



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

GO Virginia Region 9

Growth & Diversification Plan Update

2021

GO Virginia Region 9



Region 9 Council Members – FY2022

PRIVATE SECTOR MEMBERS

Chair: Ed Dalrymple, Jr., President, Cedar Mountain Stone
Vice Chair: Ray Knott, Market President, Atlantic Union Bank
Rob Archer, CEO, Codebase Coworking
Antwon Brinson, Founder & President, Culinary Concepts AB (since August 2021)
Jim Cheng, Co-Founder, CAV Angels and former Virginia Secretary of Commerce & Trade
Tom Click, President & CEO, Patriot Industries
Brian Cole, Senior Director, LexisNexis
Ethan Dunstan, Senior Vice President, UVA Community Credit Union (since August 2021)
Yolunda Harrell, Co-Owner, Taste of Home
Felix Sarfo-Kantanka, External Affairs Manager, Dominion Energy
Ed Scott, President, EcoSeptix Alliance and former member of the Virginia House of Delegates
Francoise Seillier-Moiseiwitsch, PhD, Owner, Revalation Vineyards
Steve Ray, Partner, IslerDare PC (through August 2021)
John Young, Regional President, Atlantic Union Bank (through August 2021)

PUBLIC SECTOR MEMBERS

Educational Institutions

Kim Blosser, President, Lord Fairfax Community College
Jan Gullickson, President, Germanna Community College
Pace Lochte, Assistant Vice President for Economic Development, University of Virginia

Elected Officials

The Hon. Jim Crozier, Supervisor, Orange County
The Hon. Tony O'Brien, Supervisor, Fluvanna County

Locality Administrators

Christian Goodwin, County Administrator, Louisa County
Paul McCulla, County Administrator, Fauquier County

Regional Commission Directors

Christine Jacobs, Executive Director, Thomas Jefferson Planning District Commission
Treasurer: Patrick Mauney, Executive Director, Rappahannock-Rapidan Regional Commission

Local Economic Development

Paige Read, Director of Economic Development and Tourism, Town of Culpeper
Andy Wade, Director of Economic Development, Louisa County

Table of Contents

Contents

EXECUTIVE SUMMARY	4
Introduction.....	5
Approach	5
GO Virginia.....	5
Region 9	5
Regional Economy.....	5
Frameworks and Target Industries.....	6
Opportunities	6
Performance Metrics.....	8
Report and Data Appendix.....	8
Additional Information	8
REPORT	9
Introduction.....	10
Regional Economy.....	10
Prior Year Successes.....	11
Region 9 Awarded Projects.....	12
Advancing Growth Plan Opportunities.....	13
Growth of Target Industries.....	14
Frameworks	18
Growth Plan Opportunities.....	22
Metrics.....	24
Council Activities to Develop Project Pipeline	24
Partnerships.....	25
Other Initiatives Aligned with GO Virginia	26
Stakeholder Engagement for Growth Plan Update	26
Acknowledgements.....	27
Metrics and Data Sources Table	28

**GO Virginia Region 9
Growth & Diversification Plan Update
2021**

EXECUTIVE SUMMARY

Introduction

This report is the second Growth & Diversification Plan Update (Growth Plan Update) published by the GO Virginia Region 9 Council (Region 9 Council) to comply with the 2016 Growth and Opportunity Act's two-year update requirement. This Growth Plan Update will serve as the roadmap for implementing the GO Virginia program in Region 9 for the next two years. This report also lays out the grant opportunities that may be awarded to drive the regional economy by growing higher paying jobs in target traded sectors.

Approach

Most of the economic data for this report comes from Chmura's JOBS EQ database. JOBS EQ is the in-house database available at the Central Virginia Partnership for Economic Development (Central Virginia Partnership), the support organization for the Region 9 Council. Specific data is included in the Appendix.

The Region 9 Council, regional stakeholders, and subject matter experts provided feedback and input to help develop the opportunities in this report. Engagement activities are detailed further in the report.

GO Virginia

GO Virginia, where "GO" stands for Growth & Opportunity, is a statewide economic development initiative to promote private-sector economic growth and diversification across Virginia by targeting new investment and innovation in high-wage and export-oriented industry sectors. To implement the program statewide, nine different regional councils were established and each has developed a unique Growth & Diversification Plan. Each Council is responsible for awarding grants that will incentivize collaboration between business, education, and local government and that address the opportunities outlined in respective regional Growth Plans.

Region 9

GO Virginia Region 9 serves eleven localities in Central Virginia that encompass rural settings to active main streets. The region includes the Counties of Albemarle, Culpeper, Fauquier, Fluvanna, Greene, Louisa, Madison, Nelson, Orange, and Rappahannock, and the City of Charlottesville. Region 9 shares the same footprint as Virginia Career Works - Piedmont Region, as well as the combined footprints of two planning districts, the Rappahannock-Rapidan Regional Commission (Planning District 9) and the Thomas Jefferson Planning District Commission (Planning District 10). The Central Virginia Partnership is the administrative support organization for the Region 9 Council.

Regional Economy

Average Annual Wages in Region 9 as of Q1 2020 were \$51,750, or 5% more than Q1 2019 at \$49,130. Average Annual Wages in Virginia for the same time periods were \$59,107 and \$56,933, respectively.

Economic challenges related to the impact of the COVID-19 pandemic occurring through Q3 2020 must be noted. That said, all target sectors in Region 9 showed slight increases in employment over the past five years as captured Q3 2020. The lowest annualized growth rate was in Light Manufacturing at .1% and the largest annualized growth rate was in Food & Beverage Manufacturing at 3.8%. Financial &

Business Services had the highest increase in the number of employees at +1,565 while growing employment by 2%.

The highest Average Annual Wage as of Q3 2020 for Region 9 target sectors was \$88,211 for Biomedical & Biotechnology, while the lowest was in Food & Beverage Manufacturing at \$33,771. These results are considered to be correlated to the negative impact of the COVID-19 pandemic on all sectors. For example, technology and life science sectors experienced new opportunities while food and beverage sectors faced challenges related to impacts on tourism and retail aspects of business.

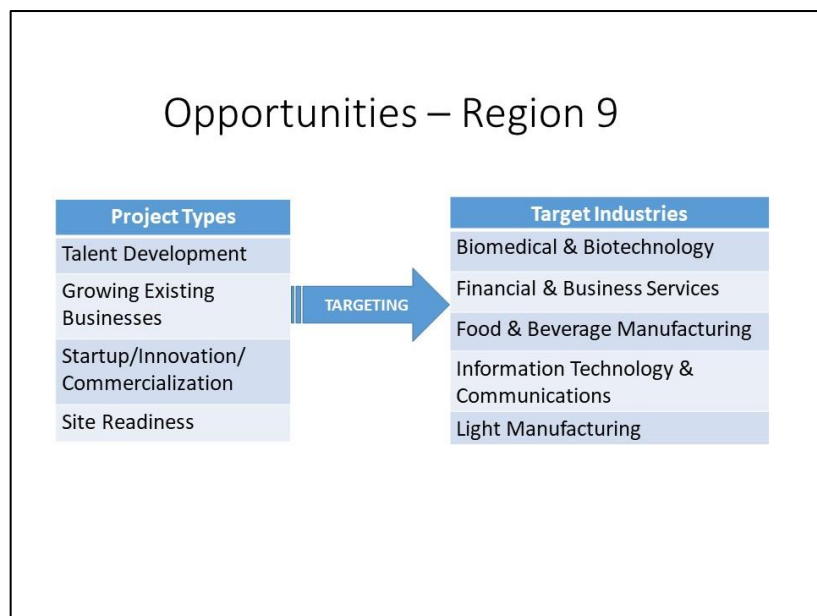
Frameworks and Target Industries

The first Region 9 Growth Plan set forth four frameworks for opportunities and identified five target traded sectors that demonstrated the best opportunity for regional economic growth. In short, project proposals for grant funds must be developed in at least one framework including: Talent Development, Growing Existing Businesses, Startups/Innovation/Commercialization, and/or Site Readiness. Proposals must also focus on one or more of five target industries including: Biomedical & Biotechnology, Financial & Business Services, Food & Beverage Manufacturing, Information Technology & Communication, and Light Manufacturing.

In the 2019 Growth Plan Update, no data or feedback was presented to amend the frameworks or target sectors.

In 2021, in spite of the economic impact and recovery currently in progress, the Council has again determined that there will be no change in the four frameworks or target industries for the coming two year program period.

The frameworks align with GO Virginia Board activities and the target industries still represent the largest sectors where growth in higher paying jobs can positively impact the regional economy.



Opportunities

Though the target sectors will remain the same for the next two years, new and refined opportunities have been developed through data review and stakeholder engagement. Lessons learned over the past four years of the program have also informed the development of opportunities in addition to guidelines and policies set by the GO Virginia Board.

Here is a summary of the priority opportunities for the Region 9 Council to support through driving project development. The Region 9 Council is seeking grant proposals that will:



Talent Development

1. Drive the development of a regional and comprehensive workforce coalition or initiative to support collaboration and efficiency in the Region 9 talent development ecosystem
2. Accomplish a regionally focused implementation grant to execute labor sector strategies identified for Financial & Business Services, Food & Beverage Manufacturing, Information Technology, and Light Manufacturing in the *Labor Sector Strategies Report for GO Virginia Region 9 (2021)*. Report recommendations include:
 - Establish sector led coalitions comprised of business, workforce, and education stakeholders to identify and drive solutions for industry
 - Promote VCW - Piedmont Region and community college workforce services more broadly across sectors to enhance awareness of business-focused programs offered by these groups
 - Create a career readiness program to help employees understand workplace courtesies and protocols associated with softs skills
3. Drive development of Biotech labor sector strategies
4. Develop sector driven credentialing, apprenticeship, and internship programs for target industries
5. Evaluate or drive strategies to address regional demand for Software Developers (SOC 15-1256) across IT, Biotech, and Financial & Business Services sector



Growing Existing Businesses

1. Evaluate challenges to each or all regional target sectors to identify gaps that inhibit regional sectors from scaling to attain a critical mass of enterprises, talent, and intellectual property
2. Implement solutions to identified gaps or barriers to scaling and expanding regional target clusters
3. Support sector led verticals, i.e., CvilleBioHub, to address business-identified sector gaps to traded sector growth
4. Support development of a large amount of new square footage, including wet and/or dry labs, to serve Biotech industry growth



Startups/Innovation/Commercialization

1. Support advancement of opportunities identified to serve the regional entrepreneurship ecosystem in the *Region 9 Rural Entrepreneurship Report (2020)* and the *Venture Hub Report (2019)* including:
 - Strategically integrate “concierge” or “business navigator” roles to connect entrepreneurs to resources, etc.
 - Promote existing resources throughout the region and drive regional collaboration between entrepreneurship support organizations, stakeholders, and entrepreneurs
2. Develop stronger ideation programming and support strategic expansion of existing programming targeting traded sector startups

3. Support advancement of integrated accelerators, incubators, entrepreneurial hubs, etc. to serve the region
4. Catalyze wider range of risk capital in the region
5. Strengthen networking of traded sector industry clusters to engage startups more actively



Sites

1. Advance further development of sites and seek opportunities for regional collaboration on new sites
2. Evaluate regional strategic advantages for potential sites and/or sites under development in regional target sectors, i.e., data centers, light manufacturing
3. Support and encourage the continued development of regionally prioritized sites
4. Advance the creation of a Regional Industrial Facilities Authority (RIFA) or equivalent regional collaborative partnerships, as appropriate, to support regional site development



Other

1. Explore opportunities to assess and support the development of emerging industries that could help the region grow high paying jobs and expand traded sectors (i.e., Hemp Industry, Renewable Energy Industry, and Environmental Sustainability Industry)
2. Drive programming for regional economic recovery and resiliency from the economic impact of the COVID-19 pandemic through the ERR grant program set to expire April 2022

Performance Metrics

To evaluate the effectiveness of the GO Virginia program in Region 9, the Council will annually track:

- Q1 Annual Average Wages of Target Sectors (JOBS EQ)
- Q1 Average Annual Wages of All Sectors (JOBS EQ)
- Growth of Employment in Target Sectors (JOBS EQ)
- Growth of Employment in All Sectors (JOBS EQ)
- Acres advanced on Virginia Business Ready Sites Program (VBRSP) Scale

Report and Data Appendix

Following this Executive Summary is the 2021 GO Virginia Region 9 Growth & Diversification Plan Update Report and Appendix.

Additional Information

- GO Virginia Region 9 at www.GOVirginia9.org
- Central Virginia Partnership for Economic Development at www.CentralVirginia.org
- GO Virginia at www.GOVirginia.org
- Department of Housing and Community Development (DHCD) at <https://www.dhcd.virginia.gov/gova>
- Growth and Opportunity Act at <https://vacode.org/2016/2.2/1/D/24/26/>

**GO Virginia Region 9
Growth & Diversification Plan Update
2021**

REPORT

Introduction

At the end of each fiscal year, the GO Virginia Region 9 Council (Region 9 Council) publishes a Report on Growth Plan Implementation that is reviewed at the Region 9 Council Annual Meeting. The goal of the report is to ensure that progress is being made on opportunities identified in the Region 9 Growth & Diversification Plan (Growth Plan) as well as to lay the groundwork for biannual Growth Plan Updates.

The first GO Virginia Region 9 Growth and Diversification Plan, developed by Camoin and Associates, was published in August 2017. The Plan identified four project frameworks for targeting five target industries to drive the growth of high paying jobs and growth in the traded sector throughout Region 9. The 2017 Growth Plan established that projects should be organized around one or more of the following frameworks: Talent Development, Growing Existing Businesses, Innovation & Entrepreneurship, and/or Site Readiness. Proposed projects must also target one or more of identified target industries including Biomedical & Biotechnology, Financial & Business Services, Food & Beverage Manufacturing, Information Technology & Communication, and Light Manufacturing.

Based on a review of the data, lessons learned, and policies and guidelines from the GO Virginia Board, the Region 9 Council is not recommending changes in the established frameworks or target industries. However, the opportunities have been updated based on data review, stakeholder input, and funded project activities and outcomes.

Regional Economy

The benchmark for the GO Virginia program is Average Annual Wages as measured in the first quarter of each calendar year from JOBS EQ. As of Q1 2020, Average Annual Wages for all economic sectors were \$51,750, or 5% more than Q1 2019 at \$49,130. Average Annual Wages in Virginia for the same time periods were \$59,107 and \$56,933, respectively. Average Annual Wages for the Rappahannock-Rapidan Regional Commission (Planning District 9) at Q1 2020 were \$44,520 and \$55,068 for the Thomas Jefferson Planning District Commission (Planning District 10).

Average Annual Wages in Region 9 have risen by 7.47% since 2018 as compared to 6.45% for the state over the same period.

Average Annual Wages (Q1) (JOBS EQ)

	2018	2019	2020
Region 9	\$48,154	\$49,130	\$51,750
Virginia	\$55,526	\$56,993	\$59,107

The GO Virginia program is benchmarked on Q1 data, as noted above. However, most of the other JOBS EQ data used for this report was pulled for Q3 2020. As of Q3 2020, regional Average Annual Wages were \$53,665.

As of Q3 2020, all economic sectors (2 digit NAICS) cumulatively grew .4% over a five-year, four-quarter moving average and are projected to grow over two years at .5%. The five sectors with the largest number of employees at Q3 2020 are non-traded including Health Care, Education Services, Retail Trade, Accommodation and Food Services, and Construction. These important sectors are what attract

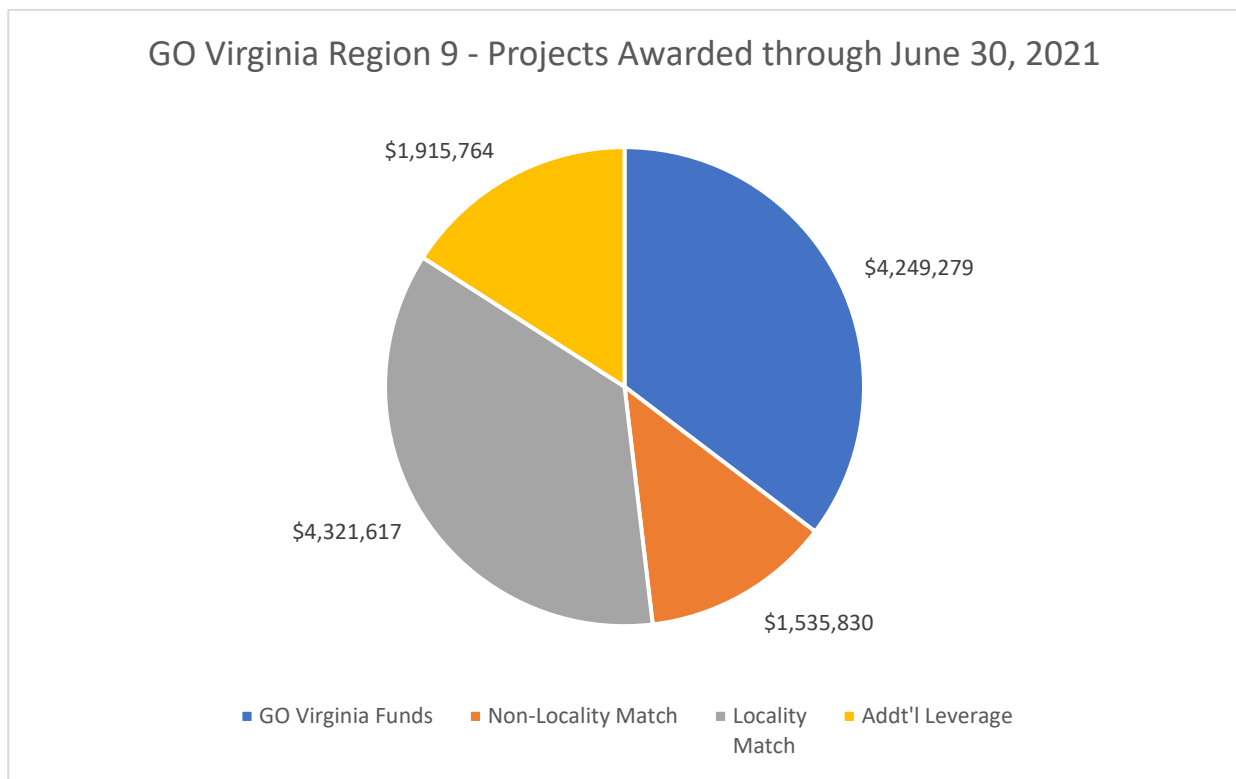
many people to this area and are critical for establishing a quality-of-life proposition as well as complementing the needs of traded sectors.

Although negatively impacted by the COVID-19 pandemic, Region 9’s target industries demonstrated positive growth in employment over the past five years as captured during Q3 2020. The lowest annualized growth rate was in Light Manufacturing at .1% and the largest annualized growth rate was in Food & Beverage Manufacturing at 3.8%. However, Financial & Business Services had the highest increase in the number of employees at +1,565 while growing employment by 2%.

According to Local Area Unemployment Statistics from virginiaworks.com, 210,611 individuals were employed out of a labor force of 219,003, representing an unemployment rate of 3.8% through June 2021. One year earlier, June 2020, the unemployment rate stood at 7.8%. Prior to the onset of the pandemic in February 2020, the unemployment rate was 2.5%.

Prior Year Successes

Since the Growth Plan’s release, the Region 9 Council has approved 18 grants to advance opportunities identified in the 2017 Growth Plan and the subsequent 2019 Growth Plan Update.



To date, the Region 9 Council has awarded \$4,249,279 in Per Capita and Economic Resiliency and Recovery (ERR) grants. Together, these projects leveraged over \$7,773,211 in additional financial support including locality, federal, and other match as well as private sector support. All counties have participated in at least one grant. Additionally, all three community colleges, Germanna Community College (GCC), Lord Fairfax Community College (LFCC), and Piedmont Virginia Community College (PVCC), and the University of Virginia (UVA) have participated in more than one project.

All target sectors have also been included as the focus of one or more of these funded projects.

Region 9 Awarded Projects

The Region 9 Council has approved the following 18 projects since the publication of the original Growth Plan in 2017. This table clarifies how each project is aligned to drive expansion in target traded sectors.

Projects (by award date)	Award	Plan Alignment*
George Washington Carver Piedmont Technical Education Center (GWC PTEC) Culpeper County with Counties of Fauquier, Madison, Orange, and Rappahannock; and Germanna Community College	244,300	TD/Light Mfg.
Biotech Innovation Cluster Growth CvilleBioHub with the City of Charlottesville, Albemarle County, University of Virginia, and Quantitative Foundation	548,000	GEB/Biotech
Crafting Higher Paying Jobs and Adult Beverage Exports Piedmont Virginia Community College with Germanna Community College and the Counties of Madison and Nelson	249,472	TD/Food & Bev Mfg.
CV Cybersecurity Partnership (ECB) Piedmont Virginia Community College with Germanna Community College and Lord Fairfax Community College	100,000	TD/IT+
CV Site Readiness (ECB) Central Virginia Partnership with the Counties of Albemarle, Culpeper, Fluvanna, Greene, Louisa, Madison, Nelson, and Orange	58,675	Sites/Light Mfg.+
CvilleBioHub (ECB) CvilleBioHub with City of Charlottesville, Albemarle County and University of Virginia	83,540	GEB/Biotech
Catalyst Accelerator Project City of Charlottesville, Albemarle County, University of Virginia Economic Development, University of Virginia Darden School of Business Batten Institute for Entrepreneurship & Innovation	475,200	E-ship/Target Sectors+
Regional Business Park Louisa County with Central Virginia Partnership with the support of five localities	600,850	Sites/Target Sectors+
Young Entrepreneurs Program (ECB) Fauquier County with Counties of Orange, Culpeper and Louisa	83,500	E-ship/Target Sectors+
CV Business Driven Workforce Initiative (ECB) Central Virginia Partnership with Counties of Albemarle, Culpeper, Fluvanna, Greene, Louisa, Madison, Nelson, and Orange and City of Charlottesville	99,500	TD/Target Sectors +
Project Rebound (ERR FA) Charlottesville Regional Chamber with Albemarle County, the City of Charlottesville, and University of Virginia	80,000	GEB/Target Sectors+
Project Reconnect (ERR FA) Virginia Career Works - Piedmont Region with Counties of Albemarle, Culpeper, Fauquier, Fluvanna, Greene, Louisa, Madison, Nelson, Orange, Rappahannock, and the City of Charlottesville	99,500	TD/Target Sectors+
Crafting a New Normal (ERR FA) Thomas Jefferson Planning District Commission with the Counties of Nelson and Madison	44,000	GEB/Food & Bev Mfg.
Venture Central Charlottesville Regional Chamber in collaboration with Albemarle County, City of Charlottesville, and University of Virginia Economic Development	300,000	E-ship+/Target Sectors+
Connector Platform (ERR FA) Charlottesville Business & Innovation Council with Letters of Support from Albemarle County, City of Charlottesville, and the Central Virginia Partnership	76,500	GEB+/Target Sectors+

Digital Business Resiliency (ERR) CV SBDC and CIC serving City of Charlottesville, Counties of Albemarle, Culpeper, Fluvanna, Greene, Louisa, Madison, Nelson, Orange, Rappahannock	131,200	GEB+/Target Sectors+
Future of Workforce (ERR) City of Charlottesville, Counties of Albemarle, Culpeper, Fauquier, Fluvanna, Greene, Louisa, Madison, Nelson, Orange, Rappahannock	148,689	TD/Target Sectors+
Accelerating Regionally Significant Sites Central Virginia Partnership with the Counties of Culpeper and Louisa with support of Region 9 localities	786,333	Sites/Target Sectors
*TD-Talent Development; GEB -Growing Existing Businesses; E-ship -Innovation/Entrepreneurship; Sites -Site Development Biotech – Biomedical and Biotechnology; Light Mfg. -Light Manufacturing; IT - Technology; Food & Bev Mfg. – Food and Beverage Manufacturing; Fin & Bus Svcs. – Financial & Business Services; Target Sectors – all target sectors + - more than one framework or sector		

Advancing Growth Plan Opportunities

This listing provides more detail as to how active or recently closed projects are aligned to support specific opportunities identified in Growth Plans.

Talent Development

The Future of Workforce Outreach grant will further strengthen the infrastructure of the workforce and talent development ecosystem in Region 9 as a follow up and expansion of the Project Reconnect grant by focusing on underserved areas.

The Project Reconnect grant established methods for engaging dislocated workers with regional businesses seeking to hire.

The Business Driven Workforce Recovery grant has engaged private sector leaders and public stakeholders to publish Region 9 Labor Sector Strategies for Light Manufacturing, Business & Financial Services, Information Technology (IT), and Food & Beverage Manufacturing.

Innovation/Commercialization/Entrepreneurship

The Digital Resiliency grant and the Connector Platform grant are expected to help strengthen regional business networks to address entrepreneurship service gaps and to help businesses recover from the impact of the COVID-19 pandemic.

The Venture Central grant, developed from the Region 9 Venture Hub report, will help connectivity of entrepreneurship ecosystem services and programs in the greater Charlottesville/Albemarle region. Additionally, the SBDC’s Digital Resiliency grant and the CBIC Connector projects could support connectivity throughout the rural entrepreneurship ecosystem as advised in the Region 9 Rural Entrepreneurship Report.

Grow Existing Businesses

The Biotech Innovation Cluster Growth implementation grant is driving expansion and strengthening the Biomedical & Biotechnology sector while also supporting sector specific Talent Development and Entrepreneurship opportunities.

The Crafting a New Normal project established a network to help the craft beverage members of the Food & Beverage industry respond to the complex but mutual challenges presented by the pandemic.

Site Development

The Accelerating Regionally Significant Sites project addresses regional site readiness gaps by supporting work on two regionally significant sites to improve marketability and readiness. The project has also set a precedent for cultivating a portfolio of regional sites.

Growth of Target Industries

As of Q3 2020, employment in target industries was 41,005. Average Annual Wages by sector are noted below. Biomedical & Biotechnology has the highest Average Annual Wage at \$88,211 (Q3 2020), followed by IT at \$85,208 for the same period. The lowest Average Annual Wage of the target sectors is Food & Beverage Manufacturing at \$33,771.

Industry	Average Annual Wages 2020 Q3
Biomedical/Biotechnology	\$ 88,211
Financial & Business Services	\$ 80,452
Food & Beverage Manufacturing	\$ 33,711
Information Technology	\$ 85,208
Light Manufacturing	\$ 56,786

Biomedical and Biotechnology (Biotech)

As of Q3 2020, the Biomedical & Biotechnology industry in Region 9 grew by 90 employees over five years, or .6%. The two-year forecast for annual growth is .3%.

The Biomedical & Biotechnology industry sector is comprised of eight different 4-digit North American Industry Classification System (NAICS) codes. The largest employment sector is in Scientific Research and Development Services (NAICS 5417). Navigational, Measuring, Electromedical, and Control Instruments Manufacturing (NAICS3345) has replaced Medical Equipment and Supplies Manufacturing (NAICS3332) as the second largest since the last Growth Plan Update. The two highest employment sectors have a Location Quotient (LQ) of 1.74 and 1.38, respectively.

The occupation with the highest future two-year demand in the Biotech sector is Software Developers and Software Quality Assurance Analysts and Testers (SOC 15-1256) with a demand of 28 and average annual wages of \$115,000.

Occupation Distribution for GOVA9 Biomedical and Biotechnology - Region 9, JOBS EQ							
SOC	Occupation	Current		2-Year Demand			
		Empl	Avg Ann Wages	Exits	Transfers	Empl Growth	Total Demand
15-1256	Software Developers and Software Quality Assurance Analysts and Testers	160	\$115,000	5	19	4	28

51-2028	Electrical, Electronic, and Electromechanical Assemblers, Except Coil Winders, Tapers, and Finishers	94	\$39,900	8	14	1	22
51-2092	Team Assemblers	80	\$33,800	6	11	-3	15
11-9198	Personal Service Managers, All Other; Entertainment and Recreation Managers, Except Gambling; and Managers, All Other	70	\$157,200	4	7	0	10
19-1042	Medical Scientists, Except Epidemiologists	69	\$69,000	2	10	0	12

Financial & Business Services

There were 16,975 employees in the Financial & Business Services industry through Q3 2020. This industry grew by 1,565 jobs, or 2%, over the last five years. Projected employment growth over two years is .7% annually. This group generated the highest employment growth of the five Region 9 target sectors as measured over five years during Q3 2020, a time that was deep in the pandemic.

The Financial & Business Services industry sector is made up of 22 different 4-digit NAICS codes covering a broad range of products and services. Industries in this sector include finance, insurance, and real estate, accounting, consulting, and data processing services. This industry sector covers an array of services related to finance and business management including finance, insurance, real estate, accounting, consulting, and data processing services. The largest employment sectors as of 2020 Q3 are Computer Systems Design and Related Services (NAICS 5415) with 2,660 employees and a LQ of .97; Other Professional, Scientific, and Technical Services (NAICS 5419) with 2,116 employees and an LQ of 1.65; and Management Scientific, and Technical Consulting Services (NAICS 5416) with 2,110 and an LQ of .99.

The occupation with the highest future two-year demand in the Financial & Businesses Services sector is Software Developers and Software Quality Assurance Analysts and Tests (SOC 15-1256) with a demand of 191 and average annual wages of \$104,900.

Occupation Distribution for GOVA9 Financial and Business Services - Region 9, JOBS EQ							
SOC	Occupation	Current		2-Year Demand			
		Empl	Avg Ann Wages	Exits	Transfers	Empl Growth	Total Demand
15-1256	Software Developers and Software Quality Assurance Analysts and Testers	912	\$104,900	28	116	47	191
13-1111	Management Analysts	782	\$106,100	51	103	17	170
13-2011	Accountants and Auditors	644	\$77,900	37	85	4	125
11-9198	Personal Service Managers, All Other; Entertainment and Recreation Managers, Except Gambling; and Managers, All Other	623	\$106,300	31	61	-5	86
23-1011	Lawyers	579	\$123,700	25	30	2	57

Food & Beverage Manufacturing

Food & Beverage Manufacturing industry employs 2,051 as of 2020 Q3 and has grown by 348 jobs over the past five years. The five-year average annual growth rate is 3.8%.

The Food & Beverage Manufacturing industry sector includes 10 different 4-digit NAICS industries that are all involved in the food manufacturing process. The largest of employers in Region 9 in this sector fall within Beverage Manufacturing (NAICS 3121) with 1,626 of the 2,051 employed. Food & Beverage Manufacturing also has a LQ of 5.06 as compared to the total for the entire industry of .89. Therefore, it is important recognize the competitive advantage as well as the potential to connect the region's agricultural base directly with consumers and to use further processing to add value and create jobs.

The occupation with the highest future two-year demand in the Food & Beverage Manufacturing sector is Packaging and Filling Machine Operators and Tenders (SOC 51-9111) with a demand of 55 and average annual wages of \$35,300.

Occupation Distribution for GOVA9 Food and Beverage Manufacturing - Region 9, JOBS EQ							
SOC	Occupation	Current		2-Year Demand			
		Empl	Avg Ann Wages	Exits	Transfers	Empl Growth	Total Demand
51-9111	Packaging and Filling Machine Operators and Tenders	227	\$35,300	20	33	2	55
51-9012	Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters, Operators, and Tenders	115	\$43,300	6	21	1	28
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	86	\$70,000	5	13	1	19
35-3011	Bartenders	85	\$26,000	8	22	1	31
41-2031	Retail Salespersons	81	\$26,400	9	15	1	25

Information Technology /Communication

There were 11,957 individuals employed in Region 9's Information Technology (IT) Industry as of 2020 Q3. The sector grew by 538 employees in the last five years with an annualized growth rate of .9%. The two-year projected growth is 1%.

The Information Technology/Communications sector includes 16 different 4-digit NAICS industries involved in the development, manufacturing, and use of IT and related services. The largest employment was in Building Equipment Contractors (NAICS 2382) with 2,867 employees followed by Computers Stems Design and Related Services (NAICS 5415) with 2,660, Management, Scientific, and Technical Consulting Services (NAICS 5416) with 2,110, and Scientific Research and Development Services (NAICS 5417) with 1,638. The Navigational, Measuring, Electromedical and Control Instruments Manufacturing (NAICS 3345) follows with 698 employees.

The industry LQ is .89 whereas the LQ for the top five employment groups fall between .97 and 1.38.

The occupation with the highest future two-year demand in the IT sector is Software Developers and Software Quality Assurance Analysts and Tests (SOC 15-1256) with a demand of 205 and average annual wages of \$107,000.

Occupation Distribution for GOVA9 Information Technology/Communications - Region 9, JOBS EQ							
SOC	Occupation	Current		2-Year Demand			
		Empl	Avg Ann Wages	Exits	Transfers	Empl Growth	Total Demand
15-1256	Software Developers and Software Quality Assurance Analysts and Testers	998	\$107,000	31	126	48	205
13-1111	Management Analysts	679	\$107,400	44	90	15	149
47-2111	Electricians	568	\$56,700	37	101	12	149
47-2152	Plumbers, Pipefitters, and Steamfitters	505	\$53,300	30	84	5	120
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	427	\$47,800	24	61	5	89

Light Manufacturing

Through Q3 2020, there were 8,565 individuals employed in Light Manufacturing and the group grew by .1 % over five years. The two-year growth projection is almost flat at -.2%.

Light Manufacturing in Region 9 includes forty-five 4-digit NAICS industries that typically requires relatively less capital investment and often involves final assembly steps for consumer goods, medical components, high-tech devices, and other goods.

As mentioned previously, the largest number of individuals employed in this sector fall with Beverage Manufacturing at 1,626. The next five largest are Navigational, Measuring, Electromedical and Control Instruments Manufacturing (NAICS 3345) at 698, Plastic Product Manufacturing (NAICS 3261) at 568, Sawmills and Wood Products Preservation (NAICS 3219) at 465, and Other Wood Products Manufacturing (NAICS 3219) also at 465, Household and Institutional Furniture and Kitchen Cabinet Manufacturing (NAICS 3371) at 461. The highest location quotient within these top employers, other than Beverage Manufacturing, are well over 1.0 except for Plastics Manufacturing at .83.

The occupation with the highest future two-year demand in the Light Manufacturing sector is Team Assemblers (SOC 51-2092) with a demand of 90 and average annual wages of \$31,900.

Occupation Distribution for GOVA9 Light Manufacturing - Region 9, Baseline							
SOC	Occupation	Current		2-Year Demand			
		Empl	Avg Ann Wages	Exits	Transfers	Empl Growth	Total Demand
51-2092	Team Assemblers	491	\$31,900	38	69	-17	90
51-1011	First-Line Supervisors of Production and Operating Workers	275	\$62,400	18	38	0	56
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	249	\$28,900	22	47	0	69

51-9111	Packaging and Filling Machine Operators and Tenders	248	\$35,000	22	36	2	60
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	207	\$74,300	13	31	0	43

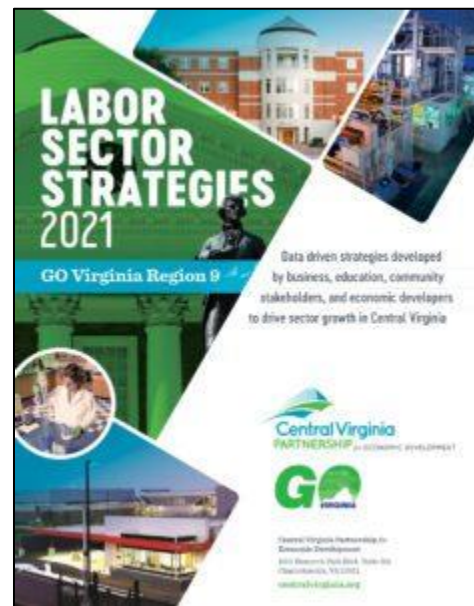
Frameworks

The established project frameworks around which proposed projects must be organized are Talent Development, Growing Existing Businesses, Innovation/Commercialization/Entrepreneurship, and Site Readiness.

Talent Development

As mentioned, the Partnership received an enhanced capacity building (ECB) grant and published *Labor Sector Strategies for GO Virginia Region 9* (August 2021). Input for the report was solicited from a wide array of stakeholders: business leaders in each of the target sectors, community and educational partners, regional workforce development teams, and local economic development professionals. The focus was to create data driven, business-informed labor force strategies that could be implemented regardless of economic disruption.

Surveys were compiled and data was assessed and reviewed in roundtable formats. For each sector, industry total employment, historical and forecasted wages, top employers, occupation demands and forecasts, skills and certifications, and education demand were assessed for each region. The recommendations from that report are included as identified opportunities in this plan.



This report provided the foundation for Talent Development opportunities for this Growth Plan. The report can be viewed at <https://www.centralvirginia.org/workforce-and-talent/labor-sector-strategies> while specific sector fact sheets are included in the Appendix.

Occupation distribution data from Q3 2020 demonstrates that the occupation in the highest demand across Biotech, Financial & Business Services, and Information Technology is Software Developers and Software Quality Assurance Analysts and Testers (SOC 15-1256).

Awards/Degrees

Data from JOBS EQ for 2018-2019 Academic Year, summarized in the table below, indicates that there were 11,421 total academic awards offered in Region 9. In this case, “awards” represent a wide range of achievements from a certificate requiring less than one year of study to a doctorate degree.

Sectors	Cert< 1yr.	Cert> 1 yr.	Associates	Cert 2+ but < 4 yr	Bachelor's	Post-Baccal laureate	Master's	Post Master's	Doctorate	Total
All	481	1,179	1,438	0	5,167	290	2,085	7	774	11,421
Target	56	20	138	0	1,089	35	315	0	135	1,788

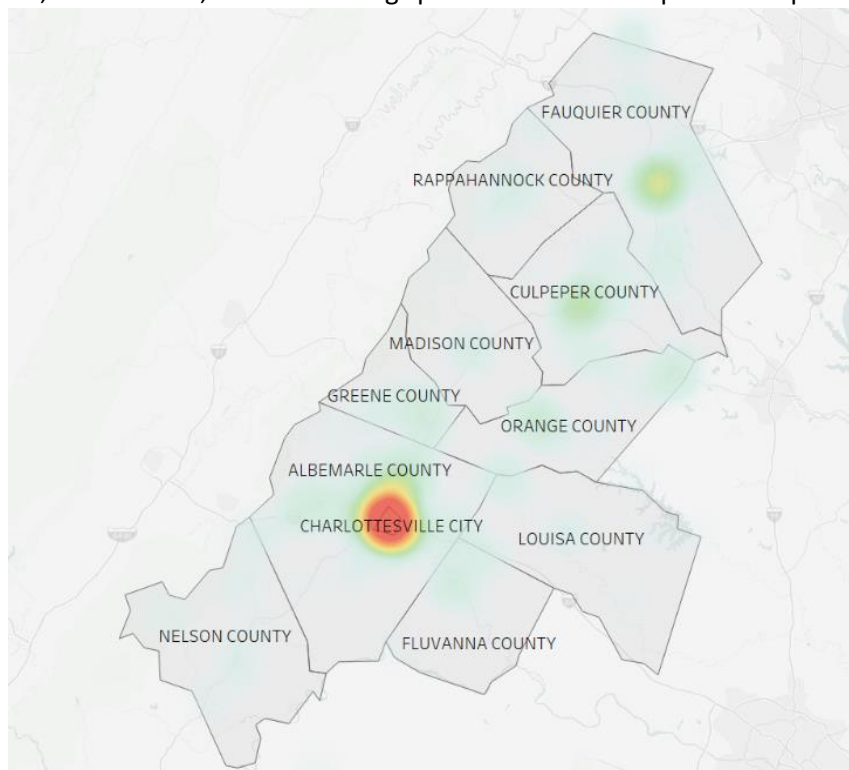
 **Startups/Innovation/Commercialization**

New Business Formations

New traded sector business formations increased from 159 in 2019 to 244 in 2020 per the Update on Entrepreneurial Trends (Phase 1 and Phase II) in Region 9 (2021 TEconomy Update) published by TEconomy in August and September 2021. The regional formation rates for the same two years were slightly above the average formation rates for Virginia. Similarly, the average formation rate from 2010 to 2017 was 7.9% versus 7.8% for the state.

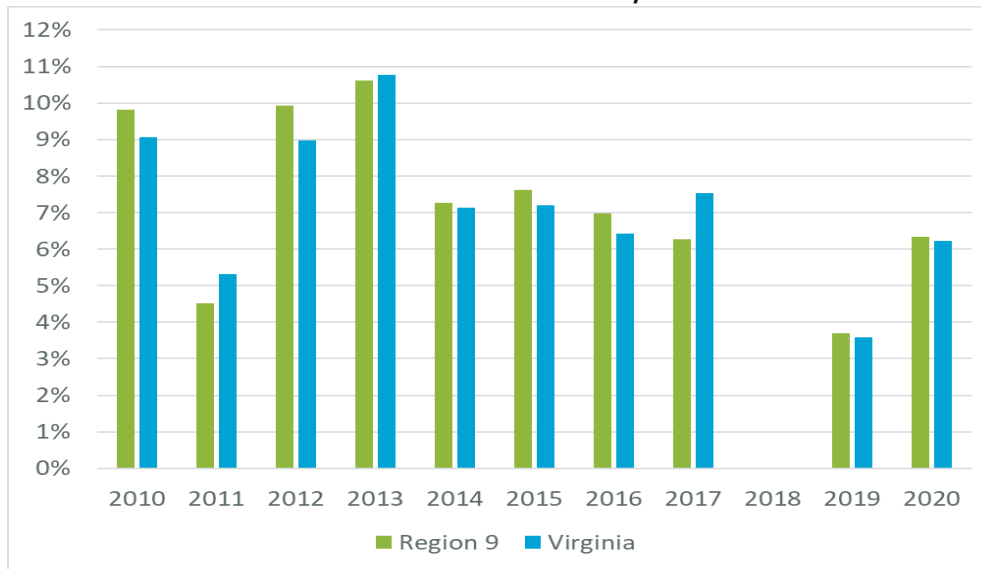
Startup Activity

A review of where startup activity is happening can help inform how to advance place-based entrepreneurship such as incubators, accelerators, and co-working spaces or other entrepreneurship services. The distribution of activity was first noted in the 2017 Growth Plan followed by the 2018 Regional Entrepreneurial Assessment by TEconomy. The Council identified the region as having two unique ecosystems and funded two studies to clarify how to best serve both. The Venture Hub report was published in late 2019 and the Rural Entrepreneurship Action Plan was published 2020. The “heat map” shown here from the 2021 TEconomy Update demonstrates density based on geocoordinates. The map reflects startup density relative to overall regional startup rates and reflects the 2018-2020 period.



The following slide, from the 2021 TEconomy Update, demonstrates the longer-term patterns for business formation in both the region and Virginia has generally fallen over the past decade.

New Business Formation Rate in Traded Industries, 2010-2020



2018 excluded due to addition of a major source of firm data to underlying BDRC database that makes comparisons using 2018 not possible| Source: Business Dynamics Research Consortium, Your-economy Time Series (YTS); TEconomy analysis.

Another measure of small business innovation activity is Small Business Innovation Research Grant (SBIR) Awards. Per the 2021 TEconomy Update, growth in SBIR award dollar totals is down 13.6% in Region 9 between 2018 and 2020 versus an increase statewide of 19.5%. Further evaluation is needed.



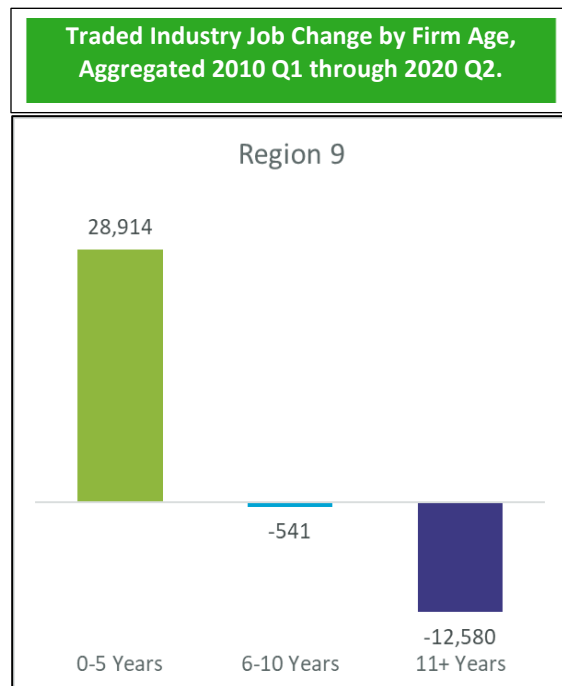
Growing Existing Businesses (Scale-Up Existing Clusters)

Growth of Jobs from Small and Mid-Sized Companies

Job retention activities with existing firms are an important component of a region’s economic development strategy. According to this graphic from the 2021 TEconomy Update, new firms (0-5 years) or younger firms (6-10 years) in Region 9 play an important role in driving job growth over the past ten years. As demonstrated, job growth over the past ten years has derived from new companies.

New Clusters

As this region and the state continue to recover from the economic impact of the pandemic, new and nascent industry sectors could develop. The Council will continue to include opportunities to evaluate nascent industries that can be transformational through higher paying jobs in the traded sector.




Site Development

The Central Virginia Partnership, the support organization for Region 9, has served as a critical partner in driving regional site development and new conversations around prioritization of regionally significant sites. The Region 9 Council, Task Forces, and staff collaborate to ensure that localities not a member of the Partnership footprint are also engaged in regional discussions. Outreach to the Northern Virginia EDA has also occurred.

Data confirms a shift in the real estate sector composition measured over a ten-year period as of May 2021. Specialty real estate, primarily data centers and cell towers, now represents 30% of the market as opposed to 3.3% year end 2010. Industrial now represents 18.5% versus 10.6% year end 2010. The Council should consider this shift when reviewing site readiness proposals.

The chart below demonstrates the positive impact, direct and indirect, that GO Virginia investments in site development have had in the region. Since 2017, the region has gone from having zero Tier 4 sites to offering four Tier 4 sites.

Region 9 Sites	As of August 2017	August 2017 to August 2018	Sept 2018 to August 2021	Cumulative through August 2021
# of Tier 4 Sites	0	4	0	4
# of Tier 4 Sites > 100 acres	0	2	0	2
# of Tier 4 Site Acres		598	0	598
# of Tier 3 Sites	0	2	1	3
# of Tier 3 Sites Acres	0	182	700	882
# of Acres moved up at least one tier in Virginia Business Ready Sites Program	0	1,212	700	1,912
# of Acres impacted by GO Virginia \$		485	700	1,185
# of Sites impacted by GO Virginia \$		8	1	9
# of Total Acres Characterized Tier 3-4	0	1,212	700	1,912
# of Total Sites Characterized Tier 3-4	0	11	2	13

Growth Plan Opportunities

The following is the list of the opportunities identified to drive growth of target traded sectors through the four project frameworks over the next two years. The Region 9 Council is seeking project proposals that will drive these opportunities.

Talent Development

Previous and recent grant investments to support activities in the talent ecosystem have strengthened the support organizations that can drive solutions and supported the development of strategies to address gaps. These are the initiatives that could advance talent development collaboration and solutions to the next level.

Opportunities

1. Drive the development of a regional and comprehensive workforce coalition or initiative to support collaboration and efficiency in the Region 9 talent development ecosystem
2. Accomplish a regionally focused implementation grant to execute labor sector strategies identified for Financial & Business Services, Food & Beverage Manufacturing, Information Technology, and Light Manufacturing in the *Labor Sector Strategies Report for GO Virginia Region 9* (2021). Report recommendations include:
 - a. Establish sector led coalitions comprised of business, workforce, and education stakeholders to identify and drive solutions for industry
 - b. Promote VCW - Piedmont Region and community college workforce services more broadly across sectors to enhance awareness of business-focused programs offered by these groups
 - c. Create a career readiness program to help employees understand workplace courtesies and protocols associated with softs skills
3. Drive development of Biotech labor sector strategies
4. Develop sector driven credentialing, apprenticeship, and internship programs for target industries
5. Evaluate or drive strategies to address regional demand for Software Developers (SOC 15-1256) across IT, Biotech and Financial & Business Services Sector



Growing Existing Businesses

Success of previously funded vertical approaches, such as CvilleBioHub, to address sector expansion in addition to recently published labor sector strategies, have informed the development of the opportunities for grant funding in this framework.

Opportunities

1. Evaluate challenges to each or all regional target sectors to identify gaps that inhibit regional sectors from scaling to attain a critical mass of enterprises, talent, and intellectual property
2. Implement solutions to identified gaps or barriers to scaling and expanding regional target clusters

3. Support sector led verticals, i.e., CvilleBioHub, to address business-identified sector gaps to traded sector growth
4. Support development of a large amount of new square footage including wet and/or dry labs, to serve Biotech industry growth



Startups/Innovation/Commercialization

Since the inception of GO Virginia in Region 9, there has been significant interest in expanding support for entrepreneurship throughout the region. The Council, informed by the TEconomy Assessment (2018), developed a unique regional approach by funding two planning grants for the more urban and the more rural ecosystems. A 2021 Region 9 survey of entrepreneurs, entrepreneurship support organizations, and local government has validated that there are still opportunities for better coordinating and serving entrepreneurs and their support organizations in the region. Clarifying discussions among stakeholders are expected to continue over the next and coming years to best position the regional entrepreneurship ecosystem for success.

Opportunities

1. Support advancement of opportunities identified to serve the regional entrepreneurship ecosystem in the Region 9 Rural Entrepreneurship Report (2020) and the Venture Hub Report (2019), including:
 - a. Strategically integrate “concierge” or “business navigator” roles to connect entrepreneurs to resources, etc.
 - b. Promote existing resources throughout the region and drive regional collaboration between entrepreneurship support organizations, stakeholders, and entrepreneurs
2. Develop stronger ideation programming and support strategic expansion of existing programming targeting traded sector startups
3. Support advancement of integrated accelerators, incubators, entrepreneurial hubs, etc. to serve the region
4. Catalyze wider range of risk capital in the region
5. Strengthen networking of traded sector industry clusters to engage startups more actively



Sites

Advancing business sites in order to attract target sector companies to the region has been an important part of the Region 9 Council work since 2017. Thus far, the Council has awarded three site development projects that have moved the needle on site readiness in the region. The recommendations here generally support continued and similar efforts.

Opportunities

1. Advance further development of sites and seek opportunities for regional collaboration on new sites
2. Evaluate regional strategic advantages for potential sites and/or sites under development in regional target sectors, i.e., data centers, light manufacturing

3. Support and encourage the continued development of regionally prioritized sites
4. Advance the creation of a Regional Industrial Facilities Authority (RIFA) or equivalent regional collaborative partnerships, as appropriate, to support regional site development

Other

To be responsive to emerging opportunities, the Council will continue to scan the horizon for potential high growth emerging traded sectors that could drive regional growth. There are still funds available to help the region recover from the impact of the COVID-19 pandemic.

1. Explore opportunities to assess and support the development of emerging industries that could help the region grow high paying jobs and expand traded sectors (i.e., Hemp Industry, Renewable Energy Industry, and Environmental Sustainability Industry)
2. Drive programming for regional economic recovery and resiliency from the economic impact of the COVID-19 pandemic through the ERR grant program set to expire April 2022

Metrics

To track the success and impact of funded projects, the Council will annually track:

- Q1 Annual Average Wages of target sectors (JOBS EQ)
- Q1 Average Annual Wages of all Sectors (JOBS EQ)
- Growth of Employment in Target Sectors (JOBS EQ)
- Growth of Employment in All Sectors (JOBS EQ)
- Acres advanced on Virginia Business Ready Sites Program (VBRSP) Scale

Council Activities to Develop Project Pipeline

Developing a project pipeline has been a top priority of the Region 9 Council since the Growth Plan was published in August 2017. The Council website (www.GOVirginia9.org) and related LinkedIn account have been the primary method of program promotion due to limited mobility caused by the pandemic.

To drive a pipeline of projects for grant funding, the Council staff, Council, and Task Forces will:

- Support coalition building for sectors to address labor sector and other strategies
- Support coalition building for sectors to address industry-specific needs to drive growth in traded sectors
- Annually revisit the Regional Entrepreneurship Initiatives (REI) opportunity to support a regional “quarterback” entrepreneurship organization for the entire ecosystem
- Support convening of entrepreneurship ecosystem stakeholders to ensure programming and funding is optimized
- Support a regular cadence of conversations around site characterization and prioritization in the region with stakeholders
- Engage stakeholders to identify and support evaluation of possible future sectors for growth
- Monitor the opportunity for supporting broadband initiatives.

Partnerships

Efforts will continue to either establish or strengthen relationships between higher education, local government, and the private sector. However, there are many other additional partners and organizations that must be engaged for regional impact. This list is not exhaustive.

Local Government and Economic Development Organizations

Central Virginia Partnership for Economic Development – The support organization for Region 9 is an important partner for relationship building and driving regional conversations.

Northern Virginia Economic Development Alliance – This organization, in development, will serve one locality in the northern part of the region and future collaboration is expected.

County Administrators and Economic Development Departments – Administrators and Economic Development Directors serve on the Central Virginia Partnership Board and/or the Region 9 Council. All eleven localities in Region 9 have been served by or participated in at least one funded grant project.

Planning Districts - The footprint of Planning District 9 and Planning District 10 together align exactly with GO Virginia Region 9 footprint. These organizations help support sub-regional conversations.

VCW-Piedmont Region - The workforce board in the region continues to demonstrate value and grow in impact and the organization will be an important partner for Talent Development projects in the coming years.

Private Sector

Private sector leaders serve on and contribute to the GO Virginia initiative by serving on the Council, Task Forces, and other grant advisory committees. The private sector also drives partnerships in their role on the organizations that lead or contribute to grants. Going forward, more private sector leaders will be engaged as sector specific coalitions are developed.

Higher Education

Community Colleges – The three community colleges in Region 9, Germanna Community Colleges, Lord Fairfax Community College, and Piedmont Virginia Community College are strongly engaged with the Council. Two of the community college presidents currently serve on the Region 9 Council.

University of Virginia - UVA has been an important partner on many projects and will continue to be engaged in collaborative proposals. UVA's assistant vice president for economic development serves on the Region 9 Council and many other faculty and staff help as grant leaders or subject matter experts.

Chambers: Local, Regional and the State Chambers of Commerce - Chambers, as critical conveners of private sector, are important partners, and local and regional chambers can nominate Council members. This year, the state Chamber collaborated to host a Blueprint 2030 event in Region 9.

State Government

Department of Housing and Community Development (DHCD) – As the support organization for the GO Virginia Board, DHCD is the first stop for determining project eligibility and obtaining feedback to improve project proposals.

Virginia Economic Development Partnership (VEDP) – VEDP will continue to have an influence on the direction of site development and target sector alignment statewide.

Center for Innovative Technology – CIT is an emerging partner in the entrepreneurship ecosystem space and will play an important role in serving the region.

Non-profits and other organizations

These groups, many of which are entrepreneurship support organizations, are regular participants in regional activity. These include: Catalyst, Central Virginia Small Business Development Center, Charlottesville Business Innovation Council, Community Investment Collaborative, CvilleBioHub, Fauquier Enterprise Centers, GENEDGE, George Mason University Enterprise Center, Lord Fairfax Small Business Development Center, New Hill Development, and Venture Central.

Other Initiatives Aligned with GO Virginia

In developing this plan, many other reports that are similarly aligned were reviewed. Examples include: Local Economic Development Strategic Plans, Central Virginia Partnership Strategic Plan, VCW - Piedmont Local Plan and Strategic Plan, CvilleBioHub Strategic Plan, VEDP's subsector presentation, etc.

Other plans that have been discussed but are in development stages include Comprehensive Economic Development Strategies for PD-9 and PD-10 in addition to the Virginia Chamber Blueprint 2020.

Stakeholder Engagement for Growth Plan Update

Community and stakeholder engagement to identify gaps for informing the Region 9 Growth Plan Update occurs on a regular cadence throughout each year. The following is a summary of these activities and supporting materials are included in the Appendix.

The Region 9 Task Forces performed high level SWOT analysis for each of the four frameworks. The Partnership convened a series of roundtables, surveys, and feedback sessions as part of the Business Driven Workforce Recovery grant and published a labor sectors strategy report as a result.

Throughout the year, Region 9 staff and Council have met one-on-one or in group settings with stakeholders to solicit feedback on programmatic activities and grants. Staff participates in regular meetings with regional economic development and stakeholders to discuss activities and opportunities. Staff has regularly met with organizations that directly serve regional sectors, such as GENEDGE, CvilleBioHub, CIT, entrepreneurship support organizations, etc. Additionally, Region 9 grant implementation teams share updates quarterly and help assess the landscape in each sector. For example, the Crafting a New Normal ERR grant team has provided feedback for this grant based on their experience serving over 261 crafting enterprises through the regional grant. Grant teams also present on outcomes and challenges during project closeout presentations at Council Meetings ensuring the Council is up-to-date on sectors challenges.

The Council reviewed JOBS EQ data at the beginning of this Growth Plan Update process during Council Meeting to allow for public comment. Also, the GO Virginia Region 9 Task Forces each participated in a SWOT analysis of regional frameworks in Talent Development, Sites, Entrepreneurship, and Growing Existing Businesses.

A significant amount of private sector and stakeholder engagement occurred in the development of the Labor Sector Strategies for Region 9 (2021). In this initiative alone, 26 target sector businesses leaders participated in addition to the public sector and service providers. Additional SWOT analysis was performed as a culmination of the project by the grant team.

In August, after the release of the TEconomy Update (2021) an entrepreneurship ecosystem survey was distributed to solicit feedback on identified growth plan opportunities and project ideas.

Final versions of this Growth Plan Update will be posted and available for public comment.

Acknowledgements

2021 Growth Plan Project Team

- Shannon Holland, Director, GO Virginia Region 9, Central Virginia Partnership for Economic Development
- Helen Cauthen, President, Central Virginia Partnership for Economic Development
- Candace Spence, Economic Development Manager, Central Virginia Partnership

Thanks to these partners for contributing

- Virginia Department of Housing and Community Development (DHCD)
- TEconomy Partners, LLC
- VCW - Piedmont Region

Metrics and Data Sources Table

This list outlines data included in the appendix and used to develop this report.

General	Includes
2020 GO Virginia Average Annual Wages – JOBS EQ	2018, 2019, 2020 Q1 for all Regions, by Planning District, by Region/Sub Region
Region 9 Industry Clusters - JOBS EQ	Employment Forecast, Average Wages, and LQ
Region 9 Employment by All Industries and Target Clusters – JOBS EQ	Employment Wages by NAICS, 5 year historical, 2 year forecast
Region 9 Industry Clusters - JOBS EQ	Employment Forecast, Average Wages, and LQ
Region 9 Occupation Distribution by Target Sector – JOBS EQ	Occupations by SOC with employment numbers, wages, and total demand
Region 9 All Sectors Cluster Quadrant Map - JOBS EQ	All sectors mapped for competitive advantage
Economic Overview GO Virginia Region 9 as of July 2021 - JOBS EQ	Demographic Profile Trends: Employment, Wages, COLI, Industry Cluster, Education Levels, GDP
Framework	
TALENT DEVELOPMENT	
Labor Sector Strategies for GO Virginia Region 9 (August 2021)	Labor Sector Strategy Fact Sheets Full report available at https://www.centralvirginia.org/workforce-and-talent/labor-sector-strategies/
SWOT Analysis	By Region 9 Talent Development Task Force
SWOT Analysis	By Workforce Recovery Grant Team
START UPS	
Update on Entrepreneurial Trends: Phase 1 Analysis of Startup Activity and Firm Dynamics – TEconomy Partners LLC	Sources: The Quarterly Workforce Indicators (QWI) from US Census; The Business Dynamics Research Consortium (BDRC) database
SWOT Analysis	By Region 9 Entrepreneurship/ Innovation Task Force
Entrepreneurship Ecosystem Grant Funding Opportunities Survey, September 2021	Survey by Region 9 staff
GROWING EXISTING BUSINESSES	
Update on Entrepreneurial Trends: Phase 1 Analysis of Startup Activity and Firm Dynamics – TEconomy Partners LLC	Sources: The Quarterly Workforce Indicators (QWI) from US Census; The Business Dynamics Research Consortium (BDRC) database
SWOT Analysis	By Region 9 Growing Existing Business Task Force
SITE DEVELOPMENT	
Site Advancement Summary Region 9 (in report)	Central Virginia Partnership; Regional Economic Development Partners; GO Virginia Council
Region 9 Business Announcement or Expansions – VEDP	By Company Name, location, projected new jobs, investment
A Macro Outlook of the United State: The Economy, Markets, & Transportation by Dr. Robert E. Martinez (a presentation at the VTCA 9/9/2021)	Comparison of real estate sectors in US in 2010 vs 2021
SWOT Analyses	By Region 9 Sites Task Force