



REGION 9 COUNCIL MEETING

April 13, 2026

9:30 am to 11:30 am

IN-PERSON

Laurel Ridge Community College – Hazel Hall

6480 College St., Warrenton, VA 20187

<https://us06web.zoom.us/j/82331037134>

For virtual connection issues, call 434-979-5610 ext. 106.

AGENDA

1. **Opening** – Rob Archer, Chair (5 minutes)
 - Call to Order
 - Roll Call
 - Public Comment
2. **ACTION ITEMS** – Consent Agenda – Rob Archer (5 minutes)
 - Meeting Minutes, January 16, 2026
 - Financials through February 28, 2026
 - MEMO: Approval for FY 25 Budget Revision and FY 27 Budget (as approved at March 18, 2026 Executive Committee Mtg.)
3. **NOTICE ITEM – Administrative Changes to Bylaws** – Rob Archer (5 minutes)
 - MEMO: Introduction of Administrative Corrections to Adopted Amended and Restated Bylaws (as discussed at March 18, 2026 Executive Committee Mtg.)
4. **Director Report** – Shannon Holland, Director (5 minutes)
 - Report & Project Pipeline
 - Infographic, Project Milestone Dashboard, and Project Spotlight (Christie Taylor)
5. **Council Updates** – Rob Archer (10 minutes)
 - Chair & Executive Committee (Rob Archer)
 - Nominating Committee – (Tina Weaver, Chair)
 - Grow Existing Business (Ray Knott, Chair)
 - Talent Development (Jean Runyon)
 - Other
6. **Nominating Committee Appointments** – Rob Archer (5 minutes)
7. **ACTION ITEM: Proposal Review** – Rob Archer (20 minutes)
 - Venture Central Food & Beverage Accelerator Project Proposal (Ray Knott, GEB Task Force Chair)
8. **Presentation & Discussion: Implementation Strategies for Big Ideas**



- **Purpose:** To share Region 5's approach to implementing the Hampton Roads Playbook to support discussion of implementation strategies for the soon to be published Innovation Corridor Roadmap (Region 9)
- **Presentation:** The Hampton Roads Playbook (GO Virginia Region 5) Nancy L. Grden, President & CEO, Hampton Roads Executive Roundtable, GO VA Region 5 Council Support Organization
- **Discussion**

9. **Other Business** – Rob Archer (5 minutes)

10. **Adjourn** – Rob Archer

Upcoming

Region 9 Council ANNUAL MEETING – June 16, 2026 at PVCC, Charlottesville
Region 9 Proposal Deadline(s) – May 13, 2026 | July 15, 2026 | September 23, 2026



REGION 9 COUNCIL MEETING

January 16, 2026

9:30 am to 11:30 am

ALL-VIRTUAL

<https://us06web.zoom.us/j/85417481707>

For virtual connection issues, call 434-979-5610 ext. 106.

MINUTES

Attending: Rob Archer, Codebase Coworking (Chair); Roque Castro, Elysium LD Technology, Inc. (Vice Chair); Cathy Schafrik, Greene County (Secretary/Treasurer); Kim Blosser, Laurel Ridge Community College; Christina Clough, Pioneer Bank; Gizelle Curtis, Dominion Energy; Ethan Dunstan, Capital River Advisors; Ned Gallaway, Albemarle County; Christine Jacobs, Thomas Jefferson Planning District Commission; Rahul Keshap, Shuru Law; Leslie Kidd, All Install; Cheryl Kirby, Atlantic Union Bank; Ray Knott, Blue Ridge Bank; Pace Lochte, UVA Economic Development; Patrick Mauney, Rappahannock-Rapidan Regional Commission; Paige Read, Town of Culpeper; Jean Runyon, Piedmont Virginia Community College; Francoise Seillier-Moiseiwitsch, Revalation Vineyards; Jennifer Schmack, Fluvanna County; Jonathon Weakley, Madison County; Tina Weaver, Papa Weaver's Pork, Inc.

Absent: Ike Broaddus, Fauquier County; Gary Wood, Firefly Fiber Broadband

Staff: Shannon Holland, Christie Taylor

Guests: Shabawoon Ahmadzai, Albemarle County; Anne Allison, PVCC; Alec, Chamber of Commerce; Helen Cauthen, CVPED; Kristy Dancy, CVPED; Katie Dulaney, CVPED; Tracey Gardner, Madison County; Ian Ginger, Orange County; Nikki Hastings, CvilleBioHub; Rebecca Haydock, Venture Central; Ryan Helwig, TEconomy; Ashley Hernandez, Albemarle County; Rachael Hobbs, UVA; Jack Honig, DHCD; Rebecca Ivins, UVA Foundation; Emily Kilroy, Albemarle County; Hope Lawrence, Venture Central; Julie Perry, Orange County; Joseph Simpkins, TEconomy

1. Opening

- **Call to Order**

Rob Archer called the meeting to order at 9:30 a.m. He reminded members that their cameras must be on and to unmute during voting.

- **Roll Call**

A roll call was performed. A quorum was established, as noted above.

- **Public Comment**

No public comment was submitted or presented.

2. Consent Agenda – ACTION ITEM

Rob Archer noted that the business items listed had been grouped together with the intention that the Council would discuss and act with one vote unless a motion was made to remove any item from the discussion. No such motion was made.

- **Meeting Minutes, October 28, 2025**

- No discussion was offered

- **Financials through October 31, 2025**

Cathy Schafrik gave the following updates from the financial report:

- Total current assets are at \$499,886.27, with \$246.30 in checking/savings and \$488,334.93 in accounts receivable.
- Current liabilities were \$499,881.57, due to accounts payable.
- Through October 31, \$122,265.68 in FY 2025 Capacity Building funds were expended, representing 48.91% of the annual \$250,000 budget. Key expenses include salaries (\$96,236.77), rent/lease (\$3,790.70), and general administration (\$16,418.24).
- Cumulative project spending was \$3,145,236.15 against a combined budget of \$6,686,784.
- Several projects are approaching their end dates, while others are ramping up.
- November financials arrived too late for review before sending this meeting packet.
- **MEMO: Annual Approval of Electronic Meetings Policy**
 - Staff asks Council to re-approve the unchanged policy as required annually by state code.

Ray Knott made a motion to approve Council business as presented. Roque Castro seconded the motion. The motion carried unanimously.

3. Director Report

- **Report & Project Pipeline**

In reviewing the Director Report, Shannon Holand highlighted that the Council's remaining per capita grant fund balance is \$2,409.75. The Rural Entrepreneurship Ecosystem Building project didn't use about \$1,800. The project pipeline format was updated to clarify potential funding pathways.

- **Infographic, Project Milestone Dashboard, and Project Spotlight**

Christie Taylor shared that REI and the Rural Entrepreneurship projects have closed and will not be included in the next report. Tech Academies will close in February and will likely be returning more than \$50,000 in funds. A site visit of Rivanna Futures was conducted.

4. Updates from Committees, Task Forces, etc.

- **Chair**

Rob Archer reported the following:

- He met with State Board Chair Emily O'Quinn, Sarah Dunnigan (DHCD), and John Anzivino Board Member to begin developing an inter-regional collaboration framework.
- The Regional Council Survey was emailed to Region 9 members this week.
- He and Cathy Schafrik attended the CVPED Audit Meeting as Audit Committee members and the audit is in good standing. The audit must be filed with DHCD by March 31 to retain funding.
- Staff updated the Council Member Manual. An Executive Committee meeting will be scheduled to review it and other matters.

- **Grow Existing Business**

Ray Knott reported that the GEB Task Force met to review the Food & Beverage Business Accelerator Planning Grant Report for contract alignment. The following points were discussed:

- Committee members verified that contract deliverables were met. Concerns were raised about limited geographical diversity on the advisory board.
- Concerns were raised about the small number of accelerator-ready businesses with revenues between \$100,000 and \$1 million. The team clarified that while the original grant application expected \$300,000 in revenue, the evaluation lowered the target to \$100,000, and they may consider businesses with as little as \$50,000 if they're strong candidates. Applicants are working with VEDP to secure corporate sponsorships and are also pursuing foundation support. Regarding intellectual property, the team assured that sensitive business data will not be shared with sponsors or investors, and private information is only accessible during acquisition negotiations under confidentiality agreements.
- The task force suggested ensuring geographic diversity on the advisory board and adding a peer networking aspect to grant programming would strengthen a proposal.
- **Talent Development**
Jean Runyon summarized the Talent Development Task Force meeting, as follows:
 - The GO TEC project was approved and at this time the project expects to begin in late spring.
 - In discussing the BioBridge TPI Draft Report the task force ~~notes that recognized the broad engagement reflected by the grant's 38-member advisory coalition, while the 38-member advisory coalition was commendable, northern Region 9 lacked adequate representation.~~ It was agreed that the team met contract requirements, but the task force requested more specifics on required skills and credentials for entry level positions. They also recommended broadening asset mapping to include available training, credentials, and a gap analysis to better support job seekers.
- **AI Landscape Assessment (AISLA)**
Roque Castro shared that the AISLA report was delivered to the Virginia Chamber on January 6th. It is posted on the GO Virginia Region 9 website. High level points include:
 - The Virginia Chamber led this initiative concurrently with their Blueprint Virginia effort that was delivered to the incoming administration. While the Blueprint included general AI recommendations, this report provides greater detail.
 - The report states that AI's impact differs from past market changes in several ways:
 - In this context, "impacted" means job roles may evolve rather than disappear.
 - Urban areas will feel AI's effects more than rural areas, since "knowledge" jobs are most affected.
 - Younger workers may experience greater impact; AI tends to amplify experienced workers' capabilities.
 - Most exposed occupations in Virginia include software developers, managers, general clerks, retail salespeople. The list is similar in Region 9, but post-secondary teachers top that list.
 - Northern Virginia has the highest number of jobs that may be impacted (up to 540,000); Region 9 can anticipate between 21,000 and 64,000 impacted.
 - Key state recommendations include:

- Workers: Future workers need AI familiarity; current workers require training now; displaced workers should receive reskilling training.
- Business: Companies must deploy AI strategically and train staff accordingly.
- Statewide: Virginia could lead in AI-driven business growth if infrastructure keeps pace.
- Region 9 included specific grant opportunities in the Growth Plan that pave the way for addressing many of the report recommendations in the Talent Development and Growing Existing Businesses strategies.

Discussion focused on how opportunities can be created through the technology disruption of AI. Since infrastructure was raised as a condition of success in the report, it was asked what specifically needs to be addressed there. Energy and water limits, and the capacity to manage power and cooling needs of data centers is the main issue. Virginia is the data center epicenter of the world and could be approaching its ceiling in capacity.

5. **Presentation** – BioBridge Talent Pathway Initiative

Ryan Helwig, Principal and Senior Director, and Joseph Simpkins, Principal and Project Director with TEconomy Partners LLC made a presentation to the Council on the draft BioBridge TPI. (The presentation is posted with these Minutes)

The presentation reviewed the report purpose, approach, findings, and recommendations. Four strategies were recommended for implementation. Discussion centered on the following:

- One-third of jobs do not require a bachelor's degree, presenting an opportunity for local talent pipeline from high schools and community colleges. The CTE programs in high schools are one component of this pipeline but there is a need for stronger connections to companies. The report includes specific career pathway suggestions.
- There has been an increase in commercial and dual-use inquiries since the AstraZeneca announced in Albemarle County.
- The region is at a critical point that catalyzes organization around growth. Recent announcements show the ecosystem is forming.
- The recent announcement of the pharmaceutical manufacturing training center mirrors what other regions have done to create a community college system supporting the industry. PVCC is launching its pharmaceutical certificate in 2028.
- Cost of living was cited as a significant challenge for employers with recruiting and retention. Salary comparisons across regions would be another opportunity for information on potential barriers and opportunities.

6. **Other Business**

Rob Archer announced that 2026 is the 10th anniversary of the GO Virginia founding legislation.

7. **Adjourn**

Ethan Dunstan made a motion to adjourn the meeting. Leslie Kidd seconded the motion. The motion carried and the meeting adjourned at 10:53 a.m.

GO Virginia
Statement of Financial Position
As of February 28, 2026

	February 28, 2026
ASSETS	
Current Assets	
Checking/Savings	
11200 · GO VA Operating Account - Union ¹	91,842.31
Total Checking/Savings	91,842.31
Accounts Receivable	
11000 · Accounts Receivable	127,008.95
Total Accounts Receivable	127,008.95
Other Current Assets	
11100 · Accrued Receivable	11,349.93
12000 · Undeposited Funds	-
Total Other Current Assets	11,349.93
Total Current Assets	230,201.19
TOTAL ASSETS	230,201.19
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
20002 · Accounts Payable	91,596.01
20004 · Due to CVPED	127,083.04
Total Accounts Payable	218,679.05
Other Current Liabilities	
25060 · Accrued Expenses - Other	11,349.93
25500 · Unearned Rev - Advanced Funds	167.51
Total Other Current Liabilities	11,517.44
Total Current Liabilities	230,196.49
Total Liabilities	230,196.49
Equity	
32000 · Unrestricted Net Assets	4.70
Total Equity	4.70
TOTAL LIABILITIES & EQUITY	230,201.19

¹ Funds are disbursed within two business days of receiving an approved invoice from a Subgrantee.

GO Virginia
Capacity Building - Statement of Income and Expense (Summary)
TOTAL FY2025 SPENDING: June 2025 - February 2026

	Capacity Building			
	Jun '25 - Feb '26	Budget	% of Budget	Remaining
Income				
41520 · State Grants	210,206.74	250,000.00	84.08%	39,793.26
Total Income	210,206.74	250,000.00	84.08%	39,793.26
Gross Profit	210,206.74	250,000.00	84.08%	39,793.26
Expense				
01250 · General Administration	25,255.29	29,490.00	85.64%	4,234.71
54400 · Project Support expenses				
54426 · Audit	8,500.00	9,250.00	91.89%	750.00
54430 · Contract Services	5,460.20	6,172.00	88.47%	711.80
54449 · Meetings and Facilitation	1,024.17	1,224.00	83.67%	199.83
54450 · Supplies	68.70	219.00	31.37%	150.30
54451 · Travel	1,645.75	1,795.00	91.69%	149.25
54452 · Rent/Lease	6,812.04	8,219.00	82.88%	1,406.96
54453 · Salaries	160,680.59	192,671.00	83.4%	31,990.41
54457 · Marketing/Advertising/Promotion	760.00	960.00	79.17%	200.00
54462 · Legal Expenses	0.00	0.00	0.0%	0.00
Total 54400 · Project Support expenses	184,951.45	220,510.00	83.87%	35,558.55
54500 · Planning expenses				
54501 · Contract Services	0.00	0.00	0.0%	0.00
54502 · Technical Assistance	0.00	0.00	0.0%	0.00
54503 · Growth and Diversification Plan Development	0.00	0.00	0.0%	0.00
54504 · Planning Grant	0.00	0.00	0.0%	0.00
Total 54400 · Planning expenses	0.00	0.00	0.0%	0.00
Total Expense	210,206.74	250,000.00	84.08%	39,793.26
Net Income	0.00	0.00	0.0%	0.00

**GO Virginia Projects - Statement of Income and Expense
From Beginning of All Projects through February 28, 2026**

	BioBridge TPI			Project VITAL - Biotech Accelerator		
	End Date: 2/1/2026			End Date: 10/1/2027		
	(Projects)			(Projects)		
	Feb '25 - Feb '26	Budget	% of Budget	Oct '24 - Feb '26	Budget	% of Budget
Income						
41520 · State Grants	174,256.13	244,400.00	71.3%	1,217,126.73	4,302,887.00	28.29%
Total Income	174,256.13	244,400.00	71.3%	1,217,126.73	4,302,887.00	28.29%
Gross Profit	174,256.13	244,400.00	71.3%	1,217,126.73	4,302,887.00	28.29%
Expense						
01250 · General Administration	11,647.42	14,666.00	79.42%	18,508.09	295,000.00	6.27%
54000 · Program expenses						
51280 · Planning Grant Activities						
54400 · Project related expenses						
54424 · Administration						
54426 · Audit					40,000.00	0.0%
54425 · Architectural and Engineering						
54430 · Contract Services	122,040.00	153,640.00	79.43%	427,706.78	1,178,500.00	36.29%
54440 · Equipment				85,058.98	688,300.00	12.36%
54442 · Training						
54447 · Other - Programming						
54448 · Other - Workspace						
54449 · Meetings and Facilitation						
54450 · Supplies				65,836.66	441,000.00	14.93%
54451 · Travel				9,665.17	21,000.00	46.03%
54452 · Rent/Lease						
54453 · Salaries	17,244.26	46,875.00	36.79%	311,067.79	874,446.00	35.57%
54454 · Other - Website				16,400.00	30,000.00	54.67%
54455 · Fringe Benefits	1,624.57	4,219.00	38.51%	26,088.21	78,700.00	33.15%
54456 · Machinery/Tools						
54457 · Marketing/Advertising/Promotion						
54458 · Planning Assessment						
54462 · Legal Expenses				37,319.50	137,000.00	27.24%
54463 · Outreach and Promotion	899.88	4,200.00	21.43%			
54464 · Taxes & Insurance				25,447.71	62,100.00	40.98%
54465 · Collaboration						
54466 · Management & General						
54467 · Fiscal/Account Mgmt Services				43,769.86	100,000.00	43.77%
54468 · Indirect Costs	20,800.00	20,800.00	100.0%	125,211.00	125,211.00	100.0%
54469 · Studies						
54470 · Hardware/Software				25,046.98	41,250.00	60.72%
54471 · Contingencies					190,380.00	0.0%
Total 54400 · Project related expenses	162,608.71	229,734.00	70.78%	1,198,618.64	4,007,887.00	29.91%
Total 54000 · Program expenses	162,608.71	229,734.00	70.78%	1,198,618.64	4,007,887.00	29.91%
Total Expense	174,256.13	244,400.00	71.3%	1,217,126.73	4,302,887.00	28.29%
Net Income	0.00	0.00	0.0%	0.00	0.00	0.0%

**GO Virginia Projects - Statement of Income and Expense
From Beginning of All Projects through February 28, 2026**

	Food & Beverage Business Accelerator			Innovation Corridor Roadmap		
	End Date: 2/1/2026			End Date: 7/1/2026		
	(Projects)			(Projects)		
	Feb '25 - Feb '26	Budget	% of Budget	Jul '25 - Feb '26	Budget	% of Budget
Income						
41520 · State Grants	93,779.33	100,000.00	93.78%	80,311.35	100,000.00	80.31%
Total Income	<u>93,779.33</u>	<u>100,000.00</u>	<u>93.78%</u>	<u>80,311.35</u>	<u>100,000.00</u>	<u>80.31%</u>
Gross Profit	93,779.33	100,000.00	93.78%	80,311.35	100,000.00	80.31%
Expense						
01250 · General Administration	7,400.00	7,400.00	100.0%	5,311.35	7,400.00	71.78%
54000 · Program expenses						
51280 · Planning Grant Activites						
54400 · Project related expenses						
54424 · Administration						
54426 · Audit						
54425 · Architectural and Engineering						
54430 · Contract Services	7,102.17	8,168.00	86.95%	75,000.00	92,600.00	80.99%
54440 · Equipment						
54442 · Training						
54447 · Other - Programming						
54448 · Other - Workspace						
54449 · Meetings and Facilitation						
54450 · Supplies						
54451 · Travel						
54452 · Rent/Lease						
54453 · Salaries	66,000.00	70,000.00	94.29%			
54454 · Other - Website						
54455 · Fringe Benefits	13,277.16	14,432.00	92.0%			
54456 · Machinery/Tools						
54457 · Marketing/Advertising/Promotion						
54458 · Planning Assessment						
54462 · Legal Expenses						
54463 · Outreach and Promotion						
54464 · Taxes & Insurance						
54465 · Collaboration						
54466 · Management & General						
54467 · Fiscal/Account Mgmt Services						
54468 · Indirect Costs						
54469 · Studies						
54470 · Hardware/Software						
54471 · Contingencies						
Total 54400 · Project related expenses	<u>86,379.33</u>	<u>92,600.00</u>	<u>93.28%</u>	<u>75,000.00</u>	<u>92,600.00</u>	<u>80.99%</u>
Total 54000 · Program expenses	<u>86,379.33</u>	<u>92,600.00</u>	<u>93.28%</u>	<u>75,000.00</u>	<u>92,600.00</u>	<u>80.99%</u>
Total Expense	<u>93,779.33</u>	<u>100,000.00</u>	<u>93.78%</u>	<u>80,311.35</u>	<u>100,000.00</u>	<u>80.31%</u>
Net Income	<u><u>0.00</u></u>	<u><u>0.00</u></u>	<u><u>0.0%</u></u>	<u><u>0.00</u></u>	<u><u>0.00</u></u>	<u><u>0.0%</u></u>

**GO Virginia Projects - Statement of Income and Expense
From Beginning of All Projects through February 28, 2026**

	Rivanna Futures			Technology Academies		
	End Date: 3/24/2027			End Date: 2/24/2026		
	(Projects)			(Projects)		
	Mar '25 - Feb '26	Budget	% of Budget	Jul '22 - Feb '26	Budget	% of Budget
Income						
41520 · State Grants	284,383.80	613,570.00	46.35%	272,602.16	402,075.00	67.8%
Total Income	<u>284,383.80</u>	<u>613,570.00</u>	<u>46.35%</u>	<u>272,602.16</u>	<u>402,075.00</u>	<u>67.8%</u>
Gross Profit	284,383.80	613,570.00	46.35%	272,602.16	402,075.00	67.8%
Expense						
01250 · General Administration	6,277.05	17,000.00	36.92%	26,725.40	29,783.00	89.73%
54000 · Program expenses						
51280 · Planning Grant Activites						
54400 · Project related expenses						
54424 · Administration						
54426 · Audit						
54425 · Architectural and Engineering	278,106.75	596,570.00	46.62%			
54430 · Contract Services						
54440 · Equipment				245,876.76	329,360.00	74.65%
54442 · Training						
54447 · Other - Programming						
54448 · Other - Workspace						
54449 · Meetings and Facilitation						
54450 · Supplies						
54451 · Travel						
54452 · Rent/Lease						
54453 · Salaries				0.00	42,932.00	0.0%
54454 · Other - Website						
54455 · Fringe Benefits						
54456 · Machinery/Tools						
54457 · Marketing/Advertising/Promotion						
54458 · Planning Assessment						
54462 · Legal Expenses						
54463 · Outreach and Promotion						
54464 · Taxes & Insurance						
54465 · Collaboration						
54466 · Management & General						
54467 · Fiscal/Account Mgmt Services						
54468 · Indirect Costs						
54469 · Studies						
54470 · Hardware/Software						
54471 · Contingencies						
Total 54400 · Project related expenses	<u>278,106.75</u>	<u>596,570.00</u>	<u>46.62%</u>	<u>245,876.76</u>	<u>372,292.00</u>	<u>66.04%</u>
Total 54000 · Program expenses	<u>278,106.75</u>	<u>596,570.00</u>	<u>46.62%</u>	<u>245,876.76</u>	<u>372,292.00</u>	<u>66.04%</u>
Total Expense	<u>284,383.80</u>	<u>613,570.00</u>	<u>46.35%</u>	<u>272,602.16</u>	<u>402,075.00</u>	<u>67.8%</u>
Net Income	<u><u>0.00</u></u>	<u><u>0.00</u></u>	<u><u>0.0%</u></u>	<u><u>0.00</u></u>	<u><u>0.00</u></u>	<u><u>0.0%</u></u>

**GO Virginia Projects - Statement of Income and Expense
From Beginning of All Projects through February 28, 2026**

Wine Industry Implementation						
End Date: 3/11/2027						
	(Projects)			Total Projects		
	Mar '25 - Feb '26	Budget	% of Budget	Jul '22 - Feb '26	Budget	% of Budget
Income						
41520 · State Grants	73,025.61	224,125.00	32.58%	2,195,485.11	5,987,057.00	36.67%
Total Income	73,025.61	224,125.00	32.58%	2,195,485.11	5,987,057.00	36.67%
Gross Profit	73,025.61	224,125.00	32.58%	2,195,485.11	5,987,057.00	36.67%
Expense						
01250 · General Administration	7,025.61	16,600.00	42.32%	82,894.92	387,849.00	21.37%
54000 · Program expenses						
51280 · Planning Grant Activites						
54400 · Project related expenses						
54424 · Administration				0.00	0.00	0.0%
54426 · Audit				0.00	40,000.00	0.0%
54425 · Architectural and Engineering				278,106.75	596,570.00	46.62%
54430 · Contract Services	66,000.00	207,525.00	31.8%	697,848.95	1,640,433.00	42.54%
54440 · Equipment				330,935.74	1,017,660.00	32.52%
54442 · Training				0.00	0.00	0.0%
54447 · Other - Programming				0.00	0.00	0.0%
54448 · Other - Workspace				0.00	0.00	0.0%
54449 · Meetings and Facilitation				0.00	0.00	0.0%
54450 · Supplies				65,836.66	441,000.00	14.93%
54451 · Travel				9,665.17	21,000.00	46.03%
54452 · Rent/Lease				0.00	0.00	0.0%
54453 · Salaries				394,312.05	1,034,253.00	38.13%
54454 · Other - Website				16,400.00	30,000.00	54.67%
54455 · Fringe Benefits				40,989.94	97,351.00	42.11%
54456 · Machinery/Tools				0.00	0.00	0.0%
54457 · Marketing/Advertising/Promotion				0.00	0.00	0.0%
54458 · Planning Assessment				0.00	0.00	0.0%
54462 · Legal Expenses				37,319.50	137,000.00	27.24%
54463 · Outreach and Promotion				899.88	4,200.00	21.43%
54464 · Taxes & Insurance				25,447.71	62,100.00	40.98%
54465 · Collaboration				0.00	0.00	0.0%
54466 · Management & General				0.00	0.00	0.0%
54467 · Fiscal/Account Mgmt Services				43,769.86	100,000.00	43.77%
54468 · Indirect Costs				146,011.00	146,011.00	100.0%
54469 · Studies				0.00	0.00	0.0%
54470 · Hardware/Software				25,046.98	41,250.00	60.72%
54471 · Contingencies				0.00	190,380.00	0.0%
Total 54400 · Project related expenses	66,000.00	207,525.00	31.8%	3,311,208.83	5,599,208.00	59.14%
Total 54000 · Program expenses	66,000.00	207,525.00	31.8%	3,311,208.83	5,599,208.00	59.14%
Total Expense	73,025.61	224,125.00	32.58%	3,412,611.84	5,987,057.00	57.0%
Net Income	0.00	0.00	0.0%	0.00	0.00	0.0%



MEMORANDUM

Date: April 13, 2026
To: GO Virginia Region 9 Council
From: Shannon Holland, Director, GO Virginia Region 9
Re: Approval for FY 25 Budget Revision and FY 27 Budget

The attached memo was reviewed and approved at the March 18, 2026 Executive Committee. It is provided here for acceptance at the April 13, 2026 Council Meeting.



MEMORANDUM

Date: March 18, 2026
To: Executive Committee - GO Virginia Region 9 Council
From: Shannon Holland, Director, GO Virginia Region 9
Re: Approval for FY 25 Budget Revision and FY 27 Budget

FY 2025 BUDGET REVISION REQUEST

Staff is requesting approval for this revision because it would exceed the Region 9 Council guidelines for expense increases greater than \$15,000 per category.

To meet Salary expense projections for the next three to four months a \$20,000+ adjustment is required. Other adjustments are being made to address additional audit expenses and anticipation of a FY 25 Budget closeout around April. See Columns B through G in the worksheet attached.

FY 2027 PROJECTED BUDGET

The Council must submit an FY 2027 Capacity Building Budget to the GO Virginia Board for approval. Staff recommends the budget in column J of the attached spreadsheet, with prior and closed budgets provided for comparison.

	A	B	C	D	E	F	G	H	I	J
1	Category	FY 25 Current Budget	FY 25 Expenses thru Jan 2026	FY 25 Funds Remaining	FY 25 Projected Expenses (Feb–Apr 2026)	FY 25 Estimated Closing Year Total Expense/ REV. Budget (10 mos.)	Difference	FY 24 Closed (12 months)	FY 26 Budget approved	FY 2027 Budget Projected
2	Administration (M&G)	37,000.00	22,953.88	14,046	6,536	29,490	(7,510)	29,274	32,000	31,000
3	Audit	6,500.00	8,500.00	(2,000)	750	9,250	2,750	8,850	9,000	9,500
4	Contract Services	9,500.00	4,778.54	4,721	1,394	6,172	(3,328)	8,661	7,000	6,500
5	Supplies	2,000.00	68.7	1,931	150	219	(1,781)	1,963	2,500	1,500
6	Legal	500	0	500	0	0	(500)	0	0	0
7	Planning/Assessment	0	0	0	0	0	0	0	2,500	100
8	Rent	12,000.00	6,004.76	5,995	2,214	8,219	(3,781)	8,829	12,000	9,000
9	Salaries	172,250.00	145,753.51	26,496	46,917	192,671	20,421	186,162	177,000	187,000
10	Travel	3,500.00	1,595.48	1,905	200	1,795	(1,705)	2,064	2,500	2,000
11	Marketing	3,000.00	760.00	2,240	200	960	(2,040)	2,345	3,000	2,000
12	Meetings	3,750.00	1024.17	2,726	200	1,224	(2,526)	1,852	2,500	1,400
13		250,000.00	191,439.04	58,561	58,561	250,000	(0)	250,000	250,000	250,000

GO Virginia
Capacity Building - Statement of Income and Expense (Summary)
TOTAL FY2025 SPENDING: June 2025 - January 2026

	Capacity Building			
	Jun '25 - Jan '26	Budget	% of Budget	Remaining
Income				
41520 · State Grants	191,439.04	250,000.00	76.58%	58,560.96
Total Income	191,439.04	250,000.00	76.58%	58,560.96
Gross Profit	191,439.04	250,000.00	76.58%	58,560.96
Expense				
01250 · General Administration	22,953.88	37,000.00	62.04%	14,046.12
54400 · Project Support expenses				
54426 · Audit	8,500.00	6,500.00	130.77%	-2,000.00
54430 · Contract Services	4,778.54	9,500.00	50.3%	4,721.46
54449 · Meetings and Facilitation	1,024.17	3,750.00	27.31%	2,725.83
54450 · Supplies	68.70	2,000.00	3.44%	1,931.30
54451 · Travel	1,595.48	3,500.00	45.59%	1,904.52
54452 · Rent/Lease	6,004.76	12,000.00	50.04%	5,995.24
54453 · Salaries	145,753.51	172,250.00	84.62%	26,496.49
54457 · Marketing/Advertising/Promotion	760.00	3,000.00	25.33%	2,240.00
54462 · Legal Expenses	0.00	500.00	0.0%	500.00
Total 54400 · Project Support expenses	168,485.16	213,000.00	79.1%	44,514.84
54500 · Planning expenses				
54501 · Contract Services	0.00	0.00	0.0%	0.00
54502 · Technical Assistance	0.00	0.00	0.0%	0.00
54503 · Growth and Diversification Plan Development	0.00	0.00	0.0%	0.00
54504 · Planning Grant	0.00	0.00	0.0%	0.00
Total 54400 · Planning expenses	0.00	0.00	0.0%	0.00
Total Expense	191,439.04	250,000.00	76.58%	58,560.96
Net Income	0.00	0.00	0.0%	0.00

DRAFT

MEMORANDUM

Date: April 13, 2026

To: GO Virginia Region 9 Council

From: Shannon Holland, Director, GO Virginia Region 9

Re: NOTICE of Administrative Corrections to Adopted Amended and Restated Bylaws (No Other Changes Proposed)

This memo presents two administrative corrections to the Region 9 Council's Amended and Restated Bylaws adopted on January 24, 2024 and posted [here](#). No other changes or proposed.

Details are attached in the Memo to the Executive Committee when they approved this notice on March 18, 2026.

DRAFT

MEMORANDUM

Date: March 18, 2026

To: Executive Committee - GO Virginia Region 9 Council

From: Shannon Holland, Director, GO Virginia Region 9

Re: Introduction of Administrative Corrections to Adopted Amended and Restated Bylaws (No Other Changes Proposed)

This memo is provided for discussion
at the Executive Committee Meeting

This memo presents two administrative corrections to the Region 9 Council's Amended and Restated Bylaws adopted on January 24, 2024 and posted [here](#).

Type of Correction (Administrative/Scrivener's)

The edits are limited to (1) making term-length references consistent with other bylaw language and Council practice, and (2) fixing a terminology error where "Commission" should read "Council." These changes do not affect Council structure, authority, voting rights, membership, officer roles, or committee powers.

Procedural Notice and Timing

As per Article IX of the Bylaws, these administrative corrections will be presented at the April 13, 2026 Council Meeting for notice and are expected to be approved at the June meeting. No other bylaw changes are proposed.

Summary of Administrative Corrections

Exhibit A shows the two corrections in "before" and "after" format, highlighting only the language changes.

No action is needed today. At the next June meeting, staff will ask for approval of these administrative corrections. The Bylaws would then be updated by attaching Exhibit A and the Appendix with action recorded in the M



EXHIBIT A

Administrative Corrections to Amended and Restated Bylaws

as Adopted January 26, 2024

The following administrative corrections were approved by Region 9 Council Action on [date]. Original adoption date is unchanged.

1) Article III, Section 5 — PUBLIC SECTOR SEATS – 11

Subsection: Localities/Elected Officials (4)

BEFORE:

“The Rappahannock-Rapidan Regional Commission (RRRC) and the Thomas Jefferson Planning District Commission (TJPDC) shall each appoint one elected official and one chief administrative officer from the local governments (Town, City, or County) of its region to serve on the Council, each to serve for terms of **two (2)** years.”

AFTER:

“The Rappahannock-Rapidan Regional Commission (RRRC) and the Thomas Jefferson Planning District Commission (TJPDC) shall each appoint one elected official and one chief administrative officer from the local governments (Town, City, or County) of its region to serve on the Council, each to serve for terms of **three (3)** years.”

2) Article V, Section 2(a) — Specifically covered procedures include:

BEFORE:

“Except where indicated otherwise in these bylaws, all actions of the **Commission** shall be approved by a majority vote of the members present and voting.”

AFTER:

“Except where indicated otherwise in these bylaws, all actions of the **Council** shall be approved by a majority vote of the members present and voting”



**DIRECTOR REPORT
REGIONAL COUNCIL 9 MEETING
MEETING: JANUARY 16, 2026**

Region 9 Per Capita Available as of December 9, 2025	\$2,409.75
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Quarterly Progress Reports: due April 20, 2026

Capacity Building Budget Revision: completed April 1, 2026; see Memo in April 13, 2026 Meeting Agenda

Project Changes/Updates:

Budget Revisions: anticipated for Commonwealth Bio Accelerator (VITAL)

Contracts

- New Contracts: n/a
 - Pending: GOTEC – pending start date decision from project team; likely 7/1/2026
 - Extensions: n/a
- Milestones:
 - BioBridge: Report published: <https://www.govirginia9.org/wp-content/uploads/2026/03/TEconomy-CvilleBioHub-Region-9-Biosciences-Talent-Pathways.pdf>
 - Innovation Corridor: Draft early findings shared with project advisory committee
 - Rivanna Futures: See project spotlight; ground work beginning.
- Outcomes/Deliverables:
 - Infographic included in agenda as of 2025 Q4 Outcomes

Closeouts

- Completed: n/a
- In Progress:
 - Tech Academies- ended 2/24/26: performance and fiscal closeout drafts with project team
 - Food & Beverage Accelerator Planning Grant –ended 2/1/2026: performance and fiscal closeouts submitted to DHCD
 - BioBridge TPI – ended 2/1/2026: performance and fiscal drafts with project team
- Funds Not Spent at Closeout: Tech Academies \$129,472.84

Interregional Project Updates:

- Mobile AI Unit approved at March 24, 2026 Board Meeting. Led by Region 6. Project will include Counties of Orange, Fauquier, Nelson.
- AI Landscape Assessment (Virginia) Report delivered. View [here](#). Led by Regions 2 and 3:

Key Staff Activity:

- Developed and published revised Council Member Manual, March
- Hosted Meetings: GEB Task Force, Nominating Committee, Executive Committee, etc.
- Participated at GO TEC and Mobile AI Unit Project Pitch Calls with Board Workgroups, November
- Hosted peer regional staff meetings, monthly

- Participate in active project advisory board or update meetings – Food & Beverage Business Accelerator, Wine Implementation, Virginia AI Landscape Assessment, Innovation Corridor, BioBridge TPI, as scheduled

LinkedIn: Followers: 528 (+8)



Project Pipeline

April 13, 2026

Project				Region 9 Deadlines*				
Project – Working Title	Grant Type	Strategy	Projected Funding Source	2026				
				3/18	5/13	7/15	9/23	12/10
Food & Beverage Business Accelerator	Implementation	GEB	Single Region Statewide Competitive	Proposal Recv'd				
Bio Bridge (TPI)	Implementation	TD	Per Capita (FY27)		x			
Innovation Corridor Road Map	Implementation	GEB	FY 2027 Per Capita			x	x	x
Mobile AI Unit (resubmission from Board deferral)	Implementation	TD	Statewide Competitive (led by Region 6)	Board Approved 3.24.2026				
Wine Industry Coalition	Statewide Planning	GEB	Statewide Competitive (Region 9 & 8)					x

*Application target dates are staff projections and may not reflect applicant commitments.

What is GO Virginia?

GO Virginia is an economic development initiative that offers state-funded grants to drive the creation of higher-paying jobs in target traded sectors and incentivize regional collaboration between business, education, and local government.

The GO Virginia Region 9 Council is comprised of 23 members of which a majority are private sector leaders. The Chair and Vice Chair must be a member representing the private sector. The Council is charged with the implementation of the GO Virginia program in the eleven localities of Region 9, including receiving and assessing applications for funding. The Central Virginia Partnership for Economic Development serves as Region 9’s fiscal and administrative support organization. The Virginia Department of Housing and Community Development (DHCD) is the state agency responsible for administering the GO Virginia program.

The Virginia Growth and Opportunity Board is responsible for overseeing the development and implementation of the GO Virginia program, including receiving and assessing applications for funding submitted by the nine regional councils. The board consists of legislators, members of the governor’s cabinet, and private sector representatives.

\$65,785 Average Annual Wages
(2025Q3)

447,995 Population (2025Q3)

\$13M GO Virginia 9 funds invested in **34 projects**

\$11.3M Matching funds and **\$2.9M additional leverage**

3,712 Businesses served and **64 businesses created**

1,183 Jobs created and **500 existing jobs retained**

568 Entrepreneurs served and **138 businesses expanded**

64 New internships and **655 students trained**

751 Acres evaluated for site development plus **1,451 acres** advanced on Virginia Business Ready Sites scale

\$25.5M Capital raised by 3 entrepreneurship projects and **\$3.76M venture capital invested** in new businesses served by innovation projects

Making key investments in high-paying, leading industries in Region 9.



Biomedical & Biotechnology
\$5,278,827 invested in 5 projects
416 jobs created, 171 businesses served



Financial & Business Services
15 Projects serving the sector



IT & Communications
\$502,075 invested in 2 projects



Food & Beverage Manufacturing
\$1,106,324 invested in 7 projects
241 jobs created, 470 businesses served



Light Manufacturing
\$302,975 invested in 2 projects; plus \$391,528 in 1 project jointly serving Food & Beverage Manufacturing
7 jobs created, 129 businesses served

+ 479 jobs and 2,942 businesses served in projects serving all sectors.



Talent Development



Entrepreneurship

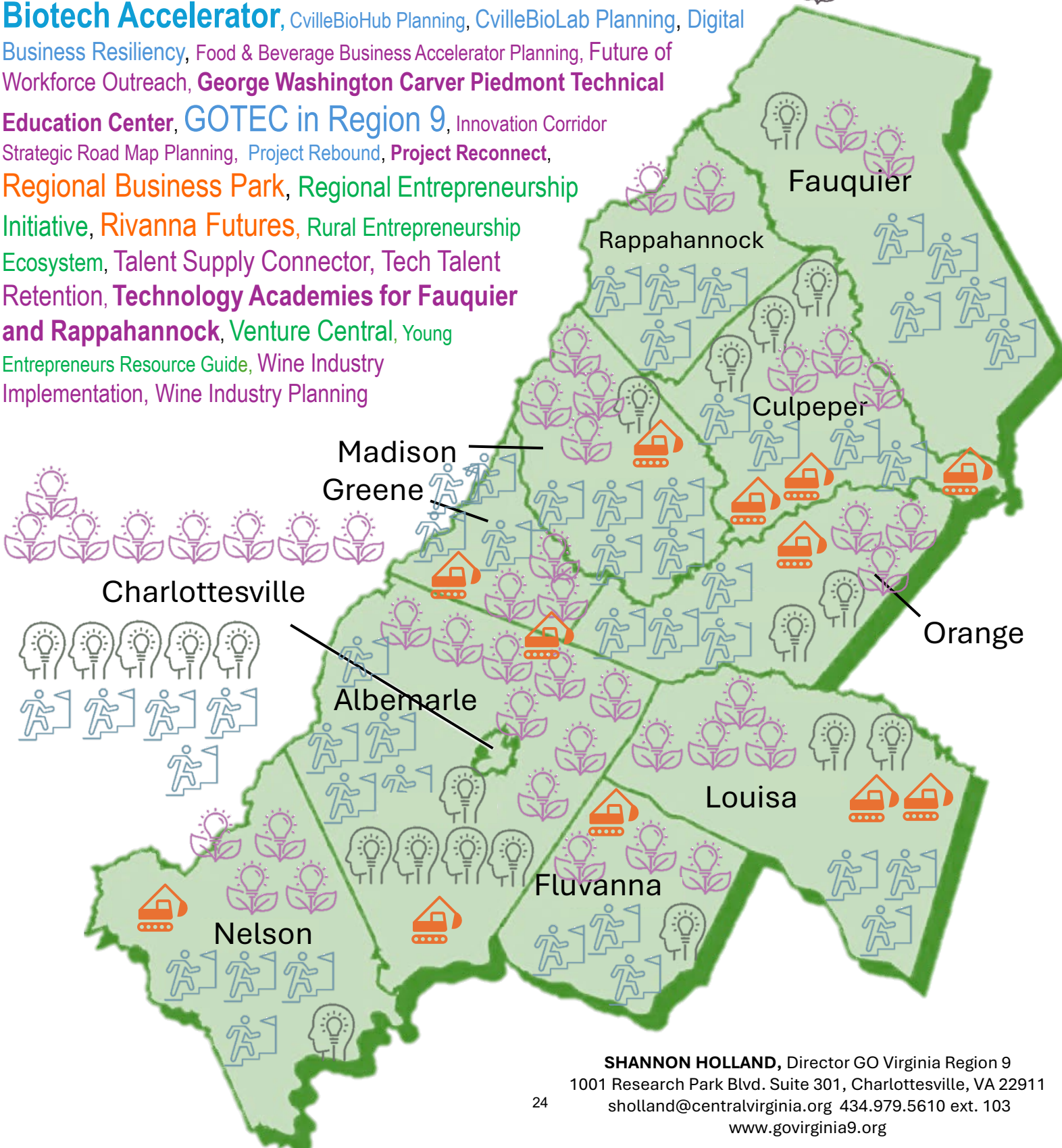


Site Readiness



Grow Existing Business

Accelerating Regionally Significant Sites, **BEACONs Kitchen**, **BioBridge TPI**, **Biotech Innovation Cluster Growth**, **Business-Driven Workforce Recovery**, **Carver Food Business Incubator**, **Catalyst Accelerator Program**, **Central VA Cybersecurity Partnership**, **Central VA Site Readiness**, **Connector Platform**, **Crafting a New Normal**, **Crafting Higher Paying Jobs**, **Commonwealth Biotech Accelerator**, **CvilleBioHub Planning**, **CvilleBioLab Planning**, **Digital Business Resiliency**, **Food & Beverage Business Accelerator Planning**, **Future of Workforce Outreach**, **George Washington Carver Piedmont Technical Education Center**, **GOTEC in Region 9**, **Innovation Corridor Strategic Road Map Planning**, **Project Rebound**, **Project Reconnect**, **Regional Business Park**, **Regional Entrepreneurship Initiative**, **Rivanna Futures**, **Rural Entrepreneurship Ecosystem**, **Talent Supply Connector**, **Tech Talent Retention**, **Technology Academies for Fauquier and Rappahannock**, **Venture Central**, **Young Entrepreneurs Resource Guide**, **Wine Industry Implementation**, **Wine Industry Planning**



Project Milestone Dashboard – Region 9

As of 2025Q4; Completed 3/25/2026

Grow Existing Businesses

Project	Funding	Industry	Projected Businesses Served	Actual Businesses Served	Projected Jobs	Actual Jobs	Active/ Closed	Status Prev QR	Status Most Recent QR	Contract dates	Notes
Wine Industry Implementation - Nelson County	\$ 224,125	Food & Beverage Manufacturing	104	64	20	2	Active	Green	Green	3/11/2025-3/11/2027	
Project VITAL - CvilleBioHub	\$ 4,302,887	Biosciences	60	40	68	3	Active	Green	Green	10/1/2024-10/1/2027	Reported annually, so this may stay flat until 2026Q2
Food & Beverage Business Accelerator - Venture Central	\$ 100,000	Food & Beverage Manufacturing	0		0		Closed	Green	Green	2/1/2025-2/1/2026	Implementation proposal received. Performance and fiscal closeouts with project team. All funds used.
Innovation Corridor Road Map - CVPED	\$ 100,000	Biosciences, IT & Comm, Light Manufacturing	0		0		Active	Green	Green	7/1/2025-6/30/2026	Early presentation and draft findings offered by project team.
	\$ 4,727,012		164	104	88	5					

Entrepreneurship

Project	Funding	Industry	Projected Businesses Served	Actual Businesses Served	Projected Jobs	Actual Jobs	Active/ Closed	Status Prev QR	Status Most Recent QR	Contract dates	Notes
Carver Food Business Incubator - Culpeper County	\$ 199,727	Food & Beverage Manufacturing	68	65	93	92	Closed	Green		11/1/2022-10/31/2025	
Rural Entrepreneur Ecosystem Building - CIC	\$ 200,000	All	200	301	30	76	Closed	Green		5/1/2023-10/30/2025	
REI - CIC	\$ 300,000	All	0		0		Closed	Yellow		6/13/2023-6/13/2025	
	\$ 699,727		268	366	123	168					

Talent Development

Project	Funding	Industry	Projected Businesses Served	Actual Businesses Served	Projected Jobs	Actual Jobs	Active/ Closed	Status Prev QR	Status Most Recent QR	Contract dates	Notes
Technology Academies for Fauquier and Rappahannock Counties - Laurel Ridge Community College	\$ 402,075	Food and Beverage Manufacturing, IT/Comm, Light Manufacturing	0		69	0	Closed	Yellow		7/25/2022-2/24/2026	\$129,472 being returned. Fiscal closeout with project team. Performance closeout due end of May and waiting to complete as close to that deadline as possible in order to capture semester-end outcomes.
Bio Bridge TPI - CvilleBioHub	\$ 244,400	Biosciences	0		0		Closed	Green		2/1/2025-2/1/2026	Final report published. Performance closeout with project team. Awaiting final remittance for fiscal closeout draft; expect all funds expended.
	\$ 646,475		0	0	69	0					

Sites

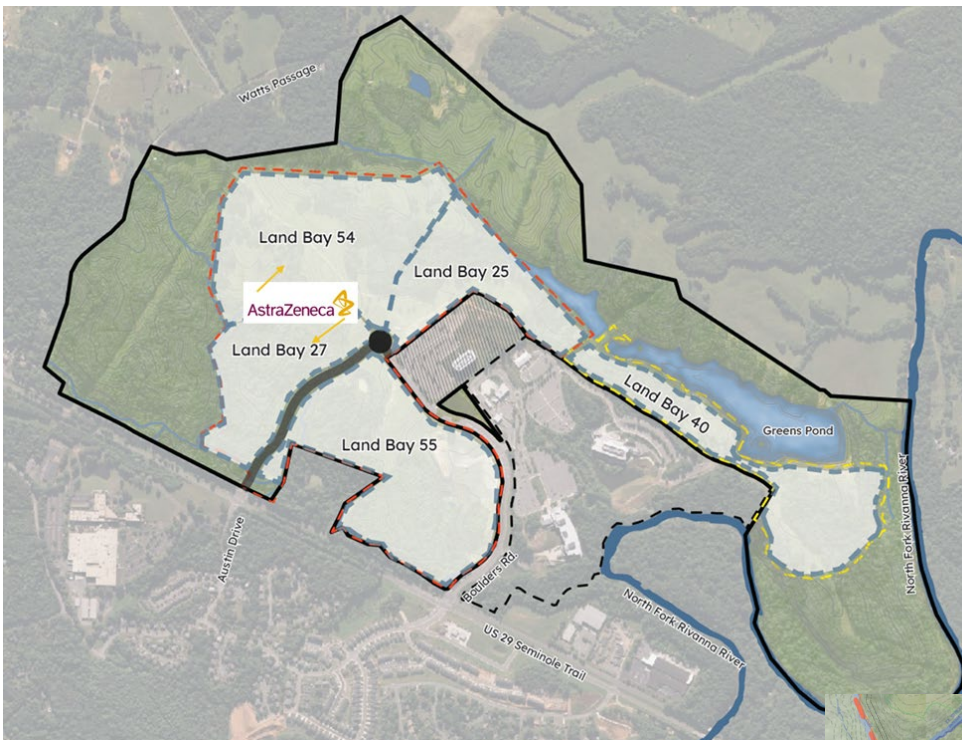
Project	Funding	Industry	Projected acres impacted	Actual Acres Impacted	Projected VBRSP	Actual VBRSP	Active/ Closed	Status Prev QR	Status Most Recent QR	Contract dates	Notes
Rivanna Futures - Albemarle County	\$ 613,570	Food & Beverage Manufacturing, IT & Comm	50				Active	Green	Green	3/24/2025-3/24/2027	Will not request budget revision as previously reported. Expect first dirt to be moved this month, all permits complete.

PROJECT IMPACT SPOTLIGHT

Rivanna Futures

Quick Facts:

- \$613,570 awarded to Albemarle County
- 3/24/2025-3/24/2027 grant period
- A Site Development project targeting IT/Communications and Financial & Business Services
- Activities: Impact 50 acres through site design, road design, Virginia Erosion and Stormwater Management Program (VESMP) and utility work for Rivanna Futures site



The initial scope of work includes extending underground utilities from their current endpoints within Land Bay 55 to provide water, sewer, and gas line access to the full Rivanna Futures site, as well as initial grading to ready land for future development – including AstraZeneca’s planned campus. This phase of construction is expected through early 2027.

Activities underway:

- Utility surveys and locating complete
- Permit issuing expected March 2026
- VESMP submission complete
- Site work plan approved
- Tree clearing

Leveraged Funds:

- \$9.7M Virginia Business Ready Sites Program
- Boulders Rd. extension with state award of \$20M
- AstraZeneca \$4.5B investment in two campuses, creating 600 jobs
- Virginia Department of Transportation’s Economic Development Access Program \$546,800 award



Site visit scheduled April 13, 3PM. Contact Christie if interested in attending.



GO Virginia Region 9

Executive Project Summary

Project Name: Venture Central Food and Beverage Accelerator

Applicant: Venture Central

Contact Name: Rebecca Haydock

Grant Timeline: 2 years (July 1, 2026 - June 30, 2028)

GO Virginia Amount Requested: \$262,192

Match Amount Proposed: \$131,308

Local Match Subtotal: \$120,000

Match Breakdown: In-kind \$11,000; Cash - \$120,308

Localities Served:

- City of Charlottesville and Albemarle, Fauquier, Madison, Nelson, and Orange Counties (via accelerator)
- Region 9 (via online resource hub)

Local Match Commitment From:

- City of Charlottesville and Albemarle, Fauquier, Madison, Nelson, and Orange Counties

Other Match Commitment From:

- In-kind + Cash: Venture Central

Letters of Support From:

Letters of support for this initiative were provided by a broad coalition of regional stakeholders, including **localities** Albemarle County, the City of Charlottesville, Fauquier County, Madison County, Nelson County, Orange County, the Town of Orange, and Greene County; **project partners** BEACON Kitchen, Carver Food Enterprise Center, GENEDGE, Central Virginia SBDC, Laurel Ridge SBDC, the Charlottesville Angel Network, Virginia Specialty Food Association,, and Community Investment Collaborative; **food businesses** Absurd Snacks, Myles Comfort Foods, Penny's Imperfect Pizza, Cake Bloom, RVP Bar, Noogs, Mabel's Bakeshop, La Vache Microcreamery, Good Phyte, Farmstead Ferments, and Olive Oil Flights; and **other entrepreneurial support/educational supporters** Shenandoah Community Capital Fund, Rivers Region Entrepreneurial Ecosystem, Lighthouse Network, Hampton Roads SBDC, ICAP, Matthew Brown (The Wine Coalition), and Piedmont Virginia Community College.

Strategy: Grow Existing Business

Region 9 Target Sectors this project is focused on: Food & Beverage Manufacturing

Region 9 Growth Plan Opportunities Targeted:

- Support implementation grants from gaps identified in planning grants or other regional reports
- Support sector-led initiatives that address business-validated sector gaps to traded sector growth

Description:

The **VC Food & Beverage Accelerator** addresses a documented gap in Region 9's entrepreneurial support ecosystem: 92% of regional food and beverage manufacturers remain under \$1M in annual revenue, not for lack of viable products or customer demand, but due to structural barriers to growth. This implementation project will deliver two cohorts of industry-specific programming to 16-20 growth-stage manufacturers over 24 months, combining a structured curriculum framework, individualized coaching, expert consultation, direct industry



connections, and peer learning. An additional 40 businesses will be served through an online resource hub during the grant period. Planning research, including 80+ stakeholder interviews and a survey of 89 entrepreneurs, validated both the gap and the demand, with 84% of respondents expressing interest in accelerator participation. The project leverages existing regional assets, including commercial kitchens, local and state entrepreneur service organizations, and industry associations, and is designed as a model for potential expansion across Virginia. This project convenes existing assets, for the first time in Virginia, and offers new, qualified, and comprehensive support to catalyze long-term growth and transform the state of the industry for F&B manufacturing growth across Virginia.

Return on Investment: -55% at Year 3; 89% at Year 5 (from ROI Worksheet)

GO Virginia Core Metrics and Committed Outcomes:

- Number of jobs created: 10 during 2-year grant; 69 over 5 years
- Number of existing businesses expanded: 16 during 2-year grant; 40 over 5 years
- Number of businesses served: 36 during 2-year grant; 90 over 5 years
- Total funds raised by businesses served: \$150,000 during 2-year grant; \$1,000,000 over 5 years

List Other Outcomes or Deliverables, if any:

- Number of accelerator participants achieving 15%+ revenue growth: 10 during 2-year grant; 20 over 5 years
- Number of accelerator participants with production transitions: 8 during 2-year grant; 20 over 5 years
- Number of accelerator participants achieving capital readiness: 16 during 2-year grant; 40 over 5 years
- Number of accelerator participants with knowledge and capability gains: 16 during 2-year grant; 40 over 5 years
- Number of accelerator participants and/or resource hub users with partner and peer engagement: 30 during 2-year grant; 140 over 5 years
- Number of new mentors engaged: 10 during 2-year grant; 25 over 5 years

Highlight Major Grant Activities in Bullet format:

- Hire and onboard program staff; establish Advisory Board and finalize partner agreements.
- Recruit and select 8-10 growth-stage food and beverage manufacturers per cohort through a competitive application process (Cohort 1: October 2026; Cohort 2: September 2027).
- Deliver an 8-month curriculum framework covering financial management, production scaling, distribution strategy, marketing, regulatory compliance, and leadership development.
- Provide monthly workshops at rotating regional locations with virtual participation options.
- Facilitate monthly 1:1 coaching and expert consultations addressing individual business challenges.
- Recruit and manage an expert network of industry specialists.
- Collaborate with regional partners (BEACON Kitchen, Carver Food Enterprise Center, SBDC, VSFA) for facility access, counseling, and industry connections.
- Facilitate peer networking and alumni engagement to build a sustained regional F&B entrepreneur network.
- Create a program sustainability plan.
- Evaluate program outcomes and publish a final two-year impact report.