

CEDS Committee / Executive Committee Meeting Summary

*“Comprehensive Economic Development Strategy
CEDS Process”*
August 21, 2009



I. WELCOME & CALL TO ORDER by HRP Co-Chair Jack Ezzell

II. Progress Report by Dana Dickens, HRP President & CEO

- A. Thanks to all for participating, especially Dwight Farmer and Greg Grootendorst of the Hampton Roads Planning District Commission (HRPDC). Dwight introduced Jim Clary, a member of the PDC's economic staff, who will also help support the economic data needs of the CEDS process along with Chip Filer of ODU.
- B. The Strategy Committee serves as oversight of the CEDS process. As you will recall from our last meeting, work has been divided into four (4) sub-committees: Federal, Tourism, Port as major drivers of the Hampton Roads economy, and Diversification which will address other opportunities to grow the economy and reduce our dependence on federal spending.
- C. Cross-cutting issues were deemed too cumbersome for the creation of separate committees and important enough to be addressed within each of the sub-committees. These issues are: Education & Workforce, Infrastructure/Land Use/Technology, Energy & Environment and Quality of Life.
- D. No final word on the federal EDA planning grant application as yet, but we should be confirmed within the next few weeks.
- E. Comprehensive Economic Development Strategy (or CEDS), the name, has been changed to "Vision Hampton Roads." CEDS means nothing unless you work in government. "Vision" is more reflective of what we're doing.
- F. The Diversification Sub-committee changed their name to "Opportunities" as a better description of their work.
- G. Significant time has been spent populating sub-committees, and we're still adding participants as we uncover needed expertise. Example: Port sub-committee lacked someone from the shipping side of the industry. A representative from Maersk is being added.
- H. Several meetings of each sub-committee have been held since our last meeting. A list of these and planned meetings has been included in the "Vision" book at your place. Also in the book, you will find a section on each sub-committee including a members list, meeting agenda, minutes and handouts.
- I. VisionHamptonRoads.com, the website, has been set-up. This web address directs you to the new Hampton Roads Partnership website Strategic Plan section. Here you will find the approach to the CEDS process being taken, the timeline, Strategy Committee member list, meeting notes available for public review, related presentations and a Resource Library with a collection of data

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in downloadable PDF files and links to other websites. If there is anything relevant missing, we will add it as identified.

III. Description of CEDS Data Requirements and SWOT Analysis by Greg Grootendorst, HRPDC and Chip Filer, ODU

- A. EDA requires a comprehensive background to paint a realistic picture of the region's economic status. Data is being pulled from a variety of existing sources, including HRPDC's Benchmarking Study, HamptonRoadsPerforms.org, etc.
- B. Another requirement is for all information collected to be archived and available as needed; it will appear in the Resource Library on the website, VisionHamptonRoads.com. Please contact us if other information is needed.
- C. The initial SWOT Analysis has been conducted with emphasis on Strengths and Weaknesses. Threats and Opportunities are added as identified by the sub-committees. Sources of data are also shown. Any additions or suggestions are welcome. The Strategy Committee will help with the forward-looking component of "where are we going?" which then becomes the Strategic Plan for the entire region. Example: Shaping K-12 was identified as an *opportunity* with the work of "Project Lead the Way" <http://vatpdc.com/pltw> while venture capital availability is a newly identified *threat*.
- D. SWOT indicators must be measureable, so we can establish a benchmark today and revisit annually and in five (5) years to gauge progress.

IV. SWOT Discussion (see attached for initial SWOT Analysis)

Threat: BRAC Oceana as a threat is just one example of a larger problem. There are many assets threatened here, especially by Florida. Examples include JFCOM (core of our M&S industry), helicopters from Naval Station Norfolk, F35s, a carrier. Threat analysis of military and other federal assets should be broadened. The Pentagon is most worried about traffic in Hampton Roads, not terrorist threats, another example of the inter-relationship of transportation and economic vitality.

Opportunity: Alignment of K-12 education with economic development/workforce needs of the region, particularly in the Science, Technology, Engineering and Mathematics (STEM) areas is an opportunity. Post-secondary education is currently fairly well-aligned in terms of curriculum, research, continuing education, etc. through the Hampton Roads Research Partnership (HRRP), Virginia Research Technology and Advisory Commission (VRTC) and workforce development programs offered at the community colleges and apprentice schools. **Amended**

Threat: Lack of transportation funding; while perhaps a political issue, it comes up time and again in relationship with our region's economic vitality. Look at short- and long-term trend lines in terms of revenue versus the Consumer Price Index (CPI).

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Opportunity: Exiting military; working now to illustrate how many retiring servicemen stay in the region and their educational level.

Opportunity: Port growth, or lack thereof, may be a threat, but the Port Sub-Committee also identified new emerging global markets as a strength plus Port expansion, Craney Island, terminal attributes. “Out of threats come opportunities.”

Threat: Not being part of the nation’s high speed rail main corridor is a threat as well as potential lack of commercial air service. Example: losing daily flights to LaGuardia. (Adding leaders of both airports to the Sub-Committee now as a result of this.)

Threat: Lack of national/international technology connections (M&S relies on this). Example: improving broadband usage. (The cross-cutting issue of “Infrastructure” to be addressed includes “Technology,” too.)

Weakness: “Hampton Roads” lacks widespread regional name recognition. Other regions with more than one major city work it like this: Savannah-Charleston, Raleigh-Durham, Dallas-Ft. Worth.

Opportunity: Continue to build on “Hampton Roads” for global name recognition. Examples: The Partnership’s collaboration with *Patchwork Nation* and our regional blog, SmartRegion.org; Washington Post’s Style Guide now uses “Hampton Roads” in deference to the former moniker “Tidewater.”

V. Questions Being Considered by Sub-Committees by Doug Smith, Kaufman & Canoles

- A. The Strategy Committee and Sub-Committees are full of talented, engaged people; some overlap exists and this is developing into quite a synergy. We’re making progress with good, healthy and active conversations. The Sub-Committee meetings scheduled to occur over the next few weeks will help flesh out the Retreat Agenda.
- B. Background data development and sub-committees meeting in parallel has worked well. The economists and Dwight Farmer (HRPDC) have attended every meeting.
- C. Ultimately, the Strategy Committee will help prioritize the large “wish list” that will come from the CEDS work we do now at the Retreat in September.
- D. In order for the final CEDS document to be relatively consistent in form and substance, each Sub-Committee is addressing the same questions:

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- a. **Major Issues**
 - i. What things are going on in the regional and global economy now that are impacting and/or driving related growth (in your KEY SECTOR) within the economy of Hampton Roads?
 - ii. How we quantify the economic indicators that justify spending resources to grow this sector
 - b. **What is the likely performance of that portion of the regional economy related to the Port of Hampton Roads over (focusing on) the next 5 years?**
 - i. What entities or business sectors are driving the growth of (in your KEY SECTOR) Hampton Roads?
 - ii. How do we enhance or at least not impede the growth (in your KEY SECTOR) related economy of Hampton Roads?
 - c. **What is Fed/State/local government doing over the next 5 years to encourage or impede the growth of the Port of Hampton Roads?**
 - d. **What are the Financial Needs or Challenges in Hampton Roads?**
 - e. **What is the Impact of cross-cutting issues which touch each of the KEY SECTORS?**
- E. Federal Sub-Committee Chair, Roy Whitney, and Port Sub-Committee Co-Chair, Russell Held, were in attendance and recognized for their work. They shared the participant's growing energy and enthusiasm with each meeting. Anthony DiFilippo of the Tourism Sub-Committee shared that interdependence is already at play with the Tourism industry in Hampton Roads; the story just needs to be told better, especially to local government.

VI. Next Steps by Dana Dickens, HRP President & CEO

A. Suggestions from the Strategy Committee:

- a. Maintain the Strategy and Sub-Committees even when the CEDS document is completed in order to keep the "Vision" top-of-mind, using these participants as catalysts and leaders for implementation of the Plan's action items.
- b. Publicize successes and develop a culture of "living the plan."
- c. Engaged community partners will be needed to accomplish as much as we need to accomplish. Keeping the committees together will move these actions forward over the next 5 years.

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- d. Continuous, consistent reassessment will also be possible with the committees remaining in place; we can “get ahead of the curve.” CEDS should be a living document, not a “straight jacket” to limit opportunities to only those identified at this point in time.
- e. Inter-related promotion of regional tourist destinations has all but stopped due to tunnel traffic. This is yet another example of the inter-relationship of transportation and economic vitality.

B. Upcoming Retreat on Friday, September 18th:

“Opportunities” will likely be the focus of break-out sessions in order to have more detailed and broad-based conversations on this issue.

C. Final note on Transportation:

Dwight Farmer (HRPDC/HRTPO) shared that much work is in process with the TPO’s new chairs, Mayor Will Sessoms (Virginia Beach) and Mayor Molly Ward (Hampton) to turn around the perception that Hampton Roads is not able to come to consensus and prioritize transportation projects. Some technical work is going on to help with ranking projects that have heretofore been “frozen” by the Long Range Plan. Plans are aggressively moving forward to do things differently, i.e. not “business as usual,” with public participation projects involving citizens from the ground up. Project partners will likely be the Chambers, HRCCE, HRP, WHRO and others.

HRP’s BOARD of DIRECTORS ANNUAL RETREAT **(including CEDS Workshops <http://VisionHamptonRoads.com>)**

SEPTEMBER 17-18, 2009

The Williamsburg Lodge, Williamsburg, Virginia

NEXT CEDS/Executive Committee Meeting

Friday, November 20, 2009 from 8:00 am to 9:45 am
Town Point Club, Norfolk

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INITIAL SWOT ANALYSIS

Strengths	Data Sources/Existing Studies
Health Care Access	SOR 2000, 2003 and USNews recent
Port/Harbor	
Openness to Tourism	SOR 2008, Yochum-Agarwal study for VB
Income Distribution	SOR 2002
Access to Post-Secondary Education	
Open Spaces/Parks	SOR 2008
Weaknesses	
Mass Transit Miles	SOR 2008
Affordable Housing	SOR 2008,2007
Brain Drain	
Crime	
Opportunities	
Modeling and Simulation	Angle Tech. Report
Alternative Energy	Dominion Power/Senator Wagner
Affordable Office/Commerical Space	
BRAC job inflows	
Aligning K-12 curriculum to Regional Strengths	PLTW efforts and data
Threats	
Flat/Slow Port Growth	
Flat DOD Spending	
BRAC of Oceana	
Traffic Congestion	
Deterioration of Infrastructure	
Lack of Capital for New Ventures	