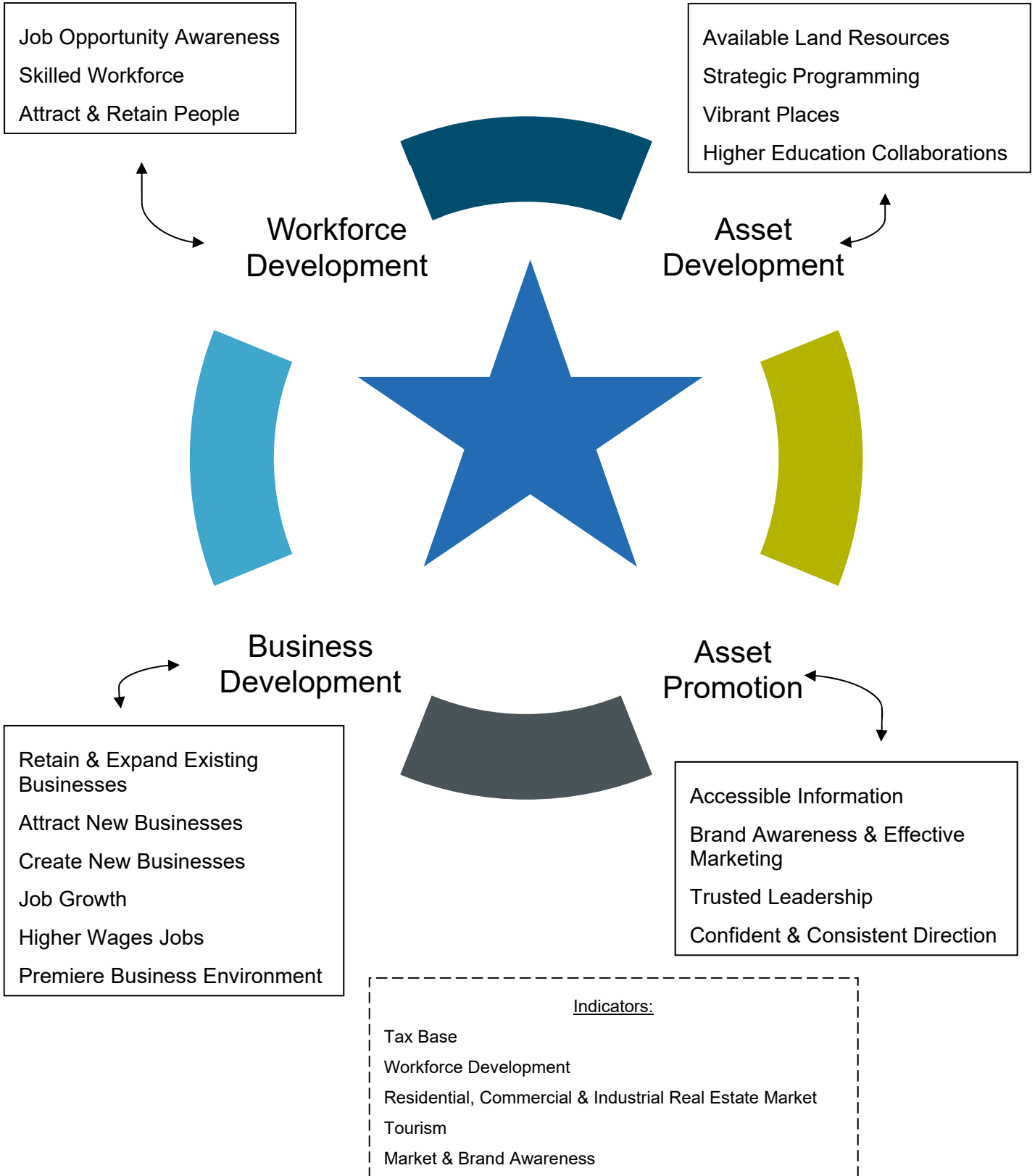


Economy

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.



ECONOMY

DEPARTMENT	OFFER / SUPPLEMENT TITLE	FY23
Economic Development	Asset Development for Economy and Education - Roanoke Arts Commission	\$25,192
Economic Development	Asset Development for the Economy	\$54,136
Economic Development	Asset Promotion for Economic Development	\$58,329
Economic Development	Business and Workforce Development	\$2,166,381
Economic Development	- Senior Economic Development Specialist	\$69,880
Outside Agency	Center in the Square	\$190,000
Economic Development	Percent (%) for the Arts	\$17,695
Outside Agency	Roanoke Arts Commission	\$336,500
Outside Agency	Roanoke Regional Partnership	\$207,023
Outside Agency	Roanoke Regional Small Business Development Center	\$25,000
Outside Agency	Roanoke Valley Broadband Authority	\$584,616
Outside Agency	Visit Virginia's Blue Ridge	\$1,582,500
Outside Agency	Western Virginia Regional Industrial Facility Authority	\$399,052
Economic Development	Youth Summer Employment	\$35,000
Economy Total		\$5,751,304

Economy

Offer Executive Summary

Offer: **Asset Development for Economy and Education – Roanoke Arts Commission**

Dept: Economic Development

Factor: Asset Promotion

Outcome: Increased Attraction & Tourism

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 2023 Target	FY 2022 Target	FY 2021 Actual
Number of pieces of public art installed	3	3	10
Percent of site visits to funded organizations completed annually	100%	100%	100%

Seller/Owner: 5221 - Roanoke Arts Commission

Offer: **Asset Development for the Economy**

Dept: Economic Development

Factor: Asset Development

Outcome: Vibrant Places

Existing

Executive Summary:

The measured redevelopment of selected "asset" areas is an integral facet of economic development. The Director of Economic Development and an ED Specialist work closely with city administration, developers and the business community to create a vibrant and diverse city. In doing so, these staff members serve as project managers and key points of contact for citizens, developers, contractors, and other city departments on both long and short term projects, including: Ivy Market, downtown development, and others. Staff also play a vital role in crafting and monitoring the performance agreements to ensure accurate and timely management of the City's valuable financial resources. The department will be adding an Innovation Administrator to manage the department's innovation efforts. These duties include marketing and promoting the Roanoke Innovates initiative to citizens, businesses, and other interested members of the community. These duties are presently handled by the Director.

Performance Measures:

Measure Title	FY 2023 Target	FY 2022 Target	FY 2021 Actual
Percent increase in taxable revenue of specified asset areas.	5%	5%	1.18%

Seller/Owner: 8120 - Economic Development

Economy

Offer Executive Summary

Offer: **Asset Promotion for Economic Development**
 Dept: Economic Development Factor: Asset Promotion
 Outcome: Brand Awareness & Effective Marketing Existing

Executive Summary:

This offer funds the department's ongoing efforts to provide a comprehensive communications strategy, including focused branding outreach, that promotes both 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 ensure these efforts are making impressions on our desired audiences (business and individuals). We will also assist in defining, cataloging, and marketing the City of Roanoke assets. Finally, we will work with our fellow marketing organizations to ensure our efforts are executed in a coordinated and cohesive manner across all appropriate multimedia platforms.

Performance Measures:

Measure Title	FY 2023 Target	FY 2022 Target	FY 2021 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	2

Seller/Owner: 8120 - Economic Development

Offer: **Business and Workforce Development**
 Dept: Economic Development Factor: Business Development
 Outcome: Premier Business Environment Existing

Executive Summary:

This offer funds the department's efforts 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 the City's business community. Because the revenues generated by our businesses serve as a major source of revenue upon which the City operates, the health and vitality of the City is inexorably linked to that of our business community. In addition, 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 2023 Target	FY 2022 Target	FY 2021 Actual
Annual dollar increase in investment; investments for this measure include real estate and business personal property	\$25,000,000	\$25,000,000	\$44,000,000
Number of business contacts and visits per year	225	225	219

Seller/Owner: 8120 - Economic Development

Offer: **Senior Economic Development Specialist**
 Dept: Economic Development Factor: Business Development
 Outcome: Premier Business Environment Supplemental

Executive Summary:

The Senior Economic Development Specialist will handle key activities and programs within the Department of Economic Development. Responsibilities include: supervision of three/four Economic Development Specialists; business attraction, retention and expansion activities; efforts to foster the City's innovation and entrepreneurial ecosystem; formulation and management of the department's annual budget; and formulation and management of community development programs.

Seller/Owner: 8120 - Economic Development

Economy

Offer Executive Summary

Offer:	Center in the Square	
Dept:	City Manager	Factor: Asset Promotion
Outcome:	Increased Attraction & Tourism	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 a number of 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 2023 Target	FY 2022 Target	FY 2021 Actual
Total number of attendees visiting the Center	450,000	550,000	390,000

Seller/Owner: 7220 - Affiliations & Contributions

Offer:	Percent (%) for the Arts	
Dept:	Economic Development	Factor: Asset Development
Outcome:	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 2023 Target	FY 2022 Target	FY 2021 Actual
Number of pieces of public art installed	3	3	10
Number of pieces of public art to receive maintenance	3	3	3

Seller/Owner: 8120 - Economic Development

Offer:	Roanoke Arts Commission	
Dept:	Economic Development	Factor: Asset Development
Outcome:	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. Alignment with the Arts & Cultural Plan is a criterium for funding. The RAC works with other agencies to plan and support projects that enrich arts education in the schools.

Performance Measures:

Measure Title	FY 2023 Target	FY 2022 Target	FY 2021 Actual
Percent implementation of the Community Arts and Culture Plan	75%	75%	75%

Seller/Owner: 8120 - Economic Development

Economy

Offer Executive Summary

Offer: **Roanoke Regional Partnership**
 Dept: Director of Finance Factor: Asset Development
 Outcome: Strategic Programming 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 2023 Target	FY 2022 Target	FY 2021 Actual
Increase activity related to business development	8%	5	70%
Percentage increase in media impressions such as website visitors, facebook fans, twitter followers,	8%	5	20%
Percentage increase in participation with brand-building events	8%	7%	10%

Seller/Owner: 1212 - Management and Budget

Offer: **Roanoke Regional Small Business Development Center**
 Dept: City Manager Factor: Business Development
 Outcome: Premier Business Environment 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. The overall goal of the program is to generate measurable economic impact by supporting small businesses, entrepreneurs, and community small business-focused initiatives. 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 2023 Target	FY 2022 Target	FY 2021 Actual
Number of clients reached	555	555	619
Number of jobs created and retained	220	220	745
Number of new start-ups	33	33	33

Seller/Owner: 7220 - Affiliations & Contributions

Economy

Offer Executive Summary

Offer: **Roanoke Valley Broadband Authority**
 Dept: Economic Development Factor: Asset Promotion
 Outcome: Accessible Information 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 2023 Target	FY 2022 Target	FY 2021 Actual
Provide annual operating support to the Authority	Yes	Yes	Yes
Provide debt service payments to support the Authority	Yes	Yes	Yes

Seller/Owner: 8120 - Economic Development

Offer: **Visit Virginia's Blue Ridge**
 Dept: City Manager Factor: Asset Promotion
 Outcome: Brand Awareness & Effective Marketing Existing

Executive Summary:

Visit Virginia's Blue Ridge exists to maximize economic impact for the Cities of Roanoke & Salem and the Counties of Roanoke, Botetourt, & Franklin 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, & entertainment. The results are designed to improve economic impact, job creation and additional tax collection revenues to support vital services. 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 2023 Target	FY 2022 Target	FY 2021 Actual
Number of articles and mentions for the Visit Virginia Blue Ridge region.	275	N/A	N/A
Qualified sales leads (meetings and sports)	90	N/A	N/A
Total website unique visitor traffic and fulfilled inquiries.	1,400,000	N/A	N/A

Seller/Owner: 7220 - Affiliations & Contributions

Offer: **Western Virginia Regional Industrial Facility Authority**
 Dept: Economic Development Factor: Asset Development
 Outcome: Available Land Resources 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 shares in the operating costs as well as debt service incurred by the Western Virginia Regional Industrial Facility Authority (WVRIFA).

Performance Measures:

Measure Title	FY 2023 Target	FY 2022 Target	FY 2021 Actual
Provide annual operating support to the Authority.	Yes	Yes	Yes

Seller/Owner: 8120 - Economic Development

Economy

Offer Executive Summary

Offer: **Youth Summer Employment**

Dept: Economic Development

Factor: Workforce Development

Outcome: Job Opportunity Awareness

Existing

Executive Summary:

Goodwill Industries of the Valley (Goodwill) administered the program in 2017, 2018, and 2019. (The program was suspended in the summer of 2020 due to COVID-19.) In years past, Goodwill has recruited students and some business partners. Some businesses paid the students directly, and other students were paid by Goodwill and Goodwill invoiced the businesses the students' pay. Goodwill also provided work readiness training before students entered the workplaces, and a career camp for students too young to obtain employment. A Request for Proposals (RFP) process is being held for the FY22 program, as other agencies have expressed the interest and ability to conduct a similar program. The future of the program will hinge on COVID-19 activity and, if held, the program will be conducted by the agency chosen as a result of the RFP process.

Performance Measures:

<u>Measure Title</u>	<u>FY 2023 Target</u>	<u>FY 2022 Target</u>	<u>FY 2021 Actual</u>
Number of students participating in the jobs component of the program.	75	75	35
Number of students participating in the summer career camp.	25	25	20

Seller/Owner: 8120 - Economic Development

Economy



Statement of Request for Results

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 workforce development, asset development, asset promotion, and business development.

Workforce Development

Workforce development is defined as the training opportunities available from both public and private providers to existing and potential workers for the improvement of skills required by employers to remain competitive in the global marketplace.

Our requests for results seek to invoke or improve the following desired outcomes:

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

Skilled Workforce - individuals with the specific skills, training, knowledge and abilities within their field. This includes individual who have attended college, university or technical school or who have learned their skills on the job.

Attraction and retention of a skilled workforce promotes the health of the community, its businesses, and impacts the vibrancy of the City of Roanoke and the region.

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.

Available land resources is the continuous development of available land by facilitating private and/or public redevelopment of underperforming properties.

Strategic programming is the alignment of these assets with local, regional and national 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.

Higher Education Collaborations is a strategy of government/ regional 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:

Retain and Expand of Existing Businesses – consistent interaction with our business community may identify opportunities to provide them with the specific resources they require to remain vibrant and grow with demand.

Attract New Businesses – working in concert with both state and regional economic development partners whose prime mission is the attraction of new businesses will result in new investment and job growth to the City and the region.

Create New Businesses – providing resources beneficial to an entrepreneurial ecosystem will help generate new start-up ventures and will assist young businesses seeking skills to accelerate their growth.

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.

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.

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.

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.

Accessible information 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 and promotes consistent and accurate content amongst all economic development partners.

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

Increased Attraction & Tourism is defined as leveraging assets and attractions to bring people to the region to visit, experience Roanoke and spend money.

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: 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 and revenue collected.

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

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 workforce development; 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 Workforce Development.

More specifically we are looking for offers that:

1. Evolve strategies to attract, retain, expand and continuously improve a globally competitive workforce.
2. Support entrepreneurial skill development with emphasis on innovation.
3. Build partnerships with businesses and other agencies to provide Roanoke's workforce with access to education, training and apprenticeship opportunities.
4. Engage and network with organizations and businesses throughout the region and state to direct influence upon workforce issues, programs and policies.
5. Expand the range and amount of employment opportunities available to city residents.
6. Promote job growth and economic vitality through retention, expansion, attraction and creation of businesses.
7. Target 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. Build creative community hubs that will bring artists, entrepreneurs and organizations to provide programming to Roanoke's vibrant and emerging places.
2. Encourage high quality amenity anchors that support increased retail activity.
3. Provide a comprehensive transportation plan that addresses Roanoke's growing and diverse transit needs.
4. Partner with businesses and the community to beautify neighborhoods.
5. Stimulate private development of housing with various price points.
6. Implement capital improvements that support economic development.
7. Seek partnerships with higher education institutions to drive Roanoke's position in the global economy.

8. Develop flexible parking strategies to leverage opportunities for economic development.
9. Leverage corporate sponsorships to improve safety, cleanliness, and usability of existing and future public spaces.
10. Evaluate city-owned properties and develops guidelines for preservation or alternative uses.
11. Collaborate to improve physical connections and the public realm surrounding the Innovation corridor.
12. Identify, catalog and provide strategic recommendations toward asset improvements.
13. Develop, revitalize and strengthen dynamic community centers.
14. Promote and strengthen collaborations which enhance our workforce, business and cultural communities.
15. Focus resources on development of advanced technology industries through university collaboration and research and development.
16. Develop 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. Develop a comprehensive economic development strategy that enhances Roanoke's strategic advantages by focusing on key economic clusters.
2. Continue to improve Roanoke's business climate.
3. Coordinate and maximize access to financial resources and technical assistance.
4. Enhance and grow the availability of incentives and specialty business districts to current and new businesses.
5. Fosters entrepreneurial development.
6. Take leadership roles in regional planning and economic development actions to create a diversified business base in the Roanoke metropolitan area.
7. Foster excellent customer service for citizens and companies doing business in the City of Roanoke to ensure a premier business environment.

8. Conduct retention, expansion and attraction activities.
9. Enhance the regions position in cultural tourism and outdoor attractions.

We are seeking offers that provide for Asset Promotion.

More specifically we are looking for offers that:

1. Provide effective marketing and advertising programs and public relation strategies.
2. Promote City of Roanoke brand.
3. Promote confidence in government by communicating the policies, practices, and decision perspectives of city leaders.
4. Promote the strategic advantages of the City of Roanoke.

Economy



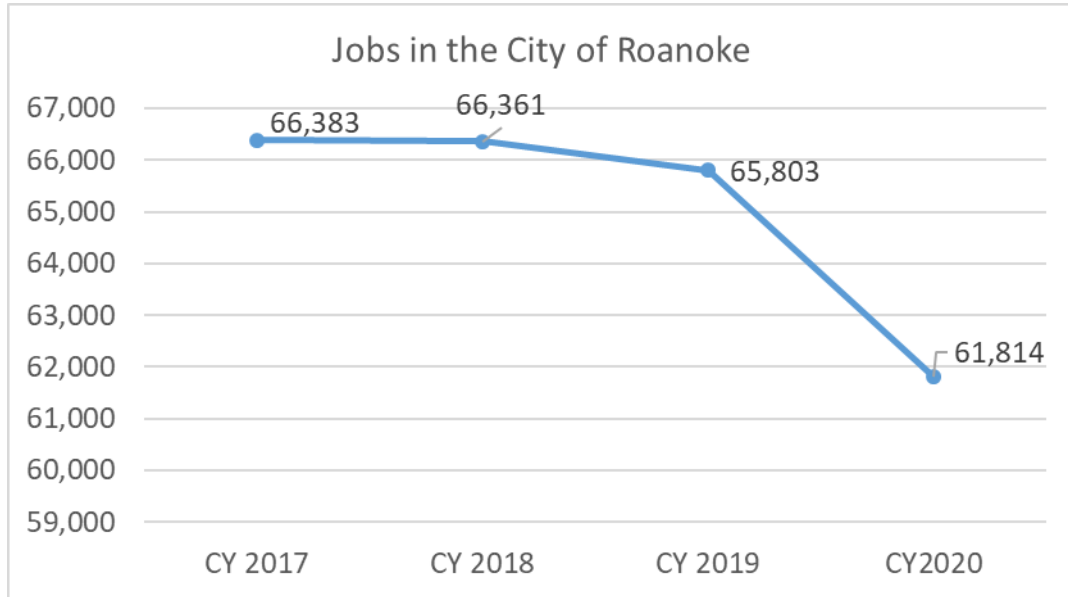
1. Annual Tax Base

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.

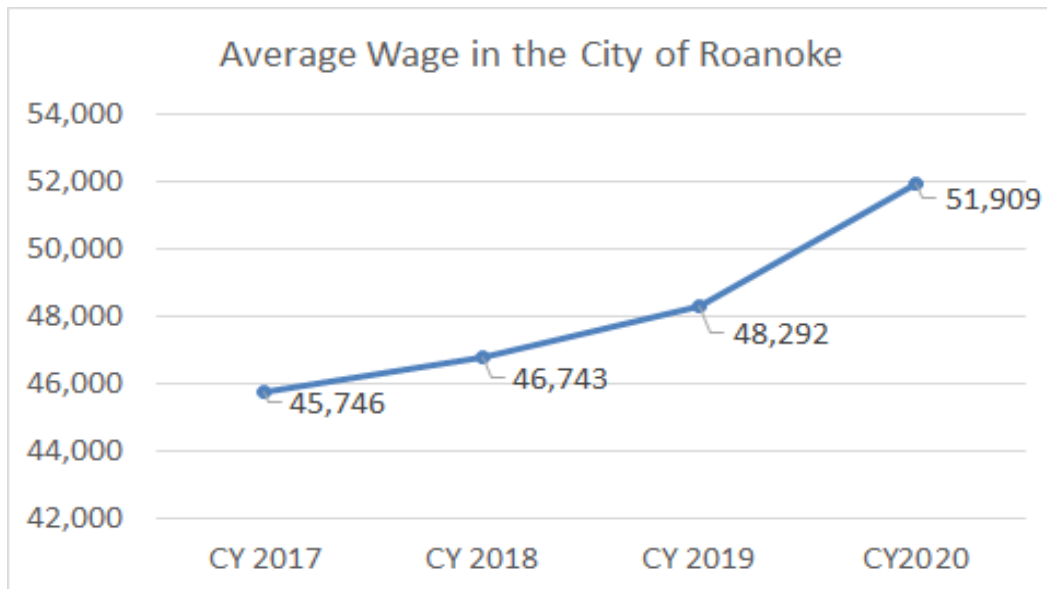
	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY2021</u>	<u>% Change</u>
Real Estate Value	\$6,970,302,556	\$7,180,263,228	\$7,444,437,601	\$7,764,101,330	4.3%
Sales Tax Receipts	\$21,426,783	\$22,389,378	\$22,191,888	\$24,115,939	8.7%
Business/Professional/ Occupational Licenses (BPOL)	\$13,902,987	\$14,374,602	\$14,810,889	\$14,349,791	3.1%
Admissions Receipts	\$992,421	\$972,422	\$709,614	\$117,056	83.5%
Prepared Food and Beverage Tax	\$16,609,514	\$17,335,630	\$15,545,216	\$15,978,463	2.8%
Transient Occupancy Tax	\$5,375,713	\$4,784,182	\$3,678,683	\$2,945,251	19.9%

2. Workforce Development

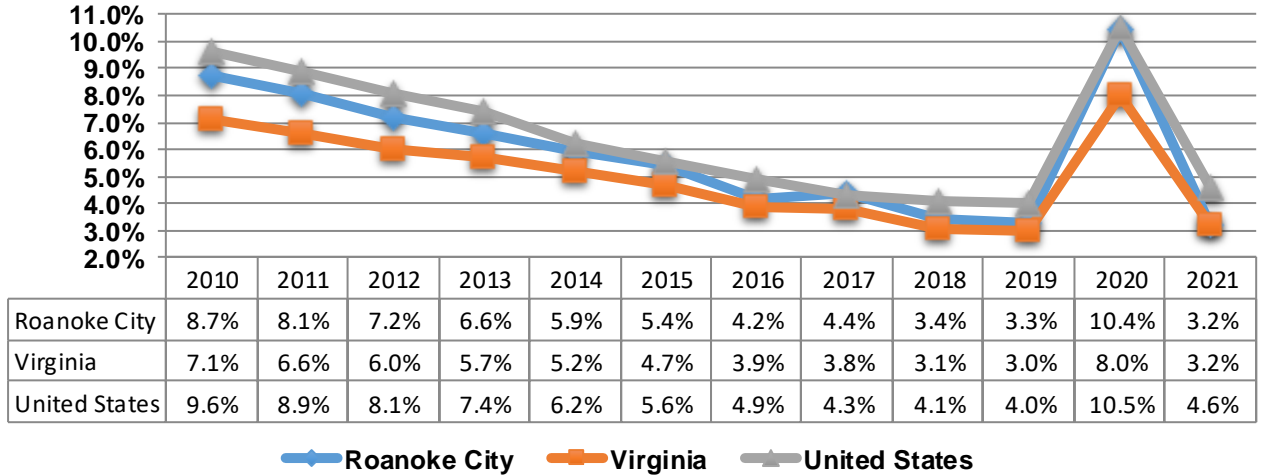
MEASURE 1: Net job growth as measured in changes over time in employment statistics available from the Virginia Employment Commission.



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



MEASURE 3: Unemployment rate.



Source: Virginia Employment Commission – September 2021

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 2017</u>	<u>CY 2018</u>	<u>CY 2019</u>	<u>CY 2020</u>
84% occupied	84% occupied	90% occupied	87% occupied

MEASURE 2: Number of building permits issued and revenue collected

	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY2021</u>
Building Permits	1,136	971	1,060	1,085
Revenue	\$810,253	\$648,703	\$655,218	\$648,815
Mechanical, Electrical, and Plumbing Permits	1,185	1,306	1,296	1,208
Revenue	\$11,038	\$94,318	\$113,683	\$109,819

MEASURE 3: Residential and Multi-Family Real Estate Sales

	<u>CY 2017</u>	<u>CY 2018</u>	<u>CY 2019</u>	<u>CY2020</u>
Number of Sales	853	827	834	820
Value of Sales	\$142,871,139	\$136,801,464	\$163,008,520	\$154,076,387

MEASURE 4: Commercial Real Estate Sales

	<u>CY 2017</u>	<u>CY 2018</u>	<u>CY 2019</u>	<u>CY2020</u>
Number of Sales	33	34	45	37
Value of Sales	\$30,261,950	\$15,410,228	\$29,479,194	\$22,404,200

4. Tourism

MEASURE 1: Number of hotel stays in the City of Roanoke

<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>
653,002	676,303	548,592	470,640

MEASURE 2: Number of hotel rooms available

<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>
1,092,682	1,078,940	1,021,020	962,140

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 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>
13.5%	11.5%	29.2%	70%