

757 Recovery and Resilience Action Framework Overview

February 1, 2021

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.

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.



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

Jeff Miller
CEO & President
Millers Energy

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.

"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

While economists caution that Hampton Roads should not expect a full recovery until at least 2022, we must do everything possible to accelerate this timeline, and in the process provide more economic opportunities for our residents and become better prepared to weather future shocks. The 757 Recovery & Resilience Action Framework is the business community's game plan to make all of this happen!

Action Framework Overview

The 757 Recovery and Resilience Action Framework is a game plan created by and for the Hampton Roads business community to build a better, more resilient economy for the people of the 757. The Action Framework 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 while building a more resilient economy that will be better prepared to weather future shocks.

This document provides a broad overview of the Action Framework — a snapshot of *what* the Action Framework is, *why* it is needed, *who* created it, *how* it works, and *when* it will be implemented. This includes a vision for our regional economy, measurable goals, 5 strategic focus areas and 30 related programs, priorities, and accountability.

“The 757 Recovery and Resilience Action Framework is the key to the economic revitalization of Hampton Roads. This collaborative effort embodies the dynamic spirit and diverse culture of the region and will provide a foundation for continuous growth and excellence.”

Saige Hill
PhD Student and Researcher
Old Dominion University School of
Public Service

What: Action Framework Overview

The Action Framework is a dynamic playbook designed to guide the Hampton Roads region's COVID-19 economic recovery and resilience-building efforts. The plan can best be understood through an appreciation of the planning tenets that shaped its design. These include:

1. The Action Framework is created by and for the Hampton Roads business community, a first of its kind approach for a regional economic development plan.

When COVID-19 hit Hampton Roads, several leading regional business organizations came together as one coalition to help the business community navigate the crisis through a variety of initiatives, which included a series of business leader surveys, informational guides, high-level briefing calls, and the ongoing online www.757Recovery.com forum.

Initial coalition members included the Hampton Roads Alliance, Reinvent Hampton Roads, Hampton Roads Chamber, Virginia Peninsula Chamber, Hampton Roads Workforce Council, Greater Peninsula Workforce Board, the Old Dominion University Strome College of Business, Norfolk State University, and the CIVIC Leadership Institute.

“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

In the second half of 2020, this coalition embarked on a comprehensive strategic planning process to create the Action Framework. The planning process engaged more than 200 business leaders, including 18 thought leaders, 12 subject matter experts, 11 committee Chairs, 11 committee Vice Chairs, 120 committee members, 10 Old Dominion University Strome College of Business student interns, the assigned staff personnel of coalition partners, and a consultant team. More than a thousand business leaders have provided input into the Action Framework through three online surveys.

The Action Framework will be rolled out to the entire business community in March 2021. This is where the real work begins. The coalition of the leading regional business organizations and the Steering Committee who lead the creation of the Action Framework

will remain in place and expand. Moreover, over 1,000 business leaders will take an active role in advancing the Action Framework through an innovative ambassador program explained throughout this document.

2. The Action Framework includes both important pre-existing economic development programs and exciting new initiatives.

For the first time, all of our region's economic development strategies and programs are included in one comprehensive, fully integrated game plan. This provides two critically important benefits. First, now we can integrate all of the programs seamlessly into a unified approach that leverages our intellectual and financial resources. Second, we now have an organized inventory of all economic development-related activities, enabling all business, government and community leaders in the Hampton Roads region to fully understand, embrace, and play an active role in advancing our economic recovery and growth.

3. The Action Framework is hyper-focused on the greatest points of leverage that will accelerate our region's economic recovery, which, in turn, will benefit other sectors.

We started our planning effort with a question focused on the scope of our approach. *How do we help the community recover – should we embrace a narrow or broad perspective of who should be included in this planning initiative?*

The broadest view would include the entire Hampton Roads' community - every major industry sector including government, business, military, non-profit, etc. This would make sense as almost every aspect of our community is connected and almost all sectors have been impacted by COVID.

“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

We narrowed our scope, however, by reframing our question from *“how do we help the community recover”* to *“how do we help the community recover in the fastest time possible.”* We realized that we do not have time to organize and implement a broad-based, community-wide planning effort. Time is of the essence. The Action Framework must move at the speed of business. We also realized that an accelerated economic recovery will, in turn, help all other sectors recover. As everything is connected, a faster economic recovery will grow the sales tax base for local governments, increase the capacity of corporate and private philanthropic donors, and provide greater access to in-demand and high-paying jobs for military family members and transitioning personnel.

This logic placed the focus of the Action Framework on creating a plan by and for the business community to focus on the greatest points of leverage that will accelerate our region's economic recovery, which, in turn, will benefit other sectors.

Even with our narrow business focus, we continue to appreciate the importance of all non-business sectors. As such, we are keeping local government leaders informed of our planning progress. This includes Chief Administrative Officers (CAOs) and economic

“For the first time, the Hampton Roads shows promise of a unified and bold plan forward in the near term and future with the 757 Recovery and Resilience Action Framework.”

Benming "Benny" Zhang
Former Councilmember
Williamsburg City Council

development leaders from the 757’s local jurisdictions. In addition, we continue to work closely with the Hampton Roads Military and Federal Facilities Alliance (HRMFFA) to keep the military informed.

In addition, we appreciate that the Action Framework’s programming could benefit the 757’s non-profit community, too. This includes our resiliency capacity-building programs like business model planning, DE&I (diversity, equity, and inclusion) training, health and well-being education, and early childcare support. All of these services, many for free, will be available for everyone.

4. The Action Framework includes accountability for delivering and reporting results.

The Action Framework’s strategic focus areas and related programs are organized by duties and lines of responsibility across the region’s lead business organizations — who does what, and when. Their collective work will be held accountable by a public-facing performance dashboard and supported by community-wide follow-up meetings where we will report progress.

5. The Action Framework is powered by an army of change agents — more than 1,000 business leaders who will actively advance this initiative.

The Action Framework will be powered by 757 Champions, over 1,000 business leaders who will help advance the game plan through some of these 12 supporting actions:

757 Champions’ List of Supporting Activities

- | | |
|---|--|
| 1. Advance the Action Framework Theme | 7. Help Recruit Additional 757 Champions |
| 2. Support the Local “Did You Know” Pride-Building Campaign | 8. Learn Future Trends – Prepare to thrive in a Post-COVID World |
| 3. Increase Your Business Resiliency - Diversity and Inclusion Training and Support | 9. Support a New Regional Branding Effort – Directly Tie Into It |
| 4. Increase Your Business Resiliency – B-model Advice and Training | 10. Support a New Regional Branding Effort – Help Fund It |
| 5. Increase Your Business Resiliency – Employee Wellbeing Advice and Training | 11. Report on Your Action Framework Success |
| 6. Use the new Minority Supplier Database | 12. Attend Action Framework Events |

As the final Action Framework is coming together, we have signed up already over a hundred business leaders who will serve as 757 Champions!

Why: The Action Framework Is Needed Now More Than Ever

There are many reasons the Action Framework is needed now more than ever.

- **As a region, we are slow to recover from economic shocks.** It took the United States and Virginia more than 70 months to recover all the jobs lost during the Great Recession. For Hampton Roads, it took over 100 months to add back jobs lost during the Great Recession, and the economic shock of COVID-19 has been greater.

Through the Action Framework's business leader survey, most of Hampton Roads' executives feel it will take another year before we recover. In all likelihood, we should not expect a full recovery until at least 2022. We must do everything possible to reduce this recovery time.

- **There's no one else on whom we can count.** So far, the federal response has not lessened the economic shock of the pandemic significantly, and we cannot expect the federal government to come to our rescue. Similarly, our state and local governments are all having to do more with less and are appropriately consumed with pandemic-specific issues.
- **We must prepare now for a new post-COVID-19 economy.** COVID-19 has transformed industry after industry. We must now reimagine what recovery will look like in a forever changed world. This is a time to question assumptions and old ways of doing things. Moreover, it's time for bold thinking.
- **We must build a more equitable economy where everyone thrives.** The post-COVID-19 economy must provide economic empowerment for everyone. Our projects, initiatives and future priorities must be guided by equitable economic development. This new perspective requires time to incorporate into all programming.
- **We need to build our economic resilience to prepare for coming future shocks.** Our recovery needs to be orchestrated in a way that prepares Hampton Roads for future economic shocks — the next pandemic, flooding, sea level rise and military sequestration. This new perspective requires time, too.
- **We can't afford to fall behind. Other cities are not waiting for recovery, they are creating it.** Across the country, other regions and cities have prepared and are following plans that are guiding their strategic COVID-19 economic recovery.

"Regions that rebound the most effectively from these unprecedented challenges will be those that leverage the power of the business community and the 757 Recovery and Resilience Action Framework does precisely that!"

Chris Stuart
Vice President
Top Guard Security

"The recovery from the pandemic is an opportunity and a challenge for the region to build upon its successes and learn from its failures. The Recovery and Resilience Action Framework represents a common vision of how we can grow faster, more equitably, and still maintain the quality of life that defines the area. In times of uncertainty and change, we must be bold rather than timid to build a better, equitable, and more sustainable future."

Robert McNab
Professor of Economics
Old Dominion University

How: The Implementation Components of the Action Framework

At the heart of the Action Framework is literally a visual framework of how our game plan works.

This framework succinctly organizes and presents the 6 values, vision, 5 strategic focus areas, and the 30 program areas. It is the easiest way to understand how our Action Framework works.

Goals & Objectives

The over-arching goal of the Action Framework is to build a better, more resilient economy for the people of the 757.

The Action Framework has 3 measurable economic objectives:

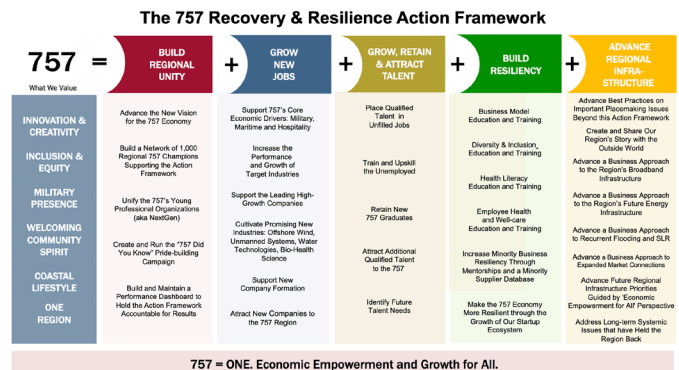
1. Accelerate our region's economic rebound. Move from low 30s out of 40 to a top-15 position in our peer group as measured by:
 - Job Growth
 - Wage Growth
 - GDP
2. Make the region's overall economy and local companies more resilient to future shocks.
3. Ensure everyone is empowered by and benefits from our new economy.

Values & Vision

The Action Framework's implementation design is guided by a first-of-its-kind vision for the economy we want to build for the people of the 757.

This vision was developed and refined through the work of the Integration Committee, which was charged with pulling together the input from thought leaders, subject matter experts, and the 10 industry and topic area committees (the 11th committee is the Integration Committee).

To arrive at the Action Framework's vision, the Integration Committee followed a process outlined by SIR, a firm experienced in helping cities and organizations conduct values-based visioning. SIR's process, whether for a company, organization or entire region, is based on identifying a set of defining characteristics or values held and embraced by key stakeholders such as a region's residents in this case.



"The Action Framework offers an achievable vision and blueprint for our Region's future growth by leveraging collaboration to build on our unique array of assets and opportunities."

Nancy Grden
Associate VP and Executive Director
ODU IIE and HRMC

For the Action Framework, we determine the values we want associated with the Hampton Roads' economy in 2030. SIR's process of arriving at those values centered on identifying intersectional insights across three key questions:

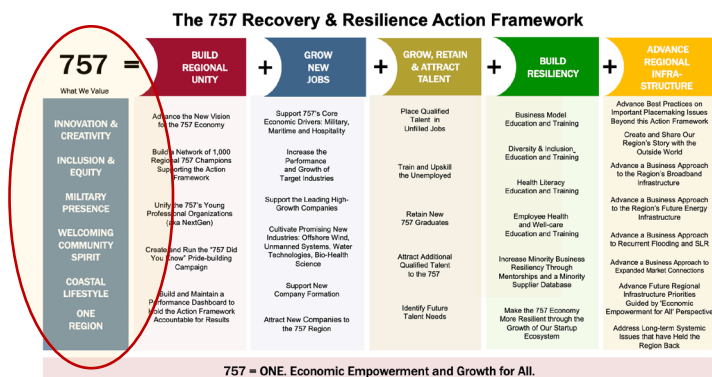
1. What place-oriented values do residents care about Hampton Roads today?
2. What makes Hampton Roads unique from other places today?
3. What defining values will be important to Hampton Roads' residents tomorrow?

“The recovery and resilience action framework represents a common vision of how we can grow faster, more equitably, and still maintain the quality of life that defines the area. In times of uncertainty and change, we must be bold rather than timid to build a better, equitable, and more sustainable future.”

Robert McNab
Professor of Economics
Old Dominion University

A number of recent market research studies conducted in Hampton Roads provided many of the insights we needed. Several years ago, the Hampton Roads Planning District Commission (HRPDC) conducted a regional values and visioning study. This research, along with the Envision 2020 Regional Branding Initiative's research conducted in 2019, addressed the first two questions. SIR's Institute for Tomorrow research on the trends shaping the future of regions like Hampton Roads answered the third question. The insights from this research led to a final set of key characteristics that are not only valued by Hampton Roads residents today but will become even more important tomorrow:

- Inclusion & Equity
- Military Presence
- Welcoming Community Spirit
- Innovation & Creativity
- Coastal Lifestyle
- One Region Stronger Together



Combining all of these key characteristics, the vision concept came to life through this comprehensive expression of our vision for 757's 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.

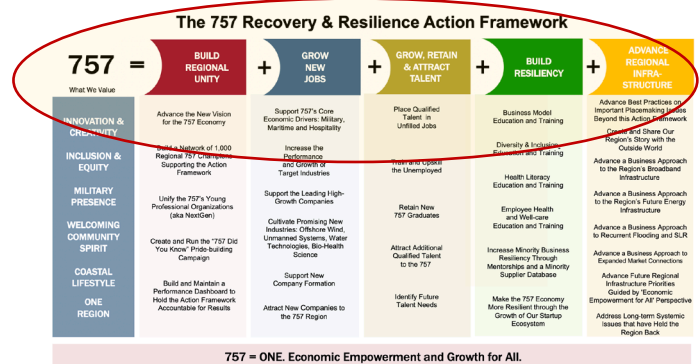
This statement was reduced to its simplest expression:

757 = One
Economic Empowerment and Growth for All

5 Strategic Focus Areas

Inspired by a vision of economic empowerment and growth for all, the Action Framework advances five strategic focus areas:

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



The Integration Committee arrived at these 5 strategies by synthesizing and integrating all of the input generated from thought leaders, subject matter experts, Action Framework committees, and input from the Steering Committee (Coalition Partners). This included reviewing hundreds of pages of plans, whitepapers and research reports. (See Appendix for links to some of these key inputs).

An overview of each strategic focus area, along with the supporting rationale includes:

1. Build Regional Unity:

Throughout the Action Framework research and committee work, a lack of unity was routinely mentioned as the core element that has traditionally held the Hampton Roads region back. Today, only 15 percent of business leaders believe our region is collaborating well. As such, the more than 200 business leaders who worked on the Action Framework unanimously agreed that building regional unity was THE prerequisite for economic recovery.

This unity transcends cooperation among local governments and involves collaboration and cooperation at every level — between and among businesses, higher education, nonprofits and the military.

"The Action Framework is leading by example. We're betting on ourselves as a region, a unified region. We're a region that can measure up to and exceed the capabilities of any other region in the nation. This is our time."

Tim Ryan
Executive Director
StartWheel

Enhanced region-wide collaboration starts through a better understanding of what the region includes and the many advantages it offers. There's room for improvement in both regards. The Envision 2020 Branding research revealed that only half (51%) of business leaders identify with Hampton Roads and many don't know which jurisdictions are part of the region. Per the Envision 2020 research, the "7 Cities" were most mentioned as being a part of the Hampton Roads region. However, half or less (50% to 21%) of business leaders included the 10 other jurisdictions, and only 50% said Williamsburg was part of the region. Business leaders' knowledge of 12 basic facts about Hampton Roads were low, as well.

2. **Grow New Jobs:**

By every account, economic empowerment and growth for all comes down to generating not only more jobs but better, higher paying jobs.

3. **Grow, Retain, and Attract Talent:**

It's not enough simply to create new jobs. For a region to recover and flourish, new and available jobs must be filled by qualified talent, which often requires education, training, and continued workforce development. With the rise of tech-enabled automation, well-choreographed reskilling, also known as up-skilling, will be in greater demand. In order to deliver on that demand, we need to invest in the entire talent development pipeline and to do so with a new equitable lens. This includes working with employers as partners in developing and training existing talent (those already working in the region) at every level, as well as attracting new, needed talent to the area.

4. **Build Resiliency:**

Most often, we hear “resiliency” being associated with environmental threats and future mitigation strategies. In the Action Framework, we view resiliency as any action that can help mitigate the impact of future shocks that will disrupt our economy, local businesses, nonprofits, and livelihoods. Addressing resiliency from this perspective will require a continuous effort to diversify the 757 economy and educate and train businesses to become more resilient by fortifying their business models, accelerating their diversity and inclusion practices, increasing employee health and well-being, and providing insights on how to access to high-quality early care.

5. **Advance Regional Infrastructure:**

A long-term commitment to the development and maintenance of our region's infrastructure is vital to achieving our vision: *757=One. Economic Empowerment for All.*

Regional infrastructure is composed of the basic systems that undergird the structure of our economy. Obvious examples include transportation facilities, telecommunications networks, and sanitary sewer and water supply. Less obvious but equally important components include our transit system, ports, new fiber optic ring, HRSD: SWIFT project, transatlantic cables, and offshore wind facilities.

For the Action Framework, we are taking an even broader view of necessary infrastructure by including a sustainable regional branding effort and a business approach to addressing energy needs and sea level rise.

“Regions that rebound the most effectively from these unprecedented challenges will be those that leverage the power of the business community and the 757 Recovery and Resilience Action Framework does precisely that!”

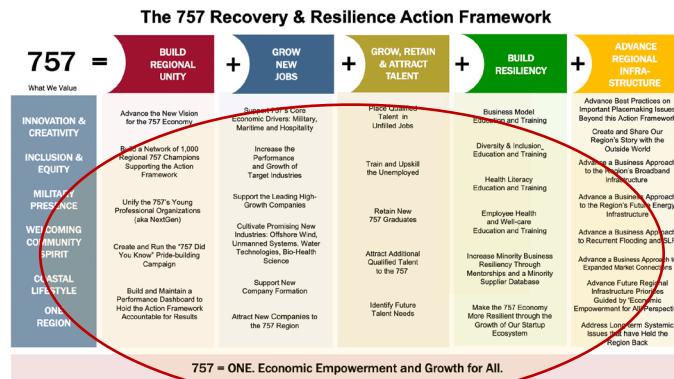
Chris Stuart
Vice President
Top Guard Security

30 Program Areas

The five strategic pillars will be supported and advanced through 30 specific implementation programs.

Each of these programs has specific goals, action steps, and measures to track and report performance. Some of the program areas detail exciting new ways to advance the region while other program areas are critically important pre-existing efforts that are already hard at work. These pre-existing efforts are now integrated into the Framework.

In the full 757 Recovery and Resiliency Action Framework 100+ page PowerPoint document, all 30 programs have a separate micro plan that looks like this program example under Grow New Jobs Strategic Focus Area - *Cultivating Promising New Industries: Off Shore Wind*.



Cultivate Promising New Industries: Offshore Wind

Responsible Organization:

- The Virginia Offshore Wind Team is being led by the Division of Offshore Wind within the Department of Mines, Minerals and Energy (DMME). DMME has established the Mid-Atlantic Wind Training Alliance. Dominion Energy is playing a major role.
- Locally, this component of the Action Framework is being convened by the Hampton Roads Alliance with support from the Hampton Roads Planning District Commission, Reinvent Hampton Roads, and private sector partners.

Goal:

- Establish Hampton Roads as the East Coast supply chain hub for offshore wind.

Actions:

- The Alliance has established a full-time position to coordinate local actions with the State's initiatives.

Accountability:

- As part of the 757 Action Framework, the Alliance will place the most relevant metrics on the Action Framework's dashboard.

The Potential of the Offshore Wind Industry

Given the advantages that the port areas in Hampton Roads offer, in time, it is reasonable to anticipate that new businesses will locate in Hampton Roads to serve a growing offshore wind energy industry. If, during the early development of the industry in the United States over the next several years, businesses in Hampton Roads develop industry-specific expertise and manufacturing businesses in the industry supply chain locate in the area, then Mangum Economics estimates that for every one gigawatt of new offshore wind energy development that Hampton Roads businesses service, there will be roughly:

- 5,200 direct and indirect Virginia jobs annually (almost all in Hampton Roads), with about
- \$270 million in pay and benefits, and about
- \$740 million in economic output, generating about
- \$21 million in revenues for local governments in the Hampton Roads area, and an additional
- \$18 million in Virginia state tax revenues.

To arrive at these 30 program areas, the Integration Committee carefully reviewed the thought leader videos and white papers from all of the 10 Industry and Topic Area Committees. All specific candidate program recommendations were identified and inventoried. Through informal discussions, criteria for program selection was identified. This included:

- Important:** The program area is underway and is critically important to the region's economic development work (e.g., workforce development) or the program will be critically important in advancing the region's recovery and resilience.
- Immediate impact:** The program area can make an immediate difference.
- Equitable, diverse and inclusive:** The program area can advance economic empowerment for all, on a macro (region-wide) or micro (organizational) level.
- Concrete deliverable:** The program area can easily include key performance indicators. The Integration Committee used

"What sets this Action Framework apart from predecessors is the grit of its stakeholders. We each know that "the way things have always been done" can no longer influence on our future and deliberately invited new faces to the table. You will see the difference in our actions, accountability, and impact but building a better tomorrow takes a region. The tide's rising and we invite you to jump in the boat - we're going places!"

Lynelle Haugabrook
Marketing Manager
Northern Star Credit Union

an online digital rating and ranking system to prioritize and select the final 30 programs that are now included in the Action Framework.

- **Lead Convening Organization:** One organization has to be clearly identified as being accountable for leading the program area and tracking and reporting results.

“This plan provides a roadmap for a more resilient 757 and sets forth specific ways we can seize upon and accelerate our forward momentum.”

Joash Schulman
Co-Founder
Town Center Office Suites

We have confidence that all 30 programs will be successful as the region’s leading business organizations are driving each one. They are fundamentally responsible for the content, resources and overall performance of each component.

Priorities

The Action Framework is a three-year game plan that advances immediate, mid-term, and long-term actions and results. The Integration Committee assigned priorities to each of the 30 programs. Prioritization was based on the need to continue ongoing efforts like targeted business recruitment and workforce training to fill open jobs, as well as the ability to generate immediate impact with concrete deliverables.

The immediate action areas for 2021 include:

- **Build Regional Unity:**
 - Promote the Action Framework
 - Build a Network of 1,000+ Business and Nonprofit 757 Champions
 - Unify 757 Young Professional (aka NextGen) Organizations
 - Create and Run the “757 Did You Know” Pride-building Marketing Campaign
 - Build and Maintain the Action Framework’s Performance Dashboard
- **Grow New Jobs:**
 - Continue to support the 757’s core economic drivers: military, maritime and hospitality
 - Continue to work on ways to increase the Performance and Growth of Target Industries
 - Continue to cultivate promising new industries: offshore wind
 - Continue to support the leading high-growth companies
 - Continue to attract new companies to the 757 region

“The Recovery and Resilience Action Framework has been built with inclusivity in mind. Easy to use tools and informational pieces will be available to all who wish to implement them. The framework will not only help our economy to rebound quicker from the current economic crisis, it will also enhance the areas of strength within our existing economy, laying the groundwork for an overall more resilient economy in the future. As business leaders, it is our responsibility to collaborate and get behind this effort. We have the opportunity to demonstrate to the entire nation why the 757 is THE best place to call home.”

Sarah Jane Kirkland
President & CEO
CIVIC Leadership Institute

- **Grow, Retain, and Attract Talent:**
 - Continue to train and place qualified talent in unfilled jobs
 - Train and upskill the unemployed and underemployed
 - Retain new 757 graduates
- **Build Resiliency:**
 - Increase business resiliency: business model education & training
 - Increase business resiliency: diversity & inclusion education & training
 - Increase business resiliency: employee health and well-being education & training
- **Advance Regional Infrastructure:**
 - Create and share the conceptual national branding campaign on how we will advance our region's story to the outside world
 - Line up needed resources for 2022 implementation of the national branding campaign

“Hundreds of 757 business leaders, representing the diversity of our region, came together in a remarkable fashion to build a brighter, more inclusive vision for our shared future. Now is the time for all of us get into the game, and get about the business of building a brilliant 757 for generations to come.”

Jim Kibler
CEO
Next Paradigm Advisors

Accountability

The Action Framework will be held accountable for results. The ongoing performance of the Action Framework’s 30 program areas will be tracked and reported on a public-facing performance dashboard. Periodic, region-wide meetings will be held to report results.

“What I like the most about the 757 Recovery and Resilience Action Framework appropriately gives goals and measurements for each step and each program priority. There is ownership for each initiative by specific organizations.”

Karen Joyner
Chief Executive Officer
Virginia Peninsula Foodbank

Our regional business organizations (the Alliance, Chambers, CIVIC, ODU, Norfolk State, etc.) have been assigned to manage each strategic focus area and related programs.

This organizational design is a practical way to ensure all program content is created, the programs move forward, and results are delivered.

The active role of the regional business organizations should not be viewed as diminishing the critical role of

and need for 757 Champions, the 1,000+ business leaders in the Action Framework’s implementation. The 757 Champions will ensure that the programming and content created by the institutional organizations will be used to strengthen the resiliency of companies and organizations across the region.

Summary

In 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.

While economists caution that Hampton Roads should not expect a full recovery until at least 2022, we must do everything possible to accelerate this timeline, and in the process provide more economic opportunities for our residents and become better prepared to weather future shocks. The 757 Recovery & Resilience Action Framework is the business community's game plan to make this happen!

For more information on the 757 Recovery & Resilience Action Framework, please Contact Doug Smith, President & CEO of the Hampton Roads Alliance. You can reach Doug at dougsmith@757alliance.com or 757-319-1015.

"The 757 Recovery and Resilience Action Framework is the key to the economic revitalization of Hampton Roads. This collaborative effort embodies the dynamic spirit and diverse culture of the region and will provide a foundation for continuous growth and excellence."

Saige Hill
PhD Student and Researcher
Old Dominion University School of
Public Service

"Prior to the pandemic, the 757 region was beginning to hit its stride with many great collaborative initiatives ongoing. This playbook is recognition of the fact that recovery and reignition of that momentum will require a collaborative, committed and comprehensive effort, designed and implemented by regional business leaders."

Robert McKenna
President/ CEO
Virginia Peninsula Chamber of Commerce