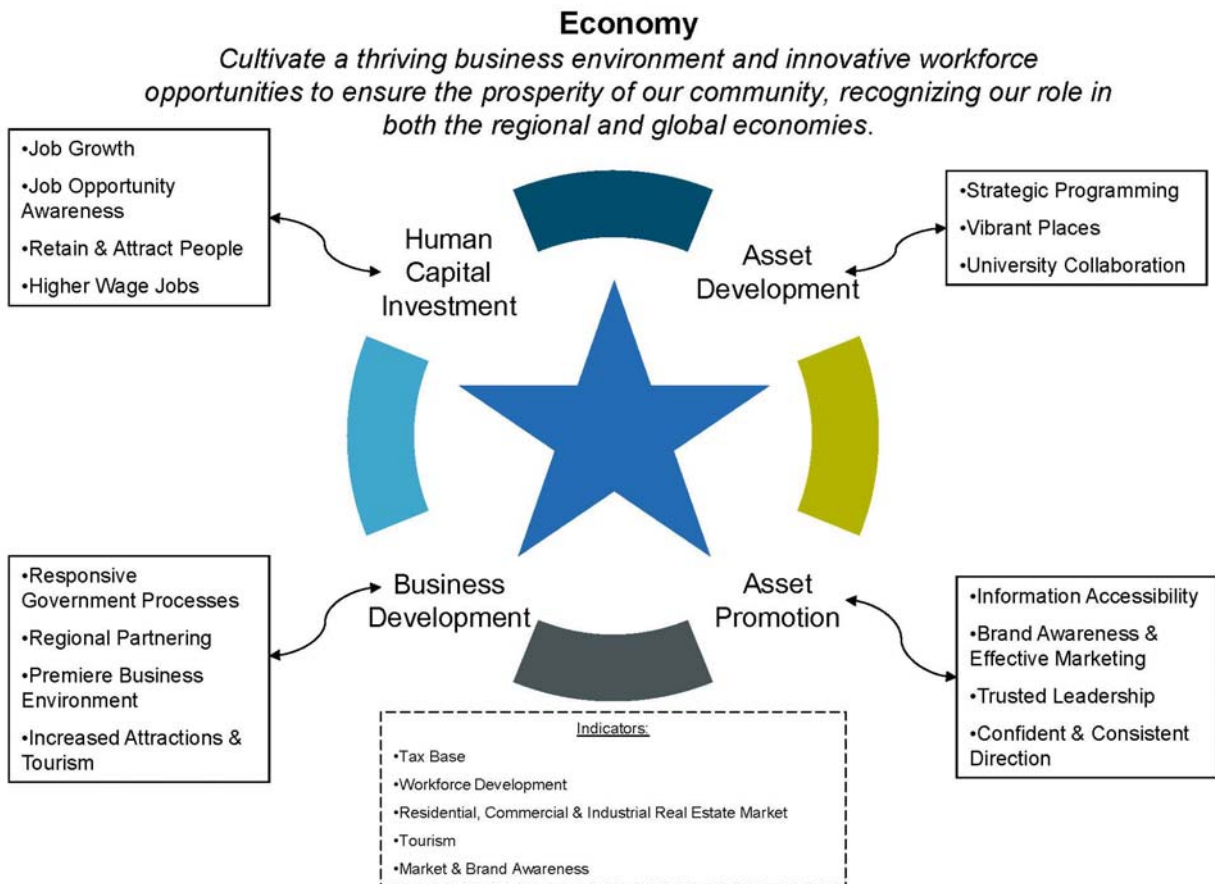


## Summary of Economy Priority

Roanoke is the economic center of the region. In order for the City of Roanoke to thrive, local government must develop policies and partnerships that enhance the level of economic activity. The four economic pillars consist of human capital investment, asset development, asset promotion, and business development.



# Economy



## Statement of Request for Results

### Team Members

**Members:** Steve Martin, Human Services  
Mike Shockley, General Services  
Rob Ledger, Economic Development  
Vanessa Bohr, Technology  
Acquenatta Jackson-Harris, Management & Budget

### Priority Statement

Cultivate a thriving business environment and innovative workforce opportunities to ensure the prosperity of our community, recognizing our role in both the regional and global economies.

### Summary of Priority

Roanoke is the economic center of the region. In order for the City of Roanoke to thrive, local government must develop policies and partnerships that enhance the level of economic activity. The four economic pillars consist of human capital investment, asset development, asset promotion, and business development.

#### Human Capital Investment

Human capital investment signifies the “human component” of economic development defined as the relationships between businesses, workforce, and our general population. Our requests for results seek to invoke or improve the following desired outcomes:

Job growth is defined as increasing the number of net new jobs in the City of Roanoke by retaining existing jobs, assisting with the expansion of existing businesses, attracting new businesses, and creating new jobs through entrepreneurial development.

Job opportunity awareness is improving the overall awareness of the opportunities that exist within the community, specifically between workforce gatekeeper organizations, employers seeking particular skill sets, employees seeking jobs that match their skill set, or employees seeking new skills.

Retaining and attracting people encompasses the health of the community, its businesses, and its workforce to ensure the vibrancy of the City of Roanoke and the region.

Higher wage jobs will result in a higher median wage and standard of living. Higher incomes encourage increased spending on local goods and services which contributes to a vibrant business community and provide adequate revenue for city services.

## **Asset Development**

Asset development is defined as a public strategy that builds upon existing natural, cultural, structural or leadership strengths to create a positive environment that can support wealth creation opportunities for our community.

Strategic programming is the alignment of these assets with collaborative economic development efforts to retain and attract targeted business sectors that will result in robust job growth and capital investment in Roanoke.

Vibrant places is a strategy to strengthen those places and institutions with the power to attract and hold people and business, define local cultural heritage, draw tourists, and catalyze economic growth.

University collaboration is a strategy of government/ university partnership that enhances economic development by increasing the size, diversity of skills and productivity of the labor force. Local and regional collaborations will stabilize regional economies, attract and retain private investment and stimulate intellectual and economic growth.

## **Business Development**

Business Development is defined as specific actions, tools, policies, and programs implemented by the City and other partner economic development organizations that will create the most *business friendly environment* possible. Our request for results seeks to generate these outcomes:

Responsive government process is the superior ability to induce business development because of a superior ability to respond to prospective new businesses, relocations, and expansions with access to resources such as land, buildings, incentives, information, and infrastructure improvements.

Regional partnering is the development of partnerships with others having mutual interest in business development in our region and promotes an environment where development *anywhere* within our region is beneficial to *all* in our region.

A premier business environment is defined by the appropriate and effective use of incentive programs to build resources and maximize usage of land while maintaining competitive tax structures that provide adequate revenue for city services and encourage vigorous business growth.

Attractions and tourism is defined as leveraging assets and attractions to bring people to the region to visit and experience Roanoke and spend money.

### **Asset Promotion**

Asset promotion is a comprehensive marketing strategy that facilitates effective communication to citizens and others in order to inform, influence decision making, and build brand awareness.

Information accessibility is defined as providing easily obtainable information about the benefits of living, visiting, and doing business in Roanoke.

Brand awareness and effective marketing is a set of strategies that communicate the value of our assets.

Trusted, confident, and consistent leadership ensures that citizens can depend on accurate information, direction, and transparent government processes.

## **Indicators**

### **Indicator 1: Annual tax base**

Measure 1: Changes over time in various tax streams including real estate values, sales tax receipts, business/professional/occupational licenses (BPOL), admissions receipts, prepared food and beverage tax, and transient occupancy tax as provided by the Department of Finance.

### **Indicator 2: Workforce development**

Measure 1: Net job growth as measured in changes over time in employment statistics available from the Virginia Employment Commission.

Measure 2: Changes over time in average wage statistics available from the United States Bureau of Economic Analysis.

Measure 3: Number of people who commute into the City of Roanoke to work as provided by the Virginia Employment Commission.

Measure 4: Number of people who commute from the City of Roanoke to work as provided by the Virginia Employment Commission.

Measure 5: Local unemployment rate

### **Indicator 3: Residential, commercial & industrial real estate market**

Measure 1: Changes over time in occupancy/vacancy rates, absorption rate, and rental rates as published annually by local real estate market surveys.

- Measure 2: Number & dollar value of building permits issued.
- Measure 3: Number & dollar value of residential real estate sales.
- Measure 4: Number & dollar value of commercial real estate sales.

#### **Indicator 4: Tourism**

- Measure 1: Number of hotel stays in the City of Roanoke.
- Measure 2: Number of hotel rooms available
- Measure 3: Hotel room vacancy rate

#### **Indicator 5: Market & Brand awareness**

- Measure 1: Increase in the number of impressions made globally as captured by Virginia Economic Development Partnership contact data, Roanoke Regional Partnership contact data, and the Department of Economic Development.

### **Purchasing Strategies**

#### **We will give preference to offers that:**

1. Emphasizes collaborative efforts within city government and with outside agencies;
2. Demonstrates innovation and effective management of resources;
3. Provides a holistic and integrated approach to business development, asset development, and investment in human capital; and
4. Promotes Roanoke with a multifaceted communication and marketing strategy.

### **Statement of Request for Offers**

We seek offers that will cultivate a thriving business environment through attraction, retention, incubation, and expansion of enterprise and by fostering innovative workforce opportunities to ensure the prosperity of our community.

#### **We are seeking offers that provide services for Human Capital Investment.**

More specifically we are looking for offers that:

1. Evolves strategies to attract, retain, expand and continuously improve a global competitive citizen workforce.
2. Supports entrepreneurial skill development with emphasis on innovation and creativity.

3. Build Partnerships with business and other agencies to provide Roanoke's youth with access to education, training and apprenticeship opportunities.
4. Engages and networks with organizations and businesses throughout the region and state to direct influence upon workforce issues, programs and policies.
5. Expands the range and amount of employment opportunities available to city residents.
6. Promotes job growth and economic vitality through retention, expansion, attraction and creation of businesses.
7. Targets job opportunities available to the need of our current and future workforce.

**We are seeking offers that promote Asset Development.**

More specifically we are looking for offers that:

1. Improves the public realm and accessibility around existing cultural institutions.
2. Builds creative community hubs that will bring artists, entrepreneurs and organizations to provide programming to Roanoke's vibrant and emerging places.
3. Encourages high quality amenity anchors that support increased retail activity.
4. Provides a comprehensive alternative transportation plan that addresses Roanoke's growing and diverse transit needs.
5. Partners with business and community to beautify neighborhoods.
6. Stimulates private development of downtown housing with various price points.
7. Encourages revitalization, vitality and differential character areas in the City.
8. Implements capital improvements that reflect economic development planning.
9. Seeks partnerships with higher education institutions to drive Roanoke's position in the global economy.
10. Targets capital and infrastructure projects that provides positive economic return for public funds invested.

11. Develops flexible parking management strategies to leverage opportunities for economic development.
12. Creates private sponsorship programs for transitional public spaces to leverage corporate sponsorships to improve safety, cleanliness, and usability of existing and future public spaces.
13. Evaluates city-owned properties and develops guidelines for preservation or alternative uses.
14. Collaborates to improve physical connections and public realm surrounding the downtown business districts, educational campus and the Riverside Medical Park.
15. Identifies, catalogs and provides strategic recommendations toward asset improvements.
16. Develops, revitalizes and strengthens dynamic community centers.
17. Promote and strengthen collaborations which enhance our workforce, business and cultural communities.
18. Focuses resources on development of advanced technology industries through university collaboration and research and development.
19. Develops a technology transfer structure to bring university based research into commercially feasible ventures.

### **We are seeking offers that provide Business Development**

More specifically we are looking for offers that:

1. Develops a comprehensive economic development strategy that enhances Roanoke's strategic advantages by focusing on key economic clusters.
2. Continues to improve Roanoke's business climate.
3. Coordinates and maximizes access to financial resources and technical assistance.
4. Enhances and grows the availability of incentives, enterprise zones, and specialty business districts to current and new businesses.
5. Fosters entrepreneurial development and business to business expansions.
6. Takes leadership roles in regional planning and economic development actions to create a diversified business base in the Roanoke metropolitan area.

7. Fosters world-class customer service for citizens and companies doing business in the City of Roanoke through consistent, efficient, timely and reliable government practices, processes and regulations to ensure a premier business environment.
8. Utilizes and analyzes appropriate initiatives in conducting rigorous retention, expansion and attraction activities.
9. Continues to enhance Roanoke Regional position in cultural tourism business and outdoor attractions.

**We are seeking offers that provide for Asset Promotion.**

More specifically we are looking for offers that:

1. Provides internal marketing programs an effective advertising work plans and an external public relations work plans.
2. Promotes and maximizes City of Roanoke brand image.
3. Promotes confidence in government by communicating internally and externally the policies, practices, and decision perspectives of city leaders.
4. Consistently and cohesively promotes the unique, strategic advantages of the City of Roanoke globally through multiple media platforms and evolving technologies for the purposes of attracting people and businesses.



# Economy



## 1. Annual Tax Base

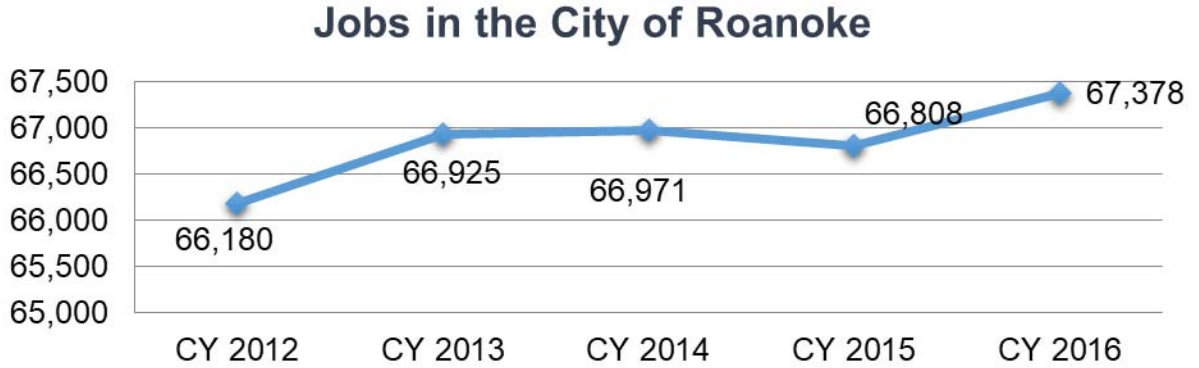
**MEASURE 1: Changes over time in various tax streams including real estate values, sales receipts, business personal property value, admissions receipts, prepared food and beverage sales and occupancy receipts as provided by the department of finance.**

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017*</u>	<u>% Change</u>
Real Estate Value	\$6,693,874,349	\$6,724,229,966	\$6,783,463,907	0.88%
Sales Tax Receipts	\$20,564,044	\$20,600,395	\$19,696,458	-4.39%
Business/Professional/Occupational Licenses (BPOL)	\$13,215,775	\$12,886,986	\$13,388,278	3.89%
Admissions Receipts	\$443,116	\$462,216	\$447,622	-3.16%
Prepared Food and Beverage Tax	\$13,856,899	\$15,704,954	\$15,996,897	1.86%
Transient Occupancy Tax	\$4,162,522	\$4,305,977	\$4,317,618	0.27%

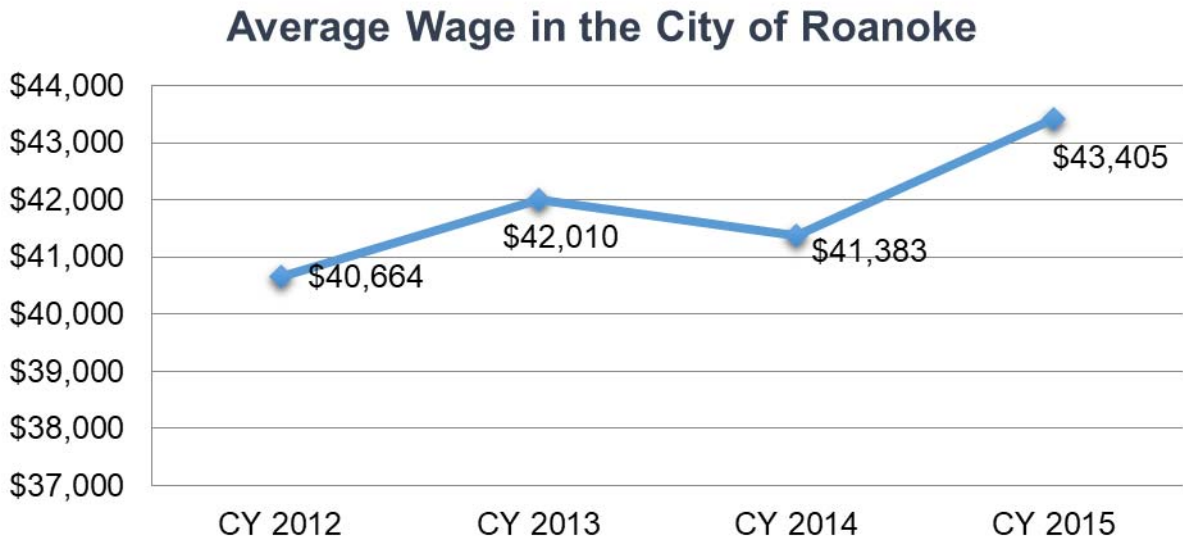
Comments: Figures are preliminary as the Comprehensive Annual Financial Report (CAFR) for FY 2017 will not be complete until January, 2018.

## 2. Workforce Development

**MEASURE 1: Changes over time in employment statistics available from the Virginia Employment Commission.**



**MEASURE 2: Changes over time in average wage statistics available from the United States Bureau of Economic Analysis.**



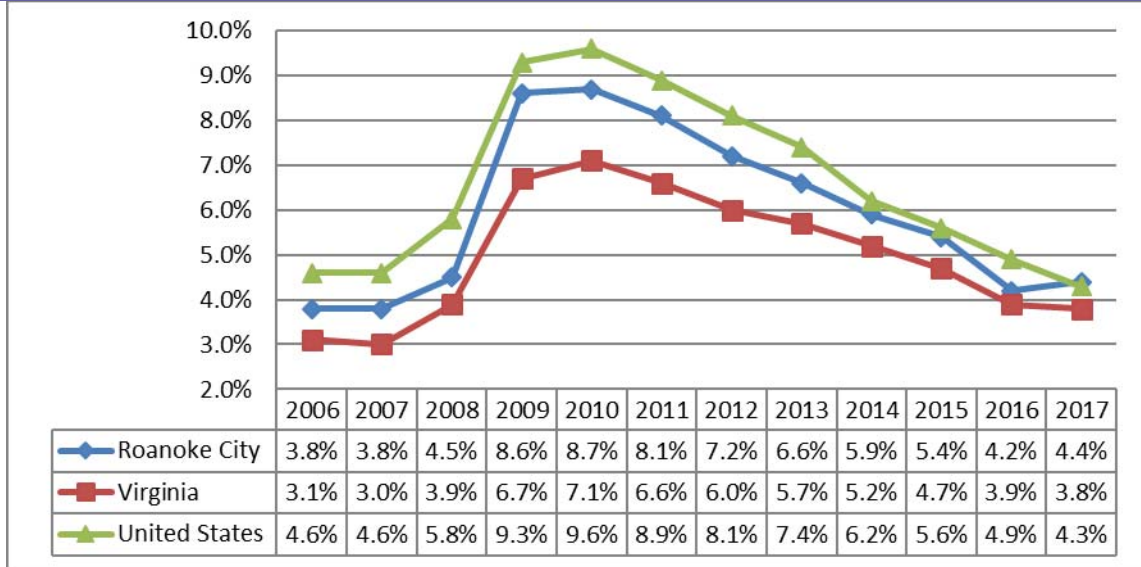
**MEASURE 3: Number of people who commute into the City of Roanoke to work as provided by the Virginia Employment Commission.**

<u>CY 2010</u>	<u>CY 2012</u>	<u>CY 2014</u>
50,681	50,666	52,825

**MEASURE 4: Number of people who commute from the City of Roanoke to work as provided by the Virginia Employment Commission.**

<u>CY 2013</u>	<u>CY 2014</u>	<u>CY 2015</u>
23,533	23,962	23,229

**MEASURE 5: Unemployment rate.**



2017 figures are preliminary  
Source: Virginia Employment Commission

**3. Residential, Commercial, and Industrial Real Estate Market**

**MEASURE 1: Changes over time in occupancy/vacancy rates, absorption rate, and rental rates as published annually by local real estate market surveys.**

<u>CY 2013</u>	<u>CY 2014</u>	<u>CY 2015</u>	<u>CY 2016</u>
90% occupied	90% occupied	80% occupied	81% occupied

**MEASURE 2: Number of building permits issued and revenue collected**

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
Building Permits	1,268	1,183	1,074
Revenue	\$491,852	\$424,506	\$412,838
Mechanical, Electrical, and Plumbing Permits	1,194	1,210	1,176
Revenue	\$74,461	\$70,464	\$78,749

**MEASURE 3: Residential and Multi-Family Real Estate Sales**

	<u>CY 2014</u>	<u>CY 2015</u>	<u>CY 2016</u>
Number of Sales	886	879	978
Value of Sales	\$183,628,961	\$299,126,023	\$297,056,610

**MEASURE 4: Commercial Real Estate Sales**

	<u>CY 2014</u>	<u>CY 2015</u>	<u>CY 2016</u>
Number of Sales	26	63	56
Value of Sales	\$10,339,324	\$376,705,225	\$167,716,126

**4. Tourism****MEASURE 1: Number of hotel stays in the City of Roanoke**

<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
595,051	585,509	600,213	617,219

**MEASURE 2: Number of hotel rooms available**

<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
969,104	979,571	1,016,038	1,067,155

**MEASURE 3: Hotel Room Vacancy Rate**

<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
38.6%	40.2%	40.9% 42.2%	

**5. Market & Brand Awareness**

**MEASURE 1: This indicator will be measured by an increase in the number of impressions made globally as captured by Virginia Economic Development Partnership contact data, Roanoke Regional Partnership contact data, and the Department of Economic Development.**

<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
41%	70%	14%	10%

ECONOMY			
DEPARTMENT	OFFER	RANK	OFFER TOTAL
Economic Development	Business & Workforce Development	1	\$1,336,013
Economic Development	Business and Workforce Development - Additional Funding Request		\$14,048
Economic Development	Business and Workforce Development - Performance Agreements		\$376,050
Economic Development	Asset Development for the Economy	2	\$119,162
Economic Development	Asset Promotion for Economic Development	3	\$65,236
Economic Development	Asset Development for Economy & Education- Roanoke Arts Commission	4	\$24,591
Economic Development	Percent (%) for the Arts	5	\$17,365
Outside Agency	Arts Endowment		\$125,000
Outside Agency	Center in the Square		\$285,760
Outside Agency	Hotel Roanoke Conference Center Commission (1% Sales Tax)		\$400,000
Outside Agency	Market Building Support		\$300,000
Outside Agency	Roanoke Arts Commission		\$340,000
Outside Agency	Roanoke Regional Partnership		\$206,340
Outside Agency	Roanoke Regional Small Business Development Center		\$10,000
Outside Agency	Roanoke Valley - Alleghany Regional Commission		\$94,697
Outside Agency	Roanoke Valley - Alleghany Regional Commission - Regional Bicycle Coordinator		\$12,000
Outside Agency	Roanoke Valley - Allegheny Regional Commission - Roanoke River Blueway Local Government Contribution		\$5,200
Outside Agency	Roanoke Valley Broadband Authority		\$662,190
Outside Agency	Roanoke Valley Transportation Planning Organization		\$14,952
Outside Agency	Visit Virginia's Blue Ridge		\$1,687,500
Outside Agency	Western Virginia Regional Industrial Facility Authority		\$181,713

**Economy**

**Offer Executive Summary**

<b>Offer:</b>	<b>Business and Workforce Development</b>	<b>Rank: 1</b>
<b>Dept:</b>	Economic Development	Factor: Business Development
<b>Outcome:</b>	Premier Business Environment	Existing

**Executive Summary:**

The Department of Economic Development offers to provide expert business development, recruitment, retention and expansion services and to assist with various activities designed to foster emerging small businesses and entrepreneurial enterprises. The central goal of economic development is to create an economic environment that promotes growth, prosperity and long term stability for our business community and the City of Roanoke. The vitality of the City is inexorably linked to the health and vitality of our business community. The revenues generated from our business community are a major source of revenue with which the city operates. Our businesses employ many of our citizens and generate the vast majority of new job growth and new investment throughout the city and region.

**Performance Measures:**

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Annual dollar increase in investment; investments for this measure include real estate and business personal property	\$25,000,000	\$25,000,000	\$120,000,000
Number of business contacts and visits per year	200	200	257
Number of new jobs created, recorded, and verified	225	225	206

**Seller/Owner:** 8120 - Economic Development

<b>Offer:</b>	<b>Business and Workforce Development - Additional Funding Request</b>	<b>Rank: 1</b>
<b>Dept:</b>	Economic Development	Factor: Business Development
<b>Outcome:</b>	Premier Business Environment	Supplemental

**Executive Summary:**

The Department of Economic Development offers essential business information to the community, both to external businesses looking for a new location for operations and to our many existing businesses seeking assistance with issues such as building expansion and talent attraction. As such, our website and marketing materials must remain current and up to date. Our staff must also be well supplied and well trained and informed, so professional certification training in particular is essential to their knowledge base and overall career advancement and job satisfaction.

**Seller/Owner:** 8120 - Economic Development

<b>Offer:</b>	<b>Business and Workforce Development - Performance Agreements</b>	<b>Rank: 1</b>
<b>Dept:</b>	Economic Development	Factor: Business Development
<b>Outcome:</b>	Premier Business Environment	Supplemental

**Executive Summary:**

The Department of Economic Development offers to create, monitor and administer all department performance agreements. As new agreements are executed and as ongoing agreements, in areas that are still expanding, require additional funding the department must adjust funding requests proportionally. This offer keeps pace with projected funding requirements.

**Seller/Owner:** 8120 - Economic Development

**Economy**

**Offer Executive Summary**

<b>Offer:</b>	<b>Asset Development for the Economy</b>	<b>Rank: 2</b>
<b>Dept:</b>	Economic Development	Factor: Asset Development
<b>Outcome:</b>	Vibrant Places	Existing

**Executive Summary:**

Redevelopment and the measured and recorded success of "asset" areas is an integral facet of economic development. The Special Projects Coordinator works closely with city administration and the business and developer community to help create a vibrant and diverse city. In doing so, the Coordinator serves as the project manager and one-stop point of contact for developers, city departments, contractors and citizens on both long and short term projects some of which include: The Bridges, The Market Garage/Hotel, Ivy Market, etc. The Special Projects Coordinator also plays a vital role in crafting and monitoring the City's numerous performance agreements to ensure the accurate and timely management of the City's valuable financial resources.

**Performance Measures:**

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Percent increase in taxable revenue of specified asset areas.	25%	25%	40%
Percent increase in the number of jobs within an asset/revitalization project area.	10%	10%	80%

**Seller/Owner:** 8120 - Economic Development

<b>Offer:</b>	<b>Asset Promotion for Economic Development</b>	<b>Rank: 3</b>
<b>Dept:</b>	Economic Development	Factor: Asset Promotion
<b>Outcome:</b>	Brand Awareness & Effective Marketing	Existing

**Executive Summary:**

The Department of Economic Development offer is to continue to provide a comprehensive communications strategy that includes focused branding outreach to promote the City of Roanoke and the greater Roanoke region. We will represent the City of Roanoke in local, regional, and global marketing/branding outreach efforts and to ensure these efforts are making impressions on audiences (business and individuals). We will assist in defining, cataloging, and marketing the assets of the City of Roanoke. In addition we will assist other agencies and organizations to sure our efforts work in concert in a cohesive and well coordinated manner and to do so over all appropriate multimedia platforms.

**Performance Measures:**

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Number of meetings annually with each major external agency.	2 meetings	2 meetings	2
Number of meetings with HRCC to ensure we're leveraging the City's brand effectively	2 meetings	2 meetings	3

**Seller/Owner:** 8120 - Economic Development

**Economy**

**Offer Executive Summary**

<b>Offer:</b>	<b>Asset Development for Economy and Education – Roanoke Arts Commission</b>	<b>Rank: 4</b>
<b>Dept:</b>	Economic Development	Factor: Asset Development
<b>Outcome:</b>	Vibrant Places	Existing

**Executive Summary:**

According to city code the Roanoke Arts Commission (RAC) “shall assist and advise city council on matters relating to the advancement of arts and humanities within the city.” The RAC is currently working on implementation of the City’s Arts and Cultural Plan and the Public Art Plan. Both were adopted by Council as part of the Comprehensive Plan. The RAC oversees the care and maintenance of the public art collection and the process for commissioning new public art projects under the Percent for Art Ordinance. The RAC also vets applications for funding from arts and cultural agencies, makes recommendations to city council and monitors agencies receiving funding to determine if they meet their goals and objectives. The RAC works with other agencies to plan and support projects that enrich arts education in the schools.

**Performance Measures:**

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Number of pieces of public art installed	5	9	18
Percent of site visits to funded organizations completed annually	100%	100%	100%

**Seller/Owner:** 5221 - Roanoke Arts Commission

<b>Offer:</b>	<b>Percent (%) for the Arts</b>	<b>Rank: 5</b>
<b>Dept:</b>	Economic Development	Factor: Asset Development
<b>Outcome:</b>	Vibrant Places	Existing

**Executive Summary:**

The Public Art Plan was adopted as part of the city’s comprehensive plan in 2006. The arts and culture Coordinator oversees the care and maintenance of the current collection and administers the process of commissioning new public art projects under the Percent for Art Ordinance.

**Performance Measures:**

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Number of pieces of public art installed	5	9	18
Number of pieces of public art to receive maintenance	4	2	5

**Seller/Owner:** 8120 - Economic Development

<b>Offer:</b>	<b>Arts Endowment</b>	<b>Rank:</b>
<b>Dept:</b>	City Manager	Factor: Asset Development
<b>Outcome:</b>	Vibrant Places	Existing

**Executive Summary:**

The Roanoke Cultural Endowment is a unique partnership between the City of Roanoke and the private sector. Its structure incorporates aspects from various funding models such as the United Arts Fund, Arts District, and shared space and shared resources models. Its mission is to cultivate a legacy of stability, engagement and vitality for arts and culture in the City of Roanoke through grant making with a goal to raise \$20 million through public and private contributions within 10 years (2025).

**Performance Measures:**

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Annual financial support for the Arts Endowment	Yes	N/A	N/A

**Seller/Owner:** 7220 - Affiliations & Contributions



**Economy**

**Offer Executive Summary**

<b>Offer:</b>	<b>Center in the Square</b>	<b>Rank:</b>
<b>Dept:</b>	City Manager	Factor: Asset Development
<b>Outcome:</b>	Vibrant Places	Existing

**Executive Summary:**

Center in the Square is proud to be one of the Roanoke Valley's greatest success stories. Founded by community leaders with vision, Center inspired growth within the region's core cultural organizations and awakened a new era of vibrancy in downtown Roanoke. The organization's mission is to be an active participant in economic development, both locally and regionally, by helping to ensure the financial health of vital elements of western Virginia's cultural quality of life. To achieve that mission, Center in the Square supports 9 Roanoke arts and cultural organizations. It directly assists each organization with costs that include custodial, security, maintenance, utilities, as well as every square foot of space that the organizations occupy is deeply discounted or absolutely free of charge.

**Performance Measures:**

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Total number of attendees visiting the Center	450,000	450,000	443,276

**Seller/Owner:** 7220 - Affiliations & Contributions

<b>Offer:</b>	<b>Hotel Roanoke Conference Center Commission (1% sales tax)</b>	<b>Rank:</b>
<b>Dept:</b>	City Manager	Factor: Business Development
<b>Outcome:</b>	Attractions & Tourism	Existing

**Executive Summary:**

The City is obligated through 2025 to reimburse the Hotel Roanoke for annual sales tax.

**Performance Measures:**

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Provide the required funding to the Hotel bases on agreement	Yes	N/A	N/A

**Seller/Owner:** 7220 - Affiliations & Contributions

<b>Offer:</b>	<b>Market Building Support</b>	<b>Rank:</b>
<b>Dept:</b>	City Manager	Factor: Business Development
<b>Outcome:</b>	Attractions & Tourism	Existing

**Executive Summary:**

The City of Roanoke is contractually obligated to provide financial support to the Market Building should it be necessary. At the crossroads of Roanoke's Historic Market District, the City Market Building partners with independent restaurant and retail entrepreneurs to provide a dining and shopping experience unique to the region.

**Performance Measures:**

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Payment of Market Building Subsidy	Yes	Yes	Yes

**Seller/Owner:** 7220 - Affiliations & Contributions

**Economy**

**Offer Executive Summary**

<b>Offer:</b>	<b>Roanoke Arts Commission</b>	<b>Rank:</b>	
<b>Dept:</b>	Economic Development	<b>Factor:</b>	Asset Development
<b>Outcome:</b>	Vibrant Places		Existing

**Executive Summary:**

According to city code the Roanoke Arts Commission (RAC) “shall assist and advise city council on matters relating to the advancement of arts and humanities within the city.” The RAC is currently working on implementation of the City’s Arts and Cultural Plan and the Public Art Plan. Both were adopted by Council as part of the Comprehensive Plan. The RAC oversees the care and maintenance of the public art collection and the process for commissioning new public art projects under the Percent for Art Ordinance. The RAC also vets applications for funding from arts and cultural agencies, makes recommendations to city council and monitors agencies receiving funding to determine if they meet their goals and objectives. The RAC works with other agencies to plan and support projects that enrich arts education in the schools.

**Performance Measures:**

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Percent implementation of the Community Arts and Culture plan.	75%	75%	70%

**Seller/Owner:** 8120 - Economic Development

<b>Offer:</b>	<b>Roanoke Regional Partnership</b>	<b>Rank:</b>	
<b>Dept:</b>	Management and Budget	<b>Factor:</b>	Business Development
<b>Outcome:</b>	Regional Partnering		Existing

**Executive Summary:**

Roanoke Regional Partnership (RRP) is the one-stop shop for companies seeking to locate or expand in the region. The Partnership speaks with one voice for the region to promote economic development, and is a public/private partnership utilizing funds from eight governments and more than 180 businesses to promote and sell the Roanoke Region as a desirable place to work, live, and invest. The RRP includes funding from the Cities of Roanoke and Salem, the Towns of Vinton and Covington, and the Counties of Alleghany, Botetourt, Franklin, and Roanoke. The regional approach reduces duplication among governments by providing one message, one cohesive strategy, and shared resources. The Partnership also manages the Western Virginia Regional Industrial Facility Authority, of which the City of Roanoke is a member. The Authority is a joint effort by six localities to develop real estate product to meet the needs of relocating businesses.

**Performance Measures:**

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Increase activity related to business development	7	N/A	N/A
Percentage increase in media impressions such as website visitors, facebook fans, twitter followers,	10	10/%	11.7%
Percentage increase in participation with brand-building events	7%	5%	19.5%

**Seller/Owner:** 1212 - Management and Budget

**Economy**

**Offer Executive Summary**

<b>Offer:</b>	<b>Roanoke Regional Small Business Development Center</b>	<b>Rank:</b>	
<b>Dept:</b>	City Manager	<b>Factor:</b>	Business Development
<b>Outcome:</b>	Regional Partnering		Existing

**Executive Summary:**

The mission of the Roanoke Regional Small Business Development Center (RRSBDC) is to promote small business creation, growth, and development by providing professional business counseling at no charge to the client, affordable training, and informational services. It assists existing small businesses, not-for-profits, and aspiring business owners. It is able to offer these services at no or minimal cost due to the support of its sponsors. RRSBDC serves the broader Roanoke Region as well as the New River Valley. The RRSBDC is hosted by the Roanoke Regional Chamber that provides significant in-kind and related resources and connections. Funds are used as matching funds for U.S. Small Business Administration funds.

**Performance Measures:**

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Percent of participants served that are City of Roanoke residents	35%	37%	N/A
Total number of participants served annually	108	240	N/A

**Seller/Owner:** 7220 - Affiliations & Contributions

<b>Offer:</b>	<b>Roanoke Valley-Alleghany Regional Commission</b>	<b>Rank:</b>	
<b>Dept:</b>	City Manager	<b>Factor:</b>	Business Development
<b>Outcome:</b>	Regional Partnering		Existing

**Executive Summary:**

In 1968, Virginia was divided into planning districts based on the community of interest among its counties, cities and towns. A Planning District Commission is a political subdivision of the Commonwealth chartered under the Regional Cooperation Act by the local governments of each planning district. As such, they are a creation of local government encouraged by the state. The Virginia Association of Planning District Commissions helps their members meet their responsibilities to local and state government, and coordinate inter-PDC functions. There are 21 Planning Districts in Virginia. In 1999, the Fifth Planning District Commission changed its name to the Roanoke Valley-Alleghany Regional Commission. The Commission is made up of elected officials and citizens appointed by member local governments which include Alleghany County, Botetourt County, Clifton Forge, Covington, Craig County, Franklin County, City of Roanoke, Roanoke County, Rocky Mount, Salem, and the Town of Vinton.

**Performance Measures:**

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Payment of annual membership dues	Yes	Yes	Yes

**Seller/Owner:** 7220 - Affiliations & Contributions

**Economy**

**Offer Executive Summary**

<b>Offer:</b>	<b>Roanoke Valley-Alleghany Regional Commission - Regional Bicycle Coordinator</b>	<b>Rank:</b>	
<b>Dept:</b>	City Manager	Factor:	Business Development
<b>Outcome:</b>	Regional Partnering		Existing

**Executive Summary:**

The Regional Bicycle Coordinator position is part of RIDE Solutions staff housed within the Roanoke Valley-Alleghany Regional Commission. RIDE Solutions is a Transportation Demand Management (TDM) Agency program dedicated to expanding the efficiency and life of the roadway network and reducing the environmental impacts of vehicle emissions. Through incentive programs, education, and encouragement, RIDE Solutions connects people to alternative transportation options to and from school and work. These options include ridesharing (carpooling and vanpooling), biking, public transit, walking, and guaranteed ride home services. RIDE Solutions services residents living within the greater New River and Roanoke Valleys and Region 2000 regions of southwestern Virginia. (Those include Amherst, Appomattox, Bedford, and Campbell Counties and the City of Lynchburg.)

**Performance Measures:**

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Payment of annual membership dues	Yes	Yes	Yes

**Seller/Owner:** 7220 - Affiliations & Contributions

<b>Offer:</b>	<b>Roanoke Valley-Alleghany Regional Commission - Roanoke River Blueway</b>	<b>Rank:</b>	
<b>Dept:</b>	City Manager	Factor:	Business Development
<b>Outcome:</b>	Regional Partnering		Existing

**Executive Summary:**

The Roanoke River Blueway has been designated as a Natural, Cultural and Recreational Treasure as part of the Virginia Treasures program, an initiative by Governor Terry McAuliffe to preserve, protect and highlight Virginia's most important ecological, cultural, scenic and recreational assets as well as its special lands. A recreational treasure is one that provides new public access to a natural, cultural or scenic outdoor recreation resource. Emphasis is on venues that meet the public's most needed outdoor recreational offerings. The Roanoke River Blueway offers a unique combination of urban, front country and back country recreation opportunities in the upper Roanoke River watershed. Canoeing, kayaking, fishing, tubing, wading, wildlife viewing, and watershed education are available, with convenient access to other outdoor and cultural amenities in Virginia's Blue Ridge.

**Performance Measures:**

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Payment of annual membership dues	Yes	Yes	Yes

**Seller/Owner:** 7220 - Affiliations & Contributions

<b>Offer:</b>	<b>Roanoke Valley Broadband Authority</b>	<b>Rank:</b>	
<b>Dept:</b>	Economic Development	Factor:	Business Development
<b>Outcome:</b>	Responsive Government Processes		Existing

**Executive Summary:**

The Roanoke Valley Broadband Authority is a joint effort between the Cities of Roanoke and Salem and Roanoke County to offer dark fiber, transport service, and dedicated internet for business, governments, and non-profits in the Roanoke Valley. This request is to fund the City's share of the Authority's annual operating costs and debt service.

**Performance Measures:**

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Provide annual operating support to the Authority	Yes	Yes	Yes
Provide debt service payments to support the Authority	Yes	Yes	N/A

**Seller/Owner:** 8120 - Economic Development

**Economy**

**Offer Executive Summary**

<b>Offer:</b>	<b>Roanoke Valley Transportation Planning Organization</b>	<b>Rank:</b>	
<b>Dept:</b>	City Manager	<b>Factor:</b>	Business Development
<b>Outcome:</b>	Regional Partnering		Existing

**Executive Summary:**

This offer supports the Roanoke Valley Transportation Planning Organization (RVTPO). The TPO is the entity responsible for planning and budgeting the use of federal transportation dollars in the Roanoke region. The local government members of the Roanoke Valley TPO include the cities of Roanoke and Salem; the counties of Bedford, Botetourt, Montgomery, and Roanoke; and the town of Vinton. The Roanoke Valley TPO is staffed by the Roanoke Valley-Alleghany Regional Commission, which also serves as fiscal agent. Metropolitan/Transportation Planning Organizations (MTOs/TPOs) were created in 1979 by the U.S. Department of Transportation for any urbanized area with a population greater than 50,000.

**Performance Measures:**

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Pay annual dues as one of the local govt members of the RVTPO. (Yes/No)	Yes	Yes	Yes

**Seller/Owner:** 7220 - Affiliations & Contributions

<b>Offer:</b>	<b>Visit Virginia's Blue Ridge</b>	<b>Rank:</b>	
<b>Dept:</b>	City Manager	<b>Factor:</b>	Business Development
<b>Outcome:</b>	Regional Partnering		Existing

**Executive Summary:**

Visit Virginia's Blue Ridge (formerly the Roanoke Valley Convention and Visitors Bureau) exists to maximize economic impact for the Cities of Roanoke and Salem and Roanoke County by building the region's destination brand, Virginia's Blue Ridge (VBR). Visit VBR positions Roanoke as an attractive regional destination for visitors, meeting planners, travel agents, sports planners, etc. The goal is to attract visitors to the region who will spend money on lodging, food, and entertainment. The results are designed to improve economic impact, job creation, and additional tax collection revenues to support vital services. Establishing the City of Roanoke and the Roanoke Valley as a visitor destination is essential to the community's future. The City of Roanoke, as the largest metro area in western Virginia, is in the best position to establish this image and the economic development agenda for the region.

**Performance Measures:**

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Dollars generated in direct media coverage	\$675,000	\$675,000	\$4,380,482
Total qualified sales leads	52	52	180
Total web/mobile unique visitor traffic and fulfilled inquiries count	475,000	475,000	1,427,863

**Seller/Owner:** 7220 - Affiliations & Contributions

Economy

Offer Executive Summary

Offer: **Western Virginia Regional Industrial Facility Authority**

**Rank:**

Dept: Economic Development

Factor: Business Development

Outcome: Regional Partnering

Existing

**Executive Summary:**

This multi-jurisdictional authority will work to leverage potential industrial sites for economic growth. Participating localities include Botetourt, Franklin and Roanoke counties, Roanoke, Salem, and Vinton. Each locality will share in the operating costs as well as debt service incurred by the WVRIFA.

**Performance Measures:**

Measure Title	FY 2019 Target	FY 2018 Target	FY 2017 Actual
Provide annual operating support to the Authority.	Yes	Yes	N/A
Provide debt service payments to support the Authority	Yes	Yes	N/A

**Seller/Owner:** 8120 - Economic Development