

# Greater Richmond Partnership

Strategic Insights from Leading Site  
Selectors

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**Provided to:**

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# Section 1: Introduction

# Introduction

## BACKGROUND

The Greater Richmond Partnership (GRP) is the lead economic development organization for the City of Richmond and the counties of Chesterfield, Hanover and Henrico in Virginia. The metropolitan statistical area is home to over 1.3 million people and has seen strong growth in population. Its access to talent and East Coast markets make it a competitive location for large employers, including 10 Fortune 1000 companies.

With new leadership in place, the GRP organization is starting a process to update its economic development strategic plan. As input into that plan, GRP has asked Ady Advantage to provide them with qualitative site selector research.

## OBJECTIVE

Greater Richmond Partnership sought Ady Advantage's assistance in conducting quality research among key target site selectors to inform its economic development strategic plan. The goal of these interviews will be to discuss the awareness, perceptions and competitiveness of Virginia, as well as the Richmond region for site location decisions (including within specific industries).

This will include the following subobjectives:

- Conducting anonymous interviews with 25 site selectors
- Summarizing the perceptions and attitudes of the site selectors



## Section 2: Site Selector Survey Results

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# Introduction and Methodology



# Site Selector Survey

## INTRODUCTION: SELECTING THE PARTICIPANTS

Ady Advantage conducted interviews with twenty-five leading site selectors identified by the Greater Richmond Partnership and Ady Advantage as preferred experts in the site selection industry. The participants are all involved in the site selection process, with some specialized in incentives, and held such roles as Vice President, Owner, and Manager. Participants were compensated with an honorarium of a \$150 Amazon gift card for their time and input. All participants were very forth coming and willing to participate in these interviews, which were conducted over the phone from September 9<sup>th</sup> to September 27<sup>th</sup>.

Site Selector Participants were identified by Ady Advantage and the Greater Richmond Partnership according to the following criteria:

- Site Selector Guild Member
- Experience with site selection in Virginia
- Experience with site selection in Richmond
  - Have they located a project in Richmond?
  - Note: Some were specifically chosen for their lack of experience to shed light on the awareness of Richmond to those who have not been there.
- Personal experience with the Greater Richmond Partnership

# Site Selector Survey Results

## INTRODUCTION: TOPICS OF DISCUSSION

Ady Advantaged conducted a twenty-four-question survey via phone to provide a framework for the discussions that were to be had and capture specific perceptions about the Greater Richmond region. Ady Advantage completed interviews with twenty-five site selectors. Participants were asked questions on the following topics:

1. Career background and experience in the industry.
2. Experience and perceptions of the Commonwealth of Virginia as a place to do business.
3. Experience and perceptions of the Greater Richmond Region as a place to do business.
4. Location criteria for a specific industry, and how Richmond rates as a potential location.
5. Marketing and branding trends and advice.

A copy of the site selector survey can be found in the appendix of report.

# Site Selector Survey

## PARTICIPANTS

The following tables list the site selectors interviewed as part of this process.

Organization	Name	Title	Guild Member	Project, Visited, or No Experience
Atlas Insight, LLC	Brian Corde	Managing Partner	No	Project, Visited
Avenue Advisory Group	Mike Bennett	Founding Partner	No	No, Visited
Biggins, Lacy, Shapiro & Company LLC	Michelle Comerford	Project Director - Industrial & Supply Chain Practice	Yes	No, Visited
Biggins, Lacy, Shapiro & Company LLC	Tracey Hyatt Bosman	Managing Director	Yes	No, Visited
Biggins, Lacy, Shapiro & Company LLC	Andrew Shapiro	Managing Director	Yes	No, Visited
CBRE	Seth Martindale	Managing Director, CBRE Consulting	Yes	No, Visited
CH2M Hill	Dick Sheehy	Director of Advanced Planning & Site Selection	No	Project, Visited
Cushman & Wakefield	Betty McIntosh	Managing Director	No	No, Visited
Cushman & Wakefield	Brad Migdal	Senior Managing Director, Business Incentives Practice	No	No, Visited
Deloitte	Charlie Ruby	Director	No	Project, Visited
Duff & Phelps, LLC	Greg Burkart	Managing Director, Business Incentives Advisory Practice	Yes	No Experience
Ginovus	Larry Gigerich	Executive Managing Director	Yes	Project, Visited

# Site Selector Survey

## PARTICIPANTS

Organization	Name	Title	Guild Member	Project, Visited, or No Experience
Kate McEnroe Consulting	Kate McEnroe	Founder	No	No, Visited
Kupperman Location Solutions	Scott Kupperman	Founder	No	Project, Visited
Newmark Knight Frank Global Corporate Services	Rajeev Thakur	Executive Director, Consulting	Yes	No, Visited
Newmark Knight Frank Global Corporate Services	Chris Volney	Senior Director	No	No, Visited
Quest Site Solutions	Lindsey Cannon	Director	No	No, Visited
Riedel & Cie Consulting GmbH	Wolfgang Riedel	Managing Partner & Founder	Yes	No Experience
Site Dynamics	Brett Bayduss	Executive VP & Principal	No	No, Visited
Site Selection Group	Rachel Rohn	Senior Vice President	No	No, Visited
Strategic Development Group, Inc.	Mark Williams	President	Yes	No, Visited
Szatan & Associates	Jerry Szatan	Principal and Founder	Yes	No, Visited
True Partners Consulting, LLC	Minah Hall	Managing Director	No	No, Visited
Wadley-Donovan-Gutshaw Consulting	Dennis Donovan	Principal & Partner	Yes	Project, Visited
Wadley-Donovan-Gutshaw Consulting	Lawrence Moretti	Senior Associate	Yes	No, Visited

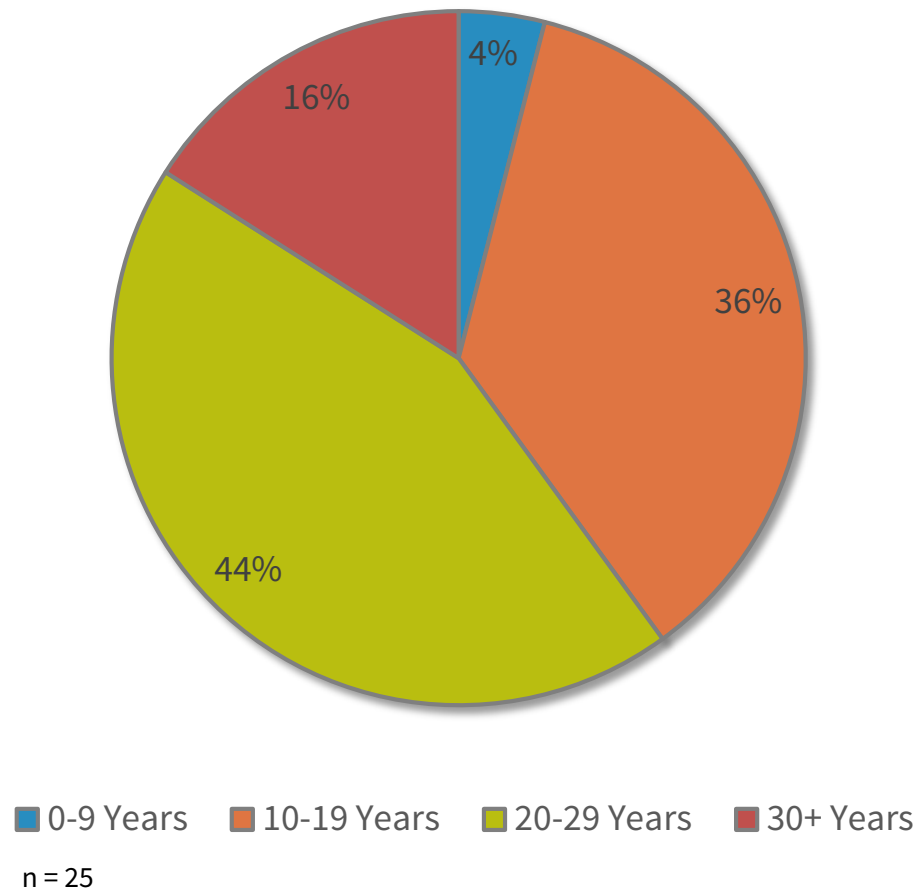
# Site Selector Background



# Site Selector Survey Results – Experience

## HOW LONG HAVE YOU BEEN IN THE SITE SELECTION INDUSTRY?

The average years of experience was **21.6 years** for the site selector participants. Sixty percent of the site selectors that participated, have been in the industry for over 20 years.

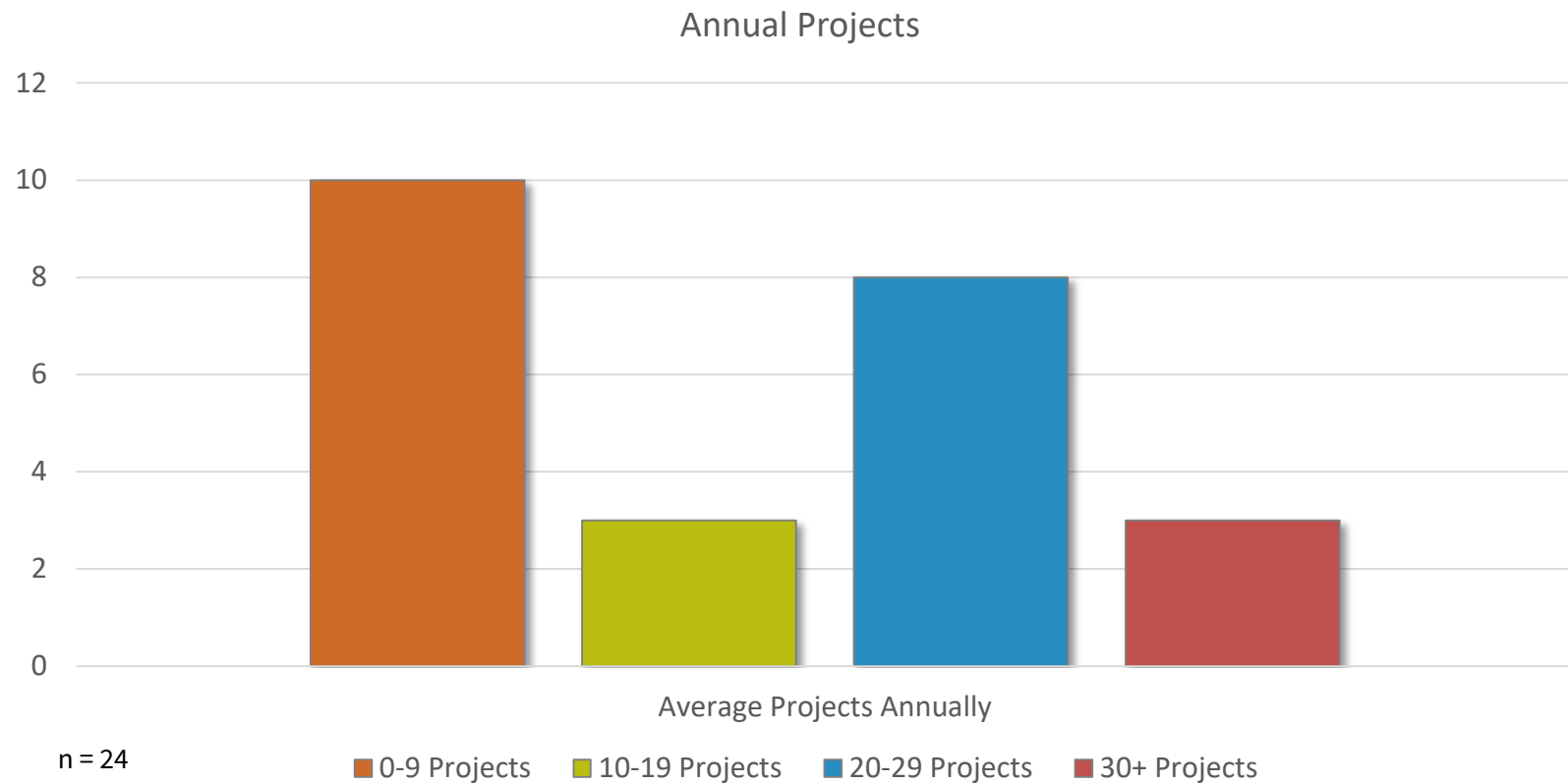




# Site Selector Survey Results – Experience

## ABOUT HOW MANY PROJECTS DO YOU DO A YEAR?

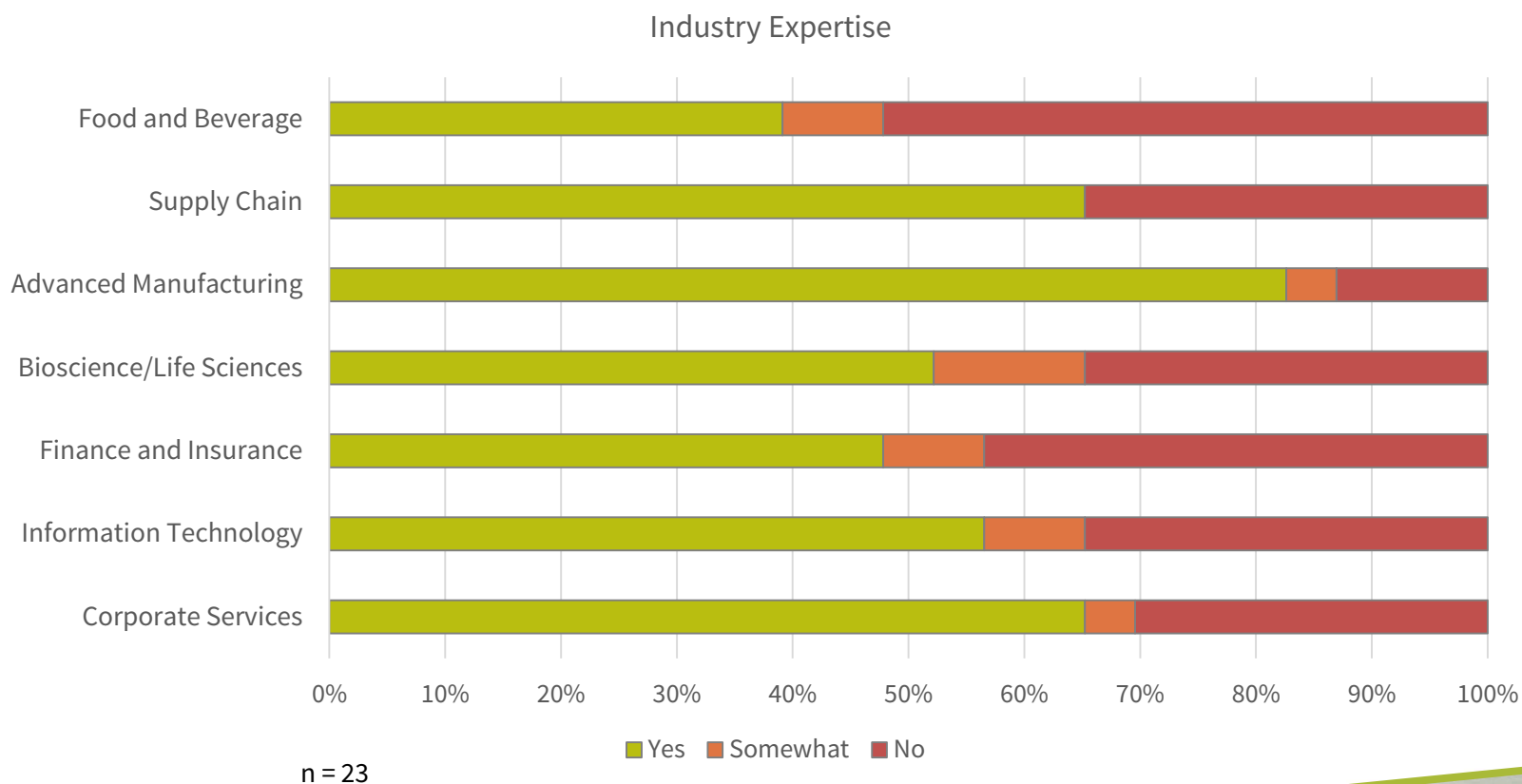
The average lower bound of annual projects was **16.3 projects**, while the average upper bound was **20.3 projects**.



# Site Selector Survey Results – Experience

## IN WHICH OF THE FOLLOWING INDUSTRIES DO YOU SPECIALIZE?

Each participant was asked whether or not they would consider themselves experts in the following industries (based on GRP's target industries): Corporate Services, Information Technology, Finance and Insurance, Biosciences/Life Sciences, Advanced Manufacturing, Supply Chain, and Food and Beverage. Some respondents preferred an answer of "somewhat" instead of a yes or no.



## Site Selector Survey Results – Experience

### ARE THERE ANY OTHER INDUSTRIES IN WHICH YOU SPECIALIZE?

*Participants listed other industry or specific sectors that are their specialties.*



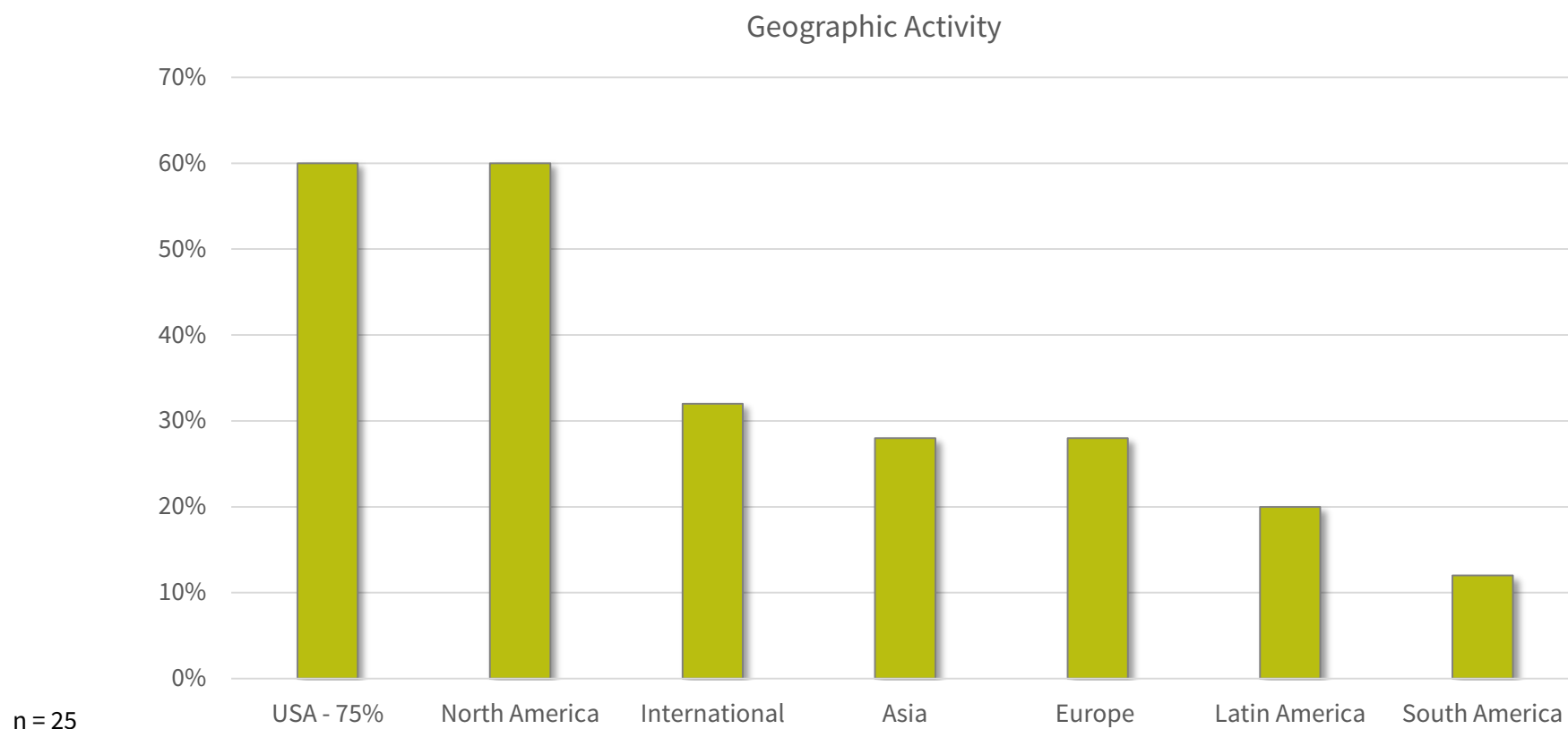
Industry	Mentions
Aerospace	1
Call Centers	2
Data Centers	3
Incentives Only	1
Pharmaceutical	1
Professional Services	1
Shared Services	1
Tech Support	1

*Note: The size of the words in the word cloud represents the frequency of that response. Hyphens between words are used to keep phrases together when generating the word cloud.*

# Site Selector Survey Results – Experience

## DO YOU SPECIALIZE IN ANY GEOGRAPHIC REGION?

*All of the participants interviewed do business in the United States, and 60% of them did more than 75% of their activity in the United States. In addition, participants mentioned doing business internationally. The graph below breaks down mentions of geographic regions. Multiple responses were allowed.*



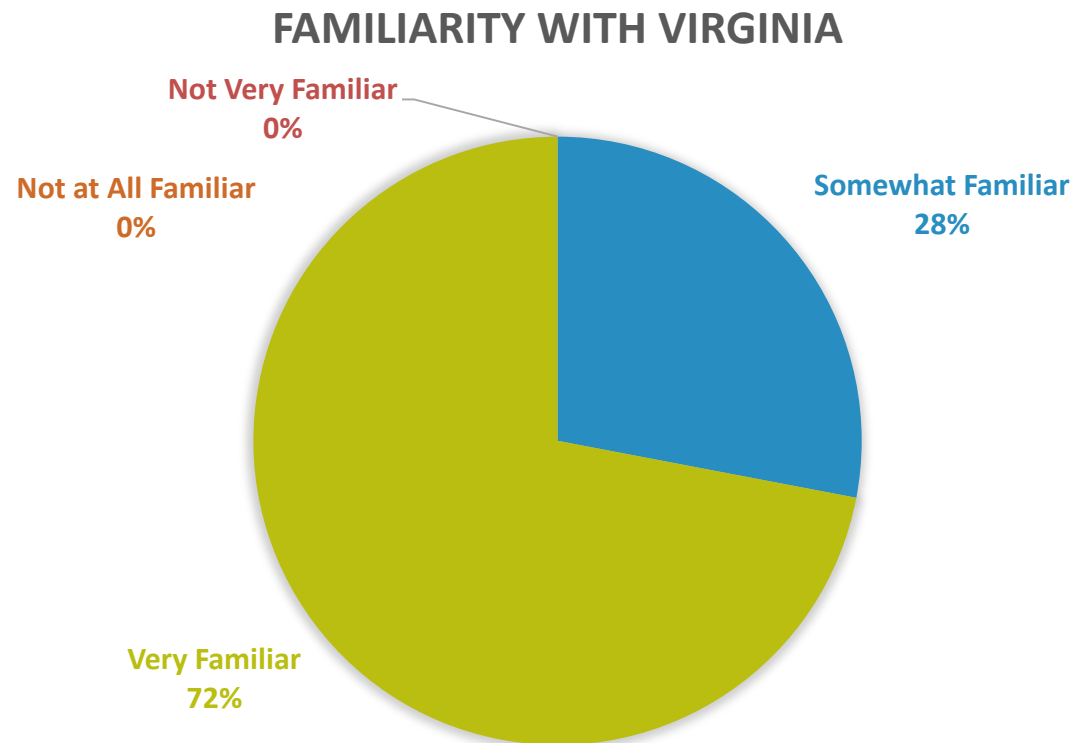
*In addition, three of the respondents who work internationally cited having partners for international work.*

# Commonwealth of Virginia

# Site Selector Survey Results – Commonwealth of Virginia

## HOW FAMILIAR ARE YOU WITH VIRGINIA AS A PLACE TO DO BUSINESS?

*All respondents were familiar with the Commonwealth of Virginia.*



n = 25

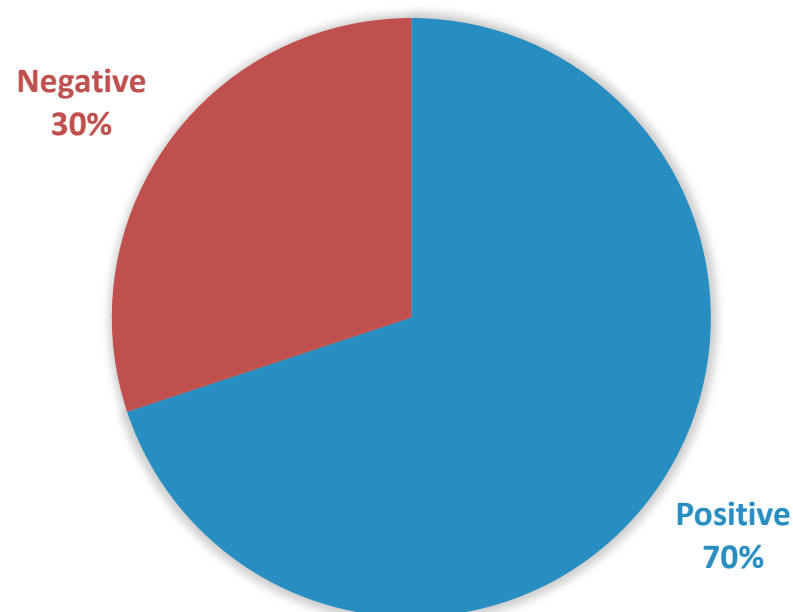


# Site Selector Survey Results – Commonwealth of Virginia

## WHAT ARE YOUR PERCEPTIONS OF VIRGINIA AS A PLACE TO DO BUSINESS (POSITIVE AND NEGATIVE)?

*Respondents generally had more positive perceptions than negative about the Commonwealth of Virginia.*

### PERCEPTIONS



n = 25 site selectors listing a total of 93 unaided perceptions which were then categorized as positive or negative

# Site Selector Survey Results – Commonwealth of Virginia

## WHAT ARE YOUR INITIAL PERCEPTIONS OF VIRGINIA AS A PLACE TO DO BUSINESS? POSITIVE PERCEPTIONS

*Positive responses about the Commonwealth of Virginia fell into seven categories: 1) Business friendly climate and strong economic development groups, 2) Strong communities and quality of life, 3) Diverse economically, 4) Geographically advantageous, 5) Improving in economic development policy, 6) Competitive costs, and 7) High quality talent pipeline.*

### **Business Friendly Climate and Strong Economic Development**

- Supportive government business environment
- Business climate is strong
- Solid place to do business
- Favorable business and tax climate
- Very positive perceptions of Virginia as a place to do business
- Fiscally conservative in a good way
- Can be competitive across the broad range of projects
- Tax credit for companies who use the Port of Virginia
- Economic development there wants to work with the company
- Incentives close to Washington DC are good
- Very organized, efficient
- Strong Economic Development and VEDA
- Good experience in economic development
- Strong leadership, it's some of the best
- Good reputation as business friendly
- The economic development people in the state are great to work with at the state and local level
- Infrastructure is good
- Good marketing efforts: sponsoring one day fam tours specialized for consultants
- Innovative economic development initiatives

### **Strong Communities and Quality of Life**

- Richmond, Tidewater and Northern Virginia pop up on tech clients lists
- Wide range of communities
- Really solid tier-2 communities
- Dense population
- Very distinct regions, you have the NE/Washington DC area, SE another cluster: back office, port, etc. and the Richmond and Charlottesville area: corporate but also on the back-office side of things, including manufacturing
- High quality of life there
- Quality of life is great
- Appealing to millennials
- Regional approach is very good here

# Site Selector Survey Results – Commonwealth of Virginia

## WHAT ARE YOUR INITIAL PERCEPTIONS OF VIRGINIA AS A PLACE TO DO BUSINESS? POSITIVE PERCEPTIONS

### CONTINUED

#### Diverse Economically

- Geographically and economically diverse: increases stability
- Diverse on the regional level
- Huge variety in the state, lots of action in VEDP
- Greatly improving over the past 2 years
- Diverse in geography and industry
- Unbalanced in a good way
- Very diverse state
- Data Centers
- Use of tobacco funds can help
- Extremely favorable in food and beverage locations and value propositions
- Virginia is kind of like Florida- rural and then some very developed areas – a bunch of different products, geographies, assets that differ across the state

#### Competitive Costs

- Costs are competitive
- Southern Virginia is cost-competitive
- Good proposition between cost, talent and location relative to other population centers
- There is good proximity to major markets like Washington DC, yet the costs are lower.
- Reasonable costs

#### Advantageous Geography

- Geographically and economically diverse: increases stability
- Geographically well-positioned
- Diverse in geography and industry
- Middle of east coast, good port connectivity
- It is right in the middle of the Atlantic Seaboard
- Attractive for global transportation
- Location is great, heart of the East Coast
- Port, rail access good
- Good location, East and Central
- Great cluster for industry and contractors with proximity to DC
- The location is great, Port of Virginia is great, Richmond location of 94 corridor is fantastic
- Port of Virginia is great

#### Improving in Economic Development

- They are more aggressive than they have been in the past
- Used to be middle of the road. They used to rate poorly against the southern states and more competitive against the northern states. This has changed in the past 2 years.
- Strengthened in recent years with Steven Monet
- Investment is increasing
- Stephen More is a big momentum builder, so perception is getting better there
- If you go back a couple years, there was some turnover. Steven came in, I did deals with Steven in a different state and he has been very good for the state. My positive perception stems from Steven and his staff.

#### Talent Pipeline

- Fairly new workforce initiatives coming
- Good quality of talent
- Seem to have an abundance of skilled workforce
- Good colleges there.
- Good business climate, talent development

# Site Selector Survey Results – Commonwealth of Virginia

## WHAT ARE YOUR INITIAL PERCEPTIONS OF VIRGINIA AS A PLACE TO DO BUSINESS? NEGATIVE PERCEPTIONS

*Negative responses about the Commonwealth of Virginia fell into six categories: 1) Unfriendly business policies, 2) Challenging geography, 3) High costs, 4) Historically inactive in economic development, 5) Workforce and talent concerns, and 6) Limited air access. Interestingly, many of these perceptions were listed as positives by other site selectors and vice-versa.*

### **Unfriendly Business Policies**

- Equipment tax system is weird
- Machinery and tools tax is a head-scratcher
- Not crazy about the Governor's issue he got into, so the politics, perception management is a negative
- Regulatory environment has become tougher, the permit timeline has slowed
- Some hiccups at the state level, cut budget on incentives
- They're out a lot of money due to the Amazon project, and it's affecting new projects

### **Challenging Geography**

- Some geographies can be challenging, topography can limit access
- Tough to find 100+ acres that are flat and not in a flood plain
- Challenging topography
- Lack of sites and infrastructure hurts Virginia Beach and westward
- There isn't much between the 81 and 94 corridors
- Some interstate work in the Richmond area is needed

### **Workforce and Talent Concerns**

- Labor availability in certain regions is thin
- Opioid issues are hurting the rural areas
- Workforce concerns as you get closer to DC on the manufacturing side

### **High Costs**

- Costs are high in some areas
- Not particularly low cost
- DC Metro is expensive
- Not the most inexpensive place to live
- Higher wages as a result of Washington D.C., companies might pass over the area due to that
- Amazon HQ2 has hurt some location criteria and there are concerns about the cost of living there now

### **Historically Inactive in Economic Development**

- Weren't visible for several years until recently
- Spotty willingness of EDOs to work with new companies
- Incentive programs are lacking
- Fairfax county EDC is nonexistent, less responsive to site selectors  
They're more focused inward: I would call GRP or VEDP instead
- Lacking a brand: what's there? It's unclear to that

### **Limited Air Access**

- Air access can be limited
- Might struggle in airport without Washington DC

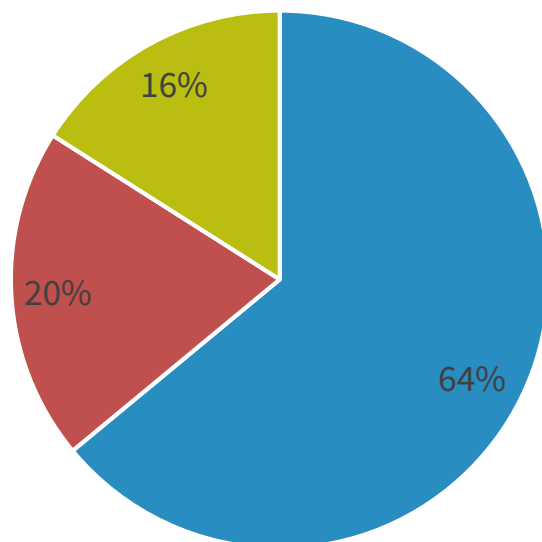


# Site Selector Survey Results – Commonwealth of Virginia

## IN THE LAST THREE YEARS, HOW MANY OF YOUR CLIENTS HAVE CONSIDERED VIRGINIA?

On average, participants estimate that clients have considered the Commonwealth of Virginia for **5.96 projects** over the past three years. Some site selectors had up to 15 clients consider Virginia.

Projects Considering Virginia



■ 1-5 Projects ■ 6-10 Projects ■ 10+ Projects

n = 25

Range	1-15 Projects
Mean	5.96 Projects
Median	5 Projects

# Site Selector Survey Results – Commonwealth of Virginia

## WHAT FACTORS LED VIRGINIA TO BE LOOKED AT FOR THOSE PROJECTS?

*Reasons given for considering the Commonwealth of Virginia fell into seven categories: 1) Geographic placement, 2) Labor markets, 3) Industry-specific needs and clusters, 4) Transportation assets, 5) Cost competitiveness, 6) Specific client needs, and 7) Other.*

### **Geographic Placement**

- Geography: centrally located on the eastern seaboard
- Most projects near DC
- Geographic orientation
- Northeast-based clients: needed accessibility
- Blue Ridge Mountains, looking for distribution on 81-Corridor
- Geography
- Proximity of location to other suppliers and industries
- Geographically, its easy to get to the Southeast, Midwest, and Northeast and the large population centers
- Sites on the periphery of the search radius and a site near the interstate.
- Part of multi-state geography, not necessarily some outstanding asset

### **Labor Market**

- Labor market
- Labor market size
- Skillset needed
- Richmond, Fairfax County, Hampton Roads due to talent, housing options, and a high standard of living but options at all economic levels.
- Some are interested in Virginia due to labor studies, geography, sophistication in the state. Most times didn't work, though, because they were looking for a specific building
- Viewed as a market with an untapped talent pool - look at the CoStar project in Richmond
- Talent, higher education institutions



# Site Selector Survey Results – Commonwealth of Virginia

## WHAT FACTORS LED VIRGINIA TO BE LOOKED AT FOR THOSE PROJECTS?

CONTINUED

### Industry-Specific

- Defense related industries
- Biopharma - found more suitable location in North Carolina
- Food and beverage location and value proposition
- Telecommunications, infrastructure, data centers, financial services projects interested there
- IT and shared services

### Transportation Assets

- Port at Hampton Roads
- Air Access: most of state within 2 hours of Dulles in Washington DC
- Seaport
- Strong airports, travel and logistics, and less hurricanes than the Carolinas

### Specific Client Needs

- Needed to be in Virginia
- Client wanted it considered

### Cost Competitiveness

- Cost
- Cost competitive overall

### Other

- Looked at them early on, but high cost of labor caused client to look southeast
- After Amazon, many clients have taken Virginia from their lists completely

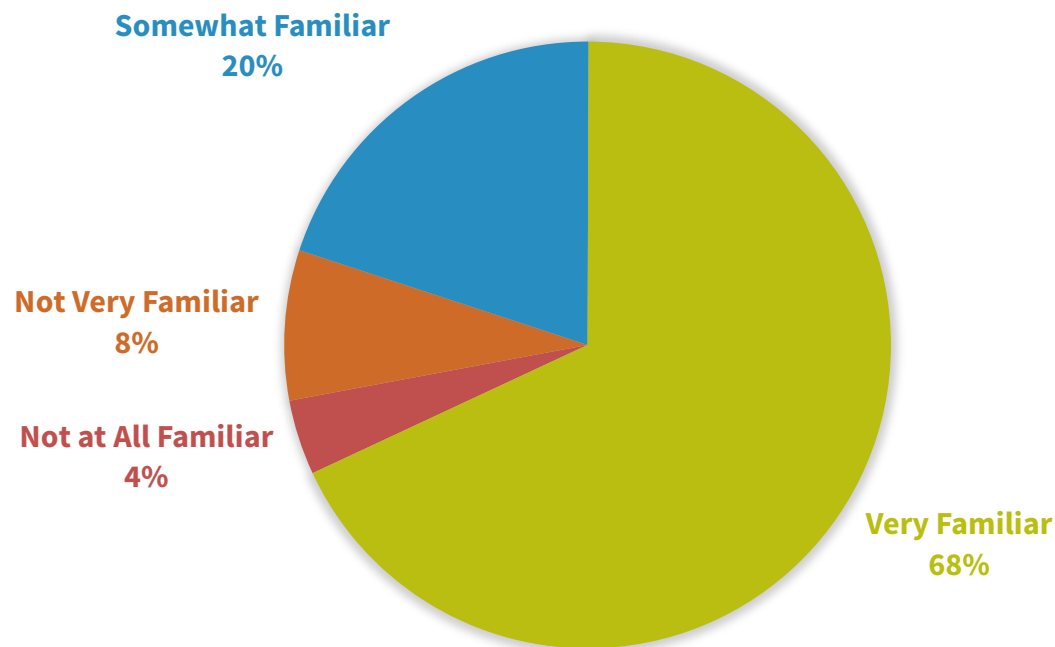
# Richmond Region and Greater Richmond Partnership

# Site Selector Survey Results – Richmond Region

## HOW FAMILIAR ARE YOU WITH RICHMOND AS A PLACE TO DO BUSINESS?

*Most respondents (88%) were at least somewhat familiar with the Richmond area.*

### FAMILIARITY WITH RICHMOND

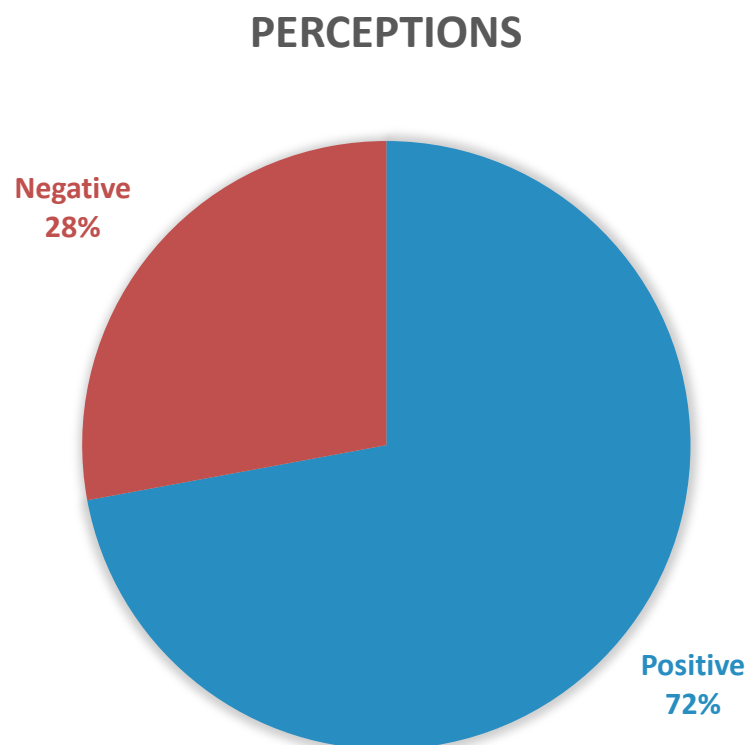


n = 25

## Site Selector Survey Results – Richmond Region

WHAT ARE YOUR INITIAL PERCEPTIONS OF RICHMOND AS A PLACE TO DO BUSINESS (POSITIVE AND NEGATIVE)?

*Respondents generally had more positive perceptions than negative about the Richmond area.*



n = 25 site selectors listing a total of 129 unaided perceptions which were then categorized as positive or negative

# Site Selector Survey Results – Richmond Region

## WHAT ARE YOUR INITIAL PERCEPTIONS OF RICHMOND AS A PLACE TO DO BUSINESS? POSITIVE PERCEPTIONS

*Positive responses about the Richmond region fell into seven categories: 1) High quality of life, 2) Diverse economic opportunities, 3) Talent pipeline and workforce 4) Positive reputation, 5) Geographically advantageous, 6) Economic development group cooperation, and 7) Cost competitive.*

### **High Quality of Life**

- Lots of personal charm
- Very attractive combination of assets that are focused on the downtown and river
- You can walk/bike to work
- Quality of life is good, downtown, building revitalization
- Downtown is great, much more there than I anticipated
- Very friendly people
- Urban amenities without the high costs
- Downtown district, attractive historic housing, walkable district
- Good downtown redevelopment effort
- City has a good cultural scene
- Has a cultural identity: there's a story there
- It's a cute city, and I believe they are trying to expand their port area
- The downtown is very livable, and interesting food and beverage value
- Good suburban area
- There is good quality of life there and good tech promotion
- It is a great region, really pretty region
- Great downtown, very hip, great food, cool capital
- I like the area a lot, it surprises you with how cute it is. It's a great place to live, work and play
- High quality of life
- Very underappreciate area, the downtown and the river provide a high quality of life
- Great office, residential, restaurant and retail in Richmond
- There have been public transit upgrades there
- The quality of life is good: old historical combined with new development, new tech. This is a great story to tell
- I like the region, great location to serve the entire East Coast
- It's a place that you could see yourself living there
- Hidden gem, close enough to DC but separated so that the cost of living and traffic and not as high, and the lifestyle is better
- Food and beverage is happening here
- Trendier than its reputation, attractiveness for labor



# Site Selector Survey Results – Richmond

## WHAT ARE YOUR INITIAL PERCEPTIONS OF RICHMOND AS A PLACE TO DO BUSINESS? POSITIVE PERCEPTIONS

*CONTINUED: Positive responses about the Richmond region fell into seven categories: 1) High quality of life, 2) Diverse economic opportunities, 3) Talent pipeline and workforce 4) Positive reputation, 5) Geographically advantageous, 6) Economic development group cooperation, and 7) Cost competitive.*

### **Diverse Economic Opportunities**

- Great growth hub out of places like NYC
- Demographics favorable for a tech/finance company
- Legal, financial hub for VA outside of D.C. area
- White collar, but with manufacturing as well
- Diverse opportunities
- Strong in back office, manufacturing, logistics
- Good value proposition for call centers
- Capital adds economic validity/stability
- Diverse in industry
- Good opportunities for companies looking, for corporate-type offices, back office, and IT
- R&D center located there
- Transportation is great
- Good for headquarters and professional services
- Diversity in industry sectors
- Eight Fortune 500 companies there
- They also have the power of the county, it's a big economically diverse region
- Outskirts have great potential for manufacturing

### **Talent Pipeline and Workforce**

- Relatively cheap labor
- Highly educated talent
- Virginia Commonwealth University
- Lower labor costs: favorable projections for future labor costs
- Strong labor market
- Great university infrastructure
- Good population base
- Multi-professional workforce
- Major institutions in Richmond: VCU, Richmond University
- Talent base is there
- University talent is there
- Untapped labor pool here
- Strong source of talent from the universities
- Good university presence, good hospitals, good infrastructure



# Site Selector Survey Results – Richmond

## WHAT ARE YOUR INITIAL PERCEPTIONS OF RICHMOND AS A PLACE TO DO BUSINESS? POSITIVE PERCEPTIONS

*CONTINUED: Positive responses about the Richmond region fell into seven categories: 1) High quality of life, 2) Diverse economic opportunities, 3) Talent pipeline and workforce 4) Positive reputation, 5) Geographically advantageous, 6) Economic development group cooperation, and 7) Cost competitive.*

### **Positive Reputation**

- Positive reputation
- They are on the short list often for a reason
- Generally positive impression
- Really strong area
- Midsize city that ticks the box
- Great history there, Victorian homes, universities
- They are trying to change their image and reputation
- One of the better mid-size cities in the country
- Feels like a legitimate metro without the first-tier size
- Better than expected airport
- Thought it was more of an industrial and older city with legacy manufacturing, but that's not the case
- It is an up and coming region
- Good, medium-sized community

### **Geographically Advantageous**

- Access to larger Northeast markets
- Easy to get to Washington DC
- Defined by its proximity to Washington DC, which is good for companies that want to be near but not in DC
- Central location is great
- Moderate cost yet close to D.C., good for a family commute
- Accessible to DC Metro, but cheaper
- Good location
- Access to North Carolina and cities further south
- Access to D.C. without the D.C. prices
- Central location is great

# Site Selector Survey Results – Richmond

## WHAT ARE YOUR INITIAL PERCEPTIONS OF RICHMOND AS A PLACE TO DO BUSINESS? POSITIVE PERCEPTIONS

*CONTINUED: Positive responses about the Richmond region fell into seven categories: 1) High quality of life, 2) Diverse economic opportunities, 3) Talent pipeline and workforce 4) Positive reputation, 5) Geographically advantageous, 6) Economic development group cooperation, and 7) Cost competitive.*

### **Economic Development Group Cooperation**

- Good cooperation when needed
- Strong economic development groups there
- Occasional calls from GRP, consistent outreach
- Very organized, EDO as well and aggressive
- Lot of outreach on industry I serve
- They have a good county and city economic development team. They know the strengths and weaknesses of the county, and they are very coordinated
- Economic development has done a great job with quality of life and entrepreneurship
- It's very business friendly
- Good customized fam tours

### **Cost Competitiveness**

- Cost effective for East Coast
- Accessible to DC Metro, but cheaper
- Lower labor costs: favorable projections for future labor costs
- Urban amenities without the high costs
- Affordable housing
- Access to D.C. without the D.C. prices
- Affordable

# Site Selector Survey Results – Richmond

## WHAT ARE YOUR INITIAL PERCEPTIONS OF RICHMOND AS A PLACE TO DO BUSINESS? NEGATIVE PERCEPTIONS

*Negative responses about the Richmond region fell into seven categories: 1) Lacking an image or identity, 2) Poor reputation, 3) No room to expand, 4) Limited transportation access, 5) Perceived to be small, 6) Tight labor force, and 7) Other.*

### **Lacking an Image**

- I don't have any perceptions of Richmond at all, it is a big black hole to me
- Doesn't have much of an image, lacks identity/image, not a strongly defined brand. "Old South", "Civil War", "Old Tobacco"
- Feels like its stuck in time: buildings, architecture, streets
- Image not much of anything
- Used to be a Capital One town, not anymore
- Before I visited there, I thought it was an old, industrial city with legacy manufacturing
- Perceived as the center of tobacco, old tobacco, but perception doesn't match reality
- The capital is there, but there is no perception and appreciation of growing industry there
- They need to tell the story of the quality of life there
- They get overlooked oftentimes
- Some consider it part of DC, which it is not

### **Poor Reputation**

- Major issues in schools - mostly hearsay, but still there
- Not as high profile and visible as it has been in the past
- Has a reputation for high crime rates
- It struggles with crime and homelessness in some areas, like any city
- State capitals tend to be a little bit different, think a little too governmental
- There is some quiet racial tensions, and local political factions there

### **No Room to Expand**

- Running out of prime downtown space
- No real room to expand, independent cities from counties
- In the past there were a lot of good sites, that's less so now, there's not a lot of options currently
- Real estate challenged for industrial
- Not sure about the real estate situation

# Site Selector Survey Results – Richmond

## WHAT ARE YOUR INITIAL PERCEPTIONS OF RICHMOND AS A PLACE TO DO BUSINESS? NEGATIVE PERCEPTIONS

*CONTINUED: Negative responses about the Richmond region fell into seven categories: 1) Lacking an image or identity, 2) Poor reputation, 3) No room to expand, 4) Limited transportation access, 5) Perceived to be small, 6) Tight labor force, and 7) Other.*

### **Limited Transportation Access**

- Stuck between the port and Washington DC
- Limited air access
- Airport is not great, it's on the wrong side of town, it could use being more centrally located
- Air service is light to the area
- Access can be challenging, the airport is lacking

### **Perceived to Be Small**

- If you put Richmond and Norfolk together, it'd be a powerhouse
- Kind of small, being beat out by cities like Pittsburgh
- Still perceived to be small
- Not yet a big player, but moving in the right direction

### **Tight Labor Force**

- Doesn't have a huge market for labor: A 1,000 employee call center is too much for Richmond. More suited for 200-500 IT service places
- Labor force tightening, costs are going up
- Wouldn't send a huge project here that needs a couple thousand high-tech employees, maybe a regional headquarters

### **Other**

- Not typically on the radar for manufacturing, more white-collar market than blue collar
- They're too far east relative to Raleigh, Charlotte and Atlanta



## Site Selector Survey Results – Richmond

WHEN THINKING ABOUT THE RICHMOND REGION, WHICH BRANDS/ORGANIZATIONS COME TO MIND? (PROBE FOR GREATER RICHMOND PARTNERSHIP, RVA, ETC.)?

*Most respondents thought of GRP first. Of the participants who didn't think of GRP, they usually said that they never receive any mail or correspondence, nor have had a project consider Richmond.*



*Note: The size of the words in the word cloud represents the frequency of that response. Hyphens between words are used to keep phrases together when generating the word cloud.*

*Wordcloud software may not always accurately represent the frequency of the response with the size of the word, such as in this instance.*

Brand	Mentions
GRP	18
VEDP	9
Henrico	8
Financial Services	3
None	3
Chesterfield	2
Richmond Chamber	1
European Offices	1
Washington DC	1
McGuire Woods	1
Back Office	1
CapitalOne	1
Advertising	1
Old Tobacco	1
Law Firms	1
Colleges	1
Banking	1
Defense	1
CoStar	1

n = 25 site selectors offering  
56 alternative locations

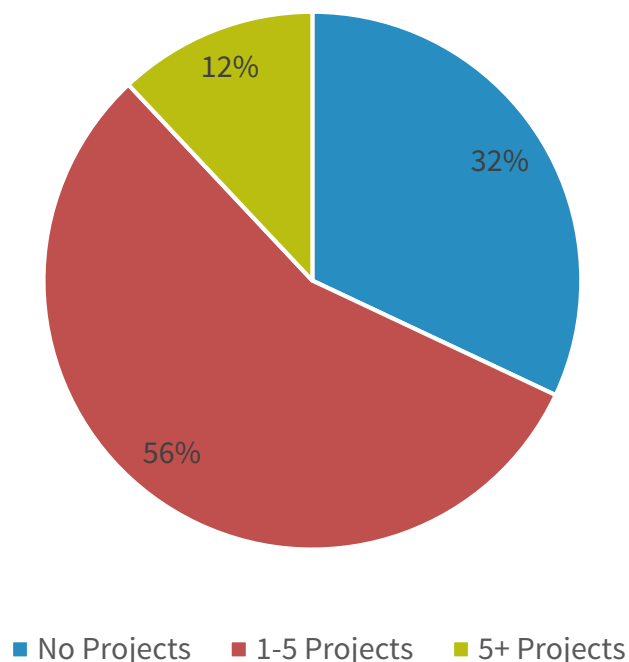


# Site Selector Survey Results – Richmond

## HOW MANY OF YOUR CLIENTS HAVE CONSIDERED THE RICHMOND REGION OVER THE LAST THREE YEARS?

On average, participants estimate that clients have considered Richmond for **2.12 projects** over the past three years. The majority of site selectors said that one to five clients had considered the region in the past three years.

Projects Considering Richmond Past Three Years



n = 25

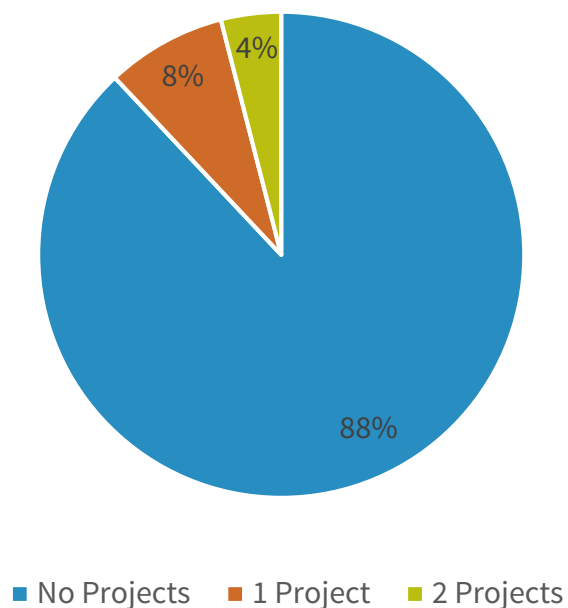
Range	0-8 Projects
Mean	2.12 Projects
Median	1 Project

## Site Selector Survey Results – Richmond

OF THOSE PROJECTS THAT CONSIDERED THE RICHMOND REGION, HOW MANY HAVE LOCATED?

On average, each participant estimated that **0.15 projects** were located there.

Number of Projects Located in Past Three Years



n = 25

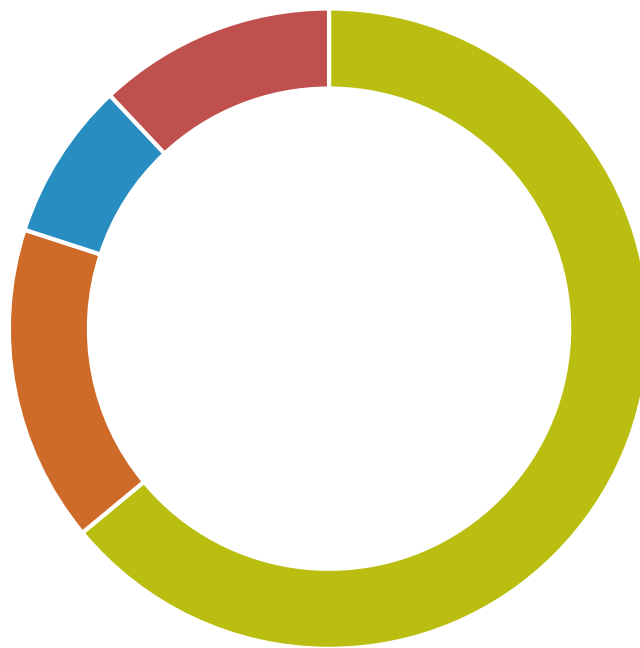
Range	0-2 Projects
Mean	0.15 Projects
Median	0 Projects

## Site Selector Survey Results – Richmond

IF A PROJECT HAS CONSIDERED THE REGION, WHICH ECONOMIC DEVELOPMENT ORGANIZATIONS DID YOU WORK WITH AS A PART OF THAT PROJECT?

*Most participants listed Greater Richmond Partnership (GRP), Virginia Economic Development Partnership (VEDP) or Henrico.*

EDO on Project



■ GRP ■ VEDP ■ Henrico ■ N/A

n = 25

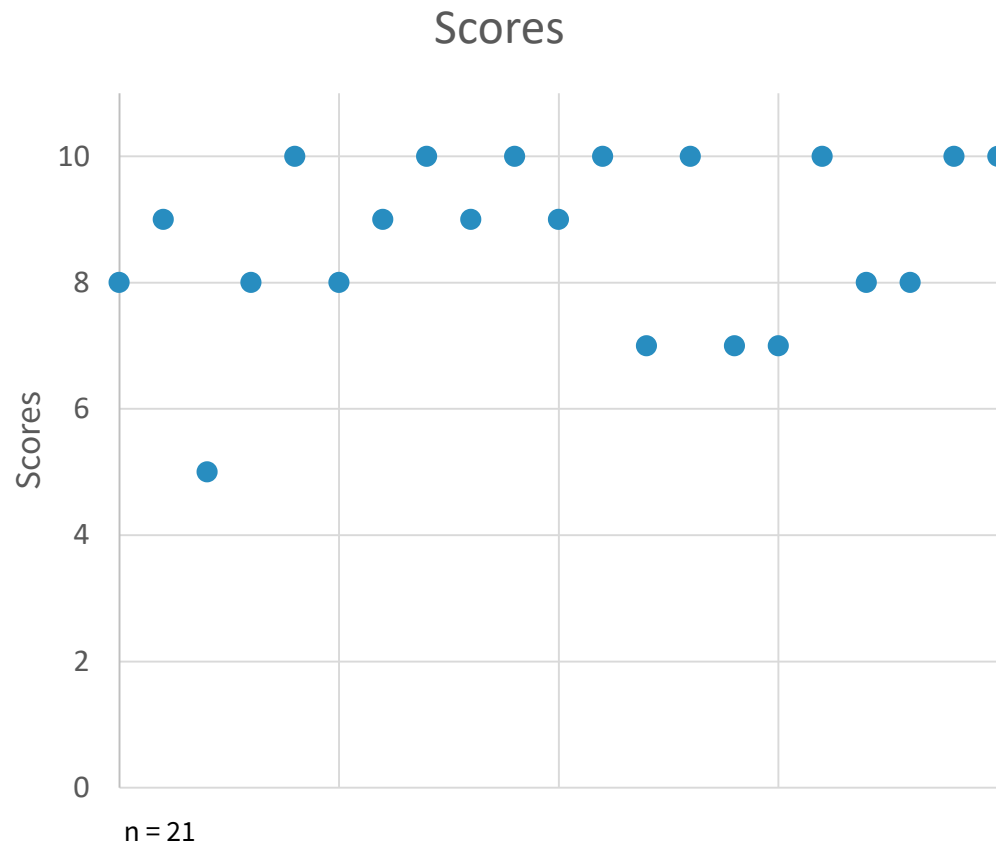
Industry	Mentions
Greater Richmond Partnership	16
Virginia Economic Development Partnership	4
Henrico	2
N/A	3

*Note: Rather than going back to the last three years, participants typically gave an answer if a client considered the region at any time in their career.*

## Site Selector Survey Results – GRP

HAVE YOU DEALT DIRECTLY WITH THE GREATER RICHMOND PARTNERSHIP? IF SO, HOW WOULD YOU RATE YOUR EXPERIENCE WITH THEM ON A SCALE OF 1-10?

*Most participants had generally positive ratings and comments about the Greater Richmond Partnership, rating them, on average an 8.67 out of 10.*



**Average Score**

8.67

## Site Selector Survey Results – GRP

WHAT OTHER EDO'S WOULD YOU RATE AS A PERFECT 10?  
(OTHER THAN GRP)



Note: The size of the words in the word cloud represents the frequency of that response. Hyphens between words are used to keep phrases together when generating the word cloud.

n = 19

Titles of EDO's were substituted by the region they represent, substitution represented in parenthesis.

City/Organization	Mentions
Columbus	4
Dallas Regional Chamber (Dallas)	3
Kansas City	3
Nashville	3
St. Louis Partnership (St. Louis)	1
Golden Triangle	1
North Carolina	1
Georgia Power	1
Duke Energy	1
Tennessee	1
Orlando	1
Georgia	1
TeamNEO (Cleveland)	1
Montana	1
Atlanta	1
Yuma AZ	1
Tampa	1
VEDP (Virginia)	1
PBA (Portland)	1



## Site Selector Survey Results – GRP

IF A PROJECT CONSIDERED THE REGION, BUT DID NOT LOCATE THERE, WHAT STATE/METRO AREA DID THE CLIENT CHOOSE TO LOCATE IN?

Listed regions, states and cities closely correlated with regions identified by site selectors as Richmond's competitors. In several instances, site selectors listed winning regions for projects that considered Virginia, but not necessarily Richmond.



Note: Rather than going back to the last three years, participants gave an answer if a client considered the region at any time in their career.

n = 25 site selectors offering 43 alternative locations

Note: The size of the words in the word cloud represents the frequency of that response. Hyphens between words are used to keep phrases together when generating the word cloud.

## Site Selector Survey Results – GRP

IF A PROJECT CONSIDERED THE REGION, BUT DID NOT LOCATE THERE, WHAT STATE/METRO AREA DID THE CLIENT CHOOSE TO LOCATE IN?

Region	Mentions	Region	Mentions	Region	Mentions
Atlanta	5	Columbus	1	New York	1
Charlotte	4	Crystal City	1	Northern Virginia	1
Southeast Areas	3	Dallas	1	Ohio	1
Boston	2	Durham	1	Orlando	1
Charleston	2	East Coast Cities	1	Pennsylvania	1
Indianapolis	2	Florida	1	Philadelphia	1
Jacksonville	2	Georgia	1	Piedmont Triad	1
Nashville	2	Germany	1	Port of Virginia	1
North Carolina	2	India	1	Pulaski County (VA)	1
Research Triangle	2	Indiana	1	Raleigh	1
Baltimore	1	Louisville	1	Salt Lake City	1
Carolinas	1	Manassas	1	Stayed Home	1
Chicago	1	Maryland	1	Tennessee	1
Cincinnati	1	Milwaukee	1	Virginia (Other city)	1

*One participant replied "Other Manufacturing Areas"*

n = 25 site selectors offering 43 alternative locations

## Site Selector Survey Results – GRP

IF A CLIENT CHOSE RICHMOND, WHAT OTHER STATES/METRO AREAS DID THAT CLIENT CONSIDER?

*Listed regions, states and cities closely correlated with regions identified by site selectors as Richmond's competitors.*



n = 25 site selectors offering 40  
alternative locations

*Note: The size of the words in the word cloud represents the frequency of that response. Hyphens between words are used to keep phrases together when generating the word cloud.*

## Site Selector Survey Results – GRP

IF A CLIENT CHOSE RICHMOND, WHAT OTHER STATES/METRO AREAS DID THAT CLIENT CONSIDER?

Region	Mentions	Region	Mentions
Greenville Spartanburg	2	Franklin	1
North Carolina	2	Indianapolis	1
Southeast	2	Jacksonville	1
Nashville	2	Malaysia	1
Charlotte	2	Memphis	1
Columbus	2	New York City	1
Maryland	2	Orlando	1
Oklahoma	2	Pennsylvania	1
Midwest	2	Pulaski County	1
Georgia	2	Singapore	1
Texas	2	South Carolina	1
Raleigh Durham	2	Tennessee	1
Alabama	1	West Virginia	1
Delaware	1	Wisconsin	1

n = 25 site selectors offering 40 alternative locations



# Site Selector Survey Results – GRP

## RICHMOND VS COMPETITIVE REGIONS

*This is a combined table of the data on page 44 and 46, displaying state/metro areas Richmond is competing with and how they are faring against their competition.*

Region	Richmond Lost To	Richmond Won Over	Region	Richmond Lost To	Richmond Won Over
Atlanta	5	0	Florida	1	0
Alabama	0	1	Franklin	0	1
Baltimore	1	0	Georgia	1	2
Boston	2	0	Germany	1	0
Carolinas	1	0	Greenville-Spartanburg	0	2
Charleston	2	0	India	1	0
Charlotte	4	2	Indiana	1	0
Chicago	1	0	Indianapolis	2	1
Cincinnati	1	0	Jacksonville	2	1
Columbus	1	2	Louisville	1	0
Crystal City	1	0	Malaysia	0	1
Dallas	1	0	Manassas	1	0
Delaware	0	1	Maryland	1	2
East Coast Cities	1	0	Memphis	0	1

n = 25 site selectors offering 83 alternative locations



# Site Selector Survey Results – GRP

## RICHMOND VS COMPETITIVE REGIONS

*CONTINUED: This is a combined table of the data on page 45 and 47, displaying state/metro areas Richmond is competing with and how they are faring against their competition.*

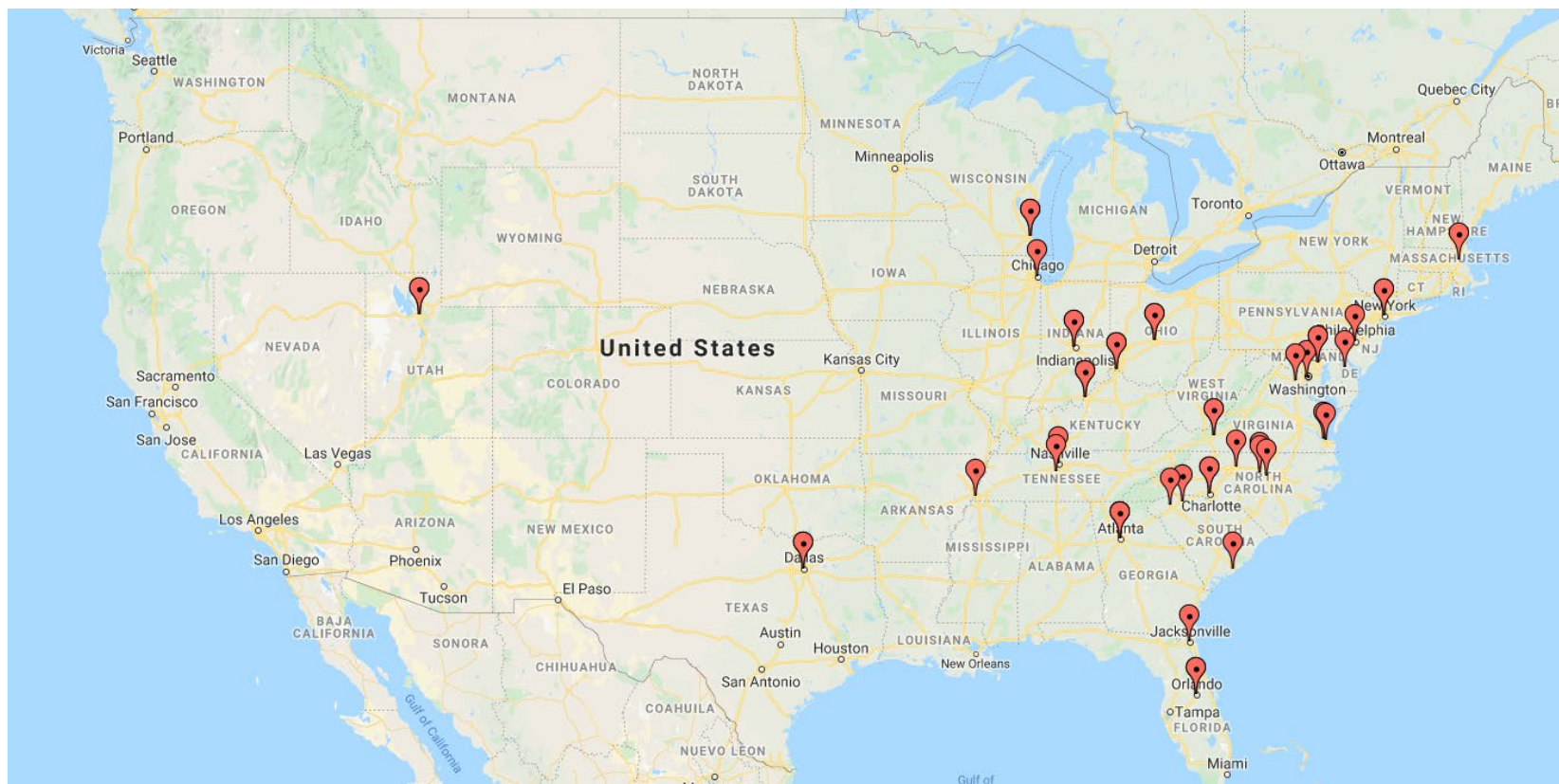
Region	Richmond Lost To	Richmond Won Over	Region	Richmond Lost To	Richmond Won Over
Midwest	0	2	Pulaski County (VA)	1	1
Milwaukee	1	0	Raleigh Durham	2	2
Nashville	2	2	Research Triangle	2	0
New York	1	0	Salt Lake City	1	0
New York City	0	1	Singapore	0	1
North Carolina	2	2	South Carolina	0	1
Northern Virginia	1	0	Southeast Areas	3	2
Ohio	1	0	Stayed Home	1	0
Oklahoma	0	2	Tennessee	1	1
Orlando	1	1	Texas	0	2
Pennsylvania	1	1	Virginia (Other city)	1	0
Philadelphia	1	0	West Virginia	0	1
Piedmont Triad	1	0	Wisconsin	0	1
Port of Virginia	1	0			

n = 25 site selectors offering 83 alternative locations

# Site Selector Survey Results – GRP

## RICHMOND VS COMPETITIVE REGIONS

*Below are the regions that competed with Richmond, and in some cases, Virginia. As seen on the map, the majority of the competition to Richmond and Virginia lies on the eastern seaboard.*



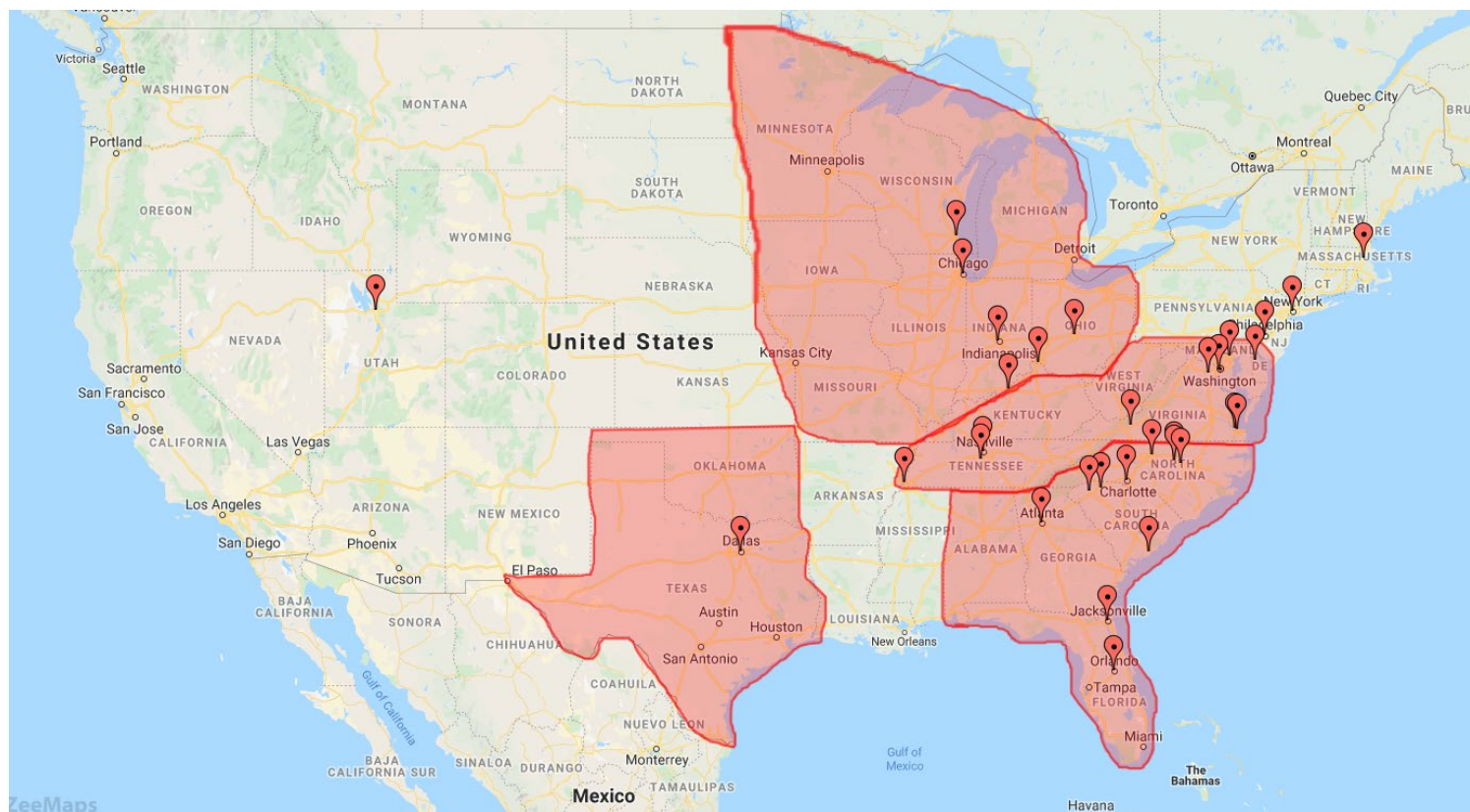
*International competition omitted; map created on ZeeMaps.com*



# Site Selector Survey Results – GRP

## RICHMOND VS COMPETITIVE REGIONS

*Highlighted regions are areas identified by site selectors as general competitive areas with Richmond.*



*International competition omitted; map created on ZeeMaps.com*

# Target Industry Specific

# Target Industry Specific Introduction

## METHODOLOGY

**Each participant answered questions regarding a specific target industry in which they have experience. Questions asked were the following:**

- Considering the \_\_\_\_\_ industry, what do you see as the top 3-5 important site location criteria?
- Would you consider the metro Richmond region for this industry? Why or why not? How do you think the region rates on the 3-5 site location criteria?
- Which communities/regions/states do you see as Richmond's top competitors in this industry? What makes those communities competitive for this industry?
- Have you seen any major shifts or industry disruptions in this industry? Explain. (Probe for automation, industry consolidation, growth/decline, etc.)
- How likely would you be to recommend the Richmond region to a client in this industry on a scale from 1 to 10 (net promoter score)?

Replies were aggregated into a report for each target industry on the following slides. On the table to the right, the number of participants per industry is presented, as well as how many Net Promoter Scores (NPS) were collected per each target industry.

Not all participants were willing to give an NPS score for the region on their target industry due to inexperience with Richmond or an uncertainty about the industry and how Richmond compares as a site. The NPS Score is calculated at the end of the section.

*Note: For site location criteria where we did not receive a rating for the region, we inserted "Data Not Gathered" in italics.*

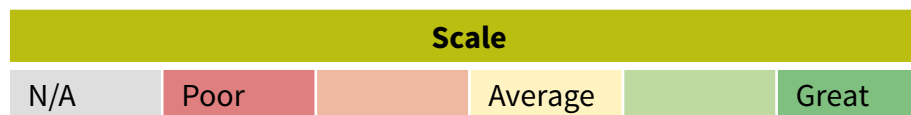
Industry	Participants	NPS Responses
Corporate Services	4	2
Finance and Insurance	2	2
Information and Technology	4	3
Manufacturing	6	3
Supply Chain	3	2
Bioscience and Life Sciences	3	3
Food and Beverage	2	2
Incentives	1	1
<b>TOTAL</b>	<b>25</b>	<b>18</b>



# Corporate Services

SUBSECTOR INDUSTRIES INCLUDE MIDDLE OFFICE AND SMALL OFFICE AND CALL CENTERS

Site Selector Location Criteria	Richmond Rating
Labor depth	Average, population is low.
Availability of real estate	Running out of space downtown
Labor cost	Competitive
Air accessibility	Average, direct flights to Richmond can be problematic.
Quality of life (recruit nationally)	Highly rated previously
Mitigation of risks	No Data Gathered
Trustworthy and efficient counterparty	No Data Gathered
20% savings vs the origin area	Very high on all these things
Deep talent pool of skillsets in marketing and college	
Air service to the host area	
Available office space at less than \$30 per square feet	
Major Shifts or Disruptions in the Industry	
<ul style="list-style-type: none"><li>• Drive for labor depth has really changed. There is a push for both depth and quality at a prospective location.</li><li>• Alternative officing and employee status (1099 vs. corporate).</li><li>• Traditional urban spaces vs high density spaces.</li><li>• Shortage of labor: overlaying a need to hire local people and attract people.</li><li>• The shifts have been gradual: The middle office worker/function has emerged. Their work is knowledge centric: the bridge between C-suite and support activities.</li><li>• Middle office is relocating into tier-2 cities from the New York and Washington areas.</li></ul>	

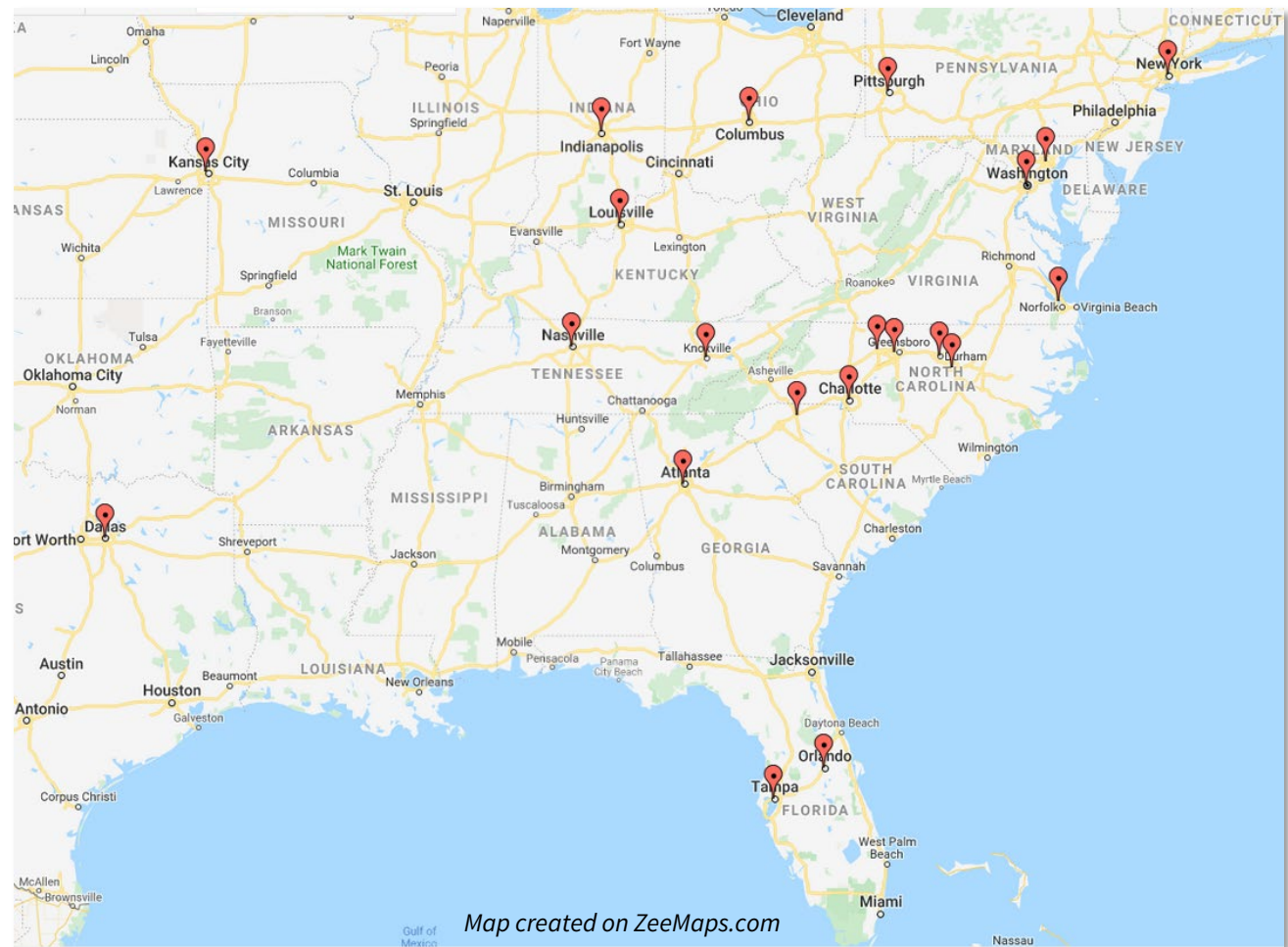


# Corporate Services

## COMPETITION REGIONS

### Competition Regions

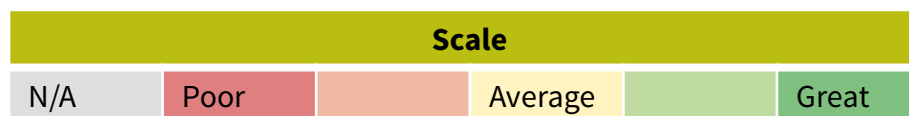
Atlanta, GA  
Baltimore, MD  
Charlotte, NC  
Columbus, OH  
Dallas, TX  
Durham, NC  
Greenville-Spartanburg, SC  
Hampton Roads, VA  
Indianapolis, IN  
Kansas City, KS  
Knoxville, TN  
Louisville, KY  
Nashville, TN  
New York City, NY  
Orlando, FL  
Piedmont Triangle, NC  
Pittsburgh, PA  
Raleigh, NC  
Tampa, FL  
Washington DC  
Winston-Salem, NC



# Finance & Insurance

SUBSECTOR INDUSTRIES INCLUDE F.I.R.E, FINANCIAL TECH SERVICES

Site Selector Location Criteria	Richmond Rating
Talent: both ambient talent and pipeline of talent.	Fairly positive
Proximity to places like NYC, day trip accessible, decent airport.	Drive from Richmond to NYC is horrendous. There is some play with its port
Cost: much more moderate cost locations plan be competitive in the future	No Data Gathered
Access to talent is always number one: the ability to have or produce talent, ability to recruit talent	Very highly, they have an underappreciated value. There is a great relationship between quality and cost of living here.
Housing, amenities and culture: a diverse range of lifestyle options	High value market related to talent as well.
Major Shifts or Disruptions in the Industry	
<ul style="list-style-type: none"> <li>We are at the intersection of technology and knowledge workers.</li> <li>Tech enabler, such as cybersecurity, financial tech, AI, and financial robots.</li> <li>Decrease in back office processing.</li> <li>Increase in middle office function to support trades and settlements.</li> <li>Smaller markets are now more in play than ever before. The overall strategy is still there: where can the company find good people to hire.</li> </ul>	
Additional Comments	
<ul style="list-style-type: none"> <li>Ease of operations with Richmond is good too.</li> <li>Their competition is just more well-known: less perceived risk in these markets, but I actually think they are riskier than Richmond.</li> </ul>	



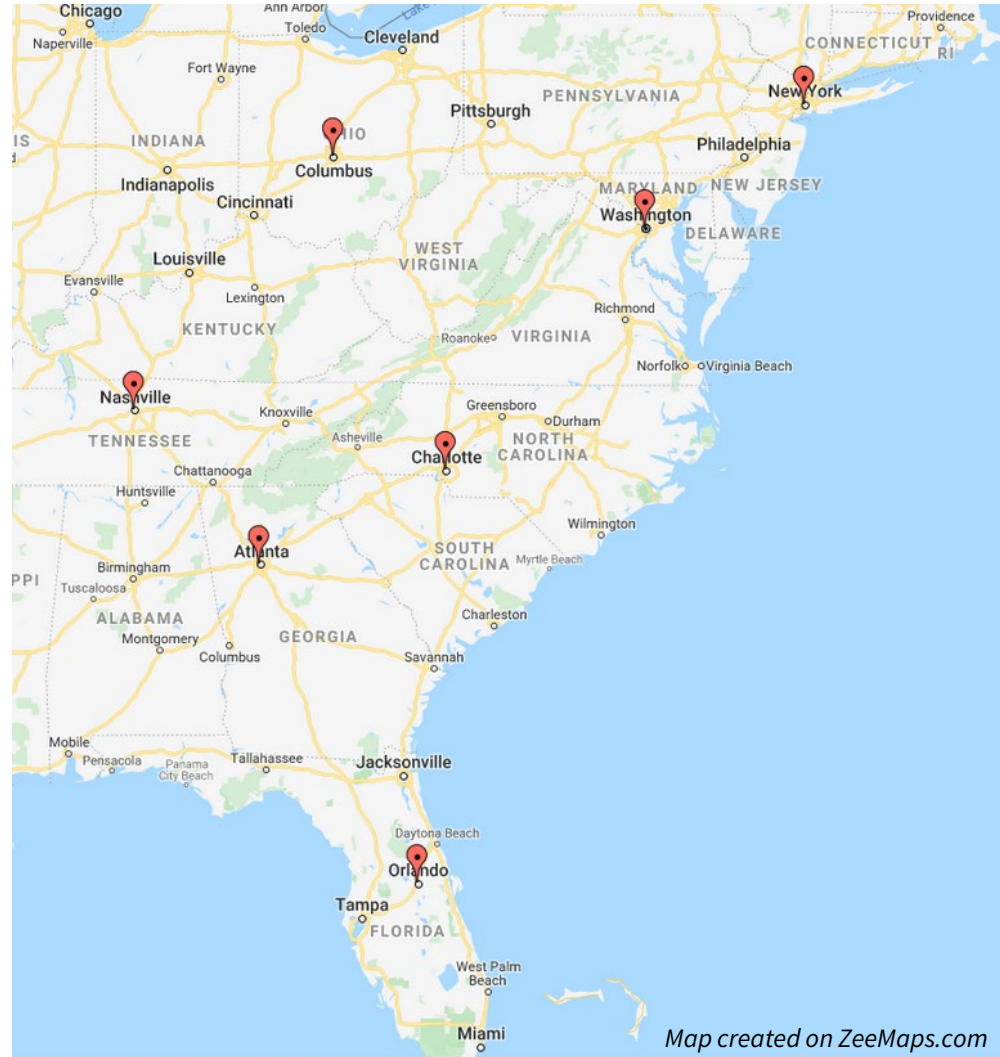


# Finance & Insurance

## COMPETITION REGIONS

### Competition Regions

Atlanta, GA  
Charlotte, NC  
Columbus, OH  
Nashville, TN  
New York City, NY  
Orlando, FL  
Washington DC



# Information and Technology

SUBSECTOR INDUSTRIES INCLUDE TECH, DATA CENTERS

Site Selector Location Criteria	Richmond Rating
Labor costs and future labor costs: where will they be in 1-5 years?	Richmond is favorable, they're in a place with a developing workforce
Locations where the client can become an employer of choice	Richmond is favorable
Location attractiveness, brand recognition	Not many people think of Richmond, it has no image at all
Availability of talent	Richmond is favorable
Demographic diversity: racial, ethnic, language, LGBTQ+, gender	Middle of the field
Cost and availability of power	No Data Gathered
Connectivity to major markets like the Bay Area and New York City	Not rated very well here
Natural disaster risk	Too close to hurricanes
Fiber access	If fiber access is good, then yes
Strong vendor network of service companies that work on equipment	Richmond likely has these
Real estate	Deficiency on available real estate here.
Incentives	May be behind on incentives, not super competitive or on par

Scale					
N/A	Poor		Average		Great



# Information and Technology

## SUBSECTOR INDUSTRIES INCLUDE TECH, DATA CENTERS

### Major Shifts or Disruptions in the Industry

- It used to be that 500+ employee companies were looking to relocate, but now companies of 100+ are looking to move.
- San Francisco and NYC are getting really crowded. Vacancy rates there are less than 1%.
- Turnover is high.
- The increase in jobs is far outgrowing the increase in talent pool.
- Over last 5 years fewer companies are building their own data centers, moving to multi-tenant data centers.
- Hyper-scale is happening in the industry.
- Data centers won't go away if there is a recession, insatiable demand for data from people and companies.
- BPO - "Call center" may not look like what it used to do. Now hiring college students with plans of career progression.
- Low unemployment puts pressure on these businesses, they're now looking for longer commitment from employees and career progression for employment.
- Talent, flexible work situations are becoming more important, workers want to work from home.
- Companies are looking for a "cool" place to locate to, places that may not be as affordable or have a lot of parking.
- "Where is the next-best place?" - Companies are looking for cities with a developing IT workforce.

### Additional Comments

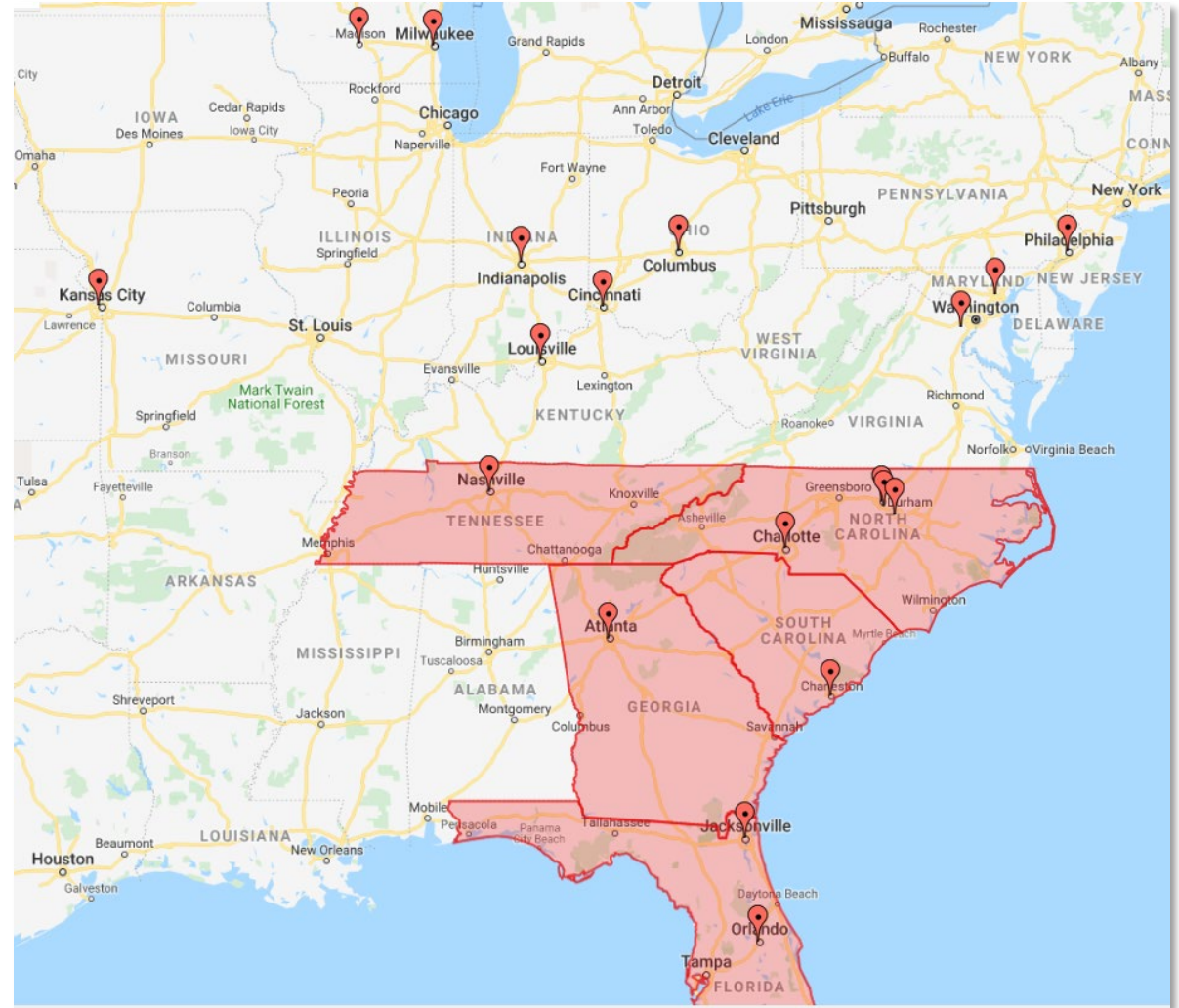
- Richmond is great at a lot of things, it's a matter of time before a client ends up there.
- There are some advantages to Richmond, I would like the region to settle down a bit (referring to labor turnover rate).
- Outskirts of DC area are the hottest data center markets in the country.
- Would definitely screen Richmond for a data center.

# Information and Technology

## COMPETITION REGIONS

### Competition Regions

Atlanta, GA  
Baltimore, MD  
Charleston, SC  
Charlotte, NC  
Cincinnati, OH  
Columbus, OH  
Durham, NC  
East Coast Cities  
Indianapolis, IN  
Jacksonville, FL  
Kansas City, KS  
Louisville, KY  
Madison, WI  
Milwaukee, WI  
Nashville, TN  
Northern Virginia  
Orlando, FL  
Philadelphia, PA  
Raleigh, NC  
Research Triangle, NC  
Southeast Areas  
Tennessee

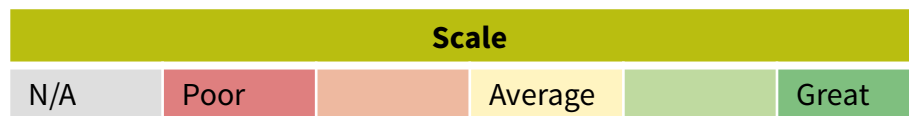


Map created on ZeeMaps.com, regions (Tennessee and Southeast Areas) are highlighted.  
Northern Virginia represented by the pin Southwest of Washington DC

# Manufacturing

## SUBSECTOR INDUSTRIES INCLUDE ADVANCED MANUFACTURING

Site Selector Location Criteria	Richmond Rating
Labor and talent	Low: perception of the area is very white collar. Tend to be heavier on office workers than the communities they compete against for advanced manufacturing
Presence of existing buildings (hard to find)	Low, not a lot of sites and buildings. Not very familiar with sites in Richmond.
Truly shovel-ready sites	Low, not a lot of sites and buildings
Good electric infrastructure: necessary for automation.	Low, not targeting manufacturing
Incentives need to be flexible and customizable, including policy, fiscal and monetary business support	No Data Gathered
Risk avoidance, manufacturing operates 24/7	Good, risk avoidance is pretty high
Costs, offset from incentive standpoint	Costs are neutral, they stayed up with everywhere else. Competitive. Incentives are aggressive everywhere else, while VA is middle of the pack. Costs are good in Richmond
Ability to recruit younger technical staff	Close to Northern VA. Might be a little negative since the state capital is located there, perceptions. My perception is reasonably good, not big enough for Amazon HQ2, but perhaps a regional headquarters
On an international scale, the region/country has to show promise in the industry that industry will stay long term.	Richmond needs to show promise
Can I align labor with real estate and transportation?	No Data Gathered
Does the region fill a specific need? Supply chain? Specific distances?	Growth out of DC area has pushed west and south, so Virginia's connection to interstates running to the I-80 corridor is very strong. Richmond's attractiveness will continue to grow for logistics.





# Manufacturing

## SUBSECTOR INDUSTRIES INCLUDE ADVANCED MANUFACTURING

### Major Shifts or Disruptions in the Industry

- Automation allows more manufacturing to produce products: less reliant on low-cost labor but need more skilled workers to run these robots. Now looking for pools of this workforce.
- Produce products closer to where they're consumed so they can react quicker to consumer demand.
- Facilities are getting so advanced and expensive; Utilities and risk avoidance are increasing in importance.
- Not all place are welcoming, and you've got to be very welcoming.
- What is the community doing on the operations side that they can help us? How are they training at the University or tech school level, how can we integrate the training and workforce needs. This could be a really big competitive edge for Stephen Moret there and his focus.
- Sustainability - companies asking about renewable energy credits. One RFI was about this, and 95% of responses only said recycling. Other community initiatives exist on sustainability. If you promote this, you probably can get prospects in the door: meet with the director of sustainability vs the real estate or operations director.

### Additional Comments

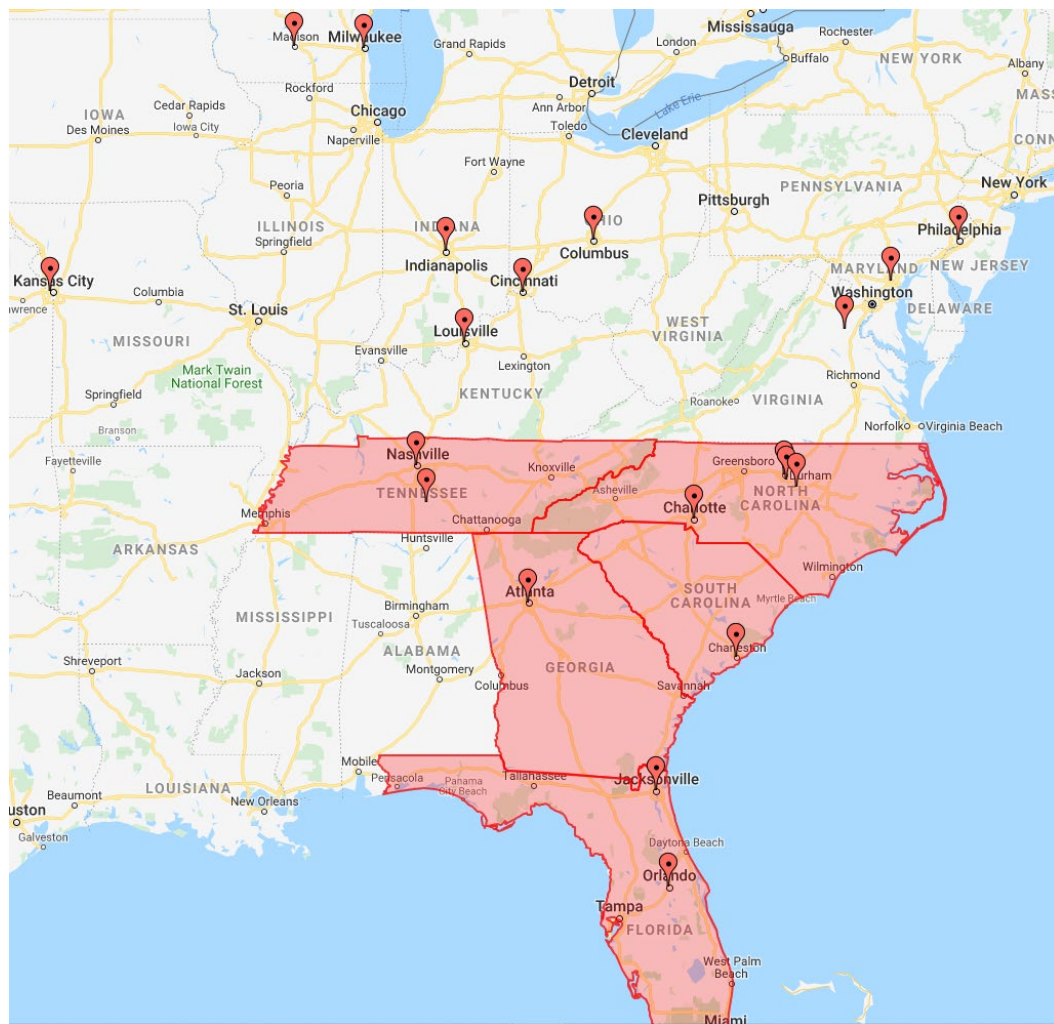
- VA didn't have the building they wanted, they needed a building with freezer and food storage space.
- Richmond is not a feeder to the NE or the SE.
- Richmond is not in the giant triangle for distribution.
- NPS depends on the labor sub sector for Richmond, could be a 7 or 9.
- Little farther aware than traditional places.
- Operations and sustainability are areas of focus that can provide a competitive edge to cities if handled correctly.
- The labor piece is the most critical piece. In my view nationwide, people talk about it the most but do the least about it.
- Artificial Intelligence, more dollars per job invested, higher skillsets required.
- Trade is a disruption for this industry.

# Manufacturing

## COMPETITION REGIONS

### Competition Regions

Atlanta, GA  
Baltimore, MD  
Charleston, SC  
Charlotte, NC  
Cincinnati, OH  
Columbus, OH  
Durham, NC  
East Coast Cities  
Indianapolis, IN  
Jacksonville, FL  
Kansas City, KS  
Louisville, KY  
Madison, WI  
Milwaukee, WI  
Nashville, TN  
Northern Virginia  
Orlando, FL  
Philadelphia, PA  
Raleigh, NC  
Research Triangle, NC  
Southeast Areas  
Tennessee



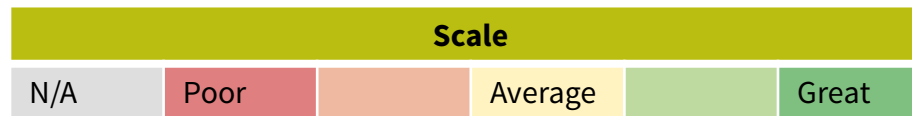
Map created on ZeeMaps.com, regions (Tennessee and Southeast Areas) are highlighted  
Northern Virginia represented by the pin Southwest of Washington DC



# Supply Chain

## SUBSECTOR INDUSTRIES INCLUDE DISTRIBUTION & LOGISTICS

Site Selector Location Criteria	Richmond Rating
Logistics costs, location to outbound customers and inbound supplies	Not at the top of the list, I would first think of the coast and the Hampton Roads port.
Labor availability	No Data Gathered
Unique things that are industry specific	No Data Gathered
Location, proximity to markets	Well positioned for distribution up and down the Mid-Atlantic region.
Clients usually focused on a particular region of the country	No Data Gathered
Access to customers	No Data Gathered
Access to seaports	Virginia does well in seaports, and Richmond is 2 hours from the port.
Real estate: existing building solution important, this is a tight market	Richmond is less favorable in buildings, less interest in building spec industrial buildings, and they're not designed for latest tech and environmental issues
Proximity to population centers	No Data Gathered
Good infrastructure, port access	No Data Gathered



# Supply Chain

## SUBSECTOR INDUSTRIES INCLUDE DISTRIBUTION & LOGISTICS

### Major Shifts or Disruptions in the Industry

- More facilities are looking at coastal areas, especially coasts with multimodal opportunities.
- Embedding value-added services like assembly. This is popular in the SW USA due to trade agreements with NAFTA and key for tariffs.
- E-commerce fulfillment has risen dramatically.
- Proximity to major population centers important.
- Increase in automation.
- Technology, equipment in facilities is changing. Automation is helping Amazon cut their headcount in half in the future.
- Consolidation: GENCO logistics acquired by FedEx group.
- The Amazon effect: 2-day shipping is now important.

### Additional Comments

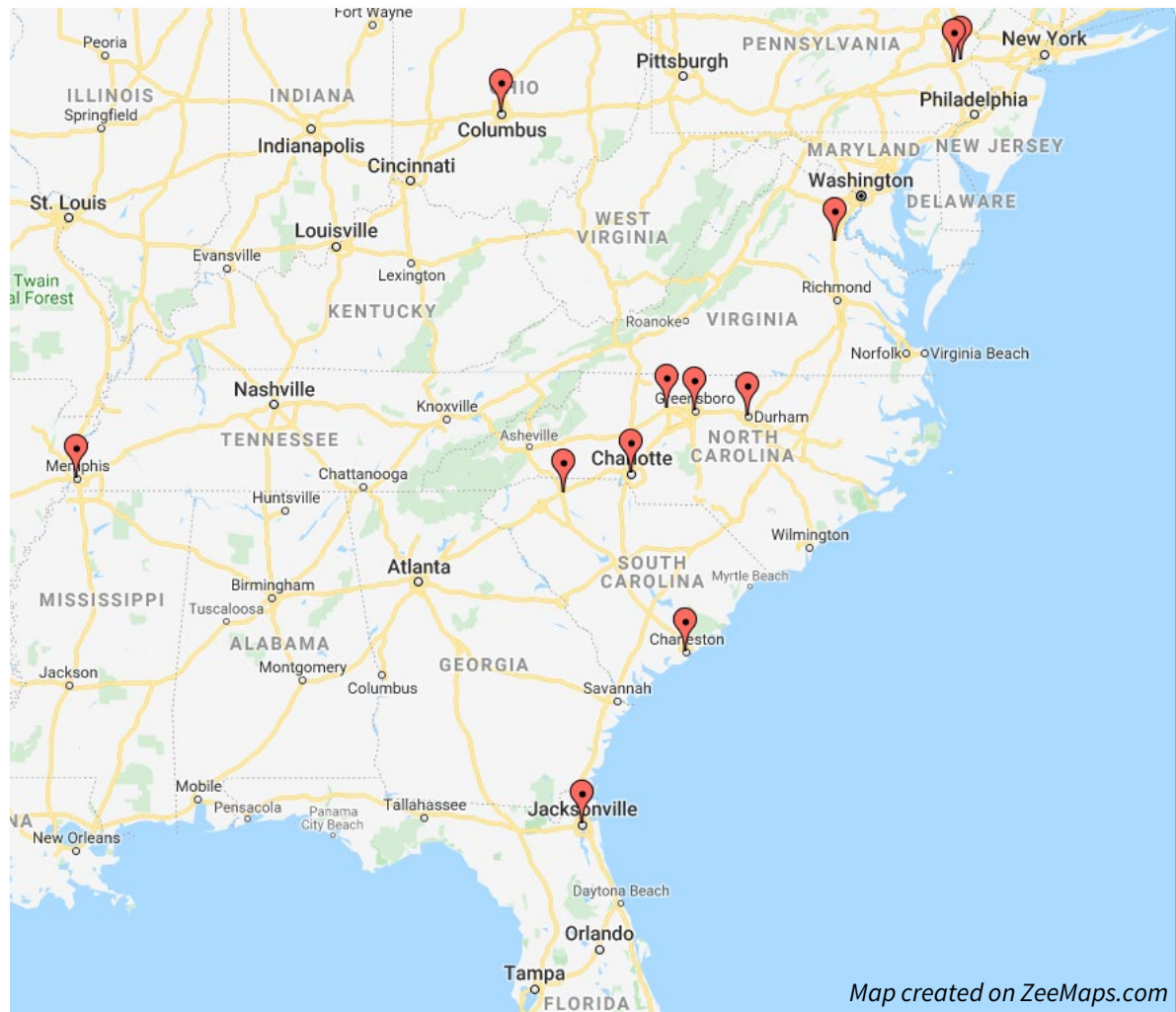
- Generally well positioned for the Mid-Atlantic
- Large but manageable market, better cost structure than northern Virginia
- There are pivot abilities to other regions here
- There is a legacy workforce and economy there, good at making and moving product
- Being the capital of the state, it provides stability both economically and brings strong relationships there

# Supply Chain

## COMPETITION REGIONS

### Competition Regions

Allentown, PA  
Bethlehem, PA  
Charleston, SC  
Charlotte, NC  
Coastal Areas  
Columbus, OH  
Durham, NC  
Fredericksburg, VA  
Greensboro, NC  
Greenville-Spartanburg, SC  
Jacksonville, FL  
Memphis, TN  
Winston-Salem, NC



# Bioscience and Life Sciences

SUBSECTOR INDUSTRIES INCLUDE BIOPHARMA

Site Selector Location Criteria	Richmond Rating
Look for the Medical "hubs", schools, talent, industry	Richmond does not come to mind for this.
Relationships with the universities, or spin-off of university	Top 2-3 performance on these factors, I don't see any issues or roadblocks for entrance.
Infrastructure: water, roads, less need for air	
Urban density	
Workforce availability and talent	They rate well, but not as well as places like Boston
Existing buildings	
Education pipeline	
Major Shifts or Disruptions in the Industry	
<ul style="list-style-type: none"><li>• The cutting-edge stuff that is coming out: stem cells and the like.</li><li>• More tech and automation, but less sales jobs.</li><li>• More acquisitions happening.</li><li>• All the lawsuits, accountability in life sciences companies, Johnson &amp; Johnson, opioid epidemic.</li><li>• All things healthcare related are growing and it's a growing industry.</li><li>• Lots of consolidation, lots of companies buying each other out.</li><li>• Due to the consolidation, there is a lot of relocation happening.</li></ul>	
Additional Comments	
<ul style="list-style-type: none"><li>• Biopharma is not a very favorable Richmond industry due to it not being a medical hub.</li><li>• May amend my score after a couple more experiences with Richmond, but definitely a 10 currently after the economic development presentation I attended recently.</li><li>• The makings are there, the area is right.</li><li>• There is extremely tough competition on the education standpoint.</li></ul>	

Scale				
N/A	Poor	Average	Great	



SUBSECTOR INDUSTRIES INCLUDE BIOPHARMA

Birmingham, AL  
Cambridge, MA  
Chicago, IL  
Durham, NC  
Florida  
Illinois  
Indiana  
Michigan  
San Diego, CA  
San Francisco, CA  
Seattle, WA  
Toronto, Canada  
Wisconsin



Map created on ZeeMaps.com, competitive states are highlighted



# Food & Beverage

## FOOD AND BEVERAGE INDUSTRIES

Site Selector Location Criteria	Richmond Rating
Clustering - availability of labor	Positive, homegrown industry in craft beer before it was cool.
Water availability	No Data Gathered
Wastewater treatment capacity	No Data Gathered
Distribution routes	Close enough to port access, rail access that Richmond has is good.
Proximity to raw materials	Close enough to port access, rail access that Richmond has is good.
Resources to innovate and put new ideas into production quickly.	No Data Gathered
Presence of labor with similar skillset	Labor is tight like everywhere else
Presence of existing industry cluster	Fairly high – smaller and mid-size companies
Availability of sites and buildings	Challenged on the real estate
Low cost of acquisition and operation.	Good on the operating cost side
Major Shifts or Disruptions in the Industry	
<ul style="list-style-type: none"> <li>• There has been an explosion in options in food. Dairy options alone are exploding, milk, butter, yogurt, etc.</li> <li>• Additional focus on plant-based materials, lot of it for sustainability purposes</li> <li>• Whole industry of companies trying to disrupt other companies.</li> <li>• Real momentum behind CBD being used in food and beverage, and demand is picking up.</li> <li>• More and more products being created to address how people want to eat: health food, organic, plant-based, convenience, gluten-free, low sugar.</li> </ul>	
Additional Comments	
<ul style="list-style-type: none"> <li>• Incentives program has struggled to incentivize projects around these cities, wages tend to be higher and raise requirements.</li> <li>• Machinery and tools tax can be misunderstood</li> <li>• Tightness in labor market around the city.</li> <li>• Richmond is usually a good place at least to look, especially in the Mid-Atlantic region.</li> </ul>	

Scale				
N/A	Poor	Average	Great	

## FOOD AND BEVERAGE INDUSTRIES

Asheville, NC  
Charlotte, NC  
Chattanooga, TN  
Columbia, SC  
Durham, NC  
Greenville-Spartanburg, SC  
Hampton Roads, VA  
Indiana  
Knoxville, TN  
Louisville, KY  
North Carolina  
Ohio  
Pennsylvania  
Raleigh, NC  
Roanoke, VA  
Shenandoah Valley, VA  
South Carolina

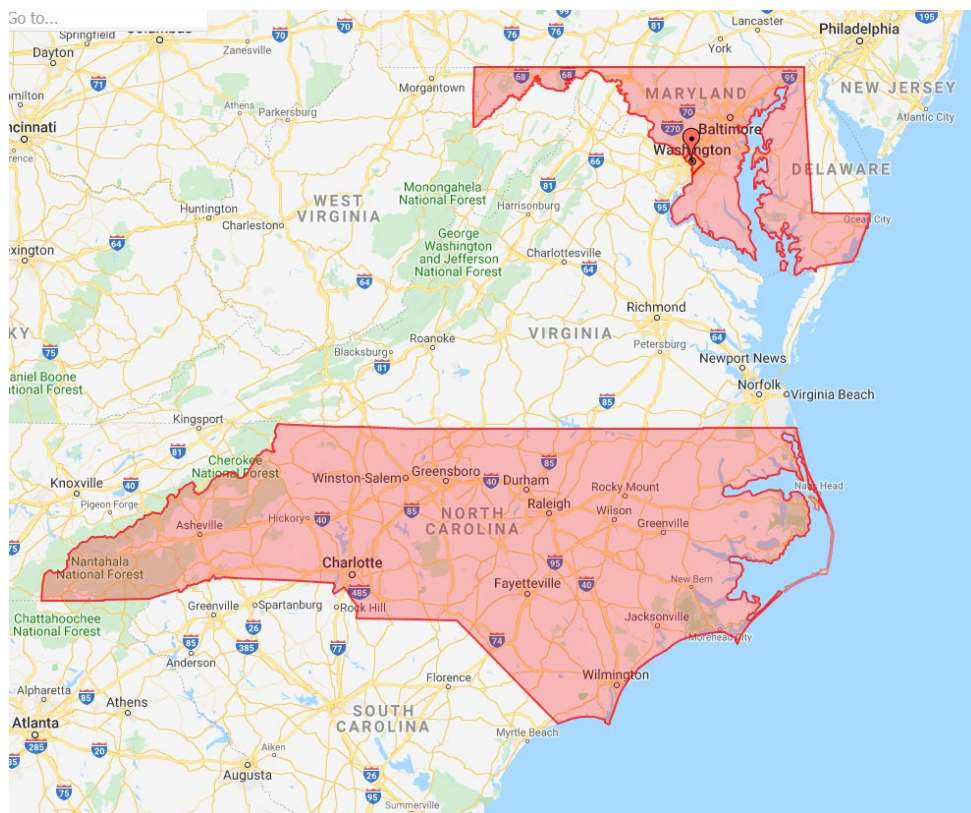




# Incentives

## SPECIALIZED SITE SELECTORS WHO DEALT IN INCENTIVES

Site Selector Location Criteria	Richmond Rating
Can the company utilize the benefits?	VA is pretty good, straightforward for the most part, but some of their incentives are complicated.
How complicated is the compliance?	
\$1 Million expenditure for incentive requirements.	
Major Shifts or Disruptions in the Industry	
<ul style="list-style-type: none"><li>The way people are working is changing, Employees don't have to sit in an office space with teams, and the employee was physically in the seat 80% of the time. Now there are remote employees, and it changes how incentives can be applied. Some states have modified incentives for remote-employees that are "sitting within the state jurisdiction", while others negotiate by zip code.</li></ul>	



Scale				
N/A	Poor	Average	Great	

### Competition Regions

Maryland  
North Carolina  
Washington DC

# Site Selector Survey Results – Net Promoter Score

## AGGREGATE NPS OF ALL TARGET INDUSTRIES

Industry	NPS	Class
Corporate Services	6	Detractor
	9	Promoter
Finance and Insurance	9	Promoter
	7	Passive
Information and Technology	8	Passive
	7	Passive
	9	Promoter
Manufacturing	10	Promoter
	8	Passive
	7	Passive
Supply Chain	8	Passive
	8	Passive
Bioscience and Life Sciences	2	Detractor
	10	Promoter
	7	Passive
Food and Beverage	7	Passive
	9	Promoter
Incentives	8	Passive

To calculate NPS, the recommendation scores are classified into three categories:

- Scores 0-6: Detractors, who will speak negatively of your region.
- Scores 7-8: Passives, who are neither detractors nor promoters and will do nothing to promote or detract.
- Scores 9-10: Promoters, who will speak highly of your region and promote it for you for that industry.

After classifying, we calculate the percentage of promoters, passives, and detractors. We discard the passive score and subtract the detractor's percentage from the promoter's percentage to calculate the final score.

NPS is a whole integer, so the percentage will be removed for the final score.

	Promoters	Passives	Detractors
<b>Number</b>	6	10	2
<b>Percentage</b>	33%	56%	11%

NPS = %Promoters - %Detractors	
33%-11%	22%
<b>Final NPS</b>	<b>22</b>

n = 18

# Marketing and Branding



# Marketing and Branding

## WHAT ARE THE ONE OR TWO THINGS THAT THE RICHMOND METRO AREA COULD DO THAT WOULD HAVE THE GREATEST IMPACT ON MAKING THE REGION MORE LIKELY TO BE CONSIDERED FOR NEW LOCATION AND EXPANSION PROJECTS?

*Participants' advice for the Richmond region fell into six categories: 1) Marketing and Branding, 2) Relationships in the industry, 3) Availability of product, 4) Continue doing what they're doing, 5) Talent pipeline, and 6) Transportation*

### **Marketing and Branding**

- Young creative innovative people are there, tell people about it. Tell about the incubators and the cool new companies.
- All my clients think of Nashville, Raleigh first.
- Do broad base marketing, expand your reach outside of site selectors.
- Make a bigger push on marketing. Richmond doesn't get the recognition it deserves.
- Have an awareness campaign: a multifaceted marketing campaign. Tell us what's there, what's unique, what projects are going on there.
- People don't really know the city; Richmond needs to tell their story.
- If perceptions about Richmond as a white-collar town are wrong, they need to tell that story.
- You need to change the CEO's mind, like how Texas did it.
- Getting the word out, advertising, trade magazines. Use stories tell your success stories.
- Join forces with VEDP and get the message out about their market.
- Put Norfolk and Richmond together as an MSA to boost its marketability.
- Market more, promote any available labor you have. Promote your location strategically.
- Tell the story about what companies in food and beverage have had success there, and that they have the resources for more.
- Piggyback off Amazon, don't let it be a deterrent and turn their presence into a positive.
- They need a story to tell.
- For Richmond to succeed, they need to develop that identity.
- Draw on the expertise (Martin advertising?) to get into national consciousness.
- Raise the brand a bit.
- Associate big company names to help solidify perceptions in the market. Who's there?
- Create a stronger brand, they need a hook.
- Marketing and branding is most important! Do more!
- Own your brand: no perception or misperceptions "Old South Tobacco".
- If Richmond had an image, that would be helpful.
- Make their niche recognizable – doesn't seem like they have a strong identity.

# Marketing and Branding

## WHAT ARE THE ONE OR TWO THINGS THAT THE RICHMOND METRO AREA COULD DO THAT WOULD HAVE THE GREATEST IMPACT ON MAKING THE REGION MORE LIKELY TO BE CONSIDERED FOR NEW LOCATION AND EXPANSION PROJECTS?

*CONTINUED: Participants' advice for the Richmond region fell into six categories: 1) Marketing and Branding, 2) Relationships in the industry, 3) Availability of product, 4) Continue doing what they're doing, 5) Talent pipeline, and 6) Transportation*

### **Relationships in the Site Selection Industry**

- Get people out meeting people - I think they're doing a good job of that.
- Be known among business executives for specific, small things.
- Reach out to site selectors: we don't hear from them very much at all.
- Maintain strong relationships with people in VEDP to keep leads coming in.
- Connect and identify more with companies that are present, associate yourselves with more recognizable companies in the region, such as CoStar. This doesn't have to be a logo sheet with company logos, provide testimonials or companies that would surprise me.
- They were very good at responding in a reactive way, but they could be more proactive.

### **Availability of Product**

- Having available buildings, all but one of my projects start with a search for available sites and buildings.
- Get more properties and product, this may not be feasible, but it would help a lot.
- Improve your product, both sites and buildings. Make a 50,000 square foot spec building that can be expanded in multiple ways and be flexible.
- Keep up downtown central-city inventory of office product.

### **Talent Pipeline**

- Be known among millennials in order to attract talent.
- Richmond has the potential to recruit people instead of companies.
- Better statewide training programs, this is being addressed currently in Virginia.

# Marketing and Branding

WHAT ARE THE ONE OR TWO THINGS THAT THE RICHMOND METRO AREA COULD DO THAT WOULD HAVE THE GREATEST IMPACT ON MAKING THE REGION MORE LIKELY TO BE CONSIDERED FOR NEW LOCATION AND EXPANSION PROJECTS?

*CONTINUED: Participants' advice for the Richmond region fell into six categories: 1) Marketing and Branding, 2) Relationships in the industry, 3) Availability of product, 4) Continue doing what they're doing, 5) Talent pipeline, and 6) Transportation*

## **Continue Doing What They're Doing**

- Keep doing what they're doing now: surveys, inviting site selectors into the area to promote.
- Continue to enhance the quality of life and amenities, and encourage the people commuting through to stay.
- Richmond is already doing it: making the rounds, inviting us on fam tours.
- They've been doing a lot of things right. Tell people what's going on in the region. Richmond does this well already.

## **Transportation**

- Air service improvement would be a major plus.
- Public service transportation could be a little better. The Charlotte example: public trans rail.

## Marketing and Branding

WHICH REGIONS ARE DOING A GOOD JOB OF BUILDING BRAND AWARENESS FOR ECONOMIC DEVELOPMENT?



n = 25 site selectors offering 57 alternative locations



## Marketing and Branding

WHICH REGIONS ARE DOING A GOOD JOB OF BUILDING BRAND AWARENESS FOR ECONOMIC DEVELOPMENT?

Region	Mentions	Region	Mentions	Region	Mentions
Nashville	6	Dallas	1	North Carolina	1
Columbus	4	Des Moines	1	Oklahoma City	1
Salt Lake City	3	Detroit	1	Orlando	1
Indianapolis	3	Greater Phoenix Partnership	1	Phoenix	1
Kansas City	3	Greensboro	1	Richmond	1
Charlotte	3	Greenville-Spartanburg	1	Roanoke	1
Texas	3	Huntsville	1	Sacramento	1
Raleigh Durham	2	Indiana	1	Singapore	1
Pittsburgh	2	Kentucky	1	South Carolina	1
Boise	2	Knoxville	1	Tulsa	1
Austin	1	Louisville	1	Thawed	1
Cleveland	1	New Orleans	1	VEDP	1

n = 25 site selectors offering 57 alternative locations

# Marketing and Branding

## WHAT ARE THE MOST EFFECTIVE EDOS DOING TO REACH SITE SELECTOR? DO YOU HAVE ANY OTHER THOUGHTS FOR GRP OR THE RICHMOND AREA?

*Participants gave some advice, thoughts, and comments that fell into four categories: 1) Compliments to GRP and VEDP, 2) Richmond Metro Area Thoughts, 3) Research to Consider, and 4) Other Cities and Industries Mentioned*

### **Compliments to the EDOS**

- Good at specifically replying to questions instead of generic answers.
- Good at unorthodox questions.
- Good site visits.
- GRP is remarkable; they had a personalized fam tour. They were extremely prepared - answered every question, made connections for us, set up conversations.
- GRP was awesome.
- VEDP was awesome.
- Very professional.
- We have a good relationship built with Richmond, and we can expect honesty from them. The transition to a new staff has been very good. There is strong leadership there.
- Responsive with the RFI.
- Comfortable bringing clients to GRP.
- They did a great job of bringing me over there, they handled the visit and consideration of my project very well. I am confident that if I bring a client and a project to them, they'll make me look good.

### **Richmond Metro Area Thoughts**

- There is value for Richmond in pharmaceutical and life sciences
- It's a pity Richmond is transferring from manufacturing to data center campus.
- Capital helped diversify workforce.
- I feel like I have more things to say about Richmond than they have to say about themselves.
- Shared services: workforce diversity, state capital there.
- Adaptive to the food industry, raw materials.
- Focus on business relationships in Mid-Atlantic region, northeast, and south-central location.
- What are the real opportunities in your region? Don't just send brochures, provide value-added information.
- Some EDOS put travel and marketing under their umbrella to increase funding and craft a cohesive message. (Orlando, Florida, and Michigan).

# Marketing and Branding

## WHAT ARE THE MOST EFFECTIVE EDOS DOING TO REACH SITE SELECTOR? DO YOU HAVE ANY OTHER THOUGHTS FOR GRP OR THE RICHMOND AREA?

*CONTINUED: Participants gave some advice, thoughts, and comments that fell into four categories: 1) Compliments to GRP and VEDP, 2) Richmond Metro Area Thoughts, 3) Research to Consider, and 4) Other Cities and Industries Mentioned*

### **Research to Consider**

- There's a white paper written about the region, if they haven't read it yet I think they should. I found it interesting.
- A few years ago, there was a white paper on middle office. Promote this in Richmond.
- A recent study found that executives are more likely to consider a new facility where they'd also like to vacation. Tourism marketing can also play a role in this.
- They are in a difficult spot to be in right now. They sit right below the data threshold in models and often just miss out in cuts regarding labor recruitment.

### **Cities and Industries**

- Franklin has become a HQ town for medium sized companies
- Richmond's competition is mostly the DC area and North Carolina cities.
- They considered TN because of aggressive incentives, cool art scene, reasonable cost of living, and home to a lot of healthcare companies. On the minus side, there are 4,500 open IT jobs in Nashville.

## Section 3: Key Findings and Implications



# Key Findings and Implications

- 1. Overall perceptions of Virginia and of the Richmond region were generally positive; however, site selectors tend to skew positives when asked these types of questions.**
  - While the Richmond region generally has a positive perception, there is always more that can be done. Do not ever think you can rest on your laurels.
  - Greater Richmond Partnership should evaluate the list of positive and negative perceptions from pages 32-37 and map these relative to the pros and cons that you see and/or that you have learned from other audiences. Identify any gaps, then find data to support the positives and to help mitigate the negative perceptions. This can serve to help build a solid business case and messaging platform for the region.
  - Continue to promote the positives about the Richmond region and work to address the negatives.
- 2. The most common negative perception of Richmond is that it lacks an image. Some site selectors still envision it as an Old Tobacco Town and were unaware of what Richmond's current niche is.**
  - This is an opportunity to better tell your story. Through the strategic planning process that you are currently undertaking, determine Richmond's overall vision (i.e. what it wants to be known for in the future) and start building the image and messaging around that.
  - Market this brand to internal audiences as well as external audiences, such as site selectors and beyond to prospective employers.
- 3. Air access in particular was identified as a weakness and this can be an important site selection criterion, especially for certain industries like back office/middle office, etc.**
  - Continue to act as an advocate to enhance these transportation assets.
  - Meanwhile, promote the existing assets and benefits of the Richmond airport, such as direct flights, number of flights, etc.
- 4. The Greater Richmond Partnership is a well-known organization for the region and generally, site selectors who have worked with GRP have had positive experiences, rating them on average an 8.67 out of 10.**
  - Continue to be the leader of the region and act as a concierge service for site selectors who are interested in the region.
  - Continue working hard to maintain relationships with site selectors in your target industries.
  - Seek to improve your relationships with site selectors by studying and learning from the other EDOs which the site selectors identified as best in class (page 42).

## Key Findings and Implications

**5. While some site selection criteria cut across all industries, such as talent, the companies within each of Richmond's target industries have different needs.**

- Within each industry, use the new data we gathered to supplement and/or refine the Richmond region's competitive advantage, niche subsector opportunities, and strategies and tactics to be most competitive in that industry.
- Strengthen and/or refine business cases for each industry using the site selection criteria provided by site selectors. Ensure there is data to back up these claims.
- Use the competitor location information in this report to benchmark yourselves on key location criteria and determine where there may be gaps in Richmond's competitiveness (costs, air access, etc.).

**6. Each of Richmond's target industries are facing unique and impactful trends and disruptions.**

- Using BRE interviews or other means, confirm these trends/disruptors with your current employers and determine what the impact will be on them (positive or negative).
- Monitor these trends and their effects on your current employers and work to mitigate the negative effects and leverage the positive effects.

**7. Site selectors often commented that they don't know what's currently going on in Richmond. Other cities/regions do a better job of sending out pertinent information on projects in their region. Site selectors are interested in what is happening in regions of interest, such as which industries are growing there, and what types of projects regions are winning.**

- Establish a system of delivering concise, pertinent information to site selectors in a timely fashion when that information is available.
- Look to the best practice regions that site selectors listed in this report (pages 76-77) and determine which strategies/tactics make sense for Richmond to pursue.

# Appendix

# Appendix

## QUESTIONS ASKED

### **Career Background And Experience In The Industry**

1. How long have you been in the site selection industry?
2. About how many projects do you do a year (your company/you as a site selector)?
3. In which of the following industries do you specialize? Which are your top two?
  - Corporate services
  - Information technology
  - Finance & Insurance
  - Bioscience/life sciences
  - Advanced manufacturing
  - Supply chain
  - Food and beverage
  - Others? Please specify
4. Do you specialize in any geographic regions? (Probe for International)

### **Virginia Related Questions**

5. How familiar are you with Virginia as a place to do business? (circle one)  
Not at all familiar      Not very familiar      Somewhat familiar      Very familiar
6. What are your initial perceptions of Virginia as a place to do business (positive and negative)?
7. In the last three years, how many of your clients have considered Virginia? What factors led Virginia to be looked at for those projects?



# Appendix

## QUESTIONS ASKED CONTINUED

### Richmond-Related Questions

8. How familiar are you with the Richmond Region as a place to do business? (circle one)  
Not at all familiar      Not very familiar      Somewhat familiar      Very familiar
9. Have you ever been to Richmond, Virginia?
10. What are your initial perceptions of the Richmond region as a place to do business (positive and negative)?
11. When thinking about the Richmond region, which brands/organizations come to mind? (probe for Greater Richmond Partnership, RVA, etc.)?
12. In the last three years, how many of your clients have considered the Richmond area? Of those, how many located in the region?
13. If a project has considered this region, which economic development organizations did you work with as part of that project?
14. Have you dealt directly with the Greater Richmond Partnership? If so, how would you rate your experience with them on a scale of 1-10? Please explain why.
  - If Not a 10, what EDO is a 10?
15. If a project considered the region, but did not locate there, what state/metro area did the client choose to locate in? Why did they choose that location over Richmond?
16. If a project has located in the region, what other states/metro areas did that client consider? Why did they ultimately choose the Richmond region?

# Appendix

## QUESTIONS ASKED CONTINUED

### Target Industry-Specific Questions

*For the following questions, we are going to talk specifically about the \_\_\_\_\_ industry (insert their industry specialization here – one at a time).*

17. Considering the \_\_\_\_\_ industry, what do you see as the top 3-5 important site location criteria?
18. Would you consider the metro Richmond region for this industry? Why or why not? How do you think the region rates on the 3-5 site location criteria?
19. Which communities/regions/states do you see as Richmond's top competitors in this industry? What makes those communities competitive for this industry?
20. Have you seen any major shifts or industry disruptions in this industry? Explain. (Probe for automation, industry consolidation, growth/decline, etc.)
21. How likely would you be to recommend the Richmond region to a client in this industry on a scale from 1 to 10 (net promoter score)?

### Marketing/Branding Questions

22. What are the one or two things that the Richmond metro area could do that would have the greatest impact on making the region more likely to be considered for new location and expansion projects?
23. Which regions are doing a good job of building brand awareness for economic development?
24. What are the most effective EDOs doing to reach site selectors?