

**CEDS Strategy Committee /
Executive Committee Meeting**
Comprehensive Economic Development Strategy

**“Public Participation and Vision Hampton Roads”
~Resolution of Adoption~
February 19, 2010**



I. Welcome & Call to Order by HRP Co-Chair Jack Ezzell

II. Overview by HRP President & CEO Dana Dickens

- A. Today is a “happy” day; Richard Florida’s *Creative Class* project reports that the Hampton Roads MSA has tied for 7th as the “Happiest Metro Area” based on the Gallup-Healthways Well-Being Index (http://creativeclass.com/creative_class/2010/02/17/happy-cities/)
- B. Another reason to be happy: The Commonwealth Transportation Board (CTB) voted to support the Hampton Roads Transportation Planning Organization’s (HRTPO) Alternative #1 for High-Speed Rail. Next step: finalize the Environmental Impact Study (EIS) to send to the Federal Rail Administration (FRA) and identify state and/or federal funding.
- C. It has been a year since the Hampton Roads Partnership (HRP) and the Hampton Roads Planning District Commission (HRPDC) began this regional planning process we’ve called *Vision Hampton Roads*. Thanks go to all participants for the countless hours invested, especially the approximately 150 who served on the Strategy Committee and Sub-committees, staff of HRP, the Planning District Commission, ODU Economist Chip Filer and our consultant, Doug Smith, of Kaufman & Canoles Consulting.
- D. Since our last meeting in November, the draft document was submitted for the required 30-day Public Comment Period, an impressive component of the process that was accomplished for only \$300 and gave us tremendous results.
- E. A plan is only as good as those who see it through. And today we’ll review the Public Comments and how they altered the document and discuss implementation of the plan.

III. Public Comment Results by HRP Communication Manager Missy Schmidt

- A. The presentation on public comments received during the Public Comment Period and their incorporation into the document is attached.
- B. The Online Survey was used as a primary means to collect public comment. It was by no means considered scientific research or statistical analysis. Public comment by its very nature requires people to self-select their participation. Our results, however, are representative of a population interested in economic development. Based on the sheer volume of feedback (446 participants) and numbers of new volunteers, this was a good job with outreach for the first region-wide plan. Comments received ranged from two (2) words to eight (8) pages in length. Those that did not affect the final document will be referred to the Task Forces for further consideration during implementation.
- C. All public comment and the analysis will be included in the Public Responsiveness Summary, Addenda #1 to the final *Vision* document. This Summary is longer than the actual document itself. Comments are tracked based on the section of the document which was altered so that citizens may see how their input was used.
- D. Demographics: in comparison to the population of Hampton Roads, public comment respondents tended to be older, better educated and of a higher socio-economic class. The African-American population was under-represented. And, a large percentage of respondents have lived in the region 15 years or more, if not all of their lives. Future outreach will need to address “underserved” demographics.

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- E. When asked the three best things about living in Hampton Roads, a majority of respondents said scenic beauty and environment, recreation and arts & culture. However, lack of regional awareness, both internal and external, was a big issue, pointing out that Hampton Roads has an identity problem.
- F. When asked the three greatest challenges facing Hampton Roads, a very clear majority of respondents said transportation, followed by job opportunities, then education as a distant third. Public comment has undoubtedly pushed transportation back to the forefront of prioritization of this plan's actions. Commenters told us that nothing else works without addressing our transportation issues.
- G. Public comment changed the overarching goal of *Vision* to include an international focus, helping to define our region's brand identity needs.
- H. Top objectives were innovation & opportunities and infrastructure, focused on the region's port- and tourism-related geography.
- I. Brain drain was another issue many respondents want addressed in any region-wide economic development plan. They told us that if no one wants to live here, it makes no difference how many new jobs there are.
- J. Top strategies selected during public comment were transportation, followed by tech-based innovation and education and maintaining the Port as an economic engine (infrastructure focus).
- K. A sampling of significant changes was reviewed, including more focus on innovation and entrepreneurship.
- L. Top actions were reviewed. Only nine (9) of the 65 actions set forth in *Vision* garnered a 50% or greater "strongly agree" rating during public comment. These top actions were focused on transportation/infrastructure, innovation and education and, lastly, regionalism/awareness.
- M. Nearly 22% of those providing public comment listed Fort Monroe as a regional opportunity as well as a threat due to the Army vacating; therefore, Fort Monroe was added to the SWOT analysis as an opportunity. Other additions included tech transfer, advanced manufacturing, climate change, decreased DoD spending and competition from other states for military forces based in the region.
- N. On the whole, commenters felt that *Vision* was a credible, comprehensive plan and asked for more opportunities to participate in the process.

IV. Next Steps by Contractor Doug Smith of Kaufman & Canoles Consulting and HRP President & CEO Dana Dickens

- A. CEDS timeline: The final submittal to the Economic Development Administration (EDA) will occur by month's end. As was mentioned in the draft document, public comment had to be incorporated into the final document. Adoption of these changes must then be accepted by the Strategy Committee before submittal. A few minor adjustments as to additional content and formatting were also performed based on preliminary conversation with EDA officials this week.

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- B. Prioritization: The final version of Section VI of the plan, referencing prioritization, was reviewed. This was only just completed, since public comment was crucial in this process. (Note: City of Hampton’s list, received this week, will be incorporated prior to submittal to EDA.)
- Job #1 of the Strategy Committee, working with HRP and HRPDC, is to support and facilitate alignment of regional organizations to accomplish *Vision Hampton Roads*.
 - Prioritization will focus on transportation and innovation; all four themes are prioritized as follows:
 - 1. Infrastructure**, with specific focus on transportation
 - 2. Innovation**, with specific focus on opportunities and entrepreneurship
 - 3. Intellectual & Human Capital**, with specific focus on education
 - 4. Sense of Place**, with specific focus on regional awareness
- C. Adoption of Final Document: Dwight Farmer, Executive Director of HRPDC and HRTPO, moved to adopt the document, *Vision Hampton Roads*, as the regional economic development strategy. It was seconded and unanimously approved. This Record of Adoption will be added to the final document for submittal to EDA and for public posting at <http://VisionHamptonRoads.com>.
- D. All members of the current Strategy Committee (now known as the CEDS Task Force) agreed to continue to serve as the catalyst to accomplish *Vision’s* objectives in the plan’s five-year horizon. The document will not sit on a shelf. Hampton Roads Performs measures will be used at each CEDS Task Force meeting to gauge progress.
- “This is the most significant and meaningful step toward public engagement to date, and we want to keep it going and growing,”* said one Strategy Committee member.
- E. Implementation Process: After submission to EDA, the hard work of implementation begins. Moving the economy along faster will be accomplished by hitching our proverbial horses, i.e., missions, to one vision, *Vision Hampton Roads*. Discussion revolved around confirming the lead agencies (already working in the designated areas) for plan components, i.e., themes, and will be reflected in the final document.

Strategic Components:

- 1. Infrastructure**: HRTPO
- 2. Innovation**: Innovate!HamptonRoads
- 3. Intellectual & Human Capital**: Opportunity Inc. and Peninsula Council for Workforce Development (PCFWD)
- 4. Sense of Place**: Hampton Roads Chamber and Virginia Peninsula Chamber

Tactical Components:

- 1. Federal Task Force**: HRMFFA
- 2. Port & Maritime Task Force**: VA Port Authority, VA Maritime Association and VA Ship Repair Association

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- 3. Tourism/Arts & Culture Task Force:** Southeastern VA Tourism Alliance, VA Arts Festival
- 4. Opportunities Task Force:** HRP and Hampton Roads Economic Development Alliance (HREDA)

F. Discussion

- Can we coordinate meetings with existing meetings, i.e., “cross pollinate,” to eliminate duplication of efforts and improve outreach? Leverage technology and explore video conferencing to coordinate meetings in light of regional transportation issues, especially as transportation was noted as a primary action to be addressed during public comment. Both HRPDC and Hampton University offered locations available for group teleconference meetings for those without desktop technology. *Missy Schmidt will investigate this further with Co-Chair Jack Ezzell.*
- It was noted that Hampton University’s Proton Therapy Center should be looked upon as a tourism opportunity. A majority of patients will be traveling with their families from out of town; treatments take place over a 30-day period and last only a short time each day, leaving an opportunity to engage them in the region.
- Bob Harper of the Fort Monroe Federal Area Development Authority and the Opportunities Task Force shared a vision for Fort Monroe’s future: create a research center tied into colleges and universities which leverages the region’s Modeling & Simulation (M&S) resources and focuses on historical interpretation using high-tech such as avatars, visualization, etc. Fort Monroe could be a tourism-technology-teaching opportunity for the region.
- Lee Beach of Hampton Roads Research Partnership (HRRP) and also on the Opportunities Task Force shared the vision for the “Innovation Task Force”: HRRP, which consists of the region’s research universities, NASA, Jefferson Lab and Nat. Institute of Aerospace (NIA), is now ten (10) years old, and in the last five (5) years, the organization has focused on three (3) technology clusters of M&S, Sensors and Bioscience to expand tech-based economic development in Hampton Roads. By morphing HRRP into **Innovate!HamptonRoads**, an umbrella organization will be created to encompass growing needs in the advanced technology areas of coastal energy and robotics. Based on public comment received, *Vision Hampton Roads* must focus on encouraging entrepreneurs in the region. The best way to do that is to expand the scope of participation of the current HRRP to include Chambers, municipal economic development, workforce development and others. **Innovate!HamptonRoads** will take this work to a whole other level.

Attachments:

- *Vision Hampton Roads* presentation, including Public Comment Period and Section VI. Strategic Projects, Programs and Activities (handout)

HRP’s BOARD of DIRECTORS Meeting

March 19, 2010, 8:00 am to 10:00 am

Virginia Modeling, Simulation & Analysis Center (VMASC), 1030 University Blvd, Suffolk, VA

NEXT CEDS Task Force Meeting- TBD

**Comprehensive
Economic
Development
Strategy**

***“Vision
Hampton
Roads”***







February 19, 2010




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Today's Agenda



-  **Overview**
-  **Public Comment Period Results**
-  **Next Steps**
 - **Prioritization**
 - **Adoption of Final Document**
 - **Submission to EDA**
 - **Implementation Process**
 - Strategic Approach
 - Tactical Approach
 - Public Relations Strategy
 - ✓ Enhance Executive Summary for Public Consumption
 - ✓ Public Presentations
 - ✓ Increase Awareness and Participation





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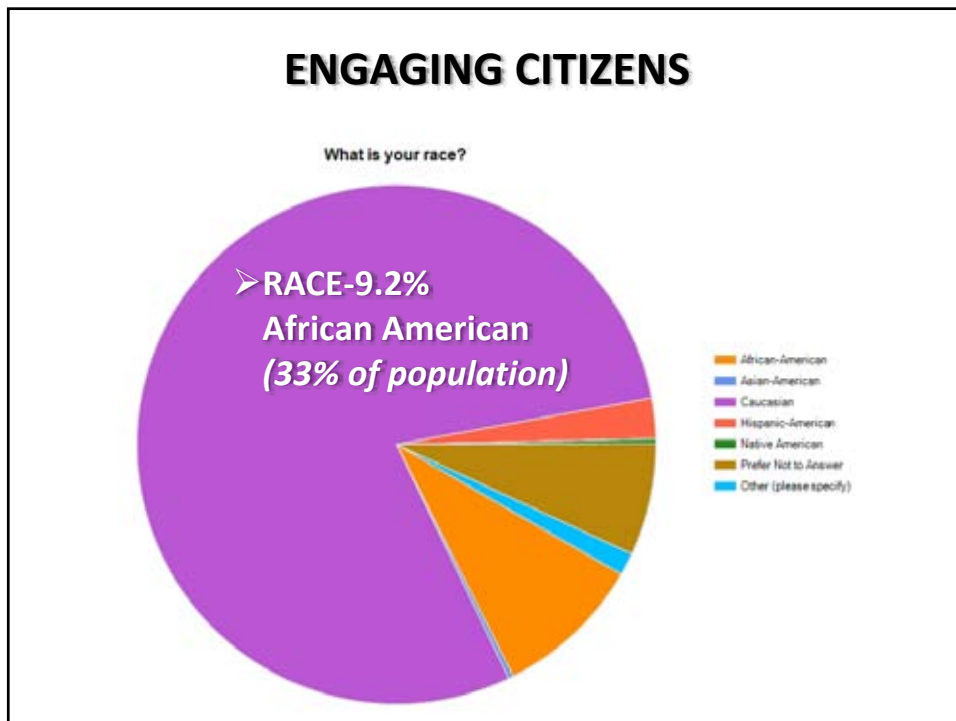
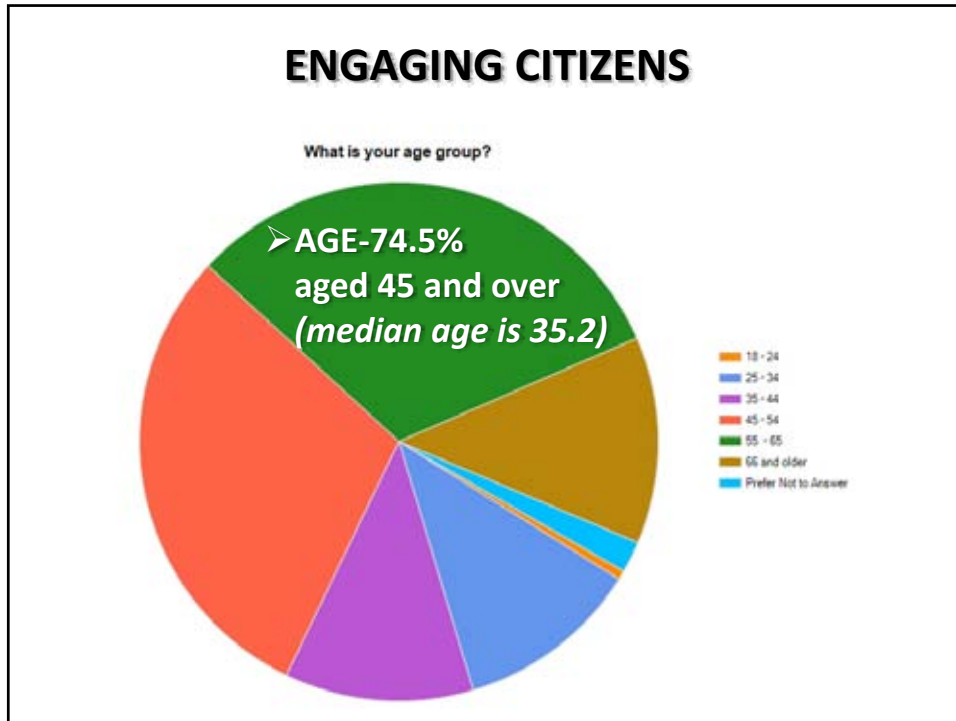


PUBLIC COMMENT PERIOD RESULTS



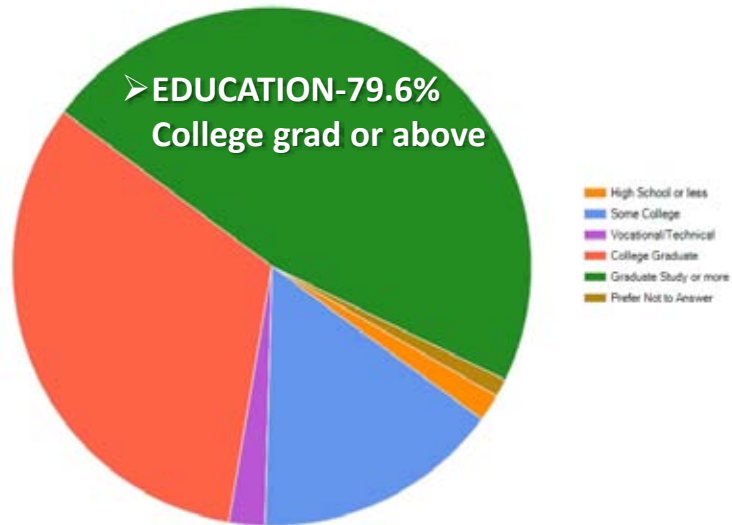
- Held January 5 to February 5, 2010
- Used Online Survey, Email, Letter and Social Media
- Leveraged free Media Sources
- Received 446 Responses
 - 363 respondents (81.4%) via online survey
 - 83 (18.6%) responded via email, letter and social media





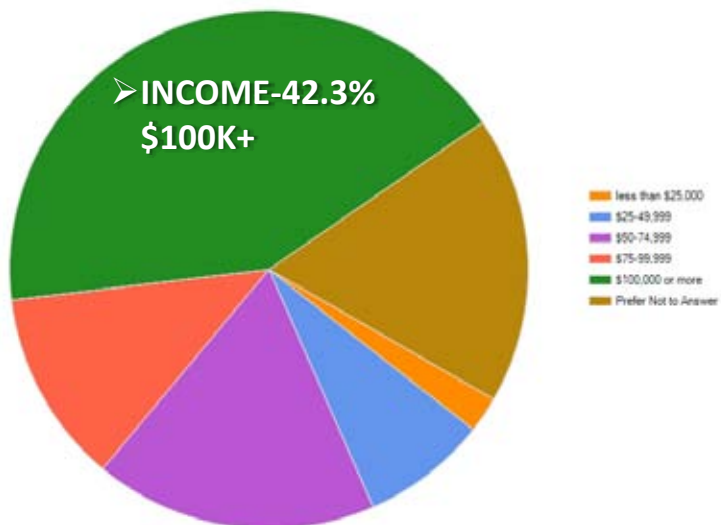
ENGAGING CITIZENS

What is your level of education?



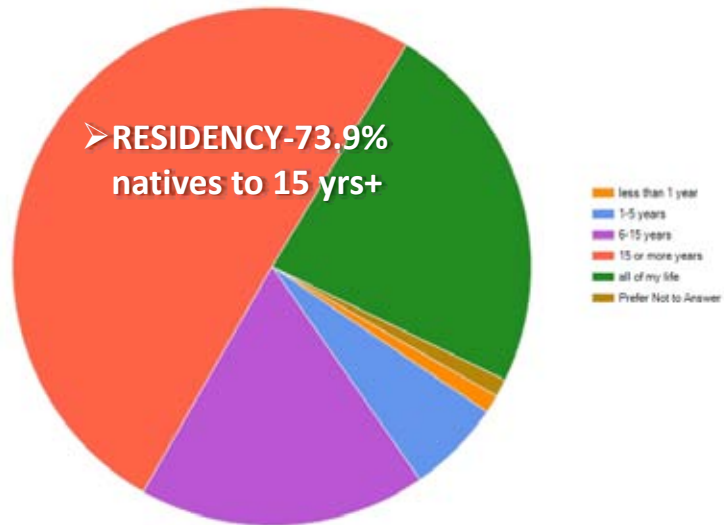
ENGAGING CITIZENS

What is your Annual Household Income?

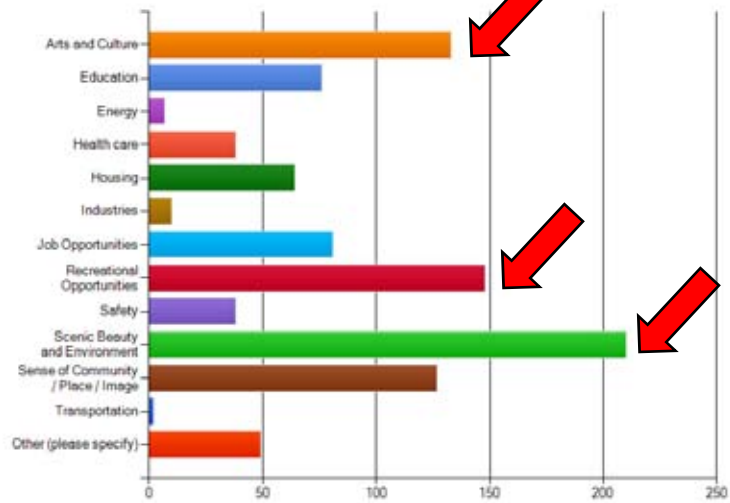


ENGAGING CITIZENS

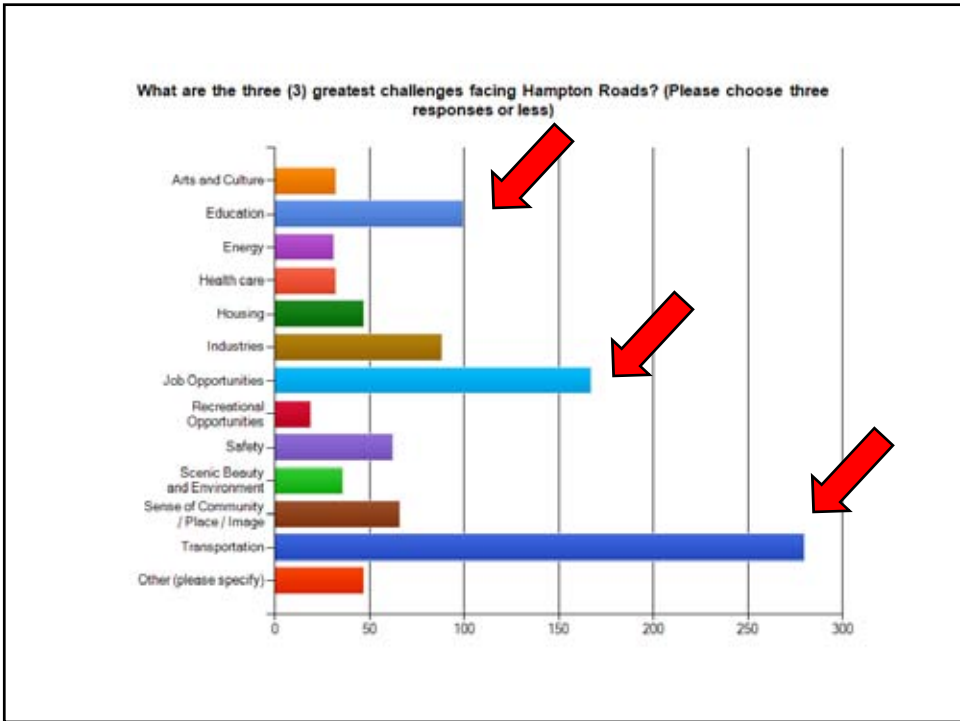


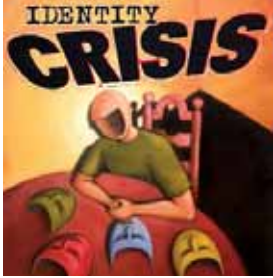
How long have you lived in Hampton Roads?



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




“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.”



“Vision” GOAL

With proper foresight, continuous planning and dynamic economic development, Hampton Roads will be recognized **internationally** 
as a region fueled by

**Innovation, Intellectual and Human Capital,
Infrastructure and a Sense of Place.**



Top “Vision” OBJECTIVES

1. Hampton Roads will be recognized as a region for Centers of Excellence fueled by a **culture of innovation and economic opportunities**. (53.9%)
2. Hampton Roads will be the **premier East Coast port**. (53.7%)
3. Hampton Roads will be the **premier year-round destination** of distinction and appeal to travelers while significantly increasing quality of life for residents by leveraging the variety of attractions, arts and culture, venues and performances and recreational opportunities that exist in the region. (50.0%)



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



Top “Vision” STRATEGIES

1. Achieve an **adequate transportation system** to enhance regional mobility, facilitate ease of travel from outside the state and allow for full participation in the diversity of the Hampton Roads tourism and arts and culture experience upon arrival. (73.5%)
2. Hampton Roads will be a region of excellence for clusters of cutting edge **technology-based business innovation and education**. (60.2%)
3. Maintain the **Port as an economic engine** for the Hampton Roads region, the Commonwealth of Virginia and the Nation. (55.7%)




SIGNIFICANT CHANGES

Under PORT / MARITIME OBJECTIVE “Premier East Coast Sea Port”

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

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







SIGNIFICANT CHANGES

Under OPPORTUNITIES OBJECTIVE
“culture of innovation and economic opportunities”

ADD: Encourage and support Hampton Roads’ **research universities** as focal points of knowledge-led economic development.


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



SIGNIFICANT CHANGES

Under OPPORTUNITIES OBJECTIVE
“coastal energy solutions”

ADD: Support, promote, and expand the **Virginia Coastal Energy Research Consortium** as a Center of Excellence for the translation of basic alternative energy research into commercial economic development projects; especially in wind, algal biodiesel, and wave energy.



SIGNIFICANT CHANGES

Under OPPORTUNITIES OBJECTIVE "healthcare and life sciences"


ADD: Leverage the academic, research, and infrastructure capabilities of local colleges, universities and federal labs as well as commercial entities to become a region of distinction for the convergence of life sciences, information technology, photonics, nanotechnology and personalized healthcare.




Top "Vision" ACTIONS

1. Address **transportation** by roads and the constant congestion of the area and continue to investigate the possibility of additional Hampton Roads Harbor crossings. (78.2%)
2. Address **educational needs** for a successful 21st century workforce. (70.0%)
3. Provide adequate surface connections (road and rail) to enhance regional mobility and access to inland markets, recognizing **infrastructure** improvements create jobs and wages today. (69.7%)
4. Address **transportation** by rail with the expansion of the current light rail project to continue to the oceanfront of Virginia Beach, encourage the possibility of higher speed rail to facilitate travel from the Northeastern corridor through to Southside Hampton Roads. (68.9%)
5. Provide adequate surface connections (road and rail) to enhance regional mobility and access to federal facilities and to Washington DC, recognizing **infrastructure** improvements create jobs and wages today. (66.7%)
6. Grow our 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. (64.5%)
7. Support **transportation** policies including investment in transit and programs that will promote more compact land use. (61.6%)
8. Leverage the strong R&D capabilities (wind tunnels, aerodynamics, advanced materials, bio-algae fuels and photovoltaics in NASA and regional universities) and mid-Atlantic coastal location near a power grid connection point to become a **Coastal Energy Center of Excellence** that studies, develops renewable energy sources. (60.3%)
9. Continue to enhance the current culture and movement that reinforces relationships with **Hampton Roads communities and organizations in the region to work together** on mutual goals. (54.9%)







Nearly 22% of all public comment respondents weighed in on **Fort Monroe** as not only a regional threat but an opportunity as well.




“embrace a vision for Fort Monroe, as it is being vacated by the Army in 2011, as a self-sustaining, pays-its-own-way Fort Monroe National Park”

SWOT SIGNIFICANT CHANGES

Opportunities

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



SWOT SIGNIFICANT CHANGES

Threats

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



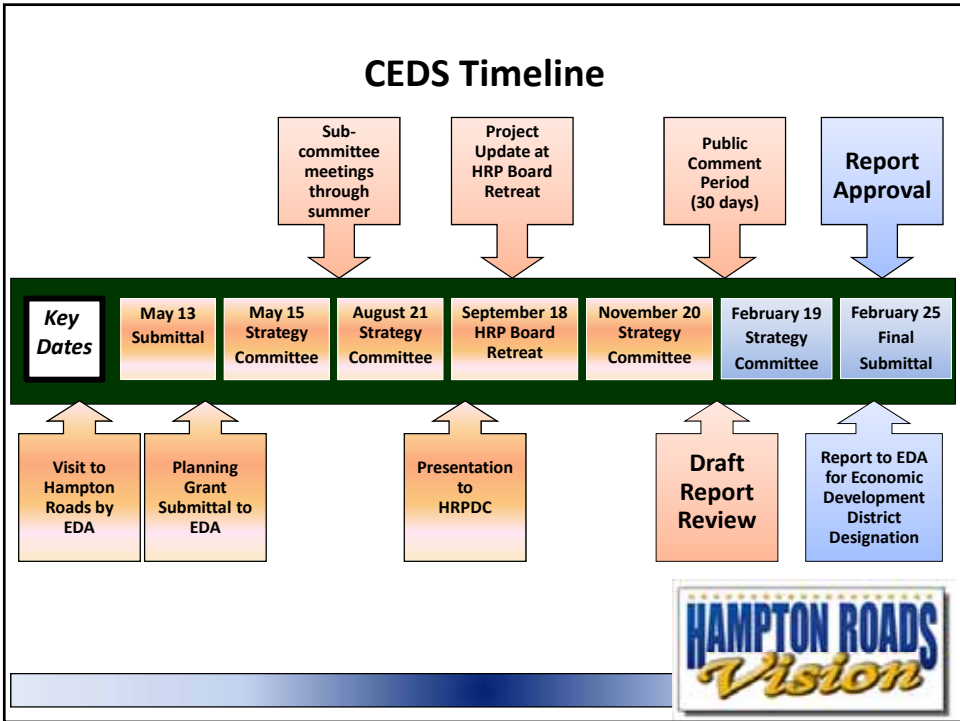
Citizen's Conclusion

*"Vision Hampton Roads is a comprehensive, objective and very credible document. If it does in fact increase momentum to think and act regionally, its value - and impact - to the area's economic vitality and quality of life will be tremendous. So, to the many organizations and citizens involved in the Strategic and Tactical teams, here's a vote of confidence, **a note of thanks**, and a word of encouragement."*






NEXT STEPS






PRIORITIZATION




VI. STRATEGIC PROJECTS, PROGRAMS AND ACTIVITIES:

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

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







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


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


Priority focus is: Transportation and Innovation.



Support of Prioritization:


- #1 **Infrastructure** with specific focus on transportation
 - ➔ **Hampton Roads Transportation Planning Organization's Hampton Roads Project Prioritization and Selection Process**






Support of Prioritization:

#2 Innovation with specific focus on opportunities and entrepreneurship

 **Municipal Economic Development**



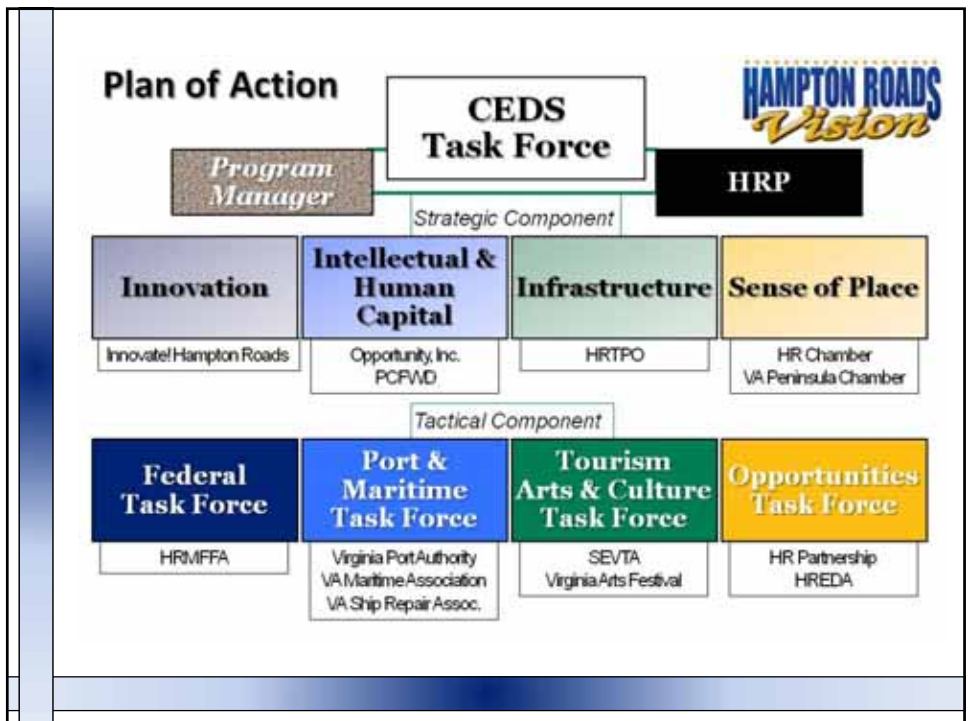
ADOPTION



Implementation & Alignment

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.



DISCUSSION and Next Meeting



Comprehensive Economic Development Strategy

“Vision Hampton Roads”

February 19, 2010

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VI. STRATEGIC PROJECTS, PROGRAMS AND ACTIVITIES:

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

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

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

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

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

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

Support of Prioritization:

- 1. Infrastructure** with specific focus on transportation

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

Federal regulations require that the urban transportation planning process include the development of a long-range transportation plan, which identify transportation facilities that should function as an integrated metropolitan transportation system, giving emphasis to those facilities that serve important national and regional transportation functions. It is the responsibility of the Hampton Roads Transportation Planning Organization (HRTPO) to establish regional transportation priorities within the HRTPO's planning boundaries that are equitable for all areas of the Hampton Roads Metropolitan Planning Area by means of instituting a methodology for a regional transportation project prioritization and selection process in an effort to improve the region's long-range transportation plan.

The Hampton Roads Project Prioritization and Selection Process task was initiated in the summer of 2009 to assist the HRTPO Board with prioritizing transportation projects according to their technical merits and regional benefit, in light of scarce financial resources. This prioritization tool is based on the collective experience of other metropolitan planning organizations and localities, the eight SAFETEA- LU Federal Planning Factors, and the regional transportation goals and objectives. The purpose of tool is to develop a process by which policy makers are given a set of objective measures to identify the most practical and feasible transportation projects.

The prioritization methodology is based on a set of criteria and measures of effectiveness developed for three major components: Project Utility, Project Viability, and Economic Vitality. A project's utility considers the project's ability to solve an existing transportation issue, which could be correlated to congestion, safety, infrastructure condition, or ridership. A project viability level indicates the readiness of the project to be constructed based on available funding and completion of required documentation. The economic vitality component provides additional insight for a project's ability to support regional plans for future development and economic growth of the region. Therefore, it's advantageous for policy makers to have the ability to develop an overall project prioritization process using information relative to utility, viability, and economic vitality.

The Prioritization project is currently underway and scheduled for completion by mid 2010.

2. Innovation with specific focus on opportunities and entrepreneurship

Municipal Economic Development:

Each municipality in Hampton Roads has an economic development staff that is responsible for business attraction, deal-making and retention in that community. Each economic development staff was asked to provide their priority project, program or activity for inclusion in *Vision Hampton Roads*. Their responses are provided below by location in alphabetical order. This list was of local economic development directors' contributions was enhanced and prioritized based upon feedback received during the Public Comment Period and will be further enhanced during implementation especially as transportation and other impending deteriorating infrastructure, such as drainage and seawalls, are identified.

Chesapeake and Suffolk

- *Share an Eco-Tourism area known as The Great Dismal Swamp.* This natural attraction, along with other protected parks in Hampton Roads, is an important part of developing the region as an Eco-Tourism destination. These assets may need some level of EDA funding to enhance access to these attractions.

Franklin

- *Plans an expansion of Business Incubator.* Currently, the Incubator is home to 28 businesses employing 120 people – 62 full-time and 58 part-time. The remaining part of the building will be built-out in order to accommodate up to 18 more businesses. The creation of this build-out will serve to maximize job creation and economic development benefit for not only the city but also the region and Commonwealth of Virginia. The project is expected to create up to 77 new, permanent jobs in Franklin and the surrounding counties. It is also expected to create 15 temporary construction jobs. The Business Incubator project was born from a discussion between the Federal Economic Development Administration (EDA) and the **Franklin-Southampton Economic Development Commission** in an effort to revitalize the community following the flood in 1999. Over 2 million dollars in funding was subsequently awarded from the EDA, the Virginia Department of Business Assistance and Community Development Block Grant. These grants allowed the City to bring this important economic development project to fruition.

Gloucester County

- *Plans for economic development:*
 - Work with the Virginia Institute of Marine Science and its Industry Partnership Committee to advance research-based economic development.
 - Advance through the Comprehensive Planning process to grow a long-term plan for the development of a new central business area.
- *Plans for expansion of higher education.* Work with Hampton University to continue development of the Thomas C. Walker historical/educational campus.

Newport News:

- *Plans to further develop the technological capabilities in Jefferson Center for Research and Technology by planning, designing and/or executing the following:*
 - Relocation of the School Center for Operations and Transportation (SCOT);
 - Internal infrastructure to accommodate Jefferson Lab potential expansion, future economic development involving technology transfer from Jefferson Lab and/or research and development to support advanced manufacturing capabilities;
 - Develop a second building (Applied Research Center 2) devoted to collaborative effort by local universities, Jefferson Lab scientists and the private sector. This space will be created for prototyping and other post research and development activities for the purpose of commercializing technologies development.
- *Seeks to create urban mixed-use centers.* These centers will create new venues for festivals and cultural activities and will work to reduce emissions by creating walkable working and living spaces. Mixed-use communities ensure viable business growth with a shared space relationship. Infrastructure to support this effort is needed in the following locations:
 - Newport Crossing (potential redevelopment infrastructure to create an affordable and mixed-use sustainable community);
 - Southeast Commerce Center (future redevelopment to create an economic anchor in the Southeast Community); and
 - Oyster Point Central Business District expansion (using the same office, retail and residential density concept as successfully created in City Center at Oyster Point).

Norfolk

- *Seeks to replace aging physical infrastructure.*

Portsmouth

- *Seeks to replace aging physical infrastructure.* Infrastructure such as seawall, drainage system and small road projects are supporting the downtown business district and other employment centers.

Suffolk

- *Seeks to leverage existing assets.* Economic Development focuses on high tech modeling and simulation, intermodal warehouse/distribution facilities, mixed use centers and tourism, based on Suffolk's strategic location in the region and available land supply.
 - Transportation infrastructure improvements for Route 58 from the Suffolk Bypass to the Center Point Intermodal Park. This corridor includes:

- Virginia Commerce Center - 100acre future logistic commerce park
- Westport Commerce Center - 200 acre future logistic commerce park
- Center Point Intermodal Park - 900 acre future logistic commerce park intermodal commerce park located on a CSX rail line
- Marketing / infrastructure improvements for the Hampton Roads Technology Park adjacent to USJFCOM, an ideal location for future office corporate growth supporting the M&S industry.

Virginia Beach

- *Identified the Northampton Boulevard Corridor as a strategic growth area with enormous potential.* The Northampton Boulevard/Burton Station strategic growth area is located in the northwestern part of the largest populated city in the region. It is strategically located next to Norfolk International Airport, Joint Expeditionary Base Little Creek, Airport Industrial Park and Interstate 64. Burton Station is the name of an historic African-American community located in the center of the study area. Many of the current residents are decedents of two freed slaves who were given this land for their families.
- *Developing a Capital Improvement Plan (CIP).* In the short term, Virginia Beach is developing a CIP to support utility and roadway improvements that will include sewer, city water, lighting, roadway curbs, gutters and sidewalks. The longer term CIP includes intersection improvements (Northampton Boulevard and Diamond Springs Road), realignment of Air Rail Avenue to increase connectivity to Norfolk International Airport and alignment with Amphibious Base Development.