Mary Ball Washington Regional Council
GO Virginia Region 6
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Region 6 Sites Workgroup Meeting
Thursday March 25, 2021
10:00am – 12:00pm
Virtual Meeting
Please Join the Meeting Here: https://global.gotomeeting.com/join/501357285
To Join by Phone: (571) 317-3129 Access Code: 501-357-285

AGENDA

Call to Order	Jennifer Morgan
Roll Call	Jennifer Morgan
Public Comment	Jennifer Morgan
Overview and Purpose	Jennifer Morgan
Introduction to GO Virginia and Project Review	Jennifer Morgan
Adjournment	Jennifer Morgan

Virginia Growth and Opportunity Fund (GO Virginia)
Grant Scoring Guidelines

I. Introduction

As provided in the Virginia Growth and Opportunity Act (the "Act"), funds are allocated, upon approval of the Virginia Growth and Opportunity Board (the "Board"), to support grant requests that advance the Board's goals as well as the prioritized needs and opportunities identified in the Growth and Diversification plans adopted by each regional council. These grant funds are available to the regional councils on a per capita basis (the "regional allocations") where each region gets a proportional share of the available funding based on its current population, and on a statewide competitive basis (the "competitive allocations"). The purpose of these guidelines is to establish a process for use by each regional council in making recommendations to the Board in support of grant requests from public or private entities in a region in cooperation with the collaborating localities and partners from other sectors. These recommendations are then reviewed by the Board in making final grant decisions and in approving the conditions and terms that will apply to each grant. It is expected that the grant funds will be used to initiate successful regional collaboration activities but will not be an ongoing source of long-term funding for grant requests. In addition to the general principles of the Act, the Growth and Diversification plan adopted, and as periodically amended, by each regional council, shall guide how the prioritized needs and opportunities are linked to grant requests proposed by the collaborating localities.

II. Project Application and Administration

The Act requires the collaboration of at least two localities, political subdivisions, or public bodies corporate and politic, along with other public or private entities to apply for either a regional allocation or competitive allocation grant.

Such local participation shall mean at least two or more counties and/or cities, a county and/or city and one or more political subdivisions or public body corporate and politic of that county and/or city along with such similar entity in another county and/or city, or two or more political subdivisions or public bodies corporate and politic from at least two different counties and/or cities. A town, with the county that surrounds it, may petition the Board for the ability to apply for a grant, if the parties can demonstrate that their collaboration is substantive and aligned with the goals of GO Virginia.

Public or private entities that may pursue and administer grant funding include, but are not limited to, other political subdivisions of the state, foundations, non-profit entities, colleges and universities, other educational entities, economic development organizations, workforce boards, local governments, regional council support organizations, and other stakeholders. While a private company may apply, in cooperation with the collaborating localities and other stakeholders, to participate in or manage a project, grant funds are not to be used as economic development incentive payments or to promote the activities of a single entity. Instead, grant funds are to be used to support the implementation of requests aligned with plan priorities and that offer broad community benefits. Financial participation by the collaborating localities is required as part of any application for a grant allocation, and the minimum threshold for such participation is outlined in these guidelines. The roles of the various participants in applying for and administering a proposed project shall also be set forth in the grant application.

III. Fund Availability

Subject to the annual appropriations act, the grant allocations will be available for award by the Board as needed to support grant requests. A region is not required to use its entire regional allocation in a single fiscal year, and unused funds may be held by the Council for future opportunities more aligned with the priorities of its Growth and Diversification plan. The Board also reserves the right to withhold allocations of funds should the proposed grant requests not meet certain minimum thresholds established as a result of these guidelines.

While grant requests that require funding commitments for multiple fiscal years can be proposed, it is expected that the Board will not approve grants lasting for more than two years. After the initial funding cycle, the participating localities and other stakeholders may again apply to the regional council and the Board for further funding if there is a demonstrated need for additional funding. Multi-year grant commitments shall be made with a declining amount after the initial funding year.

Payments of grant funds shall be made upon the achievement of project milestones as outlined in the grant application. The Board may approve grant requests that provide a portion of the requested funds prior to the achievement of project milestones for organizational and other project initiation efforts.

IV. Enhanced Capacity Building

Prior to approving regional project grants, applicants are likely to want to validate how to translate the prioritized needs and opportunities from their Growth and Diversification plans into actionable grant requests. Such an effort would develop platforms to support various collaborative approaches, increase efficiency, provide a deeper and consistent level of support, assess and reduce risk, and provide more focus about how broad concepts outlined in the plans

become actual programs. Such activities would also create the opportunity for regions to share information on best practices and validated platforms that may lead to more collaboration and future grant requests with similar goals. Such activities, known as enhanced capacity building, are intended to examine how a subsequent future project grant request will be supported through the creation of this platform. In any application for enhanced capacity building, an inventory of existing programs with similar goals, gaps in current programs that the proposed project will fill, the resources and structures needed to ensure the success of the enhanced capacity building initiative, and an exploration of how the enhanced capacity building effort could contribute to the success of associated future grant requests, should be detailed by the applicant.

Even if enhanced capacity building funds are not requested, any proposed project should identify what efforts have been made, or will be made, to undertake a risk assessment of the likelihood of the success of the project prior to implementation funds being drawn upon. Additionally, any proposed grant requests should indicate a plan for how they will demonstrate that they are sustainable after the grant funds from the Board are exhausted.

Project applications solely for enhanced capacity building as a phase independent from, but in anticipation of, future grant requests, will be accepted. Proposed enhanced capacity building efforts which have the ability to be successfully replicated or used across multiple grant requests and/or regions will receive special consideration by the Board in allocating grants. Further, it is understood that any return on investment analysis for enhanced capacity building efforts will be different from that for other collaborative grant requests.

V. Return on Investment

The anticipated return on investment of a proposed project resulting from the GO grants is one of the key measures to be used by the Board in making funding allocations. The nature of the GO Virginia initiative, however, is different from traditional economic development programs and incentives where results are more immediately visible through direct job creation and capital investment and the tax revenues such activities generate. These measures are important, but under GO Virginia, the proposed grant requests should also focus on long-term, sustainable change, economic diversification, and regional collaboration, so some measures of success are behavioral and thus, harder to measure. Further, GO Virginia expects that the projects it funds will have broad community benefit that supports activities across local boundaries.

In calculating the anticipated return on investment for proposed grant requests, applicants should outline the anticipated jobs and capital investment that could accrue from the project over a two-year period that aligns with the likely payout schedule of a grant, as well as over the longer term. Using those factors, the applicant should outline the anticipated state and local tax revenues that will result from the proposed activity. When determining the economic impact of a proposed grant request, the Board will give preference to those applications which can demonstrate that the GO Virginia portion of the grant is recouped within three years, however,

projects that may have a smaller return in the initial phases, but a larger anticipated longer term impact (taking into account the likelihood of future success) will received special consideration. In addition to these objective factors, applicants should outline other measures of success, such as new collaborative agreements, revenue sharing, cost savings and efficiencies resulting from the project, or other items that can be used by the Board to understand the financial viability of the project. Another variable that the Board will use in determining the return on investment is any information provided by the applicant about previous successes involving the applicant on similar initiatives.

By way of example, a grant request focused on a cluster scale-up activity which seeks $100,000 from the Board may have as a goal the creation, within 3 years, of 50 new jobs earning $50,000 per year. That would result in $2.5 million of wages in year three. The average effective personal income tax rate in Virginia is approximately 4%, so that project would generate a $100,000 return. Additional tax benefits (in the form of sales taxes, excise taxes, and property taxes) would show that the project is a net positive for the Commonwealth. That same project which yields 50 jobs earning $40,000 per year would result in $2.0 million of wages in year three – or an income tax yield of $80,000. Sales taxes (which are realized assuming about 1/3 of wages are spent on items subject to the sales tax) yield another $35,333.

It is understood that certain project types will have a longer timetable to achieve their expected return on investment. For example, projects focused on increasing the number of startup businesses or improving the entrepreneurial climate could take longer to show measurable results than those projects that scale up an existing company or can immediately commercialize research and development opportunities from our universities. Further, grant requests to solely support enhanced capacity building efforts may be able to demonstrate only limited returns prior to the end of the program. Consideration of the project type and duration will be used by the Board in making final grant decisions.

VI. Local participation

The Act requires that any grant request for funds from the Board be matched, at least dollar for dollar, by non-state appropriated sources. Therefore, non-state public entities, private, federal, or local funds are acceptable forms of match for funds requested from the Board. The Board may waive the match, to half of the required amount, upon a finding of fiscal distress or an exceptional economic opportunity in the collaborating localities. Grant requests may include, from any source, including state appropriated funds, match in excess of the levels outlined herein, and such additional match will receive special consideration by the Board in allocating grants.

It is the goal of the Board that among the participating localities in a regional collaboration that there be a local contribution of not less than 20% of the required match, or $50,000, whichever is greater, in the aggregate, per proposed project. Projects designed to address issues which impact more than 50% of the population of one of the nine GO Virginia regions are encouraged to meet this minimum local contribution but are not required to do so. The goal of this local contribution amount is to ensure localities are truly invested in the collaborative nature of the GO Virginia process as well as to ensure that proposed grant requests are of a substantial nature and meet the highest priorities identified in the regional plans.

The local contribution may come from any combination of the participating localities and political subdivisions. If the participating localities identify actions that they will take which result in cost efficiencies that provide resources for the proposed regional project, such funds shall be worth a 50% bonus in meeting the local contribution requirement. Existing investments by localities and political subdivisions that are redirected, repurposed, or refocused towards collaborative regional grant requests will count as local match. The Board also reserves the right to waive the local contribution for enhanced capacity building efforts that demonstrate an ability to benefit multiple regions or grant requests.

In order to meet the local contribution requirement, the application shall identify the methods the participating localities have undertaken, or will undertake during the proposed grant term, to make available the required local contribution. The local contribution may take the form of cash, revenue sharing, dedication of locally-owned or controlled assets to the proposed regional project, reallocation of existing funds, in kind contributions, or other local resources. The application shall also outline the methods the other non-local government participants in the grant application will use to provide the remaining balance of the required match.

VII. Project Performance

The applicant shall outline the aspects of the proposed grant request that will be used to measure the success of a project that aligns with the findings of the applicable Growth and Diversification plan. In the event a funded project is unable to deliver on project deliverables that impact its compliance with the performance criteria established at the time of the grant approval, the Board may terminate future funding for the project. The Board may permit a time period of not more than 60 days for the public or private entity administering the project to cure any deficiency in meeting the performance criteria prior to terminating future funding. The Board may also grant approval for modifications to the terms, conditions, or milestones should circumstances impacting the project change substantially.

VIII. Grant Scoring Criteria

In determining the eligibility of the region and the amount of monies to be awarded for grant requests, the Board and the regional councils shall follow these weighting criteria. The Board reserves the right to not make an award to proposed grant requests that have a low score in one of more of the following areas:

Economic Impact: 35%

1. Project application outlines the expected return on investment of the proposed project and the timeline for achieving that return.
2. Project application demonstrates the proposed project's alignment with and how it will address the prioritized needs and opportunities of the growth and diversification plan.
3. Grant requests that have a larger impact with regard to the creation of higher paying jobs and economic diversification, based on a return on investment model, in a smaller economic region shall receive higher scores.
4. Project outlines both behavioral as well as anticipated tangible results that will come from the collaboration.

Regional Collaboration: 30%

1. The number and percentage of localities within the region that are participating in the proposed project and the portion of the region's population represented by the participating localities.
2. Participation of localities or regions (including interstate collaborations) that are outside the applying region.
3. Cost efficiencies, repurposing of existing funds, leveraging of existing assets, or other evidence of collaboration that can be demonstrated as a result of the proposed project.
4. The amount of involvement in the project by businesses, colleges and universities, and other public and private entities within the region in the conceptualization of and the implementation of the project.
5. The amount, timing, and form of the proposed project match that outlines the depth of the commitment by the public and private funding partners to the effort.
6. Inventory existing grant requests or programs with similar goals to ensure the proposed project is not duplicative of, but additive to, other efforts to support economic diversification and the creation of higher paying jobs.

Project Readiness: 20%

1. Project application demonstrates that the project partners have the capability to successfully execute the project.
2. Project application demonstrates that the regional council has consulted with subject matter experts regarding the efficacy and viability of the proposal

3. Project application outlines how the project may be coordinated with existing efforts in the region.
4. Project application fully analyzes the barriers to successful implementation and other associated risks along with a plan to overcome them.
5. Project application reviews any prerequisite activities undertaken by the collaborating parties to increase efficiency with regard to program delivery and to ensure a deeper and consistent level of support for the project once launched.
6. Project application demonstrates the project partners, including the lead public or private administering entity, have sufficient financial management and personnel to ensure compliance with the grant agreement.

Project Sustainability: 15%

1. Plan for how a project will be sustained after grant funds are exhausted.
2. Demonstrated ability to meet the project performance metrics and to take remedial actions in the event those measures are not achieved.
3. Demonstrate leverage above the required amounts from any source.

Addendum to GO Virginia Grant Scoring Guidelines

Special Considerations for Statewide Competitive Grant Applications

As a general rule, the criteria found in the Virginia Growth and Opportunity Fund (GO Fund) Grant Scoring Guidelines shall govern the applications for grants from the statewide competitive pool as they relate to who is the applicant, administration of the grants, return on investment analysis, project performance, and the scoring criteria. However, the statewide competitive grants are expected to be larger in size and scope; thus, several adjustments are necessary as discussed below.

IV. Enhanced Capacity Building

It is not expected that the statewide competitive pool will be used to fund proposals that are solely for enhanced capacity building projects. While proposals may have an initial phase that includes some enhanced capacity building activities to test-run various project approaches, grant proposals should focus on project implementation and return on investment for the Commonwealth and the regions in meeting GO Virginia policy goals that are captured in scoring criteria. The Board may make an exception to this section if there are certain project proposals that align with priorities identified in multiple Growth and Diversification plans and may authorize funding from this pool for studies and projects that will have a significant impact across regions and will have statewide applicability.

VI. Local Participation

The Act requires any grant, regardless of whether it is from the per capita or the statewide competitive pool, to be matched, at least dollar for dollar by non-state appropriated sources. Local financial participation as part of that required match is also an important criteria in determining which projects to fund. The same local match requirements apply to competitive applications. However, project proposals with greater local participation and match, both in size and the number of participating localities, will receive special priority in the competitive grant review process.

VII. Project Performance

Projects seeking funding from the statewide competitive pool should demonstrate alignment with the goals and priorities of each of the regional growth and diversification plans of the localities represented in the application. Should such alignment not exist in the existing plans, then supplemental addendums to plans that demonstrate such alignment will be required as part of the grant application.

Supplemental Questions

The Competitive Grant Application will include questions to solicit information on how the regions will interact, collaborate, and coordinate project implementation. The application will also seek to evaluate the interplay between rural and urban regions as well as the multi-regional or statewide opportunity presented. Projects should demonstrate a benefit to more than one region or an extraordinary opportunity to the Commonwealth.

GO Virginia Working Project Guidance and Metrics

This document provides guidance and sample metrics for the development of funding applications for GO Virginia per capita and competitive grants. This guidance was developed from the GO Virginia Code language and Scoring Guidelines, as well as the precedents set by previous Board decisions. This is a working document that will be updated on a regular basis to capture Board policies that may impact application development. The following is DHCD's guidance as of December 4, 2018.

Workforce:

Program Duplication: GO Virginia can be used to develop and implement new and innovative trainings that are not currently available within that region, or within a reasonable distance of the project location. For projects replicating training that exists elsewhere in the region or Commonwealth, projects that can effectively scale an existing program will be more appropriate than those duplicating an existing program. This can be achieved by larger scale and more expansive collaborations across regions and between regions.

Industry Partnerships: GO Virginia strongly encourages private-industry partnerships for all GO Virginia projects. Securing financial and resource commitments from private-industry partners is a best practice, along with commitments to hire trainees or to upskill existing employees. Projects that address an explicit industry need, and demonstrate a clear demand for the skills and credentials will be the most successful. Projects that can demonstrate a long-term demand for the project will be more successful than those aiming to address a short-term need. Single business demand for workforce is not sufficient as more than one business must benefit.

Sustainability: GO Virginia funds should be utilized to build the region's capacity to create jobs in the targeted clusters, and projects that demonstrate the ability to sustain that capacity will be most successful. Projects that reflect a short-term solution that is financially or functionally unsustainable will be less successful. Furthermore, projects that lead to a new or expanded obligation for the State will be less successful than those that can be sustained through non-State resources.

Online Platforms: GO Virginia can be utilized to establish platforms that will match talent with available opportunities (jobs or training), as is being pursued throughout the Commonwealth. Regions should pursue opportunities that can be scaled across boundaries, or systems that work in coordination with existing platforms, to avoid duplication of efforts. GO Virginia funds should be focused on the buildout of such platforms, while marketing and outreach (for the platform or for a training program) would be more appropriately sourced from matching funds.

K-12 Projects: GO Virginia can be used to develop stronger connections between secondary education and the creation of higher paying jobs in the traded sectors. Projects that demonstrate a direct line of sight to such job creation through student credentialing or work-based learning (internships and apprenticeship) will have the best alignment with GO Virginia. Projects that implement new curriculum or learning opportunities that directly align with the region's targeted industries and include direct

commitments from businesses will be prioritized. General academic or capital requests are not appropriate. As the period of time between the project and outcomes such as job creation extends, projects will become less competitive for GO Virginia funds. Projects with longer timelines to job creation, including those focused on early childhood and primary education, are not appropriate for GO Virginia.

Precedents: Based on program guidelines and prior decisions by the Board, applications for the following are discouraged:

- **Healthcare and nursing training programs:** Healthcare is not generally considered a traded sector and therefore does not meet the mission of the GO Virginia program. The Board will consider future applications that will create higher paying jobs and generate out-of-state revenue despite being a non-traded sector, such as a medical center of excellence or specialized/innovative model.
- **K-12 Capital Requests:** Funding requests for the construction of a school or high-school vocational center will inherently offer an assortment of courses, including a significant portion that are not in line with the region's growth and diversification plan. This is considered to be a general responsibility of the local school system and the Department of Education, and is not an appropriate use of GO Virginia funds.
- **State Salaries:** Projects that lead to a new or expanded obligation to the State will be less successful than those that can be sustained through federal, private or local funds. Funding for positions at state-funded entities such as the community colleges should only be considered where a non-state source of funding to sustain those positions can be identified.
- **Scholarships:** Since scholarships can only be sustained through ongoing funding injections, this is not a sustainable use of GO Virginia funds. While scholarships can reduce the cost of existing trainings for recipients, it does not build the region's capacity to train.

Workforce Metrics: Anticipated metrics for workforce projects can include:

- Number of students trained
- Number of employees upskilled
- Number of jobs created
- Number of jobs retained
- Number of internships/apprenticeships completed
- Number of businesses served
- Number of new programs/credentials implemented
- % of completers receiving credentials
- Number of credentials awarded
- Average wages for trainees/graduates
- Average increase in wages for trainees/graduates
- Leveraged private investment
- Leveraged public investment
- Note: Metrics should reflect the incremental change due to the project. For example, if a program is being expanded- the metrics would reflect the increase in number of students trained and the increase in the number of credential awarded, over the existing baseline outputs.

Sites:

Site Development: GO Virginia funds can be used to advance a site up the Virginia Business Ready Sites Program (VBRSP) tier system through the Virginia Economic Development Partnership (VEDP). Localities and property owners are encouraged to work with VEDP to ensure that all sites are properly characterized within VirginiaScan. GO Virginia funds can be used for preliminary site due diligence, site grading and preparation, and limited infrastructure development. Prospective sites should be evaluated and prioritized based on a demand analysis to assure that the region is developing the right sites to align with the industry clusters identified in the growth and diversification plans.

Infrastructure: GO Virginia funds can be used for site specific improvements or infrastructure necessary for the development of that site, and not for general public infrastructure improvements such as roads and bridges, or upgrading water and sewer infrastructure for a locality. GO Virginia funds should leverage other state and non-state sources of funding where possible.

Revenue Sharing: It is unlikely that every locality will have a site that is appropriate for joint development through GO Virginia, and localities are highly encouraged to collaborate to act in the collective interest of the region. A Regional Industrial Facility Authority (RIFA) is considered a best practice for revenue sharing between the participating localities. A RIFA allows any two or more localities to jointly invest (a RIFA can secure debt) and share tax revenue generated from a project. Revenue sharing through a RIFA aligns with the GO Virginia requirements of local participation and local match. While RIFA's are encouraged, regions can also consider other cooperative agreements and structures to develop sites by two or more localities in which development costs and/or revenues are shared.

Speculative Development: While GO Virginia funding can be used to advance a site to business-readiness, projects should be able to document clear demand for the site to reduce the risk of speculative development. Projects that demonstrate the highest likelihood for immediate high wage job creation outcomes through active prospects or a clear history of prospect activity within the targeted clusters will be most successful. Information regarding any prospects forfeited due to the lack of business-ready sites should be included with the application. Committed prospects ["bird in hand"] are not required to pursue site preparation or enhancements (see Incentive Packages below).

Workforce Connection: Projects will be most successful when they demonstrate a clear understanding of the labor shed for the site, particularly with mega-site developments that have the potential for thousands of jobs. Projects should ensure adequate population and skills to support a future business in one of the target industries, and should outline plans to address relevant skills gaps where necessary.

Marketing: Projects will be most successful when there is coordination with VEDP and there is a clear marketing plan in place for the site. The marketing plan should target the region's priority clusters, and should include metrics for gaging the success of the marketing efforts so they can be corrected or expanded to hit targets.

Precedents: Based on program guidelines and prior decisions by the Board, applications for the following are discouraged:

- **Infrastructure:** GO Virginia funding cannot be used for the development of transportation infrastructure such as roads, bridges, tunnels, exits, public transportation, etc. GO Virginia should

not be used for general public infrastructure for a locality, without a clear line of sight to an economic development project that will create higher wage jobs in a traded sectors.

- **Incentive Packages:** GO Virginia funding is not a business incentive and shall not be used as part of a prospect incentive package. Incentives do not build the region's long-term capacity for job creation, and therefore do not meet the mission of GO Virginia. Furthermore, GO Virginia funding should not be requested for the benefit of a single business, so GO Virginia will not fund site improvements for a single bird-in-hand prospect.

Sites Metrics: Anticipated metrics for joint site development projects can include:

- Number of jobs created
- Number of jobs retained
- Number of businesses served
- Number of households served (if applicable)
- Acres advanced to higher tier per VBRSP
- Total square footage of new space developed
- Linear feet of water/sewer infrastructure constructed
- Water/sewer capacity: MGD (million gallons per day)
- Marketing dollars deployed for the site
- Number of projects (active company recruitment files)
- Number of prospects (active company visits)
- Number of businesses attracted
- Leveraged private investment
- Leveraged public investment
- Revenues increased from export-sales
- **Note:** Joint site development projects should track short and long-term metrics, to track the outputs from the project as well as the outcomes from businesses on the site.

Startup Ecosystems:

Opportunities: GO Virginia funds can be used to build the fundamental building blocks of regional startup ecosystems, such as incubators, accelerators, and forms of business funding (notably, seed funds). Such components should be prioritized based on the work of TEConomy Partners, LLC, and based on the direction provided in the growth and diversification plans. GO Virginia can assist with service development or expansion, programming, fund development, etc. However, funding to construct a new facility would be more appropriately sourced from matching funds, and could be funded through local or private matching funds.

Salaries: GO Virginia can fund staffing for startup ecosystem initiatives, where a non-state revenue model has been identified to sustain those positions.

Sustainability: Projects that demonstrate the ability to sustain the startup ecosystem enhancements will be most successful, while projects that reflect a short-term solution should demonstrate a clear demand to justify an effort that may not be sustainable. Seed funds that have an evergreen component are encouraged.

Retention: Given the mobility of many entrepreneurial activity, projects will be most successful with a demonstrated plan or proven track-record for retaining those startups within the region or the Commonwealth.

Metrics: The success of entrepreneurial ecosystem projects should be quantifiable, to every extent possible. Projects that have an established system for tracking outcomes, immediate and long-term, will be best able to demonstrate success and the return on GO Virginia's investment.

Precedents: Based on program guidelines and prior decisions by the Board, applications for the following are discouraged:

- **Startup Funding:** GO Virginia funding should be directed toward startup and programmatic expenditures, and should not be utilized to fund startups or entrepreneurs directly. Business capital, seed funds, or award funds should be funded by match.

Startup Ecosystem Metrics: Anticipated metrics for startup ecosystem projects can include:

- Number of jobs created
- Number of jobs retained
- Average wages for jobs created
- Average increase in wages for employees at businesses served
- Number of new programs/credentials implemented
- Number of credentials awarded
- Number of businesses attracted
- Number of businesses retained
- Number of businesses expanded
- Number of businesses founded
- Leveraged private investment
- Leveraged public investment
- Total capital raised/deployed
- Research and development (R&D) funding deployed
- New products completed/released to production
- Total patents filed/pending/awarded
- Number of fund investments placed and average deal size
- Number of businesses applying for fund investments
- Number of businesses interviewed and evaluated for fund investments
- Average increase in wages for employees
- Return on Investment (ROI) and Internal Rate of Return (IRR) for deployed funds
- Number of program exits by type and timing
- Revenues increased from export-sales
- Cancelled projects and/or wasted spending
- **Note:** Startup ecosystem metrics should include the outputs from the project, as well as the outcomes from the businesses served.

Memorandum

TO: Virginia Growth and Opportunity Board Members

FROM: John O. "Dubby" Wynne, Chairman

RE: Areas of Opportunity for Future GO Virginia Funding

DATE: December 11, 2018

Ever since the Virginia Growth and Opportunity Board awarded its first round of project grants on December 12, 2017, the GO Virginia Regional Councils have developed and proposed many projects to grow and diversify Virginia's economy. Guided by the shared mission to encourage regional cooperation and create higher-paying jobs from traded sector areas in every region, and in alignment with the needs and opportunities identified through their respective regional plans, the Board has now approved 29 projects that are starting to make a difference.

As GO Virginia moves into its second year of grant making, and as each region begins the process to update its growth and diversification plan, the Board thought it important to outline some concepts that may help the regional councils and their leaders develop additional projects that could have a lasting impact on the regions as well as the economy of Virginia as a whole. In short, we look at this exercise as one to help the regions better focus and prioritize initiatives as the plan update process unfolds next year.

In reviewing the initial plans, the Board found that there were four common themes – talent pipelines, site development, innovation and entrepreneurial ecosystems, and scale up activities - as areas of opportunity across the nine GO Virginia regions that could benefit from some strategic thinking on implementation and to ensure alignment across regional boundaries and with other statewide efforts. While the Board wants to continue the "bottom up" approach of project development – meaning each region should advance those project applications best aligned with its specific needs – the existence of so much commonality in needs among the regions requires some effort to avoid inefficiency and duplication with existing programs, and to advance projects that create opportunities for a statewide, coordinated program where appropriate.

At the same time, it is becoming increasingly important that the Board define parameters around project performance, return on investment, the acceptable timeline between project spending and actual job creation, additional direction on what types of expenditures will be permitted, and potential maximum grant caps. Those issues run through all four focus areas outlined below, and policies to address them will evolve over the coming months.

Finally, one common theme through all these focus areas, and GO Virginia generally, is the vital need for business leadership. The regional councils must be aggressive in setting the agenda and advancing those projects that best meet regional needs. GO Virginia is intended to be transformational, not incremental, in its thinking, and such leadership is essential to its success.

Therefore, the main goal of the outreach to the regional chairs and vice chairs is to review the current thinking and proposed direction for each of the four common project themes and to use this concept paper to raise issues about how to best move these efforts forward.

Workforce

No issue is more important to the economic diversification, growth, and competitiveness of Virginia than the quality of its workforce. Although Virginia generally has a highly skilled and highly educated workforce, there are significant gaps in the pipeline of talent for those industry clusters that are expected to grow the most in the future. These gaps show up not only in the lack of communication between businesses and the education providers about courses and training needs to be provided for future workers, but even in the most basic information relating to current and future job opportunities so business and industry can work together toward common goals, particularly to nurture the creation of higher paying jobs in traded sectors. Without such basic information, or any degree of certainty regarding the quality of existing data, it is virtually impossible to address the core problems.

In short, talent—its recruitment, retention, and development—is a central concern of employers in every region of Virginia, and it has become a chief concern of policymakers across party and regional lines. This focus is timely because the needs are multifaceted and pressing. They include (i) aligning Virginia talent with current and prospective job opportunities, (ii) adapting education and training programs to meet current and prospective Virginia business needs, and (iii) attracting and retaining needed talent from outside Virginia.

While solving these workforce challenges in Virginia is a complex undertaking and beyond the scope and capabilities of GO Virginia and its limited funding, we do believe that the GO Virginia initiative and the regional councils can play a role in helping to address the concerns outlined above. By targeting our limited resources, and through business leader engagement and collaboration with other stakeholders, we believe progress can be made through regional initiatives.

Specifically, we see several areas where the GO Virginia regional councils could focus their funding requests:

Systematic Assessment of Employer Needs for Talent – Regional councils could initiate projects to enhance the functioning of the labor market, and the ancillary education and training market, by remedying the information gap related to the current and anticipated talent needs of Virginia business employers, especially in targeted sectors. Many regional growth and diversification plans

targeted high-demand and/or high-growth sectors include technology (cyber, big data/data analytics, etc.), life sciences, skilled trades, and specialized manufacturing. Through smartphone apps and other technology solutions, industry trade fairs, and other business-education partnership opportunities, these information gaps can be closed to move a region's workforce ahead.

The Talent/Job Interface: Matching Talent with Employment Opportunities – Support programs that enhance the functioning of the labor market by establishing effective mechanisms by which students/parents and adults can learn about and access employment opportunities and related educational/experiential programs. These opportunities would be focused on key industries and clusters identified in each region as important to its future economic growth and diversification. These can include concepts such as "manufacturing days" to expose students/parents/teachers to job opportunities, increased job mentoring and counseling, and additional apprenticeships and internships.

Improving Alignment: Promoting Education-to-Employment Pipelines – What we have repeatedly found is that the business and education communities exist in silos, functioning separate from each other and not aligning to develop the pipeline of skilled workers needed by local companies. The Board believes that the business leadership on the regional councils can be strategically used to improve the alignment between the education and training that is and will be available to Virginians (from high schools, colleges, and other providers) and the current and anticipated needs of Virginia businesses, especially in clusters targeted for high-impact growth in years ahead. A key strategy for improving this alignment is to create business and education (higher education and K-12) collaborations that get students onto education/training tracks—often referred to as pipeline programs or pathways—that provide tailored education/training regimens, curriculum development, experiential workplace opportunities (internships, etc.), and eventual employment. As previously noted, supporting additional internships and apprenticeships will also be key to this effort.

Each of these focus areas are dependent upon a thorough understanding of the talent pipeline needs identified by businesses in each region. We need to begin by asking some of the following questions:

1. Do you have accurate data on where the best opportunities are for higher wage traded sector job opportunities and what exactly is needed to fill any gaps?
2. What can be done to ensure GO Virginia investments in meeting these needs are impactful and sustainable?
3. Does the region have a systematic approach for addressing these issues across business, government, and training providers beyond narrow, opportunistic initiatives? How do we particularly get higher ed and business in closer alignment and partnership?

Site Development

There are several existing models already in Virginia which, with minor modifications, could serve as the foundation for a GO Virginia initiative around joint site development. Starting in 2016, the Virginia Economic Development Partnership used the newly-created Business Ready Sites Program to help spur the development of new industrial sites around the state by providing funding for planning, infrastructure development, and permitting. Funding for the program was immediately over-subscribed, further evidence of the desperate need localities see to have shovel ready product to facilitate economic growth. Although some funding was restored for this initiative in 2018, it is insufficient to meet the need to develop sites primed for target clusters. Further, the Business Ready Sites Program does not require greater regional collaboration which remains a cornerstone of GO Virginia activities. Nevertheless, these efforts are not mutually exclusive and can be coordinated.

GO Virginia funding can be used as a catalyst to advance regional cooperation on site development and to advance sites "up" the tier status. Site grading, limited infrastructure development, and other final preparatory activities could be supported by GO Virginia after a site has advanced through initial stages of the Business Ready Sites Program. GO Virginia funding, along with the financial benefits provided in the Virginia Collaborative Economic Development Act, could unlock significant resources to advance the state's goal of having more shovel ready sites available for development.

Having a link to GO Virginia would also ensure both better alignment between site development (specifically, how they are designed and marketed) with the industry clusters identified as priorities in the regional growth and diversification plans and the availability of workforce to serve in new and expanding companies. Prospective sites should be evaluated and prioritized based on a demand analysis and with the understanding that not every locality will have a GO Virginia supported location, but instead, that localities should come together and act in their collective interest.

If a region considers a joint-site development project, there is already a mechanism in Virginia to aid any willing collaborative partners on joint site development – the *Virginia Regional Industrial Facilities Act*. Any two or more localities can organize to create a regional industrial facilities authority (RIFA) in accordance with the Act. The RIFA allows two or more localities to jointly invest in a site development project and share the tax revenues generated from the project. The GO Virginia Board has already established the precedent that the revenue sharing that occurs under a RIFA aligns with requirements of GO Virginia for local participation and match, and that a RIFA, or similar contractual obligation binding multiple localities, must exist in order for grant funds to be provided.

It must also be understood that GO Virginia is not the sole source of funding for site development. The Tobacco Commission has already been active in supporting megasites, and federal (USDA, EDA) and state funds (CDBG, VDOT) are also available to assist with various components of a development. GO Virginia should be the last source of funding in to close any gaps, not the seed capital to get a project initiated.

As the joint effort with VEDP moves ahead, we will be finalizing the policies related to the site development initiative.

Entrepreneurial Ecosystem

This concept refers to activities that foster the necessary elements of a thriving startup culture and "entrepreneurial ecosystem" in each region. In short, GO Virginia could be a catalyst to facilitate the development of the fundamental building blocks of such an effort, or to enhance the ones already in place that may lead to new, growing industry clusters and aligned with the broader needs and opportunities identified in the updated regional growth and diversification plans.

Over the past few months, the TEConomy team has been analyzing the entrepreneurial ecosystem in each region and has developed both a statewide implementation plan and recommendations for how to close any gaps in the existing activities at the regional level. Based on that analysis, the preliminary thinking is that each region could get a GO Virginia funded "quarterback" to better coordinate existing efforts and ensure alignment with the new initiatives as determined in each region. The goal would be to provide promising entrepreneurs a path to success through coordinated services to get their ideas to market. Using the analysis on gaps observed by the TEConomy team in each region, regions will then prioritize their needs and determine which of the various recommendations has the greatest chance of success. This will include a thorough review of existing resources and how best they can be modified and repurposed to meet the new coordinated structure.

At the same time, there is an initiative emerging from the Virginia Research Investment Committee effort on commercializing research opportunities at our public universities that has the opportunity to augment what GO Virginia believes is possible at the regional level. This initiative, which could advance bench-to-licensing efforts, support entrepreneurs in residence, more translational research, and a reorganization of the state's existing technology related programs, could build on the regional recommendations of TEConomy. Legislation and budget actions may be considered during the 2019 session on this separate, but complementary, effort.

All of these activities would then be supported through state assistance for the best commercialization efforts and a seed fund to advance the most promising business opportunities – so long as they lead to higher paying traded sector job growth. In short, these initiatives bring together the resources to identify and nurture promising business opportunities with the often lacking funds needed to get them closer to development.

In order to assist with the regional effort, it may be useful for the regional council to have an advisory committee on entrepreneurial implementation that includes local entrepreneurs and others who have successfully navigated the maze from concept to product to help vet the best project opportunities and target regional investments. The efforts of this committee would be supported by the dedicated staff and other resources provided through GO Virginia and which achieve regional priorities.

Scale Ups

An often ignored and misunderstood path to job creation and economic diversification is through the scaling up of successful small and medium sized enterprises already in a region and which are aligned with the designated growth industry clusters. By working with these companies to grow and retain them – through specific initiatives such as business mentoring, increased access to capital, enhancing access to new customers and suppliers, and other scale-up activities – Virginia's regions have the opportunity to significantly enhance their economic prospects.

In order to shape potential projects in the scale-ups area, it will be important to first differentiate these scale up activities from those provided in the entrepreneurial ecosystem effort and to outline the best ways to identify, grow, and retain these companies. Efforts could include retooling existing business recruitment, retention, and expansion activities to identify growing companies, better coordinate services provided to them, and to grow supply chains and other efforts foundational to their sustainable growth in a region.

Board Policy #9

TITLE: Use of GO Virginia Funds for Site Development Investments

EFFECTIVE DATE: 12/10/2019, amended 12/7/2020

AUTHORITY: § 2.2-2486 - §2.2-2489 of the Code of Virginia

POLICY STATEMENT: It is the policy of the Virginia Growth and Opportunity Board that per capita and statewide competitive funds may be used for site development activities that increase the number of business ready sites available to accommodate the expansion or attraction of businesses in the regions' targeted industry sectors.

Activities must advance sites towards becoming a Tier 4 site using the Virginia Business Ready Sites Program tier descriptions for site readiness for sites of at least 25 contiguous acres. Applicants may request a waiver of the 25-acre minimum if they can demonstrate the site is of significant regional importance. GO Virginia investments will support regions in advancing priority sites in Tiers 1-3. Sites that have been certified as a Tier 4 or 5 may be considered for funding if the applicant can demonstrate that the investment will significantly increase the marketability of the site. The Virginia Economic Development Partnership staff will be consulted in the review of all site-related applications.

Applications must describe activities that lead to the development of regionally significant sites - those identified by regional councils as priority and aligned to support industry sectors in their Growth and Diversification Plans. All projects must include collaboration of at least two localities with efforts to jointly contribute to the project through cost/revenue sharing, joint workforce development efforts and/or other partnerships or agreements, such as Regional Industrial Facility Authorities (RIFAs).

Applicants are encouraged to consider how the Virginia Collaborative Economic Development Act could be leveraged to advance the development of the site(s) in the future.

Funds may not be used for property acquisition, construction of speculative buildings, or any site developments that benefit only a single, known end user. Funds may be used for activities such as site characterization and prioritization, site due diligence, infrastructure enhancements, and the development of cost/revenue sharing agreements, such as a RIFA.

Per Capita Funds

Regional Councils must demonstrate that they have considered VEDP site characterization and prioritization analysis and are focused on funding a limited number of sites within their region with the most potential to advance their Growth and Diversification plan, that enhance regional collaboration, and are most likely to be attract private sector investment. Regions are encouraged to consider sites' developability, location competitiveness, as well as sector suitability for their

targeted sectors. Project activities should advance site readiness for future economic development opportunities. Applicants must describe their strategy to market and promote the site to targeted end users.

Project applications that include both planning and implementation activities will be considered and reviewed on a case-by-case basis.

Planning Activities - Examples of fundable activities include site characterization and prioritization (for sites not previously fully characterized by the Virginia Economic Development Partnership) and activities to develop collaborative cost/revenue sharing agreements. Planning projects should be designed to include recommendations for future investments that would advance a site's business-readiness.

For site related funding requests for planning of less than $100,000, the application may be submitted as an Enhanced Capacity Building (ECB) grant request.

The Board will require a 1:1 match with no local match requirement and funds awarded will count towards a region's $250,000 annual limit for Enhanced Capacity Building activities.

Implementation – Examples of fundable activities include necessary due diligence (soft costs) and infrastructure enhancements (hard costs) that advance a site's readiness for development.

For site implementation projects that exceed $100,000 and are using regular per capita funds, the Board will require a 1:1 match with a local match requirement of 20% or $50,000 of the project cost, whichever is greater.

Statewide Competitive Funds

Competitive funds may be used to advance regionally-significant sites of 25 acres or more that will help grow the regions' targeted industry sectors as described in their Growth and Diversification plan while supporting the state's economic development objectives. The results of VEDP's site characterization and prioritization process will play a key role in awarding competitive funds for site development but additional elements such as regional impact will be considered.

Competitive funds will be considered for projects that have a significant regional and statewide impact. Applicants must incorporate collaborative cost/revenue sharing agreements, such as Regional Industrial Facility Authorities (RIFAs), or demonstrate joint funding commitments in workforce development, transportation, or other collaborative partnerships that demonstrates significant involvement of two or more localities.

Sites with high location competitiveness for target industries and high developability will be prioritized; however, sites not meeting these criteria will be considered but will require significant justification. Applicants must describe their strategy to market and promote the site to targeted end users.

Fundable activities include those that have the participation of two or more localities would advance the site towards a Tier 4 status and/or improve its marketability and investment potential.

For site implementation projects using competitive funds, the Board will require a 1:1 match with a local match requirement of 20% or $50,000 of the project cost, whichever is greater.

Privately Owned Sites

GO Virginia funds may be used to provide public infrastructure investments in privately owned sites under guidelines developed by DHCD. The guidance shall establish eligibility requirements, relevant agreements with subgrantee/locality, and a grant repayment mechanism should the site cease to be used for an eligible GO Virginia use.

APPROVAL AND REVIEW: This Board policy was approved on 12/9/2019, and amended on 12/7/2020.

SUPERSESSION: N/A

DHCD DIRECTOR: Erik Johnston

Virginia Growth and Opportunity Fund (GO Virginia)
Regional Site Development Project Guidance

Section I: GO Virginia Program Intent and Regional Site Development

GO Virginia's goal is to facilitate regional collaboration to grow and diversify the economy through supporting projects leading to the creation of more, higher paying jobs through revenue derived from out-of-state sources. Programs and projects recommended by the Regional Councils and approved by the GO Virginia state board shall be consistent with the strategies and targeted industry clusters outlined in the regional growth and diversification plans.

In May 2019, the GO Virginia State Board directed the Department of Housing and Community Development (DHCD) and the Virginia Economic Development Partnership (VEDP) to identify strategies for aligning investments through collaboration between GO Virginia and VEDP's Virginia Business Ready Sites Program (VBRSP). Since both entities share the goal of increasing the number of business-ready sites regionally and statewide, additional site development activities will enhance the Commonwealth's competitive position, and ultimately expand the number of economic development prospects (new and expanding businesses) that choose Virginia.

In 2019, VEDP used VBRSP funds to characterize nearly 500 potential sites across the State to augment the Commonwealth's site inventory and to determine the types of investment to make these sites shovel-ready. The VEDP Site Characterization process scored each property using a 5-level tiered system to show the degree of readiness for economic development. The scoring system, along with a prioritization process guided by VEDP and aligned with each region's Growth and Diversification Plan, should serve as a guide to site investments by GO Virginia. Likewise, GO Virginia site development projects should also be aligned with the Virginia Collaborative Jobs Act, wherever possible.

The GO Virginia State Board approved Board Policy #9 - Use of GO Virginia Funds for Site Development Investments on December 9, 2019, stating that funds may be for regional site **planning** efforts, as well as regional site development **implementation** activities. Specifically, GO Virginia funding of regional site planning projects should be used to initiate due diligence activities or advance a site to the lower level tiers of the VBRSP scoring system (e.g. 1-3). For site development implementation projects, investments should advance properties towards achieving Tier 4 or 5 status under the Virginia Business Ready Sites Program criteria. Sites that have been previously certified as Tier 4 or 5 may be considered for funding if the applicant can demonstrate that the investment will significantly increase the marketability of the site, as well as position the property for investment and job creation activities.

Board Policy #9 was amended on December 7, 2020, providing for state-funded investments in sites of no less than 25 contiguous acres and, further, allowing privately-owned sites to be

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considered for GO Virginia investments if they meet the program requirements. The policy amendment also allows applicants to request a waiver of the 25-acre minimum if they can demonstrate a given, individual site is of regional significance or when development of a given site will precipitate extraordinary regional opportunities. Properties smaller than 25 acres and within the boundaries of an existing business park or industrial corridor may also be deemed regionally significant and, therefore, considered for the waiver when the majority of park properties have already been developed.

The purpose of this administrative guidance is to ensure that the board policy is implemented in a way that is equitable and fair, supportive of rural/urban development strategies, provides clarity, and allows for autonomous decision-making by Regional Councils.

Further, the guidance has been developed to ensure that investment decisions are data-driven, transparent, and result in a public investment that maximizes economic impact within regions and across the Commonwealth while protecting state and local interests.

Section II: Definitions

The following definitions have been provided to provide clarity and consistency in review and implementation of Board Policy #9.

Due Diligence (Soft Costs): Due diligence is the process of investigating a parcel (s) of land for its viability and suitability for a particular project. Due diligence includes engineering, architectural or other professional services that assess the risk of undertaking development activities on a given site. Examples of typical due diligence efforts are topographical surveys, environmental site assessments (e.g. Phase 1/Phase 2 ESA), wetlands delineations, structural surveys (existing buildings), cultural and historic resources evaluations, existing infrastructure assessments, and development of preliminary conceptual plans.

Infrastructure Enhancements (Hard Costs): Infrastructure enhancement activities are those directly related to the development or strengthening of "systems" required to support public facilities essential to community and business operations. Examples of infrastructure systems include utility services such as water, wastewater, electricity, natural gas, telecommunications, storm water management facilities, and transportation networks. While buildings from which public services are delivered – such as fire stations, schools, and libraries – are often considered infrastructure, GO Virginia does not fund these types of projects. Similarly, GO Virginia funding of road construction/improvements will generally be limited to internal road systems, such as those typically found in industrial or corporate office parks, since other State programs are available to provide direct access to a given site (e.g. VDOT's Economic Development Access Program).

Redevelopment Sites: Vacant and deteriorated properties within city or county boundaries whose poor condition creates physical and economic blight to the surrounding area in which the structure is located. These structures are no longer suited for their former purpose, and in their current deteriorated condition, represent a substantial deterrent for future economic

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opportunity in the surrounding area and region. Sites redeveloped using GO Virginia funds must result in a net gain in the region's employment and average wage levels, not merely a shifting in these metrics from one locality to another.

Regionally Significant Sites: Sites of regional significance are those that have **all five (5)** of the following characteristics:

1) Development of the site(s) will facilitate or leverage private sector economic activity that is aligned with the regions' Growth and Diversification Plan (targeted industry sectors), and the creation of jobs that pay higher than the regional average wage.
2) Properties are deemed viable and developable based on the site characterization study conducted by VEDP in 2019 (or another comparable independent characterization study). A region may use GO Virginia funds to conduct a site characterization study (Sites Planning Grant) prior to an implementation grant request.
3) Development activities on the site(s) represent meaningful, ongoing collaboration of two or more localities. That collaboration may include on or more of the following:
   - Regional Industrial Facility Authority, or other similar legal structure, that allows for defined cost/revenue sharing in the development of the property;
   - Demonstration of a collective marketing effort of the site by two or more local economic development organizations and/or a regional economic development entity representing the partnering localities;
   - Joint financial contributions in initiatives that would further increase the marketability of the site or the region, such as new workforce development efforts designed to support the industries being targeted in business attraction efforts.
4) Sites have been reviewed and prioritized relative to the region's total portfolio of available sites using an objective, data-driven process that assesses each site's location competitiveness and developability, such as that which was used in the statewide site characterization study conducted by VEDP in 2019. If requesting funding for a site that was NOT included in the characterization study or has not been independently reviewed using a similar methodology, an applicant may request funds to support the strategic sites prioritization (i.e. Sites Planning Grant).
5) Development of the site(s) will support a level of economic activity that will provide regional impact, specifically net gains in targeted sector employment, average wage levels, and revenues coming into the Commonwealth. Concurrence on regional impact may be demonstrated through revenue sharing agreements among partnering localities, public-private partnerships with development entities, or analysis showing that the resulting intended use of the property, when fully developed, will create higher paying jobs and generate economic activity that will benefit two or more localities and their residents.

Site Characterization: A tool used by the Virginia Business Ready Sites Program (VBRSP) to assess and designate a site's current level of readiness for economic development activity. A site development professional (e.g. civil engineer, architect, site location or land development consultant experienced with sector-based requirements) evaluates the property to classify the

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current level of preparedness and existing infrastructure, as well as outlines the additional steps (and estimated costs) required to bring the site to the next level of readiness – i.e. Site Characterization Tier Levels. For more information about Site Characterization, click here.

Site Prioritization: A data-driven decision-making process undertaken by the Regional Council to rank properties to be targeted for development across the region. Whether formal or informal, prioritization of sites should focus on those offering good market position, elevated tier levels (see Site Tier Levels below), and the most cost-effective development strategies. Data used to inform the prioritization process may include Site Characterization reports provided by VEDP (or similar studies), economic impact models, demonstrated and substantial prospect activity (interest) in a given site, as well as prior efforts jointly undertaken by two or more localities to prepare a site(s) for business uses. In addition, Regional Councils are encouraged to consider statewide economic development goals as part of the site prioritization effort.

Site Tier Levels: A part of the Virginia Business Ready Sites Program (VBRSP) that describes the level of existing development of a potential site. The tiers range from Tier 1 (i.e. little to no prior planning or development activity) to Tier 5 (i.e. ready to go). For more information on Site Tier Levels, click here.

Virginia Business Ready Sites Program (VBRSP): A discretionary program administered by the Virginia Economic Development Partnership (VEDP) to promote development and characterization of sites (containing a minimum of 25 contiguous, developable acres) to enhance the Commonwealth's infrastructure and promote the Commonwealth's competitive business environment. The program's goal is to identify, assess, and improve the readiness of potential industrial sites, using a pre-determined scoring matrix (e.g. Tiers 1-5) around the viability and development opportunities for a given property. For more information on this program, click here.

Section III: Allowable Activities

Regional Site Development Planning

Pursuant to GO Virginia Board Policy #9, funds may be used to support regional site development planning activities. Site planning activities include characterization of properties not fully characterized previously by the Virginia Economic Development Partnership, as well as objective, data-driven site prioritization efforts within a region (e.g. feasibility studies, sector suitability analysis). In addition, planning funds may be used to develop collaborative cost/revenue sharing agreements, define and develop multi-jurisdictional organizational structures (e.g. RIFA), or establish contractual or option agreements with landowners. For site characterization projects, applicants should use the criteria and methodology established by VEDP's Business Ready Sites Program to allow for objective, data-drive evaluation of priority sites within a region.

Applicants must demonstrate meaningful outreach and commitment to a planning process that engages a variety of stakeholders, including public and private utility companies, utility cooperatives, local governments, regional planning organizations, and local and regional

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economic development organizations. The result of this outreach and planning process should enable the Regional Council to make informed decisions in prioritizing sites across the region. In addition to stakeholder outreach and engagement, the planning process should include an inventory of assets, current ownership of the site(s), engineering designs, and cost estimates.

Regional Site Development Implementation

Pursuant to GO Virginia Board Policy #9, regional site development implementation activities include necessary due diligence (soft costs) and infrastructure enhancements (hard costs) that advance a site's readiness for development. Likewise, consideration will be given on a case-by-case basis to public-private partnership activities providing extraordinary regional opportunities, such as those meeting a critical need of the region's targeted industry sectors (e.g. wet lab space).

Funds awarded for implementation grants may NOT be used for property acquisition, construction of speculative buildings, or demolition of existing buildings. Site enhancements benefitting only a single, known end-user will be considered for multi-tenant projects providing pad-ready sites or leasable space for more than one business in the region's targeted sectors, such as a biotech hub or co-location data center operation.

Section IV: Site Development Application Process

All applications must describe activities that lead to the development of regionally significant sites - those identified by Regional Councils as priority and aligned to support industry sectors in their Growth and Diversification Plans. All projects must include collaboration of at least two localities with efforts to jointly contribute to the project through cost/revenue sharing, joint workforce development efforts and/or other partnerships or agreements, such as Regional Industrial Facility Authorities (RIFAs).

Recognizing the importance of partnerships in economic development activities, the GO Virginia Board will consider investments in publicly or privately-owned properties for both greenfield and redevelopment activities being led by the Regional Council when the following are met:

1) The site characterization report (completed by VEDP in 2019 and provided to each locality) for any property being advanced has been reviewed by the applicant's Regional Council, allowing for objective, data-centric evaluation of the site;
2) Previous site advancement activities and investments have consistently occurred over the past five years, by public or private entities, on at least an every other year basis;
3) Site development projects on privately owned properties require a contractual agreement between the local governing body, economic development authority (EDA or IDA), or RIFA and the owner of record of the land. The agreement should be more than a memorandum of understanding, clearly outlining the commitments of all parties in marketing and developing the site(s). Specifically, the agreement should: grant access to the property for evaluation/study purposes, state the intended commercial or industrial

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use, and define the maximum per acre price the landowner will charge an interested buyer. Where possible, the agreement should also stipulate any necessary, future restrictions that may be placed on the sites to ensure they will remain zoned for commercial and industrial uses as specified in the Region's Growth & Diversification Plan;

4) For large-scale, multi-year site development projects, a conceptual plan or publicly-approved Capital Improvements Program (CIP) plan should be provided to demonstrate both prior and future year investments being directed to the site(s), as well as documentation of any funding to-date;

5) For site development implementation projects leading to Tier 4 or 5 characterization, a return on investment (ROI) analysis, such as the existing model used by GO Virginia, must accompany the application. The analysis should estimate the projected employment levels, wages, and tax revenues to be generated from the developed property over the expected timeframe for the State to "recover" its investment (not to exceed 5 years);

6) For site development planning projects leading to Tier 3 characterizations, a formal ROI analysis is not required; however, supporting documentation outlining the following must be provided: 1) additional, usable acreage that will be made available for business uses, 2) industry sectors being targeted for these sites, 3) activities that will be jointly undertaken by participating localities and/or the regional EDO to market or support the advancement of the site(s), 4) a plan outlining future activities to advance the site to Tier 4 or 5 status.

7) In order to minimize GO Virginia's involvement in any requisite/future collection efforts, repayment of State funds for unrealized or underperforming site advancement projects (e.g. "claw-backs") should be agreed upon and clearly defined in the contractual agreement mentioned in item 3 above (or via a similar legally-binding document). When necessary, repayment of GO Virginia funds can be provided either directly by the locality or its EDA/IDA, private land owner or developer, or a combination of public and private funds.

Regional Site Development Planning

Applicants requesting funds for regional site development planning activities must complete the Regional Site Development Planning Grant Application, included in this guidance as Attachment A.

Regional Site Development Implementation

Applicants requesting funds for regional site development implementation activities must complete the Regional Site Development Implementation Grant Application, included in this guidance as Attachment B.

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Section V: ATTACHMENTS - Applications and Site Checklists

Attachment A

Application for Regional Site Development Planning Grants & Checklist (For Administrative Approval)

1. Please list the participating localities (a minimum of two is required).

2. Provide a brief summary of the proposed project and how it relates to the Region's Economic Growth & Diversification Plan and priorities. Include the industry sectors targeted for the property(ies) being advanced.

3. Describe all partner organizations involved with the project (public or private), including the entity's role, financial or in-kind commitment, and capacity to successfully execute their duties as they relate to the project. These may include, but are not limited to, economic development entities, local governments, regional organizations, planning district commissions, land owners, or real estate development groups.

4. List any prior site advancement activities on the property(ies) in which public or private investment has occurred over the past five years, including dollars spent.

5. Has a site characterization report (or similar evaluation) previously been completed for the property(ies)? If yes, please list the methodology or group completing the evaluation and year completed.

6. Discuss how this site(s) was prioritized for funding by the Regional Council over other sites in the region.

7. For privately-owned sites, discuss any current contractual agreements between the locality (or their EDA/IDA) and the land owner that are in place to allow for advancement of the site(s).

8. Explain how this planning effort may lead to or contribute to the success of related future grant requests.

9. Outline the total project budget and the sources and uses for matching funds and leverage.
   a. Does the project have the required $1:1 match? If so, what are the sources/uses for these funds?
   b. Are any additional funds (public or private) or in-kind contributions serving as leverage for the project? If so, what are the sources/uses for these funds?

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APPLICATION CHECKLIST

- ☐ Project Application to Regional Council
- ☐ Letter from Regional Council Chair stating support of the request
- ☐ Budget Overview: Sources & Uses Template
- ☐ Financial Commitment Letters and In-Kind Contribution Forms
- ☐ Property Information Form (Attachment C)
- ☐ Maps of Site to include property boundaries, transportation assets

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Attachment B

Application for Regional Site Development Implementation Grants & Checklist (Application to be submitted in CAMS)

ECONOMIC IMPACT

Provide a detailed overview of the proposed project and associated activities included in the project budget. If the full project scope goes beyond the reflected budget, please provide a breakdown of the current and later phases of project activities. ATTACHMENTS: A 1-2-page Executive Summary should be uploaded with the application.

1. Identify the project goals and outcomes, and how the project relates to the region's Economic Growth and Diversification plan and the goals of GO Virginia.
2. Describe the project timeline and the specific project milestones that will be utilized to track project progress and fund disbursement. ATTACHMENTS: Project Milestones including a proposed Drawdown Schedule should be uploaded with the application.
3. Provide a detailed description of the performance metrics that will be used to measure success, both quantitative and qualitative, and how the metrics were developed. Describe the Return on Investment (ROI) methodology and calculated ROI and the timeline for achieving the expected ROI. Include an explanation and source of any data used as the basis for ROI and outcome projections. ATTACHMENTS: Performance Measures and ROI Calculations should be uploaded with the application.

REGIONAL COLLABORATION

Describe the service area of the project. Identify localities or private sector partners participating in the project (financially or administratively), as well as those localities that are served by the project. ATTACHMENTS: Relevant letters of commitment (including in-kind contribution forms) or support from localities or local government entities should be uploaded with the application.

4. Are there localities or other GO Virginia regions (including interstate collaborations) outside of the applying region that are participating in the project? If so, describe the nature of the collaboration and the anticipated impact.
5. Outline any private-sector or non-government partners (e.g. developers, land trusts, university foundations) participating in the project, including their role/contribution.
6. Identify cost efficiencies, repurposing of existing funds, leveraging of existing assets, or other evidence of collaboration that can be demonstrated as a result of the project.
7. Has a site characterization report (or similar evaluation) previously been completed for the property(ies)?.

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8. Discuss how this site was prioritized for funding by the Regional Council over other sites in the region. Was VEDP's site characterization study used in this prioritization effort?
9. Describe how the project will fill site inventory gaps within the region's targeted industry sectors.

PROJECT READINESS

Describe all partner organizations involved with the project (public or private), including the entity's role, financial or in-kind commitment, and capacity to successfully execute their duties as they relate to the project. These may include but are not limited to economic development entities, local governments, regional organizations, or planning district commissions.

10. List any prior site advancement activities on the property(ies) in which public or private investment has occurred over the past five years, including dollars spent.
11. Discuss any major barriers to successful implementation and other associated risks, along with a plan to overcome them. How will the project administrator address these barriers?
12. Discuss how the regional council and project developers have consulted with VEDP and subject matter experts regarding the efficacy and viability of the site development implementation proposal. Provide an overview of the feedback from the subject matter experts, and how their feedback validated the approach and methodology for the project.
13. Discuss how the regional council and project developers have consulted with local government entities regarding the strategy and implementation of the project.
14. For privately-owned sites, outline any current contractual agreements between the locality (or their EDA/IDA) and the land owner that are in place to allow for advancement of the site(s).
15. Identify the total project budget and the sources and uses for matching funds and leverage.
    a. Does the project have the required $1:1 match? If so, what are the sources/uses for these funds?
    b. Does the project have the required 20% (or $50,000 if request is less than $250k) local match? If so, what are the sources/uses for these funds?
    c. Are any additional funds (public or private) or in-kind contributions serving as leverage for the project? If so, what are the sources/uses for these funds?
    d. ATTACHMENTS: Financial commitment letters, contractual agreements, and In-Kind Contribution forms should be uploaded with the application.

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PHYSICAL PROPERTY ATTRIBUTES

Please provide the following information regarding the property:

1. Property Information (Attachment C)
    a. Address, county, parcel number, total acreage, estimated developable acres, current land value, zoning, ownership
    b. Transportation assets
    c. Map highlighting highway, road, river, and rail assets (when applicable)
2. Identify which of the following due diligence items have/have not been completed, along with the respective dates
    a. Site Characterization (VEDP or similar study)
    b. Phase I Environmental Site Assessment
    c. Phase II Environmental Site Assessment (if required by the Phase I)
    d. Preliminary Geotechnical Study
    e. Surface Water Delineation
    f. Threatened and Endangered Species Study
    g. Phase I Archaeological Study
    h. History Architecture Survey
    i. Conceptual Plan, Master Plan, or Preliminary Site Plan
    j. Add any additional due diligence studies completed to this list
3. Current Property Conditions
    a. Strengths
        - Assets that make the property marketable
        - Include photos if relevant/helpful
    b. Challenges
        - Difficulties towards the project being developed without assistance
    c. Community coordination
        - Is there zoning in place? Please include the locality's definition of the intended use for the property.
        - Does the locality's Comprehensive Plan allow for the intended business use on the property (i.e. one or more of the targeted sectors outlined in the Region's G&D Plan)?
        - Has a master plan been completed previously? If so, describe when and whether an updated plan will result from this proposal.

APPLICATION CHECKLIST

- ☐ Application completed in CAMS
- ☐ ATTACHMENT: 1-2 Page Executive Summary
- ☐ ATTACHMENT: Project Milestones with Drawdown Schedule
- ☐ ATTACHMENT: Financial Commitment Letters and In-Kind Contribution Forms
- ☐ ATTACHMENT: Property Information Form
- ☐ ATTACHMENT: Maps of Site to include property boundaries, transportation assets

DRAFT

Attachment C

Property Information Sheet			
Address:			
Size:	**Total Acreage:**	**Estimated Developable Acres:**	
Current Zoning:		**Current Real Estate Assessment:**	
Original/Most Recent Use:		**Year Built (Redevelopment):**	**Vacant since:**
Current Owner:			
Transportation Assets:			
Site Characterization Complete?:			
	If Site Characterization is complete, please answer questions below.		
Current Tier:			
Tier After Project Complete:			
Developability Score:			
Marketability Score:			
Additional Information:			

DRAFT

THERE ARE THREE DISTINCT DELIVERABLES WHICH HAVE BEEN GENERATED FOR EVERY SITE INCLUDED IN THE STUDY (PAGE 1/2)

1. Site Characterization Report

- This report provides details on the current state of readiness of the site
- The information contained in these reports was current as of July 2019
- Questions this report answers:
  - Is the site project-ready or is additional investment required?
  - What are the steps to get the site ready for a project and what is the approximate cost?
  - What could the potential build-out of the site look like?

2. Site-Location Overview Report

- This report provides an overview of the site basics, cost estimates and developability, and sector suitability
- This report is intended to synthesize findings from the 3 deliverables
- Questions this report answers:
  - How does the site look across all the factors considered?

THERE ARE THREE DISTINCT DELIVERABLES WHICH HAVE BEEN GENERATED FOR EVERY SITE INCLUDED IN THE STUDY (PAGE 2/2)

3. Site Developability Score

- The developability score takes the data contained in the site characterization report and converts it to a number so that sites can be compared
- Higher site scores reflect a site that is more attractive for development as it is likely less costly and less time-consuming to develop
- Questions this item answers:
  - How attractive is the site from a development perspective?

4. Sector Suitability Report

- This report reflects how suitable the location is for each of the eight sectors considered in the study
- The analysis is based on data pulled by KPMG's Site Selection Consultant practice and weighted according to their proprietary scoring system
- Questions this report answers:
  - If the site were to be developed, for which industries should the site be developed and marketed?

AGENDA

- Site development strategy overview
- Overview of deliverables
- **Site characterization report**
- Site overview scorecard
- Site developability score
- Sector suitability report
- Additional considerations

SITE CHARACTERIZATION REPORT OVERVIEW (PAGE 1/3)

Each characterization report includes:

1. Report Cover with Tier Stamp
2. Tier Certification Letter
3. Site Summary
   - Site Background & History
   - Wet Utilities (Water & Sewer)
   - Dry Utilities (Elec, NG & Fiber)
   - Transportation & Access
4. Site Readiness Roadmap
   - Steps to achieve Tier 4 status
5. Exhibits
   - Aerial & Environmental
   - Utilities
   - All Constraints Mapping
   - Site Schematic Build-out

Report Cover with appropriate contact information and Tier Rating Seal

Each report is a "snapshot" in time based upon the readily available information, much like a financial statement or audit.

SITE CHARACTERIZATION REPORT OVERVIEW (PAGE 2/3)

Each characterization report includes:

SITE CHARACTERIZATION LETTER

September 27, 2019

Mr. John K. Loftus
Sites and Buildings Manager
Virginia Economic Development Partnership
901 East Cary Street
Richmond, VA 23219

Re: **Tier 2 Site Certification for Industrial Site**
Located in Gotham County, VA

Dear Mr. Loftus,

Thank you for the opportunity to work with you on the Site Certification of the Industrial Site in Gotham County, VA as a part of the larger Virginia Economic Development Partnership (VEDP) Enhanced Site Characterization and Assessment Study.

After an extensive review of the information provided on the above referenced property and verification of utility capacities and availability to the site, we are pleased to certify the Industrial Site as a:

Tier 2 Certified Site in accordance with the Virginia Business Ready Sites Program Standards.

Thank you again for the opportunity to work with you and Gotham County on this site certification. The results of this assessment will be instrumental in making more informed investments in site development and increase VEDP's ability to recruit new businesses to Gotham County and Virginia.

Should you have any questions or need any additional information, please don't hesitate to contact me at your earliest convenience.

Sincerely,

Joseph C. Hines, PE, MBA
Principal, Director of Economic Development

Mac McKenzie, PE
Senior Project Manager

Clay Cundiff, PE
Project Engineer III

TIMMONS GROUP VEDP 1

SITE SUMMARY

Site Background & History

The Industrial Site is located southeast of Hanston in Gotham County on Dolphin Road just east of Interstate 995 and Gotham International Airport. The site consists of one parcel totaling 30 acres of land with one private landowner: Dolphin Property LLC. Currently, the zoning on the site is General Agricultural (A-2).

To begin this assessment, the site was visited by Timmons Group on May 24, 2019. At the time of the visit, the site was relatively flat and heavily wooded, adjacent to a few existing business and residential properties. The site is part of an existing development consisting of two access roads off Dolphin Road and one existing business (Canada Contracting Company, Inc.).

All available information provided by Gotham County has been evaluated and considered in review of this site's potential tier status. Additionally, the site's FEMA FIRMette has been reviewed to evaluate flood risk. To date, no additional due diligence has been completed on the site.

Site Name	Industrial Site
Total Acreage	26.2 Acres Avail. (30 Acres Total)
Buildout Potential (SF)	200,000 SF
Yield (SF/Acre)	7,600 SF/Acre
Zoning / Land Use	A-2
4 Lane	Innovation Blvd. / 2.2 mi.
Interstate	I-995 / 4 mi.
Water	Gotham County 6" Water Main / 0.0 mi
Sewer	Gotham County 48" FM / Approx. 2 mi
Natural Gas	City of Gotham
Power	Dominion Power
Telecom	MBC

In evaluating the site for its industrial buildout potential, approximately 200,000 SF was estimated to fit onto the site within the given developable land constraints, resulting in a yield of approximately 7,600 SF/Acre.

In order to evaluate the current level of readiness, the following elements were considered:

- Acreage/Developable Acreage
- Potential Development Yield
- Location/Accessibility
- Rail Accessibility
- Ownership
- Zoning/Land Use
- Topography
- Restricted Land Coverage
- Resource Protection Area
- Wetlands
- Floodplains
- Waterbodies
- Streams
- Wet Utility Access (i.e. Water, Sewer)
- Dry Utility Access (i.e. Natural Gas, Power)
- Roads/Infrastructure

Summary of Wet Utility Infrastructure

WATER: The site is served by the Gotham County public water system. According to Gotham County, there is over 1 million gallons per day (MGD) of capacity available within their system and in excess of 250,000 gallons per day (GPD) of capacity available at the site. Currently, the site is serviced by a 6-inch water main along Dolphin Road, Dolphin Drive, and Dolphin Place. A nearby water tank has a nominal storage capacity of over 1 million gallons.

SEWER: The site is also served by the Gotham County public sewer system. Per discussions with the County, it is believed that their current system could support approximately over 1 MGD, pending specific user needs and modeling of future demand. Currently, a 30-inch force main passes by the site along Dolphin Road however, according to the County master plan, this site is located within the Pine Creek pump station service area and this existing force main along Dolphin Road is not available for connection. This site would therefore require approximately two miles of gravity sewer following the

TIMMONS GROUP VEDP 2

Site Name	Industrial Site
Total Acreage	26.2 Acres Avail. (30 Acres Total)
Buildout Potential (SF)	200,000 SF
Yield (SF/Acre)	7,600 SF/Acre
Zoning / Land Use	A-2
4 Lane	Innovation Blvd. / 2.2 mi.
Interstate	I-995 / 4 mi.
Water	Gotham County 6" Water Main / 0.0 mi
Sewer	Gotham County 48" FM / Approx. 2 mi
Natural Gas	City of Gotham
Power	Dominion Power
Telecom	MBC

Tier certification letter in accordance with VBRSP

Detailed summary of site attributes integral to development and selection

SITE CHARACTERIZATION REPORT OVERVIEW (PAGE 3/3)

Each characterization report includes:

SITE SUMMARY

Tier Assignment

The Tier Level analysis of the Industrial Site located in Gotham County currently identifies the site as a Tier 2 Level of readiness.

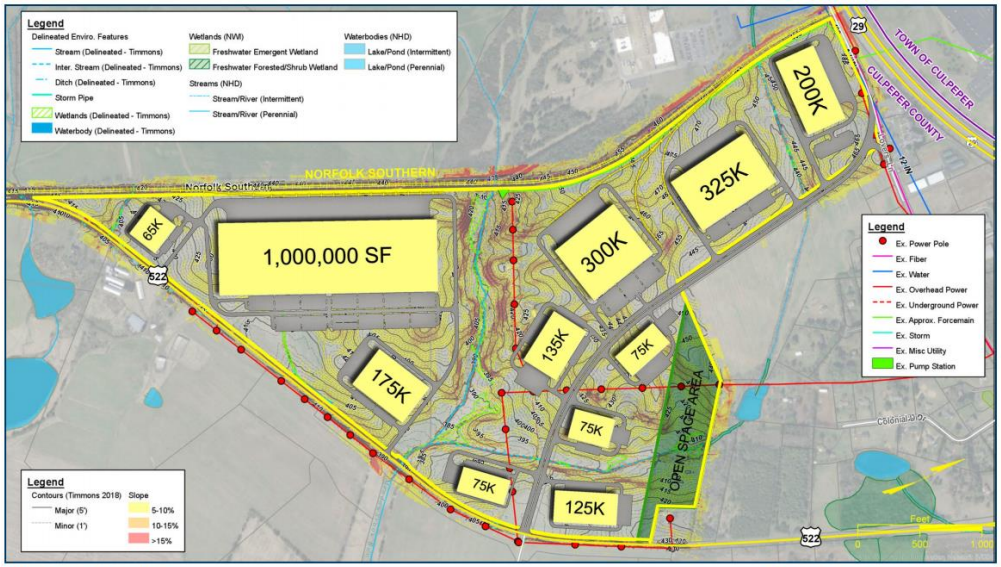
The site is currently slated as industrial use in the locality's comprehensive plan and has a willing seller with a competitive sales price, satisfying the Tier 2 requirements. The following summarizes the next steps – with associated budgets – that are required to bring the site to Tier 4:

Tier 3:	*Recommended Budget*
1. Rezoning for Industrial or Commercial Use	N/A
2. Preliminary Geotechnical Survey and Report	$XX,XXX
3. Boundary Survey with Easements and Encumbrances Identified (ALTA)	$XX,XXX
4. 1' Topographic Survey	$XX,XXX
5. Phase I Environmental Site Assessment	$XX,XXX
6. Cultural Resources Review	$XX,XXX
7. Threatened & Endangered Species Review	$XX,XXX
8. Waters of the US Delineation and COE Confirmation	$XX,XXX
9. Master Plan and Preliminary Engineering Report quantifying costs & timeline to provide required sewer infrastructure upgrades to the site	$XX,XXX

Tier 4:	*Recommended Budget*
1. Completion of all Sewer Infrastructure Design and/or Construction to Position the site for delivery in 12 months or less.	TBD w/ PER
2. All infrastructure permitting issues identified and quantified	TBD w/ PER
3. Engineer's Review & Certification of Work Completed for Tier 4 with Confirmation Infrastructure can be Completed within 12 months	TBD

TIMMONS GROUP VEDP

4



INDUSTRIAL SITE
Gotham County, VA *Exhibit 4 - Schematic Build-Out*
September 2019

VEDP TIMMONS GROUP

16

Schematic with the potential build-out of the site

Next steps to advance tier levels and cost estimates for each step

VIRGINIA BUSINESS-READY SITES PROGRAM TIER DESCRIPTIONS FOR SITE READINESS

	Tier	Description	
Least Ready	1	• Raw land with interested seller • No established sales price • Not zoned for economic development use (i.e. industrial or commercial)	"Soft" Costs
	2	• Site controlled and marketed for development • Option agreement with commitment to a competitive sales price • Comprehensive Plan reflects industrial or commercial land use	
	3	• Property zoned for industrial or commercial land use; due diligence completed – Wetlands delineation with ACOE approval within last 5 years – Geotechnical borings & preliminary evaluation (i.e. Preliminary Geotechnical Report) – Boundary survey w/ easements & encumbrances identified (ALTA preferred) and 1' topographical survey – Cultural resources review – Threatened & endangered species review – Phase I ESA within last 5 years – Floodplain Study or Geological / Karst Evaluation (if necessary) • Master planning and preliminary engineering work completed with associated reports • Estimated costs and timelines for infrastructure development have been quantified	
	4	• Soft Costs: All infrastructure permit issues identified and quantified (wetlands, E&S, T&E, etc.) • Plans for necessary infrastructure improvements have been completed and approved • Infrastructure improvements deemed deliverable w/in 12 months by a licensed PE in Virginia	
		• Hard Costs: Any infrastructure needed to reduce timeline to 12 months is in place (may not be required for all sites)	"Hard" Costs
Most Ready	5	• "Shovel Ready" – site cleared and rough graded • All site permits in place or identified (E&S, stormwater mgmt., etc.) such that building construction can begin as soon as necessary land disturbance permits can be obtained by prospective industry	

*Varies by location

AGENDA

- Site development strategy overview
- Overview of deliverables
- Site characterization report
- **Site overview scorecard**
- Site developability score
- Sector suitability report
- Additional considerations

SITE OVERVIEW SCORECARD

Site overview scorecard

Site basics

Category	Output
Property name	Art Vandelay Site
Site ID	555-55555
Largest contiguous acreage	138
Locality	Prince George
GOVA Region	4
GOVA name	Greater Richmond

These sections are compiled from the site characterization report and developability dashboard

Cost estimates

Site due diligence cost estimates	$204,000
Order-of-magnitude cost estimates to Tier 4[1]	$2.5-5M

Footnotes

1. 'Order of magnitude cost estimates to Tier 4' shows VEDP's ballpark estimates for investments in water, sewer, and transportation improvements. Not all sites have estimated costs for each of these components, so estimates should only be used as general guidance and **not** *as a firm estimate*

Developability score from engineers

Tier	2
Site development score (0-100)[2]	73

Geography	Developability relative to peers[3]	Minimum Score	Median Score	Maximum Score
GOVA Region 4	Developable	31	73	94
Statewide	Developable	17	73	96

Footnotes

2. Site developability score is not sector dependent

3. Developability is defined as follows: 'Developable' refers to scores between the 50th and 75th percentile', and 'Highly Suitable' refers to the 75th percentile and higher

Sector suitability from KPMG

		GOVA Region 4				Statewide			
Sector	Score (0-100)	Sector suitability relative to peers[4]	Minimum score	Median score	Maximum score	Sector suitability relative to peers[4]	Minimum score	Median score	Maximum score
Mega Project	-	Not Considered	48	50	53				
Super Project	-	Not Considered	42	53	56				
Advanced Manufacturing (Large Scale)	-	Not Considered	44	56	60				
Advanced Manufacturing (Small Scale)	48	Below Median	40	49	58				
Light Manufacturing (Large Scale)	-	Not Considered	44	58	61				
Light Manufacturing (Small Scale)	50	Below Median	42	51	66				
Distribution & Logistics (Large Scale)	65	Highly Suitable	47	63	75				
Distribution & Logistics (Small Scale)	66	Suitable	48	65	80				

This section contains the sector suitability as analyzed by KPMG; refer to the sector suitability report for the detailed breakdown

Footnotes

4. Sector suitability is defined as follows: 'Suitable' refers to scores between the 50th and 75th percentile of locations considered by KPMG for that sector, and 'Highly Suitable' refers to the 75th percentile and higher

AGENDA

- Site development strategy overview
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THE SITE DEVELOPABILITY SCORE IS BASED ON THE EVALUATION OF PHYSICAL SITE ATTRIBUTES ACROSS TEN CATEGORIES

Category	Raw Score Details	Weight (%)	Points
1 Percent Developable Acreage	64% (52 ac / 83 Available Acres)	**10**	**6.4**
2 Transportation Access		**15**	**14**
2.1 - Distance to Four Lane Highway / Interstate	10 - 0.2 mi	5	5
2.2 - Access to the site (VDOT Functional Classification)	8 - Minor Arterial	5	4
2.3 - Industrial Access Quality / Expected Improvements	10 - Ex. Improved Entrance - No Improv. Anticipated	5	5
3 Electrical Capacity / Availability		**10**	**10**
3.1 - Power Availability	10 - Bridging & Long-Term Power Available	7	7
3.2 - Power Capacity	Probable	3	3
4 Wet Utility Capacity	10 - On-Site / Adjacent w/ No System Upgrades Anticipated	**10**	**10**
5 Natural Gas Availability	8 - Able to Supply Med. Ind. User in 12-24 mon	**5**	**4**
6 Fiber / Telecom Availability	8 - One Fiber Provider Can Service in <6 months	**5**	**4**
7 Environmental, Geographic and Geological		**15**	**14**
7.1 - Wetlands / Streams (Waters of the US)	10 - No Wetlands Concern	5	5
7.2 - Geology	8 - <10% of Dev. Area has Bedrock Concerns	5	4
7.3 - Floodplains	10 - Zone X (No Floodplain Study / Impacts Anticipated)	5	5
8 Topography	10 - <10% of Dev. Area Contains Challenging Slope	**10**	**10**
9 Site Build-out Potential / Yield	8,060 SF / AC	**10**	**8**
10 Additional Considerations	6 - Normal	**10**	**6**
Total Points		**100%**	**86.4**
State-wide Comparison	Minimum: 16.6 | Median: 72.6 | Maximum: 96.4		
GOVA Region Comparison	Minimum: 34.7 | Median: 72.8 | Maximum: 96.4		
Notes:			

APPENDIX A

Site Characterization Tier Levels

An applicant will retain a Site Development Professional to assess a site and to designate one of the following Site Characterization Tier Levels to such site:

(i) **Tier 1**: Site under (a) public ownership, (b) public/private ownership, or (c) private ownership which such private owner(s) agreeable to marketing the site for economic development purposes and to allowing access to the property for site assessment and marketing purposes, but at no established sales price. Comprehensive plan reflects site as appropriate for industrial or commercial development and use, but site is not zoned as such. Site has minimal or no infrastructure. Minimal or no due diligence has been performed.

(ii) **Tier 2**: Site under (a) public ownership, (b) public/private ownership, or (c) private ownership with an option agreement or other documentation of a commitment by the private owner(s) to a competitive sales price, to permit access to the site for site assessment, construction, and marketing, and to market the site for industrial or commercial economic development purposes. Comprehensive Plan reflects site intended for industrial or commercial development and use, but site is not zoned as such and a rezoning hearing needs to be scheduled. Site has minimal or no infrastructure. Minimal or no due diligence has been performed.

(iii) **Tier 3**: Site is zoned for industrial or commercial development and use. Site has minimal or no infrastructure. Due diligence including, among other things, a wetlands survey with Army Corps of Engineers approval within the last five years, geotechnical borings, boundary and topographical survey, cultural resources review, an Endangered Species review, and a Phase I Environmental Site Assessment, has been completed. Estimated costs of development have been quantified.

(iv) **Tier 4**: All infrastructure is in place or will be deliverable within 12 months. All permit issues have been identified and quantified.

(v) **Tier 5**: All permits are in place and the site is ready for a site disturbance permit from the locality in which the site is located.

In addition to providing the current Tier Level, the Site Development Professional will provide a list of tasks required to move the site to the next Tier Level and the estimated cost to perform those tasks.

STAFF REVIEW

Application Name:

Application Submitted:

Date of Staff Review:

Applicant:

Contact Person:

Grant Type:

Growth and Diversification Plan Strategy Area (s):

Localities Served:

Localities Participating in Project:

Other Partners and Responsibilities:

GO Virginia Request:

Match:

Source of Match:

Total Cost:

Threshold Review	Yes or No. Why?	Discussion/Questions
Does the applicant demonstrate capacity to manage the grant?		
Does the project align with GO Virginia strategies?		
Does the project carry out the goals/objectives of the Region 6 Economic Growth & Diversification Plan?		
Does the project contribute, either directly or indirectly, to the creation of higher-paying jobs for the region? What is the targeted industry and pay rate?		
Does the project have non-state source(s) of revenue at least equal to the requested GO Virginia grant? If no, is there a fiscal distress or unique economic opportunity justification for the reduced match? (In no instance will the match be less than half of the requested GO Virginia grant request.)		
Does the project have at least two participating localities, political subdivisions, or public bodies corporate and politic?		
Are the participating localities contributing at least 20%, or $50,000, whichever is greater, of the required match? (Not required for Enhanced		

Capacity Building Projects seeking administrative approval.) If no, does the project demonstrate the ability to benefit the majority of the region or region(s) and that the benefitting localities were approached but unable to financially contribute to the project? This requirement is currently waived by the GO Virginia State Board.		
Does the project outline both behavioral and anticipated tangible results that will come from the collaboration?		
Does the project demonstrate involvement in the project by businesses, colleges and universities, and other public and private entities within the region in the conceptualization of and the implementation of the project?		
Does the project outline a positive ROI within 3 years?		
Will this project be completed within two years?		
Is the project sustainable after GO Virginia funds? This does not relate to ECB's.		

Summary of Application

Project Description:

Project Goal(s):

Outcomes:

Council Review Summary

Staff Considerations

COUNCIL REVIEW – ENHANCED CAPACITY BUILDING APPLICATION

Instructions: Review Staff Report and Application. Complete the check boxes on the first page of this document. Then, review the application for the key components, Regional Collaboration, Impact, Need, Timeline/Milestones, Future Implementation, and Budget. Next to each are questions. In the associated column, write how the application addresses each and then score each section. Highlight areas that you have questions or concerns.

REVIEWERS: Check all goals /opportunities demonstrated in proposal. **State Goals:** ☐ Higher Paying Jobs ☐ Out of state investment ☐ Transformative project ☐ Collaboration between government, business, education, etc. ☐ Minimum two localities participating in project **Statewide Priority Investment Areas:** ☐ Workforce Development ☐ Innovation/Entrepreneurship ☐ Growing Existing Business ☐ Site Development **Region 6 Target Industries:** ☐ Aquaculture / Seafood / Commercial Fishing / Marine Industries ☐ Forestry / Wood Products / Paper ☐ Manufacturing ☐ Distribution / Logistics ☐ Information / Data Centers ☐ Professional, Scientific and Technical Services	**Region 6 Task Force Reviewing** ☐ Workforce Development ☐ Entrepreneurship ☐ Site Development **Individual Reviewer Name:** _____ **REVIEWER FINAL SCORE: _____ / 70 POINTS** **Comments**:

SCORING GUIDELINES	Score each section up to the stated point value. Make notes to support rating.
REGIONAL COLLABORATION	UP TO 15 TOTAL POINTS
Participation of localities or regions within the region. Projects must have at least two participating localities. "Participation" can include financial participation, in-kind contribution, participation on a project advisory team, and/or administration of the project.	Total Points Out of 5: _____
The amount of involvement in the project by businesses, colleges and universities, and other public and private entities within the region in the conceptualization of and the implementation of the project.	Total Points Out of 5: _____
The amount, timing, and form of the proposed project match that outlines the depth of the commitment by the public and private funding partners to the effort.	Total Points Out of 5: _____
IMPACT	UP TO 30 TOTAL POINTS
Project clearly defines what GO Virginia will pay for.	Total Points Out of 7.5: _____
Project clearly describes project activities.	Total Points Out of 7.5: _____
Project defines what the expected output/final products will be.	Total Points Out of 7.5: _____
Project outlines how it will lead to the creation of higher paying jobs.	Total Points Out of 7.5: _____
STATEMENT OF NEED	UP TO 10 TOTAL POINTS
Project application demonstrates the proposed project's alignment with and how it will address the prioritized needs and opportunities of the growth and diversification plan.	Total Points Out of 10: _____
TIMELINE AND MILESTONES	UP TO 5 TOTAL POINTS
Project application demonstrates a reasonable timeline for the project.	Total Points Out of 10: _____
FUTURE GRANT APPLICATION	UP TO 10 TOTAL POINTS
Discussion of how efforts will be implemented.	Total Points Out of 10: _____
BUDGET	0 POINTS
Budget reasonable and realistic for scope of project and stated efficiencies and Budget Narrative supports proposed budget. ☐ Yes ☐ No ☐ Needs clarification	
TOTAL POINTS AWARDED	_____/70

COUNCIL REVIEW – IMPLEMENTATION APPLICATION

REVIEWERS: Check all goals /opportunities demonstrated in proposal. **State Goals:** ☐ Higher Paying Jobs ☐ Out of state investment ☐ Transformative project ☐ Collaboration between government, business, education, etc. ☐ Minimum two localities participating in project **Statewide Priority Investment Areas:** ☐ Workforce Development ☐ Innovation/Entrepreneurship ☐ Growing Existing Business ☐ Site Development **Region 6 Target Industries:** ☐ Aquaculture / Seafood / Commercial Fishing / Marine Industries ☐ Forestry / Wood Products / Paper ☐ Manufacturing ☐ Distribution / Logistics ☐ Information / Data Centers ☐ Professional, Scientific and Technical Services	**Region 6 Task Force Reviewing** ☐ Workforce Development ☐ Entrepreneurship ☐ Site Development **Individual Reviewer Name:** _____ **REVIEWER FINAL SCORE: _____ / 70 POINTS** **Comments**:

SCORING GUIDELINES	**Score each section up to the stated point value. Make notes to support rating.**
ECONOMIC IMPACT – 35% REFER TO APPLICATION QUESTIONS: 1-4	UP TO 35 TOTAL POINTS
Project outlines project activities and relates to the project budget.	
Applicant identifies project goals, approach, and outcomes.	
Project application demonstrates the proposed project's alignment with and how it will address the prioritized needs and opportunities of the growth and diversification plan.	
Applicant describes a realistic project timeline for the activities outlined above.	
Project application outlines the expected return on investment of the proposed project and the timeline for achieving that return. Grant requests that have a larger impact with regard to the creation of higher paying jobs and economic diversification, based on a return on investment model, in a smaller economic region shall receive higher scores.	
REGIONAL COLLABORATION – 30% REFER TO APPLICATION QUESTIONS: 5-7	UP TO 30 TOTAL POINTS
The number and percentage of localities within the region that are participating in the proposed project and the portion of the region's population represented by the participating localities. Project outlines both behavioral as well as anticipated tangible results that will come from the collaboration.	
Participation of localities or regions (including interstate collaborations) that are outside the applying region.	
Cost efficiencies, repurposing of existing funds, leveraging of existing assets, or other evidence of collaboration that can be demonstrated as a result of the proposed project.	
The amount of involvement in the project by businesses, colleges and universities, and other public and private entities within the region in the conceptualization of and the implementation of the project.	
The amount, timing, and form of the proposed project match that outlines the depth of the commitment by the public and private funding partners to the effort.	

Inventory existing grant requests or programs with similar goals to ensure the proposed project is not duplicative of, but additive to, other efforts to support economic diversification and the creation of more higher-paying jobs.	
PROJECT READINESS – 20% REFER TO APPLICATION QUESTIONS: 8-13	UP TO 20 TOTAL POINTS
Project application demonstrates that the project partners have the capability to successfully execute the project.	
Project application demonstrates that the regional council has consulted with subject matter experts regarding the efficacy and viability of the proposal.	
Project application outlines how the project may be coordinated with existing efforts in the region.	
Project application fully analyzes the barriers to successful implementation and other associated risks along with a plan to overcome them.	
Project application reviews any prerequisite activities undertaken by the collaborating parties to increase efficiency with regard to program delivery and to ensure a deeper and consistent level of support for the project once launched.	
Project application demonstrates the project partners, including the lead public or private administering entity, have sufficient financial management and personnel to ensure compliance with the grant agreement.	
BUDGET	0 POINTS
Budget reasonable and realistic for scope of project and stated efficiencies and Budget Narrative supports proposed budget. ☐ Yes ☐ No ☐ Needs clarification	
PROJECT SUSTAINABILITY – 15% REFER TO APPLICATION QUESTION: 15	UP TO 15 TOTAL POINTS
Plan for how a project will be sustained after grant funds are exhausted.	
Demonstrated ability to meet the project performance metrics and to take remedial actions in the event those measures are not achieved.	
Demonstrate leverage above the required amounts from any source.	
TOTAL POINTS AWARDED	_____/ 100

COUNCIL REVIEW – STATEWIDE COMPETITIVE APPLICATION

REVIEWERS: Check all goals /opportunities demonstrated in proposal. **State Goals:** ☐ Higher Paying Jobs ☐ Out of state investment ☐ Transformative project ☐ Collaboration between government, business, education, etc. ☐ Minimum two localities participating in project **Statewide Priority Investment Areas:** ☐ Workforce Development ☐ Innovation/Entrepreneurship ☐ Growing Existing Business ☐ Site Development **Region 6 Target Industries:** ☐ Aquaculture / Seafood / Commercial Fishing / Marine Industries ☐ Forestry / Wood Products / Paper ☐ Manufacturing ☐ Distribution / Logistics ☐ Information / Data Centers ☐ Professional, Scientific and Technical Services	**Region 6 Task Force Reviewing** ☐ Workforce Development ☐ Entrepreneurship ☐ Site Development **Individual Reviewer Name:** _____ **REVIEWER FINAL SCORE: _____ / 70 POINTS** **Comments**:

SCORING GUIDELINES	Score each section up to the stated point value. Make notes to support rating.
ECONOMIC IMPACT – 35% REFER TO APPLICATION QUESTIONS: 1-6	UP TO 35 TOTAL POINTS
Project outlines project activities and relates to the project budget.	
Applicant identifies project goals, approach, and outcomes and how it relates to COVID-19.	
Project application demonstrates the proposed project's alignment with and how it will address the prioritized needs and opportunities of the growth and diversification plans of all participating regions.	
Applicant describes a realistic project timeline for the activities outlined above.	
Project application outlines the expected return on investment of the proposed project and the timeline for achieving that return. Grant requests that have a larger impact with regard to the creation of higher paying jobs and economic diversification, based on a return on investment model, in a smaller economic region shall receive higher scores.	
In terms of interregional collaboration, how do the ROI, performance metrics, and economic impact take into consideration the varying populations of the participating localities and/or regions. For example, for urban-rural collaborations, do the calculations take into account how the project's economic impact may be proportionally greater in a locality/region with a smaller population and lower average wages?	
REGIONAL COLLABORATION – 30% REFER TO APPLICATION QUESTIONS: 7-10	UP TO 30 TOTAL POINTS
The number and percentage of localities within the region that are participating in the proposed project and the portion of the region's population represented by the participating localities. Project outlines both behavioral as well as anticipated tangible results that will come from the collaboration.	
Participation of localities or regions (including interstate collaborations) that are outside the applying region.	
Cost efficiencies, repurposing of existing funds, leveraging of existing assets, or other evidence of collaboration that can be demonstrated as a result of the proposed project.	
The amount of involvement in the project by businesses, colleges and universities, and other public	

and private entities within the region in the conceptualization of and the implementation of the project.	
The amount, timing, and form of the proposed project match that outlines the depth of the commitment by the public and private funding partners to the effort.	
Does this project align with the Economic Growth & Diversification Plan for each of the participating regions? Does the project align with any previously funded GO Virginia per capita or enhanced capacity building projects?	
PROJECT READINESS – 20% REFER TO APPLICATION QUESTIONS: 11-16	UP TO 20 TOTAL POINTS
Application has described all partner organizations involved with the implementation of the project, including the entity's role, financial or in-kind commitment, and capacity to successfully execute their duties as they relate to the project.	
Applicant has identified primary project manager(s) from each region, and how they will facilitate project implementation across regions.	
Project application demonstrates that the regional council has consulted with subject matter experts regarding the efficacy and viability of the proposal.	
Project application outlines how the project may be coordinated with existing efforts in the region.	
Project application fully analyzes the barriers to successful implementation and other associated risks along with a plan to overcome them.	
Project application reviews any prerequisite activities undertaken by the collaborating parties to increase efficiency with regard to program delivery and to ensure a deeper and consistent level of support for the project once launched.	
Demonstrated ability to meet the project performance metrics and to take remedial actions in the event those measures are not achieved.	
Project application demonstrates the project partners, including the lead public or private administering entity, have sufficient financial management and personnel to ensure compliance with the grant agreement.	
BUDGET – QUESTION 17	0 POINTS
Budget reasonable and realistic for scope of project and stated efficiencies and Budget Narrative supports proposed budget.	

☐ Yes ☐ No ☐ Needs clarification	
PROJECT SUSTAINABILITY – 15% REFER TO APPLICATION QUESTION: 18	UP TO 15 TOTAL POINTS
Plan for how a project will be sustained after grant funds are exhausted.	
TOTAL POINTS AWARDED	_____/ 100

COUNCIL REVIEW – ERR FAST ACCESS APPLICATION

Instructions: Review Staff Report and Application. Complete the check boxes on the first page of this document. Then, review the application for the key components, Regional Collaboration, Impact, Need, Timeline/Milestones, Future Implementation, and Budget. Next to each are questions. In the associated column, write how the application addresses each and then score each section. Highlight areas that you have questions or concerns.

REVIEWERS: Check all goals /opportunities demonstrated in proposal. **State Goals:** ☐ Higher Paying Jobs ☐ Out of state investment ☐ Transformative project ☐ Collaboration between government, business, education, etc. ☐ Minimum two localities participating in project **Statewide Priority Investment Areas:** ☐ Workforce Development ☐ Innovation/Entrepreneurship ☐ Growing Existing Business ☐ Site Development **Region 6 Target Industries:** ☐ Aquaculture / Seafood / Commercial Fishing / Marine Industries ☐ Forestry / Wood Products / Paper ☐ Manufacturing ☐ Distribution / Logistics ☐ Information / Data Centers ☐ Professional, Scientific and Technical Services **Does the application adequately address COVID-19 resilience and recovery efforts?** ☐ Yes ☐ No ☐ Needs clarification	**Region 6 Task Force Reviewing** ☐ Workforce Development ☐ Entrepreneurship ☐ Site Development **Individual Reviewer Name:** _____ **REVIEWER FINAL SCORE: _____ / 70 POINTS** **Comments**:

SCORING GUIDELINES	Score each section up to the stated point value. Make notes to support rating.
REGIONAL COLLABORATION	UP TO 15 TOTAL POINTS
Participation of localities or regions within the region. Projects must have at least two participating localities. "Participation" can include financial participation, in-kind contribution, participation on a project advisory team, and/or administration of the project.	Total Points Out of 5: _____
The amount of involvement in the project by businesses, colleges and universities, and other public and private entities within the region in the conceptualization of and the implementation of the project.	Total Points Out of 5: _____
The amount, timing, and form of the proposed project match that outlines the depth of the commitment by the public and private funding partners to the effort.	Total Points Out of 5: _____
IMPACT	UP TO 30 TOTAL POINTS
Project clearly defines what GO Virginia will pay for.	Total Points Out of 7.5: _____
Project clearly describes project activities.	Total Points Out of 7.5: _____
Project defines what the expected output/final products will be.	Total Points Out of 7.5: _____
Project outlines how it will lead to the creation of higher paying jobs.	Total Points Out of 7.5: _____
STATEMENT OF NEED	UP TO 10 TOTAL POINTS
Describe how the project aligns with the region's Economic Growth and Diversification plan, why this project should be a priority for the Regional Council, how it will help mitigate the economic impacts of the COVID-19 crisis in the short and mid-term, and how it will support regional economic resilience and/or recovery efforts.	Total Points Out of 10: _____
TIMELINE AND MILESTONES	UP TO 5 TOTAL POINTS
Project application demonstrates a reasonable timeline for the project.	Total Points Out of 10: _____
FUTURE GRANT APPLICATION	UP TO 10 TOTAL POINTS
Discussion of how efforts will be implemented.	Total Points Out of 10: _____
BUDGET	0 POINTS
Budget reasonable and realistic for scope of project and stated efficiencies and Budget Narrative supports proposed budget. ☐ Yes ☐ No ☐ Needs clarification	
TOTAL POINTS AWARDED	_____/70

COUNCIL REVIEW – ERR IMPLEMENTATION APPLICATION

REVIEWERS: Check all goals /opportunities demonstrated in proposal. **State Goals:** ☐ Higher Paying Jobs ☐ Out of state investment ☐ Transformative project ☐ Collaboration between government, business, education, etc. ☐ Minimum two localities participating in project **Statewide Priority Investment Areas:** ☐ Workforce Development ☐ Innovation/Entrepreneurship ☐ Growing Existing Business ☐ Site Development **Region 6 Target Industries:** ☐ Aquaculture / Seafood / Commercial Fishing / Marine Industries ☐ Forestry / Wood Products / Paper ☐ Manufacturing ☐ Distribution / Logistics ☐ Information / Data Centers ☐ Professional, Scientific and Technical Services **Does the application adequately address COVID-19 resilience and recovery efforts?** ☐ Yes ☐ No ☐ Needs clarification	**Region 6 Task Force Reviewing** ☐ Workforce Development ☐ Entrepreneurship ☐ Site Development **Individual Reviewer Name:** _____ **REVIEWER FINAL SCORE: _____ / 70 POINTS** **Comments**:

SCORING GUIDELINES	**Score each section up to the stated point value. Make notes to support rating.**
ECONOMIC IMPACT – 35% REFER TO APPLICATION QUESTIONS: 1-5	UP TO 35 TOTAL POINTS
Project outlines project activities and relates to the project budget.	
Applicant identifies project goals, approach, and outcomes and how it relates to COVID-19.	
Project application demonstrates the proposed project's alignment with and how it will address the prioritized needs and opportunities of the growth and diversification plan.	
Applicant describes a realistic project timeline for the activities outlined above.	
Project application outlines the expected return on investment of the proposed project and the timeline for achieving that return. Grant requests that have a larger impact with regard to the creation of higher paying jobs and economic diversification, based on a return on investment model, in a smaller economic region shall receive higher scores.	
REGIONAL COLLABORATION – 30% REFER TO APPLICATION QUESTIONS: 6-8	UP TO 30 TOTAL POINTS
The number and percentage of localities within the region that are participating in the proposed project and the portion of the region's population represented by the participating localities. Project outlines both behavioral as well as anticipated tangible results that will come from the collaboration.	
Participation of localities or regions (including interstate collaborations) that are outside the applying region.	
Cost efficiencies, repurposing of existing funds, leveraging of existing assets, or other evidence of collaboration that can be demonstrated as a result of the proposed project.	
The amount of involvement in the project by businesses, colleges and universities, and other public and private entities within the region in the conceptualization of and the implementation of the project.	
The amount, timing, and form of the proposed project match that outlines the depth of the commitment by the public and private funding partners to the effort.	

Discussion of existing grant requests or programs with similar goals and indicate how the proposed project is not duplicative of, but additive to, other efforts to mitigate the economic impact of the COVID-19 crisis or assist in the economic recovery of the region.	
PROJECT READINESS – 20% REFER TO APPLICATION QUESTIONS: 9-14	UP TO 20 TOTAL POINTS
Project application demonstrates that the project partners have the capability to successfully execute the project.	
Project application demonstrates that the regional council has consulted with subject matter experts regarding the efficacy and viability of the proposal.	
Project application outlines how the project may be coordinated with existing efforts in the region.	
Project application fully analyzes the barriers to successful implementation and other associated risks along with a plan to overcome them.	
Project application reviews any prerequisite activities undertaken by the collaborating parties to increase efficiency with regard to program delivery and to ensure a deeper and consistent level of support for the project once launched.	
Demonstrated ability to meet the project performance metrics and to take remedial actions in the event those measures are not achieved.	
Project application demonstrates the project partners, including the lead public or private administering entity, have sufficient financial management and personnel to ensure compliance with the grant agreement.	
BUDGET – QUESTION 15	0 POINTS
Budget reasonable and realistic for scope of project and stated efficiencies and Budget Narrative supports proposed budget. ☐ Yes ☐ No ☐ Needs clarification	
PROJECT SUSTAINABILITY – 15% REFER TO APPLICATION QUESTION: 16	UP TO 15 TOTAL POINTS
Plan for how a project will be sustained after grant funds are exhausted.	
TOTAL POINTS AWARDED	_____/ 100

COUNCIL REVIEW – ERR STATEWIDE COMPETITIVE APPLICATION

REVIEWERS: Check all goals /opportunities demonstrated in proposal. **State Goals:** ☐ Higher Paying Jobs ☐ Out of state investment ☐ Transformative project ☐ Collaboration between government, business, education, etc. ☐ Minimum two localities participating in project **Statewide Priority Investment Areas:** ☐ Workforce Development ☐ Innovation/Entrepreneurship ☐ Growing Existing Business ☐ Site Development **Region 6 Target Industries:** ☐ Aquaculture / Seafood / Commercial Fishing / Marine Industries ☐ Forestry / Wood Products / Paper ☐ Manufacturing ☐ Distribution / Logistics ☐ Information / Data Centers ☐ Professional, Scientific and Technical Services **Does the application adequately address COVID-19 resilience and recovery efforts?** ☐ Yes ☐ No ☐ Needs clarification	**Region 6 Task Force Reviewing** ☐ Workforce Development ☐ Entrepreneurship ☐ Site Development **Individual Reviewer Name:** _____ **REVIEWER FINAL SCORE: _____ / 70 POINTS** **Comments**:

SCORING GUIDELINES	Score each section up to the stated point value. Make notes to support rating.
ECONOMIC IMPACT – 35% REFER TO APPLICATION QUESTIONS: 1-5	UP TO 35 TOTAL POINTS
Project outlines project activities and relates to the project budget.	
Applicant identifies project goals, approach, and outcomes and how it relates to COVID-19.	
Project application demonstrates the proposed project's alignment with and how it will address the prioritized needs and opportunities of the growth and diversification plans of all participating regions.	
Applicant describes a realistic project timeline for the activities outlined above.	
Project application outlines the expected return on investment of the proposed project and the timeline for achieving that return. Grant requests that have a larger impact with regard to the creation of higher paying jobs and economic diversification, based on a return on investment model, in a smaller economic region shall receive higher scores.	
REGIONAL COLLABORATION – 30% REFER TO APPLICATION QUESTIONS: 6-8	UP TO 30 TOTAL POINTS
The number and percentage of localities within the region that are participating in the proposed project and the portion of the region's population represented by the participating localities. Project outlines both behavioral as well as anticipated tangible results that will come from the collaboration.	
Participation of localities or regions (including interstate collaborations) that are outside the applying region.	
Cost efficiencies, repurposing of existing funds, leveraging of existing assets, or other evidence of collaboration that can be demonstrated as a result of the proposed project.	
The amount of involvement in the project by businesses, colleges and universities, and other public and private entities within the region in the conceptualization of and the implementation of the project.	
The amount, timing, and form of the proposed project match that outlines the depth of the commitment by the public and private funding partners to the effort.	

Discussion of existing grant requests or programs with similar goals and indicate how the proposed project is not duplicative of, but additive to, other efforts to mitigate the economic impact of the COVID-19 crisis or assist in the economic recovery of the region.	
PROJECT READINESS – 20% REFER TO APPLICATION QUESTIONS: 9-14	UP TO 20 TOTAL POINTS
Project application demonstrates that the project partners have the capability to successfully execute the project.	
Applicant has identified primary project manager(s) from each region, and how they will facilitate project implementation across regions.	
Project application demonstrates that the regional council has consulted with subject matter experts regarding the efficacy and viability of the proposal.	
Project application outlines how the project may be coordinated with existing efforts in the region.	
Project application fully analyzes the barriers to successful implementation and other associated risks along with a plan to overcome them.	
Project application reviews any prerequisite activities undertaken by the collaborating parties to increase efficiency with regard to program delivery and to ensure a deeper and consistent level of support for the project once launched.	
Demonstrated ability to meet the project performance metrics and to take remedial actions in the event those measures are not achieved.	
Project application demonstrates the project partners, including the lead public or private administering entity, have sufficient financial management and personnel to ensure compliance with the grant agreement.	
BUDGET – QUESTION 15	0 POINTS
Budget reasonable and realistic for scope of project and stated efficiencies and Budget Narrative supports proposed budget. ☐ Yes ☐ No ☐ Needs clarification	
PROJECT SUSTAINABILITY – 15% REFER TO APPLICATION QUESTION: 16	UP TO 15 TOTAL POINTS
Plan for how a project will be sustained after grant funds are exhausted.	
TOTAL POINTS AWARDED	_____/ 100