

***Vision Hampton Roads 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.



**Vision Hampton Roads Leadership Meeting**

**Topic:** Implementing a *Vision* for Hampton Roads

**Date and Time:** March 10, 2010 at 9:00am-11:00am

**Location:** Kaufman & Canoles Conference Room, 21st floor, 150 W. Main St. Building, Norfolk

**1. Welcome and agenda review**

Discussion today revolves around “alignment” as our goal, not creating new entities but using existing organizations and embracing/leveraging their missions to move toward the *Vision* goal. One of the most poignant public comments was: “What is your business identity?” and speaks to the work to come from the “Sense of Place” Task Force (SoP). Hampton University is interested in SoP and addressing brain drain. A leading organization is needed for each Task Force effort, though; if everybody owns it, then no one owns it.

After integrating public comments, the *Vision* document and addenda have been posted at <http://VisionHamptonRoads.com>:

- Pre-Filing EXECUTIVE SUMMARY (16 pages, <1MB)
- Pre-Filing COMPLETE DOCUMENT (131 pages, 2.1MB)
- Pre-Filing ADDENDA #1, Public Responsiveness Summary (142 pages, 1.8MB)
- Pre-Filing ADDENDA #2, Meeting Minutes (140 pages, 2.3MB)

FINAL Documents will be submitted to EDA before the end of March.

a. Attendance (with Task Force represented)

i. **STRATEGIC:**

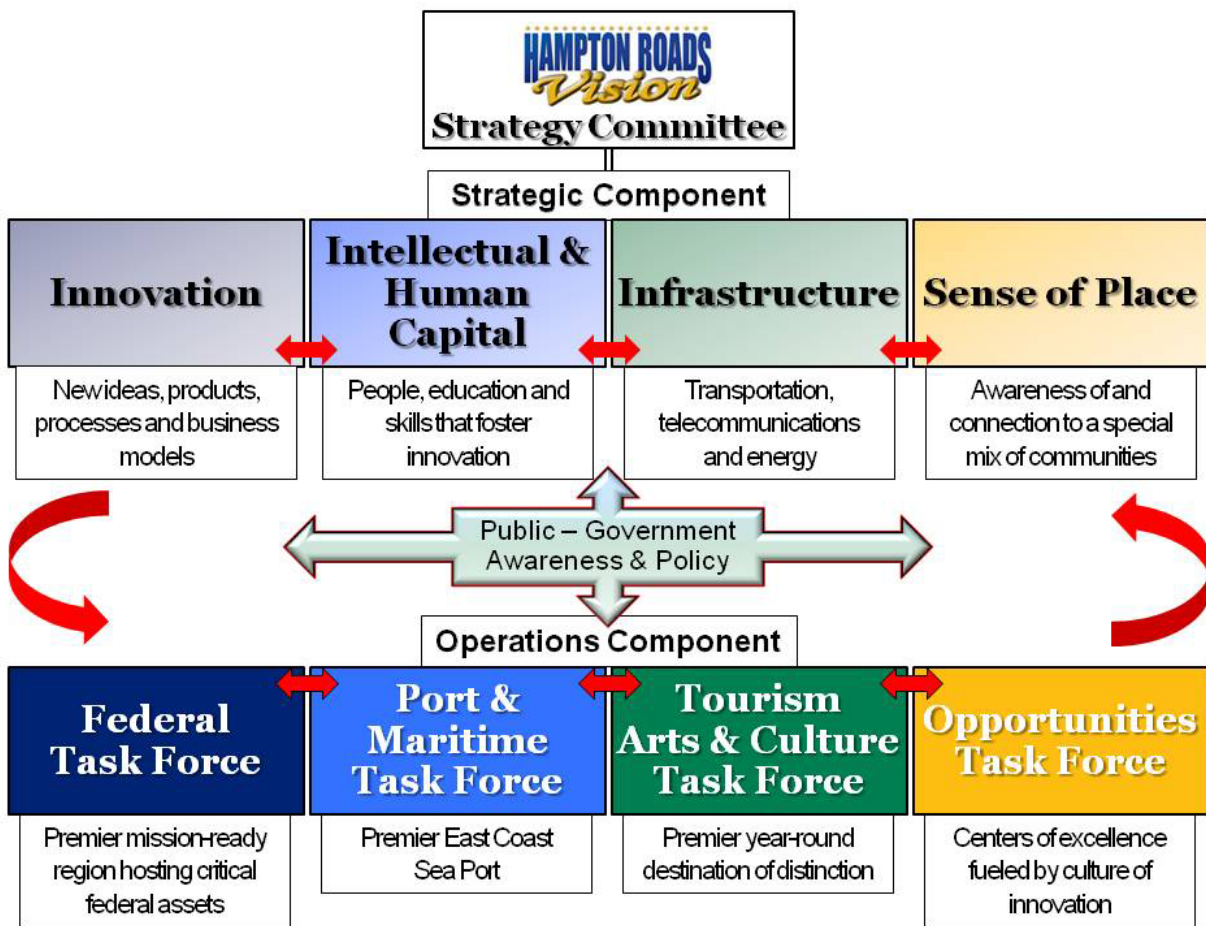
- **Infrastructure:**  
Dwight Farmer (HRTPO)  
Greg Grootendorst (HRPDC economist)
- **Innovation:**  
Lee Beach, (HRRP/Innovate!HamptonRoads)
- **Intellectual & Human Capital:**  
Judy Begland (Opp Inc.)  
>> *not in attendance, but also leading: Matthew James (PCFWD)*
- **Sense of Place:**  
Jack Hornbeck (HRCC)  
>> *not in attendance, but also leading: Dottie Jordan (VPCC)*

ii. **TACTICAL:**

- **Federal:**  
Frank Roberts (HRMFFA)  
Roy Whitney, Sub-committee Chair (JLab)
- **Port & Maritime:**  
Bobby Bray, Sub-committee Co-Chair (K&C)  
David White (for Art Moye, VMA)  
    >> *not in attendance, but also leading: Russell Held, Sub-committee Co-Chair (VPA), Mal Branch (VSRA)*
- **Tourism, Arts & Culture:**  
Rob Cross, Sub-committee Co-Chair (VA Arts Festival)  
Dianna Starkey (VA Arts Festival)  
Tony DiFilippo (SEVTA)
- **Opportunities:**  
Dana Dickens (HRP)  
Darryl Gosnell (HREDA)  
Art Collins Sub-committee Co-Chair  
Donna Morris (HRP)  
Missy Schmidt (HRP)  
Doug Smith (Contractor, Kaufman & Canoles Consulting)

**2. Review**

- a. IMPLEMENTATION PROCESS: **Job #1:** The CEDS Strategy Committee, in tandem with HRP and HRPDC, will work to support and facilitate alignment of the region's organizational missions and strategies with the objectives and strategies of *Vision Hampton Roads*.
- b. 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:
  - i. **Infrastructure** with specific focus on transportation
  - ii. **Innovation** with specific focus on opportunities and entrepreneurship
  - iii. **Intellectual & Human Capital** with specific focus on education
  - iv. **Sense of Place** with specific focus on regional awareness
- c. Need to redefine the document's plan of action org chart as a better framework for Task Force activities, including identification of functions for each rather than entities. Tactical components should be renamed as what they truly are: "Operations Component" within the plan of action. Need to delineate "supporting" and "support" roles and interconnectivity of some Task Force functions, perhaps use military standards of activity levels. "Tactical" is considered to be "boots on the ground." For example, the Association of Defense Communities selects Hampton Roads for an annual conference or forum, the Federal Task Force would support the Tourism/Arts & Culture Task Force with that on a tactical level. **(SEE DRAFT BELOW)**



- d. Others to include in supporting roles: private sector involvement and media commitment.
  - e. HRP is discussing with Daily Press and The Virginian-Pilot development of a media-based awareness program, to include TV and non-traditional (social) media, addressing the *Vision*, especially Sense of Place. Volunteers and groups like Sync757, LEAD Hampton Roads, Peninsula Leadership and CIVIC can help bring a younger perspective. Additionally, a glossy, one-page “leave behind” marketing piece should be created for hand-out for a consistent message by Task Force participants and at any public events (example: Regional Day, May 6).
  - f. The stated Goal is not impactful or pithy enough. It was noted that the Goal in *Vision* is for the Federal process and will not be the same verbiage used in marketing.
  - g. The federal process: when applying for grants, the *Vision* (CEDS) document would be referenced. Is the project in the plan? Is it a priority? Development of grant applications from the region should follow the language of *Vision*.
- 3. Discuss and validate recommendations of lead and supporting organizations:** this list is a starting point for implementation. Other organizations and individuals will be identified as we move forward. It is also hoped that others will identify themselves as to where and how they can make a difference.

a. **Below are the LEAD organizations for each Task Force and the supporting organizations initially identified:** (note: many are new and not in original document)

**i. Infrastructure**

1. Hampton Roads Transportation Planning Organization (LEAD);
2. Hampton Roads Planning District Commission (new);
3. Hampton Roads Sanitation District (new);
4. Southeastern Public Service Authority (new);
5. U.S. Army Corps of Engineers (new); and
6. Airport Authorities (new).

**ii. Innovation**

1. Hampton Roads Research Partnership/Innovate!Hampton Roads (LEAD);
2. Hampton Roads Technology Incubators;
3. Hampton Roads Military and Federal Facilities Alliance;
4. Universities' Engineering and Business Schools;
5. Government Labs at NASA, Jefferson Lab and USJFCOM;
6. College of William & Mary's Technology & Business Center;
7. Local/State/Federal Economic Development Entities;
8. Entrepreneurial Service Providers and Facilitators (example: ODU's Entrepreneurial Center, Workforce Development Boards and SBDCs);
9. Virginia Business Incubation Alliance; and
10. Angel and Venture Capital Investing Networks.

**iii. Intellectual/Human Capital**

1. Opportunity, Inc. (CO-LEAD);
2. Peninsula Council for Workforce Development (CO-LEAD);
3. Christopher Newport University;
4. College of William and Mary;
5. Hampton University;
6. Norfolk State University;
7. Old Dominion University;
8. Paul D. Camp Community College;
9. Regent University;
10. Thomas Nelson Community College;
11. Tidewater Community College;
12. Virginia Tidewater Consortium of Higher Education;
13. Virginia Wesleyan College;
14. Proprietary Schools;
15. Smart Beginnings' early childhood focus;
16. Childcare and healthcare providers;
17. Region II Public Schools;
18. Private Schools;
19. Parent-Teacher Associations; and
20. Leadership programs (Chambers, CIVIC).

**iv. Sense of Place**

1. Hampton Roads Chamber of Commerce (CO-LEAD);

2. Virginia Peninsula Chamber of Commerce (CO-LEAD);
  3. Colleges and universities;
  4. Urban Land Institute;
  5. Convention and Visitors' Bureaus;
  6. Other regional Chambers of Commerce;
  7. Local government planners and economic developers.
  8. Citizens;
  9. Development community (example: Real Estate, Builders);
  10. Arts organizations;
  11. Faith-based community;
  12. Community Organizers and Civic Leagues;
  13. Media (traditional and social); and
  14. Department of Defense.
- v. Federal
1. Hampton Roads Military and Federal Facilities Alliance (LEAD);
  2. Jefferson Lab; and
  3. Business community.
- vi. Port & Maritime
1. Virginia Port Authority (CO-LEAD);
  2. Virginia Maritime Association (CO-LEAD);
  3. Virginia Ship Repair Association (CO-LEAD); and
  4. Business community.
- vii. Tourism / Arts & Culture
1. Southeastern Virginia Tourism Alliance (CO-LEAD);
  2. Virginia Arts Festival (CO-LEAD); and
  3. Business community.
- viii. Opportunities
1. Hampton Roads Partnership (CO-LEAD);
  2. Hampton Roads Economic Development Alliance (CO-LEAD);
  3. Hampton Roads Planning District Commission;
  4. Municipal Economic Development Departments;
  5. Hampton Roads Research Partnership;
  6. Hampton Roads Technology Council;
  7. Virginia Business Coalition on Health;
  8. Virginia Coastal Energy Research Consortium;
  9. Virginia Modeling, Analysis and Simulation Center/VMASC; and
  10. Business community.

**b. Final Objectives, Strategies and Actions and their rankings from the public comment period are assigned by Task Force as follows.** This implementation represents a change from the document to be filed with the EDA as the original Objectives resided ONLY within Federal, Port/Maritime, TAC and Opportunities. In order to be most productive, some action items were re-assigned. The need for this further emphasizes the inter-connectivity of regional issues. **SEE ATTACHED.**

It was noted that many actions are still at a very high level “recommendation and analysis” stage and will need to be defined by their respective LEAD and supporting organizations in order to develop “next steps.”

**Competition:** should we be better analyzing other states’ competitive advantages? How do we accomplish this? Jacksonville, for example, will benefit tremendously from prepping the harbor’s channel to 50 foot depth as Navy ships must pass by commercial piers in order to reach their own.

**Political Public Policy Support:** Some *Vision* actions have a political component that must be coordinated for “one message” to focus on this 5-year plan. Where do these actions reside within *Vision* Task Forces? Opportunities? Or a separate Task Force at the “Strategic” level? Hampton Roads must better organize to educate and be more effective with state and federal legislators. A year ago, Sen. Mark Warner said, “You’re sitting on information that I’m not getting and I need.” Meetings one-on-one are more effective than group presentations. Find the political “hot button” for each legislator and hone in on their interest in a given issue. How do we best access the political process for opportunities within federal policy? Pushing agendas is effective but local governments unilaterally lobby in a parochial manner without regard for a regional agenda. How do we fulfill this need? Can we use the HREDA model?

Virginia has a bad political structure for the 21st Century and needs regional taxing authority without going to General Assembly. The political system should be explained in this document. At what point do we talk about this? Do we? Virginia is one of only six states with the Dillon Rule. Some say it’s what makes us strong and a “best state for business”; others disagree. “It is our obligation to address this or the Vision may not be achievable,” said one Task Force member. The public must be motivated and empowered to get them frustrated enough to demand change.

It is inevitable that some organizations and individuals will have differing political agendas. While we all have the same *Vision*, we may have different points of view on getting there.

If the main regions of Hampton Roads, NoVA and Greater Richmond joined in one Vision, we would be a force to be reckoned with:

Region	Population	%
NoVA	2,432,823	31.83%
HR	1,795,015	23.49%
Richmond	1,225,626	16.04%
<b>Big Three</b>	5,453,464	<b>71.35%</b>
State	7,642,884	

#### 4. Committee roles and responsibilities

- a. **Meeting frequency** – It was agreed that *Vision* Task Forces should meet at least quarterly with work assigned between meetings, as needed. Most meetings could run concurrently as part of the Lead organization’s standing meeting schedule vice

creating a new meeting. Task Forces will report on accomplishments to the Strategy Committee at least annually. It was recommended that each Task Force should develop their own numeric goals (as per HREDA's model) in order to provide specific results during Strategy Committee reports vice simply reporting a list of activities.

- b. **Outcomes** – A Dashboard utilizing data from <http://HamptonRoadsPerforms.org> is in development for use of reporting the ten Economy measures as part of *Vision's* measures for success. Data is updated on a schedule and from sources as follows: <http://hamptonroadsperforms.org/extras/HRP-metadata.php#1>; for better comparison, request was made to include, where possible, Virginia and national data as well. **SEE ATTACHED DASHBOARD DRAFT**

This dashboard will also be used when reporting on *Vision* successes for our annual federal reporting requirement and at Regional Day.

**SAVE THE DATE: May 6, 2010 is the inaugural Regional Day.** Purpose is to bring citizens, government, business and civic leaders together to learn more about region, build relationships, and develop ideas for how to best leverage opportunities across the region. Open to the public to promote awareness of “living regionally” and the comprehensive “Vision” for our region’s economic future. Target participation = 600 attendance. Future annual events will include a “report out” to the public of Vision performance measures.

Inaugural event (2010) will include:

- Public release of <http://VisionHamptonRoads.com>
- Signing of official “Declaration of Interdependence”, a regional compact for all of our municipalities addressing such issues as Legislative Unity, Education, Transportation, Public Safety and Public Communication.

**5. Volunteers are assigned as follows to Task Forces:**

Task Force make-up to-date with HRP Board members, as assigned, will be discussed at next TF Leadership Meeting

## **6. Next Steps for YEAR ONE of Vision Hampton Roads:**

### **a. HRP responsibilities:**

- i. Helps facilitate quarterly, at a minimum, Task Force (TF) meetings on a schedule that works with TF Lead organizations; not necessarily congruent with an existing meeting initially;
- ii. Assigns HRP Board member to each TF, unless one already exists;
- iii. Facilitates convening of supporting organizations with TF leads;
- iv. Provides Meeting Agenda template;
- v. Provides Board/Strategy Committee Report template;
- vi. Delivers TF Reports to HRP Board/Strategy Committee on quarterly basis;
- vii. Delivers annual performance measures report to EDA; and
- viii. Plans for and facilitates Annual Regional Day, report to community of performance measures.

### **b. Task Force Lead responsibilities:**

- i. Reports quarterly to HRP Board and/or Strategy Committee on following schedule:
  - 1) June 18, 2010, VMASC
  - 2) September 24, 2010, TBD; Annual Retreat, includes report to Strategy Committee
  - 3) December 10, 2010, VMASC
  - 4) March 2011, date and location TBD
- ii. Prioritizes plan of action items, defines tactical steps and assigns numeric goals where feasible;
- iii. Utilizes Vision Dashboard for “big picture” performance measures and identifies new ones, if needed;
- iv. Works with supporting organizations and assigns tactical work and staff support, as needed; and
- v. Works with HRP in regular communication of actions and results to media.



TASK FORCE MEETING AGENDA  
TEMPLATE

- 1. Review Objective, Strategies, Actions**
  - a. **Prioritize**
  - b. **Assign activities**
  - c. **Outline goals**
- 2. Report Activities assigned to priorities**
  - a. **Activity A: Goal A**
  - b. **Activity B: Goal B**
- 3. Discuss and Validate Accomplishments within Activities**
  - a. **Accomplishment A: Measure A**
  - b. **Accomplishment B: Measure B**
  - c. **Grant Proposals/Wins-Losses**
  - d. **Needs from other Task Forces or supporting organizations**
- 4. Next steps**

TASK FORCE to BOARD REPORT  
TEMPLATE

- 1. Summarize Objective, Strategies, Actions including prioritization**
- 2. Report Activities assigned to priorities**
  - a. **Activity A: Goal A**
  - b. **Activity B: Goal B**
- 3. Discuss and Validate Accomplishments within Activities**
  - a. **Accomplishment A: Measure A**
  - b. **Accomplishment B: Measure B**
  - c. **Grant Proposal(s)/Wins-Losses**
- 4. Next steps**

## INNOVATION TASK FORCE

### *Identified by Opportunities Sub-committee:*

#### **Strategy 1: Hampton Roads will be a region of excellence for clusters of cutting edge technology-based business innovation and education. (#2 Ranked Strategy)**

**Action 1:** Address the inadequate innovation system and support for entrepreneurship in Hampton Roads by providing business incubation and support for early stage companies in order for Hampton Roads to be a region of excellence for clusters of cutting edge technology-based business innovation and education.

**Action 2:** Continue to grow the technology clusters of Modeling and Simulation, Sensors and Bio Science and embrace new clusters as they develop.

**Action 3:** Encourage and support Hampton Roads' research universities as focal points of knowledge-led economic development.

**Action 4:** Work to remove barriers to entrepreneurial activities in order to drive innovation, above average economic growth and above average net incomes for workers.

#### **Strategy 2: Hampton Roads will be a region of excellence for developing and implementing offshore wind energy and other coastal energy solutions.**

**Action 1:** Develop and implement the multi-disciplinary systems capabilities to enable critical assessments and tradeoffs between energy, the environment and the economy.

**Action 2:** Leverage the strong R&D capabilities developed at local colleges, universities and federal labs as well as commercial entities and Mid-Atlantic coastal location near a power grid connection point to become a Coastal Energy Center of Excellence that studies and develops offshore wind and other renewable energy sources. (**#8 Ranked Action**)

**Action 3:** 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.

## INTELLECTUAL & HUMAN CAPITAL TASK FORCE

### ***Identified by Federal Sub-committee:***

**Action 1:** Develop and implement an action plan for job conversion for exiting military personnel to keep them in Hampton Roads, enhancing the skills and attractiveness of our workforce in order to attract and expand organizations, capabilities and investments owned, operated or funded by the Federal government in Hampton Roads.

### ***Identified by Port Sub-committee:***

**Action 1:** Support workforce development programs in the region through annual evaluation of opportunities and threats in order to grow and enhance the Port of Hampton Roads and become the East Coast port of call for all major ship lines..

### ***Identified by Opportunities Sub-committee:***

**Action 1:** Address the inadequate innovation system and support for entrepreneurship in Hampton Roads by providing education and training in entrepreneurship in order for Hampton Roads to be a region of excellence for clusters of cutting edge technology-based business innovation and education.

**Action 2:** Grow our 21<sup>st</sup> century workforce by including the knowledge, skills and capabilities of key Hampton Roads technologies in the curriculum of all Region II K-12 school divisions, addressing educational needs for a successful 21<sup>st</sup> century workforce in order for Hampton Roads to be a region of excellence for clusters of cutting edge technology-based business innovation and education. **(#2, #6 Ranked Action-combined in draft)**

## INFRASTRUCTURE TASK FORCE

### **Identified by TAC Sub-committee:**

**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. (#1 Ranked Strategy)

**Action 1:** Address transportation by rail with the expansion of the current light rail project and encourage the possibility of higher speed rail to facilitate travel from the Northeastern corridor through to Southside Hampton Roads, along with improvements on the Peninsula. **(#4 Ranked Action)**

**Action 2:** Address transportation by roads and the constant congestion of the area and continue to investigate the possibility of additional Hampton Roads Harbor crossings. **(#1 Ranked Action)**

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

**Action 4:** Address air service development by monitoring and continuing to cultivate service with major airlines that feed airline service to Newport News/Williamsburg International Airport and Norfolk International Airports.

### **Identified by Federal Sub-committee:**

**Action 1:** Provide adequate surface connections (road and rail) to enhance regional mobility and access to federal facilities and to Washington, DC, recognizing infrastructure improvements create jobs and wages today and taking into account the safety of navigation, force protection and homeland security concerns of the Navy and other Federal agencies. **(#5 Ranked Action)**

**Action 2:** Enhance the connectivity required to improve telework/telecommuting opportunities in order to retain organizations, capabilities and investments owned, operated or funded by the Federal Government in Hampton Roads.

### **Identified by Port Sub-committee:**

**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 in order to maintain the Port as an economic engine for the Hampton Roads region, the Commonwealth of Virginia and the Nation. **(#3 Ranked Action)**

**Action 2:** Meet the present and future needs of the Port of Hampton Roads through the provisions of safe, efficient and environmentally compatible commercial and military navigation systems and related land-based support facilities in order to maintain the

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

***Identified by Opportunities Sub-committee:***

**Action 1:** Develop a long-term adaptation strategy for the impacts of climate change and sea level rise on Hampton Roads in order for Hampton Roads to be a region of excellence for environmental distinction.

**Action 2:** Utilize the strengths of the region's modeling and simulation industry to develop tools to support regional leaders in developing climate change and sea level rise adaptation strategies in order for Hampton Roads to be a region of excellence for environmental distinction.

**Action 3:** Support transportation policies including investment in transit and programs that will promote more compact land use in order for Hampton Roads to be a region of excellence for environmental distinction. **(#7 Ranked Action)**

## SENSE OF PLACE TASK FORCE

### *Identified by Federal Sub-committee:*

**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 in order to 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. **(#9 Ranked Action)**

**Action 2:** Involve the international community (ports, international science, etc.) in order to achieve public awareness and appreciation of the economic value of the Federal assets in the region to the Hampton Roads community, the Commonwealth and the Nation.

**Action 3:** Promote Hampton Roads as part of the global economy in order to 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.

### *Identified by Port Sub-committee:*

**Action 1:** Engage citizens in issues of importance to the Port and benefits to the region's economic health to build public awareness in order to gain public support and appreciation of the economic value of the Port to the Hampton Roads region, the Commonwealth of Virginia and the Nation.

## **FEDERAL TASK FORCE**

### **Objectives-Strategies-Actions**

#### **OBJECTIVE 1: Hampton Roads will be the Premier Mission-Ready Region hosting Federal assets critical to the Commonwealth of Virginia and the Nation.**

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

**Action 1:** Develop and implement a proactive, action-oriented strategy led by HRMFFA that addresses stability and viability of mission-critical entities including:

- Aircraft stationed Oceana Naval Air Station, Langley Air Force Base, Fort Eustis;
- Army (Fort Eustis/ TRADOC);
- Coast Guard;
- Jefferson Lab;
- Joint Forces Command (JFCOM);
- NASA Langley Research Center;
- NATO Allied Command Transformation;
- Navy ships home-ported in Hampton Roads and Norfolk Naval Shipyard.

**Action 2:** Support contractors that serve federal installations by implementing appropriate economic development strategies such as creating on-site spaces and developing a regional water strategy.

##### **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:** Leverage the region's proximity to Washington, DC to position the region to host additional federal assets.

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

**Action 1:** 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 in order to grow and enhance indirect and induced effects of Port activities including ship building, ship repair and all related businesses. *(identified by Port Sub-committee)*

##### **Strategy 4: Grow the indirect and induced investments and business located in the Hampton Roads region because of federal assets.**

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

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

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

## **PORT / MARITIME TASK FORCE**

### **Objectives-Strategies-Actions**

#### **OBJECTIVE 2: Hampton Roads will be the Premier East Coast Sea Port. (#2 Ranked Objective)**

##### **Strategy 1: Maintain the Port as an economic engine for the Hampton Roads region, the Commonwealth of Virginia and the Nation. (#3 Ranked Strategy)**

**Action 1:** Ensure government at all levels is provided reliable and validated data sets as to the economic contribution of the port.

##### **Strategy 2: Grow and enhance the Port of Hampton Roads and become the East Coast port of call for all major ship lines.**

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

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

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

##### **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.

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

**Action 1:** Advance the development of logistics parks within mixed use environments, i.e., a business park with combination of land uses centered around port related activities with strategic multi modal transportation access.

**Action 2:** Determine the needs of ancillary businesses such as maritime insurance, maritime legal services and shipping line offices in order to expand their presence in Hampton Roads.

**Action 3:** Address the needs of emerging businesses, such as mega yacht repair and maritime construction.

##### **Strategy 5: Establish the Port as the manufacturing and supply chain hub of the East Coast offshore energy industry.**

**Action 1:** Site and develop a large break bulk terminal dedicated to offshore energy shipping, assembly and distribution, including heavy lift capability, inland rail connectivity and deep water staging.

**Action 2:** Promote governmental policy and economic development support for offshore energy supply chain development at the local, state and federal level.



## **TOURISM / ARTS & CULTURE TASK FORCE**

**OBJECTIVE 3: Hampton Roads will be the Premier Year-Round Destination of distinction and appeal to travelers while significantly increasing quality of life for residents by leveraging the variety of attractions, arts and culture, venues and performances and recreational opportunities that exist in the region. (#3 Ranked Objective)**

**Strategy 1: Develop and promote a brand identity to capture the region's diversity as the gateway to a Virginia vacation.**

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

**Action 2:** Invest in arts and culture offerings that support travel and tourism, enhance the quality of life for residents of the region and attract creative and entrepreneurial knowledge workers to relocate to the region.

**Action 3:** Promote the region's existing and new venues as innovative complements to the Hampton Roads' tourism, arts and culture experience.

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

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

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

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

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

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

**Action 4:** Attract new businesses and leverage existing business services and products to help the region tell its "brand identity" 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.

## OPPORTUNITIES TASK FORCE

**Objective 4: Hampton Roads will be recognized internationally as a region for centers of excellence fueled by a culture of innovation and economic opportunities.** (#1 Ranked Objective)

**Strategy 1: Hampton Roads will be a region of excellence for environmental distinction.**

**Action 1:** Develop and implement the multi-disciplinary systems capabilities to enable critical assessments and tradeoffs between energy, the environment and the economy.

**Action 2:** Develop a framework for a green economy by connecting all of the public, private, nonprofit and higher education activities aimed at coordinating the regional green agenda in order for Hampton Roads to be a region of excellence for environmental distinction.

**Action 3:** Develop and implement a regional campaign for awareness of environmental issues and their implications and methodologies for going “green.”

**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 in order for Hampton Roads to be a region of excellence for developing and implementing offshore wind energy and other coastal energy solutions.

**Action 5:** Cooperate with regional port facilities in Delaware, Maryland, District of Columbia and North Carolina on transportation and logistics of major offshore energy components in order to establish the Port as the manufacturing and supply chain hub of the East Coast offshore energy industry. (*identified by Port Sub-committee*)

**Strategy 2: Hampton Roads will be a region of excellence for healthcare and life sciences.**

**Action 1:** Work to insure quality, cost effective healthcare is available to citizens of Hampton Roads in order that businesses may be more competitive.

**Action 2:** Address healthcare as a quality of life measure for our region.

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

**Action 4:** Leverage the academic, research, and infrastructure capabilities of local colleges, universities and federal labs as well as commercial entities to become a region of distinction for the convergence of life sciences, information technology, photonics, nanotechnology and personalized healthcare.

## PUBLIC-GOVERNMENT AWARENESS & POLICY TASK FORCE

### “Political policy agenda”

#### **Identified by Federal Sub-committee:**

**Action 1:** 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 in order to retain organizations, capabilities and investments owned, operated or funded by the Federal Government in Hampton Roads.

**Action 2:** Enhance and coordinate political engagement to increase the awareness and appreciation of our federal and military assets by local elected leaders, the Hampton Roads Caucus of the General Assembly, the Governor and his staff and the Virginia Congressional Delegation in order to attract and expand organizations, capabilities and investments owned, operated or funded by the Federal government in Hampton Roads.

**Action 3:** Build relationships with key business and political leadership at Local, State and National levels in order to achieve public awareness and appreciation of the economic value of the Federal assets in the region to the Hampton Roads community, the Commonwealth of Virginia and the Nation.

**Action 4:** Build Congressional, state and local awareness/engagement of value of non-military Federal assets in order to achieve public awareness and appreciation of the economic value of the Federal assets in the region to the Hampton Roads community, the Commonwealth of Virginia and the Nation.

#### **Identified by Port Sub-committee:**

**Action 1:** Ensure government at all levels maintains sound fiscal policies and economic development tools that support the Port in order to maintain the Port as an economic engine for the Hampton Roads region, the Commonwealth of Virginia and the Nation.

**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 in order to gain public support and appreciation of the economic value of the Port of Hampton Roads to the region, the Commonwealth of Virginia and the Nation.

#### **Identified by TAC Sub-committee:**

**Action 1:** Educate the community, including business and political leaders, about the economic impact of tourism, arts and culture in Hampton Roads thereby resulting in additional support for tourism, arts and culture in order to create sustainable regional tourism and a diverse arts and culture experience that is consistently funded, well coordinated and fully appreciated by the community.