Agenda

GO Virginia Region 2 Council Meeting

July 25, 2017
10:00 a.m. – 12:00 p.m.

Location
Roanoke Higher Education Center, Room 715
108 North Jefferson Street
Roanoke, VA 24016

Schedule

10:00 – 10:05 a.m.	Introductions
10:05 – 11:00 a.m.	Roanoke-Alleghany Regional presentation and discussion
11:00 – 11:10 a.m.	Update on Region 2 work groups
11:10 – 11:25 a.m.	Discussion of Growth and Diversification Plan and state plan criteria
11:25 - 11:40 a.m.	Discussion of council vacancies
11:40 – 11:50 a.m.	Other state, administrative, and council updates
11:50 – 11:55 a.m.	Council discussion
11:55 a.m. – 12:00 p.m.	Public comment

Outline: Section Titles and Description	Page #
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Executive Summary	**4-5**
Section 1: Regional Demographics and Growth Data • Brief narrative description of region and localities. • Data on regional growth: employment, employment by industry sector, unemployment, hourly wages, postsecondary student population since 1996 • Workforce commuting patterns • Total and change in # and proportion of jobs supported through revenues derived from out of state sources • Jobs created by companies less than 5 years old (and more than 10 yrs. old) annually and cumulatively since 1996 • New company creation and destruction annually and cumulatively since 1996 • Cost of local government services per capita annually since 1996	**6-11**
Section 2: Regional Economic Drivers and Clusters • Existing driver industry sectors of region and description/growth trends of these drivers • Existing or emerging clusters which can lead to sustainable, scalable future growth • Description of workforce gaps among top regional occupations as well as target industry clusters	**12-19**
Section 3: Regional Competitive Analysis • Review of existing plans to identify regional SWOT and synthesizes regional issues and trends • Identify and provide links to plans and documents reviewed and referenced • Include a discussion of intraregional economic differences	**20-25**
Section 4: Strategic Priorities • Description of the four strategic areas identified (i.e. workgroup areas) • For each strategic area – key existing assets and activities to build on; key goal areas; examples of types of opportunities/activities to support in these areas; possible measures and evaluation criteria • (note incorporate not only workgroup discussion but discussions with chair (council member), other stakeholder and survey input and selected data as needed)	**29-40**
Section 5: Assessment Criteria • Criteria for Council to use in assessing projects – both overall state-required criteria and any additional region-specific criteria	**41-43**
Section 6: Implementation and Sustainability • Brief description of how implementation/advancing the strategic priorities will strengthen and diversify economy/increase high wage jobs, etc. • Discussion of any alignment with state or other related efforts and initiatives • Outlines schedule for review and modifications to plan in future • Identify any potential matching funds and discusses opportunities for efficiencies to provide additional resources to support plan implementation • Discusses how to maximize focus on impact and reduce overhead and admin expenses • Discusses how to sustain council beyond grant funds	**44-49**
Closing	**50**
Appendices as appropriate	

Primary Responsibilities/Sources for Growth and Diversification Plan Sections					
Section 1: Data on Region	**Section 2: Industry/cluster data and workforce gaps**	**Section 3: Regional Competitive Analysis**	**Section 4: Strategic Priorities**	**Section 5: Assessment Criteria**	**Section 6: Implement. & Sustain.**
• VT OED • George Mason Univ. (DHCD)	• VT OED • EMSI (Economic Modelling Specialists, Inc.) • George Mason University (DHCD)	• VT OED review of regional plans and studies • Council 2 Workgroups • Stakeholder Input from surveys and etc.	• VT OED synthesis • Council 2 Workgroups, stakeholder input, competitive analysis	• DHCD guidelines • Council	• Council and Executive Committee

The strategic priorities need to support key industry sectors and emerging clusters that will diversify the economy, support growth in high wage jobs, and generate new (non-local) revenue. The sectors/clusters below meet these criteria and are being further assessed.

Tentative Industry Clusters				
Advanced Manufacturing	**Food and Beverage Manufacturing**	**Life Sciences**	**Research and Development**	**Support Services**
• Automotive • Metalworking • Metal Products • Chemical Products • Textile Manufacturing • Production Technology and Heavy Machinery • Construction Products • Wood Products • Plastics • Information Technology	• Paper and Packaging • Agricultural services, food processing and manufacturing • Local food and beverage processing and distribution	• Health Services • Biopharmaceut-icals • Medical Devices	• Knowledge creation • Education and Training	• Transportation and Logistics • Business Services • Marketing, design and publishing

Economic Growth and Diversification Plan Evaluation Criteria

The economic growth and diversification plan developed by each Regional Council will identify economic opportunities, needs, and challenges, establish priorities among those opportunities, and outline needed enhancements where GO Virginia grant funds can (a) support collaborative programs between at least two or more localities that will (b) lead to the creation of more higher paying jobs. The plan should focus on priority areas that accomplish GO Virginia's goals through a critical analysis of issues of regional economic growth and diversification, and identify and prioritize opportunities that could be pursued. This is not a regional strategic economic development plan, nor is the plan envisioned to be comprehensive in addressing all challenges that face a particular region, but instead, the plan should focus on priority areas that accomplish GO Virginia's goals.

The evaluation criteria will be used by DHCD staff, other state agencies, stakeholders, and members of the Go Virginia Board to review each plan. The purpose of this review shall be to ensure sufficient empirical analysis was used to justify the recommendations in each plan, ensure proposed outcomes can be measured and that the plan contributes to and aligns with overall state goals. Specifically, the scoring elements outlined below are intended to help a) identify which areas of the plan are the highest priority to the GO Virginia Board and b) assist with determining the funding level, up to the maximum amounts allowed by the annual appropriations act, that may be approved for each region's planning effort.

Impact of the Plan on the Region -35 points

1. The plan demonstrates that Regional Council members prioritized activities, consistent with the priorities of GO Virginia, that the region could undertake and would do one or more of the following:
   a) Expand economic opportunity
   b) Grow and diversify the economy
   c) Create and/or align worker training programs or other activities that develop, attract, or retain talent, with the education and skills needed by employers and potential employers in the region

2. The plan identifies existing or potential business activities, sectors, or clusters which can lead to sustainable, scalable, future growth in the region and includes:
   a) A discussion of process used to select those activities, sectors, or clusters
   b) Empirical data that was used to determine those activities, sectors, or clusters
   c) Identification of efforts to enhance access to higher paying jobs

3. The plan prioritizes the identified activities, sectors, or clusters the Region may undertake to achieve its goals through activities in one or more of the following:
   a) Grow existing business
   b) Fill gaps in existing or emerging sector presence or support the development of existing clusters
   c) Scale up existing companies
   d) Encourage entrepreneurial activity that leads to job and business creation

e) Commercialize development of research for public universities and public and private research facilities

4. The plan identifies specific measurable performance metrics consistent with those established by the GO Virginia Board

5. The plan includes evidence of the rigor and methodology of the consultant studies.

6. The plan includes a discussion of the challenges and gaps that will need to be addressed for the priorities to be accomplished.

7. The plan may include a discussion of sub-regions and how they will benefit from the overall regional priorities.

8. The plan indicates that the Regional Council actively managed the staff and consultants involved in developing the plan and recommendations.

9. The plan may include a discussion of opportunities for intra-regional, intra-state, and interstate collaborations and partnerships

10. The ability of the regional council to implement the recommendations of its plan

Economic and Workforce Analysis-25 points

1. The plan Identifies workforce gaps in in both the existing significant drivers of the economy as well as the prioritized opportunity areas and includes the following:
   a) Identification of existing efforts to develop, recruit, and retain higher paying jobs

   b) Assessment of workforce availability and gaps related to the opportunities and needs identified in the plan
   c) Plan demonstrates acknowledgement of the Virginia Workforce Board/Regional Workforce Investment Board gap analysis, or other similar analysis, as such other plans relate to the creation or retention of higher paying jobs.
   d) Plan identifies current efforts to address identified gaps to include:
      i. The skills/credentialing/experience/education required
      ii. Activities to import talent from outside Virginia, or to retain existing talent, to address gaps
   e) The plan includes a review of commuting patterns (both existing and potential) for the workforce to other regions/states, as well as in and out migration trends, and whether such activities affect the region's ability to create, attract, and/or retain high paying jobs.

Alignment -20 points

1. This plan demonstrates alignment with the goals of GO Virginia:
   a) Implementation will result in the creation of more higher paying jobs (above median wage of region and/or sub region)

    b) Implementation will strengthen and diversify the region's economy and align with the priorities of the region as determined by the Regional Council
    c) Revenues are primarily attributable to out-of-state sources

2. This plan demonstrates consideration of opportunities to cooperate with state initiatives (where appropriate):
    a) Virginia Research Investment Committee (VRIC)
    b) Collaborative Jobs Act
    c) Economic, degree and credential provisions of The Virginia Plan for Higher Education, including the New Economy Workforce Credential Grant Program
    d) Alignment with other statewide and regional plans that may relate to the identified strategies and projects

Development Process- 10 points

1. The plan reflects a review and alignment of current and relevant existing local and regional strategic plans.

2. The plan demonstrates participation of Regional Council members in review and analysis of regional information including:
    a) Identification of critical issues of economic growth and diversification
    b) Prioritization of needs and opportunities
    c) Identification of opportunities for the commercialization of research
    d) Examine potential joint economic development activities.
    e) Assess the number of small and minority owned businesses, and promote their development in the region, if such activities lead to the creation of higher paying jobs.

3. The plan includes a discussion of the stakeholder and public engagement process.

4. The plan identifies intraregional economic differences and addresses opportunities to benefit all parts of the region.

5. The plan outlines the engagement and involvement of the private sector (outside the regional council membership) in its development

6. The anticipated schedule for review and modifications to the plan based on new information or economic changes impacting the data or drivers of the region's economy

Budget/Strategy-10 points

1. The plan identifies potential sources of matching funds for grant requests (specific commitments and amounts are not required until applications are submitted for per capita and competitive applications.)

2. The plan discusses opportunities for efficiencies within the region that could provide potential resources to support plan implementation.

3. The plan maximizes the focus on impact and reduces overhead and administrative expenses.

4. The plan identifies ways to ensure sustainability of the regional council for plan implementation and administration of the regional council for the time after state funding grants are exhausted

5. The plan identifies potential matching funds for the FY2018 capacity building funds (up to $250,000).

GO Virginia
Performance Metrics

The Commonwealth measures performance and tracks a variety of performance metrics for all state funded programs. For Go Virginia, each region will be required to track specific and measurable performance criteria that demonstrate how the funds granted to the regional council are achieving the goals of the region's economic growth and diversification plan. Each region will also track the expected economic impacts and outcomes identified in the regional council's project application.

The below metrics will be provided to the Department of Housing and Community Development (DHCD) by each region on (at least) an annual basis. Additional program reports may require some reporting on performance metrics. DHCD will aggregate metrics for annual reporting requirements. Not all projects will address all metrics, and reporting will reflect only those measures that are applicable to a region.

In development of the annual report, DHCD will also include a cost benefit analysis and projections for future impact based on direct, indirect, and induced jobs realized as a result of funded projects.

If a project fails to meet performance metrics as identified in its project application or as identified here, the Commonwealth may stop, adjust, or recapture all or part of the funding awarded.

It is understood that return on investment can be demonstrated in multiple ways – both a mathematical calculation using recognized input-output econometric models (IMPLAN, REMI+) as well as activities that are illustrative of the impact of funding from GO Virginia. Regional activities should demonstrate either or both of these impacts to show progress toward meeting performance metrics.

Given the long-term nature of GO Virginia to meaningfully impact regional economies, it is understood that performance metrics will vary over the life of a project and the implementation of the program. Therefore, regional councils and regions proposing projects may think in terms of performance metrics that show short-term progress, capacity building and other pipeline indicators of progress in the short and medium term, and outcomes over the long term. Concepts for showing progress in each of these areas are outlined below and should guide how proposed projects are to be evaluated by the Board and the regional councils.

Regional Council Foundational Development and Process Measures

1. Completion of the regional growth and diversification plan
2. Development of an objective project scoring process reflective of the Board adopted process
3. Development of baseline data against with progress can be measured
4. Establishment of advisory committees to provide thought leadership

GO Virginia
Performance Metrics

Pipeline Indicators (Consistent with the Regional Plan)

1. Number of small/mid-sized companies participating in cluster scale ups

2. Creation of regional collaborative accelerators

3. Number of companies completing accelerator programs

4. Number of industry certifications or credentials that are linked to business-identified needs

5. Number of new startup companies in targeted or prioritized clusters

6. Job creation by companies less than 5 years old

7. Number of new companies resulting from patents/university intellectual property/collaborations with public and private labs

8. Number of new joint and collaborative economic development projects

9. Improvements related to in/out migration of workforce

Outcome Measures

1. Number of high paying jobs (above the median wage) created in partnership with GO Virginia (direct, indirect, and induced impact).

2. Net gain and growth rate in the number of higher paying jobs in a region, resulting from GO Virginia funded activities, when compared to the baseline established in the plan (likely tied to changes in median personal income or other measures of regional economic growth)

3. Percentage of job increases primarily attributable to out-of-state revenue (money brought into the local economy either through traditional economic development attraction, retention, or expansion activities or new revenue derived from sales to out of state markets by existing or new companies in a region) resulting from GO Virginia funded activities.

4. Change in the business cluster and industry mix in a region resulting from GO Virginia funded activities that have enhanced economic diversification

5. Return on investment from GO Virginia funded projects

a. Change in business sector/cluster mix compared to baseline established in the plan (to measure the success of regional economic diversification)

b. Growth in prioritized clusters (number of new jobs, number of new companies, growth in business revenue from out-of-state sources)

c. Multiplier effects such as enhanced critical mass in a cluster or supply chain development

d. Other forms of impact:

    i. Return on public investment

    ii. Human capital yield

    iii. Income tax revenue

    iv. Sales tax or other revenue impacts

    v. New investment

    vi. Higher paying jobs

    vii. Leveraged capital- private investment and any other federal/local matching funds

    viii. Impact vs. cost savings

6. Economic Growth potential and sustainability– economic impact over period of time vs. amount of grant received

GO Virginia Region 2: Initial Report
July 2017

Council formation

An initial information session was held in December 2016 in Roanoke. This meeting, called by an ad-hoc committee from around the region, was attended by more than 100 community leaders invited from industry, education, economic development, planning districts, non-profits and other sectors.

Following this meeting a business-led volunteer steering committee was created with encouragement from members of the State GO Virginia Board. The steering committee requested assistance from Virginia Tech's Office of Economic Development in soliciting additional nominations and serving as the support organization.

In January of 2017 a call for nominations was distributed electronically to all regional economic development directors, planning district directors, workforce board directors, presidents of 4 and 2 year higher education institutions, chief local elected officials, county administrators and city/town managers, chambers of commerce, technology councils, many local business associations, and a number of large employers. Recipients were encouraged to recirculate the call and it was shared with the public through the media.

Ultimately the electronic call was opened 1,389 times generating 201 nominations for 86 individuals from across the region. This number included self-nominations, as well as coordinated nominations vetted among public bodies like regional economic development and planning organizations.

Such an open process and exceptionally large pool of nominees provided a rich base for the steering committee to select from. While the complex membership requirements for a regional council, ensuring sectoral and demographic diversity, required careful deliberation, the steering committee remained aware of the source of nominations and gave due consideration to the input that generated each nomination in their selection.

Council membership

The Council's current members are listed below. Two positions are currently vacant.

Akridge, Marla	Executive Director, Alleghany Highlands Economic Development Corporation
Amos, Eddie Dr.	CEO, Meridium Software from GE Digital
Bishop, N.L., Dr.	President, Jefferson College
Boxley, Ab	President, Boxley Materials Company
Capps, John, Dr.	President, Central Virginia Community College
Collignon, Patrick	Senior Vice President, Volvo Trucks
Craig, Kenneth	Director of Government Relations, Liberty University
Dalton, Beverly	Owner, English Construction, Altavista Town Council
Davis, Sandy	Owner, BCR Property Management
Dooley, John, Dr.	President, Virginia Tech Foundation, PDC&EDO boards
Fleming, Michael	CEO, TORC Robotics
Foster, Watt	President, Foster Fuels
Fralin, William	President, Medical Facilities of America, former state legislator
Friedlander, Michael, Dr.	Executive Director VT Carlion Research Institute
Halliwill, Don	CFO, Carilion Clinic
Hamlar, Mike	Owner, Hamlar-Curtis Funeral Home, PAC director
Hemphill, Brian. Dr.	President, Radford University
Iannello, Victor, Dr.	CEO, Radiant Physics, Radiant Ventures (private R&D firm)
Jamerson, Terry	Publisher, Roanoke Times
Juanarena, Doug	Former technology CEO, angel investor, advisor
Merryman, Floyd	President, Sonny Merryman (transportation firm)
Petrine, Debbie	CEO, Commonwealth Care of Roanoke, VT Board of Visitors
Putney, John	Town of Bedford IDA, State Director Government Affairs, JMU
Smoot, Ray	Chair, Union Bank, Formerly VT Foundation CEO
Tibbs, E.W.	President and CEO, Centra Health
Valentine, Shannon	Commonwealth Transportation Board, former state legislator, non-profit boards
Williamson, John	Botetourt Co. Board of Supervisors , retired energy CEO

Council structure

The council is chaired by Dr. Raymond Smoot. Ab Boxely serves as Vice-Chair. The council's executive committee consists of Dr. Smoot, Mr. Boxley, Sandy Davis, E.W. Tibbs, and John Williamson. Working groups are chaired by Dr. John Capps (Talent), Victor Ianello (Capital formation/Business mentoring), Doug Juanarena (Technology), and John Putney (Sites and Buildings).The Chair will also be naming a nominating committee.

Details of the support organization

The Virginia Tech Office of Economic Development (OED) will provide planning, research, marketing and other staff services to the Council. OED 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.

Virginia Tech Continuing and Professional Education (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.

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

The Council shall:

Work in a collaborative manner, respecting all points-of-view, while soliciting and reviewing proposed projects for recommendation to the GO VA Board.

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.

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.

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.

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.

Advise the Board on best practice initiatives, projects, etc. that encourage collaboration and yield measurable outcomes for job growth in the region.

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.

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.

Provide for public participation as directed by the Code of Virginia and the Board.

Conform with guidelines as adopted by the Board.

Article III   Membership

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.

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.

Council members shall have knowledge of workforce and economic development.

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.

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.

A Council member may be removed by the Board with a majority vote. The reasons for removal must be documented by the Council.

Article IV   Meetings

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.

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.

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

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.

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

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.

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.

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.

The support organization will be responsible for the receiving, use of, and auditing of funds received.

The support organization will have a contract with the regional council that provides for its role as outlined above.

Article VIII   Subcouncil Organization

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 Executive Committee may act for the Council in matters when time is of the essence and it is not feasible to obtain quorum of the full board, and on operational and administrative matters, and on other duties assigned by the Council. The Executive Committee will promptly notify the full board on the Committees' actions. The Executive Committee shall be composed of six members, and quorum for the Executive Committee shall be reached with four members. The Nominating Committee will present a slate of officers, potential new members, and recommend to the council persons to fill vacancies on the Council.

Each committee shall appoint a Chair and set meeting dates, times and locations.

The duties of each committee member shall be implied by the name and function of the committee. Each Committee will be advisory to the full Council.

Article 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.

Approach and status of Growth and Diversification plan

In line with the state Growth and Diversification plan guidelines council staff is conducting original research on economic development, collecting data from primary and secondary sources. They are working with the council to develop plan goals and objectives, along with appropriate project metrics and regional impact metrics for reporting and evaluation. Staff is further synthesizing data and input from other regional plans, work groups, and council members.

Substantial staff work has been completed since the inception of the council, collecting base line data, producing external benchmarking, and completing a gap analysis of existing regional plans. These were presented to the Council at their first meeting, and have provided the basis for follow up council meetings that are ongoing in each of the three metro areas that make up the council footprint. Leadership in each of those areas is briefing the council on an empirically based assessment of their conditions and contributions to the Region 2 economy. In parallel, topically-based work groups consisting of council members and civic leaders with specific expertise and interests have formed. Almost 70 individuals participated in a work group kickoff meeting in Roanoke last month and a web form submission process for comments is available for those unable to join in person. These groups are working with staff to refine a rigorous understanding of the plan elements that will be delivered to the full council for consideration in their Growth and Diversification plan.

Staff anticipates soliciting input on an initial draft from DHCD staff in early August. A draft will be reviewed by the council and its executive committee in August with approval anticipated at a full meeting of the Council on August 21.

GO VA Sequencing/2017 Road Map

- July
  - GO VA Board
  - Regions
    - Growth and Diversification plan work

- August
  - GO VA Board
    - EC meeting 08/31/2017
      - Review Collaborative Jobs Act guidelines
      - Review Scoring Criteria guidelines
      - Review Economic Growth and Diversification Plans
  - Regions
    - Submit G&D plan to DHCD by 08/25/17

- September
  - GO VA Board
    - Board meeting-09/12/17
      - Review/Approve G&D plans
      - Adopt scoring criteria for applications (per capita and competitive)
      - Approve Collaborative Jobs Act guidelines
      - Budget for next year/Staffing needs
  - Regions
    - Project development/applications DUE 9/25/17
    - Economic Growth and Diversification plan development (if submitted or not approved)
    - Submit information for Board's annual report to DHCD by 10/15/17

- October
  - GO VA Board
    - EC meeting-10/02/17
    - Board meeting – 10/16/17
    - Review/Approve Growth and Diversification Plans
    - Review/Approve per capita project applications
  - Regions
    - Project development/applications- DUE 11/15/17
    - Project implementation
    - Submit information for Board's annual report to DHCD by 10/15/17

- November
  - GO VA Board
    - EC meeting- 11/30/17
  - Regions
    - Project development/applications
    - Project implementation

- December
  - GO VA Board
    - Board meeting 12/12/17
      - Review/approve project applications for per capita funds
      - Review/approve project applications for competitive funds
  - Regions
    - Project implementation
    - Project applications

GO Virginia Region 2 Council
Meeting Minutes
May 22, 2017 1:00 p.m. – 3:00 p.m.

Location Liberty University Montview Student Union,
3rd floor ballroom 1971 University Blvd. Lynchburg, VA

Council Members In Attendance: Marla Akridge, Ab Boxley, Dr. John Capps, Kenneth Craig, Patrick Collignon, Beverly Dalton, Dr. Angela Falconetti, Dr. Michael Friedlander, William Fralin, Rex Geveden, Don Halliwill, Dr. Victor Iannello, Doug Juanarena, Floyd Merryman, Debbie Petrine, John Putney, Dr. Ray Smoot, E.W. Tibbs, Shannon Valentine, John Williamson

Council Members in Attendance via Conference Call: Dr. Nathaniel Bishop, Sandy Davis, Dr. Brian Hemphill

Council Members Absent: Dr. Eddie Amos, Dr. John Dooley, Michael Fleming, Watt Foster, Mike Hamlar, Terry Jamerson, Randy Smith, E.W. Tibbs

Others Present: Duncan Adams, Caroline Biggs, Ed Craighill, Jamie Glass, Larry Jackson, Dr. John Provo, Dr. Scott Tate, Jonathan Whitt, Dwayne Yancey

I. **Call to Order**
   a. Chairman Smoot convened the meeting of the GO Virginia Region 2 Council on May 22, 2017 at Liberty University in Lynchburg, Virginia at 1:07 p.m.

II. **Policy on Individual Participation in FOIA Council Meetings by Electronic Means under Virginia 2.2-3708.1**
   a. Chairman Smoot directed Council members to the proposed policy document allowing electronic participation of individual members. Mr. Boxley motioned for adoption of the policy. Mr. Williamson seconded. All members voted in favor with none opposed.

III. **Presentation – Lynchburg Region**
   a. Megan Lucas of the Lynchburg Regional Business Alliance, Gary Christie and Ben Bowman, Executive Director of the Region 2000 Workforce Development Board presented to the Council Ms. Lucas shared a packet of information including regional information and three recent reports to the Board: an updated comprehensive economic development strategy; a target industry study; and a regional connectedness transportation study.

b. Ms. Lucas presented on regional strengths, particularly from the perspective of industry attraction.

c. Mr. Christie shared highlights from the connectedness study.

d. Mr. Bowman provided information on the region's workforce and educational and training programs.

e. Discussion – Council members asked questions and engaged the presenters in questions about the region. Mr. Bowman had shared information about a region goal to retain more of the numerous college graduates within the region. Council members asked about the mechanisms for tracking those numbers. Dr. Friedlander suggested that an important part of ecosystem is also attracting new talent to region who are skilled. He inquired as to the amount of focus on retaining those here versus a focus on attracting highly skilled talent from without the region. Mr. Juanarena also echoed this concern, sharing an example of technology companies having to work hard to recruit talent to the region.

Dr. Iannello asked about jobs for people employed not in college programs (truck drivers, construction, etc.) and suggested the region can do a better job with that population of workers (high school graduates). Mr. Fralin asked about the connection between the number of certification and training completions and the numbers of needed workers, to get a specific sense of employer needs for trained workers. Mr. Williamson also asked question about data. Mr. Bowman and Dr. Provo shared that there is information about specific openings and needs including workforce development board strategic plans and other data. Provo shared that future projections are derived from aggregated and historical data, which is not always validated with regional employers. Council members expressed the perspective that aggregated job openings and employment data will be useful.

Dr. Smoot asked, what do you need in this region to do better? Ms. Lucas responded from the group and shared a discussion last week with regional economic developers who identified the region's biggest need as sites that are 50 acres or larger with infrastructure in place. She also mentioned the importance of continuing to develop a skilled workforce.

IV. **Update on GO Virginia Region 2 Work Plan**

a. Dr. Provo directed members' attention to their packets and a document outlining the work plan. Provo summarized the plan for Council.

b. Provo described that the Virginia Tech team, on behalf of the Council, will assemble four workgroups to provide input into areas related to the plan. Mr. Provo shared information on recruiting individuals for workgroup participation

and encouraged Council to share the opportunity widely. Mr. Provo's team at Virginia Tech has distributed a sign-up and interest survey to a broad range of stakeholders across the region, including those who had previously expressed interest in a Council position.

    c. Discussion with Council. Mr. Fralin inquired about the expectations for a growth and development plan. Provo referenced the language provided by the Virginia Department of Housing and Community Development and suggested that the plan is largely to be defined by Council, as developed through the work process. Dr. Smoot suggested that not only should Council look at existing plans and what is being done in the region, but the group should also consider, where can we make a difference? Fralin observed that numbers and metrics would be extremely important, as well as whether we could get input from Council on elements or themes most important to measure. Dr. Friedlander suggested the Council might ultimately consider the possibility of different levels of projects and funding, encouraging smaller pilot projects as well as funding some larger initiatives.

V.   Council Budget: discussion and adoption

    a. Dr. Provo presented information on the budget request and referred Members to the budget request document, which he summarized. The state term is a budget request ($650,000) for each region, for staffing, plan development, and capacity building. He shared that the first $400,000 is directly available from the state and the last $250,000 must be paired with regional matching resources.

    b. Provo clarified that the approval of this request does not restrict the Council from making future changes. He shared that, as he understands, most regions are requesting all of the available funding of $650,000. Provo said that this funding will support logistics and meetings, develop the Growth and Diversification Plan, provide technical assistance and support to applicants, administer contracts, handle project reporting and evaluation, reporting and updates of Growth and Diversification Plan, and to establish project reserves.

    c. Brief discussion among Council, including some questions about process and budget templates.

    d. Dr. Friedlander moved that the Council approve the budget request.   Mr. Merryman seconded the motion. All those present were in favor and none were opposed.

VI.   Other Administrative Updates

    a. Chairman Smoot referred members to the copy of the April 27 meeting minutes and asked for any comments or revisions. Dr. Falconetti stated that her name should be listed with those who participated via conference call. Dr. Iannello stated that his last name was spelled incorrectly, and should have an additional

"n". Boxley motioned that the minutes be approved. Williamson seconded. All were in favor with none opposed.

   b. Chairman Smoot referenced the Council by-laws document in the member packets, and asked for members to review and provide any comments or questions.

VII. **Council Discussion**

   a. Chairman Smoot asked for other items from members.

   b. Mr. Fralin reiterated the importance of work groups and the question of capturing how we would measure success in the region. He reiterated the importance to move quickly and empowering Dr. Provo and the Virginia Tech team to assemble workgroups and coordinate their activities. Mr. Fralin also said it is important to let people know about this opportunity to provide input and for the workgroup membership to be open and not exclusive. Mr. Smoot asked council members to encourage people to participate on committee and to share the statement of interest email link that Provo provided. The Council asked about numbers so far. Provo responded that approximately 3 dozen or so individuals have expressed interest in workgroup participation to date.

   c. There was a general discussion about workgroups. Council members explored whether or not we can begin to identify measures without guidance or without the plan document. Members also suggested looking at individuals on committees and seeing if we need to recruit others to ensure expertise and representation on workgroups. A member suggested remote access may be important for workgroup participation as well.

VIII. **Public Comment**

   a. Chairman Smoot called for comments from the audience. There were no comments from those in attendance.

IX. **Adjournment**

   a. Chairman Smoot suggested that Council be guided by considering what can we do that is going to make a contribution to advancing welfare of region and that does require metrics. He shared the next meeting date and location: June 29, 2017 from 3-5 pm in Fairlawn, Virginia at the New River Valley Regional Commission facility.

   b. Meeting Adjourned at 3:10 pm.

GO Virginia Region 2 Council
Meeting Minutes
June 29, 2017 3:00 p.m. – 5:00 p.m.

Location: New River Valley Regional Commission
6580 Valley Center Dr #124
Fairlawn, VA 24141

Council members in attendance: Marla Akridge, Dr. Nathaniel Bishop, Ab Boxley, Patrick Collignan, Kenneth Craig, Beverly Dalton, Sandy Davis, Dr. John Dooley, Don Halliwell, Dr. Brian Hemphill, Dr. Victor Ianello, Doug Juanarena, Dr. Ray Smoot, Shannon Valentine

Council members in attendance by phone: William Fralin, John Putney

Council members absent: Dr. Eddie Amos, Dr. John Capps, Dr. Angela Falconetti, Michael Fleming, Watt Foster, Dr. Michael Friedlander, Rex Geveden, Mike Hamlar, Floyd Merryman, Debbie Petrine, E. W. Tibbs, John Williamson

Others present: Karen Akers, Darlene Burcham, Kevin Byrd, Joe Carpenter, Ken Corvin, Mike Gufferson, Nicole Hair, Marty Holliday, Charlie Jewell, Devon Johnson, Ed Lawhorn, Sarah Lyon-Hill, Marc Nelson, Ray Pool, Dr. John Provo, Sharon Scott, Dwayne Yancey

I. **Call to Order:**

   a. Chairman Smoot convened the meeting of the GO Virginia Region 2 Council on June 29, 2017 at the New River Valley Regional Commission in Fairlawn, Virginia at 3:00 p.m.

II. **Introduction and review of June 16 meeting**

   a. Dr. Smoot provided a brief recap of the June 16 "Working Group Breakout" meeting and noted that working groups will present their work to the Council in early August.

III. **Presentation – New River Valley region**

   a. Kevin Byrd, director of the New River Valley Regional Commission, Marty Holliday, Executive Director of the New River Mount Rogers Workforce Development Board (WDB), and Charlie Jewell, Executive Director of the New River Valley Alliance presented to the Council.

   b. Mr. Byrd presented on regional workforce trends including commuting patterns, key employment sectors, and projections for workforce growth.

c. Ms. Holliday shared information on the New River Mount Rogers WDB's recent activity, including efforts to serve dislocated workers.

d. Mr. Jewell presented on efforts to attract and retain target industries in the New River Valley.

e. Discussion – Mr. Fralin asked Ms. Holliday how many workers were served by the New River Mount Rogers WDB and how many workers have gotten jobs in the last fiscal year. After looking up this information, Ms. Holliday responded that they had an 86% placement rate across all programs at an average hourly wage of $15.50.

Mr. Juanarena asked Mr. Jewell if his data on workforce demographics included employees who might work for an organization elsewhere but live in the region and work from home. Mr. Jewell responded that he didn't think so because most of that data would be captured through payroll, which does not show where employees are actually working.

IV. **Update on Region 2 working groups**

a. Dr. Iannello provided an update on the Capital and Mentorship working group and noted that they have expanded their group mission to include not only access to capital, but also access to mentorship.

b. Mr. Putney (in attendance by phone) asked Dr. Provo to summarize the discussion from the June 16 Places and Spaces working group meeting. Dr. Provo noted that there is quite a bit of analysis of building sites in Roanoke going on, and the group will be collecting information on this. Mr. Putney added that they discussed how barriers to entry and reducing regulatory burdens would fit into their final plan.

c. Mr. Juanarena provided an update on the Technology working group, noting that they are looking at existing and emerging industry clusters, and they will produce ideas of what could be done with those industries.

d. Dr. Capps was not in attendance and did not provide an update on the Talent group.

e. Discussion of work plans- Mr. Fralin commented that he found the regional presentations helpful in terms of understanding what strengths each region can provide, but he's unclear on the Council's work plan, specifically what numeric data the Council will have or when they will have that data.

Dr. Smoot clarified that each working group will provide an update of their group's plan in early August, with a draft provided to the Council before then. Dr. Provo added that Council staff is compiling industry cluster and workforce skills data. Mr.

Fralin noted that we still need a work plan, and Dr. Provo responded by saying that Council staff is working on producing that documentation.

V. **Council budget: discussion and adoption**

a. Dr. Smoot noted the need to approve the Council budget, which totals $400,000. Dr. Provo added a brief overview of the budget document. The first page of the budget reflects cost and personnel cost, while the second page provides a description of personnel work and the responsibilities of different offices. The first page includes a personnel blended rate, as well as cost for materials and for travel. Dr. Provo also noted an increase for the strategic reserve (10%) and additional technical assistance to applicants for all funding sources. He also noted the addition of funding for evaluation.

b. Ray Smoot noted that of the $400,000 budget, the Council plans to reserve $190,000 to fund programs, though the Council will need to discuss how exactly this money will be used later.

c. Discussion- Kenneth Craig asked what the difference was between the $650,000 dollar amount and the $400,000 dollar amount and also asked if the Council has the money yet. Dr. Provo and Dr. Smoot responded by saying no, the Council does not have possession of the funds, though the funds have been committed. Dr. Smoot clarified that the extra $250,000 could come from Richmond if we identify an equal amount of matching funds from the region.

d. Dr. Iannello initiated a discussion of a dollar-for-dollar match, saying we should try to raise the entire $250,000 matching funds through cash or in-kind contributions. John Dooley responded by asking if the $250,000 would come directly to the region 2 Council and if companies could mark donations as a tax deduction. Dr. Smoot agreed that we need to find the answer to this question and the matter was marked for follow up at the next meeting.

e. Mr. Boxley moved that the Council approve the budget and Mr. Halliwell seconded the motion. All those present were in favor and none were opposed.

VI. **Other Administrative Updates**

a. Dr. Smoot had to leave and Mr. Boxley took over as the meeting chair. He asked for administrative updates, and Dr. Provo, reviewing items in the board packets, noted that Council members need to take a conflict of interest training module online and the Council needed to approve the Lynchburg Council Meeting minutes.

b. Mr. Boxley noted that the minutes included in the board packet weren't from the Lynchburg Council meeting but from the Lynchburg meeting of interest. Mr. Boxley asked for a motion to approve the minutes.

c. Ms. Valentine moved that the Council approve the meeting minutes and Mr. Craig seconded the motion. All those present were in favor and none were opposed.

d. Mr. Boxley then noted that the region 2 Council will have two Council vacancies that need to be filled.

VII. Council Discussion and Public Comment

a. Reflecting on the earlier presentations, Mr. Boxley noted that the region has common strengths, including manufacturing, water resources, education, and he wondered how the region might take advantage of this.

Shannon Valentine responded by saying that the Council's next task involves pulling data together to give a comprehensive vision for what could be accomplished in region 2. Mr. Dooley noted that the Council should assess the assets and liabilities unique to each sub-region and identify areas with "overlap"— or areas where efficiency could be improved.

b. Mr. Craig asked how much money was really "in the pot" for funding projects in region 2.

Dr. Provo responded by saying there is about $1 million available with an additional competitive GO Virginia state pot, containing $10 million, as well as a $20 million collaborative jobs "pot."

Mr. Collignon asked Dr. Provo about a research and higher education "pot." Dr. Provo responded by saying that there is about $40 million allocated for higher education through a separate state funded program, and these funds are not part of the GO Virginia funds. Mr. Juanarena added additional clarification, noting that universities can have a maximum of two projects supported through this funding. According to Mr. Juanarena, Virginia Tech had submitted 8 projects, which have been selected down to a final two, both seeking about $1M; though, he clarified that he is not sure what the outcome will be.

c. Dr. Dooley noted that it came to his attention that the "Talent" working group did not include any representatives from the public school system and suggested that the working groups engage in targeted outreach to K-12.

d. Audience member Darleen Bircham suggested that one of the vacant spots on the Council be filled by a representative of K-12 public education.

e. The discussion then moved to a discussion of regional assets as Ms. Valentine mentioned driverless cars and stated that Virginia has unique assets to offer manufacturers interested in autonomous cars and vehicles. Mr. Boxley added that there are many downstream businesses that could benefit from developing this industry.

f. Mr. Collignon noted that we need to have a better understanding of GO Virginia's guidelines and criteria so we can determine what kinds of programs we could support to redirect that transportation-industry activity to Virginia. Dr. Bishop responded, stating that this point was similar to Mr. Fralin's earlier comments on the need for a work plan and criteria. Ms. Valentine concluded by stating that the Council needs to bring regional assets and needs into focus.

VIII.   Adjournment

a. In order to allow everyone to leave on time, Mr. Boxley suggested that the meeting be adjourned and noted the next Council meeting will take place on July 25 at the Roanoke Higher Education Center in Roanoke Virginia from 10 a.m. – 12 p.m.

b. Meeting Adjourned at 5:05 p.m.

New River Valley Meeting of Interest
GO Virginia Region 2

Location:
June 23, 2017
8 a.m. – 9 a.m.
University Gateway Center
4th Floor Conference Room

Attendance: Ray Smoot, John Dooley, Sandy Cupp Davis, Doug Juanarena, Kevin Byrd, Charlie Jewell, Marty Holliday, Joe Carpenter, Sharon Scott Brian Hamilton, John Tutle

Welcome/Introductions: John Dooley welcomed everyone and provided introductions.

Overview of New River Valley Programs/Resources
Representatives from the New River Valley Regional Commission, the New River Valley/Mount Rogers Workforce Development Board, and the New River Valley Economic Development Alliance provided an overview of their agencies and the resources they provide.
Kevin Byrd – New River Valley Regional Commission

- Comprehensive Economic Development Strategy (CEDS) overview of the New River Valley process, strategic goal areas and top 10 project list.
- See: "New River Valley Comprehensive Economic Development Strategy 2016 At-A Glance" (attached)

Marty Holliday - New River Mount Rogers WDB

- Overview of the role in convening the region on workforce development needs and programs.
- Highlighted some of the key programs currently underway which showcase the ability to collaborate across large geographies spanning from far southwest to southside.
- See: "New River/Mount Rogers Workforce Development Area Background" (attached)

Charlie Jewell - New River Valley Alliance

- Reviewed the targeted industries study recently completed for the New River Valley and reviewed targeted industries handout
- Shared the lifestyle brand the Alliance developed for the New River Valley and reviewed regional branding handout (attached).
- See "Regional Branding Initiative handout" and "Targeted Industries initiative handout" (attached)
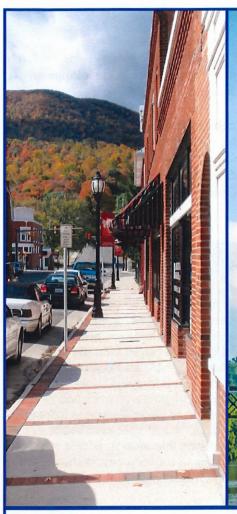
Discussion of opportunity areas for the New River Valley
The group discussed some of the current workforce development initiatives and the findings of the New River Valley Targeted Industries Study. More on all three agencies will be presented at the full Regional Council meeting on 6/29.

Meeting adjourned at 9 a.m.

Documents Attached:
      I.   New River Valley Comprehensive Economic Development Strategy 2016 At-A Glance
            a. What is the CEDS
            b. NRV Priority Areas
            c. Top 10 Projects for 2016-2017
            d. New River Valley Economic Highlights
     II.   Regional Branding Initiative handout
    III.   Targeted Industries initiative handout
    IV.   New River/Mount Rogers Workforce Development Area Background

New River Valley Comprehensive Economic Development Strategy 2016 At-A-Glance

NRVRC
new river valley regional commission

WHAT IS THE CEDS?

CEDS stands for Comprehensive Economic Development Strategy (CEDS). A CEDS is a regional strategy which reflects local economic development needs and priorities and recommends a regional approach to economic development. A CEDS is required to qualify for assistance from the U.S. Economic Development Administration (EDA).

The full report contains an economic overview of the New River Valley; including a brief history, current trends, and up-to-date data on the region. Goals and objectives are designated based on this evaluation and projects are identified by a Comprehensive Economic Development Strategy Committee, made up of a majority of private sector participants as well as public sector representatives. Projects included in the CEDS qualify for funding from the EDA. Some familiar projects with EDA funding are Virginia Tech's Corporate Research Center, NRV Commerce Park Water and Sewer project, and the Carilion Giles Memorial Hospital.

NRV PRIORITY AREAS

1: Support small business and entrepreneurial development. Optimize existing resources for entrepreneurs and small businesses and promote collaboration between these resources. Increase the number of jobs created through entrepreneurial start-ups and expansions in the New River Valley.

2: Preparation and Continued Support of Qualified Workforce. Train and re-train workers for higher skills and productivity in the modern economy. Improve the industry/education interface at all levels.

3: Available Land, Quality Infrastructure, and Affordable Housing. Create an affordable, accessible and interlinked public transportation network that connects population centers with major employment centers. Strengthen the economic position of downtown commercial districts. Improve the region's telecommunication network to attract new firms, assist existing firms, and educate citizens. Increase the energy efficiency of industrial and commercial buildings.

4: Attracting New Business to the Region. Develop and strengthen the role of international trade and commerce in the economy of the New River Valley. Increase the region's supply of ready and available industrial and other economic development properties.

5: Regional Marketing/Awareness to Promote the New River Valley. Improve the region's ability to market itself and respond to the needs of new industrial, research, and technological prospects. Realize the region's tourism development potential and ability to market itself as a culturally and naturally unique tourism destination.

6: Preserve Natural and Historic Areas. Manage the impacts of existing and future land uses in order to preserve the character and quality of the regional environment. Increase the development and support of local family farms.

7: Business Friendly Governance and Representation. Promote a business friendly environment through governments cooperating with businesses at the local level and advocating for them at the state and federal levels. Bring a voice to the policy table on behalf of the region. Ensure the safety of the region's citizens.

Implement 'sector strategies' focus for workforce development programs to meet needs in target industry sectors The New River-Mount Rogers Workforce Development Board and surrounding Southwest Virginia workforce boards have received state Rapid Response funding to establish industry-focused sector partnerships that align workforce system resources to support common needs of the region's major employers.

Want to START or EXPAND a business?

FREE Business Development Sessions

Coordinate NRV entrepreneur and small business development network The NRVRC is participating in several local business plan competitions, entrepreneurship education workshops, and regional efforts to coordinate support services for small businesses and entrepreneurs in the New River Valley.

VIRGINIA IS FOR OUTDOOR LO♥ERS

Creation of a Regional Destination Marketing Organization (DMO) and Marketing of the Arts and other regional assets The NRVRC is working with local tourism staff to identify regional models for collaboration, and identify opportunities for improved coordination of initiatives to promote the New River Valley as a tourism destination.

TOP 10 PROJECTS FOR 2016-2017

New River Valley Comprehensive Economic Development Strategy- 2016-17 Plan Update

Area	Project description	Estimated cost	Responsible partners
NRV	Preparation of New Graded Building Site at NRV Commerce Park. A site to accommodate a graded building pad of a building footprint of 20 to 75 acres.	$6-8 Million +	Virginia's First Regional Industrial Facilities Authority
NRV	Development of Broadband Infrastructure and Internet Availability. Explore options for higher bandwidth to the end user. Develop wifi availability in downtown areas. Assess feasibility of wireless towers to allow internet service to rural areas with no service. Tower placement studies and streamlining of the zoning process. Implement recommendations of studies in local jurisidictions (Blacksburg, Pulaski)	$6-8 Million +	Private Enterprises and NRV Localities, NRV Network Wireless Authority
NRV	Implement 'sector strategies' focus for workforce development programs to meet needs in target industry sectors. Develop relationships between regional businesses and education, economic development, and related stakeholder organizations to provide services that ensure success of these industries in the region. Enhance intergrated 'career pathways' workforce curriculum to develop workforce skills that address needs of targeted industry sectors, especially manufacturing, IT, and healthcare.	$500,000+	WIB, Education Providers
NRV	Coordinate NRV entrepreneur and small business development network. Convene regional revolving loan fund operators, small business counseling services, and other entrepreneur promotion programs. Develop new collaborative projects. Convene regional stakeholders to reinstate NRV office of SBA Small Business Development Center	$200,000+	Local economic developers, colleges, universities, businesses, development service providers
NRV	Develop shared CEDS goals and economic development initiatives with neighboring regions and EDDs. Coordinate with neighboring regions to align CEDS and economic development projects in conjunction with GO Virginia efforts to regionalize economic development incentive funding.	$100,000	NRVRC, economic developers, businesses, neighboring PDCs
NRV	Implement recommendations of New River Valley agribusiness/ agri-tourism strategic planning process. Identify and pursue projects based on the findings of the 2014-15 regional plan developed by the NRVRC.	$200,000+	New River Valley Development Corporation
NRV	Creation of a Regional Destination Marketing Organization (DMO) and Marketing of the Arts and other regional assets. Explore options to increase coordination of regional DMOs and tourism promotion initiatives, and support for the network of artisans, venues and other resources to promote New River Valley assets to visitors.	$200,000+	NRV Localities, Tourism Offices
NRV	Research potential for Center of Excellence related to unmanned systems development and aerospace manufacturing capabilities in the region. Develop commercialization of technologies related to automated vehicles, especially the aerial vehicles research of the MAAP at Virginia Tech. Recruit aerospace supplier firms to the region to develop a manufacturing cluster.	$200,000+	Public universities, economic development organizations, business in target sectors
NRV	Promote and coordinate the development of a New River Valley passenger rail station. Continue to research viability of extending Washington DC Amtrak service to a station in the NRV. Coordinate state and private stakeholders to pursue development of this service by 2020.	$200,000+	NRV Localities, State Agencies, Public/Private Railroad Companies, NRVRC
NRV	Develop pilot internship/apprenticeship program for target industry sectors. Develop work study, internship placement, on-the-job training, and similar arrangements between businesses and education providers to help local students develop on-the-job skills for careers in local industries.	$200,000+	WDB, Education Providers, local economic developers

NEW RIVER VALLEY ECONOMIC HIGHLIGHTS

Jobs by industry sector in the New River Valley

Industry Sector	Average employment, 2015	Percent change, 2006-15	Average weekly wage, 2015
Educational services, including public schools/universities	14,946	10.3%	$945
Manufacturing	11,854	-15.5%	$1,062
Retail trade	8,309	5.4%	$432
Health care and social assistance	7,748	20.1%	$743
Accommodation and food service	6,980	17.5%	$273
Professional, Scientific and Technical Services	2,947	19.7%	$1,182
Administrative and support services	2,887	-0.7%	$495
Construction	2,275	-34.0%	$740
Public administration	2,143	2.1%	$814
Transportation/warehousing and wholesale trade	1,688	16.6%	$686
Other services' (mechanics, hairdressers, etc.)	1,667	-8.6%	$557
Real estate and rental and leasing	1,143	50.4%	$704
Arts, entertainment, and recreation	1,012	20.5%	$273
Finance and insurance	952	-16.1%	$868
Wholesale trade	789	-37.3%	$904
Information	722	-3.5%	$956
All other sectors	1,014	-27.8%	$997
Total, all sectors	69,065	1.3%	$763

Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages

Unemployment and income in the New River Valley

	Unemployment rate, 2015 average	Per capita personal income, 2014	PCPI as % of United States ($46,049)
Floyd County	4.0%	$33,330	72.4%
Giles County	5.1%	$34,874	75.7%
Montgomery County	4.3%	$31,569*	68.6%
Pulaski County	5.0%	$34,747	75.5%
Radford City	5.6%	$31,569*	68.6%
New River Valley	4.6%	$32,625	70.8%
Virginia	4.4%	$50,345	109.3%

Source: Virginia Employment Commission, and Bureau of Economic Analysis, Per Capita Personal Income by County
*BEA reports a combined PCPI figure for Montgomery County and Radford City

Employees assembling truck cabs at the Volvo plant in Dublin.

Virginia Tech Corporate Research Center: Virginia Tech is a Top 30 Public Research University according to the National Science Foundation.

Population estimates for the New River Valley

	Population estimate, 2015	Change 2010-2015
Floyd County	15,430	1.0%
Giles County	17,179	-0.6%
Montgomery County	98,121	4.0%
Pulaski County	34,841	-0.1%
Radford City	17,420	6.2%
New River Valley	182,991	2.7%

Source: Weldon Cooper Center, July 1, 2015 Population Estimates for Virginia and its Counties and Cities

Regional Branding Initiative

VIRGINIA'S
NEW RIVER VALLEY

A NATURAL FIT.

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur.

www.VirginiasNewRiverValley.com | @VANewRiverValley | 540.123.4567

Key Messaging

VIRGINIA'S
NEW RIVER VALLEY
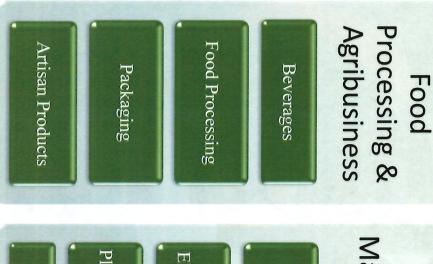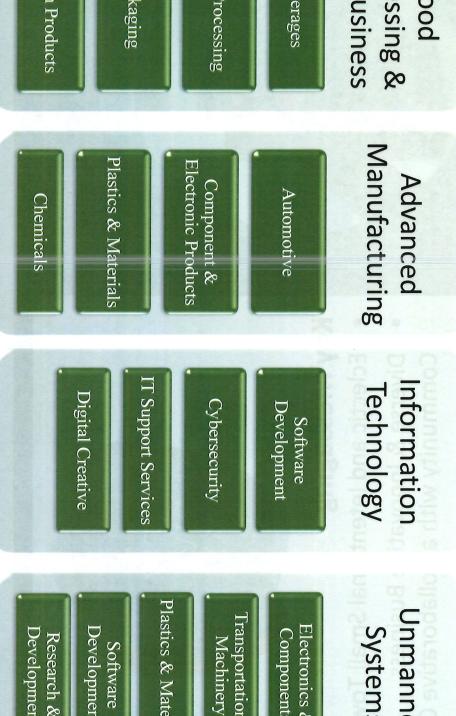
- Eclectic and Intentional Small Town Living
- Diverse & Innovative Business Community with a Collaborative Culture
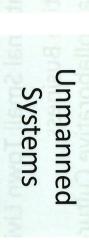- Loyal, Highly Skilled and Educated Workforce

Targeted Industries Initiative

Food Processing & Agribusiness

- Beverages
- Food Processing
- Packaging
- Artisan Products

Advanced Manufacturing

- Automotive
- Component & Electronic Products
- Plastics & Materials
- Chemicals

Information Technology

- Software Development
- Cybersecurity
- IT Support Services
- Digital Creative

Unmanned Systems

- Electronics & Components
- Transportation & Machinery
- Plastics & Materials
- Software Development
- Research & Development

Facilitating and coordinating workforce initiatives that enable economic growth and increase the standard of living in the region.

New River/Mount Rogers Workforce Development Area Background:

The New River/Mount Rogers Workforce Investment Area Consortium Board consist of the chief elected official or the chief administrative officer from each of the local governments comprising the New River/Mount Rogers Workforce Development Area (NR/MR WDA), which is a 13-jurisdiction area including the counties of Bland, Carroll, Floyd, Giles, Grayson, Montgomery, Pulaski, Smyth, Washington and Wythe and the cities of Bristol, Galax and Radford. The Consortium Board serves as the policy board for the Area which includes making appointments to the Workforce Development Board.

The New River/Mount Rogers Workforce Development Board (WDB) is made up of representatives from regional businesses (51%) and federally required members (e.g. Economic Development, Education, Labor, Community Organizations and more). The WDB oversees the programs and initiatives as specified in the Federal Workforce Innovation and Opportunity Act of 2014 (which include programs for Adults, Youth and Dislocated Workers) and other special grants and programs as available.

The WDB is the designated convener for the region's workforce system (in order to have a seamless interface with the business community and economic development entities). The Workforce System includes (but is not limited to):

- K-12 Education systems
- Post-Secondary Education/Training providers
- Adult Education
- Training/Employment Programs offered for special populations
  - Veterans
  - Unemployed and/or underemployed
  - Older Workers
  - Workers with disabilities
  - Economically disadvantaged
  - Youth (ages 14-24)

More information about our area, boards and programs can be found on our website at http://www.nrmrwib.org.

Chairpersons

WDB - Lynn White (Agent, Insurance of Dublin)
Consortium Board – John Garner (Council Member, City of Galax)

Office

6580 Valley Center Drive, Suite 119
Radford VA 24141
540-633-6764

Marty Holliday – Executive Director marty.holliday@nrmrwib.org
Beverly Burke - Operations Coordinator beverly.burke@nrmrwib.org
Jenny Bolte – APG Project Manager jenny.bolte@nrmrwib.org
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Kimber Simmons – Business Services Coordinator kimber.simmons@nrmrwib.org
Liz Annis – Workforce Systems Navigator elizabeth.annis@nrmrwib.org
Renee Sturgill - Disability Resource Coordinator renee.sturgill@nrmrwib.org
Della Meadows – Administrative Assistant della.meadows@nrmrwib.org

WDB meetings

10AM at the Wytheville Meeting Center in Wytheville - 4th Wednesday of even months

Consortium Board meetings

10AM at the Wytheville Meeting Center in Wytheville – 3rd Wed. of odd months

Program Operators

One-Stop Operator –

People, Inc. – Darrell Blankenship at dblankenship@peopleinc.net

Dislocated Worker Program –

People, Inc. - Darrell Blankenship at dblankenship@peopleinc.net

WIOA Adult & Youth Programs –

Goodwill Industries of the Valleys (for Floyd, Giles, Montgomery and Pulaski Counties and the City of Radford)
Clay Stein at cstein@goodwillvalleys.com

People Incorporated (for Bland, Carroll, Grayson, Smyth, Washington & Wythe Counties and the Cities of Galax and Bristol)
Darrell Blankenship at dblankenship@peopleinc.net

GO Virginia Meeting Note Template

Date of Meeting: 6/16/17

Title of Session: Access to Mentorship and Capital

Attendees: Greg Feldmann, Sam English, James Ramsey, Gary Christie, Bryan Thompson, John Dooley, Don Halliwill, Victor Iannello (Chair), Sarah Lyon-Hill (Facilitator), Ronnie Stephenson (Scribe).

Key Assets/Strengths: Our conversation begun with a discussion of existing resources that offer opportunities to access capital and formal/informal mentorship. These assets include:

Capital Assets	Mentorship Assets
SBDC and EDA regional gov't	RAMP, Roanoke
Lynchburg SBDC	HIVE, Vinton
TAP	Co. Starters, Lynchburg
Virginia Community Capital	Roanoke SCORE
Bank Loans	Colab, Grandin
CIT Gap Funds/CRCF	Lynchburg Business Development Center
New Richmond Ventures, Blue Heron Capital (Richmond)	Small Business Development Centers, Roanoke & Lynchburg
New Dominion Angels, Blu Venture Investors, New Vantage Group (Mid-Atlantic Firms)	Studio 2.0, Blacksburg
Charlotte Angels and PAN (NC Firms)	TechPad, Blacksburg
CAV Angels (University of Virginia)	Roanoke Public Library Consultations
757 Angels (active?)	VT KnowledgeWorks, Blacksburg
Commonwealth Group	ScaleUp Roanoke Valley
Virginia Tech Investment Network	Hacksburg, Blacksburg
VTC Innovation Fund	Star Tank, Roanoke
Midland Capital	Beans & Rice, Radford
Virginia Tech Angel Network	

Goals and Measurements: The group brainstormed specific goals both relevant to the working group's session (access to mentorship and capital) and to the ultimate objectives of Go Virginia: high wage job creation and growth in the private sector.

Goals	Measurement
Gain a better understanding of access to capital and other entrepreneurial resources in the region. Track progress so our region can address challenges more strategically in the future.	Multiple measures requiring an inventory of capital and other resources, as well as a way of capturing interactions with entrepreneurs and businesses. Not sure about measuring Angel and VC dollars with confidentiality issues.
Increase presence of early-stage seed funding and other funding found lacking in the region.	See above. Possibly track type of funding.
Increase coordination among resource providers in the region to streamline resource provision to entrepreneurs and existing businesses	Collaboration between regional groups. How to measure?
Increase the number of startups and small businesses creating and sustaining high wage jobs in the region	% contribution of startups and small businesses to regional employment. (Publicly Available Data)

Gaps/Obstacles: Many challenges emerged during our discussion. These included challenges relevant to the general subject matter of the breakout group, but also challenges specific to the particular goals that the group considered.

- The largest challenge in the region when discussing access to capital is often the debate between supply and demand. Does this region have enough supply of capital investment (for all business stages), or is the existing supply of investors too risk-averse? On the other hand, are our region's businesses and entrepreneurs ready to access that capital? Have they developed products and a business structure that is market-ready and primed for expansion so that they can easily appeal to capital investors? Hence the need for mentorship and making businesses capital ready.
- Even if investment firms or networks are located in this region, they are still look elsewhere for investment opportunities. Our region's businesses need to be competitive nationally to succeed.
- Many resource providers are not aware of all the resources available to entrepreneurs in the region, so they may not know where to send businesses and entrepreneurs in need of other types of help.
- Our region does not really have a baseline showing where we are.
- Measuring access to capital in our region will be challenging. Venture funds, capital funds, seed funds, and other private funding groups may have confidentiality agreements prohibiting access to the precise amount of dollars businesses receive each year. Companies and agencies often do not want to release this information.

Opportunities/Areas to consider for funding: The working group thought of types of activities that could help toward achieving the goals outlined above. While specific examples of projects came up, the objective of this discussion was to highlight broader areas of potential funding. Working group members particularly thought of activities that would benefit from a one-time in-flux of funds, leading to a larger regional impact.

- Activities that would encourage resource collaboration and capacity building among capital, mentoring and other business resource providers
    - E.g. Creating a job of someone overseeing resources
    - E.g. Creating a pathway through the system.
- Activities to help measure, market, and illustrate the region's entrepreneurial resources and successes.
- Activities/Funding for early-stage seed funding for entrepreneurs and businesses.
- Activities that would helping existing businesses, not just new businesses, expand.
- Activities to expand incubator/accelerator activities to make businesses capital ready.
    - E.g. Development of a common curriculum suitable for the region.
- Activities to jump-start or expand mentorship programs.

Additional data requested from workgroup participants:

- Map of entrepreneurship/development environment across the Go Virginia Region.
- Best practices of Collaboration for development and efficiency.
- SBIR/STTR and other public funding dollars in region
- Number of community college and university/college students in region

Growing Skilled Talent at All Levels Working Group

Date of Meeting: 6/16/2017

Title of Session: Growing Skilled Talent At All Levels

Attendees: Chair: John Capps; Facilitator: Elli Travis
Other Attendees: Ed Armentrout, Ben Bowman, Lon Forehand, Angela M. Falconetti, Marty Holliday, Debbie Petrine, Pattie Jurkus (attending for Susan Martin), Joyce Waugh, Eddie Wells (attending for Wayne Strickland), Jake Gilmer, Sharon Scott, John Rainone, Leo Mulcahy

Key Assets/Strengths: Our conversation began with a discussion of existing resources and programs that are helpful in training and attracting skilled talent in Region Two. Then we discussed opportunities to build on those assets.

Asset	Opportunities to Build
Educational programs (K-12, community colleges, the four medical schools, and universities)	● Expand innovative high school programs (project learning and 21st century skills) ● Expand financial support
Similar job clusters within the area	● Expand knowledge of manufacturing, healthcare, and education service cluster jobs
Workforce Development Boards	● Build on current efforts to foster Industry-sector partnerships. This can help with focus and efficiency
Credit for prior learning	● Expand and increase reach of program currently being formulated
Entrepreneurial assets	● Expand reach
Natural amenities (Trails, parks, natural beauty)	● Marketing
Data/data sources for workforce development programming	● Formulate plan for using the data we have access to collectively (workforce system, education, etc.)
Willingness to collaborate	● Industry, educational institutions and local governments in Region 2 are very willing to collaborate and share information (but need to do more of this)
Bridges Out of Poverty	● Currently exists in Alleghany & Lynchburg ● Coming to the NRV, how can we build on this?
Adult education programs	● Increase utilization. These programs are highly underutilized in Region 2

Goals: Following the discussion of key regional assets and opportunities for expanding them, the group discussed several goals that bring each of these initiatives together to support talent. As many of these goals are abstract, the group decided to focus on measurements of these goals at a later session:

- **Increased collaboration:** We need an increased willingness of stakeholders in the region to share knowledge, inventory, job opportunities, complementary services.
- **Strong Pipeline:** close interest gap, get employers to help build pathways, increase student preparation for next step beyond school. Define clear career pathways to address skills gap in the region.
- **Better knowledge of what the economy looks like to inform decision making**

Additional Opportunity areas to consider for funding:

- One-stop Shop with all training opportunities available in the region in one place (could be virtual)
- Develop sector partnerships
- Elevate K-12 for attraction
- Expand financial support for training/education programs
- Further streamline pathways, to reduce duplication efforts
- Help small companies upskill their own workers

Gaps/obstacles in the region: during the discussion, several gaps and obstacles in the region were discussed:

- Confusing to understand all the training opportunities that exist in the region
- Lack of funding for training/educational programs
- Need to improve collaboration/communication between local governments and educational institutions, as well as educational institutions and regional companies
- Duplication of efforts – need to streamline pathways

GO Virginia Meeting Note Template

Date of meeting: **6/16/2017**   Title of Session: **Promote technology for targeted industry clusters**

Attendees and Affiliations:

> **Doug Juanarena (Chair),** Angel Investors**; Marla Akridge,** Executive Director, Alleghany Highlands Economic Development Corporation**; Dr. Brian Hemphill,** President, Radford University**; , Bob Bailey,** Center for Advanced Engineering and Research**; Robert McAden,** Executive Director, Roanoke-Blacksburg Technology Council**; Marc Nelson,** City of Roanoke Economic Development**; Dennis Reece,** Citizens Telephone Cooperative**; Bob Stolle,** Senior Vice-President, Virginia Center for Innovative Technology**; Jay Poole,** Common Sense Strategies**; Scott Tate,** Virginia Tech Office of Economic Development (staff)**, Josh Hammes**, Virginia Tech Office of Economic Development, (staff).

Chair offered opening remarks and provided overview of workgroup process and focus. Staff facilitated discussion of key regional assets and strengths. The following is a summary of selected input:

Diversify
1. Virginia's former economic drivers have included government and military employment, so the state needs to identify new opportunities for private sector growth.
2. The region should identify and focus on high potential emerging industries.
3. Our higher education institutions are engines for technology and entrepreneurs to help companies start and grow.

Connect
1. Money will follow good ideas so there is a need to encourage universities to translate research to the private sector and to permit and encourage entrepreneurship.
2. We need to measure university spin-outs, start-ups, and technology transfer (both licensed and non-licensed).
3. There are opportunities for the region's universities to help attract and partner with larger companies. Universities can also continue to enhance research assets and secure greater research funding. There is a critical need to better connect and leverage university research assets and activities in support of emerging regional industry sectors and start-ups.
4. Universities should examine and reshape policies on intellectual property and licensing to better support entrepreneurial activity. University presidents and senior administrators in the region could convene to identify best practices and collaborative opportunities related to commercialization, innovation and entrepreneurial activities.
5. Technologies related to systems and Internet of Things cut across a number of industries and there may be regional entrepreneurial opportunities related to helping companies better employ technology. For example, manufacturing companies are increasingly technology-driven. Perhaps the region can become a leader in helping companies employ and adopt technologies.

Compete
1. We should explore the technology horizon for opportunities (what new technologies and systems are on the horizon and cut across multiple industries).
2. The group reiterated the need to prioritize attention on industries with higher-wage jobs and to position the region to attract revenue from outside the state. Focusing on the region's technology sector and our emerging industries seems to align well with this priority.

The work group also discussed possible goals and measures:

Goal	Measurements and Questions
Focus investment on emerging industries and innovative technologies	What industries are included? How well are incubators and accelerators performing? How are they supporting companies in the region's target or emerging industries? Who are key stakeholders or resources?
Increase Spinoffs/Startups	Who are some successful spinoffs/startups? How were they funded? What are resource gaps?
Strengthen Talent Supply for Critical Sectors	What are the talent strengths and challenges related to our target and emerging industries? Can we analyze job postings, hires and openings to provide more detail for workgroup? What are barriers related to talent attraction and retention? Are there particular skill gaps or occupation shortages in the region?
Create infrastructure THEN work on branding	What are specific needs for emerging sectors related to infrastructure or talent? The UAV sector was cited as an example: before branding our region as a hub or exemplar, how can we better support the needs of existing companies and support start-ups and technology resources.
Consider focusing increased support and assistance on companies with a preponderance of higher wage workers ($80,000 plus salary level, for instance)	For example, what are the specific workforce needs of these types of companies? Can we quantify? Can we re-orient education and training to support opportunities and talent needs of these companies as opposed to focusing training on lower wage positions?
Recognize and promote regional success stories more effectively	Conduct an ongoing inventory of successful regional start-ups and growth companies. Communicate success stories and include companies that relocate out of the region as part of our success (we helped companies form and grow, even if no longer in region). Also, consider an inventory of key assets and regular marketing of success stories to target audiences.
Better mobilize regional coordination and support of critical target sectors and emerging industries.	Do we know our target and emerging sectors? Do we know why they are important? Are business leaders from these sectors actively involved? Are unique assets leveraged across geographic and political boundaries? Are indicators being utilized to benchmark and measure our progress?
Strengthen initiatives to create a better future through innovation and entrepreneurship in STEM fields	Investing in STEM will provide a talented future workforce and help grow our talent pipeline as well as reinforce the region's emphasis on technology. Consider the State Science and Technology 5 pillar framework for assessing progress.
Package one or more emerging industries as a program that helps the region stand out and incentivizes people to come	Consider examples from across the U.S. Places such as Silicon Valley, Research Triangle, Austin, and Boston are obvious examples, but look more broadly at regions like ours that have had success with particular sectors (examples such as a Cleveland focus on additive manufacturing- how has that worked?)

The work group also discussed opportunities/areas to consider for funding:

The Virginia Research Investment Fund was created last year to provide funding to higher education institutions where grants may be awarded to proposals regarding applied research, development, and commercialization of the products or services resulting from the research. Each institution may submit two as lead applicant but can participate as a partner in unlimited additional applications. Next proposals due summer of 2018.

Finally the work group also discussed some of the primary challenges/obstacles in the region:

1. Creating new jobs within new companies
2. Knowing how to adapt and adjust with the times in business ventures
3. Connecting university's research assets with company needs and company's leadership
4. Looking from the lens of emerging industries, when we don't know what those industries are yet; Site, location, and infrastructure issues

GO Virginia Meeting Notes: Support development of unique sites and building

Date of Meeting: 6/16/2017

Title of Session: Support development of unique sites and building

Attendees: Tracy Bildo, Eric Burchin, Kevin Byrd, Brian Cosgrue, Richard Caywood, Beth Doughty, Jane Johnson, Jon Lanford, Rob Ledger, Jill Loope, John Smolak, John Putney (Chair), John Provo (facilitator), Melissa Bizjak (Scribe)

Key Assets/Strengths: We began by discussing key assets or strengths that our region could build on:

Asset	How we can build on it
Job Clusters	Looking at unique infrastructure needs of a cluster
Multijurisdictional ownership	Focus attention and build upon this model
Inventories of Sites and Facilities	Understand how sites and facilities can support growth and diversification plan
Virginia Scan (although kind of useless)	Analyze land parcels in terms of their usability (qualitative). E.g. Roanoke hired Timmens.
RAMP (Roanoke Business Accelerator) as a model of multi-organizational collaboration on infrastructure project that will ultimately support high wage job growth	Use as a model

Goals and Measures: Then we identified goals related to our working group and ways that we could measure progress towards those goals.

Goals	Measurements
Gain a realistically understanding of existing real estate and what we can and can't grow with it to develop a more strategic approach to promoting our target industries	Define what we can grow and reverse engineer that
Drill down and connect the dots with job clusters	Check ourselves against what clusters are producing
Development of specialty real estate that supports business scale-up, lab space, and other flexible space for target industry businesses	Inventory and marketing material present
Improve the region's competitiveness with other states by developing methods of streamline interagency collaboration statewide when pursuing business permitting and site development	Development of policy measures

Opportunities:

Then we discussed opportunities/areas to consider for funding. While specific examples of projects came up, the objective of this discussion was to highlight broader areas of potential funding.

- RAMP and similar multi-organizational collaborations
- Streamlining government projects
- Shared cost of development

Gaps/Obstacles: Many challenges emerged during our discussion. These included challenges relevant to the general subject matter of the breakout group, but also challenges specific to the particular goals that the group considered.

- Site development is too expensive for local government. However, if government does not invest in sites that accommodate industries with higher paying jobs in the region, local government will continue not to have the need revenue from higher income tax payers to pay for site development.
- Fragmented process getting permits and getting things done in Virginia- regional obstacles
- Virginia government doesn't have enough money to fully support the process of buying land
- Virginia Scan provides relatively useless data that most wouldn't use to make a decision
- Lack of understand on how important real estate is, what the process is, and where the gaps are in our region
- Space for scaling up businesses is limited. Space needs to be flexible for various target sectors.

Additional data requested from workgroup participants:

- More direction from GO Virginia on what they DON'T want to see; for example, construction, site acquisition, cultural amenities, direct grants to companies
- Qualitative studies on current sites and spaces in region
- How does this topic fit with workforce development?
- Do PDCs have more data on infrastructure and sites?

GO Virginia Region 2 Council
Upcoming Meetings

Working Group Meetings:

Technology - July 25, 1-3 pm, Roanoke Higher Ed center Room 715

Unique Sites and Buildings - July 27, 10 am-12 noon, Roanoke Higher Ed center Room 715

Capital Access - July 28, 1 pm-3 pm Roanoke Higher Ed Center Room 715

Skilled Talent - July 31, 1 pm-3 pm Roanoke Higher Ed Center Room 701-A

Council Meetings:

August 21, 2-4 pm, Blacksburg