

**GOVA REGION 3  
FULL COUNCIL  
MEETING PACKET**

---

**January 15, 2025**



## GO Virginia Region 3 Full Council

**Date and Time:** January 15, 2025  
1:00 p.m. – 3:00 p.m.

**Location:** All Virtual

Link: <https://tinyurl.com/2hunf7w3>

Dial-In: 929-205-6099

Meeting ID: 89871503203

Password: 287955

### Purpose Statement

***"Create more high-paying jobs through incentivized collaboration, primarily through out-of-state revenue, which diversifies and strengthens regional economies."***

### AGENDA

- I. Call to Order and Chair's Opening Comments.....Lauren Willis
- II. Roll Call and Confirmation of Quorum.....Deborah Gosney
- III. Public Comments.....Lauren Willis
- IV. Declaration of Conflicts of Interest.....Lauren Willis
- V. Approval of Meeting Minutes and Notes.....Lauren Willis
- VI. Financial Report and Approved Projects Update.....Deborah Gosney
- VII. GO Virginia Region 3 Project Funding Matrix Report.....Deborah Gosney
- VIII. GO Virginia Region 3 Growth & Diversification Plan Status Report.....Liz Povar

### Special Appearances and Presentations

- IX. Southern Virginia Megasite Update\_Linda Green, Executive Director, Southern Virginia Regional Alliance.....Lauren Willis

### Old Business

- X. Project Pipeline.....Bryan David



## **New Business**

- XI. Nominating Committee Update.....Bryan David
- XII. Proposed Amendment to the 2023 Region 3 Growth & Diversification Plan.....Bryan David
- XIII. FY25 Multi-Region Per Capita Planning Grant (GO Virginia Regions 2 & 3) Virginia Chamber of Commerce Foundation – Artificial Intelligence Statewide Landscape Assessment (ASLA).....Bryan David

## **Program Director's Report.....Bryan David**

- XIV. Pending Projects Report
- XV. 2025 GO Virginia Region 3 Growth & Diversification Plan Update
- XVI. GO Virginia Regional Council Committee Report
- XVII. Virginia Joint Legislative Audit and Review Commission Report – Data Centers in Virginia
- XVIII. Tobacco Region Revitalization Commission Strategic Plan

## **Adjourn**

# MINUTES



**GO VIRGINIA REGION 3 FULL COUNCIL**  
**MEETING MINUTES**  
**Wednesday, October 16, 2024**

**REGULAR BUSINESS**

Call To Order

Chair Willis called the GO Virginia (GOVA) Region 3 Full Council in-person meeting to order on Wednesday, October 16, 2024, at 1:00 p.m.

Roll Call and Confirmation of Quorum

Deborah Gosney conducted a roll call. Chair Willis declared a quorum was present.

Virtual Attendance

Chair Willis noted the following members are attending virtually for prior approved FOIA eligible reasons: Kristen Gee (>60 miles- Dillwyn, Va), Amy Griffin (>60 miles- Nottoway, Va), Sheldon Barr (> 60 miles- South Hill, Va), Dale Wagner (> 60 miles- Martinsville, Va), and Sherry Swinson (> 60 miles- Farmville, Va). **Elizabeth Leggett made a motion to allow the named members to attend virtually; the motion was seconded by Melody Foster and approved unanimously.**

Region 3 Council Member Attendance

Members	In Person	Virtual	Absent	Members	In Person	Virtual	Absent
Kelly Lanier-Arnold	X			Randolph Lail	X		
Sheldon Barr		X		Elizabeth Leggett	X		
Robert Bates	X			Ilsa Loeser	X		
Clark Casteel			X	James McClain			X
Timothy J. Clark			X	John Parkinson			X
Melody Foster	X			Alfreda Reynolds			X
Kristin Gee		X		Jeremy Satterfield			X
Amy Griffin		X		Sherry Swinson		X	
Keith Harkins			X	Dale Wagner		X	
Rhonda Hodges	X			Lauren Willis	X		

### Region 3 Staff in Attendance

Name – Organization - Role	In Person	Virtual	Absent
Deborah Gosney - Southside PDC, Support Org. & Fiscal Agent – Executive Director	X		
Bryan David - UVA Weldon Cooper Center Contract Staff – Region 3 Program Director	X		
Ann Taylor Wright (CTW Consulting, LLC) - Southside PDC, Support Org. & Fiscal Agent – Contract Staff	X		
Liz Povar (The Riverlink Group) - Southside PDC, Support Org. & Fiscal Agent – Contract Staff	X		

### Guests in Attendance

Name - Title	Organization	In Person	Virtual
Billy Gammel- GOVA Senior Program Administrator	Department of Housing & Community Development		X
Sheri McGuire- Associate Vice President for Community and Economic Development	Longwood University		X
Hamilton Lombard- Estimates Program Manager for the Demographics Research Group	University of Virginia Weldon Cooper Center for Public Service	X	
Derek Smith- Executive Director	Research Innovation Institute		X
Rob Eddy- Technical Director	Research Innovation Institute		X
Dana Knott- Director, SBDC Central Region	Longwood University		X
Jen Cox- Director, Local & Community Relations	Longwood University		X
Jacob Dolence- Director, Educational Innovation & Entrepreneurial Ecosystems	Longwood University		X

### Nominating Committee

Chair Willis moved the Nominating Committee Report, originally under New Business, forward on the Agenda.

Jeremy Satterfield has been appointed by Governor Youngkin to the Virginia Community College Systems Board whose meeting schedules conflict with that of Region 3. His colleague at Microsoft, Kelly Lanier-Arnold, has agreed to serve on the Council to continue Microsoft's support and to represent Region 3's eastern subregion. She is a Senior Program Manager with Microsoft, and before this work, she was an Apprenticeship Coordinator and Adjunct Instructor at Southside Virginia Community College. This appointment would serve an unexpired private-sector term through June 30, 2027. **Randy Lail made a motion to appoint Kelly Lanier-Arnold to serve the unexpired private sector term through June 30, 2027; the motion was seconded by Robert Bates and approved unanimously.**

### Public Comments

No written, nor verbal, public comments were received.

### Declaration of Conflicts of Interest

Conflicts of interest potentially exist for activities benefiting and /or contracts issued to the following organizations and projects listed below:

Name	Organization(s)
Charles H. Majors	Mid-Atlantic Broadband; Institute for Advanced Learning and Research; Danville Regional Foundation; Future of the Piedmont
Randolph Lail	Mid-Atlantic Broadband; SOVA Innovation Hub
Rhonda Hodges	GO TEC; Patrick Henry Community College; RISE Collaborative
Melody Foster	Longwood University; SOVA Innovation Hub; Mid-Atlantic Broadband
Keith Harkins	Southside Virginia Community College; GO TEC
Jeremy Satterfield	Microsoft; SOVA Innovation Hub; Southside Virginia Community College
Alfreda Reynolds	Brunswick County; VGA Board Member
Clark Casteel	Danville Regional Foundation
Lauren Willis	GO TEC; Charlotte Co Public Schools
Ilsa Loeser	LetterPress Communications

### Approval of Minutes

Chair Willis noted that the minutes of the July 17, 2023 Full Council meeting were received via email prior to the meeting and included in the meeting packet. **Ilsa Loeser made a motion that the minutes from the July 17, 2023 Full Council meeting be approved as presented; the motion was seconded by Melody Foster and approved unanimously.**

### Financial Reports & Project Update

Bryan David and Deborah Gosney presented the Financial Reports and Project Updates that were included in the meeting packet for the period ending September 30, 2023. **Melody Foster made a motion that the Financial Reports be approved as presented; the motion was seconded by Randy Lail and approved unanimously.**

### **SPECIAL APPEARANCES & PRESENTATIONS**

- Sheri McGuire, Associate Vice President for Community and Economic Development at Longwood University, led the Region 3 Council on a “virtual” hardhat tour of the SEED Innovation Hub which is currently under construction.
- Hamilton Lombard, Estimates Program Manager for the Demographics Research Group at University of Virginia Weldon Cooper Center for Public Service, discussed a demographic trend that has the median age decreasing for certain localities in Region 3 along with changes

to population distribution and commuting patterns that are “blurring of the line between rural and urban” places.

## OLD BUSINESS

Bryan David reviewed the current project pipeline which was emailed to Council members prior to the meeting. The following projects were discussed:

- Institute for Advance Learning & Research (IALR) – Virginia Controlled Environment Agriculture (CEA) Hub- implementation project for the CEA Strategy & Roadmap.
- SOVA Innovation Labs- expansion of the SOVA Innovation Hub and will offer a maker’s space and co-working space in a campus style environment.
- Region 3 Leadership Development Project- a partnership with the UVA Sorenson Institute for Leadership and the Virginia Institute for Government to develop a community leadership program in Region 3.
- GO TEC Talent Pathway Initiative Planning Project- expand GO TEC into 9<sup>th</sup> and 10<sup>th</sup> grade classrooms to fill the current void. GO TEC is currently in middle schools and 11<sup>th</sup> and 12<sup>th</sup> grade classrooms.
- The Synergistic Co-location of Data Centers and Controlled Environment Agriculture Greenhouses to Boost Competitiveness- a planning grant proposal seeks to align and strengthen these two priority sectors by exploring co-location strategies through the work of the Resource Innovation Institute and its technical advisory work group.

Chair Willis asked members for questions or comments; there being none, there was no discussion regarding the updates.

## NEW BUSINESS

### Project Review Committee

- Talent Pipeline Management to Support Advanced Manufacturing: Dr. Julie Brown at the Institute for Advanced Learning and Research will align GO TEC® efforts with the EmPOWER Employer Engagement framework, engaging industry representatives and strengthening the region's capacity to support advanced manufacturing job growth and existing workforce needs. The Project Review Committee recommends approval of the application. **Randy Lail made a motion to approve the application; the motion was seconded by Melody Foster and approved unanimously.**
- The Synergistic Co-location of Data Centers and Controlled Environment Agriculture (CEA) Greenhouses to Boost Competitiveness: Dr. Scott Lowman at the Virginia Tech/Institute for Advanced Learning and Research Controlled Environment Innovation Center is partnered with the Resource Innovation Institute (RII) leadership to prepare a report on the opportunities and challenges of co-locating data centers and CEA greenhouses. The waste heat from data centers would be used through a thermal connection and conversion to heat or cool CEA greenhouse operations, thereby lowering capital and operating expenses for these businesses. For data centers, it will monetize a byproduct of the HVAC systems, which is now vented to the atmosphere. The Project Review Committee recommends approval of the application. **Melody Foster made a motion to approve the application; the motion was seconded by Robert Bates and approved unanimously.**

### Region 3 Policy

The Region 3 Council adopted Policy #9 on October 20, 2021 which provided the conditions and procedures for Council members to participate virtually in public meetings. The 2024 General Assembly amended the enabling statute for this policy, making several definitional and procedural changes that need to be included in the Region 3 Council's adopted policy. Policy #9 was amended to reflect these changes and outline the conditions and procedures for Region 3 Council members to participate virtually in public meetings that are held in person.

The 2024 General Assembly amended the enabling statute for public bodies to conduct all-virtual meetings outside of a state-wide emergency effective July 1, 2024. These amendments increased the number of virtual meetings to no more than two times per calendar year or fifty percent (50%) of the meetings held per calendar year rounded up to the next whole number, whichever is greater. The enabling statute requires the Region 3 Council, or Executive Committee, to readopt this policy each year. Policy #10 establishes the conditions and procedures for Region 3 to conduct all-virtual public meetings

### **PROGRAM DIRECTOR'S REPORT**

Bryan David presented the Program Director's Report as detailed in the meeting packet. Topics discussed were the Region 3 Leadership event summary, the 2025 G&D Plan Update, childcare issues across the Region, the FY24 Region 3 Annual Report, the Amelia County Site Project, and the GOVA State Board Retreat. There were no questions nor comments from the Council.

### **ADJOURN**

There being no additional business matters to go before the GOVA Region 3 Council, Chair Willis adjourned the meeting at 3:01 p.m.


These minutes were approved on \_\_\_\_.

Deborah Gosney, Southside PDC  
Executive Director

Lauren Willis, GOVA Region 3  
Council Chair

# FINANCIAL REPORT & PROJECT UPDATE

# GO VIRGINIA REGION 3 OPERATING BUDGET

GO Virginia Remittance Activity			<div>GO VIRGINIA</div> <div></div> <div><small>VIRGINIA INITIATIVE FOR</small> <b>GROWTH &amp; OPPORTUNITY</b> <small>IN EACH REGION</small></div>		
Budget Year: March 1, 2023 to February 29, 2024					
Report Date: December 31 ,2023					
FY23 Approved Budget Allocation					
Budget Categories	Operating Budget	Previous Remittances	Remittance #11	Total to Date Remittances	Balance Remaining
Program Operations					
Audit	1,170.00	-	-	-	1,170.00
Meetings & Facilitation					
All Hands Meeting	8,000.00	5,681.59	-	5,681.59	2,318.41
R 3 Meetings & Trainings	1,500.00	851.50		851.50	648.50
Total Meetings & Facilitation	9,500.00	6,533.09	-	6,533.09	2,966.91
Supplies	500.00	106.98		106.98	393.02
Salaries - SPDC	80,000.00	70,481.15	-	70,481.15	9,518.85
Contract Services					
SPDC UVA MOU	104,236.00	75,899.97		75,899.97	28,336.03
SPDC Contract Staff - Riverlink	9,000.00	6,000.00		6,000.00	3,000.00
SPDC Contract Staff - Nancy Pool	7,200.00	2,675.00	-	2,675.00	4,525.00
Total Contract Services	120,436.00	84,574.97	-	84,574.97	35,861.03
Marketing - Letterpress	31,900.00	24,327.40		24,327.40	7,572.60
Rent - SOVA Innovation Hub	5,415.00	4,018.50		4,018.50	1,396.50
Total Program Operations	248,921.00	190,042.09	-	190,042.09	58,878.91
Planning					
Technical Assistance	1,079.00	-	-	-	1,079.00
Total Planning	1,079.00	-	-	-	1,079.00
TOTAL	250,000.00	190,042.09	-	190,042.09	59,957.91
The Checking Account is comprised of:	\$47,039.72	Local Funds (Martinsville-Henry Co EDC Match)			
	421.31	Cumulative Interest			
	\$47,461.03	Total			
	(\$3,841.50)	Monthly Expenses			
	\$43,619.53	December Checkbook Balance			
December Payments					
SOVA - December Rent - pd 12/21/23		446.50			
Letterpress - December Marketing - pd 12/21/23		2,645.00			
Riverlink Group -November Contract - pd 12/21/23		750.00			
Total		\$3,841.50			

# GO VIRGINIA REGION 3 OPERATING BUDGET

GO Virginia Remittance Activity				<div>GO VIRGINIA</div> <div><div><div>G</div><div>O</div></div><div>VIRGINIA</div></div> <div><div>VIRGINIA INITIATIVE FOR</div><div>GROWTH &amp; OPPORTUNITY</div><div>IN EACH REGION</div></div>		
Budget Year: May 1, 2024 to April 30, 2025						
Report Date: December 31, 2024						
FY24 Approved Budget Allocation						
Budget Categories	Operating Budget	Budget Revision #1	Previous Remittances	Remittance #9	Total to Date Remittances	Balance Remaining
Program Operations						
Audit	1,300.00	1,300.00	-		-	1,300.00
Meetings & Facilitation			-		-	-
Special Events	5,250.00	7,500.00	7,250.03		7,250.03	249.97
R 3 Meetings & Trainings	1,100.00	2,500.00	1,219.48	-	1,219.48	1,280.52
Total Meetings & Facilitation	6,350.00	10,000.00	8,469.51	-	8,469.51	1,530.49
Supplies	150.00	300.00	114.20		114.20	185.80
Salaries - SPDC	84,000.00	84,000.00	62,070.11	5,914.06	67,984.17	16,015.83
Contract Services			-		-	-
SPDC UVA MOU	107,363.00	107,363.00	78,246.06	-	78,246.06	29,116.94
SPDC Contract Staff - Riverlink	9,000.00	9,000.00	5,250.00	-	5,250.00	3,750.00
Total Contract Services	116,363.00	116,363.00	83,496.06	-	83,496.06	32,866.94
Marketing - Letterpress	31,900.00	31,900.00	20,314.01	2,625.00	22,939.01	8,960.99
Total Program Operations	240,063.00	243,863.00	174,463.89	8,539.06	183,002.95	60,860.05
Planning						
Technical Assistance	9,937.00	6,137.00	-	-	-	6,137.00
Total Planning	9,937.00	6,137.00	-	-	-	6,137.00
TOTAL	250,000.00	250,000.00	174,463.89	8,539.06	183,002.95	66,997.05
The Checking Account is comprised of		\$49,229.79	Local Funds (Martinsville-Henry Co EDC Match)			
		\$508.27	Interest cumulative through December 2024			
		\$49,738.06	Total Local Funds			
		(8,539.06)	Payments			
		\$41,199.00	Current Checkbook Balance			
Payments included in Remittance # 9						
Letterpress -December Marketing		2,625.00				
SPDC - December Salaries		5,914.06				
		-				
Total		8,539.06				



## SVRA SITE DEVELOPMENT: CLOSED

Grant Agreement Term: Oct. 1, 2021 - December 31, 2024

Report Period: December 2024

Sub-Grantee: Southern Virginia Regional Alliance

GO VIRGINIA



VIRGINIA INITIATIVE FOR  
**GROWTH &  
OPPORTUNITY**  
IN EACH REGION

### GO VIRGINIA GRANT FUNDS

Budget Categories from CAMS	GOVA Budget	Previously Paid	DHCD Request Drawdown #5 12/30/2024	Total Paid After Remittance	Grant Balance
SPDC Project Monitoring/Reporting	\$ 15,000.00	\$ 3,845.75	\$ 2,447.94	\$ 6,293.69	\$ 8,706.31
Architectural and Engineering Fees	\$ 1,456,300.00	\$ 912,663.00	\$ 492,907.50	\$ 1,405,570.50	\$ 50,729.50
Administration - IALR	\$ 63,600.00	\$ 60,233.12	\$ 3,366.88	\$ 63,600.00	\$ -
<b>Awarded Total</b>	<b>\$ 1,534,900.00</b>	<b>\$ 976,741.87</b>	<b>\$ 498,722.32</b>	<b>\$ 1,475,464.19</b>	<b>\$ 59,435.81</b>

### REQUIRED MATCHING FUNDS

Budget Categories from CAMS	Committed Match	Previous Match	Current Match	Total Match To Date	Match Balance *Overmatched
Architectural and Engineering Fees	\$ 767,450.00	\$ 888,871.14	\$ 48,907.50	\$ 937,778.64	\$ (170,328.64)
<b>Match Total</b>	<b>\$ 767,450.00</b>	<b>\$ 888,871.14</b>	<b>\$ 48,907.50</b>	<b>\$ 937,778.64</b>	<b>\$ (170,328.64)</b>

Status: GOVA funds were 96% expended. Close out is in progress. A total of 1,561 acres were raised in tier level. This includes 4 parks and 16 sites raised to Tier 4 as well as, 1 park and 8 sites raised to Tier 5. The GOVA award for due diligence activities directly led to a \$9M VEDP and \$2.3M TRRC award.

## SEED INNOVATION HUB

Grant Agreement Term: January 2, 2023 - January 1, 2026

Report Period: December 2024

Sub-Grantee: Longwood University Real Estate Foundation

GO VIRGINIA



VIRGINIA INITIATIVE FOR  
**GROWTH & OPPORTUNITY**  
IN EACH REGION

### GO VIRGINIA GRANT FUNDS

Budget Categories from CAMS	GOVA Budget	Previously Paid	DHCD Request Drawdown #1 10/2/2024	Total Paid After Remittance	Grant Balance
SPDC Project Monitoring/Reporting	\$ 12,000.00	\$ -	\$ 3,577.83	\$ 3,577.83	\$ 8,422.17
Equipment	\$ 611,438.00	\$ -	\$ -	\$ -	\$ 611,438.00
Contingencies	\$ 50,866.00	\$ -	\$ -	\$ -	\$ 50,866.00
<b>Awarded Total</b>	<b>\$ 674,304.00</b>	<b>\$ -</b>	<b>\$ 3,577.83</b>	<b>\$ 3,577.83</b>	<b>\$ 670,726.17</b>

### REQUIRED MATCHING FUNDS

Budget Categories from CAMS	Committed Match	Previous Match	Current Match	Total Match To Date	Match Balance
Construction	\$ 2,218,222.00	\$ -	\$ 1,869,581.78	\$ 1,869,581.78	\$ 348,640.22
A&E	\$ 150,000.00	\$ -	\$ 103,719.68	\$ 103,719.68	\$ 46,280.32
<b>Match Total</b>	<b>\$ 2,368,222.00</b>	<b>\$ -</b>	<b>\$ 1,973,301.46</b>	<b>\$ 1,973,301.46</b>	<b>\$ 394,920.54</b>

Status: DD#1 was primarily match. DD#2 for \$102,064.34 submitted in January 2025. Equipment orders are ongoing. A Director for the Makers Space has been hired. Construction has been completed and a soft opening is planned for the first of the year.

## MBC MIDDLE MILE CONSTRUCTION

Grant Agreement Term: September 1, 2023 - August 31, 2025

Report Period: December 2024

Sub-Grantee: Mid-Atlantic Broadband

GO VIRGINIA



VIRGINIA INITIATIVE FOR  
**GROWTH &  
OPPORTUNITY**  
IN EACH REGION

### GO VIRGINIA GRANT FUNDS

Budget Categories from CAMS	GOVA Budget	Previously Paid	DHCD Request Drawdown #3 11/12/2024	Total Paid After Remittance	Grant Balance
SPDC Project Administration	\$ 26,713.00	\$ 1,761.15		\$ 1,761.15	\$ 24,951.85
MBC Project Administration	\$ 48,083.00			\$ -	\$ 48,083.00
Legal Expenses	\$ 10,685.00	\$ 171.21		\$ 171.21	\$ 10,513.79
A&E Fees	\$ 397,144.00	\$ 29,397.17	\$ 4,508.54	\$ 33,905.71	\$ 363,238.29
Contract Services	\$ 4,517,375.00			\$ -	\$ 4,517,375.00
<b>Awarded Total</b>	<b>\$ 5,000,000.00</b>	<b>\$ 31,329.53</b>	<b>\$ 4,508.54</b>	<b>\$ 35,838.07</b>	<b>\$ 4,964,161.93</b>

### REQUIRED MATCHING FUNDS

Budget Categories from CAMS	Committed Match	Previous Match	Current Match	Total Match To Date	Match Balance
SPDC Project Administration	\$ 26,713.00	\$ 11,038.85		\$ 11,038.85	\$ 15,674.15
MBC Project Administration	\$ 48,083.00	\$ -	\$ -	\$ -	\$ 48,083.00
Legal Expenses	\$ 10,685.00	\$ 10,630.79		\$ 10,630.79	\$ 54.21
A&E Fees	\$ 397,144.00	\$ 64,602.83	\$ 16,611.46	\$ 81,214.29	\$ 315,929.71
Contract Services	\$ 4,517,375.00	\$ -	\$ -	\$ -	\$ 4,517,375.00
<b>Match Total</b>	<b>\$ 5,000,000.00</b>	<b>\$ 86,272.47</b>	<b>\$ 16,611.46</b>	<b>\$ 102,883.93</b>	<b>\$ 4,897,116.07</b>

Status: GOVA funds are 1% expended. The NEPA Environmental Review was submitted to NTIA on 7/15/24. NTIA provided comments/corrections, and a revised Environmental Review was submitted 9/10/24. MBC received approval of the Environmental Review on 10/9/24. NTIA approved the scope amendment (route changes) on 7/31/24. The Engineering and Design Services agreement with Summit Engineering (for the remaining route segments) is still being negotiated. A draft agreement was received on 10/2/24 and is under review by MBC.

## GO TEC 2025

Grant Agreement Period: December 13, 2022 - December 31, 2025

Report Period: December 2024

Sub-Grantee: Institute for Advanced Learning & Research

GO VIRGINIA



VIRGINIA INITIATIVE FOR  
**GROWTH & OPPORTUNITY**  
IN EACH REGION

### GO VIRGINIA GRANT FUNDS

Budget Categories (FROM CAMS)	GOVA Budget	Previously Paid	DHCD Request Drawdown #6 11/18/2024	Total Paid After Remittance	Grant Balance
SPDC Project Monitoring/Reporting	\$ 17,288.00	\$ 7,813.45	\$ 2,045.94	\$ 9,859.39	\$ 7,428.61
Contract Services	\$ 332,243.69	\$ 15,531.19	\$ 42,072.73	\$ 57,603.92	\$ 274,639.77
Equipment (Freight, Inflationary)	\$ 292,146.96	\$ 292,146.96	\$ -	\$ 292,146.96	\$ -
Indirect Costs	\$ 256,114.00	\$ 82,927.99	\$ 20,373.01	\$ 103,301.00	\$ 152,813.00
Marketing (Outreach)	\$ 94,000.00	\$ 3,652.34	\$ 642.00	\$ 4,294.34	\$ 89,705.66
Salaries & Fringe	\$ 1,961,228.00	\$ 413,635.36	\$ 183,814.84	\$ 597,450.20	\$ 1,363,777.80
Supplies	\$ 151,602.79	\$ 114,353.96	\$ 964.68	\$ 115,318.64	\$ 36,284.15
Training	\$ 336,697.56	\$ 194,580.34	\$ 23,722.84	\$ 218,303.18	\$ 118,394.38
Travel	\$ 33,500.00	\$ 2,719.32	\$ 3,445.38	\$ 6,164.70	\$ 27,335.30
<b>Awarded Total</b>	<b>\$ 3,474,821.00</b>	<b>\$ 1,127,360.91</b>	<b>\$ 277,081.42</b>	<b>\$ 1,404,442.33</b>	<b>\$ 2,070,378.67</b>

### MATCHING FUNDS

Budget Categories (FROM CAMS)	Committed Match	Previous Match	Current Match	Total Match to Date	Match Balance
Contract Services	\$ 30,000.00	\$ 637.20	\$ -	\$ 637.20	\$ 29,362.80
Equipment (Freight, Inflationary)	\$ 505,191.00	\$ 504,959.30	\$ -	\$ 504,959.30	\$ 231.70
Marketing (Outreach)	\$ 127,848.00	\$ 162,325.61	\$ -	\$ 162,325.61	\$ (34,477.61)
Rent/Lease	\$ 400,500.00	\$ 6,000.00	\$ 84,945.00	\$ 90,945.00	\$ 309,555.00
Salaries & Fringe	\$ 1,232,540.00	\$ 226,686.60	\$ 467,776.03	\$ 694,462.63	\$ 538,077.37
Supplies	\$ 120,000.00	\$ 87.47	\$ -	\$ 87.47	\$ 119,912.53
Travel	\$ 10,000.00	\$ 8,820.24	\$ 486.42	\$ 9,306.66	\$ 693.34
<b>Match Total</b>	<b>\$ 2,426,079.00</b>	<b>\$ 909,516.42</b>	<b>\$ 553,207.45</b>	<b>\$ 1,462,723.87</b>	<b>\$ 963,355.13</b>

Status: GOVA funds are 40% expended. DD#7 is in process. There are currently two open training coordinator positions. Training lab upfit is 100% complete and Region 1 has moved into it's new location. Over 6,000 middle school students participated in GO TEC during the 2023-2024 school year.

## SVCC: Expansion of GO TEC: Mechatronics Instructor

Grant Agreement Term: June 1, 2023 - May 31, 2025

Report Period: December 2024

Sub-Grantee: Southside Virginia Community College

GO VIRGINIA



VIRGINIA INITIATIVE FOR  
**GROWTH & OPPORTUNITY**  
IN EACH REGION

### GO VIRGINIA GRANT FUNDS

Budget Categories from CAMS	GOVA Budget	Previously Paid	DHCD Request Drawdown #4 10/23/2024	Total Paid After Remittance	Grant Balance
SPDC Project Monitoring/Reporting	\$ 2,000.00	\$ 689.85	\$ 157.38	\$ 847.23	\$ 1,152.77
Salaries & Fringe	\$ 137,732.00	\$ 86,976.66	\$ 31,623.02	\$ 118,599.68	\$ 19,132.32
<b>Awarded Total</b>	<b>\$ 139,732.00</b>	<b>\$ 87,666.51</b>	<b>\$ 31,780.40</b>	<b>\$ 119,446.91</b>	<b>\$ 20,285.09</b>

### REQUIRED MATCHING FUNDS

Budget Categories from CAMS	Committed Match	Previous Match	Current Match	Total Match To Date	Match Balance
Equipment	\$ 132,438.00	\$ 132,438.00	\$ -	\$ 132,438.00	\$ -
Dual Enrollment Tuition	\$ 90,770.00	\$ -	\$ -	\$ -	\$ 90,770.00
<b>Match Total</b>	<b>\$ 223,208.00</b>	<b>\$ 132,438.00</b>	<b>\$ -</b>	<b>\$ 132,438.00</b>	<b>\$ 90,770.00</b>

Status: GOVA funds are 85% expended. The dual enrollment students have completed their year long program. Some graduated and entered the workforce, others will return for their senior year. To date, a total of 15 students have participated in the program earning a total of 104 credentials. A new group of 14 students began the program in the Fall 2024 semester.

## P&HCC: Expansion of GO TEC: Welding Instructor

Grant Agreement Term: June 1, 2023 - May 31, 2025

Report Period: December 2024

Sub-Grantee: Patrick & Henry Community College

GO VIRGINIA



VIRGINIA INITIATIVE FOR  
**GROWTH & OPPORTUNITY**  
IN EACH REGION

### GO VIRGINIA GRANT FUNDS

Budget Categories from CAMS	GOVA Budget	Previously Paid	DHCD Request Drawdown #5 10/23/2024	Total Paid After Remittance	Grant Balance
SPDC Project Monitoring/Reporting	\$ 2,000.00	\$ 1,061.35	\$ 209.84	\$ 1,271.19	\$ 728.81
Salaries & Fringe	\$ 116,545.00	\$ 79,342.01	\$ 17,398.78	\$ 96,740.79	\$ 19,804.21
<b>Awarded Total</b>	<b>\$ 118,545.00</b>	<b>\$ 80,403.36</b>	<b>\$ 17,608.62</b>	<b>\$ 98,011.98</b>	<b>\$ 20,533.02</b>

### REQUIRED MATCHING FUNDS

Budget Categories from CAMS	Committed Match	Previous Match	Current Match	Total Match To Date	Match Balance
Equipment	\$ 129,261.00	\$ 129,261.00	\$ -	\$ 129,261.00	\$ -
<b>Match Total</b>	<b>\$ 129,261.00</b>	<b>\$ 129,261.00</b>	<b>\$ -</b>	<b>\$ 129,261.00</b>	<b>\$ -</b>

Status: GOVA funds are 82% expended, match has been met. The dual enrollment students have completed their year long program. Some graduated and entered the workforce, others will return for their senior year. To date, a total of 12 students have participated in the program earning a total of 41 credentials. A new group of 12 students began the program in the Fall 2024 semester.

## VIRGINIA'S GROWTH ALLIANCE (VGA) SITE DEVELOPMENT PROJECT

Grant Agreement Term: September 1, 2023 - August 31, 2025

Report Period: December 2024

Sub-Grantee: Virginia's Growth Alliance

GO VIRGINIA



VIRGINIA INITIATIVE FOR  
**GROWTH &  
OPPORTUNITY**  
IN EACH REGION

### GO VIRGINIA GRANT FUNDS

Budget Categories from CAMS	GOVA Budget	Previously Paid	DHCD Request Drawdown #2 10/10/2024	Total Paid After Remittance	Grant Balance
SPDC Project Monitoring/Reporting	\$ 8,825.00	\$ 3,883.60	\$ 1,597.70	\$ 5,481.30	\$ 3,343.70
A&E	\$ 326,225.00	\$ 47,877.50	\$ 194,937.25	\$ 242,814.75	\$ 83,410.25
<b>Awarded Total</b>	<b>\$ 335,050.00</b>	<b>\$ 51,761.10</b>	<b>\$ 196,534.95</b>	<b>\$ 248,296.05</b>	<b>\$ 86,753.95</b>

### REQUIRED MATCHING FUNDS

Budget Categories from CAMS	Committed Match	Previous Match	Current Match	Total Match To Date	Match Balance
Site Work	\$ 42,500.00	\$ -	\$ 42,500.00	\$ 42,500.00	\$ -
A&E	\$ 125,500.00	\$ 47,777.50	\$ 44,634.50	\$ 92,412.00	\$ 33,088.00
<b>Match Total</b>	<b>\$ 168,000.00</b>	<b>\$ 47,777.50</b>	<b>\$ 87,134.50</b>	<b>\$ 134,912.00</b>	<b>\$ 33,088.00</b>

Status: GOVA funds are 74% expended. Due diligence updates are nearing completion at the FASTA site. A&E work is complete at the Brunswick site. A&E work is in process at the Heartland and Lunenburg sites.

## TPI: HEALTH SCIENCES CAREERS PLANNING

Grant Agreement Term: January 19, 2024 - March 31, 2025

Report Period: December 2024

Sub-Grantee: Blue Ridge Partnership for Health Science Careers

GO VIRGINIA



VIRGINIA INITIATIVE FOR  
**GROWTH & OPPORTUNITY**  
IN EACH REGION

### GO VIRGINIA GRANT FUNDS



Budget Categories from CAMS	GOVA Budget	Previously Paid	DHCD Request Drawdown #	Total Paid After Remittance	Grant Balance
SPDC Project Monitoring/Reporting	\$ 2,000.00	\$ -	\$ -	\$ -	\$ 2,000.00
Contract Services	\$ 131,000.00	\$ -	\$ -	\$ -	\$ 131,000.00
<b>Awarded Total</b>	<b>\$ 133,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 133,000.00</b>

### REQUIRED MATCHING FUNDS

Budget Categories from CAMS	Committed Match	Previous Match	Current Match	Total Match To Date	Match Balance
Contract Services	\$ 67,500.00	\$ -	\$ -	\$ -	\$ 67,500.00
<b>Match Total</b>	<b>\$ 67,500.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 67,500.00</b>

Status: No remittance activity to date; only one invoice will be submitted upon the completion of the study. The three committees: Talent Pathways, Student Engagement, and IT/Analytics continue to meet monthly. The development of an Action Plan is underway. An extension through March 31st was approved.



RISE Build-to-Scale					
Grant Agreement Term: January 1, 2024 - December 31, 2025			<div>GO VIRGINIA</div> <div></div>		
Report Date: December 2024					
Sub-Grantee: SoVa Innovation Hub					
GO VIRGINIA GRANT FUNDS					
Budget Categories from CAMS	GOVA Budget	Previously Paid	DHCD Request Drawdown #2 9/30/2024	Total Paid After Remittance	Grant Balance
SPDC Project Administration	\$ 40,000.00	\$ 2,095.10	\$ 2,209.54	\$ 4,304.64	\$ 35,695.36
Fiscal Management: MBC	\$ 20,000.00	\$ -	\$ -	\$ -	\$ 20,000.00
Marketing: MBC	\$ 30,000.00	\$ 5,088.09	\$ 1,625.00	\$ 6,713.09	\$ 23,286.91
Contract Services	\$ 510,000.00	\$ 3,150.00	\$ 12,622.85	\$ 15,772.85	\$ 494,227.15
Awarded Total	\$ 600,000.00	\$ 10,333.19	\$ 16,457.39	\$ 26,790.58	\$ 573,209.42
REQUIRED MATCHING FUNDS					
Budget Categories from CAMS	Committed Match	Previous Match	Current Match	Total Match To Date	Match Balance
Marketing: MBC	\$ 50,000.00	\$ 13,204.00	\$ 17,639.00	\$ 30,843.00	\$ 19,157.00
Administration: MBC	\$ 125,000.00	\$ 66.80	\$ 11,651.69	\$ 11,718.49	\$ 113,281.51
Training	\$ 125,000.00	\$ -	\$ -	\$ -	\$ 125,000.00
Match Total	\$ 300,000.00	\$ 13,270.80	\$ 29,290.69	\$ 42,561.49	\$ 257,438.51
Status: GOVA funds are 4% expended. DD#3 for \$21,710.83 will be submitted in January. An extension through December 31, 2026 has been requested to accommodate a staff realignment which delayed project activites. SVHEC launched the Entrepreneurship Track in its Career Tech Academy for Fall 2024. Outreach events included the RISE Business Pitch Competition and its awards ceremony and the monthly RISE Grapevine Virtual Meetups. The CIC/RISE Navigator Project Manager attended and tabled resource fairs, showcases, and awards events, such as RevUp and Ignite. To date, a total of 130 entrepreneurs and 70 businesses have been served.					

## AMELIA COUNTY SITE SUITABILITY STUDY: CLOSED

Grant Agreement Term: April 17, 2024 - October 16, 2024

Report Date: December 2024

Sub-Grantee: Amelia County EDA

GO VIRGINIA



VIRGINIA INITIATIVE FOR  
**GROWTH & OPPORTUNITY**  
IN EACH REGION

### GO VIRGINIA GRANT FUNDS

Budget Categories from CAMS	GOVA Budget	Previously Paid	DHCD Request Drawdown #3 12/30/2024	Total Paid After Remittance	Grant Balance
SPDC Project Monitoring/Reporting	\$ 1,000.00	\$ 839.36	\$ 157.38	\$ 996.74	\$ 3.26
Contract Services	\$ 20,000.00	\$ -	\$ 20,000.00	\$ 20,000.00	\$ -
<b>Awarded Total</b>	<b>\$ 21,000.00</b>	<b>\$ 839.36</b>	<b>\$ 20,157.38</b>	<b>\$ 20,996.74</b>	<b>\$ 3.26</b>

### REQUIRED MATCHING FUNDS

Budget Categories from CAMS	Committed Match	Previous Match	Current Match	Total Match To Date	Match Balance
Acquisition	\$ 10,500.00	\$ -	\$ 10,500.00	\$ 10,500.00	\$ -
<b>Match Total</b>	<b>\$ 10,500.00</b>	<b>\$ -</b>	<b>\$ 10,500.00</b>	<b>\$ 10,500.00</b>	<b>\$ -</b>

Status: GOVA funds are 99.9% expended. The project has been completed and the Site Suitability Study has been provided. Project close out is in progress.

## GO TEC REGION 3 EXPANSION

Grant Agreement Term: June 4, 2024 - June 3, 2026

Report Date: December 2024

Sub-Grantee: Institute for Advanced Learning & Research

GO VIRGINIA



VIRGINIA INITIATIVE FOR  
**GROWTH & OPPORTUNITY**  
IN EACH REGION

### GO VIRGINIA GRANT FUNDS




Budget Categories from CAMS	GOVA Budget	Previously Paid	DHCD Request Drawdown #	Total Paid After Remittance	Grant Balance
SPDC Project Monitoring/Reporting	\$ 5,690.00	\$ -	\$ -	\$ -	\$ 5,690.00
Indirect	\$ 22,000.00	\$ -	\$ -	\$ -	\$ 22,000.00
Training	\$ 275,000.00	\$ -	\$ -	\$ -	\$ 275,000.00
<b>Awarded Total</b>	<b>\$ 302,690.00</b>		\$ -	\$ -	<b>\$ 302,690.00</b>

### REQUIRED MATCHING FUNDS

Budget Categories from CAMS	Committed Match	Previous Match	Current Match	Total Match To Date	Match Balance
Salaries	\$ 110,000.00	\$ -	\$ -	\$ -	\$ 110,000.00
Rent/Lease	\$ 37,500.00	\$ -	\$ -	\$ -	\$ 37,500.00
Training	\$ 156,000.00	\$ -	\$ -	\$ -	\$ 156,000.00
<b>Match Total</b>	<b>\$ 303,500.00</b>	\$ -	\$ -	\$ -	<b>\$ 303,500.00</b>

Status: No remittance activity to date. Teacher training is in process. All lab equipment has been ordered.

## AMELIA COUNTY DUE DILIGENCE

Grant Agreement Term: October 23, 2024 - October 24, 2025	  
Report Date: December 2024	
Sub-Grantee: Amelia County EDA	

### GO VIRGINIA GRANT FUNDS

Budget Categories from CAMS	GOVA Budget	Previously Paid	DHCD Request Drawdown #1	Total Paid After Remittance	Grant Balance
SPDC Project Monitoring/Reporting	\$ 3,000.00	\$ -	\$ -	\$ -	\$ 3,000.00
Contract Services	\$ 97,000.00	\$ -	\$ -	\$ -	\$ 97,000.00
Awarded Total	\$ 100,000.00		\$ -	\$ -	\$ 100,000.00

### REQUIRED MATCHING FUNDS

Budget Categories from CAMS	Committed Match	Previous Match	Current Match	Total Match To Date	Match Balance
Acquisition	\$ 50,000.00	\$ -	\$ -	\$ -	\$ 50,000.00
Match Total	\$ 50,000.00	\$ -	\$ -	\$ -	\$ 50,000.00

Status: This is a new project. No remittance activity to date. Contract has been executed.


# PROJECT FUNDING MATRIX

## GO VIRGINIA REGION 3 PROJECT FUNDING MATRIX


Project Name	G & D Plan Investment Strategy	Project Status	Date of Award by State Bd	Date Closed*	Grant Amount Awarded	Per Capita Amount Expended	State Competitive Amount Expended	Project Match	Funding Pool
<b>GO VA TOTAL ALLOCATIONS (2018-2025)</b>						<b>7,301,293.09</b>			
GO TEC Phase 1	Talent Evolution	Closed	02/13/18	3/12/2021	648,000	617,172.79		1,966,230.33	Per Capita
SOVA Innovation Hub	Startup Ecosystem	Closed	07/25/18	6/30/2020	80,000	79,919.80		79,919.81	Per Capita-Planning
GO TEC Phase 2A	Talent Evolution	Closed	03/12/19	6/30/2021	1,320,787		1,320,787.00		State Competitive
E&I Strategic Initiative	Startup Ecosystem	Closed	10/09/19	1/13/2021	100,000	77,662.12		90,641.32	Per Capita
Operation Last Mile Drone	Cluster Scale Up	Closed	04/15/20	10/15/2020	75,000		75,000.00		COVID ERR Fund
IALR Common Platform	Talent Evolution	Closed	04/15/20	12/15/2021	90,140	88,914.96		119,369.53	Per Capita-Planning
GO TEC Phase 2B	Talent Evolution	Closed	06/23/20	9/30/2022	3,575,741		3,360,247.21		State Competitive
MBC Middle Mile Planning	Site Development	Closed	08/04/20	12/31/2022	100,000	99,017.68		891,159.12	Per Capita-Planning
Bridge to Recovery	Cluster Scale Up	Closed	06/23/20	9/27/2023	925,000		767,818.64		COVID ERR Fund
E&I Implementation	Startup Ecosystem	Closed	03/16/21	9/29/2023	449,000	448,120.25		418,229.59	Per Capita
SVRA Site Development	Talent Evolution	Active	09/23/21		1,534,900	1,534,900.00		767,450.00	Per Capita
ExperienceWorks	Talent Evolution	Closed	09/23/21	3/31/2024	515,628	321,436.64		257,814.00	Per Capita
Controlled Environment Ag (CEA) Planning	Cluster Scale Up	Closed	11/29/21	6/30/2023	77,803	77,315.50		40,230.90	Per Capita-Planning
SEED Innovation Hub	Startup Ecosystem	Active	12/15/21		674,304	674,304.00		2,368,222.00	Per Capita
VGA Refresh Planning	Site Development	Closed	01/19/22	12/31/2023	100,000	100,000.00		51,000.00	Per Capita-Planning
MBC Middle Mile Construction	Site Development	Active	03/10/22		5,000,000		5,000,000.00		State Competitive
Gupton Initiative Planning	Talent Evolution	Closed	06/23/22	12/31/2023	99,200	99,177.65		55,000.00	Per Capita-Planning
CRC REDO Planning	Site Development	Closed	08/18/22	1/31/2024	65,000	64,279.45		44,500.00	Per Capita-Planning
GO TEC Virginia 2025	Talent Evolution	Active	12/13/22		3,474,821		3,474,821.00		State Competitive
PHCC GO TEC Welding Instructor	Talent Evolution	Active	03/14/23		118,545	118,545.00		129,261.00	Per Capita
SVCC GO TEC Mechatronics Instructor	Talent Evolution	Active	03/14/23		139,732	139,732.00		223,208.00	Per Capita
VGA Site Development	Site Development	Active	06/13/23		335,050	335,050.00		168,000.00	Per Capita
SOVA RISE Build to Scale	Startup Ecosystem	Active	09/12/23		600,000	600,000.00		300,000.00	Per Capita
SoVA Health Sciences Careers Planning	Talent Evolution	Active	09/12/23		133,000		133,000.00		Talent Pathways
Amelia Co Reg. Commerce Center: Due Dilligence	Site Development	Approved	12/10/24		100,000	100,000.00		100,000.00	Per Capita-Planning
Amelia Co Reg. Commerce Center: Site Study	Site Development	Approved	05/06/24		21,000	21,000.00		10,500.00	Per Capita-Planning
GO TEC Region 3 Expansion	Talent Evolution	Approved	06/04/24		302,690	302,690.00		303,500.00	Per Capita
IALR Advanced Manufacturing & CEA TPI	Talent Evolution	Approved	12/10/24		116,745		116,745.00		Talent Pathways
Chamber- AI Project	Talent Evolution	Pending			50,000	\$ 50,000.00			Per Capita-Planning
<b>TOTAL PROJECT FUNDING</b>						<b>5,949,237.84</b>	<b>14,248,418.85</b>	<b>8,384,235.60</b>	
<b>FY 25 PER CAPITA PROJECT BALANCE</b>						<b>1,352,055.25</b>			
Of the \$1,000,000 that is awarded annually, no more than \$250,000 can be utilized for Planning Projects. Projects highlighted in green are not funded by the Region 3 Per Capita allocation. Date of Award for Planning Grants is the date DHCD staff approved it. DHCD recaptured \$497,944.75 per letter dated October 4, 2024. *Fiscal Close Out Report date.							ERR-Economic Resilience & Recovery Fund ECB-Enhanced Capacity Building		

# G&D Plan Status Report

## Growth and Diversification Plan Dashboard

		PROJECT STATUS KEY	
		Active: On Track – on schedule, within scope, within budget	
		Active: At Risk – a risk(s) has been identified that may impact project	
		Completed: Closed Out – project metrics achieved	
		Completed: Closed Out – project metrics NOT achieved	
INVESTMENT AREA	GOAL	CURRENT PROJECT: FY24-FY25	
Site Development	Prioritize regionally-significant sites that align with Region 3 target sectors	SVRA Site Development	
		VGA Site Development	
		Amelia County SSS	
	Support development of strategies and plans to sustain a regional approach to site development	VGA Refresh	
		CRC Redo	
		VGA Refresh	
	Strengthen the capacity of eastern and northern sub-regions EDO's	CRC Redo	
		MBC Middle Mile	
		SVRA Site Development	
	Increase the number of Business-Ready Sites to Tier ratings 3, 4, and 5	VGA Site Development	
		Amelia County SSS	
		No Project Currently Identified	
	Increase the number of Business-Ready Sites for business services and healthcare	SVRA Site Development	
		VGA Site Development	
		Amelia County SSS	
		SEED Innovation Hub	



		PROJECT STATUS KEY	
		Active: On Track – on schedule, within scope, within budget	
		Active: At Risk – a risk(s) has been identified that may impact project	
		Completed: Closed Out – project metrics achieved	
		Completed: Closed Out – project metrics NOT achieved	
INVESTMENT AREA	GOAL	CURRENT PROJECT: FY24-FY25	
Talent Evolution	Monitor and advance the implementation of GO TEC	GO TEC 2025	
		GO TEC Expansion	
		SVCC- Mechatronics	
		P&HCC- Welding	
	Support sector-based partnerships by identifying career paths for cross-walks incorporating new and emerging target sectors	GO TEC 2025	
		GO TEC Expansion	
		SVCC- Mechatronics	
		P&HCC- Welding	
		TPI- Health Science Careers	
		ExperienceWorks*	
	Support apprenticeship model implementation	ExperienceWorks*	
	Develop an approach to talent attraction and retention	No Project Currently Identified	
Additional Detail*			
ExperienceWorks*	Original Job Creation Metric as approved by DHCD was not attained due to DCHD policy on "jobs created "definition was modified during project implementation. Project close out was accepted by DHCD and project deemed successful.		



### PROJECT STATUS KEY

- Active: On Track – on schedule, within scope, within budget
- Active: At Risk – a risk(s) has been identified that may impact project
- Completed: Closed Out – project metrics achieved
- Completed: Closed Out – project metrics NOT achieved

### INVESTMENT AREA

### GOAL

### CURRENT PROJECT: FY24-FY25

### Entrepreneurial Ecosystem

Monitor and advance the implementation of the SOVA Rise Collaborative

RISE Build to Scale

SEED Innovation Hub

Support programmatic emphasis on agribusiness and health care sectors

CEA Planning

RISE Build to Scale

TPI- Health Science Careers

Bridge to Recovery

Identify and support efforts to grow emerging business sectors

CEA Planning

Sustain the designation of “significant” and increase the designation of “moderate” and “limited” in the entrepreneurial hubs within Region 3

RISE Build to Scale

SEED Innovation Hub



		PROJECT STATUS KEY
		Active: On Track – on schedule, within scope, within budget
		Active: At Risk – a risk(s) has been identified that may impact project
		Completed: Closed Out – project metrics achieved
		Completed: Closed Out – project metrics NOT achieved
INVESTMENT AREA	GOAL	CURRENT PROJECT: FY24-FY25
Leadership	Anticipate the future	GO TEC 2025
		VGA Refresh
		CRC Redo
		2024 Leadership Retreat
	Ensure strong and sustained leadership for the Council and the Region	2024 Leadership Retreat
	Support Sustainable Regional Economic Development Systems in Eastern and Northern Sub-Region	VGA Refresh
		CRC Redo
	Build regional coalitions of strategic partners	No Project Currently Identified
	Continue to build a multi-faceted communication AREA to reach diverse audiences	2024 Leadership Retreat

## SPECIAL APPEARANCES & PRESENTATIONS



**DATE:** January 8, 2024

**TO:** Region 3 Council

**FROM:** R. Bryan David, Program Director

A handwritten signature in blue ink, appearing to read 'RBD'.

**RE: Southern Virginia Megasite Update\_Linda Green, Executive Director, Southern Virginia Regional Alliance**

---

The Executive Director of the Southern Virginia Regional Alliance, Linda Green, will present an update on the above-referenced. She will share information about the recent announcement by Microporous to invest \$1.35 Billion and Create over 2,000 Jobs in Pittsylvania at the Berry Hill Megasite in Pittsylvania County.

As you may recall, the GO Virginia Region 3 Council provided a grant to Southern Virginia Regional Alliance to perform *due diligence* work for a number of sites, including the Berry Hill Megasite. The funding used by SVRA positioned the Microporous parcel at the megasite to facilitate the company's investment decision.

**RECOMMENDATION:**

For the Region 3 Council's information. No action is needed.

# Microporous to Invest \$1.35 Billion and Create Over 2,000 Jobs in Pittsylvania County

Nov 13, 2024

*Battery separator manufacturer will establish over 1 million square feet of facilities on the Southern Virginia Megasite*

**RICHMOND, VA** — Governor Glenn Youngkin today announced that Microporous LLC, a leading manufacturer of battery separators, will invest \$1.35 billion to establish a new manufacturing facility in Pittsylvania County. The company will develop two phases of the project on Lot 1 of the Southern Virginia Megasite, each facility phase being approximately 500,000 square feet. Lot 2 of the Megasite is anticipated to be under consideration for future expansion. This project will create 2,015 new jobs. Virginia successfully competed with North Carolina for the project.

“This historic \$1.35 billion investment by Microporous in Pittsylvania County marks a new chapter in Virginia’s incredible advanced manufacturing story,” **said Governor Glenn Youngkin**. “This project not only brings over 2,000 new jobs to Southside Virginia, but also positions the Commonwealth at the forefront of our nation’s resurgence in manufacturing. Microporous’ decision to establish their new facility here underscores Virginia’s competitive advantages and our commitment to leading the way in innovative industries.”

“The decision by Microporous to locate in the Southern Virginia Megasite demonstrates the transformative power of strategic long-term economic development,” **said Secretary of Commerce and Trade Caren Merrick**. “This investment will undoubtedly catalyze growth in the region’s advanced manufacturing sector and strengthen Virginia’s position in the rapidly evolving battery technology industry. We’re proud to welcome Microporous to the Commonwealth and look forward to supporting their success.”

“With the new facility in Berry Hill, Microporous is taking a major step toward the future of energy storage technology,” **said Microporous CEO John Reeves**. “We extend our deepest gratitude to the Department of Energy, the Commonwealth of Virginia, Pittsylvania County, and the City of Danville for their incredible support and collaboration in making this project possible. Microporous is dedicated to developing the local workforce, investing in the community to improve opportunities for the local economy, and creating a better tomorrow for everyone.”

“Microporous’ selection of Pittsylvania County is a massive win for Southside and the entire Commonwealth,” **said U.S. Senator Mark Warner**. “This investment was made possible in part by a \$100 million award courtesy of the Bipartisan Infrastructure Law, which I was proud to help negotiate. This new manufacturing facility will not only create over 2,000 good-paying jobs but will also help to continue to position Virginia as the advanced manufacturing hub of the United States. I look forward to welcoming Microporous to the Commonwealth and to working together for years to come.”

“I’m thrilled that Microporous is receiving federal funding I helped secure from the Bipartisan Infrastructure Law to build a facility at the Southern Virginia Megasite in Pittsylvania County, creating over 2,000 jobs and growing the region’s economy,” **said U.S. Senator Tim Kaine**. “This is a testament to years of hard work and collaboration, including working in a bipartisan way to address permitting challenges at economic development sites in Southside. With major federal investments from the Bipartisan Infrastructure Law and smart moves to cut red tape, it’s clear our work is paying off. I look forward to continuing to partner with the company and local stakeholders to ensure Microporous’ success in Virginia.”

“Securing a project of this caliber is a major win for Danville, Pittsylvania County, the region, and the Commonwealth, and we look forward to the positive economic impact Microporous will create,” **said Major Employment and Investment Project Approval Commission Chair Senator Louise Lucas**. “Catalyzing economic development in Virginia is a top priority, and I am proud the MEI Commission could play a role in this important project.”

“Microporous’ billion-dollar investment in Pittsylvania County will bring more than 2,000 jobs into Virginia’s 5th District,” **said Congressman Bob Good**. “Their choice to locate a battery separator manufacturing facility here reflects the strength of our regional commitment to economic growth, and the employees, their families, and the surrounding communities will all benefit.”

“I am thrilled to see Microporous choose Pittsylvania County for this groundbreaking investment. The creation of over 2,000 jobs and the expansion of advanced manufacturing in our region is a major victory for our community and highlights the strength of Southern Virginia’s workforce and infrastructure,” **said Senator Tammy Mulchi**. “This project will not only boost our local economy but also create new opportunities for families across the region to thrive for years to come. I look forward to supporting Microporous as they grow and succeed here in the Commonwealth.”

“We are at a pivotal moment for the 48th District, and I couldn’t be more excited to celebrate the groundbreaking of this project,” **said Delegate Eric Phillips**. “The dedication of our local economic development teams in Pittsylvania County and the City of Danville, alongside the Southern Virginia Regional Alliance, has been instrumental in bringing us to this point. Microporous is the perfect partner for this venture, and I have full confidence that their leadership will enhance our community. I extend my gratitude to Governor Youngkin and our state partners for their unwavering support. I also want to acknowledge the late Senator Frank Ruff and Delegate Danny Marshall for their tireless efforts in securing the necessary resources to make this vision a reality. This project marks the first step in a transformative journey for our region, positioning us as a hub for advanced manufacturing in Virginia’s future.”

“It is with great pleasure and excitement that we welcome Microporous to the Southern Virginia Megasite and Pittsylvania County. I want to credit our economic development team, the Regional Industrial Facility Authority and the City of Danville with facilitating this announcement,” **said Pittsylvania County Board of Supervisors Chairman Darrell Dalton**. “Microporous brings a new level of technological advancement to our business community as well as high paying jobs that offer another opportunity for our young people to remain and raise families in and near their hometowns. Microporous will also provide the County with added revenue to better serve our citizens. We look forward to many years of Microporous’ growth and success and Pittsylvania County is honored to be part of that journey.”

“This announcement of the first tenant in the Southern Virginia Megasite represents years of collaboration, hard work, and determination between Pittsylvania County, the City of Danville, our state representatives, and regional partners,” **said Tunstall District Supervisor and Chair of the Danville-Pittsylvania County Regional Industrial Facility Authority Vic Ingram**. “A U.S.-headquartered company, Microporous will bring more than 2,000 high paying, highly skilled jobs to Pittsylvania County and the entire Southside region, providing a substantial boost to the economy in a multitude of ways. We are thrilled that Microporous decided to locate at Berry Hill, as their investment will highlight

the advantages to the Megasite, and signal to other businesses and corporations that Pittsylvania County is a great place to do business.”

“We welcome Microporous to Virginia and our region as it launches this transformative project,” **said Danville Mayor Alonzo Jones**. “The significant investment and job creation represent a major step forward for our region, positioning us at the forefront of advanced manufacturing in the lithium-ion battery industry. This partnership strengthens our local economy and underscores Virginia’s commitment to fostering innovation and growth. We look forward to supporting Microporous and seeing the positive impact this facility will have on our community for years to come.”

“Welcoming an industry leader with over 80 years of experience, yet at the forefront of industry innovations, as the first tenant in the Southern Virginia Megasite sets an inspiring precedent,” **said Southern Virginia Regional Alliance Executive Director Linda Green**. “Their commitment to a community benefits plan that aligns their growth with our region’s economic prosperity establishes a high standard for future companies. This partnership not only attracts promising new businesses to our area but also reinforces a shared vision for sustained regional success.”

“It is tremendously gratifying to see the nearly 20 years of planning, investment, and hard work that Pittsylvania County, the City of Danville, and the Tobacco Commission have put into the Southern Virginia Megasite pay dividends for our community,” **said Delegate Danny Marshall, Tobacco Commission member**. “I applaud the decision by Microporous to locate here in Southern Virginia and I thank them, our local partners, the Virginia Resource Authority, Southwest Virginia Natural Gas, VEDP, and others who have worked behind the scenes to make today’s announcement possible. It is also important that we recognize the work Senator Frank Ruff did over many years to make this announcement, and the Southern Virginia Megasite as a whole, a reality. His efforts were instrumental in the success we are seeing today and will see in the years come. This announcement is a testament to the kinds of generationally impactful projects we can bring to Southern Virginia when we all work together, break down silos and create a collaborative, pro-business environment. I am excited to see this project get underway, and look forward to future projects right around the corner at the Southern Virginia Megasite.”

“This is a significant addition to Virginia’s corporate community and investment in Pittsylvania County from what we hope will be a big user of The Port of Virginia,” **said Virginia Port Authority CEO and Executive Director Stephen Edwards**. “Microporous has a lot of work ahead of it and the port is ready to help this company succeed, grow, and move its products to markets around the globe. Our team is looking forward to collaborating with Microporous so the company can take full advantage of the port and the benefits it offers in terms of access to the world.”

Microporous, headquartered in Piney Flats, Tennessee, is a manufacturer, developer, and marketer of battery separators and engineered materials. The company plans to build on its core strength of lead battery separators, expanding into battery separators for lithium-ion batteries which are used in electric vehicle, energy storage systems, industrial, and consumer electronics applications.

The Virginia Economic Development Partnership worked with the Danville-Pittsylvania County Regional Industrial Facility Authority, Pittsylvania County, the City of Danville, the Southern Virginia Regional Alliance, the Virginia Tobacco Region Revitalization Commission, and the General Assembly’s Major Employment and Investment Project Approval Commission (MEI Commission) to secure the project for Virginia. Microporous will be eligible to receive an MEI Commission-approved special appropriation of up to \$60.6 million based on an investment of more than \$1.3 billion and the creation of jobs estimated to be in excess of 2,000, subject to approval by the Virginia General Assembly. The Virginia Tobacco Region Revitalization Commission, which has invested nearly \$35 million in the Southern Virginia Megasite since 2008, approved up to \$25 million in low-interest financing to bring major natural gas service to the project. Additionally, the company is eligible to apply for state grants from the The Port of Virginia.



Support for Microporous' job creation will be provided through the Virginia Talent Accelerator Program, ranked the No. 1 Customized Workforce Training Program in the United States by *Business Facilities* in 2024. The program, created by VEDP in collaboration with higher education partners, accelerates new facility startups through the direct delivery of recruitment and training services that are fully customized to a company's unique products, processes, equipment, standards and culture. All program services are provided at no cost to qualified new and expanding companies as an incentive for job creation.

###

## RECENT POSTS

Cambridge Pavingstones With ArmorTec to Establish Manufacturing Facility in Pittsylvania County

Microporous to Invest \$1.35 Billion and Create Over 2,000 Jobs in Pittsylvania County

ROUTE 311 (HARVILLE-SAUNDERS PARKWAY) NOW OPEN IN PITTSYLVANIA COUNTY

TECHnista, LLC to Establish National Training Center in Pittsylvania County

RBW Sports & Classics to Establish New Facility in Virginia

## ALL NEWS

### Resources

COVID-19 Economic Resources  
Economic Recovery Dashboard  
Go VA Bridge to Recovery  
Data/Resources  
SVRA Calendar

### About

SVRA Board  
Partners  
Localities  
Contact



# Southern Virginia Megasite at Berry Hill

6100 Berry Hill Road  
Danville, VA 24541

## Specifications

Site Area	3528 ac / 1411.2 ha
Available Land	3528
Largest Contiguous Parcel	2102 ac / 840.8 ha
Pad Ready	Yes
Subdividable	Yes
Zoning	M-2, Heavy Industry
Topography	Graded Pads; Moderately sloping/rolling
Outside Storage Allowed	Yes

## Utilities

Electric	American Electric Power
Natural Gas	Southwestern Virginia Gas Company
Water	Danville Utilities
Sewer	Danville Utilities
Fiber/Broadband	Mid-Atlantic Broadband Cooperative



## Transportation

Interstate/Distance	Interstate 785, 34.8 miles
4-Lane Highway/Distance	US-58-BR E, 5.5 miles
International Airport	Raleigh-Durham International Airport, 81.7 miles
Commercial Airport	Piedmont Triad International Airport, 48.1 miles
General Aviation Airport	Danville Regional Airport, 18.0 miles
Rail Served	No

## Certifications & Zones

Foreign Trade Zone  
Enterprise Zone  
Opportunity Zone  
Business Ready Site Program Certified

# Southern Virginia Megasite at Berry Hill

## Laborshed Statistics

	30 min	45 min	60 min
Total Population	189,457	580,915	1,263,919
Total Workforce	73,279	261,578	572,060
Manufacturing Workers	8,733	25,862	53,104
Hourly Avg. Wage	\$21.38	\$21.95	\$22.00
Logistics Workers	6,334	27,286	57,899
Hourly Avg. Wage	\$19.10	\$19.89	\$19.88
Office Workers	16,971	68,200	150,098
Hourly Avg. Wage	\$29.15	\$31.97	\$32.38
IT Workers	1,169	5,894	13,349
Hourly Avg. Wage	\$45.40	\$49.97	\$50.64
Unemployment Rate	3.90%	3.80%	3.70%

Sources: Total Population: ESRI, 2021; Total Workforce, Workers, and Average Wages: EMSI, 2021; Unemployment Rate: Bureau of Labor Statistics, 2021 Annual

## Supporting Information

Currently, the site is served US Hwy. 311, a designated industrial corridor route with no truck or weight restrictions that travels a distance of 5.4 miles to connect to 4-lane US Hwy 58. Site is 2 miles from the 4-lane Danville Expressway / designated I-785 via a new limited access connected road to an existing interchange. The Connector Road has been graded and permitted for 4-lanes directly to the site. The first 2-lanes will be open to vehicular traffic November 2024 per VDOT. The Southern Virginia Megasite at Berry Hill is a 3,528-acre publicly owned megasite that's ready for single or multiple industrial users and can be subdivided to suit, with required industrial grade infrastructure already installed. Phase 1 of the overall project, consisting of a completed 200-acre graded pad, is located on the corner of Oak Hill Road and Berry Hill Road (U.S. Rt. 311) and can be easily expanded up to 702 acres of graded pad area. This pad can currently comfortably site a 4M SF facility with minimal site work. The pad's expansion to 702 acres enables over 10M SF under roof to be located on the site along with rail sidings, employee parking, and raw/finished goods storage. Further, an additional 70-acre graded pad site is fully funded and under development within the surrounding industrial park (Lot 1) available for advanced manufacturers and/or suppliers for an OEM operation. A combination of 16-inch and 20-inch waterlines serve the site. The water system is fed by two independent sources for redundancy and currently has available capacity of 7 MGD. A 20-inch sewer line along with a 3 MGD pump station is in place and serving the site. The sanitary sewer service can be expanded to 4 MGD if needed. The site has direct access to the Williams Transco Pipeline via an existing gate station onsite. This allows megasite industries access to large volumes of gas at any delivery pressure requested. The megasite is suitable for OEM manufacturing operations and other large advanced industrial tenants and is the result of a unique collaboration amongst multiple jurisdictions in two states. Quest has certified the Southern Virginia Megasite at Berry Hill as a Certified Mega Site / Super Park. Site has direct access to Norfolk Southern Class 1 Rail Line. Preliminary engineering has been completed in coordination with Norfolk Southern for future rail spurs / sidelines.

## Contact

John Loftus  
Virginia Economic Development Partnership  
804-545-5786  
jloftus@vedp.org

# OLD BUSINESS

# PROJECT PIPELINE



**DATE:** January 8, 2025

**TO:** Region 3 Council

**FROM:** R. Bryan David, Program Director

A handwritten signature in blue ink, appearing to read 'RBD'.

**RE: Project Pipeline Report**

---

Below is information about projects that are in varying stages of development:

I. **Institute for Advanced Learning and Research (IALR)** – Controlled Environment Agriculture (CEA)\_ Advancing Virginia's Controlled Environment Agriculture Sector through Translational Research and Economic and Workforce Development.

-implementation project for Region 3 CEA Strategy and Roadmap

-the project is paused until the Preliminary Engineering Report for Expansion of the CEA Innovation Center/IALR is issued and completed.

-Preliminary Engineering Report to be presented to the US EDA and Tobacco Region Revitalization Commission for review and guidance on design and construction grant with potential GO Virginia Region 3 companion grant for equipment

-GO Virginia Region 3 would fund two (2) positions under IALR to support CEA workforce development and entrepreneurship programming

-IALR has engaged the Virginia Tech Center for Economic and Community Engagement (authors of the CEA Strategy and Roadmap) to prepare the GO Virginia application.

II. **SOVA Innovation Labs – Digital Makers Space**

-the SOVA Innovation Hub plans to expand the SOVA Innovation Campus in South Boston. This expansion involves adaptively reusing a structure adjacent to its existing building through funding from the Mid-Atlantic Broadband Community Corporation and grants from the US EDA and the Tobacco Commission.

Construction bids received exceeded the available funding, so the project is being rescoped by MBC, with plans to move forward once the design aligns with available funding. The digital fabrication lab will be included in the rescoped project.

-a Region 3 Per Capita application is under development and tentatively scheduled to be submitted to the Region 3 Council for review and approval at its meeting on April 16, 2025. This will be followed by submission for review and approval to the GO Virginia State Board at its June 10, 2025, meeting.





Region 3 Council  
January 8, 2025  
Page 2

-the grant funds will be used to acquire equipment for a fabrication lab similar to the one located at the SEED Innovation Hub in Farmville.

-working project budget between \$450k-\$500k.

### III. **Southside Virginia Community College Foundation**

- the Southside Virginia Community College Foundation, on behalf of SVCC, has secured a US EDA grant to construct a new building at its Blackstone/Fort Barfoot location to expand the successful Powerline Worker and Truck Driver Training programs due to increasing student and business demands. The design of the building is underway and should be completed in late Spring 2025.

-a Region 3 Per Capita grant application is being developed to fund the acquisition of two (2) tractor-trailers to expand the existing fleet, technology equipment, and furniture for the classroom spaces serving the Powerline and Truck Driver Training Programs.

-the following is the current working budget:

\$89,376 (technology)  
\$20,510\_(classroom furniture)  
\$282,000\_(tractors (2))  
\$100,200 (trailers (2))  
\$492,106 total

-the Per Capita application will tentatively be presented to the Region 3 Council for review and approval at its meeting on April 16, 2025. This will be followed by submission for review and approval to the GO Virginia State Board at its June 10, 2025, meeting.

-DHCD GO Virginia has advised that the truck driver training part of the project will be eligible for funding under the workforce development category provided the Transportation and Logistics sector is included in the current GO Virginia Region 3 Growth & Diversification Plan. A proposed amendment will be considered under New Business during the January 15<sup>th</sup> meeting.

-the powerline worker training program is an eligible workforce development program under the Information Technology and Communications Services, which includes data centers and the supporting infrastructure.

-attached is preliminary information prepared by SVCC and the Southside Planning District Commission for the US EDA





Region 3 Council  
January 8, 2025  
Page 3

IV. **Region 3 Leadership Development Project**

-report completed (8.24)

-GO Virginia funding strategy under development

**RECOMMENDATION:**

For the Region 3 Executive Committee's information. No action is needed.

# NEW BUSINESS



**DATE:** January 8, 2025

**TO:** Region 3 Council

**FROM:** R. Bryan David, Program Director

A handwritten signature in blue ink, appearing to be 'RBD', is placed over the name 'R. Bryan David'.

**RE: GO Virginia Region 3 Council Member Terms**

---

The Region 3 Council's membership will undergo a transition for the upcoming FY2025-2026 reappointment\_appointment cycle. The bylaws limit members to two (2) consecutive four-year terms. There are five (5) members whose term will end on 6.30.25 and who are not eligible for reappointment. Each of these members is a private-sector representative.


The GO Virginia Region 3 Council's bylaws limit membership to no more than nineteen (19) members. According to the state enabling legislation for the GO Virginia program, a majority of these council members must represent the private sector with the balance of the members from education, local government, regional organizations, non-profits, and other identified regional leaders. For the Region 3 Council, there needs to be at least nine (9) private sector members.

For the Region 3 Council's reference, attached is a current copy of the Region 3 Council roster for the 2024-2025 cycle.

I will work with the Region 3 Council Chair (Lauren Willis) and members of the Nominating Committee (Tim Clark, Randy Lail) to develop a succession plan. This plan will be presented to the Region 3 Council at its meeting on April 16<sup>th</sup>.

**RECOMMENDATION:**

For the Region 3 Council's information. No action is needed.

<div><div></div><div><div>VIRGINIA INITIATIVE FOR</div><div>GROWTH &amp; OPPORTUNITY</div><div>IN EACH REGION</div></div></div> <div>COUNCIL CERTIFICATION FORM</div>				Regional Council: Region 3								
				Certification Period: 7/1/2024 TO 6/30/2025								
				Representing the following: (Please enter a "1" in the appropriate category; members may represent more than one category but please select ONE that represents their primary "voice".)								
Name	Title	Organization	New or Unexpired Term	Private Sector Business	Education	Civic/Community Leader	Local or Regional Economic Development	Workforce Development (private citizen member of the local workforce development board)	Local Government Representative	Regional Planning Entities	Non-Profits or Others	Optional/ Other
Timothy Clark	President	Blair Construction, Inc.	7/1/2021 - 6/30/2025	1								
Randolph Lail	Chairman of the Board	Benchmark Community Bank_Mid-Atlantic Broadband Communities Corporation	7/1/2021 - 6/30/2025	1								
James McClain	President/CEO	SW Virginia Energy Industries	7/1/2021 - 6/30/2025	1								
Clark Casteel	President/CEO	Danville Regional Foundation	7/1/2021 - 6/30/2025								1	
Sherry Swinson	Executive Director, Baliles Center at Hull Springs, Longwood University	Longwood University	7/1/2021 - 6/30/2025		1							
Lauren Willis	Senior Administrative & Compliance Officer	Bank of Charlotte County	7/1/2021 - 6/30/2025	1								
Melody Foster	Retired_Executive Director	Commonwealth Regional Council	7/1/2021 - 6/30/2025							1		
Rhonda Hodges	Vice President, Workforce, Economic & Community Development	Patrick Henry Community College (West Piedmont Workforce Development Board0	7/1/2021 - 6/30/2025					1				
Alfreda Reynolds	Director of Economic Development	Brunswick County	7/1/2021 - 6/30/2025				1					
Sheldon Barr	President	VCU Health Community Memorial Hospital	7/1/2023 - 6/30/2027	1								
Robert Bates	Area Manager	Benchmark Community Bank	7/1/2023 - 6/30/2027	1								
Kristin Gee	General Counsel & Corporate Secretary	Kyanite Mining Corporation	7/1/2023 - 6/30/2027	1								
Dr. Amy Griffin	Deputy Executive Director	Virginia Association of School Superintendents	7/1/2023 - 6/30/2027			1						
Dr. Keith Harkins	Vice President - Academic & Workforce Programs	Southside Virginia Community College	7/1/2023 - 6/30/2027		1							
Elizabeth Leggett	Vice President	Leggett Town and Country	7/1/2023 - 6/30/2027	1								
John Parkinson	CEO	Drake Extrusion, Inc.	7/1/2023 - 6/30/2027	1								
Kelly Lanier-Arnold	Senior Program Manager	Microsoft Corporation	7/1/2023 - 6/30/2027	1								
Dale Wagoner	County Administrator	Henry County	7/1/2023 - 6/30/2027						1			
Ilsa Leoser	Principal and Owner	Letterpress Communications	7/1/2023 - 6/30/2027	1								
Subtotal				11	2	1	1	1	1	1	1	
Total Membership Per Bylaws	19	Membership Total		19								
Private Sector as Percentage of Total Membership	58%											





**DATE:** January 8, 2025

**TO:** Region 3 Council

**FROM:** R. Bryan David, Program Director

A handwritten signature in blue ink, appearing to be 'RBD', is written over a light blue rectangular stamp.

**RE: Proposed Amendment to the 2023 Region 3 Growth & Diversification Plan**

---

In the Project Pipeline Report, reference was made to an amendment to the 2023 Region 3 Growth & Diversification recommended by DHCD GO Virginia staff to identify Logistics and Transportation as targeted traded sectors. This amendment would allow the Southside Virginia Community College project for *truck driver training* under development to be eligible for Per Capita funding.

Attached is a draft of the amended 2023 Region 3 Targeted Industry Sectors, including *Logistics and Transportation*. These sectors support any number of Region 3's other target sectors.

The Executive Committee reviewed this proposed amendment at its meeting on December 18<sup>th</sup> and recommended its approval by the Region 3 Council.

**RECOMMENDATION:**

Approve the proposed amendment to the 2023 Region 3 Growth & Diversification Plan to include *Transportation and Logistics* as a targeted traded sector.



### 2023 Priority Targeted Industry Sectors (amended)

Sector	NAICS Code
Controlled Environment Agriculture	111400, 112500, 115000
*Logistics and Transportation	4212 – 4226, 4841
Business Services	541110 – 561422
Agriculture and Food Processing	311111 – 312140
Energy, Natural Resources, and Finished Products	212111 – 337910 541360 – 541620
Health Care Services	621991 – 622310
Information Technology and Communications Services	511210 – 541519
Advanced Manufacturing and Advanced Materials	313110 – 399999

[\\*New Priority Cluster Amendment for Logistics \(1.15.25\)](#)







**DATE:** January 8, 2025

**TO:** Region 3 Council

**FROM:** R. Bryan David, Program Director

A handwritten signature in blue ink, appearing to read 'RBD', is written over the 'FROM:' line.

**RE: FY25 Multi-Region Per Capita Planning Grant (GO Virginia Regions 2 & 3)  
Virginia Chamber of Commerce Foundation - Artificial Intelligence Statewide  
Landscape Assessment (ASLA)**

---

The following project information is being provided as a New Business informational item, and the Region 3 Council needs to take no action at the January 15<sup>th</sup> meeting:

During the late summer and fall of 2024, the Executive Committee was briefed on a collaborative multi-region planning project with the Virginia Chamber of Commerce. The project development was coordinated with Emily Webb, Vice President of Education & Workforce Development, Virginia Chamber of Commerce, by Dr. John Provo (Region 2-Program Director-VA Tech), Liz Povar, and me since early summer.

Essentially, this project would assess from a business perspective how Artificial Intelligence (AI) will impact the workplace as part of next year's [Virginia Chamber of Commerce's 2035 Blueprint Virginia update](#). Once completed, the document will be presented to the incoming Governor in December 2025.

#### **Project Summary**

The proposed ASLA will engage with the VACC's members and stakeholders to explore how artificial intelligence (AI) will transform Virginia's business workforce for GO VA's target sectors. As a distinct workforce development element under Blueprint Virginia 2035, this initiative creates the opportunity to sustain a resilient and industry-responsive talent pipeline in partnership with Virginia's business community—a key strategic priority for GO Virginia.

#### **Project Background**

This initiative involves a Virginia Chamber of Commerce (VACC) Foundation application to hire a qualified consultant to incorporate the **Artificial Intelligence Statewide Landscape Assessment (ASLA)** into the **Blueprint Virginia 2035** update.

Initially, in close consultation with DHCD staff, the funding was capped at \$100k to qualify for administrative approval by DHCD staff from the Statewide Competitive Fund. This would allow the project to launch in January 2025, keeping with the VACC's Blueprint 2035 development process.

It had been planned for the Region 2 and 3 Executive Committees to consider approving the planning application at each meeting in December. The application and supporting documentation would be submitted by DHCD's December 20<sup>th</sup> deadline.

This would be the first-ever statewide planning grant from the Statewide Competitive Fund per the GO Virginia State Board's updated policy.



As background, recent administratively approved multi-region planning grants have been using some pro rata share of regional Per Capita funds. The Gupton Initiative was a multi-region planning grant involving Region 3 and several other GO Virginia regions that utilized a contribution from each region's Per Capita funds. The Gupton Initiative likely gave rise to the new Statewide Competitive planning grant.

### **Unforeseen Project Developments**

On December 3, 2024, Dr. Provo and I received word from DHCD staff that they lacked the authority to approve Statewide Competitive planning grants administratively. Only the GO Virginia State Board can approve this application under current policy; the earliest opportunity would be at its March 2025 meeting. Given this significant delay, the project would not meet the VACC's Blueprint 2035 development timeline.

Dr. Provo and I agreed to pursue an alternative approach to address the situation, viz.:

Proposing to each region's Executive Committee to split the \$100k funding equally between Regions 2 and 3 using each's respective Per Capita allocations. This solution enables DHCD GO Virginia administrative approval in time for the January 2025 project start. We agreed to recommend at the December meetings of the respective Executive Committees that each region's Per Capita funds be tapped to keep the project moving forward.

### **Current Status**

- Region 2 Approval: On December 5<sup>th</sup>, the Region 2 Executive Committee unanimously approved the application, committing \$50k in Per Capita funds. [Subject to a like action by the Region 3 Executive Committee.]
- Region 3 Approval: On December 18<sup>th</sup>, the Region 3 Executive Committee unanimously approved the application, committing \$50k in Per Capita funds.
- After accounting for Region 3's project pipeline's potential grants through 6.30.25, \$685k is available to fund the VACC planning project at \$50k
- It should be noted that the Project Review Committee did not review the project, given the initial plans to access the Statewide Competitive funding source.
- Region 3 staff Ann Wright will manage the grant, and the budget reflects a \$1,000 administration fee.
- The GO Virginia Region 1, 4-9 Chairs have signed a single Letter of Support.
- The project application and all required documents were submitted to DHCD's GO Virginia staff by the December 20<sup>th</sup> deadline. The application is currently under review.
- Dr. Provo, Liz Povar, and I are initiating the next steps with Emily Webb in anticipation of project approval. These next steps include the VACC Foundation selecting and retaining a qualified consultant, empaneling the Project Workgroup, and supporting the consultant during the Blueprint 2035 development in the coming year.



Region 3 Council  
January 8, 2025  
Page 3

In conclusion, Emily Webb (VACC's project leader) and my colleagues are excited about how this project will elevate AI's role in the workplace as part of Blueprint Virginia 2035, especially given the national and state-level attention to AI integration with workforce development. Further, it demonstrates Regional Councils and staff's creative and practical ability to coordinate the development of significant statewide projects.

Further, when Blueprint 2035 is presented to the incoming Governor in December 2025, the project will showcase this first-ever collaboration between VACC and GO Virginia. It will be ensured that Regions 2 and 3 are appropriately recognized for their role in partnering with the VACC as part of this presentation to the incoming Governor.

Attached is a copy of the complete application.

**RECOMMENDATION:**

For the Region 3 Council's information. No action is needed.

## A.I. Statewide Landscape Assessment

### GOVA Planning Grant

### Application Narrative



## **FY25 Planning Grant Application**

**REGION: GO Virginia Region 2 & 3**

**SUPPORT ORGANIZATION: Southside PDC (GO Virginia Region 3)**

**APPLICANT: Virginia Chamber of Commerce Foundation (VACC)**

**PROJECT NAME: Artificial Intelligence Statewide Landscape Assessment (ASLA)**

1. Identify the targeted industry that this project will impact.
  - Information and Emerging Technologies
  - Advanced Manufacturing
  - Life and Health Sciences
2. Identify the participating localities (a minimum of 2 is required) and describe their role in the project.

Region 2 – Lynchburg City, Montgomery County, Roanoke City

Region 3 – Institute for Advanced Learning and Research (political subdivision)

Mecklenburg County, Pittsylvania County Public Schools

A Project Workgroup will be empaneled to receive periodic updates on the project and provide input at appropriate milestones. Each representative will participate in quarterly meetings to assist the VACC with the project by facilitating connections between its staff, consultants, and local business and educational leaders as needed.

-See the Addendum 1 for further information.

3. Please describe the opportunity or challenge the project intends to explore or address.

The proposed ASLA will engage with the VACC's members and stakeholders to explore how artificial intelligence (AI) will transform Virginia's business workforce for GO VA's target sectors. As a distinct workforce development element under Blueprint Virginia 2035, this initiative creates the opportunity to sustain a resilient and industry-responsive talent pipeline in partnership with Virginia's business community—a key strategic priority for GO Virginia.

-See the Addendum 1 for further information.

4. Provide a summary of the project's scope of work. What are the final project deliverables?

The project will be led by a qualified consultant retained by the Virginia Chamber of Commerce Foundation. The consultant will conduct a statewide assessment to determine AI's anticipated impacts on the workforce in specific high-priority business sectors.

## **Key Project Activities**

- a. **Blueprint Virginia 2030 Regional Tour Survey:** During regional tour stops, surveys will be administered to collect real-time insights on AI relative to the workforce from businesses and local chamber members.
- b. **Interviews with Business Leaders:** Leaders from targeted businesses in GO Virginia regions will be interviewed to capture their perspectives on AI's role in the workplace and workforce development. These interviews will include the Virginia Chamber of Commerce's local membership representatives.
- c. **Interviews with Workforce Development Leaders:** Discussions will be held with workforce development leaders to assess the integration of AI skills within existing programs.
- d. **Additional Activities:** The assessment will address other emerging factors related to AI integration as identified by the consultant.

## **Deliverables**

- a. **Comprehensive AI Report:** This report will analyze current and future AI applications in the workplace, standardize essential terminology and concepts, and identify prevailing trends.
- b. **Sector-Specific Impact Analysis:** The project will evaluate AI's impact on the workforce of key business sectors in the nine GO Virginia regions.
- c. **Current Workforce Development Program Catalog:** The project will catalog existing workforce development programs, especially GO Virginia-funded ones, to determine their alignment and readiness for AI skill integration.
- d. **Strategic Recommendations:** The assessment will identify skill gaps and outline strategies for workforce development programs to integrate AI-related skills. Recommendations will target K-12 and higher education pathways and provide insights for future regionally focused GO Virginia initiatives to help Virginia's traded sectors adapt to AI.

Additionally, specific workforce development partners who could be willing and capable of implementing these strategic recommendations through a GO Virginia implementation grant will be identified. These partners would be identified for each of the nine GO Virginia regions.

- e. **Additional Considerations:** The assessment will address other emerging factors related to AI integration into the workplace, as identified during the study.

-See the Addendum 1 for further information.

- 5. Describe the project budget and sources of matching funds.

The project budget of \$100,000 will enable the Virginia Chamber of Commerce Foundation to retain a qualified consultant to perform activities, prepare the deliverables mentioned above, and fund the SPDC's administrative fee. The matching funds are

derived from planned expenditures by the VACC to develop and deliver Blueprint Virginia 2035.

6. Describe how this project aligns with the region's Growth and Diversification Plan, and why this is a priority for the regional councils.

This project is a priority for GO Virginia Region 2 & 3 because of the benefits listed below. Additionally, it is supported by all the other GO Virginia Region Councils because of the significant opportunity presented by collaborating with the VACC for Blueprint Virginia 2035.

The project aligns with GO Virginia's mission to foster growth in Virginia's traded sectors by supporting the strategic integration of AI in workforce development based on direct employer input. This focus on innovation and adaptability ensures Virginia remains competitive, contributing to long-term economic growth and diversification that meets evolving industry needs.

Additionally, the Virginia Chamber of Commerce and GO Virginia partnership for this project will:

- Support Virginia's competitive advantage in recruiting business investment compared to other states.

- Showcase Virginia as a leader in AI workforce development with a business-led strategy.

- Engage business leaders and council members across all GO Virginia regions, encouraging interregional collaboration.

- Demonstrate that Virginia prioritizes employer-informed solutions in workforce program development and implementation.

- Empower the Chamber's statewide network to participate directly in a GO Virginia project, strengthening its role as the "Voice of Virginia Business."

- Position GO Virginia within the Chamber's Blueprint 2035 as a programmatic asset within Virginia's business community and its economic development system.

This project is designed to promote regional economic growth, strengthen AI-related workforce readiness, and advance GO Virginia's mission of supporting a diversified economy through strategic investment in Virginia's traded business sectors.

- See the Addendum 1 for further information.

7. Describe the line of sight from this planning work to an eligible GO Virginia implementation project. Describe the project outcome(s) that you would hope to gain from this implementation project.

As part of the deliverables, the **Strategic Recommendations** will identify skill gaps and outline strategies for workforce development programs to integrate AI-related skills. Recommendations will target K-12 and higher education pathways and provide insights for future regionally focused GO Virginia initiatives to help Virginia's traded sectors adapt to AI.

Additionally, specific workforce partners that could be willing and capable of implementing these strategic recommendations will be identified and cataloged. These partners would be identified for each of the nine GO Virginia regions.

-See the Addendum 1 for further information.

#### Required Attachments

- Match Verification Form(s)
- Sources & Uses Budget ([DHCD Template](#)- please submit EXCEL version, not PDF)
- Letters demonstrating [meaningful local participation](#)
- Milestones Overview and Drawdown Schedule



# ATTACHEMENTS

## Addendum 1

# **ADDENDUM 1**

## **GO VIRGINIA FY25 MULTI-REGION PER CAPITA PLANNING GRANT APPLICATION**

### **Artificial Intelligence Statewide Landscape Assessment (ASLA)**

**REGIONS:** GO Virginia Regions 2 & 3

**SUPPORT ORGANIZATION:** Region 3\_Southside Planning District Commission

**APPLICANT:** Virginia Chamber of Commerce Foundation

#### **TARGETED INDUSTRY SECTORS**

- i. Information and Emerging Technologies
- ii. Advanced Manufacturing
- iii. Life and Health Sciences

#### **PARTICIPATING LOCAL POLITICAL SUBDIVISIONS**

- i. Region 2 - Lynchburg City, Montgomery County, Roanoke City
- ii. Region 3 – Mecklenburg County, Pittsylvania County Public Schools, Prince Edward County

#### **ECONOMIC IMPACT**

1. Provide an overview of the proposed project and project activities included in the project budget. Describe how this project presents an extraordinary economic opportunity for the region(s). Specifically, discuss how the proposed project aligns with the GO Virginia mission of supporting the growth of traded sector industries as identified in GO Virginia Region 2 and 3's Economic Growth and Diversification Plans.

##### **Overview of the Proposed Project and Project Activities**

The proposed Artificial Intelligence Statewide Landscape Assessment (ASLA) aims to engage with the Virginia Chamber of Commerce's members and stakeholders to explore how artificial intelligence (AI) will transform Virginia's business landscape and workforce, specifically GO Virginia's target sectors of statewide significance. As a distinct workforce development element under Blueprint Virginia 2035, this initiative creates the opportunity to sustain a resilient and industry-responsive talent pipeline in partnership with Virginia's business community—a key strategic priority for GO Virginia.

The project will be led by a qualified consultant retained by the Virginia Chamber of Commerce Foundation. The consultant will conduct a statewide assessment to determine AI's anticipated impacts on the workforce in specific high-priority business sectors. These targeted sectors align with the Virginia Chamber of Commerce's Blueprint Virginia 2030 and GO Virginia's critical business sectors, including Advanced Manufacturing, Information, and Emerging

Technologies [cor. Blueprint Virginia 2035 – Innovation and Technology], and Life and Health Sciences/Biotechnology [cor. Blueprint Virginia 2035 – Health Care and Life Sciences].

The key components of the assessment include:

- a. **Comprehensive AI Report:** This report will analyze current and future AI applications in the workplace, standardize essential terminology and concepts, and identify prevailing trends.
- b. **Sector-Specific Impact Analysis:** The project will evaluate AI's impact on the workforce of key business sectors in the nine GO Virginia regions.
- c. **Current Workforce Development Program Catalog:** The project will catalog existing workforce development programs, especially GO Virginia-funded ones, to determine their alignment and readiness for AI skill integration.
- d. **Strategic Recommendations:** The assessment will identify skill gaps and outline strategies for workforce development programs to integrate AI-related skills. Recommendations will target K-12 and higher education pathways and provide insights for future regionally focused GO Virginia initiatives to help Virginia's traded sectors adapt to AI.

Additionally, specific workforce partners will be identified that would be willing and capable of implementing these strategic recommendations under a GO Virginia implementation grant. These partners would be identified for each of the nine GO Virginia regions.

- e. **Additional Considerations:** The assessment will address other emerging factors related to AI integration into the workplace, as identified during the study.

## Key Project Activities

- a. **Blueprint Virginia 2030 Regional Tour Survey:** During regional tour stops, surveys will be administered to collect real-time insights on AI relative to the workforce from businesses and local chamber members.
- b. **Interviews with Business Leaders:** Leaders from targeted businesses in GO Virginia regions will be interviewed to capture their perspectives on AI's role in the workplace and workforce development. These interviews will include the Virginia Chamber of Commerce's local membership representatives.
- c. **Interviews with Workforce Development Leaders:** Discussions will be held with workforce development leaders to assess the integration of AI skills within existing programs.
- d. **Additional Activities:** The assessment will address other emerging factors related to AI integration as identified by the consultant.

### **Extraordinary Economic Opportunity for Virginia's Regions:**

This project presents an extraordinary economic opportunity by positioning Virginia's business sector to lead in AI-driven workforce innovation. By proactively identifying potential skill gaps in high-priority, statewide sectors, this project could lead to GO Virginia implementation projects that will support a skilled workforce capable of adapting to AI advancements, which can enhance productivity, attract business investments, and achieve other allied economic and workforce development Virginia Chamber of Commerce, Virginia Economic Development Partnership, and GO Virginia goals. This project will fortify Virginia's reputation as the best place for business and talent in the nation.

### **Alignment with GO Virginia's Mission and Regional Economic Growth Plans:**

The project aligns with GO Virginia's mission to foster growth in Virginia's traded sectors by supporting the strategic integration of AI in workforce development based on direct employer input. This focus on innovation and adaptability ensures Virginia remains competitive, contributing to long-term economic growth and diversification that meets evolving industry needs.

Additionally, the Virginia Chamber of Commerce and GO Virginia partnership for this project will:

- Support Virginia's competitive advantage in recruiting business investment compared to other states.
- Showcase Virginia as a leader in AI workforce development with a business-led strategy.
- Engage business leaders and council members across all GO Virginia regions, encouraging interregional collaboration.
- Demonstrate that Virginia prioritizes employer-informed solutions in workforce program development and implementation.
- Empower the Chamber's statewide network to participate directly in a GO Virginia project, strengthening its role as the "Voice of Virginia Business."
- Position GO Virginia within the Chamber's Blueprint 2035 as a programmatic asset within Virginia's business community and its economic development system.

In summary, this project is designed to promote regional economic growth, strengthen AI-related workforce readiness, and advance GO Virginia's mission of supporting a diversified economy through strategic investment in Virginia's traded business sectors.

2. What industry clusters, as identified in the Economic Growth and Diversification Plans of the region(s), will this proposal target? How does this proposal help implement the Plan(s) identified strategies and goals?

This Planning Grant will focus on three target sectors:

- a. Information and Emerging Technologies (all nine GO Virginia Regions incorporate this

sector as a priority traded sector cluster, based on their 2023 Growth & Diversification Plan updates)

- b. Advanced Manufacturing (eight of the nine GO Virginia Regions incorporate this sector as a priority traded sector cluster, based on their 2023 Growth & Diversification Plan updates).
- c. Life and Health Sciences/Biotechnology (six of the nine GO of the nine GO Virginia Regions incorporate this sector as a priority traded sector cluster, based on their 2023 Growth & Diversification Plan updates).

This planning project will intentionally seek input from the business sector. By evaluating how AI technologies influence productivity, operational efficiencies, and quality in products and services and assessing the changes in workforce requirements needed to adapt continuously, regions will gain current insights from the private sector about opportunities and challenges that lie ahead. This assessment allows GO Virginia regional leaders to craft tailored programs that align workforce development initiatives with the evolving needs of local industries, ensuring that the workforce is equipped with the necessary skills to thrive in an AI-enhanced economy.

Moreover, the leadership of the Virginia Chamber Foundation brings a business approach to this assessment, complemented by the GO Virginia regional lens, which fosters collaboration among businesses, educational institutions, and government entities. This proactive approach will provide the Regional Councils and the GO Virginia State Board with a lens through which future workforce development project applications can be assessed for their readiness and compatibility to support outcomes that AI affects.

- 3. Identify the project outcomes and deliverables achieved during the grant performance period.

The project outcome and deliverable will be a report summarizing AI's current and future state and impact on the three target sectors, incorporating quantitative data from reliable research sources and real-time input from employers from each GO Virginia region. The report will focus on the impact on the workforce in each of these sectors and identify the types of workforce development programs needed to attract and retain talent continuously. The report will apply to all nine GO Virginia Regions, enabling them to assess talent and workforce development project applications supporting the targeted sectors more effectively.

Equally as important, the report will inform the recommendations of the Virginia Chamber of Commerce's "Blueprint Virginia 2035" business-led initiative, providing direction and long-term economic development planning for Virginia.

## **REGIONAL COLLABORATION**

- 4. Discuss how the Regional Council and project development team consulted with local government entities regarding the strategy and implementation of the project. Describe private industry and subject matter experts' involvement in this project's validation, development, and implementation.
  - a. GO Virginia Regions 2 and 3 will support the Virginia Chamber of Commerce during the development and implementation of the project.

b. A Project Workgroup will be empaneled to receive periodic updates on the project and provide input at appropriate milestones and include the following stakeholder representatives:

- VA Chamber/Foundation
- Representatives from each of the other 7 Regions (one staff member and one Council member from the business sector)
- Region 3 – Economic Developer and Public K12 School representative
- Region 2 – Economic Developers
- Representative of IALR
- Representative of VOEE
- Representative of VEDP
- Representative of UBED
- Representative of Community Colleges
- Representative of SCHEV
- Representative of the VA Department of Education
- Representative of the Council of Presidents
- Representative of Virginia Private Colleges
- Representative of the Virginia Association of School Superintendents
- Others TBD

5. Describe the service area of the project. What portion of the population of the region(s) are served by the project?

The state's entire population will be served, given the focus of Blueprint 2035.

6. Name the applicant/fiscal agent and all partner organizations involved with the implementation of the project. Describe each entity's role in completing the scope of work, their financial or in-kind match commitment, and their capacity to successfully execute their duties related to the project. Partners may include but are not limited to school divisions, community colleges, public and private institutions of higher education, economic and workforce development entities, local governments, regional organizations, planning commissions, and non-profit organizations.

The Virginia Chamber of Commerce Foundation will serve as the applicant and fiscal agent and is an IRS-designated non-profit foundation. It will also partner with members of the workgroup identified above.

7. Identify cost efficiencies, repurposing of existing funds, leveraging of existing assets, or other evidence of collaboration that can be demonstrated as a result of the project.

It is not applicable for a planning grant; however, it is essential to note that the timing of this planning grant is intentionally tied to the Virginia Chamber of Commerce's timeline for the development of its Blueprint 2035, thus leveraging the existing statewide approach to the planning process. Additionally, this project application will leverage the time and value of the staff from the Virginia Chamber of Commerce Foundation's support of its process to engage regions in the creation of Blueprint 2035.

## **PROJECT READINESS**

8. Describe the project timeline and the specific project milestones (including deliverables) that will be utilized to track project progress and fund disbursement. Address the project administrator's ability to meet these milestones and take remedial actions if the milestones are not achieved.

The project applicant is the Virginia Chamber of Commerce Foundation, which has extensive experience in both stakeholder engagement and grant management. The project timeline follows the Blueprint Virginia 2035 tentative timeline, as shown below:

- February 2025: Inaugural Workgroup Meeting
  - March 2025: Consulting firm hired
  - April 2025: Employers identified; desk research initiated (including assessment of existing workforce development programs); SWOT analysis initiated
  - May 2025 Workgroup Meetings
  - May – July 2025: Employers interviewed through focus groups and individual interviews
  - August 2025: Report drafted for review by Chamber Foundation, GO Virginia Regions and Workgroup
  - August 2025: Workgroup Meeting
  - September 2025: Near-final report reviewed by Chamber Foundation for alignment with *Blueprint 2035*.
  - October 2025: Near-final report and recommendations presented to Workgroup, Regional Councils, and Virginia Chamber.
  - November 2025: Final report and recommendations presented to Workgroup, Regional Councils, Virginia Chamber, and GO Virginia state staff.
  - December 2025: Report presented to Virginia Chamber's Economic Summit.
12. Describe the total project budget, explaining how GO Virginia funds will be used, how matching funds will be used, the sources and uses for matching funds, and any additional leverage for matching funds, if applicable. Additional leverage may consist of other state funds not eligible for GO Virginia match or additional federal resources that contribute to the full scope of work but are not part of the required match.
- a. Does the project have the required \$2:1 match?  
Yes.
- b. Please refer to the Sources & Uses budget for information on matching funds.
13. If this is a multi-regional proposal, describe the roles and responsibilities of members of the project team and how they will implement the project across multiple regions. Describe the division of responsibility and the plan for communication between project administrators, support organizations, and partners.

As a multi-regional Per Capita Planning Grant, monthly staff calls will be held between the Virginia Chamber of Commerce Foundation team and the two lead regions (GO Virginia Regions 2 & 3) support organizations. Subsequent updates will be provided to each Regional Council or Executive Committee as appropriate.



Additionally, the staff of each Region will be participating in the Advisory Workgroup and can attend those meetings to inform their Regional Council leadership. Regional Council staff are committing to supporting the project by identifying and connecting the consulting firm to appropriate business leaders in the target sectors in each region, as well as providing input and feedback as the planning process occurs. The Advisory Workgroup will be convened and facilitated by the consultant hired by the Virginia Chamber of Commerce Foundation to lead the research, stakeholder engagement, and report development.

14. Discuss any major barriers to successful implementation, other associated risks, and a plan to overcome them. How will the project administrator address these barriers?

The Virginia Chamber of Commerce Foundation and GO Virginia Regions 2 & 3 program support staff do not anticipate any barriers to the project's successful implementation.

### **PROJECT SUSTAINABILITY**

15. Discuss how the program will achieve stable, long-term sustainability beyond the initial funding period. Have any funding sources been secured to continue implementing the program or strategy following the exhaustion of these funds? Describe how this project allows for replication or scalability in other GO Virginia regions.

As noted in the Project Overview, a key assessment element will be for the consultant to develop actionable strategies for relevant workforce development programs to address AI's impact on the workforce, including recommendations for K-12 and higher education career pathways. These strategies should inform potential regionally driven GO Virginia-funded initiatives that help businesses in Virginia's traded sectors adapt to AI.

16. Has industry demand validated this request?

This planning grant application results from reviews of state and national trends and the opportunity to localize those reviews within Virginia through the Blueprint 2035 process. Examples of these state and national trends include reports and studies from:

- [Federal Reserve Bank of Atlanta](#)
- [Virginia Mercury](#)
- [Virginia Economic Development Partnership](#)

## Letters of Support

### A.I. Landscape Assessment

1. GOVA Region 2 & Region 3
2. City of Lynchburg
3. Montgomery County
4. City of Roanoke
5. Mecklenburg County
6. Pittsylvania County Schools
7. IALR



December 18, 2024

Bryan Horn, Director

Virginia Department of Housing & Community Development

600 East Main Street, Suite 300

Richmond, VA 23219


Dear Mr. Horn,

The GO Virginia Region 2 and Region 3 Councils have agreed to collaborate on the effort of co-funding the Artificial Intelligence State Landscape Assessment project in partnership with the Virginia Chamber of Commerce Foundation as part of Blueprint Virginia 2035.

Both councils have reviewed and approved this project and agree to contribute \$50,000 each from regional per capita allocation for a total contribution of \$100,000. We request that \$50,000 from the Region 2 per capita allocation be reallocated to Region 3 so that they may manage the regional administration of this project.

Along with our GO Virginia regional council colleagues, we look forward to approval of the application.

Thank you,

DocuSigned by:  
  
09E3FDB4D8154E4...

William E. Amos, Chair

GO Virginia Region 2 Council

Signed by:  
  
1845AAEFB1814FA...

Lauren T. A. Willis, Chair

GO Virginia Region 3 Council



December 16, 2024

Mr. Bryan Horn, Director  
Virginia Department of Housing & Community Development  
600 East Main Street, Suite 300  
Richmond, VA 23219

Dear Mr. Horn:

On behalf of the Economic Development Authority of the City of Lynchburg I am writing to confirm our participation in the *Artificial Intelligence State Landscape Assessment Project*. I look forward to working with the applicant, Virginia Chamber of Commerce Foundation, as a member of the project advisory committee.

The project application requests \$50,000 in planning funds from Region 2 and an equal amount from Region 3. The project provides a unique opportunity to conduct an assessment of the impact of AI on in-demand occupations in advanced manufacturing, life and health sciences, IT and emerging technology, all important sectors to Region 2 and our community. Additionally, completion of this analysis will align with the timeline of, and will inform the development of, *Blueprint Virginia*, the Chamber's signature business-led strategy completed every four years in preparation for the new incoming Governor's term.

While connecting to a statewide effort, this analysis and the recommendations in the report will incorporate a view through the regional and local lens, enabling implementation projects to be considered in our region. I commit to service on the project's Advisory Workgroup, anticipated to meet at least quarterly in 2025; and to providing assistance to the Chamber in connecting its staff and consultants to business and educational leaders in our community.

We encourage you to approve this Planning Grant application.

Sincerely,

A handwritten signature in black ink that reads "Marjette G. Upshur". The signature is written in a cursive style with a large, stylized "M" and "U".

Marjette G. Upshur

Director

City of Lynchburg Office of Economic Development & Tourism

**MONTGOMERY VA**  
**COUNTY**  
**ECONOMIC DEVELOPMENT**  
BLACKSBURG | CHRISTIANSBURG | VATECH

December 6, 2024  
Mr. Bryan Horn, Director  
Virginia Department of Housing & Community Development  
600 East Main Street, Suite 300  
Richmond, VA 23219

Dear Mr. Horn:

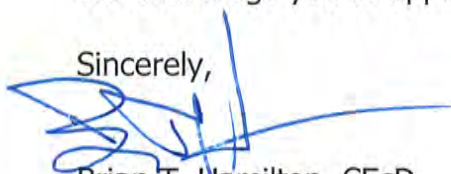
On behalf of the County of Montgomery, VA, I am writing to confirm our participation in the *Artificial Intelligence State Landscape Assessment Project*. I look forward to working with the applicant, Virginia Chamber of Commerce Foundation, as a member of the project advisory committee.

The project application requests \$50,000 in planning funds from Region 2 and an equal amount from Region 3. The project provides a unique opportunity to conduct an assessment of the impact of AI on in-demand occupations in advanced manufacturing, life and health sciences, IT and emerging technology, all important sectors to Region 2 and our community. Additionally, completion of this analysis will align with the timeline of, and will inform the development of, *Blueprint Virginia*, the Chamber's signature business-led strategy completed every four years in preparation for the new incoming Governor's term.

While connecting to a statewide effort, this analysis and the recommendations in the report will incorporate a view through the regional and local lens, enabling implementation projects to be considered in our region. I commit to service on the project's Advisory Workgroup, anticipated to meet at least quarterly in 2025; and to providing assistance to the Chamber in connecting its staff and consultants to business and educational leaders in our community.

We encourage you to approve this Planning Grant application.

Sincerely,



Brian T. Hamilton, CEcD  
Economic Development Director

**DEPARTMENT OF ECONOMIC DEVELOPMENT**

755 Roanoke Street, Suite 2H • Christiansburg, Virginia 24073-3184  
(540) 382-5732 • Fax (540) 381-6888 • Toll Free (866) 270-9185  
E-mail: [info@yesmontgomeryva.org](mailto:info@yesmontgomeryva.org)

[www.yesmontgomeryva.org](http://www.yesmontgomeryva.org)



**OFFICE OF THE CITY MANAGER**

Noel C. Taylor Municipal Building  
215 Church Avenue, SW, Suite 364  
Roanoke, Virginia 24011  
540.853.2333  
[www.roanokeva.gov](http://www.roanokeva.gov)

December 10, 2024

Mr. John Provo, Ph.D.  
GO Virginia Region 2, Executive Director  
Virginia Tech Center for Economic & Community Engagement  
702 University City Blvd.  
Blacksburg, VA 24061

Re: GO Virginia Planning Grant for Artificial Intelligence Statewide Landscape Assessment (ASLA)

Dear Dr. Provo,

It is my pleasure to submit this letter of interest in support of a GO Virginia Planning Grant for the Artificial Intelligence Statewide Landscape Assessment (ASLA). The Proposed Artificial Intelligence Statewide Landscape Assessment aims to engage with the Virginia Chamber of Commerce's members and stakeholders to explore how artificial intelligence (AI) will transform Virginia's business landscape, workforce and for specific GO Virginia target sectors of statewide significance. As part of the Blueprint Virginia 2035 update, this initiative focuses on sustaining a resilient and industry-responsive talent pipeline, a key strategic priority for Blueprint Virginia 2035.

A qualified consultant retained by the Virginia Chamber of Commerce Foundation will lead the project. The consultant will conduct a statewide assessment to determine AI's anticipated impacts on workforce development in specific high-priority business sectors. These targeted sectors align with the Virginia Chamber of Commerce's Blueprint Virginia 2030 and Go Virginia's critical business sectors, including Advance Manufacturing, Information and Emerging Technologies and Life and Health Sciences/Biotechnology.

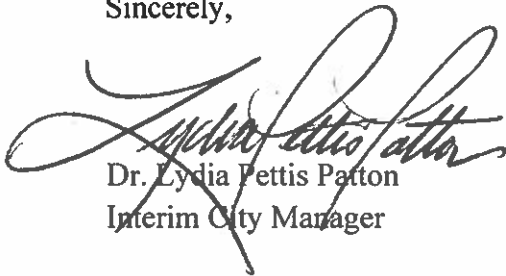
Potential partners include the City of Roanoke (city), GO Virginia Regions 2 and 3 and their consultant and the Virginia Chamber of Commerce. The project will conduct regional tours to collect real-time insights on AI from businesses and local chamber members; Interview Business Leaders from targeted Go Virginia regions; Interviews with Workforce Development Leaders.

By investing in the Artificial Intelligence Statewide Landscape Assessment, GO Virginia will support a project that will help identify the impact of AI on three important industry sectors. This insight will help Region 2's economy by fostering innovation and developing a skilled workforce within the Advance Manufacturing, Information and Emerging Technologies, and Life and Health Sciences/Biotechnology sectors. This investment will also position the State of Virginia as a leader in advanced manufacturing and technology.

The Artificial Intelligence Statewide Landscape Assessment is estimated to cost \$100,000.00. Matching fund sources will be in-kind from salaries and fringe from the local government staff to oversee the project and will come in the form of participation in meetings, committees, and other forums.

We look forward to the opportunity to discuss this project further. Should you have any questions or require additional information, please do not hesitate to contact Marc Nelson at (540) 853-2717 or [marc.nelson@roanokeva.gov](mailto:marc.nelson@roanokeva.gov).

Sincerely,

A handwritten signature in black ink, appearing to read "Lydia Pettis Patton", is written over the typed name and title. The signature is fluid and cursive, with a large loop at the end.

Dr. Lydia Pettis Patton  
Interim City Manager



December 16, 2024

Mr. Bryan Horn, Director  
Virginia Department of Housing & Community Development  
600 East Main Street, Suite 300  
Richmond, VA 23219

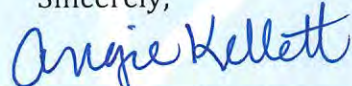
Dear Mr. Horn:

On behalf of Mecklenburg County, I am pleased to express my strong support for the Virginia Chamber of Commerce's Blueprint Virginia 2035 – Artificial Intelligence (AI) State Landscape Assessment Project, sponsored by GO Virginia Regions 2 and 3. It is an honor to serve as a member of the Project Workgroup, representing Mecklenburg County's Department of Economic Development and the GO Virginia Region 3 Council.

This project presents an invaluable opportunity to collaborate with Virginia's business sector through the Blueprint Virginia 2035 initiative. As you may know, Mecklenburg County is proud to host Microsoft's significant investment in data centers, which play a crucial role in driving the AI transformation. This initiative aligns perfectly with our efforts to cultivate an AI-ready workforce and will play a critical role in attracting new business investments in GO Virginia's traded sectors.

As a member of the Project Workgroup, I am committed to attending quarterly meetings in 2025 and supporting the Virginia Chamber by fostering connections between its staff, consultants, and key local business and educational leaders.

I am optimistic about the success of this initiative and look forward to contributing to its impact on Virginia's economic and technological future.

Sincerely,  
  
Angie D. Kellett, Director

cc: Bryan David, GO Virginia Region 3



December 16, 2024

Mr. Bryan Horn, Director  
Virginia Department of Housing and Community Development  
600 East Main Street, Suite 300  
Richmond, VA 23219

Dear Mr. Horn:

On behalf of Pittsylvania County Public Schools, I am pleased to express my support for the Virginia Chamber of Commerce's Blueprint Virginia 2035 – Artificial Intelligence (AI) State Landscape Assessment Project, sponsored by GO Virginia Regions 2 and 3. I am honored to serve as a member of the Project Workgroup, representing Pittsylvania County Public Schools and the GO Virginia Region 3 Council.

This project represents an exceptional opportunity to collaborate with Virginia's business sector through Blueprint Virginia 2035. By identifying potential skill gaps in high-priority, statewide sectors, we can lay the groundwork for GO Virginia-supported implementation projects to help build a workforce equipped to adapt to AI advancements. This initiative is particularly significant and timely for Virginia's K-12 public schools.

As a member of the Project Workgroup, I am committed to attending quarterly meetings in 2025 and assisting the Virginia Chamber by facilitating connections between its staff, consultants, and local business and educational leaders as needed.

I am optimistic about the application's outcome and look forward to contributing to the project's success.

Sincerely,



Mark R. Jones, Ed. D.  
Division Superintendent

cc: Bryan David, GO Virginia Region 3

December 16, 2024

Mr. Bryan Horn, Director  
Virginia Department of Housing & Community Development  
600 East Main Street, Suite 300  
Richmond, VA 23219

Dear Mr. Horn:

I am pleased to express my support for the Virginia Chamber of Commerce's Blueprint Virginia 2035 – Artificial Intelligence (AI) State Landscape Assessment Project, sponsored by GO Virginia Regions 2 and 3. Understanding that AI will have a significant impact on businesses, the Advanced Learning Division of the Institute for Advanced Learning and Research (IALR) feels that this project will enhance alignment of our workforce efforts with Virginia's business sector needs.

Since 2017, IALR has championed efforts to develop career pathways that support targeted industry sectors through the Great Opportunities in Technology and Engineering Careers (GO TEC®) initiative. A nationally recognized talent pathway program, GO TEC focuses on high-priority sectors by creating dependable talent pipelines, at scale. The Chamber's Assessment Project can support IALR's efforts, informing skills and competencies required for AI advancements that need to be addressed by the GO TEC curriculum.

I am honored to serve as a member of the Project Workgroup, representing IALR and the GO Virginia Region 3 Council. I will attend quarterly meetings as a member of the Project Workgroup and assist the Virginia Chamber by facilitating connections between its staff and consultants, and Region 3 business and educational leaders.

I am confident in this project's value and potential impact on informing our talent development efforts and supporting the needs of our business community in Region 3. I look forward to contributing to this worthwhile effort.

Sincerely,



Dr. Julie Brown  
Vice President of Advanced Learning

cc: Bryan David, GO Virginia Region 3

## Milestones & Draw Down Schedule



## **FY25 Planning Grant Application**

**REGION: GO Virginia Region 2 & 3**

**SUPPORT ORGANIZATION: Southside PDC (GO Virginia Region 3)**

**APPLICANT: Virginia Chamber of Commerce Foundation (VACC)**

**PROJECT NAME: Artificial Intelligence Statewide Landscape Assessment (ASLA)**

### **Milestones Overview**

Blueprint Virginia 2035 tentative timeline incorporating milestones, as shown below:

- February 2025: Inaugural Workgroup Meeting
- March 2025: Consulting firm hired
- April 2025: Employers identified; desk research initiated (including assessment of existing workforce development programs); SWOT analysis initiated
- May 2025 Workgroup Meetings
- May – July 2025: Employers interviewed through focus groups and individual interviews
- August 2025: Report drafted for review by VACC, GO Virginia Regions and Workgroup
- August 2025: Workgroup Meeting
- September 2025: Near-final report reviewed by VACC for alignment with Blueprint Virginia 2035.
- October 2025: Near-final report and recommendations presented to Workgroup, Regional Councils, and VACC.
- November 2025: Final report and recommendations presented to Workgroup, Regional - Councils, VACC, and GO Virginia state staff.
- December 2025: Report presented to Virginia Chamber's Economic Summit.

### **Drawdown Schedule**

Quarterly

## Milestones & Draw Down Schedule: AI Statewide Landscape Assessment

Milestone(s) Per Quarter		GOVA Drawdown Request Per Quarter				
Qrt	Milestone	Q1 2025	Q2 2025	Q3 2025	Q4 2025	TOTAL
1	Inaugural Workgroup Meeting					\$ -
1	Consulting firm hired					\$ -
1	Project monitoring & reporting	\$ 250				\$ 250
2	Employers identified					\$ -
2	Desk research initiated					\$ -
2	SWOT analysis initiated					\$ -
2	Workgroup Meetings					\$ -
2	Employers interviewed		\$ 33,000			\$ 33,000
2	Project monitoring & reporting		\$ 250			\$ 250
3	Employers interviewed					\$ -
3	Report drafted for review					\$ -
3	Near-final report reviewed			\$ 33,000		\$ 33,000
3	Project monitoring & reporting			\$ 250		\$ 250
4	Near-final report and recommendations presented					\$ -
4	Final report and recommendations presented					\$ -
4	Report presented to Virginia Chamber's Economic Summit				\$ 33,000	\$ 33,000
4	Project monitoring & reporting				\$ 250	\$ 250
	<b>Drawdown Totals</b>	<b>\$ 250</b>	<b>\$ 33,250</b>	<b>\$ 33,250</b>	<b>\$ 33,250</b>	<b>\$ 100,000</b>

## Sources & Uses

Budget Category (Dropdown)	Uses of GO VA Funds	Amount (\$)	Description
Administration	Southside Planning District Commisson	\$1,000	Grant administration and project reporting
Contract Services	VA Chamber of Commerce Foundation	\$99,000	Qualified consultant assess AI's anticipated impacts on workforce development statewide in specific high-priority business sectors as part of Blueprint VA 2035
		<b>\$100,000</b>	<b>Total GO Virginia Request</b>

**Directions:** Please list the budget category, associated uses of GO VA funds (how funds are being used), amount, and descption for each budget category. In the Description column please provide more detail about the proposed uses of the funding including, if applicable, what organization will be receiving/managing those funds (i.e. grant recipient or third-party). The budget categories and amounts should match the "DHCD Request" column in the CAMS application budget.

**Please include a detailed budget narrative below:**

GOVA funding of \$99,000 will provide a qualified consultant to assess artificial intelligence's (AI) anticipated impacts on workforce development statewide in specific, high-priority business sectors, as part of Blueprint VA 2035. GOVA and match funds will support these project deliverables:

- a. Comprehensive AI Report
- b. Sector-Specific Impact Analysis
- c. Current Program Catalog
- d. Strategic Recommendations

Budget Category (Dropdown)	Description of Uses of Matching Funds	Amount (\$)	Match Source (Dropdown)	Type of Match (Dropdown)	Source of Match (Details)	Documentation Submitted (Dropdown)
Outreach	Blueprint VA 2035 document and graphic design	\$ 20,000.00	Private	Cash	Virginia Chamber of Commerce	Yes
Outreach	Blueprint VA 2035 website creation and hosting	\$ 10,000.00	Private	Cash	Virginia Chamber of Commerce	Yes
Outreach	Blueprint VA 2035 video production	\$ 8,000.00	Private	Cash	Virginia Chamber of Commerce	Yes
Outreach	Blueprint VA 2035 document printing	\$ 12,000.00	Private	Cash	Virginia Chamber of Commerce	Yes
		\$ 50,000.00	Total Matching Funds			
<p><b>Directions:</b> Please list all budget categories, description of uses, type of match, sources associated with the required matching funds, and if documentation was submitted. The budget categories and amounts should match the "Other Funding" column in the CAMS application budget. NOTE: State funds may NOT be used as match, but may be listed as additional leverage.</p>						



# Match Verification Form

## Match Verification Form

**Project Name** Artificial Intelligence Statewide Landscape Assessment  
**Support Organization:** Southside Planning District Commission  
**Regional Council:** 3

### Contributor Information

**Name of Business/Individual/Locality/Entity:** Virginia Chamber of Commerce Foundation  
**Name of Primary Contact:** Emily Webb  
**Address:** 919 E. Main St.  
**City:** Richmond **State:** VA **Zip:** 23219  
**Telephone:** 804-237-1455 **Email:** [e.webb@vachamber.com](mailto:e.webb@vachamber.com)

### Match Information

**Type of Match:** ☐ In-kind Match ☒ Cash Match  
**Local Match:** ☒ No ☐ Yes

### Contributed Goods or Services

**Please explain in detail how this match is being contributed on behalf of the project:** The required match is being contributed through expenses to produce Blueprint Virginia 2035.

Outreach Match Total- \$50,000 (Document/Graphic Design- \$20,000; Website- \$10,000; Video Production- \$8,000; Document Printing- \$12,000)

**Date(s) Contributed:** January - December 2025

**Real or Estimated Value of Contribution:** \$ 50,000.00

**How was the value determined?:** ☒ Actual Value ☐ Appraisal ☐ Other

**Please explain:** Documentation will be provided after these expenses have been made.

**Who Made this Value Determination?:** n/a

**Is there a restriction on the use of this contribution?:** ☒ No ☐ Yes

**If yes, what are the restrictions?:**

**Contribution Obtained or Supported with State funds?:** ☒ No ☐ Yes

**e-signed document uploaded to CAMS**

Signature of Contributor

Date

## Blueprint Virginia 2030



# BLUEPRINT VIRGINIA 2030

**A BUSINESS PLAN**  
FOR THE COMMONWEALTH

**VIRGINIA**  
**CHAMBER**  
THE VOICE of BUSINESS

DEAR BUSINESS AND PUBLIC POLICY LEADERS:

The Commonwealth of Virginia is known for its strong economy, talented workforce, and favorable business environment. These great attributes have been the underpinning of our national recognition as one of the best states for business. While we have much to be proud of in Virginia, it is also important to recognize that there are areas of opportunity to improve upon for the Commonwealth to remain competitive among states and in the global economy. There are also many areas of Virginia that do not enjoy the level of prosperity experienced by others due to continued economic headwinds. The COVID-19 pandemic has only exacerbated this dynamic, impacting our Commonwealth and nation in so many ways. We are committed to fostering business investments and economic growth that ultimately benefits every person and region in the Commonwealth of Virginia.

That is why we are pleased to share with you *Blueprint Virginia 2030*, an update to *Blueprint Virginia 2025* that was adopted in 2017. Blueprint Virginia is a comprehensive initiative that provides business leadership, direction, and long-range economic planning for Virginia. During the past 12 months, we engaged business and community leaders from every corner of the Commonwealth to build an action plan that strengthens our economic competitiveness for all Virginians. More than 7,000 Virginians participated in this process through multiple surveys, regional briefings, strategic partnerships, Industry Council meetings, and the Virginia Chamber’s signature annual events. We hope that public and private sector leaders will work to implement these recommendations and keep Virginia among the top states for resiliency, inclusiveness, and national business rankings.

We would like to express our deep gratitude to the many organizations and individuals who contributed their leadership, insight, and support to *Blueprint Virginia 2030*. It has been our honor to provide leadership in developing this action plan. We look forward to working with public policy leaders, and all who call Virginia home, to implement the goals and recommendations outlined here. Working together, we will create a brighter future for each region and individual in the Commonwealth of Virginia.



*NAZZIC S. KEENE*  
NAZZIC S. KEENE  
CEO  
SAIC  
Chair  
Blueprint Virginia 2030



*EDWARD H. BAINE*  
EDWARD H. BAINE  
President  
Dominion Energy Virginia  
Chair  
Blueprint Virginia 2030



*BARRY DUVAL*  
BARRY DUVAL  
President and CEO  
Virginia Chamber  
of Commerce

HOW IT’S MADE:  
THE PROCESS OF BLUEPRINT VIRGINIA 2030

*Blueprint Virginia 2030* is a plan of action to ensure the Commonwealth strengthens and secures its position as a leader in the global economy and is the best state in the nation for business. The Virginia Chamber collected input by bringing together leaders in business, economic development, workforce, education, housing, and other community representatives to ensure statewide representation of priorities for Virginia’s economic prosperity.

HOW DID PARTICIPANTS  
CONTRIBUTE TO THE PLAN?

Throughout 2021, the Virginia Chamber hosted the Blueprint Virginia 2030 Regional Tour, with participation of more than 2,000 Virginians from every region of the Commonwealth. These meetings were hosted virtually in each of the nine GO Virginia regions, in partnership with the GO Virginia Regional Councils, the Virginia Economic Developers Association, and more than 50 local and regional chambers.

In addition to the Regional Tour, the Virginia Chamber conducted more than 15 Industry Council Meetings, more than 20 stakeholder meetings, and four signature conferences. The Chamber also conducted a series of statewide, regional, and industry-specific surveys. These efforts engaged more than 7,000 Virginians and offered a broad range of recommendations to develop *Blueprint Virginia 2030*.

9 REGIONAL MEETINGS  
INCLUDING 2,000 VIRGINIANS FROM ALL NINE GO VIRGINIA REGIONAL COUNCILS, THE VIRGINIA ECONOMIC DEVELOPERS ASSOCIATION, AND MORE THAN 50 LOCAL AND REGIONAL CHAMBERS OF COMMERCE

61 MEETINGS & SIGNATURE CONFERENCES  
ALLOWING EVEN MORE INDIVIDUALS AND ORGANIZATIONS TO PARTICIPATE IN THE DEVELOPMENT PROCESS

7,150 VIRGINIANS WERE INCLUDED  
OFFERING A BROAD RANGE OF RECOMMENDATIONS TO DEVELOP BLUEPRINT VIRGINIA 2030

# A TRACK RECORD OF SUCCESS: PUTTING BLUEPRINT VIRGINIA TO WORK

Virginia has been recognized as the best state for business. Blueprint Virginia provides a roadmap for creating a nationally recognized business climate. Since its inception, Blueprint Virginia has provided the Commonwealth with a framework to:





# BLUEPRINT VIRGINIA 2030 FOCUS AREAS



WORKFORCE  
& EDUCATION



BUSINESS  
CLIMATE



INFRASTRUCTURE



HEALTH CARE &  
LIFE SCIENCES



INNOVATION &  
TECHNOLOGY



ADVANCED  
MANUFACTURING



ENERGY



HOUSING



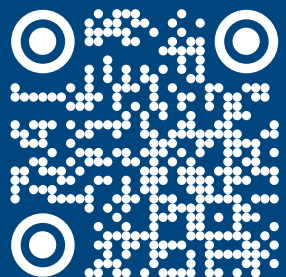
CORPORATE  
SUSTAINABILITY &  
ENVIRONMENT



MILITARY &  
VETERANS  
AFFAIRS



SAFETY,  
PREPAREDNESS &  
RESILIENCY



## VISIT THE BLUEPRINT VIRGINIA 2030 WEBSITE

Visit [BlueprintVirginia.org](https://BlueprintVirginia.org) today to watch videos from business leaders, see everyone who helped make Blueprint Virginia 2030 happen, and more!

Have a smartphone? Open your phone's camera app, focus on the QR code to the left, and click on the link that appears to access the Blueprint Virginia 2030 website.

## KEEPING VIRGINIA THE TOP STATE FOR BUSINESS

### ABOUT THE RECOMMENDATIONS

The recommendations outlined within Blueprint Virginia 2030 serve as an action plan to foster long-term economic growth and resiliency. These recommendations will ensure Virginia remains a leader in the global economy, develops a strong and diverse workforce that businesses need, and positions us to preserve our recognition as the top state for business.

### HOW WILL THEY BE IMPLEMENTED?

The Virginia Chamber, and its more than 27,000 members, are prepared to work collaboratively with strategic partners and public policy leaders to implement the Blueprint Virginia 2030 recommendations. The Executive Committees of the Virginia Chamber Foundation's Industry Councils will develop action plans to support implementation and monitor progress on initiatives and activities related to these recommendations.

## TABLE OF CONTENTS

8	WORKFORCE & EDUCATION
12	BUSINESS CLIMATE
16	INFRASTRUCTURE
18	HEALTH CARE & LIFE SCIENCES
22	INNOVATION & TECHNOLOGY
24	ADVANCED MANUFACTURING
26	ENERGY
28	HOUSING
30	CORPORATE SUSTAINABILITY & ENVIRONMENT
32	MILITARY & VETERANS AFFAIRS
34	SAFETY, PREPAREDNESS & RESILIENCY

# WORKFORCE & EDUCATION

The pandemic has highlighted the critical role skilled employees play in the success of our economy. Moreover, states that develop a resilient and industry-focused talent pipeline do a better job of attracting employers and building a vibrant economy. Workforce development remains the highest priority for the business community in every region of the Commonwealth and for every industry. Access to a well-trained, qualified workforce is vital for businesses to grow and prosper. This starts with a strong educational foundation. It has become clear that states who are able to develop, attract and retain talented workers with the right skills are the ones that will have a competitive advantage when it comes to economic development and business growth.

To be responsive to the shifting needs of a global economy, Virginia needs to develop a well-trained, adaptive workforce. When employers struggle to find and hire talent, they are less productive, hurting not only their bottom line but the Commonwealth's overall potential for economic growth.

The recommendations in this section aim not only to maintain Virginia's strong position in education and workforce, but to plan for and improve upon the Commonwealth's ability to supply the workforce needs of the future.



# RECOMMENDATIONS

## ESTABLISH A STRONG FOUNDATION FOR EDUCATION THROUGH EARLY LEARNING AND CHILD CARE SUPPORT

- Encourage employer policies and strategies that support access to high-quality, affordable early learning and child care for families
- Expand public-private partnerships, community provider delivery of preschool services, and childcare subsidies with broadened eligibility and improved allocation practices to increase affordable access to child care for families
- Strengthen and stabilize the child care industry through special assistance, incentives, shared services strategies, and contract and enrollment-based financing
- Bolster the workforce that supports early learning and child care by ensuring access to affordable, competency-building credentials, competitive compensation, and retention and development strategies
- Support the Virginia Board of Education and its Early Childhood Advisory Committee in its expanded oversight and accountability role for early care and education out of the home
- Build out the Virginia Kindergarten Readiness Program (VKRP) longitudinally in grades first through third and provide a train-the-trainer model approach for teachers
- Provide high-quality curriculum, professional development, and coaching models to improve teaching and learning in the classroom (early learning to third grade)

## INVEST IN THE EDUCATIONAL SYSTEM AND IMPROVE OUTCOMES

### SYSTEMWIDE COORDINATION

- Engage Virginia's employer community for workforce and education efforts through a coordinated strategy to limit duplications in efforts among educational institutions and instead foster sharing of resources and curriculum
- Coordinate development of talent pathways and other talent recruitment and development programs through a unified public-private partnership entity with a statewide vision for building Virginia's talent supply in alignment with the current and future needs of employers and specific to regionally oriented industry clusters
- Identify the most important industry clusters in each region and conduct a skills gap analysis to determine what training resources are needed to support their growth
- Establish and improve integrated IT, data, and information management systems to inform financing and policymaking decisions, clarify needs/gaps, and promote accountability

- Benchmark performance metrics to track progress in addressing policy goals

### K-12 EDUCATION

- Support improvements to the Standards of Quality that provide high-quality learning, reflect the changing makeup of our schools, and prepare students for post-secondary education and the workforce
- Support updating the Local Composite Index formula and provide the appropriate funding needed with appropriate hold harmless safeguards
- Pair improved funding with evaluative criteria that measure outcomes over time for improved accountability
- Support and expand Dual Language Immersion and the Seal of Biliteracy as seminal pathways toward industry credentialing
  - Emphasize language instruction in earlier grades where children more easily learn other languages
- Partner with and create internships with multinational companies emphasizing language and technical skills
- Explore innovative models to fund the repair or replacement of aging school buildings, including the use of the historic tax credit or private investment
- Support and fund achievement of rigorous academic standards, growth measures, and other outcome measures to determine student achievement (e.g. dropouts, student growth, closing the achievement gap and absenteeism) and hold schools and divisions accountable for results over time
- Support early state intervention, improvement strategies, resources, and parent and family engagement to assist struggling schools and ensure improved quality for all students
- Work with school divisions, the board of education, higher education institutions, the community college system, and state policymakers to recruit and retain a robust and diverse teacher workforce in order to address the critical teacher shortage crisis in Virginia through solutions such as flexible staffing, recruitment of retired and part-time teachers, affordable professional pathways, mentorship programs, tuition assistance, financial assistance for adding credentials such as dual enrollment, teacher residencies, and achieving and exceeding the national average teacher salary
- Continue to streamline the Standards of Learning process to reduce the number of tests and more meaningfully track student achievement
- Encourage the further development of regional approaches to delivering educational services, both academic and operational, including exploring the use of financial incentives to enhance collaboration



- Support alternative and innovative models of education delivery with an appropriate incentive model and resources to help localities use them, especially through partnerships with the community college system
- Expand the use of effective virtual learning strategies as a way to offer improved access to specialized curriculum and flexible instruction options to all students, regardless of geography or school division
- Encourage additional work-based learning opportunities for students that help students explore potential careers and connect classroom instruction to experiential learning
- Develop career and technical education pathways that integrate high school and post-secondary training and lead to in-demand essential (middle) skills jobs in Virginia
- Support community-based efforts like the Opportunity Scholars Program that seeks to better prepare all students for life after high school through community engagement, career counseling for different pathways, and financial supports such as income sharing agreements

### POST-SECONDARY EDUCATION

- Provide every young Virginian access to an affordable talent pathway degree or credential program that includes a paid, for-credit internship or other work-based learning experience with a Virginia employer and that leads to full-time Virginia-based employment after graduation
- Provide all Virginians affordable and equitable access to a quality higher education and a strong return on investment through strategic increases in student financial assistance and state operating support for higher education
- Support opportunities for students to leverage and earn early college credit, including improvements to Virginia's dual-enrollment system





- Improve the transfer process for community college students to four-year higher education institutions
- Expand work-based learning opportunities for Virginia students, employers, and educational institutions through the initiatives of the Virginia Talent and Opportunity Partnership (Virginia TOP)
- Support the higher education initiatives from the Growth4VA campaign which seeks to improve Virginia’s talent supply, the affordability of higher education, the innovation ecosystem, and educational opportunity for all Virginians
- Coordinate with educational institutions on strategic initiatives to improve access and outcomes such as Virginia Community College system’s Opportunity 2027 plan and SCHEV’s Pathways to Opportunity plan

#### **BUILD AND ENCOURAGE TALENT PATHWAYS FOR IN-DEMAND CAREERS**

- Promote talent pathways for Virginia’s current and future workforce that include educator-employer collaboration, curriculum alignment with workforce needs, and internships and other work-based learning experiences, and opportunities for full-time Virginia-based employment after graduation
- Support the joint efforts of the Virginia Economic Development Partnership (VEDP) and the State Council for Higher Education of Virginia (SCHEV) and the new Virginia Office of Education Economics to better connect the skills and curriculum of education with the current and future needs of employers, and provide jobseekers with an understanding of the skills needed for in-demand careers
- Expand opportunities for the business community to engage in validating Virginia’s demand analyses for its education and workforce training programs
- Grow state and regional partnerships such as the GO Virginia Talent Pathways Initiative which utilizes partnerships among early childhood education, K-12 schools, higher education institutions, and business to align resources and identify existing and future supply and demand for skills and jobs

#### **SUPPORT EQUITY IN EDUCATIONAL OPPORTUNITY**

- Close the readiness gap by ensuring equitable access to early childhood education for children birth to age five
- Close the digital education divide through expanded access to broadband which is a necessity for learning in today’s world

- Expand access to “Earn & Learn” and credentialing programs that require a high school degree but less than a four-year or even two-year degree
- Ensure work-based learning opportunities like internships and apprenticeships promote diversity, equity, and inclusion
- Make post-secondary educational opportunities accessible and affordable for all Virginians, including low-income, first-generation, and other underrepresented college students
- Promote the “soft-skills” that build a strong foundation of translatable skills, such as those that are found in the Profile of a Virginia Graduate, regardless of occupation
- Provide additional funding to Virginia’s Historically Black Colleges and Universities (HBCUs) and collaborate on efforts to close the educational, economic, and entrepreneurial gaps in Virginia
- Invest in higher education institutions that enhance access for underrepresented populations and enroll large percentages of low-income students
- Support training programs that prepare individuals with disabilities for the workforce
- Improve job training and educational opportunities for incarcerated individuals such as “ready to work” initiatives that provide incarcerated individuals with critical job skills training prior to release
- Support efforts and programs to recruit more minority teachers and a more diverse teacher workforce generally

#### **DEVELOP, ATTRACT, AND RETAIN OUR WORLD-CLASS SUPPLY OF TALENT**

##### **ELEVATING POST-SECONDARY EDUCATIONAL ATTAINMENT**

- Attract, retain, and expand high-need credentials and degrees that are linked to the needs of businesses and are crucial to the economy with an emphasis on STEM and other in-demand fields (ex: growth in digital engineering)
  - Ensure that these efforts are regionally aligned through GO Virginia efforts and geared towards current and future industry needs
- Build on the New Virginia Economy Workforce Credential Grant Program to expand production of high-demand credentials including market-driven approaches, the integration of stackable non-credit FastForward credentials into degree programs, the On-Line Virginia Network, and other enhancements as appropriate
- Support programs that increase employability, skills development, and educational attainment for adults including veterans, displaced workers, individuals with disabilities, incarcerated or previously incarcerated

individuals, limited English proficient communities where English is not the primary language, and other unique populations

- Continue to make reform-based investments to keep Virginia on track to become the best-educated state in the nation through its degree and credential goals, and recognize that some form of postsecondary education is required to fully participate in the economy
- Enable workforce solutions for Virginia’s small and medium-sized businesses that leverage the non-proprietary elements of training programs
- Support efforts to provide incentives for public and private colleges to enroll more Pell-eligible students and consider need-based financial aid strategies to supplement

##### **CREATING CONNECTIONS TO JOBS AND BUSINESS**

- Support Virginia’s world-class, turnkey, customized workforce recruitment and training incentive program known as the Virginia Talent Accelerator
- Fully fund the Virginia Jobs Investment Partnership (VJIP)
- Build significant and meaningful partnerships among the business community, K-12 schools, and higher education to support the implementation of Virginia’s high school redesign efforts (profile of a high school graduate, new high school graduation requirements, the five C’s, and opportunities for students to participate in work-based learning experiences)
- Collaborate with the business community to develop and validate curriculum and explore opportunities for work-based learning experiences
- Scale-up best practices, such as the U.S. Chamber Foundation’s talent pipeline management model and the K2M Innovation Challenge
- Make work-based learning opportunities, internships, and apprenticeships available to every Virginia student through initiatives such as
  - Virginia Talent and Opportunity Partnership (Virginia TOP)
  - Growth4VA’s talent pathways and internship initiatives
  - LEAD4IT and other federal grant programs that encourage work-based learning

- Ensure that students and teachers throughout the Commonwealth have access and exposure to the technologies needed to flourish
- Support programs that encourage mentorship and career exploration opportunities for all young people in STEM-related fields, particularly for underrepresented populations in those fields such as women and minorities

- Expand and enhance career and skills development throughout a student’s educational experience using models that integrate career exploration into counseling, academic advising, and curriculum and develop tools and resources that support the easy exploration of careers

##### **DEVELOPING WELL-ROUNDED STUDENTS AND CITIZENS**

- Encourage the development of skills such as critical thinking, creative thinking, communication, collaboration, and citizenship (the five C’s)
- Support models that identify and measure quality in higher education, including civic engagement and job preparedness
- Expand entrepreneurship and financial literacy education beginning in elementary school

##### **TALENT ATTRACTION**

- Promote Virginia as a top state to live and work to attract and retain talented workers and their families through a talent attraction campaign
  - Market and highlight Virginia’s strengths in quality of life, education system, and economic opportunities
  - Explore incentives for talent pathways and other innovative strategies to attract and retain additional talented workers
- Utilize state collaboration and regional partnerships such as GO Virginia regions to target and fund talent attraction and retention efforts
- Identify and solve for challenges to talent attraction and retention such as high cost of living, transportation, broadband access, affordable housing, and other factors





# BUSINESS CLIMATE

Virginia boasts one of the best business climates in the country thanks to our supply of talented workers, strong education system, high quality of life, and overall business-friendly environment. In fact, Virginia recently ranked as the top state for business according to CNBC for the second year in a row – the first state to manage back-to-back top state rankings since the award began. We are proud of this recognition and the other rankings that reflect Virginia’s position as a great place to do business. These recognitions are the result of commitments to the business-friendly policies that Blueprint Virginia has consistently called for since its inception in 2013.

For Virginia to be a global leader in commerce and position itself for long-term success, the Commonwealth must address vulnerabilities in its business climate. Virginia can strengthen its entrepreneurial environment by decreasing the cost of doing business in the state; improving the legal, tax, and regulatory environment; and investing in infrastructure assets essential to our economic progress. If the Commonwealth does not address these critical areas, we risk relinquishing our business-friendly status and dropping in national business rankings.

The recommendations here provide the Commonwealth with a set of foundational business principles to create an economy for all.



# RECOMMENDATIONS

## STRENGTHEN PROSPERITY FOR ALL VIRGINIANS AND EVERY REGION

- Provide leadership and a unified business voice for long-term strategic planning regarding business climate and economic development in the Commonwealth and work with our public and private partners to further these goals
- Encourage regional collaboration regarding economic development through the Growth and Opportunity Board of Virginia (GO Virginia), the GO Virginia Foundation, economic development organizations, and other economic development groups to grow Virginia's target industry sectors on regional, cross-regional, and statewide levels
  - Advance cross-regional collaborations, also known as mega-regions, that work to advance economic prosperity across geographic boundaries through partnerships and shared goals
  - Target technology (e.g. data centers, emerging technology, cybersecurity, data science, machine learning), transportation and logistics, high growth advanced manufacturing, biotechnology and life sciences, and business services and operations sectors for growth and investment
- Coordinate Virginia's educational and workforce development system's focus on in-demand industry sectors to ensure that needed skills for the workforce of today and tomorrow are developed through new skill building, as well as upskilling and reskilling of the existing workforce
- Invest in economic development marketing, expand broadband coverage, strengthen regions' inventory of shovel-ready sites, and support sector and regionally-specific talent development initiatives
- Expand and support initiatives that can bring previously outsourced jobs to rural communities in Virginia, such as CGI's "onshoring" model in Lebanon, VA
- Incentivize business attraction for communities through targeted tax and regulatory changes, such as reducing the state and local tax burdens for capital-intensive manufacturing projects and easing start-up regulations
- Continue to support growth in Virginia's agriculture sector, including related manufacturing, forestry, and agritourism opportunities
- Certify a community's readiness for economic development and create an initiative to enhance their ability to recruit economic development projects
- Build and support strong civic and business leadership throughout Virginia

- Support investments in Opportunity Zones to encourage and coordinate greater, more impactful investment in expanding employment opportunities
- Expand incentives for employment in Federal Work Opportunity Zones to encourage broader employment growth in disadvantaged communities that face consistent barriers to employment
- Support additional funding to fulfill existing and future commitments for the revitalization of distressed areas through existing and future Enterprise Zones
- Address economic, educational, and employment opportunity gaps for underrepresented and disadvantaged communities through intentional and meaningful strategies
  - Seek to understand why these gaps exist and analyze approaches to address them
  - Promote greater employment opportunities through long-term workforce development programs that target underrepresented and disadvantaged populations
  - Encourage entry-level job opportunities that can lead to advancement and provide experience for all skill levels
  - Improve minority networks through greater access to work-based learning opportunities like internships and apprenticeships
  - Improve access to capital for minority-owned businesses through a review of existing barriers and targeted improvements
  - Expand entrepreneurial education that provide the tools and advisory services needed for more minority businesses to launch and succeed
  - Promote positive employment outcomes for people with disabilities by encouraging employers and others to recognize the value and talents they bring to the workplace and implement flexible and inclusive workplace practices
- Work with the Blueprint Virginia 2030 Military and Veterans Affairs Executive Committee to address the needs of veterans and transitioning service members and their families for greater employment opportunities
- Create economic and employment opportunities for previously incarcerated individuals and remove barriers to allow them to more easily become workers for in-demand jobs
  - Improve job training and educational opportunities for the incarcerated through programs like "Ready to Work" that enable



skill building and workforce development which can improve rehabilitation and re-entry to society, and reduce recidivism

- Develop workforce training partnerships in Virginia's correctional system with businesses to deliver skills needed in the marketplace
- Reform occupational licensing restrictions at the state level in order to narrowly target any license restrictions and provide a means to recognize rehabilitation
- Create a system of immunity for employers from causes of action related to negligent hiring to encourage the hiring of individuals with criminal records, also known as "second chance hiring"

## IMPROVE OUR LEGAL AND REGULATORY CLIMATE

- Champion Virginia's right to work law as the cornerstone of the Commonwealth's pro-business and pro-economic growth policies and resist efforts which undercut employee choice
- Enact targeted legal reforms, defend our legal climate, and promote positive features of Virginia's business climate and civil justice system
- Ensure state and local regulatory programs are consistent and compatible to limit additional burdens on business in complying with a patchwork of local requirements
- Maintain Virginia's primacy in federally delegated regulatory programs such as environmental permitting and workplace safety
- Ensure an efficient and balanced unemployment and workers' compensation system and support improvement in the agency's ability to process valid claims and identify fraudulent ones
- Restore financial solvency to the unemployment insurance trust fund



- Allow for the sharing of thought leadership and business best practices to inform government process improvement
- Support an efficient, consistent, and effective immigration system that provides certainty to employers
- Implement strategies that reward high-performing state employees and constructively address underperformance
- Enhance the relationship between state government, local government, school systems, and other partners to support cost-effective performance and delivery of services
- Ensure that the Commonwealth sufficiently funds its “rainy day” fund to ensure Virginia maintains its positive credit rating



## TARGET COMPREHENSIVE TAX REFORM

- Work with the Governor and General Assembly on a comprehensive review of Virginia’s tax system that better positions the Commonwealth for economic growth and investment, such as, but not limited to:
  - Conduct a full review of the competitiveness of Virginia’s corporate tax burden in comparison to peer states
  - Reduce the tax burden on capital intensive manufacturing
  - Modernize Business, Professional, and Occupational Licensure (BPOL) taxation to limit the burden on professional services and other industry partners
  - Ensure Virginia’s state and local tax officials maintain a fair and balanced approach to treatment of Virginia’s business community

## ENCOURAGE ECONOMIC DEVELOPMENT EFFORTS

- Utilize data-informed, business-driven, decision-making for statewide, regional, and local economic competitiveness and workforce priorities
- Maintain the partnership among the Virginia Economic Development Partnership (VEDP), the Virginia Chamber’s Business Climate Executive Committee, and other relevant stakeholders on the National Rankings Initiative which seeks to further improve Virginia’s position on national rankings of business climate in comparison to other states
- Market Virginia for economic development opportunities to site selectors and corporate leaders through robust advertising, branding, lead generation, and site consultant cultivation
- Prioritize a client-focused and responsive system of streamlined incentives for economic development that attract investment and job growth while allowing the flexibility to meet the needs of private sector growth and fulfill existing incentive commitments
- Strengthen and evaluate Virginia’s portfolio of economic development incentives, and clearly communicate the return on investment of this spending
  - Improve support for Virginia’s incentive programs and other business attraction assets such as the Commonwealth Opportunity Fund (COF), Virginia Investment Performance Grant (VIP), the Virginia Talent Accelerator Program, Agriculture and Forestry Industries Development Fund (AFID), the Port Volume Increase Tax Credit, among others
- Position Virginia to secure transformational economic development projects that attract positive national attention, create jobs, result in significant capital investment, and add to the Commonwealth’s quality of life
- Retain our existing workforce and employers and work to secure their expansion in the Commonwealth
- Strengthen Virginia’s inventory of strategic, project-ready sites
  - Prioritize a significant state investment in building out more Tier 4 and Tier 5 shovel-ready, greenfield sites to catch up with competitor states to attract opportunities from the growing domestic advanced manufacturing industry including necessary infrastructure to support these sites; and ongoing investments to maintain and expand the Commonwealth’s full portfolio of sites
  - Support public-private financing models as an approach to enhancing Virginia’s economic development sites and buildings

- Support and encourage opportunities for the “re-shoring” of industry to help address current and future supply chain issues providing reliability and resiliency to business

## SUPPORT OUR SMALL BUSINESSES AND ENTREPRENEURS

- Nurture a culture of innovation and entrepreneurship that values and encourages new business formation and small business growth in Virginia
- Remove barriers that currently impede small business growth, such as conflicting regulatory standards, excessive licensure and registration requirements, and uneven taxation across locality, region, and sector
- Promote development of entrepreneurial ecosystems surrounding Virginia’s research universities that facilitate business startups and commercialization of new discoveries
- Provide community resources for small and growing businesses like business incubators, shared workspaces, and other resources that allow for the acceleration of small business growth with a distinct focus on economic inclusiveness
- Leverage Virginia’s Business One Stop portal as a resource for small businesses to plan, develop, and expand their business
- Increase access to capital and provide additional financing options for small businesses and entrepreneurs, which is one of their largest barriers for growth
- Promote the creation of regional private and community investment funds and support existing and the launch of additional sector-specific accelerators

## EXPAND INTERNATIONAL TRADE OPPORTUNITIES

- Fully fund and implement Virginia’s International Trade Plan which seeks to increase Virginia’s exports by 50 percent by 2035
  - Expand the capacity of state agencies to build capabilities, facilitate connections, and share risk with Virginia firms that export
  - Increase focus of state agencies to build capabilities and facilitate connections for firms that import critical elements of their supply chains
  - Align business expansion and recruitment activity with international trade efforts
  - Advocate for critical investments in logistics, infrastructure, and tourism strategies

- Enhance the Commonwealth’s ability to serve Virginia businesses through increased coordination among agencies and federal stakeholders
- Continue investments in the Port of Virginia and other transportation assets to maintain the state’s competitive advantages
- Work to further increase agricultural and forestry exports from the Commonwealth and seek to expand their value-add production
- Recognize the important role international trade plays in Virginia’s largest industries in every region of the Commonwealth, such as agriculture and forestry, and other export intensive sectors

## BUILD ON VIRGINIA’S REPUTATION AS A WELCOMING PLACE

- Build on Virginia’s strong reputation as a high-quality and safe state to live, work, and raise a family
- Support efforts that improve quality of life standards such as access to well-paying jobs, high-quality health care, child care, affordable housing, and a world-class education system
- Nurture vibrant tourism, hospitality, and travel industries to attract visitors and new Virginians
  - Create and support public and private investments in vibrant communities, hotels, attractions, and other tourism-related facilities, so that people will choose to live, work, invest, and vacation in Virginia
  - Promote efforts and state infrastructure to attract new and repeat visitors to Virginia while growing the state’s revenue and tax base
- Support the protection, continued development and funding of Virginia’s state parks and trails for the benefit of all Virginians and our economy
- Capitalize on opportunities to make the Commonwealth more attractive for professional sports franchises, amateur sporting events, travel, and entertainment
- Develop and advance intercultural and global competence frameworks to entice and improve international trade opportunities
- Support development and communication at the local level of global economic engagement across the Commonwealth of Virginia

# INFRASTRUCTURE

Businesses rely on Virginia’s robust infrastructure assets not only to move people, goods, and services efficiently and effectively into and throughout the Commonwealth, but also to access the internet and electric service. Prudent investments in local water and sewer utilities both foster economic growth, but also have environmental benefits. Virginia depends on a comprehensive transportation network that meets our current needs, is well-maintained, and plans for the future. Businesses cannot grow if they cannot move products, access broadband, or affordably and reliably power production.

The Commonwealth has made strides in recent years to evaluate and prioritize infrastructure needs. However, we have to continue investing in long-term transportation solutions, expand access to broadband, and provide businesses with the energy solutions they need. The recommendations listed here seek to address these critical needs.



# RECOMMENDATIONS

## ADVANCE INFRASTRUCTURE INVESTMENTS AND EFFICIENT PERMITTING PROCESSES

- Promote consistency in local regulations as it relates to development of critical infrastructure that facilitates the flow of people, goods, and services
- Support participation by impacted communities in decision-making forums, especially those which have been disadvantaged
- Advance the principle of timeliness and certainty in permitting and regulatory decision-making while maintaining strong, uniform standards

## ADVANCE BROADBAND INFRASTRUCTURE

- Embrace a variety of approaches for expanding broadband access to unserved parts of Virginia
- Increase financial support for public-private partnerships to facilitate broadband deployment in unserved areas
- Support efforts to prepare workers for the advancement of broadband investments and initiatives
- Explore new technologies and strategies to increase access to broadband in unserved areas
- Support a more uniform and streamlined process for the approval of cell facilities including next-generation advancements in technology and other enhancements
- Support Virginia’s subsea cable assets across the Atlantic from Europe landing in Virginia Beach, which grow jobs and foster a stronger data center ecosystem
- Identify ways to leverage expanded broadband for remote working and entrepreneurial activities

## MAINTAIN AND IMPROVE OUR NETWORK OF ROADS, BRIDGES, AND TUNNELS

- Reduce congestion and improve reliability of travel on major corridors, such as I-64, I-66, I-81, I-95, and associated routes through investment in long-term, multi-modal strategies
- Address potential funding challenges for Virginia’s highway system with ongoing pressures on state and federal budgets through new funding models and diverse revenue streams

- Build, repair, and improve transportation assets that promote the efficient movement of goods and people such as the Hampton Roads Bridge Tunnel expansion and many other critical transportation updates needed
- Encourage the completion of I-73/I-74/I-75 which would provide greater connection for the Commonwealth to other regions of the country for the flow of goods and people
- Incentivize local and regional investment in key transportation corridors, including using the Northern Virginia, Hampton Roads, and Richmond regional sales tax model to support transportation projects in other regions of the state to the extent there is local support for this approach
- Continue support of programs that constructively identify and prioritize important transportation projects and review current approaches on a regional and cross-regional basis
- Encourage the use of traffic management technology to offset congestion and reduce needs
- Enable adequate and equitable access to electric vehicle charging infrastructure around the Commonwealth

## EXPAND VIRGINIA’S RAIL AND TRANSIT CAPABILITIES

- Capitalize on recent federal funding for passenger, commuter, and freight rail priorities that will improve rail infrastructure across the Commonwealth
  - Expand and improve passenger and commuter rail service through Virginia Railway Express and Amtrak
  - Build a new Long Bridge connecting Washington, DC and Virginia for enhanced rail service
  - Lay the groundwork for future high-speed rail opportunities
- Evaluate and implement recommendations to improve the governance, accountability, and operational challenges at Washington Metropolitan Area Transit Authority to include identifying a long-term dedicated funding source for this critical economic development asset
- Encourage partnerships with the owners and operators of the Commonwealth’s rail lines to make strategic investments in higher-speed rail

- Support the extension of passenger rail service throughout the Commonwealth

## DEVELOP A WORLD-CLASS LOGISTICS AND MULTI-MODAL DISTRIBUTION STRATEGY

- Become the best state for testing innovative, emerging transportation trends to support the next generation of transportation and logistics investments to better move goods across the Commonwealth and beyond
- Support the transformation of Virginia’s linear supply chain into tomorrow’s “Next Generation Supply Networks” through public-private research and analytic efforts
- Recognize that all modes of transportation are valuable for Virginia’s economic future and that any meaningful long-term solution will require a multi-modal approach
- Develop and encourage transportation policies and investment strategies that address Virginia’s transportation challenges through a multi-modal lens
- Promote the exchange and integration of data between highway, rail, and ports to expand Virginia’s intermodal capacity and reduce congestion on Virginia’s highway system
- Explore opportunities to work with surrounding states and the federal government on projects of shared interest

## CAPITALIZE ON VIRGINIA’S PORT AND OTHER TRADE ASSETS

- Support the development and implementation of the Port of Virginia’s economic development strategy which seeks to leverage this important asset to grow Virginia’s economy
- Fully fund and adopt Virginia’s International Trade Plan which seeks to double Virginia’s exports over the next two decades
- Support the widening and deepening of the Norfolk Harbor Channels that will help Virginia maintain its competitive advantage as the East Coast’s deepest port







- Fully utilize Virginia's network of inland ports, the Richmond Marine Terminal and other trade assets, as well as explore the economic feasibility of creating additional inland ports throughout the Commonwealth
- Advocate for infrastructure upgrades at the Port of Virginia to, among other things, enhance Virginia's ability to serve as a platform for domestic offshore wind development and attract associated supply chain investments
- Strengthen Virginia's infrastructure and inventory of strategic, project-ready sites
  - Prioritize a significant state investment in building out more Tier 4 and Tier 5 shovel-ready, greenfield sites to catch up with competitor states to attract opportunities from the growing domestic advanced manufacturing industry; and ongoing investments to maintain and expand the Commonwealth's full portfolio of sites
  - Support public-private financing models as an approach to enhancing Virginia's economic development sites and buildings
- Provide for collaboration among the Port of Virginia, the wider maritime community and the Commonwealth's network of colleges and universities to educate and train the workforce necessary to fill 21st Century jobs in the nation's supply chain, from waterfront to final destination

#### STRENGTHEN OUR AVIATION AND AEROSPACE ASSETS

- Encourage the development of Virginia's Unmanned Aerial Vehicle industry while focusing on safety, security, and appropriate regulatory oversight
- Promote policies that will strengthen space operations at the MidAtlantic Regional Space Port
- Encourage regulatory reform and incentives that will allow Virginia to develop a robust maintenance, repair, and overhaul industry for aircraft
- Explore innovative, cost-effective ways to better connect and expand capacity for Virginia's communities to major airport hubs
- Support the creation of economic sites around Virginia's airports, including actively securing the proper permits for development in advance

## HEALTH CARE & LIFE SCIENCES

For businesses to thrive, they need healthy employees and healthy communities. The COVID-19 pandemic highlighted the need for affordable high-quality health care, a strong public health infrastructure, a robust supply of health care professionals, and an equitable access to services. A strong economy relies on a healthy workforce. Supporting employee wellness and preventative care programs, as well as employee assistance programs to address the rising level of mental health and behavioral health issues in our workforce, has become a top priority.

Blueprint Virginia 2030 surveys reflected the continued concern with the rising cost of health care and the need to support affordable, high-quality health benefits for employees. The Chamber will continue to advocate to support employer-sponsored health coverage, as well as the ability for small businesses to pool their risk through a Health Benefits Consortium.

Access to affordable and quality care is critical for a sustainable health care system that works for all Virginians and is a priority of the business community.

The recommendations put forward here focus on building a world-class health care system and life sciences industry in Virginia that will continue to have a significant positive impact on our economy.

## RECOMMENDATIONS

#### SUPPORT POPULATION HEALTH AND WELLNESS

- Encourage and support employee wellness and preventative care programs that lead to a healthier, more productive workforce
  - Promote preventative care that includes well visits, annual exams, screenings, oral care, and non-COVID ACIP recommended immunizations
  - Support medical management for chronic diseases, including comorbidities like obesity and diabetes
  - Promote employee assistance programs that reduce the stigma of mental health by providing services and support for individuals with mental health concerns, including depression, anxiety, and substance use disorder
- Encourage collaboration on the development of innovative proposals, including funding models, to address issues such as access to behavioral health services and substance use disorder treatments (e.g., opioids)
  - Leverage the newly-formed Virginia Opioid Abatement Authority to fund evidence-based models of care to address the Opioid epidemic
  - Encourage integrated care models that include behavioral health resources in the primary care setting
  - Support efforts like Project BRAVO which provide fully-integrated, high-quality, evidence-based, and trauma-informed behavioral health services
  - Encourage collaborative efforts between free clinics and hospitals, health systems, Virginia Department of Health (VDH) and other community-based organization to better address social determinants of health through holistic approaches to care

#### IMPROVING ACCESS

- Advocate for innovative solutions to expand health care coverage that reduce health care costs for Virginia's business community and workers
- Enable small businesses to pool their risk and achieve scale similar to large employer plans through a Health Benefits Consortium which will produce cost savings, increased health coverage, and high-quality benefits for small businesses with 2-50 employees

- Recognize and support the critical role that employer-sponsored health coverage plays in providing health benefits to millions of Virginians
- Encourage the continuation of effective COVID-19 pandemic health care delivery flexibilities (telehealth) as an option along with traditional services (in-office)
- Improve access to health care, including physical and mental health, in rural areas by working with community partners
- Address physical barriers to care through alternative delivery services to those unable to travel to a doctor's office such as telehealth, community health clinics, transportation assistance, and home visits
- Support strategies that address the current and future needs of aging Virginians in accessing long-term services and supports
- Develop mechanisms to increase individual's access to interpretation and translation resources to include non-English languages and American Sign Language (ASL)







## STRENGTHENING QUALITY WHILE CONTROLLING AND REDUCING COST

- Raise awareness about affordability and total cost of care
- Promote the tracking and reporting of health care cost growth and transparency into the total cost of care
  - Build health care literacy by assisting employers and patients in understanding the cost drivers of the health care system and how they affect premiums
  - Encourage providers, health plans, employers, and other health care industry partners to participate in the All Payer Claims Database (APCD)
- Continue to serve as a national leader in the reduction of low-value, unnecessary, and potentially harmful health care services while preserving access to evidence-based, high-value care
- Continue to promote care for undertreated, underdiagnosed conditions such as hypertension and depression
- Help ensure federal health care reform efforts provide states with the flexibility to develop quality, access, and cost solutions
- Support collaboration to streamline performance measures tied to meaningful improvements in health care
  - Expand the use of value-based purchasing for health care and reduce reliance on the fee-for-service model over time. For instance, hybrid free and charitable clinics that serve uninsured patients as well as individuals covered by Medicaid would benefit from value-based payments that support their more comprehensive and holistic approach to wellness
  - Adopt coordinated care models that are patient-centered and reduce unnecessary, duplicative services
- Increase interoperability between data platforms to share health care data to improve health outcomes and control costs
- Encourage health care that is viable, essential, consistent, and performance-measured in order to advance value in health care

## FOSTERING INNOVATION THROUGHOUT HEALTH CARE AND LIFE SCIENCES

- Support the growth of the emerging life science and biotechnology sectors in Virginia for strong economic growth and the creation of high paying jobs
  - Nurture innovation and research in the life sciences and biotechnology sectors that spur economic development and include a goal of improving health outcomes through public-private partnerships, grant funding, and greater collaboration with our research institutions
- Encourage advanced pharmaceutical manufacturing in Virginia, through strategically focused workforce initiatives and capital expenditure incentives
- Leverage Virginia's "Data Alley" to lead the world in bioinformatics, health care and biotechnology artificial intelligence and big data
- Invest in emerging technologies and data analytics that support advanced biotechnologies and health care delivery to improve outcomes and quality, reduce costs, and empower consumers
- Use lessons learned from the COVID-19 pandemic to build resiliency and strengthen Virginia's public health infrastructure and emergency response planning
- Support regional collaboration to solve unique health care challenges to that region
- Bring mental health services and supports directly to the patient by supporting innovations in telepsychiatry, including improvements that expand access to those with visual, hearing and motor disabilities

## BOLSTER HEALTH CARE TALENT SUPPLY

- Strengthen and grow the supply of health care professionals through a multi-pronged, long-term approach that recognizes and plans for existing and future health care workforce shortage needs
  - Analyze the current and future talent needs for the full continuum of Virginia's health care system

- Coordinate with medical schools, two and four-year higher education institutions, and other education providers to build a more robust pipeline of talent for the sector
- Utilize partnerships between K-12 schools and local child care and long-term care communities to introduce students to a career in child and adult care
- Support loan forgiveness programs and other incentives that encourage healthcare providers to serve in the healthcare safety net or in provider shortage areas
- Build a stronger pathway for occupational licensing for individuals with credentials and licensing from other states that is reciprocal to Virginia
- Build the health care professional workforce by implementing recruitment and retention strategies that may include "grow your own" models and expansion of the role of community health workers
  - Expand partnerships with K-12 and community college systems to introduce students to in-demand careers in the full continuum of health care and the life sciences at an early age

## IMPROVE HEALTH EQUITY AND SOCIAL DETERMINANTS OF HEALTH

- Support programs and initiatives aimed at reducing maternal, child and infant mortality including a focus on communities with long-standing challenges in these vital public health metrics
  - Encourage patient-centered, trauma-informed, culture-specific post-partum care
- Support efforts to reduce health disparities for vulnerable populations across the state by encouraging and funding efforts to better address social determinants of health such as housing, food access, transportation, and linguistic diversity
- Address gaps in racial and ethnic diversity in the industry through intentional, long-term approaches to greater inclusion and opportunity
- Engage strategic partnerships with health systems, the broader health industry, and community organizations to reduce health disparities and address health equity

- Expand telehealth capabilities to underserved communities and populations to increase access to health care services and better manage population health
- Leverage mobile health solutions, such as medical care vans, to provide more accessible and convenient care where individuals live and work
- Strengthen the data capabilities of Virginia's All Payer Claims Database (APCD)
  - Standardize definitions and requirements to improve the collection of demographic information
  - Reduce barriers for self-insured employers operating in Virginia to share their health care claims data with the APCD
  - Incentivize clinicians to capture social determinants of health information, known as Z codes, in their claim's submissions
  - Support the transfer of information on health care utilization by uninsured Virginians from Virginia's federally qualified health centers and free clinics into the APCD
  - Promote linkage between the APCD and other complementary data sources
  - Encourage Virginia's requests for the federal government to submit military and federal employee claims data to the APCD



# INNOVATION & TECHNOLOGY

Technology and research enable innovation and are used within every industry to grow profits and remain competitive. Technology and research also allow for the creation of new businesses that can generate wealth and contribute to Virginia's economic performance. Virginia is well-positioned to advance innovation, technology, and entrepreneurship to support economic growth and job creation.

The Commonwealth is a global technology center with a strong and diverse technology industry and is home to one of the most robust and well-educated supply of technology workers in the nation. To enable innovation, Virginia possesses unique assets such as an impressive distribution of federal laboratories and targeted research and development capabilities at its higher education institutions. Virginia can leverage and enhance its value proposition for innovation, technology, and entrepreneurship with a strategy that encourages business investment through location and expansion decisions, and new high-growth company formation.

The recommendations here focus on making Virginia a global leader in research, technology, and innovation throughout the Commonwealth.



# RECOMMENDATIONS

## STRENGTHEN OUR INNOVATION AND ENTREPRENEURIAL ECOSYSTEM

- Build on the Commonwealth's strength in the high-growth, technology sector through a dual- focus on attracting technology-based economic development and growing the technology industry organically through nurturing start-ups, entrepreneurs, and commercialization efforts
- Increase federally and privately funded research at Virginia's higher education institutions and expand the activities of research universities as hubs for entrepreneurship and new business startups
- Leverage the power of state collaboration, consistency, and coordination through the Virginia Innovation Partnership Authority (VIPA) and the Virginia Innovation Partnership Corporation (VIPC)
- Promote technology-based economic development by building, attracting, and retaining innovation and high-technology jobs and businesses in Virginia
- Ensure promotion and marketing of Virginia's statewide innovation economy and support and coordinate regional marketing efforts to align local and statewide objectives
- Expand targeted incentives and tax policies that drive research, innovation, and new company formation, and ensure the statewide technology ecosystem is promoted and well resourced
- Close the support gap and improve access to capital through pre-seed and seed-stage investments, coordination of private investor networks, and enhanced deal syndication
- Promote culture of entrepreneurship through education, public policies, and a robust network of support
- Encourage programs that provide business counseling and entrepreneurial training to the minority community such as recent efforts at Virginia State University through GO Virginia funding and Hampton University's Business Incubator utilizing a US Department of Education grant

## GROW VIRGINIA'S TECHNOLOGY SECTOR

- Increase industry competitiveness by supporting the application of technology to improve productivity and efficiency
- Attract and provide additional private and public funding to enhance and expand the scientific and technological research and commercialization at

federal research institutions and facilities, as well as the Commonwealth's higher education institutions

- Maintain cybersecurity, data analytics, unmanned systems, biotechnology, and life sciences as key areas of focus
- Coordinate higher education, workforce development, quality of life and place, and attraction investments like Virginia Tech's Innovation Campus in National Landing
- Target opportunities in rural areas and small metros to help build business centers of excellence for technology and innovation clusters
- Ensure Virginia's business and legal climate allow for innovation
  - Advance "regulatory sandbox" approaches that allow for emerging technologies and concepts to be tested and piloted, such as the moratorium on local regulation for unmanned aerial systems and autonomous vehicles
  - Boost competitiveness in advanced manufacturing, robotics, machine learning, and artificial intelligence
  - Remove barriers to entry for the adoption of "gig economy" business models
  - Improve access to capital for early-stage technology companies, especially minority-owned businesses that have historically had more difficulty in securing funding

## BOLSTER RESEARCH, DEVELOPMENT, AND COMMERCIALIZATION

- Build the Commonwealth's capability to find and grow ideas for commercialization
- Attract and provide additional private and public funding to support and enhance innovation-led entrepreneurship ecosystems and coordination of existing activities and programs
- Encourage the Commonwealth to continue to measure and incentivize the commercialization of intellectual property from higher education institutions and support federal facilities' IP transfer initiatives
- Support applied research initiatives that target agriculture and forestry in our land grant universities and support the Virginia Cooperative Extension system as a means to help disseminate information

- Utilize models such as the ones developed by the Commonwealth Center for Advanced Manufacturing (CCAM) and the Commonwealth Center for Advanced Logistics Systems that foster industry-driven and higher education institution-supported research in key industry sectors

## BUILD THE TECHNOLOGY TALENT SUPPLY

- Collaborate with Virginia's leading businesses and educators to develop a best-in-class model that streamlines entry into the technology workforce
  - Provide additional support in workforce training to small-to-medium size companies by facilitating connections with Virginia's educational institutions
- Identify and develop skills that are critical to the high demand technology sectors and support strategic outreach initiatives
- Focus on increasing access to technology sector careers for all Virginians through improved work-based learning opportunities
- Develop technology and innovation career pathways that increase awareness of STEM and other in-demand technology-related careers in K-12 schools and post-secondary education and workforce development programs
- Promote the scaling of models like CodeVA to engage K-12 students in technology skill building and technology-based careers and apprenticeship programs like MAXX Potential to facilitate technology upskilling and transitions into the workforce for individuals from all backgrounds
- Provide leadership on the design and implementation of the USDOL H-1B One Workforce Grant Program to strengthen assistance for up-skilling and training Virginia's workforce for critical jobs in technology (LEAD4IT)
  - Virginia is piloting the LEAD4IT program, a national initiative to expand apprenticeships, internships, and on the job training opportunities in cyber and technology career fields
- Streamline and improve the federal security clearance process to improve employers' access to qualified and cleared employees for government contracts
- Address barriers to entry that delay individuals from starting work in technology-based in-demand careers through strategies that target increased equality of opportunity and diversity in the technology sector



# ADVANCED MANUFACTURING

As the pandemic impacts the global production of goods, Virginia must capitalize on its strategic assets to advance manufacturing within the Commonwealth. However, while Virginia has a good business climate and a transportation system to support manufacturing, it must address certain challenges to attracting advanced manufacturing in the state—(1) High tax burdens discourage capital investments in new and existing companies, (2) The lack of available business ready sites, (3) Supply chain disruptions and the need for an expanded footprint in international markets (4) Certainty and predictability in the permitting process, and (5) The need for highly-skilled, highly-trained talent.

The recommendations included here offer a platform for growing the advanced manufacturing sector and building the talent workforce in Virginia.



## RECOMMENDATIONS

### ENCOURAGE GROWTH IN THE ADVANCED MANUFACTURING SECTOR

- Strengthen Virginia’s potential in the high-growth, advanced manufacturing sector through a dual focus on attracting manufacturing economic development opportunities and growing the industry organically by nurturing entrepreneurs and commercialization efforts
- Explore ways to expand and utilize incentive programs for capital investments in areas of the state where manufacturing clusters exist and can grow
- Explore opportunities to work with surrounding states on economic development projects of shared interest
- Revise the definition of “local match” within Virginia’s economic development incentive programs to enable multiple localities or even regions to pool their resources to meet this requirement
- Support efforts to build a strategic portfolio of project-ready sites by connecting them to important infrastructure such as broadband, energy, water, rail, highways, etc.
- Create a more welcoming business climate for the advanced manufacturing sector
  - Work with the Governor and General Assembly on a comprehensive review of Virginia’s tax system, including identifying targeted tax changes for Virginia’s manufacturers which will allow for greater growth in the industry
  - Pursue targeted tax changes to reduce the combined state and local effective tax burden for job-creating manufacturing business investments
  - Streamline the regulatory and permitting process to provide greater efficiency, consistency, and predictability to allow for greater manufacturing growth
  - Ensure regulations are evaluated with standards that appropriately balance environmental protection and economic development
  - Improve permit processing times among Virginia’s state agencies and localities
  - Limit the growth in fees for services which currently act as a regulatory unfunded mandate on industry
  - Allow the General Assembly to oversee regulatory agencies’ use of fees for service and evaluate their effectiveness in processing permits and applications
- Attract and provide additional private and public funding to enhance and expand the scientific and technological research and commercialization at federal research

institutions and facilities, as well as the Commonwealth’s higher education institutions for advanced manufacturing

- Target opportunities in rural areas and small metros to help build and expand business centers of excellence for manufacturing

### STRENGTHEN OUR EXPORT POTENTIAL AND SUPPLY CHAINS

- Fully fund Virginia’s International Trade Strategic Plan which seeks to double exports by 2035
  - Prioritize the importance of advanced manufacturing in export growth
- Target advanced manufacturing growth for products that have large export potential and a high return on investment
- Strengthen the domestic and international supply chains for critical materials and products for advanced manufacturing, especially regarding inventory critical to national security and public health
- Recognize the sensitivity of the global supply chain and work collaboratively with the business community to ensure continuity of critical operations through public-private partnerships and the removal of trade barriers and impediments to the efficient movement of goods and services
- Limit supply chain disruptions to avoid negative impacts to the economy and ensure as much predictability and stability in production for manufacturers as possible
- Develop a working partnership between the private sector and the Commonwealth’s network of colleges and universities to educate and train the workforce necessary to fill critical jobs in the 21st Century supply chain to move materials and products from the waterfront to final destination

### IMPROVE THE SUPPLY OF TALENT FOR ADVANCED MANUFACTURING

- Encourage facilitated communication between manufacturers, academic institutions, and other training curricula developers to address local industry-identified gaps and emerging skill needs
- Support the Commonwealth Center for Advanced Manufacturing’s (CCAM) efforts to solve advanced manufacturing challenges and grow

a qualified manufacturing workforce ecosystem by providing a diverse and industry-driven educational pathway

- Create and expand work-based learning opportunities such as internships, apprenticeships, and other training programs
- Reduce the stigma amongst young people and their parents in entering the manufacturing industry or the skilled trades through career education in K-12 and other forums
  - Communicate the opportunity and high return on investment for a career in advanced manufacturing

### IMPROVE WORKPLACE SAFETY

- Recognize the need for smart regulations that ensure workplace safety and protect public health while appropriately balancing the economic impact
  - Support commonsense workplace safety measures that are consistent, reasonable, and account for the views of communities and businesses
- Support constructive workplace safety strategies that contribute to a day-to-day safety culture in the workplace
- Provide thought leadership on workplace safety best practices and regulatory updates for small businesses





# ENERGY

As business and industry increasingly depend on electronic and connected devices, machinery, and systems, the need for a dependable and sustainable supply of energy continues to intensify. Increasing population and economic growth will drive even greater energy consumption in the future. So too will the electrification of the transportation sector and other segments of the Virginia economy.

Increasingly, the Commonwealth envisions that these needs will be met in growing proportion by clean and renewable sources of energy. Continued investment in the modernization of Virginia’s energy grid is needed to facilitate this transition. Updates to key energy infrastructure are needed to support the provision of clean, safe, reliable, and affordable energy.

The following recommendations recognize the steps Virginia must take to build a more diverse energy portfolio that is reliable, affordable, and weaves innovative solutions for the future into energy policy.



# RECOMMENDATIONS

## SUSTAINABILITY, RELIABILITY, AND AFFORDABILITY

- Support efforts to empower energy users with detailed information about their usage and emissions footprint, and promote rate designs that leverage price signals to encourage more active management of energy consumption
- Highlight Virginia’s leadership role in combining utility energy efficiency programs and energy assistance programs
- Develop and promote energy solutions and other programs which cater to companies’ sustainability objectives while meeting the reliability and resiliency needs of the economy

## ENCOURAGE ENERGY DIVERSITY

- Recognize, support, and encourage the need for a diverse energy portfolio serving industrial, commercial and residential users that incorporates reliability, affordability, and weaves in innovation
- Prioritize investments in energy that ensure competitive rates, attract economic development, and environmental protection
- Promote responsible and geographically diverse in-state deployment of energy resource types required by recent policy changes, including solar, wind, and energy storage
- Capitalize on carbon-reducing innovations such as renewable natural gas, green hydrogen, advanced nuclear technology, and other promising energy developments
- Account for businesses that may not be well suited for electrification, such as those with thermal energy needs where natural gas, hydrogen, and biomass may be more appropriate

## BOLSTER ENERGY TALENT SUPPLY

- Support the work of the Virginia Nuclear Energy Consortium, Virginia’s Community Colleges, and the Virginia Energy Workforce Consortium on energy workforce and education pathways

- Continue to support the Get into Energy Innovation Challenge as a national model to engage students in project-based learning regarding energy and introduce them to potential careers in the energy industry
- Encourage the expansion of initiatives like the Powerline Worker Training program at Southside Virginia Community College as a model to meet the powerline technician needs of the energy industry
- Build on Virginia’s best-in-class Troops to Energy program to further integrate veterans into all segments of Virginia’s energy industry
- Refine and periodically revisit curricula established to support Virginia’s energy career cluster to ensure that knowledge and skillsets reflect the latest industry competencies and credential models

## ENERGY INFRASTRUCTURE AND REGULATION

- Encourage uniform, consistent regulations that reduce barriers to energy project development at the local level and enable fact-based discussions and decision-making
- Engage diverse and low-income communities throughout the clean energy transition and consider the potential benefits to be gained by avoiding disproportionate negative impacts
- Support grid modernization initiatives that make Virginia’s energy system ready to accommodate the fundamental changes brought about by decarbonization and electrification and prioritize reliability, affordability, and sustainability
- Continue supporting landmark zero-carbon investments like the Coastal Virginia Offshore Wind project anchored at the Port of Virginia in Hampton Roads, which also have the potential to spur regional economic revitalization
- Continue to support Virginia’s natural gas utilities in implementing the Commonwealth’s Steps to Advance Virginia’s Energy Plan (SAVE) statute, resulting in the creation of jobs to upgrade the infrastructure necessary to assure safe, reliable, and affordable energy, with accompanying reductions in greenhouse gas emissions





# HOUSING

Businesses need appropriate housing in the communities where they operate to attract and retain their workforce. Without stable housing, a person is more challenged to find and keep stable employment. The lack of an adequate supply of housing options detrimentally affects talent attraction, the transportation system, worker productivity, and quality of life. Housing strains also impact certain areas of the Commonwealth more than others and targeted approaches are needed to ensure appropriate housing options are available to all Virginians.

When homes are affordable and accessible to jobs, individual lives are improved and communities as a whole grow stronger.

Improvements to both the supply and affordability of quality housing options are the primary focuses of the recommendations in this section.



## RECOMMENDATIONS

### IMPROVE HOUSING OPTIONS FOR OUR WORKFORCE

- Recognize the importance of having a broad range of housing options for economic development and a high quality of life for all Virginians
  - Target improvements for housing access and affordability for all Virginians, but especially to close gaps that exist among population groups
- Address state housing needs through engagement with all stakeholders in the housing delivery network
- Study the impact that insufficient supply of affordable, quality housing options has on the workforce and the limitations it places on future economic growth
- Review current programs and policies to determine the effectiveness of current housing policy and strategies
- Review the impact residential segregation has on housing opportunities and access; and explore ways to address it
- Collect data to inform and project the future housing needs of the Commonwealth
- Consider the findings from Virginia's statewide housing study for recommendations to improve access, affordability, and supply of housing for the workforce
- Encourage regional cooperation and broad-based funding methods to enable the growth of affordable, quality housing
- Support workforce housing by addressing land use issues and constraints on the construction and housing industries such as exclusionary zoning practices
- Expand housing incentives and programs that promote development and redevelopment efforts in our communities

### TARGET HOUSING AFFORDABILITY

- Support financial assistance to increase the housing delivery networks capacity to deliver affordable housing services
- Support Virginia Housing initiatives that target homeownership, rental, and community outreach
- Expand pre- and post-closing financial literacy and housing counseling resources to enable sustainable homeownership

- Develop innovative loss mitigation strategies to assist households in sustaining homeownership during periods of financial hardship
- Develop targeted strategies to lessen disparities in homeownership
  - Expand access to financial resources in underserved areas
  - Establish and strengthen community and industry partnerships to identify and address key barriers facing underserved populations and markets
  - Increase wealth-building opportunities through homeownership in underserved populations
  - Expand outreach and marketing of affordable homeownership opportunities to potential homebuyers
  - Develop innovative solutions to expand the affordable home purchase inventory
- Advance housing revitalization efforts to increase capacity and enhance living environment for renters

### INCREASE HOUSING SUPPLY

- Remove barriers to increasing the housing supply such as exclusionary zoning practices and other local regulatory limitations for homebuilding and development
- Improve the construction talent supply in order to allow for more housing options to be built with greater speed
  - Expand apprenticeship and training initiatives supported by industry and state partners
  - Support talent attraction and retention efforts
- Support efforts to increase Virginia's inventory of rental units and other high-density housing options as appropriate
- Support the creation and appropriate use of tax credits, including the Historic Rehabilitation Tax Credit Program, as incentives to private investment in real estate, to broaden available housing stock, to preserve historic infrastructure, and to create jobs





# CORPORATE SUSTAINABILITY & ENVIRONMENT

Employers are increasingly embracing the concept of corporate sustainability which seeks to improve on environmental, social, and governance factors. Virginia businesses are leading the way on corporate sustainability and stewardship of our natural resources and environment.

The Chamber recognizes the important role that quality of life and place plays for economic development, workforce development, employee retention, and Virginia’s position on national rankings of business climate. Clean water and recreational lands are critical components to achieving a high quality of life in the Commonwealth. Each Virginian should be able to enjoy Virginia’s diverse landscape of resources, including over 30 state parks across the Commonwealth. Not only does smart stewardship of our natural resources keep them available for the use and enjoyment of our citizens, but our water and land resources provide the Commonwealth with economic opportunity and are critical inputs for business and industry.

The recommendations here offer a pathway to highlighting Virginia’s leadership in corporate sustainability, but also protecting the Commonwealth’s natural resources while enabling economic growth.



## RECOMMENDATIONS

### ENCOURAGE CORPORATE SUSTAINABILITY

- Encourage and recognize the continued adoption of, and incentives for, corporate sustainability practices that seek to address the environmental, social, and governance challenges businesses face
- Leverage Virginia’s national leadership in meeting corporate sustainability goals through Blueprint Virginia 2030 Corporate Sustainability and Environment Executive Committee
- Prioritize sustainable hiring practices that seek to identify, train, and hire Virginia workers, veterans, and members of disadvantaged communities so businesses can benefit from a variety of backgrounds and perspectives

### ENERGY AND THE ENVIRONMENT

- Develop and promote energy solutions and other programs which cater to companies’ sustainability objectives
- Promote responsible and geographically diverse in-state deployment of energy resource options required by recent policy changes, including solar, wind, and energy storage
- Create incentives for carbon-reducing innovations and advanced technologies
- Continue investing in landmark, zero-carbon investments such as the Coastal Virginia Offshore Wind project which have the potential to spur regional economic revitalization
- Pursue state energy strategies that maximize efficiency in usage
  - Enhance smart metering infrastructure to provide consumers with real-time data on usage and optimize distribution

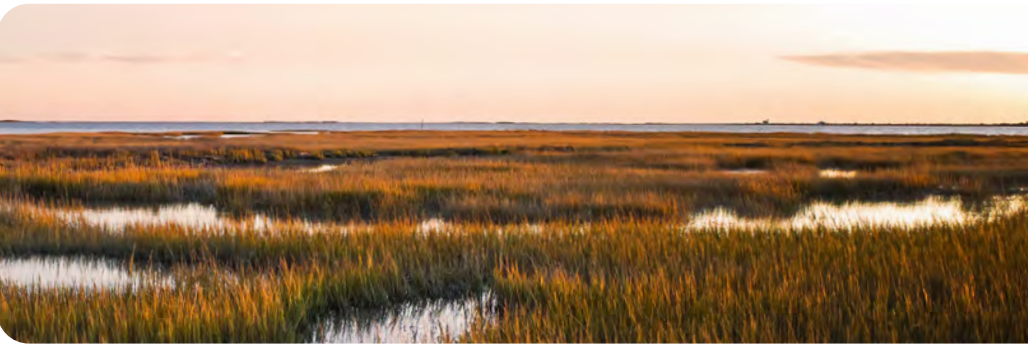
### STREAMLINE REGULATORY AND PERMITTING PROCESSES

- Support a permitting process that efficiently and effectively makes determinations for Virginia’s businesses in a predictable and clear manner, free of political interference, and utilizes the expertise business leadership can provide in the process

- Ensure environmental regulations are achievable, clear, provide reasonable timelines for businesses to achieve compliance, and are accompanied by compliance assistance tools that help businesses achieve and maintain compliance
- Engage with diverse and disadvantaged communities throughout the clean energy transition regarding strategies to mitigate disproportionate impact
- Support Virginia universities and colleges pursuing academic programs in the field of Environmental Security which focuses on safe and healthy human ecosystems

### ENVIRONMENTAL STEWARDSHIP OF OUR LAND AND WATER RESOURCES

- Continue to support efforts to ensure water quality in the Chesapeake Bay watershed through state and federal investments, while also promoting continued growth within the watershed
- Strengthen state and local efforts to address the impact of sea-level rise in Coastal Virginia and throughout the Commonwealth
- Promote continued investment in water quality infrastructure projects in regional and locally owned wastewater treatment facilities
- Support the utilization of the Nutrient Offset Fund to offset the impact of new or expanding facility discharges in the watershed
- Promote investment in stormwater improvement infrastructure projects
- Encourage the continued use of agricultural best management practices to reduce agricultural runoff from animal operations and croplands, and support implementation of a stable and adequate cost-share with farmers
- Ensure access to reliable surface and groundwater supplies for a full range of responsible uses
- Support land conservation programs, public access projects, and reforestation efforts
- Support the protection and continued development and funding of Virginia’s state parks and trails for the benefit of all Virginians and our economy





# MILITARY & VETERANS AFFAIRS

Virginia is home to a strong military and veteran community. Defense has historically been a strong economic sector for Virginia, and it remains an important part of Virginia's economy, with an estimated \$60.3 billion in defense-related spending, much of which is in Virginia-based companies. As Virginia continues to diversify its economy, we must protect its current military assets and resources. Over 115,000 active military personnel are spread throughout Virginia at numerous Army, Air Force, Navy, Marine Corps, and Coast Guard facilities.

Virginia is deeply committed to taking care of service members, their spouses and families, and providing a high quality of life for them not only while they serve but as they transition to civilian life. Our goal is to be the best state in the nation for military families with increased access to community-based health care services, quality education and childcare services for their children, and economic opportunity to ensure their financial stability.

Virginia has the fastest-growing veteran population in the nation, where one in 10 Virginians is a veteran. One of the most important services we can deliver is to help ensure our transitioning service members, veterans and their spouses are equipped with the skills that will give them access to today's in-demand careers. Our military community also represents an invaluable resource for employers that need highly qualified talent to increase profitability and productivity.

The recommendations here discuss how Virginia can protect and secure its current military assets, while ensuring our veterans can access civilian careers upon the completion of their service.

## RECOMMENDATIONS

### PROTECTING AND LEVERAGING OUR MILITARY ASSETS

- Strengthen military missions that currently exist in Virginia
- Communicate the value of future military missions in Virginia
  - Grow the Commonwealth's leadership in shipbuilding and maintenance, intelligence gathering, and unmanned systems research and development across military and private sectors
- Encourage the development of a state-funded defense community infrastructure program to assist communities that surround Virginia's military bases with planning projects that contribute to readiness, resiliency, and improved quality of life
- Support cross-regional collaboration for strategic opportunities like developing the talent pipeline for critical military operations
  - An example is the Danville and Hampton Roads collaboration as a federal designated Defense Manufacturing Community
- Enhance coastal resiliency to mitigate the impact of sea-level rise on security and military readiness
- Continue to support the Virginia Military Advisory Council in order to strengthen the public-private partnership between military and the civilian community

### CONNECTING VETERANS TO JOBS

- Educate Virginia's business leaders, hiring managers, and recruiters on the value of employing members of the military community and provide training and resources that empower them to connect with military talent
- Encourage and facilitate business engagement in the state's Virginia Values Veterans program to better advertise career opportunities and attract veteran talent to the Commonwealth
- Identify and advocate for business incentives to train and hire veterans, including internships and other work-based learning opportunities
- Provide clearly defined and easy to use pathways and other career readiness resources to transitioning service members (TSMs), veterans, and spouses to help them prepare for and seek employment
  - Include justice-involved veterans and disabled veterans in these efforts
- Connect transitioning service members, veterans, and spouses to careers in Virginia through the Virginia Chamber's HIRE VETS NOW events and in collaboration with other military employment organizations and initiatives in the Commonwealth

- Leverage Virginia's strong network of veterans in the business community for mentorship, advisory, and networking opportunities in formal and informal ways like the Virginia's Exec Vets Connect partnership and other initiatives
- Encourage more opportunities to modify or substitute military experience for degree requirements

### CONNECTING MILITARY SPOUSES TO JOBS

- Fully support the adoption of occupational and professional reciprocity policies to enable military spouses to find employment opportunities as soon as they receive orders to installations in Virginia
- Establish the Commonwealth as the top state in the country in reducing military spouse unemployment and underemployment
  - Leverage initiatives such as Virginia's Military Spouse Economic Empowerment Zones
- Incentivize development of training, internship, employment, and other meaningful career opportunities for military spouses
- Address barriers to spouse employment such as availability of affordable childcare, flexible working arrangements, and discrimination in hiring
  - Create a method of military spouse self-identification so employers can build programming and initiatives that aid in military spouse hiring
  - Encourage employers to market themselves as military spouse friendly employers



### PREPARING VETERANS AND SPOUSES FOR CIVILIAN CAREERS

- Empower veteran and military spouse entrepreneurs by increasing access to capital, corporate and government contracting opportunities, mentorship and business support
- Build on Virginia's reputation as a leader in education and career training for student veterans and their spouses
- Expand opportunities for veterans and their spouses to gain access to training and education for careers in high demand fields prior to transitioning from the military
- Facilitate the development of short-term training programs, work-based learning opportunities and apprenticeships for veterans, spouses, and family members
  - Promote increased awareness and use by Virginia companies and military installations of pre-transition training programs such as the Department of Defense's Skill Bridge program
  - Promote increased awareness and use of the HIRE VETS NOW Fellowship Skill Bridge program
  - Retain student veterans, transitioning service members (TSMs), and military spouses by providing on-the-job training (OJT), internship, and apprenticeship employment opportunities through programs like LEAD4IT, a statewide initiative to increase work-based learning opportunities in IT and cyber security
  - Include veteran training and employment prominently in the development of talent pathways throughout Virginia's higher education system
- Leverage a "credits to careers" approach in preparing our military community for a transition to a civilian career
- Develop a credit-for-prior-learning model that helps veterans earn the credentials required for civilian careers in an expedited time frame based on their military experience
- Assist education and training institutions in understanding and meeting the needs of the military-connected student and identifying employment pathways for veterans
- Support and promote Virginia Department of Veterans Services' Virginia's Military Education & Workforce Initiative





## SERVING OUR MILITARY FAMILIES

- Ensure that Virginia remains the top state for transitioning service members, veterans, and their families in the United States
- Encourage transitioning service members, recent veterans, and their families to remain in or move to Virginia after their military service
  - Develop a statewide strategy to target the retention of transitioning service members, recent veterans, and their families
  - Make Virginia the destination state for Veteran and Military Spouse-owned small businesses
  - Explore opportunities to make the Commonwealth more competitive in attracting and retaining more veterans in comparison to other states, including factors like economic environment, quality of life, and taxation
- Strengthen support to the military community by prioritizing veteran and military family access to quality health care, including mental and behavioral health services, and child care needs
- Increase access to community-based health care services and ensure private providers have better understanding of military culture
- Explore the potential for an employer tax credit for hiring military spouses and/or providing child care benefits
- Advocate and raise awareness for the Governor’s Challenge on Suicide Prevention Among Veterans, Service Members, and their Families
- Encourage the adoption of military cultural competency training through Department of Veteran Services and other military culture trainings to better educate health care providers on the specific needs of the military and veteran communities



## SAFETY, PREPAREDNESS & RESILIENCY



Safety, preparedness, and resiliency have taken on a greater significance as a result of the COVID-19 global pandemic. The pandemic has highlighted the need for coordination and collaboration among and between the public and private sectors.

Worker and public safety are key priorities for the Virginia business community. As workplace safety initiatives are considered, it is important that businesses are involved in the discussion and their recommendations are considered to avoid unnecessary impacts to business operations or the economy.

The global COVID-19 pandemic has highlighted areas for improvement to ensure that the Commonwealth and the business community are ready for any future public health event, national security issue, natural disaster, environmental challenge, and economic risk. To ensure Virginia is prepared for these potential challenges, the Blueprint highlights the need for improvement in the resiliency of our critical systems for reliable and affordable energy, broadband access, and transportation infrastructure.

To improve Virginia’s safety, readiness for adverse and emergency situations, and resiliency in weathering them, this section seeks to provide recommendations for a business approach on these topics.

## RECOMMENDATIONS



### IMPROVE COMMUNITY AND WORKPLACE SAFETY

- Recognize the need for smart regulations that ensure workplace safety and protect public health
  - Support commonsense workplace safety measures that are consistent, reasonable, and account for the views of communities and businesses
- Support improved analysis that evaluates the impact additional regulations might have on jobs, small businesses, and economic and personal freedoms
- Highlight the Virginia business community’s positive track record of success in workplace safety, while supporting constructive workplace safety strategies that contribute to a day-to-day safety culture in the workplace
- Provide thought leadership on workplace safety best practices and regulatory updates for small businesses

### PREPARE FOR EMERGENCIES AND DISASTER SITUATIONS

- Improve communication, coordination, and cooperation between businesses, government, and nonprofits in times of disaster
- Establish legal and operating frameworks to ensure sustained collaboration between industry and government
- Promote the development of Virginia’s research universities as hubs of resilience where innovative research and development is focused on crisis readiness and response
- Ensure reliability of the electric grid and other critical infrastructure even when faced with severe weather and other emergency scenarios
- Expand existing efforts to convert particularly outage-prone overhead power lines to underground to minimize the incidence and duration of electric service disruptions
- Improve business effectiveness in responding to disaster preparedness, response, and recovery in order to maintain effective operations
- Collaborate with the federal government to build a cohesive, integrated cyber security response system to deal with emerging cyber threats
- Utilize business expertise and innovation to improve disaster management
- Help small businesses build the resilience they need to face any disaster
  - Support efforts like the US Chamber Foundations “Resilience in a Box” toolkit which serves as a best practices and education initiative for business leaders on disaster preparedness and business resilience

### BUILD ADDITIONAL RESILIENCY INTO OUR CRITICAL SUPPORT SYSTEMS

- Invest in improved infrastructure assets, such as communications, energy, food, health, and water, which are necessary for companies and communities in order to respond effectively
  - Support policies that reduce risks for companies and communities
  - Target better coordination and integration of critical support systems
  - Support investments that utilize the latest innovations and technologies to modernize the Commonwealth’s infrastructure with resilience prioritized
  - Promote public-private partnerships that leverage the business community’s technical and practical expertise in identifying and mitigating risks in developing and implementing effective resilience solutions
- Strengthen the domestic and international supply chain for critical materials and products, especially regarding inventory critical to national security
- Support efforts to mitigate the growing risks of sea-level rise, especially in coastal Virginia where the impacts are particularly acute
- Target opportunities to build a “resilience economy” that harnesses innovative solutions to new challenges in community resiliency
- Enhance the resiliency of power delivery infrastructure through targeted improvements and adoption of new materials standards and other strategies



**CO-CHAIR**  
**Edward H. Baine**  
*President, Dominion Energy Virginia*

**CO-CHAIR**  
**Nazzic S. Keene**  
*CEO, SAIC*

**Nancy Howell Agee**  
*President & CEO, Carilion Clinic*

**Jonathan Arena**  
*Vice President and Chief Counsel, Newport News Shipbuilding / Huntington Ingalls Industries*

**Steve Arner**  
*Executive Vice President & COO, Carilion Clinic*  
*Board Chair, Virginia Hospital and Healthcare Association (VHHA)*

**Victor Branch**  
*President, Bank of America Richmond*

**C. Daniel Clemente**  
*Founder, Chairman & CEO, Clemente Development Co.*

**Michael A. Daniels**  
*Chairman of the Board, CACI International, Inc.*

**Ben J. Davenport, Jr.**  
*Chairman, First Piedmont Corporation*

**Bill Downey**  
*CEO, Riverside Health System*

**Mark Dreyfus**  
*President, ECPI University*

**Robert Duvall**  
*President, Virginia Natural Gas*

**Woody Fowler**  
*President & CEO, Williams Mullen*

**Heywood Fralin**  
*Chairman, Retirement Unlimited, Inc.*

**Gregory W. Gartland**  
*Chief Product Officer, S&P Global*

**Doug Granger**  
*Managing Partner, Hunton Andrews Kurth LLP*

**Brad Hall**  
*Vice President of External Affairs, Appalachian Power*

**Jonathan P. Harmon**  
*Chairman, McGuireWoods LLP*

**Marcus Harris**  
*President & CEO, Old Dominion Electric Cooperative*

**Brian Huseman**  
*Vice President, Public Policy, Amazon*

**Donald “Blue” Jenkins**  
*AltaGas Executive Vice President & President, Utilities President, Washington Gas*

**D. Jermaine Johnson**  
*Regional President, Greater Washington & VA, PNC Financial Services Group*

**Dr. J. Stephen Jones**  
*President & CEO, Inova Health Systems*

**Howard P. Kern**  
*President & CEO, Sentara Healthcare*

**Clark H. Lewis**  
*Partner, Troutman Pepper Hamilton Sanders LLP*

**Pat Lindner**  
*President – Commercial, Innovation and Sustainability, WestRock*

**Ned W. Massee**  
*President, Croatan Advisors*

**Vincent Mastracco**  
*Partner, Kaufman & Canoles PC*

**Tim McManus**  
*President, HCA Capital Division*

**John G. Milliken**  
*Chairman, Board of Commissioners, Virginia Port Authority*

**Kevin Murphy**  
*CEO, Ferguson*

**J.D. Myers, II**  
*Senior Vice President & Virginia Region Manager, Cox Communications*

**Daniel J. O’Neill, Jr.**  
*Regional President, Virginia East, Truist (Retired)*

**Thomas C. Palmer**  
*Market Executive – Virginia/West Virginia Commercial Banking, Wells Fargo*

**Ed Pesicka**  
*President & CEO, Owens & Minor*

**Mary Petryszyn**  
*Corporate Vice President and President Defense Systems, Northrop Grumman*

**Jeff Ricketts**  
*President, Virginia, Anthem Blue Cross and Blue Shield*

**Eric Sisco**  
*Chairman, Virginia International Gateway*

**Kevin Stevenson**  
*President & CEO, PRA Group*

**Todd Stottlemeyer**  
*CEO, CNSI*

**Maria Tedesco**  
*President, Atlantic Union Bank*

**Warren Thompson**  
*President & Chairman of the Board, Thompson Hospitality*

**Dennis H. Treacy**  
*Senior Counsel, Reed Smith LLP*

**Doug Wagoner**  
*President & CEO, LMI*

**Reggie White**  
*Senior Vice President, Commercial Markets, CareFirst BlueCross BlueShield*

**Alan Witt**  
*CEO Emeritus, PBMAres Chair, Virginia Chamber of Commerce Board of Directors*  
*Dean, Joseph W. Luter, III School of Business, Christopher Newport University*

**John O. “Dubby” Wynne**  
*Board of Directors Member, GO Virginia Foundation*

**Faraaz Yousuf**  
*Richmond Market President, Bon Secours Health System*

**John Backus**  
PROOF

**Nathaniel Bishop**  
Carilion Clinic

**Peter Blake**  
State Council of Higher Education for Virginia

**Gilbert T. Bland**  
Urban League of Hampton Roads

**Glenn Carrington**  
Norfolk State University

**Whitt Clement**  
Hunton Andrews Kurth LLP

**Sean Connaughton**  
Virginia Hospital and Healthcare Association

**Jim Cook**  
The MITRE Corporation

**Terri Copeland**  
PNC Bank

**Bob Crum**  
Hampton Roads Planning District Commission

**Steve DeLuca**  
Capital One

**Benjamin Dessart**  
Universal Corporation

**Susan Dewey**  
Virginia Housing

**Sheila Dixon**  
Northern Virginia Black Chamber of Commerce

**Glenn DuBois**  
Virginia’s Community College System

**Blair Durham**  
Black BRAND (Hampton Roads Black Chamber of Commerce)

**James Dyke**  
McGuireWoods Consulting LLC

**Karen Elliott**  
Eckert Seamans Cherin & Mellot, LLC

**Bill Ermatinger**  
Huntington Ingalls Industries

**Evan Feinman**  
Virginia Tobacco Region Revitalization Commission  
*Chief Broadband Advisor to Governor Northam*

**Danielle Fitz-Hugh**  
Chesterfield Chamber of Commerce

**Kathy Glazer**  
Virginia Early Childhood Foundation

**Quinn Graeff**  
Retirement Unlimited, Inc.

**Teresa Hammond**  
Alleghany Highlands Chamber of Commerce & Tourism

**Susan Horne**  
Lead Virginia

**Victor Hoskins**  
Fairfax County Economic Development Authority

**Helen Humphreys**  
AES

**Kurt John**  
Siemens USA

**Kirk Johnson**  
Old Dominion Electric Cooperative

**Erik Johnston**  
Virginia Department of Housing and Community Development

**Elizabeth A. Kersey**  
PRA Group, Inc.

**Mike Ligon**  
Universal Corporation (Retired)

**Nat Marshall**  
Virginia Board of Workforce Development

**John Maxwell**  
Virginia Department of Veterans Services

**W. Scott McGeary**  
Washington Gas

**Floyd E. Miller II**  
Metropolitan Business League

**Brian S. Moore**  
Amazon

**Stephen Moret**  
Virginia Economic Development Partnership

**Catherine Mosley**  
Lumos

**Edward A. Mullen**  
Reed Smith LLP

**Bill Murray**  
Dominion Energy

**John Newby**  
Virginia BIO

**Liz Povar**  
RiverLink Group

**Rhodes Ritenour**  
Bon Secours Health System

**Kimberly Robinson**  
Cigna

**Virginia Scattergood**  
Northrop Grumman

**Cindy Shao**  
Asian American Chamber of Commerce

**Brooks Smith**  
Troutman Pepper Hamilton Sanders LLP

**Bob Stolle**  
Virginia Innovation Partnership Corporation

**Dr. Lisa Sturtevant**  
Virginia REALTORS®

**Gary R. Thomson, CPA**  
Thomson Consulting LLC

**Michael Thorne-Begland**  
Altria Client Services LLC

**My Lan Tran**  
Virginia Asian Chamber of Commerce

**Dr. Dietra Trent**  
George Mason University

**Tracy Turner**  
Smithfield Foods, Inc.

**Cathie Vick**  
The Port of Virginia

**Thomas Walls**  
Verizon

**Matthew Wells**  
WestRock

**Bruce Whitehurst**  
Virginia Bankers Association

**Michel Zajur**  
Virginia Hispanic Chamber of Commerce



BLUEPRINT VIRGINIA 2030 **STAKEHOLDERS**

**We would like to recognize the organizations and individuals who served as co-hosts of the Blueprint Virginia 2030 Regional Tour. We would also like to recognize those who contributed their leadership and insights to the overall Blueprint Virginia 2030 development process.**

**REGIONAL TOUR CO-HOSTS & FEATURED SPEAKERS**

AES	Danville Pittsylvania County Chamber of Commerce	Halifax County Chamber of Commerce
Alexandria Chamber of Commerce	Dickenson County Chamber of Commerce	Hampton Roads Chamber
Alleghany Highlands Chamber of Commerce & Tourism	Dulles Regional Chamber of Commerce	Harrisonburg-Rockingham Chamber of Commerce
Arlington Chamber of Commerce	Falls Church Chamber of Commerce	Highland County Chamber of Commerce
Bedford Area Chamber of Commerce	Fauquier Chamber of Commerce	Lexington-Rockbridge County Chamber of Commerce
Bedford County Economic Development	Franklin-Southampton Area Chamber of Commerce	Loudoun Chamber of Commerce
Black BRAND	Fredericksburg Regional Alliance at the University of Mary Washington	Louisa County Chamber of Commerce
Bristol TN/VA Chamber of Commerce	Fredericksburg Regional Chamber of Commerce	Luray-Page County Chamber of Commerce
Brunswick County Chamber of Commerce	GO Virginia Region 1 Council	Lynchburg Regional Business Alliance
Brunswick County Industrial Development Authority	GO Virginia Region 2 Council	Martinsville-Henry County Chamber of Commerce
Central Fairfax Chamber of Commerce	GO Virginia Region 3 Council	MITRE Corporation
Cigna	GO Virginia Region 4 Council	Montgomery County Chamber of Commerce
ChamberRVA	GO Virginia Region 5 Council	Mount Vernon Lee Chamber of Commerce
Charlottesville Regional Chamber of Commerce	GO Virginia Region 6 Council	Northern Virginia Black Chamber of Commerce
Chesterfield Chamber of Commerce	GO Virginia Region 7 Council	Northern Virginia Chamber of Commerce
Chesterfield Department of Economic Development	GO Virginia Region 8 Council	Orange County Chamber of Commerce
Colonial Heights Chamber of Commerce	GO Virginia Region 9 Council	Virginia Peninsula Chamber of Commerce
Culpeper Chamber of Commerce	Greater Augusta Regional Chamber of Commerce	
	Greater Reston Chamber of Commerce	
	Greater Williamsburg Chamber of Commerce	

Powhatan Chamber of Commerce
Prince William Chamber of Commerce
Prince William County Economic Development
Roanoke Regional Chamber of Commerce
Shenandoah County Chamber of Commerce
Shenandoah County Tourism and Economic Development
Siemens USA
Southern Virginia Regional Alliance
Top of Virginia Regional Chamber
Virginia Economic Developers Association
Virginia Asian Chamber of Commerce
Virginia Hispanic Chamber of Commerce

**ADDITIONAL STAKEHOLDERS**

Accomack-Northampton Planning District Commission
Arlington Economic Development
Asian American Chamber of Commerce
Associated Builders and Contractors – Virginia Chapter
Blacksburg Partnership

Brunswick County Department of Economic Development
Central Shenandoah Planning District Commission
Central Virginia Partnership for Economic Development
Chesapeake Economic Development
Chesterfield Economic Development
Coastal Virginia Chamber of Commerce
Crater Planning District Commission
Cumberland Plateau Planning District Commission
Dinwiddie County Economic Development
E3: Elevate Early Education
Fairfax County Economic Development Authority
Franklin Southampton Economic Development Inc.
George Washington Regional Commission
Gloucester County Chamber of Commerce
Gloucester County Economic Development Authority
GO Virginia Foundation
Hampton Economic Development Authority
Hampton Roads Alliance
Hampton Roads Planning District Commission
Joint Industrial Development Authority of Wythe County

LEAD Hampton Roads
Lead Virginia
Leadership Charlottesville
Leadership Fredericksburg
Leadership New River Valley
Madison County Economic Development & Tourism
Mecklenburg County Office of Economic Development
Medical Society of Virginia
Metropolitan Business League
Middle Peninsula Alliance
Nelson County Economic Development and Tourism
New River Valley Regional Commission
Newport News Economic Development Authority
Northern Neck Chesapeake Bay Region Partnership
Northern Neck Planning District Commission
Northern Virginia Technology Council
Onward New River Valley
Rappahannock-Rapidan Regional Commission
Reinvent Hampton Roads
Richmond Technology Council - rvatech/
Roanoke Valley-Alleghany Regional Commission
Roanoke Regional Partnership

Rockbridge County Economic Development Authority
RVA757 Connects
Shenandoah Valley Partnership
Southside Planning District Commission
Data Center Coalition
The Greater Richmond Partnership
Thomas Jefferson Planning District Commission
Town of Ashland Department of Planning and Community Development
Town of Culpeper Economic Development
Town of Leesburg Economic Development
Town of Luray
Town of Marion Office of Community and Economic Development
Urban League of Hampton Roads
Virginia Agribusiness Council
Virginia Association for Career & Technical Education
Virginia Association for Commercial Real Estate
Virginia Association of Health Plans
Virginia Association of School Superintendents
Virginia Bankers Association
Virginia Beach Department of Economic Development

Virginia Business Higher Education Council
VCTA Broadband Association of Virginia
Virginia Coalfield Economic Development Authority
Virginia Council on Economic Education
Virginia Early Childhood Foundation
Virginia Food Industry Association
Virginia Forestry Association
Virginia Hospital and Healthcare Association
Virginia Loggers Association
Virginia Maritime Association
Virginia Municipal League
Virginia Poultry Federation
The Virginia REALTORS® Association
Virginia Restaurant, Lodging, and Travel Association
Virginia School Boards Association
Virginia Society of CPAs
Virginia Telecommunications Industry Association
Virginia Transportation Construction Alliance
Virginia Trucking Association
Virginia's Gateway Region
Virginia's Industrial Advancement Alliance
York County Office of Economic Development

VIRGINIA CHAMBER INDUSTRY COUNCIL EXECUTIVE COMMITTEES

WORKFORCE & EDUCATION

CO-CHAIR

Jennifer Baird

Altria Client Services LLC

CO-CHAIR

Dr. Dietra Trent

George Mason University

Dr. Keisha Anderson

Huntington Ingalls Industries/Newport

News Shipbuilding

Shareem Annan

BAE Systems

Jessica Artz

GTL

Julia Asoni

National Association of Manufacturers

Jo Ann Bjornson

Leidos

Rhonda Bunn

Canon Virginia Inc.

Jean Cain

Northwest Federal Credit Union

Jeff Clemons

PNC Bank

Michele Cook

CACI International, Inc.

Dr. Marcelle Davis, MBA

VCU Health System

Mark Dreyfus

ECPI University

Dr. Jennifer Gentry

The Virginia Foundation for Community

College Education

Rita Grazda

SICPA Securink Corporation

Thomas A. “Tag” Greason

QTS, Inc.

Tanja Guerra

SAIC

Dr. Bill Hazel

Claude Moore Charitable Foundation

Alex Hernandez

University of Virginia

Chris Hiltbrand

General Dynamics Mission Systems

Brian Kropp

Gartner, Inc.

Cynthia Lawrence

Carilion Clinic

David Lee

CVS Health

Dr. Shaun McAlmont

Stride Inc.

Michele McCauley

Apex Systems

Tanya Moore

M.C. Dean

Celso Puente

PAE

Shawn Ryan

S & P Global

Zuzana Steen

Micron

Maria Tedesco

Atlantic Union Bank

Gary Thomson

Thomson Consulting

Ricardo Torres

National Student Clearinghouse

Julie Van Leunen

Serco, Inc.

Julie Beth Vipperman

The Branch Group

Andrew Warren

Dominion Energy

Dr. Rebecca Watts

Western Governors University

Ardine Williams

Amazon

Clay Worley

NCI Information Systems, Inc.

BUSINESS CLIMATE

CO-CHAIR

Todd Haymore

Hunton Andrews Kurth LLP

CO-CHAIR

Christopher D. Lloyd

McGuireWoods Consulting LLC

John Backus

PROOF

Abigail Blunt

The Kraft Heinz Company

Katharine Bond

Dominion Energy

Erin Cheely

Luck Companies

Brian Combs

PNC Bank

Montgomery Deihl

Ocean Fleet Services

(Representing Omega Protein)

Susan Dewey

Virginia Housing

Bill Ermatinger

Huntington Ingalls Industries

Woody Fowler

Williams Mullen

Brad Hall

Appalachian Power/AEP

Renee Haltom

Federal Reserve Bank of Richmond

Mark Herzog

kaléo

John Hewa

Rappahannock Electric Cooperative

Joe Hines

Timmons Group

Victor Hoskins

Fairfax County Economic

Development Authority

Mark Hourigan

Hourigan

Joon Hwang

Littler

Kirk Johnson

Old Dominion Electric Cooperative

Suzy Kelly

Jo-Kell, Inc.

Arlene Lee

LEE Construction Group, Inc.

Mike Ligon

Universal Corporation

Ned Massee

Croatan Advisors

Joe Mastaler

PBMares, LLP

Thomas C. Palmer

Wells Fargo Bank

Sheldon Petersen

National Rural Utilities Cooperative

Finance Corporation (NRUCFC)

Dan Pleasant

Dewberry

Matt Rash

Apple Hospitality REIT

Patrick Rooney

ITG Brands

Dale Schuurman

JPMorgan Chase & Co.

Linda Stanley

Bank of America

William Stewart

Altria Client Services LLC

Dr. Lisa Sturtevant

Virginia REALTORS®

Maria Tedesco

Atlantic Union Bank

Cathie Vick

Port of Virginia

Jeff Wassmer

Spectrum Comm Inc.

Jack White

FH+H

Bob Wills

The Branch Group

INNOVATION & TECHNOLOGY

CO-CHAIR

Brian S. Moore

Amazon

CO-CHAIR

Charlene Hughes Mowery

Microsoft Corporation

National Security

Kevin Briggs

Qualtrics

Cheryl Bruner

Red Hat

Jim Cook

MITRE

Terry Ellis

Comcast

Adam Fried

Atlantic Builders

Robert Genter

SAIC

Robert Head

Lockheed Martin

Mark Herzog

kaléo

John Hewa

Rappahannock Electric Cooperative

Victor Hoskins

Fairfax County Economic

Development Authority

Jennifer Ives

3Pillar Global

Audrey Jackson

Carvana

Michael Karafotis

Bank of America

Stuart Kippelman

Parsons Corporation

Raza Latif

NuAxis

Warren Linscott

Deltak

Aaron Mathes

CGI

Brian McHugh

ManTech

Padraig Moloney

Leidos

Jim Moreland, Ph.D.

Raytheon

Catherine Mosley

Lumos

John Newby

Virginia BIO

Connor Pencek

Verizon

Josh Perrius

Booz Allen Hamilton

Darin Powers

NT Concepts

David Rubin

Microsoft Corporation

Virginia Scattergood

Northrop Grumman

Luke Schleusener

QOMPLX

Liz Schwab

Google

JP Sheehan

AIRBUS U.S. Space & Defense

Jim Stone

Modern Technology Solutions, Inc.

Bill Stulb

Spectrum Comm Inc.

George Zoulias

Perfecta

CORPORATE SUSTAINABILITY & ENVIRONMENTAL

CO-CHAIR

Chris Davidson

WestRock

CO-CHAIR

Mike Miller

Advance Auto Parts

Melissa Adams

WGL

Robert Adams

American Woodmark Corporation

Steve Arabia

LS Power

Lorenzo Bared

Shenandoah Valley Organic

Lily Barrie

The Kraft Heinz Company

Doug Baxter

Tyson Foods

Katharine Bond

Dominion Energy

Brittany Bruce

NextEra Energy Resources

James Chen

Cuisine Solutions, Inc.

Ester Codina

Alfa Laval

Marshall Conrad

Strata Solar

Mark Delisi

AvalonBay Communities

Robert Duvall

Virginia Natural Gas

Lazaro Gonzalez

Micron

Christopher Gorthy

DPR Construction

Andrew Green

Capital One

Dale Guidry

TMEIC

Holly Hannold

ExxonMobil

Deriece Harrington

PepsiCo, Inc.

John Hewa

Rappahannock Electric Cooperative

Nate Hill

Amazon

Helen Humphreys

AES

Kirk Johnson

Old Dominion Electric Cooperative

Stewart Leeth

Smithfield Foods, Inc.

Jeff Merritt

Cox Communications

Edward A. Mullen

Reed Smith LLP

Kevin Murphy

Ferguson

Eric Nielsen

Dollar Tree

Altmann Pannell

Coca-Cola Consolidated

Kimberlee Pepple

Altria Client Services LLC

Kristen Royal

Sabra

Kenny Sandlin

George's Inc.

Chris Thompson

Interchange Group

Roger Williams

Berkshire Hathaway Energy



VIRGINIA CHAMBER BOARD OF DIRECTORS

HEALTH CARE

**CO-CHAIR**  
**Mark Lawrence**  
Carilion Clinic

**CO-CHAIR**  
**Karen Velkey**  
Huntington Ingalls Industries

**Melissa Andrews**  
LeadingAge Virginia

**Dr. Clavio M. Ascari**  
North American Partners in Anesthesia

**Andrew Barnhill**  
IQVIA

**Sean Blair**  
ncgCARE

**Mike Bowersox**  
Humana

**Mike Braham**  
Trapollo  
(Representing Cox Communications)

**William Downey**  
Riverside Health System

**Michael Forehand**  
Inova Health System

**Rick Grooms**  
Centra Health

**Michelle Halloran**  
eHealth Technologies

**Tara Hand**  
Novo Nordisk

**Lee Hannah**  
Cigna

**Timothy Hanold**  
Care Advantage

**Ann Harbour**  
CareFirst BlueCross BlueShield

**Kurtis Hooks, Ph.D.**  
Virginia Beach Psychiatric Center | UHS

**Jonathan Ijaz**  
Merck

**Anna James**  
Sentara Healthcare

**Jeanenne Jared**  
Cerner

**Erik Jaynes**  
Genentech

**Darrell Jesse**  
LifeNet Health

**Darrin Johnson**  
Molina Healthcare

**Brian Jones**  
DentaQuest

**Angie Markwell**  
Fresenius Medical Care

**Dr. Michael Myers**  
Quoin Pharmaceuticals Ltd.

**Nicholas J. Pace**  
Owens & Minor

**Paula Pitman-Kupresak**  
AbbVie

**Jeff Ricketts**  
Anthem Blue Cross Blue Shield

**Ashley Ridlon**  
Evolent Health

**Terri Ripley**  
OrthoVirginia

**Rhodes Ritenour**  
Bon Secours Health System

**Mason Shea**  
Mercer

**Leslie Shelton**  
LabCorp

**Jennifer Siciliano**  
UVA Health

**Todd Stottlemeyer**  
CNSI

**Catherine Vrentas**  
PPD

**Christopher West**  
Kaiser Permanente

**Tracey White**  
HCA

**Natalie Williamson**  
UnitedHealthcare

**Nicole Wood**  
PhRMA

MILITARY & VETERANS AFFAIRS

**CO-CHAIR**  
**Sultan Camp**  
Hampton Roads Workforce Council

**CO-CHAIR**  
**Chris Doss**  
Capital One

**Consuelo Adkins-Tyler**  
Markel

**Jennifer Allen, CVR, CMVR**  
WestRock

**James Bailey**  
Altria Client Services LLC

**Michael Batt**  
Fairfax County Economic Development Authority

**Mark Casper**  
Tech For Troops

**Susan Dunfee**  
Bank of America

**Mark Elliott**  
JPMorgan Chase & Co.

**Mike Flanagan**  
U.S. Army

**Nicole Hall**  
First Command Financial Services

**Beau Higgins**  
Amazon

**Matt Kellam**  
Dominion Energy

**Robin Kelleher**  
Hope for the Warriors

**David Lee**  
CVS Health

**Amber Lempke**  
ITA International

**John “Gucci” Malfitano**  
Onward to Opportunity

**John Maxwell**  
Virginia Dept. of Veterans Services

**Kearstin McGinnis**  
TekSynap

**Charlie Miles**  
PenFed

**Julie Riggs**  
Blue Star Families

**Will Ussher**  
Navy Federal Credit Union

**Alex Verhulst**  
Leidos

**Brian Wagner**  
Peraton

**Jack White**  
FH+H

**Schwanzetta Williams**  
Smithfield Foods, Inc.

**Joshua Wilson**  
LMI

EXECUTIVE COMMITTEE

**CHAIR**  
**Alan Witt**  
Joseph W. Luter, III  
School of Business,  
Christopher Newport  
University

**FIRST VICE CHAIR**  
**Fred Thompson**  
Thompson Hospitality

**IMMEDIATE PAST CHAIR**  
**Paige Clay**  
Mercer

**TREASURER**  
**Linda Stanley**  
Bank of America

**Gilbert T. Bland**  
The GilJoy Group

**Ben J. Davenport, Jr.**  
First Piedmont  
Corporation

**Robert Duvall**  
Virginia Natural Gas, Inc.

**Tammy Finley**  
Advance Auto Parts, Inc.

**Chris Kyle**  
Shenandoah  
Telecommunications

**Stewart Leeth**  
Smithfield Foods, Inc.

**Mike Melo**  
ITA International

**Jennifer Siciliano**  
UVA Health

**Eric Sisco**  
Virginia International  
Gateway

**Lakshmi Williams**  
Transurban

BOARD OF DIRECTORS

**James M. Anderson, III**  
McGuireWoods LLP

**Brentley K. Archer**  
Columbia Gas of Virginia

**John Backus**  
PROOF

**Rick Barker**  
Supply Resources

**Nicole Barranco**  
Volkswagen Group of  
America

**Timothy Bentley**  
Norfolk Southern  
Corporation

**Katharine Bond**  
Dominion Energy

**John Cox**  
Radford University  
Foundation

**Janice S. Crawford**  
Framatome Inc.

**Nick D’Andrea**  
UPS

**Michael A. Daniels**  
CACI International, Inc.

**Montgomery Deihl**  
Omega Protein/Ocean  
Fleet Services

**Benjamin Dessart**  
Universal Corporation

**Susan Dewey**  
Virginia Housing

**Bill Downey**  
Riverside Health System

**Mark Dreyfus**  
ECPI University

**Terry Ellis**  
Comcast

**Bill Ermatinger**  
Huntington Ingalls  
Industries

**Woody Fowler**  
Williams Mullen

**Herbert D. Frerichs, Jr.**  
Perdue Farms Inc.

**Adam Fried**  
Atlantic Builders, Ltd.

**Gregory W. Gartland**  
S&P Global

**Robert S. Genter**  
SAIC

**Quinn Graeff.**  
Retirement Unlimited, Inc.

**Ian T. Graham**  
Ferguson

**Thomas A. “Tag” Greason**  
QTS, Inc.

**Jeffrey V. Haley**  
American National Bank  
& Trust Co.

**Brad Hall**  
Appalachian Power

**Teresa Hammond**  
Alleghany Highlands  
Chamber of Commerce &  
Tourism

VACCE Representative

**Todd P. Haymore**  
Hunton Andrews Kurth LLP

**Mark A. Herzog**  
kaléo

**John D. Hewa**  
Rappahannock Electric  
Cooperative

**Mark Hourigan**  
Hourigan

**Blue Jenkins**  
Washington Gas

**Ryan Jensen**  
Henrico Doctors’ Hospital  
Hospital Corporation of  
America

**D. Jermaine Johnson**  
PNC Financial Services  
Group

**Kirk Johnson**  
Old Dominion Electric  
Cooperative

**Brian Kearney**  
Kearney & Company

**Suzy Kelly**  
Jo-Kell Inc.

**Martin L. Kent**  
The United Company

**Elizabeth A. Kersey**  
PRA Group, Inc.

**Nicholas C. Klym**  
JPMorgan Chase

**Van Buren Knick, II**  
Capital One

**Mark S. Lawrence**  
Carilion Clinic

**Arlene E. Lee**  
Lee Construction  
Group, Inc.

**Clark H. Lewis**  
Troutman Pepper  
Hamilton Sanders LLP

**John B. Lewis**  
Truist

**Christopher D. Lloyd**  
McGuireWoods  
Consulting LLC

**Ned W. Massee**  
Croatan Advisors

**Dennis Matheis**  
Optima Health / Sentara  
Healthcare

**Aaron Mathes**  
CGI  
*Chairman*, Virginia  
Chamber PAC

**Michael W. Matthews**  
Froehling & Robertson

**Brian J. McHugh**  
ManTech International  
Corporation

**Matthew McQueen**  
Peraton

**Charles G. Meyer**  
O’Hagan Meyer PLLC

**John G. Milliken**  
Virginia Port Authority

**Brian S. Moore**  
Amazon

**Charlene H. Mowery**  
Microsoft National  
Security / DIB

**Edward A. Mullen**  
Reed Smith LLP

**J.D. Myers, II**  
Cox Communications

**Connie Nyholm**  
VIRginia International  
Raceway

**Nicholas J. Pace**  
Owens & Minor

**Thomas C. Palmer**  
Wells Fargo

**Kerry L. Paulson**  
Altria Client Services LLC

**Dan Pleasant**  
Dewberry

**Rebecca Polan**  
REO Processing

**Thomas Ransom**  
Truist

**Matthew Rash**  
Apple Hospitality REIT, Inc.

**Jeff Ricketts**  
Anthem Blue Cross and  
Blue Shield

**Rhodes Ritenour**  
Bon Secours Health  
System

**Maurice Royster**  
Equitrans Midstream  
Corporation

**Virginia Scattergood**  
Northrop Grumman

**Dr. Lisa Sturtevant**  
Virginia REALTORS®

**Maria Tedesco**  
Atlantic Union Bank

**Paul Thompson**  
Dixon Hughes Goodman

**Gary R. Thomson, CPA**  
Thomson Consulting LLC

**Dennis H. Treacy**  
Reed Smith LLP

**Tracy Turner**  
Smithfield Foods, Inc.

**Doug Wagoner**  
LMI

**Thomas Walls**  
Verizon

**Matthew Wells**  
WestRock

**Jack L. White**  
FH&H

**Reggie White**  
CareFirst BlueCross  
BlueShield

**W. Lee Wilhelm, III**  
McNeil Roofing, Inc.

**Robert “Bob” Wills**  
The Branch Group, Inc.

**Raymond G. Wittersheim**  
Técnico Corporation

**Nicole Palya Wood**  
PhRMA

**Robyn Deyo Zacharias**  
Yebo

# BLUEPRINT VIRGINIA 2030 SPONSORS

## PINNACLE SPONSORS



## PRESENTING FIRM SPONSORS



## PRESENTING BANK SPONSOR



## PRESENTING SPONSORS



## INVESTORS

## CORNERSTONE SPONSORS



# PROGRAM DIRECTOR'S REPORT



**DATE:** January 8, 2025

**TO:** Region 3 Council

**FROM:** R. Bryan David, Program Director

A handwritten signature in blue ink, appearing to be 'RBD', written over a light blue rectangular background.

**RE: Pending Projects Report**

---

The following pending projects have received approval:

Institute for Advanced Learning and Research (Dr. Julie Brown, principal)

- REGION 3 TPM Futures Project: Talent Pipeline Management to Support Advanced Manufacturing and Controlled Environment Agricultural
- The Institute for Advanced Learning and Research (IALR) will implement a Region 3 Talent Pathways Initiative that will align GO TEC® efforts with the EmPOWER Employer Engagement framework to engage industry representatives and strengthen the region's capacity to support advanced manufacturing and controlled environment agriculture job growth and existing workforce needs.
- The GO Virginia State Board approved the project as proposed on December 10<sup>th</sup> (\$116,745\_remaining Region Talent Pathway Initiative funds).

Institute for Advanced Learning and Research (Dr. Scott Lowman, principal)

- Exploring the Feasibility of Co-locating Data Centers and Controlled Environment Agriculture Greenhouses
- Collaboration between the CEA Innovation Center and the [Resource Innovation Institute \(RII\)](#)
- RII will coordinate confidential discussions with key partners from CEA businesses, data center developers, and operators in Virginia and elsewhere. These discussions will provide valuable data for a panel of technical experts to include the [CEA Accelerator Stakeholder Engagement, Education & Deployment Team \(SEED\)](#), the CEA Innovation Center faculty and staff, and other subject matter experts as may be needed. These experts will evaluate the data and provide input and guidance on the feasibility of co-locating data centers and CEA greenhouses in Virginia.
- Administratively approved by DHCD Executive Director on December 10<sup>th</sup> for requested funding (\$50,000\_Region 3 Per Capita funds)

**RECOMMENDATION:**

For the Region 3 Council's information. No action is needed.





**DATE:** January 8, 2025

**TO:** Region 3 Council

**FROM:** R. Bryan David, Program Director

A handwritten signature in blue ink, appearing to read 'RBD', is placed over the name 'R. Bryan David'.

**RE: 2025 GO Virginia Region 3 Growth & Diversification Plan Update**

---

Following the Region 3 Council meeting on October 16<sup>th</sup>, Lauren Willis, Chair, and I identified potential G&D Plan Advisory Committee members. These individuals included Region 3 Council members and in-region subject matter experts. All those identified accepted the invitation to join the Advisory Committee to oversee the G&D Plan update.

The following individuals are members of the Advisory Committee:

- Elizabeth Leggett (Region 3 Council)
- Melody Foster (Region 3 Council)
- Lauren Willis (Region 3 Council)
- Randy Lail (Region 3 Council)
- Robert Bates (Region 3 Council)
- Dale Wagoner (Region 3 Council)
- Sheldon Barr (Region 3 Council)
- James Houchins (Director of Economic Development/Tourism\_Patrick County)
- Jessica Dalton (Vice President of Workforce Services\_Danville Community College)
- Dr. Chip Jones (Superintendent\_Cumberland County Public Schools)
- Whitney Hawkins (Workforce Development Coordinator\_VCU Health CMH)

The Advisory Committee held a kick-off meeting on December 9<sup>th</sup>. It will meet virtually five (5) times from January to October. This will be followed by a review and approval of the plan update by the Region 3 Council at its October 15, 2025, meeting. The final plan will be submitted to GO Virginia DHCD staff no later than October 31, 2025.

**RECOMMENDATION:**

For the Region 3 Council's information. No action is needed.





**DATE:** January 8, 2025

**TO:** Region 3 Council

**FROM:** R. Bryan David, Program Director

A handwritten signature in blue ink, appearing to be 'RBD', next to the name R. Bryan David.

**RE: GO Virginia Region Council Committee Report**

---

On November 7<sup>th</sup>, the first GO Virginia Regional Council Committee meeting was held at Blue Ridge Community College. The GO Virginia State Board initiated this meeting, designating Leah Fremouw to lead this work on behalf of the GO Virginia State Board.

Randy Lail represented the GO Virginia Region 3 Council at the meeting.

The meeting covered four (4) themes: Connectivity, Collaboration, Innovation, and Productivity. Attached is an email from Ms. Fremouw recapping the meeting and the agenda materials for the meeting.

**RECOMMENDATION:**

For the Region 3 Council's information. No action is needed.



---

## GO Virginia Regional Council Committee - Meeting Recap and Next Steps

---

**From** Leah Fremouw <lfremouw@bridgingvirginia.org>

**Date** Tue 2024-11-26 10:10 AM

**Cc** Gibson, Shara (DHCD) <Shara.Gibson@dhcd.virginia.gov>; Sara Dunnigan <Sara.Dunnigan@dhcd.virginia.gov>; Lloyd, Christopher D. <clloyd@mwcllc.com>; John King (jking@vapgc.com) <jking@vapgc.com>; DelMMaldonado@house.virginia.gov <DelMMaldonado@house.virginia.gov>; Jim Cheng <jcheng@cavangels.com>

Hello everyone.

First, let me extend heartfelt thanks to everyone who joined us for the first GO Virginia Regional Council Committee meeting, whether in person or virtually, your presence, insights, and dedication make these discussions so productive and meaningful. Together, we delved into discussions on how to continue driving innovation, fostering regional collaboration, and strengthening our economic competitiveness. This meeting was a powerful reminder of the transformative potential of our collective work. I have summarized the meeting in this email and the recording and minutes are available [here](#).

We began with the usual administrative proceedings and heard presentations from the DHCD staff and representatives of the GO Virginia Foundation. The topics included GO Virginia's origins, highlights from past and recent regional council engagement efforts, and an update on implementing JLARC recommendations, reporting significant progress with full completion expected by early 2025. It is clear to me that we are making meaningful strides as these updates reaffirmed our commitment to accountability and continuous improvement. After the presentations, we transitioned into strategic discussions about the Regional Council Committee's purpose and the opportunities GO Virginia has in the future.

We centered our discussion around four themes: **Connectivity, Collaboration, Innovation, and Productivity**. The following section of this memo outlines some of the themes and takeaways from those conversations.

### Connectivity

Enhancing connections between the state board, regional councils, and local stakeholders is vital. We discussed several actionable ideas:

- Hosting Regional Council Chair leadership meetings at least annually, both virtually and in person, to promote resource sharing and collaboration.
- Establishing better feedback loops with board members to foster understanding and engagement, including through event invitations and regular updates.
- Strengthening best practice sharing across regions and organizations, particularly for funding opportunities.

### Collaboration

The group emphasized the need for greater buy-in at the regional level to work together, as collaboration is not a competition between regions but an opportunity to amplify outcomes. Key steps discussed included:

- Developing a "**collaboration map**" to identify inter-regional synergies.
- Conducting working sessions with rural regions to create a strategic action plan that addresses their unique needs.
- Promoting **public/private partnerships** by connecting regions with more industry partners.
- Creating a "pitch book" that highlights a macro-view of the state's economic landscape to help regions align their efforts.
- Reactivating the resource tab on the GO Virginia Foundation to support these efforts.

### Innovation

Our conversations underscored the importance of staying ahead of technological and industrial trends. We need clear statewide strategies to guide innovation and support regions in adapting to rapidly evolving industries. Suggestions included:

- Hosting presentations or creating communication materials on the state's overarching economic strategies.
- Proactively addressing emerging technologies such as AI, data centers, and controlled environment agriculture (CEA).
- Forming innovation workgroups to benchmark other states' approaches and advance key industry sectors.
- Encouraging state board members to actively participate in industry workgroups and report back to regions.

### Productivity

To enhance productivity across the Commonwealth, we discussed building leadership capacity and equipping regional councils with tools to succeed. Actionable ideas included:

- Increasing capacity-building funding to align with current market needs.

- Establishing a pipeline to train and develop future leaders at the state and regional levels.
- Offering more leadership development training, webinars, and resources.
- Creating marketing kits and templates for use across regions to promote consistency and effectiveness.

In closing the discussion, the group found consensus on the following items:

- Establishing a quarterly meeting schedule to maintain momentum and regular engagement.
- Securing a one-year commitment from regional council representatives to deepen engagement and foster leadership development.
- Developing guidance around these initiatives through the Regional Council Committee.

As you can see there are a lot of opportunities to enhance the impact GO Virginia is having in the state. **Since our meeting, this committee's State Board members, the GO Virginia Foundation, and the DHCD staff have already taken some steps to move things forward. This includes the following:**

1. During the upcoming December meeting, the State Board will consider and vote on a recommendation to formally create an advisory group that is connected to this effort. This approach allows us to use what is already in statute and establish the expectation and structure to support this work.
2. The DHCD is working to confirm 2025 dates for the quarterly RC Committee meetings.
3. The DHCD staff is exploring different ways access to capacity-building money can be increased. They will share more at the board meeting.
4. Starting in December, the state board meeting agenda will include project highlights and "success stories". The DHCD staff will share more about how these presentations will be selected going forward.
5. The DHCD staff are lining up a 2025 schedule of webinars and educational opportunities for the regional council members and support staff organizations.
6. The GO Virginia Foundation is enhancing its website and other digital tools with research papers, planning documents, and other items mentioned by different stakeholders. **Please send Chris Lloyd any papers and resources you think would be good to have in this resource. [clloyd@mwcllc.com](mailto:clloyd@mwcllc.com)**
7. The GO Virginia Foundation will continue to cross-promote regional storytelling efforts through its channels. The social media accounts are linked below.; please like and follow these channels.
  - a. [Facebook](#)
  - b. [LinkedIn](#)

As we move forward, my fellow State Board members and I are energized by the possibilities ahead. We are confident we are building a stronger, more connected network that can deliver transformative results. Thank you once again for your commitment and contributions. Together, we're shaping the future of economic innovation and collaboration in Virginia.

Thank you and have a nice holiday.  
Leah

Leah Fremouw

(Pronouns: she, her, hers – [What's this?](#))

**President & CEO**

Mobile 804.629.1662

[bridgingvirginia.org](http://bridgingvirginia.org)



**\*\*\*Please note that this email is being sent at a time that is convenient for me. There is no expectation of a response or other actions outside of your normal business hours\*\*\***

#### CONFIDENTIALITY NOTICE

The information contained in this e-mail message is legally privileged and confidential information intended only for the use of the addressee named above. If the reader of this message is not the intended recipient, you are hereby notified that any dissemination, distribution or copying of this e-mail is strictly prohibited. If you have received this e-mail in error, please immediately notify us at the e-mail address above. Thank you.



**AGENDA**  
**VIRGINIA GROWTH AND OPPORTUNITY BOARD REGIONAL COUNCIL COMMITTEE MEETING**

**Tuesday, November 7, 2024**

**10:00 AM – 12:00 PM**

[Virtual Link](#)

**Location:**  
**Blue Ridge Community College**  
**Plecker Center, One College Way**  
**Weyers Cave, VA**

- |      |                                                             |                   |
|------|-------------------------------------------------------------|-------------------|
| I.   | OPENING                                                     |                   |
|      | a. Call to order                                            | Chair             |
|      | b. Roll Call                                                | Shara Gibson      |
|      | c. Public Comment                                           | Shara Gibson      |
| II.  | Information Items                                           |                   |
|      | a. Review of GO Virginia's Purpose and Goals                | Chris Lloyd       |
|      | b. Review of Previous Regional Council Engagement Workshops | Shara Gibson      |
|      | c. JLARC Study Recommendations Update                       | Cody Anderson     |
| III. | Regional Council Engagement Update                          | Chair             |
|      | a. Regional Council Engagement Process                      |                   |
|      | b. Key Themes and Takeaways                                 |                   |
| IV.  | Regional Council Engagement Working Session                 | Meeting Attendees |
|      | a. Collaboration                                            |                   |
|      | b. Connectivity                                             |                   |
|      | c. Innovation                                               |                   |
|      | d. Productivity                                             |                   |
| V.   | Closing                                                     |                   |
|      | a. Closing Remarks                                          | Dr. John Downy    |
|      | b. Next Steps                                               | Chair             |
| VI.  | ADJOURNMENT                                                 | Chair             |



## Memorandum

---

**TO:** Virginia Growth and Opportunity Board

**FROM:** GO Virginia Regional Council Leadership Stakeholder Workgroup Members

Region 1 - Beth Rhinehart, David Maloney

Region 2 - Raymond Smoot

Region 3 - Randy Lail

Region 4 - Todd Haymore

Region 5 - Tom Frantz, Anne Conner

Region 6 - William Beale, Rob Quartel

Region 7 - Sid Banerjee, Todd Yeatts

Region 8 - Chris Kyle

Region 9 - Ed Dalrymple, Ray Knott

**RE:** Consensus Program Recommendations from Regional Council Leadership

**DATE:** April 5, 2022

DHCD staff facilitated a series of meeting with GO Virginia Regional Council leadership in January and February 2022 to discuss the GO Virginia program and develop priority policy recommendations for the State Board to consider. More than 30 individuals (Council Leadership and Support Organization Staff) participated in one or more sessions. This work built on the 2020 recommendations which were delivered just prior to the pandemic. The goal of the sessions was to review the previous recommendations, assess progress in those areas, and arrive a set of consensus recommendations. This effort engaged regional leaders and staff in a discussion of how to continue to advance the program's goals and objectives.

This document represents the consensus recommendations for immediate consideration in the three following program policy areas:

- Regional Collaboration and Project Match
- Talent Development
- Traded Sector Focus – Allowance for Healthcare Industry

Council leadership requests consideration and immediate action on the following 2 items.

#### Regional Collaboration and Project Match

##### 1. Extend Policy #11 Modified Match Per Capita Policy

**Board Action Requested: The workgroup recommends that the Board extend Policy #11 Modified Match Per Capita Requests, established in April 2020 due to the economic distress and local fiscal distress caused by the pandemic, through June 30, 2023 given that many localities budgets are still recovering and re-instating the match to pre-COVID levels at this time would hobble projects that could help recovery.**

##### 2. Modify Statewide Competitive Project Match Requirements

State code requires that GO Virginia projects have a 1:1 match. The Board has the authority to modify these match requirements to 2:1 based on exceptional economic opportunities or for regions that are fiscally distressed.

**Board Action Requested: The workgroup recommends that the Board reduce match requirements to 2:1 for statewide competitive projects that involve more than two regions given their extraordinary economic opportunity.**

The following policy issues require the Board's attention, but no immediate policy action at this time.

#### Talent Development

##### 1. Provide More Actionable Labor Market Information

The workgroup felt that there was a universal need for actionable labor market data and that GO Virginia could play a role in supporting regions and statewide efforts. Specifically, the group discussed the need for data that helped regions understand skills gaps relative to their industry targets and that this information would help drive more impactful projects.

**Board Action Requested: The group recommends that the Board engage other relevant state and regional stakeholders in a discussion regarding the need for actionable labor market data and consider providing additional support to regions in understanding skills gaps relative to their priority industry clusters.**

##### 2. Talent Attraction

**Board Action Requested: Areas of Opportunity for Future Funding (memo dated Dec 11, 2018) states that talent attraction is important. The Board should develop policy that states the Board's position on the use of GO Virginia funds for regional talent attraction/recruitment efforts, review appropriate outcomes and ROI for these efforts, and consider mechanisms to ensure that GO Virginia isn't funding instate intraregional competition for talent.**

##### 3. Restrict Investments in K-5 education

The consensus was that GO Virginia should stay focused on talent pathway initiatives involving students in grades 6-12 as well as postsecondary education programs that are aligned to support the needs of

identified targeted industry sectors and expand the pool of qualified workers in specific, high demand occupations.

The group recognized that funding any K-5 activities this would be a dilution of GO Virginia's mission difficult to provide the return on investment and impact tracking desired by the program.

**Board Actions Requested: Existing guidance discourages K-5 investments; however, the Board should consider adopting more formal policy in the area, restricting funding for K-5 projects.**

#### Traded Sector Focus and High Wage Jobs

1. Allow for Investments in Healthcare Sector Initiatives

**Board Action Requested: The Board should consider modifying Board Policy #8 to include additional considerations for non-traded healthcare sector investments including one or more of the following three conditions:**

- 1) **If the region can demonstrate that the sector is serving a significant number of customers from an adjacent state and that the GO Virginia investment would allow it to expand services to those customers, thus increasing the export of health care services (non-state revenue generated).**
- 2) **If the region can demonstrate that its health outcomes scores (or other similar measure of community health) are such that it is negatively impacting the region's ability to attract or retain businesses in its targeted sectors and that the investment would improve the measure.**
- 3) **If the region can demonstrate that lack of available healthcare services in a region are causing residents to leave the state to seek services in neighboring states and the investment would stop the leakage of dollars to neighboring states.**

Council leadership will be collaborating to discuss issues and opportunities related to program funding, building strong and engaged regional councils, regional planning and project development, project evaluation, and project implementation, monitoring and impact reporting.

Recommendation/ Policy Consideration Number	JLARC Report Recommendation	Committee Responsibility	Status
1	The Department of Housing and Community Development should change its "number of jobs created/filled" outcome measure for the GO Virginia program by (i) splitting the criteria into separate "jobs created" and "jobs filled" measures, (ii) removing the "estimated" and "expected" qualifiers so that only actual jobs created or filled are counted, and (iii) clarifying that any job created or filled must be clearly attributable to the project's activities, which must be explained in project reports.	Program Performance and Evaluation Committee	COMPLETE
2	The Department of Housing and Community Development should revise the Core Grant Outcomes list for GO Virginia projects to ensure that outcomes measures are narrow enough to avoid mixing different program activities, are clearly defined, and are appropriate and specific to the project type.	Program Performance and Evaluation Committee	COMPLETE
3	The GO Virginia Board should amend the GO Virginia bylaws to assign responsibility for the review of outcome calculation methods and outcome data verification to staff at the Department of Housing and Community Development.	Program Performance and Evaluation Committee (decision); Governance and Policy Committee (bylaws update)	In progress. The committee discussed this recommendation on 8/19/2024. No action was taken.
4	The GO Virginia Board should develop and implement a policy to assess the long term impact of individual projects and the GO Virginia program as a whole, including which information should be collected to facilitate this long-term assessment. The board's actions should proceed under the guidance of its new project [program] evaluation committee and with the assistance and input of Department of Housing and Community Development staff and regional council support staff.	Program Performance and Evaluation Committee	In progress. Committee reviewed this recommendation on 8/19/2024. Staff will bring forward recommendations at a future meeting.
5	The GO Virginia board should revise its policies to include a more detailed definition of traded sector activities, modeled on definition used by the Virginia Economic Development Partnership's Virginia Jobs Investment Program, which can be used to determine project eligibility.	Governance and Policy Committee	In-Progress; The Governance and Policy committee has adopted a recommended update to Board Policy #4, which addresses the traded sector industry definition. This Policy will be considered for adoption by the State Board at its meeting on 09/10/2024.
6	The GO Virginia board should revise its policies to allow grants for healthcare projects that meet the following criteria: (i) are consistent with the region's growth and diversification plan, (ii) provide evidence that the project will help address an unmet healthcare need in the region, and (iii) provide evidence that addressing the healthcare need will benefit the regional workforce or economy. Eligibility determinations should be made on a case-by-case basis early in the application process, not at the final board vote.	Healthcare Taskforce (decision recommendation); Governance and Policy Committee (policy update)	Complete; The GO Virginia State Board approved Board Policy #17 at the 6/4/2024 meeting of the Board.
7	The GO Virginia board should replace the eligibility requirement that all grant projects must create higher wage jobs with a requirement that all grant projects must create a new or expanded workforce or economic development activity.	Governance and Policy Committee	Complete; GP will report to the State Board at the 09/10/2024 meeting about the staff changes to guidance reflecting adoption of this recommendation.
8	The GO Virginia board should either eliminate or reduce the local match requirement for all grants.	Governance and Policy Committee	In Progress; this item will be discussed at the 09/09/2024 Governance and Policy Committee meeting. A memo detailing the history of the local match requirement alongside a discussion of how recent legislation reducing total match also intrinsically reduced local match will be presented. Staff recommendation for this item will be to not take action unless future data suggests total match reductions are not sufficiently reducing barriers to access to the GO Virginia fund.
9	The GO Virginia Board should expand eligibility requirements for statewide competitive funds by making these grants available to (i) any region that has awarded or is about to award all or almost all of its per capita funds in a given year and is not carrying a significant unobligated funding balance, and (ii) projects that require a grant amount that is equal to or greater than half of the region's unobligated per capita funds. Projects that involve multiple regions should continue to be eligible for these funds.	Governance and Policy Committee	Complete; the Competitive Guidance Update was adopted by the Board at the 12/11/2023 meeting.
10	The GO Virginia board should eliminate the requirement that all projects show a positive Return on Investment (ROI) to the state to be eligible for GO Virginia funding.	Governance and Policy Committee	In Progress; Initial discussions on this item is scheduled to take place at the Governance and Policy Committee meeting on 09/09/2024. This will be an introductory conversation without a staff recommended action. It is important to note that having a positive ROI is not an eligibility requirement of the GO Virginia program and is instead an evaluation tool. Staff anticipates holding a workgroup of stakeholders to discuss the relevance of the current ROI model this fall. A staff recommendation and Governance and Policy Committee action are anticipated to take place prior to the 12/10/2024 meeting of the State Board.
11	The GO Virginia board should revise its policies to delegate grant approval authority to the director of the Department of Housing and Community Development for any regional per capita implementation grant that has been dutifully reviewed and approved by a regional council and recommended for administrative approval by a board designated workgroup.	Governance and Policy Committee	At the 3/11/2024 meeting of GP, the committee chose to not take action on this item. This will be reported to the State Board at their 09/10/2024 meeting.



Recommendation/ Policy Consideration Number	JLARC Report Recommendation	Committee Responsibility	Status
12	The GO Virginia board should revise its policies to clarify that only grant applications that would require a significant investment of state funds are required to include an estimated return on investment (ROI). The ROI should be tailored to each project and calculated by experienced professionals using established methodologies, and the costs should be paid for by the GO Virginia program out of its existing fund balances.	Governance and Policy Committee	In Progress; Initial discussions on this item is scheduled to take place at the Governance and Policy Committee meeting on 09/09/2024. This will be an introductory conversation without a staff recommended action. It is important to note that currently the program requires a 3rd party ROI evaluation of any project seeking to access the GO Virginia Competitive fund, which includes an eligibility requirement of "extraordinary economic opportunity". A positive ROI is not an eligibility criteria but serves as an evaluation tool. Staff anticipates holding a workgroup of stakeholders to discuss the relevance of the current ROI model this fall. A staff recommendation and Governance and Policy Committee action are anticipated to take place prior to the 12/10/2024 meeting of the State Board.
13	The General Assembly may wish to consider amending the Code to add the Secretary of Labor to the list of cabinet secretaries eligible to be appointed by the Governor to the GO Virginia board.	N/A	Complete; the Governor signed legislation adopting this recommendation on 4/2/2024. The legislation went into effect on 07/01/2024.
14	The General Assembly may wish to consider amending the Code to require that, within the GO Virginia board's 14 citizen members, there must be at least one member appointed from each of the nine GO Virginia regions.	Governance and Policy Committee	No action was taken by the General Assembly on this item during the 2024 General Assembly Session. Staff is monitoring board composition and encouraging geographic distribution. Currently, only one GO Virginia Region (Region 6) has no representation on the GO Virginia State Board.
15	The GO Virginia board should adopt a policy that defines a cycle for full and lighter reviews of regional growth and diversification plans.	Governance and Policy Committee	In Progress; this item will appear on the Governance and Policy Committee's 09/09/2024 agenda. DHCD staff will report on the history of Growth and Diversification Plan updates and August workgroup meetings held with stakeholders about the update process. Staff will recommend no formal action and note that this recommendation, while already being acted on by staff, will be memorialized in program guidance.
16	The GO Virginia board should revise its policies to allow regions to award up to 25 percent of their annually allocated per capita funds for planning grants and raise or eliminate the \$100,000 per grant limit.	Governance and Policy Committee	In Progress; it is expected that DHCD staff will develop a survey for the Regional Support Organizations to detail grants that have been achieved as a result of planning efforts, both GO Virginia and from other efforts. Based on the data received in this survey, DHCD staff anticipates bringing this item before the Committee in 12/2024 with a final recommended action/report for the State Board at their 12/10/2024 meeting.
Policy Consideration 1	The General Assembly could reduce the match requirement for GO Virginia grants from being at least equal to the grant (1:1) to being at least equal to half of the grant (2:1) match.	N/A	Complete; the Governor signed legislation adopting this recommendation on 4/2/2024. This legislation went into effect on 07/1/2024.
Policy Consideration 2	The GO Virginia board could revise its policies to allow smaller organizations, which meet criteria specified by the board, to receive a portion of their GO Virginia award at the start of the grant period.	N/A	No action or discussion has occurred on this item.

## Memorandum

---

**TO:** Virginia Growth and Opportunity Board – Regional Council Committee

**FROM:** Sara Dunnigan, Deputy Director, DHCD

**RE:** Regional Council Survey

**DATE:** 11/7/2024

### **Background**

The Regional Council Committee (“Committee”) of the Virginia Growth and Opportunity Board (“GO Virginia” or “Board”) is charged with developing strategies to ensure communication between the Board and Regional Councils and create synergy among the GO Virginia regions by inviting feedback; sharing information on project focus and purpose; and ensuring that Regional Councils are briefed on direction and strategies for implementing the GO Virginia mission.

### **Regional Council Survey**

The 2024 Regional Council Survey was conducted to solicit feedback from Regional Council leadership on issues of important and to prioritize the development of the Regional Council Committee’s workplan. The results presented in the following summary represent the results of that survey as well as data collected during interviews conducted by Leah Fremou, Vice Chair for Regional Councils and the chair of the Regional Councils Committee.

**GO Virginia Foundation  
Regional Council Survey – 2024  
Summary of Responses**

The Feedback Loop Process

- Due diligence completed at the regional council level often is lost/ignored when it reaches the state review process
- Significant delays can occur in getting feedback from the SME team to the regional councils (and potential grantees) so that adjustments to a proposed grant application can be made
- Inconsistency of feedback from DHCD staff on why a project was recommended for deferral or rejection

Grant Approval Process

- Explore opportunities for the state Board to devolve some of its grant approval powers to the regional councils (particularly for the use of per capita funds)
- DHCD and state Board seem to want “risk-free” projects. GO Virginia was supposed to be a lab for ideas, and sometimes, lab experiments fail. This culture also makes grant approval process too cumbersome.
- CAMS is sometimes clunky and not user friendly. Could be streamlined.
- Deferrals based on lack of connection to a regional growth and diversification plan are often based on a misunderstanding of that plan.

Grant Administration

- 8% cap on the amount of grant which may be used for grant administration or the \$250,000 for “capacity building” may be insufficient to cover operating costs of a regional council
- The situation would be improved if the 8% did not need to be solely used on the project from which it is tied but can be used for any expenses of the regional council
- Further, most of the work of the regional council is with the pre-application effort, not grant administration, thus emphasizing the importance of tapping into the 8% earlier or not tied to a specific project.
- Consider whether a private entity could be a grant administrator.

Local Match

- Continuing concerns about the ability to secure local match

Return on Investment

- Evaluation window for determining ROI is too short to demonstrate success
- Need to have a process in place to capture regional collaboration that is facilitated by GO Virginia but which may not have been part of a grant

- It appears the goal posts for measuring success have moved over time

#### State Board-Regional Council Relations

- Need to facilitate more opportunities for the state Board to hear directly from regional leadership and regional successes (including at quarterly state Board meetings)
- State board leadership/members should visit in person at least one regional council meeting in each region annually

#### Role of the GO Virginia Foundation

- Additional communications from the GO Virginia Foundation to regional council members on the importance of business leadership could be helpful
- Website should have additional information and be more interactive
- Need to be more engaged in cultivating the business community to understand what GO Virginia does (would be helpful in new regional council member recruitment)
- The mission and results of GO Virginia are not well known in the business community. The Foundation should step up communications to the business community to build support there for the program.
- Clearer communication of how/when to communicate to legislators would be helpful
- An “elevator pitch” outlining what GO Virginia is and what it has accomplished would be helpful.

#### Local Government Engagement

- Most councils have at least one local elected/appointed official on the regional council but communication is often insufficient.
- Since grants don’t go directly to local governments, they are sometimes disengaged from GO Virginia

#### Project Types

- Construction and trade positions should be considered as eligible for grants

#### Recruitment of Regional Council Members

- There should be a new members manual, or other training (video), to provide background on GO Virginia, expectations of a regional council member
- Regional council members should actively work to find the next generation of leaders and get the regional business community to better understand what GO Virginia is and its impact
- Convening a “strategy task force” helps to develop future projects
- Working committees of the regional council have been helpful for recruitment and keeping the project pipeline full.

### Interregional Collaboration

- Overlay of regional growth and diversification plans should facilitate identification of common areas of interest for greater interregional collaboration
- There should be some sort of statewide strategy around which regions can rally. Otherwise, regional projects seem random and uncoordinated with each other and with other key stakeholders.
- There should be a better mapping of the ecosystem within which GO Virginia operates so that regional council members understand where GO Virginia fits in and the role it can play (and what its limits are).

### Regional Council Policies

- There should be a consistent policy manual for regional councils to follow on expenses and other administrative items

### Allies and Stakeholders

- Relationship with VEDP (particularly on site development) and VIPC should be clarified
- VEDP should work to ensure alignment between its cluster strategy and regional growth and diversification plans

### Purpose of GO Virginia

- There is some feeling among the regional councils that GO Virginia is becoming less of an incubator or laboratory for good ideas but the process, as it has matured, has become more risk adverse and projects have become more short-term and tactical rather than visionary.





**DATE:** January 9, 2025

**TO:** Region 3 Council

**FROM:** R. Bryan David, Program Director

A handwritten signature in blue ink, appearing to read 'RBD', is placed next to the 'FROM:' line.

**RE: Virginia Joint Legislative Audit and Review Commission Report – Data Centers in Virginia**

---

The 2023 Virginia General Assembly directed the Joint Legislative Audit and Review Commission and its staff to review the impacts of the data center industry in Virginia. The study is of interest to Region 3 since data centers (Information Technology) are a target sector in the Growth & Diversification Plan.

Here are the report's main findings:

- Data centers provide positive economic benefits to Virginia's economy, mostly during their initial construction.
- Data centers can generate substantial local tax revenues for localities that have them.
- The data center industry is forecast to drive an immense increase in energy demand.
- Building enough infrastructure for unconstrained data center demand will be very difficult, and meeting half of that demand will still be difficult.
- Existing electric utility requirements and processes help limit system capacity and reliability risks.
- Data centers are currently paying their full cost of service, but growing energy demand is likely to increase other customers' costs.
- Data centers create additional financial risks to electric utilities and their customers.
- Data center backup generators emit pollutants, but their use is minimal, and existing regulations largely curb adverse impacts.
- Data center water use is currently sustainable, but use is growing and could be better managed.
- Localities have allowed data centers to be built near neighborhoods, but some localities are taking steps to minimize residential impacts.
- Data center noise near residential areas presents unique challenges, and some localities are unsure about their authority to address it.
- Changes to the state's data center sales tax exemption could address some policy concerns related to the industry.

Here is a link to the JLARC study webpage: [Data Centers in Virginia.](#)

**RECOMMENDATION:**

For the Region 3 Council's information. No action is needed.







**DATE:** January 9, 2025

**TO:** Region 3 Council

**FROM:** R. Bryan David, Program Director



**RE: Tobacco Region Revitalization Commission Strategic Plan**

---

The Tobacco Commission is undertaking an extensive strategic planning process over the next (10) months to answer fundamental questions about the organization's purpose, future, and operating structure. The planning effort is in partnership with Virginia Tech's Office of Economic and Community Engagement.

The process will focus on the following areas:

1. Analysis of the Commission's long-term financial future under different spending and investment scenarios (How long does the Commission want to exist? How should we adjust our investments and spending to ensure impact over that time period?)
2. Fresh look at the Commission's role in workforce education since the arrival of VEDP's Talent Accelerator Program, Department of Workforce Development and Advancement, and major new state investment in workforce credentials (How to avoid duplication and meet workforce education needs specific to our region?)
3. Fresh look at the Commission's role in industrial site and building development, especially in light of major new state investment through the Virginia Business Ready Sites Program (How to maximize state and Federal investments in our industrial sites/buildings while meeting the unique needs of our rural communities?)
4. Review the impact of previous funding priorities (economic development, business recruitment, broadband, R&D, tourism, healthcare, and agribusiness), assess where Commission support can create the greatest impact going forward, and prioritize funding accordingly (Are there parts of big issues like housing and healthcare where Commission investments can have an outsized impact? Are there specific sectors, like agriculture and forestry, where we should be focusing more?)
5. Analysis of what staffing and organizational structure could enable the most effective use of the Commission's remaining assets (Are there models for which our newly created Foundation allows us to pursue? How can the Commission be more effective in bringing state, Federal, and nonprofit funding into the footprint?)



Region 3 Council  
January 9, 2025  
Page 2

I attended a virtual session on December 9<sup>th</sup>, which drew about 40 participants. The Commission has held in-person sessions in Abingdon and Danville.

My input involved the opportunity to improve coordination between GO Virginia regional staff and Commission staff to leverage funding for eligible projects.

Attached are selected slides from the presentation.

**RECOMMENDATION:**

For the Region 3 Council's information. No action is needed.

# Strategic Planning and Consultation for the Virginia Tobacco Region Revitalization Commission (TRRC)

Virginia Tech Center for Economic and Community  
Engagement

VIRTUAL INPUT SESSIONS VERSION



OUTREACH & INTERNATIONAL AFFAIRS  
**CENTER FOR ECONOMIC AND  
COMMUNITY ENGAGEMENT**  
VIRGINIA TECH.





The background image shows a community event taking place in a rustic building with exposed wooden beams and corrugated metal walls. In the foreground, a woman in a white patterned shirt is seated, facing away from the camera. To her right, a woman in a white polo shirt with a 'VT' logo is standing and talking to a seated woman in a blue shirt. The woman in the white polo shirt is holding a coffee cup and a red folder. In the background, other people are visible, including a woman in a blue shirt and a man in a blue shirt. The overall atmosphere is warm and engaged.

# OUR CENTER

- Advances the economic engagement mission of VT through projects, programs, partnerships
- Values deep stakeholder engagement
- Works across the University and beyond
- Uses data-informed decision-making
- Builds capacity and capabilities



# Our Project Team



**John Accordino**  
Consultant, FAICP  
PhD in Urban & Regional Planning from MIT



**Elli Travis**  
Senior Economic Development Specialist  
VT Center for Economic and Community Engagement



**Sheryl Bailey, Ph.D.**  
Visiting Professor  
School of Public and International Affairs  
Principal of Forward Strategies Consulting, LLC.



**Scott Tate, Ph.D.**  
Associate Director of Community Innovation and Extension Specialist  
VT Center for Economic and Community Engagement  
Virginia Cooperative Extension



**Will Heltzel**  
Graduate Research Assistant  
VT Center for Economic and Community Engagement



**Sadhana Manthapuri**  
Graduate Research Assistant  
VT Center for Economic and Community Engagement



**Carrie Chenery**  
Principal  
Valley Pike Partners





# Tobacco Region Revitalization Commission:

- TRRC: Founding and Purpose
- TRRC: Programs and Activities
- TRRC: Strategic Plan: Why now, what is it?

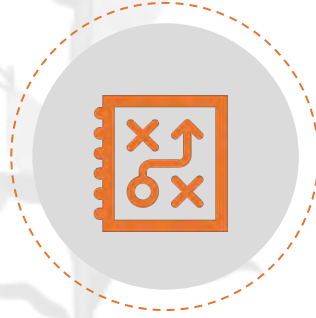


## Listening Sessions



Ground Conditions  
in TRRC Region &  
Organization

## Situation Analysis



Review data, impacts,  
TRRC resources &  
investments

## Strategic Plan



Practical and Adoptable



Input from People,  
including TRRC staff;  
grantees; &  
stakeholders

Consider Best  
Practices and Case  
studies

-----Advisory Workgroup & Wider community input-----

# Timeline



Project Kickoff (TRRC Strat Plan sub-committee, TRRC staff mtg, Work Group)

Listening Sessions, Interviews, Desk Review, Regional Data, Committee Mtgs, Staff

Situation Analysis: Analysis of Data, Engagement of Staff/Committee in Sense-making & Prioritizing

Strategic Plan: Moving from Analysis to Deliverable/Final Docs

Final Deliverables and Presentations

Sep-Oct

Nov-Dec

Jan- Feb

Mar-Apr

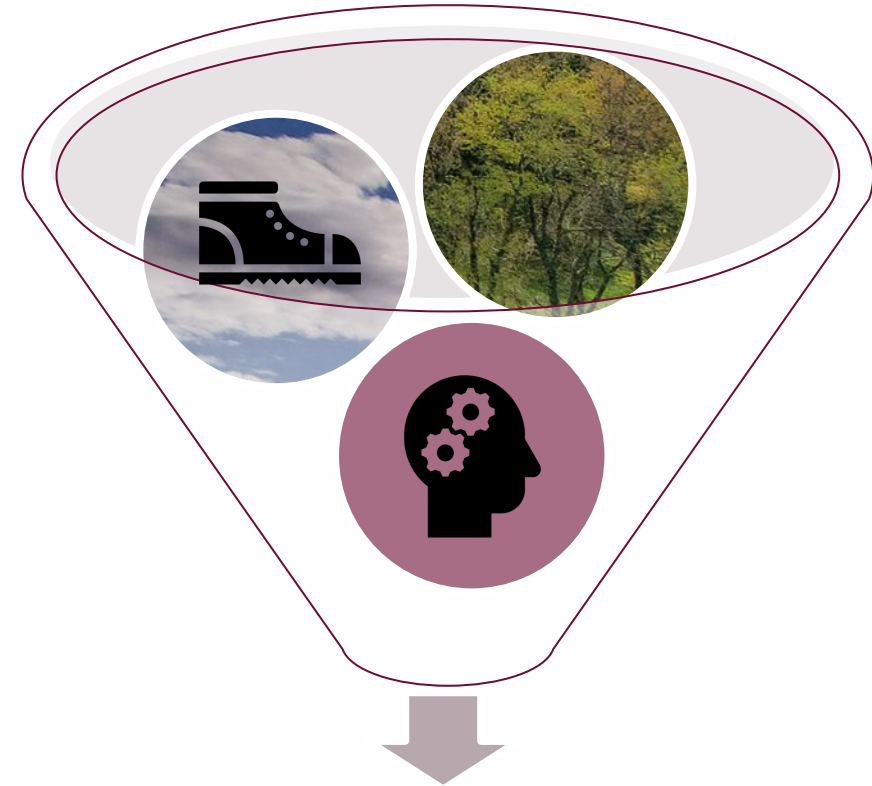
May-Jun

July-Aug



# STRATEGIC PLAN

1. Detailed Situation Assessment (Qualitative & Quantitative Data)
2. Advisory group and/or TRRC Committee working sessions to discuss findings and key issues
3. Additional stakeholder engagement or literature review, as needed
4. Draft strategic plan
5. Second working session or asynchronous review to discuss and refine (possible public input process)
6. Final document with incorporated input
7. Funding priorities, strategies, and recommended next steps



TRRC Situation Analysis



# COMPONENTS OF STRATEGIC PLAN DELIVERABLE

- 1. Regional Situation Assessment**
  - 3-6 mini-case studies of selected Commission projects
  - 3-6 regional listening sessions
  - 6-10 key stakeholder interviews
- 2. Fiscal Management Plan**
  - LT Financial Planning Scenarios
- 3. Operational and Staffing Plan**
  - Operational & staffing Priorities
- 4. Commission Foundation Overview**
  - Foundation Role
  - Commission-Foundation Relationship
- 5. Regional Investment Strategies, Outputs & Outcomes**
  - Prioritization by impact-potential
- 6. Implementation Guidance**
  - Monitoring Benchmarks





## TRRC EXISTING FUNDING PRIORITIES

- **Education and Workforce:** (in 2 categories: Competitive education grant-making; or, workforce financial aid)
- **Agribusiness:** (priority given to projects that create/expand infrastructure and systems to offer new and improved market opportunities to producers)
- **Energy:** (enhance industry access to affordable, reliable, renewable, and clean energy resources)
- **TROF:**  
(performance-based grants & loans to localities to assist in the creation of new jobs and investment; reserved for competitive projects that might not otherwise happen)





## TRRC EXISTING FUNDING PRIORITIES

- **Industrial and business infrastructure:** (grants and loans to support the creation and improvement of industrial sites, business locations, shell buildings, and telecommunications infrastructure; priority is projects that advance site readiness)
- **Business District Redevelopment:** Priority on projects to catalyze re-development and investment in properties serving multiple commercial and/or entrepreneurial business interests (business development centers, shared professional offices and/or small-scale production spaces).
- **Community Assets and Opportunities:** Outdoor & cultural economy asset development projects that are regional in nature; or that leverage substantial investment by other funders. A “lower priority” overall.



## TRRC STRATEGIC PRIORITIES

- **Establish committee structure for TRRC;** with “operational” committees that recommend policy or process changes and carry out assigned functions.
- **Fiscal Management:** “Imperative to reduce and reverse decline in Commission assets”.
- **Sustainability:** “the Commission will only reduce its overall financial position in instances of truly game-changing economic development opportunities”.

“Otherwise, the Commission’s focus on sustainability will require that, moving forward, the Commission only grant from earnings on the Commission’s corpus, interest on existing loans, and assets created by the new development team.”



## TRRC STRATEGIC PRIORITIES

- **Asset Management:**

“the Commission is the partial owner of millions of dollars of land, buildings, and high-value equipment across the footprint.

Moving forward, the Commission will complete the cataloguing of this portfolio of equipment and real property that has already begun in the field offices and record right to reimbursement notices against all assets over a specific value. Once properly catalogued and right to reimbursement notices have been recorded, the Commission will also explore potential uses of this portfolio and determine if it represents something that could be leveraged to support future activities.”





- **Fund Development/Foundation:**

“the Commission also does work that could be supported by charitable contributions and grants from other entities, which would take further pressure off of the current corpus. This entity would be a new vehicle for bringing funding to support Commission projects.”

“To facilitate this move to outside funding, the Commission plans to create a non-governmental nonprofit to oversee the acquisition and allocation of funds for the purpose of grant making.”



An aerial photograph of a lush green landscape. In the center, a calm pond reflects the surrounding dense forest. To the right, a well-maintained golf course with green fairways and a few trees is visible. The background shows rolling hills under a blue sky with scattered clouds. A semi-transparent dark box is overlaid on the left side of the image, containing a list of next steps.

# OUR NEXT STEPS:

- Meet with TRRC staff and establish a workgroup for ongoing input
- Conduct regional stakeholder meetings and interviews
- Collect and review grantee info, TRRC plans, and reports
- Perform desk review of TRRC project impacts
- Develop and implement a survey instrument