

## **X. Appendices**

### **J. Public Responsiveness Summary**

All comments submitted to *Vision Hampton Roads* were reviewed prior to addition to the final document. Using this Public Responsiveness Summary, citizens will be able to see and track how their engagement has impacted results. On the following pages, references are made where public comment affected the final document.

At the end of the Public Responsiveness Summary, the complete Public Comment Survey results and all comments received, whether via email, letter or social media, are attached. 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. Based on the sheer volume of feedback (446 participants) and numbers of new volunteers, a good job was done with outreach for this first region-wide plan.

Those comments that did not affect the final document will be referred to the Task Forces for further consideration during implementation.

Demographics: in comparison to the population of Hampton Roads, public comment respondents tended to be older, better educated and of a higher socio-economic class. Future outreach will need to address “underserved” demographics.

Edits to the Draft document posted for the 30-day public comment period on January 5, 2009 have been made as follows. A number of edits were made as to grammar, punctuation and clarification that do not affect the language of the document and will not be listed herein. Additionally, duplicative comments are indicated by listing the comment only once and including the number of people responding in the same manner:

### **I. Executive Summary**

#### **A. Regional Summary**

- Updated date of recession’s start and firms and their employment numbers

#### **E. Goal**

- Updated for clarification

#### **F. Implementation**

- Reviewed organization chart for missing regional organizations

#### **G. Measures**

- Added measures in narrative (contractor)

### **II. Process Overview**

#### **A. Background**

- Corrected date of Fort Monroe closure
- Updated date of recession’s start and firms and their employment numbers.
- Added “manufacturing and shipbuilding” within description of economic structure.

#### **B. Capabilities of HRP/Evolution of Economic Planning in Hampton Roads**

- Changed title of this section for clarification
- Made changes to Regional Citizenship section
- Made changes to Economic Strategy and Fundamental Assets sections

### **III. Background**

#### **B. The Region's Demographics**

- Made changes for clarification

#### **D. The Region's Military Presence**

- Made changes for clarification

#### **H. The Region's Transportation System**

- Added note for clarification that Travel Time Index Graph denotes best TTI at 1.15 and worst TTI at 1.2

### **IV. Analysis of Economic Development Problems and Opportunities**

- Made changes in wording to SWOT for clarification
- Re-ordered bullets under "best hopes"

### **V. Vision Hampton Roads Goals and Objectives-Defining Regional Expectations**

#### **A. Federal**

- Made addition of JFCOM, Langley AFB, NATO ACC, Ft. Eustis S.1/A.1
- Made changes to wording S.1/A.2
- Made changes to wording S.3/A.2
- Made changes to wording S.3/A.5

#### **B. Port / Maritime**

- Made changes to S.1/A.1
- Added S.1/A.4
- Made changes to S.4
- Made changes to S.4/A.2
- Made changes to S.4/A.3
- Added Strategy for manufacturing and supply chain hub of the offshore energy industry

#### **C. Tourism, Arts & Culture**

- Made changes to S.1
- Made changes to S.1/A.2
- Proposed change S.3/A.2
- Proposed change S.4/A.2
- Proposed change S.4/A.4

#### **D. Opportunities**

- Included "sea level rise" when "climate change" is referenced
- Revised "industry clusters" narrative
- Made changes to Research Centers listings
- Added CNU to Research Centers listing
- Made changes to Tech Transfer narrative; added military references
- Made changes to "coastal energy solutions" narrative, including biodiesel and offshore oil and natural gas drilling
- Added military references to Healthcare & Life Sciences

- Added S.1/A.4
- Added S.1/A.5
- Made changes to S.2
- Made changes to S.2/A.2
- Made changes to S.2/A.4
- Made changes to S.4/A.1
- Added S.4/A.4

## **VI. Strategic Projects, Programs and Activities**

- Added Prioritization
- Added Transportation Programs
- Updated City of Suffolk plans
- Updated City of Hampton plans

## **VII. Vision Hampton Roads Plan of Action**

### **C. Strategic Component**

- Updated “Innovation” organizational chart
- Added CNU and W&M to “Intellectual and Human Capital” organizations
- Added clarification regarding transit projects under “Infrastructure”
- Added clarification under “Sense of Place”

### **D. Tactical Component**

- Added VNDIA under “Federal”
- Added clarification under “Tourism” organizations

## **VIII. Performance Measures**

- Added clarification on graphs on pages 77, 79-81, 87-88, 90-91, 93, 100, 102-103

## **IX. Public Participation**

### **OUTLINE**

### **V. Public Presentation**

- Changed date of “Regional Day” event to 06May10

## **X. Appendices**

### **A. Strategy Committee membership**

- Included members left off list, including Mal Branch, VRSA

Changes to the draft *Vision* document are indicated in red as follows:

## **I. EXECUTIVE SUMMARY** P. 6-15 (and P. 60-69, Plan of Action)

### **E. Goal** (*and throughout document where referenced*)

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

### **F. Implementation**

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.

[ADD; CHANGE] 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*.

[ADD]

### **G. Performance Measures**

***HOW WE MEASURE PROGRESS.***

### **H. Public Participation and Responsiveness Summary**

***HOW WE ENGAGE CITIZENS.***

## II. PROCESS OVERVIEW

### A. Background detailing Community and Private Sector Participation P. 16-17

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. [ADD]**

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Based on the 2000 Census, Hampton Roads is the 38th largest Metropolitan economy and the 34th most populated 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, [ADD]** construction, tourism, recreation and retail.

### **B. ~~Capabilities History of the Hampton Roads Partnership~~ /-[DELETE]**

#### **Evolution of Economic Planning in Hampton Roads P. 17-20**

##### **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. [ADD]** 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 [ADD]** 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. [ADD]**

### **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.**

### **III. BACKGROUND**

#### **B. The Region's Demographics P. 23**

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%.

#### **D. The Region's Military Presence P. 27**

**[ADD] 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.**

## IV. ANALYSIS OF ECONOMIC DEVELOPMENT PROBLEMS AND OPPORTUNITIES P. 33-34

### Strengths

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

### Opportunities

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

### Threats

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

## **FEDERAL Objectives, Strategies and Actions** P. 38-39

### **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; [ADD]
- Army (Fort Eustis/ TRADOC);



- Coast Guard;
- Jefferson Lab;
- Joint Forces Command (JFCOM); [ADD]
- NASA Langley Research Center;
- NATO Allied Command Transformation; [ADD]
- 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. [ADD]

**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. **[ADD]**

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

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

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

**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.

**PORT / MARITIME Objectives, Strategies and Actions** P. 41-42

**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.

**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 within 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 [ADD], 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. [ADD]

**Action 3:** Determine [CHANGE] 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. [ADD]

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

[ADD]

**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.

**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 [CHANGE] 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. [ADD]

*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 promise" story.

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

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

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

*Action 2:* 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. [CHANGE]

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

**Action 1:** Address Rail with the expansion of the current light rail project 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. [ADD]

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

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

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

## D. OPPORTUNITIES

### 1. Technology-based business innovation and education P. 46-50

#### **The presence of industry clusters**

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 [CHANGE] and extends to organ replacement, marine science and medical devices.

#### **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 Coastal Physical Oceanography Dental Hygiene Bioelectrics Maritime Ports and Logistics Mgt.	Laser and Plasma Engineering Magnetic Levitation Modeling and Simulation Health Sciences Marine Biology

[ADD] Accelerator Science and Nuclear Physics  
Bioinformatics/Computational Science/Digital Preservation  
Molecular Medicine/Immunology  
Nanobiotechnology  
Aerospace Engineering  
Chemical Analysis

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
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[ADD] Applied Science and Particle Physics

Thomas Jefferson National Lab <a href="http://JLab.org">http://JLab.org</a>	Nuclear Physics	
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[ADD] Accelerator Technology  
Detectors and Medical Imaging  
Cryogenics  
Simulations for Nuclear Physics  
Large scale data acquisition  
Free Electron Laser  
Light source technology  
Superconducting radiofrequency technology

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)
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[ADD] all

### 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>).

[ADD]

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.

[ADD] Federal Lab Consortium

## **2. Coastal energy solutions** P. 50-52

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. [ADD]

Virginia has significant [ADD] 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. [ADD] In other words, the market will demand less expensive and readily available sources of fuel.

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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. [CHANGE; replaced “Algal Farms” reference]

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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. [CHANGE]

#### **4. Healthcare and life sciences** P. 53-54

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>).
- [ADD] Additional VA facilities and Joint Base Langley-Eustis

## **OPPORTUNITIES Objectives, Strategies and Actions** P. 54-55

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

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

*Action 1:* Address the 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.

*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. [ADD]

*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. [ADD]

#### **Strategy 2: Hampton Roads will be a region of excellence for developing and implementing offshore wind energy and other [ADD] 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 [CHANGE] 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 [ADD] 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. [ADD]

**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. [CHANGE]

**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. [ADD]

## VI. STRATEGIC PROJECTS, PROGRAMS AND ACTIVITIES: P. 56-59

[ADD]

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

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

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

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

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

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

**Support of Prioritization:**

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

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

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

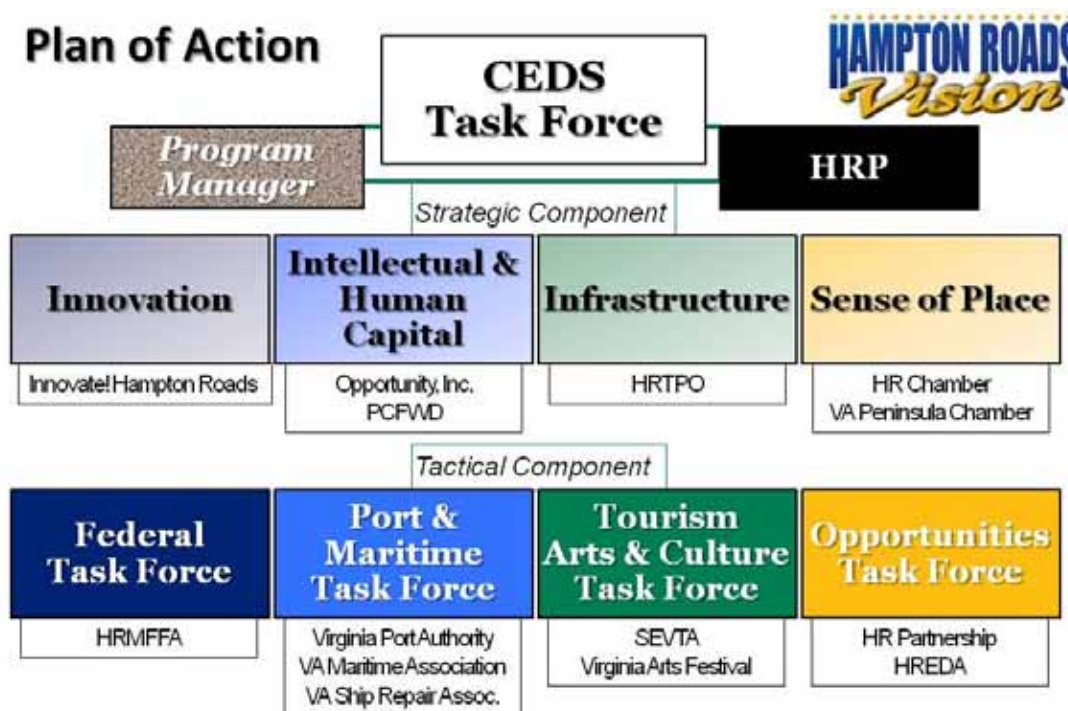
**Municipal Economic Development:**

**Hampton [ADD]**

**Suffolk [ADD]**

## VII. VISION HAMPTON ROADS PLAN OF ACTION:

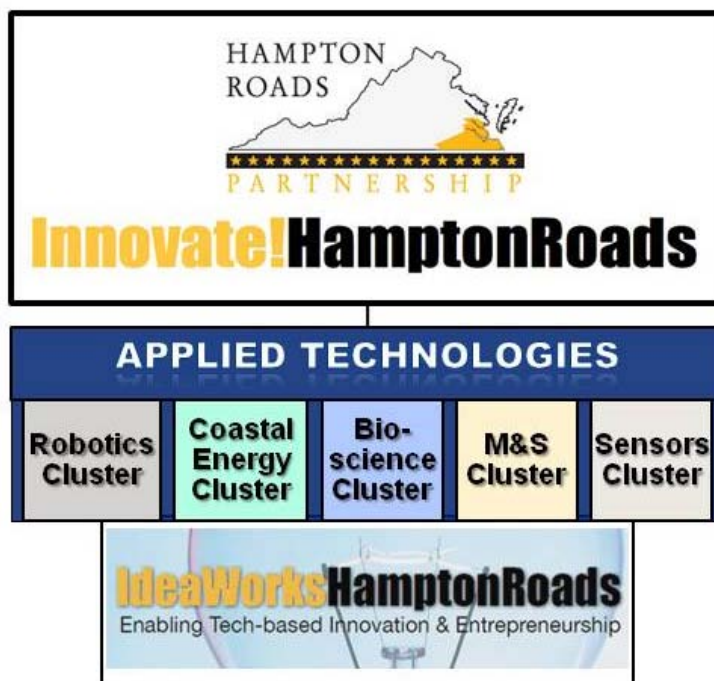
### B. Plan of Action Organizational Chart P. 61-62 [CHART CHANGE]



### C. The “Strategic Component” of the Plan of Action P. 62-67

#### 1. Innovation

The following organizational chart illustrates the relationships that will be coordinated by Innovate!HamptonRoads: [CHART CHANGE]



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

Organizations initially identified for implementation include:

- Christopher Newport University (<http://CNU.edu>); [ADD]
- College of William and Mary (<http://WM.edu>); [ADD]
- 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>).

[ADD] 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.

## **3. Infrastructure**

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. [ADD]

## **4. Sense of Place**

Organizations initially identified for implementation include:

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

[ADD] 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** P. 67-69

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) [ADD]**, 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. **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 region's 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. [ADD]*

#### **4. Opportunities:**

**HREDA [ADD]**



**The following represents all public comments received unless mentioned previously within this Public Responsiveness Summary document:**

**GENERAL/MISCELLANEOUS (and multiple themes per comment)**

- In general, I think the overall document provides a solid vision for economic development that benefits the region as a whole. Thank you for the opportunity to comment.
- First and foremost, thanks to all the hard working individuals who contributed to this fine work. It is thoughtful and with any luck, should become a blue print for business and political leaders throughout Virginia and especially in Hampton Roads.
- The Strategic Projects, Programs and Activities section needs more meat, i.e., more specifics.
- Thank you for this! I filled out the survey last week...
- I saw the program last night on the Cathy Lewis show and I am extremely excited about the wonderful new vision being developed in Hampton Roads.
  - I am just making a general inquiry as to whether or not there is a Hampton University representative on your board of directors or any of your committees. If not, it seems Hampton University should, in some capacity, be represented on your board of directors or subcommittees.
  - Also, is there a regularly scheduled meeting regarding Vision Hampton Roads? I'd like to attend and familiarize myself with the project. Again, this sounds like a great and worthy endeavor. Thanks so much and have a great day.
- The survey is hard to respond to. There are so many assumptions built in that it's hard to say "no, that's a nice idea but focuses on failed models of the 20th century, instead of building a 2020 world-class region."
- I read the Vision doc cover to cover and the summary. You're all to be commended for the excellence "think tank" work. My only questions are about "making it happen". As you know, it involves so many state, regional and city governments that we run the same risks as before in terms of stalled momentum/progress. It would seem to me that the next series of challenges are all about getting those bodies to buy-in and work together, adding prioritization and segmenting many of these efforts into workable components. But regardless, this plan gives people something to run with and that is at least the first hurdle, which you guys have crossed. Well done.
- Small Business Development Center (SBDC) should be included somewhere.
- I just took the survey and I am very, very concerned. I consider myself a fairly well educated person and some of those questions were so convoluted that I had to read them several times for clarity and understanding. Someone with a high school education is

going to get frustrated and not complete the survey. I worry that the “underserved” will once again be underserved.

- In 1974, I moved to Virginia Beach precisely because of its size, 150,000. I was driving to work at Dam Neck through farmlands and could see deer bounding across my path.
  - Today’s population is nearly 450,000. There has been a significant increase in all things to include taxes, congestion, crime. Nevertheless, you propose more jobs translating into more people.
  - Growth is a serious in this region with so much water to cross and at sea level. If we believe and are serious about rising seas, should we keep encouraging growth in our region?
  - How will people other than businessmen gain from more growth? How will I benefit along with all retirees and people who already have a job? With growth so go my taxes, congestion and crime, and let’s not forget air quality. Whenever I visit my daughter in Northern Virginia, I can expect a 20 to 30 minute delay crossing the Hampton Roads Bridge Tunnel. Then I pray for no further delay, accidents and others. Growth is destroying the Chesapeake Bay and its fishing. Transportation improvements are usually obsolete by completion time.
  - Who, besides the businessman and union boss wishes more growth in the region? Yes growth means more sales, more consumer goods and services, a better bottom line but, also, and more pollution. Those jobs you hope for, how many will be filed by third-world immigrants who will bring their backward culture with them and all the baggage this entails? Have you paid attention to California lately?
  - I for one do not support your goal for more growth.
- "Hampton Roads will be recognized as a region for Centers of Excellence..." Is Centers of Excellence the name of something specific, like a federal program? As I read the Vision, I see all these capitalized references to Centers of Excellence, but no explanation of who bestows this honor, what the criteria are, what the benefits of such recognition are, how might the designation be lost, etc. What is a Center of Excellence? Who decides? How does it happen? Why is it desirable? (Excellence sounds good, but without specifics, I cannot tell if it is worth pursuing.) What is the return on the investment necessary to become such a Center?
- Congratulations of moving forward with a communication skill that can be of value provided the comments are not just received but actually acted upon.
- Get the local governments, industry, state and federal government to work together like every other metropolitan area (New York, Boston) so we can add tunnels, fix the roads, add public transportation and watch the economy expand. Economy expands, schools get fixed, etc. Key to work for results vice complaining about how bad things are. One simple phrase E pluribus unum (Out of many, one) seems to apply here. I know Cathy



Lewis has been working hard to achieve this but in reality the men and women in power have to agree to work for a common goal, with firm deadlines, and constant effort.

- Hmmm - this is still all about the Port, isn't it? Although there are many questions, the Port is asked about in multiple questions in most of the questions. It just seems kind of ridiculously skewed. Could someone else other than Port people have worked in this? The report goes on and on about the Port, Maritime Industry, Federal Facilities, Healthcare Industry, Tourism and Modeling and Simulation. No one else has a voice. Most of the infrastructure questions are tied back to the Port. Why isn't transportation its own category? It is written like something composed for special interests, not business in general.
  - "Building upon previous", "leveraging existing" - means "same old, same old". We keep magnifying problems by using our old outdated planning. Change management is needed - not just perfuming the same old goat.
  - I understand that the Port has a valuable role to play in the state, even the region, but there are issues with how much Hampton Roads makes from it in terms of infrastructure it is now demanding. But the Vision group steps around those issues by just reaching back to use some old data made by groups with who-knows-what make-up.
  - If we built only upon the past, we would experience no true innovation. We would be riding some of the finest horses you have ever seen, though, and writing with some lovely pens. No cars, no computers, no telephones - those were all innovative. Our area needs innovation, not historical re-enactments of old strategies. This "let's just use the old stuff" idea is already the wrong idea. Business people know this, policy makers usually miss it completely.
- While obviously much time and effort has gone into the preparation of this document, there are some omissions and facts that give me concern. Overall, I thought the treatment of the Peninsula versus the Southside was balanced. There is, however, a lack of awareness of some Peninsula assets and resources which I hope the Committee will be willing to address.
- In my opinion, there may actually be four pillars of our regional economy. Besides the federal government/military, the Port, and tourism, Advanced Manufacturing/Applied Technology plays a significant and critical role in our economy. Although this sector touches on the federal and Port/maritime sectors, it is distinct and stands by itself as a major and defining economic strength of this region.
  - Foremost in this sector is the shipbuilding industry, which is different than ship repair and is only once mentioned in passing in the CEDS although, as noted in the background document, Hampton Roads Performs, Northrop Grumman Shipbuilding, Inc. is the largest private sector employer in the region. The Newport News Shipyard is a major economic driver in the Hampton Roads

economy, employing people from all over the region. Furthermore, Northrop Grumman Shipbuilding, Inc. is one of the leading exponents of advanced manufacturing and applied technology. The Shipyard employs thousands of engineers and the Herbert H. Bateman Virginia Advanced Shipbuilding and Carrier Integration Center (VASCIC)—also not mentioned in the CEDS—is a major center for research and development. VASCIC shares facilities and knowledge not only with the private sector, but with Virginia’s colleges and universities such as ODU, UVA and Virginia Tech. In addition, Northrop Grumman operates the Apprentice School which provides high quality, comprehensive apprenticeship programs to over 700 students.

- While the shipbuilding industry is a major component of the Advanced Manufacturing/Applied Technology sector, it certainly is not the only sector that plays a role in this crucial part of the region’s economy. Other companies that have employed advanced manufacturing techniques to successfully counter the trend in the nation’s declining manufacturing sector include Stihl in Virginia Beach, Howmet Alcoa in Hampton, and Canon, Continental Automotive, and AREVA in Newport News. With regard to applied technology and the use of intellectual capital to generate economic output in the region, Northrop Grumman (its non-shipbuilding divisions) and SAIC are examples of companies that employ hundreds of highly-paid knowledge workers that have a major impact on the Hampton Roads economy. Additionally, there are a host of mid-size and small companies that can be classed in this sector and these are generally the fastest growing companies in our region.
- One solution to the problem of amending the CEDS to incorporate this vital fourth pillar of the region’s economy could be to rename and revise the Opportunity pillar. Modeling and Simulation, Bio Science and Sensors are, actually, smaller but growing components of the larger Advanced Manufacturing/Applied Technology sector.
- Expanding Opportunities to incorporate all of the Advanced Manufacturing/Applied Technology sector also allows some significant linkages to emerge. For instance, Northrop Grumman Shipbuilding is a major user and innovator in modeling and simulation techniques applied to the manufacturing process. Canon’s push for ever more sophisticated robotic manufacturing provides opportunities for the region’s growing sensors industry.
- There also are important linkages between the Advanced Manufacturing/Applied Technology sector and other pillars of the region’s economy. For instance, Northrop Grumman Shipbuilding shares common concern with the Port/maritime sector about Hampton Roads Harbor and with the federal/military sector about defense expenditures and the future of the Navy in Hampton Roads. The region’s federal research laboratories and universities also make important contributions to

meeting the technological needs of the region's advanced manufacturing companies. In fact, most of the industry sponsorship of university and federal laboratory research that does exist in our region happens because of the existence of the Advanced Manufacturing/Applied Technology sector.

- I realize that recognizing this important fourth pillar in the CEDS will mean that sections of the Plan will have to be substantially rewritten and expanded. This will, undoubtedly, take additional time and energy. However, to omit this important sector from the CEDS represents a significant missed opportunity for the region.
- On page 9, the closing of Fort Monroe is mentioned. First of all, the CEDS gives the closing date as 2010 and it is actually 2011. More importantly, although Fort Monroe is, indeed, closing, its major function, the Army's Training and Doctrine Command (TRADOC) is moving to Fort Eustis. Fort Monroe's closure will open a tremendous opportunity for high quality development, educational opportunities, and tourism and I do not see these opportunities discussed in the CEDS. *(date corrected)*
- I believe this is an important effort in analyzing opportunities to diversify our regional economy. I believe that a little more awareness and recognition of our Peninsula assets and resources will strengthen our work of developing Goals, Objectives and Strategies to enhance and diversify our total regional economy.
- The *Summary Outline* does not seem to be fully incorporated into the CEDS document. For instance, Objective 4, Strategy 1, Action 2 contains five subparts but only the first is incorporated into the CEDS on page 52. In the *Summary Outline*, on page 5, Objective 4, Strategy 1, Action 2e, only maritime career choices are mentioned as needing to be aligned and embraced as attractive opportunities to maintain an adequate, skilled labor pipeline. This does not address the need for workforce development in other areas, particularly to meet the demand for highly skilled workers in advanced manufacturing. *(note: the Summary Outline, dated November 20, 2009, was changed slightly with the publication of the Draft Plan dated January 5, 2010)*

## DEFINITIONS

- **Centers of Excellence**
  - Who determines the designation Center of Excellence as well as how you keep that distinction? This term seems to be used a lot without a standard definition.
  - Others who have established Centers of Excellence may help:
    - Jon Stricker has a blog and offers thoughtful comments on Centers of Excellence. <http://agileelements.wordpress.com/category/organization-design/centers-of-excellence/>
    - Here are excerpts from a couple of his articles:

- The first question many customers ask is **why would I want a center of excellence? The best answer is because it drives valuable results....**
- Definition: Whatever you call them, a Center of Excellence (CoE) should, at a most basic level consist of: A team of people that promote collaboration and using best practices around a specific focus area to drive business results. This team could be staffed with full- or part-time members.
- Responsibilities: CoEs should serve five basic needs:
  - ✓ Support: For their area of focus, CoE's should offer support to the business lines. This may be through services needed, or providing subject matter experts.
  - ✓ Guidance: Standards, methodologies, tools and knowledge repositories are typical approaches to filling this need.
  - ✓ Shared Learning: Training and certifications, skill assessments, team building and formalized roles are all ways to encourage shared learning.
  - ✓ Measurements: CoEs should be able to demonstrate they are delivering the valued results that justified their creation through the use of output metrics.
  - ✓ Governance: Allocating limited resources (money, people, etc.) across all their possible use is an important function of CoEs. They should ensure organizations invest in the most valuable projects and create economies of scale for their service offering. In addition, coordination across other corporate interests is needed to enable the CoE to deliver value.
- Examples of Centers of Excellence:
  - **NASA Centers of Excellence** are chartered with a clear definition of their capabilities and boundaries. They are charged to be preeminent within the Agency, if not worldwide, with respect to the human resources, facilities, and other critical capabilities associated with the particular area of excellence. Each Center of Excellence must maintain or increase the Agency's preeminent position in the assigned area in line with the program requirements of the Strategic Enterprises and the long-term interests of the Agency.
  - **FAA Centers of Excellence** -- For the past decade, the Air Transportation Centers of Excellence have represented a major commitment by the FAA to support multi-year and multi-million dollar research that ensures coordination and innovation. These investments result in significant advancements in aviation science and technologies and technology.
  - **EVMS has multiple Centers of Excellence** –The research initiative currently underway is focused on expanding the depth and scope of EVMS research, especially in areas where they have strengths and the community has pressing needs: diabetes, obesity and metabolic diseases; cancer biology and infectious diseases; women's health and infant development; and heart and vascular

research. The emphasis is on translational research – the rapid transition of laboratory discoveries into patient therapies and treatments.

## **INTELLECTUAL and HUMAN CAPITAL**

- There is little mention of need for higher education engineering base in Hampton Roads. We need to compete with Tech and UVA for growing local engineers in support of our industry base.
- Page 62 uses a term “Intellectual and Human Capital” without a clear definition of what's included. CNU is being transformed from a local community college to a full-strength residential university, where the bulk of the faculty have PhDs, and the school is emerging as an intellectual powerhouse. William and Mary is already a world-class "Ivy League-quality" school at public school prices, both of which support the "workers who can think critically and solve problems" goal on page 63
- Let me first congratulate you on pulling together so many disparate points of view and thoughts into a cohesive strategy and document. The documents are very good, but there is one thematic area that I have some concerns about:
  - I believe in the concept of the four pillars and introduced it to the opportunities committee because a metropolitan, doctoral, research-intensive University like Old Dominion University is one of the few institutions which can be a significant driver in ALL areas - intellectual capital, innovation, infrastructure, and sense of place.
  - While the full document (135 pages) certainly outlines the assets and research strengths at all of Hampton Roads' universities, in the Summary Outline (which contains the Objectives, Strategies, and Actions - the only part I expect anyone will really pay attention to) the role of the Universities has been significantly diluted to the point of almost invisibility.
  - While I have no issue with any of the objectives or their corresponding strategies and actions (I think they are right on track), I don't come away from the document with the sense that Hampton Roads' higher education institutions are recognized as a KEY components to achieving the region's stated goals. This applies not just to ODU, but all of our region's universities and community colleges.
  - As you explained to me, the CEDS process is especially important; once a CEDS is in place, its objectives, strategies, and actions become some of the criteria by which Dept of Commerce (EDA) grant applications are considered.
  - Future University potential initiatives such as creating a "business gateway", expanding continuing education programs, taking distance learning (beyond academic offerings) might cause us to want to seek funding from EDA someday. I would feel more confident in the ability to point to our impact on the region's stated economic development objectives if we were actually enumerated as a regional asset in the document as are our military and federal facilities.

- A wide-ranging document like this certainly has many political sensitivities when it comes to how inclusive to be in "naming names." But for something as important as this and given how vital our role will be in helping the region achieve these ambitious goals, I think a stronger recognition of the value of our Universities as key participants in the process is fitting.
- I think the "fix" can be as easy as inserted a line or two in a couple of places in the Summary Outline that more overtly highlight the importance of Hampton Roads research Universities to accomplishing the projects goals.
- (Need) Something about unemployment-job retraining-etc in support of the economy
- I strongly agree with the importance of science and engineering research, particularly at the region's universities, to the region's economy. But the assessment that research and technology in Hampton Roads is "Improving,"(page 97, Performance Measures) while accurate, does not tell the whole story. The universities in Hampton Roads are weak in the area of promoting entrepreneurship and commercializing the results of their research when feasible. Many other major universities have strong programs to assist their researchers in commercializing the results of their research, including assistance in attracting investors. This is an area in which I believe the region could improve significantly and the appropriate regional organizations should explore innovative approaches for assisting the universities in promoting entrepreneurship and commercializing the results of their research.
- "21<sup>st</sup> Century Education" is listed as one of the Themes of the CEDS in the *Executive Summary* but this theme does not seem to be given much attention in the Plan itself. I would like to see more emphasis on K-12 and higher education, both as a tool and as an asset.

## INFRASTRUCTURE

- Of the four (4) objectives identified in the draft document, they are all reliant on TRANSPORTATION, rather by highway, rail (high speed rail, light rail, intermodal rail) or air. With the importance of that one factor in our economic development efforts in attracting new business, retaining existing businesses and maintaining economic sustainability, it seems that transportation would be an OBJECTIVE by itself with strategies and actions identified to meet the objective. There are several actions for each objective that discuss transportation issues but this is such a big factor in the success of all of the objectives that it deserves to be an OBJECTIVE itself.
- Would it be a good idea to include infrastructure items as a key objective? This would enable some of the commonalities between the other Objectives to be put into one recognizable category. For example, that'd be a good place to put Workforce Development and Education; various transportation considerations; water; sewer; trash disposal; etc.

- I'd like to see, however, where you have a person/committee/advisor who will act in an advisory capacity regarding preparing for sea rise. I'm sure you realize that with just a few inches of sea rise, areas of Hampton Roads will be at extreme risk, particularly as we continue to have "rain events". The military is quite aware of this - and I'm sure you could work with them on this as you plan infrastructure.
- Transportation Needs to include
  - The waterways as well as the highways. Bridges, pier and docks, drydock preservation.
  - New bridge-tunnel from Hampton peninsula
  - Reducing truck traffic on local interstates by expanded rail use
  - Expanding ORF to compete as a regional hub
- To prevent the flight of the "Creative Class," we need to invest in bicycle infrastructure: from signs advertising Bike Parking, Bike Racks, Bike Route Signs & Bike Lanes.
- I lived in Eugene, OR for 5 years without a car. Biked everywhere. The State of OR committed 1 cent of the gas tax to bike lanes.
- Biking on Little Creek is taking your life into your hands-drivers think sidewalks are bike trails and that you should be hounded onto them.
- Hampton Roads is not very far below the threshold of being in non-attainment status relative to EPA air quality standards. If we are found to be in non-attainment, we are required to take action to reduce the offending emissions so we can regain attainment status. Some of the measures we may be forced to take can be quite draconian and have a negative impact on economic development efforts. Increasing traffic congestion could contribute to Hampton Roads lapsing into non-attainment; but so could the new coal-fired power plan proposed for Surry County. I am concerned that the new Surry power plant will drive Hampton Roads into non-attainment and force drastic measures to reduce emissions from other sources. HRPDC is heavily involved in regional environmental planning and I think this should be added to their agenda. We probably need to think in terms of an "emissions budget" covering all the emission sources that can affect regulated air quality in Hampton Roads so we can fold this into regional economic development planning – identify current emission sources that can be reduced to allow for robust economic growth and identify how we can grow in ways that do not drive our region into non-attainment and force implementation of air quality improvement measures that constrain economic growth in key areas of the regional economy.

## **SENSE of PLACE**

- Hampton Roads regional economic development cooperation/collaboration should include: Mathews County, Virginia's Eastern Shore counties of Accomack and

Northampton, North Carolina's northeastern counties of Currituck (in the Hampton Roads MSA) and potentially Gates and Camden.

- How about having a Hampton Roads version of [ideas.virginia.gov](http://ideas.virginia.gov)? We could post ideas and we, as residents could vote on them. There could also be a section for official public comment surveys.
- We need to get the attention of people outside Hampton Roads. And it's not going to happen with with the stuff they just produced (reference HREDA new logo). How fitting was it to see a story in the Pilot today by Mike Gruss about the "brain drain". The survey sent out by Vision Hampton Roads was equally disappointing to read. "Vision" seemed to be an oxymoron.
  - Actually, my business partner and I both downloaded the documents and read them completely. While I can appreciate there is a lot of work in them, we both found them lacking in a true vision and realistic goals.
  - We found the survey (download the PDF to read before responding) seems self-serving - geared to getting people to agree with your assessment and tactics to achieve goals rather than ask for their opinion and suggestions.
  - Two quick examples of things that left me scratching my head:
    - 1. The idea we could increase the number of Military related jobs. With the Government currently looking at moving a ship from Norfolk to Florida, why would we think an increase would be possible? And, according to a graph in the report, Military related jobs in the area have been flat since 2000. And what about the future of Oceana? Seems the future of that base is always in question. My guess is it won't be 10 years before the Military makes major changes.
    - 2. Hampton Roads will be the Premiere East Coast Sea Port. (FYI - Premier is spelled wrong) I'm guessing someone in the group mentioned a "Big, Hairy, Audacious Goal" at some point. Based on projections, Craney Island will come online 6 years after the Panama Canal expansion (slated for 2014). I understand there are clearance issues in the PANYNJ port (currently the Premier East Cast Port) however, they have a history of successfully addressing and overcoming such issues.
  - We are gathering our thoughts and intend to email those suggestions rather than take the survey. Of course, this wouldn't be the first time we have given our input and have it fall on deaf ears. Remember our conversation about America's First region?
- (Responding to the Survey) is not as fun as complaining about the shortage of young professionals, the feeling of not being part of a larger scene or how all the local shopping is only suitable for your parents. But if you won't change, Hampton Roads never will either.
- 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.

- I think one of the reasons Norfolk fails to hold onto bright young people was evident this past year. I have 2 straight A students at Maury High School -- bright responsible teenagers, ages 15 and 17. They were dismayed to learn this fall that they were no longer welcome at MacArthur Center, a mall they had happily patronized since its opening and where they enjoyed going with friends to shop, eat and go to movies. Since MacArthur instituted the ban on kids under 18 after 7 p.m., we've been boycotting MacArthur, a fact that saddens me greatly, since my tax dollars helped pay for it, and our family enjoys downtown Norfolk and would really like to see it succeed.
  - My 17-year-old has worked for three winters at the skating rink at MacArthur, and in years past she has frequently gone in the mall before or after work to Christmas shop or eat or meet friends. This year she couldn't do that. Instead, she has spent the fall and winter driving to Lynnhaven Mall to shop and go to the movies. Never in the past would she have even considered leaving Norfolk to spend her money, but now she is forced to. She commented that business was off at the skating rink this year because parents could not drop off their kids and leave them to skate and go to the mall. The rink manager has told her it's unlikely the rink will return next season. Yet another loss of entertainment for Norfolk's youth.
  - Malls have been a place to go for teenagers since they originated, back in the dark ages when I was a teen. Even in tiny Elizabeth City where I grew up, I could go to the mall to shop with friends or on a date with my boyfriend to see a movie. Then, as now, we usually wanted to go in the evenings on weekends when we had spare time - - and not chaperoned by our parents, especially after we were old enough to drive. There were few problems then, just as there are few problems now. Like most people, I don't particularly like pan-handling (by homeless people) or loitering (by anyone), but the solution is to enforce no-loitering policies -- not to ban teenagers.
  - My daughters have remarked that they always thought Norfolk was an OK place, but now they have no desire to return to a place that doesn't want them. They feel the rejection and discrimination of that decision. In a couple of months, my older daughter will be 18, old enough to go to the mall when she wants -- and in fact old enough to go to war -- but she still will not be old enough to take her sister to the mall. How ridiculous. How sad a commentary on our city and its knee-jerk reactions.
  - My children were not old enough to patronize the bars at Waterside and I am not as familiar with that situation, but it also sounds to me like it may be a case of overreaction. I know there had been some issues there, and there is discussion of the future of Waterside, but did the city react too quickly? Possibly. What is there for our young people to do? Hang out on the streets? Drink? Cause trouble?
  - I know the answer for my family. We stay home more ... rent movies, play games, and have a houseful of kids here in our home. And, when we need to shop or go to the

- movies, we patronize independent businesses such as Prince and the Naro, or we travel farther to Target or Virginia Beach.
- But, sadly, I also know that my bright young children, who could be part of Norfolk's future, probably will not be. 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. Not to feel like second-class citizens who can't wait to leave.
  - I have previously written to the MacArthur Center manager, and I will continue to be a vocal advocate for reopening the mall to all of the citizens of Norfolk. Thank you for this opportunity to express my opinion.
- Hello, my husband and I are both from Suffolk and got out of Tidewater as soon as we could (I am a geneticist, my husband is a graphic designer and stay-at-home dad). We moved back here 3 years ago from northern California to be near family once we had two 2 small children, but not a day goes by we don't miss that area. Some of the reasons are:
    - **green spaces** - we could walk or bike to about 6 different parks from our house in CA; here there's maybe one get can get to from our house now, and many people we know don't even have one
    - **recycling** - we could recycle nearly everything at our curbside in CA, and that it felt like our city and government cared about our environment; here, recycling is very limited and even being cancelled in many places
    - **bike friendliness** - I rode my bike from the Larchmont area to work in downtown Norfolk for about a year, but it never felt safe; increasing bike lanes and encouraging a healthy lifestyle and environmentally-friendly mode of transportation would be welcoming to a large proportion of young creative talent
    - **music scene** - while the Norva attracts some interesting acts, there's no perception at all that Norfolk is a destination for a lot of musical acts (most hit Raleigh/Durham and head right to DC)
  - These are just a few things that we found to be huge advantages of the northern California area when we moved there in our late 20's and likewise are huge drawbacks of the Tidewater area. Adding jobs is great, but if no one wants to live here, it won't matter how many jobs there are.
- Page 76 says " Within Virginia, the Hampton Roads region has the second lowest rate of business startups." One factor is the lack of low-cost office space. There is a lack of low-cost conference space for groups of up to 30. Note the number of business-development "meetup" groups that meet in restaurants instead of conference rooms. Another is the lack of start-up funding, short of cumbersome SBA loan guarantees. The SCORE and HRSBDC offices also need support; I have not found much value there (HRSBDC does provide Business Plan development support).

- Love the interview. (AltDaily.com) Like you said, Norfolk city of Virginia Beach city are “goood” cities by themselves, but the combination of the 7 cities are a force to be reckoned with if we can work together.
- To the extent the document promotes the subordination of the economic competitiveness of a municipality to that of the region ~~XXXX~~—objects to strategic plans purpose to emasculate the political, cultural, and economic autonomy of individual cities and counties in the region. The proposition quoted below as an excerpt below best describes the insulated arrogance of institutional power brokers who prefer to avoid dealing with principle of consent of the govern at a local government level.

**“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. 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.”

The following rebuttal is offered in rejection of this un-American idea of “regional citizenship.

a. First, as Americans we are citizens of the United States as a nation. The Civil War long ago settled the political questions at great cost of whether we were citizens of states voluntarily joined or citizens of the United States constitutionally fused as one nation. As citizens of the United States, we are residents of states and residents of political subordinate jurisdiction within states. **There is no legal construct or construct of born out of tradition that cast any legitimacy on the contrived construct of “regional citizenship.”**

b. Second, the charters granted by the General Assembly to each locality within the region are a covenant between the Commonwealth of Virginia and the residents of specified geographically defined political subdivision. The City Charter for Virginia Beach is not between the Commonwealth of Virginia Beach and the City Council. The City Charter for Virginia Beach is between the Commonwealth of Virginia and the residents of Virginia Beach. Interestingly, there is no charter between the Commonwealth of Virginia and residents of the region as a region. In fact, the

public defeated a constitutional amendment that would have permitted regional government.

c. Third, the very credentials of Dr. Weis as cited in the report as a regionalist and globalist deny his work a presumption of objectivity. A visit to the linked web site and a review of his and the organizations advocacy would lead you to conclude there is the world and regions and everything in between is overhead and political effectiveness of individual citizens is irrelevant. Without corroboration from a non-advocacy source and without a rigorous review of the survey questions and being conducted within the region only, it is self-serving at best to those who have a regional government agenda.

d. Fourth, the terms “common metropolitan consciousness” goes insufficiently explained and its superiority to municipality consciousness is presumed versus proven. It fails to account why each locality pursuing its best interests and joining in overlapping and sometimes disconnected coalitions of the willing would not generate the greatest economic goods for residents within their respective political jurisdictions. The concept of “common metropolitan consciousness” by extension supports that a “common global consciousness” is preferred to a “United States consciousness.” The proposition of the excerpt is that it would be preferred if Americans felt a stronger loyalty to the world as a global community than to their country. ~~XXXX~~ is most certain that members of the Hampton Roads Partnership would at least publicly disavow this conclusion and would characterize it as an extreme extension of logic. Is it an extreme extension of logic? I would dare say that the cultural and political differences – their importance negligently glossed over – between Norfolk and Virginia Beach are huge. **A common metropolitan consciousness crowds out the very diversity, political discourse, cultural discourse, and economic competitiveness that necessary for expanding personal liberty and economic opportunity.** As Americans we have a shared political and economic creed as embodied in the Declaration of Independence, the Constitution of the United States, and our rich political and economic heritage. We have a common American consciousness and that is more than sufficient to enable the continued expansion of the exercise of personal liberties and economic prosperity.

e. Fifth, the plan’s assertion that residents of their respective cities our counties identify more with region than their individual communities with regard to personal economic conditions is unsubstantiated by data provided within in the report. ~~XXXX~~ understands that institutional power brokers within the region have worked hard to achieve as much uniformity as possible in the tax structures of local governments to remove tax policy as competitive advantage among municipalities in the region. ~~XXXX~~ understands that the concept of transferring revenues from the

municipality where they are generated to another community in support of the “regional common good” is a desired concept by many and requires the emasculatation of the political autonomy and identities of individual cities and counties. ~~XXXX~~ unlike Hampton Roads Strategic Partnership does not have access to taxpayers’ money to conduct surveys. Referendums at the regional level and within Virginia Beach certainly support that Beach residents more strongly identify with their city than the region, and understand the fiscal policy of their community as the biggest impact on their economic well being, with one exception. Residents across the region understand that the Navy is the fundamental engine for the economy of the region and the Navy’s impact is independent of a “common metropolitan consciousness.”

**Recommend delete** the “Regional Citizenship” section. It speaks volumes as to the group think mindset that is out of touch with residents at the deck plate.

**Recommend add** a section entitled “Advocate Political and Economic Diversity.” Words to the effect as follows would capture ~~XXXX~~’s intent.

“Economic partnerships within the region must be preserved the political autonomy and cultural diversity of the residents of each municipality in the region. Economic partnerships within the region require that return on investment to each voluntary participant be commensurate with the risks assumed and the capital provided. Economic partnerships within the region should provide incentives for individual municipalities to adopt fiscal policies to achieve competitive advantage within and outside the region. The former provides the greatest economic benefit to the individual family and small business over large institutional power brokers that traditionally use regional frameworks to secure a competitive advantage and government subsidies that the free market would deny them. The preservation of the political independence of each of the region’s cities and advancing the ability of individual citizens within their respective communities to hold government to account is the best path to sustain the economic diversity necessary to advance competition the mother of innovation and creation of widely dispersed private wealth.”

- “Quality Places” is noted in the CEDS *Executive Summary* and in the Plan as an important asset according to the Brookings Institute’s *Blueprint for American Prosperity*, yet there is little said about the importance of place-making activities in the CEDS, especially the importance of new urban communities to attract highly mobile knowledge workers. I would like to see the creation of more quality places such as Port Warwick, City Center at Oyster Point, New Town, High Street, Peninsula Town Center, Virginia Beach Town Center, East Beach, and New Port be designated as a regional Opportunity in the CEDS. Page 65 may be a good place for a discussion of this objective to take place.

## FEDERAL

- Something should be there about protecting/supporting/improving support for Defense units in the area and Jobs for wounded veterans
- (Can we continue to be) Carrier home port of choice?
- Given the significant military and federal presence in our area, with all due respect to the Ports, I strongly recommend we make Objective 3 actually our first and foremost objective. Ports should be second, Tourism 3<sup>rd</sup>; COE should be 4<sup>th</sup>.
- Under Federal COEs, Strategy 1, Action 4: since when did that require “developing a regional water strategy?” I’d like to think I’m a reasonable well informed citizen of Hampton Roads, and this is the first time I’ve heard of this. Also, if we really need a regional water strategy, isn’t that part of the bigger issues impacting the Hampton Roads infrastructure?
- Under Federal COEs, Strategy 1 & 2, actions 5: I’m not sure that “Enhance and coordinate political engagement” fairly communicates the point trying to be made. Indeed, virtually all of the Actions, regardless of the Objective, will require exactly that....and it is not limited to the Fed COEs.
- Under Federal COEs, Strategy 3, Action 2: we should remember to full engage all of our local key leaders...both political and in business.
- Under Federal COEs, Strategy 3, Action 5: I have no idea what this means.
- Under COEs, Strategy 1, Action 2: I really don’t think breaking these up and labeling them this way is helpful. While there should all be included, I can’t imagine that they’re in any particular order of importance. And it doesn’t seem very “summary-like” to include that level of detail. (Especially since one would not get Education and Workforce Development out of the title of Objective 4.) Also, why would Action 2b be limited to tourism? Or Action 2e be limited to maritime?
- Under COEs, Strategy 4, Action 1: I’m not certain the first result should be providing citizens cost effective healthcare that helps companies be more financially efficient. We can do that easily....quit offering insurance...or some might suggest. Rather, why not suggest that “Providing the citizens of Hampton Roads with cost effective healthcare will help all residences get appropriate care?” While businesses need to be competitive and the cost of providing health care is steadily increasing....isn’t providing quality, cost effective health care at costs that keep Hampton Roads’ businesses competitive more important than just keeping the business’ costs down?
- Page 34 lists "mission-critical" federal entities, but leaves out JFCOM, NATO and Langley AFB. Without JFCOM being in Suffolk, Lockheed and ODU would not have built up a ModSim capability there, and the presence of that much M&S, training and

experimentation at JFCOM-West has served to support a huge build-up of that section of Suffolk and Chesapeake. And without HQ ACC, Hampton would dwindle significantly, being a base full of senior military and experienced contractor support (with wages 3-4 times the regional average), many of them receiving housing subsidies; TDY to there supports the Mercury Blvd hotel/restaurant trade.

- I am continually asked the question, is there any local effort to try to stop the move of a CVN to Mayport. I have seen Senator Webb's and Congressman Nye's statements and actions in opposition to the move. I was a little surprised by comments in an article in the Sunday Pilot 'Building a vision for Hampton Roads'. In the article from Vision Hampton Roads they discussed major economic losses to the region, Ford Plant Fort Monroe, Paper Mill etc. These actions cannot be reversed but potential losses are mentioned. "the threatened movement of an aircraft carrier group and possible future closure of Oceana Naval Air Station, all place strains on the region's economy." (Large Strains, no recommended action) Their published report does not acknowledge the major impact of the loss of 2 CVN's (USS Enterprise will be decommissioned by 2013) and the potential yearly loss of 1 Billion a year to the local economy. Do not know how they concluded the possible closure of Oceana, need to talk with the City of Virginia Beach who is expending Millions to ensure the future of the base.
  - In the Vision report there is a lot of discussion on the importance of the Port to Hampton Roads and the State. I have not seen any local comment about the Navy's concern of a catastrophic event at the port restricting the movement of a CVN, this would include all major shipping movement in the port. (An economic impact on the region) If there were a terrorist attack on the port it would be as important to open the port for all ship movements. (military and economic) Maybe an answer would be, better security (if needed) and in the event closes the port have a 'speedy' way to clear and open the port to all shipping. I support the region creating a Vision for the future, my concern is it OK to identify issues "Hampton Roads is increasingly vulnerable to changes in defense spending----" but what is being done to change that perception and vulnerability? What ACTION to counter other regions 'attacks' on local defense assets that provide 45% of the local GNP? This week we saw a change in local 'action', Congressman Nye formed 'The Hampton Roads Military Affairs Commission- which will serve as a watchdog and an advocate for the military community'. This commission is a start to help protect the assets that will allow the region to have a viable vision. The Pilot reported, Norfolk Mayor Fraim, a member of the commission said "the panel's creation is long overdue---a coordinated effort where we have direct access to our congressional delegation is so important" The CVN move to Mayport and the EIS for the F-35 should be issues the commission address immediately. Time will tell if it is a commission of Action.

- I took the survey, noted the emphasis on the Port, I say again, cannot wait for the results of a survey, if there is a concern for a catastrophic event restricting movement in the port, need action now.
- The draft of Vision Hampton Roads makes excellent points about the importance of the military presence and defense spending to the regional economy, and opportunities for future growth in this sector of our economy. I just want to underscore the critical importance of being proactive in protecting the military presence in Hampton Roads. We face incessant competition from other states for the forces and DOD organizations in Hampton Roads, and our competitors pay close attention to anything we do or say that could be interpreted as making Hampton Roads less suitable as a home for the forces based here. This means we may have to forego or constrain certain potential economic development opportunities if DOD or one of the Armed Services raises objections that a particular project would have negative impact on the military forces based here. We just need to be prudent and assess such potential problems before we are committed to an initiative that could inadvertently result in net economic loss for the region if impacted military forces are forced to relocate (or another state uses our initiative as a pretext for taking those forces). Additionally, the incessant competition means that we need pay close attention to how well – or poorly – regional infrastructure supports the forces and bases in Hampton Roads. Bad roads could be a bigger threat to our holding on to the forces in our region than the threat of terrorist attack. The water supply management issue mentioned at a couple points in the report also impacts the bases in the region, all of which get their water from local systems. Finally, the incessant competition means that we sometimes have to make hard decisions, or understand and support hard decisions made by military commanders, such as on the location for a new outlying field (OLF).

## PORT / MARITIME

- There are a number of rather large businesses providing services to the maritime industry....for example, ship builders and ship repairers, that provide significant well paying jobs and add tremendously to the local and state economy. I don't see them addressed anywhere...but think what would happen to Hampton Roads if there were to have to downsize.....
- THIS SHOULD BE THE SAME CONCERN FOR THE PORT OF HR:
  - On The Waterfront: Retired Admiral Warns Of Plot Against Ports  
(from CONTRA COSTA TIMES (CA) 18 JAN 10) ... Kristopher Hanson
  - **Are terrorists scouting local seaports for attack?**
  - An editorial Monday in the conservative-leaning Washington Times seems to think so, implying that al-Qaida "sleepers" are targeting America's seaports - including Long Beach - for destruction.



- The editorial, written by retired Navy Adm. James Lyons and available in whole at [www.washingtontimes.com](http://www.washingtontimes.com), warns that terrorists may be preparing a deadly plot on not only Naval ships in the Middle East, as they did 10 years ago on the USS Cole, but on commercial ships and domestic port facilities, including Long Beach, the nation's second-largest.
- This despite the fact that local, state and federal officials have spent nearly \$90 million in recent years on security measures in Long Beach and Los Angeles to compile hundreds of high-resolution cameras, container screening equipment, patrol boats, security zones, background checks, terrorist watch lists and the addition of dozens of new counter-terrorism agents.
- That, Lyons writes, simply isn't enough to fend off an enemy intent on destroying lives and disrupting our economy.
- "With known al Qaeda `sleeper cells' here in the United States, we need to broaden our area of concern to include not only our domestic naval facilities but our broader maritime environment," Lyons writes. "This should include our liquified natural gas terminals, major commercial ports and facilities. The closure of a major seaport shipping channel such as at Long Beach due to a terrorist attack could have a devastating impact."
- The solution, Lyons writes, could include increased vigilance by citizens and further intelligence by U.S. agencies, as well as more leniency for Naval and Coast Guard operators to use deadly force without adhering to the current U.S. policy of "don't shoot until shot at" - as defined under the military's Rules of Engagement.
- "The decision on whether actions by an approaching craft or boat are threatening must be left with the on-the-scene commander," Lyons says. "He must not be bound by a rigid set of rules that he must go through before he can open fire. It must be his call and he must be confident that he will have the backing of his superiors in the chain of command."
- Lyons fails to mention, however, that previous unrestrained military action against "perceived" threats got the United States into deep trouble in July 1988, when Navy Captain William Rogers, commanding the USS Vincennes in the Persian Gulf, ordered an Iranian civilian jet shot down over the Strait of Hormuz, killing 290 men, women and children.
- The incident - Rogers thought the airliner was an Iranian fighter jet - prompted an international outcry, and the U.S. eventually paid out some \$62 million in compensation to victims' families.
- Many believe the incident also led to the subsequent bombing of Pan Am Flight 103 over Lockerbie, Scotland in Dec. 1988, killing 259 people on the flight and another 11 on the ground.
- Lyons continues: "Clearly, we must assume that al Qaeda and their U.S. based `sleeper cells' have been studying our port and facilities. This is more than an issue

- for the Naval Criminal Investigation Service. We need to review our current pattern of operations both here in the United States and for our deployed forces."
- Lyons' policy positions need not be taken lightly. As the former commander in chief of the U.S. Pacific Fleet and senior U.S. military representative to the United Nations, he has the ears of many in Washington.
  - Under Ports, Strategy 2, Action 4: I recommend striking "and threats." Annual evaluation of workforce development opportunities should be sufficient.
  - Are we bold enough to recommend that the Virginia Port Authority set goals to change the percentage of freight carried by each transportation mode? For example, shifting to 33% truck, 57% rail and 10% water by 2030. I acknowledge the advantages of truck transport stated in the report; but it's clear that highway congestion will continue to worsen over at least the next decade to inadequate transportation funding. That in turn will increase freight delivery time and cost, making the Port of Virginia less competitive with other East Coast ports. Bold thinking is called for.
  - On page 26, (Summary and Complete Regional Profile) I disagree with the statement that "the crown jewel of the region is the Port of Virginia." The Port is certainly an important part of the region's economy but it is no more important—and arguably less important—than the Shipyard, the military bases, and our miles of waterfront. Looking at the reports that have been produced over the years that measure the economic impact of the Port, most of the benefit of the Port doesn't even accrue to our region. Even within our region, the impact of the Port on the Peninsula is somewhat marginal. A strength of our region is that we have a very balanced economy and singling out the Port as more important than other sectors may not present a balanced view of our assets and resources.
  - On page 39, Strategy 4, Action 2 (Port / Maritime Goals, Objectives, Strategies) mentions advancing the development of logistics parks within mixed-use communities. Unlike mixing retail and offices with residential, there is not much to be gained in "walkability" by developing large warehouses as part of a community. My experience ~~XXXX~~ is that citizens prefer the large distribution centers be built away from residential communities.

## **TOURISM / ARTS & CULTURE**

- **At Citizens for a Fort Monroe National Park, we applaud the Vision Hampton Roads effort. We share its overall goal of enhancing both quality of life and prosperity in southeastern Virginia. That's why we respectfully recommend that Vision Hampton Roads embrace a vision for Fort Monroe: a self-sustaining, pays-its-own-way Fort Monroe National Park.** (71 commenters; see attached)
- Under Tourism, Strategy 1: A summary should be easily understood by most residents....and I'm not sure "Brand Promise" hits that mark.

- Under Tourism, Strategy 3, Action 2: Seems like the “action” should NOT be simply to increase the level of funding...rather Educating the Community on the value of tourism may RESULT in an increase of funding. I’d much prefer that action to read, “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.”
- The paragraph on page 68 regarding Tourism and Culture ignores the nationally-known and top-rate venues, including Norfolk Scope, Hampton Coliseum (40 years of top acts!) and CNU's Ferguson Center. And Williamsburg is a top destination, between Jamestown, Colonial Williamsburg and Busch Gardens.
- **International Marine Exposition (World’s Fair):** I felt it incumbent to contact you via e-mail with a novel--and probably very doable--proposal for Hampton Roads in the future. I'll first provide you a bit of basic information upon myself. My name is Ron Bell, and I'm a Newport News native and lifelong Tidewater resident. I graduated from VCU in Richmond, did urban studies graduate work at ODU and earned a master's in humanities from Cal State University. I have taught in the Navy's Program for Afloat College Education as an English Professor for the past ten (10) years. Prior to this, I owned a small business and worked in a variety of areas, mainly sales and marketing.
  - As far as civic involvement, I've served upon four City Council-appointed committees: the USS Newport News Celebration Committee; the Newport News Occasions Board; the Newport News Historical Commission and, lastly, the USS Newport News Liaison Committee. Too, I authored the official song of the City of Newport News, created the city cable TV "History Highlights" series and coined the official slogan of the USS Newport News Celebration committee--"Newport News: Where Pride Runs Deep." So, yes, like yourself, my roots are firmly planted locally and I feel Tidewater Virginia, situated centrally on what I call America's "First Coast," is an ideal spot to live and work--probably one of the very best spots on this Earth of ours!
  - I am contacting you with a world-class proposal today, rather than individual elected officials in Hampton Roads because the Hampton roads Partnership exists, I believe, to assist our many communities in working together in harmony for the common good of this blessed region. I earnestly believe, Mr. Dickens, that Hampton roads, specifically, and Virginia, overall, would truly stand to gain longterm economic (and public relations) benefits if only our region would *consider* hosting a future marine-oriented World's Fair. It matters not where it is located(the city), as long as it would be held somewhere in Hampton Roads and the municipalities would gather together to see that it becomes a resounding success. The ideal name for this event would be, I'd think, the International Marine Exposition. The slogan or thrust of it could be, I believe, something along the lines of this: "Man and the Ocean Realm." And there are at least 28 nations with ties to the sea that could invest and participate. I'll provide this

list in this e-mail. Here are some of the areas of consideration an International Marine Exposition could effectively and colorfully cover:

- Exhibits:
  1. Ocean Energy (wind, current, oil exploration, etc.)
  2. Recreation: (Swimming, surfing, boating, fishing, diving, etc.)
  3. Transportation(shipbuilding, cargo, passengers)
  4. Marine Life/Conservation
  5. Research/Technology
  6. Weather
  7. Food/Nutrition
  8. Military
- I can envision this grand 6-month world-class/international event having tall ships from throughout the world visiting, not to mention navies from lands throughout the world. too, there can be gained great assistance from the local wealth of talent we have here with the Va. Marine Science Museum, the Mariners' Museum and, of course, Nauticus. Newport News Shipbuilding and leading merchant shipping firms globally could also play a significant role. **The World's Fair Committee is taking applications over the next year or so from cities for the 2017 and 2020 World's Fairs.** I believe an event in 2020 would give our region greater time to plan and implement such a milestone event--a total decade. And, hopefully, by that date, the national and world economy will be mended and once more vibrant!
- Even should I not be residing locally if and when this event would open, I'd be willing to play an active role in planning and promoting it, whether in a professional or voluntary capacity. I am, as you can see, sold on Hampton Roads, and I know in my heart that it would do a wonderful job in such a fascinating celebration of man's relationship with the sea!
- International Marine Exposition(World's Fair)  
Location: Hampton Roads, Virginia  
Theme: Man and the Ocean Realm
- Below is a list of countries that probably would be willing to locate pavilions on a World's Fair site related to a maritime, or marine, theme:
  - Nations participating: US, Canada, Mexico, Cuba, Panama, Venezuela, Brazil, United Kingdom, Iceland, Norway, Sweden, Denmark, Finland, Netherlands, Germany, France, Italy, Greece, Israel, Russia, South Africa, Egypt, India, Australia, New Zealand, Japan, China, Korea
- To quote the late philosopher Martin Buber as far as our region thinking "grand:" "If not now....when?"

## **INNOVATION and OPPORTUNITIES**

- Quoted from EVMS Winter 2010 Magazine:

- The percentage of Hampton Roads' economy related to the military stood at about 20% in the 1980s. That figure bloomed over the intervening quarter century, tallying roughly 50% of the region's business today. The relationship served as a buffer when the economy crashed in late 2007 and sent the private sector reeling, but that reliance could quickly become a liability.
- "That puts us, regionally, in a thoroughly exposed position because either defense spending could decline, or maybe taper off a bit, or there could be a change in the mix of defense spending so that the Department of Defense would spend more money on things that don't involve Hampton Roads," says James V. Koch, PhD, economics professor and president emeritus at Old Dominion University.
- The region got a taste of that possibility recently when the Navy opened discussions about relocating to Florida one of the aircraft carriers based in Norfolk. Community, business and political leaders from throughout the region decried the idea. Such a move would also send away thousands of jobs and up to \$1 billion in economic activity, according to published estimates.
- "The question arises," Dr. Koch says, "What can we do about that?"
- "It would be nice to think that we're going to attract the next Microsoft to Hampton Roads, but it's not very likely," he says. "The wisest thing for us to do is attempt to capitalize on distinctive assets that we already have," he says. "We're not starting from ground zero."
- From a quick skim, there is about ½ page of for offshore wind on page 48/49 (largely lifted from VCERC's report). Strategy 2 of Objective 4 (page 6 of 6 of the Outline) also addresses offshore wind.
  - Although one of the pillars of the *Vision* is the Port, the document doesn't appear to tie the offshore wind supply chain hub opportunities to the Port.
  - My impression is that this *Vision* very much under appreciates the supply chain hub opportunities that offshore wind presents for the area.
  - I believe this should be discussed at next Tuesday's Board Meeting, and that VOW should emphatically engage CEDS relative to upgrading these opportunities to a higher level of visibility and more strategic place in the vision, rather than the very limited description included in this Draft.
  - I will also forward these thoughts to the Green Jobs Alliance and to select members of VCERC.
- We need to be a green center of excellence for both energy conservation and environmental improvement.
- Health of Chesapeake Bay should be a strategy.
- I'm certainly hoping that your organization will be supporting windmills vs. oil drilling off of Virginia's coast.

- I also think that Hampton Roads should have a energy efficiency plan, similar to the ones implemented by "Cool Cities". This could set us apart as being seen as progressive.
- page 46-47 lists 2/3 of the universities doing research, focusing heavily on physical technologies. It ignores CNU, whose research strengths include M&S, integrated circuit design, remote sensing and web-based science education; CNU also has a Beowulf-class supercomputer. Also, as an emerging Liberal Arts university with strong liberal-arts research capabilities, and those sectors making advances in training technology (copy also pg 81).
- I am very excited about your Vision Hampton Roads strategic plan, and I feel you are doing an incredible job of organizing this project. I would like to assist in any way I can, but especially in the area of BioScience Technology. There is tremendous potential in this region that could be achieved by:
  - Capitalizing on existing information technology strengths to commercialize Personalized Medicine and digital medical record technology
  - Coordinating regional bioscience research and clinical evaluation activities with those for product development and healthcare
  - Providing “affordable” incubator space and wet-lab facilities for bioscience start-up businesses
  - Building a website to provide an overview of the region’s bioscience capabilities and interests to attract employees and businesses
  - Providing a clear roadmap on how to access and take advantage of the region’s bioscience capabilities and interests
  - Integrating the value of high-energy physics, nanotechnology, modeling, simulation, and sensor technology into the region’s bioscience industry
  - Coordinating the bioscience activities of the region with those of the state, and especially Richmond and Northern Virginia, plus Maryland and North Carolina
  - Developing and attracting a broad array of services needed to support bioscience businesses for product research, development, clinical evaluation, and production
  - Developing a comprehensive training capability to produce the workforce needed for bioscience product research, development, clinical evaluation, and production; as well as criminal forensics and diagnostic testing
  - Please let me know how I can contribute.



## ***Vision Hampton Roads Public Comment Survey Results***

This document is 96 pages, 1.51MB. Many of the 363 online survey respondents provided multiple and very detailed comments. An additional set of comments (83) were received via email and social media.

### **Contents:**

Demographics	Pages 1-12
Baseline Info and Comments	Pages 13-24
Goals/Objectives/Strategies Rankings and Comments	Pages 25-56
Measures Rankings and Comments	Pages 57-59
Outreach Feedback	Pages 60-61
Additional Comments	Pages 62-76
Feedback from Citizens for a Fort Monroe National Park	Pages 76-96 (labeled Pages 1-19)

### **Comments are grouped by *Vision* Themes:**

- General/Miscellaneous
- Definitions (if any)
- Intellectual & Human Capital
- Infrastructure
- Sense of Place
- Federal
- Port / Maritime
- Tourism, Arts & Culture
- Innovation & Opportunities



## Vision Hampton Roads Public Comment Survey 1/05/10 - 2/05/10

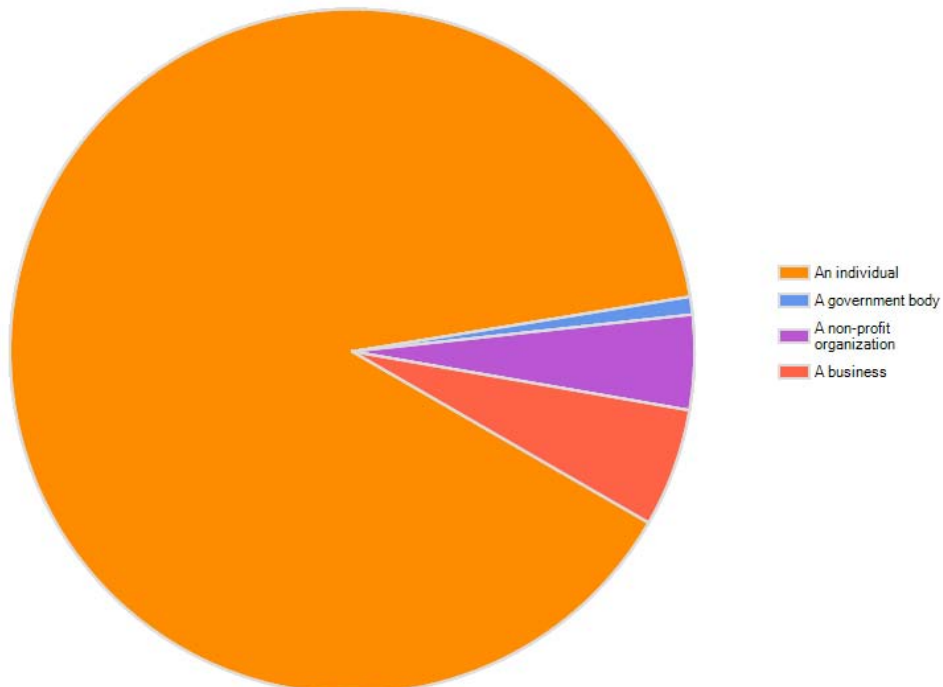
Survey Respondents 363  
Surveys Completed 305 (84%)

### Question 1: Comment is being submitted as:

<b>An individual</b>	<b>89.1%</b>	<b>319</b>
A government body	0.8%	3
A non-profit organization	4.5%	16
A business	5.6%	20

*answered question* 358  
*skipped question* 5

Comment is being submitted as:





**Question 2: Please provide your contact information (this survey may not be taken anonymously):**

Name:	100.0%	358
Company:	44.7%	160
Address:	100.0%	358
Address 2:	6.4%	23
City/Town:	100.0%	358
State:	100.0%	358
ZIP/Postal Code:	100.0%	358
Email Address: (optional)	60.6%	217
Phone Number: (optional)	31.8%	114

***answered question***      **358**

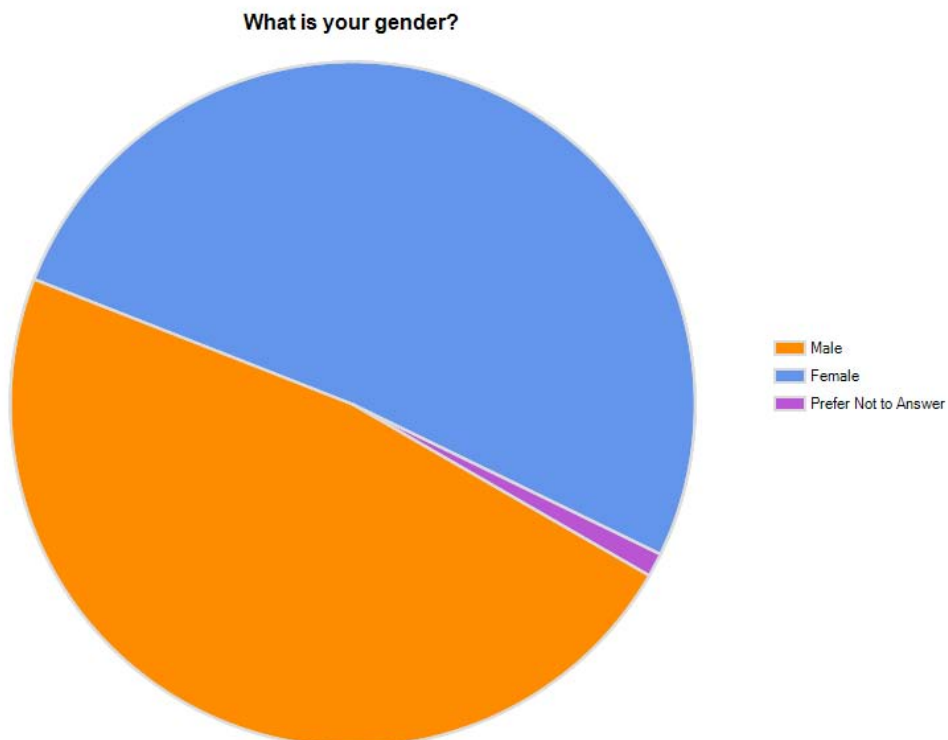
***skipped question***      **5**

**Question 3: What is your gender?**

<b>Female</b>	<b>51.3%</b>	<b>183</b>
Male	47.6%	170

***answered question***      **357**

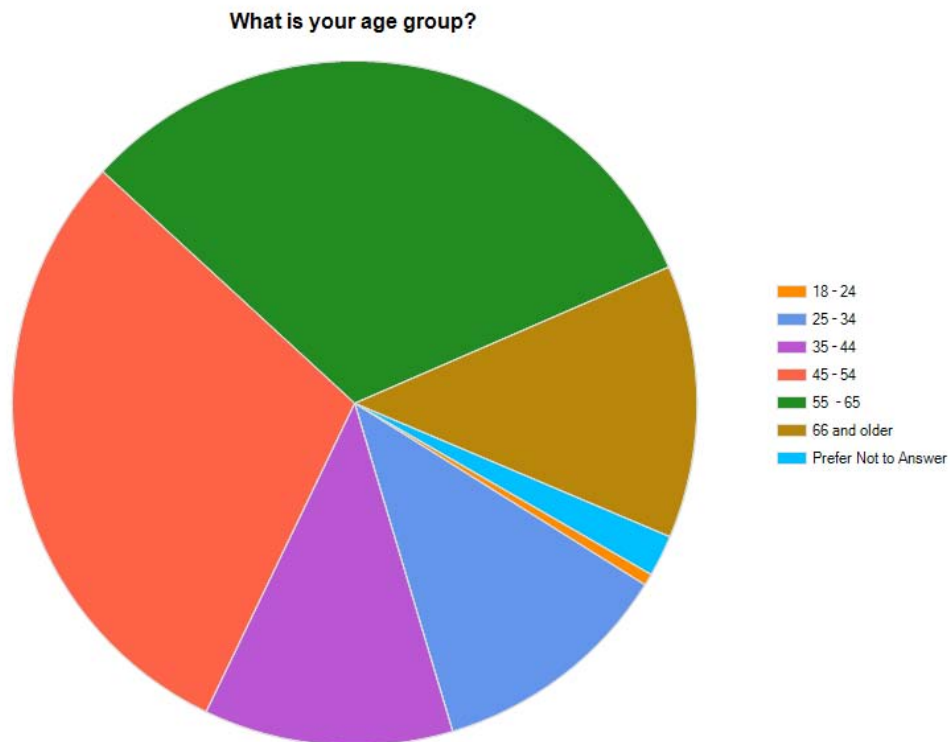
***skipped question***      **6**



**Question 4: What is your age group?**

18 – 24	0.6%	2
25 – 34	11.5%	41
35 – 44	11.8%	42
45 – 54	29.7%	106
<b>55 – 65</b>	<b>31.7%</b>	<b>113</b>
66 and older	12.9%	46
Prefer Not to Answer	2.0%	7

***answered question*      357**  
***skipped question*      6**



**Question 5: What is your race?**

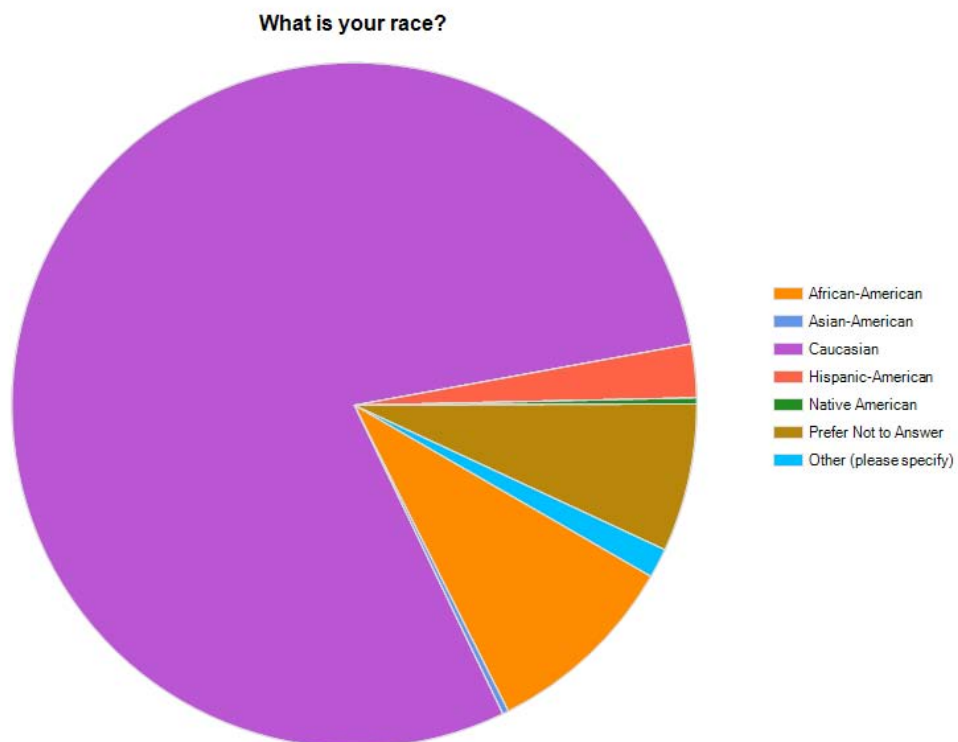
African-American	9.2%	33
Asian-American	0.3%	1
<b>Caucasian</b>	<b>79.3%</b>	<b>283</b>
Hispanic-American	2.5%	9
Native American	0.3%	1
Prefer Not to Answer	7.0%	25

Other (please specify) 1.4% 5

- American (2)
- Human Race
- I do not like this question!!!!
- NATIVE AMERICAN/CAUCASIAN/AFRICAN-AMERICAN

***answered question* 357**

***skipped question* 6**

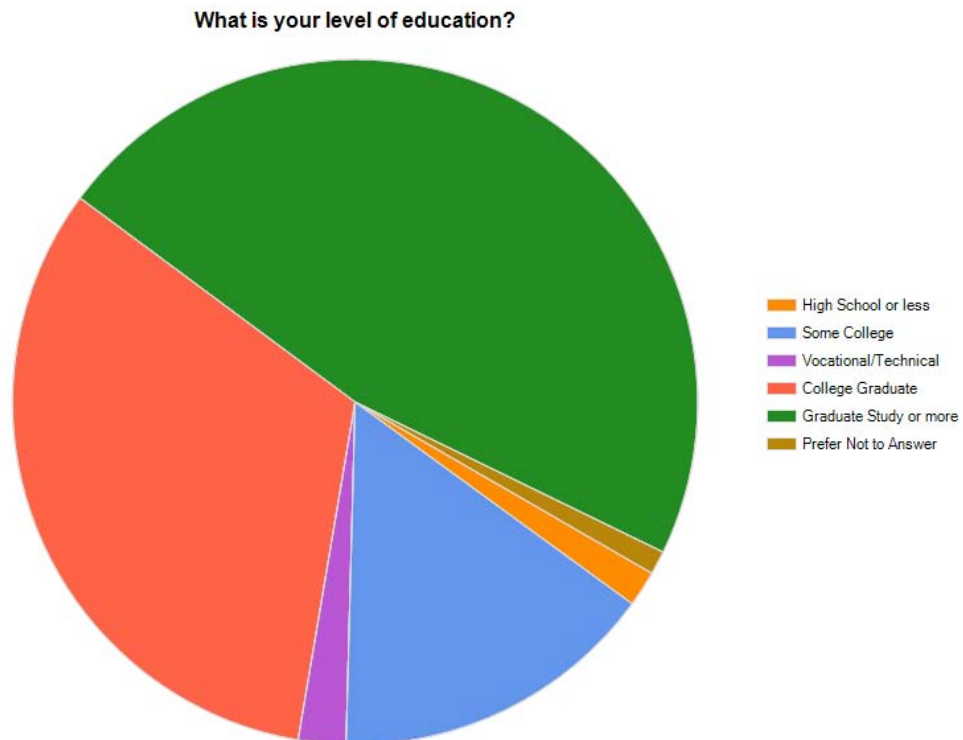


**Question 6: What is your level of education?**

High School or less	1.7%	6
Some College	15.4%	55
Vocational/Technical	2.2%	8
College Graduate	32.5%	116
<b>Graduate Study or more</b>	<b>47.1%</b>	<b>168</b>
Prefer Not to Answer	1.1%	4

***answered question***      **357**

***skipped question***      **6**



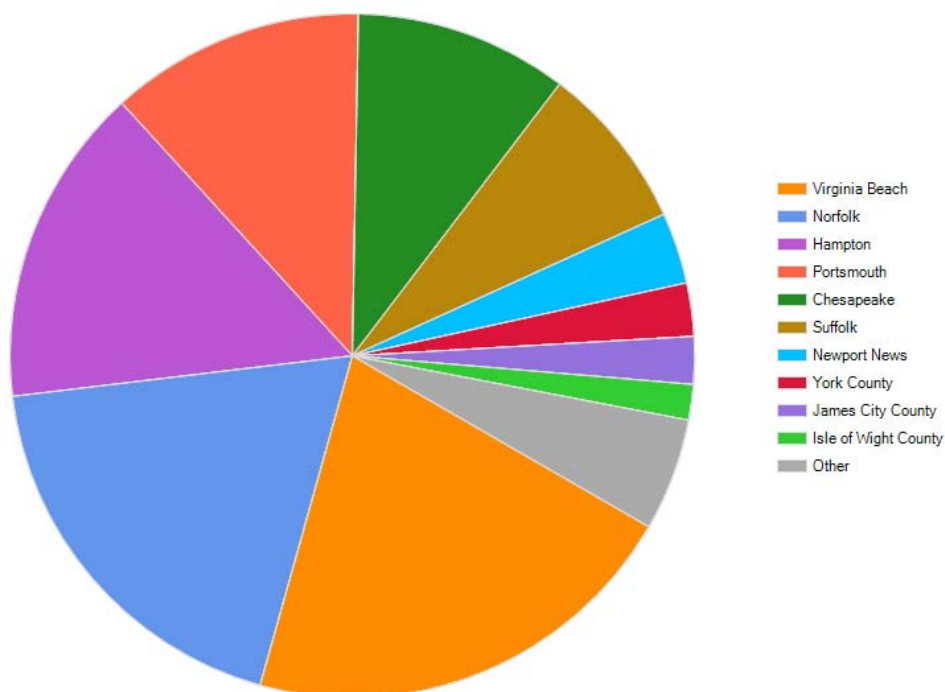
## 7. In what city or county do you live?

Chesapeake	10.1%	36
Franklin	0.3%	1
Gloucester County	0.6%	2
Hampton	15.1%	54
Isle of Wight County	1.7%	6
James City County	2.2%	8
Newport News	3.4%	12
Norfolk	18.8%	67
Poquoson	1.1%	4
Portsmouth	12.0%	43
Southampton County	0.0%	0
Suffolk	7.8%	28
Surry County	0.0%	0
<b>Virginia Beach</b>	<b>21.0%</b>	<b>75</b>
Williamsburg	1.1%	4
York County	2.5%	9
Prefer Not to Answer	0.6%	2
Other (please specify)	1.7%	6
<ul style="list-style-type: none"> <li>• Mathews</li> <li>• Norfolk and Virginia Beach</li> <li>• Ohio</li> <li>• Prince William County</li> <li>• Raleigh, N.C. raised in Newport News</li> <li>• Richmond area (Chesterfield County)</li> </ul>		

**answered question 357**

**skipped question 6**

In what city or county do you live?

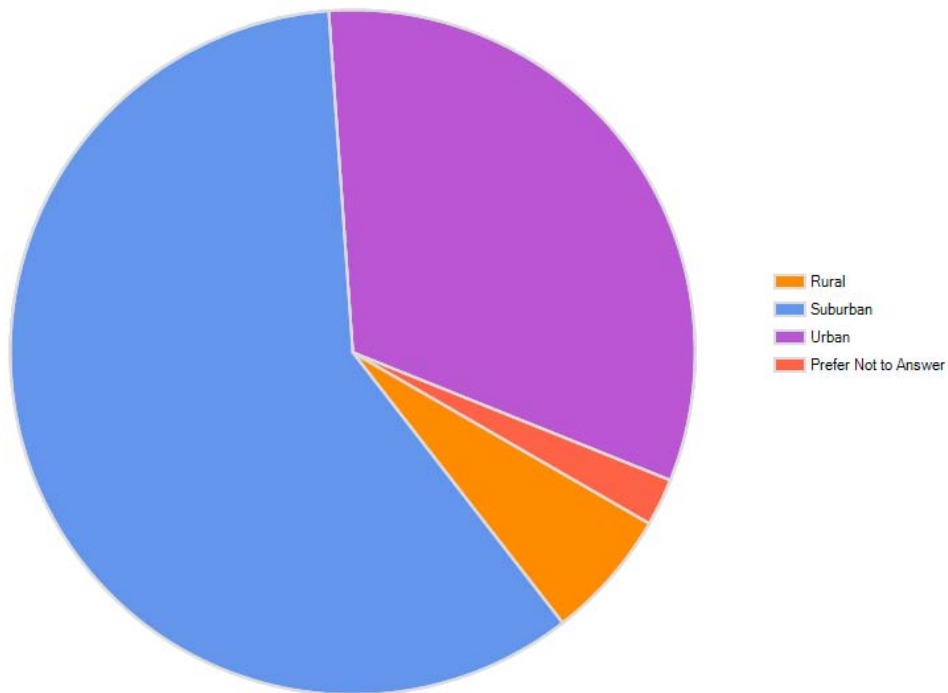


**Question 8: Do you consider your specific living situation to be...?**

Rural	6.2%	22
<b>Suburban</b>	<b>59.4%</b>	<b>212</b>
Urban	32.2%	115
Prefer Not to Answer	2.2%	8

***answered question***      **357**  
***skipped question***      **6**

**Do you consider your specific living situation to be...?**



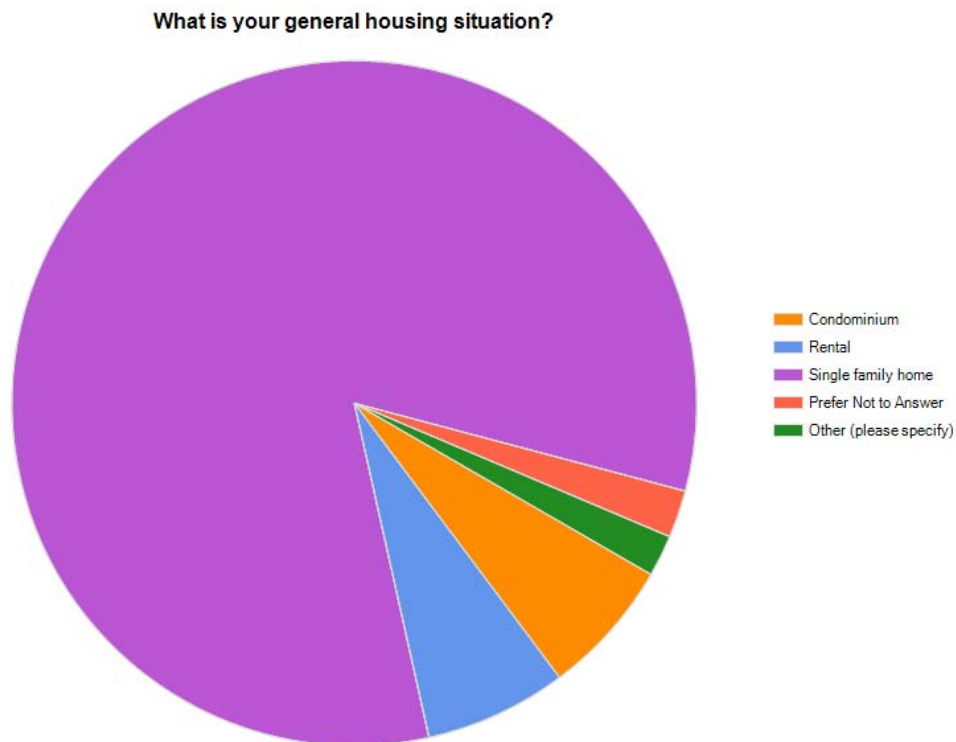
**Question 9: What is your general housing situation?**

Condominium	6.4%	23
Rental	6.7%	24
<b>Single family home</b>	<b>82.6%</b>	<b>295</b>
Prefer Not to Answer	2.2%	8

Other (please specify)	2.0%	7
• TOWNHOUSE (4)		
• Co-op		
• Renting a room after a divorce		
• Single Family Condo		

***answered question***      **357**

***skipped question***      **6**



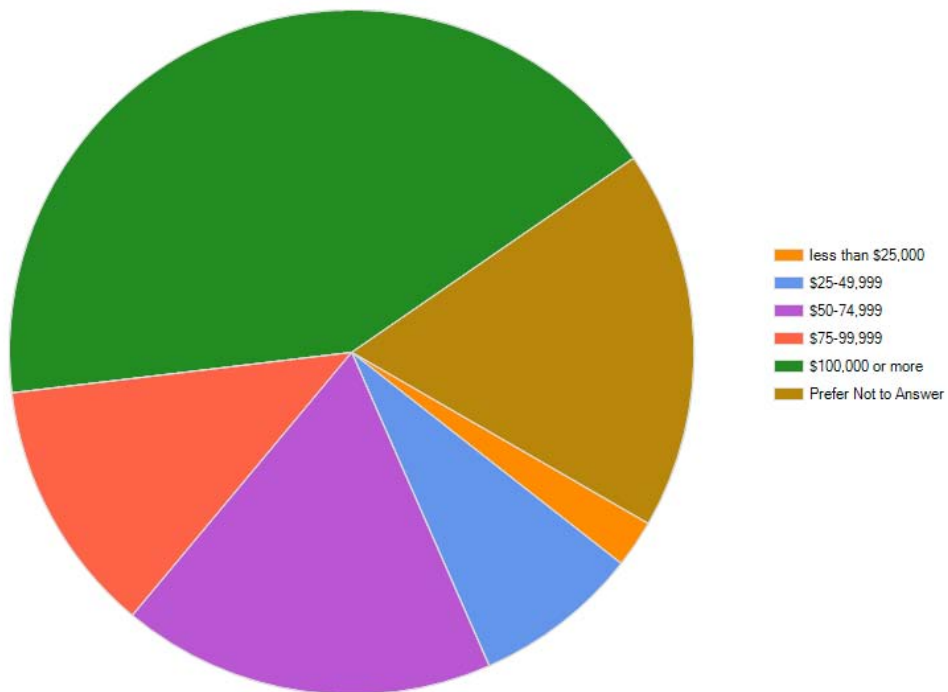
**Question 10: What is your Annual Household Income?**

less than \$25,000	2.2%	8
\$25-49,999	7.8%	28
\$50-74,999	17.6%	63
\$75-99,999	12.0%	43
<b>\$100,000 or more</b>	<b>42.3%</b>	<b>151</b>
Prefer Not to Answer	17.9%	64

***answered question***      **357**

***skipped question***      **6**

**What is your Annual Household Income?**





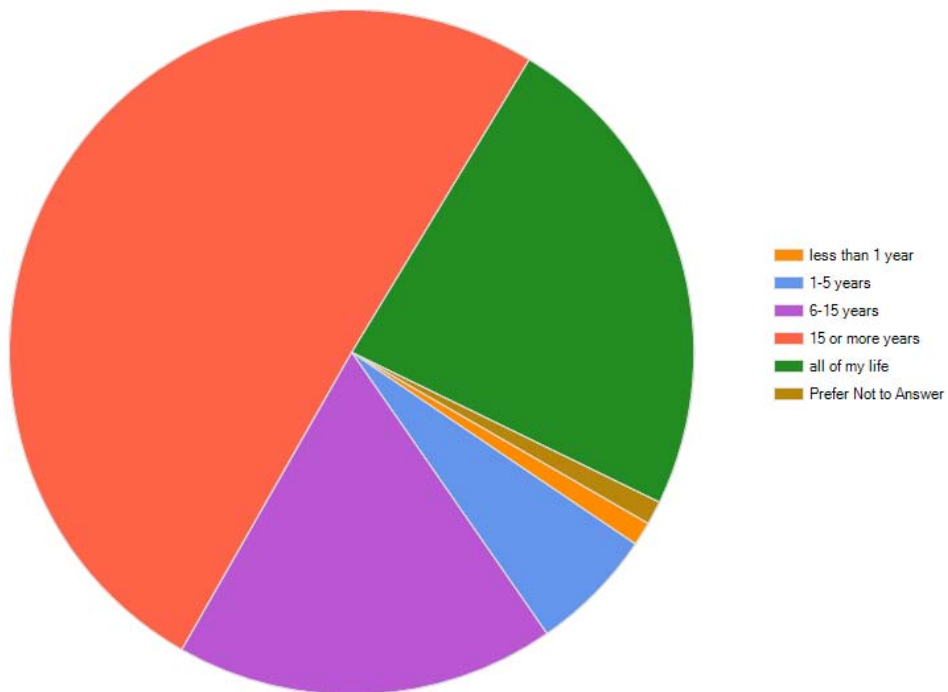
**Question 11: How long have you lived in Hampton Roads?**

less than 1 year	1.1%	4
1-5 years	5.9%	21
6-15 years	17.9%	64
<b>15 or more years</b>	<b>50.4%</b>	<b>180</b>
all of my life	23.5%	84
Prefer Not to Answer	1.1%	4

***answered question***      **357**

***skipped question***      **6**

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



**Question 12: In what city or county do you work?**

Chesapeake	6.7%	24
Franklin	0.0%	0
Gloucester County	0.3%	1
Hampton	9.5%	34
Isle of Wight County	0.8%	3
James City County	1.1%	4
Newport News	5.3%	19
<b>Norfolk</b>	<b>19.6%</b>	<b>70</b>
Poquoson	0.3%	1
Portsmouth	11.2%	40
Southampton County	0.3%	1
Suffolk	4.2%	15
Surry County	0.0%	0
Virginia Beach	14.3%	51
Williamsburg	1.4%	5
York County	0.3%	1
Retired	12.0%	43
Prefer Not to Answer	2.8%	10

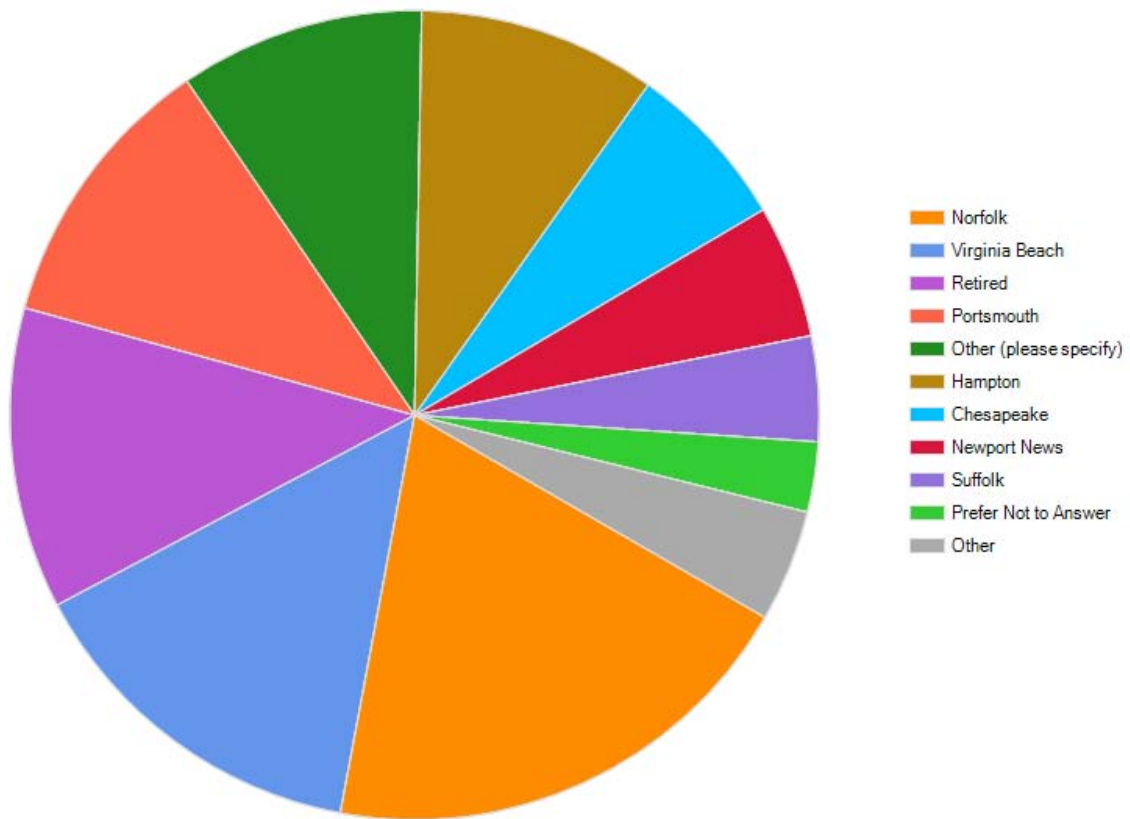
Other (please specify) 9.8% 35

- Retired (7); DoD Norfolk Naval Base, I did teach at TNCC
- Hampton Roads/Region-wide (7); Office is located in Norfolk, but I work in 13 Hampton Roads localities
- Realtor/Real Estate Agent (3)
- Homemaker (2)
- Sales (2); thus I work in most of all the cities
- Unemployed (2); HAVE WORKED IN NORFOLK, HAMPTON, NN
- Student
- District of Columbia
- Statewide
- All restaurants east of Williamsburg and the Eastern Shore
- Both Poquoson and Newport News -- I have two jobs
- Virginia Beach and Norfolk
- HAMP, N.N. ,YORK, POQUOSON
- Recent college grad, looking for employment
- Southside
- All Cities We go to our clients
- My work takes me all over the US and Europe as well
- Richmond, I commute everyday

***answered question*** 357

***skipped question*** 6

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



**Question 13: What are the three (3) best things about living in Hampton Roads?**

**Scenic Beauty and Environment**

**59.7% 210**

**Recreational Opportunities**

**42.0% 148**

**Arts and Culture**

**37.8% 133**

**Sense of Community / Place / Image**

**36.1% 127**

**Job Opportunities**

**23.0% 81**

**Education**

**21.6% 76**

**Housing**

**18.2% 64**

**Health care**

**10.8% 38**

**Safety**

**10.8% 38**

**Industries**

**2.8% 10**

**Energy**

**2.0% 7**

**Transportation**

**0.6% 2**

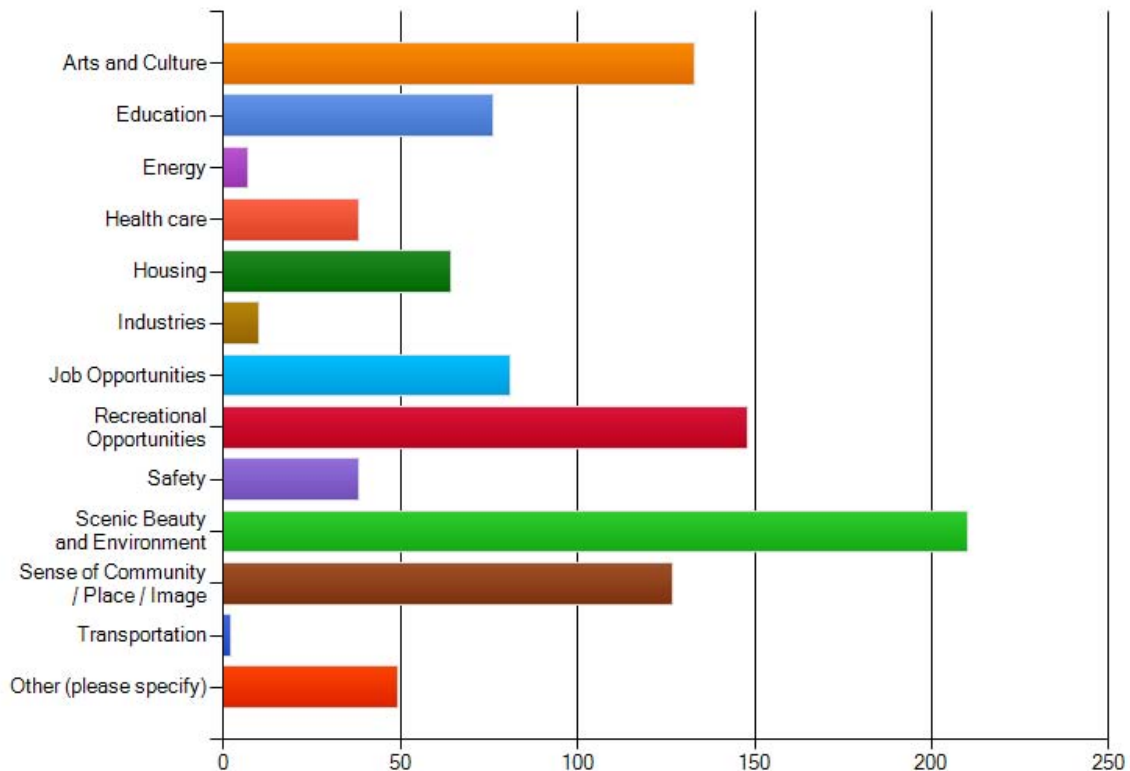
**Other (please specify) 13.9% 49**

- **History (9)** historic downtowns/residential districts of Norfolk and Portsmouth; Historical significance: much of America's history played out here - and is still apparent in existing Tidewater places, structures, and features; The history dating to 1607 that represents the birthplace and development of the world's first true democracy; Historic value and properties
- **Climate/Weather (5);** most times
- **Family (5);** reason for relocation; my family lives here; Still a wonderful place to start a family (fairly safe; not too business; country feel in a city environment).
- **Water and waterscapes/Beach (4)**
- **Military/Military facilities (3);** A sense of "community" with other military families
- **None (3);** I am here and have stayed here due to my husband's Naval Career. Now, that he has retired we decided to stay here because we spent the majority of his duty time here in the Hampton Roads area. We reared our two sons here and they received their education in this area as well-Northern VA is where the younger of my 2 son's went to college and now resides. New York is my husband and myself home of origin; so the safety factor would be the only choice that would apply in our case as opposed to NY.
- **Cost of living (2)**
- **Diversity (2)**
- **Miscellaneous (17)**
  - Business opportunities
  - Central Location
  - Discount "Image" from the last selection...
  - Exciting intellectual environment provided by Federal Labs and regional universities.
  - Good Family Activities
  - Good gardening, great people
  - I embrace the suburban, low-key lifestyle Virginia Beach offers. I enjoy the natural beauty, waterways and parks. I also enjoy the history of the area.
  - I found a job here

- It used to be the cost of living but now that has risen to be oppressive. It is now the water that surrounds Newport News. It will be the cause of our moving if regionalism takes hold
- I've lived here 80 years. I don't quantify what's best.
- Middle of the seaboard - able to reach most my destinations in day's drive or 5-hour flight.
- Proximity of urban centers to still rural areas (2); centralized area with plenty to do no matter which direction you travel
- Sailing
- Small area with room for growth.
- Stable economy
- The Beaches and the climate
- Zoo and marine science museum--animals in general

***answered question*        352**  
***skipped question*        11**

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



**Question 14: What are the three (3) greatest challenges facing Hampton Roads?**

<b>Transportation</b>	<b>79.3%</b>	<b>280</b>
<b>Job Opportunities</b>	<b>47.3%</b>	<b>167</b>
<b>Education</b>	<b>28.0%</b>	<b>99</b>
Industries	24.9%	88
Sense of Community / Place / Image		
	18.7%	66
Safety	17.6%	62
Housing	13.3%	47
Scenic Beauty and Environment	10.2%	36
Arts and Culture	9.1%	32
Health care	9.1%	32
Energy	8.8%	31
Recreational Opportunities	5.4%	19

Other (please specify) 13.3% 47

• **Regionalism /Government (13)**

- Ability to advocate/move forward as one community
- Excessive local government spending and borrowing and the push for regional governance
- 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.
- The cities not cooperating with one another
- The lack of a strong metropolitan area
- Ability to position region as single coherent political entity within state.
- Lack of community leadership from active citizens and lack of interest in collaboration
- Large government
- Lack of strong regional leadership, low level of citizen engagement in civic life.
- Sense of business identity. Charlotte = Banking; What is ours? Military? Why not the hub of Virginia Technology Development? Sense of regional identity - The region needs to be like a New York City to get a collective identity (Brooklyn, Bronx, Staten Island, etc., yet Mayor Bloomberg seems to speak for all.) Here, Norfolk, VA Beach, Chesapeake, et al seem to be what is mine is mine and what is yours is mine. This doesn't help at the General Assembly. The Peninsula, especially as one gets out of Hampton, seems to be more focused on Richmond than Southside. our deplorable transportation system doesn't help that. It also cuts off a large segment of the talent we business owners would like to tap for our Southside businesses.

• **Environment /Preservation (10)**

- Adaptation to climate change impacts; Environment in the sense of global warming. If we are under water, all else is moot!
- Green space
- Taking Care of our environment---off shore wind must be on our forefront. We must help the CBF and LRN keep our waterways clean.
- Poor environmental awareness. Dirty air from shipping industry, landfills, polluted, trash-laden rivers and creeks.
- Preservation of historic heritage and environmental assets (such as bay).

- Protecting places like fort Monroe from builders & protecting our waterways and shorelines
- Lack of interest in preserving Ft. Monroe
- Maintaining our historical background
- **Economy/Budgets (8)**
  - Cost of living, chiefly, taxpayers leaving to escape tax escalation due to public-private partnerships
  - Growth of the Port. Specifically, the lack of political will to create the infrastructure necessary to support the future growth of the Port, which, as an economic engine, will do much to spur employment.
  - Large corporate HQs and the associated dollars that follow them.
  - not getting monies from the military for education or tax support
  - Receiving less tax revenue from the state than paid into the system for transportation and other items.
  - THE COST TO THE CITY BUDGET FOR EDUCATION IS HUGE BUT IT MUST CONTINUE TO SUPPORT IT TO MAINTAIN A HIGH ECONOMIC DRAW. IT ALSO WOULD BE EASY TO DROP ARTS DURING THE HARD ECONOMIC TIME. WE MUST KEEP THIS AREA IN THE BUDGET AND STRONG.
  - The effects of the recession and Federal, State and Municipal budget cuts on our quality of life as a community.
  - Need for more non-government related businesses /economic activity.
- **Infrastructure (4)**
  - Transportation and transportation (2)
  - Infrastructure - potholes in roads, railways crossing major thoroughfares, buildings falling down and in disrepair, no evidence of community pride
  - Lack of fast passenger rail connections to DC and Richmond
- **Culture (2)**
  - Keeping the young, talented people in the area.
  - A lack of innovative architecture. a) A lack of understanding the natural beauty as an asset to attract the "creative class" that would bring with it innovation and forward-thinking. b) A misguided architecture firmly in the hands of one consulting agency (mostly in the city of Norfolk that enjoys national and international name-recognition due to Naval Base)
- **Miscellaneous/Multiple Issues per Comment (11)**
  - #1 - lack of regional spirit and cooperation #2 - transportation #3 - lack of high paying jobs
  - Attracting more tourists Attracting young professionals
  - Attracting Seniors - Suggestions: revision of real estate tax relief, assistance with simple legal questions, contacts for volunteers for emergencies, handyman list for small repairs, painting, etc.
  - Commitment to the underserved in general including companion animals
  - Free Recreation for the less fortunate.
  - Improving the quality of education for our children and balancing the city budgets without raising taxes.
  - It's a combination of arts and culture as well as recreational opportunities and industry. There may be arts events that take place, parades, etc but there is no easy means of transportation to get to any of these events. Because of the horrible conditions of the highways and the fact that the tunnels act like tourniquet makes people stay home, not get involved, and look for the first job opportunity to move away.

- More basic than jobs is industries and businesses that contribute to the economic well being and viability of our nation. This region is excessively dependent upon federal money related to the military. This drains our country and does not produce anything. A dollar spent on alternative energy production capabilities or preventive health measures provides incredible return on investment (ROI). We need the region to cooperate in the production of ethanol to reduce our dependence on gas and eventually to replace it. We do not need to use corn. Instead, this ethanol production needs to come from sorghum, barley or cattails. The latter may be fertilized by sewage as the return is 10,500 gallons of ethanol per acre per year. At the same time, the cattails mitigate or clean the sewage. This is a cutting edge, permaculture concept. For all feed sources, mash waste from the fermentation process can be turned into profitable fertilizer businesses. Mash from sorghum or barley can be used as feed for livestock. The community colleges need to offer courses in flex fuel car kits production enabling cars to run on 100% ethanol. Training also needs to be provided to teach technicians how to install and maintain these conversion kits. This training could be offered online at almost no cost to students as the need is so severe. The courses could be developed for a one-time fee with costs borne by the state. The college learning management system (LMS) could handle the sign up, delivery, and transcripts at minimal cost as they already have the LMS. Cars can already run on 50% ethanol. Brazil converted to ethanol and is now self sufficient albeit they use sugar cane which is not the best choice for us. Crops\ that may be efficient regionally include sorghum and barley. The Osage Plant in Hopewell is using barely as they can get two crops from it in this climate. We need to look to their success and follow it. We should look regionally to supporting the development of ethanol plants that will supply fuel locally thus reducing costs related to shipping it. This would help to make us more competitive with gasoline and diesel. Yes, kits can also be made enabling diesel vehicles to use ethanol. A good resource is the book, Ethanol Can Be A Gas. This would provide thousands of jobs locally. This region is in a perfect area to do this as we have the farmland, technical knowhow (plant designers and construction workers), and port capabilities to make this happen. Another challenge to our area is Health Care Costs. The way to get a handle on them is to prevent disease from the “get go.” This involves revamping health and physical education in schools so that the latter is a laboratory for the former. Health and physical education need to be relevant and have their own SOLs at the 6th and 12th grade levels. The curriculum needs to focus on 1. movement safety ( requiring an understanding of anatomy/physiology/ergonomics, how to move safely, lift safely , and exercise safely; 2. active, life-long, transferrable leisure skills ( i.e. swimming, social dancing, square dancing, ballet/modern/jazz dancing, golf, bowling, walking, hiking, kayaking, bicycling, t'ai chi, yoga, self defense, and the like) 3. stress management knowledge and skills (90% of our diseases are related to distress) 3. brief introductions to popular sports ( basketball, volleyball, tennis, pool, softball, soccer, and the like) and 4. responsible reproductive health and safety with the high school courses focusing on maintaining a healthy, safe adult life from the standpoint that being educated and knowledgeable is essential to both. Health and Physical Education

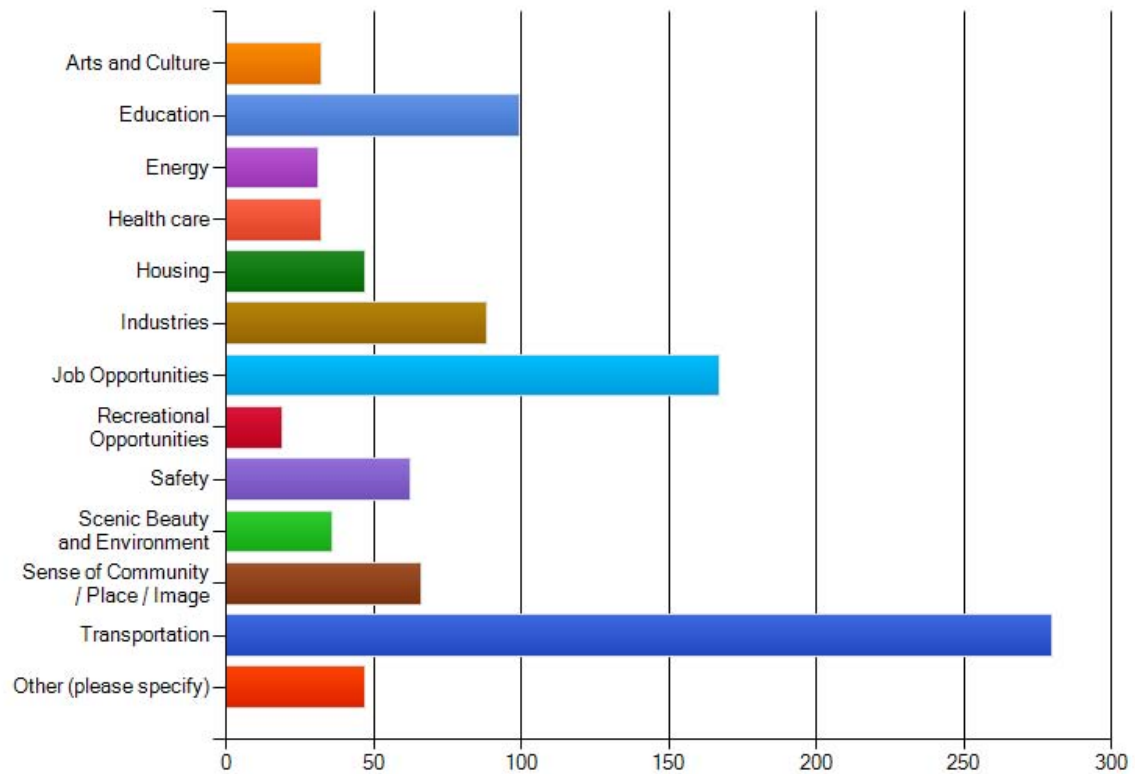


classes need to: be relevant and motivational, show students how health and fitness help to make their lives better, how real positive health translates into a better appearance, and provide a map to achieving positive health through the right amounts and types of rest (related to stress management, sleep, and relaxation), exercise, diet, and positive attitude. These classes need to bridge or serve as an integration point to all other classes i.e. relating scoring to elementary math, anatomy and nutrition to biology, exercise energy expenditure computations to algebra, dance arts to history and the humanities, tests to statistics and research methods, ethnobotany to history and/or botany, stress management to psychology, injury prevention to medicine, safety, engineering, and ergonomics etc.) There are some creative ways we may be able to reward those with outstanding fitness in terms of obtaining, retaining, and progressing career-wise. This could be done without discrimination. Those that are optimally fit cost businesses less and relate directly to a business' bottom line. This needs to be explored. Looking to the military for guidance here may be a good idea.

- Our goal is to be recognized as a region fueled by intellectual and human capital. We need to upgrade the appearance of our "human capital" by getting rid of "corporate casualty" attire. The present economy is the perfect time to begin the transition back to professional attire. University studies prove that people are more productive. My associates report that when their suppliers consider locating here or in Washington, DC, etc., they do not choose Hampton Roads. I believe it is because our human capital looks like they'd rather be boating, fishing, loafing, etc.
- The population is not growing - Virginia Beach, Norfolk, Portsmouth, etc. need to figure out "why"? City spending has been out of control for many years and is threatening true economic growth. The push for regionalism is, in many ways, an effort to bypass the constitutional system - we end up with unelected bodies creating laws, spending money etc. while elected officials escape accountability - Witness the Norfolk Tide cost overrun debacle with HRT.
- This is very difficult for me to answer. I think Hampton Roads does very well with all of the things listed. Perhaps their ability to handle snow could be improved?

<b><i>answered question</i></b>	<b>353</b>
<b><i>skipped question</i></b>	<b>10</b>

**What are the three (3) greatest challenges facing Hampton Roads? (Please choose three responses or less)**



**15. 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:**

1 (most important)  
 2 (moderately important)  
 3 (less important)  
 4 (least important)  
 Average Rating  
 Response Count

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>AVG</b>	<b>CT</b>
<b>Port</b>	<b>68.0% (221)</b>	<b>25.5% (83)</b>	<b>5.8% (19)</b>	<b>0.6% (2)</b>	<b>1.39</b>	<b>325</b>
<b>Quality of Life Improvements</b>	<b>58.6% (188)</b>	<b>29.3% (94)</b>	<b>10.0% (32)</b>	<b>2.2% (7)</b>	<b>1.56</b>	<b>321</b>
<b>Military</b>	<b>60.1% (193)</b>	<b>28.3% (91)</b>	<b>8.4% (27)</b>	<b>3.1% (10)</b>	<b>1.55</b>	<b>321</b>
High-Tech	56.3% (180)	34.4% (110)	8.8% (28)	0.6% (2)	1.54	320
Small Business	52.0% (166)	37.9% (121)	9.4% (30)	0.6% (2)	1.59	319
Environment	48.5% (157)	38.9% (126)	10.2% (33)	2.5% (8)	1.67	324
Tourist-Oriented	44.1% (139)	41.3% (130)	10.5% (33)	4.1% (13)	1.75	315
Health	40.4% (129)	43.3% (138)	15.0% (48)	1.3% (4)	1.77	319
Finance	39.0% (122)	47.3% (148)	11.8% (37)	1.9% (6)	1.77	313
Government	38.1% (122)	38.4% (123)	18.4% (59)	5.0% (16)	1.90	320
Energy	35.4% (115)	52.6% (171)	9.5% (31)	2.5% (8)	1.79	325
Real Estate	25.2% (80)	48.1% (153)	22.0% (70)	4.7% (15)	2.06	318
Light Industrial	24.1% (75)	54.3% (169)	18.3% (57)	3.2% (10)	2.01	311
Retail/Restaurants	20.2% (65)	47.5% (153)	23.6% (76)	8.7% (28)	2.21	322
Office	14.3% (44)	48.9% (150)	29.3% (90)	7.5% (23)	2.30	307
Heavy Industrial	13.8% (44)	38.6% (123)	36.1% (115)	11.6% (37)	2.45	319
Other (*see below)	76.9% (50)	15.4% (10)	1.5% (1)	6.2% (4)	1.37	65
Other (please specify here)	79					

- **Transportation Infrastructure (21)**

- HRBT PROBLEMS !!!!!
- Improving universities and rail transportation, both intercity passenger and regional rail, and freight rail.
- Interstate transportation-bridges & tunnels-NOT light rail
- Poorly designed light rail that serves very limited communities.
- Road system sucks--- we need more roads, tunnels and mass transportation
- Someone needs to figure out what the hell went wrong with the light rail system in Norfolk, and why the other cities are not involved. What this area needs is a Robert Moses. Look him up, he was a genius. He made NYC what it is today. Hampton Roads needs one person overseeing all of its cities with one vision, interconnecting all of the cities to make it easy for people to commiserate and travel. You should be able to hop on a train in VA Beach or Norfolk and take it to Hampton or Newport News, or even as far as Richmond. We should be enabling people to commute to work from Newport News to Richmond on a train not sitting for hours on end in a car!!!! If you want Norfolk to be this port destination for cruise ships then you better give people things to do and multiple ways of getting there. How is it possible for someone

getting off a cruise ship in Norfolk to get to the beach in VA Beach? Rent a car? Try finding a car rental place within a few blocks of the port. How about light rail station nearby? HMMMMM...interesting. Yeah, they've been doing this for years in other cities in this country. Why has it not been happening here?!?!

- The light rail, improved parking and roads, transportation in and out of cities (rail and air), emergency services, disaster preparedness
- This is difficult. ALL are important for the vitality of this diverse region. TRANSPORTATION is missing - it relates to Quality of Life Improvements, Tourism, Port, etc. WE MUST HAVE STRONG TRANSPORTATION FOR ALL OF THIS TO WORK. High Speed Rail to connect, Light Rail local, Longspan bridge instead of another tunnel, bike lanes, etc.
- Transportation and connectivity is the key to being competitive. We must hi speed rail in round 1 to connect to DC and beyond.
- Transportation and developing more interstate highways in southeastern Virginia beach.
- Transportation Improvements including tolls at all major crossings, light rail, interstate widening including more tubes at the various crossings.
- TRANSPORTATION IMPROVEMENTS TO SUPPORT ECONOMY
- Transportation is critical to all of the above as all aspects of Hampton Roads depends on whether you can get there or not - goes from transporting to and from ports as well as tourism, small business, retail, etc. Many will not come to the area because of the hold up in the tunnels and bridges.
- Transportation is critical. By that I mean "Complete Streets", not only spending money and land on motorized polluting vehicles. Prioritize pedestrian and bicycle modes from the current non-existent to even with autos and trucks.
- Transportation links from Newport News/Hampton, etc. to Norfolk, VA Beach other than the tunnels. The VISION is going to increase traffic from both sides and this will increase congestion. Have to explore other transportation avenues.
- We need to link all cities with the light rail
- **Quality of Life/Arts & Culture-Tourism (15)**
  - And its relationship to tourism must be addressed in a unified way in order to be part of the economic solutions currently sought
  - Important to quality of life and sense of community
  - Continuing efforts to offer performing and visual as well as public art to the citizens and tourists.
  - Create new tourism attractions - concepts support small business environment to attract entrepreneurs
  - Establish a Fort Monroe National Park
  - Given the diverse population that lives in the Hampton Roads area, especially with military imports, how come we don't have a more diverse and intentional cultural scene
  - Historic preservation
  - Historic Quadrangle enlarging Historic Triangle
  - Substantial support of the arts (need to be greatly increased) You have world class Symphony and a great Opera and they are struggling to survive.
  - Keeping young people in the area
  - It is important to explore eco-commerce and tourism. Sustainable industries can enhance the natural gifts of the Hampton Roads area.

- Making Fort Monroe a self-sustaining National Park
- Quality of Life Improvements for Hampton Roads equals focusing greatly on building successful heterosexual marriages and is priority number one. Businesses should focus on developing heterosexual marriages within this region, because it is greatly challenged by transportation, nightlife, and a male to female ratio. Hampton Roads should offer incentives to every organization that can increase the female labor pool considering the high volume of single males that relocate to this area. All Human Resource Departments SHOULD make all possible incentives for single persons to submit personal information to increase heterosexual marriages in Hampton Roads.
- **Education (12)**
  - College Fairs and secondary education promotion--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
  - Education - Moderately Important (Can't believe this sector of the economy was not included in the survey)
  - Education and Research
  - 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.
  - Education, child focused development efforts
  - HIGH QUALITY EDUCATIONAL OPPORTUNITIES FROM EARLY EDUCATION TO HIGHER EDUCATION.
  - Higher Education
  - MAINTAINING AN EXCELLENT EDUCATION SYSTEM IS EXTREMELY IMPORTANT
- **Environment (4)**
  - Cleaning up the beaches
  - CONTROL OF URBAN SPRAWL. DEVELOPMENT OF GREEN ZONES INTO RESIDENTIAL WITHOUT REGARD TO FUTURE NEEDS FOR GREEN ZONES. DEPRESSED AREAS IN CITIES SHOULD BE REDEVELOPED I.E. BULL DOZED AND REBUILT RATHER THEN LEAVING AND DEVELOPMENT OF GREEN AREAS. RECYCLE THE LAND.
  - I hope to see Hampton Roads a leader in technologies that mitigate damage to the environment. That could include energy from non-fossil sources but it better NOT include fossil fuels!
  - The region is lagging behind in the area of waste control, recycling and clean air. I come from the west coast and a city where everyone recycles pretty much of everything--over 70%. Recycling is an industry.
- **Diversification/Technology (6)**
  - Economic Diversification involving Technology Based Sectors
  - Entrepreneurship and Innovation
  - Focus on BioScience Technology to coordinate research, development, production and clinical activities for medical devices, diagnostics, vaccines, therapeutic proteins, and regenerative medicine.
  - In with High-Tech, the DC metro area is seen nationwide as a technology corridor. We have failed to bring several conferences from there to Virginia Beach because Hampton Roads is seen as Zero Potential in the Tech Industry. I believe it is essential to our continued strong local economy to attract more high tech companies.

- 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 US comes from high-growth entrepreneurial ventures that start as "small businesses" but are designed to grow. These companies produce results because they tend to be at or near the beginning of the innovation chain that creates new industries and significantly re-organizes existing industries. Conversely, despite the common bromide that "small business drives the economy," the fact is that companies that start small and are designed to stay small (typically retail, services, light manufacturing) do not "drive the economy" but, rather, mirror the overall economic performance because they are on the tail end of the innovation chain.
- Technology development
- **Government (3)**
  - Controlling and reducing taxes imposed on residents by municipal government to pay for grand dreams of changing every municipality into something the leadership wants but the people can't afford.
  - Efforts towards establishing HR as one city.
  - Fix public transportation, I ask that the top ten people in city government HAVE to ride the bus.
- **Miscellaneous/Multiple Issues per Comment (18)**
  - Crime
  - Don't know what THE VISION is
  - Employment opportunity and the cost of living, the raise in rent are causing many to struggle to maintain living in the Hampton Roads area.
  - Everything listed is very important to the future of the region. Small business, for example, is the backbone of every economy, but heavy industrial in the form of the shipyard, is critical for Hampton Roads. We have to protect our environment and enhance quality of life, while promoting growth in the industrial environment.
  - I do not support the goals and objectives of the Vision
  - I don't feel there is enough description to complete this page.
  - Job opportunities for individuals with severe disabilities
  - Just want to feel safe when I go different places. tired of looking over my shoulder after I park and get out of my car. someone dies or murdered so frequently around here that I rarely go out at night.
  - Military: taxable locally; port: more expensive than Charleston??? small business: why taxed so much on licenses? Other; transportation: the loss of manpower due to congestions in tunnels and bridges
  - More private-public partnerships. that will enable more tax incentives and attract more businesses to the area
  - Non-profits
  - Not quite sure what this question meant. Could have been more clear.
  - Regional cooperation
  - Retired-Oriented
  - Sorry, this ranking just does not make any sense to me.
  - Venture capital
  - We need to enable and incubate businesses as opposed to standing in the way of needed, capitalistic progress. We need to change zoning laws to enable more people to work from their homes in businesses that do not harm but help communities i.e. elder care, child care, bed and breakfasts, tourist homes, catering businesses, barbers, stylists, cooking (food canning/preserving) classes, medical offices, etc. These

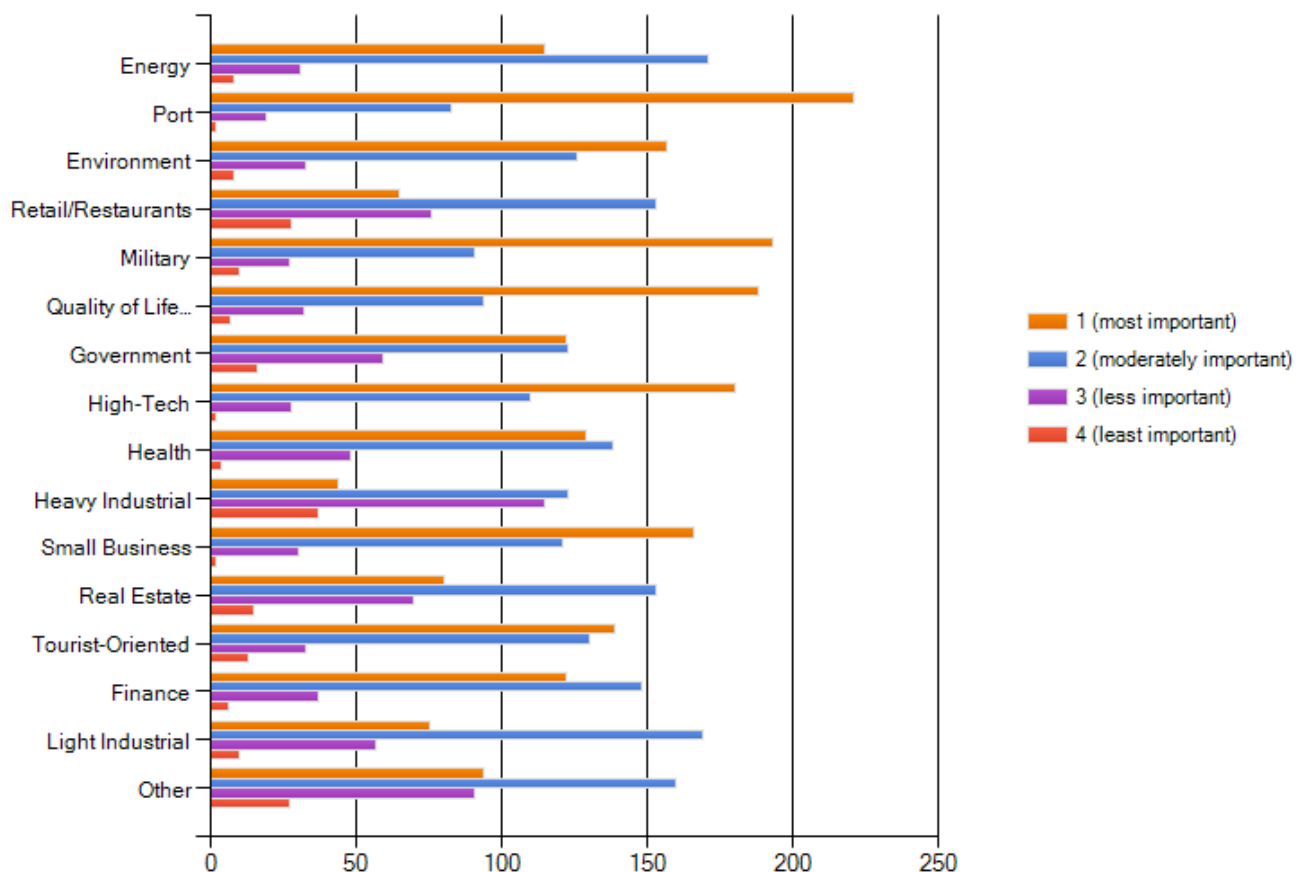
businesses need to obtain licenses and be inspected by the city or state when health is a concern. We need to foster small businesses as they are incubators for bigger businesses. We need fewer jobs and more support of entrepreneurial ventures. The latter made our country great. We are going to need to rely more on ourselves and local capabilities as the burden of the trillions of dollars of debt weigh down and possibly incapacitate the federal government. The borrowing only prolonged the inevitable... another severe recession or potential Depression is likely. Unless we can produce needed products and provide truly needed services, we are doomed. Such businesses maintain watchful eyes in residential communities that help to prevent illegal activity. Taking a tip from history, this is how villages and cities survived and prospered in the past.

- Youth recreation should be of utmost importance because if no activities are provided for them, crime will continue to rise. The concentration should be on school aged children, with a stress on middle school to high school. If we don't provide something for them to do, they will find something for themselves and children left to guide themselves more often than not, will look to things they are not suppose to do. An increase in crime will ruin the visions for the tourist, and visitors to the area.

**answered question 336**

**skipped question 27**

**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:**



**16. 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	N/A	Rating Average	Response Count
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>51.7% (164)</b>	34.7% (110)	7.6% (24)	3.8% (12)	1.9% (6)	0.3% (1)	1.69	31
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.	<b>50.0% (160)</b>	39.4% (126)	5.0% (16)	2.2% (7)	3.4% (11)	0.0% (0)	1.70	32
Objective: Hampton Roads will be recognized as a region for Centers of Excellence fueled by a culture of innovation and economic opportunities.	<b>53.9% (172)</b>	32.6% (104)	8.8% (28)	3.4% (11)	1.3% (4)	0.0% (0)	1.66	31
Objective: Hampton Roads will be the Premiere East Coast Port.	<b>53.7% (169)</b>	32.7% (103)	9.8% (31)	2.9% (9)	1.0% (3)	0.0% (0)	1.65	31
Objective: Hampton Roads will be the Premiere Mission-Ready Region hosting various Federal Centers of Excellence.	35.6% (112)	<b>40.3% (127)</b>	15.2% (48)	4.8% (15)	3.5% (11)	0.6% (2)	2.00	31
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.	<b>73.5% (236)</b>	18.1% (58)	3.4% (11)	2.2% (7)	2.5% (8)	0.3% (1)	1.42	32
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.	35.4% (112)	<b>40.8% (129)</b>	14.2% (45)	7.9% (25)	0.9% (3)	0.6% (2)	1.97	31



Strategy: Attract and expand organizations, capabilities and investments owned, operated or funded by the Federal Government in Hampton Roads.	34.5% (109)	<b>37.0%</b> <b>(117)</b>	16.5% (52)	9.2% (29)	2.5% (8)	0.3% (1)	2.08	31
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.	<b>53.5%</b> <b>(170)</b>	33.6% (107)	5.3% (17)	5.0% (16)	2.2% (7)	0.3% (1)	1.68	31
Strategy: Create sustainable regional tourism and a diverse arts and culture experience that is consistently funded, well coordinated and fully appreciated by the community.	<b>46.4%</b> <b>(148)</b>	38.2% (122)	8.2% (26)	4.1% (13)	3.1% (10)	0.0% (0)	1.79	31
Other (please specify here)								5
	<b>answered question</b>							<b>32</b>
	<b>skipped question</b>							<b>4</b>

17. The following statements are part of the <i>Vision Hampton Roads</i> 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	N/A	Rating Average	Response Count
Strategy: Develop and promote a Brand Promise to capture the region's diversity as the gateway to a Virginia vacation.	28.3% (89)	<b>42.9%</b> <b>(135)</b>	20.6% (65)	7.3% (23)	1.0% (3)	0.0% (0)	2.10	31
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.	<b>47.5%</b> <b>(151)</b>	37.7% (120)	10.1% (32)	4.1% (13)	0.6% (2)	0.0% (0)	1.73	31
Strategy: Grow and enhance indirect and induced effects of Port activities including ship repair and all related businesses.	<b>47.3%</b> <b>(148)</b>	35.5% (111)	12.1% (38)	4.2% (13)	1.0% (3)	0.0% (0)	1.76	31
Strategy: Grow and enhance the Port of Hampton Roads and become the East Coast port of call for all major ship lines.	<b>55.1%</b> <b>(172)</b>	29.8% (93)	9.9% (31)	4.2% (13)	1.0% (3)	0.0% (0)	1.66	31
Strategy: Hampton Roads will be a Region of Excellence for clusters of cutting edge technology-based business innovation and education.	<b>60.2%</b> <b>(189)</b>	30.9% (97)	5.4% (17)	2.9% (9)	0.6% (2)	0.0% (0)	1.53	31
Strategy: Hampton Roads will be a Region of Excellence for developing and implementing coastal energy solutions.	<b>44.6%</b> <b>(141)</b>	38.3% (121)	9.2% (29)	5.4% (17)	2.5% (8)	0.0% (0)	1.83	31
Strategy: Hampton Roads will be a Region of Excellence for environmental distinction.	<b>44.8%</b> <b>(141)</b>	37.8% (119)	12.1% (38)	3.5% (11)	1.6% (5)	0.3% (1)	1.79	31
Strategy: Hampton Roads will be a Region of Excellence for healthcare and life sciences.	<b>43.2%</b> <b>(137)</b>	36.3% (115)	15.8% (50)	3.2% (10)	1.6% (5)	0.0% (0)	1.84	31
Strategy: Maintain the Port as an economic engine for the Hampton Roads region, the Commonwealth of Virginia and the Nation.	<b>55.7%</b> <b>(175)</b>	31.2% (98)	10.2% (32)	1.9% (6)	1.0% (3)	0.0% (0)	1.61	31
Strategy: Retain organizations,								

capabilities and investments owned, operated, or funded by the Federal Government in Hampton Roads.	37.0% (117)	<b>44.9%</b> <b>(142)</b>	13.0% (41)	2.8% (9)	1.9% (6)	0.3% (1)	1.87	31
Strategy: Understand and grow the indirect and induced investments and business located in the Hampton Roads region because of specific Federal assets.	32.9% (104)	<b>44.3%</b> <b>(140)</b>	15.5% (49)	5.4% (17)	1.3% (4)	0.6% (2)	1.97	31
Other (please specify here)								2
	<b>answered question</b>							<b>31</b>
	<b>skipped question</b>							<b>4</b>

18. The following statements are part of the <i>Vision Hampton Roads</i> 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	N/A	Rating Average	Response Count
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.	43.6% (137)	<b>45.2% (142)</b>	8.0% (25)	2.2% (7)	1.0% (3)	0.0% (0)	1.72	31
Advance development of logistics parks within mixed use environments.	28.3% (89)	<b>42.7% (134)</b>	22.6% (71)	4.5% (14)	1.6% (5)	0.3% (1)	2.08	31
Address educational needs for a successful 21st century workforce.	<b>70.0% (217)</b>	23.2% (72)	4.5% (14)	1.0% (3)	1.0% (3)	0.3% (1)	1.39	31
Address health care as a Quality of Life measure for our region.	<b>45.4% (142)</b>	43.1% (135)	6.7% (21)	3.5% (11)	1.3% (4)	0.0% (0)	1.72	31
Address innovation infrastructure or entrepreneurial system in Hampton Roads including but not limited to enhancing access to venture capital.	<b>46.8% (145)</b>	36.8% (114)	13.2% (41)	1.9% (6)	1.3% (4)	0.0% (0)	1.74	31
Address needs of ancillary businesses such as maritime insurance, maritime legal services and shipping line offices.	28.3% (89)	<b>42.0% (132)</b>	23.6% (74)	4.1% (13)	1.6% (5)	0.3% (1)	2.08	31
Address needs of emerging businesses, such as mega yacht repair and maritime construction.	27.1% (84)	<b>41.0% (127)</b>	23.2% (72)	5.2% (16)	3.5% (11)	0.0% (0)	2.17	31
Address transportation by Ferries by ensuring continued service between Surry and Williamsburg and examine capabilities for crossing the mouth of the James River.	<b>35.8% (113)</b>	33.5% (106)	21.8% (69)	6.3% (20)	2.2% (7)	0.3% (1)	2.05	31
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	<b>68.9% (219)</b>	18.6% (59)	3.8% (12)	3.5% (11)	4.4% (14)	0.9% (3)	1.55	31

the Northeastern corridor through to Southside Hampton Roads.								
Address transportation by Roads and the constant congestion of the area and continue to investigate the possibility of additional Hampton Roads Harbor crossings.	<b>78.2% (248)</b>	10.1% (32)	4.1% (13)	3.5% (11)	3.8% (12)	0.3% (1)	1.44	31
Other (please specify here)								3
	<b>answered question</b>							<b>31</b>
	<b>skipped question</b>							<b>4</b>

19. The following statements are part of the <i>Vision Hampton Roads</i> 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	N/A	Rating Average	Response Count
Advocate for broader accessibility to advanced coursework such as multilingual skill development in K-12 education, using virtual instruction.	<b>39.4% (122)</b>	38.4% (119)	13.2% (41)	6.1% (19)	2.9% (9)	0.0% (0)	1.95	31
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.	42.9% (132)	<b>43.2% (133)</b>	11.0% (34)	2.3% (7)	0.6% (2)	0.0% (0)	1.75	30
Attract new businesses and leverage existing business services and products to help the region tell its "brand promise" story.	35.6% (110)	<b>42.1% (130)</b>	17.2% (53)	3.6% (11)	1.3% (4)	0.3% (1)	1.93	30
Augment marketing strategies for the region's current tourism, arts and culture opportunities outside the state, both nationally and internationally.	37.7% (116)	<b>44.2% (136)</b>	11.4% (35)	4.5% (14)	2.3% (7)	0.0% (0)	1.90	30
Build advocacy coalitions of local, state and federal political leadership by focusing on the distinct needs and interests of each level of government.	32.6% (100)	<b>45.9% (141)</b>	15.6% (48)	4.6% (14)	1.0% (3)	0.3% (1)	1.95	30
Build Congressional, state and local awareness/engagement of value of non-military federal assets.	42.0% (129)	<b>43.3% (133)</b>	10.1% (31)	2.6% (8)	2.0% (6)	0.0% (0)	1.79	30
Build relationships with key leadership (administration and elected) at State and National levels.	<b>44.3% (135)</b>	41.0% (125)	10.2% (31)	2.6% (8)	2.0% (6)	0.0% (0)	1.77	30
Continue to enhance the current culture and movement that reinforces relationships with Hampton Roads communities and	<b>54.9% (169)</b>	34.1% (105)	8.4% (26)	1.3% (4)	1.3% (4)	0.0% (0)	1.60	30

organizations in the region to work together on mutual goals.								
Define, develop and promote Hampton Roads as an eco-friendly tourism destination.	<b>42.3% (130)</b>	41.4% (127)	11.1% (34)	3.6% (11)	1.6% (5)	0.0% (0)	1.81	30
Determine local populace's unmet and supportable arts and cultural needs and expand the current programming to encompass those activities and events.	35.4% (109)	<b>40.6% (125)</b>	15.3% (47)	5.5% (17)	3.2% (10)	0.0% (0)	2.01	30
Other (please specify here)								2
	<b>answered question</b>							<b>31</b>
	<b>skipped question</b>							<b>5</b>

**20. 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	N/A	Rating Average	Response Count
Develop a framework for a green economy by connecting all of the public, private, non-profit and higher education activities aimed at coordinating the regional green agenda.	<b>43.3% (132)</b>	34.1% (104)	13.4% (41)	5.6% (17)	3.3% (10)	0.3% (1)	1.91	30
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.	<b>39.1% (119)</b>	29.9% (91)	18.1% (55)	7.2% (22)	5.6% (17)	0.0% (0)	2.10	30
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.	<b>47.2% (144)</b>	33.1% (101)	13.4% (41)	2.6% (8)	3.3% (10)	0.3% (1)	1.81	30
Develop and implement a regional campaign for awareness of environmental issues and their implications, and methodologies for going "green."	<b>38.5% (117)</b>	38.2% (116)	13.5% (41)	6.6% (20)	3.3% (10)	0.0% (0)	1.98	30
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.	<b>42.5% (128)</b>	39.9% (120)	10.6% (32)	3.7% (11)	3.3% (10)	0.0% (0)	1.85	30
Develop and implement the multi-disciplinary systems capabilities to enable critical assessments and trade-offs between energy, the	35.0% (106)	<b>44.6% (135)</b>	13.9% (42)	3.6% (11)	2.6% (8)	0.3% (1)	1.94	30



environment, and the economy.								
Develop identification of and a regional awareness of travel and tourism target markets for Hampton Roads, including intraregional.	39.2% (118)	<b>41.9%</b> <b>(126)</b>	13.6% (41)	3.3% (10)	2.0% (6)	0.0% (0)	1.87	30
Develop products that extend the tourism season in Hampton Roads.	<b>39.0%</b> <b>(119)</b>	36.7% (112)	14.8% (45)	5.9% (18)	3.3% (10)	0.3% (1)	1.97	30
Diversify the types of federal activities located in Hampton Roads by demonstrating logistical and economic sense for locating in the region.	35.6% (106)	<b>44.0%</b> <b>(131)</b>	15.1% (45)	3.7% (11)	1.7% (5)	0.0% (0)	1.92	29
Embrace and continue to focus on and grow the following clusters: Modeling and Simulation, Sensors and Bio Science.	<b>42.9%</b> <b>(129)</b>	36.5% (110)	18.3% (55)	2.0% (6)	0.3% (1)	0.0% (0)	1.80	30
Other (please specify here)								2
	<b>answered question</b>							<b>30</b>
	<b>skipped question</b>							<b>5</b>

**21. 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	N/A	Rating Average	Response Count
Engage citizens in issues of importance to the Port and benefits to the region's economic health to build public awareness.	40.2% (121)	<b>43.5%</b> <b>(131)</b>	12.6% (38)	2.0% (6)	1.7% (5)	0.0% (0)	1.81	30
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.	37.0% (111)	<b>41.3%</b> <b>(124)</b>	15.7% (47)	4.0% (12)	2.0% (6)	0.0% (0)	1.93	30
Enhance connectivity required to improve telework/telecommuting opportunities.	<b>45.5%</b> <b>(135)</b>	41.1% (122)	11.1% (33)	1.7% (5)	0.7% (2)	0.0% (0)	1.71	29
Enhance engagement of higher education institutions including research, technology and development capabilities in the federal sector.	<b>48.5%</b> <b>(144)</b>	39.4% (117)	8.8% (26)	2.4% (7)	1.0% (3)	0.0% (0)	1.68	29
Ensure existing arts and culture facilities are properly provided with consistent funding and dynamic programming.	<b>40.0%</b> <b>(120)</b>	39.0% (117)	11.7% (35)	6.0% (18)	3.3% (10)	0.0% (0)	1.94	30
Ensure government at all levels maintains sound fiscal policies and economic development tools that support the Port.	<b>47.3%</b> <b>(142)</b>	39.7% (119)	10.0% (30)	1.7% (5)	1.3% (4)	0.0% (0)	1.70	30
Grow our 21st century workforce by including the knowledge, skills, and capabilities of key Hampton Roads technologies in the curriculum of all pre-K, K-12, and higher education institutions.	<b>64.5%</b> <b>(194)</b>	26.9% (81)	6.3% (19)	1.3% (4)	1.0% (3)	0.0% (0)	1.48	30
Grow the region's tourism workforce by better connecting preK-12, technical training and higher education to the industry.	<b>44.0%</b> <b>(133)</b>	36.8% (111)	12.3% (37)	4.0% (12)	3.0% (9)	0.0% (0)	1.85	30

Identify and address the needs of ancillary and emerging maritime businesses.	32.0% (96)	<b>46.0%</b> <b>(138)</b>	17.3% (52)	3.3% (10)	1.3% (4)	0.0% (0)	1.96	30
Identify, develop and implement coastal energy solutions with environmental distinction.	<b>46.7%</b> <b>(140)</b>	37.3% (112)	11.3% (34)	1.3% (4)	3.3% (10)	0.0% (0)	1.77	30
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.	<b>41.2%</b> <b>(124)</b>	35.5% (107)	11.0% (33)	8.3% (25)	4.0% (12)	0.0% (0)	1.98	30
Invest in arts and culture offerings that support travel and tourism and enhance the quality of life for residents of the region.	<b>44.2%</b> <b>(133)</b>	34.6% (104)	13.0% (39)	5.0% (15)	3.3% (10)	0.0% (0)	1.89	30
Involve the international community (ports, international science, etc).	<b>39.9%</b> <b>(119)</b>	38.9% (116)	16.4% (49)	3.4% (10)	1.3% (4)	0.0% (0)	1.87	29
Other (please specify here)								1
	<b>answered question</b>							<b>30</b>
	<b>skipped question</b>							<b>5</b>

22. The following statements are part of the <i>Vision Hampton Roads</i> 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	N/A	Rating Average	Response Count
Leverage existing and develop new inland connections to capture a larger share of discretionary cargo moving into inland markets.	39.3% (116)	<b>39.7% (117)</b>	17.3% (51)	1.4% (4)	2.0% (6)	0.3% (1)	1.87	29
Leverage the region's proximity to Washington, DC to position the region to host additional federal assets.	<b>45.1% (132)</b>	37.2% (109)	11.6% (34)	4.1% (12)	1.7% (5)	0.3% (1)	1.80	29
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.	<b>39.8% (117)</b>	37.8% (111)	13.3% (39)	3.4% (10)	5.4% (16)	0.3% (1)	1.97	29
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.	<b>60.3% (179)</b>	29.3% (87)	7.7% (23)	1.0% (3)	1.3% (4)	0.3% (1)	1.53	29
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.	<b>43.9% (130)</b>	36.8% (109)	10.5% (31)	5.1% (15)	3.4% (10)	0.3% (1)	1.87	29
Maintain focus on container cargo and continue to enhance the diversification of the Port (retrograde cargo, break bulk, rolling cargo, and energy support services).	<b>43.0% (126)</b>	38.2% (112)	15.0% (44)	1.7% (5)	1.7% (5)	0.3% (1)	1.80	29

Maximize growth with appropriate local and regional policies and vision that includes acting with environmental responsibility.	<b>44.7% (132)</b>	39.3% (116)	10.8% (32)	2.7% (8)	2.0% (6)	0.3% (1)	1.78	29
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.	<b>42.6% (127)</b>	40.9% (122)	13.4% (40)	1.3% (4)	1.3% (4)	0.3% (1)	1.77	29
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.	<b>53.4% (158)</b>	26.4% (78)	15.5% (46)	2.4% (7)	2.4% (7)	0.0% (0)	1.74	29
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.	<b>66.7% (198)</b>	27.3% (81)	3.7% (11)	1.0% (3)	1.3% (4)	0.0% (0)	1.43	29
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.	<b>69.7% (205)</b>	23.1% (68)	3.4% (10)	1.4% (4)	2.0% (6)	0.3% (1)	1.42	29
Other (please specify here)								1
	<b>answered question</b>							29
	<b>skipped question</b>							6

**23. 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	N/A	Rating Average	Response Count
Promote Hampton Roads in an international context.	<b>42.0% (119)</b>	35.0% (99)	15.5% (44)	5.7% (16)	1.8% (5)	0.0% (0)	1.90	28
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.	39.9% (115)	<b>41.0% (118)</b>	13.5% (39)	3.5% (10)	2.1% (6)	0.0% (0)	1.87	28
Provide the citizens of Hampton Roads with cost effective health care that will help companies be more financially efficient.	<b>49.0% (144)</b>	35.0% (103)	10.5% (31)	2.0% (6)	3.1% (9)	0.3% (1)	1.75	29
Quantify and clearly articulate the depth, scope and quality of the economic and lifestyle impact of tourism, arts and culture in Hampton Roads.	<b>42.0% (124)</b>	40.0% (118)	14.2% (42)	1.7% (5)	2.0% (6)	0.0% (0)	1.82	29
Quantify the indirect and induced investments and business related to Federal assets using available research capability, wireless connectivity, etc.	29.7% (87)	<b>48.1% (141)</b>	18.8% (55)	1.7% (5)	1.4% (4)	0.3% (1)	1.97	29
Quantify, through research, the economic impact of travel and tourism for new, significant investment in Tourism and Arts & Culture	35.5% (103)	<b>41.4% (120)</b>	17.6% (51)	2.4% (7)	3.1% (9)	0.0% (0)	1.96	29
Reach out to regional leaders in healthcare to determine and address what they need to grow their industry.	37.1% (108)	<b>40.9% (119)</b>	15.8% (46)	4.5% (13)	1.7% (5)	0.0% (0)	1.93	29
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.	35.8% (103)	<b>44.1% (127)</b>	12.5% (36)	5.2% (15)	2.4% (7)	0.0% (0)	1.94	28

Support contractors that serve federal installations by implementing appropriate economic development strategies such as creating on-site spaces and developing a regional water strategy.	32.2% (94)	<b>40.4%</b> <b>(118)</b>	21.9% (64)	2.4% (7)	2.7% (8)	0.3% (1)	2.03	29
Support transportation policies including investment in transit and programs that will promote more compact land use.	<b>61.6%</b> <b>(181)</b>	24.1% (71)	11.6% (34)	0.7% (2)	2.0% (6)	0.0% (0)	1.57	29
Support workforce development programs in the region through annual evaluation of opportunities and threats.	<b>43.2%</b> <b>(124)</b>	37.3% (107)	16.7% (48)	1.4% (4)	1.4% (4)	0.0% (0)	1.80	28
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).	35.8% (105)	<b>40.6%</b> <b>(119)</b>	18.4% (54)	2.7% (8)	2.0% (6)	0.3% (1)	1.94	29
Other (please specify here)								1
	<b>answered question</b>							<b>29</b>
	<b>skipped question</b>							<b>6</b>

## Questions 16-23: Goals, Objectives, Strategies Additional Comments (by Theme)

- **General / Miscellaneous**

- **Public Safety**

- Become a leader in disaster preparation and the providing of superior emergency services to reassure the populace of the safety of our area
    - Curb crime and increase safety that is appreciated and supported by the community; and well coordinated by the region. The privilege to drive on highways and streets is greatly abused. Hampton Roads will be recognized as a region that supports the community needs, and where the community exudes the pride of empowerment and self-worth.
  - A Hampton Roads could attempt to move the Sterling Argosy Production Line to its own demographic. This is done to ease a large variety of problems that are slowly becoming a necessary concern for travelers. The Argosy product design would need to be diversified off of its standard auto-hauler frame. The alternative designs offered are listed below: 1) Standard auto-hauler 2) Disaster relief vehicle - Emergency medical transport or food preparation and distribution 3) Laidlaw/Carolina Trailways - major city passenger vehicle - long haul 4) USA tourist travel industry - scenic 5) High-end luxury truck conversion camper w/auto-hauler At first thought the Argosy standard auto-hauler frame would remain the same. From its stripped down frame design a minimum of (4) four platforms would be ordered directly from the manufacturer. The immediate goal, to alleviate imminent disasters, is to offer a standard nationwide emergency hospital/medical transport. In addition to this first goal is to offer a standard mobile kitchen, so that cooked food could be prepared in between the multiple disaster locations. The next goal is to offer a longhaul major-city sleeper option, of course with attendants. This would likely be the best logical answer to be afforded to the need for high-speed passenger travel. Whatever the time they spend in transit - as long as the passenger is well rested when they arrive - they will be able to perform. Next is to offer a new National travel industry that would likely best be offered to group wedding parties, so that the couples needed to drive these trucks could be recruited from the client passenger base. Finally the goal of developing a high-end, custom-designed, truck-conversion camper with small auto-hauler included would showcase the new product line. In my thoughts the use of the auto hauler capabilities at the rear of the vehicle would be used for all the varieties of transferrable storage including dropping and lifting an entirely separate storage unit. In addition pop-outs and pop-ups would also be included in some designs.
  - Again, I'm for tourism support and wish to see the arts rely on the free market to survive. Tourism to me implies the roads and by-ways (biking/kayaking trails), parks, etc. Restaurants, motels, hotels, etc. need to rely on the free market. Beds and Breakfasts, tourist homes, tourist learning centers (homes teaching regional cooking, food preservation etc. need help from government in the form of a web site and promotion. These are incubator businesses that are likely to take off. That's why I support them. I would support the arts this way to help them get started. Instead of spending money on research to quantify something. Spend money and try it on a small scale as an illustration project to get an idea of its viability. With regard to reach out to regional leaders in healthcare to determine and address what they need to grow their industry, we do not need to simply expand medical treatment capabilities. We need to address what we can do help people become and maintain optimal health. We need to encourage the use of the least dangerous and invasive treatment first. We need to grow integrative medicine. If left to traditional medicine backed by the pharmaceutical industrial complex, we will continue to depend on drugs with harmful side effects as the first line of treatment. Look to Integrative Medicine programs and specialists to lead the way to a better health care system. I do support a



regional water conservation effort. I'd like to avoid relying on the Federal Government for help as I do not think they will be in a position to be of assistance. I do support mass transit programs but do not support compact land use related high density housing as the latter tends to exacerbate stress and violent behavior. Rats in crowded conditions are more violent. This is also true of humans. Compact land use and close, multifamily, or small overcrowded apartment dwellings can lead to the same.

- Attract economic investment in Hampton Roads by providing an exceptional quality of life made possible by the region's reforming the largely disorganized auto-oriented sprawl of today to a well planned and highly interesting integrated region of pedestrian-and bicycle-oriented communities tied together by rail transit and connected to other metro regions by regular fast passenger trains, interlaced with and surrounded by significant protected open space and clean waterways, including a restored Chesapeake Bay.
- Bring professional sports to Hampton Roads
- Comment: Like the idea of area wide Quality of Life measures - supported by HRPDC - regional bike/ped access and connectivity. all could be pulled under strategies related to both transportation and improving environment and health promotion/quality of life. Great idea for regional solution to job training/workforce training and promotion in all areas of that regional solution.
- Comment: Our county has heavily invested in health of port for our economic future - however as citizen of HR only want to encourage development/growth of port if we also fix - not just sustain - our transportation issues. Only interested in developing coastal energy solutions if there is understanding that they are environmentally friendly or even enhancing.
- Comment: Support next evolutionary step as long as it goes hand in hand with transportation improvements. think also here would be good place for obj or strategy for political awareness and support for transportation/port initiatives due to financial benefit to Virginia (not just our region).
- Develop off-shore wind (NOT drilling). Make Fort Monroe a national park and important destination activity.
- Engaging citizens in issues of importance to the Port is a two way street. The Ports that are close to residential neighborhoods (i.e. PMT, Maersk's Port, and the Norfolk Port that is close to West Ghent) need to be mindful of the health and well being of persons in their communities. They need to abide by city codes of the city's they reside in to include not making excessive noise at night or early morning. Loud noises interfere with sleep and can cause residents to experience health problems related to interrupted sleep or sleep deprivation. These problems include: i.e. high blood pressure, memory problems, learning problems, and metabolic problems to name a few. With regard to your 21st century workforce, provide free education in fields in which there is a demand for workers. This will attract businesses and students. It will provide hope for those who cannot afford school. We need more totally free education and training in demand fields. This may be accomplished by creating distant learning/ computer based training education programs at the Community Colleges. The state could region could pay for one course to be produced. The college would have to pay almost nothing as it would be handled by a learning management system. There would be no ongoing instructor pay required. It is essential that we make education relevant and useful. With regard to your funding tourism, arts, and culture question. I'm in favor of assisting with tourism but letting the other two rely on the market. I put down no opinion because you lumped them together.
- Foster commercial enterprise vice reliance on tax-payer fueled government agencies and programs. How are you planning on getting Fortune 100 companies to locate their Headquarters here vice Richmond or NOVA?
- Negative impact is such a vague and overused term that this last objective is meaningless
- No opinion is the best I could do to say "This is meaningless burble."
- Other languages should be taught very early i.e. 2-4 years of age. They are learned and mastered most easily this way. So, I'm really in favor of languages being offered through

- virtual or distance learning means prior to kindergarten. With regard to career choices, maritime is only one venue. Alternative energy is currently more important and needs to be nurtured. This offers a multitude of career choices from auto mechanics, HVAC, farming (wind, wave, ethanol crops, cattail sewage mitigation for fuel) to engineering, safety, and preventive health and fitness so as to maintain a healthy workforce capable of engaging in physically strenuous activities. When it comes to cultural needs, allow the market to drive this growth. Look a Cirque De Solei. They are profitable. Don't hinder cultural development and the arts, but let them stand on their own.
- Promote innovation and new job creation through education, technology development and business development from federal and academic research and development activities
  - Protect and enhance unique historical and cultural features of Hampton Roads, particularly its role in early settlement of the Americas by persons from many continents and cultural backgrounds. Continue to emphasize international qualities of Hampton Roads as an international port.
  - There needs to be a balance of Federal employment and other. I'm not sure what you mean by "Costal Energy Solutions". If it is off shore drilling for oil and gas, I am opposed. If it is Solar and Wind power I am all for it. Absolutely no more Nuclear Power.
  - Two comments. Relying on the Federal Government for anything means the decision-making is outside our control. The Navy has to be here, work on that. But should we try to get a large data-processing center? What advantage do we have over any other region? Not much. And the Port is extremely important, but don't try to make it the biggest egg in the basket. We need some balance.
  - Venture capital will continue to be very difficult to obtain. That's why enabling people to use their homes as businesses is essential. This will help many to keep their homes as further job losses are anticipated if not inevitable. Zoning needs to be changed to help rather than hinder people from using their homes to generate income when they lose their jobs. Business as usual is over. You need to understand this as the interest on the trillions of dollars we have borrowed will bring the federal government to its knees. Relying on local regional capabilities is no longer an option. It is a necessity. Thank you for at least starting this. We need to cooperate to survive. Again, the only reason we are not in a deep Depression is the trillions of dollars Congress has borrowed. This is analogous to a person who has a credit card problem and solves it by getting and using more credit cards. In the long run, it gets them into deeper and deeper trouble. I'm hoping there is some sort of bankruptcy mechanism for our federal government as it is going to need it. Remember, during the last Great Depression, we owed but we owed ourselves. This mechanism of getting a country into dept to coerce it into giving up its natural resources has been done repetitively in South America and Africa. I'm hoping we can hold onto our natural gas and clean water supplies. By the way, I'm a conservative optimist....
  - When it comes to climate change, use zoning to prevent building in areas that were raised up as a result of fill or those areas that flood during storms. Let BRAC do its work. Stay out of it. If it's not necessary by from the military's perspective let it go. Use the land for taxable, profitable endeavors i.e. Wind Farms, Solar Energy Research Businesses, Ethanol Plants/Ports etc. With regard to keeping military personnel here, 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. With regard to your question related to developing and implementing the multi-disciplinary systems capabilities to enable critical assessments yada yada yada- Less technical, more natural ways of producing energy are preferred. I don't like the verbiage "trade-offs between energy, the environment, and the economy." The best solutions tap nature to produce win, win, win solutions. Case in Point: That's why using cattail rhisomes to make ethanol from sewage while cleaning sewage is sooooo smart. Relying on harmful chemicals to clean sewage is much less green, costly, and hazardous in

- the end. We need to look to permaculture techniques for answers first and chemical/ high tech solutions much later down the line. By the way, to use cattails, we need a harvester to be designed.
- With regard to "leverage existing and develop new inland connections." I'm strongly in favor of doing so with trains and strongly disagree with doing so with trucks. So, I put down no opinion. With regard to leverage the region's proximity to Washington, DC yada yada- Stay away from the Federal Government as they will not be able to do anything but survive in the near future..... With regard to the strong heavy-industry question, stay away from nuclear anything. It's a terrorist's dream to deal with the stuff. Sequestering its waste is extremely costly and dangerous and not fair to ensuing generations who may have to clean it up. If we have a catastrophic emergency i.e. earth change, tidal wave, earthquake, asteroid hit, terrorist attack, that lets it loose, it could ruin our water aquifer and render the region useless for the active life of the nuclear material. This is too expensive and dangerous and definitely not the REAL GREEN Road. I'm strongly in favor of all but nuclear and conventional (oil based fuels.) With regard to your leverage the strong R&D capabilities- An ethanol plant is going online in Hopewell. Look to ethanol as it can ease us off oil immediately. We know how to do it now and can use junk yard stuff to create smaller installations on farms or farm coops. Don't make it a big boy only industry. Let the small farmer or groups of farmers benefit. To do less is Un-American.
  - With regard to promoting new venues, we need to focus on attracting more businesses to the peninsula and building state of the art facilities for arts, culture, and entertainment in that area. This would ease traffic congestion going across the HRBT by providing more jobs for citizens of Williamsburg, Jamestown, and Gloucester on the peninsula. I am against reaching out to regional leaders in healthcare because they need to bend to our needs rather than us bending to theirs. We need a healthcare system that is both high quality, without pre-existing condition restrictions, and affordable. As previously stated, I am against the idea of federal contractors. I feel that all federal jobs should be held by civil service employees.
  - You use the word fuel a often. How about making it in the form of ethanol? Also, enable farm cooperatives to do this on a small scale by assisting them in dealing with the red tape or removing it. We need to get off the federal dole as it is likely to evaporate in the near future. This relates to our dependence on the military dollar. We need to achieve adequate transportation through 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. When it comes to tourism, think out of the box. Support tourist homes and bed and breakfasts and provide them with a regionally supported web site that takes reservations and does some screening of users a la eBay (feedback system that goes both ways). Capitalize on southern architecture, cooking, water features, water experiences, biking experiences (Dismal Swamp Trail), kayaking experiences, attractions (ocean, Williamsburg, local Parks) etc. With decreased street usage, due to increased telecommuting, allocate one lane to bikes in most places with more than two lanes to offer superb trails throughout the city. Increased bicycling will cut down of fuel consumption, increase fitness (for cutting down on health care costs), and provide us with a value added tourist destination benefit. The opportunity to travel via bicycle. There are a lot of cyclists throughout the nation that would be attracted to this.

- **Definitions**

- "Region of Excellence" - how pompous. Why not say something meaningful instead, preferably something that doesn't need capital letters?

- **Intellectual & Human Capital**

- 21st century workers need to continuously learn and to be prepared to change careers several times. This means funding the public library as "the people's university," not just formal educational institutions.
- ADDRESS SOCIAL PROGRAMS TO DEAL WITH THE CRIME RATES IN THE AREA BY INVOLVING OUR YOUTH IN ACTIVITIES. PROMOTE THE OPPORTUNITY FOR SMALL AND LARGE COMPANIES TO OFFER AFTER SCHOOL JOB OPPORTUNITIES BEYOND THE QUICK FOOD INDUSTRY. PROVIDE OPPORTUNITIES TO LEARN TRADES AND APPRECIATE THE EDUCATION OPPORTUNITIES WHERE THEY CAN LIVE THE BENEFITS OF SUCH INVOLVEMENT.
- Also support efforts to educate (or re-educate) the existing workforce as we transition in to more high-tech areas. For ex. the workers laid off at Int' Paper, Ford, etc., would be offered training in other areas where there is a current and future need. Support orgs that train or provide opportunities for training.
- Any statement that refers to the Human work force as "Human Capital" is repugnant. All the companies, Federal facilities, etc. would just be an empty shell without the Human Work Force. It is time that concept is appreciated.
- Attract economic investment because of the high quality of child care and K-12 education.
- Comment: Awareness/evaluation/support of school success in all areas of HR - not just pockets of James City County and Va Beach
- Comment: support workforce development programs in region through regional review (interviews, surveys, focus groups) of what companies/industries need or find of value. Proactively look for opportunities for work force development - benchmark communities doing this well.
- Embrace the arts as a means of cross-cultural education and as a means of engaging students who find linguistic and numeric education difficult.
- Hampton Roads are in need of an overhaul of checking the budget to train new and eager workers to develop higher standards in the Hampton Roads area; this will include on the job training and volunteer training for those who are interested to contribute to the growth of Hampton Roads.
- Have a major local electronics manufacturer (such as Canon Virginia Inc.) develop a specially designed wireless laptop for our public High School students. Have the students that keep higher grade point averages and participate in extracurricular earn them on a discount. Develop a WiFi signal that is broadcasted from all local public schools to reach any laptop. Have the High School books digitized and the teachers handle the work for these special students on a Blackboard workload design. This is to reduce the overall price of purchasing books, the overall price of handling student work and also to reduce the healthcare problems that are rising in the student body by the time they reach High School because of the physical weight of all of these books.
- Here's the problem with achieving the goal outlined at the top of the page. The goal refers to "intellectual and human capital" but too often when people who fall under that description come here for a job and the job does not work out, they leave the area for their next job. We need executive liquidity right here in Hampton Roads and we are not going to get that if we rely on government jobs.
- I don't understand the next to the last statement: was the word "threats" what was supposed to appear? It seems an odd phrase.
- I was fine with the "enhance engagement of higher education institutions . . ." statement until I read "in the federal sector". I'm not sure how to interpret that. If you mean doing research and technology development as pertains to the federal sector in our area, I'd have to somewhat disagree. We need a broader outlook than that. In other words, we need to enhance education in these categories to grow our private sector too.
- Increase funding for pre-kindergarten. It has been proven pre-kindergarten literacy and math skills lead to on or above levels at 3rd grade. 3rd grade on and above levels lead to

early and on time high school graduation. An educated workforce ( high school and upward) is the best anti-poverty tool with jobs.

- Re: clusters No. 20-High School students should learn the important role of formal mathematical argument in the sciences.
- Support Recruiting of the Best and Brightest to our High-pay businesses (Healthcare, Architecture & Engineering, Modeling and Simulation, Construction Management)

- **Infrastructure**

- Abandon further efforts to develop a third road crossing of Hampton Roads or other major new roadways such as new 460 expressway or Southeastern Parkway. Instead, pursue comprehensive regional rail transit, including rail-only crossing of Hampton Roads, and fast intercity rail.
- Address major bus transportation needs to coincide with rail and ferries and to reduce congestion on the roads.
- Address transportation by ferries with extended service between Portsmouth and Norfolk
- Address transportation congestion by enlarging existing HR crossings but the Third crossing is not something the public should be expected to support or pay for. Up until now, all HR growth dreams have been built on the backs of private property owners and residents as opposed to the Federal government, businesses and municipalities who stand to be enriched by these schemes that will only increase the vehicular and customer throughput with little chance of reducing congestion. Look at the vast fortune poured into northern VA-but the congestion remains as bad or even worse.
- Bring Light Rail to PORTSMOUTH
- Build on Hampton Roads needs to control all traffic in an evacuation emergency or even a suspected auto theft. Hampton Roads is the only community to go to such lengths as building gates on its highways. Train an regional Elite K-9 Unit that has access to all city limits. Use Greyhounds trained with body armor and a remote voice-activated tazers - built into their helmets - to assist in capturing the culprits in any high-speed automotive chase. To better aid this Elite K-9 Unit attempt to alter the Dodge Magnum design and remove its center post while having the rear doors open in reverse for faster deployment. Have these Elite K-9 Units practice the use of the highway gates to develop an ongoing show of force.
- Build relocatable off shore oil-rig platforms to develop the labor pool and funds necessary for eventually rebuild Virginia's bridges and tunnels.
- Consider high speed rail of greater importance over the light rail to VB in these economic conditions
- Continued improvement of the existing crossings is essential to any plans to further business development and quality of life and tourism in Hampton Roads. This does not mean the enhancement of the Monitor Merrimac by calling such work the "third crossing" though.
- Don't forget adequate funding for maintenance of existing and future infrastructure projects
- Don't forget the safe bicycle paths as a means for healthier ways to travel.
- Encourage light rail on the peninsula to Washington dc
- Get rid of the Jamestown Ferries by building an interstate spur from I64 over the route traveled by the ferry to join with 460 to I664/I64 interchange and drop the third crossing which will only dump more traffic onto the busiest portion of I64
- Hi Speed Rail is critical. Other metro areas will be on the main line, and it is VERY important that our spur like line be one ticket and of the same design quality as Raleigh, Charlotte, Richmond, etc and be constructed now and not later. We must be competitive and rail cannot be a reason that other cities attract businesses and we be left out or delayed.
- High Speed Rail north and south - not just a spur from Petersburg. We are the largest coastal metro region between NYC and Florida - why have we not been better connected to nation's transportation grid??

- I don't agree with the plan to go around the peninsula for high speed rail to Richmond and Northern Virginia. I am not in agreement that it is cheaper. We should be able to connect the peninsula to the proposed route without excluding the peninsula.
- I don't like the choice of the word 'partnerships' with airlines in the first statement on this page. It implies subsidies to one airline over another. I suggest substituting the word "service" for 'partnerships'.
- If transportation is not fixed the rest is meaningless. Some attention needs paid to figuring out how to best deal with the rising sea level. If the region becomes a frequent flood zone - the rest is meaningless.
- Improve public transportation services to enable visitors to travel about the region without cars in order to benefit from Hampton Roads' museums, concert venues, historic sites and green spaces
- In my opinion, we should not concentrate on bringing MORE companies to Hampton Roads, but to IMPROVE what we have. HR should have created a light rail/mass transit project many years ago. Where else in the world do you have approx. 10,000 people trying to get to the same place, every day, at the same time? It is crazy to me to not have a mass transit system like the subway in DC/Pentagon or the BART for San Francisco/Alameda/Oakland. Transportation needs to be fixed before anything NEW comes to HR - make it better for those of us that are already here.
- In regard to air service, we need direct West Coast passenger service.
- Light Rail is a must to the future of Hampton Roads. Expansion in to all city centers (Greenbrier, Oceanfront, Suffolk, Williamsburg) is necessary.
- Local light rail is questionable. Southside high speed rail to/from outside the region is critical.
- Need bicycle paths throughout the Cities in the Region and between Cities, like between Poquoson and Hampton along Wythe Creek Road, for instance.
- Norfolk has made a mess of light rail. Putting up overhead power supply in a downtown area is retrogressive. There are lots of good ideas in the vision and it's easy to say that pretty much anything listed in the survey would be good if it could just happen, but it can't all happen, and what DOES happen has to be done well. I truly believe our citizens would prefer to see fewer things done, but for them to be done well - starting with transportation.
- On the whole, I hope to see alternatives to road-building, like rail connections for cargo, rather than more trucks.
- Our roads are in terrible condition. We must address that, as it looks bad to tourists traveling on our roads.
- Prioritize rail and other public services over road.
- Promote the privatization of some rest stops and the lease of space to private companies for additional funds that can be used for transportation mainly and add to the general fund as well.
- Providing adequate road/rail connections should be a primary goal since you already know it would improve and/or create jobs and wages. That's the reason I travel to Richmond every day - wages. I have limited resources to get here and if there is 1 problem on 64. . .well, you can imagine.
- Rail and Internet connectivity are the key to getting additional government functions ran out of this region, since the government is scaling back actual development of resources in the region.
- Railroad for moving products Yes Railroad for moving people, NO - NO - NO
- Safe Bicycle paths between and among Cities in area.
- See former comment about third crossing.
- Strongly support transportation linkages with rail, buses, and Am Trak. It will help the region with job stability and income increases to commute to Richmond (avoiding traffic and pollution)

- Transit-Oriented-Development: civic, commercial, residential development around transportation nodes.
- TRANSPORTATION is the "elephant in the room", because everything else is dependent on the development and implementation of an effective means of improving our regional transportation capabilities.
- TRANSPORTATION IS THE KEY. we must be connected to the rest of the country - particularly the cultural centers that are so close: DC, Baltimore, NYC. We are currently too detached and this means our arts community, business community, federal community, etc. is also detached. The sprawl has gone on too long, we need interconnectedness and sustainable growth.
- Transportation is the most important thing. In this day and age it's disgraceful and small of mind that our transportation is such that it is. Shameful where is my money going certainly not in the infrastructure
- While ferry services are a necessity in some areas, I strongly feel that we need to expand the highway network in the Hampton Roads area so that an evacuation would be both fast and safe. As it stands, it would be neither.
- While I agreed with last two statements, I only agreed as to enhancements to rail mobility -- building any significant new roads is uncalled for and an invitation to further sprawl.
- Widening the HRBT is the only option for addressing transportation to and from the area.
- You are very clever to include both light rail and higher speed rail in a compound sentence. Light Rail is a costly disaster for Virginia Beach. Any casual review of the published academic literature reveals this. It is unbelievably mindless for our elected officials to be selling their constituents down the river on this waste of a project. Higher speed rail should be studied.
- You MUST fix these tunnels. It's deplorable for people to have to endure them. The HRBT, downtown tunnel, mid-town tunnel, they are all unacceptable. If you just had an alternate means of transportation so people didn't get in their cars in droves, clogging the roadways, life would be easier. People would come to the shops and mall in Norfolk. I'm sick and tired of the excuses of not having a train system. People are so afraid of the "wrong element" easily getting from one city to another. I got news for you, it'll happen regardless!
- You need a plan to widen I-64 b/w Hampton Roads and Richmond!!! The congestion is detrimental to business and the potential attraction of new business.
- Your main concerns about light rail should not be getting tourist between Norfolk and Virginia Beach; it should be getting citizens around Hampton Roads efficiently. Light rail for tourism has failed in every city it was developed, but light rail for commuters is utilized by residents as well as tourists.

- **Sense of Place**

- **Culture/Sense of Place**
  - Believe that "a sense of history" should replace "a sense of place" in mission statement.
  - Get out of 18th century we must do better
  - Hampton Roads need new energy, along with arts and cultural programs tourist and citizens alike want to see revitalization of the city assisting those in need of housing and fixing the neighborhoods so that it doesn't look so abandoned. There should be funded allocated to improve the appearance of the Hampton Roads area so that tourist and citizens will be proud of the city they live in.
  - Hampton Roads will be recognized as a premier location for the establishment and growth of new entrepreneurial ventures that takes advantage of our culture of innovation, a respect for new ideas and new ways of doing business, and a tolerance for risk and experimentation.
  - How about you define some terms...."Region of Excellence" and the such...it's called survey development...learn it...don't use unexplained terms when you could just describe what you mean...but I guess that info came out of a committee's commission mission statement task force blah blah

- I don't believe there's anything new or remarkable about any of these. They appear to have been written to include just about anything. My agreement with them, above, should not be construed to indicate that I believe these are reasonable and realistic goals for our region. Our region is short on breakthrough entrepreneurial activity and the climate that encourages this kind of activity. As a region, we are not terrible supportive of the elements that support the development of a strong "creative class."
  - If I could eliminate one phrase from ever, ever being used again, it would be "sense of place". This psycho babble, made up jargon is meaningless, as are all of the above goals. It is the private sector that creates economic growth when not unduly burdened by overbearing government.
  - Need to put energy into a 100 year thought process. What will life be like in 10, 20 ....years. How can we get to green energy, fewer cars on the road, connect the town centers to neighbors. 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.
  - This is all old hat. Where are the new ideas? How about nurturing engaged citizens who participate knowledgeably in setting a community vision that is clear and jargon-free? How about leveraging social media (web 2.0, Facebook!) to build regional bonds? How about ensuring that all Hampton Roads residents have online access to job applications, communication tools, community news, etc?
  - To attract anyone to the region, focus on aesthetics of neighborhoods. Trash receptacles visible in driveways and in front of homes, unattractive street lights in neighborhoods, oversized tires on pickup trucks in front of homes, just to name a few,
  - Who could argue with this?
- **Environment**
- Agriculture and aquaculture and local food farming be given priority over residential/commercial development
  - Any new federal buildings be designed with architectural features that fit in with the local environment. Local review of new buildings be an important step in the design process.
  - Avoid putting resources on addressing so-called climate change until there is compelling scientific evidence it is truly a concern.
  - Careful monitoring of Federal installations for environmental compliance. Try for zero emissions/consumption standards for all new public buildings. Roofs of all new buildings to be put to good sustainable use. either water collection from runoff, or power generation from sunlight, white roofs to reduce "heat," playgrounds for children, green space roof top "parks." Fly over our region and you are immediately struck by how under-utilized our roof tops are.
  - Eco friendly; promote eco friendly have a viable bike route on every street so people who want to ride their bike to work can promote good health
  - Green is trendy, and trendy does not make a sustainable long-term foundation. It seems to me that basing our plans on being green is like making a big show of putting a generous donation in the collection plate at church, it might make us feel good about ourselves and it might impress a few folks who are easily impressed, but it does not get to the heart of the matter. If we focus on doing the right thing we will naturally do green things, because doing the right thing means not being wasteful.
  - Hampton Roads has a very long way to go before the area can be marketed as eco-friendly.
  - Strategy: Seek out the best and brightest young college graduates and bring them to Hampton Roads to enhance our competitive abilities and increase our intellectual capacities to face an ever-changing economic world.
  - Strengthen environmental commissions so that they have an important voice in regional and local environmental activities.



- Support efforts to clean up Chesapeake Bay and local tributaries with the same passion and force that we see from Maryland.
- **Regionalism/Government**
  - Again as noted before without context and associated details, the responses can be misused to indicate support for raising taxes or bigger government. In no way are the responses here to read to indicate support for additional taxes or fees on families or support of regional revenue sharing, regional governance or regional debt apportioned to localities.
  - and fund projects collectively and no matter where the project is built. Collect sharing of revenue should be considered so that cities cease being territorial.
  - As Sessoms, Fraim, and Mayor Ward have shown, we need to bring the region together as one
  - Commence coordination of resources through a move to consolidation of various government entities into a regional form of Government
  - Continue to Shrink Government involvement, Cut taxes and give businesses and individuals the ability to seize their own destiny instead of forcing this consistent communist state where the government wants all the money and takes it to give to those that are not paying taxes.
  - Encourage more federal-private partnerships with individuals and small companies.
  - Good luck getting the cities to work together. They all talk the talk, but they won't walk the walk. And when you keep mentioning our "brand promise" I can't help thinking that too many marketing consultants are involved in this project. We need regional-minded leadership that consistently makes the right decisions for our region, and then we will be taken seriously as a region. It's as simple as that.
  - Good luck trying to get all the local municipalities to work together. Their so stupid each of them has wasted money building their own city centers, dividing the communities more. Unfortunately, only Norfolk's went bankrupt. It takes drastic results such as this for some folks to finally wake up, but looking at light rail that doesn't seem to be the case for Norfolk.
  - I believe Hampton Roads should focus more on the private sector to improve the region rather than depending so much on government related industry.
  - I wanted to add to the regional relationships. An actual regional committee should be formed by the state delegates that would vote a move on different issues and needs for Hampton Roads. that way they can push for it better when they meet in the General Assembly
  - New government retiree development is about the only thing the government may build in this region due to the security threat of any crucial infrastructure development.
  - Newport News does not want to regionalize. We want to have our own Peninsula MPO, not be lumped in with the heavily taxing HRPDC and the Southside's MPO
  - PROMOTE TRUE REGIONAL THINKING BY LOCAL GOVERNMENTS AND CONSIDER CONSOLIDATION OF HAMPTON ROADS MUNICIPALITIES (NEW YORK CITY BOROUGH CONCEPT). WE CAN NO LONGER AFFORD DUPLICATION OF GOVERNMENT SERVICES AND PROVINCIAL THINKING.
  - Regionalism diminishes the value of our communities on the Peninsula side of the Hampton Roads. We don't want to be used for paying Southside's light rail bills or roads. We need our own "region", the Peninsula, to pay for what we need, not what the entire region, in which we would be the last to receive, desires. Limited government is the key to happier and wealthier people
  - Stop regionalism. It's another word for redistribution of wealth.
  - Stop regionalism. We do not want to be serfs to the Southside.
  - Stop saddling Newport News' blue collar community by overtaxing them for developments they do not use and cannot afford

- The Strategy and Objectives by not addressing the mechanism of financing and failing to take a position against promoting additional taxes on families are hard to support. The survey is asking in effect for endorsing a blank check. Like in logic if not always true than false, if there is ambiguity on how it will be paid for and who will pay it then disagree.
- Too much reliance on the Federal government is not sustainable. As a region, we should steer our vision and goals toward being a region that is self-sufficient (i.e., more reliance on small business which really is the backbone of America's innovation and strength). Reduce duplication and enhance cooperation between the cities. Tug-a-war politics will get us nowhere!
- We can't afford light rail. We can't afford tax increases for the next decade. We can't afford failing government programs. Growth does not mean prosperity. Lower taxes and limited government bring prosperity.

- **Federal**

- Again, my belief is that the military bases need to be disbursed more evenly along the entire east coast as a matter of national security. With regard to federal contractors, I strongly feel that there should be fewer of those as it would be more beneficial to the citizens of Hampton Roads and the nation as a whole if the federal government were to direct hire employees in all business sectors. In other words, I feel that all federally funded jobs should be held by civil service employees and not via employees of companies under contract with the federal government. I strongly feel that NMCI failed largely because of the frequent turn-over of employees. Civil service promotes job stability.
- Better. The BRAC work needs to accept that the military is not static - their needs will change and we must not become too dependent upon current military presences. I like the idea of looking into other federal operations, but always avoid dependency. Prepare for alternative land uses if the military leaves.
- Hampton Roads should be aimed at all investment and business - not just the Federal Government which has too much influence on daily life. Entrepreneur work should be encouraged to grow and attract other similar businesses to grow in this area.
- I disagree with the 3 federal related statements above because Hampton Roads and the surrounding area has a very high concentration of military bases. In my opinion, this makes the region a bull's eye for a major terrorist attack. We should disburse these bases more evenly across the entire east coast. Also, from an economic perspective, this would allow for a larger private sector in the region and a larger diversity of industries. This would help the region prosper in the long term in much the same way that New York City, Boston, Philadelphia, and other large east coast cities have prospered. As for the public awareness and appreciation, yes, I think we should make the public aware of the dangers of having such a high concentration of military bases in the area. A well planned strike could severely cripple all branches of military operations. From that perspective, I agree with that statement. However, I don't think that was the intent of the statement. Thus, I felt it was important to give that perspective. Also, I'd like to clarify that I've lived all but about 4 years of my life in Hampton Roads. I spent late 1998 to early 2000 and early 2002 to mid 2004 in Florida. Other than that, I've lived in the Hampton Roads area since I was born.
- If you are referencing non-military federal assets, yes. otherwise, see my previous comments. I agree with "maintain and grow the Navy presence" as this is a strategic Naval area. We have an excellent Naval hospital in the area. However, we need to allow other branches of the military to disburse along a wider area of the east coast.
- Military will be scaling back building new abilities in Hampton Roads due to the possibility of a single event greatly impacting our national security. The region should assist the current military infrastructure as much as possible while expanding private investment in the region.
- STRONGLY SUPPORT FREE ENTERPRISE INVESTMENT ACTIVITIES. DO NOT CONTINUE TO PUSH FOR FEDERAL SUPPORTED NON PROFIT ORGANIZATIONS. HOWEVER, CONTINUE THE

SUPPORT OF THE MAGNIFICENT MILITARY ESTABLISHMENTS SUCH AS THE NAVY, AIR FORCE AND ARMY FACILITIES AS WELL AS NASA. WE SHOULD REMAIN THE BEST.

- Support contractors for federal facilities by also helping them to develop and retain a skilled workforce
- You can no longer rely on federal operations in the area to carry the region into the future.

- **Port / Maritime**

- Hampton roads is an excellent east coast port of call off the Atlantic gateway to the world with excellent transportation venues (rail, rapid transit, bike routes for the health conscious individuals) to our diverse art and cultural experiences fringed with innovative high tech energy efficient businesses and family oriented communities
- If the Port becomes Premier, this time round they must be accountable and provide funding back to the localities that have supported their land transportation needs all these years. The Ports should be made to transport 90% of their goods by rail along the 460 corridor and away from the congested Hampton Roads tunnel. Also, the Port is the primary benefactor to the multi-billion dollar "third crossing" that is being forced on tax payers. If so needed, the Port should pay its own access road.. but see concern above about dumping traffic onto clogged interstates.
- Port activity requires serious focus on accompanying environmental challenges.
- Was this entire vision made by the Port Authority? Because there is not much else in here. It is suspect.
- What is meant by logistics parks in mixed use environments? What is meant by "addressing needs" of particular businesses? The thing most businesses need is liberty; give them that, and the right ones will flourish on their own.
- Work to clean up port operations, as Los Angeles area is doing but gets little attention here (cleaner trucks, limits on shipping emissions, etc.)

- **Tourism, Arts & Culture**

- Acknowledge the cultural industry as a vital industry worth a chair at the planning table.
- Attract economic investment in Hampton roads by providing an exceptional quality of life made possible by our excellent transportation system allowing our tourist to explore our rich history and cultural experiences. All U NEED TO DO IS GET HERE
- Build on Virginia's motto that "Virginia is for lovers". Make Fort Monroe into a International romantic destination complete with old-fashioned river boats that connect to the Old Jamestown Settlement and the Old Yorktown Post Office. Build on the history of America's wartime efforts and the visitors of the Chamberlain Hotel. Offer a World Class Open Air Symphony Dome casting the sound over the harbor roads to local sailboats enjoying the freedom in the breeze. Beside Fort Wool choose a worthy destroyer to stand up and light off powder in its guns on the Fourth of July. Let the world know that the Port of Virginia works in more ways that it can mention to support all human freedoms from its shores.
- Comment: include recreational opportunities with region's tourism and arts and culture. Appealing to many of us under 'tourism' is self directed rec opportunities in communities - Noland trail, Windsor castle park, first landing park and bike/hike trails. Also - would include retain and understand Federal investment.
- Comment: You can tell I like the 'green' focus. Would add to develop products that extend tourist season to develop markets (like adventure/outdoor tourism) to expand tourism markets for HR - exist in all communities already - just haven't been tapped (e.g. walking tour of Smithfield, cabins and trails at First Landing and Chippokes)
- Define "brand promise"
- Develop a cluster of multi-focused museums, such as the Portsmouth Living Museum on South Street. It will enhance tourism, provide internships for students, enhance the quality of life.

- Establish a fully recognized National Park site at Fort Monroe. Open more beach space to public by selective purchase and development of existing business and home sites for parking and view shed.
- Establish a National Park site at Fort Monroe to bring tourism to the region
- Fort Monroe and the Dome should be used as a national park and green space respectively.
- Get over "arts and culture" bull and focus on the real things that build communities...those things come as a result of the leisure time created from the advancement of other developments... read the resources and case studies on urban and city development...I mean my gawd, "a diverse arts and culture experience that is consistently funded"...you have to be kidding...
- Hampton Roads should turn the Langley Crash Canopy into a huge, romantic, marriage hot spot/officers' club and offer bungee jumping so that married couples can take the strictly heterosexual PLUNGE. 2) The Shipyard/University communities of Downtown Newport News/Hampton should think of developing individual blocks of amusement parks that offer seasonal/day passes and are connected by a year round cable car system to give local families and tourists the ability to further enjoy the local cultural life and heritage.
- Hampton roads will be a region of excellence for the arts and for arts education.
- Hampton roads will never be New York City or LA, strive for Myrtle Beach type tourism with golf and sand. There are too many other important topics to worry about than tourism in the area. Unless you are willing to let Disney fill in the Great Dismal swamp like they did in FL, tourism is a waste of tax payer dollars.
- Hire more of our children and citizens for the tourist season instead of all those foreign entities
- I am not in favor of spending lots of money to try to convince people to travel to Hampton Roads for the arts and culture. For tourism, we need to protect our shorelines, keep them as clean and attractive as possible and improve transportation to and from them. The arts are icing....nice, but we need to take care of baking the cake first.
- I feel we should NOT "expand" the current programming...we should CHANGE the current programming. If you hold an event 5 years in a row and you are not drawing crowds...DROP THE PROGRAM...create one that WILL draw crowds. (ex: one year Portsmouth had a "Country Music Fest" large turnout.... why was that Fest not continued?)
- I used to live in Pittsburgh, which had hundreds of community parks. Hampton Roads does not. I want outdoor places to take my children and visitors, as well as unique museums, which is why I recommend Fort Monroe become a premier park and museum -- similar to Yorktown. To distinguish Hampton Roads from the Jersey Shore and from Myrtle Beach, we need to use our history to make this a family-friendly destination that is fun and educational.
- I work in the arts, so you will not be surprised that I favor support for the arts. But the arts contribute very significantly to our quality of life, and create significant employment. They can also help make tourism more year-round.
- In regard to branding Hampton Roads, coordinate between economic development agencies and increase resources to make a national and international impact, not just for tourism, but for economic development.
- Invest in arts and culture not so much as a tourist function but to attract creative/entrepreneurial knowledge workers to relocate to the region.
- Invest in Fort Monroe as a National tourism destination by putting it under the National Park Service.
- Less focus on tourism, more focus on residents. By focusing on residents, tourists will come.
- Major sports team & franchise perhaps.
- Make Fort Monroe part of the National Park System as a historic landmark and natural area.
- Make strong appeal to cruise lines to, once again, make this a debarkation port.
- On the Brand Promise strategy, I don't think we should promote ourselves as a gateway to a Virginia vacation - we should be the DESTINATION, not the gateway.

- Part of our "Brand" should be a dynamic workforce that looks professional
- Please count me as concurring with Citizens for a Fort Monroe National Park and the visions should include a self-sustaining Fort Monroe National Park.
- Professional sports
- Reposition the cultural community as a significant player rather than as a product to be acted upon.
- Responsible individuals should have a way to promote and support the culture and arts programs they wish to have available--but not by forcing the general population to buy such programs for them. Culture and arts are important--but nowhere near the top of the hierarchy of needs of the HR community with several cities already struggling with among the worst public school performance in Virginia. Cultural appreciation derives from solid educations. You can't impose culture on people who lack the education to appreciate it.
- Same comment on the arts and cultural needs - agree that there can be regional review of what is offered but so much of that is community based. Arts and cultural - for me - is part of larger quality of life/recreation/leisure time pursuit - not just singled out. The term 'brand promise' does not resonate with me. If what we are talking about is coming up w/ a 'brand' for the region - I support concept as long as it includes diversity of community attractions/draw.
- Since I'm not sure of how much International involvement would be needed, I picked no opinion. I'm not too keen on a lot of international influence.
- Strategy: Create new simple basic tourism concepts that can be implemented easily and with realistic funding by small businesses and/or start ups - plenty of options there. Strategy: Provide an entrepreneur friendly environment (tax, real estate, access to resources) to startups to encourage new business growth - it's easier to grow young businesses in a region than to attract big established ones - have seen it done very successfully overseas (Europe)
- Support the conversion of Fort Monroe to a self-sustaining grand public place with a significant national park unit.
- The "Gift of Tourism" is a lie in Virginia Beach. Tourism "revenues" are frequently cited without the corresponding expenditures creating a false impression among citizens and taxpayers that tourism helps keep our taxes low. Tourism, is in fact being subsidized by earmarked tax revenues. The ODU Tourism report provides no raw data detailing the breakout of "tourism related revenues" so it is impossible to analyze. ODU's report counts ALL visitors to the area as tourists, even those traveling on business with the massive military/industrial complex in our region. Local government is ANYTHING BUT transparent on this subject.
- The diversity of local folklore found throughout Hampton Roads region - Dismal Swamp to Williamsburg - should be preserved, and presented in an engaging way to tourists and our students! Tourists want to be informed and feel a "sense of place" from their visit. The sameness of commercial development often destroys those unique features of "place." I would also like to see the complete history of the area be told, as uncomfortable as it might be. I feel there is so much "untold story" from the African American perspective that needs to be integrated and woven as the overall Hampton Roads history. For example, the enterprising black businesses in Hampton and the contributions of African culture and building that slaves showed their white masters. This white women gets so tired of the glory and time devoted to the dead white civil war heroes! The strength of our futures will be on diversity of thought - as this is the nexus of innovation.
- The Virginia Beach tourism industry relies largely on teenagers from Eastern Europe for seasonal employment. These kids are shipped in and put up for the summer, taking jobs away from local teenagers who want to work. We need to create incentives for tourism industry to "hire local" so these dollars stay in our economy and our future CEOs get the summer jobs that get them started on the right foot. Once they have leave the area to find

- jobs, they'll keep doing it every summer. And continue when they graduate...brain draining us of future talent.
- The year-round tourist appeal of a Fort Monroe National Park will enhance the region. Retooling federal workers should go toward hi-tech and green jobs, not low-paying building services, road building and commercial "strip" jobs. Enhanced public transportation services are critical.
  - Tourism can be enhanced with wetlands and maritime areas.
  - We are too dependent upon the government, and it can make for a welfare mentality. I think Va. Beach would be better off getting rid of Oceana and using the nearby valuable VB Blvd. corridor to turn it into a "Miracle Mile" like other beach resort cities have done. Norfolk will benefit more from being the "downtown" where the best restaurants, shops, sidewalk cafes and cultural activities are to be found.
  - We cannot afford more layers of government. We are approaching a time when government employees will outnumber private citizens, and we can't afford to continue engaging in growth at any cost.
  - We need to keep Fort Monroe as a self sustainable national park.
  - 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?
  - What is the average health insurance benefit provided to workers in the "tourism" industry? Why are you so compelled to promote an industry that necessitates a labor pool of unskilled, migrant, illegal immigrant, low wage workers? Virginia Beach will NEVER be Miami. Please, embrace the reality.

- **Innovation & Opportunities**

- Address needs of small bioscience businesses for loan guarantees and access to incubator space including "wet labs."
- Also with many successful doctors coming out of the Hampton Roads there is a need for quality health care for those who are residents of Virginia that may be in the form of vouchers and free clinics that offer a wide variety of healthcare assistance for those who cannot afford it.
- Big Money should be used to stimulate more Modeling and Simulation growth here with the goal of being the largest in the country. It makes sense with our proximity to DC that this could/should be funded aggressively.
- Emphasis on the following to save on energy costs. 1) Wind and Biofuel Energy. 2) Biking/scooter lanes with major intersection flyovers 3) Community Town Centers that offer "Direct Family Consumer Goods Ordering" by independent vanlines that subcontract to local wholesale distribution warehouses. (As we grow with imports and work to reduce our own local passenger vehicle traffic - the major department wholesalers will likely become more efficient if Hampton Roads studies - direct delivery by customer memberships in individual town centers that offer their own van delivery and auto repair.)
- Hampton Roads will be a Region of Excellence for clusters of cutting edge technology-based business innovation and education. If Hampton Roads can attract larger tech companies to set up shop here, it will bring in more jobs, and it will bring in people who are higher paid who will support the local economy.
- High Tech Employers, Hampton Roads could use a few datacenters
- If the M&S, Sensors & Bio Science clusters are needed here, they'll grow. You don't need to expend public resources on making that happen.
- In addition to offshore wind farms has anyone considered placing turbines under the bay bridge tunnel to generate electricity by the tides(see usine maremotrice de la Drance in France)
- Increase local fiber-optic communications of major offices between Hampton Roads and Washington DC to reduce daily office meeting traffic and advance in developing global deep-

- water fiber-optic communication network strategies. 2) Instead of high-speed rail to reduce - corporate executive level passenger vehicle traffic to DC - Port of Virginia could build high speed commercial trucking lines to the Northeastern Corridor. The passenger rail will not reduce the wear and tear on Virginia's roads and bridges. To compete as the strongest harbor in the world and also to offset the nation's imports over exports because of its customer demand - Port of Virginia may need to move land freight the fastest in the world within its own borders. (Remember: The waters of the Chesapeake Bay are forecasted to rise a minimum of (4) four inches in the next century. That means we may need to relocate our own people the fastest as we raise our roadways to truck further inland.) If we build a faster way for executives to travel to DC we will not have the R&D demands to dominate in fiber-optic communications. We might be better off trying to have robot submarines connecting conduits to empty fiber-huts and dragging the cable from the shore as it is being spliced. Then have manned submarines finish the splicing when the robots are done. The only thing a high speed rail line is actually controlling is - the movement of executive grade ink in a stagnant pen - when we are already capable of communication by controlling the movement of photons.
- It is important to embrace the emerging energy businesses. It will be a buffer with the floating military presence. It will fill the gap of closing bases and departing ships.
  - LEVETAGE THE WIND TUNNELS AND OTHER NASA ASSETS FOR USE IN THE RACING INDUSTRY. NASCAR AND FORMULAR RACING. QUESTION: IS THERE AN OPPORTUNITY FOR THE AREA IN THE CONSTRUCTION AS WELL AS REPAIR OF CRUISE SHIPS?
  - Strategy: Hampton Roads will become a Premiere location for medical care, clinical trials, personalized medicine, digital medical records, and the development of biomedical and biological products for health care
  - Technology is the future for Hampton Roads; we could easily become the Silicon Valley of the east.
  - Use modeling and simulation to investigate strategic options in Hampton Roads to inform decisions before committing resources toward the vision.
  - We need to move very fast on coastal energy since other states are leading similar initiatives and other countries (Denmark and China) are building new factories to produce wind turbines-need to think of how to build a better version of this or to develop support services for these turbines and alternative energy sources.
  - While embracing the above clusters isn't a bad idea, I strongly feel that we need to diversify. I feel that we should brand Hampton Roads as the cutting edge technological area of the mid-Atlantic region. Become a larger and more diversified "silicon valley".
  - Work on developing a regional BioScience economic development plan that integrates other technology strengths in the region, including sensors and modeling simulation and which focuses healthcare delivery with improved information technology applications. Rationale: the region has diverse bioscience assets between the Peninsula and Southside-ranging from EVMS , ODU, Hampton U and VIMS research and a small group of companies (over 30) that are scattered regionally. We should be able to leverage the quality of life, sense of region and other technology strengths regionally to jump-start the development of unique Bioscience industries in HR, included in this group could be biofuels that link to the Energy focus described above. LifeNet is one example of a local success story-could do more. Think of linking the Proton Beam at Hampton U, ODU Innovation park, EVMS Translational Research Plan and NSU nanotechnology capability into a regional Bioscience imitative with input from sensors and mod/simulation industries. This is a unique capability that could bring new federal grant and private investment support to the region. The region will need a comprehensive plan with outside expertise to develop the potential.

24. The following indicators are part of the *Vision Hampton Roads* draft and currently monitored on the website [HamptonRoadsPerforms.org](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	Response Count
Business Start-ups, annual new businesses per 100,000 population	<b>45.5%</b> <b>(132)</b>	41.7% (121)	10.3% (30)	1.4% (4)	1.0% (3)	290
Employment Growth, annual percent change of jobs added	<b>53.8%</b> <b>(157)</b>	39.4% (115)	5.1% (15)	0.7% (2)	1.0% (3)	292
Modeling & Simulation, annual percent change in output, GRP, employment and average annual salary	42.1% (123)	<b>43.2%</b> <b>(126)</b>	11.3% (33)	2.4% (7)	1.0% (3)	292
Net Migration, annual percent change in total population	28.9% (84)	<b>49.5%</b> <b>(144)</b>	16.8% (49)	3.4% (10)	1.4% (4)	291
Personal Income, annual change in per capita income	<b>49.1%</b> <b>(142)</b>	40.8% (118)	8.7% (25)	0.0% (0)	1.4% (4)	289
Port / Maritime, annual change in port container traffic	<b>42.5%</b> <b>(124)</b>	38.4% (112)	15.8% (46)	2.1% (6)	1.4% (4)	292
Poverty, annual percent change of residents below federal poverty level	<b>49.3%</b> <b>(145)</b>	37.4% (110)	10.5% (31)	1.4% (4)	1.4% (4)	294
Research & Technology, annual R&D expenditures by University	<b>46.2%</b> <b>(134)</b>	36.6% (106)	14.1% (41)	2.1% (6)	1.0% (3)	290
Unemployment, annual percent change of unemployed labor force	<b>49.8%</b> <b>(145)</b>	38.5% (112)	9.3% (27)	1.4% (4)	1.0% (3)	291
Workforce Quality, annual percent change of higher education or technical degrees awarded	<b>57.9%</b> <b>(169)</b>	32.9% (96)	7.5% (22)	0.7% (2)	1.0% (3)	292
Other (please specify here)						13
<b>answered question</b>						<b>296</b>
<b>skipped question</b>						<b>67</b>



**Question 24: The following indicators are part of the Vision Hampton Roads draft and currently monitored on the website 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  
 Response %  
 Count

**Workforce Quality, annual percent change of higher education or technical degrees awarded**

**57.9% (169)**    32.9% (96)    7.5% (22)    0.7% (2)    1.0% (3)    292

**Employment Growth, annual percent change of jobs added**

**53.8% (157)**    39.4% (115)    5.1% (15)    0.7% (2)    1.0% (3)    292

**Poverty, annual percent change of residents below federal poverty level**

**49.3% (145)**    37.4% (110)    10.5% (31)    1.4% (4)    1.4% (4)    294

**Unemployment, annual percent change of unemployed labor force**

**49.8% (145)**    38.5% (112)    9.3% (27)    1.4% (4)    1.0% (3)    291

**Business Start-ups, annual new businesses per 100,000 population**

**45.5% (132)**    41.7% (121)    10.3% (30)    1.4% (4)    1.0% (3)    290

**Personal Income, annual change in per capita income**

**49.1% (142)**    40.8% (118)    8.7% (25)    0.0% (0)    1.4% (4)    289

**Research & Technology, annual R&D expenditures by University**

**46.2% (134)**    36.6% (106)    14.1% (41)    2.1% (6)    1.0% (3)    290

**Port / Maritime, annual change in port container traffic**

**42.5% (124)**    38.4% (112)    15.8% (46)    2.1% (6)    1.4% (4)    292

**Modeling & Simulation, annual percent change in output, GRP, employment & average annual salary**

42.1% (123)    **43.2% (126)**    11.3% (33)    2.4% (7)    1.0% (3)    292

**Net Migration, annual percent change in total population**

28.9% (84)    **49.5% (144)**    16.8% (49)    3.4% (10)    1.4% (4)    291

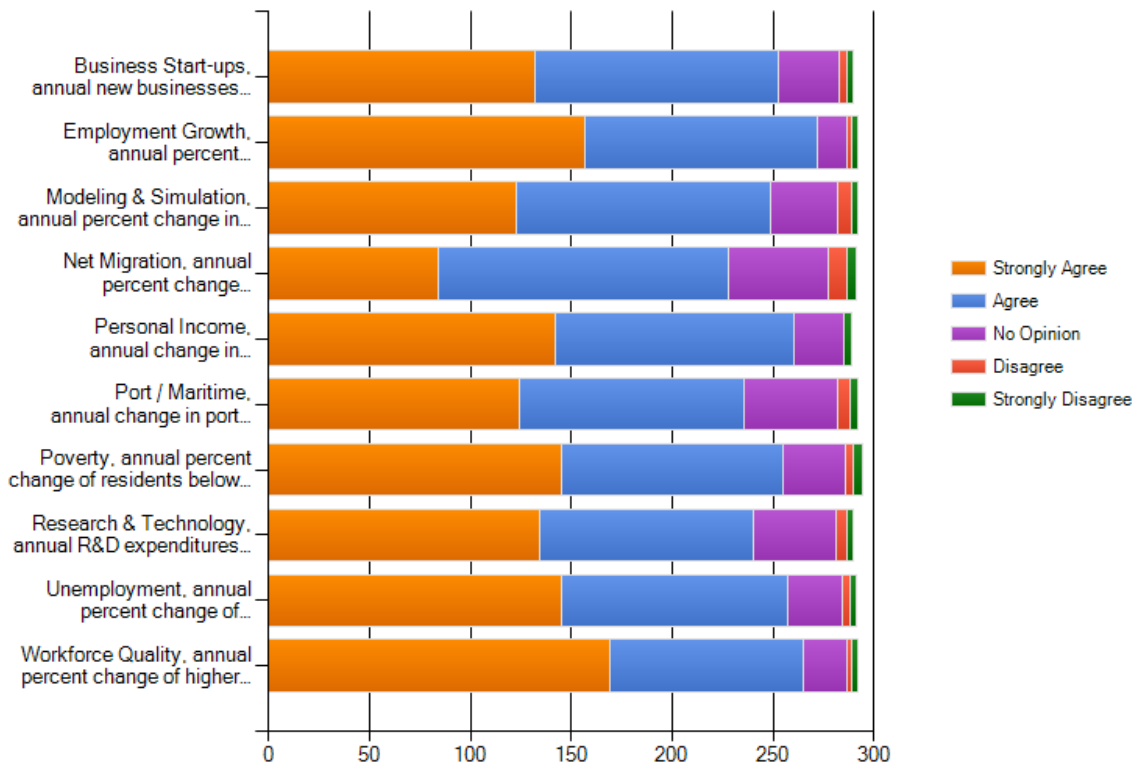
**Other (please specify here)**    13

- Business Startups mean little- the objective is to enhance startups and more importantly look at those that succeed for a decade or more. Employment growth needs to be looked at in terms of real numbers of jobs lost. I look at increased population as a negative as it tends to negatively affect quality of life. Net migration is meaningless unless you clarify it in terms of increase or decrease.
- Comparisons of literacy scores at Pre-k, kindergarten, third grade, sixth grade, ninth grade, and 12th grade. Let the numbers keep the on time high school graduation on track.

- Encourage collegiate and high school internships and apprenticeships.
- Give an indication of tax liabilities
- Graduation and teen pregnancy rates
- Happiness scale, degrees of social isolation among people. (happy people are productive people)
- How many kids can read by the 3rd grade
- Level of tourism
- Marriages, divorces, dropouts, grants, bankruptcies, births, abortions, etc...
- Miles of new regional rail transit added, miles of off-road bike paths added, intercity passenger train frequencies added
- New Business Start-ups is too broad a measure. Need to measure new, entrepreneurial, high-growth ventures.
- There is a danger with regard to workforce quality in terms of certifications vs. experience. while education is very important, I would put overall education and experience above certifications (i.e. MCSE, CCNA, etc)
- We don't need higher taxes to accomplish any of these items.

answered question 296  
skipped question 67

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



**Question 25: How did you learn about *Vision Hampton Roads*?**

**Email** **57.0%** **174**

Word of Mouth	12.1%	37
Newspaper article	9.8%	30
Website	7.9%	24
Public Meeting	3.6%	11
Newspaper ad	1.3%	4

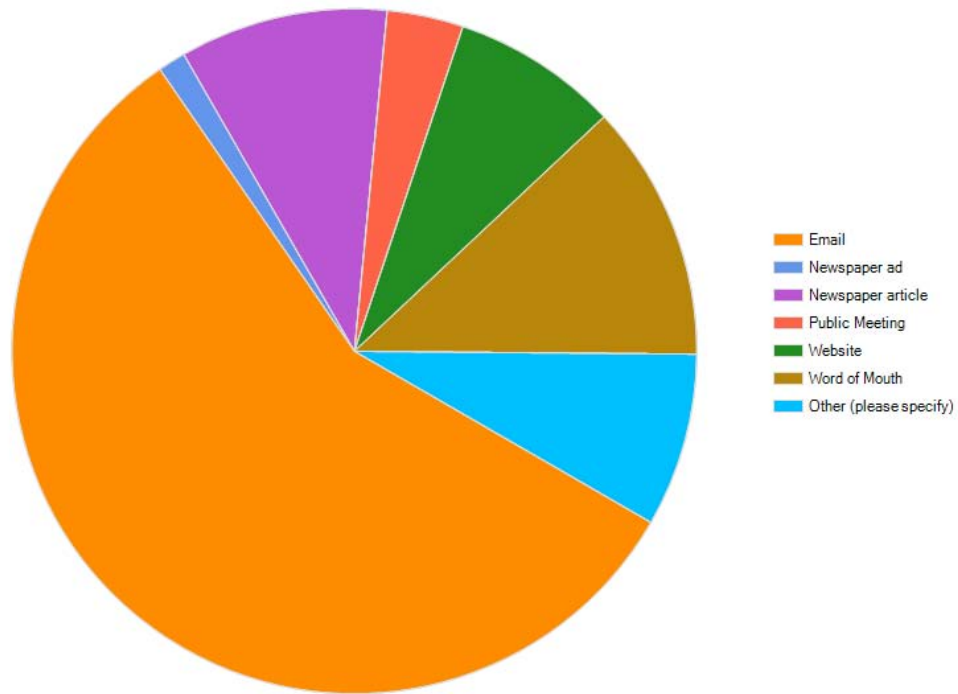
Other (please specify) 8.2% 25

- **WHRO TV (8)**
  - "What Matters" on WHRO. Hi Cathy, Good Show.
  - Cathy Lewis TV show promo. on Facebook
- **Miscellaneous (8)**
  - A concerned citizen and fellow realtor informed us of the survey through a group e-mail and we responded.
  - Phone call to Dana w/regards to data I needed for Isle of Wight
  - Rotary program
  - Citizens for Fort Monroe National Park
  - Don't know.
  - Word of Mouth
  - Through membership in the Chesapeake Alliance
  - TPN Forum for Realtors
- **Vision Process (4)**
  - HR Board Member
  - Participant in Vision process
  - Participated on the strategy committee.
  - Served on the Federal Subcommittee.
- **Email (3)**
  - e-mail distributed to our inhouse system.
  - Workplace e-mail correspondence
  - Joseph Wiggins email
- **Online Media (2)**
  - AltDaily

***answered question*** **305**

***skipped question*** **58**

How did you learn about Vision Hampton Roads?



26.

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).

		Response Count
		117
	<i>answered question</i>	117
	<i>skipped question</i>	246

## Question 26: 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).

<i>answered question</i>	<b>117</b>
<i>skipped question</i>	<b>246</b>

## Additional Comments (by Theme)

- **General/Miscellaneous**

- 1. The ranking scale used (strongly agree to strongly disagree) is not an effective choice scale to determine priority. It's easy to "agree" with most of the statements; but that does not give guidance on which are higher in priority or should be pursued in a limited resource environment. 2. Question/Section 23 Actions (part 6) contains a statement regarding support for contractors that serve federal installations...by creating on-site spaces and developing a regional water strategy. These are very different actions and should be separated into two distinct activities.
- A survey that captures the relative importance of each of the strategies and action items is a much better yardstick than the Likert scale used in this survey. The next time you need a survey, contact VMASC and we will do a better and more technically sound survey that provides you actionable, transparent, traceable, meaningful and quantitative results.
- 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. OVER ALL, YOUR GRADE IS A SOLID " B ". HOWEVER A STRIGHT " A " FOR EFFORT. THANKS FOR GIVING ME THE OPPORTUNITY TO "SPEAK" MY MIND.
- Business attraction (new jobs) and education (k-12 and higher ed) are the most important issues facing our community and will have a huge impact on our future.
- Clearly, some very talented and insightful people have put a lot of work into this effort. Please keep it up. 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....not just promoting sensationalism and cheesy news.
- First a number of general comments: - I recommend not using the first person (e.g., "we," "us," etc.) - The tense needs to be consistent throughout the document - The inclusion of website links in the text detracts from the readability of the document. Recommend footnoting links - The cover page talks about the "path to regional transformation" yet I don't really see anything that I consider "transformational". Most of the vision and plan is evolutionary and working better together than revolutionary and transformational. - In the abstract it states that this strategy is an economic development planning tool to aid local governments in decision-making. That isn't very 'regional' in my view. There are a number of different ways to use a hammer (e.g., it's a tool)....or one can chose to use a different tool. If the strategy is merely a tool then each locality will use it differently and in a potentially non-regional way. - There is too much Hampton Roads Partnership "chest beating" about why they are the best organization to run this effort (I'm not questioning that's the right role for HRP; the justification is overdone in my view) Specific comments: Page 4, I. A. first paragraph and sentence: the use of the word "blessings" may not be politically correct. Page 4, I.A. third paragraph, last sentence: recommend change to "...the potential reduction in the number of nuclear aircraft carriers homeported in Norfolk and continued threats to Naval Air Station Oceana and other key federal

activities...." Page 6, F, first paragraph: the notion of the process being to align missions and objectives of many regional organizations is noble but unrealistic. There are too many regional organizations - all well intentioned and founded for a specific purpose - who are now competing for resources and regional 'market share' Trying to align them is shifting deck chairs on the Titanic; many of them are likely to "go under" from revenue shortfalls. We need to figure out core competencies, prioritize them and then develop a business model by which to accomplish them using this CEDS. - Page 6, F, third paragraph: no military operation would ever be managed at the strategic and tactical levels by the same individual or group. Recommend consider some other model to ensure strategic guidance is distinct from tactical operations. - Page 6, F, fifth paragraph: it's not clear how the HRP Executive Committee will develop and monitor this plan - Pages 6 & 7, F, sixth and seventh paragraphs and chart: while I certainly appreciate HRMFFA being assigned the task force leadership for the Federal Task Force Tactical Component, this assumes that HRMFFA will be around. Given anticipated budget situation for next year and January 11th HRMFFA Board direction to accomplish a zero-based review of all HR regional organizations to find a better business model, it is likely inappropriate to build a strategy on an organizational structure that exists now but has no enduring nature to it. Page 9, II, A, second paragraph: Fort Monroe must close by the end of September 2011. Current planned turnover date from the Army to COV is September 15, 2011. Page 9, II, A, second paragraph, last sentence: change to read "...the potential reduction in the number of nuclear aircraft carriers homeported in Norfolk and continued threats to Naval Air Station Oceana and other key federal activities...." Page 9, II A, third paragraph: change "populated" to "populous." Page 9, II A, last paragraph: change to "... (CEDS) provides Hampton Roads..." Page 9, B: recommend title the section about the history of HRP vice capabilities (e.g., too much justification about being in charge in my view) Page 10, first paragraph: change to read "...Partnership has 116 members." Page 10: shouldn't 2004 - A Call to Action come before Plan 2007? Page 10, Regional Competitiveness Program: talking about \$11M received and saying that many important regional organizations were formed opens up an avenue of real criticism. Need to discuss results. Page 11, Regional Citizenship: the "bottom line" statement is the most important statement in the entire CEDS. It needs to be called out specifically as it is the MAJOR obstacle to achieving success in this effort. Page 13, C, first paragraph: This statement assumes the continued robustness of "existing regional organizations." I suggest that's not realistic at this point. Page 13, C, third paragraph: need to describe and distinguish regional "organizations". Some are corporations, some are membership groups, etc. Not all "organizations" are the same and they shouldn't be viewed the same in CEDS. Page 17, III A, first paragraph: what is source for statement that this is the world's largest natural deepwater harbor? I'm not sure that's true. The use of "robust transportation network" in the same sentence is almost laughable. Also recommend change the order of "...citizens, business, and government..." in the last sentence Page 17, B, second and fourth paragraphs: this is due to the significant military presence. Page 18, C, first paragraph: which decade? 2000-2009 or 2010 - 2019? Page 18, second paragraph: this is due to the military. Page 20, D: recommend we rewrite this paragraph to include the entirety of the federal sector vice just the military. Also need to mention the culture aspects of federal presence vice just economics (I'm happy to help rewrite this if you want to do so) Page 28, Threats: recommend change second bullet to read "Decrease in DoD spending" Page 29, change second bullet to read: "loss of an aircraft carrier, other ships, or installations" Page 29, third paragraph: "Hampton Roads strengths are also its weaknesses" sound like we can't make up our mind. Might be better to say "Hampton Roads strengths also create vulnerabilities that must be closely and continuously monitored to ensure they remain strengths." Page 29, last paragraph with the bullets: if the idea is to lay out hopes for transformation and to combat dependency then move last two bullets to the top. I'm not sure we're truly talking about transformation in this section. We should not be looking to combat dependency but rather exploring how to create and reinforce interdependencies. Page 34, Objective 1, Strategy 1, Action 1: See previous comments about specific assignment of actions to HRMFFA. Also think we need a better arrangement of bullets (I will help) Page 35,

Strategy 5: I've learned from HREDA that this doesn't really work. We may want to consider changing the strategy. Page 45, D.1, last paragraph: why a question rather than a statement? Page 47, Technology transfer: there are other federal labs in Hampton Roads that are not listed. They are part of the Federal Lab Consortium that exists to focus regional technology transfer from the federal sector Page 51, 4: we should mention that we have Army, Air Force, and Navy health care systems in Hampton Roads and discuss how the region is ideal location to pursue health information exchange (HIE) technologies among military, VA and private health systems. Page 62, Objective 4, Strategy 1, Action 3: a perfect fit for the Hampton Roads Regional Technology Cluster workshop on January 25th and 26th Page 53, Strategy 4: HIE fits Page 55, VI, first sentence: this seems to be in need of examination. Why have a regional strategy and xx number of independent municipal economic development staffs. We need to get away from the attitude of this is the way it's always been done and we need to compete with one another. Pool resources including people. (Overall I'm not sure this section adds anything positive to the document.....may even be a detractor as it shows little) Page 67, D: the notion of each task force will be driven by a specific regional organization assumes those organizations will continue to exist with a level of robustness to do this job. Page 67, D.1: this responsibility for HRMFFA is part of the HRMFFA Regional Action Plan. The specific action in CEDS realistically needs to be approved by the HRMFFA Board against the backdrop of revenue and corporate future. Page 75: shouldn't performance measures line-up with the various elements of the strategy? (e.g., how do we measure success in the "Federal Task Force"? Page 75, 10 indicators: M&S is too specific to be called out by itself. M&S is a technology and should be evaluated underneath that measure....BUT Page 94, 8: Research and Technology are two distinct areas and should be broken out and measured separately. You can have a lot of research in universities and no real technology base and vice versa. Page 115: my name...either use "Frank Roberts" or "Francis A. Roberts" Overall it's obvious a lot of work has gone in to producing this document and it provides a great starting point for more discussion. Given the events at the HRMFFA Board meeting on January 11th I cannot see how this CEDS can proceed without some consideration of the task laid on HRMFFA to examine all the Hampton Roads organizations and look at new business models. This CEDS has to be coherent with the future for the many HR alphabet soup groups. I stand by to assist in the integrating effort as I move forward on turning HRMFFA upside down and shaking it vigorously to see what comes out of our pockets.

- Focus on "first impressions" and overall appearance of neighborhoods. Beautiful homes accented by garbage cans and oversized pickup trucks might be enough to discourage prospective residents. Deal with JET NOISE. Keep real estate taxes affordable, tax relief available, improve public transportation, and don't forget about the needs of seniors (we're a growing number). This city has an overwhelming amount of potential and much to promote: quality of education, proximity to the beaches, weather.
- For future consideration I would recommend shortening the survey - seemed to be some unneeded redundancy in several of the questions or it wasn't clear in their wording how they differed from previous questions. I was disappointed that there was very little in your survey dealing with the growth or the sustainability of the agricultural community. As we continue with "go green" efforts nationwide, there should be more emphasis in Hampton Roads to promote healthy and LOCAL agricultural sources. There seems to be a nationwide move to grow local and buy local, there is a rural/agricultural Hampton Roads that should be supported and promoted.
- Hard to see how priorities can be set with this. It all looks good but the trade-offs are unknown.
- I am concerned that many of our residents will not be able to understand this survey and become frustrated and not complete it. Many of the questions could have been worded differently for understanding from all levels of education.
- I am strongly behind ALL your initiatives. Nothing happens without vision and planning. All efforts will have a positive impact on Hampton Roads. Go!
- I answered the first several pages but then stopped. I have no particular expertise on a number of these issues and find both the volume of questions and the wording a little overwhelming and



too taxing on my time. Methinks you are asking a little much of a lay audience to do this, but maybe it's just me.

- I congratulate HRP on this vision. However, I feel strongly that HRP membership should be broader and more diverse.
- I feel that the survey needed to be shortened. It had too many questions and many of them were very lengthy.
- In my opinion the local legislators are doing a poor job of supporting the economic development and the quality of life in the region by underfunding the transportation system and thus endangering the expansion of the port, of underfunding the computing modeling and medical research opportunities. I'm sure the partner's organization can not criticize Richmond but some public group should. There really needs to be a rational and objective way to make comparisons to what is needed and essential to economic development that effects all of us and to what is actually in budgeted. Now seems to be an awkward time to do it with so many funding limitations.
- It is vital that the public is informed every step of the way while changes are made.
- Less emphasis on military's & port's role in Hampton road's economy (don't eliminate, but our world & economy are shifting - we shouldn't put all our resources into these two areas... sorry, but too much military has really lowered the standard of living in this region...). only public/private partnerships will make this a better region/nation - not gov't alone :( more emphasis on education (not just paying teachers higher \$, but hiring good, effective teachers; have local area businesses work closer w/both higher education institutions & even as young as elementary school - give students hands-on experiences - may help lower level students become more interested in learning more about math & sciences; also ed institutions should partner w/local co's regarding continuing education - co's, regardless of size/revenues, need to see the importance of creating a more intellectual/analytical/reasoning workforce - not nec having a degree, but being able to think & reason...), technology, arts & culture (from a multi-cultural perspective - hr has so many different cultures: Russians, Philippines, Germans, etc. take advantage of these opportunities to "globalize"/education the region as a whole), entrepreneurship/innovation (creating new businesses/products/processes that are green & sustainable - what's best for our region, nation, world), transportation (anticipate future growth of hr & plan accordingly - expand light rail to heavy hr traffic areas - where people will be most apt to utilize the rail - make it easy & affordable - work w/area businesses affected by the rail in encouraging commuters to use the rail... not "if you build it, they will come" mentality).
- My primary concern with this area isn't even mentioned in this survey: the low pay offered by most Hampton Roads employers. No wonder well educated, smart, creative people are leaving the area; why stay in a place that costs as much as other areas but pays you less?? What initiatives are underway to get local employers to pay salaries high enough to retain talent? I noticed that the draft statement keeps harping on the same areas: military, federal agencies, tourism and ports. How many decades now have those areas been considered the bedrock of this area? And how's that working for us? It's delivering a brain drain. The leaders of this area should be ashamed of the profound laziness they've shown in relying on tourism, ports and the government for so long. This area falls horribly behind similarly-sized areas of the country in terms of attracting and retaining "the creative class." That's probably because we don't actually CREATE much of anything in this area, and instead have been relying on government help and geographic resources to provide jobs. Those jobs tend to be on the low end of skill and education requirements, which also keeps local wages down. For a supposedly vision-oriented initiative, this draft statement reads like something out of 1975. More military, more ports, more tourism, more federal contractors. (I know energy and environmental initiatives, as well as "improved transportation," have been thrown around in statements like these for decades, too.) More of the same low wages. More of the same exodus by the level of workers other areas are desperate to attract. Here's a question to think about: What can this area create? What kinds of industry sectors and companies can we nurture here that will provide products and services that will truly move the century forward? If anyone on the board has read "The Creative

Class" by Richard Florida, that book can help foster discussions about what this region needs to offer its residents to get them to stick around. I wish I had known about this initiative a couple of years ago; I'd have volunteered to be on the board.

- No Light rail. No Virginia Beach Dome, Lower Taxes, Less Government spending, More manufacturing with less regulations and no unions.
- Not here but see other recorded comments at various questions and thank you for the opportunity to respond
- Overall, the statements read like a small group has talked to itself so long that it has evolved its own language. On top of that, I hear a desperate need to convince somebody with all the over-Capitalized puffery which is no substitute for genuine vision. Most of the statements are a summary of where we have been, not signposts to where we might go. Certainly, every major stakeholder has been reassured that nothing will change. HOW SAD.
- Please continue the great work done here.
- Revitalize and renovate existing developed properties, rather than needlessly destroy unspoiled lands and waters for further development. Get the all the regional municipalities out of the real estate business. Ensure that Fort Monroe, our nation's most venerable institution, will be maintained by the federal government, in perpetuity, for public enjoyment and learning. Give more focus to local quality businesses, rather than to lesser-quality chains and conglomerates. Encourage more single-family homes and less condominiums and apartments to ensure higher owner-occupancy in residential stock. Increase mass public access to scenic waterfronts and recreational waterways. Work with appropriate local, state and federal agencies to eliminate or restore blighted communities, thus reducing the potential for drug trade and drug dependency, and the inevitable spin-off crime.
- Some of my comments may be way out there to what is actually feasible. It still was fun. Thanks
- Some of your items combined several items that should have been addressed separately.
- Stop increasing taxes on a blue collar town. Stop driving out residents who built this town. Lower taxes and limited government bring prosperity.
- Strive to make HR a premier location for residents and tourist of all ages. Work toward green energy, getting residents and tourists out to enjoy the environment. Connect key areas (town centers) to neighborhoods and other key areas. Strive to do it by less traffic and more exciting modes of physical or public transportation.
- The average citizen (that would be me) does not understand what the regional bodies do for them. Not just the theories - the vision statements, the plans, etc - but what benefits have we reaped with a regional approach. I believe there is a tremendous amount to be gained - just have never seen it documented where it has been accomplished. We are trying to work on solutions for economic diversity in IOW county. One topic that came up was Counties lack of ability to tax (cigarettes, etc). Will contact our local representative - but regional solutions to community problems (larger voice solving reasonable issues for smaller pieces of HR) would demonstrate benefit to being part of larger body.
- The best thing you can do to help Hampton Roads is to improve transportation and support small and large business. Without a strong base for business and transportation you might as well be wasting your time doing something different. Thanks for trying to make the changes needed to move Hampton Roads forward and I wish everyone great luck in making this happen. Keep moving forward because I know what people can do if they have a good leader and a will to move forward. Thanks
- The more I looked at the survey, the more I began to think this was put together by a bunch of politicians who wanted us to answer questions they way they wanted. If you want more creditability, start asking questions in plain English, not political double talk. Hampton Roads is a great area crippled by petty jealousies between municipalities and indifference at the state level. Until the municipalities quit being parochial and the state stops putting our scarce tax money in Richmond and Western Virginia, nothing will come of your or anybody else's efforts. I would not blame the Feds if they started moving the military from Langley, Eustis, Virginia Beach

and Norfolk under the auspices of lack of infrastructure (read transportation) to maintain the military at the proper readiness levels. I do hope you all do make a difference.

- The Peninsula is ignored by your commission. Light rail, 64 widening, even Amtrak service is all talked about for Southside e.g. 460 upgrades vs. I 64, Amtrak / light rail extension along 460 corridor, third crossing (benefiting Norfolk and the ports). There is nothing at all about economic development or transportation upgrades on the Peninsula, all in the name of "regionalism".
- The plan was great.. We need more opportunities like this to voice our opinion for the future of Hampton Roads.
- The survey is hard to respond to. There are so many assumptions built in that it's hard to say "no, that's a nice idea but focuses on failed models of the 20th century, instead of building a 2020 world-class region." The document is heavy into the capabilities of dominant Norfolk/Va Beach, reflecting point solutions of the plan authors, without fully fleshing out the diverse options or addressing subsurface constraints. For example, business startups are constrained by inadequate mentoring and low-cost office space, which seem geared to technology ventures at the expense of intellectual capital and social-service firms. The R&D community is broader than mentioned in the document, and the cultural amenities (critical for a robust creative class of capital-generating entrepreneurs) are given 1/2 page. This is a good start, but not sufficiently fleshed out to be considered for "final" approval.
- The vision for any economy should have a solid core belief "good jobs make a good community." It is not good government or stores or schools or anything else, it starts first with good jobs. Those good jobs generate income to which other good things come from. So never get confused or side tracked, good industry, producing a viable product that someone is willing to pay for is the key element for a good, healthy, productive community.
- The vision seems to be restricted to economic considerations. That seems OK but the vision could include other considerations like improved education, reduced poverty, community involvement in government, preservation of historical sites, and promotion of recreational boating and fishing.
- There is the economic conversation about recession and depression. When a person is unemployed, it feels as a depression. There are budget crisis in the Hampton Roads school systems. The Superintendents are making significant cuts in staff and programming. Paras are receiving pink slips. Differentiated teaching requires four set of hands and two brains for maximum success. Class size impacts and supports children "lost" in the cracks. These "cracks" often show up in poverty numbers, jail, or the underemployed. The writer believes people need a "nudge" away from the status quo. The status quo is safe, comfortable, and predictable. People need to be "nudge" from our personal biases. Sometimes we need an incentive, to "do the right thing." The "right thing" is defined by common objectives. I will share a little about myself, I am a Lefcoe graduate. I would like to be more involved than lip-service and the survey. I would like to work with the Hampton Roads Technology Commission. I would like to be a part of Regional Day. I would like to help compile the data from the survey. I am also open to suggestions of other means of involvement. I want to be part of the solution and continued success of Hampton Roads.
- This survey was too long. Individual questions combined too many opposing interests which led me to support one part yet be strongly against another. I tried to clarify my answer in the "other" section when this happened. This makes me believe that the survey may have been written to lead the participant into selecting the opinion that supports the survey developers' agenda. I do hope this is not the case?
- Transportation, equitable and affordable housing for our citizens, job opportunities, and health care are most important to our citizens. The work of nonprofit and faith based organizations like Empower Hampton Roads is bringing the message to our cities.
- Understanding the need for productive re-entry to society programs for those released from incarceration. I understand that most cases are self-inflicted and the result of very poor judgment and decision-making skills, however, to release these persons back into society with

no skill preparation, insufficient housing or inadequate employment contacts seems as though we have setup an no win situation and possibilities for re-entry into the penal system. These needs must be addressed.

- Very complicated survey. Many people may not take the time to review it all
- 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.
- What seems to be most important at this time is how to fix the public schools in the region regarding test scores, outdated buildings and advanced courses. Also of upmost importance is the gridlock in traffic. We are surrounded by water and for many years, tolls. Please don't implement excessive toll costs to those of us living in the region that travel throughout Hampton Roads daily or weekly. Good luck with this process.
- When developing strategic plans and the VISION, please understand that not everyone works in the government. Our housing prices and other economic factors seem to hinge on government pay scales and there are lots of people who do not earn this type of salary. I HAD to go to Richmond to work just to earn enough to maintain a normal lifestyle in Hampton Roads. Now I am faced with commuting issues because of a lack of bus/rail or other transportation options. Hampton Roads is not up to date with these issues. I lived in the northern part of the state and DC for a very long time. Being so limited with transportation options is quite an adjustment.
- While I agree strongly with this report, I believe it is a bit like expressing motherhood and apple pie. These initiatives involve concerted public and private action, yet the public mood right now seems to be leaning against public expenditures except for specific and direct services, not for touchy feely things like branding. Resource constraints must be considered, and priorities set. This questionnaire did not provide for that opportunity. I trust that will be considered in the final report.
- With all respect and appreciation of the work that went into it, this is a very 20th century plan for a new century that's already showing itself to be very different. It assumes traditional workplace, commercial and geographic trade relationships at a time when the way we think about work and the structure and geography of commerce is changing radically. It's heavy on developing a traditional workforce of technical workers, but lacks strong focus on developing the kind of climate that attracts and supports the kind of breakthrough entrepreneurial activity that will create jobs in the 21st century. It's not clear whether we want, or are prepared to be the new Palo Alto, or just the American version of Bangalore. As a plan, there's not a lot to disagree with in this plan because it attempts to include everything. It makes sense to support the port, the military connections, education and health. We could be the poster child region for responsible environmental stewardship. Finally, the plan was developed by an undoubtedly earnest group of "usual suspect" civic leader "experts," but does not appear to have had any formative input from citizens at large, who would likely frame the region's future in different terms and perhaps with different priorities. At a time in the region's history when the "usual suspects" are finding it harder and harder to convince citizens of the merit of their thinking--e.g. the Yes" campaign--the absence of public involvement in the creation of this pro forma plan is a serious flaw that not only makes this look like just another "old boy" program, but more importantly denies it the opportunity to have the kind public endorsement right from the start that would have made implementing such a plan a whole lot easier. Thanks for the opportunity to share these comments.

- **Intellectual & Human Capital**

- A significant investment should be made in our K-12 schools to promote respect, acceptance and tolerance for those that are different; appreciation of diversity; sense of belonging; self-worth; confidence; hope and goals for the future; exploration and development of personal attributes (educational and athletic). I'm of the opinion that this investment will pay huge

dividends in reducing the drop-out rate, reducing crime rate, reducing social support, while increasing quality of life; economic opportunity and development; and sense of community. The moral health of our region, and beyond, is in a tail-spin.

- AS A REGION WE NEED TO PRIORITIZE EDUCATION AS A CONTINUUM THAT BEGINS WITH HIGH QUALITY EARLY EDUCATION TO HIGHER EDUCATION OPPORTUNITIES FOR ALL. THIS WILL HELP TO ALLEVIATE CURRENT WORKFORCE ISSUES AND DEVELOP A STRONG FUTURE WORKFORCE. AS A REGION WE WILL BE ABLE TO REPORT IMPROVED LITERACY RATES, KINDERGARTEN READINESS, DECREASED SPECIAL EDUCATION/RETENTION COSTS, HIGHER GRADUATION RATES LEADING TO MORE COLLEGE BOUND STUDENTS. THERE SHOULD THEN BE A FOCUS ON HOW TO INCREASE THE NUMBER OF TAX PAYING CITIZENS THAT DECIDE TO REMAIN LIVING AND WORKING IN THE COMMONWEALTH.
- In searching the Vision Document there were no references to "children". If you are thinking about the future, you should explore some of the work that is going on internationally as well as in the US on developing 'child friendly cities' and understanding the place of children (who do grow into adults) in economic development efforts. The future is their world, they should be a focus and an involved constituency.
- This is a lovely, lofty vision, but this vision speaks too little about the human infrastructure that would be required to carry out such a lofty vision. There is no mention of strategies to address the needs of pre-school children, teens or the families raising them. (Many years ago Hampton declared itself the best city in the country for families - not a bad vision.) More future jobs will be directed at serving people rather than creating things. Nothing in the vision really talks about the quality of life of the people living in the region other than in terms of economics and health care. Addressing the human infrastructure also can positively impact regional problems such as poverty and crime. People need to be made a bigger part of this vision.
- **Infrastructure**
  - Add to the goal of continued ferry services in Surry and possible ferry services on the James, a cross-harbor fast-ferry system that serves all addressable markets in HR.
  - Again, the key to any of the wonderful and idealistic goals set out in this document is enhanced transportation capability throughout the region. I strongly support the enhancement of light rail, high speed rail, etc for the long term and I would also happily pay fees, taxes, tolls whatever so that our roads can be maintained and enhanced for increased capacity.
  - Focus on transportation of people and data in and out of Hampton Roads. That will be the key to success.
  - HR already has many assets that entice people to come, live and work here. However, getting around HR, stuck in traffic on 64 every day, twice a day, is a HUGE distracter to a positive Quality of Life. I would say that the majority of people I work with don't even want to venture off-base for lunch for fear of getting stuck in traffic and not coming back in time. Personally, once I reach home in the afternoon, I don't want to go back in traffic to go to dinner, movies, shop, etc. I plan ahead much more here. If transportation wasn't an issue, there would be more exploring and spontaneous excursions and purchases...
  - I am very disappointed in the coverage of transportation problems and potential solutions; it is very superficial indeed, even in the full 135-page document. The writers seem almost unaware of the contents of key documents such as the Transit Vision Plan 2034 (with its concept of corridor development), congestion studies, and the many possible solutions currently being tried or proposed. Vision Hampton Roads should be building on those documents, not simply repeating tired old lists of problems.
  - I support the need for additional and improved opportunities for traveling in and around the area. In addition, I strongly support an effort to introduce the area population to utilize public transportation such as high speed rail. We must find a way to reduce inefficient vehicles from the highways and shift the burden of the transportation of people and goods via efficient means of transportation such as rail and waterway traffic.

- Improving our transportation infrastructure will bring jobs to the area and the most important thing to bring new businesses. I don't mean just light rail we have lived off our grandparent's backs and haven't updated or improved anything we have just been consumers. It would decrease our carbon footprint there is no reason why we can't get on rail and go across this whole united states. Why do other countries have this and we the riches country supposedly don't. It says a lot about our leaders they care not about the future but how much they can keep in their pocket similar to the Mexican government how they have all those willing people to work but they build nothing for themselves just use other countries similar to Haiti. We even had to close some bridges due to lack of safety now how sick is that. We don't have sidewalks in major cities; like Chesapeake on Greenbriar parkway, a major street. Lord forbid if u try to ride a bicycle to work. We need bike routes included in infrastructure if u wanted to be eco friendly or just health oriented u couldn't in this area. I find it a lack of foresight and downright poor planning. In china there is a bicycle lane on every major street even when you're on the interstate you can look over and see overpass for pedestrians and cyclist they really work on decreasing there carbon footprint. Hampton roads we are behind; let's get busy we have too many assets naturally; we have the Atlantic gateway to the world. WE were one of the first colonies we must take the lead. HAVE VISION HAVE TRANSPORTATION GOT HISTORY ,ART , ATLANTIC- GATE- WAY DO SOMETHING WITH IT PLEASE
- IT IS IMPORTANT TO TRY TO EXPAND LIGHT RAIL THROUGHOUT THE TIDEWATER AREA.
- Let's do all we can do to help transportation, have no problem paying tolls and light rail needs to connect to all points West, North and South...come on let's get with it. I cannot take a train anywhere!
- Of the four(4) objectives identified in the draft document they are all reliant one way or another on transportation, rather than be by highway, rail (including light rail, high speed rail or intermodal rail), or air. In that regard, with the importance of that one factor in our overall economic health and economic growth and sustainability, it would seem that transportation would be an objective by itself with strategies and actions identified to meet the objective. There are several actions listed for the objectives that are currently identified in the draft document that discuss transportation but this one factor is such a big issue of all of the objectives that it deserves to be an objective itself.
- Please increase the about of Light Rail expansion into all of the 7 cities.
- THE BEST THING ANYONE CAN DO FOR HAMPTON ROADS IS FIX THE PROBLEMS AT THE HRBT !!!!!!!!!!!!!!!
- These are all laudable objectives, but when it comes time to budget funds and personnel the overwhelming priority has to be transportation, in particular easing the ability and lessening the frustration in getting from one part of Hampton Roads to another.
- To me the growth of HR resides in transportation:ships;crany island terminal.rail:NY,dc,NNews in 3hours.LIGHT rail:VAbeach,Norfolk,Portsmouth,north suffolk,NNews.expressways:1.connect west Norfolk bridge to 64;2.connect M&M to Norfolk.3 connect bower's hill to charlotte NC(remember Hampton roads is a DEAD END).
- Transportation, Transportation, Transportation!!! If we focus on this issue, other goals will fall into place.
- **Sense of Place**
  - Again, why can't this relatively large market land a major league sports franchise? We could support an NFL team and gain instant national recognition. Much small markets have their own NFL teams. We also have to rethink the name "Hampton Roads". No one outside of HR understands what that means...they're constantly asking me where exactly HR is. What do I call this area when I travel outside of VA? Norfolk/Virginia Beach. Let's face reality...no one recognizes Hampton Roads but most everyone in the USA recognizes Norfolk/Virginia Beach.
  - An unelected regional government will ruin rather than help the economy.
  - Can we have a massive oak tree planting drive to beautify our region? Any thought on the economic impact of music and fashion sectors? Could a "district" be developed for this? Also,

culinary arts "district." People gotta eat! Young innovator/entrepreneurs are much less expensive to support than big mega businesses that have loud voices and strong lobbies for public resources. For example, Los Angeles has converted old warehouses into live/work loft spaces for young people. Rent affordability is key to attracting this sector of the work force. We all realize the huge economic impact of popular culture.

- Do NOT develop regional inclusion for the city of Hampton! Do away with the economic development department of the city of Hampton!
- I believe the best way to improve our economic well-being in Hampton Roads is to attract and maintain the best and brightest young minds to our region's businesses. This will give us greater flexibility to deal with the global economy and afford us a greater demand for higher education research and development in the region. This strategy has been extremely successful in my industry and is quite easily implemented due to the high-caliber of our state institutions. The mistake most businesses make is that they assume that the best and brightest would come to them. Hampton Roads is not high on their list.
- I think before you talk about "Hampton Roads" in any forum you need to define what municipalities are included in "Hampton Roads". Is Williamsburg "Hampton Roads"? Smithfield? Franklin? I've lived here 59 years and I still see different interpretations - the audience needs to know what area you're talking about. the City of Hampton just built a new convention center but it's called the Hampton Roads Convention Center; they also just built a town center but I think it's called the Peninsula Town Center, not the Hampton town center. We have a BIG terminology problem. Consolidation of municipalities will solve our identity problem.
- I will be living and working in HR for a long time, as I have a good job here and my family is here. If it were not for those reasons I would definitely be inclined to move to a bigger city that has more to offer culturally. Because I am here, I will do my best to make the most of it but I hope HR will become more of an attraction to young professionals like myself who seek a diverse and high quality of life.
- Re-development is key to the economic success of Hampton Roads. Our natural resources are rapidly becoming privatized, to the detriment of the citizens' quality of life. 90% of all new development on the Peninsula fall far short of expectations, and cost the innocent tax-payer dearly. Our entire region has become overly-developed. Let's focus on preserving our regional environment, working with locals, rather than out-of-town developers; and reduce land-abuse through revitalization/renovation/re-development of existing residential and commercial property.
- The brain drain is from a sense of isolation due to sprawl/unsustainable growth and lack of connectivity. There are great people here who would ordinarily meet, hang out, and do art or form companies together, but they don't meet because they are too separated from one another by a suburban lifestyle, or a non-regional attitude (Norfolk vs. V.B. or Southside vs. Peninsula, etc.), or immobility due to a lack of transit options. Let's work to connect each other, and then connect us up to the rest of the country. If someone can take an easy train trip from here to a destination, they will likely take the train trip back. Especially if there is a sense of a wonderful community and place to return to. Thanks for making this survey open to the public. Good luck with your work and thank you for doing it. For the record, I love this region. I grew up here, went away to school thinking I would never return except to visit my folks, moved to DC and lived in the City and enjoyed it for awhile, then moved back for what I thought would be a temporary period - instead I settled down and I'm happy I did. I have become actively engaged in trying to make this place better -both physically and in the way that it is perceived (by locals and non-locals), and we should all be engaged in doing the same. We need it.
- The Cities of Hampton Roads need to do a better job of working TOGETHER on projects that would improve the overall concept of Hampton Roads. We are doing better, however if Hampton Roads is EVER going to be the front runner on the East Coast, we need to put it in high gear. One suggestion would be to unite as ONE CITY called Hampton Roads, with boroughs of Portsmouth, Chesapeake, Va. Beach, Hampton, Newport News, etc...just like New York. The feedback I keep hearing is "Oh we can't do that, because the local mayors are not willing to give

up their position of authority". Well excuse me, but isn't that part of "working together" for the betterment of Hampton Roads? Just a thought.

- This area needs to step it up and quit the in-fighting between the cities and benefit from working together to attract bigger and better companies/jobs/arts&culture to Hampton Roads. We have so much to benefit and everything to lose if we don't look at the bigger picture.
- This project/program/idea is designed to circumvent our constitutionally elected officials in their constitutional capacities. THEY are the ones who are responsible and accountable to their constituents. Regionalism becomes a safe haven for individual cities/officials to hide mediocrity and failure (again, witness the Norfolk TIDE). The only way you can have civic engagement and transparency is by ELECTING civically engaging people who ARE honest and transparent. These qualities are EMBODIED in people, they are not merely ideas. It seems that with the ever-increasing effort to collect "public input", we have less and less transparency. I do not agree with who you are and what you are saying here.

- **Federal**

- All numbers that describe the purchasing power of our residents should take into account the many benefits that military and Federal workers receive and thus translate into higher annual earnings figures for those people.

- **Port / Maritime**

- A major part of this document is dedicated to the Port. Although the Port is an important part of the region, it is not as important as this report would seem to make it. A Vision less heavily influenced by Port advocates would be more beneficial to the area. No one interest should be dominating a document of this level.
- Do we really need to worry about the port so much? It's there, it's an eyesore, but it's necessary. It sustains itself, it would seem. Let's focus on jobs and lifestyle - that will attract people.

- **Tourism, Arts & Culture**

- A completely unique historic national park on the Hampton waterfront will enhance the entire southern Virginia peninsula and help to revitalize the area.
- A sometimes overlooked priority for Hampton Roads right now is the need to create a unit of the National Park System at Fort Monroe in order to protect the highly significant historic and natural resources. This is now or never opportunity. Individuals, groups, and leaders in every field should call and write their state, local, and federal officials to push for Fort Monroe as a Grand Public Place with national park status instead of just another developed area.
- EMBRACE A SELF-SUSTAINING FORT MONROE NATIONAL PARK. Do not hand Ft. Monroe over to short-term commercial development. Preserve as an historic and environmental asset for ALL Americans to enjoy for all time; do not give it up to commercial development and private ownership. Thank you for working hard to define a vision for Hampton Roads. Please count me as concurring with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park.
- Fort Monroe is mentioned, if I recall correctly, twice in your survey--once as a problem (the Army leaving) and once as an opportunity. In my view the latter characterization far outweighs the former. Fort Monroe offers a tremendous opportunity to transform Hampton Roads both economically and culturally. But this will only happen if its full potential as a world-class historic and recreational destination is realized. And that realization depends upon Fort Monroe becoming a self-sustaining national park, ideally along the lines of the Presidio (a combination national park/federal trust), that will interpret Old Point Comfort's remarkable history with the highest level of expertise and protect its remarkable natural resources--open space, ancient oaks, water walks, beaches with dunes, etc.--from over-development. Such a grand public place would shine a perpetual spotlight on this region, increasing national and international tourism, encouraging the creation of tourist-oriented businesses, and bringing in other sorts of



businesses drawn by the enhanced quality of life that a national park provides. I hope that your vision for Hampton Roads will soon acknowledge this opportunity much more emphatically than it does now, and that your partnership will join with the citizens of the region in working to make a self-sustaining Fort Monroe National Park a reality.

- Fort Monroe should be a national park for all.
- Fort Monroe should be the sustainable Grand Public Place forming the fourth corner of our Historic Quadrangle. The payoff will be great for regional citizens as well as visitors. High Speed Rail will be the regional competitive advantage in the early 21st century that Interstate Highways provided in the late 20th Century. Hampton Roads MUST get on board.
- Greed in this area has taken over and everything is out of sight. Do you want to park at the tune of \$25.00 a day for a tourist visit? The meal tax on citizens is absolutely ludicrous, nothing but a bunch of thieves. No accountability of the funds, or use of the purchased products. In addition the citizens that are residents pay all year. Let the tourist pay. IT is a shame what this area has come to, and it will never be a Myrtle Beach so forget it.
- I am especially interested in making Ft. Monroe a National Park and making HR the "go to" region for modeling and simulation. Both are excellent markers for future economic development and improving the quality of life for HR residents.
- I concur with CFMNP (Citizens for a Fort Monroe National Park) that this vision needs to include a self-sustaining Fort Monroe National Park. I see it as a major opportunity which will stand to enrich the region in multiple ways, including financially, culturally, environmentally, and recreationally. Not to make this one of the goals of the "vision" would be extremely short-sighted, resulting in a significant potential loss to the region.
- I hope to see as part of the vision that Fort Monroe will be made a national park. We took our students on field trips to the Fort and surrounding area. The fort itself was interesting and informative with its ties to the Civil War. Our walks to the chapel and around the grounds were peaceful, and we all enjoyed the fresh air. As Hampton Roads becomes more and more crowded, having this green jewel in our midst will be extremely important. My husband and I have enjoyed concerts and picnics on the grounds. Please keep this an area that the public can enjoy.
- I just want to say that I agree with the CFMNP's call for the self-sustaining Fort Monroe National Park. This would be great as the Quadrangle is completed with Jamestown, Yorktown and Williamsburg. There is much history to be told at Fort Monroe that tourists and visitors would appreciate.
- I pray to God that Fort Monroe will become a National Park. It would be a terrible waste to lose it.
- I support turning Fort Monroe into a self-sustaining National Park. The chance to add to the quality of local citizens and to tourism is in front of us by turning the Fort into a National Park. It is one of the few places left in Hampton Roads that allows people to see the Chesapeake Bay. Too many water views have been obstructed by hotels and private development. This is a great opportunity to create a historic legacy that will be appreciated for all future generations on a national level. Please protect and cultivate this precious asset!
- I think it's important to make the most of the potential tourist opportunities we have such as Fort Monroe (make itself sustaining), our many museums and cultural offerings. Most of all we must address our traffic issues. Without that, many of the other things will come to naught. In order to take advantage of our many offerings, people must be able to get here and then get around.
- I wish the notion of expanding arts and culture weren't so closely tied to tourism. The arts and culture belong in a civilized community whether they bring in tourist dollars or not. Bright people won't be drawn to a community without arts and culture in any case!
- In my view this fine effort treats the Fort Monroe opportunity as a glass half empty, when in fact it's a glass half full. Fort Monroe should become several things: A World Heritage site. A Grand Public Place for all (and not merely a "village," as called for in legislation now pending in Richmond). The fourth side of a Historic Quadrangle, bringing the Civil War into the story that's

told on the Virginia Peninsula. Waterfront public green space for a region that lacks that necessity (as recommended by the Trust for Public Land, which is left unmentioned when the Urban Land Institute gets mentioned). An authentic "signature" location for the region, enhancing quality of life and sense of place. Fort Monroe could enrich us in multiple ways, starting with financially. The way to accomplish these goals is to establish a self-sustaining, pays-its-own-way national park -- and not merely the tiny national park envisioned by some who are counterproductively overdevelopment-minded in a business-as-usual way. The National Trust for Historic Preservation ranks Fort Monroe with Monticello and Mount Vernon. This Vision Hampton Roads effort -- fine as it is overall -- ranks Fort Monroe merely with the Virginia Beach Dome. Let's elevate that vision! Thanks for the chance to comment.

- Make Fort Monroe a self-sustaining national park. Do not put in a lot of development that will make it look like Virginia Beach.
- Make Ft. Monroe a National Park!
- My interest in the "Vision" is site specific ... Fort Monroe. Here is a singular place that is perfect for restructuring the economy. Can you "vision" a Federal medical center for returning soldiers? Can you "vision" technical corporations specializing in prosthetics? Can you "vision" the high paying technical jobs? This is Point Comfort. Can you "vision" the comfort to our returning heroes that this one place can provide? Add to this the tourist attraction of one of the world's greatest forts ... gateway to freedom ... Wow!
- Please consider including a Tourism Center of Excellence, an Arts & Culture Center in the Williamsburg area and regional conferences on these topics on a regular basis to keep the region's communities and leadership informed of progress.
- Please count me as concurring with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park.////
- Rather than merely focusing on the negatives of Fort Monroe's closing as an Army base, and in a minor way mentioning it as a tourism opportunity, adopt a regional goal of establishing a green grand public place with a significant national park unit on this highly strategic 565 acres. This will not only attract more tourism, but even more importantly dramatically improve appeal of region's core to high value businesses and new educated residents by providing an iconic historic park and highly beautiful amenity filled retreat for residents to enjoy close to their daily lives.
- Thank you for working hard to define a vision for Hampton Roads. Please count me as concurring with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park. Thanks very much.
- Thank you for working hard to define a vision for Hampton Roads. Please count me as concurring with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park. As a Virginian I believe that such a park would greatly enhance our region protecting a beautiful spot on the Chesapeake Bay and securing a priceless piece of our commonwealth's history -- indeed, the nation's history. As a professional historian, I think that the potential for short-sighted economic development that would mediatrize or marginalize the significance of the fort and its locale would do great harm to our national sense of history and its importance to our institutions and traditions. If places of such historical importance are lost or minimized, the implicit message to the world is clear that the lessons of such places are not important. Fort Monroe's locale has such important lessons: the location of an early English fortification (Fort Algernon); the site of the arrival of the first African descended people in English North America in 1619; the fort itself designed by R.E. Lee; a place of refuge for self-emancipated African Americans during the Civil War -- indeed, the first such refuge; and after the war, the place of imprisonment of the Confederate President, Jefferson Davis. All of these occurrences still resonate in our national life and it is paramount that they be understood. A self-sustaining Fort Monroe National Park would be invaluable in fostering such understanding.
- Thank you for your hard work in defining a vision for our Region. In past volunteer work I have personally witnessed the sad results of a lack of cooperation among our communities. I am

especially interested in FMNP, support a self sustaining FMNP, and concur with CFMNP's online statement concerning "Vision Hampton Roads". Thank you.

- The National Park Service "brand" is sure to make a site popular and a major tourism draw. Making Fort Monroe a National Historic Site would draw many to Hampton Roads.
- We need to keep the Fort Monroe area as a self sustaining National Park. We cannot let developers build, increasing the load on the traffic situation. Minimal building should be incorporated into the plan for an area that is already so congested evacuation is almost impossible now.
- We need to work towards a self-sustaining Fort Monroe National Park, and I agree with CFMNP's online statement concerning "Vision Hampton Roads".
- Yes, the military in Hampton Roads is benefiting you must look at the citizens and figure out how Hampton Roads can better serve them. Tourist love to see a beautiful city but all so will see the civilians first and if poverty is so apparent in the city no one will want to come visit let alone contribute to the success of this wonderful area.

- **Innovation & Opportunities**

- FIX THE DAMN CONGESTION PROBLEMS! GIVE OUR CHILDREN CAREER OPPORTUNITIES IN SECTORS OTHER THAN SERVICE AND TOURISM! NOT EVERYONE WANTS TO WORK IN SHOPPING CENTERS, SHOPPING MALLS, HOTELS, AND RESTAURANTS!
- I believe that it is vital that our leaders look to enhance the overall diversification of the Hampton Roads economy, through expansion away from our traditional overreliance on military/tourism industries to grow and sustain the region in the coming decades.
- This is good for the high level view. I think the work of the fledgling M&S Leadership Council will be very important for the success of M&S in the future, i.e. - if we are going to be able to break out from Orlando, Huntsville, and the like and truly be recognized as the national leader. Somehow we need to determine how to encourage high tech firms who do technology/software development to want to be here, vice in NOVA, the Research Triangle, Orlando, etc.
- This vision document omits Jefferson Lab's \_unique\_ -- and I mean that word in its old, original sense -- potential for bringing to the region a new kind of research facility: an accelerator-driven light source, a machine providing light having special qualities for a huge spectrum of scientific and technoscientific work. The document also omits mentioning something that's related and growing: Old Dominion's new Center for Accelerator Science. Recall, please -- and please re-establish -- the vision of the Virginians who first caused Jefferson Lab to be created here a quarter-century ago. The accelerator-based opportunities in the next decade and beyond may be even bigger than what we already have gained by having JLab. Thanks for the chance to comment. (Disclosure: In one of my two jobs in science, I work at JLab, but I do not speak officially for JLab.)
- VISIONS should include working with state, federal and private organizations to create a major internationally recognized university for the area. The creation of such an institution or the expansion of one of the existing institutions is the fuel to supply major R&D efforts in coastal engineering, bio sciences and ocean farming of the future. A major university is needed to help Hampton Roads move to be the premier site for coastal and oceanic R&D, from wind and tide energy sources to irrigation of the seas for food stuffs for the future. The supply of top scientists and engineers will bring the businesses both small and large to the area.
- We need to diversify our economic base to reduce dependence on unreliable federal funding and join the international movement toward a knowledge-based economy operating in private sector markets.
- We need to help coordinate the activities of the entities involved in bioscience research and product development with those in healthcare and clinical evaluation, plus meld simulation, modeling, and sensor technology resources into the development of a bioscience industry. We need funding for training a bioscience workforce, and for making wet-lab incubator space available to start-up bioscience businesses.

# Citizens for a Fort Monroe National Park

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Feedback from Citizens for a Fort Monroe National Park ([CFMNP.org](http://www.cfmnp.org))

**71 Citizens sent separate emails supporting this position prior to the end of the Public Comment Period of February 5, 2010.**

**Locations included:**

Hampton Roads (58)  
Northern Virginia (5)  
New York (2)  
Maryland (2)  
Richmond (2)  
Illinois (1)  
Connecticut (1)

**Their individual responses and locations follow.**

[http://www.cfmnp.org/VisionHR\\_CFMNP.htm](http://www.cfmnp.org/VisionHR_CFMNP.htm)

Online Statement of  
Citizens for a Fort Monroe National Park  
Respectfully Offered for  
Vision Hampton Roads

February 2, 2010

The Norfolk PBS station WHRO's moving, 27-minute film *Kingdom by the Sea* illuminates the stakes involved in the Army's 2011 departure from Fort Monroe—a 565-acre, island-like peninsula offering memorable views over the Chesapeake Bay, across Hampton Roads harbor, and back to America's earliest beginnings. At one point in the film, an official of the National Trust for Historic Preservation ranks Fort Monroe with Monticello and Mount Vernon. Yet at one point in the "Vision Hampton Roads" draft vision document, the drafters rank Fort Monroe merely with "the Virginia Beach Dome Site." The drafters of course see clearly the general importance of tourism, of regional quality of life, of history, and of regional "Sense of Place." But when it comes to Fort Monroe, they focus mainly on a glass-half-empty concern over job losses from the Army's departure. In fact, their draft vision document trumpets Fort Monroe's closure as one of several "strains on the region's economy," but only once mentions Fort Monroe as an opportunity—and then only as a tourism opportunity, when in fact Fort Monroe could enrich us financially, culturally, environmentally, and recreationally. The draft vision document does not list post-Army Fort Monroe formally under "Opportunities."

**At Citizens for a Fort Monroe National Park, we applaud the Vision Hampton Roads effort. We share its overall goal of enhancing both quality of life and prosperity in southeastern Virginia. That's why we respectfully recommend that Vision Hampton Roads embrace a vision for Fort Monroe: a self-sustaining, pays-its-own-way Fort Monroe National Park.**

## Citizens for a Fort Monroe National Park

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In fact, we believe that as an important, integral part of any vision for Hampton Roads, this self-sustaining Fort Monroe National Park should itself become several more things:

- \* A Grand Public Place for all.
- \* A World Heritage site.
- \* The anchor for a fourth side of a Historic Quadrangle, adding the Civil War to the stories told by Hampton Roads' present Historic Triangle, and thereby completing the full story of America's founding.
- \* An emerald of waterfront public green space for a region that lacks that civic, cultural, and economic necessity.
- \* An authentic "signature" location for the region, enhancing quality of life and Sense of Place, boosting our international competitiveness, and elevating Hampton from a pass-through city to a travel destination.

**We note that the draft Vision for Hampton Roads already includes numerous provisions aligning—in principle—directly and constructively with what's outlined above.** Accordingly, we ask that the drafters consider the following links between the work they have already done and the opportunity that post-Army Fort Monroe represents. What follows comes in the same order as do the cited topics in the draft vision.

**We are glad to see the draft vision document do each of the following—and in each case below, we tell why:**

- \* **We're glad the draft vision document emphasizes the importance of "Sense of Place."** In a region named for water—*Hampton Roads, Tidewater*—Fort Monroe naturally lends itself to enhancing this key characteristic of a successful, prosperous community.
- \* **We're glad the document calls for citizens "to think, live and act regionally."** The evolving planning for post-Army Fort Monroe has increasingly shown the importance of a regional view of this national treasure with international significance. That's why the Norfolk newspaper has helped lead the advocacy for a Fort Monroe National Park on the Peninsula.
- \* **We're glad it points out that "African Americans comprise approximately 33%" of the region's population.** Memory of the actions of self-liberating, self-emancipating African Americans just after the Civil War began—and of those actions' consequences in the history of liberty—makes Fort Monroe a potential World Heritage Site.
- \* **We're glad it recognizes the importance of "Square Footage of Open Spaces/Parks."** The internationally respected Trust for Public Land has declared that Fort Monroe parkland could "help reduce the parkland deficit of the entire Hampton Roads area and would also have significant positive spin-offs—economic and otherwise—for the entire region." (*Read TPL's report or a summary excerpt.*)
- \* **We're glad it lists "rising sea levels" under "Threats."** As ODU President Emeritus James Koch recently wrote, this threat simply must be engaged in Hampton Roads—regardless of debates over humans' role, or lack of a role, in the sea-level rise that is definitely taking place. Accordingly, the threat must be engaged in deciding the highest and best post-Army reuse of low-lying Fort Monroe—a glorious sand spit, but a sand spit all the same.
- \* **We're glad it observes that the region "depends on its maritime-rich geography including all the blessings that come with it."** Respect for historic shorelines is part of the increasingly accepted prescription for preserving and nurturing the Chesapeake Bay, and Fort Monroe

## Citizens for a Fort Monroe National Park

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National Park will offer one of the world's most pleasant opportunities for watching both commercial and naval ships sailing close to shore.

**\* We're glad it calls tourism one of three "pillars" of the region's economy, and glad it cites the importance of the Historic Triangle.** With the nearby Monitor Center, Fort Monroe National Park can anchor a fourth side of a new Historic Quadrangle, adding the Civil War to the stories told by our region's present Historic Triangle. This "HQ" can complete the region's telling of the full story of America's founding, which became complete when the Civil War demonstrated a national intention to live up to the founding principles.

**\* We're glad that in discussing regional transformation, the draft vision document calls for "[s]ignificantly 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."** By becoming a Grand Public Place for all, Fort Monroe National Park will indeed transform the region.

**\* We're glad it explains that "alignment is the process of having people, organizations and governmental units realize a vision, adopting it as their own and sharing responsibility for achieving it."** The citizens of Hampton Roads have shown time and again that they want a Grand Public Place for all at Fort Monroe—for example, in formal public comments to the Army. In an October 2009 Daily Press online [poll](#), fewer than 1 in 10 of nearly a thousand respondents said "no" to a Fort Monroe National Park. And Hampton's citizens are energetically seeking, under the initiative provisions of their city charter, to align Hampton's official Fort Monroe vision with that of the citizens themselves.

**\* We're glad it cites "Quality Places" as "one of the four big demographic, economic and environmental forces that shape a region."** As an authentic "signature" location for the region, Fort Monroe as a "Quality Place" will enhance both quality of life and Sense of Place, and will elevate Hampton from a pass-through city to a travel destination.

**\* We're glad it quotes an expert: "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."** When America began at Jamestown, Old Point Comfort—the location of present-day Fort Monroe—became almost immediately recognized for its special attributes. For over four centuries, Old Point Comfort has contributed to the region's identity, and, like the rest of the Historic Quadrangle, to America's history.

**\* We're glad the draft vision document includes on a list of "Virginia's economic development attributes" the following: "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."**  
Amen!

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Thank you for working hard to define a vision for Hampton Roads. Please count me as concurring with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park.

Hayes, VA (but born at Ft Monroe)

## Citizens for a Fort Monroe National Park

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Good Wednesday morning,

Thank you for working hard to define a vision for Hampton Roads. Please count me as concurring with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park.

Newport News, VA

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Thank you for working hard to define a vision for Hampton Roads. Please count me as concurring with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park.

I own a condominium in Salt Ponds and intend to move back there soon. We have such a jewel in Fort Monroe.

Hampton Roads

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Thank you for working hard to define a vision for Hampton Roads. Please count me as concurring with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park.

As Hampton, Virginia residents my family and I greatly respect the potential Ft Monroe has to be a National magnet for tourism and as place for historic learning and recollection. When Monroe is successfully incorporated into the national parks system, and properly publicized through out the Nation, thousands of people will begin to visit, and enjoy the beauty of Hampton, and to share in its historic past... Monroe will not only be a place for teaching our children but a place of quiet repose and rededication to the extraordinary City, State and Nation in which we are fortunate to live.

Please champion the preservation and long term commitment of Ft Monroe as a self sustaining National park.

Hampton, VA

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I Thank you for working hard to define a vision for Hampton Roads. Please count me as concurring with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park. I enthusiastically recommend that Ft. Monroe be made into and designated as a National Park.

My ancestry goes back to the Algonquin tribe that lived along the shores of the Chesapeake and to the settlers who went ashore at Jamestown.

Moreover the history and the important part the Fort played in the escape of slaves by the use of "the underground railroad" will send a powerful message to visitors from all over the world.

Norfolk, VA

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## Citizens for a Fort Monroe National Park

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I am responding to a request for public comment on the future of the Hampton Roads area and the part to be played in that future by the site of Fortress Monroe in the aftermath of the U.S Army's vacation of that fort. Writing as a concerned citizen resident of Northern Virginia, I wish to express my support for the idea of locating a self-sustaining national park on at least a part of the Fort Monroe area. If the historical information that can be imparted by preservation of the fort and its area is not a significant part of our national heritage, then I don't know what is. At a minimum in the current difficult economic situation, please consider setting aside the fort and the Wherry Quarter from any development that would result in the permanent loss of this history to future generations.

Arlington, VA

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Thank you for working hard to define a vision for Hampton Roads. Please count me as concurring with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park.

Hampton, VA

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Good morning,

Thank you for working hard to define a vision for Hampton Roads. Please count me as concurring with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park. While I am unsure of the specifics, it would be great to have a National Park at Ft Monroe than a bunch of exclusive condos.

Hampton, VA

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Thank you for working hard to define a vision for Hampton Roads. Please count me as concurring with Citizens for a Fort Monroe National Park and that the vision should include a self-sustaining Fort Monroe National Park.

As a veteran and Retired U.S. NAVY Senior Chief I can not emphasize enough the importance of preserving our military heritage for future generations. For this reason I fully support and encourage the efforts being made to ensure that this National Treasure will not be lost.

Endicott, New York

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I would like to see a self-sustaining Fort Monroe National Park and I am in agreement with CFMNP's online statement concerning "Vision Hampton Roads," . Please do everything within your power to preserve this 'National Treasure - Fort Monroe at Old Point Comfort' as a National park.

Thank you for working hard to define a vision for Hampton Roads. Please count me as concurring with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park. Thanks very much.

Locust Valley, New York



## Citizens for a Fort Monroe National Park

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To: whom it May Concern

Subject: Ft Monroe & Vision Hampton Roads

Thank you for working hard to define a vision for Hampton Roads. Please count me as concurring with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park.

Nassau County, Bethpage, NY

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Please support a self-sustaining Fort Monroe National Park. Also, I agree with CFMNP's statement concerning "Vision Hampton Roads," at [http://www.cfmnp.org/VisionHR\\_CFMNP.htm](http://www.cfmnp.org/VisionHR_CFMNP.htm).

Heathsville VA

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Subject: Fortress Monroe

I sincerely hope that your plans will include preservation of this site as a self-sustaining National Parks site.

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We are glad that Fort Monroe is of a concern to this group. Thank you for taking time to ask for input from all of us. Please count us as concurring with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park.

Thank you.

Williamsburg, VA

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Thank you for working hard to define a vision for Hampton Roads. Please count me in as concurring with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park.

Thank you so much.

Virginia Beach

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I appreciate your efforts to define a vision for Hampton Roads. As a veteran whose service encompassed a period in the Ft. Eustis, Ft. Monroe, Ft. Story area, please include me among those who agree with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park. Fort Monroe is a unique national treasure that should belong to our entire citizenry and not be sacrificed to private interests.

Bowie, MD

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## Citizens for a Fort Monroe National Park

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To Whom It May Concern,

Thank you for working hard to define a vision for Hampton Roads. I'm a native Phoebus person and feel that Fort Monroe should become a self-sustaining National Park. Please count me as concurring with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park.

Hampton Roads

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I thank you for your work to create a vision for Hampton Roads. I hope you will include in your vision a National Park at Ft. Monroe. I believe that Ft. Monroe is a national treasure, rich with history. We have the unique opportunity to create a revenue generating, tourist destination loaded with historic and natural attractions.

Thank You,

Hampton, VA

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Thank you for working hard to define a vision for Hampton Roads. Please count me as concurring with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Ft. Monroe National Park.

Yorktown, V A

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PLEASE URGE "VISION HAMPTON ROADS" TO EMBRACE A SELF-SUSTAINING FORT MONROE NATIONAL PARK.

Upton, New York

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Dear 'VISION HAMPTON ROADS'.....

Thank you for you work and efforts in defining a great vision for Fort Monroe/Hampton Roads. Please count me as concurring with 'Citizens for a Fort Monroe National Park' that the Vision should include a self-sustaining Fort Monroe National Park.

Sincerely,

Hometown: Hampton, VA

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Thank you for working hard to define a vision for Hampton Roads. Please count me as concurring with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park.

Please keep us updated and further action to be taken.

Buckroe Beach

Hampton, VA

## Citizens for a Fort Monroe National Park

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Thank you for working hard to define a vision for Hampton Roads. Please count me as concurring with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park.

Chesapeake, VA

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To Whom It May Concern,

I live in Hampton and I believe that Fort Monroe should be kept as a self-sustaining National Park. This Fort has as much or more history attached to it than anywhere in Virginia, and should be kept as a pristine area.

If kept intact as a Historical National Park, I believe with all the tourists it will draw will help to make it self-sustaining and a place for our future generations to learn about the History of the Civil War, the Freedom of the first slaves, and so much more. There is so much history attached to this Fort, it would be a shame to see it broken up for development and a small area for preservation.

I have to agree with the CFMNP's online statement concerning "Vision Hampton Roads".

Hampton VA

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Subject: Please include Ft. Monroe National Park in Vision

Thank you for your work on a vision for Hampton Roads and its future! I would like to respond to the whole document, but the time is short, so I'm just e-mailing a suggestion: please emphasize the importance of making *Fort Monroe into a self-sustaining national park* when the army leaves in 2011. This historic and beautiful place would make a wonderful national park which would be a great boon not only to the region and its citizens, but also to the entire country (and it would likely bring in many tourists and history buffs!). I wholeheartedly concur with the statement on this subject by the group, Citizens for a Fort Monroe National Park. Why not go for it and include this wonderful idea in the Vision for Hampton Roads? Thanks for allowing us HR citizens to comment on your work.

Newport News, VA

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Thank you for working hard to define a vision for Hampton Roads. Please count me as concurring with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park.

Newport News, VA

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Thank you for working hard to define a vision for Hampton Roads. Please count us as concurring with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park.

## Citizens for a Fort Monroe National Park

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We love that place. The setting is marvelous; the history is rich and thought provoking. On our family's many visits there, we have always been fascinated and inspired by the fort within the moat. It is very unique for America, and we are so fortunate to have it right here in our immediate area. Our guests can't believe what they are seeing when we take them to visit. They come away charmed, thanking us for a wonderful outing. Others will feel the same; that's why Ft. Monroe is so special and precious.

Norfolk, Virginia

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Thanks you for working hard to develop and define a viable vision for hampton Roads. i strongly concur with the *Citizens for a Ft. Monroe Nat'l Park* the vision should include a self-sustaining Ft. Monroe National Park.

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Please count me in as a supporter of Fort Monroe for National Park.

Fort Monroe is a unique treasure for Hampton Roads, and could be a tremendous asset for the area. I hope and pray that this jewel will not fall in the hands of greedy developers who are surely chomping at the bit to erect huge view spoiling condos in order to line their pockets.

I believe Fort Monroe has the potential to bring in revenues to the area, as a tourist attraction, without spoiling its natural beauty. It could have a snow ball effect: tourists lodging, dining etc...Resulting in jobs and income.

Thank you for working hard to save Fort Monroe.

Norfolk, VA

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Don't be short-sighted driven by developers lucrative financial incentive and sacrifice a piece of our great heritage and history. Keep Ft Monroe as a public park to be enjoyed in perpetuity long after the the developers reap the profits and move on to a different victim. You have no idea what treasure you are dealing with. Money comes and goes, but once Ft Monroe is sacrificed for initial gain, it will be gone forever. Can you imagine if NYC mayor succumbed to the developers, the green oasis called Central Park as well as Brooklyn Prospect Park of my native city would not bring joy and enjoyment to millions of New Yorkers for more than 100 yrs.

Please rethink your profit motives and save a great piece of our heritage and history.  
Reston, VA

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Thank you for working hard to define a vision for Hampton Roads.  
Please count me as concurring with Citizens for a Fort Monroe National Park  
that the vision should include a self-sustaining Fort Monroe National Park.

Henrico County, VA

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## Citizens for a Fort Monroe National Park

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Thank you for working hard to define a vision for Hampton Roads. Please count me as concurring with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park.

Grayslake, IL

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To Vision Hampton Roads. I am writing to concur with the Citizens for a Fort Monroe national Park that the new vision for Hampton Roads should include a self-sustaining Fort Monroe National Park. I truly believe that designating Fort Monroe as a self-sustaining National Park will offer a tremendous boon to life in Hampton Roads for residents and visitors alike. The post must be maintained in its entirety- quarters can be rented out as are the quarters at the Presidio in SF, CA with the proviso that inhabitants do nothing to damage/change the structures. The chapels can continue to be used by the public and weddings continued to be held at both. Obviously the Casemate Museum should continue to play an integral part in the Park as well. I am convinced that as a National Park, Fort Monroe will be visited yearly by Americans and foreign nationals. Park benches and picnic tables can be placed strategically around the park so that people can make a day of it with picnics as they visit the Park. I believe that preserving Fort Monroe as a National Park is also historically responsible. The Post has been such an integral part of American history and preserving it will enable future citizens to learn/understand about things that occurred in American at given points in our history by visiting the Park and walking the ramparts, seeing the Museum and viewing the Chesapeake Bay from the ramparts. This will be a win win situation for Hampton Roads, Fort Monroe and the American Public.

Please ensure that Fort Monroe become a self-sustaining National Park.

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I am writing to urge you to make Fort Monroe a self-sustaining national park. I agree with Citizens for Fort Monroe National Park's online statement concerning *Vision Hampton Roads*. If this does not occur now, it will be an outstanding opportunity forever lost. How wonderful it would be for Virginia to have this treasure added to our history of Yorktown, Jamestown and Williamsburg - an historic quadrangle! It completes the history of our area, not to mention the recreational opportunities it affords. Fort Monroe is one of the brightest jewels in the crown of Virginia.

Chesapeake, VA

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Thank you for working hard to define a vision for Hampton Roads. Please count me as concurring with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park.

Burke, VA

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Thank you for working hard to define a vision for Hampton Roads. Please count my husband and I as concurring with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park.  
Gloucester VA

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We favor a self-sustaining Fort Monroe National Park.

## Citizens for a Fort Monroe National Park

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And thank you for your efforts to make this vision reality.

Oak Hill, VA (Fairfax Co.)

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Thank you for working hard to define a vision for Hampton Roads. Please count me as concurring with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park.

Bumpass, VA

Thank you for working hard to define a vision for Hampton Roads. Please count me as concurring with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park.

Chesapeake, VA

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Thank you for working hard to define a vision for Hampton Roads.

I concur with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park.

Hampton, VA

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Thank you for working hard to define a vision for Hampton Roads. Please count me as concurring with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park.

Thanks very much.

Seaford Virginia & Old Saybrook CT

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Thank you for working hard to define a vision for Hampton Roads. Please count me as concurring with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park.

Silver Spring, MD

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To whom it may concern:

I believe that the preservation of Fort Monroe as a national park will, in the long run, prove to be a wise decision. As long as there are developers, they will always find places to build condos, offices, strip malls and subdivisions. Nothing wrong with that.

But I believe that Hampton Roads will continue to grow strongly in population in the coming years, and it will grow denser -- that is, we'll see more vertical developments than horizontal ones. In my view, such growth puts a premium on open space and stunning vistas available for all to enjoy.

## Citizens for a Fort Monroe National Park

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I strongly recommend that Fort Monroe be preserved as a national park and marketed smartly to ensure that it will be self-sustaining. The quality-of-life issues that can be enjoyed at Fort Monroe's location, in my view, far outweigh any short-term benefit to be gained from commercial development of this singular waterfront parcel.

Thank you for your consideration.

Virginia Beach, VA

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To Whom this may concern:

Thank you for working hard to define a vision for Hampton Roads. Please count me as concurring with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park.

Hampton, VA

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I support the Citizens for a Fort Monroe National Park in their appeal for creating a self-sustaining Fort Monroe National Park.

It is hoped that the Hampton Roads Partnership will give serious consideration for this proposal in the Vision Hampton Roads document.

Norfolk, VA

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To Whom It May Concern:

Thank you for working hard to define a vision for Hampton Roads. Please count me as concurring with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park. I am in agreement with CFMNP's online statement concerning "Vision Hampton Roads," which can be found at [http://www.cfmnp.org/VisionHR\\_CFMNP.htm](http://www.cfmnp.org/VisionHR_CFMNP.htm).

Also, I believe the public space at Buckroe Beach in Hampton should remain public and used for the continued enjoyment by the people of Hampton Roads and for future generations.

Hampton, VA

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Thank you for your efforts to define a vision for Hampton Roads.

Please count me as agreeing with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park.

Hampton Roads

## Citizens for a Fort Monroe National Park

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I support the Citizens for a Fort Monroe National Park in their call for creating a self-sustaining Ft. Monroe National Park. I respectfully request that Hampton Roads Partnership consider this as a regional priority in your Vision Hampton Roads document.  
Virginia Beach, VA

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Thank you for working hard to define a vision for Hampton Roads. Please count me as concurring with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park. It needs protection from greedy people and to be left in its pristine state for future generations to enjoy. Encroachment from modern & out of place ventures could ruin its delicate environment, spoil the landscape, and ruin it forever.  
National treasures are for future young people to see and experience with their own eyes, not in a book or on a website...

Hampton, VA

Thanks very much and God Bless America.

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I have been watching the decision on what to do with Fort Monroe after the Army closes it as an active base. It is one of the most remarkable pieces of history here in Hampton Roads--an area far richer in historical associations than any other I've lived in. Whenever visitors come from out of the area, I ALWAYS take them down to show them the fort. Please work to make it into the national park that it deserves to be, with full access for our nation's citizens. The tourism and jobs from this step will also benefit our area.

Newport News, VA

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Thank you for working hard to define a vision for Hampton Roads.

Please include a strong effort to have a full 565 acre National Park at Old Point Comfort. This area is historically significant to our nation's founding and growth. Many people see the great Fort Monroe and understand much of the activity there during the Civil War but there is so much more.

The waterfront natural area to the north is a rare remnant for Hampton Roads and should be preserved.

Old Point Comfort is the first place African captives set foot in North America as slaves in 1619. Then 240+ years later, the bravery and fortitude of three men, Townsend, Mallory and Baker, brought their quest for the freedom our nation's Constitution promised to the gates of Ft Monroe. Their leadership brought 10,000 more and changed the focus of the Civil War from "state's rights" to human freedom and liberty. Slavery and racism has been such detriment to our nation. We need to confront and understand that. This unique place that significant events played out can help the nation learn and keep those lessons.



## Citizens for a Fort Monroe National Park

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Development for development's sake has no place there. There are many other parcels of land for development around Hampton and the Peninsula. Any such development elsewhere will do great with a Grand Public Place National Park at Old Point Comfort, but development at that place cannot have a National Park anywhere else around here.

Please count me as concurring with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park.

Total access to all citizens should be maintained.

Hampton, VA

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Thank you for working hard to define a vision for Hampton Roads. I fully support the efforts of *Citizens for a Fort Monroe National Park* that the vision should include a self-sustaining Fort Monroe National Park.

Newport News, VA

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Subject: Vision Hampton Roads must include a Fort Monroe National park!

Vision Hampton Roads and Fort Monroe

Thank you for working hard to define a vision for Hampton Roads. I am in agreement with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park. Among your many worthy goals for the future of our Hampton Roads region, I see an emphasis on the importance of history, on developing a regional sense of place, on improving our regional quality of life, and on promoting tourism. Hampton Roads has a great opportunity at this time to seize the moment and advance the cause of a Fort Monroe National park. Fort Monroe is uniquely situated in geography and history to become the heart of our region and by that is meant that it will be what people think of when they consider planning a trip to Hampton Roads. What potential Fort Monroe has if we will only allow ourselves to imagine the possibilities!

History:

Old Point Comfort and Fort Monroe contain over 400 years of our history. It should become the fourth side of a historic quadrangle, with particular emphasis on the Civil War period and the story of the Contrabands, which raises this place to the level of a World Heritage site.

Sense of Place

By preserving the uniqueness of this national treasure, we will allow Fort Monroe to become an authentic "signature" location for the region, enhancing quality of life and Sense of Place, boosting our international competitiveness, and in particular elevating Hampton from a pass-through city to a travel destination.

Regional Quality of life

As is stated in the report, quality places constitute "one of the four big demographic, economic and environmental forces that shape a region." In addition to what has been stated above, the preservation of a grand public place on the waterfront will fulfill a need that is so lacking in this region. Access to the

## Citizens for a Fort Monroe National Park

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Chesapeake Bay, which has been diminished by recent years of heavy development, can once more become a primary reason for living in this area.

### Tourism

With a multi-faceted Fort Monroe National Park, families with members having diverse interests will be increasingly drawn to this place. Not only will it be able to draw people from far away, but also those who live closer and want a place that they can return to often.

Our region is named for Hampton Roads, a body of water, and Fort Monroe is located where Hampton Roads meets the Chesapeake Bay. Fort Monroe needs to become a symbol not only of our past but also of our future, as we continue efforts to rejuvenate the Bay. There are natural areas on Old Point Comfort that can be revitalized. Here in the midst of our metropolitan area, we can have an outdoor classroom for many thousands. We can better teach those who live in our urban environment the importance of preserving our natural resources by maintaining Fort Monroe as an example of the benefits of open spaces and natural settings.

The importance of Fort Monroe to the future of Hampton Roads should not be underestimated. We only have one chance to do this right, so we should seriously consider what we are doing and realize that it is not only for this generation or the next, but for many generations to come.

Newport News, VA

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I confess that I haven't done all my homework, but having been inspired by the recent PBS special on National Parks, I find myself sufficiently intrigued with the vision of a self-sustaining Fort Monroe National Park that I hope that the Partnership takes a closer look at the potential benefits. Tourism is appropriately identified in Vision Hampton Roads as an important part of our regional competitiveness going forward and the addition of a self-sustaining Fort Monroe National Park would only serve to enhance the region's appeal as a destination for tourists and conventions.

I hasten to add that I am expressing my own personal opinion in the above.

Norfolk, VA

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Fort Monroe National Park needs to be a self-sustaining park belonging to the public. I agree with CFMNP's statement concerning "Vision Hampton Roads".

Richmond, VA

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Thank you for working hard to define a vision for Hampton Roads. Please count me as concurring with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park.

Yorktown, VA

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## Citizens for a Fort Monroe National Park

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Fort Monroe should be a national park. You have the choice of allowing generations to discover history with this 400 year old treasure . Or you can allow people with self centered greedy interest to still this treasure from our nation. Many soldiers gave their lives over these 400 years. At the very least we should allow their decedents and all free Americans the right to know and be able to visit this history. We have enough shopping centers ,housing developments and building complexes. I hope you do the correct thing and make a choice you will not regret. I support a national park for fort monroe .

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Thank you for working hard to define a vision for Hampton Roads. Please include me as one of the MANY who concur with "Citizens for a Fort Monroe National Park" that the vision should include a self-sustaining FORT MONROE NATIONAL PARK. Thank you so much!  
Norfolk, VA

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Sirs:

Applaud your efforts to define a vision for Hampton Roads.

I fully concur with and support the Citizens for a Fort Monroe National Park (CFMNP) in its efforts to insure that the vision should include a self-sustaining national park that will enrich the Hampton Roads region in multiple ways including financially.

Further - agree with the CFMNP online statement concerning "Vision Hampton Roads."

Thank you for the opportunity to contribute my view on this matter that I consider of great importance to Hampton Roads and to our nation.

Respectfully.  
Hampton, VA

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Thank you for working hard to define a vision for Hampton Roads.  
Please count me as concurring with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park.  
York County

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To Whom it May Concern'

As a concerned citizen and resident of Hampton I would like to express my strong desire to see Ft. Monroe - this great American treasure - preserved as a "sustainable" National Park. I believe that to let this American legacy fall to commercial hands would be a grave injustice to this nation.

Do the only honorable thing,

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Thank you for working hard to define a vision for Hampton Roads. Please count me as concurring with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park.  
Hampton, VA

## Citizens for a Fort Monroe National Park

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Thank you for working hard to define a vision for Hampton Roads. Please count me as concurring with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park.

Thank you very much.  
Virginia Beach, VA

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Concerned Citizen for Fort Monroe National Park

Dear Fellow citizens,

I am writing as a concerned citizen to appeal to you for help in obtaining national park status for the Fort Monroe Army installation. I know you know the rich American history that is Ft. Monroe.

As you know, Fort Monroe is one of several posts selected to be closed by September 2011. Many of its functions are being transferred to nearby Fort Eustis (which itself was named for Fort Monroe's first commander, General Abraham Eustis, a noted artillery expert).

It is imperative that we act immediately to secure National Park status for Ft. Monroe as plans are being considered at present to use the property as commercial and residential for profit generators. There has even been a suggestion for casinos.

Sir, I'm sure that you know the vital role that Ft. Monroe has played in America's history. It is especially important to me in that it served a major part in the fight for African American freedom. General Butler's Ft Monroe Doctrine was the vehicle which encouraged Congress to enact the Confiscation Act of August 6th, 1861 used to seize property and slaves throughout the South and Confederacy.

The contraband slaves were not entirely free but rather property of US government and worked for the Union Army as cooks, scouts and laborers. The women and children washed and cleaned. Confiscated slave labor was used to build Ft Monroe.

Professor Robert F. Engs of Univ. Pennsylvania who wrote the book "Freedom's First Generation" states that the support of the Union Army by slaves was ~600,000. These positions would not have been filled with more white soldiers from the North. Thus this support was vital to the 'Union of States' success.

It is my sincerest hope that you can see the significance of this one of a kind monument to America's journey to independence and freedom for all of its citizens. Ft Monroe was a major part of our liberation and national defense in becoming an independent nation.

Ft Monroe National Park will serve as a reminder of the perseverance that is required to see the fruition of the dreams of our ancestors. The bodies, blood, sweat and tears of many Americans are sown in the soil of Ft. Monroe. Ft Monroe National Park will finally honor these brave men and women. To

## Citizens for a Fort Monroe National Park

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desecrate a grain of soil that such precious blood was shed upon for the sake of monetary gain would be sacrilege and a tragic eradication of part of American and African American history. The loss of such a place of history to shorted sighted and short-termed gain would not only hurt Virginia, but the nation that is The United States of America.

The Ft Monroe National Park will serve the youth of America, as well as those around the world, in reminding them of America's rich heritage and the battles fought and won to guarantee life, liberty and the pursuit of happiness for all Americans. Not only will it benefit today's youth, but generations to come.

Ft. Monroe is singularly the most significant symbol of the human experience in America. Anything less than it's preservation as a national park would be immense short-sightedness and a grave disservice to the American people.

There is no other place in America that can be embraced and symbolize, on a national scale, the growth, reparation and healing of America's political and racial divide as Ft. Monroe.

President Obama recently visited Elmina, Cape Coast Castle, Ghana, the place used as "memorial of the anguish of our ancestors." This place was used as the first official start of the Trans-Atlantic slave trade. Help us in proudly declaring Ft. Monroe National Park the battleground and refuge of the first official end of the slave trade in America. Help us to hail Ft. Monroe as the symbol of our reparation, and the healing of America.

Thank you for your prompt consideration of this urgent matter.

Newport News, VA

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I write to endorse a self-sustaining Fort Monroe National Park.

Norfolk, VA

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Subject: Self-sustaining Fort Monroe!

I write to express my strong support for a self-sustaining Fort Monroe National Park. We should not let this valuable heritage site become prey to over development! The loss of this connection to our history would be a tragedy and the loss to our future generations irretrievable.

I also entirely agree with and support Citizens for a Fort Monroe National Park's online statement concerning "Vision Hampton Roads". This park can and should be able to return the required financial investment many times over, building on and leveraging the strong tourism base and interest in our nation's history already present. Make this park happen!

Williamsburg VA

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## Citizens for a Fort Monroe National Park

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Dear Members of Vision Hampton Roads

It is so important to define a mission for Fort Monroe as the Army, in it's wisdom, or lack thereof, has decided to close this great historical place in our Virginia.

Thanks to your group for pursuing a vision for this historic place on our peninsula. I fully support a vision is needed and in that vision should speak, loud and clear, that our City, our State, and our Nation would benefit from having a sustaining Fort Monroe National Park. The Fort represents a part of our Nation's history. It's history must be preserved. It must not perish to the developer's tools. It's beauty and rich history truly belongs to all Americans. Having a sustaining National Park will guarantee that the Fort and it's history will available to all Americans, current, and future.

I urge you, as Virginians, to support the preservation of this great historic Fort. I vote always for a self sustaining Fort Monroe National Park.

I will support such an effort one hundred percent. I urge your group do the same.

Hampton, VA

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Thank you for working hard to define a vision for Hampton Roads. Please count me as concurring with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park.

Newport News, VA

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To this great body of Citizens,

Thank you for working hard to define a vision for Hampton Roads.

Please count me as concurring with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park.

Newport News, VA

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Thank you for working hard to define a vision for Hampton Roads. Please count me as concurring with Citizens for a Fort Monroe National Park that the vision should include a self-sustaining Fort Monroe National Park. As an historian with almost 30 years public service, I cannot imagine letting a jewel such as this get overlooked. I suggest comparison studies with places such as Ft Sumter or Gettysburg.  
Norfolk, VA