



## Comprehensive Economic Development Strategy (CEDS)

### *“Vision Hampton Roads”*

The U.S. Department of Commerce Economic Development Administration’s Comprehensive Economic Development Strategy (CEDS) process provides Hampton Roads with a roadmap, i.e., a regional plan, describing economic conditions for the Hampton Roads metropolitan region and includes broad strategies and specific actions of prioritized importance that will position Hampton Roads as a leader in the global economy.

The CEDS experience in Hampton Roads is about creating an ongoing economic development process that is embraced by our region. Vision planning has placed Hampton Roads on a path to regional transformation by embedding a working process in all that we do... to think, live and act regionally.

**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.**

For more information on CEDS, visit:

<http://www.eda.gov/PDF/CEDSFlyer081706.pdf>

To follow the process in Hampton Roads, visit:

<http://VisionHamptonRoads.com>

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## ABSTRACT

Title: 2010 Comprehensive Economic Development Strategy  
“*Vision Hampton Roads*”

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Content: The strategy is an economic development planning tool intended to aid local governments in decision-making. The document provides an analysis of regional and local economic conditions within the Hampton Roads region, defined as including the ten (10) cities of Chesapeake, Franklin, Hampton, Newport News, Norfolk, Poquoson, Portsmouth, Suffolk, Virginia Beach and Williamsburg; the six (6) counties of Gloucester, Isle of Wight, James City, Southampton, Surry and York; and the town of Smithfield. Projects, programs and initiatives have been identified that will address economic development in Hampton Roads.

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# I. EXECUTIVE SUMMARY

## A. Regional Summary

### *WHY WE NEED THIS PLAN.*

Hampton Roads is a region that depends on its maritime-rich geography including all the benefits that come with it, such as commerce derived at its ports, tourism and real estate drawn to its beaches, and the waters that allow it to be one of the most concentrated naval strongholds on the planet. Those same geographic attributes, however, bring with them interconnected vulnerabilities that, if not managed and planned for properly, have the potential to overpower the positive.



The region is increasingly vulnerable to changes in defense spending including the military dynamic of an increased reliance on “boots on the ground” over naval ships and naval aviation. Our magnificent geography demands a transportation infrastructure that is reliant on a complex and expensive system of bridges and tunnels - a system of bridges and tunnels that today is inadequate. That inadequacy results in traffic congestion that has negative ripples throughout our economy. Firms will not move here, and some will not stay here, if they cannot move their product in and out of the region. Tourists will not come here if they cannot easily get into and move around the region.

Hampton Roads has dealt with the closure in 2006 of Ford Motor Company’s truck plant in Norfolk with more than 3000 workers, and in 2011, Fort Monroe, home of the Army's Training and Doctrine Command (TRADOC), closes as a result of 2005 Defense Base Closure and Realignment (BRAC) actions. The recession which began in late 2007 has also placed a strain on our economy with reductions in workforce through layoffs, transfers or closing within a number of large firms such as Hampton’s TeleTech (532), West Corp. call center (450) and Alcoa Howmet (375); Norfolk’s Cox Auto Trader (170), CooperVision (570) and USAA (436); Virginia Beach’s Verizon Call Center (450). International Paper announced that they will close their Franklin-based paper mill beginning in January 2010 in a move that will eliminate about 1,100 jobs. The closing could trigger an additional 2,400 job losses in the region. These reductions, coupled with the impending decommissioning of an aircraft carrier, the threatened movement of an aircraft carrier group to a new homeport and closure of the Oceana Naval Air Station, all place strains on the region’s economy.

**Hampton Roads has many great assets;  
we must acknowledge their related vulnerabilities.**

## B. Sponsorship

### *WHO FACILITATES THE PROCESS.*

In early 2009, a group of regional organizations and community leaders began collaborating to develop a Comprehensive Economic Development Strategy (“*Vision Hampton Roads*” or simply “*Vision*” <http://VisionHamptonRoads.com>). This *Vision* will provide Hampton Roads with a roadmap, i.e., a regional plan, including broad strategies and specific actions of prioritized importance that will position Hampton Roads as an impactful leader in the global economy.

The Hampton Roads Partnership (HRP, <http://HRP.org>), chartered in 1996 to “focus on the region's strategic issues for the purpose of enhancing our competitiveness in the global economy with resulting income and job growth for our citizens,” is the lead organization in this process. Comprised of the chief elected officials of seventeen communities, private sector, education, military and labor representation from both South Hampton Roads and the Virginia Peninsula, the Partnership is the logical lead for the planning effort. The Hampton Roads Planning District Commission (HRPDC, <http://HRPDC.org>) is playing a critical role in the CEDS process as the co-sponsor.

**HRP and HRPDC facilitate the process; citizens will drive it, though.**

### **C. Approach**

#### ***HOW WE GET WHERE WE NEED TO BE.***

Hampton Roads’ approach to the Comprehensive Economic Development Strategy (CEDS) process is to build upon previous regional planning efforts and to leverage existing regional organizations to provide both leadership and support to create a plan achievable within a five (5) year horizon.

Economists from Old Dominion University (ODU)’s College of Business and Public Administration and the Hampton Roads Planning District Commission drafted and reviewed a preliminary Strength /Weakness /Opportunities /Threat (SWOT) analysis with the Strategy Committee and each of the Sub-committees. Strengths and Weaknesses of the Hampton Roads region were indentified from background data already available from work done by the Hampton Roads Planning District Commission and the Annual Forecast and State of the Region Reports provided by the ODU Forecasting Project (<http://bpa.odu.edu/forecasting/index.shtml>). Opportunities and Threats were proposed by members of the Sub-committees and the Strategy Committee during meetings held throughout the summer, fall and winter of 2009. The results of this process are provided in **Section IV. Analysis of Economic Development Problems and Opportunities.**

The *Vision* Strategy Committee decided that by focusing on the three main pillars of the current Hampton Roads economy – The Port, Tourism and Federal Assets - and analyzing opportunities to diversify the regional economy, we can better identify the assets we have, determine how we are doing and identify those areas for improvement.

The Strategy Committee and the four Sub-committees established – *Federal; Port / Maritime; Tourism / Arts & Culture; and Opportunities* - worked very deliberately to build upon previous regional strategic planning efforts, many of which were championed by the Hampton Roads Partnership. Those previous plans included:

- *Plan 2007(in the early 1990s)*
- *Regional Competitiveness Program*
- *2004- A Call to Action*
- *2007 Strategic Plan and Metrics*
- *Hampton Roads Performs*

**The fundamental difference between this effort and past plans is:  
we are beginning with an implementation plan in place.**

## D. Themes

### ***BROAD ISSUES EMERGED.***

As the Strategy Committee and its Sub-committees continued their work of developing Goals, Objectives and Strategies for enhancing and diversifying the regional economy, broad themes emerged in nearly every discussion. Those themes or consistent topics of concern included:

- Adequate Transportation
- Regional Awareness
- 21<sup>st</sup> Century Education
- Innovation Economy

During the course of their deliberations of these themes the Opportunities Sub-committee encouraged the larger group to look at the Brookings Institute's *Blueprint for American Prosperity*. The basic premise of the *Blueprint* is that economic development occurs without regard to jurisdictional boundaries. Instead economic development occurs on a regional level and big demographic, economic and environmental forces rewrite the rules that drive prosperity within regions. These forces assign enormous value to a relatively small number of assets and reward those regions where these assets come together.

According to the Brookings Institute, those assets include:

- 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

**Those regions that thrive will be the ones cultivating innovation, truly educate their workforce, invest in infrastructure and create quality places.**

## E. Goal

### ***WHAT WE WILL BECOME.***

Given the similarity of our broad themes to those championed by Brookings and the clear connection of those themes to previous regional planning efforts, the Strategy Committee agreed to create *Vision Hampton Roads* in a manner that recognizes and builds those regional assets identified by Brookings. The overriding goal for *Vision Hampton Roads* became:

**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.**

## F. Implementation

### ***WHY THIS PLAN WILL WORK.***

The process of implementation 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*. 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*.

Previous economic development planning efforts have positioned the Hampton Roads Partnership to take the lead role aligning the missions and objectives of the many organizations that will impact the success of *Vision Hampton Roads*. Different organizations will actually drive different components of the *Vision* itself while other organizations will support and enhance those efforts in a more tactical manner. The implementation of *Vision Hampton Roads* will have a “Strategic Component” and an “Operations-Tactical Component.”

The Hampton Roads Partnership will serve as the Program Manager for both the “Strategic” and “Operations-Tactical” components of the *Vision* Action Plan.

The “Strategic Component” will address the long term strategy development for the enhancement of the big demographic, economic and environmental forces of:

- Innovation – new products, processes and business models
- Intellectual and Human Capital – education and skills that further innovation
- Infrastructure – transportation, telecommunications, energy distribution
- Sense of Place – special mix of distinctive communities, regional identity

The Executive Committee of the Hampton Roads Partnership will develop and monitor this plan of action which will have a distinct strategy for each of the four forces.

The “Operations-Tactical Component” will address the implementation of specific actions that will have the greatest short term impact on maintaining and growing the three (3) pillars of our regional economy and nurturing those regional assets that have the most realistic chance of diversifying our economy. The “Operations-Tactical Component” of the *Vision* will be driven by these Task Forces:

- Federal
- Port / Maritime
- Tourism / Arts & Culture
- Opportunities

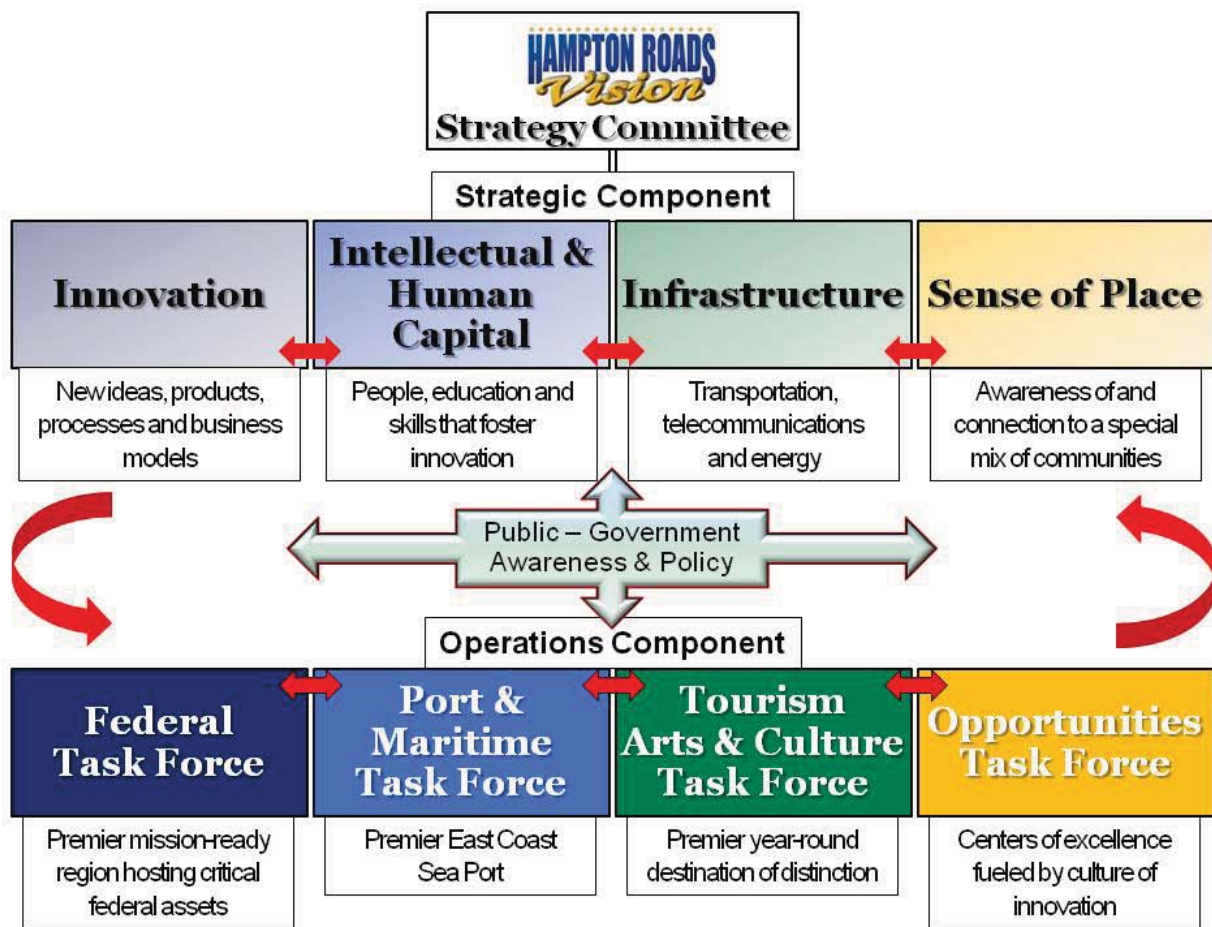
Each Task Force will be driven by a specific regional organization(s) that is working in that arena. We will build upon regional activities and initiatives that are already underway.

To emphasize, the process of implementation 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*.

The Organizational Chart that follows depicts the relationship between the Partnership and the various organizations that will play leadership roles within the strategic and operations-tactical implementation plans.

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





## G. Performance Measures

### *HOW WE MEASURE PROGRESS.*

In February of 2009, the Partnership launched the web-based *Hampton Roads Performs* (<http://HamptonRoadsPerforms.com>), a regional resource for data that shows how the region is performing on thirty-six (36) key indicators, including areas featured in the *2007 Strategic Plan and Metrics* document. The site will be used as a performance measuring tool showing the impact of the CEDS, also known regionally as *Vision Hampton Roads*, implementation.

Seven categories of indicators, aligned with those reported on the state's data resource *Virginia Performs*, measure progress related to quality of life: Economy, Education, Health and Family, Public Safety, Natural Resources, Transportation, and Government and Citizens.

Quality of life indicators answer the question, "How is the Hampton Roads Region Doing?" and the results are used to compare Hampton Roads to state and national averages, other regions within Virginia, and peer metropolitan areas outside of Virginia.

The **Hampton Roads Scorecard** gives a quick snapshot of the progress the region is making in all seven categories. (<http://hamptonroadspersforms.org/extras/Scorecard/HR-Scorecard.htm>) These measures will be reviewed and discussed by the CEDS Strategy Committee at every meeting. Data is updated year-round, as available.

For the purposes of *Vision Hampton Roads*, we will track those ten (10) indicators in the Economy Category of *Hampton Roads Performs*:

1. **Business Start-ups;**
2. **Employment Growth;**
3. **Modeling & Simulation;**
4. **Net Migration;**
5. **Personal Income;**
6. **Port / Maritime;**
7. **Poverty;**
8. **Research & Technology;**
9. **Unemployment;** and
10. **Workforce Quality.**

## **H. Public Participation**

### ***HOW WE ENGAGE CITIZENS.***

The Public Comment Period (January 5 to February 5, 2010) provided invaluable updates in finalizing this initial *Vision* plan. Total number of respondents was 446. A total of 363 respondents (81.4%) provided comments via the online survey; the remaining 83 responded via email, letter and social media.

The online survey used as a primary means to collect public comment 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.

The Public Comment Period provided invaluable updates in finalizing the initial *Vision* plan. Based upon responses, email was overwhelmingly the best way to disseminate the survey link and generate public participation (57.0%) followed by word-of-mouth at a distant second (12.1%). Based upon comments received, future survey questions will need to be formatted for clarity and understanding in order that “underserved” demographics will be better represented.

Some citizens were less than impressed and thought *Vision* was unremarkable. A clear majority, however, embraced this new *Vision* process and relished the opportunity to participate. Several citizens who took the time to read and review *Vision Hampton Roads* have volunteered their energy and expertise with implementation.

“I want to be part of the solution and continued success of Hampton Roads,” said one new volunteer.

The breadth and depth of feedback was such that individual responses would be impossible for each. Comments which affect the final document are singled out in the Addendum entitled Public Responsiveness Summary, and all comments are included at the end of the same summary as a permanent record of *Vision Hampton Roads*.

### **Demographics**

#### ***WHO AND WHAT IS HAMPTON ROADS.***

For a relatively young region (median age is 35.2), our respondents trended a bit older; 74.3% of respondents are aged 45 and over. With a higher than national average African American

population (33%), much work needs to be done for future engagement; this public comment period only attracted 9.2% of African Americans to participate.

The majority of citizens providing public comment were highly educated (79.6% college graduate or above), in a higher socio-economic status (42.3% have household incomes over \$100,000), and have lived in the region most, if not all, of their lives (73.9%).

However, regional awareness, especially of assets such as the Ports, Federal and Military, Tourism/Art & Culture and the vital role they play in our economy and as quality of life factors, is still a point of contention and highlights the need to further define who and what is Hampton Roads.

## Themes

### ***WHAT IS MOST IMPORTANT.***

A recurrent and resounding theme from citizens to accomplish the *Vision* and see results was: “Get the local governments, industry, state and federal government to work together like every other metropolitan area...One simple phrase *E pluribus unum* (Out of many, one) seems to apply here,” said one respondent. Several respondents went so far as to suggest consolidation of municipalities if not, at the least, government services.

“We need leadership. The political ‘leaders’ have often shown that they are mired in partisanship and short-sightedness. Our other community leaders have to pick up that slack and make a difference. Our various news publications and TV/radio stations need to help with this change...,” added one resident.

And via our social media platforms, another resident added, “The old expression ‘United we stand, divided we fall’ comes to mind. So does ‘Greater than the sum of its parts.’ Except, right now, from where I stand, we feel like stray parts strewn across a garage. What I like about the Hampton Roads Partnership is they feel like the organization trying to put it all together.”

According to a majority of respondents, **transportation** and **education** are the most important parts of the Hampton Roads economy not receiving a priority status in the *Vision*. It was even suggested to merge related Strategies and Actions from each of the four Objectives into their own Task Forces.

Feedback received also helped with definition of terms and initiatives in the final *Vision* document.

Respondents on the whole were positive in their support of *Vision* but cautioned that this was “not a blank check” for raising taxes but rather encouraged use of creative ideas from a multitude of resources to move the region forward as a self-supporting, balanced, well-managed and growing **regional** economy.

“While I agree strongly with this report, resource constraints must be considered, and priorities set,” said one citizen.

## Ideas

### ***WHAT IS NEW.***

Ideas for regional improvements included both the unique and the tried-and true; for example:

- holding a marine-themed World’s Fair,

- increasing telecommuting,
- promoting in-home businesses,
- increasing telecommuting,
- applying new truck designs,
- phasing out of the business professional occupational license (BPOL) tax and the machine and tool tax at the state and local level,
- producing ethanol using cattail rhizomes,
- providing every high school student with a laptop loaded with digital books,
- mitigating congestion to enable more bike paths,
- privatizing rest stops,
- garnering energy savings and protecting the environment by painting roofs white and planting roof-top gardens,
- expanding Norfolk International Airport to compete as a regional hub and add direct West Coast passenger air service,
- starting direct-to-family consumer goods programs,
- improving access to local agriculture and aquaculture farm products,
- utilizing NASA's wind tunnels with NASCAR and Formula 1™ racing,
- providing free education via distance learning/computer-based training in fields with high demand for workers, and
- coordinating between economic development agencies and increasing resources to make a national and international impact.

## **Intellectual and Human Capital**

### ***WHAT ABOUT BRAIN DRAIN.***

Building and retaining a creative class, young professionals and “brain drain” were often referenced.

“I would love to see our city cultivating reasons for its own youth to be vitally involved in the city and wanting to stay and build a future here,” said one citizen.

Another respondent suggested some of the drawbacks of the region that need to be addressed in order to help mitigate migration away from Hampton Roads include green spaces, recycling, bike friendliness, youth activities and music scene.

“Given the diverse population that lives in Hampton Roads area, especially with military imports, how come we don't have a more diverse and [international] cultural scene?” another pointed out.

On retaining exiting military personnel here in the region, one citizen commented, “we should make an effort to determine what personnel can easily re-purpose their skills to fill needed jobs in, i.e., engineering, solar energy plant construction, safety, preventive medicine, wellness, other medical skills. We should determine what skills do not convert efficiently to necessary civilian jobs and let them go.”

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

## Sense of Place

### *WHERE WE ARE.*

Nearly 22% of all public comment respondents weighed in on **Fort Monroe** as not only a regional threat but an opportunity as well, and, therefore, the SWOT analysis was updated. Ninety-six citizens recommended that *Vision Hampton Roads* 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. According to more than one citizen, Fort Monroe could qualify as a World Heritage Site, an international designation of a place of either cultural or physical significance, and as a potential addition to the Historic Triangle, i.e., the Historic Quadrangle, to add Civil War stories and thereby completing the full story of America's formation.

When evaluating the best things about living in Hampton Roads, a wide range of attributes were noted involving our geography and environment as important, i.e., the scenic beauty, recreational and cultural activities but also a sense of community and regional identity.

“Get a vision of the region as a perfect youth, middle age and retirement community; playground for all ages and keep our population healthy and fit,” added one resident.

However, when evaluating the **biggest challenges** to living in Hampton Roads, transportation was far and away the primary point of contention followed by job opportunities. Education was a distant third. Lack of regional spirit and cooperation as pertains to government were also noted in the write-in comments.

“We are not taking advantage of the potential we have in Hampton Roads as a region. Individual governments are not willing to give up control and we have suffered because of that,” said one citizen. And more than one respondent asked “what is our region's business identity?”

“What is stopping us from getting an NFL franchise in Hampton Roads? Suffolk or Chesapeake are the logical places for a stadium. Much smaller markets have NFL teams and thus national recognition...why can't we pull off a major league team in any sport?” added yet another citizen.

## Economic Sectors

### *WHAT ABOUT BUSINESS IDENTITY.*

When ranking the economic sectors that should receive priority attention, there were two distinct tiers: the first included the **port and maritime business, quality of life improvements and the military** while the second included **high-tech, small business and the environment**.

However, most additional comments as to ranking economic sectors in this section related to, first and foremost, **transportation** as a missing element:

- “Transportation and connectivity is the key to being competitive.”
- “Transportation is missing – it relates to quality of life improvements, tourism, port, etc. We must have strong transportation for all of this to work.”
- “The *Vision* is going to increase traffic from both sides [of the harbor] and this will increase congestion. Have to explore other transportation avenues.”

And then, secondly, pointed to **education** as a key economic sector:

- “Education should be the most important. A committed and sincere investment in education will inevitably lead to an increase in everything else. An educated community makes for a more critical thinking, efficient and productive society.”
- “Make it easier for students to dream about going to college and earn a degree that will help them be productive citizens of Hampton Roads.”
- “Cultural appreciation derives from solid educations. You can't impose culture on people who lack the education to appreciate it.”

Entrepreneurism within economic sectors was a common theme as well. “Support for high-growth, innovation-based business. Note: this is not a ‘Small Business’ issue. Studies have consistently shown that approximately 75% of new job growth in the U.S. comes from high-growth entrepreneurial ventures that start as ‘small businesses’ but are designed to grow,” said one respondent.

## GOAL

When rating the goals of the *Vision*, over one-half of citizens responding (51.7%) ranked the overall goal as the appropriate one. After reviewing all comments collectively and recognizing the preponderance of regional awareness issues, the Strategy Committee opted to add “internationally” to the overall regional goal to better define the recognition sought:

**“Hampton Roads will be recognized internationally as a region for centers of excellence fueled by Innovation, Intellectual and Human Capital, Infrastructure and Sense of Place.”**

**OBJECTIVES** ranked as “strongly agree” include the following top three (3):

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%)

**STRATEGIES** ranked as “strongly agree” include the following top three (3):

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%)

## ACTIONS

More focus on technology was another recurring theme with comments such as:

- “How about ensuring that all Hampton Roads residents have online access to job applications, communication tools, community news, etc?”
- “Technology is the future for Hampton Roads; we could easily become the Silicon Valley of the east.”

One citizen tackled the adequate transportation issue through technology as “wiser use of existing infrastructure. This implies encouraging and assisting with more telecommuting. Providing more fiber optic networks and capabilities is cheaper and more environmentally friendly than roads.”

Of the 65 Action items listed, nine (9) ranked above 50% as “strongly agree.” This may help the Strategy Committee to prioritize. They follow:

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 and 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 and 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%)

## MEASURES

As for indicators to measure the progress of *Vision Hampton Roads*, the only metrics to gain a “strongly agree” from over one-half of the respondents were:

1. **Workforce Quality**, annual percent change of higher education or technical degrees awarded (57.9%), and
2. **Employment Growth**, annual percent change of jobs added (53.8%).

One resident suggested adding a “Happiness scale, degrees of social isolation among people” with the rationale that “happy people are productive people.” And another said, “Good jobs make a good community.”

“We need more opportunities like this to voice our opinion for the future of Hampton Roads,” said another.

## Citizen’s Conclusion

“As you move forward with this activity, make certain you are seeing these visions through the eyes of the different generations, i.e., k-12, college age, new career starters, mature family builders, and retiring people. Each group's vision is affected by their current life needs,” cautioned one resident.

“*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,” added one respondent.

## Overall

The CEDS experience in Hampton Roads is about creating an ongoing economic development process that is embraced by our region. *Vision* planning has placed Hampton Roads on a path to regional transformation by embedding a working process in all that we do as we...

... *think, live and act regionally.*





## II. PROCESS OVERVIEW

### A. Background detailing Community and Private Sector Participation

The Hampton Roads region is located in Southeastern Virginia and is roughly contiguous with the Virginia Beach – Norfolk - Newport News Metropolitan Statistical Area (MSA). Specifically, Hampton Roads, as defined by the Hampton Roads Partnership, includes the ten (10) cities of Chesapeake, Franklin, Hampton, Newport News, Norfolk, Poquoson, Portsmouth, Suffolk, Virginia Beach and Williamsburg; the six (6) counties of Gloucester, Isle of Wight, James City, Southampton, Surry and York; and the town of Smithfield. Hampton Roads is a diverse region of 1.6 million citizens that includes urban, suburban and rural communities, prosperous as well as distressed areas.



A group of the region’s leaders and representatives committed to serve on the Strategy Committee (**Section X. Appendices A.** and <http://bit.ly/CEDSMembers>) to provide direction and oversight. The Hampton Roads Partnership (HRP), chartered in 1996 to “focus on the region's strategic issues for the purpose of enhancing our competitiveness in the global economy with resulting income and job growth for our citizens,” is the lead organization. Comprised of the chief elected officials of seventeen communities, private sector, education, military and labor representation from both South Hampton Roads and the Virginia Peninsula, HRP is the logical lead for the planning effort. Nearly 150 volunteers, including fifty-four (54) on the Strategy Committee alone, represent a diverse cross-section of the community with approximately 75% acting on behalf of the private sector. This cross-section includes, but is not limited to, healthcare, financial and professional services, ship repair, the arts, tourism and hospitality, manufacturing, technology, media and telecommunications, real estate, nonprofit, higher education and energy.

Additionally, nearly 450 citizens participated during the Public Comment Period via online survey, email, letter and social media.

**The time is now.** Hampton Roads has dealt with the closure in 2006 of Ford Motor Company’s truck plant in Norfolk with more than 3000 workers, and in 2011, Fort Monroe, home of the Army's Training and Doctrine Command (TRADOC), closes as a result of 2005 Defense Base Closure and Realignment (BRAC) actions. The recession which began in late 2007 has also placed a strain on our economy with reductions in workforce through layoffs, transfers or closing within a number of large firms such as Hampton’s TeleTech (532), West Corp. call center (450) and Alcoa Howmet (375); Norfolk’s Cox Auto Trader (170), CooperVision (570) and USAA (436); Virginia Beach’s Verizon call center (450). International Paper announced that they will close their Franklin-based paper mill beginning in January 2010 in a move that will eliminate about 1,100 jobs. The closing could trigger an additional 2,400 job losses in the region. These reductions, coupled with the impending decommissioning of an aircraft carrier, the threatened movement of an aircraft carrier group to a new homeport and closure of the Oceana Naval Air Station, all place strains on the region’s economy.

Based on the 2000 Census, Hampton Roads is the 38th largest Metropolitan economy and the 34th most populous MSA in the country with a gross metropolitan product of approximately \$72.4 Billion (2007). The region's economic structure is characterized by the strong presence of the military, followed by real estate and rental leasing, manufacturing and shipbuilding, construction, tourism, recreation and retail.

A Comprehensive Economic Development Strategy (CEDS) provides Hampton Roads with a roadmap, i.e., a regional plan, describing economic conditions for the Hampton Roads metropolitan region, by capturing elements of previous economic development plans and including broad strategies and specific actions of prioritized importance that will position Hampton Roads as a leader in the global economy.

## **B. Evolution of Economic Planning in Hampton Roads**

The Hampton Roads Partnership is a unique public-private organization formed in 1996. The Partnership is comprised of a Board of Directors including the chief elected officials of 17 local city and county governments (including the town of Smithfield), business leaders, college and university presidents, military commands and labor. As of June 30, 2009, the Partnership consists of 116 members. The Partnership is the only organization that brings leaders of the region together to focus on the strategic issues that will improve Hampton Roads' competitive position in the global economy. This makes the Partnership uniquely capable to administer, implement and attract private sector investments to the CEDS project.



Past planning efforts include (and may be found at <http://HRP.org/Site/programs/strategic-plans>):

### **Plan 2007 (in the early 90s)**

The Partnership was responsible for implementing several major components of what is considered the first comprehensive regional plan for Hampton Roads – *Plan 2007*. Led by the Hampton Roads and Virginia Peninsula Chambers of Commerce, *Plan 2007* was the outcome of a year-long visioning/planning process in the early 1990s involving hundreds of business leaders and citizens. The plan outlined a vision and goals for the region around education, infrastructure, quality of life, government, economic development and private sector leadership. *Plan 2007* served as a foundation for other subsequent region-focused planning exercises briefly mentioned below.

### **Regional Competitiveness Program**

In 1996, the Virginia General Assembly passed the Regional Competitiveness Act. The Act called for metropolitan areas to bring public and private leaders together in partnerships to develop regional plans focused on improving economic competitiveness. The Act also provided incentive funds (based on population) to regions that met specific criteria. Such criteria included the submission of a comprehensive application with an assessment of regional initiatives and plans to enhance regional cooperation. During the five years of the Regional Competitiveness Program (RCP), the Hampton Roads Partnership received state funds to leverage along with other resources to implement objectives of the regional plan.

Before the RCP funds were allocated, the Partnership updated *Plan 2007*, focusing attention on implementing objectives around port growth issues, technology-related economic development,

transportation, tourism, workforce development and regional cooperation. An outcome of this planning effort was the formation of many important regional organizations that still exist today. These organizations include the Hampton Roads Research Partnership (HRRP, <http://HamptonRoadsRP.org>); Hampton Roads Technology Council (HRTC, <http://HRTC.org>); Hampton Roads Technology Incubator System (HRTIS, <http://HRTC.org/hrtis/incubator/>); Opportunity, Inc. (South Hampton Roads workforce development, OppInc, <http://OPP-inc.org>); and the Hampton Roads Film Office (HRFO, <http://FilmHamptonRoads.com>).

### **2004 – A Call To Action**

With the 1999 Strategic Plan nearly complete, the Partnership began setting the stage for the next progression in regional planning. A series of meetings were held during 2003 with public and private sector leaders. Extensive research was done to determine the industry clusters that made sense for the region to pursue thanks to a grant received by the Hampton Roads Planning District Commission from the U.S. Department of Commerce’s Economic Development Administration. Additionally, a web survey was conducted, generating 1300 detailed responses to questions about ways to improve the region’s quality of life and economy.

A steering committee was formed to review the feedback generated. They concluded a traditional strategic planning process was not what the Hampton Roads Partnership needed at the time, but instead a strategy focused upon three key themes or issues to drive the Partnership’s work in the next three years would be more appropriate.

The resulting *2004 Action Plan* had a specific *Call to Action*, driven by the region’s performance (compared to the U.S., Commonwealth of Virginia and three peer metropolitan areas) on seven statistical measurements (per capita income, poverty rate, total employment, employment rate, earnings per worker, population growth and net migration). The three areas of focus of the action plan were regional citizenship, a focused economic strategy and building the region’s fundamental assets:

#### **Regional Citizenship**

Work was needed to address the greatest barrier to regional cooperation – the lack of a common metropolitan consciousness and citizenship (attributed to Dr. Marc Weiss, a domestic and global regionalist with the Citi-states Group, <http://Citistates.com>). The Partnership’s web survey revealed that 80% of the respondents linked their personal economic situation to things happening in the region as a whole, rather than their individual community. The bottom line – citizens see no municipal boundaries in what they do, while the structures in place do. **This disconnect is a significant potential obstacle to achieving success in the *Vision* effort.** The action plan steps would build upon thoughts expressed in the survey. One outcome of the plan was a joint activities/services list of 620 services or projects undertaken by two or more localities in the region. The report was used to demonstrate the functional approach to regionalism and serve as a starting point for identifying additional opportunities for communities of the region to work together.



### **Economic Strategy**

The goal of having a focused regional *economic strategy* started with a study to determine how the economy works in Hampton Roads – identifying actions to improve regional outcomes. Dynamic industry networks and clusters were studied with the idea that a group of firms that are well connected and have good relationships and supporting infrastructure can be more competitive than those firms that are not connected. Clustering became the overarching framework for addressing all aspects of our regional economic development strategic plan including existing business issues, fundamental assets/current strengths, job creators of the future and aspects of entrepreneurship. The industry clusters identified are growing thanks to the Hampton Roads Research Partnership. Specific emerging clusters are Modeling & Simulation (decision support technologies for a broad array of challenges), Bio-Science (innovations for medical, marine and environmental applications) and Sensors (systems of next generation devices, networks and data-base management approaches) and the region's traditional and more highly developed industry clusters are defense (including defense contracting), transportation, manufacturing, and tourism.

### **Fundamental Assets**

Every region has certain *fundamental assets* upon which its economy is built – both human and physical. The action plan included transportation, technology-based economic development, workforce development, ports and natural resources under this category. Our efforts in workforce development are based on the belief that Hampton Roads is one labor market, and it must act as one to be successful. We were influenced by Guiding Principles for Successful Regionalism, a cooperative study by the University of Cincinnati, Northern Kentucky University and Xavier University, published by the University of Cincinnati's Institute for Policy Research in March 2000, which provides insights and lessons from Atlanta, Charlotte, Louisville, Minneapolis-St. Paul, Phoenix and Portland. The report reflects on the common threads of successes: “successful regions present a unified front to prospective customers and successful regions emphasize education and workforce development. Workforces are inherently regional. The development and viability of a strong labor force is an area in which an entire region must work together.”

The Port of Hampton Roads, or Hampton Roads Harbor, continues to be a major economic engine for the Commonwealth of Virginia and the Hampton Roads region as it has for centuries due to our unique geography. This asset inspires us to rededicate ourselves to doing what is necessary to reach our vast potential through port related economic development.

For the purposes of *Vision Hampton Roads*, “port” refers to all port-related activities including commercial, military and related land-based support facilities and inland transportation, also including, but not limited to, ship repair, ship building, cargo terminals, cargo and cruise ships, maritime insurance and legal services, shipping line offices, mega yacht repair and maritime construction.

The *2004 Action Plan* offered a balanced approach focused on community, economy and environment. Our approach was to look at ways to protect, enhance and better capitalize on the natural resources that contribute to our dynamic quality of life in Hampton Roads.

### **2007 Strategic Plan and Metrics**

In 2007, the Partnership's Board of Directors approved the *2007 Strategic Plan and Metrics* document under which the Partnership has operated until the completion of the 2009-2010 Comprehensive Economic Development Strategy. The areas of focus within this plan include Education: school readiness, educational attainment and technological research; Transportation: traffic congestion, land use and public transit; and Economy: overall quality of jobs, port and maritime logistics and technology industry cluster development. During this planning cycle, the Partnership led a comprehensive Modeling and Simulation strategic planning process and received funds to conduct a long-term transit vision for the region to be included as part of a statewide vision plan.

### **Hampton Roads Performs**

In February of 2009, the Partnership launched the web-based *Hampton Roads Performs*, <http://HamptonRoadsPerforms.com>, a regional source for data that shows how the region is performing on thirty-six (36) key indicators, including areas featured in the *2007 Strategic Plan and Metrics* document. The site will be used as a performance measuring tool showing the impact of the CEDS implementation.



The Hampton Roads Partnership has been characterized as a convener, a facilitator, an organization effective in laying the

foundation for regional success. Many of the regional successes achieved during the Partnership's existence are a result of the relationships formed and strengthened through the organization's work. These relationships extend beyond the board members to include: other community organizations and industry; local elected officials; and state executive and legislative levels of government. The Partnership is credited for helping to foster a change in thinking and acting with regard to successful regional cooperation.

### **C. Comprehensive Economic Development Strategy (CEDS) Approach**

Hampton Roads' approach to the Comprehensive Economic Development Strategy (CEDS) process is to leverage existing regional organizations to provide both leadership and support. In order to ensure that the process runs effectively and efficiently, consulting assistance was obtained from Kaufman & Canoles Consulting, <http://www.KaufCanConsulting.com>, an economic development consulting firm experienced in CEDS planning with strong awareness of the economic development dynamics in the region.



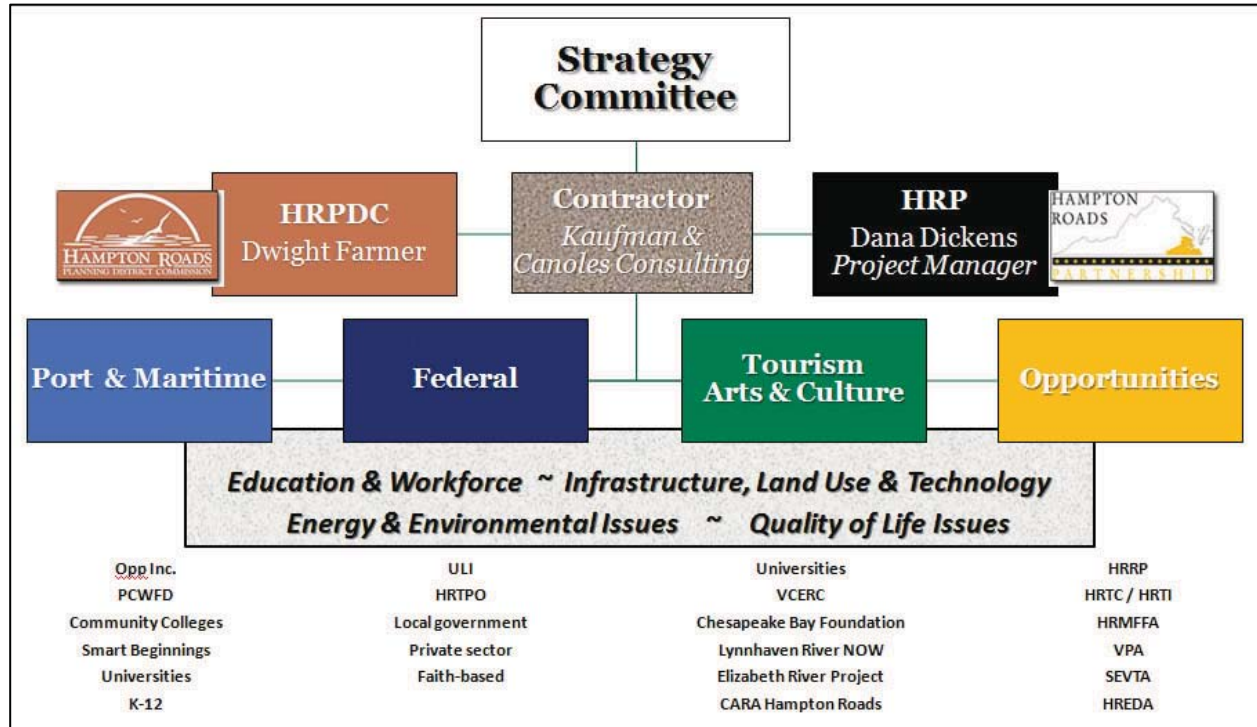
Hampton Roads Planning District Commission (HRPDC) is playing a critical role in the CEDS process as a co-sponsor. HRPDC, one of twenty-one (21) Planning District Commissions in the Commonwealth of Virginia, is a regional organization representing sixteen of Hampton Roads' local governments. Planning District Commissions are voluntary associations and were created in 1969 pursuant to the *Virginia Area Development Act* and a regionally executed Charter Agreement. The HRPDC was formed in 1990 by the merger of the Southeastern Virginia Planning District Commission and the Peninsula Planning District Commission.

Old Dominion University (ODU, <http://ODU.edu>), Hampton Roads Economic Development Alliance (HREDA, <http://HREDA.com>), Hampton Road Research Partnership (HRRP, <http://HamptonRoadsRP.org>), Hampton Roads Technology Council (HRTC, <http://HRTC.org>); Hampton Roads Technology Incubator System (HRTIS, <http://HRTC.org/hrtis/incubator/>); Opportunity, Inc. (South Hampton Roads workforce development, OppInc, <http://OPP-inc.org>); and Peninsula Council for Workforce Development (PCWD, <http://PCFWD.org>) are all playing important roles as well. We will be drawing on a significant amount of existing material.



The Strategy Committee decided that by developing the CEDS focusing on the three main pillars of the current Hampton Roads economy – The Port, Tourism and Federal Assets – and analyzing opportunities to diversify the regional economy, we can better identify the assets we have, determine how we are doing and identify those areas for improvement. The Strategy Committee established four Sub-committees around these categories and challenged each to use the CEDS Plan of Action guidelines to determine those areas in which help is most needed in the region and engage those organizations most able to provide the needed expertise.

The following Organizational Chart outlines the committee structure followed during the development of the CEDS:



The four Sub-committees were chaired by members of the Strategy Committee with particular expertise within the economic sectors under examination. Each Sub-committee held a series of meetings over the course of several months. A list of all committee chairs and members is provided in **Section X. Appendices A. and B.** The **Appendix** also outlines the original questions or discussion items each committee was asked to address. The outcomes of those meetings and discussions are a series of Objectives, Strategies and Actions detailed in **Section V.** Our consultants and staff also worked with the Economic Development Directors of the seventeen (17) municipalities to validate the relevance of the committee outcomes and identify specific priorities from each community to outline and prioritize in **Section VI. Strategic Projects, Programs and Activities.**

A complete record of Strategy Committee meeting activities as well as resource materials used in the process is available in downloadable form on the *Vision Hampton Roads* website, <http://VisionHamptonRoads.com>. A complete record of meetings and attendance is also available in Addenda #2.

### III. BACKGROUND

#### A. The Region's History

The Hampton Roads region is a great place to live, work and visit. Situated around the world's largest natural deepwater harbor, the region enjoys a thriving economy, an abundance of natural resources, a high quality workforce and a robust transportation network. Sustaining and improving the high quality of life in the Hampton Roads region requires the collective efforts of citizens, business and government.

Hampton Roads is located in southeastern Virginia where the Atlantic Ocean meets the Chesapeake Bay. The region is comprised of 17 jurisdictions – the cities of Chesapeake, Franklin, Hampton, Newport News, Norfolk, Poquoson, Portsmouth, Suffolk, Virginia Beach and Williamsburg; the counties of Gloucester, Isle of Wight, James City, Southampton, Surry and York; and the town of Smithfield. The region's land area covers approximately 2,907 square miles and includes an extensive system of waterways including the Intracoastal Waterway and the James, York, Nansemond and Elizabeth Rivers. The region's safe harbors, proximity to the ocean and rich history have worked together to form the foundation of the Hampton Roads region.



#### B. The Region's Demographics

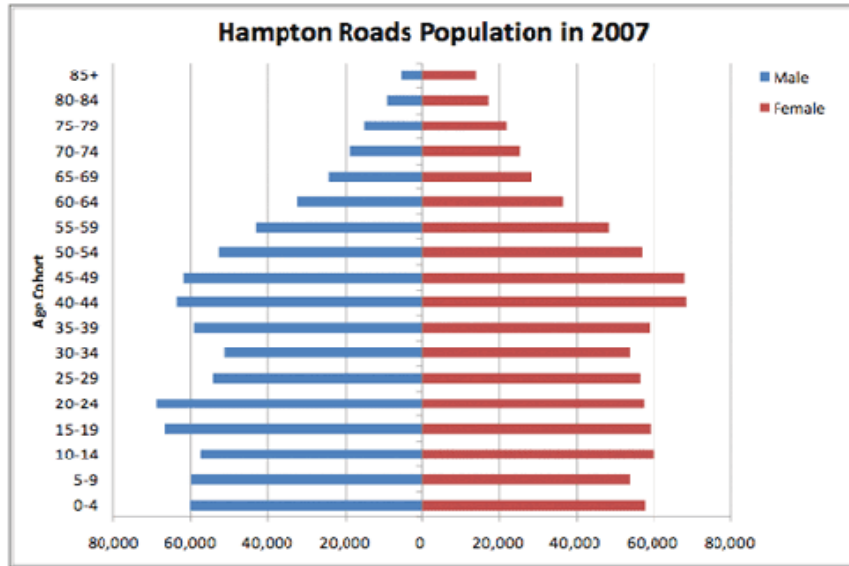
According to the U.S. Bureau of the Census, Hampton Roads is the 34<sup>th</sup> most populous Metropolitan Statistical Area (MSA) in the United States. Over the past decade, Hampton Roads' population has grown at an annualized rate of 0.64%, relatively slow compared to the 1.20% growth of the Commonwealth of Virginia. The U.S. Bureau of the Census estimates that Hampton Roads is home to 623,698 households with an average of 2.56 persons per household.

The Hampton Roads population is younger than the national average. The median age of the Hampton Roads population in 2007 was 35.2, over a year less than the national average of 36.7. The population is fairly evenly split with males comprising 51.1% and 48.9%.

The story is different when viewed across various age cohorts. The histogram "Hampton Roads Population in 2007) included herein shows the distribution of the population across various age cohorts. One of the more striking features of the histogram is the uneven male to female ratio in the 15-19 and 20-24 cohorts, a testament to the large impact of the military presence in Hampton Roads.

The racial and ethnic composition in Hampton Roads is significantly different from that of the nation. Hampton Roads has proportionately more African Americans than the nation and proportionately fewer persons in every other racial category. African Americans comprise approximately 33% of the population in Hampton Roads and Whites comprise another 62%.

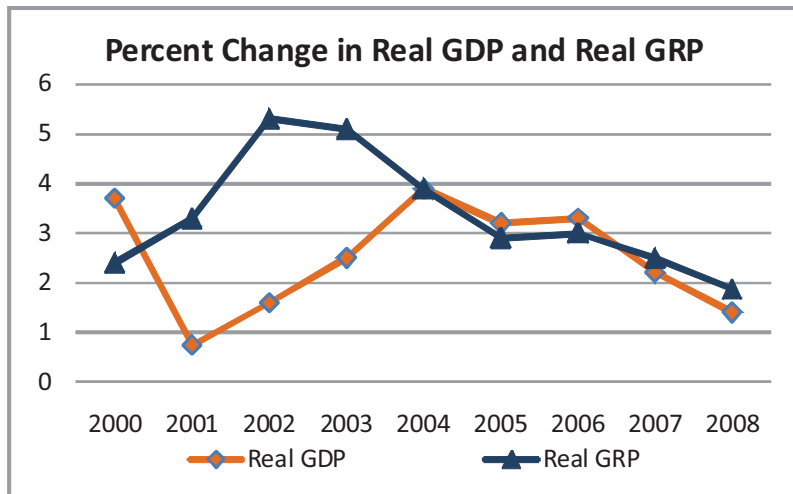




Source: Weldon Cooper Center

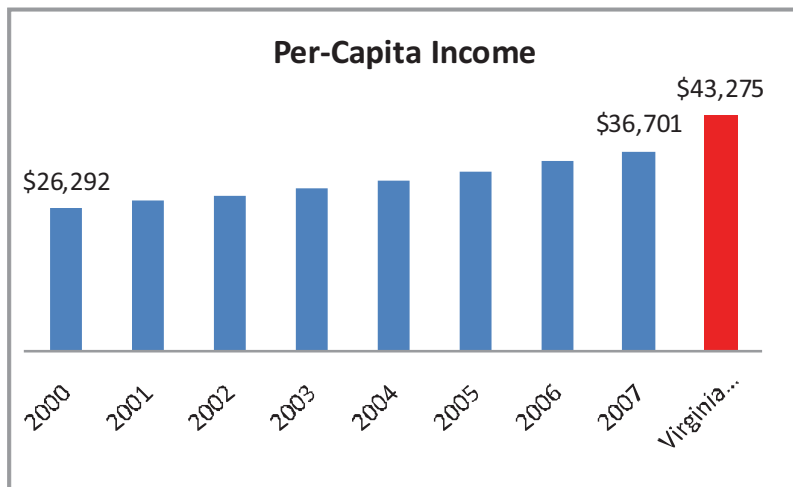
### C. The Region's Economy

The growth rate of Real Gross Regional Product (GRP) for Hampton Roads has averaged about 3% for this decade (2000-2009). Also, growth has been much more stable for the region when compared to the growth rate of Gross Domestic Product (GDP) for the United States as a whole. This is mainly due to the large amount of income tied directly or indirectly to military and other federal installations.



Source: ODU Forecasting Project

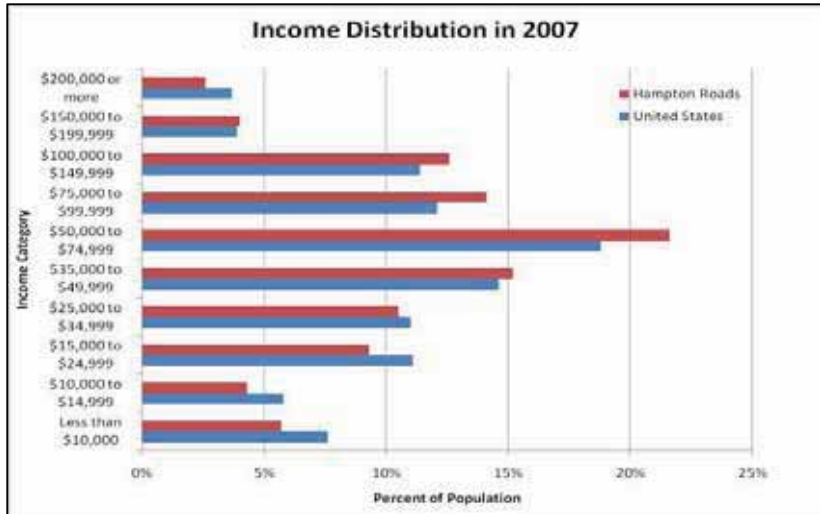
Hampton Road's per capita income has historically been below the national average but has shown steady growth each year through this decade. In 2007, per capita income in Hampton Roads stood at \$36,701 below the Virginia state level of \$43,275 and below the United States level of \$39,430.



Source: Bureau of Economic Analysis

However, median income in Hampton Roads compares very favorably against the nation. 2007 median household income was \$54,824 compared to \$50,007 for the nation and \$59,562 for the state of Virginia.

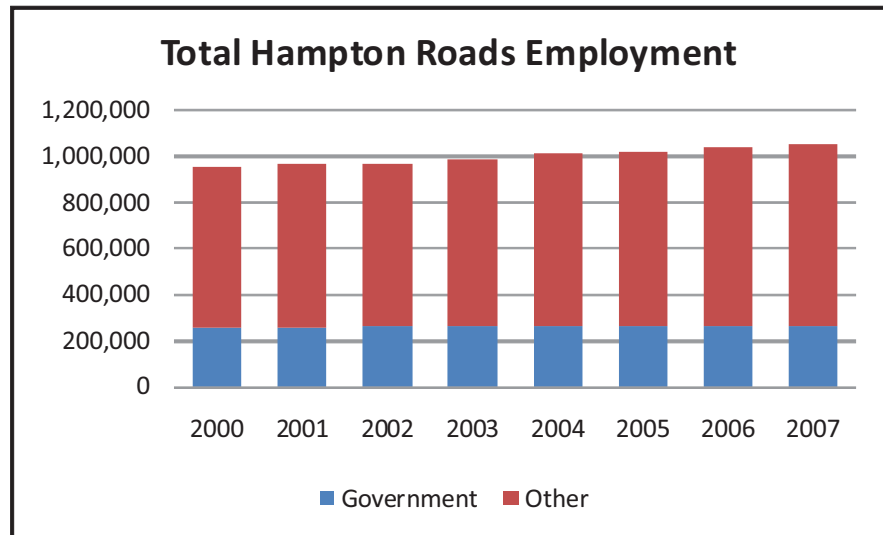
This difference between per capita and median income can be explained by looking at the income distribution in Hampton Roads.



Source: Bureau of Economic Analysis

Hampton Roads has much more income concentrated in the \$35,000-\$100,000 range. The income distribution in Hampton Roads is more equal than comparable Metropolitan Statistical Areas (MSAs) in Virginia and the United States. The Gini coefficient, a measure of statistical dispersion used to assess inequality of income or wealth, in Hampton Roads is .42 which is lower than Richmond (.44), Roanoke (.43) and Charlottesville (.46) – lower means a more equal distribution between rich and poor. Hampton Roads also ranks higher in equality when compared to other “peer” MSAs in the country such as Greensboro (.46), Jacksonville (.44) and Charleston (.47).

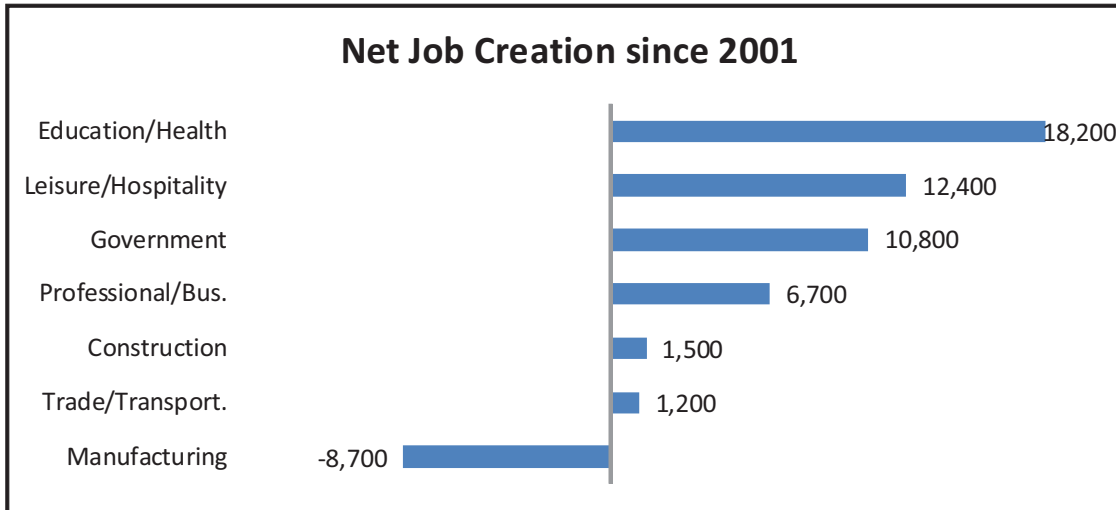
The Hampton Roads region had 1,038,537 employees in 2006 which calculates to 1 job for every 1.58 people. However, much of the job base is directly related to the military and to part-time jobs in the retail and tourism sector. For example, of the slightly over one million workers in Hampton Roads in 2006, the military had 108,324 employees and the retail trade sector had 112,717 – nearly 22% of total employment that year.



Source: Bureau of Labor Statistics

The Hampton Roads economy typically does not create a large number of private jobs with most of the job creation taking place in the public sector. However, this decade has been an exception. The Region created a relatively large number of private jobs in Education, Health Services and Tourism related businesses. Since 2001, Education and Health have led the way creating 18,200

jobs, while the Hospitality industry was second with 12,400 jobs created. Manufacturing was a jobs loser during the period, giving back 8,700 jobs.



Source: Bureau of Labor Statistics

#### D. The Region’s Military Presence

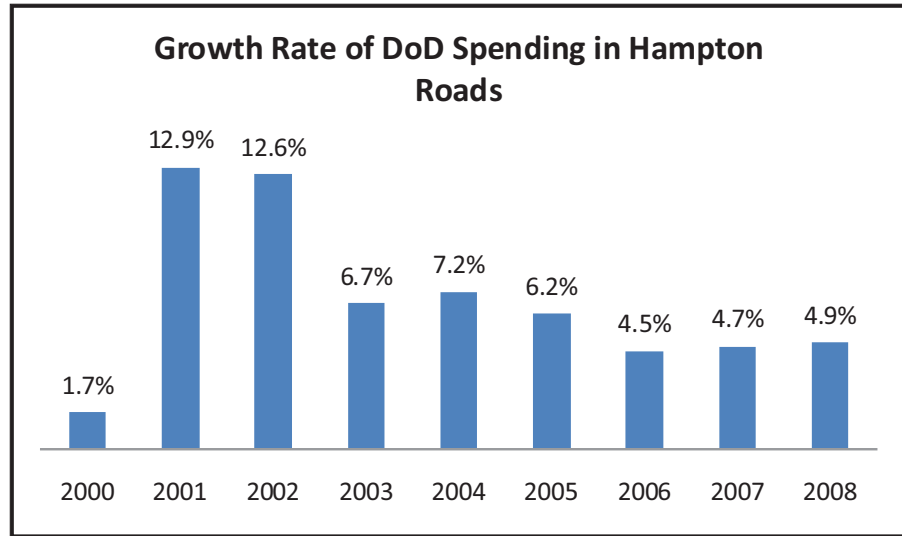
Hampton Roads is home to one of the largest concentrations of Department of Defense (DoD) personnel in the United States. Hampton Roads is home to the largest naval base in the world, the only NATO command on U.S. soil and the presence of all five military services, operating forces and major commands. The impact of the military cannot be overstated. The direct, indirect and induced impact of the military had been estimated to be as much as one-third of the total regional economy and is now closer to 45%.

The table below illustrates the number of personnel at key installations as of the end of 2008. Employment at Naval Station Norfolk dwarfs the employment of any other single private employer in Hampton Roads.

Installation	Total Personnel
Naval Station Norfolk	96,000
Little Creek Amphibious Base	14,413
Langley Air Force Base	11,500
NAS Oceana	10,683
Fort Eustis	9,682
Norfolk Naval Shipyard	8,850
Dam Neck Annex	5,578
Fort Monroe	4,117
Naval Weapons Station Yorktown	2,182

Source: 2008 Hampton Roads Statistical Digest

As mentioned previously, over the last decade, Hampton Roads has fared quite well in total DoD expenditures particularly early in the decade. Though the growth of DoD expenditures has slowed during the last half of the decade, it is still healthy and continues to support and stabilize the Hampton Roads

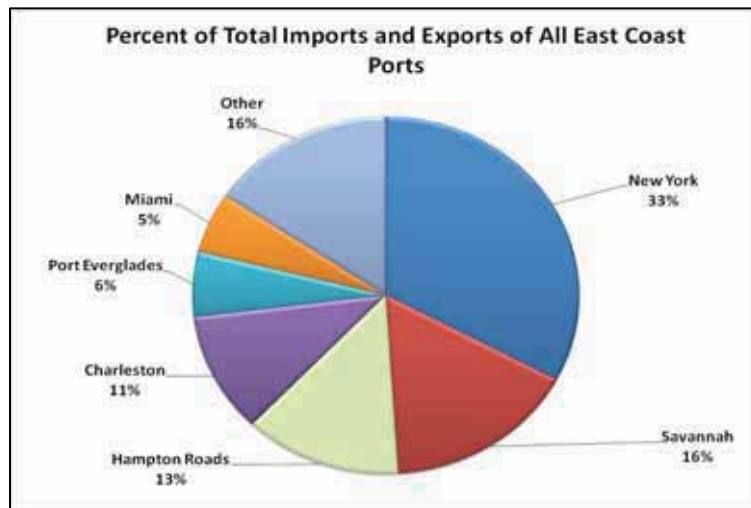


Source: U.S. Department of Defense

economy as a whole. The surge in defense spending in 2001 and 2002 appears to have made a significant contribution to sustaining GRP growth in Hampton Roads at a time when the National GDP growth rate declined significantly.

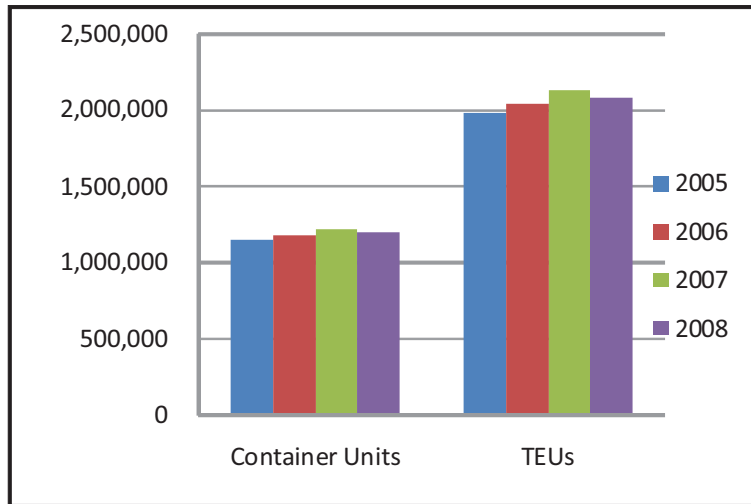
### E. The Region's Port and Harbor

Hampton Roads is blessed with a naturally deep harbor that has brought commerce and trade to the region for centuries. The Port of Virginia at Hampton Roads currently ranks third in total tonnage on the East Coast behind the Port of New York and the Port of Savannah.



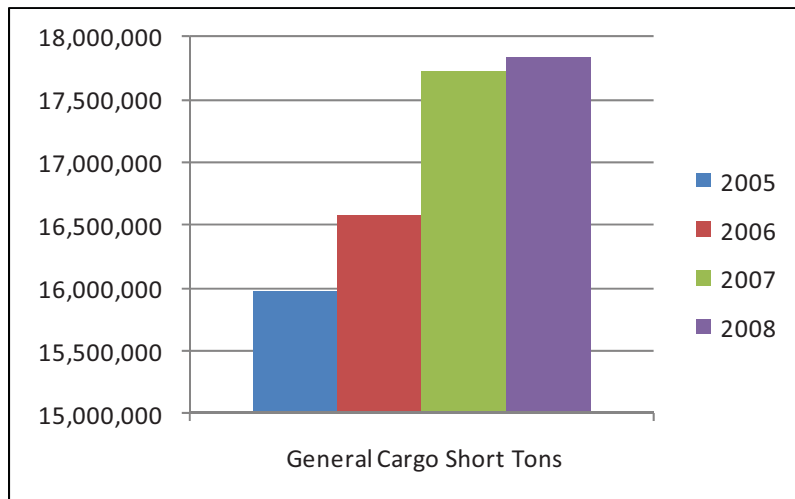
Source: American Association of Port Authorities

The primary business of the Port of Virginia continues to be containerized shipping. The following graph illustrates the consistent though slow growth of the port in both container units and in Twenty-Foot Equivalent Units (TEUs). The effects of the global slowdown are evident in the 2008 data.



Source: Virginia Port Authority

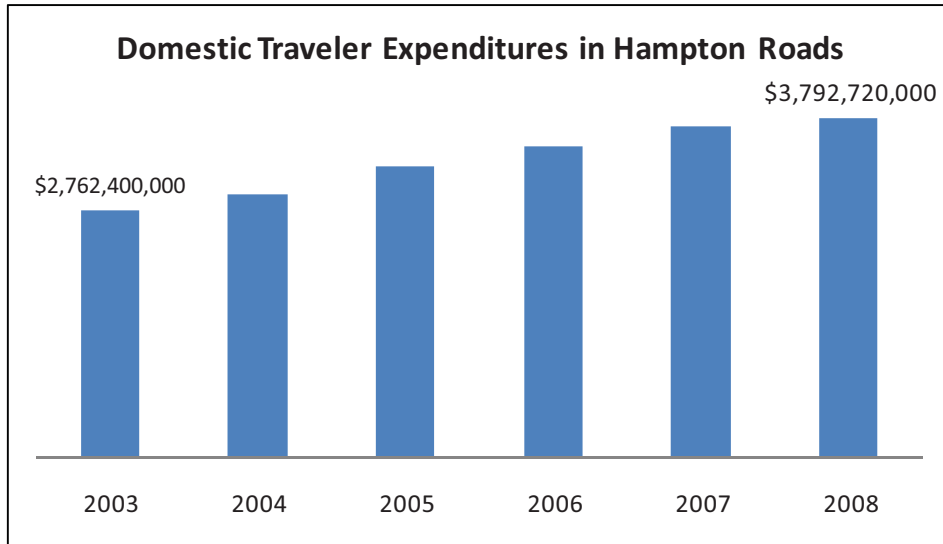
Looking at general cargo tonnage, the port shows healthier growth, though even this is forecasted to slow dramatically for the 2009 data.



Source: Virginia Port Authority

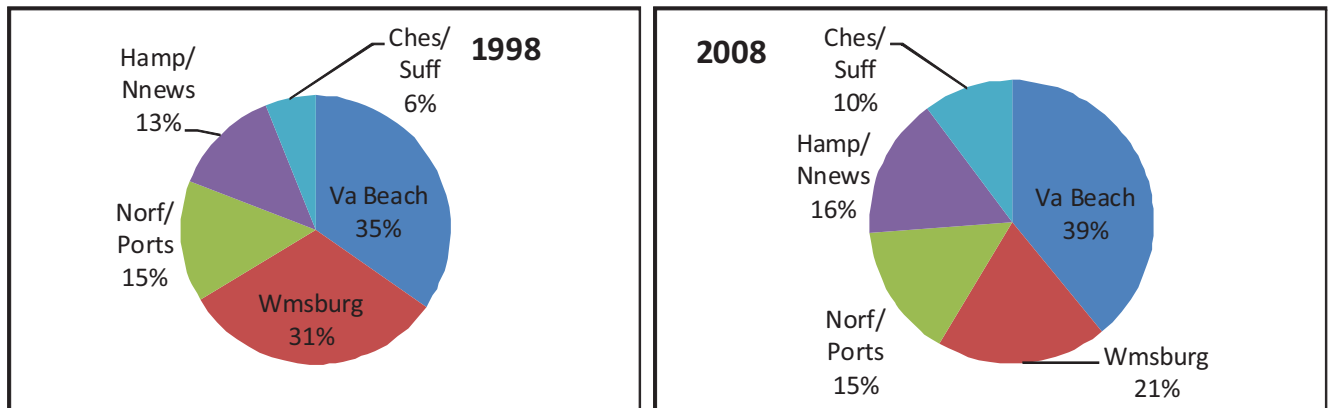
### F. The Region's Tourism Industry

Hampton Roads provides a diverse set of tourist attractions. Visitors can choose from the surf and sand of Virginia Beach to the east or the historic attractions of Williamsburg, Yorktown and Jamestown to the west. Beginning in 2003, the Virginia Tourism Corporation (<http://VATC.org>) began collecting data on tourist expenditures and travel related employment by region in Virginia. Tourists in Hampton Roads spent approximately \$3.8 billion dollars in 2008. The estimate of direct travel related employment in 2008 was 40,384.



Source: Virginia Tourism Corporation

An interesting phenomenon recently has been the shift in hotel revenue shares. Virginia Beach continues to lead the way in the region with Williamsburg second. However, many of the other localities have gained share while Williamsburg has lost some share over the last 10 years.



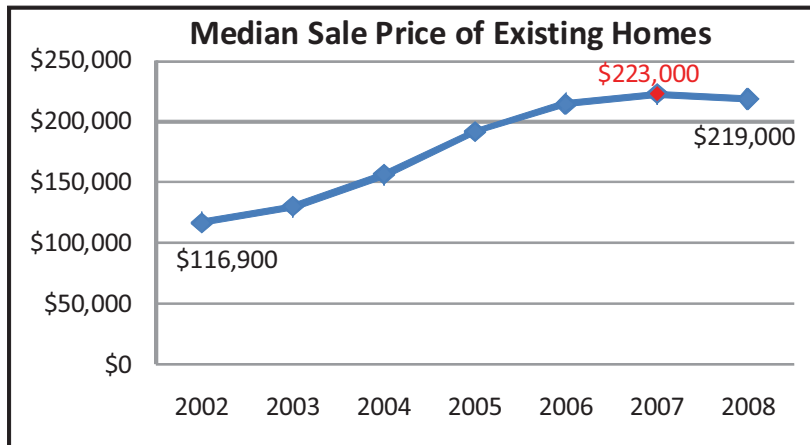
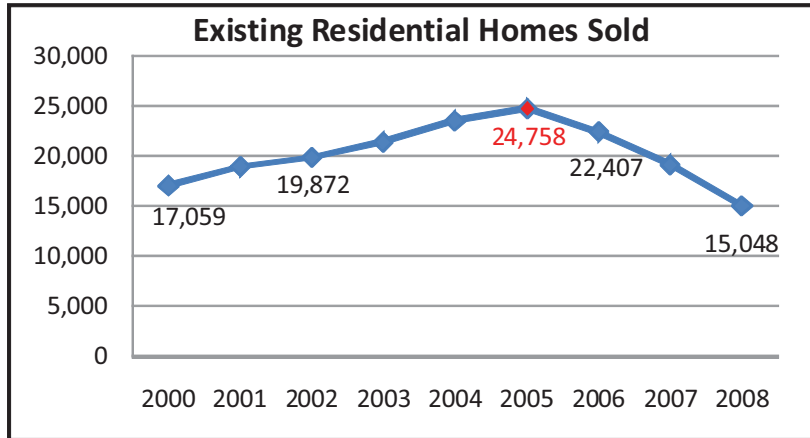
Source: Smith Travel Research and ODU Forecasting Project

### G. The Region’s Housing Market

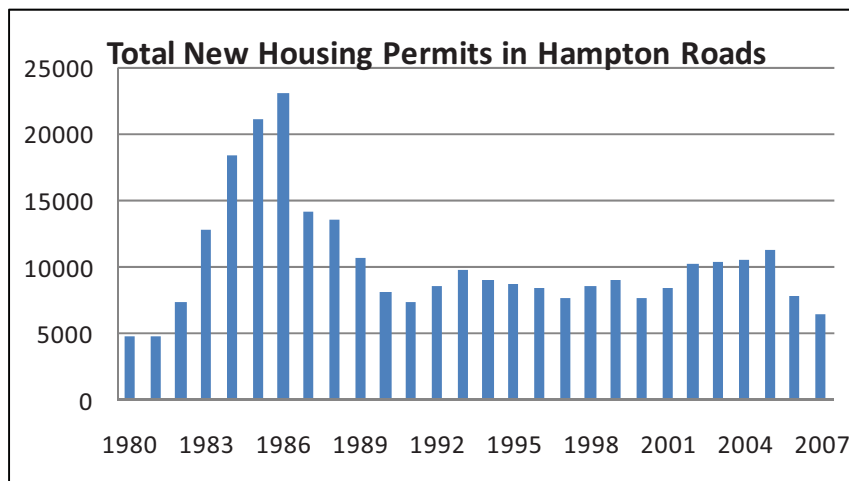
As with most regions in the United States, Hampton Roads saw a tremendous increase in both the price of housing and the number of sales from the early to middle part of the decade. Sales reached their recent peak in 2005 and prices reached their peak in 2007. Sales and price growth has significantly moderated in the last two years with both decreasing (sales rather dramatically decreasing). On the up side, the housing market appears to be returning to a more stable equilibrium which is likely more stable than the market has been in several years.

While new construction was a driving force for the economy in the middle of the decade, new residential construction has slowed dramatically. This has put a drag on the Region’s economic output, but has also prevented a large buildup of excess inventory. Unlike the housing boom in

the middle of the 1990's, builders showed more self-control this decade. This was mostly a result of building practices that allowed a shorter turnaround time from permit to completion. As a result, we saw smaller increases in the inventory of new homes and less downward pressure on home prices.



Source: Real Estate Information Network and ODU Forecasting Project

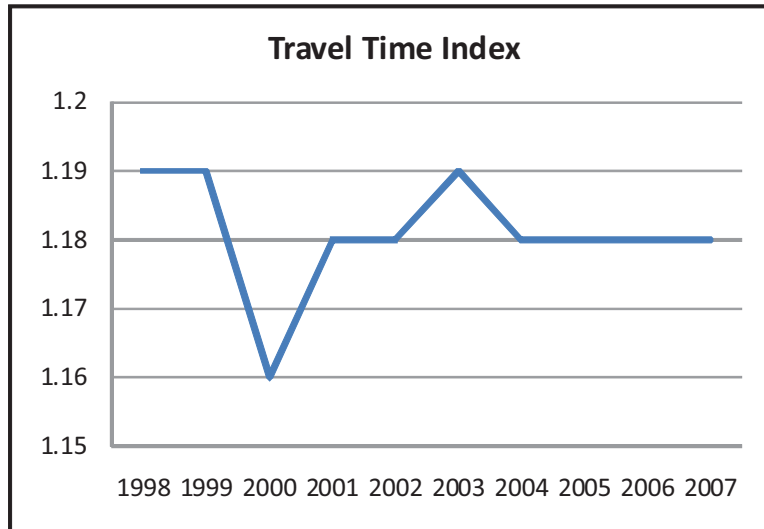


Source: U.S. Bureau of the Census

## H. The Region's Transportation System

The unique system of waterways in Hampton Roads results in a transportation network that relies on several bridges and tunnels. These natural choke points create a rather high level of congestion. Indeed, transportation was the most discussed issue by all of the Sub-committees working in this process.

The 2007 Texas Transportation Institute's Travel Time Index (TTI) ranked Hampton Roads 19<sup>th</sup> among the 29 metro areas with populations between 1 and 3 million. Hampton Roads checks in with an index value of 1.18 meaning that a 30 minute trip off-peak takes approximately 35 minutes during peak time. The average index value for the 29 areas in the group was 1.23 for comparison. In addition, the 10 year trend in the index for Hampton Roads has been relatively flat.



Graph denotes best TTI at 1.15 and worst TTI at 1.2

This certainly does not mean that transportation is not an issue in the region. 2007 data from Inrix, a traffic services company providing historical and real-time traffic information, shows that the bridges and tunnels in Hampton Roads are the main source of congestion, and, in fact, congestion in these areas seems to be getting worse. The study shows that the worst peak Travel Time Index is as high as 1.38 during the 4-5 pm hour on Friday. Also, the data show that the worst congestion occurs during the month of June, not surprising given the large number of visitors to Virginia Beach and the Outer Banks of North Carolina. Finally, the study showed that most of the congestion problems in the region center on the Hampton Roads Bridge Tunnel or the Downtown Tunnel.





## I. Summary and Complete Regional Profile

In summary, Hampton Roads as a region represents a diversified economy, a rich blend of public and private educational institutions and ample opportunities for residents to experience a high quality of life.

### **Stable and increasingly diverse population.**

Compared to Virginia and the nation as a whole, the population of the Hampton Roads region has grown at a relatively slow pace and tends to be younger and more diverse than the population of the United States.

### **Intricate and unique economy with stable employment.**

Hampton Roads has one of the largest concentrations of military personnel in the United States, and increases in military pay and federal contracts have significantly contributed to the region's economic growth. However, as home to a number of private employers, Hampton Roads has experienced relatively strong employment growth across several industry sectors, particularly Education and Health Services, Leisure and Hospitality and Retail Trade. One of the jewels of the region is the Port of Virginia, which contributes nearly 350,000 jobs and greater than \$13 billion in employee wages each year to the Commonwealth of Virginia according to analysis by William and Mary's Mason School of Business.

### **Effective but aging transportation system.**

Because of the abundance of waterways, the transportation network is heavily dependent on bridges and tunnels. Per capita vehicle miles traveled has remained relatively stable over the last 10 years, suggesting that commuting distances are relatively short. But, aging infrastructure and congestion around tunnels and bridges pose a threat for future economic development.

### **Favorable educational attainment levels.**

Children entering kindergarten in the Hampton Roads region are prepared at higher rates of literacy fundamentals than any other region of Virginia. The population living in Hampton Roads compares favorably to other regions and metropolitan areas in high school and college degree attainment.

The complete Regional Profile may be downloaded from the *Hampton Roads Performs* website at [http://hamptonroadspersforms.org/profiles/regional/HRPeforms\\_Regional\\_Profile.pdf](http://hamptonroadspersforms.org/profiles/regional/HRPeforms_Regional_Profile.pdf)

Topics and data covered include:

- Location
- History
- Demographics
- Economy
- Income
- Employment
- Top 25 Employers
- Unemployment
- Industry and Occupations
- Military
- Port
- Tourism
- Housing
- Transportation
- Education

The Regional Profile publication is a product of the Hampton Roads Planning District Commission (HRPDC) and the Hampton Roads Partnership (HRP).

## **IV. ANALYSIS OF ECONOMIC DEVELOPMENT PROBLEMS AND OPPORTUNITIES**

Economists Dr. Larry Filer of Old Dominion University's College of Business and Public Administration and Greg Grootendorst of the Hampton Roads Planning District Commission drafted a preliminary Strength/Weakness/Opportunities/Threat (SWOT) analysis that was then reviewed with the Strategy Committee and each of the Sub-committees.

The Strengths and Weaknesses of the Hampton Roads region were indentified from the background data on the region. Much of that analysis was taken from work done by the Hampton Roads Planning District Commission and the State of the Region Report and Annual Forecast provided by the Old Dominion University Forecasting Project.  
(<http://bpa.odu.edu/forecasting/index.shtml>)

Opportunities and Threats were proposed by members of the Sub-committees and the Strategy Committee during meetings held throughout the summer, fall and winter of 2009.

The results of this process are provided below:

### **Strengths**

- Educated and Skilled Workforce
- Healthcare Access
- Port/Harbor; large, deep water, ice free, central East Coast location
- Openness to Tourism
- Income Equality
- Access to Higher Education
- Square Footage of Open Spaces/Parks
- Geographic Location
- Logistics
- Stable level of Federal Employment

### **Weaknesses**

- Lack of Mass Transit Miles
- Dearth of Affordable Housing
- Brain Drain
- Crime Rates
- Lack of Corporate HQs
- Decision-making is Rarely at the Regional Level

### **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
- Re-use of Fort Monroe

## Threats

- Flat/Slow Port Growth Forecast
- Decrease in DoD Spending
- Continued Deterioration of Infrastructure, Traffic
- Competition from Other States for Military Forces Based in the Region
- Rising Sea Levels and other Potential Impacts of Climate Change
- Lack of Ultra Broadband Infrastructure (High-Speed Internet Telecommunications)
- Lack of Regional Water Strategy

In a parallel process, the 2009 State of the Region Report made some very relevant observations regarding the regional economy. Old Dominion University's College of Business and Public Administration has conducted their Economic Forecasting Project since 2000, producing the State of the Region Report (SOR) led by ODU President Emeritus and Economist Dr. James Koch.

The State of the Region report this year described Hampton Roads as a region that depends on its maritime-rich geography including all the benefits that come with it, such as commerce derived at its ports, tourism and real estate drawn to its beaches and the waters that allow it to be one of the most concentrated naval strongholds on the planet. Those same geographic attributes, however, bring with them interconnected vulnerabilities that, if not managed and planned for properly, have the potential to overpower the positive. In this most recent SOR Report, Dr. Koch summarized this duality of prosperity and vulnerability saying, "Our advantages are also our deficiencies. We have to find ways to minimize the deficiency part of that."

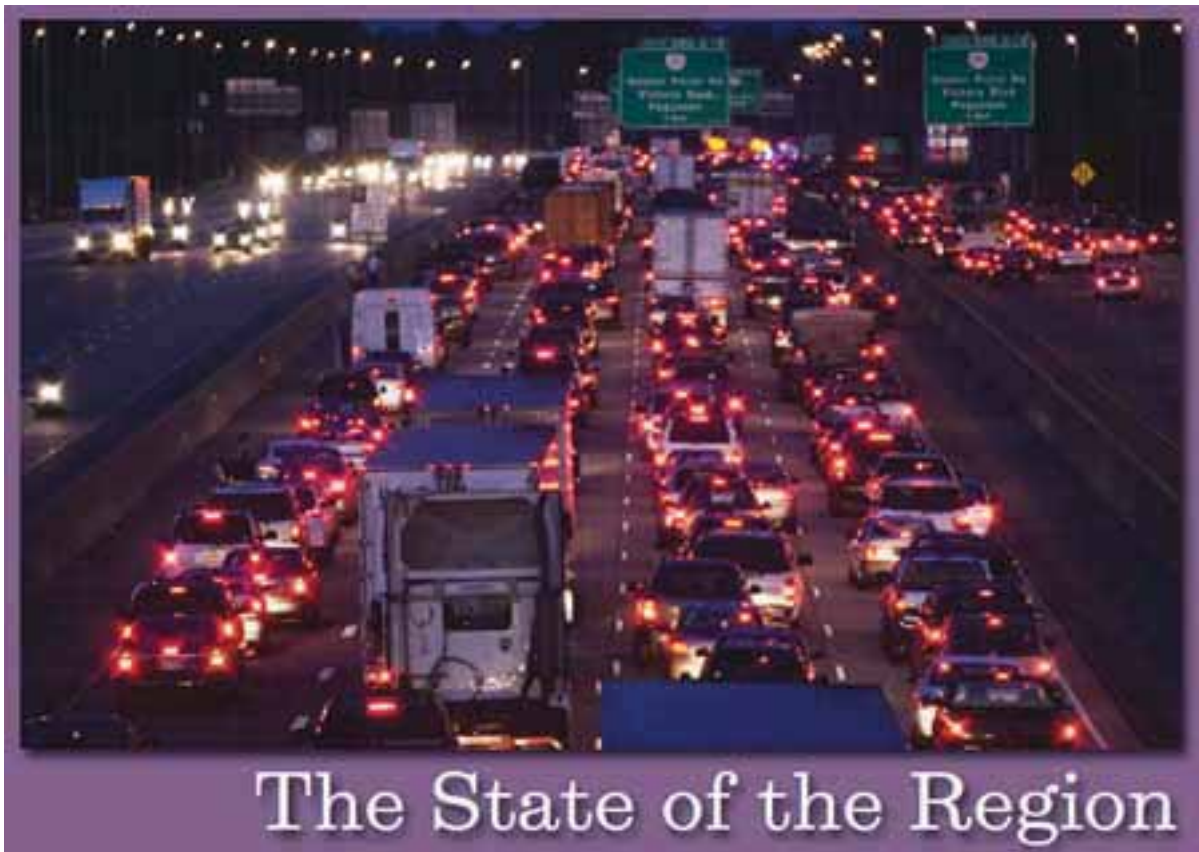
Hampton Roads strengths also create vulnerabilities that must be closely and continuously monitored to ensure they remain strengths. According to the 2009 report, defense spending continues to cushion our economic downturn, now almost 45% of our economy, up from only 28% just 15 years ago. Those deficiencies include our increasing vulnerability to changes in defense spending as evidenced by the potential loss of an aircraft carrier group to Florida or the Pacific theater of operations and the increased reliance on "boots on the ground" over naval ships and naval aviation.

Our magnificent geography demands a transportation infrastructure that is reliant on a complex and expensive system of bridges and tunnels. A system of bridges and tunnels that today is inadequate. That inadequacy results in traffic congestion that has negative ripples throughout our economy. New firms will not move here, and some will not stay here, if they cannot move their product in and out of the region. Tourists will not come here if they cannot easily get into and move around the region.

Our best hopes for regional transformation and combating dependency in Hampton Roads are:

- Diversifying the economic base and developing new industry of the future;
- Gaining public support for and appreciation of the economic value of our regional assets.
- Maintaining and growing the three pillars of the regional economy – the Port, Tourism and our Federal assets;
- Building on defense-related competencies that can be utilized in other industries;
- Leveraging technologies developed at local colleges, universities and federal labs as well as commercial entities;

- Improving commerce derived from industry, all of which is dependent on transportation infrastructure; we must make it easier for people and products to move within the region; and
- 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.



<http://bpa.odu.edu/forecasting/index.shtml>

## V. VISION HAMPTON ROADS GOALS AND OBJECTIVES -- DEFINING REGIONAL EXPECTATIONS

As mentioned in the opening section of this document, the Strategy Committee and the four Sub-committees established – *Federal; Port / Maritime; Tourism / Arts & Culture; and Opportunities* - worked very deliberately to build upon previous regional strategic planning efforts, many of which were championed by the Hampton Roads Partnership. Those previous actions included enhancing regional citizenship, developing a regional economic strategy, building on the region’s fundamental assets, raising the region’s human capital through education and laying an adequate physical infrastructure for the future and nurturing an attractive natural and man-made, environment.

As the Strategy Committee and its Sub-committees continued their work of developing Goals, Objectives and Strategies for enhancing and diversifying the regional economy, broad themes emerged in nearly every discussion. Those themes or consistent topics of concern included:

- Adequate Transportation
- Regional Awareness
- 21<sup>st</sup> Century Education
- Innovation Economy

During the course of their deliberations of these themes, the Opportunities Sub-committee encouraged the other Sub-committees and the Strategy Committee to look at the Brookings Institute’s *Blueprint for American Prosperity-Unleashing the Potential of a Metropolitan Nation* (<http://www.brookings.edu/projects/blueprint.aspx>). The basic premise of the *Blueprint* is that economic development occurs without regard to jurisdictional boundaries. Instead, economic development occurs on a regional level and big demographic, economic and environmental forces rewrite the rules that drive prosperity within regions. These forces assign enormous value to a relatively small number of assets and reward those regions where these assets come together. According to the Brookings Institute, those assets include:

- 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

Given the similarity of our broad themes to those championed by Brookings and the clear connection of those themes to previous regional planning efforts, the Strategy Committee agreed to create *Vision Hampton Roads* in a manner that recognizes and builds those regional assets identified by Brookings. The overriding goal for *Vision Hampton Roads* became:

**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.**

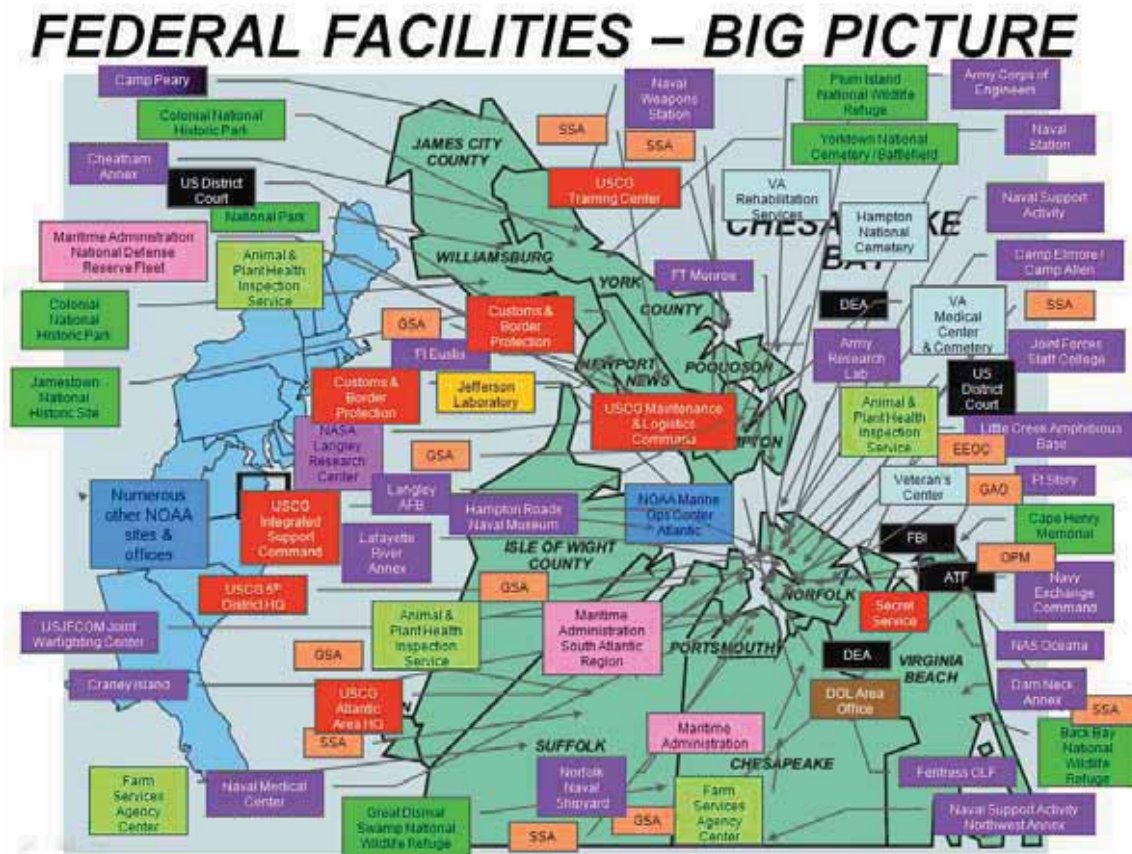
The Strategy Committee agreed that they would focus their own ongoing activities upon defining how we will begin to align regional efforts to define what Innovation, Human Capital, Infrastructure and a “Sense of Place” looks like in Hampton Roads. We will expand on that action plan in **Section VII. *Vision Hampton Roads Plan of Action.***

The Strategy Committee then adopted a series of objectives and strategies under the headings: **Federal**; **Port / Maritime**; **Tourism / Arts & Culture**; and **Opportunities**. Those objectives and strategies are articulated in the following pages. A brief overview of each industry sector precedes each set of Objectives, Strategies and Actions.

## A. **FEDERAL**

Adequately describing the federal presence in Hampton Roads is a challenging task. Hampton Roads proudly hosts all five military services with both operating forces and major command headquarters. The region is home to the only NATO command on U.S. soil. Hampton Roads is home to the world’s largest naval base and the world’s largest concentration of Coast Guard assets. Thirteen federal departments and agencies have a regional presence, as do thirty of the 100 largest defense firms in the world.

The following graph serves as an excellent visual summary of the federal presence in Hampton Roads:



For a detailed, categorical view of federal facilities in Hampton Roads, visit the Resource Library of <http://VisionHamptonRoads.com> and download the complete document at [http://www.hrp.org/Site/docs/ResourceLibrary/HRMFFA\\_Facility%20Summary\\_8-2007\\_.pdf](http://www.hrp.org/Site/docs/ResourceLibrary/HRMFFA_Facility%20Summary_8-2007_.pdf)

The Hampton Roads Military and Federal Facilities Alliance (HRMFFA, <http://HRMFFA.org>) exists to influence federal action to the economic benefit of the Commonwealth of Virginia and the Hampton Roads region. As we implement and expand

upon the objectives and strategies outlined in this document, the region will build upon the efforts and activities of HRMFFA to:

- proactively protect and defend the current range of military and federal capabilities;
- proactively identify and pursue opportunities and activities to grow military and federal capabilities in Hampton Roads; and
- to the extent possible through rigorous pro-activity, avoid being forced into crisis response and crisis management operations.

## **FEDERAL Objectives, Strategies and Actions**

### **OBJECTIVE 1: Hampton Roads will be the Premier Mission-Ready Region hosting Federal assets critical to the Commonwealth of Virginia and the Nation.**

#### **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 strategy led by HRMFFA that addresses stability and viability of mission-critical entities including:

- Aircraft stationed at Oceana Naval Air Station, Langley Air Force Base and Fort Eustis;
- Army (Fort Eustis/ TRADOC);
- Coast Guard;
- Jefferson Lab;
- Joint Forces Command (JFCOM);
- NASA Langley Research Center;
- NATO Allied Command Transformation;
- Navy ships home-ported in Hampton Roads; and
- Norfolk Naval Shipyard.

*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 and taking into account the safety of navigation, force protection and homeland security concerns of the Navy and other Federal agencies.

*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 among local elected leaders, the Hampton Roads Caucus of the General Assembly, the Governor and his staff and the Virginia Congressional Delegation.

#### **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 personnel to keep them in Hampton Roads, enhancing the skills and attractiveness of our workforce.

*Action 4:* Leverage the region's proximity to Washington, DC to position the region to host additional federal assets.

*Action 5:* Enhance and coordinate political engagement to increase the awareness and appreciation of our federal and military assets by local elected leaders, the Hampton Roads Caucus of the General Assembly, the Governor and his staff and the Virginia Congressional Delegation.

**Strategy 3: Achieve public awareness and appreciation of the economic 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 business and political leadership at Local, State and National levels.

*Action 3:* Involve the international community (ports, international science, etc.) in awareness of federal assets.

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

*Action 5:* Promote Hampton Roads as part of the global economy.

**Strategy 4: Grow the indirect and induced investments and business located in the Hampton Roads region because of 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.



## **B. PORT / MARITIME**

The naturally safe harbors in Hampton Roads have been bringing commerce and trade to the Hampton Roads region for centuries. Deepwater access that can accommodate today's ... *and tomorrow's* ... supertankers, a strategic Mid-Atlantic location and a streamlined infrastructure network have helped to make Hampton Roads home to one of the premier ports on the East Coast, known internationally as the Port of Virginia, with over 3,000 foreign and domestic vessels calling annually. Significant investments by both the Port of Virginia (includes all Port facilities in Virginia) and by APM Terminals (A.P. Moller-Maersk Group) have positioned Hampton Roads well to capitalize on and accommodate increased port traffic well into the future.



The Port of Virginia is a tremendous economic engine for Hampton Roads and the entire Commonwealth. A 2007 analysis conducted by the College of William and Mary's Mason School of Business estimates that the Port of Virginia contributes 343,000 jobs, \$13.5 billion in employee wages, \$1.2 billion in taxes and \$41.1 billion in business to the Commonwealth annually.

Those numbers and the overall economic impact of the Port of Virginia should increase significantly in the coming decades, if the Commonwealth of Virginia can make the necessary investments to support that growth. Prior to the current recession industry experts estimated that U.S. cargo would double in volume by 2020. The Panama Canal Commission has undertaken a \$5 billion project to widen and improve the Panama Canal to be completed in 2014.

The 2040 Virginia Port Authority Master Plan driven by the proposed Craney Island Marine Terminal (CIMT) and supported by improvements at Norfolk International Terminals (NIT)

and Portsmouth Marine Terminals (PMT) coupled with development at the APM Terminal in Portsmouth and the new intermodal rail service provided by the Norfolk Southern Heartland Corridor project and the CSX National Gateway project position Virginia to be the dominant port on the East Coast.

Unfortunately, there are very significant constraints facing the Commonwealth and the Port of Virginia. There is simply inadequate capital funding for Port expansion and a slowing economy will reduce public funding for port-related infrastructure. The reality is that infrastructure capacity increases tend to take years to realize. The process to create the 600 acres of land for the CIMT will take ten years alone. This does not include the construction of any terminal facilities which will take another three to five years. The CIMT estimated development cost is \$2.4 billion.

Road connections to the port are already strained. Virginia must make surface investments at the same time to fully leverage all of the advantages which this port provides, not the least of which are excellent ship repair and ship building facilities and world class cargo terminals. With declining gas tax and motor vehicle sales receipts - primary sources of funding at the federal and state level - the outlook for the needed road and rail improvements is pessimistic.

## **PORT / MARITIME Objectives, Strategies and Actions**

### **OBJECTIVE 2: Hampton Roads will be the Premier East Coast Sea 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 systems and related land-based support facilities.

*Action 4:* Ensure government at all levels is provided reliable and validated data sets as to the economic contribution of the port.

#### **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 building, 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, i.e., a business park with combination of land uses centered around port related activities with strategic multi modal transportation access.

*Action 3:* Determine the needs of ancillary businesses such as maritime insurance, maritime legal services and shipping line offices in order to expand their presence in Hampton Roads.

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

**Strategy 5: Establish the Port as the manufacturing and supply chain hub of the East Coast offshore energy industry.**

*Action 1:* Site and develop a large break bulk terminal dedicated to offshore energy shipping, assembly and distribution, including heavy lift capability, inland rail connectivity and deep water staging.

*Action 2:* Promote governmental policy and economic development support for offshore energy supply chain development at the local, state and federal level.

*Action 3:* Cooperate with regional port facilities in Delaware, Maryland, District of Columbia and North Carolina on transportation and logistics of major offshore energy components.

## C. TOURISM / ARTS AND CULTURE

Hampton Roads is a popular vacation destination for millions of visitors annually. Each city has its own unique attractions, events and activities. Getting to the region is easy and economical – whether driving, traveling by train or via any of the airlines serving Newport News/Williamsburg International Airport and Norfolk International Airport.



From the surf and sand of Virginia Beach, longest pleasure beach in the world, to the Historic Triangle of Williamsburg, Jamestown and Yorktown, to the attractive convention centers spread throughout the region, Hampton Roads is an established multi-faceted tourist destination. According to the Virginia Tourism Corporation, tourists spent in excess of \$3.7 billion in Hampton Roads in 2007. The Leisure and Hospitality industry employed 85,400 people in Hampton Roads, adding over 6,000 positions in the last three years to make it the second fastest growing employment sector in the region. In addition to the hoteliers who depend on tourists to fill their rooms, tourism brings extensive new money to restaurants, retail establishments and government coffers. (Source: HRPDC Regional Profile, <http://HamptonRoadsPerforms.org/profiles/regional/index.php>)

Tourism impacts practically all area businesses, contributing to quality of life through the influx of tax revenue, creation of jobs and rise of services and attractions that add to the vibrancy of life in Hampton Roads. Tourism supports the development and enhancement of amenities that local business employees and residents can enjoy. For businesses in Hampton Roads, that means improved recruiting and retention of work force talent and greater quality of life for those employees. (<http://VisitSouthEastVirginia.com/why-tourism.html>)

Arts and Culture in Hampton Roads serve as a significant component of the Tourism industry. The arts strengthen our communities, lift our spirits and build a better quality of life for everyone in Hampton Roads. \* As a billion dollar industry, arts and cultural organizations create millions of dollars in revenues for Hampton Roads businesses, attract out-of-state

tourism spending, generate millions of dollars in personal income for Hampton Roads' workforce and entrepreneurs and create thousands of jobs for residents in the region. The economic impact of arts and cultural organizations in Hampton Roads is significant.

(\*Source: Virginians for the Arts, <http://VaForArts.org>)

## **TOURISM / ARTS & CULTURE Objectives, Strategies and Actions**

**OBJECTIVE 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.**

**Strategy 1: Develop and promote a brand identity 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, enhance the quality of life for residents of the region and attract creative and entrepreneurial knowledge workers to relocate to the region.

*Action 3:* Promote the region's existing and new venues as innovative complements 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 populace's 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 identity" 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:* Educate the community, including business and political leaders, about the economic impact of tourism, arts and culture in Hampton Roads thereby resulting in additional support for tourism, arts and culture.

**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 transportation by rail with the expansion of the current light rail project and encourage the possibility of higher speed rail to facilitate travel from the Northeastern corridor through to Southside Hampton Roads, along with improvements on the Peninsula.

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

*Action 3:* Address transportation by 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 service with major airlines that feed airline service to Newport News/Williamsburg International Airport and Norfolk International Airports.

## **D. OPPORTUNITIES**

Diversifying the regional economy will be the most challenging of the four objectives defined in this document. Therefore, we will provide a larger overview of the Opportunities Section than we did for the other three. The Opportunities Sub-committee developed Objectives, Strategies and Actions for four areas of focus:

1. Technology-based business innovation and education;
2. Coastal energy solutions;
3. Environmental distinction; and
4. Healthcare and life sciences.



In the following pages, we will provide a detailed overview of all four areas of focus:

### **1. Technology-based business innovation and education**

The regional innovation economy is composed of the network of individuals, organizations and activities that collectively represent the means by which new technologies can be devised and brought to market. The components of the network include:

- The presence of industry clusters;
- The research strengths of the region;
- The existing technology transfer infrastructure;
- Interactions between universities and industry;
- Networking; and
- Capital availability.

So how does Hampton Roads score on each of these components, and what can we do to accelerate the process? ANGLE Technology in Portsmouth is an international consulting firm specializing in all aspects of technology commercialization (<http://AngleTechnologyUS.com>). The company recently completed projects in Hampton Roads on the economic impact of modeling and simulation, the identification of a bioscience cluster and a strategic and marketing plan for a research park at Norfolk State University. Robert Rea, a senior executive with ANGLE Technology, prepared the following analysis related to *Building the Innovation Economy of Hampton Roads*:

### The presence of industry clusters

Industry clusters are here - in modeling and simulation, information technology, biomedical research and devices, sensors and marine science. A recent ANGLE survey identified over 2,000 direct jobs paying an average of \$80,000 per year in modeling and simulation. Another survey identified over 1,200 jobs paying an average of \$65,000 per year in Bioscience.

The modeling and simulation industry, although supported strongly by military sponsors, has expanded to transportation, port operations, education and the medical world. The Bioscience cluster includes research developed at local colleges, universities and federal labs as well as commercial entities and extends to organ replacement, marine science and medical devices.

The Hampton Road Research Partnership and the Hampton Roads Technology Council are collaborating on a project to establish a National Center for Sensor Research and an associated professional society at Norfolk State University. These activities would capitalize on the growing sensor industry in the region as well as the materials research capability and clean room for sensor development at the university.

### The research strengths of the region

The following table lists the principal fields addressed by Hampton Roads' research institutions:

Institution	Research Centers	
Old Dominion University <a href="http://ODU.edu">http://ODU.edu</a>	Advanced Ship Repair & Maintenance Accelerator Science/Nuclear Physics Bioelectrics Bioinformatics/Computational Science & Digital Preservation Coastal Physical Oceanography Dental Hygiene Maritime Ports and Logistics Mgt. Chemical Analysis	Laser and Plasma Engineering Magnetic Levitation Modeling and Simulation Health Sciences Marine Biology Molecular Medicine/Immunology Nanobiotechnology Aerospace Engineering
Eastern Virginia Medical School <a href="http://EVMS.edu">http://EVMS.edu</a>	Epidemiology & Biostatistics Medical Modeling and Simulation Cardiovascular & Renal Research Pediatrics Contraception Geriatrics & Gerontology Reproductive Medicine Biodefense, Sleep Disorders	Diabetes Ocular Pharmacology Breast Cancer Prostate Cancer Microbiology Neonatology Physiological Sciences Psychiatry and Behavioral Sciences
Hampton University <a href="http://HamptonU.edu">http://HamptonU.edu</a>	Aeropropulsion Advanced Medical Instrumentation Atmospheric Sciences Origin and Structure of Matter Intermodal Transportation Application	Laser Atmospheric Studies Proton Therapy Engineering Research Modeling and Simulation
National Institute of Aerospace <a href="http://NIA.net.org">http://NIA.net.org</a>	Adaptive Aerospace Vehicles Aerospace Systems Engineering Modeling & Simulation	Multifunctional Materials Nanotechnology Planetary Atmospheric Flight



Institution	Research Centers	Institution
College of William and Mary <a href="http://WM.edu">http://WM.edu</a>	Archaeology Conservation Biology Aging and Geriatric Health Gifted Education Legal and Court Technology Operations Management	Public Policy Computational Science Historical Biology Early American History Marine Science (VIMS) Applied Science & Particle Physics
Thomas Jefferson National Accelerator Facility (Jefferson Lab) <a href="http://JLab.org">http://JLab.org</a>	Nuclear Physics Accelerator Technology Detectors and Medical Imaging Cryogenics Simulations for Nuclear Physics	Large scale data acquisition Free Electron Laser Light source technology Superconducting radiofrequency technology
NASA Langley Research Center <a href="http://www.larc.nasa.gov">http://www.larc.nasa.gov</a>	Aeronautics Structures and Materials	Space Exploration Atmospheric Science
Applied Research Center at Jefferson Lab <a href="http://jlab.org/ARC/">http://jlab.org/ARC/</a>	Plasma and Photon Processing Materials Modeling Environmental Monitoring	Thin Films and Optical Materials Materials Characterization
Norfolk State University <a href="http://NSU.edu">http://NSU.edu</a>	Gaming & Simulation Sensors Materials Science Photonics Nanotechnology	Biotechnology Power Communications Information Assurance
Christopher Newport University <a href="http://CNU.edu">http://CNU.edu</a>	Bioscience Environmental Sustainability Materials Science	Nanotechnology (Advanced Materials for Alternative Energy & Environmental Remediation, Green Processing, Nanotechnology, Biomedical Surfaces, Non-destructive Evolution of Materials)

Although this is an impressive list, not all of these topics offer opportunities for technology commercialization and the creation of technology-based jobs beyond additional research. Economic development comes from research commercialization, not from more research. There are, however, organizations in place to help budding entrepreneurs enter the market place, identified in the next section.

### Technology transfer infrastructure

There are active technology transfer offices at Old Dominion University, Eastern Virginia Medical School, William and Mary, NASA and Jefferson Lab. Also, several technology business incubators are available in the region where entrepreneurs can obtain office space and advice on building their businesses:

- Hampton Roads Technology Incubator System managed by Hampton Roads Technology Council in Hampton (HRTC, <http://www.hrtc.org/hrtis/>);
- Virginia Modeling, Analysis and Simulation Center at ODU in Suffolk (<http://www.VMASC.ODU.edu>);
- James City County Business and Technology Incubator managed by the College of William and Mary (<http://www.wm.edu/offices/tbc/?svr=web>); and
- Franklin Southampton Economic Development Incubator in Franklin (<http://FranklinSouthamptonVA.com>).

Additionally, the Federal Lab Consortium (FLC), whose mission is to promote and facilitate the rapid movement of federal laboratory results and technologies into the mainstream U.S. economy, houses about 10% of their organizations in the Mid-Atlantic Region (<http://FLCMidAtlantic.org>), nine (9) of which are located in or near Hampton Roads:

- **Army Vehicle Technology Directorate**  
(<http://www.arl.army.mil/www/default.cfm?Action=34&Page=34>);
- **Naval Medical Center, Portsmouth**  
(<http://www.med.navy.mil/sites/nmcp/Pages/default.aspx>);
- **Naval Safety Center** (<http://safetycenter.navy.mil>);
- **Space & Naval Warfare Systems Command Systems Center Norfolk**  
(<http://enterprise.spawar.navy.mil/body.cfm?type=c&category=30&subcat=64>);
- **Joint Forces Command** ([http://www.jfcom.mil/about/fact\\_orta.htm](http://www.jfcom.mil/about/fact_orta.htm));
- **Dept. of Energy Thomas Jefferson National Accelerator Facility**  
([http://jlab.org/exp\\_prog/techtransfer/](http://jlab.org/exp_prog/techtransfer/));
- **NASA Langley Research Center**  
(<http://www.nasa.gov/centers/langley/home/index.html>);
- **NASA Wallops Flight Facility**  
(<http://www.nasa.gov/centers/wallops/home/index.html>).

Technologies of focus by FLC are Agriculture, Analytic Tools/GIS, Military Sciences, Engineering, Energy/Power, Environment, Marine Sciences, Space & Atmospheric Sciences, Health, Materials, and Intelligence.

### **Interactions between universities and industry**

Although the region enjoys large expenditures on a wide variety of research and development topics, a very small percentage is sponsored by private industry. Nationally, industry sponsorship of university research runs from three to five percent of university R&D expenditures.

Most research is paid for by agencies of the federal government and directed toward solving government problems. Researchers in these programs are typically not familiar with the technology problems in private sector markets, so private companies do not typically seek them out. It is also more difficult for university researchers to market their services to private companies because their research needs are not widely published, they require non-disclosure agreements to initiate conversations and they seek full ownership of the intellectual property developed with their funds. The HRTC has attempted to help close this gap with seminars focused on the problem.

### **Networking**

The HRTC, a nonprofit membership organization, maintains an extensive networking program in the region with numerous events as well as linking its membership with local elected officials, state legislators and economic development organizations. It organizes social events for its members such as Tech Nite, an annual awards banquet. The Council also supports technology cluster organizations for sensors, information technology,

electronic commerce, entrepreneurs, robotics, defense and homeland security and modeling and simulation.

**Capital availability**

Sources of equity capital for investments in start-ups and early stage companies are very limited in Hampton Roads. There is one private equity company in Virginia Beach, Envest Ventures LLC (<http://EnvestVentures.com>), that invests in basic industries and non-revolutionary technologies. The company has experience in financial services, franchising, manufacturing, healthcare services, travel and entertainment and software/IT sectors but rarely invests in companies in Hampton Roads. There is an angel group headquartered in Charlottesville, the Virginia Active Angel Network (<http://VirginiaActiveAngelNetwork.com>), which would consider deals from Hampton Roads companies. There are also active angel and venture investors readily available in Northern Virginia that can be approached with high quality business plans. Although the venture capital industry is not well-represented locally, the constraint is inadequate deal flow rather than the absence of interested investors.

**The Score**

The following grade card shows how Hampton Roads scores in developing an innovation economy and suggests what can be done to build the road to diversification even faster:

Component	Grade	Action Plan
<b>Industry Clusters</b>	B	Economy still heavily dependent on defense and port operations, but emerging clusters show signs of diversification in growing markets. Increase participation in cluster activities and form new ones.
<b>Research Strengths</b>	B	An impressive variety of research fields, but few projects are focused on solving problems in private sector markets. Researchers should learn about commercial markets, and private companies should share new technology opportunities with them.
<b>Technology Transfer</b>	C	A small percentage of research results find their way into commercial markets. HRTC incubators are a big help, but they need to be expanded well beyond Hampton and James City County.
<b>University-Industry Relations</b>	C	A small percentage of university research is sponsored by private industry. Concerted effort is needed by both universities and private industry to bridge this gap.
<b>Networking</b>	A	The Hampton Roads Technology Council is doing an excellent job. Everyone in the innovation economy in both the public and private sectors should join and participate.
<b>Capital Availability</b>	C	Equity investors for early stage technology companies are not available in the region, and the deal flow is not adequate to attract them. We need more entrepreneurs to put together competitive business plans and sell them to investors wherever they are.

**2. Coastal energy solutions**

The current global emphasis on low-carbon fuels will create an opportunity for wind energy development. Hampton Roads is uniquely positioned to capitalize on the significant economic opportunity associated with offshore wind development, not only in Virginia’s waters, but also all along the East Coast. The Port of Hampton Roads has much of the industrial infrastructure needed to support the development and maintenance of wind farms off of the Mid-Atlantic coast. Developing wind energy would leverage Hampton Roads port resources and large steel fabrication facilities. We have talked extensively about our Port resources. According to the Virginia Coastal Energy Resource Consortium (VCERC,

<http://VCERC.org>) about 30% of the turbine and tower package cost associated with wind farms might be readily sourced in Virginia. The remaining 70% represents a potential manufacturing opportunity in Hampton Roads.

Virginia has significant offshore wind resources. Those resources are natural, maritime and human. Class 5 and 6 winds in the Virginia offshore waters will support the development of wind farms off of Virginia Beach. Virginia has immediate installation potential of 3,000 megawatts (MW) in Class 6 wind resources located less than 12.5 miles (20 km) offshore in water depths less than 100 feet (30 meters) and largely beyond the visual horizon.

Virginia's longer term potential farther offshore is greater than 15,000 MW.

Our region also has significant relevant human capital in the form of former military personnel. Hampton Roads has the necessary market pull in the form of customers, projects and supply chain investment. Nominal wholesale electric prices in the Pennsylvania-New Jersey-Maryland Interconnection (PJM) regional market are forecast to triple by 2030 and will reach \$120/MWh by 2016-2018. The U.S. Department of Defense must obtain 25% of its stationary electric power from new renewable energy resources by 2025. Furthermore, the Department of the Navy intends to obtain 50% of its stationary power from renewable energy sources by 2020. In other words, the market will demand less expensive and readily available sources of fuel.

Another marine renewable energy technology that represents a tremendous opportunity for diversifying the regional economy is algae cultivation and biofuel. According to VCERC, algae cultivation and biofuel processing technologies could meet U.S. transportation demand.

In September 2008, Old Dominion University opened its pilot facility for algae farming and biodiesel production to fulfill the main tenets of a Virginia energy plan that strives for reliable new sources of energy while also protecting the environment.

ODU, in conjunction with VCERC, has developed a 1-acre test pond in rural Prince George County near the border with Surry County and has conducted algae-growing and algae-harvesting experiments. Research has addressed one of the problems that has plagued open algae-growing ponds: keeping favorable species growing while fending off invasive species that are not oil-rich. So far, the researchers have reported gains in maintaining species constancy and in developing ways to monitor algae growth.

Late in 2009, ACENT Laboratories, a company based in New York, joined with ODU researchers to win federal development funds for a new system by which algae is harvested and dewatered so it can be used to produce biofuels.

ODU scientists and engineers have stockpiled hundreds of pounds of dried algae grown in the test pond. Using a small, laboratory reactor, they have produced sample amounts of biodiesel fuel from the dried algae. Anticipated during 2010 is the acquisition of a large-scale reactor that will allow the team to ramp up biodiesel fuel production by means of a proprietary, one-step process.

In September 2009, the College of William and Mary and its Virginia Institute of Marine Science (VIMS, <http://www.vims.edu>) formed a collaborative research initiative to investigate a promising new technology to produce biofuel from the algae growing naturally in rivers and the Chesapeake Bay.

The enterprise, called ChAP—the Chesapeake Algae Project—is an integrated research approach to algae-based energy production and environmental remediation. It includes a number of corporate partners, notably StatoilHydro, a Norwegian energy company.

The William & Mary/VIMS group is investigating a process that not only is environmentally sustainable but, if used on a large scale, can help to reverse a number of environmental problems such as excess nutrient enrichment that produces “dead zones” in the Chesapeake Bay and other waters.

The project involves the entire process of producing biofuels, from algal growth to harvesting, extracting the oil and other products from the algae, processing the oil and producing the final biofuel product. Algae are good candidates for use as biofuel because of their rapid growth rates and ability to take-up nutrients such as nitrogen and phosphorus. Some of these aquatic plants have as much as 50 percent oil content, depending on environmental factors.

The Sub-committee chose to not address off shore oil and natural gas drilling in this document. They were not deemed to be achievable or readily available resources within this Vision’s five-year time frame and Federal policy currently is in a state of flux, making it difficult to formulate a viable near-term approach to these energy sources.

### **3. Environmental distinction**

A set of occupations with strong growth potential are in fields related to clean energy production and environmental protection. There are growing opportunities in these fields, particularly for workers with technical skills. A growing list of occupations and industries are becoming increasingly devoted to clean energy production, energy efficiency and environmental protection.

The current administration has pledged to work with Congress to pass comprehensive legislation to protect our nation from the serious economic and strategic risks associated with our reliance on foreign oil and the destabilizing effects of a changing climate. Policies to advance energy and climate security should promote economic recovery efforts, accelerate job creation and drive clean energy manufacturing by:

#### **Investing in the Clean Energy Jobs of the Future**

By developing an American clean energy industry, a 21<sup>st</sup> century economy will flourish within our borders. Creating new jobs in the “clean energy economy” will drive the development of new, green jobs that pay well and cannot be outsourced. Investing in the next generation of energy technologies will focus energy research and development to transition the U.S. to a clean energy economy.

#### **Securing our Energy Future**

Our reliance on oil poses a threat to our economic security. Over the last few decades, we have watched our economy rise and fall along with the price of a barrel of oil. We must commit ourselves to an economic future in which the strength of our economy is not tied to the unpredictability of oil markets. We must make the investments in clean energy sources that will curb our dependence on fossil fuels and make America energy independent. We must produce more energy at home by enhancing U.S. energy supplies through responsible development of domestic renewable energy, fossil fuels, advanced

biofuels and nuclear energy. We must also promote energy efficiency by promoting investments in the transportation, electricity, industrial, building and agricultural sectors that reduce energy bills.

#### **Closing the Carbon Loophole and Cracking Down on Polluters**

We must take immediate action to reduce the carbon pollution that threatens our climate and sustains our dependence on fossil fuels. We have had limits in place on pollutants like sulfur dioxide, nitrogen dioxide and other harmful emissions for some time. After decades of inaction, we will finally close the carbon pollution loophole by limiting the amount of carbon pollutants are allowed to pump into the atmosphere.

Revenues generated by closing the carbon loophole will be returned to the people, especially vulnerable families, communities and businesses.

Source: President's Council of Economic Advisers,  
<http://WhiteHouse.gov/administration/eop/cea/>

#### **4. Healthcare and life sciences**

Healthcare is forecasted by the President's Council of Economic Advisers (CEA) to remain a large source of job growth in the labor market. The long-term trend toward more employment in healthcare is expected to continue, with many health care occupations, including medical records and health information technicians, registered nurses, clinical laboratory technicians and physical therapists, expected to grow.

Hampton Roads can become the place where people from around the world come for specific medical treatments given the current facilities/assets as well as those on the horizon. **Eastern Virginia Medical School** (EVMS, <http://EVMS.edu>) has fourteen Medical Centers of Excellence already in place (including **The Jones Institute for Reproductive Medicine**, <http://www.JonesInstitute.org>).

With plans to treat over 2,000 patients per year with breast, lung, prostate, pediatric and other cancers, **Hampton University Proton Therapy Institute** (<http://HamptonProton.org>) will be the largest free-standing proton therapy institute in the world.

**LifeNet Health** (<http://LifeNet.org>), founded in 1982, is a full-service biomedical tissue banking system and a leading nonprofit organ and tissue donation agency whose mission is saving lives and restoring health. LifeNet Health provides recovery and processing services for musculoskeletal and cardiovascular tissues, distributing more than 300,000 biomedical implants every year to restore health to patients around the world.

Hampton Roads currently ranks among the best in the country for cardiac services provided by five major providers:

- **Bon Secours Hampton Roads** (<http://BonSecoursHamptonRoads.com>);
- **Sentara Healthcare** (<http://Sentara.com>);
- **Chesapeake Regional Medical Center** (<http://ChesapeakeRegional.com>);
- **Riverside Health System** (<http://www.riversideonline.com>);
- **Children's Hospital of the Kings' Daughter**, Virginia's only free-standing, full-service pediatric hospital (<http://CHKD.org>).

Hampton Roads also hosts significant military health facilities. Building of the Nationwide Health Information Network (<http://bit.ly/NHINetwork>), proposed to ultimately link all health providers together electronically to speed medical care and reduce costs, will start at the regional level. The region is an ideal location to pursue health information exchange technologies among military, Veteran's Administration and private health systems. Local facilities are:

- **Naval Medical Center Portsmouth**  
(<http://www.med.navy.mil/SITES/NMCP/Pages/default.aspx>);
- **Veterans Administration Medical Center (VA) at Hampton**  
(<http://www.hampton.va.gov>);
- **VA Community-Based Outpatient Clinic, Virginia Beach**  
(<http://www.hampton.va.gov/visitors/cboc.asp>);
- **VA Extended Care and Rehabilitation, Hampton**  
(<http://www.hampton.va.gov/visitors/cboc.asp>);
- **McDonald Army Health Center (MCAHC), Joint Base Langley-Eustis**  
(<http://mcdonald.narmc.amedd.army.mil/default.aspx>); and
- **USAF Langley Hospital (Air Force), Joint Base Langley-Eustis**  
(<http://www.langley.af.mil/healthcareinformation/index.asp>).

## **OPPORTUNITIES Objectives, Strategies and Actions**

**Objective 4: Hampton Roads will be recognized internationally 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 inadequate innovation system and support for entrepreneurship in Hampton Roads by providing education and training in entrepreneurship, business incubation, support for early stage companies and access to equity investors.

*Action 2:* 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 Region II K-12 school divisions, addressing educational needs for a successful 21<sup>st</sup> century workforce.

*Action 3:* Continue to grow the technology clusters of Modeling and Simulation, Sensors and Bio Science and embrace new clusters as they develop.

*Action 4:* Encourage and support Hampton Roads' research universities as focal points of knowledge-led economic development.

*Action 5:* Work to remove barriers to entrepreneurial activities in order to drive innovation, above average economic growth and above average net incomes for workers.

**Strategy 2: Hampton Roads will be a region of excellence for developing and implementing offshore wind energy and other coastal energy solutions.**

**Action 1:** Develop and implement the multi-disciplinary systems capabilities to enable critical assessments and tradeoffs between energy, the environment and the economy.

**Action 2:** Leverage the strong R&D capabilities developed at local colleges, universities and federal labs as well as commercial entities and Mid-Atlantic coastal location near a power grid connection point to become a Coastal Energy Center of Excellence that studies and develops offshore wind and other renewable energy sources.

**Action 3:** 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.

**Action 4:** 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.

**Strategy 3: Hampton Roads will be a region of excellence for environmental distinction.**

**Action 1:** Develop and implement the multi-disciplinary systems capabilities to enable critical assessments and tradeoffs between energy, the environment and the economy.

**Action 2:** 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 3:** Develop and implement a regional campaign for awareness of environmental issues and their implications and methodologies for going “green.”

**Action 4:** Develop a long-term adaptation strategy for the impacts of climate change and sea level rise on Hampton Roads.

**Action 5:** Utilize the strengths of the region’s modeling and simulation industry to develop tools to support regional leaders in developing climate change and sea level rise adaptation strategies.

**Action 6:** 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:** Work to insure quality, cost effective healthcare is available to citizens of Hampton Roads in order that businesses may be more competitive.

**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.

**Action 4:** 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.



## 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 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 alignment of organizational missions and strategies within 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*; this list was enhanced and prioritized based upon feedback received during Public Comment 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, Southampton County and Isle of Wight County**

- *Plans an expansion of Business Incubator.* The build-out of the existing building will serve to maximize job creation and economic development benefit. It is expected to create up to 77 new, permanent jobs and 15 temporary construction jobs in Franklin and the surrounding counties. 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.
- *Seeks to upgrade and expand communications infrastructure.* Current internet communication services are insufficient for development and economic growth in Western Hampton Roads. Expanding the broadband communications network will help diversify the economy and enhance the economic viability of the transportation corridor and potential port related development.
- *Explores creation of a western Regional Water Authority.* Additional water capacity is needed to provide for population, business park and commercial growth corridors in Franklin, Southampton and Isle of Wight.
- *Seeks to enhance economic development and job growth through research and innovation.* Goal is to replace those lost through closure of the International Paper plant.
- *Seeks to upgrade Infrastructure and Utility services and expand western Regional Business Parks:*

- Current business park developments in Southampton County and City of Franklin need increased natural gas line capacity to remain competitive and to support expansion of the Port of Hampton Roads.
- Shirley T. Holland Intermodal Park in Isle of Wight County is the centerpiece of efforts to attract new sustainable jobs and investment to the community from within targeted industry sectors: distribution/ logistics, plastics, renewable energy, and advanced manufacturing. The park leverages and supports expansion of the Port of Hampton Roads. Phase I is completely built out. Phase II offers over 300 acres of shovel-ready prime industrial property. The rezoning process of Phase III is nearing completion and infrastructure improvements, environmental permitting, and related engineering/design work is ready to move forward.

### **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.

### **Hampton**

- *Plans for economic development.* Guided by planning goals to increase the business tax base, employment opportunities, taxable sales and housing values, Hampton will enhance the quality and value of development and redevelopment through six Master Plans adopted by the City Council covering the following areas: Downtown, Coliseum Central, Buckroe, Kecoughtan Roads Corridor, Phoebus and North King Street.
- *Plans for major development projects.* To be completed in 2010 are:
  - The redevelopment of the Coliseum Mall to Peninsula Town Center. The largest economic development project in the City's history
  - Hampton University's Proton Therapy Institute, a \$225,000,000 cancer treatment center which is believed to be the largest of its kind in the world
  - Sentara Careplex's third tower will be the region's only orthopedic hospital
- *Plans for expansion of business parks.* The Magruder Boulevard Corridor includes Hampton's four business parks. Construction will begin in 2010 for a 60,000 square foot building in the Research Quad of Hampton Roads Center North Park. This will allow much needed expansion space for the National Institute of Aerospace which is collaboratively operated by nine universities.

### **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:
  - 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.

## VII. VISION HAMPTON ROADS PLAN OF ACTION:

Hampton Roads includes the ten (10) cities of Chesapeake, Franklin, Hampton, Newport News, Norfolk, Poquoson, Portsmouth, Suffolk, Virginia Beach and Williamsburg, the six (6) counties of Gloucester, Isle of Wight, James City, Southampton, Surry and York and the town of Smithfield. Having seventeen (17) independent local governments and a myriad of local and regional organizations whose roles and missions overlap, and at times even conflict, presents a very real challenge as the region works to implement this regional economic development strategy. The reality is that the member communities are not subordinate to the Strategy Committee, the Hampton Roads Partnership or even the Hampton Roads Planning District Commission.



The Hampton Roads Partnership is a unique public-private organization formed in 1996. The Partnership is comprised of a Board of Directors including the chief elected officials of seventeen (17) local city, county and town governments, business leaders, college and university presidents, military commands and labor. As of June 30, 2009, the Partnership consists of 116 Board members. The Partnership is the only organization that brings leaders of the region together to focus on the strategic issues that will improve Hampton Roads' competitive position in the global economy. This makes the Partnership uniquely capable to administer, implement and attract private sector investments to the CEDS project. However, the Partnership is not empowered to implement the goals, objectives and strategies incorporated in *Vision Hampton Roads*.

The process of implementation 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*. The Hampton Roads Partnership in tandem with 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*.

### A. Alignment

Alignment is the process of having people, organizations and governmental units realize a vision, adopt it as their own and share responsibility for its achievement. Regional objectives cannot be achieved to the maximum extent unless the entire system is aligned to support them.

Previous economic development planning efforts have positioned the Hampton Roads Partnership to take the lead role in aligning the missions and objectives of the many organizations that will impact the success of *Vision Hampton Roads*. The Partnership will serve as the Program Manager for both the "Strategic" and "Operations-Tactical" components of the *Vision Action Plan*. The Organizational Chart at the end of this section depicts the relationship

between the Partnership and the various organizations that will play leadership roles within the strategic and operations-tactical implementation plans.

As part of their program management activities the Partnership will also coordinate the alignment of the regional conversation around economic development. The coordination will include working with the Chambers of Commerce and other key organizations to coordinate the timing and themes of various annual programs including:

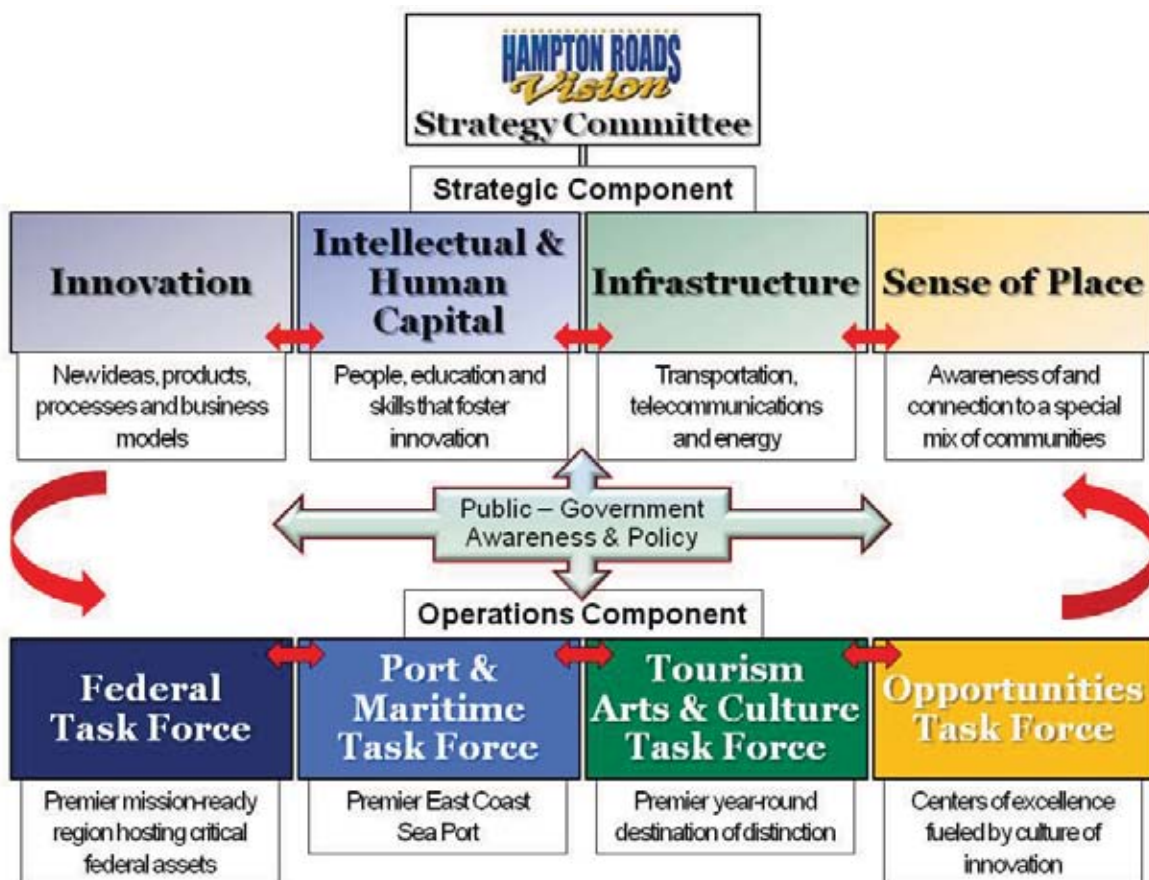
- State of the Region;
- State of the City;
- Regional Day; and
- Old Dominion Lecture Series.

Item E of this section describes in detail how *Vision Hampton Roads* aligns with the State’s economic development priorities.

Different organizations will actually drive different components of the *Vision* itself while other organizations will support and enhance those efforts in a more tactical manner. The implementation of *Vision Hampton Roads* will have a “Strategic Component” and an “Operations-Tactical Component.”

**B. Plan of Action Organizational Chart**

The Organizational Chart below depicts the relationship between the various organizations that will play leadership roles within the strategic and operations-tactical implementation plans.



The process of implementation 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*. 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*.

Previous economic development planning efforts have positioned the Hampton Roads Partnership to take the lead role aligning the missions and objectives of the many organizations that will impact the success of *Vision Hampton Roads*. Different organizations will actually drive different components of the *Vision* itself while other organizations will support and enhance those efforts in a more tactical manner. The implementation of *Vision Hampton Roads* will have a “Strategic Component” and a “Tactical Component.”

The Hampton Roads Partnership will serve as the Program Manager for both the “Strategic” and “Tactical” components of the *Vision* Action Plan.

### **C. The “Strategic Component” of the Plan of Action**

The “Strategic Component” will address the long term strategy development for the enhancement of the big demographic, economic and environmental forces of:

- Innovation – new products, processes and business models
- Intellectual and Human Capital – education and skills that further innovation
- Infrastructure – transportation, telecommunications, energy distribution
- Sense of Place – special mix of distinctive communities, regional identity

The Executive Committee of the Hampton Roads Partnership will develop and monitor this plan of action which will have a distinct strategy for each of the four forces.

#### **1. Innovation**

Organizations initially identified for implementation:

- **Innovate!HamptonRoads**

Through the development of *Vision Hampton Roads*, **Innovate!HamptonRoads** (under construction <http://InnovateHamptonRoads.org>) will also be created as an organization that will drive the Innovation portion of the strategy. **Innovate!HamptonRoads** is a component of the Hampton Roads Partnership whose goal is to develop Hampton Roads into a major source of technological innovation leading to a new pillar of technology-based economic development. This organization will serve as central agent for stimulating Hampton Roads technology innovation by building on the technological strengths and natural resources of Hampton Roads. Those strengths include:

- The technology clusters of modeling & simulation, sensors, bioscience, robotics and coastal energy;
- Ports, Military and Tourism; and
- Exceptional Workforce and Business Friendly Communities.

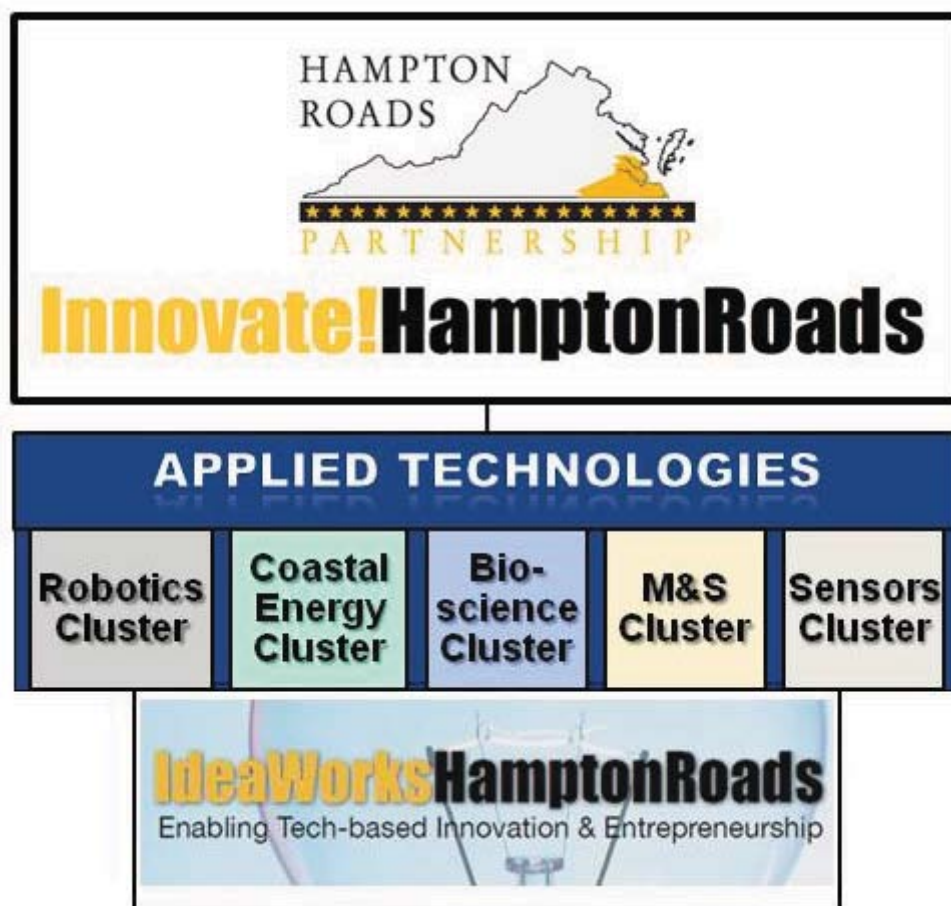
**Innovate!HamptonRoads** will promote and establish full-service entrepreneurship support including business stimulators, incubators and accelerator services through the creation of

**IdeaWorksHamptonRoads. Innovate!** will work closely with the Hampton Roads technology community to catalyze opportunities for the region.

**Innovate!HamptonRoads** will coordinate and align the many allies including local municipal and regional economic development organizations, local universities, regional business associations and other organizations championing technology-based economic development. Those allies include:

- Hampton Roads Technology Incubators;
- Hampton Roads Military and Federal Facilities Alliance;
- Universities’ Engineering and Business Schools;
- Government Labs at NASA, Jefferson Lab and USJFCOM;
- College of William & Mary Technology & Business Center;
- Local/State/Federal Economic Development Entities;
- Virginia Business Incubation Alliance; and
- Angel and Venture Capital Investing Networks.

The following Organizational Chart illustrates the relationships that will be coordinated by **Innovate!HamptonRoads**:





Through the efforts of **Innovate!HamptonRoads**, we anticipate the following results:

- Magnet for Research and Development Investment;
- Facilitate University/Government Lab/Industry Teaming;
- Catalyst for New Business Formation and Incubation and Acceleration through **IdeaWorksHamptonRoads**;
- Champion and Coordinate Private/Public Investments;
- Growth of Cluster Contributions to Gross Regional Product (GRP); and
- Job Creation.

## **2. Intellectual and Human Capital**

The organization to champion or drive the strategy development for “Intellectual and Human Capital” was not as readily apparent as **Innovate!HamptonRoads** for “Innovation.” The Hampton Roads Partnership will work with a variety of organizations to determine the best model for defining and developing “Intellectual and Human Capital” in Hampton Roads.

Organizations initially identified for implementation include:

- Christopher Newport University (<http://CNU.edu>);
- College of William and Mary (<http://WM.edu>);
- Hampton University (<http://www.HamptonU.edu>);
- Norfolk State University (<http://NSU.edu>);
- Old Dominion University (<http://ODU.edu>);
- Opportunity Inc. (<http://Opp-Inc.org>);
- Paul D. Camp Community College (<http://pdc.edu/workforce-development/>);
- Peninsula Council for Workforce Development (<http://PCFWD.org>);
- Region II Public Schools;
- Smart Beginnings’ early childhood focus (<http://SmartBeginnings.org>);
- Thomas Nelson Community College (<http://workforce.tncc.edu>);
- Tidewater Community College (<http://TCC.edu>); and
- Virginia Tidewater Consortium of Higher Education (<http://VTC.ODU.edu>).

With so many institutions and entities vital to the development of “Intellectual and Human Capital,” co-lead organizations were identified as the region’s major non-college workforce development boards, Opportunity Inc. and Peninsula Council for Workforce Development.

As described by the President’s Council of Economic Advisers (CEA), the 20<sup>th</sup> century saw rapid technological change that enhanced productivity, created new industries and increased demand for skilled labor.<sup>1</sup> The core of our economy shifted first from agriculture to manufacturing and then from manufacturing to services.<sup>2</sup>

In recent decades, increasing specialization and trade have blurred the lines between the domestic and global economies. In many industries, globalization has increased competition for jobs as workers around the world participate in the constant flow of goods, services and information. But it has also created opportunities for highly skilled workers, who now enjoy broader markets for their output. Throughout the course of these fundamental changes, America’s workers have adapted and provided the skills and ingenuity that fueled a growing economy.

Testing the resilience of the U.S. workforce, however, our economy slid into a recession beginning in December 2007 that has proven to be the worst downturn in the United States since the Great Depression. Already, 6.5 million jobs have been lost, and more losses are expected before the economy reaches bottom and employment growth returns. The recession has accelerated the decline of already-contracting industries, such as auto manufacturing, and has led to an extraordinary decline in the financial services industry that few anticipated even 18 months ago. We must therefore improve training and job search assistance policies to facilitate re-entry into the labor market.

Employers demand workers who can think critically and solve problems. As a result, future prosperity will require greater worker investment in post-secondary education and training. The current U.S. education and training system offers a variety of ways in which workers can obtain the skills valued by employers. Many of the existing programs, particularly those in fields related to high-growth industries and occupations, have been shown to lead to improved employment and earnings outcomes.

However, there remain important limitations to our education and training system, many stemming from low completion rates, limited accountability, poor coordination among different programs and excessive bureaucratic restrictions on the use of training funds.

Source: President's Council of Economic Advisers, Preparing the Workers of Today for the Jobs of Tomorrow, complete document available at:

[http://www.hrp.org/Site/docs/ResourceLibrary/Jobs\\_of\\_the\\_Future\\_Jul09.pdf](http://www.hrp.org/Site/docs/ResourceLibrary/Jobs_of_the_Future_Jul09.pdf)

<sup>1</sup> Goldin and Katz (2008); <sup>2</sup> Blinder (2006)

The preceding introduction by the President's Council of Economic Advisers (CEA) summarizes the human capital challenge facing our nation. Hampton Roads' challenge is no different.

### **3. Infrastructure**

Organizations initially identified for implementation:

- Hampton Roads Transportation Planning Organization

According to the Texas Transportation Institute, Hampton Roads ranks 16<sup>th</sup> among the 25 metro areas with populations between one and three million in terms of delay per peak period traveler. The unique system of waterways in Hampton Roads results in a transportation network that is heavily dependent on bridges and tunnels.

Aging infrastructure costs coupled with increased congestion pose an economic threat by potentially limiting commerce, deterring tourism and limiting the capacity of the port. That reality was a major theme discussed in nearly every working committee and Sub-committee meeting. For that reason, the Infrastructure component of *Vision Hampton Roads* will focus on transportation.

The Hampton Roads Transportation Planning Organization (HRTPO, <http://HRTPO.org>) is the intergovernmental transportation planning body for thirteen jurisdictions in Hampton Roads. Within *Vision Hampton Roads*, the HRTPO will be the lead organization on transportation. The HRTPO recently amended its 2030 Long Range Plan and began the process of an accelerated development of its 2034 Long Range Plan. Also, a Transit Vision

Plan for Hampton Roads is in process and proposes that an integrated, high-capacity transit system will help address some of the region's social, environmental, and economic challenges that are interrelated to land use and transportation planning.

As part of its planning process the HRTPO is developing a process for project prioritization that will analyze and rank projects according to three major criteria of utility, viability and economic vitality in the following categories:

- Highway Projects;
- Bridge/Tunnel Projects;
- Bicycle and Pedestrian Projects;
- Systems Management, TDM and Operational Improvement Projects;
- Transit Projects; and
- Intermodal Projects.

On December 16, 2009, the HRTPO adopted a Public Participation Plan that is available on their website, <http://HRTPO.org>. Monitoring, supporting and evaluating the activities of the HRTPO will be a critical task of the *Vision Hampton Roads* Strategy Committee

#### **4. Sense of Place**

Like “Intellectual and Human Capital,” “Sense of Place” for Hampton Roads will have to be defined in the coming months. The Brookings Institute’s *Blueprint for American Prosperity* talks about “Quality Places” as being one of the four big demographic, economic and environmental forces that shape a region. *Vision Hampton Roads* is using the term “Sense of Place” in an effort to capture not only the Brookings concept that “Sustainable places are those in which people have a variety of options in housing type, neighborhood type, and transportation modes,” but also to begin to address the awareness issue that was so prevalent in our Sub-committee discussions. Clearly, part of the region’s challenge will be to help people feel more connected to the region.

Part of our challenge in defining “Sense of Place” in Hampton Roads is the current lack of a common metropolitan consciousness, i.e., that our communities are interconnected. It is incumbent upon us to focus on ways to build interest, increase involvement and promote enthusiasm among our diverse population to sustain regional citizenship, much the same way we identify as sports fans and collectively support the “home team” by working together as citizens of a metropolitan economy to promote local and regional prosperity and quality of life.

Quality places represent a special mix of distinctive communities and responsible growth that is competitively wise, fiscally responsible and environmentally sustainable.

In his book, *The New Geography*, Joel Kotkin, noted scholar on urban development and a fellow at Chapman University and the New American Foundation (<http://NewAmerica.net>), says, “The oldest fundamentals of place – sense of community, identity, history and faith – not only remain important, they are increasingly the critical determinants of success and failure. As people and advanced industries hunt the globe for locations, they will not necessarily seek out those places that are the biggest, the cheapest, or the most well-favored by location. Instead, they will seek out a new kind of geography, one that appeals to their

sense of values and to their hearts, and it is there that the successful communities of the digital age will be found.”

“People do not live together merely to be together,” wrote the Spanish Philosopher José Ortega y Gasset at the beginning of the 20<sup>th</sup> century. “They live together to do something together.” Whether in efforts to enhance education and skills that further innovation or the fostering of new enterprise or creating of new public infrastructure, healthy communities will be those that can develop a sense of common purpose within the regional “Sense of Place.”

Our work under “Sense of Place” will build upon previous efforts undertaken by the Hampton Roads Partnership specifically the Regional Citizenship work during the *2004 Call to Action*. We intend to work with a number of organizations and groups to expand those efforts. We will first define then enhance this “Sense of Place” in Hampton Roads.

Organizations initially identified for implementation include:

- Urban Land Institute;
- Convention and Visitors’ Bureaus;
- Chambers of Commerce; and
- Local government planners and economic developers.

With so many entities and individuals, both public and private, vital to the development of “Sense of Place,” co-lead organizations were identified as the region’s predominant Chambers, Hampton Roads Chamber of Commerce (<http://HamptonRoadsChamber.com>) and Virginia Peninsula Chamber of Commerce (<http://VPCC.org>).

#### **D. The “Tactical Component” of the Plan of Action**

The “Tactical Component” will address the implementation of specific actions that will have the greatest short term impact on maintaining and growing the 3 pillars of our regional economy and nurturing those regional assets that have the most realistic chance of diversifying our economy. The “Tactical Component” of the *Vision* will be driven by Task Forces:

- Federal
- Port / Maritime
- Tourism / Arts & Culture
- Opportunities

Each Task Force will be driven by a specific regional organization that is working in that arena. We will build upon regional activities and initiatives that are already underway.

1. **Federal:** The Federal Sub-committee will be coordinated and led by the Hampton Roads Federal Facilities Alliance.

The **Hampton Roads Military and Federal Facilities Alliance** (HRMFFA, <http://HRMFFA.org>) is the entity to advance the regional interest and positions relating to protection, sustainment and growth of military and federal activities and related private sector organizations with the Virginia Congressional delegation, the Governor and key staff of the Commonwealth of Virginia, the Virginia National Defense Industrial Authority (VNDIA), federal Executive Branch leadership, the Hampton Roads Caucus of the Virginia General Assembly, local area military and federal leaders and the local business community in complement to and in augmentation of individual community

efforts through a formalized regional network of supporting-supported relationships with local governments, professional, business and trade associations, civic groups and interested parties with specific expertise that can contribute to mission performance and vision realization.

- 2. Port / Maritime:** The Port / Maritime Sub-committee will be coordinated and led by the Virginia Port Authority, the Virginia Maritime Association and the Virginia Ship Repair Association.

The **Virginia Port Authority** (VPA, <http://PortOfVirginia.com>) is an autonomous agency of the Commonwealth of Virginia that owns the Port of Virginia. The Port of Virginia comprises three marine terminals and one intermodal container transfer facility: Norfolk International Terminals (NIT), Portsmouth Marine Terminal (PMT), Newport News Marine Terminal (NNMT) and the Virginia Inland Port (VIP).

The **Virginia Maritime Association** (VMA, <http://VaMaritime.com>) was organized in 1920 to promote, protect and encourage international and domestic commerce through the Port of Virginia. With a membership of over 400 companies employing over 70,000 Virginians, the VMA continues to be the "Voice of the Port" for progressive development of our waterfront and Virginia's maritime industry. The VMA seeks and advocates the continued growth of the Port and related commercial activity and plays a significant leadership role to ensure that Virginia remains competitive as it relates to waterborne commerce.

The **Virginia Ship Repair Association** (VSRA, <http://VirginiaShipRepair.org>) is a regional trade association representing companies engaged in, or supporting, the ship repair industry in Virginia and the Mid-Atlantic region. Its mission is to focus and coordinate member resources on issues, challenges and opportunities facing the ship repair industry.

- 3. Tourism / Arts & Culture:** The Tourism / Arts & Culture Sub-committee will be coordinated and led by the Southeast Virginia Tourism Alliance and the Virginia Arts Festival.

The **Southeast Virginia Tourism Alliance** (SEVTA, <http://VisitSouthEastVirginia.com>) is a forum for destination marketing organizations to advance a greater awareness of the tourism and hospitality industry as a major economic generator, promote Southeast Virginia as a destination and encourage development and growth of tourism and hospitality businesses and venues throughout the region.

The **Virginia Arts Festival** (VAF, <http://VaFest.org>) was established in 1997 as a cultural tourism initiative by the city of Norfolk to promote travel to Hampton Roads. Each spring, internationally acclaimed artists from around the globe team up with the best of the regions own professional arts organizations to present a dazzling lineup of music, theatre and dance. Truly a regional collaboration, Festival events now take place in ten cities across Hampton Roads in concert halls, performing arts centers, opera houses, theatres, museums, outdoor stages and historic churches, all within a 60-minute drive. Now in its thirteenth season, the Festival has established itself as one of the premier cultural events in the Mid-Atlantic U.S.

*Note: SEVTA represents Convention & Visitors Bureaus and Tourism Development organizations and venues from Chesapeake, Greater Williamsburg, Hampton, Newport News, Norfolk, Portsmouth, Smithfield/Isle of Wight, Suffolk and Virginia Beach as well as the Norfolk and Newport News/Williamsburg Airports.*

- 4. Opportunities:** The Hampton Roads Partnership (<http://HRP.org>) along with the Hampton Roads Economic Development Alliance (<http://HREDA.com>) will coordinate and lead the Opportunities Sub-committee.

The Hampton Roads Partnership was chartered in 1996 to “focus on the region's strategic issues for the purpose of enhancing our competitiveness in the global economy with resulting income and job growth for our citizens.” The Partnership, comprised of the chief elected official of all seventeen communities as well as community leaders from the private business sector, education, military and labor from both South Hampton Roads and the Virginia Peninsula, is the only organization in Hampton Roads that focuses on the region's strategic issues. The Partnership facilitates regional collaboration and action resulting in a better quality of life for all of the region’s citizens.

The Hampton Roads Economic Development Alliance is the region's lead economic marketing organization and aggressively pursues new business opportunities throughout the world. HREDA represents fifteen jurisdictions in Southeastern Virginia to market the Hampton Roads region nationally and internationally in conjunction with the resources and investment of the business community.

Other organizations initially identified for implementation:

- Hampton Roads Planning District Commission (HRPDC);
- Municipal Economic Development Departments;
- Hampton Roads Research Partnership (HRRP);
- Hampton Roads Technology Council (HRTC);
- Virginia Business Coalition on Health (VBCH);
- Virginia Coastal Energy Research Consortium (VCERC); and
- Virginia Modeling, Analysis and Simulation Center (VMASC).

## **E. Integrating CEDS with the State's economic development priorities**

How does *Vision Hampton Roads* align with Virginia's Economic Development Strategies? To see that *Vision Hampton Roads* is perfectly aligned with state-wide assets and programs, one has only to reference the economic development priorities of the Virginia Economic Development Partnership (VEDP, <http://YesVirginia.org>). In this section, we will describe the focus of VEDP and draw the connections to *Vision Hampton Roads*, as appropriate.

VEDP was created by the Virginia General Assembly in 1995, "to enhance the quality of life and raise the standard of living for all Virginians, in collaboration with Virginia communities, through aggressive business recruitment, expansion assistance, and trade development, thereby expanding the tax base and creating higher-income employment opportunities."

To fulfill this mission, VEDP focuses on cultivating new business investment, fostering international trade growth and encouraging the expansion of existing Virginia businesses, promoting several of Virginia’s economic development attributes which are highlighted below:

- Virginia is Pro-Business
  - In each analysis, cost of doing business, quality of workforce and regulatory environment all drove Virginia to the top of the rankings for pro-business States.
- Virginia has a Cost-Effective Operating Climate
  - Companies have improved their bottom lines just by locating in Virginia, from soft costs like healthier, more productive workers to hard costs like cheaper, available and reliable electricity.
- Virginia provides a Highly-Skilled, Educated and Talented Workforce
  - Customized recruiting and training services to companies that are creating new jobs or experiencing technological change are made available through the Virginia Department of Business Assistance (VDBA, <http://www.dba.state.va.us/>). On average, more than 18,000 military personnel separate from the armed services in Virginia annually (15,000 in Hampton Roads alone), adding a skilled, disciplined supply of potential recruits to the state's labor supply.
- Virginia has Excellence in Education
  - Virginia's workforce is repeatedly cited as a key factor for companies expanding or relocating to the Commonwealth. Virginia's schools exhibit excellence at all levels, from elementary and secondary schools to community colleges, vocational schools, universities and graduate schools as well as Workforce Development Centers. The College of William and Mary ranked 6th in U.S. News and World Report's 2009 Top Public National Universities list.
- Virginia has a Great Quality of Life
  - Visitors spend billions of dollars each year to enjoy Virginia. Boundless outdoor and cultural activities, one of the nation's highest concentrations of historic resources, amusement parks and countless local attractions all combine to provide limitless opportunities for recreation and relaxation.
- Virginia has Business Incentives
  - Virginia actively works with expanding Virginia employers that create a higher standard of living for Virginians, enhance the local and state economies and increase revenues to state and local governments. Performance-based incentives are Virginia's investment in its economic future and a business decision for both the Commonwealth and the company, ranging from tax credits to tax exemptions.
- Virginia has Easy Access to Domestic and Global Markets as a Hub for Global Logistics, a Leading Gateway to the World
  - The Commonwealth of Virginia and VEDP enthusiastically encourage the expansion of existing Virginia businesses and the location and re-location of new businesses to the state. Located adjacent to Washington, DC, Virginia is strategically located on the U.S. East Coast. Fifty-six percent of all U.S. consumers live within 745 miles of Virginia.
  - VEDP highlights Virginia's connectivity with its airports and excellent Class I freight rail service. (Hampton Roads hosts two Class I rail services as the headquarters of Norfolk Southern is located in the region, and CSX has

significant operations here as well. There are many more “short line” railroads in the region.).

- The Port of Virginia, with primary facilities in Hampton Roads, offers world-class shipping facilities and a schedule of approximately 3,000 sailings annually to 300 ports in 100 foreign countries. Due to natural harbor depth and Suez-class cranes, the Port of Virginia is the only East Coast location capable of handling post-Panamax vessels as a first port of call.
- Virginia’s Economy is Strong and Diversified
  - Virginians provide a vast array of services and manufactured goods to customers throughout the world, with a manufacturing base producing everything from steel beams, wood flooring and trucks to semiconductors, robots and rocket engines. Virginia is the birthplace of the Internet, one of the leading centers of software development and one of only four U.S. states currently licensed and capable of launching communications satellites and other commercial payloads into space.
- Virginia is home to Innovative Research & Development
  - The Commonwealth is home to many internationally recognized research and development (R&D) facilities. Federally funded R&D facilities, coupled with the research from Virginia universities, provide Virginia businesses access to leading researchers and cutting-edge technology. From the automotive industry to medical research to the next generation of high technology, these research facilities have something to offer your business.
  - VEDP references a number of Hampton Roads facilities and initiatives including: NASA Langley Research Center, the Department of Energy’s unique Jefferson Lab, Old Dominion University’s Virginia Modeling, Analysis and Simulation Center (VMASC) and the National Institute of Aerospace (NIA) in Hampton.

Just some of the news announced by VEDP in 2009:

**NEW BUSINESS** - March 2009, Virginia announced that SPARTA Composite Products, a division of Cobham PLC, will invest \$13.2 million to open a manufacturing facility in the City of Suffolk.

**ENERGY INITIATIVES** - Virginia’s East Coast location can be touted as both a premium tourism destination and an economic development plus. For tourists, Virginia offers beautiful beaches and an oasis for water sports enthusiasts. But Virginia’s geographic fortune, particularly in the Hampton Roads region, also lends itself to an industry that is growing in importance. Hampton Roads is well positioned to become a hub for offshore wind supply.

**VIRGINIA'S NUCLEAR INDUSTRY** - Virginia continues efforts to maintain a strong base of power generation from various traditional sources, while a variety of renewable resources and their associated technologies take on a larger share of the power-generation picture. Home to three of the top global players in the energy sector (AREVA NP, Babcock & Wilcox and Northrop Grumman Shipbuilding) and a plethora of national players, Virginia’s cluster of technology, workforce and corporate businesses positions the Commonwealth as a leader in clean energy and advanced manufacturing of components for the energy sector.



LAUNCH PAD FOR SUCCESS - Virginia has played a leading role in advancing the American aerospace industry since 1917, when NASA Langley Research Center—the nation’s first civil aeronautics laboratory—was established in Hampton, Virginia.

VIRGINIA FOOD PROCESSING - Since 1999, Food Processing companies have invested \$2.04 billion and created more than 6,110 new jobs in Virginia. Virginia's Food Processing Industry is one of Virginia's largest manufacturing sectors and employs more than 34,700 for a direct economic output of \$18.2 billion

LIFE SCIENCES INDUSTRY - The National Science Foundation reports that almost 20,000 doctoral scientists and engineers are employed in Virginia—the tenth largest concentration in the nation. In terms of employment, in 2008, the life sciences industry accounted for more than 28,500 jobs in Virginia.

MODELING & SIMULATION INDUSTRY - Virginia's Modeling & Simulation Industry employs 11,500 people in the private sector while government and military Mod-Sim employment is estimated at another 2,900 people. The top two Mod-Sim regions by employment are Northern Virginia (5,900) and Hampton Roads (5,200). These two regions account for 97% of all Mod-Sim Industry employment in Virginia.

VIRGINIA IS TECHNOLOGY - Virginia has the highest percentage of technology workers in the country and ranked 5th in total high technology employment as reported in Cyberstates 2009. The American Electronics Association’s definition of technology includes both manufacturing and services industries, but clearly the services side dominates high technology employment in Virginia, with almost half of high technology employment accounted for by Computer Systems Design & Related Services. The economic output of Virginia’s high technology industry is \$58 billion. High technology also supports \$41 billion in additional economic output in Virginia.

Of specific note: Virginia's Governor-elect Bob McDonnell focused his 2009 campaign on JOBS, JOBS, JOBS; therefore Virginia's economic development goals might look different than they do today.

SOURCE: Virginia Economic Development Partnership (VEDP), unless otherwise noted

Hampton Roads businesses and initiatives are referenced throughout the descriptions of the VEDP focus areas. It is very easy to draw the connection to certain VEDP focus areas and the “Strategic” and “Tactical” focus areas of *Vision Hampton Roads* in those portions of the VEDP strategy that focus on:

- A highly skilled, educated and talented workforce (Intellectual/Human Capital);
- Easy access to domestic and global markets (Infrastructure);
- Innovative research and development (Innovation);
- Energy initiatives (Opportunities);
- Virginia’s nuclear industry (Opportunities);
- Launch pad success (Opportunities);
- Life sciences industry (Opportunities);
- Modeling and simulation industry (Opportunities); and
- Virginia is technology (Opportunities).

## VIII. PERFORMANCE MEASURES

*Hampton Roads Performs*, <http://HamptonRoadsPerforms.org>

*Hampton Roads Performs* is a web-based collaborative project between the Council on Virginia's Future (<http://Future.Virginia.gov>) and the Hampton Roads Partnership (<http://HRP.org>). It is based on a signature initiative of the Council, the award-winning *Virginia Performs* (<http://VaPerforms.Virginia.gov>), and builds on the **vision and goals for the region** developed by the Partnership.



Seven categories of indicators, aligned with those reported on *Virginia Performs*, measure progress related to quality of life: Economy, Education, Health and Family, Public Safety, Natural Resources, Transportation and Government and Citizens. Quality of life indicators answer the question, "How is the Hampton Roads region doing?" and the results are used to compare Hampton Roads to state and national averages, other regions within Virginia and peer metropolitan areas outside of Virginia. The **Hampton Roads Scorecard** gives a quick snapshot of the progress the region is making in all seven categories.

(<http://hamptonroadsperforms.org/extras/Scorecard/HR-Scorecard.htm>)

A difference in definitions: the Hampton Roads Partnership defines the Hampton Roads region to include Southampton County and the Town of Smithfield but not Mathews County; Virginia Performs' definition of the region includes Mathews but not Southampton nor Smithfield. For more information on each entity's definition, visit *Virginia Performs Key Facts* page (<http://www.future.virginia.gov/aboutVAPerforms.php>) and the *Hampton Roads Performs Locality Profiles* page (<http://hamptonroadsperforms.org/profiles/locality/>).

For the purposes of the *Vision Hampton Roads* process we will track those ten (10) indicators in the Economy Category of *Hampton Roads Performs*:

1. **Business Start-ups;**
2. **Employment Growth;**
3. **Modeling & Simulation;**
4. **Net Migration;**
5. **Personal Income;**
6. **Port / Maritime;**
7. **Poverty;**
8. **Research & Technology;**
9. **Unemployment;** and
10. **Workforce Quality.**

The following pages cover current pertinent data for each of the above indicators:

- Definition of indicator and direct web link for monitoring
- Why is this important?
- How is Hampton Roads doing?
- What influences the indicator?
- Data definitions and sources
- Regional performance at-a-glance
- Regional initiatives and programs

## 1. BUSINESS STARTUPS

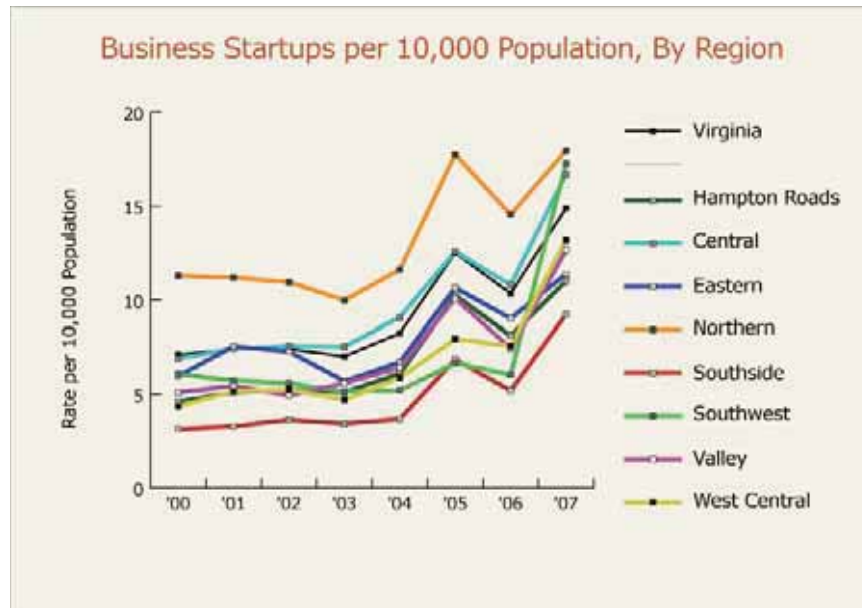
<http://hamptonroadsperforms.org/indicators/economy/business-startups.php>

*The number of new businesses relative to the size of the population in the Hampton Roads region has generally been rising in recent years.*

### Why is This Important?

Entrepreneurship is often viewed as an engine of economic growth. While the number of new business startups typically corresponds with economic expansions, the role of entrepreneurship in job creation is less clear. One view of the relationship between startups and economic growth is that entrepreneurs breed innovation. However, low rates of survival and the limited growth of most small businesses suggest that business startups do not significantly contribute to employment growth.

### How is Hampton Roads Doing?



Within Virginia, the Hampton Roads region has the second lowest rate of business startups per 10,000 population. In 2007, the rate for the Hampton Roads region (11.0) was lower than the Northern (18.0), Southwest (17.2), Central (16.7), West Central (13.2), Valley (12.6) and Eastern (11.4) regions and Virginia (14.9) as a whole.

### What Influences Business Startups?

Low cost of capital and high unemployment rates can serve as catalysts for new business startups. Lower cost of capital reduces the expense and risk involved with starting a business. Higher rates of unemployment encourage jobless individuals to opt for self-employment. Additional factors that influence the rate of business startups are the educational attainment level of the population, physical infrastructure, access to finance, the business climate and the existence of networks that may encourage clusters of similar startups.

*Note: Graphs may be viewed in larger versions on the web. Use the link provided at the beginning of this section.*

## **Data Definitions and Sources**

Population estimates: U.S. Census

Virginia Employment Commission

New small business startups were firms that had at least one employee and matched the following criteria:

1. Setup Date and Liability Date occurred during the same year and quarter.
2. Establishment had no Predecessor UI Account Number.
3. Business is privately owned.
4. Average employment is less than 250.
5. No other accounts with the same UI Account Number existed that did not match the above criteria. [The fifth criterion ensures that there were no other previous establishments by the same enterprise.]

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## **At a Glance**

**Performance:** Improving

**Highlight:** The rate of business startups in the Hampton Roads region remains high compared to previous years.

## **Regional Programs & Initiatives**

The Small Business Development Center of Hampton Roads, Inc. (SBDC, <http://HRSBDC.org>) provides technical assistance to the Hampton Roads small business community. These services include business planning, counseling services, training programs, access to capital and marketing assistance. The majority of the services are offered at no cost to the client.

## **2. EMPLOYMENT GROWTH**

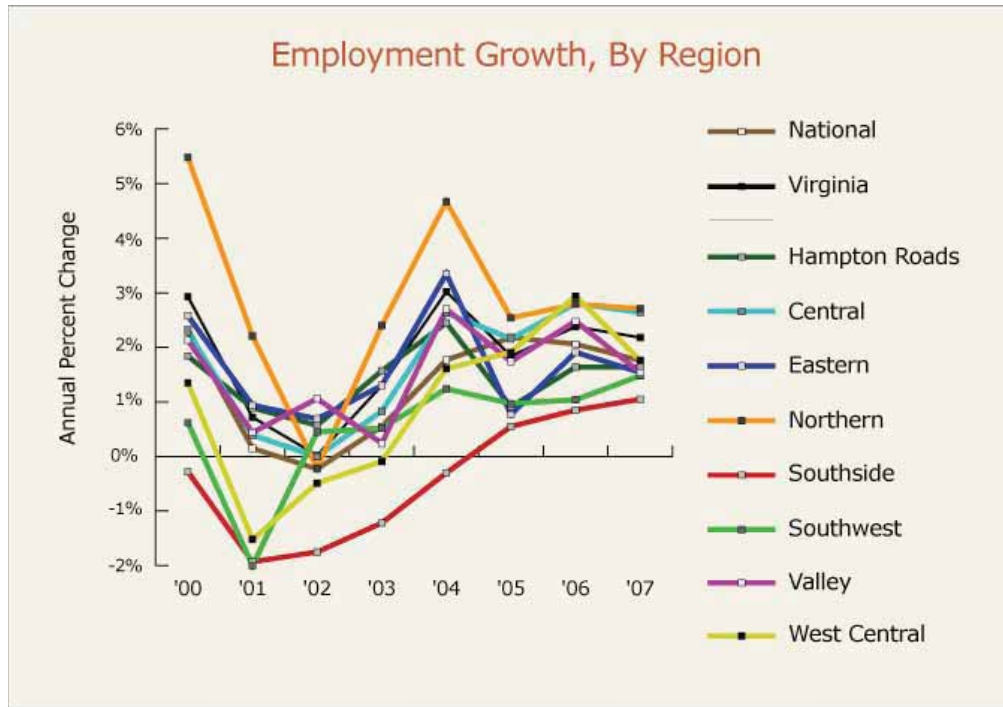
<http://hamptonroadsperforms.org/indicators/economy/employment-growth.php>

*Employment growth reflects the speed at which the economy can create and fill new jobs. While the rate of employment growth has slowed over the past year, jobs continue to be added in the Hampton Roads region.*

## Why is This Important?

Employment growth is an indicator of expansion in the economy that represents an increase in the economic opportunities available to the citizens of a region or the state. Employment growth is generally tracked as a percentage change from a previous year.

## How is Hampton Roads Doing?



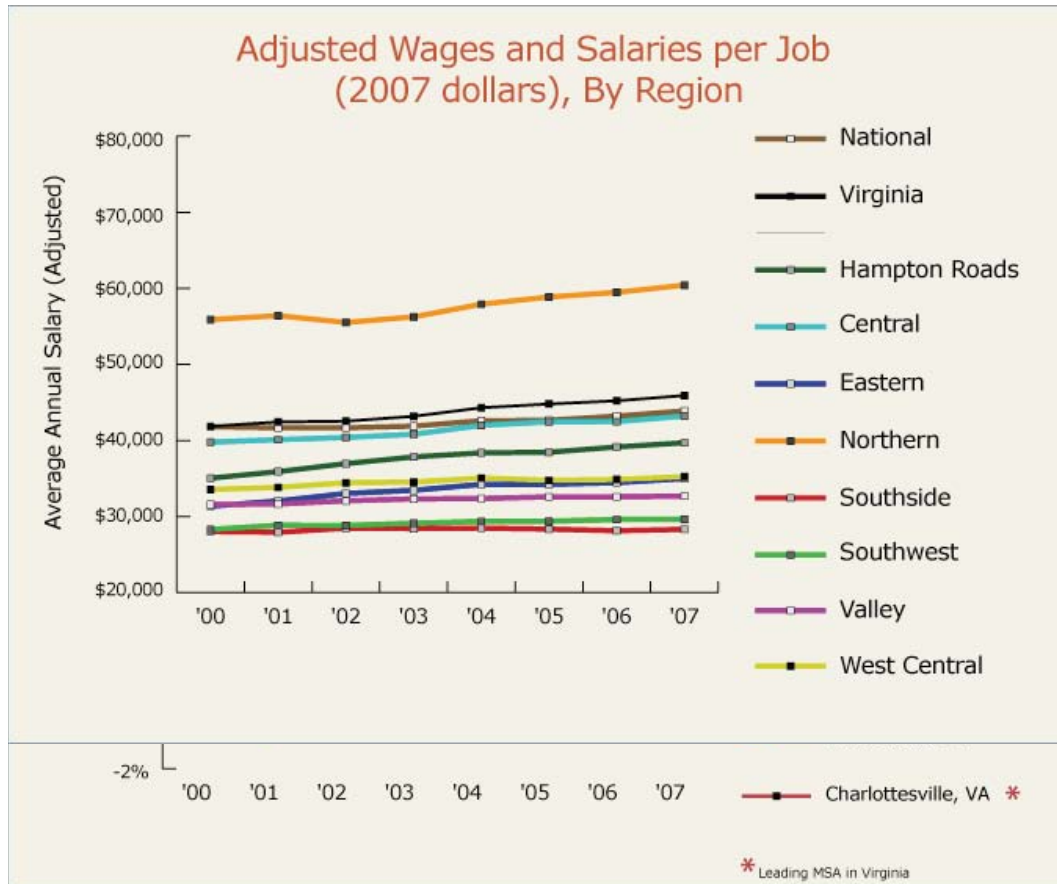
Within Virginia, the Hampton Roads region had the fourth highest rate of employment growth at 1.6 percent in 2007. The Northern region had the highest rate of employment growth at 2.7 percent. The statewide rate of employment growth was 2.2 percent.

Among the peer Metropolitan Statistical Areas (MSAs), the Virginia Beach-Norfolk-Newport News, VA-NC MSA (Hampton Roads MSA) had the lowest employment growth in 2007 at 1.7 percent. The Raleigh-Cary, NC MSA was the highest in the same year, reporting 5.2 percent employment growth. The leading Virginia MSA was the Charlottesville MSA with a 3.3 percent employment growth.

Average wages and salaries, coupled with employment growth, give an even better measure of a region's economic health. In 2007, average wages and salaries per employee were the second lowest in Hampton Roads MSA among peer MSAs at \$39,624. The leading MSA in Virginia was the Washington-Arlington-Alexandria, DC-VA MSA at \$60,385. However, among the regions of Virginia, the Hampton Roads region was the third highest, exceeded only by the Northern and Central regions.

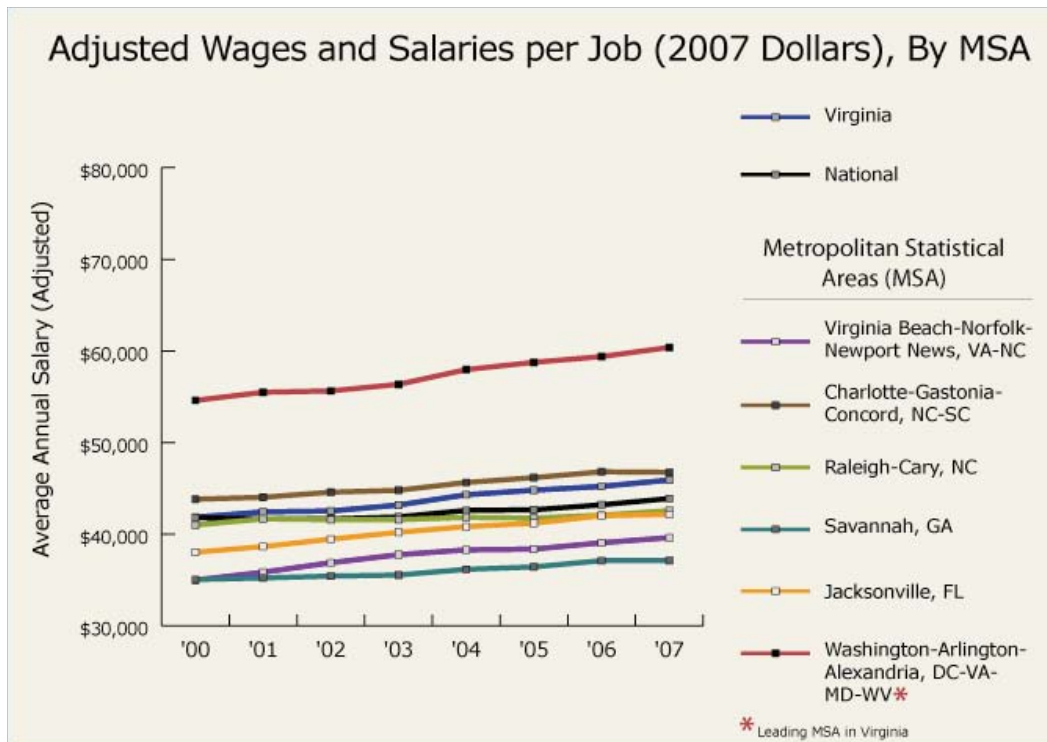
*Note: Graphs may be viewed in larger versions on the web. Use the link provided at the beginning of this section.*

## What Influences Employment Growth?



Some of the factors influencing employment growth in a region include the national business cycles and the mix of industries in the region. Expansions and contractions in the national economy influence employment growth due to the fluctuations in private and federal spending, as well as other factors. Furthermore, the mix of industries directly affects the magnitude of business cycle fluctuations in a region. In the Hampton Roads region, the U.S. military is a major employer, and, therefore, U.S. military spending is an important influence on employment growth.

*Note: Graphs may be viewed in larger versions on the web. Use the link provided at the beginning of this section.*



## Data Definitions and Sources

U.S. Department of Commerce, Bureau of Economic Analysis

## At a Glance

**Performance:** Maintaining

**Highlight:** The pace at which jobs are being added to the Hampton Roads economy lags behind peer metropolitan areas.

## Regional Programs & Initiatives

The Hampton Roads Economic Development Alliance (HREDA), (<http://HREDA.com>) is an effective public-private partnership representing 15 jurisdictions in southeastern Virginia for the purpose of marketing the region nationally and internationally as the preferred location for business investment and expansion with a goal of business attraction.

*Note: Graphs may be viewed in larger versions on the web. Use the link provided at the beginning of this section.*

## 3. MODELING AND SIMULATION

<http://hamptonroadspersforms.org/indicators/economy/modeling-simulation.php>

The Modeling and Simulation industry continues to grow in importance to the Hampton Roads region, accounting for high salaries and a 25 percent growth in employment.

## Why is This Important?

Modeling and Simulation (M&S) refers to the process of developing a mathematical model of a real world process, such as the flow of containers through a port facility, and solving the model under different conditions. The information extracted from the model can be used to enhance the effectiveness of the real world process and increase efficiency and profitability.

## How is Hampton Roads Doing?

Hampton Roads is one of the country's three leading regions in M&S along with Orlando, FL and Huntsville, AL. The unique strength in the Hampton Roads region is in command and control M&S for improving decision-making. The Virginia Modeling Analysis and Simulation Center (VMASC) at Old Dominion University and the U.S. Joint Forces Command are key contributors to this sector of the economy.

The M&S sector continues to grow in importance within the Hampton Roads regional economy, as measured by a 42.1 percent increase in its contribution to the Gross Regional Product and a 25.4 percent increase in total employment between 2004 and 2007. The average M&S salary in Hampton Roads of \$82,733 is more than double the region's average salary of \$38,428. Furthermore, these jobs are spread throughout the region, with nearly 60 percent on the Peninsula and 40 percent on the southside of the Hampton Roads region.

<b>Modeling and Simulation Economic Impacts (2000 dollars)</b>			
<b>Factor</b>	<b>2004</b>	<b>2007</b>	<b>% Change</b>
Output	\$258.4 Million	\$364.6 Million	41.1
Gross Regional Product	\$167.3 Million	\$237.8 Million	42.1
Employment	3,524	4,420	25.4
Average Annual Salary	\$60,212	\$82,733	37.4

The M&S industry is expected to continue its growth in Hampton Roads with an expected two-year growth rate of 7.3 percent and a five-year growth rate of 14.5 percent. Both projections far outpace the regional growth rate of 2 percent for the last decade.

## What Influences Modeling and Simulation?

Currently the majority of activity is concentrated around military applications and the Department of Defense. To maintain growth, the M&S industry will likely need to expand into other application areas, such as homeland security, transportation, logistics, medicine, education and gaming. The VMASC is leading cluster activities in many of these areas and both Norfolk State University and Hampton University are beginning M&S programs.



## **Data Definitions and Sources**

ANGLE Technology, *The Economic Impact of Modeling, Simulation and Visualization in Hampton Roads (Virginia) Update* December 2007

Hampton Roads Planning District Commission, *Modeling, Simulation & Visualization Economic Impact and Cluster Analysis Study for Hampton Roads Virginia* March 2005

Hampton Roads Planning District Commission, *Hampton Roads Regional Benchmarking Study* December 2007

## **At a Glance**

**Performance:** Improving

**Highlight:** The economic impacts from the Modeling and Simulation industry grew substantially between 2004 and 2007: Employment grew by 25 percent and the average annual salary grew by 37 percent.

## **Regional Programs & Initiatives**

The Virginia Modeling, Analysis & Simulation Center (VMASC, <http://VMASC.ODU.edu>) is a research center at Old Dominion University. Through its many industry, government and academic members, VMASC furthers the development and application of modeling, simulation and visualization as an enterprise decision-making tool and promotes economic development. The Commonwealth of Virginia tasks VMASC with a fourfold mission: engage in collaborative research and development in modeling and simulation (M&S); develop the M&S workforce through education; provide M&S technical expertise to government and industry; and stimulate technology-related economic development.

## **4. NET MIGRATION**

<http://hamptonroadsperforms.org/indicators/economy/net-migration.php>

*More than one million people live in the Hampton Roads metropolitan statistical area (MSA), but over the last seven years, the region experienced the lowest population growth in Virginia.*

### **Why is This Important?**

Net migration is a measure of people moving into and away from an area. The total net migration for an area is comprised of two parts: internal migration and international migration. Simply stated, internal migration is the number of people moving from one area in a country to another, while international migration tracks the movement of the foreign born as well as the emigration of the native born.

The flow of people from one place to another can be a useful tool in assessing the strengths and weaknesses of a region, both economically and socially. People move to areas that offer the jobs they need and the quality of life they desire.

## How is Hampton Roads Doing?

The Virginia Beach-Norfolk-Newport News, VA-NC MSA (Hampton Roads MSA) experienced a net migration loss between 2007 and 2008. Although there was a slight increase in international migration, a large deficit in internal migration resulted in a decline in population between July 1, 2007 and July 1, 2008. This outflow was so large that, even with the strong natural population increase (births-deaths) of 12,079, the Hampton Roads MSA had a net loss in population for the year.

Recent Change in Net Migration, By MSA, July 2007 to July 2008						
Geographic area	Total Change Population		Natural Increase (Births / Deaths)	Total Net Migration	Inter-national Migration	Internal Migration
	Number*	Percent				
Virginia	70,304	0.9	48,725	22,243	19,565	2,678
United States	2,769,392	0.9	1,880,567	888,825	888,825	
Virginia Beach-Norfolk-Newport News, VA-NC	-1,387	-0.1	12,079	-13,978	1,545	-15,523
Charlotte-Gastonia-Concord, NC-SC	55,368	3.4	15,944	39,121	4,734	34,387
Jacksonville, FL	15,415	1.2	8,594	6,444	1,676	4,768
Raleigh-Cary, NC	44,804	4.3	11,605	33,034	3,766	29,268
Savannah, GA	5,046	1.5	2,584	2,400	382	2,018
Winchester, VA -- leading VA MSA	1,462	1.2	793	683	133	550

Similar trends are visible when migration and population changes are considered over a longer period of time. Census Bureau numbers for Hampton Roads between April 1, 2000 and July 1, 2008 also show net migration numbers significantly below those of peer metropolitan areas (MSA). Consistently strong birth rates kept the population from falling; however, the growth rate was well below the Virginia state population growth rate. The Winchester MSA is the fastest growing MSA in Virginia.

<b>Change in Net Migration, By MSA, April 2000 to July 2008</b>						
<b>Geographic area</b>	<b>Total Population Change</b>		<b>Natural Increase (Births / Deaths)</b>	<b>Total Net Migration</b>	<b>Inter-national Migration</b>	<b>Internal Migration</b>
	<b>Number*</b>	<b>Percent</b>				
Virginia	690,064	9.7	376,015	321,605	162,200	159,405
United States	22,635,122	8.0	14,124,166	8,114,516	8,114,516	
Virginia Beach-Norfolk-Newport News, VA-NC	81,376	5.2	95,626	-10,461	-1,171	-9,290
Charlotte-Gastonia-Concord, NC-SC	371,274	27.9	108,911	268,137	44,413	223,724
Jacksonville, FL	190,478	17.0	60,127	134,985	11,953	123,032
Raleigh-Cary, NC	291,700	36.6	80,996	207,304	35,372	171,932
Savannah, GA	41,051	14.0	17,316	25,110	2,711	22,399
Winchester, VA -- leading VA MSA	19,373	18.8	4,997	14,835	1,271	13,564

## What Influences Migration?

Economic factors, such as employment opportunities and costs of living, are influential in choosing a place of residence but they are by no means the only forces at work. A host of personal factors also influence migration such as age, family ties and aspirations, opinions on rural and urban lifestyles and even climate preference.

### **Data Definitions and Sources**

Migration and Population Change Data - Population Division, U.S. Census Bureau: Tables 2-5, 9, 10.

For further definitions or explanations of migration terms consult the U.S. Census Bureau. Note: County and independent city population estimates from the U.S. Census Bureau explicitly account for overseas military movement, an important component of the Hampton Roads population change.

\*Population change also includes a residual estimated by the Census Bureau that results from the incorporation of additional information. This residual is not reflected in the table of population change. Therefore, the components of population change will not sum up to the total population change.

### **At a Glance**

**Performance:** Worsening

**Highlight:** The Hampton Roads MSA experienced a net loss in population between 2007 and 2008.

### **Regional Programs & Initiatives**

A youth-oriented program of the Hampton Roads Chamber of Commerce, Sync757, (<http://HamptonRoadsChamber.com>) engages, empowers and connects emerging leaders to the rich resources of the Hampton Roads region. Sync757 holds networking events, enrichment programs and mentorship opportunities with a goal of attracting and retaining the young talent that is necessary for the region's growth and vitality.

## **5. PERSONAL INCOME**

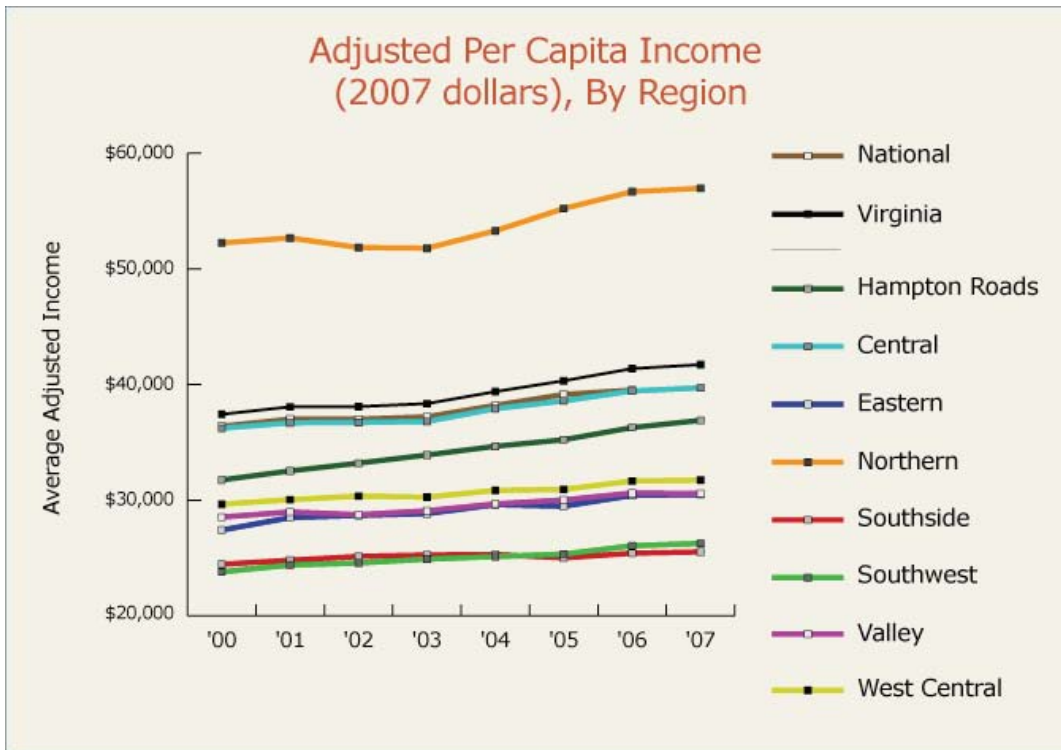
<http://hamptonroadspersforms.org/indicators/economy/personal-income.php>

*A strong economy is characterized by prosperity that is reflected in improving standards of living. Per capita income in the Hampton Roads region has increased steadily over the past decade; and while still lower compared to its peers, the region's per capita income is increasing faster than the rate for the United States as a whole.*

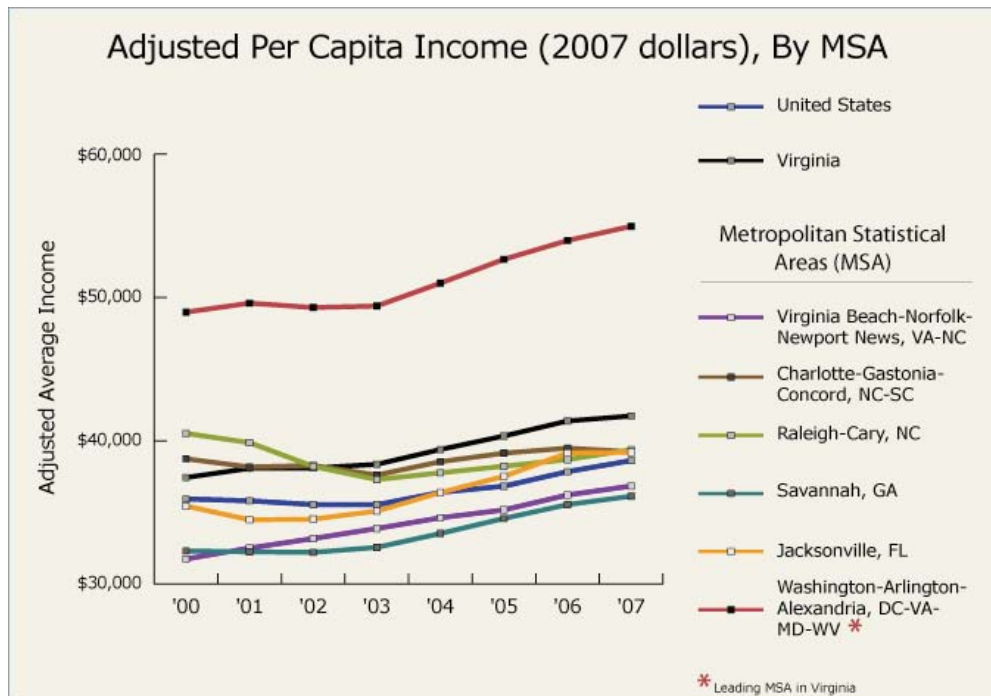
### **Why is This Important?**

Per capita personal income, which includes wages and salaries, transfer payments, dividends, interest and rental income, is used as the broadest indicator of the magnitude of improvement in an economy. Rising income levels enable individuals to purchase homes, provide for their families and improve the quality of their lives.

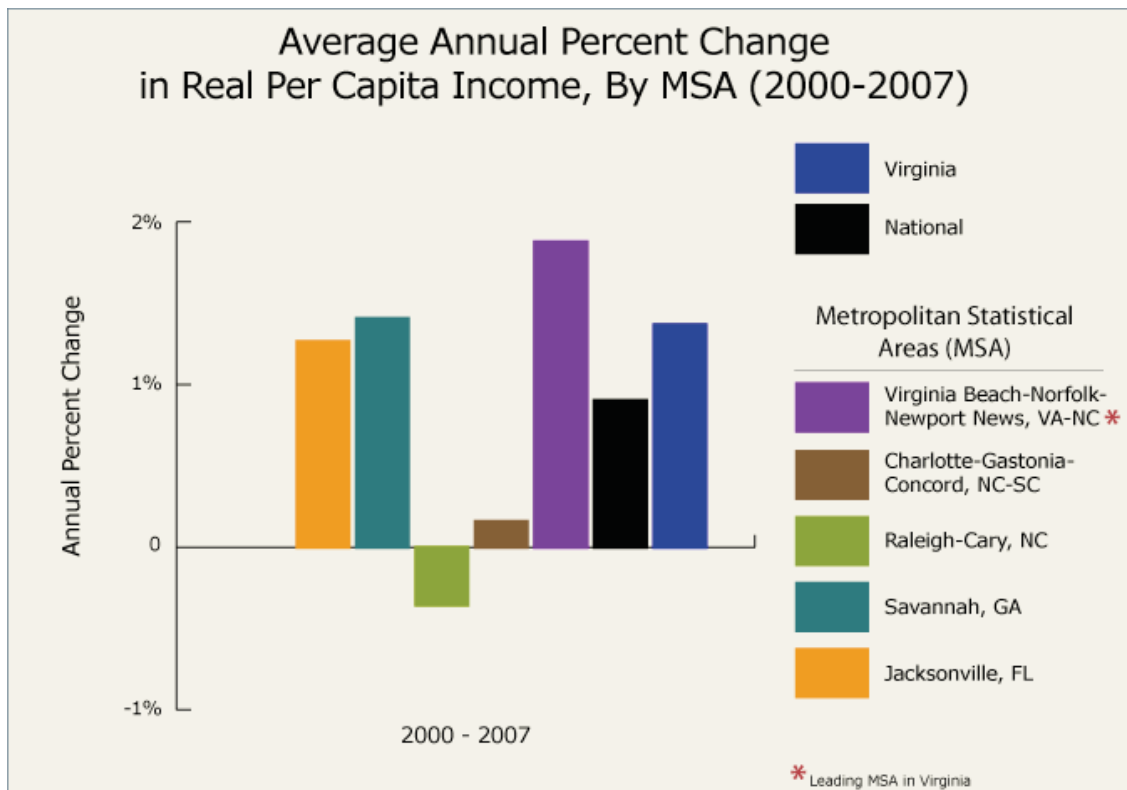
## How is Hampton Roads Doing?



Relative to other regions in Virginia, the Hampton Roads region ranked third highest (\$36,903) in per capita income in 2007, exceeded only by the Northern (\$56,981) and Central (\$39,719) regions.



Note: Graphs may be viewed in larger versions on the web. Use the link provided at the beginning of this section.



Real (adjusted) per capita personal income in the Virginia Beach-Norfolk-Newport News, VA-NC MSA (Hampton Roads MSA) has fallen behind its peers and the United States, but the Hampton Roads MSA has recently begun to narrow the gap. Although the Hampton Roads MSA had the lowest real per capita income in 2000 among its peers, it has grown at a faster rate over the past six years. At 1.9 percent, it also had the fastest growth rate among Virginia MSAs.

### What Influences Personal Income?

In the short-run, personal income is affected by the strength of the local, state and national economy. In the long run, factors that may influence personal income include tax burdens, public infrastructure, rates of business failure, industry structure and knowledge stocks. Given the importance of the military bases in the region, Hampton Roads is also influenced by U.S. military expenditures.

Average wages and salaries reflect the productivity and demand for workers and the types of industries in a region. Workers who are better skilled or have relatively more education generally have higher wages. Economic upturns and downturns can influence the demand for workers and, consequently, the wages and salaries employers must offer to attract workers.

*Note: Graphs may be viewed in larger versions on the web. Use the link provided at the beginning of this section.*

## **Data Definitions and Sources**

U.S. Department of Commerce, Bureau of Economic Analysis. Data accessed May 5, 2008.

The growth rate in income is computed using a compound interest formula.

Bauer, Paul, Mark Schweitzer, and Scott Shane, State Growth Empirics: The Long-Run Determinants of State Income Growth, Federal Reserve Bank of Cleveland Working Paper 06-06, May 2006.

## **At a Glance**

**Performance:** Improving

**Highlight:** Among peer metropolitan areas, per capita income is growing fastest in the Hampton Roads area.

## **Regional Programs & Initiatives**

Automated Labor Exchange System (ALEX, <https://www.vawc.virginia.gov/>) offers job seekers several options for a self-directed job search in specific Virginia cities and counties, a national job search by state, military specialty and government jobs and links to other national sites for jobs and employment information.

Job Seeker Services (<http://www.vec.virginia.gov/vecportal/services.cfm>) provides employment assistance, access to thousands of job listings and other resources at the local Virginia Employment Commission office to help with a job search.

Post Resumes via America Jobs Bank,

([http://www.vec.virginia.gov/vecportal/alert\\_main.cfm?outsideurl=www.jobsearch.org/VA](http://www.vec.virginia.gov/vecportal/alert_main.cfm?outsideurl=www.jobsearch.org/VA)) search for jobs nationwide, create a resume, set up an automated search to find jobs and have the results e-mailed to you for free. This service is used by thousands of employers across the nation.

Veterans' Employment Services

(<http://www.vec.virginia.gov/vecportal/veteran//veteransvcs.cfm>) provide specialized employment and transition services for veterans at VEC field offices.

## **6. PORT/MARITIME**

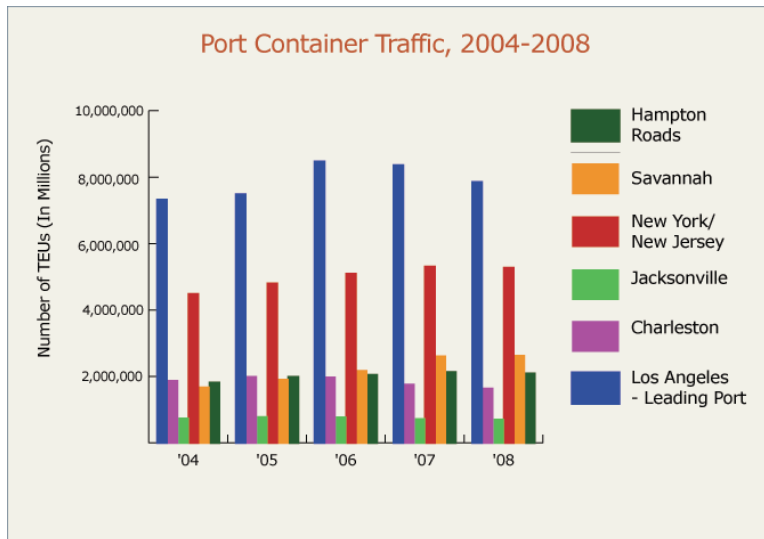
<http://hamptonroadspersforms.org/indicators/economy/ports.php>

*The Port of Hampton Roads is widely touted as one of the top deepwater harbors on the East Coast. With channels reaching 50 feet in depth and year-long freedom from ice, the Port of Hampton Roads can accommodate ships of all sizes and purposes: from the largest of container ships to the cruise ships that dock at the Norfolk Terminals. Currently the Port of Hampton Roads sees interaction with over 300 different ports in more than 100 countries.*

### **Why is This Important?**

Port activity has a substantial economic impact on the Hampton Roads region. The Virginia Port Authority alone averages yearly operating revenue of more than \$250 million. Operations of this size translate to significant impact on local area income and employment. A 2008 economic impact study estimates that port operations generate \$12.3 billion in local output, \$4.1 billion in employee compensation and 100,244 in total employment.

## How is Hampton Roads Doing?



The Port of Hampton Roads consistently performs well in both measures of tonnage and twenty-foot equivalent units (TEUs) shipped. Both measurements grew more than 15 percent between 2004 and 2008. Growth in all areas is likely to be aided by expansion projects around the port.

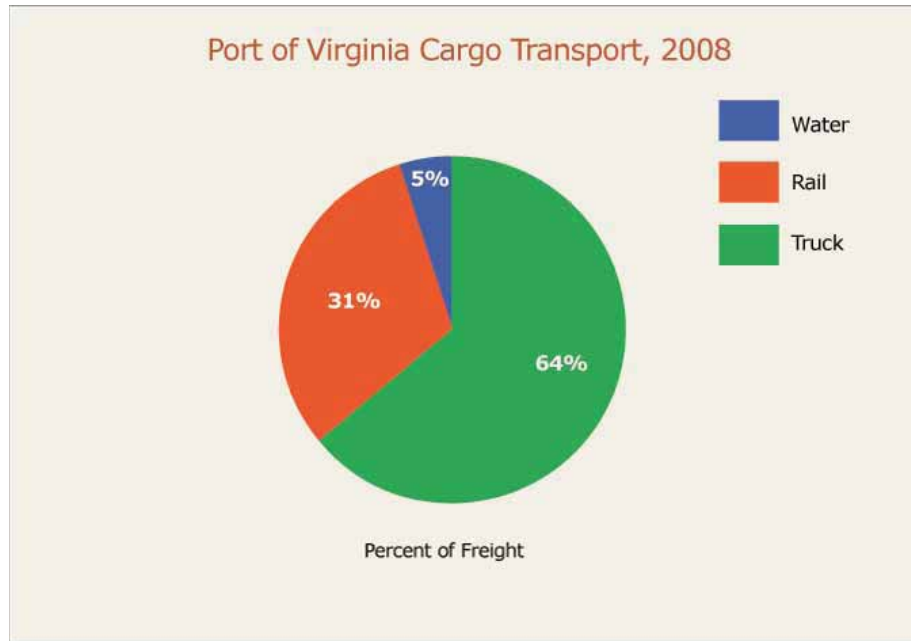
Activity in the port is managed principally by the Virginia Port Authority, which oversees Virginia International Terminals, Inc. in its operation of the Newport News Marine Terminal, Portsmouth Marine Terminal and the Norfolk International Terminals. Numerous coal and oil terminals also dot the harbor, and the new APM/Maersk Terminal will usher in a new era of maritime financing and construction.

Among the ports in the United States, the Hampton Roads Port has the sixth highest volume of cargo. In its peer group, however, it still trails New York/ New Jersey and Savannah in this category.

Port of Hampton Roads Cargo Summary, Tons of Cargo					
	2004	2005	2006	2007	2008
<b>General Tonnage</b>	14,857,683	15,964,018	16,583,479	17,726,251	17,833,147

*Note: Graphs may be viewed in larger versions on the web. Use the link provided at the beginning of this section.*





In 2004, 81 million tons of freight were transported into the Hampton Roads area from within North America alone. Another 48 million tons left Hampton Roads destined for various locations around the continent. Sixty-four percent of freight transport in and out of the port area was by truck in 2008. Despite the easy access to rail and air services provided by Norfolk International Airport's freight terminal and four rail providers nearby, the ability of truck transport to reach so many destinations gives it an advantage over other forms of transportation.

As the capacity of the port increases, the capacity of storage facilities and available transportation must increase as well. Estimates from 2004 put the warehouse space in the Hampton Roads area at 14.6 million square feet, 29 percent of which was still available. Port activity into the future will largely be influenced by the ability of the Hampton Roads region to manage the timely storage and transportation of an increasing volume of freight. The price, availability, reliability and expediency of freight transportation to and from the port are major decision factors influencing the structure of the transportation system.

Another influence on activity comes from the ease with which more complicated foreign transactions are allowed to take place. The Port of Hampton Roads contains a number of Free Trade Zones that allow for the re-exportation of merchandise and efficient duty policies that make it attractive for international activity.

*Note: Graphs may be viewed in larger versions on the web. Use the link provided at the beginning of this section.*

## **Data Definitions and Sources**

Freight Data and Port Comparisons - [Virginia Port Authority](#)

[The Fiscal Year 2006 Virginia Economic and Fiscal Impacts of Virginia Port Authority Operations](#), College of William and Mary, Mason School of Business Compete Center

Intermodal Management System Regional Freight Study (T0-702), Hampton Roads Planning District Commission, 2007.

[American Association of Port Authorities \(AAPA\) Survey](#).

[Port of Virginia](#)

A short ton is unit of mass equal to 2,000 pounds, common in measuring freight.

Twenty-foot equivalent units (TEU) is a measurement based on the volume of a twenty-foot-long shipping container.

## **At a Glance**

**Performance:** Improving

**Highlight:** Port activity increased by more than 15 percent between 2004 and 2008, yielding a significant impact on employment and income in the region.

## **Regional Programs & Initiatives**

The [Virginia Maritime Association](#) (VMA, <http://www.vamaritime.com/>) was formed to promote, protect and encourage international and domestic commerce through the port of Virginia. VMA has a membership of over 400 companies, employing over 70,000 Virginians and is the "voice of the port" for progressive development of the waterfront and Virginia's maritime industry. A focus of this group has been on workforce needs.

The Workforce Development group of VMA's Inland Transportation Committee (<http://www.vamaritime.com/initiatives/workforce-dev/index.html>) has partnered with local truck companies to offer comprehensive Truck Driver Training to the Hampton Roads region

## **7. POVERTY**

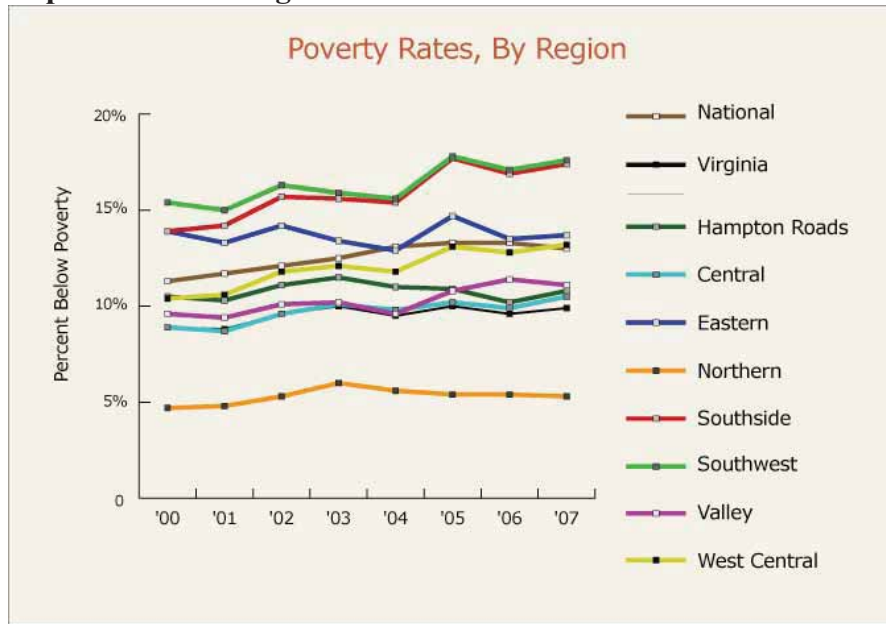
<http://hamptonroadsperforms.org/indicators/economy/poverty.php>

*Poverty imposes far-reaching hardships, not only on the poor but also on all who share their communities. The poverty rate in the Hampton Roads region is the third lowest among the regions but exceeds the state average.*

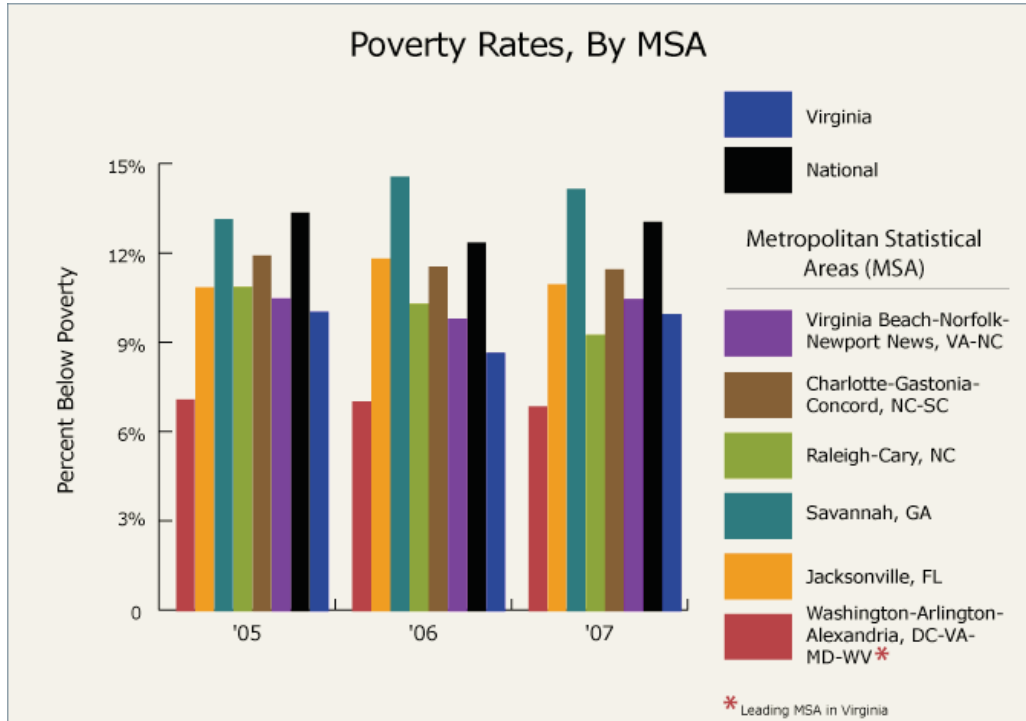
### **Why is This Important?**

Poverty has a significant impact on individuals and society at large. Children who live in poverty are more likely to suffer from poor nutrition during infancy, experience emotional distress and are at an increased risk for academic failure and teenage pregnancy. Adult men and women who live in poverty are at a high risk of violence. Poverty can also affect senior citizens' ability to obtain health care and prescription medications or to care for themselves.

## How is Hampton Roads Doing?



The Hampton Roads region ranked third lowest among the regions in Virginia for the percent of residents whose income was below the federal poverty level in 2007, which was \$10,590 for an individual. The poverty rate in the Hampton Roads region (10.8 percent) exceeded the Northern (5.3 percent) and Central (10.5 percent) regions, as well as the Virginia rate overall (9.9 percent).



Note: Graphs may be viewed in larger versions on the web. Use the link provided at the beginning of this section.

The Virginia Beach-Norfolk-Newport News (Hampton Roads) metropolitan statistical area showed no change in poverty levels between 2005 and 2007. Among peer MSAs, Hampton Roads ranks second lowest but is higher than the leading MSA in Virginia (Washington-Arlington-Alexandria, DC-VA-MD-WV) and the state average.

### **What Influences Poverty?**

Poverty is strongly influenced by both educational attainment and the economy. Education generally makes workers more knowledgeable and productive, which increases average wages and employment levels. In the short run, the local, state and national economy can affect poverty through fluctuations in wages, job availability and prices. During an economic downturn, there may be less demand for workers; and with fewer jobs and possibly lower wages, poverty can be expected to increase. Inflation may also increase poverty rates due to the unexpected costs of everyday consumption. Specifically in the Hampton Roads region, the U.S. military and its related activities have a strong influence on the poverty rates in the area.

### **Data Definitions and Sources**

Poverty Data by locality (2000-2007), State and U.S. (2000-2004), U.S. Census Bureau: Small Area Income & Poverty Estimates.

Poverty Data by MSA, State and U.S. (2005-2008), U.S. Census Bureau: American Communities Survey.

Beginning with the estimates for 2005, data from the American Community Survey was used to estimate poverty rates for states and metro areas; all prior years used data from the Annual Social and Economic Supplements of the Current Population Survey.

### **At a Glance**

**Performance:** Maintaining

**Highlight:** The poverty rate did not change in the Hampton Roads metropolitan area between 2005 and 2007, but it still exceeds the average for Virginia metropolitan areas overall.

### **Regional Programs & Initiatives**

Housing Connect (<http://www.virginiahousingsearch.com/>) provides low-to-moderate income households with an opportunity to obtain affordable housing in South Hampton Roads by providing free, user-friendly information.

The mission of the Norfolk Homeless Consortium (<http://www.norfolkhomelessconsortium.org/>) is to develop, sustain and coordinate a comprehensive continuum of care and services for the homeless citizens of the City of Norfolk in order to move the homeless population toward self-sufficiency and ultimately to eliminate homelessness.

The Foodbank of Southeastern Virginia (<http://www.foodbankonline.org/>) works to provide solutions to hunger and certain consequences of poverty by means of acquiring and distributing food, clothing and related products to those in crisis in our community. The Foodbank also provides community leadership and education on issues of hunger.

In addition to offering food and clothing assistance, the Judeo-Christian Outreach Center (JCOC, <http://www.jcoc.org/>) operates the Virginia Beach Oceanfront Pre-school free of charge to at-risk children of indigent families in the Hampton Roads region.

Senior Services of Southeastern Virginia (<http://www.ssseva.org/>) is the regional nonprofit in South Hampton Roads that supports and enriches the lives of older Virginians and their families through advocacy, education, information and comprehensive services. Programs offer nutritious meals at designated wellness centers and delivery to homes. For details, call one of SSSEVA's intake specialists at (757) 461-9481.

The Planning Council prepared an issue paper on homelessness (<http://www.theplanningcouncil.org/Homelessness.pdf>), which complements their data report, *An Investment in Priorities*. The paper includes a comprehensive (but not exhaustive) list of organizations that serve the homeless.

## 8. RESEARCH AND TECHNOLOGY

<http://hamptonroadsperforms.org/indicators/economy/research-technology.php>

*Research and technology are key components in the continued economic growth of the Hampton Roads area. As home to 11 colleges and universities, as well as an active business community, the Hampton Roads region has the potential to stay on the forefront of technology-based business and industrial activity.*

### Why is This Important?

An active research and technology base is important in attracting both the type of people and the firms that can spur growth in the Hampton Roads economy. The benefits, however, go beyond economic growth. Research and technology can also help to improve the quality of life in the region. Through initiatives seeking to improve education, communication among organizations and environmental sciences, the public at large can also gain from the benefits of research and technology.

### How is Hampton Roads Doing?

In the area of research, the Hampton Roads region follows the pattern for Virginia as a whole. In 2007, Virginia colleges and universities ranked 15th for expenditures in research and development, 17th in federally financed research projects and 7th for state and locally funded research. Four Hampton Roads colleges and universities rank in the top 200 among educational institutions nationally in federally funded research, and three rank in the top 200 for expenditures in research related to science and engineering.

### Research and Development Expenditures (thousands of dollars), Adjusted to 2007 dollars

Institution	Rank	2001	2002	2003	2004	2005	2006	2007
Johns Hopkins University --Leading in Nation	1	1,169,880	1,314,167	1,401,961	1,509,254	1,532,815	1,542,700	1,554,103

VPI -- Leading in Virginia	<b>42</b>	253,263	268,035	279,243	294,990	307,875	330,885	366,960
Old Dominion University	<b>167</b>	28,870	33,681	34,171	38,218	49,904	51,389	52,134
College of William and Mary	<b>171</b>	41,947	45,938	49,552	54,245	53,238	53,507	49,854
Eastern Virginia Medical School	<b>200</b>	30,733	32,930	36,962	37,098	35,800	33,953	31,453
Hampton University	<b>221</b>	10,722	12,755	21,042	34,734	45,618	29,523	24,017
Norfolk State University	<b>311</b>	4,664	5,725	5,107	6,805	7,175	5,291	6,491
Christopher Newport University	<b>540</b>	*	*	2,316	2,227	2,061	811	709

**Federally Funded Research and Development Expenditures** (thousands of dollars),  
Adjusted to 2007 dollars

<b>Institution</b>	<b>Rank</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
Johns Hopkins University -- Leading in Nation	<b>1</b>	1,029,968	1,178,484	1,247,400	1,349,453	1,356,049	1,344,692	1,362,836
University of Virginia -- Leading in Virginia	<b>51</b>	143,849	175,599	195,445	206,487	210,852	209,582	198,274
College of William and Mary	<b>173</b>	17,899	20,754	24,782	28,592	28,557	29,950	25,983

Old Dominion University	<b>174</b>	17,889	19,789	21,277	23,464	25,971	28,289	25,694
Hampton University	<b>180</b>	9,807	11,592	20,753	34,513	45,431	29,398	23,836
Eastern Virginia Medical School	<b>190</b>	13,334	15,072	17,389	19,241	21,200	19,952	20,620
Norfolk State University	<b>284</b>	4,627	5,650	4,963	6,645	6,428	4,753	5,998
Christopher Newport University	<b>496</b>	*	*	2,192	2,090	1,776	604	596

**Science and Engineering Expenditures for FY 2007** (thousands of dollars), Adjusted to 2007 dollars

Institution	Rank	Environmental Science	Math / Computer Science	Physical Science	Engineering	Life Science
Johns Hopkins University -- Leading in Nation	<b>1</b>	42,422	105,521	129,480	535,222	692,380
VPI -- Leading in Virginia	<b>42</b>	7,910	13,411	18,638	146,402	167,765
Old Dominion University	<b>167</b>	5,094	3,695	6,481	24,343	6,250
College of William and Mary	<b>171</b>	34,262	696	4,747	*	2,283

Eastern Virginia Medical School	200	*	*	*	*	31,453
Hampton University	221	15,945	350	2,320	1,243	1,203

The commitment of the Hampton Roads region to research and technology stretches beyond the classroom and the laboratory. There are a number of organizations in the area dedicated not only to research but also to the integration of businesses, research centers and institutions of higher education for the economic and social benefit of the Hampton Roads region. The Hampton Roads Research Partnership (HRRP) and the Hampton Roads Technology Council (HRTC) are two such organizations.

The Hampton Roads Research Partnership (HRRP) is coalition of seven colleges and universities, two federal laboratories and a research institute seeking to establish Hampton Roads as a well-recognized research center and contributor to the prosperity of the region. HRRP has designated four "technological clusters," each one representing an area in which they believe Hampton Roads has the potential to make near term improvements and contributions to the economic health and quality of life in the area.

The Hampton Roads Technology Council is a member-driven, ~~nonprofit~~ organization pushing forward a set of initiatives that focus on advocacy, communication and education. Through improvements in each of these areas the Council hopes to attract and develop highly skilled individuals to the research opportunities offered in the area and then keep them in the area so that their skills can benefit Hampton Roads.

Both organizations, and others like them, are involved in the Hampton Roads Economic Development Alliance. The cooperation of such organizations, colleges, universities, businesses and governmental organizations alike is vitally important in harnessing the potential gains from research and technology.

### **What Influences Research and Technology?**

A significant portion of the research takes place at colleges and universities. The availability of funding from federal, state, local and private sources influences the level and effectiveness of research and technology in producing tangible gains for the region.

In addition, the ties among local government, businesses and research institutions can be important. Networking across these different sectors can provide support and guide research efforts along lines that make them more applicable to the needs of the region.

### **Data Definitions and Sources**

National Science Foundation, Division of Science Resources Statistics. 2008. Academic Research and Development Expenditures: Fiscal Year 2007. NSF 09-303. Ronda Britt, project officer. Arlington, VA.

Hampton Roads Research Partnership



## **At a Glance**

**Performance:** Improving

**Highlight:** Three colleges and universities in the Hampton Roads region rank in the top 200 among educational institutions nationally for expenditures in science and engineering related research.

## **Regional Programs & Initiatives**

The Hampton Roads Research Partnership (HRRP, <http://HamptonRoadsRP.com>) is a collaboration whose goal is increased regional prosperity through technology-based economic development. The Partnership coordinates research efforts among its members and with industry, leverages state-of-the-art facilities and engages the intellectual capital of 2,000 HRRP-affiliated scientists and engineers. HRRP activities currently center around three "clusters" of local scientific expertise: bioscience, modeling and simulation and sensors.

## **9. UNEMPLOYMENT**

<http://hamptonroadspersforms.org/indicators/economy/unemployment.php>

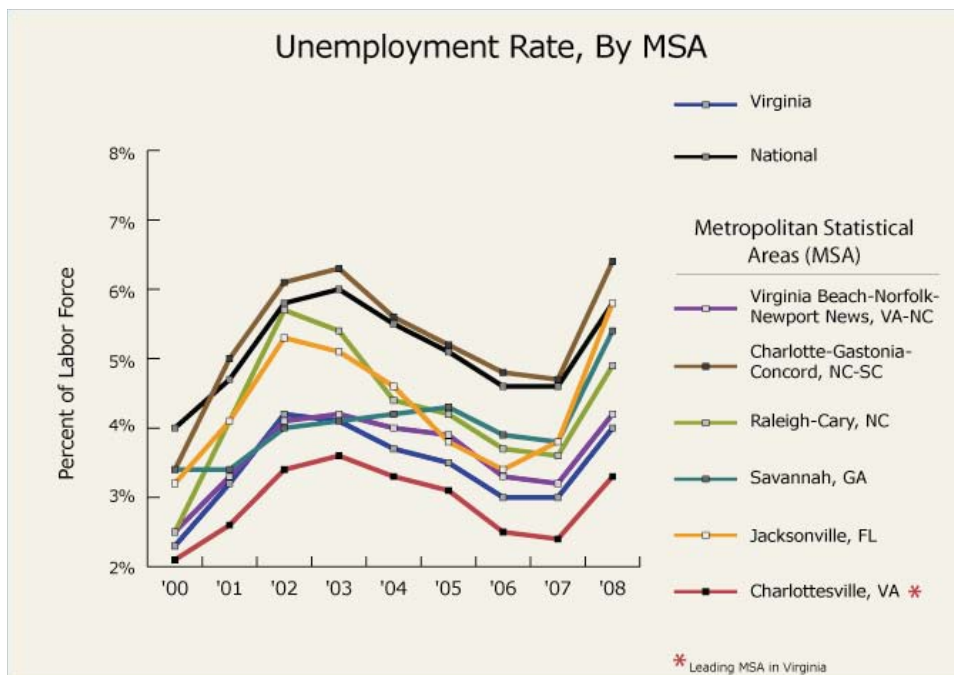
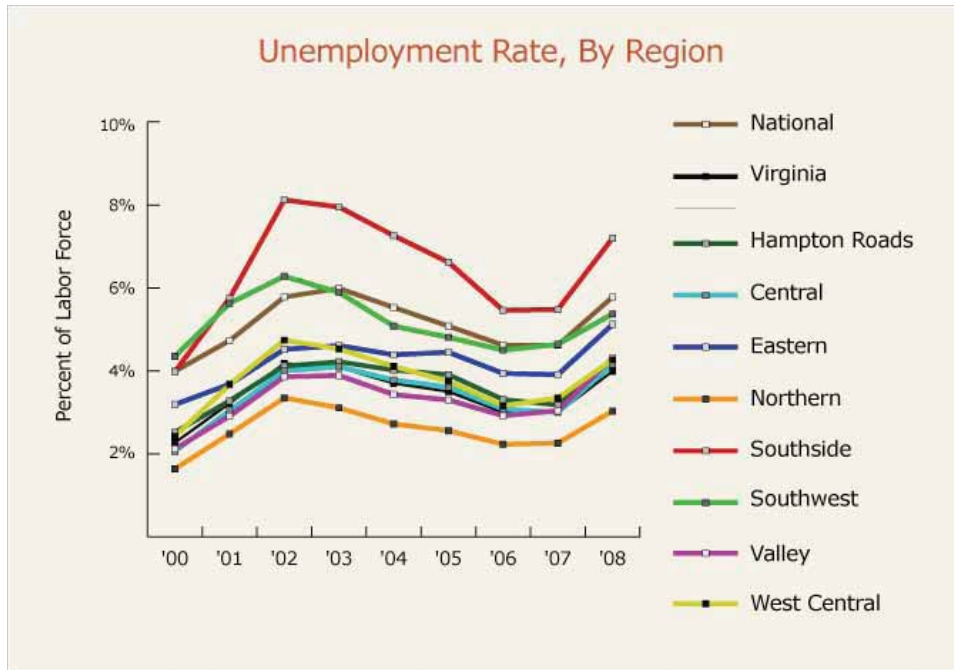
*The unemployment rate, the number of employable but currently unemployed people seeking jobs, is a vital indicator of the health of a region's economy and the happiness and satisfaction of its citizens. As the nation entered a recession in 2008, the unemployment rate in the Hampton Roads region was slightly higher than the overall unemployment rate in Virginia. However, a strong military presence in the region helps keep unemployment below the national average.*

### **Why is This Important?**

Unemployment is a measure of how many people without jobs are actively seeking employment. Since employment is the way most people earn a living, unemployment is a measure of how well the economy provides opportunities for individuals to support themselves and their families. Unemployment not only hurts the personal finances of those without jobs but also reduces their participation in the overall economy. The inability to find work is also associated with psychological stress, health problems and stress on family relationships.

### **How is Hampton Roads Doing?**

The Hampton Roads region experienced an increase in the unemployment rate from 3.2 to 4.2 percent in 2008 with the downturn in the national economy. In the most recent year, the Hampton Roads region had the third lowest unemployment rate among the eight regions in Virginia. The unemployment rates were lower in the Northern and Central regions and Virginia as a whole in 2008.



In 2008, the unemployment rate was lower in the Virginia Beach-Norfolk-Newport News, VA-NC MSA (Hampton Roads MSA) relative to its peers and the average for the MSAs in the United States. The unemployment rate in the Hampton Roads MSA was 4.2 percent. However, the rate for Virginia was lower at 4.0 percent, and the Charlottesville MSA had the lowest rate among Virginia's MSAs at 3.3 percent in 2008.

*Note: Graphs may be viewed in larger versions on the web. Use the link provided at the beginning of this section.*

## What Influences Unemployment?

In the short-term, the rate of unemployment fluctuates with the national business cycle. Federal spending within Virginia also influences the economy. The long-term factors that affect the unemployment rate in Virginia and the Hampton Roads region also affect the area's overall competitiveness: education, infrastructure investments, tax rates and the regulatory environment. Any changes that improve the region's attractiveness as a place to live or do business will, over longer periods of time, tend to reduce the unemployment rate.

### Data Definitions and Sources

U.S. Bureau of Labor Statistics

### At a Glance

**Performance:** Worsening

**Highlight:** In 2008, the unemployment rate in the Hampton Roads region was slightly higher than the overall rate for Virginia.

### Regional Programs & Initiatives

OppInc. One-Stop Workforce Centers ([http://www.opp-inc.org/onestop\\_centers](http://www.opp-inc.org/onestop_centers)) offer a variety of comprehensive services to employers and jobseekers. Services provided through the Workforce Centers are free of charge, although some eligibility requirements may apply. OppInc. One-Stop Workforce Centers are members of the Virginia Workforce Network.

The Peninsula Council for Workforce Development (<http://www.pcfwd.org>) can connect you to local employers through the Peninsula Worklink One-Stop Careers, including career coaching, skill assessments and career planning.

The Job Board for Hampton Roads (<http://www.757jobsnow.com/>) lists local jobs that are available.

Youth Career Cafe ([http://www.pcfwd.org/initiatives\\_youth\\_cafe.asp](http://www.pcfwd.org/initiatives_youth_cafe.asp)) is an innovative approach to getting Peninsula youth who are currently enrolled in secondary and post secondary curricula to seek career opportunities that will both satisfy and challenge. The Cafe provides a number of assessments and skill development tools so that area youth can evaluate and enhance their competitiveness before they take their initial steps in the working world.

## 10. WORKFORCE QUALITY

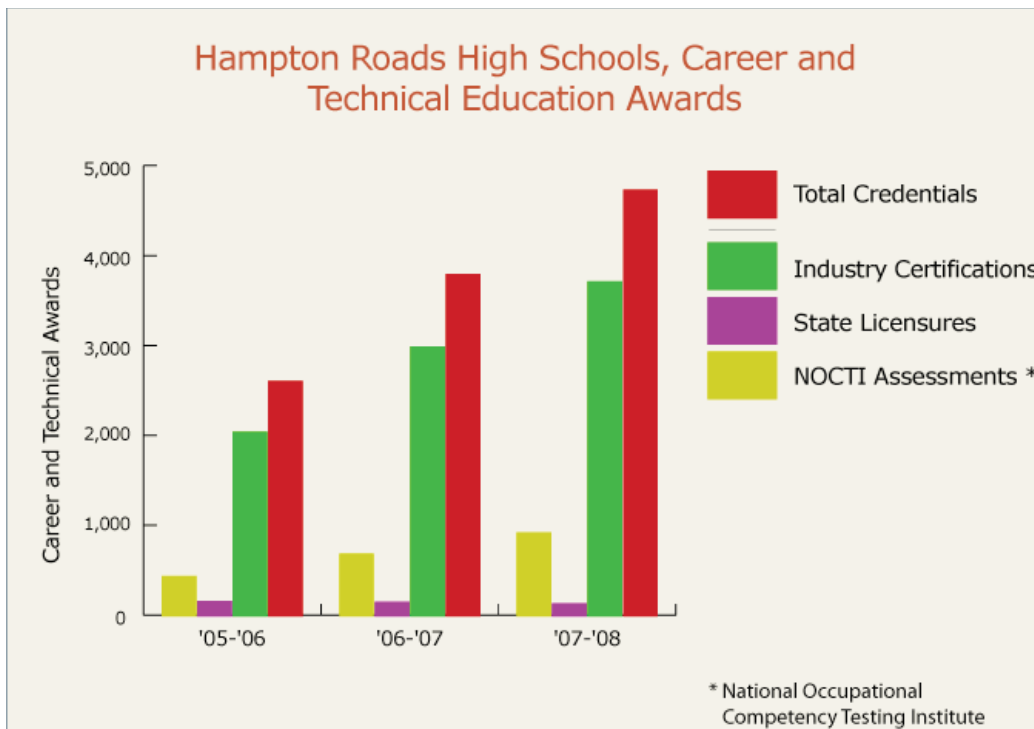
<http://hamptonroadspersforms.org/indicators/economy/workforce-quality.php>

The quality of Hampton Roads' workforce is highly correlated with the region's educational attainment. Hampton Roads has been successful both in providing educational opportunities to its population and in attracting educated workers from other regions. Factors such as proximity to D.C., 15,000 military retirees annually and 27 colleges, universities and other post-secondary institutions contribute to the educational levels of the workforce.

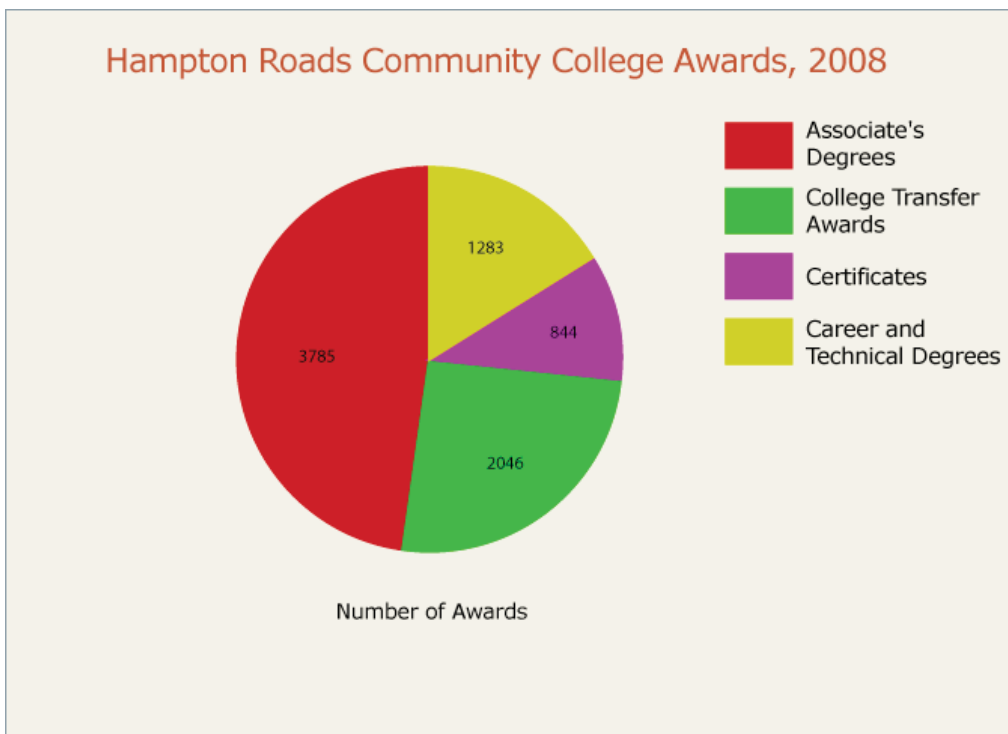
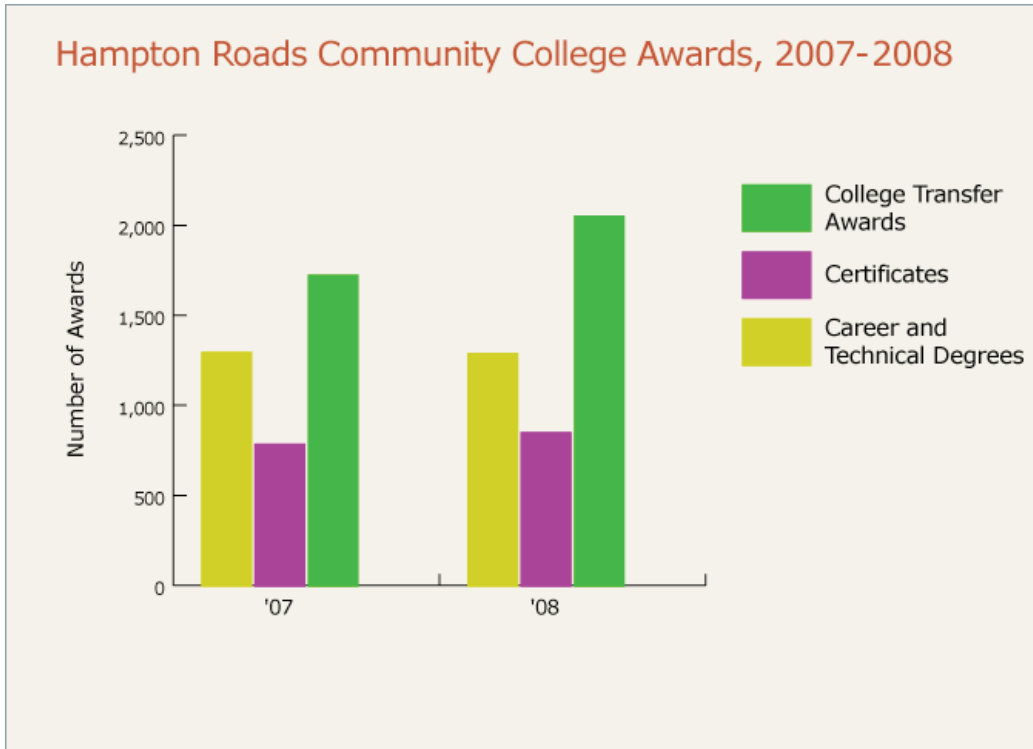
## Why is This Important?

At the time of the 2000 Census, almost 85 percent of the adults in the Hampton Roads region had at least a high school degree. However, in today's dynamic economy, jobs increasingly require education beyond a high school diploma. Whether it is university or college degree, a degree or certificate from a community college or a technical education certificate earned while in high school, education not only prepares individuals for the tasks required by a job, but it also enhances a person's ability to adapt to new working environments.

## How is Hampton Roads Doing?



Note: Graphs may be viewed in larger versions on the web. Use the link provided at the beginning of this section.



*Note: Graphs may be viewed in larger versions on the web. Use the link provided at the beginning of this section.*

Almost 27 percent of the residents of the Virginia Beach-Norfolk-Newport News, VA-NC metropolitan statistical area (Hampton Roads MSA) hold at least a Bachelor's degree. (See this Education indicator, [Educational Attainment](#))

<http://hamptonroadsperforms.org/indicators/education/educational-attainment.php>). In addition, the Hampton Roads region has increased the number of community college graduates in recent years, growing from 2,762 graduates in 2000 to 3,785 graduates in 2008. Awards in 2008 also included 2,046 college transfer awards, 1,283 career and technical degrees and 844 certificates.

Many of the high schools in the Hampton Roads region offer students the chance to prepare for a career by completing career and technical education programs before they graduate. Students can earn state licenses, industry certifications or pass National Occupational Competency Testing Institute (NOCTI) assessments. In the 2007-2008 school year, the high schools in the Hampton Roads region granted 4,714 such awards, up from 3,781 the previous year.

### **What Influences Workforce Quality?**

The existence of a skilled workforce in a region is an indicator of both the presence of industries that demand skilled workers and a measure of a region's ability to educate or attract skilled workers. Workforce quality can be strengthened by investing in education and by creating a business-friendly environment that attracts knowledge-intensive businesses and the skilled workforce that these businesses employ.

### **Data Definitions and Sources**

Career and technical education programs are, on average, two year programs designed to train technicians, semiprofessional workers, apprentices and skilled crafts persons for employment in industry, business, the professions and government. Such programs are offered in a number of fields from agriculture to health and medicine. For more information on the types of programs and awards offered by the Hampton Roads community colleges, visit the [Virginia Community Colleges website](#).

U.S. Census, [Educational Attainment 2000](#)

U.S. Census Bureau, [2006 American Community Survey Educational Attainment For The Population 25 Years And Over](#)

Virginia Department of Education, [Office of Career and Technical Education](#)

### **At a Glance**

**Performance:** Improving

**Highlight:** Almost 27 percent of residents hold at least a Bachelor's degree; and the number of community college and high school career and technical education awards is increasing.

### **Regional Programs & Initiatives**

ACT WorkKeys® is a national workplace skills analysis system that helps employers hire, train and retrain a skilled workforce. [Tidewater Community College is a WorkKeys Service Center.](#) (<http://www.tcc.edu/wd/workkeys/wkeys.htm>)

The [Workforce Development Division of Paul D. Camp Community College](#) (<http://www.pdc.edu/workforce-development/>) offers a variety of training and educational options to meet the needs of new and existing employers.

Thomas Nelson Community College (<http://workforce.tncc.edu/>) provides workforce training opportunities for those transitioning from the military. They also feature online learning choices such as *JER Online* Workforce Career Track Training, ed2go and Gatlin Education Services.

## IX. PUBLIC PARTICIPATION

A. **PURPOSE:** The purpose of a Public Participation Plan is to provide a clear description to all stakeholders as to the why, when and how they can participate.

**Meaningful public participation** helps promote democracy and civic engagement, builds public trust in government and enhances credibility within the community.

**Effective public participation** can improve the quality and effectiveness of our region's plans and decisions for long term success and viability.

Whether required or optional, the extent of public participation will necessarily vary based on a variety of factors, including:

- The desired outcome (e.g., policy, plan or decision);
- Geographic scope and impact;
- Financial magnitude of investment available;
- Relationship to existing public policies and plans;
- Feasibility; and
- Extent and diversity of stakeholder impacts and interest.

B. **GUIDELINE:** The purpose of this Public Participation Plan guideline is to ensure that appropriate public participation processes and activities are incorporated into regional planning and decision-making and that they are consistent with these **Guiding Principles** as developed by citizen participants as a result of the first Hampton Roads Civic Engagement Summit held April 4, 2009 by the Hampton Roads Center for Civic Engagement (HRCCE, <http://HRCCE.org>):

**TRUE PUBLIC PARTICIPATION** is a welcoming, citizen-focused dialogue incorporating a variety of communication avenues for the purpose of improving trust and empowering citizens. According to a HRCCE survey, the region's citizenry values:

1. **Regionalism** – Created when trusted sources for greater information sharing are used and public participation with diverse and consistent communications are employed;
2. **Respectful Inclusion** – Occurs when all partners are valued and included in a civic process, each treated fairly and having a role, responsibilities and a voice; and
3. **Best Practices** – Promotes transparency and trust through early, grass-roots involvement in decision making with respectful dialog and open, two-way communication; these include:
  - **Meetings** – Should be held at times and places convenient for the majority as opportunities for respectful, meaningful two-way exchange of information and viewpoints between Government and Citizens before deliberations are had and decisions are made.
  - **Civic Education** – Should be provided early in the process and widely provided as citizen training essential for effective civic leadership, including the capacity to make better decisions.
  - **Information** – Gathered and disseminated frequently and in various ways and include relevant data and responsive feedback.
  - **Technology & Media** – Utilize multiple technologies and social and traditional media tools to openly communicate easy-to-use information, encourage awareness and

cultivate trust while engaging, inspiring and energizing citizens to participate in democracy and ensure greater accessibility to public decisions region-wide.

**C. DEFINITIONS:**

- a. **Public Participation** — Process that strives to inform, gather input or involve the public regarding decision-making processes. Public participation is the umbrella term to describe all levels of “public” information, education, relations, outreach, input, involvement and collaboration. True "public participation" involves public outreach by identifying and inviting stakeholders to participate in a meaningful way.
- b. **Public Information / Education** — One-way communication to the public with the goal of providing balanced and objective information to assist them in understanding the problems, alternatives, opportunities and/or solutions.
- c. **Public Input** — Seeking community feedback on a proposal, analysis or alternatives. Requires a response from the public but limited opportunity for public dialogue.
- d. **Public Involvement / Collaboration** — Working directly with the public throughout a process to ensure that the project, issues, aspirations and concerns are consistently understood and considered by government in planning and decision making. Involvement includes many elements of both public information and public outreach but adds a third dimension of two-way communication, including the development of alternatives and the identification of a preferred solution.
- e. **Public Relations** — Dissemination of information to the media and the public, with an emphasis on the promotion of a particular policy, project or solution.
- f. **Stakeholders** — Any individual, group of individuals, organization or political entity that has an interest in or is potentially impacted by a policy, program or project.

**D. OUTLINE:** The following serves as a template for Public Participation using as much or as little as is necessary and/or cost-effective to reach desired results.

**I. Public Information / Education**

**a. Hampton Roads Partnership Websites**

- i. [HRP.org](http://HRP.org)
- ii. [VisionHamptonRoads.com](http://VisionHamptonRoads.com)
- iii. [SmartRegion.org](http://SmartRegion.org)
- iv. [HamptonRoadsPerforms.com](http://HamptonRoadsPerforms.com)

**b. City and County Websites**

- i. Chesapeake <http://www.cityofchesapeake.net>
- ii. Franklin <http://www.franklinva.com>
- iii. Hampton <http://www.hampton.gov>
- iv. Gloucester County <http://www.co.gloucester.va.us>
- v. Isle of Wight County <http://www.co.isle-of-wight.va.us>
- vi. James City County <http://www.jccegov.com>
- vii. Newport News <http://www.nngov.com>
- viii. Norfolk <http://www.norfolk.gov>
- ix. Poquoson <http://www.ci.poquoson.va.us>



- x. Portsmouth <http://www.portsmouthva.gov>
- xi. Smithfield <http://www.smithfieldva.gov>
- xii. Southampton County <http://www.southamptoncounty.org>
- xiii. Suffolk <http://www.suffolk.va.us>
- xiv. Surry County <http://www.surrycounty.govoffice2.com>
- xv. Virginia Beach <http://www.vbgov.com>
- xvi. Williamsburg <http://www.ci.williamsburg.va.us>
- xvii. York County <http://www.yorkcounty.gov>

**c. Partner Organization Websites and e-Communication**

- i. Hampton Roads Planning District Commission <http://HRPDC.org>
- ii. Hampton Roads Economic Development Alliance <http://HREDA.com>
- iii. Hampton Roads Research Partnership <http://HamptonRoadsRP.org>
- iv. Hampton Roads Technology Council <http://HRTC.org>
- v. Hampton Roads Chamber of Commerce <http://HamptonRoadsChamber.com>
- vi. Virginia Peninsula Chamber of Commerce <http://VPCC.org>

**d. National and Regional Blogs, Forums and Websites**

- i. Bearing Drift <http://BearingDrift.com>
- ii. College of William & Mary's Swen Library <http://swem.wm.edu>
- iii. Hampton Roads Informs <http://HamptonRoadsInforms.com>
- iv. Hearsay Blog <http://Hearsay.org>
- v. HRCCE Blog <http://HRCCE.org>
- vi. My Hampton Roads <http://MyHamptonRoads.blogspot.com>
- vii. PBS NewsHour's Patchwork Nation <http://PBS.org/newshour/patchworknation/>
- viii. Port of Virginia <http://blog.PortOfVirginia.com>
- ix. The Shad Plank [http://hrblogs.typepad.com/the\\_shad\\_plank/](http://hrblogs.typepad.com/the_shad_plank/)
- x. Urban Planet <http://UrbanPlanet.org>
- xi. Vivian Paige <http://blog.VivianPaige.com>
- xii. What Matters Video Blog <http://bit.ly/WhatMattersVideoBlog>

**e. Public Presentations, during Process**

- i. Hampton Roads Planning District Commission (*HRPDC 16Sep09*)
- ii. Hampton Roads Economic Development Alliance (*HREDA 24Sep09*)
- iii. Norfolk Convention & Visitor's Bureau (*Annual Meeting 24Sep09*)
- iv. City of Hampton's TV Channel (*Community Leaders Breakfast 23Oct09*)
- v. City of Portsmouth's Council Retreat (*07Nov09*)
- vi. Other, as available

**II. Public Relations**

**a. Newspaper Articles; in process and post-adoption**

- i. Daily Press <http://DailyPress.com>
- ii. The Virginian-Pilot <http://PilotOnline.com>
- iii. Inside Business <http://InsideBiz.com>

- iv. New Journal and Guide <http://NJournalG.com>
- v. Tidewater News <http://TidewaterNews.com>
- vi. Press releases to other media outlets
- b. Editorials**, emotional “what’s in it for citizens” appeal; in process and post-adoption
  - i. Daily Press Editorial Board (*contact: Digby Solomon, Ernie Gates*)
  - ii. The Virginian-Pilot Editorial Board (*contact: Maurice Jones, Don Luzzatto*)
  - iii. Other, as available
- c. Magazine Articles**; post-adoption
  - i. Virginia Business <http://VirginiaBusiness.com>
  - ii. Virginia Municipal League’s “*Virginia Town & City*” <http://www.VML.org>
  - iii. Hampton Roads Magazine <http://HamptonRoadsMagazine.com>
  - iv. Other, as available
- d. Online Only**
  - i. Portfolio Weekly <http://portfolioweekly.com>
  - ii. AltDaily <http://altdaily.com>
  - iii. Williamsburg-Yorktown Daily <http://WYDaily.com>
  - iv. Other, as available
- e. Radio Public Affairs Talk Shows and News**
  - i. Hearsay with Cathy Lewis WHRV 89.5 [hearsay@whrv.org](mailto:hearsay@whrv.org)
  - ii. Jimmy Ray & Jen 97.3FM The Eagle [jimmyray@eagle97.com](mailto:jimmyray@eagle97.com)
  - iii. Rumble in the Morning WNOR FM99; Rick Rumble [morningshow@fm99.com](mailto:morningshow@fm99.com)
  - iv. Macrini's Morning News Team WNIS 790AM; Tony Macrini [tony@wnis.com](mailto:tony@wnis.com)
  - v. Virginia Foundation for the Humanities “With Good Reason”  
<http://WithGoodReasonRadio.org>
  - vi. Other, as available
- f. Television**
  - i. What Matters on WHRO TV <http://WhatMatters.tv>
  - ii. Another View on WHRO TV <http://AnotherView.tv>
  - iii. Cox Connections with Gary McCollum <http://Cox11.com>
  - iv. Other, as available

### III. Public Input and Involvement

- a. Email** [Contact@VisionHamptonRoads.com](mailto:Contact@VisionHamptonRoads.com) redirects to [Contact@HRP.org](mailto:Contact@HRP.org)
- b. Web-based Survey**
  - i. Provided via TEXT and HTML with and without “Vision” graphic
  - ii. Using HRP’s SurveyMonkey (premium account)
  - iii. Posted on Hampton Roads Partnership Websites
  - iv. Posted on City/County Websites
  - v. Posted on HRPDC, HREDA, HRRP Websites
  - vi. Posted on Patchwork Nation-Hampton Roads (WHRO) Website  
<http://www.whro.org/home/html/patchworknation/index.html>

- vii. Shared via social media: Facebook, Twitter
- viii. Shared via Hampton Roads e-News and other regional e-Communication, asking stakeholders to “Forward to a Friend”
- ix. Shared via viral marketing with neighborhood groups, civic leagues and churches
  - Ask municipalities to forward Survey Link to civic groups
  - Ask Empower Hampton Roads and other religion-based community groups to forward Survey Link to religious organizations for inclusion in weekly church bulletins
- x. Available in the region’s Public Libraries with Public Terminals available (use City/County contacts)
- xi. Other, as available
- c. Print Survey (*proposed; unavailable due to budget constraints*)**
  - i. Available in Daily Press
  - ii. Available in The Virginian-Pilot
  - iii. Print extras for pick-up/drop-off at Daily Press and The Virginian-Pilot offices
  - iv. Utilize direct mail to encourage online or print submissions to targeted mail lists
  - v. Utilize telephone survey mechanism to encourage online or print submissions or to conduct the survey via telephone to a random sample of the population
  - vi. Other, as available
- d. Public Meetings (*future*)**

In order to prevent the “illusion of inclusion” and promote more robust public participation, future processes will include soliciting comments throughout the process (including web-based) and building continuous feedback loops including publicly available (especially web-based) responsiveness summaries.

**IV. Public Responsiveness Summary**

At the end of the process, citizens should be able to spot their “fingerprints” throughout the document and see how their engagement – as much or as little – has impacted results. Responses should be added to comments as part of the final document, and references should be made as to if and where the comment affected the document.

- a. CEDS Chairs** (or Co-Chairs) consider comments received and address responses
- b. CEDS Strategy Committee** considers comments and responses prior to final adoption

**V. Public Presentation**, upon final adoption of document

- a. Public Meetings** – City Councils and County Board of Supervisors
- b. Community Meetings** – Chambers of Commerce and others (ex. Rotary, Kiwanis)
- c. Newspaper, Radio and TV** – follow-up appearances, interviews and press releases
- d. Event** – “Regional Day” scheduled for 06May10 with signing of Regional Compact / Declaration of Interdependence; to become annual progress report to the community
- e. Other**, as available

**E. TIMELINE:**

<b>ESTIMATED DATE</b>	<b>TARGETED ACTION</b>
12/15/09	Draft Document completed; Web Survey for Public Comments revised to include: <ul style="list-style-type: none"> <li>• Draft statements of objectives and strategies, and</li> <li>• Draft economic development projects.</li> </ul>
12/18/09	Virginian-Pilot Editorial Board meeting w/Dana Dickens, Dwight Farmer, Doug Smith
1/5/2010	Draft Document and Summary Outline posted on <i>Vision</i> website Web Survey completed and disseminated via viral channels (Provided via TEXT and HTML with and without “Vision” graphic)
1/22/2010	<i>What Matters</i> (WHRO-TV) show air date w/D. Dickens, D. Farmer, D. Smith
TBD	Daily Press Editorial Board w/D. Dickens, D. Farmer, D. Smith
TBD	Virginian-Pilot Reporter Interview w/D. Dickens, D. Farmer, D. Smith
TBD	Daily Press Reporter Interview with Dana Dickens, Doug Smith
TBD	Other Radio
2/17/2010 (airs Mar10)	Other TV (Cox Connections with Gary McCollum)
2/5/2010	Close Public Comments (30 days)
2/12/2010	Review of comments by CEDS Leadership for responses and inclusion in document, if any
2/19/2010	Review comments and proposed responses with Strategy Committee for Resolution of Adoption; revise Draft Document, if necessary, and include “Responsiveness Summary”
3/1/2010	Submit final Document to EDA for approval
TBD	Upon EDA approval, Vision Document Release; posted on website with media follow-up
Next Steps	Implementation of Plan of Action

## X. APPENDICES:

- a. Strategy Committee membership;
- b. Sub-committee membership;
- c. SWOT Analysis and Data Sources;
- d. Questions each Sub-committee addressed;
- e. Resource Library contents;
- f. Missing research;
- g. Acronyms legend;
- h. Governmental support and buy-in, including letter from Hampton Roads Planning District Commission (HRPDC);
- i. Public Comment Survey; and
- j. Public Responsiveness Summary (upon completion of Public Comment Survey).

### A. Strategy Committee Membership

#### Sub-committee Leads:

- Mr. J. Robert Bray, Kaufman & Canoles Consulting, LLC
- Mr. Arthur L. Collins, HRPDC (retired)
- Mr. Rob Cross, Virginia Arts Festival
- Mr. Russell Held, Virginia Port Authority
- Mr. Roy Whitney, Jefferson Lab

Title	First Name	Middle Name	Last Name	Suffix	Company	Representing/ Area of Interest	Category
Dr.	Jim		Batterson		Commonwealth of Virginia	Education	Education
Dr.	Lee		Beach		Hampton Roads Research Partnership	R&T	Business
Ms.	Judy		Begland		Opportunity Inc. of Hampton Roads	Education	Workforce
Mr.	David	L.	Bernd		Sentara Healthcare	Healthcare	Business
Honorable	Joseph	F.	Bouchard		Cox Communications	Energy	Business
Mr.	Mal		Branch		Virginia Ship Repair Association	Port	Labor
Mr.	J.	Robert	Bray		Kaufman & Canoles Consulting, LLC	Port	Business
Ms.	Regina		Brayboy		Virginia International Terminals	Port	Business
Mr.	Jerry	A.	Bridges		Virginia Port Authority	Port	Public
Mr.	John	R.	Broderick		Old Dominion University	Education	Education
CPT	J.	William	Cofer		Virginia Pilot Association	Port	Business
Mr.	Arthur	L.	Collins		HRPDC (retired)	Opportunities	Individual
Mr.	George		Crawley		200+ Men, Inc.	Opportunities	Minority
Mr.	Rob		Cross		Virginia Arts Festival	Arts	Business
CPT	William	W.	Crow		U.S. Navy Region, Mid-Atlantic	Federal	Military
Mr.	Dana		Dickens		Hampton Roads Partnership	Opportunities	Business
Dr.	Deborah	M.	DiCroce		Tidewater Community College	Education	Education
Mr.	Anthony	J.	DiFilippo		Norfolk Convention & Visitors Bureau	Arts, Tourism	Business
Ms.	Wendy	C.	Drucker		Drucker & Falk, LLC	Opportunities	Business
Mr.	Doug		Dwoyer		Hampton Roads Research Partnership	R&T	Business

Title	First Name	Middle Name	Last Name	Suffix	Company	Representing/ Area of Interest	Category
Mr.	Jack		Ezell		ZEL Technologies	R&T	Business
Mr.	Dwight		Farmer		Hampton Roads Planning District Commission	Infrastructure	Public
Mr.	Larry	H.	Filer	II	Old Dominion University	Economics	Education
Honorable	Joe	S.	Frank		City of Newport News	Opportunities	Public
Mr.	Thomas	R.	Frantz		Williams Mullen	Opportunities	Business
Mr.	Darryl	W.	Gosnell		Hampton Roads Economic Development Alliance	Opportunities	Business
Mr.	William	M.	Grace		Grace Industries	Urban League	Minority
Mr.	Greg		Grootendorst		Hampton Roads Planning District Commission	Economics	Public
Mr.	Robert	R.	Harper		Northrop Grumman	M&S	Individual
Mr.	Russell		Held		Virginia Port Authority	Port	Public
Mr.	Matthew		James		Peninsula Council for Workforce Development	Education	Workforce
Mr.	Thomas	G.	Johnson		Willcox & Savage, PC	Opportunities	Business
Mr.	Maurice		Jones		Virginian-Pilot	Opportunities	Business
Mr.	Harry	T.	Lester		Eastern Virginia Medical School	Healthcare	Education
Mr.	Thomas	M.	Little		International Longshoreman's Association	Port	Labor
Mr.	Vincent	J.	Mastracco		Kaufman & Canoles Consulting, LLC	Opportunities	Business
Mr.	Gary	T.	McCollum		Cox Communications Hampton Roads, LLC	Opportunities	Business
Mr.	James	O.	McReynolds		Hampton Roads Chief Administrative Officers	Opportunities	Public
Dr.	Juan		Montero	II	Mid-Atlantic Shippers Association	Port	Individual
Ms.	Suzanne		Puryear		The Planning Council	HRCCE (Civic Organization)	Individual
Ms.	Lesa	B.	Roe		NASA Langley Research Center	Federal	Public
Dr.	Charlie		Sapp		Hampton City Council (retired)	Education	Individual
Mr.	Donald	W.	Seale		Norfolk Southern Corporation	Infrastructure	Business
Mr.	Robert	F.	Shuford		Old Point National Bank	Opportunities	Business
Mr.	Digby	A.	Solomon		Daily Press, Inc.	Opportunities	Business
Mr.	Jim		Spore		City of Virginia Beach	Opportunities	Public
Ms.	Deborah	K.	Stearns		Harvey Lindsay Commercial Real Estate	Opportunities	Business
Mr.	Jack		Tuttle		City of Williamsburg	Opportunities	Public
Mr.	David		Tynch		Cooper Spong & Davis	Opportunities	Business
Honorable	Frank	W.	Wagner		Virginia General Assembly	Opportunities	Public
Dr.	Roy		Whitney		Jefferson Lab	Federal	Public
Mr.	Alan	S.	Witt		Witt Mares	Opportunities	Business
Honorable	Jeanne		Zeidler		City of Williamsburg	Opportunities	Public

## **B. Sub-committee Membership**

- Mr. Dan Abrams, Hampton Roads Military and Federal Facilities Alliance, Federal/Military
- Ms. Margaret Ballard, Retail Alliance, Federal/Military
- Mr. Frank J. Baragona, CMA CGM (America) Inc., Port & Maritime
- Dr. Jim Batterson, Commonwealth of Virginia, Opportunities
- Dr. H. Lee Beach, Jr., Hampton Roads Research Partnership, Opportunities
- Ms. Judy Begland, Opportunity Inc. of Hampton Roads, Opportunities
- Honorable Joseph F. Bouchard, Virginia General Assembly, Port & Maritime
- Mr. Frank Bowers, Cox Virginia Telcom (retired), Federal/Military
- Mr. Charlie Braden, Norfolk International Airport, Tourism/Arts & Culture
- Mr. Mal Branch, Virginia Ship Repair Association, Port & Maritime
- Mr. J. Robert Bray, Kaufman & Canoles Consulting, LLC/ Port Co-Chair, Port & Maritime
- Ms. Regina Brayboy, Virginia International Terminals, Port & Maritime
- Mr. James Burch, VA Medical Center, Federal/Military
- Dr. Ned Carr, Thomas Nelson Community College/ Peninsula Workforce Development Center, Opportunities
- CPT J. William Cofer, Virginia Pilot Association, Port & Maritime
- Mr. Rick Cole, Dominion Terminal Associates, Port & Maritime
- Mr. Arthur L. Collins, (HRPDC retired), Opportunities Chair, Opportunities
- Mr. George Crawley, 200+ Men, Opportunities
- Mr. Mike Crist, Moffatt & Nichol, Port & Maritime
- Mr. Rob Cross, Virginia Arts Festival/Tourism Chair, Tourism/Arts & Culture
- Capt. William W. Crow, US Navy Region, Mid-Atlantic, Federal/Military
- Mr. Anthony J. DiFilippo, Norfolk Convention & Visitors Bureau, Tourism/Arts & Culture
- Mr. Joseph A. Dorto, Virginia International Terminals, Inc., Port & Maritime
- Ms. Deborah Dowd, Jefferson Lab, Federal/Military
- Mr. Mark Duncan, Colonial Williamsburg Foundation, Tourism/Arts & Culture
- Dr. Doug Dwoyer, Hampton Roads Research Partnership, Federal/Military
- Mr. Brad Face, Face International Corporation, Opportunities
- Mr. Dwight L. Farmer, Hampton Roads Planning District Commission, Federal/Military; Opportunities; Tourism/Arts & Culture; Port
- Dr. Larry "Chip" Filer, Old Dominion University, Federal/Military; Opportunities; Tourism/Arts & Culture; Port
- Mr. William Franczek, Vandeventer Black, LLP, Port & Maritime
- Ms. Denise Goode, Office of Sen. Mark Warner, Federal/Military

- Mr. Darryl W. Gosnell, Hampton Roads Economic Development Alliance, Opportunities
- Mr. Greg Grootendorst, Hampton Roads Planning District Commission, Federal/Military; Opportunities; Tourism/Arts & Culture; Port
- Col. Glenn Grothe, U.S. Army, Fort Eustis, Federal/Military
- Mr. Herbert H. Haneman, Western Branch Diesel, Port & Maritime
- Mr. Robert R. Harper, Jr., Northrop Grumman, Tourism/Arts & Culture
- Mr. Bob Harris, Greater Williamsburg Chamber & Tourism Alliance, Tourism/Arts & Culture
- Mr. Andy Hecker, Moffatt & Nichol, Port & Maritime
- Mr. Russell Held, Virginia Port Authority/Port Co-Chair, Port & Maritime
- Mr. Jeff Heller, Norfolk Southern Corporation, Port & Maritime
- Mr. Charles R. Henderson, Jr., Bank of America, Opportunities
- Mr. Robert "Steve" Herbert, City of Virginia Beach Economic Development, Federal/Military
- Mr. John A. Hornbeck, Jr., Hampton Roads Chamber of Commerce, Opportunities
- Mr. Dewey Hurley, Branscome, Inc., Opportunities; Port
- Mr. Matthew James, Peninsula Council for Workforce Development, Federal/Military
- Mr. Maurice Jones, The Virginian-Pilot, Port & Maritime
- Mr. Quintin Kendall, CSX Transportation, Port & Maritime
- Mr. Stephen Kirkland, Nauticus, National Maritime Center, Tourism/Arts & Culture
- Mr. Rick Lally, Oceana Sensor Technologies, Opportunities
- Dr. Christoph Leemann, Jefferson Lab, Federal/Military
- Ms. Angelica Light, The Norfolk Foundation, Tourism/Arts & Culture
- Mr. Thomas M. Little, Hampton Roads District, International Longshoreman's Association, Port & Maritime
- Honorable Mamie E. Locke, Senate of Virginia, Opportunities
- Mr. Sam A. Manning, Management Information Solutions (ODU adjunct), Opportunities
- Mr. Rob Martinez, Norfolk Southern Corporation, Port & Maritime
- Ms. Susan Milhoan, Retail Alliance, Federal/Military
- Mr. Tommy Miller, Franklin-Southampton County Economic Development, Opportunities
- Dr. Albert Mitchum, U.S. Air Force Air Combat Command, Federal/Military
- Mr. Scott Mohr, U.S. Navy Region, Mid-Atlantic, Federal/Military
- Dr. Juan Montero, II, Mid-Atlantic Shippers Association, Port & Maritime
- Ms. Georgina DiMattia Montgomery, Virginia Arts Festival, Tourism/Arts & Culture
- Mr. Art Moye, Virginia Maritime Association, Port & Maritime
- Mr. Phil Olson, U.S. Navy (retired), Federal/Military



- Mr. Tom Osha, Old Dominion University, Opportunities
- Mr. Stuart Patterson, Branscome, Inc., Port & Maritime
- Ms. Nancy B. Perry, Virginia Beach Hotel Motel Assoc., Tourism/Arts & Culture
- Mr. John Reilly, Busch Gardens/Water Country USA, Tourism/Arts & Culture
- Mr. John Reinhart, Maersk Line Limited, Port & Maritime
- Ms. Constance Rhodes, Isle of Wight-Smithfield-Windsor Chamber of Commerce, Tourism/Arts & Culture
- Mr. Jim Ricketts, Virginia Beach Convention & Visitors Bureau, Tourism/Arts & Culture
- Mr. Frank Roberts, Hampton Roads Military and Federal Facilities Alliance, Federal/Military
- Ms. Lesa B. Roe, NASA Langley Research Center, Federal/Military
- Dr. Charlie Sapp, Hampton City Council (retired), Opportunities
- Mr. Donald W. Seale, Norfolk Southern Corporation, Port & Maritime
- Mr. Robert F. Sharak, Opportunity, Inc., Port & Maritime
- Mr. John J. Smolak, Franklin Southampton Economic Development, Opportunities
- Ms. Cynthia Whitbred Spanoulis, City of Virginia Beach Economic Development, Federal/Military
- Ms. Dianna Starkey, Your757/Virginia Arts Festival, Tourism/Arts & Culture
- Ms. Deborah K. Stearns, Harvey Lindsay Commercial Real Estate, Port & Maritime
- Mr. Bruce R. Sturk, City of Hampton, Federal/Military
- Mr. Rony Thomas, LifeNet, Opportunities
- RADM Byron "Jake" E. Tobin, USN (retired), Future of Hampton Roads, Federal/Military
- Mr. James A. Turi, Jefferson Lab, Federal/Military
- Honorable Frank W. Wagner, Virginia General Assembly, Opportunities
- Mr. Sanford "Sandy" B. Wanner, James City County, Federal/Military
- Dr. William J. Wasilenko, Eastern Virginia Medical School Office of Research, Opportunities
- Ms. Lynette White, City of Suffolk, Tourism/Arts & Culture
- Dr. Roy Whitney, Jefferson Lab/Federal Chair, Federal/Military
- Capt. William "Skip" Zobel, Office of Sen. Mark Warner, Federal/Military

### **C. SWOT Analysis and Data Sources**

Economists Dr. Larry Filer of Old Dominion University's College of Business and Public Administration and Greg Grootendorst of the Hampton Roads Planning District Commission drafted the SWOT analysis found in **Section IV**.

The economists identified and pooled existing resources, condensing the data for the SWOT analysis. All relevant data is housed on the *Vision* website's extensive Resource Library at

<http://VisionHamptonRoads.com>. Region-wide “Strengths & Weaknesses” were provided to each Sub-committee with which they conducted the “Opportunities & Threats” portion for their specific category.

## **D. Questions Addressed by Sub-committees**

- a. **Background** – outline the importance of and the role of the “driver” in the regional economy. Information from the economists 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:
    - 1) “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”?
    - 2) 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; Sub-committees should draw on existing knowledge and expertise of Sub-committee members.*

**d. Role of Government**

- i. **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?
  - 1) Infrastructure decisions and/or policies
  - 2) Tax decisions and/or policies
  - 3) Land Use decisions and/or policies
  - 4) Provision of public services decisions and/or policies
- ii. **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.*

Address cross-cutting issues of the regional economy during the discussion:

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

**E. Resource Library Contents** <http://VisionHamptonRoads.com>

One of the very positive outcomes of the *Vision Hampton Roads* process has been the development of our Resource Library. There is a tremendous amount of research that has been done on a great many economic development topics. Through *Vision Hampton Roads*, we now have those reports, data and links collected on a single web site that will continue to expand.

- Data Sources
- Economy
- Education and Workforce Development
- Federal / Military
- Regionalism
- Technology, including Energy & Environment
- Tourism
- Transportation

## F. Missing Research

A great deal of interesting discussion and many good ideas were generated during the various committee meetings that did not make it into the current draft of *Vision Hampton Roads*. We did not want to lose track of these items, some of which were requests for new research. We have endeavored to capture these notes and ideas here in hopes that future committees might follow through on them.

- FEDERAL
  - Telework data specific to Hampton Roads
  - Indirect and induced investments in Hampton Roads as a result of federal assets present
  - Inventory of space available in federal facilities due to reductions
  - Grants awarded in the region
  - Projected workforce needs (DoD and civilian) for education forecast
- OPPORTUNITIES
  - Opportunities to use or apply Modeling and Simulation technology (Regional Strategic Plan completed December 2009  
<http://www.hrp.org/Site/docs/ResourceLibrary/MS2010.pdf>)
  - Inventory of medical facilities, their age and physical condition, capital investments required to maintain and grow the medical industry and possible funding sources.
  - Measure the strength of Research Universities in the Commonwealth of Virginia (research universities are "ranked" through a number of groups like <http://mup.asu.edu>, the Center for Measuring University Performance)
- PORT
  - Energy mapping potential with maritime industry and the Navy (study underway)
- TOURISM
  - New research to quantify economic impact of Tourism, Arts and Culture amenities in Hampton Roads
  - Consumer research on the awareness and importance of being a "green region"
- Other items needed for economic SWOT analysis
  - Threats tied to having no regional water strategy
  - Future of U.S. Human Space Flight program in Hampton Roads, based on Augustine Commission review
  - Outlying Landing Field -- consequences to the region with or without it
  - Consequences/effects of climate change and sea level rise for the entire region
  - Consequences of Travel Promotion Act of 2009
  - Advantages and opportunities of promoting Hampton Roads as a diverse travel destination

## G. Acronyms Legend

<b>Acronym</b>	<b>Definition</b>	<b>Website</b>
AAPA	American Association of Port Authorities	<a href="http://www.aapa-ports.org">www.aapa-ports.org</a>
ALEX	Automated Labor Exchange System	<a href="http://www.vec.virginia.gov">www.vec.virginia.gov</a>
BRAC	(Defense) Base Realignment and Closure	<a href="http://www.brac.gov">www.brac.gov</a>
CEA	Council of Economic Advisers	<a href="http://www.whitehouse.gov">www.whitehouse.gov</a>
CEDS	Comprehensive Economic Development Strategy	<a href="http://www.eda.gov/PDF/CEDS_Flyer081706.pdf">www.eda.gov/PDF/CEDS_Flyer081706.pdf</a>
CIMT	Craney Island Marine Terminal	<a href="http://www.craneyisland.info">www.craneyisland.info</a>
EDA	Economic Development Alliance	<a href="http://www.eda.gov">www.eda.gov</a>
EVMS	Eastern Virginia Medical School	<a href="http://www.evms.edu">www.evms.edu</a>
FLC	Federal Lab Consortium Mid-Atlantic	<a href="http://www.flcmidatlantic.org">www.flcmidatlantic.org</a>
GRP	Gross Regional Product	
HRCCE	Hampton Roads Center for Civic Engagement	<a href="http://www.hrcce.org">www.hrcce.org</a>
HREDA	Hampton Roads Economic Development Authority	<a href="http://www.hreda.com">www.hreda.com</a>
HRFO	Hampton Roads Film Office	<a href="http://www.filmhamptonroads.com">www.filmhamptonroads.com</a>
HRMFFA	Hampton Roads Military and Federal Facilities Alliance	<a href="http://www.hrmffa.org">www.hrmffa.org</a>
HRP	Hampton Roads Partnership	<a href="http://www.hrp.org">www.hrp.org</a>
HRPDC	Hampton Roads Planning District Commission	<a href="http://www.hrpdc.org">www.hrpdc.org</a>
HRRP	Hampton Roads Research Partnership	<a href="http://www.hamptonroadsrp.org">www.hamptonroadsrp.org</a>
HRTC	Hampton Roads Technology Council	<a href="http://www.hrtc.org">www.hrtc.org</a>
HRTIS	Hampton Roads Technology Incubator System	<a href="http://www.hrtc.org/hrtis/">www.hrtc.org/hrtis/</a>
HRTPO	Hampton Roads Transportation Planning Organization	<a href="http://www.hrtpo.org">www.hrtpo.org</a>
JLAB	Thomas Jefferson National Accelerator Facility (Jefferson Lab)	<a href="http://www.jlab.org">www.jlab.org</a>
M&S	Modeling and Simulation	
MSA	Metropolitan Statistical Areas	<a href="http://www.census.gov">www.census.gov</a>
MWh	Megawatt hour	<a href="http://en.wikipedia.org/wiki/Kilowatt_hour">en.wikipedia.org/wiki/Kilowatt_hour</a>
NASA	National Aeronautics and Space Administration	<a href="http://www.nasa.gov">www.nasa.gov</a>
NATO	North Atlantic Treaty Organization	<a href="http://www.nato.int">www.nato.int</a>
NIT	Norfolk International Terminals	<a href="http://www.portofvirginia.com">www.portofvirginia.com</a>
NNMT	Newport News Marine Terminal	<a href="http://www.portofvirginia.com">www.portofvirginia.com</a>
NOTCI	National Occupational Competency Testing Institute	<a href="http://www.nocti.org">www.nocti.org</a>
ODU	Old Dominion University	<a href="http://www.odu.edu">www.odu.edu</a>
OppInc	Opportunity, Inc.	<a href="http://OPP-inc.org">http://OPP-inc.org</a>
PCFWD	Peninsula Council for Workforce Development	<a href="http://www.pcfwd.org">www.pcfwd.org</a>

<b>Acronym</b>	<b>Definition</b>	<b>Website</b>
PJM	Pennsylvania-New Jersey-Maryland Interconnection	<a href="http://www.pjm.com">www.pjm.com</a>
PMT	Portsmouth Marine Terminals	<a href="http://www.portofvirginia.com">www.portofvirginia.com</a>
R&D	Research and Development	
RCP	Regional Competitiveness Program	
SBDC	The Small Business Development Center	<a href="http://www.sba.gov">www.sba.gov</a>
SOR	State of the Region	<a href="http://bpa.odu.edu/forecasting/index.shtml">bpa.odu.edu/forecasting/index.shtml</a>
SSSEVA	Senior Services of Southeastern Virginia	<a href="http://www.ssseva.org">www.ssseva.org</a>
SEVTA	Southeast Virginia Tourism Alliance	<a href="http://www.visitsoutheastvirginia.com">www.visitsoutheastvirginia.com</a>
SWOT	Strengths, Weaknesses, Opportunities, and Threats	
TEUs	Twenty-foot Equivalent Units	
TRADOC	Army's Training and Doctrine Command	<a href="http://www.tradoc.army.mil">www.tradoc.army.mil</a>
USJFCOM	U.S. Joint Forces Command	<a href="http://www.jfcom.mil">www.jfcom.mil</a>
VAF	Virginia Arts Festival	<a href="http://www.virginiaartsfest.com">www.virginiaartsfest.com</a>
VBCH	Virginia Business Coalition on Health	<a href="http://myvbch.org/">http://myvbch.org/</a>
VCERC	Virginia Coastal Energy Resource Consortium	<a href="http://www.vcerc.org">www.vcerc.org</a>
VEC	Virginia Employment Commission	<a href="http://www.vec.virginia.gov">www.vec.virginia.gov</a>
VEDP	Virginia Economic Development Partnership	<a href="http://www.YesVirginia.org">www.YesVirginia.org</a>
VIP	Virginia Inland Port	<a href="http://www.portofvirginia.com">www.portofvirginia.com</a>
VMA	Virginia Maritime Association	<a href="http://www.vamaritime.com">www.vamaritime.com</a>
VMASC	Virginia Modeling, Analysis and Simulation Center	<a href="http://www.vmasc.odu.edu">www.vmasc.odu.edu</a>
VPA	Virginia Port Authority	<a href="http://www.portofvirginia.com">www.portofvirginia.com</a>
VSRA	Virginia Ship Repair Association	<a href="http://www.virginiashiprepair.org">www.virginiashiprepair.org</a>

## H. Governmental Support and Buy-in



BRUCE C. GOODSON, CHAIRMAN • STAN D. CLARK, VICE CHAIRMAN • JAMES O. McREYNOLDS, TREASURER  
DWIGHT L. FARMER, EXECUTIVE DIRECTOR/SECRETARY

July 22, 2009

Mr. Robert E. Gittler  
Economic Development Specialist  
U.S. Department of Commerce  
Economic Development Administration  
Philadelphia Regional Office  
The Curtis Center – Suite 140 South  
601 Walnut Street  
Philadelphia, PA 19106

Dear Mr. Gittler:

The Hampton Roads Planning District Commission (HRPDC) is a regional planning organization that represents the sixteen local governments in Hampton Roads. The purpose of the HRPDC is to encourage and facilitate local government cooperation and state-local cooperation in addressing issues of regional significance. HRPDC leadership supports the collaborative effort that is underway between the HRPDC and the Hampton Roads Partnership (HRP) in developing a Comprehensive Economic Development Strategy for the Hampton Roads region. The HRP has taken the lead role in this initiative, as their Board membership brings together leaders from both the public and private sectors for the purpose of improving the region's competitiveness. I trust that this partnership between the HRPDC and HRP will add strength to the process of creating a Comprehensive Economic Development Strategy for Hampton Roads.

Sincerely,

Dwight L. Farmer  
Executive Director/Secretary

GG/kg

**MAILED**

**JUL 22 2009**

**HRPDC**

## I. Public Comment Survey



### INTRODUCTION:

Hampton Roads is a diverse region of more than 1.6 million citizens, including urban, suburban and rural communities, prosperous as well as distressed areas. Located on the southeastern coast of Virginia's tidewater, Hampton Roads is a gateway to the world.

The region has dealt with the closure of Ford Motor Company's truck plant, and soon Fort Monroe, home of the Army's Training and Doctrine Command (TRADOC), closes as a result of BRAC actions. The recession of 2009 has also placed a strain on our economy with reductions in workforce and closings within a number of large firms: International Paper mill outside Franklin, Smithfield Foods South Packing Plant, Verizon call center in Virginia Beach and the Cooper-Vision contact lens plant in Norfolk.

Our economy has shifted to an even heavier reliance on federal spending, now 45% (up from 28% only 15 years ago). These reductions coupled with the threatened movement of an aircraft carrier group and closure of the Oceana Naval Air Station all place strains on the region's economy.

In early 2009, a group of regional organizations and community leaders began collaborating to develop a Comprehensive Economic Development Strategy, "*Vision Hampton Roads*." This *Vision* will provide Hampton Roads with a roadmap or regional plan that will position Hampton Roads as an impactful leader in the global economy.

Vision planning has placed Hampton Roads on a path to regional transformation by embedding a working process in all that we do... to *think, live and act regionally*.

**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.**

LEARN MORE: <http://VisionHamptonRoads.com>.

**VIEW/DOWNLOAD SUMMARY OUTLINE**

**VIEW/DOWNLOAD COMPLETE DRAFT**

**SURVEY & PUBLIC COMMENTS:** You are invited to review *Vision Hampton Roads* (see links above) and make comments by responding to this Survey. Your input is needed to promote democracy and civic engagement, build public trust in government and improve the quality and effectiveness of our region's plans and decisions.

**RESPONSES:** This is a moderated forum. All comments submitted to *Vision Hampton Roads* will be reviewed prior to being added to final document. Citizens will be able to see how their engagement has impacted results. Responses will be added to comments submitted and references made if/where the comment affected the final document.

**RESULTS:** Progress with *Vision Hampton Roads* will be monitored on the region's website for measuring quality of life indicators: <http://HamptonRoadsPerforms.org>.



**INSTRUCTIONS:** When commenting on the draft report, please consider:

1. Are these the right goals and objectives or can you suggest any other broad, overarching goals that are equally critical to our region's vitality and future?
2. Will the proposed indicators help track progress in meeting goals?
3. How can greater accountability and transparency be provided in this process in the future?
4. How do you see the Vision being implemented and roles defined by existing organizations?
5. How can you make a difference in the Hampton Roads region?

**SURVEY:**

**1. Comment is being submitted as: (only one response required)**

- a. An individual
- b. A government body
- c. A nonprofit organization
- d. A business

**2. Comments are not anonymous: (responses required unless otherwise noted)**

- a. First Name
- b. Last Name
- c. Agency/Organization (optional)
- d. Street Address
- e. City, State, Zip Code
- f. Phone (optional)
- g. Email (optional)

**3. Demographics: (only one response required for each)**

- a. **Sex**
  - i. Male
  - ii. Female
  - iii. Prefer Not to Answer

- b. **Age Group**
  - i. 18 – 24
  - ii. 25 – 34
  - iii. 35 – 44
  - iv. 45 – 54
  - v. 55 – 65
  - vi. 66 and older
  - vii. Prefer Not to Answer

- c. **Race**
  - i. African-American

- ii. Asian-American
- iii. Caucasian
- iv. Hispanic-American
- v. Native American
- vi. Other (requires comment)
- vii. Prefer Not to Answer

**d. Educational Attainment**

- i. High School or less
- ii. Some College
- iii. Vocational/Technical
- iv. College Graduate
- v. Graduate Study or more
- vi. Prefer Not to Answer

**e. In what city or county do you live?**

- i. Chesapeake
- ii. Franklin
- iii. Gloucester County
- iv. Hampton
- v. Isle of Wight County
- vi. James City County
- vii. Newport News
- viii. Norfolk
- ix. Poquoson
- x. Portsmouth
- xi. Southampton County
- xii. Suffolk
- xiii. Surry County
- xiv. Virginia Beach
- xv. Williamsburg
- xvi. York County
- xvii. Other (require comment)
- xviii. Prefer Not to Answer

**f. Do you consider your specific living situation to be:**

- i. Rural
- ii. Suburban
- iii. Urban
- iv. Prefer Not to Answer

**g. What is your general housing situation?**

- i. Condominium
- ii. Rental
- iii. Single family home
- iv. Other (require comment)

v. Prefer Not to Answer

**h. What is your Annual Household Income?**

- i. less than \$25,000
- ii. \$25-49,999
- iii. \$50-74,999
- iv. \$75-99,999
- v. \$100,000 or more
- vi. Prefer Not to Answer

**i. How long have you lived in Hampton Roads?**

- i. less than 1 year
- ii. 1-5 years
- iii. 6-15 years
- iv. 15 or more years
- v. All of my life
- vi. Prefer Not to Answer

**j. In what city or county do you work?**

- i. Chesapeake
- ii. Franklin
- iii. Gloucester County
- iv. Hampton
- v. Isle of Wight County
- vi. James City County
- vii. Newport News
- viii. Norfolk
- ix. Poquoson
- x. Portsmouth
- xi. Southampton County
- xii. Suffolk
- xiii. Surry County
- xiv. Virginia Beach
- xv. Williamsburg
- xvi. York County
- xvii. Retired
- xviii. Other (require comment)
- xix. Prefer Not to Answer

**5. What are the three (3) best things about living in Hampton Roads?**

**(limit three responses or less)**

- a. Arts and Culture
- b. Education
- c. Energy
- d. Healthcare

- e. Housing
- f. Industries
- g. Job Opportunities
- h. Recreational Opportunities
- i. Safety
- j. Scenic Beauty and Environment
- k. Sense of Community / Place / Image
- l. Transportation
- m. Other (require comment)

**6. What are the three (3) greatest challenges facing Hampton Roads?**  
 (limit three responses or less)

- a. Arts and Culture
- b. Education
- c. Energy
- d. Healthcare
- e. Housing
- f. Industries
- g. Job Opportunities
- h. Recreational Opportunities
- i. Safety
- j. Scenic Beauty and Environment
- k. Sense of Community / Place / Image
- l. Transportation
- m. Other (require comment)

**7. Rank the following sectors of the economy as to their importance in order to rank regional projects, programs and activities designed to implement the Goals and Objectives of the *Vision*:**

(Using a scale of 1 to 4; the lower the ranking score, the higher the overall priority, i.e., a rank of “1” is a TOP priority)

- a. Energy-Related
- b. Environment-Related
- c. Finance
- d. Health
- e. Heavy Industrial
- f. High-Tech
- g. Light Industrial
- h. Military-Related
- i. Port-Related
- j. Office
- k. Quality of Life Improvements
- l. Real Estate

- m. Retail/Restaurants
- n. Small Business
- o. Tourist-Oriented
- p. Other (require comment)

**8. The following statements are part of the *Vision Hampton Roads* draft. Rate each as to the importance of the statement to the future economic prosperity of Hampton Roads.**

(Strongly Agree, Agree, No Opinion, Disagree, Strongly Disagree; NO response required; no response will be considered “No Opinion”)

- a. 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.
- b. Objective: 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.
- c. Objective: Hampton Roads will be recognized as a region for Centers of Excellence fueled by a culture of innovation and economic opportunities.
- d. Objective: Hampton Roads will be the Premier East Coast Port.
- e. Objective: Hampton Roads will be the Premier Mission-Ready Region hosting various Federal Centers of Excellence.
- f. Strategy: 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.
- g. Strategy: 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.
- h. Strategy: Attract and expand organizations, capabilities and investments owned, operated or funded by the Federal Government in Hampton Roads.
- i. Strategy: 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.
- j. Strategy: Create sustainable regional tourism and a diverse arts and culture experience that is consistently funded, well coordinated and fully appreciated by the community.
- k. Strategy: Develop and promote a Brand Promise to capture the region’s diversity as the gateway to a Virginia vacation.
- l. Strategy: Gain public support and appreciation of the economic value of the Port to the Hampton Roads region, the Commonwealth of Virginia and the Nation.
- m. Strategy: Grow and enhance indirect and induced effects of Port activities including ship repair and all related businesses.
- n. Strategy: Grow and enhance the Port of Hampton Roads and become the East Coast port of call for all major ship lines.

- o. Strategy: Hampton Roads will be a Region of Excellence for clusters of cutting edge technology-based business innovation and education.
  - p. Strategy: Hampton Roads will be a Region of Excellence for developing and implementing coastal energy solutions.
  - q. Strategy: Hampton Roads will be a Region of Excellence for environmental distinction.
  - r. Strategy: Hampton Roads will be a Region of Excellence for healthcare and life sciences.
  - s. Strategy: Maintain the Port as an economic engine for the Hampton Roads region, the Commonwealth of Virginia and the Nation.
  - t. Strategy: Retain organizations, capabilities and investments owned, operated or funded by the Federal Government in Hampton Roads.
  - u. Strategy: Understand and grow the indirect and induced investments and business located in the Hampton Roads region because of specific Federal assets.
- 9. The following statements are part of the *Vision Hampton Roads* draft. Rate each as to the importance of the statement to the future economic prosperity of Hampton Roads.**
- (Strongly Agree, Agree, No Opinion, Disagree, Strongly Disagree; NO response required; no response will be considered “No Opinion”)**
- a. 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.
  - b. Advance development of logistics parks within mixed use environments.
  - c. Address educational needs for a successful 21<sup>st</sup> century workforce.
  - d. Address healthcare as a Quality of Life measure for our region.
  - e. Address innovation infrastructure or entrepreneurial system in Hampton Roads including but not limited to enhancing access to venture capital.
  - f. Address needs of ancillary businesses such as maritime insurance, maritime legal services and shipping line offices.
  - g. Address needs of emerging businesses, such as mega yacht repair and maritime construction.
  - h. Address transportation by Ferries by ensuring continued service between Surry and Williamsburg and examine capabilities for crossing the mouth of the James River.
  - i. Address transportation by 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.
  - j. Address transportation by Roads and the constant congestion of the area and continue to investigate the possibility of additional Hampton Roads Harbor crossings.
  - k. Advocate for broader accessibility to advanced coursework such as multilingual skill development in K-12 education, using virtual instruction.

- l. 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.
- m. Attract new businesses and leverage existing business services and products to help the region tell its “brand promise” story.
- n. Augment marketing strategies for the region’s current tourism, arts and culture opportunities outside the state, both nationally and internationally.
- o. Build advocacy coalitions of local, state and federal political leadership by focusing on the distinct needs and interests of each level of government.
- p. Build Congressional, state and local awareness/engagement of value of non-military federal assets.
- q. Build relationships with key leadership (administration and elected) at State and National levels.
- r. 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.
- s. Define, develop and promote Hampton Roads as an eco-friendly tourism destination.
- t. Determine local populace’s unmet and supportable arts and cultural needs and expand the current programming to encompass those activities and events.
- u. 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.
- v. 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.
- w. 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.
- x. Develop and implement a regional campaign for awareness of environmental issues and their implications, and methodologies for going “green.”
- y. Develop and implement an action plan for job conversion for exiting military personnel to keep them in Hampton Roads, enhancing the skills and attractiveness of our workforce.
- z. Develop and implement the multi-disciplinary systems capabilities to enable critical assessments and tradeoffs between energy, the environment, and the economy.
- aa. Develop identification of and a regional awareness of travel and tourism target markets for Hampton Roads, including intraregional.
- bb. Develop products that extend the tourism season in Hampton Roads.
- cc. Diversify the types of federal activities located in Hampton Roads by demonstrating logistical and economic sense for locating in the region.

- dd. Embrace and continue to focus on and grow the following clusters: Modeling and Simulation, Sensors and Bio Science.
- ee. Engage citizens in issues of importance to the Port and benefits to the region's economic health to build public awareness.
- ff. Enhance and coordinate political engagement to increase awareness and appreciation of our federal and military assets by local elected leaders, the Hampton Roads Caucus of the General Assembly, the Governor and his staff and the Virginia Congressional delegation.
- gg. Enhance connectivity required to improve telework/telecommuting opportunities.
- hh. Enhance engagement of higher education institutions including research, technology and development capabilities in the federal sector.
- ii. Ensure existing arts and culture facilities are properly provided with consistent funding and dynamic programming.
- jj. Ensure government at all levels maintains sound fiscal policies and economic development tools that support the Port.
- kk. 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.
- ll. Grow the region's tourism workforce by better connecting pre K-12, technical training and higher education to the industry.
- mm. Identify and address the needs of ancillary and emerging maritime businesses.
- nn. Identify, develop and implement coastal energy solutions with environmental distinction.
- oo. 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.
- pp. Invest in arts and culture offerings that support travel and tourism and enhance the quality of life for residents of the region.
- qq. Involve the international community (ports, international science, etc).
- rr. Leverage existing and develop new inland connections to capture a larger share of discretionary cargo moving into inland markets.
- ss. Leverage the region's proximity to Washington, DC to position the region to host additional federal assets.
- tt. 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.
- uu. 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.
- vv. 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.
- ww. Maintain focus on container cargo and continue to enhance the diversification of the Port (retrograde cargo, break bulk, rolling cargo, and energy support services).



- xx. Maximize growth with appropriate local and regional policies and vision that includes acting with environmental responsibility.
- yy. 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.
- zz. 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.
- aaa. 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.
- bbb. 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.
- ccc. Promote Hampton Roads in an international context.
- ddd. 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.
- eee. Provide the citizens of Hampton Roads with cost effective healthcare that will help companies be more financially efficient.
- fff. Quantify and clearly articulate the depth, scope and quality of the economic and lifestyle impact of tourism, arts and culture in Hampton Roads.
- ggg. Quantify the indirect and induced investments and business related to Federal assets using available research capability, wireless connectivity, etc.
- hhh. Quantify, through research, the economic impact of travel and tourism for new, significant investment in Tourism and Arts & Culture.
- iii. Reach out to regional leaders in healthcare to determine and address what they need to grow their industry.
- jjj. 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.
- kkk. Support contractors that serve federal installations by implementing appropriate economic development strategies such as creating on-site spaces and developing a regional water strategy.
- lll. Support transportation policies including investment in transit and programs that will promote more compact land use.
- mmm. Support workforce development programs in the region through annual evaluation of opportunities and threats.
- nnn. 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).

**10. The following indicators are part of the *Vision Hampton Roads* draft and currently monitored on the website <http://HamptonRoadsPerforms.org>. Rate each as to the importance of the indicator's measure to the quality of life in Hampton Roads.**

(Strongly Agree, Agree, No Opinion, Disagree, Strongly Disagree; NO response required; no response will be considered “No Opinion”)

- a. Business Start-ups, annual new businesses per 100,000 population
- b. Employment Growth, annual percent change of jobs added
- c. Modeling & Simulation, annual percent change in output, GRP, employment and average annual salary
- d. Net Migration, annual percent change in total population
- e. Personal Income, annual change in per capita income
- f. Port / Maritime, annual change in port container traffic
- g. Poverty, annual percent change of residents below federal poverty level
- h. Research & Technology, annual R&D expenditures by University
- i. Unemployment, annual percent change of unemployed labor force
- j. Workforce Quality, annual percent change of higher education or technical degrees awarded
- k. Other (please specify indicator you feel is needed)

**11. How did you learn about *Vision Hampton Roads*?**

- a. Email
- b. Newspaper ad
- c. Newspaper article
- d. Public Meeting
- e. Website
- f. Word of Mouth
- g. Other (requires comment)

**12. Do you have any additional comments? Please note that your comments may be made a permanent record of the *Vision Hampton Roads* document. In the event you wish to submit a comment in document form, please email to:**

**[Contact@VisionHamptonRoads.com](mailto:Contact@VisionHamptonRoads.com)**

**At submission of survey, please use the option for sending the Survey link to friends via email.**

**J. Public Responsiveness Summary (upon completion of Public Comment Survey)**

All comments submitted to *Vision Hampton Roads* will be reviewed prior to being added to final document. Citizens will be able to see how their engagement has impacted results. Responses will be added to comments submitted and references made if and where the comment affected the final document. **SEE ATTACHED ADDENDA #1**

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