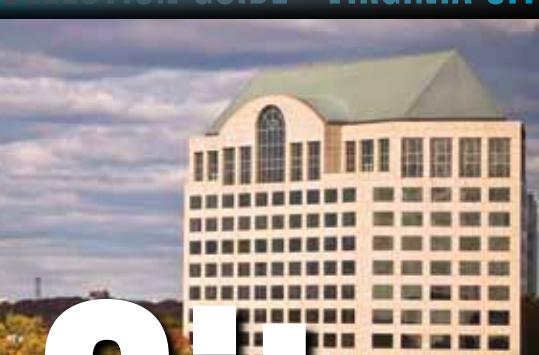


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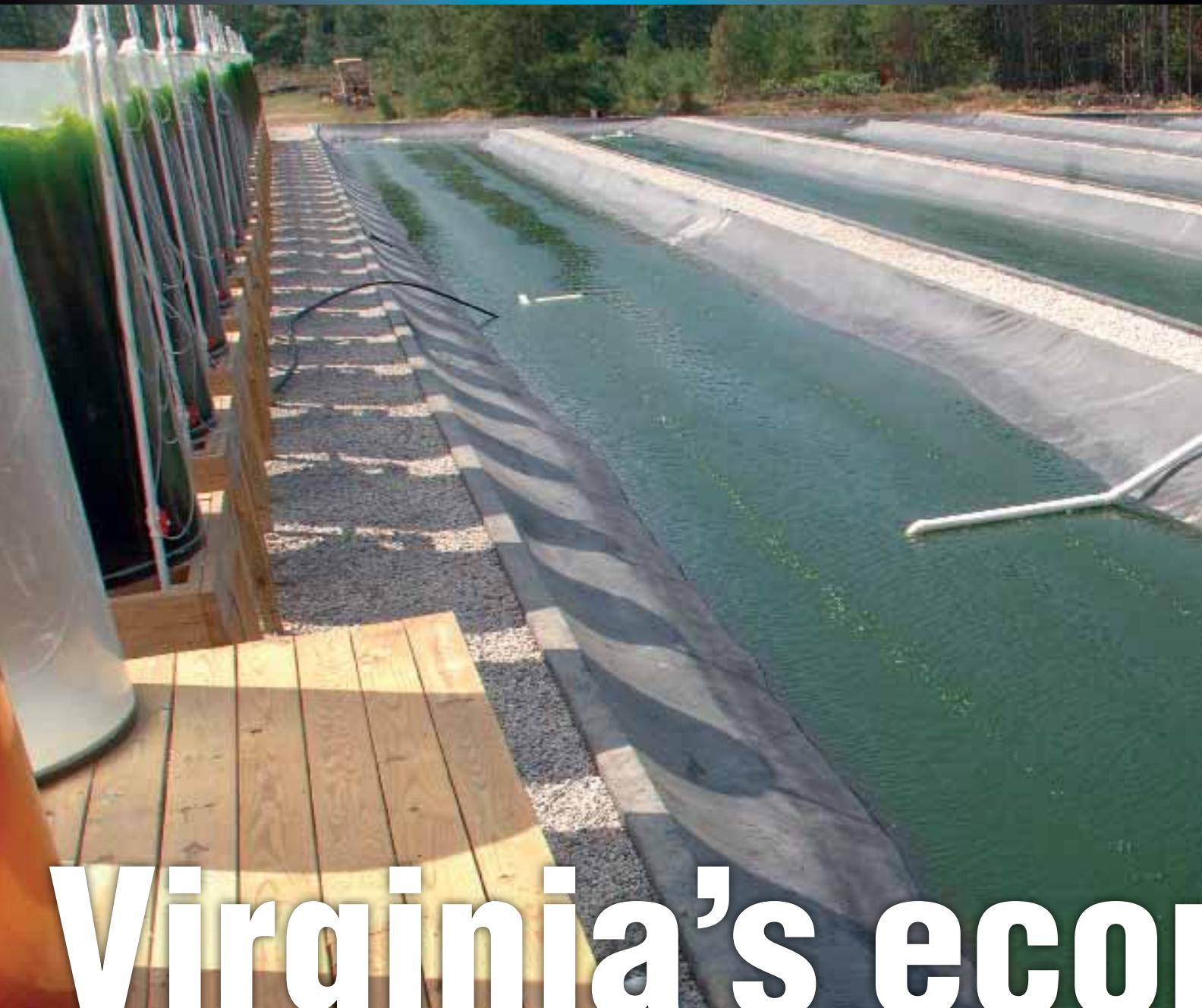
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# Virginia's eco!

## A discussion with university economic development directors

by Jessica Sabbath

**V**irginia's public, four-year colleges and universities are increasingly important to the commonwealth's economy. Universities are partnering with private businesses, managing business incubators and sharing their research with private industries. Virginia Business contacted economic development and research officials around the state to get their

feeling on the state of economic development in Virginia and the role state colleges and universities play in attracting business investment.

Respondents include: **Keith Segerson**, managing director, The Mason Enterprise Center, and **Roger Stough**, vice president for Research and Economic Development of George Mason University; **John Provo**, interim director of the Office of Economic Develop-

ment at Virginia Tech; **Joseph Hall**, vice president for Research and Economic Development at Norfolk State University; **John Noftsinger**, vice provost for Research and Public Service at James Madison University; **Leonard Sledge**, director of the Office of Economic Development at the College of William & Mary; and **Col. Stewart MacInnis**, director of communications and marketing at Virginia Military Institute.



Researchers from universities around the state are exploring fuel production from biomass sources, as mandated under the Virginia Energy Plan. Here Old Dominion University has joined with a private construction contractor to develop an algae-growing farm and biodiesel production facility in Prince George County.

# conomic climate

**Following is a sample of responses:**

**Virginia Business:** What do you think are Virginia's biggest strengths when it comes to attracting major business investments? What areas can Virginia improve on?

**MacInnis (VMI):** Virginia's higher education system and its business diversity provide a broad range of skill sets

among workers and the opportunity for synergy among businesses. Its geographic location and transportation system give the state a strategic advantage in servicing businesses. The transportation infrastructure, however, is not keeping pace with the load it is required to carry. In addition, the continuing reductions in state support for higher education threaten the affordability of the commonwealth's public colleges.

**Provo (Virginia Tech):** Virginia, like most other states, wants to attract high-tech, high-paying jobs in innovative industries requiring a high-skilled work force. One of the most robust sources of innovation is colleges and universities... Thus, cutting-edge companies increasingly integrate access to higher education resources into their site selection process. In Virginia, with all humility, these higher edu-

SRI International's decision to establish its Center for Advanced Drug Research in Rockingham County was due in large part to its partnership with James Madison University.



tion assets are world class.

**Hall (Norfolk State):** Human capital and quality places to live and raise a family are Virginia's best strengths. In the very near future, I believe that

**Hall**  
Virginia will move in the direction towards a knowledge-based economy. In the knowledge-based economy, wealth will accumulate in those urban centers where intelligence in the form of creative, knowledge-based workers are clustered. Such concentrations are less influenced by the traditional determinants of business location, such as strategic transportation networks, availability of raw materials or density of urban population.

In my opinion, Virginia needs to improve its support of innovation. Innovation, not Euros, dollars, or yen, is the currency of today's global economy. Innovation drives productivity, attracts investments, and stimulates economic growth.

**Noftsinger (JMU):** Not only is our proximity to Washington an asset, but Virginia possesses an abundant supply of natural resources...Combine a

world-class higher education system and a philosophical approach to build friendly business practices at the state and local level with these resources, and you find a state and region with a lot to be excited about in the coming years.

One area where Virginia can improve is our ability to bring research and development to market. The National Capital Region comprising D.C., Maryland, and Virginia ranks No. 1 in technology research funding. However, the National Capital Region ranks 37<sup>th</sup> in technology transfer and commercialization of this research. This means Virginia has the institutional capacity to perform some of the best research in the world, but must improve the process to transform that research into products and real-world applications.

**Sledge (William and Mary):** Virginia's strengths include work-force availability; expansion of the Port of Hampton Roads; proximity to major markets; and the quality of the universities. Its weaknesses includes its transportation network and its need to better utilize

the universities to attract business investment.

**VB: How can the state better use Virginia's education system to encourage investments?**

**Segerson (GMU):** Engage universities in the economic development process and deal-making more directly. Accurately compile data showing [the] national ranking [of the higher]

education system for presentation to leads for relocation to Virginia — and disaggregate this to specific school districts and geographic options; and as an attractor for high-quality human capital. Additionally, George Mason University has a significant outreach initiative through the Mason Enterprise Center (MEC) which provides technical/professional services, support, and consulting to businesses to enable their establishment and/or growth.

**Noftsinger (JMU):** The short answer is increased research infrastructure spending for higher education institutions. Virginia's colleges and universities need the very best in labs, equipment, studios, and other research platforms to both partner with the private sector on R&D endeavors, and to train the next generation of entrepreneurs, scientists, and technologists.

Additionally, a necessary component to encourage investments is leadership [putting a top priority on] increased collaboration between institutions of higher education and the private sector.

**Provo (Virginia Tech):** There is a growing understanding among economic development professionals, especially at the state level, about the connection between higher education and economic development. As that understanding continues to grow Virginia should rely more on an often overlooked facet of higher education, the convening role it plays across communities and among institutions.



Segerson



Noftsinger

**MacInnis (VMI):** One idea would be to expand the communication between businesses and Virginia's colleges and universities on work-force forecasts. This communication could occur through the University-Based Economic Development group and may already be occurring at some level.

**Sledge (William and Mary):** Increase knowledge of the applied research that is underway at Virginia's research universities and provide seed funding for university-based research collaborations.

**Hall (Norfolk State):** If knowledge is one of the most valuable resources in the modern economy, then the state needs to increase its efforts to provide resources to the state colleges and universities that will encourage a college/university economic development model. This flows from the belief that innovation is increasingly tied to the process of college/university learning and collective entrepreneurship, especially in terms of the relationship between producers and users of new technology.

#### VB: In what ways are universities and colleges working together to encourage economic development?

**Sledge (William and Mary):** UBED (University Based Economic Development) is the primary way universities are working together to encourage economic development. UBED is a forum where the universities can disseminate information on their various economic development programs and identify areas of potential collaboration on projects.

The Hampton Roads Research Partnership (HRRP) is a "consortium [that] consists of seven colleges and universities, two federal laboratories and a research institute." HRRP ([www.hamptonroadsrp.org](http://www.hamptonroadsrp.org)) was created as a "mechanism for collaborative research leading to technol-

ogy-based economic development." Modeling and simulation, sensors, and bioscience are the target industry clusters for HRRP initiatives. Old Dominion University is the lead institution for modeling and simulation. William & Mary is the lead institution for sensors. Eastern Virginia Medical School is the lead institution for bioscience.

**Provo (Virginia Tech):** Through quarterly meetings around the state, UBED has provided a platform for building and understanding of the connection between higher education and economic development. The personal relationships and trust developed through the group have also facilitated collaborations among universities and agencies on several projects.



Provo

**MacInnis (VMI):** The Virginia Economic Development Partnership brings representatives from Virginia's colleges and universities together with business and industry for collaborative efforts in economic development. VEDP offers opportunities for the state's institutions of higher education to share ideas and learn about industries with ties or interests in Virginia. It also helps to educate industry on the educational programs and research endeavors of the state's institutions of higher education.



MacInnis

Virginia's colleges and universities also work with the Virginia Business Higher Education Council to raise awareness of the critical role of the state's higher education system in economic development.

**Segerson (GMU):** Universities in Virginia have worked together on a variety of economic development relate projects. A couple of these are the Virginia Coastal Energy Research Consortium, which is undertaking sustained research with NOAA funding in the areas of wind and biodiesel

fuel production (alternative energy), which is a national and state priority to move toward improved energy efficiency and alternative sources of energy. A quasi-consortium has been evolving among various Virginia universities to provide expert advisory services to the Korean Nuclear Power Division of the Korean Electric Power Corporation (KEPCO) to create a new college/university in Korea in applied nuclear power engineering.

Funding for a similar program in Virginia is being pursued by George Mason University and other Virginia universities. Such a program would provide employment and also position the state for becoming a leading educator for the growing demand for such engineering specialists.

**Noftsinger (JMU):** First, the key on higher education collaboration is to coalesce around issues that have the potential to both develop Virginia's economy and improve the world in which we live. To that end, Virginia higher education has formed many consortia to utilize the different areas of expertise of institutions and researchers, thus ensuring an interdisciplinary approach to solving the most pressing issues of the 21<sup>st</sup> century: developing and training a work force to support renewable and alternative energy sources, strengthening the security of our critical infrastructure systems and networks, and improving the quality of health care through training and implementation of health informatics and IT technologies to name a few. Support for collaboration across universities and across disciplines will ultimately produce a favorable return on investment for the commonwealth.

**Hall (Norfolk State):** Many colleges and universities are establishing business incubator programs or centers that can assist new companies to overcome the many challenges that they often face in their first few years. Companies can benefit from college and university mentoring, workshops, and shared facilities, along with close connections to college and university



Sledge

and its talented faculty members and students.

**The following are just a few examples of ways four-year colleges and universities are involved in economic development.**

### Stough (GMU):

Virginia Immunology Center: George Mason University, in co-operation with Prince William County and four other universities, will establish an immunology research center on Mason's campus adjacent to Prince William County's Innovation Park.

Inova Health System Partnership: Inova Health System and George Mason have created a partnership to take advantage of each group's research strengths. In 2009 the Mason Inova Collaboration Research Fund was established with \$1 million provided by Inova.

International Business Develop-

ment Program: As part of the School of Public Policy's Mason Enterprise Center, the International Business Development Program (IBDP) offers targeted programs to assist both U.S. and international small and medium IT enterprises develop international business.

### Noftsinger (JMU):

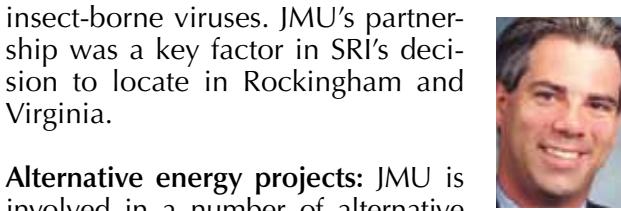
**SRI partnership:** JMU is a key research partner with SRI International, a major research organization that opened its Center for Advanced Drug Research facility in Rockingham County. Research at the center includes bio-threats, diseases and insect-borne viruses. JMU's partnership was a key factor in SRI's decision to locate in Rockingham and Virginia.

**Alternative energy projects:** JMU is involved in a number of alternative energy projects. For example, the university received recently an \$800,000 federal stimulus grant to create a small wind training and testing facility.

**Hall (Norfolk State):** Given our current economy situation today, we need innovators more than any time before. Innovation will bring added value and widen the employment base. To that end, Norfolk State University has proposed establishing a Technology and Business Innovation Center, where technology, education and business entrepreneurship will merge to leverage company partnerships, enhance commercially viable products, and educational opportunities for NSU students.

**Tom Osha (ODU):** Old Dominion University is launching ODU Business Gateway to serve as a single point of entry to the intellectual capital, innovative technologies and world-class infrastructure at ODU. The Business Gateway will help small and large companies, military commands, nonprofit organizations, and entrepreneurs find business solutions.

In addition to business services, the



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*Hampton Roads*
- Oct. 7: Pink Ribbon Tennis Tournament  
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- Oct. 9: Making Strides Against Breast Cancer  
*Hampton Roads*
- Oct. 17: Making Strides Against Breast Cancer  
*Richmond*
- Oct. 22: Pink Ribbon Gathering Luncheon  
*Roanoke*
- Oct. 25: ACS/CCA Financial/Genworth Financial Golf Championship  
*Richmond*
- Nov. 6: Pavilion Ball  
*Charlottesville*
- Nov. 12: Lynchburg Area Gala  
*Lynchburg*



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center will provide advanced manufacturing and industrial solutions and specialized business assistance, such as veterans business outreach and procurement for small, women and minority-owned businesses.

**U.Va.:** The University of Virginia encourages the commercialization and licensing of faculty research. The university recently appointed W. Mark Crowell to the position of executive director and associate vice president for innovation partnerships and commercialization, a new position designed to build U.Va.'s government and corporate partnerships to enhance commercialization of the university's research activities. In the past five years, U.VA. researchers have invented 885 new technologies, 302 of which have been licensed to companies.

**MacInnis (VMI):** VMI promotes tourism in the region through the VMI Museum, its educational attractions at the New Market Battlefield State Historical Park and its partnership with The

Shenandoah Valley Battlefields Foundation. The institute is also slated to host the 2012 signature conference for the Virginia Sesquicentennial of the American Civil War commemoration.

VMI's Center for Leadership and Ethics hosts two key conferences for the commonwealth that promote economic development and innovation in the critical areas of energy and the environment: The Commonwealth of Virginia Energy Symposium and Environment Virginia.

**Provo (Virginia Tech):** Virginia Tech has recently used both its innovation assets and convening capacity to build extensive partnerships with community colleges, private-sector firms, and other partners to secure more than \$9 million in federal work-force training grants for western Virginia. The projects involve bringing both new technology and new ideas into education and training programs in green building/energy efficiency and health-information technology occupations. These two proj-

ects will train and place hundreds of workers in these fields, underwrite training costs for firms and workers, and develop enhanced curriculum in collaboration between educators, researchers, and industry.

## Sledge (William and Mary):

**Chesapeake Algae Project:** The college is a partner in this project, which is exploring ways to use algae to clean pollutants in the Chesapeake Bay and using these pollutants to create biofuel.

**James City County Business & Technology Incubator:** The college's Technology and Business Center manages the incubator, which is designed to help both technology and non-technology-related businesses.

**William and Mary Real Estate Foundation – Tribe Square Project:** The foundation is building a residential and retail development near campus that will include 12,000 square feet of retail and restaurant space and 14 apartments for 56 William & Mary students. ■

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Innovation Research Park @ ODU currently consists of two 100,000 sq. ft. Class A office/wet/dry lab buildings located within the 75-acre, mixed-use University Village on the campus of Old Dominion University in Norfolk, Virginia. IRP was designed to leverage the access, proximity, and infrastructure of ODU, the surrounding federal labs, and military centers to aid companies at every point in their life cycle.

To balance work and life, IRP also has programs that allow tenants to use university health club, tennis, golf, sailing, recreational and other amenities, in addition to the shopping, dining and entertainment offerings found in the University Village.

#### **FEATURES, AMENITIES AND SERVICES**

- ODU Business Gateway - a comprehensive suite of business and entrepreneurial consulting and services, manufacturing and technology solutions, training and professional development, and veterans business outreach and procurement assistance.
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# A sampling of Virginia's recent economic development announcements (2009-2010)

## SOUTHWEST VIRGINIA

**Bristol:** \$21 million to move Alpha Natural Resources' corporate headquarters to the city, creating 69 jobs.

**Grayson County:** Carolina Profile Design Corp., a lithographic commercial printing company, spent \$3 million to expand and create 75 jobs in the last year.

**Pulaski County:** Phoenix Packaging Operations is spending \$20 million to establish a North American headquarters and production facility, creating 240 jobs.

**Radford:** Virginia Casting Industries is spending \$9.1 million to create a ductile iron components manufacturing facility at the former Intermet New River Foundry, creating 300 jobs.

**Russell County:** CGI Group to add 100 jobs to its software development and systems integration facility.

## SOUTHERN VIRGINIA

**Campbell County:** Intersections creating customer service center, creating 250 jobs.

**Charlotte County:** \$4.2 million expansion for Morgan Lumber Co., creating 25 jobs.

**Danville:** EcomNets is spending \$2 million to establish a manufacturing center for "green" computers, creating 160 jobs.

**Henry County:** Monogram Food Solutions spending \$4 million to expand its processed meats plant, creating 150 jobs.

**Martinsville:** Faneuil Inc. will spend \$2.4 million to open a customer call center, creating 250 jobs.

## SHENANDOAH VALLEY

**Frederick County:** \$40 million expansion of Kraft Food Inc.'s Capri Sun manufacturing plant, creating 100 jobs.

**Harrisonburg:** Rosetta Stone adding 100 jobs to its facility.

**Shenandoah County:** Mercury Paper investing \$21.2 million to expand operations and move its North American headquarters, creating 150 jobs.

**Waynesboro:** Polymer Group Inc. adding a manufacturing line to its facility, creating 41 jobs.

**Winchester:** Sunshine's Pride Dairy is spending \$9.5 million to convert a former Rich Foods Products plant into a manufacturing facility for Salvadoran meats and cheeses, creating 150 jobs.

## HAMPTON ROADS

**Hampton:** \$1.5 million expansion of Portfolio Recovery Associates' call and debt collection center, adding 424 jobs.

**James City County:** AVID Medical Inc. adding 300 jobs to its medical products distribution plant.

**Newport News:** Doyon Government Group opened an office in the city, which will eventually create 159 jobs.

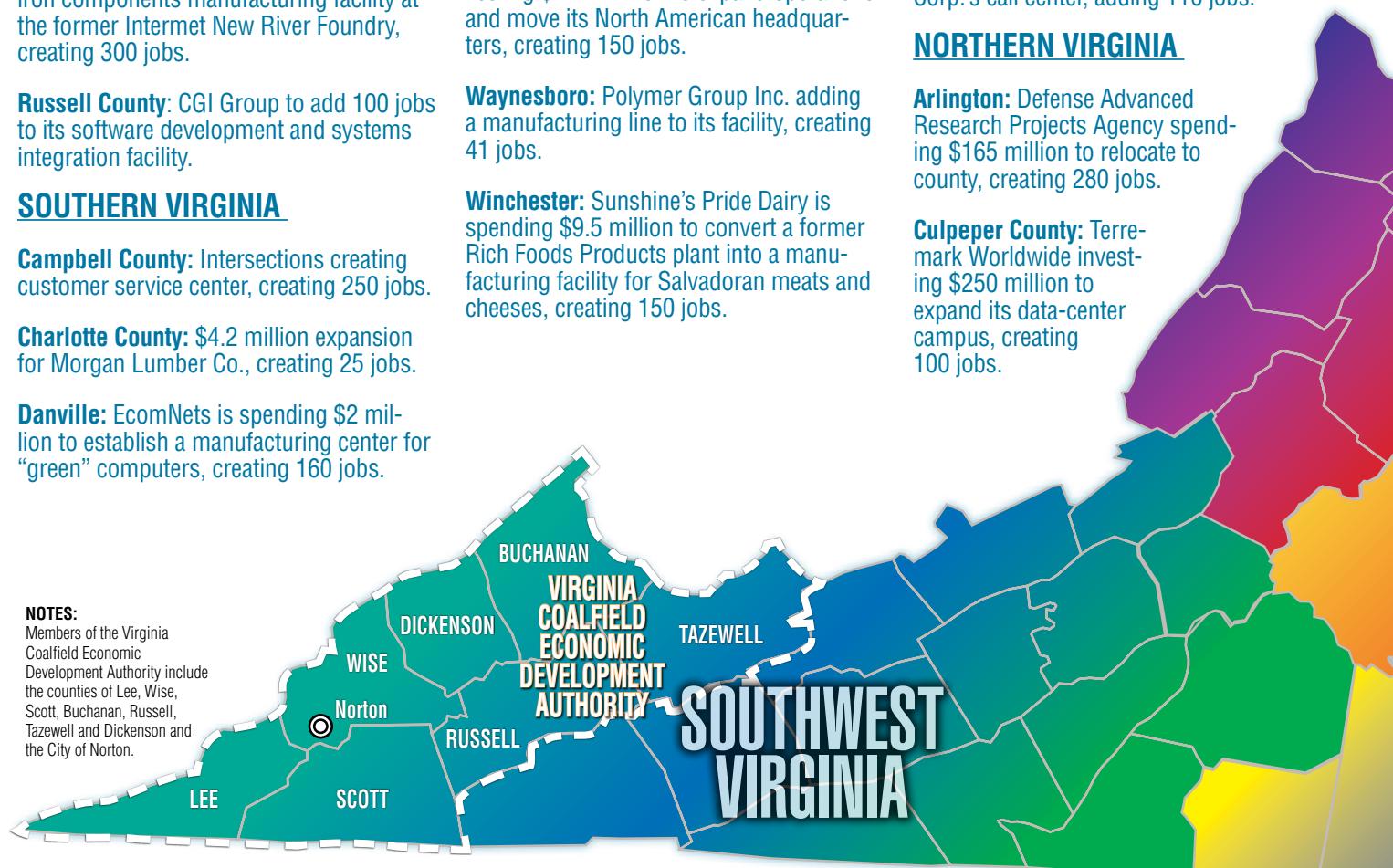
**Norfolk:** \$14 million expansion of Colonna's Shipyard Inc., adding 68 jobs.

**Virginia Beach:** Expansion of Geico Corp.'s call center, adding 110 jobs.

## NORTHERN VIRGINIA

**Arlington:** Defense Advanced Research Projects Agency spending \$165 million to relocate to county, creating 280 jobs.

**Culpeper County:** Terremark Worldwide investing \$250 million to expand its data-center campus, creating 100 jobs.



**Fairfax County:** KPMG expands Tysons Corner location, adding 375 jobs to the county.

**Loudoun County:** Neustar Inc., which provides technology services to the telecommunications industry, is expanding its headquarters, creating 280 jobs.

**Prince William County:** \$6 million to expand Aviation Institute of Maintenance, adding 45 jobs.

## CENTRAL VIRGINIA

**Albemarle County:** Joint Use Intelligence Analysis Facility (JUIAF) moving to county, bringing 800 jobs.

**Henrico County:** Bank of America spending \$166 million to expand operations center, adding 196 jobs.

**Lynchburg:** Babcock & Wilcox expands to design its new mPower nuclear reactor, creating 100 new jobs.

**Richmond:** MeadWestvaco to move Center for Packaging Innovation to Richmond, adding 128 jobs.

**Spotsylvania:** A-T Solutions Inc., which provides anti-terrorism training, is expanding, creating 150 jobs.

Source: The Virginia Economic Development Partnership

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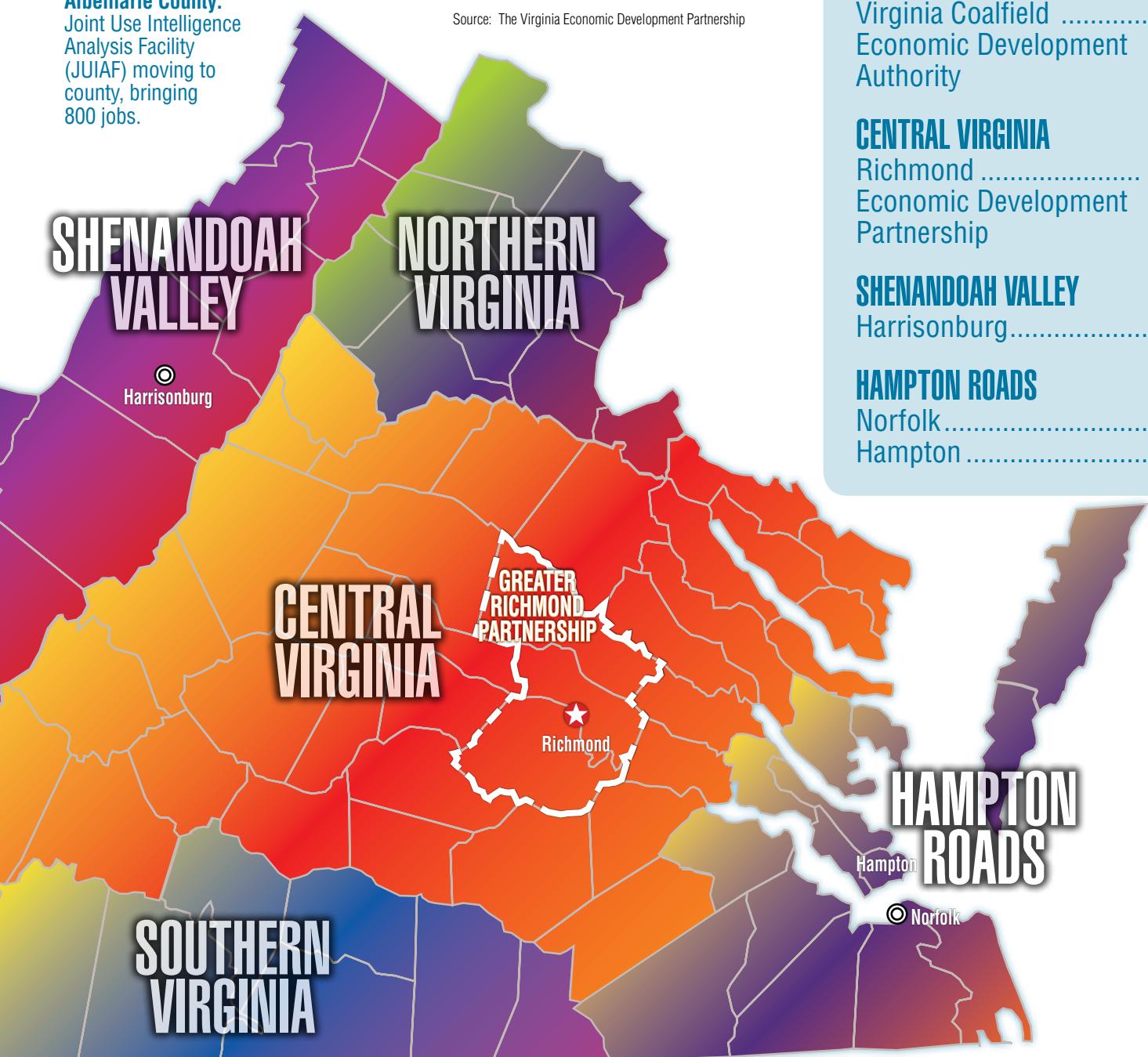
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Hampton .....S22



# Economic development is partnership between business and government

**A**s legal counsel to small and mid-sized privately held businesses, the Virginia lawyers at Sands Anderson PC are often asked to assist in plant and facility leases, financing, construction contracts and real estate arrangements. Economic development assistance is often a vital part of any businesses' new or expanded location. Business clients benefit from the firm's experience as one of the state's largest groups of local government lawyers, including assignments with Economic Development Authorities, Industrial Development Authorities and other municipal and government agencies designated with responsibilities for improving local economies and tax bases.

From tax credits and workforce development through land use, zoning and funding assistance, our lawyers work on behalf of clients to negotiate the best arrangements to bring expanded job opportunities, local revenue and sensible resource management to both businesses and local governments. For complete details, contact Brian Pitney (804-783-7212) or Dan Siegel (804-783-7219).



Business law chairman Brian Pitney and local government law chairman Dan Siegel look over client papers at the new offices of Sands Anderson on top of the Bank of America Center.

# One Virginia Law Firm Where Things Are Looking Up

Sands Anderson's 52 Richmond-based attorneys have moved to the top of the Bank of America Center in downtown Richmond to better serve our growing clients in the central Virginia area and beyond. While our phone and post office address have not changed, our location is now: 1111 East Main Street, Richmond, Virginia, 23219. Our clients recognize this as a significant step in our commitment to them and our downtown home near the state Capitol. Please come see us.

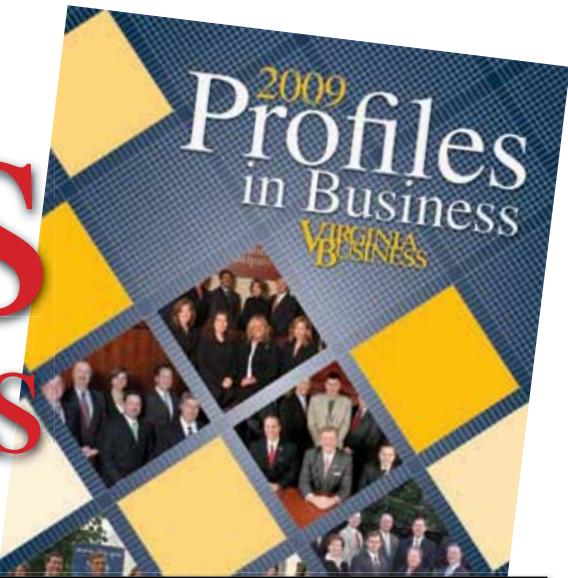
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# 2010 Profiles in Business

A special publication reaching the readers of Virginia Business!



For the 5th consecutive year, *Virginia Business* presents an exciting marketing opportunity designed to deliver maximum exposure for your business at a very attractive price. Our new and improved *Profiles in Business* offers a magazine size format that includes a half page color photo of your business, your company logo, and a half page narrative about your products or services.

In December, *Profiles in Business* will either be polybagged with our monthly *Virginia Business* magazine or appear within the December issue. These recipients include over 27,000 top business executives and government officials in Virginia. Over half of our audience has a title of chairman, president, CEO, owner, vice-president or CFO – an impressive audience to reach with your business profile.

Your *Profiles in Business* package will include the following:

- **Full page profile** - including color photo, half-page narrative, your company logo and contact information
- **100 reprints** - reprints of your profile make excellent mailers
- **Digital file** - A low-resolution PDF file will be provided for easy email or web use
- **Online package** - A complete online package including a link to your Web site
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**Profiles in Business Package = \$2,900 (NET)**  
A photographer will come to your location to take the photo. You will provide us with your logo and a 250-word narrative about your company. There will be an opportunity for you to review the page and approve before publication.

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[www.virginiabusiness.com](http://www.virginiabusiness.com)

## ADVERTISING DEADLINES:

Ad Space - October 28

Ad Copy - November 5

# Virginia's e-Region: electronic IT, energy, education

Tired of battling traffic congestion and the high cost of doing business in a major metropolitan area, but still need to operate your business in an area ready to support high technology jobs? Perhaps you should consider Virginia's e-Region, located in beautiful southwestern Virginia.

Built on solid energy resources and propelled by IT giants Northrop Grumman and CGI, who have chosen this dynamic location for their multimillion-dollar technology centers, plus the location of the nation's only

certified Tier III commercial data center and a growing technology-savvy workforce, Virginia's e-Region is fast becoming known as the place to be.

**Key attributes of Virginia's e-Region as a business location are electronic information technology, energy, education and emerging technologies.** Another factor is the region's response to a growing IT presence, its leadership in making last-mile broadband connectivity a reality and assistance with new and existing business expansion. The region works together to develop

training programs, while supporting and developing the workforce and planning for the accompanying quality of life issues of the next 20 years.

Fast track educational programs for high technology jobs, a new software engineering bachelor's degree program, outstanding new business technology parks and new energy-related projects are leading to growth in Virginia's e-Region — and helping to spread the word about this energetic U.S. business location.

## HIGHLIGHTS INCLUDE:

### Electronic Information Technology

- Northrop Grumman, with nearly 200 employees, operates its Southwest Enterprise Solutions Center in a new technology park in Lebanon, Virginia. Employment is expected to grow to 400.
- Software developer CGI is operating the Southwest Virginia Center of Excellence in Lebanon, and employs nearly 400.
- OnePartner, LLC operates the Advanced Technology & Applications Center in Duffield, Virginia, the only Certified Tier III commercial data center in America.
- Virginia's e-Region is considered a trendsetter in broadband access in rural America with millions invested in deploying fiber optics throughout the region.

### Energy

- Coal and natural gas resources play a critical role in national energy and economic security.
- Dominion Power is constructing the \$1.8 billion Virginia City Hybrid Energy Center in Wise County.
- An energy research center that will provide space and an atmosphere for collaboration between the public and private sector is being completed in the Lonesome Pine Business & Technology Park in Wise, Virginia.

### Education

- The University of Virginia's College at Wise offers the only undergraduate software engineering program in Virginia and one of only a few nationally.
- Regional community colleges offer FastTrack information technology education.

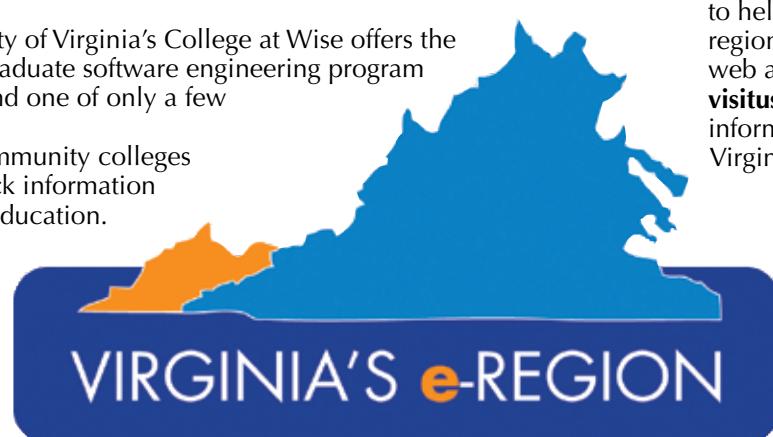
- Technology training centers, the Dickenson Center for Education and Research and the Southwest Virginia Technology Development Center, operate here.
- A law school and pharmacy school operate in the region; dental school is being planned.

### Emerging Technologies

- Leading manufacturers such as Tempur-Pedic®, Pyott-Boone Electronics, and Mullican Flooring operate in the region.
- Community colleges offer manufacturing technology degrees and customized training.
- New business and technology parks and buildings are available.

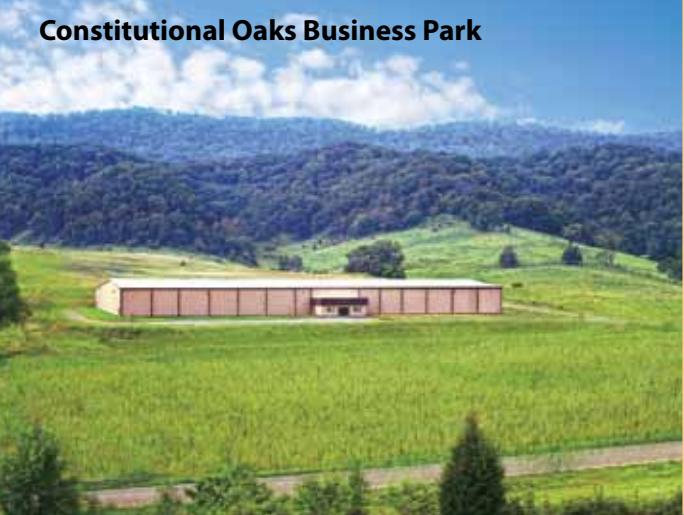
Located in beautiful southwestern Virginia less than a day's drive from over half the nation's population, Virginia's e-Region is ready to help businesses find solutions. We would love to show you first hand how expanding to Virginia's e-Region can benefit your business and your employees' quality of life.

Virginia's e-Region is marketed by the Virginia Coalfield Economic Development Authority (VCEDA), a unique regional organization established to help enhance and diversify the region's economy. Check us out on the web at [www.e-Region.org](http://www.e-Region.org). Email us at [visitus@e-Region.org](mailto:visitus@e-Region.org). Or call us for information or to schedule a visit to Virginia's e-Region at 800-735-9999.





**Constitutional Oaks Business Park**



**Southern Gap Business Park**



## Technology has its place.

**In new parks and buildings in Virginia's e-Region.**

Expand on-shore in beautiful southwestern Virginia. We have new business parks and buildings, with access to redundant high-speed broadband and low-cost power, plus an available and trained technology workforce.

Come join companies like Northrop Grumman and CGI which are operating here in multi-million dollar technology centers, and leading manufacturers such as Tempur-Pedic®. We also are home to the nation's only Tier III commercial data center certified by the Uptime Institute and Virginia's only bachelor's degree in software engineering.

Recruiting topnotch talent is not a problem, and the quality of life is exceptional with no traffic congestion.

**Come visit and see for yourself. There's no better place for on-shoring than Virginia's e-Region. We're ready for you.**



electronic information technology,  
energy, education, emerging technologies

**1.800.735.9999**

[www.e-Region.org](http://www.e-Region.org) • [visitus@e-Region.org](mailto:visitus@e-Region.org)

Virginia's e-Region is marketed by the  
Virginia Coalfield Economic Development Authority.

## Greater Richmond: A business-friendly, strategic location

**T**he Richmond region has a great story to tell: cost-effective real estate, quality labor force, and a welcoming business environment," said Andrew Rose, Elephant Auto Insurance president and CEO. He states that these were among the convincing reasons Elephant, a subsidiary of Admiral Group plc, the United Kingdom's third largest auto insurer, selected Greater Richmond to expand their business after a six-month search of cities including Los Angeles, Atlanta, Dallas, Chicago and Charlotte.

Companies like Elephant and Sabra Dipping Co., who recently chose Greater Richmond, appreciate the friendly business environment. Forbes.com ranked Virginia as America's top state for business for the fourth year in a row. Boyd Company Inc. ranked Richmond ninth lowest among 50 cities for the

cost of operating a corporate headquarters.

Greater Richmond boasts more corporate headquarters than most places its size with six Fortune 500 companies and 10 on the Fortune 1000 list, including Altria Group, Dominion Resources, Genworth Financial, Owens & Minor, CarMax and MWV. From corporate headquarters to an ever-expanding biotechnology park and growing life sciences industry, finance-securities-insurance business cluster, advanced manufacturing, food processing, green, clean and energy technologies, information technologies, and creative and knowledge-based services, Greater Richmond isn't dependent on one industry to provide economic stability.

Located at the junction of I-95 and I-64, Greater Richmond has access to more than 55 percent of the U.S. population within 750 miles of-

ferring a distinct advantage from a logistics perspective. The region's solid infrastructure includes the Richmond International Airport, which is served by major airlines and low-cost carriers. There is also easy access to rail and port services.

Rose added, "Another differentiating factor among the cities was the Greater Richmond Partnership's service. They streamlined the process for us. We're a cost-effective business and this free consultative service was invaluable to us."

The Greater Richmond Partnership, Inc. serves as the regional economic development organization. The group works with domestic and foreign companies looking to relocate or expand, or to establish U.S. subsidiaries. A tremendous amount of information is available on [www.grpva.com](http://www.grpva.com) making it easy to compile initial site-evaluation analysis.

## G R E A T E R   R I C H M O N D

# Making Economic Progress



**Elephant Auto Insurance**, a provider of low cost auto insurance over the Web, opened a 26,000-square-foot office in Henrico that will house 140 employees by the end of 2010.



**Hanover Foils**, a new manufacturer of flexible packaging products, opened a \$4 million, 80,000-square-foot facility in Ashland that will employ 80 workers.



**Health Diagnostics Lab** is an accredited clinical laboratory in the Virginia BioTechnology Research Park will grow to 44 employees in their new Richmond space.



**Sabra Dipping Company** completed a 110,000-square-foot, \$59 million plant to manufacture food products and expects to employ 260 in Chesterfield.

The Greater Richmond Partnership, Inc. serves the counties of Chesterfield, Hanover, Henrico and the City of Richmond. Since 1994, the Partnership has assisted with the location or expansion of more than 380 companies that have invested \$6.9 billion in the region. But we won't stop there.

**grpva.com**  
Greater Richmond Partnership, Inc.

## Innovation at work

**H**arrisonburg is an innovative city that fosters new business. Its planned growth model and strong infrastructure are ideal for building both a company and a career. Harrisonburg's pro-business government actively seeks and supports technology firms and start-up companies, attracting quality businesses to grow and thrive.

The Harrisonburg-Rockingham MSA has received tremendous investments from both new and existing employers. SRI International, one of the founders of Silicon Valley, has established its Center for Advanced Drug Research (CADRE) here. Rosetta Stone, the world's premier language learning software producer, employs over 425 associates in downtown Harrisonburg and continues to aggressively hire. Serco operates a classification center within the Harrisonburg Technology Park as a contractor for the U.S. Patent & Trademark Office,

employing more than 100 classifiers trained in science and engineering.

The city is proud to be the home of James Madison University (JMU), which now has a student population of approximately 18,500. JMU is clearly an economic engine for the city and entire Shenandoah Valley. Current capital projects, including the Forbes Performing Arts Center, expansion of Bridgeforth Stadium, and the Port Republic Road athletic fields, total approximately \$200 million of new investment. JMU perennially ranks as one of the top regional universities in the South, and also as one of the best values in higher education. As a result, James Madison University is one of the top Virginia schools of choice.

Downtown Harrisonburg has experienced dramatic growth over the past several years. Urban Exchange, a five-story mixed use development with underground parking, was completed in 2009. The development in-

cludes 194 apartments and 20,000 square feet of office/retail space. The Colonnades at Rocktown is a four-story mixed use project due for completion in October 2010. This development includes 66 residential units and 20,000 square feet of first floor retail/office space. This surge in residential development has led to six new restaurants opening in downtown district in first half of 2010. The Harrisonburg Children's Museum, already an important attraction downtown, will be relocating in the fall into a larger venue with new exhibits.

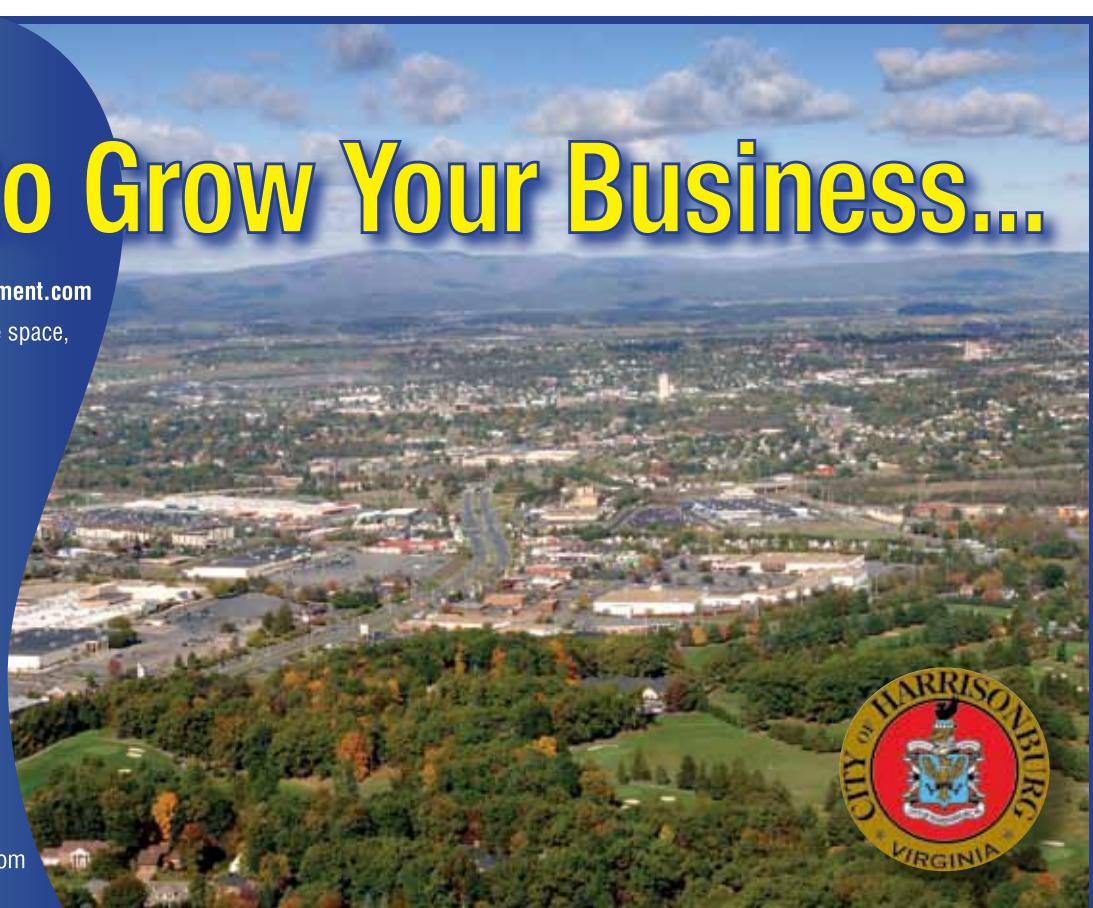
Employers are quickly discovering the tremendous assets available in the Harrisonburg area. Ideally situated two hours from Washington, D.C. and Richmond, the Shenandoah Valley offers a great quality of life, a highly skilled workforce and a robust technology infrastructure. Come explore what Harrisonburg has to offer you and your business.

## Room to Grow Your Business...

Visit [www.HarrisonburgDevelopment.com](http://www.HarrisonburgDevelopment.com) today to learn about the available space, infrastructure, and services Harrisonburg has to offer your business.

Also, request our free brochure—*Harrisonburg, VA: Work & Life in Balance*.

Harrisonburg Department of Economic Development  
540-432-7736  
[econ\\_dev@harrisonburgva.gov](mailto:econ_dev@harrisonburgva.gov)  
[www.HarrisonburgDevelopment.com](http://www.HarrisonburgDevelopment.com)



## Norfolk home to exciting new developments

### What's in the pipeline?

Millions in innovation! We're inviting you to check out our new website for development project information and initiatives in the works. Initiatives such as high-speed rail, a multimodal center, an alternative energy park, repositioning of a waterfront icon and offshore wind — energizing to say to least. Norfolk's light rail system, The Tide, will be running by spring 2011. The Wells Fargo Center, a new premier lifestyle center, has Class A office and virtual offices, creating competitive market opportunities for companies wanting a downtown address. Additional mixed-use, residential, dynamic public amenities, university, medical and art facility investments alike are generating excitement and changing the landscape throughout the city.

### High performing and stable region

Norfolk is positioned to become more accessible to global markets as

the Port of Virginia continues to expand and replenish capacity. Intermodal transport of double-stacked containers via the Norfolk Southern Heartland Corridor project cuts 200 miles off Midwest shipping routes. Global commerce trade assets and the military, which accounts for more than 25 percent of our economic base, work together to stabilize our regional economy.

### The region's urban core

Norfolk is the forward-thinking business, art and cultural, educational, and medical center of the region. Our region's strategic location is a target for foreign, new economy and energy-security investors. Industries seeking comfortable transition and expansion to the area include government contractors, manufacturers utilizing maritime and intermodal transportation, biomedical and aerospace technologies, renewable energy and advanced materials manufacturers, modeling and

simulation companies and satellite office users. Virginia's top business climate attracts corporate headquarters.

### Workforce

Norfolk is actively engaging and recruiting young professionals, almost one-third of our population, in community and business organizations. Annually, 13,000 highly skilled and disciplined military personnel separate and seek civilian jobs. There are 30,000 military spouses and 90,000 college students in the area.

### Make Norfolk your home

Contact us if you are interested in making a life and living in a friendly, historic, stable, smart, growing, and beautiful coastal location. We welcome you and your ideas.

Visit [www.norfolknavigator.com](http://www.norfolknavigator.com) to generate custom reports and site selection.

The screenshot shows the homepage of the Norfolk Development website. At the top, there's a banner with the text "NORFOLK strategic location" and "diverse economy". Below the banner, a blue callout box contains the text "The Norfolk region's economy – healthy and strong." and "Active ingredients: business & population diversity; military jobs concentration; Port of Virginia. Find out more: norfolkdevelopment.com 757-664-4338". To the right, a yellow callout box titled "In the Pipeline" lists various project categories with sub-points. The background features a blurred image of a modern building complex.

- Alternative Energy Projects
  - former auto plant conversion +
- Commercial Projects
  - plans & redevelopment areas +
- Mixed-Use Projects
  - full market spectrum +
- Residential Projects
  - urban living options grow +
- University Projects
  - student communities, research +
- Arts & Recreation Projects
  - cultural headquarters +
- Medical Projects
  - facilities including R&D +
- Public Projects
  - tech library, waterfront icon +
- Transportation Projects
  - light & HS rail complex +

# Hampton: a digitally advanced city with miles of shoreline

**C**entered on the East Coast and located at the mouth of the Chesapeake Bay, the city of Hampton is graced with miles of shoreline and breathtaking water views. Hampton is located in the heart of the Hampton Roads region where Interstates 664 and 64 converge. Interstate 64 also connects Hampton to Richmond and to Washington, D.C. via Interstate 95.

## Quality of Life

The quality of life is a breath of fresh air and one of the best kept secrets on the East Coast. Hampton is a waterfront city with a mild climate. For the eighth year in a row, the city was named one of the most technology-advanced cities in the nation by the Center for Digital Government - 2009 Digital Cities Survey. Hampton has also been named one of the top 20 hot

spots for young professionals to live and work as ranked by Next Generation Consulting, 2009.

There are an abundance of things to see and do in Hampton. Because of its unique central location, Peninsula Town Center, a mixed-use development offering 1 million square feet of specialty retail, unique dining and entertainment experiences, along with Class A office space and luxury residences, has become one of the region's premier destinations. The city also has a vibrant arts community, distinctive festivals, signature events and cultural attractions that include the Virginia Air & Space Center, Hampton History Museum, Fort Monroe, the award-winning Hampton Coliseum, The American Theatre, harbor tours, cruises and more!

## Industry Clusters

A unique mix of growing and established industry clusters such as aerospace, sensors, modeling and simulation, communications, medical, homeland security and defense are thriving in Hampton. Their prosperity is due, in part, to local and regional assets, a highly educated workforce, and state-of-the-art business parks.

First-rate local assets, including NASA Langley Research Center, Langley Air Force Base, Hampton University, the National Institute of Aerospace and Hampton University's new Proton Therapy Institute, help cultivate these clusters.

## Business Parks

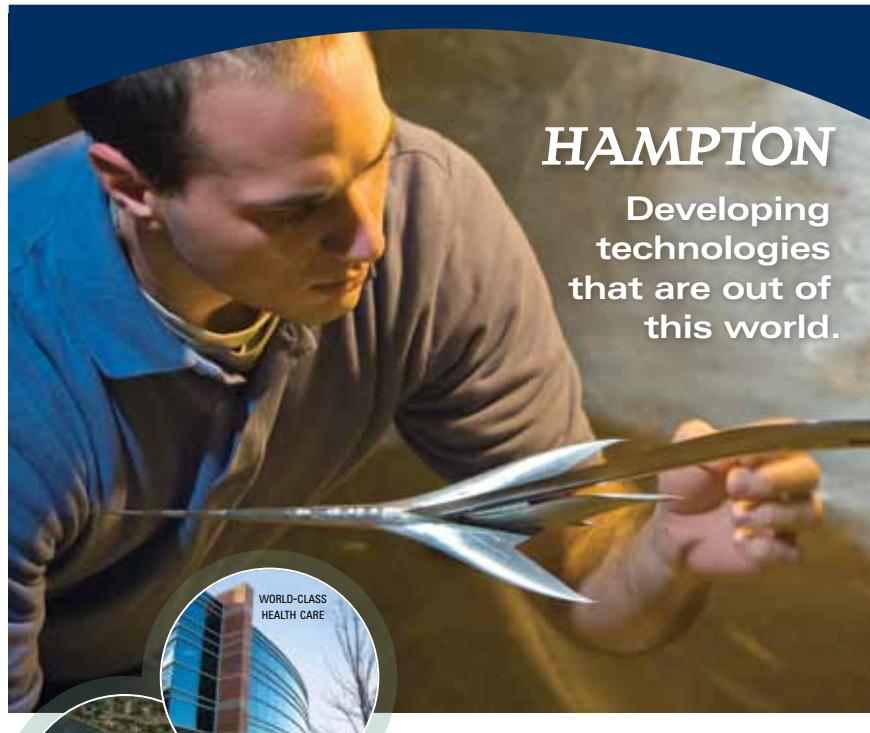
The city's high-tech business parks are equipped with digital switching offices, SONET and ATM technologies. These are CoxSmart parks, which offer the most popular communications solutions over one network. All parks are also located in Virginia Enterprise Zones, which provide state and local incentives to qualified businesses that invest and create jobs within the designated areas.

## Workforce

Hampton has an ample pool of highly educated, skilled labor with more than 13,000 departing military personnel entering the workforce annually, and a regional civilian labor force in excess of 800,000. The city is home to the Peninsula Workforce Development Center, which provides employer-driven workforce services and offers world-class training programs, high-tech facilities and a team of experienced professionals to meet training needs.

## Incentives

The City of Hampton offers a variety of incentives to assist both small and large businesses. For more information on these programs and other services offered, please visit [www.hamptonva.biz](http://www.hamptonva.biz) or call the City of Hampton Department of Economic Development at (757) 727-6237.



## HAMPTON

Developing  
technologies  
that are out of  
this world.



**Hampton** is a robust and vibrant waterfront city in southeastern Virginia. Our highly educated workforce, competitive incentives and state-of-the-art business parks aid in the success of Hampton's businesses. The influence of NASA Langley Research Center, Langley Air Force Base and the National Institute of Aerospace help to make Hampton one of the top high-tech business locations on the East Coast. Combine this with Hampton's central location, abundant waterfront, unique housing and retail developments, and it's easy to see why so many companies are investing in Hampton.

**JOIN THE BEST. INVEST IN HAMPTON.**



DEPARTMENT OF ECONOMIC DEVELOPMENT  
WEB [HAMPTONVA.BIZ](http://HAMPTONVA.BIZ) PHONE 800.555.3930  
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**For 28 years,**  
the United States Senate Productivity and Quality Award Program in Virginia (Virginia SPQA) has helped organizations keep pace with the speed of change. A non-profit, volunteer organization, Virginia SPQA administers the Commonwealth's version of the national Malcolm Baldrige Award Program.

Since its founding, hundreds of organizations have participated—analyzing their performance based on the Baldrige Criteria for Performance Excellence. The benefits ultimately translate to a stronger Virginia. We are proud of this Program and we invite you to explore how it can help your organization.

*Jim Webb*  
U.S. Senate

*Mark R. Warner*  
U.S. Senate



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Join us for the 28th annual Forum for Excellence as we recognize Virginia's outstanding organizations and explore "the upside of the downturn."

Featured speakers include:



John Fitzgerald  
CEO, INOVA  
Fair Oaks Hospital



Larry Potterfield  
CEO, MidwayUSA



Bill Bolling  
Lt. Governor  
Commonwealth of Virginia

Have lunch with your friends and hear from Larry Potterfield, CEO MidwayUSA, a 2009 Baldrige Award recipient. Then join us, and ***Lt. Governor Bill Bolling, for the Awards ceremony as we recognize Hanover County Virginia and Discovery Participants.***

To learn more go to  
[spqa-va.org](http://spqa-va.org) or contact  
us at 571.215.8881

# The Upside of the Downturn

## Sharing Best Practices To Move Ahead

September 14-15, 2010  
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