



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

GO Virginia Region 2

GO Virginia Region 2 Executive Committee Agenda (DRAFT)

August 14, 2018 9:00am, 702 University City Boulevard, Blacksburg, VA RM 218

Discussion Items and Recommendations Needed for Council

- Charter Revisions
- Budget and Work Plan
- Support Organization Contract Renewal

Update Items and Feedback Needed for Staff

- State Competitive Projects, Process Discussion and Pipeline Update
- Per Capita RFP Revisions, Process Discussion and Timetable
- Current Per Capita Contracts, Status Update and Draft Dashboard



OUTREACH & INTERNATIONAL AFFAIRS
VIRGINIA TECH.

OFFICE OF ECONOMIC DEVELOPMENT

702 University City Boulevard
Mail Code (0373)
Blacksburg, Virginia 24061
P: (540) 231-5278
dwaddell@vt.edu
<https://econdev.vt.edu>

2018-2019 Region 2 Outreach Plan for Funding Opportunities

- Disseminate RFP to existing list-servs and regional contact lists by end of August 2018
- VT OED Communications Coordinator to draft and disseminate press release.
- VT OED Communications Coordinator to work with Council members and John Provo and Scott Tate to schedule and coordinate local/regional speaking opportunities.
- VT OED Communications Coordinator to provide talking points for local/regional speaking opportunities.
- VT OED Communications Coordinator to contact local governments and regional organizations about disseminating links or information about GOVA funding in their own marketing materials, newsletters, web-sites.
- VTOED (Provo, Tate, and team) will work with PDCs to organize and plan a meeting of local government administrators and/or elected officials to discuss GOVA funding opportunities.
- VT OED (Provo, Tate, and team) will conduct and offer individualized outreach (phone calls, consultations, etc.) to possible applicants particularly from those areas that were less represented in year 1 activities (technology-related; K-12; local governments)
- VT OED (Provo, Tate, and team) will look for opportunities to visit and speak with existing audiences, and already planned events that might include GOVA-eligible applicants.

Virginia Growth and Opportunity Region 2 Council

BYLAWS

ARTICLE I PURPOSE

The Virginia Growth and Opportunity Regional Council (hereafter referred to as “Council”) is a public body certified by the Virginia Growth and Opportunity Board to receive grants pursuant to Code of Virginia section 2.2-2485 the Virginia Growth and Opportunity Act (hereafter referred to as “GO VA”). The Council will be supported by an existing or newly established organization that engages in collaborative planning or execution of economic or workforce development activities within a region to support the Council’s activities and to ensure proper administration of the Council’s funds.

ARTICLE II DUTIES AND RESPONSIBILITIES

Section 1 Duties of the Regional Council

The Council shall:

1. Work in a collaborative manner, respecting all points-of-view, while soliciting and reviewing proposed projects for recommendation to the GO VA Board.
2. Demonstrate extensive knowledge of the region’s potential for growth that lead to higher paying jobs. Identify economic/regional projects that support or encourage collaboration and yield significant new job creation.
3. Review and understand the authority, governance, and administrative role of the GO VA Board in certifying qualified regions and regional councils; including how the Board develops and implements guidelines or procedures for such certification.
4. Partner with existing or newly established economic/workforce development organizations to create focused collaborative projects or programs consistent with the Council’s economic growth and diversification plan.
5. Identify the region’s economic growth potential independently or in partnership with neighboring regions. Identify the competitive advantages for collaboration with private-sector investments to accelerate job growth/economic development.
6. Advise the Board on best practice initiatives, projects, etc. that encourage collaboration and yield measurable outcomes for job growth in the region.
7. Have the authority to enter into agreements through the support organization in order to pursue the goals and objectives of the Virginia Growth and Opportunity Act pursuant to the Code of Virginia and guidelines adopted by the Board.

8. Adhere to the Freedom of Information Act (FOIA) and the Conflict of Interest Act (COIA) except as exempted pursuant to §2.2-3711.A.48 of the Code of Virginia.
9. Provide for public participation as directed by the Code of Virginia and the Board.
10. Conform with guidelines as adopted by the Board.

ARTICLE III

MEMBERSHIP

1. The Council should include representatives from (i) the education sector, which include school divisions, community colleges, public institutions of higher education, and private institutions of higher education as appropriate; (ii) the public economic and workforce development sector; (iii) local government; (iv) planning district commissions; (v) nonprofit organizations; and (vi) other entities that significantly affect regional economic or workforce development. Membership may include one or more nonlegislative citizen members of the Board from the region. A majority of the members of the Council shall be from private sector with demonstrated significant private-sector business experience. The Council shall be chaired by a citizen member from the region with significant private-sector business experience.
2. The Council will consist of up to 30 members. The Board will approve the member selection process, structure, composition, and leadership to meet the requirements of COV section 2.2-2485 of the Virginia Growth and Opportunity Act and the guidelines set forth by the Board. Council membership is subject to Board review and approval.
3. Council members shall have knowledge of workforce and economic development.
4. Council members shall serve staggered four-year terms as determined by the Council. Council members shall not serve more than (2) consecutive four year terms. ~~The time served by Chair/Vice-Chair will not count against the limit of two (2) consecutive terms. A Chair/Vice-Chair who has reached his or her term limit may serve another consecutive term.~~
5. A vacancy on the Council shall be filled per guidelines established by the Board as carried out by the Nominating Committee referenced in Article VI of this document.
6. A Council member may be removed by the Board with a majority vote. The reasons for removal must be documented by the Council.
7. Council members are expected to participate in all meetings of the council. Absence from more than 50% of meetings in a fiscal year may constitute grounds for removal.

ARTICLE IV

MEETINGS

1. The Council shall meet on a regular basis and at a minimum quarterly at a predetermined location and time. The meeting notice of time, location and purpose shall be given to all Council members at least 7 days prior to the date of meeting.
2. The Council will meet all of the Code of Virginia public meeting requirements (§2.2-3707). Meetings will be advertised a minimum of three business days in advance of the meeting at the

following locations: the administrative offices of the support organization and administrative offices of individual meeting locations.

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3. Attendance of a majority of Council members shall constitute a quorum and, unless a greater proportion is required by the Board for a particular act/vote, the majority vote of the Council present and voting at any meeting, at which there is a quorum, shall constitute the Act of the Council.

ARTICLE V PARLIAMENTARY PROCEDURE

In all matters of procedure not specifically covered by these By-Laws, the most recent edition of Roberts Rules of Order shall be observed.

ARTICLE VI ORGANIZATION

1. During the inaugural meeting, the Council shall elect from among its members, a Chair and a Vice-Chair. The Chair and Vice Chair shall be a Council member with significant private-sector experience.
2. The Chair shall preside over all meetings. The Vice-Chair shall preside over all meetings in the absence of the Chair.

ARTICLE VII SUPPORT ORGANIZATION

1. The support organization can be a new or existing organization with purposes and competencies including collaborative planning, economic development, or workforce activities within the region.
2. The support organization may provide data analysis, review of best practices, review and analysis of project proposals, and other duties as determined by the Regional Council.
3. The support organization will make project recommendations to the Regional Council for submission to the Board and will be responsible for monitoring the impacts of projects in carrying out the economic growth and diversification plan.
4. The support organization will be responsible for the receiving, use of, and auditing of funds received.
5. The support organization will have a contract with the regional council that provides for its role as outlined above.

ARTICLE VIII SUBCOUNCIL ORGANIZATION

1. The Council may appoint all committees as deemed necessary to meet the Council requirements of COV 2.2-2485; the Virginia Growth and Opportunity Act and to fulfill the duties of the Council. In addition, the Council shall create an Executive

Committee and a Nominating Committee. The Nominating Committee will present a slate of officers, potential new members, and recommend to the council persons to fill vacancies on the Council. **The Executive Committee will have the authority to act on behalf of the council when time sensitive matters occur before a meeting of the full council can be called. Actions of the Executive Committee must be reviewed by the council at its next meeting.**

2. Each committee shall appoint a Chair and set meeting dates, times and locations.
3. The duties of each committee member shall be implied by the name and function of the committee. Each committee shall have only the powers specifically designated to them by the Council. Each committee shall report to the full Council.

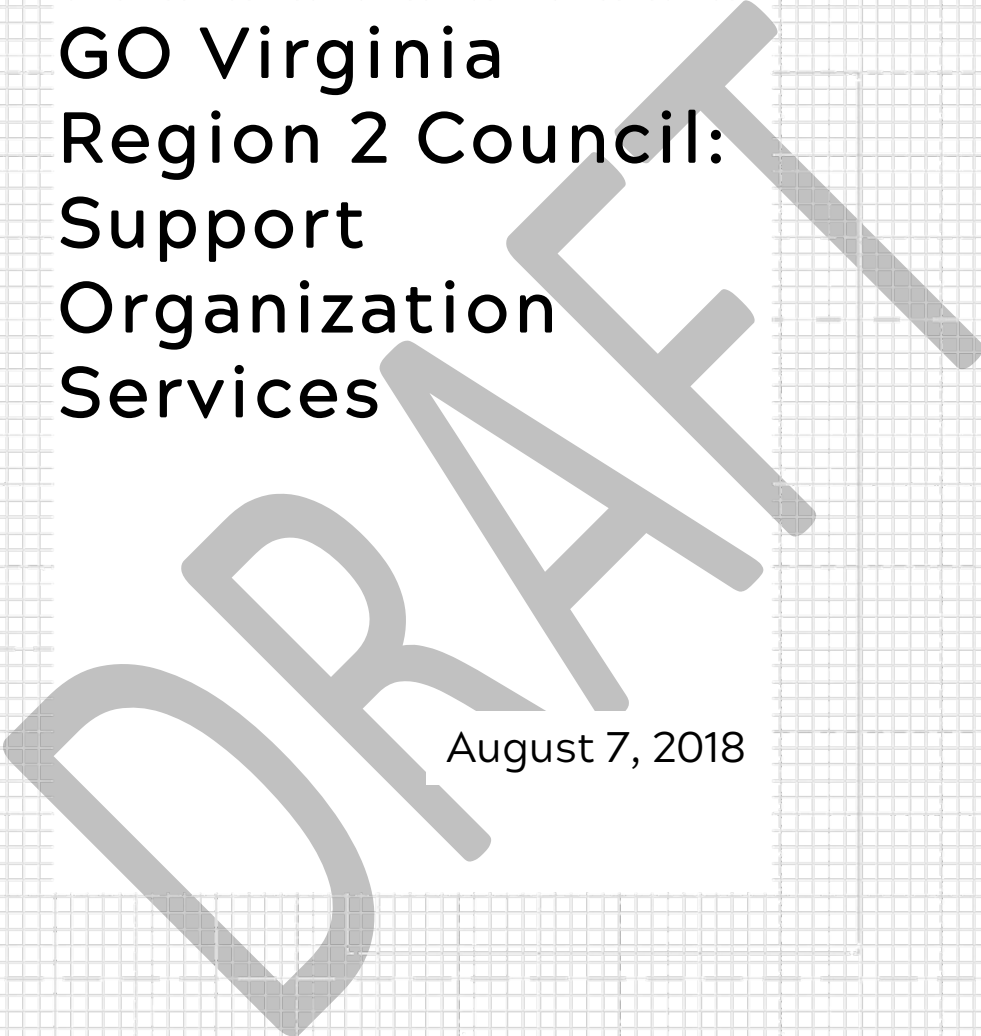
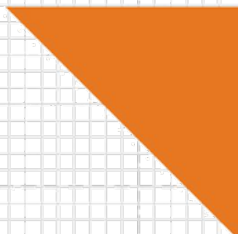

ARTICLES IX

BYLAWS

The bylaws shall not be amended, modified or replaced except by a majority action of the Regional Council in an official meeting. Action on amended bylaws may not take place at the meeting in which they are introduced. Action on amended bylaws shall take place a minimum of thirty days after their introduction. The bylaws shall be amended to conform to statutory requirements as required. The Board shall review and approve amendments to the Bylaws.

SEVERABILITY

In the event that any portions of the bylaws are deemed invalid, the remaining portion shall stand.



GO Virginia Region 2 Council: Support Organization Services

August 7, 2018



OUTREACH & INTERNATIONAL AFFAIRS
VIRGINIA TECH.

OFFICE OF ECONOMIC DEVELOPMENT

FOR ANY QUESTIONS REGARDING THIS PROPOSAL,
OR FOR MORE INFORMATION PLEASE CONTACT:

John Provo, Director
Virginia Tech Office of Economic Development
540-231-4004 jprovo@vt.edu

Introduction

The Virginia Tech Offices of Economic Development (OED) and Continuing and Professional Education (CPE) are providing assistance to the GO Virginia Region 2 Council. This Council is one of nine bodies organized around the state in response to a new program administered by the Virginia Department of Housing and Community Development (DHCD). The Council is charged with advancing economic growth and diversification in the New River Valley, Roanoke-Alleghany and Lynchburg regions.

OED will provide planning, research, marketing, and other administrative staff services to the Council as described in the narrative budget estimate below. The office has a breadth of planning, research, and evaluation expertise across the state, serving as a contractor to many federal, state, and local agencies and a partner for the private sector. Recent experience highly relevant to GO Virginia includes labor market demand and skills mapping projects, targeted industry studies, facilitation of the commercialization of university technology, and coordination of access to university technical expertise. OED will provide a designated project lead and support staff, while also drawing on a team of specialists with expertise in regional planning, economic development research, and program evaluation.

CPE will serve as the fiscal agent for all funds. CPE manages a multi-million dollar portfolio of contracts for federal, state, and local agencies, as well as the private sector. CPE will provide a designated project manager and accountant to provide services that attend to the specialized needs for the funds received by Virginia Tech. This will include logistical support, contractual services, technical assistance, and financial services. A full-cost accounting summary will be provided as needed along with all other reporting required by the state.

Narrative Budget Estimate FY 19

Administration	\$136,166
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1. Council Meetings	\$5,521
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Support Council meetings and committees reporting to the Council. This includes staff time for agenda development, meeting facilitation, and assistance to Council in undertaking its required functions. This includes Council engagement in decision-making on selection of projects for submission to the state for funding.

Staff leads: John Provo, Scott Tate

Staff Support: Jennifer Morgan, Doris Waddell

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2. Contracts Administration (including legal, financial, audit) \$91,060

Serve as the fiscal agent for all funds. Staff time to establish and ensure all financial management procedures are in accordance with state regulations. Facilitate legal review of all contracts and agreements, as well as remittances for applicants.

Staff leads: Shelly Jobst, Meghan Gaskill

Staff support: University Legal and Audit, Engagement Finance

3. Individual Project Reporting and Evaluation \$23,023

Monitor project progress, ensure accurate and complete reporting of outcomes and financial data from projects to the Council. Staff hours to provide evaluation of outcomes data analyzing return on investment from projects. Complete all required state reporting on project activities.

Staff leads: Meghan Gaskill, Elli Travis

Staff support: Jennifer Morgan, Student Research Assistants

4. Marketing and Outreach \$11,040

Staff to solicit participation in and provide notice on Council and committee meetings. Provide minutes and manage Council website with archived program materials. Design and circulate project solicitations. Respond to information requests and conduct outreach to potential applicants. Develop and support targeted outreach efforts identified by Council following discussion of gap analysis.

Staff Leads: John Provo, Scott Tate

Staff support; Jennifer Morgan, Student Research Assistants

5. Technical Assistance to Applicants \$5,522

Staff time to support project applicants in developing appropriate responses to Council solicitations. Launch and manage an application process.

Staff leads: John Provo, Scott Tate

Staff support: Jennifer Morgan, Student Research Assistants

Planning Services \$123,185

1. Strategic project pipeline development \$41,271

Staff to assist applicants in identifying opportunities and developing appropriate responses for Council solicitations and state competitive funds (i.e. multi-regional). Conduct analysis of gaps between Growth and Diversification Plan goals versus projects funded. Identify issues with Council and regional stakeholders to shape

Staff leads: John Provo, Scott Tate

Staff support: Elli Travis, Sarah Lyon-Hill, Albert Alwang, Jennifer Morgan, Student Research Assistants

2. GO Virginia Region 2 program impact evaluation **\$41,270**

Staff time to synthesize data from project reporting and collect additional data required to assess broader regional metrics. Develop and produce an impact evaluation report for assessing performance of the region, impact of the program, and progress on goals and objectives articulated in the Growth and Diversification Plan. Build a base for a larger regional databank project.

Staff leads: Elli Travis, Sarah Lyon-Hill

Staff support: John Provo, Scott Tate, Alwang, Jennifer Morgan, Student Research Assistants

3. Growth and Diversification plan update FY 20 **\$41,270**

In line with future instruction following state Growth and Diversification plan guidelines, staff time to conduct original research on economic development, collecting data from primary and secondary sources. Staff will develop plan goals and objectives along with appropriate project and regional metrics for reporting and evaluation. Synthesize data and input from other plans, work groups, and Council members. Write and edit final plan submitted to state.

Staff leads: John Provo, Scott Tate

Staff support: Elli Travis, Sarah Lyon-Hill, Albert Alwang, Jennifer Morgan, Student Research Assistants

Other costs	\$101,815
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1. Travel (Council and staff)	\$5,000
2. Materials and supply	\$3,000
3. Council contingency fund	\$10,000
4. Strategic reserves	\$83,815

(Requires \$55,555 match from per capita projects)

Total costs	\$361,111
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Memorandum

This memo was approved by the Region 2 Council at its meeting on August 24, 2018. Per administrative rules of the GO Virginia program, Virginia Tech will be appended this document to a support contract between the university and DHCD in order to receive funds to implement the scope of work described above during a performance period extending from July 2018-June 2020. FY 20 budget will be negotiated between the parties following completion of the state budget.

Dr. Ray Smoot, Chair
GO Virginia Region 2 Council

Ab Boxely, Vice Chair
GO Virginia Region 2 Council



Application Package

2018-2019

Prepared by the Virginia Tech Office of Economic Development

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Grant Application

Overview:

The Region 2 GO Virginia Council is now accepting proposals for 2018-2019 funding on a rolling basis, while funds are available. Region 2 includes the counties of Alleghany, Amherst, Appomattox, Bedford, Botetourt, Campbell, Craig, Floyd, Franklin, Giles, Montgomery, Pulaski, and Roanoke; as well as the independent cities of Covington, Lynchburg, Radford, Roanoke, and Salem.

The Region 2 is soliciting per capita collaborative grant funding applications as well as statewide competitive applications. For FY 2019, there are over \$1.2 million in collaborative grant funds available for Region 2 focused projects and over \$12 million in statewide competitive funds for multi-regional projects. The Council anticipates endorsing multiple funding awards at varying amounts. GO Virginia funding seeks to grow jobs that pay higher than the regional median wage (\$19/hour or \$39,012 annually), and attracts new investment, especially new to Virginia. This requires a focus on industries with high growth potential, featuring in-demand occupations with higher wages.

Available funds:

The Region 2 GO Virginia Council anticipates funding multiple collaborative (per capita) awards of varying amounts (awards are generally in the \$100,000 to \$600,000 range). All projects must be completed within two years of funding. The Region 2 Council expects to disburse the vast majority of funds for collaborative grant projects as described below. All proposals must respond directly to the Region 2 Growth & Diversification Plan which can be found at the following link: <http://bit.ly/2ws9BI8>

Proposed projects should benefit an industry or region as a whole, rather than a single business entity. Projects should emphasize traded sectors and demonstrate an ongoing, region-wide demand for the project or program. Projects also are required to demonstrate strong local match and meaningful local participation and leadership.

There may be rare instances, however, where the Region 2 Council may award capacity building funds for a project not otherwise suitable for a collaborative grant award. During the project review process, Region 2 Council support organization personnel may advise applicants as to the degree to which their proposal is congruent with state and regional guidelines. Support organization staff may also discuss the appropriateness of enhanced capacity building awards, for projects that would not have immediate economic outcomes. As an example, a larger future project request might require pre-development activities, which the Council may want to encourage through a small amount of capacity-building award funding. Applications must hold a likelihood to build capacity for larger GO Virginia per capita or competitive projects.

In addition, the Region 2 Council encourages inquiries for multi-regional or state-wide competitive funds of \$1 million or greater. These are separate from the collaborative (per capita) funds, and represent a discretionary funding pool awarded by the state board on a competitive basis. Please use the letter of inquiry process described below to submit inquiries for this funding source, as well.

Funding Match:

A dollar for dollar match is required for any grant request. The match must come from non-state appropriated sources such as non-state public entities, private, federal, or local funds or in-kind commitments.

In addition to the dollar for dollar baseline match requirement, it is the goal of the State Board that there be a contribution from localities, 2 or more counties or cities, of not less than a total 20% of the required match, or \$50,000 in total, whichever is greater. Towns with substantive involvement in economic development may be substituted for cities or counties to meet this requirement.

The State GO Virginia Board may waive this requirement of locality match, to half of the required amount, upon a finding of fiscal distress or an exceptional economic opportunity within the collaborating localities. Likewise, the requirement for two city or county contribution to match may also be waived for projects that clearly serve more than 50% of the regions' population. A waiver is solely at the discretion of the state board, is offered rarely, and only with significant evidence applicants have exhausted possible local sources of match.

This local contribution may come from any combination of the participating localities and political subdivisions and may take the form of cash, revenue sharing, dedication of locally-owned or controlled assets to the proposed regional project, reallocation of existing funds, in kind contributions, or other local resources. Also, existing investments by localities and political subdivisions that are redirected, repurposed, or refocused towards collaborative regional grant requests will count as local match. Please note that the State Board also reserves the right to waive the local contribution for enhanced capacity building projects that demonstrate an ability to benefit multiple GO Virginia regions or grant requests.

Applicants should clearly identify how the participating localities will make available the required local contribution. The application should also outline the status of the other non-local government contributions to the project.

Letters of Interest and Regional Capacity Building:

Potentially interested applicants are required to submit a 1-2 page letter of interest that could speak to some or all of these points, though applicants are encouraged to submit even if these elements are not yet fully known:

- Includes the name and contact information of the expected primary applicant
- Identifies possible Region 2 jurisdictions to be impacted/involved
- Includes list of likely partners and collaborators
- Provides a brief narrative description of the project (250 words max)
- Identifies likely total costs including anticipated GO Virginia request and matching fund sources
- Includes a clear description of expected outcome or result - clearly describing how the project would spur growth of higher-wage jobs in one or more of Region 2's priority clusters AND respond to one or more of the identified strategies in the Region 2 Economic Growth and Diversification Plan

All those potentially interested are encouraged to submit a letter, even if brief and incomplete, in order to begin the process of engaging with support staff personnel. Letters may be submitted that do not yet have some of these details in order to accelerate staff feedback, and ensure that applicants are able to access and complete the full application in a timely manner. Interested applicants should review the Region 2 Growth & Diversification Plan prior to submitting their inquiry or application. The plan can be found at the following link: <http://bit.ly/2ws9BI8>

The letter of interest process supports possible applicants by eliciting feedback and guidance on the appropriateness of potential projects for GO Virginia funding. Letters of interest should be submitted electronically to:

Scott Tate, Ph.D.
Associate Director, Virginia Tech Office of Economic Development
702 University City Blvd., Mail Code 0373
Blacksburg, VA 24061
atate1@vt.edu

Within 2 business days of receipt, Region 2 staff will contact inquirers to discuss the projects and to answer questions about alignment for a formal application. For questions prior to submission, please contact Scott Tate via email atate1@vt.edu or by phone 540-231-2351.

Eligible Applicants:

Region 2 includes the counties of Alleghany, Amherst, Appomattox, Bedford, Botetourt, Campbell, Craig, Floyd, Franklin, Giles, Montgomery, Pulaski, and Roanoke; as well as the independent cities of Covington, Lynchburg, Radford, Roanoke, and Salem. Proposals require the collaboration of at least two localities, which may be any combination of counties, cities and towns and/or political subdivisions, public bodies corporate and politic, along with other public or private entities. Political subdivisions or public bodies corporate that represent the same county or city will not be counted as a separate locality. Public or private entities that may pursue and administer grant funding include, but are not limited to, other political subdivisions of the state, foundations, non-profit entities, colleges and universities, other educational entities, economic development organizations, workforce boards, local governments, regional council support organizations, and other stakeholders. A town, with the county that surrounds it, may petition the Board for the ability to apply for a grant, if the parties can demonstrate that their collaboration is substantive and aligned with the goals of GO Virginia.

While a private company may apply, in cooperation with the collaborating localities and other stakeholders, to participate in or manage a project, grant funds are not to be used as economic development incentive payments or to promote the activities of a single entity. Instead, grant funds are to be used to support the implementation of requests aligned with plan priorities and that offer broad community benefits. Financial participation by the collaborating localities is required as part of any application for a grant allocation, and the minimum threshold for such participation is outlined in the funding match section of these guidelines. The roles of the various participants in applying for and administering a proposed project shall also be set forth in the grant application.

Full application submission:

Applicants who submit a letter of interest and who seem to meet the threshold criteria for eligibility will be encouraged to submit a full application. Full applications may be submitted at any time, but for consideration by the Regional Council in November 2018 and the state board in December of 2018, the applications must be received by **October 15, 2018 at 5pm**. Applications received after October 15 will not be reviewed by Regional Council and state GO Virginia board until early 2019. **Applicants who submit a letter of interest that are invited to submit a full application will receive an electronic application packet. Documents and all required attachments must be submitted by email to Scott Tate at atate1@vt.edu.** Support organization staff will oversee a review process, including Subject matter experts and Regional Council members for every full application.

Project evaluation criteria:

- Economic impact (35%):
 - To what extent does the project spur the growth of higher-wage jobs in one or more of Region 2's priority clusters: manufacturing; life sciences and health care; food and beverage processing; and emerging technologies and IT?
 - To what extent does the project respond to one of the strategies in the Region 2 Economic Growth and Diversification Plan related to: advancing technology and high-growth clusters; growing skilled talent; supporting entrepreneurship; and collaborative development of sites and buildings?
 - To what extent, does the proposal outline the expected return on investment of the proposed project and the timeline for achieving that return?
- Regional collaboration (30%)
 - To what extent does the project show evidence of widespread benefit to the larger region?
 - To what extent does the project engage localities and partnerships (including private or corporate partnership)?
 - To what extent does the project identify cost efficiencies, repurposing of existing funds, leveraging of existing assets or other evidence of collaboration benefits?
 - To what extent has the project involved businesses, colleges and universities, and other public and private entities within the region in the conceptualization of and the implementation of the project?
 - To what extent does the amount, timing, and form of the proposed project match indicate the depth of the commitment by the public and private funding partners to the effort?
 - To what extent does the proposed project inventory related efforts and seek to ensure it is not duplicative of, but additive to, other efforts to support economic diversification and the creation of more higher-paying jobs?
- Project readiness (20%)

- To what extent do the applicant and project partners demonstrate and describe capabilities to successfully execute the project?
 - To what extent does the proposed project fully assess the barriers to successful implementation and other associated risks along with a plan to overcome them?
 - To what extent do the project partners and lead entities have sufficient financial management, personnel, and organizational capacity to ensure effective management and compliance?
- **Project sustainability and innovation (15%)**
 - To what extent is the project innovative, forward looking, and offers potential to promote sustainable long-term economic growth in the region?
 - To what extent does the project provide a plan for sustainability beyond GO Virginia funding, if appropriate?
 - To what extent does the project demonstrate leverage above the required amounts, from any source?

The anticipated return on investment of a proposed project resulting from the GO grants is one of the key measures to be used by the Board in making funding allocations. In calculating the anticipated return on investment for proposed grant requests, applicants should outline the anticipated jobs and capital investment that could accrue from the project over a two-year period that aligns with the likely payout schedule of a grant, as well as over the longer term. Using those factors, the applicant should outline the anticipated state and local tax revenues that will result from the proposed activity. When determining the economic impact of a proposed grant request, the Board will give preference to those applications which can demonstrate that the GO Virginia portion of the grant is recouped within three years, however, projects that may have a smaller return in the initial phases, but a larger anticipated longer term impact (taking into account the likelihood of future success) will receive special consideration. In addition to these objective factors, applicants should outline other measures of success, such as new collaborative agreements, revenue sharing, cost savings and efficiencies resulting from the project, or other items that can be used by the Board to understand the financial viability of the project. Another variable that the Board will use in determining the return on investment is any information provided by the applicant about previous successes involving the applicant on similar initiatives. It is understood that certain project types will have a longer timetable to achieve their expected return on investment.

Projects will NOT be eligible for Council funding if the funds impact only a single locality; focus on quality of life activities; support trade missions; fund construction or transportation projects; fund museum or entertainment venues; or lack alternative or matching funding.

Project evaluation process:

Once submitted, Region 2 Council support organization staff will perform a technical review of all completed applications to assess compliance with minimum criteria and eligibility. Applications that meet the threshold criteria will be reviewed by subject-matter experts, Council members, and support

staff. All applications and review feedback will be provided to the Region 2 Council for review and action. The Region 2 Council, at their discretion and in some instances, may ask qualified applicants to provide additional information or to appear in-person. Subsequent to the review and approval by the Region 2 Council, the state GO Virginia Board must also review and provide final approval of all applications and the state GO Virginia staff will also lead a review process.

The Virginia Tech Office of Economic Development serves as the support organization for the Region 2 Council. In cases where Virginia Tech should appear as a primary applicant for Council funding, the technical and subject matter review will be led by representatives from a regional entity not directly associated with Virginia Tech.

Region 2 staff will ensure that any reviewers who are full-time employees of applicant organizations, will not perform reviews of their employer organizations. In some instances, reviewers may also have an interest in or connection to one or more of the applicant organizations (such as serving as a board member or volunteer). Reviewers and applicants should disclose any such connections.

Required Documents and Attachments for the full application will include:

- Project application questionnaire
- Executive Summary
- Milestones Overview
- Return on Investment
- Performance Metrics
- Letter of Commitment
- In-Kind Contributions From: Template
- Letters of Support
- Budget Overview: Sources & Uses Template

Optional Attachments

- Waiver request
- Resume for Project Managers



Virginia's First Regional Industrial Facility Authority

6580 Valley Center Drive, Suite 124

Radford, VA 24141

Phone (540) 639-1524 FAX (540) 831-6093

Dr. John Provo
Director, Office of Economic Development
Virginia Tech
702 University City Blvd.
Blacksburg, VA 24061

August 6, 2018

Re: GO Virginia Grant Return- Project Hollyleaf Grading

Dear Dr. Provo,

As you are aware, the GO Virginia grant awarded to Virginia's First Regional Industrial Facility Authority (VFRIFA) is for grading a site to accommodate an international company to locate and invest \$15,000,000 in the New River Valley Commerce Park and create 100 jobs; however, Project Hollyleaf has experienced a delay in getting started.

Due to this delay and my understanding that the GO Virginia grant needs to be spent faster than VFRIFA can with this delay, please accept this letter as an official request to return the \$150,000 grant, so that it can be reallocated to another project that is moving forward faster than Project Hollyleaf. VFRIFA understands the importance of spending GO Virginia funding quickly and does not want to tie up these funds for an extended period of time before being able to spend them.

VFRIFA plans to reapply for a GO Virginia grant once Project Hollyleaf is able to move forward again, which we anticipate being in March 2019.

VFRIFA appreciates the Council's consideration and understanding that VFRIFA is unable to move forward with beginning the site grading until 2019 and hopes that a future application for grant funding will be looked upon favorably by the Council.

Please let me know if you have any questions or would like any additional information.

Sincerely,

Danny Wilson, AICP, ISA
Executive Director

CC VFRIFA Board of Directors

Kick-Off Briefing:

Catalyzing the Development of Entrepreneurial Ecosystems in the GO Virginia Regions

July 2018

GO Virginia Statewide Steering Committee

Today's Agenda

- Background on TEConomy Partners, LLC.
- Update on Virginia Research Investment Committee's ongoing regional innovation ecosystem assessments
- Broader GO Virginia regional entrepreneurial assessment and strategic action planning effort
- Looking Forward – Project Timeline and Discussion

About TEconomy Partners, LLC.

- We are a consultancy and think/do-tank in:
 - Innovation-led development
 - Strategic planning
 - Technology roadmaps
 - Economic analytics
 - Public policy in science and technology
- Typically serve complex client groups involving industry, universities, government and other economic development stakeholders

- The evolution of the Battelle Technology Partnership Practice (TPP) into **TEconomy Partners, LLC**.
- Transitioned into independent organization in December 2015
- Same team, same experience – new brand and expanded services

Wide Range of Past Experiences in Entrepreneurial Development Projects by TEconomy Project Team

- LaunchTN Future Directions (ongoing)
- Connecticut Innovation/Entrepreneurial Ecosystem Roadmap for Re-Envisioning CTNext
- Michigan 21st Century Jobs Trust Fund's Entrepreneurship and Innovation Program Evaluation
- USTAR Venture Development Program Assessment
- Ohio Third Frontier Ongoing Performance and Impact Assessment (including Entrepreneurial Service Providers and Pre-Seed/Seed Funds)
- Arkansas' Knowledge Economy Initiatives: Analysis of Progress and Recommendations for the Future
- Iowa Entrepreneurial Ecosystem Assessment and Strategic Action Plan
- Updated Innovation Strategy for Pennsylvania's Ben Franklin Technology Partners
- Strategic Action Plan for Greater Oakland Keystone Innovation Zone in Pittsburgh for programs, roles and functions across technology-based intermediaries

Key Members of TEconomy's Project Team

- **Deborah Cummings, Project Director**
 - Principal and Senior Director at TEconomy
 - Helped conceive Ohio Third Frontier while at Battelle and then hired to lead its implementation as Assistant Director for Technology at Ohio Department of Development
 - Project director for recent CTNext and Michigan entrepreneurial development projects
- **Mitch Horowitz, Project Manager**
 - Principal and Managing Director of TEconomy
 - Served as Maryland's Technology Advisor
 - Led many of Battelle's entrepreneurial and innovation development projects
 - Worked as a Senior Executive for fast growing health informatics company and mezzanine finance company
- **Jennifer Ozawa, Regional Strategic Planning Lead**
 - Innovation Director at TEconomy
 - Previously at SRI Center for Innovation Strategy and Policy
 - Entrepreneurial projects with Utah, Nebraska and Tennessee
- **Ryan Helwig, Regional Strategic Planning Lead**
 - Principal at TEconomy
 - Entrepreneurial and innovation projects in Connecticut, Michigan, and Arkansas
- **Joe Simkins, Technical Lead**
 - Has served as Technical Lead for projects with SCHEV, GRA, Arkansas, Huntsville and Pittsburgh

TEConomy Assisting the Virginia Research Investment Committee:

Developed Strategic Directions Assessment and Now Working on an Implementation Plan

Legislative Charge for VRIC: Develop a cohesive and comprehensive framework through which to encourage collaboration between the Commonwealth's institutions of higher education, private sector industries and economic development entities in order to focus on the complete life cycle of research, development and commercialization.

In January 2018, VRIC approved an in-depth assessment and strategic directions report commissioned by SCHEV on behalf of VRIC and prepared by TEConomy.

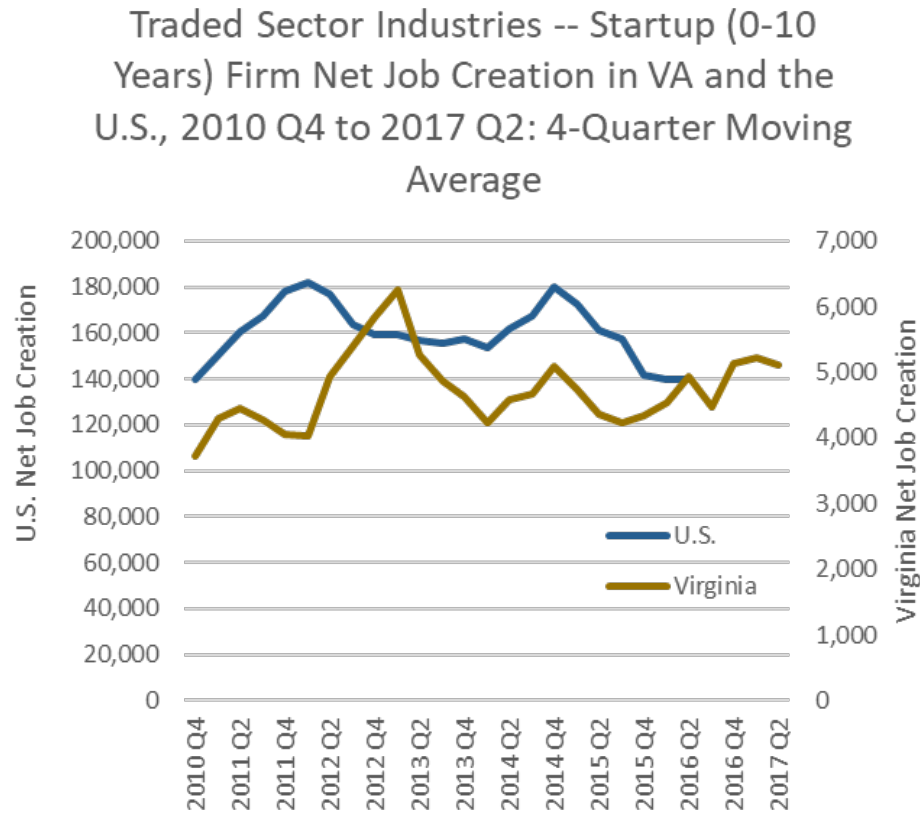
It identified significant opportunities and challenges for Virginia in innovation-led development and broad guidance on potential action steps that is now being considered by an Implementation Advisory Team to offer a more integrated approach.

VRIC Implementation Goals

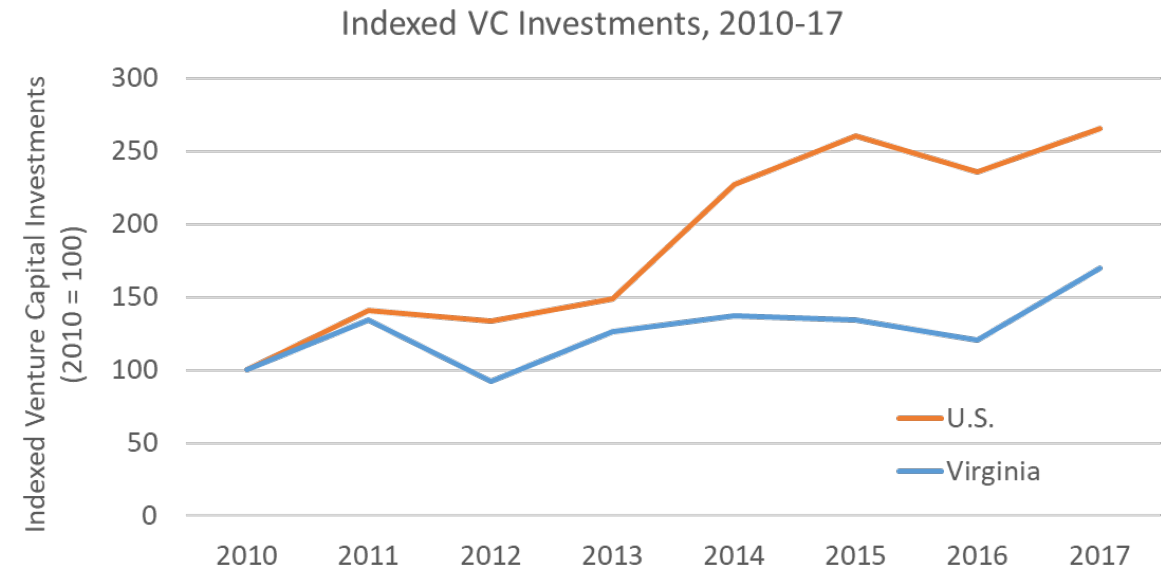
- Produce more successful start-ups based on commercialization from research institutions
- Increase the engagement of industry in innovation-led development with research institutions
- Elevate and create R&D excellence that can catalyze industry collaboration and innovation-led development
- Foster robust innovation ecosystem in regions with research universities across the state
- Incentivize collaboration and alignment with complementary efforts (i.e. coordinate with GO VA on regional innovation ecosystems)

VRIC Findings on Entrepreneurship Trends: VA and U.S.

- Virginia diverging in net job creation of startup and young firms compared to the U.S. in traded sector industries that drive economic growth industries



- Virginia falling off pace of rising U.S. in venture capital investment levels



Ongoing VRIC Implementation Efforts to Advance Regional Innovation Systems that this Effort Can Leverage

- **Preparing regional entrepreneurial development trendline indicators**
- **Conducting situational assessment of innovation ecosystems around research universities** – Northern Virginia, Hampton Roads, Charlottesville, Richmond and Blacksburg/Roanoke
- **Developing approaches to strengthening regional innovation ecosystems**, addressing:
 - Level of activities taking place including stakeholder engagement, financial support, and participation
 - Need for proof-of-concept funding across research universities in Virginia
 - Quality and breadth of value-added entrepreneurial services
 - Availability of risk capital
- **Determining the necessity and approach for more integrated and value-added statewide efforts for supporting the pathway from university invention to licensing**, such as addressing commercialization, new venture development, and industry partnership services for research universities

GO Virginia Project: Addressing Challenge of Entrepreneurial Development across Regions

GO Virginia also recognizes that Virginia lags in the development of innovative small- and medium-sized companies

But raising the state requires each region to address their specific needs:

- Recognize entrepreneurial development is a very localized phenomenon
- Enable regions to have access to key tools, but tailor to needs of specific regions and allow local stakeholders to have key role in governance and oversight

GO Virginia's effort will be leveraging the ongoing work of VRIC in its implementation planning to expand the analysis of entrepreneurial ecosystems across all GO Virginia Regions

Will leverage and expand upon:

- the inventory being developed
- the stakeholder interviews
- the data analysis
- the best practices being identified
- the need for statewide approaches to supporting regional entrepreneurial ecosystems

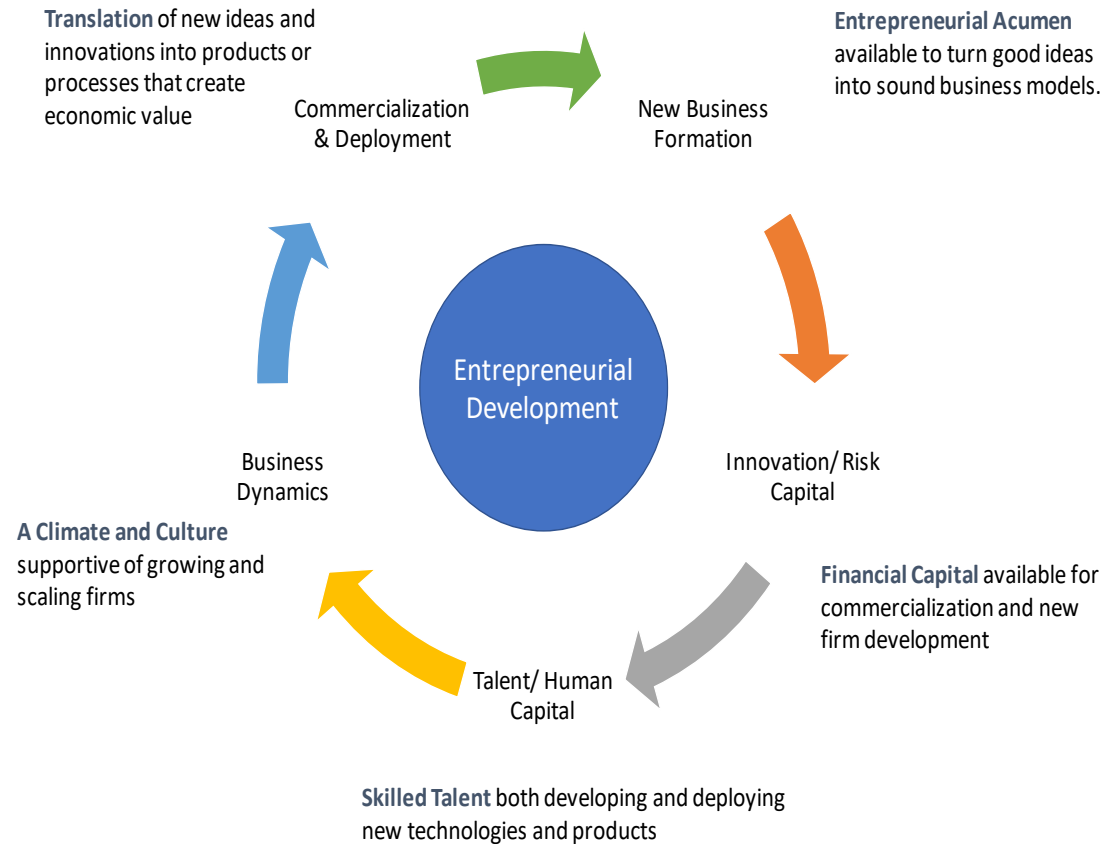
Key Deliverables for GO Virginia Efforts to Catalyze the Development of Entrepreneurial Ecosystems in the GO Virginia Regions

GO Virginia's project will result in the following deliverables:

- Develop a common template of data, inventory and stakeholder perspectives to help GO Virginia regions develop their own strategic directions
- Offer best practice lessons and benchmarking to national peers
- Have each GO Virginia region prioritize key investments/activities to catalyze the development of a robust innovation ecosystem
- Consider statewide approaches to address common needs and gaps

Framework for Assessing Entrepreneurial Development

Elements of a Robust Innovation/Entrepreneurial Ecosystem that have the Capacity to Impact the Economic Vitality of a Region/State



But not all new start-ups drive economic growth for state and regional economies → ***need to focus on new start-ups in traded sector activities*** that serve customers and markets beyond their local community

Task One: Trendline Assessment of Innovation and Entrepreneurship Ecosystem for Each GO Virginia Region

Objective:

To develop a robust quantitative assessment of entrepreneurial dynamism in each GO Virginia region.

Approach:

- New company formation and growth
- Contribution of entrepreneurial job growth to overall regional growth
- Analysis of companies assisted through existing entrepreneurial programs
- Innovation measures, such as patents and SBIR funding
- Risk financing across stages of pre-seed/accelerator, angel investment, seed, early stage, later stage and private equity.

Leverage of VRIC Study:

- Make use of VRIC's analysis of census data, patent data, SBIR data and risk capital

Deliverables:

- Individual regional profiles
- Summary of state and regional trendlines into a "Call to Action" briefing report to identify statewide issues and variations and groupings across regions

Task Two: Situational Assessment for Each GO Virginia Region

Objective:

To develop a qualitative assessment of the types and level of ongoing program activities, overall strengths and gaps in each region's entrepreneurial development

Approach:

- Inventory/survey of wide range of entrepreneurial program activities, documenting types of assistance, sources and level of resources, available results and companies assisted
- Stakeholder outreach to learn on-the-ground perspectives

Leverage of VRIC Study:

- Build upon ongoing VRIC inventory of entrepreneurial programs and resources
- Augment ongoing stakeholder interviews

Deliverables:

- Situational assessment for each region to further inform individual regional profiles
- Integrate intelligence gathered into summary "Call to Action"

Task Three: Strategic Directions Assessment for Each GO Virginia Region

Objective:

To develop a customized regional analysis integrating quantitative, qualitative and best practices as a basis for convening and facilitating regional leadership to think through their prioritization of key investments/activities to further their entrepreneurial development.

Approach:

- Identify a set of regional benchmarks that reflect the diversity of Virginia's regional circumstance to provide a more tailored assessment of competitive position and best practices for entrepreneurial development
- TEConomy will prepare a strategic directions assessment that integrates quantitative, qualitative and benchmarking/best practices
- TEConomy will facilitate a discussion of regional leadership to consider what is needed to further entrepreneurial development in each region

Leverage of VRIC Study:

- This regional benchmarking and integrated strategic directions goes beyond the scope of VRIC's efforts

Deliverables:

- Individual regional strategic direction assessments focusing on the gaps and opportunities for advancing entrepreneurial development to enable regional leadership to set priorities for future investments and activities.

Task Four: Implications for Advancing Statewide Approaches

Objective:

To provide shared resources and expertise on a multi-regional or statewide approach to support regional entrepreneurial development efforts

Approach:

- Consider based on the strategic directions assessments the implications for shared resources and expertise to strengthen the individual regional efforts
- Convene a workshop with the Regional Chairs of GO Virginia to present the common needs and gaps
- Present findings and summary of region-by-region profiles and strategic directions assessment in a briefing report of the project

Leverage of VRIC Study:

- Make use of VRIC's identification of statewide best practices in supporting entrepreneurial development across regions of a state

Deliverables:

- Identification of statewide needs and recommended approaches
- Final project report
- Creation of GO Virginia program template to guide regional funding requests

Timeline

Phase	SubTasks	July	Aug.	Sept.	Oct.	Nov.	Dec.
Task 1: Trendline Quantitative Assessment for Each Region	Develop Trendline Quantitative Framework						
	Prepare Nine Regional Trendline Assessments						
Task 2: Situational Assessment for Each Region	Develop Survey and Interview Toolbox						
	Identify Key Stakeholders in Each Region						
	Conduct Survey and Interviews						
Task 3: Strategic Directions for Each of the Nine GO Virginia Regions	Identify Common Groupings and Broad Range of Regional Benchmarks						
	Prepare Benchmark Comparative Analysis and Best Practices						
	Prepare Preliminary Strategic Directions Presentation						
	Conduct Regional Leadership Meetings and Finalize Strategic Directions						
Task 4: Advancing Statewide Approaches	Identify Common Needs and Gaps Across Regions						
	Identify Likely Benchmarks and Complete Benchmark Analysis						
	Hold Workshop with GO Virginia Board						
	Prepare Recommendation for Statewide GO Virginia Approaches						

Next Steps: Organizing Regional Participation

- Composition of regional planning and oversight efforts:
 - Need to identify key leaders from each Regional GO Virginia Board to be involved within their region
 - Need to also engage leading stakeholders from entrepreneurial community in each region to help
 - Desire is to have a “reasonable-sized working group” that can provide thoughtful insights and assist with eventual implementation
- Will require support of regional coordinating organization to help in identifying ongoing activities and assist as needed in outreach
- A senior member of TEConomy’s project team will be identified as the strategic planning lead for each region

Thank you ... Questions?

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Innovating Tomorrow's Economic Landscape

TEconomy Partners is a global leader in research, analysis and strategy for innovation-based economic development. Today we're helping nations, states, regions, universities, and industries blueprint their future and translate knowledge into prosperity.

Project	Contact	Amount Granted	Match	Match Breakdown	Contract Status	Date Contract Signed	W-9	Start Date	End Date	Amount Remitted	Notes
Capital Ecosystem Development	Kevin Bloomfield / Meredith Hundley	\$77,207	\$128,832	City of Roanoke (\$5,000); Roanoke County (\$5,000); Subgrantee (\$118,832)	Final Contract on File; Ready to begin 5/24/18	5/19/2018	On File	4/24/2018	4/23/2020		
CERE	Johathan Whitt	\$300,000	\$1,586,100	Subgrantee (\$107,500); Framatome (1,400,000); Lynchburg Regional Business Alliance (\$0,000); Bedford County (\$23,600); Town of Bedford (\$5,000)	Final Contract on File; Ready to Begin	7/9/2018	On File	5/9/2018	5/8/2020		Return to Liberty/DHCD for final signing; Virginia Tech signed 6/20
Hollyleaf Grading	Daniel Wilson	\$150,000	\$727,910	Virginia's First Regional Industrial Facility Authority (\$727,910)	Pulled Out			3/14/2018	3/13/2020		Pulled Out
RAMP	Robert McAden	\$245,000	\$245,000	Subgrantee (187,500); Roanoke EDA (\$20,000); City of Salem(\$14,000); City of Roanoke (\$12,500); Roanoke County (\$10,000); Montgomery County (\$1,000)	Final Contract on File; Ready to Begin 6/15/18	5/29/2018	On File	5/29/2018	5/28/2020		
Region 2 Talent Collaborative	Ben Bowman	\$300,000	\$614,836	Subgrantee (\$193,333); Blue Ridge Works (\$190,833); New River Mount Rogers Workforce Development Board (\$200,670); Bedford County (\$30,000)	In Process; All dates/amounts tentative			3/12/2018	3/11/2020		There has been a delay in finalizing project agreement due to local match documentation. That has now been resolved, with contributions from localities across all three regions including large contributions from Bedford and Campbell. We expect the agreement to be executed soon, with a revised milestones timeline to reflect later start date.
Roanoke Small Business Development Center New River Valley Expansion					Clarifying Questions out to DHCD						Staff is communicating with SBDC on the review by DHCD staff. DHCD staff recommends council fund as a capacity building project (rather than per capita). Stated concerns focus on target sectors.
Stopping the Brain Drain	Erin Burcham	\$65,300	\$65,800	Subgrantee (\$33,000); Lynchburg Regional Business Alliance (\$15,000); Onward New River Valley (\$17,500)	Final Contract on File; Ready to begin 5/24/18	5/15/2018	On File	4/15/2018	4/14/2020		
Unmanned Systems	John Rainone	\$76,000	\$257,000	Quest Knight Enterprises (\$60,000); Advancement Foundation (\$10,000); City of Covington (\$187,000); Alleghany County (\$12,000)	Final Contract on File; Ready to begin 6/25/18	6/21/2018	Requested 6/26/18	6/4/2018	6/8/2020		
WVRIFA Wood Haven Road Site Water & Sewer Infrastructure Enhancement Project	Beth Doughty / John Hull	\$200,000	\$760,000	Western VA Regional Industrial Facility Authority (\$760,000)	Final Contract on File; Ready to begin 6/15/18	5/31/2018	Requested	5/18/2018	5/17/2020		

Quarter: _____ Date: _____

[illegible]

Center for Energy Research and Education (CERE) Industry Labs

Quarter:

Date:

[illegible]

Quarter: Date:

[illegible]

Western Virginia Regional Industrial Facility Authority (Wood Haven)

Milestone	Completed?	Progress	Barriers	Metrics	Completed	Progress	Barriers	Products	Progress
5/18/2018 Start Date								Extension of water and sewer utilities to grading elevation for sites	
May 2018-Aug 2018		Completion of the Transportation Impact Analysis		Investment in Marketing Site Number of projects (active company recruitment files)				Tier 4 Business Ready Site Certification Attraction of a business prospect in line with the mission of GO Virginia securing a commitment to create of 100- 150 jobs and private investment of up to \$100 million within 3 years	
		Submission of the Land Use Application		Number of prospects (active company visits)					
		Public Meeting		Leveraged Private Investment Leveraged Public Investment					
		Planning Commission Hearing Board of Supervisors Hearing Complete Rezoning Process							
Sept 2018-Dec 2018		Procurement of Engineering Services for PE/Design Produce PE/Survey							
Jan 2019-Feb 2019		Produce Construction Documents							
Mar 2019-May 2019		Permitting							
June 2019 -August 2019		Bid Project/Contract Negotiations							
Sept 2019-May 2020		Construction							

Capital Ecosystem

Milestone	Completed Progress	Barriers	Metrics	Completed Progress	Barriers	Products	Completed Progress	Barriers
4/24/2018 Start Date						Surveys and stakeholder engagement		
Q2 18	Data elements defined					Capital landscape study		
	Data sources identified and secured					Online dashboard		
	Peer and high-performing regions determined					Capital Pathways Plan		
	Investment Data Collected							
Q3 18	Survey instruments designed & deployed							
	Initial survey concludes							
	Preliminary analysis of Capital Landscape survey results begins							
	Initial Angel interviews and focus groups begin							
Q4 18	Draft Capital Landscape Report							
Q1 19	Final Capital Landscape Report released							
	Angel investor seminars delivered							
Q2 19	Angel investor seminars and workshops delivered							
	Draft capital plans developed							
	Grant proposal for i6 RIS Program and/or other programs submitted							
Q3 19	Angel investor seminar & workshop delivered							
	Capital plans finalized							