CEDS Update – Superregional Strategies

GO VIRGINIA REGION 9
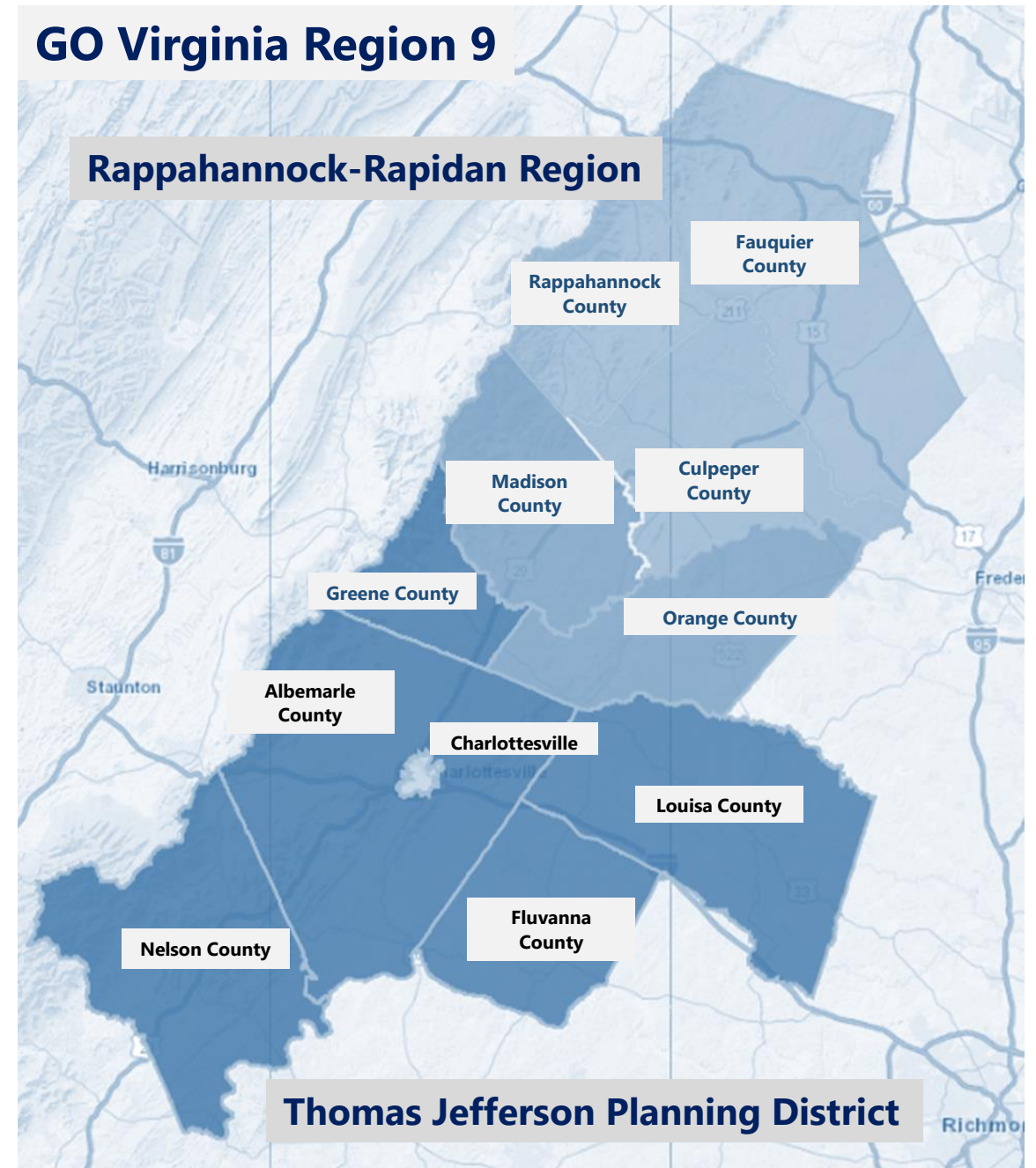
Date: January 26, 2024

TODAY'S OBJECTIVES

- Evaluate strategy framework
- Give initial feedback
- Think about how strategies will integrate into GO VA plan
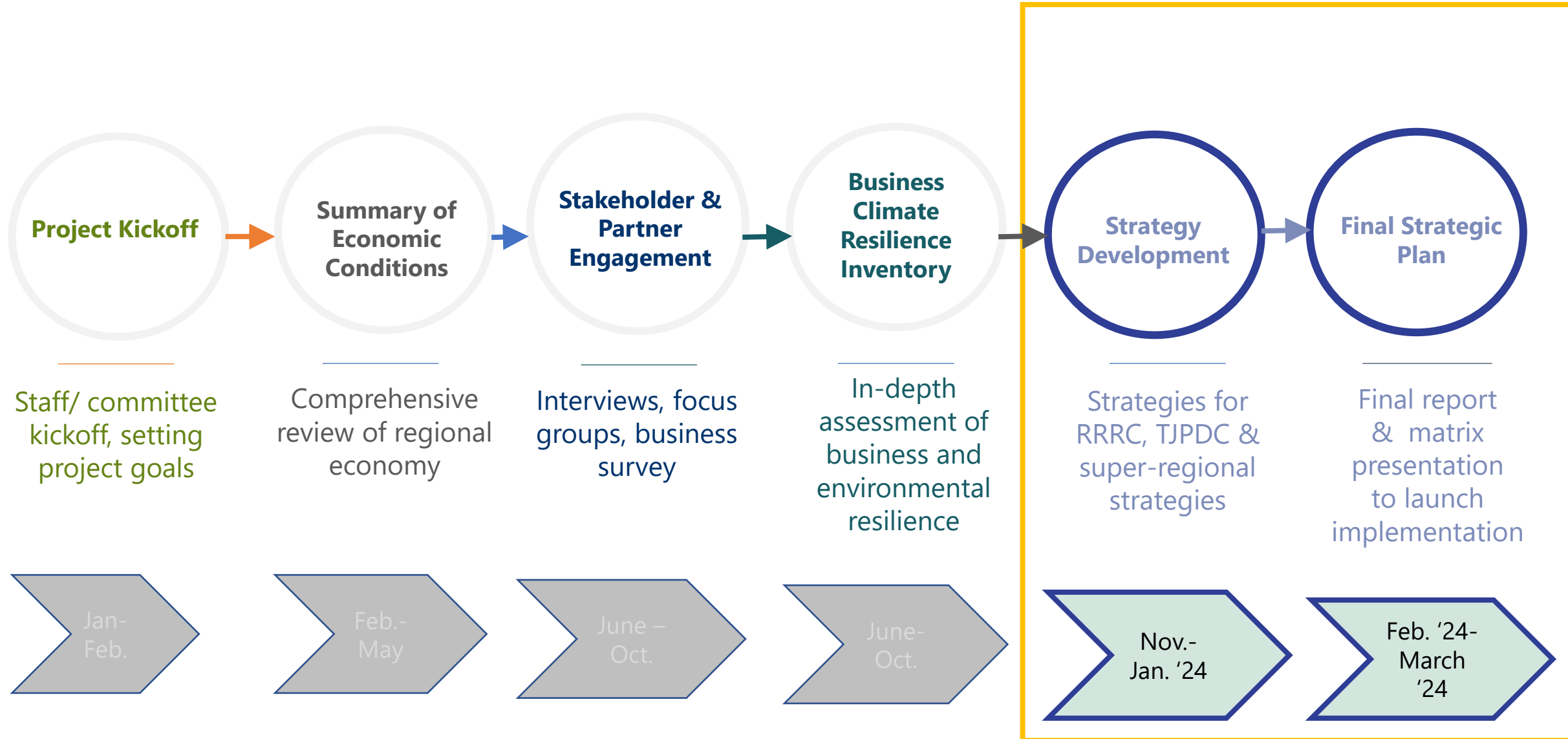
ONGOING OBJECTIVES

- Read through slides and provide feedback on online platform

- Formalize GO VA's role in implementing identified strategies

GO Virginia Region 9

Rappahannock-Rapidan Region

Fauquier County

Rappahannock County

Madison County

Culpeper County

Greene County

Orange County

Albemarle County

Charlottesville

Louisa County

Nelson County

Fluvanna County

Thomas Jefferson Planning District

PROJECT UPDATE
Where we are

Project Kickoff	Summary of Economic Conditions	Stakeholder & Partner Engagement	Business Climate Resilience Inventory	Strategy Development	Final Strategic Plan
Staff/ committee kickoff, setting project goals	Comprehensive review of regional economy	Interviews, focus groups, business survey	In-depth assessment of business and environmental resilience	Strategies for RRRC, TJPDC & super-regional strategies	Final report & matrix presentation to launch implementation
Jan-Feb.	Feb.-May	June – Oct.	June-Oct.	Nov.-Jan. '24	Feb. '24-March '24

CEDS SUPERREGIONAL STRATEGY FRAMEWORK

INDUSTRY- FOCUSED

1. Food and beverage

2. IT and telecommunications

3. Defense and intelligence corridor

6. Tourism

7. Housing

WORKFORCE- FOCUSED

4. Workforce consortium

SITE READINESS - FOCUSED

5. Collaborative models of infrastructure build-out

THE OPPORTUNITY:

- To foster innovation and cultivate local talent in food and beverage processing that will expand economic opportunities and connections to the broader economy, along with supporting local agriculture production.

- To fill supply chain gaps in regional food economies and meet consumer demands.

MAKING THE CASE:

- Fits GO VA industry target, has opportunities across nearly the whole region, makes connection between rural and urban economies, has the potential to expand the relationship between agtech and biotech

STRATEGY COMPONENTS:

Entrepreneurship/resources/training

- Growing specialized training cohorts to learn from peers and mentors
- Improving accessibility of resources to youth, connections to historically marginalized communities
- Aiding businesses with fed/state/local regulations and start-up, expansion, and reaching consumer markets
- Train and recruit workforce for specialized positions

Technology

- Growing niche for agriculture biotech – inputs for crop and animal agriculture, including genetics, microbiome, breeding, animal health, pest and disease resistance and treatment, and more; connect to testing centers at universities
- Supporting advancements in subsectors like greenhouses and CEA
- Overcome challenges in technology adoption
- Continue to expand rural infrastructure

Land

- Monitor land competition and conditions
- Support research surrounding impacts of climate change and investments in resilient infrastructure

AgriFoodTech Category Definitions

Ag Biotechnology
On-farm inputs for crop & animal ag including genetics, microbiome, breeding, animal health

Agribusiness Marketplaces
Commodities trading platforms, online input procurement, equipment leasing

Bioenergy & Biomaterials
Non-food extraction & processing, feedstock technology, cannabis pharmaceuticals

Farm Management Software, Sensing & IoT
Ag data capturing devices, decision support software, big data analytics

Farm Robotics, Mechanization & Equipment
On-farm machinery, automation, drone manufacturers, grow equipment

Midstream Technologies
Food safety & traceability tech, logistics & transport, processing tech

Novel Farming Systems
Indoor farms, aquaculture, insect & algae production

Miscellaneous eg, fintech for farmers

Innovative Food
Cultured meat, novel ingredients, plant-based proteins

In-Store Retail & Restaurant Tech
Shelf-stacking robots, 3D food printers, POS systems, food waste monitoring IoT

Restaurant Marketplaces
Online tech platforms delivering food from a wide range of vendors

eGrocery
Online stores and marketplaces for sale & delivery of processed & unprocessed ag products to consumer

Home & Cooking Tech
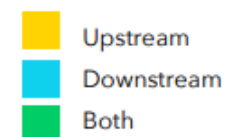Smart kitchen appliances, nutrition technologies, food testing devices

Online Restaurants & Mealkits
Startups offering culinary meals and sending pre-portioned ingredients to cook at home

Cloud Retail Infrastructure
On-demand enabling tech, ghost kitchens, last-mile delivery robots & services

Upstream
Downstream
Both

Source: 2022 AgFunder AgriFoodTech Investment Report

THE OPPORTUNITY:

- To generate quality jobs in industries that drive cloud computing capacity and digital technologies that are essential to the 21st century industries, including targets in the region.

MAKING THE CASE

- Fits within GO VA targets and existing assets
- Part of diversifying rural economies
- Expanding industry due to increasing consumer and industry demand

STRATEGY COMPONENTS:

Land use

- Use planning tools to direct development to desired locations – i.e. Technology Overlay District, Innovation Corridor
- Continue to demand the most advanced mechanisms to lessen the environmental impacts of data center build-out.

Rural investments

- Targeting ongoing rural broadband deployment through the latest resources – i.e. BEAD program

Cross-Sector Opportunities

- Building workforce pipeline - skill sets in this sector translate to numerous other cross-sectors
- Explore the supply chains connected to high-tech manufacturing
- Leverage private sector involvement for community improvements and revitalization

THE OPPORTUNITY:

- To advance the economic output and job opportunities within the defense and intelligence industry in numerous locations throughout GO VA Region 9 localities.

MAKING THE CASE

- Fits several components of GO VA targets
- Tend to be high-paying jobs
- Cuts across rural and urban locations
- Has cross-sector applications, promotes long-term economic stability

STRATEGY COMPONENTS

Marketing

- Building a strong value proposition to market externally for an expanded corridor across Green – Albemarle – Charlottesville – Orange - Fauquier
- Business attraction efforts – promoting incentives like defense production zoning overlay, existing assets, and workforce overlap with other industries

Infrastructure

- Investments in site readiness efforts at key locations
- Investments in water/sewer expansion, roads/traffic signals
- Potential incentives for specialized components for security

Partnerships

- Coordinate with existing employers on related industries and their needs
- Job training and talent attraction/retention for specialized roles – within Central VA and externally
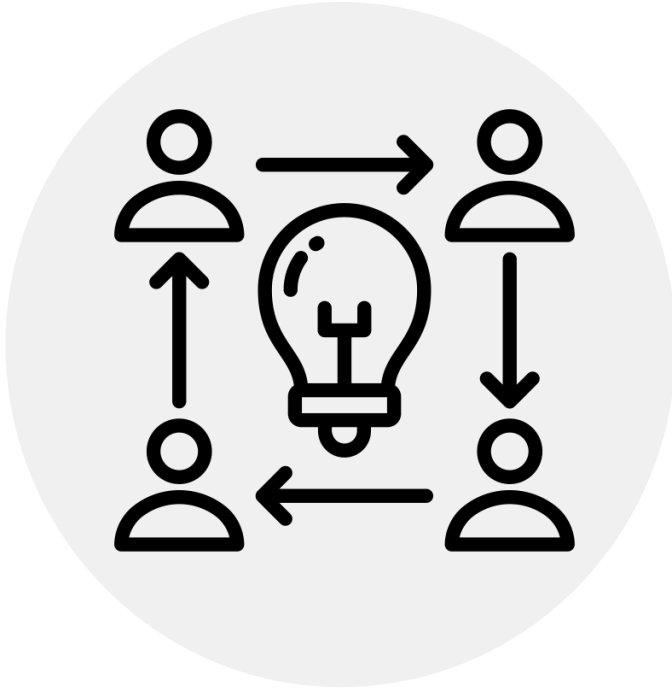
THE OPPORTUNITY:

- Lay the foundation for a workforce consortium whose primary objective is to advance the pipeline of demand-based occupations.

MAKING THE CASE

- This is imperative to enable economic growth and remain a competitive region
- Aligns with GO VA mandate

Talent Pipeline Management – A Model

Chart 1
TPM's Value Stream: From Career Awareness and Guidance to Employee Retention

SUPPLIER RESPONSIBILITY

EMPLOYER RESPONSIBILITY

COLLABORATIVE FOCUS

TIERS	TIER 3	TIER 2	TIER 1	EMPLOYER OR EMPLOYER COLLABORATIVE

PREFERRED PROVIDERS

ROLES: CAREER AWARENESS & GUIDANCE · CAREER EXPLORATION · CAREER PREPARATION & PRE-EMPLOYMENT TRAINING · ONBOARDING · CAREER COACHING · UPSKILLING · RETENTION

NOTE: Suppliers include educators and nonprofits, and collaborative focus refers to employers and suppliers working together from career awareness to employee retention. Preferred providers are educators and trainers that employers prefer to work with.
SOURCE: U.S. Chamber of Commerce Foundation.

Federal Reserve Bank of Dallas

A reimagined Talent Pathways Initiative – an adapted Talent Pipeline Management model

- Recommit 2-3 sector verticals that have committed C-suite participation
- Quantify the demand for critical occupations every six months – new and replacement (retirements, other exits)
  - Evaluate primary goal as retention, talent attraction, or direct learning
- Verify credentials and skills and make sure they translate to private sector and educational systems
  - Specialize messages for workers at different skill levels – entry, middle, and high
  - Provide value for employers to lead trainings/mentorships
  - Evaluate the value of different tactics to grow the local workforce – pre-apprenticeships, apprenticeships, returnships, microtrainings, paid trainings (building on Virginia TOP)
- Determine and measure talent pipeline for the in-demand occupations
- Measure results, adapt curriculum, learn from worker experiences

Advocacy

- Advocate for state changes to the community college funding model
- Continued messaging around retaining talent in Central VA – emphasize opportunities that exist in the region and connect to data coming out of Talent Pathways Initiative

5. Evaluate collaborative models of infrastructure build-out to support site readiness efforts

THE OPPORTUNITY: Identify new sites and advance preparedness of existing sites for future development across the region for growth and expansion, as well as to attract new businesses in target industry sectors.

MAKING THE CASE: Currently, the inventory of zoned sites and large, developable acreage is low, impacting the ability of the region to compete aggressively for larger, job-creating projects.

- VEDP characterized 27 sites throughout the CVPED region, Fauquier also has several available sites

- None of these sites is a mega-site and most are relatively small industrial sites.

- The largest site is the Shannon Hill Regional Business Park.

- The region must continue to secure additional funding to bring more sites to project-ready status and, concurrently, identify raw land for future needs to meet optimal growth throughout Central Virginia.

INFRASTRUCTURE INVESTMENTS:

- GO Virginia secured funding in 2018, 2019, and 2021 totaling $1,445,858.
- In 2023, Business Ready Sites Program Development Grants were awarded to Shannon Hill Regional Business Park (Louisa County) in the amount of $11.59 million and $3 million to North Fork (Albemarle County.)

IMPLEMENTATION:

- Municipal governments need to advance support for existing sites and help streamline infrastructure-related approval processes.
- An engineering firm must be retained to identify new sites and plan for future development.

THE OPPORTUNITY:

- To expand the economic potential of the visitation economy by investing in product development and other entertainment amenities that will also serve residents.

MAKING THE CASE

- Supports food and beverage and agritourism
- Preserves historic legacy
- Creates jobs that are good starter jobs
- Support local businesses
- Increased tax revenue to enable other investments
- Showcase the region's diverse offerings in terms of visitation
- Cuts across urban and rural areas

STRATEGY COMPONENTS

- Maximizing public access on the rivers, building accessible trailheads

- Attracting outdoor outfitters to complement recreational uses

- Actively grow glamping, boutique/B&B, resort, and other accommodations – building connections to smaller downtowns and commercial corridors

- R&R (Recreational Ridge): Northern River Blueridge/Western Piedmont-Foothill Counties (Nelson, Albemarle, Greene, Madison, Rappahannock)

THE OPPORTUNITY:

- To proactively address the housing pressures facing Central Virginia through tailored approaches to development.

MAKING THE CASE

- Housing is an economic development issue.

STRATEGY CONCEPTS

Expanding inventory

- New build
- Infill
- Redevelopment

Land Use

- Aligning local land use with desired housing results
- Pursuing land assembly, underutilized properties – working with public and educational institutions
- Using data to make informed decisions on needs in the market
- Monitoring for displacement and gentrification

Partnerships

- Creative financing – for individuals and developers
- Public-private partnership
- Working with PDCs

"**Region 9** focused on funding, flexibility, and involvement of nonprofit organizations and private employers."

-*"Housing as an Economic Development Strategy for Virginia"*

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GO VIRGINIA TOPICS

COMPLEMENTS GO VA TOPICS

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COLLABORATIVE IMPLEMENTATION: WHO WILL ADVANCE STRATEGIES?

CVPED

Education

Private Sector

Non-profits

Public Private Partnerships

PDCs

Public Sector

Municipalities

Private sector

Local EDOs

Chambers

Workforce

Next Steps

- Provide additional feedback in the digital [forum by Feb. 9th](#)
- In-person meetings with PDCs February 21 and 22
- Ongoing implementation and strategy discussions
- Complete draft by end of March