

	Start	Finish	% Complete	Champion	October 2017 Status	January 2018 Status
2017 Council Priorities	Sun 3/13/16	Wed 6/30/21	46%			
Employment Epicenter	Wed 6/1/16	Fri 6/25/21	49%			
Priority #1: Make business attraction the focus of economic development and bring family- sustaining careers to the City, utilizing a revamped incentive approach and other appropriate tools	Wed 6/1/16	Mon 12/31/18	80%	Bill Freehling	<p>Significant progress has been made in the past quarter in regards to Priority No. 1. The City Manager, Director of Economic Development and Tourism, and Business Development Manager are all in place and are collaborating daily to advance this and other Council priorities. Recent announcements include the business expansions of ILM Corporation and QRC Technologies and new HQ location for IST Research, which represents almost 200 new jobs and \$9M of investment. VEC most recent quarterly census shows that Fredericksburg added 77 net businesses and 2,373 jobs during the 1st quarter, up 4.7% and 10.1% respectively. Fredericksburg's job-growth numbers significantly surpassed those of Virginia as a whole. The new ED website redesign is scheduled to be completed in late November, at which time a companion blog will also be launched. Fred Focus, a weekly newsletter covering City business news and events, was launched during this quarter and has received excellent feedback. The Business Development Manager and EDT Director have been attending networking events and meetings with prospects both in and out of the market. Close collaboration has occurred between the Fredericksburg Regional Alliance and EDT, as well as with state officials through the Virginia Economic Development Partnership. The quarterly ED breakfast is well-attended, and the strategic ED plan has been completed and adopted by both City Council and the Economic Development Authority. A review of the incentive program is under way, with assistance from McGuireWoods consultant Chris Lloyd. A November 14 work session with City Council and the EDA is scheduled on the revised written incentive policy. The Fredericksburg Opportunity Fund has been re-established with \$75,000 in funding.</p>	<p>Here is among the most-notable progress EDT made on this priority in the past quarter:</p> <ul style="list-style-type: none"> • Neared completion of the new Economic Development website and companion blog. Both are scheduled to be rolled out in February. • Planned a first-ever economic development-focused advertising campaign aimed at Northern Virginia/D.C. This \$50,000, 18-month plan will begin to be rolled out in March/April and is likely to include ads in the VRE publication and The Washington Post's website. More details to follow. EDT is working with Rambletype and Spangler Erkert & Associates on this campaign. • Worked with several major prospects for significantly impactful new projects. • Finalized the Liberty Place agreement. • Initiated changes to the UDO to facilitate a data center in Fredericksburg. • Neared completion of a revamped incentive program to be adopted by the EDA and City Council in February. The new policy will allow the entire City of Fredericksburg to be in the Technology and Tourism Zone programs. • Worked on a series of testimonial videos to promote Fredericksburg. • Continued to build the Fred Focus weekly newsletter. • Worked on the expansion of Eagle Works. • Helped to extend the citywide HUBZone status for at least 2-3 more years.
Priority #2: Complete the Small Area Plans over the next three fiscal years (2017-2019), including the acquisition of outside expertise as required (Corridor development, work we need to do to make properties more attractive)	Wed 6/29/16	Fri 6/25/21	25%	Chuck Johnston	<p>Comprehensive Plan Amendments for Area 3 have been recommended by the Planning Commission and went to Council work session on October 10 with a public hearing scheduled for October 24. Staff is working on UDO text amendments for Area 3, which went to PC work session on October 11 (Council work session scheduled for December 12). Staff is finalizing Comp Plan and UDO amendments for Area 6, which were discussed with the public and Main Street consultants on Sept 27. Draft RFP Scope of Work for consultant for remaining 8 Area Plans was submitted to Purchasing Officer on Oct 13. RFP to be released in December and awarded in February 2018.</p>	<p>Area 3 Comprehensive Plan amendments were approved on October 24. Area 3 related UDO Text Amendments were reviewed by the Planning Commission in the last quarter and are scheduled for Council review on January 23, with initiation in February. Area 6 Comp Plan amendments were also reviewed by the Planning Commission and are proposed for Council Work Session on February 13. The PC reviewed Area 6 related UDO Text Amendments in the last quarter and they are proposed for Council Work Session for February/March. RFP for consultant to complete remaining 8 Small Area Plans over next three years was written in the last quarter and was published on January 3. RFP to be awarded in February. A well attended pre-proposal conference was held on January 18th. By end of CY 2018, consultant work to be completed on Area 7 (Downtown). By end of CY 2019, consultant work to be completed on Areas 1 (Central Park/Celebrate Virginia), 2 (Fall Hill), and 3 (Hospital/Cowan). By end of CY 2020, consultant work to be completed on Areas 5 (University/Central Route 1), 8 (Mayfield), 9 (Braehead/National Park), and 10 (Lafayette/South Route 1) .</p>

<p>Priority #3: Better manage parking supply while working to increase supply over time.</p>	<p>Thu 9/1/16</p>	<p>Sun 5/31/20</p>	<p>31%</p>	<p>Doug Fawcett</p>	<p>Implementation of Phase 1 of the Parking Action Plan continues. Conversion of downtown on-street parking spaces to the new standard (Two Hour Parking Monday-Saturday 8AM-7PM) has begun. This effort will resume after the Christmas shopping season modifications to the parking restrictions (permitting four hour parking) expire on February 1. Changes to parking restrictions near the Farmers Market will be implemented on or about November 1 to permit additional public parking during the Farmers Market "off season." Staff discussions continue with representatives of UMW and residents/churches in the College Heights and College Terrace neighborhoods related to planned January 2018 modifications to the on-street parking policies in those neighborhoods. Drafts of three ordinances revising the City Code provisions related to parking have been transmitted to City Council, with first read of the ordinances scheduled for the November 14 City Council meeting.</p>	<p>Parking Action Plan: Implementation of Phase 1 of the Parking Action Plan continues. Conversion of downtown on-street parking spaces to the new standard (Two Hour Parking Monday-Saturday 8AM-7PM) has begun. This effort will resume after the Christmas shopping season modifications to the parking restrictions (permitting four hour parking) expire on February 1. Changes to parking restrictions near the Farmers Market have been implemented to permit additional public parking during the Farmers Market "off season." In an effort to promote discussion and joint efforts to find a mutually agreeable solution to parking issues in the College Heights neighborhood, the Parking Advisory Committee conducted a meeting with the College Heights Civic Association Board of Directors and representatives of UMW on January 17. City Council passed first reading of ordinances increasing the fines for overtime parking citations and revising the resident permit parking program on January 9 and second reading of these ordinances is scheduled to occur on January 23.</p> <p>Loop Ridership: EDT has researched what a downtown shuttle service would cost. Preliminary discussions have focused on providing the loop during Friday and Saturday evenings around the downtown in the spring, summer and fall. The estimated costs (including some funds for signs and marketing of the service) will be considered during the upcoming budget process.</p>
<p>Priority #4: Create a top tier tourism effort</p>	<p>Thu 9/1/16</p>	<p>Mon 12/31/18</p>	<p>69%</p>	<p>Bill Freehling</p>	<p>Multiple steps have been taken in the past quarter to build upon the success the City and region have had with tourism promotion. The Regional Tourism Advisory Council began monthly meetings in June and plans to soon make recommendations for how to move forward. One Council session featured a panel discussion with CVB directors in Hampton and Charlottesville, as well as an official with the Virginia Tourism Corporation. A redesigned VisitFred.com was completed this quarter and continues to undergo tweaks. Significant improvements have been made to the Fredericksburg Visitor Center as well, including new signage, videos, fliers, merchandise and décor. Multiple large group meetings have also been recruited to the City. Dialogue has also continued on a potential new Visitor Center, and a City Council work session was held on the topic October 10. EDT also rolled out a new video series called "Freehling Finds" to promote the many great things to do and see in Fredericksburg. A new youth-oriented video series called "Fred is Fun" will be developed in the coming months.</p>	<p>Here is among the most-notable progress EDT made on this priority in the past quarter:</p> <ul style="list-style-type: none"> • Worked with the Tourism Advisory Council to finalize a series of recommendations for how the Fredericksburg Regional Tourism Partnership should proceed moving forward. • Helped brief City Council on the Advisory Council's recommendations. • Drafted an RFP for a strategic tourism consultant, per the Advisory Council's recommendations. • Continued to analyze the potential of relocating the Visitor Center. • Made improvements to the existing Visitor Center including rolling out new merchandise. • Launched a new Restaurant Week website that will be used to promote the semi-annual event for years to come. • Continued to make gains on social media, with a goal to become the go-to source in the region. • Launched the "Fred is Fun" video series in collaboration with Enterprise Screen Video Communications. The series featured the children's museum, Benny's, Hugh Mercer Apothecary Shop and Motts Run Reservoir. • Had significant success recruiting meetings and group tours to the City and attended several tradeshows to advance this pursuit.
<p>Building Community through Cultural Vibrancy</p>	<p>Thu 12/1/16</p>	<p>Sat 8/31/19</p>	<p>35%</p>			
<p>Priority #5: Identify a venue and funding sources for a performing arts center - Bridge cultures together with the expansion of events</p>	<p>Thu 12/1/16</p>	<p>Sat 9/1/18</p>	<p>44%</p>	<p>Tim Baroody</p>	<p>A city wide inventory was completed by the Arts Commission and presented to Council. A smaller list was produced by staff to reflect venues with the highest potential. Staff also produced a concept at Executive Plaza.</p>	<p>Staff continues conversation with UMW, and has been invited to the master planning process for campus improvements. Staff and UMW are in the very early planning stages for a collaborative General Assembly pursuit in 2019 that would seek Commonwealth buy in to a potential joint performing arts center. Also, Staff is working with the library to expand parking and potentially performing space.</p>

<p>Priority #6 Attract a regional multipurpose outdoor and recreational venue that would be financially advantageous to the City</p>	<p>Mon 1/1/18</p>	<p>Sun 6/30/19</p>	<p>50%</p>	<p>Bill Freehling</p>	<p>The City continues to aggressively pursue sports tourism opportunities; staff meets regularly with prospects, attends networking events and bids on attractive opportunities. Regular dialogue occurs between the University of Mark Washington and the City of Fredericksburg on hosting more events at UMW. The City has also been pursuing creative public-private partnerships that could lead to more sports events and venues, and one particularly promising opportunity will soon be presented to Council. Some progress has been made on efforts to develop a multi-purpose stadium for sporting events and concerts. Four new pickleball courts are being added to Kenmore Park, creating some opportunity for tournaments. Finally, Clint Manning in EDT has been re-assigned to focus on the development of events (including sporting events) and tourism-related amenities.</p>	<p>The City advanced this priority significantly this past quarter. City Council was briefed on one prospect in mid-January, and efforts will continue in the months to come. The City continued to work on recruiting other prospects in this category over the past three months, and Council will be kept informed as these efforts advance.</p>
<p>Priority #7: Build the Riverfront Park, incorporating the recommendations from the parking action plan as appropriate</p>	<p>Wed 2/1/17</p>	<p>Thu 8/31/19</p>	<p>26%</p>	<p>Doug Fawcett</p>	<p>Discussions related to certain features of the park (playground, water feature, planning for a future support structure for the stage) have slowed progress toward the completion of the 50% design documents and the subsequent local review of those documents. This review is now anticipated to occur in the early/mid December period.</p>	<p>The issues related to features of the design (play area, water feature, stage, meadow) have now been resolved and the design team is moving forward with preparation of the design documents. The 50% design plans will be submitted for review in late March/early April and a review of the documents at a City Council work session will be scheduled for shortly thereafter. Construction funds included in calendar 2018 bond issue.</p>
<p>Learning is a Way of Life</p>	<p>Sat 10/1/16</p>	<p>Mon 7/1/19</p>	<p>70%</p>			
<p>Priority #8: Establish a Council/School Board communication process</p>	<p>Sat 10/1/16</p>	<p>Sat 9/1/18</p>	<p>99%</p>	<p>Tim Baroody</p>	<p>Progress is being made on creating more dialogue between bodies. Council did meet with the School Board at the new Walker Grant Center and discussed CIP, ERP and communications. A follow-on joint meeting is being planned for December.</p>	<p>The working group met on January 5th 2018 and discussed operating budget and CIP as well as the Moseley Enrollment Study. Next meeting of the working group is scheduled for February 2nd. Staff meetings continue. There were joint Council/School Board meetings in both October and December. See Priority 9 for additional details.</p>
<p>Priority #9: Establish a memorandum of understanding (MOU) that results in a plan for future growth and alignment of schools for the next 10 years</p>	<p>Thu 6/1/17</p>	<p>Mon 10/30/17</p>	<p>87%</p>	<p>Mark Whitley</p>	<p>The enrollment update is underway and should benefit from the September enrollment figures from the schools. Preliminarily, overall enrollment increased for September in School Year 2017 - 2018. The City Council and the School Board met in work session format on Monday, October 9 and reviewed items related to the Capital Improvements Plan and the Enterprise Resource Software procurement. The Council also was able to tour the newly renovated Walker-Grant Center, which opened in August 2017 and now serves as the home for the administrative offices of the School Board.</p>	<p>School Staff and City planning staff assisted Moseley Architects in the completion of the enrollment study, and the updated Enrollment study was presented in December to a joint meeting of the School Board and the City Council. A sub-committee of Council members and School Board members was appointed to continue discussing operating budget and CIP - the most important project being a proposal to design and construct a new elementary school.</p>

<p>Priority #10: Facilitate collaborative work that will provide input about existing and future workforce needs and work with partners on curriculum to meet those needs (Clarify the role of the public schools, Explore Workforce Credentials Grant)</p>	<p>Wed 3/1/17</p>	<p>Mon 7/1/19</p>	<p>24%</p>	<p>Bill Freehling</p>	<p>Germanna Community College's Fredericksburg Center for Advanced Technology opened earlier this year in Central Park and has become a great new workforce training and educational facility in the City of Fredericksburg. The center also includes a strong entrepreneurial focus and has incubator space available. Meetings have been held with Germanna regarding a commercial kitchen that could help train local culinary workers and also help small food-focused entrepreneurs expand. Staff also continues to meet regularly with representatives from the Gladys H. Oberle School, Rappahannock Goodwill Industries, the UMW Center for Economic Development and more on collaborative workforce programs.</p>	<ul style="list-style-type: none"> • Worked with the UMW Small Business Development Center and private-sector partners on workforce-training programs and the expansion of Eagle Works. • Attended several events at FredCAT and helped promote the offerings. The EDA will hold its monthly meeting at FredCAT on Feb 12th, during which Germanna will present the annual report. The VDOT asphalt lab is now open and labs and practical exercises are being held in addition to the classroom training. • Held meetings regarding a potential culinary kitchen/food incubator in Fredericksburg. The team is exploring an existing culinary workforce development program to identify best practices. The program is a nationwide, two-year high school program that brings together the classroom and industry. • Worked with the Bay Consortium Workforce Investment Board (BAYWIB) to re-establish the City's involvement. The next BAYWIB meeting is Jan 24th. City Council will be asked to consider executing a new agreement with BAYWIB during the Feb 13th meeting. This agreement will allow BAYWIB to allocate federal workforce development funds to be spent in Fredericksburg. • Worked with UMW and the EDA on a GO Virginia grant that could facilitate a local cybersecurity training program. • Helped extend the citywide HUBZone designation for at least 2-3 years.
<p>Priority #11: Explore plan to collaborate regionally on high tech opportunities, including education</p>	<p>Thu 12/1/16</p>	<p>Fri 9/1/17</p>	<p>63%</p>	<p>Tim Baroody</p>	<p>EagleWorks conversations continue in a productive manner. Quantico Innovation Center, however, is slow to progress. The City has withdrawn itself from the organization for now and will re-engage if the start up takes off.</p>	<p>The executive director for EagleWorks has held meetings with new UMW executive leadership to discuss the center and its potential expansion. EagleWorks has been tasked with creating a concept that is self-sustaining within a 5 year period. Additionally, staff has met with the Ratio Group to explore creating a model which will use the "Tech Fusion" approach and create a "Go to Market" concept to assist technology businesses. This would help satisfy the need for Tech Transfer/Commercialization and help identify emerging technology markets for Fredericksburg businesses. Staff suggested that Ratio Group and EagleWorks explore the feasibility of partnering to provide existing business support. They have met several times to identify potential joint initiatives and ways to work together. This includes working with the EagleWorks existing Innovation Roundtable and the next cohort. It is possible that Ration Group could provide technical assistance services to EagleWorks clients in the EagleWorks expansion.</p>
<p>Distinct and Linked Neighborhoods</p>	<p>Thu 6/30/16</p>	<p>Tue 12/1/20</p>	<p>47%</p>			
<p>Priority #12: Working with neighborhoods, review the existing Pathways Plan and create a plan to enhance connectivity for isolated neighborhoods where possible, including a method of prioritization</p>	<p>Wed 3/1/17</p>	<p>Tue 6/30/20</p>	<p>59%</p>	<p>Erik Nelson</p>	<p>The bicycle/pedestrian infrastructure study is completed and will be presented to City Council on October 24th. The Transportation Alternatives application is complete and will be brought to City Council for resolution on October 24th.</p>	<p>At the City Council meeting of October 24, 2017, a FAMPO consultant presented a <i>Bike Share and Bicycle and Pedestrian Infrastructure Study</i>. One of its recommended projects was a bicycle link that would extend along the downtown riverfront, from Lafayette Boulevard to the Rappahannock River Heritage Trail on Caroline Street. Staff developed a funding application for that project, but recognized there might be some neighborhood concern since there had not been time for the community to fully review the proposed plan. At issue is the need to use existing roadways for connecting trails. The 10-foot wide multi-use trails provide a good framework of bike/ped routes, but the connecting links that will help to create a cohesive, interconnected network, will often need to be on streets, which will potentially impact parking and other aspects of the public right-of-way. The required public hearing for such applications provided the opportunity for public review, which expressed concern, and resulted in the City Council pulling the proposed funding request. Staff's suggested it take the data from the FAMPO study and use it to update the City's own <i>Pathways Plan</i> (2006), which would allow a thorough public discussion of a variety of potential projects. The City Council authorized staff to proceed and the Transportation Administrator, working with the Pathways Steering Committee, has</p>

<p>Priority #13: Establish a Neighborhood Enhancement Program to enhance infrastructure in neighborhoods that will include: Dedicated funding, A method of prioritizing expenditures, Communication with neighborhoods as appropriate</p>	Tue 8/1/17	Thu 5/31/18	80%	Dave King	Public Works staff has identified types of infrastructure that would qualify for the program and has completed a program information and application form. Next steps are formulate a budget request in the FY19 budget request to fund the program. Potential CIP request in the amount of \$200,000	\$100,000 has been requested for FY19 CIP; \$100,000 has been requested for FY2020 CIP (\$200,000 total). Project applications forms and instructions are ready. A program roll-out and schedule will be confirmed after CIP approval has been confirmed.
<p>Priority #14: Review and update the zoning ordinance, including examination of those ordinances that adversely affect the livability of neighborhoods</p>	Thu 6/30/16	Tue 12/1/20	19%	Mike Craig	See comments for Priority 2.	Area 3 related UDO Text Amendments are scheduled for Council review on January 23 with initiation in February. Area 6 related UDO Text Amendments are proposed for Council Work Session on February 27. Phase II of the Small Area Plan process will begin in 2018, which will yield additional text amendments.
<p>Priority #15: Continue to support neighborhood safety initiatives and proactive crime prevention, including expansion of community policing efforts (i.e. work with HOAs, citizen associations, and direct work with residents)</p>	Wed 2/15/17	Sun 6/30/19	75%	Dave Nye	A grant proposal for two community policing officers was completed and submitted.	The grant proposal was not approved. Only 149 of 1029 applications or 14% were funded for small agencies. Police have been attending monthly community meetings and forwarding report to the City Manager. Expansion of community policing will occur as staffing level permits.
Cutting Edge Transportation Solutions	Thu 9/1/16	Wed 6/30/21	56%			
<p>Priority #16: Work with VRE, VDRPT and CSX on long term redevelopment of the train station</p>	Sat 4/1/17	Tue 6/30/20	74%	Erik Nelson	The Environmental Impact Statement (EIS) has been released for public comment. Formal City comments will be presented to City Council on October 24th for resolution and submittal. A public information meeting and hearing was held on October 18th at JMHS. Staff offered additional meetings with Darbytown and Mayfield neighborhoods and these have now been scheduled.	Staff met with the Darbytown and Mayfield neighborhood organizations to brief them on the draft Environmental Impact Statement for the Southeast High Speed Rail project and to solicit their reaction to the City's proposed comments regarding desired improvements in the rail corridor. Citizen response was positive for the City's proposed comments and these were finalized into a Resolution that City Council adopted on October 24, 2017. The City's resolution was then submitted to the Virginia Department of Rail and Public Transit. Staff continues to work with VRE for more immediate improvements at the station. Platform lighting will be upgraded and new signs installed in early 2018, even as the preliminary engineering continues for rehabilitation of the four viaducts over city streets. In addition, VRE has submitted a proposal for a new stairway from the rail platform to street level, and is waiting for CSX to give approval for the location. The initial VRE request was for CSX to allow a platform extension that would take VRE riders across Charles Street, but that option involved a pedestrian travelling distance along the railway that CSX thought to be excessive. As a consequence, the new stairs will allow a crossing at rail platform level across Princess Anne Street only. A grade-separated crossing over
<p>Priority #17: Work with VDOT and Stafford County to complete design for pedestrian improvements for Chatham Bridge</p>	Thu 9/1/16	Wed 6/30/21	57%	Erik Nelson	Preliminary planning and design are progressing. VDOT District staff will brief City Council on Nov 14th.	VDOT briefed City Council on the Chatham Bridge project on November 14, 2017 and showed how a full closure of the bridge during the construction phase would save both time and money. Partial closure would still result in traffic back-ups into downtown Fredericksburg and still block bicycle/pedestrian access entirely. Full closure will also require improvements along the detour route, including an extra lane on the off-ramp at the Blue & Gray Parkway and Dixon Street. On November 28, 2017, City Council adopted a resolution supporting the full closure of the Chatham Bridge during the construction phase. Staff will participate in a public hearing planned for January 25th for its preferred option, supported by both Fredericksburg and Stafford.

<p>Priority #18: Identify a series of small transportation projects that will qualify for funding as it becomes available (i.e. FAMPO)</p>	<p>Mon 5/1/17</p>	<p>Sat 6/30/18</p>	<p>87%</p>	<p>Erik Nelson</p>	<p>Staff provided an overall transportation briefing to City Council, with the suggestion that additional updates be provided on a quarterly basis. The next update will be on Oct 24th.</p>	<p>On October 24, 2017, staff briefed the City Council on a variety of transportation projects and issues. The draft Environmental Impact Statement for the Southeast High Speed Rail project had been made available prior to the meeting, and staff presented a series of improvements for City Council to request as part of its comments. The Council adopted a related resolution in November, which was forwarded to the Virginia Department of Rail and Public Transit. Next on the agenda was presentation of a <i>Bike Share, Bicycle & Pedestrian Infrastructure Study</i>, which the Council received and later directed staff to incorporate into a revision of the City's <i>Pathways Plan</i>. A consultant also presented a Lafayette Boulevard traffic analysis, with proposed improvements at Kenmore Avenue and Charles Street. The Council authorized staff to proceed with developing an appropriate funding request. Staff also suggested the City submit a funding application through the Transportation Alternatives program for a bicycle link between Lafayette Boulevard and the Rappahannock River Heritage Trail. That application did not get submitted, due to concerns expressed later about neighborhood impacts, but staff will engage those citizens, and others during revision of the <i>Pathways Plan</i>. Finally, staff briefed the Council on various</p>
<p>Priority #19: Establish a regional transportation authority</p>	<p>Sun 10/1/17</p>	<p>Sun 6/30/19</p>	<p>44%</p>	<p>Erik Nelson</p>	<p>Staff will brief City Council on October 24th with recommendations for future action. Additionally, the legislative package is before Council on Oct. 24th. Included is language that, if approved, will seek Delegation assistance in obtaining General Assembly authority to enable the Fredericksburg region to pursue a Regional Transportation Authority.</p>	<p>The City Manager's Office and the City Attorney developed and submitted a legislative package for consideration by the Virginia Assembly. The goal is to insert language into the current legislation that allows smaller regions to establish transportation authorities. There is limited regional support within FAMPO, at present, but local experience with PRTC indicates that jurisdictions need time to consider such strategies.</p>
<p>Priority #20: Complete gateway improvement study</p>	<p>Mon 1/1/18</p>	<p>Mon 6/1/20</p>	<p>12%</p>	<p>Chuck Johnston</p>	<p>Concept designs have been developed and are being circulated for informal review.</p>	<p>This work is on hold until Branding Committee concludes its work. (Branding Committee is now finalizing RFP for project expected to be underway Summer 2018)</p>
<p>A Proven Leader in Historic Preservation</p>	<p>Thu 12/1/16</p>	<p>Sat 11/30/19</p>	<p>44%</p>			
<p>Priority #21: Streamline the development and ARB process with stakeholders to improve clarity on what is required when bringing a new project to the City (i.e. UDO)</p>	<p>Sun 1/1/17</p>	<p>Sat 6/30/18</p>	<p>81%</p>	<p>Kate Schwartz</p>	<p>The Window Policy was adopted in August as an amendment to the Historic Handbook. Amendments to UDO section 72-23.1 (CoA chapter) have been submitted to the City Attorney allowing for some administrative review and changing the renewal process. An additional amendment is being prepared that would allow the ARB to relax bulk requirements if appropriate for historic character.</p>	<p>On January 23, UDO Text Amendments are scheduled for Council Work Session review to clarify ARB review process and shift minor items to staff review. In an initial review with the ARB on January 8, several members expressed concerns about allowing for any administrative review and said they did not support this change. An ARB work session has been scheduled for January 22 and staff is working to gather additional information and feedback from a stakeholder group to share with the ARB. An updated inventory of historic properties has been created and will be used to guide re-survey of the district. A partnership with UMW is also in development for review of the Historic District Handbook. This partnership will include a visioning exercise to look at the future of the Historic District.</p>
<p>Priority #22: Facilitate communication between boards and commissions and development community and planning staff to make it clear about the Council's vision and priorities</p>	<p>Sat 4/1/17</p>	<p>Mon 1/1/18</p>	<p>81%</p>	<p>Tim Baroody</p>	<p>Staff has scheduled an appreciation event for all Boards and Commissions to be held November 21, 2017 at 7:00pm.</p>	<p>Staff is now providing quarterly reports to Council on Plan implementation. EDA, Planning, ARB, Social Services and others are playing a critical role in the advancement of Council adopted priorities. Additionally, an annual reception was held to thank Boards and Commissions for all their hard work, and encourage their continued participation in advancing priorities.</p>

Priority #23: Determine what to do with historic Renwick Courthouse	Wed 1/11/17	Sat 11/30/19	8%	Doug Fawcett	With the assistance of City staff, Fredericksburg Main Street has prepared and submitted an application for a Virginia Department of Community Development grant of up to \$25,000 to perform a study of the feasibility of redeveloping/adapting the Renwick Courthouse. The results of this study will permit the City to focus on economically feasible options. A decision on the award of the grant is anticipated by no later than January. If the grant is received, FMS will employ a consultant to perform the study. The study should then be completed by September, 2018. Scheduling of a community forum on the redeveloped/adaptive reuse of the facility has been postponed until we learn whether the grant will be received. If the grant is awarded, the timing of a community forum will be determined after a consultant is selected.	Fredericksburg Main Street recently obtained a \$25,000 grant to perform an economic feasibility study on the adaptive reuse of the Renwick Courthouse, Wallace Library and old City jail. FMS has issued a Request for Proposals for consulting services related to this study. The proposals are due February 26. A team consisting of the FMS Director and City staff will review the proposals, interview proposers and make a recommendation to the FMS Board of Directors for contract award. The study is anticipated to take 4-6 months from the date of the notice to proceed to the consultant. Council feedback to date is preference to retain the building as a publicly owned property but will wait for feasibility process to make a final determination.
Priority #24: Complete the archaeology ordinance	Sun 1/1/17	Fri 11/30/18	54%	Kate Schwartz	A \$16,753 CLG grant was awarded to complete the predictive model project. Consultant selection is underway with an award goal of November 1. A UMW intern is putting past university archeological projects into the Virginia Department of Historic Resources data base. The Archeological Working Group continues to meet and will be working with the CLG project consultant. The Working Group drafted policies that would be the basis of the ordinance. They were submitted to the City Attorney for review.	Marstel-Day has been hired as the consultant for the archaeological assessment and predictive model project and held a kick-off meeting in December. The project is underway and will be completed by June 30, 2018. The Archaeology Working Group has extensively discussed policies and procedures for the ordinance and will work through test cases/funding scenarios to determine selected policies. The UMW intern project was completed and eight archaeological sites were added to the state's records.
Priority #25: Make existing property owners aware of historic tax credit programs to incentivize owners, with a goal of restoring at least one historic building a year	Thu 12/1/16	Mon 4/30/18	64%	Kate Schwartz	The UDO text amendment, described in Priority 21, also includes administrative review and approval of tax credit projects approved by the Virginia Department of Historic Resources or the National Park Service. Resurveying historic structures to update the Historic District nomination has begun. UMW students have surveyed about 300 of the approximate 1,000 structures. Their work is being reviewed. Full survey to be completed by March 30.	Review of the UDO Text Amendments has been scheduled for January 23, 2018; however, in an initial review, ARB members did not support the expedited review process for tax credit projects. A work session to discuss this further is scheduled for January 22 with the ARB. A master inventory of historic properties that merges local GIS data with the state's VCRIS data has been created to guide re-survey and facilitate data entry. Review of the work conducted by UMW students has been completed. The additional survey work is underway.
Green, Clean Environment	Wed 3/1/17	Fri 3/27/20	27%			
Priority #26: Upgrade all stormwater facilities to reduce polluted loads in accordance with the Chesapeake Bay Total Maximum Daily Load Action Plan	Wed 3/1/17	Fri 3/27/20	10%	Dave King/John Saunders	Approval of on-call environmental and geotechnical firms was completed in early October. Next steps are to begin discussions with firms on the list of projects and opportunities to retrofit SWM facilities.	The title of this priority should be changed or modified. There is no such thing as a municipal separate storm sewer plan for addressing pollutant loads. There is a municipal separate storm sewer system (MS4) and an associated MS4 permit. Under this permit the City is required to develop a Chesapeake Bay Total Maximum Daily Load (TMDL) Action Plan for Nitrogen, Phosphorus, and Sediment nutrient reductions. The upgrade of existing City-owned/maintained stormwater management facilities is a component of the TMDL action planning being prepared by Staff. Staff plans to work with on-call engineering consultants to develop a plan that identifies specific projects for future capital expenditures to meet TMDL obligations. 13 consultants have been selected by the City to provide on-call services. To date award has been made to 2 of 13 with another award imminent. Environmental staff plans to initiate action planning scoping once the additional consultant is under contract. Contracts should be awarded by end of February.
Priority #27: Explore solutions to monitor, maintain, and improve our canal to ensure that it is healthy and attractive	Sat 4/1/17	Sat 6/1/19	60%	Dave King	In September staff hired Clarke Environmental Services to perform mosquito trapping and testing in response to citizen concerns about the canal producing mosquitoes. Clarke completed the work and found no evidence of mosquito-borne diseases and also did not find that the canal was a major source for mosquito breeding. Their inspections and reconnaissance found that the many mosquito problems are associated with small, back yard containers. Staff was able to restart the canal aeration system. Some aeration lines have been repaired while other lines are being planned to be outsourced for repairs. Inspection and preventative maintenance is planned to be performed on the aeration pumps by end of 2017. Staff reinstalled the river intake pump to feed water into the canal. Canal was full as of 10/13/17 and duckweed had begun to dissipate. Staff will continue to monitor the pump and water level to ensure the canal remains full of water at all times. Staff is also planning to complete another phase of tree debris removal this winter. A list of annual operational tasks and one-time capital improvement projects is being finalized and considered for inclusion in the FY19 budget request. Finally, staff is intending to submit a Letter of Intent in October with the U.S. Army Corps of Engineers for a feasibility study to	November 2017: The canal aeration piping and pumps at both stations (4 pumps total) were inspected and refurbished by contract (\$10,000). December 2017: Staff awarded a contract for removal of next phase of tree debris removal from Dale Street to Route 1 this winter (\$30,000). Staff has requested funding over next 4 years in CIP for sediment removal at upper canal (near Fall Hill Avenue), additional tree debris removal, additional repairs to the aeration system, and phased replacement of aeration pumps. Total of \$420,000 over 4 years. Staff met with Army Corps of Engineers and submitted a Letter of Intent under the Corps Continuing Authority Program. Staff is planning CY2018 city-wide mosquito plans, to include targeted property inspections near the canal and a public education and awareness campaign on mosquito abatement and protection.

Priority #28: Expand recycling and composting in the City, including requirements for recycling in City offices, schools, and at events	Sat 4/1/17	Mon 12/31/18	60%	Dave King	City staff participated in the recent CLEAR summit (Climate and Environmental Action Readiness Plan) at University of Mary Washington on October 11. Discussion centered on ideas and opportunities for improving recycling and composting in the Fredericksburg region. Opportunities will require regional cooperation between localities (i.e. City, Stafford County, R-Board) in order for programs and opportunities to be feasible and effective. Recycling containers are available in all City facilities and collected via single-stream recycling collection by the Public Works Department.	City staff met with the R-Board staff in November to further discuss recycling and composting opportunities. R-Board staff plans to communicate with City Schools to determine how to promote and increase recycling at school facilities and to confirm if the schools waste contractor is providing recycling services. R-Board and City staff will work together to help promote public information in 2018 for "back-yard" composting, through flyers and other forms of communication.
Public Services - The Backbone of our Community	Sun 3/13/16	Fri 1/1/21	45%			
Priority #29: Create more focus on broadband to be the fastest City in Virginia for broadband	Sat 7/1/17	Sat 11/30/19	25%	Suzanne Tills	The Broadband Team is working with UMW Center for Economic Development to review and refine the draft surveys with the goal of translating the content into a well-structured tool. The Broadband Team has also developed a regulatory framework for review of wireless communication facilities. The proposed framework will consolidate review authority, encourage co-location of facilities on existing structures, provide for the location of new structures in the public rights of way, and encourage the roll-out of advanced broadband capabilities. The Planning Commission held a public hearing on the UDO amendments on August 9. The ARB is reviewed design guidelines at its August 14 meeting. Public Works has provided the draft framework to the utility franchisees for comment. The entire framework is posted on the City's website, and returned to City Council for action on September 12, 2017. Council held a work session on the ordinance package on September 26. The ordinances return to City Council for adoption in October.	<ol style="list-style-type: none"> 1. The previously referenced ordinances (O17-29 and O17-30) were adopted by City Council on October 24, 2017. 2. Planning Services and the City Attorney's office confirmed that broadband companies have the ability to provide service to every new lot created in the City (either by easement or right-of-way). 3. Planning Services and the City Attorney's office are reviewing existing franchise agreements to determine if there are opportunities to require service providers to extend services to underserved portions of the City. 4. IT is working with the Cable Commission to review the agreements for potential changes that should be made when the franchises renew. 5. City Attorney's office is reviewing state code to determine the extent to which the City can require the installation of broadband infrastructure with new developments. 6. The Broadband team has received feedback from UMW Center for Economic Development and has draft surveys ready for City Management review.
Priority #30: Complete the assessment of our City's water/sewer system and determine the capital improvements necessary to improve the system	Sun 4/30/17	Fri 1/1/21	44%	Dave King	The Caroline Street water main replacement project is nearing completion, and should be completed by Thanksgiving, approximately 3 months ahead of schedule. An on-call consulting firm was approved in September to allow the public works department to begin studying the conditions of the College Terrace sanitary sewer system, and develop a scope of work to correct various Inflow and Infiltration (I&I) problems in this area of the City. Staff is also refining a list of capital improvement projects for inclusion in the FY19 CIP request, including upper Caroline Street sanitary sewer main replacement and upgrades to various sewer pumping stations and systems.	A study was commissioned in December to determine sources of sanitary sewer Inflow and Infiltration (I&I) in the College Terrace area. This study is anticipated to be completed by spring 2018, to include recommendations on system repairs and rehabilitation. Staff submitted funding requests in the FY19 CIP program for various system improvements. In December, staff received an unsolicited PPEA proposal for improvements to various water/sewer facilities. Staff will be reviewing the proposal in January to confirm whether or not accept the proposal (or portions of it) in accordance with the City's PPEA procurement guidelines. Council has been briefed in January on potential wastewater treatment consolidation and potential expansion of water treatment plant.
Priority #31: Explore and implement a strategy to invest in community programs that reduce incarceration	Thu 6/1/17	Mon 12/31/18	24%	Mark Whitley	The meeting referenced for August has been delayed. However, the Community Collaborative has been hosting meetings in all the regional jurisdictions on the opioid addition crisis, which results in increased incarceration from illegal drug distribution and use as well as property crimes from those addicted to these drugs. The meeting in the City was held October 2nd.	There are two major initiatives that may assist with this initiative in the FY 2019 budget requests - funds for a second Drug Court to serve the region, and funds for a regional initiative to reduce the unsheltered homeless population, which is a population that intersects with the population at the Regional Jail. The City's average daily population decreased from 303.46 in FY 2016 to 273.53 in FY 2017. A second group meeting is being scheduled for February.
Priority #32: Implement the "One-Dig" program	Sun 1/1/17	Mon 7/31/17	100%	Dave King	Public Works, City Attorney's Office, and Community Planning and Building departments have been working together to revise and update various ordinances pertaining to utility providers in the City, to include guidelines and requirements for utilities to notify the City when their projects may present opportunities for the City to work in a cooperative manner to install underground conduits in a joint-project manner (i.e. "One-Dig"). City Council has adopted various revised ordinances on First Read at their October 10 meeting, with Second Read scheduled for October 24.	On October 10, City Council adopted various ordinances pertaining to utilities in the public rights of way. Staff will revise and update Utility permit applications and Special Excavation Permit applications in the first quarter of 2018 to address the revised ordinances. Staff is working to document the established process.

<p>Priority #33: Work with stakeholders and GWRC on establishing regional housing and homeless plan</p>	<p>Wed 3/1/17</p>	<p>Sun 9/30/18</p>	<p>47%</p>	<p>Susanna Finn</p>	<p>This project has two components: Homelessness and Affordable Housing. The Homelessness Information that was presented by City and GWRC staff at a Council work session was presented to GWRC Board on August 21. A follow-up discussion, initially scheduled for September 18, is now scheduled for October 23. Regarding Affordable Housing, FAAR Housing Assessment has been completed and distributed to Council. Discussions have occurred with staff from GWRC, United Way, CVHC, Virginia Organizing, as well as with City Planning Commissioners. The initial Stakeholder meeting to set plan goals occurs on September 28. FAAR will brief Council on Nov. 28th.</p>	<p>FAAR housing stock assessment completed and presented to Council. Substantial work has been completed to form a complete data background on affordable housing in the region as well as appropriate best practices. This has included populations of low/no and mod/workforce incomes. A list of best practices, that best responds to the needs of the target populations, once complete, may be more fully assessed by an outside consultant for financial feasibility and effectiveness. Report formation is underway to go to the working group for visioning and prioritization. Unsheltered homelessness initiative has been approved by the CoC board and shared throughout the region. To be presented at the GWRC board on the 22nd of January. The City will pursue funding from alternative regional sources.</p>
<p>Priority #34: Implement new ERP Software</p>	<p>Sun 3/13/16</p>	<p>Mon 12/3/18</p>	<p>40%</p>	<p>Suzanne Tills</p>	<p>Short listed vendors have provided demonstrations of their product offering. All City, School and Social Services staff were invited to attend the vendor demonstrations and provide feedback. The ERP Selection Committee has been meeting biweekly to discuss feedback, schedules/blackout dates, contract terms, costs, training, data conversion and resources. On-site visits to see the vendor's product in a live environment have begun and will continue through October. Contract negotiations with the top ranked vendor are underway. It's anticipated that a contract will be brought to City Council for approval at the Nov 28th meeting. Interviews of candidates for the ERP IT Business Analyst position are in process.</p>	<p>1-16-18 A contract with Tyler Technologies has been awarded. Tyler has assigned a project manager and status meetings have ensued. Initial onsite planning meetings for Phase 1 Core Financials with Tyler are scheduled for Jan 30-31, with an official kickoff meeting planned for 2/21/18. This meeting will be joint with schools and City. Phase One – Financials – Start January, 2018; Target Live October 1, 2018 Phase Two – Utility Billing – Start June, 2018; Target Live April 1, 2019 Phase Three – Payroll and HR – Start Sept, 2018; Target Live July 1, 2019 Phase Four – CAMA Appraisal – Start January 2019; Target Live July 31, 2019 Phase Five – Tax Billing (include Business License) – Start April, 2019; Target Live January 1, 2020 Phase Six – Asset Management and Work Orders – Start Sept, 2019; Target Live April 1, 2020 Phase Seven – Community Development, Permits, Code Enforcement, Inspections – Start Sept, 2019; Target Live August 1, 2020</p>
<p>Priority #35: Explore potential police and fire service expansion</p>	<p>Sun 1/1/17</p>	<p>Fri 5/31/19</p>	<p>74%</p>	<p>Eddie Allen</p>	<p>Fire: Fire Department staff continues to work with Manitou, Inc. on the Fire Station location and Staffing Study. Draft report due end of October with final report in November. Police: The police staffing study was completed and presented to the City Manager and City Council at a work session on September 12.</p>	<p>Police: The staffing study has been completed. A grant proposal was not approved. Only 149 of 1029 applications or 14% were funded for small agencies. A request to add two police officers was submitted with the Police Department's FY 19 budget request. Fire: Final Fire Station/Staffing report received. Will brief Council soon.</p>