

CEDS Committee / Executive Committee Meeting Summary

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



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

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

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

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

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

A. Overview

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

B. "Vision" Document Outline

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

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

- d. *Strengths, Weaknesses, Opportunities and Threats (SWOT)* will be a critical section that leads to how we define regional expectations.
- e. *Goal, objectives, strategies and actions* will be discussed shortly.
- f. *Strategic projects* will include specific plans and initiatives presented by the local economic development directors, projects that may in some cases be eligible for EDA grant funds.
- g. *Plan of action* will include address implementation.
- h. *Performance measures* will be tracked through the use of Hampton Roads Performs (currently includes seven categories and 36 indicators).
- i. *Public Participation* – HRP Communication Manager, Missy Schmidt, is framing the plan to increase public awareness and solicit their participation, using available resources with limited funding.
- j. *Appendices* will include references to specific plans, data used and gaps that need may to be filled.

C. **Blueprint for American Prosperity–Brookings Institution (2007-08)**

- a. Robert Puentes, an ODU Alumnus, has written pieces for Brookings Institute that focus on the four key assets that drive regional prosperity: innovation, human capital, infrastructure and quality places. These forces come together in our *Vision Hampton Roads* plan.
- b. Reference was made to the change in economic development priorities from quality location to quality labor.
- c. At the Partnership retreat, City of Hampton Planning Director, Terry O’Neill, stressed the importance of putting emphasis on “sense of place” in line with quality places. This was also reinforced by Richard Florida in his book *The Rise of the Creative Class* and the transformation in work, leisure, community and everyday life.
- d. Chip Filer indicated the new Yoshikawa Economic Lecture Series has been established at Old Dominion University. Robert Puentes has been invited to be a lecturer. <http://www.brookings.edu/experts/puentesr.aspx>

D. **“Vision” Goal** – The goal captures the four key assets and the sub-committee strategies fall easily under this over-arching goal for the region:

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

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

IV. Discussion – Reaction – Questions?

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

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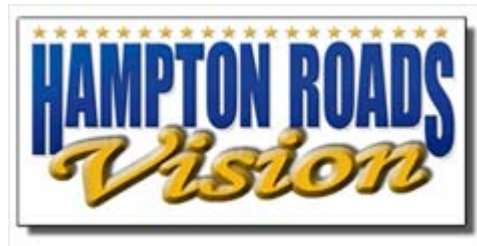


that component. K-12 responds to state objectives, so our children come out of school with little awareness of their region. It is imperative that school board chairs get K-12 school superintendents involved. The April 26 event could be an opportunity to expose schools leaders to the region's vision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

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

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V. Other Business

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

Attachment:

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

HRP's BOARD of DIRECTORS Meeting

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

NEXT CEDS/Executive Committee Meeting

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

(Please note change from Fri Jan 15th due to Martin Luther King Day)



Comprehensive Economic Development Strategy

November 20, 2009



Today's Agenda

- 🚩 Overview
- 🚩 “*Vision*” Document Outline
- 🚩 Brookings Institute
- 🚩 Evolution of Goal/Objectives/Strategies/Actions
- 🚩 Implementation Plan
- 🚩 Organization for Implementation
- 🚩 Timeline, Next Steps





“Vision” Document Outline

1. **Executive Summary**
2. **Process Overview** - detailing community, private sector participation
 - a. Background ;
 - b. Capabilities, evolution of strategic planning in region;
 - c. CEDS Approach.
3. **Background** - realistic economic development situation of the region, including a discussion of:
 - a. The economy;
 - b. Environment;
 - c. Geography;
 - d. Land use;
 - e. Population;
 - f. Resources;
 - g. Transportation access;
 - h. Workforce development; and
 - i. Other pertinent information.





“Vision” Document Outline (continued)

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





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

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

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

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





“Vision” Goal

Hampton Roads will be recognized as a region for *Centers of Excellence* fueled by

Innovation,

Intellectual and Human Capital,

Infrastructure and

a Sense of Place.





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

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

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

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

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





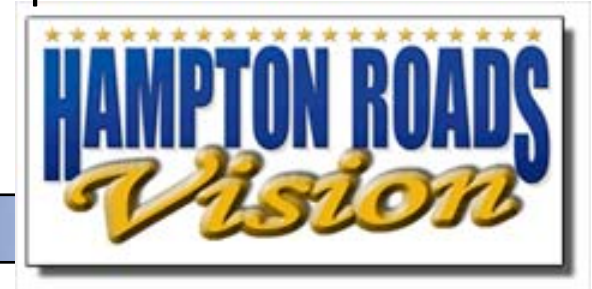
Objective 2: Hampton Roads will be a year-round destination of distinction and appeal to travelers while significantly increasing quality of life for residents by leveraging the variety of attractions, arts and culture, venues and performances, and recreational opportunities that exist in the region.

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

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

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

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





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

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

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

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

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





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

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

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

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

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





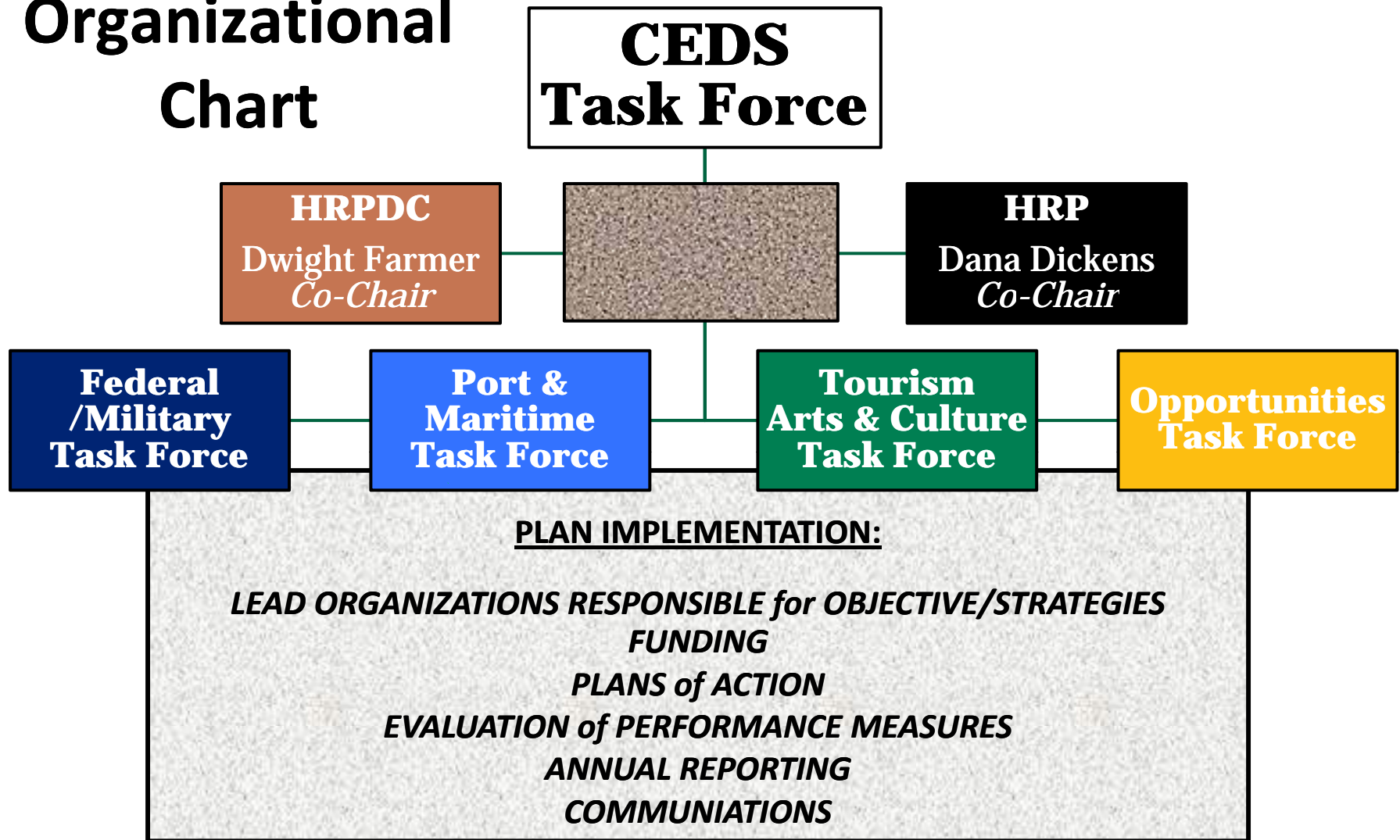
“*Vision*” Implementation

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

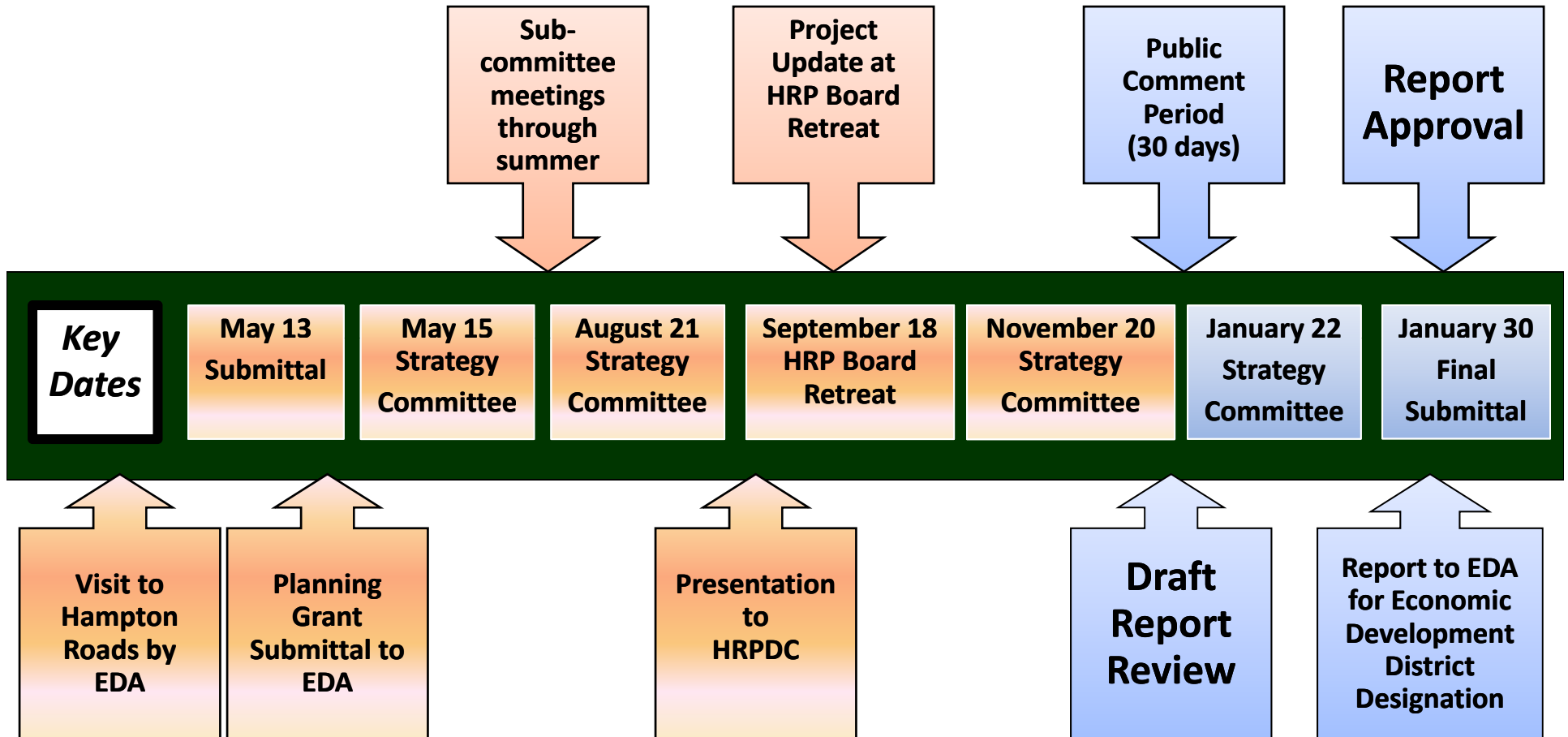
1. Lead agency(-ies) to manage overall implementation;
2. Advisory group comprised of business, government, and community representatives to provide guidance to lead agencies;
3. Identification of lead organization(s) responsible for implementation of:
 - a. Targeted Objectives
 - b. Prioritized Strategies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



Organizational Chart



CEDS Timeline





Comprehensive Economic Development Strategy

November 20, 2009

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Action 5: Enhance and coordinate political engagement.

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

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

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

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

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

Action 5: Enhance and coordinate political engagement.

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

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

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

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

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

Action 5: Promote Hampton Roads in an international context.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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