Mary Ball Washington Regional Council
GO Virginia Region 6
www.govirginia6.org

Region 6 Executive Committee Meeting
Monday, April 13th, 2026
1:00 pm – 2:30 pm
In-person Meeting Location – RCC Warsaw Boardroom, 52 Campus Drive, Warsaw, VA 22572
Virtual Meeting Location -
https://us06web.zoom.us/j/88236629927?pwd=ziZ7SWlLySKw0oda8EK8GHY6cKm5yn.1
Meeting ID: 882 3662 9927 | **Passcode**: 278055

AGENDA

1:00 pm	**Call to Order**	John Anzivino
1:00 pm	**Roll Call**	Sarah Oldaker
1:05 pm	**Public Involvement**	John Anzivino
1:10 pm – 1:15 pm	**Consent Agenda (ACTION ITEM)**	John Anzivino
	Approval of December 18, 2025 Minutes **(ACTION ITEM)**	
1:15 pm - 1:20 pm	**Financial Report and Project Pipeline Update**	Sarah Oldaker
1:20 pm – 1:40 pm	**Presentations**	
	Regional Entrepreneurship Initiative	Mike Purello
1:40 pm – 2:00 pm	**Application Discussion and Determination (ACTION ITEM)**	
	Fredericksburg Subregion Site Inventory	Todd Gillingham
2:00 pm – 2:15 pm	**New Business**	
2:00 pm – 2:05 pm	Nomination of New Regional Council Member Appointments **(ACTION ITEM)**	John Anzivino
	Nomination of Dr. Tashika Griffith to the Regional Council	
2:05 pm – 2:15 pm	FY2026 Budget Amendment **(ACTION ITEM)**	Sarah Oldaker
2:15 pm – 2:30 pm	**Information Items**	Sarah Oldaker
	State Board Meeting Update	
2:30 pm	**Adjournment**	John Anzivino

Next Meeting: TBD

Approval of December 17, 2025 Minutes (ACTION ITEM)

Region 6 Executive Committee Meeting
Wednesday, December 17, 2025
1:00 PM – 2:30 PM
Virtual Meeting Location -
https://us06web.zoom.us/j/85489133988?pwd=ADb1TTra1IQazLKLFLBuCdHfDbx9qz.1
Meeting Password: govirginia (46847446 from phones and video systems)
To Join by Phone: +1-301-715-8592 | **Meeting ID**: 854 8913 3988 | **Passcode**: 610158

MINUTES

MEMBERS PRESENT IN PERSON AND VOTING: John Anzivino **(Chair),** Jeff Szyperski – **Vice-Chair,** Jackie Davis, Jan Erkert, Ginni Matern

STAFF: GWRC – Cheyenne Courtney, Sarah Oldaker

OTHERS IN ATTENDANCE: Kim Allman**,** Bill Walton **(VIMS),** Woodie Walker **(Essex County EDA),** Jeff Porter

CALL TO ORDER
Mr. Anzivino called the meeting to order at 1:02 PM.

ROLL CALL
Ms. Oldaker called roll and a quorum was present.

PUBLIC COMMENT
There was no public comment.

CONSENT AGENDA (ACTION ITEM)
Mr. Anzivino asked for a motion to approve the consent agenda items, including the September 17, 2025, meeting minutes. Mr. Szyperski made a motion to approve the consent agenda. Ms. Davis seconded. The motion passed unanimously.

FINANCIAL REPORT AND PROJECT PIPELINE UPDATE
Ms. Oldaker presented the financial report updating the Executive Committee on Per Capita funding, Planning Grant funding, and the upcoming project pipeline. Mr. Anzivino and Mr. Szyperski asked questions and Ms. Oldaker answered accordingly.

APPLICATION DISCUSSION AND DETERMINATION (ACTION ITEM)
Mr. Walton presented a grant application from Virginia Institute of Marine Science on advancing Virginia shellfish aquaculture. Committee members asked questions which Mr. Walton answered. Mr. Szyperski made a motion to approve the application. Mr. Anzivino seconded. The motion passed unanimously by a roll-call vote.

NEW BUSINESS
Nomination of New Regional Council Member Appointments (ACTION ITEM)
Mr. Anzivino introduced the applications from Monty Mason from William & Mary Batten School & VIMS and Sarah Chiles from Rappahannock Electric Cooperative. Ms. Davis made a motion to nominate

Monty Mason and Sarah Chiles for the Regional Council. Ms. Erkert seconded. The motion passed unanimously.

Discussion of Remaining Council Openings
Ms. Oldaker discussed the current Region 6 Council Makeup and the openings that are available. The Regional Council agreed to leave the current Council count at 23 and leave the remaining two slots open.

INFORMATION ITEMS
Ms. Oldaker updated the committee on the state board meeting, what pitch calls are and their process, project pipeline, and GOVA Region 6 3rd Annual Economic Development Summit. Committee members asked questions, which Ms. Oldaker answered.

ADJOURNMENT
Being no further business, the meeting was adjourned at 1:50 PM.

DRAFT

Financial Report

Financial Report - Project Funding

Mary Ball Washington Regional Council (GO Virginia Region 6)

Report Period: April 2017 - Present

Report Date: 4/7/2026

Per Capita Funding	
	Total
Region 6 Allocation	
Total	$ 9,385,357.26
Total after DHCD recapture ($2,469,292.77 FY22 + $533,164.78 FY24))	$ 6,382,899.71
FY 26 Starting Balance	$1,400,831.25
Projects Funded	
Closed Projects	$ 3,029,380.70
Rivers Region Entrepreneurship Ecosystem (REI)	$ 300,000.00
RCC New Career Center	$ 290,000.00
BCWDB CARES Project	$ 307,857.00
EBE Accelerator Implementation	$ 300,000.00
CyberBYtes Cyber Titans VIP Pilot	$ 99,826.00
RIVERE Rapp Smart River Initaitve	$ 72,100.00
Festival Halle Aqauculture Pre-Incubator	$ 280,800.00
UMW Health Care Management Program Planning Grant	$ 78,014.00
River to Table - Blue Catfish Study	$ 99,840.00
NN Sites Inventory Study	$ 100,000.00
Advancing Virginia Shellfish Aquaculture	$ 81,002.00
RCC CNC Machining Program	$ 431,575.00
Stafford and Caroline Career Technical Education Program Expansion	$ 965,601.00
Total Spent	$ 6,435,995.70
Under/Over	
Taken from Statewide Competitive	$ (53,095.99)
Projects in Pipeline	
GWRC Site Inventory Planning Grant (FY27)	$ 100,000.00
REI Implementation	$600,000
Middlesex Industrial Marine Park Planning	$100,000
MPPDC Site Inventory/Identification Planning	$100,000
NN and MP Working Waterfronts Site Analysis	$100,000
Lancaster County Schools CTE Planning	$100,000
Total In Pipeline	$ 1,100,000.00
Under/Over if Pipeline Approved	
Total	$ (1,153,095.99)

Planning Grant Funding	
	Total
Region 6 Allocation	
Total for FY26	$ 250,000.00
Projects Funded	
River to Table - Blue Catfish Study	$ 99,840.00
Advancing Virginia Shellfish Aquaculture	$ 81,002.00
Total Spent	$ 180,842.00
Under/Over	
Total	$ 69,158.00
Projects in Pipeline	
Lancaster County Schools CTE Planning	$100,000
Total Spent:	$ 100,000.00
Under/Over if Pipeline Approved	$ (30,842.00)

For vote at today's Meeting

Waiting on DHCD Approval

Financial Report - Capacity Building Funding - Expenditures Detail

Mary Ball Washington Regional Council (GO Virginia Region 6)

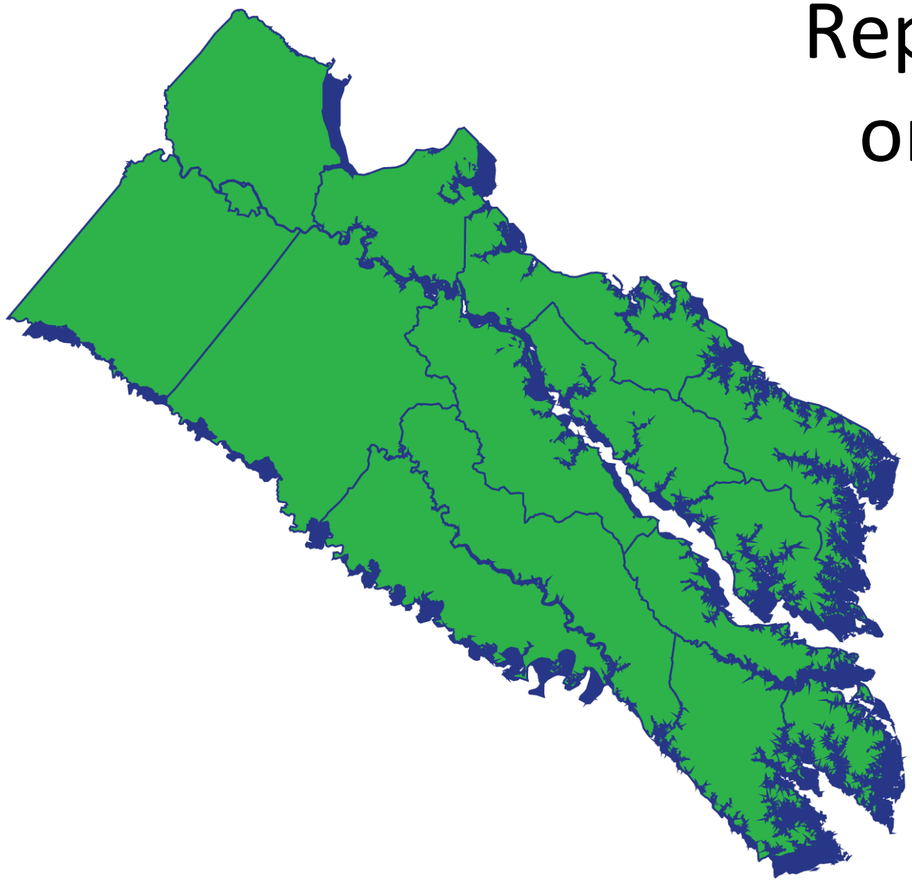
Report Period: April 2017 - March 2026

Report Date: 4/7/2026

	GWRC FY17/18	GWRC FY19	GWRC FY20	GWRC FY21	GWRC FY22	GWRC FY23	GWRC FY 24	GWRC FY 25	GWRC FY26	Total
Revenues										
FY17 Capacity Building (No Match)	$400,000.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00			$400,000.00
FY19 Capacity Building (No Match)	$0.00	$250,000.00	$0.00	$0.00	$0.00	$0.00	$0.00			$250,000.00
FY20 Capacity Building (No Match)	$0.00	$0.00	$250,000.00	$0.00	$0.00	$0.00	$0.00	$0.00	$ -	$250,000.00
FY21 Capacity Building (No Match)	$0.00	$0.00	$0.00	$250,000.00	$0.00	$0.00	$0.00	$0.00	$ -	$250,000.00
FY22 Capacity Building (No Match)	$0.00	$0.00	$0.00	$0.00	$250,000.00	$0.00	$0.00	$0.00	$ -	$250,000.00
FY23 Capacity Building (No Match)	$0.00	$0.00	$0.00	$0.00	$0.00	$250,000.00	$0.00	$0.00	$ -	$250,000.00
FY24 Capacity Building (No Match)	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$250,000.00	$0.00	$ -	$250,000.00
FY25 Capacity Building (No Match)	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$250,000.00	$ -	$250,000.00
FY26 Capacity Building (No Match)									$ 250,000.00	
Carryover from Previous Year	$0.00	$251,527.70	$360,533.73	$219,549.89	$168,868.26	$147,135.45	$132,277.63	$114,746.73	$85,425.26	$114,746.73
Total Revenue	$400,000.00	$501,527.70	$610,533.73	$469,549.89	$418,868.26	$397,135.45	$382,277.63	$364,746.73	$335,425.26	$2,264,746.73
Expenditures (since April 2017)										
GWRC Staffing (Salary, Fringe, and Indirect)	$49,850.69	$82,437.98	$147,183.38	$126,984.27	$165,991.54	$ 243,596.36	$ 227,533.71	$ 234,173.10	$ 104,968.57	$1,382,719.60
Project Review Services	$0.00	$9,100.00	$20,325.00	$0.00	$0.00	$0.00				$29,425.00
Capacity Building Efforts (no match)	$0.00	$23,156.70	$91,808.29	$105,564.13	$0.00	$0.00				$220,529.12
Project Pipeline Development	$0.00	$0.00	$125,000.00	$57,500.00	$12,500.00	$0.00				$195,000.00
Meetings	$2,446.51	$1,453.16	$1,483.05	$0.00	$665.83	$754.80	$17,449.66	$8,397.32	$1,692.67	$34,343.00
Travel	$1,753.42	$2,262.67	$3,251.57	$105.55	$2,218.71	$ 4,953.19	$ 9,321.07	$ 4,369.30	$ 3,828.93	$32,064.41
Equipment	$0.00	$0.00	$1,917.39	$8,703.88	$12,375.62	$ 15,553.47	$ 3,291.30	$ 3,512.88	$ 3,648.08	$49,002.62
Marketing/Outreach	$521.68	$583.46	$15.16	$73.80	$2,231.11	$0.00	$9,935.16	$492.87	$73.00	$13,926.24
G&D Plan Development	$93,900.00	$22,000.00	$0.00	$1,750.00	$75,750.00	$0.00		$28,376.00	$30,964.00	$252,740.00
Legal Expenses	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00				$0.00
Future Consulting Needs	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00				$0.00
Contingency	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00				$0.00
Contract Services	$ -	$ -	$0.00	$0.00	$0.00	$0.00			$6,347.89	$6,347.89
Project Reserves	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00				$0.00
Total Expenditures	$148,472.30	$140,993.97	$390,983.84	$300,681.63	$271,732.81	$264,857.82	$267,530.90	$279,321.47	$151,523.14	$2,216,097.88
Under/Over										
Total	$251,527.70	$360,533.73	$219,549.89	$168,868.26	$147,135.45	$132,277.63	$114,746.73	$85,425.26	$183,902.12	$48,648.85

Presentations

Rivers Region Entrepreneurial Ecosystem (RREE)



Report to the Region 6 Executive Committee on the Regional Entrepreneurial Initiative Action Plan

“Thrive by Water”

13 April 2026

By
Michael Purello, P.E.
RREE Executive Director

A 501c3 Entrepreneurial Support Organization Service

About Region 6

GO Virginia Region 6—spanning the Fredericksburg area, the Middle Peninsula, and the Northern Neck—sits at the intersection of world class research assets, a water connected economic landscape, and a growing base of entrepreneurial activity.

Yet despite strong ingredients for innovation, the region's entrepreneurial ecosystem operates unevenly across its subregions, with limited navigation support, inconsistent commercialization pathways, and challenges in accessing early stage capital.

The Region 6 Regional Entrepreneurial Initiative (REI) Action Plan addresses these gaps through a coordinated, region wide strategy designed to strengthen founder support, accelerate commercialization, increase high growth business opportunities, and expand access to capital.

How We Got Here

TEConomy Reports

- Chapman report
  - Formation of the RREEC
    - Application for a Planning Grant
      - Hiring a Director for the RREEC
        - Research on Entrepreneurial Ecosystems & Strategies
          - Meetings with stakeholders throughout the region
            - Meetings with individuals outside of the region
              - Strategic Planning
                - Actionable Strategies
                  - **Region 6 REI Action Plan**

Region 6's innovation potential is anchored in its geography—defense, cybersecurity, maritime, aquaculture, outdoor recreation, and tourism are all water-connected.

“Thrive by Water”

The plan is grounded in the regional identity of Thrive by Water—a recognition that waterways shape the geography, culture, industries, and economic potential of Region 6.

Bounded by the Potomac, Rappahannock, and York Rivers, the region’s water-connected assets, such as the Naval Surface Warfare Center Dahlgren Division (NSWCDD) and its strategic use of the Potomac River Test Range, Virginia Institute of Marine Science (VIMS) located in Gloucester Point, the Blue Catfish Initiative, aquaculture clusters, and maritime manufacturing, create unique opportunities for innovation. Add to this a strong education component with the University of Mary Washington, and Germanna and Rappahannock Community Colleges.

The REI Action Plan positions Region 6 to convert its natural and research based advantages into high-growth business creation, supported by a region-wide entrepreneurial ecosystem infrastructure that reaches every community, regardless of shoreline or distance.

Three Regional Priorities

1. **Strengthen Entrepreneur Support & Founder Discovery:**
Build a unified, region wide support system that makes it easy for entrepreneurs to find help, navigate resources, and connect with peers and mentors.

2. Advance Technology Commercialization & High Growth Development:
Leverage the Naval Surface Warfare Center Dahlgren Division (NSWCDD), VIMS, aquaculture, coastal resilience expertise, and other regional research strengths to drive commercialization and high growth business formation.

3. Expand Capital Access & Regional Network Connections:
Increase the availability of early-stage capital across all subregions through a coordinated angel network, micro-seed investments, and founder-investor readiness support.

These priorities form the backbone of the REI Action Plan and shape the four major recommendations.

Four Major Recommendations

- **Recommendation 1:** Fredericksburg Subregion High Growth Business Development Strengthens dual-use commercialization opportunities anchored by the NSWCDD and the Technology Office (formally known as the Potomac Tech Bridge).

- **Recommendation 2:** Middle Peninsula Subregion High Growth Business Development Builds commercialization pathways for environmental, coastal resilience, and aquaculture innovations anchored by VIMS and water based industries.

- **Recommendation 3:** Northern Neck Subregion High Growth Business Development Scales seafood, aquaculture, and water connected industries through product development, commercialization, and strategic workforce alignment.

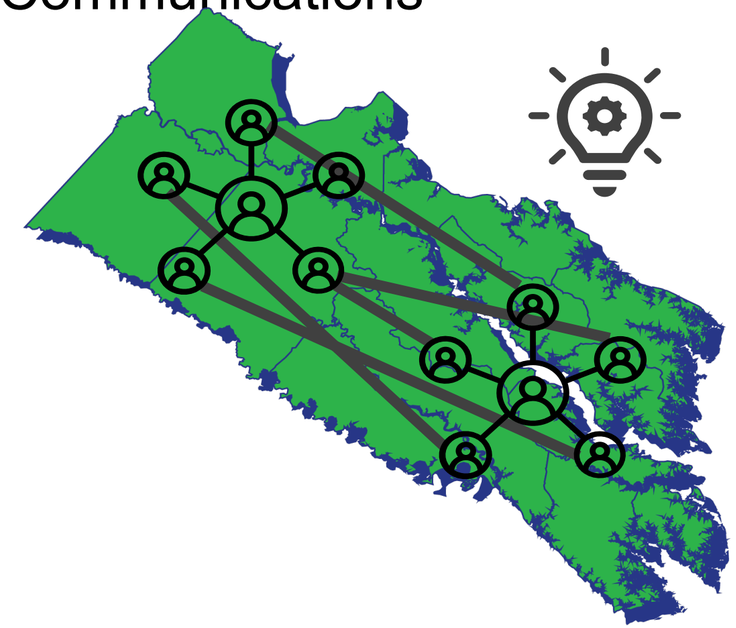
Recommendations 1–3 define **“what”** each subregion must achieve.

Four Major Recommendations (continued)

- **Recommendation 4:** Regional Project Portfolio (4a–4d)

A coordinated set of region wide initiatives providing essential entrepreneurship infrastructure and support:

4a: Entrepreneur Support Hub Network, Advisory Councils & Communications
4b: Dahlgren/VIMS Commercialization Pipeline
4c: Angel Network & Micro-Seed Fund
4d: Maker, Inventor & Product Entrepreneurship Initiative



Recommendation 4 defines **“how”** the region enables and supports them.

Expected Outcomes

- **Increased** Small Business Innovation Research (**SBIR**)/Small Business Technology Transfer (**STTR**) submissions and awards
- New **high growth business** formation across all three subregions
- **Expanded** commercialization of federal and marine science research
- **Improved capital access** through a region wide angel network
- **Greater founder satisfaction** and resource navigation
- Geographically and **strategically** placed **entrepreneurial infrastructure** including incubators, accelerators, meeting spaces, test beds, and other similar facilities
- **Increased** jobs, income, and start-ups
- Stronger **storytelling and visibility** for regional entrepreneurs and investors
- **Enhanced collaboration** across rural, coastal, and urban communities

What will Success Look Like with REI Implementation?

- There will be an **active and connected network** in place to help and support entrepreneurs and startups. This includes a multi source funding strategy—including state, federal, philanthropic, and private capital— that supports scalability and long term sustainability.
- **Greater access** to entrepreneurial working spaces (e.g., test beds, accelerators, incubators, meeting spots, collabs, maker spaces, etc.).
- Grow & sustain a pipeline of **High Growth Business opportunities** for all three subregions.
- **Increase** in Veteran and Minority owned businesses.
- Entrepreneurship training classes and sessions will be **more prevalent, available, and accessible** throughout the region.
- There is a larger focus on **Storytelling** to help draw more entrepreneurs and investors.
- The Region 6 model will be **shared** with other regions.
- A region-wide **reporting** cycle, a shared Key Performance Indicators (**KPI**) dashboard, and a governance structure will ensure transparency, performance management, and continuous improvement.

Summary

A **connected and centralized entrepreneurial ecosystem** and the corresponding support systems play a critical role in facilitating & easing the ability of entrepreneurs to start something new in GO Virginia Region 6. This type of support would help entrepreneurs to **succeed** and, in turn, contribute to the region's **economic growth**. Done right, the entrepreneurial ecosystem will eventually become **self-sustaining.**

This REI Action Plan provides a **unified regional strategy** that leverages the unique strengths of the Fredericksburg, Middle Peninsula, and Northern Neck subregions.
It builds the foundational infrastructure (commercialization pathways, support hubs, capital networks, and other entrepreneurial ecosystem components) required to enable entrepreneurs to succeed anywhere in Region 6.

Implementation of these REI projects will position this region to strengthen **innovation**, create **high growth businesses**, grow **high quality jobs**, and shape a future where businesses and communities truly **"Thrive by Water"**.

Thank You

GO VIRGINIA Region Six

Rivers Region Entrepreneurial Ecosystem

Michael Purello, P. E.
Rivers Region Entrepreneurial Ecosystem Executive Director
cell: (804) 517-0933
email: mpurello@rrecosystem.org

GO VIRGINIA REGION 6

Rivers Region Entrepreneurial Ecosystem

GO Virginia Region 6
Regional Entrepreneurial Initiative (REI)
Action Plan

Thrive by Water

Innovating Region 6's Entrepreneurial Spirit

March 2026

Submitted by

TPMA
Bold Solutions.
Empowered Communities.

Zachary Rice: Principal Consultant | Project Lead
Michael Mills: Senior Consultant | Project Support
Connor Waddell: Consultant | Project Support

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Executive Summary

GO Virginia Region 6—spanning the Fredericksburg area, the Middle Peninsula, and the Northern Neck—sits at the intersection of world class research assets, a water connected economic landscape, and a growing base of entrepreneurial activity. Yet despite strong ingredients for innovation, the region's entrepreneurial ecosystem operates unevenly across its subregions, with limited navigation support, inconsistent commercialization pathways, and challenges in accessing early stage capital. The Region 6 Regional Entrepreneurial Initiative (REI) Action Plan addresses these gaps through a coordinated, region wide strategy designed to strengthen founder support, accelerate commercialization, increase high growth business opportunities, and expand access to capital.

A Vision Anchored in "Thrive by Water"

The plan is grounded in the regional identity of *Thrive by Water*—a recognition that waterways shape the geography, culture, industries, and economic potential of Region 6. Bounded by the Potomac, Rappahannock, and York Rivers, the region's water-connected assets, such as the Naval Surface Warfare Center Dahlgren Division (NSWCDD) and its strategic use of the Potomac River Test Range, Virginia Institute of Marine Science (VIMS) located in Gloucester Point, the Blue Catfish Initiative, aquaculture clusters, and maritime manufacturing, create unique opportunities for innovation. At the same time, these water-defined geographies pose challenges for connectivity, access, and collaboration. The REI Action Plan positions Region 6 to convert its natural and research-based advantages into high-growth business creation, supported by region-wide ecosystem infrastructure that reaches every community, regardless of shoreline or distance.

Three Regional Priorities

The strategy is guided by three long horizon regional priorities:

1. **Strengthen Entrepreneur Support & Founder Discovery**
   Build a unified, region wide support system that makes it easy for entrepreneurs to find help, navigate resources, and connect with peers and mentors.
2. **Advance Technology Commercialization & High Growth Development**
   Leverage the Naval Surface Warfare Center Dahlgren Division (NSWCDD), VIMS, aquaculture, coastal resilience expertise, and other regional research strengths to drive commercialization and high growth business formation.
3. **Expand Capital Access & Regional Network Connections**
   Increase the availability of early-stage capital across all subregions through a coordinated angel network, micro-seed investments, and founder-investor readiness support.

These priorities form the backbone of the action plan and shape the recommendations and projects that follow.

Four Major Recommendations

The REI Plan includes four mutually reinforcing recommendations:

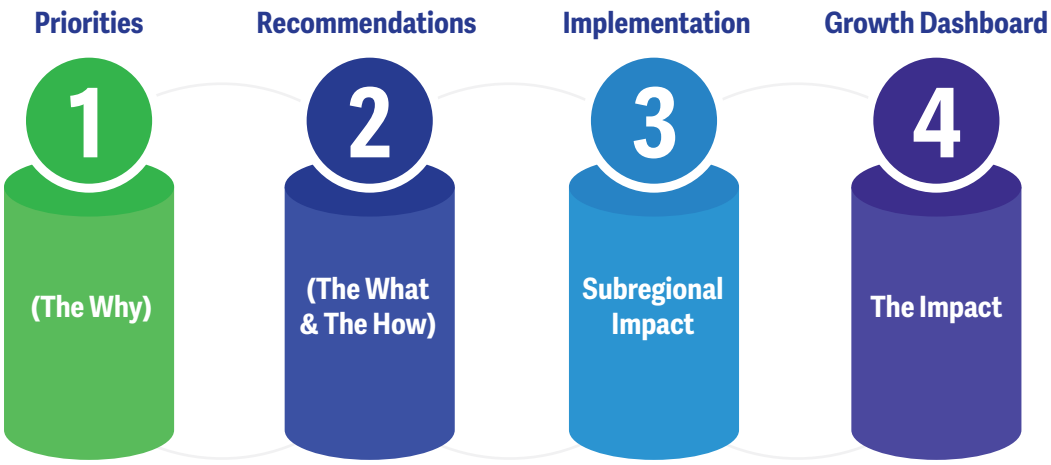
- **Recommendation 1:** Fredericksburg Subregion High Growth Business Development
  Strengthens dual-use commercialization opportunities anchored by the NSWCDD and the Potomac Tech Bridge.
- **Recommendation 2:** Middle Peninsula Subregion High Growth Business Development
  Builds commercialization pathways for environmental, coastal resilience, and aquaculture innovations anchored by VIMS and water based industries.

- **Recommendation 3:** Northern Neck Subregion High Growth Business Development
  Scales seafood, aquaculture, and water connected industries through product development, commercialization, and strategic workforce alignment.
- **Recommendation 4:** Regional Project Portfolio (4a–4d)
  A coordinated set of region wide initiatives providing essential infrastructure:
  - **4a:** Entrepreneur Support Hub Network, Advisory Councils & Communications
  - **4b:** Dahlgren/VIMS Commercialization Pipeline
  - **4c:** Angel Network & Micro-Seed Fund
  - **4d:** Maker, Inventor & Product Entrepreneurship Initiative

Recommendations 1–3 define ***what*** each subregion must achieve.
Recommendation 4 defines ***how*** the region enables and supports them.

A Four Tier Strategy Architecture

The plan's Visual Strategy Map showcases the entire framework across four tiers:



This structure demonstrates how regional vision becomes local execution—and how execution becomes quantifiable economic impact.

Expected Outcomes

The Region 6 REI Plan aims to significantly strengthen entrepreneurial capacity and economic mobility across the region. Anticipated impacts include:

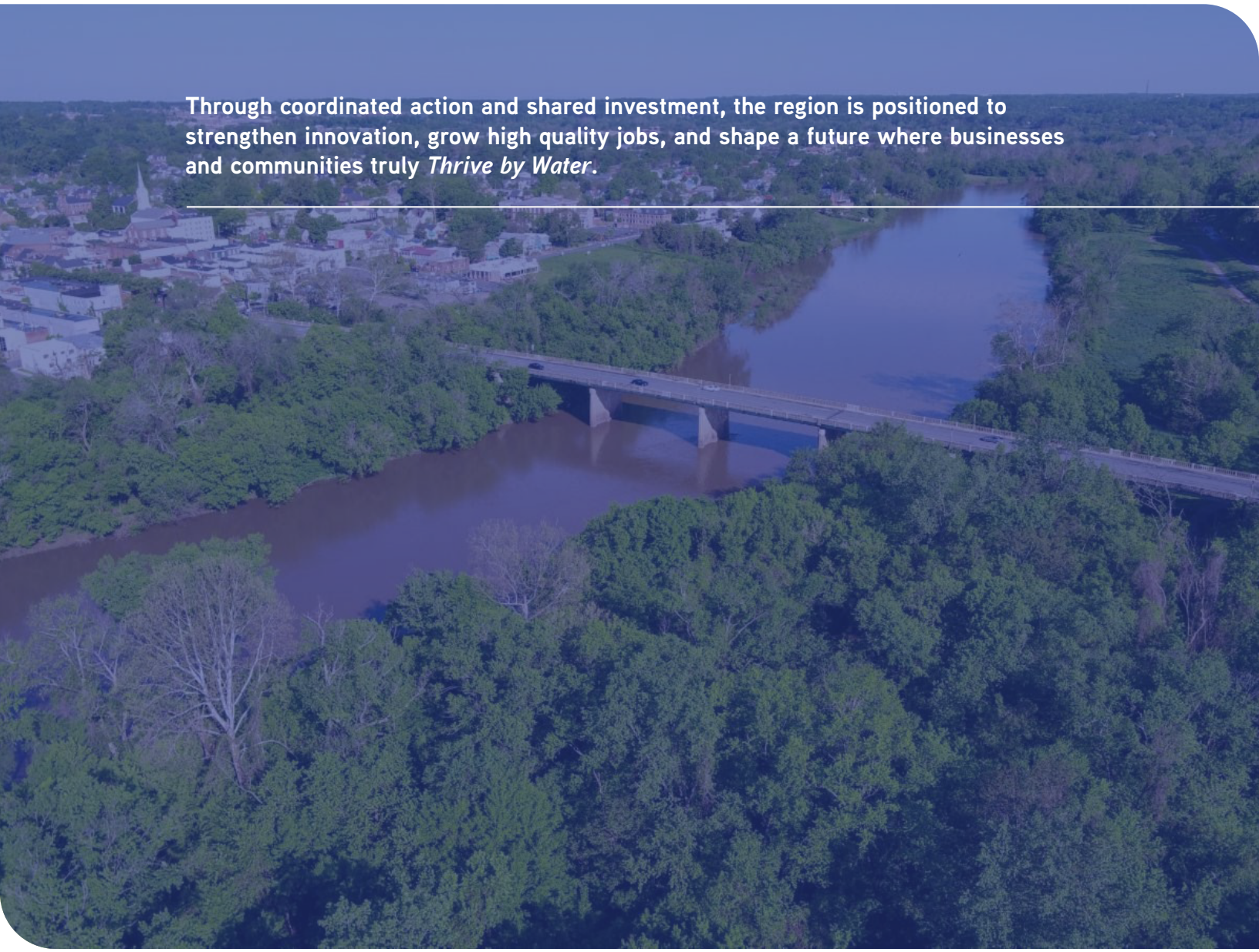
- Increased Small Business Innovation Research (SBIR)/Small Business Technology Transfer (STTR) submissions and awards
- New high growth business formation across all three subregions
- Expanded commercialization of federal and marine science research
- Improved capital access through a region wide angel network
- Greater founder satisfaction and resource navigation
- Geographically and strategically placed entrepreneurial infrastructure including incubators, accelerators, meeting spaces, test beds, and other similar facilities
- Increased jobs, income, and start-ups
- Stronger storytelling and visibility for regional entrepreneurs and investors
- Enhanced collaboration across rural, coastal, and urban communities

Implementation and Accountability

The implementation framework includes clear roles for the Region 6 Council, project leads, and local partners. A region-wide reporting cycle, a shared Key Performance Indicators (KPI) dashboard, and a governance structure will ensure transparency, performance management, and continuous improvement. A multi source funding strategy—including state, federal, philanthropic, and private capital—supports scalability and long term sustainability.

Closing Summary

Together, this REI Action Plan provides a unified regional strategy that leverages the unique strengths of the Fredericksburg, Middle Peninsula, and Northern Neck subregions. It builds the foundational infrastructure—commercialization pathways, support hubs, capital networks, and other entrepreneurial ecosystem components—required to enable entrepreneurs to succeed anywhere in Region 6.



Through coordinated action and shared investment, the region is positioned to strengthen innovation, grow high quality jobs, and shape a future where businesses and communities truly *Thrive by Water*.

Regional Background & Context

Geography & Subregional Overview:

GO Virginia Region 6 encompasses three planning districts: the George Washington Regional Commission, the Middle Peninsula, and the Northern Neck.

The **George Washington Regional Commission** includes the jurisdictions of Fredericksburg and the counties of Caroline, King George, Spotsylvania, and Stafford. Positioned along the Interstate-95 corridor between Northern Virginia and Richmond, this district is the fifth largest and fastest-growing of the 21 planning districts in Virginia. The region benefits from a highly skilled workforce and proximity to major federal and defense employers. Its economy includes expanding sectors in advanced manufacturing, logistics, professional services, and technology. These assets create significant opportunities to strengthen an entrepreneurial ecosystem that supports startups, small businesses, and innovation-driven enterprises.

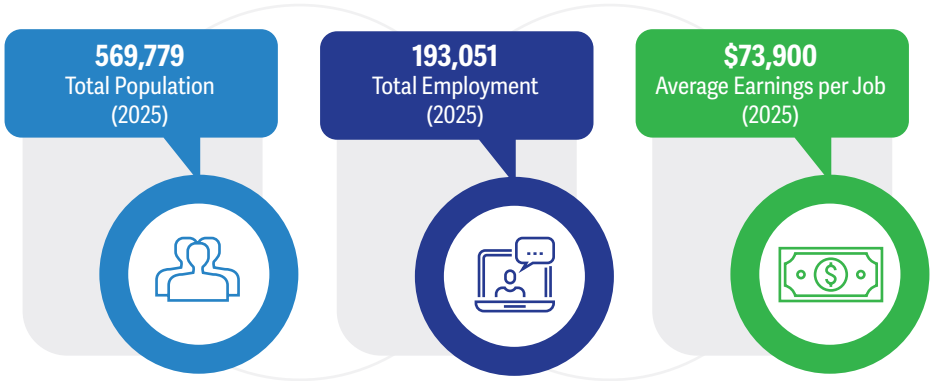
The **Middle Peninsula Planning District Commission** represents the counties of Essex, Gloucester, King and Queen, King William, Mathews, and Middlesex. The region's economy is characterized by a mix of maritime industries, aquaculture, tourism, agriculture, and small-scale manufacturing. Many communities are rural and coastal, with strong traditions of small business ownership and locally rooted enterprises. Expanding entrepreneurial support systems – such as technical assistance, access to capital, and innovation networks – can help diversify the economy and support new ventures that build on the region's natural resources and workforce.

The **Northern Neck Planning District Commission** serves the counties of Lancaster, Northumberland, Richmond, and Westmoreland. Located between the Potomac and Rappahannock Rivers, the region has a distinctive economic base shaped by water-dependent industries, agriculture, tourism, and heritage assets. Small businesses and entrepreneurial ventures play a central role in sustaining local economies across rural communities. Strengthening the regional entrepreneurial ecosystem can help foster business formation, support innovation in maritime and tourism sectors, and expand opportunities for local workforce participation.

The identity of **GO Virginia Region 6** is shaped by its proximity to major rivers and the Chesapeake Bay. These waterways support maritime industries, tourism, recreation, and agriculture, and each planning district leverages its waterfront resources in unique ways. Ultimately, the region's proximity to water drives economic activity, supports high growth business development, sustains small businesses, and fosters entrepreneurial ventures tied to both traditional and emerging industries.

Economic Base:

GO Virginia Region 6 has a diverse economic base that includes long-standing, heritage industries and emerging sectors alike. The region hosts a mix of manufacturing, agriculture, tourism, and service-oriented businesses alongside growing clusters in technology, professional services, and healthcare. Its economy is shaped by both urban centers and rural communities, creating a dynamic environment where established businesses and startups coexist. This diversity provides a strong foundation for fostering innovation, supporting business growth, and strengthening the regional workforce.



The region's top private industries, as measured by Gross Regional Product (GRP), include retail trade, professional and technical services, health care, finance and insurance, and construction. These high-performing sectors reflect both the region's consumer base and its growing professional and knowledge-driven economy. Their strength highlights opportunities to build targeted entrepreneurial support, attract complementary businesses, and create high-quality jobs. Leveraging these industries can serve as a foundation for expanding the region's economic and workforce development initiatives.

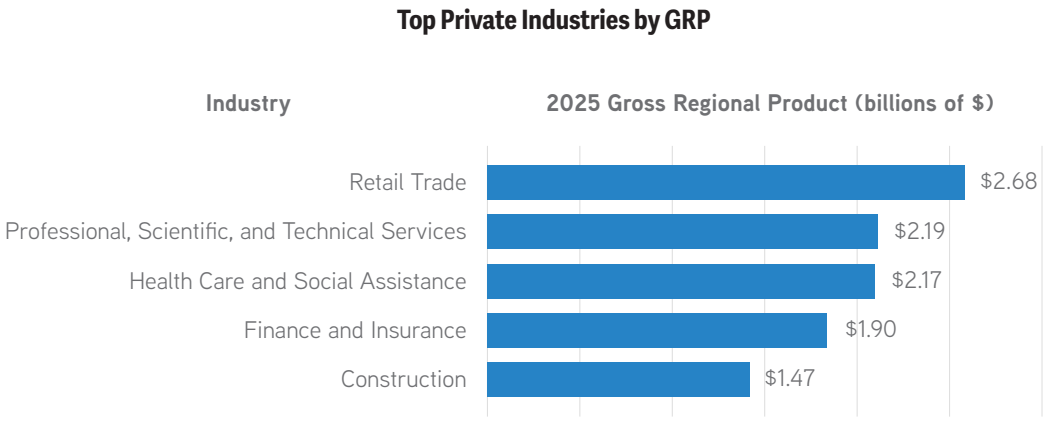
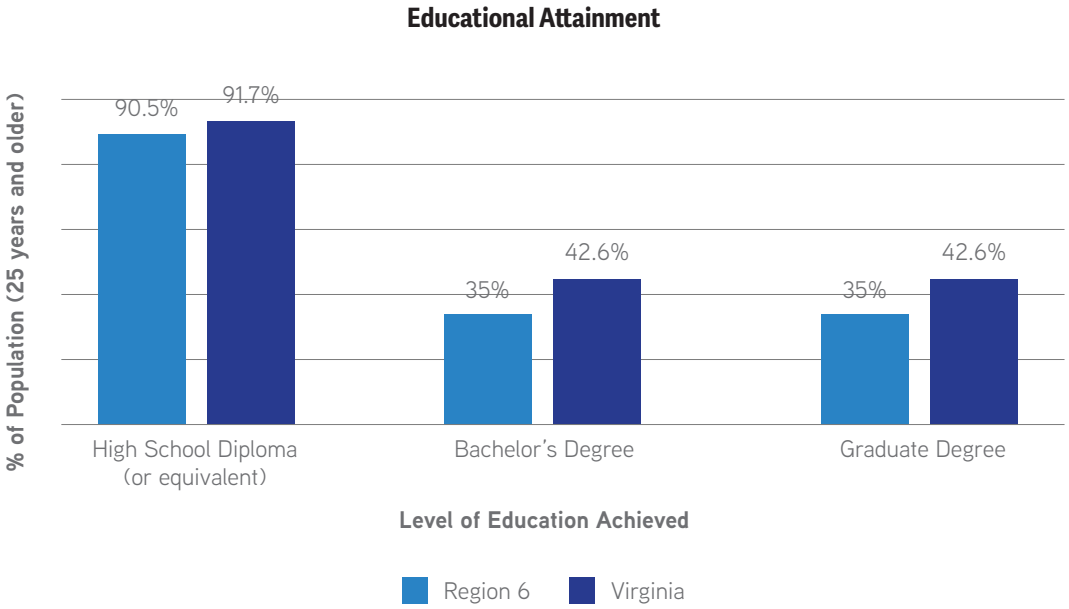


Figure 1: Top Private Industries by GRP. Source: Lightcast 2026.1

GO Virginia Region 6 has educational attainment levels generally lower than the state average, with a smaller share of residents holding postsecondary degrees. This gap represents a clear opportunity to attract new talent, expand the availability of high-quality jobs, and foster business growth across the region. By investing in workforce development, training programs, and entrepreneurial support, the region can strengthen its talent pipeline and build a highly skilled workforce prepared to support innovation-driven industries. Enhancing educational attainment will directly contribute to a more competitive and resilient regional economy.



There are several educational institutions in the region, including community colleges, four-year universities, and specialized technical programs that provide training for workers in a variety of industries. These institutions serve as critical sources of talent, research, and workforce development. The region also benefits from a strong federal and military presence, including nearby bases, federal agencies, and research facilities, which contribute to economic stability, advanced technical expertise, and opportunities for public-private partnerships. Together, these educational and federal assets create a foundation for building a skilled, innovative workforce.

Innovation & Entrepreneurship Landscape:

While several unique features of the region impact its local economies, the Naval Surface Warfare Center Dahlgren Division (NSWCDD) plays an especially important role. NSWCDD serves as a major anchor for high-tech research, engineering, and defense innovation. Its presence supports a concentration of highly skilled science, technology, engineering, and mathematics (STEM) professionals and creates opportunities for technology transfer, contracting, and collaboration with local businesses and startups. Many small and mid-sized firms in the region leverage Dahlgren's expertise and federal contracts to develop specialized products and services, particularly in cybersecurity, electronics, and advanced engineering. By fostering innovation-driven partnerships and providing access to cutting-edge technology, Dahlgren helps strengthen the entrepreneurial ecosystem and positions the region as a hub for advanced technical industries.

The region's geographical location, too, impacts its industry composition in several important ways. Rivers, tributaries, and the Chesapeake Bay support industries such as commercial fishing, aquaculture, boating, and waterfront tourism. These industries capture local businesses that have long supported the region's economy and sustained local communities. Many emerging industries, too, are connected to the region's natural assets, such as maritime technology, environmental services, and recreational enterprises. The region's proximity to water undoubtedly provides many opportunities for innovation and local business growth.

Region 6 encompasses both urban centers, like Fredericksburg, and expansive rural communities across the Middle Peninsula and Northern Neck. This mix creates a dynamic economic landscape; urban areas often support professional services, healthcare, and technology businesses, while rural areas maintain strong agricultural, maritime, and small-business traditions. There is a strong need for region-wide strategies that connect talent, infrastructure, and entrepreneurial growth across industries. The Region is a sweet spot nestled between Washington, DC and Northern Virginia in the north and Richmond and Hampton Roads in the south.

Historic Engagement Themes:

In recent years, Region 6 has engaged its residents and businesses in other planning and reporting processes. The RREE 2025-2029 Strategic Plan, the Region 6 Growth & Diversification Plan, Comprehensive Economic Development Strategy for each subregion, previous studies conducted (e.g. Chapman and TEConomy reports) and others have illuminated stakeholders' perceptions of the region's business ecosystem's strengths and weaknesses. Some key engagement findings of those reports include:

- **Strong natural and cultural assets:** Stakeholders repeatedly emphasized Region 6's extensive waterfront resources, historic communities, and high quality of life. These assets support tourism, maritime industries, and place based entrepreneurship and remain central to the region's economic identity.
- **Infrastructure and workforce gaps constrain growth:** Despite significant progress in broadband expansion since COVID 19, ongoing gaps in transportation, water and sewer capacity, and digital connectivity continue to affect many communities. Combined with workforce shortages and lower educational attainment levels, these challenges create barriers to business expansion, operational efficiency, and long term talent retention.
- **Opportunities to grow innovation-driven businesses:** Stakeholders identified strong potential to build innovation oriented sectors by leveraging technology transfer opportunities and emerging industries such as specialty agriculture, maritime technology, aquaculture, tourism, and remote work enabled ventures. These areas present opportunities to diversify and strengthen the region's entrepreneurial ecosystem.
- **Need for stronger regional collaboration and economic diversification:** Stakeholders consistently expressed a desire for more coordinated support across both high growth and Main Street businesses. Enhanced workforce development, stronger resource navigation, and improved regional collaboration were highlighted as key strategies to diversify the economy and attract new investment and talent.

These cross-cutting insights directly informed the design and selection of the projects and priorities within this REI Plan.

Regional insight:

Region 6's innovation potential is anchored in its geography—defense, cybersecurity, maritime, aquaculture, outdoor recreation, and tourism are all water-connected.

Ecosystem Assessment

The Region 6 entrepreneurial ecosystem reflects a diverse mix of urban, rural, coastal, and research driven economies. To design an effective regional strategy, this plan assesses the region's current landscape across its strengths, gaps, opportunities, and challenges. This assessment draws on quantitative data, stakeholder input, previous GO Virginia planning efforts, and analysis of existing ecosystem assets. Together, these elements provide a clear picture of the region's entrepreneurial capacity and the strategic actions needed to strengthen innovation, business formation, and economic resilience.

Strengths:

The region possesses several foundational strengths that support entrepreneurship and innovation:

1. **STEM Workforce:** Region 6 benefits from a significant base of science, technology, engineering, and mathematics (STEM) talent supported by federal employers, defense contractors, and technical training institutions. This concentration creates a strong foundation for innovation-driven industries and advanced business growth.
2. **Federal Assets:** The Naval Surface Warfare Center Dahlgren Division (NSWCDD) anchors high-tech research, engineering expertise, and contracting opportunities. It remains one of the region's most powerful innovation engines.
3. **Strong Main Street Business Formation:** The region demonstrates consistent small business formation, particularly in Main Street and downtown corridors. This activity strengthens local economic vitality and provides a pipeline for broader entrepreneurial development.
4. **Natural Assets:** Extensive waterfronts, natural beauty, and outdoor recreation assets support tourism, quality of life, and water-dependent industries — creating opportunities for place-based entrepreneurship and blue-economy innovation.

Gaps:

Despite these strengths, the region faces structural gaps that constrain entrepreneurial growth:

1. **Limited High Growth Business Base:** The region has relatively few scalable, high growth firms.
2. **Early Stage Capital Gaps:** Angel investment is limited, and early stage financing options are scarce.
3. **Weak Commercialization Pathways:** Research, talent, and technical expertise are not consistently translated into commercial activity.
4. **Limited Customer Discovery Capacity:** Founders lack structured pathways to validate markets and achieve product market fit.
5. **Insufficient Maker & Prototyping Support:** There are few accessible maker spaces, collabs, incubators, accelerators, fabrication assets, or technical prototyping resources.
6. **Weak Marketing & Storytelling:** Successes, resources, and entrepreneurial identity are not widely visible across the region.
7. **Underutilized Educational Assets:** Higher education and workforce institutions are not fully leveraged for entrepreneurship or applied learning.
8. **Insufficient Data & Performance Tracking:** Ecosystem actors lack integrated data systems to track outcomes and inform decision making.
9. **Veteran and Minority Underrepresentation in both High Growth and Main Street Business Entrepreneurship development:** Access, inclusion, and support gaps persist across the entrepreneurial pipeline.

10. **Talent Pipeline Misalignment:** Training systems are not consistently aligned with employer demand or emerging industry needs.
11. **Fragmentation & Navigation Challenges:** Ecosystem services are not coordinated, making it difficult for entrepreneurs to find the right support.
12. **No Clear Regional "Front Door":** There is no unified entry point for entrepreneurs seeking guidance, resources, or technical assistance.

Opportunities:

The region has several high-potential opportunities to build a competitive advantage:

1. **Cross Regional Partnerships:** Collaborations with GO Virginia Regions 3, 5, 7, and 9 can expand markets, expertise, and access to innovation networks.
2. **Water Linked Innovation:** Proximity to waterways creates opportunities in maritime technology, environmental science, resilience, and aquaculture.
3. **Blue Economy Development:** Growth in fisheries, seafood systems, and marine technologies can create a distinctive regional cluster.
4. **Federal & Research and Development (R&D) Technology Transfer:** NSWCDD (and access, through partnership agreements, to unused patents for potential technology transition and commercialization applications) and the Virginia Institute of Marine Science (VIMS) offer commercialization potential that can drive high growth business development.
5. **Improved Programmatic Pipelines:** Creating structured entry points for founders will increase navigation efficiency and support.
6. **Coordinated Aquaculture Initiatives:** Aligning disparate programs can strengthen the region's blue economy innovation ecosystem.

Challenges:

Several broader challenges shape the ecosystem's performance:

1. **Broadband Limitations:** Although broadband access has improved in recent years—particularly since COVID 19—important gaps remain in many rural and coastal areas. These ongoing connectivity limitations reduce access to digital markets, remote work, virtual training, and online education.
2. **Capital Constraints:** Limited availability of early stage and risk capital continues to hinder startup formation and the growth of innovation driven ventures across all three subregions.
3. **Talent Development & Retention Issues:** The region continues to struggle with retaining young professionals and attracting highly skilled workers. Many residents commute outside the region for employment, reducing local talent availability for emerging and existing businesses.
4. **Regional Fragmentation:** Geographic distance, small population centers, and organizational silos make it difficult to collaborate consistently across subregions. This fragmentation limits ecosystem efficiency and reduces visibility of available resources.

Why It Matters:

Addressing these gaps positions Region 6 to convert its assets into measurable economic growth, strengthen cross-regional collaboration, and unlock fundable, high-impact opportunities that enhance the region's long-term competitiveness.

Impact:

Addressing these gaps enables actionable, fundable regional transformation.

Region 6 Ecosystem Assessment: Accelerating Entrepreneurial Growth

STRENGTHS

STEM Workforce

▲ Concentrated talent supported by federal and training institutions

Federal Assets

▲ Naval Surface Warfare Center Dahlgren anchors R&D & contracting

Main Street

▲ Consistent small business formation in downtown corridors

Natural Assets

▲ Extensive waterfronts support blue-economy innovation

GAPS

- ▼ **Limited High-Growth:** Fewer scalable firms
- ▼ **Early-Stage Capital Gaps:** Scarce seed funds
- ▼ **Weak Commercialization:** Unused research
- ▼ **Customer Discovery:** Market validation gap
- ▼ **Maker & Prototype Support:** Few maker spaces
- ▼ **Marketing & Storytelling:** Low visibility
- ▼ **Insufficient Data:** Tracking data gap
- ▼ **Minority Underrepresentation:** Inclusion gap
- ▼ **Talent Misalignment:** Skills/demand gap
- ▼ **Fragmentation:** Uncoordinated services

CURRENT STATE

Diverse mix of urban, rural, coastal, research

OPPORTUNITIES

- ▶ **Cross Regional Partnerships:** Collaborations with GO Virginia Regions 3, 5, 7 & 9
- ▶ **Water-Linked Innovation:** Maritime tech, environmental science
- ▶ **Blue Economy Development:** Growth in seafood systems & marine tech clusters
- ▶ **Fed & R&D Tech Transfer:** Dahlgren & VIMS drive high-growth business formation
- ▶ **Programmatic Pipelines:** Structured entry points for founders increase navitgation
- ▶ **Coordinated Aquaculture:** Aligning disparate blue economy programs

CHALLENGES

Broadband

◀ Connectivity constraints hinder digital markets

Capital Constraints

◀ Limited risk capital availability for growth

Talent Issues

◀ Difficulty retaining young and skilled workers

Fragmentation

◀ Distance and silos reduce regional collaboration

ANALYSIS DRIVERS

Quantitative Data, Input, GO Virginia Planning, Existing Assets

WHY IT MATTERS

Converting assets to measurable growth, strengthening cross regional collaboration, and unlocking high impact opportunities

Visual Strategy Map

How the Plan Fits Together

This strategy map provides a concise, four tier view of how the Region 6 REI Action Plan moves from vision to measurable economic impact. Each tier represents a different layer of strategy:

TIER 1
Priorities (The Why):
Founder Discovery, Commercialization, and Capital Access establish the core drivers of entrepreneurial growth in Region 6.

TIER 2
Recommendations (The What and The How):
Recommendations 1–3 describe what each subregion aims to achieve through high growth business development, while Recommendation 4 outlines how the region provides shared infrastructure through Projects 4a–4d.

TIER 3
Subregional Implementation & Impact:
This tier highlights where work occurs across Fredericksburg (Planning District (PD) 16), the Middle Peninsula (PD 18), and the Northern Neck (PD 17), translating strategies into action.

TIER 4
The Growth Dashboard (The Impact):
The final tier shows how success will be measured, including Small Business Innovation Research (SBIR) wins, job creation, firm formation, income growth, high-growth business creation, and commercialization outcomes.

Together, these tiers provide a clear snapshot of how vision, strategy, regional infrastructure, and local implementation connect across the Region 6 entrepreneurial ecosystem.

Strategic Growth Infographic: From Vision to Impact

PRIORITIES (The Why)

Founder Discovery:
1. Entrepreneur support founder discovery

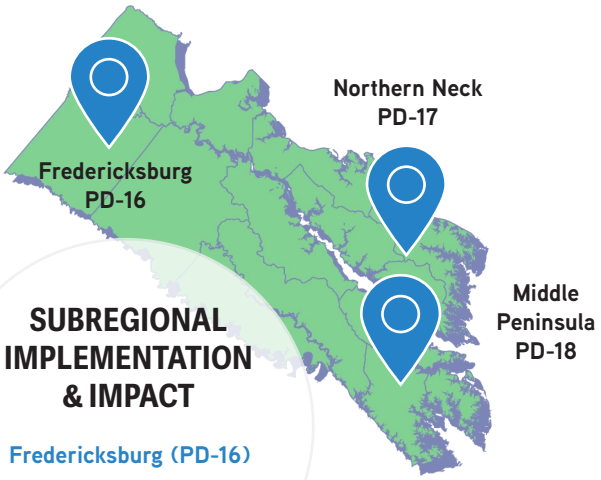
Commercialization:
2. High-growth development

Capital Access:
3. Connecting to regional funding

RECOMMENDATIONS (The Strategy Split)

1. Fredericksburg HGB | 2. Middle Peninsula HGB | 3. Northern Neck HGB
4. Regional Portfolio: (4a) Hub Network | (4b) Dahlgren/VIMS Pipeline | (4c) Angel + Micro-Seed (4d) Maker/Product

THE HUBS: Regional Location-Specific Goals (Recs 1-3)



SUBREGIONAL IMPLEMENTATION & IMPACT

Fredericksburg (PD-16)
Middle Peninsula (PD-18)
Northern Neck (PD-17)

THE PORTFOLIO: Strategic Project Toolbox (4a-4d)

- **Hub Network (4a)**
- **Angel & Micro-Seed (4c)**
- **Dahlgren/VIMS Pipeline (4b)**
- **Maker & Product Dev (4d)**

THE GROWTH DASHBOARD (The Impact)

SBIR Wins | Job Creation | Firm Formation | Income Growth | HGB Creation | Commercialization

Regional Priorities & Strategies

The following section outlines the three regional priorities that guide all elements of the Region 6 REI Plan. These priorities define the region's long term strategic focus and establish the foundation for the recommendations and projects that follow. Each priority represents a core driver of entrepreneurial growth—supporting founders, accelerating commercialization, and expanding access to capital across all subregions. Together, they provide the strategic backbone for coordinated, region-wide action.

Priority 1 — Strengthen Entrepreneur Support & Founder Discovery:

Priority Overview

Region 6's entrepreneurial ecosystem is rich with programs, institutions, and local champions, but these assets are not connected and operate inconsistently across the region. Strengthening support for entrepreneurs requires building coordinated systems that make it easier for founders to find resources, receive guidance, and navigate the ecosystem, regardless of where they live. This priority focuses on reducing fragmentation, improving visibility, and creating the connective tissue needed to support founders at every stage.

Why This Priority Matters

Entrepreneurs across Region 6 consistently identify challenges in knowing **where to start**, who to talk to, and how to access support. Existing Entrepreneurial Support Organizations (ESOs) do meaningful work but lack a unified structure, which limits regional collaboration and reduces the visibility of available resources. Strengthening support and discovery is essential for increasing founder engagement, improving satisfaction, and accelerating the startup pipeline.

Key Strategies

- Build a **region-wide support hub network** that provides clear navigation and consistent access points.
- Deploy a **regional ecosystem builder** to coordinate organizations, events, and communications.
- Launch region-wide **founder discovery activities**, including rotating meetups and workshops.
- Standardize **wayfinding and navigation tools** (website, referral systems, resource guides).
- Strengthen entrepreneurial **storytelling and visibility** across all three subregions.

Connected Recommendations & Projects

- **Primary Projects:**
  - 4a — Regional Entrepreneur Support Hub Network, Advisory Councils & Communications
  - 4d — Maker, Inventor & Product Entrepreneurship Initiative
- **Supports:**
  - All subregional high-growth projects (Projects 1–3)

How it Supports *Thrive by Water*

Creates unified access across a geographically dispersed, water-connected region by ensuring every community — regardless of shoreline or distance — has consistent entrepreneurial support.

Priority 2 — Advance Technology Commercialization & High-Growth Development:

Priority Overview

Region 6 is home to powerful innovative drivers — including the Naval Surface Warfare Center Dahlgren Division (NSWCDD), the Virginia Institute of Marine Science (VIMS), the Blue Catfish initiative, the Festival Halle Aquaculture Incubator, and a growing set of water-based industries. This priority strengthens the commercialization pipeline, expands Small Business Innovation Research (SBIR)/Small Business Technology Transfer (STTR) competitiveness, and accelerates the formation of high-growth businesses across all three subregions.

Why This Priority Matters

Commercialization and tech transfer represent Region 6's most significant untapped opportunity. Subregions have strong but underutilized research assets and emerging water-based industries, yet founders face barriers to accessing patents, research expertise, test beds, and commercialization pathways. Advancing high-growth development ensures that research, innovation, and natural assets translate into new companies, jobs, and investment.

Key Strategies

- Expand **technology transfer** and dual-use commercialization opportunities with NSWCDD and Potomac Tech Bridge.
- Strengthen **research-based entrepreneurship and high-growth business development** in the Middle Peninsula and Northern Neck.
- Establish **SBIR Phase 0** programming to increase proposal quality and founder readiness.
- Build a structured **commercialization pipeline** for technologies emerging from Dahlgren, VIMS, aquaculture, and coastal resiliency sectors.
- Support **sector-aligned innovation** (marine science, seafood systems, defense systems, coastal adaptation).

Connected Recommendations & Projects

- **Primary Recommendations:**
  - Recommendation 1 — Fredericksburg High-Growth Business Development
  - Recommendation 2 — Middle Peninsula High-Growth Business Development
  - Recommendation 3 — Northern Neck High-Growth Business Development
  - Project 4b — Dahlgren/VIMS Commercialization Pipeline

How it Supports *Thrive by Water*

Transforms water-connected research strengths — marine science, aquaculture, naval systems, and coastal innovation — into commercial ventures that drive regional prosperity.

Priority 3 — Expand Capital Access & Regional Network Connections:

Priority Overview

Capital availability is one of the most persistent constraints facing Region 6 entrepreneurs. Founders frequently cite difficulty accessing even early-stage funding, and rural/urban disparities exacerbate these challenges. Expanding access to capital ensures that startups can secure the financial resources needed to test, grow, and scale their ventures.

Why This Priority Matters

Without access to early-stage capital, innovative businesses stall before reaching viability. Region 6 lacks a coordinated angel network, has limited investor readiness programming, and experiences siloed investment activity across subregions. Expanding access to capital and regional network connections is crucial for building a vibrant, competitive entrepreneurial ecosystem.

Key Strategies

- Launch a **Region 6 Angel Network** to facilitate early-stage investment.
- Establish a **micro-seed fund** offering first in capital ($10K–$50K).
- Provide **investor readiness training** for founders.
- Connect startups with **regional, statewide, and national investment networks**.
- Reduce **capital access disparities** between rural and urban communities.

Connected Recommendations & Projects

- **Primary Project:**
  - 4c — Angel Network & Micro-Seed Fund
- **Supports:**
  - All high-growth business development projects (1–3)
  - Commercialization and ecosystem support efforts

How it Supports *Thrive by Water*

Brings financial resources into a region where distance, geography, and rural dispersion have historically restricted investor engagement across river-separating communities.

Recommendations

The following recommendations represent the specific strategic focus areas required to implement the Region 6 entrepreneurial vision. These recommendations include three subregional opportunities and one region-wide project portfolio designed to support all communities in the region. As shown in the Visual Strategy Map, Recommendations 1-3 present subregional high-growth strategies, while Recommendation 4 provides the region-wide project portfolio that enables implementation.

Recommendation 1 — Fredericksburg Subregion High-Growth Business Development

Summary

The Fredericksburg Subregion (Planning District (PD) 16), including Caroline, King George, Spotsylvania, Stafford, the City of Fredericksburg, and the towns of Bowling Green and Port Royal, has significant potential for high-growth business (HGB) formation driven by its proximity to the Naval Surface Warfare Center Dahlgren Division (NSWCDD), the Potomac Tech Bridge, and a highly educated commuting workforce. This project accelerates high-growth entrepreneurship by identifying dual-use technologies, expanding access to federal patents, and supporting technology transfer through structured events, commercialization readiness, and navigation support. These activities leverage existing relationships with the Fredericksburg Regional Alliance (FRA), the University of Mary Washington (UMW), military and federal partners, Entrepreneurial Support Organizations (ESOs), and subregional Economic Development Authorities (EDAs) to drive innovation and reduce out-commuting by creating scalable companies locally.

Activities

- Expand technology transfer engagement among NSWCDD, Potomac Tech Bridge, FRA, RREE, and regional partners.
- Identify dual-use applications appropriate for technology founders.
- Provide commercialization readiness support, including Cooperative Research and Development Agreements (CRADA) and patent licensing navigation.
- Host patent-focused showcase events with inventors available for Q&A.
- Connect startups to ESOs, universities, accelerators.
- Connect founders with investors, defense sector partners, and commercialization programs.
- Coordinate subregional collaboration among local EDAs, UMW, Germanna Community College (GCC), military councils, and entrepreneurial support organizations.

KPIs

- Patent showcase events hosted
- Entrepreneurs connected to HGB opportunities
- Dual-use technologies evaluated
- Founders supported through commercialization readiness
- HGBs launched in the Fredericksburg subregion

How it Supports *Thrive by Water*

Strengthens the subregion's role as a technology and innovation gateway for the water-connected Region 6 economy, leveraging federal naval assets to drive scalable business creation.

Potential Models

The following examples illustrate similar programs or organizational models that inform the design and implementation of this project.

- NavalX Tech Bridge
- Pacific Northwest Tech Bridge
- SBIR/STTR Funding and Match - KY Innovation

Recommendation 2 — Middle Peninsula Subregion High-Growth Business Development

Summary

The Middle Peninsula (PD-18), comprising Essex, Gloucester, King & Queen, King William, Mathews, Middlesex counties and the towns of Tappahannock, Urbanna, and West Point, has emerging potential in environmental innovation, coastal resiliency, water-based technologies, and marine science. With world-class research from the Virginia Institute of Marine Science (VIMS), a skilled workforce, thriving main streets, and growing co-working and maker assets, the subregion is positioned to become a global center for coastal and climate resilience innovation. This project builds high-growth business opportunities by supporting commercialization planning, identifying test beds for environmental technologies, strengthening entrepreneurial pathways, and expanding collaboration across education, research, and industry partners.

Activities

- Provide commercialization planning support for VIMS and Middle Peninsula Planning District Commission research.
- Identify and develop test bed opportunities for climate adaptation, coastal resiliency, and water-based technologies.
- Test-beds may include aquaculture pilot sites, coastal modeling facilities, living-shoreline demonstration areas, or applied resilience environments developed in partnership with local agencies and research institutions.
- Build training programs for environmental innovation founders in partnership with Rappahannock Community College.
- Coordinate with local, regional, and national partners (National Oceanic and Atmospheric Administration (NOAA), Virginia Department of Conservation and Recreation (DCR), industry leaders, EDAs).
- Strengthen engagement with aquaculture, seafood, and marine manufacturing industries.
- Support entrepreneurs through feasibility studies, market exploration, and business modeling.

KPIs

- Innovation information sessions hosted
- Entrepreneurs connected to HGB opportunities
- Resiliency or water-based technologies piloted/tested
- HGBs launched in the Middle Peninsula subregion
- Research partnerships initiated or expanded

How it Supports *Thrive by Water*

Builds high growth opportunities rooted in the Middle Peninsula's natural water-connected assets—coastal resilience, aquaculture, marine science, and environmental innovation.

Potential Models

The following examples illustrate similar programs or organizational models that inform the design and implementation of this project.

- Maine Technology Institute – Marine Technology & Aquaculture
- NOAA Testbeds
- SBIR/STTR Funding and Match - KY Innovation

Recommendation 3 — Northern Neck Subregion High-Growth Business Development

Summary

The Northern Neck (PD-17)—Lancaster, Northumberland, Richmond, Westmoreland counties, and the towns of Colonial Beach, Irvington, Kilmarnock, Montross, Warsaw, and White Stone—is defined by its water-connected economy, including aquaculture, seafood processing, marine services, and small manufacturing. Ongoing initiatives such as the Festival Halle Aquaculture Incubator, the Blue Catfish Initiative, and the Working Waterman programs create strong opportunities for scalable growth. This project supports high-growth business development through aquaculture scale-up planning, workforce alignment, research collaboration, and business model development, positioning the Northern Neck as a global center for seafood and water-based innovation. The recent National Heritage Area designation enhances the region's visibility and entrepreneurial potential.

Activities

- Conduct planning and feasibility studies for aquaculture and seafood ventures.
- Evaluate equipment, infrastructure, regulatory, and workforce needs for scale-up.
- Support commercialization, productization, and market development for seafood-related products.
- Strengthen RREE–VIMS collaboration around aquaculture technologies and applied marine research. The Baliles Center at Hull Springs is another potential partner.
- Establish a Technology Transfer Mentor Special Interest Group to guide founders.
- Engage local industry leaders, research centers, and community partners in venture development.

KPIs

- Entrepreneur information sessions held
- Founders supported in water-based HGB opportunities
- Aquaculture or seafood technologies assessed
- HGBs launched in the Northern Neck
- Collaborations with VIMS, Baliles Center, incubators, or regional employers

How it Supports *Thrive by Water*

Elevates the Northern Neck's identity as a water driven innovation hub by expanding aquaculture, seafood entrepreneurship, and marine based product development rooted in the region's heritage.

Potential Models

The following examples illustrate similar programs or organizational models that inform the design and implementation of this project.

- Chesapeake Bay Foundation's Environmental Innovation Initiative
- Maine Center for Coastal Fisheries
- Maine Technology Institute – Marine Technology & Aquaculture

Recommendation 4 — Regional Project Portfolio (4a–4d)

4a — Regional Entrepreneur Support Hub Network, Advisory Councils & Communications

Summary

Region 6 has strong but disconnected support assets — libraries, community colleges, chambers, ESOs, and economic development offices. However, the region lacks a unified, accessible, and navigable ecosystem. This project creates a distributed "hub network," enabling each subregion (George Washington, Middle Peninsula, Northern Neck) to serve entrepreneurs locally while tying together shared programming, wayfinding, and referrals. This network addresses the documented issues of **no front door, limited founder discovery, and fragmented support organizations**.

At the heart of each hub, subregion-specific **Entrepreneurial Support Advisory Councils (ESACs)** provide the human infrastructure that makes the network function. ESACs recruit and organize industry mentors, legal advisors, investors, workforce partners, and veteran and minority business champions to offer structured, ongoing guidance to founders at every stage. Together, the hub network and ESACs—supported by a unified regional communications strategy—ensure that every entrepreneur in Region 6 has a place to go, people to turn to, and a clear path forward.

Underpinning the entire hub network is a coordinated **RREE Communication Strategy** that ensures entrepreneurs across all three subregions can find, access, and engage with available resources. This includes a fully populated and regularly updated RREE website serving as the region's primary "front door," a monthly newsletter with founder spotlights and resource updates, a one-page entrepreneur navigation guide, an ecosystem health dashboard, and ongoing storytelling campaigns that elevate regional entrepreneurial identity and visibility.

Activities

HUB NETWORK

- Establish 3–5 "Entrepreneur Support Hubs" using libraries, community colleges, and co-working sites across all three subregions.
- Standardize regional wayfinding tools (website, intake form, referral workflow).
- Develop monthly founder meetups in each subregion (rotating locations).
- Deploy an "ecosystem builder" to coordinate hub activities and unify programming.
- Share calendars, events, and resource guides across subregions.

ENTREPRENEURIAL SUPPORT ADVISORY COUNCILS (ESACS)

- Establish subregion-specific ESACs at each hub, recruiting industry mentors, legal advisors, investors, and veteran/minority business champions to provide structured guidance to founders.
- Formalize ESAC advisory structures, roles, and onboarding processes.
- Host quarterly ESAC convenings coordinated through the RREE to align mentorship with regional priorities and emerging founder needs.

RREE COMMUNICATION STRATEGY

- Build and maintain the RREE website as the region's primary entrepreneurial navigation and resource tool.
- Publish a monthly newsletter featuring founder stories, upcoming events, and resource updates.
- Develop and distribute a one-page entrepreneur guide to ecosystem resources and support pathways.
- Build a shared ecosystem health dashboard to track engagement, referrals, and program outcomes.
- Launch regional storytelling campaigns across digital and community channels to highlight regional entrepreneurial successes.

KPIs

- Entrepreneurs assisted at hubs
- Warm referrals between ESOs
- Founder events convened across three subregions
- Web traffic/inquiries via regional "front door"
- Newsletter open rates and subscriber growth
- Stories/spotlights published about local founders
- Number of entrepreneur interactions with ESAC advisory members
- Number of active ESAC mentors across all three subregions
- Entrepreneur-reported awareness of available resources

How it Supports *Thrive by Water*

Creates unified access across a geographically dispersed, water-connected region by ensuring every community—no matter the shoreline—has consistent entrepreneurial support and a network of experienced advisors ready to help founders navigate the path from idea to high-growth businesses, and a visible, well-told regional story that attracts talent, capital, and partners to Region 6.

Potential Models

The following examples illustrate similar programs or organizational models that inform the design and implementation of this project.

- Knoxville Entrepreneur Center
- Launch Loudoun
- 1 Million Cups (Kauffman Foundation)
- 757Collab / Mid-Atlantic Tech Bridge Defense Technology Accelerator

4b — Dahlgren/VIMS Commercialization Pipeline

Summary

Region 6's two highest potential innovation engines—**Naval Surface Warfare Center Dahlgren Division (NSWCDD)** and the **Virginia Institute of Marine Science (VIMS)**—are not producing new startups at a level that reflects the scale and strength of their research and development activity. This project establishes a formalized commercialization pipeline that moves technologies through a structured sequence of development stages, beginning with research, advancing into prototyping, transitioning to founder team formation, progressing through Small Business Innovation Research (SBIR) submissions, and ultimately reaching early customers and investment readiness. Commercialization and technology transfer were repeatedly identified as major missed opportunities for the region.

Activities

- Expand the Partnership Intermediary Agreement (PIA) with NSWCDD to identify commercializable technologies.
- Establish a commercialization fellows' program to pair technologists with entrepreneurs.
- Launch a "Phase 0" SBIR program (modeled after Kentucky).
- This program increases regional competitiveness in federal grant programs and reduces technical barriers for first-time SBIR applicants.
- Conduct quarterly pitch/tech showcases featuring Dahlgren and VIMS researchers.
- Connect founders with prototyping capabilities via community colleges and makerspaces.
- Build Memoranda of Understanding (MOUs) with the University of Virginia (UVA), Virginia Tech (VT), Old Dominion University (ODU), the Virginia Commonwealth University (VCU), and the University of Mary Washington (UMW) for joint research commercialization.

KPIs

- SBIR/Small Business Technology Transfer (STTR) applications submitted
- Technologies assessed for commercialization (e.g. patents harnessed for high growth business development)
- Research-to-startup matches
- Prototypes developed
- Startups launched from Dahlgren/VIMS sources
    - Total federal research dollars leveraged

How it Supports *Thrive by Water*

Transforms water-connected research strengths—such as marine science and naval systems—into commercial ventures that drive regional innovation.

Potential Models

The following examples illustrate similar programs or organizational models that inform the design and implementation of this project.

- FedTech (Startup Studio)
- NavalX Tech Bridge
- SoCal Tech Bridge
- SBIR/STTR Funding and Match - KY Innovation

4c — Region 6 Angel Network & Micro-Seed Fund

Summary

Access to risk capital is the region's **largest structural gap**. Founders repeatedly report difficulty accessing even $100K for early-stage growth, and fundraising activity is among the lowest in the state despite proximity to Washington, DC, and Richmond, Virginia. This project establishes the region's first coordinated **angel network** supported by a **micro-seed fund** that deploys early-stage capital ($10K–$50K) to help startups reach investable milestones.

Activities

- Recruit and organize founding angel members from across all three subregions.
- Develop standardized pitch sessions and due diligence processes.
- Establish a micro-seed fund targeting first in capital for both Main Street Businesses (MSBs) and HGBs.
- Provide investor readiness training for founders (with Small Business Development Center (SBDC), UMW, GCC, Rappahannock Community College, and existing entities such as the Virginia Black Chamber of Commerce (VABCC)).
- Host annual investor showcases drawing in Richmond and DC capital networks.
- Develop a shared Customer Relationship Management (CRM) system for tracking deals, opportunities, and investor interest.

KPIs

- Active angel members
- Investments made annually
    - Total capital deployed through the micro-seed fund
- Companies receiving first-in funding
- Follow-on investments or venture connections
    - Founder satisfaction/capital readiness improvements

How it Supports *Thrive by Water*

Brings new resources and capital into a region where physical distance and geography have historically limited investor engagement.

Potential Models

The following examples illustrate similar programs or organizational models that inform the design and implementation of this project.

- Charlottesville Angel Network
- Launch Tennessee
- Appalachian Investors Alliance (AIA)

4d — Maker, Inventor, & Product Entrepreneurship Initiative

Summary

Region 6 possesses strong legacy strengths in **manufacturing, maritime trades, and craft-based entrepreneurship, but the region lacks coordinated, region-wide programming for makers, inventors, hardware entrepreneurs, and product builders**. The Region 6 Ecosystem Report identified that **monthly maker and inventor gatherings across multiple counties could immediately strengthen entrepreneurial identity and accelerate product-based innovation**. This project builds that missing infrastructure by creating a connected, multi-site maker and inventor ecosystem serving all three subregions.

Activities

- Launch monthly regional "Maker Meetups" rotating across counties.
- Provide training on prototyping, e-commerce, logistics, packaging, and Intellectual Property.
- Establish mobile "pop-up labs" using community college equipment.
- Connect makers to regional manufacturers for small-run production.
- Create a Maker-to-Market Accelerator track focused on product companies.
- Use libraries as low-barrier, high-access gathering spaces.

KPIs

- Maker meetups held
- Participants attending
- Prototypes developed
- Maker-to-market companies launched
    - Revenue growth for participating businesses
- Intellectual property consultations

How it Supports *Thrive by Water*

Expands entrepreneurial opportunity to makers and artisans whose craft traditions are deeply tied to Region 6's maritime heritage and water connected culture.

Potential Models

The following examples illustrate similar programs or organizational models that inform the design and implementation of this project.

- MAKE SOUTH BEND
- Valley Makers Association
- Makers Mill

Implementation Plan

The Implementation Plan outlines how the Region 6 REI strategy will move from planning to coordinated, measurable action. It establishes clear roles and responsibilities, identifies project leads and partners, and defines the governance, reporting, and funding structures needed to sustain long term progress. This plan ensures accountability across all subregions and project partners while enabling Region 6 to adapt to new opportunities, secure state and federal funding, and maintain consistent support for high growth business development.

Roles & Responsibilities

A successful regional entrepreneurial strategy requires clear ownership at both the **regional** and **project** levels. The following groups will guide, manage, and execute the REI Plan.

Region 6 Rivers Region Entrepreneurial Ecosystem (RREE) Council (Regional Governance & Stewardship)
The Region 6 Council will serve as the overall governing body responsible for:

- Approving project scopes, funding requests, and modifications
- Maintaining alignment with *Thrive by Water*
- Ensuring regional balance across subregions
- Overseeing Key Performance Indicator (KPI) reporting and performance monitoring
- Coordinating with GO Virginia State Board and staff
- Championing the long term vision of the REI Plan

Regional Lead Organizations (Project-Level Leadership)
Each Recommendation and each Project (4a–4d) should have a designated lead organization responsible for:

- Day to day project management
- Budget execution and compliance
- Partner coordination and communication
- KPI tracking and reporting
- Providing quarterly updates to the Region 6 RREE Council Executive Director

Potential lead organizations include:

- Fredericksburg Regional Alliance (FRA)
- University of Mary Washington (UMW)
- Virginia Institute of Marine Science (VIMS)
- George Washington Regional Commission
- Middle Peninsula Planning District Commission
- Northern Neck Planning District Commission
- Local Economic Development Authorities (EDAs)
- Small Business Development Centers (SBDCs), libraries, and community colleges
- Regional nonprofits involved in entrepreneurship

Subregional Partners (Local Implementation)
Local organizations and stakeholders will enable execution at the subregional level, especially for Recommendations 1–3. These partners may include:

- County and city elected officials
- Chambers of commerce
- Local Entrepreneurial Support Organizations (ESOs)
- Makerspaces and co working facilities
- Industry leaders (aquaculture, maritime, defense, tourism)
- Workforce boards
- Community colleges (Germanna Community College, Rappahannock Community College)

Entrepreneurial Support Organizations (ESO Network)
ESOs across the region will support:

- Founder outreach and discovery
- Navigation and warm referrals
- Workshops and programming
- Storytelling and visibility initiatives
- ESAC Networks—structured subregional advisory councils providing mentorship, legal guidance, and investor connections to founders at each hub.

These organizations are essential for Projects 4a and 4d.

Governance & Reporting Structure

To ensure accountability, transparency, and performance improvement, Region 6 will use a structured governance model.

REI Governance Structure

- **Region 6 RREE Council:** Strategic oversight, funding approval, annual review
- **REI Steering Committee:** Operational coordination, quarterly progress reviews
- **Project Leads:** Monthly performance reporting, partner convening
- **ESO Network:** Frontline feedback on founder needs and service gaps
- **Data & KPI Team:** Responsible for KPI tracking and dashboard maintenance

Reporting Cadence

- **Monthly:** Project lead check ins
- **Quarterly:** Regional KPI dashboard updates and Steering Committee review
- **Semi-Annual:** Subregional impact reports
- **Annual:** Full REI Plan performance review and public report

This ensures Region 6 demonstrates measurable progress to GO Virginia and other grantees, local stakeholders, and investors.

Funding Strategy

The REI Plan uses a multi source funding approach to fund regional projects, sustain operations, and leverage private investment.

GO Virginia Funding

- State funding will be requested for initial project implementation, particularly for
  - Hub Network (4a)
  - Commercialization Pipeline (4b)
  - Angel Network & Micro-Seed Fund (4c)
  - Maker/Product Initiative (4d)
- Projects may be phased or scaled based on available GO Virginia resources. For example, Projects 1, 2, and 3, may be individually funded through separate grants.

Federal Funding Opportunities
Potential sources include:

- United States Economic Development Administration (EDA) Build to Scale
- EDA Tech Hubs (partner grants)
- United States Small Business Administration (SBA) Growth Accelerator Fund
- SBA Community Navigator
- United States Department of Defense (DoD) Office of Local Defense Community Cooperation (OLDCC)
- United States Department of Agriculture (USDA) Rural Business Development Grants (RBDG)
- United States National Science Foundation (NSF) Small Business Innovation Research (SBIR)/Small Business Technology Transfer (STTR) support programs

These align especially well with SBIR related programming (4b) and maker/manufacturing efforts (4d).

Local Government & EDA Contributions
Subregions may support:

- Match funding
- In kind staff support
- Event hosting and navigation services
- Co location or space for hub activities

Looking ahead:

The goal is to blend public and private funds to sustain the REI Plan long term.

Philanthropy & Foundations

- Rural-focused foundations
- Community foundations in Region 6
- National funders focused on entrepreneurship and workforce

Private Sector Investment

- Angel capital (through Project 4c)
- Corporate sponsorships (e.g., banks, utilities, employers)
- Industry challenge grants (for aquaculture, resilience tech, defense tech)

The goal is to blend public and private funds to sustain the REI Plan long term.

Implementation Timeline

Year 1 – Launch & Build

- Stand up Steering Committee and governance
- Hire/assign project leads
- Launch Hub Network pilot sites
- Recruit founding ESAC members and formalize advisory structures
- Launch RREE website and begin monthly newsletter publishing
- Formalize Partnership Intermediary Agreement (PIA) expansion & commercialization fellows
- Launch angel network recruitment
- Begin Maker Meetups and prototype programming

Year 2 – Scale & Integrate

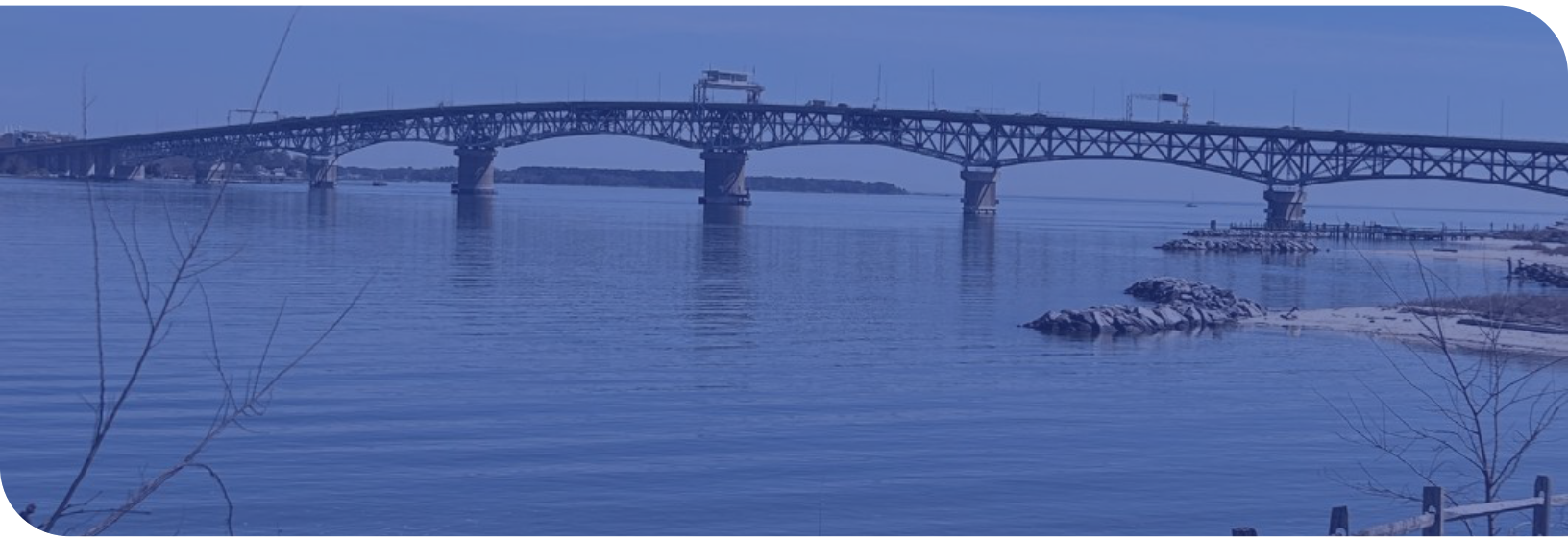
- Expand hub sites to all subregions
- Launch SBIR Phase 0 programming
- Begin joint VIMS/Naval Surface Warfare Center Dahlgren Division (NSWCDD) tech showcases
- Deploy micro-seed investments
- Introduce Maker-to-Market Accelerator

Year 3 – Optimize & Measure

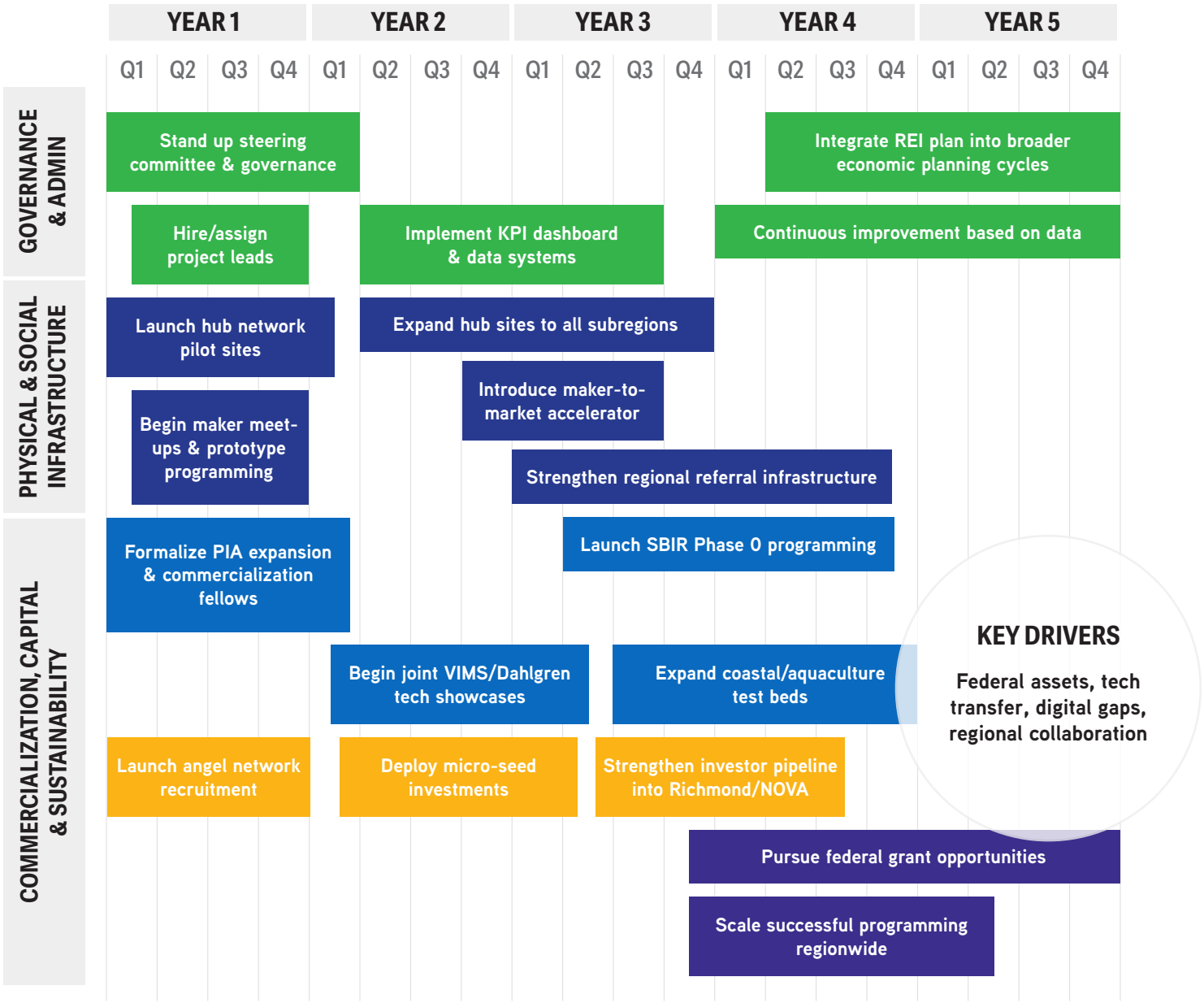
- Strengthen regional referral infrastructure
- Implement KPI dashboard and data systems
- Strengthen investor pipeline into Richmond/NOVA
- Expand coastal/aquaculture test beds

Years 4-5 – Sustain & Evolve

- Continuous improvement based on data
- Pursue federal grant opportunities
- Seek private corporate sponsorship
- Scale successful programming region-wide
- Integrate REI Plan into broader economic planning cycles



Strategic Initiative 5-Year Gantt Chart Roadmap: Region 6 Acceleration



Monitoring, KPIs & Performance Management

A shared KPI dashboard will track project performance across all subregions and allow Region 6 to:

- Measure impact consistently
- Identify successful programs early
- Adapt or retire underperforming efforts
- Ensure long term accountability to GO Virginia

Primary KPIs include:

- Number of entrepreneurs assisted
- Number of SBIR/STTR submissions and wins
- Number of high growth businesses formed
- Number of technologies assessed for commercialization
- Number of investor ready companies
- Number of new angel investors in the network
- Number of prototypes developed
- Number of founder navigation referrals
- Number of aquaculture, marine, or dual use ventures launched
- Number of entrepreneur interactions with ESAC advisory members
- Entrepreneur-reported awareness of available ecosystem resources

Sustainability & Long-Term Continuity

To ensure ongoing success beyond GO Virginia funding cycles, Region 6 will:

- Embed roles within existing institutions (e.g., FRA, UMW, VIMS)
- Build recurring revenue models for certain programs (e.g., angel network dues)
- Integrate SBIR Phase 0 into long term Research and Development (R&D) programming
- Cultivate philanthropy and federal support
- Strengthen industry partnerships in defense, aquaculture, and resilience

The goal is to create a **durable, flexible, cross regional innovation system** that thrives over time.

Conclusion

The GO Virginia Region 6 Regional Entrepreneurial Initiative (REI) Action Plan establishes a unified, forward looking strategy for strengthening the region's entrepreneurial ecosystem and positioning its communities to thrive in a rapidly evolving economy. Grounded in the region's shared identity — *Thrive by Water* — the plan connects Fredericksburg, the Middle Peninsula, and the Northern Neck through a common vision that recognizes water not only as a defining geographic feature, but as a catalyst for innovation, collaboration, and economic opportunity.

Through its **Four Tier Strategy Architecture**, the REI Plan links regional priorities to actionable recommendations, subregional implementation, and measurable outcomes. The result is a coordinated framework that ensures strategic coherence across all levels — regional, subregional, and project specific. The plan strengthens founder discovery and entrepreneurial support, expands commercialization pathways rooted in the region's research assets, and increases access to early stage capital across diverse communities.

The regional project portfolio (4a–4d) creates the backbone of this system: a multi site hub network with advisory councils and shared communications, a formal commercialization pipeline connecting NSWCDD and VIMS to founders, a regional angel network supported by micro-seed capital, and a maker and product development initiative that elevates inventors, artisans, and hardware entrepreneurs. Together, these initiatives build the infrastructure required to launch, grow, and sustain high growth businesses across Region 6.

The REI Plan also outlines a clear implementation and governance structure — including project leads, reporting cycles, KPIs, and a multi year timeline — ensuring accountability and long term sustainability. By blending state, federal, philanthropic, and private resources, the plan sets the foundation for scalable growth and resilient partnership networks.

Ultimately, this REI Action Plan is more than a strategy; it is a regional commitment to building a vibrant, water connected entrepreneurial ecosystem that supports every founder, strengthens local economies, and expands opportunity across all communities in Region 6. Through coordinated action, shared investment, and sustained collaboration, Region 6 is poised to enhance innovation, grow high quality jobs, and accelerate a future in which businesses, people, and communities truly *Thrive by Water*.

Application Discussion and Determination (ACTION ITEM)

STAFF REVIEW

Application Name: Fredericksburg Subregion Site Inventory

Application Submitted: 4/3/2026

Date of Staff Review: 4/7/2026

Applicant: Fredericksburg Regional Alliance

Contact Person: Todd Gillingham

G**rant Type:** Planning – Site Development

Growth and Diversification Plan Strategy Area (s): Manufacturing, Distribution/Logistics, Professional Services

Localities Participating in Project: 5

Other Partners: Counties of Caroline, King George, Spotsylvania, and Stafford and the City of Fredericksburg

GO Virginia Request: $100,000

Match: $50,000

Source of Match: Counties of Caroline, King George, Spotsylvania, and Stafford and the City of Fredericksburg, and the FRA

Additional Leverage: $0

Total Project Cost: $150,000

Threshold Review	Yes or No. Why?	Discussion/Questions
Does the applicant demonstrate capacity to manage the grant?	Yes. As the REDO for the area, the applicant has managed other GOVA grants in the past and has experience with site development.	
Does the project align with GO Virginia strategies?	Yes, site development.	
Does the project carry out the goals/objectives of the Region 6 Economic Growth & Diversification Plan?	Yes. The project increases the capacity for business ready sites in the region.	
Does the project have at least two participating localities, political subdivisions, or public bodies corporate and politic?	Yes. All five localities in PD 16.	
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?	N/A. The project has engaged with State partners such as VEDP.	

Does the project outline a positive ROI within 3 years?	N/A Planning	
Will this project be completed within two years or one year for planning?	Yes	
Is the project sustainable after GO Virginia funds? This does not relate to Planning Grants.	N/A	

Summary of Application

Project Description: The Fredericksburg Regional Alliance (FRA) will serve as the applicant for this coordinated regional site inventory and prioritization effort to create a pipeline of developable industrial and commercial sites across the Fredericksburg Region (PDC16).

The planning effort will produce:

Standardized data for approximately 20 candidate sites (~4 sites per locality).

Site tier verification and VirginiaScan listings.

Gap analyses with cost-to-Tier-4 development roadmaps.

Ranked site pipeline and advancement plan.

Implementation playbook with scopes, cost ranges, and next steps.

Project Goal(s): The activities and deliverables outlined in the Planning Grant application will produce actionable items and implementation goals for future GOVA/VBRSP grant applications. These activities and deliverables include:

Site Identification & Data Normalization: Establish a unified, investment-ready data structure to systematically surface and screen parcels for future development potential. Activities include ownership/control verification, zoning and comprehensive plan alignment, access and infrastructure review, utilities capacity proximity, environmental overlay assessment, and workforce/demographic analysis—creating a reliable foundation for a continuously replenished site pipeline.

Tiering & VirginiaScan: Evaluate candidate properties against current VEDP tier criteria and ensure VirginiaScan entries are complete, accurate, and market-ready. Identify and flag gaps that currently limit Tier advancement, positioning priority sites for strategic upgrades and improved competitiveness.

Gap Analyses and Cost-to-Tier-4: Produce itemized constraint assessments and order-of-magnitude budgets required to advance sites to pad-ready (Tier 4) status. Define sequenced next steps and permitting considerations, enabling communities and partners to proactively program investments that unlock new development opportunities.

Validation: Conduct targeted due diligence—including owner and utility engagement—and facilitate consultant and locality reviews at key contract milestones. This iterative validation process keeps the effort market-focused, technically sound, and aligned with near-term development opportunities.

Outcomes:

Deliver standardized site sheets, a GIS database, and a ranked, phased site pipeline, supported by an Implementation Playbook outlining scopes, cost ranges, and prioritized next actions. Together, these tools create a clear, actionable roadmap that generates and accelerates future site development opportunities in alignment with DHCD's emphasis on implementation-ready planning.

Staff Considerations

Staff has consulted with DHCD and recommends this project for approval contingent on FY27 Capacity Building Funds being awarded and receipt of a Match Verification form from King George County EDA. Site development planning grants no longer count towards the $250,000 planning grant cap. Increasing the inventory of business ready sites in the region was part of the 2025 G&D plan and of the PD 16 CEDS.

George Washington Regional Commission (2022)
220-ECB-Sites GOVA FY26 Site Development Planning

Fredericksburg Subregion Site Inventory

mMPZpjMD

Applicant details

Agency	Fredericksburg Regional Alliance
Agency Type	Non-Profit
EIN/TIN	541961653
Applicant Address	1125 Emancipation Hwy., Suite 240 Fredericksburg, VA 22401
Phone Number	5403617373

Application details

Project Applicant Legal Name (Local government entities or organizations working on behalf of local government entities may apply to receive a GO Virginia grant. These organizations may include regional government entities, nonprofit organizations, regional economic development organizations, regional chambers of commerce, planning district commissions, and colleges and universities.)	Fredericksburg Regional Alliance, Inc.
EIN/TIN	54-1961653
Mailing Address	P.O. Box 119 Fredericksburg, VA 22404
Website	fredregion.com
Contact Name	Todd Gillingham
Contact Title	Vice President, Marketing and Operations
Contact Phone	+15403617373
Contact Email	tgillingham@fredregion.com
Partnering GO Virginia Regions? (Statewide Competitive)	✓ No
What Growth & Diversification Plan Priority Industry Cluster(s) is your project in?	✓ Manufacturing ✓ Distribution/Logistics ✓ Professional, Scientific, and Technical Services
What category is your project in?	✓ Site Development

Participating Localities (Minimum 2 Required)	✓ Caroline County ✓ City of Fredericksburg ✓ King George County ✓ Spotsylvania County ✓ Stafford County
Proposed Localities to be Served by Project	✓ Caroline County ✓ City of Fredericksburg ✓ King George County ✓ Spotsylvania County ✓ Stafford County

Funding Request Summary

1	GO Virginia Request	100,000
2	Total Match	50,000
3	Additional Leverage	0
4	Total Project Cost	150,000
5	Amount of Local Match	50,000

Project Start Date	2026-07-01
Project End Date	2027-06-30

GOVA - Sites Planning

1. Provide an overview of the proposed project, including the primary goals and a description of the specific planning activities to be funded.

> The Fredericksburg Regional Alliance (FRA) will serve as the applicant for this coordinated regional site inventory and prioritization effort to create a pipeline of developable industrial and commercial sites across the Fredericksburg Region (PDC16).
>
> The planning effort will produce:
>
> Standardized data for approximately 20 candidate sites (~4 sites per locality).

Site tier verification and VirginiaScan listings.

Gap analyses with cost-to-Tier-4 development roadmaps.

Ranked site pipeline and advancement plan.

Implementation playbook with scopes, cost ranges, and next steps.

1. Which industry clusters identified in the region's Economic Growth and Diversification Plan does this project support? Explain how the project aligns with the plan's strategies to advance site development in support of these targeted sectors.

Regional site inventory efforts are structured to advance selected Region 6 clusters—Manufacturing; Distribution/ Logistics; and Professional/Scientific/Technical Services—by tying site attributes (utility capacities, infrastructure access, physical/environmental considerations, etc.) to industry cluster siting requirements, then pricing the steps to reach Tier-4 readiness.

The FRA will coordinate with each locality's economic development staff, along with their respective comprehensive and future land use plans, so the site inventory concentrates on feasible traded-sectors consistent with GO Virginia's mission. Deliverables will map cluster-site compatibility and emphasize well-positioned sites where minor investments could advance site readiness. Further, the FRA seeks to align its site inventory efforts with it's current and future work to support Naval Surface Warfare Center Dahlgren Division, the Department of Navy Tech Bridge program, and entrepreneurial-ecosystem development efforts spearheaded by the Rivers Region Entrepreneurial Ecosystem (RREE). This will help develop pad-ready sites to advance overall tech-commercialization opportunities.

1. Identify which localities are actively participating in the project and describe each locality's role. At least two localities are required to participate. See the Regional Collaboration and Local Participation guidelines on how to demonstrate regional collaboration through meaningful local participation.

City of Fredericksburg - Staff time for site/GIS sharing, zoning and utility verification, owner/utility liaison, deliverable reviews, and VirginiaScan updates.

Caroline County - Staff time for site/GIS sharing, zoning and utility verification, owner/utility liaison, deliverable reviews, and VirginiaScan updates.

King George County - Staff time for site/GIS sharing, zoning and utility verification, owner/utility liaison, deliverable reviews, and VirginiaScan updates.

Spotsylvania County - Staff time for site/GIS sharing, zoning and utility verification, owner/utility liaison, deliverable reviews, and VirginiaScan updates.

Stafford County - Staff time for site/GIS sharing, zoning and utility verification, owner/utility liaison, deliverable reviews, and VirginiaScan updates.

All participants with a fiscal commitment will document in-kind match via timesheets at fully loaded rates. Private owners, brokers, and utility providers will be consulted during validation to ensure feasibility and time-to- market assumptions reflect current conditions. This

structure meets DHCD expectations for regional collaboration, capacity, and line-of-sight to Implementation.

1. Identify all partner organizations involved in the project, including public and private entities. For each partner, describe their role, financial or in-kind commitment, and capacity to fulfill their responsibilities in support of the project.

FRA will serve as lead applicant and fiscal agent. FRA will also manage contracting and DHCD/Region 6 reporting along with coordinating VirginiaScan updates. The FRA is committing $20,000 in cash and $5,000 of in-kind staff time for project management, technical review, owner and utility coordination, and quality assurance.

City of Fredericksburg will participate as a partner locality providing approximately four candidate sites, or an assembly of parcels designed to be represented as a corridor, sharing site and GIS data, verifying zoning and utility information, liaising with owners and service providers, and reviewing deliverables, including VirginiaScan entries. The City of Fredericksburg will document $5,000 in in-kind staff time and has the planning/economic development capacity—supported by county GIS and permitting expertise—to meet these responsibilities on schedule.

Caroline County will participate as a partner locality providing approximately four candidate sites, or an assembly of parcels designed to be represented as a corridor, sharing site and GIS data, verifying zoning and utility information, liaising with owners and service providers, and reviewing deliverables, including VirginiaScan entries. Caroline County will document $5,000 in in-kind staff time and has the planning/economic development capacity—supported by county GIS and permitting expertise—to meet these responsibilities on schedule.

King George County will participate as a partner locality providing approximately four candidate sites, or an assembly of parcels designed to be represented as a corridor, sharing site and GIS data, verifying zoning and utility information, liaising with owners and service providers, and reviewing deliverables, including VirginiaScan entries. King George County will document $5,000 in cash match and $5,000 in in-kind staff time and has the planning/economic development capacity—supported by county GIS and permitting expertise—to meet these responsibilities on schedule.

Spotsylvania County will participate as a partner locality providing approximately four candidate sites, or an assembly of parcels designed to be represented as a corridor, sharing site and GIS data, verifying zoning and utility information, liaising with owners and service providers, and reviewing deliverables, including VirginiaScan entries. Spotsylvania County will document $5,000 in in-kind staff time and has the planning/economic development capacity—supported by county GIS and permitting expertise—to meet these responsibilities on schedule.

Stafford County will participate as a partner locality providing approximately four candidate sites, or an assembly of parcels designed to be represented as a corridor, sharing site and GIS data, verifying zoning and utility information, liaising with owners and service providers, and reviewing deliverables, including VirginiaScan entries. Stafford County will document $5,000 in in-kind staff time and has the planning/economic development capacity—supported by county GIS and permitting expertise—to meet these responsibilities on schedule.

A single consultant, procured through solicitation by the FRA, will execute the technical scope funded with $100,000 in GO Virginia cash and $20,000 in cash match from the FRA. These activities and deliverables include: site

identification and data normalization; tiering and VirginiaScan verification; gap analyses with cost-to- Tier-4 roadmaps; targeted field checks; owner and utility interviews; and delivery of site sheets, GIS layers, maps, and an implementation guide.

1. List any site advancement activities that have occurred on the property(ies) within the past five years. Include both public and private investments and specify the amount of funding spent on each activity.

Specific sites have not yet been identified. If a site or site corridor has had any relevant site advancement within the past five years, it will be documented and reported appropriately.

1. Has a site characterization report or similar site evaluation been completed for the property(ies)? If yes, indicate the year it was completed. year completed.

ATTACHMENT: Upload the Property Information Form (Attachment C) with the application.

Specific sites have not yet been identified. If a site or site corridor has had any relevant site characterization efforts within the past five years, it will be documented and reported appropriately.

While specific sites have not yet been identified as part of this effort, FRA will conduct a thorough literature review of prior regional and state-funded site identification, prioritization, and characterization studies, including those completed during the early implementation of the GO Virginia program. This review will ensure that previously identified candidate sites, data inputs, and methodologies are not duplicated, but instead leveraged to enhance the efficiency and impact of this effort.

The most recent regional site inventory analysis, completed in 2019, will serve as a foundational reference point. This project will build upon that work by:

Updating site data to reflect changes in zoning, utilities, ownership, and environmental constraints

Assessing progress made on previously recommended site improvements or readiness actions

Identifying gaps in the prior analysis, including new geographic opportunities or emerging industry needs

In addition, if a site or corridor has undergone characterization efforts within the past five years, those findings will be incorporated, validated, and updated as needed. This approach ensures that the project is additive—leveraging past investments while producing a more current, actionable, and regionally aligned pipeline of sites.

1. Has the applicant or any participating locality consulted with VEDP regarding this project? If yes, please identify the VEDP staff member(s) involved in the discussion

Yes. The FRA has spoken with Abigail Patterson, Manager, Sites and Buildings at VEDP about this project. Ms. Patterson agrees with utilizing GOVA funds for characterization efforts and using the study to determine future candidates for VBRSP funds application(s).

1. Explain how this site was prioritized by the Regional Council over other sites in the region. Describe how the project will address gaps in the region's site inventory and support the advancement of priority sites.

Because this request focuses on a multi-jurisdictional planning inventory rather than a single site, “prioritization over other sites” does not directly apply. The Regional Council’s objective is to establish a baseline that addresses known gaps in the regional site inventory. By standardizing data, confirming tiers, and developing cost-to-Tier-4 roadmaps with defined scopes, partners, and order-of-magnitude budgets, the project will produce a ranked pipeline the Council can use to select and sequence priority sites for near-term Implementation funding (GO Virginia/VBRSP).

1. For privately owned sites, describe any existing contractual agreements between the locality (or its EDA/IDA) and the property owner that authorizes site advancement activities. If not applicable, put N/A.

ATTACHMENT: Upload a draft or executed agreement with the private property owner(s), if available.

While specific sites have not yet been identified, it is estimated that the majority, if not all, sites will be privately owned. Once a site or parcel has been identified, the consultant, in collaboration with the locality and the applicant, will engage the owner(s) to authorize, in writing, access to the site for the purposes of advancement activities. These access agreements will be documented and reported appropriately.

If it is determined that an existing contractual agreement between the locality, its EDA, and the property owner exists, it will be documented and reported appropriately.

1. Explain how this planning effort will support future site development activities, including potential implementation of future grant requests. Describe the expected path for further up-tiering of the site as a result of this project.

The activities and deliverables outlined in the Planning Grant application will produce actionable items and implementation goals for future GOVA/VBRSP grant applications. These activities and deliverables include:

Site Identification & Data Normalization: Establish a unified, investment-ready data structure to systematically surface and screen parcels for future development potential. Activities include ownership/control verification, zoning and comprehensive plan alignment, access and infrastructure review, utilities capacity proximity, environmental overlay assessment, and workforce/demographic analysis—creating a reliable foundation for a continuously replenished site pipeline.

Tiering & VirginiaScan: Evaluate candidate properties against current VEDP tier criteria and ensure VirginiaScan entries are complete, accurate, and market-ready. Identify and flag gaps that currently limit Tier advancement, positioning priority sites for strategic upgrades and improved competitiveness.

Gap Analyses and Cost-to-Tier-4: Produce itemized constraint assessments and order-of-magnitude budgets required to advance sites to pad-ready (Tier 4) status. Define sequenced next steps and permitting considerations, enabling communities and partners to proactively program investments that unlock new development opportunities.

Validation: Conduct targeted due diligence—including owner and utility engagement—and facilitate consultant and locality reviews at key contract milestones. This iterative validation process keeps the effort market-focused, technically sound, and aligned with near-term development opportunities.

Final Products: Deliver standardized site sheets, a GIS database, and a ranked, phased site pipeline, supported by an Implementation Playbook outlining scopes, cost ranges, and prioritized next actions. Together, these tools create a clear, actionable roadmap that generates and accelerates future site development opportunities in alignment with DHCD's emphasis on implementation-ready planning.

1. Provide an overview of the total project budget, including the sources and uses of all funds. Identify the amount and sources of required matching funds and describe how those contributions will be applied to project activities. If the project includes previously incurred public or private investments, specify the dates, purposes, and dollar amounts of those expenditures.

Are any additional funds (public or private) or in-kind contributions serving as leverage or the project? If so, what are the sources/uses for these funds?

Total Project Cost

Total: $150,000 - This budget is structured to expand the pool of viable candidate sites, engage a competitively priced consultant to deliver the technical work, and ensure sufficient internal and partner capacity is dedicated to executing the scope effectively.

GO Virginia request: $100,000 – For a competitively priced consultant to deliver the technical work as outlined in the application, as well as no more than $4,000 for grant management fees..

Local match: $50,000

$20,000 cash from applicant (FRA)

$5,000 cash from King George County

$25,000 in-kind staff time from applicant and partner localities ($5,000 each from FRA, City of Fredericksburg, and the counties of Caroline, King George, Spotsylvania, and Stafford) - sharing site and GIS data, verifying zoning and utility information, liaising with owners and service providers, and reviewing deliverables, including VirginiaScan entries.

Please fill out and upload the Budget Overview for the grant, including the budget narrative field in the DHCD Sources and Uses Template.

PDF | FRA Site Inventory Source... (199 KiB download)

Please have any project partner providing in-kind or cash match fill out the Match Verification Form(s) and upload as one file here.

PDF | GOVA Match Verification F... (293 KiB download)

Other Supporting Documentation

PDF | FRA Site Inventory - Lett... (344 KiB download)

Proposed Budget

1	GO Virginia Request	US$100,000.00
2	Total Match	US$50,000.00
3	Total Project Cost	US$150,000.00
4	Local Match Amount	US$50,000.00
5	Additional Leverage	0

Please include a detailed budget narrative describing how the funds will be used in the scope of work of the project.

> Total Project Cost
>
> Total: $150,000 - This budget is structured to expand the pool of viable candidate sites, engage a competitively priced consultant to deliver the technical work, and ensure sufficient internal and partner capacity is dedicated to executing the scope effectively.
>
> GO Virginia request: $100,000 – For a competitively priced consultant to deliver the technical work as outlined in the application, as well as no more than $4,000 for grant management fees..
>
> Local match: $50,000
>
> $20,000 cash from applicant (FRA)
>
> $5,000 cash from King George County
>
> $25,000 in-kind staff time from applicant and partner localities ($5,000 each from FRA, City of Fredericksburg, and the counties of Caroline, King George, Spotsylvania, and Stafford) - sharing site and GIS data, verifying zoning and utility information, liaising with owners and service providers, and reviewing deliverables, including VirginiaScan entries.

Log in to gwregion.grantplatform.com to see complete application attachments.

Budget Category (Dropdown)	Uses of GO VA Funds	Amount ($)	Description
Contract Services	Site Inventory	$90,000	For a competitively priced consultant to deliver the technical work as outlined in the application
Administration (Support Org Grant Management up to 8%)	Support Organization Administration	$4,000	Required GOVA Region 6 Grant Amdministratio Funds to the George Washington Regional Commission.
Administration	Project Management	$6,000	FRA grant and project management costs
	$	**100,000.00**	**Total GO Virginia Request**

Directions: Please list the budget category, associated uses of GO VA funds (how funds are being used), amount, and desciption for each budget category. In the Description column please provide more detail about the proposed uses of the funding including, if applicable, what organization will be receiving/managing those funds (i.e. grant recipient or third-party). The budget categories and amounts should match the **"DHCD Request" column** in the CAMS application budget.

Please include a detailed budget narrative below:

Total Project Cost

Total: $150,000 - This budget is structured to expand the pool of viable candidate sites, engage a competitively priced consultant to deliver the technical work, and ensure sufficient internal and partner capacity is dedicated to executing the scope effectively.

GO Virginia request: $100,000 – For a competitively priced consultant to deliver the technical work as outlined in the application, as well as no more than $4,000 for grant management fees..

Local match: $50,000

$20,000 cash from applicant (FRA)

$5,000 cash from King George County

$25,000 in-kind staff time from applicant and partner localities ($5,000 each from FRA, City of Fredericksburg, and the counties of Caroline, King George, Spotsylvania, and Stafford) - sharing site and GIS data, verifying zoning and utility information, liaising with owners and service providers, and reviewing deliverables, including VirginiaScan entries.

Budget Category (Dropdown)	Description of Uses of Matching Funds	Amount ($)	Match Source (Dropdown)	Type of Match (Dropdown)	Source of Match (Details)	Documentation Submitted (Dropdown)
Contract Services	**For a competitively priced consultant to deliver the technical work as outlined in the application**	$20,000.00	Local	Cash	Fredericksburg Regional Alliance	No
Contract Services	**For a competitively priced consultant to deliver the technical work as outlined in the application**	$5,000.00	Local	Cash	King George County	No
Salaries	**Fredericksburg Regional Alliance Project Support**	$5,000.00	Local	In-Kind	Fredericksburg Regional Alliance	No
Salaries	**King George County Project Support**	$5,000.00	Local	In-Kind	King George County Staff	No
Salaries	**City of Fredericksburg Project Support**	$5,000.00	Local	In-Kind	City of Fredericksburg Staff	No
Salaries	**Caroline County Project Support**	$5,000.00	Local	In-Kind	Caroline County Staff	No
Salaries	**Spotsylvania County Project Support**	$5,000.00	Local	In-Kind	Spotsylvania County Staff	No
Salaries	**Stafford County Project Support**	$5,000.00	Local	In-Kind	Stafford County Staff	No
		$ 55,000.00	**Total Matching Funds**			
		$ 55,000.00	**Total Local Match**			

Directions: Please list all budget categories, description of uses, type of match, sources associated with the required matching funds, and if documentation was submitted. The budget categories and amounts should match the **"Other Funding" column** in the CAMS application budget. NOTE: State funds may NOT be used as match, but may be listed as additional leverage.

Budget Category (Dropdown)	Description of Uses of Additional Leverage	Amount ($)	Type of Leverage (Dropdown)	Source of Leverage	Documentation Submitted (Dropdown)
		$ -	Total Leveraged Funds		

Directions: Please list all sources and uses associated with additional leverage beyond the required match. Additional leverage **SHOULD NOT** be included in the CAMS application budget. **NOTE:** State funds may only be used as additional leverage and may not contribute to the required $2:1 match.

Type of Funds	Totals	
GO Virginia	$	100,000.00
Matching Funds	$	55,000.00
Total CAMS Budget	**$**	**155,000.00**
Additional Leverage	$	-
Total Project Budget	**$**	**155,000.00**

**These answers will autofill from previous tabs.*

Type of Match	Totals	
Matching Funds	$	55,000.00
At least $2:1	**YES**	
Local Match	$	55,000.00
At least 20% of Required Match	**YES**	
Local Match Waiver Requested?	**NO**	

Select answer from dropdown menu.

GO Virginia Milestones and Drawdown Schedule

PROJECT NAME:

Quarter	Milestone	Anticipated Drawdown Amount
Quarter 1	Draft and solicit RFP	$0
	Identification of site study areas	
Quarter 2	Selection of firm	$0
	Data intake and normalization	
Quarter 3	Delivery of draft site inventory	$50,000
Quarter 4	Finalized site inventory	$50,000
	Virginia Scan data input	
	Grant closeout	

Match Verification Form

Project Name Fredericksburg Subregion Site Inventory

Support Organization: George Washington Regional Commission

Regional Council: Region 6

Contributor Information

Name of Business/Individual/Locality/Entity: Caroline County

Name of Primary Contact: Gary Wilson

Address: 23724 Rogers Clark Blvd

City: Ruther Glen **State:** VA **Zip:** 22546

Telephone: 804-633-4074 **Email:** gwilson@co.caroline.va.us

Match Information

Type of Match: ☑ In-kind Match ☐ Cash Match

Local Match: ☐ No ☑ Yes

Contributed Goods or Services

Please explain in detail how this match is being contributed on behalf of the project: Econ dev. Of Caroline County is committed to contributing in-kind staff support, including sharing site and GIS data, verifying zoning and infrastructure information, coordinating with property owners and service providers, and assisting in the review of deliverables.

Date(s) Contributed: 7/1/2026 - 6/30/2027

Real or Estimated Value of Contribution: $ 5000

How was the value determined?: ☑ Actual Value ☐ Appraisal ☐ Other

Please explain:

Who Made this Value Determination?:

Is there a restriction on the use of this contribution?: ☐ No ☐ Yes

If yes, what are the restrictions?:

Contribution Obtained or Supported with State funds?: ☐ No ☐ Yes

Gary R. Wilson

Signature of Contributor

31-Mar-26

Date

Match Verification Form

Project Name Fredericksburg Subregion Site Inventory

Support Organization: George Washington Regional Commission

Regional Council: Region 6

Contributor Information

Name of Business/Individual/Locality/Entity: City of Fredericksburg

Name of Primary Contact: Josh Summits

Address: 601 Caroline St #303

City: Fredericksburg **State:** VA **Zip:** 22401

Telephone: 540-372-1216 **Email:** jasummits@fredericksburgva.gov

Match Information

Type of Match: ☑ In-kind Match ☐ Cash Match

Local Match: ☐ No ☑ Yes

Contributed Goods or Services

Please explain in detail how this match is being contributed on behalf of the project:

City of Fredericksburg is committed to contributing in-kind staff support, including sharing site and GIS data, verifying zoning and infrastructure information, coordinating with property owners and service providers, and assisting in the review of deliverables.

Date(s) Contributed: 7/1/2026 - 6/30/2027

Real or Estimated Value of Contribution: $ 5000

How was the value determined?: ☑ Actual Value ☐ Appraisal ☐ Other

Please explain: Value is/was determined based on the hourly wage rate(s) and anticipated work hours required to provide City staff support.

Who Made this Value Determination?: Director - Economic Development & Tourism

Is there a restriction on the use of this contribution?: ☐ No ☐ Yes

If yes, what are the restrictions?:

Contribution Obtained or Supported with State funds?: ☐ No ☐ Yes

Signature of Contributor

4/1/2026

Date

Match Verification Form

Project Name Fredericksburg Subregion Site Inventory

Support Organization: George Washington Regional Commission

Regional Council: Region 6

Contributor Information

Name of Business/Individual/Locality/Entity: Spotsylvania County

Name of Primary Contact: Kevin Marshall

Address: 9019 Old Battlefield Blvd #310

City: Spotsylvania **State:** VA **Zip:** 22553

Telephone: 540-507-7210 **Email:** kmarshall@spotsylvania.va.us

Match Information

Type of Match: ☑ In-kind Match ☐ Cash Match

Local Match: ☐ No ☑ Yes

Contributed Goods or Services

Please explain in detail how this match is being contributed on behalf of the project:

Spotsylvania County is committed to contributing in-kind staff support, including sharing site and GIS data, verifying zoning and infrastructure information, coordinating with property owners and service providers, and assisting in the review of deliverables.

Date(s) Contributed: 7/1/2026 - 6/30/2027

Real or Estimated Value of Contribution: $ 5,000

How was the value determined?: ☑ Actual Value ☐ Appraisal ☐ Other

Please explain:

Who Made this Value Determination?:

Is there a restriction on the use of this contribution?: ☐ No ☐ Yes

If yes, what are the restrictions?:

Contribution Obtained or Supported with State funds?: ☐ No ☐ Yes

Kevin Marshall

Signature of Contributor

3/31/26

Date

Match Verification Form

Project Name Fredericksburg Subregion Site Inventory

Support Organization: George Washington Regional Commission

Regional Council: Region 6

Contributor Information

Name of Business/Individual/Locality/Entity: Stafford County

Name of Primary Contact: Liz Barber

Address: 1300 Courthouse Road

City: Stafford **State:** VA **Zip:** 22554

Telephone: 540-658-8681 **Email:** lbarber@staffordcountyva.gov

Match Information

Type of Match: ☑ In-kind Match ☐ Cash Match

Local Match: ☐ No ☑ Yes

Contributed Goods or Services

Please explain in detail how this match is being contributed on behalf of the project:

Stafford County is committed to contributing in-kind staff support, including sharing site and GIS data, verifying zoning and infrastructure information, coordinating with property owners and service providers, and assisting in the review of deliverables.

Date(s) Contributed: 7/1/2026 - 6/30/2027

Real or Estimated Value of Contribution: $ 5,000

How was the value determined?: ☑ Actual Value ☐ Appraisal ☐ Other

Please explain: Estimated value of time, expertise, and software usage to provide support to applicant

Who Made this Value Determination?:

Is there a restriction on the use of this contribution?: ☐ No (circled) ☐ Yes

If yes, what are the restrictions?:

Contribution Obtained or Supported with State funds?: ☐ No (circled) ☐ Yes

Liz Barber

Signature of Contributor

3/31/2026

Date

Match Verification Form

Project Name Fredericksburg Subregion Site Inventory

Support Organization: George Washington Regional Commission

Regional Council: Region 6

Contributor Information

Name of Business/Individual/Locality/Entity: Fredericksburg Regional Alliance, Inc.

Name of Primary Contact: Todd Gillingham

Address: 1125 Emancipation Hwy., Suite 240

City: Fredericksburg **State:** VA **Zip:** 22401

Telephone: 540-361-7373 **Email:** tgillingham@fredregion.com

Match Information

Type of Match: ☑ In-kind Match ☑ Cash Match

Local Match: ☐ No ☑ Yes

Contributed Goods or Services

Please explain in detail how this match is being contributed on behalf of the project:

FRA will serve as lead applicant and fiscal agent. FRA will also manage contracting and DHCD/Region 6 reporting along with coordinating VirginiaScan updates. The FRA is committing $20,000 in cash and $5,000 of in-kind staff time for project management, technical review, owner and utility coordination, and quality assurance.

Date(s) Contributed: 7/1/2026 - 6/30/2027

Real or Estimated Value of Contribution: $ 25,000

How was the value determined?: ☑ Actual Value ☐ Appraisal ☐ Other

Please explain: $20,000 of cash; $5,000 of fully burdened labor rate for Todd Gillingham

Who Made this Value Determination?: Todd Gillingham

Is there a restriction on the use of this contribution?: ☑ No ☐ Yes

If yes, what are the restrictions?:

Contribution Obtained or Supported with State funds?: ☑ No ☐ Yes

Signature of Contributor

2/26/2026

Date

GEORGE WASHINGTON
REGIONAL COMMISSION

March 23, 2026

GO Virginia Region 6
George Washington Regional Commission
406 Princess Anne Street
Fredericksburg, Virginia 22401

Dear Chair Anzivino and Members of the GO Virginia Region 6 Council,

On behalf of the George Washington Regional Commission (GWRC), I am pleased to offer our strong support for the Fredericksburg Regional Alliance's GO Virginia planning grant application to conduct a Regional Site Inventory and Prioritization Initiative for the Fredericksburg Region (Planning District 16).

The proposed effort represents an important step in strengthening the region's economic competitiveness by identifying, evaluating, and advancing a pipeline of industrial and commercial sites capable of supporting traded-sector growth. As outlined in the project scope, this initiative will create standardized site data for approximately twenty candidate sites across the region's jurisdictions, assess development readiness, and provide actionable roadmaps for advancing sites toward Tier-4 readiness.

GWRC recognizes the critical role that site readiness plays in attracting and retaining high-growth industries. By aligning site characteristics such as infrastructure capacity, transportation access, and environmental considerations with the location requirements of key Region 6 clusters—including Manufacturing, Distribution/Logistics, and Professional, Scientific, and Technical Services—this project will help position the Fredericksburg Region to better compete for strategic investment and job creation.

The George Washington Regional Commission supports the collaborative regional approach proposed by the Fredericksburg Regional Alliance. Coordination with local economic development offices, comprehensive plans, and future land use plans will ensure that site prioritization aligns with local goals and the broader mission of GO Virginia to strengthen traded-sector industries.

We also believe this effort is timely. The last regional site inventory analysis was conducted in 2019, and updated data and prioritization are essential to maintaining the region's competitiveness in today's rapidly evolving economic development landscape.

GWRC looks forward to supporting this initiative and collaborating with the Fredericksburg Regional Alliance and our local partners to advance strategic site development across the region. The outcomes of this work will help ensure that the Fredericksburg Region has a strong inventory of well-positioned sites capable of supporting new business investment, job creation, and long-term economic growth.

Thank you for your consideration of this important planning initiative.

Sincerely,

Cathy Binder
Chair
George Washington Regional Commission

March 31, 2026

GO Virginia Region 6 Council
c/o Virginia Department of Housing and Community Development

Dear Members of the GO Virginia Region 6 Council,

On behalf of Caroline County, I am pleased to offer our full support for the Fredericksburg Regional Alliance's (FRA) application for funding to undertake a coordinated regional site inventory and prioritization effort across the Fredericksburg Region (Planning District 16).

Caroline County recognizes the critical importance of developing a competitive pipeline of ready-to-develop industrial and commercial sites to support regional economic growth.

The County is particularly supportive of the project's emphasis on:

- Establishing standardized data and evaluation criteria for approximately 20 candidate sites across the region;
- Conducting gap analyses and defining cost-effective pathways to Tier-4 site readiness;
- Creating a ranked pipeline of priority sites supported by an actionable implementation playbook; and
- Aligning site readiness efforts with broader regional initiatives, including support for the Naval Surface Warfare Center Dahlgren Division, the Department of the Navy Tech Bridge program, and entrepreneurial ecosystem development.

As a participating locality, Caroline County is committed to contributing in-kind staff support, including sharing site and GIS data, verifying zoning and infrastructure information, coordinating with property owners and service providers, and assisting in the review of deliverables.

An updated, data-driven assessment will position our region to compete more effectively for new investment, support business expansion, and strengthen our regional economy. This project will enhance the Fredericksburg Region's ability to attract high-quality jobs, support traded-sector growth, and advance innovation-driven economic development across Caroline County and the broader Region 6 footprint.

Caroline County urges the GO Virginia Region 6 Council to support this important initiative.

Sincerely,

Gary R. Wilson
Director, Caroline County
Department of Economic Development

23724 Rogers Clark Blvd, Ruther Glen, VA 22546 804.633.4074 GWilson@co.caroline.va.us

FXBG Fredericksburg Economic Development & Tourism

706 Caroline Street
Fredericksburg, VA 22401
Phone: 540-372-1216
FredericksburgVa.com

City of Fredericksburg
Department of Economic Development & Tourism
601 Caroline Street #303
Fredericksburg, VA 22401

April 1, 2026

GO Virginia Region 6 Council
c/o Virginia Department of Housing and Community Development

RE: Letter of Support – Fredericksburg Regional Site Inventory and Prioritization Project

Dear Members of the GO Virginia Region 6 Council,

On behalf of the City of Fredericksburg, I am pleased to offer our full support for the Fredericksburg Regional Alliance's (FRA) application for funding to undertake a critical regional site inventory and prioritization initiative across Planning District 16.

The City of Fredericksburg continues to be a proud partner with FRA and our regional counterparts—Caroline, King George, Spotsylvania, and Stafford counties. In today's dynamic economic climate this important effort to strengthen the Fredericksburg Region's competitive position for business attraction and expansion is imperative of our localities ongoing economic growth. As outlined in the proposal, this project will create a coordinated pipeline of developable industrial and commercial sites aligned with Region 6 priority industry growth clusters, including manufacturing, distribution/logistics, and professional/scientific/technical services.

This initiative is both timely and necessary. The City recognizes that a lack of well-characterized, market-ready sites can limit our ability to respond effectively to prospective employers. By updating and standardizing site data, verifying readiness levels, and identifying clear pathways to Tier-4 site readiness, this project will significantly enhance our regional economic development toolkit.

The City of Fredericksburg is committed to actively supporting this effort through in-kind staff participation, including:

- Providing property site and GIS data
- Verifying zoning, utilities, and infrastructure conditions and capacities
- Coordinating with local stakeholders and service providers
- Reviewing deliverables and VirginiaScan submissions

Our participation reflects both our financial and operational commitment to this regional initiative, as outlined in the proposed local match contributions.

Additionally, this project aligns with broader regional strategies, including new industry attraction efforts and ongoing entrepreneurial ecosystem development initiatives. By advancing a pipeline of pad-ready (re)development sites, this effort will position the region to better capture innovation-driven growth and technology commercialization opportunities.

The City of Fredericksburg strongly believes that this project represents a strategic, collaborative investment that builds on prior work while delivering updated, actionable outcomes for the region. The resulting site inventory, gap analyses, and implementation playbook will provide a clear roadmap for advancing high-potential sites and supporting long-term economic growth.

We respectfully urge the Region 6 Council to support this application. The City of Fredericksburg is committed to working alongside FRA and our regional partners to ensure the successful execution of this initiative and to maximize its impact across the region.

Sincerely,

Josh Summits
Director, Economic Development & Tourism

Spotsylvania County Department of Economic Development
9019 Old Battlefield Boulevard
Spotsylvania, VA 22553

March 31, 2026

GO Virginia Region 6 Council
c/o Virginia Department of Housing and Community Development

RE: Letter of Support – Fredericksburg Regional Site Inventory and Prioritization Project

Dear Members of the GO Virginia Region 6 Council,

On behalf of Spotsylvania County, I am pleased to express our strong support for the Fredericksburg Regional Alliance's (FRA) application to undertake a regional site inventory and prioritization initiative across Planning District 16.

Spotsylvania County is proud to collaborate with FRA and our regional partners—the City of Fredericksburg and the counties of Caroline, King George, and Stafford—on this important initiative to strengthen the Fredericksburg Region's portfolio of developable industrial and commercial sites. As outlined in the proposal, this effort will align site identification and readiness with Region 6's priority industry clusters, including manufacturing, distribution/logistics, and professional/scientific/technical services.

This project represents a critical step in enhancing our ability to compete for high-quality economic development opportunities. Spotsylvania County recognizes the importance of having accurate, up-to-date site data and clearly defined pathways to site readiness. By standardizing site information, evaluating infrastructure and utility capacity, and identifying cost-effective strategies to achieve Tier-4 readiness, this initiative will significantly strengthen both local and regional competitiveness.

Spotsylvania County is committed to supporting this effort through active participation and in-kind contributions, including:

- Providing site and GIS data
- Verifying zoning, utilities, and infrastructure conditions
- Coordinating with property owners and key stakeholders
- Reviewing project deliverables and VirginiaScan site entries

As noted in the proposal, Spotsylvania County is contributing staff time and collaborating closely with FRA and regional partners to ensure successful implementation.

Importantly, this initiative builds upon prior regional site inventory work and will deliver updated, actionable insights to guide future site development and investment. The resulting deliverables—including standardized site data, gap analyses, Tier-4 development roadmaps, and an implementation playbook—will provide a strategic framework for advancing priority sites and supporting long-term economic growth.

Spotsylvania County strongly supports this application and respectfully encourages the Region 6 Council to approve funding for this initiative. We look forward to continuing our partnership with FRA and our regional partners to advance economic opportunity throughout the Fredericksburg Region.

Sincerely,

Kevin Marshall
Spotsylvania County
Director of Economic Development

March 31, 2026

GO Virginia Region 6 Council

c/o Virginia Department of Housing and Community Development

RE: Letter of Support – Fredericksburg Regional Site Inventory and Prioritization Project

Dear Members of the GO Virginia Region 6 Council,

On behalf of Stafford County, I am pleased to offer our strong support for the Fredericksburg Regional Alliance's (FRA) application to implement a regional site inventory and prioritization initiative across the Fredericksburg Region (Planning District 16).

Stafford County is proud to partner with FRA and our regional counterparts—the City of Fredericksburg and the counties of Caroline, King George, and Spotsylvania—on this collaborative effort to enhance the region's supply of competitive, development-ready industrial and commercial sites. As outlined in the proposal, this initiative will align site identification and readiness with Region 6's targeted industry clusters, including manufacturing, distribution/logistics, and professional/scientific/technical services.

As one of the fastest-growing localities in the region, Stafford County recognizes the importance of proactively identifying and advancing sites that can accommodate business growth and recruitment. This project will provide critical, updated data on site conditions, infrastructure, and utility capacity, while also establishing clear pathways to Tier-4 site readiness. These outcomes will enhance our ability to respond to site selectors and position the region for sustained economic growth.

Stafford County is committed to supporting this effort through in-kind contributions and active participation, including:

- Providing site and GIS data
- Verifying zoning, utilities, and infrastructure conditions
- Coordinating with property owners and regional stakeholders
- Reviewing deliverables and VirginiaScan site entries

As outlined in the application, Stafford County is contributing staff time as part of the regional local match and will work closely with FRA and partner jurisdictions throughout the duration of the project.

This initiative builds upon prior regional site inventory efforts and will deliver updated, actionable insights to guide future site development and infrastructure investment. The resulting deliverables—including standardized site data, gap analyses, Tier-4 readiness strategies, and an implementation playbook—will provide a strategic roadmap for advancing priority sites and strengthening the region's economic competitiveness.

Stafford County strongly supports this application and respectfully urges the Region 6 Council to approve funding for this important initiative. We look forward to continuing our partnership with FRA and our regional partners to advance economic opportunity across the Fredericksburg Region.

Sincerely,

Liz Barber

Director

Stafford County Department of Economic Development & Tourism

Nomination of New Regional Council Member Appointments (ACTION ITEM)

Mary Ball Washington Regional Council
New Member Application

Name: Dr. Tashika Griffith

Company/Agency: Germanna Community College

Position: President

Company/Agency Address: 10000 Germanna Point Drive Fredericksburg, VA 22408

If Private Business Sector, what industry sector do you represent? _____

Preferred Telephone: [redacted] ☑ Work ☐ Home ☐ Cell

Preferred E-mail Address: [redacted]

Description of Qualifications/Skills
(Please provide a brief description of why you are interested in serving on the Regional Council; you may include a statement as to what skills, education, knowledge, etc. you feel may contribute to the Council's work.)

I am interested in serving on the GO Virginia Region 6 Council because I am deeply committed to advancing regional economic development, strengthening workforce pathways, and expanding opportunities for the communities we serve. As President of Germanna Community College, I work closely with regional employers, K–12 partners, and economic development leaders to address workforce shortages, expand high-demand training programs, and align educational offerings with industry needs. This perspective enables me to bring a collaborative, data-informed approach to supporting the Council's mission of fostering job creation and economic diversification across the region.

I offer extensive experience in strategic planning, talent pipeline development, and community partnership building, skills that directly support GO Virginia's focus areas. My background in higher education leadership has allowed me to support initiatives in cybersecurity, healthcare, manufacturing, and emerging technology sectors, and to ensure that training programs are accessible and responsive to employer demand. I am eager to contribute my knowledge of regional workforce trends, postsecondary education, and cross-sector collaboration to help advance the Council's goals and strengthen economic mobility and innovation throughout region 6.

FY2026 Budget Amendment (ACTION ITEM)

Memorandum

To: GO Virginia Region 6 Regional Council

From: Sarah Oldaker, Economic Development Program Director

Date: April 21, 2026

Re: FY26 Budget Amendment

Region 6 Regional Council:

Staff requests an amendment to GWRC's FY26 GO Virginia budget, which includes FY26 Region 6 Capacity Building Funding, to align with updated projections. The FY26 budget amendment was previously approved by the Region 6 Council at the July 21, 2025 meeting.

Amendments include the following:

- $5,000 decrease in salaries, fringe, and indirect related to staff vacancies.
- $5,000.00 increase to Contract Services to pay for project quarterly reporting , remittance services, and application planning.

	Current FY26 Budget (7/21/2025)	Proposed FY26 Budget (4/21/2026)	Difference
Expenses			
Salaries, Fringe, Indirect	$267,577	$262,577	-$5,000
Meetings and Workshops	$9,160	$9,160	$0
Travel	$6,000	$6,000	$0
Marketing	$500	$500	$0
Equipment and Supplies	$3,800	$3,800	$0
Growth & Diversification Plan Development	$33,909	$33,909	$0
Contingency	$5,586	$5,586	$0
Contract Services	$10,000	$15,000	$5,000
Total	**$336,532**	**$336,532**	**$0**