedicate personal time to serve as a program representative, committing themselves to the growth of the region and its businesses. In order to show our appreciation, two volunteer recognition events were held this year: a January gathering at The Jefferson Hotel and a June gathering at Main Street Station.



Sara Dunnigan, senior vice president of the Partnership and Business First program manager, addresses volunteers at a recognition event held at The Jefferson Hotel in February.

## Recent Successes

City officials, state leaders and the Greater Richmond Partnership worked with **Pfizer** over several months to craft a proposal that would lead to the successful retention of Pfizer's Consumer Health Research and Development facility in the City of Richmond. The project will retain more than 300 jobs locally and continue the long-standing civic-corporate partnership.



Hanover-based **Flexicell, Inc.** is a leading robotic system integrator and automation equipment manufacturer. A Business First visit revealed a need for the services of the Virginia Department of Business Assistance and their Virginia Jobs Investment Training Program. The project involved investment in a new robotics line and the training grant supporting 11 Flexicell engineers.



After meeting with **Allen Corporation** through the Business First Chesterfield Program, it was discovered that they were looking to relocate to another location in Chesterfield County. The County worked with a Business First referral partner, the Virginia Department of Business Assistance, to support Allen Corp in the hiring of 19 new employees. The company benefited from the Virginia Jobs Investment Program, which offsets the recruiting and training costs of new and expanding companies by providing customized services and funding to qualifying companies that are creating new jobs or experiencing technological change.



## Interviews

Each year, the collective responses of Business First participants provide us with a snapshot of our local economy. This year, program participants represented a diverse set of companies involved in a variety of activities that make up Richmond's regional economy. Overall, 533 businesses were interviewed, representing more than 21,000 jobs and 19 different industries.

The following is a brief summary of this year's findings. To view the full report, visit the Business First Greater Richmond website at [www.businessfirstrichmond.com](http://www.businessfirstrichmond.com).

## Employment

The Richmond region has been hit with high unemployment rates over the past two years, but many local businesses have indicated that they are ready to begin hiring again.

Of this year's participants, the Business First outreach team identified 132 businesses planning to hire more than 1,300 employees over the next 12 months. Conversely, 24 interviewed businesses are planning to reduce staff, putting 186 positions at risk.

The outreach team and program partners are working to preserve local jobs and help businesses find new solutions to revenue problems.

## Sales Growth

Attitudes toward sales trends have generally remained positive as businesses anticipate an end to the economic downturn. Despite the recession, 37 percent of participants have managed to increase their sales in the past 12 months. However, a significant 32 percent have experienced declining sales.

## Employment Forecast

Industry	New Jobs	Pct Change
Agriculture, Forestry, Fishing and Hunting	0	0
Mining, Quarrying, and Oil and Gas Extraction	4	0.33
Utilities	0	0
Construction	3	0.21
Manufacturing	635	52.85
Wholesale Trade	91	7.57
Retail Trade	23	1.91
Transportation and Warehousing	0	0
Information	29	2.41
Finance and Insurance	37	3.08
Real Estate and Rental and Leasing	-6	-0.5
Professional, Scientific, and Technical Services	55	4.58
Management of Companies and Enterprises	20	1.66
Administrative and Support and Waste Management and Remediation Services	52	4.33
Educational Services	10	0.83
Health Care and Social Assistance	81	6.74
Arts, Entertainment, and Recreation	151	12.57
Accommodation and Food Services	-35	-2.91
Other Services (except Public Administration)	52	4.33
Public Administration	0	0
<b>GROSS TOTAL</b>	<b>1,202</b>	<b>100%</b>

Despite this, an optimistic 73 percent of respondents are projecting sales growth in the next year, though a majority of these businesses only expect to see modest increases of 1 to 9 percent.

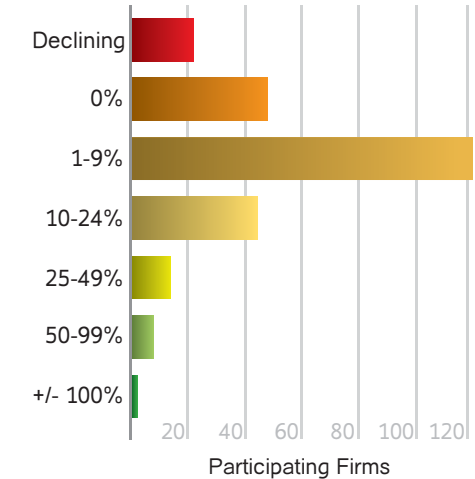
## New Investment

Expansions and new investments by existing companies have a tremendously positive effect on local economies. Most of

our local businesses plan to maintain their current size, but 101 interviewed businesses reported plans to expand locally within the next 18 months.

These businesses anticipated a need for a total of 300,000 square feet of new space and expected to invest a combined \$136 million in the Richmond region.

## Projected Sales Growth



## Business Climate

During Business First interviews, local companies are given the chance to express their opinions about the regional business climate and individual factors that affect it. Overall, more than 50 percent of participants agreed that the local business climate is worse today than it was five years ago, which is not surprising given recent economic challenges. However, 96 percent have a positive attitude toward the community and an optimistic 78 percent believe that they will see an improvement in the local business climate over the next five years, suggesting that many concerns are not rooted in the Richmond region.

The bar charts on the next page show participants' ranking of individual factors such as municipal services, infrastructure, and quality of place that influence the Richmond region's business climate. In general, most factors were given ratings of Excellent or Good by a majority of businesses, with some areas such as Police



Protection, Fire and Emergency Services, and Colleges and Universities earning high ratings from more than 90 percent of participating businesses. In contrast, Local and State Tax Structures were found to be unpopular with many businesses. Local Road Network Conditions and Public Transportation received lower-than-average ratings as well.

### Challenges and Opportunities

There is no denying that it has been a difficult year for local businesses due to the unpredictable nature of the national and global economy. Business First participants have noted a shortage of capital for

moderate to high risk companies, making expansion and growth difficult even when new business opportunities present themselves. The identification of new customers and the diversification of an existing customer base were also common concerns of participants, particularly those small businesses that serve a very narrow market niche that has been affected by the recession.

An uncertain regulatory environment caused by rapid changes in federal legislation has made companies reluctant to spend or hire, and even with a surplus of available talent some companies are having difficulties finding qualified individuals to

fill their openings.

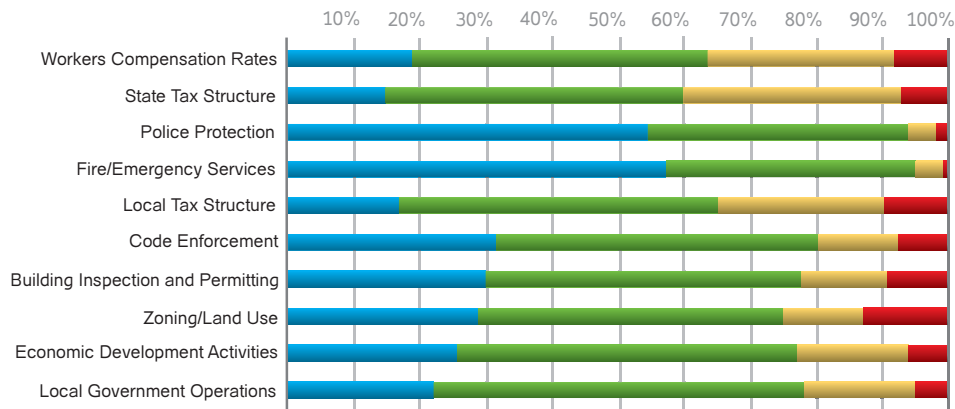
Despite the many challenges faced by businesses in this turbulent economy, Business First interviews revealed several opportunities, including the planned expansion of several businesses as well as the addition of jobs to the region:

- 132 companies planning to add staff in the coming year
- 1,388 new jobs projected
- 101 expanding businesses identified
- \$136 million in new investment potential
- 300,000 square feet of new space required

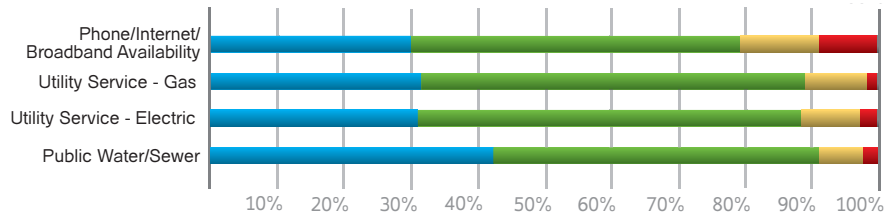
### Moving Forward

The Business First interviews are an important first step in assisting Greater Richmond's exiting companies. The aggregated results serve as a litmus test for the region's business climate, identifying strengths as well as areas where we need to focus more attention and resources. Individual interview results allow us to connect businesses with the resources they need to be successful, while recognizing their contribution to the Richmond region. The Business First team uses this information to strategically allocate time and resources, encouraging the health and growth of Greater Richmond's existing businesses.

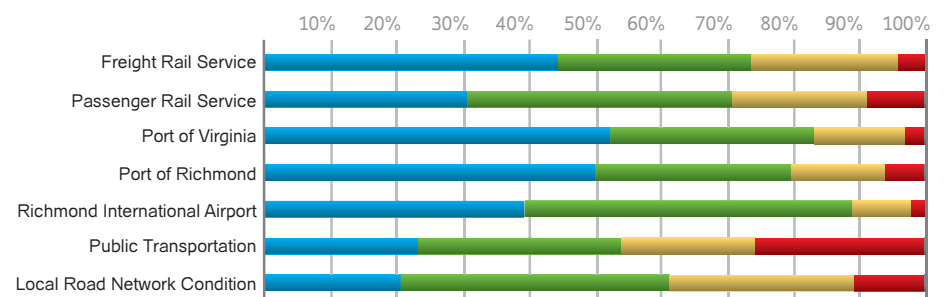
### Regulatory Climate & Municipal Services



### Communications Services & Utilities



### Transportation Factors



### Quality of Place Factors



# Talent Development & Promotion

Workforce is the number one selling point for Greater Richmond and businesses need to recruit top talent to get ahead. Therefore, attracting and retaining a high-quality workforce is vital to the Partnership's overall mission. To meet this need, the Partnership developed [RichmondJobNet.com](http://RichmondJobNet.com), a web-based tool that connects job seekers with career opportunities.



RichmondJobNet.com is a web-based tool that connects Richmond area job seekers to available job opportunities in the Richmond region. It also helps build Greater Richmond's reputation as a career destination.

The RichmondJobNet project was launched publicly in February 2009 in response to a series of closures by large employers. The site content is designed to make a career search in Greater Richmond easier, encouraging job seekers to stay in the Richmond area and preserving the talented and hard-working labor force. With added features and new content, RichmondJobNet.com has evolved since its first launch and is now a resource for all job seekers in the region, including students and recent grads, the unemployed, and those who are employed but looking for new opportunities.

## Features and Recent Upgrades

RichmondJobNet.com has assembled all the information that area job seekers will likely need to conduct a successful job search in the region and consolidated it into one easy-to-use website. The site offers a variety of resources, including links to job boards, networking organizations, educational opportunities, government services and resources for entrepreneurs, as well as a comprehensive career calendar which lists job fairs, networking events, educational seminars and more. As part of the one-year anniversary celebration in

## Compliments from the Twitterverse

**K Hirsh McKinney:** Thanks to @RichmondJobNet I start a new job next month. It's not Friday, but I recommend following.

**CaseyBurke:** @RichmondJobNet Best tweets for those looking for employment come from you

**PRSAjobcenter:** @RichmondJobNet thx for RT'g the Richmond job. Nice to see local tweeps post relevant info for their community.

**Bank of America Careers:** @RichmondJobNet Thanks for the warm welcome! We will definitely keep RichmondJobNet posted on opportunities in Richmond.

Program Goals	Five-Year Goal	Annual Goal	FY2010	% of Goal
Site Visits	240,000	48,000	40,418	84%
Site Registrants	5,000	1,000	920	92%
Career Concourse Subscribers	2,500	500	327	65%
New Twitter Followers	6,000	1,200	1,380	115%

February 2010, a new site was launched with new features and enhancements including a job search tool, a listing of career focused blogs, a career assessment tool and links to help job seekers learn more about the region's quality of life. RichmondJobNet Radio was added as well, giving job seekers the opportunity to listen to interviews with regional and national experts on career development and business.

## Social Media

RichmondJobNet.com uses Facebook and Twitter to more fully engage its audience. The accounts are used to announce special career news and create a dialog between users. The Twitter account also provides followers with a feed of job announcements in Greater Richmond.

## Workforce Services

The Partnership continues to emphasize the importance of having a high-quality, employer-ready workforce in Greater

Richmond by increasing involvement with the newly formed regional workforce investment board, Resource (formerly the Capital Area Workforce Partnership). Partnership staff serves on the board as well as in key committees including the Strategic Plan Committee and the Program Planning and Development Committee. With this participation, we hope to better align the region's workforce delivery system with our economic development objectives and better support the needs of existing and new business.

## Outreach

- 40,418 website visitors
- 124,465 page views
- 920 new registered job seekers this year (1,800 total)
- 327 Career Concourse users
- 1,380 new twitter followers (2,500 total)
- 11 unique newsletters, plus special announcements throughout the year

## Extreme Career Makeover Contest

RichmondJobNet.com celebrated its one-year anniversary in February 2010 by launching the RichmondJobNet Extreme Career Makeover Contest. Contestants wrote up to 150 words expressing why they needed an extreme career makeover to compete for a prize package that included:

- Career coaching and resume preparation from Actum HR
- Free access to Interview Angel's Complete Interview Preparation and Execution Toolkit
- Personal style coaching from consultant Ann Kahn, plus
- A \$250 Visa gift card from the Greater Richmond Partnership for professional clothing and salon services.

Motivated by the continued demand for jobseeker services in Greater Richmond, the contest highlighted improvements to the RichmondJobNet website. It also provided one lucky winner, LuEllen Buhrman, with the total career makeover package valued at more than \$1,500.

LuEllen, a marketing professional who has been out of work for over two years, was chosen from over 100 other contest entrants as the career makeover package winner based on her need, as well as the fact that she had obviously invested time in herself and in her education.

LuEllen's career got back on track when she began a full-time position in July 2010 in Greater Richmond. She credits the support she received from the providers she worked with as part of the contest award.



LuEllen Buhrman

# Marketing Communications

One of the keys to breaking through the enormous amount of information people receive on a daily basis is to tell a story and share it in different formats. The Partnership relies on several communication tools, such as our websites, print, ads, social media, video, email marketing, billboards, and news media.

Strategically leveraging communication tools to convey value, opportunity, and impact is increasingly important in a world easily distracted and overloaded by a constant delivery of information. Using strategy and a multi-platform approach helped us exceed our annual goal for Media Messages Placement by 40 percent.

One example of utilizing multimedia platform communications was while our marketing team was in the U.K. developing prospects. Gene Winter tweeted, “We met a U.K. company today in Manchester. They realized they made a mistake by incorporating in New York. Now they are planning to visit Richmond.” This tweet led to a

live Skype interview later that day (right) on WWBT NBC12’s “First at 4” news broadcast. It was an excellent chance for the Partnership to explain the opportunities and purposes of international marketing.



## GRPVA.com Website

### Visitors

- 102 visits per day (up 89%)
- 22,447 Unique visits for FY (up 43%)
- 61% are new visitors
- 39% are returning visitors

After Virginia, the top five visiting states are New York, California, North Carolina, Georgia and the District of Columbia.

Visitors came from 135 countries/territories. The top five after the U.S. were:

- United Kingdom
- Canada
- India
- Germany
- Philippines

### Traffic Sources

- 22% type in GRPVA.com address
- 50% originate from search engines
- 14% link from referring sites

### Top Content

The top 10 pages viewed after the homepage were staff profiles, population, contact page, top private employers, publications, regional news, Greg Wingfield, Fortune 1000 list, company announcements, and international companies.



## Social Media

Social media tools continue to enhance our connection with the Greater Richmond community and media, and allow us to promote existing businesses, track trends and share positive news. These tools are now integrated on our GRPVA.com website.



## Press

During FY2010, there were at least 80 media hits, several were a result of the 17 press releases produced by the Partnership. Media placements ranged from several states in the U.S. to international locations such as Germany, Switzerland, and England. Greater Richmond and Partnership information were covered in blogs, ad placements, websites, online and television news, magazines, and association publications.

## Advertising

Several ads were placed this year in support of Partnership marketing initiatives:



Partnership investor, Lamar Advertising, donated electronic billboards which were used to promote RichmondJobNet throughout the region.

## Awards

In 2009, the Partnership was honored with the following awards from the International Economic Development Council in the population group Greater than 500,000:

- Winner for the *Annual Report 2008/09* in the Annual Brochure Category
- Honorable Mention for the Redesign in the General Purpose Website Category
- Honorable Mention for the publication *How Greater Richmond, Virginia Stacks Up to the Competition – A Nationwide Cost Comparison for Office, Logistics and Manufacturing Operations* in the Special Purpose Brochure Category



The Southern Economic Development Council honored the Partnership with Communications awards:

- Superior Winner for the *Annual Report 2008/09*
- Superior Winner for the GRPVA.com Redesign
- Excellent Winner for *Profit in America* brochure in the General Purpose Category



Additionally, the GRPVA.com site received the Gold Cannonball Award from the Richmond Ad Club in the Interactive Category for “Complete Sites, under \$20k.”



# New Business Formation & Small Business Support

Small businesses play a major role in the creation of new jobs and investment in the Richmond region. The Partnership recognizes the importance of this role by supporting the Greater Richmond Small Business Development Center (GRSBDC), a program housed within the Greater Richmond Chamber. The GRSBDC provides in-depth quality counseling, education, and information services to prospective and existing small business owners in partnership with local, regional, and national resources.

Over the past year the GRSBDC has helped 1,000 businesses, held 120 training events with more than 3,674 participants, and provided 2,220 hours of individual counseling. The GRSBDC exceeded its annual goals in the areas of counseling, training, and job retention. Despite a challenging economic environment, the program's small business job creation goal was nearly achieved as well.

### Initiatives

The GRSBDC continues to respond to the unique needs of potential and existing small business owners who are navigating an uncertain economic environment with a variety of program initiatives.

By addressing the community, the GRSBDC took part in more than a half dozen job fairs, speaking with more than 4,000 displaced or previously unemployed workers about considering entrepreneurship as a new career opportunity. It also offered career counseling to help some of these impacted employees consider a broader range of career possibilities.

Further additions were made to their web-based small business "Tool Kit," which now contains more than 80 free webinars on various business topics and 30 newsletters and articles plus other items of interest.

The "Driving Business Success" programs are focused on helping small business owners survive and grow. They incorporate a positive theme – "Your glass is half full not half empty."

The Virginia Franchise Forum is focused



Program Goals	Five-Year Goal	Annual Goal	FY2010	% of Goal
<b>New Jobs</b>	1,200	250	242	97%
<b>Retained Jobs</b>	2,000	400	439	110%
<b>Capital Investment (million)</b>	\$30	\$6	\$10.5	174%
<b>New Sales</b>	\$30	\$6	\$9	150%
<b>Businesses Expanded (firms)</b>	600	120	128	107%
<b>Training for Business Owners (individuals)</b>	15,000	3,000	3,674	122%
<b>Counseling for Small Business Owners (businesses)</b>	2,500	500	532	107%
Support 200 VDOT Small Businesses	200	40	n/a	
<b>Contacts with Small Business (via website)</b>	50,000	10,000	14,538	145%

on helping Greater Richmond franchisees and franchisors become more successful. This year, four Virginia Franchise Forum Roundtables were conducted over breakfast with a guest speaker on a current relevant topic to an average of 30 franchisee, franchisor and support service providers, improving their opportunity for success.

The GRSBDC provides technical assistance to the Virginia Department of Transportation Business Opportunities Workforce Development program for Disadvantaged Business Enterprises (DBE) and Virginia Small Women and Minority (SWAM)-owned business enterprises. Eleven Greater Richmond DBE/SWAM

businesses participated in the program, which better prepared them to develop proposals and win local, state and federal government transportation construction contracts.

The Partnership and the GRSBDC joined forces with the Virginia Department of Business Assistance to offer four Entrepreneur Express programs throughout the region. These programs bring straight talk and local resources together so that entrepreneurs can find the information and assistance they need. More than 200 individuals participated in the programs this year.

### Recent Successes

The GRSBDC began working with **Daystar Desserts** in 2007 when it was referred by the Greater Richmond Chamber and the Business First Greater Richmond program. The GRSBDC arranged a class project with Virginia Tech's Pamplin School of Business senior level Business



Consulting Class. The Pamplin Team made recommendations on the changes Daystar Desserts should make to prepare for its next stage of development.

The following spring, the GRSBDC arranged a Capstone Project with the University of Richmond MBA Program to address Daystar Desserts' cash flow situation. Also, Virginia Commonwealth University's International School of Business provided research on frozen dessert opportunities in South America.

The GRSBDC helped Daystar Desserts prepare for rapid growth and guided the company in restructuring debt to make additional funds available to support equipment needs for expansion. The Crater SBDC assisted the company and the bank in the loan preparation process. The GRSBDC will continue to be a mentor and supporter for Daystar Desserts as it prepares for its next stage of growth.



# Year End Results

For each five-year refunding period, the Greater Richmond Partnership, Inc. has set measurable goals. Thoughtful consideration and strategy are put into developing goals that are reviewed on a regular basis to record successes, track progress and identify areas that require additional focus.



# Annual Goals & Economic Impact

The score card to the right reports the results of the first year of our 2009-2014 budget cycle. Globally, businesses have been greatly challenged by the recession impacting business locations and expansion decisions, while also challenging our strategies for meeting our metrics.

The Business Attraction & Regional Marketing program helped locate companies that have planned substantial capital investment in the region exceeding the fiscal year goal. However, prospects have continued to hold off decision making domestically and internationally due to economic uncertainty.

Business First Greater Richmond, the Business Retention & Expansion program, surpassed the company interview and capital investment goals. It worked to create jobs and retain existing ones while connecting businesses to the resources needed for success.

The Talent Development & Promotion program has helped connect and support jobseekers regionally and out of market, demonstrating the necessity for the program.

The work at the Greater Richmond Small Business Development Center was brisk, with the program meeting nearly every goal and exceeding most.

## Economic Impact

A more direct indicator of economic vitality is our economic impact model:

- New Direct Jobs created totaled 1,225
- Using the indirect jobs multiplier of 1.15, new total jobs equal 3,063
- Payroll earnings exceed \$132.3 million
- Output is more than \$587 million
- Disposable personal income nears \$116 million
- Net personal consumption totals \$99 million
- Potential deposit amount of \$60.8 million for area financial institutions
- New Capital Investment totaled \$456 million

Business Attraction & Regional Marketing	Five-Year Goal	Annual Goal	FY2010	% of Goal
<b>Total Assisted Companies</b>	125	25	11	44%
New Foreign Located Companies	25	5	1	20%
All Other New and Expanding Companies	100	20	10	50%
<b>New Jobs</b>	8,500	1,700	725	43%
<b>Capital Investment (million)</b>	\$1,500	\$300	\$308.8	103%
<b>Inbound Prospect Visits</b>	350	70	47	67%
<b>Place 50 Positive Media Messages</b>	50	10	14	140%
Business Expansion & Retention	Five-Year Goal	Annual Goal	FY2010	% of Goal
<b>Company Interviews</b>	2,500	500	533	106%
Survey Completion Rate	60%	60%	55%	92%
<b>Assisted Companies/Closed Referrals</b>	500	100	65	65%
<b>New Jobs</b>	7,500	1,500	258	17%
Jobs Retained			497	
<b>Capital Investment (million)</b>	\$250	\$50	\$137	247%
Talent Development & Promotion	Five-Year Goal	Annual Goal	FY2010	% of Goal
<b>Site Visits</b>	240,000	48,000	40,418	84%
<b>Site Registrants</b>	5,000	1,000	920	92%
<b>Career Concourse Subscribers</b>	2,500	500	327	65%
<b>New Twitter Followers</b>	6,000	1,200	1,380	115%
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# Financial Statement

Like many companies in these challenging economic times, the Partnership has had to do more with less.

The Partnership's leadership continues to seek investors from the private sector to meet the \$9 million goal. The public sector, which consists of our four localities, provides the other half of our funding. Due to lower private sector funding, the public sector decreased its annual contribution from \$390,000 to \$370,000.

Because of this reduced income, we have sought cost-cutting measures in our program and departmental procedures.

We have changed or eliminated contracts where technology has improved, we have slimmed travel and we have made hard decisions to stay true to our goals.

The Partnership will continue to engage the private sector to improve funding in the upcoming fiscal year with the Private Sector Finance Committee leading the way.

Balance Sheet as of June 30, 2010			
<b>Assets</b>			
Cash		\$877,614	
Investments		729,554	
Other Current Assets		134,589	
Total Current Assets		1,741,757	
Fixed Assets		62,180	
Other Assets		12,136	
<b>TOTAL ASSETS</b>		<b>\$1,816,073</b>	
<b>Liabilities and Equity</b>			
Total Current Liabilities		\$281,886	
Equity		1,534,187	
<b>TOTAL LIABILITIES AND EQUITY</b>		<b>\$1,816,073</b>	
Financial Statement Comparison		Budget FY2010	Actual FY2010
<b>Income</b>			
Private Contributions		\$900,000	\$1,330,679
Chesterfield County		370,000	370,000
Hanover County		370,000	370,000
Henrico County		370,000	370,000
City of Richmond		370,000	370,000
Reserve Fund		400,000	-
Interest Income		-	78,926
<b>TOTAL INCOME</b>		<b>\$2,780,000</b>	<b>\$2,889,595</b>
<b>Expenses</b>			
Administration		\$1,549,500	\$1,504,810
Marketing and Recruitment Activities		444,500	401,866
International Program		345,000	324,502
CoStar Realty Information		29,000	28,849
Workforce Development (Chamber contract)		75,000	75,000
Business Retention Program		62,000	42,468
Small Business Development Center (Chamber contract)		275,000	275,000
<b>TOTAL EXPENSES</b>		<b>\$2,780,000</b>	<b>\$2,652,495</b>

# Partnership Investors for 2009-2014

## Public Sector

City of Richmond  
County of Chesterfield  
County of Hanover  
County of Henrico

## Private Sector

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 System  
Branch Banking and Trust Company  
(BB&T)  
Brandywine Realty Trust  
The Brink's Company  
Capital One Financial Corporation  
Capstone Contracting Company  
CapTech Ventures, Inc  
CarMax  
CCA Industries, Inc.  
Centerpointe Associates  
Cherry Bekaert & Holland, LLP  
Chmura Economics & Analytics  
Christian & Barton, LLP  
Collegiate School  
ColonialWebb Contractors  
Columbia Gas of Virginia

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

Keiter, Stephens, Hurst, Gary & Shreaves  
Kjellstrom and Lee, Inc.  
Korman Signs  
KPMG LLP  
Kraft Foods, Inc./Nabisco Biscuit  
Lamar Advertising  
LandAmerica Charitable Fund  
ofThe Community Foundation  
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 & Co., LLP  
Morton's, The Steakhouse  
Mutual Assurance Society of Virginia  
MWV (MeadWestvaco Corporation)  
NewMarket Corporation  
Nursefinders, Inc.  
Odell Associates Inc.  
Owens & Minor, Inc.  
Patient First Corporation  
PwC (PriceWaterhouseCoopers, LLP)  
Provident Bank  
Prudential Slater James River Realtors  
Rainbow Station, Inc.  
Reynolds Development, LLC  
Richmond Association of REALTORS  
Rick Whittington Consulting, LLC  
RSM McGladrey

S.L. Nusbaum Realty Company  
Sands Anderson, PC  
Scott & Stringfellow, Inc.  
Sheetz  
St. Catherine's School  
St. Christopher's School  
Staffmark  
SunTrust Bank  
SuperValu  
Swedish Match North America, Inc.  
Thalhimer/Cushman & Wakefield Alliance  
Thomas Rutherford, Inc.  
Thompson McMullan, PC  
Titan Group  
TLA, Inc.  
Troutman Sanders, LLP  
Ukrop's Homestyle Foods  
Union First Market Bank  
Universal Leaf Tobacco Company, Inc.  
University of Richmond  
Verizon Communications  
Village Bank  
Virginia Air Distributors  
Virginia Commonwealth University  
& VCU Health Systems  
Virginia Credit Union, Inc.  
Thomas J. Vozenilek  
W.M. Jordan Company  
Wachovia, A Wells Fargo Company  
Warren Whitney & Sherwood  
Westin Hotels  
The Whitlock Group  
Williams Mullen



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