

# Board Meeting

## March 16, 2021



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

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OPENING

# OPENING

- **Call to Order**
- **Roll Call**
- **Public Comment**



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# ACTION ITEM

- **December 7, 2020 Minutes (pg. 1)**
- **2021 Growth and Diversification Plan Update Guidelines (pg.5)**
- **Regional Council Annual Certification (pg. 8)**



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**NEW BUSINESS**

# ACTION ITEMS

- **Extension of Board Policy #10 – GO Virginia Economic Resilience and Recovery Program (pg. 10)**
- **Extension of Board Policy #11 – GO Virginia Program Match Requirements – Per Capita Funds (pg. 11)**



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# CLOSED PROJECTS - PROGRAM EVALUATION PROJECT

Evaluate the grant performance management system (policy, procedures and processes) of GO Virginia and conduct a review of 22 projects completed through June 30, 2020

1. Review Board Policies, Administrative Guidance, and Procedures
2. Review Committed vs Delivered Outcomes for Closed-Out Projects
3. Reflect on How Growth and Diversification (G&D) Plans Influenced Project Selection and Impact
4. Evaluate Project Continuity and Sustainability
5. Evaluate Influence on Enhancing Regional Cooperation
6. Evaluate Impact of Priority Traded Sector

# EVALUATION TOOLS AND TECHNIQUES

## Analysis of data and reports

- Reviewed Application Commitments, Contract Language
- Measured Variance between Committed vs. Delivered Outcomes

## Economic Impact

- Financial Close-Out Report
- Performance Close-Out Report

## Stakeholder Feedback from Sub grantees and Support Organizations

- Facilitated Interviews
- Survey Instrument

# SCOPE



- Projects Closed-out Prior to June 30, 2020
- Originated in FY2018 and FY2019

# SCOPE

## 22 Grants



11 Enhanced Capacity Building  
(ECB)



8 Per Capita Implementation

# LEVERAGED INVESTMENTS

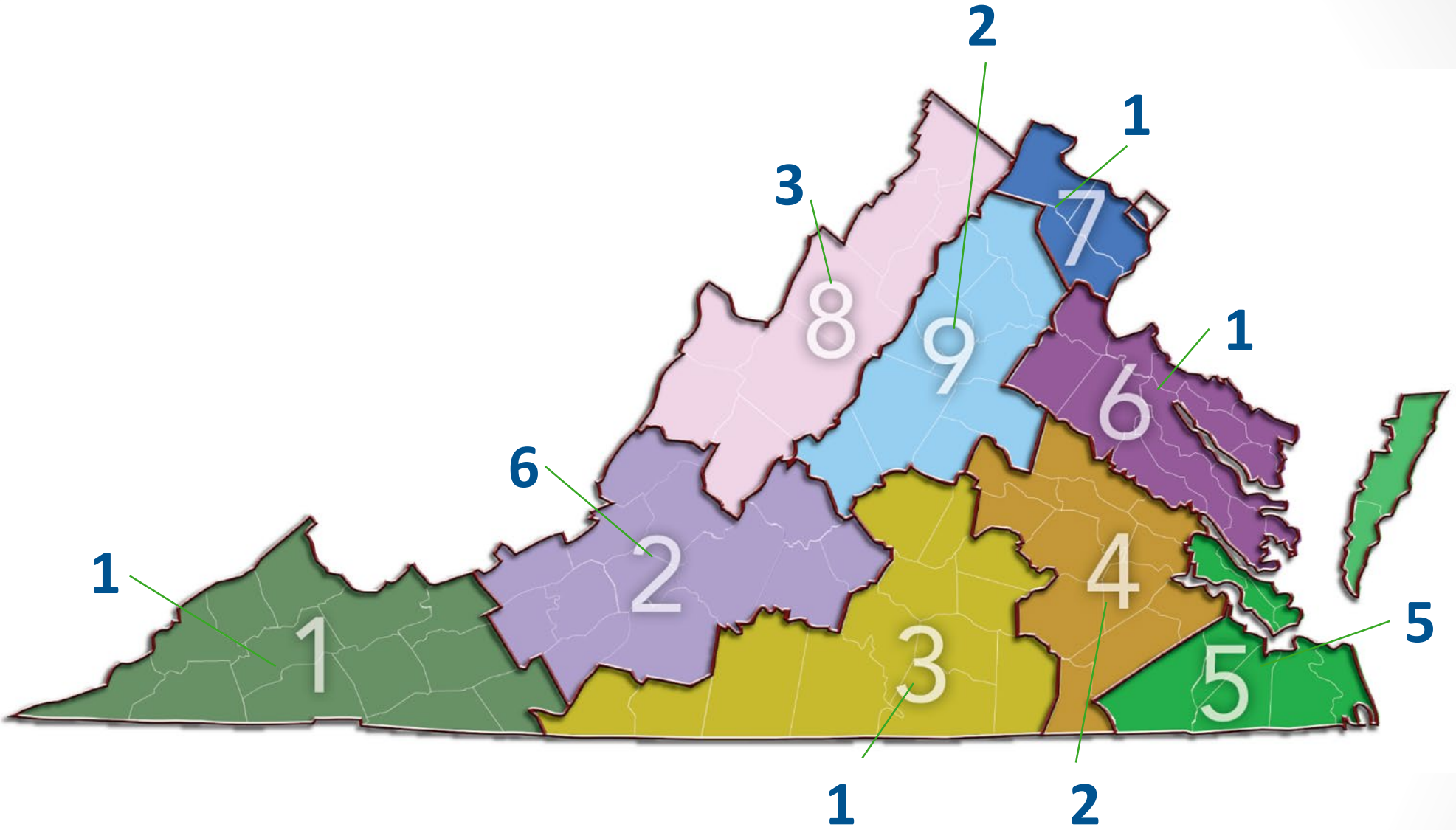


GOVA Funds \$3.6M



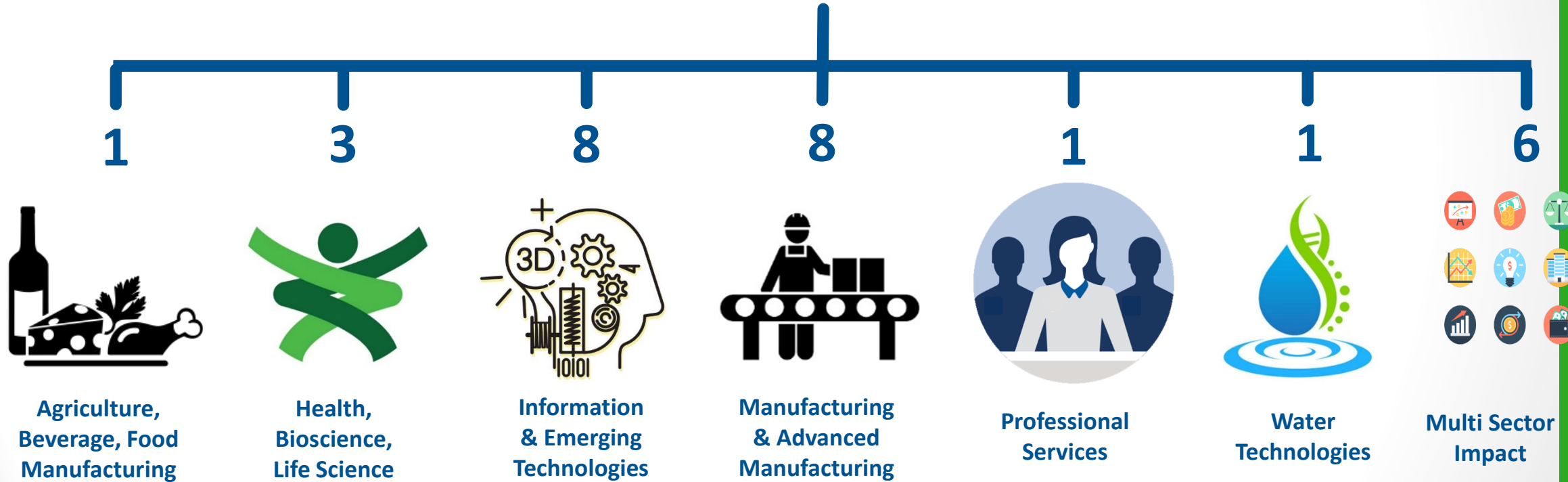
Matching Funds \$6.4M

Total Funds



# SECTOR FOCUS

22 Grants



OUTCOMES & IMPACTS



# ENHANCED CAPACITY BUILDING (ECB)

## PROJECTS

- Created by the Board to Grow the Pipeline of High-impact Implementation Projects
- Region Can Use up to \$250,000 of Their Annual Per Capita Allocation for ECBs
- Feasibility Studies, Pilot Projects and Concept Validation
- Small Money – Less Than \$100,000 and Administratively Approved By DHCD
- Applicants are Advised to Design Their Effort to Identify and Advance an Implementation Project

# ENHANCED CAPACITY BUILDING (ECB) PROJECTS UNDER EVALUATION

## Site Development and Infrastructure (4)

1. Accomack-Northampton Sewer and Sites Study
2. Flexible Office Space Due Diligence
3. Lynchburg Regional Business Alliance Due Diligence Study
4. Virginia Gateway Region Site Readiness

## Startup Ecosystem (4)

5. Capital Ecosystem Development Plan
6. Coal-to-Graphene Study
7. Mobile Hub-Lab Planning Grant
8. SOVA Innovation Hub Planning Grant

## Workforce Development (3)

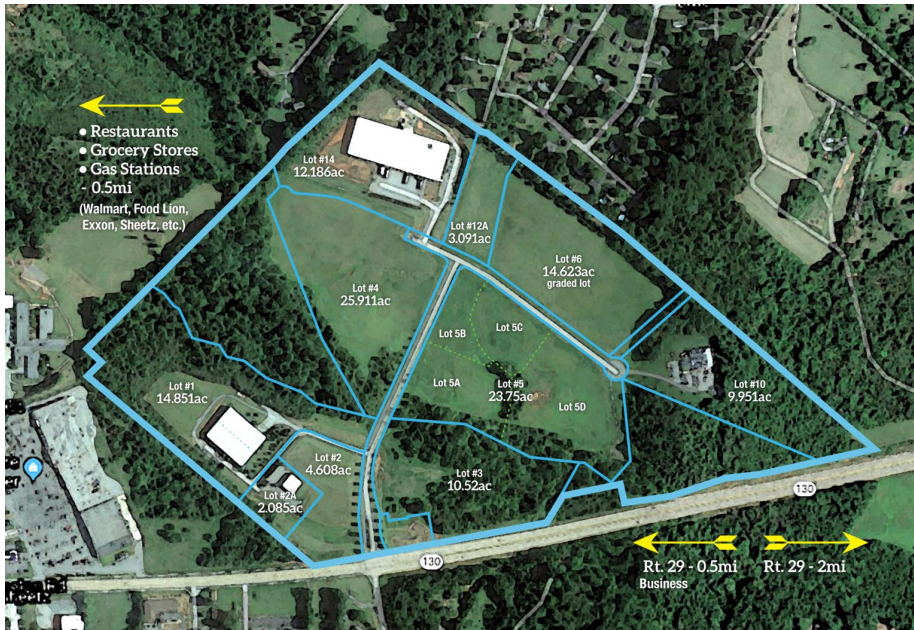
9. Central Virginia Cybersecurity Partnership
10. Hampton Roads Coalition for Talent Development
11. Shenandoah Valley Talent Solutions Strategy Development

# ENHANCED CAPACITY BUILDING (ECB)

## PROJECTS HIGHLIGHTS

- Total Investment - \$754,046
- Matching Investment - \$1.1M
- 100% Of The ECB Projects In The Study Group Have Lead/Will Lead To Future Projects, Most Of Which Will Pursue GO Virginia Funding
- Significant Impact Areas
  - Regional Collaboration – Local Governments And Local Partners (Community Colleges, Planning Districts, Employers, Other)
  - New Sustained Training Capacity In High Demand Areas
  - New Market Insight, Strategic Sequencing Insight
  - New Sustained Organizational Capacity
  - Enabled the Attraction Of Additional Non-State Investment

# REGION 2 - LYNCHBURG REGIONAL BUSINESS ALLIANCE DUE DILIGENCE STUDY - \$70,000



Site characterization of 6 existing commercial and industrial sites along the site readiness scale and determine next steps for moving all sites to at least Tier 3 according to VBRSP.

- Enhanced Capacity Building (ECB) Site Development and Infrastructure grant
- Target Economic Cluster: **Manufacturing, Advanced Manufacturing**
- Planning → Implementation: **Amherst LYH Site Readiness (\$366k)**

# REGION 2 - CAPITAL ECOSYSTEM DEVELOPMENT PLAN - \$77,000

Assess the weaknesses in the current capital landscape that inhibit entrepreneurship and the commercialization of regional research in Region 2, and establish a capital pathways plan to cultivate sources of startup capital for high-growth companies.

- **Enhanced Capacity Building (ECB) Startup Ecosystem**
- **Target Economic Cluster: Multiple Sector Impact**
- **Planning → Implementation: Built the Foundation for multiple initiatives led by RAMP, VIC, and The Advancement Foundation, and led to the creation of VERGE**

# REGION 5 - HAMPTON ROADS COALITION FOR TALENT DEVELOPMENT - \$99,700

The logo for the Hampton Roads Workforce Council. It features the words "HAMPTONROADS" in a light grey font, with "ROADS" in orange. Below this, the words "WORKFORCECOUNCIL" are written in a bold, dark blue font. A dark blue horizontal bar is positioned behind the text, and a dark blue triangle is in the top right corner of the white background.

To enable the systematic collaboration, involvement, and investment of the major partners in talent development convene senior business leaders and regional workforce providers to identify and address regional needs in real time.

- **Enhanced Capacity Building (ECB) Workforce Development**
- **Target Economic Cluster: Multiple Sector Impact**
- **Planning → Implementation: Hampton Roads Workforce Council Tech Talent Pipeline Development Program**

# PER CAPITA FUND IMPLEMENTATION PROJECTS

- Each Go Virginia Region Is Provided An Allocation Of Funds To Support Project Activity
- These Per Capita Funds Can Be Used For Enhanced Capacity Building, Regional Entrepreneurship Ecosystem Planning, Or Implementation Projects
- This Analysis Was Conducted On Implementation Projects – Those Designed To Support Specific Programmatic Activity And Deliver Towards the Metrics Established By the Board\*

GO Virginia Working Project Guidance and Metrics (adopted 12/4/18)

<https://www.dhcd.virginia.gov/sites/default/files/Docx/gova/Policies/dhcd-gova-guidance.pdf>

# PER CAPITA IMPLEMENTATION PROJECTS UNDER EVALUATION

## Site Development and Infrastructure (1)

1. WVRIFA Wood Haven Road Site Water and Sewer Infrastructure Enhancement Project

## Startup Ecosystem (3)

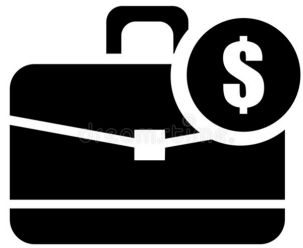
2. 757 Seed Fund
3. Increasing the Birth Rate of New High Growth Companies (Phase 1)
4. Regional Acceleration and Mentorship Program (RAMP) Expansion

## Workforce Development (7)

5. CCAM Pilot Program
6. Crafting Higher Paying Jobs and Adult Beverage Exports
7. Enhancing the Region through New Technology for Unmanned Systems
8. Northern Virginia Tech Talent Pipeline Apprenticeship Initiative
9. Rockbridge Area Advanced Manufacturing Program (RAAMP) Welding Training
10. Virginia Cyber Alliance (Year 1)
11. Virginia Digital Shipbuilding (Year 1)



# PER CAPITA IMPLEMENTATION PROJECT OUTCOMES\*



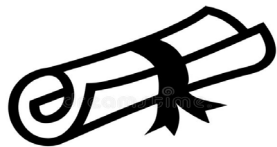
400 Businesses Served



110 Acre Business Ready Site Advanced



\$1.2M of New Private Investment Leveraged



225 Workforce Credentials Awarded



1,500 Trained Workers



450 Jobs Created

\*Not all projects have provided final performance reports. Some projects have additional year to report final performance.

# PER CAPITA IMPLEMENTATION PROJECTS HIGHLIGHTS\*

- Total Investment - \$2.9M
- Matching Investment - \$5.3M
- 8 Of 11 Projects Were Completed Successfully
- Of The Three Terminated Projects:
  - Crafting Higher Paying Jobs and Adult Beverage Exports Exceeded its Workforce Training Commitment and Delivered Significant Impact (12% Of Original Award Expended)
  - 757 Seed Fund did Significant Groundwork and Delivered an Alternate (More Resource Efficient, Collaborative) Solution To a Problem (33% Of Original Award Expended)
  - Northern Virginia Tech Talent Pipeline Apprenticeship Initiative Delivered on Outcomes and Utilized Other Funding Sources to Complete the Project (32% Of Original Award Expended)
  - All Returned Unexpended Funds to Their Regions
- Significant Impact Areas
  - Regional Collaboration – Inside and Between Regions
  - New Sustained Training Capacity in High Demand Areas
  - New Sustained Training Capacity in Areas Of Unmet Need
  - Innovative New Business Led Workforce Efforts
  - Technology Enabled Workforce Development For Emerging Technology Clusters
  - New Sustained Organizational Capacity
  - Identified Cross-Regional Resource Efficiencies

\*Not all projects have provided final performance reports. Some projects have additional year to report final performance.

# WESTERN VIRGINIA REGIONAL INDUSTRIAL FACILITY AUTHORITY WOOD HAVEN SITE WATER AND SEWER INFRASTRUCTURE ENHANCEMENT - \$200,000

Completed the necessary water and sewer utility extensions to improve site readiness and marketability of an industrial site accommodating a 52-acre and 20-acre pad.

- Per Capita Site Development & Infrastructure
- Target Industry Cluster: **Manufacturing, Advanced Manufacturing**
- Outcomes:
  - **1st Site Project Funded**
  - **Tier 4 Site**
  - **Attracted >20 prospects**



# INCREASING THE BIRTH RATE OF NEW HIGH GROWTH COMPANIES - \$150,000

## INNOVATION MILL

Limitless Development  Inspired Community

The Innovation Mill offers programs and services for startup entrepreneurs in the proof of concept stage and supports new high growth companies by strategically leveraging community resources to increase business growth, the creation of high-quality jobs, community engagement, and talent retention and economic growth within Region 2.

- Per Capita Startup Ecosystem
- Target Industry Cluster: Information and Emerging Technologies
- Outcomes:
  - Creation of the “Innovation Mill”
  - Phase II Contract to further implementation
  - 64 Students Participating
  - 51 Startup Companies Assessed
  - 30 Mentors Engaged

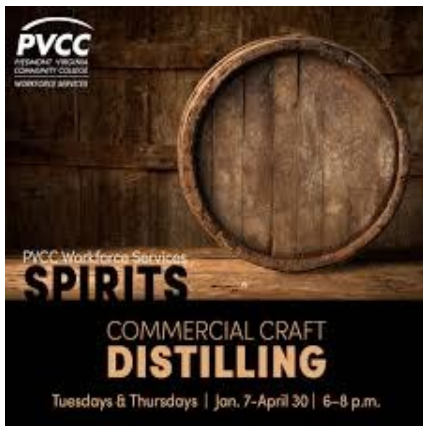
# ROCKBRIDGE AREA ADVANCED MANUFACTURING PROGRAM (RAAMP) WELDING TRAINING - \$100,000

Expanded the training capacity of BTI to address the demand for welders throughout the Shenandoah Valley through additional training equipment, instructors and course offerings.

- Per Capita Workforce Development
- Target Industry Cluster: **Manufacturing, Advanced Manufacturing**
- Outcomes:
  - 131 Credentials Awarded
  - 20 Businesses Served
  - Avg. Graduate Wage: \$44k
- Commonwealth of Virginia ROI: For every \$1.00 of funds invested → \$3.58 generated



# CRAFTING HIGHER PAYING JOBS AND ADULT BEVERAGE EXPORTS - \$250,000 AWARDED, \$29,000 SPENT



Professional training program in wine and cider making, craft brewing and distilling to establish an agribusiness curriculum and career pathway from post-secondary instruction to employment to support the scale-up of the growing food and beverage manufacturing industry for the region and the Commonwealth.

- **Suspended Grant**
- **Target Industry Cluster: Agriculture, Beverage, Food Manufacturing**
- **Outcomes:**
  - **New workforce training programs created**
  - **88 Jobs Created**
  - **Avg. Graduate Wage: \$66k**
- **Commonwealth of Virginia ROI: For every \$1.00 of funds invested → \$12.62 generated**

# KEY TAKEAWAYS FROM EVALUATION PROJECT

- Goals of The GO Virginia Program Are Clear to Support Organization Staff as well as Grant Awardees
- Board Policy and Guidance are Consistent and Have Been Refined to Provide More Clarity in Program Priorities
- Application, Contract Procedures and Quarterly Reporting Reinforce Outcome Orientation and Keep Regional Councils and Awardees On Track And Accountable
- Regional Councils Take Significant Responsibility in Managing Projects with the Support Organizations and Report Regularly On Progress
- Enhanced Capacity Building (ECB) Investments Generate Future Implementation Projects and Lay The Groundwork for Other Exciting Collaborative Efforts
- Some Per Capita Implementation Projects will be Suspended Before Completion for Various Reasons. Controls are in Place to Protect State Resources While Maximizing Impact.

# OPPORTUNITIES FOR IMPROVEMENT

- Continue To Allow Creativity And Flexibility While Refining the Set of Core Performance Indicators for Each Investment Area/Grant
- Ensure That Recipients Have the Capacity/Ability to Report Against the Outcomes Committed in Their Contract
- Recognize Quantitative and Qualitative Outcomes
  - How Do We Measure/Demonstrate Increases in Regional Collaboration?
  - Recognize That New, Sustained Capacity That Will Generate Outcomes Beyond the Project Performance Period
- Improve Technical Assistance to Support Organizations and Sub Grantees
- Improve Communications – Overall Program Impact and Project Success Stories

*“I think that we’ve made significantly more progress than any number might show. That’s because we’re building regional capacity, awareness, and real success.” – Grant Recipient*





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# COMPETITIVE FUNDING

- **1 proposal submitted**
- **3 out of 9 regions participated**
  - **Workforce Development**
- **Total Request: \$1,450,000**
- **Total Match: \$2,921,957**
- **Includes \$378,750 Local Match**

# CYBERSECURITY JOB CREATION SYSTEM (PG. 13)

- **Lead Region:** Region 5
- **Partnering Regions:** Regions 3 and 4
- **Investment Strategy:** Workforce Development
- **Goal:** To develop and deliver a cost-effective, cloud-based compliance system to help Virginia's DoD contractors achieve Cybersecurity Maturity Model Certification accreditations and develop a NIST 800-171/CMMC education program.
- **Outcomes:**
  - 144 new cyber security positions and 328 retained in three years
  - 169 CMMC credentials awarded in three years
  - 55 CMMC Level 1 Compliant DoD contractor subscribers

- **Funding:**
    - Total Request: \$1,450,000
    - Match: \$2,921,957
    - Local Match: \$378,750\*
    - Total Budget: \$4,371,957
- \*\$45,600 from participating Regions



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PER CAPITA APPS

# PER CAPITA FUNDING

- **8 proposals to take action on**
  - **6 out of 9 regions participated**
    - **2 Workforce Development, 3 Site Development & Infrastructure, 2 Start Up Ecosystems, and 1 Cluster Scale Up**
  - **Total Request: \$7,743,197**
  - **Total Match: \$6,909,280**
  - **Includes \$3,486,996 Local Match**

# FEDERATION OF ADVANCED MANUFACTURING EDUCATION (FAME) (PG. 17)

- **Investment Strategy:** Workforce Development
- **Goal:** To fill critical gaps of unmet need in advanced manufacturing education in Region 4 by establishing a Federation for Advanced Manufacturing Education chapter and launching a FAME Advanced Manufacturing Technician (AMT) program.
- **Outcomes**
  - 17 program graduates (112 total entering training in 5 years)
  - 9 businesses served
  - Launch of the Virginia FAME Chapter
  - Complete outfit of Advanced Manufacturing Technician (AMT) Lab

- **Funding:**
  - Total Request: \$613,000
  - Match: \$309,046
  - Total Budget: \$922,046

# NOVA COMMUNITY COLLEGE DUAL ENROLLMENT EXPANSION PROGRAM FOR INFORMATION AND ENGINEERING TECHNOLOGY (PG. 19)

- **Investment Strategy:** Workforce Development
- **Goal:** To help increase the capacity for dual enrollment in Information and Engineering Technology (IET) and provide expanded opportunities for students to learn about IET educational pathways and careers.
- **Outcomes**
  - 288 program graduates
    - 144 HS seniors trained in summer bridge programs
    - 144 1<sup>st</sup> semester students trained in enhanced programming
  - 20 Dual Enrollment IET Teachers credentialed
  - 30 new Dual Enrollment courses offered in Years 3 and 4
  - 73 veteran student IET majors
  - 72 internships in 3 years

- **Funding:**
  - Total Request: \$1,106,777
  - Match: \$569,912
  - Local Match: \$
  - Total Budget: \$1,1676,689
  - \*corrected match and total budget amount since 3.16.21

# VIRGINIA'S GATEWAY REGION (VGR) SITES (PG. 22)

- **Investment Strategy:** Site Development and Infrastructure
- **Goal:** To elevate 16 sites totaling 1,681 acres in Region 4 to Tier 4 on the VEDP Site Characterization scale by completing all due diligence work associated with the sites.
- **Outcomes**
  - Complete due diligence for 16 sites in the region
  - Move 16 sites totaling 1,681 acres to Tier 4 in the VBRS scale

- **Funding:**
  - Total Request: \$1,755,500
  - Match: \$998,417
  - Local Match: \$998,417
  - Additional Leverage: \$703,000
  - Total Budget: \$3,456,917



# RICHMOND COUNTY COMMERCE EXPANSION

## (PG. 24)

- **Investment Strategy:** Site Development and Infrastructure
- **Goal:** To expand the Richmond County Commerce Center (RCCC) by making site improvements to two parcels of land totaling 45 acres.
- **Outcomes**
  - Advance 45 acres to VBRSP's Tier 5 scale
  - Joint marketing/promotion efforts between Richmond and Westmoreland County

- **Funding:**
  - Total Request: \$1,223,974
  - Match: \$692,385
  - Local Match: 692,385
  - Total Budget: \$1,916,359

# SHENANDOAH VALLEY SITES ENHANCEMENT PROGRAM (PG. 26)

- **Investment Strategy:** Site Development and Infrastructure
- **Goal:** To elevate six sites totaling 1,112 acres in Region 8 to the next Tier on VEDP Site Characterization scale by completing due diligence work associated with the sites.
- **Outcomes**
  - Complete due diligence for six sites in the region
  - Move two sites totaling 666 acres from Tier 2 to Tier 3, and four sites totaling 446 acres from Tier 3 to Tier 4 in the VBRS scale

- **Funding:**
  - Total Request: \$821,000
  - Match: \$1,223,664
  - Local Match: \$1,223,664
  - Total Budget: \$2,044,664

# SIH LOCED R3 EII (PG. 29)

- **Investment Strategy:** Startup Ecosystem
- **Goal:** To build entrepreneurial capacity and a stronger, more equitable region-wide ecosystem that will support the overall economic development and diversification of Southern Virginia.
- **Outcomes**
  - 200 entrepreneurs trained
  - 30 new businesses
  - 45 new jobs created
  - Increase average of 5 year survival rate of entrepreneurial businesses
  - Increase number of minority and women-owned businesses

- **Funding:**
  - Total Request: \$449,000
  - Match: \$280,000
  - Additional Leverage: \$90,000
  - Total Budget: \$819,000

# NORTHERN VIRGINIA SMART REGION INITIATIVE

## (PG. 31)

- **Investment Strategy:** Startup Ecosystem
- **Goal:** To help establish Northern Virginia as a world-renowned center of excellence for urban technology innovation and a destination for digital technology companies to build and grow businesses.
- **Outcomes**
  - Recruit and train 120 accredited angel investors
  - Deploy \$650,000 in capital
  - \$4M in seed and follow up investments
  - 130 jobs in 2 years
  - 290 jobs in 3 years
  - 4 testbeds
  - 10 project pilots

- **Funding:**
  - Total Request: \$1,287,580
  - Match: \$1,572,750
  - Local Match: \$255,000
  - Total Budget: \$2,860,330

# ENERGY STORAGE AND ELECTRIFICATION MANUFACTURING JOBS (PG. 34)

- **Investment Strategy:** Cluster Scale Up
- **Goal:** To create jobs in GO Virginia Region One in the energy storage and electrification manufacturing field while attracting investments and expanding the local tax base.
- **Outcomes**
  - 106 direct jobs created or retained over five years

- **Funding:**
  - Total Request: \$486,366
  - Match: \$245,000
  - Additional Leverage: \$65,200
  - Total Budget: \$796,566



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# REGIONAL ERR FUNDING

- **4 proposals submitted**
- **4 out of 9 regions participated**
  - **2 Workforce Development, 1 Start Up Ecosystems, and 1 Cluster Scale Up**
- **Total Request: \$1,160,715**
- **Total Match: \$1,059,880**
- **Includes \$80,000 Local Match**

# VIRGINIA RESTAURANT AND HOTEL WORKFORCE COVID RECOVERY AND UPSKILLING PROGRAM (PG. 37)

- **Investment Strategies:** Workforce Development
- **Goal:** To support the economic recovery of the hospitality industry and to address the high levels of COVID-driven unemployment through upskilling and other training opportunities.
- **Outcomes:**
  - 700 un/underemployed restaurant and lodging workers trained
  - 250 employees from underserved populations trained
  - 2500 classes offered

- **Funding:**
  - Total Request: \$132,500
  - Match: \$80,000
  - Local Match: \$80,000
  - Additional Leverage: \$43,000
  - Total Budget: \$255,500



# STARTUP STABILITY PROGRAM (PG. 39)

- **Investment Strategies:** Startup Ecosystem
- **Goal:** To provide subsidized co-working space and wraparound supportive services to 30 startup businesses.
- **Outcomes:**
  - Mentor 30 startup/small business entrepreneurs
  - Provide office space rental assistance and wraparound services

- **Funding:**
  - Total Request: \$197,000
  - Match: \$235,295
  - Total Budget: \$432,295

# VIRGINIA CYBER SKILLS ACADEMY (PG. 41)

- **Investment Strategies:** Workforce Development
- **Goal:** To assist COVID-impacted workers to obtain skill certifications (reskill or upskill to enable them to move into high-demand cyber security roles).
- **Outcomes:**
  - 70 student completers (50 reskilling and 20 upskilling)

- **Funding:**
  - Total Request: \$699,995
  - Match: \$678,785
  - Additional Leverage: \$127,000
  - Total Budget: \$1,505,780

# SBDC DIGITAL BUSINESS RESILIENCY (PG. 43)

- **Investment Strategies:** Cluster Scale Up
- **Goal:** To help existing businesses and new ventures address growth challenges and improve economic resiliency by addressing digital presence and e-commerce gaps, as well as expand the SBDC's capacity to serve the region's business development needs.
- **Outcomes:**
  - Assist 240 businesses
  - Hire additional business advisor and contract web designer

- **Funding:**
  - Total Request: \$131,220
  - Match: \$65,800
  - Total Budget: \$197,020



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# ADMINISTRATIVELY APPROVED ENHANCED CAPACITY BUILDING PROJECTS

- REGION 2 – Virginia Tech Corporate Research Center (pg. 47)
- REGION 5 – 757 Collab Bridge (pg. 48)



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# ADMINISTRATIVELY APPROVED ERR PROJECTS

- REGION 4 – Engineering Interns + Manufacturers = Success Squared (“S2”) (pg. 50)
- REGION 5 – Marine Trades Program Expansion (pg. 51)
- REGION 8 – Local Ordering, Communication and Agricultural Logistics Initiative (LOCAL-I) (pg. 52)



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WITHDRAWN PROJECT

## CENTURION INNOVATION HUB (PG. 54)

- Region 7's Centurion Innovation Hub project (\$1,680,750) was withdrawn by the Region 7 Council after it was deemed that the project activities could not proceed due to issues caused by COVID-19 and the lacking viability of implementing a coworking space and place-based model of entrepreneurial activity.
- No GO Virginia funds were expended by this project. The total amount obligated to this project will be returned to Region 7's Per Capita allocation.



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# 2021 MEETING DATES

- **Tuesday, June 15<sup>th</sup> 2021**
- **Thursday, September 23<sup>rd</sup> 2021**
- **Tuesday, December 7<sup>th</sup> 2021**



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