



BLUEPRINT VIRGINIA

A Business Plan for the Commonwealth

VIRGINIA
CHAMBER

THE VOICE of BUSINESS

Dear Community and Business Leaders:

NOVEMBER 20, 2013

In Virginia, we've long been blessed by a strong economy and have regularly been recognized as the best state for business. While we have much to be thankful for, there are still issues that need further consideration as we continue to compete in an increasingly global economy. There are areas of the Commonwealth that are not enjoying the level of prosperity experienced by others. We must remain vigilant in our efforts to foster statewide economic development in order to maintain our ranking as the best state for business.

We are pleased to share with you the executive summary for **Blueprint Virginia: A Business Plan for the Commonwealth**. **Blueprint Virginia** is a comprehensive initiative to provide business leadership, direction and long-range economic development planning for Virginia. During the past twelve months, the Blueprint process engaged business and community leaders from around the state through grassroots involvement to determine top priorities for strengthening Virginia's economic competitiveness. Regional briefings were held in more than 30 communities where hundreds of Virginia citizens voted on priority issues for their region and the state. We collaborated with more than 300 organizations and over 7,000 participants to develop "A Business Plan for the Commonwealth" that provides our elected officials and private sector leaders with a roadmap for economic competitiveness.

We would like to express our deep gratitude to the many organizations and individuals who contributed their leadership, insights and support to **Blueprint Virginia**. It has been our honor to provide leadership throughout the **Blueprint Virginia** planning process. We believe this economic development strategy will help strengthen Virginia's economic competitiveness, grow our economy and ensure our future prosperity. We look forward to working with our stakeholders, statewide elected officials and the General Assembly to implement the goals and recommendations outlined in the **Blueprint Virginia** plan. Working together, we can help bring prosperity to all Virginians and maintain our ranking as the best state for business.

Sincerely,



Paul Koonce, CEO,
Dominion Virginia Power
Chairman, Blueprint Virginia



Barry DuVal, President & CEO
Virginia Chamber of Commerce

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By the Numbers

NEARLY
700
BUSINESS & COMMUNITY LEADERS
FROM AROUND THE STATE ATTENDED THE BLUEPRINT VIRGINIA ROLL-OUT IN NOVEMBER, 2012.

BLUEPRINT VIRGINIA ENGAGED MORE THAN
7,000
BUSINESS & COMMUNITY LEADERS
FROM AROUND THE STATE TO DETERMINE TOP PRIORITIES FOR STRENGTHENING VIRGINIA'S ECONOMIC COMPETITIVENESS.

REGIONAL BRIEFINGS WERE HOSTED IN MORE THAN
30
COMMUNITIES
ACROSS THE COMMONWEALTH WHERE HUNDREDS VOTED ON PRIORITY ISSUES FOR THEIR REGION AND THE STATE.

NEARLY
600
BUSINESS & COMMUNITY LEADERS
SIGNED UP AS STAKEHOLDERS TO ENDORSE THE BLUEPRINT PROCESS OR PARTICIPATE AS COMMITTEE MEMBERS AND HUNDREDS JOINED A SERIES OF WEB CONFERENCES TO SHARE INPUT AND NARROW RECOMMENDATIONS.

MORE THAN
2,500
INDIVIDUALS
PARTICIPATED IN INDUSTRY COUNCIL MEETINGS TO ESTABLISH BASELINE ASSESSMENTS AND OPPORTUNITIES FOR GROWTH IN KEY SECTORS.

Regional Blueprint Events:

February 4, 2013	Leadership Arlington Blueprint Presentation
February 6, 2013	Virginia Hospital & Healthcare Association Presentation
February 7, 2013	Harrisonburg-Rockingham Chamber Annual Outlook
February 20, 2013	Virginia Economic Development Partnership Statewide Webinar
February 28, 2013	Innsbrook Rotary Blueprint Presentation
March 6, 2013	Coliseum Central Annual Meeting in Hampton
March 13, 2013	Lynchburg Regional Chamber Annual Meeting
March 21, 2013	VA Association of Chamber of Commerce Executives Summit
March 28, 2013	Charlottesville Regional Chamber Commonwealth Breakfast
April 12, 2013	Southern Virginia STEM Summit
April 23, 2013	Fredericksburg Regional Council Blueprint Event
April 23, 2013	Northern Virginia: Leadership Arlington Blueprint Presentation
May 1, 2013	Northern Virginia Economic Forum for Blueprint Virginia
May 9, 2013	Culpeper Chamber of Commerce & Blueprint Virginia
May 15, 2013	Lynchburg Regional Council Blueprint Event
May 16, 2013	Virginia Community College System Blueprint Briefing
May 21, 2013	Greater Williamsburg /VA Peninsula Chamber Event
May 29, 2013	Buchanan Chamber of Commerce Blueprint Event
May 30, 2013	Roanoke Regional Chamber Economic Summit
June 10, 2013	Farmville Area Chamber of Commerce Blueprint Event
June 19, 2013	Staunton Economic Development Business Breakfast
June 19, 2013	Roanoke-Blacksburg Innovation Network/ VA Tech Event
June 21, 2013	Franklin-Southampton Area Chamber of Commerce Event
June 22, 2013	Senator Warner's Leadership Summit
July 15, 2013	Northern Neck Blueprint Economic Forum
July 17, 2013	Virginia Workforce Council Presentation
July 25, 2013	Virginia Planning District Commissions Conference
August 15, 2013	Virginia Economic Developers Association Meeting
September 3, 2013	South Hill Chamber of Commerce Luncheon
September 4, 2013	Virginia Workforce Investment Board Meeting
September 11, 2013	Hampton Roads Chamber of Commerce Blueprint Briefing
October 2, 2013	Crater PDC with the Civilian Military Council at Fort Lee

Industry Council Meetings:

May 20, 2013	Energy Industry Council Meeting #1
May 28, 2013	Military & Veterans Affairs Industry Council Meeting
May 30, 2013	Energy Industry Council Meeting #2
June 21, 2013	Healthcare Industry Council Meeting #1
June 24, 2013	Technology, Innovation & Startups Council #1
July 10, 2013	Technology, Innovation & Startups Council #2
July 17, 2013	Business Climate & Economic Development & Education and Workforce Industry Councils Meeting
July 22, 2013	Transportation Industry Council Meeting
August 1, 2013	Manufacturing Industry Council Meeting
August 12, 2013	Healthcare Industry Council Meeting #2
August 27, 2013	Environment Industry Council Meeting
September 20, 2013	Business Climate & Economic Development Meeting #2



Leadership

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Paul Koonce,
Dominion Virginia Power, CEO

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Reconnaissance Group
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Innovation
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Woodrow Harris, VAPDC
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David Hudgins, Old Dominion Electric
Cooperative
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Technology
Jack Kennedy, Consultant
Hugh Keogh, LEAD VA
Mark Kilduff, Consultant
Mike Kuhns, Virginia Peninsula Chamber
of Commerce
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Chris Lloyd, McGuireWoods Consulting

Lynn McCashin, Garden Club of Virginia
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Development Partnership
Robin Morrison, Virginia Downtown
Development Association
Neal Noyes, Virginia Tobacco
Commission
Jim Oliver, Hampton Roads Center for
Civic Engagement
Douglas Palais, Park Palais Attorneys
Tom Palmer, Wells Fargo
Dan Pleasant, Dewberry
Liz Povar, Virginia Economic
Development Partnership
Robert Riley, Williams Mullen
Clayton Roberts, Virginia Free
Kim Scheeler, Greater Richmond
Chamber of Commerce
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Commerce
C. Grigsby Scifres, Williams Mullen
William C. Shelton, Department of
Housing & Community Development
Robert Skunda, Virginia Biotechnology
Research Park
Douglas L. Smith, Kaufman & Canoles
Consulting
Myra Smith, Leadership Metro Institute
Raymond Smoot, Jr., Virginia Tech
Foundation, Inc.
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Technology
Bob Stroh, Virginia Downtown
Development Association
Wayne Strickland, Roanoke Valley-
Alleghany Regional Commission
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Virginia Community College

Mike Thompson, Thomas Jefferson
Institute for Public Policy
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Industries
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Association
Dennis Treacy, Smithfield Foods, Inc.
Dietra Trent, Office of Senator Mark R.
Warner
Brett Vassey, Virginia Manufacturers
Association
Bruce Whitehurst, Virginia Bankers
Association
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Partnership

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Gene Bailey, Fredericksburg Regional
Alliance
Tom Bishop, Patrick County Chamber of
Commerce
Frank Bossio, Culpeper County
Administrator
Dr. Jennifer Braaten, Ferrum College
Jon Bright, The Spectacle Shop
Julie Brown, Dan River Region
Collaborative
Aaron Burdick, West Piedmont Planning
District Commission
Dr. John S. Capps, Central Virginia
Community College
Helen Cauthen, Thomas Jefferson
Partnership for Economic Development
Dr. John Cavan, Southside Virginia
Community College
Jim Charapich, Culpeper County
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of Commerce
Rob Clapper, The Prince William
Chamber of Commerce

Karen Clark, Augusta Health
Jean Clary, South Hill Chamber of
Commerce
Patricia Cluss, University of Virginia
Leigh Cockram, Southern Virginia
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Jim Corcoran, Fairfax County Chamber of
Commerce
Bryan David, Region 2000
Rich Doud, Arlington Chamber of
Commerce
Elizabeth Doughty, Roanoke Regional
Partnership
Dr. John Downey, Blue Ridge Community
College
Dr. Kay Dunkley, VA Tech Roanoke Center
Mary Jane Elkins, Southside Virginia
Community College
Patty Eller, Altavista Economic
Development
Betsy Frantz, Leadership Arlington
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Community College
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Chamber of Commerce
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David Kleppinger, Alleghany Highlands
Economic Development Corporation
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Chris Lee, Lee Construction
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Commerce
Susan Martin, Bedford County Chamber
of Commerce
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Sheri McGuire, Longwood University
Gail Moody, Southside Planning District
Commission
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Chamber of Commerce
Fred Morgan, Greater Augusta
Association of Realtors
Kerry Mossler, Centra Health
Dan Naff, Botetourt County Chamber of
Commerce
Toan Nguyn, Charlottesville Coffee
Steve Owen, Staunton City Manager
Catherine Peck, Commonwealth Regional
Council
Leonard Pittman, Union First Market
Bank
Nancy Pool, Halifax County Chamber of
Commerce
Roger Porter, VEDP International Trade
Dr. B. Carlyle Ramsey, Danville
Community College
Dr. Jorge Ribas, Mid-Atlantic Hispanic
Chamber of Commerce, Inc.
Bonnie Riedesel, Central Shenandoah
PDC
David A. Sam, Germanna Community
College
Dr. Robert Sandel, Virginia Western
Community College

David Schwengel, Northern Virginia
Regional Commission
Mike Shareck, MacMillian Publishing
Myra Smith, Leadership Metro Richmond
Randy Smith, McKee Foods
Rucker Snead, Hampden-Sydney College
Susan Spears, Fredericksburg Regional
Chamber of Commerce
Wayne Strickland, Roanoke Valley-
Alleghany Regional Commission
Robin Sullenberger, Shenandoah Valley
Partnership
Barbara Swisher, Holiday Inn
Frank Tamberrino, Harrisonburg-
Rockingham Chamber
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Commerce
Emmett Toms, Dominion Virginia Power
My Lan Tran, Virginia Asian Chamber of
Commerce
Jeffrey Walker, Rappahannock-Rapidan
Regional Commission
Lacy Ward, Moton Museum
Tim Ware, George Washington Regional
Commission
Joyce Waugh, Roanoke Regional
Chamber of Commerce
Amanda Witt, Martinsville-Henry County
Chamber of Commerce
Michel Zajur, The Virginia Hispanic
Chamber of Commerce

PLANNING COMMITTEE

Barry E. DuVal, Virginia Chamber of
Commerce
Jane Kusiak, Council on Virginia's Future
William Murray, Dominion Virginia Power
Kim McKay, Council on Virginia's Future
Cyndi Miracle, Virginia Chamber of
Commerce
Mark Barrett, Virginia Chamber of
Commerce

Education

INDUSTRY COUNCIL CHAIR: MIKE DANIELS CHAIRMAN OF LMI

GOAL:

Build on our nationally ranked education system to develop the world's best workforce for the 21st century

System-level Reform

- Invest in STEM-H education as an important issue to the business community at all levels of education (at least half of well paying “STEM jobs” do not require a four year degree) while providing well-rounded education including needed “soft skills.”
- Establish a goal of developing a globally best-in-class system, not just a nationally competitive one.
- Question basic assumptions about our education system, from calendars to compensation, to determine if they still make sense in the 21st century.
- Strengthen the linkages between the classroom and the workplace at all levels, with efforts by both the public and private sectors.
- Reinvent our linear model of education to recognize that in the 21st century economy workers will need to re-enter our education system throughout their career.

Early Childhood Education

- Improve access to high quality early childhood education--a key determinant of both school readiness and third grade reading attainment.
- Address the fragmentation and gaps that exist in our current public policy approach to early learning.
- Improve the flexibility of existing state funding for at-risk preschoolers (the Virginia Preschool Initiative) to allow it to be more fully used at the local level.
- Identify opportunities for public/private partnerships to promote community-wide access to high quality early learning.
- Implement appropriate models from the private sector, such as pay for performance, in publicly funded child care and early learning.

K-12 Education

- Celebrate our current success in K-12 reform and accountability while recognizing the imperative for further improvement to maintain our competitive advantage nationally and improve our standing globally.
- Develop additional linkages between K-12 accountability measures and long-term post-secondary and workplace success.
- Build on our best in the nation STEM-H education program (as recognized by the U.S. Chamber of Commerce) to achieve global best-in-class status.
- Forge partnership between the business community and K-12 schools. STEM-H education, career readiness, reimagining middle school, and mentoring students are key opportunities for the business community.
- Promote financial education so all students obtain basic economic and financial skills and support initiatives for teacher training in this area.

Post-Secondary/Higher Education

- Build on one of state government's core assets--the Virginia Community College System-- as a critical gateway to both post-secondary education and the workforce for high school graduates and mid-career adults.
- Acknowledge funding and affordability challenges as well as the need to adapt to potential technological innovations in the higher education instructional and business model.
- Support the Virginia Business Higher Education Council's Grow By Degrees coalition's objectives, including its “College, Knowledge and Jobs” policy agenda and sustained implementation of the “Top Jobs” Act of 2011.
- Prioritize the “Top Jobs” components with the most business salience — increased STEM-H education and career readiness, including industry certification and licensure for high-demand, high-skilled jobs.



Workforce

GOAL:

Create a more robust workforce to meet the needs of a growing and diverse business community

INDUSTRY COUNCIL CHAIR: MIKE DANIELS CHAIRMAN OF LMI

- Recognize that a highly talented and educated workforce is the lynchpin of maintaining and elevating Virginia's economic competitiveness;
- Strengthen the private sector voice in state level workforce efforts (New Virginia Workforce Industry Council).;
- Recognize that Virginia will need 2 million new workers to support the state's economic growth over the next ten years;
- Strengthen Virginia's approach to workforce development at the state level and within regions;
- Elevate Virginia's workforce system brand so that it is nationally recognized among businesses;
- Invest in Virginia's Community College System

Data & Dissemination

- Articulate and disseminate information on workforce that catalyzes a dialogue on the future of Virginia's workforce at the state level and within our regions (i.e. State of the Workforce).
- Strengthen our platforms for workforce related data, such as Labor Market Information.
- Continue to use approaches that provide students with information on future careers (i.e. Virginia Education Wizard, Academic and Career Plans, and Career Coaches).

Public-Private Partnerships

- Establish a private sector led, Virginia Workforce Industry Board to provide input to state workforce leaders on the needs of the business community.
- Promote innovative public-private partnerships for workforce training, especially in the area of STEM and encourage replication (i.e. SySTEMic Solutions).
- Collaborate with businesses that have robust in-house training programs to source the non-proprietary elements of these programs.
- Support the development of public-private technical training centers for high-demand fields (i.e. Advanced Manufacturing Apprenticeship Academy).
- Continue to promote internships tied to careers for the K-12 student population with a particular emphasis on STEM-H.
- Utilize the expertise of the private sector in redesigning curricula and developing training programs for both technical and "soft skills" education.

Targeted Sectors & Populations

- Encourage adequate funding for state of the art equipment and training to address new areas and advanced technologies (i.e. robotics) for high-demand fields such as advanced manufacturing, data analytics, bioscience, and information technology.
- Strengthen vocational training opportunities including apprenticeships.
- Emphasize industry certifications and credentials as a pathway for opportunity beyond a four-year degree.
- Support workforce development efforts targeted to Veterans (i.e. Virginia Values Veterans, Military2Manufacturing, and expediting training for high-demand fields).

Regional Solutions

- Support the development of business-driven regional workforce solutions that meet the needs of a key regional industry over a sustained period of time, particularly for "mid-skill" workers.
- Go beyond a general emphasis of STEM education and encourage a deep understanding of STEM opportunities that align with regional needs.
- Encourage regional leadership to develop workforce solutions that actively engage the private sector in meeting regional gaps by redesigning curricula, redirecting resources, and realigning programs (i.e. nuclear engineering in Lynchburg and maritime training in Hampton Roads).
- Continue to emphasize collaboration across state agencies in providing technical assistance and expertise to regional partnerships.

Business Climate & Economic Development

GOAL:

Strengthen and expand Virginia's economy to maintain Virginia's rank as the best state for business.

INDUSTRY COUNCIL CHAIRS: TOM PALMER REGIONAL VICE PRESIDENT AND SENIOR VICE PRESIDENT OF CENTRAL AND EASTERN VIRGINIA COMMERCIAL BANKING FOR WELLS FARGO BANK

Incentives

- Preserve Virginia's incentive programs.
- Continue to use incentives in a responsible manner.
- Support new incentives that demonstrate their effectiveness and help Virginia target future growth industries while protecting existing businesses.
- Support continued investment and incentives that spur economic development in rural Virginia.

International

- Continue to market Virginia as a great place for international companies to locate.
- Continue to develop trade opportunities for Virginia goods and services.
- Continue to support transportation infrastructure investments that will strengthen international trade (ports, airports, rail and roads).

Taxes

- Support a comprehensive study of Virginia's tax structure.
- Support changes that will modernize Virginia's tax structure.

Federal

- Protect Virginia in future BRAC rounds through the work of the Governor's Commission on Military Installations and Defense Activities and future commissions.
- Promote the private sector's capabilities in federal contracting and procurement matters.

Small Business

- Promote the integration of small business in statewide economic planning efforts.
- Support the development of business incubators and additional resources.
- Encourage more small business development financing, venture capital formation and tax incentives.
- Strengthen access to Virginia's current incentive programs for small business.



Business Climate & Economic Development

Tourism

- Endorse Virginia Tourism Corporation's "DRIVE Tourism" plan.
- Continue to support VTC's efforts to maintain and expand domestic and international travel market and motion picture production.
- Promote distinctive visitor experiences through connectivity and authenticity.
- Strengthen programs that support tourism product development and infrastructure.

Workforce

- Tailor workforce programs to meet the needs of corporate partners.
- Support efforts, such as immigration reform, to retain and attract the most talented workers.
- Streamline and improve the effectiveness of Virginia's workforce training programs.
- Economic development and workforce development organizations should align on ensuring that good jobs come to Virginia and the state has the highly educated workforce to fill those jobs.

Industry Sectors

- Cultivate a strong environment for research and development and new company formation.
- Support innovation hubs around concentrated areas of activity to grow new companies.
- Replicate CCAM and CCALS approach for other industries.
- Expand opportunities in agriculture and forestry.

Pro-Business Policies

Maintain Virginia's pro-business policies like:

- The Commonwealth's right-to-work laws.
- An equitable and fair legal system.
- Unemployment and workers' compensation systems that balance the needs of employees and employers.
- Minimize burdensome regulations and promote efficient regulatory oversight.
- Strong communities and a robust housing market.



Transportation

INDUSTRY COUNCIL CHAIR: WHITT CLEMENT PARTNER, HEAD OF VIRGINIA GOVERNMENT RELATIONS TEAM, AT HUNTON & WILLIAMS

GOAL:

Continue to develop a safe and efficient transportation system that effectively moves people and goods through the Commonwealth and fosters growth and development for a competitive economy.

Efficient and Effective Implementation of 2013 Legislation

- Spend the funding provided by the 2013 legislation in an efficient and effective manner - the key to both successful implementation of the legislation and any future discussion of transportation funding needs.
- Advance a transportation policy approach that focuses on corridors of regional and statewide significance and strategic investments that have the greatest impact on performance and safety.
- Establish performance-based priorities that reduce travel times, improve travel speeds and reduce road congestion and delays.

Maximize the Value of Virginia's Transportation Crown Jewels

- Protect and strengthen Virginia's strategic transportation assets--from Virginia's ports to Dulles Airport to our rail network to Wallops Flight Facility
- Identify and address threats to these assets.
- Build on current efforts to maximize the value of these world class assets.

Maintain and Strengthen an "All of the Above" Strategy in Transportation

- Take an "all of the above" strategy in transportation, with meaningful investments in all modes of transportation.
- Develop transportation policies in coordination with other significant public policy priorities, including economic development and environmental stewardship.
- When feasible, pursue opportunities to invest in projects that will enrich the quality of life of Virginians beyond highways, aviation, transit and rail such as bike paths and sidewalks.

Continue Tradition of Innovation Even in an Era of Improved Funding

- Build on past innovations such as the Public Private Transportation Act (PPTA), VDOT reform across several administrations, and use of HOT lanes and congestion pricing on the Capitol Beltway.
- Support technology and innovation in transportation policy.



Transportation

Aviation & Aerospace

- Enhance transportation network to Wallops Island in support of commercial space launches.
- Expand partnerships with aerospace industry, military & education institutions.
- Enhance aviation/aerospace education to address the short supply of critical job skills in the STEM fields.

Highways

- Repair deficient pavements.
- Rehabilitate structurally deficient bridges.
- Increase highway capacity of I-81 in strategic locations.
- Increase highway capacity of I-64 between Richmond and Hampton Roads.
- Complete construction of I-73 between I-581 in Roanoke & the North Carolina Border.
- Increase interstate capacity around the Washington, D.C. Metro Area.
- Investment in tunnels and bridges in Hampton Roads.
- Protect Route 29 corridor for future improvements.

Ports

- Improve multimodal facilities throughout the Virginia port system to handle anticipated increase in freight as a result of the Panama Canal expansion.
- Promote development of the Commonwealth Connector (State Highway 460).

Rail & Transit

- Improve transit in rural areas.
- Improve freight rail along I-81 corridor including the completion of proposed Intermodal Freight Center in the greater Roanoke area.
- Invest in higher speed and reliable rail service between Washington D.C., Richmond, and Hampton Roads and between Richmond and Raleigh.

Overall Competitiveness

- Expand the Port and related intermodal facilities.
- Support Dulles International Airport and growth of the Dulles Corridor.
- Connect higher speed and intercity rail with regional transit systems.
- Improve freight mobility.
- Support major military facilities.
- Complete unfinished PPTAs.



Health Care

GOAL:

Use innovation to transform Virginia's health care system into a competitive advantage through improvements in population health, cost, access and quality.

INDUSTRY COUNCIL CHAIR: TONYA MALLORY PRESIDENT & CEO OF HDL, INC.

Population Health and Wellness

- Focus on population health as it is among Virginia's weakest attributes on Virginia Performs, ranking middle of the pack in most indicators.
- Use population health improvements as a key lever in cost containment and a driver for savings.
- Invest in data analytics to take advantage of Virginia's emerging data infrastructure (HIE and APCD). This is necessary to ensure transparency, engage consumers, cost-effective care, and accountability.
- Invest in prevention and pursue high-value treatment of chronic disease, behavioral health, and special needs populations.
- Promote public policy and private efforts to improve individual wellness and population health, including but not limited to managed care for public health program participants, employee wellness efforts, or community health efforts.

Quality, Access, and Cost

- Implement Medicaid reform and expansion to help reduce cost shifting onto insured patients and employers for the cost of treating the uninsured.
- Focus on improving the value of care — defined as quality and cost.
- Use payment reform as a key lever to improve value for both public and private payers.
- Empower health care consumers and/or their responsible decision-makers with information to enable appropriate and cost-effective care decisions in partnership with their providers.
- Support expanded access to care as a means for controlling costs and improving quality, recognizing that the hospital emergency room is the least appropriate and most expensive place to provide routine access to care.
- Strengthen the individual and small group insurance market through public and private innovation.

Health Workforce

- Solving our growing health workforce challenges will improve the state's competitiveness and strengthen our health care system.
- Address the need for additional clinical training slots - the key challenge to address short and long-term needs.
- Develop more team-based models of care to accommodate the needs of a population that is both growing and aging.
- Integrate returning veterans into the health workforce — a key opportunity to both strengthen and diversify it.

Innovation

- Invest in efforts to drive multi-stakeholder, system-level reform, such as the Virginia Center for Health Innovation's Health Innovation Plan. This is important for promoting long-term improvement in our health care system.
- Replicate best practice innovations within Virginia's existing health care system.
- Recognize innovation as an important component in transforming our state's health care system into a competitive advantage for Virginia.
- Encourage employer led health care coalitions on a regional basis.



Technology, Innovation & Startups

GOAL:

Ensure that Virginia remains a leader in technology, innovation and startups.

INDUSTRY COUNCIL CHAIRS : BOB STOLLE SENIOR VICE PRESIDENT OF OPERATIONS FOR CIT;
JOSH LEVI VICE PRESIDENT OF POLICY FOR NORTHERN VIRGINIA TECHNOLOGY COUNCIL

Innovation Funding

- Identify and encourage adequate funding and tax policy: Center for Innovative Technology GAP Funds; Angel Investment Tax Credit; capital gains tax exemption; Commonwealth Research Commercialization Fund; R&D Tax Credit.
- Promote the creation of regional private investment funds.
- Support the creation of industry-specific accelerators.

Entrepreneurship

- Create a stronger environment for entrepreneurship (outreach on available resources, teaching entrepreneurship in the schools, and statewide recognition).
- Enhance Virginia's Business One-Stop portal.

Technology Sectors

- Continue to use the R&T Strategic Roadmap for investment in priority sectors.

STEM Education

- Continue to encourage experiential STEM opportunities for students, such as the CSIIP.
- Continue to explore policies to recruit and retain STEM teachers.
- Continue to emphasize STEM degree attainment.

Commercialization

- Strengthen the Commonwealth's efforts to commercialize university intellectual property and support federal facilities IP transfer initiatives.

Broadband

- Continue to invest in expanding broadband coverage and planning efforts.
- Promote cooperation and coordination through public-private partnerships to expand broadband services and lower deployment costs in areas where broadband expansion is not economically feasible.



Energy

INDUSTRY COUNCIL CHAIR: PRESTON BRYANT SENIOR VICE PRESIDENT OF
INFRASTRUCTURE AND ECONOMIC DEVELOPMENT FOR MCGUIREWOODS CONSULTING

GOAL:

Create a balanced, sustainable energy policy that supports economic development and job growth while meeting the growing needs of our population and business community.

“All of the Above” Strategy Job Creation

- Shape public policies to take advantage of the dramatic increases in domestic energy supply.
- Support the full range of energy resources in Virginia to promote stable rates, economic development, energy independence, and environmental protection.
- Focus on energy investment opportunities that promote jobs, capital investment, and economic development.
- Build on Virginia’s affordable energy prices and reliable energy supply as a competitive advantage in recruiting business to the Commonwealth.

Infrastructure Investment

- Encourage continued fuel diversity through traditional and alternative energy investments in new sources of power generation, including but not limited to natural gas, coal, nuclear, biomass, solar, and wind.
- Identify highest potential opportunities for gas infrastructure investment to spur economic development.
- Better position Virginia’s offshore wind industry through investments in data technology, port capacity, and other opportunities to increase the supply chain potential of offshore wind.

Energy Reliability

- Support investments in grid reliability and security to promote the most reliable possible service.
- Promote energy infrastructure planning to make the state’s energy supply resilient and secure.
- Encourage energy policy that accounts for the increased risk of energy disruption.
- Emphasize the importance of infrastructure investments to energy regulators and companies.

Efficiency & Education

- Leverage private-sector investments for energy-efficiency improvements in state-owned buildings.
- Bring new energy-efficiency technologies to market through incentives.
- Strengthen consumer education and technical support for energy efficiency.
- Provide understandable, useable information to energy consumers directly at the consumer and retail level.
- Localize Virginia’s energy education efforts.



Manufacturing

INDUSTRY COUNCIL CHAIRS: CHRIS CALDWELL GOVERNMENT AFFAIRS MANAGER — SOUTHEAST REGION FOR DUPONT; BRETT VASSEY PRESIDENT & CHIEF EXECUTIVE OFFICER OF THE VIRGINIA MANUFACTURERS ASSOCIATION

GOAL:

Strengthen Virginia's business climate and public policies to enhance the growth of advanced manufacturing throughout the Commonwealth

Taxes

- Support policies that will lower the effective tax rate for manufacturers.

Regulation

- Emphasize a reduction in regulatory barriers and costs.
- Support adequate funding for environmental regulatory agencies.
- Encourage adequate general fund investments in wastewater and water treatment facilities.

Economic Development

- Strengthen economic development incentives for job creation and retention.
- Support an assessment to determine what agency should manage the Virginia Jobs Investment Program.
- Strengthen export assistance to small and medium manufacturers.

Energy

- Encourage diversity in the Commonwealth's energy portfolio to maintain low cost energy.



Environment

GOAL:

Protect, conserve and develop our natural, historic and recreational resources through business initiatives and sustainable solutions.

INDUSTRY COUNCIL CHAIR: DENNIS TREACY EXECUTIVE VICE PRESIDENT AND CHIEF SUSTAINABILITY OFFICER FOR SMITHFIELD FOODS, INC.

Water

- Continue progress in restoring the Chesapeake Bay and Virginia rivers and streams.
- Maintain efforts to identify sources of water impairments and implement cleanup plans.
- Continue the implementation of Virginia's Chesapeake Bay Phase II, Water Implementation Plan
- Promote coordinated public-private approaches to developing and implementing modern stormwater practices and technologies.
- Continue to encourage wise stewardship of water resources and supplies.
- Invest in agriculture stewardship practices and local government stormwater infrastructure needs.

Land

- Continue to partner with federal military bases to conserve lands around base perimeters to avoid land use conflicts.
- Encourage adequate funding for state Brownfields programs.
- Continue to preserve lands through approaches such as tax credits, grants, and occasional bond issuances.

Air

- Continue to strike a balance between economic growth and air quality for Virginia's citizens.

Climate

- Support adaptation planning for the potential effects of changing weather patterns and natural disasters with state assistance.



Environment

Sustainability

- Encourage sustainable business practices through approaches, such as: environmental management systems; reuse and recycling programs; green buildings; reporting and disclosure; and, goal setting.

Government

- Support adequate resources for Virginia's environmental regulatory agencies.
- Continue to manage environmental programs in a responsible manner and focus on issues that can be controlled by Virginia.
- Promote a balance between appropriate government oversight and permitting with economic expansion and commerce.

Recreation

- Support the protection of parks, trails, boat landings, and other water access points.
- Encourage “multiple use” spaces for recreation.
- Support strong game and wildlife management programs in Virginia.



Military & Veterans Affairs

GOAL:

Preserve Virginia's military assets and support veterans and their families through increased educational and job opportunities.

INDUSTRY COUNCIL CHAIR: ADMIRAL (RET.) JOHN C. HARVEY CHAIRMAN OF THE COMMISSION ON MILITARY INSTALLATIONS & DEFENSE ACTIVITIES

Preserve Virginia-based Military Assets

- Leverage our proven record as the best host state for preservation of military assets in an era of defense cutbacks.
- Continue progress made since the last round of BRAC in reducing threats.
- Implement recommendations from the Governor's Commission on Military Installations and Defense Activities.
- Build on the core military assets and seek to expand their mission and economic impact.

Support Military Families

- Partner with state government to examine the full range of opportunities to support military families in education, health and human services, and in the workplace.
- Review long-standing positions of the business community and state government to consider if they make sense in the context of a military drawdown and the stresses facing military families as a result of both continued overseas commitments and federal resource constraints.

Integrate Veterans Into the Economy

- Recognize the many advantages that well-trained, well-disciplined, highly motivated veterans bring to the civilian workforce.
- Make a business-community wide commitment to helping veterans transition into the civilian economy as the military drawdown is implemented. (i.e. Virginia Values Veterans)
- Continue to replicate the successful "Troops to Energy" model in other industries in Virginia, such as the current efforts underway for healthcare.

Prepare for the Challenges Ahead

- Continue the Governor's Commission on Military Installations and Defense Activities in an appropriate form during the next administration.
- Partner with host communities to prepare for future base closure and related efforts at the federal level to include land preservation where appropriate.
- Accelerate investments in transportation infrastructure to support current and future military assets.



Stakeholders

We would like to recognize the organizations and individuals who contributed their leadership, insights and support to Blueprint Virginia.



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Top of Virginia Regional
Virginia Peninsula
Vinton
Virginia Asian
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ECONOMIC DEVELOPMENT ORGANIZATIONS

Virginia Economic Development Partnership
City of Newport News Economic Development
City of Richmond Economic Development
Greater Richmond Partnership

Stakeholders (cont.)

Fluvanna County Department of Community Development
Franklin-Southampton Economic Development
Fredericksburg Regional Alliance
Hampton Roads Economic Development Alliance
Hampton Roads Partnership
King George Economic Development
Loudoun County Economic Development
Mary Washington Center for Economic Development
New River Valley Economic Development Alliance
Northern Neck-Chesapeake Bay Regional Partnership
Roanoke Regional Partnership
Shenandoah Valley Partnership
Southern Virginia Regional Alliance
Thomas Jefferson Partnership
Virginia's Region 2000 Partnership
Virginia Economic Developers Association
Washington County Economic Development

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Central Shenandoah Planning District Commission
Crater Planning District Commission
George Washington Regional Commission
Hampton Roads Planning District Commission
LENOWISCO Planning District Commission

New River Valley Planning District Commission
Northern Neck Planning District Commission
Northern Virginia Planning District Commission
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Capitol Region Collaborative
Dan River Region Collaborative

INDUSTRY EXPERTS, ASSOCIATIONS AND NONPROFITS

Greater Washington Board of Trade
Hampton Roads Center for Civic Engagement
Northern Virginia Technology Council
Commission on Health Care
Peninsula Council for Workforce Development
US Small Business Coalition
Virginia Alternative & Renewable Energy Association
Virginia Association of Health Plans
Virginia Association of REALTORS
Virginia Bankers Association
Virginia Biotechnology Association
Virginia Business Coalition on Health

Virginia Career College Association
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Virginia Energy Efficiency Council
Virginia Hospital & Healthcare Association
Virginia Manufacturers Association
Virginia Petroleum Council
Virginia Port Authority
Virginia Rural Center
Virginia Transportation Construction Alliance
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Virginia Business Council
Virginia Tech Foundation
Sorensen Institute for Political Leadership
Thomas Jefferson Institute for Public Policy

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919 East Main Street
Suite 900
Richmond, VA 23219
www.vachamber.com
(804) 644-1607

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