

City of Lynchburg
City Council Retreat

Friday, December 1, 2023 – 9:30am-4:00p

I.T. Conference Center: 3550 Young Place, Lynchburg



I. Arrival and Welcome

Stephanie T. Reed
Mayor

II. Agenda Overview

Wynter C. Benda
City Manager

III. Comprehensive Plan

Kent White, Assistant City Manager &
Rachel Frischeisen
Acting City Planner

IV. Break

V. Budget & Public Engagement

Greg Patrick
Deputy City Manager &
Donna Witt
Chief Financial Officer

VI. Lunch

VII. Budget & Opportunity Investment

Greg Patrick
Deputy City Manager &
Donna Witt
Chief Financial Officer

VIII. Break

IX. Branding

Anna Bentson
Director of Communications and Public Engagement

X. Closing

Group

Lynchburg Together

City Council Retreat

December 1, 2023



Planning for tomorrow,
together.

Agenda



Comprehensive Plan Overview



Community Engagement Activity



What We're Hearing So Far



Next Steps



Comprehensive Plan Overview

What is a Comprehensive Plan and what does it do?

- A community-guided vision for the future
- Assesses conditions; establishes vision; sets direction; identifies strategies

Why update it?

- Conditions and priorities change over time
- State code requires a review every 5 years (§15.2-2223)



Planning Process To-Date

January 2023 | Residential Developer meetings (Conducted by City Staff)

May – August 2023 | Diagnostic of Current Comprehensive Plan

May – August 2023 | Department Head Interviews

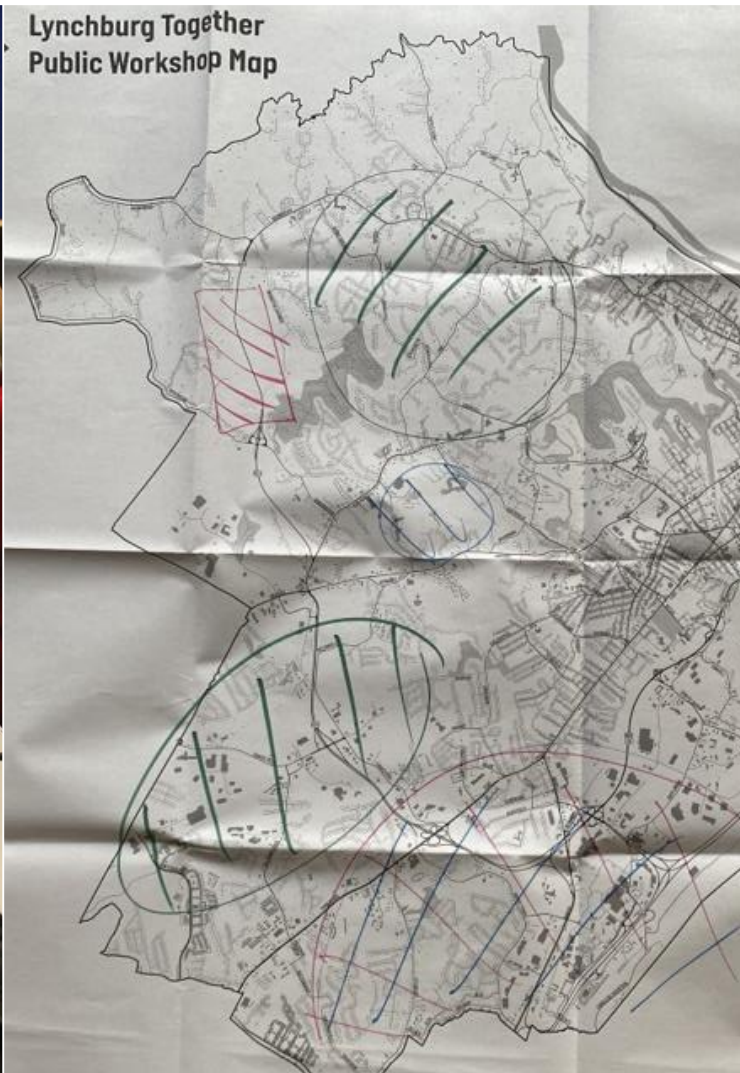
August 2023 | Planning Commission & Economic Development Authority Kickoff

October – December 2023 | Community Survey & Community Workshops

On-Going | Website & Interactive Map

Community Engagement

Public Survey; Workshops November 15, 16 & December 2, 14



Engagement Activity



For this portion of the presentation, you will need your phone or other electronic device.

Pollev.com/berkleygroup502

Send **berkleygroup502** to 37607



What are Lynchburg's STRENGTHS? What does the City do well?

(Live poll results will
appear here)

Strengths (summary to-date)



What are Lynchburg's WEAKNESSES? What can the City improve on?

(Live poll results will
appear here)

Weaknesses (summary to-date)



What specific GOALS would you like to see the City focus on? What should we be trying to accomplish as a community?

(Live poll results will
appear here)

Top Four Goals (summary to-date)

1. Increase quantity, affordability, and types of housing.
2. Improve schools.
3. Grow and develop the economy.
4. Increase options for recreation and alternative transportation.



Housing & Neighborhoods

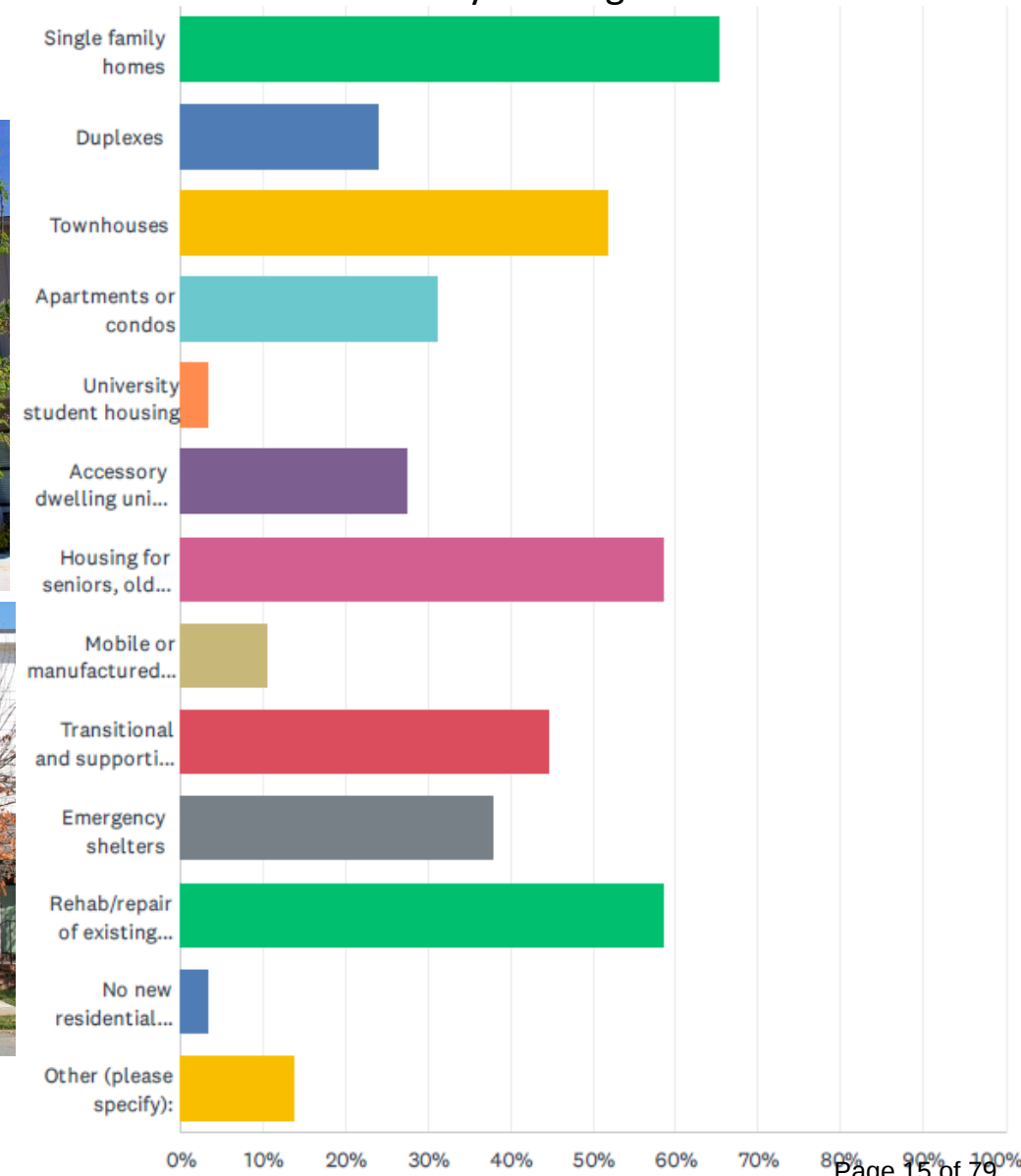
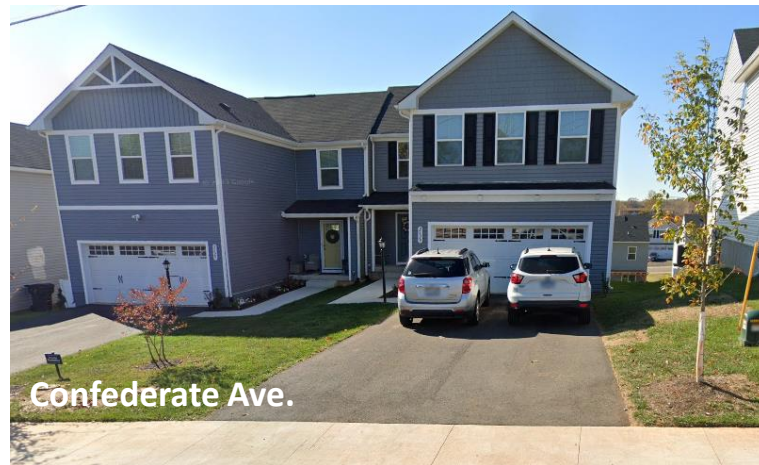
Key Themes: Need more housing, of all types

- **Housing needs for seniors, young families, workforce, and college students (more of a mix)**
- **Larger lot requirements make single family development challenging**



Housing & Neighborhoods

What types of new residential development would be desirable in Lynchburg?

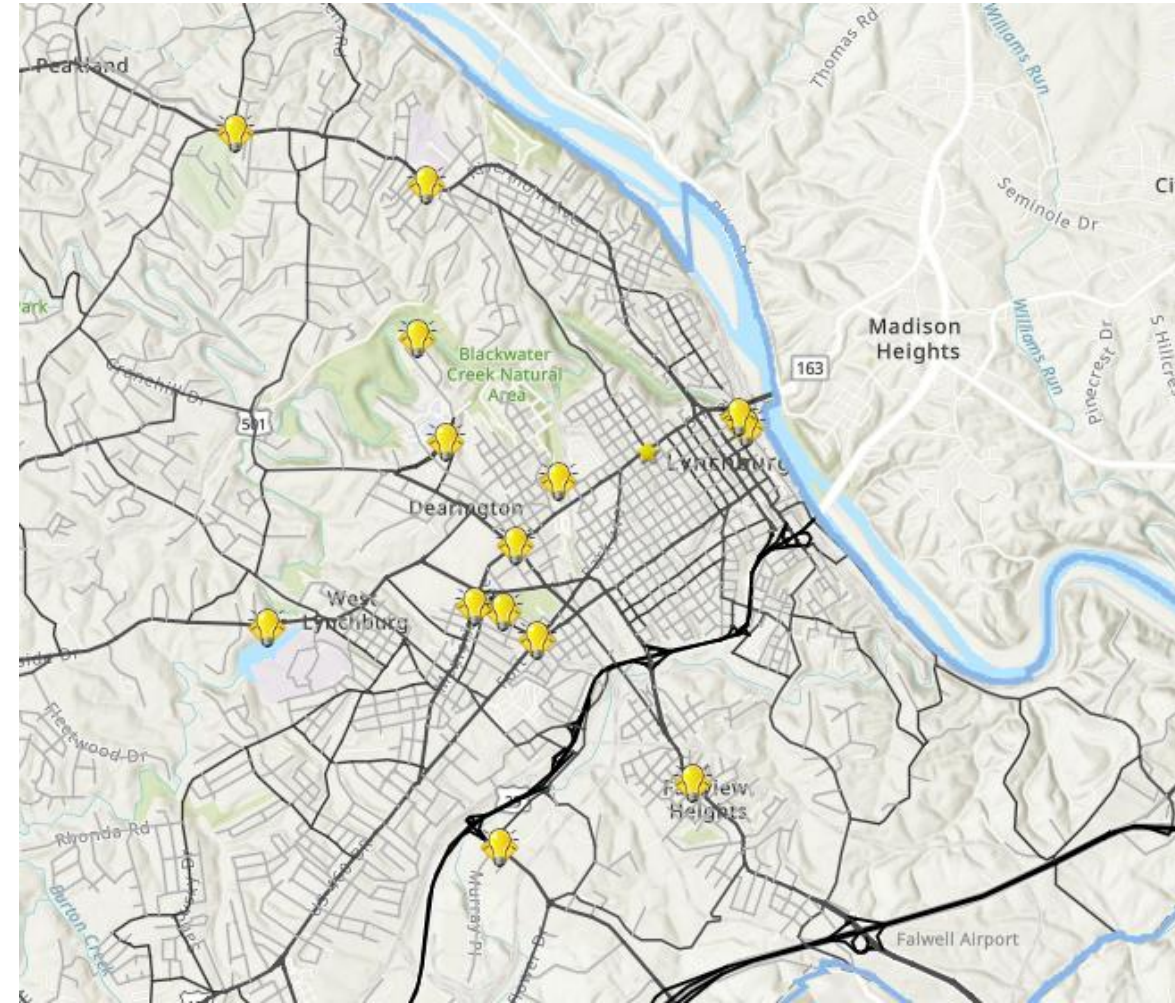




Transportation & Connectivity

Key Themes: Spot challenges in auto network; multimodal network not connected

- **Intersection challenges**
- **Expressway on-ramps (little to no acceleration lanes)**
- **Multimodal deficiencies (sidewalks, bike lanes, crosswalks)**



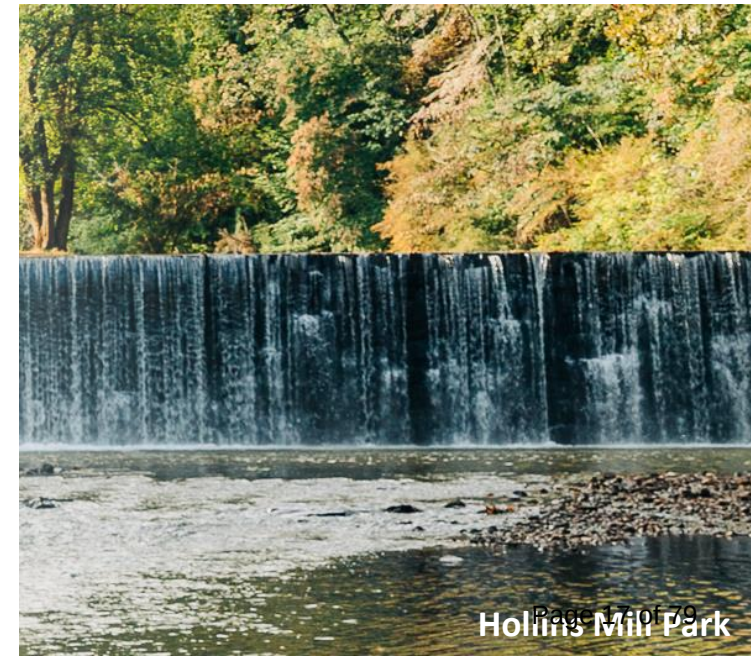
<https://www.lynchburgtogether.com/interactive-map>



Natural Resources and the Environment

Key Themes: Residents value natural resources; want to support and expand them

- Increase access to greenspace
- James River access
- Promote natural resources as an asset/economic driver
- Encourage utilization of parks/trails through schools
- Interest in recycling





Economic Growth & Investment

**Key Themes: Capitalize on what we have;
keep the momentum going**

- **Strong marketing/promotion efforts are working**
- **Potential to build on existing business clusters**
- **Interest in higher end and specialty retail**
- **Workforce development to support industry jobs (via education, housing)**
- **Look ahead to the digital economy**





City Character & Development

- **Key Themes: Residents love Lynchburg**
- **Arts and Culture are important for residents, visitors, and businesses**
 - **Downtown & Historic Areas**
- **Tourism**
- **Need for safe, family-friendly neighborhoods**
 - **Walkability & Access**
 - **Leverage Open Space**



Next Steps

- **Interviews with City Council Members**
- **Conduct Final Public Workshops & Focus Groups**
- **Complete Existing Conditions Analysis**
- **Compile Public Engagement Summary**
- **Begin drafting plan in Winter 2024**

Opportunities for Public Engagement

Public Workshops

December 2, 1pm, R.S. Payne Elementary

December 14, 6pm, Perrymont Elementary

**Public Survey | Open Until
December 31**

www.lynchburgtogether.com

*Scan
me!*



Thank you!





FY 2025 OPERATING BUDGET FIRST LOOK

December 1, 2023



FY 2025 OPERATING BUDGET

- Early staff revenue projections for FY 2025 included conservative growth over Adopted FY 2024
- Current economic trends reflect slowed consumer spending going forward
- Staff reviews revenue projections multiple times before the proposed budget is finalized



FY 2025 OPERATING BUDGET

	Actual FY 2021	Actual FY 2022	Actual FY 2023	Adopted FY 2024	Actual FY 2024	Actual FY 2024 to Adopted FY 2024	Actual FY 2024 to Actual FY 2023
SALES & USE TAX							
<i>ADOPTED FY 2024 BUDGET - \$23,100,000</i>							
JULY	\$1,503,837	\$1,595,392	\$1,752,856	\$1,537,816	\$1,756,307	\$218,491	\$3,451
AUGUST	1,396,989	1,567,107	1,734,950	1,510,552	1,735,715	225,163	\$765
SEPTEMBER	1,531,422	1,702,723	1,910,727	1,641,274	1,873,719	232,445	(\$37,008)
TOTAL	\$4,432,248	\$4,865,222	\$5,398,533	\$4,689,642	\$5,365,741	\$676,099	(\$32,792)



FY 2025 OPERATING BUDGET

	Actual Collected FY 2021 ²	Actual Collected FY 2022 ²	Actual Collected FY 2023 ²	Adopted FY 2024	Actual Assessed FY 2024	Actual Assessed FY 2024 to Adopted FY 2024	Actual Collected FY 2024 ²	Actual Collected FY 2024 to Adopted FY 2024	Actual Collected FY 2024 to Collected FY 2023
MEALS TAX									
ADOPTED FY 2024 BUDGET - \$20,265,000									
JULY ¹	\$1,090,332	\$1,381,484	\$1,450,812	\$1,527,821	\$1,585,769	\$57,948	\$1,445,285	(\$82,536)	(\$5,527)
AUGUST	1,186,360	1,506,141	1,608,171	1,615,040	1,724,625	109,585	1,701,730	86,690	\$93,559
SEPTEMBER	1,203,439	1,457,339	1,636,715	1,674,556	1,703,056	28,500	1,815,498	140,942	\$178,783
TOTAL	\$3,480,131	\$4,344,964	\$4,695,698	\$4,817,417	\$5,013,450	\$196,033	\$4,962,513	\$145,096	\$266,815
LODGING TAX									
ADOPTED FY 2024 BUDGET - \$3,775,000									
JULY ¹	\$155,637	\$242,273	\$268,473	\$298,039	\$307,142	\$9,103	\$287,424	(\$10,615)	\$18,951
AUGUST	213,511	333,446	335,707	416,611	365,472	(51,139)	367,347	(49,264)	\$31,640
SEPTEMBER	257,411	263,845	301,809	324,922	341,748	16,826	341,274	16,352	\$39,465
TOTAL	\$626,559	\$839,564	\$905,989	\$1,039,572	\$1,014,362	(\$25,210)	\$996,045	(\$43,527)	\$90,056
AMUSEMENT TAX									
ADOPTED FY 2024 BUDGET - \$900,000									
JULY ¹	\$13,970	\$59,351	\$46,938	\$95,133	\$89,628	(\$5,505)	\$88,097	(\$7,036)	\$41,159
AUGUST	19,248	55,160	97,916	60,078	63,590	3,512	62,359	2,281	(\$35,557)
SEPTEMBER	19,538	45,639	60,593	66,819	64,099	(2,720)	62,730	(4,089)	\$2,137
TOTAL	\$52,756	\$160,150	\$205,447	\$222,030	\$217,317	(\$4,713)	\$213,186	(\$8,844)	\$7,739

¹ Due to year end accounting activities, a portion of revenues associated with May and June were posted in June and July.

² "Actual Collected" includes all revenue received per month regardless of whether the payment is current or delinquent.

FY 2025 OPERATING BUDGET

Preliminary Funding Priorities

- Maintain current operations with required inflationary impact
- Fund scheduled debt service on current debt
- Anticipated Virginia Retirement System (VRS) increase
- Modest General Wage Increase based on Market
- Planned Progression pay for public safety
- Add funding for maintenance projects in the Operating Budget



Budget Engagement

Donna S. Witt
Chief Financial Officer
[434] 455-3968

donna.witt@lynchburgva.gov



How is a budget formed?

- Revenue Projections:
 - Economic outlook
 - Lynchburg growth and development
 - Trends
- Expenditure Considerations:
 - Inflation
 - Staffing
 - Equipment and program needs
- Submissions are reviewed by City Manager for alignment with organizational needs and City Council priorities

Overall Concepts and Definitions

- Council-Manager form of government
- Fiscal Year – July to June
- Schools funding
 - State
 - Federal
 - City

Overall Concepts and Definitions

...continued

- *Code of Virginia, Title 15.2, Chapter 25*
 - City Manager's Proposed Budget due to City Council no later than April 1st
 - The Code of Virginia requires the budget "must be balanced" – Revenues = Expenditures
 - Funds must be appropriated to be spent; largely happens with the adoption of the budget

Overall Concepts and Definitions

...continued

- Difference between:
 - Dillon Rule vs. Home Rule
 - General Fund vs. Enterprise Funds
 - Operating Budget vs. Capital Improvement Program

How do you build a budget?

- Comparison of Revenue Projections and Expenditure Needs (Budget Submissions from Departments, Schools, and GLTC)
- Compare and find gap
- How do you close a gap?
 - Raise revenue
 - Reduce service levels
 - Consider initiatives
 - Department equipment needs
 - Ongoing maintenance

Capital Improvement Program (CIP) Budget

- Buildings
- Transportation
- Parks and Recreation
- Economic Development
- School Facilities

Budget Calendar



How can your voice be heard?

- Watch City Council to stay informed – live streamed on Facebook or lynchburgva.gov
- Sign-up to speak at a City Council Meetings – visit lynchburgva.gov/public-comment
- March/April
 - Attend budget engagement events
 - Attend budget public hearing

Contact City Council

MaryJane Dolan – Ward I
Sterling Wilder – Ward II
Jeff Helgeson – Ward III
Chris Faraldi – Ward IV
Marty Misjuns – At Large
Stephanie Reed – At Large
Larry Taylor – At Large



Engagement Schedule

December – Budget Game available to the public

- Website
- Social Media
- Press release

January and February – Civic Groups

- Rotary
- Lynchburg Regional Business Alliance
- Kiwanis, Exchange, Optimists, etc.

March – Budget and Brews



Budget “Madness” Bracket

- Brush/Bulk Services
- Business Attraction and Retention
- Excellent Schools
- Fire/EMT Rescue Services
- Library
- Mental Health/Human Services
- Mowing and Landscape Maintenance
- Parks and Trails
- Police Patrol Services
- Public Transportation
- Recreation Programs
- Street Repaving and Maintenance
- Tourism/Sports/Arts and Culture Promotion
- Wi-Fi in Public Spaces
- Youth Services and Programming including Neighborhood Centers
- Zoning/Code Enforcement

Let's Play!





CAPITAL IMPROVEMENT PROGRAM (CIP) FIRST LOOK

December 1, 2023



CIP – WHAT WE KNOW

June 30, 2023 Outstanding Debt

City Capital	\$106,124,233
Schools	<u>76,724,985</u>
TOTAL	\$182,849,218



CIP – WHAT WE KNOW

FY 2024 Adopted General Fund Debt Service

City Capital	\$10,346,571
Schools	<u>8,126,090</u>
TOTAL	\$18,472,661



CIP – WHAT WE KNOW

Based on estimates from the FY 2024 – FY 2028 CIP the City can borrow approximately \$77M over the next 10 years and maintain the current level of debt service at \$18M.



CIP – WHAT WE KNOW

FY 2025 - FY 2029 CIP Submissions (City Funding)

	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total Expenditures
Pay-As-You-Go	\$11,160,960	\$15,107,636	\$14,042,144	\$17,377,600	\$14,864,000	\$72,552,340
Line of Credit/Debt						
Buildings	20,493,500	29,008,025	32,004,000	6,268,000	3,461,500	91,235,025
Transportation	20,559,000	21,039,191	22,226,800	16,850,250	21,365,076	102,040,317
Economic Development	5,625,000	8,450,000	6,836,000	11,600,000	1,000,000	33,511,000
Parks & Recreation	1,075,000	850,000	8,000,000	1,400,000	1,250,000	12,575,000
Miscellaneous	500,000	2,000,000	0	0	0	2,500,000
Schools - Expansion/Renovation	15,000,000	0	21,196,032	0	24,354,000	60,550,032
Schools - Maintenance	12,075,000	6,056,000	6,873,000	15,160,000	5,875,000	46,039,000
Sub-Total Line of Credit/Debt	\$75,327,500	\$67,403,216	\$97,135,832	\$51,278,250	\$57,305,576	\$348,450,374
TOTAL City Funding	\$86,488,460	\$82,510,852	\$111,177,976	\$68,655,850	\$72,169,576	\$421,002,714



Strategic Investment Opportunities

**City Council Retreat
December 1, 2023**

Overview

- FY 2023 Projected Year-end: \$15M in Excess Fund Balance
 - DEC 12th – Planned Budget Amendment for \$3M for Riverfront Park
- Review options for additional strategic investments
- Identify options that are supported by a majority of City Council
- Budget Amendment on Dec 12th to appropriate additional funding (if necessary)
- Any unspent funds will be included in the Proposed FY 2025 Budget for Pay-As-You-Go Capital Projects

Convert White Rock Elementary School

Infrastructure / Quality of Life

\$3.5 M

- Recently vacated by Lyn Cag / Head Start
- Funding to begin the renovation and transform facility into neighborhood center



Renovate Main Library

Infrastructure / Quality of Life / Lifelong Learning

\$3.0 M

- Design is complete and construction funding is planned for FY 2025
- Construction Inflation has resulted in higher than expected costs



Waive \$10/Mo Refuse Collection Fee in FY 2025

Economic Development

\$2.7 M

- Continuation of fee waiver that City Council implemented in FY 2024
- \$120 Annual Savings for Residential Customers



Purchase Ladder Truck for Fire Department

\$2.4 M

Public Safety

- Additional ladder truck needed for new Candler's Mountain Station
- 36 Month lead time from order to delivery



Fund Property Toolkit

Public Safety / Quality of Life / Economic Development

\$1.5 M

- Increased funding for demolition / stabilization of blighted structures
- Seed funding for Housing Trust Fund
- Funding for Strategic Property Acquisition



Waive Vehicle License Fee in FY 2025

Economic Development



- Continuation of fee waiver that City Council implemented in FY 2024
- Impacts every resident / business with a vehicle registered in Lynchburg

Vehicle License Fee

The City of Lynchburg assesses an annual license fee on every motor vehicle, motorcycle and trailer that is garaged in the city and has an active state registration. License fees are due on June 5 each year and are included on the personal property tax bill.

Amount of License Fees

Passenger Vehicle (4000 lbs. and less)	\$29.50
Passenger Vehicle (4001 lbs. and over)	\$34.50
Motorcycle	\$21.00
Travel Trailer	\$29.50
Trailer (1-1500 lbs.)	\$8.00
Trailer (1501-4000 lbs.)	\$18.50
Trailer (4001 lbs. and over)	\$23.00

Design Bass Elementary

Lifelong Learning

- Design Funds for expansion of Bass Elementary
- Aligns with Lynchburg City School Board's facility Plan

\$1.5 M



Replace City Stadium Artificial Turf

\$1.0 M

Infrastructure / Quality of Life

- Field is approaching end of useful life and is showing signs of wear and tear
- Opportunity to complete project prior to spring sports season



Implement Public Safety Recruiting & Retention Strategy

Public Safety

\$1.0 M

- Comprehensive initiative across all public safety services to improve recruiting and retention efforts across
 - Compensation
 - Procedure
 - Marketing and outreach
 - Job Satisfaction
- More information at December 12th City Council meeting



Design & Construct MLK Bridge Improvements

\$1.0 M

Infrastructure

- Current structure built in 1982 and named after Dr. King in 2005
- Significant maintenance is necessary
- Public outreach underway



Plan and Construct Perrymont Park

Infrastructure / Quality of Life

\$728K

- Leverages existing grant funding to activate the park
- The improved field would help address the need for additional athletic fields



Plan and Construct College Park

Infrastructure / Quality of Life

\$650K

- Aligns with masterplan adopted by City Council in 2022
- Combining phase I & II together will provide twofold savings – mobilization and leveraging stormwater work to implement additional features

Key Park Features

1. Park Loop and Nature Path
2. Stormwater Basins
3. Observation Areas and Overlooks
4. Recreation, Gathering and Play
5. Sustainable Plantings and Maintenance



Improve Randolph College Business Corridor

Infrastructure / Economic Development

\$500K

- Will include Pedestrian, wayfinding and other improvements.
- Leverages existing private sector investment in the corridor



Plan and Construct Heritage Park

Infrastructure / Quality of Life

\$450K

- Heritage Park master planning as well as upgrades to existing facilities adjacent to Heritage High School are currently funded in the CIP – current project includes:
 - basic property clean-up (removal of high chain link fences, landscape cleanup, repair of existing buildings, etc.);
 - installation of an asphalt walking loop; and
 - basic renovation of sports field and small-scale park amenities
- Additional funding would allow for lighting of the fields and additional amenities to expand the use and hours



Improve Parking at Awareness Garden

Infrastructure / Quality of Life

\$250K

- Project will build new parking at the Ed Page entrance to the Blackwater Creek Trail
- Parking construction expected to cost \$375K total with city contributing \$250K
- Awareness Garden has pledged and additional \$200K to expand the garden.
- Total Investment of \$575K



Activity

- Review projects with subject matter experts
- Use stickers to identify projects you support
- Review Results

City Branding Update

City Council Retreat
December 1, 2023



OFFICIAL SEAL AND LOGO MARKS



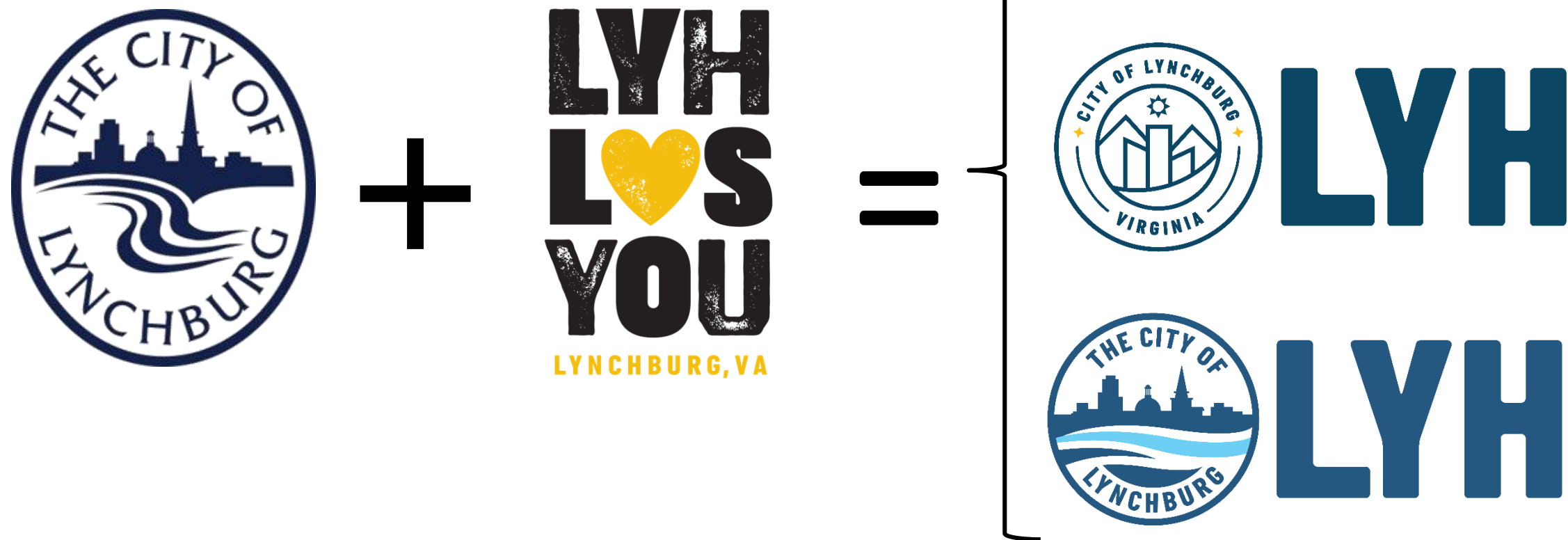
DEPARTMENTS AND PARTNERS



PROGRAMS AND INITIATIVES



Logo Considerations



Respondents are more likely to say the sun logo **impacts** their overall impression of the City in a **POSITIVE** way



55%

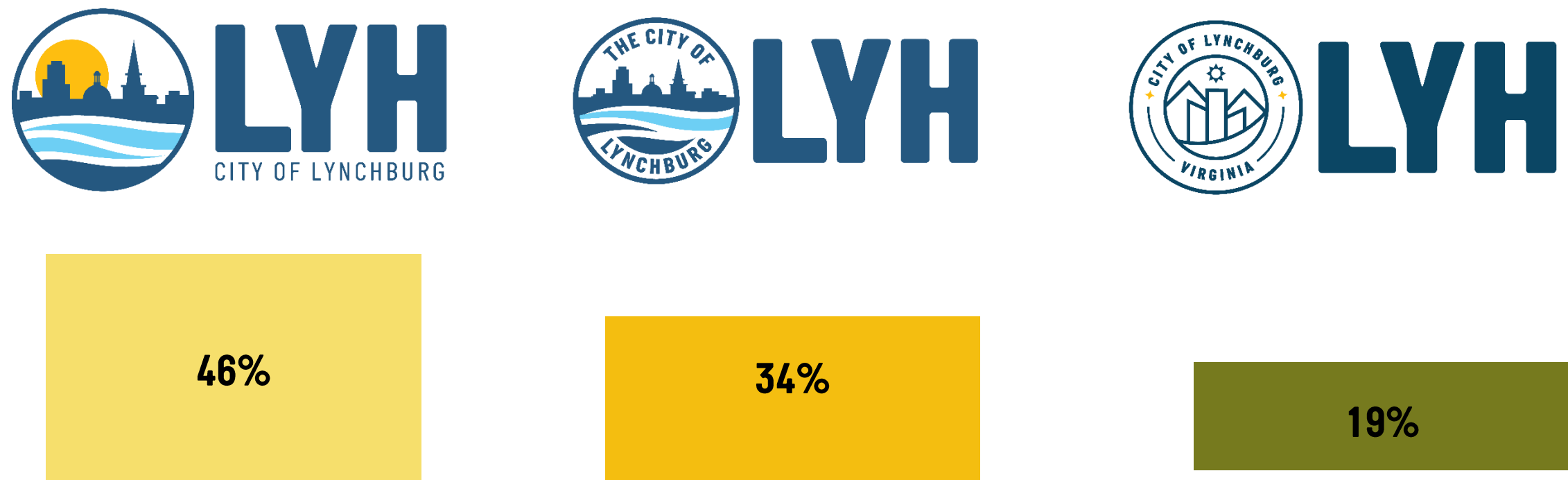


43%



26%

Respondents indicate the sun logo best reflects a community that is appealing to young professionals and young families



New Logo

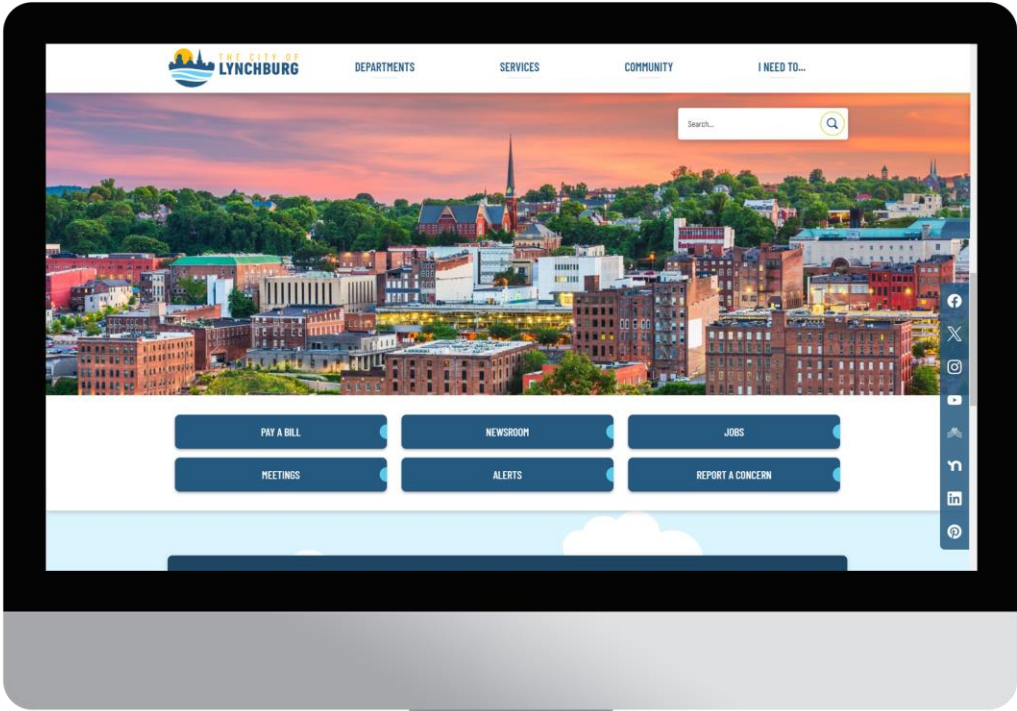


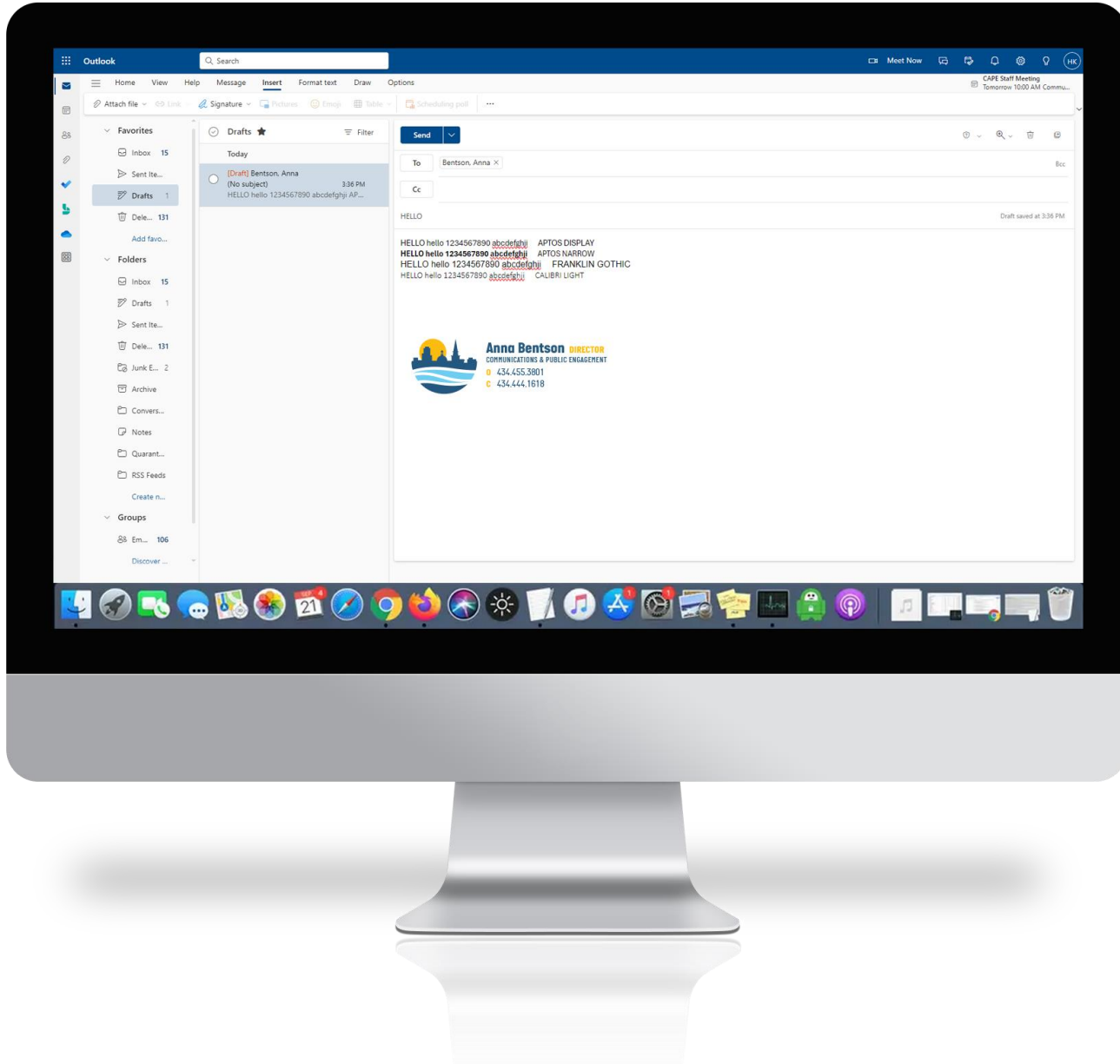
THE CITY OF
LYNCHBURG



LYH
CITY OF LYNCHBURG

Website





Anna Bentson DIRECTOR
COMMUNICATIONS & PUBLIC ENGAGEMENT

O 434.455.3801

C 434.444.1618



THE CITY OF
LYNCHBURG

ANNA BENTZ

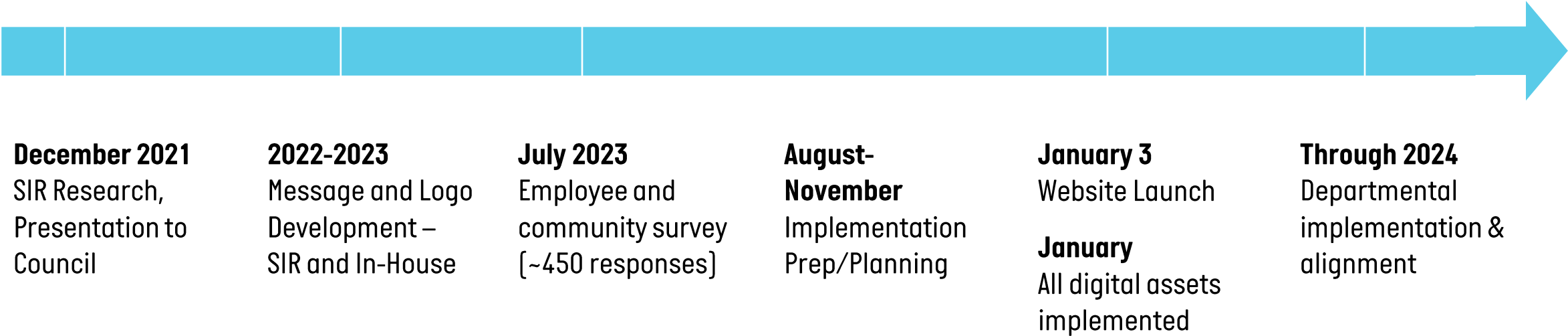
COMMUNICATIONS

Comms & Pub Engagement
900 Church Street
Lynchburg, VA 24504

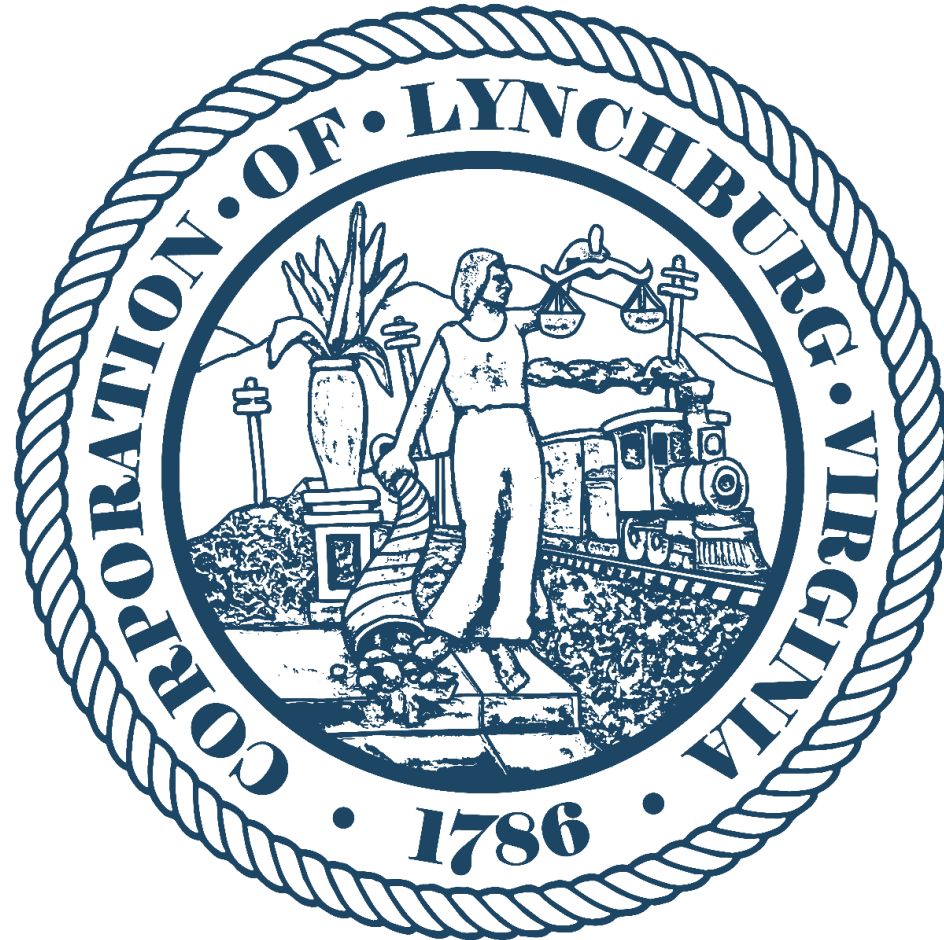
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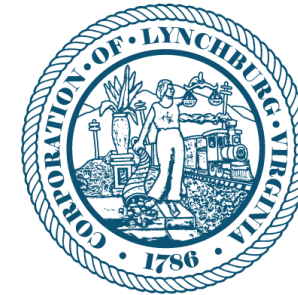
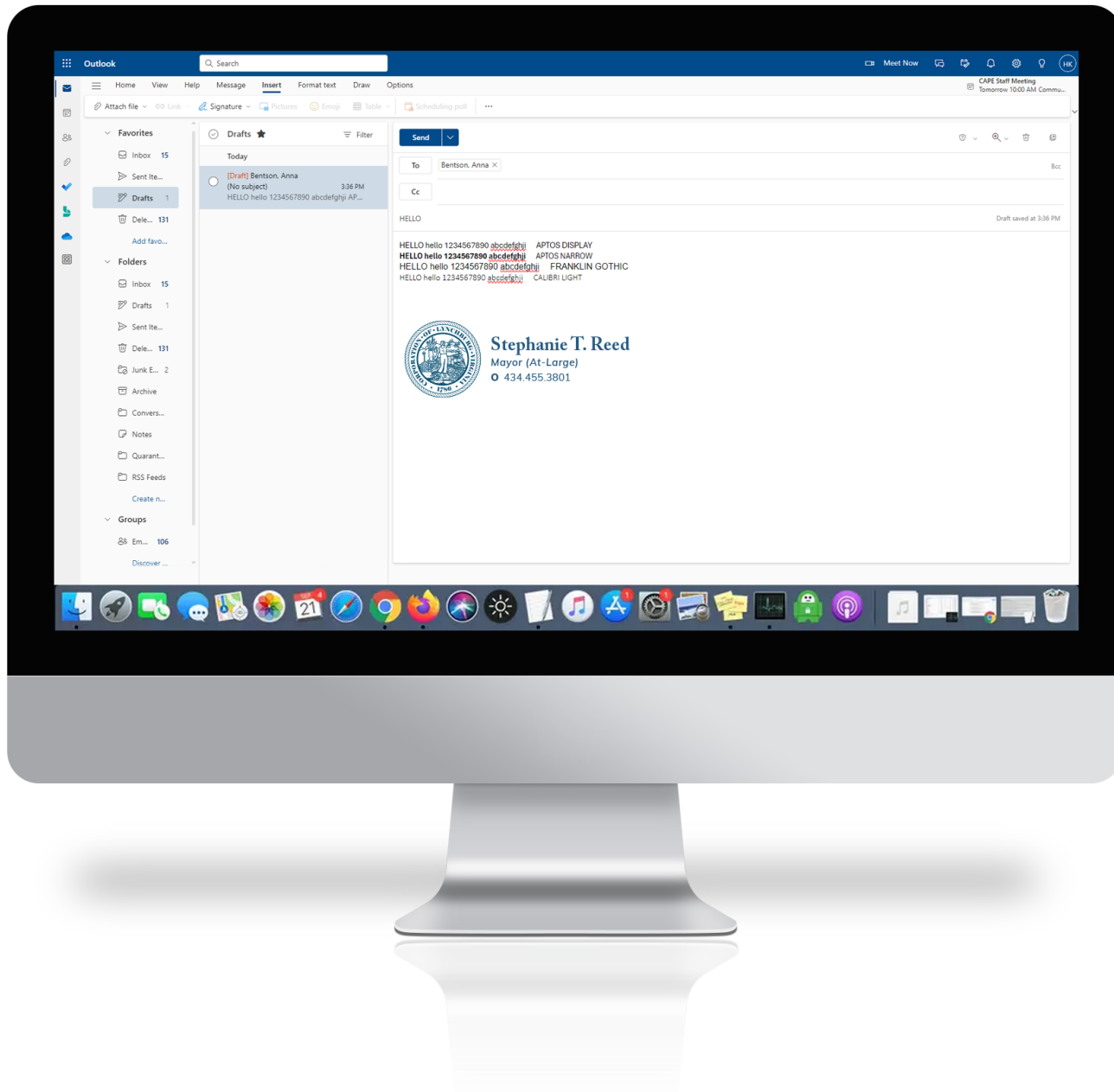


Implementation Timeline



City Council





Stephanie T. Reed
Mayor (At-Large)
☎ 434.455.3801



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123.456.7890
email@cityoflynchburg.com
1 Address Place
Lynchburg, VA 24502



Stephanie T. Reed
Mayor (At-Large)

City Hall
900 Church Street
Lynchburg, VA 24504

434.941.9869
stephanie.reed@lynchburgva.gov

