

Regional Economic Strategy



*5th Planning District
Regional Alliance and its
Partner Organizations*

July 2002



In the Knowledge Economy, a successful economic region:

- ▽ Captures and commercializes innovation
- ▽ Advances competitiveness of traditional industry
- ▽ Grows visible clusters in knowledge enterprises
- ▽ Sustains a highly-skilled workforce

Challenges of the New Knowledge Economy

Globally, developed economies are in the early years of transition from the *Industrial Economy* to the *Knowledge Economy*. In the US and worldwide, regions are forming collaborative, complex, and competitive strategies to transform their economies from dependence on *Old Economy* companies to growth of *New Economy* companies. The *Knowledge Economy* continues to produce goods, although services become more prominent, but *New Economy* manufacturing requires greater application of knowledge and innovation to sustain and improve competitiveness.

New Economy companies thus are defined as (1) those that create innovation AND (2) those that apply innovation to traditional products, processes, or services.

The new infrastructure paradigm—now more important than the physical infrastructure of roads, rail, and ports—consists of people resources and innovation from research. The *knowledge work force* is defined as those workers whose knowledge forms an important part of a company’s intellectual capital. Therefore, a region’s assets for wealth creation are its human resource base, its urban centers, and its colleges and universities.

Four factors are critical to success and must be cultivated and expanded systematically:

- ✚ **Scale.** Increasingly, economic interactions occur within larger geographic areas and market competition among regions occurs on a global level.
- ✚ **Knowledge Assets.** The *knowledge work force* is the paramount asset, along with the higher education centers that provide learning and research.
- ✚ **Urban/Metro Assets.** In addition, *knowledge assets* thrive in or near cities and metro centers, where demographic diversity, business infrastructure, and the ease and frequency of people interactions all support creativity of the human resource and business base.
- ✚ **Collaboration.** Multi-organizational strategies and shared leadership are required to achieve scale in the investments required to cultivate and tap benefits from a region’s *knowledge assets*.

The Region Today

The 5th *Planning District* is composed of an area of nine counties, cities, and towns, ranging from the heart of downtown Roanoke to the Alleghany Highlands. (*Franklin County*, while not in the planning district, is part of the Alliance.) The *New River Valley* (4th *Planning District*) is composed of four counties and one independent city from the valleys of Giles County to Blacksburg’s Main Street. The two planning districts, combined with Franklin County, have 477,000 people and 246,000 workers.

The counties and cities of the area around the Roanoke metropolitan area traditionally have planned independently of one another as evidenced by the fact that, within 60 miles of downtown Roanoke, can be found at least three regional planning districts and 13 jurisdictions.

This geographic area has two key economic assets important to emerging high growth firms: (1) a sizable urban core and its related metro amenities, and (2) a world-class research university that is one of several institutions of higher learning in the region. It is critical that these assets are seamlessly connected to maximize the impact that each has on regional economic development.



Because the decline in the regional economy has occurred gradually, there never has been a sense of crisis—as other regions have experienced.

However, the signs of economic erosion are present and undeniable.

A Call to Action

For decades, much of the region's work force counted on jobs in rail, banking, and manufacturing industries, mainly along the I-81 corridor. As the local railroad presence declined, banking consolidated, and segments of manufacturing moved elsewhere, the region was left with fewer sources of growth.

As a result, several key regional benchmarks reveal recent economic erosion relative to Virginia and the US, as shown in Figure 1, which lists selected statistics for the 5th Planning District and the larger region. Here, the larger region refers to the combined area of the 4th Planning District, the 5th Planning District, and Franklin County.

- ✚ **Total population growth is 30% to 50% of Virginia and US averages.**

- ✚ **The 5th Planning District's proportion of population in the 20-24 age range is well below Virginia and US averages. For the larger region, the 20-24 year old population is higher than both Virginia and US averages, evidence of the large numbers of university/college students, particularly at Virginia Tech.**

- ✚ **For the percentages of those aged 25-34, both the 5th Planning District and the larger region lag Virginia and US figures.**

- ✚ **Total employment has grown more slowly—even during the boom years of the late 1990s—than in the Commonwealth and the nation and losses in manufacturing employment are starkly more severe than for the Commonwealth and US.**

- ✚ **Virginia and the US experienced some growth in the total number of establishments. Growth trends of the 5th Planning District and the larger region were flat.**

- ✚ **Start-up and very small businesses—those providing greatest wealth creation opportunities—are measured here indirectly by looking at the numbers of establishments with 20 or fewer employees. The region has lost small businesses, while the Commonwealth and US experienced some growth.**

- ✚ **When this same statistic is examined only for selected business sectors that loosely represent knowledge enterprises, the 5th Planning District matches the US and lags Virginia. The larger region lags both Virginia and the US.**

- ✚ **In educational attainment, for the percentage of adults who are 25 years old or older who have NOT completed high school (or equivalency), the 5th Planning District matches the US average and is about one percent worse than Virginia as a whole. The larger region has high school non-completion rates that are worse than both Virginia and the US.**

- ✚ **In educational attainment, measured as the percent of adults who are 25-years old or older with 4-year, baccalaureate degrees, the 5th Planning District and the larger region lag both Virginia and the US.**

- ✚ **The region's change in per capita income actually exceeded those for Virginia and the US by several percentage points, although the 1999 income average of \$21-\$22,000 still greatly lags the Virginia/US averages of \$29-\$30,000.**

- ✚ **Change in private sector wages and the current private sector wage tell a similar story. Both the 5th Planning District and the larger region lag Virginia and the US in both the percent change during the last decade and in the current private wage level.**

Figure 1: Selected Comparative Statistics
5th Planning District, Larger Region, Virginia, and US

Measure	5 th Planning District	Larger Region	Virginia	US
POPULATION GROWTH				
% Change—Total Population: 1990-2001	4.04%	6.81%	14.40%	13.10%
DEMOGRAPHICS				
Ages 20-24 as % of Total Population: 2000	5.22%	8.84%	6.79%	6.74%
Ages 25-34 as % of Total Population: 2000	12.70%	12.99%	14.65%	14.18%
EMPLOYMENT				
% Change—Total Employment: 1990-1999	12.10%	13.15%	16.02%	17.45%
% Change—Mfg. Employment: 1990-1999	-15.37%	-11.16%	-6.92%	-2.26%
ESTABLISHMENTS				
% Change—Total Establishments: 1998-2000	-0.19%	0.46%	1.97%	1.85%
% Change—Establishments with <20 Employees: 1998-2000	-0.34%	-0.29%	1.21%	1.30%
% Change—Establishments with <20 Employees in Selected Knowledge Sectors: 1998-2000	3.58%	2.44%	4.78%	3.50%
EDUCATIONAL ATTAINMENT				
% Adults, Age 25 Years + without High School Diplomas or GEDs: 2000	19.66%	21.10%	18.53%	19.60%
% Adults, Age 25 Years + with 4-year degree: 2000	21.17%	21.50%	29.50%	24.40%
INCOME				
% Change—Per Capita Income: 1990-1999	51.98%	49.24%	45.07%	45.76%
\$ Per Capita Income: 1999	21,861	21,076	29,794	28,546
% Change—Average Private Wage: 1990-2000	42.31%	40.59%	55.00%	49.82%
\$ Average Private Wage: 2000	28,860	27,906	35,258	35,360
Notes: 1. "Larger Region" = 4 th + 5 th Planning Districts + Franklin County 2. "Knowledge sectors" include: Information; Professional; Educational Services; Scientific/Technical Services; Management of Companies and Enterprises; Health Care and Social Assistance.				
Sources: US Bureau of Census, 1990 Census, 2000 Census, 2001 Estimates, and County Business Patterns; Regional Economic Information System & Bureau of Economic Analysis				

Just a Few Examples of Initiatives and Projects:

- ▽ **New Century Technology Council**
- ▽ **Regional Water Study**
- ▽ **Carilion Biomedical Institute**
- ▽ **Roanoke Higher Education Center and Greenfield Education & Training Center**
- ▽ **Roanoke Regional Airport Alliance**
- ▽ **Virginia 1st Regional Industrial Facilities Authority & Commerce Park**
- ▽ **SmartRoad**
- ▽ **Greenways trail development**
- ▽ **K-12 Career Dinners**
- ▽ **Rail Initiatives**
- ▽ **Cooperative agreement between RVEDP & NRVA**

Planning Goals:

- ▽ **Establish common guiding principles for organizations and jurisdictions in the region**
- ▽ **Build consensus on key regional priorities**
- ▽ **Provide a “song sheet” of agreed-upon actions for organizations and governments**

“One of the key challenges facing us in economic development planning is that we have difficulty in defining our region.

It is hard to plan for a region if we cannot be sure who should participate in the planning.”

Significant Activity in Progress

None of these issues is new to community leaders and it is clearly the case that any new *Regional Economic Strategy* must be viewed as an effort to jump on a moving train. It is a fact that there is a high level of energy in the region. Many organizations are in process of addressing aspects of these challenges with many dozens of plans, projects, initiatives, and programs completed, underway, or in planning.

Yet, despite the high level of activity, there has been a sense that public and private leaders historically have worked in fragmented ways to achieve what should be common and larger-scale goals.



Carilion Biomedical Institute and Botetourt Center at Greenfield (above) and Riverside Centre in Roanoke (left) are only three of many initiatives aimed at strengthening the high tech economic base in the region.

Development of This Plan

Planning Goals

To accelerate the progress already achieved requires organizations and citizens to focus and collaborate in achieving unique, but aligned, missions and leveraging their limited resources. Hence, the Alliance Board determined to undertake the planning process that led to this *Regional Economic Strategy*.

Planning Process

This *Regional Economic Strategy* was developed for the *Alliance Board* by its appointed regional *Planning Leadership Group*, comprised of representatives of public, private, and academic stakeholder organizations in the region.

The *Alliance Board* and its *Planning Leadership Group* were supported by *Eva Klein & Associates, Ltd.* and the *Center for Regional Economic Competitiveness*, both based in Northern Virginia. The process included extensive interviews, reviews of prior studies and data, and a series of planning session meetings.

This is a *strategic* plan—outlining initiatives and tactics to be accomplished but without specific implementation details. Based on these initiatives and tactics, in which many organizations will be stakeholders, the *Alliance Board* will engage with its partners in development of specific action plans, assigned roles, resources, milestone targets and outcome measures, and will monitor progress during the coming years.

Planning Participants

The long list of participants in development of this *Regional Economic Strategy*—including members of the *Alliance Board*, the *Planning Leadership Group*, and interviewees—represents broad-based participation of the many general constituencies whose needs and interests must be considered and the many specific organizations that have responsibilities toward those constituencies.

Vision Statement

We will elevate regional prosperity by creating new patterns of growth through a strategic transformation that cultivates:

- ▽ Global visibility
- ▽ New and maturing knowledge-based enterprises
- ▽ Competitive industry clusters
- ▽ Higher-skilled people
- ▽ Quality of life and environment

The *Planning Leadership Group* adopted a *Vision Statement* for the region's future. Then, by evaluating the region's specific strengths and weaknesses and its aspirations and needs, in light of what is known about success factors and *Knowledge Economy* strategies elsewhere, planners developed a framework of six critical and interrelated *Strategic Themes* to address in an integrated way in regional economic development activities.

Figure 2: Strategic Themes



Visibility

In the *Knowledge Economy*, successful regions compete globally. A company's location in a "high tech" region supports its credibility and perceptions of quality and desirability of its products. Also, companies selecting sites must be aware of a region, to consider it.

Connectivity

The world has become smaller as the cost of transporting goods and services has declined rapidly during the past three decades. Company personnel must travel to clients, and companies must be fully integrated into supply chain networks that require just-in-time manufacturing, collaborative design processes, exchange of large quantities of data, and access to a pool of talented workers. Thus, communication and transportation networks must be designed to facilitate the speed of the *Knowledge Economy*.

Quality of Life Amenities

In the *Knowledge Economy*, brain power drives economic growth and people are a "footloose" economic asset. Educated, talented people, especially young people who are essential to an entrepreneurial economy, live where they can enjoy life and pursue social and cultural interests. *Generation X* workers (in their 20s and early 30s) demand access to advantages of urban living (e.g. night clubs, Internet cafes, concerts) while also seeking high-energy outdoor recreational opportunities (e.g. biking, kayaking, and mountain climbing).

Knowledge Work Force

Workers in every industry sector must understand that their jobs are constantly changing. In traditional sectors, companies are investing in new equipment, requiring greater technical skills. In emerging industries, innovative and creative talents are valued above all else. The *knowledge work force* needs access to non-traditional educational and training opportunities to help every worker compete more effectively for what his or her job will be tomorrow.

Innovation & Entrepreneurship

Creative destruction occurs in every sector of the economy. New companies are born and grow or fail, while some older companies stagnate or die. Successful regions encourage and facilitate this dynamic and actively embrace the risks of business formation. Even in existing companies, innovation results in new production processes that can extend the competitiveness of a product or generate new products to re-energize a mature firm. Regions must continuously foster new ideas while recognizing and embracing their inherent risks.

Economic Transformation

As the economy churns, emerging new clusters of companies can take root and grow. These companies nourish one another through direct economic transactions or direct competition. Successful regions in the *Knowledge Economy* understand their historical success and build on those strengths, while nurturing efforts to grow new economic clusters.

For each of these six *Strategic Themes*, the *Planning Leadership Group* identified priority *Tactics*, as well as suggested participating organizations.

Visibility

Challenge

The region's economic growth is impeded by size, self-image, and lack of identity.

Strategy

Achieve national and international visibility for the region—to compete successfully for advanced technology growth

Goal

Establish the region as a competitive, desirable location for living, visiting, and doing business through collaboratively pooling resources and discouraging competition between local entities.

Tactics and Participating Organizations

Tactic 1.1: Create a coalition of existing marketing organizations and develop mutual opportunities to increase visibility for the region

Suggested Participating Organizations:

- RVEDP/NRVA/AHEDC
- CVBs
- HE Consortium
- NCTC
- Chambers
- SBDCs
- Downtown Roanoke
- Jurisdictions/Local ED organizations

Tactic 1.2: Develop an image for the region with a single brand identity

Suggested Participating Organizations:

- PDCs
- RVEDP/NRVA/AHEDC
- Chambers
- Jurisdictions
- Virginia Economic Bridge

Tactic 1.3: Increase population ranking of region by pursuing an enlarged MSA

Suggested Participating Organizations:

- PDCs
- Jurisdictions
- Mayors & Chairs Committee
- Chambers
- Virginia Tech



Visibility

Connectivity

Challenge

Geographic isolation increases costs of doing business in a *Global Economy*. Lack of connections between activity centers within the region makes it difficult to create a sense of region and critical mass.

Strategy

Reduce perceived or real distance—both within the region and between the region and the outside world

Goal

Improve the availability and reduce the cost of intra-regional and inter-regional connectivity

Tactics and Participating Organizations

Tactic 2.1: Develop a broader regional process for addressing long-term transportation issues and prioritizing regional needs (e.g., I-81, Smart Road, US 220, rail, airport, etc.)

Suggested Participating Organizations:

- PDCs
- M/RPOs
- Chambers

Tactic 2.2: Accelerate improvements to broadband/multimedia access throughout the region

Suggested Participating Organizations:

- Virginia Tech
- Virginia Economic Bridge
- NCTC
- Jurisdictions/Local ED Organizations
- Chambers
- Individual private sector participants (as appropriate)

Tactic 2.3: Create a regional public transportation system that links urban centers, airport, commuters, and knowledge assets conveniently and affordably

Suggested Participating Organizations:

- PDCs
- M/RPOs
- Valley Metro
- RADAR
- Abbott Bus Lines
- Blacksburg Transit
- HE Consortium
- Airport Commission

Tactic 2.4: Reduce cost of air service to Roanoke by attracting a low-fare carrier through a subsidy pool

Suggested Participating Organizations:

- Mayors & Chairs Committee
- Jurisdictions
- Roanoke Regional Airport Alliance
- Roanoke Regional Chamber

Tactic 2.5: Make passenger rail service a reality

Suggested Participating Organizations:

- PDCs
- M/RPOs
- Jurisdictions
- TransDominion Express
- CVBs
- Chambers



Visibility

Connectivity

Quality of Life
Amenities

Challenge

Lack of lifestyle amenities for knowledge workers negatively affects attraction and retention.

Strategy

Attract and retain knowledge-oriented enterprises and people by using natural resources and quality of life as assets to be marketed while developing amenities that attract/retain knowledge-oriented enterprises and people

Goal

Develop, package, and promote lifestyle amenities for knowledge workers while preserving the environment and quality of life

Tactics and Participating Organizations

Tactic 3.1: Package and promote outdoor and cultural amenities for younger knowledge workers

Suggested Participating Organizations:

- o CVBs
- o Arts Council
- o Allegheny Foundation
- o Blue Ridge Highlands Tourism Association
- o Individual attractions
- o National Park Service
- o NCTC

Tactic 3.2: Consider the lifestyles and amenity needs of younger knowledge workers in community planning and development, including the development of urban centers

Suggested Participating Organizations:

- o Jurisdictions
- o PDCs
- o Regional homebuilders associations
- o Regional realtor associations
- o NCTC



Visibility

Connectivity

Quality of Life
Amenities

Knowledge
Work Force



Challenge

The collective skills and knowledge of the local work force needs to increase for local companies to compete globally and to attract new companies.

Strategy

Elevate the knowledge work force at all levels by improving the skills and knowledge of individual workers, improving responsiveness to companies, and recruiting knowledge workers from outside regions

Goal

Build capacity in the knowledge work force through focused training, retraining and attraction of skilled workers

Tactics and Participating Organizations

Tactic 4.1: Establish permanent vehicles for interaction between business and K-12

Suggested Participating Organizations:

- Chambers
- Workforce Development Board
- Community Colleges
- School System Administrators
- Junior Achievement of Southwest Virginia

Tactic 4.2: Create a regional Higher Education Consortium to continually identify business needs, better integrate regional resources, and promote higher education assets

Suggested Participating Organizations:

- Virginia Tech
- Roanoke College
- Radford University
- Hollins University
- Washington & Lee University
- Virginia Military Institute
- Southern Virginia University
- Ferrum College
- Virginia Western Community College
- Dabney Lancaster Community College
- New River Community College
- Roanoke Higher Education Center
- Virginia Economic Bridge
- Workforce Development Board

Tactic 4.3: Create a campaign that promotes to the region's natives and college alumni and connects them to job opportunities

Suggested Participating Organizations:

- NCTC
- Chambers
- HE Consortium
- School System Administrators
- Virginia Employment Commission
- RVEDP/NRVA/AHEDC

Tactic 4.4: Create an easily-accessible information-base of higher education resources in the region organized by technology area

Suggested Participating Organizations:

- HE Consortium
- NCTC
- Workforce Development Board

Tactic 4.5: Develop an advocacy strategy focusing on funding for public higher education, especially work force programs in community colleges

Suggested Participating Organizations:

- Community Colleges
- HE Consortium
- Workforce Development Board
- Virginia West Business & Legislative Coalition (14 chambers)

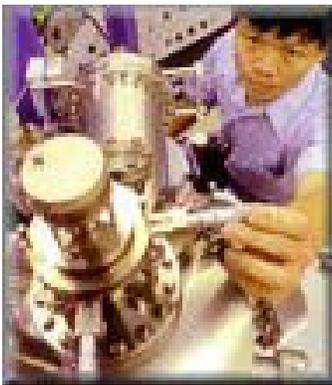
Visibility

Connectivity

Quality of Life
Amenities

Knowledge
Work Force

Innovation &
Entrepreneurship



Challenge

Creation and growth of knowledge businesses must be accelerated to increase the quantity of high paying jobs in the region.

Strategy

Strengthen the region's "soft infrastructure" that supports innovation and entrepreneurship

Goal

Stimulate creation and growth of knowledge businesses by increasing the availability of capital, innovation, intellectual property, and entrepreneurial talent

Tactics and Participating Organizations

Tactic 5.1: Create a regional venture capital fund of adequate size and stature to be a force in attracting and retaining growing business to the region

Suggested Participating Organizations:

- o Virginia Tech Foundation
- o Carilion Biomedical Institute
- o Carilion Foundation
- o Center for Innovative Technology
- o UVA Foundation
- o Carilion Health Systems
- o Roanoke-Blacksburg angel network
- o Private venture capital partners

Tactic 5.2: Organize an advocacy strategy for Virginia Tech and the region to achieve its research goals

Suggested Participating Organizations:

- o Virginia Tech
- o NCTC
- o Chambers
- o Jurisdictions
- o Mayors & Chairs Committee
- o Carilion Biomedical Institute
- o Virginia Economic Bridge

Tactic 5.3: Mobilize the technology community to work with Virginia Tech to evaluate and strengthen its intellectual property and technology transfer activities

Suggested Participating Organizations:

- o Virginia Tech
- o VTIP
- o VT KnowledgeWorks
- o NCTC
- o Center for Innovative Technology
- o Law firms specializing in intellectual property

Tactic 5.4: Market this region to experienced entrepreneurs and connect them to the region's entrepreneur network

Suggested Participating Organizations:

- o RVEDP/NRVA/AHEDC
- o NCTC
- o Virginia Tech
- o Virginia Economic Bridge
- o New Century Venture Center

Visibility

Connectivity

Quality of Life
Amenities

Knowledge
Work Force

Innovation &
Entrepreneurship

Economic
Transformation



Challenge

Regional prosperity depends on the number of high paying jobs in the region and a diverse economy.

Strategy

Diversify the regional economy by emphasizing cultivation of technology-driven companies

Goal

Identify industry clusters and develop ways to cultivate them

Tactics and Participating Organizations

Tactic 6.1: Update the 1999 industry cluster study to identify opportunities for cluster development

Suggested Participating Organizations:

- 5th Planning District Regional Alliance
- New River Valley Partnership

Tactic 6.2: Encourage local governments to form joint ventures such as the Virginia's First Regional Industrial Facilities Authority to share costs, revenues, and risk in developing business sites

Suggested Participating Organizations:

- Jurisdictions
- Mayors & Chairs Committee
- PDCs
- RVEDP/NRVA/AHEDC

Tactic 6.3: Create industry cluster associations to identify and implement opportunities for growth

Suggested Participating Organizations:

- NCTC
- Chambers
- Virginia Tech
- Management Association of Western Virginia
- HE Consortium
- RVEDP/NRVA/AHEDC
- Jurisdictions

Tactic 6.4: Update tourism/convention marketing strategy to take advantage of knowledge assets, village centers, and recreational assets

Suggested Participating Organizations:

- CVBs
- HE Consortium
- Jurisdictions
- Virginia Amateur Sports

Success of this *Regional Economic Strategy* will depend upon ongoing efforts to:

- 📌 Communicate the *Strategy*
- 📌 Develop resources
- 📌 Manage implementation
- 📌 Evaluate progress

Next Steps

Formulation of a *Regional Economic Strategy* is the first major step toward creating the region's economic future. Next steps are to:

- 📌 Communicate the goals, strategies, and tactics of the *Strategy* broadly throughout the region, both to organizations and to the general population
- 📌 Identify, focus, and manage the resources needed to enact the tactics
- 📌 Assign responsibilities and develop action plans for each tactic
- 📌 Establish benchmark milestones and targets to be achieved and monitor progress

Aside from measurement of progress on specific tactics, the region also will monitor changes in overall measures of the region's economic performance—based on those measures that the *Strategy* is intended to address.

Implementation Principles

Following are the principles by which the details of *Strategy* implementation will be developed.

Communications Goal

Develop and deploy methods for broadly communicating the goals, strategies, and tactics of the *Strategy* among the people of the region

Communications Tactics

- Tactic C-1:** Engage professional communications assistance for development of process, events, and materials
- Tactic C-2:** Communicate with key stakeholders regarding the *Strategy*, understanding and buy-in, and commitment to action
- Tactic C-3:** Develop and use materials to articulate the *Strategy*, including a visual and written version

Resources Goal

Identify, focus, and manage current resources for greater impact, while aggressively identifying new resources for tactics

Resources Tactics

- Tactic R-1:** Explore new revenue streams for funding transportation and knowledge work force initiatives
- Tactic R-2:** Determine opportunities for applying economic development resources collectively

Management Goal

Use strategic alliances to leverage efforts and resources to achieve greater effect – primarily through existing organizations

Management Tactics

- Tactic M-1:** Work with participating organizations to develop detailed work scope, assign responsibilities, and develop *Regional Competitiveness Program* grant proposals, if applicable
- Tactic M-2:** Get endorsement of the *Strategy* from localities and organizations
- Tactic M-3:** Facilitate new strategic alliances for big regional initiatives

Evaluation Goal

Develop a set of indicators and measures that aid leaders in assessing how well plan activities are helping to achieve economic prosperity

Evaluation Tactics

- Tactic E-1:** Establish commencement and target dates for tactics along with progress measures
- Tactic E-2:** Establish responsibility for monitoring regional progress in moving priority tactics forward
- Tactic E-3:** Identify and monitor the critical benchmarks of regional economic progress



The Alliance Board gratefully acknowledges the creative thinking, willingness to embrace challenges, and commitment to the region's future prosperity of all those who contributed to development of this *Regional Economic Strategy*.

Our collaborative commitments to both long-range vision and near-term action will make a difference in prosperity and quality of life for the people of our region.

5th District Alliance Board of Directors

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Planning Leadership Group

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Gerald A. Burgess, Botetourt County
Phillippe Chino, New River Valley Economic Development Alliance
The Honorable Donald L. Davis, Town of Vinton
E.W. Davis Jr, American Electric Power
Beth Doughty, Roanoke Regional Chamber of Commerce
Greg Feldmann, Gryphon Capital
Dr. Dennis G. Fisher, Carilion Biomedical Institute
Leonard A. Gereau, Franklin County Schools
B. Clayton Goodman III, Town of Vinton
Danny Hardy, FNB Corporation
Leon Harris, KelTech/New Century Technology Council
Bonz Hart, Meridium
Elmer C. Hodge Jr, Roanoke County
Peter M. Huber, Pulaski County
Dr. Victor Iannello, Synchrony Inc.
Robert Isner, Montgomery County
Lisa Ison, New Century Venture Center
Jeffrey D. Johnson, Montgomery County
Dr. C. Clark Jones, Virginia Tech

The Honorable Temple L. Kessinger Jr, City of Covington
David Kjolhede, Roanoke Valley Convention & Visitors Bureau
Carl Mitchell, Virginia Economic Bridge
Dr. Edward G. Murphy, Carilion Health System
David M. Newkirk, Mead Westvaco Corporation
J. Lee E. Osborne, Carter, Brown, Osborne & Jennings PC
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Dr. Ricky L. Slavings, Radford University
Phillip F. Sparks, Roanoke Valley Economic Development Partnership
Tammy D. Stephenson, Alleghany County
Wayne G. Strickland, Secretary to the Alliance
Dr. Richard Teaff, Dabney S. Lancaster Community College
Elaine Tuttle, The Business Advisory Group
Joseph Vipperman, Virginia Economic Bridge
Brian Wishneff, Brian Wishneff and Associates

Interviewees

Local Government

Elected Officials

The Honorable Wayne Angell, Franklin County
The Honorable Joe "Butch" Church, Roanoke County
The Honorable Steve Clinton, Botetourt County
The Honorable Donald L. Davis, Town of Vinton
The Honorable Temple L. Kessinger Jr, City of Covington
The Honorable Meredith Mills, Town of Clifton Forge
The Honorable Cletus Nicely, Alleghany County
The Honorable Ralph Smith, City of Roanoke

Public Administrators

Darlene L. Burcham, City of Roanoke
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B. Clayton Goodman III, Town of Vinton
Elmer C. Hodge, Roanoke County
John M. Holpe, City of Covington
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Jeffrey D. Johnson, Montgomery County
John Rowe, Town of Clifton Forge

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David Kjolhede, Roanoke Valley Convention & Visitors Bureau
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David W. Rundgren, New River Valley Planning District Commission
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John Williamson, III, RGC Resources
Gordon C. Willis, Rockydale Quarries Corp.

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Adam R. Hofheimer, The Egg Factory, LLC
Dr. Victor Iannello, Synchrony Inc.
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Elaine Tuttle, The Business Advisory Group
Barton J. Wilner, Entre Computer Center
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Dr. C. Clark Jones
Dr. Mark G. McNamee
Dr. Malcolm J. McPherson
Dr. Joe W. Meredith
Dr. Leonard K. Peters
Dr. Raymond D. Smoot Jr
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Hollins University

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Dr. N. Wayne Tripp, City of Salem Schools
Dr. Linda Weber, Roanoke County Schools

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Francie Cumby, Franklin County Workforce Development Consortium

Other Constituencies

Culture and Tourism

Liz Belcher, Roanoke Valley Greenways Commission
Catherine Fox, Roanoke Valley Convention and Visitors Bureau
Ian Harvey, Wyndham Hotel
Carey Harveycutter, Salem Civic Center
Susan Jennings, Arts Council of the Blue Ridge
Jane Kenworthy, Roanoke Symphony
Beth Poff, Mill Mountain Zoo
Katherine Strickland, Virginia Transportation Museum

Human and Social Services

Pam Kestner-Chappelear, Council of Community Services
Karen Michalski-Karney, Blue Ridge Independent Living Center
Frank Rogan, United Way of Roanoke Valley
Susan Williams, LOA Area Agency on Aging

Participating Organizations—Legend of Abbreviations

PDCs	Planning District Commissions
RVEDP/NRVA/AHEDC	Roanoke Valley Economic Development Partnership, New River Valley Regional Economic Development Alliance, and Alleghany Highlands Economic Development Corporation
M/RPOs	Metropolitan and Rural Planning Organizations
Chambers	Regional and Local Chambers of Commerce (may indicate one particular chamber or coalitions of various Chambers, depending upon the tactic)
Jurisdictions	Local Governments (may indicate all jurisdictions or various sub-sets of jurisdictions, depending upon the tactic)
CVBs	Convention/Visitors Bureau(s) and any/all tourism-related organizations (may indicate Roanoke Valley CVB or coalition of tourism promotion organizations, depending on tactic)
HE Consortium	Higher Education Consortium (including all institutions of higher education in the region)
Local ED Organizations	Economic development organizations/departments of local governments
Airport Commission	Roanoke Regional Airport Commission
NCTC	New Century Technology Council
VTIP	Virginia Tech Intellectual Properties, Inc.

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Barry Wright
Roanoke Valley Alleghany Regional Commission
Various WEB sites of regional organizations

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