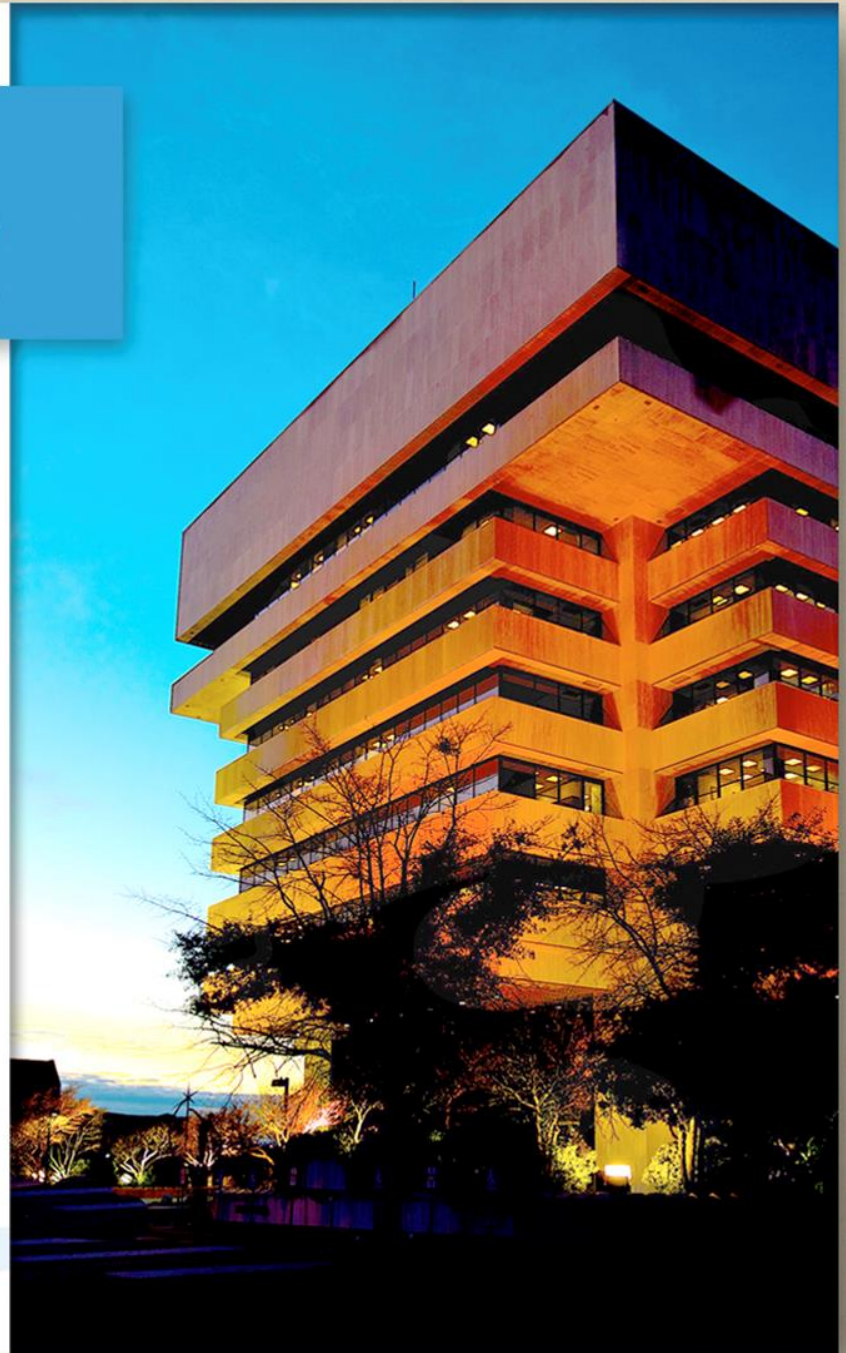


HAMPTON VA

Council Priority Projects Update

Hampton City Council

October 26, 2016



Agenda

- Review Current Strategic Direction
 - Vision
 - Strategic Priorities
 - Initiatives
 - Tactics
- Overview of Strategic Opportunity Projects
- Rank Strategic Opportunity Projects

Key Definitions

- ***Vision*** – declaration of an organization's objectives intended to guide its internal decision-making
- ***Strategic Priorities*** – organizational goals or desired results that help to convert a vision statement from a broad vision into more specific plans and projects
- ***Initiatives*** – Strategic priority categories that organize and connect the tactics to the organizational goals
- ***Tactics*** – Specific projects or programs used to implement the initiatives to advance the strategic priorities and achieve the vision

Vision

We are Hampton, a vibrant waterfront community celebrating and embracing 400 years of history and innovation to create an even more dynamic future



Strategic Priorities

- *External/Community Focus*
 1. *Economic Growth*
 2. *Place Making*
 3. *Living with Water*
 4. *Educated & Engaged Citizenry*
 5. *Safety & Clean Community*
- *Internal Focus:*
 1. *Good Government*

Our Strategic Priorities

- **Economic Growth** – generating the resources necessary to support the services the community desires and produce quality jobs for our citizens
- **Place Making** – creating vibrant and authentic places that reflect and celebrate the unique culture, history, and character of our community
- **Living with Water** – addressing coastal resiliency, reoccurring flooding, waterways, and environmental sustainability while enhancing our tax base and quality of life

Our Strategic Priorities

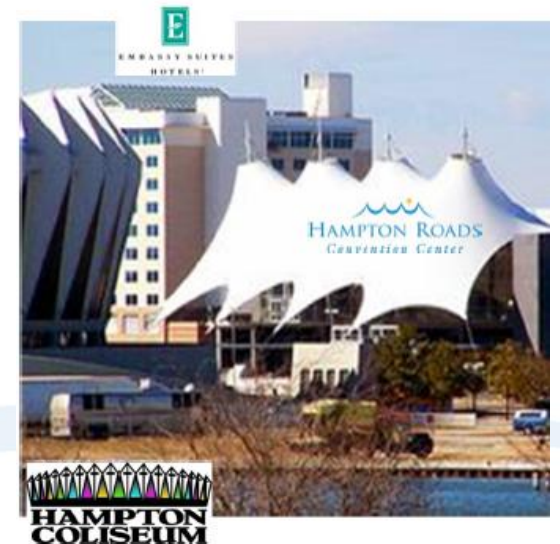
- **Educated & Engaged Citizenry** – partnering with the Schools System, Hampton University, Thomas Nelson Community College and other formal and informal educational providers to keep, develop and attract a talented citizenry that will have a positive impact on their community and be able to succeed in the global economy
- **Safe & Clean Community** – ensuring that all Hampton citizens and businesses are safe, healthy, and secure in their persons and property
- **Good Government** – attracting, retaining, developing and rewarding high quality public servants that are committed to being stewards of community resources and trust, providing great customer service and demonstrating the highest level of ethical conduct

Economic Sustainability



Economic Growth Initiatives & Tactics

- *Jobs*
 - Science Park at Hampton Roads Center
 - Aquaculture/Seafood Center
 - Develop, keep and attract talented workforce and entrepreneurs
 - Business retention, expansion & attraction
- *Tourism*
 - Improve Hotel Stock
 - Build on sports tourism



Note: *Initiatives and Tactics are largely funded with Strategic Priority funds.*

Economic Growth Initiatives & Tactics

- ***Higher Value Housing & Revitalization***
 - RFPs on city land (ex. Pressey Otley & Harbour Square)
 - Housing Venture – upgrade existing housing
 - Position neighborhoods with smaller homes to appeal to millennials & empty nesters seeking to downsize
- ***Retail***
 - Work with private property owners to revitalize older properties

Note: *Initiatives and Tactics are largely funded with Strategic Priority funds.*



Local Revenue Impacts

	Real Estate	Personal Property	Meals Tax	Sales Tax	BPOL	Lodging
Housing	Moderate	Moderate	Moderate	Moderate	Low	Low
Jobs	High	High	Moderate	Moderate	High	Moderate
Retail	High	High	High	High	High	Low
Tourism	High	High	High	High	High	High

- Top 5 taxes generate nearly 80% of local revenues to support city services
 - Real Estate
 - Personal Property
 - Meals Tax
 - Retail Sales Tax
 - BPOL

Place Making Initiatives & Tactics

- *Creating Great Public Spaces*
 - Central Park along Newmarket Creek
 - Neighborhood Centers
 - Micro-Projects
 - History Walk
 - Lights
 - Crabs on King & Queen
 - Splash Park



Note: *Initiatives and Tactics are largely funded with Strategic Priority funds.*

Place Making Initiatives & Tactics

- *Activate Existing Spaces*
 - Enhance use of waterways (boating, etc.)
 - Festivals (smaller, more frequent)
 - Outdoor amenities (porch swings, beach fun, etc.)
- *Branding*
 - Develop integrated branding with national reach
 - Interstate signage



Note: Initiatives and Tactics are largely funded with Strategic Priority funds.

Living with Water Initiatives & Tactics

- *Infrastructure improvements that enhance economic growth & place making*
 - Dutch Dialogues
(Innovative Adaptation Strategies)
- *Coastal Resiliency/Hazard Mitigation*
 - Home elevations
 - Enhanced storm water capacity
- *Shoreline Protection Strategies*
 - Breakwaters
 - Living Shoreline projects



Note: *Initiatives and Tactics are largely funded with Operating, Stormwater and Wastewater funds.*

Strategic Priority Project Ranking

Educated & Engaged Citizenry Initiatives

- *Strengthen Education Provider Partnerships*
- *Develop, keep and attract talented workforce as employees and residents*
- *Support Life Long Learning*

Note: *Tactics in development with partners.*

Strategic Priority Project Ranking



Safe & Clean Community Initiatives

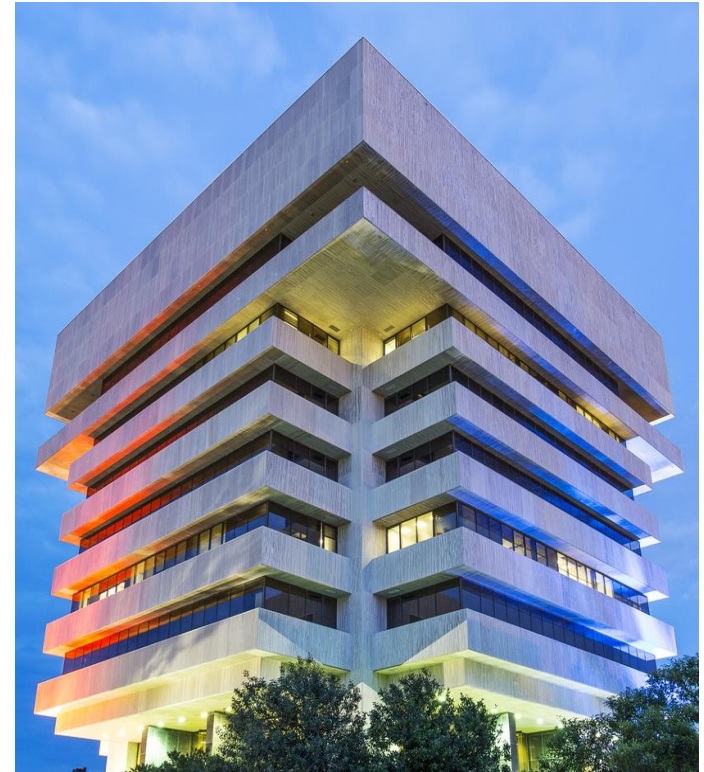
- *21st Century Policing*
- *White House Open Data Program*
- *Positive youth engagement/
Youth violence prevention*
- *Neighborhood blight removal
and prevention*



Note: Initiatives and Tactics are largely operational and incorporated into the day-to-day activities of various departments.

Good Government Initiatives & Tactics

- *Attract, retain and develop a top quality workforce*
 - Pay and Classification Study implementation
- *Great customer service*
- *Maximize organizational efficiency & effectiveness*

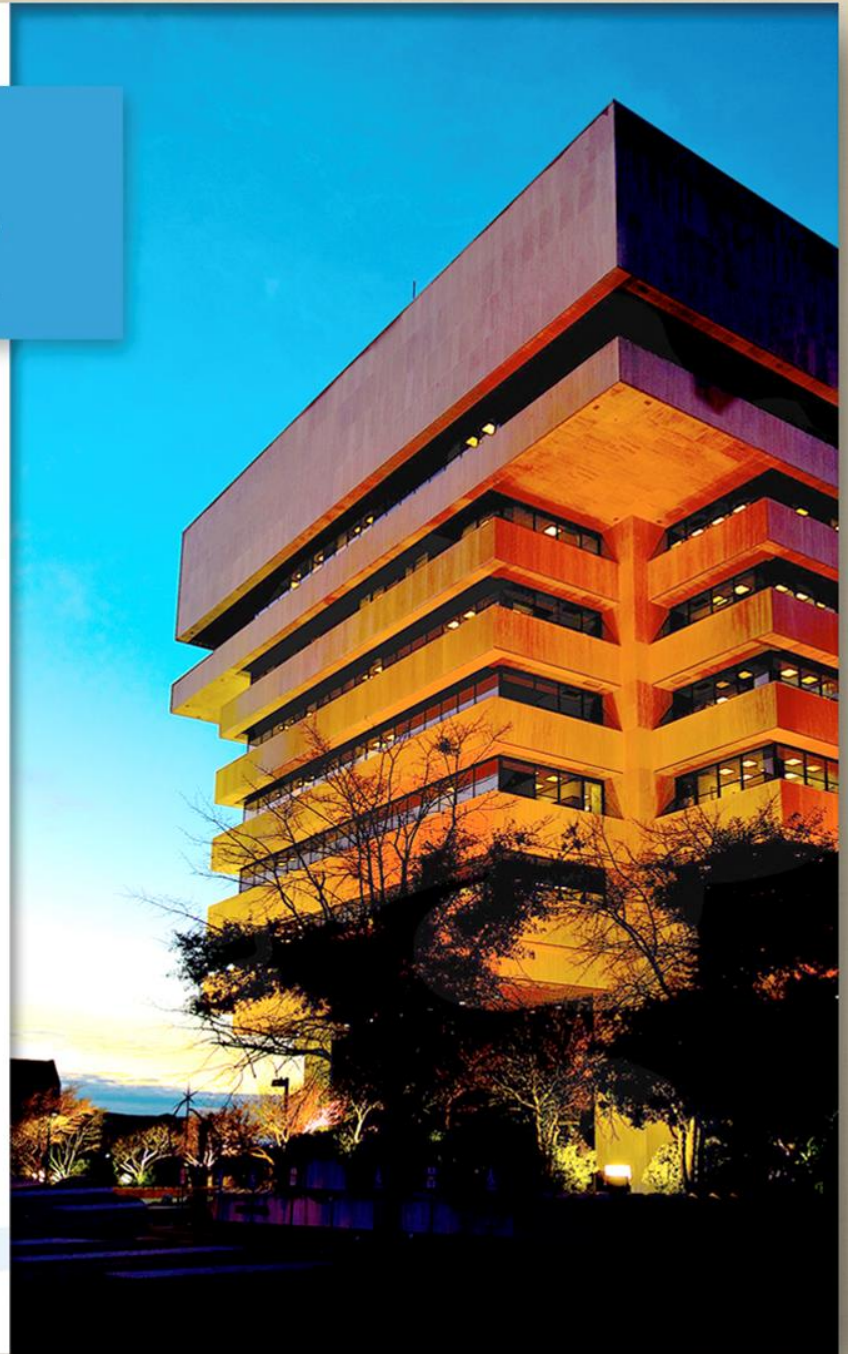


Note: Initiatives and Tactics are largely operational and incorporated into the day-to-day activities of various departments.

HAMPTON VA

Do you agree and embrace the concept embodied in the “circle graphic” – that economic development, revenue enhancement, quality of life, etc. are all interrelated and must be addressed holistically?

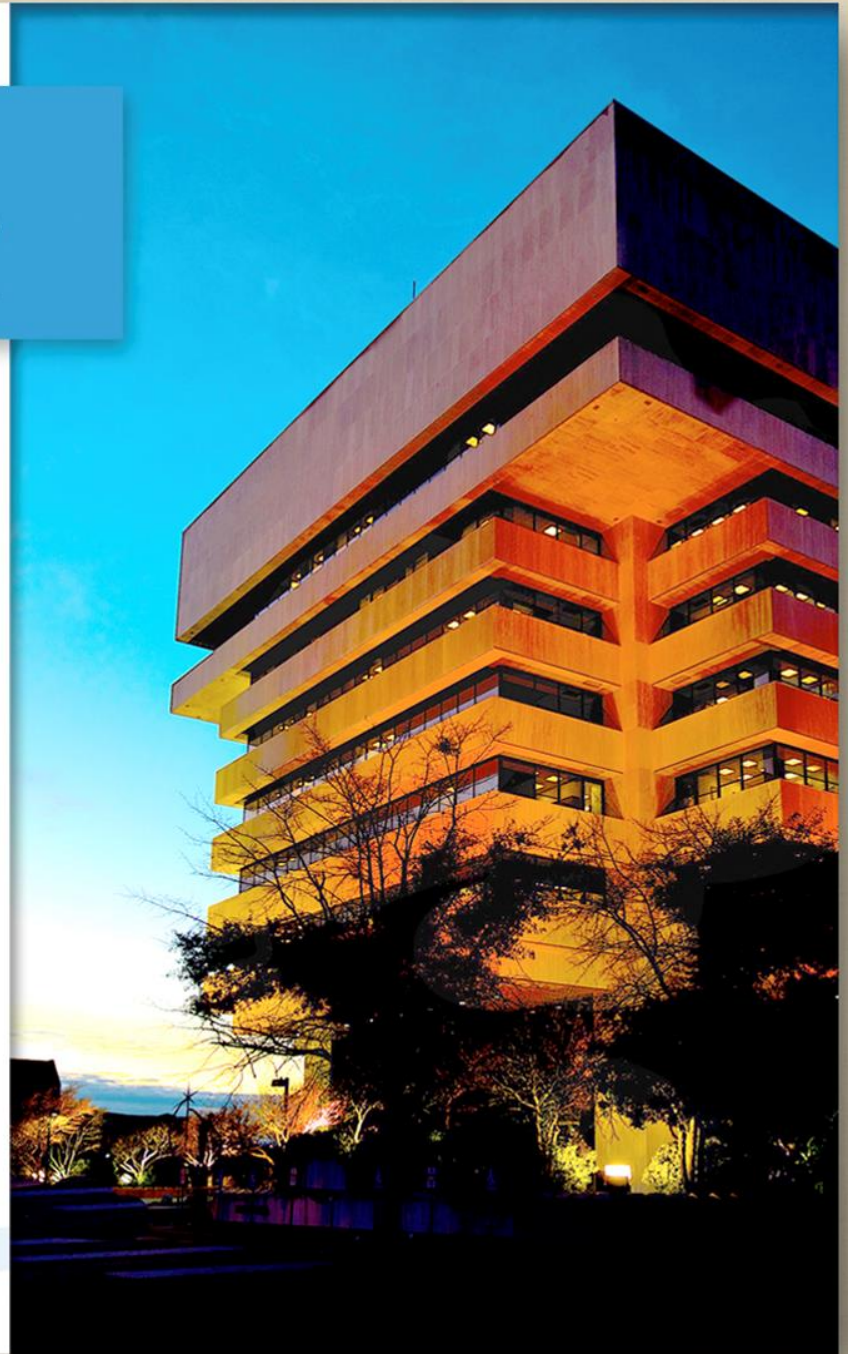
YES



HAMPTON VA

Do you agree with the four key elements of our economic development strategy (jobs, higher value housing, retail & tourism)?

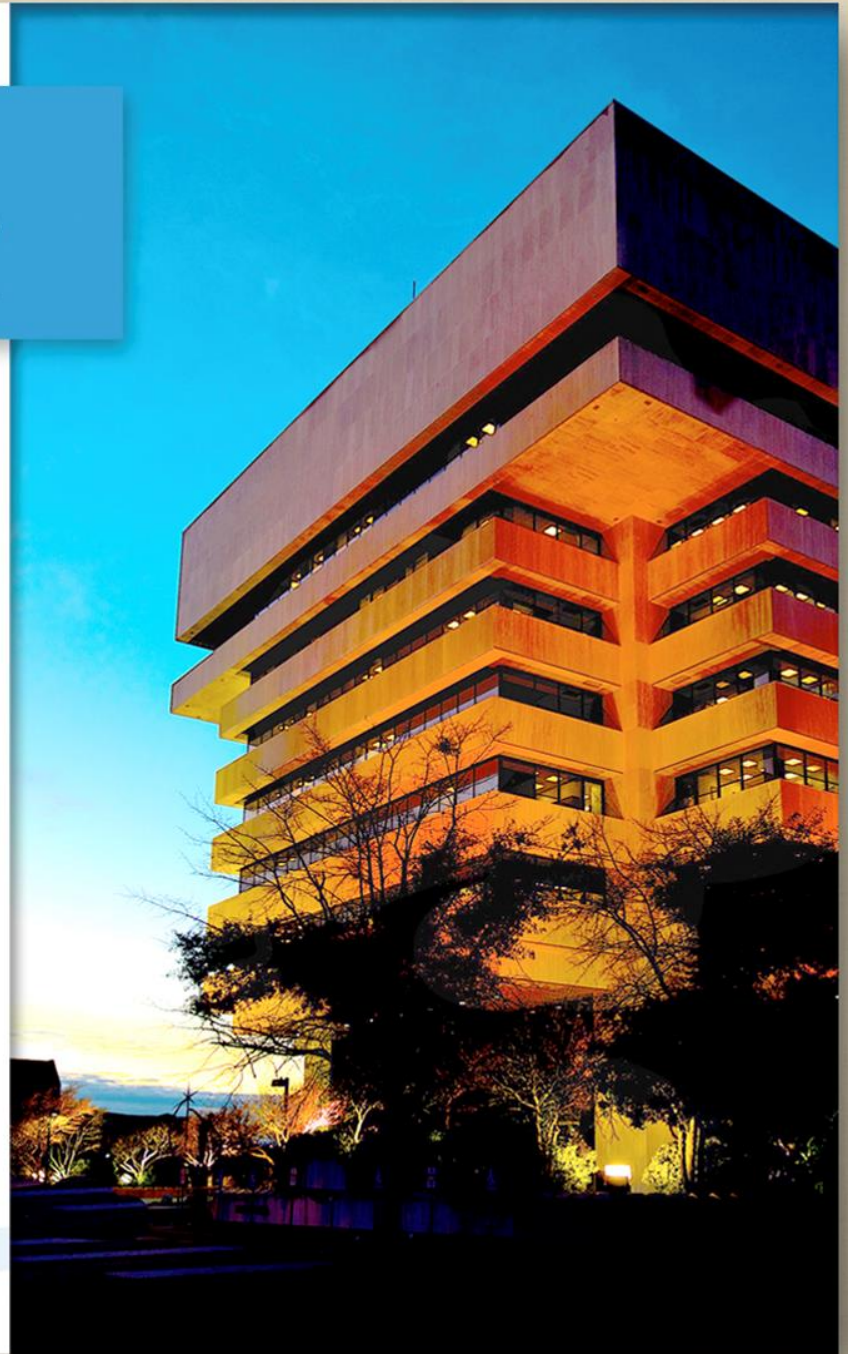
YES – but schools are also a key driver impacting jobs & housing



HAMPTON VA

Do you agree with the six strategic investment areas (Master Plan areas: Buckroe, Coliseum Central, Downtown, Kecoughtan, North King Street & Phoebus)?

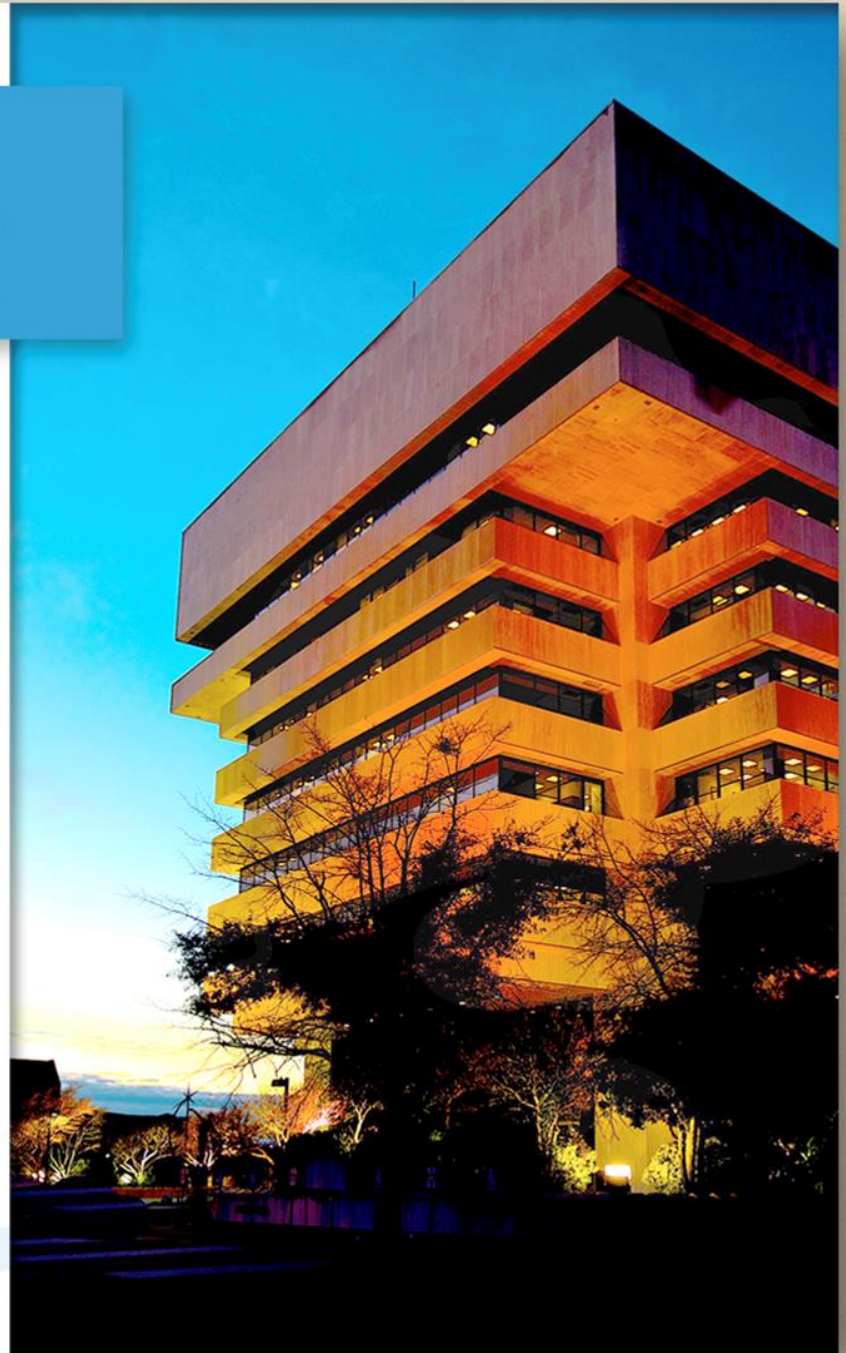
YES



HAMPTON VA

**Do you agree with the goal
of achieving 25% (or more)
commercial tax base?**

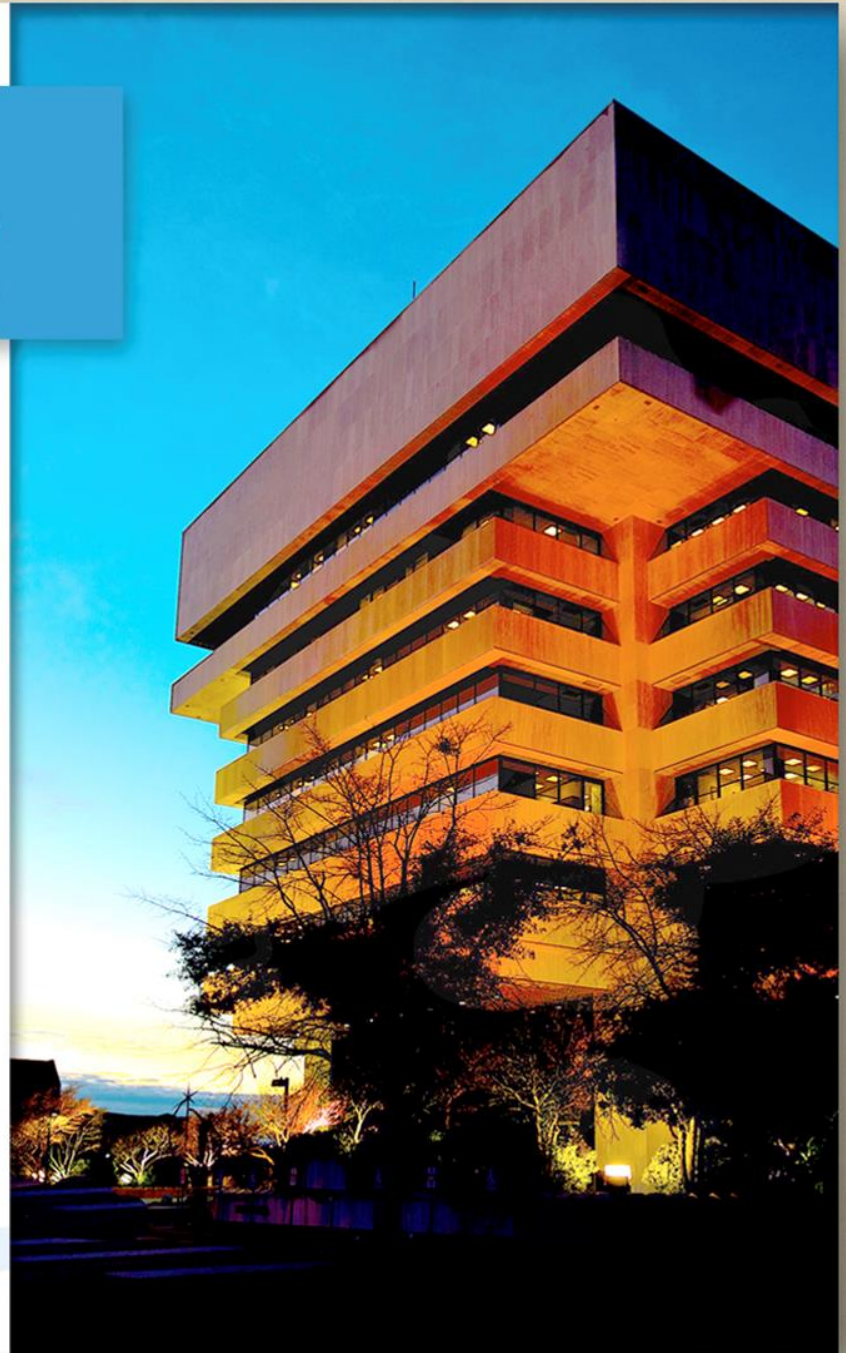
YES



HAMPTON VA

What is the desired balance between near term and long term investments?

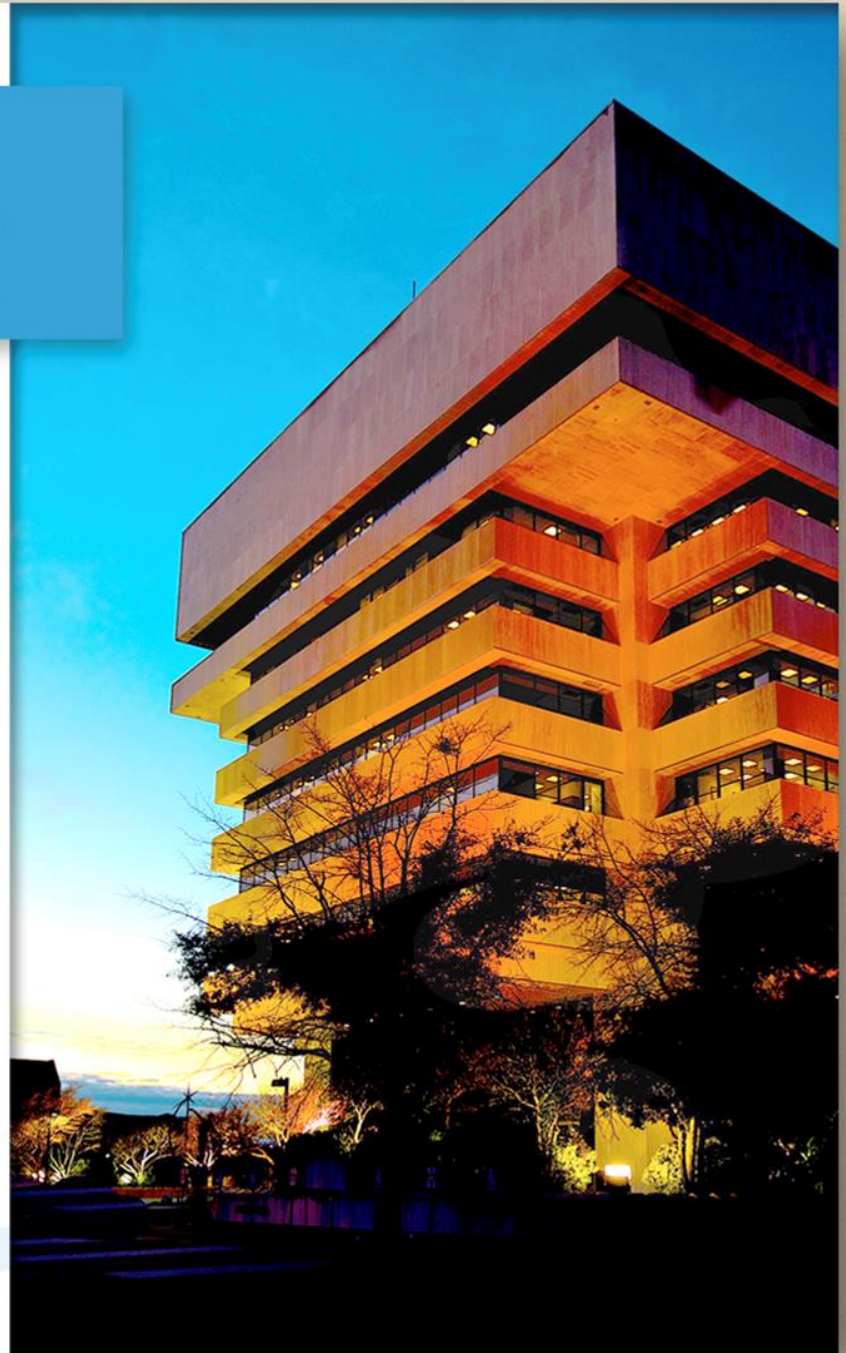
**30-40% Long/60-70% Short
("ideal mix")**



HAMPTON VA

**Over the next 5 years,
should we focus on all
six Master Plan areas
or only a few?**

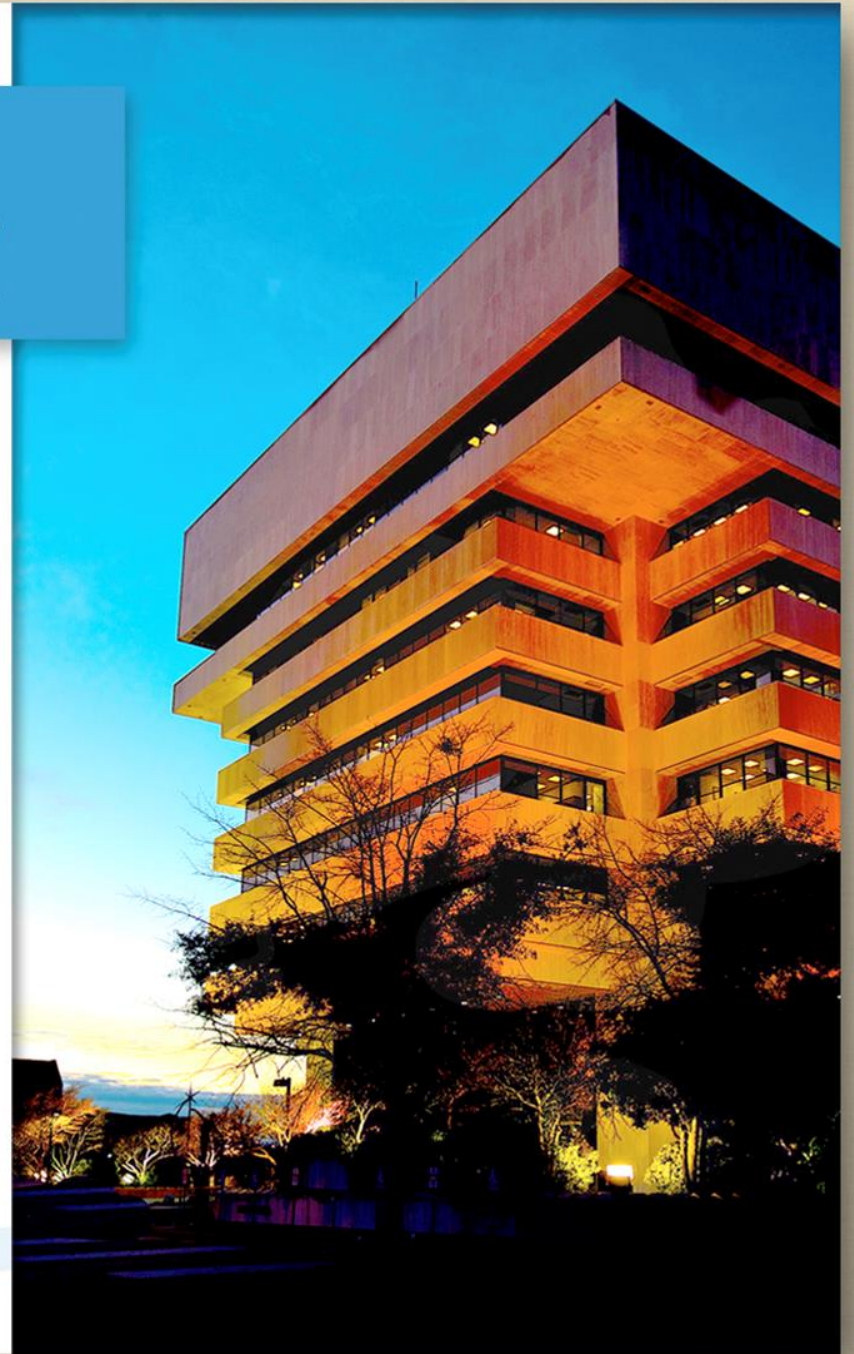
FEWER – Maybe 3



HAMPTON VA

**What is the right balance
between quality of life
initiative and economic
development initiatives?**

**70-80% Economic/
20-30% Quality of Life
("ideal mix")**



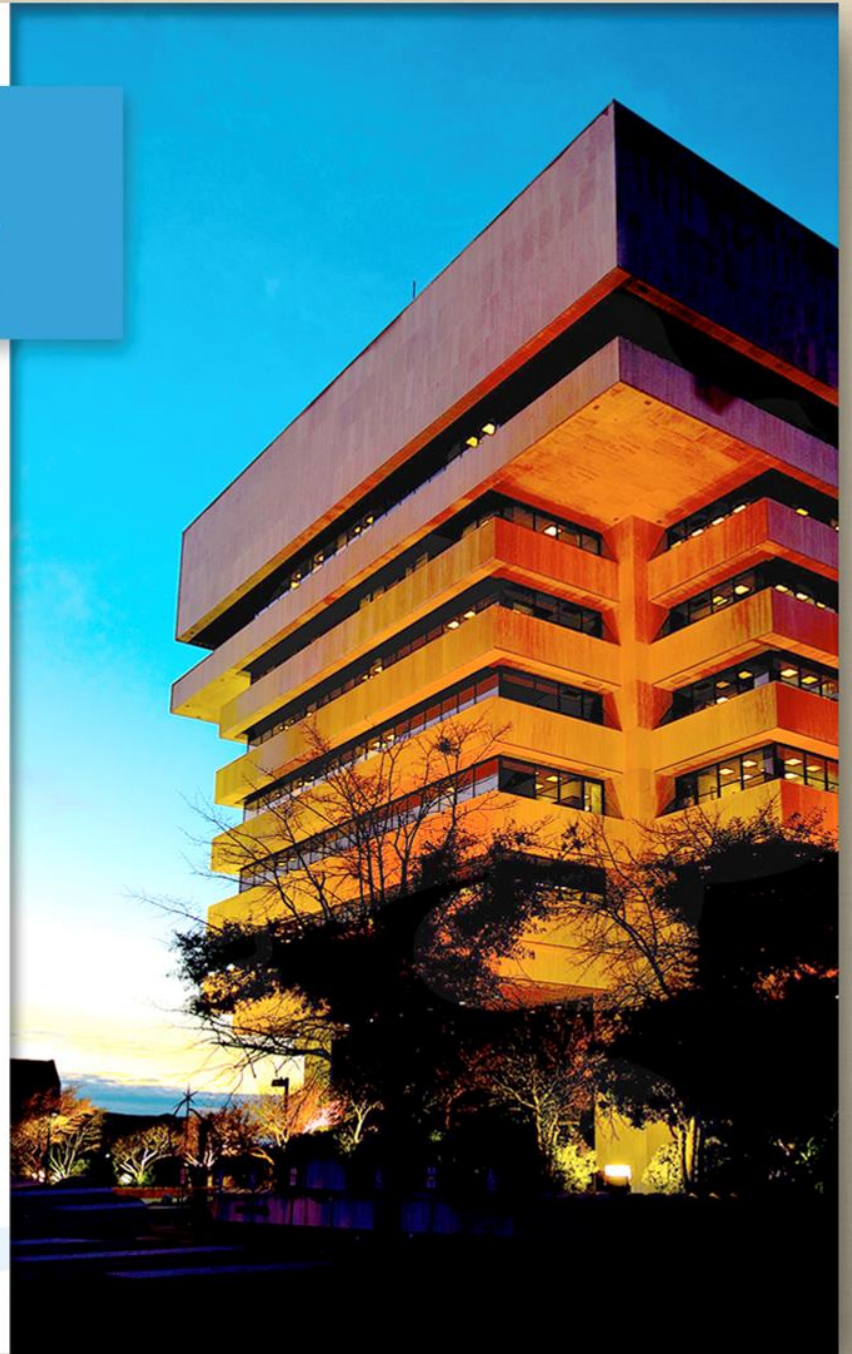
FY2017-2021 Capital Improvement Plan

Education	\$37,486,512	17.84%
Economic Growth	\$12,775,000	6.08%
Good Government*	\$81,432,092	38.76%
Living With Water	\$28,312,500	13.48%
Place Making	\$20,327,523	9.68%
Safe & Clean	<u>\$29,740,942</u>	<u>14.16%</u>
Total	\$210,074,569	100.00%

*** Includes street resurfacing (\$30.9M), wastewater infrastructure rehabilitation (\$32.6M), facility maintenance (\$13M), etc.**

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OVERVIEW OF STRATEGIC OPPORTUNITY PROJECTS



Project Ranking

- **Tier 1** should reflect those projects which Council members have the strongest interest in immediately pursuing;
- **Tier 2** should reflect those projects which Council members support but which may take longer than five years to complete unless revenue grows faster than projected;
- **Tier 3** should reflect those projects which - while Council members may support – there is agreement to cease active staff work on currently.

1 - Virginia Air & Space Center Capital Campaign

- Master Plan to be completed in May 2017
 - Address significant needed improvements to the visitor experience
 - Capitalize on the progress made on improving the performance of VASC profit centers
 - Address long term sustainability
- Move quickly in 2018 to implement Phase 1
 - Provide a bridge to a 21st century exhibit experience
 - Immediately grow attendance and its position as the region's leader in STEM programming.
- Improvements may include:
 - Story based sound and light show of the exhibits
 - Reorganization of the exhibit galleries and interpretation improvements
 - Conversion of existing classrooms into dual purpose exploratory laboratories
- Nearly 10 years since the last major investment in exhibits at the Center



2 - Park Improvement & Place Making

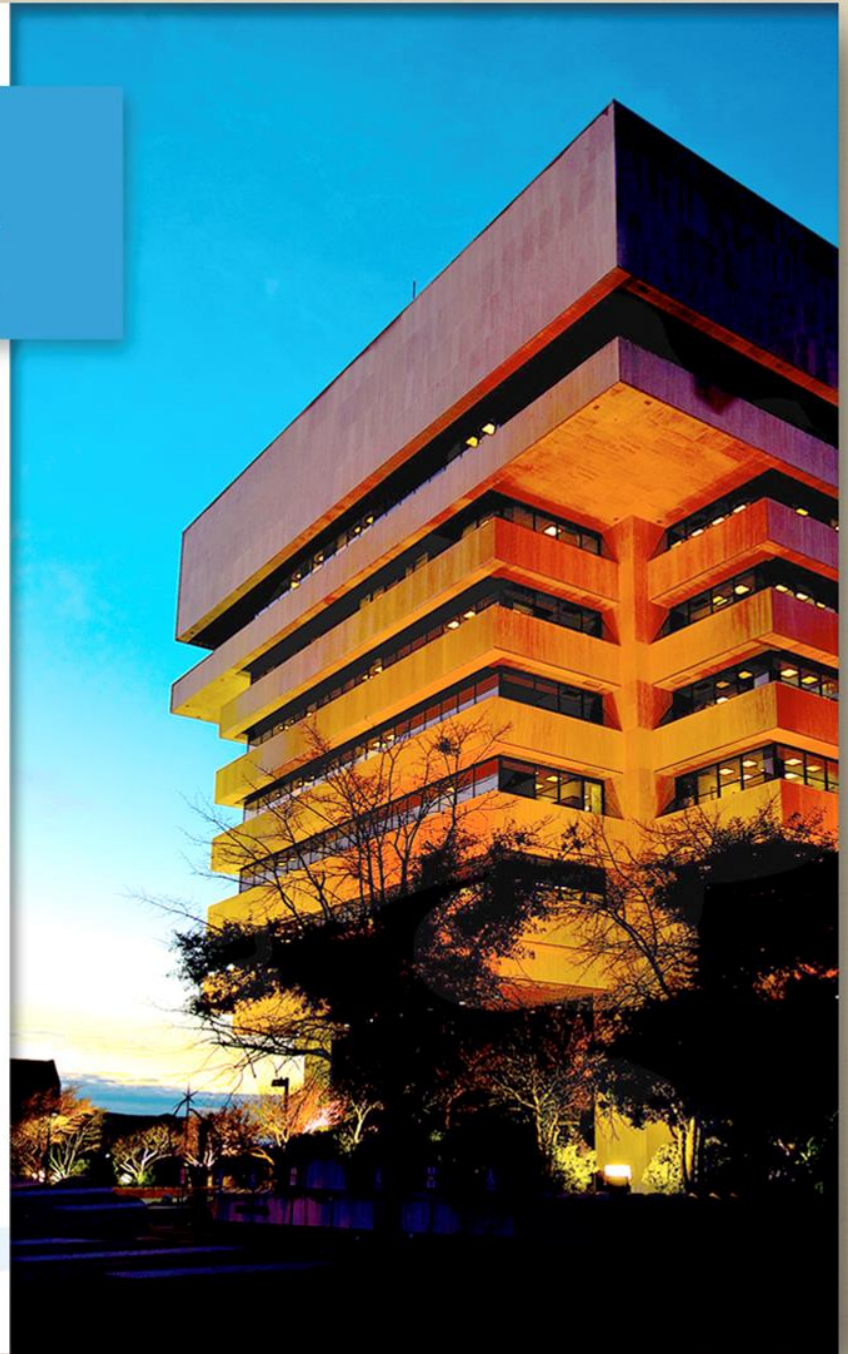
- Small scale place making projects around the city similar in scale to the porch swings, lighting, history walk, Crabs on King, etc.
- Projects will be identified and implemented as part of the Place Making Coordinator's engagement with the community co-creators.



Strategic Priority Project Ranking

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**Jonathan McBride,
Housing & Neighborhood
Services Division Manager**

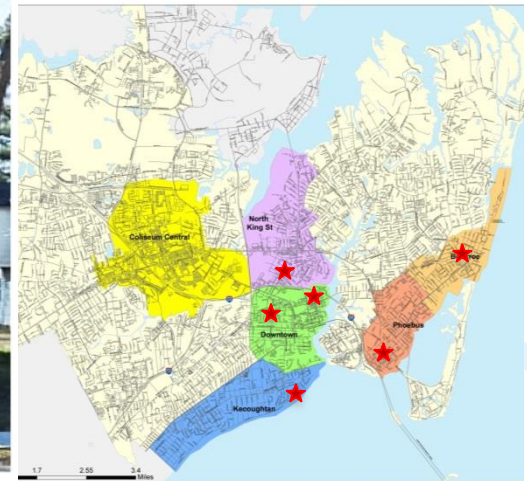


3 - Housing Improvement Fund

Increase the Housing Improvement Funds in order to:

- 1) Expand the Curb Appeal Matching Grant program to additional Master Plans area neighborhoods, providing matching grants for exterior improvements to homes;
- 2) Offset the reduction of federal HOME funds by providing city funds for the development of additional programs that support improvements in the quality of market rate housing.

Result: Annual goal of 50-70 Curb Appeal grants and 3-5 rehabs



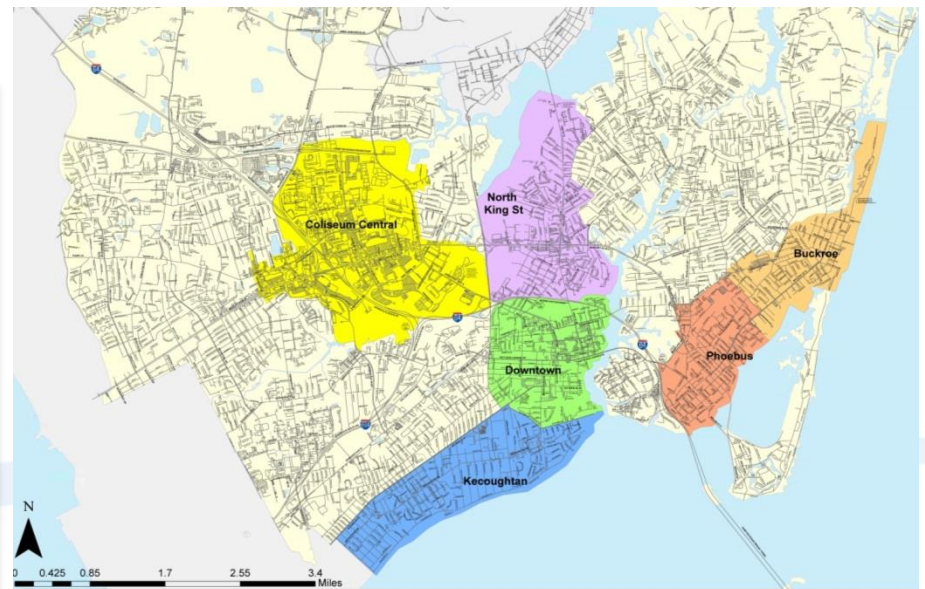
4 - Housing Redevelopment Fund

Due to limited resources and increasing regulation under CDBG, these funds would support the redevelopment of residential and small commercial properties for higher quality infill redevelopment within Master Plan areas.

Funded activities would include:

- 1) assembling adjacent developable lots
- 2) demolition and securing of properties
- 3) disposition costs associated with market rate redevelopment

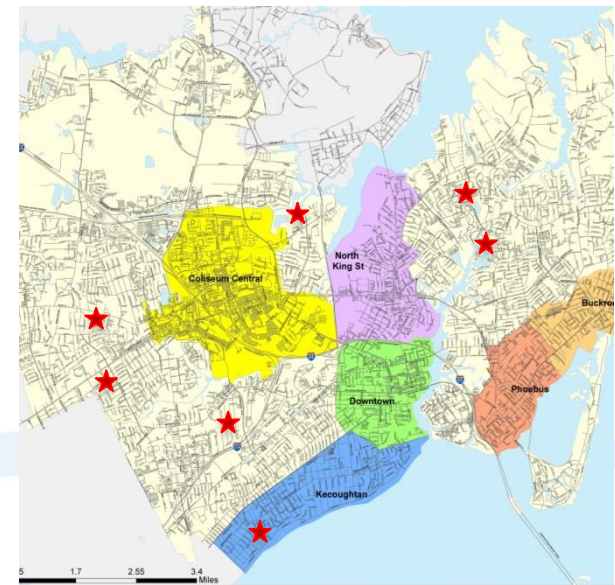
Result: Annual goal of 4-7 lots assembled, 5-10 demos, & 5-9 new infill homes



5 - Neighborhood Pools

This fund creates a capital repair and/or replacement program for neighborhood pools along with a sustainability plan. Most of the 7 neighborhood pools face substantial system repair and replacement needs that are nearly impossible to be met through capital campaigns.

Result: Support 7 volunteer run centers that serve between 60-300 households in each

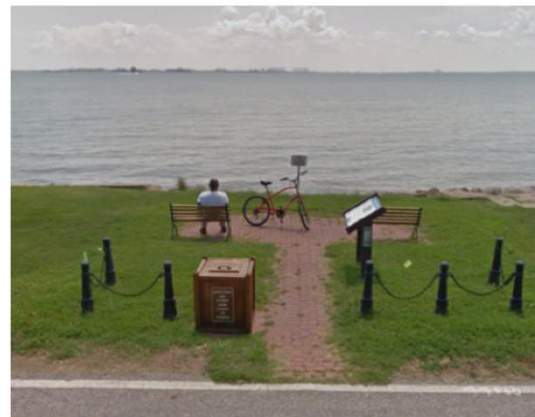
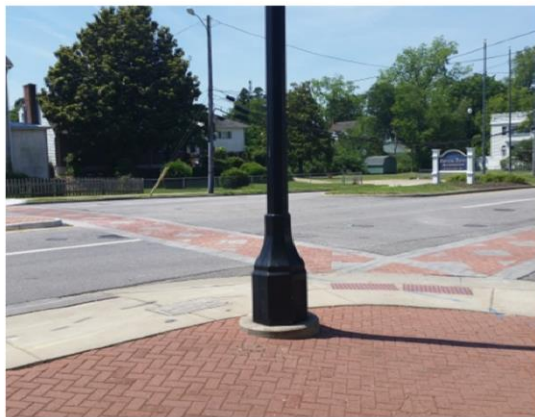


6 - Neighborhood Improvement Funds

The **Neighborhood Improvement Fund** program provides funding to support community-led public improvement projects that:

- 1) Fosters a sense of place and pride,
- 2) Improves opportunities for neighbor to neighbor interaction
- 3) Builds the capacity of neighborhood groups to plan and implement a project.

The fund supports grassroots projects up to \$100,000 that are identified by neighborhood groups. Applications are reviewed and approved by the Commission quarterly.



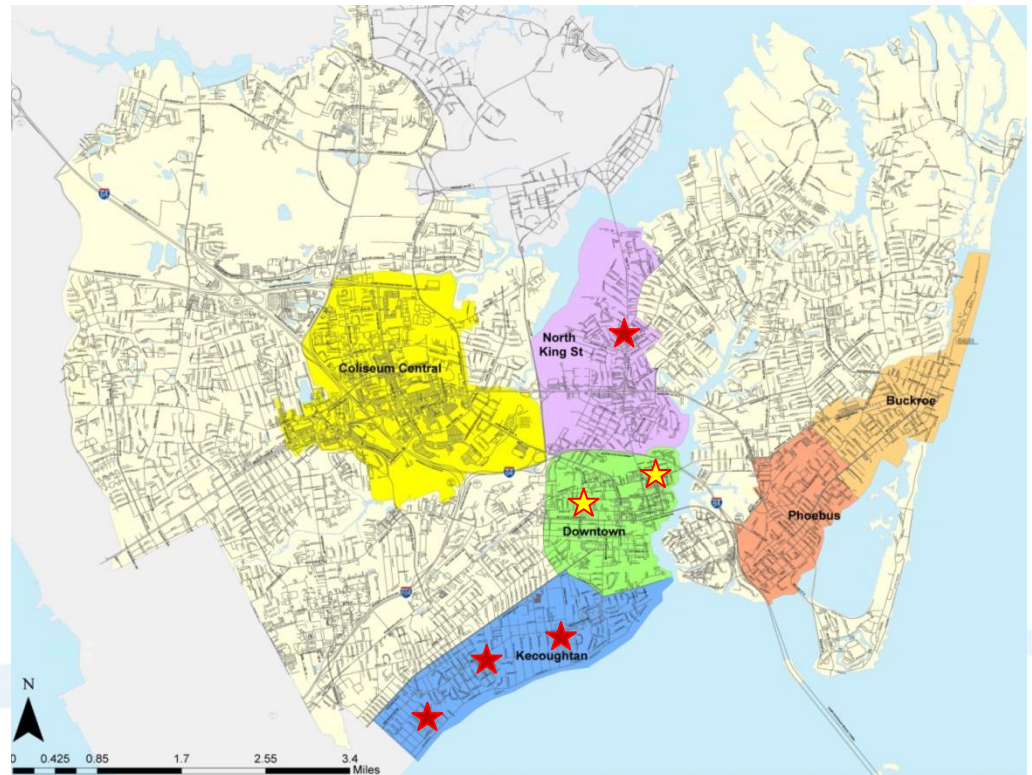
Result: Annually support 1-2 large improvement projects and 3-5 mid-sized projects

(left) Pasture Point crosswalk & signage
(below) Olde Wythe overlooks & markers

7 - Infill Development

Required to repay CDBG for initial acquisition of properties that, through the dollar lot program, would be sold to a market rate buyer (without income restrictions). Funds repayments for development in other Master Plan areas.

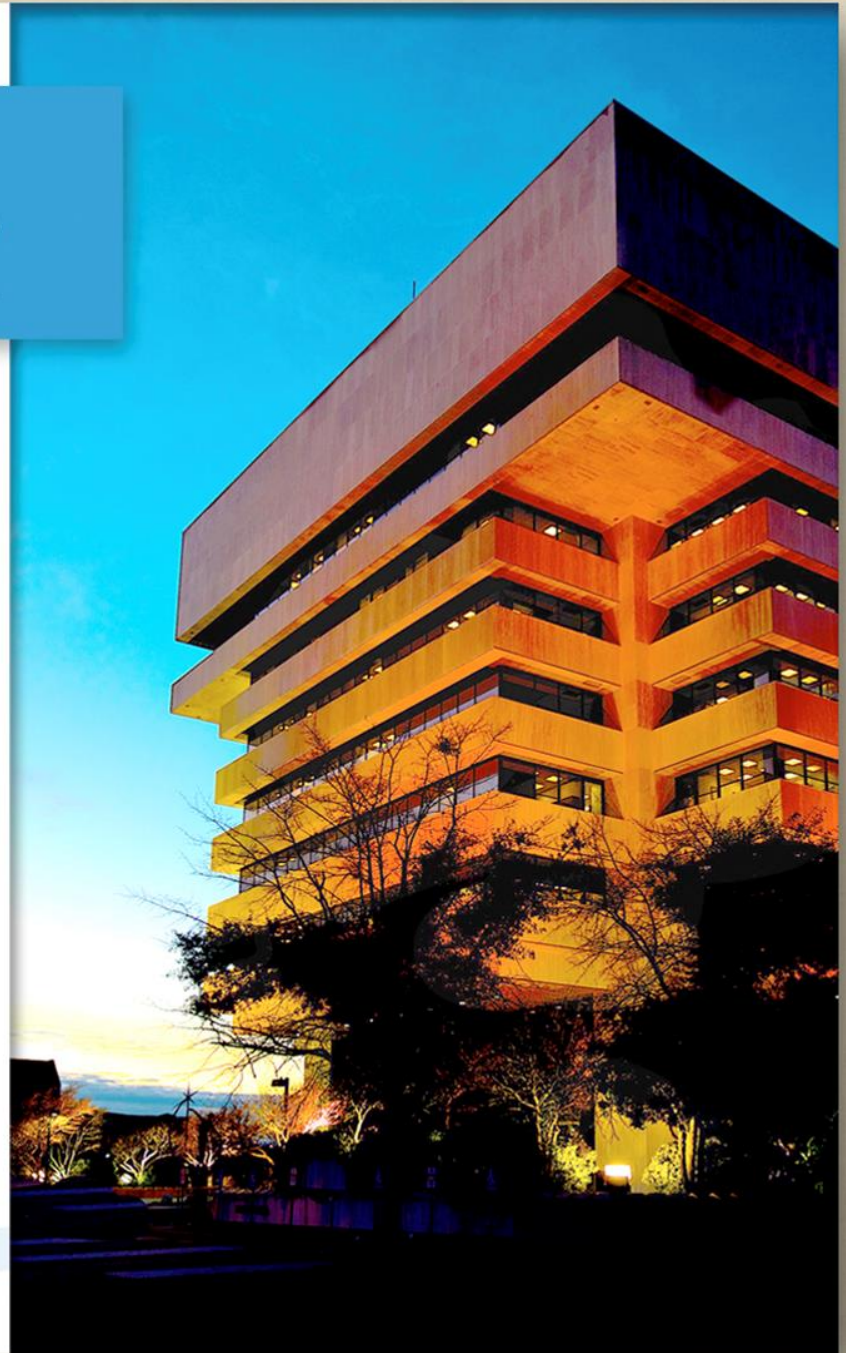
Result: Develop 25-30 infill single family home for market rate ownership, funds returned to locality CDBG fund to further eligible activities



Strategic Priority Project Ranking

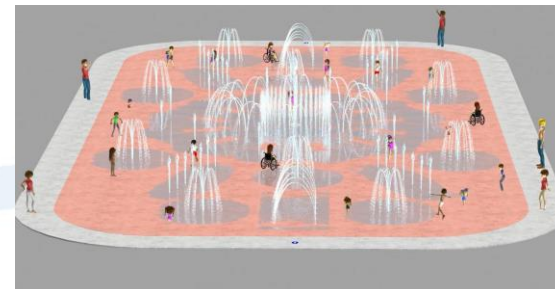
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**Kevin Myers, Director of
Parks, Recreation &
Leisure Services**



8 - Carousel Park Splash Pad

- Enhancing Carousel Park by providing recreational opportunities for residents and guests of all ages making it a central hub, the place to go, a Downtown “community living room”
- Project elements could include:
 - 2,500 – 3,000 square foot multiple-spray features removable Splash Pad
 - Multiple Programmable Area
 - 10 -15 water features
 - Themed removable spray features to match City’s History or to tie into current events
 - Seasonal activities
 - Shaded Patio Area
 - Perimeter Overspray Area
 - Recirculation Water System
 - Ice Rink
 - Mechanical Pump Room
 - DHDP working on plan to activate park that may conflict with this item



9 - Air Power Park

- Air Power Park is part of the Central Park Project and has been designated as the potential site for the Tuskegee Memorial
- Renovations to the park would include:
 - Elevate all jets & install new foundations for rockets and missiles.
 - Install new walkways
 - New landscaping
 - New children's playground
 - Adventure playground
 - Pavilion
 - Outdoor educational classroom
 - Enhance the kayak, canoe and paddle boat launch
 - Programmable passive & active outdoor space
 - Picnic grove
 - Park amenities
 - Replace window tinting
 - Connectable walking trails



10- Park Enhancements (Gosnold & Briarfield)

- “Come Play at the Park” - condition and availability of our parks directly affect the quality of recreational programming the city can offer in its parks
 - 10 Parks
 - 7 Specialty Facilities
 - 6 Sports Facilities
 - 12 School sites with community athletic usage
- Potential enhancements include:
 - Multi-use synthetic rectangle fields
 - Lights
 - Restrooms/concession facilities
 - Playgrounds
 - Vita courses
 - Walking trails
 - Bleachers/seating
 - Shade area
 - Facilities amenities



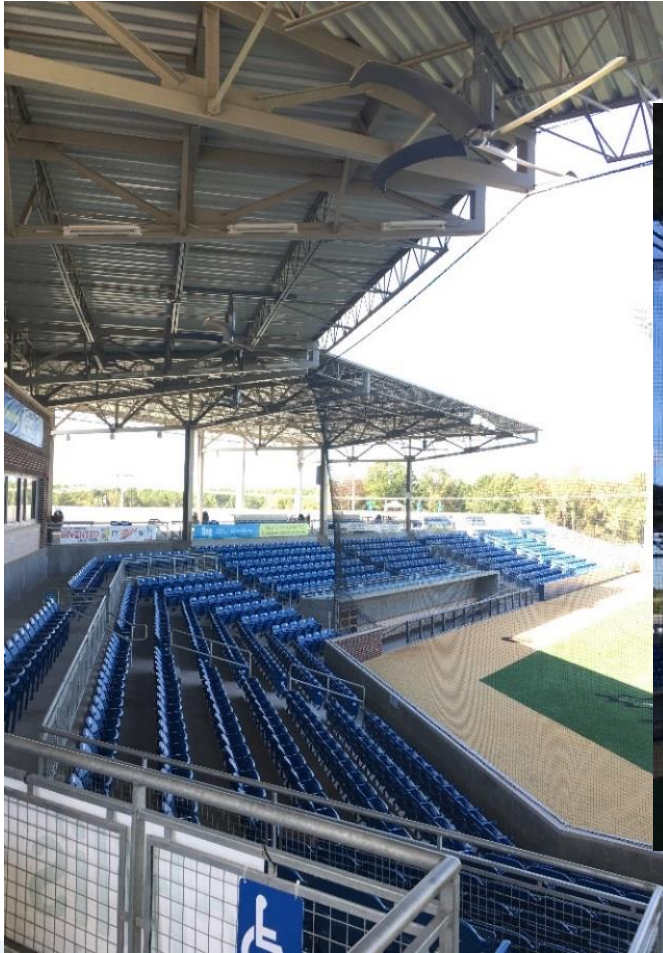
11 - War Memorial Stadium

- Many of the 3,500 seat stadium's components do not meet current building codes and standards and require substantial improvement
- Needed Improvements include:
 - Restrooms
 - Handicapped accessibility
 - Locker rooms
 - Officials room
 - Parking
 - Concession
 - Grandstand/seating/entrance
 - Fencing
 - Playability of the field
 - Street entrance
 - Staff offices
 - Concourse
 - Electrical upgrade
 - Water and sewer lines
 - Perimeter outfield wall
 - Security

11 - War Memorial Stadium ~Renovation Option~



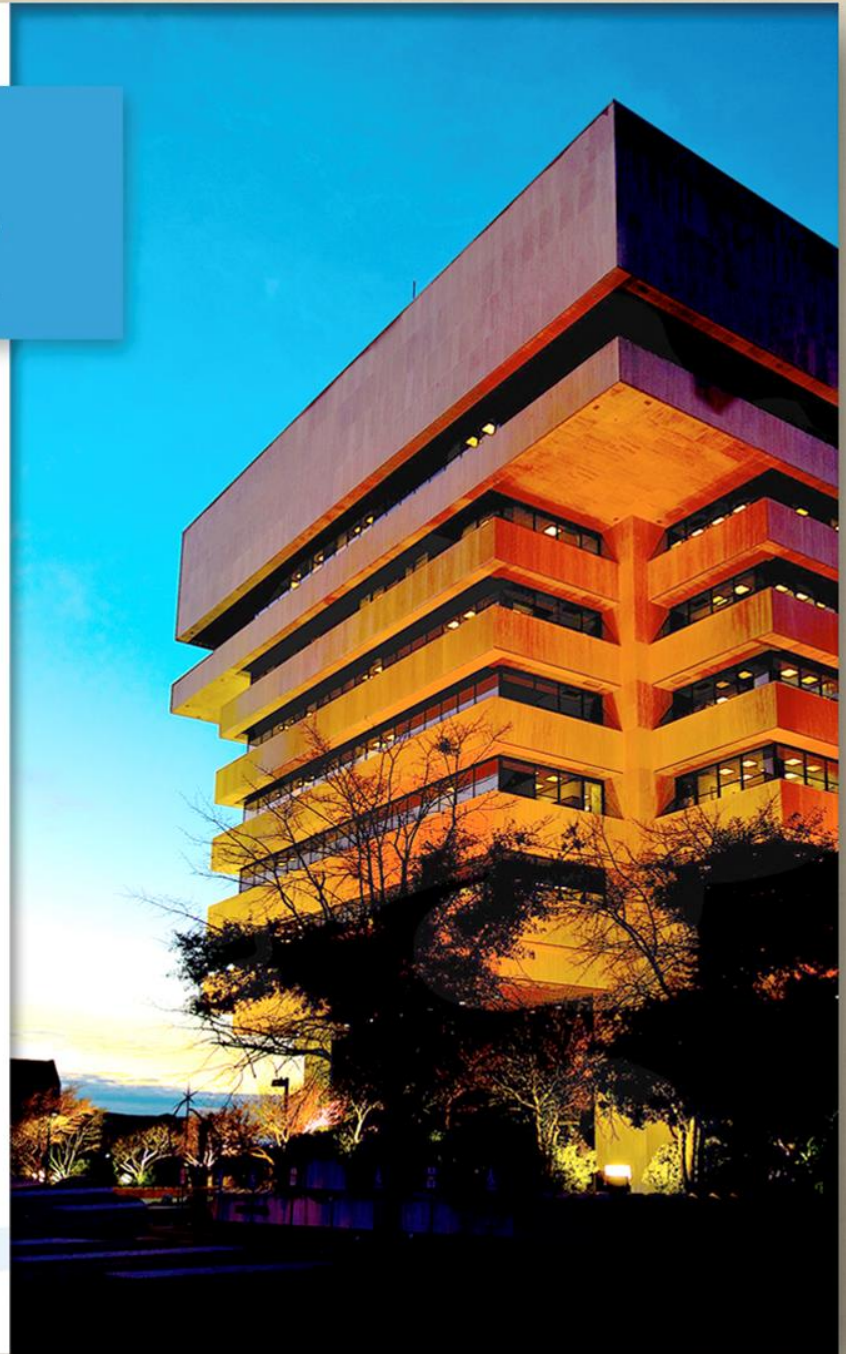
11 - War Memorial Stadium ~Replacement Option~



Holly Springs Stadium
Holly Springs, NC

HAMPTON VA

**Laura Fitzpatrick,
Assistant City Manager**



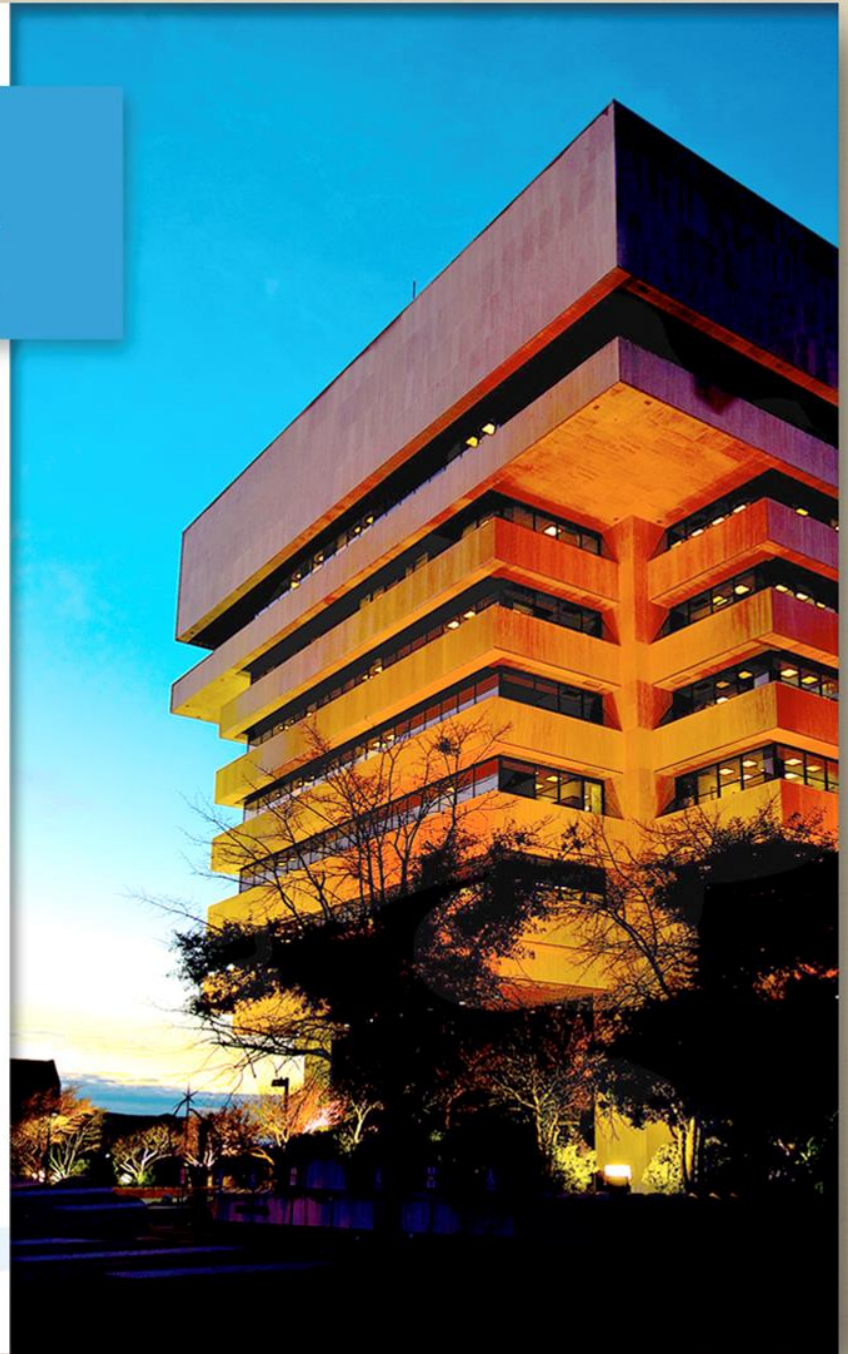
12 - Martin Luther King, Jr./ Hampton Heroes-First Citizens Memorial

- December 9, 2009: City Council requested a working group be formed to recommend ways the city can honor:
 - Dr. King
 - Hampton Citizens who have shaped the community via a commitment to the ideals of Dr. King
- Partnership with Hampton University
- Estimates are very high; as such, next step is to look at lower cost options



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**Leonard Sledge,
Director of Economic
Development**



13 – Downtown Seafood Initiative

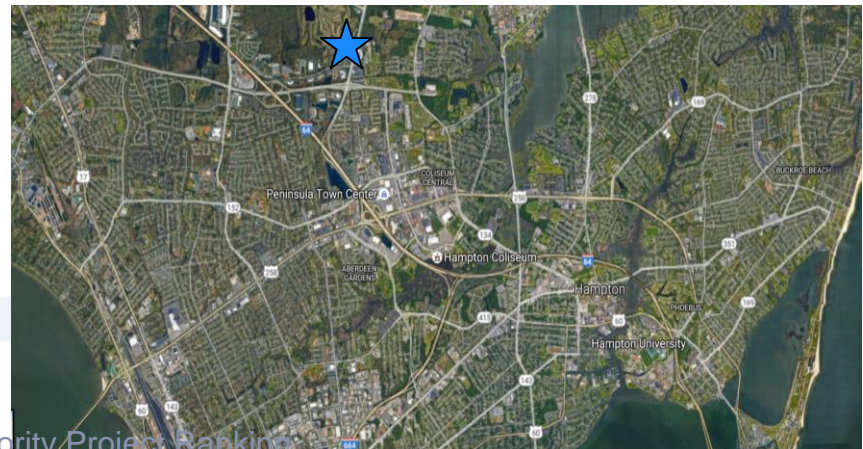
- Improve public infrastructure and public space for the Downtown Seafood Initiative to support the growth of Virginia Tech seafood research facility to include:
 - Additional lab space
 - Visitor center
 - Waterfront restaurant and other improvements

14 – Coliseum Drive Redevelopment

- Redevelopment of Coliseum Drive between Mercury Boulevard and Pine Chapel Road to support economic development goals
- Prospective developers and companies have cited concerns about the lack of reinvestment, existing product, and overall appearance of this section of Coliseum Drive that sits between new development and undeveloped land

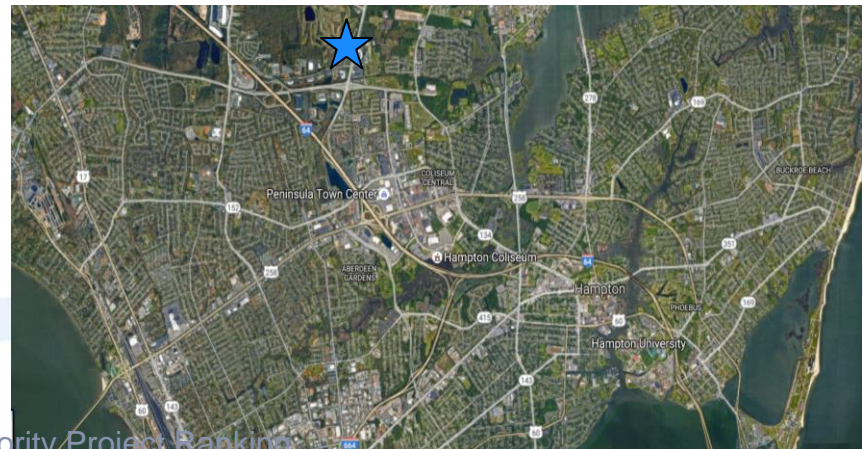
15 – Hampton Roads Center Business District Infrastructure

- Install center median street lights along Magruder Boulevard from the South Campus entrance at Enterprise Parkway to the North Campus at Semple Farm Road
- Project is supported by the Hampton Roads Center Owners Association
- Continues infrastructure improvements to ensure the business corridor is safe and desirable for existing and future companies



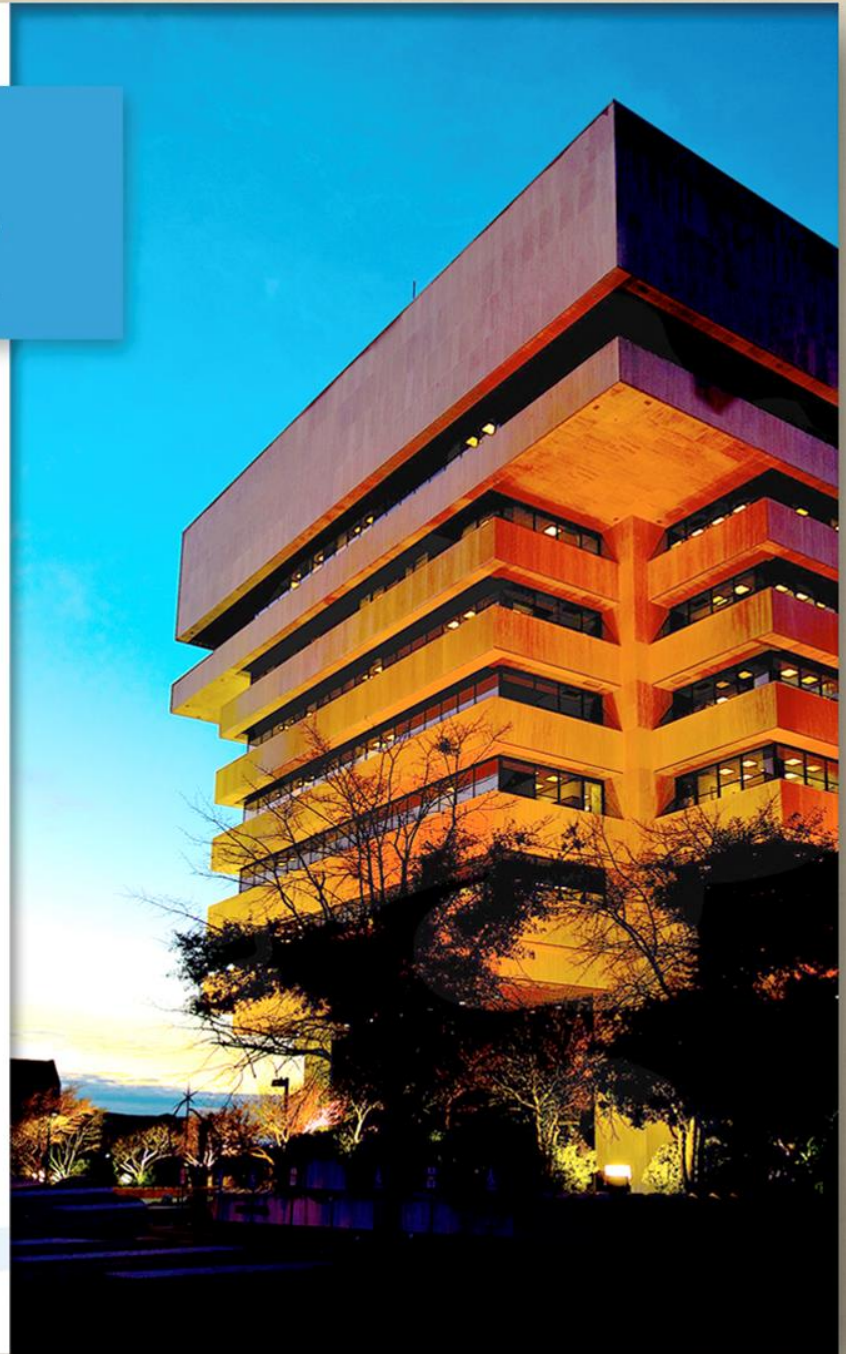
16 – Magruder Boulevard Landscape Improvements

- Improve medians by replacing plant bed material and planting Crepe Myrtle trees along Magruder Boulevard from the South Campus entrance at Enterprise Parkway to the North Campus at Semple Farm Road
- Project is supported by the Hampton Roads Center Owners Association
- Continues improving the physical appearance of the business corridor to keep it a desirable location for existing and future companies



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**Pete Peterson,
Assistant City Manager**

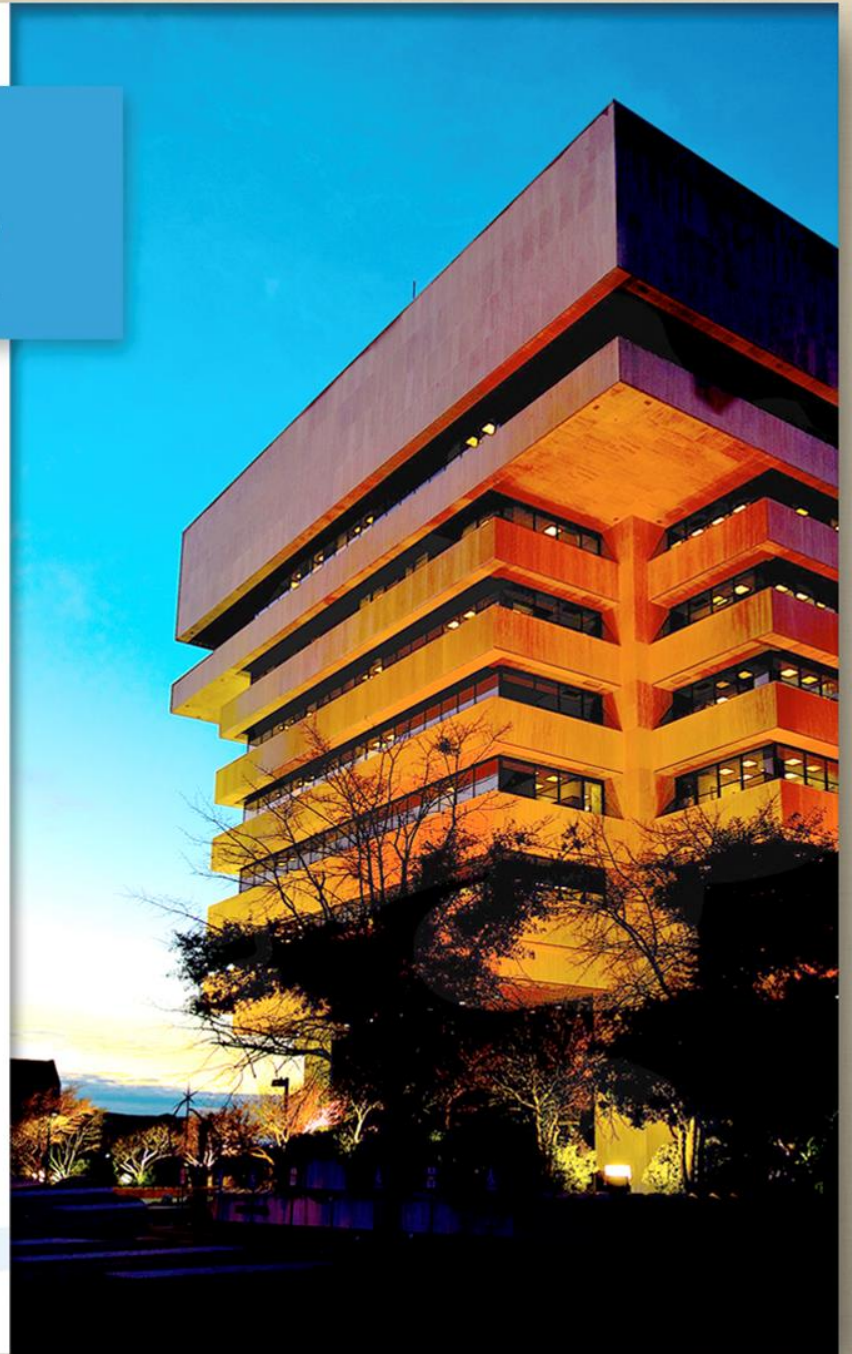


17 – Crossroads Parking Expansion

- Construct new parking facilities to offset parking displaced by development of Crossroads Initiative area

HAMPTON VA

**Ronald Jackson,
Executive Director,
Hampton Redevelopment &
Housing Authority**



18 - Buckroe Bayfront Redevelopment Acquisition

- Acquisition strategy developed for Buckroe Master Plan implementation
- Goal to acquire critical mass of land to make available to private development
- Creating opportunities for:
 - Higher-valued housing
 - Improve public access to parks and beach
 - Buckroe as a destination place

19 - Buckroe Bayfront Area Infrastructure

- Infrastructure improvements needed to accommodate goals in Buckroe Master Plan
 - Improved utilities, storm water, and roadways
 - Improved public access to parks and beach
 - RFP for Developer

20 - Greater Buckroe Redevelopment Acquisition

- Acquisition strategy developed for College Court In Buckroe Master Plan implementation
 - Acquire critical mass of land for private development
- Revitalization strategy for Fordham will capitalize on:
 - Unique housing opportunity as part of Buckroe Bayfront experience
 - Housing opportunity for millennials (Mid-Century Modest Housing)
 - Commercial development opportunity potential

21 - Downtown Acquisitions

- Revitalization strategy developed for Olde Hampton to implement Downtown Master Plan
 - Identified as neighborhood in need of redevelopment
 - City and HRHA have significant investment in area
 - Master plan calls for:
 - new construction and rehab guidelines
 - aligning street connections for better housing development opportunities
 - Clear blight and obsolete housing
 - Fortify commercial, small business opportunities

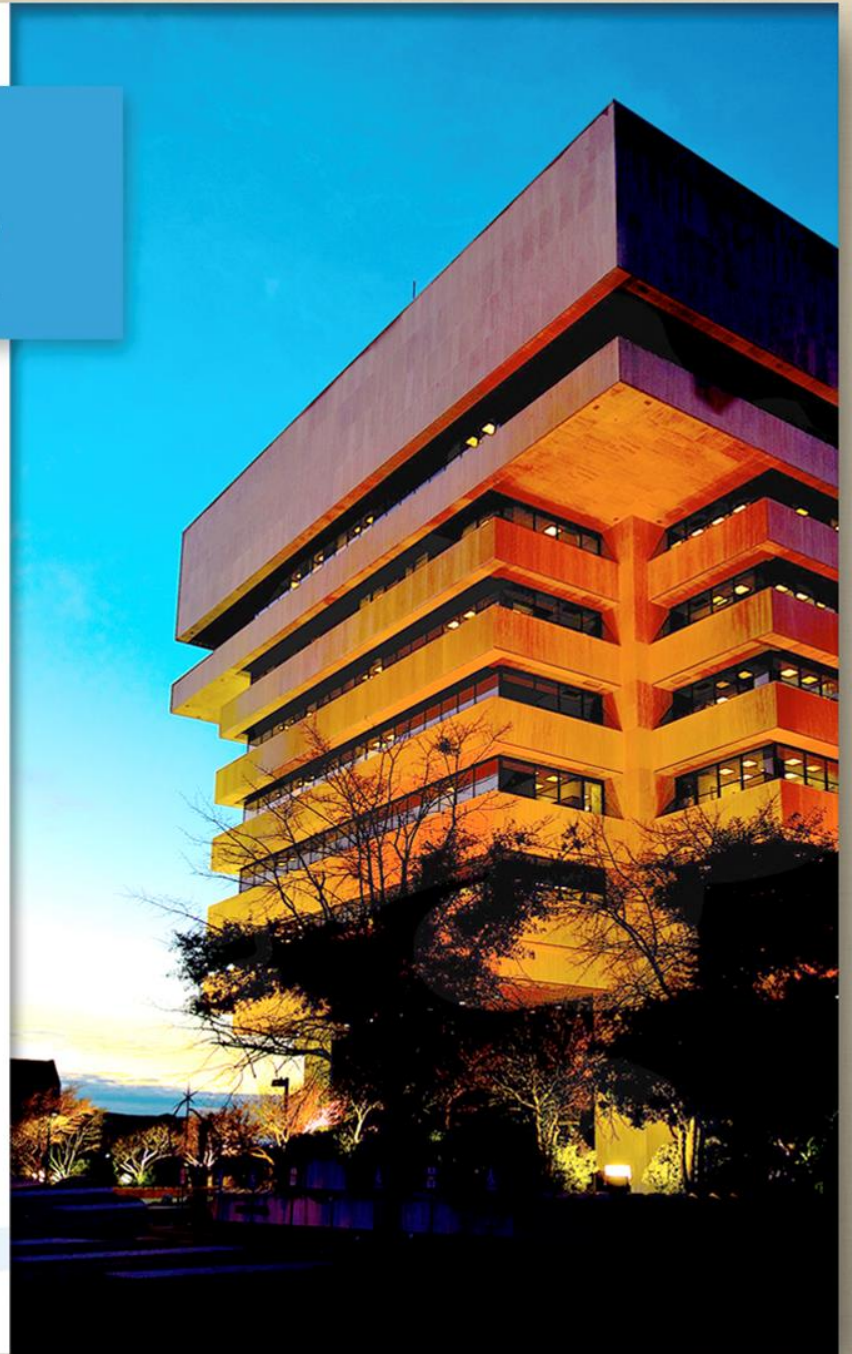
22 - Pressey Otley Development

- Potential Roadway Substructure



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**Steven Bond,
Assistant City Manager**



23 – Social Services Building Replacement

- Replace the social services building with a new facility more appropriately designed for its function
- Over \$4 million of repairs are needed to the existing facility including a new roof, windows and HVAC system

24 - Police Academy

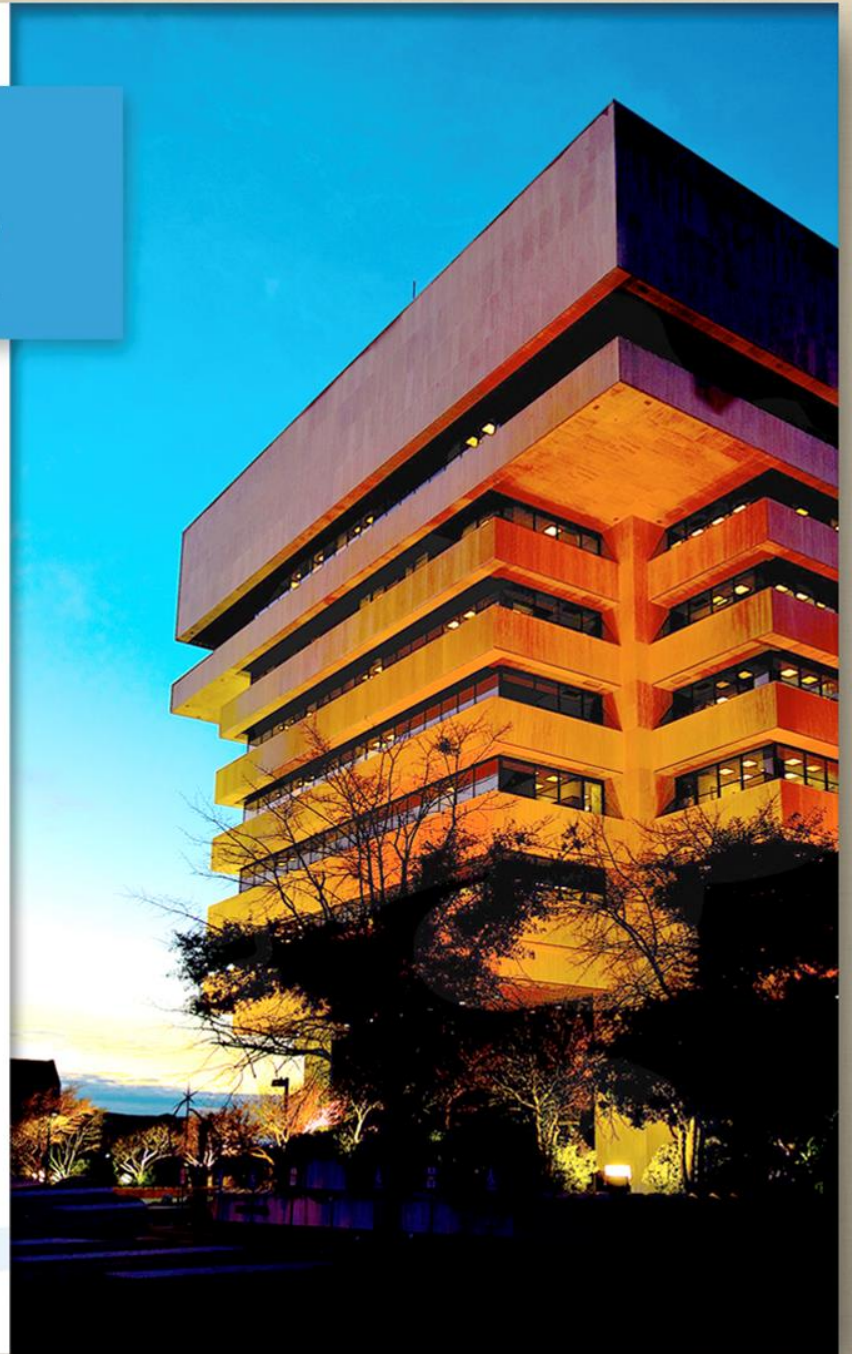
- Space is needed for:
 - Police Academy expansion
 - Forensic Unit
 - Evidence storage
 - Extend the life of current Public Safety Building

25 - 911 / Emergency Operations Center

- Construct New 911/EOC
 - Needs:
 - Hurricane rated facility
 - Outside of flood plane
 - Estimates based on previous design

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**Terry O'Neill,
Director of Community
Development**



26 – Maida Site Redevelopment Howard Street Extension

Phoebus Master Plan recommends re-establishing Howard street through the site to create blocks fitting development pattern of rest of community

- Extend Howard Street and utilities through the Maida site to create a block structure appropriate for new urban development in Phoebus on what was a large manufacturing site
- Will make access easier, shorter, and cheaper for new development



MAIDA CONCEPT 1 Apartments with ground floor commercial uses at intersections



MAIDA CONCEPT 2 Mixed-use development including a visitor's center, hotel, mixed-use building and townhouses

27 - Slaughter Site Redevelopment New Street

Phoebus Master Plan recommends installing a new street between Mallory Street and Hope Street to create smaller blocks for new development

- Vacant industrial land across from the Farm Fresh shopping center
- Property controlled by the EDA
- Includes sidewalk, street trees and lighting
- Approximately \$310,000 (construction cost only)

Result: Creates new corners and street frontage for a more developable site. Also improves access to other properties recommended for redevelopment.



28 - Bright's Creek Initiative

Downtown Master Plan recommends expansion of downtown to Interstate 64; north of greenway: recommends mix of large destination retailer, tourist attraction, office & research park; south of greenway: multi-family residential is recommended

- Build parallel access road from Rip Rap Road to N. King Street
- Construction phase one of Bright's Creek Greenway/Park to restore Bright's Creek and improve water quality and recreational benefits

Result: Establishes framework for future private investment



(left) Rendering of Bright's Creek area.
(below) Detail of parallel access road.



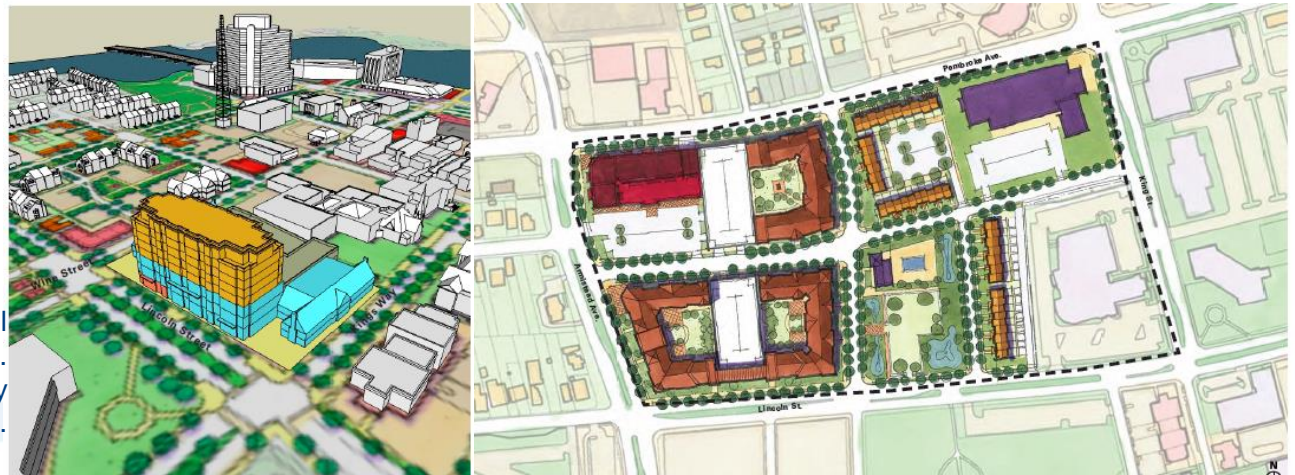
29 - Downtown Development

Downtown Master Plan makes recommendations for key development sites in Downtown. Public support for these projects may be necessary to achieve the desired development density magnitude and quality, as well as potentially to provide infrastructure support.

- Support for Downtown projects such as Harbor Square, Old Circuit Courthouse, Macy Carmel redevelopment

Result: New private investment in Downtown

(right) Rendering of Macy Carmel mid-level density proposal.
(far right) Conceptual high-density layout for Harbor Square.



30 – Sports Tourism Facility

31 – Community Pool Replacement

2014 Destination Recreation Analysis found the expansion of Boo Williams Sportsplex, an upgraded BMX facility, and an aquatics facility to be 'viable economic engines' that should be further explored

2015 Coliseum Central Master Plan recommends an Amateur Sports Village with a combination of sports and assembly venues to create a sports tourism destination that generates additional hotel revenue and increases in non-local spending

- Feasibility study completed for competition aquatics facility
- Preliminary design for aquatics facility completed
- Cost approximately \$31.5 million
- Detailed briefing given October 12, 2016

Result: new facility to add to sports tourism component to have direct & indirect economic impacts

30 – Sports Tourism Facility

31 – Community Pool Replacement



(left) As shown in the 2015 Coliseum Central Master Plan, the aquatics facility is proposed to be in close proximity to the Coliseum and Convention Center.



City of Hampton - Hampton, VA

Site Plan

Phase - Programming Design



(above) Rendering of competition aquatics facility with outdoor splash park.

(above) Proposed layout for competition aquatics facility with outdoor splash park.

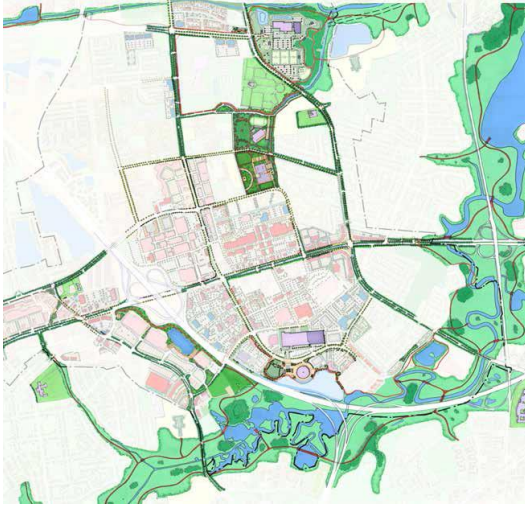
32 - Dutch Dialogues

Dutch Dialogues seek to develop a long range plan for adapting and learning how to live with the water

- Identify specific implementable projects
- Newmarket Creek basin is pilot area for study and implementation
- Methodology developed in the pilot area would be applied to other strategic areas in the city



32 & 33 - Central Park & Greenman Property



Coliseum Central Master Plan recommends the creation of a central city-scale park in this prime business district.

- Linear park connecting Air Power Park with Power Plant through the Crossroads Area
- Park design is centered around Newmarket Creek Basin, Bass Pro Lake, Coliseum Lake, & Lake Hampton
- 105 acres of upland, marsh, & water that offer diverse amenities:
 - 3-5 mile multi-use trails & promenades
 - variety of trailheads
 - canoe/kayak launches & docking areas
 - programmable recreational open spaces
 - pavilions/picnic areas
 - special event spaces



34 - PW Operations Center

Downtown Master Plan recommends long-term redevelopment of the PW Operations Center site with mixed-use buildings fronting on Armistead Ave to create a high-quality boulevard between Downtown and Coliseum Central

- Construct new PW Operations, Fleet Services, & School Fleet Complex
- Existing facilities are no longer adequate and are not laid out to provide efficient service
- Funding sources include the Solid Waste Fund, Stormwater Fund, & Wastewater Fund



Rendering of redeveloped PW operations center site.

Result: new facilities plus land on N. Armistead opened for redevelopment in accordance with master plan recommendations

35 - Downtown Promenade

Downtown Master Plan gives no specific reference to this initiative. This idea has been surfaced by the Downtown Hampton Development Partnership.

- Create promenade downtown to connect Queens Way with Settlers Landing Road
- Walkway 12' wide with pavers, pedestrian scale lighting, landscaping, trash receptacles, and benches

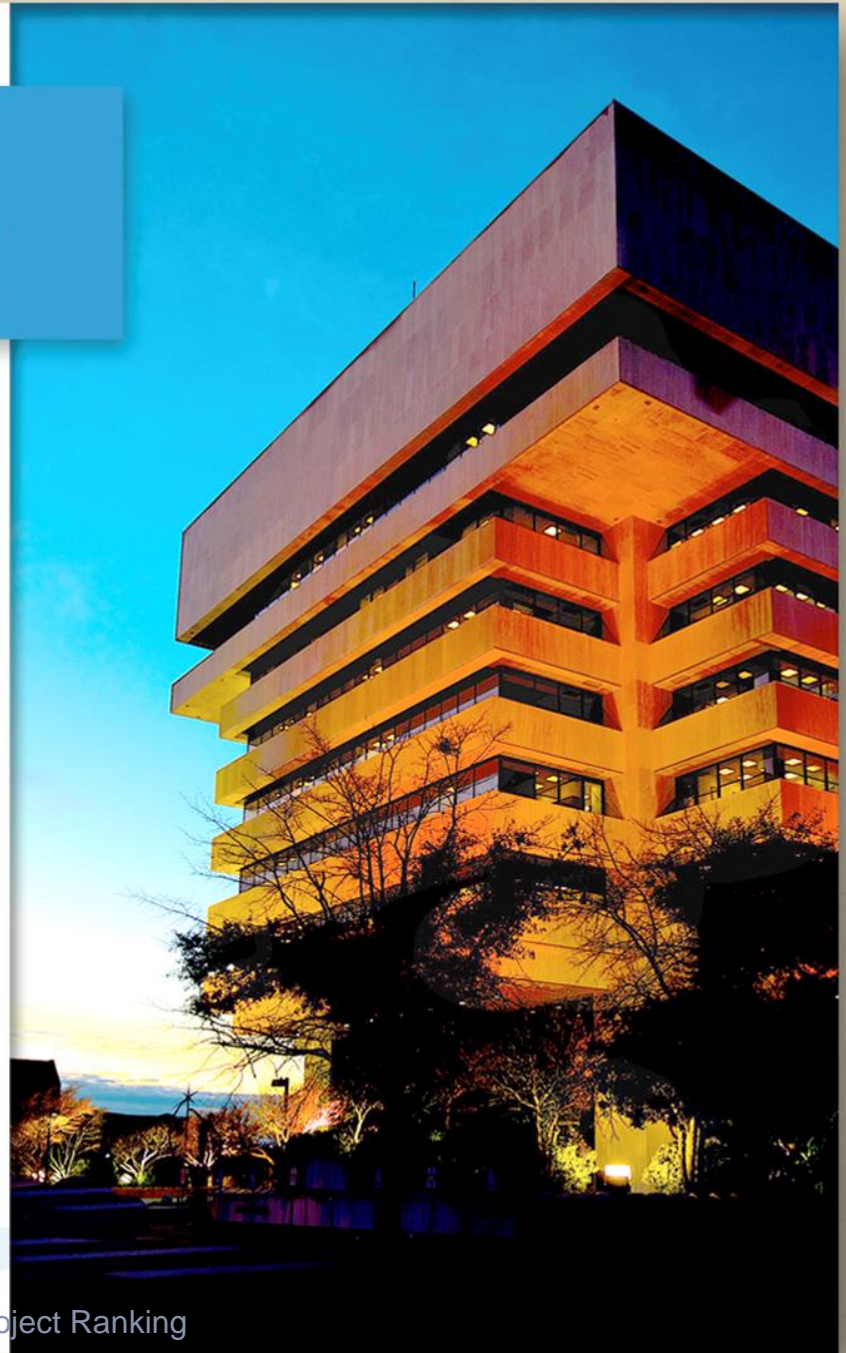
Result: connection from Settlers Landing to Queens Way

Approximate location of proposed walkway.



HAMPTON VA

Are we missing anything?



Vision

We are Hampton, a vibrant waterfront community celebrating and embracing 400 years of history and innovation to create an even more dynamic future

