

# 2024 ANNUAL REPORT



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In 2024, ChamberRVA charted a bold path with a new strategic plan designed to fulfill the mission, realize the vision, and uphold the values. Through four key pillars, ChamberRVA has driven impactful change across the region:

#### PILLAR ONE

### **ECONOMIC MOBILITY** & INCLUSIVE GROWTH

Fostering prosperity for all by creating pathways to success, ensuring inclusive growth benefits the entire community.

#### PILLAR TWO

# WORKFORCE DEVELOPMENT & TALENT RETENTION

Connecting employers, educators, and workers to build a workforce ready for the future and to keep top talent rooted in the region.

#### PILLAR THREE

# MEMBER CONNECTION & COLLABORATION

Strong member network that sparks collaboration, innovation, and meaningful connections, delivering exceptional value to all members.

#### PILLAR FOUR

### ADVOCACY & BUSINESS ISSUES

Voice for business, driving the understanding of key issues and championing policies that support a thriving economy and resilient communities.



### PILLAR ONE DRIVE REGIONAL ECONOMIC MOBILITY & INCLUSIVE GROWTH

#### **KEY BUSINESS OBJECTIVE**

## Adopt & implement a regional equity framework

In 2024, ChamberRVA, in collaboration with regional organizations, including PlanRVA, Community Foundation for a greater RIchmond and United Way of Greater Richmond & Petersburg, took a transformative step to address economic mobility and inclusive growth through the launch of RVA Rising. Together, we collectively adopted the Urban Institute's Mobility Framework as the guiding structure for this ambitious initiative. This framework provides a clear, evidence-based roadmap for addressing barriers to upward mobility, with a focus on equity and opportunity for all.

#### **KEY BUSINESS OBJECTIVE**

### Identifying & cultivating long-term partnerships

Strong partnerships are the cornerstone of driving meaningful change and fostering growth in our region. By collaborating with organizations and leaders across sectors, ChamberRVA amplifies efforts to address critical challenges, share innovative ideas, and build a more connected and inclusive community. These partnerships are key to advancing initiatives that create lasting impact.

- YMCA Community Conversations
- Nonprofit DEI Collective
- VCU CONNECT Conference
- Airport POWER Conference

ChamberRVA's Power Hours this year emphasized partnerships with diverse organizations to promote inclusivity and collaboration. In August, a Power Hour in partnership with



As a key part of this initiative, ChamberRVA serves as the backbone organization for the Rewarding Work pillar, ensuring alignment among stakeholders, fostering collaboration, and driving measurable outcomes. The Rewarding Work pillar emphasizes creating pathways to quality jobs, fostering a skilled workforce, and building equitable access to economic opportunities.

Diversity Richmond and the Richmond LGBTQ Chamber brought together 65 attendees for networking and learning about local LGBTQ-support organizations. In October, a special Power Hour celebrated Hispanic Heritage Month in collaboration with the Virginia Hispanic Chamber and Latinos in Virginia Empowerment Center. Attendees enjoyed authentic Hispanic cuisine, made meaningful connections, and gained valuable insights into the impactful work of these organizations.

### **KEY BUSINESS OBJECTIVE** Visit successful regions

### INTERCITY VISIT ATLANTA

To support these efforts, ChamberRVA continued to and community leaders to study successful initiatives in best practices, innovative funding solutions, and effective community engagement strategies. The knowledge gained is helping to shape RVA Rising into a transformative and sustainable initiative tailored to the region's unique needs.

In April 2024, ChamberRVA and regional leaders explored Atlanta's strategies for regional success, offering key lessons for Richmond:

#### Key takeaways

#### **CROSS-SECTOR COLLABORATION**

are key to solving complex challenges.

#### **AFFORDABLE HOUSING**

Zoning changes, community land trusts, and public-private funding create sustainable solutions with generational impact.

#### WORKFORCE DEVELOPMENT

Initiatives like apprenticeships, HBCU partnerships, and promote equity.

#### **BUILDING BLACK WEALTH**

#### **REGIONAL VISION**

the value of aligning goals across jurisdictions.





#### **REGIONAL ACTION SUMMIT**

In February 2024, ChamberRVA launched the Regional Action Summits (RAS), a program designed to complement insights from InterCity Visits (ICV) and advance RVA Rising's goals. This summit highlights local innovations and challenges, connecting participants to RVA Rising's pillars.

#### February 2024 Regional Action Summit: SETTING THE STAGE

The February summit highlighted local strategies for innovation and growth, focusing on economic development, workforce pipelines, housing solutions, and transportation challenges.

#### **Key Highlights:**

- Collaborative conversations identified actionable steps to advance regional priorities.
- Emphasis on cross-sector collaboration to align local efforts with RVA Rising's vision.
- Connections made between regional insights and broader national perspectives from ICVs.

#### November 2024 Regional Action Summit: ADVANCING PRIORITIES

Building on the February summit, the November event focused on synthesizing insights from RVA Rising and aligning efforts with regional priorities. Updates on the progress of RVA Rising's key pillars set the stage for discussions around equity, systemic solutions, and sustainable investments in workforce development and housing.

#### Key Highlights:

- Explored how local successes could inform future strategies and deepen regional collaboration.
- Fostered alignment across sectors to drive actionable outcomes.
- Reinforced the connection between local initiatives, RVA Rising's broader goals, and insights from InterCity Visits.



### KEY BUSINESS OBJECTIVE Brookings Regional Inclusive Growth Network

ChamberRVA and Greater Richmond Partnership were competitively selected to join Brookings Metro's network for small to mid-size cities, focusing on racial equity in local economies. Topics explored include job quality, Black business ecosystems, and inclusive procurement, with site visits to cities like Birmingham, New Orleans, and Saint Louis. ChamberRVA will host the final convening in May 2025.



### PILLAR TWO DRIVE & ALIGN REGIONAL WORKFORCE DEVELOPMENT AND TALENT RETENTION

#### **KEY BUSINESS OBJECTIVE**

## Codify the role of regional workforce coalition

In 2024, ChamberRVA aligned its workforce strategies with the "Rewarding Work" pillar of the regional RVA Rising Initiative, committing to a long-term plan starting with elementary education, to address workforce challenges and opportunities in the region. A senior leader was hired to drive these efforts and lead the advancement of workforce development in RVA.

- Workforce CoalitionRVA is expanding its membership to include K-12 providers and industry representatives, alongside existing government, nonprofit, and philanthropic partners
- Expanded pathway development to include 6th 12th grade credentialing
- Dedicated workgroups will address workforce gaps and build employment pipelines for current and future needs

A critical outcome: ChamberRVA is creating a holistic regional talent strategy, beginning with a focus on key industries critical to future growth. These sectors—IT, Manufacturing, Life and Health Sciences, and Trades—align with the Commonwealth of Virginia's targeted industries for economic development, ensuring efforts are both strategic and impactful.

#### **KEY BUSINESS OBJECTIVE**

Create a holistic talent pipeline for key industry sectors

### **RVA COLLAB**

RVA Collab is a partnership between VCU and ChamberRVA which works in collaboration with local businesses and higher educational institutions to bridge the gap between employers and educational institutions to provide students with quality work-based learning opportunities in the Richmond region.

- Community engagement in Region 4 events/programs increased by approximately 30% compared to year two.
- Increased attendance at regional career and hiring fairs.
- Higher participation in general information sessions and State Council of Higher Education for Virginia (SCHEV) module sessions.

### YRICHMOND

YRichmond, an initiative of ChamberRVA, connects summer interns with the Richmond region's community, offering an immersive experience that highlights local opportunities, culture, and livability. In 2024, 20 companies engaged 209 interns through a dynamic series of events that showcase Richmond as a great place to live, work, and thrive.

#### 2024 Highlights

- Diverse programming, including museum tours, a Flying Squirrels game, and paddleboarding outings.
- Community engagement with activities like Kings Dominion visits and Friday Cheers.
- A celebratory closing event at River City Roll, featuring food, bowling, and networking.





"Leadership Unscripted is something I would recommend to any professional in the Richmond community! The program enabled us to look into the minds of some of Richmond's best leaders and coaches. We were given the opportunity to have open-ended Q&A sessions, learn about their key habits and hear about their individual pathways to success. If that wasn't enough, I made connections that have turned into friends."

> — Ariana J. Root First Citizens Bank, Vice President Commercial Deposit Officer

### **MISSION TOMORROW**

Mission Tomorrow, in partnership with Junior Achievement of Central VA, is RVA's premier career exploration event for 8th grade students. Designed to introduce students to high-demand careers, Mission Tomorrow helps them make informed decisions about their high school coursework and future career paths.

**11,500** STUDENTS

**45** MIDDLE SCHOOLS

### 106 EXHIBITOR BOOTHS

180 EVENT VOLUNTEERS

# LOCALITIES

Ashland, Amelia, Caroline, Charles City, Chesterfield, Hanover, Henrico, New Kent, Powhatan, Richmond, Sussex

### LEADERSHIP LAB

Leadership Lab remains the region's gold standard for leadership development, equipping emerging leaders with skills to excel professionally and drive community impact.

32 GRADUATES Class of 2024



**Workshops** focused on topics like emotional intelligence, strategic planning, and equity in leadership.

### LEADERSHIP UNSCRIPTED

Leadership Unscripted offers a unique space for candid conversations with some of Richmond's most inspiring leaders, bridging the gap between theory and practice.

#### **Speakers Featured**

- Moses Foster, West Cary Group
- Renee Haltom, Federal Reserve Bank of Richmond
- Todd "Parney" Parnell, Richmond Flying Squirrels
- Scott Perrin, Anthem Blue Cross and Blue Shield

### HYPE: HELPING YOUNG PROFESSIONALS ENGAGE

HYPE continues to empower the next generation of leaders in Richmond, offering unparalleled opportunities for growth, connection, and community impact.

**18** EVENTS HOSTED

### COMMUNITY ENGAGEMENT **70**

volunteer hours logged at local nonprofits.

### AVG. 75+ ATTENDEES PER EVENT,

fostering consistent networking opportunities.

#### Workshops

Sessions included "Discover Your Core: Explaining Personal Values" and "Building Tomorrow: How are YPs shaping RVA" equipping members with actionable skills.

### **ICONS 2024**

Celebrated 34 outstanding finalists and 7 winners across categories such as "Young Professional of the Year" and "Small Business of the Year."

- Attendance: Over 250 professionals, including senior leaders and emerging talent
- Keynote Speaker: Adrienne Cleveland Wright, The Martin Agency

"Winning a HYPE ICONS Award gave me an incredible platform to raise awareness about the homelessness crisis and connect with other changemakers in our community. It also provided muchneeded visibility for the important work we're doing at HomeAgain to ensure homelessness is rare, brief, and nonrecurring for those in need. Being able to share our story not only at the event but also on social media, and having HYPE mention our organization, has helped us build stronger advocates and expand our reach. I'm truly grateful for the recognition and the opportunity to shine a light on the fight against homelessness."

— Sheri Trice, HomeAgain





### CULTIVATE A STRONG MEMBER NETWORK TO PROMOTE CONNECTION, COLLABORATION, AND MEMBER VALUE



#### **MEMBERSHIP EVENTS: BY THE NUMBERS**



### Small Business Perspectives

6 EVENTS engaging

92 SMALL BUSINESS REPRESENTATIVES in sharing challenges and success stories

Annual Meeting 240 ATTENDEES

### Ribbon Cuttings 32 CELEBRATIONS



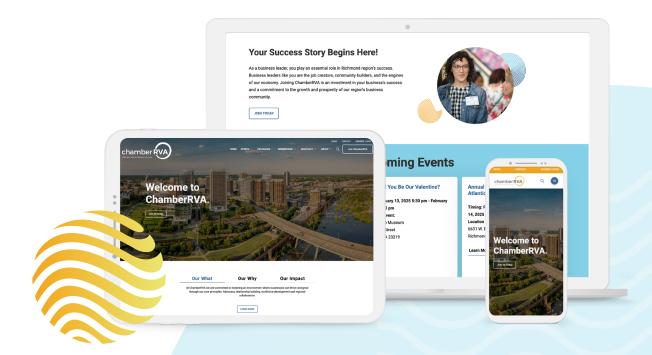
Nonprofit Network

4 EVENTS

ATTENDEES

#### **WEBSITE LAUNCH**

In 2024, ChamberRVA unveiled a refreshed website designed to deliver a clean, modern look that prioritizes simplicity and accessibility. The updated site reflects our commitment to transparency and member value, offering a clear presentation of our mission, vision, and values. With an intuitive design, the new website serves as a hub for regional collaboration, providing easy access to key resources, updates on initiatives, and tools to help members connect and grow.



### PILLAR FOUR DRIVE UNDERSTANDING OF BUSINESS ISSUES & ADVOCATE FOR CHANGE

#### **2024 PUBLIC POLICY AGENDA**



### EARLY CHILDHOOD

ChamberRVA supports funding for early childhood programs.

Over \$1.1 billion over two years to provide slots and services for the Child Care Subsidy Program, Mixed Delivery Program, and Virginia Preschool Initiative



### HOUSING

ChamberRVA supports policies that increase housing opportunities at all income levels.

**\$175 million** over two years for Virginia Housing Trust Fund for low-income households

### ECONOMIC DEVELOPMENT

ChamberRVA supports investment in businessready sites and policies that support business attraction, retention, and growth.

**\$40 million** for business-ready sites Increase maximum historic tax credit from \$5 million to **\$7.5 million** 



### **INFRASTRUCTURE**

ChamberRVA supports investment in critical infrastructure, including sewers.

**\$50 million** for Richmond's combined sewer overflow.





ChamberRVA hosted several impactful advocacy events in 2024, connecting members with key policymakers to address regional challenges and opportunities.

- Connect with Congress: Local briefings provided insights into congressional activities with Rep. Rob Wittman and Rep. Jennifer McClellan.
- DC Capitol Hill Visit: In partnership with the Hampton Roads Chamber, members met with congressional leaders, including Reps. Jen Kiggans, Bobby Scott, Abigail Spanberger, Rob Wittman, and Jennifer McClellan, as well as senior staff from Sen. Tim Kaine and Sen. Mark Warner's offices.
- **Richmond Mayoral Forum:** A televised debate featured five mayoral candidates, highlighting key issues affecting the Richmond community.
- Legislative Breakfast: This pre-session General Assembly briefing, featuring Sen. Ryan McDougle and Del. Rodney Willett, brought together 12 central Virginia legislators to discuss policy priorities.

These events underscore ChamberRVA's dedication to fostering dialogue and collaboration between business leaders and elected officials to drive progress in our region.





### CHAMBERRVA EXECUTIVE COMMITTEE



Maria Tedesco ATLANTIC UNION BANK

Chair\*



Mitch Haddon COLONIALWEBB

 $\mathsf{Chair}\text{-}\mathsf{Elect}^*$ 



Jennifer Hunter ALTRIA

Vice-Chair, DEl Advisory Chair

**Ed Baine** 

DOMINION ENERGY

Immediate Past Chair\*



Ken Ampy ASTYRA CORPORATION

Treasurer\*



Rachel Yost

Business Council Forum Chair\*



\*Officers



Nathalia Artus ATLANTIC UNION BANK

Chesterfield Business Council Chair



Harold Fitrer COMMUNITIES IN SCHOOLS OF RICHMOND

Richmond Business Council Chair



Elizabeth Creamer COMMUNITY COLLEGE WORKFORCE ALLIANCE

Workforce Chair



Moses Foster WEST CARY GROUP

Economic Inclusion Chair



Grace Draper MIGHTYCAUSE

HYPE Chair



Renee Haltom

Futures Chair



Phil Hatfield CAPITAL ONE

RVA Now Chair



Trey Hayden CODE BLUE TECHNOLOGY

> Hanover Business Council Chair



Andy Poarch

Government Affairs Chair



Brian Trader LEWIS GINTER BOTANICAL GARDEN

Henrico Business Council Chair



Brian Jackson HIRSCHLER

Appointed



**Polly White** GATHER

Appointed



Whitney White RICHMOND METROPOLITAN TRANSPORTATION AUTHORITY

Marketing & Communications Chair 13

### 2024 BOARD OF DIRECTORS

Makola Abdullah VIRGINIA STATE UNIVERSITY

Matt Anderson RANGE COMMERCIAL PARTNERS

Greg Bishop WILLIAMS MULLEN

Margaret Ann Bollmeier MCV FOUNDATION

Jovan Burton PARTNERSHIP FOR HOUSING AFFORDABILITY

Ron Carey

Shekar Challa VIRGINIA STATE UNIVERSITY

Pat Collins TOWNEBANK

**Bobby Cowgill** SOUTH STATE BANK

Abby Credicott DOMINION ENERGY

Sharon Dabney-Wooldridge KLEAN KARE TEAM

Jill Donaldson PASTRY BASE

William Fiege BRIGHTPOINT COMMUNITY COLLEGE

Leah Fremouw BRIDGING VIRGINIA

Dave Gallagher

**Reginald Gordon** RICHMOND MEMORIAL HEALTH FOUNDATION

Rick Gregory

Kym Grinnage NBC12/WWBT

Cornel Hubbard MAGELLAN OF VIRGINIA

**Rebecca lvins** HOURIGAN

Laura Lafayette RICHMOND ASSOCIATION OF REALTORS

Chris Layne BLUE RIDGE BANK

Wendy Pace Lewis KPMG

Perry Miller CAPITAL REGION AIRPORT COMMISSION

Paula Pando REYNOLDS COMMUNITY COLLEGE

Todd Parnell RICHMOND FLYING SQUIRRELS

Mickey Quiñones ROBINS SCHOOL OF BUSINESS

Peter Ramsey HALEON

Abby Rogers YMCA OF THE USA

Allison Rogish DELOITTE

### **Carrie Roth**

Melody Short THE RICHMOND NIGHT MARKET FOUNDATION

Brooks Smith TROUTMAN PEPPER LOCKE

Jayme Swain

### PROSPER LEVEL BOARD MEMBERS

Ed Baine · DOMINION ENERGY Victor Branch · BANK OF AMERICA Bridgette Bywater · KINGS DOMINION Matt Conrad · VCU Chris Daniels · WELLS FARGO NA Karah Gunther · VCU HEALTH Phil Hatfield · CAPITAL ONE Jennifer Hunter · ALTRIA Bryan Jones · HOURIGAN Lance Jones · HCA Vincent Jordan · COLONIAL DOWNS Tring Lee · CARMAX Hakim Lucas · VIRGINIA UNION UNIVERSITY Kelley McCall · META Jarrott Patteson · TRUIST Scott Perrin · ANTHEM BLUE CROSS BLUE SHIELD Michael Reynold · MCGUIREWOODS LLP Rhodes Ritenour · BON SECOURS VIRGINIA Lisa Ruggles · COSTAR GROUP Brandon Shaw CLARK CONSTRUCTION GROUP Kelly Till · RICHMOND TIMES-DISPATCH Melvin Watkins · M&T BANK Lvnn White · GENWORTH

### CHAMBERRVA TOTAL INVESTMENT INVESTMENT HONOR ROLL 2024



### **GROW LEVEL MEMBERS**



Apex Systems, Inc. ASM Richmond Atlantic Constructors, Inc. Atlantic Union Bank Berkshire Hathaway Gas Transmission & Storage Blue Ridge Bank Brightpoint Community College Brinkmann Constructors Brown Distributing Company, Inc. **Burtons Grill & Bar Richmond Capital Region Airport Commission** CBS 6 WTVR Chase Dominion Advisors Cherry Bekaert Christian & Barton, LLP Coca-Cola Consolidated Columbia Gas of Virginia, Inc. Comcast Metro Richmond Commonwealth Public Relations & Marketing Community College Workforce Alliance (CCWA) Community Foundation for a greater Richmond Concordance Creative Dewberry Dominion Payroll **DPR** Construction Federal Reserve Bank of Richmond First Bank & Trust Company First Citizens Bank Forvis Mazars Froehling & Robertson, Inc. **Fulton Bank** Gather Gentry Locke Gilbane Building Company Goodwill of Central

and Coastal Virginia

Google Gresham Smith **GRTC Transit System** Hirschler HKS, Inc. Hunton Andrews Kurth LLP **IdeaWeavers** Indivior Integrative Pain Specialists IWI Keiter Kinsale Insurance Company KPMG II P LaBella Associates Langley Federal Credit Union Lansing Building Products, Inc. LeadingAge Virginia LifeNet Health Luck Companies **Managed Generator Services** Manganaro Midatlantic LLC **Markel Corporation** MedRVA Healthcare Mutual Assurance Society of Virginia Nycom Inc Old Dominion Electric Cooperative **Omni Richmond Hotel** OneBridge<sup>™</sup> Advisors OneDiaital Party Perfect Patient First Administrative Offices **Peoples Bank** Performance Food Group Company **Phlow Corporation PNC Bank** QTS (Quality Technology Services) Data Centers Randolph-Macon College **Reliable Payments** Rent-E-Quip

**Reynolds Community College Richmond Symphony** Riverstone RMC Events, Inc. Sands Anderson PC SIR Institute for Tomorrow South State Bank Spotts Fain Strange's Florist, Inc. Super Radiator Coils Swedish Match North America The Image Group The Martin Agency The Port of Virginia The Richmond Marriott Timmons Group TowneBank Trane Trolley Hospitality Companies, Inc. Troopster Troutman Pepper Locke Ukrop's Homestyle Foods Universal Corporation University of Richmond Vaco LLC Verizon Communications Virginia Credit Union, Inc. W. M. Jordan Company, Inc Warren Whitney Wegmans Food Markets Weidmuller, Inc. West Cary Group Whiteford Taylor Preston Williams Mullen WRIC-TV8, Nexstar Broadcasting Xponent21 Inc YMCA of Greater Richmond

### **ENGAGE LEVEL MEMBERS**

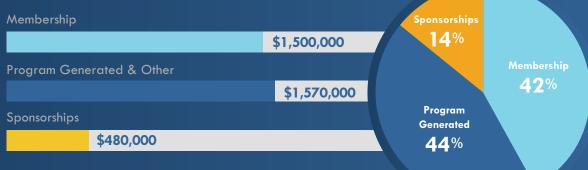
Alliance Group Apple Hospitality REIT Astyra Corporation Audacy Baskervill Brecotea Glen Allen Location Brown & Brown Brown Edwards Burke & Herbert Bank C&F Bank Call Federal Credit Union Canterbury Enterprises Centerwell Midlothian CenterWell South Laburnum ChildSavers Cintas Corporation Common House Core Consulting, Inc. CW Advisors Davenport & Company LLC Deloitte Delta Hotels by Marriott Richmond Downtown Departure Media Airport Advertising **Diversity Richmond** Doordash Eaton – PDI FeedMore, Inc. FirstBank Fogo de Chão GD USA, Inc. Gray Ryan Companies Greater Richmond Convention Center Henrico County Public Schools

Henrico Sports and Entertainment Authority Hilldrup Moving & Storage Hoover & Strong, Inc. Howard Shockey & Sons, Inc. Hudson Enterprise, LLC Joyner Fine Properties Kelleher HVAC Lee Law Office, PLLC Leonard Truck Outfitters Lucky Road Run Shop Marco's Pizza Midlothian Marsh McLennan Agency LLC Company McGeorge Car Co., Inc. Toyota Scion Medical College of Virginia Foundation MG Moving Services Moseley Architects Networking Technologies + Support, Inc. NewMarket Services Corporation Old Dominion Insulation, Inc. Omega World Travel PBMares, LLP Peoples Advantage Federal Credit Union Punch, LLC Purcell Construction Corporation Puritan Cleaners Raymond James & Associates **Revolution Hearing** Richmond Marriott Short Pump **Richmond Public Schools** Richmond Raceway, Inc. Richmond Redevelopment & Housing Authority **Richmond Region Tourism** Riverfront Investment Group Schwarzschild Jewelers - Carytown Exchange

Schwarzschild Jewelers – Short Pump Town Center Shalom Gardens Shamin Hotels Sheehv Lexus of Richmond Sheltering Arms Corporation Shenandoah Mansions Sims Metal Management SOAR365 Sonoco Products Company South University St. Joseph's Villa Taylor Hoffman The Feel Better Lounge The Hodges Partnership The Jefferson Hotel The Library of Virginia Foundation The Whiting-Turner Contracting Company Town of Ashland United Way of Greater Richmond & Petersburg Virginia Crossings Hotel – Tapestry Collection by Hilton Virginia Museum of Fine Arts Virginia Museum of History & Culture Virginia Women's Center Virginia Works Weinstein Properties Westminster-Canterbury Corp. Winged Keel Group Woods Rogers Workforce Solutions WRLH Fox Richmond/ MyTV Richmond WWBT/NBC12 Xvlem YWCA of Richmond

### 2024 FINANCIAL STATEMENT

### REVENUE \$3,550,000



Net cash reserve improvement approximately \$60,000 before office renovation investment of \$240,000.

### EXPENSES \$3,530,000

Workforce Development / Talent Pipeline / Community Building

	\$2,180,000		
Advocacy			
\$150,000			
Member Support & Retention			
\$480,000			
Communications & Marketing			
\$120,000			
General Administrative			
\$600,000			



### CHAMBERRVA **TEAM**



John Easter

Senior Vice President, Government & Community Affairs



**Stephanie Phillips** 

Director, Member Value & Engagement



Brian D. Anderson President & CEO



**Maribeth Conrad** 

Vice President, Marketing & Communications



Dasha Runyan

Membership Development Executive



**Rob Anderson** 

Executive Vice President, Chief Financial Officer



Christy McCurdy

Vice President & Corporate Secretary



**Marnelle Fanfan** 

Senior Program Manager, Leadership Development



Christina Mastroianni

Executive Vice President, Chief Strategy Officer



**Michele Weatherly** 

Vice President, Workforce Development Strategy



**Brittany Seward** 

Program Manager, Community Development

MISSION	The Trusted Voice of Modern Business.	
VISION	We are change agents rallying every day to do the hard things that will create a more connected, prosperous, healthy and equitable community.	
VALUES	Credible Inclusive Compelling Courageous	We are experts on our region and on what makes it great. We err on the side of consensus building and bringing people together. We inspire conviction to motivate action. We do not compromise on the future.



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