



The City of Lynchburg, Virginia

City Manager's Office

MEMORANDUM

TO: City Council

FROM: Margaret M. Schmitt *mmS*

SUBJECT: FY2016 Assessment

DATE: November 7, 2016

This report includes the results of City Council, Citizens and City Employees assessment of progress in each of the twelve “pillars” of the City’s Strategic Plan. Each group was invited to assess progress based on FY2016 accomplishments identified by City staff. All seven Council members submitted assessments while 141 citizens and 268 City employees submitted assessments.

A summary page for each focus area includes:

- The definition and primary strategy for the focus area;
- A graph showing average City Council scores from 2011 to 2016;
- The 2016 City Council, Citizen and City Employee Assessments;
- The 2016 City Council average rating;
- The increase or decrease compared to 2014;
- The distribution of City Council individual assessments;
- All City Council comments and representative citizen and employee comments.

All citizen and employee comments follow the summary pages.

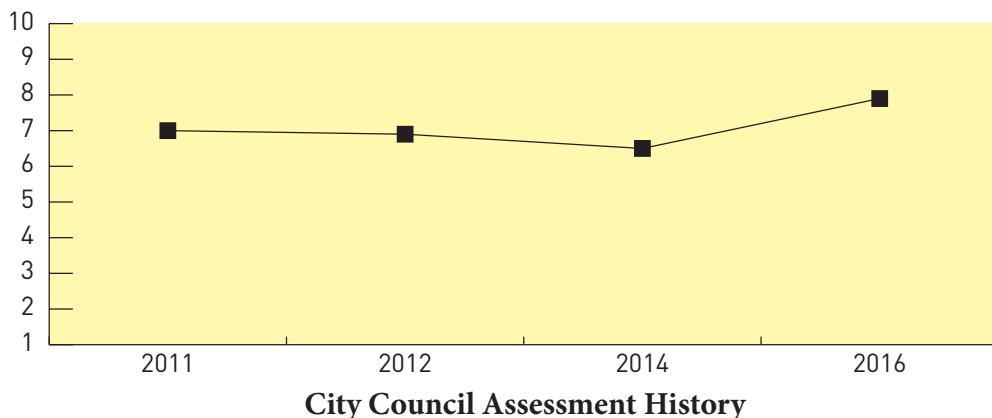
Council was also invited to rate progress on a new area – Excellent Government – in recognition of the foundational areas of “good governance” and “fiscal responsibility”. The addition of FY2016 accomplishments in this area supports current service delivery and sets the stage for establishing goals and measures for future years.

The results indicate that City Council rated progress higher than the other respondent groups in seven of twelve areas: Arts and Culture, Citizen Engagement and Social Capital, Economic Development, Healthy and Active Living, Infrastructure, Land Use and Natural Resources. City Employee ratings were between City Council and Citizen ratings except in Economic Development, Social Equity, Lifelong Learning and Neighborhoods where their ratings were slightly higher than others. Citizens rated progress lower than City Council and City employees in all areas except Social Equity.

ARTS & CULTURE

Arts & Culture: Lynchburg is a place to discover and enjoy arts, history, and culture.

Strategy: Improve the City's role as facilitator and champion of local and regional efforts to promote preservation, the arts, and heritage development.



(Based on FY 2015 Major Accomplishments, Works in Progress, and Critical Issues/Concerns for the Future)



Rating Details:



Council Comments:

- The City has done an extraordinary job in responding to the culture needs - always more to be done but so proud of where we are.
- Liberty's Theatre is fabulous and they just opened a music stadium. Capitalize and highlight private endeavors rather than funding their competition (i.e. Academy of Music)
- I think we are making good steps. The bluffwalk is a significant part of the downtown culture.
- Lynchburg is developing a "vibe" that is becoming very attractive to many. This seems to be centered in our downtown.

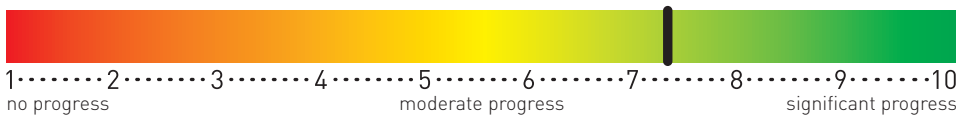
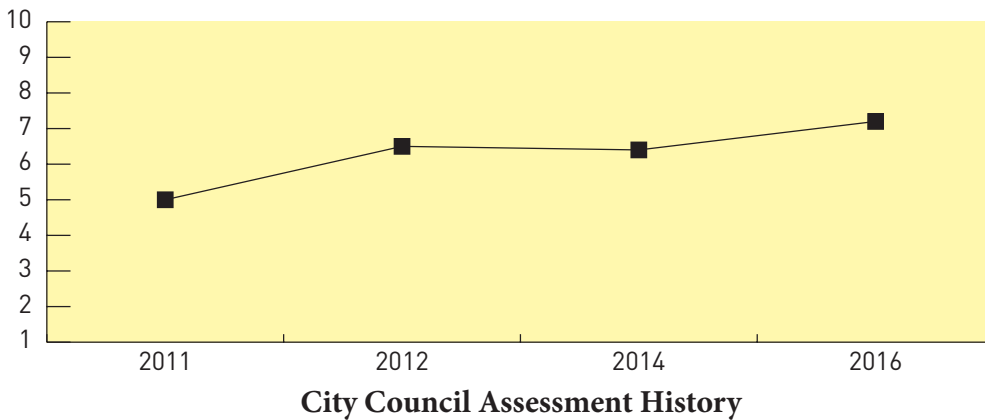
Representative Citizen/Employee Comments:

- The City's accomplishments in the Arts and Culture are great and it appears that partnerships with various organizations have enhanced these successes.
- Need more multicultural opportunities.
- Need better promotion of art & cultural opportunities.
- Making progress. Progress with the Fine Arts Academy is going too slow. Appreciated the free admission to the Lynchburg Museum and many of the events and displays.
- Nice improvements. But at a cost versus other infrastructure needed more or lower taxes.
- For a small city, Lynchburg is very arts focused!

CITIZEN ENGAGEMENT & SOCIAL CAPITAL

Citizen Engagement and Social Capital: Lynchburg citizens are engaged in participative democracy, interact with each other, learn from each other and together make the community more than the sum of its parts.

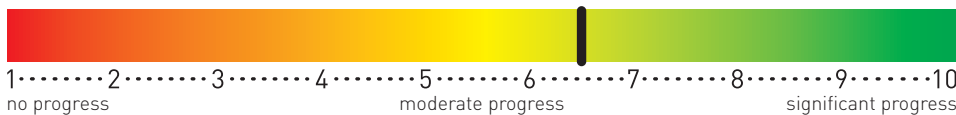
Strategy: Promote active and effective participation in civic affairs, democratic process, and community improvement efforts.



City Council Assessment • October 2016
(Based on FY 2015 Major Accomplishments, Works in Progress, and Critical Issues/Concerns for the Future)



City Employee Assessment • October 2016



Citizen Assessment • October 2016

Rating Details:



Council Comments:

- The LPD CAT is a great step forward.
- The Police Department Community Action Team is doing a great job in the community.
- When you ask people their opinions you can't only accept and incorporate the ones you want to hear as you then have fewer people engaged. I have watched the public attendance plummet (Budget work sessions, etc. and heard people say "what difference does it make, they are going to do what they want anyway.")
- Great progress here. So impressed with the CAT team and our neighborhood involvement. Citizen involvement is so important as we journey through our community challenges.
- Overall citizen engagement is always a challenge for our City. We continually work on this and are seeking ways that we can do better. This is commendable.

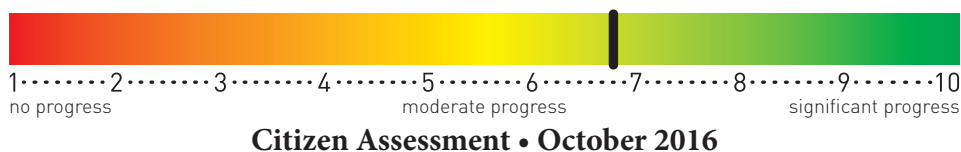
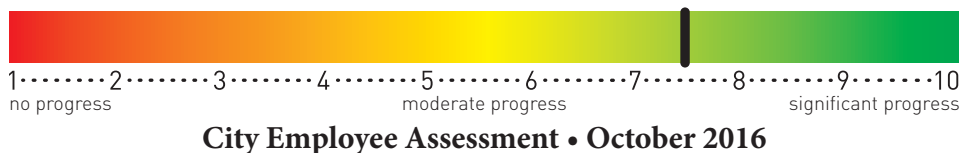
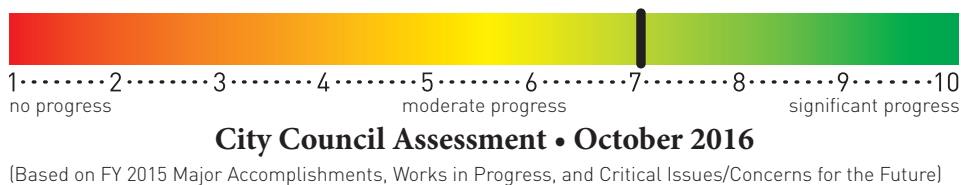
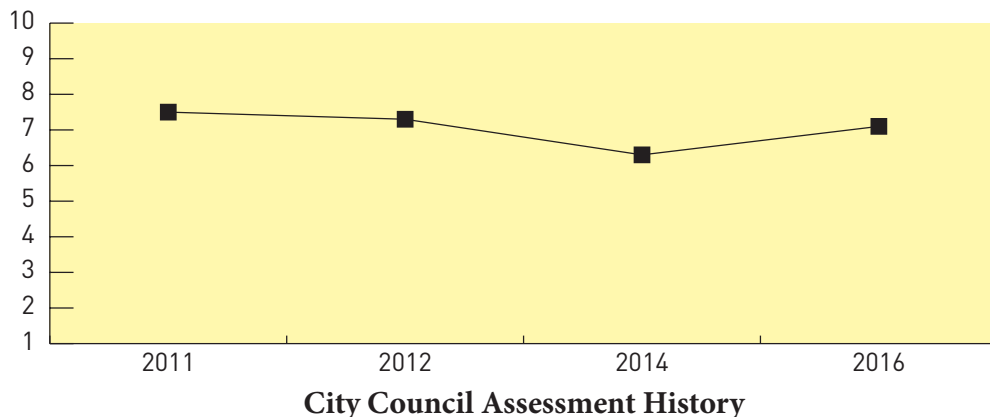
Representative Citizen/Employee Comments:

- Regarding the library, there are plans to update and improve the main library. The city supporting and funding this effort would be spectacular.
- Police community action team is a step in the right direction. Need to continue to be proactive with the police engaging the public in a constructive manner. Trust and credibility is important.
- Better publication of these events is needed. Direct mailings once per quarter would be nice. As a 20-something, I don't care about architecture much, but I would like to know more about ways to get involved in the community and make a difference!
- Just keep on offering positive events to help bring our wonderful community together.
- We still have a way to go to move from reactive to proactive.

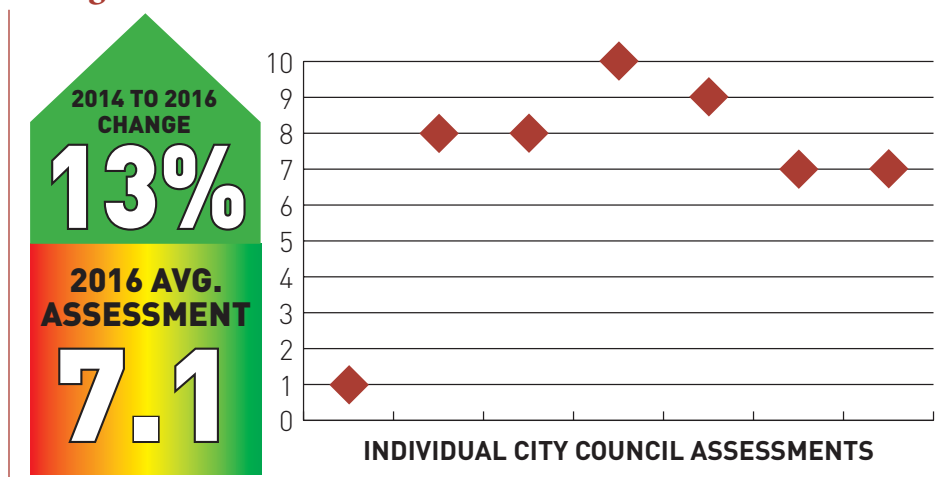
ECONOMIC DEVELOPMENT

Economic Development: Lynchburg fosters an environment where businesses develop, thrive and compete in the global marketplace.

Strategy: Focus on areas that will directly impact economic growth and ensure Lynchburg is in a competitive position to attract, retain, and grow the types of companies and industries it desires.



Rating Details:



Council Comments:

- Good work but lots to do
- Tech Hire designation was not listed as an accomplishment, perhaps this was last year. However the grant application represented a significant accomplishment in getting businesses to sign on as a collective group that would participate in hiring or offering internships for Tech Hire participants.
- We even openly admitted that the only way to get people to develop is to give them the tax money they create to pay for their development. Both in re-vitalization (Virginian) and new land out by Forest (Rosedale). I am delighted that we have Liberty and Centra for employment growth.

- The Pac Life and 1st Colony (employment) should - I hope - be good for us. Jobs! Jobs! Jobs! = People out of poverty.

- Great job with Pacific Life. It fills the gap with Genworth.

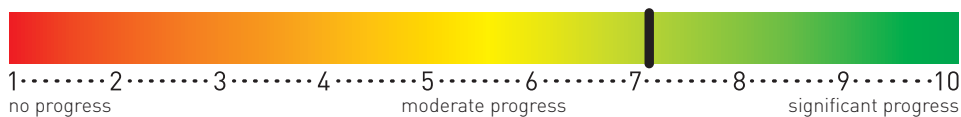
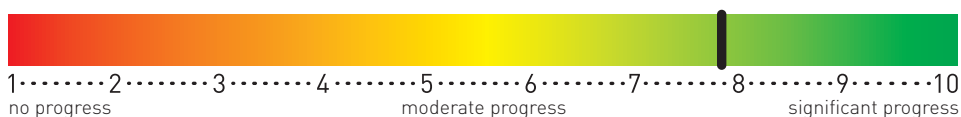
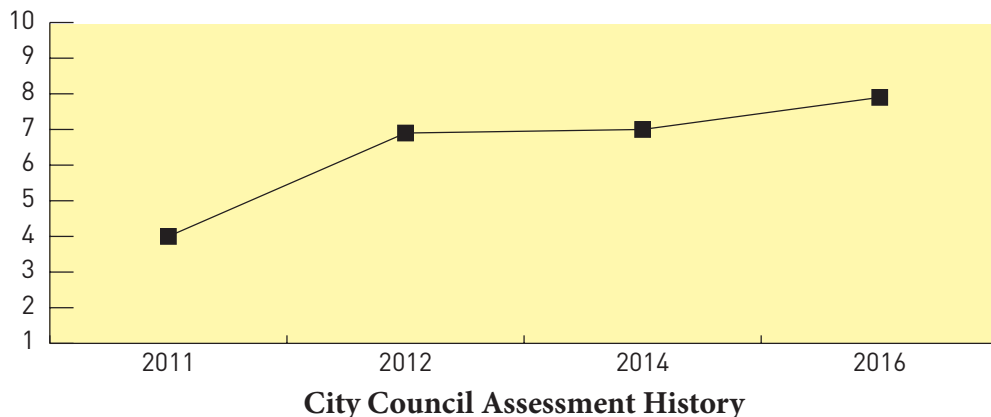
Representative Citizen/ Employee Comments:

- Need more jobs that pay higher wages.
- We really need diversification. Too much of our economy is dependent on Liberty University.
- People want to live, work, and play in the same community. Continued support of the projects that make this happen will grow a positive and economically sound city.
- Economic development is on track.
- Again, it may sound like a lot of money has been spent, but in so far as making a meaningful/tangible impact on the area's economy, it has not.
- Progress, but improper to tax and us and then spend on partnerships with private business.

HEALTHY & ACTIVE LIVING

Healthy & Active Living: Lynchburg supports healthy and active living.

Strategy: Upgrade existing facilities in parks to meet current codes and to improve their appearance and function.



Rating Details:



Council Comments:

- Great accomplishments listed that the City directly participated or spearheaded. There are also many indirect accomplishments that City has worked w/community partners collectively to bring about change as well. The 5 Gold Medals and the White House Harvest visit were later in 2016... we were the only city selected out of the 500+ cities, towns and counties that was invited to White House Harvest, quite an honor that should be noted.
- Need to address the food deserts. Good.
- Good progress
- It is amazing to see the rise in privately supported charity runs, etc.
- Trip to White House, a more recent event, shows that our efforts to be a healthy City are paying off.

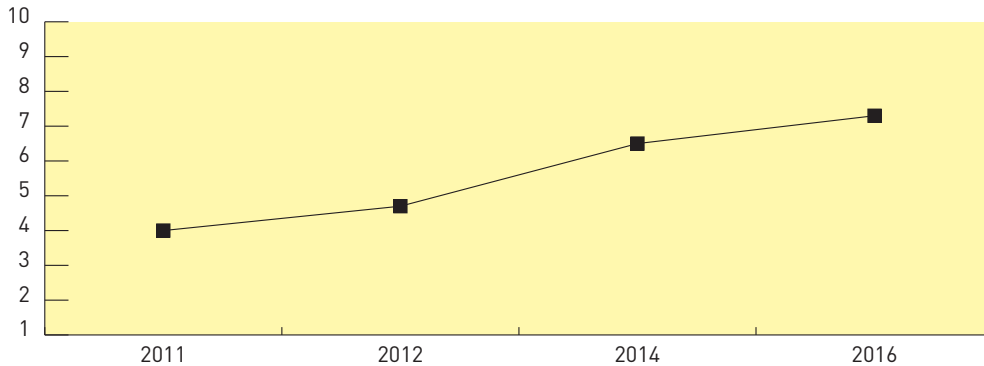
Representative Citizen/Employee Comments:

- Need to focus more attention on creating new bike lanes and shared markings when repaving.
- There are still so many streets in Lynchburg City that do not have sidewalks. I believe having sidewalks would make a big impact on more people walking, and walking safely.
- Citizens are somewhat limited in how and where they can pursue a healthy & active lifestyle as there is a huge shortage of gym & field space with-in the city. This shortage of gym & field space will become even more noticeable as the city will again host the Commonwealth games for the next couple of years and especially as we begin to gear up for the 2019 State Games of America.
- This category probably has the most obvious improvements. I appreciate the city's initiatives to be a healthy community.

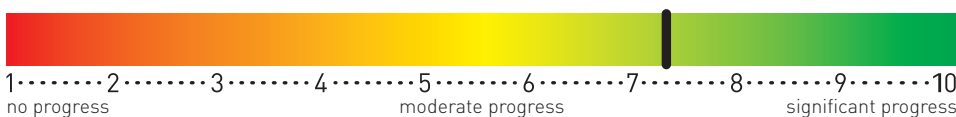
INFRASTRUCTURE

Infrastructure: Lynchburg will develop, renew and replace the City's infrastructure in a manner that is cost-effective, efficient, and sensitive to the community's needs.

Strategy: Provide the citizens of Lynchburg with dependable, modern, high-quality roads, utilities and public spaces to meet the City's long-term requirements.

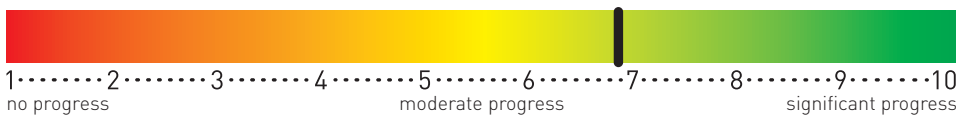


City Council Assessment History

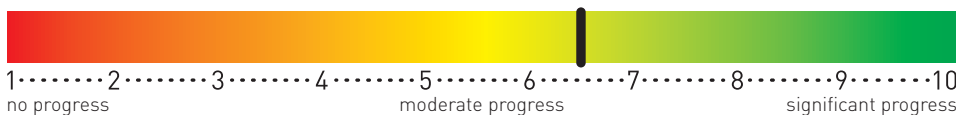


City Council Assessment • October 2016

(Based on FY 2015 Major Accomplishments, Works in Progress, and Critical Issues/Concerns for the Future)



City Employee Assessment • October 2016



Citizen Assessment • October 2016

Rating Details:



Council Comments:

- We continue to be steadfast and sensitive to the City's needs in this pillar and have had successes. Downtown will be a major challenge.
- Important progress here
- Making progress but still much more to be done. This a sustainable rate of improvement.
- We need to progress on the right issues. We have seen our police dept. facilities, but we built an \$80M new school, \$8M on bathrooms at City Stadium, Parks & Rec rehabbed a \$500k building with \$12M. We need to focus on essential services as the CIP wishlist is \$200M w/\$0 debt capacity.

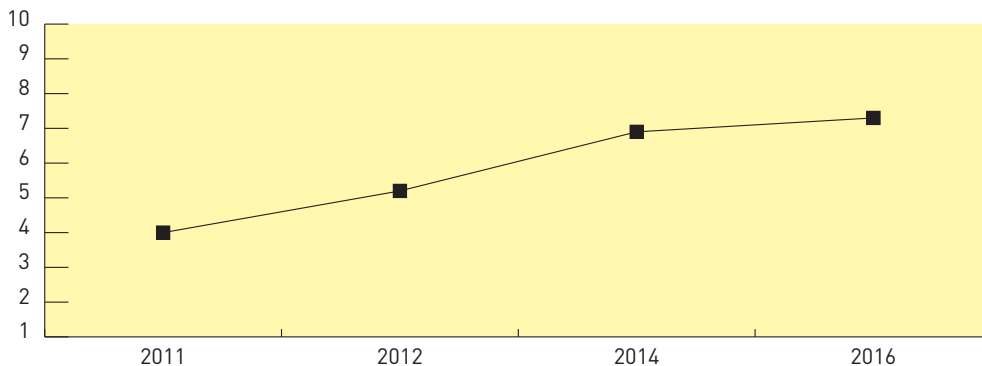
Representative Citizen/Employee Comments:

- City Buildings are falling down and in bad shape....employees shouldn't have to work in those conditions.
- I think we got a lot accomplished but need to figure out how we fund maintenance with more stable funding.
- The successes above are worthy of celebration but the deferred maintenance of city buildings and other structures is a growing problem.
- These initiatives are great, but they take too long to complete. Roads are closed for months have detrimental effects on the local businesses while little to no construction is actually happening for extended periods of time. The sewer project alone has left downtown a mess for years and has caused sections to be redone several times. Projects need to be completed faster with less periods of inactivity.
- I would mark you a lot higher were it not for all of the darn road projects taking FOREVER to complete. They tear up one street before finishing the adjacent project. You should not allow these contractors to take years to complete these projects. You are causing havoc to downtown right now and if that doesn't end quickly it will un-do all of the good that has taken place to get people to come.

LAND USE

Land Use: Lynchburg optimizes the use of land and resources within its 50 square miles.

Strategy: Promote public and private strategies that allow for transit and pedestrian-oriented, mixed-use development opportunities, especially within designated redevelopment areas.



City Council Assessment History



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City Employee Assessment • October 2016



Citizen Assessment • October 2016

Rating Details:



Council Comments:

- Zoning Ordinance that was adopted was a major accomplishment
- Better, but we need to balance planning ideals w/practical solutions.
- Good. Let us not just talk about density as density does not bring about wealth to our City. We could be more densely populated with more people in poverty or we could be more densely populated w/millionaires.

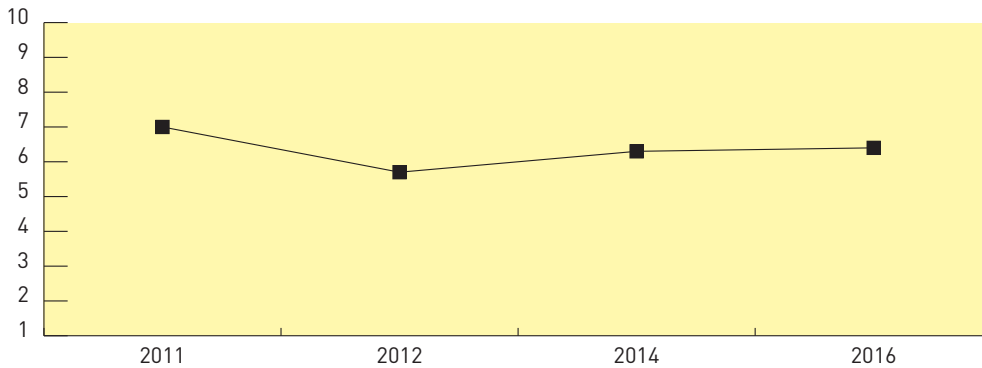
Representative Citizen/Employee Comments:

- Would like to see more caution used in the rezoning of green spaces for commercial use or high density residential use.
- More needs to be done with the road system BEFORE any other parcels are approved for businesses. Wards Road and Timberlake Road are prime examples of a lack of planning to accommodate the additional traffic once businesses have opened.
- Allowing WAAAAAYYYYY too much apartment growth, which only causes huge congestion and the apartment dwellers do not pay real estate tax and therefore do not contribute to the funds to improve the needed infrastructure because of them.
- Address issues of midtown, Timberlake and Route 501, Route 29 - Wards Road, Campbell Avenue and Candler's Mtn. -Route 460 congestion.
- So much of the zoning is inappropriate for where it is at, relative to the proximity to natural resources or existing infrastructure.

LIFELONG LEARNING

Lifelong Learning: Lynchburg is a community that values, encourages, and supports the pursuit of learning opportunities at all stages of life.

Strategy: Create partnerships with Lynchburg City Schools, private schools, universities, colleges and the business community to support workforce development.



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City Employee Assessment • October 2016



Citizen Assessment • October 2016

Rating Details:



Council Comments:

- I'd like to see our neighborhood recreation centers used more in this pillar, I did not see this noted in the accomplishments.
- We lost the UVA/CVCC connection.
- Focus on others doing and providing opportunities for personal enrichment. This is hard to quantify as this isn't the City's responsibility.
- Good solid partnership happening.

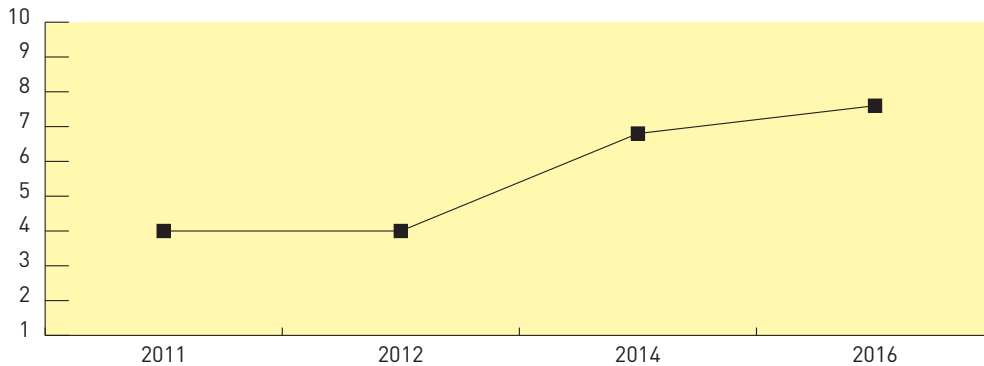
Representative Citizen/Employee Comments:

- I think this is a very impressive list!
- Lifelong Learning is an important part of the City's responsibilities and they have endeavored to make improvements in peoples' lives through programs such as Bridges Out of Poverty, Nurturing Parenting Classes, Workforce Development, and other methods.
- Commendable. CVCC lost engineering program with UVA which is regrettable.
- I certainly like the partnerships fostered with local programs. Hope to see more of this.
- While this is great- why isn't there more partnership with Randolph College and Lynchburg College? Why does it always seem like Liberty University is mentioned??

NATURAL RESOURCES

Natural Resources: Lynchburg protects, preserves and restores the natural environment.

Strategy: Encourage development that maximizes the use of limited land resources, while being sensitive to cultural and natural resources and surrounding land uses.



City Council Assessment History



City Council Assessment • October 2016

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City Employee Assessment • October 2016



Citizen Assessment • October 2016

Rating Details:



Council Comments:

- Great accomplishments!
- We Take care of our parks well. Great trail system to walk which helps with healthy and active living.
- Very good. Now we need to start to apply the storm water \$ to solve sediment issues.

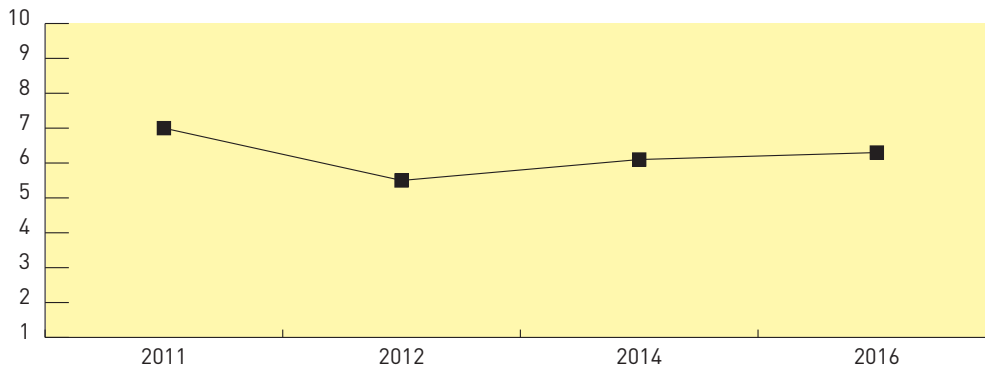
Representative Citizen/Employee Comments:

- Nice job on the 10 years of recognition for waterworks. That is fantastic!
- Progress is too slow.
- Why can we not have curbside recycling?? Even Town of Amherst has it. Such a pain to collect in house or store in car!!
- Natural Resources protection is important in Lynchburg and has been improved through the completion of Riverside Park Phase I and Phase II CIP Project(s), negotiation of the new Combined Sewer Overflow (CSO) Consent "Order", and the Virginia Department of Health Excellence in Waterworks Performance.
- Maximize efforts to connect with the James River!

NEIGHBORHOODS

Natural Resources: Lynchburg protects, preserves and restores the natural environment.

Strategy: Encourage development that maximizes the use of limited land resources, while being sensitive to cultural and natural resources and surrounding land uses.



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City Employee Assessment • October 2016



Citizen Assessment • October 2016

Rating Details:



Council Comments:

- This pillar I find confusing, is it natural resources in neighborhoods and land use only? The Fairview Heights incident was much more than this and may be more in line with what needs to be measured. The Neighborhood Centers and their utilization may need to be included in this pillar, i.e. the partnership w/Boys & Girls Club and the City.
- Concentrated efforts in specific neighborhoods. We need to help those in the annexed areas with "city" improvements.
- Several community events sponsored by the City and partners. The summer basketball league was great. The new teen center at College Hill is a great idea.
- Tough, as much more transient neighborhoods. More neighborhoods are not owner occupied but rentals.

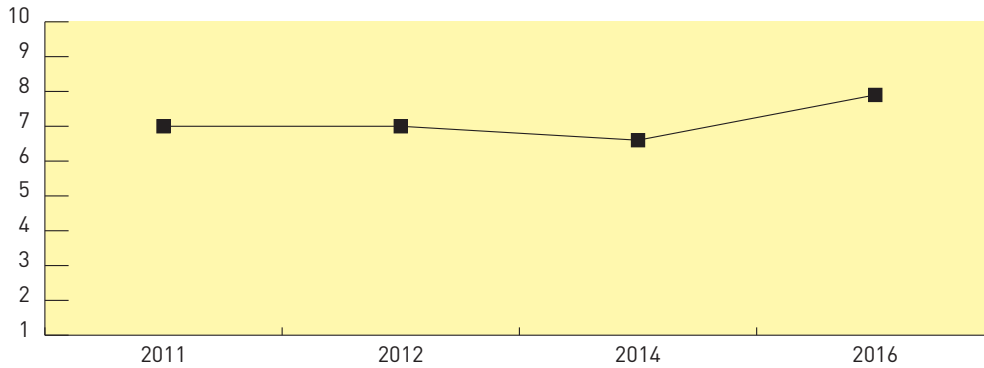
Representative Citizen/Employee Comments:

- Although some progress in certain neighborhoods; City is not spending enough funds throughout the older sections of city to maintain a better than average look and feel. Continued lack of funding will lead to many neighborhoods falling further into blight and crime. Taxes should be raised to provide funding for better roads, sidewalks etc... If the city has built it; it should fund to maintain them.
- Need to take action on abandoned buildings. There are over 200 condemned residential and commercial structures which are blight.
- I am sure this is significant but if you don't live in one of the affected neighborhoods you do not hear about it.
- Need to focus on middle class neighborhoods BEFORE they go down hill. Paul Munro and Bedford hills need safe routes to school. Boonsboro/mid rivermont neglected.

SAFE COMMUNITY

Safe Community: Lynchburg supports a safe and vibrant community through partnerships, planning and prevention.

Strategy: Foster a safe and vibrant community through conserving, stabilizing and revitalizing City neighborhoods.

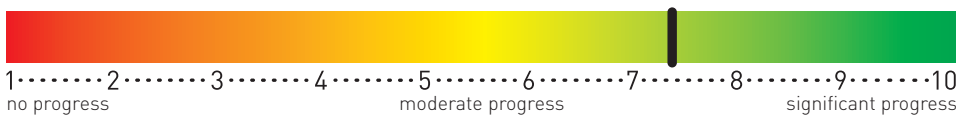


City Council Assessment History

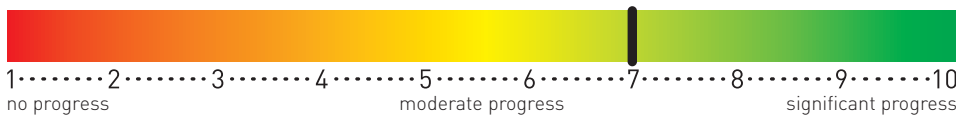


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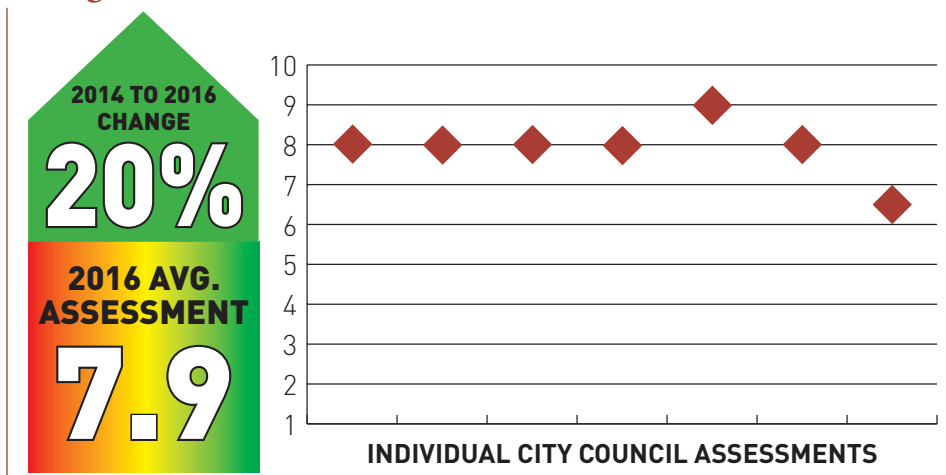


City Employee Assessment • October 2016



Citizen Assessment • October 2016

Rating Details:



Council Comments:

- The CAT should be noted here, plus hiring of a new Police Chief was an accomplishment this past year.
- I am feeling real positive about the direction we are taking here.
- Good progress. The grass roots effort of the CAT should help. We need to curb black on black violence. How?
- The reports of the decline in crime are very encouraging.

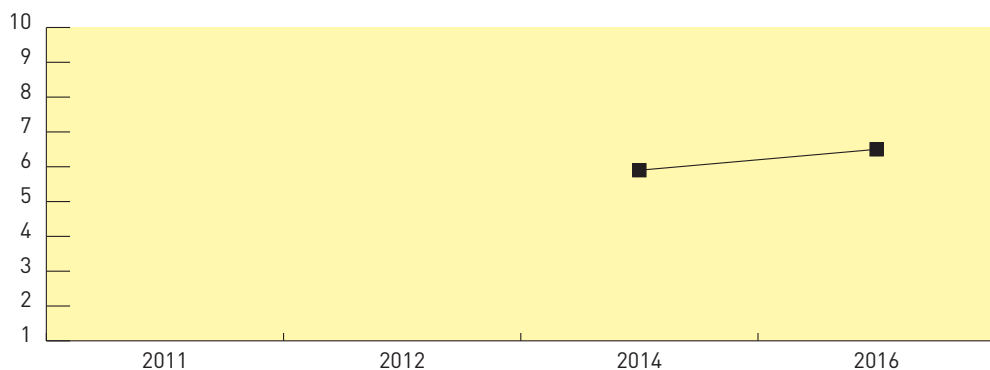
Representative Citizen/Employee Comments:

- The text message, email, and phone call emergency notification system is FANTASTIC!!!
- From everything I see in paper, crime is up. If crime is down, the total numbers must be pretty bad.
- Lynchburg is by far the safest community I have ever lived in. Marketing Lynchburg (especially downtown Lynchburg) as a safe place to go should be considered.
- Law enforcement is adopting progressive approaches to increasing challenges.
- Put police back on the street to interact with citizens when possible. (a regular beat).

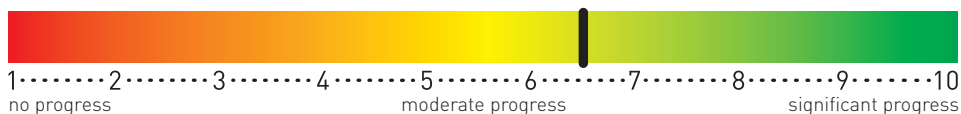
SOCIAL EQUITY

Social Equity: Lynchburg is a city where everyone is valued and respected, and has fair access to public resources.

Strategy: Promote activities which support the healthy development of the City's at-risk youth, adults and families.

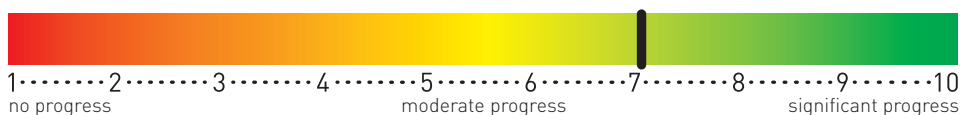


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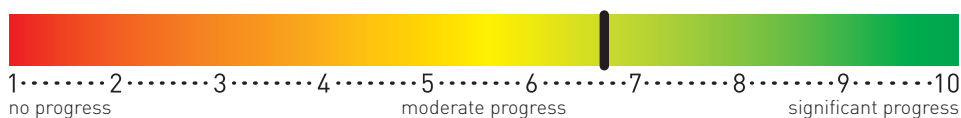


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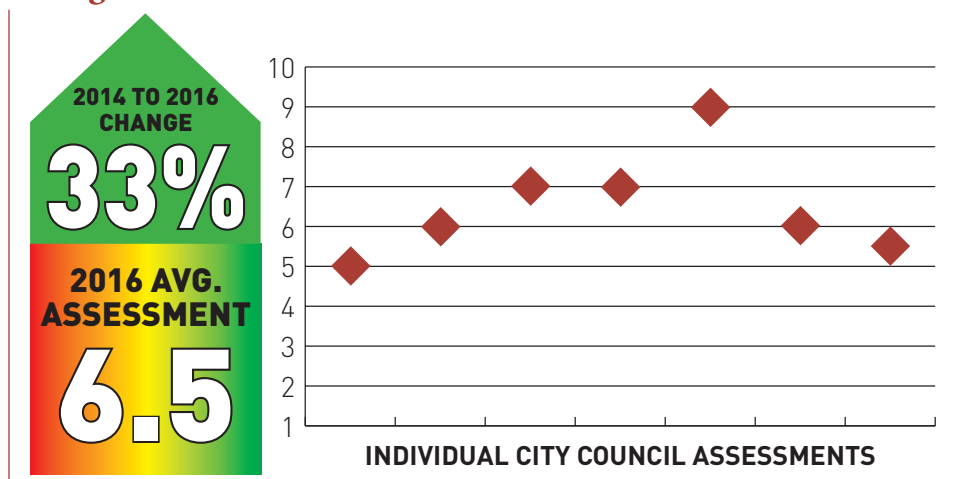


City Employee Assessment • October 2016



Citizen Assessment • October 2016

Rating Details:



Council Comments:

- Progress is noted in this area, did not understand the listing of the Cancer Awareness Campaign and Muscular Dystrophy Association Fill the Boot campaign under this pillar heading (Perhaps Active and Health Living Pillar). The Community Action Team (Police Department) perhaps would fit here??

- Moving in the right direction.

- This area is currently very challenging in our nation. Our community must continue to make improvements.

Representative Citizen/Employee Comments:

- More efforts to provide affordable housing and reduce the very high poverty rate should be made.

- I love Lynchburg. I want us to be all we can be for all of our citizens, including those who have greater needs than do I. Thank you for asking for feedback.

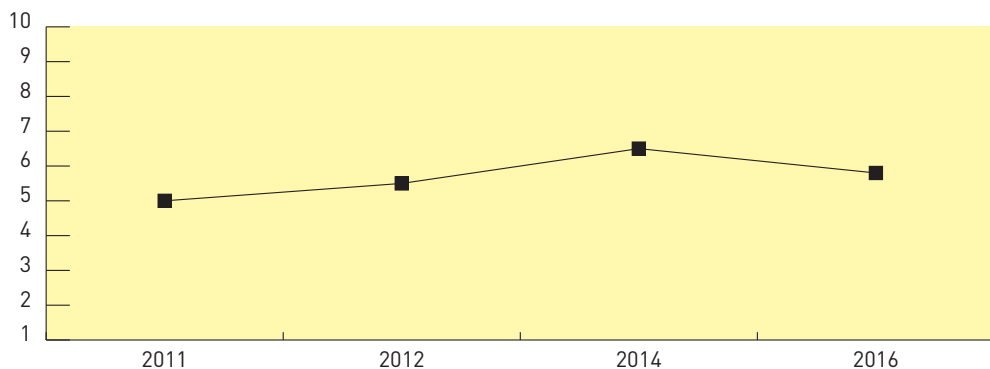
- Good job but so much more needs to be done in this area.

- The direct mailed parks and recreation guide removes the awareness barrier and makes the benefits of parks and recreation available to all.

TRANSPORTATION

Transportation: Lynchburg's transportation system is multi-modal, safe and accessible to all citizens.

Strategy: Create a sustainable, multi-modal transportation system that minimizes and, where possible, reduces pollution and motor vehicle congestion while ensuring safe mobility and access for all.



City Council Assessment History



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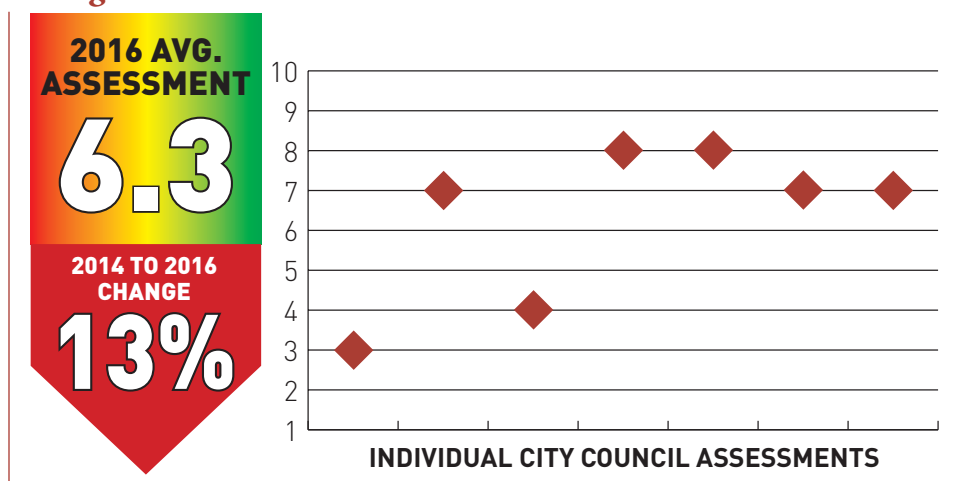


City Employee Assessment • October 2016



Citizen Assessment • October 2016

Rating Details:



Council Comments:

- Great to see some major projects coming to completion, however other areas of our City will be/are coming to the forefront due to vehicle congestion (i.e. Timberlake, Wards Road, Old Forest Rd) and the needs of a growing City and population.
- GLTC has slid backwards. It takes too long to get places. Parking is not progressing as rapidly as anticipated - off street. I like on street parking as it is.
- Roads still torn up.

Representative Citizen/Employee Comments:

- We need buses to run later at night, at least until 11pm. We need buses back on Sunday 6am - midnight.
- Major traffic areas abound.
- The City of Lynchburg really needs to invest in smart traffic lights, or at a minimum, traffic lights that talk with each other to make travel more efficient. I know the COL would like to do this, but have concerns about the cost. However, these technologies are standard and are now even a generation behind smart traffic technology. As a city, we need to move in the direction of smarter, more technologically-based traffic control.
- Looking forward to the construction projects being completed at Langhorne/Memorial and downtown! The added parking for downtown is appreciated as more businesses come into play! A major complaint I have heard is the metered parking at the Community Market and along Main Street from various people in various venues. Citizens are not thrilled about having to enter their information into those machines.
- The hindrance I see here is due to seemingly never ending construction. Visitors to the city may have a hard time navigating through town due to the road closure and detours.

EXCELLENT GOVERNMENT

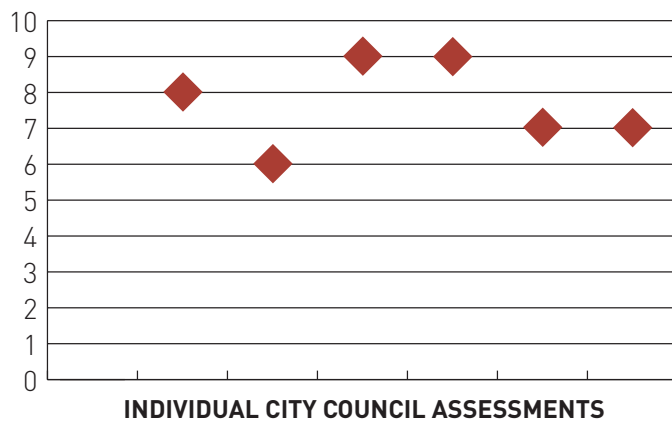


City employees help build a stronger community by delivering services in an efficient, effective, and equitable manner.



City Council Assessment • October 2016

(Based on FY 2015 Major Accomplishments, Works in Progress, and Critical Issues/Concerns for the Future)



This new focus area was added to measure progress against the “Good Governance” and “Fiscal Responsibility” foundation of the Strategic Pillars. The addition of FY2016 accomplishments in this area supports current service delivery and sets the stage for establishing goals and measures for future years.

Council Comments:

- Our employees deliver outstanding services.
- Without knowing how this has been evaluated in the past - this was a difficult category to measure. What is the norm?
- Doing well in the areas listed, however, I have concerns with planning the ability to move projects through the City. Council needs to work together, develop a strategy, and execute it. Sometimes I feel as if we (Council) are marching in place.
- Our City has great leadership.

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Arts and Culture

- More events that promote diverse cultures
- I would like to see the expansion of the downtown "arts and culture" center expanded beyond the confines of the riverfront. Additionally if the Blackwater creek trail was extended I am sure that would make numerous residents and visitors to Lynchburg much more liable to enjoy the area to a greater degree.
- Reach out to communities that normally don't participate in municipal events. Offer different activities for non-English speaking audiences.
- Sounds like we already do plenty in this category. I'm not sure if I see a need to do more.
- The Lynchburg Is For Locavores local food campaign at the Lynchburg Community Market increased local food sales by 19% in 2015, providing weekly food demonstrations and raising awareness about eating local.
- We still need a civic center in Lynchburg. Its a shame that we have to travel to Roanoke and Charlottesville to see a concert. I would even suggest an amphitheater similar to the one in Charlottesville. What a great venue they have!!
- First Friday program is good, but would benefit from more activities to attract family groups.
- Implement a downtown multi-cultural street fair event.
- Doing soooo much better!
- Day at the Point was a great success and had something for people of all ages. It was well organized and seemed to be enjoyed by the attendees.
- The Museum System badly needs more help to enable it to even better serve those who use the Museum and Point of Honor. School children are being brought in from the Lynchburg schools and surrounding areas to learn more about our community and our history on a planned basis and for that we are so very grateful. The children come with their classes and then come back with their parents to see more. We badly need more part-time staff. We could use more volunteers as well, but it is difficult for those visitors and volunteers to find parking close to the museum these days. Space is made available for Board Members in City lot behind the Museum and that is deeply appreciated.
- Point of Honor is hoping to gain more enclosed and handicapped accessible space on that property in the near future. When school children come there is a lack of bathrooms and covered space for the children to wait or to meet to learn about Point of Honor. We hope to remedy that situation.
- In addition when there are talks, workshops or lectures at Point of Honor, the space over the Carriage House is not handicapped accessible and is limited in size. We have plans to add additional space next to the Carriage House to meet those needs before long.
- Another situation badly needs attention and that is additional storage space for artifacts that have been given to the city over the years. Much of the material that provides factual history for our city must remain in secure and climate controlled storage between rotations at the Museum or Point of Honor. The current facilities are already far too full. These things have been given in trust to our keeping and that must be honored if we are to continue to receive donations that are important to our history.
- The Parks & Rec "Movie in the Park" comment should be quantified with attendance figures, This whole family entertainment initiative drew in excess of 1000 movie goers to Riverside Park to enjoy monthly movies under the star in a\the park's setting. One movie night included an overnight camp-out.
- Need a designated city staff person funded by a % for art/culture tax to architect a vision and implement that vision.
- Would love to see a permanent display home for the fire department's old equipment. Great to have some of the items on display in the Lynchburg Museum in 2017!
- Fantastic job!
- More opportunities for staff and citizens to collaborate with Arts organizations to showcase local talent and products. There is a wealth of untapped talent in the City-- just need the right forums to bring them to life!
- I think we have made a very focused effort to make progress.
- Need more multicultural opportunities.
- Need better promotion of art & cultural opportunities.
- Need opportunities made available to a wide range of individuals, all at one time, to include, but not be limited to; young, old, families, handicapped, those with limited financial resources.
- For a municipality its size Lynchburg invests significantly in the arts and cultural enrichment of its Citizenry through the various City Departments; including the Lynchburg Parks & Recreation Department (LPRD) and its various partnered organizations. However; several improvements could be made: 1) Formalize a Public Art "Giving" Program as part of City-Wide Giving Program (much like the Draft plan being utilized by LPRD now); 2) Establish an annual "Community Art" Program Fund, with 50/50 match monies, much like the Capital Community Fund; and, 3) Support Young Persons Music Performance Lab in Miller Center Theater in cooperation with existing local producers.
- Institute a Percent for Art program for PUBLIC projects

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- Provide funding directly for public art works with City infrastructure projects (i.e. Creative drinking fountains with the waterline project)”
- This reads like a resume. Words like ‘partnered,’ ‘supported,’ and ‘coordinated’ are not measurable. What did the City actually do with its partnership.
- Look at what’s going on in the New River Valley.
- It is great that we are helping with The Arts, however, I feel that the funds used for these could have been put to use elsewhere to improve our parking facilities which are in need of repair and updates.
- I agree about ‘visiting’ Lynchburg, when my child was in college here, I came to visit and ended up staying a month and fell for the town! I am an avid walker and coming from the desert I was delighted to be able to walk ANY time of day during the summer and be in shade. Lynchburg trails are beautiful as well as beneficial! Trails are something I search for and walk/ride when visiting new towns. They are a big reason why I wanted to live here! Now as an employee on the trails, I get great feedback much as I described from our citizens, our trails are loved and appreciated!
- Riverside, our parks in general are amazing, locals may take trees for granted, but coming from a desert type area, I am fascinated by the sheer amount of trees we have in our parks and the amazing job they do keeping our air clean, Lynchburg is fortunate in that aspect as well!
- Being able to work at Movies in the Park and seeing the great turnout and hearing the citizens’ comments on how much they love the idea, bringing their families and coming out with friends has been a pleasure.
- Working during Food Truck Thursdays, I was privy to the comments citizens had, many saying it was one of the best things the City has done! I was delighted to pass those awesome comments on to Ashley Kershner. There was some kind of compliment every week the year I worked it!
- The City’s accomplishments in the Arts and Culture are great and it appears that partnerships with various organizations have enhanced these successes. Those of us who pay high RE taxes like to see some of the funds as well as grants go into these programs. Much appreciation to Council and the City Administration for recognizing the need and appropriating the funds.
- Nothing rated on progress for any question, because I don’t know the ultimate goal. Any responses you get are individually subjective - probably based on desirability - unless you have a stated goal. All the events/activities/projects stated indeed go a long way to making Lynchburg a nice place to live, work, and play. Progress could be defined as speed, attainment, or quality - or a combination of any of the three. What are the start dates?
- My ratings are merely my perception of how I would rate the objective in achieving a nice place to live, work, and play. The answers are merely a rating of desirability rather than progress.
- The Templeton Center has offered over 20 affordable art classes plus numerous crafting classes this year. The Miller Center has also offered classes and hosted an Art Show last May. Both centers also offer exercise options for people of all ages. Templeton offers chair exercises, Ballet, Cardio Fit and Tone, Tai Chi, Yoga as well as Zumba. Free concerts were offered this summer at Templeton as it has for the past 6 years.
- Downtown has come a long way. There are many activities for arts and culture for families and their children, as well as, young adults.
- Parks & Recreation touches lives of residents and tourist on a daily basis. We have been able to offer trips locally and to specific points of interest that has generated a lot of positive feedback.
- Movies and Music in the parks generate a positive experience for families and bring additional interest in what our city offers through Parks & Recreation and other city departments.
- Park & Rec needs more funds allocated to them so can continue to enrich healthier & happier lives
- 43 beginner art classes were offered at our Templeton Senior Center.
- May- 6 with our Seven Hills Art Club partnership. The Miller Center offered The Art Expo Event for up and rising local artist. This provide an opportunity for local artist young and old to experience a real show. We had around 300 citizens visit this day to admire and purchase art work and over 30 local artist participate to show and sale their work.
- February 26, over 100 people attended the Ann Van De Graaf presentation at the Miller Center. Ann talked about Lynchburg leaders of the Civil Rights Movement of the 1960s and 1970s as depicted on her large painting “Lord Plant my Feet on Higher Ground”
- I am really pleased to see all the focus on the arts and artwork downtown. It definitely makes Lynchburg a more pleasant place to live and work. I would like to continue seeing free local art events, and artwork in the downtown area as we work to slowly renovate and restore some of these older buildings downtown, maybe more can display local artwork, etc.
- Lynchburg Parks and Recreation re-introduced Music at Miller, and also coordinated the Art Expo Lynchburg and a five-movie Movie in the Park Series bringing over 7,000 people to Riverside Park. As a department, I believe that we made significant progress promoting and support arts and culture in our city. I also believe that the City as a whole is also making great progress, especially as the Academy finishes up their construction/renovations.

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- Phenomenal progress in Arts and Culture. Way to go, Lynchburg!
- I don't think the City should be giving money to non-profit agencies (Academy). Especially when we have so many unfunded maintenance and CIP needs.
- Hill City Keys is wonderful. Having these little music niches around the city is a great idea. Little live music events are great.
- Other than the Academy capital funding, much of what is being done in this area is coming from department budgets that have not grown much, if at all, since 2008. Creativity, volunteers, private funding, grants, and hard work by city staff go a long way but for the City to fully capitalize on arts and culture, more funding will be needed.

Citizen Engagement and Social Capital

- Find better ways to get this information out to people
- More people should become of aware and accommodate the changing schedule and promoting where the groups are at so every family can know and afford good child care.
- The citizens that are engaged in the community are greatly effective though I would love to see a greater number of locals get involved in a larger variety of service opportunities. Many citizens do not hear about these events, I am not sure what is best way to convey the information.
- I wish we had a more attractive library building. They do such good work for the community!
- Some of the events could have been advertised better and that might have boosted attendance,
- We need to keep up the good strides in having the community and police department work hand in hand. We also need to keep efforts to allow for the community to understand how and why we do what we do. We are an extension of the community and I think sometimes that this ideal is forgotten.
- I think we have room to grow here and like the Leadership Team discussion to tie Customer Service in with Citizen Engagement.
- Lynchburg continues to make quiet headway towards Citizen Engagement and garnering Social Capital, but one of the main criticisms is the lack of fanfare and recognition the City receives regarding these laudable efforts. Our Library system (much like our Museum system) work miracles with the smallest of budgets, and yet makes a positive impact upon thousands of lives every year-- now that's money wisely spent. The LPD Community Action Team (CAT) was one of the best strategies put together by the City in years and really shined when working with the LPRD this year during the Younger Park incident.
- Work to improve social capital, or the building of social networks, through neighborhood interventions. This should be done taking into account the fact that these neighborhoods will have their own functioning social networks and diverse interpretation of 'social capital', of course.
- Lynchburg is Listening needs improvement. It is a valuable tool that isn't utilized well.
- PD Action team was a good addition
- Need public education campaign focused on environmental compliance topics.
- Albeit money is tight, and partnerships are needed, don't recreate the wheel. There are a lot of areas for cross programming/promoting.
- On citizen engagement, at P & R, we have build teaching gardens at our community centers, I added pollinator gardens. As part of our Hug The Tree Campaign, (which includes trying to set the tree-hugging world record, and connecting with nature, among other things) we have placed signs encouraging citizens to join the nationwide Million Pollinator Challenge. While placing these signs, ordering the signs, working on my pollinator gardens or at the vegetable gardens I get to engage citizens daily and answer questions or educate them the regarding importance of pollinators or give them gardening tips. I continuously strive to learn so I can pass on the knowledge and encourage our citizens to enjoy the benefits of working outside, flowers and fresh food! I've even been invited to see the gardens the neighbors have planted in their yards. It has been heart warming and exciting to get to know the neighbors while I work at the neighborhood center gardens!
- The above mentioned campaign has also afforded us (me) the opportunity to connect with other organizations whose goals are similar and see how we can work together for the common good.
- We still have a way to go to move from reactive to proactive.
- Templeton offers a number of programs to provide information, socialization and assistance to participants of all socio-economic levels. We partner with AARP to provide free tax assistance from Feb to April as well as Driving Courses. We offer classes in Chronic Disease Self-Management at no cost through CVAAA as well computer basics for Seniors, information on Medicare, etc.
- More police engagement in the communities in which they patrol. Citizens are more apt to understand the officer's job when they can identify the person that has been in trusted with the job of serving and protecting. A person who feel they are respected and that their voice is heard are more likely to assist with reporting issues before they have a chance to take hold in communities in a negative way.
- Stronger police presence in the park
- I think we have made alot of progress. Perhaps more involvement with police and community with law enforcement

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information / services available at local festivals several times each year.

- This is a difficult area. I believe we are not getting the majority of our citizens involved in their City. There are so many “underprivileged” citizens who do not engage in what their City offers them. I think that it is the same few citizens (who are probably on the “more privileged” side of life) who engage. There must be some way to get our inner-city citizens to engage in their City but I do not know what that is. The only thing that comes to my mind is for us to go into their neighborhoods and talk to them -- and to do so repeatedly. I do not believe they will make the effort to seek out what is happening in their own City. I think we have to help them want to seek out what is going on.
- Ideas: The City of Churches - Walking tours of historic churches; 7 Hills: Citizen Scavenger hunt to learn about the original 7 hills; City Parks: Geocaching / Scavenger hunts to encourage visiting all the parks.
- I think we sometimes forget that every single interaction with a citizen is an element of Citizen Engagement and Social Capital.
- Look to do things in ALL areas of Lynchburg, not just the “problem” areas. All areas need help.

Economic Development

- I think the best way to improve this aspect is to pay attention to some of the older houses in Lynchburg, renovating older buildings that make the area unique instead of allowing them to be torn down. The tobacco lofts are a great example. The structure was left standing and the inside of the facility was renovated and repurposed.
- Again we seem to have accomplished plenty in this category.
- Need more jobs that pay higher wages.
- The Heritage Crafters Gallery, a

cooperative retail space for local artisans in the Lynchburg Community Market, reported a 38% increase in sales.

- Recommend having more guided walking tours of the city, focused on architecture and history. This may be of interest to general population if it is presented in a “then and now” type of format. Suggest weekend programs that are a series of “urban hikes” through different sections (maybe each of the 7 hills); fall and spring seasons would probably be best weather-wise (not hot and not cold).
- We really need diversification. Too much of our economy is dependent on Liberty University.
- Lynchburg Parks and Recreation offers a variety of programs related to economic development. More funding given to the Parks and Rec department will not only allow more programs to be conducted, but will allow the programs already being conducted to be improved upon.
- Thank goodness the Visitor Center is now under the city! And we have Sergei!
- Keep up the good work.
- Continue to find ways to bring all areas of the city into the total picture. We are still far from being a united city. For example, when all the downtown excitement over the Bluff Walk and the Water Bearer Statue came out from the Historical Foundation and the newspaper. Many people had no earthly idea where the Bluff Walk was. People who don’t live or work downtown had no idea where to go if they did want to see the statue. Nothing in the paper actually said where it was. There are still many who don’t have a clue unless someone shows them.
- We make assumptions that we are all on the same page and we aren’t. Some years ago when I was helping with the Historical Foundation Home Tours, we visited many of the newcomers to Lynchburg who have bought and fixed up some of our historical homes in the

downtown area. Those new residents had no idea at all that the families of the people who build and/or lived in those houses were still in town and could tell them so much about their homes and their new town.

- There are so many other examples. We just aren’t connected and we need to be.
- There’s progress but it comes at a cost to citizens and especially city employees. Lynchburg’s version of Shark Tank but with deferred ROI.
- Again, I think we have really stepped up our game!
- Help create partnerships between small businesses forced to reduce employee hours to under 28 per week as a result of the Affordable Health Care Act so they can share employees and help try to keep said employees more financially independent.
- Lengthen and/or improve the availability of public transportation, perhaps by using smaller vehicles, to help reduce the impacts on families, particularly children, which are created by the need to transport or pick up family members who work very early or very late.
- More affordable day care for children and nursing or assistive care for elders.
- Lynchburg continues to make its share of “Best City’s” list’s and last year was no exception! Development along the Riverfront development has finally reached a tipping point and local businesses are thriving in a diverse reinvented, vibrant downtown thanks to Community Planning & Development, Public Works, Economic Development, and a host of partners. Lynchburg needs to continue to be a regional leader in economic recreation, planning, and public works issues.
- Invest economic revitalization funding toward the elimination of food deserts in our communities. (can we entice another market/retail/produce vendor to the abandoned Food Lion in Rivermont?)

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-this is also associated with healthy living, but it takes money

- Going backwards by converting downtown streets to two way traffic. One way traffic is more efficient and easier to manage during emergency response incidents. If you want more foot traffic, encourage it by creating a walking street where cars aren't allowed. Money given to Virginia Hotel, Rosedale and other private developers would have been better spent helping the community or smaller businesses.
- Great Job so far!
- This is exciting news!
- What are "brownfield sites"?
- We need to continue to address the issue of poverty and failing performance in our schools in order to ensure that we attract businesses to the City. Poverty, crime, and performance in our schools is all related. We need to take a wholesale approach to addressing these issues, rather than focusing on them as individual issues.
- People want to live, work, and play in the same community. Continued support of the projects that make this happen will grow a positive and economically sound city.
- I'm really happy to see all the new local businesses and renovation of older buildings downtown.
- I can only imagine the labor intensiveness of Economic Development. I am so impressed with Lynchburg and all that is happening here. We flourish here. I would love to see a major retailer come to downtown (something like Banana Republic or Tommy Bahama). That might be what it takes to bring in more major retailers. Just a thought. I am definitely not a Subject Matter Expert on Economic Development.

Healthy and Active Living

- That's a beautiful thing, the Parks and Recreation Partnership with the Police

Department, City Schools for a successful Summer Basketball League for youth. Am hoping that we can add one more team in this summer [seventeen older] and get some funds to pay the official's!!

- Would love to see more fun runs/bike rides. I think Lynchburg has plenty of 5k's ext. Again just getting the information out to the public and younger citizens of Lynchburg will be the greatest challenge.
- The majority of Parks & Recreations programs and activities fulfill this need; but were not listed as examples.
- Citizens are somewhat limited in how and where they can pursue a healthy & active lifestyle as there is a huge shortage of gym & field space with-in the city. This shortage of gym & field space will become even more noticeable as the city will again host the Commonwealth games for the next couple of years and especially as we begin to gear up for the 2019 State Games of America.
- Lynchburg really needs a multi-purpose athletics complex that features several indoor courts that can be used for a variety of leagues, tournaments, & activities such as basketball, volleyball, pickleball, fitness classes, etc.
- Not only is there a shortage of fields; but more specifically there is a huge shortage of fields that have lighting.
- Parks and Recreation, in partnership with Yoga Goodness Studio, implemented a new activity at Riverside Park, offering free yoga classes outdoors in 2015 and 2016, drawing up to 100 participants each week. Let's continue to develop more programs like this that get people into our parks, enjoying the outdoors and physical activity.
- This category probably has the most obvious improvements. I appreciate the city's initiatives to be a healthy community. Again, Lynchburg Parks and Recreation offers so many activities and programs to help improve the overall health of the citizens who are involved. Any additional funding can really boost

these programs not only in quantity but in quality.

- The booklet on summer events and opportunities was well done and listed activities for all ages.
- I would like to see more bike lanes throughout the city, but in particular in the downtown/historic districts (Rivermont, etc) area. Bikers currently would have to use the regular driving lanes in order to ride and that is dangerous both for them and for motor vehicles as they attempt to pass the bikers.
- The bike lanes on Rivermont Avenue have not been repainted since they were repaved.
- Provide structured activities in Riverfront Park to promote wellness and more citizen engagement with the park.
- Would like to see a "cafeteria" plan of Wellness options for City Employees. Designated amount of funding can be used at discretion of employee for their "healthy living" preferences, such as running entry fees, offset portion of monthly membership fee at YMCA, Weight Watches classes, etc. This would hopefully increase participation in active living by giving people a choice on how to spend the funding.
- Public health care facilities which are open later than 5:00 p.m. Monday-Friday.
- Summer programs in safe neighborhood spaces for all of the city's teens; i.e., similar to what was available in the 1970's.
- The City works diligently to be a leader in Healthy and Active Living by developing or sustaining parks, trails, and recreation properties that provide opportunities for walking, running, competitive team sports, aerobic exercises, meditation and/or other active lifestyle pursuits.
- Need to provide more investment in / collaboration with GLTC and our transportation system in general. If we

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can get a functional public transportation system, we can free up parking lots for development, develop more densely (efficiently), and integrate active lifestyles in our citizen's daily lives. We have to start thinking of ways to make Lynchburg less auto-dependent - for both citizens who cannot afford cars and those who may choose not to own cars/multiple cars.

- Wards Road, Phase III was not completed. Phase IIB, to CVCC was. Funding from Phase III was pulled for other projects.
- Another significant achievement was the first requirement for sidewalks as part of site development. This was adopted as part of the Zoning Ordinance revisions."
- Need more sidewalks and bike lanes. It's unsafe to walk in so many parts of the city due to lack of sidewalk or sidewalks in disrepair. Half of Old Forest Road and all of Hill St, for example, are lacking sidewalks and would be crucial links between other areas with good sidewalks.
- Parks and Rec are doing a great job!
- I am very grateful for the improvements to Wards Road, I love to walk and now can walk down to Buffalo Wild Wings and the stores nearby without having to drive and feel less likely to get mowed down by a vehicle! It was a concern of mine as a parent having a child or seeing someone else's child walking in a congested area without sidewalks from the University or High School near by. The coming improvements to Wards Ferry Road will be APPRECIATED! I see people walking or on bikes and it's a safety concern to say the least!
- As mentioned above regarding trails, I have to mention that during last years 100 Mile Challenge, I challenged myself to walk and walk I did, I banked over 700 miles (not including) the miles I bank while at work and lost 25 pounds in three months. In Lynchburg, we are fortunate to have MANY venues to choose from for exercise! Blackwater Creek Trail System, Peaks View Park dirt

trails, paved trails, Riverside Park trails, Liberty University, High School tracks, Rivermont Avenue, Percival's Island, Downtown! Wynhurst! We are fortunate indeed!

- I feel like within the last 2 years the Strive for 5, 100 mile challenge as well as the 4/10 miler has not been advertised as much. I feel like within my work group there has been a lack of interest and not as much heard about it.
- Although our exercise classes are on the rise and we offer many options for seniors at the Parks and Recreation facilities, one popular sport, pickleball was dropped after 3 successful years due to a lack of gym space. We should not have to rely on the generosity of local churches to offer activities which the city could provide if we had gym space of our own.
- All City Parks should be made smoke free zones. It is a crying shame that we cannot take our children to the parks and splash grounds without having to breath second hand smoke. This has been implemented in other Cities/Counties, what is Lynchburg waiting for?
- Lynchburg is perfectly situated to be an "outdoor city" or marketed as one, with plenty of urban hiking and biking trails, boating/fishing on the James River, and other great outdoor resources such as the Blue Ridge Parkway and National Forest lands. But we seem to miss that mark and not advertise the City as such. We could look at Roanoke as a model. The outdoors and access to outdoors recreation has such a huge impact on quality of life, which in turn can help to attract and retain businesses, as well as talented employees.
- At some point it would seem beneficial to do something to help employees with fitness. LPD and LFD used grant money to provide exercise equipment for staff. Why not find something for other employees.
- Parks, trails, and centers, along with the municipal pool serve our citizens

well and are excellent resources that need funding in order to grow. There are economic challenges to offer more with less funding and resources. At some point the growth stops if there is not care and understanding of what it takes to put these opportunities in place.

- Allocate funds to Parks & Rec for continued improvement for the residents of L'Burg
- I would like to see some of the unused lots in areas near downtown Lynchburg be used for urban farms for local school programs. Perhaps horticulture could be a class, the children could maintain the urban farms and some of the proceeds could be use for charitable causes as well.
- I would also like to see more park / sidewalk areas developed with some bike rental places along the way.
- Keep on keeping on. Let's get citizens in all walks of life out and about and positively interacting with each other and walking, running, cycling, participating in other activities, etc. I am loving it.
- Continue improvements on parks to implement CPTED principles. Lighting is key.

Infrastructure

- I would love to see Ivy Creek Park expanded if at all possible. Great spot, just a little small.
- Lynchburg is extremely lacking in gym space & ball fields. This shortage of gym & field space will become even more noticeable as the city will again host the Commonwealth games for the next couple of years and especially as we begin to gear up for the 2019 State Games of America.
- Lynchburg really needs a multi-purpose athletics complex that features several indoor courts that can be used for a variety of leagues, tournaments, & activities such as basketball, volleyball, pickleball, fitness classes, etc.

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- Not only is there a shortage of fields; but more specifically there is a huge shortage of fields that have lighting.
- There are also no community centers in the vicinity of Heritage HS, Sandusky elementary, Sandusky MS, the Timberlake Road area, the Old Graves Mill Road, and or the Tyreanna Road areas.
- To offer more recreation opportunities for citizens, we need to build a multi-purpose recreation facility with an indoor pool, track, workout area, and classrooms.
- The expansion of offerings by Parks and Rec is truly impressive.
- Work needs to be done on the intersection on Lakeside Dr at Billy Craft Honda. Wards Rd is a traffic nightmare and needs additional lanes to match the increased traffic.
- Suggest greater emphasis on "Blackwater Creek" trail... maybe "run for fun" or "walk and talk" events offered to multiple age groups would bring out people to discover the beauty of Lynchburg's natural areas (this is a unique asset of Lynchburg that doesn't seem to get the attention it deserves... the area is almost be equivalent to sections of Central Park in NYC).
- Suggest the names of "Ivy Creek Park" and "Peak's View Park" be reversed: At the current "Peaks View Park" there are no views of the mountains, and the dominant feature is the creek running through the property. Likewise, at the current "Ivy Creek Park" there are excellent views of the distant mountain range, and the water feature is actually the lake/pond rather than a creek.
- Suggest having a fund drive to finance building the proposed Nature Center at Ivy Creek Park. While the former nature center at the Kemper Street Station and the current nature center at Miller Park are well run, there are limited opportunities for actual nature hikes or observing fauna/flora in natural surroundings... Ivy Creek park would provide such an activity for summer day camp programs and weekend workshops.
- Until the power lines are buried this city will look "lost in time"!
- Construction delays frustrated the public.
- All good, but we just need to keep on doing more as the needs surface.
- Appreciate the hard work on the CSO but the project is taking a considerable amount of time. Good job however
- City Buildings are falling down and in bad shape....employees shouldn't have to work in those conditions
- Deferring transportation infrastructure upgrades is a risky position and will ultimately result in higher costs.
- There needs to be some focus given to City Department buildings. Exp Police Department. The building is literally falling apart and employees should not have to work in those conditions!
- There are important architectural buildings in downtown that need rehabilitation and a new purpose.
- Please progress with caution as you spend our tax dollars as we are all struggling financially in this weak economy. Our property tax, water, sewer bills are increasing faster than our pay checks. Makes many of us think about moving out to the county.
- Police Department building at 905 Court St is in desperate need of replacement and it has been for years. This building is in such poor condition that employees had to vacate due to horrible odors from sewage pipes that had cracked. I realize it is on the "plan" to be replaced, but it should have been a priority long before now.
- Police department is long overdue for a new space, our building is very aged and cramped.
- I think we got a lot accomplished but need to figure out how we fund maintenance with more stable funding.
- Some city-owned buildings need infrastructure repairs and/or replacements.
- Many roads are in need of real repairs, not just cosmetic items, like sidewalks, and they need to be repaired now, as opposed to 5-10 years from now.
- The City has made significant improvements to its infrastructure over the year, with all City departments completing the vast majority of their CIP projects. LPRD has also completed or is in the process of completing several significant projects, including the Riverside Park Phase I Project, City Stadium, and other projects.
- While we are investing in infrastructure, the need outweighs the progress we are making. Raise taxes to fund this need now instead of later.
- Develop design guidelines for streets and provide funding for improving sidewalks/other infrastructure when doing unrelated projects.
- Weak year for infrastructure improvements compared to years past.
- Attention should be directed to City buildings that are in serious need of: Replacement -Police department; Renovation -Main Library building on Memorial Avenue ; need to focus on improving the Police Department's facilities
- The Timberlake corridor between Heritage High School and the city's boundary near Greenview Drive is too congested."
- So much infrastructure in disrepair, will need more funding. Need more sidewalks. Need to encourage competition in internet service providers as the current near monopoly ensures high prices and poor service.

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- Still need access to and to be able to capitalize off our most abundant resource, the James River. Work with the Army Corp. of Engineers, get the damn blown away, invest in percivals island, partnership with Amherst, and make some big changes. Roanoke is blowing us out of the water right about now.
- While one fire station is being renovated the others are in dire need of repairs and updating. The newest station in the city is twenty-five years old with original floors and interior paint.
- Our previous City Manager was able to obtain the land that will eventually provide a connection for Black Water Creek. This is going to be GREAT, the only real complaint I have heard while on our trails is the lack of parking at Ed Page Entrance for the numerous trail users that use that entrance! As an employee and citizen, I look forward to it's implementation!
- The more areas Lynchburg trails connect throughout the city, the more opportunity our citizens have to ride/walk to work and to and from grocery stores, appointments, etc.! Those opportunities will contribute to HEALTHY living which leads to a better QUALITY of life.
- More Recreational Facilities are needed. Sharing space with other groups can limit our offerings.
- Great management of the CIP funds. I know these funds are limited and we always deal with short falls. Thanks to Water Resources for including trail improvements, landscaping, sidewalks, recreation areas and other enhancements to the areas of CSO construction.
- Major intersections throughout the City need attention due to the backlog even during non-rush hour times.
- Don't ignore the rest of the City at the expense of downtown. There are infrastructure and traffic concerns outside of downtown that need to be addressed to ensure that people will want

to work, live, and play in the City.

- The constant detours and road construction downtown and midtown have caused me to spend my \$\$\$ in Madison Heights instead of trying to navigate the area.
- Our streets are in terrible condition to drive on.
- Continue the vision of making Lynchburg a place where residents are proud to call home, spend their dollars, and invite others to join the economic movement of residency, job creation, recreation endeavors and investment.
- Interior City roads need work
- Wish some emphasis could be placed on mid-town, plaza and the LGH area of town. I have lived there for 20 yrs and while I am very happy to see the downtown area revitalized, I think the mid-town area has been neglected in that process. It once was the "hub" of the city, but now, no one wants to shop and do business there. It is sad to see it go downhill so much, wish some life would be breathed into it.
- Need to have some significant attention paid to roads with LARGE holes and/or streets that are in terrible condition.
- The City's current tax rate cannot, apparently, support an adequate CIP budget for at least the next 5 years. I think our progress in some areas is getting ready to be met with severe regress in others.
- I'm not sure what the plan is for the old Jones Library on Rivermont (I only moved here last summer), but it would be wonderful if it could be renovated and be put back into use!
- Good to see Heritage High completed. City Buildings such as City Hall, Monument Terrace Building, Public Safety Building, LPD West Building are in need of some serious upgrades and improvements or replacements.

- City Hall needs a security camera system. We want it to be an open building, but is a huge liability for our employees and visitors.
- The successes above are worthy of celebration but the deferred maintenance of city buildings and other structures is a growing problem. A number of buildings have mold issues, roof leaks, and aging/failing hvac systems. Maintenance is not sexy but the City needs to put significant resources into existing infrastructure before embracing more new projects.
- The water department has made great progress with replacing old pipes, the JRI and wastewater treatment plant improvements.

Land Use

- Shouldn't there be more land dedicated to outdoor pursuits and or healthy & active living. There are few if any parks and or trails in the Heritage & Timberlake areas. Additionally there are no community centers in that part of town.
- Need to take action on abandoned buildings. There are over 200 condemned residential and commercial structures which are blight. In addition to being an eyesore, they drag down property values for the entire neighborhood, and are definitely not contributing to the tax base. Many of these structures have been condemned for a decade or more.
- Keep going
- It was time for a reexamination of the zoning rules.
- I feel that the city is slowly taking away the natural habitat with its growth.
- Concern for growth encroaching on the natural surroundings that make this city unique.
- I would like to see older buildings utilized rather than new construction. There are so many empty large buildings available, for example the Food Lion on Bedford Ave. Are Incentives available to

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renovate the older buildings rather than take our green spaces?

- Several properties throughout the city could be used for simple neighborhood gatherings or ventures - even those which are vacant.
- Community Planning & Development, along with the City Attorney's Office, and other Departments have worked diligently with partner organizations to make changes and improve Board of Zoning processes, land use amendments, Zoning Ordinance, and Land Use policy.
- Need more area plans to guide development on greenfield sites.
- Need to actually follow the FLUM and not change it unless there is a truly good reason."
- Zoning ordinance is an improvement; not sure what the other stuff has to do with progress. The first one is economic development related.
- It is clear that the City wants more taxable property. While that is useful, attention needs to be paid to existing residential areas so that their quality and character are not overlooked.
- Not every area of the City needs the same type of development as the formerly empty spaces Downtown.
- Too many high density projects on Timberlake Road
- So much of the zoning is inappropriate for where it is at, relative to the proximity to natural resources or existing infrastructure. For example, placing industrial zones in natural areas or next to natural resources encourages sprawl and inhibits our ability to control pollution. Redevelopment of brownfields should be encouraged rather than destroying relatively pristine lands.
- Need to stick to the goals of the Comprehensive Plan. Appropriate development is not being done in appropriate locations. Example - The

Elements apartments on Old Graves Mill Road. Sad to see planning working so hard on implementing walkability, other forms of transportation other than cars, etc. and City Council still votes for these types of projects. As development continues, we need to take a hard look at how many apartment complexes we allow to be built. What are the long term prospects for residents, will these eventually turn into hotspots that are a drain on our services if they become vacant and cannot attract tenants who can afford to live in the City. As we increase the number of housing units and population density, are we planning for increased in services such as emergency services (police, fire, dispatchers), public works, etc.

- The citizens of Lynchburg need a Recreation Center. As of right now the Recreation Department is dependent of LCS to provide almost all of it's gym space. As the activities in the school system continue to grow, usage of their gym space for recreational purposes will decline as a result. The renovation of the Miller Center was a great first step; but it doesn't allow for any athletic events, practices, or games to take place.
- Address issues of midtown, Timberlake and Route 501, Route 29 - Wards Road, Campbell Avenue and Candler's Mtn. -Route 460 congestion.

Lifelong Learning

- Offer more training and tuition assistance programs to part-time employees
- Sounds like there is plenty here as well.
- This is also the first I am hearing of the revised employee tuition assistance program.
- The leadership program and Groom and Bloom are great ideas for developing employees.
- The tuition assistance program is a great thing to offer...however, it seems that a small percentage of city employees are taking up all the dollars for college

tuition so there isn't anything left for smaller certificate programs. Also, the departmental training budgets should be larger.

- I have a deep concern about the smaller helping organizations that feel they are being left out or their ability to help has been diminished by the changes in the United Way. I'm thinking in particular of the lack of support for the Mental Health Association and what they can't do that needs to be done in this area.
- Our local news paper and other media need to put more emphasis on getting the word out about the things that are being done such as those things listed above. It needs to be done in a way that catches the attention of the average reader or listener. Too many people are not really hearing what is being done or offered.
- Working with Lynchburg College to create a Center for Life Long Learning for retirees would be a good next step.
- I think this is a very impressive list!
- Promote technical or mechanical training, such as plumbing, electrical, etc. as a viable and respected option to college, understanding that the average age of skilled mechanics in our area exceeds 60.
- Seek revisions to VA Lottery, so added funding is given to the schools, colleges, and students.
- Seek a more timely and organized method with which to register school children, which would reduce or eliminate the last minute scrambling to address space, classrooms, or teachers for added or reduced registration in particular age groups. Perhaps hold registration in the spring for those planning to attend in the fall.
- Lifelong Learning is an important part of the City's responsibilities and they have endeavored to make improvements in peoples' lives through programs such as Bridges Out of Poverty, Nurturing Parenting Classes, Workforce Development, and other methods.

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- Nothing tangible here; again it reads like a resume.
- We have had future retirees who are interested in retiring in this area but say that we lack the institutes of lifelong learning other communities offer. Asheville, North Carolina and Greenville, South Carolina have been mentioned as places they are choosing over Lynchburg.
- Below is a list of some universities that offer seniors intellectual and cultural experiences in their retirement years: The following universities are affiliated with Osher Lifelong Learning:
UVA <http://www.olliuva.org/>
GMU <http://olli.gmu.edu/>
U of R <http://spsc.richmond.edu/osher/>
Christopher Newport University <http://cnu.edu/lifelonglearning/>
William & Mary <http://www.wm.edu/sites/cwa/?svr=web>
- These seem to be independent organizations
- Need longer library hours. Working people need access too.
- I had the pleasure of being a part of the first Groom and Bloom class, it was rewarding, eye-opening, engaging, challenging and I recommend highly recommend it!
- "Groom and Bloom" was the brainchild of A4C (Action For Change).
- Changes in the tuition reimbursement program were not communicated to all employees. Tuition reimbursement for employees should be considerably higher as costs have increased. Many people are paying for their own courses because there is lack of incentive to go with the City program which requires a future commitment.
- I was really happy that the City offered free admission to the 10/4 miler this year. It would be nice they could update the City Employee's discounts to include more discounts to national and local businesses and services.

- Some departments falling by the wayside. Classes get requested by employees, but never responded to by supervisors.

Natural and Environmental Resources

- Sounds like there has been a ton of progress in this area.
- Due to declining budgets and now the freeze on CIP money, maintenance on park lands and facilities has been deferred for too many years. Due to the great employees in the department, they stretch the dollars, but many things are in need of major maintenance. Plus there hasn't been money to build some of the new facilities we would like. Also, need funding to develop park areas such as Riverfront Park and Ivy Creek Park nature center. Would also be nice to have access to recreation on the river, as this is one of the city's best assets, but the railroad tracks are in the way.
- The reporting of completing Riverside Park Phases I and II is understated. The Phase I project provides lifelong learning experiences relative to railroads and their backbone importance in the early and sustained growth of Lynchburg. The restored historic train is a signification teaching exhibit.
- The Phase II project provides the missing link making the spray and play grounds truly universally accessible to all children by constructing a drive apron with an "at grade" drop-off/pick-up area. Both projects also received grant funding.
- What more can be done to utilize the areas near the river so as to use the James recreationally? Is the land adjacent to the river that might be available for park development, canoe put in, or camping?
- Don't like the storm water increase for City residents who don't have curbing, storm drains, sewage, etc. Water Resources appears to be spending the money on nice pickup trucks, SUV's, cars, etc.

- Continue to support programs to protect an invaluable resource - clean, drinking water.
- Natural Resources protection is important in Lynchburg and has been improved through the completion of Riverside Park Phase I and Phase II CIP Project(s), negotiation of the new Combined Sewer Overflow(CSO) Consent "Order", and the Virginia Department of Health Excellence in Waterworks Performance.
- Need city-wide recycling pick up (including glass).
- Need to look at whether off-site credits for stormwater are really good for Lynchburg in all cases.
- Maximize efforts to connect with the James River!
- This is amazing, as a volunteer at JRA, I got to test the water in the James River several times this past summer and I can happily say the results were always positive meaning GOOD! Even in our blind test, the results were the same!
- Would love to see more River Access and Activities to do as we have a treasure here that isn't used/enjoyed nearly enough!
- Never saw a dull day at Riverside Park's water fountain for children this past summer!
- We have great water and great management of CSO.
- The City has a lot to offer with their parks and recreation. I would like to see continued improvement in infrastructure at the city parks and recreation areas. This is a huge attraction for families and will only serve to benefit the City in its long term goals.
- I would like to see more recycling programs in the city. If we had recycling bins on some of the street corners / Community Market / Galleria / Bluffwalk and other areas, people may be more motivated to recycle.

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- Various locations should be encouraged to promote beekeeping/beekeeping on city property, such as Water Resources. Grant funds are available to defray part of the cost and honey bees are endangered.
- We have done well creating parks etc, but emphasis on keeping problem people out of them so others can enjoy them needs work.
- The water department has made significant improvements to the City.

Neighborhoods

- There appears to be a lack of interest on the city's behalf in the neighborhoods and communities surrounding Heritage HS, Timberlake Road area, Tyreeanna Road areas.
- Need to take action on abandoned buildings. There are over 200 condemned residential and commercial structures which are blight. In addition to being an eyesore, they drag down property values, and are not contributing to the tax base. Owners should be forced to fix them up or tear them down. Many of these structures have been condemned for a decade or more.
- Although some progress in certain neighborhoods; City is not spending enough funds through out the older sections of city to maintain a better than average look and feel. Continued lack of funding will lead to many neighborhoods falling further into blight and crime. Taxes should be raised to provide funding for better roads, sidewalks etc... If the city has built it; it should fund to maintain them.
- Windsor Hills has yet to receive the curbs and sidewalks promised when the neighborhood was annexed.
- Would like to see improvement for pedestrian and automobile traffic at the first Rivermont and Bedford Ave intersection coming from downtown. Very intimidating for all.
- Didn't we revamp a couple of neighborhood centers too?
- The City has made great progress in Neighborhoods such as completed Safe Routes to School project at five schools: Bass, Linkhorne, TC Miller, Dearington and Perrymont Elementary; and, completing Fairview Neighborhood/ Younger Park meetings and implemented improvements.
- Need neighborhood plans
- More sidewalks are needed in many areas of the City including Hollins Mill Road.
- I'm very happy with the progress in our neighborhoods - however, in regard to the Safe Routes to School project, I was notified that I would be getting a sidewalk in front of my house, but it never happened. They stopped it right before my yard on Biltmore and it looks ridiculous. This is a very busy street in the morning and evening, when school is in and I think it makes sense to complete the job. I see small children walking in the street each morning on their way to school.
- Great job with Tinbridge Hill, now let's get the other neighborhoods on board and fast, before it's too late!
- Although downtown continues to experience a renaissance, we cannot overlook the various downtown neighborhoods that still suffer from high crime and high poverty. Do we have a long term plan to improve these areas once downtown redevelopment and housing reaches capacity?
- Again, the efforts in the mid-town section of the City could use more emphasis. From the appearance of sidewalks, street lights to the revitalization of that area's parks, all would help in the resurgence of that part of town.
- Bedford Hill's main road, Indian Hill was just resurfaced. This road is VERY wide, but they didn't include bike lanes when they painted. There are no sidewalks with the exception of right in front of Bedford Hills elementary. Many people walk this road and it isn't safe. Bike lanes would

have been a good idea.

- The area beginning with Clay Street and proceeding towards Memorial Avenue is a disgrace to this city. The drug activity, violence, and poverty in this area as well as the Bedford Ave area of Rivermont continues to be a problem. The revitalization of the Downtown area has been wonderful, but appears as a facade to mask the destitution of the area because the area immediately beyond downtown is in such poor condition.
- Many neighborhoods feel left out and forgotten. Daniel's Hill, Diamond Hill, College Hill, Westover, to name a few. These areas want more representation from City Officials. Debris and Trash lingering for long periods of time are one of the most frequently heard concerns.

Safe Community

- What about creating some additional type community centers in the Heritage HS, Timberlake Road area, and Tyreeanna Road areas so that those children have a safe place to go afterschool.
- I think the city took a huge step backward in this category when it recently changed the requirements for volunteer background checks. Allowing persons that had been convicted of felonies & or sexual offenders to be allowed to work with children after 5 years has passed is a dangerous precedent and potentially puts the safety of our children at risk. The previous standard that had been in place was a professionally established standard that is widely accepted nationwide. Lynchburg's new stance tells me that the city does not truly care about the safety and well being of our children and that our kids are not worthy of the minimum standards held by other comparable communities nationwide."
- Just a comment....I don't feel safe in the city after dark.
- Law enforcement is adopting progressive approaches to increasing challenges

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- When you see other localities in the Commonwealth (e.g. Danville) and the challenges that they continue to face with regards to public safety and crime, it is encouraging to see the efforts being made in Lynchburg to not only deter crime and enforce the law, but to partner and work with the community to police itself.
- Keep going ...
- I would like to see a texting line for emergency services. If there are people who are non-verbal or non-vocal, texting in the case of an emergency would be very helpful. Additionally, were there an emergency such as an active shooter situation, having a texting line would greatly improve people involved in the shooting with providing the police information regarding their location and more.
- Lynchburg is one of the safest communities I've lived in but the outside perception is quite the opposite, mostly based on one incident from a few years ago.
- Impressive list!
- LPRD working with the CAT Team and others at Fairview after the Younger Park incident.
- Put police back on the street to interact with citizens when possible. (a regular beat)
- Is this cost-prohibitive? Are there grants?"
- Transportation network is NOT safe for pedestrians/bicyclists.
- Rentals and property maintenance by landlords are a continual problem in many neighborhoods.
- Need better enforcement of existing laws, including against leaking garbage trucks, tow truck companies that don't clean up crash debris properly, cleanup of spills, and other ordinances designed to protect public health and safety.

- Crack down on these illegal rooming houses, and it'll eliminate the drug dealers within the community. Partnership with the churches and the CAT team.
- Great Job. Would like to see more police presence in the downtown area. With more residents and activities downtown, I feel like we need more patrols downtown.
- This is very exciting news! I am sure this data is surveyed by potential student's parents when deciding on sending their children to one of Lynchburg's Colleges/ Universities. It plays a role in students deciding to stay on and raise their families here after school as well.
- It's a source of information I have seen used in City Data when potential residents are seeking information from current residents as to the pros and cons of moving to 'said' city.
- "The police department continues to struggle with retaining experienced police officers. The City needs to do something to retain the experienced officers who have a vested relationship with citizens. We need to identify the underlying causes for this crisis and figure out what we can do in the short term and long term to address it.
- The Department of Emergency Services needs to do a better job with the Emergency Alerts System. The system has not worked correctly in the recent past and the issue needs to be addressed to ensure our community can trust and rely on it.
- Get the police walking in the neighborhood
- Until the neighborhoods I mentioned above are properly dealt with violence, crime, and neglect are still going to be issues. Although improvements have been made, the city police will spend a significant amount of time just keeping up with the issues in this part of town.
- Participation in Police, Fire, and

Emergency Services sponsored events by City Officials is down significantly from the past. Citizen's would like to see better participation from City Officials at events such as Night Out Against Crime, Community Code Compliance Team walk-throughs, etc.

- Public Safety in the City needs a raise. The City will not be able to hire qualified candidates if the pay remains so low. Who will want to do that job if they are not paid competitively with other surrounding cities.

Social Equity

- Hmmmm...I hadn't been aware of the EMT class.
- Some of the examples listed are things that seem to happen each year; so can we really consider them as having made progress in this category?
- The Lynchburg Community Market partnered with Virginia Cooperative extension to offer weekly SNAP education programs on Wednesdays in June, July, And August. A Celebration of Food was held in August to include a food demonstration station, healthy plate station, and to-go garden station.
- The social gap is growing wider than ever. Look at the poverty rate; completely unacceptable. Deters outsiders from wanting to join the Lynchburg family. The City will eventually become only the wealthy or the poor.
- The SNAP program is a great opportunity at the Lynchburg Community Market.
- Keep going ...
- Need more low to mid-income housing opportunities for the elderly.
- Improved infrastructure for the growing elderly/retiree population is needed.
- When we decide on a plan, I think this will improve more.

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- The City has made great progress, but still needs to work with the state and federal government on more nutritious and healthy food for kids during summer programs
- Some of the cancer fundraisers need to be updated. The necessity of yearly screenings and tests are disputed by valid current research as reported in news outlets.
- The Parking Department was the first to implement card readers for their credit/debit card payments and not charge the citizen additional fees.
- An appreciation note, when I have called in to 'pay' a bill before moving to online payments, I was always greeted with a personable, kind and polite employee!
- Our poverty rate continues to be above normal. We need to create real world solutions to address this for the long term, not just with feel good programs here and there. The City also needs to address the youth crisis involving gangs and violence.
- Hill City Youth Football, a program for inner city youth is in danger of being cut off because of a policy that limits coaching staff who have had a felony in the last 10 years from coaching. This program serves hundreds of inner city and other youth and is a much needed program to keep our youth involved.
- The LFD and LPD do a great job! They are underpaid. When the Public Works Associates received a raise, did anyone think of the firefighters and police officers that risk their life everyday to serve the citizens of Lynchburg? You cannot pay an employee to pick up trash at a higher hourly rate than someone in public safety.

Transportation

- The City of Lynchburg really needs to invest in smart traffic lights, or at a minimum, traffic lights that talk with each other to make travel more efficient. I know the COL would like to do this, but have concerns about the cost. However,

these technologies are standard and are now even a generation behind smart traffic technology. As a city, we need to move in the direction of smarter, more technologically-based traffic control.

- If some sort of trolley system could be put into place in downtown Lynchburg that would be awesome.
- The hindrance I see here is due to seemingly never ending construction. Visitors to the city may have a hard time navigating through town due to the road closure and detours.
- Funding more infrastructure rehab is a must! Painful but a must.
- Kemper Street train station parking is still inadequate. Need to provide a better method for pick-up and drop-off of passengers using rail services.
- We still have not connected the hospital to cross town connector. I cannot believe the city hasn't been sued because the route to the emergency room at General Hospital is so convoluted.
- Construction took way to long.
- A moving sidewalk from Jefferson Street to Church Street would be awesome!
- Great on parking Lot M!
- Collaborate with GLTC on providing rides to work for City employees. Could stimulate growth in use of GLTC while encouraging less vehicle traffic during commute times.
- Need a city-wide transportation plan for all modes.
- Need to look at improving street connectivity.
- Need to invest and collaborate with GLTC and make the buses in Lynchburg a mode people will choose because it is faster, cheaper, or more convenient than driving.
- More sidewalks needed, see above.

- The City needs to adhere to the Better Streets Policy as adopted by Council in the Comprehensive Plan. In terms of public facilities and street improvements, sidewalks, mass transit and bicycle connections are always an after thought and then not listed in the budget. All departments need to plan for these things early in the design process. It is not equitable to require private development to construct these improvements and then the City not too as part of its projects.
- Need to coordinate buses with train arrivals better. Train from north and bus from Roanoke arrive 15 minutes after bus service has shut down for the night.
- Getting there, still a long ways to go!
- Looking forward to the construction projects being completed at Langhorne/Memorial and downtown! The added parking for downtown is appreciated as more businesses come into play! A major complaint I have heard is the metered parking at the Community Market and along Main Street from various people in various venues. Citizens are not thrilled about having to enter their information into those machines.
- It's exciting to see more sidewalks installed making this a more 'walk' friendly city!
- I'm grateful for our transit system that helps those not wanting/or able to own a car or those wishing to cut down on driving as a whole a viable way to do so.
- Major intersections throughout the City need attention due to the backlog even during non-rush hour times.
- Improvements have been made to the beautification of the inner city locations, but these changes were disruptive to traffic flow for much too long.
- The paid parking downtown has personally made me avoid visiting some of the downtown businesses. The City needs to, at a minimum, lower the rates and make the first hour free. I would

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have given this category a rating of a 6 or 7 if it were not for the paid parking issues.

- Still need a Greyhound office.
- One area that continues to be a major problem is the on ramp at Candler's Mountain Road heading south on 29/501N. I see multiple accidents here weekly during my commute to work. There should be flashing signs, or "High Accident Area" signs as you enter the ramp to raise awareness and make the driver take notice. We have a lot of visitors here and our roadways aren't traditional with cities of this size. People are used to having a merge lane to accelerate, not going 0-55 as quick as possible upon entering the highway.
- We need public transportation directly to neighborhoods and grocery stores, downtown shops, markets and city hall - perhaps focusing on shuttles from neighborhood centers to shopping and health and city facilities would be a good start.
- Improve FV Heights neighborhood
- better lighting and sidewalk improvements.
- Sidewalks beyond the downtown area and a reliable public transit system are a must. The city extends quite a distance beyond downtown and yet the city seems to only consider from Jefferson to Court St the "City of Lynchburg"

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Arts and Culture

- I think you should revise your fee policy for city sponsored programs such as classes taught through Parks and Rec to make the fees charged be the same for all participants. I am a member of 7 Hills Art Club and live in Campbell County. Art classes offered to city residents are usually \$50 while the same class for a county resident is \$65. I resent having to pay \$15 more for the same class as the person sitting next to me simply because I live in the county. I live in the Timberlake area. Lynchburg is my city, but I am not treated the same. You might get more participation in some of the parks and rec events if you charged everyone the same.
- Promote things better and the turn out will be even better!
- I would like to see more African events during Feb. I'd also like to see more alternative holidays celebrated such as Gye Nyame and Kwanzaa. Also Juneteenth Celebration.
- Excellent job with First Friday's and all the cultural events!!
- Would like to see more use of various venues for music events. It would also be nice to see more educational/cultural awareness programming about different areas of our city.
- I'd suggest that if you have to tell/remind people of the City's accomplishments in any area, the accomplishments were either not memorable, not meaningful, or both.
- I am a member of 7 Hills Art Club which has partnered with the city recreation and park department. We have the privilege of using the "new" building which is amazing. The department arranged to have a bus for our club and the community to go to P.Buckley Moss's home and gallery in Waynesboro in the spring. It was well attended and a great trip. Some of our members assist and teach classes through the department. I realize that there are after school programs for youth in the neighborhoods but I feel the city could do more to encourage art for our young citizens. I would like to thank the city for allowing our club to meet for our meetings and our open studio on Fridays at the recreation building.
- Making progress. Progress with the Fine Arts Academy is going too slow. Appreciated the free admission to the Lynchburg Museum and many of the events and displays.
- Still behind other cities of equal size; i.e. very, very little to do in young adult population; events are very expensive for what is provided versus other areas we have lived in comparable size
- Meeting the fundraising goals for ACOA is huge! Having VTA call Lynchburg home is also great. Arts build communities and we have seen this for sure in Lynchburg
- continue to work to improve for all ages
- A continuation of a wonderful turnaround for the downtown area. Makes us proud!
- For a small city, Lynchburg is very arts focused!
- You went a step backwards by asking people to pay for parking downtown. The downtown area isn't that exciting yet, that people will be willing to pay for parking.
- You forgot to mention the Virginia Theatre Association, the largest state theatre organization in the USA, relocating its state headquarters here. A big get for the City; we should be actively trying to get others to come here.
- Where does one find out about all of these events? Also, it is funny that Country Living named Lynchburg a town to visit, because it certainly is horrible to live here!
- Nice improvements. But at a cost versus other infrastructure needed more or lower taxes.
- If it was not for LU, population would be down.
- I absolutely love what Lynchburg is doing, especially downtown! It's wonderful to see it being transformed back to the way it should be!
- I love Rivermont Makery and all of the classes as well as Movies in the park
- More live musically interactive initiatives should be stressed.
- Music is a unifying live art that reaches people immediately - the collective experience for the community with live music (orchestra, band, jazz ensemble, hip hop group, whatever...) is always good.
- The educational effect of live music on children is even greater. Sponsor a concert that has a positive message for kids. Sponsor a concert that celebrates volunteer community involvement or historical perspective. Sponsor live music and storytelling concerts at the public library. Be creative...but use live music.
- Incorporate youths in more arts.
- Seems like many citizens of the city don't know or are not aware of what's going. I wasn't aware of any of these but there seems to be progress.
- More money could be spend to fund small entrepreneurial and arts efforts. Small arts-based organizations/galleries/stores seem to fail after a while.
- The Kennedy Center hasn't created a cool neighborhood around it. But other areas of DC have grown organically because of small businesses and arts organizations.
- I would like to see more interactive activities for children and families to become more involved with the community. Maybe leaving some ornaments out for kids and families to add to trees or decorative station's around town. This could be done for most holidays.

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- This is way too much information for a survey...and honestly never heard of any of these items
- Didn't know about a lot of the things listed above until after they were over.
- These improvements sound great! Is there anything we can do to attract more couples?
- Work in the area by Economic Development, Lynch's Landing and the James River Arts Council collaborating has created significant improvements.
- I think all of these initiatives are great. I especially like the Library stuff - although it's not glamorous, the library serves a very important role for residents who might not otherwise have access to the arts.
- Love, Love love it!!
- Less money needs to be spent on this
- Enjoyed the Art Expo held at Miller Center. The wine sampling was a great pairing with the show.
- Progress, but wrong direction. We have important needs and should not utilize funding for arts, music, etc.

Citizen Engagement and Social Capital

- Crime is a big concern. I moved here 4 years ago and seems that violent crime incidents are increasing.
- Would love to see agencies doing good work get supported like Jubilee Family Center.
- These are all good things, but I wasn't aware of most of them. Keeping the citizenry informed would be beneficial.
- Regarding the library, there are plans to update and improve the main library. The city supporting and funding this effort would be spectacular.
- In efforts to address poverty, would it

not be beneficial to hold mandatory training in the areas of budgeting, credit building, housing options/opportunities, responsible use of the healthcare system, etc., for those receiving public assistance? Education is key to breaking cycles of poverty.

- Police community action team is a step in the right direction. Need to continue to be proactive with the police engaging the public in a constructive manner. Trust and credibility is important.
- Lived here once in early 70s; once in early 80s and again arrived in 2008; crime greatly increased. Fractions between races obvious; appears City Council doing things like rotaries installed; roads improved in low income areas and spending millions on superficial improvements that have not brought enterprising people into the City; schools are much worse; I wouldn't move here if I had school age children versus the 70s when I was delighted with the quality of schools. All in all I don't see any improvement; I see falling backwards on the important issues.
- The issues at Dunbar last year showed where we are as a community- we must do better. We are not all one religion any more than we are one race.
- Better publication of these events is needed. Direct mailings once per quarter would be nice. As a 20-something, I don't care about architecture much, but I would like to know more about ways to get involved in the community and make a difference!
- Steps toward interaction between the police and the community (eg. Community Action Team) impressive
- There is a guy who lets people stay at his house all of the time. There have been as many as 8-9 people living there. Most of them have arrest records, sell drugs, have parties with live music and still the police and city fail to put a stop to it. Even with community involvement something can only be done AFTER a crime is committed, and then they are

usually back the same day. Neighbors live in fear but as long as the criminals are not caught in the act nothing is done. Stepped up patrols usually last a day or two.

- Do not feel there is a feasible disaster plan in place. Cannot just tell people to go to Salvation Army. That resource is already at capacity and beyond at times. We missed being hit by Matthew, but I'm sure many remember the flood of 1985. Hopefully, our new chief will have had experience in FL and can help join with area resources to develop a comprehensive plan. Kudos to LFD for the strides they are making in providing preparedness information in the community.
- Time to start a campaign to renovate the Lynchburg City Library. Humane Society has finished their project now it is time for the Library. If the city can not move or build another library then at least start renovations. Badly needs it.
- Helping parents with the change is scheduling at schools.
- Only aware of some of these but doesn't seem to be much progress
- Again too much information to have a survey...is it really the city's job to be involved in these 'social' issues? And again never heard of any of this.
- Everything listed is geared towards low income families. Nothing towards retired or middle class families. The people who pay property taxes in the city
- Most of the things listed are more fluff and not terribly substantive.
- I have not heard about any of the things listed above. Maybe educating the community better would help.
- More widespread communication is needed. I've not heard of any of the items above before today.
- The Fairview meetings produced excellent outcomes that has had a great

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impact on that community. People felt heard and that the City did listen and took action.

- Smoke and mirrors.

Economic Development

- Great accomplishments. Our mall is still a problem. Would love some nice shopping like Charlottesville has (an actual Macy's, upscale outlets or shops, Costco, Trader Joe's). Seems like we have the income base for it and of course students and families. People are taking their money elsewhere.
- Mrs. Upshur is an asset and an outstanding leader. Please compliment her for the city achievements with which she is associated.
- I don't think the city should be providing gap financing for hotels. Although the businesses thrive during the college graduation season, the businesses are rarely full any other time of year. Taxpayers should not be footing the bill for hotels.
- If the city is going to help grocery stores they should require that they be built in areas that are food deserts, rather than downtown or in areas that are already served by a grocery store.
- Love, love, love all the growth and new business that are happening downtown. Some friends of mine are restoring a historical home down there as well. Apparently they didn't realize until too late that great money was available to help them do so. Anything that can be done to help them? Any more grants for home restoration coming up?
- Would like to see a more concerted effort to encourage and support the development of minority businesses
- Economic development is on track.
- To me amounts proving impact which are \$34K; \$400K, \$4 million are like an average worker bragging that he has increased his income by \$25/week. These amounts are awfully small. You lost Fleet; you lost many jobs here and then you announce that somehow you've brought \$400K into the City. Your governor has the audacity to be proud of bringing 34 jobs to the area? 120 jobs to the area. This is a joke.
- Could it be adequately explained somehow or someway as to why former City Manager Kimball Payne took a huge pay raise almost a year before his retirement and why there was no pay raise for city employees. It seems to me that the best way to provide the citizens of the City of Lynchburg the very best and efficient services that the City treat their employees well. Treating their employees well would include and not be limited to including the days off that the Federal Government and the Commonwealth of Virginia observe to the City of Lynchburg; increase pay as the standard of living increases; treating those employees who do not work the traditional 9-5 Monday-Friday workweek with consideration. For the last example, the example that comes to mind is the Lynchburg Public Library at the Plaza: they are closed the day after Thanksgiving, but are open on that Saturday??? How is that engendering loyal employees who are happy to show up to work? Just a few thoughts.
- Getting there!
- Overall good progress but city is still missing a venue space that could bring in big ticket music/comedy acts. Phase 2 is not large enough to bring in desirable entertainers.
- Fantastic to see the growth of great restaurants and shops downtown!
- Everything seems focused on the downtown area. Please show the rest of the city a little love!
- A tremendous amount of money was wasted on Heritage High School. It didn't last very long, and has had many problems. Hopefully we got it right this time. Cutting corners and lack of oversight has cost us a lot of money.
- The city continues to build for Liberty University. The residents have to deal with traffic, lack of jobs, etc. But as long as Liberty provides money to the city all is grand!
- I feel that the city seems to help out private owners/developers a little too much. I think that this has set a precedent in that if a developer does not have enough money then he comes to the city asking for help. A example of this is what happened with the Rosedale development. Does the city really need that area to be developed? If so, then the developer should have had enough money to develop the land, without the help of the government. If he needed the money go to a bank and get some money that way. If the bank feels that the development will work then that is fine, but that is not the role of the government.
- Oppose spending on funds or loans like the Virginian Hotel. Our taxes are twice neighboring counties, too much for what we get, Don't need more \$500,000 traffic circles like on Langhorne and 5th street. What a waste.
- Why is Centra not paying property tax? What a sham. They are making a fortune and not paying their share. Same could be said for LU. You need to find a way to change all of that. Get tough.
- Downtown is still a food desert.
- Oh, significant progress was made, but at what cost? What about all the displaced individuals from The Virginian? Boutique hotel? Really? Traffic in that area is bad enough. There's nothing addressed about situation for underserved in our area. It's a problem that isn't going away and likely to escalate.
- We need more Information Technology companies in the city that will provide more jobs and bring more revenue to the city. Encourage downtown businesses to stay open after 5 pm so people who get out of work can go shopping and socialize. Encourage branded businesses to house downtown so people can come downtown.

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- Invest or raise money for City Library. Now is the time. OK
- Wonderful for the city!
- Too many closed / detoured roads.
- The Lynchburg model is spend money on businesses that will not be here I 10 years, kiss LU and Central button and raise taxes
- Why are community funds going to college dorms? Don't they already charge students enough
- Again, it may sound like a lot of money has been spent, but in so far as making a meaningful/tangible impact on the area's economy, it has not.
- Keep implementing jobs that don't rely on liberty. As someone who spent several years in Michigan, any economy who relies too much on one thing is at risk.
- Only people in Lynchburg are Liberty students, the uneducated who can't move away and retirees. Lynchburg needs LOTS more jobs for middle and upper middle class educated people. There's no future here, so kids leave. It's affordable because there aren't people with decent salaries to buy the houses available.
- Kudos to Economic Development.
- Especially excited about the downtown growth.
- Way to go Economic Development
- Progress, but improper to tax and us and then spend on partnerships with private business.

Healthy and Active Living

- I'd like to see more community sports activities for young adults.
- Hard to "improve" when Parks and Rec Dept is already so great.
- Need to focus more attention on creating new bike lanes and shared markings when repaving. Several roads such as

parts of Rivermont Avenue and Kemper Street (and Kemper Street Bridge) have more than adequate pavement width to accommodate 4' or 5' bike lanes, but have not included this accommodation during recent repavings.

- Lynchburg does an excellent job with Healthy and Active living.
- We enjoy participating in all the local running races! Very fun.
- The Miller Center after school and summer program should be reinstated. This location is right in the heart of the city, in walking distance for many families, as well as easily accessible for parents to pick up their children. It doesn't make sense to me why a center with such close proximity to a park and its amenities would not be available for an after school program. More efforts should also be made to promote after school programs at all recreation centers and they should be properly staffed.
- More off leash dog areas within current parks, please!!!
- Given the problems that other cities have faced, I think that efforts to support programs for kids from low income families should be a high priority.
- I love Parks and Recreation's catalog and facebook page.
- Why not mention the work of Live Healthy Lynchburg- community gardens, book about healthy choices distributed to all LCS students, original play produced by Endstation theater and performed for over 5000 students, and coordination with Mark Fenton to propose better streets policies?
- Can't wait for next years (6/16-6/17) report to note our 5 gold medals for Let's Move!!"
- We need more bike specific lanes, as bikes on the actual road are a huge inconvenience. Most of the cyclists do not follow the rules of the road a frequently endanger themselves and others by

ignoring stop signs, lights, etc.... Perhaps some initiative could be developed to help educate those who cycle on proper behavior on roads as driver can be held responsible for the poor decisions cyclists make.

- Good progress. More sidewalks are needed throughout the city, especially Boonsboro and Sandusky neighborhoods.
- Would love to see downtown Lynchburg become the next Charlotte Whitewater Center-like experience. Also, it would be great to see Riverfront Park have sand volleyball courts installed that are actively managed (including proper volleyball leagues). This would be an excellent way to activate such a growing, young and diverse community.
- Bike lanes are a great idea and much needed. Would like to see city focus more on them.
- Once again, where are these programs promoted? They seem focused on the youth, which is not a bad thing, and Liberty University.
- Find funds to build sidewalks in the areas that need it. Those areas include Wards Ferry Rd, with the LARGE number of Liberty students live in that area. Having sidewalks will give them a safe area to walk/ride a bike to campus.
- Also find the funds to build gyms at the city elementary schools. A lot of the elementary schools do not have gyms. They hold PE in half of the cafeteria. Also due to the lack of gyms, when the weather is not good, the kids are not able to have recess. Instead they watch movies during that time. That does not help with the healthy and active lifestyle."
- Bike lanes and trails are not interconnected and sparse. There are no pedestrian zones downtown which would make the downtown area more "shop-local" friendly. Charlottesville is a great example of that.

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- The Parks & Rec dept has helped quite significantly in area since well-deserved renovation completed.
 - Glad there has been as many officers involved in the CIT program, and hopefully will be at 80% or greater by next year. Do not see where was a significant change or improvement with the Centra mental health program, but that doesn't reflect on the officers, but Centra.
 - What actions can you take to make the parks safer? This year we had a shooting at the local parks. Miller Park and the Library are not in the safest neighborhoods.
 - Need more smaller Farmers Market locations for the folks.
 - Farmers market is not the best use for SNAP benefits with tokens. I have been there and feel that one can do better at grocery store.
 - There are still so many streets in Lynchburg City that do not have sidewalks. I believe having sidewalks would make a big impact on more people walking, and walking safely. From my perspective in planning school bus routes, many buses still have to make some door-to-door stops along their routes simply because there are no safe sidewalks for children to walk to a common area. The domino effect is that this issue has created a mind-set among some parents who think their child should have door-to-door service simply because they see others who have it. If safe, wide sidewalks were established in as many areas as possible, we would reduce the times buses would have to stop, thereby improving our routing and enabling us to use our staff (and its shortage) more efficiently. The other positive effect would be that some children would have more opportunity to walk and exercise. Those who already walk will do so safely.
 - Bike lanes seem to be used only lightly. We live off of Cranehill Rd that has a bike lane and we have only see one biker use it since its conception. Cranehill is a very hilly road and tough on bikers. Perhaps, bike lanes should be put on roads that are not so challenging for the average biker. No sense having the expense of putting in a bike lane that no one uses.
 - Crap...never heard of any of these... sidewalks Suck, still obese people everywhere....
 - Good work.
 - More sidewalks and bike paths please.
 - Waste of money.
 - Loved that we hosted Virginia Commonwealth Games and now State Games of America
 - Again, I'm paying for everybody and every crazy idea out there. Meanwhile, I can barely move in traffic so often. Progressive government focuses overly much on "feel-good" projects, while real needs go overlooked.
 - Worst city for bicycles i have ever lived in - doubly bad since public transportation is terrible
 - More sidewalks to have a safe and healthy life style-especially on Link Road. Have seen too many scary situations with people walking on the narrow road trying to get their walk in for the day. -examples mother pushing a stroller on the curvy parts of the road and young children trying to ride their bikes.
- ### Infrastructure
- The city's infrastructure is great; however, it is taking the city too long to finish project
 - The fact that the city is undertaking so many needed infrastructure projects to enhance the livability of the city is truly a great thing. However, many of these projects face severe cost and time overruns and more attention should be placed on completing these projects in a more timely and efficient manner.
 - I realize artificial turf is less costly. Many more knee and ankle joint injuries stem from non natural turf because it will not "give" as a player digs into the surface. Its use seems short sighted.
- Putting in sidewalks on streets that don't have them would encourage citizens to walk more.
 - Stop adding businesses on Wards Road! The traffic congestion is already intolerable, and adding more businesses in an already overcrowded area, with not enough traffic lanes is foolish."
 - Cross town connector is over budget and well past the target in-service date. Heritage Senior High was well executed. Mixed review
 - You certainly are staying away from crime in the parks. People not wanting to go to the parks, etc. Who is benefiting from these "improvements" I won't even go back to the Bluffwalk.
 - It is interesting that the Library addition is added because it is a hallway with a square room at the end. As I understand it, it took a year for the addition to be completed and it took a ridiculous amount of money. For the completion of Heritage High School- that remodel and addition went up in no time at all!
 - Love bluff walk
 - Please continue improvements at Lynchburg Public Library.
 - The slow pace of the street/sewage projects downtown is terrible!!! The disruptions to the businesses would be bearable if there was better expectations of finishing!! I'm standing downtown on Church street right now on a Friday and there are bulldozers just sitting quiet. Ridiculous!! These streets need to be torn up, fixed and put back together pronto.
 - These initiatives are great, but they take too long to complete. Roads are closed for months have detrimental effects on the local businesses while little to no construction is actually happening for extended periods of time. The sewer

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project alone has left downtown a mess for years and has caused sections to be redone several time. Projects need to be completed faster with less periods of inactivity.

- Way to go, something that was actually done for the city itself.
- The new bridge for Kemper Street shows the poor planning expected from the City. Stop lights and traffic backing up into expressway traffic. Why complete a Midtown connector then create a bottleneck to access it?
- News of changes to the heavily traveled intersection at Heritage High School give another reason to find somewhere to work outside Lynchburg or within the city that avoids Wards Rd, Timberlake Rd and the expressway.
- Our property taxes are twice neighboring counties, too much for what we get, Don't need \$500,000 traffic circles like on Langhorne and 5th street. What a waste.
- Why spend \$ on artificial turf??? Another waster of public funds. Grass/mud are fine and safer for the kids. Better to spend \$\$ on new intersection at expressway and 221.
- Reduce unnecessary city jobs like Treasurer, get general assembly to help with fixing constitution.
- Maintenance of downtown and historic neighborhoods' sidewalks is lacking. Very little trash can despite significant littering and with spotty street cleaning
- We still don't have sidewalks on Old Graves Mill Rd, the road is broken up from all of the tractor trailers coming and going to Tomahawk Industrial Park and all of the cut through traffic and now City Counsel has approved another huge apartment complex on this road!
- It would be nice to have a road that connects 460 to 29 with no traffic lights
- Jones Memorial Library building A Lynchburg landmark which I think the city now owns? PLEASE find something incredible and engaging for that building. My suggestion?
- A liberal think tank organization based in Lynchburg to offset the suffocating right wing Fundamentalist strangle hold that LU has on this city.
- The city stadium renovation seems to be taking a lot longer than it should have.
- Thanks for thinking of our children's future.
- Road so Suck, sidewalks Suck....have 1000 projects going at once with no completions...I spent nearly two years driving all over the city to get to work because every two weeks the way I went got closed for construction miss managed city project so...too bad I can't give a minus 10
- I would mark you a lot higher were it not for all of the darn road projects taking FOREVER to complete. They tear up one street before finishing the adjacent project. You should not allow these contractors to take years to complete these projects. You are causing havoc to downtown right now and if that doesn't end quickly it will un-do all of the good that has taken place to get people to come.
- Still so very much to be done and Council needs to accept the responsibility and stop pushing projects down the road until later. When you pay later the costs only increase.
- Nervous about all the downtown work still to come.
- Do not have a lot of main roads closed at once - made traffic a nightmare. But now completed great!
- Great job with the Capital Improvement Projects - the 5th Street and Mid-Town areas are looking better.
- Football field lights and a scoreboard! Catering to a small group.

- Terrible traffic patterns and traffic light systems - especially on Memorial at Wadsworth and Park/Langhorne

Land Use

- Need to encourage more residential infill in center city neighborhoods. Several "historic districts" in center city Savannah, Charlottesville, Asheville, and Atlanta are now allowing sustainable infill homes to be built to increase needed density of neighborhoods. The city should look to create an atmosphere that is friendly towards sustainable/LEED certified residential infill in center city neighborhoods. City should focus most new development along transit corridors and mixed-use centers such as downtown and Midtown. There is huge potential for transit-oriented development around Kemper Station and the bus plaza in Midtown similar to what Charlottesville is doing on Main Street near their Amtrak Station
- Would like to see more caution used in the rezoning of green spaces for commercial use or high density residential use.
- Lots of controversy regarding the property off Graves Mill road.
- Would be nice if greatly improved economic situation in City; don't see it.
- We have become a city of lofts! Would enjoy more name brand business/entertainment options.
- Allowing WAAAAAAYYYYY too much apartment growth, which only causes huge congestion and the apartment dwellers do not pay real estate tax and therefore do not contribute to the funds to improve the needed infrastructure because of them. Also would like to see the city better incentivize the use of existing structures for new uses. And for goodness sake can't we preserve more greenspace? Why does every available piece of land have to be covered with buildings? And can the city please encourage or even require truly environmentally friendly parking lots, buildings etc for the runoff?

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- Development seems to be done in an ad hoc manner. Road planning is an absolute nightmare with businesses dictating access points. Citizens suffer from poor planning with daily traffic congestion and high rates of accidents
- The bottle neck on Old Forest Rd. between the two expressways is a disaster. It should never have been done that way. It should be one continuous expressway with on and off ramps. Further increasing traffic in that area is extremely irresponsible.
- Should promote the use of land and buildings already in existence. Stop destroying undeveloped land and use some resources already available. Do you think it costs less to develop than to refurbish?
- Looks like expected work to me. Why is this called progress??
- While there may be aspirations for development with the surplus acreage, the traffic problems haven't been fully addressed in the 221/Lakeside / Old Forest Rd area from previous development. Don't get people who have to travel that road and hit the dreaded 5:00 traffic. What a nightmare! And a major accident and fatality waiting to happen.
- More needs to be done with the road system BEFORE any other parcels are approved for businesses. Wards Road and Timberlake Road are prime examples of a lack of planning to accommodate the additional traffic once businesses have opened.
- Doing best for now.
- Lynchburg is bulging at the seams and our current street designs are outdated in key areas around the city. In my own house hunting ventures this past summer, I specifically rejected several houses since they would require travelling a good distance on Timberlake Rd. I hope that there are no added housing/businesses built anywhere near Timberlake until these traffic nightmares are addressed.

- More humor?
- Good work.
- The Zoning Ordinance is huge.
- Please develop a land acquisition policy to purchase land for future park use.

Lifelong Learning

- The "Create Space" at the library is a small table near the check-out desk. There's plenty of room for improvement for this space.
- The Dept. of Human Services conducting the Nurturing Parent program is a duplication of services that already exist in the city.
- Partnering with Smart Beginnings to get Quality Initiative money is helpful, but the city should also recognize that Smart Beginnings does not serve all child care providers in the city, and should be open to partnering with the other program that serves the child care providers Smart Beginnings does not
- I attended the Bridges Out of Poverty initial program. Felt it was very beneficial to the non-profit organizations that I am affiliated with.
- Commendable. CVCC lost engineering program with UVA which is regrettable.
- Daily reading of newspapers sees nothing but increased crime, drug problems, gangs, people afraid to go downtown at night and stay any length of time; don't see anything downtown to improve tourism, bringing in revenue; just see a lot of money being spend continually trying perhaps appease the population somehow but doing nothing to bring in business, industry, production; I see it leaving and nothing but more social welfare. Looks to me like going downhill; not improving all around, not improving. Senseless spending of money for nothing.
- While this is great- why isn't there more partnership with Randolph College and Lynchburg College? Why does it

always seem like Liberty University is mentioned??

- Hope there is out-reach in addition to Liberty to work with local colleges.
- Bridges out of Poverty is so essential. We need to continue this work.
- These projects are good, but there are several other partnerships which have been lost due to the slow response time of the city/lack of personnel. If we want to increase the city's influence as a learning hub, especially in the fields of computers and technology, we need to move faster to retain the partnerships before the opportunity is lost to cities like Charlottesville who act more quickly.
- City has not learned from the way it poorly treats its employees. The city focuses on things that don't matter such as the bloom and groom program, but give no effort to help city employees out on injury leave, and in fact the city makes it harder for it's employees in need of assistance. The city does not even pay attention to the needs of their employees, such as under staffing and not having proper equipment to complete necessary tasks
- Never heard of any of these programs. How does one find out about them?
- ????? Why did UVA drop engineering program at CVCC? Could it be that not enough students applied themselves?
- Are any of these programs providing real, sustainable results? Employment rate in LBurg still terrible.
- Looks like a lot of programs (solutions) looking for a problem. Have the problems really been thought through and defined? Or if you throw enough against the wall maybe something will stick??
- City employees deserve a raise to assist them to be able to maintain or improve their standard of living in this rapidly growing community.

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- It would be nice if the Lynchburg Public Library was not used as the hang out for homeless of the city. It would be nice if there were programs available for the homeless to include education, job skills, etc. I heard the city received a large grant to help with homelessness but have heard nothing of any programs being implemented.
- I certainly like the partnerships fostered with local programs. Hope to see more of this.
- What? When? Never heard of this either
- Great job but only for those that work for the city.
- Excellent work. The City needs to market these accomplishments more often.
- Good Job. I also consider some of the many recreation program offerings as lifelong learning.
- How about substantial raises, and end some of the above projects?

Natural and Environmental Resources

- Would like to see an expanded paved trail system and more neighborhood connections to Blackwater Creek Trail.
- Would like to see more caution used in the rezoning of green spaces for commercial use or high density residential use.
- Commendable. Appreciate additional revenue from leachate and nitrogen credits
- Many people afraid to go to Riverside Park when Daylight Savings Time occurs; dark early and Park feels unsafe. What have you done about that? Where is your Policy Force? How much money have you given to double your police force; to pay your cops what they should be paid. Not much; you seem to think installing a round about on Fifth Street and another one to Kemper to be a productive spending of funds I don't think so.

- Cleaner water? Why does it smell like a swimming pool?
- Thanks for the ridiculously high water and sewer bills. I don't know how folks with low income can get by. I think I understand why Bedford County is developing their own SML water supply.
- Nice job on the 10 years of recognition for waterworks. That is fantastic!
- Has anyone been to an area where they put the biosolids? I know what they say, but can you answer first question? On a day where it is brought in? Would you personally use in your garden? How would your neighbors feel abt it...the smell, would it contaminate their water, etc. Hope this will not be used in public access areas.
- Progress is too slow.
- Again. Great future thinking & planning
- More waste of money
- Seems like significant progress but again not enough marketing.
- I was not aware of the Wastewater Treatment plant stuff. Pretty cool, and should be publicized more. Still need to emphasize resource conservation areas.
- Why can we not have curbside recycling?? Even Town of Amherst has it. Such a pain to collect in house or store in car!!
- Good job Water Resources - this is great information that I did not know about.

Neighborhoods

- Excellent improvements.
- I'd like to see more improvements done to College Hill Apartments; Shalom Apartments have been updated; Frank Roame Apartments were updated as well.
- Encourage more infill development that fits into the neighborhood character where it is built. This city needs to

focus on creating walkable, sustainable, and denser neighborhoods if it wants to compete to attract a 21st century workforce and retirement community

- Please consider expanding to neighborhoods that may be overlooked. Not everyone is vocal. Community centers could serve a variety of uses and should be a safe haven for children. It would be especially nice to see the Miller Center reopened for after school programs.
- Not aware of any of these projects.
- Was a much safer city years ago; was sorely disappointed when returned nine years ago and it has gotten worse not better. I'm sorry to say all this, in my view City Council has failed it's residents; the people who pay their taxes and should expect much much more.
- Need to focus on middle class neighborhoods BEFORE they go down hill. Paul Munro and Bedford hills need safe routes to school. Boonsboro/ mid rivermont neglected.
- The city of Danville does Make Danville Shine every year, where people clean up neighborhoods, get stuff hauled away for free, paint homes, etc. It might be nice to see if something like that could work here. Maybe low cost paint or supplies, community volunteers, etc.. to go to some of the more impoverished neighborhoods and make people who can't afford it feel better about where they live. Or if they're renters, push landlords to make their properties look nice if they don't. <https://makedanvilleshine.com/>
- Need to look at ridiculous old and outdated school district maps. We cannot encourage kids to walk to school- which we know benefits them if they have to ride the bus. We could save LCS on gas money by changing these maps.
- We need some sort of grant/incentive program for the revitalization of the older districts such as driver months historical district. Progress has slowed considerably because of the lack of

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funding mixed with the ridged guidelines of the historical district. Those of us who own property in this district cannot afford to make the necessary repairs as required by the code, specifically in regards to the roofing restrictions. Tile roofs are expensive and there are virtually no local contractors who are willing to make repairs on slate. In order to continue revitalizing the area, we either need assistance from the city, or allowances in the code for alternate materials as the price difference are substantial.

- Still too many abandoned properties that are not cared for. City beautification is a big need with many businesses and homeowners not caring for their structures or landscaping. Overall, visitors to Lynchburg find the city is remarkably similar to the urban decay found in Detroit. It's difficult to persuade potential hires to move to Lynchburg as it is hard to give interviewees a good impression of a city in decay.
- They need to monitor neighborhoods that have one or two bad eggs, not just the neighborhoods where there are always problems. Stopping a small problem before it gets bigger seems like a good idea.
- There has been a total lack of progress in the Fairview Heights neighborhood. There is never any police around, and whichever police officers are assigned to the area should be let go. My neighbors feel that the area is getting worse and worse. There is increased gang activity which has resulted in several shootings and stabbings in the last year or so. The city has made no investment in the area which has resulted in more and more businesses closing.
- How many condemned properties remain? Reduced 6% of what?
- From everything I see in paper, crime is up.
- I live in the Fairview Heights neighborhood and there is still significant progress to make. You boast about the shooting crisis response, but

neglect to mention the forced entry and robbery that happened right after and only a few blocks away from Younger Park. There was also the shooting near the Jubilee center that injured a teen girl. Oh and you can't forget the shoot out battle at the Liberty gas station that sent 3 people to the hospital from stabbing and gunshot wounds. This neighborhood is far from progress and there should be a much better effort at maintaining a police presence throughout the neighborhood in order to combat what is most likely gang or drug related crimes. There needs to be some significant investment in the economic development in this area of town where businesses are constantly shutting down, because no one wants to be there. It is probably one of the most neglected and depressed areas of Lynchburg. The lack of effort from the city to improve this part of the city is disgraceful and just furthers the hospitable environment for crime to come in and fill the gap.

- Glad there was finally intervention on the part of certain "landlords" in area, but there are a couple well-known to the city and court system, who still operate fraudulently. Changes in housing development will have an impact, hopefully, in some areas, one being Floyd St area. Good police patrol thru area, but they can only do so much to monitor drug and other activities in these type of areas.
- Sidewalks are urgently needed on Leesville Road from the low income apartments to the little store as well as up to where the sidewalk begins on Leesville. It is very dangerous for the pedestrians who walk the road and for the drivers who have to move between lanes to avoid hitting them.
- Best that can be done.
- as noted above in #4
- My kid is in private school because of the horror stories from parents around town....ratings on the Van of Ed site indicates the schools suck....so keep wasting money on BS in the first 9 questions

- I am sure this is significant but if you don't live in one of the affected neighborhoods you do not hear about it.

- Great job around the neighborhood centers.

Safe Community

- Excellent improvements.
- Lynchburg is by far the safest community I have ever lived in. Marketing Lynchburg (especially downtown Lynchburg) as a safe place to go should be considered.
- Commendable
- The text message, email, and phone call emergency notification system is FANTASTIC!!!
- Give the 911 dispatchers a raise!
- The case work load for social Workers is still way too high. Need to hire more.
- We need a stronger patrol presence in the riverfront back street areas. There has been a marked increase in gang activity including violence and drug use/sale in the past few years. The overall safety has decreased in this area significantly in the last 24 months with no visible increase on police presence. However there are always cops sitting around checking license plates for expired plates and other non-lifethreatening offenses. I'm far more concerned with the increase in violence and drugs than the police effort to nickel and dime drivers.
- Not enough Police Officers to police the amount of citizens in the city.
- Crime was "reduced" because the criminals can hide behind the law!
- City alert system for emergencies is good, helpful.
- From everything I see in paper, crime is up. If crime is down, the total numbers must be pretty bad.

ALL CITIZEN COMMENTS

- I was a victim of credit card fraud and police dept didn't think they would even check surveillance cameras at place of fraud to try and catch perp. If people know they can get away with stuff they keep doing it.
- Glad to see the crime rate is decreasing. Well done.
- There has been many significant areas of progress, seven adoptions?? Perhaps why so many families go to other countries (and no, not for babies). I read once where VA has an inproportionate number of children to be adopted (one of highest) and those placed. This maybe a state issue, given more help is likely needed on an overburdened dept, and perhaps a way to help obtain additional funding.
- I sure hope the police officers who respond to break ins and burglary are more helpful than they used to be. They never recovered anything that was taken and I doubt he even checked pawn shops, etc. like he said they would because we never heard another word.
- Yes you had made changes but crimes is still high in my opinion. The schools have been on 3-4 lock downs this year. One because of a man escaped from jail. Second a shoot out took place. As a parent and a foster parent how should I feel safe to let my kids play outside?
- And love Emergency text alerts. Keeping city safe
- Assist Lyn Comm to have 911 dispatcher's job status changed from administrative to be part of first responders in the Virginia State codes.
- Great job!
- Again what?
- Police officers need to be paid more to recruit and keep qualified officers.
- I definitely feel safe in Lynchburg. Thank you!

- Excellent. Again, toot your own horn more often.
- I gave you a 5, but we have a pretty dangerous city.
- Worst drivers in Lynchburg - lots of speeding, running of stop signs and lights and NO police in evidence EVER doing regular traffic patrols - hence all the above. I'm not suggesting oppressive traffic enforcement, but currently there is virtually none.

Social Equity

- I have no suggestions for any improvements. I just wanted to say since I've only lived in Lynchburg since 2013, all of these improvements/ accomplishments seem very impressive and outstanding to me! Good job City of Lynchburg, City Council, and Mayor Joan Foster! :-)
- More efforts to provide affordable housing and reduce the very high poverty rate should be made.
- Need more concerted effort to educate those in poverty to break the cycle of poverty and various causes.
- Would love to see cultural festivals at Riverfront Park-- Italian, German, etc..
- Fixing the payment issue is huge! Thank you for that.
- I'm not sure this is the appropriate place for these comments, but my feeling overall is that Lynchburg is making great strides in many ways, but I sense that the issues we face regarding poverty and homelessness (or low-income housing accessibility) are so great that we don't know where to begin. I am proud of my city, until I stop and think about the number of our neighbors living at or below the poverty level, and the number of children who qualify to and/or do receive free or reduced price lunches at school. I think the library is one of our greatest assets in our work to make systemic changes which will take generations to show real change. I

- hesitate to be too critical since I have no answers to propose, but I do want to be part of the dialogue/solution.
- I love Lynchburg. I want us to be all we can be for all of our citizens, including those who have greater needs than do I. Thank you for asking for feedback.
- Think it is great the city can take our money in more ways now.
- Going to be difficult to poss reach the LFD goal for MDA because of restrictions on areas to campaign. But have a great positive impact on community.
- Kudos to billing and collections dept for making it easier for individuals to make payments now.
- I know the Lighthouse community is grateful for assistance from DHS.
- I'm not familiar with the Lighthouse Community Center....maybe there would be more support if people knew more about the programs to help people in the community. Maybe more would contribute funds to support programs if they knew what they did.
- Above & beyond all others...great
- What?
- Lynchburg is seen as controlled entirely by white conservative evangelical Christians. There is no nightlife to speak of to keep young people here unless they go to Liberty. There are no LGBT protections in place, so that percentage stay closeted or move away. Pew Research has shown that younger people demand a more open and safe environment when it comes to race, ethnicity, orientation and identification. If you don't keep the smart young people here, they will go elsewhere, taking their earning potential with them, and all you'll have left are the uneducated who don't have incomes that generate the tax dollars you want so badly.

ALL CITIZEN COMMENTS

- Good job but so much more needs to be done in this area.
- We appreciate the spur trail that was built to connect Tinbridge Hill to the James River Heritage Trail.
- Making the walking path from Riverside Park sprayground to the new train exhibit ADA accessible is greatly appreciated as is the universally accessible playground.
- Thanks so much for upgrading all the basketball courts at the neighborhood centers.
- The direct mailed parks and recreation guide removes the awareness barrier and makes the benefits of parks and recreation available to all.
- Thank you for the free trails, parks and special events. Folks with little disposable income can still participate and reap the benefits of these offerings.
- We are all equal already.

Transportation

- We need buses to run later at night, at least until 11pm. We need buses back on Sunday 6am - midnight.
- All very good improvements!
- How come the city bus never runs on Sunday: Why does the city bus stop running at 9pm? I'd like to see improvements with that.
- New projects often lack even basic bicycle accommodation. Many projects go behind schedule and go over costs.
- Improving public transportation would be good for the city. Buses running once per hour, not running after 9:00 in some areas, and not running on Sundays on many routes makes it difficult for people without vehicles to get to and from work.
- The construction in the Midtown area has gone on for far too long.
- The plan to make traffic two-way in the

downtown area is not well thought out, and will create congestion and frustrated shoppers, which will lead to the demise of the downtown area once again. I hope, now that Mr. Paine is gone, the city manager will rethink the idea that the city "wants congestion" (Mr. Paine's comment at a town meeting regarding making traffic two-way).

- As more dense properties are developed, please consider extending service to outer edges of the city.
- The improvements are mostly okay; however, I am not a fan of the roundabouts. Most people do not know how to use them (i.e. who has the right of way). I am also concerned that when streets are impassable then businesses suffer. There should be some way that the city can insure that the public has access to those businesses impacted by construction.
- Delays, delays, delays. Over budget and over in-service
- This is a real pet peeve. Was appalled at all these city buses driving all over the city with 2, 3 passengers. Then all of a sudden small vans arrived and I was so excited that perhaps, just perhaps City Council had developed brain power. Then, back to those enormous buses transporting very few people all over the City AND the construction of parking facility and improvements for the transit authority and at what price and for what reason? Has this improved the economy in any way? Could those buses have been sold to a larger City, i.e. Atlanta and many small fans with better gas mileage have taken over the transport of 2, 3 people? I have yet to see a packed bus. I don't get it; I just don't get it. This City has no business bragging about the things it has done; Mediocre and shameful
- Stop tearing up what was just fixed downtown. Bike connectors needed to Bridge Boonsboro rd to forest.
- Really need to address parking for downtown. City needs to address this issue and provide more parking for the

growing number of apts and businesses instead of ignoring the fact that parking problems exist.

- Hope that the railroad station will be a focus for upgrades going forward given the continuing success of the NE Regional Train service.
- There is still much congestion in many areas, especially, as you know, Wards Road.
- Need more parking downtown.
- Would love all these accomplishments to be listed on the city website!
- Kemper street and the surrounding area is a good improvement, but the plan for downtown is a mess. From the video of the city planning meeting and q&a session, it seems the concerns of the residents were not addressed, and in some cases outright dismissed. Many of us who live here hate the new layout proposal as it makes getting to the riverfront district a nightmare, which in turn lowers our property value or ability to sell, as no one wants to deal with having to driver through the chaos that is the two way traffic with multiple 4 way stops. The surrounding streets, such as commerce, need to be altered to allow for easier transit for those of us who have to travel through downtown regularly.
- Residents continue to flee to Campbell and Bedford counties to escape the poor road infrastructure of Lynchburg. The timing of traffic lights is a basic concept that is successfully implemented across the country.
- Way too many construction projects on major road ways in the city all in progress at one time.
- Need to work on speed on projects. It seems that some of these projects listed above drag on and on and on. This caused some headaches and with some of the larger projects coming up can and will cause problems for business effected by the project.

ALL CITIZEN COMMENTS

- Kemper Street interchange is not an improvement.
- Fix the lack of acceleration lanes on the expressway and lack of sidewalks throughout most of the city
- As commented above need to focus dollars on traffic problems like expressway/221 interchange, not nice to have like traffic circles and sidewalks to nowhere.
- The downtown parking meters are a joke. What a debacle. Have to walk back and forth to meters to handle the tag for your car. I know folks who quit going to the market because of the hassle, just head to Madison Heights or Forest instead. I'd hate to know what all of that cost.
- The Midtown Connector is not nearly complete whatsoever and the community that uses the new Kemper bridge is already frustrated by the traffic light system. It has slowed down traffic and made it very inefficient to travel through that area due to how the lights are timed and controlled.
- You need to focus on repairing the road in the city, Especially Fort Ave, Memorial Ave and Timberlake . The roads are horrible.
- Glad for additional spaces at Depot Grille area as parking is huge issue when have events at Amazement Square.
- Hope to see areas of OFR/Lakeside/ Rt 221 further addressed. Wards Rd is apparently going to remain a challenge.
- ** Not considered resident of Lybg, even though have Lybg address. But do use many of the services, attend events, eating out at restaurants and shopping. Many of these are with family and grandchildren in Lybg. :)
- Improvements are necessary for all areas not just low income or trouble neighborhoods. My elderly mother rides the bus and routes have been cut so severely it took her 7 hours and 6 different buses to go to a doctors' appointment! She lives off Old Graves Mill Rd.
- Street maintenance should have some priority.
- People that work nights/Sundays cannot get home from work if they work to 9 p.m. or after due to the limited bus schedule. Can't they just run less buses on longer routes? At least people could work what they need to and get home safely even if it took a little longer ride to do so.
- Wow! I knew I lived in a great city, but all these accomplishments are so impressive
- Traffic management is still severely lacking throughout the city. Residential areas are being used to avoid traffic snarls on Wards Road and Timberlake Road resulting in excessive amounts of speeding drivers. The average speed of non-residents of any given cut-through residential area is in the excess of 40 MPH.
- Johnson Health Center needs more park as one of the only place that accepts Medicaid it is a nightmare to find a spot.
- Wards road has everything BUT roads or need additional lanes and access points or "escape " exchanges
- Traffic circles-do they really expedite traffic or do they add risks to driving? They look nice, but are they an improvement? A stop light on a four cornered intersection doesn't have the yields that entering traffic on traffic circles do.
- Parking downtown now pay again...so much for ever coming there again...Neff said
- I'm not sure if this is the correct category but I think there is a definite need for more parking at the Train Station. It is a deterrent to get there and not find anywhere to park. I would use the train more often if I didn't have to worry about not finding a place to leave my car when I get there. I have talked to others who feel the same way.
- I applaud the city for putting in an acceleration lane coming off of the Campbell Ave. exit. That's very well done.
- There should be acceleration lanes for the expressway, if feasible. Traffic lights located on Candler's Mountain Rd from Taco Bell to HWY 460 should be synced. It makes no sense to sit at the red light in front of the mall entrance heading towards 460, and once it finally turns green, we move only then the stop at the light located at Mayflower intersection because it just turned red. There is no flow and it equates to huge slow downs and standstills.
- The lights on Wards Rd. coming into town from the south are not in sync either. Some intersections only allow one side at a time to go. It should be so that left turn lanes, from opposite directions, go first. Then, stop the left turn lane so that the straight lanes opposite each other can move. The intersection of Wards and Candler's near Taco Bell is a PRIME example of this. It needs to be reconfigured.
- Keep it up. So many more needs.
- There should be more crosswalks around town, specifically downtown (Commerce St) - would be nice for there to be a button and blinking road lights similar to Charlottesville downtown.
- Needs to be a greater emphasis on coordinated traffic lights. Timberlake Road is a parking lot at times.
- Love the bike paths.
- Major traffic areas abound.
- Current public transportation is pathetic.



Strengthening the Strategic Plan

City Council Retreat
November 10, 2016

- **Goals**

- ✓ Clarify the City's role in making Lynchburg a "Great Place to Live, Work and Play"
- ✓ Assess the effectiveness of the "Pillars" model and improve if possible
- ✓ Distinguish between principles and goals
- ✓ Improve the alignment between focus areas and operational service delivery
- ✓ Move toward more proactive and integrated planning
- ✓ Establish systems, processes and structures that support collaboration and shared responsibility (reduce "silos")
- ✓ Update and streamline based on experience and current environment

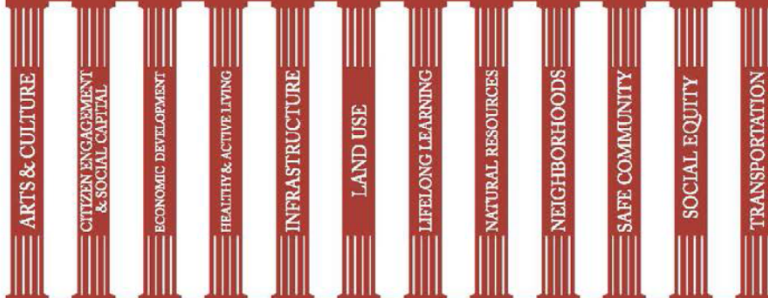


The Review Process

- Convene organizational leaders
- Facilitate discussions around goals
- Research other successful cities, towns and counties
- Develop a new framework for further input from City Council and Leadership Team



OPEN COMMUNICATION - PERSONAL RESPONSIBILITY - INTEGRITY - CUSTOMER FOCUS



DELIVER SERVICES TO CITY RESIDENTS, WORKERS AND VISITORS IN AN EFFICIENT, EFFECTIVE AND EQUITABLE MANNER AND TO BUILD A STRONGER COMMUNITY

REGIONAL PLANS

DEPARTMENT PLANS

COMPREHENSIVE PLAN

FISCAL RESPONSIBILITY

★ GOOD GOVERNANCE ★

LYNCHBURG

V I R G I N I A

Where We've Been

12 Pillars

- Arts & Culture
- Citizen Engagement & Social Capital
- Economic Development
- Healthy & Active Living
- Infrastructure
- Land Use
- Lifelong Learning
- Natural Resources
- Neighborhoods
- Safe Community
- Social Equity
- Transportation

Assessment

- Intended to describe the City's areas of community "liveability"
- Reflected the actions defined in many pre-existing plans
- Reflected work done by the previous Sustainability planning effort
- The alignment to National Citizens Survey structure is forced
- Measures not proactively established – no goals or standards
- "Social Equity" can be viewed as a principle applied across all areas

Proposed Concept

A 2-part Framework

1. Five Areas of Serving the Community
2. Strategic Initiatives

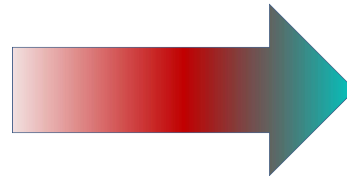
Attributes

- At a high level, describes primary areas of service to community
- Incorporates the subject matters contained in the 12 Pillars
- Collaboration vs “silos”
- Includes operational aspects
- Aligns to National Citizen Survey
- Recognizes principle of social equity in an effective way
- Describes City-wide issues to be addressed.
 - ✓ Actions are proactively determined
 - ✓ Measures are pre-defined

City of Lynchburg Serving the Community



Pillars → *Area of Service*



Pillars → *Area of Service*

INFRASTRUCTURE

NATURAL RESOURCES

LAND USE

TRANSPORTATION

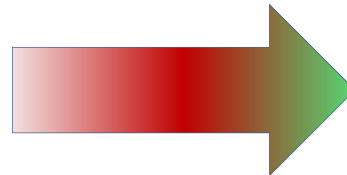
NEIGHBORHOODS

ECONOMIC DEVELOPMENT

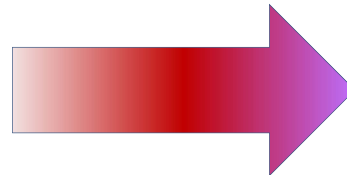
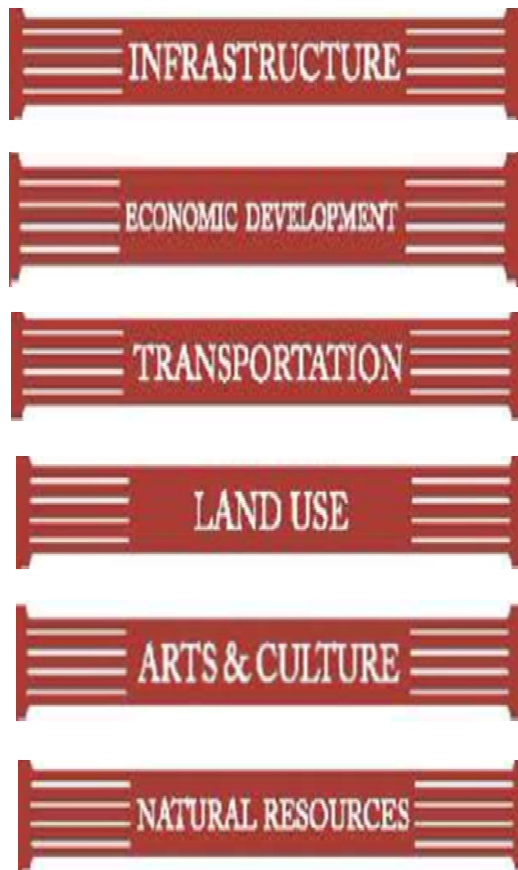


**Natural & Built
Environment**

Pillars → *Area of Service*



Pillars → *Area of Service*



Pillars → *Area of Service*

FISCAL RESPONSIBILITY
★GOOD GOVERNANCE★



**Excellent
Government**



Features

- Establishes the vision “for all”
- Recognizes the full range of internal and external service
- Recognizes the collaborative nature of our services
- Allows all employees to “see” their work in the big picture
- Creates a framework for delivering services differently
- Supports holistic decision-making, goal setting and measurement

Natural and Built Environment

Potential Success Measurements

Ratings on Natural Environment-Overall Natural Environment (NCS 2015 = 79%)

Ratings on Built Environment-Overall Built Environment (NCS 2015 = 50%)

Ratings on Natural Environment-Drinking Water (NCS 2015 = 68%)

Ratings on Natural Environment-Natural Areas Preservation (NCS 2015 = 55%)

Ratings on Natural Environment-Open Space (NCS 2015 = 55%)

Ratings on Built Environment-Land Use, Planning, & Zoning (NCS 2015 = 39%)

Select internal metrics, drawn from Council's expectations and departments' performance measures.

Safe Community

Potential Success Measurements

Rating on Safety-Overall Feeling of Safety (NCS 2015=80%)

Rating on Safety-Safe in Neighborhood (NCS 2015=89%)

Rating on Safety-Safe Downtown/Commercial Area
NCS 2015=82%)

Rating on Safety-Ambulance/EMS (NCS 2015=87%)

Rating on Safety-Fire Prevention (2NCS 015=78%)

Rating on Safety-Emergency Preparedness (NCS 2015=58%)

Select internal metrics, drawn from Council's expectations and departments' performance measures.

	Potential Success Measurements
Economic Development	Rating on Economy-Overall Economic Health (NCS 2015=54%) Rating on Economy-Place to Visit (NCS 2015=56%) Rating on Economy-Place to Work (NCS 2015=52%) Select internal metrics, drawn from Council's expectations and departments' performance measures.

Vibrant Community

Potential Success Measurements

**Rating on Recreation & Wellness-Recreational Opportunities
(NCS 2015=58%)**

**Rating on Education & Enrichment-Cultural/Arts/Music Activities
(NCS 2015=48%)**

Rating on Recreation & Wellness-City Parks ((NCS 2015=68%)

Rating on Recreation & Wellness-Recreational Programs ((NCS 2015=65%)

Rating on Recreation & Wellness-Recreation Centers ((NCS 2015=61%)

Rating on Education & Enrichment-Public Libraries ((NCS 2015=70%)

**Select internal metrics, drawn from Council's expectations and
departments' performance measures.**

Excellent Government

Potential Success Measurements

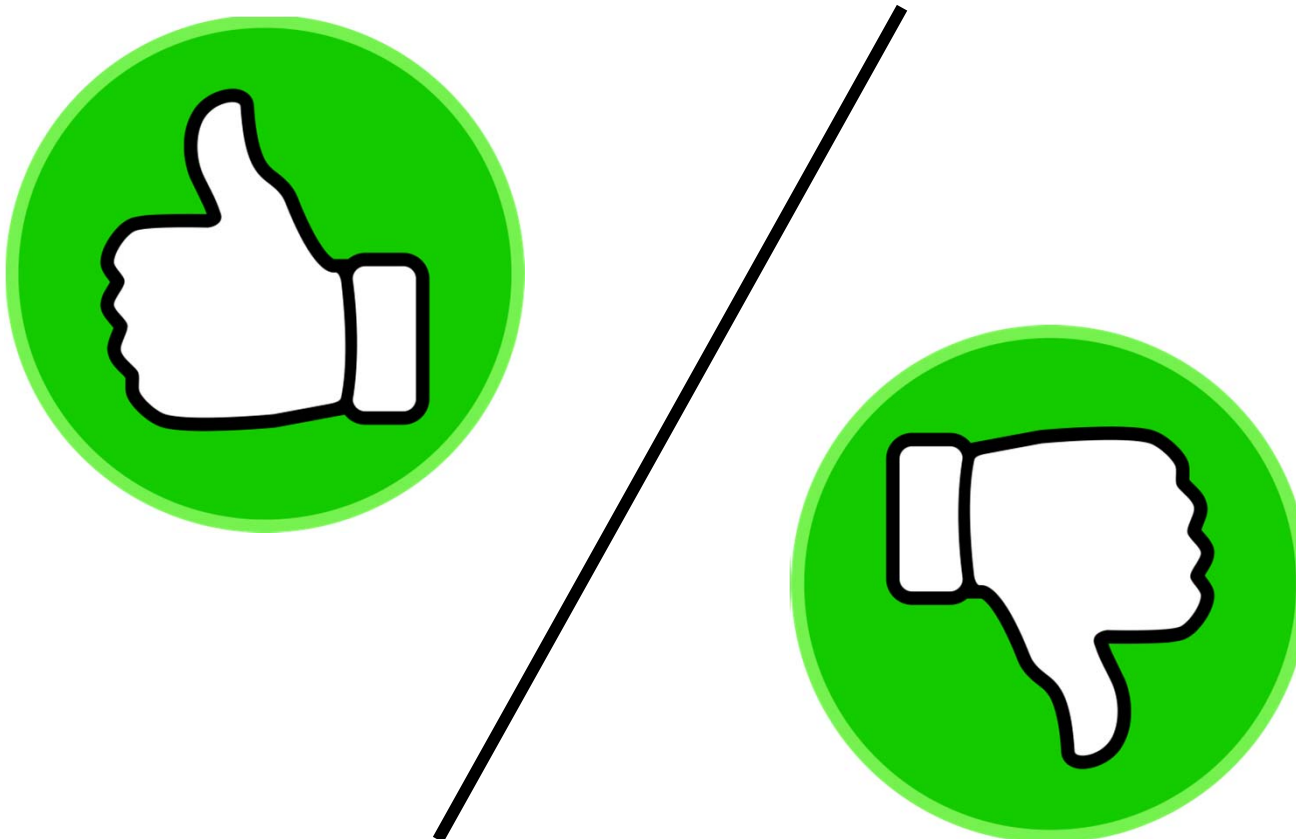
Rating on Governance - Value of Services for Taxes Paid
(NCS 2015 = 47%)

Rating on Governance - Confidence in City Government
(NCS 2015 = 46%)

Rating on Governance - Customer Service (NCS 2015 = 70%)

Rating on Governance - Overall Quality of Services Provided
(NCS 2015 = 68%)

Select internal metrics, drawn from Council's expectations and departments' performance measures.





“Big Issues”

A Framework for Measuring
Improvement

City Council Retreat

November 10, 2016



“Big Issues”

For each Big Issue:

- ☐ A description of the issue(s)
- ☐ Identify the facet of “Serving Our Community” impacted
- ☐ A description of what success or improvement looks like
- ☐ Specific defined measurements, including Citizen Survey metrics that directly apply



“Big Issues”

Issue Area	The Issue Is...	Facets Impacted	Success Looks Like...
Infrastructure	Repair & replacement needs exceed fiscal capacity, and needed repairs are being deferred Needs are growing and must be planned for	Natural and Built Environment Economic Development	Buildings and structures are constructed, renovated or replaced Priority transportation needs are addressed Utility improvements are made Recreational facilities for State Games of America are in place in time



“Big Issues”

Issue Area	The Issue Is...	Facets Impacted	Success Looks Like...
Customer Service	Quality of service delivery can be improved Citizen involvement in work processes can be improved Citizens not informed on process improvements made	Excellent Government	“Disney Quality” service for all residents and customers Residents feel engaged in processes and know how to access information



“Big Issues”

Issue Area	The Issue Is...	Facets Impacted	Success Looks Like...
Workforce Planning	A significant portion of the workforce is leaving City government: • Compensation • Professional Development and Succession • Recruitment • Retention	Excellent Government	Compensation consistent with market and is a living wage Training and development meets organization’s needs Recruitment practices meet organization’s needs Minimal turnover



“Big Issues”

Issue Area	The Issue Is...	Facets Impacted	Success Looks Like...
Poverty	Lynchburg has a 24% poverty rate	Safe Community Economic Development Vibrant Community for All	Persons/families moving out of poverty increases Availability of affordable quality food increases Availability of affordable housing increases Public transportation is more accessible Citizen perception of the economic health of Lynchburg improves



“Big Issues”

Issue Area	The Issue Is...	Measurements (Citizens Survey & Other)
Infrastructure	Repair & replacement needs exceed fiscal capacity, and needed repairs are being deferred	Survey: Built Environment-Public Places Survey: Public Parking Building condition assessment data Parking Deck Condition Reports Survey: Overall Ease of Travel Survey: Paths and Walking Trails Survey: Traffic Flow Survey: Travel by Public Transportation Survey: Travel by bicycle Pavement, culvert and bridge condition Signal and Sign condition Survey: Drinking water, storm drainage, and sewer Utility condition data



“Big Issues”

Issue Area	The Issue Is...	Measurements (Citizens Survey & Other)
Infrastructure (cont'd)	Needs are growing and must be planned for	Survey: Recreational and fitness opportunities Deadline met for State Games of America



“Big Issues”

Issue Area	The Issue Is...	Measurements (Citizens Survey & Other)
Customer Service	Quality of service delivery can be improved Citizen involvement in work processes can be improved Citizens not informed on process improvements made	Survey: Customer Service Survey: Treating all residents fairly Survey: Community Engagement-Public Information Survey: Welcoming citizen involvement Empirical metrics for specific processes (TBD) (example: # of complaints)



“Big Issues”

Issue Area	The Issue Is...	Measurements (Citizens Survey & Other)
Workforce Planning	A significant portion of the workforce is leaving City government: • Compensation • Professional Development and Succession • Recruitment • Retention	% salary to market % workforce below poverty Tuition assistance participation Workforce program participation Number of promotions Specific recruitment metrics TBD Annual turnover rate



“Big Issues”

Issue Area	The Issue Is...	Measurements (Citizens Survey & Other)
Poverty	Lynchburg has a 24% poverty rate	Survey: Poverty rate as an issue to be addressed Survey: Availability of affordable quality food Survey: Availability of affordable quality housing Survey: Ease of public transportation Survey: Overall economic health of Lynchburg

BIG ISSUES

Big Issue Area	The Issue is...	These issues impact...	Success looks like...	Measurements (Citizen Survey and Other)
Infrastructure	I. Public infrastructure repair & replacement needs exceed fiscal capacity, and needed repairs are being deferred. Examples: a. Buildings b. Transportation c. Water & Sewer Utilities II. Public infrastructure needs are growing and must be planned for. Examples: a. Large transportation projects needed, but limited state/federal funding (Proposed Transportation CIP FY- 18-22 = \$178million) (Transportation project list beyond 2022- 30 projects = \$300 million+) b. Recreational facilities needed for State Games of America	Natural and Built Environment Economic Development	a. Buildings and structures are constructed, renovated or replaced 1. Community Market Parking 2. Police Administration 3. Library Main Branch 4. Sandusky Elementary School 5. Downtown Parking Deck 6. Building Repair and Roofing b. Priority transportation needs are addressed 1. Lakeside Drive/221 2. Odd Fellows Road 3. Main Street Bridge 4. Logan's Lane/Timberlake 5. Linkhorne Trail 6. 5th Street/Memorial Avenue 7. College Lake Dam 8. Link Road Bridge 9. Transportation Maintenance c. Utility improvements protect environment, maximize lifecycle costs, and improve landscape 1. Downtown Waterline 2. 5th Street Phase 3 3. Waste Water Treatment Plant d. Recreational facilities for State Games of America are built or acquired in time for the event.	a. Buildings and structures: • Survey: Built Environment- Public Places (2015 rated Excellent or Good = 52%) • Survey: Public Parking (2015 = 40%) • Building condition assessment data • Parking Deck Condition Reports b. Transportation: • Survey: Overall Ease of Travel (2015 = 65%) • Survey: Paths and Walking Trails (2015 = 63%) • Survey: Traffic Flow (2015 = 44%) • Survey: Travel by Public Transportation (2015 = 45%) • Survey: Travel by bicycle (2015 = 30%) • Pavement, culvert and bridge condition data and reports • Signal and Sign condition reports • Accident and safety data c. Utilities: • Survey: Drinking water, storm drainage, and sewer (2015 = 68%-72%) • Utility condition data d. Recreational facilities: • Survey: Recreational and fitness opportunities (2015 = 58% and 72%) • Deadline met for event

Big Issue Area	The Issue is...	These issues impact...	Success looks like...	Measurements (Citizen Survey and Other)
Customer Service	I. The overall quality of services and the manner which they are provided can be improved. These are key to how residents rate their quality of life. II. Many City work processes involve citizens too late in these processes or not on their terms. (examples: budget, construction) III. Citizens are not fully aware of progress that has been made in work processes and service delivery (examples: leaf collection, street sweeping, transportation)	Excellent Government	a. "Disney-quality" service for all residents and customers. b. Residents feel engaged in processes and know how to access information.	a. Customer Service: - Survey: Customer Service (2015 = 70%) - Survey: Treating all residents fairly (2015 = 46%) b. Engagement: - Survey: Community Engagement-Public Information (2015 = 56%) - Survey: Welcoming citizen involvement (2015 = 45%) - Empirical metrics for specific processes (TBD) (example: # of complaints)
Workforce Planning	I. A significant portion of the workforce is leaving City government. Focus areas include: a. Compensation b. Professional Development and Succession c. Recruitment d. Retention	Excellent Government	a. A compensation philosophy that is consistent with the market average and/or pays a living wage. b. Training and development meets the professional and technical needs of the organization. c. Active recruitment practices. d. Minimal turnover.	a. Compensation: % salary to market % workforce below poverty b. Training and development: - Tuition assistance participation - Workforce program participation - Number of promotions c. Recruitment: - Specific metrics TBD d. Turnover: - Annual turnover rate
Poverty	I. Lynchburg has a 24% poverty rate	Safe Community Economic Development Vibrant Community for All	a. Number of persons/families moving out of poverty is increasing b. Availability of affordable quality food increases c. Availability of affordable housing increases	a. Poverty rates: Survey: Poverty rate as an issue to be addressed over the next five years (2015 = 94% rated as essential- 43% , very important- 37%, or somewhat

Big Issue Area	The Issue is...	These issues impact...	Success looks like...	Measurements (Citizen Survey and Other)
			d. Public transportation is accessible to more people and to more areas of the city. e. Citizen perception of the economic health of Lynchburg improves.	important -14%) b. Food: - Survey: Availability of affordable quality food (2015 =70%: Excellent -19% or Good – 51%) c. Housing: - Survey: Availability of affordable quality housing (2015 = 50%: Excellent – 14% or Good – 36%) d. Public Transportation: - Survey: Ease of public transportation (2015 = 24%: Excellent – 5% or Good – 19%) e. Economic Health: - Survey: Overall economic health of Lynchburg (2015 = 53%: Excellent – 9% or Good – 44%)

Updated: 11/7/16



FY 2016 Results
and
Capital Improvement Program (CIP)
Review

City Council Retreat

November 10, 2016



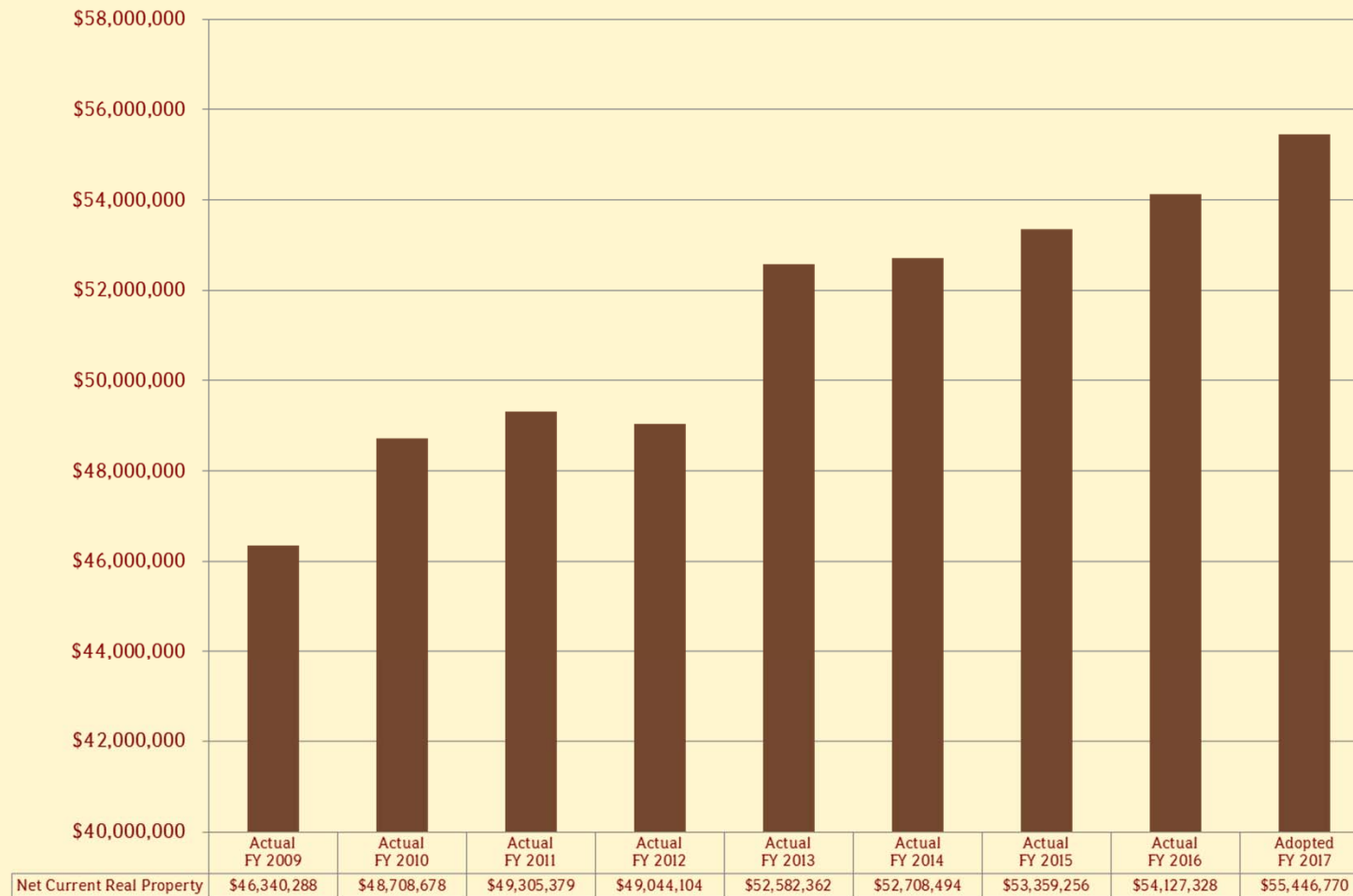
FY 2016 Year-End (unaudited)

- Total Actual FY 2016 General Fund Non-Dedicated Revenues exceeded the Adopted FY 2016 Budget by 1.7% (\$2.4 million).
- Actual FY 2016 Expenditures were 97.7% (within \$4.8 million) of the Adopted FY 2016 Budget.



Major Revenues

Net Current Real Property

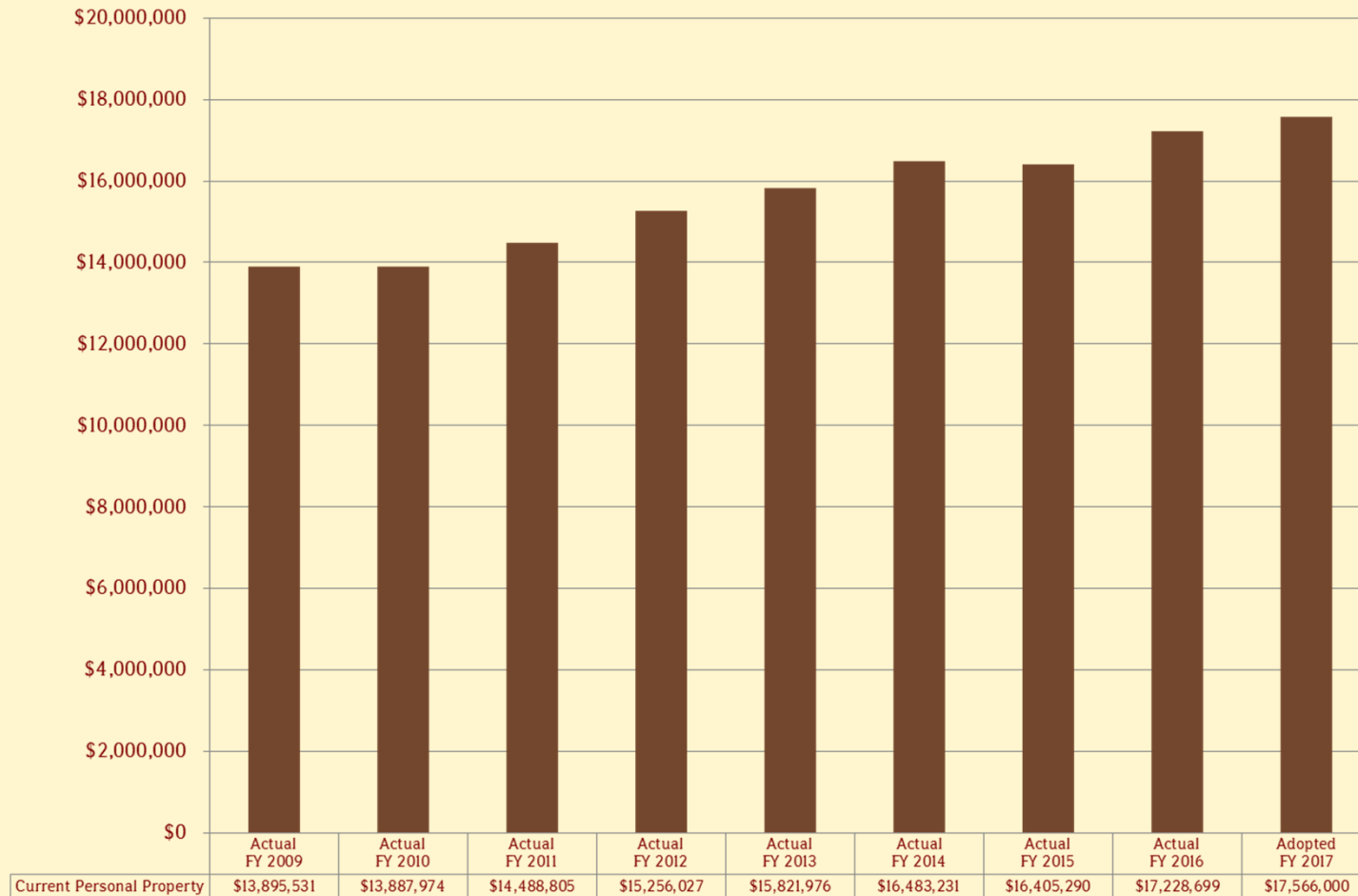


Net Current Real Property includes the real property tax less allowances for the tax relief program, rehab program, and an anticipated percentage of uncollectable accounts. FY 2016 is a 2.4% increase above FY 2015, which is consistent with the City Assessor's projection. Assessments for final Land Book posted July 1, 2016 were lower than projected, so staff is working to make-up the \$330,000 revenue shortfall with delinquent collections. The first installment of FY 2017 is due next week on November 15th.



Major Revenues

Current Personal Property

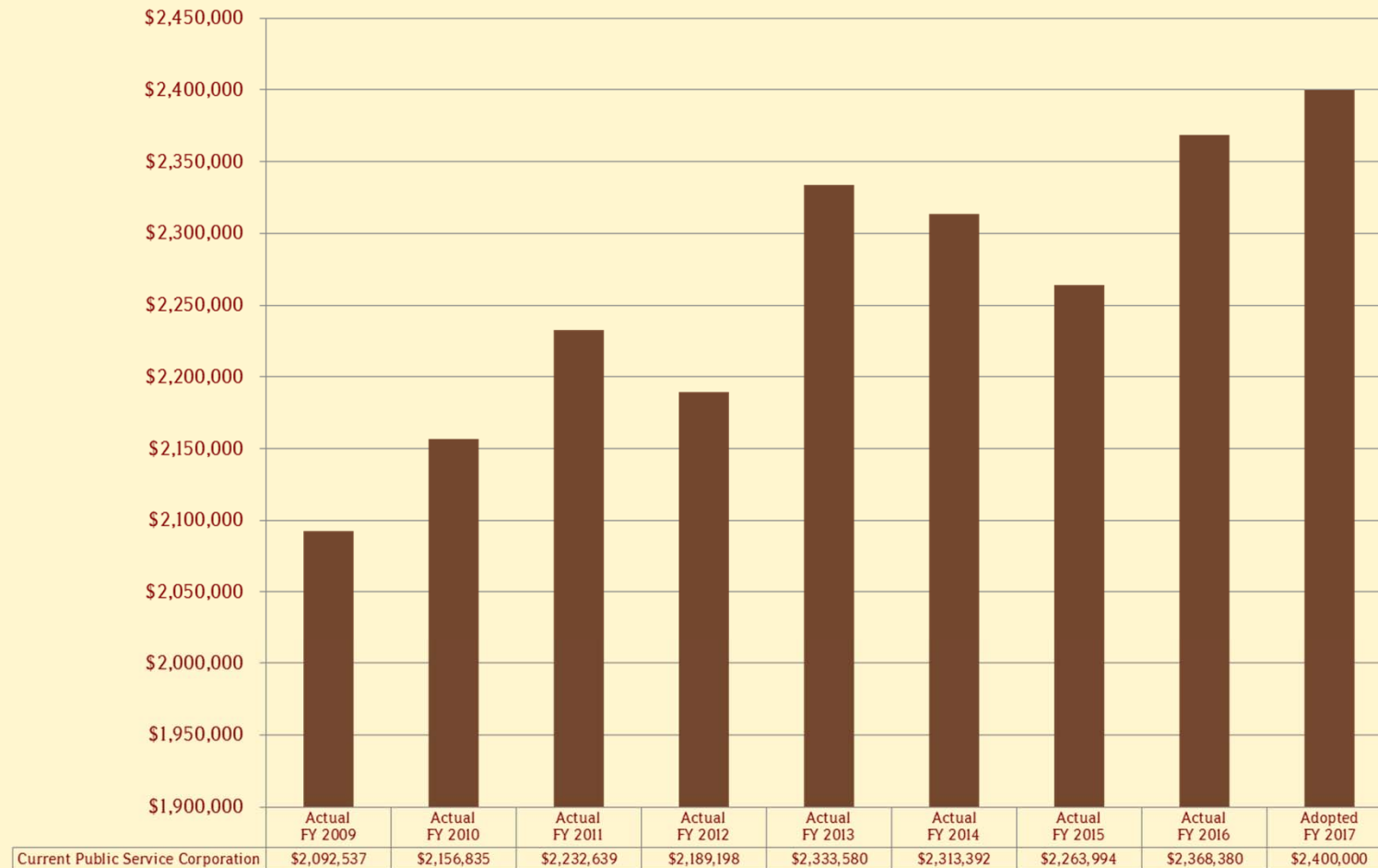


Current Personal Property Tax revenue is based on NADA values. With consumer friendly gas prices, car sales continue to be strong. FY 2016 Actual reflects a 5% increase from FY 2015, which verifies the strong car sales. Staff projects this trend to continue in FY 2017.



Major Revenues

Public Service Corporation

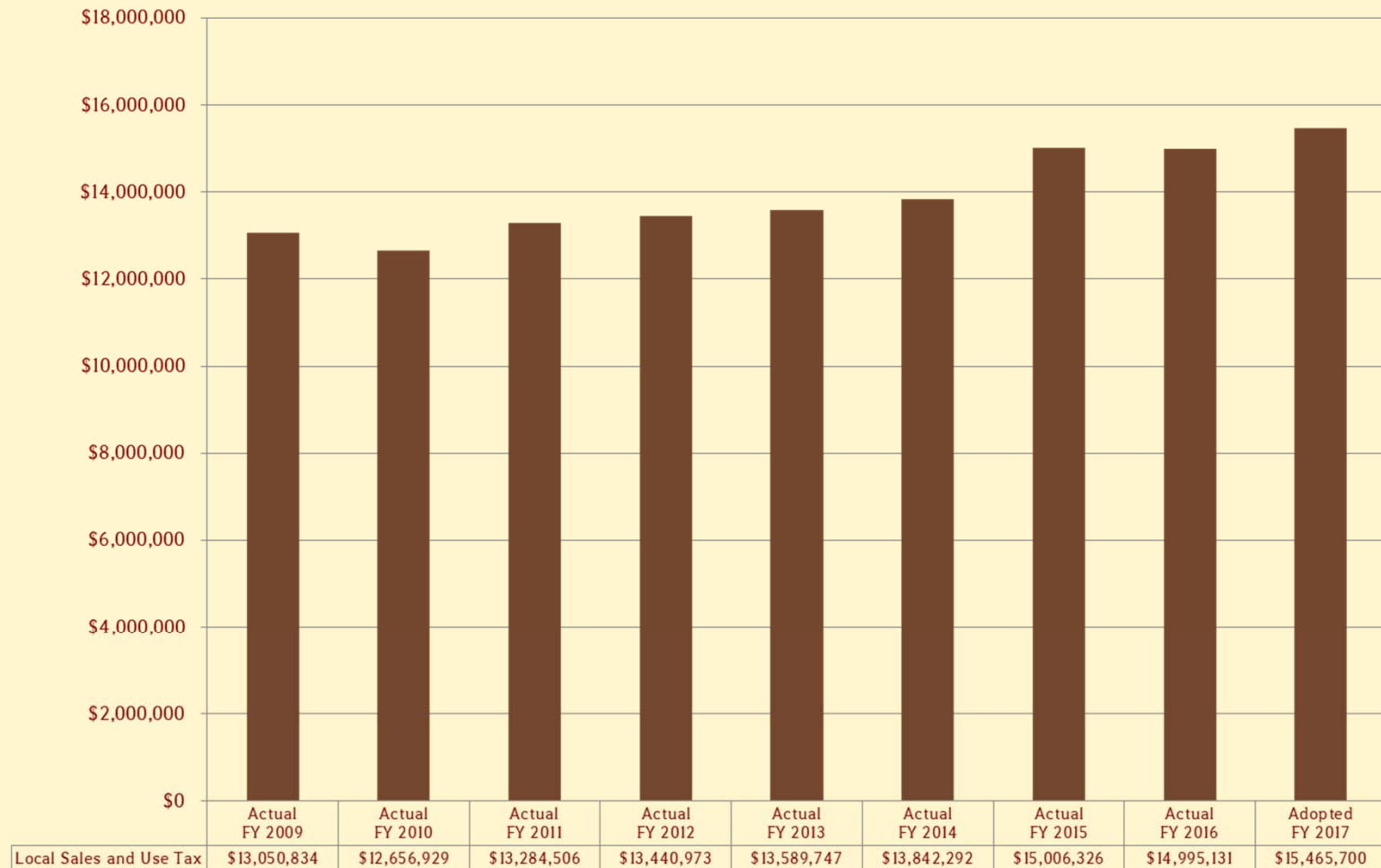


Public Service Corporation tax collections peaked in FY 2013 due to the real estate tax rate increase from \$1.05 to \$1.11. After reductions in FY 2014 and 2015, FY 2016 reflects a 4.6% increase compared to FY 2015 due to increased assessments for a few larger companies. FY 2017 is projected to continue a slight increase with the payment due next week on November 15th.



Major Revenues

Local Sales and Use Tax

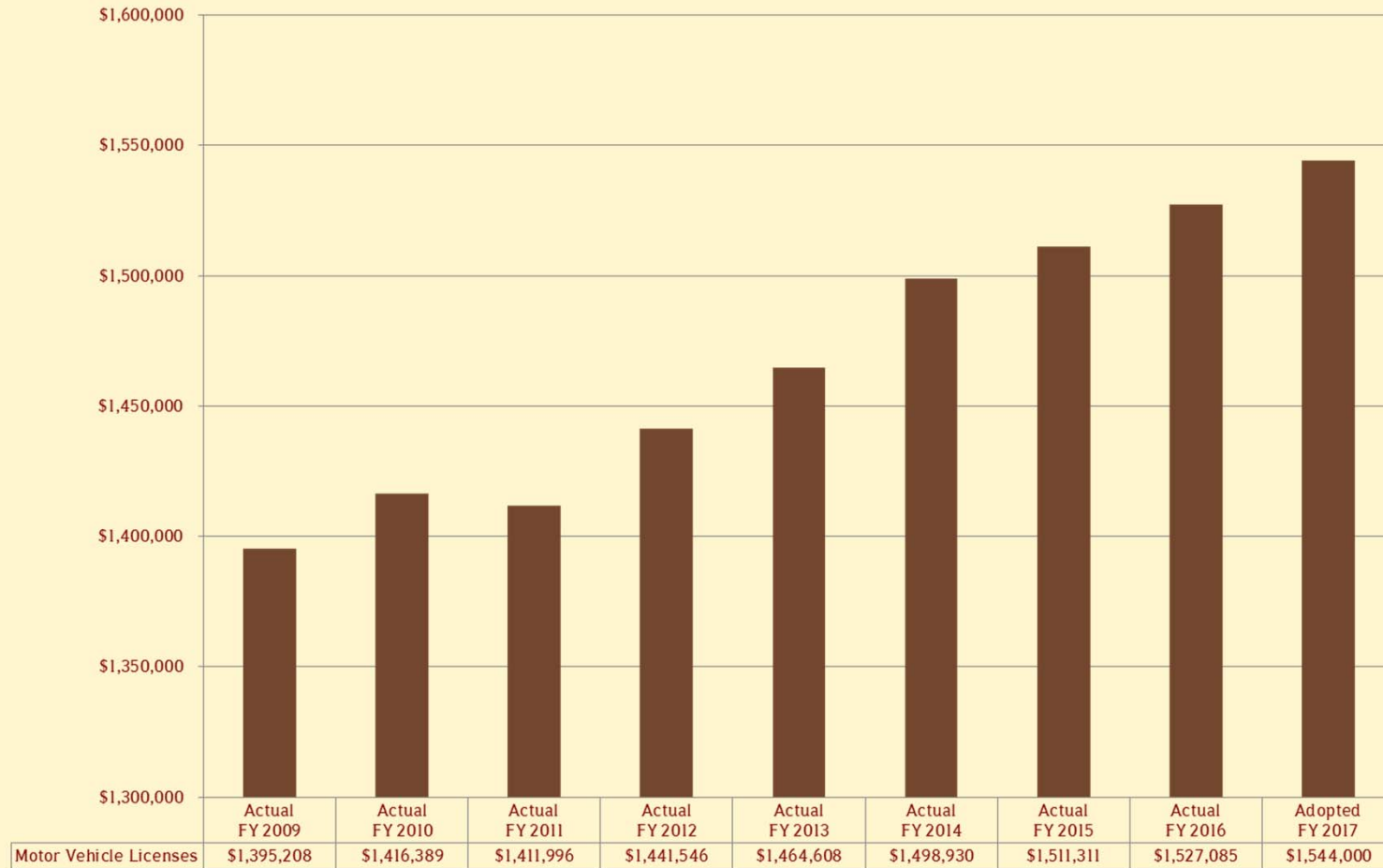


In August FY 2015 the State redistributed \$145,000 in funds to the City. Excluding this amount, FY 2016 Sales and Use Tax revenue is \$133,805 (0.9%) ahead of FY 2015, which brings the growth in line with historical trends.



Major Revenues

Motor Vehicle Licenses



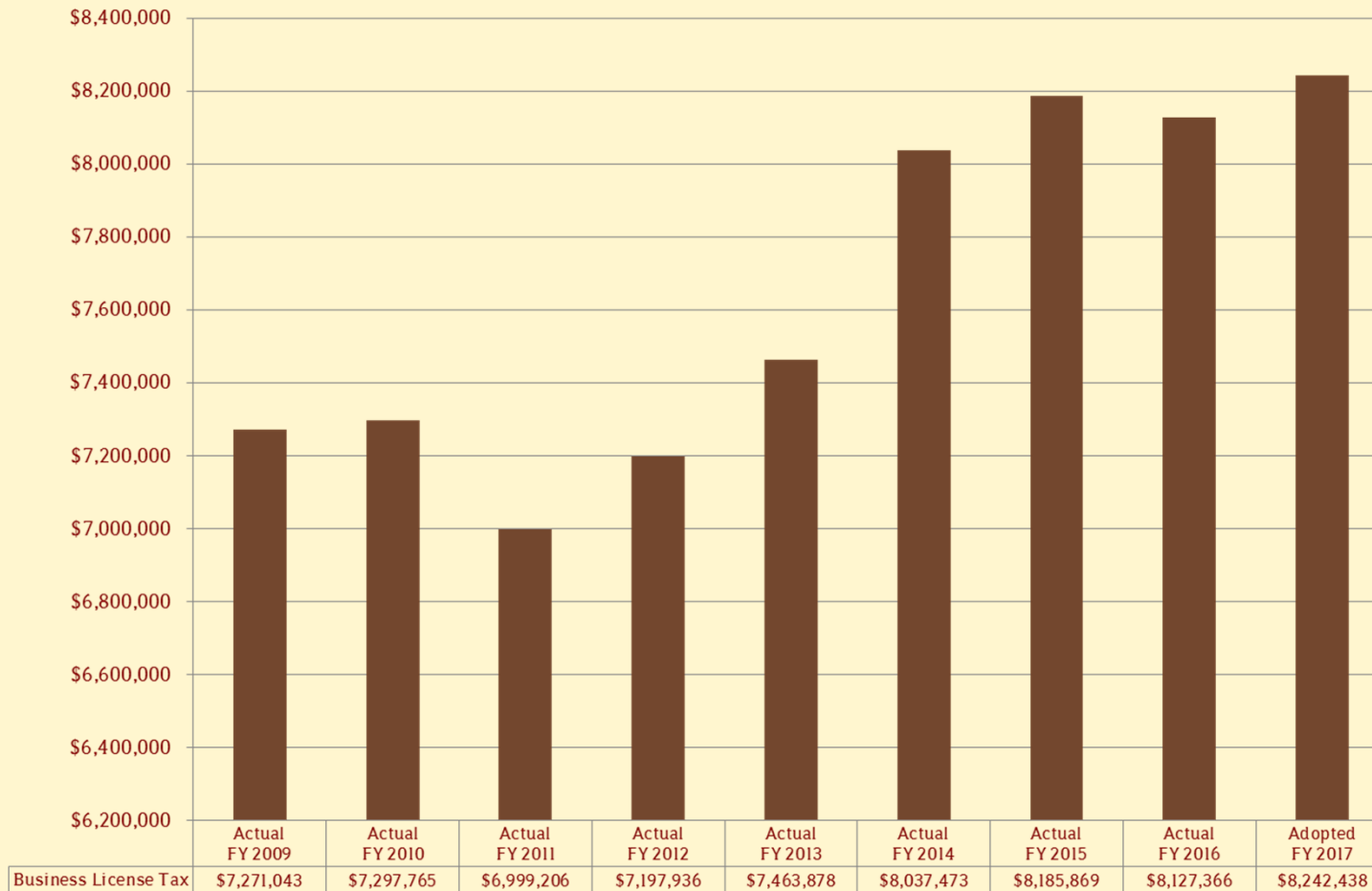
Motor Vehicle Licenses revenue was relatively constant at \$1.4m from FY 2007 to FY 2011. During the last few years, this revenue stream has experienced increases from 0.8% to 2.3%. This trend follows the increased car sales reported by the Department of Motor Vehicles (DMV).

Note: Unlike Personal Property tax, State code authorizes cities to levy a Motor Vehicle License tax on all motor vehicles, trailers, and semi-trailers without exemption.



Major Revenues

Business License Tax

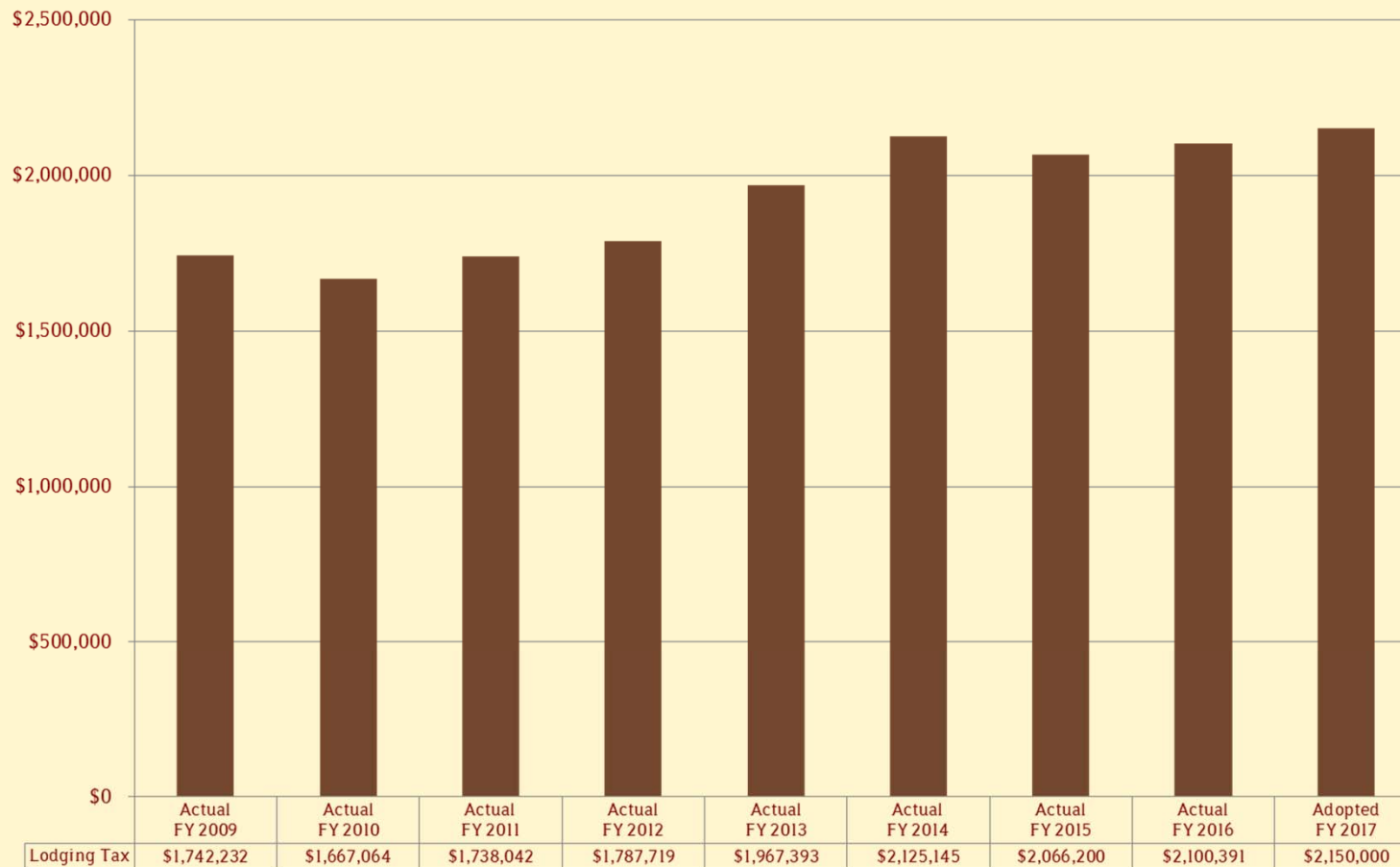


FY 2016 Actual reflects a slight decrease from FY 2015. Private medical practices/services shifting to non-profit status continues to impact revenue. Growth in Cornerstone, Timberlake, Wards, and Downtown commercial areas as well as the Fresh Market complex are positive impacts on this revenue stream.



Major Revenues

Lodging Tax

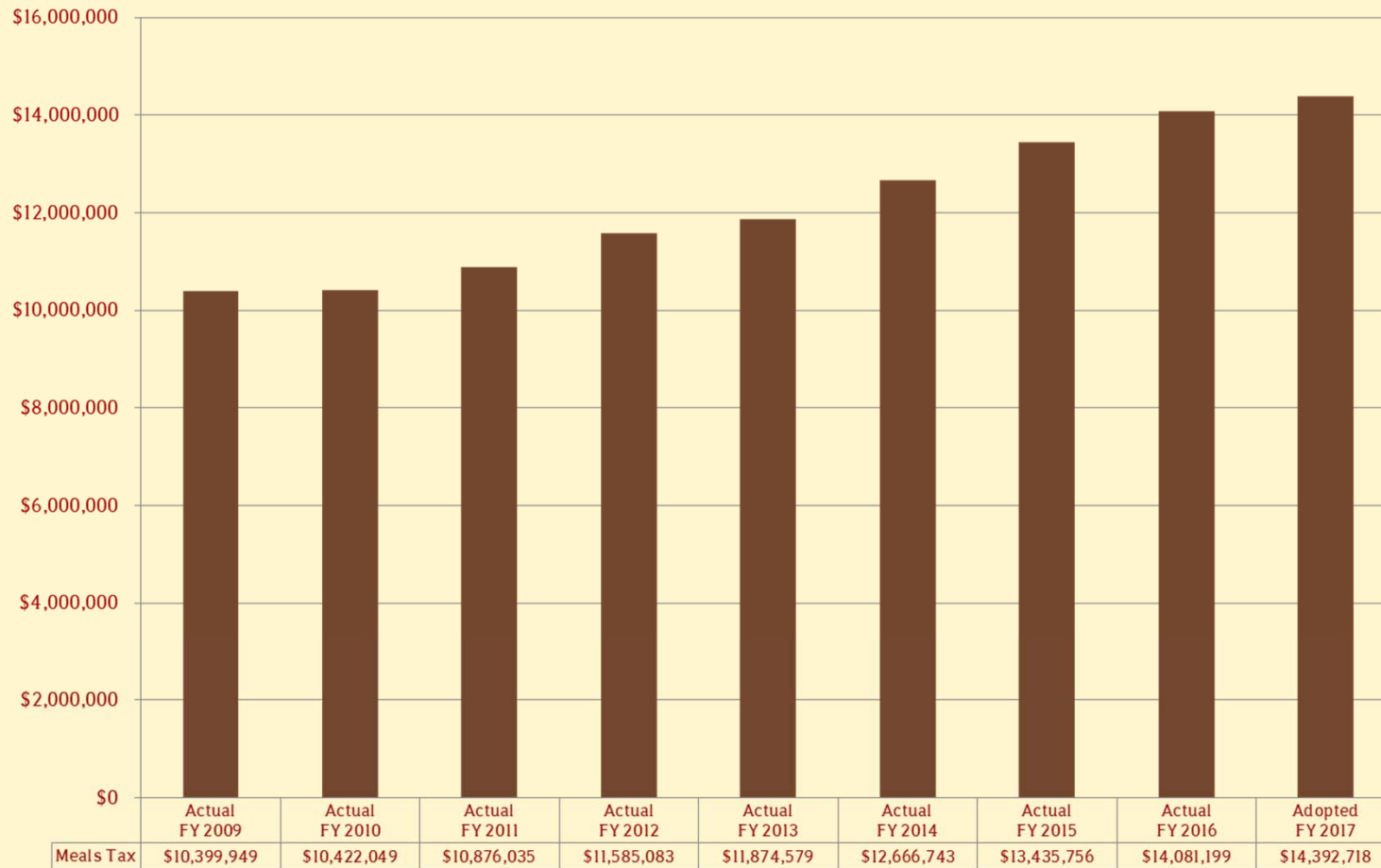


The Commissioner of Revenue is monitoring the heads in beds and believes the hotels near the Lynchburg Airport are impacting City revenues. FY 2014 reflects a large delinquent collection, which creates an anomaly for trend analysis. FY 2016 reflects a 1.7% increase over FY 2015. With 2 new hotels under construction, a slight increase in Lodging Tax revenue is projected.



Major Revenues

Meals Tax

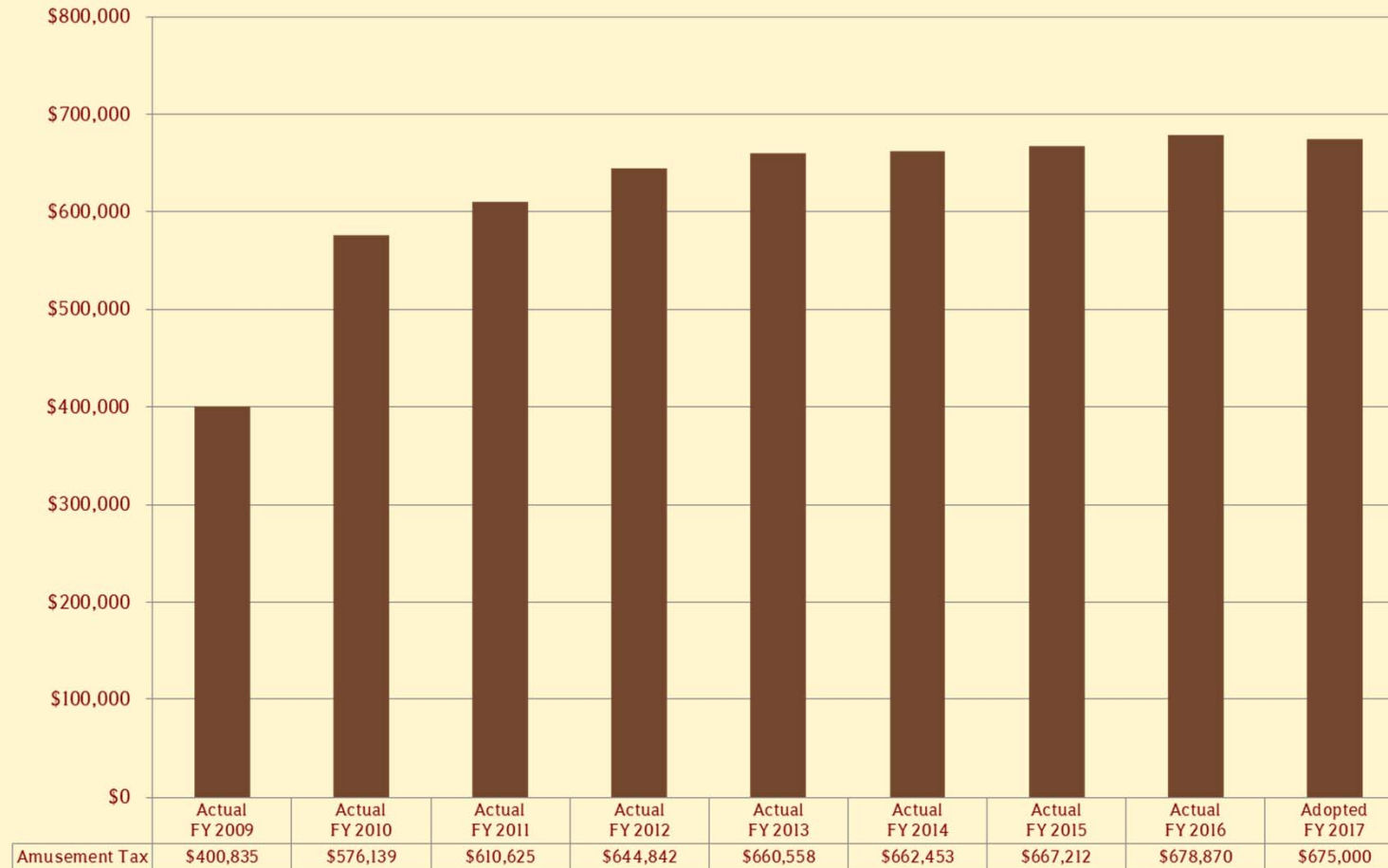


- FY 2016 Meals Tax collections exceed FY 2015 collections by 4.8%. Staff is contributing the large increases since FY 2013 to growth at Liberty University, new restaurants, and an increase in the cost of meals. Revenues to date in FY 2017 do not reflect the same increases.



Major Revenues

Amusement Tax

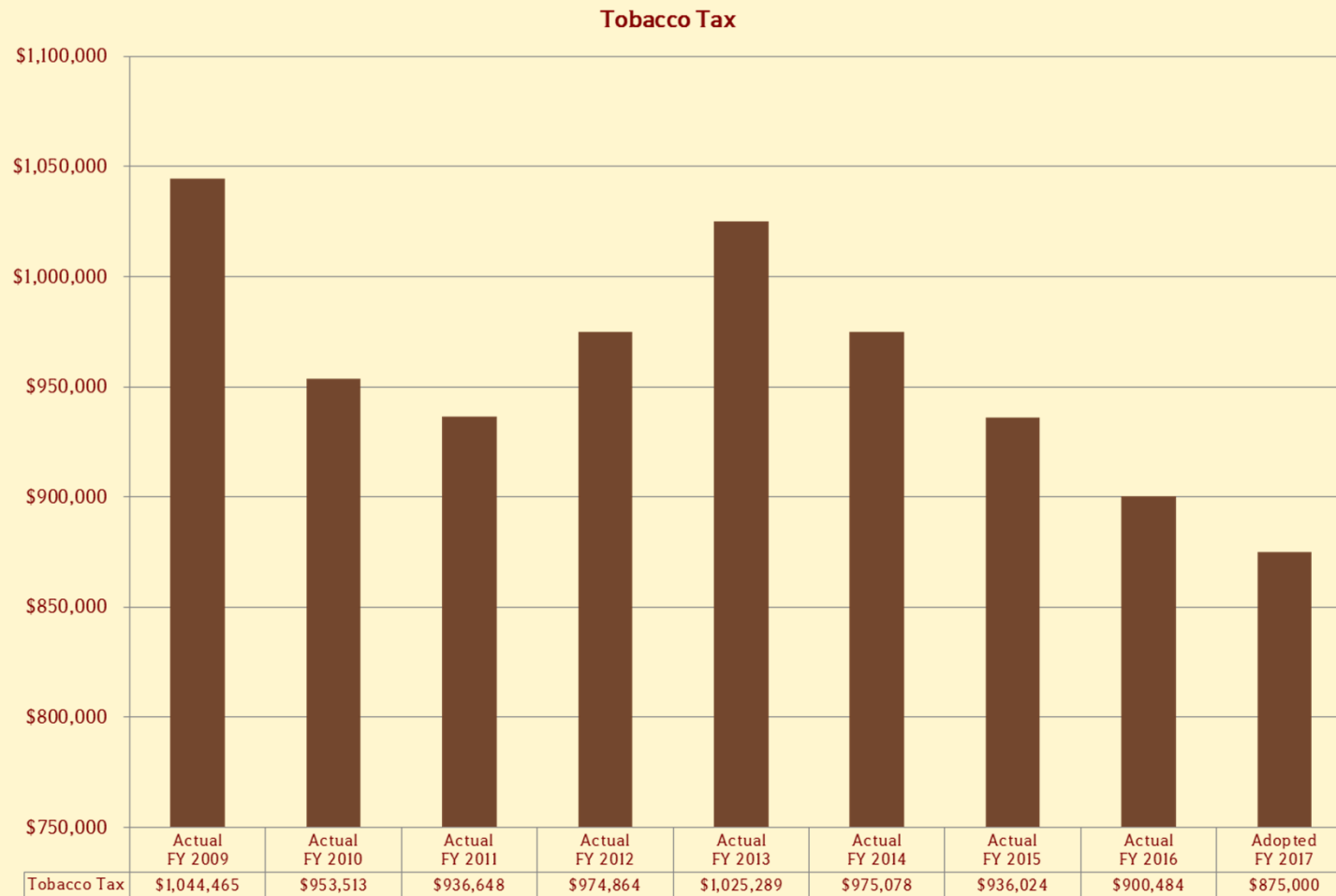


Amusement Tax revenue is relatively flat since FY 2013 due to fairly consistent taxable events. A primary driver of this revenue stream is movie ticket sales, which do not follow a schedule.

Note: A portion of Amusement Tax revenues are dedicated to the Arts and Culture District Grant Program. In FY 2016 this amount was \$39,848.



Major Revenues



The popularity of e-cigarettes and “vaping” may be affecting this revenue. FY 2016 saw a 3.8% reduction from FY 2015 and FY 2017 was adopted with a decrease to reflect the current trend.



Capital Improvement Projects

Requested FY 2018 - FY 2022

Buildings Projects	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	5-Year Total
Major Building Repairs and Improvements	\$2,089,040	\$2,725,890	\$2,225,700	\$2,155,000	\$3,430,000	\$12,625,630
Monument Terrace Building - Renovations and System Upgrades	308,340	-	-	-	-	308,340
Parking Deck Repairs and Maintenance	320,000	765,000	-	-	-	1,085,000
Roof Replacement	236,930	210,980	460,000	290,000	405,000	1,602,910
BUILDINGS PROJECTS TOTAL	\$2,954,310	\$3,701,870	\$2,685,700	\$2,445,000	\$3,835,000	\$15,621,880

Building Project	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	5-Year Total
Public Safety Complex (including PD, minor Courts improvements and Design, no property purchase)	\$1,500,000	\$1,500,000	\$20,000,000	\$0	\$0	\$23,000,000
BUILDING PROJECT TOTAL	\$1,500,000	\$1,500,000	\$20,000,000	\$0	\$0	\$23,000,000

Reserves	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	5-Year Total
City Baseball Stadium Capital Maintenance Reserve	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Snow, Street, and Bridge Reserve	250,000	250,000	250,000	250,000	250,000	1,250,000
RESERVES TOTAL	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000



Capital Improvement Projects

Requested FY 2018 - FY 2022

Transportation Projects	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	5-Year Total
Downtown Streetscape	\$500,000	\$3,000,000	\$550,000	\$3,300,000	\$600,000	\$7,950,000
Rt 501/221 One Way Pair	22,330,000	0	0	0	0	22,330,000
College Lake Dam Improvements	2,250,000	15,000,000	0	0	0	17,250,000
5th Street - Taylor Street to Railroad Bridge Reconstruction	600,000	3,400,000	0	0	0	4,000,000
Bedford Avenue Bridge	0	0	0	0	4,000,000	4,000,000
Link Road Bridge	1,525,000	2,000,000	0	0	0	3,525,000
5th Street Streetscape Improvements, Phase III	2,000,000	0	0	0	0	2,000,000
Old Forest Road (US-501 to Link Road)	500,000	500,000	0	0	0	1,000,000
Linkhorne Rail Trail Connection	600,000	0	0	0	0	600,000
Liberty Mountain Drive, Phase III	4,500,000	0	0	0	0	4,500,000
Nationwide Drive Roundabout	0	500,000	0	0	0	500,000
Nationwide Drive Sidewalk	0	500,000	0	0	0	500,000
Graves Mill Road/Expressway Interchange Improvements	0	0	20,000,000	0	0	20,000,000
Timberlake Road at Leesville Road - turn lanes	0	0	0	1,600,000	0	1,600,000
Breezewood Drive Widening	0	0	0	7,500,000	0	7,500,000
Indian Hill Bridge	0	0	0	3,500,000	0	3,500,000
Graves Mill Adaptive Signal System	0	0	500,000	0	0	500,000



Capital Improvement Projects

Requested FY 2018 - FY 2022

Transportation Projects (continued)	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	5-Year Total
Wards Ferry Road at Atlanta Avenue	0	0	0	1,000,000	0	1,000,000
Lynchburg College Roundabout	0	0	0	3,000,000	0	3,000,000
John Capron Road	0	0	0	2,500,000	0	2,500,000
Expressway/Candlers Mountain Road Interchange	0	0	0	0	35,000,000	35,000,000
Wards Ferry Road at Harvard Street Roundabout	0	0	0	0	2,000,000	2,000,000
Florida Avenue Sidewalk	0	0	0	0	675,000	675,000
Timberlake Road Bridge, West Bound	0	0	0	0	1,800,000	1,800,000
Bridge Maintenance	380,000	400,000	420,000	440,000	460,000	2,100,000
Culvert Replacement Program	80,000	600,000	65,000	600,000	65,000	1,410,000
General Street Improvements	500,000	775,000	775,000	850,000	850,000	3,750,000
Public Works Infrastructure Improvements	219,000	230,000	241,000	253,000	266,000	1,209,000
Retaining Wall Replacement/Repair Program	50,000	400,000	50,000	400,000	50,000	950,000
Storm Drainage System Repairs/Replacement	130,000	135,000	150,000	150,000	150,000	715,000
Street Overlay Program	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000
Traffic Signal Replacement/Repair Program	235,000	245,000	250,000	250,000	250,000	1,230,000
Transportation Projects Total	\$38,899,000	\$30,185,000	\$25,501,000	\$27,843,000	\$48,666,000	\$171,094,000



Capital Improvement Projects Requested FY 2018 - FY 2022

Economic Development Project	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	5-Year Total
Downtown Development *	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000
Total Economic Development Project	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000

* \$500,000 is committed for the three year period of FY 2018 – FY 2020 to the Academy Center of the Arts.



Capital Improvement Projects

Requested FY 2018 - FY 2022

Parks & Recreation Projects	FY 2018
Creekside Trail Swinging Bridge Replacement	\$275,000
Miller Park/Fort Avenue Retaining Wall Restoration	275,000
Riverside Park Entrance Road Overlay	53,500
Blackwater Creek Athletic Area Parking Lot Restoration	142,000
Peaksview Greenway Trail Overlay	82,500
Feasibility Study - BMX/ Cyclocross/ Pumptrack Complex	0
Athletic field renovations, top dressing, aeration, overseeding	125,000
Daniels Hill Neighborhood Center Renovation	175,000
Feasibility Study - Multi-use Community Recreation Center	0
Fort Avenue Park Fencing Replacement	50,000
General Signage and Park Repairs	50,000
Lumos Fiber Connection - Diamond Hill Center and Miller Park Pool	50,000
Community Park Investment Program	75,000
PARKS & RECREATION PROJECTS TOTAL FY 2018	\$1,353,000



Capital Improvement Projects

Requested FY 2018 - FY 2022

Parks & Recreation Projects	FY 2019
Riverside Park Overlook Stabilization	\$1,140,000
BMX/ Cyclocross/ Pumptrack Construction	0
Westover Basketball Court Overlay	27,000
Ivy Creek Parking Lot Paving	49,500
Fairview Tennis Courts Overlay	119,000
Bikeway Trail Patching/ Overlay	82,500
Fort Avenue Playground Equipment Replacement	62,000
General Signage and Park Repairs	38,000
College Hill Neighborhood Center Renovation	175,000
Lumos Fiber Connection - Jackson Heights Art Studio	50,000
Miller Park baseball fence and backstop renovation/replacement	175,000
Jefferson Park Center Renovation	175,000
Riverfront Park - Phase II	100,000
Community Park Investment Program	75,000
PARKS & RECREATION PROJECTS TOTAL FY 2019	\$2,268,000



Capital Improvement Projects Requested FY 2018 - FY 2022

Parks & Recreation Projects	FY 2020
Daniels Hill Playground Equipment Replacement	\$63,000
General Signage and Park Repairs	37,000
Miller Park Pool Parking Lot Overlay	130,000
Miller Park Steps/ Entrance restoration and repairs	81,000
Trail patching and overlay (where needed)	67,000
Sandusky Park athletic field improvements	125,000
College Park Upgrade	250,000
Miller Park Aviary Site Improvements	50,000
Community Park Investment Program	75,000
PARKS & RECREATION PROJECTS TOTAL FY 2020	\$878,000



Capital Improvement Projects

Requested FY 2018 - FY 2022

Parks & Recreation Projects	FY 2021
Miller Park Pool Replacement Assessment/ A&E	\$160,000
Hollins Mill Bridge Improvements - A&E	75,000
Hutcherson Elementary baseball field renovation	30,000
General Signage and Park Repairs	37,000
Sandusky Park Bathroom Stockage Replacement	15,000
Athletic Field Upgrades, Repairs and Improvements	60,000
Riverside Park Static Play	37,000
Peakview Park fields 8 & 9 lighting installation	278,000
Community Park Investment Program	75,000
PARKS & RECREATION PROJECTS TOTAL FY 2021	\$767,000



Capital Improvement Projects Requested FY 2018 - FY 2022

Parks & Recreation Projects	FY 2022
General Park Improvements/ Repairs	\$100,000
Peakview Parking Lots (Wiggington Entrance) Overlay	189,500
Peakview Interior Trails repair/overlay	88,500
Sandusky Park storage improvements	70,000
Athletic Field Upgrades, Repairs and Improvements	180,000
Community Park Investment	75,000
PARKS & RECREATION PROJECTS TOTAL FY 2022	\$703,000



Capital Improvement Projects

Requested FY 2018 - FY 2022

Schools - Renovations/Replacement Projects	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	5-Year Total
Sandusky Elementary School Replacement	\$1,500,000	\$20,000,000				\$21,500,000
Linkhorne Elementary School Renovation BUMP ONE YEAR			500,000	9,300,000		9,800,000
Paul Munro Elementary School Renovation BUMP ONE YEAR				400,000	7,600,000	8,000,000
Three (3) Elementary School Gym Addition		1,500,000				1,500,000
Two (2) Elementary School Gym Addition			1,000,000			1,000,000
New Transportation Building					2,800,000	2,800,000
SCHOOLS - TOTAL REPLACEMENT/RENOVATION PROJECTS	\$1,500,000	\$21,500,000	\$1,500,000	\$9,700,000	\$10,400,000	\$44,600,000



Capital Improvement Projects

Requested FY 2018 - FY 2022

Schools - Capital Maintenance Projects: Mechanical/Electrical	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	5-Year Total
Admn Bldg - HVAC Upgrade	\$900,000					\$900,000
DMS Mozee HVAC Replacement	180,000					180,000
BHES Chiller Replacement			300,000			300,000
DESI Chiller Replacement				250,000		250,000
Bass ES HVAC Replacement			600,000			600,000
Dunbar MS Chiller Replacement			350,000			350,000
Linkhorne Middle - chiller rebuild (2)				150,000		150,000

Schools - Capital Maintenance Projects: Plumbing/Restroom Renovation

Sheffield ES		\$30,000				
Bedford Hills ES	30,000					
Dearington ES			30,000			

Schools - Capital Maintenance Projects: Secondary School Athletics

SMS Track				\$60,000		\$60,000
HHS Baseball Turf					550,000	550,000

Schools - Capital Maintenance Projects: Elementary School Gym Floor Replacement

Bass ES Gym Floor		\$60,000				\$60,000
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Capital Improvement Projects Requested FY 2018 - FY 2022

Schools - Capital Maintenance Projects: Roof Replacement/Repair	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	5-Year Total
Heritage ES		\$720,000				\$720,000
Paul Munro ES		500,000				500,000
Linkhorne MS	1,180,000					1,180,000
Linkhorne Elementary B,C,D,E K		300,000				300,000
Dearington ES - Section A&C			185,000			185,000
Dunbar MS - West (low roof)				130,000		130,000
Sheffield ES - 2001 Addition				95,000		95,000
RS Payne ES			400,000			400,000
ECG - Main gym and locker rooms			325,000			325,000
Schools - Capital Maintenance Projects: Paving & Fencing	\$164,000	\$171,000	\$178,000	\$185,000	\$192,000	\$890,000
Schools - Capital Maintenance Projects: Playgrounds	\$124,000	\$129,000				\$253,000
SCHOOLS - TOTAL CAPITAL MAINTENANCE PROJECTS	\$2,578,000	\$1,910,000	\$2,368,000	\$870,000	\$742,000	\$8,468,000
SCHOOLS - TOTAL REQUESTED CIP	\$4,078,000	\$23,410,000	\$3,868,000	\$10,570,000	\$11,142,000	\$53,068,000



FY 2017 – 2021 Adopted CIP

FY 2018 – 2022 Requested CIP

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	5-Year Total
BUILDINGS	\$866,307	\$2,463,101	\$2,546,350	\$1,875,141	\$1,125,000	\$8,875,899
TRANSPORTATION	\$22,848,762	\$23,294,000	\$5,255,000	\$4,426,000	\$11,713,000	\$67,536,762
ECONOMIC DEVELOPMENT	\$3,850,000	\$1,900,000	\$6,850,000	\$2,000,000	\$1,750,000	\$16,350,000
PARKS AND RECREATION	\$0	\$1,033,000	\$760,500	\$763,000	\$765,500	\$3,322,000
RESERVES	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
TOTAL CITY CAPITAL PROJECTS (General Fund)	\$27,915,069	\$29,040,101	\$15,761,850	\$9,414,141	\$15,703,500	\$97,834,661
SCHOOLS	\$538,000	\$2,388,000	\$2,040,000	\$1,938,000	\$720,000	\$7,624,000
TOTAL FY 2017-2021 CITY CAPITAL AND SCHOOLS	\$28,453,069	\$31,428,101	\$17,801,850	\$11,352,141	\$16,423,500	\$105,458,661

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	5-Year Total
BUILDINGS	\$4,454,310	\$5,201,870	\$22,685,700	\$2,445,000	\$3,835,000	\$38,621,880
TRANSPORTATION	\$38,899,000	\$30,185,000	\$25,501,000	\$27,843,000	\$48,666,000	\$171,094,000
ECONOMIC DEVELOPMENT	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000
PARKS AND RECREATION	\$1,353,000	\$2,268,000	\$878,000	\$767,000	\$703,000	\$5,969,000
RESERVES	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
TOTAL CITY CAPITAL PROJECTS (General Fund)	\$46,056,310	\$39,004,870	\$50,414,700	\$32,405,000	\$54,554,000	\$222,434,880
SCHOOLS	\$4,078,000	\$23,410,000	\$3,868,000	\$10,570,000	\$11,142,000	\$53,068,000
TOTAL FY 2018-2022 CITY CAPITAL AND SCHOOLS	\$50,134,310	\$62,414,870	\$54,282,700	\$42,975,000	\$65,696,000	\$275,502,880



Pay-As-You-Go History

	ADOPTED BUDGET
FY 2008	\$4,992,435
FY 2009	5,949,245
FY 2010	2,820,617
FY 2011	7,508,881
FY 2012	7,000,000
FY 2013	4,591,759
FY 2014	6,108,802
FY 2015	7,339,676
FY 2016	9,556,866
FY 2017	3,223,392
Projected FY 2018	1,996,386



A Conceptual Approach to Reducing Poverty

City Council Retreat
November 10, 2016



Background

- ❑ City's Poverty Rate is 24%
- ❑ Mayor Foster asked that "Poverty" be a discussion item for bimonthly meetings
- ❑ Representatives of the faith community, the Advocacy group from the Community Dialogue on Race and Racism, students, and others have asked "what is the City going to do to reduce the poverty rate"



A Blended Approach

- ❑ One Person/Family at a Time: Facilitate moving “willing and able and hopeful and motivated” persons/families out of poverty through workforce opportunities coupled with case management and wraparound services
- ❑ Community Conversation on Poverty



The CONCEPT...

A CONCEPTUAL APPROACH TO ADDRESS POVERTY IN LYNCHBURG

GOAL Facilitate moving, willing & able, hopeful and motivated persons **OUT OF POVERTY**





Implementation of Concept

- ☐ New Assistant City Manager assigned to be the point person on implementation
- ☐ No new funding required (FY 2017 budget includes \$50,000 for Poverty)
- ☐ Collaborate with Bridges Out of Poverty Work Groups and multiple external partners
- ☐ Devil is in the details



Discussion of Concept and Next Steps

- ☐ Reaction ?
- ☐ Adjustments ?
- ☐ Goals for FY 2018?
- ☐ Next steps?

// A special meeting of the Council of the City of Lynchburg was held on the 10th day of November, 2016, at 8:30 A.M. in the Second Floor Training Room, City Hall, Joan Foster, President, presiding. The following Members were present:

Present: Dolan, Helgeson, Nelson, Perrow, Tweedy, Wilder, Foster

7

Absent:

0

// Mayor Foster welcomed everyone and gave an over review of the City Council Retreat Agenda.

// Interim Director of Human Resources Heather Brown facilitated a group exercise called "Connection before Content" to start the day. Council and Staff enjoyed the exercise and learned something about each person that they engaged with.

// Retired Director of Human Resources and Interim Deputy City Manager Margaret Schmitt facilitated "A Look Back – FY 2016 Accomplishments and Assessment." Ms. Schmitt presented the results of City Council's, Citizens' and City Employees' assessment of progress in each of the twelve "pillars" of the City's Strategic Plan. All seven Council members submitted assessments while 141 citizens and 258 City employees submitted assessments. Some results indicate that City Council rated progress higher than other respondent groups in seven of twelve areas:

- Arts and Culture
- Citizen Engagement and Social Capital
- Economic Development
- Healthy and Active Living
- Infrastructure
- Land Use
- Natural Resources

City Employee ratings were between City Council and Citizen ratings except in:

- Economic Development
- Social Equity
- Lifelong Learning and Neighborhoods where their ratings were slightly higher than others.

Citizens rated progress lower than City Council and City employees in all areas except Social Equity. Ms. Schmitt went on to say that Council was also invited to rate progress on a new area "Excellent Government" in recognition of the foundational areas of "good governance" and "fiscal responsibility". The addition of FY 2016 accomplishments in this area supports current service delivery and sets the stage for establishing goals and measures for future years.

// Council took a break at 10:50 a.m. and reconvened at 11:05 a.m.

// City Manager Bonnie Svrcek introduced the Strengthening the Strategic Plan which was facilitated by Mike Goetz, Director of Information Technology and Margaret Schmitt. Mr. Goetz started with the "Goals" which consist of the following:

- Clarify the City's role in making Lynchburg a "Great Place to Live, Work and Play"
- Assess the effectiveness of the "Pillars" model and improve if possible

Distinguish between principles and goals

- Improve the alignment between focus areas and operational service delivery
- Move toward more proactive and integrated planning
- Establish system, processes and structures that support collaboration and shared responsibility (reduce “silos”)
- Update and streamline based on experience and current environment

The next topics that were addressed included the “Review Process” which consists of convening organizational leaders, research other successful cities, towns and counties and develop a new framework for further input from City Council and Leadership Team.

“Where We’ve Been” consists of the 12 Pillars and the Assessment: Arts & Culture, Citizen Engagement & Social Capital, Economic Development, Health & Active Living, Infrastructure, Land Use, Lifelong Learning, Natural Resources, Neighborhoods, Safe Community, Social Equity and Transportation. After discussing the previous topics a proposed concept of a two-part Framework with Attributes was introduced. The five areas of serving the community are: Economic Development, Natural & Built Environment, Safe Community, Vibrant Community and Excellent Government. Also discussed were the components that were included in the aforementioned areas.

// City Manager Bonnie Svrcek provided background information on the Identification of the BIG Issues.

These BIG Issues include Workforce/Education, Poverty, Economic Development and Infrastructure. A discussion with Council on identifying the BIG Issues was led by Margaret Schmitt. Mike Goetz facilitated the discussion on the BIG Issues and how to provide a framework for measuring improvement.

// City Council took a working lunch break at 12:20 p.m. and reconvened the meeting at 1:05 p.m.

// Chief Financial Officer Donna Witt presented the FY 2016 Year-End Financial Results and the list of projects submitted for the FY2018-2023 Capital Improvement Program (CIP). Ms. Witt stated that the Total Actual FY 2016 General Fund Non-Dedicated Revenues exceeded the Adopted FY 2016 Budget by 1.7% (\$2.4 million). The Actual FY 2016 Expenditures were 97.7% (within \$4.8 million) of the Adopted FY 2016 Budget. The following major Revenues were reviewed and discussed:

- Net Current Real Property
- Current Personal Property
- Public Service Corporation
- Local Sales and Use Tax
- Motor Vehicle Licenses
- Business License Tax
- Lodging Tax
- Meals Tax
- Amusement Tax
- Tobacco Tax

// Chief Financial Officer Donna Witt presented a Snapshot of Requested FY 2018 – FY 2022 Capital Improvement Program Projects. The Capital Improvement Projects (CIP) FY 2018 – FY 2022 Priorities

which consist of Buildings, Transportation, Parks and Recreation and Schools were also discussed. Ms. Witt gave a report on the Pay-As-You-Go-History for Adopted Budgets FY 2008 – Projected FY 2018.

// Council took a break at 2:10 p.m. and reconvened at 2:25 p.m.

// Mayor Joan Foster introduced a Conceptual Approach to Reducing Poverty. City Manager Bonnie Svrcek presented the concept and Council led a discussion and direction for Staff.

Background

- City's Poverty Rate is 24%
- Mayor Foster asked that "Poverty" be a discussion item for bimonthly meetings
- Representatives of the faith community, the Advocacy group from the Community Dialogue on Race and Racism, students, and others have asked "what is the City going to do to reduce the poverty rate".

A Blended Approach

- One Person/Family at a Time: Facilitate moving "willing and able and hopeful and motivated" persons/families out of poverty through workforce opportunities coupled with case management and wraparound services
- Community Conversation on Poverty

The Concept....

- A graphic representation illustrating a conceptual approach to address poverty in Lynchburg was introduced.

Implementation of Concept

- New Assistant City Manager will be assigned to be the point person on implementation
- No new funding required (FY 2017 budget includes \$50,000 for Poverty)
- Collaborate with Bridges Out of Poverty Work Groups and multiple external partners

The next steps, Council agreed to move forward with the process.

- Community understanding of Poverty
- Timeline and goal - 50 families out of Poverty in the next five years

City Council was asked to indicate the areas they wanted staff to concentrate their efforts on.

Council Focus Areas

1. Workforce/Education
2. Poverty
3. Economic Development
4. Infrastructure

Fiscal sustainability is a foundation for all Focus Areas.

// The meeting was adjourned at 4:00 P.M.