

Annual Retreat Summary

"Vision Hampton Roads: Updates"

September 24, 2010

at ODU's VMASC, Suffolk, VA



Hampton Roads, America's First Region

I. Welcome & Call To Order by Vice Chair, Debbie DiCroce

A. Introductions and recognition of newest members: Gil Bland – Tymark Enterprises; Gaelo de la Fuente – Farm Fresh; Hon. Bernard Griffin – Mayor, City of Portsmouth; Lou Haddad – Armada Hoffer; Scott Lovell – Parsons Brinkerhoff, Hon. McKinley Price – Mayor, City of Newport News; John Reilly – Busch Gardens/Water Country USA; David Stuckwisch – representing Region II School Superintendents; Robert Brown – Robert Brown & Associates; and Dan Bell – Canon Information Technology Services.

B. Opening Comments: With sensitivities to budget realities, HRP is holding a half-day retreat rather than the usual 1-1/2 day session in Colonial Williamsburg.

C. FY2010-2011 Budget and Audit Report: Treasurer Digby Solomon referred members to this fiscal year's budget, approved by the Executive Committee, and the audited financial report included in member packets. The budget passed unanimously and copies of both are available to members at HRP offices.

D. HRP's Impact Statement: An Executive Summary of the Annual Impact Statement was provided in all packets and both the Summary and complete statement may be downloaded from the website:

http://HRP.org/Site/docs/Publications/2010_ANNUAL_IMPACT_STATEMENT-Executive_Summary.pdf

http://HRP.org/Site/docs/Publications/2010_ANNUAL_IMPACT_STATEMENT.pdf

An interview-styled conversation was held between President and CEO, Dana Dickens, and Vice Chair, Debbie DiCroce, to discuss HRP's regional impact:

Debbie: *We have many new members so Dana, tell us: what is HRP's focus?*

Dana: HRP's regionalism focus remains as strong today as at our inception in 1996, recognizing the sum is greater than its parts. The economic unit today is the region and our mission is to make the region more competitive.

Debbie: *Why is regionalism so important?*

Dana: Geopolitical boundaries mean little in today's economy. Hampton Roads and its citizens have embraced that concept and live, work and play regionally. Government structures do not follow a regional model, though. For example, a new business in a City/County generates much-needed tax revenue, so there is competition within the region for that business. However, this new business creates great opportunities for employment and suppliers outside of the city or county. So economic development is a win-win; hence, we have a regionally interdependent economy.

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Debbie: *Tidewater Community College is a regional entity and yet there is inherent tension to recognize the distinction of each campus...*

Dana: The Mayor of each City Council and the Chair of each County Board is the chief cheerleader for his or her jurisdiction. Success or failure is measured by what happens within their city or county, so it is difficult for them to think and act regionally. Organizations like HRP bring these political leaders together with business leaders and give them an opportunity to look beyond their municipal borders.

Debbie: *Where has HRP been and what have we accomplished?*

Dana: HRP's mission is the same today as it was in 1996 when formed, to focus on strategic issues that make the region more competitive such as:

- Per capita income (we've closed the gap from 85-87% of peer regions to 100% of the national average, and it's growing faster than peer regions);
- Gross Regional Product (last year, as a result of the Great Recession, was the first negative growth in 35 years); and
- Dependency on one industry, namely military spending (was at 28% of GRP and now 45%; an additional \$1 billion was pumped into the economy last year from the military, but we are in a vulnerable position).

Debbie: *Has HRP made a difference?*

Dana: HRP had money from the state during the first five years of the Partnership, and we spun off some significant organizations in the region as part of our mission: the Research Partnership, the Tech council and incubator and Opportunity INC. Perhaps too much in hindsight.

We leveraged funds to help finance industrial and logistics parks, tourism marketing and the America's First Region campaign, small business development centers and workforce development activities. We promoted a package effort with one voice for the M&S industry here with great results, including \$27 million. Single entity applications for monies rarely win. The Economic Development Alliances on the Peninsula and Southside have merged. We have advocated for road and rail funding; we are pushing for transportation and just not there yet. We successfully lobbied for the 50-foot depth of the harbor giving the port a competitive advantage.

As requested by the Board, we have brought more visibility to HRP with our communication efforts.

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We work with the legislative delegation; caucus meetings are now substantive and regionally beneficial. The legislators are recognizing their impact as a group. We support the Military and Federal Facility Alliance (HRMFFA) and recently facilitated a visit to the region by the Federal Reserve.

Debbie: *Where are HRP and the region heading with Vision Hampton Roads?*

Dana: The Comprehensive Economic Development Strategy (CEDS) process used by the EDA was a perfect model for Hampton Roads. We looked at the region's economy and its drivers and its need for diversification. We looked at the cross-cutting issues such as educating to the jobs we intend to grow. We looked at Sense of Place and our net migration, which is negligible to negative, and learned that we must create a place where people want to live.

We are working to align, organize and get the Vision Task Forces moving. Most have had meetings and are beginning to gain momentum. As an example, the Port Task Force has included shippers, logistics companies, shipbuilding and repair, anyone who makes a living around the Port.

Debbie: *Have you encountered any problems?*

Dana: We have encountered some resistance, the "rice bowl" issues. However, to enlarge the economic pie in Hampton Roads, we must promote *Vision*. We have accomplished much as a staff-driven organization, but we need Board members to be all-in and promote participation with *Vision Hampton Roads* within each organization they encounter.

Debbie: *So what is the expected outcome? How will we know we are successful?*

Dana: We have *Hampton Roads Performs* where we are tracking the performance metrics decided upon with *Vision*. Just remember, this is a marathon and not a sprint.

E. Video: View at HRP's YouTube Channel: <http://YouTube.com/watch?v=Zv0kQug1LLI>

Senator Mark Warner sent a video message commending the Partnership on the enormous progress made since HRP's inception in 1996 and the current *Vision Hampton Roads* process. Warner noted that, despite differences, the region's communities have come together time and again to face problems collectively such as the 2005 Base Realignment and Closure (BRAC), transportation funding or the current struggle to maintain Joint Forces Command (JFCOM), and the Partnership has been the "glue" to bring business, government and academia together.

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Sen. Warner ended by wishing HRP luck as he looks forward to joining in the challenges and opportunities of the region and added: "I still believe that Hampton Roads is the greatest undervalued asset not only in the whole Commonwealth but perhaps, in terms of a region, in our whole country."

II. ***Vision Hampton Roads: Task Force Reports***

A written Update from *Vision Hampton Roads* Task Forces was provided in packets for the following groups and available online:

http://HRP.org/Site/docs/Publications/VisionHamptonRoads_Task-Force-update_24Sep10.pdf

- Infrastructure: Transportation
- Infrastructure: Water/Sea Level
- Port & Maritime
- Opportunities: Alternative Energy
- Opportunities: Environment
- Sense of Place
- Tourism, Arts & Culture (TAC)

The following are updates provided at the Retreat:

A. ***Innovation*** - Joe Bouchard, Chair

The first Board meeting of ***Innovate!HamptonRoads*** was held to develop the framework for the organization which was started in *Vision Hampton Roads*. Its mission is to promote technology-based, organic economic development in Hampton Roads with the following Guiding Principles:

- Broad, inclusive regional approach;
- Long-term, self-sustaining effort to avoid financial constraints of the past;
- Integrate and build on the best assets of the region; and
- Focus on existing businesses and stimulating startup of new ones.

The success of *Innovate!HamptonRoads* will help strengthen the other pillars of the region's economy. The strategic goals of *InnovateHR* are to:

- Create a culture of innovation and entrepreneurship in Hampton Roads; it is critically important to have concrete, achievable steps;
- Transition the existing technology clusters (Bio-Science, Energy, Modeling & Simulation, Robotics and Sensors) into industry-supported, self-sustaining entities by December 2012;
- Establish the overarching regional incubator support system, *IdeaWorks-HamptonRoads*, and bring to full functionality by December 2012;

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- Transition *Innovate!HamptonRoads* enterprise into a regionally self-sustaining organization by December 2012; and
- Continually evaluate and respond to opportunities for stimulating additional technology-based industry clusters.

There is overlap between the *InnovateHR* initiative and the Opportunities Task Force by design. Subcommittees to focus on specific strategic goals are being established: Communications, Clusters, IdeaWorks (led by Doug Dwoyer), Sustainability and New Directions, acting as a “think tank” scanning the horizon for future opportunities. A charter for *InnovateHR* is in draft-mode to bring to HRP’s Board for approval. In addition, a regional innovation and entrepreneurship communication and outreach campaign will be a very important part of the overall strategy.

Rick Lally, Oceana Sensor and volunteer with the Tech Council, serves as Interim Executive Director for *InnovateHR*. Per Rick, technology is pervasive in our lives, and it is important for the business community to commit to *InnovateHR* as a way to grow the region, diversify the economy, provide better educations for our children, pay for transportation improvements and perhaps attract a major league sports team, too. Joe and Rick are business leaders who believe in contributing time and efforts to promote Hampton Roads as the go-to place for people with great ideas.

Discussion:

- CEDS [*Vision Hampton Roads*] touches every city and county in the region, each of which has their own economic development strategy but they align with *Vision*. That direct focus per the plan will mean even greater success. We must acknowledge the fact that Virginia’s structure treats local government in a parental way. The state keeps tools at bay from localities to be successful as a larger region. Congratulations are due to the members of HRP who act regionally in voluntary ways to get things done within the Virginia system of government. JFCOM is a prime example. How do we jointly work together to fight when each locality and organization has its own agenda?
- Innovation should require a broader metric beyond that of basic research, development and technology expenditures by the National Science Foundation now measured. In order to include all expenditures, including Departments of Defense, Energy, NASA, etc., modifications to the metric are in order.
- The plan needs more K-12 involvement. Hampton Roads has 250,000 K-12 students and *Vision* is an opportunity to align them. For example, new Standards of Learning in science are now under consideration for adoption by the state.

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- Thank you to the Partnership. If not for HRP’s example and support, the City of Franklin and Counties of Isle of Wight and Southampton would not have worked as well together when faced with natural and economic disasters. “The Partnership is invaluable to us all if we would just take advantage of it. We can tie in and we can benefit, but we can give back, too.”
- We began Smart Beginnings in Hampton Roads because of regional cooperation.
- Are we sincere about regionalism? We talk about it, but we are not always acting on it. We should not talk negatively about our neighboring jurisdictions, and politicians should be willing to cross even party lines to make decisions that are best for the whole region. We should leave today with a renewed and concerted effort to carry forward the philosophy of regionalism.
- After finishing his first year in the Virginia General Assembly, I saw regionalism at work. Faced with severe cuts in public education, the entire Hampton Roads Caucus jointly signed a letter and delivered it personally to the Governor. Several legislators who had not attended caucus meetings before participate now and say they wish they had joined in earlier.

B. Intellectual & Human Capital – Matthew James, PCFWD, Co- Chair

On September 9, a joint meeting of both workforce investment boards, the Peninsula Council for Workforce Development and Opportunity, Inc., was held to develop the I&HC plan. Action areas of focus with work groups attached were decided on: entrepreneurship, port workforce which includes transportation, warehouse and distribution, technology-based business innovation and education. Leads have been designated for both Southside and the Peninsula; presentations are planned for the Tidewater Consortium for Higher Education and Region 2 School Superintendents.

Action items will revolve around these focus areas and include such things as promoting our proximity to the water, critical thinking skills, home grown talent, mid-level jobs in addition to low- and high-end jobs, elevating skills of the existing workforce and developing new career pathways.

http://HRP.org/Site/docs/Publications/VHR_Intellectual_Human_Capital_Task_Force_Meeting_Notes_09-09-10.pdf

C. Opportunities: Healthcare – Art Collins, Task Force Chair

On September 10, Don Combs led the first Healthcare Sub-group meeting and discussed the three goals identified by *Vision Hampton Roads*. These include insuring quality, cost-effective healthcare is available so businesses may be more competitive, reaching out to healthcare leaders to determine and address their needs and le-

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veraging capabilities of educational institutions, federal labs and commercial entities to become a region distinguished for its healthcare.

Some of the suggestions were: Increase state funding to EVMS; work toward interoperability of electronic medical records; establish adequate reimbursement from Medicare and Medicaid; research and quantify benefits of wellness and disease management to improve quality and reduce costs; conduct workshops and roundtable discussions to define needs and develop actions; increase R&D funding; encourage academic and industrial partners to be leaders in tech-based systems that improve the exchange of patient data; and encourage modeling and simulation and virtual reality improvements.

Task Force membership is expanding with the addition of industry experts.

http://HRP.org/Site/docs/Publications/Healthcare_Sub-Committee_Meeting_notes_9_10_10.pdf

D. **Federal Task Force** – Craig Quigley, HRMFFA Executive Director

Dana and attendees recognized and shared best wishes with Frank Roberts who is leaving as Hampton Roads Military and Federal Facilities Alliance’s first Executive Director (since 2006), a strong proponent of regional cooperation. HRP shares office space and some administrative staff functions with HRMFFA.

RADM (ret.) Craig Quigley assumed the role as Executive Director the day before. Background: career Navy for 27 years, served in Hampton Roads for 6-1/2 years, served as the lead communications officer at NATO, the first flag officer that served as spokesman for then Secretary of Defense (OSD), Donald Rumsfeld; upon retirement, worked for Lockheed Martin as VP-Communications and most recently as director of communication at JFCOM.

Craig was first aware of the JFCOM disestablishment decision slated for announcement on Monday, August 9, when the OSD called JFCOM’s Acting Commander on Friday, August 6.

The HRMFFA is a great opportunity for the region, and Craig is a strong believer in Hampton Roads and a regional approach. To put into military context, the cities and counties can be proud of their individual “service” and by training and working together as a team, the region can be stronger than its individual parts.

The mission of HRMFFA is to attract, retain and grow federal facilities of which the military is a significant component. DoD movement is “big muscle”; it comes and goes in large chunks, such as forces, carriers and commands. While a “home run” is nice, smaller strings of “singles” work, too.

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HRMFFA will continue to work to grow the federal piece of the regional economy. Craig will attend both Senate and House Armed Services Committee hearings on Tuesday, September 28, and Wednesday, September 29, respectively in Washington. He will be in Richmond after that. Both Senators Webb and Warner were instrumental in establishing the hearings to determine the considerations and analysis used in the JFCOM decision and the trade-offs of the recommendation made to the President. It appears that JFCOM will become smaller and the goal is to retain as much of the command in Hampton Roads as possible.

E. **Discussion:** Led by Doug Smith, Kaufman & Canoles, CEDS facilitator

Introduction - The work of *Vision Hampton Roads* matches that of the mission of HRP. Doug referenced the materials provided in packets:

- *Vision Hampton Roads* one-sheet:
http://HRP.org/Site/docs/Publications/Vision_Hampton_Roads_1-pager_v9.pdf
- *Vision Hampton Roads* Dashboard:
<http://HRP.org/Site/docs/Publications/vision-hr-dashboard-at-a-glance.pdf>

Remember that *Vision Hampton Roads* is creating a process in the region which will transform us and the ways we work together. *Vision Hampton Roads* is not just a HRP plan; it is the alignment of all of Hampton Roads and is a fluid and dynamic document. It represents an opportunity to energize HRP and the region as a whole.

One example of efforts flowing from the *Vision* process is the announcement today of the ODU and EVMS partnership to create a statewide public health training center which will bring investment and exposure to the region as well as highly skilled people. This has the potential to be a model for the country.

LINK: <http://hamptonroads.com/2010/09/evms-odu-receive-grant-public-health-training>

Vision takes the region an extra step forward getting more people involved and developing more relationships among academia, government and business leaders.

- JFCOM: Medical Modeling and Simulation (M&S) is an opportunity in the region, which should bypass DoD use in just a few years. JFCOM employees have transferrable skills, and the region should work to retain that talent pool. Examples of medical M&S use: patient care techniques are vetted, health care processes are optimized, resources for direct patient care are freed. EVMS and VMASC are working on more visibility of the industry.

M&S finds uses also with transportation, business process and supply chain management. It helps optimize government processes.

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Hampton Roads can boast an unparalleled M&S education spectrum. The demand for these professions is great and growing rapidly. There are 550 M&S engineer jobs open in Virginia at this moment.

- Virginia’s new Standard of Learning (SOL) in science has M&S required for grades 6-12 and some schools have it in 5th grade, too. It is spreading throughout Virginia, not just Hampton Roads.
- Entrepreneurial supports must also be included to maintain and grow existing businesses targeted within each Task Force.
- Along with the educational focus on STEM (Science, Technology, Engineering, Math), Task Forces should be committed to aligning and establishing an expected output with early childhood education. (Example: Smart Beginnings)
- A sustainable, long-term, commercial energy supply must be a focus. With its growth, Jefferson Lab, for example, will require twice the energy it now uses to operate. Being “green” is a win-win. JLab’s participation with *Vision Hampton Roads* has been critical to the business community. Hampton Roads could be a global example for energy collaboration.
- This is a historic time for HRP and Hampton Roads. We really have an action plan now. Vision provides a way for HRP’s Board members to have a direct impact. Virginia Beach is analyzing *Vision* and optimistic that the city will align with the regional effort.
- HRP is the engine that drives regionalism with an aggressive approach. We cannot leave it up to individual governments. Hampton Roads needs name recognition and a united front like Northern Virginia, Roanoke Valley and Richmond. “We’re behind the eight ball.”
- The SOLs are a Virginia-only standard; how does the testing composite of SOLs compare to other states? Are we graduating students with honors that would have received them elsewhere in the nation? This is an opportunity: Hampton Roads is large enough to be included in global testing to measure how we stand internationally, not just against other Virginia students.
- The education performance measures used in *Hampton Roads Performs* may need tweaking. We should revisit the issue and look at the educational measurement component. For the first time, U.S. college graduation ranking has fallen to #12 in the world; we have always been #1 or #2. This next generation will be less educated than today’s. Governor McDonnell has embedded education goals with-

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in every department and commission. The education continuum, since our country’s founding, has been a building block of democracy. Every educational institution from kindergarten through higher ed is grappling with this issue.

How do our graduation metrics fit within the *Vision* strategy? For example, producing graduates in STEM starts in pre-K. It is a “dot” which needs to be “connected,” and *Vision* offers that opportunity in Hampton Roads.

- The Governor’s office announced \$614 million in “found” transportation money, half the cost of the Midtown Tunnel. That amount spread all over the state will not go far, though. We desperately need additional revenue to invest in our transportation network. The state is feeling the pressure to match federal dollars. Regionalism will work best if we have regional mobility, i.e., a transportation network that eliminates or reduces congestion barriers. With that said, tolls must be reasonable.
- Regionalism is a fragile idea. The region is having the conversation: are we sure that we are a region? The “Bridges Between Us” piece is great, and it’s even better that it is a joint publication. Hampton Roads can shore up the connections between the Peninsula and Southside through citizen engagement. Citizens recognize Hampton Roads.
- *As a Board member of HRP, what is your individual role? What is your organization’s role? Vision Hampton Roads only works with lots of participation; even if and especially since participating organizations don’t share the same concerns. Absent serious public relations and educational outreach, politicians will not advocate for regional needs (like a higher gas tax), because they fear reprisal at the ballot box.*
- Thanks to HRP and *Vision Hampton Roads* for making Hampton Roads a cool place for our men and women in uniform stationed here.
- Regionalism is a verb. The conversation must extend to more than the HRP Board and the business community. It will take all of us to make this happen.

III. Business Items:

Resolution: Some Board members felt strongly about passing a resolution to oppose the proposed closure of JFCOM, similar to those passed by several local governments and the Planning District Commission.

After review and grammatical edits of the draft provided, the Resolution was ratified by unanimous consent.

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Resolution Opposing the Proposed Closure of USJFCOM (final version):

http://HRP.org/Site/docs/ResourceLibrary/HRP_JFCOM_Resolution_24Sep10_.pdf

IV. Luncheon Presentation:

The Governor’s Commission on Reform and Restructuring –

The Honorable Paul Fraim, Mayor, City of Norfolk and Chairman of the Intergovernmental Relations Committee of the Governor’s Commission

Mayor Fraim is one of the founding members of the Hampton Roads Partnership and his long-standing commitment to improve regional cooperation is appreciated.

The Mission of the Commission on Government Reform & Restructuring is to: Identify opportunities for creating efficiencies in state government; explore innovative ways to deliver state services at the lowest cost and best value to taxpayers; seek out means to more effectively and efficiently perform core state functions; and examine ways for state government to be more transparent, user friendly and accountable to citizens.

The VA Association of Counties (VACo) and the Virginia Municipal League (VML) have provided recommendations. Goal is to identify two to three key things to change or modify rather than a multitude. Targets as of now are altering the mandate review process, performance-based budgeting and improving cooperation within regions and the state and local governments.

On mandates: Most mandates are imposed as per the Dillon Rule. Currently there are 570 imposed on localities; only 114 are federal, which cannot be touched. How many have been removed? Of the four recommended, none were removed. There are an additional seven or eight mandates annually. No one looks at these over time and reevaluates them; no performance outcomes are reported. Suggestion is to flip the review model and the agency that formulates a mandate must identify the need.

On performance-based budget: Currently, budgeting is compliance-based. Performance-based budgeting aligns outcomes and allows flexibility.

On regional cooperation: Dubby Wynne champions the structural issues that could improve this thing we call regionalism. The regional economy and its workforce is the unit of scale that works best in the global economy. We compete with other regions nationally and internationally. With the Dillon Rule in Virginia, there is no annexation; independent city borders are frozen. It inhibits local governments from cooperating with each other. There are winners and losers in economic development because localities rely so heavily on real estate tax. With low state taxes, pressure is

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placed on local government to raise tax money themselves. This is a “bankrupt notion” in today’s global economy.

For more information, visit <http://www.reform.virginia.gov>.

Economic Trends That Will Impact Hampton Roads –

Ray Owens, Senior Economist, Federal Reserve, Richmond

The U.S. economy will drive the local economy. In June 2009, the recession was declared over, but concern remains. A strong rebound is typical at a recession’s end but growth so far in 2010 has been weak. Personal Consumption Expenditures (PCE) are much weaker than expected. Incomes are rising. Real PCE usually tracks along the same rate as incomes. Spending has increased ahead of income in anticipation of “brighter days” signifying underlying consumer optimism. Personal savings rate has peaked out, a sign that consumers are not hedging against future uncertainty as during the height of the recession.

The Business Inventory to Sales Ratio has stabilized or right-sized; no double-dip recession is expected. Business investment has jumped in equipment and software.

New single-family home sales and housing starts, which were in persistent decline during the recession, have flattened into a holding pattern.

Commercial vacancy rates are rising and there are few new construction starts. Rents are soft. All of this is big risk to the national economy. However, there is a glimpse of a “silver lining”: over time, net absorption of office space tracks along with changes in employment. With growth on the employment side, vacancy rates are inching up to indicate improvement. Inflation will be low going forward.

Monetary policy instruments show interest rates at effectively 0% for an extended period. Virginia’s employment rate tracks along the same lines as the U.S. but at a lower rate due to a more skilled workforce.

The industry structure in Hampton Roads is in balance. Professional and business services are where growth is happening. There is a skills premium for high tech employees. Government employees help insulate the region against economic turmoil but workforce skills are lacking in premium industry.

Payroll, unemployment, personal income and housing prices in Hampton Roads all follow the state’s path. Bottom line: the economic picture is soft. The Federal Reserve remains aggressive to push improvement, a positive prospect for strengthening the economy.

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Presentation: Update on Economic Conditions by Economist Raymond Owens, Federal Reserve Bank of Richmond.

http://HRP.org/Site/docs/ResourceLibrary/Owens_PPT_09_24_10.pdf

Attendance:

http://hrp.org/Site/docs/Publications/CEDS_9_24_10%20Attendance.pdf

Packet Contents:

available for download below or in original hard copy from the HRP office
email staff at contact@HRP.org

- Daily Press & The Virginian-Pilot Special Section, September 19, 2010
"Bridges Between Us-Working the Puzzle of Our Interdependence in Hampton Roads": <http://HRP.org/Site/docs/ResourceLibrary/BridgesBetweenUs2010.pdf>
- Southwest Airlines' Spirit Magazine, September 2010 "Meet Hampton Roads":
http://HRP.org/Site/docs/ResourceLibrary/0910_hampton_roads_01.pdf
http://HRP.org/Site/docs/ResourceLibrary/0910_hampton_roads_02.pdf
http://HRP.org/Site/docs/ResourceLibrary/0910_hampton_roads_03.pdf
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http://HRP.org/Site/docs/ResourceLibrary/0910_hampton_roads_05.pdf
http://HRP.org/Site/docs/ResourceLibrary/0910_hampton_roads_06.pdf

Upcoming 2010 Meetings:

Executive Committee

Fridays, October 15 and November 19 (Town Point Club)

Full Board Meeting

Friday, December 10 (VMASC)

Think Globally, Strategize Regionally, Act Locally