Annual Progress Report to City Council

January 2017 – December 2017
Table of Contents

Progress Report Matrix 7

City Council Goals & Initiatives

Goal 1: Grow the Local Economy 19
Goal 2: Create a Financially Sustainable City Providing Excellent Services 35
Goal 3: Improve Transportation System 53
Goal 4: Revitalize Neighborhoods and Plan for the Future 67
Goal 5: Be a Competitive, First Class Resort for Residents, Businesses and Tourists 69
Goal 6: Be the Safest City in Virginia 103
Goal 7: We are an Inclusive Community that is Welcoming and Empowers All 115
Goal 8: Our Community has World Class Schools and Educational Programs 125
Goal 9: Data and Technology are used to Enhance Community Livability, Prosperity, and Sustainability 135
Goal 10: City Assets and Infrastructure are Well Maintained and Meet Community Expectations 149

Striving for Excellence – Bottom Line 165

Index 169
Progress Report Matrix
Goal 1: Grow the Local Economy

Objectives

- Pursue opportunities for Research & Development (R&D) and medical related businesses.
- Develop Burton Station as major business center and neighborhood community.
- Retain and grow existing businesses.
- Expand higher paying job opportunities.
- Expand skill based training through partnerships with the School Division, Tidewater Community College, and other education institutions preparing for 21st Century job opportunities.
- Attract new “targeted” businesses, biomedical, health care and life sciences, finance, insurance and real estate, information technology and professional services, advanced manufacturing, retail.
- Enhance opportunities for citizens to increase wealth and prosperity.
- Be recognized as the Regional Center for Innovators and Entrepreneurs.

Council Initiatives

- Agriculture Business Analysis and Expansion Strategy
- Arts and Technology Innovation Center
- Bioscience Business Development
- Burton Station SGA/Northampton Corridor Development
- Cyber Security Industry Development
- Economic Development Small Business and Diversification Strategy (SWaM)
- International Business Attraction: Strategy and Action
- London Bridge Commerce Center
- Lynnhaven Corridor Improvements
- Pembroke SGA Zoning
- Princess Anne Road/TCC Hotel Project
- Regional Branding
- SGA Investment Incentive Program
- Town Center Expansion (Beyond Core Area)
- Town Center Phase VI
- Workforce Development (including TCC and other institutions)
Goal 2: Create a Financially Sustainable City
Providing Excellent Services

Objectives

• Deliver City services in the most cost-effective manner
• Maintain “AAA” bond rating
• Expand public understanding price of government linking to the cost of services and citizens’ expectations, needs and the ability to pay
• Increase satisfaction with easy access to City service
• Increase citizen involvement and engagement

Council Initiatives

• ARP Evaluation and Direction
• City Properties: Inventory, Evaluation and Direction
• Develop and Implement City-wide Damage Assessment Program
• Disaster Recovery
• Disaster Recovery Plan - Infrastructure
• Employee Compensation: Policy Review
• Historic Kempsville Area Master Plan Implementation
• Maintain AAA Bond Rating
• Marketing of Excess City and School Property
• SPSA: Long Term Solid Waste Disposal for Southside Localities
• Virginia Beach Comprehensive Waste Management Strategy
Goal 3: Improve the Transportation System

Objectives

- Secure adequate funding for transportation projects
- Reduce congestion and improve traffic flow
- Explore more alternative modes of transportation
- Advocate for high speed linking Hampton Roads to Northern Virginia and beyond
- Better mass transit by improving frequency and reliability
- More flights to Norfolk International Airport
- Become a “Test Center” for emerging transportation technologies

Council Initiatives

- Autonomous Vehicle Plan
- Better Mass Transit by Improving Frequency and Reliability
- Bike Accommodations
- Bikeways and Trails Plan Implementation
- Bond Referendum for Road Backlog
- Centerville Turnpike Widening
- Greenwich Flyover - I-64/I-264 Improvement Project
- High Speed Rail Advocacy
- Indian River Road/Kempsville Road Intersection Improvements
- ITA (Interfacility Traffic Area) Study: Update
- Lesner Bridge
- Local Road Funding – Long Term
- Nimmo Parkway – Phase VIIA
- Princess Anne Road – Phase VII
- Regional Transportation Funding
- Roadway Maintenance Program
- Shore Drive Infrastructure Improvements
- Sidewalk Master Plan
- UBER/LYFT Shared Ride Services Regulations
- Witchduck Road - Phase II
Goal 4: Revitalize Neighborhoods and Plan for the Future

Objectives

- Create a “sense of place” with a 15-minute radius in designated areas
- Improve neighborhood infrastructure and City amenities
- Reuse aging commercial areas
- Use Community Vision, Strategic Growth Area Plans, and Comprehensive Plan to guide future development and land use
- Increase home values throughout the City
- Protect natural resources and waterways
- Update/upgrade and diversify neighborhood aging housing work
- Develop flex-use spaces

Council Initiatives

- 2040 Vision to Action Community Coalition
- Advocate for Policy, Planning and Fiscal decisions Impacting Housing Appropriations at the Federal, State and Local Levels
- Cleveland Street Area Development
- Continue ARP, ITA, and Strategic Open Space Acquisitions
- Coordinate evaluations of land use conformity issues with the U.S. Navy
- Housing Strategy: Policy and Implementation
- Land for Solar Farms; Development
- Thoroughgood House Education Center
- VBCDC: Presentation and Direction
Goal 5: Be a Competitive, First Class Resort for Residents, Businesses, and Tourists

Objectives
• Safer and more inviting environment for families: 24 hours a day
• More variety of facilities and activities, including participatory events and local participation
• Become year-round destination
• Optimize the potential of the Convention Center
• Increase residents’ understanding of the value of tourism to the community
• Leverage tourism dollars to aggressively brand Virginia Beach as a resort destination City

Council Initiatives
• 19th Street Pedestrian Connection
• Baseball Complex at Princess Anne Commons
• Branding: Virginia Beach Naturally
• Conduct “Research & Development” to Support Tourism Marketing
• Construct the Darden Marine Animal Conservation Center
• Convention Center Business Development
• Develop a year-round market segments program
• Dome Site Development
• Oceanfront FBC Revisions
• Owls Creek Marsh Pavilion Enhancement (Phases I & II)
• Pacific Avenue Improvements
• Public Information and Marketing of Resort to Residents
• Resort Area Parking Plan
• Sports Center
• Support the Upgrade to and Development of Convention Quality Hotels
• ViBE Creative District
Goal 6: Be the Safest City in Virginia

Objectives
- Maintain lowest crime rate in Virginia with the highest clearance rate.
- Have the capacity to deal with mental health issues and needs.
- Be prepared for, respond to, and recover from catastrophic events.
- Have a well-trained, well equipped public safety staff.
- Have community policing that creates a sense of community.
- Recruit and retain a top quality public safety workforce.

Council Initiatives

- Body Worn Cameras for Patrol Officers
- Community Policing Strategy
- Develop a Comprehensive Pre- and Post- Disaster Recovery Plan
- Develop Updated Evacuation and Shelter Plans to Align with New Evacuation Zone Initiative
- Drone Use Policy
- Oceanfront Staffing, Operations and Homeless Outreach
- Opioid Service Enhancements
- Opioid/Heroin Initiative
- Police Staffing Plan
- Same Day Access to Behavioral Health Care
Goal 7: We are an Inclusive Community that is Welcoming and Empowers All

Objectives

- Supportive services available to all residents when needed
- Enhance the range of public engagement strategies and methods to build awareness
- Have equitable access to city procurement and services
- Increase citizen understanding of the city, city services and programs
- Present accurate information to the community
- Have effective methods of citizen engagement and involvement in the governance process
- All citizens feeling welcome

Council Initiatives

- African-American Cultural Center: Next Steps
- Disparity Study
- Expansion of Behavioral Health Services in Criminal Justice System
- Homeless Strategy: Implementation
- Housing Resource Center
- Mental Health Forum
- Mental Health Initiative
- Permanent Supportive Housing for Individuals with Serious Mental Illness
Goal 8: Our Community has World Class Schools and Educational Programs

Objectives
- Achieve equitable attainment for a quality education for individuals from birth to adulthood.
- Provide a broad range of arts and cultural resources and activities.
- Expand the presence of Tidewater Community College and other higher learning institutions.
- Collaborate with the school division and the entire community to ensure that all.
- Students are successful in school, graduate on time and are productive and engaged global citizens.

Council Initiatives
- Employee Tuition Reimbursement
- Higher Education Campus Expansion Strategy
- Internal Training for Employees, Supervisors, and Managers
Goal 9: Data and Technology are used to Enhance Community Livability, Prosperity and Sustainability

Objectives
- Improve City services through strategic use of web-based technologies and systems.
- Foster equitable economic prosperity and stability through community access to technology.
- All citizens and businesses have access to state-of-the-art broadband services.
- Use City public data to spark innovation, promote collaboration, increase government transparency and informed decision making.
- Use data in developing City policies and services.
- The City is recognized as a leader in technology.

Council Initiatives
- Business Revenue and Personal Property Implementation
- Integrated Public Safety Initiative
- Investment Review board Implementation (Technology)
- Offshore Wind Energy
- Regional Broadband Strategy
Goal 10: City Assets and Infrastructure are Well Maintained and Meet Community Expectations

Objectives
- Protect water resources.
- Maintain high performance infrastructure systems citywide by retrofitting, designing for adaptability and investing in new technologies.
- Have an effective storm water management system that is well-designed, well-built, and well-maintained.
- Have well-designed, well-built, and well-maintained streets and sidewalks.
- Align policies and codes to minimize the effects of storm water runoff for new development and redevelopment.
- Prepare city infrastructure for sea level rise.
- Have well designed, well-built and well-maintained city buildings and facilities.

Council Initiatives
- Aragona Flooding SW Project
- Ashville Park SW Flooding
- Bayville Creek Neighborhood Dredging SSD
- Central Beach District SW Flooding
- Chesapeake Beach Sand Replenishment
- City Hall 2020
- Croatan Beach Sand Replenishment
- Gills Cove Neighborhood Dredging SSD
- Sale of City-Owned Land: Evaluation, Policy Direction, and Actions
- Sea Level Rise/Recurrent Flooding Comprehensive Analysis
- Shadowlawn Neighborhood Dredging SSD
- Sherwood Lakes SW Flooding
- Storm Water Fee Policy Direction
- Storm Water Management Policies, Planning, and Programs
- Storm Water Watershed Management Master Planning, Analysis and Modeling
- Water Supply: Direction
- Windsor Woods, Princess Anne, The Lakes SW Flooding
Goal 1
Grow the Local Economy
Goal 1
Grow the Local Economy
City Council Priority Initiatives

Agriculture Business Analysis and Expansion Strategy
Initiative owned by David E. Trimmer, Ronald H. Williams Jr.

Vision Element(s):
Thriving Economy

Status:
The Department’s ongoing focus is the growth and sustainability of agriculture. The Agriculture Reserve Program in 2017 grew by 4.2% (405 acres) bringing the total number of acres in the program to 9,722 (41 development rights acquired). The continued focus on all facets of agriculture: tourism, fruits and vegetables, education, science, commodities, livestock, equine and the environment.

Arts and Technology Innovation Center
Initiative owned by Emily Spruill Labows, Ronald H. Williams Jr.

Vision Element(s):
Connected Community; Learning Community; Thriving Economy

Status:
A cross-departmental team made up of IT, Economic Development and Cultural Affairs developed a proposal for a private sector company to fund the research, development, and construction of an Arts and Technology Innovation Center to be located in the ViBe Creative District. The Center presented a unique opportunity for key stakeholders to “bridge the digital divide.” The facility would be a one-of-a-kind facility that integrates the arts, technology, science and engineering, and innovative business, promoting new forms of creative expression using state-of-the-art, high-speed digital technologies. It would create a space for instruction, mentorship, and leadership opportunities to support collaborators at every level of the cultural ecosystem.

The proposal was not successful in securing funding for the project.
**Bioscience Business Development**  
Initiative owned by Warren D. Harris, Ronald H. Williams Jr.

**Vision Element(s):**  
Thriving Economy

**Status:**  
The VABeachBio initiative is a targeted business development program designed to enhance the City’s existing assets and build an ecosystem that will lead to translational research, collaboration, and economic growth. In 2017, Economic Development staff attended four biomedical conferences (Biotech Showcase, BioEurope Spain, Bio Europe Germany, and Bio International), a liver-disease focused conference with Sanyal Biotechnology, a medical manufacturing conference, and hosted a seminar in Oxford UK for their Biotech Network. Virginia Bio also hosted their biannual meeting, entitled “Thrive,” in Virginia Beach for the first time. Economic Development also kicked off the VABeachBio Innovation Challenge, a partnership with the Center for Advancing Innovation which will seek to turn 20 pre-selected inventions from federal labs and universities into startup companies. The inventions will focus on veteran-related illnesses, and the graduates will locate their companies in Virginia Beach. Finally, work continues on infrastructure and plans to build the first building in the VABeachBio Innovation Park. The first building will house a new, larger space for multiple small bio business Accelerators; the Accelerator is currently housed at Tidewater Community College.

**Burton Station SGA/Northampton Corridor Development**  
Initiative owned by Mark A. Johnson, Tom Leahy

**Vision Element(s):**  
Active Lifestyle; Connected Community; Diverse Community; Learning Community; Thriving Economy; Unique Environment

**Status:**  
The project includes design and construction of an improved section of Burton Station Road from Northampton Boulevard to approximately the midway point to Miller Store Road as well as a segment of a new north/south road (Tolliver Road, formerly called Golf Road) intersection with Burton Station Road and extending 100 feet in either direction. Improved road sections will include two lanes with curb and gutter, sidewalks and street lights. A new pump station and water and sewer lines will also be installed.

Design is complete. The project is completing a land swap to acquire two parcels owned by the Airport Authority. This acquisition is scheduled to occur by early January 2018. Construction bids were opened on December 19, 2017 and construction is scheduled to begin March 1, 2018.
**Cyber Security Industry Development**  
Initiative owned by Warren D. Harris, Ronald H. Williams Jr.

**Vision Element(s):**  
Thriving Economy

**Status:**  
During the first half of CY2018, VBDED engaged with ODU’s efforts to expand cyber workforce development infrastructure. VBDED launched an initiative with local, private industry cyber experts to establish a Cyber Security Hacker Space Center in Virginia Beach, to be included in the Department’s CY19 budget proposal.

An application was submitted for regional Go Virginia grant funding to launch the Cyber Security Hacker Space, a platform to create new technology-based products, companies, industries and jobs serving cyber security and digital e-commerce needs. This type of facility would fill a significant workforce and collaboration void in the business and academic communities. VBDED has been working with Del. Ron Villanueva to establish a collaboration with New College Institute, based in Martinsville, VA to fund creation of a state-wide “cyber circuit” to support operations of the Cyber Security Hacker Space Center. The regional Go Virginia panel did not support our application.

VBDED attended several cyber security regional events produced by Norfolk State University, Regent University, and ODU, and was a panelist for the HR Cyber Workforce and Development Summit, held in Virginia Beach. We actively participated in Councilwoman Wilson and Councilman Davenport’s Cyber Security Advisory Committee.

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**Economic Development Small Business and Diversification Strategy (SWaM)**  
Initiative owned by Warren D. Harris, Ronald H. Williams Jr.

**Vision Element(s):**  
Diverse Community; Learning Community; Thriving Economy

**Status:**  
Continued emphasis on Bioscience, and information technology, especially opportunities resulting from ultra hi-speed subsea cable landing sites. Initiative to expand the City’s office market is in development for implementation Spring ’18 with emphasis on Financial and Maritime Technologies, as well as national minority and woman-led firms.

- Redesigned Web Business Portal is functional and operational; initiating analytics process
- Completed 2017 workshop series with 250+ registrants
- Completed 2017 Small & Minority Business Forum with 90+ participants focusing on bioscience/health care opportunities
• Procurement Opportunity Committee increased small business spending by more than $1.5 million dollars
• Procurement engaged over 20 minority and small businesses to participate in the municipal process
• 1,000+ SWaM firms directly solicited for business procurements
• Co-hosted 1,000 leading business women as part of the 2017 Women’s Conference sponsored by Senators Mark Warner’s office.

Preparing launch of new small business education series to engage national industry leaders with local small businesses and entrepreneurs in the areas of bioscience, tourism/experience-related retail and entertainment; expanded local marketing & awareness campaign; development of new virtual/digital tools to support small business growth and performance; and expanded one-on-one and small group services focusing on business innovation and evolution.

International Business Attraction: Strategy and Action
Initiative owned by Warren D. Harris, Ronald H. Williams Jr.

Vision Element(s):
Diverse Community; Thriving Economy

Status:
Key activities included:
• Announced $20 million expansion by STIHL Inc for expansion of administrative offices
• Conducted targeted marketing missions to Spain, Germany, Turkey, Norway, UK, Australia and Singapore (Bio, Datacenters & Telecom Cables, Manufacturing)
• Hosted visit by Chair and Director of Subic Bay Metropolitan Authority to sign new Memorandum of Understanding with Virginia Port Authority
• Expanded Sister City partnership with signing of agreement with Waiblingen, Germany
• Opened office in Madrid, Spain (3rd international office)
• Preparing formal marketing partnership agreements with ASEBIO (Spanish Association of Biotech Companies) and PIMEC (Spanish Industry Council)
• Initiated discussions with regional Economic Development organization and innovation center for Moss, Norway for collaboration
London Bridge Commerce Center
Initiative owned by Warren D. Harris, Ronald H. Williams Jr.

Vision Element(s):
Thriving Economy

Status:
In 2011, the City acquired 18.245 ± acres of property located at 130 London Bridge Road, formerly known as London Bridge Commerce Center. The property was acquired through capital project 9-060, Oceana and Interfacility Traffic Area Conformity and Acquisition funded equally by the State and City. This acquisition eliminated 22 non-conforming businesses from APZ-1. The City rezoned the property to conditional I-1 and transferred it to the VBDA, May 2015, to better facilitate marketing and negotiation aspects of potential future commercial development.

The beginning half of 2016 focused on preparing the site for commercial development, which includes roadway and utility infrastructure improvements and a request to the Navy for an access easement that will allow for better ingress/egress to the property. We currently have active prospects seeking this property. At the city’s request, the Navy conducted an archeological survey of the site during summer 2017. Construction of the access road and signal expansion is subject to approval by VDOT and the Navy and a decision is projected in FY18/19.

The City desires to sell the property to conforming uses consistent with the APZ-1 zoning restrictions and a Navy restrictive easement that encumbers the property.

Lynnhaven Corridor Improvements
Initiative owned by Barry B. Frankenfield, Ronald H. Williams Jr.

Vision Element(s):
Thriving Economy

Status:
Engineering is underway. The corridor sign is scheduled to be installed in Summer/Fall 2018. This is dependent upon the Lynnhaven Business Association completing their branding efforts in a timely manner. The remainder of the project is scheduled to go to construction in late summer 2018 and be completed in late summer 2019. The scope of the project includes removal/replacement of chain link fence with decorative fencing, storm water management, new gateway signage and landscaping, new brick medians, new crosswalks, 8-10’ shared use path with pedestrian lighting and street trees on the west side of Lynnhaven Parkway, 5’ sidewalk on the east side of Lynnhaven Parkway and new bus shelters. Funding for the project is in CIP project 9-028 in the amount of $4,000,000 through FY 2019.
**Pembroke SGA Zoning**
Initiative owned by Barry B. Frankenfield, Ronald H. Williams Jr.

**Vision Element(s):**
Thriving Economy

**Status:**
SGA staff has started the planning process to address the zoning in the Central Village District of the Pembroke SGA with the goal of establishing overlay zoning in this area that will allow for mixed-use development. Final City Council action is anticipated to take place in summer 2018.

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**SGA Investment Incentive Program**
Initiative owned by Barry B. Frankenfield, Ronald H. Williams Jr.

**Vision Element(s):**
Thriving Economy

**Status:**
The SGA and SEGA Investment Partnership Incentive Program is designed to facilitate economic development within the eight SGAs and SEGAs. The policy catalyzes public-private partnerships, fosters Smart Growth, and encourages SGA plan land-use conformity. Incentives include new development tax revenue generation dedications, the leveraging of public land swaps, and an expedited permitting process. City Council was briefed on the SGA Investment Incentive Program in December 2013 and passed a resolution adopting the report in January 2014.

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**Town Center Expansion (Beyond Core Area)**
Initiative owned by Warren D. Harris, Ronald H. Williams Jr.

**Vision Element(s):**
Thriving Economy

**Status:**
Priority Automotive Group vacated the former Circuit City Building on August 1, 2017. The VBDA will consider other interim uses. Residence Inn is under construction on a 120-room $24 million hotel located at the corner of Bonney Road and Bendix Road. Wegman’s grocery store is under construction on Cleveland Street. This project is estimated at $44 million. City View II project was approved to receive the return of their real estate taxes from the Central Business District TIF provide they meet specified construction milestones.
**Town Center Phase VI**
Initiative owned by Warren D. Harris, Ronald H. Williams Jr.

**Vision Element(s):**
Thriving Economy

**Status:**
Construction of Town Center Phase VI began in November 2016 and completion is scheduled for spring 2018. Phase VI includes 40,000 square feet of retail; 5,000 square feet of restaurants; a 300 seat Zeiders American Dream Theater, and 131 apartments. Private investment is estimated at $41.3 million. Williams Sonoma and Pottery Barn have leased a total of 18,000 square feet of the retail space. The project is scheduled to complete construction in late fall 2018.

**Workforce Development (including TCC and other institutions)**
Initiative owned by Jerry W. Stewart, Ronald H. Williams Jr.

**Vision Element(s):**
Learning Community; Thriving Economy

**Status:**
The most recent manufacturing roundtable the Department (DED) coordinated with Mayor Sessoms was held on October 10th. This roundtable was held at the Advanced Technology Center (ATC) to allow attendees to tour the ATC building and observe programs offered by Virginia Beach City Public Schools. Attendees reported they have no major challenges with a high number of vacancies, but did confirm work still needs to be done on the marketing as manufacturing as a viable career option. DED staff will be working with regional partners to develop initiatives.
DED staff continue to work closely with Opportunity Inc. (OppInc) on regional workforce development issues. OppInc recently opened the Hampton Roads Veterans Employment Center, a dedicated center located at the One-Stop center which will be a comprehensive regional workforce center for transitioning service members and their families.

Tidewater Community College (TCC) continues to have success with the creation of apprenticeship programs for different businesses in Virginia Beach. The City’s Parking Management Office recently implemented an apprenticeship program. Additional apprenticeship opportunities include early education centers to address their workforce challenges.
Goal 1
Grow the Local Economy
Other Council Initiatives

Princess Anne Road/TCC Hotel Project
Initiative owned by Warren D. Harris, Ronald H. Williams Jr.

Vision Element(s):
Thriving Economy; Unique Environment

Status:
On April 30, 2017, the Virginia Beach Development Authority issued an updated RFP to solicit proposals for a 3.2 acres parcel on Princess Anne Road adjacent to Tidewater Community College. Two respondents were interviewed; Harmony Hospitality Inc. and ARP Hospitality on June 21, 2017 and June 26, 2017. Harmony Hospitality was selected for further negotiations. The Economic Development staff provided a project status report to Councilman Bob Dyer on July 24, 2017 and discussed proposed next steps. Additionally, Kimley-Horne has prepared cost estimates for site and utilities infrastructure.

The prospective developer, Harmony Hospitality, participated in the DSC pre-submittal meeting on November 16, 2017 and each department provided feedback to the development team. Kimley Horn is working with the utilities department to determine the most effective and efficient sewer system for the project. Simultaneously, the term sheet is being prepared and the desire is to have the document completed by the end of 2017 no later than the January 2018.

Regional Branding
Initiative owned by Brad van Dommelen, Ronald H. Williams Jr.

Vision Element(s):
Thriving Economy

Status:
Discussion surrounding a regional brand continues to flourish amongst major stakeholders as the need for a stronger resonating “sense of place” is needed now more than ever. Meanwhile, the CVB continues to collaborate with Economic Development staff to tell the Virginia Beach “quality of life” story that contributes heavily to regional attributes, making our area more competitive on a national scale.
The CVB continues to offer regional activities and events through VisitVirginiaBeach.com, the vacation guide and hosted travel writer itineraries. Additionally, the meetings and conventions team and group tour team further partner with neighboring cities on trade expos to raise awareness of the region, most recently IMEX in Las Vegas and the NYC LGBT Expo. Finally, the CVB continues to participate in the Coastal Virginia Tourism Alliance (CVTA), a group of destination marketing professionals established in 2012 as a 501(c) 3 non-profit organization, to represent one voice for tourism in the region. Upon an annual retreat, the CVTA continues to serve as a standalone networking entity for DMO’s and select industry partners with a redesigned website project in the works serving as a repository for regional tourism data, research and studies.
Goal 1
Grow the Local Economy
Striving for Excellence Initiatives

Agriculture

Agriculture Produce Auction
The Produce Auction program was created as a means for Virginia Beach and other localities, including eastern North Carolina, to buy and sell locally grown produce based on an auction style market. Farmers were able to sell surplus products. The auction program provided a venue to sell to other farmers, citizens, tourist, churches, food pantries, restaurants, etc., based on a bidding system. The program required no additional hours from market staff as it was managed by an outside source. The nearest other produce auction was in Courtland, VA, 2½ hours west. The auction occurred every Wednesday evening from June 7 to October 25, 2017. The auction also provided buyers an opportunity to interact with farmers, learn about Virginia produce and experience a live auction program. This year the auction was recognized and followed by the State Department of Agriculture and Consumer Services (VDACS) for increasing opportunities to sell agriculture products. The Auction had multiple positive outcomes: Utilized an existing farmers market, brought citizens to the market; Supported the Food to Table initiative; expanded visibility by attracting a new host of visitors to the market. The market incorporated the auction twice a month. A Food Truck Rodeo was added as part of the auction experience, providing food for auction guests and creating additional business revenue.

Office of Cultural Affairs

Economic Impact of the Arts in Virginia Beach
The City of Virginia Beach’s nonprofit arts and culture industry generates $87.7 million in annual economic activity—supporting 2,875 full-time equivalent jobs and generating $7 million in local and state government revenues, according to the Arts & Economic Prosperity 5 (AEP5) national economic impact study. AEP5 is the most comprehensive economic impact study of the nonprofit arts and culture industry ever conducted in the United States. Virginia Beach was one of more than 300 communities across the nation to participate.

Thirty-three eligible nonprofit arts and cultural organizations in Virginia Beach provided detailed operating budget information (FY2015) to AEP5 including labor, local/non-local artists, operations, administration, programming, facilities, and capital expenditures/asset acquisition).
Results show that nonprofit arts and culture organizations in Virginia Beach spent $25.9 million during fiscal year 2015. This spending is far-reaching. Organizations pay employees, purchase supplies, contract for services and acquire assets within their community. Those dollars, in turn, generated $18.6 million in household income for local residents and $7 million in local and state government revenues.

This economic impact study sends a strong signal that when we support the arts, we not only enhance our quality of life, but we also invest in the City’s economic well-being. A vibrant arts and culture industry helps local businesses thrive.

The $87.7 million total includes $61.8 million in event-related spending by arts audiences, excluding the cost of admission. The $61.8 million in event-related spending by arts audiences reflects an average of $31.10 per person in spending for hotels, restaurants, parking, souvenirs, refreshments, or other similar costs—with non-local attendees spending an average of 41% more per person than local attendees ($38.12 compared to $27.02).

Nationwide, the AEP5 reveals that the nationwide nonprofit arts industry produces $166.3 billion in economic activity every year, resulting in $27.5 billion in federal, state and local tax revenues. It also supports 4.6 million full-time equivalent jobs and generates $96 billion in household income.

This study demonstrates that the arts are an economic and employment powerhouse both locally and across the nation. A vibrant arts and culture industry helps local businesses thrive and help local communities become stronger and healthier places to live. The results of the Study were presented to the public and the City Council on October 3, 2017.

**Local Artists Lunch & Learn**
The ViBe Creative District hosted the first Local Artists Lunch & Learn on December 1, 2017. Artists working in Virginia Beach were invited to learn about upcoming artist opportunities around the city with the Office of Cultural Affairs, Virginia MOCA, Parks and Recreation’s Craft Shows, and the ViBe Creative District. This program was followed by a Question and Answer session and artist mingle. This initiative aligns with the Arts Plan 2030’s Goal 2 to Strengthen and Establish Different and Distinctive Cultural Districts and Goal 4 to strengthen the Arts Community.

**Non-Profit Collaborative Insourcing Workshop**
Cultural Affairs hosted a Collaborative Impact workshop for 18 local artists and arts organizations to discuss how they can benefit from sharing systems and resources in order to control costs and refocus resources on creative and programmatic activity. Aligned with the Arts Plan 2030 goal to strengthen the arts community, this workshop was Cultural Affairs’ first step in initiating partnerships, assessing needs, and exploring sustainable solutions. The group discussed ways to save costs by sharing infrastructure and administrative expenses, strengthening programs, expanding the value propositions for organizations, improving efficiency, tapping complementary skills and abilities, and increasing leadership skills and capacity.
Planning and Community Development

Creation of the Development Liaison Office
The Development Liaison Office was created in early 2017 to better serve our customers and bridge any potential gaps between individual planning divisions and departments involved in development. Most often, when a customer is in need of Planning services they require assistance in multiple divisions and thus a different point of contact in each, this leads to potential loss of information and loss of time which leads customers feeling dissatisfied with their experience. Working under the Director, the Liaisons’ responsibility is to ensure that our Planning customers have a single point of contact that is reliable, responsive, and knows the customer’s expectation while also being able to communicate the City’s role and obligations to approve their project. The Development Liaisons have worked very closely with the Planning Administration, Development Services Center and Permits and Inspections on multiple projects, big and small, with the common goal of completing our customer’s project on time and exceeding their expectations for quality customer service. With the aide of the Development Liaisons, customers are able to open their new businesses, meet construction deadlines, renovate their house and increase home values or reuse aging commercial areas in a timely and efficient manner.

The Development Liaison Office work does not just end with providing frontline assistance to our customers but they are also responsible to research and identify opportunities to streamline processes and improve efficiency. This is done through better documentation of current processes which will soon be available on the department website, and identifying better use of current available technologies such as electronic stamping of site plans.

Overall this initiative’s effort is to create a better experience in Planning for customers by not only providing a unique service but also by making positive, incremental changes in how efficiently the department operates.

Virginia Aquarium and Historic Museums

Celebrating Being the Best
Fiscal year 2017 was another record breaking year for the Virginia Aquarium. The Aquarium recorded the highest attendance and revenues in its 31 year history. It realized $9,648,867 in earned revenues in fiscal year 2017, a 6% increase over fiscal year 2016, the Aquarium’s previous revenue record. Aquarium admissions, membership sales, and store revenues all showed record breaking numbers, as well. Membership revenues of $1,098,483 eclipsed the previous record, set in fiscal year 2016, by 3%. Additionally, attendance numbers recorded a 4% increase over fiscal year 1997, jumping from 686,378 to 690,341 visitors.
**Deep End**
Aquarium leadership audits all existing events and assesses opportunities for new ones annually, and decided there was room to expand the Valentine’s Day event from last year. In partnership with our private events coordinator and our on-site caterer, we offered two exclusive evenings. The team once again created an incredible menu, expanded program offerings, and tickets sold out before the event began. These two events brought in $16,632 in revenue, which was incredible for a Valentine’s Day event that didn’t exist two years ago.

**Seas-ing Market Share**
For the 2017 season, Virginia Aquarium boat trips showed a strong increase in ticket sales and revenue compared to our initial full season. From 2016 to 2017, whale trip revenues grew from $65,366 to $117,149, while dolphin trip revenues grew from $405,864 to $500,088. Overall, revenues for boat trips, including specialty trips, increased by 24%, bringing in an additional $153,091 to the Virginia Aquarium. This impressive growth can be attributed to a combination of effective marketing and public relations initiatives, positive reviews on social media spurring potential guest purchases, and the efforts of education and guest services staff to provide exceptional customer service and memorable experiences.

**Swimming in Success**
Virginia Aquarium expanded Mermaid Mondays to include an incredibly limited offering: Mermaid Balee’s Bublée Boutique. This salon-style experience was modeled after other successful children’s dress-up events and complimented the existing Mermaid Mondays model perfectly. Tickets were $100 per person and the event was limited to 10 participants, ensuring a very exclusive experience. The event sold out, which added more than $1,200 to the Mermaid Mondays gross sales of $43,260.
Goal 2

Create a Financially Sustainable City Providing Excellent Services
Goal 2: Create a Financially Sustainable City
Providing Excellent Services placeholder
City Council's Priority Initiatives

City Properties: Inventory, Evaluation and Direction
Initiative owned by Mark A. Johnson, David L. Hansen

Vision Element(s):
Thriving Economy

Status:
BRAC Properties: The BRAC Disposition Committee reviews, evaluates and directs the sale of property in accordance with the Comprehensive Plan. Public Works Real Estate updates the disposition committee’s recommendation in the SharePoint Data Base. This data base was created just for BRAC and all departments so that they can update and track. The data base allows Economic Development (“ED”) to run a report on all properties assigned to ED for marketing. In addition, Real Estate has provided the report to ED on several occasions – when asked. A Grant Position was hired to provide the support needed to handle the sale of BRAC properties.

As for properties the City acquired through other funding, Real Estate has been proactive in following the Administrative Directive, presenting and preparing RFP for commercial and residential properties to be sold. As for Inventory - Public Works Real Estate depends on GIS/COMIT and/or Real Estate Assessor to provide the Inventory of City property, except the BRAC. The City inventory list consists of 1596 properties (vacant parcels) assessed at a total of $437,173,700 (FY18).

Disaster Recovery
Initiative owned by Darrell G. Riddick, Tom Leahy

Vision Element(s):
Connected Community; Thriving Economy; Unique Environment

Activities:
• Resiliency Scope & Objective Phased Planning
• Strategy Analysis
• Define Governance Structures
• Risk Analysis (In progress)
• Recovery Framework (In progress)
Status:
The IT department has implemented a new data protection and recovery strategy that leverages its recent investment in next generation data center infrastructure. All IT production systems are now backed up nightly onsite and immediately replicated over the internet to an offsite Iron Mountain datacenter in Pennsylvania. This ensures that in the event the data center suffers a significant outage/failure, all production data has been saved within 24 hours, demonstrating a major improvement in safeguarding City data. Additionally, converged infrastructure was deployed to our datacenter to build out our new standard across locations for business continuity. We now have the ability to run our critical applications in an active/active state across datacenters, as well as options to replicate standby systems for failover in a disaster.

Disaster Recovery Plan - Infrastructure
Initiative owned by Mark A. Johnson, Tom Leahy

Vision Element(s):
Unique Environment

Status:
The following projects have been funded to help prepare critical facilities and essential operations for energy outages by investing in and maintaining standby power generation for City facilities:

CENTRAL PLANT: The central plant feeds hot and chilled water necessary for heating and air conditioning for 17 city buildings in the municipal area. If the central plant goes down, heating and air conditioning will not be supplied to several critical buildings to include the City jail, school administration and the City administration buildings. Funding was approved for FY18 (CIP 3-065, $5,305,585) to design and construct / install an emergency generator at the Central Plant. Funds were made available in July 2017. A design Notice to Proceed (NTP) was issued in August 2017. The construction / installation will be complete by the end of calendar year 2018.

CORRECTIONAL CENTER: The Correctional Center houses approximately 1400 inmates on a daily basis. The responsibility to maintain these inmates in a safe manner and to shelter them in-place during a contingency requires emergency power generation capable of providing full power to the Correctional Center. The Correctional Center consists of 3 buildings, A, B & C. Buildings A&B are currently supported by a single 300 kW generator which is 25 years old and only provides power to emergency systems within those two buildings. Building C is currently supported by a single 1,000 kW generator which is 12 years old and provides full back-up power to Building C. A Pre-Disaster Mitigation Grant from VDEM in the amount of $531,658.35 was awarded to the City on April 21, 2016 to replace the 300 kW generator with a 500 kW generator. Under the terms of that agreement, FEMA will fund 75% ($398,743.75) and the City will fund 25% ($132,914.60). VDEM grant funds are provided to the City on a cost-reimbursement basis.
The grant expires on October 30, 2018. The design work for the demolition of the 300 kW generator and installation of the 500 kW generator is complete. Construction/installation of the new emergency generator commenced in April 2017. Construction/installation of the new generator was complete the end of 2017.

**OPERATIONS BUILDING:** The Operations Building houses the Public Works Department, Public Utilities Department, Planning Department and Information Technology Department. In addition, the IT Department data center is located within the Operations Building. If power to the Operations Building were to do down, a significant portion of the City’s information technology capability would be lost. This would be unacceptable in a contingency situation. Although the building when built included a back-up emergency generator, a project was recently completed (CIP 3-137.024) in the amount of $750,000 which added a redundant whole-building generator to the Operations Building, as well as power improvements to the IT data center. The project was completed on October 12, 2016.

**NEW KEMPS LANDING / OLD DONATION:** The replacement Kemps Landing Magnet School (KLMS) / Old Donation Center (ODC) has been identified as a shelter. The new school has been designed and will be constructed by Virginia Beach City Public Schools as a full Category II Hurricane Shelter, similar to Kellam High School. The City has funded $225,000 for a diesel generator to support the new KLMS/ODC. The building will be open and available as an emergency shelter in September 2017.

**DEPARTMENT OF PUBLIC WORKS, FACILITIES MANAGEMENT GROUP, ENERGY MANAGEMENT OFFICE:** The Department of Public Works Energy Office coordinates the City-wide review of emergency standby power. The Energy Office completed a review in 2017 to address the following:

- A cross-departmental review of generator issues.
- Identification of unmet generator needs that will require a Buildings Capital Improvement Project (CIP) funding request.
- Information sharing with regard to generator-related contracts held by Public Works, Public Utilities and Virginia Beach City Public Schools that can be used in contingency situations.

**Employee Compensation: Policy Review**

Initiative owned by Regina Hilliard, Kenneth Chandler

**Vision Element(s):**

Thriving Economy

**Status:**

City code changes were implemented this year to provide more flexibility in pay increases for promotions and other advancements.
It is expected that five percent pay adjustments for one pay range increases, and 10 percent for two or more pay range increases will continue to be the norm.

Health care premiums for 2018 will remain unchanged from 2017 for employees receiving the City health care supplement. Calendar year 2019 health care is currently under review by the Benefits Executive Committee.

Human Resources is continuing the review of employee benefits with the goal of better positioning the City to be a 21st century employer of choice. Approval and issuance of a new Maternity and Parental Leave policy, as well as a revised leave donation program has been completed.

**Historic Kempsville Area Master Plan Implementation**

Initiative owned by Barry B. Frankenfield, Ronald H. Williams Jr.

**Vision Element(s):**

Diverse Community

**Status:**

Staff continues to meet with the Historic Kempsville Citizens Advisory Committee to discuss signage types for Historic Kempsville. Gateway signs are complete in the medians of South Witchduck Road and Princess Anne Road. New street signs are complete. City staff has been working with the Historic Kempsville Community Advisory Committee to address community signs, traffic calming and future development opportunities. Staff has also been working with the Committee to revise the B4K (Kempsville Business District). A draft of the revisions will be distributed for public review in early 2018. It is anticipated the revisions will be considered by Planning Commission in March 2018. On 11/21/17 the Virginia Beach Development Authority approved purchasing the .793 acre parcel for $1,552,000 and plans to purchase several other parcels within the first quarter of 2018 through the current Historic Kempsville CIP budget. These parcels are critical in the future development of this corner of the intersection.

**SPSA: Long Term Solid Waste Disposal for Southside Localities**

Initiative owned by Mark A. Johnson, Tom Leahy

**Vision Element(s):**

Unique Environment

**Status:**

The post 2018 SPSA Use and Support Agreement (USA) was signed May 24, 2016. The USA begins January 25, 2018 and runs through June 30, 2027. All current SPSA member communities are continuing participation. The SPSA board leadership was replaced and a new SPSA Executive Director was hired.
The Waste Supply and Services Agreement with RePower South (RPS) was terminated on August 23, 2016. Originally signed by SPSA on May 25, 2016, RPS had a January 2017 deadline to: a) secure an off take agreement for fuel pellets, b) secure financing, and c) secure all permits. Despite continued assurances of progress, the required deliverables were not provided.

SPSA has negotiated a 12 month contract extension with Wheelabrator to continue to use the waste to energy facility for disposal. SPSA's plan is to conduct another RFP search for a disposal vendor in order to avoid depleting disposal capacity at the Regional Landfill and to hopefully find a more environmentally responsible disposal solution.

Commercial waste will continue to be accepted at SPSA transfer stations. SPSA developed a transportation and disposal contract RFP, and Wheelabrator was selected to provide this service for commercial waste. Waste disposal Agreements have been developed which allow private haulers a discounted contact rate.

A Good Neighbor/Host Agreement with Suffolk was signed effective as of May 23, 2016 to include. SPSA will pay the City of Suffolk a total of $4 for each ton of waste deposited in the Regional Landfill for Suffolk's role as the host community for the Landfill. A modified Cell VII CUP has been approved which better reflects the needs of both Suffolk and SPSA.

**Maintain AAA Bond Rating**
Initiative owned by Patti Phillips, Tom Leahy

**Vision Element(s):**
Thriving Economy

**Status:**
For eight consecutive years the City is rated triple-A by all three rating agencies, Fitch, Moody's and Standard & Poor's. The key rating drivers are: exceptional financial management, moderate debt and rapid amortization, large diverse tax base, comprehensive financial policies, conservative budgeting, and full funding of retirement costs. The number of municipal defaults as well as increased transparency requirements of GASB have caused the rating agencies to put greater emphasis on pensions, retiree health care, and debt issuance and administration in their rating analyses. Moody's July 2017 Annual Issuer Comment Report reaffirmed the City's superior credit position of AAA compared with the median of U.S. cities of Aa3 identifying notable credit factors, such as a strong economy and tax base, solid financial position, and sound financial management.
The City developed a series of Debt Management Policies for debt management and capital planning. These policies are met in 2017. The policies establish the following “target” levels for key debt ratios:

- **Overall Net Debt to Estimated Full Market Value** <= 3.5%
- **Overall Net Debt Per Capita** <= $3,000 per capita
- **Debt Per Capita to Per Capita Personal Income** <= 6.5%
- **Annual Debt Service to General Government Expenditures** <= 10%

**Marketing of Excess City and School Property**
Initiative owned by Warren D. Harris, Ronald H. Williams Jr.

**Vision Element(s):**
Thriving Economy

**Status:**
Economic Development is marketing three surplus properties on behalf of Virginia Beach City Public Schools (VBCPS).

Proceeds will accrue to VBCPS’ CIP, and be above and beyond predetermined CIP City Funding Targets. The sale should be for the highest and best use which would bring the best return to VBCPS.

Ultimate use of the property should be consistent with the City’s Comprehensive Plan, and determined collaboratively between school and city staffs.

1) **FORMER LINKHORN PARK ELEMENTARY SCHOOL-CURRENT LASKIN ROAD ANNEX**
**Update:** LOI was received for mixed-use/residential and rejected due to AICUZ restrictions. Offeror may revise proposal
- Address: 1413 Laskin Road
- Site: +12.41 Acres
- Building: 55,470 square feet
- Current Zoning: A-12
- Potential Uses: Residential/Child Care – Hilltop SGA Plan recommends non-residential, mixed use/office due to AICUZ restrictions.

2) **ADJACENT TO RENAISSANCE ACADEMY**
**Update:** Under negotiations for apartment development
- Address: 273 North Witchduck Road
- Site: +10.69 Acres
- Current Zoning: B-2
- AICUZ: Noise Zone – less than 65 dB Ldn
- Potential Uses: Commercial/Apartments
3) FORMER SEATACK ELEMENTARY SCHOOL/CURRENT LAW ENFORCEMENT TRAINING ACADEMY

- Address: 411 Integrity Way
- Site: +8 Acres
- Building: 50,320 square feet
- Current Zoning: A-12
- AICUZ: Greater than 75 dB Ldn & APZ-2
- Potential Uses: Commercial

Virginia Beach Comprehensive Waste Management Strategy
Initiative owned by John C. Barnes, Tom Leahy

Vision Element(s):
Thriving Economy

Activities:
- SPSA/Suffolk Good Neighbor Agreement Executed
- Cell VII CUP modification request to be submitted to the City of Suffolk
- SPSA/Repower Contract Executed
- Commercial Waste Alternatives to be presented to SPSA Board
- Advertise for Curbside Recycling Services; current contract expires 10/31/17

Status:
The second SPSA Use and Support Contract for regional solid waste disposal begins on January 25, 2018. All current member communities are continuing their participation in SPSA post 2018, and all debt has been retired. A Solid Waste Collections fee was initiated January 1, 2012 at $10 per household per month. In July 2013, the fee was increased to $21.31, Waste Management was transitioned to an Enterprise Fund, and in July 2016 the fee was increased to $23.00. The current recycle rate is 37.4% based on complete Recycle Rate Report data. The direct landfill diversion rate is 88%; regionally 74% including ash. 57% of the City’s municipal waste goes to a Waste to Energy facility to create steam and electricity. Variable rate alternatives and Zero Waste alternatives have been studied, and continue to be evaluated.

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<tr>
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<td>MSW</td>
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<td>Wheelbrator-RDF Plant</td>
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<td>Bulk</td>
<td>8,000</td>
<td>VB Landfill, SPSA, and HRRC Landfill</td>
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<td>Recycling</td>
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<td><strong>Total Waste Stream</strong></td>
<td><strong>234,000</strong></td>
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</table>
Goal 2
Create a Financially Sustainable City Providing Excellent Services

Other Council Initiatives

ARP Evaluation and Direction
Initiative owned by David E. Trimmer, Ronald H. Williams Jr.

Vision Element(s):
Unique Environment

Status:
Virginia Beach has been a leader in farmland preservation since 1995, being the first locality in the Commonwealth to approve a Purchase of Development Rights program. Since then, over 9,700 acres have been protected for future generations and 855 development rights have been purchased at an easement value of $46 million. In FY 2017, over 405 acres of agricultural land were enrolled into the Agricultural Reserve Program representing an easement value of $3,728,464 for the purchase of 41 development rights. The City received $505,845 in reimbursement funding for one of the new easements in FY 2017 from two grant awards with Virginia Department of Agriculture and Consumer Services. Since 2008, the City has received $1,431,388.66 from VDACS to help further our local farmland preservation efforts. City Council agreed for FY18 to reinstate the .34 cents previously dedicated to transportation back to ARP for acquisitions in the Transition Area.

Develop and Implement City-wide Damage Assessment Program
Initiative owned by Erin Sutton, Steven R. Cover

Vision Element(s):
Thriving Economy

Status:
The Damage Assessment software has been provided to those departments that volunteered to support it initially. The Real Estate Assessors have implemented and trained on the tool and they will be using it moving forward for all DA. Public Utilities has also moved forward to implement the use of the software in their department as well. We have continuing to work with multiple departments on implementation and with the support of GIS have it fully integrated for next hurricane season.
SPSA: Long Term Solid Waste Disposal for Southside Localities
Initiative owned by Mark A. Johnson, Tom Leahy

Vision Element(s):
Unique Environment

Activities:
- Solid Waste Management of Southside Hampton Roads study by SCS Engineers was completed in 2008, updated in 2011 and last presented to the Virginia Beach City Council on Oct. 18, 2011.
- Briefing on long term future options for SPSA and VB Landfill (CAO/SCAS) report (completed)
- Brief City Council (completed)
- Present Post 2018 Disposal Options to City Council (completed)
- Adopt City Council Resolution regarding membership commitment (completed)
- New Use and Support Agreement to be developed and executed
- Future disposal method (WTE v Landfill) to be determined

Status:
The post 2018 Use and Support Agreement was signed May 24, 2016, and has since been signed by all current SPSA member communities. The initial term of the U&SA runs through the LATER of (i) June 30, 2027 or (ii) the last day of the initial term of the RePower South agreement, currently projected to end on or about March 31, 2033.

The Waste Supply and Services Agreement with RePower South (RPS) was signed by SPSA on May 25, 2016. RPS has not met deadlines for required deliverables. SPSA continues to monitor and evaluate the appropriate course of action.

A Good Neighbor/Host Agreement with Suffolk was signed effective as of May 23, 2016 to include. SPSA will pay the City of Suffolk a total of $4 for each ton of waste deposited in the Regional Landfill for Suffolk’s role as the host community for the Landfill. A modified Cell VII CUP has been approved which better reflects the needs of both Suffolk and SPSA.

Commercial waste will continue to be accepted at SPSA transfer stations. Wheelabrator continues to provide transportation and disposal services. Private hauler contracts and pricing is being finalized. There continues to be resistance by the majority of SPSA members to move disposal of MSW to the landfill for a cost under $60/ton and instead continue to pay Wheelabrator $65/ton.
Goal 2
Create a Financially Sustainable City Providing Excellent Services
Striving for Excellence Initiatives

Budget & Management Services

GovMax Online Training
In previous years, annual GovMax (budget) user training consisted of 14 classes held over a three week period. Existing GovMax users were expected to attend a 3.5 hour refresher course every year, while new users attended a full-day introduction course. GovMax users spent a total of 622.5 hours in training sessions with the trainer’s time commitment adding an additional 60 hours.

Upgrades to the Taleo training system available via Learning and Development allowed Budget and Management Services to move the annual refresher training classes to an online, on-demand format. The online course reduced refresher training from 3.5 hours in the classroom to 1.33 hours of on-demand training; users could attend classes at their convenience via a web-based interface without the need to leave their work sites. Total student training hours have been reduced to 183 with only 14 hours for the trainer. This has resulted in estimated productivity savings of more than $10,000 with no observed reduction in user knowledge or performance.

Finance

City-wide Expenditure Code Consolidation
With the goal of improved transparency and accountability, Finance worked with Budget and Management Services to sponsor a citywide change of the chart of accounts relating to expenditure codes and reporting for July 2017. The goal was to simplify selections, provide greater flexibility for department reporting, and improve transparency. By eliminating generic codes, consolidating contractual and mandated consulting codes, and clearly defining contribution, reimbursement and expense codes, the resulting coding is more accurate, and provides better information for decision makers. Departments worked with Finance and Budget and Management Services over nine months to make these changes. Multiple classroom trainings were provided on the new code structure. Beachnet was updated with new reference documents, and both GovMax and InSITE were updated with the new coding structure.
City-wide Financial Requirements for New Financial System

Over the summer months, the Government Finance Offers Association (GFOA) and stakeholders from multiple City and School departments had a series of meetings to identify and document goals for a new system and existing processes. GFOA kicked off the process by providing a training to understand the requirements for an effective Enterprise Resource Planning (ERP) implementation that was open to all departments. Department directors recommended members for the process teams, which have been named Process Improvement Teams or PIT crews. The PIT crews are responsible for communicating the current status of the ERP development effort and ensuring that their department’s needs are reflected in the requirements. Finance followed the three month collaborative effort with a training on change management open to all members of the PIT crews to highlight some challenges that the teams will face with changing processes and expectations from new systems.

Increase Vendor ACH Payments Saving City Money

In an effort to improve efficiency in the payment process, and ensure our vendors receive their pay as promptly as possible, Finance worked closely with our ACH provider to promote and identify vendors who may prefer receiving an ACH payment versus a check payment. The ACH payment process saves the City an average of $3 per payment over issuing a printed check that is delivered by postal services. The ACH payment reduces staff time, saves print and mailing costs, limits check loss and provides payment to the vendors within one day of the payment issuance. A win-win for both the City and vendors. During the 2017 outreach approximately 1,135 current vendors were contacted. We had 653 vendors sign up for ACH pay method. Each vendor selected historically received on average more than 33 checks annually. The estimated costs avoided of $64,647 in postage and check printing offsets the on-going increases in number of payments made by the City.

Information Technology

Citywide Multifunction Printer (MFP) Replacement

The City of Virginia Beach awarded a new contract to replace its multifunction printers (MFPs) which support copy, fax, scan and print functions.

The new solution provided faster, quieter and more efficient devices. The most innovative change was the advent of authentication-driven printing: users identify themselves with their City ID badges in order to print. This new level of security has proven invaluable in offices where privacy and confidentiality are particularly important, ensuring printed documents are only retrieved by the intended recipient. This authentication feature has allowed users to release and print their jobs on any MFPs at any networked location.

Many energy-reducing benefits were realized during the replacement process. The energy management settings of the new devices enter power-saving mode much faster than the previous MFPs, which reduces electrical consumption for every station. Devices leave power-saving mode quicker, decreasing wait times for employees.
A complete printer assessment was conducted and resulted in the organization utilizing networked devices to reduce the number of stand-alone desktop printers in use. The former devices were expensive to run in terms of power utilization and cost of consumables (i.e. toner cartridges). The new printers are more efficient to operate. For these gains in efficiency, the project team was honored during the 2017 Energy Awards by the Energy Management Office.

**Office of Volunteer Resources**

**Promoting Volunteerism**

City departments and state-related agencies manage volunteer programs that supplement the work of staff and provide many services not otherwise available to our citizens. The exciting results are that 32 departments reported volunteer service via the Volgistics volunteer database. For fiscal year 2016-17, there were 13,770 volunteers that contributed 1.16 million hours of service valued at $28,027,312 amounting to a Real Estate Tax Rate savings of 5.31 cents per $100 of assessed value. With two volunteers to every one paid staff member, we strive to make Virginia Beach, a Community for a Lifetime. Since Hurricane Matthew in 2016, Volunteer Resources has continued to work on the Long Term Recovery Group with several other volunteer agencies. Operation Blessing, Inc., Southern Baptist Conservatives of Virginia, Team Rubicon, and United Methodists Conference on Relief alone provided $560,070 in volunteer services. Volunteer Resources remains a model of success across the country. Our volunteers continue to support city government by strengthening programs and expanding relationships and partnerships with citizens and businesses.

**Parks and Recreation**

**Net Promoter Score**

Net Promoter Score (NPS) is a metric tied to customer satisfaction and retention. NPS has been added to a majority of our ongoing departmental customer service related surveys. FY 17 NPS benchmarks and goals were established for three of our ongoing membership surveys and presented to recreation center staff from all units. Those teams have worked hard to increase the average NPS across all centers by 4.7% over the first quarter of FY 18.
Planning and Community Development - Consolidation of fee collections for Planning Commission, Board of Zoning Appeals, Chesapeake Bay Preservation Area Board and Wetlands Board Notification of adjacent property owners and the community of pending land use applications that require public hearings is required in the Commonwealth of Virginia. In Virginia Beach, these include applications to the Planning Commission, Board of Zoning Appeals, Chesapeake Bay Preservation Area Board and Wetlands Board. Notification is made by posting legal notices in the local newspaper, mailing individual notices to adjacent property owners, and providing signs which must be posted on the property. Most recently notification fees were variable and based on the number of signs required, number of adjacent property owners and the amount of text in the legal notice. The fee could not be assessed and paid until after the application fee was paid. To simplify the process and save our customers valuable time, this change establishes a flat fee that will be paid at the same time as the application fee. Only notification fees are changing. Application fees remain the same.

Public Utilities

City Services Bill Monthly Billing Transition
In July 2017, the Public Utilities and Public Works City Services Bill transitioned from a bi-monthly to a monthly bill. A monthly billing schedule was recommended by a Council-appointed ad hoc committee appointed to address affordability concerns with the City Services Bill. A monthly billing schedule helps customers to better plan and budget for the expense of their City Services Bill and follows the same schedule as other bills for utilities and services. In addition, a monthly bill provides customers with more timely information about water usage and allows for earlier detection and prompt repair of plumbing leaks.

Public Utilities had to double the number of meters read each month in order to implement monthly billing. Contracting out these additional reads was the best option, providing a cost savings of approximately 25% for each meter read. The contractor has continued to assume additional readings when City staffed positions have become vacant and will eventually be fully responsible for all meter readings.

STiR Office

Innovation Academy
The STiR Office facilitated an Innovation Academy which provided a framework to assist in developing a culture of innovation within the organization. The learning objectives included:

1. Understand the innovation process and how to integrate it into our organization.
2. Expand organizational capacity for ongoing innovation.
3. Improve the skills of members in the use of data and evidence to improve city services to the Virginia Beach community.
4. Make a contribution to the organization and/or address a community issue.
5. As an Innovation Academy alumni, serve as an Innovation Ambassador in your work unit, be a peer mentor and/or be a guest in future innovation academy sessions.
A cadre of members willing and equipped to try new things became imperative as the new City Manager sought to make changes in the way things had always been done. Forty-five individuals from fifteen departments went through the Academy learning industry standard methods of accelerating innovation. They are working on team and departmental issues to improve processes and services and to reduce costs.
Goal 2
Create a Financially Sustainable City Providing Excellent Services
Striving for Excellence Initiatives
Awards and Recognition

Housing and Neighborhood Preservation

High Performer Scoring under the HUD Section Eight Management Assessment Program
Housing and Neighborhood Preservation achieved a “High Performer” rating for fiscal year 2016-17 under the Section Eight Management Assessment Program (SEMAP). Every year, the U.S. Department of Housing and Urban Development (HUD) uses the SEMAP to measure the managerial performance of public housing agencies that operate the Housing Choice Voucher program.

The “High Performer” rating demonstrated that Housing and Neighborhood Preservation fosters opportunities for individuals’ success and provided services efficiently and effectively while promoting independence and dignity. This was the ninth year in a row that the department received a “High Performer” rating from HUD.

Public Health

WIC Program
Public Health has operated a Women, Infants and Children (WIC) Program in four locations throughout Virginia Beach. The WIC Program manages an annual budget of $1.4M and services a caseload of 6,500 persons monthly providing nutritious food, breastfeeding counseling and nutrition services. At a recent audit the State WIC Office recognized this program for its professional management and commended the program for having zero fiscal findings.
Goal 3
Improve the Transportation System
Goal 3
Improve Transportation System
City Council's Priority Initiatives

Autonomous Vehicle Plan
Initiative owned by Brian Solis, Tom Leahy

Vision Element(s):
Connected Community

Status:
Autonomous Vehicle (AV) Shuttle Implementation Initiative

Description: A partnership was being pursued with the Virginia Transportation Research Council (a state entity of VDOT and UVA) to apply for a Federal Highway Administration Accelerated Innovation Deployment (AID) Demonstration grant to deploy an autonomous vehicle shuttle from Gate 8 at Fort Story JEB to/from the Cape Henry Lighthouse. The shuttle is being implemented as a new security measure required by the Department of Defense to continue to allow public access onto the base to visit the Cape Henry National landmarks. The grant would fund the autonomous vehicles, maintenance, modest infrastructure improvements as well as a lease for back-up conventional vehicles. Unfortunately the Navy is not supportive of autonomous vehicles on their military installations at this time.

Purpose: The autonomous vehicle shuttle initiative addresses City Council Goal #3 to “Improve the Transportation System.” Specifically the initiative advances autonomous vehicle testing (and eventual application on our roadways), related to the three highlighted objectives:

- Secure adequate funding for transportation projects
- Explore more alternative modes of transportation
- Become a “Test Center” for emerging transportation technologies?

New Initiative: The City Manager has directed staff to develop an autonomous vehicle shuttle concept between the Aquarium and the Marsh Pavilion.
Better Mass Transit by Improving Frequency and Reliability
Initiative owned by Brian Solis, Ronald H. Williams Jr.

Vision Element(s):
Connected Community; Thriving Economy

Status:
New service improvements include:
- **Route 20 Enhancements** (HFTN) – 15-minute frequency service along Virginia Beach Blvd. from Oceanfront to Downtown Norfolk
- **Route 24 Proposed** – New route along Witchduck Road/Kempsville Road from Town Center at Corporation Lane to Greenbrier Mall
- **Route 25 Enhancements** (HFTN) - Increase service to every 15 minutes from Military Circle through Newtown Light Rail Station along the Princess Anne Road corridor to Tidewater Community College – Virginia Beach Campus and Sentara Princess Anne Hospital.
- **Route 26 Proposed** – New route from VB TCC transfer station via Rosemont Road and Bonney Rd. to Town Center via Constitution Drive to Corporation Lane
- **Route 33 Change** - Modify route to serve S. Birdneck Road from Virginia Beach Blvd. to General Booth Blvd.
- **Route 35 Enhancement** - Extending to year-round service from Pleasure House Rd. along Shore Drive, Pacific Avenue and General Booth Blvd. near Birdneck Road
- **Route 36 Enhancements** (HFTN) – Extend service from VB TCC transfer station to Shore Drive at Pleasure House Road along Independence Blvd. every 15 minutes during peak commuting.
- **Route 38 Proposed** (HFTN) - New route extending from Oceanfront at Arctic Avenue/19th St. along Laskin Road/I-264 to Lynnhaven Pkwy.; along entire Lynnhaven Pkwy. Corridor south to Volvo Parkway and Greenbrier Parkway to/from Greenbrier Mall every 15 minutes during peak commuting.

Bike Accommodations
Initiative owned by Mark A. Johnson, Tom Leahy

Vision Element(s):
Active Lifestyle; Connected Community

Status:
The schedule for FY 2018 includes over 25 miles of existing roads to be striped for cycling accommodations while performing maintenance repaving. The Public Works & Parks and Recreation Departments, in accordance with the Bikeways & Trails Plan, are working to improve cycling for transportation and recreation for both on-road and on paths, and enhance pedestrian connectivity throughout the City. In FY2017, 28.2 miles of bike accommodations were added during paving operations by restriping for wider outside lanes and adding shoulders where possible.
**Bikeways and Trails Plan Implementation**
Initiative owned by Wayne T. Wilcox, Kenneth Chandler

**Vision Element(s):**
Active Lifestyle; Connected Community

**Status:**
The system continues to grow, with the primary focus currently on updating the 2011 Bikeways and Trails Plan.

Further, Parks & Recreation has initiated a work order thru the Strategic Growth Area office to conduct a conceptual study of a path in the former NSRR corridor across the City. A path here will be a spine for the rest of the City’s system. The first task will compare alternative schemes: basic 8’+/- wide; standard 10’ wide; and optimal 15’ wide. Each scheme diverts as needed to avoid building new bridges over roadways. Another task will evaluate the existing RR bridges over 2 waterways for their suitability to be adapted for pedestrian use. The study should be completed within eight months. Buckner Blvd shared-use path is completed.

**Bond Referendum for Road Backlog**
Initiative owned by Mark A. Johnson, Tom Leahy

**Vision Element(s):**
Thriving Economy

**Status:**
In early September 2017, a draft conceptual program was sent to Executive Level for review. The conceptual program consisted of candidate backlogged projects that could be funded at the $100M, $200M and $300M funding levels. At City Council’s Mid-Year Retreat in September 2017, the Council tabled pursuit of a referendum; no further action has been taken.

**Centerville Turnpike Widening**
Initiative owned by Mark A. Johnson, Tom Leahy

**Vision Element(s):**
Connected Community

**Status:**
- Centerville Turnpike - Phase II Project (Indian River Road to Kempsville Road) is currently in the site acquisition phase. Construction is scheduled to begin in 2019. The Total Project Cost is $43.4M.
• Centerville Turnpike - Phase III Project (Kempsville Road to the Chesapeake City Line) is now fully funded with Smart Scale funding. Design is underway and construction is scheduled to begin in 2022. The Total Project Cost is $32.0M

**High Speed Rail Advocacy**
Initiative owned by Brian Solis, Ronald H. Williams Jr.

**Vision Element(s):**
Connected Community; Thriving Economy

**Status:**
DRPT is conducting a Tier II Environmental Impact Statement (EIS) process, which analyzes potential impacts of project alternatives on human and natural resources. Which will be documented in a Draft EIS. Once the Draft EIS is completed and approved for release by FRA, anticipated by the end of 2017, a formal public comment period will begin. Public hearings will provide further opportunity for the public to comment on the record. Final EIS will be prepared by DRPT and FRA after the public comment period on the Draft EIS, and will include a preferred alternative selected and approved by the Commonwealth Transportation Board. The Final EIS will document and address the public comments received and include a preferred alternative. Once the Final EIS is complete, the FRA will finalize the environmental process by issuing a Record of Decision (ROD) including the selected alternative, anticipated in 2018.

**Richmond to Hampton Roads Tier II EIS**
While the Tier I Environmental Impact Statement (EIS) is complete funding needs to be identified and project management identified by DRPT. Both the HRTPO and City of Virginia Beach, as well as other localities along the potential corridors should advocate for these funds and work in their 2018 Legislative Agendas.

**Indian River Road/Kempsville Road Intersection Improvements**
Initiative owned by Mark A. Johnson, Tom Leahy

**Vision Element(s):**
Connected Community

**Status:**
This project will improve the Indian River Road/Kempsville Road intersection by increasing capacity of the intersection and improving safety and overall traffic flow. The design includes a modified Continuous Flow Intersection (CFI). The Total Project Cost is $20.7M. The project design is complete and the project has been advertised for construction for a second time as we received, no bids on our first attempt. Bid opening is January 22, 2018. Construction is scheduled to begin in spring 2018 and be completed in early 2020.
ITA (Interfacility Traffic Area) Study: Update
Initiative owned by Barry B. Frankenfield, Ronald H. Williams Jr.

Vision Element(s):
Connected Community

Status:
Funding was provided in the Planning Department FY17 Operating Budget to update the study. Work began in September 2016. A draft plan was delivered in June 2017 and a public open house was held on July 25. Also in June 2017 the planning process was revised to add consideration for future development in the Courthouse East Area (Princess Anne Rd between North Landing & Holland Road intersections). Two additional public meetings were held (September 27 and October 10, 2017). A Planning Commission workshop was held on October 16. As a result of the additional public meetings and the Planning Commission workshop the Courthouse East section was deleted from the plan. Planning Commission recommended approval of the Plan and this item was approved by Council consent on December 12, 2017.

Lesner Bridge
Initiative owned by Chris J. Wojtowicz, Tom Leahy

Vision Element(s):
Connected Community

Status:
The Lesner Bridge Project is for the replacement of the existing Lesner Bridge. The Total Project Cost is $115M. Project is under construction and approximately 80% complete, scheduled to be complete in May 2018.
The following are scheduled major work items:
- Westbound Bridge Span Construction: Complete.
- Eastbound Bridge Piers and Abutments: Complete
- Eastbound Bridge Segment Casting: Complete
- Eastbound Bridge Span Construction: June 2017 - March 2018.
- Open Eastbound Bridge to Traffic: March 2018.
Local Road Funding: Long Term
Initiative owned by Robert Matthias, Tom Leahy

Vision Element(s):
Connected Community

Status:
Hampton Roads Transpiration Accountability Commission (HRTAC) is moving forward successfully. Phase 1 of I-64 improvements are complete. Phase 2 is under contract to be completed early next decade. Phase 3 (takes improvements to New Kent) will be bid in 2018. The HR Bridge Tunnel project uses a combination of HRTAC and SMART SCALE funds and is scheduled for completion before middle of next decade.

I-64 improvements in Chesapeake, which include the new High Rise Bridge and expansion from Battlefield Blvd interchange to Bowers Hill interchange to 3 lanes each direction, were recently bid. Bids came in $200mil under engineer’s estimate. Project will begin early 2018. Phase 1 of I-64 to I-264 improvements is under construction. Phase 2 received insufficient bid interest due to interest in High Rise Bridge project. VDOT plans to re-bid early in 2018. Phase II should be finished by early 2023.

VDOT has a new program of High Occupancy Vehicle (HOV) toll lanes on 1-64 in Norfolk and Chesapeake. This will allow individuals with less than 2 occupants to utilize the HOV lanes under a toll plan. Lanes will remain free to 2 or more occupancy vehicles.

Nimmo Parkway - Phase VIIA
Initiative owned by Mark A. Johnson, Tom Leahy

Vision Element(s):
Connected Community

Status:
This project is for the construction of an improved two-lane roadway from the intersection of Sandbridge Road and Sandpiper Road, to a point approximately 1.1 miles west of Sandpiper Road. Preliminary design is complete. Environmental permits have been received. Final design is underway and scheduled to be complete in summer 2018. Private utility relocation is scheduled to begin in spring 2018 and be completed in December 2018. The Total Project Cost is $19.7M. The project is fully funded for construction, in the FY 19 CIP.
**Princess Anne Road – Phase VII**  
Initiative owned by Mark A. Johnson, Tom Leahy

**Vision Element(s):**  
Connected Community

**Status:**  
This project is for the widening of Princess Anne Road to a four-lane roadway, from General Booth Blvd to Upton Drive. Project has been re-scope to terminate at Upton Drive. The Total Project Cost is $38.6M. Project design is complete. Site acquisition is underway, scheduled to be completed in early 2018. Utility relocations are underway and scheduled to be completed in fall 2018 Construction advertisement is scheduled for July 2018 and will be completed in July 2020.

**Regional Transportation Funding**  
Initiative owned by Robert Matthias, Tom Leahy

**Vision Element(s):**  
Connected Community

**Status:**  
The General Assembly has been requested to establish a floor for the gas tax for the HRTAC. The wholesale price of gas is currently less than $2.00. The statewide gas tax is predicated on a wholesale price of $3.13, which existed in February 2013. The floor for the gas tax for the HRTAC area will provide an additional $20 million a year in revenue to HRTAC.

**Roadway Maintenance Program**  
Initiative owned by Mark A. Johnson, Tom Leahy

**Vision Element(s):**  
Active Lifestyle; Connected Community

**Status:**  
In FY 2017, the Pavement and Maintenance program completed over 170 miles of roadway and associated turn lanes and markings at an average cost of $51,000 per lane mile. The FY 2018 paving plan includes another 170 lane miles with support funding of $11,000,000.

The FY 2017 Reconstruction project include Kempsville Road and Centerville Turnpike intersection, Princess Anne Road (northbound and southbound) from Ferrell Parkway ramp to Lynnhaven Parkway. The FY2018 reconstruction projects will include portions of Princess Anne Road, West Neck Road, and Muddy Creek Road at an estimated cost of $1M.
Shore Drive Infrastructure Improvements
Initiative owned by Mark A. Johnson, Tom Leahy

Vision Element(s):
Connected Community

Activities:
• Shore Drive Phase III: East side of Lesner Bridge to Croix Drive
• Shore Drive Phase IV: West Side of Lesner Bridge to Marlin Bay (on hold pending funding)
• Shore Drive Phase II: South Oliver to Treasure Island (on hold pending funding)
• Shoulder Widening Project

Status:
Shore Drive Infrastructure Improvements conducted in four phases (Phase I: Demonstration Project; Phase II: South Oliver to Treasure Island; Phase III: East Side of Lesner Bridge to Croix Drive; Phase IV: West Side of Lesner Bridge to Marlin Bay). Also includes Interim Safety Improvements and BAC additional safety recommendations.

Shore Drive Phase III: Total Project Cost is $24.4M. Design is 65% complete. The storm water management design for this project, a major initiative in light of the recurring flooding in the Eastern Shore Drive Corridor, was completed. Construction advertisement is scheduled for fall 2019. Shore Drive Phase IV: Total Project Cost is $14.2M. Funding has been transferred to Phase III and is not funded for construction in the current CIP program.

Sidewalk Master Plan
Initiative owned by Wayne T. Wilcox, Kenneth Chandler

Vision Element(s):
Active Lifestyle; Diverse Community

Status:
The Sidewalk Master Plan should mesh together with the Bikeways and Trails Plan (currently in an update process), and transit planning to constitute both an approach to active transportation and direction for providing alternatives to using motor vehicles.
**UBER/LYFT Shared Ride Services Regulations**

Initiative owned by Brian Solis, Ronald H. Williams Jr.

**Vision Element(s):**  
Connected Community; Thriving Economy

**Status:**  
Staff continues to monitor any progress and suggest any legislative changes through the director to the City Manager’s Office as part of City’s legislative agenda process. Hampton Roads Transit’s contracted paratransit service provider, MV Transit, is partnering with shared ride service providers and taxi services to provide paratransit services for any calls beyond what MV can accommodate.

**Witchduck Road - Phase II**

Initiative owned by Mark A. Johnson, Tom Leahy

**Vision Element(s):**  
Connected Community

**Status:**  
This project is for the widening of Witchduck Road to a six-lane divided roadway, from I-264 to Virginia Beach Blvd. Total Project Cost is $60.1M. Construction is underway and approximately 30% complete. Construction completion is scheduled for January 2020.
Goal 3
Improve the Transportation System

Other Council Initiatives

Greenwich Flyover - I-64/I-264 Improvement Project
Initiative owned by Mark A. Johnson, Tom Leahy

Vision Element(s):
Connected Community

Activities:
- Construct I-64/I-264 Ramp Improvement Project & I-264/Witchduck Road Interchange Improvements
- Clearfield and Cleveland Intersection Improvements

Status:
The I-64/I-264 Interchange Project which includes the Greenwich Flyover has received HRTAC funds. Construction bids have been received and the award was made in December 2017. Construction start is scheduled for early 2018. The Greenwich Flyover is scheduled to be open to traffic in early 2020. As a separate but related initiative, the City has funded and is implementing the Cleveland/Clearfield Intersection Improvement Project in advance of the Greenwich Flyover construction. Phase 1A of the Cleveland/Clearfield Project which includes piping a major canal and constructing parking lots is complete. Phase 1B, which includes parking lot improvements for VICOM, is also complete. Phase 2, which includes realignment of the intersection and a new signal, is under design and scheduled for a construction start of mid-2018 and completion in early 2019. Phase 3 is for improvements to Cleveland Street from Clearfield Avenue to Witchduck Road. Design is underway and construction start is scheduled for spring 2018 and completion late 2019.
Goal 3
Improve the Transportation System
Striving for Excellence Initiatives

Planning and Community Development

Bayfront – Oceanfront Seasonal Shuttle Service
A new seasonal shuttle service was implemented in coordination with Hampton Roads Transit connecting the Bayfront communities and the Oceanfront Resort. The new route from Vista Circle, along Shore Drive and Pacific and Atlantic Avenues to 19th Street, was implemented at the request of many civic organizations along the corridor to improve transportation options between the Chesapeake Bay and Atlantic Ocean beach communities. The new route includes a stop at First Landing State Park, the Commonwealth’s most visited park. The route provides Bayfront area residents with an opportunity to get to/from the Resort Area without driving/parking and provides tourists at the Resort Area and First Landing State Park opportunities to enjoy restaurants and other destinations along the route.

For the 2017 Spring/Summer season, transit services were provided from 8 a.m. until midnight on 45 minute intervals from May 22 through Labor Day. In addition, the service was provided on weekends through the Neptune Festival. With more than 100 riders per day, the pilot program
Goal 4
Revitalize Neighborhoods and Plan for the Future
Goal 4
Revitalize Neighborhoods and Plan for the Future
City Council's Priority Initiatives

2040 Vision to Action Community Coalition
Initiative owned by Barry B. Frankenfield, Ronald H. Williams Jr.

Vision Element(s):
Active Lifestyle; Connected Community; Diverse Community; Learning Community; Thriving Economy; Unique Environment

Status:
City Council appointed the Vision to Action Community Coalition to educate citizens and monitor/measure alignment of Council’s planning and implementation of the Vision. The group has invested time in executing public outreach and marketing that emphasizes the Vision Elements: Connected Community, Learning Community, Diverse Community, Unique Environment, Active Lifestyle, Thriving Economy.

In February 2017, the group briefed Council on their 2016 achievements. They have presented to the following groups: MEDAC, Seatack Community Homeowner’s Association, Va Beach CCC, Va Beach GrowSmart, Bayfront Advisory Committee, 4th Precinct CAC, Shore Drive CC, Lynnhaven River NOW.

Guests attended the Committee’s meetings and shared subject matter related to: Gary McCollum and Bruce Smith, Disparity Study; Andy Friedman and Karen Prochilo, Va Beach Housing Study; Kathy Warren, Burton Station SGA Plan Update; Kate Pittman, ViBe District; Ashby Moss, Pembroke SGA Plan Update and Resort Form Based Code; Thomas Johnson, commercial and residential mixed-use development; Dr. Aaron Spence full day kindergarten, pre-K Expansion Plans and Student Discipline Taskforce initiatives; Brian Solis, Transit Planning; Aislyn Hughes, STiR Office; Nina Goodale-Salazer, The Arts Mean Business.

The Committee is developing a Vision Scorecard and looking forward to working with the City’s Open Performance Portal to monitor progress.
Advocate for Policy, Planning and Fiscal Decisions Impacting Housing Appropriations at Federal, State and Local Levels
Initiative owned by Andy M. Friedman, Ronald H. Williams Jr.

Vision Element(s):
Diverse Community

Status:
The biggest advocacy issue is the President's proposed 100% cut in CDBG and Home Program funding. Maintaining this base level of funding will be crucial to the city’s ability to carry out the affordable housing, housing development and homelessness activities that have been a foundation of our work for 30 years. We will be working with VML and the city’s Washington lobbyists to identify the importance of this funding. The most recent information from advocacy organizations is that the Senate appropriations bills reject the proposed cuts and maintain funding at approximately current levels.

Cleveland Street Area Development
Initiative owned by Barry B. Frankenfield, Ronald H. Williams Jr.

Vision Element(s):
Connected Community; Diverse Community; Thriving Economy

Status:
Cleveland Street III - This project is broken into 4 phases and also funds the bridge aesthetics for the Greenwich Road Flyover. Phase 1A complete. Phase 1B and Phase 2 design is 100% completed and one remaining parcel is left for site acquisition. Phase 3 - typical section selected after study and consultant preparing a scope proposal to complete Phase 3 design.

Cleveland Street IV - Project fully funded by both the City and State. An alignment study to start in fall 2017 which defines the centerline of the project from Witchduck Road to Independence Boulevard. Detailed design is to begin in July 2018.

Price Street Apartments - Zoning approved. Construction site plans pending submittal and will include City sewer and stormwater quality improvements to support the Cleveland Street area/Central Village. A cost participation agreement has been executed between the City and the developer, who will be making the improvements. The site plan and building plans are approved and the project is in the early phase of construction.

I-264/Witchduck Road Interchange and Ramp Extension – Advertised by VDOT for bid July 2017 as Phase II of the project, Bid opening was September 27, 2017, with no bidders. Re-advertisement occurred through December 2017 after the High Rise Bridge bid was opened. Award is pending.

Continue ARP, ITA, and Strategic Open Space Acquisitions
Initiative owned by Barry B. Frankenfield, Ronald H. Williams Jr.

Vision Element(s):
Unique Environment

Status:
The FY18 operating budget approved funding for acquisition of ARP properties in the Transition Area.

- There is $1,082,632 in funding available in the Oceana & ITA Conformity and Acquisitions II
- There is approximately $317,000 in Open Space funding.
- ARP funding included .90 cents went back into the ARP program which a focus on AG zoned land in the ITA area for consideration into the ARP program. As a brief history, 0.34 cents of the Real Estate tax rate for ARP was diverted for Light Rail in FY 2016 and FY 2017, so the rate for ARP was 0.56 cents for those two years. With the failure of the Light Rail Referendum, the ARP tax rate was restored to 0.90 cents with an estimated amount of $4,878,451 in FY2018.
Goal 4
Revitalize Neighborhoods and Plan for the Future
Other Council Initiatives

Coordinate evaluations of land use conformity issues with the U.S. Navy Initiative owned by Barry B. Frankenfield, Ronald H. Williams Jr.

Vision Element(s):
Thriving Economy

Status:
From June 2017 to the present, the Navy-City Joint Review Process (JRP) Group reviewed the following discretionary development application for consistency with the AICUZ Overlay Ordinance:

**August 23, 2017:**
Eddrick Corey Cason [West side of Seaboard Road, approximately 1,500 feet south of Nimmo Parkway / 65-70 db DNL AICUZ Sub-Area 2] Applicant requested a rezoning of the site from AG-2 Agricultural to R-10 Residential, which based on the configuration of the lot, and the available frontage on Seaboard Road, would allow two single-family lots. The JRP Group determined that the rezoning was consistent with Section 1804(c)(2) of the ordinance, finding that the proposed development will be at a density similar to or lower than that of surrounding properties having a similar use and no greater than recommended by the Comprehensive Plan.

**October 25, 2017:**
Revisions to the Oceanfront Resort District Form-Based Code: City staff provided the JRP Group with a briefing on the proposed update to the Form-Based Code for the Oceanfront Resort District. There was positive discussion from both the City members and the Navy members of the JRP Group, noting that the revisions appear to create an improved set of regulations.
Housing Strategy: Policy and Implementation
Initiative owned by Andy M. Friedman, Steven R. Cover

Vision Element(s):
Diverse Community

Status:
Housing Strategy proposals will be developed by the City Manager’s Neighborhood Revitalization Strategic Goal team and presented in phases as follows:

- November, 2017: Homeowner financing incentives/options beyond existing Federal programs to assist current residents with reinvestment.
- February, 2018: Zoning, land use and housing design options/guidelines for residential neighborhoods to promote new design, remodeling, and accessory units.
- April, 2018: Neighborhood enhancement options (traffic calming, place making, signage), code enforcement proposals, buyer incentives and marketing proposals.
- July, 2018: Housing development incentives and design options for mixed use/multi-generational living developments.

Draft proposals for homeowner financing are still being developed for consideration by the City Manager in January, 2018.

Land for Solar Farms; Development
Initiative owned by David E. Trimmer, Ronald H. Williams Jr.

Vision Element(s):
Unique Environment

Status:
A meeting was held by the Agriculture Department and Dominion Energy Solar Management Team to outline points of interest related to solar energy. At the request of the City, private business or land owner, Dominion Energy would conduct a site assessment of the location to determine the feasibility of a solar field at a proposed location. Some specific requirements were, accessibility to a site, land not in a flood plain, 1 megawatt solar panel requires a footprint of 8-10 acres, and the minimum megawatt output is 17 megawatts.
**Thoroughgood House Education Center**  
Initiative owned by Cynthia Whitbred-Spanoulis, Ronald H. Williams Jr.

**Vision Element(s):**  
Connected Community; Learning Community; Unique Environment

**Status:**  
The new education center building is 100% complete. The inside repairs of the Thoroughgood House are approximately 70% complete, and the exhibits for the Thoroughgood Education Center are 50% complete with an anticipated ribbon cutting and grand opening for both buildings May 18, 2018.

**VBCDC: Presentation and Direction**  
Initiative owned by Andy M. Friedman, Ronald H. Williams Jr.

**Vision Element(s):**  
Diverse Community

**Status:**  
VBCDC plans to make two requests to City Council:  
- Board/staff of VBCDC would like to recruit and interview/orient potential board members. If the board would like them to be considered for appointment, they would be placed in a candidate pool for Council to select from that pool and make appointments when needed. They seek to insure that anyone selected has a clear understanding of the expectations to be placed on them.  
- VBCDC seeks to obtain Council recognition of conditions under which VBCDC would support housing developments outside of Virginia Beach.

In addition, city staff are working with VBCDC staff to clarify other issues raised during the meeting with the Council liaisons, including:  
- Needed cost models and what they would consist of  
- Types of development which are appropriate/supportable  
- Whether or not to dissolve relationship between City and CDC

Results of all of the above will be consolidated by city staff and provided to the Council liaisons for their consideration. A meeting with the City Manager and council liaisons was held in November, 2017. As a result of this meeting, staff are to meet and follow up with VBCDC leadership. This meeting is being planned for January 2018.
Goal 4
Revitalize Neighborhoods and Plan for the Future
Striving for Excellence Initiatives

Housing and Neighborhood Preservation

Housing Needs Assessment, Market Analysis, and Re-Investment Study
In the summer of 2016, Housing and Neighborhood Preservation commissioned the Virginia Center for Housing Research (VCHR) at Virginia Tech and consultant czb, LLC, to study the City’s affordable housing and neighborhood revitalization needs. The Housing Needs Assessment, Market Analysis, and Re-Investment Study provided information on the City’s household demographics, housing stock, homeownership and rental rates, neighborhood characteristics, and more. It also revealed trends, housing needs, and opportunities for achieving the City’s goals for affordability and the preservation and enhancement of existing housing.

VCHR and czb, LLC, presented their final report to the City Council in February 2017, and recommended the following proposed goals for Council’s consideration:

- Attract and retain key generations: Re-orienting new and some existing housing stock from suburban to urban to retain our population of millennials, which is the future workforce, and help longtime residents age in place successfully.
- Increase the value of land and the vitality of the housing market to increase wealth for residents and help provide revenue to achieve all goals.
- Fund affordable housing and programs for households in need of assistance, including low income households and seniors.
- Virginia Beach should build upon the Strategic Growth Areas and the policies of the Comprehensive Plan, maintain code enforcement, and retain the Green Line.

Results from the study are being used to guide City policy and funding for housing and neighborhood preservation programs. The study was paid for by the City and the Virginia Housing Development Authority, who contributed $79,000 and $20,000 respectively.

Summer Haven Apartments
In June 2017, construction was completed on Summer Haven Apartments in the City. Summer Haven provides 57 units of affordable family housing. All units are rented to families with incomes below 60% of area median income. Six units are designated for disabled families, and supported by vouchers that make them affordable to low-income households. Housing and Neighborhood Preservation’s Housing Choice Voucher program provided the vouchers through a competitive process. In addition to providing affordability for these six units, the vouchers helped the developer obtain the financing to build the entire project.
Tranquility at the Lakes
In March 2017, construction was completed on Tranquility at the Lakes, located on Burton Station Road. Tranquility at the Lakes provides 40 units of quality affordable housing for seniors. Housing and Neighborhood Preservation provided $566,671 in development funds and 20 project-based vouchers that make half the units "deeply affordable" so that voucher-holders only pay 30% of their income toward their rent and the voucher covers the rest. The remaining 20 units have rents that are affordable to households with incomes at 60% or less of the area median income.

Tranquility at the Lakes was developed in partnership with Community Housing Partners. The City Council approved a rezoning for the development, as well as the sale of a portion of the project site.

Tranquility at the Lakes is part of the revitalization efforts planned for the Burton Station/Northampton Corridor Strategic Growth Area.

Planning and Community Development

Certified Local Government
Designation as a Certified Local Government (CLG) recognized the efforts Virginia Beach has made to identify and preserve its historic resources. The City entered into an Agreement with the Virginia Department of Historic Resources (DHR) in 2016 to continue to work to maintain and enhance standards for the preservation of our historic resources. This was accomplished in 2017, through the following actions: enforced the local historic preservation ordinance; maintained an adequate and qualified local review board; continued a system for the survey and inventory of local historic properties (144 additional properties were surveyed and added to the state inventory system in 2017); provided for adequate public participation in the local historic preservation program; reviewed and commented upon nominations to the National Register of Historic Places (NRHP); assisted DHR with contact of property owners and arrangements for local public hearings for NRHP historic register nominations (Oceana Neighborhood and Courthouse Village and Municipal Center); coordinated local historic preservation with DHR; and, submitted an annual report to DHR. The Agreement also established expected activities and achievements for improvement for the CLG program to be accomplished by July 2019. One of these items was accomplished in 2017 with the extension of local historic zoning to include one or more individual properties (deWitt Cottage and Seatack Life Saving Station/U.S. Coast Guard Station) listed in the NRHP. To address the requirement for a citywide archaeological assessment, a successful application was made in 2017 to DHR for a Cost Share Program grant, which resulted in an award of $18,700 toward the project. This award provided a cost savings to the City in that amount ($18,700) as well as savings in staff time as DHR manages and administers all Cost Share projects.
**Historic Kempsville Gateway Signs**
The Historic Preservation Office/Planning and Strategic Growth Area Office responded to a Community request to improve neighborhood boundaries and create a stronger sense of place with the design and implementation of four Historic Kempsville gateway signs. A design consultant submitted a scope of work and fee of $14,000 to work with the Kempsville community to design the signs. Instead, City staff worked directly with eight Historic Kempsville Citizen Advisory Committee members to design the signs. By designing the Historic Kempsville signs in-house, $14,000 was saved and the signs were implemented ahead of schedule.

**Interfacility Traffic Area Master Plan Update**
The Interfacility Traffic Area (ITA) and Vicinity Master Plan was originally adopted in 2011 as a component of the Comprehensive Plan. Since then, there have been changes in circumstances within the ITA that effect some of the assumptions that the plan was based upon. The most significant change was the extensive purchase of property within the ITA by the City, primarily through the City’s ITA Acquisition Program. As a result of the program, the City now owns approximately 3,000 acres within the ITA, more than doubling the acreage owned by the City in 2011, effectively extending Princess Anne Commons (PAC) southward to create the ITA/PAC.

Based on this change in landownership, as well as changes in environmental regulations (such as stormwater management), the new Comprehensive Plan, when adopted in 2016, recommended an update of the 2011 ITA Plan as a high priority action. Funding was provided in the Planning Department FY17 Operating Budget to update the 2011 Plan. In August 2016, Staff contracted with Urban Design Associates (UDA) to develop an updated plan. Work began in September 2016.

Phase 1 occurred during the week of October 10, 2016, when UDA conducted site research and documentation and held focus group/stakeholder interviews. A summary of the resulting work was presented at a public meeting on October 12, 2016.

Phase 2 occurred during the week of November 14, 2016. City staff, UDA, and public stakeholders collaborated to develop design and land use concepts for the area. A summary of the findings from the week, as well as plan and design alternatives were presented during a public meeting held on Thursday, November 17, 2016. The presentation was followed by breakout discussion groups, where the public discussed with UDA and City staff what they liked and disliked about the concepts presented, and provided additional recommendations for UDA to consider.

Phase 3 began in December 2016. Between then and June 2017, UDA worked with staff to develop a first draft of the updated Plan. The potential role that the ITA might have as part of the City’s overall stormwater management strategy slowed draft development, but resulted in a higher quality draft Plan that furthered the goals of the City Council.
The first draft of the plan was presented during a public meeting on July 25, 2017. The draft was made available to the public on VBgov.com, and the public provided comments on the draft. After the release of a second draft, Public Meetings were held on September 27, 2017 and October 10, 2017, to obtain input on the plan. On October 10, 2017, UDA provided a briefing on the draft plan to the City Council, and on October 11, 2017, the same briefing was provided to the Planning Commission. On October 9, 2017, City staff provided the Agricultural Advisory Commission a briefing on the draft plan, focusing on the recommendations that pertained to the City’s agricultural culture and economy. On October 16, 2017, the Planning Commission held a workshop to discuss issues raised during the Planning Commission’s briefing on October 11, 2017.

Cornerstone priorities for the updated vision of the Interfacility Traffic Area and Princess Anne Commons (ITA/PAC) are economic development, agricultural research, the provision of quality municipal services, and conservation. The extent of publicly-owned land gives the City the ability to add value, create new amenities for the public, and protect agricultural and ecologically important resources. The Plan recommendations are intended to provide the opportunity for the ITA/PAC to be the hub for economic development centered on bio-medical research and education, but also a premier location for active and passive recreation and the preservation of an extensive area of farmland.

The plan identifies eight 'Initiative Areas' for the ITA/PAC:

- Historic Princess Anne Center
- Municipal Center
- Bio-Tech Park (VABeachBio Research Park)
- Sports Center
- Preservation and Passive Recreation
- City Municipal Services Facility
- Agricultural Production
- North Landing Park (Environmental Research and Education Center)

**Virginia Aquarium and Historic Museums**

**Cutting Out Plastics for Good**

The Aquarium Conservation Partnership (ACP) began formally operations in 2016 with 19 members. As one of the initial sponsoring institutions, the Virginia Aquarium & Marine Science Center joined the ACP in their mission to empower aquariums to advance conservation policies that achieve meaningful impact for ocean and freshwater resources in the U.S. and around the world. The purpose of the ACP is to inform, guide, and coordinate aquarium action, with a strong scientific basis, to advance ocean and freshwater conservation. The focal areas for ACP action included: reducing sources of plastic pollution; promoting ecosystem protection; protecting vulnerable sharks and rays; and improving seafood sustainability.
The Aquarium and other ACP partners successfully supported the following achievements: Microbead-Free Waters Act; Convention on International Trade in Endangered Species (CITES) protections for silky sharks, thresher sharks, and mobulas; new U.S. Seafood Traceability Program; expansion of Papahānaumokuākea Marine National Monument; creation of New England Coral Canyons and Seamounts National Marine Monument; and implemented the national “In Our Hands” plastic pollution campaign and eliminated all single-use plastic bags and straws from retail operations. The Aquarium membership in the ACP has further strengthened the unique voice and assets of the institution to deliver meaningful and measurable results in support of its conservation mission. These actions can deepen interest in and support for conservation from the Aquarium's many internal and external customers.

**Measuring is for the Birds**
OspreyWatch is a citizen science project focused on studying breeding osprey around the world. Locally, the Aquarium has partnered with the Center for Conservation Biology with the College of William and Mary to manage data collection on the Lynnhaven River osprey population. Data is collected annually on active nests, number of eggs, number of chicks, number of fledglings, failed nests, and other observations. This data is entered into the OspreyWatch network website, which features information from around the world. The 2017 season featured 73 active nests, 39 with chicks, and 19 banded young birds. Additionally, the project was featuring in stories locally, nationally, and internationally.

**Reproducing an Odd Animal**
SECORE (SExual COral REproduction) International is a leading conservation organization for the protection and restoration of coral reefs. SECORE is a global network of scientists, public aquarium professionals and local stakeholders who use a multidisciplinary strategy combining research, education, outreach and active reef restoration for the conservation of coral reefs. The Aquarium has been supporting SECORE and coral conservation through participation in field research and restoration activities for several years, an Aquarium staff member spent the month of August working with other coral experts on the island of Curacao on a coral restoration research project. The aim of the research is to better understand sexual reproduction of corals and develop new restoration strategies for natural coral reefs. During this year’s project, researchers worked with Elkhorn coral to attempt to upscale the restoration efforts, learning a process that he was able to recreate at the Aquarium. Additionally, SECORE Board Member and Director of the Steinhart Aquarium provided a stirring presentation on the state of coral reefs and the work being done to save them as part of the Aquarium’s Eleanor and Henry Watts Conservation Speaker Series. As a result of successful fundraising efforts, the Aquarium was able for the first time in 2018 to formally join the SECORE program as a contributing member at the Silver Partner level.
Goal 5
Be a Competitive First Class Resort for Residents, Businesses and Tourists
Goal 5
Be a Competitive, First Class Resort for Residents, Businesses, and Tourists
City Council's Priority Initiatives

Branding: Virginia Beach Naturally
Initiative owned by Brad van Dommelen, Ronald H. Williams Jr.

Vision Element(s):
Thriving Economy; Unique Environment

Status:
Consumer research indicates outdoor enthusiasts are willing to travel far distances to participate in recreational activities to support their lifestyle interests. An ideal opportunity for our destination’s central location and surrounding drivable markets. Twenty-one percent of these outdoor enthusiasts indicate they often travel at least 200 miles to participate in outdoor activities, with a willingness to travel up to four hours to enjoy these activities.

Using this research, the CVB’s “Outgoing Outdoors” campaign continues through winter 2017 and spring 2018 to specifically increase familiarity of our destination and lift occupancy through the shoulder season. Partnerships with trusted brands like Blue Ridge Outdoors, Anglers Journal TV, NBC World of Salt Water Fishing, Matador Network and Thrillist pose credibility and authenticity. This niche media plan highlights Virginia Beach’s parks, hiking and biking trails and coastal wildlife to reach mid-high affluent, educated and deeply passionate experience seekers looking to connect with nature.

Campaign results will be benchmarked for FY19 planning purposes. Virginia Beach CVB will also seek new Virginia is for Outdoor Lovers co-op advertising initiatives by Virginia Tourism Corporation that support the notion of “Virginia Beach Naturally.” Leveraging these co-ops will assist the CVB with additional savings and increased reach.
Expand Public Art Program and Community Art Programs
Initiative owned by Emily Spruill Labows, Ronald H. Williams Jr.

Vision Element(s):
Unique Environment

Status:
- Worked with MOCA on temporary art projects through an artist-in-residence (Maser) to develop 19th St pop-up art, stage for ViBe and mural for back of MOCA.
- Worked with Town Center stakeholders to commission an artist to execute three murals for the Armada Hoffler garage.
- Developed FY18 Temporary Public Art Plan and executing:
  - Interactive art project – Rudee Loop
  - Painted mural on Mt. Trashmore Stairs
  - Art at African American Cultural Center Site
  - Eco-Responsive Art – Pleasure House Point
  - Artist-in-Residency Partnership with VB Schools
- Based on the most pressing conservation need, restored the 50-year old Norwegian Lady sculpture’s granite base.
- Working with Public Art Virginia Beach Foundation to commission and raise funds for the next public art project at new Lesner Bridge, entitled "The Canoes" by Donald Lipski, to be installed in the overlook in spring 2018. Work with schools to include community outreach.
- Commissioned artist to paint murals along the Rudee Walk in April 2018.
- Worked with Greystar to include public art in their new development, Point Chesapeake on Shore Dr.
- Creative Crosswalks were painted with the community at three different intersections in the ViBe District.

Pacific Avenue Improvements
Initiative owned by Mark A. Johnson, Tom Leahy

Vision Element(s):
Connected Community

Status:
This project is a 3-season project with construction limited to the winter months (October 1 to April 30).

Season 1 (October 2014 to April 2015) included a complete reconstruction of the roadway along with new sidewalks, water and sewer lines, storm drainage, gas line
and new concrete duct bank and associated infrastructure to provide for relocating the overhead utilities to underground. Work is complete.

**Season 2** (October 2015 to April 2016) includes work by the private utility companies pulling cable through the newly constructed duct bank and transferring service delivery from overhead to underground. Work is complete.

**Season 3** (December 2016 to April 2017) includes upgrading the span wire traffic signal at 19th St to a mast arm signal, new LED street lights, decorative sidewalks, and other misc. streetscapes. Construction was completed in spring 2017.

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**ViBe Creative District**

Initiative owned by Emily Spruill Labows, Ronald H. Williams Jr.

**Vision Element(s):**

Active Lifestyle; Connected Community; Diverse Community; Learning Community; Thriving Economy; Unique Environment

**Status:**

The ViBe non-profit organization is focused on creating a sense of place/branding, creating business incentives grants, planning year-round events, creating an interactive mural map and marketing the District.

The City is focused on the following infrastructure improvements for the District as approved in the CIP Budget:

**18th Street Improvements**

- Construction anticipated as early as October 2018
- Year-round construction assumed, with completion as early as October 2019
- Improvements include:
  - Wide sidewalks, street trees
  - On-street parking maintained
  - LED pedestrian lights
  - Curb and gutter replacing ditches
  - ViBe Parklet upgrades and accessibility improvements
- New on-street spaces will roughly equal the number of current on-street spaces between Cypress and Pacific Avenues.

**19th Street Improvements:**

- Design complete and ready for advertising by the end of January 2018
- Construction commences as early as April 2018, completed as early as Spring 2020
- Approved for year round construction
- 2-lane traffic maintained during construction period
- Improvements include:
  - Wide sidewalks, street trees
  - On-street parking and turn lanes
- LED pedestrian lights
- Undergrounding of overhead utilities
- Approximately 40 new on-street spaces created.

**17th Street Improvements:**
- Funded to 30% design only, no funding or schedule for construction at this time. SGA has requested funding in the FY 19 CIP.
Goal 5
Be a Competitive First Class Resort for Residents, Businesses, and Tourists

Other Council Initiatives

19th Street Pedestrian Connection
Initiative owned by Mark A. Johnson, Tom Leahy

Vision Element(s):
Active Lifestyle; Connected Community; Unique Environment

Status:
Construction of a 5-foot wide sidewalk, along the north side of 19th Street between Arctic and Baltic Avenues has been completed. This was an interim improvement to provide connectivity prior to the main project coming on line. The main project consists of improvements from Parks Ave to Arctic Avenue. Improvements include a new three lane roadway section with on-street parking, 10' minimum sidewalks, undergrounding of all overhead utilities, stormwater upgrades, new sanitary sewer, new traffic signals, street and pedestrian lighting, landscaping and street furnishings. Design of these improvements were expedited and is complete as of November 2017. Acquisition is under way. The Total Project Cost for this project is $16.5M. Construction advertisement is scheduled for January 2018. Construction is scheduled to begin in April 2018 and be completed in April 2020.

Baseball Complex at Princess Anne Commons
Initiative owned by Chad R. Morris, Kenneth Chandler

Vision Element(s):
Active Lifestyle

Activities:
- Renegotiating Deal Terms
- Opening Date for Stadium/Field Complex/PAAC Fields
- Amend Deal Terms
- Landstown Road – Ph. 1

Status:
VBPB re-approached the City with a potential project to renovate the Sportsplex into a multi-purpose stadium, which would enable soccer, football, and baseball play, instead of
building a separate baseball complex. VBPB proposes phasing the fields, as well as creating skinned softball fields rather than pure grass infield youth baseball fields. Since the Sportsplex is currently under a long term management agreement with Hometown Sports Management (HSM), VBPB was advised to contact HSM. A new joint venture with the City, VBPB and HSM could potentially emerge as a result of this potential project. Once a new proposal has been submitted, terms of the arrangement would be negotiated by staff with input from Council liaisons Uhrin and Henley and be presented to Council for consideration.

**Conduct "Research & Development" to Support Tourism Marketing investments.** Initiative owned by Brad van Dommelen, Ronald H. Williams Jr.

**Vision Element(s):**
Thriving Economy

**Status:**
While new research vendors like Destimetrics Guest Profile Report, Destimetrics Reservation Activity Outlook and VisaVue continue to be assessed by local industry partners and city legal teams prior to launch, the CVB continues to find solutions that fill gaps in travel marketing attribution.

While traditional marketing key performance indicators have their place, recent studies conducted by several destination marketing organizations find lack of correlation between standard metrics like click-through rate (CTR) and time on site and actual visitor arrivals. Arrivalist, a new digital technology platform specific to destination marketing, anonymously measures location changes of network-enabled computing devices after a sequence of media exposures to identify which messages influenced visitors to experience a destination. Marketers can use this information to calculate and improve ROI on media spend - and increase visitation. Via a co-op with Virginia Tourism Corporation, the CVB is exploring this new data-driven technology to possibly assess current marketing efforts as well as identify advertising vendors that currently integrate with the software.

**Construct the Darden Marine Animal Conservation Center**
Initiative owned by Cynthia Whitbred-Spanoulis, Ronald H. Williams Jr.

**Vision Element(s):**
Unique Environment

**Status:**
This year, as part of the Virginia Aquarium Foundation’s successful capital campaign, the Joshua P. and Elizabeth D. Darden Foundation generously donated $2.5 million to name the center, the first of four identified in the Owls Creek Master Plan. This 18,000 sq. ft. 'green'
support facility is a joint project between the City and the Virginia Aquarium Foundation, and will now be known as the Darden Marine Animal Conservation Center. The donated funds will be used to construct and equip the facility’s Foundation operations. The project was funded beginning in FY2015. The design firm of Waller, Todd and Sadler Architects is completing the A&E construction drawings and the project will be out for bid early 2018. The current schedule calls for construction to begin in late spring/summer 2018, with completion planned for 2020.

Convention Center Business Development
Initiative owned by Brad van Dommelen, Ronald H. Williams Jr.

Vision Element(s):
Thriving Economy

Status:
Meetings, Convention & Sports Marketing sales efforts are mission critical to making Virginia Beach a year-around destination. Marketing strategies include account development, relationship selling and supporting facility growth. Teams are engaged in destination marketing efforts from small meetings to large-scale citywide conventions along with impactful participatory sports events taking place in our many sports venues. The Meetings and Conventions sales teams are utilizing new tools and marketing assets to leverage meeting planner relationships. Marketing platforms like Cvent, Experient and HelmsBriscoe will drive exposure and increase customer contacts. New marketing strategies like the “Beach Bike” campaign, Inspiration Sales Guide, continue to grow Virginia Beach’s exposure to the national meeting planning market. Sports Marketing has produced excellent activity and business volume in recent years, we’ve realize that growth is limited due to a lack of availability with our existing facilities. Virginia Beach Convention Center (VBCC) continues to be a major focus due to its ability to attract large-scale, impactful events that utilize exhibition space, ballrooms and meeting/conference spaces. These events generate hotel room nights for our destination partners and high usage by the community. The VBCC hosted an estimated 622,013 attendees and 325 events in fiscal year 2017, generating approximately 101,136 room nights.

Develop a Year-round Market Segments Program
Initiative owned by Brad van Dommelen, Ronald H. Williams Jr.

Vision Element(s):
Thriving Economy

Status:
Strong emphasis on promoting shoulder seasons and maintaining historic summer success, CVB continues to optimize an energetic marketing brand campaign “Get Your Virginia Beach On” to raise awareness and familiarity of our coastal city.
Within the overall FY18 Media Plan, brand lifestyle interest campaigns aim to support the below saturation levels in the indicated markets:

- 25% reach at 5x frequency for high ROI and high 1st time visitation in Boston, Columbus, Philadelphia, Pittsburgh, Raleigh, Cincinnati, Cleveland and Harrisburg
- 20% reach at 5x frequency for high ROI and low 1st time visitation in Richmond, Charleston, WV and Greensboro
- 15% reach at 4x frequency for lower ROI markets Hartford, New York, Washington D.C., Baltimore

Brand lifestyle interest campaigns highlight sport fishing, golf, contemporary art and culture, aquarium/ocean life, weddings, reunions, nature and outdoors, history, culinary and agriculture, and health and wellness targeted to specific traveler personas.

To ensure long-term success of destination consideration and visitation, heavy emphasis is being placed on broadcast, cable and connected TV in major markets for fall 2017 and spring 2018. According to Smith Travel Research (STR), year-to-date occupancy through October 2017 is up 2.8% and RevPAR is up 3.3%, showing continued positive growth.

**Dome Site Development**
Initiative owned by Warren D. Harris, Ronald H. Williams Jr.

**Vision Element(s):**
Thriving Economy; Unique Environment

**Status:**
On February 8, 2017, the City of Virginia Beach Development Authority (VBDA) issued a Request for a Letter of Qualifications (RFQ) to develop 10.35 acres in the middle of the City's resort area. The City of Virginia Beach (City) has assembled three blocks of approximately 3.22 acres each of prime development property bounded by Pacific Avenue to the east, Baltic Avenue to the west between 18th and 20th Streets, and an additional 0.69 acres on an adjacent parcel at the corner of 18th Street and Arctic Avenue. Primary focus should be on a 3,500 to 4,000 seat live entertainment venue, high quality entertainment, with a mix of retail and restaurant components, year-round programming and a parking structure to satisfy the parking requirements and public use parking spaces. The project represents the City's investment in becoming a year-round destination, complements the resort area’s active lifestyle, support continued growth of the ViBe Creative District, be integrated with the surrounding community, and provides an active and attractive streetscape.

On April 10, 2017, the VBDA received four responses to the RFQ that were reviewed by the evaluation committee. On November 21, 2017, the VBDA approved a 6 month exclusive dealing agreement with Venture Realty Group to further develop their concept and obtain financing.
**Oceanfront FBC Revisions**
Initiative owned by Barry B. Frankenfield, Ronald H. Williams Jr.

**Vision Element(s):**
Thriving Economy

**Status:**
A stakeholder committee was appointed in 2016 and attended nine workshops to develop revisions to the code. Approximately 20 stakeholder meetings and workshops were held in August to October 2017, including a public meeting held on October 5, 2017. Planning Commission recommended approval of the revisions at the November 8, 2017, Planning Commission meeting. These items were approved by City Council in December 2017.

**Owls Creek Marsh Pavilion Enhancement (Phases I & II)**
Initiative owned by Cynthia Whitbred-Spanoulis, Ronald H. Williams Jr.

**Vision Element(s):**
Active Lifestyle; Learning Community; Thriving Economy; Unique Environment

**Status:**
Phase I to renovate the twenty-year-old Virginia Aquarium Marsh Pavilion with the City and the Aquarium Foundation as partners in the project. The Foundation initiated a capital campaign in March 2015 to fund new exhibits for the facility. An architectural firm is under contract and the project is in the design/development phase. The FY2018 budget includes a Capital request for Phase II, as previously requested, to complete the project for the Veterinary Care Center which is needed to meet AZA’s accreditation standards for animal care and ensure a staff veterinarian and vet tech are onsite at all times. Guests will observe the Aquarium’s medical and husbandry staff in action as they care for animals in the exhibit collection and conservation programs. Also includes area where children can role-play as Aquarium scientists helping injured marine animals and view our water quality lab. The Phase II Veterinary Care Center will complete the Marsh Pavilion Enhancements by providing teachable moments that inspire conservation to our youngest audiences and their families. This phase will also fund extra parking for the entire renovated Marsh Pavilion building as well as the Adventure Park.
Public Information and Marketing of Resort to Residents
Initiative owned by Brad van Dommelen, Ronald H. Williams Jr.

Vision Element(s):
Connected Community; Thriving Economy

Status:
Messaging surrounding the benefits of tourism for locals continued with a nine week media campaign starting November 1 through select vendors including The Tide, Eagle 97, La Selecta and iHeartMedia. Using popular radio hosts for credibility, campaign messaging encouraged locals to appreciate tourism product “in their own backyard,” and to get out and explore attractions, retail and restaurants from Atlantic Avenue to Town Center and beyond. The fall advocacy campaign is estimated to reach hundreds of thousands of locals, to include the local Hispanic market, through traditional radio and digital media.

From a grassroots engagement perspective, the CVB attended several fall festivals to reach locals including Neptune Festival and YNot Wednesdays. A newly designed CVB section of VBgov.com was also launched to include advocacy messaging, data, research and video. This new platform will serve as the CVB’s headquarters for tourism advocacy information going forward.

Moving into the New Year, the CVB is exploring additional advocacy tactics to include “Let’s Talk Tourism” forums modeled after Sonoma County, direct mail opportunities and a social media partnership with the city’s Communications Office. Ongoing dialogue about advocacy opportunities continues with industry partners, city staff and regional partners like Coastal Virginia Tourism Alliance.

Resort Area Parking Plan
Initiative owned by Barry B. Frankenfield, Ronald H. Williams Jr.

Vision Element(s):
Active Lifestyle; Connected Community; Thriving Economy

Status:
The City has contracted with Kimley Horn and Associates to calibrate a parking model to evaluate the parking needs associated with development and redevelopment at the resort. The model measures parking demand based on a project’s land use, parking requirements, multimodal and transportation alternatives and parking management decisions in a dynamic modelling environment that can respond quickly to changing development assumptions. The model will identify the location(s) to place parking facilities and the number of spaces required to serve the project without over or under supplying parking spaces.
The first model will calibrate the parking needs of the Central Beach District; however, it will also be used to evaluate the parking needs and impact of future development projects at the north end of the resort as well as the marina district as projects begin to take hold in these areas. An initial report of recommendations is currently being revised based on the dynamics of various potential development projects in the Central Beach District. A date for bringing forward parking recommendations has not been determined at this time.

**Sports Center**
Initiative owned by Brad van Dommelen, Ronald H. Williams Jr.

**Vision Element(s):**
Thriving Economy

**Status:**
According to the National Association of Sports Commissions, the $9.45 billion participatory sports market continues to grow. Virginia Beach is a leader in delivering quality event experiences. Two threats chip away at our market share; increased market demand and venue development within our competitive set. The City contracted with Victus Advisors to complete a market analysis/feasibility study. Findings included a recommendation to develop an indoor sports facility, focused on sports tourism/tournament activity. City officials traveled to Myrtle Beach and Spartanburg, SC in April to tour facilities and “benchmark” similar facilities in size/scope. Upon City Council approval, the City issued a PPEA for interested development groups. The VB Sports Center PPEA Project Scope Objective: To design, construct, operate and maintain an indoor sports facility to attract out-of-market tournament business; and jointly be used, during non-tournament use, by residents for fitness activities, thus creating a more competitive resort by serving as an economic asset for tourism growth as well as enhancing the quality of life for Virginia Beach residents. The City accepted proposals from three development teams in September. Teams participated in an informative question/answer session in October. Final proposals were accepted in November with interviews and team selection was completed in December and to be announced in January 2018. Interim agreements for design build construction and for operations and maintenance to occur in January/February 2018.
Support the Upgrade to and Development of Convention Quality Hotels
Initiative owned by Brad van Dommelen, Ronald H. Williams Jr.

Vision Element(s):
Thriving Economy

Status:
Virginia Beach continues to lag behind other destinations for Meetings and Convention business when it comes to convention hotel facilities and the absence of a headquarter hotel to support the marketing of our convention center. CVB continues to lead discussions for critical hospitality product development initiatives that support tourism growth:

- Historic Cavalier Hotel along with development of a full-service Marriott Hotel and Embassy Suites providing convention hotel campus complex.
- Proposed mix-use Dome Site development
- Proposed Sports Center facility adjacent to the Convention Center to support the growth of our sports tourism.
- Expansion of the ViBe Creative District with attractions that promote authentic product.
- Proposed Pier project mixed-use redevelopment.
- A possible headquarter hotel adjacent to the Convention Center to put Virginia Beach in a marketable and competitive position for business that currently keeps us off their consideration set.
- Future development opportunity for Rudee Loop
Goal 5
Be a Competitive First Class Resort for Residents, Businesses & Tourists
Striving for Excellence Initiatives

Convention and Visitors Bureau

2017 Pop Warner Mid-South Regional Championship
The 2017 Pop Warner Mid-South Regional Championship was an event solicited by our Sports Marketing Team and brought to Virginia Beach by Pop Warner Little Scholars, Inc. The event was held at the Virginia Beach Convention Center and Princess Anne Athletic Complex utilized numerous hotels for team and guestrooms. Billed as the Mid-South Regional Championship, the event attracted 4,700 attendees and generated 1,600 room nights. According to Destination International’s Economic Impact calculator, the event produced an economic impact of nearly $1.3 million in direct spending and $64 thousand in local tax revenue to City of Virginia Beach.

French Canadian Media Bloggers Familiarization Tour
The Virginia Beach Convention and Visitors Bureau hosted 7 travel bloggers from the province of Quebec in early October of 2017. The focus of the tour included outdoor/soft adventure, culinary/farm to table offerings and a comprehensive overview of the destination. Bloggers attracted ranged in age from 23-42 and were very active in posting before, during and after the tour. Instagram “Live” and Instagram were the most popular channels used to post Virginia Beach images and content. See below for highlights of the tour. Media Value produced to be determined when the articles have been published.

Meeting and Conventions Fall, Burgers Bourbon and Zac Brown Band- Customer Familiarization Event
The Meetings and Conventions Fall Familiarization Tour was an event produced by the Meetings and Conventions team. Invitations are extended to national meeting professionals to introduce the destination and the meeting and convention assets that we have to offer. The familiarization tours was designed to attract professional planners that have potential to generate significant, incremental revenue in meetings and events. This was literally a showcase of the very best experiences that Virginia Beach has to offer. The Meetings and Conventions Fall Familiarization Tour attracted ten (10) national meeting professionals from geographical markets like Chicago, Washington D.C., Wisconsin and Virginia. These planning professionals represent events that would generate approximately 4,800 attendees and 7,200 room nights for an economic impact of nearly $4.8 million in direct spending and $290 thousand in net tax revenue to city of Virginia Beach.
Meeting and Convention M&C Spring Customer Familiarization Event
The Meetings and Conventions Spring Familiarization Tour was an event produced by the Meetings and Conventions team. Invitations are extended to national meeting professionals to introduce the destination and the meeting and convention assets that we have to offer. The familiarization tour was designed to attract professional planners that have potential to generate tens of thousands of dollars in meeting and event revenue and was literally a showcase of the very best experiences that Virginia Beach has to offer. The Meetings and Conventions Spring Familiarization Tour attracted (9) nine national meeting professionals from geographical markets like Indiana, Florida, New Jersey, and Arizona. These planning professionals represent events that would generate approximately 6,500 attendees and 7,000 room nights for an economic impact of nearly $6 million in direct spending and $350 thousand in net tax revenue to city of Virginia Beach.

Reduced Agency Expenditures to Increase Media Buy
Narrative Description of the Initiative: For several years, the Convention & Visitors Bureau's media buy budget totaled just over $3 million dollars. In order to compete stronger in the market against competitors like Ocean City, Myrtle Beach and Outer Banks, research indicated a strong need for increased advertising to move the destination higher in awareness and familiarity. The CVB, under new leadership, presented a restructured marketing staff plan for the in-house marketing team that would drastically reduce agency overhead expenses, and moving those cost savings into more advertising. This restructure plan was approved by City Council. Success would be measured by monthly year-over-year savings in specific billing categories: account management, social media, public relations, research and website management. Through September 2017, the CVB has realized savings from FY17 to FY18 of 81% in social media management agency markup fees, 65% savings in agency website management, 100% savings in public relations activity, 78% savings in research and 20% savings in account management. Savings have increased media spending by more than $690,000 this fiscal year, thus significantly boosting the overall destination advertising spend. Funding for this initiative came from the existing TAP Fund using internal resources.

Office of Cultural Affairs

Expanded Programming in the Miller Studio Theatre
This year the Sandler Center was able to expand programming in the Miller Studio Theatre to not only include the “Out of the Box” winter concert series but to also include a summer jazz series titled, The Miller Jazz Series.

“Out of the Box” - In January of 2017, the Sandler Center kicked off its third season of "Out of the Box" at the Sandler Center. This series was created in response to the tremendous success of our Summer Series, "Ynot Wednesdays?", and is in partnership with Paul Shugrue and his radio program on WHRV FM. This series gave the opportunity to invite patrons inside the Sandler Center's Miller Studio Theatre for an intimate experience with the region's best acts performing original music.
The after-work time slot made this event a popular stop on the route home for many Town Center professionals and residents, as well as attracting Virginia Beach visitors and fans of the performing bands. New this past season, Paul Shugrue broadcasted live remote segments from the event during his radio show. Throughout the 8-week series, over 1,965 guests came to enjoy the event, many visiting Sandler Center for the first time.

Miller Jazz Series kicked off June 2017 and ran until August. This series occurred once a month and featured local jazz musician Jimmy Masters and his band as they played in the intimate Miller Studio Theatre. Patrons were delighted by the smooth sounds of jazz in an artist-in-the-round performance setting. Throughout the 3 performance series, over 280 guest came and enjoyed the new Miller Jazz Series.

**Public Art Added to the ViBe Creative District**
The Virginia Museum of Contemporary Art (MOCA) and the ViBe Creative District in partnership with the City of Virginia Beach Office of Cultural Affairs hosted internationally renowned artist, Maser, for an artist residency July 16 – 28, 2017. The goal of the residency was to engage, inspire and surprise visitors and residents with unique works of art in the community and aligned with the Arts Plan 2030 goal to expand public art programming. Projects included a Stage in ViBe Park, a 20 foot by 28 feet multipurpose entertainment stage constructed and painted in Maser signature bold geometric style. A semi-permanent mural on the back of MOCA, which highlights the building’s unique architecture. The projects promoted new, vibrant meeting places for social interactions in the community and raised the profile of public art in Virginia Beach on a national and international platform.

**Sandler Center Art Gallery**
During public meetings with local artists, the Office of Cultural Affairs learned that artists need more local venues to exhibit their work. After hearing this need from the community, the Sandler Center Art Gallery was created on the second and third floor lobbies of the Sandler Center for the Performing Arts. The Gallery offers great exposure for artists seeking to reach local patrons and visitors to this multi-use facility. In this most recent fiscal year, the gallery featured numerous Hampton Roads artists including Daniel Kathalynas, Marlowe Emerson and an exhibition comprised of work by student selectees for the 2017 Old Dominion University Undergraduate Research Symposium. The Gallery played host to Bruce Dietrich’s exhibit, “Chromatic Phantasie,” which explores the assimilation of both painting and music as the same language. Several of the Gallery artists sold multiple pieces as a direct result of their exhibitions at the Sandler Center, in addition to an increase in inquiries and traffic to their websites.

The Sandler Center Foundation hosts an artist opening reception for each exhibit. The reception gives the opportunity for people to talk one on one with the featured artist and meet other members of the community. The receptions have increased traffic to the Sandler Center and provided increased exposure for the artists. An estimated 450 people attended the receptions this past year.
The Sandler Center Art Gallery is free and open to the public during regular operation hours: Monday through Friday, 10am-6pm, Saturday from 10am-2pm and during any performance at the Sandler Center.

**Sandler Center Resident Company Cooperative Marketing Program**

In 2017, the Office of Cultural Affairs and Sandler Center marketing staff worked with the Sandler Center’s Resident Companies to share the costs of a monthly print and digital advertising campaign to publicize their events. Through the Sandler Center’s long standing relationship with local media, advertisements were able to be placed at the discounted rate compared to the gross rate.

Through print advertising in The Virginian-Pilot, Coastal Virginia Magazine and VEER Magazine, Sandler Center events are able to reach a total readership throughout the year of 3,189,000 both locally and in the surrounding areas, bringing awareness to the many cultural programs taking place in the City of Virginia Beach.

Two new additions were added to this year’s marketing plan: social advertising and digital billboards. Sandler Center Resident Company events were able to reach 15,745 through social channels. Digital billboards ran three campaigns in the spring boasting over 3,000,000 impressions total.

**Planning and Community Development/Strategic Growth Office**

**Navy SEAL Monument**

The Strategic Growth Office assisted the Navy SEAL Museum Association with the design and approval process to implement the Navy SEAL Monument at the 38th Street Connector Park. The monument commemorates the Navy SEALs which began in Virginia Beach in 1942. A life-size bronze statue of a WWII Navy combat swimmer flanked by inscribed granite walls replaced a landscaped slope at the 38th Street Connector Park in the summer of 2017. Staff worked with the Navy SEAL monument design team to ensure the monument would be accessible to people with disabilities and meet the goals of the Resort Strategic Action Plan by preserving views of the ocean from Atlantic Avenue. Staff acted as a liaison between the Monument team and the Planning Department’s Development Service Center, Cultural Affairs Office, Parks and Recreation, Public Works, Resort Management, and The Resort Area Commission to shepherd the monument design through the approval process and allow the Monument to be implemented within an accelerated timeframe.

**Oceanfront Resort District Form-Based Code 2017 Amendments**

After five years of city staff administering the Oceanfront Resort District Form-Based Code (ORDFBC), a number of improvements were identified by staff and Resort stakeholders that would streamline and clarify this unique zoning code. With its heavy focus on design and built-in flexibility, this new approach to development regulation was unfamiliar to both city staff and the development community, resulting in some initial confusion and concerns.
In October 2015, a Steering Committee composed of representatives from Resort area business groups, civic leagues, and the development community was formed to discuss concerns and explore potential solutions. While some policy changes were recommended, most issues were resolved through explanation and education about how the code works.

These discussions led staff to draft a comprehensive set of code amendments resulting in a much simpler, more coherent regulatory document that is easier for staff to administer. More importantly, the simplified code appeals to the development community, attracting new projects to the Oceanfront Resort District. The physical improvements and additional investment associated with these new projects will certainly help our city achieve Goal 5, “Be a Competitive First Class Resort for Residents, Businesses and Tourists.” Aside from volunteer stakeholder participation, no outside resources and no additional funding were used for this project.

**Virginia Aquarium and Historic Museums**

**Dancing in Dollars**
Location, location, location. It is not just a real estate agent’s mantra; it is the Virginia Aquarium’s private event coordinator’s rallying cry. The Aquarium’s unique venue and award-winning chef were sought after by brides and party planners, which equated to the highest number of private events since we began renting our facility for after-hours events ten years ago. During fiscal year 2017, we hosted 152 events, resulting in $165,210 earned in revenue, a 40% increase over the previous year.

**Knowing Our Customers**
Knowing who our customers are, and meeting their needs and desires, is vital to the long-term vitality of the Virginia Aquarium. During fiscal year 2017, the Aquarium contracted with IMPACTS Research to help us identify, understand, and actively engage our target audience. The first product of this partnership was the customized Awareness, Attitudes, and Usage study that revealed the reasons our guests visit; clarified our market perceptions about entertainment, conservation, and education; and emphasized the importance of providing an amazing experience to our guests. This information was a pivotal reason that we increased opportunities for guests to interact with staff during a visit. The second phase of IMPACTS Research’s work involved modeling and simulation processes to help us make data-driven decisions. Using their modeling and simulations, we have determined optimum membership categories and prices. They also assessed how the market would respond to a change in our admission prices. Based on this information, we modestly increased our prices. As we move forward, we continue to monitor our revenues, per caps, guest reviews, and key customer satisfaction metrics.

**Listening and Adapting**
Fiscal year 2017 membership sales topped fiscal year 2016 sales by 7.9%, so Virginia Aquarium Guest Services staff began contemplating ways to continue to improve membership.
On July 1, 2017, after listening to the needs of our members, and working with data provided by our consulting firm, IMPACTS Research, we launched a revised membership structure. This structure focused on increasing value and benefits for families with young children, a group IMPACTS identified as the majority of our membership. This restructuring included a small price increase, and through December, memberships have remained steady.

**Prioritizing the Experience**
IMPACTS Research, the Virginia Aquarium’s contracted research firm, worked to identify actionable areas for improvement in the Aquarium. One of the findings that truly resonated with the team focused on guest experience. Guests who perceived that they had a personalized experience were shown to be more loyal and visit more often than guests who did not. With this information, Aquarium leadership created the Guest Enhancement Team (GET), a subcommittee focused on identifying and improving the guest experience throughout the Aquarium. Leadership also met with every staff member to allow them an opportunity to provide suggested improvements, which resulted in many immediate service improvements. The GET continues to meet regularly and works with subject matter experts to facilitate changes as necessary.

**Scaring Up a Record**
On October 27, 2017, the Virginia Aquarium’s annual Halloween event reached a record attendance of 1,685 guests, up from 270 in 2016. Utilizing creative thinking and staff experience, the planning team included an expanded and polished Creepy Creek component, a new addition from 2016. This year’s Halloween event brought in $16,338 from ticket sales, serving as an indication that guests are looking for new and interesting ways to experience the Virginia Aquarium. Staff has already begun planning ways to improve the experience for 2018.

**Sleeping Under the Sea**
According to IMPACTS Research, the Virginia Aquarium’s contracted research firm, adults are interested in programming created specifically for those over 18. This inspired Aquarium educators to create and execute the first Adult Overnight. Program participants received dinner, two drink tickets, a Behind the Scenes tour, and exclusive after-hours, adults-only access to the exhibits. Guests selected their sleeping area from a list of available options ranging from in front of the sea turtle exhibit to under the Red Sea Tunnel. Educators created and facilitated optional science-based games throughout the evening for participants. The event generated $2,346.47 in additional revenue, and the social media posting featured over 16,000 participants who self-identified as interested in the event. All 75 tickets were purchased weeks before the event, and educators are now looking for new opportunities with this event.

**Tweeting to the World**
The Virginia Aquarium and the National Zoo took the lead in a global trend in mid-January: the #CuteAnimalTweetOff. Zoos and aquariums around the world began sharing pictures of their cutest animals in a race to find the cutest of them all, resulting in worldwide media coverage and a stream full of adorable animals.
The advertising value equivalency, a proprietary metric by media tracking group Meltwater, suggested that this was worth over $1,460,000 in advertising and reached over 140 million people.

**Walking the Talk**

In March 2016, the Virginia Aquarium & Marine Science Center was reaccredited by the Association of Zoos and Aquariums (AZA), reaffirming our expertise and commitment to the standards and guidelines of this elite organization. Being reaccredited by the AZA ensures that we are among the top zoological and aquarium facilities in the country and allows us to work closely with some of the world’s most unique, and in some cases endangered, species. The AZA is a 501(C)3 nonprofit organization dedicated to the advancement of zoos and aquariums in the areas of conservation, education, science, and recreation. The AZA represents more than 200 institutions who meet the highest standards in animal care, provide a fun and educational family experience, and dedicate millions of dollars to scientific research, conservation, and education programs.
Office of Cultural Affairs

Arts and Humanities Commission Funded Programs 2017
In Fiscal Year 2017, the Arts and Humanities Commission funded over 503 performances and programs in the City of Virginia Beach. Commission sponsored programs reached a combined audience attendance of approximately 157,000. For example, funding from the Arts and Humanities Commission sponsored several Virginia Arts Festival performances at the Sandler Center, including Itzhak Perlman with Virginia Symphony Orchestra, Richard Alston Dance Company and Ask Me Another, and Virginia Museum of Contemporary Art (MOCA’s) Turn the Page: The First Ten Years of Hi-Fructose and New Waves 2017, and Disney’s Beauty and the Beast, A Christmas Carol and the Broadway musical Hello Dolly produced by the Virginia Musical Theatre at the Sandler Center. Cultural events sponsored by the Arts and Humanities Commission generated approximately $250,000 in admission taxes and venue rental income.

Planning and Community Development/Parking Management Office

Accredited Parking Organization Award
Virginia Beach Parking Management was named an Accredited Parking Organization (APO), becoming one of the first few in the nation and the very first in Virginia to do so. APO is a designation for parking organizations that recognizes best practices in responsible parking management, customer service, professional development, safety and security. The International Parking Institute's (IPI) APO certification recognizes Virginia Beach Parking Management Office for leading the industry, exceeding industry standards and implementing progressive practices. Over the 18-month process of earning accreditation, Virginia Beach Parking Management was evaluated on 270 separate criteria in 14 categories by third-party reviewers. The division was required to validate long-term planning initiatives, show evidence of consistent and acceptable financial performance, document that they are subject to routine audits, affirm that staff members participate in a proactive customer service training program, prove that they are responsive to customer-service feedback and demonstrate passive and active security measures in design and operation among other benchmarks. It was a rigorous process and only a small handful of municipal parking operations around the country have earned accreditation.
Goal 6
Be the Safest City in Virginia
Goal 6
Be the Safest City in Virginia
City Council's Priority Initiatives

Body Worn Cameras for Patrol Officers
Initiative owned by James A. Cervera, Steven R. Cover

Vision Element(s):
Connected Community

Status:
The Body Worn Camera procurement process is actively managed by the Police Department with support from the City’s Purchasing Office, and it is currently in the latter stages of review. This review includes the active vendor negotiation phase (November 2017).

A nationwide assessment to identify lessons learned supported our due diligence in research to mitigate any issues before implementation and to streamline the process and reduce funding costs. Procurement of the first phase will occur by early summer 2018.

Community Policing Strategy
Initiative owned by James A. Cervera, Steven R. Cover

Vision Element(s):
Connected Community

Status:
Since 2010, the Police Department has been engaged in a Community Policing Program in the Western Bayside area of the City. With solid partnerships of a number of other City agencies, civic leaders and the Bayside Churches United, officers have positively interacted with the community, the rising crime rate has been stabilized, community activities have dramatically increased, and the citizens have readily assisted the police in a cooperative effort to reduce negative social and criminal behavior.
**Drone Use Policy**
Initiative owned by James A. Cervera, Steven R. Cover

**Vision Element(s):**
Unique Environment

**Status:**
On October 25, 2017, the staff from Public Works, Video Services, Police Bomb Squad, Fire Department, and Resort Video Services completed the FAA Part 107 sUAS training and all have passed their FAA written test and were issued an FAA sUAS operator’s license. For a non-aviator, this is an exceedingly challenging test to pass. Many hours of studying on each individual’s part were required prior to taking the test. Aviation has its own unique language and very specific details on how to fly in the National Airspace System (NAS). City leadership is extremely proud and applauds each of these member for achieving this accomplishment.

Additionally, an employee from Fire Video Services and employees from the Fire Department have completed the City of Virginia Beach sUAS safety course to operate a sUAS as a City employee.

**Oceanfront Staffing, Operations and Homeless Outreach**
Initiative owned by James A. Cervera, Steven R. Cover

**Vision Element(s):**
Connected Community

**Status:**
The Virginia Beach Police Department continues to address homeless related issues throughout the city. Their efforts remain focused on outreach and not on strict enforcement to end homelessness in Virginia Beach. They continue to increase the number of positive engagements between police officers and the homeless in effort to develop an increased level of trust. As the relationship improves, the police department will be in better position to facilitate services for this disadvantaged population. Through our partnership with other city departments and various community groups we are finding the citizenry have become more patient with our homeless population. It appears the residents have accepted the reality that aggressive criminal enforcement is not the answer to end homelessness in Virginia Beach. This success has been achieved partially because the police officers have truly embraced this mindset. As we move into the New Year, the police department is committed to assisting the department of Housing and Neighborhood Preservation with the final planning stages and opening of the new Housing Resource Center in the western area of the city.
**Opioid Service Enhancements**  
Initiative owned by Dannette R. Smith, Kenneth Chandler

**Vision Element(s):**  
Connected Community; Unique Environment

**Activities:**  
- Continued Support for REVIVE! Program

**Status:**  
Human Services continues to support opioid prevention, treatment, and recovery strategies in the City of Virginia Beach. The REVIVE! Opioid and Nalaxone Education Program has trained 250 individuals. In partnership with the public health department in Virginia Beach, participants are also now able to receive Nalaxone kits at no cost as part of the program. The Commonwealth-funded Medication Assisted Treatment program has served 90 individuals in its first three months, with a plan to serve 207 by the end of the grant period on April 30, 2018. As part of the program, Human Services has hired two Peer Recovery Specialists to provide outreach and engagement for opioid users who visit local Emergency Departments and/or call in to the regional "Warmline" seeking treatment support.

An opioid marketing campaign has been underway to increase community awareness of the issue, including magazine, movie theatre, and billboard advertisements. The Department also coordinated a well-received Opioid and Heroin Community Forum in October 2017; introducing residents to the problem of opioid addiction in Virginia Beach and the resources available to help those in need.

**Opioid/Heroin Initiative**  
Initiative owned by Heidi Kulberg, Kenneth Chandler

**Vision Element(s):**  
Active Lifestyle; Diverse Community; Learning Community

**Status:**  
In 2016, 72 persons died in Virginia Beach from drug overdose. In the 1st half of 2017, 33 have died. The VBPD, VBEMS, VBDHS, and VBDPH address the opioid crisis through collaboration with each other and the community. The VBDPH provided talks to local, regional and state groups including the VBDHS Opioid & Heroin Community Forum on 10/19 with 105 participants. VBDHS grants have increased community awareness via widespread PSAs. The VBPD drug take-back program collected 3978 pounds of prescription medicines in FY17. VBDHS’ Pathways Center provided medical detoxification to 74 individuals in FY17. VBDHS provides medication assisted treatment (MAT) for clients through linkages with private partners.
With new grant funding, 91 individuals have begun receiving MAT. Two HSD Peer Recovery Specialists have been hired to conduct outreach and engagement in EDs. Naloxone saves lives, preventing opioid overdose deaths.

The four departments collaborate to provide REVIVE! Classes that have taught 250 laypersons how to utilize naloxone. In October 2017, VBDPH began dispensing naloxone at no charge to REVIVE participants. First responders delivered naloxone to 326 persons in 2016 and 151 in the 1st half of 2017; 13.2% from the VBPD. The VBPD received a $10,000 grant to purchase naloxone.

**Police Staffing Plan**
Initiative owned by James A. Cervera, Steven R. Cover

**Vision Element(s):**
Connected Community

**Activities:**
- Long Term Plan
- Phasing
- Funding Mechanism
- Creation of a Workforce Development Program

**Status:**
The Police Department applied for the 2017 Community Oriented Policing Hiring Grant to fund 6 community policing officers. As of November 13, 2017, no announcement had been made by the COPS Office of award recipients. The Police Department intends to request an additional 10 officers during the FY 18/19 budget process for expansion of neighborhood community policing and central business district community policing. Ten officers approved in FY 16/17 are being deployed in the Bayside area, while the 10 officers approved in FY 17/18 will be assigned to Bayside and the central business district once the positions have graduated from the academy and successfully complete field training. An additional number of officers may also be requested in FY 18/19 to supplement current resort area staffing.
Goal 6
Be the Safest City in Virginia
Other Council Initiatives

Develop a Comprehensive Pre- and Post- Disaster Recovery Plan
Initiative owned by Erin Sutton, Steven R. Cover

Vision Element(s):
Thriving Economy

Activities:
- Developing formal exercise calendar.
- Emergency Preparedness and Recovery Plan
- Developing COOP and COG Plans

Status:
OEM has worked on several MOUs over the last 8 months that include; Salvation Army, YMCA and the United Way. We are working on an additional MOU with Catholic Charities. These documents support the overall mission of recovery planning and help fill gaps identified in the Hurricane Matthew After-Action report. Housing continues to work on the housing recovery plan, however we still need to create a more robust Recovery Support function due to other priorities of the office. We are still on track to have a city-wide recovery plan finalized and in effect by January 2019.

Develop Updated Evacuation and Shelter Plans to Align with New Evacuation Zone Initiative owned by Erin Sutton, Steven R. Cover

Vision Element(s):
Thriving Economy

Activities:
- Review potential of evolving Virginia Beach Field House to incorporate this capability

Status:
OEM continues to work with Human Services, VBEMS, VBPD and VBCERT on sheltering plans. Humans Services is in the process of overhauling the shelter plan for the city and OEM continues to help provide support. OEM is working with Schools to update the shelter assessment data for the city and reassess the current shelter list to look for improvements in location and new schools. The Pet Sheltering supplies were purchased this year and an exercise is being planned for the late spring/early summer.
We received grant funding to conduct the Medically Friendly Shelter exercise and this will be conducted in May 2018. The Hurricane Evacuation Study is being conducted through the beginning of 2018 localities hope to have the results prior to the 2018 Hurricane season. Additionally, VDEM is assisting localities with work on a Re-Entry Framework for Hampton Roads.

**Same Day Access to Behavioral Health Care**
Initiative owned by Dannette R. Smith, Kenneth Chandler

**Vision Element(s):**
Connected Community; Unique Environment

**Activities:**
- Contract with National Consultant to Expand and Enhance Same Day Access Service Capacity

**Status:**
Same Day Access programs are designed to provide a client with information, referral, and an initial assessment (as needed) the same day they seek services. The goal is to enhance the timeliness of access to services and expand service capacity to focus on early intervention and engagement. The Department was able to successfully implement a partial Same Day Access program in February 2017. Virginia Beach is phasing in its Same Day Access program; beginning with offering services during specified hours, five days per week. With assistance from the Commonwealth of Virginia, a national consultant has conducted an assessment of Human Services' readiness to implement and expand Same Day Access. The assessment results were presented to Department leaders, staff, and advisory board members in November 2017. As a result of the presentation, the Department plans to contract with this consultant to further assist its expansion of the program and enhance service capacity.
Goal 6
Be the Safest City in Virginia
Striving for Excellence Initiatives

Emergency Medical Services

New Headquarters and Training Center
On February 7, 2017, City Council approved funds to convert the former Adult Learning Center into the Emergency Medical Services (EMS) Headquarters & Training Center. Eight months later on October 16, 2017, EMS took occupancy of the renovated 24,590 square foot building. For the first time in the department’s history, training, administrative and operational functions are housed under one roof. The expense of more than $163,000 per year of leased office space for EMS ended. The central Town Center location has provided more convenient access for our members and the citizens.

More than 4,560 square feet was dedicated for training of more than 115 students at a time and conducting more Emergency Medical Technician classes. More usable space has resulted in additional continuing education capacity for EMS Volunteers, career medics and firefighters. Six skill rooms were built and an equipped Ambulance simulator was created for improved scenario-based hands on training. Secured building access was installed as well as many energy saving features.

A portion of the building was renovated to create the new training site for the Emergency Communications and Citizen’s Services. In addition, that area was also built-out as a backup 911 dispatching center.

Fire

Fire & Life Safety Camp
In July 2017, the inaugural session of the Fire & Life Safety Camp was held for children ages 5-8 years of age. The camp was designed to be fun, challenging, entertaining, and educational. Session by 25 different presenters on a variety of topics included: a Fire Station Tour and ‘Daily Life of a Firefighter’ experience, Basic Fire Safety, smoke alarm care and maintenance, rope techniques, water safety, natural disasters, proper use of 911, Hazard House and escape drills, and bike safety. Educational presentations were also given by the Police Department Mounted Patrol, Bomb Squad, K-9 team, Motor Patrol Officers, Firearms Safety instructors, and Child Identification units. Support from the Police Department, the Navy Regional Fire Department (for use of their Hazard Simulator House as well as their Mini Fire Truck), and Parks and Recreation (for use of their Inflatable Obstacle course) helped make the camp an enormous success.
Efforts are currently underway on the expansion of the camp to multiple locations and dates for the summer of 2018 so that a greater number of children can benefit from the activities and educational experience provided.

**Improved Battalion Chief Response**
In July 2017, Fire added a fifth operational battalion, redefining the response areas and dividing the existing four battalions. This expansion added one additional battalion supervisor to the daily staffing. This initiative reduced the overall response time for the supervisors to arrive on the scene of emergencies, and increases capacity to manage multiple incidents. Having command officers on-scene sooner improves safety and accountability. This helps Fire to establish and implement the emergency action plan and more efficiently utilize resources. It also reduced the span-of-control of the battalion chiefs to a more manageable workforce. The need was made evident by the performance measures of response time of the effective response force (ERF) evaluated in the fire accreditation process. On all significant or working events a command level officer is a critical component of incident management. Fire strives to achieve for 90% of all high risk structure fires, the total response time for the arrival of the ERF staffed with a minimum of 21 firefighters and officers shall be: 12 minutes and 20 seconds in metro and urban areas; 14 minutes and 20 seconds in suburban areas; and 17 minutes and 20 seconds in the rural areas.

**Office of Emergency Management**

**Memorandums of Understanding and Partnerships after Hurricane Matthew**
The Office of Emergency Management (OEM) identified a gap in formal partnerships with our voluntary organizations after Hurricane Matthew. It was a lesson learned that needed to be addressed and to have permanent documentation in place for the partnerships. OEM worked with the voluntary organizations to develop Memorandum of Understanding (MOUs) to formalize the City’s partnership with various agencies to assist in times of disaster when our resources are potentially overwhelmed. Our MOUs are executed with vetted, national volunteer and community partners so residents can feel comfortable supporting any of these groups if they choose. The Salvation Army MOU provides management for in-kind donations – when residents donate items; for example furniture, clothes, supplies, etc. These items have to be sorted, tracked and disbursed appropriately. The City now has an MOU in place to ask the Salvation Army for assistance in managing this type of aid to our residents. Additionally, the United Way MOU establishes the United Way as the fiscal agent of donated dollars to the City. Cash and other monetary donations are tracked appropriately by the United Way, which then funds long-term recovery projects completed by our external volunteer partners. This relationship with the United Way is already in action and is providing support to our Long Term Recovery Group supporting the neighborhoods affected by Hurricane Matthew.
These MOUs save City funds and diminish excessive staff time to manage donations that arrive in all forms after a disaster. In other disasters the cost of renting warehouse space for items donated and finding City staff to manage the donations would limit the available resources to support recovery operations in the city. Finally, establishing a process for monetary donations to be received in the city and stay in the city supports the overall recovery for the City's residents. Previously, the only recommendation for people who wanted to donate after an event was to funnel them to the state recovery fund or to other non-governmental organizations and the funds did not necessarily stay in our city to support our recovery.

Police

Human Sex Trafficking
The Police Department’s Vice Unit has concentrated their efforts on Human Sex Trafficking with a specific focus of rescuing victims from a life of prostitution and vigorous prosecution of those individuals that cross state lines for the purposes of engaging in prostitution. To that end, the Vice Unit has become active members of the Hampton Roads Human Trafficking Taskforce. On October 1, 2016, the U.S. Department of Justice awarded the Attorney General’s Office a grant to combat human trafficking. This grant is a collaboration of local, state, and federal law enforcement and prosecutorial agencies in conjunction with local non-governmental victim service organizations working together to: 1) identify, recover, and provide trauma informed services to victims of human trafficking; 2) identify, investigate, and prosecute, with a victim centered approach, those engaged in crimes related to sex trafficking; and, 3) conduct trainings, community outreach, and public awareness activities. Since the taskforce and grant were initiated, the Vice Unit has spearheaded several investigations into human sex trafficking that have led to the rescue of victims from forced prostitution. Since March of 2016, 31 persons have been arrested and prosecuted at both the State and Federal Level for numerous violations related to prostitution and the pandering of juveniles. More importantly, the Vice Unit has been instrumental in the rescue of 11 adults and 7 juveniles from human sex trafficking.

Motor Carrier Safety
Police’s Motor Carrier Safety Unit (MCSU) participated in the annual Border to Border traffic safety checkpoints in Virginia on August 31, 2017. Law Enforcement agencies from Virginia in partnership with Kentucky, North Carolina and Maryland held concurrent checkpoints on key borders to alert motorists that law enforcement would be on the roads to make sure all motorists, especially Commercial Motor Vehicle operators, drive safely during the Labor Day Holiday weekend. The Border to Border checkpoint expands on several motor coach safety provisions and specifically targets these areas: driver fatigue, driver behavior, vehicle maintenance, operator oversight, crash avoidance measures, and occupant protection.

In Hampton Roads, the MCSU joined the North Carolina State Patrol as well Virginia State Police, Chesapeake Police Department, Norfolk Police Department, Suffolk Police Department, Chesapeake Bay Bridge Tunnel Police, Newport News Police Department, and
the Division of Motor Vehicles Weights and Measure Unit, on State Route 17. This checkpoint resulted in a total of 30 Commercial Motor Vehicle violations, 27 Level 1 Truck inspections, 7 Commercial Motor Vehicles were placed out of service, 2 summonses for hauling permit violations, and 1 Commercial Motor Vehicle Driving under the influence arrest.

Public Health

2016-17 Zika Virus Response
Beginning in February 2016 the VBDPH initiated a Zika response following guidance from the World Health Organization and Center for Disease Control, which continued throughout most of 2017. Our response involved educating our community by speaking at local civic league meetings, health fairs and other community events, providing educational information in City buildings such as libraries and recreation centers and placing materials on doors in select neighborhoods identified by Mosquito Control. In addition, we initiated screening of all clients receiving services at the health department to identify those at risk for Zika virus and in need of testing. We screened clients more than 5,000 times between May 2016 and August 2017. We provided education about Zika virus to our City medical providers, delivered Zika educational Kits for pregnant women to our OB offices, offered testing to those at risk for Zika virus through travel to affected countries or other known exposures, investigated suspected and confirmed cases of Zika virus and worked closely with Mosquito Control to ensure our mosquito population remained Zika-free. During this time, the VBDPH worked with City obstetric offices to ensure all pregnant women who were at risk for Zika virus were offered the opportunity for counseling and free testing through public health. We tested 253 individuals between February 2016 and August 2017 and initiated control measures with Mosquito Control for anyone testing positive to ensure Virginia Beach remained a Zika-free zone.
Goal 7
We are an Inclusive Community that is Welcoming and Empowers All
Goal 7
We are an Inclusive Community that is Welcoming and Empowers All
City Council's Priority Initiatives

African-American Cultural Center: Next Steps
Initiative owned by Emily Spruill Labows, Ronald H. Williams Jr.

Vision Element(s):
Diverse Community; Learning Community

Status:
The Feasibility Study has been completed and a final report was submitted to the Project Director and the Executive Board at their monthly meeting on August 30, 2017. Webb Management Services and Hanbury Evans recommended that the Center be developed in two phases, allowing the 1st Phase to generate funds for the 2nd Phase.

Phase 1:
- Exhibition areas for permanent, temporary/rotating content that teaches visitors about the history and culture of African Americans in the Hampton Roads
- Multipurpose hall that can support performances, meetings, event and other community gathering; open green space and onsite parking
- Spaces for teaching the arts and crafts with a focus on the cultural heritage of African Americans and include space for an artist in Residence

Phase 2:
- Outdoor events/amphitheater/stage for film, performances
- Possible indoor performances seating capacity of 250
- Catering/teaching kitchen, café, open green space, on/off site parking
  The Feasibility Study includes:
  - Space program, site plan
  - Pro-forma Operating Budget
  - Economic Impact Multiplier
  - Critical Path Plan

  Capital Budget:
  - Phase 1: $8,657,000 (Groundbreaking, fall 2018)
  - Phase 2: $11,928,000 (Groundbreaking, fall 2020)
  - Total: $20,585,000

The goal is to begin the Capital Campaign, spring 2018.
**Homeless Strategy: Implementation**
Initiative owned by Andy M. Friedman, Ronald H. Williams Jr.

**Vision Element(s):**
Connected Community; Unique Environment

**Status:**
The following are key dates in the consideration of revisions to the current Strategic Plan to End Homelessness:
- August 2017 - a draft of the revised strategic plan to end homelessness was made available for review by the public;
- September 2017 - Council briefing on the proposed plan and accomplishments
- October 2017 - Council vote to adopt

City Council adopted the revised plan called "Community of One" in October 2017. A new Homeless Services division and administrator is being created and will be responsible for carrying out the plan and providing progress reports. The top priority element of the plan is the preparation for and opening of the Housing Resource Center.

**Housing Resource Center**
Initiative owned by Andy M. Friedman, Ronald H. Williams Jr.

**Vision Element(s):**
Thriving Economy

**Status:**
A Preconstruction Conference was held Monday September 12th, 2016. S.B. Ballard Construction Corporation, the General Contractor, was awarded the low bid for $16,998,000. The initial estimate for the project was $20,829,000. S.B. Ballard received a Notice to Proceed on September 1, 2016 with a substantial completion timeframe of 540 days or February 23, 2016. Groundbreaking was held on October 13, 2016. As of November, 2017, construction is on schedule. Expected facility opening date is June 1, 2018. City departments are collaborating to obtain facility contractors for operations and maintenance, shelter operations, apartments, and the health clinic. All contracts for service provision should be in place in March 2018.
Mental Health Forum
Initiative owned by Dannette R. Smith, Kenneth Chandler

Vision Element(s):
Connected Community; Learning Community; Unique Environment

Activities:
- Host Mental Health Forum

Status:
The Human Services Department, Public Libraries, Police, Fire, EMS, Health Department, Parks & Recreation, and Public Schools have developed an internal working group to support a "Mental Health Forum" to educate city staff on steps and strategies the city is taking to address behavioral health issues in the community. The event, initially scheduled for November 3, 2017, has been postponed until April 12, 2018, to incorporate community stakeholder input.

Mental Health Initiative
Initiative owned by Dannette R. Smith, Kenneth Chandler

Vision Element(s):
Connected Community; Learning Community; Unique Environment

Activities:
- Discuss Opportunities to Collaborate on Addressing Mental Health Issues in Virginia Beach
- Monthly Meetings for Strategy and Charter Development

Status:
As part of the Mental Health Forum, Human Services has brought together city departments and community stakeholders to discuss and address behavioral health issues in Virginia Beach. The group has agreed to develop a charter to define collaborative strategies to address this issue in Virginia Beach. Additional meetings will occur monthly until after the Mental Health Forum event. Once the charter and strategies are established, the group will meet regularly to begin implementation moving forward.
Goal 7
We are an Inclusive Community that is Welcoming and Empowers All
Other Council Initiatives

Disparity Study
Initiative owned by Patti Phillips, Tom Leahy

Vision Element(s):
Diverse Community

Status:
BBC Research and Consulting lead disparity study kick-off meetings for city staff September 6 and 7. Three public meetings were held October 16-18 where BBC gathered information from the community and also provided an overview of study timelines and objectives. The City responded to BBC’s first request for award and expenditure data on November 7. City Council received an update briefing on January 6, 2018. The study is on schedule to be completed in the summer 2018.

Expansion of Behavioral Health Services in the Criminal Justice System
Initiative owned by Dannette R. Smith, Kenneth Chandler

Vision Element(s):
Connected Community; Unique Environment

Activities:
• Implemented New Drug Court Program

Status:
The Human Services Department has worked diligently to expand behavioral health services for adults interacting with the criminal justice system in Virginia Beach. Improvements in Jail Services through biweekly meetings between Human Services and Jail staff have increased communications between departments. This was necessary as re-entry planning increased the number of clients from 231 in FY16 to 419 in FY17.

Another program, Court Ordered Treatment, is a partnership between the court system, Human Services, Virginia Beach Sheriff’s Office, and Probation & Parole to reduce recidivism and increase stability for individuals with a serious mental illness. It involves release planning and intensive facilitation of door-to-door services throughout the entire process to ensure compliance with court orders. The first participant in this program was released in August 2017 and treatment has been successful so far. Similarly, the Drug Court
program opened in August 2017 as a partnership between the court system and Human Services to assist select repeat offenders with substance abuse issues and divert them into a strict monitoring, supervision, and treatment program. To-date standard operating procedures and training has been completed by all relevant Drug Court staff. The first candidate has been identified and will be released in December 2017.

**Permanent Supportive Housing for Individuals with Serious Mental Illness** Initiative owned by Dannette R. Smith, Kenneth Chandler

**Vision Element(s):**
Connected Community; Diverse Community; Unique Environment

**Activities:**
- Alert Eligible Clients about Permanent Supportive Housing Opportunities

**Status:**
Human Services received funding from the Commonwealth to provide permanent supportive housing to 72 individuals. The goal is to provide safe, affordable housing options for individuals with a serious mental illness. These housing options are specifically designed to be integrated into community settings and participants receive supportive services, as needed. To-date 28 individuals have been housed under this initiative.
Goal 7
We are an Inclusive Community that is Welcoming and Empowers All
Striving for Excellence Initiatives

Human Services

A Path Forward” Strategic Plan Implementation
Human Services drafted, adopted, and began implementation of a three-year community-based strategic plan. The strategic planning process began in 2016 and was led by a Steering Committee of 37 community leaders from across faith-based, business, trade associations, charitable organizations, minority community representatives, and others who are, or work with, Human Services clients. This steering committee led and supported the development of 15 community and two staff focus groups consisting of over 250 people that influenced the direction of the strategic plan and obtained support for “A Path Forward.” This process ensured that Human Services engaged a diverse coalition of citizens from every geographic region of the city. Focus group results were analyzed and a final strategic plan was released in October 2017. The plan focuses on four pillars addressing every aspect of Human Services: Service Integration, Access to Service, Communication & Community Engagement, and Talent Acquisition & Development. The strategic plan will ensure Human Services is able to plan, adapt, execute, and continue to advance the successful foundation it has constructed. Implementation has begun, as leadership team members are working with their staff to develop operational plans that will be implemented in February 2018.

Office of Cultural Affairs

African American Cultural Center Completes Feasibility Study
Cultural Affairs partnered with the African American Cultural Center in the development of a Feasibility Study for the new facility. Cultural Affairs assisted the Center’s Board in identifying possible consultants to develop the plan, provided feedback through the Feasibility Plan process, provided feedback on fundraising goals, attended meetings to discuss a public art partnership, provided meeting space for Feasibility plan meetings and interviews with stakeholders and reviewed the plan to provide comments and edits before it was finalized. The Plan was completed and a final report submitted to the Center’s Project Director and members of the Executive Board at their monthly meeting on August 30, 2017. The plan included a space program and site plan, pro-forma operating budget: including Operating, Governance, Facility management, staff, Economic Impact Multiplier and a critical path plan. The consultants, Webb Management Services and Hanbury Evans recommended that the Cultural Center be developed in two Phases, allowing the first Phase to generate funds for the second Phase.
Phase 1 would include spaces and programs for:

- Sharing and Showing: Exhibition areas for permanent and temporary/rotating content that teaches visitors about the history and culture of African Americans in the Hampton Roads region
- Gathering and Engaging: A multipurpose hall that can support performances, meetings, events and other community gatherings; open green space and onsite parking
- Teaching and Learning: Spaces for teaching the arts and crafts with a focus on the cultural heritage of African Americans and including space for an Artist in Residence, as well as a Souvenir and snack shop.

Phase 2 would include infrastructure for:

- Outdoor events/amphitheater/stage and seating for film and live performances
- Possibility for a formal indoor performance space with seating capacity of 250
- Catering/teaching kitchen and a café, open green space and on/off site parking

Comparable national projects are: Carver Community Cultural Center/San Antonio, Texas and the African American Arts and Culture Complex in San Francisco, California.

The completed feasibility Report includes the following Capital Budget:

- Phase 1: $ 8,657,000  (Groundbreaking, Fall of 2018)
- Phase 2: $11,928,000  (Groundbreaking, Fall of 2020 )
- Total:     $20,585,000

Fundraising Plan:
Cultural Affairs provided feedback to Webb Management Services to assist them in preparing a Draft Campaign Case Statement, which will lead to recommendations on the goals and strategies of conducting a Capital Campaign. The goal is to begin the Capital Campaign in spring of 2018.

New Navy SEAL Monument Added to Oceanfront
In July 2017, the National Navy UDT-SEAL Museum donated a Navy SEAL Monument with an estimated value of $250,000 to the City. The monument commemorates the Navy SEALs’ origins in Virginia Beach, summarizes salient events in their history, and informs both residents and visitors of the SEAL community’s 75-year association with the City. The centerpiece of the monument is the iconic Naked Warrior, a WWII combat swimmer ready for action. The three other major SEAL historical sites in Ft Pierce, Florida; Waimanolo, Hawaii; and Coronado, California each have identical Naked Warrior statues in public places. This monument at 38th Street and the Boardwalk completes the historical circle and provides a prominent yet dignified public place to honor the SEALs’ service.
Virginia Aquarium and Historical Museums

Licking the Cone of Success
In July 2017, the Aquarium and Museums hosted an Ice Cream Festival that served more than 2,000 guests at the Francis Land House. Using visitor feedback, members took the most popular elements of past programs to create an expanded one-day event, celebrating the history of ice cream with fun elements like an ice cream truck rodeo and visits from the characters from Frozen. The service of volunteers and low supply costs allowed Aquariums and Museums to offer this program for free, meeting the needs of families looking for free or low cost activities. In reaching this audience, Aquariums and Museums broke their single-day attendance record for history museums by more than 65%.

SAPLINGS Grow in History
In March and April 2017, 178 kindergarten students and 243 adults from Title I schools in Virginia Beach visited the Francis Land House on Saturday mornings for the Students and Parents Learning Intellectual Growth Strategies (SAPLINGS) program. SAPLINGS has traditionally been a partnership between Virginia Beach City Public Schools and the Chrysler Museum for first graders. This year, an added pilot program for kindergarten students at the Francis Land House was possible due to the temporary availability of funds in the budget for Aquarium and Museums while two of their sites were closed for restoration. The SAPLINGS program was a resounding success, and Public Schools has committed to financially supporting the program at the Francis Land House in FY18. Aquarium and Museums is seeking a donor to endow the SAPLINGS program for future years because of the program’s significant value to the community.

Scouting Can Be Scary
In October 2017, the Aquarium and Museums created and held the first-ever Girl Scout Spooktacular. This event was so popular that members opened up an additional three sessions, resulting in 281 attendees and $1,375 in new revenue generated. Girl Scout Troops from all over the area came out to learn about witches and women of the past, enjoyed a campfire and s’mores, and took part in fun crafts.
Goal 8
Our Community has World Class Schools and Education Programs
Goal 8
Our Community has World Class Schools and Educational Programs
City Council's Priority Initiatives

Employee Tuition Reimbursement
Initiative owned by Regina Hilliard, Kenneth Chandler

Vision Element(s):
Learning Community

Status:
In FY16-17, $250,000 was approved in the budget to assist eligible employees pursue additional educational goals through tuition reimbursement. During that program year, 223 employees received assistance with the average reimbursement amount equaling $1,068. In this same fiscal year, 31 employees successfully completed their degree programs with the support of the program.

In FY17-18, funding was increased to $350,000 to provide tuition reimbursement assistance to additional employees interested in broadening their educational training. Currently, an additional 12 employees completed their degree in fall semester this fiscal year.

Higher Education Campus Expansion Strategy
Initiative owned by Warren D. Harris, Ronald H. Williams Jr.

Vision Element(s):
Learning Community; Thriving Economy

Status:
ODU continues with their current plan to expand the curriculum and program activities at the Virginia Beach Higher Education Center. Departmental staff continue to explore opportunities for supporting and enhancing the biomedical initiative in the Princess Anne Commons corridor with both ODU and TCC.

A new TCC workforce development center at the Virginia Beach campus has been proposed for several years. This center was intended to replace the current TCC center located at the old Suffolk campus. The Suffolk campus will eventually be sold and all workforce development programs relocated. The Virginia Beach center is still in the top five of proposed projects, but no definite timeline has been proposed.
Internal Training for Employees, Supervisors, and Managers
Initiative owned by Regina Hilliard, Kenneth Chandler

Vision Element(s):
Learning Community

Status:
January 23, 2018: Over 400 Instructor Led Trainings (ILT's) were provided with 7,200 attendees (some may have attended more than one training) in FY16-17.

Additionally, 1,400 trainings were accessed online through e-learning. During the fall of 2017, the e-learning selection was expanded through the current Learning Management System to include 300 training opportunities on a variety of topics.

The City offers three signature leadership programs: Foundations for New Supervisors; New Supervisors’ Boot Camp; and Mid-Management Development Program. 165 Supervisors/Managers attended one of the programs in FY16-17 and 185 attended in FY17-18.

With an active library card, users have access to Lynda.com that provides access to online training of more than 6,000 topics. Employees are able to obtain a free VB Library Card even if they live outside of Virginia Beach.
Goal 8
Our Community has World Class Schools and Educational Programs
Striving for Excellence Initiatives

Economic Development

LENA Start
The Lena Research Foundation selected the Virginia Beach as one of 11 new communities to join LENA Start, a program that helps parents and caregivers of infants and toddlers (0-30 months) close the talk gap. Research shows that talking with babies is one of the most critical elements in their early brain development. LENA Start uses innovative “talk pedometer” technology with simple strategies offered in a series of efficient, engaging sessions. Parents learn to use feedback from the LENA System™ about their home language environment and receive home parent materials, free books to build a home library and easy-to-use talking tips to increase interactive talk with their children. Measured outcomes in number of adult words, conversational turns and participant graduation are used as success measures.

The program is a new offering from GrowSmart, a division of Economic Development, to ensure healthy development and school readiness for children in Virginia Beach. The program is a cost-share model with United Way of South Hampton Roads, LENA Research and Virginia Beach which resulted in $59,350 of start-up funding support from outside agencies. The program was launched with GrowSmart collaborative partners such as Libraries, Parks and Recreation, Early Intervention, Head Start, Military Fleet and Family Services, and Square One.

LENA Start uses a cost effective and scalable approach by delivering LENA feedback and strategies to increase talk to groups of parents. A three-month sequence of weekly one-hour sessions builds family engagement and social capital as well as strengthens engagement between families and the community. Staffing needs are reduced, while impact is increased. Effective implementation is ensured by delivering the program through videos and scripted instruction—and by continuous data feedback. The goal is to increase communication between parents and young children to bridge achievement and word gaps and increase children’s school readiness. One hundred fifty families will be positively impacted from July 1, 2017 – July 1, 2019.
Fire

Education Coordinator
In July of 2017 Fire hired a contract employee to improve departmental Emergency Medical Training (EMT) and coordination with the relocated Emergency Medical Services (EMS) training staff. The Fire Training Center (FTC) EMS Education Coordinator (EC) has bridged the communication gaps between the two departments and significantly improved the effectiveness of our EMS training programs. The contract staff member currently administers the continued delivery of basic EMT instruction within the academy setting, instructor and course administrative policy adherence, and continuing education program management. EMS training is complex and dynamic due to governing regulations; understanding of best practices is a direct benefit. Long term areas of concern that benefit from a dedicated FTC EMS staff member are influence, curriculum development, curriculum delivery, and a comprehensive continuing education program to address member proficiency and retention of perishable Advanced Life Saving skills.

Basic EMT instruction required for each academy is currently delivered by FTC instructors under the permission of EMS Education Coordinators. The EC credential is required by the Virginia Office of Emergency Medical Services (OEMS) to request any and all EMS related courses including Continuing Education Units (CEU) courses. Training administration and documentation requirements imposed by EMS exceed those required by other agencies, EMS adds layers of regulation to maintain quality. FTC is heavily involved in the process and loss of this continuity could be catastrophic to Fire emergency medical service delivery. Fire has always and will continue to invest heavily in training and this investment is evident by the quality of our service delivery and the superior performance of our personnel. We have long been involved in the delivery of emergency medical services and over time it has evolved into our largest core service area.

Office of Cultural Affairs

Sandler Center Foundation’s Education Program
The Sandler Center for the Performing Arts Foundation is a 501(c)(3) non-profit organization that supports educational programs at the Sandler Center. The Education Program began in 2010 with the Foundation providing funding for Virginia Beach Title I students to attend an educational matinee. The Foundation now underwrites the cost of the entire education program at the Sandler Center, as well as providing funding for Title I students throughout the Hampton Roads region to attend a matinee. In addition to collaborating with Spectra Venue Management to bring matinees to the Sandler Center, the Foundation also has partnerships with Virginia Arts Festival and Richmond Ballet to bring matinees to the Sandler Center that serve Title I students exclusively.

More than 50,000 students have walked through the Sandler Center doors since the education program started. A strategic goal of the Foundation’s Board of Directors was to increase its fundraising efforts to raise the number of those served through the Education Program.
The Foundation is proud to have reached that goal and looks forward to the continued success of the education program. In 2016-2017, the Sandler Center Foundation hosted 14,553 students for a matinee performance at the Sandler Center. Of these, 4,763 were from Public Schools. The Foundation provided funding for a total of 11,790 students (of which 3,317 were from Virginia Beach). The total students attending with funding in 2016-2017 was a 57% increase over the prior year and a 502% increase since 2010. Students from 100% of the Virginia Beach and Chesapeake Title I schools were served.

During the 2016-2017 season, the Sandler Center Foundation, in partnership with Spectra Venue Management, brought six educational matinees to the Sandler Center for 12 performances. Each matinee had a performance at 10 a.m. and 12 a.m. The matinees offered were Jigsaw Jones and the Case of the Class Clown, Toying with Science, Jackie Robinson, Alexander, Who’s Not Not Not Not Not Not Going to Move, The Rainbow Fish and Ellis Island: Gateway of Dreams. In advance of the January 23, 2017 performances of Jackie Robinson, we invited resident Derrick Jones to meet with small student groups to share his impressive and extensive collection of African American sports memorabilia. Mr. Jones is a retired teacher and administrator from Chesapeake Public Schools. Before these performances, Mr. Jones conducted two interactive student sessions at the Sandler Center, one with a group of fourth graders from Rosemont Elementary, and another with a group of middle school students from the Ladies and Gentlemen Club of Bayside Middle School. These 94 students were treated to an engaging and educational session with Mr. Jones. Over a 20-minute period with each group, he wonderfully and intentionally wove together history, English, geography, social skills, and the arts using sports as a common thread.

In addition to the 12 performances the Foundation hosted with Spectra Venue Management, the Sandler Center Foundation partnered with Virginia Arts Festival to bring Charlotte Blake Alston and Lula Washington Dance Theatre to bring educational matinees open to Title I students exclusively. There were a total of 2,150 students served from 12 Title I schools. Virginia Beach represented 687 students and four schools.

A new collaboration with the Richmond Ballet, the state ballet of Virginia, was also introduced to the education program. The Richmond Ballet presented two performances of A Midsummer Night’s Dream at the Sandler Center for Title I students only. Then the ballet went on the road to perform at seven schools in Chesapeake, Norfolk, Portsmouth, and Suffolk. A total of 3,077 students attended one of these live performances, including grade levels from both Brookwood and Lynnhaven Elementary schools in Virginia Beach.

The Sandler Center Foundation’s Director of Education and Programs works closely with public school teachers and administrators on scheduling and programming to ensure that the programs complemented the curriculum and aligned with the Virginia Standards of Learning. Study guides that provided suggested activities for teachers for pre- and post-performance were accessible through the Sandler Center website.
Supporting all programming at the Sandler Center is the Sandler Center Foundation’s main objective. In addition to the education program, the Foundation also accomplished the following during the 2016-2017 program year:

- A grant was awarded to the Salvation Army’s Heartstrings Program to bring 30 students and their families to a Virginia Symphony Orchestra’s PB&J concert series.
- The Foundation supported Sandler Center Resident Companies through the Local Heroes program by providing opportunities for Virginia Beach teachers, first responders and their families to see a Resident Company performance. The Foundation served 173 Local Heroes and their families.
- Support has also been provided for the Virginia Beach All City Music Festival since 2010.

Public Libraries

Digital Service Enhancements
In 2017, Libraries launched a variety of enhancements to improve customers’ digital library experiences. In May, the Library released a new online catalog, enabling customers to more easily find online journal and magazine articles and to check out e-books, digital audiobooks and streaming music and movies directly from the catalog without having to visit another website. Increased visibility and access to the Library’s digital collection led to an increase in downloads of about 32% over 2016’s numbers.

In summer 2017, Libraries introduced Beanstack, an online tool to improve and enhance customers’ experiences while participating in reading events such as the annual Summer Reading Challenge. Key improvements include accessibility for customers using screen readers, the ability for customers to earn virtual badges and prizes for logging books and other activities, family and group registration, and individualized reading recommendations.

In late fall 2017, VBPL introduced two new convenience options for customers: the ability to receive account notifications by text message and the ability to save their borrowing history to their library records.

Graduates
On October 22, Libraries hosted a ceremony for the first two residents to graduate from the Library’s Career Online High School. The program, launched late in 2016 with 25 available spots, enables residents who are at least 20 years old and have successfully completed eighth grade to earn an accredited high school diploma at no cost. Throughout 2017 the initial 25 spots filled, included the two graduates. Another 25 spots were added to help adult residents achieve their career and higher education goals.
Library Donations and Grants
Approximately $45,360 was given through the Virginia Beach Library Foundation, outside private donations, and grants to fund youth and teen projects. Grants were awarded from a variety of organizations to supplement funding for Libraries’ Summer Reading Challenge, early literacy programming and teen technology.

Mobile iPad Labs
In August Libraries launched two mobile iPad labs to support library programs for all ages. Twenty iPad Mini tablets were purchased for youth programs and 10 iPads were purchased in support of adult programs. Osmo educational game sets and Dash and Dot programmable robots accompany the youth iPad lab. These games and devices provide fun learning opportunities and support literacy, mathematics, coding and 21st Century skills including collaboration, problem-solving, creativity and persistence.

The mobile labs expand Libraries’ ability to provide technology programs at off-site locations as well provide more in-house technology programs. This equipment collectively has been used in 38 programs from August to December 2017.

Sphero Code Club
Libraries provided an after-school coding experience for teens at Green Run High that launched January 19, 2017 and ran through the end of the school year. The outreach program was created to demystify computer science and spark an interest in coding and robotics for teens, both as a hobby and as a career path. With mobile devices and Sphero ball robots purchased through grants from Best Buy and Friends of the Virginia Beach Public Library, library staff visited the high school each week, providing the teens with easy access to robotics and computer programming. The students created their own activities and challenges to solve as they learned to control the robots’ movements, sounds and lights and put their critical thinking and problem solving skills to the test. At the annual conference of the Virginia Public Library Directors Association in April 2017, the Sphero Code Club won an award for most Innovative Outreach activity.

Take-Home Tech
Beginning in June 2017 with Roku Streaming Sticks, Libraries began lending “Take-Home Technology” to provide eight residents with access to a variety of technologic devices. The Rokus were preloaded with library resources, movies and TV shows for residents to access. In July, the library began lending Fisher Price Code-a-pillar toys for preschoolers and Sphero ball robots for ages eight and up in August. The Code-a-pillar and Sphero robots help introduce age-appropriate concepts of computer coding in fun and engaging ways. Since the Roku, Code-a-pillar and Sphero devices have been made available to the public, they have been checked out 143, 95 and 71 times, respectively.
Virginia Aquarium and Historical Museums

Hatching New Data
For decades, the Virginia Aquarium & Marine Science Center has worked in the rescue, rehabilitation, and release of countless marine mammals and sea turtles. But a lesser-known partnership between the Aquarium and the U.S. Fish and Wildlife Service also results in one of our most popular exhibits: the sea turtle hatchling lab. This exhibit provides guests a firsthand look into how we care for hatchling sea turtles and prepare them for re-release after about a year. Due to the almost 99% mortality rate of newly hatched sea turtles, this program allows up to four turtles to grow at the Aquarium under the care of our specially trained staff. This year, the Virginia Aquarium released four sea turtles outfitted with satellite transponders that will track their movements over thousands of miles. The research data that comes from tracking yearling sea turtles during the “lost years” is invaluable for identifying where these animals go between hatch and nesting. What makes this program even better is that the satellite transponders, which cost approximately $5,000 per transponder, are funded through donations and sponsorships, resulting in a total of $20,000 in new fundraising.

Inspecting the Field
The Alliance of Marine Mammal Parks and Aquariums (AMMPA) has more than 60 accredited members from around the world, and volunteer inspectors are industry professionals who check and reaccredit participating organizations. The AMMPA is well-respected within the zoological and aquarium industry, and our membership also brings a direct line of communication with federal regulatory agencies like the U. S. Fish and Wildlife Service, the National Marine Fisheries Service, and the United States Department of Agriculture.

Soaking Up Science
The Virginia Aquarium received a $96,000 grant over three years from the Hampton Roads Community Foundation to support Soaking Up Science, an educational program. This project provides an Aquarium visit and field study, outreach program, and Aquarium family night to seventh grade classes at Princess Anne Middle School, Corporate Landing Middle School, and sixth grade classes at the Old Donation School. The first programming began during the current 2017-2018 school year.
Goal 9

Data and Technology are used to Enhance Community Livability, Prosperity and Sustainability
Goal 9
Data and Technology are used to Enhance Community Livability, Prosperity and Sustainability
City Council's Priority Initiatives

Business Revenue and Personal Property Implementation
Initiative owned by Ed C. Feeney, Tom Leahy

Vision Element(s):
Connected Community

Status:
The Revenue, Assessment and Collections System (RACS) group is in the final stages of a project to modernize the City’s legacy applications that manage revenue for taxes related to Business Revenue, Personal Property and Miscellaneous Bills. This project is in the user testing phase and is scheduled for implementation in October/November 2018.

The Business Revenue/Personal Property (BR-PP) Implementation Project will replace the current mainframe and LAN applications used daily by business unit staff in the Commissioner’s and Treasurer’s offices to perform the following business functions:

- Assess value
- Calculate taxes, fees, penalties & interest
- Bill and adjust billing records
- Collect outstanding balances

This modernization effort will install a single solution to provide unified business processing across the two business units. Included in this new solution is the conversion of legacy data for Business License, Fiduciary (Trust & Seasonal) businesses, Personal Property, Business Personal Property, Miscellaneous Bills, Parking Tickets and Delinquent Collections information. The new solution will streamline data entry, modernize the exchange of data between Virginia State applications (e.g., Department of Motor Vehicles, Virginia Employment Commission, etc.) and several internal City applications along with providing a basis for incorporating new technology offering online capabilities.
**Integrated Public Safety Initiative**  
Initiative owned by Ed C. Feeney, Tom Leahy

**Vision Element(s):**  
Connected Community

**Status:**  
IT has been working with public safety agencies on the implementation of PremierOne Computer Aided Dispatch (CAD) and PremierOne Mobile CAD to provide a modernized application with a standardized set of features and a robust enterprise platform for mapping and data analytics. The Public Safety Advisory Board approved these solutions for migration into production in February/March 2018.

**PremierOne Records – Police Records Management System (RMS)**  
Motorola and IT have been collaborating with the Police Department to develop some of their required feature sets, which will streamline state reporting requirements and provide a more cohesive process that aligns with operations. This phase of the project has an anticipated completion date of March 2018. Implementation timeline to follow.

**ImageTrend Fire Records Management System (RMS)**  
The Fire Department will be implementing the ImageTrend Fire RMS to support daily operations and meet national/state reporting requirements. This project is scheduled to begin January 29, 2018 and enter production by April/May 2018.

**Enhanced Data Analytics and Reporting**  
This reporting solution provides public safety agencies the ability to access data from one location. The data available includes all legacy systems and all new systems launched as a part of the Integrated Public Safety (IPS) program.

**Investment Review Board Implementation (Technology)**  
Initiative owned by Ed C. Feeney, Tom Leahy

**Vision Element(s):**  
Connected Community

**Status:**  
The Investment Review Board (IRB) exists to:  
- provide business value through alignment of technology goals  
- achieve operational efficiency through review and oversight of costs, processes and performance  
- minimize and manage risks associated with technology investments
High-level timeline:

- **January 2017** – IT tasked with implementing an IRB to include deputy city managers and a director from one department within each community of interest.
- **February 2017** – Conducted initial meeting to introduce members to IRB concept and review charter.
- **March 2017** – Adopted and signed charter. Viewed presentations on all FY18 technology requests for capital improvement (CIP) funding. Met two weeks later to review, discuss and vote on the tabulated prioritization of the requests.
- **May 2017** – Voted to use an existing IT project prioritization process to provide structure and qualitative means in determining which projects deliver the most business value.
- **August 2017** – IT Governance presented its governance model as well as its work and resource management (WRM) processes and tools to the IRB, with an emphasis on factors associated with delivering technology to City departments.
- **November 2017** – Viewed CIP request presentations for FY19. Ranked and voted on requests in a subsequent meeting, following the process described for FY18.

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**Offshore Wind Energy**

Initiative owned by Robert Matthias, David L. Hansen

**Vision Element(s):**

Thriving Economy; Unique Environment

**Status:**

Dominion Energy put the Virginia Offshore Wind Technology Application Project (VOWTAP) on hold due to high perceived costs. They are now partnering with Orsted Energy, previously named Danish Oil and Natural Gas (DONG). It is likely that they will move to full development in Virginia in the next 5-8 years. Orsted/Dominion have already made a decision to utilize 8 megawatt turbines instead of the 6 megawatt turbines planned under VOWTAP. Offshore wind continues to be more expensive than many other sources of energy, however, the cost has come down. Dominion’s average kilowatt/hour costs approx. $0.12. It has been stated that offshore wind is now in the range of $0.16 per kilowatt/hour and that cost is decreasing.

The Dominion offshore location is located at least 25 miles off the shore, which creates another large cost as the power cable for the production of the wind farm costs over $1 million per mile. The Navy has indicated that the previously given permission for Dominion to bring ashore their cable at Dam Neck Naval Station has been rescinded. Orsted/Dominion is now negotiating to bring the power cable to shore at Camp Pendleton, close to where the transoceanic cables are coming ashore.
**Regional Broadband Strategy**  
Initiative owned by Pedro R. Wallace, Tom Leahy

**Vision Element(s):**  
Connected Community

**Status:**  
The City’s Regional Broadband Strategy focuses on developing into a nationally connected 21st century region and international gateway. We plan to connect Hampton Roads municipalities, increase capacity and redundancy of the City’s dark fiber infrastructure, leverage regional broadband opportunities for development, and meet capacity demands introduced by the transoceanic cables. Our plan involves constructing broadband infrastructure to support business incubators, technology innovators, product accelerators and data centers. The initiative will enhance public safety, improve citizen services and address the needs of underserved and unserved communities.

The strategy aims to:

- Foster an ecosystem for low-cost internet service providers to meet demand for affordable internet to address the business digital divide.
- Pursue public/private partnerships to create fiber infrastructure and connectivity to meet smart region capabilities.
- Integrate higher education institutions for collaborative research and provide bandwidth to support growing educational needs.
- Attract new enterprises with high-paying jobs (e.g., biomedical, cyber security, financial services and corporate headquarters).
- Retain newly educated/skilled workforce by expanding advanced technology business creation.
- Develop resiliency of the network that does not currently exist and is vital to provide survivability and failover capacity.

Target date will be determined collectively by regional chief administrative officers (CAOs) and has not been confirmed yet.
Goal 9
Data and Technology is used to Enhance Community Livability, Prosperity and Sustainability
Striving for Excellence Initiatives

Information Technology

FOIA Online Case Management
The management and response of Freedom of Information Act (FOIA) requests is a critical responsibility for the municipal government of Virginia Beach. FOIA is a law that gives residents of Virginia the right to access information from the city. It is often described as the law that keeps citizens in the know about their government. In December 2017, the City Attorney’s Office, with assistance from Information Technology, acquired a FOIA management tool to enable the city to retire its current manual processes and transition to a robust solution with a citizen-facing portal that will be accessible via VBgov.com. The online system eliminated the City’s dependence on manual processes (paper) and deficient applications. Shifting to operations online enhanced the organization’s ability to respond to and store FOIA requests efficiently.

Improving City Services through Data Analytics
Information Technology implemented a data science and business intelligence (BI) program that leverages the City’s vast data resources to revolutionize how the organization’s views information, makes decisions and plans for the future. Huge leaps forward in processing power and ease-of-use in big data and business intelligence platforms, along with machine learning and visualization capabilities, not only improved current business processes but introduced new possibilities for serving citizens.

IT collected information from public and private sources to build both general-purpose and task-specific data models that can join together previously isolated systems. This was especially empowering to City employees engaged in multiple service areas. Beyond improving data access and modeling, the data science program provided training, custom reporting and visualization development within the BI platform.

The platform has hundreds of users across most City departments and actively developed data analytics projects to support neighborhood revitalization, social services, Fire, IT projects and resource planning, and libraries amongst others.
Next Generation Network Implementation
Information Technology has been managing the development and implementation of a Next Generation Network (NGN) to improve network speed and reliability, and reduce leased line service costs. As of November 2017, 58 City facilities have been connected to NGN. This high-speed network provides one gigabyte internet speed to remote sites by expanding fiber to connect off-campus locations to the municipal campus and implement network redundancy between six facilities (supersites) connected at 10 Gigabits bandwidth. The network encrypts data in motion and its scalable design supports up to 100 Gigabits per second as customer service demands increase. Construction has been completed for all four phases of the project. With its own carrier grade optical fiber network system linking all municipal buildings, Virginia Beach will be well positioned to maximize future economic and revenue-generating opportunities.

Real Estate ProVal System Integration with Pictometry Connect
Information Technology (IT), in partnership with the Real Estate Assessor’s Office, developed an enhancement to the system they use to determine commercial and residential property values. Prior to the new integration, employees were required to reference multiple applications to complete their daily work assignments. IT assisted by adding mapping capabilities to their ProVal application. This feature delivered parcel boundaries and included other GIS layers, measurement tools and the ability to query the tax parcel image history. This efficiency allows staff to use a single application versus spending valuable time navigating several applications at once. With more than 150,000 property (parcels) in Virginia Beach, the efficiencies gained will have significant benefit to the Real Estate Assessor’s Office.

This initiative enhanced the ability to fairly value property in the City. It provided the assessor with 26,000 images of the City where appraisers can accurately measure objects on a tax parcel. The ProVal system is used by the Real Estate Assessor’s Office to value property, especially new construction and improvements. The assessor reviews properties for room or structural additions and other improvements when construction permits are issued. The Pictometry Connect service is used by the City to store, index and catalog automatically-generated aerial photographic images. IT configured the ProVal Application to automatically synchronize the assessors’ area of interest tax parcel search to the area of interest in Pictometry Connect. The new process allows the assessor to view and measure images of the property before and after any improvements. The old process, which required visits to the property to take measurements (pool, deck, room addition, etc.) has been replaced with a simpler approach that enables the assessor to look up and value an object using the Pictometry Connect interface. The object can be measured on screen, saving hours of work and fuel spent driving to sites.

Regional Broadband Initiative
Information Technology (IT) supported the development of a Regional Broadband Initiative that aims to connect Hampton Roads municipalities via a ring of high-speed broadband fiber while closing the digital divide and promoting affordable access for citizens.
IT members attended the resulting Regional Chief Information Officers’ (CIOs) Broadband meetings to share technical expertise about the infrastructure components necessary for an undertaking of such magnitude. Led by the City’s CIO, the group includes CIOs and chief administrative officers (CAOs) from Hampton Roads municipalities and convenes regularly to identify economic and educational opportunities and determine how the region can benefit from the transoceanic subsea projects. Higher education CIOs also participate in the regional meetings as one of the group’s goals is to provide connectivity to higher education facilities at some point. IT helped complete the GO Virginia application to request funding for the Regional Broadband Initiative which promotes innovation and has the potential to create 350 jobs with salaries above the region’s median.

As part of its commitment to bridging the digital divide, the City has partnered with Microsoft and WildFire 5G to bring high-speed internet to unserved and underserved communities. WildFire 5G has agreed to provide free wireless services (family-safe networks with filtered content) to students who have computer devices assigned and owned by Virginia Beach Public Schools for at-home educational use. IT was involved in these discussions from the outset to ensure the City and its citizens benefit from such a partnership and the appropriate infrastructure is in place to support a seamless implementation. Lake Edwards was selected as the pilot area and the City will release two strands of dark fiber to WildFire 5G to ensure they deliver connectivity to households in the pilot neighborhood. This program enables students—whose parents are unable to afford such services—to have high-speed internet access needed to complete homework assignments. WildFire 5G also aims to offer affordable high-speed internet services to all Virginia Beach residents in the future. The Regional Broadband Initiative is attracting commercial investment and facilitating the creation of 21st century jobs in Virginia Beach.

**StormSense Virginia Beach Pilot**

Recurrent flooding and sea level rise are critical issues facing Virginia Beach. To enhance our ability to monitor, measure and predict flooding, the City implemented a Capital Improvement Project (CIP) “StormSense VB.”

This initiative is in a pilot phase to install, test and evaluate the flood monitoring system using Internet of Things (IoT) sensors. Ten water level sensors were installed that use Geographic Information Systems (GIS) mapping technology to monitor tidal flooding and provide instant water level alerts via text messaging and social media to subscribers.

The sensors were placed on bridges across the city in flood-prone areas. The sensors are ultrasonic, solar-powered and connected via a cellular network, providing information around the clock. The sensors report directly to a cloud-based Amazon Web Service (AWS) and web mapping based dashboards are used to monitor potential flood hazards. The initiative was modeled after the Iowa Flood Center that notifies residents to evacuate at flood stages. In Virginia Beach, the initiative will help avoid costs since the citizens are alerted and can take appropriate actions to protect their property. This is an improvement over the current process of conducting physical inspections and using static tide gauges that have to be visited, read and recorded.
The initiative also increases the number of available sensors from 8 to 18. The data from the pilot project will be gathered and analyzed by scientists at the Virginia Institute of Marine Science VIMS to calibrate the regional storm surge predictive model and determine optimal placement locations for StormSense Phase II (2018), which includes a larger scale deployment of sensors.

IT developed a web service platform to publicly share the sensor data using Amazon Web Services (AWS), and the design was recently recognized as exemplary of “Best Practices” and earned Virginia Beach the AWS 2017 City on a Cloud Innovation Challenge Award in June. The platform was acknowledged for prototyping ideas and using sensor data in leveraging emerging technologies and smart cities solutions. Bloomberg mentioned the City's use of AWS in a November 2017 article.

**Transoceanic Fiber Cable Project**

Information Technology (IT) participated in a transformational venture that will make Virginia Beach an international digital port and the home of a 24,000-square-foot cable landing station. Transoceanic cable operations began in July 2017 and offshore activities were completed in September 2017. Microsoft, Facebook and Telefonica partnered to fund, build and manage MAREA, the highest-capacity subsea cable to ever cross the Atlantic, and the first to connect the U.S. to southern Europe. It will run from Virginia Beach to Bilbao, Spain. The cable’s open design allows it to adapt better as technology evolves and changes. MAREA will be operational in 2018. Telefonica is building another subsea cable, BRUSA, which will connect Virginia Beach to Fortaleza and Rio de Janeiro, Brazil via San Juan, Puerto Rico. These cables will deliver greater diversity of connections and enhanced reliability for citizens and other stakeholders. The project sets the stage for increased end-to-end connectivity and the availability of ultra-high-speed broadband services, giving Virginia Beach and the region a competitive advantage when it comes to the rapid growth of data transmission. The connections will provide several economic and educational opportunities including joining to Microsoft’s data centers in, Boydton or Ashburn, also known as the “Center of the Internet.” With the rise of big data, comes big expectations from researchers, universities, health care facilities, cyber firms and others who need a lightning-fast and reliable internet connection to conduct daily operations. This project helps ensure Virginia Beach is a top contender for the industries and jobs of tomorrow—especially, high-tech companies in search of a place to call home.

**Human Resources**

**Conversion to Electronic Records**

Human Resources (HR) partnered with Information Technology to convert historical personnel records to electronic format. HR has entered the City’s enterprise license with Laser fiche to scan paper files for employees currently onboard, as well as termination files for calendar year 2015, 2016 and early 2017. As a result of this project, which was completed in December 2017, all personnel files are in electronic format. Electronic records create efficiencies for employees and departments needing access to personnel files, and provide ease of obtaining necessary records.
Recruitment and Employee Onboarding
After overcoming considerable difficulties, Human Resources and Information Technology created automated integration processes that a) automated the job requisition process and b) automated the creation of new and transferring employee records. The time to create a requisition was significantly reduced due to the use of the Oracle position control database and auto-generation of position control number (PCN) templates. Accuracy for creating requisitions and new employee records is greatly improved and significant time-savings are being realized by department payroll and leave specialists.

Human Services

Data Dashboard Implementation
In February 2017, Human Services and Information Technology began a conversation on how Human Services could take multiple sources of eligibility programs’ data in its Financial Assistance Division (FAD) that are collected across several eligibility state systems and create data dashboards that would show the entirety of eligibility data for the division, by unit and by individual worker. These dashboards would be used as a visual score card where data could be updated daily and used as a tool to manage productivity, serve as an accountability tool, and allow for the department and division to use the information for predictability and planning. The dashboards would drill down to show different data sources and reports used to monitor and track the status of applications, renewals, and changes into one overall data dashboard. Without having a standard system of order for data, it has been labor intensive for supervisors and staff to collect, synthesize, and act on information or know the status of their work in real time. Supervisors and staff spent hours each day hand-counting data from reports to pull out the statistics for their individual teams. Piloted this year, the results of the data collected from VACMS (Virginia Case Management System) is reported in a visual presentation and based on Key Performance Indicators (KPI). The outcome of this effort has simplified Human Services data into more manageable data sets that allow Human Services to see what the division is accomplishing and where improvements are needed. As a result, the division can make data-informed decisions that impact overall performance as well as meet city, state, and federal requirements. The Virginia Beach FAD Data Dashboard rollout and implementation will be completed in two Phases: 1) FAD Intake Unit: December 2017 and 2) FAD Ongoing Unit: Spring 2018. Interest from other social services jurisdictions has led to Human Services staff presentations on this initiative to a number of agencies located in Northern Virginia.

Parks and Recreation

Online Membership Sales
In August 2016, Parks & Recreation launched ActiveNet, a new online registration system to replace CLASS. The new platform dramatically simplified the process for customers to register for classes and programs by eliminating the need for PINs and barcodes, and utilized email addresses for easy login.
With excellent search functionality, ActiveNet also allows customers to filter activities by age, location, dates and more to find the perfect match for their needs. With the implementation of this new technology, the department’s Marketing and Resource Development bureau made a strategic change in the format of the quarterly programs and activities catalog and other marketing materials, directing registration traffic and the purchase of memberships online as a convenience to customers. This tactic ensures that listings formerly printed in the catalog remain up to date in the online data system, and removes the barrier to registration or membership purchase by eliminating the need for a patron to physically go into a recreation center during operating hours to complete a transaction. This change occurred in December 2016 and resulted in a 35.68% increase in overall member registrations* when comparing January 1 – November 15, 2016 to the same period in 2017’s year over year reporting. The online membership registrations accounted for 13.02% of 2017’s total membership registrations at $526,566 in online transactions and $3,518,488 in-person of 2017’s total membership revenue of $4,045,055. With reduced numbers of in-person purchases at the recreation centers, it has created efficiencies for staff and freed up time for other tasks and improvements in customer service. The response from customers has been overwhelmingly positive. They enjoy the convenience of being able to make purchases from their mobile devices – including registering their children for summer camps – right from their own home or office, saving them valuable time.

*These figures do not include transactions made at Kempsville Recreation Center which reopened in June 2017.

Public Utilities

Mobile Dispatch of Service Orders
In April 2017, Public Utilities with the assistance of Information Technology implemented a mobile dispatching solution within its service inspector and meter mechanic bureaus. Mobile dispatching is a wireless, internet-based mobile communication and field service tool that eliminates cumbersome and redundant processes required of manual paper work orders.

Depending on the time of year, the service inspectors and meter mechanics complete 1,200 to 2,200 work orders per week. With mobile dispatching, all work is received on an iPad, and work orders are automatically updated and closed in real time from the field as they are completed. This eliminates the need for returning paper work orders back to the office that must be manually keyed after the fact. The elimination of manual updating has enabled Public Utilities to reassign office staff to address other departmental initiatives and needs, including increased workloads resulting from the City’s recent transition to a monthly billing schedule.

This technology also optimizes resources to respond to emergencies or increased workloads by sending work orders to the closest available worker, based on physical location information gathered from the iPads.
Virginia Aquarium and Historical Museums

Cleaning the Beach with Conservation in Mind
The Virginia Aquarium’s research and conservation staff assisted Beach Operations in planning and presenting a sea turtle-friendly beach cleaning plan to Sandbridge citizens. Staff consulted with Beach Operations and Public Works to discuss the planned operations, and subsequently provided support during a public meeting on the project. Councilwoman Henley and several Virginia Beach administrators were in attendance, as well as Sandbridge residents. The cooperation between Beach Operations and the Aquarium’s research and conservation staff likely helped mitigate what could have been a contentious situation.
Goal 9
Data and Technology are used to Enhance Community Livability, Prosperity and Sustainability

Striving for Excellence Initiatives
Awards and Recognitions

Information Technology

Digital Cities First-Place Win
For the second year in a row, Virginia Beach was recognized by the Center for Digital Government as the most technologically advanced large city (populations of 250,000 – 500,000) in the nation. Digital Cities Survey is an annual measure of municipal government’s use of technology to improve citizen services, enhance transparency and encourage citizen engagement. The comprehensive award submission was managed and compiled by Information Technology (IT). Virginia Beach was evaluated on the top 10 characteristics of a digital city: Open, Mobile, Engaged, Collaborative, Secure, Staffed/Supported, Connected, Efficient, Resilient and Innovation/Best Practices.
Goal 10

City Assets and infrastructure are Well Maintained and Meet Community Expectations
Goal 10
City Assets and Infrastructure are Well Maintained and Meet Community Expectations

City Council’s Priority Initiatives

Aragona Flooding SW Project
Initiative owned by Mark A. Johnson, Tom Leahy

Vision Element(s):
Unique Environment

Status:
A preliminary study of the main pipe (trunk) system was completed and followed by a study to determine project scope for potential upgrades of the trunk system. An engineering firm is designing the Storm Drain trunk system improvements. The initial design kick-off meeting was held in March 2016, initial surveying efforts are complete and 30% design submittal was received in April 2017. Based on the major storm events that the Aragona neighborhood experienced during fall 2016, further evaluation of the project area revealed that additional streets needed to be added to the project scope. The expanded scope is under design. Construction is anticipated to begin in fall 2018.

Ashville Park SW Flooding
Initiative owned by Mark A. Johnson, Tom Leahy

Vision Element(s):
Unique Environment

Status:
The City retained a national engineering firm to develop a comprehensive drainage analysis to identify improvements to address the flooding. Preliminary design plans to implement some of these improvements are underway. A 30% design submittal is expected at the end of the year (December 2017). Public Works Operations has positioned a portable pump to lower the lake levels in advance of significant storm events until the program of planned improvements has been constructed. Public Works Operations is developing pumping protocols to follow to ensure that a procedure is in place to mitigate flooding in the neighborhood. Public Works Operations is managing a design contract to develop bid documents to construct a permanent weir structure at the outfall ditch. A permanent weir structure and associated gates are needed to protect against tidal influence from Back Bay of the Ashville Park storm drainage system.
The weir construction is anticipated to begin in early 2018. Negotiation with HomeFed will enable the system to expand and create additional storage capacity.

**Bayville Creek Neighborhood Dredging SSD**  
Initiative owned by Mark A. Johnson, Tom Leahy

**Vision Element(s):**  
Unique Environment

**Activities:**
- Analysis Complete
- Council Adopts Ordinance
- Execution - Notice To Proceed
- Obtain Permits
- Willingness Complete
- Complete Construction
- Advertise Contract
- Adjust SSD Tax Rate
- Prepare Contract for Second Dredging Cycle

**Status:**  
Environmental permits were approved on July 8, 2014. Bids were opened May 26, 2015, Notice to Proceed issued on August 11, 2015. Work began in early September 2015 and progressed to completion on February 15, 2016. An adjustment in the SSD rate for the next four-year period was presented to and adopted by Council August 2017.

The next cycle of dredging is anticipated to begin in early 2022.

**Central Beach District SW Flooding**  
Initiative owned by Mark A. Johnson, Tom Leahy

**Vision Element(s):**  
Unique Environment

**Status:**  
This project is not funded. A design Charrette was held in December 2016 to discuss the alternatives analysis. The ultimate project includes an offshore ocean outfall, a tide control structure, a large pump station, new stormwater conveyance system including replacing undersized box culverts and redirecting 25 acres of drainage area to the existing 16th Street pump station all for an estimated cost of $113M. A presentation was given to City Council on November 21, 2017 to review the purpose and need for the project and to discuss the interim projects that can be designed and constructed for $21M.
**Chesapeake Beach Sand Replenishment**
Initiative owned by Mark A. Johnson, Tom Leahy

**Vision Element(s):**
Unique Environment

**Status:**
Following more than a decade of working with the community for a solution to their beach erosion problem, nearly all hurdles have been crossed and the project is moving toward an initial beach restoration contract in early 2018. A sand search was conducted in 2013 by the Virginia Institute of Marine Science, which identified an area in the Chesapeake Bay near the beach as a suitable, environmentally and engineering sound, source of sand. Design began in 2016 in advance of the project being formally adopted and funded, and was complete in early 2017. City Council adopted funding for the project in the FY 18 CIP, and work began immediately in May on the environmental permit application. The permit application is currently under review and a final decision and permit are expected before the end of 2017. VMRC will consider approving the application at their December 5, 2017 meeting. The contract will be advertised shortly after permit issuance. Construction is expected to take up to four months, and could be complete by July 2018.

**Gills Cove Neighborhood Dredging SSD**
Initiative owned by Phillip J. Roehrs, Tom Leahy

**Vision Element(s):**
Unique Environment

**Activities:**
- Execution - First Dredging to Begin
- Obtain Permits

**Status:**
The Gills Cove Neighborhood reached the Minimum 80% property owner commitment for requesting the development of an SSD at the end of December, 2013 and Council adopted the district on March 25, 2014. Surveys, engineering and permit application preparation have been protracted due to changed conditions. A public information workshop was held in July 2016 to relate project changes, costs, to the participants prior to permit submittal. Permit application will be submitted in February 2017. VMRC has refused to issue final position on the permit until consent has been received from an impacted oyster lease holder. City Council authorized resolution with the oyster lease holder on November 21, 2017. Final permit approval should take place in early 2018. The option to delay execution to both bundle with the Eastern Branch dredging project and to utilize the London Bridge dredged material transfer station is under consideration by the participants.
Sale of City-Owned Land: Evaluation, Policy Direction, and Actions
Initiative owned by Mark A. Johnson, David L. Hansen

Vision Element(s):
Connected Community; Unique Environment

Activities:
• Direction on priority sales - ongoing, start January 2009
• Strategy and timing of sales - continuous since January 2009
• Dispose of excess APZ property - ongoing, start January 2009.
• Sale of easements to Navy - ongoing, start January 2009

Status:
Within the past year six (6) parcels have been sold, generating revenue of $184,885. The disposition team continues to review City owned properties and will continue to recommend disposition of those determined to be in excess of the City’s needs. The properties acquired for BRAC and sold as excess and/or easement requires one-half of the sales price to be returned to the State.

Sea Level Rise/Recurrent Flooding Comprehensive Analysis
Initiative owned by Mark A. Johnson, Tom Leahy

Vision Element(s):
Unique Environment

Status:
The Hazard Data Development & Building Level Risk Assessment (Phase I) is complete for all four major watersheds. The development and evaluation of adaptation strategies (phase 2) for the Lynnhaven and Southern watershed is underway and scheduled to be complete in the summer of 2018. The study of future flood insurance coverage needs and residual risk is ongoing. The public engagement activities are underway and many will occur before the end of the calendar year.

Shadowlawn Neighborhood Dredging SSD
Initiative owned by Phillip J. Roehrs, Tom Leahy

Vision Element(s):
Unique Environment

Status:
Work on initial dredging began in December 2016 and was completed in May 2017. Next cycle of dredging anticipated for 2023.
**Sherwood Lakes SW Flooding**  
Initiative owned by Mark A. Johnson, Tom Leahy

**Vision Element(s):**  
Unique Environment

**Status:**  
Public Works Operations has positioned one 8-inch portable pump to lower the lake levels between 3.0 and 3.5-ft in advance of significant storm events until the program of planned improvements has been constructed. Public Works Operations has developed pumping protocols to follow to ensure that a procedure is in place to mitigate flooding in the neighborhood. The water surface elevations are monitored once a month or after a rain event whichever is more frequent. A CIP project to construct a permanent pump station and a connection between the two lakes is under design. Construction will occur in beginning in fall 2018.

**Storm Water Fee Policy Direction**  
Initiative owned by Mark A. Johnson, Tom Leahy

**Vision Element(s):**  
Unique Environment

**Activities:**
- Five Year Forecast Sept. 23, 2016
- City Council Presentation Nov. 22, 2016
- Budget Approval May 2017
- Fee Increase Effective Date July 1, 2017

**Status:**  
Public Works has evaluated each of the primary functional components of the storm water program that include water quality/regulatory compliance, operations and maintenance, and flood control. The unfunded storm water needs were presented to City Council in the fall of 2016 and spring of 2017 as part of the FY 2018 budget process. These unfunded needs are significant and include both capital improvement program and operational requirements. City Council approved a 15-year, $300 million program which addresses about half of the unfunded needs. This program included dedication of one cent on real estate tax and an increase of 12.5 cents over five years to the storm water fee.
**Storm Water Management Policies, Planning, and Programs**  
Initiative owned by Mark A. Johnson, Tom Leahy

**Vision Element(s):**  
Unique Environment

**Activities:**  
- Chesapeake Bay TMDL Action Plan

**Status:**  
DEQ conducted an audit of the City's implementation of the new MS4 permit in March 2017. We successfully completed our audit without any compliance issues or fines. The next audit of our program is expected to occur in 2022. The MS4 permit contains many reporting deadlines. The first milestone was the submittal of the MS4 Program Plan to DEQ by June 30, 2017 for their review and approval. This goal was achieved and the MS4 Program Plan was approved by DEQ. The MS4 permit requires the submittal of an annual report to DEQ by October 1st of each year. Public Works Engineering Surface Water Regulatory Compliance Division completed the annual report and submitted in compliance with the permit requirements in September of 2017. The next milestones are the submittal of our Chesapeake Bay and Local Water Quality Action Plans by June 30, 2018.

**Storm Water Watershed Management Master Planning, Analysis and Modeling**  
Initiative owned by Mark A. Johnson, Tom Leahy

**Vision Element(s):**  
Thriving Economy, Unique Environment

**Status:**  
This project is updating the City's stormwater master plans that were prepared in the late 1980's. The first step to manage a stormwater system is to know what you have and how it performs. The modeling will identify deficiencies in the City's stormwater system considering both stormwater quality and quantity and provides design parameters such as downstream water surface levels to developers for projects. In addition, by mapping out the City’s stormwater management system, we are meeting one of the requirements of our MS4 permit. The models are interactive and will be kept updated.

The analysis and modeling is divided into 5 main watersheds, Lynnhaven River, Little Creek, Atlantic Ocean, Elizabeth River and Southern Rivers watersheds. These 5 main watersheds are then divided into 31 sub-watersheds. The master plans for the Lynnhaven River watershed will be complete in March 2018. The master plans for the Little Creek watershed will be complete in September 2018. The master plans for the Atlantic Ocean watershed will be complete in January 2019. The master plans for the Elizabeth River watershed will be complete in February 2019. And the master plans for the Southern Rivers watershed will be complete in February 2019.
**Water Supply: Direction**
Initiative owned by Bob Montague, Tom Leahy

**Vision Element(s):**
Thriving Economy; Unique Environment

**Status:**
In progress.

**Windsor Woods, Princess Anne, and The Lakes SW Flooding**
Initiative owned by Mark A. Johnson, Tom Leahy

**Vision Element(s):**
Unique Environment

**Status:**
The City has retained a national engineering firm to develop a detailed engineering analysis and provide technical engineering services to develop and apply stormwater management models, analyze existing stormwater management infrastructure, identify and recommend improvements including cost and phasing plans, design, preparation of construction documents, and construction phase services to identify improvements addressing flooding in Windsor Woods, Princess Anne Plaza/Northgate and The Lakes. The stormwater management model for Windsor Woods was completed in November 2017. The stormwater management models for Princess Anne Plaza/Northgate and The Lakes is scheduled to be complete before the end of the year. The first phase of this project is to develop the detailed engineering analyses to determine the specific program of flood control measures. This analysis is expected in July 2018.
Goal 10
City Assets and Infrastructure are Well Maintained and Meet Community Expectations

Other Council Initiatives

City Hall 2020
Initiative owned by Thomas C. Nicholas, Tom Leahy

Vision Element(s):
Thriving Economy

Activities:
- Design New City Hall
- Advertise and Select Construction Contractor for New City Hall
- Construction Completion

Status:
City Council considered 6 options developed by Moseley Architects and Public Works Facilities to either renovate or replace Building 1 at the Municipal Center. On October 3, 2017, City Council adopted a resolution, by consent to provide "design" direction for the City Hall replacement. City Council selected Option 2, a new building to be located at the Municipal Center between Buildings 1 and 2, along George Mason Drive. The planning and programming study documents identified a 2070 need for 149,939SF, at a cost of $55,620,000. On October 13, 2017 the City Manager informed City Council that Public Works Facilities would proceed with designing the new City Hall to meet the current-day, 2017 program need of 134,000SF. The design and construction of a 134,000SF facility can be met within the approved CIP 3-072 ($50,250,000). Moseley Architects commenced with design services in November 2017. Design is anticipated to be complete in December 2018. A construction services solicitation will be advertised in January 2019. A construction contractor will be selected and a Notice-To-Proceed will be issued in May 2019. Construction of the new City Hall will be complete in May 2021.
Croatan Beach Sand Replenishment
Initiative owned by Mark A. Johnson, Tom Leahy

Vision Element(s):
Unique Environment

Status:
Council approved a project for Croatan Beach Sand Replenishment in the FY 2018 budget. A consultant has been retained and is preparing the required environmental permit applications. Anticipate submitting the permit application by the end of August 2017 and permits issued in the spring of 2018, leading to a potential construction start in September of 2018.
Goal 10
City Assets and Infrastructure are Well Maintained and Meet Community Expectations
Striving for Excellence Initiatives

Convention and Visitors Bureau

CIPs in Infrastructure Keep Convention Center in Top Condition
The Virginia Beach Convention Center (VBCC) is one of Virginia Beach’s most iconic assets. Completed in 2007, the 515,125 square feet of beautifully appointed convention space required a few updates to keep it a top notch, first class convention center. To meet customer demand and generate revenue, the failing outdoor marquee and the ballroom lighting were upgraded. The marquee now uses energy efficient LED lighting and improved programming incorporates client logos and custom graphics. The failing ballroom lighting has been replaced with new LEDs, providing additional functionality and color effects demanded by discerning customers. To further update the look, new furniture was purchased for the entrance and circulation areas of the convention center. While unseen by clients, upgrades to the mechanical system were also completed in 2017. For the heating and cooling system, work was completed on the recovery tank and piping of the cooling towers and repairs were made on the chiller valves. This work helps VBCC maintain client comfort. In addition, a concrete slab was poured behind the building to improve accessibility to the cooling towers for needed maintenance. In December, work was also completed to install a neutral host distributed antenna system (DAS) which is designed to extend wireless coverage for multiple carriers within structures and enable cell phones to work regardless of their position in the building. This is a strongly desired convenience feature for guests as it improves cell phone reception and data transfer rates. The value of this work is estimated at nearly $1 million and was at no cost to the City. Verizon, the owner of the DAS, will be the first carrier to use the system. One other carrier has expressed interest and we anticipate others will join as 5G service becomes a norm.

Information Technology

Reduce Energy Use in the Data Center
In 2017, Information Technology (IT) implemented an improved and more efficient electrical system to support the City’s primary data center. This electrical infrastructure includes components that ensure continuous operation and is monitored by an industrial control system (Automated Logic), allowing IT to manage all aspects of the City’s electrical power usage.
Prior to this initiative, such information was not available, but it has since demonstrated how electrical power usage in the data center continues to decrease. IT has used this system to show how heating, ventilation and air conditioning (HVAC) upgrades have further reduced the data center's electrical power requirements. These changes have resulted in decreased energy consumption and lower energy costs. IT was recently acknowledged for this initiative by the Energy Management Office during the 2017 Energy Awards.

Office of Cultural Affairs

Town Center Garage Murals Public Art
The Town Center Advisory Board and the Cultural Affairs engaged local artist Richard Nickel to create one-of-a-kind murals on three interior walls of the Block 4 Garage at the Town Center of Virginia Beach. These murals are the first in Town Center.

Expanding public art in the City was identified as a high priority goal outlined in the Arts Plan 2030, as well as to promote Virginia Beach as a cultural and creative community. The goal of the murals was to foster a sense of welcome to Town Center, broadening the perspective of public spaces within the City while supporting local and regional artists. Richard Nickel’s bright and cheerful designs perfectly express the branding and energy of Town Center. The main mural, on the Commerce Street entrance ramp, welcomes visitors and can be clearly seen from the sidewalk outside the garage. The other two occupy interior walls of the garage, with the largest on the first floor ramp and the smallest of the three on the elevator lobby wall. Not only do these murals make an otherwise utilitarian space bright, but they also act as a way-finding tool, identifying guests’ location in a unique and memorable way.

Public Utilities

Vacuum Valve Monitoring System Installation – Phase 1 (Sandbridge South)
There are six service areas in the City that are served by vacuum sewer systems. Vacuum sewer systems are used when traditional gravity sewer is not feasible due to certain conditions such as high water tables or poor soils. Though highly reliable, vacuum sewer systems can be vulnerable to significant flooding. Vacuum sewer failures are usually associated with valves and valve controllers that become clogged with water or sand, preventing them from triggering the evacuation of wastewater from the vacuum pit. Normally, routine singular failures can be corrected relatively quickly; however, during extreme weather conditions such as a hurricane, it may take crews longer to isolate and repair multiple failures. Under those extreme conditions, customers on the vacuum systems may go days without service, increasing the potential for sewage back-ups at their property. This is because outages in these systems are addressed using a methodical, time-consuming process of elimination in which each section of the vacuum system is isolated and tested until all of the problems are identified and corrected. Because system failures typically occur as the result of a significant rain event, sand and flood waters add to the difficulty associated with this procedure.
To improve our ability to conduct routine maintenance and emergency restoration work, Public Utilities tested a new monitoring technology in 52 pits located in the Sandbridge South vacuum sewer system. The monitoring system is housed with the valve controller in a small pedestal installed adjacent to the vacuum pit. Relocating the valve controller from the vacuum pit to the pedestal significantly reduces chances of operational failure due to flooding. The pedestal also makes it easier to locate the pit, even when the pit becomes covered with sand. The new monitoring system sends alarms when operational abnormalities occur. The alarms include information identifying the exact location of the problem pit. This information reduces time spent searching for the problem pit, and in turn significantly reduces the potential for sewage back-ups.

During Tropical Storm Julia and Hurricane Matthew, Public Utilities did not experience a single valve controller failure in any of the 52 pits equipped with the new monitoring systems. The department began installing the monitoring system in the remaining 270 pits in the Sandbridge South Service Area this past November and is scheduled to complete the installations in April 2018. By using members of Public Utilities to install the monitoring systems, Public Utilities has realized a cost avoidance of $324,000 for monitoring system installation by a contractor, and members get the added benefit of additional training by working directly with the system. Public Utilities plans future phases to install monitoring systems in the Sandbridge North Service Area, and eventually in all remaining vacuum system service areas across the City.

**Virginia Aquarium and Historical Museums**

**Filtering Down the Cost**
Over the last 12 months, the Virginia Aquarium’s 30 year old Chesapeake Bay Aquarium has been renovated. The Aquarium Life Support Staff (LSS) self-performed the filtration work for this project, which reopened in November 2017. The project line estimate was $349,000, and the LSS team performed the work for $141,098; a cost avoidance of $207,902. Additionally, the LSS team improved on the original design, making it more efficient than planned. These adjustments, which included a 39% savings in energy cost per gallon of water through the system, a 44% savings in waste and waste water, and a 29% savings in lighting costs, will result in an annual savings of $13,777 for the Aquarium.

**Paying for the Future**
In FY17, the Virginia Aquarium received $2,900,000 in gifts and pledges from 10 donors for their ongoing capital campaign. Included in this total was $2,500,000 from the Joshua P. and Elizabeth D. Darden Foundation, which is the single largest gift to the Virginia Aquarium in its history, and two major foundation gifts totaling $250,000. A separate $2,000,000 planned giving goal to sustain future financial stability was also initiated with $2,874,551 pledged by 19 donors thus far. Ed and Jean Snyder made a planned gift in the amount of $2,000,000, the largest single planned gift in the Virginia Aquarium's history.
Beginning in June 2015, the Virginia Aquarium embarked on a fundraising campaign aimed at raising money for major renovations of the exhibits in the Marsh Pavilion and veterinary care center, and equipping a new Marine Animal Conservation Center (which has been named the Darden Marine Animal Conservation Center in recognition of the Darden Foundation’s gift).

The capital campaign has raised $13,057,779 in gifts and pledges from 129 donors thus far; these donors included corporations, individuals, and foundations. Plans are to generate additional gifts and pledges in the amount of $1,000,000 to be completed in December 2018.
Goal 10
City Assets and Infrastructure are Well Maintained and Meet Community Expectations

Striving for Excellence Initiatives
Awards and Recognitions

Parks and Recreation

Tree City USA Award (37th Consecutive) and Tree City USA Growth Award (4th Year)
The Virginia Department of Forestry presented Virginia Beach with its 37th consecutive “Tree City USA” award at the Arbor Day celebration on April 28, 2017. To qualify for the award, Parks and Recreation demonstrated commitment to an effective urban forest management program throughout the previous year. Requirements included: a designated tree board or commission, a tree care ordinance, an urban forestry program with an annual budget of at least $2 per capita, and an Arbor Day observance and proclamation. The award recognized the importance of trees to our community and the commitment made to sustain its quality physical environment. For the fourth consecutive year, Parks and Recreation also received the “Tree City USA Growth Award” for securing expanded municipal funding for tree management, and for developing a list of acceptable trees for planting on City properties.
Striving for Excellence
Bottom Line
The Bottom Line

Striving for Excellence initiatives are now aligned under each City Council Goal within this Annual Progress Report. The Bottom Line is a summarization of quantitative savings these quality and productivity initiatives achieved in 2017. The qualitative nature of these initiatives can also be found in the write-up provided in the Striving for Excellence section under each Goal.

<table>
<thead>
<tr>
<th>City Council Goals</th>
<th>Number of Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grow the Local Economy</td>
<td>8</td>
</tr>
<tr>
<td>Create a Financially Sustainable City Providing Excellent Services</td>
<td>9</td>
</tr>
<tr>
<td>Improve the Transportation System</td>
<td>1</td>
</tr>
<tr>
<td>Revitalize Neighborhoods and Plan for the Future</td>
<td>9</td>
</tr>
<tr>
<td>Be a Competitive First Class Resort for Residents, Businesses &amp; Tourists</td>
<td>21</td>
</tr>
<tr>
<td>Be the Safest City in Virginia</td>
<td>7</td>
</tr>
<tr>
<td>We are an Inclusive Community that is Welcoming and Empowers</td>
<td>9</td>
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<tr>
<td>Our Community has World Class Schools and Educational Programs</td>
<td>12</td>
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<tr>
<td>Data and Technology is used to Enhance Community Livability, Prosperity</td>
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<td>And Sustainable</td>
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<tr>
<td>City Assets and Infrastructure are Well Maintained and Meet Community Expectations</td>
<td>16</td>
</tr>
<tr>
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<td>7</td>
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</tbody>
</table>

**Nature of Initiatives**

- Service Enhancements through Improved Customer Service 76
- Service Enhancements through Increased Productivity 23
- Process Improvement 40
- Technology Improvements Implemented 23

**Financial Results**

- Savings $29,913,639
- Cost Avoided $655,611
- New Revenue Generated $2,725,897
- New Grants Realized $131,038
- New Funds Raised/Donations $13,559,959
Volunteer Contributions

City departments and state-related agencies manage volunteer programs that supplement the work of staff and provide many services not otherwise available to our citizens. The exciting results are that 32 departments reported volunteer service via the Volgistics volunteer database.

For fiscal year 2016-17, there were 13,770 volunteers that contributed 1.16M hours of service valued at $28,027,312 amounting to a Real Estate Tax Rate savings of 5.31 cents per $100 of assessed value. With two volunteers to every one paid staff member, we strive to make Virginia Beach, a Community for a Lifetime.

The Office of Volunteer Resources remains a model of success across the country. Our volunteers continue to support City government by strengthening programs and expanding relationships and partnerships with citizens and businesses.

The Office was responsible for taking leading roles in many major City initiatives. Since Hurricane Matthew in 2016, the Office of Volunteer Resources has continued to work on the Long Term Recovery Group with several other volunteer agencies. Operation Blessing, Inc., Southern Baptist Conservatives of Virginia, Team Rubicon, and United Methodists Conference on Relief alone provided $560,070 in volunteer services. The Office of Volunteer Resources remains a model of success across the country. Our volunteers continue to support city government by strengthening programs and expanding relationships and partnerships with citizens and businesses.
19th Street Pedestrian Connection (p. 85)
2040 Vision to Action Community Coalition (p. 67)
Advocate for Policy, Planning and Fiscal Decisions Impacting Housing Appropriations at the Federal, State, and Local Levels (p. 68)
African-American Cultural Center: City Support (p. 115)
Agriculture Business Analysis and Expansion Strategy (p. 19)
ARP Evaluation and Direction (p. 42)
Aragona Flooding SW Project (p. 149)
Arts and Technology Innovation Center (p. 19)
Ashville Park SW Flooding (p. 149)
Autonomous Vehicle Plan (p. 53)
Baseball Complex at Princess Anne Commons (p. 85)
Bayville Creek Neighborhood Dredging SSD (p. 150)
Better Mass Transit by Improvement Frequency and Reliability (p. 54)
Bike Accommodations (p. 54)
Bikeways and Trails Plan Implementation (p. 55)
Bioscience Business Development (p. 20)
Body Worn Cameras for Patrol Officers (p. 103)
Bond Referendum for Road Backlog (p. 55)
Branding: Virginia Beach Naturally (p. 81)
Burton Station SGA/Northampton Corridor Development (p. 20)
Business Revenue and Personal Property Implementation (p. 135)
Central Beach District SW Flooding (p. 150)
Centerville Turnpike Widening (p. 55)
Chesapeake Beach Sand Replenishment (p. 151)
City Hall 2020 (p. 156)
City Properties: Inventory, Evaluation and Direction (p. 35)
Cleveland Street Area Development (p. 68)
Community Policing Strategy (p. 103)
Conduct “Research & Development” to Support Tourism Marketing (p. 86)
Construct the Darden Marine Animal Conservation Center (p. 86)
Continue ARP, ITA, and Strategic Open Space Acquisitions (p. 69)
Convention Center Business Development (p. 87)
Coordinate Evaluations of Land Use Conformity Issues with the U.S. Navy (p. 70)
Croatan Beach Sand Replenishment (p. 157)
Develop a Comprehensive Pre- and Post- Disaster Recovery Plan (p. 107)
Develop and Implement City-wide Damage Assessment Program (p. 42)
Develop a Year-Round Market Segments Program (p. 87)
Develop Updated Evacuation and Shelter Plans to Align with New Evacuation Zone (p. 107)
Disaster Recovery (p. 35)
Disaster Recovery Plan – Infrastructure (p. 36)
Disparity Study (p. 118)
Dome Site Development (p. 88)
Drone Use Policy (p. 104)
Economic Development Small Business and Diversification Strategy (p. 21)
Employee Compensation: Policy Review (p. 37)
Employee Tuition Reimbursement (p. 125)
Sidewalk Master Plan (p. 60)
Sports Center (p. 91)
SPSA: Long Term Solid Waste Management for Southside Localities (p. 38)
Storm Water Fee Policy Direction (p. 153)
Storm Water Management Policies, Planning, and Programs (p. 154)
Storm Water Watershed Management Master Planning, Analysis and Modeling (p. 154)
Support the Upgrade to and Development of Convention Quality Hotels (p. 92)
Thoroughgood House Education Center (p. 72)
Town Center Expansion (Beyond Core Area) (p. 24)
Town Center Phase VI (p. 25)
UBER/LYFT Shared Ride Services Regulations (p. 61)
VBCDC: Presentation and Direction (p. 72)
ViBe Creative District (p. 83)
Virginia Beach Comprehensive Waste Management Strategy (p. 41)
Water Supply: Direction (p. 155)
Windsor Woods, Princess Anne, and The Lakes SW Flooding (p. 155)
Witchduck Road – Phase II (p. 61)
Workforce Development (including TCC and other institutions (p. 25)