

# ANNUAL IMPACTS

*The Hampton Roads Partnership's program of work is a journey, not a destination.*



## Leading the Way Forward with “Vision”

“Since forming over fourteen years ago, HRP has been fortunate to have the best leaders in the region working in creative ways to improve economic competitiveness and regional cooperation.”

-- Jack Ezzell of ZEL Technologies, Chairman of the Hampton Roads Partnership

“What we’re going through should be a case study in regional cooperation. We watched the (Norfolk) Ford plant close, but that was way ‘over there’. We didn’t appreciate the efforts until it landed on our doorstep. We learned regional cooperation – *how to do that* – with the help of the Hampton Roads Partnership.”

-- Honorable Jim Council, Franklin Mayor, on the closing of International Paper, the impending loss of 1,100 jobs and the related ripple effect at HRP’s Annual Meeting, June 18, 2010

Noted American anthropologist, Margaret Mead, said: “Never doubt that a small group of thoughtful committed citizens can change the world; indeed, it’s the only thing that ever does.” We, the members of the Hampton Roads Partnership, stand up as that group who want to help change the region. Collaboration is transformational. It reinforces the understanding that strong global forces affect us all, and we must build on our local assets accordingly. Action is the key to regional collaboration. Actions beget actions.

-- E. Dana Dickens, III, President and CEO of the Hampton Roads Partnership at the inaugural Regional Day on May 6, 2010



➤ Who is the Hampton Roads Partnership? .....	Page 3
➤ Why is Regionalism so important? .....	Page 3-5
➤ Where has the Hampton Roads Region been? .....	Page 5-6
➤ How has the Hampton Roads Partnership made a difference? .....	Page 7-8
➤ Where are the Hampton Roads Partnership– <i>and the Region</i> –headed? ....	Page 8-11
➤ What impacts have been made this fiscal year in Hampton Roads? .....	Page 11-26
➤ About the Hampton Roads Partnership .....	Page 26-30
- Staff	
- Officers	
- Municipal Members	
- Business Members	
- Ex-Officio Members and Liaisons	

**This page left intentionally blank.**

## ***Who is the Hampton Roads Partnership?***

The Partnership (HRP) is a public-private nonprofit organization formed on May 15, 1996 representing ten cities, six counties, and one town in Southeastern Virginia. HRP is comprised of the chief elected official of these municipalities as well as a cross section of community leaders from South Hampton Roads and the Virginia Peninsula including private business, secondary and higher education, military, nonprofit and labor, representing approximately one-third of the region's labor market.

The Hampton Roads Partnership is the regional institution positioned to:

- Convene community leaders;
- Facilitate regional collaboration;
- Promote geopolitical interdependence;
- Advance civic pride and community awareness; and
- Focus on key issues and strategic actions directly related to enhancing competitiveness in the global economy for a better quality of life for all of our nearly 1.7 million citizens.

HRP is an amalgamation of public policy and commercial interests. The membership includes the chief executive officers of five Fortune 500 companies, four of which are headquartered in Hampton Roads; the Presidents of the major universities and colleges; the largest employers, private, public and nonprofit; the commanding officers of all five military service units, including the largest naval base in the world, two major commands, the U.S. Coast Guard Fifth District, and NASA-Langley Research Center.

HRP is made up of an inclusive cross section of community leaders including: Government (Local, State, Federal, Military); Financial (Insurance, Real Estate); Educational & Health Services; Business & Professional (Technical); Trade & Transportation; Utilities; Nonprofit Organizations; Construction; Manufacturing; Information (Media); Leisure & Hospitality (Tourism) and individuals coming to the region's "Round Table" on our citizen's behalf.

For Fiscal Year Ending June 30, 2010 (FY10), funding by business members provided 61% of financial support while municipalities contributed 23%; 7% of funding comes from higher education members and the balance from other sources including grants and interest income. In consideration of the negative impacts of the Great Recession, the Partnership has readjusted local governments' contribution to less than 20% of the total budget for Fiscal Year Ending June 30, 2011 (FY11).

## ***Why is Regionalism so important?***

Some regions are more successful than others in global competition. *Why?* The problem is rarely a lack of sufficient assets, it's the lack of the ability to think globally, strategize regionally and act locally.

Community-wide collaborations across the globe are drawing praise from those responsible for corporate relocation when the public sector, private sector and academia are working together for a better quality of life for all. A regional approach, working together for a common cause, is essential today.

Any discussion of "regionalism" almost immediately becomes controversial because the word means different things to different people. In Hampton Roads, regionalism is more

about a natural sharing of services and cooperation among local governments, building the region's capacity, exactly the purpose of acting like a region. It's what we mean when we talk about leveraging and aligning regional assets to drive prosperity and quality of life.

The localities in Hampton Roads work together well. Unfortunately, successful collaborations do not always make news, because there is no public conflict. There are numerous success stories, and we should be encouraged by the work that has been done in our region to date.

The work of the Hampton Roads Partnership provides opportunities that move communities forward, working together to address the key issues facing our citizens. Ways to help speed the pace of regionalism include:

- Reviewing state laws and work to remove roadblocks or provide incentives for regionalism;
- Fostering support for regionalism in the public and private sectors by focusing on true collaboration and partnerships as opposed to “consolidation”; and
- Promoting regionalism by private sector leadership; the business community has the influence and expertise to help localities become leaner, cost-effective and efficient.

Geo-political boundaries mean little in the global economy, and Hampton Roads today is defined as a region where we eat, shop, play, work and live, unrestricted by locality or maritime borders. Hampton Road's economic influence has a profound effect on the entire Commonwealth, the nation and the world, and capitalizing on our region's economic interdependence is critical to our individual successes, too.

We' are stronger by cooperating and collaborating, therefore, the Partnership continues to promote *interdependence* among its seventeen member jurisdictions. We do not compete with each other, we depend on each other. HRP acts as a convener, a facilitator and an influencer on issues of regional concern. If the health of a single community is in jeopardy, we all suffer.

Without inter-regional, *interdependent* cooperation, spanning the traditional boundaries of geographical and political jurisdictions, focusing on our common problems and developing cost-effective collective solutions, Hampton Roads *WILL* fall behind the rest of the nation and the rest of the world.

Hampton Roads must continue to practice the “art of the possible” and commit to the principle that the attraction, expansion or retention of a business to any part of our regional economy is a win for that area as well as the entire region.

According to the Council on Competitiveness, a non-partisan/non-governmental organization of CEOs, university presidents and labor leaders working to ensure U.S. prosperity, there are Three “C's” of Regional Collaboration: Conversation, Connection and Capacity. In a knowledge-based economy, the ability to talk and think together is a vital source of competitive advantage and organizational effectiveness. The point is to focus on the future of the region and build regional awareness into the culture.

Regional awareness is a continuous process of embedding a regional approach. Since regions, which are essentially one workforce, do not often have an independent identity, a concerted effort is required to keep both leaders and citizens aware of their importance. Building regional awareness requires constant attention.

Building the culture of regional collaboration in Hampton Roads requires a number of ingredients, not the least of which is time.


### ***Where has the Hampton Roads Region been?***

The Partnership's basic mission is the same today: to provide leadership to focus on the strategic issues that will improve Hampton Roads' competitive position in the global economy. Over the years, HRP has made a significant impact by convening, collaborating and facilitating work with others. The key strategic issues remain: Gross Regional Product, Per Capita Income and Defense Spending Dependency.

The collaborative efforts of the region have led us to positive gains:

- **Gross Regional Product** – Few MSAs can boast the same steady growth as Hampton Roads can with an average of 3.4% over the past thirty-five years. The first negative growth was posted in 2009, albeit much smaller than the national average. During the Great Recession, Hampton Roads was among the country's 20 strongest metro areas in economic performance due to an economy stabilized by federal funds flowing in, according to analysis by the Brookings Institution.

## **Gross Regional Product**

Year	Nominal GRP B\$	Real GRP B\$ (2000=100)	Real GRP Growth
2009	76.84	62.55	 -0.3%
2008	76.93	63.01	1.7%
2007	74.14	61.96	2.6%
2006	70.39	60.38	2.3%
2005	66.67	59.00	2.8%
2004	62.80	57.37	3.7%
2003	58.89	55.34	5.2%
2002	54.83	52.63	5.3%
2001	51.16	49.96	3.3%
2000	48.36	48.36	2.4%
1999	46.22	47.22	3.5%
1998	44.04	45.65	1.9%
1997	42.72	44.78	3.1%
1996	40.74	43.41	2.8%

Source: Old Dominion University Forecasting Project using U.S. Dept. of Commerce

- Per Capita Income** – In 1996, Hampton Roads stood at 85-87% of competitor regions in this indicator. In 2009, the region saw the highest increase among the nation’s largest metros with personal income rising 1.2%; other large metros dropped 2.3% on average. Per capita income is now just over 100% of the nation’s per capita income levels and back to (or slightly exceeding) pre-Great Recession levels.

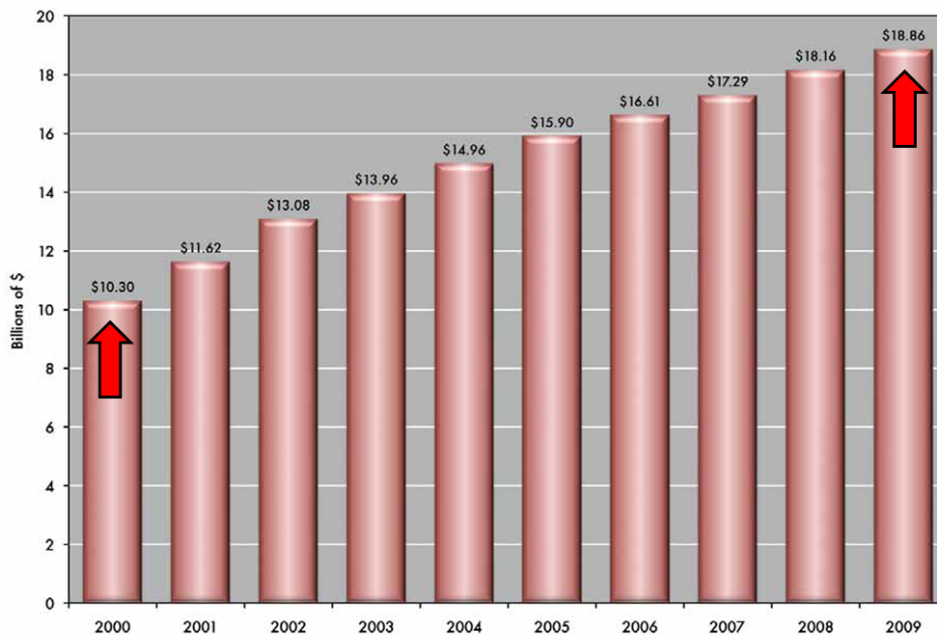
## Per Capita Personal Income

Year	Hampton Roads	Virginia	Nation
2009	\$39,674	\$43,742 est.	\$39,560 est.
2008	\$39,364	\$44,075	\$40,166
2007	\$39,659	\$44,815	\$40,904
2006	\$38,849	\$44,072	\$40,260
2005	\$37,649	\$42,875	\$39,052

Source: U.S. Dept. of Commerce, Bureau of Economic Analysis (BEA)

- Defense Spending Dependency** – ODU’s Economic Forecasting Project estimated the sum of defense spending in 2009 accounted for roughly 45% of gross economic activity in Hampton Roads, up from 28% when HRP was founded. This defense spending in the region has shielded us from Recession. Going forward, indicators are that defense spending in the region will not continue to rise, but decrease. Non-military federal spending has increased as well in the region since 2000.

**ESTIMATED DIRECT DOD SPENDING IN HAMPTON ROADS, 2000-2009\***



Source: Old Dominion University Forecasting Project

## *How has the Hampton Roads Partnership made a difference?*

**Hampton Roads has a lot to celebrate.** Other regions bemoan the difficulties in working together while Hampton Roads takes its place as one of the great regions of this country and this globe. Our individual communities do so much in their physical development and redevelopment; we truly work together as we ...

... **Think globally, strategize regionally and act locally.**



Since 1996, the Hampton Roads Partnership has been bringing community leaders together to build consensus on key strategic issues such as working on regional citizenship, developing a regional economic strategy, building on the region's fundamental assets, raising the region's human capital through education, laying an adequate physical infrastructure for the future and nurturing an attractive natural and man-made, environment.

Some of our regional successes have included:

- Received \$11 Million in Regional Competitiveness Program (RCP) funds from the Commonwealth of Virginia. During six funding years the RCP incentive dollars, totaling over \$47 Million, leveraged almost \$703 million in other funds (\$1 to \$15 ratio) to finance regional industrial parks, tourism marketing strategies, small business development centers and incubators, a variety of workforce development/training activities and many other region solutions to identified competitiveness concerns.
- Proclaimed "**Hampton Roads, America's First Region**" through a regional civic pride campaign, enhancing the public's awareness of the interdependence of our cities and counties and building regional identity, name recognition and image;
- Guided the development of a \$30 Million budget request to enhance **Modeling and Simulation (M&S)** infrastructure in Hampton Roads and education of state legislators on the importance of M&S to the region and the Commonwealth;
- Leveraged RCP monies with localities and businesses through the **Workforce Investment Boards** to attract \$20 Million from the U.S. Dept. of Labor, the largest grant ever awarded to the Hampton Roads region;
- Organized **Opportunity Inc.**, the Workforce Investment Act Board for Southside and Western Hampton Roads, to focus on the emerging highly skilled workforce, including provision of critical needs such as computer training and digital access;
- Spotlighted initiatives that targeted the period from birth through high school including founding **Square One** and focusing on the Hampton Roads Community Learning Center Network, Smart Beginnings, and career and technical education with emphasis on early childhood and K-12;

- Launched the **Hampton Roads Film Office** to provide a central point of contact for attracting and aiding film, TV and advertising production work in Hampton Roads;
- Led the way to obtain legislation allowing **Hampton Roads and Northern Virginia** to work together and hold separate referenda on regional transportation funding, including achieving consensus with the communities of Hampton Roads to endorse projects making the biggest difference on a regional basis and endorsing a regional shared revenue source;
- Formed and funded the **Hampton Roads Research Partnership (recently expanded and renamed *Innovate!HamptonRoads*)**, which includes eight of the region's colleges and universities and two federal labs, to encourage more comprehensive and uniform research collaboration, technology transfer capability and better communicate their collective strengths in the promotion of research-based economic development increase regional technology commercialization;
- Founded and funded the **Hampton Roads Technology Council** (now Technology Hampton Roads), the first and only region wide technology advocacy organization, and the **Hampton Roads Technology Incubator**, which has multiple locations in the region, including identifying regional technology "clusters," studies directed at marine science, modeling and simulation and an assessment on how, collectively, the region could boost both its technology and general economic development efforts and enhance the region's entrepreneurial culture;
- Advanced the positive impact of our greatest economic engine, the **Port of Virginia**, through securing funding for dredging to increase the depth our inbound channel, significantly increasing the Port's ability to handle the deep draft ships of today and the future, therefore improving our competitive position with ports such as New York whose channels are much more shallow;
- Encouraged and advocated for the first merged transit system in America, Tidewater Regional Transit and Peninsula Transit into today's **Hampton Roads Transit**;
- Support of the **Hampton Roads Military and Federal Facilities Alliance**, established by the region's Mayors and Chairs Caucus, to protect regional military and federal assets;
- Provide dialogue between "grass tops" and "grass roots" with the **Hampton Roads Regional Blog** <http://SmartRegion.org>, the answer to the call from citizens and local elected leaders, for one reliable regional source of information (think "Wikipedia"), a portal to connect Hampton Roads' organizations, citizens and civic leaders;
- Provide information, a repository of links, documents and presentations essential to the economic health and quality of life in Hampton Roads via the website's **Resource Library** <http://HRP.org>; and
- Promoted appreciation for and action on behalf of our strong regional connections with the first "*Declaration of Interdependence*," a regional compact for our municipalities to commit to planning collaboratively, addressing such issues as legislative unity, education, public safety, transportation, and public communication.

### ***Where are the Hampton Roads Partnership - and the Region - headed?***

Much of HRP's time and effort in FY10 was devoted to helping partner municipalities and other regional organizations, institutions, industries and individuals to harness their collective energy toward the mission of improving Hampton Roads' competitive position in the

global economy. HRP is where these tough “grass tops” discussions are held. Today, all jurisdictions are connecting with a *Vision* of the future and a roadmap of how to get there.

*Vision Hampton Roads*, the first region-wide Comprehensive Economic Development Strategy, is a plan based on the collective strengths of all localities of Hampton Roads. It is/was:

- Created with the input of over 150 volunteers from business, academia, nonprofits, government, military and nearly 500 citizens via public comment;
- A five-year roadmap of objectives, strategies and actions to cultivate our region to be **the** place where people want to live, learn, work, visit, play and raise families; and
- An action plan to guide state and local governments in decision-making toward common goals and objectives that are regionally viable, and enable us to measure our progress in terms of better, high-paying jobs, a highly educated workforce, increased per capita incomes, and enhanced entrepreneurial supports for new business.

What began as an exercise to obtain an Economic Development District designation from the U.S. Dept. of Commerce's Economic Development Administration (EDA) to make localities and organizations in the region eligible for federal grants has become much more.

This transformational planning exercise has brought people and priorities together like never before to create a dynamic *Vision*, an economic roadmap, for regional development. The final document with its addenda was submitted to EDA on April 1, 2010. All components may be downloaded and the implementation process followed at:



<http://VisionHamptonRoads.com>

*Vision Hampton Roads* is not just a plan of the Hampton Roads Partnership. The alignment of many other regional organizations and local governments is the lubricant needed to keep this engine, this *Vision*, running smoothly and moving our community of communities forward, successfully. *Vision* is about hanging onto assets we have, growing and leveraging them for other opportunities. Without alignment of people, organizations, energies and resources to achieve these common goals and objectives, this becomes just another plan sitting on a shelf.

During public comment, citizens told us this work was important to them, and regional awareness was a key. Significant public comment changed the overarching goal of *Vision* to include an international focus, helping to define our region's brand identity needs:

- “We are not taking advantage of the potential we have in Hampton Roads as a region.”
- “Transportation is missing – it relates to quality of life improvements, tourism, port, etc. We must have strong transportation for all of this to work.”
- “Adding jobs is great, but if no one wants to live here, it won't matter how many jobs there are.”
- “*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.”

The Strategy Committee, working with HRP and the Hampton Roads Planning District Commission (HRPDC) as co-leads, provides oversight, supporting and facilitating alignment of regional organizations to accomplish *Vision Hampton Roads*.

At the end of the Fiscal Year, implementation is proceeding with Task Forces in development, cementing existing regional organizations into leadership roles, prioritizing strategies and actions and utilizing volunteers.

Task Forces and their respective lead organizations thus far are:

- **Infrastructure:**
  - **Sub-group Transportation:** Hampton Roads Transportation Planning Organization (HRTPO)
  - **Sub-group Water, Climate Change/Sea Level Rise, Energy:** Hampton Roads Planning District Commission (HRPDC)
- **Innovation:** *Innovate!HamptonRoads* (formerly Hampton Roads Research Partnership)
- **Intellectual & Human Capital:** Opportunity Inc. and Peninsula Council for Workforce Development (PCFWD)
- **Sense of Place:** *to be determined*
- **Federal:** Hampton Roads Military and Federal Facilities Alliance (HRMFFA)
- **Port & Maritime:** VA Port Authority, VA Maritime Association and VA Ship Repair Association
- **Tourism/Arts & Culture:** Southeastern VA Tourism Alliance and VA Arts Festival
- **Opportunities:** HRP and Hampton Roads Economic Development Alliance (HREDA)
  - **Sub-group Energy:** Earl Energy and Virginia Offshore Wind
  - **Sub-group Healthcare/Life Sciences:** Eastern Virginia Medical School
  - **Sub-group Environment:** Hampton Roads Sanitation District
- **Public Policy:** HRP

Significant features of the work of *Vision Hampton Roads* include:

- In line with findings of the Brookings Institution's *Blueprint for American Prosperity*;
- SWOT analysis by HRPDC's Chief Economist, Greg Grootendorst and Dr. Larry "Chip" Filer, Economist with ODU's College of Business and Public Administration with input from Strategy and Sub-Committees of the *Vision Hampton Roads* process;
- Regional organizations, both private and public, incorporating components of *Vision* in their own strategic plans (examples: Tidewater Community College, Old Dominion University);
- Requests from around the globe (from Canada to New Zealand) on guidance in their own regional vision planning;
- High praise from the EDA's regional office as they share *Vision* with all EDA regions in the U.S. as a "model of how this process is best accomplished" especially on the use of the *Vision* website, our Public Responsiveness Summary and public outreach to municipalities as evidenced by the Virginia Beach City Council presentation [http://bit.ly/VBCouncilVideo\\_08APR10](http://bit.ly/VBCouncilVideo_08APR10); and
- HRP members engaged through work on *Vision* Task Forces that will result in a Board-driven organization.

Performance matters and *Vision* has performance measures. The *Vision* Dashboard currently tracks ten economic indicators on the website, *Hampton Roads Performs* (<http://HamptonRoadsPerforms.org>):

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

And due to the preponderance of public comment focus on Transportation, metrics for Public Transit and Traffic Congestion will also be tracked.

The true test of *Vision Hampton Roads* will be if we can act on it effectively as a region.

### ***What impacts have been made this fiscal year in Hampton Roads?***

**IMPACT on COMMUNICATION:** Communities that grow and prosper together plan and implement together. Hampton Roads cannot have a vision for the future without including everyone, from decision-makers to voters and taxpayers. Inclusion requires understanding and conversation. The collaborative communication efforts of the region's leadership organizations offer a way for everyone to be engaged. Engaged citizens make for better understanding, improved democracy and healthier solutions.

#### **• BOARD-SPECIFIC INFORMATION**

- HRP Board Briefs, communiqué recommended by the board development task force, were started in Sep 09 to give Board members a snapshot, one-page glance of the activities of the Partnership for the previous 30 days.
- HRP Board Summaries are provided to all members following each meeting for the Executive Committee and Board.

#### **• REGIONAL CONNECTION**

- HRP continues to manage the regional blog, <http://SmartRegion.org>, and the accompanying monthly e-News which serves as a portal to connect organizations, citizens and civic leaders in the absence of one "all-things-Hampton Roads" website. With well over 120 blog guest authors from Senators to military moms and stories provided from municipalities, organizations, educators, other bloggers and individual citizens, the purpose is to communicate things going on in the Hampton Roads region, especially those happening jointly or region-wide, in the categories of Arts & Culture, Business, Economy, Education & Workforce, Government & Citizens, History, Military, Research & Technology (including modeling and simulation, energy and the environment), Transportation (including port and maritime logistics), and Tourism.
- SmartRegion continues its local-national online collaboration with PBS News-Hour's Patchwork Nation project as one of only 24 nationwide blogs selected to focus on regional economies and share a regional perspective of national issues.

---

- **NATIONAL EXPOSURE**

- HRP directed a tour of Hampton Roads for the PBS NewsHour Local-National Editor and the Patchwork Nation project director to highlight the global significance of the region, looking specifically at the military with a tour of the USS Bainbridge at Norfolk Naval Base and interview with the director of the Military & Federal Facilities Alliance; the Port with a visit to Norfolk International Terminals and interview with the Corps of Engineers' operations chief; veterans affairs with an interview at the VA Peninsula Chamber; and the economy, interviewing the Planning District Commission's chief economist.

- **ONLINE RESOURCES**

- HRP launched a new interactive website at <http://HRP.org> with a more complete Resource Library, informational and regional links, downloadable contact lists for the General Assembly and the Hampton Roads Caucus and more.
- The *America's First Region* website, <http://AmericasFirstRegion.org>, developed during 2006's Year of Regional Citizenship, was integrated into the new HRP site.
- The region's comprehensive economic development strategy also resides within the HRP site at <http://VisionHamptonRoads.com>.

- **LOCAL CONVERSATION**

- HRP initiated the Communicators Regional Roundtable, an informal group meeting semi-quarterly to discuss and collaborate more efficiently on issues of regional importance. The group includes the region's senior communication, public information and public affairs professionals from government, military, businesses, colleges and universities.
- A collaborative wiki, a free online site to gather information and share knowledge with others, is used to share best practices with the region's communication professionals in order to create regional efficiencies.

- **METRICS, MEASURES AND TRANSPARENCY**

- HRP continues to work with the Council for Virginia's Future on the website <http://HamptonRoadsPerforms.org> providing accountability and transparency within its performance measures.
- Preliminary discussions have been held for interest at the local government level in connecting to the regional website to measure local performance.

- **REGIONAL PUBLICATIONS**

- HRP edited the Business pages of the 2010-2011 issue of *Living in Hampton Roads* magazine in the areas of Economic Development, Employment Opportunities and Transportation with the assistance of key regional institutions and organizations such as ODU, the Hampton Roads Planning District Commission and Transportation Planning Organization, Hampton Roads Association of Commercial Real Estate (HRACRE) and others.
- Publishers of the region's major newspapers, The Daily Press and The Virginian-Pilot, agreed to collaborate on a special section called "Bridges Between Us" for joint publication in mid September 2010. The theme will help answer the question from citizens, "Why should I care?" and explore the logic, lure and limits of interdependence. Stories will follow real families and look at how they work, play, commute and how economic fortunes are intertwined. Bridges have long been used to connect communities in Hampton Roads and "Bridges Between Us" will help con-

nect citizens and build awareness of the importance of our region and its *Vision* of the future.

### **IMPACT on Vision's FEDERAL Task Force:**

#### **Objective: "Premier mission-ready region hosting critical federal assets"**

Strategies include: retain organizations, capabilities and investments owned, operated or funded by the federal government in Hampton Roads; attract and expand organizations, capabilities and investments owned, operated or funded by the federal government in Hampton Roads; 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; and grow the indirect and induced investments and business located in the Hampton Roads region because of federal assets.

HRP continues to work closely with the Hampton Roads Military and Federal Facilities Alliance (<http://HRMFFA.org>), especially providing administrative support. HRMFFA exists to influence federal action to the economic benefit of the Commonwealth of Virginia and the Hampton Roads region. As we implement and expand upon the objectives and strategies outlined in *Vision*, the region will build upon the efforts and activities of HRMFFA to: proactively protect and defend the current range of military and federal capabilities. Other components of *Vision Hampton Roads* include proactively identifying and pursuing opportunities and activities to grow military and federal capabilities in Hampton Roads; and, to the extent possible through rigorous pro-activity, avoid being forced into crisis response and crisis management operations.

- Supported Hampton Roads Military & Federal Facilities Alliance (HRMFFA) in their pursuit of competitive funding awards through the Military Strategic Response Fund;
- Facilitated military-focused stories for the first visit ever to Hampton Roads by NPR's StoryCorps, a revolutionary initiative to record the nation's heritage in audio story form for the Library of Congress;
- Briefed the federal EDA on work of HRMFFA and Ft Monroe FADA (now Fort Monroe Authority) and shared examples of other Defense Base Realignment and Closure (BRAC) impacted regions (i.e., the 1993 BRAC in Charleston, SC resulted in the closure of the 200 year old shipyard and naval station which accounted for approximately one quarter or roughly \$1 Billion of their region's economy);
- Covered military-specific events such as "Anchors Aweigh," a LEAD Hampton Roads-sponsored panel discussion brought regional leaders together to discuss the potential relocation of one or more aircraft carriers from Norfolk to Mayport FL;
- Collaborated with HRMFFA, National Aeronautics Support Team (NAST) and U.S. Navy facilitating community conversations on proposed outlying landing field need;
- Visited NASA's Wallops Flight Facility with a behind-the-scenes tour of the Mid-Atlantic Regional Spaceport (MARS) as the Eastern Shore gathers support as the next "Space Coast."
- Collaborated with HRMFFA and the Association for Unmanned Vehicle Systems International, Hampton Roads Chapter (<http://HR-AUVSI.org>) to turn the Robotics Cluster from a "community of interest" to a "community of practice" by submitting a proposal to the Small Business Administration (SBA) Advance Defense Technologies Source Selection to develop and grow this defense-related technology;

- Collaborated with HRMFFA on issues of the DoD budget (remaining flat or reductions in spending on overhead, management and processes); and
- Collaborated with HRMFFA and HREDA in organizing and staffing a booth highlighting *Vision Hampton Roads* and regional support of the military at the Joint Warfighting Conference.

### **IMPACT on Vision's PORT / MARITIME Task Force:**

#### **Objective: "Premier East Coast Sea Port"**

The #3 Ranked *Vision* Strategy during public comment was: Maintain the Port as an economic engine for the Hampton Roads region, the Commonwealth of Virginia and the Nation. Other strategies include: Grow and enhance the Port of Hampton Roads and become the East Coast port of call for all major ship lines; gain public support and appreciation of the economic value of the Port to the Hampton Roads region, the Commonwealth of Virginia and the nation; grow and enhance indirect and induced effects of port activities including ship building, ship repair and all related businesses; and establish the Port of Hampton Roads as the manufacturing and supply chain hub of the East Coast offshore energy industry.

HRP continues to work closely with Task Force leads on these strategies:

- Virginia Port Authority (<http://PortOfVirginia.com>),
- Virginia Ship Repair Association (<http://VirginiaShipRepair.org>) and
- Virginia Maritime Association (<http://VaMaritime.com>).

The Port of Virginia is a tremendous economic engine for Hampton Roads and the entire Commonwealth. If Virginia can make the necessary investments to support anticipated growth, then the Port may very well reach *Vision's* objective by the time the Panama Canal expansion is completed in 2014. Unfortunately, there are very significant constraints, including inadequate capital funding for infrastructure capacity increases and road connections to the port are already strained. Virginia must make surface investments to fully leverage all of the advantages which this port provides, not the least of which are excellent ship repair and ship building facilities and world class cargo terminals.

- Supported the Port of Hampton Roads as an economic engine through improvement of adequate surface connections to enhance regional mobility and improve access to inland markets;
- Supported sound fiscal policies and economic development tools that support the Port, including incentives to move containers via rail and barge rather than roads, and safe, efficient and environmentally compatible and responsible growth of the Port;
- Engaged the Virginia Port Authority to inform HRP members on the Port privatization talks including the work of the Purkey Commission;
- Facilitated invitations to HRP members for the Virginia Maritime Association/Corps of Engineers' 5th Annual HR Navigational Summit to facilitate greater awareness and appreciation for Port needs and its strategic significance in terms of defense and anticipated trade expansion with the new, larger "Post-Panamax" vessels, which are too wide to traverse the Panama Canal and too heavy to dock at many ports with shallower harbors;
- Briefed Sean Connaughton, Virginia Secretary of Transportation, and Thelma Drake, Department of Rail & Public Transportation (DRPT) Director, on Port issues in relation to Virginia's and Hampton Roads' economy. A classic example of alignment, in

1987, the tiny port authorities at Newport News, Norfolk and Portsmouth were unified by the General Assembly to become today's Virginia Port Authority with employment and cargo handling quadrupled and greater efficiencies achieved. Today's Port of Virginia is the 5th largest in the U.S. and 3rd largest on the east coast;

- Informed HRP members on the Port's future and Norfolk Southern's Heartland Corridor and CSX's National Gateway, close to completion, expanding the reach to markets and improving Hampton Roads' competitive advantage.
- Advanced the region's ship repair industry (including cruise ship and military ship repairs) as an action item identified by the Federal and Port Task Forces in order to reach out to ancillary businesses;
- Highlighted the Port's strong position in wind energy, workforce development (the Port is directly or indirectly linked to one out of ten jobs in Virginia), etc., proving once again how inter-related as a region we really are; and
- Worked with the Federal Reserve Board at their request to facilitate their visit learning about the Hampton Roads economy, assisted by Art Moyer (VA Maritime Association) who facilitated a maritime roundtable.

### **IMPACT on Vision's TOURISM / ARTS & CULTURE Task Force:**

#### **Objective: "Premier year-round destination of distinction"**

Strategies include: Develop and promote a brand identity to capture the region's diversity as the gateway to a Virginia vacation; 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; and create sustainable regional tourism and a diverse arts and culture experience that is consistently funded, well coordinated and fully appreciated by the community.

HRP continues to work closely with Task Force leads on these strategies:

Virginia Arts Festival (<http://VaFest.org>) and

Southeast VA Tourism Alliance (<http://VisitSouthEastVirginia.com>).

Tourism impacts practically all area businesses, contributing to quality of life through the influx of tax revenue, creation of jobs and rise of services and attractions that add to the vibrancy of life in Hampton Roads. Tourism supports the development and enhancement of amenities that local business employees and residents can enjoy. Arts and Culture in Hampton Roads serve as a significant component of the Tourism industry. The arts strengthen our communities, lift our spirits and build a better quality of life for everyone in Hampton Roads. The economic impact of arts and cultural organizations in Hampton Roads is significant and acts as a magnet for businesses wishing to locate here.

- Supported a dedicated revenue stream for the Virginia Tourism Corporation to fund tourism promotion activities and increased funding for tourism marketing and promotion;
- Supported efforts to exempt state agencies that produce revenue and stimulate the economy such as the Virginia Tourism Corporation from budget reductions;
- Supported increased tax incentives for film production and expand the Governor's Opportunity Motion Picture Fund in support of the efforts of the Hampton Roads Film Office (HRFO);

- Shared work of the advocacy group, Cultural Alliance of Greater Hampton Roads, as the arts are a huge economic driver in Hampton Roads and a major factor when companies look at expanding or locating their business here;
- Briefed Jim Cheng, Virginia Secretary of Commerce & Trade, on HRP activities offering assistance with facilitation of regional issues and discussed the Governor's Motion Picture Opportunity Fund and other performance-based incentive funds to promote the film industry and the future of the HR Film Office (HRFO), a division of HRP;
- Debuted *Hollywood: Hampton Roads* on Sunday, Jun 27, a new local show produced for Cox 11 to talk with local filmmakers about their projects (HRFO);
- Closed the HR Film Office on June 30, which created over 750 jobs annually to taxpaying citizens in Hampton Roads, due to lack of funding despite Virginia's new incentives: approx. \$2.5M tax credit fund and \$2M Motion Picture Opportunity Fund which would have provided Hampton Roads the best chance in many years of landing major productions to bring in additional jobs and create even more economic impact. There will no longer be a proactive single point of contact to bring those dollars to the region. In its four years, HRFO:
  - Co-produced ODU/Norfolk Film Festival and worked with colleges, universities, private and public schools on their film programs and education of their students;
  - Worked the ShowBiz Expo® Los Angeles, an industry insider's event, to recruit film crews and sell Hampton Roads to movie-makers;
  - Helped bring production companies from outside of Virginia to produce their films, television shows, commercials in Hampton Roads;
  - Provided a single contact for coordination between production companies and the municipalities and venues of Hampton Roads and worked with local production companies to help their business;
  - Provided pro bono work to local nonprofits and provided much needed jobs to the Hampton Roads community; and
  - Helped elevate the region's profile on a national and international stage.

### **IMPACT on Vision's OPPORTUNITIES Task Force:**

#### **Objective: "Centers of excellence fueled by culture of innovation"**

Seeking opportunities fueled by an innovative culture was the #1 Ranked *Vision* Objective during public comment. Strategies include seeking to be a region of excellence for environmental distinction and for healthcare and life sciences.

HRP leads this Task Force and continues to work closely with community volunteers, institutions and organizations focused on energy, environment and healthcare.

Diversifying the Hampton Roads regional economy will be the most challenging of the four objectives defined in *Vision*. The Opportunities Sub-committee developed Objectives, Strategies and Actions for four areas of focus:

1. Technology-based business innovation and education, including the presence of industry clusters (modeling and simulation, information technology, biomedical research and devices, sensors and marine science); the research strengths of the region; the existing technology transfer infrastructure; interactions between universities and industry; networking; and capital availability;

2. Coastal energy solutions, including much of the industrial infrastructure available in the Port of Hampton Roads that is needed to support the development and maintenance of wind farms off of the Mid-Atlantic coast;
  3. Environmental distinction, including strong growth potential in fields related to clean energy production, energy efficiency and environmental protection; and
  4. Healthcare and life sciences as Hampton Roads can become the place where people from around the world come for specific medical treatments given the current facilities/assets as well as those on the horizon, and the region is an ideal location to pursue health information exchange technologies among military, Veteran's Administration and private health systems.
- Supported tax incentives for expansion of Modeling & Simulation (M&S) businesses, the use of M&S in state emergency management training and drills, the hiring of a full-time Modeling & Simulation advocate to handle coordination of regional activities and marketing of M&S capabilities and the Commonwealth's Modeling and Simulation Advisory Council;
  - Supported the technology-related development needs of the Hampton Roads Research Partnership's (HRRP) members: NASA Langley Research Center, National Institute of Aerospace, Thomas Jefferson National Accelerator Facility in addition to regional universities;
  - Supported the Commonwealth's Aerospace Advisory Council and the Commonwealth Technology Research Fund (CTRF) as a way of seeding entrepreneurial research and technology;
  - Co-sponsored a Leadership Forum with former U.S. Senator John Warner and the Pew Environment Group's Project on National Security, Energy, and Climate highlighting significant expertise on global climate change and the impacts to not only Hampton Roads but the nation;
  - Created better regional awareness with summaries posted on the regional blog, <http://SmartRegion.org>, and shared via the Regional e-News such as: Bioscience at the Beach sponsored by LifeNet Health and ODU's Engineering Unplugged; and
  - Worked with Virginia Offshore Wind consortium to align disparate alternative energy organizations under *Vision's* Opportunities strategy for "Coastal Energy" and lay the groundwork for the region's legislative agenda on energy.

### **IMPACT on Vision's PUBLIC - GOVERNMENT AWARENESS & POLICY Task Force:**

**"United we stand, divided we fall; Greater than the sum of the parts."**

HRP leads this Task Force and works to 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 on behalf of *Vision Hampton Roads* and its Task Forces.

From citizens during the *Vision* public comment period, we heard:

"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."

As a convener and facilitator, HRP is an organization effective in laying the foundation for regional success. The Partnership is credited for helping to foster a change in thinking and acting with regard to successful regional cooperation. In its facilitation capacity, the Partnership leads this Task Force to assist other *Vision* Task Forces with their public policy and legislative needs in order to achieve their respective goals.

- Supported mechanisms for regional cooperation among adjoining Hampton Roads localities in order to allow for economic development and shared economies of scale in service delivery;
- Met with the region's Directors of Economic Development to incorporate their individual regionally-focused plans into *Vision* for potential funding;
- Worked with regional leadership, public and private, to collaborate on potential solutions in the wake of International Paper's closing announcement, including meeting with U.S. EDA officials on the status and to discuss economic and educational assistance available;
- Advocated for the Jordan Bridge project's private funding model;
- Advocated for Hampton Roads Passenger Rail with Norfolk Southern improvements to bring service to Southside and CSX improvements on the Peninsula to deliver more reliable service;
- Applauded the Hampton Roads Transportation Planning Organization's (HRTPO) decision to speak with one voice on the alignment of High-Speed Rail;
- Supported HRTPO's Project Prioritization Process in order for the region to come to consensus and prioritize transportation projects;
- Supported the bi-partisan NAT GAS ACT of 2009, prompted by a visit to the region by T. Boone Pickens;
- Supported the Hampton Roads Chamber resolution "Supporting Hampton Roads Transportation Funding";
- Supported additional public funding for the Downtown/Midtown/MLK Extension in order for tolls not to be cost-prohibitive for Hampton Roads citizens;
- Provided legislative overviews and advice to the HRP Board before, during and after General Assembly (GA) session;
- Assisted Fort Monroe FADA with guidance and introduction to GA supporting FMFADA budget requests;
- Met with federal legislators garnering support for Hampton Roads' M&S industry.
- Continued work on a transportation advocacy strategy with Move Hampton Roads, the Partnership's 501(c)(4);
- Continued speaking engagements to business, trade and professional organizations in the region about alignment of *Vision*;
- Hosted Terrie Suit, Assistant to the Governor for Commonwealth Preparedness, and Mark Anthony, Director of Fleet Ashore Readiness, regarding leasing of regional airports for C2/E2 military landings to provide congestion relief at Ocean and Fentress airfields;
- Hosted Thelma Drake, Director, Dept. of Rail and Public Transportation, and others from DRPT and the Commonwealth Transportation Board on passenger rail issues, specifically the connection between Petersburg and Richmond;
- Held the first regional Elected Officials Orientation to discuss ways of taking a more regional approach to business-related affairs within each city with co-hosts:

HRPDC/HRTPO, both Hampton Roads and Virginia Peninsula Chambers, both workforce development boards (Opportunity, Inc. and Peninsula Council for Workforce Development), HRMFFA and Hampton Roads Economic Development Alliance.

- Emphasized the need for the region to speak with one voice by supporting weekly HR Caucus meetings;
- Presented to the Hampton Roads Caucus at their December 2009 meeting the comprehensive 2010 Hampton Roads Legislative Agenda developed in concert with the goals of other regional orgs and divided into general categories based on the Partnership's strategic initiatives (economy; government & citizens; education & workforce development; and transportation);
- Engaged and informed Lt. Gov. Bill Bolling, Chief Jobs Creation Officer, and the Hampton Roads members of the Governor's Commission on Economic Development and Jobs Creation with *Vision Hampton Roads*;
- Continued participation with the Regional Roundtable, a collaboration of the region's leadership organizations focused on creating economies of scale; and
- Participated in the U.S. Chamber of Commerce's Business Civic Leadership Center's Disaster Assistance and Recovery Workshop at the Lockheed Martin Center for Innovation addressing the region's preparation and response.

### **IMPACT on Vision's INFRASTRUCTURE Task Force:**

#### **Transportation, telecommunications and energy (Transportation focus)**

The #1 Ranked *Vision* Strategy during public comment was: **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.**

HRP works closely with the organizations leading this Task Force:

Hampton Roads Transportation Planning Organization (<http://HRTPO.org>) on transportation matters and on Water, Climate Change/Sea Level Rise, Energy with the Hampton Roads Planning District Commission (<http://HRPDCVA.gov>).

Transportation is **the** regional issue that most impacts us on a day-to-day basis. This is no longer a quality of life issue; it is a readiness issue. It is also a funding issue, as we have aging and inadequate infrastructure, escalating costs and declining revenues as well as an awareness/appreciation issue for the region's citizens.

The Transportation Planning Organization (TPO), the intergovernmental transportation planning body, will soon be ready to implement its Project Prioritization tool, which will analyze and rank projects according to three major criteria of utility, viability and economic vitality, and the 2034 Long-Range Transportation Plan (LRTP).

- Helped launch the new Amtrak service from DC to Lynchburg, Virginia's first state-funded intercity passenger rail service;
- Participated in and helped promote the Urban Land Institute (ULI) of Hampton Roads' 2009 Urban Marketplace focused on "Roads & Rails to Recovery" in addition to regular ULI meetings;
- Participated in and helped promote the Dept. of Rail and Public Transportation (DRPT)'s Public Hearing on High Speed Rail;
- Published article in the Port's Virginia Maritime magazine on the DRPT High Speed Rail Public Hearing: <http://bit.ly/HamptonRoadsWantsHighSpeedRail>

- Briefed HRP and supported High Speed Passenger Rail, the win-win HRTPO decision to pursue new regional rail from Petersburg to Norfolk and to enhance existing rail which extends to Newport News from Richmond as “emerging”;
- Supported the provision of the needed infrastructure to allow Hampton Roads communities to plan for anticipated growth in economic activity;
- Supported state-wide revenue streams that are broad-based, long-term, simple, and efficient to collect; sourced from all ultimate consumers including those in-state and out-of-state, wholesalers, retailers, and users of products and services moved over the transportation grid; designed to encourage smart transportation grid use and development; and designed to enable everyone to pay their fair share;
- Supported Hampton Roads-specific revenue streams dedicated to the Transportation Planning Organization approved projects;
- Supported the federal application by the Commonwealth of Virginia for funding the critical infrastructure needed for Passenger Rail Service for Hampton Roads;
- Supported planning, construction, and maintenance of an improved statewide multi-modal transportation system that is need-based, cohesive, integrated, and interconnected;
- Helped spread the word with HRTPO’s public comment needs for the U.S. Coast Guard’s Temporary Deviation on the operating schedule of the Berkley Bridge;
- Participated with HRTPO’s new Public Participation Plan development to inform, increase awareness and engage stakeholders in HRTPO activities, plans and programs;
- Engaged region’s transportation engineers to discuss assisting Governor and legislature to successfully find workable solutions to the region’s transportation needs;
- Convened regional transportation advocates and presented the challenge to develop a “menu” of transportation revenue sources to present to General Assembly lawmakers in the 2010 session;
- Participated with the Transit Vision Plan Phase II Steering Committee, focused on land use, including assistance to the study team with evaluating transit corridor proposals, analyzing future land use patterns along the corridors given market expectations, and making recommendations for policies or strategies to guide coordinated short and long-term transit and land use planning;
- Aided VDOT with promotion of *511HamptonRoads.org* to improve travel information access for citizens;
- Kept HRP members up-to-date on activities of the Transportation Planning Organization and Commonwealth Transportation Board
- Hosted meetings with Virginia Secretary of Transportation Sean Connaughton and DPRT Director Thelma Drake;
- Engaged with the Greater Norfolk Corporation and Deputy Karen Rae of Federal Rail Administration with regard to the High-Speed Intercity Passenger Rail Program;
- Attended HRTPO focus groups on the subject of transportation and its related “sense of place”;
- Provided input to the HRPDC/HRTPO as metrics are developed to prioritize freight projects as part of the transportation project prioritization effort;
- Facilitated the Hampton Roads Transit Vision Plan Marketing Framework Development Workshop with the Communicators Regional Roundtable providing important

insights into development of the marketing framework for Phase 2 of the Transit Vision Plan including community outreach;

- Facilitated meetings with regional groups on behalf of Empower Hampton Roads to help them engage and develop their position for transportation advocacy;
- Presented *Vision Hampton Roads* to the Urban Land Institute and continue work with ULI as to how they may more fully participate with *Vision* and other regional organizations to collaboratively reinvigorate the commercial real estate market;
- Shared the stage with Sen. Lucas (18th) and Del. James (80th) at DRPT's "Unlock Gridlock" to set the tone for building the business case for needed alternatives to mitigate traffic congestion including the work of Telework!VA and TRAFFIX;
- Asked Board members and other regional advocates to weigh in on the operating funds for passenger rail via a link provided by Virginians for High Speed Rail, in response to the Virginia Department of Rail and Public Transportation's survey requesting suggestions for funding intercity passenger rail operations; and
- Supported the Midtown Tunnel expansion with USDOT Secretary LaHood in its quest for Transportation Infrastructure Finance and Innovation Act (TIFIA) financing.

### **IMPACT on Vision's INNOVATION Task Force:**

#### **"New ideas, products, processes and business models"**

The #2 Ranked *Vision* Strategy during public comment was: **Hampton Roads will be a region of excellence for clusters of cutting edge technology-based business innovation and education.**

Hampton Roads is the 36<sup>th</sup> largest metro. The Brookings Institution's Blueprint for American Prosperity shows that the 100 largest U.S. metropolitan areas contain 65% of the nation's population and 68% of its jobs, but have even larger shares of innovative activity (78% of patent activity), educated workers (75% of graduate degree holders) and critical infrastructure (79% of air cargo). The Top 100 metros generate three-quarters of U.S. gross domestic product. In the evaluation of key elements needed to develop a technology-based "entrepreneurship ecosystem" in Hampton Roads, Virginia was found to be among the worst states in the nation for most elements and Hampton Roads is the weakest region of the state.

HRP leads this Task Force and continues to work closely with community volunteers, institutions and organizations especially focused on the transformation of the Hampton Roads Research Partnership (HRRP) into ***Innovate!HamptonRoads*** (I!HR) in order to establish an innovation and entrepreneurship system for Hampton Roads as outlined in *Vision*. **I!HR** will be **the** place where technology comes together in the region.

- Continued support of legacy tech clusters of modeling and simulation, bioscience and sensors and added clusters of coastal energy and robotics;
- Stood up *IdeaWorksHamptonRoads* as a component of **I!HR** to connect the dots of services available, identify what is missing and work to develop missing elements;
- Researched best practices, made assessments and developed ten elements needed to create a technology-based "entrepreneurship ecosystem" with funding from the Dept. of Labor WIRED program;
- Built on HRRP's original partners of the region's research universities, federal labs (NASA and Jefferson Lab) and the Nat. Institute of Aerospace (NIA) by adding: existing incubators in Hampton, James City County, Franklin and Tri-Cities (VMASC); engi-

neering and business schools; government labs; economic development entities and workforce investment boards; community colleges; Technology Hampton Roads (formerly Hampton Roads Technology Council); and venture capital.

- Leveraged existing assets into “innovation centers” disbursed around the region with talks underway to include ODU’s Business Gateway for a Norfolk location and the city manager and city’s economic development department for a Virginia Beach location;
- Broadened the reach of HRRP’s research-only focus with **I!HR** by involving business schools transforming the region into a more workable, networked structure
- Co-sponsored the Southeastern Virginia Biomedical Technology Forum at Jefferson Lab with Eastern VA Medical School, the Federal Lab Consortium Mid-Atlantic Region and NASA Langley Research Center (HRRP);
- Increased awareness through presentations of *Vision Hampton Roads* and its connection to the statewide Innovation Index prepared by the Center for Innovative Technology (CIT) to foster formation, retention, and expansion of technology-based economic development opportunities in the Commonwealth;
- Helped plan Sen. Mark Warner’s Virginia M&S Summit, the kick-off event to MODSIM World 2009 with his charge to Hampton Roads: “What the Internet is to Northern Virginia, what software is to Silicon Valley, modeling and simulation could be to Hampton Roads”;
- Continued to devote a Program Manager to focus on modeling & simulation cluster who also serves annually as Deputy Chair of MODSIM World. The 2009 event had over 1000 attendees from 22 states and countries, a 30% increase over 2008, and featured a heavy focus on student outreach (nearly 300 attended), interaction with local colleges and universities with M&S programs, and a serious games kiosk.;
- Hosted T. Boone Pickens’ meeting with the Partnership and community environmental activists during his visit to the region;
- Facilitated, with VMASC and the Hampton Roads M&S Leadership Council, the M&S Strategy 2020 plan which launched in January 2010 with U.S. Congressman Randy Forbes who founded and co-chairs the Congressional M&S Leadership Caucus, also supported by HRP;
- Guided processes for MODSIM World Conference 2010 on behalf of the Center for Public/Private Partnership (CP3) and continued program management work for the Hampton Roads M&S Leadership Council;
- Live-blogged from Hampton Roads inaugural TED (Technology, Entertainment, Design) event, <http://TEDx-NASA.org>, via invitation from NASA Langley Research Center. TEDx is an international program that brings the world’s leading thinkers and doers together to give the talk of their lives in 18 minutes or less on insights, inspiration, and ideas worth spreading;
- Continued leadership role with M&S by participating in the Robot Venture/Small Business Administration Tech Cluster Workshop with over 240 participants for the Robotics Technology Cluster regional initiative, one of only three in the country. Hampton Roads’ cluster is focused on port and harbor security and aligns with the strategic vision of the Hampton Roads Chapter of Autonomous and Unmanned Vehicles Systems International professional group and the regional Robot Venture initiative sponsored by the Hampton Roads Military & Federal Facilities Alliance;

- Convened ODU President John Broderick and Hampton Roads Economic Development Alliance President Darryl Gosnell to give HREDA more support in marketing M&S;
- Continued engagement with the private sector in uses of M&S outside of the military, e.g., a “virtual construction manager” who uses M&S to “build” commercial facilities; met at the Peninsula Chapter of the Associated General Contractors (AGC) of Virginia;
- Served on the newly formed Broadband for America VA Advisory Board whose mission is providing broadband internet technology to every home and business. HRP is also leveraging regional partnerships to bring ultra broadband opportunities to Hampton Roads;
- Submitted first EDA grant application under *Vision Hampton Roads* for the **i6 Challenge**, a multi-million innovation competition with monetary awards for the most innovative regional ideas to drive technology commercialization and entrepreneurship. This grant would be used for on-going financial support to create *Innovate!HamptonRoads* and its related support system, *IdeaWorksHamptonRoads*;
- Engaged with Senator Warner’s National Security Advisor and other industry leaders discussing the modeling and simulation industry and emerging regional priorities such as Medical M&S.

**IMPACT on Vision’s INTELLECTUAL & HUMAN CAPITAL Task Force:**  
**“People, education and skills that foster innovation”**

HRP continues to work closely with Task Force leads on these strategies, i.e., the region’s major non-college workforce development boards:

Opportunity Inc. (<http://Opp-Inc.org>) and  
Peninsula Council for Workforce Development (<http://PCFWD.org>).

Employers demand workers who can think critically and solve problems. As a result, future prosperity will require greater worker investment in post-secondary education and training. The harder side of economic development is “it’s all about people” and growing a 21st century workforce. Talent and supply support cutting edge technology-based business. As we move forward, we have identified the importance of entrepreneurship, exiting military personnel and sectors of port, transportation and warehouse.

Innovation is an important unique competitive advantage for the region. Very simply, if we increase productivity, we increase wealth and quality of life. Innovation is about products, processes and organizations **and people**.

- Supported world-class standards of excellence in Virginia’s K-12 education system by maintaining the current Standards of Quality funding formula requiring the Commonwealth to pay 55% of the prevailing cost of education;
- Supported initiatives to create a more comprehensive, unified system of publicly funded universal employment and training services.
- Supported initiatives to provide quality education and training that enable businesses to achieve their goals via a more skilled, flexible and productive workforce.
- Supported the legislative agendas of the region’s institutions of Higher Education;
- Participated with Workforce Development Strategic Planning, including presentations to boards on integrating *Vision*;
- Promoted inclusion of M&S in science Standards of Learning (SOLs) at the Department of Education public hearing;

- Presented an overview of *Vision Hampton Roads* to Paul D. Camp Community College Workforce Development Council at International Paper's Employee Transition Center;
- Collaborated with the LEAD Hampton Roads Class of 2011 to create the first Regional Education Summit on "The Economics of Early Childhood Education";
- Supported Opportunity, Inc.'s State of the Workforce report reinforcing this component of the regional *Vision*;
- Engaged with the Hampton Roads Quality Management Community (HRQMC), devoted to improving productivity, with their continuous improvement forum focused on "People, Product and Planet – the Quality Triple Bottom Line," and working on how best to engage with the region's quality community with *Vision Hampton Roads* as they turn their attention to regionalism and regional innovation as a way to prosper on a national and global basis.

**IMPACT on Vision's SENSE OF PLACE Task Force:**  
**"Awareness of and connection to a special mix of communities"**

During *Vision Hampton Roads*' evaluation process, and reinforced by public comment, the best things about living in Hampton Roads were noted as a wide range of attributes involving our geography and environment, i.e., the scenic beauty, recreational and cultural activities but also a sense of community and regional identity.

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

"We are not taking advantage of the potential we have in Hampton Roads as a region," said one citizen during public comment. And more than one respondent asked "what is our region's business identity?"

HRP continues to seek a Task Force lead or leads for this important over-arching awareness and appreciation issue.

- Attended monthly meetings of Hampton Roads Planning District Commission, Transportation Planning Organization and the Hampton Roads Mayors and Chairs Caucus to stay regionally connected;
- Worked with HR Economic Dev. Alliance (HREDA) staff and stakeholders to seek alignment of regional marketing;
- Appeared on Cox Connections, public affairs TV and radio (WHRV Radio's Hearsay and WHRO-TV's What Matters) and municipal TV channels sharing *Vision Hampton Roads*;
- Moderated for regional organizations such as ULI "Let's Pick a High Speed Rail Route to Hampton Roads";
- Attended and provided summaries on Dr. James Koch's State of the Region report and the workforce investment boards' State of the Workforce;
- Appeared and spoke at the region's chambers, trade organizations (such as realtors and builders) leadership organization's Annual and Board meetings, military ceremonies, ground-breakings, dedications, including Virginia Ship Repair Association on passenger rail and the maritime significance included in *Vision Hampton Roads*;
- Supported and introduced regionalism to new classes of the region's leadership programs for young professionals, rising leaders and teens and introduce the annual state-wide LEAD Virginia program class to Hampton Roads;

- Conducted a model general assembly on Transportation Solutions with state-wide community leaders;
- Convened the region's leadership groups quarterly on topics of regional concern such as passenger rail and regional branding;
- Participated in regional TV and print campaigns suggesting support of Hampton Roads retailers and highlighting Hampton Roads' excellent assets such as higher education, history, healthcare and port facilities to promote regional confidence;
- Emceed events, such as Sen. Mark Warner's Virginia M&S Summit with panelists Gen. Martin Dempsey (TRADOC) and ODU's President John Broderick;
- Facilitated the monthly Regional Roundtable comprised of the CEOs of two chambers of commerce, HREDA, HRMFFA, HRPDC, and two Workforce Investment Boards;
- Featured articles and editorials in the region's newspapers and business journals, both print and online;
- Shared Executive Summaries of HRP meetings and events, as well as those of regional importance sponsored by other organizations and municipalities;
- Offered Executive Summaries to the Chief Administrative Officers to share with their elected leaders to enhance regional awareness;
- Supported Hampton Roads Center for Civic Engagement (HRCCE)'s Summit, held in Spring 2010, and helped HRCCE with the year-long process of synthesizing the results of the 2009 summit and wrote the executive summary for use by HRCCE as well;
- Participated in the Future of Hampton Road, Inc.'s Regional Futures' Conference; keynote Robert Puentes wrote about the event in *The New Republic* online and provided his presentation for HRP's Resource Library;
- Participated in the organization and planning of the Downtown 100's panel on Brain Drain in Hampton Roads;
- Participated in a panel on "Placemaking" at the Annual Conference of the Virginia Chapter of the American Planning Association, presenting an overview of *Vision Hampton Roads*, marketing and outreach efforts of the Partnership and other regional organizations (including HREDA) and the connection between "hard-line" and the humanities in defining place-based economic development;
- Met with the editors of AltDaily, the hyper-local, ultra independent online source for news, art and culture in Hampton Roads on regional brain drain and innovative ideas to turn the drain into gain;
- Continued to offer free subscriptions of *Hampton Roads Magazine* to SmartRegion.org readers as part of an on-going collaboration;
- Shared *Vision Hampton Roads* in the 2010-2011 edition of *Living in Hampton Roads* magazine in the Business sections on Economic Development, Employment Opportunities and Transportation;
- Discussed and continue to work with Hampton University to develop a summit of the region's colleges and universities student government associations to answer the basic question: "What would keep you in Hampton Roads?";
- Provided content on *America's First Region* and *Vision Hampton Roads* to Southwest Airlines in-flight magazine, *Spirit*, for their Sept. feature "Meet Hampton Roads" which will reach a potential 9 million passengers (measured 3.2M readership) with 460,000 copies and online posting for 12 months;

- Continued working with higher education, several regional young professional groups and the alternative online AltDaily on “Sense of Place” ideas, such as iconic food and regional song contests;
- Presented an overview of the region to Lead Hampton Roads’ eXcel, a program of the Hampton Roads Chamber of Commerce for student leaders who are rising junior and seniors in area high schools;
- Convened regional organizations to develop an annual “Regional Day” designed to bring elected, business and civic leaders together with citizens to learn more about the region, build relationships, and nurture ideas on how to best leverage opportunities. Nearly 500 attended and Gov. McDonnell keynoted at the inaugural event held May 6<sup>th</sup>;
- Developed the first regional compact, i.e., “Declaration of Interdependence,” under the direction of the Regional Stewards. At the inaugural Regional Day, the Governor and the region’s Mayors/Chairs or their appointed representative participated in the signing of the compact. The first sentence of the Preamble tells the story: “We, the elected officials of Virginia’s Hampton Roads, realize that competition is no longer between cities or counties but rather between metropolitan regions in the global economy. “

Hampton Roads is unlike any other region of the United States and the world. While most regions have a center city, or perhaps two cities or even tri-cities, there is no other region that can boast having seven diverse, distinct and large core, yet interdependent cities, like Hampton Roads ... ten when including the outer cities of Franklin, Poquoson and Williamsburg.

**Collaboration is a competitive advantage.**

---

## ***About the Hampton Roads Partnership***

### **STAFF**

PRESIDENT & CEO: E. Dana Dickens, III  
 EXECUTIVE VICE PRESIDENT: Donna S. Morris  
 PROGRAM MANAGER: Andrew M. Sinclair  
 ADMINISTRATIVE COORDINATOR: Joyce O. Thacker  
 COMMUNICATION MANAGER: Missy G. Schmidt

### **OFFICERS, 2010**

CHAIR: Mr. Jack Ezzell - ZEL Technologies, President  
 VICE CHAIR: Dr. Deborah M. DiCroce - Tidewater Community College, President  
 TREASURER: Mr. Digby Solomon, Daily Press - President, Publisher and CEO  
 SECRETARY: Mr. David Tynch - Cooper Spong & Davis, Attorney

### **MUNICIPAL MEMBERS of the BOARD of DIRECTORS\***

City of Chesapeake: Honorable Alan P. Krasnoff, Mayor  
 City of Franklin: Honorable James P. Councill, Mayor  
 City of Hampton: Honorable Molly Joseph Ward, Mayor  
 City of Newport News: Honorable McKinley Price, Mayor  
 City of Norfolk: Honorable Paul D. Fraim, Mayor  
 City of Poquoson: Honorable Gordon C. Helsel, Mayor  
 City of Portsmouth: Honorable Bernard P. Griffin, Sr., Interim Mayor

City of Suffolk: Honorable Linda T. Johnson, Mayor  
City of Virginia Beach: Honorable W. D. Sessoms, Jr., Mayor  
City of Williamsburg: Honorable Clyde A. Haulman, Mayor  
County of Gloucester Board of Supervisors: Honorable Louise D. Theberge, Chair  
County of Isle of Wight Board of Supervisors: Honorable Phillip A. Bradshaw, Chair  
County of James City Board of Supervisors: Honorable James G. Kennedy, Chair  
County Southampton Board of Supervisors: Honorable Dallas O. Jones, Chair  
County of Surry Board of Supervisors: Honorable Reginald O. Harrison, Chair  
County of York Board of Supervisors: Honorable Donald E. Wiggins, Chair  
Town of Smithfield: Honorable David M. Hare, Mayor

**BUSINESS MEMBERS of the BOARD of DIRECTORS\***

AMERIGROUP Corporation: Mr. James G. Carlson, President and CEO  
Atlantic Dominion Distributors: Mrs. Robin Ray, President  
Bank of America: Mr. Charles R. Henderson, Jr., President, Hampton Roads Market  
BB&T: Mr. Robert M. Boyd, Regional President  
Bon Secours Hampton Roads Health System: Mr. Michael Kerner, CEO  
Branscome, Inc.: Mr. Stuart Patterson, President  
Branscome, Inc.: Mr. Dewey Hurley, Vice President Business Development  
Busch Gardens Europe/Water Country USA: Mr. John Reilly, Gen. Manager & Exec. VP  
Canon Information Technology Services: Mr. Dan Bell, President  
Checkered Flag Motor Car Company: Mr. Edward B. Snyder, President  
Chesapeake Regional Medical Center: Mr. Wynn Dixon, Interim CEO  
Clancy & Theys Construction Company: Mr. Williams Goggins, VA Division CEO, VP  
Clark Nexsen: Mr. Kenneth G. Stepka, PE, CEO  
Colonial Williamsburg Foundation: Mr. Colin Campbell, President  
Continental Properties Corporation: Mr. Donald E. Perry, President  
Cox Communications Virginia: Mr. Gary T. McCollum, Sr. VP & Gen. Manager  
Cox Virginia Telcom: Mr. Franklin R. Bowers (retired)  
CSX Transportation, Inc.: Mr. Quintin Kendall, Resident Vice President  
Darden Properties, Inc.: Mr. Joshua P. Darden, President  
Dollar Tree: Mr. Bob Sasser, President and CEO  
Dominion Virginia Power: Mr. C. Max Bartholomew, Jr., Sr. External Affairs Manager  
Drucker & Falk, LLC: Ms. Wendy C. Drucker, Managing Partner  
E.T. Gresham Company, Inc.: Mr. William A. Gresham, President  
Earl Industries, LLC: Mr. Jerrold L. Miller, President  
Eastern Virginia Medical School: Dr. Edward E. Brickell, President Emeritus  
Eastern Virginia Medical School: Mr. Harry T. Lester, President  
Farm Fresh: Mr. Gaelo de la Fuente, President  
Glasser & Glasser, PLC : Mr. Richard S. Glasser, Managing Partner  
Goodman and Company: Mr. Tom H. Wilson, Managing Partner  
Greater Atlantic Management, LLC: Mr. Aubrey L. Layne, Jr., President  
Hampton Roads Caucus: Honorable John A. Cosgrove, House of Delegates (78<sup>th</sup>), Chair  
Hampton Roads Chief Administrative Officers: Ms. Selena Cuffee-Glenn, Chair  
Hampton Roads Planning District Commission/Transportation Planning Organization:  
Mr. Dwight Farmer, Executive Director  
Hampton Roads Sanitation District: Mr. Edward G. Henifin, General Manager

Hampton Roads Sanitation District: Mr. Vishnu K. Lakdawala, Chair  
Hampton University: Dr. William R. Harvey, President  
Hampton University: Mr. William Thomas, Associate VP-Governmental Relations  
Hankins & Anderson: Mr. Burrell F. Saunders  
Harvey Lindsay Commercial Real Estate: Mr. Michael W. McCabe, Sr., President & CEO  
Harvey Lindsay Commercial Real Estate: Ms. Deborah Stearns, Senior Vice President  
Hobbs & Associates: Mr. Brad Hobbs, President  
Hunton & Williams: Mr. Gregory N. Stillman, Managing Partner  
International Longshoreman's Association:  
    Mr. Thomas Little, President, Hampton Roads District  
Jefferson Lab: Mr. Hugh E. Montgomery, President & Laboratory Director  
JOWINC : Mr. John O. Wynne  
Kaufman & Canoles: Mr. Vincent J. Mastracco, Attorney  
Kaufman & Canoles Consulting, LLC: Mr. J. Robert Bray, Senior Advisor  
KPMG, LLP: Mr. Stephen F. Evans, Managing Partner  
LifeNet Health: Mr. Rony Thomas, CEO  
Maersk Line Limited: Mr. John F. Reinhart, President and CEO  
McGuireWoods LLP: Mr. John D. Padgett, Managing Partner  
Norfolk Southern Corporation: Mr. C. W. Moorman , Chairman, President & CEO  
Norfolk Southern Corporation: Mr. Donald W. Seale, Exec. VP & Chief Mktg. Officer  
Norfolk State University: Dr. Kim Luckes, Acting President  
Northrop Grumman Newport News: Mr. Mike Petters, Corporate VP and President  
Northrop Grumman Newport News: Mr. William C. Bell, Director, Human Resources  
Ocean Marine Yacht Center: Mr. James E. Bento, President and CEO  
Old Dominion University: Mr. John R. Broderick, President  
Old Point National Bank: Mr. Robert F. Shuford, Chairman  
Paul D. Camp Community College: Dr. Paul W. Conco, President  
Riverside Health System: Mr. Richard J. Pearce, President and CEO  
Robert Brown & Associates: Mr. Robert Brown, President  
Roseland Property Company: Mr. Daniel W. Aston, Partner  
Rutherford: Mr. W. Douglas Russell, Senior VP and Division Manager  
Sentara Healthcare: Mr. David L. Bernd, President  
Smithfield Foods, Inc.: Mr. Jeff Gough, Vice President, Human Resources  
Smithfield Foods, Inc.: Mr. C. Larry Pope, President and CEO  
Stihl, Inc.: Mr. Fred J. Whyte, President  
SunTrust: Mr. Thomas V. Rueger, President Hampton Roads Region  
SunTrust: Mr. William K. Butler, President Hampton Roads Region (retired)  
The College of William & Mary: Mr. W. Taylor Reveley, III, President  
The Dragas Companies: Ms. Helen E. Dragas, President & CEO  
The Hampton Roads Community Foundation: Ms. Angelica D. Light, President & CEO  
Thomas Nelson Community College: Dr. Alvin J. Schexnider, President  
TowneBank: Mr. G. Robert Aston, Chairman/CEO  
Troutman Sanders LLP: Honorable Owen B. Pickett, Congressman (retired)  
Tymark Enterprises: Mr. Gilbert T. Bland, President and CEO  
USAA Mid-Atlantic Office: Mr. Raymond M. LaSalle, Assistant Vice President  
Vandeventer Black, LLP: Mr. William Franczek, Managing Partner  
Verizon: Ms. Laura Barnes, Area Manager-External Government Affairs

Virginia Arts Festival: Mr. Rob Cross, Executive & Artistic Director  
 Virginia Natural Gas: Ms. Jodi Gidley, SVP, Mid-Atlantic Operations, President  
 Virginia Pilot Association: CPT J. William Cofer, President  
 Virginia Port Authority: Mr. Jerry A. Bridges, Executive Director  
 Virginia Wesleyan College: Mr. William T. Greer, President  
 Virginian-Pilot: Mr. Maurice Jones, President & Publisher  
 Wells Fargo Bank: Mr. William H. Crawford, IV, Commercial Banking Director, RVP  
 Western Branch Diesel: Mr. Herbert Haneman, Jr., President  
 WHRO: Mr. Bert Schmidt, President and CEO  
 Wilbanks, Smith & Thomas, LLC: Mr. Wayne F. Wilbanks, CFA, Managing Principal, CIO  
 Willcox & Savage, PC: Mr. Thomas G. Johnson, Chair  
 Williams Mullen: Mr. Thomas R. Frantz, CEO  
 Witt Mares: Mr. Alan S. Witt, CEO

#### **EX-OFFICIO MEMBERS of the BOARD of DIRECTORS\***

Hampton Roads Economic Development Alliance: Mr. Darryl Gosnell, President  
 Hampton Roads Planning District Commission: Honorable Bruce C. Goodson, Chair  
 Hampton Roads Transportation Planning Organization: Hon. Will Sessoms, Chair  
 Region 2 School Superintendents

- Liaison: Dr. Ashby Kilgore (Newport News City Schools), Chair
- Representative: Dr. David Stuckwisch (Portsmouth City Schools)

#### **LIAISONS to the BOARD of DIRECTORS\***

NASA Langley Research Center

- Liaison: Ms. Lesa B. Roe, Director

U.S. Air Force Air Combat Command

- Liaison: GEN William M. Fraser, III, Commander
- Representative: Dr. Albert Mitchum

U.S. Army Training and Doctrine Command

- Liaison: GEN Martin S. Dempsey, Commander
- Representative: Mr. Greg Mueller, Community Relations & Outreach Officer

U.S. Coast Guard Atlantic Area

- Liaison: RADM William D. Lee, Commander Fifth District
- Representative: CPT Mark S. Ogle, Commander Sector Hampton Roads

U.S. Fleet Forces Command

- Liaison: ADM John C. Harvey, Jr., Commander

U.S. Joint Forces Command

- Liaison: GEN James N. Mattis (U.S. Marines), Commander Supreme Allied Command Transformation

U.S. Marine Forces Command

- Liaison: LtGen Richard F. Natonski, Commander

U.S. Navy Region, Mid-Atlantic

- Liaison: RADM Mark S. Boensel, Commander
- Rep: CPT Charles Stuppard, Commanding Officer, Joint Expeditionary Base

\*Board List as of Fiscal Year Ending June 30, 2010; updated list may be found at <http://HRP.org>



**Hampton Roads Partnership**

430 World Trade Center  
Norfolk VA 23510  
(757) 625-4696  
<http://HRP.org>

