

HAMPTON ROADS ALLIANCE



2022 ANNUAL REPORT



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WELCOME

DOUG SMITH, PRESIDENT & CEO BILL ERMATINGER, 2022 CHAIR

As the world sought to move on from the pandemic and myriad disruptions caused by it, 2022 served as a launching point for the next era in regional economic development. Strengthened by the support of our public and private investors, ***the Alliance capped off the best three years of supported announcements in nearly two decades.*** Combined, these announcements represent over \$330 million in capital investment and hundreds of jobs across the region. As we did prior to the pandemic, our team traveled domestically and internationally to target markets to further expand our pipeline for future attraction opportunities. In addition, we leveraged digital tools to promote the region to leaders in our target industries via advertising. We expanded the concept of an introductory meeting from in-person to virtual options, enabling the conversation to begin faster and progress more quickly. While these attraction and expansion announcements further the Alliance's core mission to diversify and expand the regional economy, the region's challenges and opportunities demand that the Alliance play a larger role in more areas with economic impact.

First, the region must focus on expanding access to energy and understanding our complete portfolio. Energy transformation presents immense economic opportunity on a federal, state, and local level. To this end, the Alliance aims to position Hampton Roads as a leading region with a diversified energy portfolio that embraces existing assets and encourages renewable energy from sources such as offshore wind. In 2022, Governor Glenn Youngkin rolled out a new Energy Plan for Virginia, and ***the Alliance's roadmap for Hampton Roads' energy future is a vital piece of the puzzle needed to achieve the Commonwealth's goals.*** One key component, positioning the region as a hub for offshore wind, is already paying dividends. Siemens Gamesa Renewable Energy is investing \$200 million to develop the first U.S. offshore wind blade facility at Portsmouth Marine Terminal (PMT). PMT is quickly becoming the largest and most capable marshaling and construction port in the U.S. Just across

the water in Norfolk, The Miller Group announced in May 2022 that it will invest more than \$100 million to transform Lambert's Point Docks facility into Fairwinds Landing, a world-class maritime operations and logistics center that supports the offshore wind, defense, and transportation industries. These are just a few of the developments in the works that will help set the region apart as a leader in this critical field. We must ensure that Hampton Roads serves as a hub for energy innovation, which not only creates direct jobs but also serves to secure the energy future for our existing business community.

Equally as important, the region must develop and position sites to attract future industry. The Virginia Economic Development Partnership cited a lack of business-ready sites as a major factor in Virginia not being selected for some of the biggest deals in the past decade. Hampton Roads was already a leader in studying and characterizing large industrial sites which the state built upon by conducting a comprehensive statewide examination of sites in 2019. Since that time, Hampton Roads' localities rose to the challenge to prepare their sites and get them shovel-ready. To date, ***the Alliance has worked with the Hampton Roads Planning District Commission and its member localities to apply for and receive GO Virginia grant funding for six sites*** in Chesapeake, Isle of Wight, Newport News, Southampton County, and Virginia Beach. This year, we've also seen several critical rezonings take place throughout Hampton Roads, such as the Coastal Virginia Commerce Park in Chesapeake, Port 460 in Suffolk, and a 63-acre parcel in Hampton. One key avenue to finding and funding large sites for development can be found in the Eastern Virginia Regional Industrial Facility Authority (EVRIFA), a remarkable tool that allows cities and counties to work together to develop sites and share in the revenues that result from that development. ***In 2022, the Alliance became the supporting body for the EVRIFA*** and is excited to help facilitate regional industrial development with the EVRIFA members. The region has the labor force, business environment, and geographic

location to welcome the world's premier so-called "mega projects." What we need now is the sites to host them.

One of the main challenges facing Hampton Roads is simply a lack of awareness. When you dig into the data, Hampton Roads communities often emerge at the top of rankings concerning the best places to live, retire, do business, and enhance your career — but people simply don't realize that this hidden gem exists. While major events like Something in the Water will enhance our regional brand and draw the eyes of the nation to Hampton Roads, the Alliance has been working diligently over the last year to enhance its marketing and communication efforts to promote the region domestically and abroad. In 2022, ***the Alliance's digital marketing efforts saw more than four million total impressions.*** The Alliance will continue this effort in 2023, working alongside its partners to bring even more awareness to those outside of the region, and increased opportunity to the citizens who already call Hampton Roads home.

While our services have grown considerably over the years, our goal remains the same: to unite the region and bring prosperity and economic diversity to our shores. ***Hampton Roads is in a global competition for jobs, talent, and investment,*** and in order to win the future, we must take a comprehensive approach to diversifying our economy and work together. This Annual Report, along with an interactive and in-depth online report available on www.AllianceAnnualReport.com, details the work done to date, the Board of Directors, public and private investors, and partners who make the work possible, and sets the stage for more success in future years.

As always, we thank you for being our Ally in Economic Development.



Douglas L. Smith
President & CEO



William R. Ermatinger
2022 Alliance Chair



Douglas L. Smith
Alliance President & CEO



William R. Ermatinger
2022 Alliance Chair
Executive Vice President (Retired)
Huntington Ingalls Industries

ABOUT THE ALLIANCE



The Hampton Roads Alliance is the leading regional economic development organization for Hampton Roads, Virginia. It is a nonprofit, public-private partnership representing 13 localities and nearly 70 private investors. With the support of its community and business partners, the Alliance serves as a single point of contact to assist domestic and international companies who are considering Hampton Roads for expansion or investment.

MISSION

The Hampton Roads Alliance works collaboratively to lead the Hampton Roads region in attracting, growing and retaining companies and talent to create a more resilient, inclusive and equitable region of choice.

VISION

To be the catalytic partner that drives economic empowerment for the region, companies, organizations, and people who call Hampton Roads home.

VALUES

An **EMPOWERING** environment. Instilling confidence and encouragement.

A **COLLABORATIVE** nature. Fostering working together as a team and with our partners.

DIVERSITY in thinking. Supporting unique perspectives and thought processes.

INTEGRITY in all we do. Earning the trust of the business community to represent our region.

OUR LOCALITIES





BUSINESS DEVELOPMENT

In 2022, the Alliance continued to pursue its mission by marketing the region as a premier location for business. This effort included adding new staff such as Jared Chalk as Chief Business Development Officer and Cliff Copley as Business Development Director. 2022 also allowed for the return of domestic and international travel and the Alliance took full advantage of those opportunities. Throughout the year, the team hosted nine missions and brought delegations to five trade shows. In the U.S., these missions and trade shows took us to California, Georgia, Illinois, Maryland, New Jersey, New York, Massachusetts, Oregon, Rhode Island, Texas, and Washington. Internationally, the team traveled to Austria, Belgium, Canada, Denmark, France, Germany, Italy, the Netherlands, Spain, and Switzerland. The Alliance's partners and European team, PM&P, also attended dozens of trade shows across Europe on behalf of the region. In addition, the Alliance played host to several major events throughout the year that allowed us to showcase the power of the region. .

CONSULTANT CONNECT

Hampton Roads welcomed some of the nation's top site selection consultants for the Consultant Connect conference in May. These professionals play a critical role in economic development as they help companies decide where to locate a new facility or expand an existing one. In collaboration with The Port of Virginia and VEDP, we provided the nine consultants in attendance an overview of the region from the stunning vantage point of Norfolk International Terminals. The crisp, clear day allowed these consultants to get a birds' eye view of the region, from the Newport News Shipyard to Downtown Norfolk and the Virginia Beach Town Center. Our member localities joined later in the day for a river cruise and shared what their communities have to offer. The Miller Group also provided an overview of Fairwinds Landing and explained how the site will be transformed into a major hub for offshore wind and maritime.

These consultants travel across the U.S. and hear why every city, town, or county has the best business environment and quality of life imaginable, so it's important that Hampton Roads stands out in the crowd. By showcasing what makes this region unique, from the waterways that connect us to the collaborative relationship that exists between our state, regional, and local partners, we did just that.

VEDP FAMILIARIZATION TOUR

In July, the Alliance welcomed 13 managers from the Virginia Economic Development Partnership (VEDP) to Hampton Roads for a two-day familiarization tour. The purpose of the event was to educate VEDP about many of Hampton Roads' impressive technical assets including the Huntington Ingalls Unmanned Systems Center of Excellence and NASA Langley Research Center in Hampton, Tech Center Research Park and Jefferson Lab in Newport News, and the William & Mary Integrated Science Center in Williamsburg.

To focus VEDP's attention on the attractiveness of Hampton Roads for office operations, time was spent at Ferguson's new corporate headquarters in Newport News and the Dominion Enterprises building in downtown Norfolk. In addition, new real estate developments were highlighted by visiting Chesapeake's Summit Pointe, Virginia Beach's Town Center, and Norfolk's Fairwinds Landing.

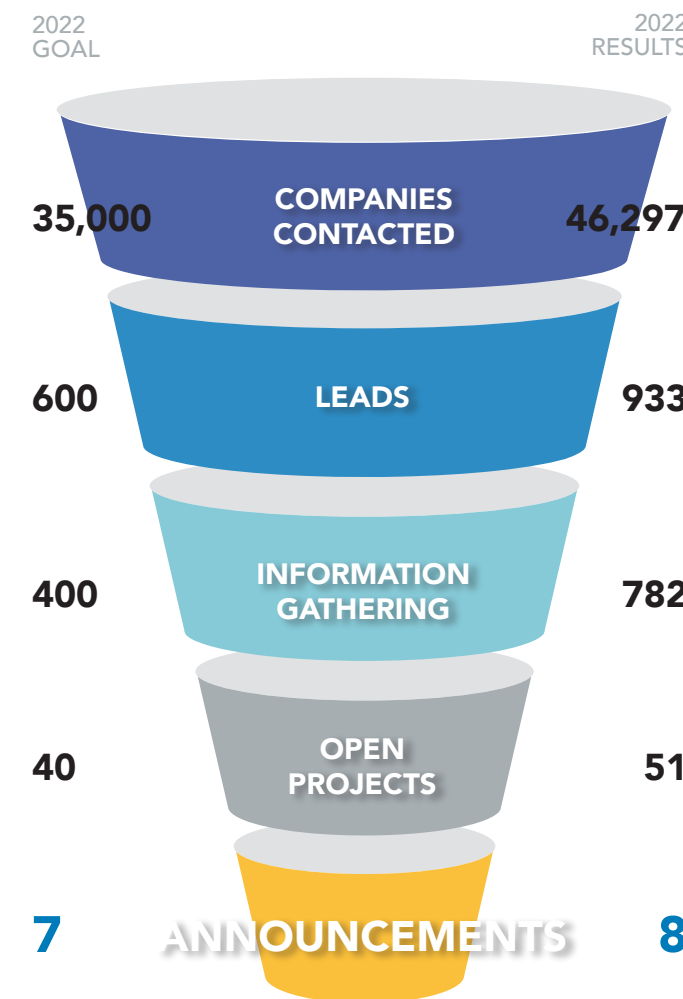
The 13 Alliance localities were given the opportunity to highlight their communities during the opening breakfast held in James City County. The Alliance presented their new micro-site based regional overview while the localities shared information about their target clusters and new developments. A networking event was held at Wasserhund Brewing Company in Chesapeake after the first day's activities, providing the VEDP managers with the opportunity to interact with the Alliance's local partners in a casual environment.

Response to the event was enthusiastic with many from VEDP stating that they learned a lot about Hampton Roads and appreciated the effort involved in planning a comprehensive tour that covered a lot of the regional footprint in only two-days. The relationship between state and regional economic developers is a key part of the business development pipeline and ultimately, the regional economy's success.

Learn about additional trips and missions, such as the Alliance's mission to Quebec focused on decarbonization, at AllianceAnnualReport.com.

PROJECT PIPELINE & ACTIVITIES REPORT

In many ways, economic development is a numbers game. A robust funnel of companies at all stages in the attraction or expansion process is needed to ensure results on a continued basis. Quite simply, the more companies in the funnel, the greater the likelihood of a project announcement.



BUSINESS RETENTION & EXPANSION

The Alliance's Business Retention and Expansion (BRE) department began the year by reaching out to companies to gather data on the issues impacting their operations. The BRE team also gathered material for marketing the region's existing businesses to highlight regional successes to site selectors and domestic and international firms considering the Hampton Roads region.

Thanks to this attention to existing business outreach, the Alliance was able to support several expansion projects throughout the year, including Massimo Zanetti Beverage USA, High Liner Foods, Inc., ARDX, and Mühlbauer, Inc. The Alliance was called to manage projects from beginning to announcement, to offer regional aftercare services, and to make inter-regional business-to-business connections for prospects. All the work in the business retention space has been done with the goal of retaining and growing the industries that have proven to be key contributors to the regional economy.

The Alliance BRE team is not content with only working behind a desk — they are also active in the community. From moderating a panel discussion at the Spring 2022 Virginia Economic Developers Association conference to creating a BRE Roundtable with regional business professionals, the Alliance is actively invested in the success of our region and communities.

HITS & MISSES

Each year the Alliance takes great pride alongside our partners in announcing the attraction or expansion of companies to the region. While a successful attraction reinforces the region's strengths, we can learn as much if not more from companies that did not select Hampton Roads. Based on projects that were closed in 2022, three take-aways stand out:

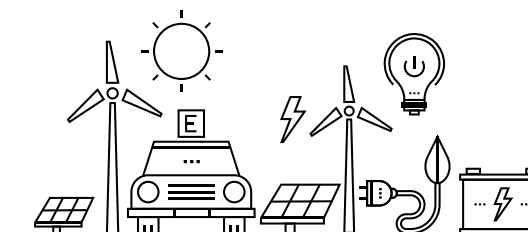
1. **SITE READINESS IS PARAMOUNT**
2. **LABOR IS KEY**
3. **STATE POLICY AFFECTS DECISIONS**

Visit AllianceAnnualReport.com for a deep dive into the year's "Hits & Misses" and learn how we can position Hampton Roads for success in the years ahead.

RENEWABLE ENERGY

Since 2020, the Alliance has been integrally involved in establishing Hampton Roads as a key hub of the U.S. offshore wind industry. In 2022, the Alliance focused on cementing that status for the region. Alliance staff attended numerous trade shows, led offshore wind trade missions to Europe, and arranged match-making sessions between Virginia stakeholders and offshore wind business leaders from Spain, Denmark, and Holland. The most important work this year, however, centered around attracting an anchor tenant to Fairwinds Landing, a newly established offshore wind and maritime hub located on the Elizabeth River. Securing a primary component manufacturer at Fairwinds Landing will cement the region's status in the supply chain as an industry linchpin around which other companies must locate.

Also of note this year was the evolution of the Alliance's offshore wind initiative. The emerging U.S. offshore wind industry presented Hampton Roads with a unique opportunity as it positioned the region to play a critical role in a newly forming industry. The Alliance and its partners heeded the call and have worked diligently to attract offshore wind companies to Hampton Roads. While doing so, though, the Alliance discovered that the region has the capacity to attract a much larger piece of the so-called green and blue industries. As a result, Matt Smith, formerly Director of Offshore Wind, was promoted to Director of Energy and Water Technology. There has been an increase in energy-related projects across the region, including offshore wind but also solar, natural gas, battery storage, and more. The Alliance is committed to taking the natural assets of our region, along with the outstanding skill-set of our workforce, to further expand the industry segments in which we are competitive and to become a leader in these new industries.



REGIONAL ENERGY ROADMAP

To assist the region in pursuing adequate and varied energy resources, the Alliance engaged PA Consulting Group to perform a supply analysis and develop a regional energy roadmap. The study lays out how the region can control its energy future, and balance reliability and access with affordability, economic development and growth.

ANNOUNCEMENTS

In 2022, the Alliance proudly supported **EIGHT ANNOUNCEMENTS** that represent **OVER \$330 MILLION IN CAPITAL INVESTMENT**. Five of these were from companies already located Hampton Roads, which reassert the necessity of regional involvement in the largest component of economic growth: existing business expansion.

JANUARY

CELADON

In January, Kamine Development Corporation and Nicollet Industries, LLC, green infrastructure and sustainable development leaders, announced they have established a joint venture, known as Celadon Development Corporation, to invest \$267 million in a paperboard recycling and production facility. The project will be built at the Chesapeake Deep Water Terminal. The City of Chesapeake successfully competed with South Carolina for the project, which will create 210 new jobs. The Virginia Economic Development Partnership (VEDP) worked with the City of Chesapeake, the Hampton Roads Alliance, The Port of Virginia, and the General Assembly's Major Employment and Investment Project Approval Commission to secure the project for the Commonwealth.

CERTIFIED ORIGINS

Certified Origins, an Italy-based company focused on providing fresh and authentic extra virgin olive oil, announced in March that it will invest \$25 million to establish its first U.S. production facility in the City of Newport News to meet increased demand for its branded and private-label products. The company's new operation in the Oakland Industrial Park will select and import high-quality extra virgin olive oils through The Port of Virginia to offer craft blends and tailored packaging solutions for local and global markets. Virginia successfully competed with Maryland for the project, which will create 30 new jobs. The Alliance worked with the City of Newport News, VEDP and The Port of Virginia to secure the project for Virginia.

MARCH

APRIL

MÜHLBAUER

In May, Mühlbauer, Inc., the U.S. subsidiary of Germany-based Mühlbauer Group and the world's top producer of automated machinery designed to implement intelligent solutions, announced it will invest \$9 million to expand its operation in the City of Newport News. The company will make upgrades to its facility in Oakland Industrial Park and increase capacity by adding new production equipment. Virginia successfully competed with Oregon for the project, which will create 34 new jobs. The Alliance worked with the City of Newport News, VEDP and The Port of Virginia to secure the project for Virginia. Support for Mühlbauer's job creation will be provided through the Virginia Talent Accelerator Program.

WR SYSTEMS

At the April State of the City, Mayor Kenneth Alexander announced that Fairfax-based military contractor WR Systems is expanding its facility in Norfolk. WR Systems replaces and repairs naval navigation systems and planned an expansion which will add several hundred new jobs to a campus which already houses more than 320 employees. The expanded facility will serve as a light assembly lab. Mayor Alexander noted that the company selected Norfolk because of its "position as a strategic military and coastal location."

MAY

JUNE

HIGH LINER FOODS

In June, High Liner Foods Inc., a leading North American value-added frozen seafood company, announced it will continue to invest in modernizing its facility in Newport News with new equipment and product lines. Founded over 120 years ago in Lunenburg, Nova Scotia, High Liner Foods' retail branded products are sold throughout the United States and Canada under the High Liner, Fisher Boy, Mirabel, Sea Cuisine, and Catch of the Day labels, and are available in most grocery and club stores. The Alliance worked with the City of Newport News, VEDP, and The Port of Virginia to secure the investment in Virginia.

MASSIMO ZANETTI

Also in June, Massimo Zanetti Beverage USA, one of the largest vertically integrated coffee companies in North America, announced it will invest \$29.1 million to consolidate and expand operations at its roasting facility in the City of Suffolk. Massimo Zanetti Beverage USA is among the nation's largest coffee roasters, with nationally recognized retail brands including Hills Bros.®, Chock full o'Nuts®, Segafredo Zanetti®, Kauai Coffee®, MJB®, and Chase & Sanborn®. In its state-of-the-art manufacturing facility in Suffolk, the company produces proprietary and private-label coffee, tea, and drink mix for customers in all retail and food service channels throughout North America and around the world. The Alliance worked with the City of Suffolk, VEDP and The Port of Virginia to secure the project for Virginia, which will create 79 new jobs.

NOVEMBER

NAKANO

Nakano Warehouse & Transportation Corp., a Tokyo-based transportation and warehousing company, announced in November it will invest \$14 million to establish a new warehouse and distribution facility in the City of Chesapeake. Virginia successfully competed with South Carolina for the project, which will create 25 new jobs. Anchored by The Port of Virginia, the Hampton Roads distribution and logistics industry is growing at a record pace. This trajectory along with Hampton Roads' strategic location and Chesapeake's large cluster of international companies, and in particular Japanese firms, made Chesapeake the perfect choice for Nakano's first East Coast location. The Alliance worked with the City of Chesapeake, VEDP, and The Port of Virginia to secure the project for Virginia.

ARDX

Also in November, ARDX, a government healthcare management and technology consulting firm, as well as an Employee-Owned and Small Disadvantaged Business, announced it will invest \$2.4 million to relocate and expand in Norfolk. ARDX will transfer operations to increase staffing and establish a new Division of Health Equity, which will improve access, quality, and outcomes of service delivery to the nation's most vulnerable populations. The project will create at least 15 new jobs for the region. The Alliance worked with the City of Norfolk and VEDP to secure the project for Virginia.

MARKETING

The award-winning marketing team at the Alliance produces materials across numerous platforms and mediums to share the story of Hampton Roads and facilitate the region's economic development. In 2022, the department had several accomplishments to share.

SOCIAL MEDIA + DIGITAL ADVERTISING

With social media metrics consistently trending upward, the Alliance continues to successfully promote the region, provide business resources, and share information with the community through online channels. Over the last twelve months, the Alliance's content creation efforts and social media activity resulted in 370,000+ organic impressions on LinkedIn and 264,000+ on Facebook.

The Alliance continued its "Every Business Needs an Ally" digital advertising campaign. With impressions and click-through-rates above industry averages, the campaign should translate into increased brand recognition and, in time, lead generation. The campaign ran from April through November, during which time over 4.1 million impressions were delivered.

INTELLIGENCE REPORT

In early 2022, the Alliance worked with Site Selection Magazine to create the Hampton Roads Intelligence Report. To develop the copy, a senior magazine editor interviewed subject matter experts based on the Alliance's direction to craft a 12-page editorial about Hampton Roads. In addition, the Alliance's public and private investors advertised in the publication, lengthening it and showing regional collaboration in the best way.

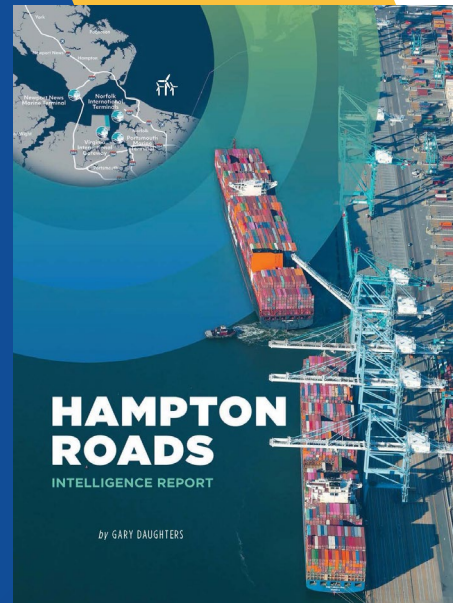
MULTIMEDIA

In an effort to diversify its marketing strategies, the Alliance made the decision to move its regional overview presentation from a traditional slide deck to a micro-website, accessible to anyone with a link at any time. The micro-site increases accessibility, data management, and customization. The Alliance also developed a new regional marketing video, featuring clips from public and private investors, showcasing the region as a premier location for business investment.

AWARDS

The Alliance was honored to receive multiple awards this year for its marketing efforts. The Southern Economic Development Council recognized the Alliance with a Certificate of Merit in the Branding Category, and a Certificate of Excellence in the Digital/Multimedia Category. Most notably, however, the Alliance's Regional Overview Microsite received the distinction of Best in Class for all submissions/all categories in the Large Division! The Alliance also won a Public Relations Society of America Hampton Roads Chapter Pinnacle Award for its 2021 Annual Report.

4.1M
IMPRESSIONS

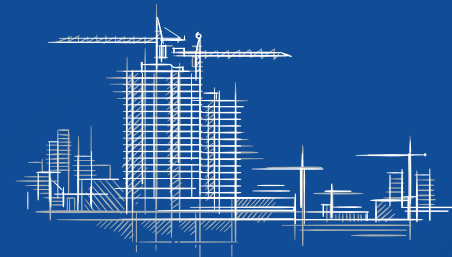


BUSINESS INTELLIGENCE

The Alliance's Business Intelligence Department is much more than your average number crunchers. In 2022, the department completed 113 assists, ranging from demographic reports to economic impact analyses to mapping. The team also made significant headway toward several main initiatives highlighted below. To read all the details of the Business Intelligence team's progress in 2022, please visit www.AllianceAnnualReport.com.

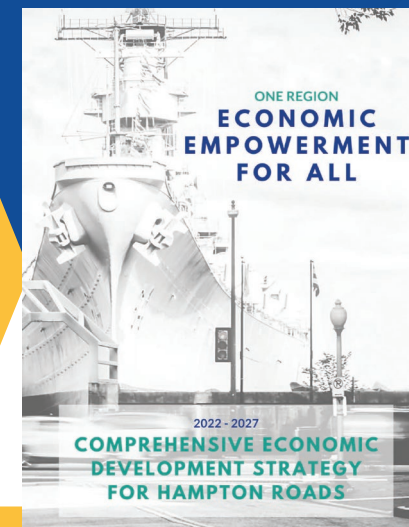
EV RIFA

The Eastern Virginia Regional Industrial Facility Authority (EVRIFA) brings together municipalities, providing a vehicle for communities to cooperate and jointly invest in projects. In 2022, the Alliance became the administrative body for EVRIFA and hired former York County Director of Economic Development, Jim Noel, to manage it.



SITE READINESS

The Alliance partnered with the Hampton Roads Planning District Commission to fund the advancement of sites in Southampton and Chesapeake to shovel-ready status. GO Virginia also provided funding to study and characterize an additional site in Southampton, increasing the available land by more than 200 acres.



COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

The Comprehensive Economic Development Strategy (CEDS) for Hampton Roads report was developed with input and assistance from many individuals and organizations including the Hampton Roads Planning District Commission, ODU's Center for Economic Analysis and Policy, and more. The document combines and speaks to the region's various strategic guides, including the GO Virginia Region 5 Growth and Diversification Plan, the Alliance's IBM-PLI Study, and the 757 Recovery and Resilience Action Framework. Steve Harrison, the Alliance's Chief Operating Officer, sat on the CEDS Strategy Committee and worked with the authors to ensure the document aligned with the Alliance's strategic plan and the Alliance Board of Directors served as the governing body responsible for adopting the document. In July, the U.S. Economic Development Administration (EDA) officially approved the 2022-2027 CEDS for Hampton Roads.

INVESTOR RELATIONS

The work of the Alliance would not be possible without its 13 public and nearly 70 private investors. Their support is key to the region's continued success and the Alliance aims to always provide meaningful opportunities to its investors to learn, network, and further regional collaboration. In 2022, the Alliance hosted six investor events which, combined, welcomed over 550 guests from the local business community. These events covered a range of topics including two virtual panels on the 757 Framework's programming and progress, an exclusive behind-the-scenes tour of the Children's Hospital of the King's Daughters Mental Health Hospital, and a discussion with the newly-minted VEDP President Jason El Koubi, where he shared his vision for VEDP and plan to help make Hampton Roads more economically competitive. More details about these events and others can be found in the online version of this annual report.

FEASIBILITY STUDY & CAPITAL CAMPAIGN

In Q1 2022, the Alliance conducted an Investor Satisfaction Survey and Feasibility Study with the support of Convergent Nonprofit Solutions, a leading fundraising consulting firm. The intent of both the survey and study were to gather critical information, ahead of the Alliance's upcoming capital campaign which will provide funding for the Alliance's 2023-2027 strategic plan. Investors and business leaders had the opportunity to provide input on the Alliance's success to date and future goals, as well as gauge their organizations' future support of the Alliance. From the feasibility study, Convergent and the Alliance determined a \$10 Million private-sector campaign goal over the next five years. The campaign, named "Allies in Economic Development," will position the Alliance as a high-performance regional economic development organization acting as a catalyst for growth and collaboration. To this end, the campaign will focus on three goals: 1) Build a world-class regional economic development ecosystem; 2) Invest in our sites & our people; and 3) Strengthen our region's resiliency. The campaign officially launched in January 2023 with the intent of reaching its \$10 million goal by August.



2022 PRIVATE INVESTORS

PREMIER (\$100,000+)



PLATINUM (\$50,000+)



BRONZE (\$5,000+)

SILVER (\$10,000+)

Amazon
Atlantic Union Bank
Chartway Federal Credit Union
Children's Hospital of the King's Daughters
Clancy & Theys Construction
Crenshaw, Ware & Martin, PLC
CV International, Inc.
Damuth Trane
Dollar Bank
Kaufman & Canoles
MEB General Contractors
MI Technical Solutions, Inc.
Tidewater Community College
Timmons Group
U.S. Waterways Transportation
Virginia Department of Energy
The Whiting-Turner Contracting Company
Willcox Savage
Woods Rogers
Vandeventer Black

Aerotek, Inc.
Atlantic Dominion Distributors
Bank of America
BHE Gas Transmission & Storage
Birdsong Peanuts
Branscome, Inc.
Canon Virginia, Inc.
Chesapeake Regional Healthcare
Columbia Gas of Virginia
Compass Insurance Solutions, LLC
Crowley
Drucker + Falk
FORVIS
Garrett Realty Partners
Harvey Lindsay
Commercial Real Estate
Hourigan Construction
Hunton Andrews Kurth LLP
Jones Lang LaSalle
KPMG LLP
McGuire Woods LLP
Norfolk Airport Authority
Norfolk Waterside Marriott
PNC Bank
Rivers Casino Portsmouth
TechArk Solutions
The Breeden Company
The Lee Group
Vansant & Gusler, Inc.
Venture Realty Group
Williams Mullen

LEADERSHIP

The Alliance Board of Directors is comprised of mayors/county chairs, private CEOs/executives, and ex-officio directors who help provide strategic direction and guidance to the organization. Similarly, the Alliance's Regional Economic Development (RED) Team includes one representative from each member locality, regional partners and utility companies, who work collaboratively with the Alliance to forward regional growth. The Alliance extends its sincerest gratitude to the following individuals for their service to the Alliance and the region at-large in 2022.

BOARD OF DIRECTORS

PRIVATE SECTOR

- Mr. William R. Ermatinger, Chair
Huntington Ingalls Industries
- Mr. Keith D. VanderVennet, Vice Chair
Ferguson Enterprises
- Mr. J.D. Myers, II, Treasurer
Cox Communications Virginia
- Ms. Diane Leopold
Dominion Energy
- Mr. Mark B. Dreyfus
ECPI University
- Ms. Cathie J. Vick
Port of Virginia
- Ms. Buffy Barefoot
TowneBank, Virginia Beach

PUBLIC SECTOR

- Honorable Richard W. West
City of Chesapeake
- Honorable Donnie R. Tuck
City of Hampton
- Honorable McKinley L. Price, DDS
City of Newport News
- Honorable Kenneth C. Alexander, Ph.D.
City of Norfolk
- Honorable Robert M. Dyer
City of Virginia Beach
- Supervisor Richard L. "Dick" Grice
Isle of Wight County

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City of Hampton
- Mr. Douglas L. Smith, Secretary
Hampton Roads Alliance
- Mr. Shawn Avery
Hampton Roads Workforce Council
- Mr. Chris Morello, RED Team Chair
Isle of Wight County
- Ms. Nancy Grden
Reinvent Hampton Roads
- Mr. Howard P. Kern, Past Chair
Sentara Healthcare
- Mr. Hugh Patterson, General Counsel
Willcox Savage

RED TEAM

UTILITIES & REGIONAL PARTNERS

- Mr. Max Bartholomew
Dominion Energy
- Mr. Bob Crum
Hampton Roads Planning District Commission
- Mr. Shawn Avery
Hampton Roads Workforce Council
- Mr. Russell Young
Port of Virginia
- Ms. Nancy Grden
Reinvent Hampton Roads
- Mr. George Faatz
Virginia Natural Gas

LOCALITIES

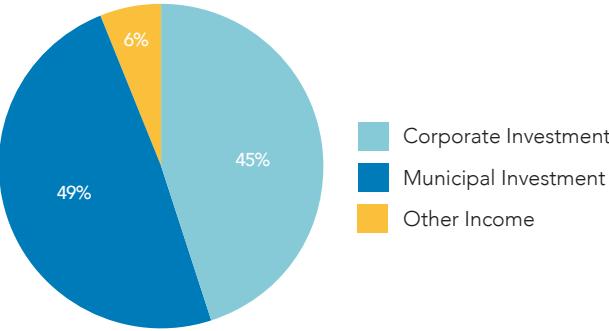
- Mr. Steven Wright
Chesapeake Economic Development
- Mr. Karl Heck
Franklin Southampton Economic Development Inc.
- Mr. Chuck Rigney
Hampton Economic Development
- Mr. Chris Morello
Isle of Wight County Economic Development
- Mr. Chris Johnson
James City County Economic Development
- Ms. Florence Kingston
Newport News Department of Development

- Mr. Sean Washington
Norfolk Economic Development
- Ms. Charity Gavaza
City of Poquoson Economic Development
- Mr. Nic Langford
Suffolk Economic Development
- Mr. Taylor Adams
Virginia Beach Economic Development
- Ms. Yuri Adams
Williamsburg Economic Development
- Ms. Kristi Olsen-Hayes
York County Economic Development

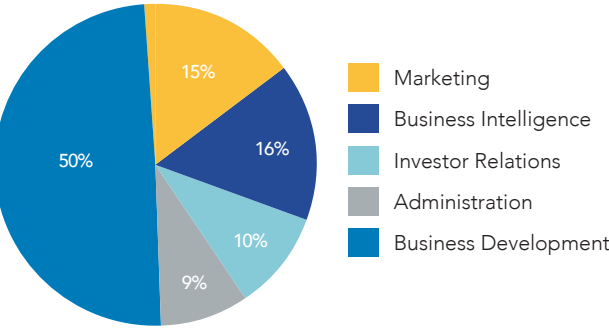
FINANCIALS

A detailed budget for 2022 as well as the approved budget for 2023 can be found at www.AllianceAnnualReport.com.

INCOME



EXPENSES



STAFF

- Pictured left to right:*
- Amy Parkhurst, Senior Vice Pres., Business Development
 - Ethan Crouson, Business Intelligence Analyst
 - Alisa Crider, Director, Investor & Public Relations
 - Doug Smith, President & CEO
 - Jillian Goodwin, Director, Marketing & Communications
 - Adelaide Gilmore, Senior Administrative Specialist
 - Jared Chalk, Chief Business Development Officer
 - Toi Hunter, Vice Pres., Business Retention & Expansion
 - Cliff Copley, Director, Business Development
 - Steve Harrison, Chief Operating Officer
 - Matt Smith, Director, Energy and Water Technology
- Not pictured:*
- Carmon Schietzelt, Marketing & Communications Specialist
 - Jim Noel, Director, EVRIFA/Real Estate Solutions



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