

757 Recovery & Resilience Action Framework



757

 ONE REGION 

**ECONOMIC EMPOWERMENT
AND GROWTH FOR ALL**

Presentation Overview

1. What Our Region Is Up Against
2. Our Bold Leadership Plan
3. 757 Recovery & Resilience Action Framework Has Launched
4. Our NextGen Leaders Have Organized
5. Our Website is Live: www.Framework.HamptonRoadsAlliance.com
6. 757 Champions Are Signing Up
7. Our Timeline: What's Next

I.
What Our
Region Is Up
Against



We Are Behind in Population & Employment Growth

Source: HRPDC

	Population Growth		Employment Growth	
	3-Year	10-Year	3-Year	10-Year
Hampton Roads	0.6%	3.7%	4.7%	8.7%
Columbus, OH	3.4%	12.4%	5.5%	20.8%
Tampa, FL	4.8%	15.6%	10.3%	27.1%
Orlando, FL	6.2%	23.5%	13.3%	41.7%
Savannah, GA	2.7%	14.3%	8.1%	24.2%
Charlotte, NC	5.5%	18.6%	9.2%	32.6%
Denver, CO	3.9%	18.2%	8.1%	30.4%
Jacksonville, FL	5.7%	16.8%	11.4%	28.2%
San Diego, CA	1.0%	9.1%	6.3%	21.0%

We Are Behind in Per Capita Income & GDP

	2019 Population	2019 Per Capita Income	10-Year Per Capita Income Growth	Median Family Income	2019 Wage per Worker	2019 Per Capita GDP
Hampton Roads	1,768,901	\$52,011	31.2%	\$69,329	\$52,570	\$50,609
Columbus, OH	2,122,271	\$52,477	39.9%	\$67,207	\$57,012	\$55,130
Tampa, FL	3,194,831	\$48,908	34.5%	\$57,906	\$55,530	\$46,441
Orlando, FL	2,608,147	\$45,156	40.7%	\$61,876	\$52,573	\$49,237
Savannah, GA	393,353	\$47,869	31.2%	\$60,371	\$49,552	\$49,666
Charlotte, NC	2,636,883	\$53,916	30.0%	\$66,399	\$61,323	\$57,109
Denver, CO	2,967,239	\$67,236	56.3%	\$85,641	\$69,057	\$68,231
Jacksonville, FL	1,559,514	\$51,421	38.3%	\$65,880	\$55,428	\$48,584
San Diego, CA	3,338,330	\$63,729	47.9%	\$79,079 (2018 data)	\$65,178	\$66,582

Source: HRPDC

As a Region We Are Slow To Recover

- It took the United States and Virginia more than **70 months to recover** all the jobs lost during the Great Recession.
- For Hampton Roads, the recovery was more tepid, **taking over 100 months to recover the lost jobs almost 3 years longer**
- We just recovered when COVID hit. In all likelihood, we should not expect a full recovery until at least 2022.

Source: ODU 2019 State of the Region

What Will It Take To Turn Things Around?

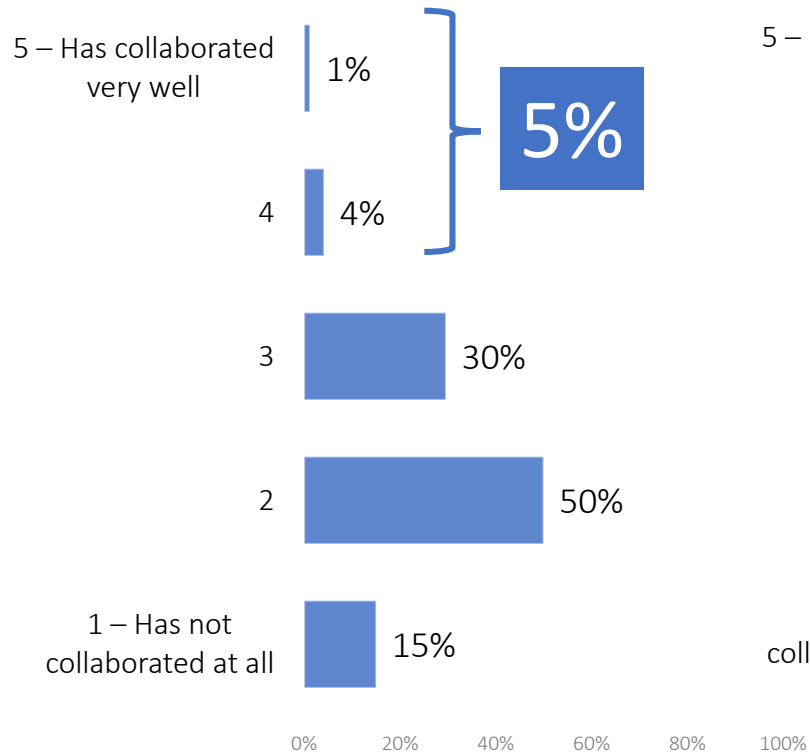
We must reimagine what recovery will look like in a changed world. We must question assumptions and old ways of doing things.

2. Our Bold Leadership Plan



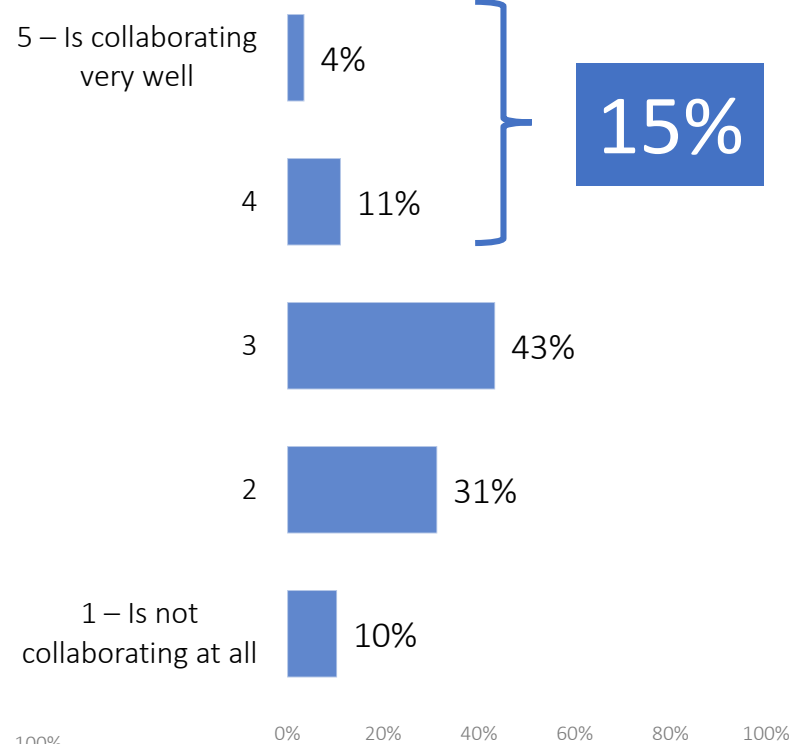
Business Leaders Feel Regional Collaboration is Critical for Recovery from COVID-19 and Needs to Improve

PAST DECADE



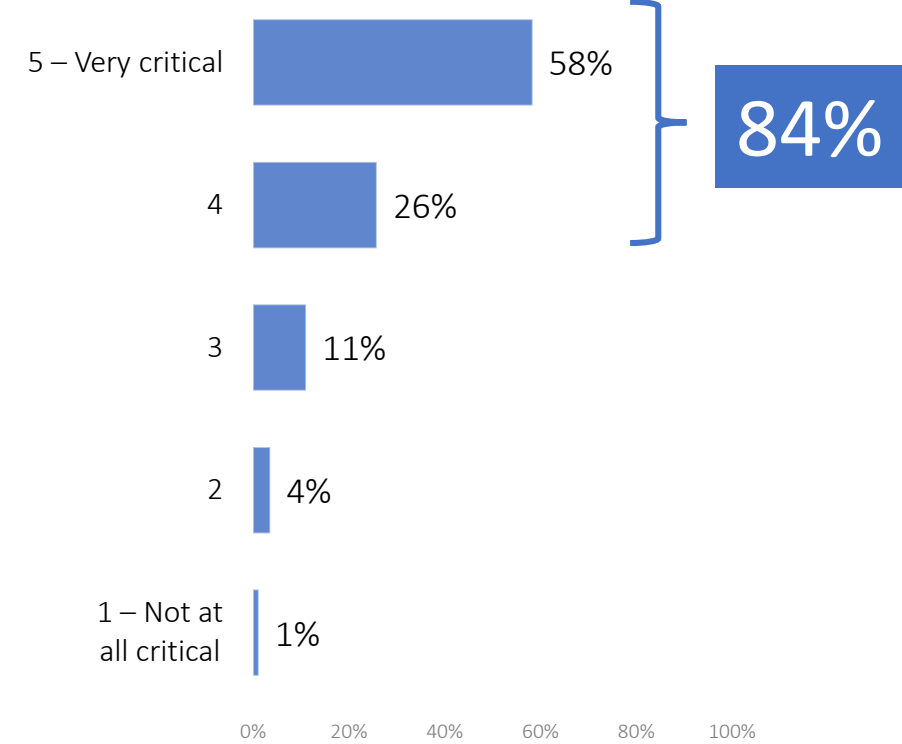
Q25. How well do you think our region has collaborated over the **past decade**?

TODAY



Q26. How well do you think our region is collaborating **today**?

RECOVERY FROM COVID-19

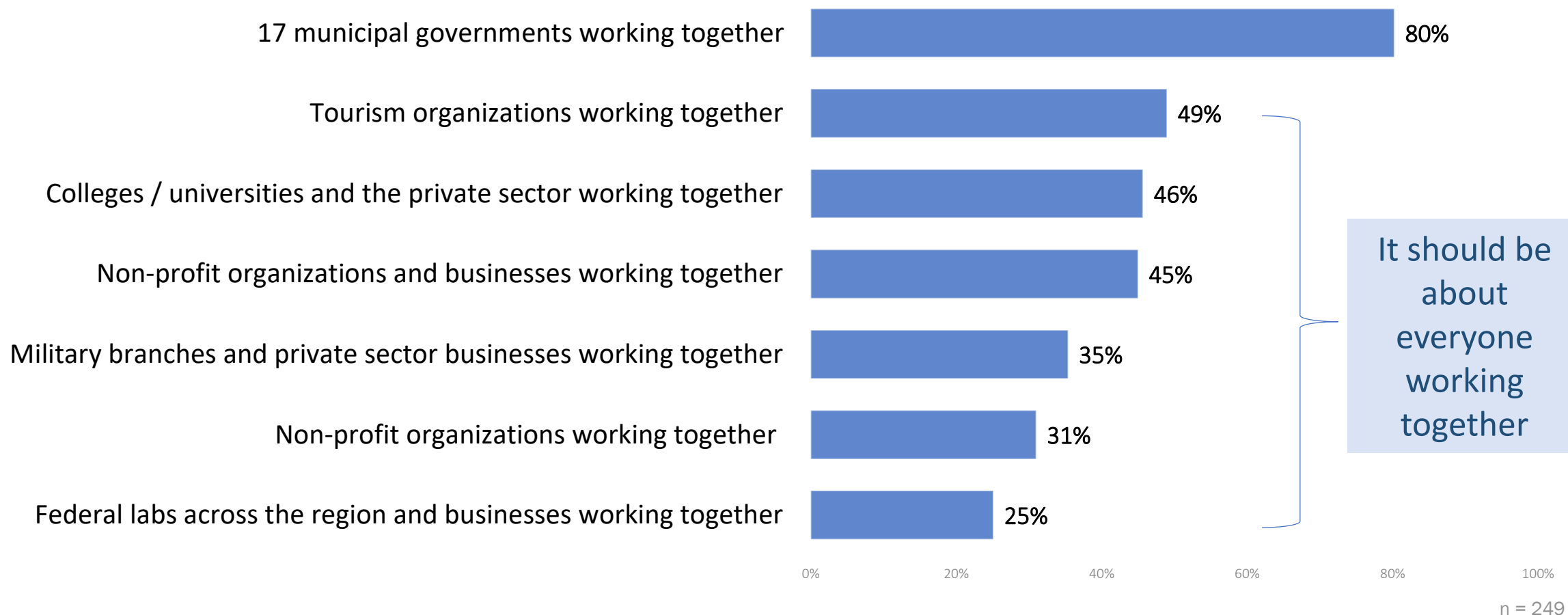


Q27. How critical do you think regional collaboration is for our **recovery from COVID-19**?

n = 249

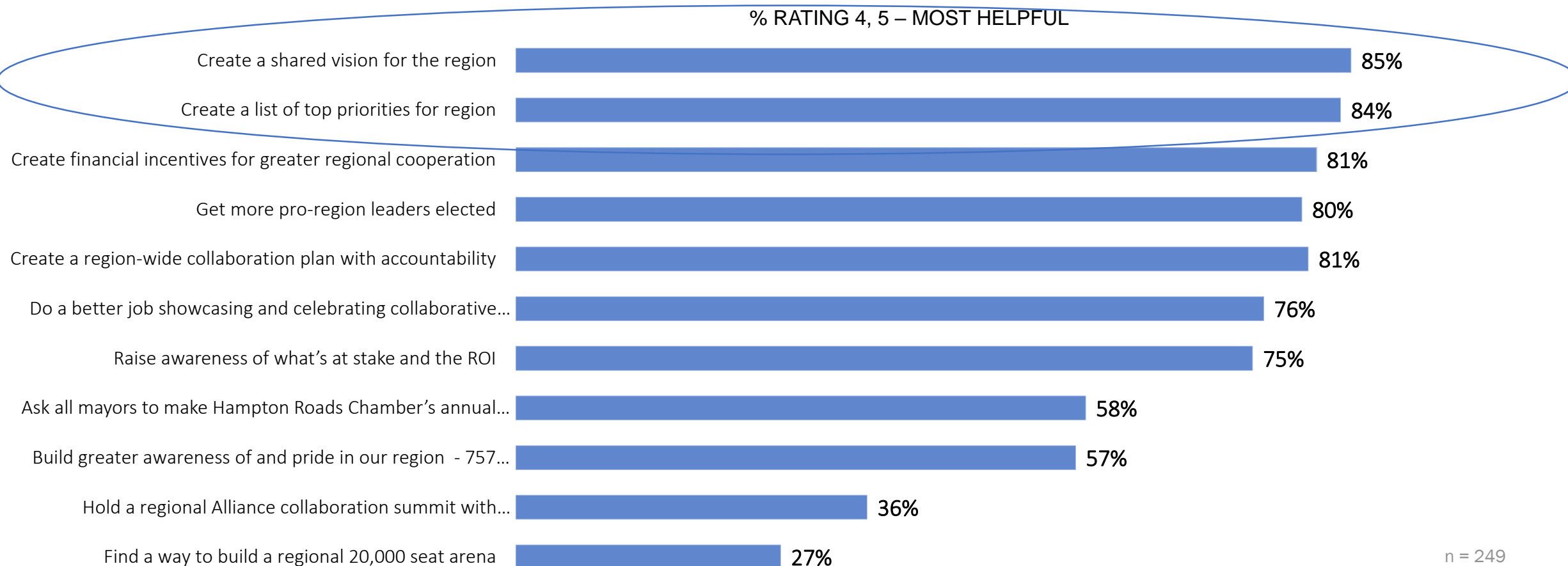
Eight in 10 Business Leaders Associate the Term “Regional Collaboration” with the 17 Local Governments

When you hear the term “regional collaboration,” what do you most often associate with this term or concept? Select all that apply



Source: Wave 3 of the 757 Recovery Business Leader Survey

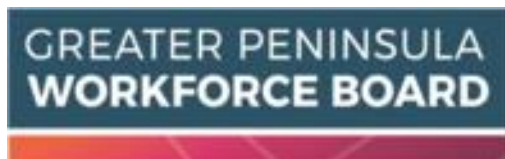
Business Leaders Believe a Shared Vision and a List of Top Priorities are the Best Ways to Advance Collaboration and Accelerate Recovery



Source: Wave 3 of the 757 Recovery Business Leader Survey

Q30. Below is a list of possible ways to advance collaboration. Please rate each one on a 1 to 5 scale in terms of what would be the most helpful in accelerating our region's recovery from COVID-19

Update On Our Collaboration



Our Bold Leadership Plan

1. Don't look for our governments to solve this – empower everyone.
2. Create and launch a 757 Recovery & Resilience Plan.
3. Report progress and hold everyone accountable.

200+ Business Leaders, Thought Leaders, Subject Matter Experts, 11 Committees, ODU interns, 3 surveys with 1,000+ voices ... 6 months

Key Step	Timing
Create the Project Plan and Share Thought Leader Videos	June
Establish and Support 11 Committees	July - August
Formulate Vision for the Economy	July - August
Formulate Regional Strategy	July - August
Conduct Wave 3 of 757 Recovery Business Leaders Survey	September
Integration Committee Prepares Draft Action Framework	October
200+Creators and Steering Committee Members Critique Action Framework	Jan. 2021
Soft Launch with Mayors, City Managers and Top Community Leaders	Feb. 2021
Full Launch of AF with 757 Business Community – 5,700 universe	March 2021

 We are here

3.
757 Recovery
& Resilience
Action Framework
Has Launched





We do big things here



We Are 17 Places



Together We Are One Region



Here's Our Recovery Plan

Overall goal of the Action Framework:

Build a better economy for the people of the 757, which includes:

1. Accelerating the region's economic rebound from the COVID-19 pandemic;
2. Making the region's economy and local companies more resilient to future shocks; and
3. Ensuring that everyone is empowered and benefits from the post-COVID-19 economy.

Establish and Support Industry and Topic Area Work Committees

Committee	Co-Chair	Co-Chair	Next Gen Vice Chair
1. Wellness & Healthcare	Howard Kern – Sentara Healthcare	Bill Downey – Riverside Health System	Briana Jackson - CHKD
2. Target Industries	Jeff Tanner – ODU Strome College	Rony Thomas – LifeNet Health	Jonathan Holman – Hampton Roads Alliance
3. Infrastructure/Connectivity	Andria McClellan - HRPDC	Darius Davenport – Crenshaw Ware & Martin	Megin Kennett – AT&T
4. Travel/Tourism/Hospitality/Food	Cliff Fleet – Colonial Williamsburg	Akhil Jain – Landmark Hotel Group	Tiffany Russell - VBCVB
5. Organizational Collaboration	William Harrell – Hampton Roads Transit	Robert McKenna – Virginia Peninsula Chamber	Latiesha Handie – Citizens Unity Commission
6. Small Business/Retail	Bryan Stephens – Hampton Roads Chamber	Jim Carroll – Hampton Roads Chamber	Hamilton Perkins – Hamilton Perkins Collection
7. Maritime Collaborative	Dubby Wynne – Reinvent Hampton Roads	Nancy Grden – Old Dominion University	Dustin Rinehart – Port of Virginia
8. 757 Placemaking and Marketing	Joash Schulman – Town Center Office Suites	Lynelle Haugabrook – Northern Star Credit Union	Alisa Crider – Hampton Roads Alliance
9. Science & Technology	Stuart Henderson - JLAB	David Bowles – Old Dominion University	Kevin Antcliff - NASA
10. Innovation	Monique Adams – 757 Collab		
<i>After Committee Work is Complete</i>			
11. Integration	Glenn Carrington – Norfolk State University	Jim Kibler - Virginia Natural Gas	Katherine Rainone - HRPDC

The Action Framework: Executive Summary Overview



Executive Summary:



The Action Framework is a fully integrated playbook that will help accelerate the region's economic recovery from the COVID-19 pandemic – and do so in a way that provides greater economic opportunities for all residents and builds a more resilient economy that is better prepared to weather future shocks.

The key to the Action Framework's success is regional unity advanced by the full engagement of our business community. The long-term economic success of our region hangs in the balance.

"This is the most comprehensive effort in our history for our area to become a regional powerhouse."
 Jeff Miller, CEO & President, Millers Energy

The good news is that we are off to a great start already. The chairs and vice chairs of the 11 industry and topic area committees have provided the first validation that our game plan design is up for the task. All reported that the Action Framework captured their committee's program recommendations with no adjustments needed. This affirmation was followed by a critique by the more than 200 business leaders who created the Action Framework – the 18 thought leaders, 12 subject matter experts, 120 committee members, 10 Old Dominion University Strome College of Business interns, and the assigned staff personnel of coalition partners and consultant team.



Their mid-January 2021 review of the Action Framework is summed up in this word cloud - COMPREHENSIVE, INCLUSIVE, COLLABORATIVE! This engaged group offered additional helpful input and offered a number of encouraging comments that are shared throughout this executive summary document.

With the Action Framework creators' input now incorporated into the plan, the next step is to share the Action Framework with elected officials (mayors), governmental leaders (chief administrative officers) and community leaders. This will take place in February as a soft launch. In March, the final plan will be rolled out to Hampton Roads' entire business community.



5

Key Aspects of the Action Framework

1. The Action Framework is based on a values-driven vision

Vision for the Hampton Roads Economy in 2030

Our economy is resilient and innovative. Here, we all work together to grow our economy and advance the well-being of all residents.

We're inspired by what we value: a commitment to inclusion and equity, a strong military presence, a welcoming community spirit, and our old salt, new vibe coastal lifestyle, making our region one of a kind, and one for all.

What We Value

INCLUSION
& EQUITY

MILITARY
PRESENCE

WELCOMING
COMMUNITY
SPIRIT

INNOVATION &
CREATIVITY

COASTAL
LIFESTYLE

ONE REGION

STRONGER TOGETHER

Vision for the Hampton Roads Economy in 2030

757 = One

Economic Empowerment and Growth for All

What We Value

INCLUSION
& EQUITY

MILITARY
PRESENCE

WELCOMING
COMMUNITY
SPIRIT

INNOVATION &
CREATIVITY

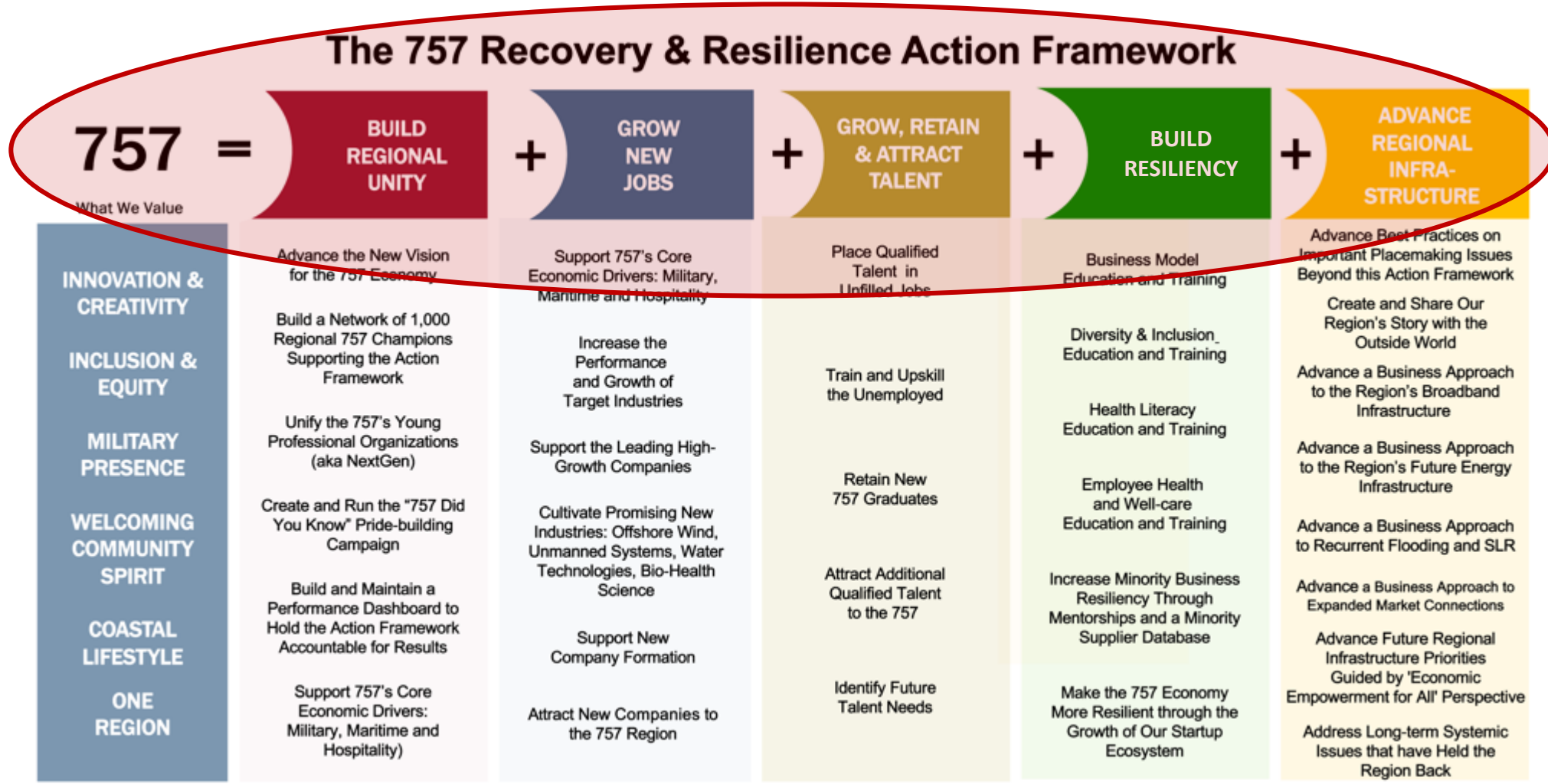
COASTAL
LIFESTYLE

ONE REGION

STRONGER TOGETHER



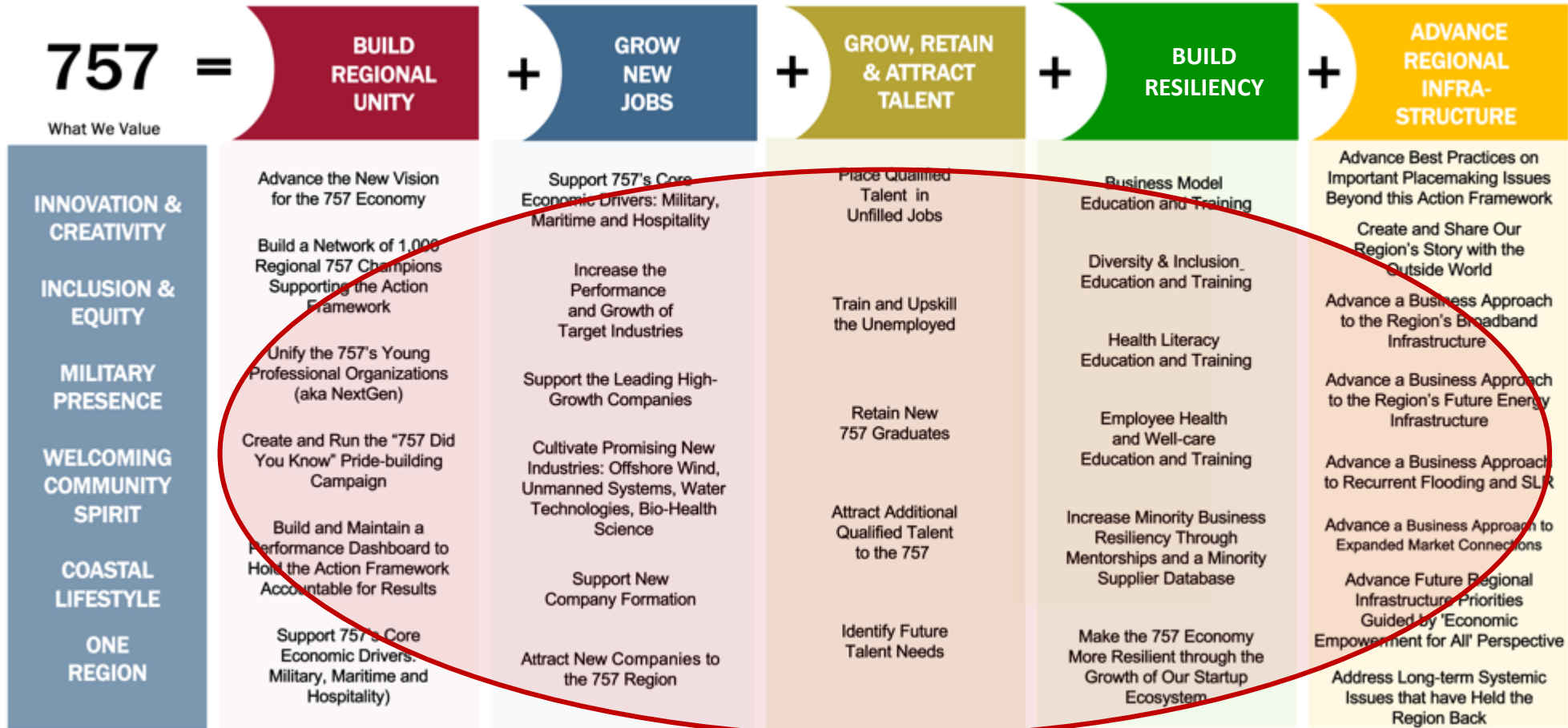
2. The Action Framework advances five strategic focus areas



757 = ONE. Economic Empowerment and Growth for All.

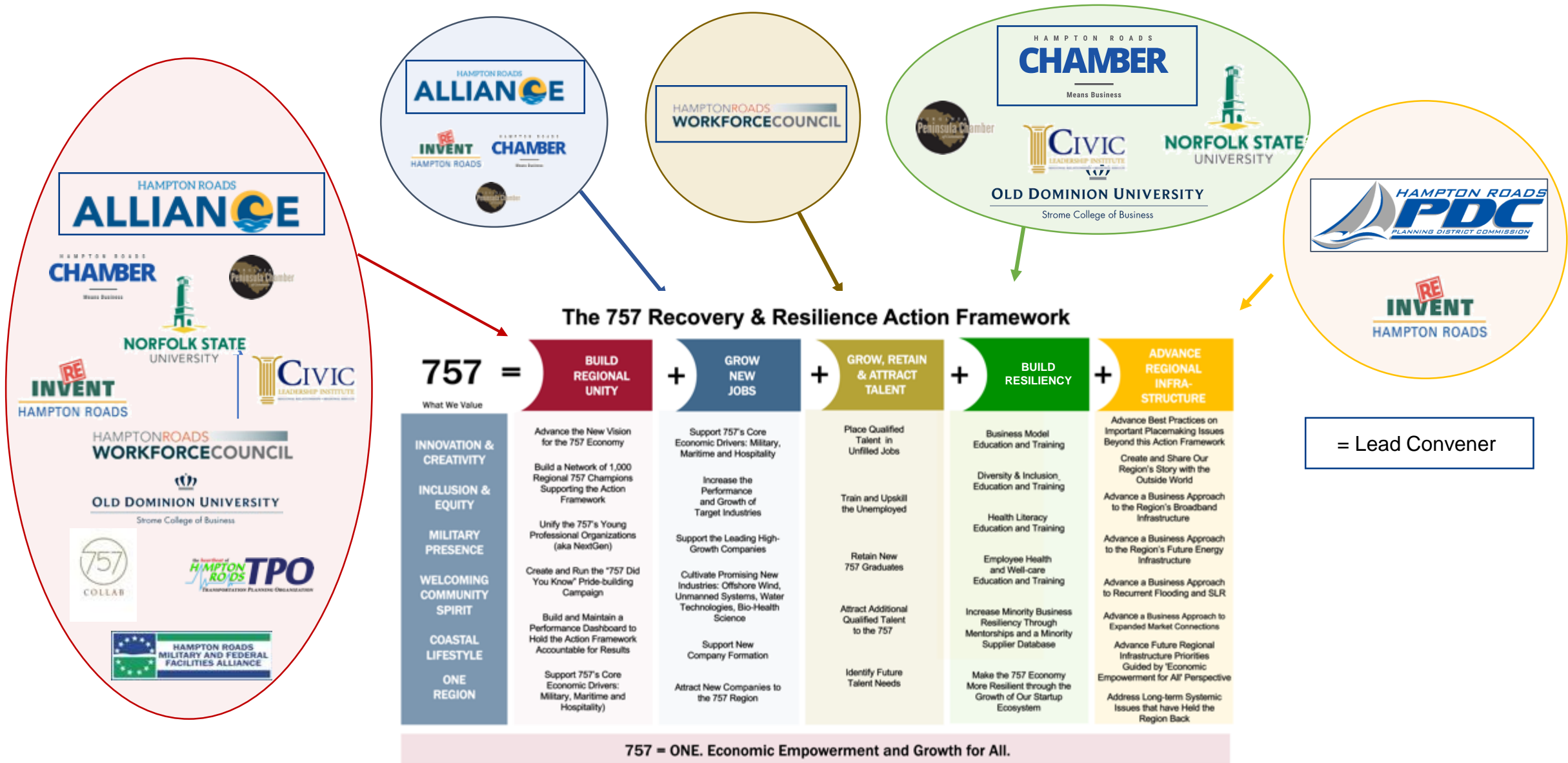
3. The Action Framework includes 30 specific program areas

The 757 Recovery & Resilience Action Framework



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4. The Action Framework's coalition partners have designated areas of responsibility and accountability to measurable goals



5. The Action Framework is hype-focused on results!

7 Appreciation of Our Seven Core Values

1. Inclusion
2. Equity
3. Military Presence
4. Welcoming Community Spirit
5. Innovation
6. Creativity
7. Coastal Lifestyle

5 Participation By All Across Five Core Strategic Pillars

1. Build Regional Unity
2. Grow New jobs
3. Grow, Retain and Attract Talent
4. Grow Resiliency
5. Advance Regional Infrastructure

7 Regional Recovery and Resilience

1. Grow Existing Companies
2. Attract New Companies
3. Grow Regional Jobs
4. Increase Average HH Income
5. Grow Regional GDP
6. Diversify our Economy
7. Prepare Us For Future Shocks

ONE REGION

STRONGER TOGETHER

Deliverables Across the Five Strategic Focus Areas

We are now focused on delivering demonstrated progress and results on the Immediate 2021 programs by Oct 5th - for the State of the Region event.

	Build Regional Unity	Grow New Jobs	Grow, Retain, and Attract Talent	Build Resiliency	Advance Regional Infrastructure
Immediate 2021	Advance the New Vision for the 757 Economy	Support 757's Core Economic Drivers: Military, Maritime and Hospitality	Place Qualified Talent in Unfilled Jobs	Increase Business Resiliency: Business Model Education & Training	Create and collectively advance our region's story with the outside world
	Build a Network of 1,000 Regional Corporate Ambassadors	Increase the Performance and Growth of Target Industries	Train and Upskill the Unemployed	Increase Business Resiliency: Diversity & Inclusion Education & Training	
	Unify 757 Young Professional (aka NextGen) Organizations	Cultivate Promising New Industries: Offshore Wind	Retain New 757 Graduates	Increase Business Resiliency: Employee Health and Well-care Education & Training	
	Create and Run the "757 Did You Know" Pride-building Internal Marketing Campaign	Support the Leading High-Growth Companies	Engage employers in creating policies and strategies that support access to high-quality early care and education		
	Build and Maintain a Performance Dashboard	Attract New Companies to the 757 Region			
Near-Term 2022		Advance a greater number of large (25+ acre) sites to "Tier 4 & 5" status, attract industrial users.	Attract Additional Qualified Talent to the 757 through Targeted External Marketing Campaign	Increase Minority Business Resiliency through Mentorships and a Minority Supplier Database	Advance a Business Approach to Energy, Sea Level Rise, and Market Connections
		Accelerate the Success of New Company Formation	Understand Future Talent Needs: Prepare for Future Tech Talent and Adjacent Tech Talent Shortage	Make the 757 Economy More Resilient through the Growth of Our Startup Ecosystem	Advance Major Regional Infrastructure Projects Guided by Economic Empowerment for All Perspective.
Long-Term 2023 & Beyond					Address Long-term Systemic Issues that Have Held the Region Back (Disincentives for Collaboration Beyond Borders)
					Create a System to Identify and Advance Best Practices on Issues Outside of this Plan

What The Action Framework Builders Are Saying



What The Action Framework Builders Are Saying

“This is the most comprehensive effort in our history for our area to become a regional powerhouse.”

Jeff Miller
CEO & President
Millers Energy

“Together we are stronger! Let's unite the 757 = 1 and take pride in our region that we all love to work, live and play.”

Martin A Joseph
Founder and CEO
360IT PARTNERS

“The 757 Recovery and Resilience Action Framework isn't about turning a new page. It's a new book entirely.”

Brandon Johnson
Director of Sales
Newport News Marriott at
City Center

“This framework represents the future of 757 and the regional collaboration to bring the vision into fruition.”

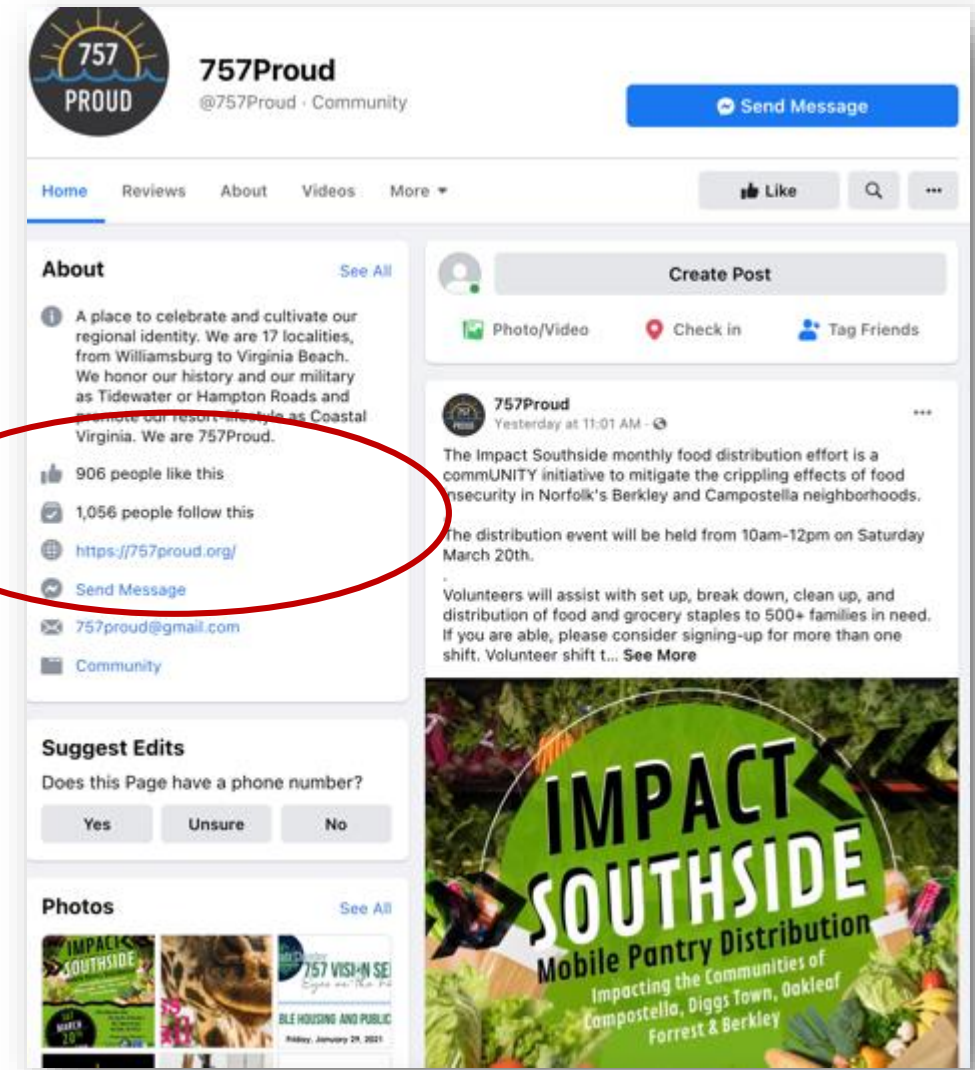
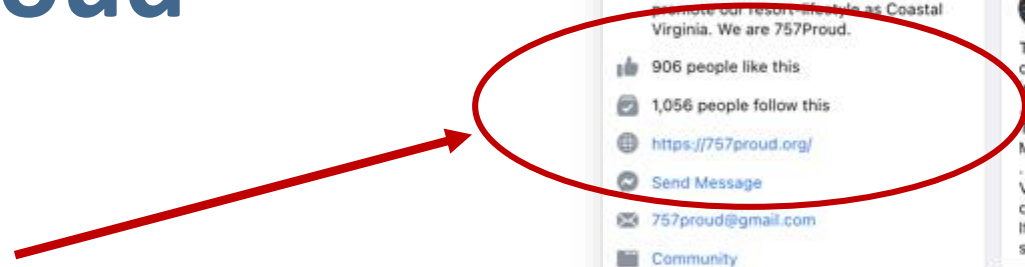
Latisha James
Executive Vice President,
External Affairs & Operations
The Urban League of Hampton
Roads

4. Our “Next Gen” Leaders Have Organized

Org: 501(C)(3)

Name: 757 Proud

Connections:
1,000+ Strong



Task 1



Task 2

Create & Run
A Regional
“Did You Know”
Campaign
- Summer 2021

5.
Our
Website
Is Live




The Full Plan is Located On
www.Framework.HamptonRoadsAlliance.com

757 Recovery & Resilience Action Framework



MENU ▾

 English ▾


The Action Framework

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- I. Purpose, Goals, Objectives and Key Audiences
- II. Action Framework Development Process and Contributors
- III. Key Insights Uncovered
- IV. Vision for our Future Economy
- V. Action Framework Overview
- VI. Action Framework Program Areas
 - 📍 Build Regional Unity
 - 📍 Grow New Jobs
 - 📍 Grow, Retain, and Attract Talent
 - 📍 Build Resiliency
 - 📍 Advance Regional Infrastructure

- VII. Program Priorities: Immediate, Near-term and Long-term
- VIII. Accountability – What The Action Framework Will Deliver
- IX. Appendix: Foundational Documents

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Results-Oriented Programs

Responsible Party, Goals, Action Plans, and Accountability

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The 757 Recovery & Resilience Action Framework

757

What we value

↑
INNOVATION & CREATIVITY
 +
INCLUSION & EQUITY
 +
MILITARY PRESENCE
 +
WELCOMING COMMUNITY SPIRIT
 +
COASTAL LIFESTYLE
 +
ONE REGION

BUILD REGIONAL UNITY

GROW NEW JOBS

GROW, RETAIN & ATTRACT TALENT

GROW RESILIENCY

ADVANCE REGIONAL INFRA-STRUCTURE

Advance the New Vision for the 757 Economy
 Build a Network of 1,000 Regional 757 Champions Supporting the Action Framework
 Unify the 757's Young Professional Organizations (aka NextGen)
 Create and Run the "757 Did You Know" Pride-building Campaign
 Build and Maintain a Performance Dashboard to Hold the Action Framework Accountable for Results

Support 757's Core Economic Drivers: Military, Maritime and Hospitality
 Increase the Performance and Growth of Target Industries
 Support the Leading High-Growth Companies
 Cultivate Promising New Industries: Offshore Wind, Unmanned Systems, Water Technologies, Bio-Health Science
 Support New Company Formation
 Attract New Companies to the 757 Region

Place Qualified Talent in Unfilled Jobs
 Train and Upskill the Unemployed
 Retain New 757 Graduates
 Attract Additional Qualified Talent to the 757
 Identify Future Talent Needs

Business Model Education and Training
 Diversity & Inclusion Education and Training
 Health Literacy Education and Training
 Employee Health and Well-care Education and Training
 Increase Minority Business Resiliency Through Mentorships and a Minority Supplier Database
 Make the 757 Economy More Resilient through the Growth of Our Startup Ecosystem

Advance Best Practices on Important Placemaking Issues Beyond this Action Framework
 Create and Share Our Region's Story with the Outside World
 Advance a Business Approach to the Region's Broadband Infrastructure
 Advance a Business Approach to the Region's Future Energy Infrastructure
 Advance a Business Approach to Recurrent Flooding and SLR
 Advance Future Regional Infrastructure Priorities Guided by 'Economic Empowerment for All' Perspective
 Address Long-term Systemic Issues that have Held the Region Back

757 = ONE • Economic Empowerment and Growth for All

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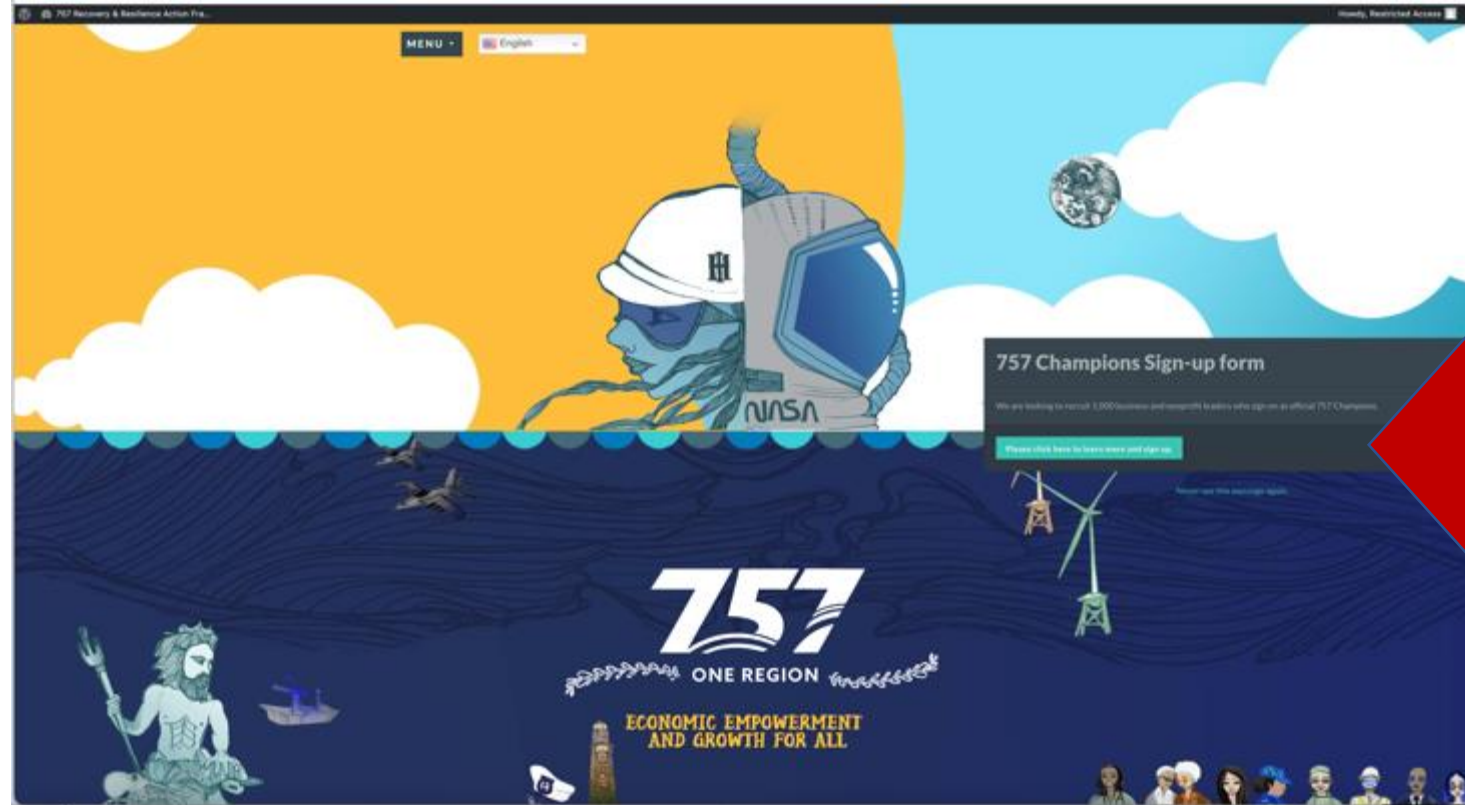
6.
757 Champions
Are Signing Up



757 Champions

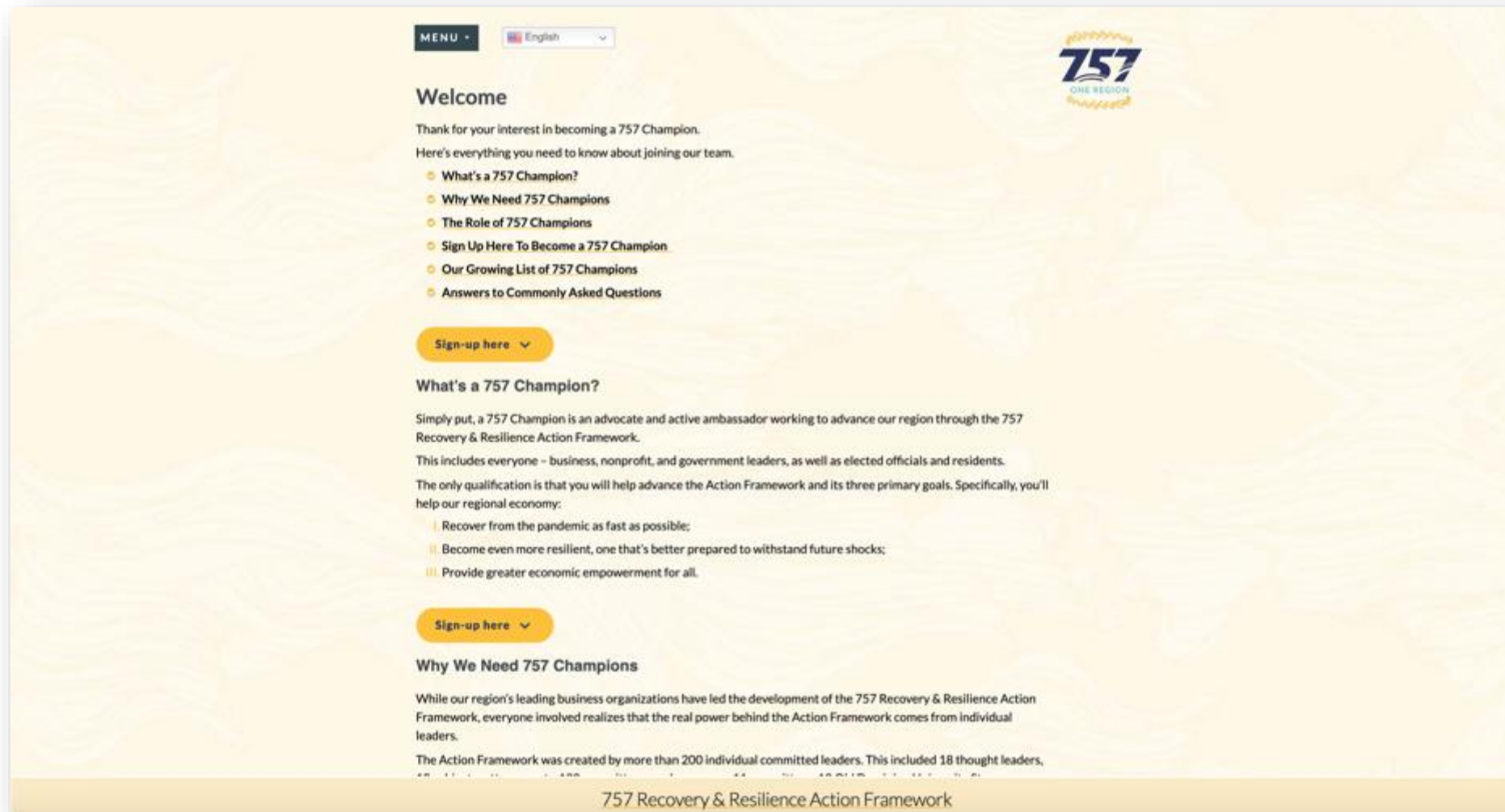
- Spring 2021: **Spread the Word on the Action Framework**
- Summer 2021: **Support the Local “Did You Know” Campaign**
- Early Fall 2021: **Use The New Business Resiliency Tools**
- Mid-Fall 2021: **Attend Events:**
 - October 5th State of the Region Event
 - Chamber HR’s IRV Denver Trip - Oct. 18
- 2022: **Support Our National Branding Campaign**

www.framework.hamptonroadsalliance.com



Click on the popup on the homepage to go to the 757 Champions' registration page

Everything You Need To Know About Becoming a 757 Champion



The screenshot shows the top portion of a website with a light yellow background. At the top left, there is a 'MENU' button and a language dropdown set to 'English'. On the top right is the '757 ONE REGION' logo. The main content area starts with a 'Welcome' heading, followed by a paragraph of introductory text and a list of six navigation links. Below this is a 'Sign-up here' button. The next section is titled 'What's a 757 Champion?' and contains several paragraphs of text, including a bulleted list of three goals. Another 'Sign-up here' button is located below this section. The final section is titled 'Why We Need 757 Champions' and begins with a paragraph of text. At the bottom of the page, a dark yellow footer contains the text '757 Recovery & Resilience Action Framework'.

MENU English

757
ONE REGION

Welcome

Thank for your interest in becoming a 757 Champion.
Here's everything you need to know about joining our team.

- What's a 757 Champion?
- Why We Need 757 Champions
- The Role of 757 Champions
- Sign Up Here To Become a 757 Champion
- Our Growing List of 757 Champions
- Answers to Commonly Asked Questions

Sign-up here

What's a 757 Champion?

Simply put, a 757 Champion is an advocate and active ambassador working to advance our region through the 757 Recovery & Resilience Action Framework.

This includes everyone – business, nonprofit, and government leaders, as well as elected officials and residents.

The only qualification is that you will help advance the Action Framework and its three primary goals. Specifically, you'll help our regional economy:

- Recover from the pandemic as fast as possible;
- Become even more resilient, one that's better prepared to withstand future shocks;
- Provide greater economic empowerment for all.

Sign-up here

Why We Need 757 Champions


While our region's leading business organizations have led the development of the 757 Recovery & Resilience Action Framework, everyone involved realizes that the real power behind the Action Framework comes from individual leaders.

The Action Framework was created by more than 200 individual committed leaders. This included 18 thought leaders,

... Including the Sign-Up Page

757 Recovery & Resilience Action Fra... Howdy, Restricted Access

757 Champions Sign-up form



We are looking to recruit 1,000 business and nonprofit leaders who sign on as official 757 Champions. Please let us know if you are interested in helping with this cause.

Name *

First Last

Email *

Company or Organization Name *

Phone Number

Company Address

Comment or Message *

757 Recovery & Resilience Action Framework

757 Champions Overview

7-page overview document



Welcome:

Thank for your interest in becoming a 757 Champion. Here's everything you need to know about joining our team.

- Overview of the 757 Recovery & Resiliency Action Framework
- What's a 757 Champion? (p3)
- Why We Need 757 Champions (p4)
- The Role of 757 Champions (p4)
- How to Sign Up to Become a 757 Champion (p9)
- Where to Turn for More Information (p9)

Overview of the 757 Recovery & Resiliency Action Framework:

The Action Framework is a fully integrated playbook that will help accelerate Hampton Roads' economic recovery from the COVID-19 pandemic – and do so in a way that provides greater economic opportunities for all residents and builds a more resilient economy that is better prepared to weather future shocks.

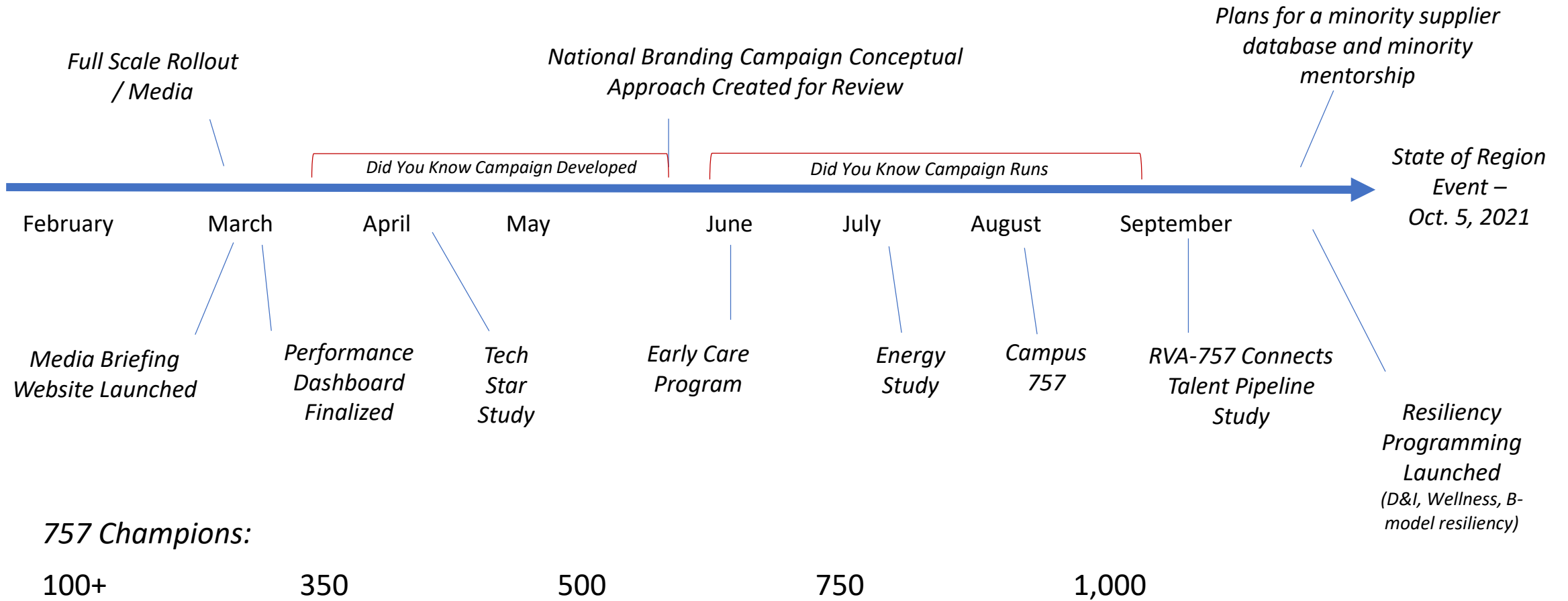
Visit <https://framework.hamptonroadsalliance.com/757-champions-overview/> to explore all the details behind the Action Framework.

7.
Our
Timeline:
We're On
A Roll



Deliverables Timeline – From Now To The State of the Region Event

What We Will Showcase as Unassailable Evidence That This Is Truly An **ACTION** Framework



757 Recovery & Resilience Action Framework



757

 ONE REGION 

**ECONOMIC EMPOWERMENT
AND GROWTH FOR ALL**