GO Virginia Region 3 2025 Growth & Diversification Plan

Investing in Our Potential: People, Places, and Product

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1. Executive Summary

The 2025 GO Virginia Region 3 Growth & Diversification Plan Update provides a comprehensive review of the region's economic performance, targeted industry clusters, workforce dynamics, and strategic priorities. This Executive Summary synthesizes the findings of the full report, providing regional leaders and stakeholders with clear insights into the progress made, challenges ahead, and growth opportunities.

Regional Economic Context

Region 3's economy continues to evolve in response to broader demographic, workforce, and technological trends. Population stability is supported by net in-migration, even as declining birth rates and aging demographics create long-term workforce pressures. Employment has shown incremental growth since 2023, with wages rising faster than in previous review cycles. Despite improvements, Region 3 still lags state averages in wages and household income, and disparities persist among subregions.

Targeted Industry Sectors

The 2025 Plan confirms Region 3's continued focus on seven targeted sectors, with the addition of Logistics & Transportation as a new priority cluster. These include Controlled Environment Agriculture (CEA), Logistics & Transportation, Business Services, Agriculture & Food Processing, Energy/Natural Resources/Finished Products, Health Care, Information Technology & Communications, and Advanced Manufacturing/Advanced Materials. Each sector demonstrates distinct opportunities for growth, job creation, and workforce alignment, though gaps in talent pipelines remain a central challenge.

Key Trends and Challenges

- Migration patterns are stabilizing the population, but labor force participation is under pressure.
- Wage growth is improving yet remains significantly lower than state and national averages.
- Persistent workforce gaps exist in healthcare, advanced manufacturing, IT, and logistics.
- Early childhood education and childcare remain barriers to workforce participation.
- Federal workforce dynamics and AI-driven job disruption may increase volatility in regional employment.

Strategic Imperatives

To remain competitive and resilient, Region 3 must:

- Invest in workforce training and credentialing systems aligned to targeted sectors.
- Create places that attract and retain talent.
- Expand access to childcare, healthcare, and housing to support labor force stability.
- Strengthen entrepreneurial ecosystems to support small businesses and startups.
- Advance site readiness and infrastructure to attract new investment.
- Leverage talent pathway models such as GO TEC to bridge education and employer needs.
- Lean into new technologies such as Artificial Intelligence in order to leverage its capabilities to advance the Region's economic health.

This Executive Summary outlines the strategic framework guiding Region 3's growth over the next two years, with a focus on long-term resilience and prosperity. The integration of workforce development, community-building, and inclusive growth strategies ensures that Region 3 is prepared to navigate the dual challenges of technological disruption and demographic change.

2. Introduction and Background

The Virginia Growth and Opportunity Act establishes that each Regional Council is required to develop an Economic Growth and Diversification Plan to (i) promote private-sector growth and opportunity in the region; (ii) identify issues of economic competitiveness for the region, including gaps in education and skills required to meet existing and prospective employer needs within the region; and (iii) outline steps that the collaborating business, education, and government entities in the region will pursue to expand economic opportunity, diversify the economy, and align workforce development activities with the education and skills needed by employers in the region. § 2.2-2489 of the Code of Virginia requires each Regional Council to review its Plan not less than biennially while receiving grants from the GO Virginia fund.

The overall goal of this 2025 Full Review is to conduct a comprehensive analysis of all aspects of the Plan with an eye toward near-term economic acceleration opportunities as well as investments in longer-term economic growth strategies. The Plan demonstrates an understanding of the economic challenges and opportunities associated with localities encompassed in the Region as well as its population demographics.

GO Virginia Region 3: Changes 2017 → 2019 → 2021 → 2023

As part of the 2025 Growth & Diversification Plan Update, an analysis was done based on reviews of the foundational Growth & Diversification Plan from 2017; the update completed in 2019; the update completed in 2021; and the most recent Plan Review completed in 2023. Below is a summary of findings from this analysis, including highlights of implications to the Region. NOTE: This analysis is separate from the Longwood Small Business Development Center economic report shown later in this Plan.

Population & Demographics

The Region shows a flat to slightly declining population over the period, with continued net out-commuting. Region 3 has an older age structure than Virginia overall; and its labor force participation is lower than state and U.S. **Implication**: Tight labor supply and replacement demand (retirements) remain structural challenges, increasing reliance on attraction, retention, formation and automation.

Educational Attainment (25+)

The baseline (2016) indicated ~77% of the population held high school degrees or higher; ~15% held bachelor's degrees or higher. There is growth in 4-year attainment but the Region is still below state averages. **Implication**: Ongoing need for middle-skill credentials and stackable pathways.

Unemployment & Employment Trend

In 2016 unemployment was ~5.3%, which was above the Virginia average and near the US average. From 2020 to 2023, region-wide employment remained roughly stable with modest improvement. However, wages grew notably from 2021 to 2023. Two and five-year forecasts show gradual movement toward positive growth. **Implication**: Continued investment in technical and skills education results in a talent pool with higher earning power.

Leading Employment Sectors

Healthcare & Education remain as anchors. Manufacturing remained a core traded sector, in particular dominating recent announcements by the Virginia Economic Development Partnership. Business/IT services strengthened in wage levels but employ fewer total workers. Natural Resource Products (wood products, forestry, agriculture) remain strong niches. **Implication**: Continued focus on traditional traded sectors, plus additional support for health care, creates a pathway for sustainable economies.

Average Wage by Targeted/Comparable Sectors

SECTOR	2021 AVG WAGE	2022 AVG WAGE	2023 AVG WAGE	GROWTH (2021→2023)
High-Value Natural Resource Products (Food Processing & Allied)	$45,207	$50,375	$54,477	+20.5%
Health Care	$55,438	$58,930	$62,558	+12.8%
Advanced Manufacturing & Materials	$64,101	$66,492	$69,421	+8.3%
Business Services & IT	$111,013	$116,507	$121,586	+8.3%

Labor-Market Gap (Occupational Shortages)

From 2017–2021: Middle-skill technical roles and clinical/para-clinical roles persisted as gaps; soft-skills deficits were also cited. 2023: Ongoing deficits remain for RNs/NPs, mechanics & maintenance, woodworking supervisors, and business analysts/logisticians. **Implication**: continued evolution of education & workforce development is necessary.

Stakeholder Perceptions Comparison

2017

Strengths: Industrial sites; low cost of doing business; broadband backbone; community colleges; outdoor assets; collaborative institutions.

Weaknesses: Aging workforce; skills gaps; perceived K-12 issues; aging infrastructure; last-mile broadband; downtown vitality.

Opportunities: Diversify into IT, healthcare, advanced manufacturing; experiential learning; regional branding; shell/reuse buildings; entrepreneur supports.

Challenges: Net out-commuting; below-average attainment and incomes; uneven site readiness; underemployment.

2019

Strengths: GO TEC launch; unique assets (FASTC, Microsoft, VIR, ODAC).

Weaknesses: Broadband barriers; soft skills; uneven prepared-site inventory, funding for economic development programs and strategies.

Opportunities: Entrepreneurial ecosystem build-out; value-added natural resources (wood/hemp); unmanned systems.

Challenges: Talent shortages; sustaining coordination; equitable awareness of resources.

2021

Strengths: Deeper project pipeline; GO TEC scaling; maturing network (universities, utilities, foundations).

Weaknesses: Broadband, soft skills, middle-skill gaps; uneven site product; thin office/co-work inventory.

Opportunities: Align innovation strategy; leverage Opportunity Zones; youth entrepreneurship and increase grant funding support.

Challenges: Population headwinds; retirements; sustaining alignment.

2023

Strengths: Wage gains; CEA as growth play; GO TEC validated as preferred pathway.

Weaknesses: Workforce/talent attraction constrained; site readiness gaps.

Opportunities: Broaden target-sector definitions; establish emerging-industries R&D; entrepreneurship supports; pursue CEA projects.

Challenges: Population decline/out-migration; aging population; incremental job growth.

Evolution of Recommended Strategies & Goals in the Plans

2017: Diversify traded sectors, workforce experiential learning, invest in prepared sites, assess broadband capacity and invest in infrastructure, build an entrepreneurship strategy to anchor new businesses in the region, create a regional brand, use the GO

Virginia Council to lead and build regional partnerships with stakeholders to develop more internal economic activity.

2019: Sharpen focus and continue to execute, reconfirm target sectors, launch GO TEC, shape entrepreneurship, focus on cross-region communication and regular convening of stakeholders to develop leadership across the Region, and assess the economic sustainability of the GO Virginia Council.

2021: Focus on scaling & system-building through GO TEC expansion, entrepreneurship ecosystem development of partners and programming, invest to up-tier sites, continue to evaluate availability and access to broadband infrastructure, continue to build cross-region partnerships through intentional convening and leadership development.

2023: Keep continuity of focus sectors and add Controlled Environmental Agriculture; keep the 2021 framework intact, continue to scale up GO TEC as a talent pathway, ensuring alignment with the Talent Pathways Initiative, invest in additional site identification and up-tiering, and assess strategies for leadership development.

High-Level At-a-Glance Changes Across Plans

Economy: From post-recession healing (2017) to steady incremental progress (2019/2021), interrupted by the COVID pandemic impact, to measurable wage gains (2023).

People: Persistent educational attainment gaps vs. VA; GO TEC pipelines strong; rural demographic headwinds intensify. Traded-sector aligned issues rise in importance: housing, childcare, and transportation.

Sectors: Core focus remained stable (advanced manufacturing, High Value Natural Resource Products, business/IT, health); add Controlled Environmental Agriculture in 2023 and logistics in 2024. The impact of Artificial Intelligence on businesses, people, and education is beginning to emerge as a significant disruptor.

Sites & Infrastructure: Available shell buildings and the adaptive reuse of existing buildings remain uneven; site readiness continues to be flagged as not well-balanced in the Region; broadband last-mile barriers persist.

Entrepreneurship: From concept (2017) to investments (2019–2023) to results in 2024, in terms of services provided, jobs created, and businesses launched, the strategy is

evolving with the development of new physical and programmatic assets. Access to capital remains a goal.

Governance: Cross-region collaboration has matured, although continued work is needed to nurture these connections.

Stable Base, Rising Wages, New Sector Plays:

Talent, Real Estate, and Leadership Remain the Pivot

3. GO Virginia Program and Outcomes Overview

GO Virginia is an economic development strategy that encourages collaboration between local governments, higher education, private industry and workforce systems. In 2016, the State GO Virginia board certified nine distinct GO Virginia regions across the commonwealth. These regions consist of nine to 18 localities that share similar economic development and workforce needs. GO Virginia works with partners at the state, regional and local levels to advance opportunities for growth in every region of the commonwealth. GO Virginia is governed by a 24-member board composed of a majority of private sector representatives along with members of the Virginia legislature and its Cabinet officers. At the regional level, GO Virginia Councils are composed of leaders representing public, private and non-profit sectors who have been nominated at the regional level and approved by the State Board. Regional Councils are required to have a majority of private sector members, like the GO Virginia State Board.

GO Virginia focuses on **four key investment areas**: startup ecosystems, cluster scale-up, talent and workforce development, and business site development and infrastructure. These strategies are regarded as crucial components for sustaining and accelerating the growth of traded industry clusters. Companies within these supported traded clusters are well-positioned to compete in national and international markets, ultimately creating wealth-generating employment opportunities for Virginians. These priorities and sector focus support the overall program goals of encouraging and incentivizing economic development activities that will strengthen and diversify regional economies, promoting the development of employment opportunities across the Commonwealth.

Since its inception in 2017, Commonwealth GO Virginia has funded over 320 projects and awarded nearly $140 million to support regional economic development efforts, resulting in the creation of more than 1,000 new businesses and over 24,000 announced jobs.

Region 3 invested over $7.2 million in state Per Capita funds and has invested over $11.2 million in State Competitive funds (partnering with other Regions). These public investments leveraged over $9 million in non-state funding. Region 3's investment areas include Site Development, Talent Evolution, Entrepreneurship, Controlled Environment Agriculture (CEA), and Leadership.

Since 2018, of the over $7.2 million invested by Region 3 from its Per Capita funding, 31% was invested in Site Development, 51% in Talent Evolution, 16% in Entrepreneurship, and 2% in CEA. The Region 3 Per Capita awards were supported by an additional $9,005,255 in matching (non-state) funds. Additionally, Region 3 also participated in eight Statewide

Competitive, ERR, or TPI projects totaling $14,621,094. Of these, 59% focused on Talent Evolution, 34% on Site Development, and 7% on Entrepreneurship. Another $13,190,497 in non-state matching funds were provided for the Statewide Competitive awards. Nearly all Per Capita Planning Grants have resulted in implementation projects awarded or planned for FY26 or achieved their intended outcomes when an implementation project was not the goal.

The projects funded by Region 3 have generated significant impacts across the region; for example, the major broadband investment will enhance connectivity and drive progress across all five investment areas.. **Two** of the projects are highlighted below:

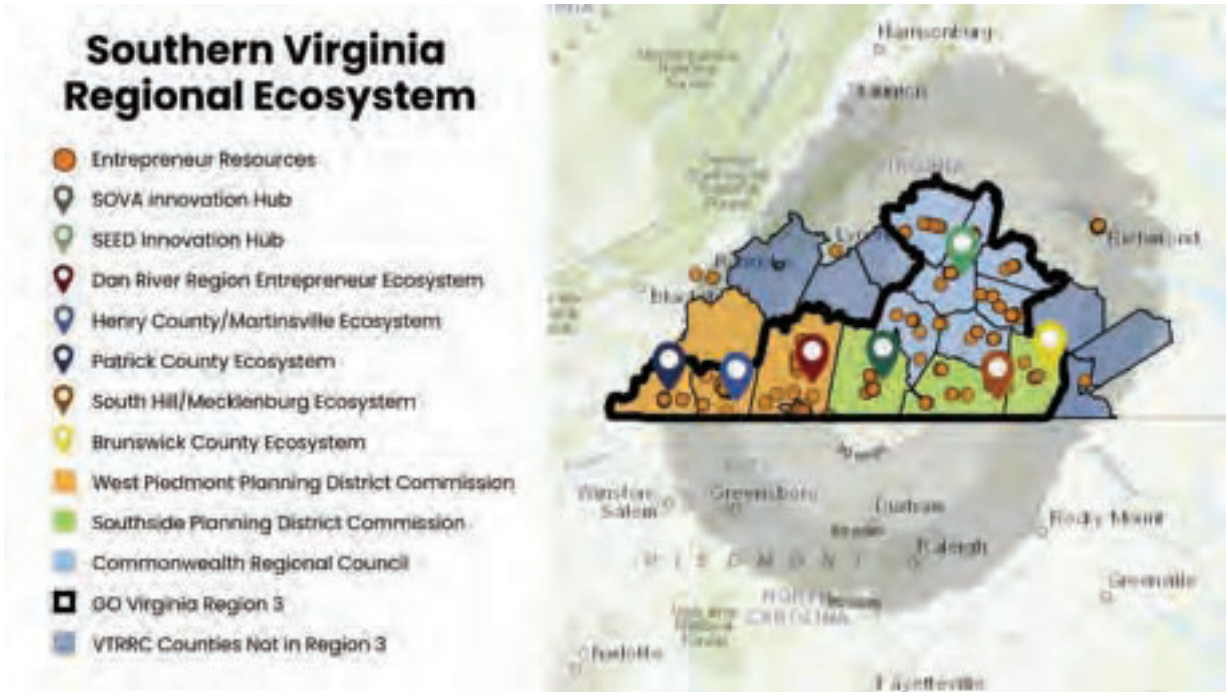
GO TEC (Great Opportunities in Technology and Engineering Careers)

GO TEC is a talent pathway initiative that introduces middle school students to the strategic sectors of Healthcare Technologies, Automation & Robotics, IT Coding & Networking, Precision Machining, Metrology, Mechanical Engineering, Electrical Engineering, Manufacturing Engineering, Welding, Precision Agriculture and Energy. The **GO TEC** franchise is transforming traditional trade skill training.

Additionally, **GO TEC** has scaled up across Regions 1, 2, 4 & 5 (all regions along the Virginia/North Carolina border). By the fall of 2025, GO TEC will be located in 73 middle schools, serving over 11,000 students. Over $12 million in GO Virginia Funding is supported by over $14 million in non-state funding. The program drives regional collaboration in job growth; engages business and industry in creating relevant and current training content leading to skill attainment and creates technology integration infrastructure for rapid deployment. The geographic expansion is in the map below.

RISE Collaborative

RISE Collaborative brings together makers, entrepreneurs, and innovators of all backgrounds, interests, and experiences from across our region to support the growth of entrepreneurship and innovation in Southern Virginia. Through RISE's programs, events, and online network, entrepreneurs gain a supportive community of peers, direct access to business resource providers, dynamic training and skill-building content, and value-added networking opportunities. **RISE Collaborative** was created in 2021 to drive the development of a more inclusive and vibrant regional economy in which makers, entrepreneurs, innovators, and service providers interact organically and collaboratively. Its mission is to enhance equity and access to entrepreneurship and innovation for people who have been underserved based on geographic location (anyone who lives, works, or owns a business in Southern Virginia), and for people who have been underrepresented based on race, gender, religion, or other factors. Region 3's entrepreneurial investments resulted in two Innovation Hubs providing sub-regional access to state-of-the-art equipment.



Region 3 Project Investments 2017 - 2025

Projects Through FY25		FY Approved	GOVAPirojeot Award	Investment Area o/a-C8lCU1ation				
Statewide, TPI, ERR				Site Dev.	Talent Evol.	Entrepreneur	CEA	Leadership
GOTEC Phase 2A Statewide		FY18	S 1,320,787		S 1,320,787			
GO TEC Phase 2B: Statewide		FY18	S 3,575,741		S 3,575,741			
Bridge to Recovery: ERR		FY20	S 925,000			S 925,000		
Operation last Mile Drone: ERR		FY20	S 75,000			S 75,000		
MBC MM Construction: Statewide		FY21	S 5,000,000	S 5,000,000				
GO TEC 2025: Statewide		FY23	S 3,474,821		S 3,474,821			
SoVA. Health Sciences careers Plannini!:TPI		FY24	S 133,000		S **133,000**			
Advanced Manufaouring/CEA Initiative: TPI		FY25	S 116,745		S 116,745			
		TOTAL	S 14,621,094	S **5,000,000**	S 8,621,094	S **1,000,000**	S	S
		%olINVMNT		34.20%	58.96%	**6.84%**	**0.00%**	**0.00%**
Projects Through FY25		FY Appm\led	GOVA P1rojeot Award	Investment Area% Calculation				
R3 Per **Capita:Planning** & Imolementation	**Pnje<t -- Planninc Grant**			Site Dev.	Talent Evol.	Entrepreneur	CEA	Leadership
GO TEC Phase 1		FY18	S **648,.000**		S **648,000**			
IAL.R Common Platform	**Experience Woriced project**	FY19	S 90,140		S 90,140			
Experience Works		FY20	S 515,628		S 515,628			
PHCX: GO TEC Welding Instructor		FY23	S 118,545		S 118,545			
SVCC GO TEC Mechatronic:s Instructor		FY23	S 139,732		S 139,732			
GO TEC Region 3 Expansion		FY24	S 302,690		S 302,690			
E&I Planning	E&I **Implementation project**	FY19	S 100,.000		S 100,000			
E& I Implementation		FY19	S **449,.000**		S **449,000**			
'IIOVA Innovation Hub	**RISEBulld to Scale**	FY18	S **80,.000**			S **80,000**		
RISI: Build to Scale		FY24	S **600,000**			S **600,000**		
SOVA IH Fob Lab		FY25	S **510,.000**			S 510,000		
MBC Middle Mile Planning	**MDC MM Statewide Comp. const.proiect**	FY19	S **100,.000**	$ 100,000				
SVRASiteDev		FY21	S 1,534,900	S 1,534,900				
CEA Planning	**CEA Implementation project cominll!:in FY26**	FY21	S 77,803				S 77,803	
CRCREDO	**REDO formed**	FY22	S **65,.000**	S 65,000				
Gupton Initiative (multi region)	,,	FY22	S 34,200		S 34,200			
SEED Innovation Hub		FY22	S 674,304		S **674,304**			
VGA Refresh	**VGA Site Der.r pr<Jiect**	FY22	S **100,.000**	$ 100,000				
VGA Site Development		FY23	S 335,050	$ 335,050				
Amelia Co,Reg. Commerce Center: S e Studv	**led to Ameli..ICo 00 award**	FY24	S 21,.000	S 21,000				
Amelia Co Reg. Com. Center: Due Dilil!ence	**Amelia Co Reg Com. Center raised in tier**	FY25	S **100,.000**	$ 100,000				
Co-LoGllion of Data Centers & CEA	**CEA Implementation project coming in FY26**	FY25	S 52,000				S 52,000	
Chamber- Al Prnject (multi region)	**Al Implementation pr<Jiect coming in FY26**	FY25	S **50,.000**		S **50,000**			
SVCC Tnx:k Driver & Lineman Trainin!!		FY25	S **570,.000**		S **570,000**			
		TOTAL	S 7,267,992	S 2,255,950	S 3,692,239	S **1,190,000**	S 129,803	S
		%olINVMNT		**3L04%**	**50.80%**	**16.37%**	**1.79%**	**0.00%**
				Site Dev.	**Talent Evol.**	**Entrepreneur**	CEA	**Leadership**

		PROJECT METRICS									
PROJECT	JOBS CREATED	JOBS RETAINED	ENTERPRNR SERVED	PEOPLE TRAINED	CREDNTLS AWARDED	INTRNSHP CREATED	BIZ CREATED	BIZ SERVED	ACRES ADVNCD	CAPITAL INVEST	OUTCOMES MET?
COMPLETED PROJECTS											
GO TEC: Phase I				1,526	378						YES
GO TEC: Phase II-A: Statewide		1,285		2,504	680			15			YES
GO TEC: Phase II-B: Statewide		1,345			2,857			30			YES
Experience Works		3				149		113			NO
EBJ Implementation		41	258				20				YES
SWIA Site Development									5,195		YES
Bridge to Recovery: ERR	190	1,334						93		$ 82,100,000	YES
P&HCC GO TEC: Welding				24	41						YES
SVCC GO TEC: Mechatronics		2		29	135						YES
											YES
TOTALS	190	4,000	258	3,783	4,086	149	20	279	5,195	$ 82,100,000	
PROJECT	JOBS CREATED	JOBS RETAINED	ENTERPRNR SERVED	PEOPLE TRAINED	CREDNTLS AWARDED	INTRNSHP CREATED	BIZ CREATED	BIZ SERVED	ACRES ADVNCD	CAPITAL INVEST	
CURRENT PROJECTS METRICS THRU FY25											
SEED Innovation Hub											
MBC Middle Mile Conn: Statewide											
GO TEC 2025: Statewide		2,094		49							
VGA Site Development											
SOVA RISE Build to Scale		17	388				18	287		$ 321,793	
Amelia Co Reg. Com. Center Due Di...											
SOVA Fab Lab											
SVCC Otc. Training Facility											
GO TEC Expansion				412							
TOTALS	-	2,111	388	461	-	-	18	287	-	$ 321,793	-

4. Stakeholder Engagement and Regional Collaboration

This section documents the outreach and participation of regional stakeholders—including business leaders, educators, local governments, and community organizations—in shaping the plan. It highlights how collaboration influenced the plan's priorities and identifies mechanisms for sustained engagement. During the development of the Region 3 2025 Growth & Diversification Plan update, invitations were extended to nearly 100 stakeholders to participate in virtual focus groups or solo interviews. The sessions were confidential and no attribution is given to any one individual. The sessions took place between June and September of 2025. Sessions lasted approximately 60 minutes. A more comprehensive summary of stakeholder input is included in the Attachments section of this Plan.

Top Five Takeaways

• Workforce & talent are the most common responses: near-term availability and "day-one readiness," plus structural participation issues tied to childcare, transport, housing and financial capacity to maintain modernized training equipment.

• Sites & infrastructure: shovel-ready sites with sufficient power and utilities are the difference between staying in the hunt and not.

• Housing & childcare: these now show up as "project risks"—not just community issues—because they directly affect hiring plans and retention. Financial resources to support housing and childcare infrastructure are currently a barrier.

• Sector signals: advanced manufacturing is the constant; data centers are a live opportunity where power and sites align; CEA appears in place-specific contexts; healthcare workforce is both a sector and a cross-cutting constraint.

• Coordination: stakeholders want tighter alignment across K-12, community colleges, WDBs, REDOs, and VEDP so that training calendars, permitting timelines, and project milestones actually match. Opportunities for collaborative partnerships to successfully secure funding outside of GO Virginia funds is an area for exploration.

Continuities vs. Shifts (vs. 2017/2019/2021/2023)

Consistent:

• The workforce drumbeat has not let up; occupation gaps noted in past cycles (e.g., healthcare nursing roles; maintenance/mechanics in manufacturing; supervisors/analysts in HVNRP and business services/IT) are echoed in 2025 wording.

• Site development and "product first" remain central, including tier-advancement and utility capacity as practical scorecards based on Virginia Economic Development Partnership criteria..

• GO TEC and similar talent pathways continue to be the backbone for aligning K-12 → community college → employer pipelines, with healthcare and CEA as prominent use cases.

New or Sharpened in 2025:

• Childcare and housing appear explicitly as "deal variables," reflected in VEDP/Econ Dev remarks tying them to project timelines and hiring plans.

• Power availability for data centers surfaces as a gating constraint, sharpening "sites & infrastructure" from general readiness to specific utility capacity and delivery windows.

• Geography of momentum becomes more granular (e.g., US-58 corridor activity) in project-led discussions about near-term wins.

Immediate Implications for the 2025 Plan

The GO Virginia Region 3 Council serves as the region's leadership and capacity-building organization, uniquely connecting all fifteen localities, their assets, and their challenges. While sub-regional partners lead localized efforts, the Council's role is to unite these initiatives under a shared regional vision. As the region's chief convenor, the Council commits to developing and advancing strategies that drive investment both within and beyond the GO Virginia State Board's defined focus areas. Since 2016, it has taken a holistic approach—leveraging limited state resources to identify barriers, build partnerships, and implement solutions that strengthen the region's long-term economic potential. Two of the areas identified below are adjacent to the traded sectors (childcare and housing, and tourism). While not currently eligible for GO Virginia funding, it remains critical to the Region's ability to achieve a stable and healthy economy.

• Double down on site/power readiness where the pipeline is real (manufacturing and data centers), with tier-advancement and utility capacity as the scorecard.

• Keep GO TEC-style ladders as the backbone of healthcare and manufacturing talent, pairing short-cycle credentials with apprenticeships and employer commitments. Find ways to connect with manufacturers who can invest in necessary equipment for training.

• Treat childcare and housing as workforce infrastructure—fundable, schedulable, and measurable within project development. Identify and support applications for funding for this infrastructure (currently not eligible for funding from GO Virginia)

- Treat tourism as a workforce retention and attraction strategy by leading with product and lodging in investable nodes, then branding and wayfinding. Such marketing has tangible experiences to promote, creating a sense of place that is useful in retaining and attracting talent (currently not eligible for GO Virginia funding).
- Use partner alignment (REDOs, PDCs, WDBs, VEDP, K-12/CC) to time training, permits, grant applications, and infrastructure to the project clock—and report against Full Review measures.

5. Evaluation of Regional Economic Performance

The 2025 Growth & Diversification (G&D) update for GO Virginia Region 3 synthesizes fresh analysis from Longwood University on economic performance, targeted industry outlooks, and skills gaps, complemented by context on demographics, commuting, early childhood care, health care access, and recent VEDP announcements. This summary is supported by the full evaluation done by the Longwood Small Business Development Center, which is included in the Attachment section of this Plan.

The picture is one of gradual improvement and renewed momentum—buoyed by in-migration to smaller metros and rural counties and by ongoing broadband and site-readiness work—tempered by persistent headwinds in population dynamics, housing attainability, childcare capacity, and health care availability. These realities shape the region's near-term priorities: advancing project-ready sites for target sectors, scaling talent pipelines (especially work-based learning and career ladders), and improving the enabling conditions—such as childcare, housing, transportation, and digital infrastructure—that unlock workforce participation and firm growth.

Bottom line: Region 3 is trending toward resilience—steadying demographics, a clearer target portfolio (including CEA), and strong education/industry partnerships—provided the region continues to press on site readiness, talent pathways, and the family-infrastructure essentials that enable people to work and firms to grow.

Evaluation of the Region's Economic Performance

Region 3's overall trajectory shows **stabilization with selective strength**. After years of uneven growth, recent data points to improving employment trends and rising wages (though still below state averages) in many localities. Population change is mixed: a natural decrease persists in much of the footprint, yet **net in-migration since 2020** has helped offset declines in several communities, reflecting post-pandemic shifts toward smaller metropolitan areas and rural quality of place. Macroeconomic sensitivities remain: Virginia's outsized federal workforce and contractor base mean **budget and policy shifts can ripple into Region 3**, with some forecasts suggesting **elevated unemployment risk into late 2026**. Household infrastructure continues to influence labor supply: **childcare access and affordability** are material constraints on participation, and **access to primary/specialty health care** affects both talent retention and employer decisions. Taken together, the region's fundamentals are improving, but productivity and earnings still lag behind the Commonwealth, necessitating continued upgrades in sector mix and business formation/expansion.

Target Industry Sectors

The region's target portfolio remains well-grounded in its assets and market signals. Core priorities continue to include **Advanced Manufacturing & Materials; Business Services; IT & Communications; Agriculture & Food Processing; Energy, Natural Resources & Finished Products; Health Care Services;** and **Transportation & Logistics** (with logistics gaining emphasis as freight patterns and e-commerce reshape proximity advantages). The update also acknowledges an **emerging, cross-cutting opportunity in Controlled Environment Agriculture (CEA)**—leveraging the region's agricultural base, water access, R&D/industry partnerships, and expanding broadband/automation. Sector narratives emphasize: (a) **site readiness and utility capacity** aligned to likely project specs; (b) **supplier and small-firm growth** that feeds anchor investments; (c) **experience-based and outdoor assets** that support visitor spending and talent attraction; and (d) **health care** as both a quality-of-life imperative and a high-demand employment engine. Recent and announced projects validate the thesis, but continued **product development (sites, buildings, zoning clarity)** and **coordinated marketing** are essential to convert interest into wins.

Summary of VEDP-Affiliated Economic Development Outcomes in GO Virginia Region 3

An analysis of prospect activity based solely on projects in which the Virginia Economic Development Partnership was involved provides interesting data points. The study included prospect activity data from 2021 – 2025.

This analysis aggregates **potential** investment and job creation opportunities by locality and by industry sector across the GO Virginia Region 3 footprint. These are projects for which localities in the region were recommended by VEDP or included in Requests for Proposal responses from companies or site selection consultants working with VEDP. The data reflects the total reported investment and projected new jobs from economic development opportunities tracked by the Virginia Economic Development Partnership (VEDP), for which GO Virginia Region 3 localities were recommended.

VEDP <u>Recommendations</u> by Locality

1. **Pittsylvania County** emerges as the region's strongest recommended location by a wide margin, accounting for over **$271.8 billion** in total potential investment and **188,867 potential jobs**. This suggests a major concentration of large-scale industrial projects—likely related to advanced manufacturing, semiconductors, or batteries.

2. **Danville**, as a regional urban center, follows with **$100.8 billion** in potential investment and **48,881 potential new jobs**, confirming its success in attracting transformative economic development deals.
3. **Henry County** ranks third with potential **$32.5 billion** in investment and potential **56,399 jobs**, notable for outperforming Danville in job creation relative to investment.
4. **Mecklenburg County** and **Charlotte County** round out the top five, with potential **$10.1 billion** and potential **$9.7 billion** in investment, respectively, and solid potential job creation metrics of over **23,000** and **10,900** jobs. These results indicate a strong showing by rural communities with infrastructure and available industrial land.
5. **Prince Edward**, **Brunswick**, and **Halifax Counties** were each recommended for investments between **$2.5 and $7.8 billion**, reflecting moderate activity with a diverse set of industry opportunities.
6. Smaller rural localities such as **Patrick**, **Cumberland**, **Amelia**, and **Buckingham** were significantly lower in recommendations for both investment and job creation, with Amelia being recommended for just under **$116 million in investment** and **768 jobs**, and Buckingham being recommended for a single small- scale project of **$1.5 million and 15 jobs**.

Prospect <u>Recommendations</u> by VEDP Industry Sector

1. The **Semiconductor** sector led all industries, representing the potential for over **$200.9 billion in investment** and **45,242 jobs**. This was likely tied to one or more mega-projects sited in Pittsylvania or Danville.

2. **Battery manufacturing** came in second, with a potential investment of **$79.8 billion and the** creation of **63,446 jobs**, further highlighting Region 3's competitive advantage in the electrification and energy storage sectors.

3. **Advanced Materials** and **Other Common Tradeable Sectors** also posted significant recommendations, with over **$39 billion** each in investment and **46,000+ jobs** in each.

4. Other notable sectors for which Region 3 localities were recommended included:
    - **Electric Vehicles (EVs)**: potential $15.6B investment / 29,377 jobs
    - **Traditional Automotive**: potential $14.6B / 29,034 jobs
    - **Wood Products**: potential $11.0B / 9,852 jobs
    - **Food & Beverage Manufacturing**: potential $7.1B / 18,179 jobs
    - **Aerospace & Defense Manufacturing**: potential $9.6B / 3,064 jobs
    - **Data Centers**: potential $5.7B / 1,300 jobs
5. Smaller but still impactful sectors for which Region 3 localities were recommended included **Nuclear Energy**, **AgTech**, and **Transportation & Logistics**.
6. Sectors such as **Offshore Wind**, **Biopharmaceuticals**, and **Business Services** showed smaller potential job totals, or in some cases, investment figures of zero, despite job creation, suggesting potential business attraction without capital investment (e.g., remote or leased office work).

Conclusions

- **Pittsylvania and Danville** dominate regional recommendations due to a small number of transformative megaprojects, primarily in semiconductors, batteries, and advanced manufacturing and including Controlled Environmental Agriculture..

- **Henry, Mecklenburg, and Charlotte Counties** are strong rural performers, indicating successful positioning in tradable sectors like automotive, agribusiness, and advanced manufacturing.

- **Smaller localities** such as **Buckingham**, **Patrick**, and **Cumberland** show opportunity for enhanced competitiveness, as their current economic development metrics lag behind the regional average.

In terms of **actual project announcements** in Region 3 between 2021 and 2025, the VEDP data shows that Region 3 localities were recommended to 767 business prospects and "won" 37 of those projects. The total potential capital investment was over $4.1 billion; the actual announced capital investment totaled $2.45 billion. The total potential jobs were over 278,000; the actual jobs announced were 4,609. (See chart below). The success rate of 5.1% for announced projects indicates an opportunity for increased success if further analysis of the reasons for the lost projects can be conducted.

Overall Success Rate	Capital (Announced vs Referred)	Jobs (Announced vs Referred)
5.1% 39 announced / 767 referred	$2.45B announced vs $414.21B referred	4609 announced vs 278,274 referred

Analysis of VEDP-Assisted Project Announcements and Prepared Sites

An analysis of announced projects in Region 3, focusing solely on those involving the Virginia Economic Development Partnership, provides interesting data points. The analysis included announcement data from 2021 – 2025 (see Attachments for full list).

Of the 39 projects announced in the Region between 2021 – 2025, 23 (60%) were for localities along the US 58 corridor (Patrick, Henry, Pittsylvania, Danville, Halifax and Mecklenburg). Seven localities had no announcements. Of the total 4500 announced jobs, over 4300 (96%) were for the same localities, and 99% of the announced investment was in those localities.

While VEDP-assisted projects do not represent all business locations in Region 3, they do represent the types of business locations that generally required prepared sites and/or available buildings. In the Attachments section of this Plan is a full listing of sites as shown on the VEDP "VirginiaScan" database, which is fundamental to the VEDP-assisted project opportunities.

Region 3 localities have 81 total sites listed in VirginiaScan. Of these, a significant portion (35 out of 81) are rated a Tier 4 or 5 (on a Tier Scale of 1-5 with 5 being the highest rating). 43 of the 81 sites are certified through the Virginia Business Ready Sites Program. One site is certified by an outside consulting firm (Ady).

A variety of "zones" are also available to localities. Zones typically offer additional financial advantages for projects locating within the zones. When prepared sites are either located in or overlayed by one or more of these Zones, their marketability should improve. Four Zones were analyzed in this report:

1. Virginia Enterprise Zones
2. Foreign Trade Zones
3. Opportunity Zones
4. Technology Zones

Of the sites listed in VirginiaScan, 69 are overlayed by an Enterprise Zone; 15 by a Foreign Trade Zone, 40 by an Opportunity Zone, and 0 by a Technology Zone. **There was not enough information to conduct a deeper analysis of the prospect activity against the Zone designations, but this could be an interesting data point for further review.** Zones are most prevalent in the same localities in which the majority of announcements occurred: Patrick, Henry, Pittsylvania, Danville, Halifax and Mecklenburg.

Region 3 Situational Analysis of Target Sectors (SWOT)

Region 3's economic strategy focuses on a mix of established and emerging traded sectors. Advanced Manufacturing, Health Care, Information Technology, Logistics, Agriculture and Food Production, Energy and Natural Resources, and Business Services remain the backbone of the region's competitive base. Among these, Controlled Environment Agriculture (CEA) stands out as a high-potential emerging cluster. CEA builds on the region's agricultural heritage while integrating technology, automation, and sustainability. Its growth trajectory positions it to become a defining feature of the regional economy over the next decade, spurring allied industries, creating resilient food systems, and generating quality jobs. Highlighting CEA as an emerging cluster ensures that Region 3 not only sustains its legacy strengths but also invests in future-oriented industries that can diversify and stabilize the economy.

Advanced Manufacturing & Advanced Materials

Advanced manufacturing remains a cornerstone of Region 3's economy, with a strong heritage, a concentration of employers along corridors such as US-58, and ongoing investments in automation, additive manufacturing, and materials innovation. The sector benefits from workforce pipelines through community colleges, GO TEC, and apprenticeships, providing skill-based training for mechanics, welders, and mechatronics.

Challenges include aging infrastructure, the need for shovel-ready sites with adequate utilities, and persistent workforce shortages in skilled trades and maintenance occupations. Wage levels, while growing, remain lower than state averages, making retention difficult. Global competition and cyclical demand swings further constrain stability.

Opportunities include leveraging supply chain reshoring trends, expanding data-driven manufacturing processes, and aligning site readiness with VEDP's project pipeline. Yet, threats from global downturns, input cost volatility, and competition from other U.S. regions remain significant. Region 3's ability to secure and expand new projects will depend heavily on talent pipelines and site/power readiness.

Information Technology & Communications

The IT and communications sector in Region 3 is tied to broadband expansion, data centers, and IT services that increasingly underpin all industries. Strengths include the presence of Mid-Atlantic Broadband Communities Corporation and significant state interest in expanding middle-mile fiber. IT consultants, digital services, and remote work opportunities create pathways for higher-wage growth.

Weaknesses include a thin local pool of advanced IT talent, with many skilled graduates leaving the region. Broadband access remains uneven in some rural localities, limiting participation and remote work expansion. Stakeholders report gaps in business analysts, logisticians, and IT specialists, and note that retaining credentialed talent is a persistent challenge.

Opportunities include leveraging investments in data centers (contingent on power availability), expanding cybersecurity and digital literacy training, and growing consulting and back-office functions in cost-competitive locations. Threats include power capacity constraints, rapid technology shifts outpacing local training, and competition from metro areas that offer deeper IT ecosystems.

Logistics & Transportation

Region 3's logistics and transportation sector benefits from its geography—interstate and U.S. highway corridors, rail access, and proximity to major metros. The region has affordable land and potential sites for distribution centers, especially along US-58. Logistics also links strongly to manufacturing and agribusiness, providing a competitive advantage in moving goods.

Weaknesses include infrastructure gaps—particularly in shovel-ready sites with sufficient utilities and modern facilities. Workforce readiness is another issue: CDL drivers, warehouse managers, and logistics technicians are in demand, but training pipelines remain thin. Housing and childcare challenges also affect workforce participation.

Opportunities exist in developing multimodal hubs, leveraging e-commerce growth, and promoting supply chain resilience. The expansion of advanced manufacturing and food production could anchor logistics demand. However, threats include rising fuel costs, national competition for distribution projects, and potential bottlenecks from aging rural infrastructure.

Agriculture & Food Production

Agriculture and food production remain a historic and culturally embedded sector, with assets ranging from traditional crop and livestock production to emerging opportunities in Controlled Environment Agriculture (CEA). Strengths include extensive agricultural heritage, available land, and research partnerships through the Institute for Advanced Learning and Research.

Weaknesses include an aging producer base, limited awareness of emerging ag-tech, and challenges with capital access for small and mid-scale food processors. Infrastructure gaps, particularly in water, power, and broadband, limit the scaling of advanced production systems. Workforce pipelines are also stretched thin, with recruitment challenges for technicians and agribusiness specialists.

Opportunities include expansion of CEA and aquaculture, biofuel development, and value-added food processing. The sector is positioned to benefit from trends in resilient food systems and sustainable production. Yet threats include volatile commodity markets, trade tensions, climate risks, and competition from larger agribusiness hubs outside the region.

Energy, Natural Resources & Finished Products

Region 3 has deep ties to energy and natural resources, particularly wood products and

related manufacturing. Strengths include access to raw materials, established companies, and global export demand for products like wood pellets and furniture components. Renewable energy, including solar, presents an emerging growth area.

Weaknesses include exposure to commodity price swings, dependence on construction cycles, and competition from substitute materials. Infrastructure modernization and environmental permitting remain hurdles, and local workforce shortages in woodworking and supervisory roles persist.

Opportunities include expanding renewable energy projects, increasing exports tied to European fuel standards, and developing higher-value finished products. Additional opportunities exist where energy transmission lines are located throughout Region 3 and could lend to natural VEDP site-ready locations. Threats include global market volatility, regulatory uncertainty, and declining demand in traditional segments like furnishings. Positioning the region as both a raw material supplier and a finished-product innovator will be key to sustaining this cluster.

Business Services

Business services—ranging from legal and financial to consulting and IT support—form a growing component of Region 3's economy. Strengths include affordability compared to metro areas, opportunities in back-office operations, and growth in demand for IT and professional consulting driven by digital transformation. Stakeholders cite this sector as increasingly viable in the region's smaller cities and towns.

Weaknesses include a shallow pool of advanced professional talent, with many young graduates migrating elsewhere for higher wages. Gaps in soft skills, business analysts, and logistical specialists further constrain growth. Limited office space in rural communities and connectivity challenges reduce competitiveness for larger firms.

Opportunities include attracting remote workers, leveraging entrepreneurship initiatives like SOVA RISE Collaborative, and expanding consulting and IT services linked to infrastructure and broadband expansion. Threats include wage competition from metro regions, automation reducing some back-office roles, and continued out-migration of younger talent.

Controlled Environment Agriculture (CEA)

Controlled Environment Agriculture (CEA) is an emerging industry for Region 3 that builds on the region's deep agricultural heritage while incorporating technology, automation, and entrepreneurship. Strengths include strong research and development assets (e.g., Institute for Advanced Learning and Research), relevant workforce programs through GO TEC, and an abundance of suitable sites for greenhouse and aquaculture facilities. CEA also aligns sustainability and resilient food system priorities, making it attractive to investors and consumers.

Weaknesses include limited public awareness and understanding of CEA, gaps in

entrepreneurial support, and relatively few shovel-ready sites prepared for this specialized industry. Workforce attraction also remains a challenge, particularly in high-tech roles such as robotics, environmental controls, and ag-engineering. The industry's nascency means there is limited economies of scale, which can hinder competitiveness against more established global players.

Opportunities are significant: CEA is forecast to grow rapidly, driven by demand for sustainable food systems, local production, and climate resilience. The sector can spur allied industries in advanced manufacturing, logistics, and IT, while also producing high-quality jobs in rural communities. Colocating data centers and greenhouses could be a feasible step to utilizing energy and infrastructure efficiently for food production[1]. Threats include high capital costs, uncertain consumer adoption in some markets, and the risk that larger national players outpace regional firms. Region 3's ability to integrate CEA into its broader agricultural and entrepreneurial ecosystem will determine whether it becomes a leading-edge cluster or a niche experiment.

Health Care Workforce Development

Health care is both a major employer and a critical enabler of workforce participation in Region 3. Health Care is not currently defined as a traded sector in the GO Virginia program; it can therefore be seen as a strategy as well as a sector. Strengths include steady and rising demand driven by an aging population, strong local partnerships (e.g., Southern Virginia Partnership for Health Science Careers), and alignment with GO TEC pathways that support career ladders from high school through community college. Telehealth adoption and federal incentives for rural service delivery also provide growth opportunities.

Weaknesses remain acute in the form of workforce shortages, particularly registered nurses, nurse practitioners, and technicians. Retention is hindered by housing and childcare constraints, while high labor and pharmaceutical costs place pressure on providers. Limited mental and behavioral health services further strain community wellbeing and workforce productivity.

Opportunities lie in expanding clinical training pipelines, strengthening regional partnerships for shared placements, and attracting investment tied to digital health. However, threats include persistent workforce shortages, reimbursement uncertainty, and rural access barriers. Without reliable health infrastructure, employers face hiring challenges, and absenteeism risks reducing productivity across other sectors. Additionally, regional economic development attraction can be hindered by health care infrastructure concerns.

[1] Colocating Data Centers & Greenhouses Feasibility Report https://govirginia3.org/wp-content/uploads/2025/09/Colocating-Data-Centers-Greenhouses-Final-Report-June-2025.pdf

Summary SWOT Table by Target Sector

Sector	Strengths	Weaknesses	Opportunities	Threats
Health Care Services	Strong demand; GO TEC career ladders; telehealth opportunities.	Workforce shortages; housing & childcare barriers; high labor costs.	Expand training pipelines; digital health investment.	Ongoing shortages; reimbursement uncertainty; rural access issues.
Advanced Manufacturing & Advanced Materials	Heritage sector; strong pipelines; corridor activity.	Aging infrastructure; skilled trade shortages; lower wages.	Reshoring; advanced tech adoption; site readiness.	Global volatility; input costs; competition from other regions.
Information Technology & Communications	Broadband expansion; data center opportunities; MBC presence.	Thin talent pool; broadband gaps; outmigration.	Cybersecurity training; back-office growth.	Power constraints; tech shifts; metro competition.
Logistics & Transportation	Strategic geography; highway & rail access; affordable land.	Infrastructure gaps; CDL driver shortages; childcare barriers.	E-commerce; multimodal hubs; supply chain resilience.	Rising fuel costs; competition; aging infrastructure.
Agriculture & Food Production	Ag heritage; land availability; IALR partnerships.	Aging producers; limited ag-tech awareness; capital access gaps.	CEA growth; biofuels; value-added processing.	Commodity volatility; climate risks; global competition.
Energy, Natural Resources & Finished Products	Natural resources base; established companies; export demand.	Price swings; construction dependency; workforce gaps.	Renewables; higher-value products; expanded exports.	Market volatility; regulation; declining traditional demand.
Business Services	Affordable; back-office opportunities; digital consulting demand.	Thin professional talent pool; outmigration; office space limits.	Remote worker attraction; entrepreneurship support.	Metro wage competition; automation; talent leakage.
Controlled Environment Agriculture (CEA)	Ag heritage; IALR R&D; strong state support; available sites; GO TEC-aligned workforce training.	Nascent industry; limited awareness; few prepared sites; workforce attraction challenges.	High growth trajectory; resilient local food systems; allied industry development; good-quality jobs.	High capital costs; lack of economies of scale; global competition; limited public understanding.

Available Sites Analysis – Target Industry Alignment

Region 3 localities have **81 total sites** listed in VirginiaScan. Of these, a significant portion (**35 out of 81**) are rated **Tier 4 or Tier 5** (on a Tier scale of 1–5, with 5 being the highest rating). **Forty-three (43)** of the 81 sites are certified through the **Virginia Business Ready Sites Program**, and **one site** (the Southern Virginia Megasite at Berry Hill) holds a third-party certification by Ady Advantage. This overall ratio of high-tier, certified sites positions Region 3 among the more competitive rural regions in Virginia for large-scale industrial investment. A chart outlining the alignment of sites with sectors in the Attachments.

In addition to readiness, the **alignment of site zoning classifications with target sectors** is a critical factor for long-term competitiveness. Of the 81 inventoried sites, **48 are zoned light industrial**, **16 are zoned heavy industrial**, **8 are zoned commercial**, **4 are zoned office/technology park**, **1 is zoned logistics**, and **4 are zoned agricultural**.

- The **light industrial and heavy industrial sites**—comprising nearly 80% of the total—are well suited for **advanced manufacturing and advanced materials**, **energy and natural resource processing**, and **agriculture and food production** facilities.
- The **office and technology park sites** align with **information technology and communications**, **business services**, and emerging **health care technology** operations.
- The single **logistics-zoned site**, while limited in number, is well aligned with **transportation and distribution operations**, a critical enabling function for manufacturing and food production sectors.
- The **agricultural-zoned sites** provide an opportunity to support **Controlled Environment Agriculture (CEA)** operations, especially those blending light industrial processing with agricultural production.

Based on these alignments, Region 3 currently demonstrates **strong site readiness for capital- and land-intensive industries** such as advanced manufacturing, energy, and agribusiness; **moderate readiness** for office, technology, and business services uses; and **emerging readiness** for Controlled Environment Agriculture, where site suitability may depend on water, power, and environmental control infrastructure rather than traditional zoning categories. This suggests that future site development priorities should emphasize **flex zoning or adaptive reuse** provisions to accommodate cross-sector growth, particularly at the intersection of manufacturing, technology, and agriculture.

A variety of **economic development incentive zones** also enhance the competitiveness of these properties. Zones typically offer financial advantages for projects locating within them. When prepared sites are located in or overlaid by one or more of these Zones, their marketability improves. Four types of Zones were reviewed in this report: **Virginia Enterprise Zones; Foreign Trade Zones; Opportunity Zone; Technology Zones.** Other Zones also exist (i.e., Defense Production Zones) but data for these was unavailable.

Of the sites listed in VirginiaScan, **69** are located within an **Enterprise Zone**, **15** within a **Foreign Trade Zone**, **40** within an **Opportunity Zone**, and **none** within a Technology Zone. Although a detailed assessment of prospect activity within each Zone type was not available, this alignment underscores the concentration of site readiness and incentive tools within key sub-regions—most notably **Patrick, Henry, Pittsylvania, Danville, Halifax, and Mecklenburg Counties**—where industrial growth has been strongest.

Collectively, this pattern reflects a **high degree of physical and policy alignment** between Region 3's available sites and its targeted traded sectors. The next phase of planning should focus on (1) **preparing flexible zoning overlays** to capture emerging technology and Controlled Environment Agriculture projects; (2) **tier advancement of light industrial sites** in underrepresented northern and eastern subregions; (3) identifying and advancing sites to support the **CEA sector** specifically; (4) **enhancing broadband, energy, and water/wastewater infrastructure** to ensure that all sectors—especially advanced manufacturing, IT, and agriculture—can be served efficiently and sustainably; and (5) conducting a **deep-dive analysis** of sites, buildings and zone overlays against the target sectors.

Skills Gap Analysis

Across sectors, employer demand is driven far more by **replacement needs (exits and transfers)** than by net new growth, keeping near-term hiring volumes elevated even in industries experiencing modest growth. The analysis highlights **occupation clusters with persistent gaps**—industrial maintenance, machining/welding, production techs, CDL/logistics roles, health care clinical and allied occupations, and digital/IT roles that cut across industries. Region 3's **pathway infrastructure is a strength**—K-12 CTE, community college programs, GO TEC, and university partners—yet **scaling work-based learning, credential alignment, and rapid-reskilling** remains the lever to close mismatches.

Two system constraints complicate progress: **childcare capacity/costs** that limit participation (especially among early-career and shift-based workers) and **housing attainability** near job centers. Priority actions, therefore, focus on expanding **talent pipelines at scale** (youth apprenticeships, incumbent upskilling, clinical placements); tightening **program-to-occupation alignment** with employer input; and removing **barriers to work** (childcare, transportation, broadband-enabled learning). For emerging opportunities like **CEA and advanced automation**, layering **mechatronics, controls, and data/IT skills** onto traditional agricultural and manufacturing pathways will be key.

This analysis is based on data from the Longwood *Performance of the Regional Economy* report, which utilized data provided by the Department of Housing & Community Development and sources as cited in the report, and is in Attachments section of this Plan.

The Skills Gap Analysis for GO Virginia Region 3 is based exclusively on data from the region's fifteen localities. While this provides a valuable snapshot of internal supply and demand trends, **it does not fully represent the broader labor market in which employers and workers operate.** Labor markets rarely align with administrative boundaries—employers in South Boston, Martinsville, and Farmville regularly draw workers from neighboring regions and states, and many Region 3 residents commute to employment centers in Lynchburg, Richmond, and North Carolina's Piedmont and Research Triangle. A more accurate labor market catchment area extends beyond the GO Virginia boundary to include parts of Regions 1, 2, and 4, as well as adjacent North Carolina counties such as Person, Caswell, Guilford, Forsyth, and Rockingham. Analyses by the Virginia Economic Development Partnership, the Virginia Office of Education and Employment, and Virginia Works confirm that Southern Virginia's commuting patterns and workforce flows are strongly regionalized, tied to transportation corridors and major employers rather than county lines.

The data presented here—drawn from institutional completions and VOEE employment projections—reflect Region 3's internal training and employment capacity but not the full breadth of workforce dynamics influencing local employers. Additional talent is supplied through nearby institutions such as Liberty University, Central Virginia Community College, and Piedmont Community College, as well as workforce training partners in North Carolina including Alamance Community College, Rockingham Community College, and the North Carolina Community College System's regional workforce centers. These partners strengthen the region's broader talent ecosystem. Accordingly, **the workforce "gaps" and "surpluses" shown in the following tables should be interpreted as indicators of Region 3's internal capacity rather than as definitive measures of total labor availability.** Recognizing and planning for the wider labor market catchment area—and collaborating across it—will be critical to accurately aligning education, training, and industry demand in Southern Virginia.

Skills Gap Analysis for Targeted Industry Sectors with Statewide Benchmarks

This Skills Gap Analysis evaluates labor requirements across Region 3's targeted industry sectors, provides supporting data to demonstrate the magnitude of workforce gaps, and compares these gaps to statewide averages where available. These benchmarks highlight where Region 3 is underperforming relative to Virginia and where targeted investments are most critical.

Healthcare Services

Region 3: Deficit of approximately 1,200 Registered Nurses (RNs) and Nurse Practitioners (NPs) with a 15% vacancy rate.

Virginia: Average vacancy rate for RNs is 9%.

Gap: Region 3 vacancy rates are 6 percentage points higher than the state, representing a more acute shortage relative to peer regions. Rural hospital systems experience extended hiring times, often exceeding 120 days, (statewide average of 75 days).

Advanced Manufacturing & Advanced Materials

Region 3: Annual shortfall of 700+ workers in welding, mechatronics, and machining; vacancy rates at 12%.

Virginia: Vacancy rates in manufacturing average 8%.

Gap: Region 3 exceeds the statewide shortage rate by 4 points, and training output per capita is 30% lower than the state average, leaving employers more reliant on overtime and contract labor.

Information Technology & Communications

Region 3: The workforce covers only 60% of IT demand, with a projected shortfall of over 500 cybersecurity and IT jobs over the next five years.

Virginia: IT workforce supply meets 85% of demand statewide.

Gap: Region 3 lags by 25 percentage points, reflecting limited higher education pipelines and credential programs in southern Virginia.

Logistics & Transportation

Region 3: 400+ CDL drivers required annually, with training capacity for fewer than 150.

Virginia: CDL training programs statewide meet 70% of demand.

Gap: Region 3 meets only ~37% of CDL demand, a gap almost double the statewide shortage rate. This makes logistics one of the most pressing sectoral gaps regionally.

Controlled Environment Agriculture (CEA)

Region 3: Emerging sector with demand for 300+ specialized positions by 2030; current training capacity is fewer than 50 annually.

Virginia: CEA workforce development remains nascent statewide, with no established NAICS benchmarks. However, Region 3 has been identified as a leader through IALR's programs.

Gap: While statewide gaps are undefined, Region 3 must scale faster than peers to maintain a competitive advantage in this new sector.

Agriculture & Food Processing

Region 3: Shortfall of 150+ annually in line supervisors and quality assurance technicians.

Virginia: Statewide vacancy rates in food processing average 7%.

Gap: Region 3 vacancy rates exceed 11%, making shortages in food safety certifications more acute than in the state as a whole.

Energy, Natural Resources, and Finished Products

Region 3: Annual replacement demand of 500 workers, with training pipelines producing fewer than 200.

Virginia: Vacancy rates for forestry and related trades average 6%.

Gap: Region 3 vacancy rates exceed 10%, with turnover among equipment operators significantly higher than the statewide average.

Business Services

Region 3: Annual shortfall of 400+ in analysts, accountants, and paralegals.

Virginia: Statewide workforce supply meets roughly 85% of business service demand.

Gap: Region 3 meets only 70% of demand, a 15-point underperformance relative to Virginia as a whole.

Prioritization of Workforce Gaps with Benchmarks

1. Healthcare – Region 3 vacancy rates (15%) vs. Virginia (9%).
2. Advanced Manufacturing – Region 3 vacancy rates (12%) vs. Virginia (8%).
3. Logistics – Region 3 meets 37% of CDL demand vs. Virginia's 70%
4. IT – Region 3 supply covers 60% of demand vs. Virginia's 85%.
5. CEA – Region 3 emerging leader, but statewide programs are minimal.
6. Agriculture/Food Processing – Region 3 vacancy rates (11%) vs. Virginia (7%).
7. Energy/Natural Resources – Region 3 vacancy rates (10%) vs. Virginia (6%).
8. Business Services – Region 3 demand coverage 70% vs. Virginia 85%

Key Skills Gap Insights from the *Performance of the Region 3 Economy* report:

- Severe undersupply exists in Health Science, Manufacturing, Maintenance/Repair,

Finance, and Transportation/Logistics, with coverage well below 25%. These gaps indicate employers will struggle to source talent locally without new training capacity.

• Information Technology shows somewhat better alignment at 44% coverage but still falls short of demand. Credential and associate-level pathways are the strongest contributors, but bachelor's production lags.

• Business Management programs produce 21% of projected demand, supplying generalist degrees but not addressing specialized occupational gaps in accounting, analytics, or paralegal roles.

• STEM shows apparent oversupply (908%) due to large numbers of general science and biology degrees. However, many of these graduates do not enter high-demand technical occupations in the region. This oversupply must be interpreted cautiously.

• Energy and Transportation/Logistics have no measurable completions from Region 3 institutions, leaving total dependence on employer-provided training.

Institutional Contributions

Community Colleges (Southside, Danville, Patrick & Henry) provide the bulk of workforce credentials and associate completions, especially in health, manufacturing, IT, and logistics. Universities (Longwood, Averett, Hampden-Sydney) contribute primarily to business, education, and health programs at the bachelor's level. Regional centers (NCI, IALR, SVHEC, Lake Country Knowledge Center) add critical depth in applied technical programs such as precision machining, mechatronics, and clinical lab training.

Underserved Populations

Region 3: Over 14,800 children under the age of 5 live in households at or below 85% of the SMI, creating childcare barriers. Broadband gaps persist in multiple counties.

Virginia: The statewide average of children under 5 in low-income households is 38%; in Region 3, it is 46%, indicating a heavier burden on families in accessing affordable childcare and workforce participation.

Overall Implications

Region 3 institutions are supplying less than one quarter of projected demand in most targeted industry sectors. Without the strategic expansion of credential and associate-level pipelines, the region risks persistent shortages in healthcare, manufacturing, logistics, and business services. Partnerships to expand faculty capacity, clinical

placements, and equipment throughput are essential. Closer alignment of bachelor's programs to regional employer needs will also help bridge the gap. Additionally, Region 3 should advocate and support businesses that have or can create work-based learning opportunities. These opportunities can help strengthen the workforce for in-demand fields. A great example of this is the Virginia Talent + Opportunity Partnership (V-TOP).

This comparative analysis underscores that Region 3 faces a more severe workforce shortage than Virginia overall in nearly every targeted sector. Addressing these disparities will require expanded credentialing programs, investment in childcare and access supports, and coordinated regional strategies to attract and retain talent. Additional analysis of the true labor market region - the drive-time analysis – is also recommended.

8. Regional Plan Goals and Actionable Strategies

This section presents revised and newly identified goals based on data analysis and stakeholder input. It maps current and proposed strategies to these goals and is organized around GO Virginia's four priority investment strategies: workforce development, startup ecosystems, site development/infrastructure, and cluster scale-up.

INVESTMENT AREA	GOAL	POTENTIAL PARTNERS	OUTCOMES	IMPACT MEASURES	IMPLEMENTATION STRATEGIES
Talent Evolution	Advance and sustain a K-14 career pathways - anchored by GO TEC - through effective implementation and continuous EDO-led awareness and promotion to businesses.	K-12 systems, community colleges, local economic developers, REDOs	# prospect visits; # businesses participating in job fairs; # job fairs held; # internships	# students enrolled in pathways; # students attending job fairs; # credential awarded	Support efforts to extend the brand awareness of GO TEC within Region 3
	Build regional AI literacy and sector-specific upskilling so Region 3's target sectors can boost productivity and ensure a skilled talent pipeline.	Four-year higher ed institutions, existing business partners, community colleges, Virginia Chamber, VOEE, Virginia Works	# individuals trained; # jobs placed; # new interns placed	AI Credential established; # new programs implemented; # students completing training	Support efforts that analyze current offerings and gaps among educational institutions with the needs of employers
					Strengthen and expand non-degree programs (e.g., certifications and credentials) that enable career pathways into new or emerging target sectors
					Assess training gaps based on employers input
					Support efforts to promote collaborative workforce development and training solutions
	Pilot a high quality apprenticeship model for one of Region 3's target sectors	Existing businesses, community colleges, local economic developers, REDOs, DOLI	# employers committed; model developed; # individuals enrolled	# employers providing input; training curiculum designed	Support efforts to assess employer awareness and market demand for apprenticeship
	Develop and implement a coordinated approach to talent attraction and retention	Community Colleges, 4-year higher education institutions, Chambers of Commerce, Tourism departments, DHCD, VTC, VEDP, local economic developers, REDOs	Regional or sub-regional talent attraction strategy designed	# participating localities and/or REDOs; branding and messaging developed; # media placements for messaging	Develop and pilot a plan of action to retain and attract talent in Region 3
					Pilot an initiative for upskilling incumbent talent
					Invest in sustainable models that introduce career pathways at the elementary school level
					Support efforts to identify barriers to talent attraction including childcare and housing
					Support efforts to identify target audiences and align communication strategies to create a regional brand for talent attraction
	Remove housing as a workforce barrier by increasing supply, diversity and affordability of housing stock	Planning District Commissions; Housing Authorities, Regional Foundations; Realtors; Housing Developers; Local economic developers; REDOs	# new housing units built; # of diverse types of housing built	Housing partners identified; Housing funding sources identified	Conduct a subregional housing capacity assessment
					Assess best practices and partners across Virginia for replicable missing-middle and workforce housing models
	Expand capacity, improve quality, and reduce costs to ensure affordable, high-quality and accessible child care in Region 3.	Planning District Commissions; Faith-based institutions, Regional Foundations; State partners; Small Business Development Center; Local economic developers; REDOs	Business Plan Template produced; # entrepreneurs enrolled in training	# best practices identified; # partners involved in planning; # financial partners identified	Conduct a regionwide assessment of current childcare supply, demand, capacity and waitlists.
					Document best practices and proven models from across Virginia including identificaiton of partner organizations
					Build a childcare business model analysis template (startup, operating costs, revenue and fiscal model analysis)

INVESTMENT AREA	GOAL	POTENTIAL PARTNERS	OUTCOMES	IMPACT MEASURES	IMPLEMENTATION STRATEGIES
Site Development	Prioritize regionally-significant sites that align with Region 3 target sectors	Region 3 REDOs, Region 3 Localities, Planning District Commissions, VEDP, Electric Utilities, MBC, Rail Companies, VDOT	# Acres Up-Tiered; # Acres identified	Infrastructure improvements	Develop regionally-significant sites that support priority target sectors.
					Support the expansion of power generation and power distribution to support priority target sectors
	Support development of strategies and plans to sustain a regional approach to site development	Region 3 REDOs, Region 3 Localities, Planning District Commissions, Regional Foundations, Tobacco Commission, VEDP,	# new RIFAs created; # localities as members in a RIFAs	Discussions among locality partners	Develop strategies and plans to sustain a regional approach to site development (i.e. RIFAs)
	Strengthen the capacity of eastern and northern sub-regions EDO's	Region 3 & 4 REDOs, Region 3 Localities, Planning District Commissions, Tobacco Commission, VEDP, DHCD	# VEDP prospect referrals; # VEDP prospect visits; # new businesses created	# RFI responded to; # entrepreneurs served	Convene local economic developers and county administrators and regional planning organizations
					Support development of strategies and plans to sustain regional approach in the subregions
	Increase the number of Business-Ready Sites to Tier ratings 3, 4, and 5	Region 3 REDOs, Region 3 Localities, Planning District Commissions, VEDP, Electric Utilities, MBC, Rail Companies, VDOT	# acreage increased by one tier; # acres idenitifed for future development	# linear feet of water & sewer infrastructure increased; # PERs completed	Identify and develop sites and buildings that align with the target sectors
	Increase the marketability of unique properties in the Region	Region 3 REDOs, Region 3 Localities, Planning District Commissions, VEDP, Electric Utilities, MBC, Rail Companies, VDOT, property owners, Virginia Tobacco Commission	# unique properties identified	# vacant buildings renovated; # small towns participating; # private partners engaged	Identify unique real estate assets and assess for market alignment
					Support efforts to identify downtown properties and assess for market alignment
	Increase the number of Business-Ready Sites for business services and healthcare	Region 3 REDOs, Region 3 Localities, Planning District Commissions, VEDP, Electric Utilities, MBC, DHCD, Virginia Main Street, Regional Foundations	# acreage or square footage identified; # of properties at Tier Level 3 and above	Real estate characteristics for health care and business services catalogued; # applications received to characterize and/or up-tier properties received	Support efforts to understand the real estate requirements for companies in the business services and health care sectors
					Support sub-regional efforts to identify, characterize, and promote properties that align with business services and health care sectors

INVESTMENT AREA	GOAL	POTENTIAL PARTNERS	OUTCOMES	IMPACT MEASURES	IMPLEMENTATION STRATEGIES
Cluster Scale-Up	Increase the number, success rate, and profitability of Virginia's CEA-related entrepreneurs, small businesses, and on-farm revenue-generating enterprises	REDOs, local economic developers, Virginia Tech, community colleges, engineering firms, DHCD, VEDP, SOVA Rise, VDACS, Virginia Farm Bureau	# CEA prospect visiting the region; # of new entrepreneurs launching a CEA project	# sites analyzed as CEA-ready; # programs and training curriculums designed; # individuals enrolled in training	Provid tailored entrepreneurship support to small agricultural businesses and budding entrepreneurs in partnership with the SOVA Rise Collaborative
					Develop a CEA-business site development and building reuse standards to identify and prioritize sites and buildings in Region 3
					Develop an inventory and assessment of Southern Virginia's CEA-competitive business sites and existing buildings suitable for CEA production with a focus on the central business districts of Region 3's incorporated towns and cities and on-farm structures
	Enhance the growth and job creation within Virginia's existing CEA firms, making the region a prime location for CEA business investment	VDACS, VEDP, REDOs, local economic developers, Virginia Tech, SOVA Rise	# new business locations announced; # new jobs created; $ capital investment committed	Marketing plan including branding and messaging finalized; # prequalified sites identified	Developing and implementing a CEA marketing plan for the VT/IALR CEA Innovation Center to support CEA business recruitment and retention for use by local and regional economic development organizations
	Cultivate a pipeline of skilled individuals in CEA through comprehensive talent development programs that would include CEA-relevant credentials	Community Colleges; 4-year higher ed partners; Virginia Career Works	# people trained; # jobs placed; # businesses served; # new internships placed	#credential awarded; # new programs designed; # students enrolled	Develop and implement a comprehensive CEA talent pathway model in partnership with the GO TEC program
	Increase enrollment in K-12, community college, undergraduate, and graduate-level students in CEA-related programs supplemented by internships, curricular instruction, career awareness, and relevant work-based learning experiences	Community Colleges; 4-year higher ed partners; Virginia Career Works	# people trained; # jobs placed; # businesses served; # new internships placed	#credential awarded; # new programs designed; # students enrolled	Develop and implement a comprehensive CEA talent pathway model in partnership with the GO TEC program
	Position the translational research capabilities and reputation of the VT/IALR CEA Innovation Center to enhance and increase its support of existing and emerging CEA businesses and reach a complementary portfolio of companies across their supply chains	Virginia Tech; Regional Higher Education Centers; local economic developers; REDOs; existing businesses; GENEDGE; Small Business Development Center; Chambers of Commerce	# B-2-B partnerships expanded; # businesses identified as supporting CEA	# business leaders participating in convenings; # convenings held to educate on CEA	Offer expanded translational research and technical assistance to CEA companies and their supply chain

INVESTMENT AREA	GOAL	POTENTIAL PARTNERS	OUTCOMES	IMPACT MEASURES	IMPLEMENTATION STRATEGIES
Entrepreneurial Ecosystem	Monitor and advance the implementation of the SOVA Rise Collaborative	SOVA Rise; Virginia Innovation Technology Authority; SEED Hub; SOVA Innovation Hub; The Launch Place	# entrepreneurs served; # minority entrepreneurs served; # businesses started; # businesses expanding; # jobs created	Capital raised; # patents filed; # participants in training programs; #media placements about training	Support efforts to extend the brand awareness of the entrepreneurial assets within Region 3
	Support programmatic emphasis on agribusiness and health care sectors as identified in the 2019 Teconomy Report	SOVA Rise; Virginia Innovation Technology Authority; SEED Hub; SOVA Innovation Hub; The Launch Place; Virginia Farm Bureau; health care systems; local economic developers	# new businesses created in health and agribusiness sectors; # new jobs created in agribusiness and health sectors	# convenings of agribusiness and health care partners; # agribusiness and health care partners participating	Convene and connect agribusiness stakeholders to identify barriers and opportunities
					Convene and connect health care stakeholders to identify barriers and opportunities
	Identify and support efforts to grow emerging business sectors	Chambers of Commerce; local economic developers; REDOs; Small Business Development Center; Virginia Innovation Technology Authority; Virginia Chamber of Commerce; existing business leaders	# Emerging business sectors identified	# convenings of partners held; # partners participating in convened meetings	Create an emerging business workgroup to Identify and analyze the development of emerging sectors that leverage existing capacities in Region 3 in talent, sites, and new business formation
	Support the growth and sustainability of the entrepreneurial hubs in Region 3	SEED Innovation Hub; SOVA Innovation Hub; The Launch Place; community colleges; 4-year higher education institutions; Virginia Innovation Partnership Authority; Chambers of Commerce; local economic developers; REDOs; financial institutions and organizations; Federal	# new businesses created; $ of private capital invested	# participants in training programs; # businesses introduced to financial partners	Support efforts to ensure access to capital is aligned with various stages of entrepreneurial development from pre-seed to later stage
					Support efforts to ensure access to program resources is available across the Region

INVESTMENT AREA	GOAL	POTENTIAL PARTNERS	OUTCOMES	IMPACT MEASURES	IMPLEMENTATION STRATEGIES
Leadership	Anticipate the future	GV Regions; DHCD; Virginia Chamber; Virginia Innovation Technology Authority; Virginia Career Works	# Statewide Competitive Projects; # state partners involved in project applications	# convenings with state partners; # presentations by state partners	Look for opportunities to engage with other Regions for investment opportunities
					Conduct a retreat/advance to hear from experts in rural economic development
					Monitor changes in state programs and leadership that may impact the economy of Region 3
	Ensure strong and sustained leadership for the Council and the Region	Region 3 business leaders; local economic developers; REDOs; Chambers of Commerce; Regional Foundations; Technology Councils; Young Professionals Organizations	$ available to support Region 3 projects; Framework for R3 Leadership Academy	# individuals serving on R3 Advisory Committees; # participants in R3 All-Hands meetings	Proactively identify and engage citizen leaders to serve on Council committees and initiatives
					Proactively champion stable funding support from state, regional and private sources
					Assess the creation of a leadership academy
	Support Sustainable Regional Economic Development Systems in Eastern and Northern Sub-Region	Region 3 business leaders; local economic developers; REDOs; Chambers of Commerce; Regional Foundations; Technology Councils; Young Professionals Organizations	$ and in-kind commitment of localities for projects; # grant applications submitted by REDOs or localities for R3 investment	# convenings held with REDOs and localities; # participants from REDOs and localities	Convene or support convening of local economic developers and county administrators and regional planning organizations
					Support development of strategies and plans to sustain regional approach
	Build regional coalitions of strategic partners	Region 3 business leaders; local economic developers; REDOs; Chambers of Commerce; Regional Foundations; Technology Councils; Young Professionals Organizations	# project applications submitted by partners; value of project applications submitted by partners	# convenings of peer partner groups; # peer partners participating in convenings	Convene and connect leaders of Chambers of Commerce, economic developers, Chief Administrative Officers and Chief elected officials, School Superintendents, and Young Leaders, both with their peers as well as across operational roles
	Continue to build a multi-faceted communication strategy to reach diverse audiences	Media consultant; Region 3 business leaders; regional news organizations; local economic developers; REDOs; Chambers of Commerce; Regional Foundations; Young Professional Organizations; Faith-Based Institutions; Civic Clubs	# new followers on social media; # referrals for projects based on social media	# media placements; # social media posts	Ensure the positive outcomes of Region 3's investments are visible
					Build awareness of new leaders to support the goals of Region 3 and its organizational development and sustainability

9. Strategic Partnerships and Collaboration Opportunities

GO VIRGINIA REGION 3

LEGEND FOR ECONOMIC DEVELOPMENT ORGANIZATION PARTNERS' MAP

LOCAL ECONOMIC DEVELOPMENT OFFICES – 15 *Patrick, Martinsville/Henry, Danville, Pittsylvania, Halifax, Mecklenburg, Brunswick, Nottoway, Amelia, Cumberland, Prince Edward, Charlotte, Lunenburg, Buckingham*
LOCAL PARTNER OFFICES (CHAMBERS, MAIN STREET, TOURISM)
REGIONAL ECONOMIC DEVELOPMENT ORGANIZATIONS – 2 *Virginia's Heartland Economic Development Alliance, Southern Virginia Regional Alliance*
REGIONAL PLANNING DISTRICT COMMISSIONS – 3 *Southside Planning District, Commonwealth Regional Council, West Piedmont Planning*
REGIONAL FOUNDATIONS – 2 *Danville Regional Foundation, The Harvest Foundation*
REGIONAL COMMUNITY COLLEGES, VIRGINIA CAREER WORKS, GO TEC, K-12 Partners – 20 *Southside Virginia Community College, Danville Community College, Patrick & Henry Community College, West Piedmont WIB, South Central WIB, GO TEC, K-12 Partners*
REGIONAL FOUR-YEAR COLLEGES/UNIVERSITIES – 3 *Longwood University, Hampden Sydney College, Averett University*
REGIONAL HIGHER EDUCATION CENTERS – 4 *Southern Virginia Higher Education Center, Institute for Advanced Learning, New College Institute, Lake Country Knowledge Center*
STATE AGENCIES and PRIVATE PARTNERS – 13 *Virginia Tourism Corporation, Virginia Innovative Partnership Authority, Virginia Tobacco Commission, GO Region 3, Genedge, Virginia Economic Development Partnership, Virginia Department of Housing & Community Development, Virginia Chamber of Commerce, Longwood Small Business Development Center, MidAtlantic Broadband, Mecklenburg Coop, Southside Coop, Dominion Virginia Power,*
LOCAL INNOVATION ASSET PARTNERS – 11 *National Tire Research Center, Southern Virginia Product Advancement Center, FabLab, HAAS Performance Center, The Launch Place, RISE Collaborative, SOVA Innovation Hub, SEED Innovation Hub, Southern Piedmond Technology Council, StartUp Champions Network, Virginia CDFI Coalition*

10. Alignment with Other Regional and Statewide Plans

As part of the review and deep update for this 2025 Growth & Diversification Plan, the Region reviewed plans and strategies from 25 existing partner organizations including planning district commissions, Career Works boards, regional economic development organizations, tourism organizations, housing partners, educational institutions, and philanthropic organizations. The plans were all current, created since the pandemic of 2021, A full list of the plans that were reviewed is included in the Attachments to this Plan. Below is a summary of how these plans align in terms of Goals, Strengths, Weaknesses, Opportunities, and Business Sectors.

Alignment of Goals

Across the Word summary of regional plans and the three PDC CEDS tabs, the through-lines are clear: (1) grow jobs and firms (business attraction/expansion, entrepreneurship), (2) improve enabling infrastructure (sites, broadband, transportation), (3) strengthen talent pipelines (K-12 → community college → upskilling), and (4) create meaningful partnerships that position localities and the region to be more successful.

Alignment of Strengths

- Workforce & training capacity. Community college programs (e.g., mechatronics, welding, health sciences) and GO TEC are repeatedly cited as scalable assets that align training to industry needs.
- Broadband progress. Fiber/middle-mile backbones and recent broadband investments are momentum drivers that enable business growth and remote/hybrid work.
- Industrial/logistics footing. Existing industrial corridors, roadway access, and deep manufacturing knowledge are common assets.
- Natural/recreational assets. Lakes, rivers, trails, and outdoor recreation—plus heritage tourism—are shared quality-of-place strengths tied to visitor spending and talent attraction.
- Ecosystem collaboration. Ongoing coordination via SVRA, VGA, IALR/GO TEC, RISE Collaborative, and local EDOs presents a competitive advantage.
- Three four-year colleges (Averett, Longwood, and Hampden-Sydney) that drive visitation, talent, and community programming.

- Ample and relatively affordable land; quality-of-life advantages; improving broadband connectivity and access corridors to larger markets.

Alignment of Weaknesses

- Demographics & retention. Population decline/aging, small labor pools, and difficulty retaining graduates/young professionals.
- Higher poverty levels constrain workforce depth and disposable income.
- Last-mile & site readiness gaps. Despite broadband gains, pockets remain underserved; likewise, developable land and infrastructure gaps constrain project readiness.
- Limited diversity and attainability of housing stock.
- Workforce frictions. Persistent skills mismatches, limited childcare (affecting participation), and a tight healthcare workforce supply.
- Economic concentration risk. Over-reliance on legacy or cyclical manufacturing niches leaves some places exposed to downturns or automation pressures.
- Constrained inventory of fully serviced, industrial-zoned acreage and regulatory friction points that slow mixed-use and hospitality development.

Alignment of Opportunities

- Site development & up-tiering. Coordinated, multi-jurisdictional work to move priority sites up the readiness ladder (and align sites to target sectors) is a universal theme.
- Talent pathways at scale. Expanding GO TEC-style pathways, clinical/health pipelines, and work-based learning across the region to close critical occupation gaps.
- Entrepreneurship & small business growth. Ecosystem supports (e.g., RISE Collaborative, hubs/accelerators, procurement navigation) to drive the majority of job growth from smaller firms.
- Leverage the SEED Hub, SOVA Innovation Hub, and Launch Place as anchors for entrepreneurship.
- Advance data center site preparedness.

- Broadband to business. Converting new fiber assets into firm creation, telehealth, remote work attraction, and digitally enabled services.
- Visitor economy lift. Sports/outdoor recreation and heritage assets to grow spending, catalyze main-street reinvestment, and support small-scale advanced manufacturing/artisan production.
- Agri-innovation & CEA. Leveraging agricultural heritage, emerging CEA, and value-added food processing to diversify, shorten supply chains, and add resilient jobs.

Alignment of Target Sectors

Two of the three PDC CEDS tabs explicitly list sector priorities that match each other and align with broader regional strategies summarized in the Word document. Commonly named (or implied) targets include:

- Advanced Manufacturing & Advanced Materials
- Business Services
- Information Technology & Communications Services and data centers
- Transportation & Logistics and fulfillment enterprises
- Energy, Natural Resources & Finished Products
- Agriculture & Food Processing
- Healthcare services and related support sectors
- Tourism and agritourism
- (Emerging) Controlled Environment Agriculture (CEA) as a cross-cutting opportunity tied to sites, R&D/IALR support, and workforce pipelines

11. Attachments

- Performance of the Economy – Longwood Report
- Stakeholder Summary
- Economic Development Announcements
- VEDP Site Inventory
- Site Alignment with Target Sectors
- Skills Gap Analysis

GO Virginia Region 3
Growth & Diversification Plan
2025 Update

Performance of the Region 3 Economy

Prepared by the Office of Community and Economic Development
at Longwood University

Jennifer Cox Carne
Director of Local & Community Relations

Region 3 Economic Performance and Skills Gap Analysis - Executive Summary

This Economic Performance and Skills Gap Analysis, completed by the Office of Community and Economic Development at Longwood University, is provided for the Southern Virginia Region 3 Council as part of the GO Virginia Growth & Diversification Plan, for submission to the Virginia Department of Housing & Community Development. The analysis is intended to provide insight and direction to both the Regional Council and stakeholders with the region's status (historical, current, and forecasted) in:

For Targeted Sectors:

- **Employment** - Including Employment Change, Employment Growth, and Annual average percentage change in employment
- **Average Annual Wages**
- **Location Quotient** -comparing the size of each industry's employment to the national average
- **Demand** - Forecasted demand for jobs by industry/sector (Exits, Transfers, and Employment Growth determine demand)
- **Exits** - Workers forecasted to leave the labor force
- **Transfers** - Workers moving from one occupation to another

Additional Data Sets:

- Median Household Income
- Median Age of Region 3
- Demographic Trends
- Commuting Patterns
- Early Childhood Education availability, quality, and affordability
- Healthcare availability (both primary and specialized care)
- VEDP Announcements for the Region

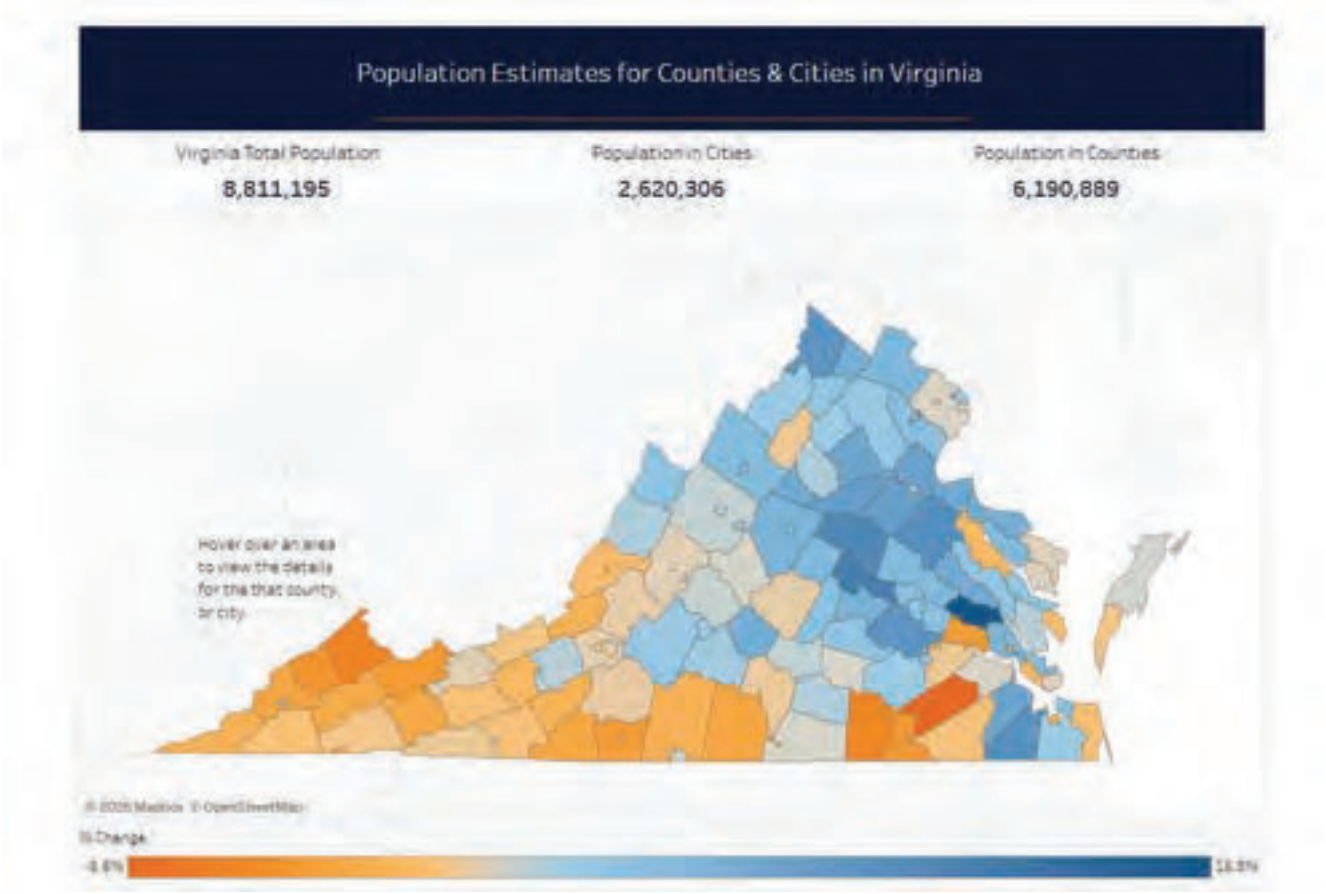
In addition to the data through charts and graphics, brief summaries are provided to provide context to the data being presented.

What has been happening in Region 3?

Before looking at employment we need to step back and look at the wider context for Virginia and for Region 3.

Population Changes[1]:

Weldon Cooper Center provides population estimates as of July 1st the prior year. Data below is based off of July 1, 2024 estimates.



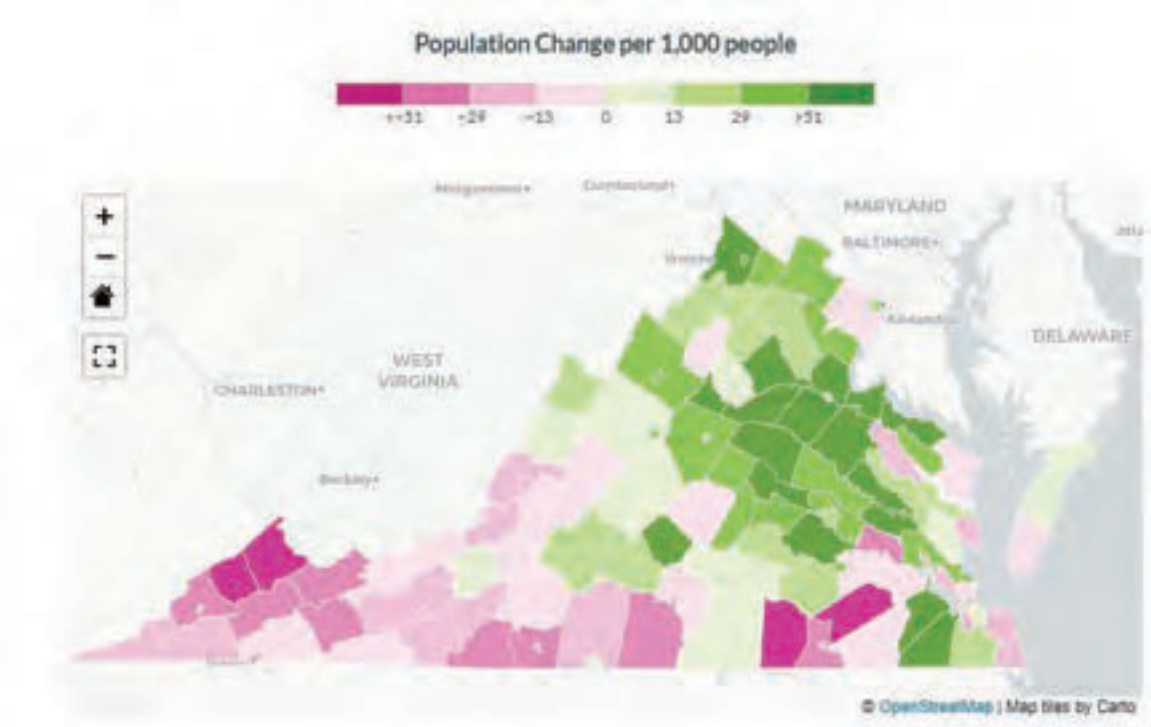
[1] Source: Weldon Cooper: https://www.coopercenter.org/virginia-population-estimates

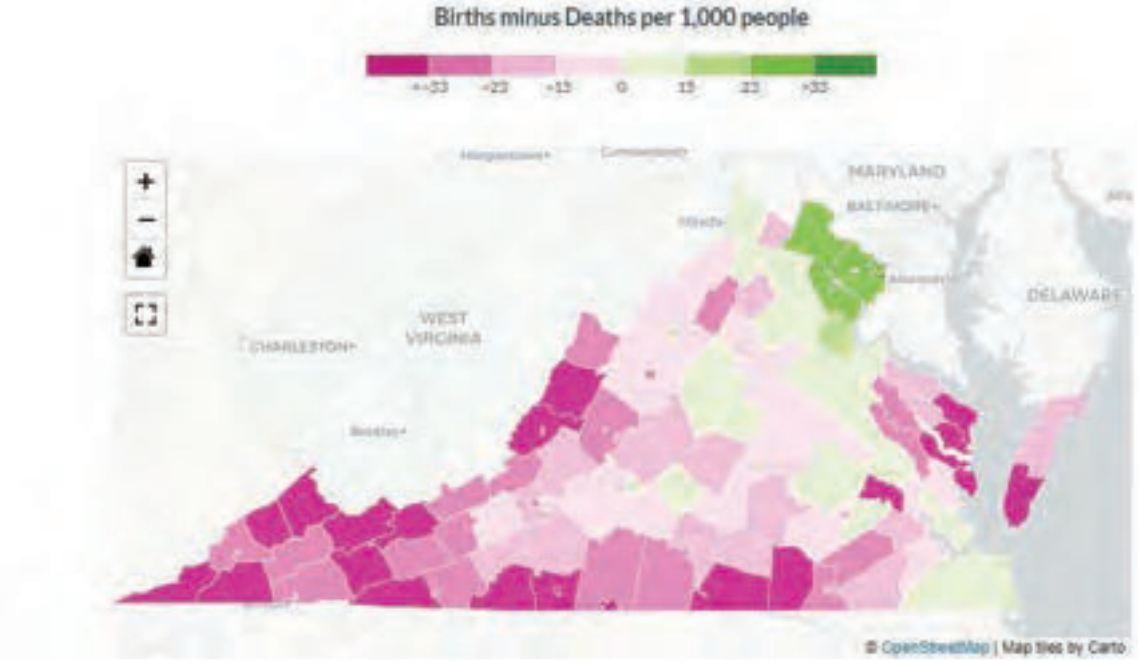
On February 17, 2025 VPAP[2] used the latest estimates from the Weldon Cooper Center to measure how population has changed across Virginia localities since the 2020 Decennial Census.

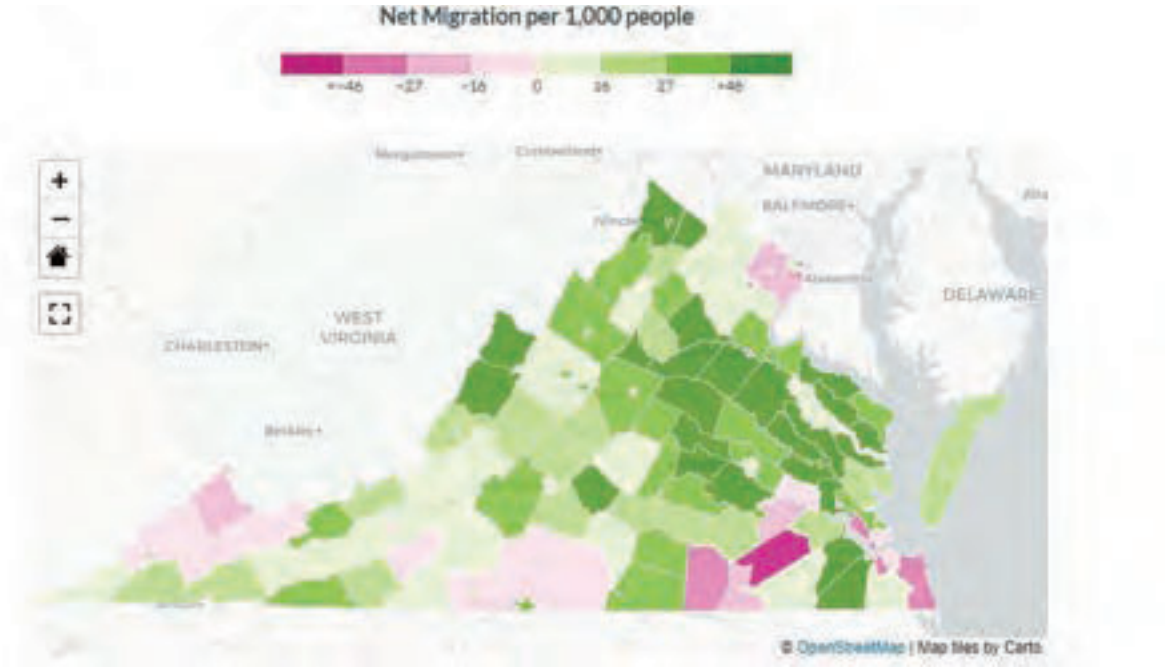
Locality	2024 Population (Estimated)	Births Minus Deaths	Net Migration	Total Population Change
Amelia	13,629	-231	+595	+364
Brunswick	14,867	-498	-484	-982
Buckingham	16,736	-279	+191	-88
Charlotte	11,444	-240	+155	-85
Cumberland	9,982	-67	+374	+307
Halifax	32,817	-984	-221	-1,205
Henry	48,726	-1,921	-301	-2,222
Lunenburg	12,059	-208	+331	+123
Mecklenburg	30,333	-1,036	+1,050	+14
Nottoway	15,647	-337	+342	+5
Patrick	16,985	-751	+128	-623
Pittsylvania	58,913	-1,477	-111	-1,588
Prince Edward	22,548	-270	+401	+131
City of Danville	42,700	-1,423	+1,533	+110
City of Martinsville	13,268	-572	+355	-217

The population change for localities varied for Region 3, however one consistency is that migration into the region has supported stabilizing the overall population. The below graphics highlight the data in the chart above.

[2] Source: VPAP: https://www.vpap.org/visuals/visual/components-of-population-change/


Population Change per 1,000 people
MARYLAND
BALTIMORE
DELAWARE
WEST VIRGINIA
CHARLESTON
© OpenStreetMap | Map tiles by Carto


Births minus Deaths per 1,000 people
MARYLAND
DELAWARE
WEST VIRGINIA
CHARLESTON
© OpenStreetMap | Map tiles by Carto



While demographers are still uncertain about the demographic shifts caused by the COVID-19 pandemic over the upcoming decade, there are a few trends worth noting[3]:

- The current trends still show migration out of larger metro areas and into smaller metro areas and rural counties.
    - The shift to rural areas has resulted in increases in home values.
    - School enrollment projections will need to adjust (lower birth rates and shifts to private education will result in lower public school enrollment).
- With the rise in remote work, growth can shift further away from major employers/areas. (Approx. ⅓ of all workdays in 2023 were remote)
- Birth rates have declined since 2020 and not rebounded. Specifically, the total fertility rate in 2023 was at 1.62 births per woman in the United States, while the replacement level is 2.1[4]. At the same time the overall population has aged which may result in a "squeeze" of the labor force[5].

[3] Source: Weldon Cooper: https://www.coopercenter.org/research/amid-slow-population-growth-virginias-demographic-landscape-being-transformed

[4] Source: Wall Street Journal "U.S. Fertility Rate Falls to Record Low" https://www.wsj.com/us-news/america-birth-rate-decline-a111d21b?st=6mtGur&reflink=desktopwebshare_permalink

[5] Source: Weldon Cooper: https://www.coopercenter.org/research/statchat-school-enrollment-trends-in-post-pandemic-virginia

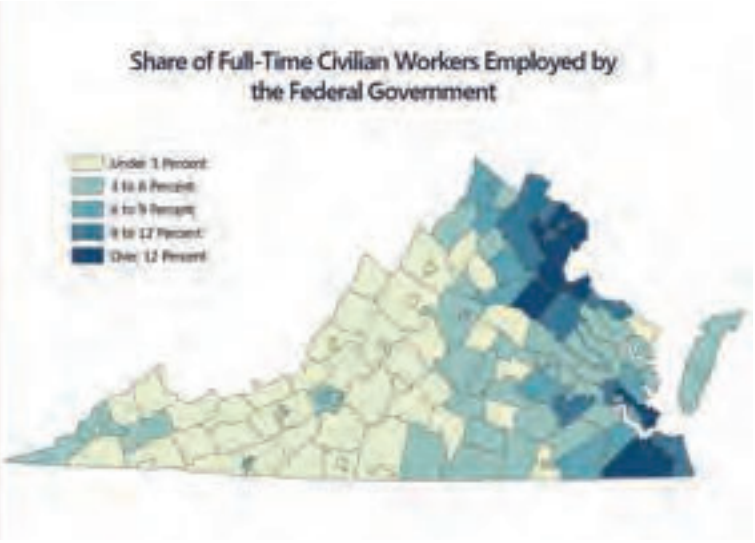
Impact of the Federal Workforce on Virginia's Economy

It is well documented that the Commonwealth has strong workforce ties to the federal government. Hamilton Lombard, from the Weldon Cooper Center at UVA, also noted that in "nine of Virginia's 11 congressional districts, a larger share of the population is employed by the federal government than the national average".

In most Virginia localities

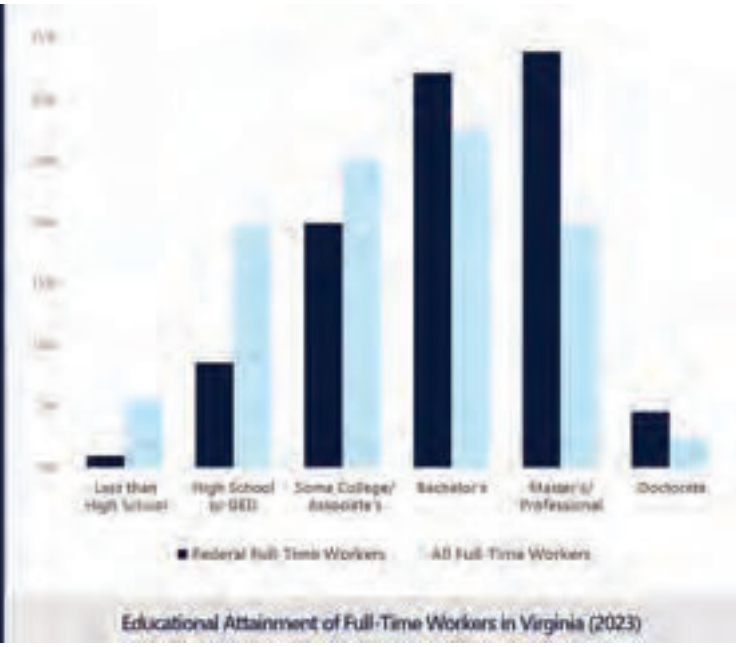
Share of workforce in federal employment exceeds national average

- Over 50% live in the Northern Virginia PDC
- 20% live in Hampton Roads PDC



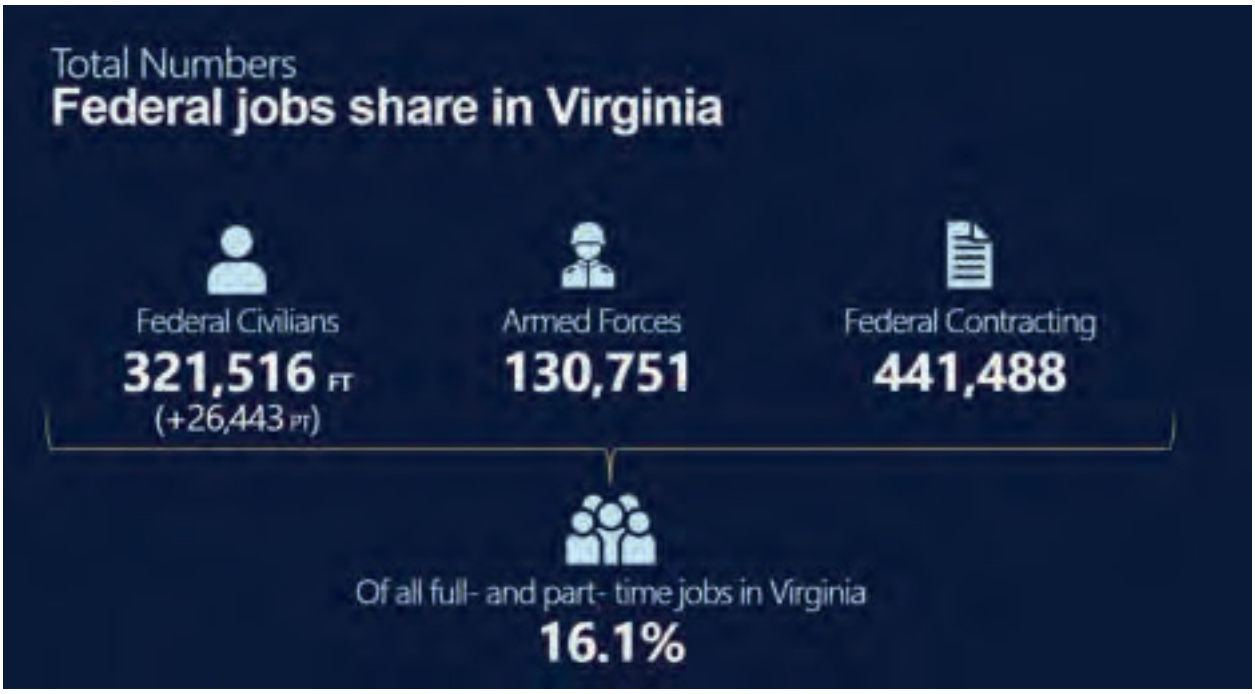
Virginia's federal workforce is distinct

- nearly twice as likely to hold a graduate degree (compared to other VA workers)
- earn nearly 2x more than private sector employees
- are more likely to work in high-paying fields (compared to peers nationally)



Educational Attainment of Full-Time Workers in Virginia (2023)

Even in Region 3, we are not immune to the impact of the federal workforce. “Nearly one in eight Virginians either work for the federal government or have jobs connected to federal contracts”[6]. Additionally, with the rise in remote work federal workers and federal contractors have continued to push further away from Northern Virginia[7]. Only time will tell how the federal layoffs and budget cuts will impact Region 3. Current predictions include an increase in unemployment until late 2026.



[6] Virginia Business: https://virginiabusiness.com/virginia-job-loss-forecast-2025/?oly_enc_id=0462G1080134E1E

[7] Weldon Cooper Report: https://www.coopercenter.org/research/economic-impact-slides-04082025

Employment, Average Wages, and Median Household Income

Now that we have looked at the overall population trends and the impacts of the Federal Workforce on the Commonwealth, we can look at employment growth, average wages, and median household income. Additionally we can look at other budgetary impacts such as housing, child care, transportation, and food.

Employment Growth in Region 3

As an update to the previous report, employment for the region from JobsEQ 2024Q4 datasets saw an increase in employment (1.37%) and an increase in annual wages (6.7%) compared to 2023Q1 datasets.

Employment Growth						
	NAICS Total - All Industries	Employment	Average Annual Wages	LQ	Employment Change (5 Year History)	Annual % (5 Year History)
2020-Q3		128,053	$34,308	1.00	-6,703	-1.00%
2023-Q1		129,135	$43,408	1.00	-5,547	-0.8%
2024-Q4		131,306	$46,871	1.00	-1,234	-0.2%

Looking at employment change forecasted for the next two, five, and ten years overall attrition is expected to slow (to -0.3% compared to -0.7% in the 2023 Growth & Diversification Plan update). Overall employment growth is not yet trending positive but the result is illustrative that the region's employment is improving and trending toward breakeven and potentially positive employment growth.

Employment Forecast for Region 3[8]					
	Total Demand	**Exits**	**Transfers**	**Employment Growth**	**Annual % Growth**
2 year forecast	27,645	11,686	16,699	-741	-0.3%
5 year forecast	68,779	29,069	41,555	-1,844	-0.3%
10 year forecast	136,460	57,652	82,471	-3,663	-0.3%

Average Wages Nationally and for Region 3

For the first quarter of 2025 Median weekly earnings of the nation's 122 million full-time wage and salary workers were $1,192 (not seasonally adjusted)[9]. Compared to other regions, Region 3 still trails most peers in average wages.

Wage Growth Across All Regions

	Average Annual Wages by Year			
Region	**2021 Q4**	**2022 Q4**	**2023 Q4**	**2024 Q4**
1	38,864	41,700	44,194	45,575
2	48,452	51,082	53,377	55,769
3	40,037	42,634	44,911	46,871
4	60,744	63,967	66,162	68,336
5	53,841	56,339	59,018	61,298
6	52,448	54,573	56,982	59,222
7	87,756	90,785	94,143	98,203
8	47,780	50,270	52,100	54,397

[8] JobsEQ data as of Q4 2024
[9] Source: Bureau of Labor Statistics news release April 16, 2025
https://www.bls.gov/news.release/pdf/wkyeng.pdf

9	57,241	58,989	61,425	63,069
Virginia	65,958	69,059	72,101	75,076

Wage Growth Across All Regions Sorted by Ave. Wages

	Average Annual Wages by Year			
Region	**2021 Q4**	**2022 Q4**	**2023 Q4**	**2024 Q4**
7	87,756	90,785	94,143	98,203
Virginia	65,958	69,059	72,101	75,076
4	60,744	63,967	66,162	68,336
9	57,241	58,989	61,425	63,069
5	53,841	56,339	59,018	61,298
6	52,448	54,573	56,982	59,222
2	48,452	51,082	53,377	55,769
8	47,780	50,270	52,100	54,397
3	40,037	42,634	44,911	46,871
1	38,864	41,700	44,194	45,575

Wages by PDCs in Region 3

	2024Q3 Average Annual Wage
Go Virginia Region 3	**$46,817**
Commonwealth PDC	$47,069
Southside PDC	$48,379
West Piedmont PDC	$45,784

Referencing the table above, wages are in relatively close proximity to each other throughout Region 3 when broken down by the sub regional average. Similar to the previous report Southside PDC has the highest average annual wage while the West Piedmont PDC region has the widest disparity of 5.36% lower compared to Southside PDC. The region should continue to pay attention to the sub regions so that the wage growth disparity does not increase.

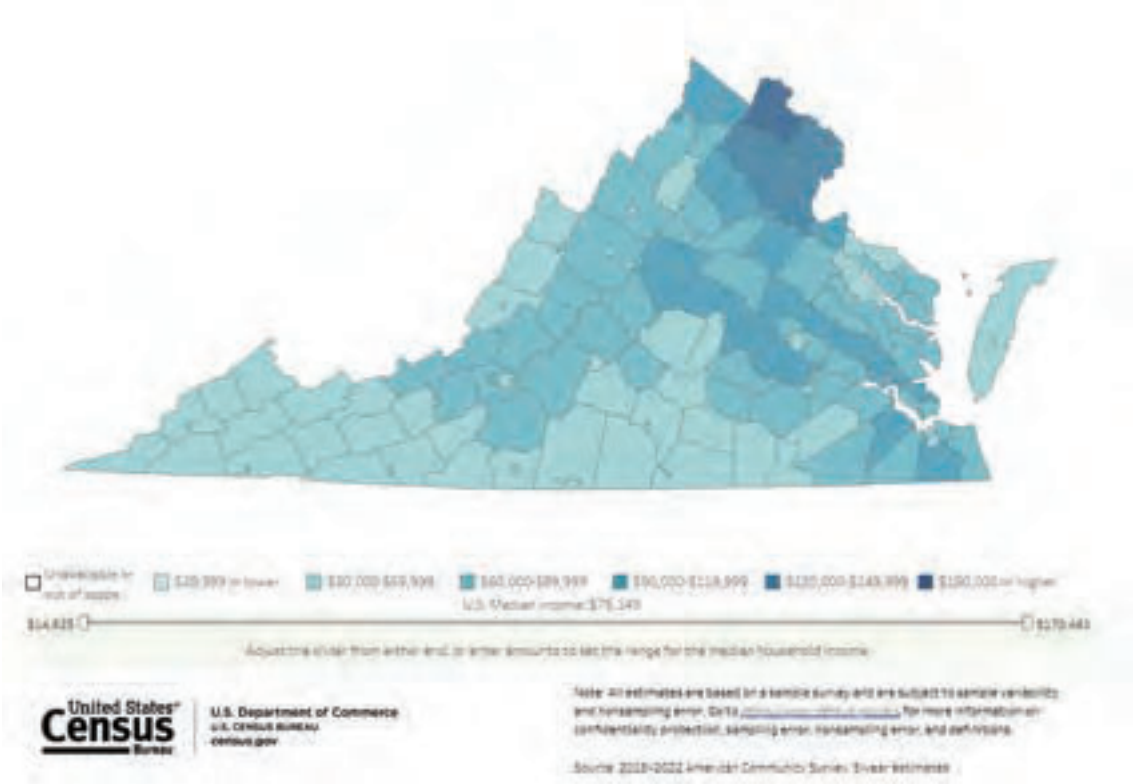
Median Household Income & Age in Region 3

Locality	Median Household Income per year[10]	Median Income +/-	Median Age in 2023[11]
Amelia	63438	15114	44.8
Brunswick	52678	3117	44.4
Buckingham	59894	8713	43.7
Charlotte	51548	9194	45.2
Cumberland	56497	8052	45.2
Halifax	49145	2546	46.7
Henry	43694	2612	47.9
Lunenburg	54438	7866	44.8
Mecklenburg	51265	4199	48.8
Nottoway	62366	8677	41.2
Patrick	49180	5345	51.0
Pittsylvania	52619	3032	48.3
Prince Edward	57304	3789	32.4

[10] Source: U.S. Census Bureau: https://www.census.gov/library/visualizations/interactive/median-household-income.html

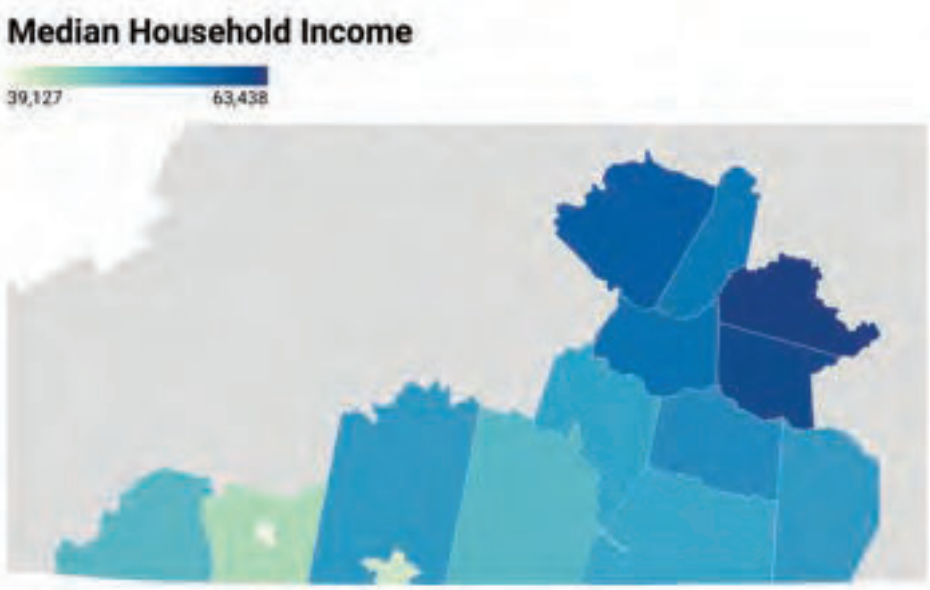
[11] Source: Federal Reserve Bank of St. Louis: https://fred.stlouisfed.org/release/tables?eid=329618&rid=430

City of Danville	41484	3434	40.8
City of Martinsville	39127	3628	40.2
Virginia Median Household Income[12]	96490		38.8
U.S. Median Household Income[13]	75149		38.7



[12] Source: Federal Reserve Bank of St. Louis: https://alfred.stlouisfed.org/series?seid=MEHOINUSVAA646N

[13] Source: U.S. Census Bureau: Note in 2024 the Median Age increased to 39.1 https://www.census.gov/library/stories/2025/06/metro-areas-median-age.html#:~:text=Median%20Age%20in%20192%20Metro%20Areas%20Higher%20Than%20National%20Median%20of%2039.1&text=The%20U.S.%20median%20age%20%E2%80%94%20the,Bureau%20population%20estimates%20released%20today.



Map: Jen Cox Carne • Source: U.S. Census Bureau • Created with Datawrapper

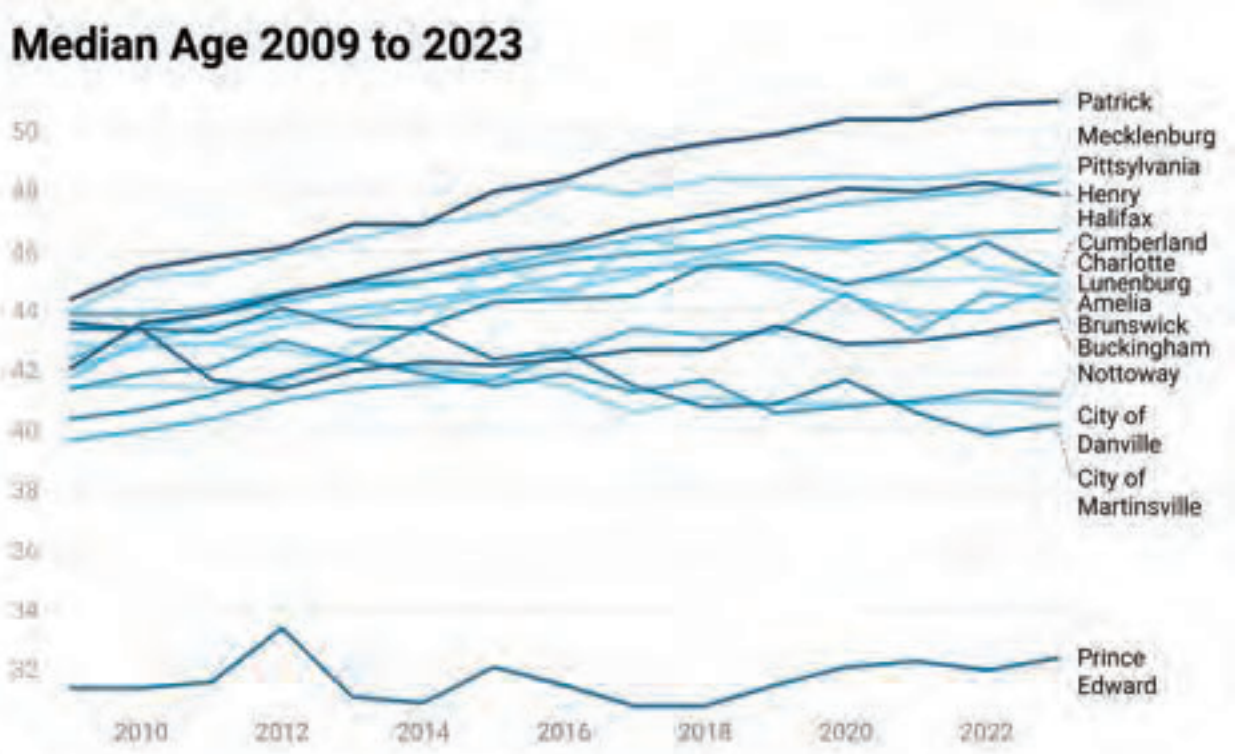


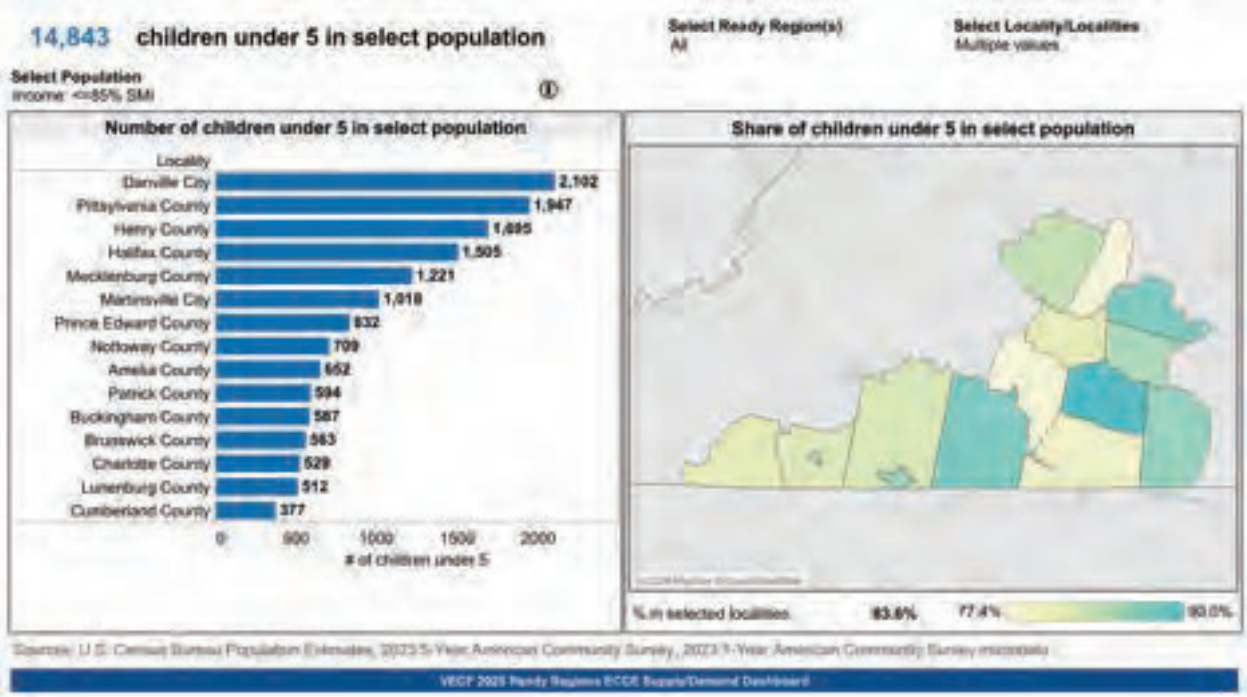
Chart: Jen Cox Carne • Source: Federal Reserve Bank of St. Louis • Created with Datawrapper

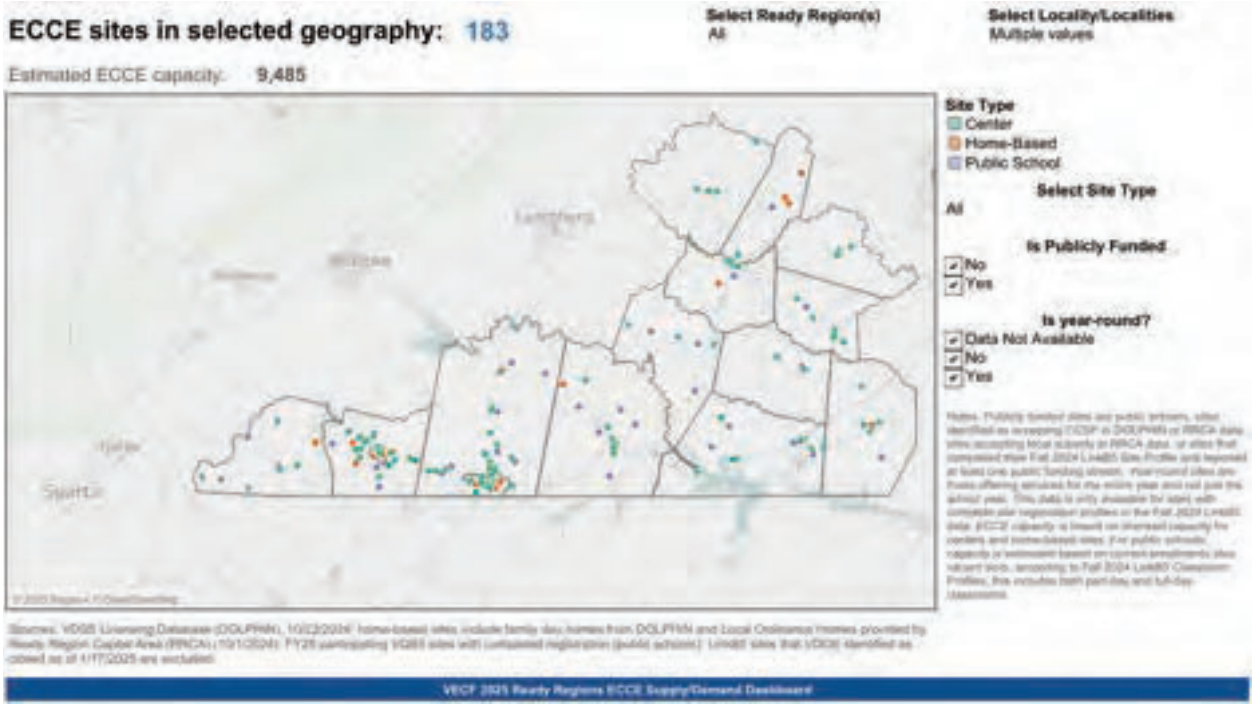
Childcare Supply & Demand in Region 3

It is well documented that workforce and labor needs are impacted by the availability of childcare in a community. A majority of localities for GO Virginia Region 3 are in the Ready Region Southside: Region 3 based on the Virginia Early Childhood Foundation regions. Buckingham County is in Ready Region Blue Ridge: Region 9 and Henry County, Patrick County and the City of Martinsville are in Ready Region West: Region 2.

Locality	Children Under 5 household incomes <=85% SMI	Total number of Children Under 5	Ready Region
Amelia	652	745	3
Brunswick	563	652	3
Buckingham	587	699	9
Charlotte	529	681	3
Cumberland	377	487	3
Halifax	1,505	1,716	3
Henry	1,695	2,071	2
Lunenburg	512	569	3
Mecklenburg	1,221	1,540	3
Nottoway	709	832	3
Patrick	594	734	2
Pittsylvania	1,947	2,373	3
Prince Edward	832	1,027	3
City of Danville	2,102	2,444	3
City of Martinsville	1,018	1,183	2
Region 3	14,843	17,753	

The below charts show the demand for Early Childhood Care and Education (ECCE) in Region 3. Including the number of children under the age of 5 and ECCE sites across Region 3.

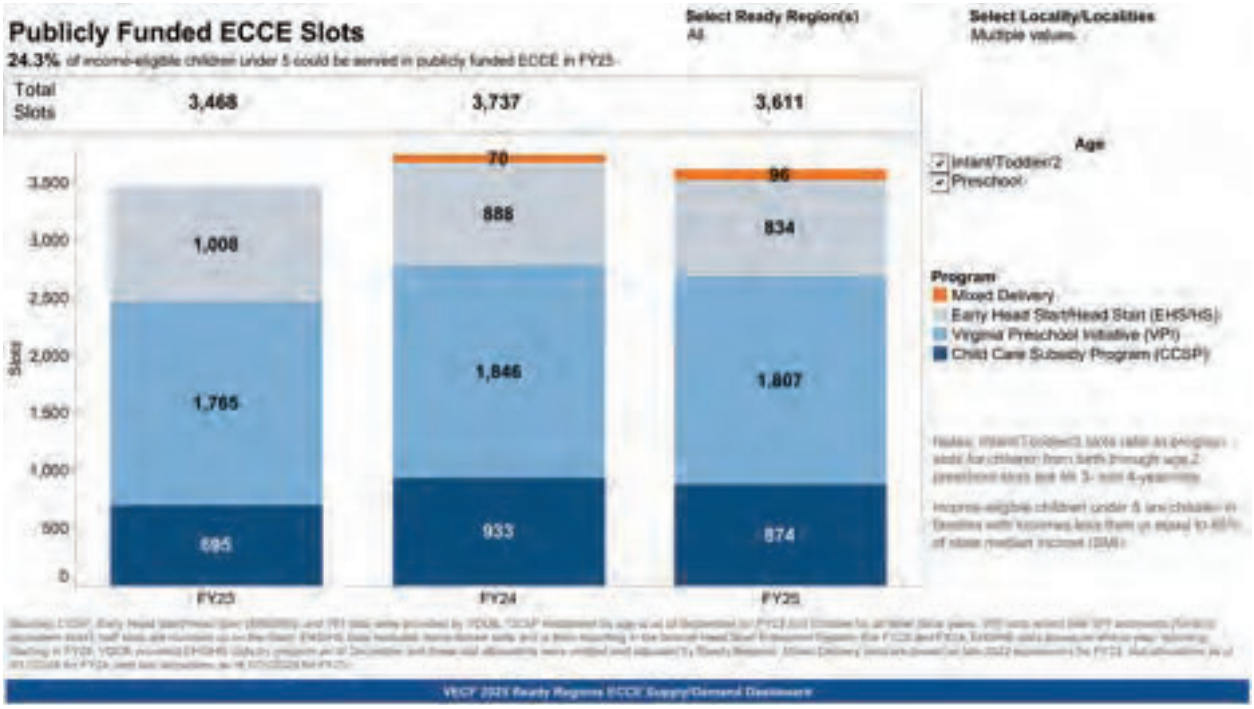




ECCE care is considered affordable if it is **7% or less** of the household income. The median total price of ECCE services for one child (from birth to age 5) is **$49,357**. The minimum household income for the median annual price of ECCE services for one child to be considered affordable (at or below 7% of income) is **$141,019**.[14]

The impact of insufficient care for children under the age of 3 through lost earnings, productivity, and revenue is $146 million per year for Region 3. The impact for the Commonwealth of Virginia exceeds $3 billion per year[15].

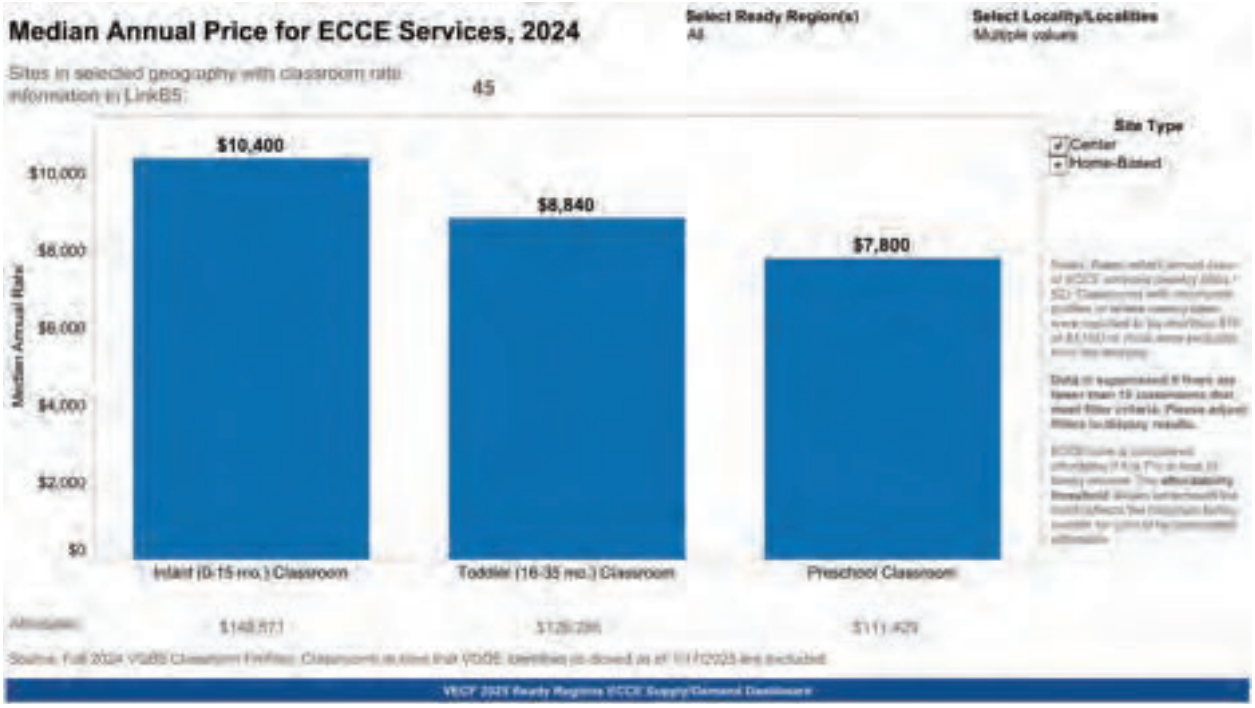
The Economic Policy Institute has also created a Family Budget Calculator to measure income needs for a modest standard of living. "Compared with the federal poverty line and the Supplemental Poverty Measure, EPI's family budgets provide a more accurate and complete measure of economic security in America"[16]

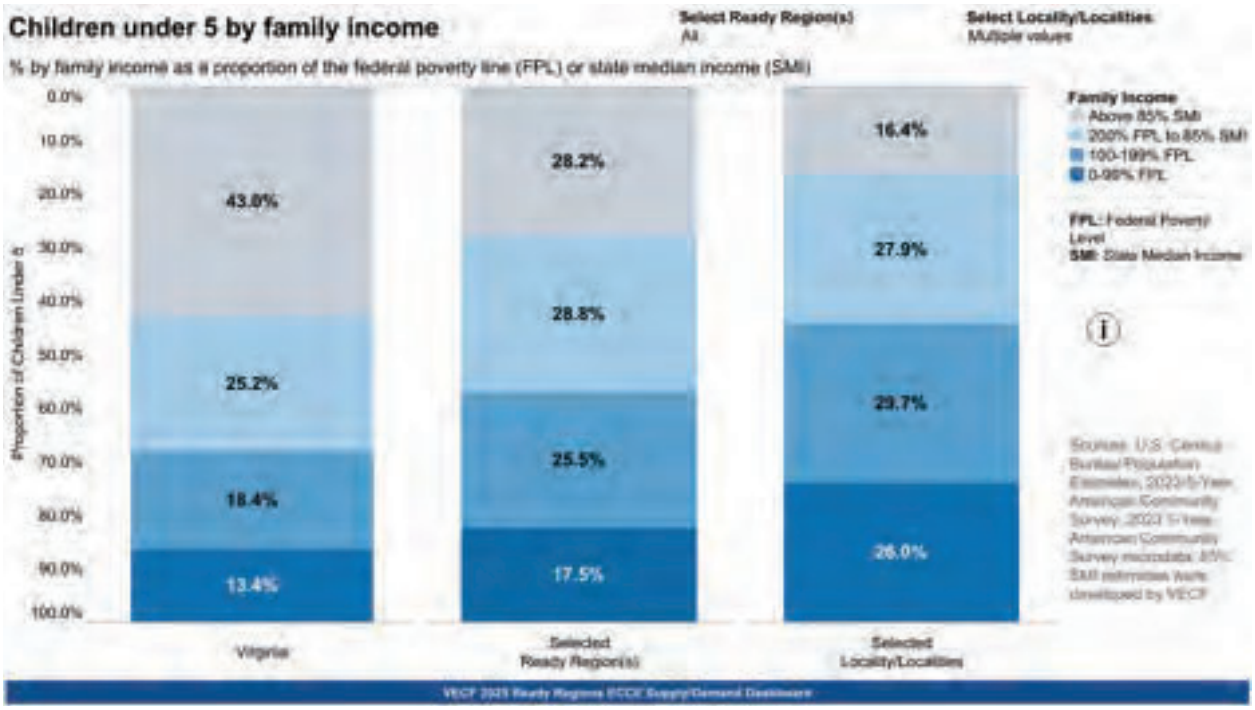


[14] Source: Virginia Early Childhood Foundation https://vecf.org/ready-region-southside/

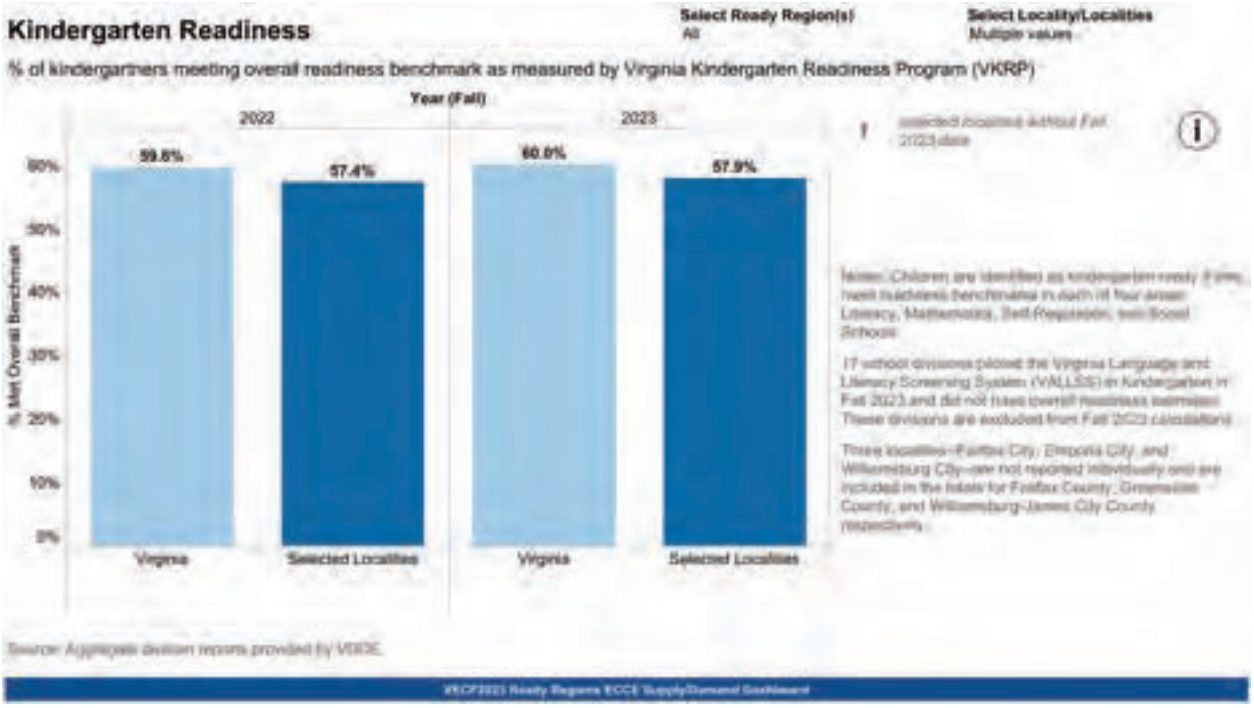
[15] Source: Council for a Strong America: https://www.strongnation.org/articles/2040-the-infant-toddler-child-care-crisis-exacts-a-heavy-economic-toll-nationwide

[16] Source: Economic Policy Institute: https://www.epi.org/resources/budget/


Median Annual Price for ECCE Services, 2024
Select Ready Region(s)
All
Select Locality/Localities
Multiple values
Sites in selected geography with classroom rate information in LinkBS:
45
$10,400
$8,840
$7,800
$10,000
$8,000
$6,000
$4,000
$2,000
$0
Median Annual Rate
Infant (0-15 mo.) Classroom
Toddler (16-35 mo.) Classroom
Preschool Classroom
Site Type
Center
Home-Based
$148,571
$126,286
$111,429


Children under 5 by family income
Select Ready Region(s)
All
Select Locality/Localities
Multiple values
% by family income as a proportion of the federal poverty line (FPL) or state median income (SMI)
0.0%
10.0%
20.0%
30.0%
40.0%
50.0%
60.0%
70.0%
80.0%
90.0%
100.0%
Proportion of Children Under 6
43.0%
25.2%
18.4%
13.4%
28.2%
28.8%
25.5%
17.5%
16.4%
27.9%
29.7%
26.0%
Virginia
Selected Ready Region(s)
Selected Locality/Localities
Family Income
Above 85% SMI
200% FPL to 85% SMI
100-199% FPL
0-99% FPL
FPL: Federal Poverty Level
SMI: State Median Income


Maternal Labor Force Participation
% of women age 20-64 with children <6 in the labor force
Select Ready Region(s)
All
Select Locality/Localities
Multiple values
Year
2013
2018
2023
Labor Force Participation Rate
80%
70%
60%
50%
40%
30%
20%
10%
0%
68.9%
72.0%
70.0%
69.6%
71.9%
73.0%
Virginia
Selected Localities
Virginia
Selected Localities
Virginia
Selected Localities
Notes: 2013, 2018, and 2023 reflect the end year in the 5-Year American Community Survey samples and correspond to 2009-2013, 2014-2018, and 2019-2023 data collection periods, respectively.
Source: 5-Year American Community Survey

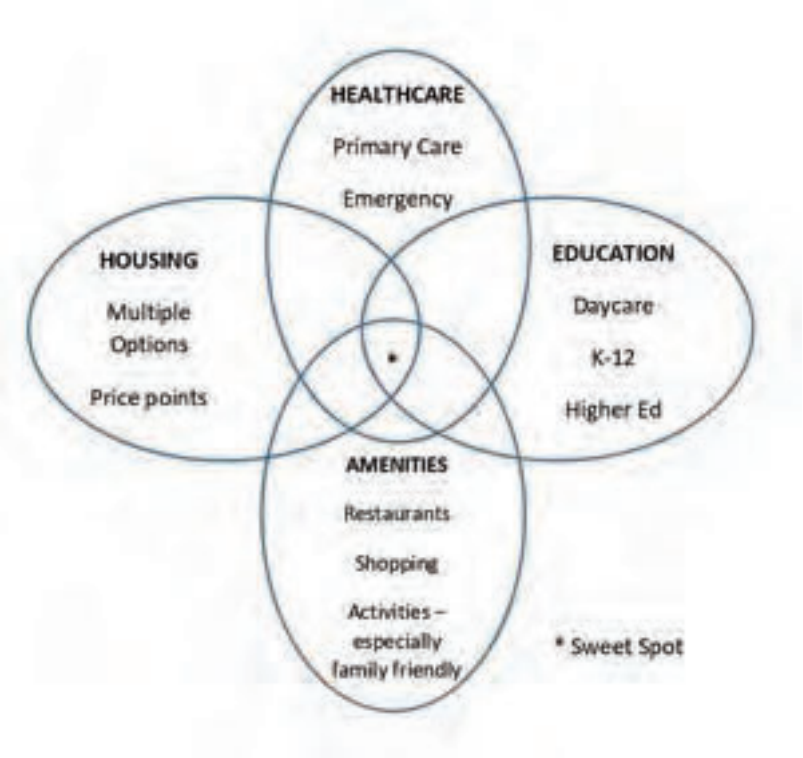


Employment Growth
Priority Target Sectors for Region 3

Region 3 Priority Target Sectors

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

For the 2025 Growth & Diversification Plan a new priority cluster, Logistics & Transportation has been added as a priority sector area. For reference in 2023 Controlled Environmental Agriculture (CEA) was added as a priority target sector.



17

Controlled Environmental Agriculture[18]

Controlled Environment Agriculture Market Size

Controlled Environment Agriculture Market size was valued at USD 51.9 billion in 2023 and is estimated to register a CAGR of 14% between 2024 and 2032. The market is experiencing significant growth, due to urbanization, which boosts the demand for locally produced fresh food. With urban centers facing mounting congestion, CEA systems emerge as a sustainable and efficient solution to cater to the escalating food demands of city residents.

Furthermore, agricultural producers in controlled environments face unique challenges and financial risks usually not covered by traditional insurance programs. To address

[17] Image created by Jennifer Cox Carne, 2022
[18] Source: Global Market Insights https://www.gminsights.com/industry-analysis/controlled-environment-agriculture-cea-market

these specific needs and support sustainable farming practices, new tailored insurance solutions are increasingly being developed. For instance, in October 2023, the U.S. Department of Agriculture (USDA) introduced a new crop insurance program specifically designed for agricultural producers working in controlled environments, including greenhouses and indoor farms. This initiative mitigates financial risks for greenhouses and indoor farm owners, thus enhancing the viability of urban-based food production. Further, it boosts confidence and growth in controlled environment agriculture, aligning with increasing urban food needs across the nations.

Controlled Environment Agriculture Market Trends

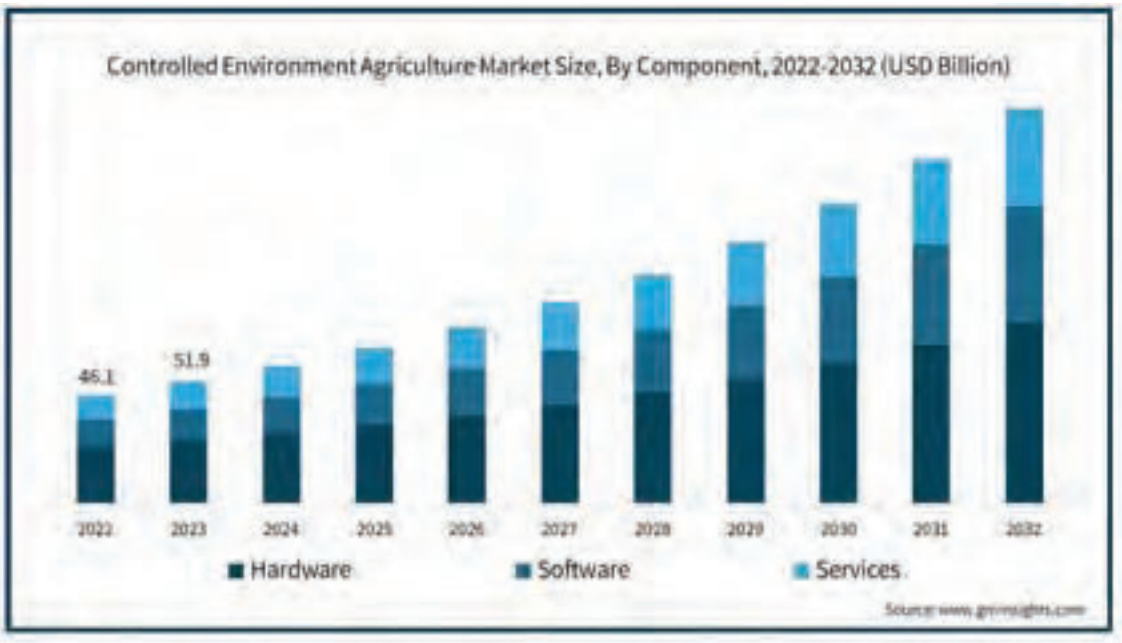
There is a growing focus on integrating artificial intelligence and automation to enhance efficiency and precision in agriculture. Advanced technologies are being employed to optimize climate control, nutrient delivery, and crop monitoring. This shift towards tech-driven solutions aims to improve yields, reduce resource usage, minimize labor, and drive innovation in food production systems.

Moreover, governments are increasingly supporting controlled environment agriculture through grants, subsidies, and research funding. These initiatives aim to promote sustainable farming practices, enhance food security, and stimulate technological innovation. By providing financial incentives and resources, governments encourage the adoption of advanced agricultural methods, driving growth and development in the sector and addressing urban food production challenges.

Controlled Environment Agriculture Market Analysis

Based on component, the market is divided into hardware, software, and services. In 2023, the hardware segment accounted for a market share of around 52%. Development and adoption of advanced hardware solutions in controlled environments have experienced significant growth in recent years. Innovations include high-efficiency LED lighting systems, automated climate control units, and precision nutrient delivery mechanisms. These technologies enhance the efficiency and effectiveness of crop production by optimizing growing conditions, reducing resource consumption, and improving yield quality. The focus is on creating more sustainable and technologically advanced farming systems.

Additionally, the integration of smart sensors and Internet of Things (IoT) devices is becoming prevalent in controlled environments. These devices monitor environmental parameters in real-time, providing valuable data for optimizing growth conditions and automating processes. This technological advancement helps in fine-tuning operations, enhancing productivity, and ensuring consistent crop quality, further driving innovation in agricultural hardware and fueling market growth.

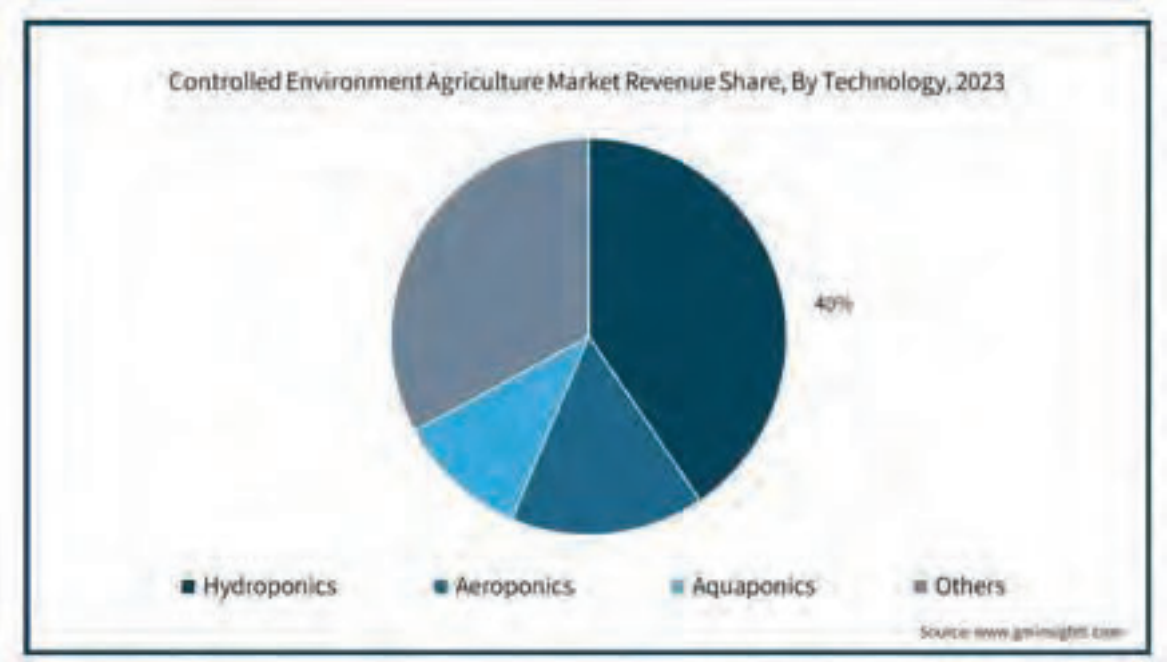


Controlled Environment Agriculture Market Share

The leading players companies in controlled environment agriculture are focused on technological innovation, with key players developing advanced climate control systems, precision lighting, and automated nutrient delivery solutions. Their competitive edge lies in the ability to offer integrated, scalable systems that enhance efficiency and productivity. Additionally, strong R&D investments and strategic partnerships are crucial for maintaining leadership and driving advancements in agricultural technology.

Further, firms are emphasizing sustainability and resource optimization, leveraging eco-friendly technologies and energy-efficient systems to attract environmentally conscious customers. Moreover, competitors are differentiating themselves by offering tailored

solutions that address specific regional needs and regulations. Effective customer support and comprehensive service packages further enhance their market position, addressing the diverse requirements of various agricultural operations.



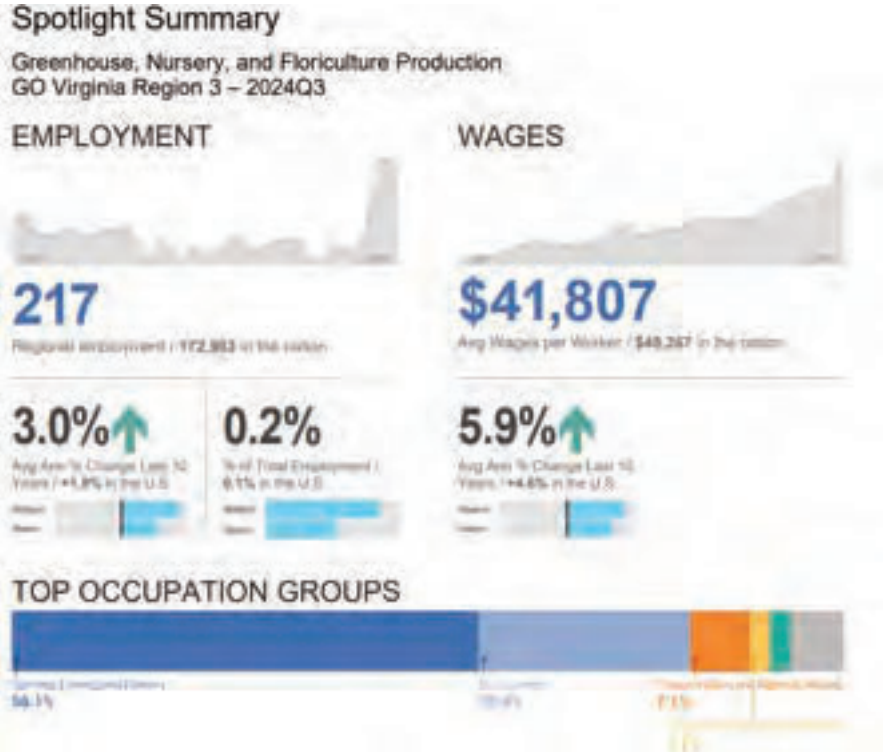
Controlled Environment Agriculture Market Companies

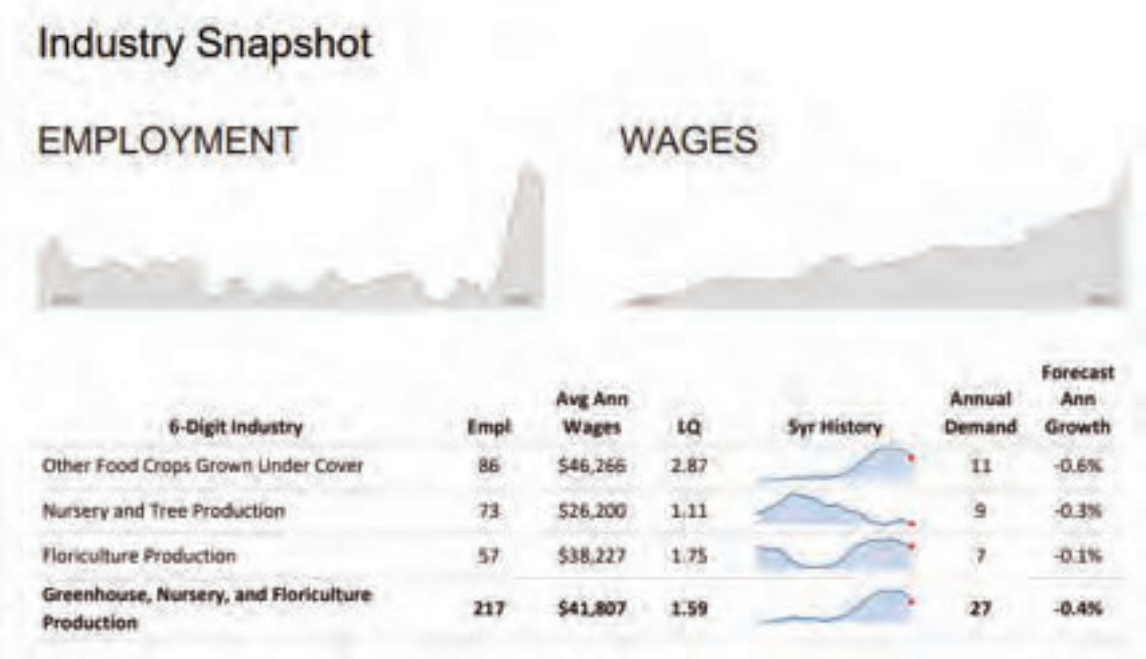
The major players operating in the controlled environment agriculture industry are:

- AeroFarms
- Plenty
- Illumitex
- BrightFarms
- Agritecture
- AppHarvest
- Gotham Greens
- Bowery Farming

- Heliospectra
- Freight Farms

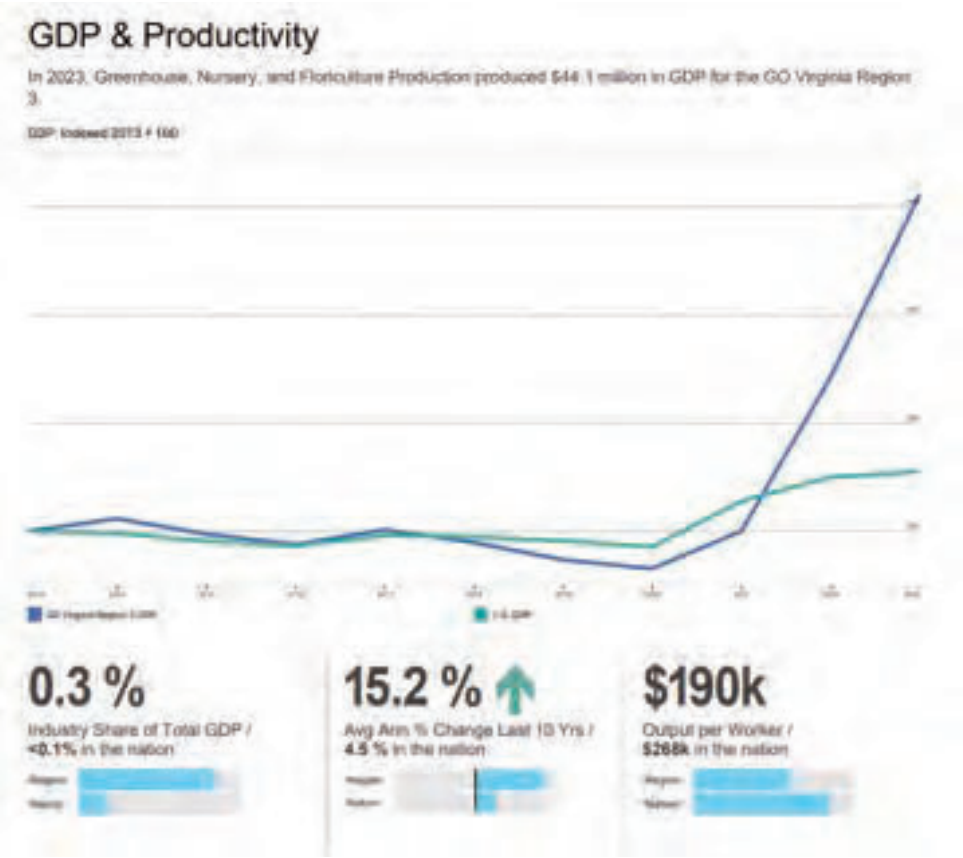
Controlled Environmental Agriculture in Region 3[19]





6-Digit Industry	Empl	Avg Ann Wages	LQ	5yr History	Annual Demand	Forecast Ann Growth
Other Food Crops Grown Under Cover	86	$46,266	2.87		11	-0.6%
Nursery and Tree Production	73	$26,200	1.11		9	-0.3%
Floriculture Production	57	$38,227	1.75		7	-0.1%
Greenhouse, Nursery, and Floriculture Production	**217**	**$41,807**	**1.59**		**27**	**-0.4%**

[19] Source: JobsEQ based off NAICS code 1114


GDP & Productivity
In 2023, Greenhouse, Nursery, and Floriculture Production produced $44.1 million in GDP for the GO Virginia Region 3.
0.3 %
Industry Share of Total GDP /
<0.1% in the nation
15.2 %
Avg Ann % Change Last 10 Yrs /
4.5 % in the nation
$190k
Output per Worker /
$268k in the nation

Geographic Distribution

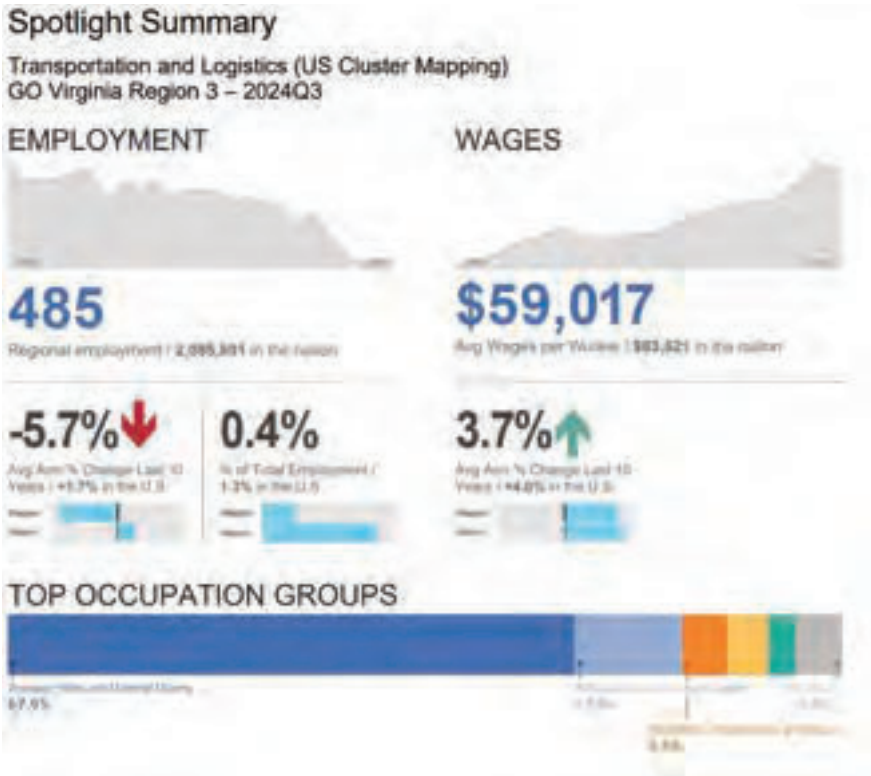
Region	Empl	Region	Empl
Pittsylvania County, Virginia	87	Prince Edward County, Virginia	4
Mecklenburg County, Virginia	56	Amelia County, Virginia	3
Danville City, Virginia	32	Nottoway County, Virginia	3
Patrick County, Virginia	30	Buckingham County, Virginia	2

Logistics & Transportation in Region 3[20]

Logistics & Transportation Summary

The region's central location in Virginia and proximity to major interstates, rail, and ports makes logistics and transportation a natural strength. Warehousing, freight handling, and distribution facilities are expanding to serve e-commerce and advanced supply chains. This sector is critical for linking manufacturers, farmers, and businesses to national and international markets. Investment here enhances regional competitiveness and supports growth across nearly every other industry.

Logistics & Transportation Spotlight Summary



[20] Source: JobsEQ Transportation & Logistics Cluster Mapping

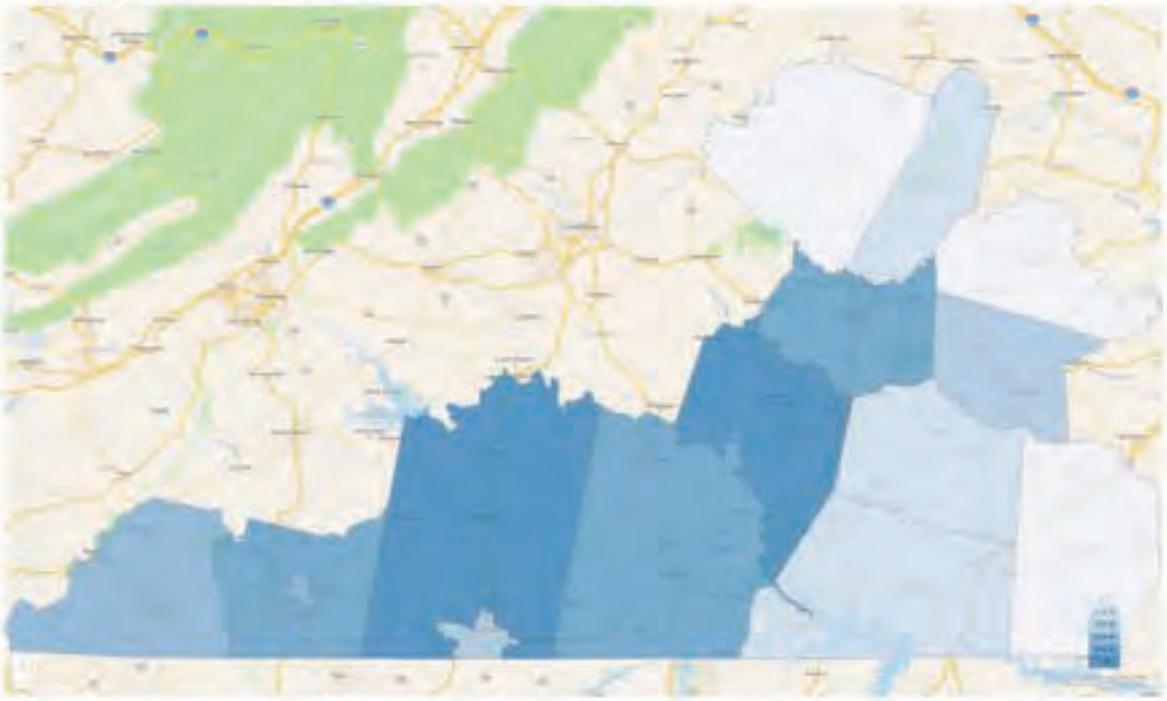
Industry Snapshot

EMPLOYMENT

WAGES

6-Digit Industry	Empl	Avg Ann Wages	LQ	5yr History	Annual Demand	Forecast Ann Growth
General Freight Trucking, Long-Distance, Truckload	271	$61,694	0.57		26	-0.4%
All Other Support Activities for Transportation	101	$58,689	6.56		11	-0.4%
Specialized Freight (except Used Goods) Trucking, Long-Distance	29	$51,276	0.27		3	-0.2%
Other Support Activities for Air Transportation	23	$47,008	0.20		2	-0.1%
Freight Transportation Arrangement	21	$50,550	0.10		2	0.2%
Nonscheduled Chartered Freight Air Transportation	13	$102,042	1.56		1	-0.1%
Other Support Activities for Road Transportation	12	$39,304	0.26		1	0.0%
Other Airport Operations	10	$35,210	0.08		1	-0.3%
Nonscheduled Chartered Passenger Air Transportation	1	$21,681	0.02		0	0.2%
Charter Bus Industry	1	$33,771	0.07		0	0.2%
Remaining Component Industries	2	$31,538	0.03		0	-0.3%
Transportation and Logistics (US Cluster Mapping)	**485**	**$59,017**	**0.29**		**49**	**-0.3%**

Geographic Distribution



Region	Empl
Pittsylvania County, Virginia	76
Charlotte County, Virginia	69
Henry County, Virginia	57
Halifax County, Virginia	46
Prince Edward County, Virginia	46

Region	Empl
Martinsville City, Virginia	41
Patrick County, Virginia	35
Danville City, Virginia	33
Nottoway County, Virginia	18
Mecklenburg County, Virginia	15
All Others	49

Business Services in Region 3[21]

Business Services Summary

Business and professional services provide the backbone for entrepreneurship, innovation, and business expansion. In Region 3, this includes legal, accounting, administrative, technical, and customer support services that are increasingly in demand. As industries modernize, these services are essential to help firms scale and remain competitive. Expanding this sector will both attract outside investment and provide vital support to homegrown businesses.

Business Management Consulting Service Market Size[22]

The business management consulting service market size was valued at USD 161.2 billion in 2024 and is projected to grow at a CAGR of 5% between 2025 and 2034. With the advent of globalization and the growth of technology, accompanied by increased regulations, companies now struggle to acquire appropriate information to aid operations; these are referred to as knowledge gaps. Business consultants apply modern AI, cloud computing, and cybersecurity frameworks along with powerful implementation strategies to international technologies and legal cross-border trade laws in order to comply with regulations and fill these gaps.

Supply Chain: Top Suppliers

As of 2024Q3, Professional, Scientific, and Technical Services in the GO Virginia Region 3 are estimated to make $240.6 million in annual purchases from suppliers in the United States with about 48% or $114.9 million of these purchases being made from businesses located in the GO Virginia Region 3.

6-digit Supplier Industries	Purchases from In-Region ($M)	Purchases from Out-of-Region ($M)
Pharmaceutical Preparation Manufacturing	$2.1	$9.7
Computing Infrastructure Providers, Data Processing, Web Hosting, and Related Services	$4.1	$2.9
Residential Property Managers	$4.7	$2.3
Wired Telecommunications Carriers	$1.4	$5.6
Corporate, Subsidiary, and Regional Managing Offices	$5.7	$1.2
Remaining Supplier Industries	$96.9	$104.0
Total	$114.9	$125.7

[21] Source: JobsEQ NAICS Code 54 (Professional, Scientific, and Technical Services)
[22] Source: Global Market Insights: https://www.gminsights.com/industry-analysis/business-management-consulting-services-market

Spotlight Summary

Professional, Scientific, and Technical Services
GO Virginia Region 3 – 2024Q3

EMPLOYMENT

3,621

Regional employment / **12,088,034** in the nation

2.0% ↑

Avg Ann % Change Last 10 Years / **+2.5%** in the U.S.

2.8%

% of Total Employment / **7.3%** in the U.S.

WAGES

$61,308

Avg Wages per Worker / **$120,502** in the nation

4.5% ↑

Avg Ann % Change Last 10 Years / **+3.9%** in the U.S.

TOP OCCUPATION GROUPS

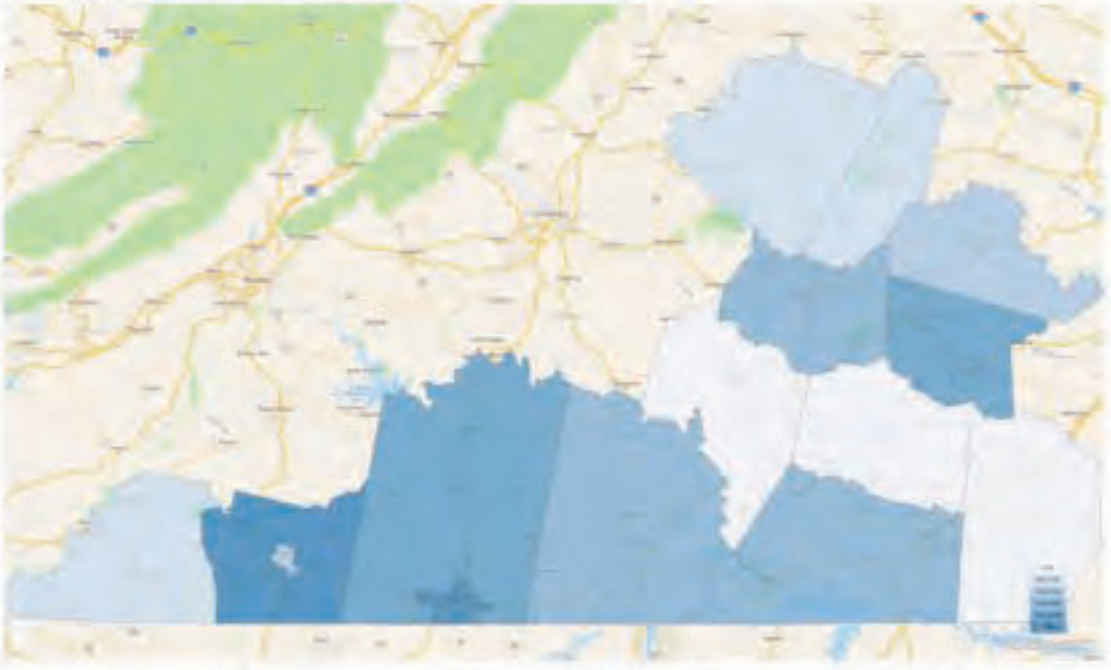
Industry Snapshot

EMPLOYMENT

WAGES

6-Digit Industry	Empl	Avg Ann Wages	LQ	5yr History	Annual Demand	Forecast Ann Growth
Veterinary Services	466	$38,351	1.25		60	1.2%
All Other Professional, Scientific, and Technical Services	451	$51,986	1.17		39	0.4%
Engineering Services	387	$76,682	0.39		28	-0.2%
Offices of Lawyers	346	$63,021	0.37		24	-0.5%
Marketing Consulting Services	212	$60,931	0.68		18	0.3%
Other Management Consulting Services	189	$69,045	1.64		17	0.6%
Offices of Certified Public Accountants	164	$68,848	0.38		14	-0.5%
Other Accounting Services	144	$32,899	0.50		12	-0.5%
Administrative Management and General Management Consulting Services	137	$77,373	0.18		12	0.4%
Computer Systems Design Services	116	$82,297	0.12		9	1.0%
Remaining Component Industries	1,005	$48,608	0.38		82	-0.1%
Professional, Scientific, and Technical Services	**3,621**	**$61,308**	**0.38**		**301**	**0.3%**

Geographic Distribution

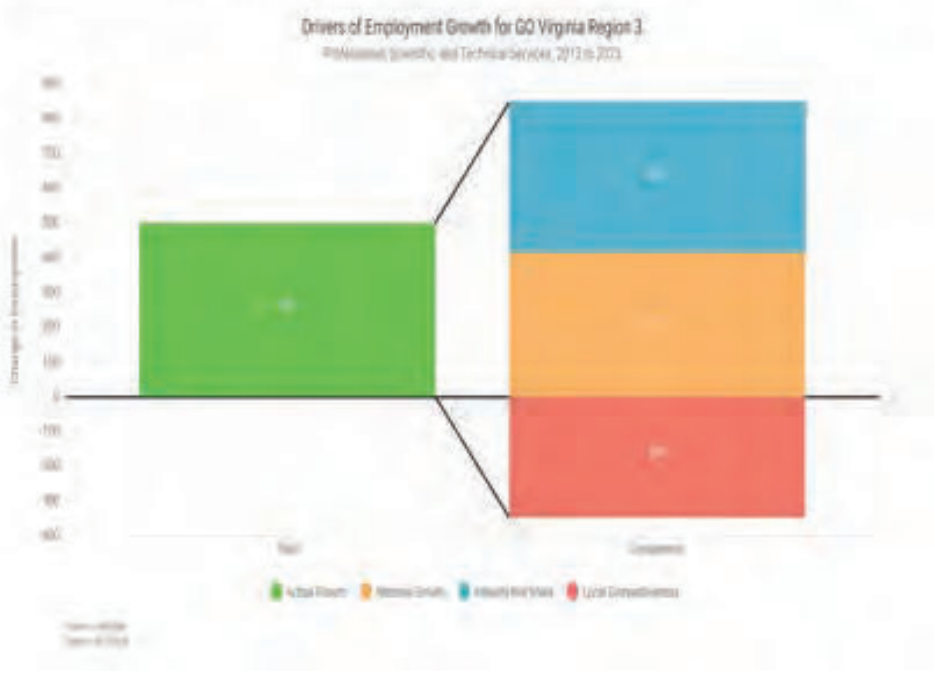


Region	Empl
Danville City, Virginia	781
Henry County, Virginia	498
Pittsylvania County, Virginia	373
Nottoway County, Virginia	370
Mecklenburg County, Virginia	354

Region	Empl
Halifax County, Virginia	283
Prince Edward County, Virginia	163
Martinsville City, Virginia	162
Amelia County, Virginia	133
Cumberland County, Virginia	114
All Others	391

Drivers of Employment Growth

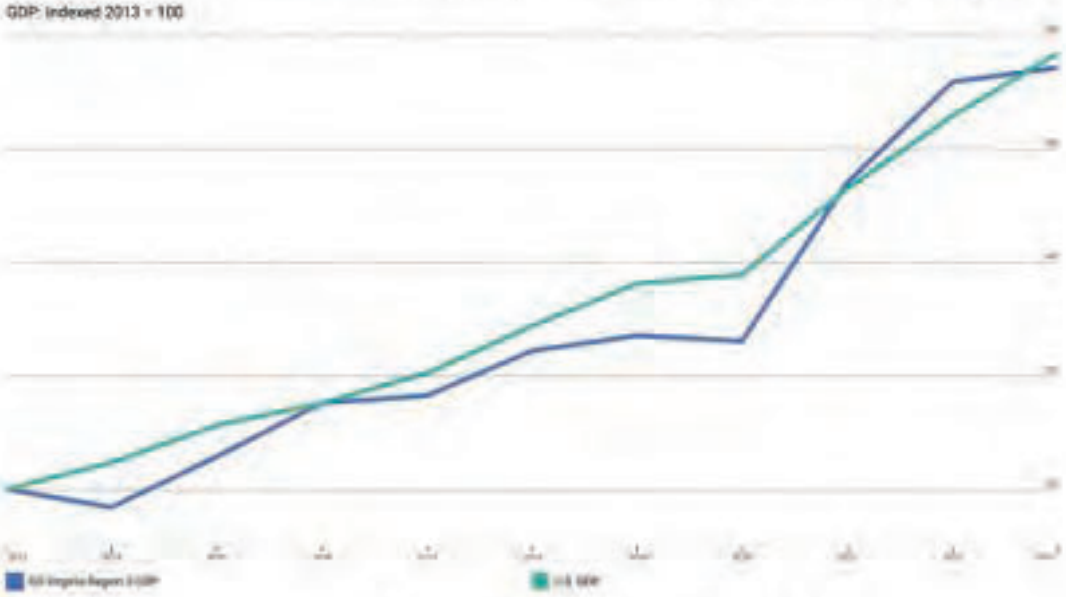
Over the ten years ending 2023, employment in Professional, Scientific, and Technical Services for the GO Virginia Region 3 added 500 jobs. After adjusting for national growth during this period and industry mix share, the part of this employment change due to local competitiveness was a loss of 348 jobs—meaning this industry was less competitive than its national counterpart during this period.



GDP & Productivity

In 2023, Professional, Scientific, and Technical Services produced $0.4 billion in GDP for the GO Virginia Region 3

GDP: Indexed 2013 = 100



2.9 %
Industry Share of Total GDP / **7.9 %** in the nation

5.7 %
Avg Ann % Change Last 10 Yrs / **5.9 %** in the nation

$181k
Output per Worker / **$309k** in the nation

Supply Chain: Top Suppliers

As of 2024Q3, Professional, Scientific, and Technical Services in the GO Virginia Region 3 are estimated to make $240.6 million in annual purchases from suppliers in the United States with about 48% or $114.9 million of these purchases being made from businesses located in the GO Virginia Region 3.

6-digit Supplier Industries	Purchases from In-Region ($M)	Purchases from Out-of-Region ($M)
Pharmaceutical Preparation Manufacturing	$2.1	$9.7
Computing Infrastructure Providers, Data Processing, Web Hosting, and Related Services	$4.1	$2.9
Residential Property Managers	$4.7	$2.3
Wired Telecommunications Carriers	$1.4	$5.6
Corporate, Subsidiary, and Regional Managing Offices	$5.7	$1.2
Remaining Supplier Industries	$96.9	$104.0
Total	$114.9	$125.7

Agriculture & Food Processing in Region 3[23]

Agriculture & Food Processing Summary

Agriculture has long been a foundation of Region 3's economy, and food processing provides added value by transforming raw products into consumer-ready goods. This sector includes beverage production, specialty foods, and large-scale processing facilities. By developing stronger regional supply chains and supporting innovation in processing, packaging, and distribution, the region can capture more value from its agricultural base. Growth in this area also aligns with consumer demand for fresh, local, and specialty food products.

Agriculture Gateway Market Size

Agriculture Gateway Market was valued at USD 2.4 billion in 2023 and is estimated to register a CAGR of over 10.4% between 2024 and 2032. The growth of the market is driven by multiple factors such as increasing demand for precision agriculture, government initiatives supporting the technology adoption in agriculture, and investments by companies and different end-users. The need to optimize agricultural processes and enhance productivity has led to the widespread adoption of precision agriculture. This involves the use of AI technologies, drones, sensors, and IoT devices to monitor and manage agricultural operations precisely. These technologies enable farmers to make data-informed decisions, improving resource allocation and crop yields while reducing environmental impacts. For instance, in January 2024, Advantech expanded its IoT solutions for smart agriculture, integrating AI-driven analytics to enhance farm management efficiency[24].

[23] Source: JobsEQ NAICS Code 311 (Food Manufacturing)
[24] Source: Global Market Insights: https://www.gminsights.com/industry-analysis/agriculture-gateway-market

Food Manufacturing
GO Virginia Region 3 – 2024Q3

EMPLOYMENT

1,489

Regional employment / **1,801,200** in the nation

3.3% ↑

Avg Ann % Change Last 10 Years / **+1.7%** in the US

1.1%

% of Total Employment / **1.1%** in the US

WAGES

$47,673

Avg Wages per Worker / **$59,873** in the nation

0.2% ↑

Avg Ann % Change Last 10 Years / **+3.4%** in the US

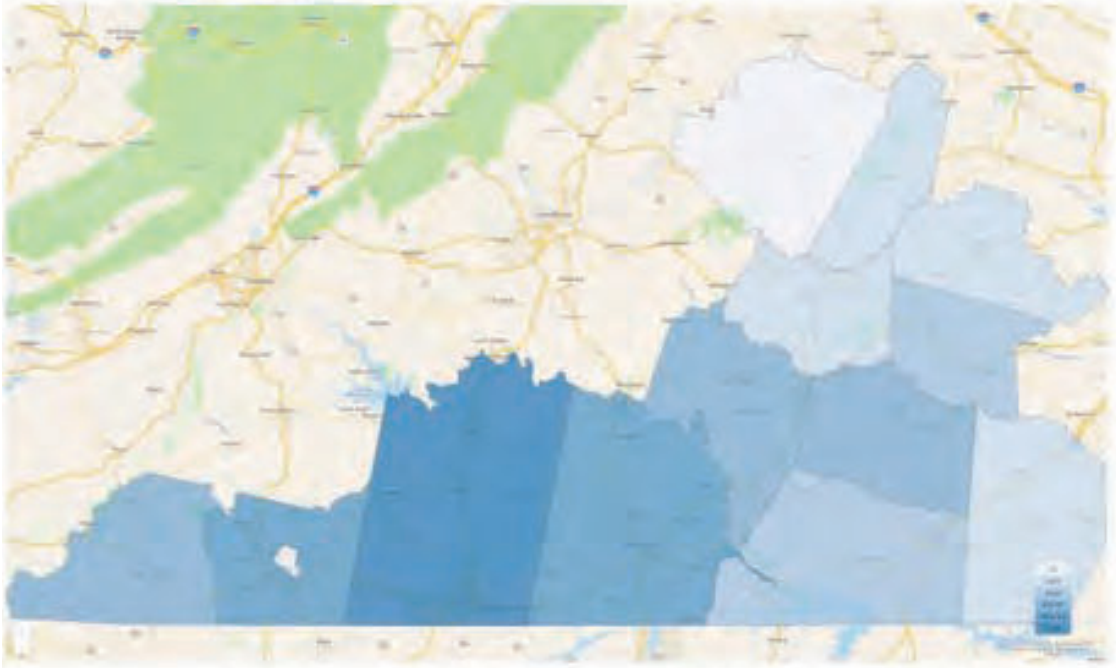
Industry Snapshot

EMPLOYMENT

WAGES

3-Digit Industry	Empl	Avg Ann Wages	LQ	5yr History	Annual Demand	Forecast Ann Growth
Food Manufacturing	1,489	$47,673	1.05		177	0.1%

Geographic Distribution

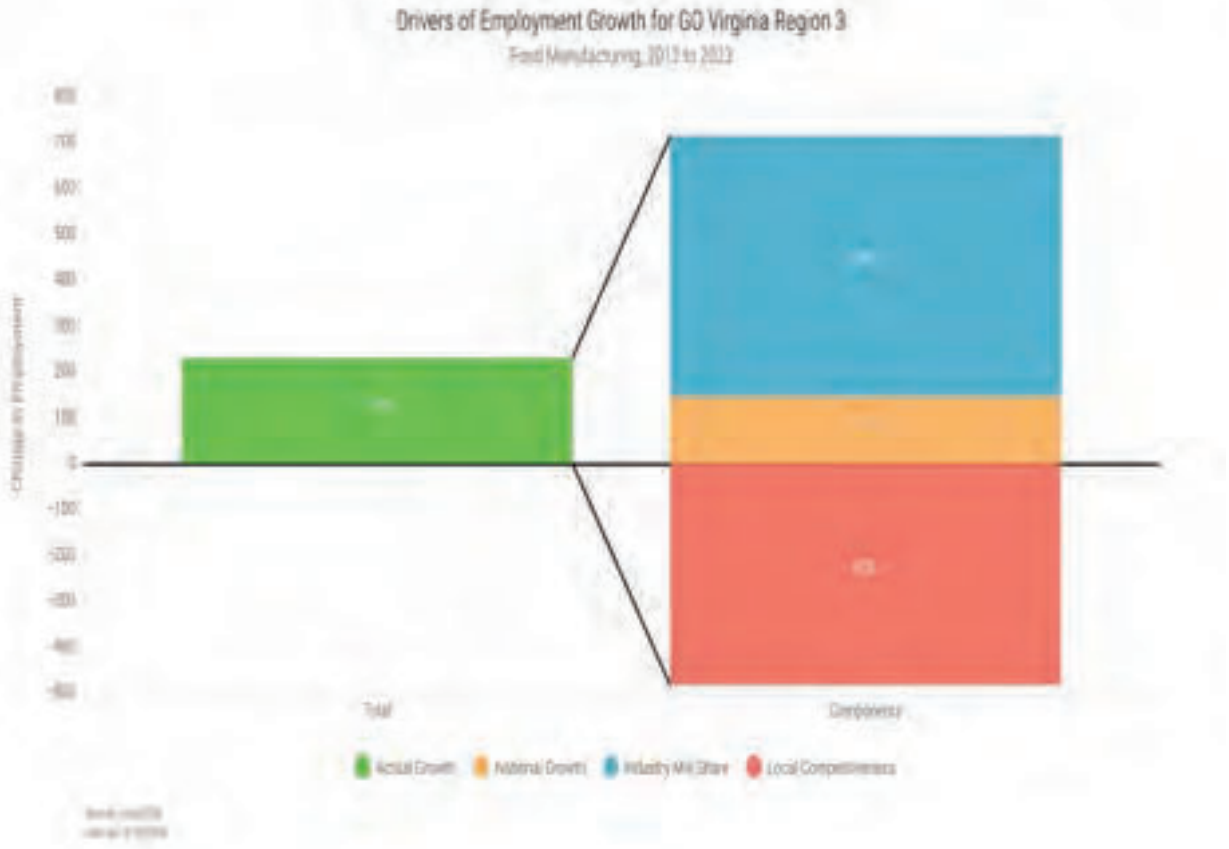


Region	Empl
Danville City, Virginia	536
Pittsylvania County, Virginia	416
Henry County, Virginia	218
Halifax County, Virginia	148
Patrick County, Virginia	106

Region	Empl
Charlotte County, Virginia	35
Lunenburg County, Virginia	9
Nottoway County, Virginia	5
Mecklenburg County, Virginia	4
Cumberland County, Virginia	3
All Others	9

Drivers of Employment Growth

Over the ten years ending 2023, employment in Food Manufacturing for the GO Virginia Region 3 added 230 jobs. After adjusting for national growth during this period and industry mix share, the part of this employment change due to local competitiveness was a loss of 482 jobs—meaning this industry was less competitive than its national counterpart during this period.

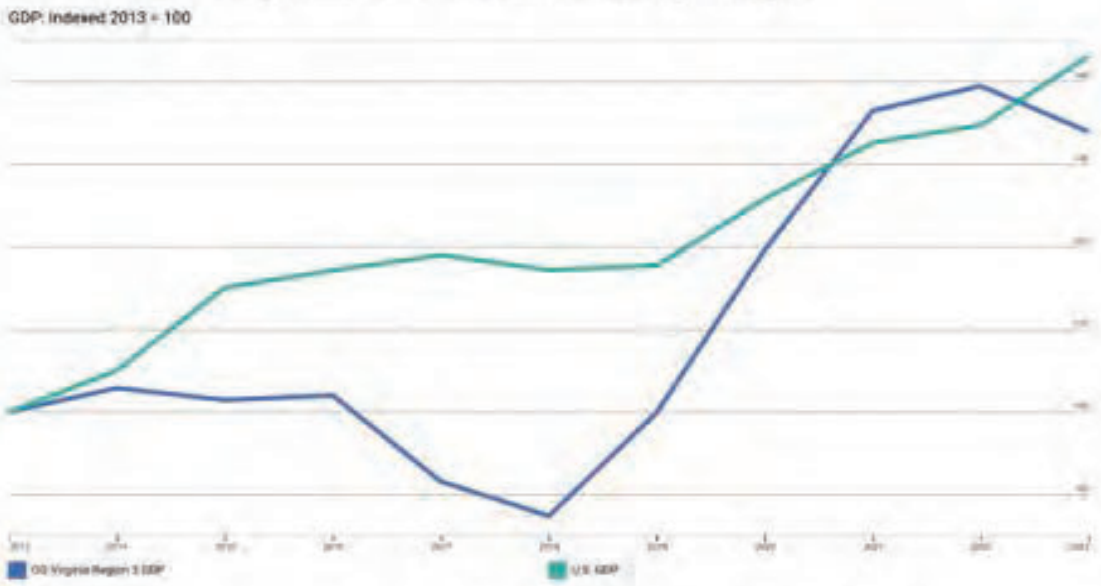


Drivers of Employment Growth

Over the ten years ending 2023, employment in Food Manufacturing for the GO Virginia Region 3 added 230 jobs. After adjusting for national growth during this period and industry mix share, the part of this employment change due to local competitiveness was a loss of 482 jobs—meaning this industry was less competitive than its national counterpart during this period.

GDP & Productivity

In 2023, Food Manufacturing produced $0.5 billion in GDP for the GO Virginia Region 3.



3.5 %
Industry Share of Total GDP / **1.0 %** in the nation

3.0 %
Avg Ann % Change Last 10 Yrs / **3.6 %** in the nation

$547k
Output per Worker / **$712k** in the nation

Supply Chain: Top Suppliers

As of 2024Q3, Food Manufacturing in the GO Virginia Region 3 are estimated to make $591.2 million in annual purchases from suppliers in the United States with about 33% or $192.5 million of these purchases being made from businesses located in the GO Virginia Region 3.

3-digit Supplier Industries	Purchases from In-Region ($M)	Purchases from Out-of-Region ($M)
Food Manufacturing	$51.8	$103.3
Animal Production and Aquaculture	$52.7	$13.0
Crop Production	$25.2	$38.0
Chemical Manufacturing	$3.4	$30.8
Professional, Scientific, and Technical Services	$3.3	$22.5
Remaining Supplier Industries	$56.3	$191.0
Total	$192.5	$398.6

Energy, Natural Resources, and Finished Products[25]

Energy, Natural Resources, and Finished Products Summary

The region is rich in natural resources and has a history of industries such as forestry, mining, and furniture-making. Today, these traditional strengths are evolving with new opportunities in sustainable energy, wood products, environmental services, and advanced resource management. By leveraging natural assets alongside advanced design and production capabilities, Region 3 can compete in both domestic and global markets. Region 3 has a number of natural gas transmission lines which can serve as an important asset for sectors such as Information Technology, Controlled Environmental Agriculture, and Advanced Manufacturing. This sector is also critical to building a diversified and resilient regional economy.

Energy as a Service Market Size[26]

The global energy as a service market was valued at USD 126 billion in 2024 and is estimated to grow at a CAGR of 8.7% from 2025 to 2034. Growing shift toward sustainability, supported by favorable government incentives and increasing energy demand will support the service growth. The Indian government earmarked USD 4.3 billion in its 2023-24 budget, to drive energy transition goals and target net-zero carbon emissions by 2070.

The rising need for decentralized and resilient energy solutions coupled with the adoption of subscription-based solutions for energy services will enhance the market dynamics. Additionally, factors including long-term cost savings and improved operational efficiency will contribute to energy as a service market expansion.

[25] Source: JobsEQ NAICS Code 321 (Wood Product Manufacturing)
[26] Source: Global Market Insights: https://www.gminsights.com/industry-analysis/energy-as-a-service-eaas-market

Wood Product Manufacturing
GO Virginia Region 3 – 2024Q3

EMPLOYMENT

3,171

Regional employment / **437,604** in the nation

0.2% ↑

Avg Ann % Change Last 10 Years / **+1.2%** in the US

2.4%

% of Total Employment / **0.3%** in the US

WAGES

$53,176

Avg Wages per Worker / **$60,833** in the nation

3.7% ↑

Avg Ann % Change Last 10 Years / **+4.4%** in the US

TOP OCCUPATION GROUPS

Industry Snapshot

EMPLOYMENT

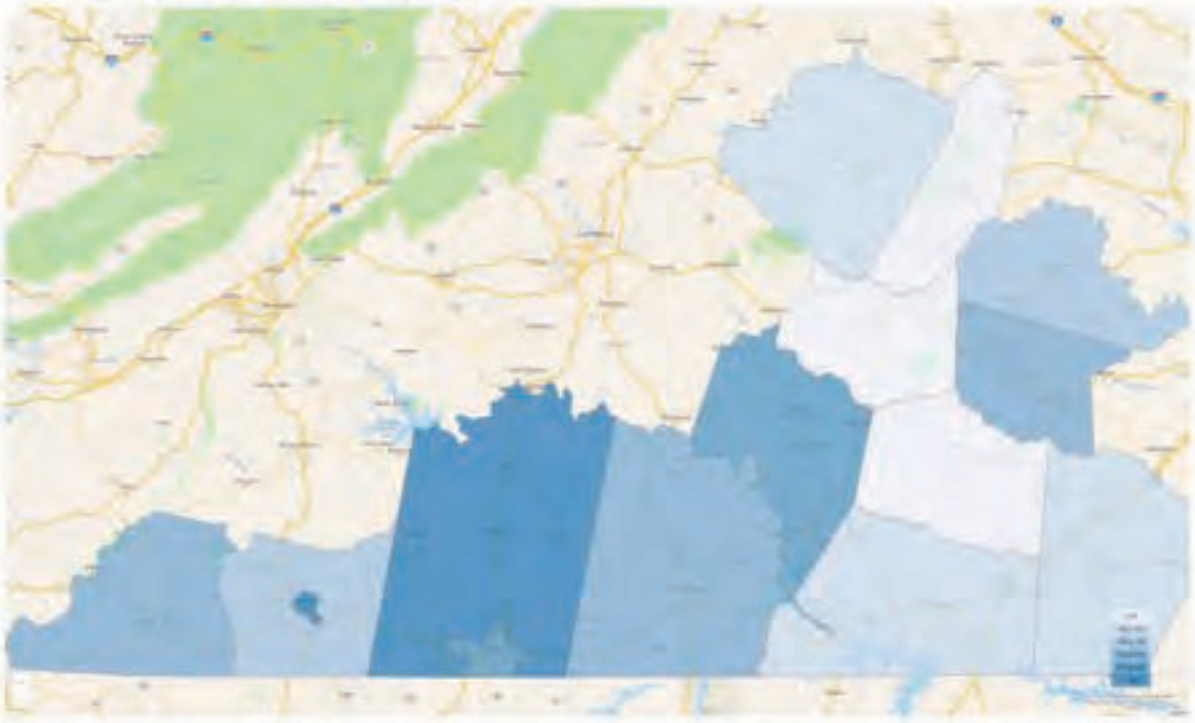
WAGES

3-Digit Industry	Empl	Avg Ann Wages	LQ	5yr History	Annual Demand	Forecast Ann Growth
Wood Product Manufacturing	3,171	$53,176	9.19		310	-0.8%

Staffing Pattern

6-digit Occupation	Empl	Avg Ann Wages	Annual Demand
Team Assemblers	413	$40,300	44
Sawing Machine Setters, Operators, and Tenders, Wood	297	$37,500	30
Woodworking Machine Setters, Operators, and Tenders, Except Sawing	267	$36,600	25
Laborers and Freight, Stock, and Material Movers, Hand	229	$35,600	28
Industrial Truck and Tractor Operators	207	$41,900	18
First-Line Supervisors of Production and Operating Workers	123	$66,300	10
Heavy and Tractor-Trailer Truck Drivers	88	$49,300	8
Machine Feeders and Offbearers	78	$35,700	8
Carpenters	66	$36,500	5
Industrial Machinery Mechanics	66	$55,500	6
Remaining Component Occupations	1,317	$59,300	118
Total	**3,152**		

Geographic Distribution

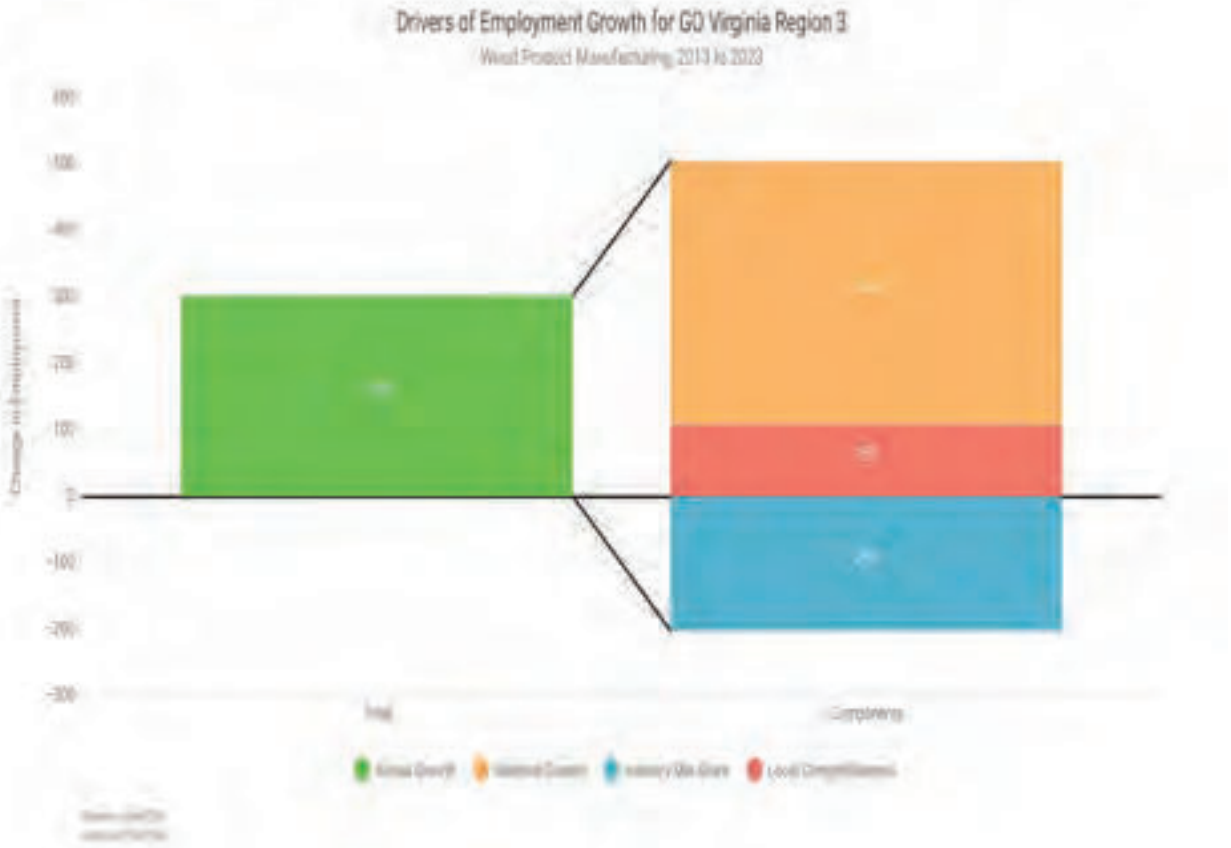


Region	Empl
Martinsville City, Virginia	475
Pittsylvania County, Virginia	403
Charlotte County, Virginia	394
Danville City, Virginia	377
Patrick County, Virginia	371

Region	Empl
Halifax County, Virginia	236
Nottoway County, Virginia	155
Henry County, Virginia	145
Amelia County, Virginia	139
Brunswick County, Virginia	135
All Others	341

Drivers of Employment Growth

Over the ten years ending 2023, employment in Wood Product Manufacturing for the GO Virginia Region 3 added 302 jobs. After adjusting for national growth during this period and industry mix share, the part of this employment change due to local competitiveness was a gain of 106 jobs—meaning this industry was more competitive than its national counterpart during this period.



Agriculture, Forestry, Fishing and Hunting
GO Virginia Region 3 – 2024Q3

EMPLOYMENT

3,749

Regional employment / **2,005,539** in the nation

-2.0%

Avg Ann % Change Last 10 Years / **-0.5%** in the US

2.9%

% of Total Employment / **1.2%** in the US

WAGES

$36,204

Avg Wages per Worker / **$51,478** in the nation

3.5%

Avg Ann % Change Last 10 Years / **+3.9%** in the US

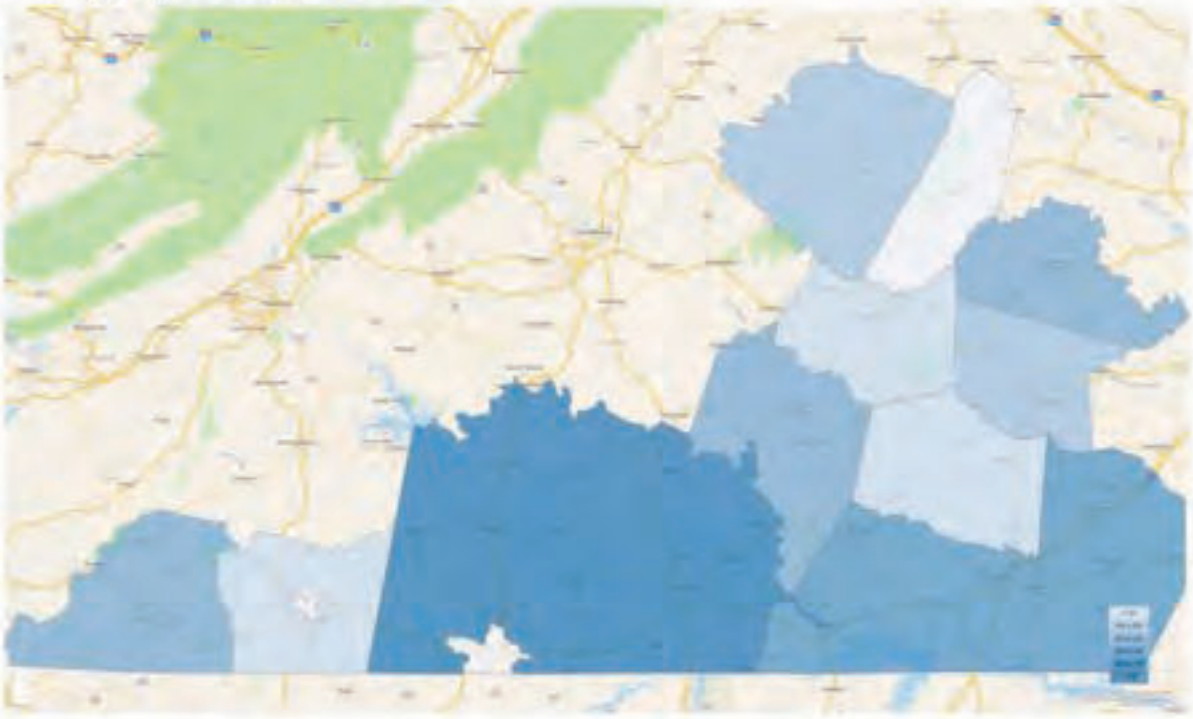
Industry Snapshot

EMPLOYMENT

WAGES

2-Digit Industry	Empl	Avg Ann Wages	LQ	5yr History	Annual Demand	Forecast Ann Growth
Agriculture, Forestry, Fishing and Hunting	3,749	$36,204	2.37		421	-1.0%

Geographic Distribution

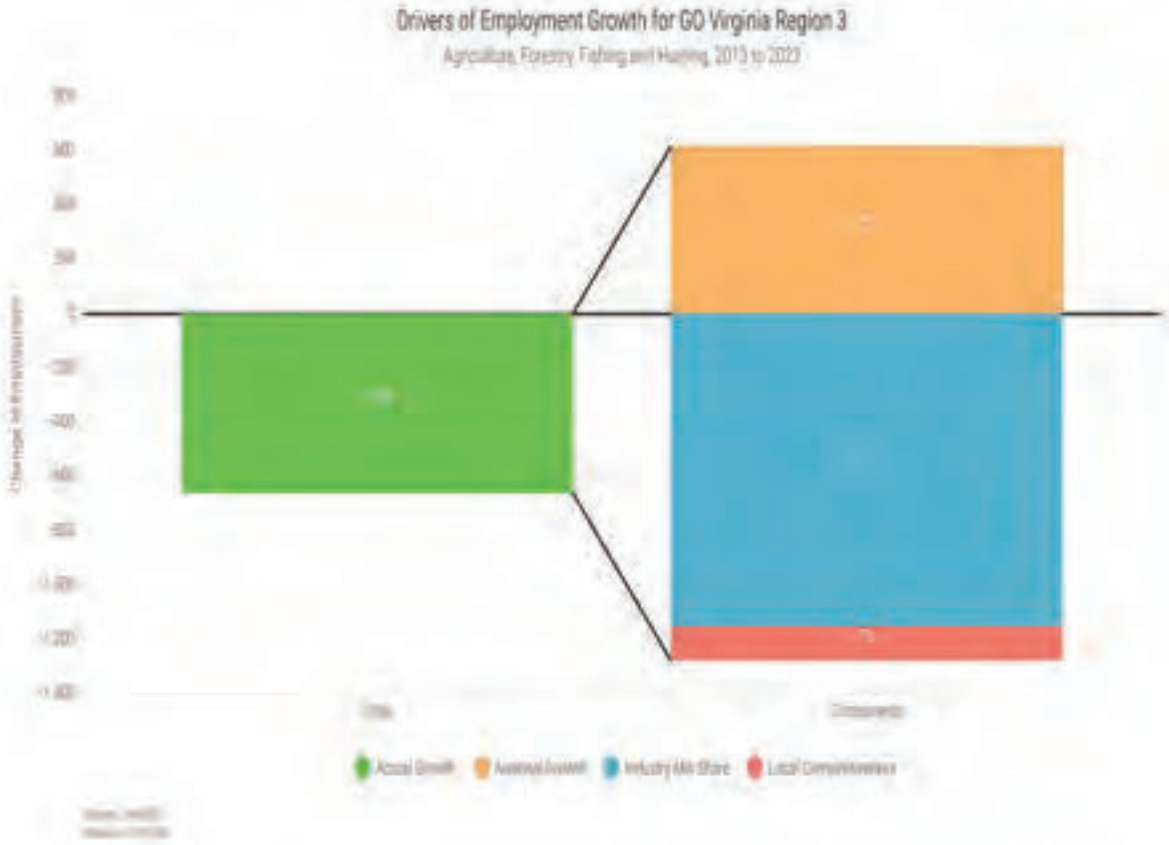


Region	Empl
Pittsylvania County, Virginia	688
Halifax County, Virginia	376
Mecklenburg County, Virginia	359
Brunswick County, Virginia	341
Patrick County, Virginia	286

Region	Empl
Amelia County, Virginia	264
Charlotte County, Virginia	253
Buckingham County, Virginia	231
Nottoway County, Virginia	208
Prince Edward County, Virginia	188
All Others	554

Drivers of Employment Growth

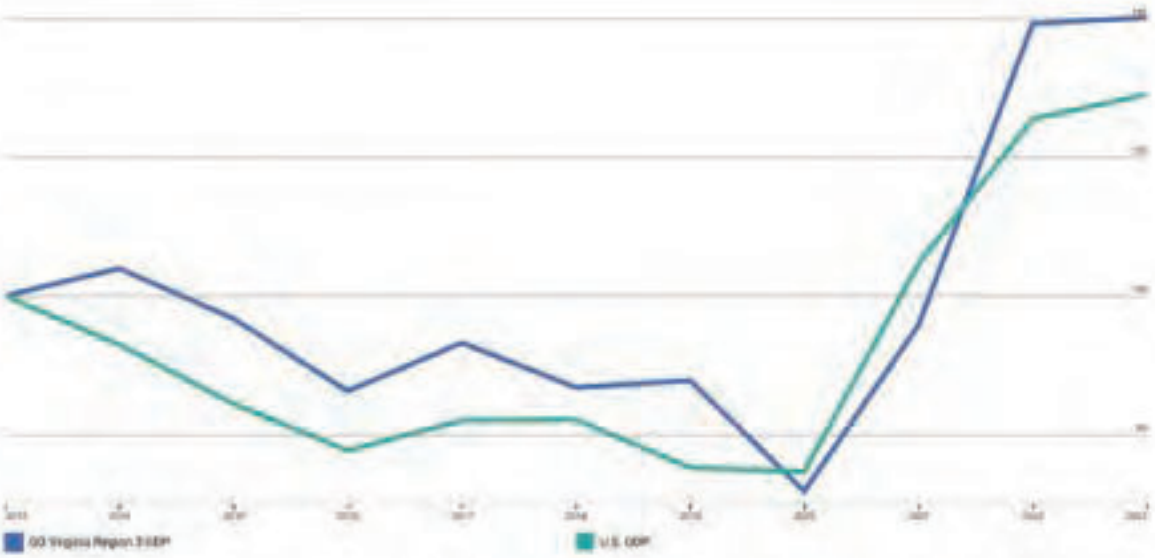
Over the ten years ending 2023, employment in Agriculture, Forestry, Fishing and Hunting for the GO Virginia Region 3 shed 664 jobs. After adjusting for national growth during this period and industry mix share, the part of this employment change due to local competitiveness was a loss of 127 jobs—meaning this industry was less competitive than its national counterpart during this period..



GDP & Productivity

In 2023, Agriculture, Forestry, Fishing and Hunting produced $0.4 billion in GDP for the GO Virginia Region 3.

GDP: Indexed 2013 = 100



3.1 %

Industry Share of Total GDP / **1.0 %** in the nation

3.4 %

Avg Ann % Change Last 10 Yrs / **2.6 %** in the nation

$192k

Output per Worker / **$259k** in the nation

Supply Chain: Top Suppliers

As of 2024Q3, Agriculture, Forestry, Fishing and Hunting in the GO Virginia Region 3 are estimated to make $322.6 million in annual purchases from suppliers in the United States with about 21% or $68.4 million of these purchases being made from businesses located in the GO Virginia Region 3.

2-digit Supplier Industries	Purchases from In-Region ($M)	Purchases from Out-of-Region ($M)
Manufacturing	$17.1	$101.9
Agriculture, Forestry, Fishing and Hunting	$38.5	$60.5
Real Estate and Rental and Leasing	$4.6	$31.6
Finance and Insurance	$0.9	$11.0
Professional, Scientific, and Technical Services	$1.1	$10.1
Remaining Supplier Industries	$6.3	$39.2
Total	$68.4	$254.3

Food Manufacturing
GO Virginia Region 3 – 2024Q3

EMPLOYMENT

1,489

Regional employment / **1,801,200** in the nation

3.3% ↑

Avg Ann % Change Last 10 Years / **+1.7%** in the US

1.1%

% of Total Employment / **1.1%** in the US

WAGES

$47,673

Avg Wages per Worker / **$59,873** in the nation

0.2% ↑

Avg Ann % Change Last 10 Years / **+3.4%** in the US

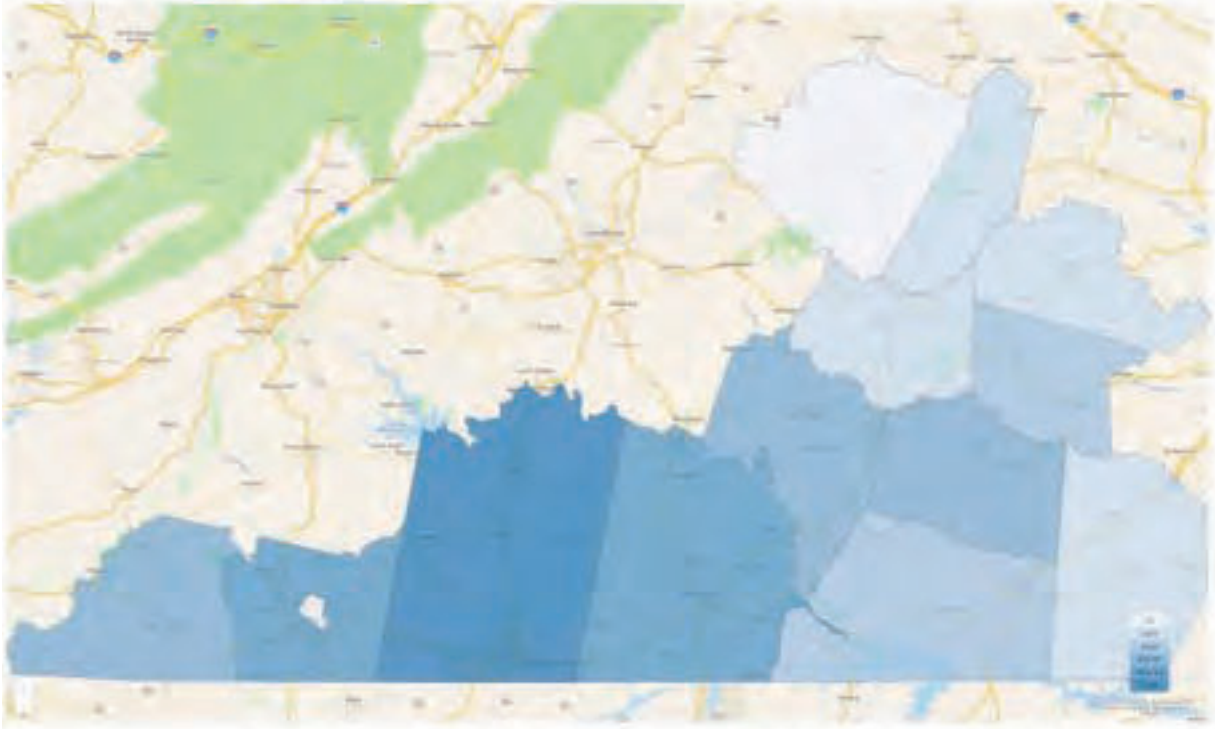
Industry Snapshot

EMPLOYMENT

WAGES

3-Digit Industry	Empl	Avg Ann Wages	LQ	5yr History	Annual Demand	Forecast Ann Growth
Food Manufacturing	1,489	$47,673	1.05		177	0.1%

Geographic Distribution

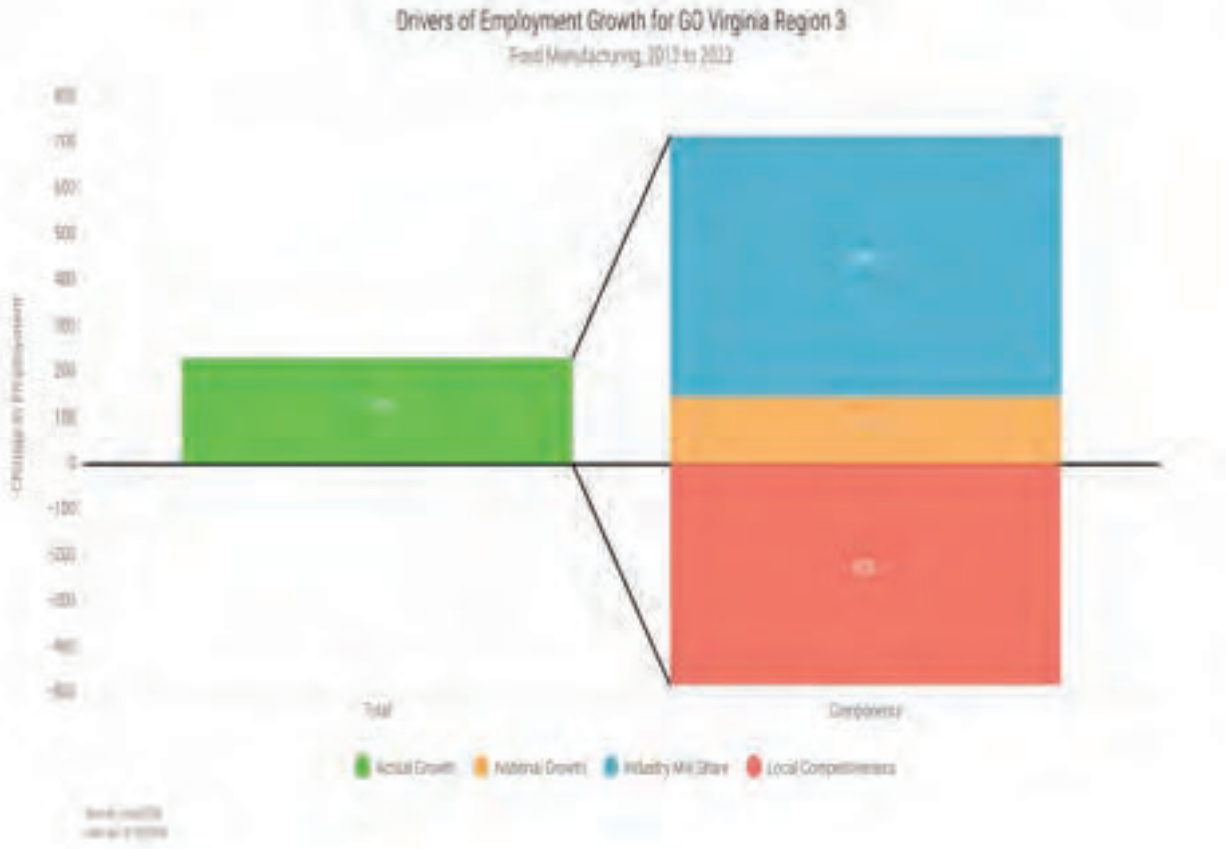


Region	Empl
Danville City, Virginia	536
Pittsylvania County, Virginia	416
Henry County, Virginia	218
Halifax County, Virginia	148
Patrick County, Virginia	106

Region	Empl
Charlotte County, Virginia	35
Lunenburg County, Virginia	9
Nottoway County, Virginia	5
Mecklenburg County, Virginia	4
Cumberland County, Virginia	3
All Others	9

Drivers of Employment Growth

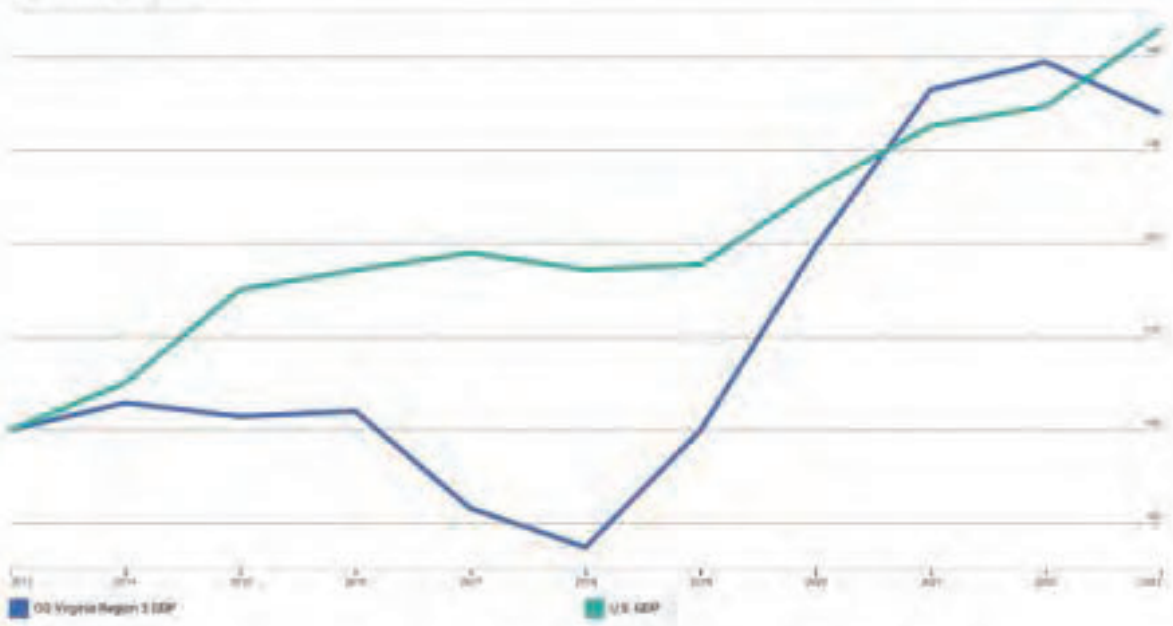
Over the ten years ending 2023, employment in Food Manufacturing for the GO Virginia Region 3 added 230 jobs. After adjusting for national growth during this period and industry mix share, the part of this employment change due to local competitiveness was a loss of 482 jobs—meaning this industry was less competitive than its national counterpart during this period.



GDP & Productivity

In 2023, Food Manufacturing produced $0.5 billion in GDP for the GO Virginia Region 3.

GDP: Indexed 2013 = 100



3.5 %

Industry Share of Total GDP / **1.0 %** in the nation

3.0 %

Avg Ann % Change Last 10 Yrs / **3.6 %** in the nation

$547k

Output per Worker / **$712k** in the nation

Supply Chain: Top Suppliers

As of 2024Q3, Food Manufacturing in the GO Virginia Region 3 are estimated to make $591.2 million in annual purchases from suppliers in the United States with about 33% or $192.5 million of these purchases being made from businesses located in the GO Virginia Region 3.

3-digit Supplier Industries	Purchases from In-Region ($M)	Purchases from Out-of-Region ($M)
Food Manufacturing	$51.8	$103.3
Animal Production and Aquaculture	$52.7	$13.0
Crop Production	$25.2	$38.0
Chemical Manufacturing	$3.4	$30.8
Professional, Scientific, and Technical Services	$3.3	$22.5
Remaining Supplier Industries	$56.3	$191.0
Total	$192.5	$398.6

Health Care Services[27]

Health Care Services Summary

Health care is both an essential service and a growing economic driver in Region 3. Expanding access to care, particularly in rural and underserved communities, creates opportunities for workforce training and innovation in delivery models. Hospitals, clinics, and allied health providers also serve as major employers and anchors in local economies. Continued investment in health care not only improves community well-being but also strengthens the region's overall economic vitality.

[27] Sources: Jobs EQ Health Care & Social Assistance NAICS Code 62

Industry Snapshot

EMPLOYMENT

WAGES

3-Digit Industry	Empl	Avg Ann Wages	LQ	5yr History	Annual Demand	Forecast Ann Growth
Ambulatory Health Care Services	7,726	$56,725	1.03		746	0.7%
Social Assistance	5,814	$32,172	1.40		787	1.4%
Nursing and Residential Care Facilities	4,579	$41,773	1.64		541	-0.2%
Hospitals	3,516	$59,044	0.64		264	-0.4%
Health Care and Social Assistance	**21,635**	**$48,363**	**1.08**		**2,228**	**0.5%**

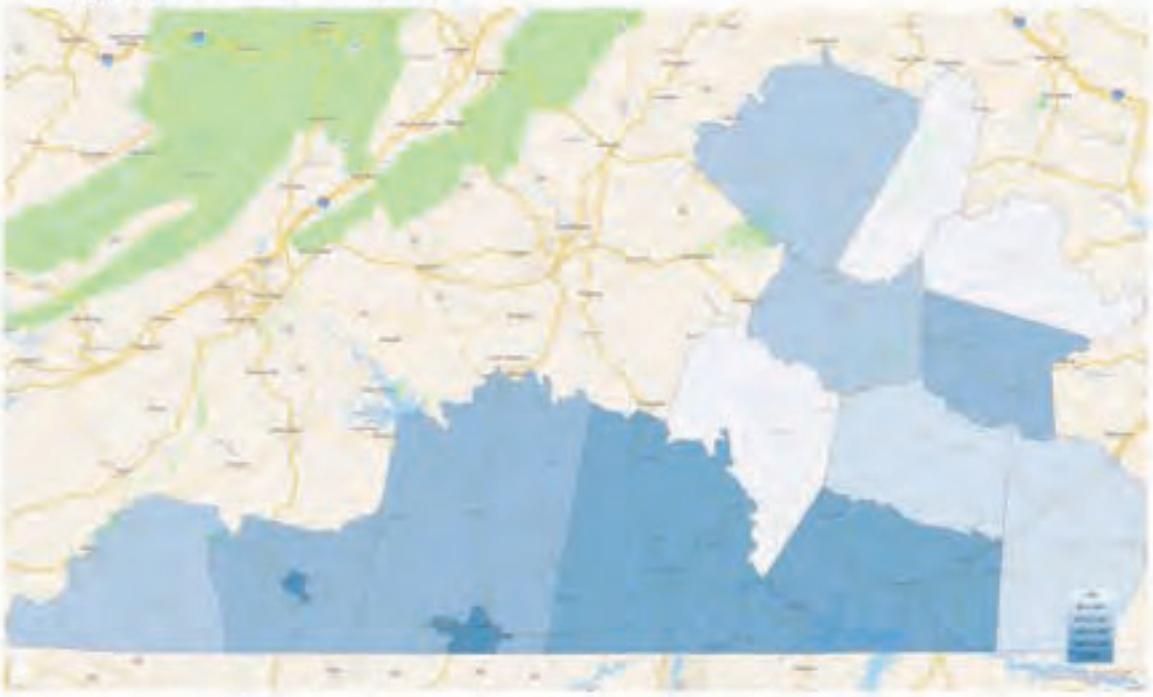
Employment is one of the broadest and most timely measures of a region's economy. Fluctuations in the number of jobs shed light on the health of an industry. A growing employment base creates more opportunities for regional residents and helps a region grow its population.

Since wages and salaries generally compose the majority of a household's income, the annual average wages of a region offers its average household income, housing market, quality of life, and other socioeconomic indicators.

Staffing Pattern

6-digit Occupation	Empl	Avg Ann Wages	Annual Demand
Personal Care Aides	3,992	$29,600	637
Registered Nurses	1,883	$83,900	95
Nursing Assistants	1,607	$38,400	216
Home Health Aides	1,416	$29,600	186
Substance Abuse, Behavioral Disorder, and Mental Health Counselors	614	$62,800	62
Licensed Practical and Licensed Vocational Nurses	602	$61,300	44
Medical Secretaries and Administrative Assistants	546	$42,200	53
Medical Assistants	513	$39,800	72
Childcare Workers	359	$30,400	56
Receptionists and Information Clerks	358	$35,300	44
Remaining Component Occupations	9,723	$78,000	929
Total	**21,613**		

Geographic Distribution



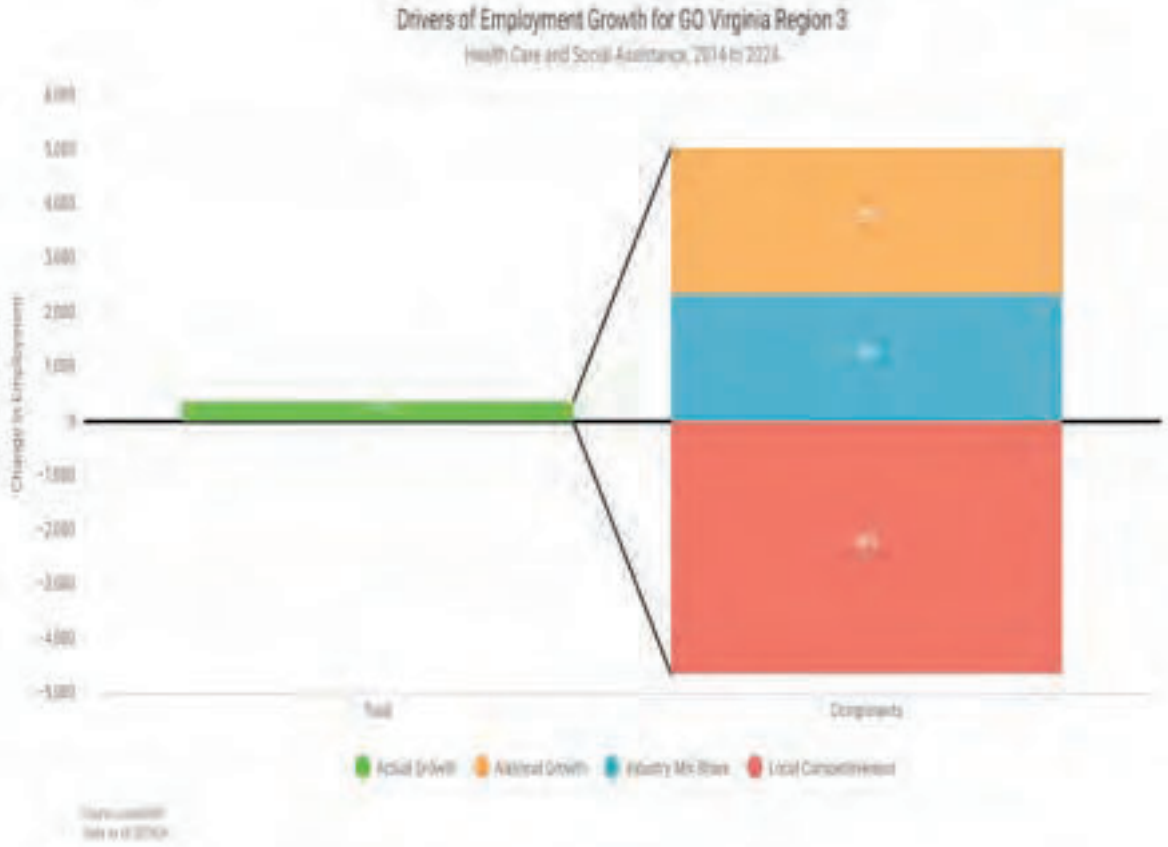
Region	Empl
Danville City, Virginia	5,612
Martinsville City, Virginia	2,613
Mecklenburg County, Virginia	2,191
Halifax County, Virginia	1,897
Pittsylvania County, Virginia	1,828

Region	Empl
Henry County, Virginia	1,774
Nottoway County, Virginia	1,633
Prince Edward County, Virginia	1,531
Buckingham County, Virginia	498
Patrick County, Virginia	497
All Others	1,560

The geographic distribution of industry employment by place of work illustrates the impact on labor force demand and commuting patterns.

Drivers of Employment Growth

Over the ten years ending 2024, employment in Health Care and Social Assistance for the GO Virginia Region 3 added 366 jobs. After adjusting for national growth during this period and industry mix share, the part of this employment change due to local competitiveness was a loss of 4,642 jobs—meaning this industry was less competitive than its national counterpart during this period.



Employment Distribution by Type

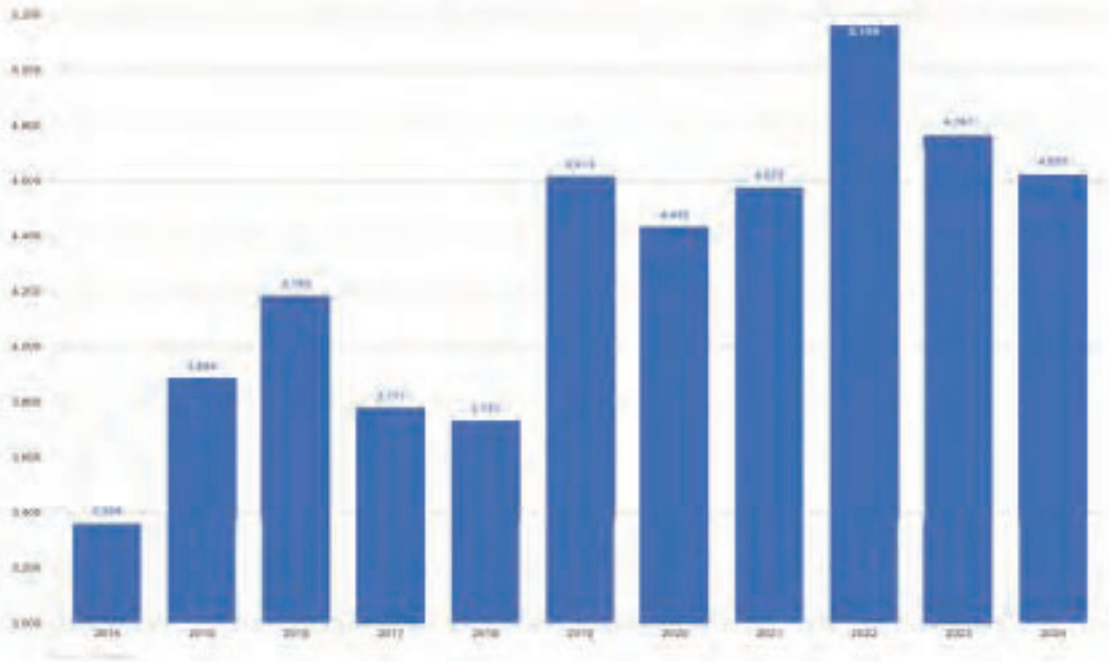
The table below shows the employment mix by ownership type for Health Care and Social Assistance for the GO Virginia Region 3. Four of these ownership types — federal, state, and local government and the private sector — together constitute "Covered Employment" (employment covered by the Unemployment Insurance programs of the United States and reported via the Quarterly Census of Employment and Wages).

"Self-Employment" refers to unincorporated self-employment and represents workers whose primary job is self-employment (that is, these data do not include workers whose primary job is a wage-and-salary position that is supplemented with self-employment).

	Empl	%
Private	18,917	87.4%
Self-Employment	686	3.2%
Local Government	874	4.0%
State Government	1,158	5.4%
Other Non-Covered	0	0.0%

Establishments

In 2024, there were 4,625 Health Care and Social Assistance establishments in the GO Virginia Region 3 (per covered employment establishment counts), an increase from 3,359 establishments ten years earlier in 2014.

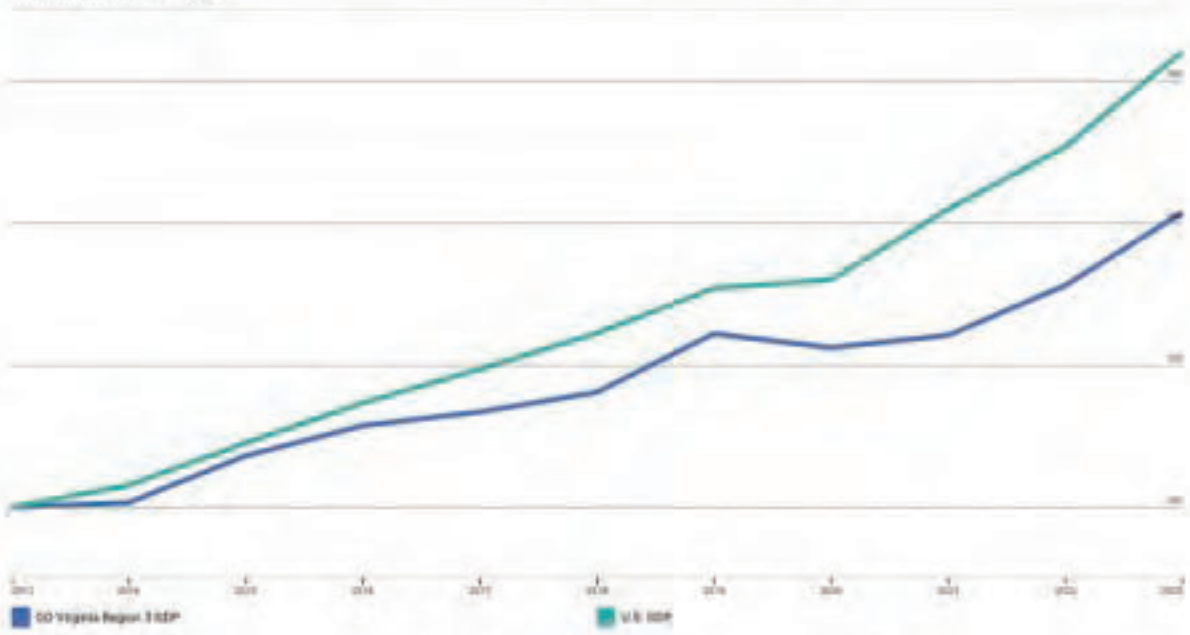


New business formations are an important source of job creation in a regional economy, spurring innovation and competition and driving productivity growth. Establishment data can provide an indicator of growth in businesses. By counting each single location (such as a factory or a store) where business activity takes place, each with at least one employee.

GDP & Productivity

In 2023, Health Care and Social Assistance produced $1.5 billion in GDP for the GO Virginia Region 3.

GDP: Indexed 2013 = 100



11.1 %

Industry Share of Total GDP / **8.5 %** in the nation

3.5 %

Avg Ann % Change Last 10 Yrs / **5.1 %** in the nation

$101k

Output per Worker / **$157k** in the nation

Gross domestic product (GDP) is the most comprehensive measure of regional economic activity, and an industry's contribution to GDP is an important indicator of regional industry strength. It is a measure of final value added to a regional economy in the form of labor income, proprietor's income, and business profits, among others. GDP values shown on this page are nominal GDP data.

Growth in productivity (output per worker) leads to increases in wealth and higher average standards of living in a region.

Supply Chain: Top Suppliers

As of 2025Q1, Health Care and Social Assistance in the GO Virginia Region 3 are estimated to make $845.2 million in annual purchases from suppliers in the United States with about 33% or $280.4 million of these purchases being made from businesses located in the GO Virginia Region 3.

3-digit Supplier Industries	Purchases from In-Region ($M)	Purchases from Out-of-Region ($M)
Real Estate	$42.5	$84.9
Professional, Scientific, and Technical Services	$32.3	$81.7
Insurance Carriers and Related Activities	$15.6	$58.9
Administrative and Support Services	$37.3	$26.3
Chemical Manufacturing	$10.0	$52.8
Remaining Supplier Industries	$142.7	$260.2
Total	$280.4	$564.8

Postsecondary Programs Linked to Health Care and Social Assistance

Program	Awards
Averett University	
Registered Nursing/Registered Nurse	60
Danville Community College	
Allied Health Diagnostic, Intervention, and Treatment Professions, Other	41
Child Care Provider/Assistant	50
Licensed Practical/Vocational Nurse Training	26
Longwood University	
Registered Nursing/Registered Nurse	47
Medical Solutions Academy	
Medication Aide	26
Nursing Assistant/Aide and Patient Care Assistant/Aide	58
Southside Virginia Community College	
Allied Health Diagnostic, Intervention, and Treatment Professions, Other	31
Licensed Practical/Vocational Nurse Training	100
Registered Nursing/Registered Nurse	40

Information Technology and Communications Services[28]

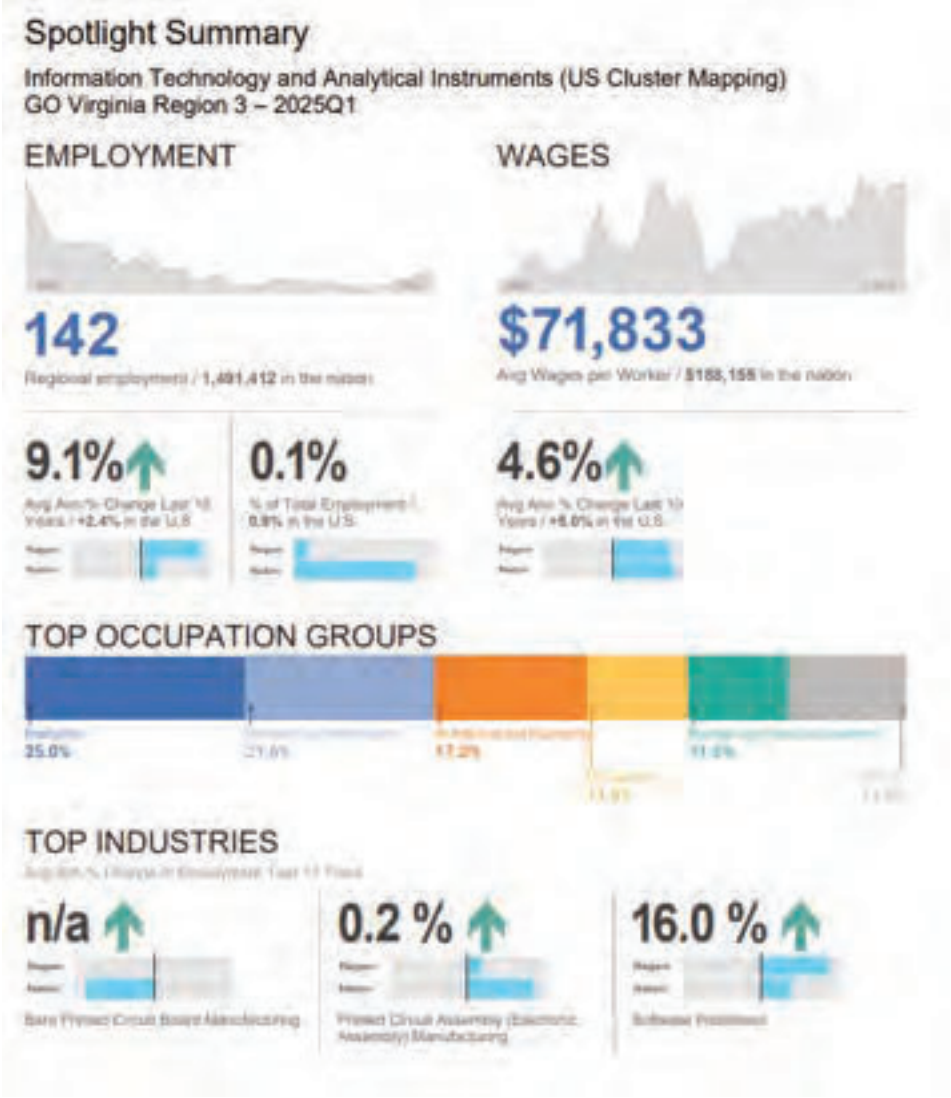
Information Technology and Communications Services Summary

The IT and communications sector supports innovation across all industries by providing software development, cybersecurity, and digital infrastructure. In Region 3, there is strong potential to expand IT-enabled services that support business operations, manufacturing, and government functions. With broadband expansion and growing training programs, the region is building a foundation for tech-driven growth. This sector is key to positioning the region for long-term competitiveness in a knowledge-based economy.

Information Technology Service Management Market Size[29]

Information Technology Service Management Market was valued at USD 7.8 billion in 2022 and is projected to showcase over 10% CAGR from 2023 to 2032, due to the integration of various technologies such as performance management, configuration technology, network management, and database management systems are fostering innovation.Artificial Intelligence (AI) is driving the demand for IT service management. AI enhances ITSM by automating routine tasks, providing predictive analytics, and improving issue resolution. It offers intelligent chatbots for customer support, proactive maintenance, and data-driven decision-making. These AI-powered capabilities optimize IT service delivery, enhance user experiences, and reduce operational costs.

[28] Source: JobsEQ Information Technology and Analytical Instruments US Cluster Mapping
[29] Source: Global Market Insights https://www.gminsights.com/industry-analysis/information-technology-service-management-market


Spotlight Summary
Information Technology and Analytical Instruments (US Cluster Mapping)
GO Virginia Region 3 – 2025Q1
EMPLOYMENT
WAGES
142
$71,833
9.1%
0.1%
4.6%
TOP OCCUPATION GROUPS
25.0%
TOP INDUSTRIES
n/a
0.2 %
16.0 %

Industry Snapshot

EMPLOYMENT

WAGES

6-Digit Industry	Empl	Avg Ann Wages	LQ	5yr History	Annual Demand	Forecast Ann Growth
Bare Printed Circuit Board Manufacturing	45	$53,635	2.16		4	0.6%
Printed Circuit Assembly (Electronic Assembly) Manufacturing	34	$67,825	0.74		3	0.3%
Software Publishers	33	$96,954	0.07		3	1.0%
Instruments and Related Products Manufacturing for Measuring, Displaying, and Controlling Industrial Process Variables	14	$63,110	0.30		1	-0.2%
Instrument Manufacturing for Measuring and Testing Electricity and Electrical Signals	8	$81,198	0.28		1	0.1%
Computer Terminal and Other Computer Peripheral Equipment Manufacturing	4	$118,277	0.17		0	-0.4%
Electromedical and Electrotherapeutic Apparatus Manufacturing	2	$81,783	0.04		0	-0.5%
Audio and Video Equipment Manufacturing	0		0.00		0	-0.3%
Information Technology and Analytical Instruments (US Cluster Mapping)	**142**	**$71,833**	**0.12**		**12**	**0.5%**

Employment is one of the broadest and most timely measures of a region's economy. Fluctuations in the number of jobs shed light on the health of an industry. A growing employment base creates more opportunities for regional residents and helps a region grow its population.

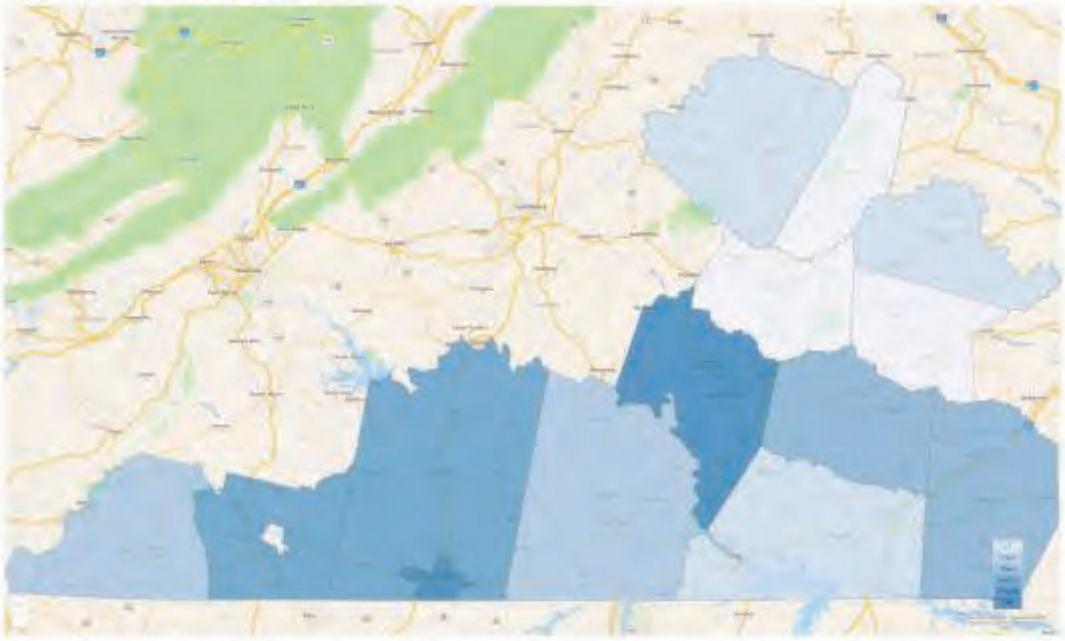
Since wages and salaries generally compose the majority of a household's income, the annual average wage in a region affect its average household income, housing market, quality of life, and other socioeconomic indicators.

Staffing Pattern

6-digit Occupation	Empl	Avg Ann Wages	Annual Demand
Software Developers	17	$136,400	1
Electrical, Electronic, and Electromechanical Equipment Assemblers, Except Coil Winders, Tapers, and Finishers	14	$41,600	2
Semiconductor Processing Technicians	5	$57,800	1
Industrial Engineers	4	$108,500	0
Inspectors, Testers, Sorters, Samplers, and Weighers	4	$49,900	1
Electrical and Electronic Engineering Technologists and Technicians	4	$79,100	0
Computer Hardware Engineers	4	$130,400	0
Team Assemblers	4	$44,400	0
Managers, All Other	3	$167,900	0
General and Operations Managers	3	$163,700	0
Remaining Component Occupations	63	$100,200	6
Total	**123**		

The mix of occupations points to the ability of a region to support an industry and its flexibility to adapt to future demand. Industry wages are a component of the cost of labor for regional employers.

Geographic Distribution



Region	Empl
Charlotte County, Virginia	50
Danville City, Virginia	38
Henry County, Virginia	13
Pittsylvania County, Virginia	12
Lunenburg County, Virginia	8

Region	Empl
Brunswick County, Virginia	6
Halifax County, Virginia	4
Patrick County, Virginia	4
Mecklenburg County, Virginia	2
Buckingham County, Virginia	1
All Others	2

Source: JobsEQ®

The geographic distribution of industry employment by place of work illustrates the impact on labor force demand and commuting patterns.

Employment Distribution by Type

The table below shows the employment mix by ownership type for Information Technology and Analytical Instruments (US Cluster Mapping) for the GO Virginia Region 3. Four of these ownership types — federal, state, and local government and the private sector — together constitute "Covered Employment" (employment covered by the Unemployment Insurance programs of the United States and reported via the Quarterly Census of Employment and Wages).

"Self-Employment" refers to unincorporated self-employment and represents workers whose primary job is self-employment (that is, these data do not include workers whose primary job is a wage-and-salary position that is supplemented with self-employment).

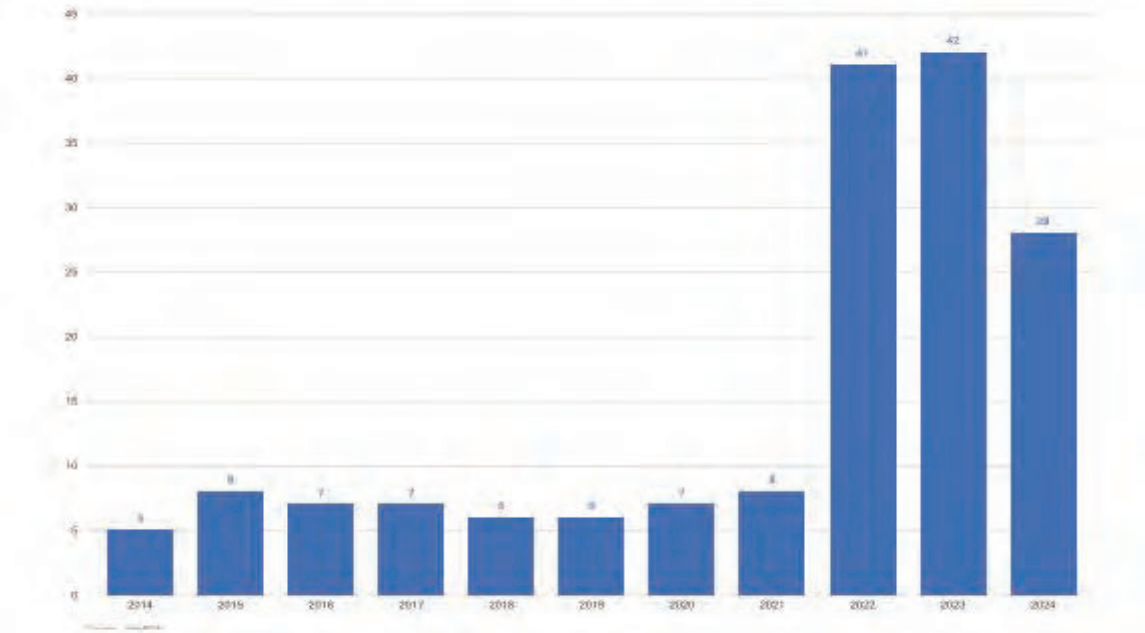
	Empl	%
Private	135	95.3%
Self-Employment	7	4.7%
Other Non-Covered	0	0.0%

Source: JobsEQ®

Strong entrepreneurial activity is indicative of growing industries. Using self-employment as a proxy for entrepreneurs, a higher share of self-employed individuals within a regional industry points to future growth.

Establishments

In 2024, there were 28 Information Technology and Analytical Instruments (US Cluster Mapping) establishments in the GO Virginia Region 3 (per covered employment establishment counts), an increase from 5 establishments ten years earlier in 2014.



New business formations are an important source of job creation in a regional economy, spurring innovation and competition, and driving productivity growth. Establishment data can provide an indicator of growth in businesses by counting each single location (such as a factory or a store) where business activity takes place, and with at least one employee.

Postsecondary Programs Linked to Information Technology and Analytical Instruments (US Cluster Mapping)

Program	Awards
Danville Community College	
Industrial Electronics Technology/Technician	48
Industrial Production Technologies/Technicians, Other	40
Industrial Technology/Technician	19
Manufacturing Engineering Technology/Technician	9
Patrick & Henry Community College	
Industrial Electronics Technology/Technician	18
Industrial Technology/Technician	17
Manufacturing Engineering Technology/Technician	14
Southside Virginia Community College	
Environmental Control Technologies/Technicians, Other	10
Industrial Production Technologies/Technicians, Other	38
Industrial Technology/Technician	8

The number of graduates from postsecondary programs in the region identifies the pipeline of future workers as well as the training capacity to support industry demand.

Among postsecondary programs at schools located in the GO Virginia Region 3, the sampling above identifies those most linked to occupations relevant to Information Technology and Analytical Instruments (US Cluster Mapping). For a complete list see JobsEQ®, http://www.chmuraecon.com/jobseq

Industry Definition

Information Technology and Analytical Instruments (US Cluster Mapping) is defined as the following NAICS industries:

Code	Description
333242	Semiconductor Machinery Manufacturing
334111	Electronic Computer Manufacturing
334112	Computer Storage Device Manufacturing
334118	Computer Terminal and Other Computer Peripheral Equipment Manufacturing
334310	Audio and Video Equipment Manufacturing
334412	Bare Printed Circuit Board Manufacturing
334413	Semiconductor and Related Device Manufacturing
334416	Capacitor, Resistor, Coil, Transformer, and Other Inductor Manufacturing
334417	Electronic Connector Manufacturing
334418	Printed Circuit Assembly (Electronic Assembly) Manufacturing
334419	Other Electronic Component Manufacturing
334510	Electromedical and Electrotherapeutic Apparatus Manufacturing
334512	Automatic Environmental Control Manufacturing for Residential, Commercial, and Appliance Use
334513	Instruments and Related Products Manufacturing for Measuring, Displaying, and Controlling Industrial Process Variables
334514	Totalizing Fluid Meter and Counting Device Manufacturing
334515	Instrument Manufacturing for Measuring and Testing Electricity and Electrical Signals
334516	Analytical Laboratory Instrument Manufacturing
334517	Irradiation Apparatus Manufacturing
334519	Other Measuring and Controlling Device Manufacturing
334610	Manufacturing and Reproducing Magnetic and Optical Media
513210	Software Publishers

Advanced Manufacturing and Advanced Materials[30]

Advanced Manufacturing and Advanced Materials Summary

Advanced manufacturing builds on Region 3's legacy in textiles, furniture, and industrial production, while embracing new technologies and materials. From precision machining to plastics, metals, and composites, these industries are evolving with automation, robotics, and innovation in design. The sector not only provides high-wage jobs but also strengthens supply chains for other industries like aerospace, defense, and automotive. Growth in this area will allow the region to remain at the forefront of modern production and global trade.

Manufacturing Logistics Market Size[31]

Manufacturing Logistics Market size was valued at USD 149.6 billion in 2023 and is estimated to register a CAGR of over 9% between 2024 and 2032. The market for manufacturing logistics is mostly driven by the growth of global trade networks. As more companies execute business internationally, there is an increased demand for efficient logistics services to manage customs procedures and cross-border transportation. In addition, the industry is expanding due to the

[30] Source: Jobs EQ Advanced Manufacturing (Brookings)
[31] Source: Global Market Insights https://www.gminsights.com/industry-analysis/manufacturing-logistics-market

broad diversification of services, which includes advanced supply chain management systems, warehousing, and conventional transportation.

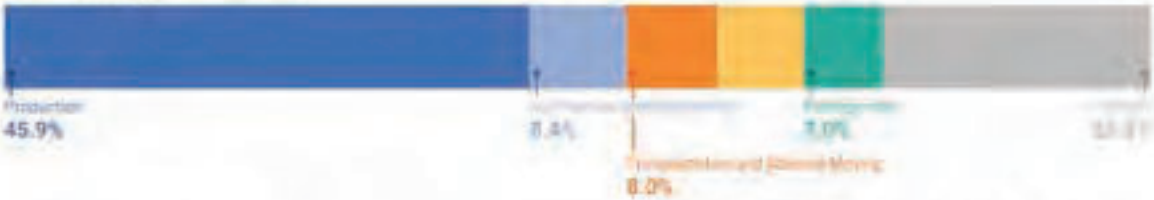
Industry Snapshot

EMPLOYMENT

WAGES

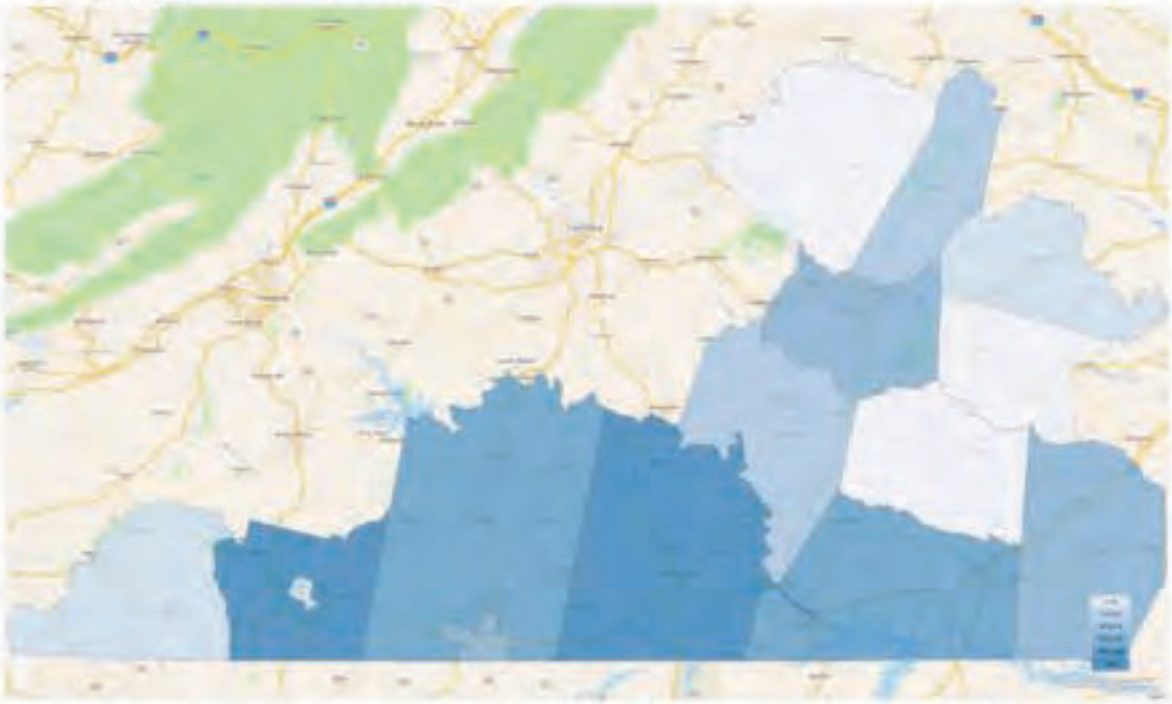
6-Digit Industry	Empl	Avg Ann Wages	LQ	5yr History	Annual Demand	Forecast Ann Growth
Power, Distribution, and Specialty Transformer Manufacturing	620	$63,908	23.32		58	-0.1%
Artificial and Synthetic Fibers and Filaments Manufacturing	327	$56,174	17.34		29	-0.4%
Motor Vehicle Body Manufacturing	216	$50,976	4.47		21	-0.5%
All Other Miscellaneous Nonmetallic Mineral Product Manufacturing	110	$55,463	11.02		11	-0.4%
Other Communication and Energy Wire Manufacturing	104	$57,287	10.14		13	2.7%
Sign Manufacturing	102	$39,448	1.38		10	-0.1%
Clay Building Material and Refractories Manufacturing	96	$44,869	5.53		9	-0.3%
Plastics Material and Resin Manufacturing	80	$75,796	1.66		7	-0.5%
Motor and Generator Manufacturing	77	$55,142	2.72		7	0.0%
Cut Stone and Stone Product Manufacturing	72	$37,617	2.58		7	-0.2%
Remaining Component Industries	722	$46,819	0.49		65	-0.8%
Advanced Manufacturing (Brookings)	**2,535**	**$58,324**	**0.54**		**231**	**-0.2%**

Staffing Pattern



6-digit Occupation	Empl	Avg Ann Wages	Annual Demand
Team Assemblers	227	$44,200	25
Electrical, Electronic, and Electromechanical Equipment Assemblers, Except Coil Winders, Tapers, and Finishers	199	$41,800	22
First-Line Supervisors of Production and Operating Workers	89	$74,400	8
Heavy and Tractor-Trailer Truck Drivers	82	$53,300	8
Chemical Equipment Operators and Tenders	73	$54,200	6
Inspectors, Testers, Sorters, Samplers, and Weighers	68	$49,800	7
Welders, Cutters, Solderers, and Brazers	61	$49,200	6
General and Operations Managers	58	$127,600	5
Laborers and Freight, Stock, and Material Movers, Hand	56	$38,700	7
Industrial Engineers	47	$96,700	3
Remaining Component Occupations	1,546	$70,100	135
Total	**2,507**		

Geographic Distribution



Region	Empl
Halifax County, Virginia	702
Henry County, Virginia	625
Pittsylvania County, Virginia	518
Mecklenburg County, Virginia	150
Danville City, Virginia	137

Region	Empl
Brunswick County, Virginia	119
Prince Edward County, Virginia	74
Charlotte County, Virginia	54
Cumberland County, Virginia	48
Patrick County, Virginia	30
All Others	76

The geographic distribution of industry employment by place of work illustrates the impact on labor force demand and commuting patterns.

Employment Distribution by Type

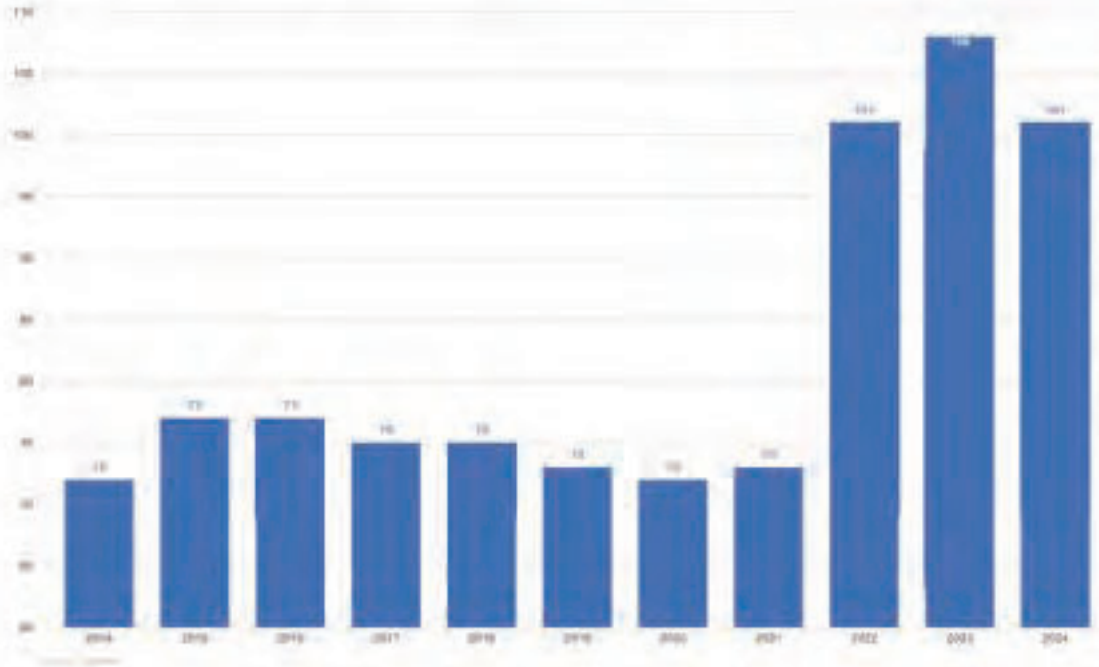
The table below shows the employment mix by ownership type for Advanced Manufacturing (Brookings) for the GO Virginia Region 3. Four of these ownership types — federal, state, and local government and the private sector — together constitute "Covered Employment" (employment covered by the Unemployment Insurance programs of the United States and reported via the Quarterly Census of Employment and Wages).

"Self-Employment" refers to unincorporated self-employment and represents workers whose primary job is self-employment (that is, these data do not include workers whose primary job is a wage-and-salary position that is supplemented with self-employment).

	Empl	%
Private	2,474	97.6%
Self-Employment	60	2.4%
Other Non-Covered	0	0.0%

Establishments

In 2024, there were 101 Advanced Manufacturing (Brookings) establishments in the GO Virginia Region 3 (per covered employment establishment counts), an increase from 72 establishments ten years earlier in 2014.



New business formations are an important source of job creation in a regional economy, sparking innovation and competition, and driving productivity growth. Establishment data can provide an indicator of growth in businesses by counting each single location (such as a factory or a store) where business activity takes place, and with at least one employee.

Postsecondary Programs Linked to Advanced Manufacturing (Brookings)

Program	Awards
Danville Community College	
Electrical, Electronic, and Communications Engineering Technology/Technician	35
Industrial Electronics Technology/Technician	48
Industrial Production Technologies/Technicians, Other	40
Industrial Technology/Technician	19
Welding Technology/Welder	54
Patrick & Henry Community College	
Industrial Technology/Technician	17
Manufacturing Engineering Technology/Technician	14
Welding Technology/Welder	49
Southside Virginia Community College	
Industrial Production Technologies/Technicians, Other	38
Welding Technology/Welder	56

Source: JobsEQ®

The number of graduates from postsecondary programs in the region identifies the pipeline of future workers as well as the training capacity to support industry demand.

Among postsecondary programs at schools located in the GO Virginia Region 3, the sampling above identifies those most linked to occupations relevant to Advanced Manufacturing (Brookings). For a complete list, see JobsEQ®, http://www.chmuraecon.com/jobseq

Industry Definition

Advanced Manufacturing (Brookings) is defined as the following NAICS industries:

Code	Description
324110	Petroleum Refineries
324121	Asphalt Paving Mixture and Block Manufacturing
324122	Asphalt Shingle and Coating Materials Manufacturing
324191	Petroleum Lubricating Oil and Grease Manufacturing
324199	All Other Petroleum and Coal Products Manufacturing
325110	Petrochemical Manufacturing
325120	Industrial Gas Manufacturing
325130	Synthetic Dye and Pigment Manufacturing
325180	Other Basic Inorganic Chemical Manufacturing
325193	Ethyl Alcohol Manufacturing
325194	Cyclic Crude, Intermediate, and Gum and Wood Chemical Manufacturing
325199	All Other Basic Organic Chemical Manufacturing
325211	Plastics Material and Resin Manufacturing
325212	Synthetic Rubber Manufacturing
325220	Artificial and Synthetic Fibers and Filaments Manufacturing
325311	Nitrogenous Fertilizer Manufacturing
325312	Phosphatic Fertilizer Manufacturing
325314	Fertilizer (Mixing Only) Manufacturing
325315	Compost Manufacturing
325320	Pesticide and Other Agricultural Chemical Manufacturing
325411	Medicinal and Botanical Manufacturing
325412	Pharmaceutical Preparation Manufacturing
325413	In-Vitro Diagnostic Substance Manufacturing
325414	Biological Product (except Diagnostic) Manufacturing
325910	Printing Ink Manufacturing
325920	Explosives Manufacturing
325991	Custom Compounding of Purchased Resins
325992	Photographic Film, Paper, Plate, Chemical, and Copy Toner Manufacturing
325998	All Other Miscellaneous Chemical Product and Preparation Manufacturing
327110	Pottery, Ceramics, and Plumbing Fixture Manufacturing
327120	Clay Building Material and Refractories Manufacturing
327910	Abrasive Product Manufacturing
327991	Cut Stone and Stone Product Manufacturing
327992	Ground or Treated Mineral and Earth Manufacturing
327993	Mineral Wool Manufacturing
327999	All Other Miscellaneous Nonmetallic Mineral Product Manufacturing
331110	Iron and Steel Mills and Ferroalloy Manufacturing
331313	Alumina Refining and Primary Aluminum Production
331314	Secondary Smelting and Alloying of Aluminum
331315	Aluminum Sheet, Plate, and Foil Manufacturing
331318	Other Aluminum Rolling, Drawing, and Extruding
331511	Iron Foundries
331512	Steel Investment Foundries
331513	Steel Foundries (except Investment)
331523	Nonferrous Metal Die-Casting Foundries
331524	Aluminum Foundries (except Die-Casting)
331529	Other Nonferrous Metal Foundries (except Die-Casting)

Advanced Manufacturing (Brookings) is defined as the following NAICS industries:

Code	Description
333111	Farm Machinery and Equipment Manufacturing
333112	Lawn and Garden Tractor and Home Lawn and Garden Equipment Manufacturing
333120	Construction Machinery Manufacturing
333131	Mining Machinery and Equipment Manufacturing
333132	Oil and Gas Field Machinery and Equipment Manufacturing
333241	Food Product Machinery Manufacturing
333242	Semiconductor Machinery Manufacturing
333243	Sawmill, Woodworking, and Paper Machinery Manufacturing
333248	All Other Industrial Machinery Manufacturing
333310	Commercial and Service Industry Machinery Manufacturing
333611	Turbine and Turbine Generator Set Units Manufacturing
333612	Speed Changer, Industrial High-Speed Drive, and Gear Manufacturing
333613	Mechanical Power Transmission Equipment Manufacturing
333618	Other Engine Equipment Manufacturing
333912	Air and Gas Compressor Manufacturing
333914	Measuring, Dispensing, and Other Pumping Equipment Manufacturing
333921	Elevator and Moving Stairway Manufacturing
333922	Conveyor and Conveying Equipment Manufacturing
333923	Overhead Traveling Crane, Hoist, and Monorail System Manufacturing
333924	Industrial Truck, Tractor, Trailer, and Stacker Machinery Manufacturing
333991	Power-Driven Handtool Manufacturing
333992	Welding and Soldering Equipment Manufacturing
333993	Packaging Machinery Manufacturing
333994	Industrial Process Furnace and Oven Manufacturing
333995	Fluid Power Cylinder and Actuator Manufacturing
333996	Fluid Power Pump and Motor Manufacturing
333998	All Other Miscellaneous General Purpose Machinery Manufacturing
334111	Electronic Computer Manufacturing
334112	Computer Storage Device Manufacturing
334118	Computer Terminal and Other Computer Peripheral Equipment Manufacturing
334210	Telephone Apparatus Manufacturing
334220	Radio and Television Broadcasting and Wireless Communications Equipment Manufacturing
334290	Other Communications Equipment Manufacturing
334310	Audio and Video Equipment Manufacturing
334412	Bare Printed Circuit Board Manufacturing
334413	Semiconductor and Related Device Manufacturing
334416	Capacitor, Resistor, Coil, Transformer, and Other Inductor Manufacturing
334417	Electronic Connector Manufacturing
334418	Printed Circuit Assembly (Electronic Assembly) Manufacturing
334419	Other Electronic Component Manufacturing
334510	Electromedical and Electrotherapeutic Apparatus Manufacturing
334511	Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing
334512	Automatic Environmental Control Manufacturing for Residential, Commercial, and Appliance Use
334513	Instruments and Related Products Manufacturing for Measuring, Displaying, and Controlling Industrial Process Variables
334514	Totalizing Fluid Meter and Counting Device Manufacturing
334515	Instrument Manufacturing for Measuring and Testing Electricity and Electrical Signals
334516	Analytical Laboratory Instrument Manufacturing
334517	Irradiation Apparatus Manufacturing
334519	Other Measuring and Controlling Device Manufacturing

Advanced Manufacturing (Brookings) is defined as the following NAICS industries:

Code	Description
334610	Manufacturing and Reproducing Magnetic and Optical Media
335131	Residential Electric Lighting Fixture Manufacturing
335132	Commercial, Industrial, and Institutional Electric Lighting Fixture Manufacturing
335139	Electric Lamp Bulb and Other Lighting Equipment Manufacturing
335210	Small Electrical Appliance Manufacturing
335220	Major Household Appliance Manufacturing
335311	Power, Distribution, and Specialty Transformer Manufacturing
335312	Motor and Generator Manufacturing
335313	Switchgear and Switchboard Apparatus Manufacturing
335314	Relay and Industrial Control Manufacturing
335910	Battery Manufacturing
335921	Fiber Optic Cable Manufacturing
335929	Other Communication and Energy Wire Manufacturing
335931	Current-Carrying Wiring Device Manufacturing
335932	Noncurrent-Carrying Wiring Device Manufacturing
335991	Carbon and Graphite Product Manufacturing
335999	All Other Miscellaneous Electrical Equipment and Component Manufacturing
336110	Automobile and Light Duty Motor Vehicle Manufacturing
336120	Heavy Duty Truck Manufacturing
336211	Motor Vehicle Body Manufacturing
336212	Truck Trailer Manufacturing
336213	Motor Home Manufacturing
336214	Travel Trailer and Camper Manufacturing
336310	Motor Vehicle Gasoline Engine and Engine Parts Manufacturing
336320	Motor Vehicle Electrical and Electronic Equipment Manufacturing
336330	Motor Vehicle Steering and Suspension Components (except Spring) Manufacturing
336340	Motor Vehicle Brake System Manufacturing
336350	Motor Vehicle Transmission and Power Train Parts Manufacturing
336360	Motor Vehicle Seating and Interior Trim Manufacturing
336370	Motor Vehicle Metal Stamping
336390	Other Motor Vehicle Parts Manufacturing
336411	Aircraft Manufacturing
336412	Aircraft Engine and Engine Parts Manufacturing
336413	Other Aircraft Parts and Auxiliary Equipment Manufacturing
336414	Guided Missile and Space Vehicle Manufacturing
336415	Guided Missile and Space Vehicle Propulsion Unit and Propulsion Unit Parts Manufacturing
336419	Other Guided Missile and Space Vehicle Parts and Auxiliary Equipment Manufacturing
336510	Railroad Rolling Stock Manufacturing
336611	Ship Building and Repairing
336612	Boat Building
336991	Motorcycle, Bicycle, and Parts Manufacturing
336992	Military Armored Vehicle, Tank, and Tank Component Manufacturing
336999	All Other Transportation Equipment Manufacturing
339112	Surgical and Medical Instrument Manufacturing
339113	Surgical Appliance and Supplies Manufacturing
339114	Dental Equipment and Supplies Manufacturing
339115	Ophthalmic Goods Manufacturing
339116	Dental Laboratories
339910	Jewelry and Silverware Manufacturing

Advanced Manufacturing (Brookings) is defined as the following NAICS industries:

Code	Description
339920	Sporting and Athletic Goods Manufacturing
339930	Doll, Toy, and Game Manufacturing
339940	Office Supplies (except Paper) Manufacturing
339950	Sign Manufacturing
339991	Gasket, Packing, and Sealing Device Manufacturing
339992	Musical Instrument Manufacturing
339993	Fastener, Button, Needle, and Pin Manufacturing
339994	Broom, Brush, and Mop Manufacturing
339995	Burial Casket Manufacturing
339999	All Other Miscellaneous Manufacturing

2025 Stakeholder Input Narrative Synthesis

This brief synthesizes written responses from seven stakeholder groups (Childcare; Econ Dev; Education; Health; Tourism; Workforce; VEDP). The narrative is organized by group (tab), then cross-cutting by question, followed by an overall roll-up of the most common themes, and concludes with a comparison to 2017/2019/2021/2023 inputs and implications for the 2025 plan.

Region 3 conducted stakeholder input through the spring and summer of 2025. Over 100 stakeholders were invited to participate through virtual focus group sessions, one-on-one virtual interviews, and small group interviews. The response rate to the invitations was 60%. Input during the sessions was considered confidential with all input synthesized for the questions that were asked.

Input by Topic

Childcare

Stakeholders frame childcare as a workforce participation issue more than a standalone social service. The through-line is that limited, affordable slots keep working parents (especially women) on the sidelines or in part-time roles, which shows up as labor availability constraints across multiple sectors. Collaboration is improving, but population thinness and distance make the business model hard in smaller localities. Bottom line: expanding reliable childcare is one of the fastest ways to free up labor supply and stabilize retention.

Performance of the Economy

This group paints a familiar rural competitiveness picture: some communities face population decline and aging infrastructure alongside a limited tax base, which forces trade-offs between maintaining what exists and investing for future growth. They call out product deficits (sites/utilities) and enabling constraints (housing and childcare) that directly affect company decisions and project timelines. Opportunity signals include back-office operations and data centers (tempered by power availability), growth in advanced manufacturing, and solar/energy plays. A memorable line captures the leakage challenge—"our biggest export is our talented young people"—and reinforces why talent retention, housing, and childcare sit inside the economic development agenda rather than at the periphery. Partnerships through the regional alliances remain essential to punch above weight.

Education (K-12 through Higher Education)

Education partners are oriented to practical pathways: career-connected learning, dual enrollment, apprenticeships, and nursing/health pipelines. They see CTE partnerships as a growth area and are looking for clearer crosswalks from program to placement (so that credentials map cleanly into actual jobs). The tone is solution-focused: "tell us the skills, and we'll align," while also noting that wraparound barriers (transport, childcare) still shape completion and employment outcomes.

Health Care

Participants describe rising pressure on access and affordability—more "working poor," clinics keeping food packs for patients, and tight capacity in behavioral/mental health. Workforce shortages (especially RNs/NPs) limit service availability and growth; recruiting is hard, but retention is harder without housing and childcare. They underscore the interplay with economic development: when employers can't find nurses or technicians, projects stall; when patients can't access care, absenteeism and turnover rise. This group supports stronger ladders into health careers (from high school through community college) and sees value in regional pipelines that share training cost and clinical placement.

Tourism

Tourism stakeholders focus on product first, then promotion. They want more investable "things to do" (trails, outdoor assets, events), better wayfinding and a sharpened brand, and additional lodging in the right nodes. They also report better community buy-in than in the past, which helps with permits, partnerships, and programming. A persistent pain point is a thin hospitality workforce; flexible scheduling, seasonal housing, and transportation linkages matter here.

Workforce

This group centers on participation and readiness. They cite pockets of disengaged or under-engaged workers who are "flying under the radar," and the need for supportive services (childcare, transport) alongside short, stackable training that leads to quick placement. They echo employer calls for soft skills, reliability, and baseline math/digital skills; apprenticeships and work-based learning remain the most credible tools to create job-ready candidates. Better data-sharing across partners (K-12, colleges, WDB, employers) is a recurring ask.

Virginia Economic Development Partnership

The VEDP perspective is project-driven: the pipeline is active in manufacturing and data centers, but site readiness and power availability are the gating items. The US-58 corridor gets attention for momentum, while other subareas are "less active" absent product.

They emphasize how housing and childcare now sit in the critical-path for hiring plans and how workforce readiness must be linked to specific project timelines. Net: more Tier-advanced sites with enabling infrastructure, paired with targeted talent solutions, will materially change win rates.

Input By Question

Specific Responses

This is where most of the substance sits across all tabs. Six of seven groups converge on workforce/talent as the dominant theme (availability, readiness, and retention). Two to five groups per theme repeatedly mention: site readiness/infrastructure (especially power, water/sewer, broadband), housing (workforce/attainable), and childcare (as a participation constraint). Sector-wise, manufacturing is the constant, with data centers and CEA appearing in targeted places; healthcare workforce spans both "sector" and "enabler."

General Response

Where used, these entries mirror "Specific Responses" but through a project/market lens: VEDP and Econ Dev emphasize sites/utilities, manufacturing/data centers, and IT/fiber; Tourism highlights product/brand; and workforce shows up as both a risk and a place to differentiate.

Overall Roll-Up (Most Common Across Answered Questions)

• **Workforce & talent** are the most common responses: near-term availability and "day-one readiness," plus structural participation issues tied to childcare, transport, and housing.

• **Sites & infrastructure**: shovel-ready sites with sufficient power and utilities are the difference between staying in the hunt and not.

• **Housing & childcare**: these now show up as "project risks"—not just community issues—because they directly affect hiring plans and retention.

• **Sector signals**: advanced manufacturing is the constant; data centers are a live opportunity where power and sites align; CEA appears in place-specific contexts; healthcare workforce is both a sector and a cross-cutting constraint.

• **Coordination**: stakeholders want tighter alignment across K-12, community colleges, WDBs, REDOs, and VEDP so that training calendars, permitting timelines, and project milestones actually match.

Comparison to 2017/2019/2021/2023 Stakeholder Inputs

What's consistent

• The **workforce** drumbeat has not let up; occupation gaps noted in past cycles (e.g., healthcare nursing roles; maintenance/mechanics in manufacturing; supervisors/analysts in HVNRP and business services/IT) are echoed in 2025 wording.

• **Site development and "product first"** remain central, including tier-advancement and utility capacity as practical scorecards.

• **GO TEC and similar talent pathways** continue to be the backbone for aligning K-12 → community college → employer pipelines, with healthcare and CEA as prominent use cases.

What's newly emphasized in 2025

• **Childcare and housing** appear explicitly as "deal variables," reflected in remarks tying them to project timelines and hiring plans.

• **Power availability** for data centers surfaces as a gating constraint, sharpening "sites & infrastructure" from general readiness to specific utility capacity and delivery windows.

• **Geography** of momentum becomes more granular (e.g., US-58 corridor activity) in project-led discussions about near-term wins.

Process context

• Unlike 2023 (which leaned on 2021 input and limited broad surveying), 2025 reopens wide stakeholder engagement—aligning with Full Review expectations for demonstrated stakeholder participation.

• The 2025 Full Review framework (workforce, start-up ecosystems, sites/infrastructure, cluster scale-up) maps cleanly to the emphases stakeholders raised.

Implications for the 2025 Region 3 Plan

• Treat childcare and housing as workforce infrastructure—fundable, schedulable, and measurable within project development.

• Double-down on site/power readiness where the pipeline is real (manufacturing and data centers along proven corridors), with tier-advancement and utility capacity as the scorecard.

• Keep GO TEC-style ladders as the backbone of healthcare and manufacturing talent, pairing short-cycle credentials with apprenticeships and employer commitments.

• For tourism, lead with product and lodging in investable nodes, then brand/wayfinding so marketing has tangible experiences to promote.

• Use partner alignment (REDOs, PDCs, WDBs, VEDP, K-12/CC) to time training, permits, and infrastructure to the project clock—and report against Full Review measures.

Partners' Strategic Plan Summaries for GO Virginia Region 3 (2020–2025)

Regional Economic Development & Innovation

- **GO Virginia Region 3 Growth & Diversification Plan (2021 Update)** – This multi-year plan, updated in 2021, identifies the region's strongest opportunities for economic growth and strategies to address its challenges. It aligns workforce talent development with key industry sectors (advanced manufacturing, IT, health care, etc.) to spur high-paying jobs, while tackling issues like an aging, shrinking population. The plan serves as a roadmap for the Region 3 Council's investments and benchmarks progress toward regional growth goals. *Full document available via GO Virginia Region 3 website.*

- **Institute for Advanced Learning and Research (IALR) Strategic Plan (FY 2022–2027)** – The IALR in Danville adopted a new five-year strategic plan to "catalyze a regional economy where all can live and thrive," centered on six strategic themes leveraging IALR's unique strengths. Developed collaboratively with input from civic, education, and business partners, the FY2022–27 plan refines IALR's vision, mission, and goals to drive Southern Virginia's economic transformation. It outlines targeted initiatives (with metrics) in applied research, advanced learning, manufacturing support, and economic development to expand the region's innovation ecosystem. *Full plan available on IALR's website.*

- **GO Virginia Region 3 Controlled Environment Agriculture (CEA) Roadmap (2022)** – In partnership with Virginia Tech, Region 3 stakeholders adopted a strategic "roadmap" to grow the indoor agriculture industry (e.g., greenhouse and aquaculture farming) in Southern Virginia. The CEA roadmap recommends establishing a regional CEA Innovation Hub to lead five key strategies: raising awareness of CEA, nurturing start-ups, expanding technical assistance, preparing industrial sites for CEA projects, and enhancing workforce/talent pipelines. The goal is to make Region 3 a hub for this high-tech agriculture sector, creating jobs and new enterprises – *"the synergies outlined in this plan, including workforce training, research, increased awareness and site development will make Southern Virginia a CEA leader"*. *(Adopted 2022; see IALR press release for full report.)*

- **Danville Pittsylvania County Chamber of Commerce Strategic Plan (2023–2026)** – The regional chamber launched a four-year strategic plan in 2023 to strengthen support for local businesses and economic growth. The plan lays out specific goals, tactics, and performance metrics to increase member value and position the Chamber as *"the premier advocate for business and industry in our region,"* according to Chamber President Anne Moore Sparks. Focus areas include promoting pro-business policies, delivering relevant services/training,

fostering regional collaboration, and communicating the region's advantages to drive business prosperity. *(Plan announced Jan 2023 – full document available via Chamber website.)*

CEDS Literature Review Summary

The literature review of recent Comprehensive Economic Development Strategies (CEDS) from the Commonwealth Regional Council, Southside Planning District Commission, and West Piedmont Planning District Commission highlights clear areas of alignment with GO Virginia Region 3's established investment priorities. Collectively, these documents emphasize workforce development, entrepreneurship, and infrastructure as critical drivers of economic growth and resilience. Summaries are below:

Workforce and Talent Evolution

All three CEDS stress the urgent need to expand workforce training and upskilling opportunities, particularly in technical trades, health care, logistics, and advanced manufacturing. The Southside PDC notes persistent challenges related to workforce participation rates and out-migration of talent, underscoring the importance of career pathways and partnerships between K-12, community colleges, and employers. Similarly, West Piedmont PDC highlights labor force gaps in high-demand fields and the need for stronger alignment between training programs and employer requirements. These priorities directly align with Region 3's ongoing investments in GO TEC and other talent pipeline programs.

Entrepreneurship and Innovation

Supporting small business growth and fostering entrepreneurship are shared themes across the CEDS documents. Both Southside and West Piedmont stress the importance of creating environments that support innovation hubs, co-working spaces, and technical assistance for start-ups. These efforts complement Region 3's recent investments in entrepreneurial ecosystem development, including the establishment of Innovation Hubs that provide access to state-of-the-art equipment and mentoring resources.

Site Development and Infrastructure

The CEDS plans collectively recognize the importance of site readiness, broadband expansion, and utility improvements to attract new business investment. The Commonwealth Regional Council places particular emphasis on broadband access as an economic development necessity, while Southside PDC cites site development as a critical step in positioning the region for advanced manufacturing and logistics investments. These align with Region 3's significant commitment of resources toward broadband and site development initiatives.

Controlled Environment Agriculture (CEA)

While CEA is not explicitly a top focus in every CEDS, the potential of agriculture technology and value-added food processing is noted, particularly in the Commonwealth Regional Council and Southside PDC strategies. These highlight opportunities for innovation in farm-to-market systems

and renewable energy applications, signaling potential for Region 3 to expand support in this investment area.

Leadership and Collaboration

All three CEDS underscore the importance of collaboration among local governments, educational institutions, regional organizations, and private industry. The emphasis on shared strategies and coordinated efforts reflects Region 3's commitment to regional leadership and the need to continue building capacity for long-term success.

Conclusion

The reviewed CEDS documents demonstrate strong alignment with Region 3's Growth & Diversification Plan and provide validation for its investment strategies. Workforce training and entrepreneurship remain the most urgent needs, while broadband, infrastructure, and site development provide the necessary foundation for future growth. Opportunities exist to expand efforts in CEA and regional leadership development to ensure a balanced and diversified approach to economic resilience.

Workforce Development Plans

West Piedmont Workforce Development Board Local Plan (2020–2024) – This is the WIOA four-year plan for Workforce Area 17, covering Danville, Martinsville, and the counties of Henry, Patrick, and Pittsylvania (West Piedmont region). The comprehensive plan analyzes regional labor market needs and outlines strategies to build a skilled workforce aligned with employer demand. It sets a vision of increasing equity, reducing employment barriers, and improving quality of life for workers in the area. Key initiatives include expanding training programs in high-demand fields, strengthening career pathways and apprenticeships, and enhancing partnerships with businesses and education providers. *(Full plan available as "VCW West Piedmont Local Plan 2020–24.")*

South Central Workforce Development Board Local Plan (2020–2024) – Covering the eastern portion of Region 3 (counties like Brunswick, Mecklenburg, Halifax, Charlotte, Prince Edward, etc.), this four-year workforce plan was developed in alignment with Virginia's statewide WIOA goals. It is a "comprehensive action plan designed to develop, align and integrate service delivery" across the South Central region. The plan's core strategies are to **(1)** direct workforce investments toward relevant education and training so that job-seekers gain in-demand skills and employers have a ready supply of talent, **(2)** apply "job-driven" approaches in the one-stop system to better connect workers with quality jobs, and **(3)** strengthen partnerships among education, industry and government to build an innovative, aligned workforce ecosystem. These efforts, along with targets for business engagement and credential attainment, aim to close skill gaps and support economic growth in Region 3. *(Plan available through South Central WDB/VCW South Central.)*

Education & Talent Development Plans

- **Danville Community College Strategic Plan (2021–2023)** – Titled "DCC 2023: Do. Create. Collaborate.", this plan guided Danville CC's priorities for student success and regional workforce development. It established four strategic pillars: **Student Success** (e.g. implementing a college-wide enrollment management plan and enhanced support services), **Advancing Excellence** (expanding workforce services, modernizing policies, and faculty/staff development), **Resource Development** (ensuring financial sustainability, building external partnerships, and leveraging technology), and **Diversity, Equity & Inclusion** (launching a DEI plan, improving recruitment of diverse faculty, and closing achievement gaps). Through these initiatives, DCC aimed to be "the college of choice" for exemplary education in the region, preparing students for careers and strengthening community prosperity. *([PDF of DCC 2021–23 Strategic Plan])*

- **Southside Virginia Community College "Aspire 2027" Strategic Plan (2022–2027)** – SVCC crafted a five-year plan called **"Aspire 2027: Pathways to Opportunities,"** adopted in 2022 to drive excellence and opportunity across its 10-county service area. Built on an updated mission (serving as a gateway to education, training and employment in a student-centered, inclusive environment), the plan focuses on five strategic priorities: **Student Success** (boosting enrollment of underrepresented groups, and improving retention, completion and transfer rates); **Teaching and Learning** (ensuring programs meet current workforce needs and expanding dual-enrollment and industry partnerships); **Community Engagement** (fueling economic opportunities and strengthening community partnerships while fostering diversity and inclusion); **Our People** (making SVCC a premier place to work through professional development, inclusive excellence, and a culture of innovation); and **Our Resources** (efficiently managing resources and pursuing funding support to sustain the college's mission). This comprehensive plan was developed "with broad input to contribute to the region's economic vitality." *(See SVCC website for "Aspire 2027" full plan.)*

- **Patrick & Henry Community College Strategic Plan (2022)** – In 2022, Patrick & Henry CC (serving Martinsville, Henry and Patrick Counties) launched a new strategic plan aligned with the Virginia Community College System's **Opportunity 2027** initiative. Spurred by the impacts of COVID-19 on its communities, P&HCC's plan is **laser-focused on eliminating equity gaps** in student outcomes. The college recognized that students from disadvantaged backgrounds were disproportionately affected by the pandemic's health, economic, and educational fallout. Thus, the strategic plan sets forth reforms to ensure all students – regardless of race, gender, or income – receive the support needed to enroll, persist, and complete credentials leading to sustainable wages. Strategies include addressing systemic barriers, fostering a "culture of care" on campus, and improving attainment for underrepresented groups, in line with the VCCS goal of closing attainment gaps by 2027. *(Full plan available via P&HCC website.)*

Tourism & Sector-Specific Strategies

- **Visit SoSi Sports Tourism Strategic Plan (2024)** – **Visit SoSi** (the tourism brand for Danville and Pittsylvania County) completed a sports tourism strategic plan and facility recommendations report in mid-2024 to grow the region's sports travel economy. The plan – described as a "playbook" – includes a thorough SWOT analysis of Danville–Pittsylvania as a sports destination, an inventory and evaluation of local sports venues, benchmarking against competing markets, and a set of actionable recommendations. Key focus areas (the "power of three" in each section) involve leveraging existing assets like raceways and the Olde Dominion Ag Complex for events, developing new or enhanced sports complexes to attract regional/national tournaments, and building community partnerships (e.g., with YMCA, sports clubs) to expand programming. By implementing this strategy, Visit SoSi aims to establish the Danville area as a premier sports tourism host – boosting visitor spending and economic impact. *(Plan completed July 2024; available via City of Danville/Visit SoSi.)*

Regional and Local Economic Development

- **Southern Virginia Regional Alliance – Regional Site Development Strategy (2021)** The **Southern Virginia Regional Alliance (SVRA)** launched a strategic, multi-year site development program in 2021 to expand the region's inventory of "business-ready" industrial sites. Backed by GO Virginia Region 3 and Tobacco Commission funds, the program mirrors the state's site characterization initiative. SVRA and local economic developers identified ten publicly owned sites across the region (including Danville, and Halifax, Patrick, and Pittsylvania Counties) for due diligence and engineering upgrades. The goal is to elevate these sites to higher readiness tiers (e.g., raising several Tier-2 properties up to Tier 4 "shovel-ready" status) and thereby reduce risks for prospective industries. By 2024, this effort had upgraded multiple industrial parks and sites, strengthening Southern Virginia's ability to attract new companies and jobs. **Link:** *SVRA Press Release (Oct. 2021) – "Funds to Grow Inventory of Shovel-Ready Sites," outlining the regional site development plan.*

- **Virginia's Growth Alliance – Strategic Refresh Plan (2021–2023)** a regional economic development coalition in Southside – undertook a strategic "reset" process during 2021–2023 to realign its goals and improve effectiveness. Supported by GO Virginia Region 3, the **VGA Refresh** initiative included a thorough analysis of business sectors in its member localities, a regional workforce study, and an evaluation of local incentives. The project also tested the feasibility of new fundraising campaigns to sustain VGA's operations. By 2023, VGA had completed a new strategic plan and a development/fundraising study, and it began restructuring the organization to implement the plan's recommendations. The refreshed strategy sharpens VGA's focus on high-potential industry clusters and talent needs while strengthening the alliance's capacity and sustainability. **Link:** *GO Virginia Region 3 Project Brief – "VGA Refresh," describing the strategic plan development.*

- **Virginia's Heartland Regional EDA – Alliance Strategic Plan (2023)** In 2023, seven south-central Virginia counties collaborated (via the Commonwealth Regional Council) to form the new **Virginia's Heartland Regional Economic Development Alliance (VHREDA)**, underpinned by a comprehensive strategic plan. The counties engaged an external consultant (Creative EDC) to develop the multi-year plan for this regional alliance. The resulting strategy maps out how a unified approach can "**add capacity**" to local economic development efforts – helping the Heartland region prepare for job growth, support entrepreneurship, and jointly plan critical infrastructure investments. The plan's recommendations provided the blueprint for VHREDA's creation, and a subsequent fundraising study confirmed strong support. As of 2024, the Alliance's board is being established and a private capital campaign is underway to fund implementation of the strategic plan over the next five years. **Link:** *Creative EDC case study – "Virginia's Heartland Regional EDA," summarizing the strategic plan and alliance launch.*

- **Mecklenburg County – Strategic Economic Development Action Plan (2024) Mecklenburg County** adopted a new Strategic Economic Development Action Plan in **November 2024** to guide the county's growth for the next decade. The Mecklenburg Department of Economic Development, having enjoyed recent success (e.g., landing large data centers), commissioned this plan as a "fresh look" to reach the *next level* of development. Prepared with extensive stakeholder input, the plan analyzes Mecklenburg's unique position – including financial and real estate assets that set it apart from other rural localities – and answers "Where are we, where do we want to go, and how do we get there?". It provides **practical, actionable recommendations** to leverage the county's strengths, address workforce and infrastructure needs, and modernize economic development efforts. An implementation matrix of short- and long-term actions is included to measure progress. This formally adopted 2024 the plan is now the county's roadmap for diversifying the economy and capitalizing on Mecklenburg's recent momentum. **Link:** *Mecklenburg County SEDAP (2024) – Full PDF.*

- **Halifax County Industrial Development Authority – Strategic Plan (2022)** The **Halifax County IDA** developed a multi-year strategic plan in **2022** to reinvigorate local economic development. After a 6-month process including 40+ stakeholder interviews and a joint IDA/Board of Supervisors retreat, the plan established four strategic goal areas: **Business Growth**, **Real Estate Infrastructure**, **Regional Engagement & Partnerships**, and **Organizational Sustainability**. The plan consists of 4 goals, 16 strategies and 56 tactics. It emphasizes expanding business retention and expansion efforts as a top priority (recognizing it's "easier to keep a business than attract a new one"). It calls for modernizing and marketing Halifax's industrial real estate portfolio – improving site readiness and upgrading IDA-owned buildings – to meet evolving industry needs. The IDA also committed to deepen collaboration with local government, regional partners, and the community (addressing a past "lack of regional engagement"). Finally, the plan outlines steps for the IDA to raise its profile and capacity (e.g., communications, staffing) to ensure long-term sustainability. Halifax's IDA and

County leaders have formally adopted this plan as a roadmap for economic development through the mid-2020s. **Link:** *Halifax IDA Board Presentation (Aug. 25 2022) – Strategic Plan Overview.*

- **Prince Edward County Economic Development Strategic Plan (2025).** Though county-wide in scope, the plan elevates tourism as a target growth area tied to PEC's natural settings, outdoor recreation, rural cultural heritage, and historic assets; it also benefits from two colleges (Longwood and Hampden-Sydney) that bolster visitation and quality of life. The plan notes a strong base for recreation/tourism and advantageous proximity to Richmond. Key constraints include higher poverty and lower educational attainment, ongoing population decline, and a shortage of diverse, affordable housing—conditions that also dampen workforce attraction. Low levels of commercial development further require incentives and active marketing to bring new hospitality options online. Goals and actions for tourism are explicit: expand the industry around PEC's natural, cultural, and recreational qualities; update regulations to broaden lodging choices for visitors; and formalize quarterly collaboration among the County, Farmville, Longwood, and Hampden-Sydney on shared economic development and tourism initiatives. The plan also targets "experience-based tourism" that generates higher local value. **Link***: Economic Development Strategic Plan on the Prince Edward County Economic Development website.*

Community Foundations

- **The Harvest Foundation – "Hope" Strategic Plan (2022–2026)** Martinsville's **Harvest Foundation**, a major regional philanthropic organization, launched a new five-year strategic plan in 2022 centered on the theme of "**Hope**." After a year-long process of data gathering and community input, the **2022–2026 plan** hones Harvest's focus into three priority areas: **Thriving Youth**, **A Vibrant Community**, and a **Resilient and Diverse Economy**. Under the economy pillar, Harvest aims to support job creation and an entrepreneurial ecosystem that lifts the entire Martinsville–Henry County region. The plan explicitly positions itself as a community-wide strategy – Harvest calls on partners and local stakeholders to help realize these goals. Early implementation has included aligning grantmaking and programs with these priorities and promoting equity across all initiatives. By "choosing hope as our north star," the foundation intends to spur collaborative action that builds local capacity, uplifts youth, and strengthens quality of life and economic opportunity in the region. **Link:** *Harvest Foundation Strategic Plan (2022) – Web summary.*

- **Danville Regional Foundation – Regional Economic Development Strategic Plan (2019)** In 2019, the Danville Regional Foundation, in collaboration with Pittsylvania County and the City of Danville, developed a comprehensive Regional Economic Development Strategic Plan. This plan assesses the competitiveness of the Pittsylvania-Danville micropolitan area across ten

critical categories, including industry clusters, labor supply, housing, and the entrepreneurial ecosystem. It identifies strengths such as a business-friendly environment and available sites with infrastructure, while also addressing challenges like population decline and workforce density. The plan provides actionable recommendations aimed at enhancing the region's economic development efforts over the next 3 to 10 years, laying the groundwork for sustained growth and collaboration among stakeholders. drfonline.org

Four-year Universities and Colleges

- **Longwood University – Strategic Plan 2019–2025: "Forefront of the Commonwealth.** Longwood University (Farmville) is executing a 2019–2025 strategic plan that positions the institution as a catalyst for Southside Virginia's advancement. As *"the only four-year public institution in south central Virginia,"* Longwood sees regional prosperity as core to its mission. The plan underscores Longwood's commitment to academic excellence and civic leadership while strengthening its partnerships in the surrounding community. Key priorities include enhancing academic rigor and enrollment, fostering innovation in programs, and elevating Longwood's profile in the Commonwealth. Notably, the plan highlights *"college-town vibrancy"* – collaborating with the Town of Farmville, Prince Edward County, and nearby Hampden-Sydney College to enrich the area's social and economic life. Longwood also emphasizes its stewardship role in the region, from providing K–12 outreach and workforce development, to serving as an engine for civic engagement and cultural activity. This multi-year strategy was adopted by Longwood's Board in 2019 and guides the university's investments and initiatives through 2025. **Link:** *Longwood University Strategic Plan 2019–2025 (PDF).*

- **Hampden-Sydney College – Strategic Plan (Current)** Hampden-Sydney College (in Prince Edward County) continues to pursue a comprehensive strategic plan (initially adopted in the 2010s and updated since) to uphold its mission *"to form good men and good citizens"* and to secure the college's future. The plan's goals center on academic excellence, student character development, campus environment, diversity, and financial sustainability. Key objectives include strengthening Hampden-Sydney's reputation as a leader in educating men, broadening its curriculum (while preserving the liberal arts tradition), and ensuring graduates are prepared for modern careers. The college is also focused on greater community engagement – for example, one initiative encourages *increased curricular and co-curricular interaction with nearby institutions* (such as Longwood University) and local community service, reinforcing the two-college community of Farmville. Additionally, Hampden-Sydney's plan calls for expanding diversity on campus and marketing the college to wider audiences nationally. This strategic framework, though internally focused, aligns with regional goals by producing an educated workforce and civic leaders for Southside Virginia. **Link:** *Hampden-Sydney College Strategic Plan (PDF).*

- **Averett University – "Bigger Dreams, Bolder Futures" Strategic Plan (2020–2025) Averett University** is nearing completion of its *Averett 2025: Bigger Dreams, Bolder Futures* strategic plan, which launched in 2020. This five-year plan lays out ambitious strategies to grow the university and deepen its impact on the region. A key focus has been **infrastructure and program expansion** – for instance, under this plan Averett became the fixed-base operator at Danville Regional Airport and expanded its aviation education facilities, aligning with regional workforce needs. The plan's vision is *"bold"* and geared toward tangible outcomes by 2025 and beyond. It emphasizes enhancing campus facilities and academic offerings in ways that benefit both students **and the broader community/region** for decades to come. Concurrently, Averett has undertaken a rebranding initiative and is preparing a comprehensive fundraising campaign to support these strategic goals. From new degree programs to capital projects, *Bigger Dreams, Bolder Futures* is steering Averett's evolution as a vibrant, region-serving university. **Link:** *Averett 2025 Strategic Plan – Overview (Averett News, Feb 2022).*

Miscellaneous Reports

- **Regional Housing Strategy – Southern Virginia Housing Summits (2022–2024)** Acknowledging that housing is critical infrastructure for economic growth, Region 3 leaders from local governments, SVRA, and IALR have co-developed a regional housing strategy in recent years. A centerpiece of this effort is the **Southern Virginia Regional Housing Summit**, held annually since 2022. By the third summit in 2024, the City of Danville (with support from regional partners) convened stakeholders – developers, builders, lenders, and officials – to spur new residential development across Danville, Martinsville, and counties including Halifax, Henry, Patrick, and Pittsylvania. These summits share information on local/state/federal housing incentives and showcase active projects, with the clear goal of addressing the **shortage of workforce housing** that has resulted from the region's recent job growth. "Our area has been blessed with expanding job opportunities… however, the increased jobs have created a housing shortage. Developers have stepped up, but we need more," noted Delegate Danny Marshall at the 2024 summit. By coordinating strategies and public-private efforts (even piloting a new Tobacco Commission housing incentive), Region 3's economic and community development leaders are integrating housing solutions into their broader strategic plans – ensuring the region can attract and retain the talent needed for continued prosperity. **Link:** *IALR News – "Third Annual Southern Virginia Regional Housing Summit" (Sept. 2024).*

Virginia Economic Development Partnership Assisted Project Announcements 2021 - 2025

Company Name	Headquarters Location	Locality	Business Description	New (N) / Expansion (E)	New Jobs	Investment ($M)
Laminate Technologies	OH	Henry	Custom laminators	E	42	4
Intertape Polymer Group	Canada	Pittsylvania	Manufactures packaging products	E	50	45
Crown Holdings, Inc.	PA	Henry	Manufactures aluminum cans	E	126	145
J&J Truck Sales	VA	Pittsylvania	Heavy duty truck and construction equipment sales and rental firm	E	27	5
Walraven, Inc. North America	Netherlands	Pittsylvania	US HQ relocation; Manufacturer of fabricated smart solution products used by installation companies	N	46	7
MEP Ltd.	United Kingdom	Danville	Manufacturer of complex plastic and metal components for the aerospace and defense sector	N	45	6
Prolam	Canada	Patrick	Manufacturer of high-quality hardwood floors for commercial trucks and dry van trailers	N	59	13
Tyson Foods, Inc.	AR	Pittsylvania	Production of premium quality, fully cooked Tyson brand	E	376	295
Kegerreis	VA	Danville	HQ; Digital marketing firm	E	62	2
B & W Fiberglass Inc	NC	Mecklenburg	Distribution and fiberglass yarn winding facility	N	40	7
VF Corporation	CO	Henry	Distributes branded lifestyle apparel, footwear, and accessories	E	82	10
Mohawk Flooring	GA	Danville	Manufactures a wide range of flooring products	E	48	1
Ten Oaks, LLC	Canada	Patrick	Manufacturer of high-quality residential hardwood flooring	E	11	9

Virginia Economic Development Partnership Assisted Project Announcements 2021 - 2025

Company Name	Headquarters Location	Locality	Business Description	New (N) / Expansion (E)	New Jobs	Investment ($M)
Worthington Biomedical Corporation	NJ	Mecklenburg	R&D; enzyme production	N	15	6
Commonwealth Home Health Care	VA	Pittsylvania	Distribution of medical equipment	E	26	2
Axxor - North America	The Netherlands	Pittsylvania	Develops and produces paper honeycomb	E	21	4
Crown Holdings, Inc.	PA	Henry	Expansion of metal can production	E	0	20
AeroFarms	NJ	Pittsylvania	Production of micro-greens	E	66	0
Tradesman Trucking	VA	Pittsylvania	HQ relocation; moving and transit company	E	30	5
IperionX	NC	Halifax	Titanium demonstration facility	N	108	82
Hitachi Energy	Switzerland	Halifax	Manufactures large transformers for the utility and renewable energy markets	E	165	37
Skip Barber	NY	Halifax	HQ relocation; Performance driving school	N	24	9
Amthor International	VA	Pittsylvania	Metal tanker truck manufacturer	E	75	30
Apex Mills	NY	Patrick	Specialty supplier and manufacturer of warp knit fabrics geared towards industrial and technical applications	N	44	3
Engineered Biopharmaceuticals	VA	Danville	Manufacturer of oral pharmaceutical dosing platforms	E	34	6
Zollner Elektronik AG	Germany	Danville	Developer of custom electronic products for clients using proprietary technology	E	80	14
Press Glass	Poland	Henry	Glass fabricator	E	335	155
Shanghai Renheng USA	China	Mecklenburg	Manufactures packaging for the food industry	N	40	10
KTL Restorations	VA	Pittsylvania	High-end car fabricator and manufacturer	E	30	3
5 Pillar Meats	ME	Prince Edward	Processing facility for red meats	N	12	2

Virginia Economic Development Partnership Assisted Project Announcements 2021 - 2025

Company Name	Headquarters Location	Locality	Business Description	New (N) / Expansion (E)	New Jobs	Investment ($M)
EPL America	India	Danville	Cosmetic packaging manufacturer	E	24	37
JKOZ Engineering	VA	Nottoway	Relocation of manufacturing division; Designs and manufactures aircraft seals	N	45	4
Hitachi Energy	Japan	Halifax	Manufactures large transformers for the utility and renewable energy industries	E	100	26
Speyside Bourbon Cooperage, Inc. US	France	Pittsylvania	Stave mill for craft beverage industry	N	40	17
RBW Electric Cars	United Kingdom	Pittsylvania	Manufacturer of hand-built electric classic sports cars	N	144	8
Shalag U.S. Inc.	Israel	Mecklenburg	Manufactures non-woven fabric for use in manufactured products	N	52	17
TECHnista, LLC	VA	Pittsylvania	Education consulting company specializing in curriculum development for K-12 programs in defense and advanced manufacturing industries	E	15	2
Microporous Llc	TN	Pittsylvania	Manufacturer of battery separators	N	2015	1351
Cambridge Pavers	NJ	Pittsylvania	Manufacturer of high-quality pavers, slabs, and wall systems	N	55	47
					4500	**2440**

Sites Listed on Virginia Economic Development Partnership VirginiaScan

Site Name	Tier Level	County or City
Boydton IDA Site	1	Mecklenburg
Brunswick County Industrial Park	2	Brunswick
Rives Road Industrial Site	2	Martinsville
Lunenburg-Victoria Industrial Park	2	Lunenburg
Gretna Industrial Park	2	Pittsylvania
Lunenburg Commercentre	2	Lunenburg
Pickett Park	2	Nottoway
Buckingham County Commerce/Business Park	2	Buckingham
Bright Leaf Rd Site	2	Danville
I-85 Business Center Park	2	Brunswick
JPS Site	2	Halifax
Cumberland Business/Industrial Park	2	Cumberland
Clarksville Commerce Center	2	Mecklenburg
Southern Virginia Multi-Modal Park	2	Pittsylvania
Old Luck Quarry site	2	Prince Edward
WAY Property	2	Buckingham
Buckingham Branch Yard Site	2	Buckingham
Patriot Centre II	2	Henry
Blairs Crossing Lot 1	2	Pittsylvania
Wilkins Site	2	Halifax
Amelia County Regional Commerce Park	2	Amelia
Heartland Regional Industrial Park	3	Charlotte
Heartland Innovative Technology Park	3	Prince Edward
Cyber Park	4	Danville
Prince Edward County Business Park	4	Prince Edward
Patriot Centre Industrial Park	4	Henry
Southern Virginia Technology Park	4	Halifax
Coleman Site	4	Danville
Cane Creek Centre	4	Pittsylvania
Day Site	4	Halifax
Commonwealth Crossing Business Centre	4	Henry
Kinderton Technology Campus	4	Mecklenburg
Southern Virginia Megasite at Berry Hill	4	Pittsylvania
Cane Creek Centre, Lot 11B	4	Pittsylvania
Cane Creek Centre, Lot 11A	4	Pittsylvania

Sites Listed on Virginia Economic Development Partnership VirginiaScan

Site Name	Tier Level	County or City
Cane Creek Centre, Lot 10	4	Pittsylvania
Cane Creek Centre, Lot 12C	4	Pittsylvania
Cane Creek Centre, Lot 12B	4	Pittsylvania
Cane Creek Centre, Lot 12A	4	Pittsylvania
Cyber Park, Lot 10C	4	Danville
Cyber Park, Lot 12B	4	Danville
Cyber Park, Lot 5	4	Danville
Riverview Industrial Park, Lot 5B4	4	Danville
Patriot Centre Industrial Park - Tract 11	4	Henry
Patriot Centre Industrial Park - Tract 9N	4	Henry
Commonwealth Crossing - Tract 2	4	Henry
Stonewall	4	Brunswick
Commonwealth Crossing Tract 5	4	Henry
Cane Creek Centre, Lot 1-B	4	Pittsylvania
Cane Creek Centre, Lot 6B	4	Pittsylvania
Cane Creek Centre, Lot 6C	4	Pittsylvania
Southern Virginia Technology Park - Site A	4	Halifax
Southern Virginia Technology Park - Site C	4	Halifax
Southern Virginia Technology Park - Site D	4	Halifax
Southern Virginia Technology Park - Site G	4	Halifax
Commonwealth Crossing Tract 3	4	Henry
Rich Creek Corporate Park	5	Patrick
175 Airside Drive (Lot 2J)	5	Danville
Cane Creek Centre, Lot 8A	5	Pittsylvania
Cyber Park, Lot 7D	5	Danville
Patriot Centre Industrial Park - Tract 4	5	Henry
Southern Virginia Technology Park - Site B	5	Halifax
Southern Virginia Technology Park - Site E	5	Halifax
Southern Virginia Technology Park - Site F	5	Halifax
Rich Creek Corporate Park - Site 1	5	Patrick
Rich Creek Corporate Park - Site 2	5	Patrick
Cherrystone Industrial Park	NULL	Pittsylvania
Southside Industrial Park	NULL	Halifax
Sinai Industrial Park	NULL	Halifax

Sites Listed on Virginia Economic Development Partnership VirginiaScan

Site Name	Tier Level	County or City
Lake Country Business Park	NULL	Mecklenburg
Clearview Business Park	NULL	Martinsville
Thomason Estate	NULL	Mecklenburg
Commonwealth Commercial Property	NULL	Mecklenburg
East Atlantic Street Site	NULL	Mecklenburg
1079 Industrial Park Road	NULL	Halifax
Lunenburg County Airport Site	NULL	Lunenburg
Blue Ridge Regional Airport Site	NULL	Henry
KV Road Industrial Site	NULL	Lunenburg
Philpott Road	NULL	Halifax
Solite Site	NULL	Buckingham
58 East Data Campus	NULL	Pittsylvania

Alignment of Region 3 Sites with Target Industry Sectors

The following table summarizes how the 81 industrial and commercial sites listed in VirginiaScan align with GO Virginia Region 3's targeted traded industry sectors. Site alignment is based on zoning suitability, infrastructure readiness, and Tier certification levels as reported through the Virginia Business Ready Sites Program.

Target Sector	Primary Suitable Zoning Classifications	# of Sites Potentially Aligned	Tier 4–5 Sites	Observations / Site Readiness Notes
Advanced Manufacturing & Advanced Materials	Light Industrial, Heavy Industrial	~60 (48 light + 12 heavy)	~28	Strong alignment; high concentration in Henry, Pittsylvania, Danville, Halifax; Berry Hill and Commonwealth Crossing are Tier 4–5 anchors.
Energy, Natural Resources & Finished Products	Heavy Industrial, Light Industrial	~40	~18	Suited for energy and processing operations; infrastructure demands high; potential expansion at Halifax and Mecklenburg sites.
Agriculture & Food Production	Light Industrial, Agricultural	~25	~10	Food processing and value-add uses fit light industrial; CEA and agribusiness can benefit from 4 agricultural-zoned sites with water access.
Controlled Environment Agriculture (CEA)	Agricultural, Light Industrial	~10	~4	Emerging sector; requires utility infrastructure and flex zoning; ideal for re-purposed industrial parks in Prince Edward and Charlotte.
Information Technology & Communications Services	Office Tech Park, Commercial	~12 (4 office + 8 commercial)	~5	Moderate alignment; sites such as Cyber Park and Kinderton Technology Campus are Tier 4 and strategically positioned.
Business Services	Office Tech Park, Commercial	~10	~4	Limited inventory; aligned to smaller footprint and mixed-use developments; needs Class A space and broadband capacity.

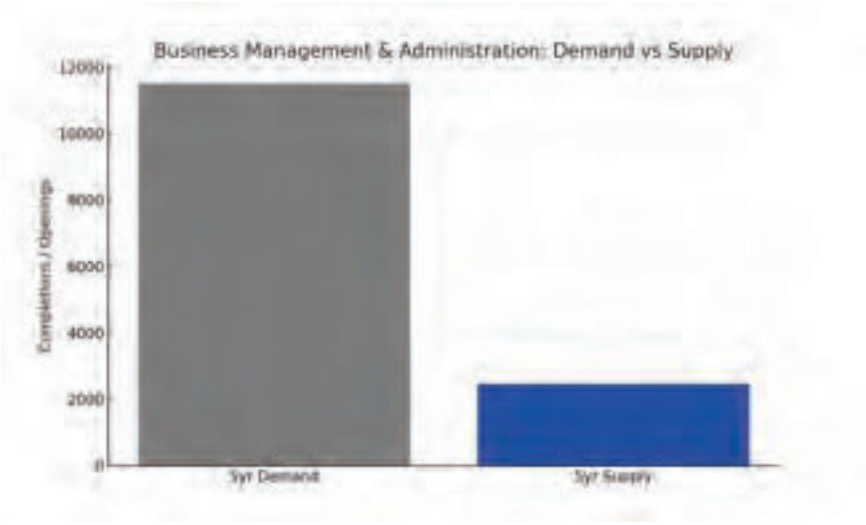
Target Sector	Primary Suitable Zoning Classifications	# of Sites Potentially Aligned	Tier 4–5 Sites	Observations / Site Readiness Notes
Logistics & Transportation	Logistics, Light Industrial	~20 (1 logistics + 19 light)	~9	Undersupplied zoning but functional capacity via multi-modal sites in Mecklenburg and Pittsylvania (near I-85 and U.S. 29 corridors).
Health Care Services	Office Tech Park, Commercial	~6	~3	Niche alignment for medical or back-office operations in tech parks; reliant on population centers and workforce clusters.

Summary Insight: Roughly 80% of all Region 3 sites are zoned light or heavy industrial—supporting the region's strong manufacturing and energy base. Office/technology and commercial zones (12 sites) enable growth in IT, business services, and health care support functions. Agricultural and flex-zoned sites (4–5 sites) represent emerging potential for Controlled Environment Agriculture and ag-tech ventures. Future investment should prioritize flexible zoning, infrastructure extension, and tier advancement to capture cross-sector projects that blend manufacturing, technology, and agriculture.

GO Virginia Region 3 – Skills Gap Analysis (2025 Update)

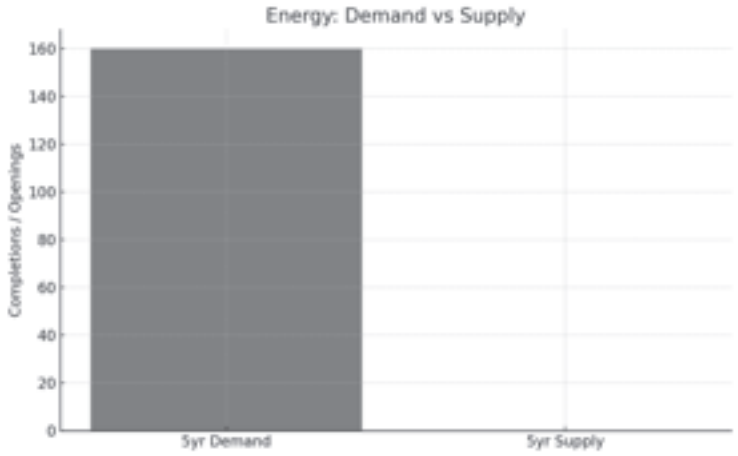
Business Management & Administration

Over the next five years, Region 3 will require about 11,510 workers in Business Management & Administration. During the past five academic years, regional institutions awarded 2,464 relevant credentials and degrees, covering roughly 21% of projected demand. Most supply came from Community colleges contributed about 233 completions, universities produced about 2,231. This sector faces a severe undersupply, leaving employers dependent on recruitment from outside the region or expanded in-house training.



Energy

Over the next five years, Region 3 will require about 160 workers in Energy. During the past five academic years, regional institutions awarded no relevant completions for this sector. This sector faces a severe undersupply, leaving employers dependent on recruitment from outside the region or expanded in-house training.

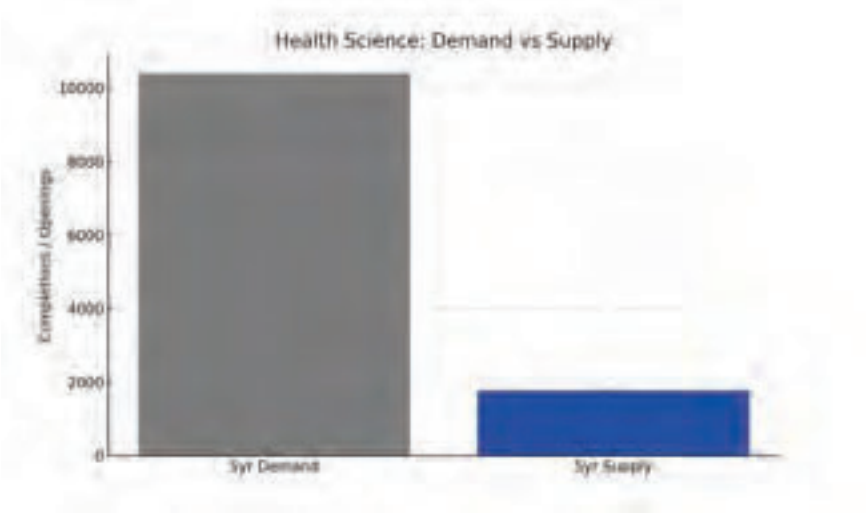


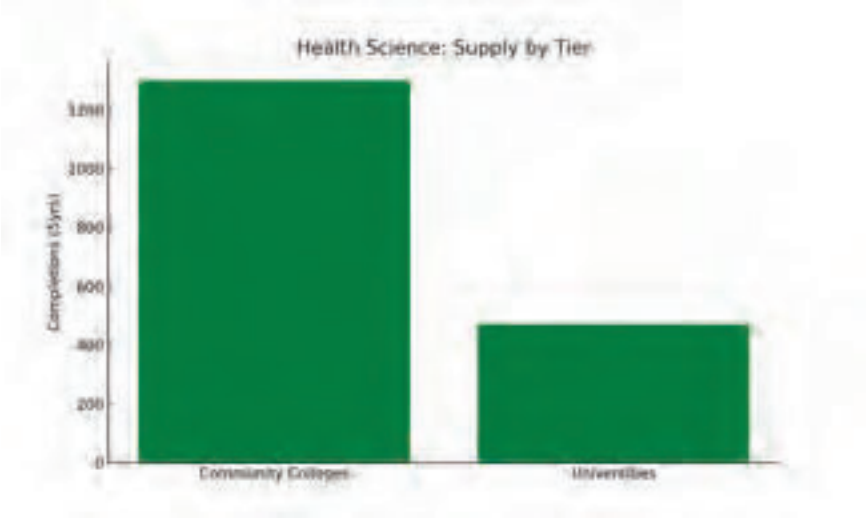
Finance

Over the next five years, Region 3 will require about 1,325 workers in Finance. During the past five academic years, regional institutions awarded 48 relevant credentials and degrees, covering roughly 4% of projected demand. Most supply came from universities produced about 48. This sector faces a severe undersupply, leaving employers dependent on recruitment from outside the region or expanded in-house training.

Health Science

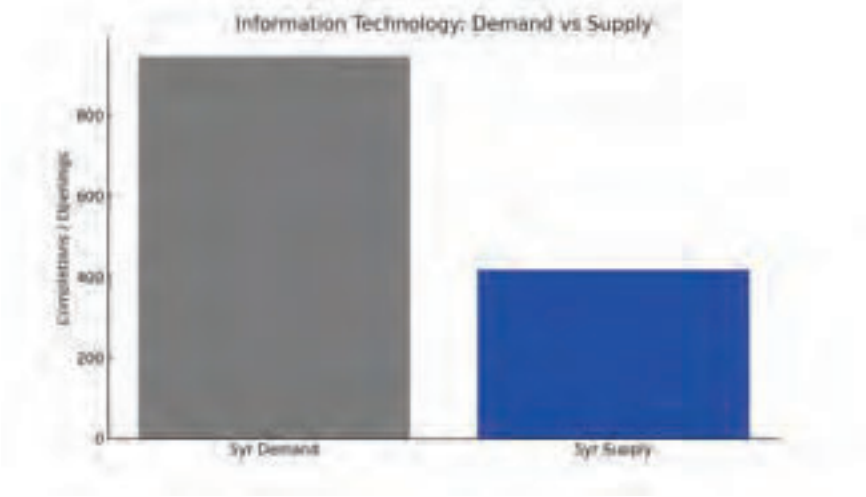
Over the next five years, Region 3 will require about 10,395 workers in Health Science. During the past five academic years, regional institutions awarded 1,771 relevant credentials and degrees, covering roughly 17% of projected demand. Most supply came from Community colleges contributed about 1,300 completions, universities produced about 471. This sector faces a severe undersupply, leaving employers dependent on recruitment from outside the region or expanded in-house training.

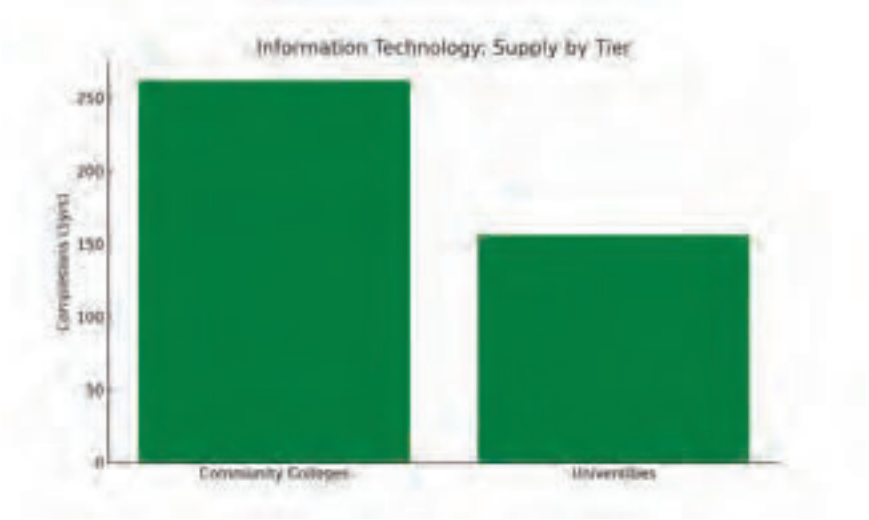




Information Technology

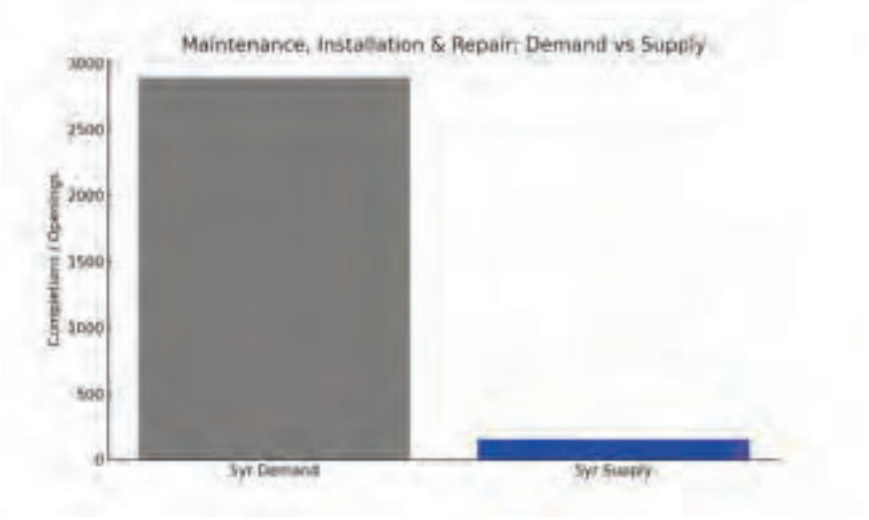
Over the next five years, Region 3 will require about 945 workers in Information Technology. During the past five academic years, regional institutions awarded 418 relevant credentials and degrees, covering roughly 44% of projected demand. Most supply came from Community colleges contributed about 262 completions, universities produced about 156. This sector faces a moderate gap, with existing programs contributing but not at scale to meet projected demand.





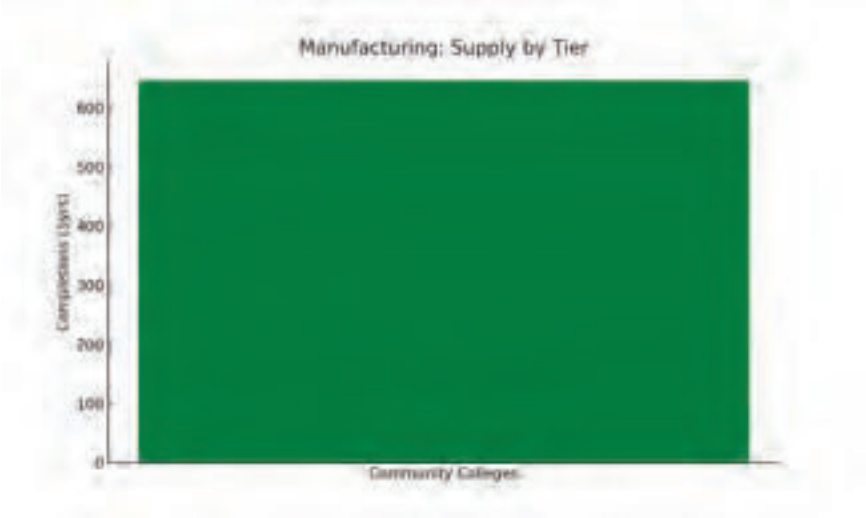
Maintenance, Installation & Repair

Over the next five years, Region 3 will require about 2,890 workers in Maintenance, Installation & Repair. During the past five academic years, regional institutions awarded 155 relevant credentials and degrees, covering roughly 5% of projected demand. Most supply came from Community colleges contributed about 155 completions. This sector faces a severe undersupply, leaving employers dependent on recruitment from outside the region or expanded in-house training.



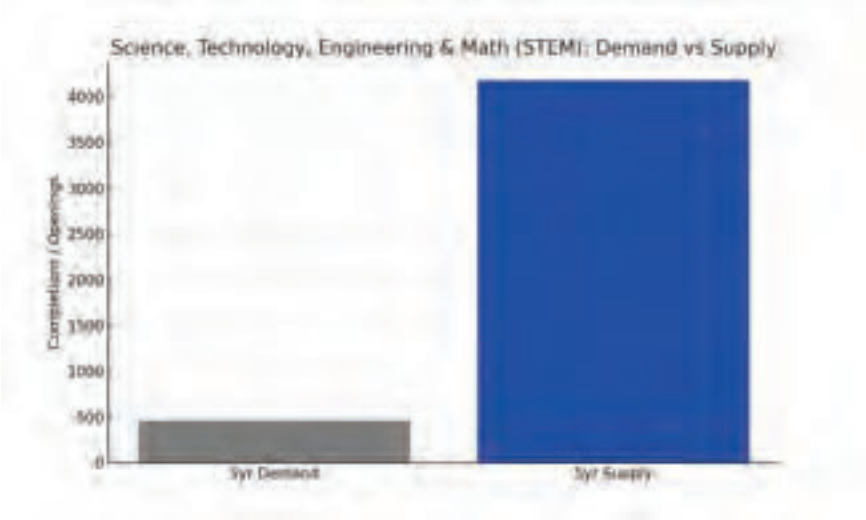
Manufacturing

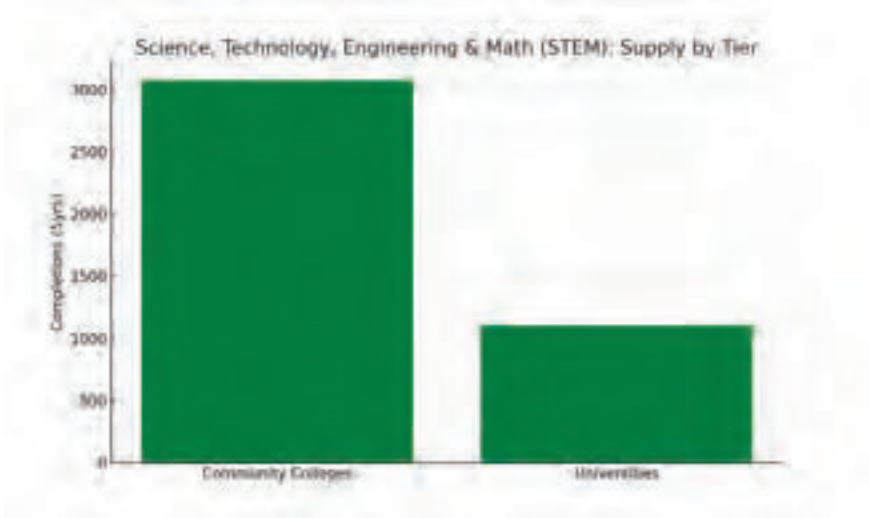
Over the next five years, Region 3 will require about 10,085 workers in Manufacturing. During the past five academic years, regional institutions awarded 646 relevant credentials and degrees, covering roughly 6% of projected demand. Most supply came from Community colleges contributed about 646 completions. This sector faces a severe undersupply, leaving employers dependent on recruitment from outside the region or expanded in-house training.



Science, Technology, Engineering & Math (STEM)

Over the next five years, Region 3 will require about 460 workers in Science, Technology, Engineering & Math (STEM). During the past five academic years, regional institutions awarded 4,176 relevant credentials and degrees, covering roughly 908% of projected demand. Most supply came from Community colleges contributed about 3,072 completions, universities produced about 1,104. This sector shows near balance or oversupply, though alignment of program content to specific occupations should be assessed.





Transportation, Distribution & Logistics

Over the next five years, Region 3 will require about 6,235 workers in Transportation, Distribution & Logistics. During the past five academic years, regional institutions awarded no relevant completions for this sector. This sector faces a severe undersupply, leaving employers dependent on recruitment from outside the region or expanded in-house training.

Sources of Data

Primary data sources for this analysis include:

- Virginia Office of Education Economics (VOEE), Postsecondary Completion and Alignment Dashboards (https
  – GO Virginia Region 3 5-year workforce demand projections and postsecondary completions, 2019–2024.
- Region 3 higher education institutions' program-level completion data as reported in VOEE dashboards.

Special Thanks to the Members of the Region 3 Advisory Committee 2025

Community	Name	Organization
Mecklenburg	Sheldon Barr	President, Community Memorial Hospital
Halifax	Robert Bates	Area Manager, Benchmark Community Bank
Danville	Jessica Dalton	Vice-President Workforce Services, Danville Community College
Charlotte	Melody Foster	Retired Executive Director, Commonwealth Regional Council
Mecklenburg	Whitney Hawkins	Community Memorial Hospital, VCU Health System
Patrick	James Houchins	Economic Development and Tourism Director, Patrick County
Prince Edward	Chip Jones	Superintendent, Prince Edward County Public Schools
Lunenburg	Randy Lail	Retired Executive, Peebles Corporation
Danville	Elizabeth Leggett	Vice-President, Leggett Town & Country
Patrick	Noah Mabe	Small Business and Economic Development Coordinator, Patrick County
Henry	Dale Wagoner	County Administrator, Henry County
Charlotte	Lauren Willis	Senior Administrative and Compliance Officer, Bank of Charlotte County
Staff	Bryan David	GO Virginia 3, Program Director
Staff	Deb Gosney	GO Virginia Region 3, Southside Planning District Commission, Executive Director
Staff	Liz Povar	GO Virginia Region 3, RiverLink Group, Principal, Contract Staff
Staff	Ann Taylor Wright	GO Virginia 3, CTW Consulting, Contract Staff

III: Council Members (Current as of 7/1/2025)

Council Member- Email	Title- Organization	Sector
Lauren Willis- Region 3 Chair	BSA Officer- Bank of Charlotte County	Private Sector
Randolph Lail – Region 3 Vice Chair	Chair of the Board- Mid-Atlantic Broadband	Private Sector
Rhonda Hodges- Executive Committee	Vice President- Workforce, Economic & Community Development Patrick & Henry Community College	Workforce Development
Robert Bates - Executive Committee	Branch Manager- Halifax Office Benchmark Bank	Private Sector
Clark Casteel- Executive Committee	President & CEO- Dan River Foundation	Non-Profit
Sheldon Barr	CEO- VCU Health Community Memorial Hospital	Private Sector
Elizabeth Leggett	Vice President- Leggett Town and Country	Private Sector
Melody Foster	Executive Director (retired)- Commonwealth Regional Council	Civic/Community Leader
Kristin Gee	General Counsel- Kyanite Mining Corp.	Private Sector
Amy Griffin, PhD	Deputy Executive Director- Virginia Association of School Superintendents	Civic/Community Leader
Keith Harkins, PhD	Vice President – Academic & Workforce Programs Southside Virginia Community College	Education
Ilsa Loeser	Principle- LetterPress Communications	Private Sector
John Parkinson	CEO- Drake Extrusion, Inc.	Private Sector
Sheri McGuire	Assoc. Vice President for Community & Economic Development- Longwood University	Education
Danny Marshal	Delegate- Virginia House of Delegates, District 49	Civic/Community Leader

Angie Kellett	Director of Economic Development- Mecklenburg County	Local/Regional Economic Development
Kelly Lanier-Arnold	Senior Program Manager- Microsoft Corporation	Private Sector
Dale Wagner	County Administrator- Henry County	Local Government

IX: Support Organization

Region 3 Support Organization
Southside Planning District Commission
200 S. Mecklenburg Ave South Hill, Virginia 23920
Bryan David- Region 3 Program Director
UVA- Weldon Cooper Center
Email: rbd7g@virginia.edu Phone: 540-395-6504