



## SUMMARY OUTLINE (draft)

***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.