

**ST. CROIX ECONOMIC SUMMIT  
REPORT ON WORK PERFORMED BY  
INDUSTRY WORK GROUPS**

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**ST. CROIX ECONOMIC SUMMIT**  
**September 20-21, 2007**  
**University of the Virgin Islands**

On September 20-21, 2007, approximately 200 of St. Croix's best and brightest leaders met at the University of the Virgin Islands for the 2007 St. Croix Economic Summit. The purpose of the Summit was to engage St. Croix's top executives and community stakeholders from government, education, and the private sector in collaborative, intelligent and visionary dialogue about St. Croix's opportunities for economic revitalization.

This report summarizes the ideas generated by the Summit attendees who participated in the industry workgroup sessions. It also outlines the next steps that will be undertaken by the Summit Think Tank/Task Force ("Think Tank"). The mission of the Think Tank is to sustain the momentum for economic revitalization by acting upon the ideas generated by the Summit industry workgroups and developing and executing the plans that will revitalize St. Croix's economy.

**Problem-Solving Process:**

Summit participants were divided into six industry workgroups:

1. Workforce Development
2. Government Affairs
3. Economic Development
4. Technology and Industry
5. Tourism
6. Transportation and Infrastructure

Each work group was assigned a focus statement which was used in an Affinity Diagram exercise to help the teams create a vision of what economic revitalization in their industry or area will look like. The Affinity Diagram exercise is essentially a brainstorming tool that enables problem solvers to capture and summarize large amounts of language data.

Following are the focus statements assigned to each group for use in the Affinity Diagram exercise:

<b>Group</b>	<b>Focus Statement</b>
Workforce Development	<p>Human knowledge and innovation capacities are at the core of the digital age. Human capital plays a vital role in economic performance and the development of a prosperous, competitive economy and stable society. The key source of competitive advantage is embedded in the people of a given country, region or industry. In the digital age and global marketplace in which Crucians must compete factors such as the skills of the existing work force, the skills needed in a digital economy and the economic and quality-of-life attributes that attract young knowledge workers to today's high-skilled, high-paying technology industries all must be considered when establishing a vision for the future of St. Croix's economy.</p> <ol style="list-style-type: none"> <li>1. What are the educational and human capital characteristics of an ideal workforce for St. Croix in the future?</li> <li>2. How can we attract and retain our educated workforce on St. Croix?***</li> </ol>
Government Affairs	<p>The components that make a region prosperous include research and innovation, technology, demographics, entrepreneurial capacity, risk-capital infrastructure, international trade, education, labor-force skills and quality-of-life issues. Each of these components is impacted by public policy.</p> <p>What government policies, support or services are required to create a prosperous business environment and spur economic growth on St. Croix?</p>
Economic Development	<p>Traditionally undervalued and undercapitalized entrepreneurs, enterprises and communities, including women and ethnic business owners, rural areas and low-income populations represent the fastest growing segments of the U.S. economy and are driving forces behind growth and prosperity. (Source: Milken Institute) Creative ideas and financial innovations that expand access to capital stimulate economic development for these entrepreneurs and customer bases. They provide new approaches to business, public, social and environmental challenges.</p> <p>What financial innovations will expand access to capital and stimulate future economic growth in St. Croix?</p>

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Technology and Industry	Economic development involves the process of utilizing a location's strategic assets to expand the quantity and quality of its business operations. There can be a wide continuum of strategies from improving the basic skill sets of workers, increasing access to capital for entrepreneurs and land-use planning to commercialization of university-based research activities.
Tourism	Technology and Industry, Tourism, and Transportation and Infrastructure work groups each addressed the following:
Transportation and Infrastructure	What are the key attributes of an economic growth strategy for [insert industry group name] in St. Croix that will expand the future quantity and quality of its businesses?

The results of the Affinity Diagram exercise are presented in Appendix A.

**\*\*Note Regarding Workforce Development:**

The Workforce Development work group completed two Affinity Diagram exercises. The first exercise addressed the originally assigned focus statement:

What are the educational and human capital characteristics of an ideal workforce for St. Croix in the future?

At the end of day one however, the workgroup strongly felt that the focus statement did not address a workforce related matter critical to St. Croix's economic development. Therefore, in lieu of moving forward based on the original focus statement, on day two the team elected to redefine the focus statement as follows:

How can we attract and retain our educated workforce on St. Croix?

As a result of the change in direction, this report only presents the results of the Affinity Diagram for the second focus statement. Also, the workgroup did not have enough time to complete the Interrelationship Digraph exercise ("ID exercise") (see below). The Think Tank will be tasked with completing the ID exercise for Workforce Development.

After the results from the Affinity Diagram were summarized, the work groups (except Workforce Development) completed an ID exercise. The ID exercise was used to isolate “primary drivers” or influencers on the other elements from elements that are “primary effects” and therefore influenced by the other elements. Each element was then weighted based on their relative ability to drive or influence the other elements.

The results of the ID exercise are summarized in Appendix B.

**Summary of Results:**

The results of the workgroup’s exercises are diverse which is expected given the industry specific nature of the groups. As expected, however, government related matters were cited by all work groups.

Every work group noted that economic development on St. Croix can’t happen unless changes are made in government related policies and services. Matters such as better government accountability, more effective communication, increased public/private partnerships, and more effective tax revenue uses and incentives were cited. In addition, matters relating to the need for a comprehensive land use development strategy and improved infrastructure were cited by most groups.

In the Economic Development workgroup, the key drivers of financial innovation were thought to be increased government accountability and more effective tax revenue uses.

In the Government Affairs workgroup, the key drivers of improved government policies, support and services were thought to be more effective internal and external communication by government employees, and the development of a clear vision along with goals and objectives and performance measures for government employees.

In the Technology and Industry workgroup, the key elements of an economic growth strategy were thought to be increased public and private cooperation and collaboration.

In the Tourism workgroup, the key elements of an economic growth strategy were thought to be developing a St. Croix brand and supporting new hospitality developments.

In Transportation and Infrastructure, the key element of an economic growth strategy was thought to be the establishment of a more policy aligned, action, and results oriented government. The team also felt very strong about the need for a St. Croix specific Land

Use Plan, which was the secondary driver in the ID. The team discussed how a land use plan could enhance the development of St. Croix and provide the initial basis for developing a solid transportation and infrastructure plan that would support an economic growth strategy.

**More Results from Transportation and Infrastructure:**

The Transportation and Infrastructure team was able to complete the Affinity Diagram and ID exercises with time to spare. Therefore, they took the initiative to do more work and generated recommendations for the Think Tank. Their report on the additional work performed, as prepared by Cynthia Arnold, the team facilitator, follows:

Once the team completed the digraph and the primary driver and effect was identified, the team wanted to go a step further into recommendations for the Think Tank. The team would have been remised if they did not go this extra step given the energy and passion in the room from a mixture of private, public and quasi-government agency members. The team decided to come up with three categories of initiatives to recommend to the Think Tank for consideration as part of the economic growth strategy.

- 1) The Low Hanging Fruits – Initiatives that can be implemented with little or no money (by government), in very little time and no legislative action would be required. Government vision and action is all that would be required.
- 2) Short Term Goals – Initiatives that can be done in anywhere from 0 to 5 years with minimal to moderate dollars. More planning and analysis for implementation would be required.
- 3) Long Term Goals – Initiatives that could take more than 5 years for complete implementation but can be worked on starting now, requires large investments from both the private and public sectors in partnership. Involves long-range planning and analysis.

1) Low Hanging Fruits

- a. Public Road Improvement – Dedicated egress and ingress for New Development on the island.
- b. All new Developments would be required to place utilities (water, power and sewer) and telephone underground in the public Right of Way.
- c. Transshipment – Seek a waiver from Federal Highway Administration for the public container port road to allow usage by the shipping industry. This action will stimulate transshipment opportunities which are a big economic opportunity for St. Croix based on our strategic location and these opportunities are currently not being exploited.
- d. Transportation Panel – Establish a St. Croix transportation panel with public and private members.

- e. Nighttime Navigation – Upgrade the nighttime navigation system. Currently there is no system in place to navigate ships in the night. There are opportunity costs in not being able to accommodate ships 24 hours a day. The government has to use vision and creativity to convince the businesses that would use this system to finance and maintain the system. The team all agreed that this would not be hard to do and the long-term benefits outweigh whatever credits or incentives the government would agree to grant initially to encourage the business to invest in this system.
- f. Port Facilities – Maintain current port facilities. Fees collected by the Port Authority for Marine Fees should be used to properly maintain the facilities. The team thought that the ports were adequate but need basic on-going maintenance and upgrades to help improve the facilities.
- g. VI Port Authority (VIPA) Review – VIPA is an instrumental part in the economic growth of the islands. They are the owners of all the seaports and airports. It is the first point of entry for guests to our shores and the last image and impressions when they leave. Therefore, a thorough review of VIPA is necessary because it is an instrumental part of infrastructure and vital to the economic success of St. Croix. VIPA’s policies and operational management must be aligned with the goals and vision of the government.

2) Short Term Initiatives

- a. Impact/User Fees – Review and adjust, as appropriate impact/user fees to stimulate business opportunities, in order that they are used for infrastructure operations, maintenance and improvements.
- b. Transportation System – Consistently aligned intermodal transportation system between the government agencies, Department of Public Works, VI Port Authority and VITRAN.

3) Long Term Initiatives

- a. Fully implemented policy for a mass transit intermodal system to include water and land transportation, walkways, bikeways, inter-island transportation, and all other aspects of moving people and goods to and from the Virgin Islands.

**Next Steps – Summit Think Tank:**

The long-term goal of the Summit is to develop working partnerships among the stakeholders that will define the path to shared, sustainable economic success for St. Croix. The Summit Organizing Committee has named this initiative the St. Croix Strategic Economic Development Initiative (“SEDI”)

The Summit Think Tank is the operating body formed under SEDI to carry out its mission. The members of the Think Tank will be selected by the Summit Organizing Committee. The Think Tank will be comprised of business and community leaders who will accept the challenge of sustaining the momentum for economic revitalization, and commit to meet with Governor de Jongh on a regular basis to ensure full partnership with St. Croix’s government as work is done to revitalize St. Croix’s economy.

Each task force member will also help facilitate ongoing communication and collaboration within their own industry sector area to ensure wide outreach for ideas and cooperation from the diverse stakeholders in St. Croix.

Role and Responsibilities:

Think Tank Members

One or two individuals from each Summit work group will be asked to serve on the ongoing Think Tank. The role(s) of these individuals will be to:

1. Lead their ongoing industry work-group during the first year.
  - a. Workforce Development
  - b. Governmental Affairs
  - c. Tourism
  - d. Economic Development
  - e. Technology and Industry
  - f. Transportation and Infrastructure
2. Maintain commitment and energy among the workgroup members and schedule and lead at least one (1) working session per month during the year.
3. Expand the workgroup membership appropriately to other participants in their specific industry focus area in order to ensure all stakeholders are heard.



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4. With workgroup members, validate and then develop a plan to achieve short-term and long-term goals drafted at the Summit (or revised appropriately with the larger workgroup) and commit to achieving at least one short-term goal within 6 months.
5. Think Tank members will attend Think Tank meetings on a regular ongoing basis to assure cooperation among industry work groups and cooperative, integrated communication with the government. Successful fulfillment of this responsibility will require that the Think Tank members work together and with other stakeholders to gather additional information, analyze options or paths forward, and make decisions and/or recommendations.
6. Meet with the Governor and his staff several times during the year to report on progress against short-term goals, and identify and drive collaboration with the USVI government for long-term goals that will revitalize and drive St. Croix's economy to a shared, successful economic future.

Selection Criteria

Members of the SEDI Think Tank should have the following characteristics:

1. Attended the 2-day St. Croix Economic Summit (September 20-21, 2007)
2. Influential in the St. Croix community
3. Positive, future-oriented, strategic thinker
4. Proactive in the community; experienced in leading or participating in cooperative community efforts.
5. Recognized expert in their industry sector
6. Willing to commit personal time and energy, and appropriate company resources, to supporting Think Tank and related Work Group initiatives
7. Consensus-builder

Term:

The inaugural term of the SEDI Think Tank members will be one (1) year. Membership is by invitation, but on a volunteer basis with no remuneration.

Think Tank Work Group Members

One result from the St. Croix Economic Summit was recognition of the need to focus on economic issues and look to the private sector to solve many of St. Croix's problems. The work groups will be the mechanism for committed stakeholders to deliver on that resolve.

Each Think Tank Work Group will provide advice and input for economic policy, and ideas, support and leadership for revitalization projects aimed at spurring the economy.

The role of Think Tank Work Group members will be to:

1. Meet monthly with their industry work group. Meetings will run no more than 2 hours unless the group determines a longer meeting is needed.
2. Using results from the Economic Summit, and with additional information, ideas and support from the expanded work group, identify 1 or 2 short-term goals that can be accomplished within the coming year through the cooperative efforts of the members and other industry stakeholders.
3. Using results from the Economic Summit and additional data and knowledge, identify medium and long-term goals that will help revitalize the industry sector in St. Croix. These goals may require support and cooperation from other industry sectors or stakeholders in St. Croix, and/or the USVI Government.
4. Meet as a group with appropriate government representatives to ensure alignment and cooperation with USVI government agenda, and obtain support for Work Group initiatives.
5. Be willing to invest time and energy, and take a leadership role in driving positive change and collaboration across the diverse stakeholders in St. Croix to create the strong economy we know can be St. Croix's future state. .

#### Selection Criteria

Members of Think Tank Work Groups should have the following characteristics:

1. Recognized expert in the industry sector

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2. Positive, future-oriented strategic thinker
3. Willing to commit their time to attend Work Group meetings
4. Willing to commit time and energy to supporting Work Group initiatives
5. Consensus-builder

Term

The Innaugural term for Think Tank Work Group members will be one (1) year. Membership is by invitation but on a volunteer basis, with no remuneration.

One of the first tasks designated for completion by the Think Tank (Workforce Development Work Group) is the completion of the ID for the Summit Workforce Development group's Affinity Diagram.

**Appendix A**

**Affinity Diagram Results**

**Economic Development:** What financial innovations will expand access to capital and stimulate future economic growth in St. Croix?

<b>Economic Development</b>								
<b>Increase Government Accountability</b>	<b>More Effective Tax Revenue Uses</b>	<b>Public Private Partnerships</b>	<b>Improve Infrastructure</b>	<b>Education and Training</b>	<b>TIF</b>	<b>Reduce Risk</b>	<b>Marketing to Public &amp; Investors</b>	<b>Creativity: "Think Outside of the Box"</b>
Shorten the permitting process	Inform local public of benefit of tax incentives to foreign investors	Collaboration – public, private, government	Reliable infrastructure: technology, healthcare, schools, and utilities			Creating an island worthy of the risk the expansion might be to the financial innovators	Take advantage of market conditions e.g. weak US dollar	Create a comprehensive land and water use plan that takes into(?) land scarcity
Reduce the red tape		True public/private partnerships: tap talent already here	Rejuvenate towns/buildings				Target industries that can create more financial opportunities for St Croix	Develop enterprise zones in high traffic areas on island
Follow through on promises/commitments		Privatize public housing with government backed mortgages					Become Caribbean hub for recycling: go "green" and make "green."	
Reduce crime		Improved access to capital					Embrace diversity	
Eliminate conflict of interest within							Share information	

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government								
							Inform local public of benefit of tax incentives to foreign investors	

<b>Government Initiatives</b>
Incentives: push EDC forward
Increase capitalization of the government development bank
Market current & proposed pro-business legislation
What is the assumed or target rate of return for the government pension plan? Is it possible to increase this without moving the risk profile and/or reducing it?
Tort/Legal reform
EDC program improvements

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**Government Affairs:** What government policies, support or services are required to create a prosperous business environment and spur economic growth on St. Croix?

<b>Government Affairs P.1</b>					
<b>Effective Communication is the Key</b>	<b>Develop clear vision, goals/objectives &amp; performance measures</b>	<b>More effective, efficient, and higher quality government service delivery</b>	<b>More effective promotion &amp; marketing of Cultural Heritage (Education &amp; administration)</b>	<b>Training &amp; Workforce Development for All Sectors of the Community</b>	<b>Required Accountability of all stakeholders</b>
Improved communication between the legislative and executive branches	Develop a clear vision that gov't & private sector agree upon	Create a friendly infrastructure that will encourage n& support development	Centralize our different components that deal with our cultural heritage.	Structured education programs	Develop committees to follow-up on projects that the government wants to see through
Communication among agencies to solve problems	Utilize/agree to an existing economic development plan	Foster a business friendly environment among stakeholders	Education of entire STX community as it pertains to culture & heritage	Policy of education of employees, potential investors and future workforce	Ensure compliance to policies
Generate and communicate a plan to the public & government	Develop a timeframe for the outcome with appropriate milestones along the way	Improve sewage, power, water & garbage service	Empower the VI Cultural Heritage Institute	Public education	Check: Annual/periodic assessment of gov'ts performance & progress and modify as needed
Access to representatives	Revisit prior plans that are feasible and implement	Ensure fast track services for investors	Create a cabinet level dept of gov't that includes cultural affairs and heritage	Promote education on historical aspects of our economic past	Commitment: Once you have buy-in don't change the plan.
Education on direction to get buy-in	Look at new plans	Streamline processes to enhance services to investors, i.e. DLCA/CZM		Complete full review of education system to ascertain its relevancy in today's economy	Enforcement of our laws
Provide a liaison to private sector	Evaluate policies	Run gov't like a business with a unique culture		Provide education and technical/infrastructure services that are congruent with policy	Partner: Each partner must supply the promised input
		Continue to develop one stop gov't shops		Develop workforce that meets the needs of STX economy	
		Review all laws and determine relevancy to today's world		Develop degree (Bachelor, Masters, PhD) programs @ UVI that speak to our economic infrastructure.	
		Public health & safety			
		Decentralize seat of gov't to broaden access to support and services			
		Deal with issues of private sector			

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<b>Government Affairs P.2</b>			
<b>Act Upon Policies in a Consistent Manner Through Education and Collaboration</b>	<b>Streamline government services</b>	<b>Attitude</b>	<b>Partnership of Public/Private Within the Territory &amp; Region</b>
Revisit laws relative to taxes	Institutional restructuring and collaboration are integral to advancing more responsive public policy.	Subdue personal egos in favor of the public and collective good	Develop strategic partnerships in the region
Revisit laws relative to incentive benefits	Efficiency in Permitting Process	Attitude: what's in it for me or my administration?	Modify: public/private support to institute positive change as needed to facilitate progress towards the strategic direction for future growth
Educating the community in an attempt to have total buy-in to the plan	One economic development point person at government house.	The policy must be sustainable in that it has a basic structure, survives political and economic tides and selfish individual interests	VI policy makers need to position themselves within the global and regional economy with proactive policies
Policy must be such to address opportunity for all community stakeholders not simply private economic interests		Develop committees to follow-up on projects that the government wants to see through	A unified approach to support of the business environment desired.
Review any merging regional or global economic activities that could be beneficial to the economic growth of St. Croix		We (all of us) are integral to successful outcomes	Develop a compelling state interest argument as to why local businesses must be protected.
Until greater emphasis is placed on services for our young people there can be no true economic growth		Change in mindset to accept compromise and trade offs are key components to economic growth, development and prosperity	Collaboration (public/private) to facilitate healthcare, tourism within the USVI (cardiac/oncology) by marketing our unique features & quality care. (U.S. English speaking board certified physicians, etc)
A clear policy objective of where St. Croix should be within a 5-10 year period			Services: provide needed services & streamline existing service by empowering public/private partnerships & community feed back
We need a clear sense of direction for economic development for St. Croix			
Decide on a direction that may be multifaceted but have a single focus or outcome			
Establish which plan for economic development we are going to follow and then IMPLEMENT			
The policy must be sustainable in that it has a basic structure, survives political and economic tides and selfish individual interests			
Subscribe to a policy that we will move to action on items where there is 80% consensus.			

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**Technology and Industry:** What are the key attributes of an economic growth strategy for Technology and Industry in St. Croix that will expand the future quantity and quality of its businesses?

Technology and Industry (P.1)					
Forecasting and Understanding Demands	Public/Private Cooperation & Collaboration	Develop Technology Workforce	Targeted Marketing	Maximize ROI/Quality of Life	Identify Current State
Capacity for new digital homes, resorts, convention center, etc	Be honest about limitation and find way to collaborate to accomplish what we can't do alone	Job creation/growth	Market STX telecom capabilities: RT Park; Global Crossing; AT&T	Create an environment that rewards excellence and attracts growth capital	Define present state or technology in detail
Forecast demand in 5,10 years	Eliminate red tape	Improve STX student capabilities: free laptops; training; contest for coolest My Space page	Greater exposure by STX	Wealth creation/distribution	Identify our resources in place
Determine demand for broadband	Time to market advantage is critical to the companies we seek to attract or build	Education opportunities	Encourage Hovensa expansion and new partners in refinery related businesses: tax breaks; easier gov't regulations; new business set-up process	Money	
Understand and/or quantify the technology requirement on STX	STX once supplied the world – now let's reap the harvest by being open to outside participation	Identify skills and skill level needed of employees	Dual focus on business development: attract start-ups and large players who will in part support start-ups	Develop incentives for peripheral industries (housing, hospitality services) to support growth (Silicon Valley effect)	
Focus on what we're headed toward instead of what we're leaving behind	Look for ways to eliminate obstacles – especially those being erected for others	Skilled workforce vested in working, developing and mentoring new talent		Small business creation/growth	
Dedication to the process by all		Technology savvy work force		Economic development support	
		Educate internal and external customers			
		Channel 12 develop a "Tech Talk" program to inform the public & create interest to help develop the work force to meet the tech needs of STX			
		Develop workforce to install, operate and maintain infrastructure			
		Encourage education in math and science (intellectual capital) with commitment that tech industry will provide jobs in future			



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<b>Technology and Industry (P.2)</b>			
<b>Execute With an Eye on the Big Picture</b>	<b>Embrace Change</b>	<b>Defined Goals</b>	<b>Develop Infrastructure Based on Forecast</b>
			Last mile issues needs to be resolved so that business can happen anywhere on STX, 24/7, 365
			Reasonable costs access to this communication
			STX needs to offer cheapest bandwidth, comparable if not better to mainland pricing
			Weather resistant communication infrastructure
			Technology infrastructure development
			High speed communication
			Secure communication
			Embrace technology as a natural resource
			Stable, reliable and expandable infrastructure
			Affordable and reliable broadband mainland speeds

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**Tourism:** What are the key attributes of an economic growth strategy for Tourism in St. Croix that will expand the future quantity and quality of its businesses?

<b>Tourism (P.1)</b>					
<b>Service Attitude</b>	<b>Formal Education</b>	<b>Families</b>	<b>Government Efforts</b>	<b>Heritage, Culture, &amp; Eco</b>	<b>Infrastructure</b>
Accommodate tourist longer hours, open Sundays.	Offer training at all levels	Make families a major target market	Partnership: Gov't/private with local/area/region	Highlight culture, heritage and the diverse environment	Improve basic infrastructure: roads, green space; waste management
Say yes rather than no	Develop a hospitality work force	Interactive cultural museums for children	Gov't provide critical services to private sector	Island teamwork	Upgrade infrastructure on the island
Create a comparative advantage by focusing on service: NB & top notch	Volunteer training (tours, history)	Family oriented destinations on island	Private/public sector tourism advisory board modeled after the East end Marin Park Advisory Board	Create a spirit of business among locals	Rebuild infrastructure
Welcome	Hospitality school, gov't grants, private funding & tourism biz (hotels, restaurants, etc)	Coloring books for tourists from kindergarten on as in Hawaii	Government facilitator	Foster pride in education, entrepreneurship, and cleanliness	Test products on VI before taking them outside
Commitment	Teach enthusiastic & friendly customer service	Variety of experiences for a variety of interests	Gov't Partnership: public safety; public works; public health; public education	Understand and promote our history to include not to exclude	Strategic infrastructure
	Need hospitality programs: public schools; scholarship programs; and management school		Bigger budget for tourism	Cohesive branding with all involved in the media	Accessibility/ transportation/ air access
	Education/Training: History & Culture/Skilled Work		Promote perception of safety	Brand - Culture Development - Historical	Stronger public presence
			Make gov't a "hand up" not a "hand out"	Historical attractions museum	Public sanitation/litter
			Amend development laws to promote quality development and eliminate power of frivolous opposition	Rehab/Restore historical & cultural treasures	Transportation: professionalism; ease; value
				Gov't and public pressure on owners of historical sites to restore them	Expand other industries besides tourism
				Activities & safe/good value: natural; man-made; professional delivery	

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<b>Tourism (P.2)</b>			
<b>Branding</b>	<b>Marketing</b>	<b>Community Education</b>	<b>More Beds</b>
Brand what is authentic about STX	Identify market segments	Enhance STX for those who live here so it becomes a great place to visit	New development
Marketing of attractions	Identify new markets	Community support for tourism as a viable options for STX: your grassroots political & gov't leader	Floating hotel
Caribbean: the overlooked market	Money for marketing	We are responsible to market STX	More accommodations
Geo-tourism	Affordability/competitive pricing	Tourism friendly	More hotels
Delivery of promise	Technology as the distribution center	Change the perception of crime on STX	
Celebrate what we do right			

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**Transportation and Infrastructure:** What are the key attributes of an economic growth strategy for Transportation and Infrastructure in St. Croix that will expand the future quantity and quality of its businesses?

<b>Transportation and Infrastructure (P. 1)</b>						
<b>Well Aligned Action &amp; Results Oriented Government</b>	<b>Impact Fees</b>	<b>Policy Aligned Government</b>	<b>Land Use Plan</b>	<b>Utilities/Energy</b>	<b>Qualified Labor Pool</b>	<b>Underground Telephone Lines</b>
Identify funding to improve port facilities	Impact fees go into special funding	Clear vision of what is needed & current assessment = gap analysis	STX specific comp. Land use plan (emphasis on green) w/impact fees	Excellent, reliable economical power grid & generating system	Internal Infrastructure (workforce)	Underground utilities
Business partnerships: private sector/gov't	Green gov't & green business incentive programs	Have DPNR spearhead meeting of the mine when new developer expresses interest in a project	A thoroughly researched land & water use plan with input from stakeholders			Lower energy cost reliable
Stewardship/resource recovery: waste-to-energy; water reclamation	Land use plan	Establish joint utility meetings every quarter or sooner	Revise and complete land use plan by June 08			Power generation & utilities should be moved to the south side of STX
Utilize Jones Act exclusion status	Impact Analysis & impact fees development strategy	Streamline licensing process & establish reciprocity among islands	Land use plan for STX only			Water & sewer line expansion
		Good & frequent communication among policy makers & experts in the community	Land use plan based on current zoning.			Place electrical system to all ports (air and sea) underground
		Have the VIPA establish a policy to direct the fees paid at seaport be used for infrastructure & port maintenance				Build sub-station in LaValle area
		Single member senate districts				Acquire land to construct switching station in F'sted.
						Establish sub___ inter-tie between St. Thomas and St. Croix
						Integrated Energy System – to include: ocean thermal, wind & solar
						Pursue burning of petcoke from Hovensia

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<b>Transportation and Infrastructure (P.2)</b>					
<b>Technology &amp; Communication</b>	<b>Port Facilities Infrastructure Improvements</b>	<b>Caribbean Regionalization</b>	<b>Airline Capacity That's Reliable &amp; Affordable</b>	<b>Business Opportunities</b>	<b>Road Highway Infrastructure Improvements</b>
Excellent state of the art telecom system	Modern well-designed, built & maintained airport facilities	Trade/export capacity – off island recycling markets	Efficiently get goods, services & talent where it needs to be (speed of commerce)	Public facilities upgrade – race track; parks; rec stadiums; venues for multiple events	Well developed, built & maintained roadways & traffic signals
Reliable voice and data – wireless	Port Authority invest in the upkeep and maintenance of ports	Education, trade and resource management	Airline seat initiatives	Ship demolition for decommissioned Navy vessels – oil rigs – single hauled vessels	Roadway stripping
Fiber optic cable access	Establish the STX container port and adjacent facilities as cargo & trans-shipment facilities	Tomorrow: create an environment to improve STC position in intra-regional growth. Ex: be part of the Caribbean growth	Frequent and convenient transportation	European tourism by charter: hotel; taxi; fuel	Prune trees along roadways
Connection to global crossing corp.	Maritime transportation – I-Mitetime Navigation		Value for the dollar	Joint venture with private venture to refuel ships	Proper estate sign placement
Partner with private sector to manage/operate and maintain fiber optic connection to Global Crossing	Include the seaports in the marketing plans for the gov't economic development programs		Inter-island commerce within VI	Develop over haul dock to repair mega ___ and other vessels	Proper road sign placement
	Develop container port facility to accommodate larger vessels			Mariner plan for C'sted to accommodate cruiseship move to F'sted pier	Clean island roads
	Implement improvement process to existing port and airport infrastructure: dredging of channel; maintenance markers; clean and welcoming atmosphere			Discard plan to build mariner at Gallows Bay Dock and build mariner in F'sted	
	Develop & Establish Service Driven (Customer Friendly) processes at the ports				

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**Workforce Development:** How can we attract and retain our educated workforce on St. Croix?

<b>Workforce Development P.1</b>					
<b>Improved Quality of Life</b>	<b>Provide Incentives, i.e. wages, benefits &amp; training</b>	<b>Build Upon Strengths of the Community</b>	<b>Align Education with Current &amp; Future Job Trends</b>	<b>Competitive Wages</b>	<b>Reform Education &amp; Labor Laws to Enhance Investment</b>
Improve public schools, parks, common areas, roads	Provide tax/bonus incentives for targeted skills (target determined by econ. Development strategic plan)	Capitalize on dual language system to offer opportunities to Hispanics worldwide	Identify the workforce characteristics	Create competitive salaries for workers especially the hard to recruit specialties	Address labor laws legislation
Reduce core costs in island: food, shelter, energy, transportation	Offer flex time & home office options (alleviates traffic issues)		Look at what is important to the employee (for example, job security)	Provide competitive salaries to increase the level of competency of the workforce	Create laws that create a spirit of entrepreneurial competition
Provide day care facilities (free or subsidized) for working parents	Offer & enforce scholarships & grants given on basis of staying on the island.				
More restaurants, clubs, sporting activities	Encourage employees to invest in the community				
Improve the healthcare system.	Offer students land/home ownership opportunities based on years worked in the community				
Reduce the perception that our crime is high in VI	Earmark programs for housing developments (upper side) for returning graduates.				
Provide high quality public education & public health (eliminates the cost of private school & private healthcare)	Create incentive programs for employees who meet their goals & objectives				
Address the need for island-wide activities & events.	Banks with a better offer (arrangement) for home ownership				
	Provide investment opportunities (i.e. land, business)				
	Acknowledge employees for hard work/job "well done"				
	Reduce the cost of living especially the cost to purchase a home.				

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<b>Workforce Development P.2</b>					
<b>Raise Standard of Work Environment</b>	<b>Develop &amp; Improve the Character &amp; Mores of the Island</b>	<b>More Effective Core &amp; Life Skills Training</b>	<b>Creation of Private Sector Jobs</b>	<b>Maximize Potential of UVI</b>	<b>Increased Marketing of Lifestyles &amp; Job Opportunities</b>
Better working conditions & opportunities for advancement	Develop a sense of Crucian pride & nationalism	Offer continued training	Public/private partnerships	Use University as a tool to attract Caribbean & stateside scholars	Facilitate Programs to attract educated workers through marketing
Minimize disparities between and among employees within organization's departments	Parents & educators need to mentor and direct students at early age for their interest	Increase funding by the local government for training	Co-existence between culture & technology	Make UVI tuition free school for people with a GPA of 3.0 or better.	Set up discussion sessions off island, i.e. take recruitment to the source
Attain a higher standard of business operations	Change our perception of the value of education and the appreciation for those who invest in an education	Give employees the tools needed to perform their jobs.	More retail & manufacturing		Change how VI is perceived beyond its borders
Hold companies accountable for practices	National exposure for local kids.	Theatre & Arts Schools	Entrepreneurial opportunities		Reduce the perception that our crime in the VI is high
Create incentives for employees who meet their goals & objectives.	Develop productive, competitive spirit	Full use of the career & technical school in & out of school.	Promote mentoring for students in private enterprise		More knowledge and information about careers available in islands
Force people to be accountable to organization	Promote meaning (purpose) over ambition.	Offer consistent training programs for individuals to keep skill levels current.	Career pathways from high school to college to workplace		Incorporate external VI labor pool in the strategy
		Promote long-term thinking & force students to create 5 & 10 year plans	Build local businesses through innovation generated in schools		Provide immigration options for best & brightest from Caribbean & other countries.
		Promote more mentoring among private enterprise for students.			
		Teach children about finance and life skills needed to live on an island.			

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**Appendix B**  
**Interrelationship Digraph Results**



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The following table reflects the ranking of key elements or ideas that will drive economic change as identified by each work group in response to their focus statement. Each element listed below was taken from the Affinity Diagram and represents a label that summarizes the various ideas identified during the Affinity Diagram exercise. See the Affinity Diagram results in Appendix A for a detail listing of the ideas under each category.

Ranking of Ideas That Would Drive Economic Change	2007 St. Croix Summit Work Group				
	Economic Development	Government Affairs	Technology & Industry	Tourism	Transportation & Infrastructure
1	Increase Government Accountability	More Effective Government Communication (Internal & External)	Increased Public/Private Cooperation & Collaboration	Brand St. Croix  Support New Hospitality Developments	Establish a More Policy Aligned, Action, and Results Oriented Government
2	More Effective Tax Revenue Uses	Develop Clear Vision, Goals/Objectives & Performance Measures for Government Employees	Forecast & Understand Market Demand So We Know Where We're Going  Define Goals & Develop Infrastructure Based on Forecast so We Know What We Want, Need and Expect  Identify Current State So We Know Where We Are Going	Promote Tourism Development in St. Croix (Marketing)	Develop a St. Croix Specific Land Use Plan
3	Creativity – Develop Creative Businesses: “Think Outside of the Box”	Finalize a Comprehensive Land & Water Use Plan  Develop Partnerships with Public & Private Enterprises Within the Territory & Region	Develop Targeted Marketing Campaign of St. Croix’s Assets	Provide Hospitality Industry Education & Training to Workers  Identify New Marketing Strategies to Promote Tourism	Improve Port Facilities’ Infrastructure

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Ranking of Ideas That Would Drive Economic Change	2007 St. Croix Summit Work Group				
	Economic Development	Government Affairs	Technology & Industry	Tourism	Transportation & Infrastructure
4	Government Initiatives That Will Push EDC Forward,  Result in Tort/Legal Reform and Increase Capitalization of Gov't Develop. Bank	Improve Training & Workforce Development for All Community Sectors	Develop Technology Workforce	Advance Government Initiatives (public/private partnerships)	Caribbean Regionalization  Put telephone and Other Utilities Underground
5	Improve Effectiveness of Education & Training  Reduce Investment Risk: Create an island worthy of the risk any expansion would require innovators to assume.	Require Accountability from All Stakeholders  More Effective, Efficient & Higher Quality Government Service Delivery	Maximize Financial & Community ROI	Improve Service Attitude Among Hospitality Workers and Within Community in General	Improve Utilization of Technology & Communication Capabilities  Affordable & Reliable Airline Capacity  Develop Impact/User Fees Strategy, i.e. fees go into special funding, "green gov't" incentive programs, etc.  Improve Road & Highway Infrastructure  Develop Qualified Labor Pool
6	TIF/Tax incentives	More Effective Promotion & Marketing of Cultural Heritage (Education & Administration)			Develop creative business opportunities

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2007 St. Croix Summit Work Group					
Ranking of Ideas That Would Drive Economic Change	Economic Development	Government Affairs	Technology & Industry	Tourism	Transportation & Infrastructure
7	Market Opportunities to Public & Potential Investors				
8	Improve Infrastructure				