



## ***Strategy Committee Minutes & Attendance***

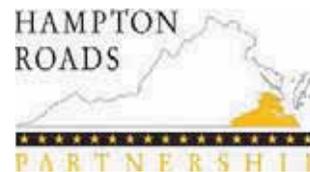
### ***~ Resolution of Adoption ~***

- February 20, 2009  
HRP Executive Committee Meeting, “Looking Back, Looking Forward”
  
- March 20, 2009  
HRP Board Meeting, “Accolades & Action, Doing Things Jointly with Comprehensive Economic Development Strategies”
  
- April 17, 2009  
HRP Executive Committee Meeting, “Comprehensive Economic Development: Energizing & Re-Focusing the Partnership”
  
- May 15, 2009  
CEDS Strategy Committee Meeting, “Comprehensive Economic Development Strategy: CEDS Kick-Off”
  
- July 17, 2009  
CEDS Leadership Meeting
  
- August 21, 2009  
CEDS Strategy Committee Meeting, "Vision Hampton Roads: Progress Report"
  
- September 18, 2009  
Retreat Summary
  
- November 20, 2009  
CEDS Strategy Committee Meeting, "Vision Hampton Roads: Draft Outline"
  
- February 19, 2010  
CEDS Strategy Committee Meeting, “Public Participation and Vision Hampton Roads”  
~ Resolution of Adoption ~

# Executive Committee Meeting Summary

*“Looking Back, Looking Forward”*

February 20, 2009



*Hampton Roads, America's First Region*

## **WELCOME & CALL TO ORDER by Co-Vice Chair, Jack Ezzell**

### **I. Welcome to New Members**

Welcome to Captain Bill Crow, new representative of Navy Region Mid-Atlantic, on his first meeting.

### **II. Special Presentation: Regional Transit Vision Plan update**

Rob Case of the Hampton Roads Metropolitan Planning Organization (HRMPO) gave a brief overview of the draft Transit Vision Plan (TVP), stating that Hampton Roads current public transit is used predominantly by people with few other choices for transportation. Representatives of the Virginia Dept. of Rail and Public Transportation (DRPT) and Hampton Roads Transit (HRT) were also in attendance.

HRP initiated and engaged the DRPT to get funding for the development of this TVP focusing on a network of higher-speed transit due to the delay of implementation of large highway projects and the inconvenience of current public transportation. The TVP is a regional, long-range vision plan for bus and rail service for the Hampton Roads area.

The TVP outlines the combination of transit services and land use best suited for each corridor and district within the HRMPO study area. The Draft TVP for Hampton Roads is available for review and comment from 11 Feb 09 to 13 Mar 09.

Input was sought from members for completion of the TVP's vision statement. It starts: "We see regional mobility as the cornerstone of economic development and quality of life in Hampton Roads." A list of priorities was then reviewed with the following deemed most important: mitigate congestion, advance economic development, and provide transportation choices, followed by positive impact on the environment and energy independence, including improving air quality.

After public review in late February, the TVP will be presented to the full HRP Board on March 20<sup>th</sup>. Target HRMPO approval date is April 15<sup>th</sup>.

Local government plays a big role in the TVP due to the "which came first? the chicken or the egg?" scenario: intensity of development is required to make public transit work well and when it is built it attracts development. Both need to work in tandem and focus on land use plans, which are important components to feasible transit networks. Success depends on development and activities centered near transit lines.

Public Transit becomes more important when roads can't or won't be expanded.

*Comments:*

Hasn't this been done before? Aren't we already doing something that has already been done?

# Executive Committee Meeting Summary

*“Looking Back, Looking Forward”*

February 20, 2009



*Hampton Roads, America's First Region*

Do other plans exist in the region? Yes. For instance, HRT developed a 20-year plan which was intentionally not as far-reaching as this TVP. There is no start date, no date of completion, on this TVP. The work on this TVP began **first** with pulling together the best parts of plans already done in various parts of the Hampton Roads region.

For the complete presentation, visit:

<http://www.slideshare.net/HRPartnership/hampton-roads-transit-vision-plan-draft>

## **III. Old Business:**

### **A. Transportation**

In previous Executive Committee meetings, HRP was noted to be in the best position to help alleviate traffic congestion by working with the region's large employers – encouraging them to consider changes to work schedules to lessen peak time congestion, promotion of carpooling and transit options for employees, etc.

HRP's Advocacy Group has divided into three task forces, one of which is focused on capacity management. Hank Lewis of Zel Technologies is leading this Task Force, including representatives from Hampton Roads Transit (HRT), American Automobile Association (AAA of Tidewater), American Society of Highway Engineers (ASHE, Hampton Roads), Oceana Sensors Technologies, Inc., and VDOT to focus on these suggestions, as well as other capacity management options.

Hank Lewis, Zel Technologies reported:

The mission of the Capacity Management Task Force (CMTF): Identify operational and technology enhancements for surface transportation that provide low cost, high pay-off improvements in congestion mitigation and air quality, while the region negotiates long-term, large-scale capital improvements and funding strategies.

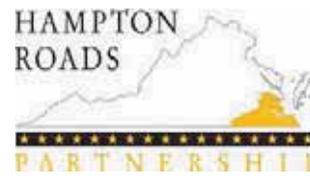
Why a CMTF? There is not enough money to build and expand roads to handle the growing demand for surface transit needs. By the time what we need now is built, we'll have outgrown today's needs. While the Stimulus Package was not in play when the CMTF began its' work, the need is still there.

What is being done? What are the opportunities and technical enhancements that could help us? The CMTF researched the federal highway authority related to demand management, telecommuting, park and ride sharing, value price tolling. The CMTF is also looking at existing technologies used in other industries and the military that could be applicable as well as best practices of universities and other states in transportation management. Ex: I95 Corridor Project ([www.i95coalition.net](http://www.i95coalition.net)) and HR TRAFFIX ([www.traffixonline.org](http://www.traffixonline.org))

# Executive Committee Meeting Summary

*“Looking Back, Looking Forward”*

February 20, 2009



*Hampton Roads, America's First Region*

The goal is not to “reinvent the wheel,” but to seek what could be leveraged to address Hampton Roads’ transportation needs. Examples include developing a congestion mitigation toolbox, engaging and educating key legislators, tracking and measuring what is implemented and applying what we learn to future needs.

The Metropolitan Planning Organization (MPO) is a federally mandated process. We must do whatever we can to make this work, to create regional consensus.

What are next steps? For transportation funding, we may look to the Dept. of Homeland Security (DHS) due to the impact of the Hampton Roads region to national security. We may try pilot programs in select areas of the region for testing. And, whatever we do will be integrated with existing transit-oriented organizations to keep the CMTF and HRP grounded in reality.

## *Comments:*

We are past the tipping point in Virginia’s transportation dilemma. There will be no more new lane miles constructed in Virginia for 5 years. We need to look at alternatives now. Future funding sources are bleak. Our infrastructure is aging more rapidly than we can maintain. Most of our bridges and tunnels were built in the 30s and 60s. At the current rate of construction, it would take 147 years to repair or replace these. Public private partnerships must be sought, but even they are facing problems obtaining financing.

The “black hole” theory was shared to illustrate that HRP’s collective efforts and reputation should not be “hitched to one wagon,” that we should be careful not to stand on transportation alone, a problem that can’t be solved. Other problems exist that can be addressed.

The most effective thing to get people out of their cars and using public transit is to raise gas prices to \$10/gallon, but a viable transit option must be provided. Examples of successful public transit in Japan (high-speed rail) and the Metro in Washington DC were shared.

It was also noted that 80,000 people travel to/from Navy Base Norfolk daily; mitigating that population alone would make a major impact.

NSU is contemplating a pilot program to move to a 4-day work week to ease congestion.

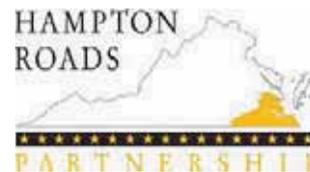
A special “thank you” was expressed to representation from Virginia Beach on their leadership with regard to expanding light rail. Virginia Beach is currently working on funding to obtain the right-of-way for the expansion. Virginia Beach’s light rail expansion (at an approximate cost of \$40M per mile) is looking like a bargain compared to the cost of new roads (approximately \$100M per mile to build a new 4-lane interstate highway).

HRP’s #1 priority is economic development, and implicit to that is quality of life which is dependent on mobility of citizens.

# Executive Committee Meeting Summary

*“Looking Back, Looking Forward”*

February 20, 2009



*Hampton Roads, America's First Region*

Hank's presentation may be viewed at:

<http://www.slideshare.net/HRPartnership/capacity-management-task-force-brief>

## **B. Partnership Board Development Task Force**

HRP Co-Vice Chair Debbie DiCroce has agreed to chair the Board Development Task Force (BDTF), thanking the nine board members who have already responded to a request for volunteers to serve. She is working on filling holes as to different perspectives that should be represented as well, i.e. HRP founders, for instance. BDTF will begin work in the next few weeks.

The BDTF is an outgrowth of David Goode's discussion at the December 08 Board Meeting. David gave a retrospective look at HRP: what's changed, where's the organization now, where does it need to go, and how to implement what is needed? What is our purpose and strategic focus today as compared to 10 years ago? What is our real and perceived return on investment (ROI)?

The BDTF will look at Executive Committee and Board make-up (by geography and industry), attendance (level of CEO participation and representatives), funding and financial stability, meeting content and other similar administrative issues. The BDTF will also address effective board processes and structures.

Also on the agenda are other critical issues, including how HRP can have the most impact in issues that affect the region's competitiveness.

Due to the age of HRP, it is time to take a substantive look and "dig in the weeds" to get a clearer sense of our direction.

### *Comments:*

The BDTF is very timely; we need thought and action leaders to help Hampton Roads keep up with competitor regions all around us who are projecting growth far exceeding that of Hampton Roads.

## **C. HamptonRoadsPerforms.org**

Governor Kaine joined us February 3 for the official launch of Hampton Roads Performs atop The Westin Residences at Virginia Beach Town Center. We need your help in promoting its use.

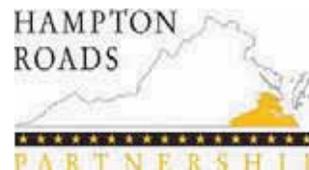
Be sure to review the website and direct others there as well:

[www.HamptonRoadsPerforms.org](http://www.HamptonRoadsPerforms.org)

# Executive Committee Meeting Summary

*“Looking Back, Looking Forward”*

February 20, 2009



*Hampton Roads, America's First Region*

## **IV. PRESIDENT'S REPORT by Dana Dickens**

### **A. Legislative update**

Dana has been in Richmond each week working issues relating to transportation and other regional concerns, meeting every Thursday morning with the Hampton Roads Caucus. Attendance at these Caucus meetings was down due to committee meeting conflicts. The significant change in attitude – looking at things more regionally – continues.

The smoking bill passed with Hampton Roads leading the way. All bills with transportation as a focus have died, including Glenn Oder's port revenue proposal, changing the gas tax to a % of sale versus a flat amount per gallon, changing the allocation formula to vehicle miles traveled.

The Hampton Roads Bridge-Tunnel (HRBT) continues to be a divisive issue and opportunities to reduce this divide are being sought.

The bill to allow the Jordan Bridge's replacement by a firm without going through the normal procurement process is still in play. If this bill is passed, and the bridge is built in the 18 months projected and at half the estimated cost, a new standard will be set for building major infrastructure projects.

Rep. Frank Wolf asked Governor Kaine to set up a bipartisan, blue ribbon commission led by former Govs. Gerald Baliles and George Allen to help Virginia solve its transportation problems. Gov. Kaine did not form the commission. Dana, working with Bob Chase of the Northern VA Transportation Alliance (NVTA), will work on funding plans through the summer.

### **B. Comprehensive Economic Development Strategies (CEDS) - *see attached from the Economic Development Administration, U.S. Dept. of Commerce***

HRP is considering the value of initiating a comprehensive economic development strategy (CEDS). CEDS is designed to bring together public and private sectors to create an economic roadmap to diversify and strengthen regional economies. In addition to the roadmap, the CEDS process can be a "region building tool".

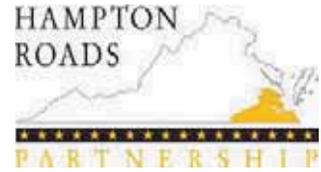
An exercise of this magnitude can serve as a guide for establishing regional goals and objectives, developing and implementing a regional plan of action, and identifying investment priorities and funding sources. CEDS integrates a region's human and physical capital planning in the service of economic development.

CEDS would require HRP to convene regional organizations with a focus on economic development such as the Chambers, HRPDC, HREDA, PCFWD, Opportunity Inc., Virginia Port Authority, etc.

# Executive Committee Meeting Summary

*“Looking Back, Looking Forward”*

February 20, 2009



*Hampton Roads, America's First Region*

HRP has developed and updated strategic plans since forming in 1996. With the recent launch of Hampton Roads Performs and discussions with the Urban Land Institute to conduct a *Reality Check* (a visioning exercise focused on growth), the time is good to discuss the value of a region-wide CEDS process.

## *Comments:*

The CEDS will be folded into the initial work of the Board Development Task Force (BDTF), as a strategic planning effort will probably be part of the BDTF's recommendations. Baltimore MD went through the CEDS process last year.

([www.ci.baltimore.md.us/government/planning/ceds/](http://www.ci.baltimore.md.us/government/planning/ceds/))

## **ADMINISTRATIVE ITEMS:**

Reviewed financial statements for month-end 31 Jan 09. (*see attached*)

## **NEXT FULL BOARD MEETING**

Friday, March 20, 2009

8:00 am to 10:00 am

Crowne Plaza Hampton-Marina, 700 Settlers Landing Road, Hampton

## Requirements for Comprehensive Economic Development Strategies (CEDS)

**A. General.** CEDS are designed to bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen Regional economies. The CEDS should analyze the Regional economy and serve as a guide for establishing Regional goals and objectives, developing and implementing a Regional plan of action, identifying investment priorities and funding sources, and assigning lead organizations responsibilities for execution of the CEDS. Public and private sector partnerships are critical to the implementation of the integral elements of a CEDS set forth in paragraph (b) of this section. As a performance-based plan, the CEDS will serve a critical role in a Region's efforts to defend against economic dislocations due to global trade, competition and other events resulting in the loss of jobs and private investment.

**B. Technical requirements.** A CEDS must be the result of a continuing economic development planning process, developed with broad-based and diverse public and private sector participation, and shall contain the following:

(1) A background of the economic development situation of the Region with a discussion of the economy, population, geography, workforce development and use, transportation access, resources, environment and other pertinent information;

(2) An in-depth analysis of economic and community development problems and opportunities, including:

(i) Incorporation of relevant material from other government-sponsored or supported plans and consistency with applicable State and local workforce investment strategies; and

(ii) An identification of past, present and projected future economic development investments in the Region covered;

(3) A section setting forth goals and objectives necessary to solve the economic development problems of the Region;

(4) A discussion of community and private sector participation in the CEDS effort;

(5) A section listing all suggested Projects and the projected numbers of jobs to be created as a result thereof;

(6) A section identifying and prioritizing vital Projects, programs and activities that address the Region's greatest needs or that will best enhance the Region's competitiveness, including sources of funding for past and potential future Investments;

(7) A section identifying economic clusters that are growing or in decline within the Region;

(8) A plan of action to implement the goals and objectives of the CEDS, including:

(i) Promoting economic development and opportunity;

(ii) Fostering effective transportation access;

(iii) Enhancing and protecting the environment;

## Requirements for Comprehensive Economic Development Strategies (CEDS)

(iv) Maximizing effective development and use of the workforce consistent with any applicable State or local workforce investment strategy;

(v) Promoting the use of technology in economic development, including access to high-speed telecommunications;

(vi) Balancing resources through sound management of physical development; and

(vii) Obtaining and utilizing adequate funds and other resources; and

(9) A list of performance measures used to evaluate the Planning Organization's successful development and implementation of the CEDS, including but not limited to the following:

(i) Number of jobs created after implementation of the CEDS;

(ii) Number and types of investments undertaken in the Region;

(iii) Number of jobs retained in the Region;

(iv) Amount of private sector investment in the Region after implementation of the CEDS; and

(v) Changes in the economic environment of the Region; and

(10) A section outlining the methodology for cooperating and integrating the CEDS with a State's economic priorities.

### **C. Consideration of non-EDA funded CEDS.**

(1) In determining the acceptability of a CEDS prepared independently of EDA Investment Assistance or oversight for Projects under parts 305 and 307 of this chapter, EDA may in its discretion determine that the CEDS is acceptable without fulfilling all the requirements of paragraph (b) of this section. In doing so, EDA shall consider the circumstances surrounding the application for Investment Assistance, including emergencies or natural disasters and the fulfillment of the requirements of Section 302 of PWEDA.

(2) If the CEDS for a Project under parts 305 and 307 of this chapter is developed under another federally-supported program, it must include acceptable performance measures similar to those set forth in paragraph (b) of this section and information on the state of the Regional economy. To the maximum extent practicable, the CEDS shall be consistent and coordinated with any existing economic development plan for the Region.

**Note: This information is taken from BlawgSearch.com | Justia**

**Chapter III – Economic Development Administration, Department of Commerce > Part 303 – Planning Investments and Comprehensive Economic Development Strategies > Part 303 – Planning Investments and Comprehensive Economic Development Strategies § 303.7 Requirements for Comprehensive Economic Development Strategies**

# CEDS Meeting Attendance

February 20, 2009



Bernd, D.  
Boyd, B.  
Bridges, J.  
Broderick, J.  
Case, R.  
Crow, B.  
Dickens, D.  
DiCroce, D.  
Drucker, W.  
Ezzell, J.  
Farmer, D.  
Frantz, T.  
Johnson, T.  
Jones, M.  
Lewis, H.  
Mastracco, V.  
McCollum, G.  
Meyers, C.  
Morris, D.  
Pearce, R.  
Schmidt, M.  
Sessoms W  
Shuford, R.  
Sinclair, A.  
Solomon, D.  
Stearns, D.  
Thacker, J.  
Tynch, D.  
Witt, A.  
Zeidler, J.

# Board Meeting Summary

*“Accolades & Action, Doing Things Jointly”*

March 20, 2009



*Hampton Roads, America's First Region*

## **WELCOME & CALL TO ORDER by Co-Vice Chair, Jack Ezzell**

### **I. Member News**

Condolences to City of Williamsburg Mayor Jeanne Zeidler and her husband Ed on the loss of their son, Andrew Crapol, to cancer. The “Andrew Crapol Scholarship Fund” has been established within the College of William and Mary Foundation in his memory.

### **II. Welcome to New Members**

Board members who join us for the first time are: Herb Haneman of Western Branch Diesel, Inc.; The Honorable Michele Ressler, Chair, Gloucester County Board of Supervisors; and John Padgett of McGuireWoods.

### **III. Acts of Regional Cooperation**

Bert Schmidt shared WHRO’s special focus on regionalism due to their unique 18 local School Division ownership model. Thanks to the digital conversion, WHRO has added a new public television channel dedicated to local public affairs and news: WHRO WORLD (15.2 Digital) makes local, relevant content from municipalities and schools available from noon to 5:00 pm every day on a region-wide basis, giving citizens a true regional view. Examples of current programming are: “Norfolk Perspectives” and “Access Virginia Beach.” Others are encouraged to submit their programming.

### **IV. Special Presentations:**

#### **A. “America’s First Region” Resolutions**

Since the Partnership launched the brand "*Hampton Roads: America's First Region*" in 2006, a number of organizations and businesses have actively promoted the brand. A Resolution of Appreciation for their support was presented:

- Mr. Ben Giancola, Assistant General Manager, accepted two resolutions on behalf of the Norfolk Admirals and Norfolk Tides. The Admirals’ posted the brand on the Scope arena message board during their season. The Tides display the brand on their outfield digital message board during each home game.
- Mr. Doug Davis, President & General Manager of WAVY TV- Channel 10. WAVY TV produced the award winning “*My Hampton Roads*” that profiled individuals and organizations region-wide working to preserve area treasures.
- Mr. Ken Scott, Executive Director, Norfolk Airport Authority. The airport welcomes visitors and all those returning home to America’s First Region with a prominent digital sign in the airport.

## Board Meeting Summary

*“Accolades & Action, Doing Things Jointly”*

March 20, 2009



*Hampton Roads, America's First Region*

- Mr. Dennis Heuer, Hampton Roads District Administrator, VDOT. VDOT broadcasts the brand in their 610 AM radio advisories.
- Ms. Elaine Cayton, President, AHR Communications, Inc. Admobile features the brand on mobile billboard delivery trucks travelling throughout the region.
- Mr. Doug Lister, Community Relations Director, Adams Outdoor Advertising. Adams provided valuable billboard space for businesses to display our brand on the Peninsula and Southside.
- Mr. Steve Goad, Manager of Government Relations, Cox Communications. Cox sponsored the America's First Region history poster which continues to be distributed to fourth grade classrooms in both public and private schools throughout Hampton Roads.
- Mr. Michael Townes, President & CEO, Hampton Roads Transit (HRT). HRT continues to display the brand decal on their entire bus fleet.

A short video of the various “America's First Region” impressions was provided:  
[http://www.youtube.com/watch?v=UPFArzLwLY&feature=channel\\_page](http://www.youtube.com/watch?v=UPFArzLwLY&feature=channel_page)

### **B. 2009 General Assembly (GA) Update**

Christina Nuckols, editorial writer for The Virginian-Pilot, shared her perspective on the recent GA session. Due to upcoming elections for legislators, it was “tempting not to do much.” Despite massive budget gaps, the legislators worked reasonably well together. Most disagreements surfaced over the use of Stimulus money. Education took severe hits. The main legislation to pass was the smoking ban in restaurants and bars. There was a stampede of energy bills, approximately 80. Most were watered down, but some will have measureable impacts, especially on renewable energy.

The biggest achievement of the session happened outside of the GA. The Board of Education's new graduation standards were authorized (although delayed for one year due to budget cuts).

There were missed opportunities for transportation solutions. The Stimulus money was treated as a stop-gap measure, i.e. there was “no need to do anything” during this session. However, the \$41M “trickle down” to Hampton Roads won't make a difference.

GA changes (such as redistricting, two-term Governor, election reform) died in Committee, as usual. However, with retirements pending and new, younger legislators stepping up, the 2011 Redistricting will shift some seats to NoVA and Hampton Roads.

Our job is to encourage – no, demand – vision from our GA representatives; we need problem solvers in the GA.

## Board Meeting Summary

*“Accolades & Action, Doing Things Jointly”*

March 20, 2009



*Hampton Roads, America's First Region*

### **C. Transit Vision Plan (TVP)**

Christina Nuckols' comments reinforced the fact that we can expect no significant increase in future road capacity. That is the reality. We need alternative ways to get around Hampton Roads, ways to get out of our automobiles. HRT is working to improve our options through their TRAFFIX program. You can even click onto a petition inviting citizens to *Demand More Transit* service in our region:

<http://hrpartnership.blogspot.com/2009/03/want-more-more-mobility-options.html>

Williamsburg Area Transport offers services to the northern most parts of our region that are critical in moving people around.

Imagine higher speed transit in the form of high speed rail, light rail and bus rapid transit that connects our region's high density residential and business districts.

The TVP, funded by the Virginia Department of Rail and Public Transportation (DRPT), was done at the request of the Partnership, and is part of a statewide transit vision plan underway. We believe it starts with a vision, then a roadmap for that vision that can be used by localities as they develop their comprehensive land-use plans. The plan recommendations will go before the Hampton Roads Metropolitan Planning Organization (HRMPO) in April.

Rob Case, Principal Transportation Engineer with the HRPDC/MPO provided a summary of the recommendations featured in the plan. Phase 2 of the TVP includes marketing and outreach to seek greater public support. The most important thing to remember about the TVP: it provides a roadmap for public officials to debate funding choices and ways for local government to focus future development.

See the presentation with complete maps for a better visual of the TVP:

<http://hrpartnership.blogspot.com/2009/03/transit-vision-plans-public.html>

### **D. CenterPoint Properties Port of Virginia Proposal**

Photos of bustling port facilities in Hampton Roads were featured above the fold in both newspapers recently. The news – CenterPoint of Chicago, IL has proposed a strategic partnership with the Commonwealth of Virginia to grow the port, “to reach its full potential as an employment and economic generator.” Barry DuVal, President of Kaufman & Canoles Consulting, gave an overview of what is proposed.

CenterPoint's proposal, under the state's Public Private Transportation Act (PPTA), provides an opportunity to enhance the Port's competitiveness. It is not a one-time sale. The Port Authority retains ownership and all of its assets. CenterPoint is a concessionaire. The state has limited capital; this proposal provides it. The proposal amounts to \$8.9B over a 60-year term (\$3.5B in today's dollars) in domestic, not foreign, capital investment.

## Board Meeting Summary

*“Accolades & Action, Doing Things Jointly”*

March 20, 2009



*Hampton Roads, America's First Region*

It will move the construction of the Craney Island Marine Terminal (CIMT) forward. It supports intermodal development needs as well. And, the proposal maintains existing relationships with Virginia International Terminals (VIT).

The PPTA process requires that CenterPoint's proposal will be posted for public oversight for 120 days; other competing proposals may be offered. A review panel will determine if any proposal is worth pursuing and then require more detail.

**Who is CenterPoint?** Established in 1984, CenterPoint is based in Chicago and nationally focused on development, ownership and management of industrial real estate and related rail, road and port infrastructure. In 1993, CenterPoint became a publicly traded company and, in 2006, was acquired by CalEast Global Logistics, LLC, a wholly owned subsidiary of the California Public Employees' Retirement System (CalPERS), the largest U.S. pension fund.

The company owns and manages 27.8M+ sq. ft. of warehouse and industrial real estate and is developing 9,000+ acres in intermodal rail and port markets along strategic trade lanes in North America, the largest intermodal yards in the center of the country, which could be considered the fifth largest "port" in America. CenterPoint is already a corporate citizen in Virginia developing a 900 acre logistics center (\$350M+ investment) in Suffolk, capable of accommodating 5.8M sq. ft. of warehouse space to handle port growth.

Learn more about CenterPoint at: <http://www.CenterPoint-prop.com>

NOTE: The Partnership has no position on the CenterPoint proposal and presents it herein for informational purposes only.

### V. **Old Business:**

#### A. **HamptonRoadsPerforms.org**

The Partnership launched the new website in early February that provides measures on how the region is performing on 36 different indicators. Please bookmark it and pass it along to others as a useful tool. If you have suggestions for programs to include on the site or ideas that will make the site more useful, you can send them to our staff from the site itself. Visit: [www.HamptonRoadsPerforms.org](http://www.HamptonRoadsPerforms.org)

#### B. **Board Development Task Force**

Debbie DiCroce is chairing the Task Force to look at improved efficiencies and strategic focus of the 13-year old Partnership. Debbie was unable to be with us and a report will be forthcoming.

## Board Meeting Summary

*“Accolades & Action, Doing Things Jointly”*

March 20, 2009



*Hampton Roads, America's First Region*

### **VI. President's Report by Dana Dickens**

#### **A. Communication**

Communication is more important today than ever, with not only our Board members, but with the 1.6M citizens who make up Hampton Roads. The 2002 Referendum, as an example, was unsuccessful due to a lack of engagement. Raising public awareness is a key to future regional success.

The Partnership's blog: [www.SmartRegion.org](http://www.SmartRegion.org) and e-Newsletter are a vital part of our communication efforts. If you are not receiving the e-News, subscribe here: <http://visitor.constantcontact.com/manage/optin/ea?v=001jYqn93s1IRAbBli0813rig%3D%3D>

#### **B. Civic Engagement Summit**

Saturday, April 4<sup>th</sup>, the Partnership is helping to facilitate the Hampton Roads Center for Civic Engagement (HRCCE)'s first Summit at VMASC, Suffolk. Entitled "Our Region, Our Future," the day will be a unique attempt to share and focus on an agenda derived by the citizens of Hampton Roads that identifies priority issues and opportunities we, as citizens, see for our future. The results of the inaugural Batten Survey, a sampling of approximately 2,000 citizens throughout Hampton Roads, will be shared.

#### **C. Hampton Roads Magazine (HRM)**

The March 2009 issue of *Hampton Roads Magazine* was provided to each Board member due to its unique focus on "Transportation" in the region. Our hopes are to share this issue with all Virginia legislators, state and federal, in our continuing efforts to keep Transportation in Hampton Roads top-of-mind and highlighting the fact that long-term transportation funding (Virginia's 25% match of federal funds) is being paid for with borrowed money. This is an opportunity to provide public education and engage politicians as they campaign for office or re-election as well.

Magazines provided courtesy of the publisher.

#### **D. Comprehensive Economic Development Strategies (CEDS)**

Presented at last Executive Committee meeting, the CEDS is a broad economic development region-wide strategy which includes the private as well as the public sectors. Bringing the region's disparate organizations together couldn't be timelier. Having a CEDS enables Hampton Roads to qualify for grants from the Economic Development Administration (U.S. Dept. of Commerce). Hampton Roads is not eligible without a CEDS in place.

The EDA will be visiting Hampton Roads in April, facilitated by the Partnership.

## Board Meeting Summary

*“Accolades & Action, Doing Things Jointly”*

March 20, 2009



*Hampton Roads, America's First Region*

### **E. Downtown Tunnel / Midtown Tunnel / MLK Extension**

An independent panel meets March 25 with HRP President and CEO, Dana Dickens, as chair to review this VDOT Public Private Partnership proposal. There is one strong proposal; however, the bid is extremely high and includes a larger toll than desired.

### **F. Commonwealth Transportation Board (CTB)**

Stimulus money for Transportation equates to \$694M, 20% of which will come to Hampton Roads' cities. Approximately \$41M per city will be distributed on a per capita basis. While there may be opportunities in the future to apply for monies for regional projects, current Stimulus money will be spent on smaller ones, such as fixing potholes and bridges, paving roads, etc. \$465M will go to VDOT Districts for discretionary funds, or the equivalent of 500 lane miles of paving.

### **VII. Administrative Items**

Reviewed financial statements for month-end 28 Feb 09. Budget planning is in process for FY 2010; looking for ways to trim expenses without sacrificing services.

### **VIII. New Business**

A Nominating Committee will be appointed to prepare the slate of officers and directors for consideration at the June Annual Meeting. Current Board members are encouraged to submit any individual or business that should be considered for membership.

### **NEXT FULL BOARD MEETING / ANNUAL MEETING**

Friday, June 19, 2009 from 8:00 am to 10:00 am

Virginia Modeling, Analysis & Simulation Center (VMASC)  
1030 University Blvd, Suffolk, VA 23435

<http://www.vmasc.odu.edu/about/directions.shtml>

# CEDS Meeting Attendance

March 20, 2009



Babcock, J.  
Bartholomew, M.  
Beach, L.  
Bowers, F.  
Boyce, D.  
Boyd, B.  
Bray, R.  
Brickell, E.  
Brown, J.  
Case, R.  
Cofer, W.  
Councill, J.  
Crawford, B.  
Cross, R.  
Cuffee-Glenn, S.  
Dickens, D.  
Dragas, H.  
Duncan, M.  
DuVal, B.  
Ezzell, J.  
Farmer, D.  
Fenning, B.  
Franczek, B.  
Frank, J.  
Franklin, T.  
Frantz, T.  
Glasser, M.  
Goggins, B.  
Gough, J.  
Gresham, B.  
Haneman, H.  
Henderson, C.  
Henifin, E.  
Hernquist, L.  
Holley, J.  
Hurley, D.  
Leeman, C.  
Light, A.  
Mastracco, V.  
McReynolds, J.  
Morris, D.

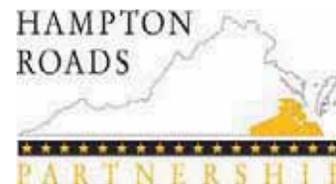
Mosley, C.  
Mueller, G.  
Nuchols, C.  
Padgett, J.  
Patterson, S.  
Pearce, R.  
Pickett, O.  
Racinowski, R.  
Ray, R.  
Ressler, M.  
Roberts, D.  
Rueger, T.  
Schexnider  
Schmidt, B.  
Schmidt, M.  
Shuford, R.  
Sinclair, A.  
Sledge, L.  
Solomon, D.  
Spore, J.  
Stearns, D.  
Stephenson, P.  
Taylor, C.  
Thacker, J.  
Thomas, B.  
Tynch, D.  
Wallace, J.  
Wanner, S.  
Ward, M.  
Wilson, T.  
Witt, A.  
Woodward, M.

# Executive Committee Meeting

## Summary

*“Comprehensive Economic Development:  
Energizing & Re-Focusing the Partnership”*

April 17, 2009



*Hampton Roads, America's First Region*

### **WELCOME & CALL TO ORDER by Co-Vice Chair, Debbie DiCroce**

#### **I. Special Presentation:**

##### **Overview of the Comprehensive Economic Development Strategy (CEDS) process by Doug Smith, Kaufman & Canoles Consulting**

At the February Executive Committee meeting, background information was provided on U.S. Economic Development Administration requirements for developing a Comprehensive Economic Development Strategy (CEDS). Several meetings and discussions have occurred since February leading us to entertain a presentation by someone who can offer his experience, so we may better understand what a CEDS is and the value in the exercise:

Doug Smith, Vice President of Kaufman & Canoles Consulting and member of the Portsmouth City Council, led a CEDS process with the City of Portsmouth and later in a consulting capacity with officials in Orangeburg County, SC.:

A CEDS required by the U.S. Dept. of Commerce Economic Development Administration will provide Hampton Roads with a continuing economic development planning process, broad-based and diverse public and private sector participation, goals and objectives necessary to solve the economic development problems of the region and clearly defined metrics of success. A CEDS is a useful benchmark by which our regional economy can evaluate opportunities with other regions in the national economy.

The CEDS process was started 6-8 years ago. When the City of Portsmouth was looking for infrastructure monies, the EDA was a natural fit. A CEDS was required to qualify for that money, which supported structures Portsmouth could build to generate jobs. Developing a CEDS is a “business norm” today.

When the CEDS is approved, all of Hampton Roads will become a federally designated Economic Development District (EDD), qualified to apply for and receive EDA funding. Bob Gittler, EDA’s Economic Development Specialist for the Commonwealth of VA, came to Hampton Roads this week to become more familiar with the region and the Partnership, and the region’s interest in a CEDS was discussed.

Much of the results of the CEDS is “about the process that a community goes through,” i.e. the engagement of the public and private sectors along with economic development personnel to collaborate and prioritize.

Developing a CEDS is not easy; it requires “heavy lifting.” And, once it’s in place, it must be built on with annual reports of performance measures and a renewal process every five (5) years.



*Hampton Roads, America's First Region*

## Executive Committee Meeting

### Summary

***“Comprehensive Economic Development:  
Energizing & Re-Focusing the Partnership”***

**April 17, 2009**

First step is to establish a CEDS Strategy Committee which, by EDA guidelines, must represent the main economic interests of the region and include private sector representatives as a majority of its membership. Additionally, the Committee must include public officials; community leaders (including faith-based communities); representatives of workforce development boards and institutions of higher education; minority and labor groups; and private individuals. It is being proposed that the HRP Executive Committee and their meetings, with the addition of key components not represented, be utilized as the Strategy Committee.

HRP seems to be the best regional organization to convene all of the components and participants required by the federal EDA. And, it makes sense to build upon the work already done by HREDA and HRPDC. HRP has recently launched [www.HamptonRoadsPerforms.org](http://www.HamptonRoadsPerforms.org) which might serve as the required performance measures.

Having a nationally-consistent format like CEDS will better allow Hampton Roads to benchmark and compare to other regions. A CEDS also provides for consensus. Priorities are settled beforehand.

***Discussion:*** Doing this is important, but we have limited HRP staff and resources now, and note the lack of attendance at today's Executive Committee meeting. If this is not done successfully, it will undermine our credibility. HRP runs the risk of becoming a jack of all trades and master of none.

A Memorandum of Understanding (MOU) among the core organizations as to dedication of staff time and resources is needed to ensure success. An EDA grant for funding of professional staff to manage the effort will also be sought.

Three of the four CEDS categories (Education & Workforce, Economic Diversification & Technology-Based Economic Development and Infrastructure & Land Use) proposed are already part of HRP's Strategic Plan. The fourth, Energy & Environment is a major national issue of which Hampton Roads can take advantage to diversify our economy. The CEDS can serve as the process by which HRP refocuses its strategic priorities, efforts and operations.

The CEDS is not another document that sits on a shelf; there are specific goals and objectives set forth, including performance measures.

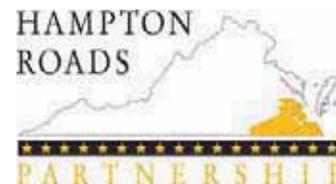
Currently, EDA has a one-time pool of money from the stimulus funding of \$150 million, of which Hampton Roads does not qualify due to having no CEDS. EDA is funded to the tune of \$250 million per year, and individual "economic adjustment" grants average \$2-5 million. While not a huge amount of money, it is a meaningful amount. There is a short window of opportunity for monies available.

# Executive Committee Meeting

## Summary

*“Comprehensive Economic Development:  
Energizing & Re-Focusing the Partnership”*

April 17, 2009



*Hampton Roads, America's First Region*

At first thought, it would seem that HRP needs their own SWOT analysis first, but since HRP's mission is the development of the region, the CEDS makes sense to serve as the SWOT analysis. The CEDS process may help flesh out HRP's issues related to attendance and interest, too. The CEDS process could help energize and re-focus the organization.

Representatives from both the City of Virginia Beach and Tidewater Community College expressed willingness to dedicate their respective staff time to the process.

**Conclusion:** By "agreement in concept," we have a consensus to move forward on the development of a Comprehensive Economic Development Strategy (CEDS) for Hampton Roads. It was agreed that the CEDS will also serve as the process by which HRP refocuses its strategic priorities and efforts.

The May 15<sup>th</sup> Executive Committee Meeting will serve as the kick-off of the CEDS Strategy Committee. Due to the required make-up of the CEDS Committee, additional representatives (non- Executive Committee members) will join us.

For Doug's complete report (32 pgs, incs. 2006 CEDS for the State of Delaware): [www.slideshare.net/HRPartnership/comprehensive-economic-development-strategies-ceds](http://www.slideshare.net/HRPartnership/comprehensive-economic-development-strategies-ceds)

Also see attached: **CEDS Strategy Presentation - April 17<sup>th</sup> Session**

## II. Welcome to Guest, Senator Frank Wagner

Senator Wagner provided his input, focused on energy, economic development and the environment, in the conversation on the *Comprehensive Economic Development Strategy* (CEDS) process. Energy & Environment is of major national importance to Hampton Roads and is a proposed fourth category in the CEDS.

We spend \$700 billion on energy resources from outside of the U.S. That's roughly equivalent to the one-time federal "bail-out" expenditure (TARP money). However, the \$700 billion we spend today on outside energy sources is NOT a one-time expenditure; it's spent annually. Just think what our economy could do with that amount of money spent on American, environmentally-friendly energy sources?

We have an economic opportunity here in Hampton Roads - the generation of electricity. Coal in Hampton Roads is important with regards to shipping only. Other sources are much more vibrant in terms of economic possibilities:

- Nuclear power, a clean (no greenhouse gases produced) resource made practical by the U.S., is important to Hampton Roads, as evidenced by the recent Areva/Norfolk Grumman Newport News partnership.

# Executive Committee Meeting

## Summary

*“Comprehensive Economic Development:  
Energizing & Re-Focusing the Partnership”*

April 17, 2009

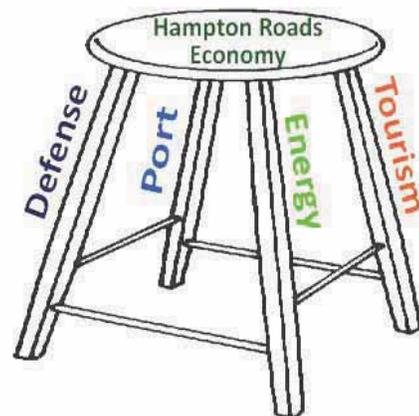
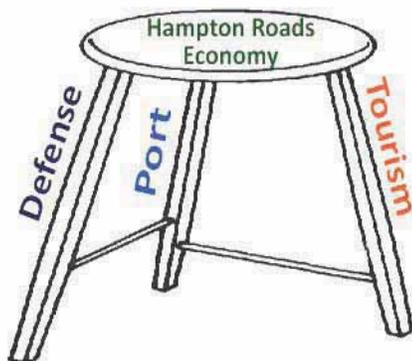


*Hampton Roads, America's First Region*

- Wind generation could be a boon for Hampton Roads as our maritime community lends itself to the production of wind energy and the manufacture of needed components. As policies are now being set into place in Washington, \$60 billion of the stimulus package was set aside for wind energy, and there is none currently generated in Virginia. Virginia Beach is ideally situated, and it's been shown and agreed upon that there is little to no affect on a vital part of our economy - tourism.
- Natural gas, a key component to manufacturing, for power and as a raw material, is well on its way to being a positive attribute in Hampton Roads.
- Offshore drilling in Virginia has the potential to become a reality as early as 2011. Virginia was and is still included in the Dept. of the Interiors (DOI) 5-year plan for new leases. We do need studies, some of which may be privately funded, as to what and how much natural resources may be available. Some of the lowest unemployment figures in the U.S. today is in Houma, Louisiana, a community supporting off-shore oil exploration.
- And, there are other renewable energy resources being researched for potential development. For example, Old Dominion University (ODU) holds the patent on technology to create *algae*-based biodiesel.

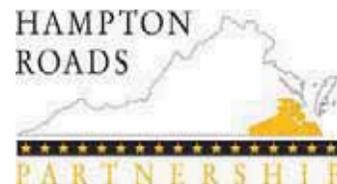
Our proximity to the ocean is of great benefit as many renewable energy resources are ocean-dependent. But, Hampton Roads must coalesce to reap the benefits from federal grants available now and in the future. A vibrant economy has to have vibrant research and technology to fuel it. Hampton Roads will be successful in this endeavor as a region, not as individual communities.

Hampton Roads' economy is basically a three-legged stool: Defense, Port and Tourism. Adding a fourth leg, Energy, would make us a more stable economy.



# Executive Committee Meeting Summary

*“Comprehensive Economic Development:  
Energizing & Re-Focusing the Partnership”  
April 17, 2009*



*Hampton Roads, America's First Region*

**Discussion:** There are obstacles in Virginia. The grants and new industry discussed require quick resolutions, and there is a huge amount of competition. The states that can work more quickly will win. On the regulatory side, Virginia has numerous agencies with a “say” and permitting responsibility. There is no one over-arching agency that can combine input from the various regulatory agencies to make one decision for the Commonwealth.

Senator Wagner noted that his bill (SB1346) which passed addresses this. The bill broadens the responsibilities of the Virginia Coastal Energy Research Consortium (VCERC), of which ODU is a member, to allow for specific “permit by rule” and adds the Department of Environmental Quality (DEQ) as a member of the board of directors. This will help accelerate the process in Virginia to take better advantage of advances in research and technology. Quoting “A Field of Dreams,” Sen. Wagner noted that “if you build it, they will come,” but we need to build it.

Virginia and Hampton Roads are losing out on opportunities because “we’re dragging our feet.” We need to push in the direction where the money is available, and energy is where it’s available.

### III. **Old Business:**

As a follow-up to the March 2009 Board Meeting, please find a link below regarding the CenterPoint Properties Proposal to the Port of Virginia:

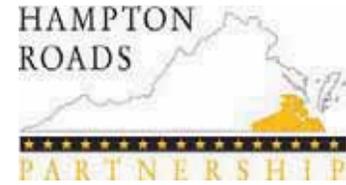
[www.portofvirginia.com/ppta/proposals.aspx](http://www.portofvirginia.com/ppta/proposals.aspx)

Included are: a cover letter to Virginia Port Authority's Executive Director Jerry A. Bridges, Executive Summary, CenterPoint's qualifications and experience, description of the proposed project, CenterPoint's business plan, description of project benefits, consulting engineer's report for the VPA, required certifications & statements, Annual Report of the VPA, 2040 Master Plan, CenterPoint's infrastructure group background, CenterPoint financial information, recent articles on CenterPoint activities, Virginia Port Authority map/transportation guide

For more information regarding the Public-Private Transportation Act (PPTA), please visit [www.virginiadot.org/business/ppta-Guidelines.asp](http://www.virginiadot.org/business/ppta-Guidelines.asp)

### IV. **President's Report by Dana Dickens:**

**Managing Road Capacity** - The following is an expanded report from what was presented at the Executive Committee meeting:



*Hampton Roads, America's First Region*

## Executive Committee Meeting

### Summary

*“Comprehensive Economic Development:  
Energizing & Re-Focusing the Partnership”*

April 17, 2009

The Partnership put into place a Capacity Management Task Force about five (5) months ago. It is a sub group of the Transportation Advocates (30 organizations in Hampton Roads focused on improving mobility in the region). The task force is working with HRT to promote their **TRAFFIX** program in addition to looking at other opportunities to improve road capacity – researching best practices, better use of technology, and the procedures in place to clear accidents and disabled vehicles to prevent congestion.

The Task Force saw an opportunity to help to build upon the HRT **TRAFFIX** program. **TRAFFIX** (funded by a grant of \$1.1 Million from VDRPT) provides commuters with the services and information on alternatives to driving alone to work. It is a program with a staff in place, focused on promoting HOV lanes, van leasing and *The MAX* bus rapid transit.

All communities within the HRPDC footprint participate in the **TRAFFIX** program. Others communities outside the Hampton Roads metropolitan areas participate like the Eastern Shore, Accomack and Northampton Counties, and Currituck County (extending well beyond the HRT service area). Our workforce also comes from these communities.

**TRAFFIX** programs include NuRide, Guaranteed Ride, and **Telework!VA**, described very briefly below:

- **NuRide** offers incentives to individuals who share a ride to and from work.
- **Guaranteed Ride** “never leaves you stranded.” If you have carpooled or ride-shared and have an emergency and need to go back to your point of origination, the guaranteed ride will get you there.
- **Telework!VA** offers employers up to \$35,000 in incentives to enter into a contract and commit employees to Telework at least 2 days a week.
- **Van Pool** allows you to ride to work with your friends.

The **TRAFFIX** Team has met with over 200 local companies with 50 or more employees (an estimated employee base of over 175,000 workers) and the **Telework!VA** base of users has grown by 600% in the past year.

#### V. Administrative Items:

##### Nominating Committee

The Committee met recently and went through a list of 100 prospects, reducing that list to about 45. Particular attention for potential new members is being paid to diversification by organizational category and geography. The Committee took

# Executive Committee Meeting

## Summary

*“Comprehensive Economic Development:  
Energizing & Re-Focusing the Partnership”*

April 17, 2009



*Hampton Roads, America's First Region*

action to recommend all board members whose terms expire June 30, 2009 be on the slate for approval in June.

The committee also took action to recommend the Partnership alter the officer structure to include only one chairman and one vice chairman (from having co-chairs and co vice-chairs) beginning in 2010.

These recommended changes will be presented along with new members and an officer slate at the annual meeting in June.

### **VI. New Business**

It was noted that with Hampton Roads emphasis on the military component of our economy, the week of April 18-26 is “ Air Force Week”:

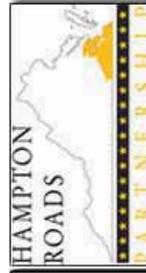
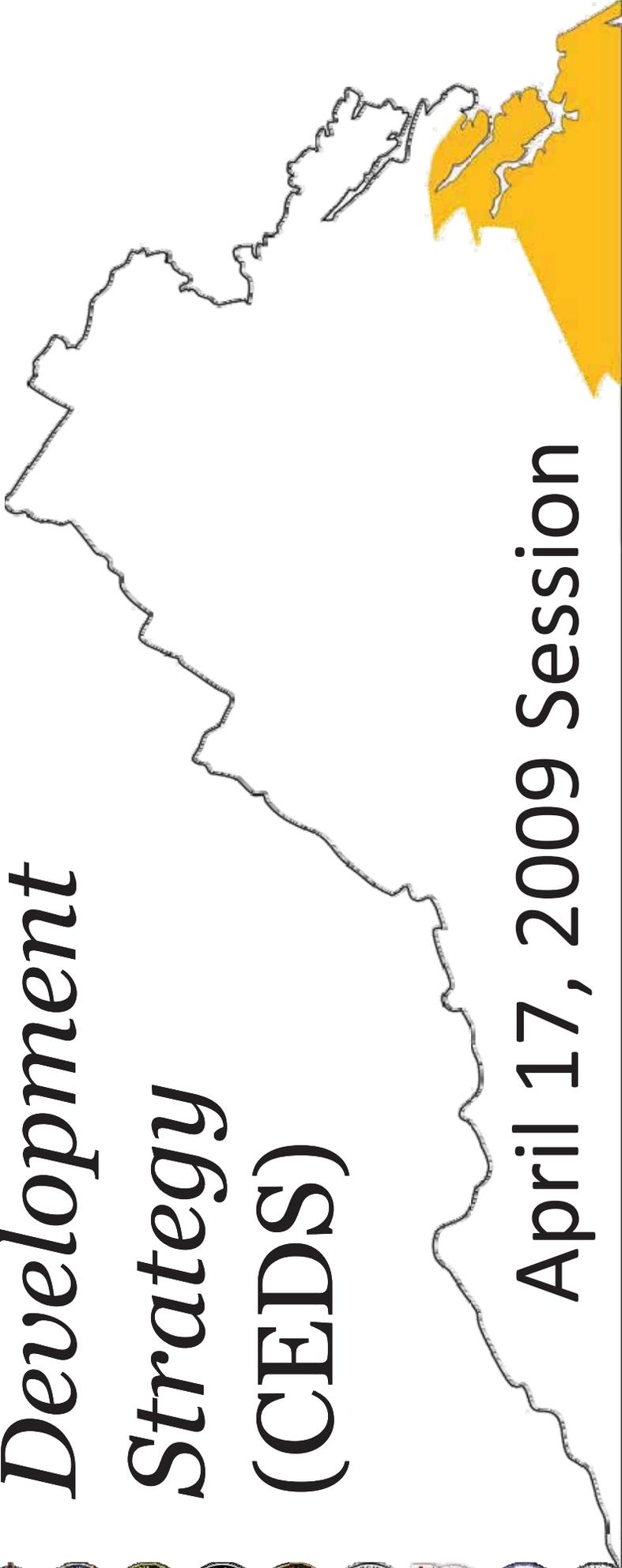
[www.airforceweek.af.mil/hamptonroads](http://www.airforceweek.af.mil/hamptonroads)

### **NEXT FULL BOARD MEETING / ANNUAL MEETING**

Friday, June 19, 2009 from 8:00 am to 10:00 am  
Virginia Modeling, Analysis & Simulation Center (VMASC)  
1030 University Blvd, Suffolk, VA 23435  
<http://www.vmasc.odu.edu/about/directions.shtml>

# Hampton Roads Partnership Comprehensive Economic Development Strategy (CEDS)

April 17, 2009 Session



# U.S. Dept. of Commerce Economic Development Administration



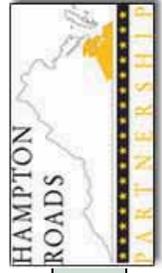
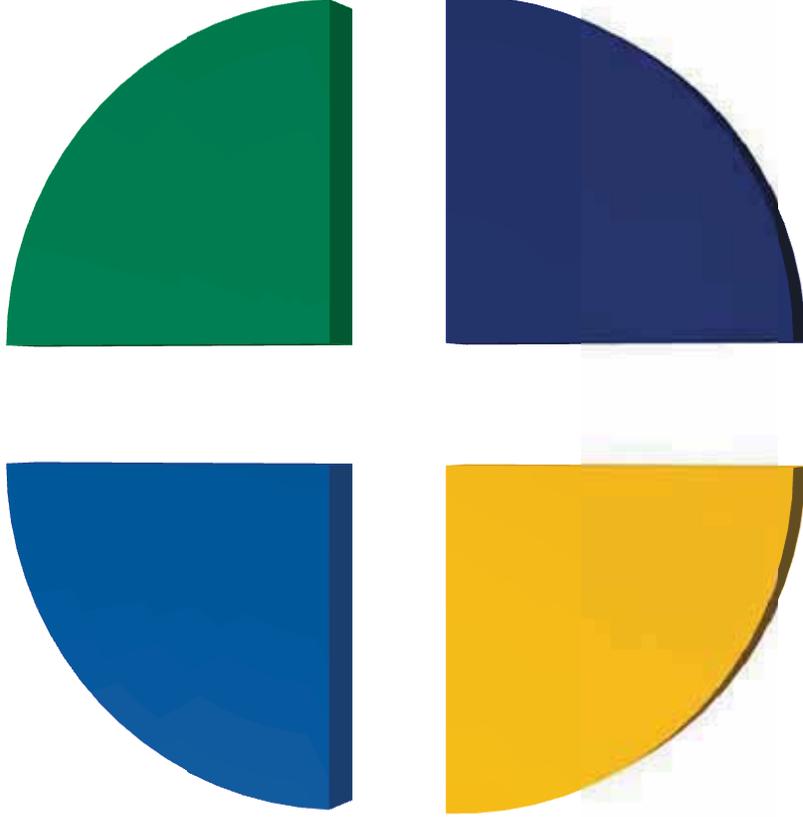
## CEDS

- Designed to bring together public and private sectors to create an economic roadmap to diversify and strengthen regional economies;
- Can serve as a guide for establishing regional goals and objectives, developing and implementing a regional plan of action, and identifying investment priorities and funding sources;
- Integrates a region's human and physical capital planning in the service of economic development.



# Proposed CEDS Categories

- Energy & Environment
- Infrastructure & Land Use
- Diversification & Technology-Based Economic Development
- Education & Workforce



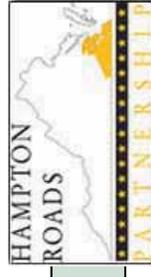
# Proposed CEDS Categories

## *~Education & Workforce~*

In the classic view, an educated population is one of the most important components of a vital, healthy state.

Availability of educational services, the quality of those services, responsiveness of educational institutions to the particular needs of the region, affordability, regional culture, economic opportunity, and migration into and out of the region are all important in shaping the educational landscape.

Education is an investment that the region makes in developing and attracting human capital and external business capital investments.



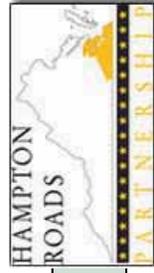
# Proposed CEDS Categories

## ~Education & Workforce~

This category includes everything from early childhood education, which sets the groundwork for the development of children and their potential, to career and technical education programs in the high schools and community colleges, to college and university degree programs, to employer-based training.

These programs shape the human capital of the region and determine in what types of industries Hampton Roads can be competitive in terms of attraction and retention.

***Education is currently one of three key issues in the Hampton Roads Partnership (HRP) Strategic Plan.***



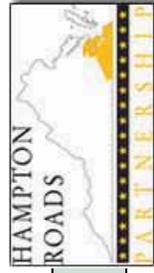
# Proposed CEDS Categories

## *~Energy & Environment~*

As our world changes exponentially, energy and the environment have been elevated from topics of general interest to topics of strategic importance.

As a low-lying seaboard community, Hampton Roads is more concerned than most about the changing environment.

According to a recent report from the Environmental Protection Agency, Hampton Roads ranks second (after New Orleans) in the United States and tenth in the world among coastal metropolitan areas under threat from sea-level rise.

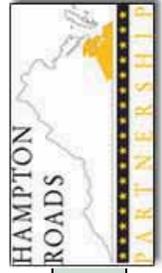


# Proposed CEDS Categories

## *~Energy & Environment~*

And, the health of the Chesapeake Bay and its tributaries are important for the livelihood of not only the fishermen in the area and the recreational boating community but the Bay's entire watershed which covers 64,000 square miles and all or part of six states (NY, PA, WV, MD, DE and VA) and DC.

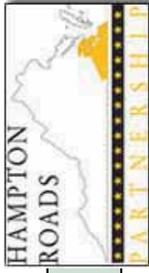
Efforts to expand the use of nuclear power, to pursue offshore drilling or wind farms, and the development of algae-based diesel fuels will have immediate impacts on Hampton Roads in terms of new, emerging industry and expansion of existing business around energy exploration and development.



# Proposed CEDS Categories

## ~Energy & Environment~

*Hampton Roads is on the leading edge of this pre-eminent global focus and stands ready to explore its capabilities and interests in order to best take advantage of new industries and resulting jobs.*



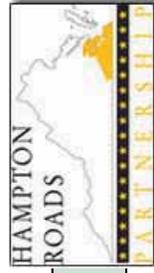
# Proposed CEDS Categories

## *~Infrastructure & Land Use~*

This category encompasses all aspects of the region's infrastructure: buildings, public utilities, broadband access, etc. with special emphasis on transportation infrastructure.

A quality transportation infrastructure is valuable to an economy because it facilitates the mobility of goods and services.

Conversely, without a good quality transportation system, the region suffers with the increased cost of poor mobility and reductions in the efficiency and condition of the roadways.



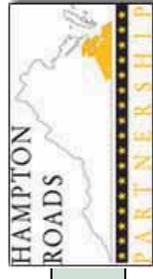
# Proposed CEDS Categories

## *~Infrastructure & Land Use~*

The ability to move goods and people around the region at relatively low cost contributes directly to the well-being of citizens and also reduces the total cost of the goods and services they receive.

Hampton Roads has a recognized, and growing, traffic congestion problem.

More so than many competitor regions, the interdependent regional economy of Hampton Roads is reliant on an efficient transportation system.



# Proposed CEDS Categories

## *~Infrastructure & Land Use~*

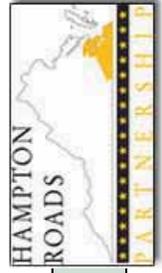
Land use is intimately related to all infrastructure, and land use decisions impact health, traffic, and quality of life.

The majority of urban centers continuously develop green space in order to meet the ever increasing demand for real estate.

There are both costs and benefits to new land development.

New developments can place burdens on existing infrastructures and services.

Scattered development patterns increase congestion, commute times, and air and noise pollution, and can result in a loss of farmland and open fields.



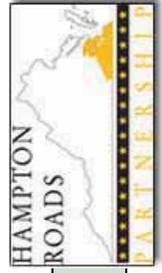
# Proposed CEDS Categories

## ~Infrastructure & Land Use~

On the other hand, new developments are a sign of economic development and prosperity, providing much needed housing and increased jobs and economic revitalization.

Better land use decisions can allow for the economic benefits without the strain on infrastructure and the environment.

***Transportation and its related land use are currently a key issue in the HRP Strategic Plan.***



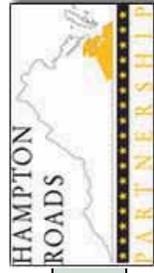
# Proposed CEDS Categories

## *~ Diversification & Technology-Based Economic Development ~*

Hampton Roads has long been reliant on the military, the port, and tourism for its economic engines.

While bringing incremental success to the region, these industries make it more difficult for Hampton Roads to achieve the high growth that other competitor regions achieve.

These industries, especially the military's presence, help insulate Hampton Roads from feeling the hard lows that other regions feel in poor economic times.



# Proposed CEDS Categories

## *~ Diversification & Technology-Based Economic Development ~*

Therefore, we should strive to both strengthen our core industries of the military, port, and tourism and capitalize on the expertise they bring for expansion into new industries, including the burgeoning modeling and simulation industry.

Tech-based economic development should be an emphasis of this effort, as the military and federal labs already bring resources and talent to the region.

This focus can bring new clean, high-paying jobs to the region.



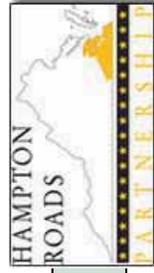
# Proposed CEDS Categories

## *~ Diversification & Technology-Based Economic Development ~*

Hampton Roads has long lagged in national averages in per capita income, and efforts under this category would help target that persistent gap.

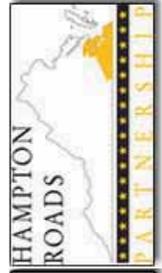
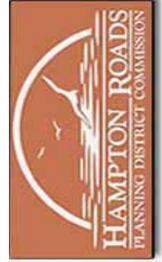
This category would also capture HRP efforts of the Hampton Roads Research Partnership and Hampton Roads Film Office as well as the work of the Hampton Roads Military and Federal Facilities Alliance.

***Modeling & Simulation (M&S) and Port & Maritime Logistics are currently sub-elements under the Economy, another of the three key issues in the HRP Strategic Plan.***



# CEDS Discussion

- Energy & Environment
- Infrastructure & Land Use
- Diversification & Technology-Based Economic Development
- Education & Workforce



# CEDS Meeting Attendance

April 17, 2009



Beach, L.  
Bridges, J.  
Broderick, J.  
Cofer, W.  
Crow, B.  
Dickens, D.  
DiCroce, D.  
Ezzell, J.  
Farmer, D.  
Frank, J.  
Frantz, T.  
Johnson, T.  
Jones, M.  
Mastracco, V.  
McCollum, G.  
McReynolds, J.  
Meyers, C.  
Morris, D.  
Pearce, R.  
Schmidt, M.  
Sessoms W  
Shuford, R.  
Sinclair, A.  
Smith, D.  
Tynch, D.  
Wagner, F.  
Zeidler, J.

# CEDS Committee / Executive Committee Meeting Summary

*“Comprehensive Economic Development Strategy  
CEDS Kick-Off”  
May 15, 2009*



*Hampton Roads, America's First Region*

## **I. WELCOME & CALL TO ORDER by Co-Chair, David Bernd**

This is a combined meeting of the Partnership's Executive Committee and CEDS Strategy Committee. Introductions were made and attendance was noted, as required in the federal "process."

## **II. Description of CEDS "process" by Doug Smith, Kaufman & Canoles**

### ***A. CEDS is about the "process."***

Having a CEDS in place makes the localities of Hampton Roads eligible for federal Economic Development Administration (EDA) funding. For example, the Hampton Roads Research Partnership (HRRP) has been partially funded with two EDA grants in the past (HRP and HRRP members also provide funding).

It would be very easy to go through the steps, put the final product on the shelf and not maintain it. However, the CEDS should be regarded as a living, breathing document. The public, as well as the private sector, must be engaged in its development. CEDS is an economic roadmap for development in the region.

The "process" consists of analyzing the current situation and then establishing a consensual set of goals and objectives by looking at investment priorities and probable funding sources. Clearly defined performance metrics are then set in place to measure regional and locality successes.

Human capacity is an important component. Representation on the Strategy Committee must be diverse and broad-based, including the faith and education communities as stakeholders, beyond just the business community.

CEDS allows the region flexibility. The document is important, but the "process" used to build it and maintain it is more important. It's about regional "buy in."

### ***B. Is the "process" worth the pain? What is the value to the region?***

Example: the City of Portsmouth received \$4 million in infrastructure grants over an 18-month period with their CEDS. The problem came with a lack of maintenance afterward. The City's CEDS has expired. There is real money available for which Hampton Roads currently – with no CEDS in place – does not qualify.

We have connectedness (rail, road, water, air); we have capacity (workforce and intellectual property); we have infrastructure (financial and physical). We've attracted development in underserved communities such as Hampton Roads Ventures' investments. We have an unrivaled quality of life.

In regional economic development maxims, economic development follows regional borders, not political boundaries. Communities that grow and prosper together, plan and implement together. *But, do we practice it here?*

# CEDS Committee / Executive Committee Meeting Summary

*“Comprehensive Economic Development Strategy  
CEDS Kick-Off”  
May 15, 2009*



*Hampton Roads, America's First Region*

## **C. Who leads the Hampton Roads CEDS?**

The Hampton Roads Partnership's mission is to provide leadership to focus on those strategic issues that will enhance Hampton Roads' competitive position in the global economy. Simply put, HRP's mission is to be the umbrella organization that pulls this type of effort together. Several of its member organizations, such as HRPDC and HREDA, are perfect examples of other groups who should be heavily involved in this "process."

## **D. Discussion:**

*Has a cost-benefit analysis been done before we embark on this "process"?*

The money is important, but the "process" is the most valuable result of the CEDS, bringing all of the region's stakeholders together to agree on one set of goals in which the entire region participates and supports. This alone makes the "process" worth the effort.

*See Support Materials provided for complete details.*

*Please contact [Missy@HRP.org](mailto:Missy@HRP.org) if you did not receive these via email.*

## **III. Preparing for CEDS by Donna Morris, HRP Executive Vice President**

### **A. CEDS Committee**

The Committee was created with an eye on the knowledge and expertise each member brings to this effort. Committee members will also help identify other volunteers as resources to address specific plan elements.

HRP cannot undertake a CEDS alone. The resources required are significant. We must work with the staff and leadership of other organizations in our region, all who have an interest and role in regional planning, such as:

1. Hampton Roads Planning District Commission
2. Hampton Roads Economic Development Alliance
3. Opportunity, Inc.
4. Peninsula Council for Workforce Development
5. Hampton Roads Research Partnership
6. Hampton Roads Center for Civic Engagement  
(for the required public participation component of CEDS)
7. Hampton Roads' colleges and universities
8. Hampton Roads' local governments

A major part of the CEDS "process" includes conducting an economic analysis of the regional economy. The EDA requirements are not specific as to what type of analysis or what level of detail is needed. We're starting at a good place, though.

# CEDS Committee / Executive Committee Meeting Summary

*“Comprehensive Economic Development Strategy  
CEDS Kick-Off”  
May 15, 2009*



*Hampton Roads, America's First Region*

## **B. Reports**

The first thing we will do is review existing reports and analyses. Then, we'll identify gaps and any additional information needs. We have a good deal of valuable information to begin this part of the “process” thanks to a number of organizations in our region and their existing reports. To mention a few:

1. Hampton Roads Planning District Commission
  - Data Book
  - Annual Benchmarking Report
  - Cluster analysis (EDA requires a “cluster” analysis of the regional economy, i.e. groups of inter-related industries that drive wealth creation in a region.)
2. Old Dominion University
  - Economic Forecast
  - State of the Region Report
3. Opportunity, Inc. & Peninsula Council for Workforce Development
  - State of the Workforce Reports
4. The Planning Council
  - Investment in Priorities
5. Hampton Roads Partnership
  - Strategic Planning Documents
6. College of William and Mary
  - Economic impact of the port study
7. Private sector
  - Angle Technology, a research and consulting firm on the economic-impact analysis of Modeling, Simulation & Visualization Industry in the region.

## **C. Measurement tool – [HamptonRoadsPerforms.org](http://HamptonRoadsPerforms.org)**

[HamptonRoadsPerforms.org](http://HamptonRoadsPerforms.org) was launched in early February 2009. It measures the region on 36 indicators, some region-specific, and is the central place to monitor how the elements of our regional plan impact the region's performance.

Through the CEDS “process,” we'll better define what needs to be measured, how to measure it, and how best to track our progress. The site serves as an easy reference for organizations and local governments in planning and for the public.

EDA measures recommended include, but are not limited to:

1. Number of jobs created after implementation of the CEDS;
2. Number and types of investments undertaken in the region;
3. Number of jobs retained in the region;
4. Amount of private sector investment after implementation of the CEDS;
5. Changes in the economic environment of the region.

# CEDS Committee / Executive Committee Meeting Summary

*“Comprehensive Economic Development Strategy  
CEDS Kick-Off”  
May 15, 2009*



*Hampton Roads, America's First Region*

## **IV. Structure for CEDS by Dana Dickens, HRP President & CEO**

### **A. *The CEDS Committee, Composition and Requirements***

The Hampton Roads CEDS is designed to bring together the public and private sectors to create an economic roadmap and to diversify and strengthen our regional economy. It will serve as a guide for establishing regional goals, developing a regional plan of action and identifying investment priorities and funding sources.

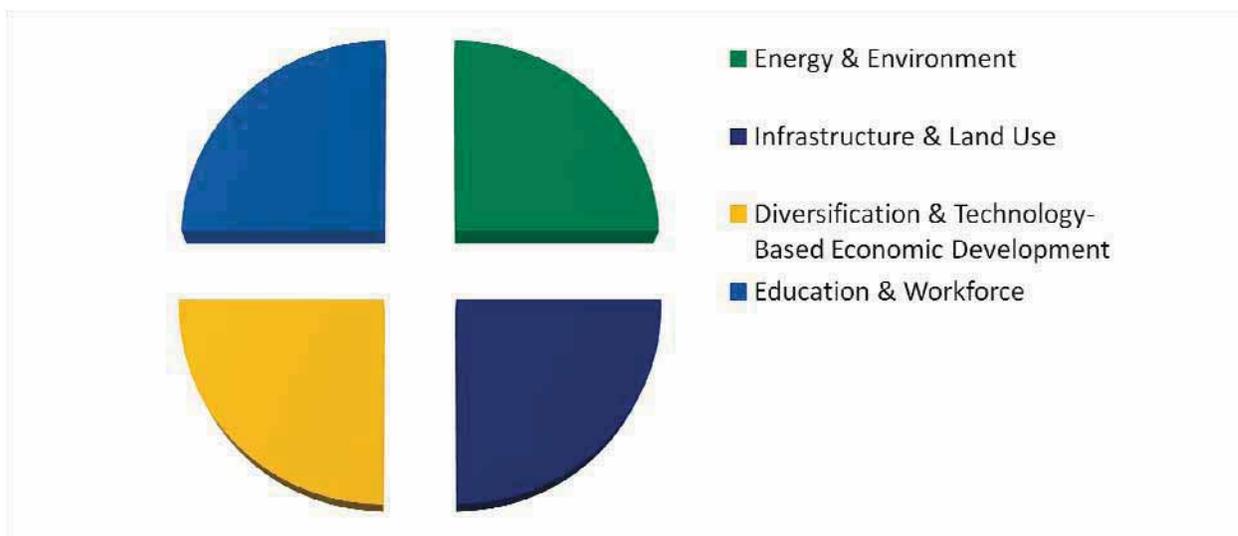
For example, our economy is dominated by federal spending. Rather than how do we mitigate this, how do we capitalize on this? CEDS will give us the opportunity to hitch the “horses” of all stakeholders to the same regional “wagon.” It integrates all of our organization’s human and physical capital.

### **B. *Project Management***

The Partnership has submitted a draft EDA Planning Grant for funding of a Project Manager/Consultant to manage this effort. This position will be filled by a competitive bidding process.

### **C. *Proposed Categories for Structure***

The following four categories were originally proposed for discussion purposes. Three of the four categories closely align with HRP’s current strategic plan, while “Energy & Environment” was added due to Hampton Roads’ opportunities and unique position as a coastal community.



***Education & Workforce:*** An educated population is important to a vital and healthy region. Availability, quality, responsiveness of educational institutions are all important. Education is an investment in not just developing but also attracting

# CEDS Committee / Executive Committee Meeting Summary

*“Comprehensive Economic Development Strategy  
CEDS Kick-Off”  
May 15, 2009*



*Hampton Roads, America's First Region*

human capital to the region. This category includes everything from early childhood education to career and technical education programs in high schools and community colleges to college and university degree programs to employer-based training. Education helps to determine our competitive industries.

***Energy & Environment:*** These are topics of strategic global importance; as a region, we're concerned about the changing environment and the national importance of alternative energy. The health of the Chesapeake Bay and its tributaries are important, as is the expanded use of alternative energy which will impact new, emerging industry and the expansion of existing business.

***Infrastructure & Land Use:*** This category encompasses all aspects of the region's infrastructure from buildings, public utilities, broadband access with special emphasis on transportation infrastructure. A quality transportation infrastructure facilitates the mobility of goods and services; a poor one impedes our progress. The ability to move goods and people is critical, and Hampton Roads has a recognized, and growing, traffic congestion problem. We have an interdependent regional economy heavily reliant on an efficient transportation system. Land use is related to all infrastructure, and land use decisions impact health, traffic, and quality of life. There are both costs and benefits to new land development. On the other hand, new developments are a sign of economic development and prosperity, providing much needed housing and increased jobs and economic revitalization. Better land use decisions allow for economic benefits without strain on infrastructure and the environment.

***Diversification & Technology-Based Economic Development:*** Hampton Roads has long been reliant on the Military, the Port and Tourism as its core industries, making it difficult to achieve the same high growth as our peer regions. These core industries help insulate Hampton Roads in poor economic times and should be strengthened and capitalized upon for needed expertise with a view toward expansion into new industries. Tech-based economic development is important; the Military and federal labs bring us resources and talent. Modeling & Simulation and Port & Maritime Logistics are included in this category. This focus can bring new clean, high-paying jobs to the region. Efforts should be coordinated with other organizations such as HREDA, HRRP, HRFO and HRMFFA.

## ***D. Discussion: Are these the right Categories of focus?***

It seems as if we are building the same economic development paradigm. Are we simply re-visiting what we've already done before? Are we chasing opportunities with futility? Shouldn't we work on: what's good for Hampton Roads? What's a waste of time?

This should be a "process" that can help change behaviors and do things truly "regional."

# CEDS Committee / Executive Committee Meeting Summary

*“Comprehensive Economic Development Strategy  
CEDS Kick-Off”  
May 15, 2009*



*Hampton Roads, America's First Region*

Should we also address controversial projects (example: OLF, Surry Coal Plant) to decide as a region where we stand on these issues and stand together?

Leveraging what we already have here in Hampton Roads is important, such as the Military and the Port.

Looking at other regions, are these categories a “wish list”? Or is this a list of “if we got some help, we could do this?” Can we work on improving what we have now?

The end result of the CEDS “process” must be actionable items, a specific list of things that would bring immediate impact. There are actually two things happening here:

1. Complying with the federal “process”, i.e. identifying the stuff we’re doing and need help on; and
2. Planning for the future of Hampton Roads, i.e. identifying long-term opportunities.

We already have things in place to work on three of the four proposed categories. The visionary opportunities are what we are not well-organized as a region to handle. To make this CEDS truly a living, breathing document, let’s take these visionary opportunities on after the main work is done, the federal compliance portion of this “process.”

Should we look for opportunities to align ourselves with other regions?

We are in agreement that this “process” can help us respond to economic changes. What we do is more important than what and how many categories we use.

Transportation as a separate category isn’t the answer. That is something that must be addressed within each area of our economic self-discovery “process.” We know that roads aren’t the answer; we need alternatives, and consensus has been nearly impossible. Without a meaningful transportation solution, however, none of this works.

If we must work with the transportation infrastructure as it is now, then we must deal with it and not get bogged down again, or we won’t get anything accomplished. Look at Greater Richmond and Greater Raleigh and their high speed rail “win.” We need a “win” here in Hampton Roads. While the prospect of high speed rail is just that – a prospect, it is a highly subsidized transportation method around the world. The corridor may be set in stone, but there is still a question as to whether it will ever be built. (If the Virginia General Assembly agrees to a DC to Richmond to Raleigh NC corridor, then the Hampton Roads delegation should negotiate for highway and light rail money for the region.)

The defense “leg” of the stool should be expanded to include the entire federal sector.

# CEDS Committee / Executive Committee Meeting Summary

“Comprehensive Economic Development Strategy  
CEDS Kick-Off”  
May 15, 2009



*Hampton Roads, America's First Region*

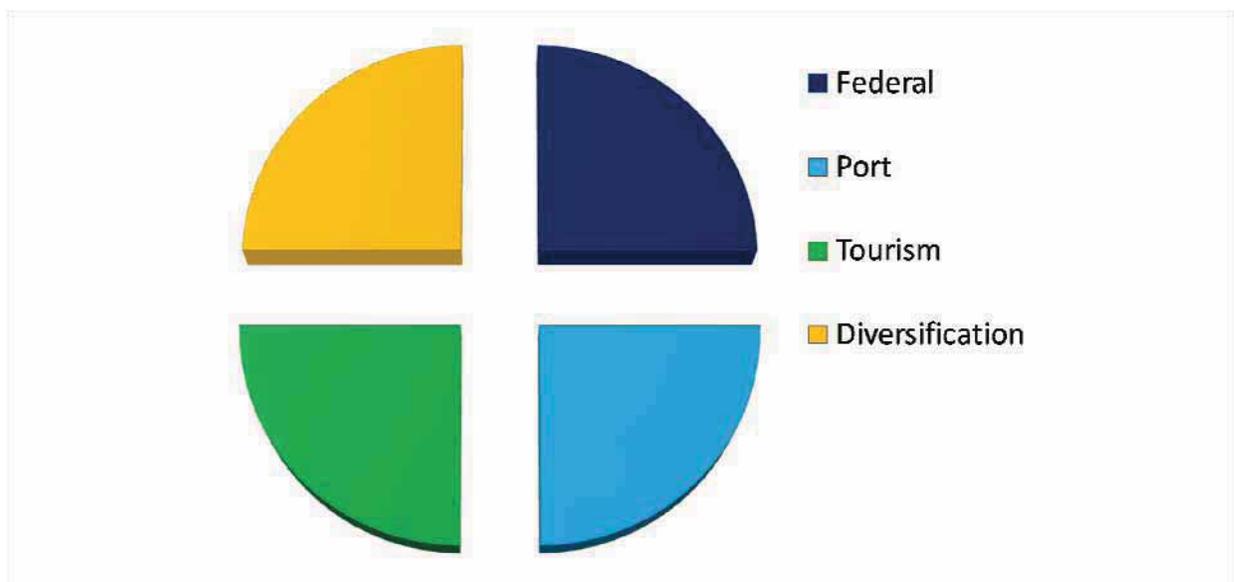
Energy and environmental issues are increasingly important to be a regional leader in the national and global economy. These issues can fit under “Diversification” rather than as a stand-alone category.

## The revised Hampton Roads Economy “stool” model:



By developing the CEDS around the three main categories of the current Hampton Roads economy and adding “Diversification,” we can better identify the assets we have, what/how we’re doing and those things we need help on.

## The revised CEDS Categories for sub-committee focus:



By following these core industry categories and by using the CEDS Plan of Action guidelines within each sub-committee’s work, we can address those areas where

# CEDS Committee / Executive Committee Meeting Summary

*“Comprehensive Economic Development Strategy  
CEDS Kick-Off”  
May 15, 2009*



*Hampton Roads, America's First Region*

help is most needed in the region and engage those organizations most able to provide the needed expertise.

The Plan of Action implements the goals and objectives of the CEDS in a manner that:

1. Promotes economic development and opportunity;
2. Fosters effective transportation access;
3. Enhances and protects the environment;
4. Maximizes effective development and use of the workforce consistent with any applicable State or local workforce investment strategy;
5. Promotes the use of technology in economic development, including access to high-speed telecommunications;
6. Balances resources through sound management of physical development;
7. Obtains and utilizes adequate funds and other resources.

## **E. Committee Volunteers to lead Sub-Committees**

Volunteers to lead each sub-committee are needed:

- ✓ Federal
- ✓ Port
- ✓ Tourism
- ✓ Diversification

## **F. Suggested Additional Volunteers**

Please find below a list of volunteers to date (more are needed):

- ✓ Sam A. Manning, Management Information Solutions (ODU adjunct), President, 1303 Sand Wedge Court, Chesapeake 23320, Office 757-549-0135, Mobile 270-569-0135, [smanning@MgtInfoSol.com](mailto:smanning@MgtInfoSol.com), Expertise: Energy & Environment and Diversification
- ✓ Honorable Mamie E. Locke, Senate of Virginia, District 2, PO Box 9048, Hampton 23670, Office 757-825-5880, [lockesenate03@msn.com](mailto:lockesenate03@msn.com)
- ✓ John J. Smolak, Franklin Southampton Economic Development, President, 601 N. Mechanic Street, Franklin 23851, Office 757-562-1958, Mobile 757-653-1781, [jmolak@franklinsouthamptonva.com](mailto:jmolak@franklinsouthamptonva.com), Expertise: Diversification

# CEDS Committee / Executive Committee Meeting Summary

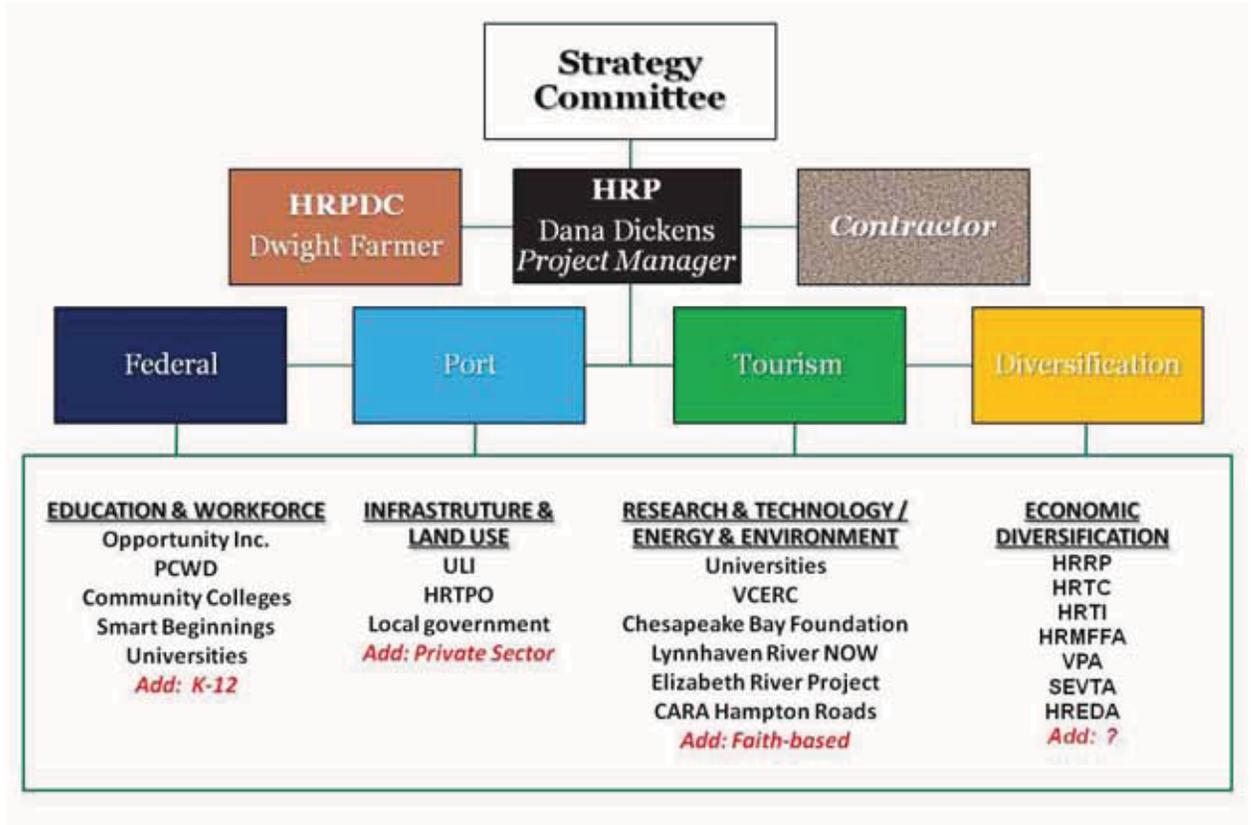
“Comprehensive Economic Development Strategy  
CEDS Kick-Off”  
May 15, 2009



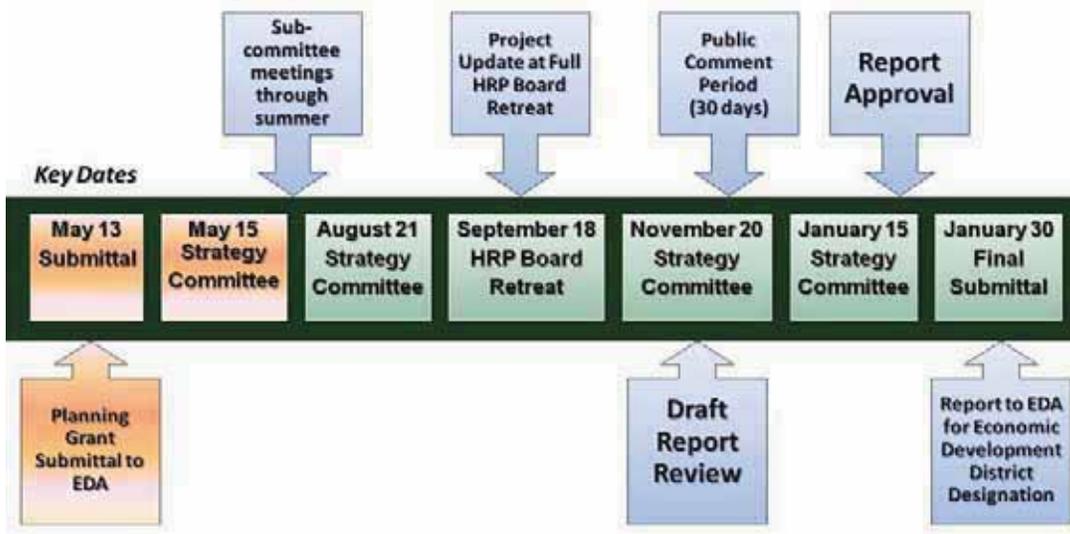
Hampton Roads, America's First Region

## V. Next Steps by Dana Dickens, HRP President & CEO

### A. Organization Chart (with new Categories)

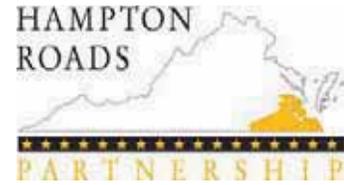


### B. Timeline (proposed)



# CEDS Committee / Executive Committee Meeting Summary

*“Comprehensive Economic Development Strategy  
CEDS Kick-Off”*  
May 15, 2009



*Hampton Roads, America's First Region*

## **NEXT Full HRP Board Meeting / ANNUAL MEETING (not a CEDS meeting)**

Friday, June 19, 2009 from 8:00 am to 10:00 am  
Virginia Modeling, Analysis & Simulation Center (VMASC)  
1030 University Blvd, Suffolk, VA 23435  
<http://www.vmasc.odu.edu/about/directions.shtml>

## **NEXT HRP Executive Committee Meeting (not a CEDS meeting)**

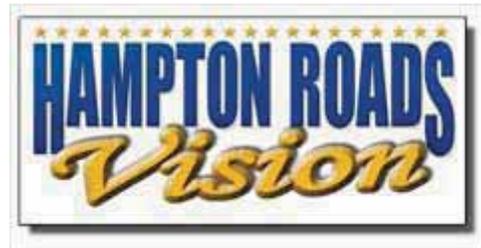
Friday, July 17, 2009 from 8:00 am to 9:45 am  
Town Point Club, Norfolk

## **NEXT CEDS/Executive Committee Meeting**

**Friday, August 21, 2009 from 8:00 am to 10:00 am  
Town Point Club, Norfolk**

# CEDS Meeting Attendance

May 15, 2009



Batterson, J.  
Beach, L.  
Bernd, D.  
Bouchard, J.  
Bridges, J.  
Broderick, J.  
Cofer, B.  
Collins, A.  
Dickens, D.  
DiCroce, D.  
DiFilippo, A.  
Farmer, D.  
Filer, L.  
Frank, J.  
Frantz, T.  
Grace, B.  
Grootendorst, G.  
Harper, B.  
James, M.  
Johnson, T.  
Lester, H.  
Mastracco, V.  
McCollum, G.  
McReynolds, M.  
Morris, D.  
Puryear, S.  
Sapp, C.  
Schmidt, M.  
Seale, D.  
Sharak, B.

Shuford, R.  
Sinclair, A.  
Smith, D.  
Solomon, D.  
Thacker, J.  
Tuttle, J.  
Tynch, D.  
Wagner, F.  
Witt, A.  
Zeidler, J.

**Comprehensive Economic Development  
Strategy (CEDS) Leadership Meeting –  
*Creating a Vision for Hampton Roads***  
July 17, 2009

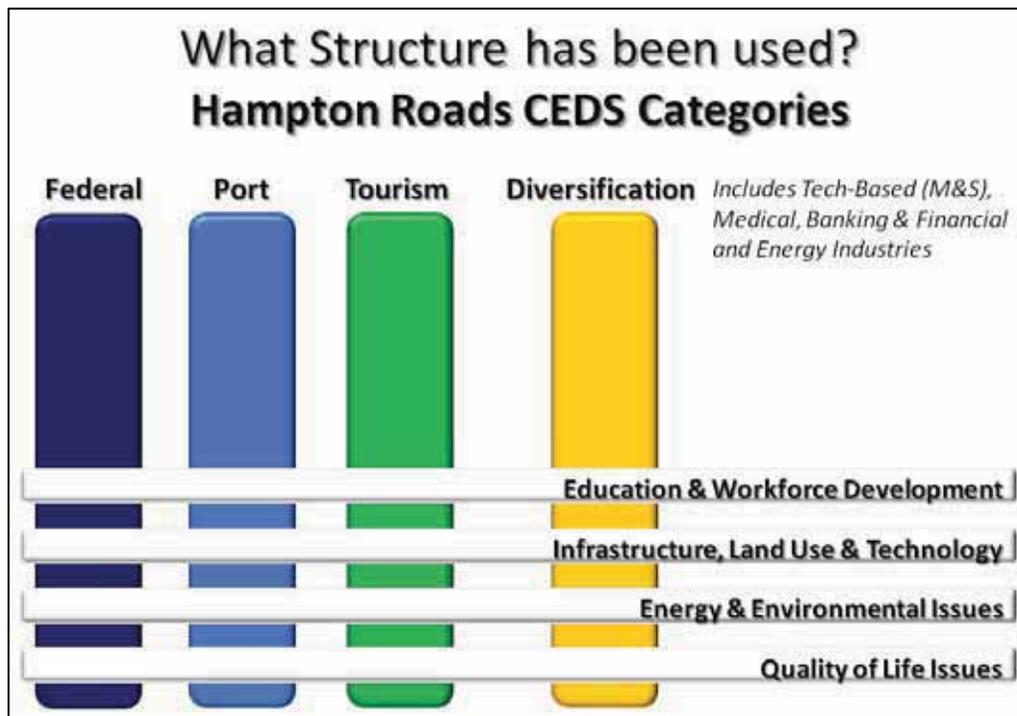


1. **Welcome and introduction of participants** – Dana Dickens
  - a. Attendance:
    - i. Kaufman & Canoles Contractors Doug Smith and Larry Malone
    - ii. HR Research Partnership representatives Lee Beach and Doug Dwoyer
    - iii. Subcommittee Leads Art Collins, Rob Cross
    - iv. HRPDC representatives Dwight Farmer and Greg Grootendorst
    - v. ODU Economist Larry “Chip” Filer
    - vi. HRP staff Dana Dickens, Jamie Atkinson (Intern), Donna Morris, Missy Schmidt
  - b. CEDS is a long-term economic development (ED) strategy establishing common goals and objectives for all ED-related organizations and municipal governments of the region. While having a CEDS in place allows the region access to potential federal EDA funding, it is not the sole or even the most important reason for this exercise.
  - c. For marketing purposes, the CEDS will be referred to as “*Vision Hampton Roads.*”
2. **Background** – Doug Smith & Larry Malone (Kaufman & Canoles Consulting)
  - a. The contractor’s role (KC) is to manage the project, guide the process and to provide a consistent format and form for the final document.
  - b. The region’s role is to use the methods developed with this first CEDS to maintain an on-going collaboration and to not leave the plan “on the shelf.” The process can be more important than the plan itself.
  - c. KC was chosen as the contractor due to their intimate knowledge of the region and experience with the CEDS process in other areas of the country.
  - d. HRPDC and HRTPO participation in the process is important. HRP serves as a regional “umbrella” for this work.
  - e. Enhancing economic development does not follow geo-political boundaries. Mobility, workforce competence, intellectual capital, public and private infrastructure and regional polices are all important factors in ED.
  - f. First step is to gather data already available to analyze the regional economy and use that data to create a prioritized action plan for the region to include consideration for financial and human capital, cross-cutting issues and flexibility for competition.
  - g. Second, a broad base of support from the public as well as the private sector is needed.
  - h. [HamptonRoadsPerforms.org](http://HamptonRoadsPerforms.org) will provide good performance measures and help Hampton Roads communities better evaluate opportunities.

- i. The priorities addressed in the final document are important as EDA grants would be awarded based on these identified priorities.

3. **Committee Structure** – Dana Dickens

- a. Subcommittees have been formed to examine specific sectors of the regional economy:
  - i. Serve as forum for subject matter experts (SME) in economic sectors to discuss, review, analyze and understand how their sector is likely to change over the next 5-15 years and how performance of their sector affects performance of the entire regional economy, an on-going function of subcommittees in the future too.
  - ii. Generate individual reports summarizing information about the nature and anticipated performance of the sector; reports will form the basis of the CEDS document to be submitted to the Federal EDA.
- b. Structure has been developed to guide subcommittee discussions and to facilitate the process of preparing a meaningful CEDS document.
  - a) **Drivers of the regional economy** (vertical *Subcommittees*) are:
    - 1) Federal (including Military)
    - 2) Port (including Maritime Logistics)
    - 3) Tourism (including Arts & Culture)
    - 4) Diversification, maximizing assets of the 3 major economic engines of the region (including, but not limited to, Tech-Based/M&S, Medical, Banking & Financial and Energy Industries)
  - b) **Cross-cutting issues of the regional economy** (horizontal *Issues*) are:
    - 1) Education & Workforce Development
    - 2) Infrastructure, Land Use & Technology
    - 3) Energy & Environmental issues
    - 4) Quality of Life Issues



4. **Economic Analysis** – Greg Grootendorst (HRPDC) & Larry “Chip” Filer (ODU)

<i>SWOT Draft</i>		<b>Data Sources</b>
<b>Strengths</b>		
	Educated Workforce	Census 2000 or ??
	Health Care Access	SOR 2000, 2003 and U.S. News recent
	Port/Harbor	
	Openness to Tourism / ROI	SOR 2008 Y-A study
	Income Distribution	SOR 2002
	Access to Higher Ed	
	Open Spaces/Parks	SOR 2008
	Location	
	Logistics	
	Stability of Military	
	Port (ice-free, deep, etc.)	
<b>Weaknesses</b>		
	Mass Transit Miles	SOR 2008
	Affordable Housing	SOR 2008,2007
	Brain Drain	
	Crime	
	Lack of corporate HQs/local decision-making	
<b>Opportunities</b>		
	M&S	New Study?
	Alternative Energy	
	Affordable Office/Commercial Space	
	BRAC job inflows	ODU's BRAC study
	Stimulus Money?	
<b>Threats</b>		
	Flat/Slow Port Growth	forecast
	Flat DOD Spending	forecast
	BRAC of Oceana	study
	Traffic Congestion	
	Deterioration of Infrastructure	
	Loss of Carrier	
		<i>SOR=State of the Region Report</i>

- a. Greg and Chip will identify and pull together existing resources and condense the data for the SWOT. After discussion of format of the SWOT analysis, it was decided that region-wide “Strengths & Weaknesses” would be provided to each subcommittee (since

this is data-driven information) with which they may conduct the “Opportunities & Threats” portion for their specific category. Chip will then work with subcommittees on the “OT” portion of their work.

- b. It was noted there will be some overlap and some things for which we will not have data for this generation of CEDS. Additional data or new research required may be listed in an appendix to this CEDS document for future study, i.e. “Next Steps.”
- c. Links may be provided in the CEDS document for deeper data sources. The CEDS, referred to as “Vision Hampton Roads,” will have a related website for public information and comment. Beta site is <http://HRP.org/Site> (see “Strategic Plans”). The website will serve as a data repository as well (see “Resource Library”).
- d. May need “shift-share analysis.” Example: 75 cents of every dollar spent in Hampton Roads originates from the Dept. of Defense.

5. **Review questions for each subcommittee to consider /address [\*]** – Doug Smith, Larry Malone

- a. **Background** – outline the importance of and the role of the “driver” in the regional economy. Information from the economists (Greg, Chip) will be available to draw upon for this section.
  - i. Number of employees relative to total number of employees in regional economy
  - ii. Total “driver” wages relative to total wages in region
  - iii. How have total “driver” numbers of employees and total wages changed since 1990 relative to the regional economy – is the “driver” becoming more or less important to the regional economy?
  - iv. Outline how operation of the “driver” is related to the operation of the other drivers and the overall regional economy; specifically address:
    - a) “Multiplier effect” of the driver in the local economy, i.e. how many other jobs in the region are generated relative to spending in the “driver”
    - b) Wages and skill level in the “driver” relative to wages and skill levels in other sectors of the regional economy

EXAMPLE: *What do we look like without the military? It may be counter-intuitive; do we actually look better with the military separated out from the rest of the economy? Or are related industries here because of the military?*

- b. **Major Issues** – project the likely performance of the “driver” in the regional economy over the next 5 and 15 years (2015 and 2025) particularly addressing economic health and how that economic health is affected by factors beyond the control of governments and businesses in Hampton Roads; specifically address:
  - i. Consumer spending and consumer confidence
  - ii. State and federal government spending and policies
  - iii. Energy availability
  - iv. National trade policies
  - v. Competition from other regions
  - vi. Technology changes and availability
  - vii. Credit and capital availability

EXAMPLE: *Has the economy naturally diversified from the military over the years? Are we more/less diversified than peer regions? Are we comparing against the right peers? (Compare Pensacola, Fort Collins, San Diego in terms of economic make-up rather than population or size) Should we compare ourselves to other nations (perhaps European port cities)?*

- c. **Financial Needs** – discuss overall financial needs of the “driver” over the next 5 and 15 year periods; the factors affecting those needs and the typical financing sources. Existing infrastructure will need to be reviewed.

EXAMPLE: *The medical industry is an important employer in the regional economy; what is the physical condition, age of facilities? Will significant capital investments be needed? If so, what are the sources? NOTE: original research is not required; subcommittees should draw on existing knowledge and expertise of subcommittee members.*

- d. **A. Role of Local Governments** – outline possible decisions that local government will be making over the next 5 and 15 years that are likely to impact the “driver.” How can decisions be influenced?
- i. Infrastructure decisions and/or policies
  - ii. Tax decisions and/or policies
  - iii. Land Use decisions and/or policies
  - iv. Provision of public services decisions and/or policies

**B. Role of State Governments** – be cognizant of the fact that local government is relatively powerless except for land use decisions; the state holds most decision-making power.

EXAMPLE: *The City of Chesapeake’s decision to replace the Jordan Bridge in a public-private partnership. Also consider policy decisions such as hiring or spending on elementary education. Sewer rates are going to explode due to state and federal regulations; how does this influence local government decisions?*

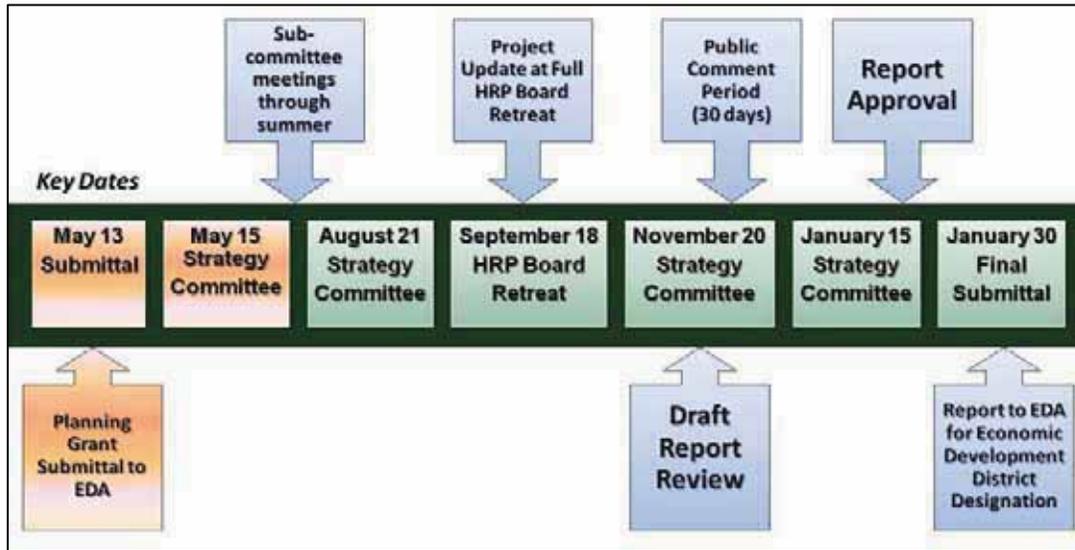
- e. **Impact of Cross-Cutting Issues** – outline how each “driver” will be affected from two perspectives, by:
- i. Local government decisions and
  - ii. The economic performance of the “driver” itself.

EXAMPLE: *Port activity over the next 5 and 15 year periods will have an impact on regional land use. Regional land use decisions and policies will have an impact on the operation of the Port. Both relationships need to be explored.*

Cross-cutting issues of the regional economy are:

- 1) Education & Workforce Development
- 2) Infrastructure, Land Use & Technology
- 3) Energy & Environmental issues
- 4) Quality of Life Issues

6. **Timeline and logistics** – Doug Smith and Larry Malone



- a. Subcommittees will need to meet several times prior to Labor Day.
- b. Subcommittee chairs should plan to attend the HRP Board retreat on September 18<sup>th</sup>.

7. **[\*] Final CEDS Plan Document Format**

**EDA Specified Outline  
Hampton Roads  
Comprehensive Economic Development Strategy  
Document Outline**

- A. Background
- B. Analysis of Economic Development Problems and Opportunities
- C. CEDS Goals and Objectives – Defining Regional Expectations
  - a. Goal A
    - i. Objective a. 1
    - ii. Objective a. 2
    - iii. Objective a. 3
  - b. Goal B
  - c. Goal C
- D. Community and Private Sector Participation
- E. Strategic Projects, Programs, and Activities
- F. CEDS Plan of Action
- G. Performance Measurers

8. **Hampton Roads Partnership Board Retreat** – Dana Dickens

- a. By the HRP Retreat on Friday, September 18<sup>th</sup>, we should have a substantive framework in place.
- b. Subcommittee chairs will present their work in break-out work sessions and get feedback from the full HRP Board and CEDS Strategy Committee members.
- c. This will be the start of the “Vision” Goals and Objectives.
- d. Subcommittees can then digest the feedback to finalize their portion of the plan.

9. **Next Steps**

- a. Dana to send email to proposed subcommittee members as soon as possible explaining CEDS, inviting participation as SMEs, elaborating as to the benefit of their participation and advising that subcommittee lead will be contacting them for meeting(s).

# CEDS Committee / Executive Committee Meeting Summary

*“Comprehensive Economic Development Strategy  
CEDS Process”*  
August 21, 2009



## **I. WELCOME & CALL TO ORDER by HRP Co-Chair Jack Ezzell**

## **II. Progress Report by Dana Dickens, HRP President & CEO**

- A. Thanks to all for participating, especially Dwight Farmer and Greg Grootendorst of the Hampton Roads Planning District Commission (HRPDC). Dwight introduced Jim Clary, a member of the PDC's economic staff, who will also help support the economic data needs of the CEDS process along with Chip Filer of ODU.
- B. The Strategy Committee serves as oversight of the CEDS process. As you will recall from our last meeting, work has been divided into four (4) sub-committees: Federal, Tourism, Port as major drivers of the Hampton Roads economy, and Diversification which will address other opportunities to grow the economy and reduce our dependence on federal spending.
- C. Cross-cutting issues were deemed too cumbersome for the creation of separate committees and important enough to be addressed within each of the sub-committees. These issues are: Education & Workforce, Infrastructure/Land Use/Technology, Energy & Environment and Quality of Life.
- D. No final word on the federal EDA planning grant application as yet, but we should be confirmed within the next few weeks.
- E. Comprehensive Economic Development Strategy (or CEDS), the name, has been changed to "Vision Hampton Roads." CEDS means nothing unless you work in government. "Vision" is more reflective of what we're doing.
- F. The Diversification Sub-committee changed their name to "Opportunities" as a better description of their work.
- G. Significant time has been spent populating sub-committees, and we're still adding participants as we uncover needed expertise. Example: Port sub-committee lacked someone from the shipping side of the industry. A representative from Maersk is being added.
- H. Several meetings of each sub-committee have been held since our last meeting. A list of these and planned meetings has been included in the "Vision" book at your place. Also in the book, you will find a section on each sub-committee including a members list, meeting agenda, minutes and handouts.
- I. [VisionHamptonRoads.com](http://VisionHamptonRoads.com), the website, has been set-up. This web address directs you to the new Hampton Roads Partnership website Strategic Plan section. Here you will find the approach to the CEDS process being taken, the timeline, Strategy Committee member list, meeting notes available for public review, related presentations and a Resource Library with a collection of data

# CEDS Committee / Executive Committee Meeting Summary

“Comprehensive Economic Development Strategy  
CEDS Process”  
August 21, 2009



in downloadable PDF files and links to other websites. If there is anything relevant missing, we will add it as identified.

### **III. Description of CEDS Data Requirements and SWOT Analysis by Greg Grootendorst, HRPDC and Chip Filer, ODU**

- A. EDA requires a comprehensive background to paint a realistic picture of the region's economic status. Data is being pulled from a variety of existing sources, including HRPDC's Benchmarking Study, [HamptonRoadsPerforms.org](http://HamptonRoadsPerforms.org), etc.
- B. Another requirement is for all information collected to be archived and available as needed; it will appear in the Resource Library on the website, [VisionHamptonRoads.com](http://VisionHamptonRoads.com). Please contact us if other information is needed.
- C. The initial SWOT Analysis has been conducted with emphasis on Strengths and Weaknesses. Threats and Opportunities are added as identified by the sub-committees. Sources of data are also shown. Any additions or suggestions are welcome. The Strategy Committee will help with the forward-looking component of "where are we going?" which then becomes the Strategic Plan for the entire region. Example: Shaping K-12 was identified as an *opportunity* with the work of "Project Lead the Way" <http://vatpdc.com/pltw> while venture capital availability is a newly identified *threat*.
- D. SWOT indicators must be measureable, so we can establish a benchmark today and revisit annually and in five (5) years to gauge progress.

### **IV. SWOT Discussion** (see attached for initial SWOT Analysis)

Threat: BRAC Oceana as a threat is just one example of a larger problem. There are many assets threatened here, especially by Florida. Examples include JFCOM (core of our M&S industry), helicopters from Naval Station Norfolk, F35s, a carrier. Threat analysis of military and other federal assets should be broadened. The Pentagon is most worried about traffic in Hampton Roads, not terrorist threats, another example of the inter-relationship of transportation and economic vitality.

Opportunity: Alignment of K-12 education with economic development/workforce needs of the region, particularly in the Science, Technology, Engineering and Mathematics (STEM) areas is an opportunity. Post-secondary education is currently fairly well-aligned in terms of curriculum, research, continuing education, etc. through the Hampton Roads Research Partnership (HRRP), Virginia Research Technology and Advisory Commission (VRTC) and workforce development programs offered at the community colleges and apprentice schools. **Amended**

Threat: Lack of transportation funding; while perhaps a political issue, it comes up time and again in relationship with our region's economic vitality. Look at short- and long-term trend lines in terms of revenue versus the Consumer Price Index (CPI).

## CEDS Committee / Executive Committee Meeting Summary

*“Comprehensive Economic Development Strategy  
CEDS Process”  
August 21, 2009*



Opportunity: Exiting military; working now to illustrate how many retiring servicemen stay in the region and their educational level.

Opportunity: Port growth, or lack thereof, may be a threat, but the Port Sub-Committee also identified new emerging global markets as a strength plus Port expansion, Craney Island, terminal attributes. “Out of threats come opportunities.”

Threat: Not being part of the nation’s high speed rail main corridor is a threat as well as potential lack of commercial air service. Example: losing daily flights to LaGuardia. (Adding leaders of both airports to the Sub-Committee now as a result of this.)

Threat: Lack of national/international technology connections (M&S relies on this). Example: improving broadband usage. (The cross-cutting issue of “Infrastructure” to be addressed includes “Technology,” too.)

Weakness: “Hampton Roads” lacks widespread regional name recognition. Other regions with more than one major city work it like this: Savannah-Charleston, Raleigh-Durham, Dallas-Ft. Worth.

Opportunity: Continue to build on “Hampton Roads” for global name recognition. Examples: The Partnership’s collaboration with *Patchwork Nation* and our regional blog, [SmartRegion.org](http://SmartRegion.org); Washington Post’s Style Guide now uses “Hampton Roads” in deference to the former moniker “Tidewater.”

### V. Questions Being Considered by Sub-Committees by Doug Smith, Kaufman & Canoles

- A. The Strategy Committee and Sub-Committees are full of talented, engaged people; some overlap exists and this is developing into quite a synergy. We’re making progress with good, healthy and active conversations. The Sub-Committee meetings scheduled to occur over the next few weeks will help flesh out the Retreat Agenda.
- B. Background data development and sub-committees meeting in parallel has worked well. The economists and Dwight Farmer (HRPDC) have attended every meeting.
- C. Ultimately, the Strategy Committee will help prioritize the large “wish list” that will come from the CEDS work we do now at the Retreat in September.
- D. In order for the final CEDS document to be relatively consistent in form and substance, each Sub-Committee is addressing the same questions:

# CEDS Committee / Executive Committee Meeting Summary

*“Comprehensive Economic Development Strategy  
CEDS Process”  
August 21, 2009*



- a. **Major Issues**
    - i. What things are going on in the regional and global economy now that are impacting and/or driving related growth (in your KEY SECTOR) within the economy of Hampton Roads?
    - ii. How we quantify the economic indicators that justify spending resources to grow this sector
  - b. **What is the likely performance of that portion of the regional economy related to the Port of Hampton Roads over (focusing on) the next 5 years?**
    - i. What entities or business sectors are driving the growth of (in your KEY SECTOR) Hampton Roads?
    - ii. How do we enhance or at least not impede the growth (in your KEY SECTOR) related economy of Hampton Roads?
  - c. **What is Fed/State/local government doing over the next 5 years to encourage or impede the growth of the Port of Hampton Roads?**
  - d. **What are the Financial Needs or Challenges in Hampton Roads?**
  - e. **What is the Impact of cross-cutting issues which touch each of the KEY SECTORS?**
- E. Federal Sub-Committee Chair, Roy Whitney, and Port Sub-Committee Co-Chair, Russell Held, were in attendance and recognized for their work. They shared the participant's growing energy and enthusiasm with each meeting. Anthony DiFilippo of the Tourism Sub-Committee shared that interdependence is already at play with the Tourism industry in Hampton Roads; the story just needs to be told better, especially to local government.

## VI. Next Steps by Dana Dickens, HRP President & CEO

### A. **Suggestions from the Strategy Committee:**

- a. Maintain the Strategy and Sub-Committees even when the CEDS document is completed in order to keep the "Vision" top-of-mind, using these participants as catalysts and leaders for implementation of the Plan's action items.
- b. Publicize successes and develop a culture of "living the plan."
- c. Engaged community partners will be needed to accomplish as much as we need to accomplish. Keeping the committees together will move these actions forward over the next 5 years.

## **CEDS Committee / Executive Committee Meeting Summary**

*“Comprehensive Economic Development Strategy  
CEDS Process”  
August 21, 2009*



- d. Continuous, consistent reassessment will also be possible with the committees remaining in place; we can “get ahead of the curve.” CEDS should be a living document, not a “straight jacket” to limit opportunities to only those identified at this point in time.
  - e. Inter-related promotion of regional tourist destinations has all but stopped due to tunnel traffic. This is yet another example of the inter-relationship of transportation and economic vitality.
- B. Upcoming Retreat on Friday, September 18<sup>th</sup>:**

“Opportunities” will likely be the focus of break-out sessions in order to have more detailed and broad-based conversations on this issue.

**C. Final note on Transportation:**

Dwight Farmer (HRPDC/HRTPO) shared that much work is in process with the TPO’s new chairs, Mayor Will Sessoms (Virginia Beach) and Mayor Molly Ward (Hampton) to turn around the perception that Hampton Roads is not able to come to consensus and prioritize transportation projects. Some technical work is going on to help with ranking projects that have heretofore been “frozen” by the Long Range Plan. Plans are aggressively moving forward to do things differently, i.e. not “business as usual,” with public participation projects involving citizens from the ground up. Project partners will likely be the Chambers, HRCCE, HRP, WHRO and others.

### **HRP’s BOARD of DIRECTORS ANNUAL RETREAT** **(including CEDS Workshops <http://VisionHamptonRoads.com>)**

SEPTEMBER 17-18, 2009  
The Williamsburg Lodge, Williamsburg, Virginia

### **NEXT CEDS/Executive Committee Meeting**

Friday, November 20, 2009 from 8:00 am to 9:45 am  
Town Point Club, Norfolk

**CEDS Committee /  
Executive Committee Meeting Summary**

*“Comprehensive Economic Development Strategy  
CEDS Process”  
August 21, 2009*



**INITIAL SWOT ANALYSIS**

<b>Strengths</b>	<b>Data Sources/Existing Studies</b>
Health Care Access	SOR 2000, 2003 and USNews recent
Port/Harbor	
Openness to Tourism	SOR 2008, Yochum-Agarwal study for VB
Income Distribution	SOR 2002
Access to Post-Secondary Education	
Open Spaces/Parks	SOR 2008
<b>Weaknesses</b>	
Mass Transit Miles	SOR 2008
Affordable Housing	SOR 2008,2007
Brain Drain	
Crime	
<b>Opportunities</b>	
Modeling and Simulation	Angle Tech. Report
Alternative Energy	Dominion Power/Senator Wagner
Affordable Office/Commerical Space	
BRAC job inflows	
Aligning K-12 curriculum to Regional Strengths	PLTW efforts and data
<b>Threats</b>	
Flat/Slow Port Growth	
Flat DOD Spending	
BRAC of Oceana	
Traffic Congestion	
Deterioration of Infrastructure	
Lack of Capital for New Ventures	

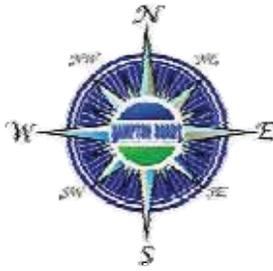
# CEDS Meeting Attendance

August 21, 2009



Babcock, J.  
Batterson, J.  
Beach, L.  
Bouchard, J.  
Boyd, B.  
Brayboy, R.  
Cofer, B.  
Crawley, G.  
Dickens, D.  
DiFilippo, A.  
Ezzell, J.  
Farmer, D.  
Filer, L.  
Frank, J.  
Frantz, T.  
Grootendorst, G.  
Harper, B.  
Held, R.  
Johnson, T.  
Mastracco, V.  
Meyers, C.  
Montero, J.  
Morris, D.  
Oliver, J.  
Pearce, R.  
Puryear, S.  
Roe, L.  
Sapp, C.  
Schmidt, M.

Seward, J.  
Shuford, R.  
Sinclair, A.  
Smith, D.  
Spore, J.  
Stearns, D.  
Thacker, J.  
Wagner, F.  
Whitney, R.  
Zeidler, J.



Hampton Roads Partnership  
**Board of Directors Retreat Summary**  
“Leading the Way Forward”



The Williamsburg Lodge  
September 17-18, 2009

*“It was worth every minute.”* – William Harrell, Chesapeake City Manager

*“...terrific retreat that raised the bar on how to put the HRP board to work for the benefit of the region!”*

– Jim Babcock, First Virginia Bank (retired)

*“I’m impressed by the level of thought going into this.”* – Terry O’Neill, Hampton Planning Director

~ ~ ~ ~ ~

Quotes like these have been received about this year’s Board Retreat, signifying renewed interest and revived energies about the Partnership’s and the region’s successes. Working together, we have accomplished much and will accomplish even more.

**Thursday, September 17, 2009**

**Welcome Reception & Dinner** - Provided by Colonial Williamsburg. CW Foundation President Colin Campbell was on hand to welcome everyone, and the Fife and Drum Corps led the way to dinner in grand colonial style.

HRP Co-Chairs David Bernd and Jack Ezzell guided us through the evening with a special welcome from The Honorable Jeanne Zeidler, Mayor of the modern City of Williamsburg, and invocation by Williamsburg City Manager, Jack Tuttle.

HRP President and CEO, Dana Dickens, welcomed everyone as well, including Admiral John C. Harvey, Jr., the new Commander at U.S. Fleet Forces Command.

The evening’s highlight was a traditional colonial meal, and the appearance of **The Honorable Patrick Henry Governor of Virginia**. Governor Henry served as the first post-colonial Governor of Virginia from 1776 to 1779 and in 1784 to 1786. He entertained with his wisdom, wit and anecdotes: *How many Virginians does it take to fix a broken wagon wheel? Well, disliking change, Virginians would sit down to talk about how good the old one was rather than change the wheel.*

Despite the presence of two modern day women in politics, Williamsburg Mayor Jeanne Zeidler and Hampton Mayor Molly Joseph Ward, Governor Henry explained that colonial women shied from politics as they had the hardest, most crucial work of all, that of homemaking and raising and educating the children.

And, proving that transportation issues have come a long way and yet not very far, Governor Henry explained that in his day, it took 17 days to travel from Boston to Hampton Roads. An astonishing feat of only 11 days of travel was experienced during the battles of Lexington and Concord, the first military engagements of the American Revolution. It took an average of 2 days to travel from Richmond to the colonial capital at Williamsburg. Commerce, even in Governor Henry’s day, knew no boundaries.

Governor Henry also shared with us that the 13 original colonies were the birthplace of the concepts of working together for strength, speaking with one voice and engaging citizen support. With his mighty passion for working together as a region and as a nation, we could almost hear him cry, “Give me Liberty (Regionalism), or Give me Death.”

## Friday, September 19, 2008

**Administrative Reports** - HRP Co-Chair David Bernd called the meeting to order. HRP President and CEO, Dana Dickens, reported on behalf of the **Board**

### **Development Task Force:**

In relationship to the question of the size of the HRP Board, the Task Force has confirmed the size as appropriate and encouraged growth up to the 150-person limit allowed by the bylaws to include broader geographical and industry representation within Hampton Roads. The Task Force also encourages more regional CEO-level engagement, especially Partnership founders, military commanding officers and Fortune 500 companies. More will be reported at the December Board meeting.

**Budget and Audit Report** - HRP Treasurer Robert Shuford explained that the final FY09 Budget shows that the Partnership has been very conservative in these trying economic times. A carryover was approved by an unqualified audit due to the economic climate and lack of significant earnings. The Executive Committee reviewed this year's proposed budget. With a motion from Mr. Shuford and second by Mr. Charlie Henderson, the budget was approved as presented to the Board.

**Annual Review** – Dana Dickens provided the President's Report after thanking HRP staff for an extraordinary amount of work provided this year on behalf of the Board:

In 1996 when the Partnership formed, it's mission was the same as it is today: to provide leadership to focus on the strategic issues that will improve Hampton Roads' competitive position in the global economy.

Over the years, HRP has made a significant impact by convening, collaborating and working with others, including Board members as partners funding the work. A few of the accomplishments include:

- **Modeling & Simulation** instruction benefitted from infrastructure funding with a similar budget package being prepared for Senator Mark Warner;
- **Regional Competitiveness Program** monies leveraged to acquire workforce development grants;
- **Opportunity, Inc.** was formed to focus on workforce training ranging from computer skills to truck drivers;
- **Square One**, the first "training the trainer" regional program focused on early childhood education, was founded; in 2008, the proportion of "school ready" South Hampton Roads kindergartners rose above Virginia's average;
- **Hampton Roads Film Office** was launched as a central point of contact for the rich sites in Hampton Roads for film opportunities; recently "*eish Safari*" traveled here from Dubai, UAE for a 30-day shoot which provided a \$2.5 Million impact to the economy; the program will be aired at least 31 times in the Middle East, providing international exposure for the region;
- **Hampton Roads Research Partnership** was formed and funded to leverage higher education and federal labs here promoting technology transfers and high tech commercialization;
- **Hampton Roads Technology Council/Hampton Roads Technology Incubator** were founded and funded, HRTC, the first and only regional tech-advocacy organization and HRTI enhancing regional entrepreneurial culture;
- **Port of Virginia**, our greatest economic engine, was impacted by funding for dredging to secure our competitive position among east coast ports;

- **Hampton Roads Transit's** formation was encouraged as the first merged transit system in America from the Tidewater and Peninsula Transits of old.

The collaborative efforts of the region have led us to positive gains in Gross Regional Product (GRP) over the past thirty-five (35) years, with an average of 3.4% growth. Few MSAs can boast this same steady growth.

Today's activities of HRP include:

- **Communication Outreach and Engagement**, using the HRP-run regional blog, <http://SmartRegion.org>, an electronic newsletter and social media, bringing understanding of the region's interdependence to our 1.6 Million citizens with Board-exclusive information forthcoming; and
- **Accountability, Value Proposition and Performance Measures**, using the HRP-run website, <http://HamptonRoadsPerforms.org>, as well as a new *Annual Impact Statement* and *Dashboard*. The *Dashboard* provided in Retreat packets represents measures of the 2007 Strategic Plan and will be adapted to the new measures identified from the strategic planning process underway (CEDS or "Vision").

A few highlights from the new **Dashboard** include:

- Improving Standard of Living (at 1.9%, Hampton Roads has the fastest growth rate among Virginia's metro areas since 2000);
- Improving total cargo tonnage moved through the Port of Virginia; and
- Improving employment, wages and economic impact of the Modeling and Simulation industry.

As for "**Leading the Way Forward**," the theme of this year's retreat, HRP with the help of partner municipalities and many, many other regional organizations, institutions, industries and individuals, will harness the collective strength and energy to move the needle farther and faster toward our goal of improving Hampton Roads' competitive position in the global economy.

The work we do today and in the future represents a *Vision* for Hampton Roads. We are in transition, a transformation. As our Co-Chair, David Bernd, and others have recommended, HRP will move from a staff-driven model to a committee or task force-driven one. With over 125 people already participating in the *Vision* process and the Economic Development Administration's (EDA) grant approval, *VisionHamptonRoads* is moving forward with great strides and focus.

### **Comprehensive Economic Development Strategy (CEDS) -**

Dwight Farmer, Hampton Roads Planning District Commission (HRPDC) Executive Director and CEDS/*Vision* Co-Chair, and Doug Smith, Kaufman & Canoles Consulting, presented a synopsis of the on-going process, including a timeline of key accomplishments, work updates and organizational structures. Highlights:

- Having a CEDS in place allows localities of Hampton Roads to be eligible for federal EDA funding. The CEDS should be regarded as a living, breathing document, a *Vision*, an economic roadmap for development in the region.
- The most compelling case for development of the *Vision* is that the region needs to be more competitive on a national and international level. We have powerful economic assets and potential. For example, we have:
  - The world's best natural harbor and the third largest Port on the east coast with the real potential to be number one;
  - World class railroads, distribution centers and highway system;

- Access to two-thirds of U.S., 200 Million people, within two-day drive;
- World class workforce with high-tech capabilities; and
- Leadership and vision with a “fire in the belly” to work together.
- The public, as well as the private sector, must be engaged in its development.
- The “process” consists of analyzing the current situation and then establishing a consensual set of goals and objectives by looking at investment priorities and probable funding sources.
- Clearly defined and meaningful performance metrics are then set in place to measure regional and locality successes.
- Human capacity is an important component. Representation on the Strategy Committee is diverse and broad-based, beyond just the business community.
- CEDS allows the region flexibility. The document is important, but the “process” used to build it and maintain it is more important. It’s about regional “buy in.” It’s about developing a process we can use in the future, too.
- The *Vision* is about hanging onto assets we have, growing them and leveraging them for other opportunities.
- Work has been divided into four (4) subcommittees: Federal, Tourism, and Port as major drivers of the Hampton Roads economy, and Opportunities (formerly known as Diversification) which is addressing other ways to grow the economy and reduce our dependence on federal spending.
- Cross-cutting issues are addressed within each of the subcommittees. These issues are: Education & Workforce, Infrastructure/Land Use/Technology, Energy & Environment and Quality of Life.
- An initial SWOT Analysis (Strength-Weakness-Opportunity-Threat) was reviewed and is included in packets (see attached).
- On September 16<sup>th</sup>, a presentation was made to HRPDC. We are by no means at a finished product yet. HRP Board members have the opportunity to influence and shape the outcome with their input.
- For a deeper dive into the process and for full transparency, the website <http://VisionHamptonRoads.com> is tracking all activity, from participants to meeting notes to related information, presentations, data, etc. including an extensive “Resource Library” providing one online location for citizens to use.
- Next steps:
  - Take recommendations and observations from today’s Break-out Sessions back to Sub-Committees for consideration and refinement;
  - Meet with the region’s Directors of Economic Development to incorporate their regionally-focused plans;
  - Complete draft CEDS document;
  - Submit draft to EDA for preliminary approval;
  - Submit draft to citizens for Public Comment Period;
  - Present final CEDS document to HRPDC and HRP;
  - Finalize CEDS document with approval by Strategy Committee;
  - Submit final CEDS document to EDA for approval; and
  - Present to each jurisdiction after final EDA approval.

## **CEDS Sub-Committee Reports**

### **Port & Maritime – Russell Held, Co-Chair**

“Hampton Roads will be the Premier East Coast Port of the Future.” With great representation from all related sectors, passionate discussion and expertise, the Port Sub-Committee has been a prime example of interdependence. We have a good thing going with this group, and we want to keep it going. Our preliminary discussions bring us to this point:

Our first objective is to maintain the Port as an economic engine, not just for Hampton Roads and Virginia, but for the nation as well. To do this, we must:

- Have adequate surface transportation to reach inland markets;
- Leverage economic development tools or create new ones;
- Develop our workforce from fork lift drivers to managers of shipping lines;
- Have ease of navigation of our waterways, including the “Virginia class” ships of the future (aka “post-Panamax” or “Suez class”)

Our second objective is to grow and enhance the Port and be the port of call of choice for all major shipping lines by maximizing our competitive advantages. Despite our regional transportation issues, we have the opportunity to become a “Hub Port,” or a “feeder port” for other East Coast Ports. We can handle more military cargo; we can support the energy industry.

Our third objective is to achieve better public awareness and appreciation of the Port. We need to create better transportation infrastructure within land use plans while being good stewards of the environment especially our waterways. A stronger message is needed to include international focus to enhance recognition of Hampton Roads.

Our fourth objective is about growing other Port-related entities, the Navy, cruise business, ship repair, etc. The Port & Maritime focus is not just about port cargo. There are many symbiotic industries and organizations. There are also emerging industries to address such as mega yacht repair and maritime construction.

Our sub-committee has lots of momentum. Our Achilles’ heel is regional transportation, and our competitors can use this against us.

### **Tourism, Arts & Culture (TAC) – Rob Cross, Chair**

On September 16<sup>th</sup>, Governor Kaine announced the annual economic impact figures for tourism in Virginia. As one of Virginia’s largest industries, tourism generated \$19.2 Billion in revenue, a 2.8% increase over 2007, and supported over 200,000 jobs.

Leaders from a wide range of regional organizations, Convention & Visitors Bureaus (CVBs), performing arts, hotel-motel associations, cruise industry, attractions, etc. have come together to work on the TAC sub-committee. Our preliminary discussions bring us to this point:

“Hampton Roads will be recognized as the premier tourism destination as well as arts and culture center between Washington and Atlanta” is our preliminary goal. The breadth and depth of TAC in Hampton Roads is our best kept secret. We have world-class venues and are headquarters to state organizations such as Virginia Arts Festival, Virginia Opera and Virginia Symphony.

We must educate the public and our community leaders as to the value of TAC and create a sustainable TAC effort with consistent funding and a more coordinated effort. We have challenges: the Travel Promotion Act of 2009 will provide funding for marketing to international travelers, but the Virginia Tourism Corporation's funding is \$25 Million behind their numbers from the mid 90s.

TAC is a quality of life issue, too. Many of our largest companies cite our TAC offerings as a primary reason for locating here. We have a lot going for us. Norfolk, Virginia Beach and Colonial Williamsburg have all achieved certification as eco-friendly travel destinations. But we also need to find out what the community will or wants to support and augment our marketing strategies. And, we need to take better advantage of what we have; example: Fort Monroe.

We need to promote a brand promise that Hampton Roads is a "gateway to a Virginia vacation." We need to develop an extended season to better utilize our capacity, especially the April-May and September-October time periods. Virginia Arts Festival was created as a regional product to help fill April-May period. Now, 13 years later, 25% of increased attendance is from out of our local market.

Getting to and getting around Hampton Roads is critical to TAC. Air travel from New York to Atlanta and Washington, DC, especially for guest artists is critical. Studies show that travelers to the oceanfront or Colonial Williamsburg, visit more than just a single destination when they come here.

We must pool our resources. Tour operators visiting here recently show us that we're not telling the story together. We're not in competition with one another; we complement each other.

### **Federal / Military – Roy Whitney, Chair**

"Hampton Roads will be the Premier Mission-Ready Region hosting various Federal Centers of Excellence." At 40% of the region's economy, the federal / military sectors are important to economic health and diversity. Hampton Roads aka "Pentagon South" for the military sector requires political will for success.

The Sub-Committee has discussed what we're doing now in the region and how we can go about creating our "vision," solving problems as a region with a regional perspective. Our preliminary discussions bring us to this point:

To retain what we have here, there are different challenges to address in stages, such as the Augustine Commission Report and its affect on NASA and Jefferson Lab upgrades that will allow JLab access to multi-Billion dollar upgrades. Right now, we don't always have a clear picture of what the next incremental step is and a regional "vision" is imperative.

To attract new investments and expand on what we have, transportation is a key issue, especially to the military. And, we need to have a strategy in place for alternative energies. There are lots of opportunities; are we going after the right one? We must have "plug and play" processes in place to determine the right next step.

We must achieve public awareness and appreciation of the value of this sector. Ancillary activities must be addressed as well as quality of life, education pipeline from pre-K to higher ed, and integration into the private sector. We do a fair job now of capturing exiting military here, but is it a focus in the entire region?

We must address having a plan to support the educational efforts and communication tie-in with key technology capabilities, inc. M&S.

### **Opportunities** – Art Collins, Chair

We've been charged with finding new, innovative ideas. There are a lot of very smart people working on this, including 6 PhDs on the sub-committee. Our preliminary discussions bring us to this point, focused on four (4) areas:

1. Technology-We must appreciate the breadth and depth of what we have here, such as EVMS, robotics, JLab, etc. DoD has provided a great “seed” that we must nurture. And, we need to appreciate how our cross-cutting issues fit together as well.
2. Energy-Sen. Frank Wagner has spear-headed this effort sharing with us the nuclear potential of Northrop Grumman AREVA, wind, and cutting edge technology like algae biodiesel. While any of these may be controversial, they all must be explored.
3. Environment- You know what they say about Virginia: “We start slowly and then taper off.” Not this group. We recognize that the region must be leading edge and not wait until others venture forward to join in.
4. Healthcare

We're unique in Virginia with a one-term Governor. It's tough work to develop continuity with on-going initiatives. But, reasonable people with good intentions, including bringing together all of our jurisdictions, can work together. The current economic climate won't last forever. We must take advantage of and be prepared.

Good jobs follow smart people; we have opportunities in our own backyards with university-generated research and private industry. We must develop an entrepreneurial support system to bring new ideas to market.

**Break-out Sessions** - Doug Smith laid the “ground rules” for these sessions by explaining the key questions addressed so far by each sub-committee. A task sheet was placed in the binders for each sub-committee as well as their preliminary draft Goal(s)/Objectives/Strategies and a synopsis of work accomplished within each to date.

### **Port & Maritime** – *Allegheny Room A*

Russell Held/Bobby Bray, Co-Chairs; Greg Grootendorst, Facilitator

**Participants:** Regina Brayboy, James Brown, Bill Cofer, Joe Dorto, Herb Haneman, Dewey Hurley, Maurice Jones, Jim Oliver, Bob Sharak, Andrew Sinclair (HRP)

Draft objectives and strategies were reviewed. If the goal is to be the premier port on the East Coast, then the first objective needs to be broadened to include the U.S. not just Hampton Roads and Virginia. We should also think broadly of the harbor to include the military. It was clarified that all uses and aspects are intended under the term “port” and allowed that it may need to be better defined. Language should be added to include the multiple aspects of the port and its economic engine.

The question was raised as to what workforce skill gaps needed to be addressed. Alliance, TX serves as a good example for workforce training with it being all encompassing and done on-site at the intermodal park. Current workforce training needs are being met, and TCC is offering good programs.

It was asked what the second strategy under the first objective meant: “Explore tax structure opportunities while maintaining sound fiscal policies that support the Port including economic development tools and Right to Work State and avoiding poor political choices.” It is mainly in reference to container fees and other localized taxes.

The suggestion was made that there may be too many things listed for one objective. There may be some issues that better fit under objective three and added that NC and SC have very favorable tax structure for companies, something that VA should pursue. It was agreed that VA has a “messy” tax structure which benefits the port but is hard on host localities which makes a vibrant public awareness campaign necessary for people to know the value. The point was made that the port is more than just a local asset, so more than just local support is needed.

It was noted that VPA is limited in what it can do as a state agency, but that HRP could play the role of advocate in Richmond and avoid appearing as a special interest. It was lamented that the public doesn’t understand how VPA, VIT, and the port industry work. VPA was praised for the success it has had with the toughest issue (labor relations with the ILA) and thought that by comparison, public awareness should be easy. Current public relations efforts underway at VIT were discussed, but the public still sees the port as a user of assets and not an economic engine. Support from political leadership is necessary, and the tax structure needs to change in order to reward the host communities.

Public relations need to be a sustained effort. VIT can’t promote itself but must go through outside organizations like VMA, etc. Other current efforts to promote the port include green initiatives and the “Keep It In Hampton Roads” campaign. VPA can do education but not lobbying.

The port is more than the 3 VIT terminals and containers: there are 52 other terminals in Hampton Roads which do more tonnage than containers. In raw tonnage, Hampton Roads is the largest port on the East Coast already. It was recommended to investigate the national “strategic ports initiative.”

#### **Recommended Changes:**

Objective 1: Maintain a diverse Port as an economic engine for the Hampton Roads region, the Commonwealth of Virginia, **and the nation.**

\*\*\*Note: there was some question of whether “diverse” was the correct word to capture the idea of multiple elements and activities in the Port and bears further deliberation.

Objective 1; Strategy 2: **Ensure government at all levels** maintains sound fiscal policies that support the Port including economic development tools, status as a Right to Work state, and avoiding poor political choices.

\*\*\*Note: Tax incentives and workforce training were listed as specific economic development tools worth mentioning. There was also some question of the value in stating “avoiding poor political choices”; this could bear further wordsmithing.

Objective 3: **Gain public support** and appreciation of the economic value of the Port to the Hampton Roads region, the Commonwealth, and the nation.

Additional Strategy: Engage public in issues of importance to the Port.

\*\*\*Note: It was suggested by at least one member that HRP lead this effort.

## **Tourism, Arts & Culture (TAC) – Allegheny Room B**

Rob Cross, Chair; Larry Filer, Facilitator

**Participants:** Jim Babcock, Mark Duncan, Angelica Light, Doug Powell, Lesa Roe, Bert Schmidt, Robert Shuford, Jack Tuttle, David Tynch Jeanne Zeidler, Missy Schmidt (HRP)

Chair Rob Cross gave a brief overview of the sub-committee's work, highlighting:

- Both for profit and nonprofit representatives sit on the sub-committee
- A recurring theme has emerged that marketing TAC should be telling our story outside the region as a region; tour operators that visit are surprised at what we have here and we need to do a better job
- Also, telling the story better inside the region is needed to garner support as TAC comes under attack during budget cuts as "incidental" or "luxury" rather than the economic engine it really is
- An honest analysis if the region's venues here is being done, and we must focus on not "cannibalizing" each other; also we must have supports in place once a venue is built to insure sustainment
- TAC is an economic engine in two (2) ways:
  - Creating jobs and direct economic impact
  - Creating Quality of Life as indirect impact for business to be drawn here

### **Discussion:**

- Goal is confusing as worded as it sounds like we're marketing ourselves to one small geographic area only while tourists from the Northeast are very important, too; after much discussion, this was offered: "Hampton Roads will be one of America's premier tourism, arts and cultural destinations."
- Marketing/branding ourselves as the Hampton Roads region:
  - The strength of Virginia Beach is everything else they have behind them, i.e. the rest of the region
  - Don't undermine existing well known brands, though, like Virginia Beach and Colonial Williamsburg, but associate Hampton Roads with them in some way, in ads, etc.
  - Use "Hampton Roads" rather than "Southeast Virginia" which dilutes the name adopted by the region
  - Integrate the various tourism marketing efforts in the region; don't get hung up on the name
  - Objective # 3-"Promote a Brand Promise as the gateway to a Virginia vacation" should have priority and be moved to #1
  - Joint branding does occur, such as the "Historic Triangle" i.e. Williamsburg, Yorktown and Jamestown
  - Other efforts are disjointed
  - Why add "Hampton Roads" to individual marketing unless it means something
  - At issue is who are we trying to sell to? Primary markets are in the Northeast. A survey done there 15 years ago found that 48% knew the name Hampton Roads and could name specific cities, too; due for another survey
  - Universities co-brand with localities and with Hampton Roads in their marketing
  - Perception is that tourism industry is "holding out" on regionalism

- Style Guides for local media use “Hampton Roads” now
- AAA Tour Books include a “Hampton Roads” section
- The tourism alliance, consisting of the region’s CVBs, should be recognized and encouraged to continue/expand collaboration as a vehicle for sustaining regional actions and activities
- Support and community awareness is important, too
  - Tourism is an “export” industry
  - Objective #1 is a priority, creating coordinated, sustainable funding
  - Continuing education, especially in customer service training, i.e. anticipating needs of visitors and provide a quality experience
  - Without a good product, good promotion is a waste
  - “Gateway to a Virginia vacation” promotes the wealth and breadth of the experience here; multiple destinations are important to visitors
  - The tourism alliance brings professionals together; they should lobby together as well, esp. with state legislature, and speak with one regional voice
  - Self-help strategies must be implemented, too, and don’t rely on the state for help; Williamsburg, Norfolk and Virginia Beach have dedicated funding sources that goes into their respective marketing funds, but what about other communities?
- What are we missing?
  - Does “culture” include sports as well?
  - Are we providing everything that our citizens want?
  - What about cross-over opportunities for other industries? Science focus? M&S focus? Virtual experiences?
- Transportation and lack of mobility are serious threats
  - Lack of air service
  - Bottle necks in ground transportation
- Metrics for TAC
  - Include surveys of visitors to venues, attractions on customer satisfaction
- Attracting investment in Objective #2
  - A process must be developed for asking the region what they want/need
  - If voices aren’t being heard, how do we capture them?
  - We need actionable strategies in place

### **Federal / Military** – *Allegheny Room C*

Roy Whitney, Chair; Deborah Dowd, Facilitator

**Participants:** Frank Bowers, Doug Dwoyer, Carolyn Meyers, Mac McReynolds, Albert “Bull” Mitchum, James “Pete” Peterson, Owen Pickett, Leonard Sledge, Randy Wheeler, Donna Morris (HRP)

Chair Roy Whitney briefed the group on the sub-committee’s approach to developing the goals and strategies to be considered today. He referenced the general questions that were adapted for each sub-committee as well as other specific questions that were also useful in developing the draft goals and strategies. Some of the other questions the sub-committee considered include:

- What are emerging opportunities within the federal sector? Do we have a regional strategy to address the emerging opportunities?

- Are we training our politicians – giving them a channel of communications, educational support, and/or government support?
- How do we take advantage of our proximity to Washington DC?
- How do we measure how we are doing?

Draft goal and strategies were consider as to whether we are on the right track, have the right balance and if there are gaps or issues we have missed.

**Make International connections:** “Look from the region out,” a perspective we may not have considered. Start by asking the question: “What can Hampton Roads do on a larger scale, starting with the assets that are here?” Examples:

- NATO Research Facility is located in Norfolk;
- Having a fiber optic port or “cyber port” allows us the opportunity to connect to Singapore, Rotterdam, or Dubai;
- Use our relationship with large companies that have a regional presence (and a major investment ) like InBev to help promote our region internationally.

**Quality of Life:** Hampton Roads is a wonderful place to live, with an excellent quality of life. U.S. demographics are changing and we must not forget the social impacts and be prepared to manage them. Take advantage of the fact Hampton Roads is a great place to retire – we can be a retirement destination!

**Research Capabilities:** Hampton Roads does not have a R1 level university (R1 was a classification used by Carnegie Foundation for Advancement of Teaching to rate research universities), but the Hampton Roads Research Partnership brings area institutions together to promote their collective research capability.

**Strengthening Military and Federal Presence:** How much focus is placed on preserving and growing the region’s federal labs and military assets? Localities (particularly those localities with military facilities within their boundaries) typically have someone on staff assigned to watchdog federal DoD transformation efforts (i.e. BRAC).

The Hampton Roads Military and Federal Facilities Alliance (HRMFFA) was put into place by the region’s Mayors and Chairs in 2006 to address issues relative to preserving and enhancing federal assets in the region. HRMFFA receives a good deal of its funding from the localities in the region. They contract with Aikin Gump to advocate on behalf of the region on Capitol Hill. Funding seems to be the biggest problem. Even the state’s commitment was not at a level as it should be. The state (VNDIA) program was not considered particularly effective.

It was recommended that the scope of work done to preserve and enhance our federal assets be upgraded. There is a culture within the military that needs individuals who understand that culture, those having served at a high rank (i.e., 4-Star)

**Wireless Region/Education:** Regarding the region’s fiber connectivity, a goal or strategy should be to provide wireless access to every household in the region. It was mentioned that 15 states offer students access to virtual high school. A key challenge is determining who pays for it. The Virginia Beach Public Schools has a virtual learning program called e-Learning (<http://www.vbschools.com/distance/profile.asp>).

**Support for non-military federal assets:** The NASA Aeronautics Support Team (NAST) is a not-for-profit coalition of citizens and aeronautics researchers dedicated to the advancement of aeronautics research at the National Aeronautics and Space

Administration (NASA) and other agencies. The NAST coalition is funded by community and private contributions. They determined fairly quickly that our local legislative delegation knows very little about NASA. Bottom line – state and federal legislators need to become knowledgeable and actively engaged in supporting non-military federal assets like NASA Langley Research Center and Jefferson Lab. We no longer have representatives on key Congressional committees to help us with the issues impacting these facilities.

**Revolutionary – not evolutionary approach needed:** Our overall goal to be world class is good, but the strategies offered were incomplete, more incremental. We must be bold and that will require a change in the business model. The region’s current condition was described in football terms as “each player is running his favorite play.” We have the players, not the playbook. We must integrate the things we do.

Are we trying to convince ourselves we are world class? We need a revolutionary (not evolutionary) approach. Our strategies must support the “world class” vision including the required financial and political commitment. Resource is a way to get us there. We are on the edge, but waiting to jump.

**Other key points made by participants:**

- Another goal to consider is requiring graduates to be bi-lingual.
- We must also work to stay ahead of the trends or at least be able to anticipate them.
- If we are setting benchmarks to measure our progress, what is the benchmark for world class?

**Flip chart notes:**

1. Look at Hampton Roads in an international context
  - a. If we are a leader, then we need to communicate/associate with other leaders
  - b. Must keep our fingers on the pulse with what leaders are doing (Example: InBev)
2. Psycho-social aspects must be considered (quality of life)
3. Research universities are key
4. “Wireless region” – every household accessible
5. Strengthen HRMFFA with 4-star level leadership to gain competitive edge
6. Recognize emerging trends that affect our existing federal facilities
7. Take advantage of the fact Hampton Roads is a great place to retire – we can be a retirement destination!
8. Telecommuting/telework can help transportation
9. Virtual high schools are worth pursuing
10. Graduates need to be bilingual
11. Build Congressional awareness/engagement of value of non-military federal assets
12. Need revolutionary, not evolutionary approach! Resource—execute!

**Opportunities** – *Colony Room C*

Art Collins, Chair; Doug Smith, Facilitator

**Participants:** Dan Aston, Jim Batterson, Lee Beach, David Bernd, Bill Butler, Jack Ezzell, Dwight Farmer, Richard Glasser, William Harrell, Mike Kerner, Terry O’Neill, Rick Pearce, Robin Ray, Doug Russell, Digby Solomon, Ken Stepka, Alan Witt, Joyce Thacker (HRP)

**Reaction to Goal:** Hampton Roads recognized internationally as host region for Centers of Excellence fueled by its culture of innovation and economic diversity.

- Needs wordsmithing

- Regarding “internationally” - We are not even recognized locally or nationally; Virginia doesn’t recognize and value HR. There are 3 regions recognized in the state as drivers – Northern VA, Richmond and Hampton Roads – others see HR as a “Backwater.”

**Change economic diversity to economic opportunities:** just like the sub-committee; not only diversify but we need to strengthen things we’re already doing.

**Branding:** We need to stay focused on the branding effort to achieve the recognition deserved. True, citizens and others don’t recognize the value in HR, but we need to jump past that and if what we are doing is world class, the branding and recognition will follow. Examples – Medical simulation training, M&S in general. Medical residency training using simulation could be elevated to make us a destination for that type of training – world class. Connect the dots we have in place. There is a lot going on. There has been a lot of talk about branding in all the committees.

If we don’t have “world class” housing, we can’t attract “world class” companies and workforce. *Brand* could include that we have the best quality housing. Our graduates are going to NC and DC – lifestyle is an issue. We have eliminated our manufacturing base in this country, but we do make quality housing – 50% of the GNP is related to the housing industry.

**Why not expand the America’s First Region campaign** to Hampton Roads is First In – housing, culture, etc. “HR – First and Finest Door to America” i.e. build on Port’s *Gateway to the World* theme. Our problem is no one knows Hampton Roads. It’s harder to brand HR. We’re sprawled over a large area and it’s hard to understand Hampton Roads for new people. Pick 3 or 4 things to brand.

**However, if we are successful with our centers of excellence, the branding will follow.** We need to understand, branding won’t happen quickly. It will take years. I don’t cringe about branding the region as a whole but if we don’t have a ground swell of interest from the citizens, it’s very difficult for the politicians. Our city is only as good as the region we’re in.

**Economic diversification:** How do we bring in the concept of growing what we have? Encouraging entrepreneurship – working with existing businesses, helping them grow.

**Objectives:**

1. **Region of Excellence for clusters of cutting edge technology based on business innovation and education;**
2. **Region of Excellence for developing and implementing energy solutions;**
3. **Region of Excellence for environmental distinction;**
4. **Region of Excellence for healthcare.**

We all know there are divisions between the cities and counties in HR. We need something everyone can champion that’s not divisive (example: transportation) like a professional sports team. Look at what’s happened with ODU football. We need something that will bind the region together. How do we get people to be citizens of “Hampton Roads”?

The political set-up in Virginia makes it very difficult for localities to work together. If the citizens don’t buy-in first, political divisions will remain.

Remember the failed Metropolitan Area Projects Strategies (MAPS)?

What I'm hearing is that we need a "sense of place."

It's important to put together a real regional plan. I see this effort as better than most things that have happened before. This could be a real regional plan. Perhaps we can get the citizens to appreciate what this could do for them and for their grandchildren and can get pressure on the legislators to give us the authority to do something. The localities must work together.

The only entity that can raise taxes is the General Assembly. Branding is something we can do together. It doesn't have the opposition that other issues have.

**What's missing in these big categories:**

- EDUCATION
  - Change to K-20, not K-12 – better yet make it Pre-K-20. We must transform our education model for our classrooms. This needs to become the 5<sup>th</sup> point not simply education under #1. There was general agreement that Pre-K-20 needs to be separate point. There is a huge push to change to simulation based classroom teaching.
  - We have an opportunity to be out in front on simulation-based teaching. Teach the teachers. That's the problem. There aren't teachers training in the "new way."
  - Can we define ourselves as a world-class region with our current K-12 education?
  - Can we transform our education system and become known for the way education is delivered in HR. We have things in place – distance learning at ODU, WHRO. Let's leverage what we already have.
- MEDICAL
  - We must diversify. With EVMS and M&S, we can become known as a destination for medical training and education; why not healthcare, too? EVMS is the best kept secret in the State. Could we make healthcare an opportunity? We need to discuss this in-depth.
  - Should a sub-group under Opportunities for healthcare be formed? Mike Kerner of Bon Secours could chair.
  - With all the other things going on in the region, why healthcare specifically? It's a leading employer in the region. We have building blocks in place – EVMS, M&S, ODU, HRRP clusters.
  - How about calling it healthcare/life sciences? It's a portal for synergy. Robotics can be included as well. It's a quality of life issue, too.
  - There is a difference between this being a quality of life issue and a diversification issue.
  - As has been said, HR can be a destination for medical training and education and as a result, destination for healthcare in the Duke or Johns Hopkins model – diversification.

## **Reports to Group from Break-out Sessions** - Cathy Lewis, Moderator

### **Port & Maritime** – Bill Cofer, Reporter

- “Port” needs a better definition; there are 52 terminals; do we know what the “Port” really is?
- Port of Virginia has grown from #30 to #3 in container traffic; we are #1 in tonnage on the East Coast; we need a better handle on the true scope of the Port
- We need public and legislature awareness to maintain our competitive advantages, i.e. “right-to-work,” no user fees, no taxes on business licenses, etc.; It’s important to maintain sound fiscal policy
- The world is coming to Hampton Roads because of the Port; let’s take advantage of more than just “drive” tourists
- Other Southern states have economic development incentives for Port users, but Virginia doesn’t
- Rather than “achieve public awareness,” we want to “gain public support”

### **Tourism, Arts & Culture (TAC)** – Larry “Chip” Filer, Reporter

- The goal needs wordsmithing to remove the perceived geographical barrier from the verbiage currently used; consider “Hampton Roads will be recognized as one of America’s premier tourism, arts and culture destinations.”
- It was agreed that the four objectives of (1) Maintain/Sustain, (2) Grow, (3) Branding /Awareness and (4) Transportation were appropriate for this sector
- Branding is important as a “Hampton Roads” footprint is desirable, but don’t undercut the well known brands like “Colonial Williamsburg” and “Virginia Beach”
- While we recognize the existing collaboration as a strength, it needs to be addressed to a greater extent with opportunities to cooperate and collaborate among localities and attractions, venues
- We recognize the existing rail on the Peninsula but it needs to be augmented to improve reliability and frequency
- Private sector transportation has been ignored (example: cabs, rental cars, shuttles)
- Think about aligning attractions with industry partnerships, for example using high tech capabilities like M&S
- Workforce development is good but adding continuing education, especially in customer service, is needed; creating brand ambassadors for the region
- Need a regular proactive process whereby regional visitors are surveyed for satisfaction levels and “what’s missing”
- Consider a global strategy, leveraging existing international companies (example: INBEV, Maersk, other Port-related companies) with built-in potential marketing access; develop Public Relations Partnerships
- TAC entities need self-help strategies for funding issues
- Under Objective 3 on the “Brand Promise,” a strategy should be added: develop integrated tourism marketing for the region as a whole and/ or as natural sub-groups, for example, by geography or themes
- Under Objective 4, address existing public transit enhancement needs -HRT, WAT

### **Federal / Military** – Al Mitchum, Reporter

- Our first challenge is that if we want to be considered “world class,” we need to start acting “world class; the localities need to agree to act as a region and look outward

to learn from others how to function at the level to which we aspire. Examples: Port of Dubai, NATO

- Address the psycho-social needs, quality of life; try to keep exiting military here or have them return here when they retire
- We must have wireless in every household; use existing telecommunications to our advantage; we have a natural e-Port here; who else competes against us in this realm (example: Omaha, NE)
- Emerging trends: world class athletes without a common play book can't advance the team; we must build on existing relationships to develop our common, regional "play book"
- Expand our focus from evolutionary to revolutionary
- Weakness in education was discussed especially access to electronic media, virtual high schools, etc.
- Our biggest competitor hired a prior Navy 4-Star to advance their regional priorities

### **Opportunities** – Doug Smith, Reporter

- Concern was expressed over the goal saying we would be "recognized internationally" when we're not recognized "nationally"
- Growing our own workforce should be a separate Objective rather than a strategy; expand educational reach to Pre-K to 20 and emphasize the value of STEM; address how learning is delivered
- Objective 4 should be expanded to "healthcare and life sciences" and a strategy should be added to attract R&D here because we provide a component of healthcare not available elsewhere; consider giving Healthcare it's own sub-committee because it's that important
- Branding efforts; how are we telling our story? Are we a "backwater"? do we generate world-class outcomes first and then the "branding" will follow?
- Consider building on the America's First Region brand; develop/market ourselves as First in Housing, First in Innovation, First in Energy, First in Learning
- Hampton Roads is a "Gateway"
- The sub-committee has developed the right general objectives
- Energy is very important; policy level decision-making is required
- Environment objective needs more work
- We have issues with our "sense of place" (for example, do we have world class housing that the captains of industry would live in?)
- The MAPS project failed in the past due to the Dillon Rule; the General Assembly won't let us do what is needed

## **Follow-up Discussion** - Cathy Lewis, Moderator

Three themes appear to be emerging from across all sub-committees:

1. **Transportation**
2. **Workforce development and education**, i.e. transforming education for the development of a world class workforce
3. **Public awareness**

**Healthcare:** Also appears to be a critical issue for promotion, from transforming our lifestyles to insure a healthy workforce to developing a less expensive workforce due to their health lifestyles and in terms of delivery and management of healthcare. How do we promote this?

**Scope:** The goals discussed today are not small goals. They are audacious. Are they realistic? You can't do everything at once. What is most important to start first? This group of leaders is the only group that can put forth the Centers of Excellence concepts and lead the transformation of education piece.

**Education:** With education transformation, everything else falls into place. It is a paramount priority. The potential for significant impact is great and requires an outside group for help. What do we need in our next generation? How do we get there? The high school experience hasn't changed much in the last 50 years. Is the Partnership the group that takes this on? Or wants to take it on? What are our fundamental principles? Increase the graduation rate, since far too many drop-out of high school and college, which is a tremendous waste of resources? Can we affect this in the short term?

Improving graduation rates is not enough; we need fundamental change and it must be supported with adequate funding. Our current education materials are still based on our knowledge of science in the 60s. New discoveries are not even included in the curriculum. We can't continue to create an underclass that will be a drain on society. We have programs in place for the kids at the very top and very bottom; what about the majority who are in the middle and falling behind? We do a disservice to our kids if we only focus on small, achievable metrics.

**Regionalism:** What about the people, places and products we know nothing about? There appears to be a general lack of awareness of what's going on in the region.

**Branding:** This effort is key in a down economy; smart money is placed on those who increase their marketing efforts and build their market share while others retreat. We haven't done a good job of telling the Hampton Roads story inside the region. Branding will create future opportunities, but it is a costly endeavor. The cities may financial incentives to use "Hampton Roads" and soften their geographical boundaries. We all know there are spill-over effects; it may just be a case of education needed. Branding cuts across all of the goals and sub-committees; we need a groundswell from citizens.

## **Lunch Discussion with Wrap-Up / Next Steps** - Cathy Lewis, Moderator

**HRP's Committee Focus:** This new structure is “absolutely the way to go.”

***Vision Hampton Roads Strategy Committee:*** Should be kept in place and responsible for implementing the strategies as part of the final plan. Don't dissolve them. Research best practices from around the country to truly make this *Vision* we come up with a dynamic, living, breathing plan. Build in accountability to demonstrate progress.

We have good players in the region, but we haven't had a regional game plan for leadership to use. *Vision Hampton Roads* is the game plan we've needed. We need to avoid silos, though. HRP is needed to integrate the plan and provide the “glue” and communication that the cities and other organizations need to make this work.

Progress must be well-measured and track back to elected leaders. Do we need a steering group to keep the progress moving forward with the main industries identified?

**Building a Creative Class:** Pick an industry and decide that we're “it.” Convince youth that “it” is where the jobs and the money are. They'll tell other people. To grow here we need to attract new people here, disproportionately. Focusing on what people are looking for is how to create wealth. In New York, it's Wall Street. In Los Angeles, it's Hollywood. What is our “it”?

**Transformation of Education:** This is so important that a separate sub-committee should stand up. There is a virtual high school under creation by WHRO, owned by the region's school systems.

## **Meeting Adjourned**

# CEDS Meeting Attendance

September 17-18, 2009



Babcock, J.  
Aston, D.  
Beach, L.  
Bento, J.  
Bernd, D.  
Bowers, F.  
Boyce, D.  
Bray, B.  
Brayboy, R.  
Brown, J.  
Butler, B.  
Campbell, C.  
Chandler, K.  
Clark, S.  
Cofer, B.  
Coleman, R.  
Collins, A.  
Councill, J.  
Cross, R.  
Dickens, D.  
Dorto, J.  
Duncan, M.  
Dwoyer, D.  
Ezzell, J.  
Farmer, D.  
Filer, L.  
Frantz, T.  
Frizzell, J.  
Gidley, J.  
Glasser, R.  
Goggins, B.  
Gresham, B.  
Haneman, H.  
Harrell, B.  
Harvey, ADM  
Held, R.  
Henderson, C.  
Hobbs, B.  
Hurley, D.

Johnson, T.  
Jones, M.  
Kennedy, J.  
Kerner, M.  
Lewis, C.  
Light, A.  
Liverman, M.  
McReynolds, M.  
Meyers, C.  
Mitchum, A.  
Montgomery, H.  
Morris, D.  
Oliver, J.  
Patterson, S.  
Pearce, R.  
Peterson, P.  
Pickett, O.  
Powell, D.  
Ray, R.  
Roe, L.  
Russell, D.  
Schmidt, B.  
Schmidt, M.  
Sharak, B.  
Shuford, R.  
Sinclair, A.  
Sledge, L.  
Solomon, D.  
Spore, J.  
Stepka, K.  
Thacker, J.  
Tuttle, J.  
Tynch, D.  
Ward, M.  
Wheeler, R.  
Witt, A.  
Zaremba, W.  
Zeidler, J.

# CEDS Committee / Executive Committee Meeting Summary

*“Comprehensive Economic Development Strategy  
CEDS Process, Vision Hampton Roads”*  
November 20, 2009



## **I. WELCOME & CALL TO ORDER by HRP Chair David Bernd**

## **II. The CEDS Advantage by Dana Dickens, HRP President & CEO**

- A. The importance of having a regional economic strategy for Hampton Roads was emphasized. The final planning document will feature data on how the economy works, identify areas of competitive advantage, and detail actions that can be taken to improve the region's performance and economic outcomes.
- B. The CEDS or *Vision Hampton Roads* document will provide the region with a roadmap and the opportunity for organizations and localities in the region to align toward achieving common goals. It will engage the region's leaders and general public in an active, on-going planning process, and result in the designation of Hampton Roads as an Economic Development District (EDD) by the Economic Development Administration (EDA), making localities and organizations in the region eligible for federal grants.
- C. On November 17 & 18, Mr. Dickens met with the Regional Director (Willie Taylor) of EDA's Philadelphia office as well as the Economic Development Specialist assigned to Virginia (Bob Gittler). EDA officials received an overview on the status of the CEDS, a presentation on the work of the Hampton Roads Military and Federal Facilities Alliance (HRMFFA) and the Ft. Monroe Federal Area Development Authority (FADA) and also toured the Ft. Monroe site. The next day included a meeting at the Paul D. Camp Workforce Development Center in Franklin with officials from all levels of government to discuss economic assistance available as a result of the announcement to close International Paper.
- D. The economic impact of the closure of a major industry in the small community of Franklin is when the real value of using the economic strength of the region, pulling together during tough times, is best demonstrated, especially evidenced by the community and organization leaders that gathered in Franklin.
- E. The story of the 1993 Defense Base Realignment and Closure (BRAC) in Charleston, SC was shared. The closure of the 200 year old shipyard and naval station accounted for approximately one quarter of their region's economy (\$1 Billion at the time). Surrounding communities, once poaching businesses from one another, were now coming together to rebuild the devastated region. Having *Vision Hampton Roads* (our regional CEDS) in place and the EDD designation will qualify communities like Isle of Wight, Franklin and Southampton County for federal assistance critical for economic recovery.
- F. This planning exercise has been transformational for our region. Over 130 volunteers have been involved, many of them active in one of four sub-committees to develop goals and objectives that will be presented for Strategy Committee review. Doug Smith, CEDS Contractor, has facilitated over 20 sub-

# CEDS Committee / Executive Committee Meeting Summary

*“Comprehensive Economic Development Strategy  
CEDS Process, Vision Hampton Roads”*  
November 20, 2009



committee meetings since May. He has spoken to local government and community leaders about the planning process and used his experience as a local elected official and former economic development director with expertise in the development of a CEDS to assist and advise us through the process.

### III. Progress Report, by Doug Smith (Kaufman & Canoles Consulting)

#### A. Overview

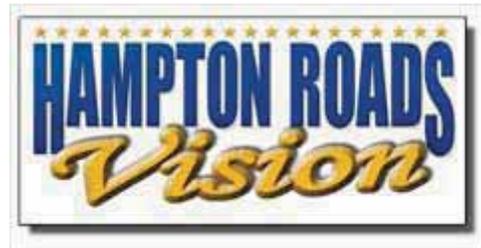
- a. Recommended changes proposed by the Strategy Committee at the last meeting were very important as the sub-committees began their work.
- b. Following three to four meetings of the four sub-committees (Port, Tourism, Federal & Opportunities) a set of preliminary goals and strategies were developed and presented at the Partnership's annual board retreat in Williamsburg in mid-September.
- c. Goals and strategies were discussed in detail during breakout sessions at the retreat. Feedback and recommendations from Partnership board members and other retreat participants were shared with sub-committees and considered in developing the final draft reports.
- d. While resulting goals were thoughtful and powerful, the question was how do we take great, relevant information and translate it in a way to motivate and inspire individuals, communities and organizations to act?
- e. Writings of the Brookings Institute by two Fellows within their Metropolitan Policy Program (Bruce Katz & Robert Puentes) helped us frame our goal, objectives, strategies and action steps in a way that focused upon the economic and environmental forces that drive regional prosperity. This evolution in our development of the goal and objectives will be shared for a reaction from the Strategy Committee.
- f. We will propose how to organize for plan implementation and the schedule going forward.

#### B. “Vision” Document Outline

- a. Outline presented is standardized to satisfy EDA's CEDS requirements.
- b. *Capabilities* will cover why the Hampton Roads Partnership is suited to lead this planning process to build upon earlier planning done in the region (i.e., Plan 2007, 2004 Call to Action).
- c. *Background* will serve as the economic picture of the region, work in the hands of Chip Filer (ODU) and Greg Grootendorst (HRPDC). We have been inspired by the words of ODU President-Emeritus Dr. Jim Koch in

## CEDS Committee / Executive Committee Meeting Summary

*“Comprehensive Economic Development Strategy  
CEDS Process, Vision Hampton Roads”*  
November 20, 2009



his recent State of the Region report that “our strengths are also our vulnerabilities,” referring to our heavy reliance in federal spending.

- d. *Strengths, Weaknesses, Opportunities and Threats (SWOT)* will be a critical section that leads to how we define regional expectations.
  - e. *Goal, objectives, strategies and actions* will be discussed shortly.
  - f. *Strategic projects* will include specific plans and initiatives presented by the local economic development directors, projects that may in some cases be eligible for EDA grant funds.
  - g. *Plan of action* will include address implementation.
  - h. *Performance measures* will be tracked through the use of Hampton Roads Performs (currently includes seven categories and 36 indicators).
  - i. *Public Participation* – HRP Communication Manager, Missy Schmidt, is framing the plan to increase public awareness and solicit their participation, using available resources with limited funding.
  - j. *Appendices* will include references to specific plans, data used and gaps that need may to be filled.
- C. Blueprint for American Prosperity–Brookings Institution (2007-08)**
- a. Robert Puentes, an ODU Alumnus, has written pieces for Brookings Institute that focus on the four key assets that drive regional prosperity: innovation, human capital, infrastructure and quality places. These forces come together in our *Vision Hampton Roads* plan.
  - b. Reference was made to the change in economic development priorities from quality location to quality labor.
  - c. At the Partnership retreat, City of Hampton Planning Director, Terry O’Neill, stressed the importance of putting emphasis on “sense of place” in line with quality places. This was also reinforced by Richard Florida in his book *The Rise of the Creative Class* and the transformation in work, leisure, community and everyday life.
  - d. Chip Filer indicated the new Yoshikawa Economic Lecture Series has been established at Old Dominion University. Robert Puentes has been invited to be a lecturer. <http://www.brookings.edu/experts/puentesr.aspx>
- D. “Vision” Goal** – The goal captures the four key assets and the sub-committee strategies fall easily under this over-arching goal for the region:
- “Hampton Roads will be recognized as a regional for Centers of Excellence fueled by Innovation, Intellectual and Human Capital, Infrastructure and a Sense of Place.”

## CEDS Committee / Executive Committee Meeting Summary

*“Comprehensive Economic Development Strategy  
CEDS Process, Vision Hampton Roads”*  
November 20, 2009



- E. **Objectives, Strategies and Actions** – Doug Smith briefly went through each sub-committee’s strategies. Some of his observations:
- Awareness was an issue that cut across each of the sub-committees;
  - The Tourism Sub-Committee was the most passionate about transportation; and
  - The Opportunities Sub-Committee (formerly Diversification) was fueled by a culture of innovation.
- F. **“Vision” Implementation** – Some of the major questions considered in plan implementation are:
- Will we have the resources?
  - What will be the role of HRP going forward? Convener?
  - HRP and HRPDC will remain the lead organizations (**see attached org chart**), reporting to a Vision Hampton Roads Task Force, with sub-task forces continuing to follow components of plan implementation.
  - Lead organizations will be responsible for objectives and strategies, funding, plans of action, evaluation of performance measures, annual reporting and communications.
- G. **Timeline**
- The draft report will be prepared by mid-December and posted for a 30-day public comment period. A final report is projected to be submitted to EDA by early February 2010.
  - Despite an ambitious schedule, Sub-committees have met regularly with great attendance and participation from key leaders in the region.

#### IV. **Discussion – Reaction – Questions?**

- Art Collins (Opportunities Sub-Committee Chair) recognized Partnership staff and Doug Smith for their efforts and suggested celebrating successes, sharing with the community as things in the plan are accomplished, getting public participation into gear with interest and progress made.
- Dana Dickens talked about plans for an annual Regional Day on April 26, a half-day event in partnership with the chambers of commerce, featuring a nationally recognized speaker and connected to local “state of the city” events and ODU’s State of the Region report. *Vision Hampton Roads* would be a highlight at this event, reporting progress to the community.
- Jim Batterson (member of the Opportunities Sub-Committee) stressed the importance of K-12 school division leadership involvement and felt the plan lacks

## CEDS Committee / Executive Committee Meeting Summary

*“Comprehensive Economic Development Strategy  
CEDS Process, Vision Hampton Roads”*  
November 20, 2009



that component. K-12 responds to state objectives, so our children come out of school with little awareness of their region. It is imperative that school board chairs get K-12 school superintendents involved. The April 26 event could be an opportunity to expose schools leaders to the region's vision and plan.

- D. Deborah DiCroce complemented the strong work done. She intends to use it in the upcoming 15-month strategic planning process at Tidewater Community College. She sees *Vision Hampton Roads* as a “critical component of their planning – it must be incorporated in all we do.”
- E. A challenge will be how to make everyone aware of *Vision Hampton Roads* and encourage its use as the foundation of their planning.
- F. Measuring performance will help develop traction – progress should be reported on a regular basis, again a component of planning for Regional Day.
- G. Doug Dwoyer (Federal Sub-Committee) commented that the Brookings Institute material is compelling and organized in a different way.
- H. Mayor Jeanne Zeidler reported that the American Planning Association ranked three places in Hampton Roads in their 2009 Top Ten list – Duke of Gloucester Street, Williamsburg (Great Streets category); Hilton Village, Newport News (Great Neighborhoods category); and Virginia Beach Boardwalk (Great Public Spaces category) – these distinctions need to be promoted.
- I. Deborah Stearns (Port Sub-Committee) suggested the need for “buy-in” from the Hampton Roads legislative delegation. This will be part of a Hampton Roads Caucus meeting planned prior to the upcoming General Assembly session.
- J. Exposure in both newspapers could help drive readers to the website to review the plan and offer comments. Digby Solomon said that “process” would be of no interest to readers – articles must address how the plan will affect them – the reader. Dana indicated Missy Schmidt would be in touch with both Digby Solomon and Maurice Jones regarding print media opportunities.
- K. WHRO's “What Matters” with Cathy Lewis on December 18 will feature *Vision Hampton Roads* and its public participation component with Dana Dickens, Doug Smith and Dwight Farmer.
- L. It was suggested that TV affiliates, local government channels and Cox Channel 11 be briefed on the project as good communication vehicles to spread the word.

## CEDS Committee / Executive Committee Meeting Summary

*“Comprehensive Economic Development Strategy  
CEDS Process, Vision Hampton Roads”*  
November 20, 2009



### V. Other Business

- A. Co-Chair Bernd recognized founding member Harry Lester (President, EVMS) as this year's recipient of the Darden Award Regional Leadership from the CIVIC Leadership Institute on Thursday evening.
- B. Dana Dickens reported the Partnership would be a signer on a transportation resolution developed by the Hampton Roads Chamber of Commerce (distributed to the group). He also reported the Transportation Advocates will be holding a meeting December 3rd to discuss acceptable funding options in preparation for the upcoming General Assembly session.

#### **Attachment:**

*Vision Hampton Roads* presentation and draft Goal/Objectives/Strategies/Actions

### **HRP's BOARD of DIRECTORS Meeting**

December 11, 2009  
8:00 am to 10:00 am  
Virginia Modeling, Simulation & Analysis Center (VMASC)  
1030 University Blvd, Suffolk, VA

### **NEXT CEDS/Executive Committee Meeting**

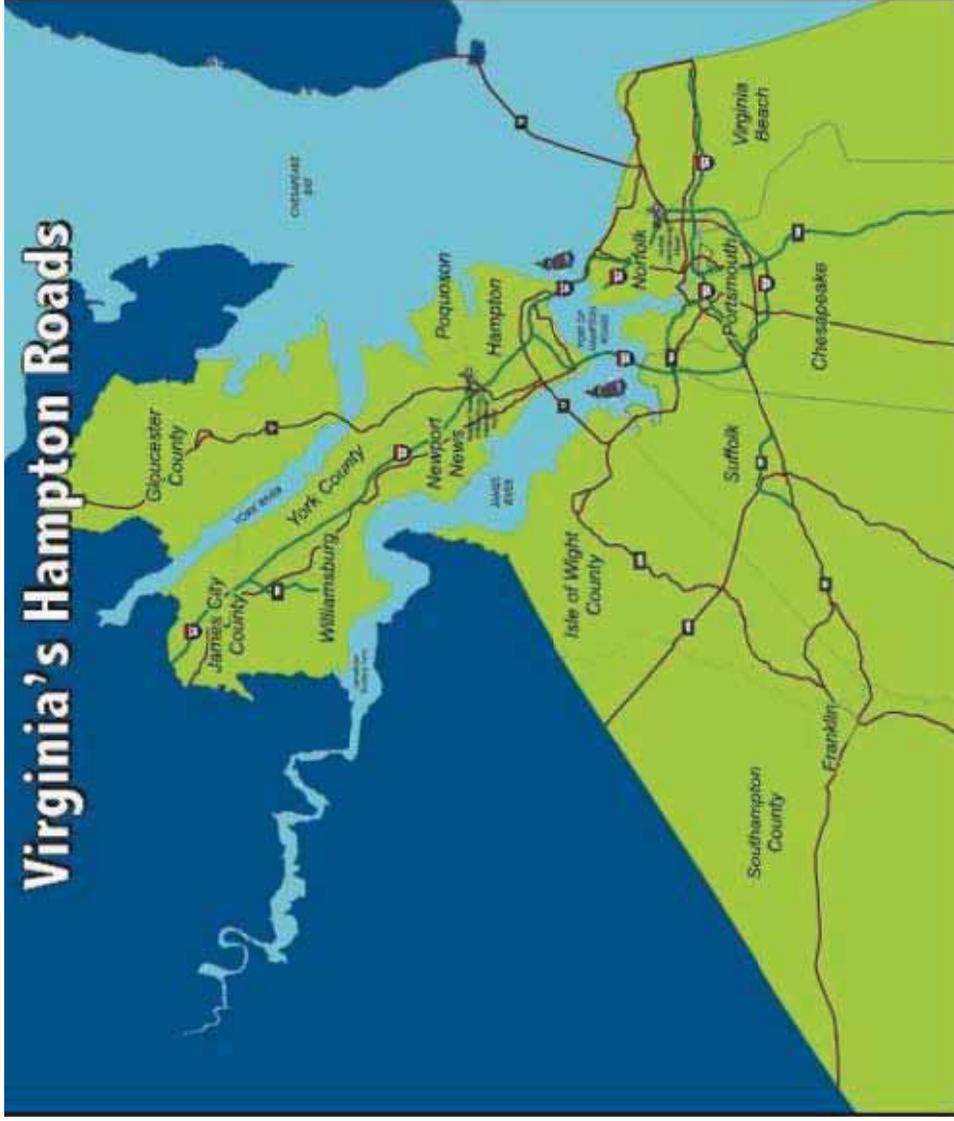
Friday, January 22, 2010  
8:00 am to 10:00 am  
Town Point Club at the World Trade Center  
101 W. Main Street, 3rd floor, Norfolk VA

**(Please note change from Fri Jan 15<sup>th</sup> due to Martin Luther King Day)**



# Comprehensive Economic Development Strategy

November 20, 2009



# Today's Agenda



 Overview

 “*Vision*” Document Outline

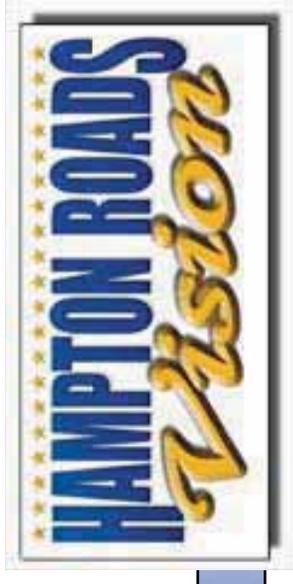
 Brookings Institute

 Evolution of Goal/Objectives/Strategies/Actions

 Implementation Plan

 Organization for Implementation

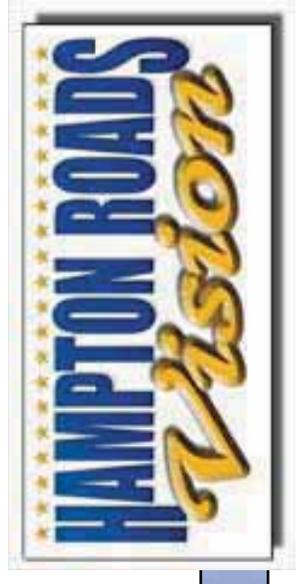
 Timeline, Next Steps





# **“Vision” Document Outline (continued)**

4. Analysis of Economic Development Problems and Opportunities
5. Vision Hampton Roads Goals and Objectives -  
defining Regional Expectations
  - a. Goal (s)
  - b. Objectives
  - c. Strategies
  - d. Actions
6. Strategic Projects, Programs and Activities
7. Vision Hampton Roads Plan of Action
8. Performance Measures
9. Public Participation
10. Appendices
  - a. Missing research
  - b. Other





# Blueprint for American Prosperity

Unleashing the Potential of a Metropolitan Nation



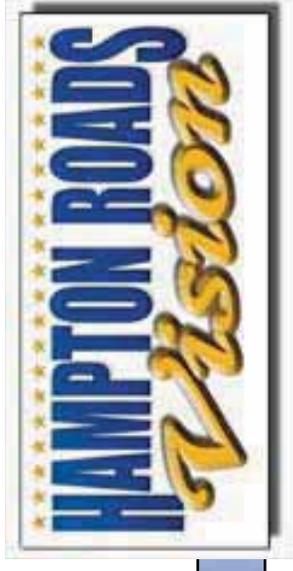
# BROOKINGS

Big demographic, economic and environmental forces rewrite the rules that drive prosperity.

These forces assign enormous value to a relatively small number of assets:

- ☑ **Innovation** - new products, processes and business models
- ☑ **Human Capital** - education and skills that further innovation
- ☑ **Infrastructure** - transportation, telecommunications, energy distribution
- ☑ **Quality Places** - special mix of distinctive communities

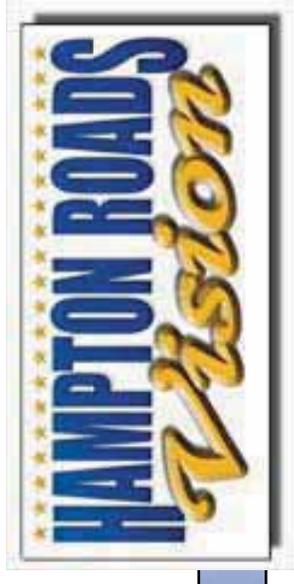
And, where these assets come together, rewards are enjoyed by those regions.





# “Vision” Goal

Hampton Roads will be recognized as a region for *Centers of Excellence* fueled by **Innovation, Intellectual and Human Capital, Infrastructure and a Sense of Place.**





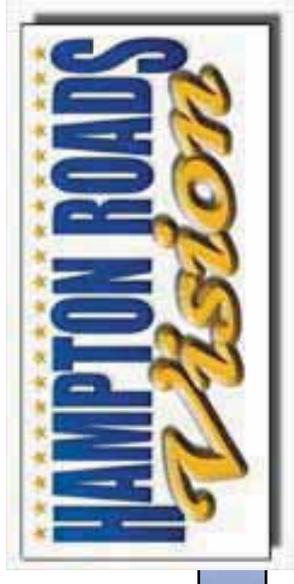
# **Objective 1: Hampton Roads will be the Premiere East Coast Port.**

**Strategy 1:** Maintain the Port as an economic engine for the Hampton Roads region, the Commonwealth of Virginia and the Nation.

**Strategy 2:** Grow and enhance the Port of Hampton Roads and become the east coast Port of call for all major ship lines.

**Strategy 3:** Gain public support and appreciation of the economic value of the Port to the Hampton Roads region, the Commonwealth of Virginia and the Nation.

**Strategy 4:** Grow and enhance indirect and induced effects of Port activities including ship repair and all related businesses.





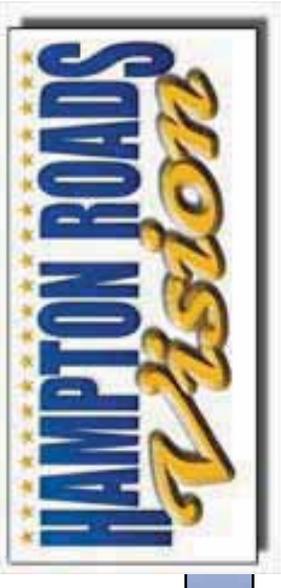
**Objective 2: Hampton Roads will be a year-round destination of distinction and appeal to travelers while significantly increasing quality of life for residents by leveraging the variety of attractions, arts and culture, venues and performances, and recreational opportunities that exist in the region.**

**Strategy 1:** Develop and promote a Brand Promise to capture the region’s diversity as the gateway to a Virginia vacation.

**Strategy 2:** Attract economic investment in Hampton Roads by providing an exceptional quality of life made possible by the region’s tourism and arts and culture experience.

**Strategy 3:** Create sustainable regional tourism and a diverse arts and culture experience that is consistently funded, well coordinated and fully appreciated by the community.

**Strategy 4:** Achieve an adequate transportation system to enhance regional mobility, facilitate ease of travel from outside the state, and allow for full participation in the diversity of the Hampton Roads tourism and arts and culture experience upon arrival.





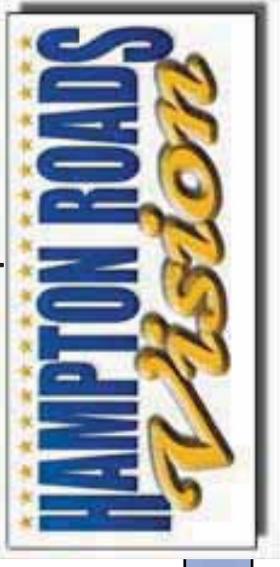
# **Objective 3: Hampton Roads will be the Premiere Mission-Ready Region hosting various Federal Centers of Excellence.**

**Strategy 1:** Retain organizations, capabilities and investments owned, operated or funded by the Federal Government in Hampton Roads.

**Strategy 2:** Attract and expand organizations, capabilities and investments owned, operated or funded by the Federal Government in Hampton Roads.

**Strategy 3:** Achieve public awareness and appreciation of the value of the Federal assets in the region to the Hampton Roads community, the Commonwealth and the nation.

**Strategy 4:** Understand and grow the indirect and induced investments and businesses located in the Hampton Roads region because of specific federal assets.





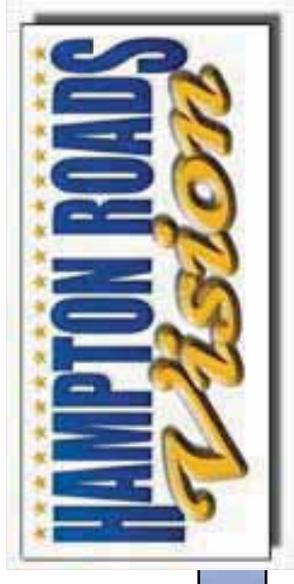
## **Objective 4: Hampton Roads will be recognized as a region for Centers of Excellence fueled by a culture of innovation and economic opportunities.**

**Strategy 1:** Hampton Roads will be a Region of Excellence for clusters of cutting edge technology based business innovation and education.

**Strategy 2:** Hampton Roads will be a Region of Excellence for developing and implementing coastal energy solutions.

**Strategy 3:** Hampton Roads will be a Region of Excellence for environmental distinction.

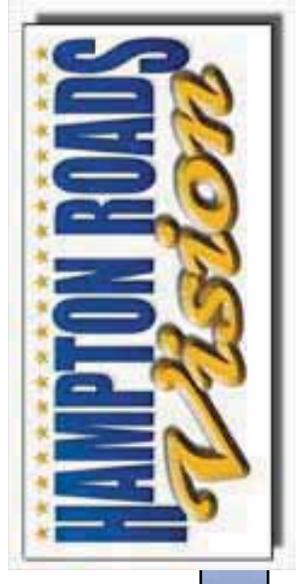
**Strategy 4:** Hampton Roads will be a Region of Excellence for healthcare and life sciences.



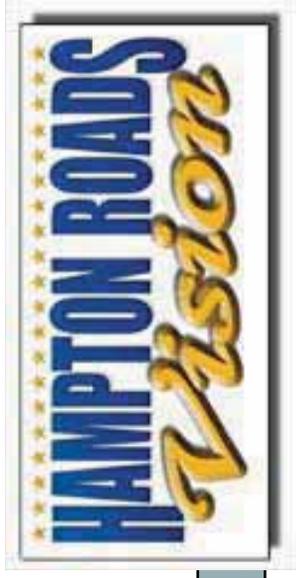
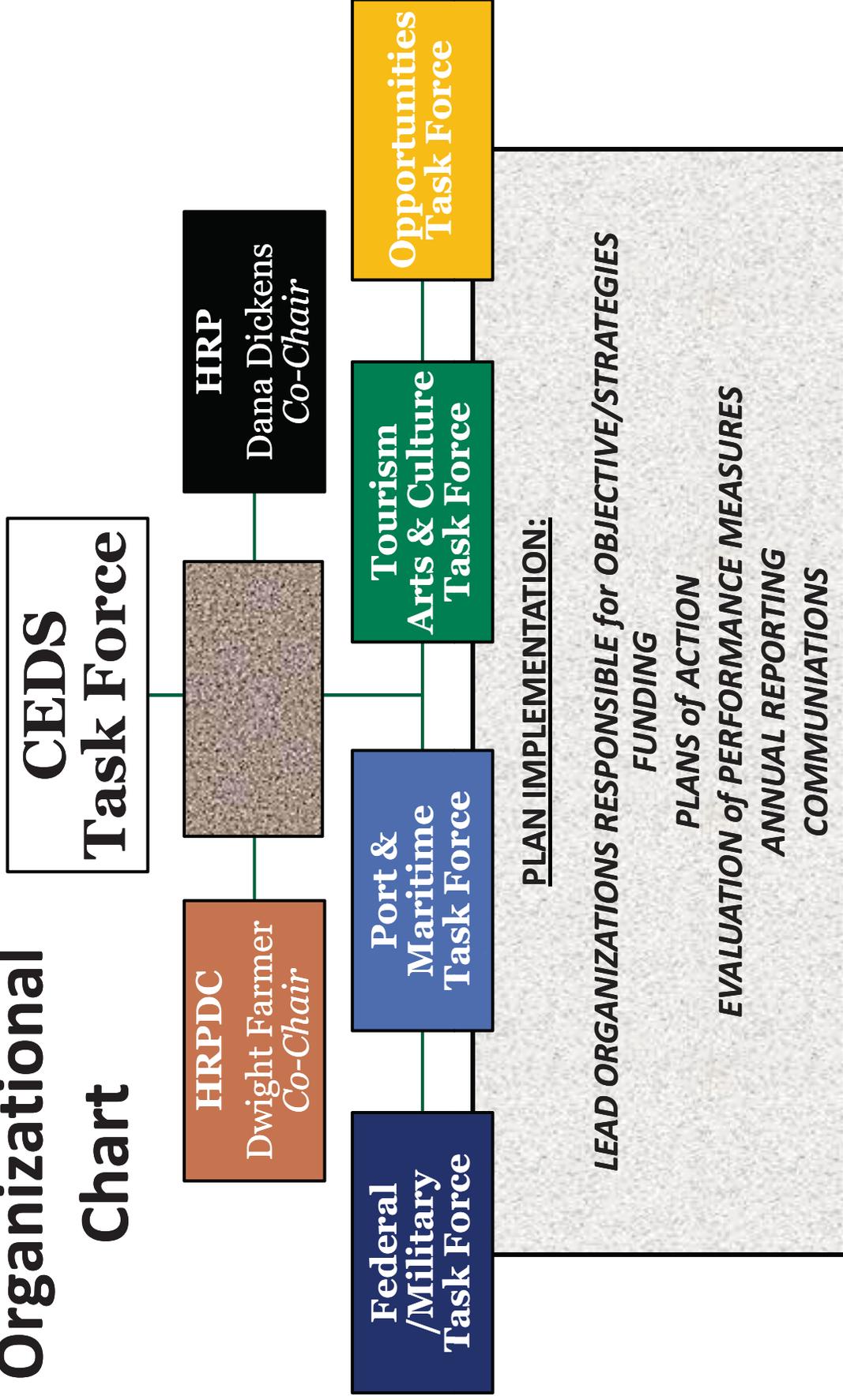
# “Vision” Implementation

**To successfully implement this plan, several critical pieces are needed:**

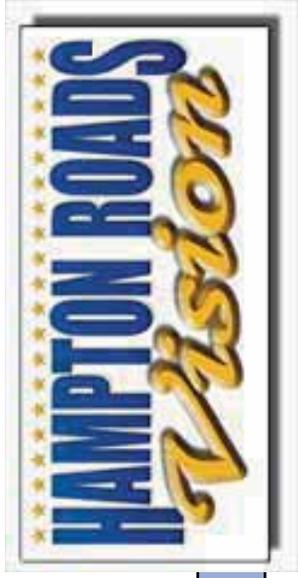
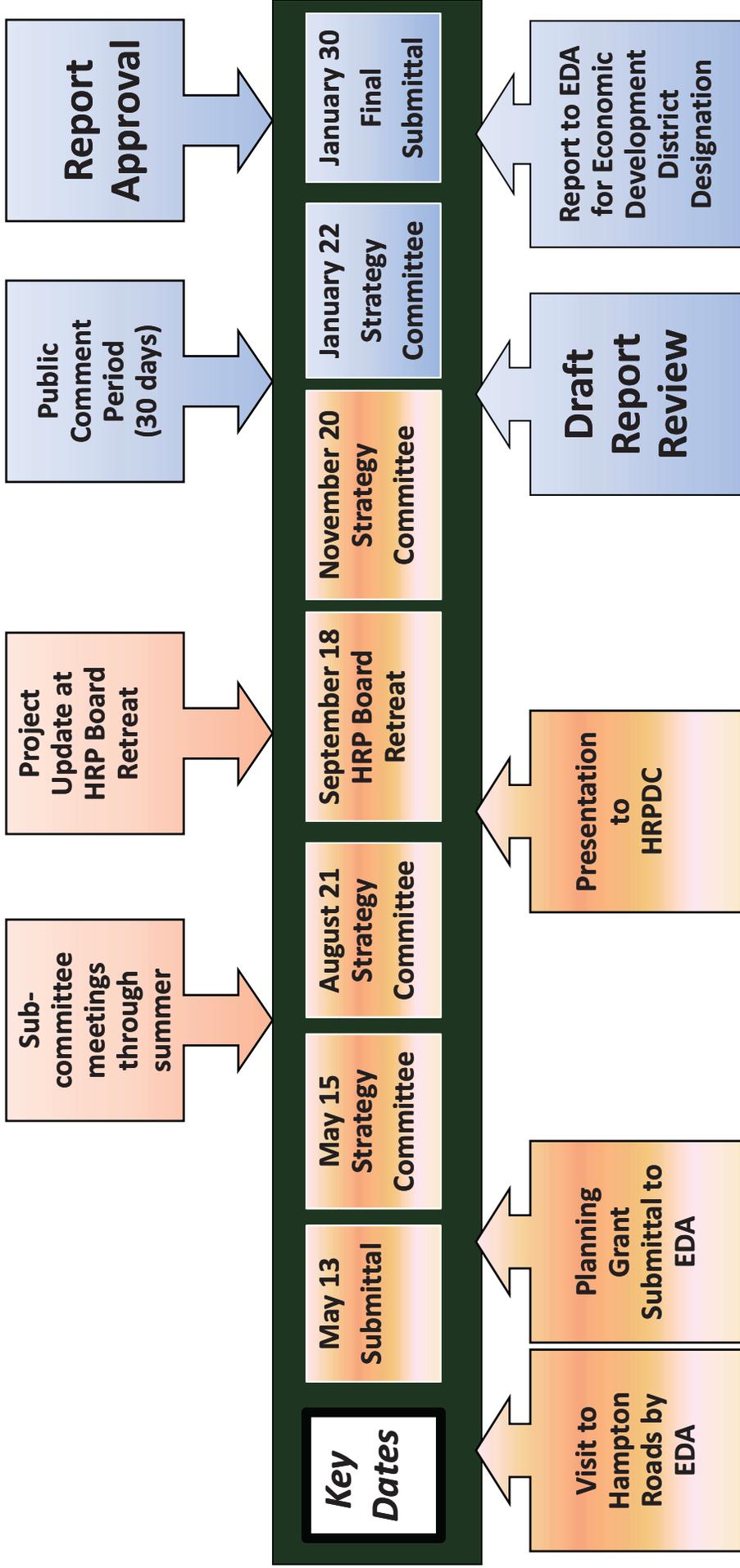
1. Lead agency(-ies) to manage overall implementation;
2. Advisory group comprised of business, government, and community representatives to provide guidance to lead agencies;
3. Identification of lead organization(s) responsible for implementation of:
  - a. Targeted Objectives
  - b. Prioritized Strategies
4. Funds to organize and facilitate strategies, determine priorities, develop action plans, and implement next steps;
5. Development of action plans that clarify next steps, timelines, and roles and responsibilities;
6. Annual evaluation of performance measures;
7. Continuous communications between organizations that have a role in this plan, within each strategy, and with the community at large.



# Organizational Chart



# CEDS Timeline





# Comprehensive Economic Development Strategy

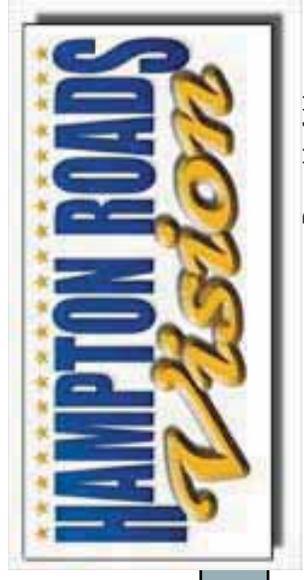
November 20, 2009

## CONTACTS:

Dwight Farmer, Hampton Roads Planning  
District Commission  
CEDS Co-Chair  
(757) 420-8300

Dana Dickens, Hampton Roads Partnership  
CEDS Project Manager  
[ddickens@hrp.org](mailto:ddickens@hrp.org)  
(757) 625-4696

Doug Smith, Kaufman & Canoles Consulting  
CEDS Contractor  
[dsmith@kaufcanconsulting.com](mailto:dsmith@kaufcanconsulting.com)  
(757) 624-3000



***GOAL: Hampton Roads will be recognized as a region for Centers of Excellence fueled by Innovation, Intellectual and Human Capital, Infrastructure and a Sense of Place.***

**OBJECTIVE 1: Hampton Roads will be the Premiere East Coast Port.**

**Strategy 1: Maintain the Port as an economic engine for the Hampton Roads region, the Commonwealth of Virginia and the Nation.**

**Action 1:** Provide adequate surface connections (road and rail) to enhance regional mobility and improve access to inland markets recognizing infrastructure improvements create jobs and wages today.

**Action 2:** Ensure government at all levels maintains sound fiscal policies and economic development tools that support the Port.

**Action 3:** Meet the present and future needs of the Port of Hampton Roads through the provisions of safe, efficient and environmentally compatible commercial and military navigation system and related land based support facilities.

**Strategy 2: Grow and enhance the Port of Hampton Roads and become the east coast Port of call for all major ship lines.**

**Action 1:** Prepare to take the next evolutionary step toward becoming a mega Port of the future serving as the east coast Port of call for every major ship line by maximizing the competitive advantages of our Port assets resulting in a Port Hub model, including technological advances.

**Action 2:** Leverage existing and develop new inland connections to capture a larger share of discretionary cargo moving into inland markets.

**Action 3:** Maintain focus on container cargo and continue to enhance the diversification of the Port (retrograde cargo, break bulk, rolling cargo, and energy support services).

**Action 4:** Support workforce development programs in the region through annual evaluation of opportunities and threats.

**Strategy 3: Gain public support and appreciation of the economic value of the Port to the Hampton Roads region, the Commonwealth of Virginia and the Nation.**

**Action 1:** Maximize growth with appropriate local and regional policies and vision that includes acting with environmental responsibility.

**Action 2:** Build advocacy coalitions of local, state, and federal political leadership by focusing on the distinct needs and interests of each level of government.

**Action 3:** Engage citizens in issues of importance to the Port and benefits to the region's economic health to build public awareness.

**Strategy 4: Grow and enhance indirect and induced effects of Port activities including ship repair and all related businesses.**

**Action 1:** Maintain and grow the Navy presence in the region which sustains ship repair capabilities that support maritime industries including emergency repair for cargo and cruise ships.

**Action 2:** Advance the development of logistics parks within mixed use environments.

**Action 3:** Address the needs of ancillary businesses such as maritime insurance, maritime legal services and shipping line offices.

**Action 4:** Address the needs of emerging businesses, such as mega yacht repair and maritime construction.

**OBJECTIVE 2: Hampton Roads will be a year-round destination of distinction and appeal to travelers while significantly increasing quality of life for residents by leveraging the variety of attractions, arts and culture, venues and performances, and recreational opportunities that exist in the region.**

**Strategy 1: Develop and promote a Brand Promise to capture the region's diversity as the gateway to a Virginia vacation.**

**Action 1:** Develop products that extend the tourism season in Hampton Roads.

**Action 2:** Invest in arts and culture offerings that support travel and tourism and enhance the quality of life for residents of the region.

**Action 3:** Promote the region's existing and new venues, such as the Virginia Beach Dome Site and Fort Monroe, as innovative compliments to the Hampton Roads' tourism, arts and culture experience.

**Action 4:** Define, develop and promote Hampton Roads as an eco-friendly tourism destination.

**Action 5:** Develop identification of and a regional awareness of travel and tourism target markets for Hampton Roads, including intraregional.

**Strategy 2: Attract economic investment in Hampton Roads by providing an exceptional quality of life made possible by the region's tourism and arts and culture experience.**

**Action 1:** Ensure existing arts and culture facilities are properly provided with consistent funding and dynamic programming.

**Action 2:** Determine local populous' unmet and supportable arts and cultural needs and expand the current programming to encompass those activities and events.

**Action 3:** Augment marketing strategies for the region’s current tourism, arts and culture opportunities outside the state, both nationally and internationally.

**Action 4:** Attract new businesses and leverage existing business services and products to help the region tell its “brand promise” story.

**Action 5:** Quantify, through research, the economic impact of travel and tourism for new, significant investment in Tourism and Arts & Culture.

**Strategy 3: Create sustainable regional tourism and a diverse arts and culture experience that is consistently funded, well coordinated and fully appreciated by the community.**

**Action 1:** Quantify and clearly articulate the depth, scope and quality of the economic and lifestyle impact of tourism, arts and culture in Hampton Roads.

**Action 2:** Increase the level of funding for tourism, arts and culture in Hampton Roads by educating the community, including local business and political leadership, regarding the economic value of tourism, arts and culture in Hampton Roads.

**Strategy 4: Achieve an adequate transportation system to enhance regional mobility, facilitate ease of travel from outside the state, and allow for full participation in the diversity of the Hampton Roads tourism and arts and culture experience upon arrival.**

**Action 1:** Address Rail with the expansion of the current light rail project to continue to the oceanfront of Virginia Beach and encourage the possibility of higher speed rail to facilitate travel from the Northeastern corridor through to Southside Hampton Roads.

**Action 2:** Address Roads and the constant congestion of the area and continue to investigate the possibility of additional Hampton Roads Harbor crossings.

**Action 3:** Address Ferries by ensuring continued service between Surry and Williamsburg and examine capabilities for crossing the mouth of the James River.

**Action 4:** Address Air Service Development by monitoring and continuing to cultivate partnerships with major airlines that feed airline service to Williamsburg-Newport News and Norfolk International Airports.

**OBJECTIVE 3: Hampton Roads will be the Premiere Mission-Ready Region hosting various Federal Centers of Excellence.**

**Strategy 1: Retain organizations, capabilities, and investments owned, operated, or funded by the Federal Government in Hampton Roads.**

**Action 1:** Develop and implement a proactive, action-oriented BRAC strategy that addresses stability and viability of mission-critical entities: Navy ships home-ported in Hampton Roads, aircraft stationed at Oceana Naval Air Station, Army (Fort Eustis/ TRADOC), Coast Guard, Norfolk Naval Shipyard, NASA Langley Research Center and Jefferson Lab.

**Action 2:** Provide adequate surface connections (road and rail) to enhance regional mobility and access to federal facilities and to Washington DC, recognizing infrastructure improvements create jobs and wages today.

**Action 3:** Enhance the connectivity required to improve telework/telecommuting opportunities.

**Action 4:** Support contractors that serve federal installations by implementing appropriate economic development strategies such as creating on-site spaces and developing a regional water strategy.

**Action 5:** Enhance and coordinate political engagement.

**Strategy 2: Attract and expand organizations, capabilities, and investments owned, operated or funded by the Federal Government in Hampton Roads.**

**Action 1:** Remain aggressively engaged with organizations, capabilities, and investments owned, operated or funded by the Federal government and closely monitor all possible opportunities to expand Federal sector growth.

**Action 2:** Diversify the types of federal activities located in Hampton Roads by demonstrating logistical and economic sense for locating in the region.

**Action 3:** Develop and implement an action plan for job conversion for exiting military to keep them in Hampton Roads, enhancing the skills and attractiveness of our workforce.

**Action 4:** Leverage the region's proximity to Washington DC.

**Action 5:** Enhance and coordinate political engagement.

**Strategy 3: Achieve public awareness and appreciation of the value of the Federal assets in the region to the Hampton Roads community, the Commonwealth and the nation.**

**Action 1:** Continue to enhance the current culture and movement that reinforces relationships with Hampton Roads communities and organizations in the region to work together on mutual goals.

**Action 2:** Build relationships with key leadership (administration and elected) at State and National levels.

**Action 3:** Involve the international community (ports, international science, etc).

**Action 4:** Build Congressional, state, and local awareness/engagement of value of non-military federal assets.

**Action 5:** Promote Hampton Roads in an international context.

**Strategy 4: Understand and grow the indirect and induced investments and business located in the Hampton Roads region because of specific Federal assets.**

**Action 1:** Quantify the indirect and induced investments and business using assets available (research capability, wireless connectivity, etc.).

**Action 2:** Use data to motivate/inform specific strategies to mitigate negative impacts and enhance positive impacts (i.e. promoting region as a preferred location for federal government retirees).

**Action 3:** Identify and address the needs of ancillary and emerging businesses.

**OBJECTIVE 4: Hampton Roads will be recognized as a region for Centers of Excellence fueled by a culture of innovation and economic opportunities.**

**Strategy 1:** Hampton Roads will be a Region of Excellence for clusters of cutting edge technology-based business innovation and education.

**Action 1:** Address the innovation infrastructure or entrepreneurial system in Hampton Roads including but not limited to enhancing access to venture capital.

**Action 2:** Address educational needs for a successful 21st century workforce.

**Action 2a:** Grow our 21st century workforce by including the knowledge, skills, and capabilities of key Hampton Roads technologies in the curriculum of all pre-K, K-12, and higher education institutions.

**Action 2b:** Grow the region's tourism workforce by better connecting pre K-12, technical training and higher education to the industry.

**Action 2c:** Enhance engagement of higher education institutions including research, technology and development capabilities in the federal sector.

**Action 2d:** Advocate for broader accessibility to advanced coursework such as multilingual skill development in K-12 education, using virtual instruction.

**Action 2e:** Align and embrace maritime career choices as attractive opportunities to maintain adequate, skilled labor pipeline by coordinating high school, college, community college and workforce training programs and connecting workers to employers.

**Action 3:** Embrace and continue to focus on and grow the following clusters: Modeling and Simulation, Sensors and Bio Science.

**Strategy 2:** Hampton Roads will be a Region of Excellence for developing and implementing coastal energy solutions.

**Action 1:** Identify, develop and implement coastal energy solutions with environmental distinction.

**Action 2:** Develop and implement the multi-disciplinary systems capabilities to enable critical assessments and tradeoffs between energy, the environment, and the economy.

**Action 3:** Leverage the strong R&D capabilities (wind tunnels, aerodynamics, advanced materials, bio-algae fuels and photovoltaics in NASA and regional universities), and mid-Atlantic coastal location near a power grid connection point, to become a Coastal Energy Center of Excellence that studies and develops renewable energy sources.

**Action 4:** Leverage the strong heavy-industry (primarily shipyard trade) capabilities in Hampton Roads to become a center for the manufacture and maintenance of conventional, nuclear, and renewable energy-related infrastructure.

**Strategy 3:** Hampton Roads will be a Region of Excellence for environmental distinction.

**Action 1:** Develop a framework for a green economy by connecting all of the public, private, nonprofit and higher education activities aimed at coordinating the regional green agenda.

**Action 2:** Develop and implement a regional campaign for awareness of environmental issues and their implications, and methodologies for going “green.”

**Action 3:** Develop a long-term adaptation strategy for the impacts of Climate Change on Hampton Roads and utilize the strengths of the region’s Modeling and Simulation industry to develop tools to support regional leaders in developing Climate Change adaptation strategies.

**Action 4:** Support transportation policies including investment in transit and programs that will promote more compact land use.

**Strategy 4:** Hampton Roads will be a Region of Excellence for healthcare and life sciences.

**Action 1:** Provide the citizens of Hampton Roads with cost effective healthcare that will help companies be more financially efficient.

**Action 2:** Address healthcare as a Quality of Life measure for our region.

**Action 3:** Reach out to regional leaders in healthcare to determine and address what they need to grow their industry.

# CEDS Meeting Attendance

November 20, 2009



Jim Batterson  
Lee Beach  
David Bernd  
Joe Bouchard  
Bob Boyd  
Mal Branch  
Bobby Bray  
Regina Brayboy  
Art Collins  
Capt. Bill Crow  
Dana Dickens  
Deborah DiCroce  
Deborah Dowd (for Roy Whitney)  
Doug Dwoyer  
Dwight Farmer  
Larry Filer  
Tom Frantz  
Greg Grootendorst  
Dr. Joseph Hall (NSU representing Carolyn Meyers)  
Russell Held  
Matthew James  
Maurice Jones  
James McReynolds  
Juan Montero  
Donna Morris  
Suanne Puryear  
Missy Schmidt  
Don Seale  
Andrew Sinclair  
Doug Smith  
Digby Solomon  
Jim Spore  
Deborah Stearns  
Joyce Thacker  
David Tynch  
Jeanne Zeidler

**CEDS Strategy Committee /  
Executive Committee Meeting**  
*Comprehensive Economic Development Strategy*

**“Public Participation and Vision Hampton Roads”**  
**~Resolution of Adoption~**  
**February 19, 2010**



**I. Welcome & Call to Order by HRP Co-Chair Jack Ezzell**

**II. Overview by HRP President & CEO Dana Dickens**

- A. Today is a “happy” day; Richard Florida’s *Creative Class* project reports that the Hampton Roads MSA has tied for 7<sup>th</sup> as the “Happiest Metro Area” based on the Gallup-Healthways Well-Being Index ([http://creativeclass.com/creative\\_class/2010/02/17/happy-cities/](http://creativeclass.com/creative_class/2010/02/17/happy-cities/))
- B. Another reason to be happy: The Commonwealth Transportation Board (CTB) voted to support the Hampton Roads Transportation Planning Organization’s (HRTPO) Alternative #1 for High-Speed Rail. Next step: finalize the Environmental Impact Study (EIS) to send to the Federal Rail Administration (FRA) and identify state and/or federal funding.
- C. It has been a year since the Hampton Roads Partnership (HRP) and the Hampton Roads Planning District Commission (HRPDC) began this regional planning process we’ve called *Vision Hampton Roads*. Thanks go to all participants for the countless hours invested, especially the approximately 150 who served on the Strategy Committee and Sub-committees, staff of HRP, the Planning District Commission, ODU Economist Chip Filer and our consultant, Doug Smith, of Kaufman & Canoles Consulting.
- D. Since our last meeting in November, the draft document was submitted for the required 30-day Public Comment Period, an impressive component of the process that was accomplished for only \$300 and gave us tremendous results.
- E. A plan is only as good as those who see it through. And today we’ll review the Public Comments and how they altered the document and discuss implementation of the plan.

**III. Public Comment Results by HRP Communication Manager Missy Schmidt**

- A. The presentation on public comments received during the Public Comment Period and their incorporation into the document is attached.
- B. The Online Survey was used as a primary means to collect public comment. It was by no means considered scientific research or statistical analysis. Public comment by its very nature requires people to self-select their participation. Our results, however, are representative of a population interested in economic development. Based on the sheer volume of feedback (446 participants) and numbers of new volunteers, this was a good job with outreach for the first region-wide plan. Comments received ranged from two (2) words to eight (8) pages in length. Those that did not affect the final document will be referred to the Task Forces for further consideration during implementation.
- C. All public comment and the analysis will be included in the Public Responsiveness Summary, Addenda #1 to the final *Vision* document. This Summary is longer than the actual document itself. Comments are tracked based on the section of the document which was altered so that citizens may see how their input was used.
- D. Demographics: in comparison to the population of Hampton Roads, public comment respondents tended to be older, better educated and of a higher socio-economic class. The African-American population was under-represented. And, a large percentage of respondents have lived in the region 15 years or more, if not all of their lives. Future outreach will need to address “underserved” demographics.

**CEDS Strategy Committee /  
Executive Committee Meeting**  
*Comprehensive Economic Development Strategy*

**“Public Participation and Vision Hampton Roads”  
~Resolution of Adoption~  
February 19, 2010**



- E. When asked the three best things about living in Hampton Roads, a majority of respondents said scenic beauty and environment, recreation and arts & culture. However, lack of regional awareness, both internal and external, was a big issue, pointing out that Hampton Roads has an identity problem.
- F. When asked the three greatest challenges facing Hampton Roads, a very clear majority of respondents said transportation, followed by job opportunities, then education as a distant third. Public comment has undoubtedly pushed transportation back to the forefront of prioritization of this plan's actions. Commenters told us that nothing else works without addressing our transportation issues.
- G. Public comment changed the overarching goal of *Vision* to include an international focus, helping to define our region's brand identity needs.
- H. Top objectives were innovation & opportunities and infrastructure, focused on the region's port- and tourism-related geography.
- I. Brain drain was another issue many respondents want addressed in any region-wide economic development plan. They told us that if no one wants to live here, it makes no difference how many new jobs there are.
- J. Top strategies selected during public comment were transportation, followed by tech-based innovation and education and maintaining the Port as an economic engine (infrastructure focus).
- K. A sampling of significant changes was reviewed, including more focus on innovation and entrepreneurship.
- L. Top actions were reviewed. Only nine (9) of the 65 actions set forth in *Vision* garnered a 50% or greater "strongly agree" rating during public comment. These top actions were focused on transportation/infrastructure, innovation and education and, lastly, regionalism/awareness.
- M. Nearly 22% of those providing public comment listed Fort Monroe as a regional opportunity as well as a threat due to the Army vacating; therefore, Fort Monroe was added to the SWOT analysis as an opportunity. Other additions included tech transfer, advanced manufacturing, climate change, decreased DoD spending and competition from other states for military forces based in the region.
- N. On the whole, commenters felt that *Vision* was a credible, comprehensive plan and asked for more opportunities to participate in the process.

**IV. Next Steps by Contractor Doug Smith of Kaufman & Canoles Consulting and HRP President & CEO Dana Dickens**

- A. CEDS timeline: The final submittal to the Economic Development Administration (EDA) will occur by month's end. As was mentioned in the draft document, public comment had to be incorporated into the final document. Adoption of these changes must then be accepted by the Strategy Committee before submittal. A few minor adjustments as to additional content and formatting were also performed based on preliminary conversation with EDA officials this week.

**CEDS Strategy Committee /  
Executive Committee Meeting**  
*Comprehensive Economic Development Strategy*

**“Public Participation and Vision Hampton Roads”  
~Resolution of Adoption~  
February 19, 2010**



- B. Prioritization: The final version of Section VI of the plan, referencing prioritization, was reviewed. This was only just completed, since public comment was crucial in this process. (Note: City of Hampton’s list, received this week, will be incorporated prior to submittal to EDA.)
- Job #1 of the Strategy Committee, working with HRP and HRPDC, is to support and facilitate alignment of regional organizations to accomplish *Vision Hampton Roads*.
  - Prioritization will focus on transportation and innovation; all four themes are prioritized as follows:
    1. **Infrastructure**, with specific focus on transportation
    2. **Innovation**, with specific focus on opportunities and entrepreneurship
    3. **Intellectual & Human Capital**, with specific focus on education
    4. **Sense of Place**, with specific focus on regional awareness
- C. Adoption of Final Document: Dwight Farmer, Executive Director of HRPDC and HRTPO, moved to adopt the document, *Vision Hampton Roads*, as the regional economic development strategy. It was seconded and unanimously approved. This Record of Adoption will be added to the final document for submittal to EDA and for public posting at <http://VisionHamptonRoads.com>.
- D. All members of the current Strategy Committee (now known as the CEDS Task Force) agreed to continue to serve as the catalyst to accomplish *Vision*’s objectives in the plan’s five-year horizon. The document will not sit on a shelf. Hampton Roads Performs measures will be used at each CEDS Task Force meeting to gauge progress.
- “This is the most significant and meaningful step toward public engagement to date, and we want to keep it going and growing,”* said one Strategy Committee member.
- E. Implementation Process: After submission to EDA, the hard work of implementation begins. Moving the economy along faster will be accomplished by hitching our proverbial horses, i.e., missions, to one vision, *Vision Hampton Roads*. Discussion revolved around confirming the lead agencies (already working in the designated areas) for plan components, i.e., themes, and will be reflected in the final document.

Strategic Components:

1. **Infrastructure**: HRTPO
2. **Innovation**: Innovate!HamptonRoads
3. **Intellectual & Human Capital**: Opportunity Inc. and Peninsula Council for Workforce Development (PCFWD)
4. **Sense of Place**: Hampton Roads Chamber and Virginia Peninsula Chamber

Tactical Components:

1. **Federal Task Force**: HRMFFA
2. **Port & Maritime Task Force**: VA Port Authority, VA Maritime Association and VA Ship Repair Association

**CEDS Strategy Committee /  
Executive Committee Meeting**  
*Comprehensive Economic Development Strategy*

**“Public Participation and Vision Hampton Roads”  
~Resolution of Adoption~  
February 19, 2010**



- 3. Tourism/Arts & Culture Task Force:** Southeastern VA Tourism Alliance, VA Arts Festival
- 4. Opportunities Task Force:** HRP and Hampton Roads Economic Development Alliance (HREDA)

**F. Discussion**

- Can we coordinate meetings with existing meetings, i.e., “cross pollinate,” to eliminate duplication of efforts and improve outreach? Leverage technology and explore video conferencing to coordinate meetings in light of regional transportation issues, especially as transportation was noted as a primary action to be addressed during public comment. Both HRPDC and Hampton University offered locations available for group teleconference meetings for those without desktop technology. *Missy Schmidt will investigate this further with Co-Chair Jack Ezzell.*
- It was noted that Hampton University’s Proton Therapy Center should be looked upon as a tourism opportunity. A majority of patients will be traveling with their families from out of town; treatments take place over a 30-day period and last only a short time each day, leaving an opportunity to engage them in the region.
- Bob Harper of the Fort Monroe Federal Area Development Authority and the Opportunities Task Force shared a vision for Fort Monroe’s future: create a research center tied into colleges and universities which leverages the region’s Modeling & Simulation (M&S) resources and focuses on historical interpretation using high-tech such as avatars, visualization, etc. Fort Monroe could be a tourism-technology-teaching opportunity for the region.
- Lee Beach of Hampton Roads Research Partnership (HRRP) and also on the Opportunities Task Force shared the vision for the “Innovation Task Force”: HRRP, which consists of the region’s research universities, NASA, Jefferson Lab and Nat. Institute of Aerospace (NIA), is now ten (10) years old, and in the last five (5) years, the organization has focused on three (3) technology clusters of M&S, Sensors and Bioscience to expand tech-based economic development in Hampton Roads. By morphing HRRP into **Innovate!HamptonRoads**, an umbrella organization will be created to encompass growing needs in the advanced technology areas of coastal energy and robotics. Based on public comment received, *Vision Hampton Roads* must focus on encouraging entrepreneurs in the region. The best way to do that is to expand the scope of participation of the current HRRP to include Chambers, municipal economic development, workforce development and others. **Innovate!HamptonRoads** will take this work to a whole other level.

**Attachments:**

- *Vision Hampton Roads* presentation, including Public Comment Period and Section VI. Strategic Projects, Programs and Activities (handout)

**HRP’s BOARD of DIRECTORS Meeting**

March 19, 2010, 8:00 am to 10:00 am

Virginia Modeling, Simulation & Analysis Center (VMASC), 1030 University Blvd, Suffolk, VA

**NEXT CEDS Task Force Meeting-** TBD



**Comprehensive  
Economic  
Development  
Strategy**

***“Vision  
Hampton  
Roads”***



February 19, 2010



**Today's Agenda**

-  **Overview**
-  **Public Comment Period Results**
-  **Next Steps**
  - **Prioritization**
  - **Adoption of Final Document**
  - **Submission to EDA**
  - **Implementation Process**
    - Strategic Approach
    - Tactical Approach
    - Public Relations Strategy
      - ✓ Enhance Executive Summary for Public Consumption
      - ✓ Public Presentations
      - ✓ Increase Awareness and Participation





## PUBLIC COMMENT PERIOD RESULTS

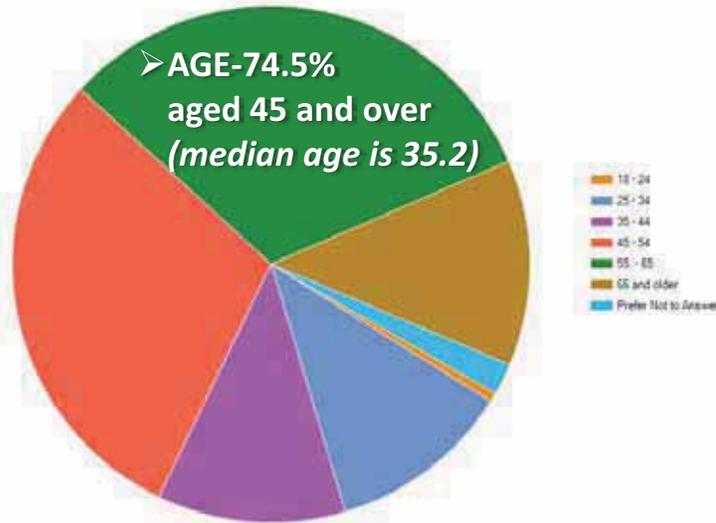


- Held January 5 to February 5, 2010
- Used Online Survey, Email, Letter and Social Media
- Leveraged free Media Sources
- Received 446 Responses
  - 363 respondents (81.4%) via online survey
  - 83 (18.6%) responded via email, letter and social media



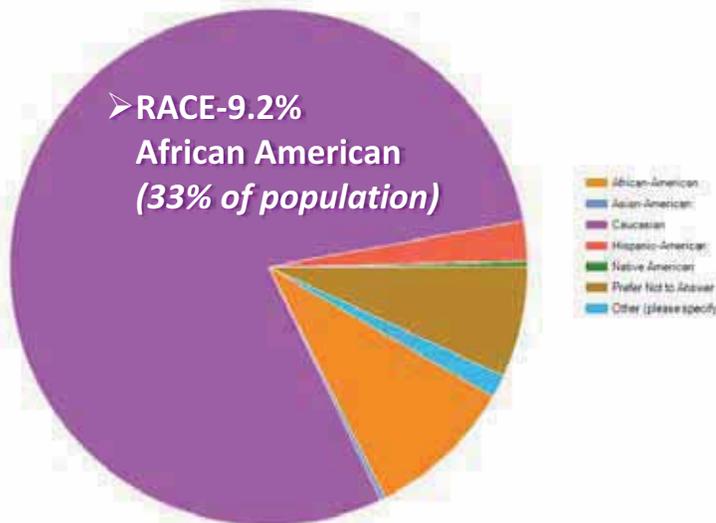
## ENGAGING CITIZENS

What is your age group?



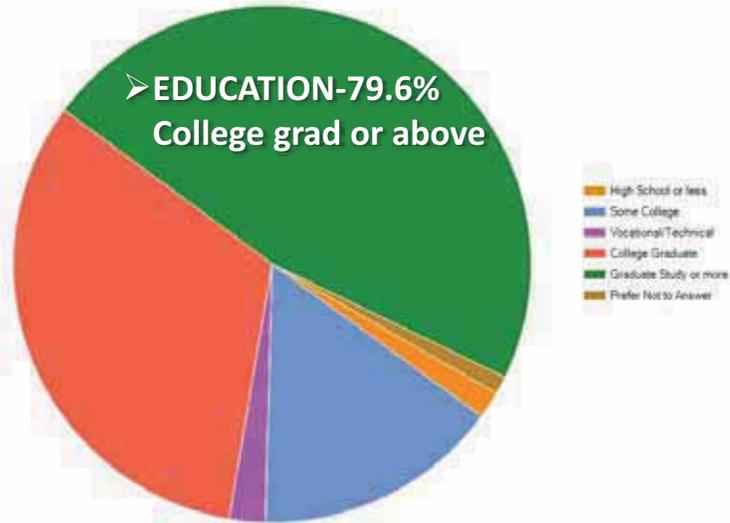
## ENGAGING CITIZENS

What is your race?



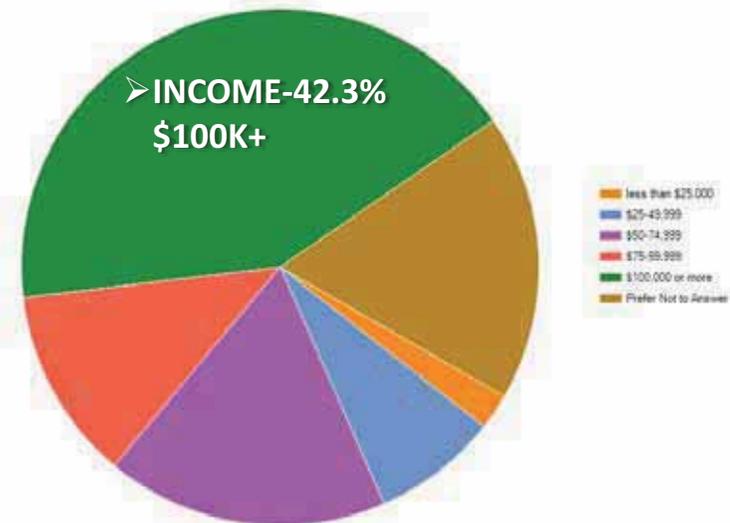
## ENGAGING CITIZENS

What is your level of education?



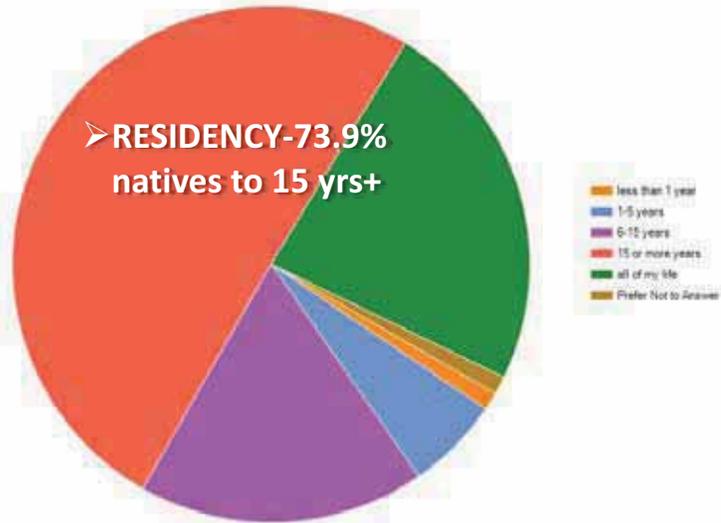
## ENGAGING CITIZENS

What is your Annual Household Income?

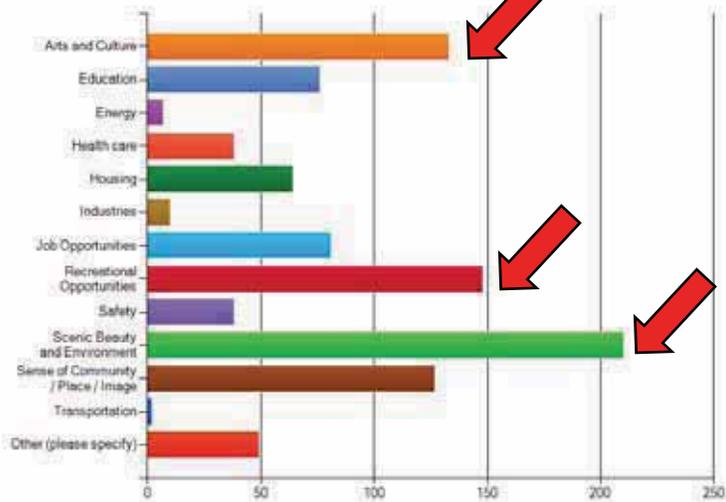


# ENGAGING CITIZENS

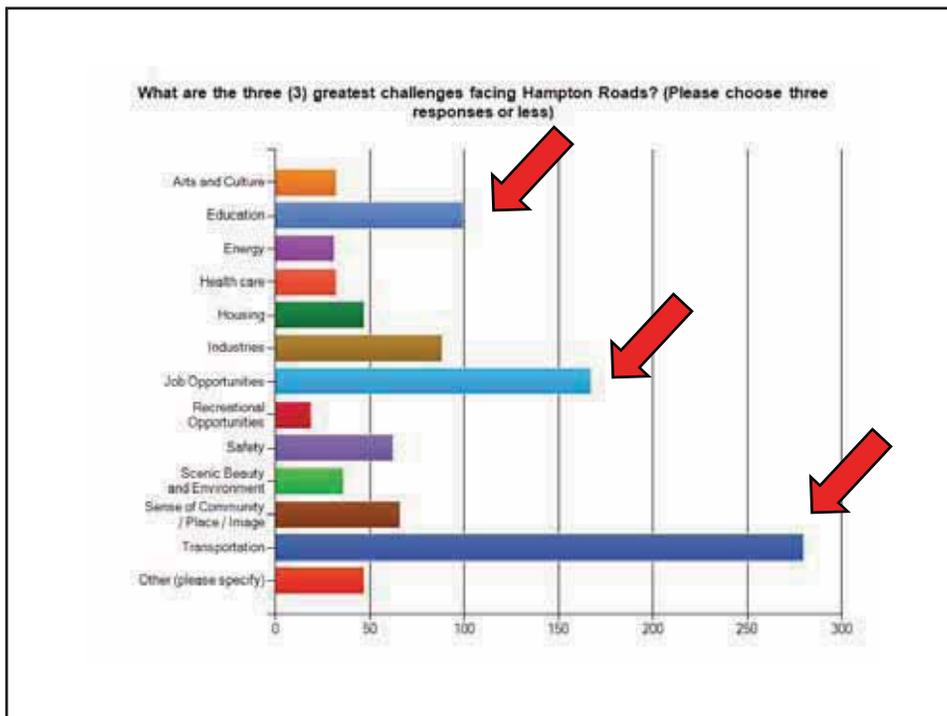
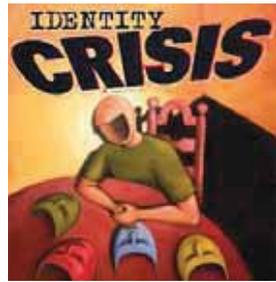
How long have you lived in Hampton Roads?



What are the three (3) best things about living in Hampton Roads? (Please choose three responses or less)



***“We are not taking advantage of the potential we have in Hampton Roads as a region.”***





***“Transportation is missing – it relates to quality of life improvements, tourism, port, etc. We must have strong transportation for all of this to work.”***



**“Vision” GOAL**

With proper foresight, continuous planning and dynamic economic development, Hampton Roads will be recognized **internationally** ← as a region fueled by **Innovation, Intellectual and Human Capital, Infrastructure and a Sense of Place.**



## Top “Vision” OBJECTIVES

1. Hampton Roads will be recognized as a region for Centers of Excellence fueled by a **culture of innovation and economic opportunities**. (53.9%)
2. Hampton Roads will be the **premier East Coast port**. (53.7%)
3. Hampton Roads will be the **premier year-round destination** of distinction and appeal to travelers while significantly increasing quality of life for residents by leveraging the variety of attractions, arts and culture, venues and performances and recreational opportunities that exist in the region. (50.0%)



***“Adding jobs is great, but if no one wants to live here, it won't matter how many jobs there are.”***



## Top “Vision” STRATEGIES

1. Achieve an **adequate transportation system** to enhance regional mobility, facilitate ease of travel from outside the state and allow for full participation in the diversity of the Hampton Roads tourism and arts and culture experience upon arrival. (73.5%)
2. Hampton Roads will be a region of excellence for clusters of cutting edge **technology-based business innovation and education**. (60.2%)
3. Maintain the **Port as an economic engine** for the Hampton Roads region, the Commonwealth of Virginia and the Nation. (55.7%)



## SIGNIFICANT CHANGES

### **Under PORT / MARITIME OBJECTIVE “Premier East Coast Sea Port”**

**ADD:** Ensure government at all levels is provided **reliable and validated data** sets as to the economic contribution of the port.

**ADD:** Establish the Port as the **manufacturing and supply chain hub** of the East Coast offshore energy industry.





## **SIGNIFICANT CHANGES**

**Under OPPORTUNITIES OBJECTIVE**  
**“culture of innovation and economic opportunities”**

**ADD:** Encourage and support Hampton Roads’ **research universities** as focal points of knowledge-led economic development.

**ADD:** Work to **remove barriers to entrepreneurial activities** in order to drive innovation, above average economic growth and above average net incomes for workers.



## **SIGNIFICANT CHANGES**

**Under OPPORTUNITIES OBJECTIVE**  
**“coastal energy solutions”**

**ADD:** Support, promote, and expand the **Virginia Coastal Energy Research Consortium** as a Center of Excellence for the translation of basic alternative energy research into commercial economic development projects; especially in wind, algal biodiesel, and wave energy.





## SIGNIFICANT CHANGES

**Under OPPORTUNITIES OBJECTIVE  
"healthcare and life sciences"**

**ADD:** Leverage the academic, research, and infrastructure capabilities of local colleges, universities and federal labs as well as commercial entities to become a region of distinction for the convergence of life sciences, information technology, photonics, nanotechnology and personalized healthcare.




## Top "Vision" ACTIONS

1. Address **transportation** by roads and the constant congestion of the area and continue to investigate the possibility of additional Hampton Roads Harbor crossings. (78.2%)
2. Address **educational needs** for a successful 21<sup>st</sup> century workforce. (70.0%)
3. Provide adequate surface connections (road and rail) to enhance regional mobility and access to inland markets, recognizing **infrastructure** improvements create jobs and wages today. (69.7%)
4. Address **transportation** by rail with the expansion of the current light rail project to continue to the oceanfront of Virginia Beach, encourage the possibility of higher speed rail to facilitate travel from the Northeastern corridor through to Southside Hampton Roads. (68.9%)
5. Provide adequate surface connections (road and rail) to enhance regional mobility and access to federal facilities and to Washington DC, recognizing **infrastructure** improvements create jobs and wages today. (66.7%)
6. Grow our 21<sup>st</sup> century workforce by including the knowledge, skills and capabilities of key Hampton Roads technologies in the curriculum of all pre-K, K-12 and higher **education** institutions. (64.5%)
7. Support **transportation** policies including investment in transit and programs that will promote more compact land use. (61.6%)
8. Leverage the strong R&D capabilities (wind tunnels, aerodynamics, advanced materials, bio-algae fuels and photovoltaics in NASA and regional universities) and mid-Atlantic coastal location near a power grid connection point to become a **Coastal Energy Center of Excellence** that studies, develops renewable energy sources. (60.3%)
9. Continue to enhance the current culture and movement that reinforces relationships with **Hampton Roads communities and organizations in the region to work together** on mutual goals. (54.9%)





Nearly 22% of all public comment respondents weighed in on **Fort Monroe** as not only a regional threat but an opportunity as well.



*“embrace a vision for Fort Monroe, as it is being vacated by the Army in 2011, as a self-sustaining, pays-its-own-way Fort Monroe National Park”*




## SWOT SIGNIFICANT CHANGES

### Opportunities

- Modeling and Simulation
- Alternative Energy
- Affordable Office/Commercial Space
- BRAC Job Inflows
- Stimulus Money
- **Tech Transfer** (Leverage science into commercially applied technology)
- Attraction of more **Advanced Manufacturing**
- **Fort Monroe National Park**



## SWOT SIGNIFICANT CHANGES

### Threats

- Flat/Slow Port Growth Forecast
- Continued Deterioration of Infrastructure, Traffic
- Lack of Regional Water Strategy
- Rising Sea Level **and other Potential Impacts of Climate Change**
- Decrease in **DoD Spending**
- **Competition from Other States** for Military Forces Based in the Region

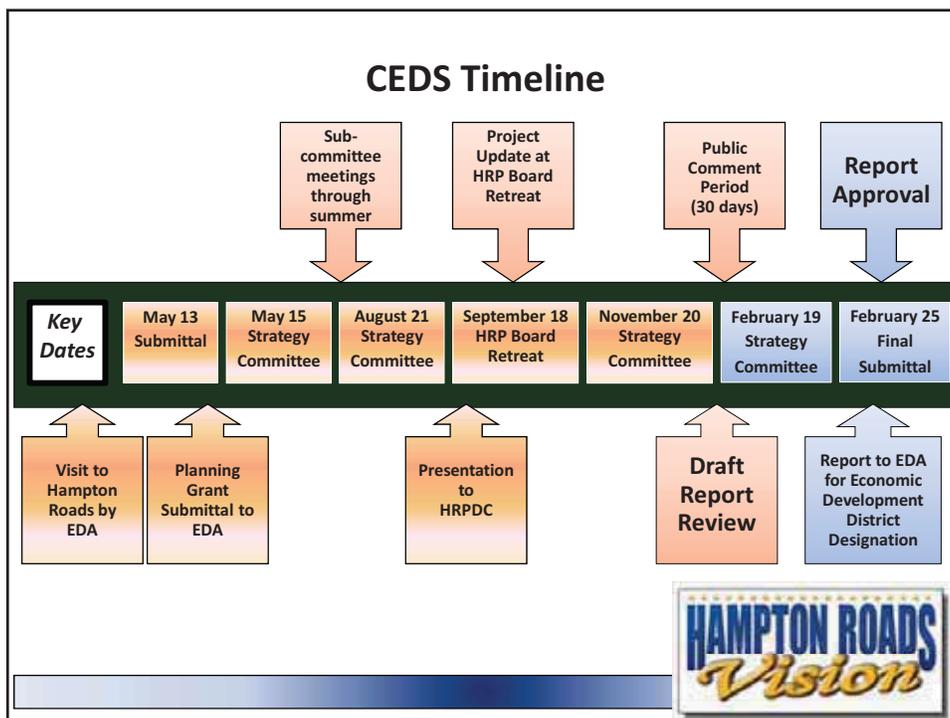


## Citizen's Conclusion

*"Vision Hampton Roads is a comprehensive, objective and very credible document. If it does in fact increase momentum to think and act regionally, its value - and impact - to the area's economic vitality and quality of life will be tremendous. So, to the many organizations and citizens involved in the Strategic and Tactical teams, here's a vote of confidence, **a note of thanks**, and a word of encouragement."*



## NEXT STEPS



# PRIORITIZATION



## VI. STRATEGIC PROJECTS, PROGRAMS AND ACTIVITIES:

**We will be more successful as a region when the entire region is aligned to achieve the goal and objectives of *Vision Hampton Roads*.**

**Job #1:** The CEDS Strategy Committee, in tandem with the Hampton Roads Partnership and the Hampton Roads Planning District Commission, will work to support and facilitate this alignment of organizational missions and strategies with the objectives and strategies of *Vision Hampton Roads*.





**Thematic Prioritization:** The following themes, in priority order, have been identified as the most impactful and most immediate which will improve upon the measures used to gauge economic success of this plan:

- #1 **Infrastructure** with specific focus on transportation
- #2 **Innovation** with specific focus on opportunities and entrepreneurship
- #3 **Intellectual & Human Capital** with specific focus on education
- #4 **Sense of Place** with specific focus on regional awareness

Priority focus is: Transportation and Innovation.



**Support of Prioritization:**

- #1 **Infrastructure** with specific focus on transportation
  - ➔ **Hampton Roads Transportation Planning Organization's Hampton Roads Project Prioritization and Selection Process**





**Support of Prioritization:**

#2 **Innovation** with specific focus on opportunities and entrepreneurship

 **Municipal Economic Development**



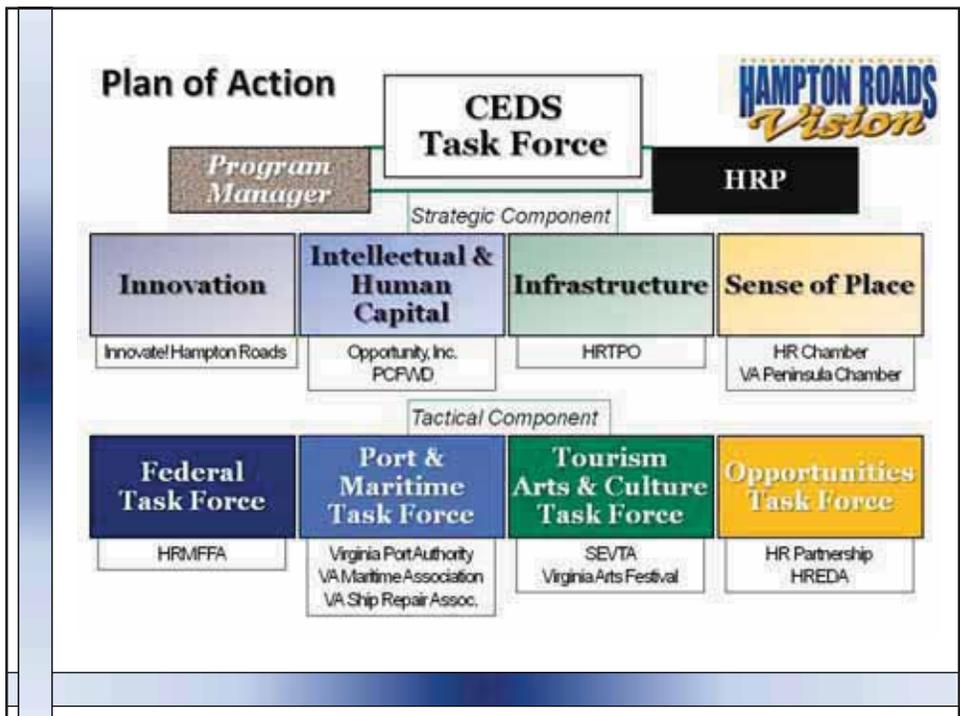
**ADOPTION**



## Implementation & Alignment

**To successfully implement this plan, several critical pieces are needed:**

1. Lead agency(-ies) to manage overall implementation;
2. Advisory group comprised of business, government, and community representatives to provide guidance to lead agencies;
3. Identification of lead organization(s) responsible for implementation of:
  - a. Targeted Objectives
  - b. Prioritized Strategies
4. Funds to organize and facilitate strategies, determine priorities, develop action plans, and implement next steps;
5. Development of action plans that clarify next steps, timelines, and roles and responsibilities;
6. Annual evaluation of performance measures;
7. Continuous communications between organizations that have a role in this plan, within each strategy, and with the community at large.



# DISCUSSION and Next Meeting



## Comprehensive Economic Development Strategy

### *“Vision Hampton Roads”*

February 19, 2010

**CONTACTS:**

Dwight Farmer, Hampton Roads Planning District Commission  
CEDS Co-Chair  
(757) 420-8300

Dana Dickens, Hampton Roads Partnership  
CEDS Project Manager  
[ddickens@hrp.org](mailto:ddickens@hrp.org)  
(757) 625-4696

Doug Smith, Kaufman & Canoles Consulting  
CEDS Contractor  
[dsmith@kaufcanconsulting.com](mailto:dsmith@kaufcanconsulting.com)  
(757) 624-3000



## VI. STRATEGIC PROJECTS, PROGRAMS AND ACTIVITIES:

The process of implementation, including prioritization, will actually be one of alignment. The intent of this process is to align the missions and objectives of many regional organizations behind the implementation of the plan and process that is *Vision Hampton Roads*.

**We will be more successful as a region when the entire region is aligned to achieve the goal and objectives of *Vision Hampton Roads*.**

**Job #1:** The CEDS Strategy Committee, in tandem with the Hampton Roads Partnership and the Hampton Roads Planning District Commission, will work to support and facilitate this alignment of organizational missions and strategies with the objectives and strategies of *Vision Hampton Roads*.

**Thematic Prioritization:** The following themes, in priority order, have been identified as the most impactful and most immediate which will improve upon the measures used to gauge economic success of this plan (**Section VIII**):

1. **Infrastructure** with specific focus on transportation
2. **Innovation** with specific focus on opportunities and entrepreneurship
3. **Intellectual & Human Capital** with specific focus on education
4. **Sense of Place** with specific focus on regional awareness

Obviously, work on each theme will occur concurrently; however, our priority focus will be: **Transportation** and **Innovation**.

### **Support of Prioritization:**

1. **Infrastructure** with specific focus on transportation

### **Hampton Roads Transportation Planning Organization's Hampton Roads Project Prioritization and Selection Process:**

Federal regulations require that the urban transportation planning process include the development of a long-range transportation plan, which identify transportation facilities that should function as an integrated metropolitan transportation system, giving emphasis to those facilities that serve important national and regional transportation functions. It is the responsibility of the Hampton Roads Transportation Planning Organization (HRTPO) to establish regional transportation priorities within the HRTPO's planning boundaries that are equitable for all areas of the Hampton Roads Metropolitan Planning Area by means of instituting a methodology for a regional transportation project prioritization and selection process in an effort to improve the region's long-range transportation plan.

The Hampton Roads Project Prioritization and Selection Process task was initiated in the summer of 2009 to assist the HRTPO Board with prioritizing transportation projects according to their technical merits and regional benefit, in light of scarce financial resources. This prioritization tool is based on the collective experience of other metropolitan planning organizations and localities, the eight SAFETEA-LU Federal Planning Factors, and the regional transportation goals and objectives. The purpose of tool is to develop a process by which policy makers are given a set of objective measures to identify the most practical and feasible transportation projects.

The prioritization methodology is based on a set of criteria and measures of effectiveness developed for three major components: Project Utility, Project Viability, and Economic Vitality. A project's utility considers the project's ability to solve an existing transportation issue, which could be correlated to congestion, safety, infrastructure condition, or ridership. A project viability level indicates the readiness of the project to be constructed based on available funding and completion of required documentation. The economic vitality component provides additional insight for a project's ability to support regional plans for future development and economic growth of the region. Therefore, it's advantageous for policy makers to have the ability to develop an overall project prioritization process using information relative to utility, viability, and economic vitality.

The Prioritization project is currently underway and scheduled for completion by mid 2010.

## **2. Innovation** with specific focus on opportunities and entrepreneurship

### **Municipal Economic Development:**

Each municipality in Hampton Roads has an economic development staff that is responsible for business attraction, deal-making and retention in that community. Each economic development staff was asked to provide their priority project, program or activity for inclusion in *Vision Hampton Roads*. Their responses are provided below by location in alphabetical order. This list was of local economic development directors' contributions was enhanced and prioritized based upon feedback received during the Public Comment Period and will be further enhanced during implementation especially as transportation and other impending deteriorating infrastructure, such as drainage and seawalls, are identified.

#### **Chesapeake and Suffolk**

- *Share an Eco-Tourism area known as The Great Dismal Swamp.* This natural attraction, along with other protected parks in Hampton Roads, is an important part of developing the region as an Eco-Tourism destination. These assets may need some level of EDA funding to enhance access to these attractions.

#### **Franklin**

- *Plans an expansion of Business Incubator.* Currently, the Incubator is home to 28 businesses employing 120 people – 62 full-time and 58 part-time. The remaining part of the building will be built-out in order to accommodate up to 18 more businesses. The creation of this build-out will serve to maximize job creation and economic development benefit for not only the city but also the region and Commonwealth of Virginia. The project is expected to create up to 77 new, permanent jobs in Franklin and the surrounding counties. It is also expected to create 15 temporary construction jobs. The Business Incubator project was born from a discussion between the Federal Economic Development Administration (EDA) and the **Franklin-Southampton Economic Development Commission** in an effort to revitalize the community following the flood in 1999. Over 2 million dollars in funding was subsequently awarded from the EDA, the Virginia Department of Business Assistance and Community Development Block Grant. These grants allowed the City to bring this important economic development project to fruition.

## **Gloucester County**

- *Plans for economic development:*
  - Work with the Virginia Institute of Marine Science and its Industry Partnership Committee to advance research-based economic development.
  - Advance through the Comprehensive Planning process to grow a long-term plan for the development of a new central business area.
- *Plans for expansion of higher education.* Work with Hampton University to continue development of the Thomas C. Walker historical/educational campus.

## **Newport News:**

- *Plans to further develop the technological capabilities in Jefferson Center for Research and Technology by planning, designing and/or executing the following:*
  - Relocation of the School Center for Operations and Transportation (SCOT);
  - Internal infrastructure to accommodate Jefferson Lab potential expansion, future economic development involving technology transfer from Jefferson Lab and/or research and development to support advanced manufacturing capabilities;
  - Develop a second building (Applied Research Center 2) devoted to collaborative effort by local universities, Jefferson Lab scientists and the private sector. This space will be created for prototyping and other post research and development activities for the purpose of commercializing technologies development.
- *Seeks to create urban mixed-use centers.* These centers will create new venues for festivals and cultural activities and will work to reduce emissions by creating walkable working and living spaces. Mixed-use communities ensure viable business growth with a shared space relationship. Infrastructure to support this effort is needed in the following locations:
  - Newport Crossing (potential redevelopment infrastructure to create an affordable and mixed-use sustainable community);
  - Southeast Commerce Center (future redevelopment to create an economic anchor in the Southeast Community); and
  - Oyster Point Central Business District expansion (using the same office, retail and residential density concept as successfully created in City Center at Oyster Point).

## **Norfolk**

- *Seeks to replace aging physical infrastructure.*

## **Portsmouth**

- *Seeks to replace aging physical infrastructure.* Infrastructure such as seawall, drainage system and small road projects are supporting the downtown business district and other employment centers.

## **Suffolk**

- *Seeks to leverage existing assets.* Economic Development focuses on high tech modeling and simulation, intermodal warehouse/distribution facilities, mixed use centers and tourism, based on Suffolk's strategic location in the region and available land supply.
  - Transportation infrastructure improvements for Route 58 from the Suffolk Bypass to the Center Point Intermodal Park. This corridor includes:

- Virginia Commerce Center - 100acre future logistic commerce park
- Westport Commerce Center - 200 acre future logistic commerce park
- Center Point Intermodal Park - 900 acre future logistic commerce park intermodal commerce park located on a CSX rail line
- Marketing / infrastructure improvements for the Hampton Roads Technology Park adjacent to USJFCOM, an ideal location for future office corporate growth supporting the M&S industry.

### **Virginia Beach**

- *Identified the Northampton Boulevard Corridor as a strategic growth area with enormous potential.* The Northampton Boulevard/Burton Station strategic growth area is located in the northwestern part of the largest populated city in the region. It is strategically located next to Norfolk International Airport, Joint Expeditionary Base Little Creek, Airport Industrial Park and Interstate 64. Burton Station is the name of an historic African-American community located in the center of the study area. Many of the current residents are decedents of two freed slaves who were given this land for their families.
- *Developing a Capital Improvement Plan (CIP).* In the short term, Virginia Beach is developing a CIP to support utility and roadway improvements that will include sewer, city water, lighting, roadway curbs, gutters and sidewalks. The longer term CIP includes intersection improvements (Northampton Boulevard and Diamond Springs Road), realignment of Air Rail Avenue to increase connectivity to Norfolk International Airport and alignment with Amphibious Base Development.

# CEDS Meeting Attendance

February 19, 2010



Lee Beach  
Judy Begland  
Joe Bouchard  
Mal Branch  
Bobby Bray  
Regina Brayboy  
Shonda Buchanan (representing Hampton University)  
Art Collins  
Capt. Bill Crow  
Dana Dickens  
Deborah DiCroce  
Anthony DiFilippo  
Deborah Dowd (for Roy Whitney)  
Doug Dwoyer  
Jason Eversole (Navy Region Mid-Atlantic)  
Jack Ezzell  
Dwight Farmer  
Larry Filer  
Joe Frank  
Darrell Gosnell  
Dr. Joseph Hall (NSU representing Carolyn Meyers)  
Bob Harper  
Russell Held  
Maurice Jones  
Vince Mastracco  
Juan Montero  
Donna Morris  
Rick Pearce  
Missy Schmidt  
Robert Shuford  
Andrew Sinclair  
Doug Smith  
Digby Solomon  
Deborah Stearns  
Joyce Thacker  
Alan Witt