

# AGENDA



**CITY OF HOPEWELL**

Hopewell, Virginia 23860

**MEETING**

PHONE: 541-2249  
FAX: 541-2248

e-mail: [info@hopewellva.gov](mailto:info@hopewellva.gov)  
[www.hopewellva.gov](http://www.hopewellva.gov)  
[rarrington@hopewellva.gov](mailto:rarrington@hopewellva.gov)

**CITY COUNCIL**

Deborah Randolph, Councilor, Ward #1  
Arlene Holloway, Councilor, Ward #2  
Johnny Partin, Councilor, Ward #3  
Jasmine E. Gore, Mayor, Ward #4  
Janice Denton, Councilor, Ward #5  
Brenda S. Pelham, Councilor, Ward #6  
Patience Bennett, Vice Mayor, Ward #7

John M. Altman, Jr., City Manager  
Sandra Robinson, City Attorney  
Ronnieye L. Arrington, City Clerk

**Date: January 7, 2020**

**MUNICIPAL BUILDING**

**6:30 p.m.**

**OPEN MEETING**

**6:30 p.m.** Welcome to visitors, call to order, roll call

**SUGGESTED MOTION: To amend/adopt agenda**

**Roll Call**

**SUGGESTED MOTION:** To go into closed meeting pursuant to Va. Code §§ 2.2-3711 (A)(1) to discuss and consider personnel matters, including the appointment, assignment, resignation, and performance of specific public officers, appointees and employees of the City; and to the extent such discussion will be aided thereby, (A)(4) for the protection of the privacy of individuals in personal matters not related to public business.

**Roll Call**

**CLOSED MEETING**

**RECONVENE OPEN MEETING**

**CERTIFICATION PURSUANT TO VIRGINIA CODE § 2.2-3712 (D):** *Were only public business matters (1) lawfully exempted from open-meeting requirements and (2) identified in the closed-meeting motion discussed in closed meeting?*

**Roll Call**

**SPECIAL MEETING**

Prayer by Charles Dane, Assistant City Manager, followed by the Pledge of Allegiance to the Flag of the United States of America.

**SB-1 Establish City Council regular meeting dates for 2020, and dates for special meetings and work sessions, pursuant to Virginia Code § 15.2-1416.**

**MOTION:** \_\_\_\_\_  
\_\_\_\_\_

**Roll Call**

**SB-2 Adopt Resolution regarding adverse weather or other emergency conditions.**

**MOTION:** \_\_\_\_\_  
\_\_\_\_\_

**Roll Call**

**SB-3 Strategic Plan-** Determine deadline for staff to have draft tasks, costs and time frame for items listed by Council in part II of the Strategic Plan Advance. Council will need to set a work session to review cost and time frame to determine level of priority and approval.

**MOTION:** \_\_\_\_\_  
\_\_\_\_\_

**Roll Call**

**ADJOURNMENT**

**SB-1**

◀ December		January 2020					February ▶
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	
			<b>1</b> New Year's Day City holiday	<b>2</b> Payday	<b>3</b>	<b>4</b>	
<b>5</b>	<b>6</b>	<b>7</b>  Council organizational meeting	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	
<b>12</b>	<b>13</b>	<b>14</b>  Council Regular meeting	<b>15</b>	<b>16</b> Payday	<b>17</b>	<b>18</b>	
<b>19</b>	<b>20</b> Martin Luther King Jr. City holiday	<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>	<b>25</b>	
<b>26</b>	<b>27</b>	<b>28</b>  Council Regular meeting	<b>29</b>	<b>30</b> Payday	<b>31</b>	Notes:	

◀ January		February 2020					March ▶
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	
						1	
2 Groundhog Day / Super Bowl	3	4	5	6 VML Legislative Day Omni Hotel 100 S 12th Richmond VA	7	8	
9	10	11 Regular council meeting	12	13 Payday	14 Valentine's Day	15	
16	17 Presidents Day City holiday	18	19	20	21	22	
23	24	25 Regular council meeting	26 Ash Wednesday	27 Payday	28	29	

◀ February	March 2020					April ▶
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7
8 Daylight Saving Begins / Int'l. Women's Day	9	10	11	12 Payday	13	14
NLC Congressional	NLC Congressional	NLC Congressional	NLC Congressional			
15	16	17 Saint Patrick's Day Regular Council meeting	18	19 Start of Spring (Spring Equinox)	20	21
22	23	24	25	26 Payday	27	28 Earth Hour
29	30	31 Regular Council meeting	Notes:			

◀ March		April 2020					May ▶
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	
			1	2	3	4	
5	6	7	8	9 Holy Thursday Payday	10 Good Friday	11	
12 Easter	13	14 Regular Council meeting	15 Tax Day (Taxes Due)	16	17	18	
19	20	21	22 Administrative Professionals / Earth Day	23 Payday	24 Arbor Day	25	
26	27	28 Regular Council meeting	29	30	Notes:		



◀ April		May 2020					June ▶
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	
					1	2	
3	4	5 Cinco De Mayo	6	7 Payday	8	9	
10 Mother's Day	11	12 Regular council meeting	13	14	15	16 Armed Forces Day	
17	18	19	20	21 Payday	22	23	
24	25 Memorial Day City holiday	26 Regular council meeting	27	28	29	30	
31	Notes:						

◀ May	June 2020						July ▶
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	
	1	2	3	4 Payday	5	6	
7	8	9 Regular council meeting	10	11	12	13	
14 Flag Day	15	16	17	18 Payday	19	20 Start of Summer (Summer Solstice)	
21 Father's Day	22	23 Regular council meeting	24	25	26	27	
28	29	30	Notes:				

◀ June		July 2020					August ▶
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	
			1	2 Payday	3 City holiday	4 Indep. Day	
5	6	7	8	9	10	11	
12	13	14 Regular Council meeting	15	16 Payday	17	18	
19	20	21	22	23	24	25	
26	27	28	29	30 Payday	31	Notes:	

◀ July		August 2020					September ▶
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	
						1	
2	3	4	5	6	7	8	
9	10	11	12	13 Payday	14	15	
16	17	18 Regular Council meeting	19	20	21	22	
23	24	25	26	27 Payday	28	29	
30	31	Notes:					

◀ August	September 2020						October ▶
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	
		1	2	3	4	5	
6	7 Labor Day City holiday	8 Regular Council meeting	9	10 Payday	11 Patriot Day	12	
13	14	15	16	17	18	19	
20	21	22 Start of Fall (Autumnal Equinox)  Regular Council meeting	23	24 Payday	25	26	
27	28	29	30	Notes:			

◀ September		October 2020					November ▶
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	
				1	2	3	
4	5	6	7	8 Payday	9 VML Annual Norfolk, VA	10 VML Annual Norfolk, VA	
11 VML Annual Norfolk, VA	12 Columbus Day VML Annual Norfolk, VA City holiday	13 VML Annual Norfolk, VA Regular Council meeting	14 VML Annual Norfolk, VA	15	16	17	
18	19	20	21	22 Payday	23	24	
25	26	27 Regular Council meeting	28	29	30	31 Halloween	

◀ October	November 2020						December ▶
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	
1 Daylight Saving Time Ends	2	3 Election Day	4	5 Payday	6	7	
8	9	10 Regular council meeting	11 Veterans Day City holiday	12	13	14	
15	16	17	18 NLC City Summit Tampa Convention Tampa FL	19 NLC City Summit Tampa Convention Tampa FL	20 NLC City Summit Tampa Convention Tampa FL	21 NLC City Summit Convention Center Tampa FL	
22	23	24	25 City holiday	26 Thanksgiving Day City holiday	27 City holiday	28	
29	30	Notes:					

◀ November		December 2020					January ▶
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	
		1	2	3 Payday	4	5	
6	7	8	9	10	11	12	
13	14	15 Regular council meeting	16	17 Payday	18	19	
20	21 Start of Winter (Winter Solstice)	22	23	24 City holiday	25 Christmas City holiday	26	
27	28	29	30	31 Payday	Notes:		



**SB-2**



# CITY OF HOPEWELL CITY COUNCIL ACTION FORM

**Strategic Operating Plan Vision Theme:**

- Civic Engagement
- Culture & Recreation
- Economic Development
- Education
- Housing
- Safe & Healthy Environment
- None (Does not apply)

**Order of Business:**

- Consent Agenda
- Public Hearing
- Presentation-Boards/Commissions
- Unfinished Business
- Citizen/Councilor Request
- Regular Business
- Reports of Council Committees

**Action:**

- Approve and File
- Take Appropriate Action
- Receive & File (no motion required)
- Approve Ordinance 1<sup>st</sup> Reading
- Approve Ordinance 2<sup>nd</sup> Reading
- Set a Public Hearing
- Approve on Emergency Measure

**COUNCIL AGENDA ITEM TITLE:**

City Council Emergency and Inclement Weather Operations and Safety Policy

**ISSUE:** Each year Council sets its policy regarding meetings during times of inclement weather or emergencies. This policy is set forth in a resolution.

**RECOMMENDATION:**

**TIMING:** Council is asked to set this policy regarding inclement weather and emergencies January 7, 2020.

**BACKGROUND:****ENCLOSED DOCUMENTS:**

- Draft Resolution Adopting An Emergency and Inclement Weather Operations and Safety Policy

**STAFF:**

Ronnieye Arrington, City Clerk

**FOR IN MEETING USE ONLY**

**MOTION:** \_\_\_\_\_

**Roll Call****SUMMARY:**

Y	N		Y	N	
<input type="checkbox"/>	<input type="checkbox"/>	Councilor Debbie Randolph, Ward #1	<input type="checkbox"/>	<input type="checkbox"/>	Councilor Janice Denton, Ward #5
<input type="checkbox"/>	<input type="checkbox"/>	Councilor Arlene Holloway, Ward #2	<input type="checkbox"/>	<input type="checkbox"/>	Councilor Brenda Pelham, Ward #6
<input type="checkbox"/>	<input type="checkbox"/>	Councilor John B. Partin, Ward #3	<input type="checkbox"/>	<input type="checkbox"/>	Vice Mayor Patience Bennett, Ward #7
<input type="checkbox"/>	<input type="checkbox"/>	Mayor Jasmine Gore, Ward #4			

**RESOLUTION**

**RESOLUTION ADOPTING  
AN EMERGENCY AND INCLEMENT WEATHER  
OPERATIONS AND SAFETY POLICY**

WHEREAS, the occurrence of adverse weather or other emergency conditions may impact the ability of City Council to safely attend Council meetings, and

WHEREAS, such conditions also may impact the regular operations of City Council, and

WHEREAS, City Council has considered the need to adopt guidelines to respond to inclement weather and other emergency conditions, and

WHEREAS, believing it necessary to provide appropriate direction for response in such instances,

**BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF HOPEWELL,  
VIRGINIA:**

1. City Council hereby adopts an Emergency and Inclement Weather Operation and Safety Policy as follows: that should the mayor, or in her absence or incapacity, the vice-mayor determine that adverse weather or other emergency conditions make it hazardous to attend a regularly-scheduled meeting of City Council, then the regularly-scheduled meeting shall be continued to the following Tuesday, if possible. If the adverse weather or emergency is such that continuing to the next Tuesday is not feasible, or if Council is unable to meet on that date, then the mayor shall select another date with concurrence of the majority Council.
2. City Council reserves the right to alter or amend this policy as deemed necessary.
3. This Resolution shall become effective upon the date of adoption as established below.

**ADOPTED** by the City Council of the City of Hopewell, Virginia, at an open public meeting this \_\_\_\_ day of January, 2020.



The undersigned Clerk of the Council of the City of Hopewell, Virginia, certifies that the foregoing constitutes a true and correct extract from the minutes of a regular meeting of the City Council of the City of Hopewell, Virginia, held on the \_\_\_\_ day of January, 2020, and of the whole thereof so far as applicable to the matters referred to in such extract.

(SEAL)

\_\_\_\_\_  
Ronnieye L. Arrington  
Clerk of the Council, City of Hopewell

**SB-3**



# CITY OF HOPEWELL CITY COUNCIL ACTION FORM

**Strategic Operating Plan Vision Theme:**

- Civic Engagement
- Culture & Recreation
- Economic Development
- Education
- Housing
- Safe & Healthy Environment
- None (Does not apply)

**Order of Business:**

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**Action:**

- Approve and File
- Take Appropriate Action
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- Approve Ordinance 2<sup>nd</sup> Reading
- Set a Public Hearing
- Approve on Emergency Measure

**COUNCIL AGENDA ITEM TITLE:**

City Council Strategic Plan

**ISSUE:** Presentation of the amended Strategic Plan

**RECOMMENDATION:** Staff recommends that City Council review the amended strategic plan, discuss prioritization and schedule a future worksession.

**TIMING:** N/A

**BACKGROUND:** City Council has undertaken a review of the prior strategic plan to update the plan. Over the course of two (2) sessions, Council discussed and revised the plan. The City Administration has reviewed the plan and has developed action items to implement elements of the strategic plan.

**ENCLOSED DOCUMENTS:**

- City Council Strategic Plan

**STAFF:**

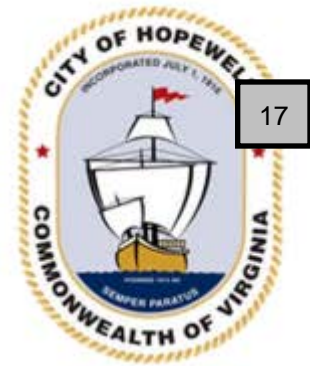
John M. Altman, Jr., City Manager

**FOR IN MEETING USE ONLY**

**MOTION:** \_\_\_\_\_

**Roll Call****SUMMARY:**

Y	N		Y	N	
<input type="checkbox"/>	<input type="checkbox"/>	Councilor Debbie Randolph, Ward #1	<input type="checkbox"/>	<input type="checkbox"/>	Councilor Janice Denton, Ward #5
<input type="checkbox"/>	<input type="checkbox"/>	Councilor Arlene Holloway, Ward #2	<input type="checkbox"/>	<input type="checkbox"/>	Councilor Brenda Pelham, Ward #6
<input type="checkbox"/>	<input type="checkbox"/>	Councilor John B. Partin, Ward #3	<input type="checkbox"/>	<input type="checkbox"/>	Vice Mayor Patience Bennett, Ward #7
<input type="checkbox"/>	<input type="checkbox"/>	Mayor Jasmine Gore, Ward #4			



# City Council Strategic Plan

*-working draft-*

June, 2019

Revised October 5, 2019

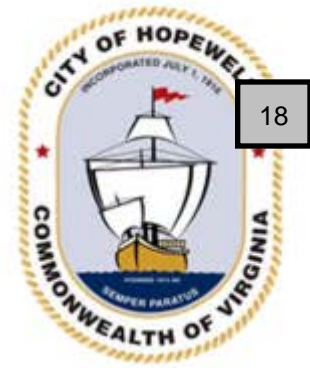
Revised December 30, 2019

# City of Hopewell

Strategic Planning 2019 - 2021

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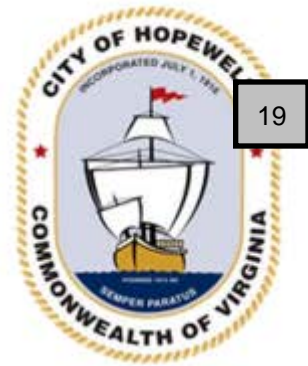
## Original Strategic Themes 2014 - 2024



# City of Hopewell

## Strategic Planning 2019 - 2021

### 2020 – 24 Revised Strategic Goals/Objectives



19

*\*Same domain as prior plan but enhanced/revised objective*

**Housing:** Ensure **safe, decent, sanitary, high-quality** affordable housing options for renters and home owners at all income levels and stages of life.

**Health and Wellness:** Enhance resources and conditions that affect where residents live, learn, work, and play that affect their mental, spiritual and physical health outcomes and life expectancy.

**Infrastructure:** Improve the overall appearance, functionality and perception of the City by providing **excellent high-quality public facilities, core services and neighborhood investment.\***

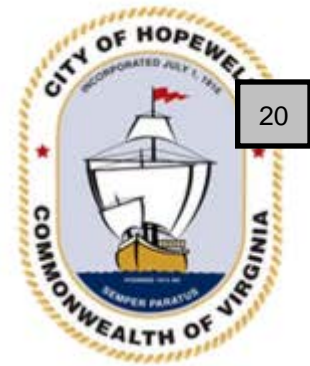
**Public Safety:** ~~Provide a safe, secure environment to strengthen internal and external perceptions of the city by improving cross-collaboration with strategic partner and enhance community relationships.\*~~ Provide **safe, secure and protected environment to strengthen the community as well as internal and external perceptions of the city by improving cross-collaboration with strategic partners and enhancing community relationships**

**Economic Development:** Fully implement an integrated economic development plan that yields equitable job opportunities for all Hopewell citizens, enhances our tax base, and increases internal and external foot traffic in all commercial areas of the city\*

**Education/Workforce Development:** Strengthen the education system and workforce development ~~pipeline~~ **change this word** to promote higher graduation rates, enhanced learning opportunities, and a skilled workforce prepared for high quality job opportunities.\*

**Community and Cultural Development:** Enhance resources to support citizens from all walks of life with comprehensive community services, civic events and opportunities for civic engagement. **Implement strategic plans and initiatives that promote equity in all polices and cross-collaboration between the City, service providers and stakeholders.**





## Cross-Cutting Implementation Strategies

*The following implementation strategies will build sustainable Council and administration capacity to achieve all strategic goals and objectives.*

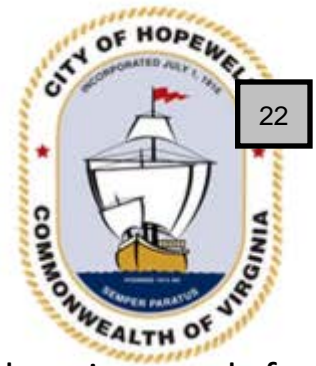
1. Establish clear roles, accountabilities and *guidelines* between City Council and administration
2. **Establish key initiatives under each established Strategic Plan Domain**
3. Implement *branding/marketing campaign* to internal and external audiences
4. Establish data-driven decision-making and accountability processes, grounded in a *City-wide Data Dashboard*
5. Establish mechanism to foster collaborative services and resources (*Community Enhancement Initiative*)
6. Increase opportunities for *civic engagement*
7. Enhance City-to-Citizen *communication channels*
8. Adopt *Equity-in-All-Policies* Framework



## Housing

### Discussion from Council Advance:

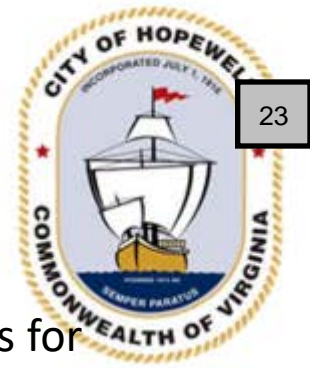
- Much of the existing housing stock ~~is~~ is antiquated and not attractive to homebuyers – this is an obstacle to attracting new middle- upper-income residents
- In the past, there has been significant pushback to replace antiquated neighborhoods
- Old workforce housing is primarily rental with a lot of transient renters
- Blight and landlord accountability is a challenge
- Home ownership is inaccessible to people at different income levels (*NEED DATA TO BACK-UP STATEMENT*)
  - Credit Worthiness Issue (30-35% of income max for housing)
- A comprehensive housing improvement plan is already completed; while dated, it can be relooked at and updated for today's context



## Housing

### Potential Strategic Priorities/Initiatives:

1. Update and implement comprehensive housing blueprint that addresses housing needs for all segments of the community
  - Update data of current housing plan
  - Work with HRHA to partner
  - Use property maintenance inspection/spot blight data to identify areas/opportunities
  - Develop list of resources
2. Strengthen policies to shift responsibility of paying wastewater fees to landlords from tenants
3. Require business licenses to operate individual rental properties
4. Rewrite of Current Zoning Ordinance to a Form Based Code
5. Rental Inspection Program Revisions – short term goal
6. Renters Rights Advocacy
7. Plan for Public Housing
  1. Increase Security
  2. ~~Disperse Units~~ Decentralize Poverty
8. Path to Homeownership in Public Housing (partner with DSS, concern loss of benefits - ex. Richmond)
9. Homesteading Program for Employees (community grant programs)
10. 1<sup>st</sup> time Homebuyer Program Citywide (partner with Federal Home Loan Bank - ATL)
11. “Brand” Neighborhood – Use the Neighborhood Names/Signage



## Housing

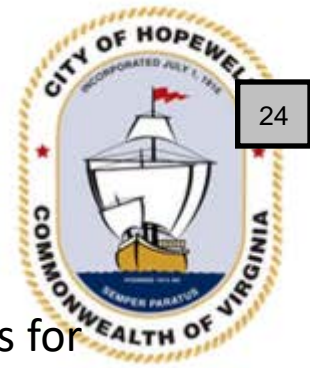
Ensure safe, decent, sanitary, high-quality affordable housing options for renters and home owners at all income levels and stages of life.

**Objective #1:** Update and Implement Comprehensive Housing Blueprint

Champion: Tevya Griffin

Supporting Staff: Chris Ward and Steve Benham

Key Tasks/Activities	Target Dates
Review existing Housing Plan	
Identify and secure funding	
Draft RFP, advertise and award contract	
Complete new comprehensive housing plan	



## Housing

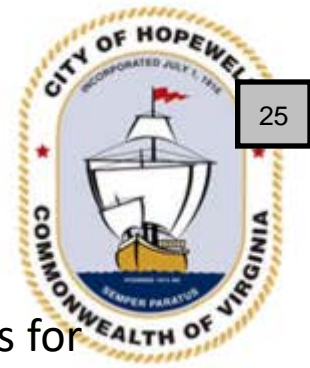
Ensure safe, decent, sanitary, high-quality affordable housing options for renters and home owners at all income levels and stages of life.

**Objective #2:** Strengthen policies to shift responsibility of wastewater, trash and stormwater fees to landlords from tenants

Champion: Ed Watson and Jerry Byerly

Supporting Staff: Sandra Robinson

Key Tasks/Activities	Target Dates
Conduct legal research	
Develop proposed legislation for General Assembly, if needed	
Develop policies and procedures	
Implement new policies and procedures	



## Housing

Ensure safe, decent, sanitary, high-quality affordable housing options for renters and home owners at all income levels and stages of life.

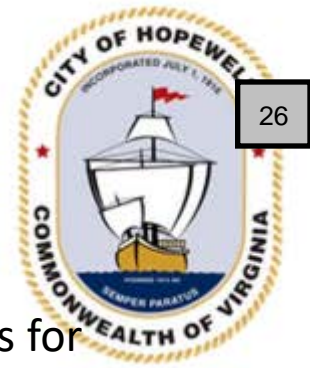
**Objective #3:** Require business license to operate individual rental properties

Champion: Charlie Dane

Supporting Staff: Tevya Griffin and Sandra Robinson

Key Tasks/Activities	Target Dates
Conduct legal research	
Develop proposed legislation for General Assembly, if needed	
Develop policies and procedures	
Implement new policies and procedures	





## Housing

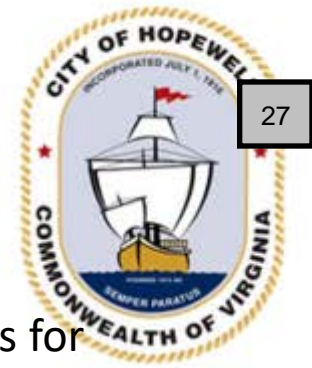
Ensure safe, decent, sanitary, high-quality affordable housing options for renters and home owners at all income levels and stages of life.

### **Objective #4:** Rewrite Zoning Ordinance to Form Based Code

Champion: Tevya Griffin

Supporting Staff: Chris Ward

Key Tasks/Activities	Target Dates
Research Form Based Code	
Secure Funding	
Draft RFP, advertise and award contract	
Complete Zoning Ordinance Amendments	
Adopt and Implement Form Based Code provisions	



## Housing

Ensure safe, decent, sanitary, high-quality affordable housing options for renters and home owners at all income levels and stages of life.

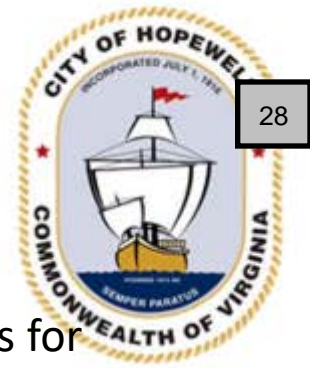
### Objective #5: Rental Inspection Program Revision

Champion: Tevya Griffin

Supporting Staff: Todd Hawkes

Key Tasks/Activities	Target Dates
Review existing Rental Inspection Program	On-going
Research Rental Inspection Programs	
Present findings and recommendations to City Council	
Implement revisions to program	





## Housing

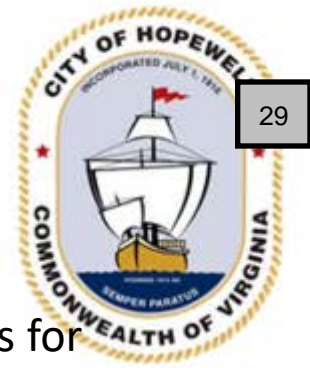
Ensure safe, decent, sanitary, high-quality affordable housing options for renters and home owners at all income levels and stages of life.

### Objective #6: Renter Rights Advocacy

Champion: Tevya Griffin

Supporting Staff: Chris Ward, Ray Spicer, and Steve Benham

Key Tasks/Activities	Target Dates
Review Landlord – Tenant Councils	
Develop policies and procedures for Landlord – Tenant Council	
Appoint Landlord – Tenant Council	



## Housing

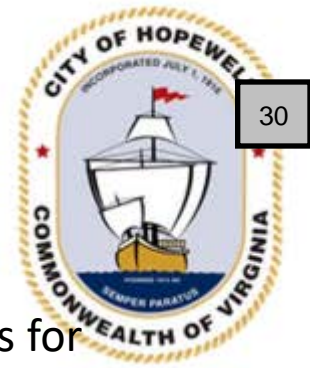
Ensure safe, decent, sanitary, high-quality affordable housing options for renters and home owners at all income levels and stages of life.

### Objective #7: Public Housing Plan

Champion: Steve Benham

Supporting Staff: HRHA Staff and Tevya Griffin

Key Tasks/Activities	Target Dates
Develop plan to disperse public housing units through mixed income development	
Address maintenance issues and HRHA properties – lighting and security cameras	



## Housing

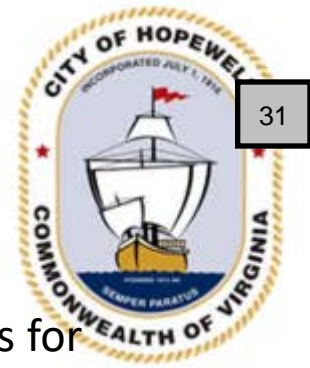
Ensure safe, decent, sanitary, high-quality affordable housing options for renters and home owners at all income levels and stages of life.

### **Objective #8:** Pathway to Homeownership in Public Housing

Champion: Steve Benham

Supporting Staff: Tevya Griffin, Chris Ward, and HRHA Staff

Key Tasks/Activities	Target Dates
Conduct Fair Housing Seminar	
Review existing programs	
Develop Pathway Program	
Adopt and Implement program	



## Housing

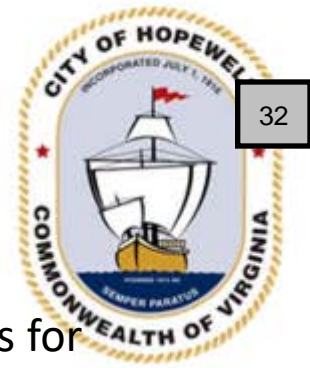
Ensure safe, decent, sanitary, high-quality affordable housing options for renters and home owners at all income levels and stages of life.

**Objective #9:** Update and Implement Comprehensive Housing Blueprint

Champion: Tevya Griffin

Supporting Staff: Chris Ward

Key Tasks/Activities	Target Dates
Review existing Housing Plan	
Identify and secure funding	
Draft RFP, advertise and award contract	
Complete new comprehensive housing plan	



## Housing

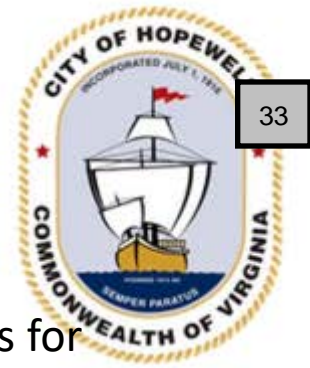
Ensure safe, decent, sanitary, high-quality affordable housing options for renters and home owners at all income levels and stages of life.

### Objective #10: Homesteading Program for City and Schools Employees

Champion: Tevya Griffin

Supporting Staff: Chris Ward

Key Tasks/Activities	Target Dates
Review existing homesteading programs	
Develop program and incentives	
Secure funding for program	



## Housing

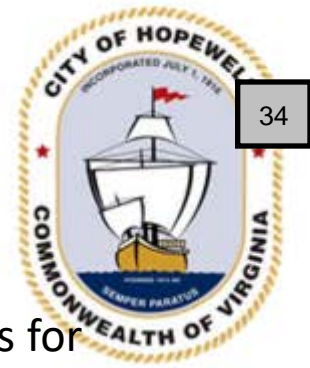
Ensure safe, decent, sanitary, high-quality affordable housing options for renters and home owners at all income levels and stages of life.

### Objective #11: 1<sup>st</sup> Time Homebuyer Program Citywide

Champion: Tevya Griffin

Supporting Staff: Chris Ward

Key Tasks/Activities	Target Dates
Research funding programs available from financial institutions	
Develop a program for City Council review	
Submit application to financial institution/funding partner	
Implement program	



## Housing

Ensure safe, decent, sanitary, high-quality affordable housing options for renters and home owners at all income levels and stages of life.

### Objective #12: “Brand” Neighborhoods

Champion: Tevya Griffin

Supporting Staff: Chris Ward

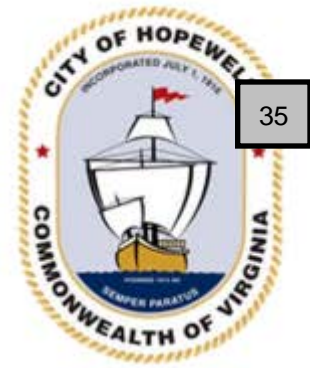
Key Tasks/Activities	Target Dates
Identify and map all neighborhoods	
Assist civic associations with branding	
Establish distinctive branding signs	
Implement program	



# City of Hopewell

## 2020 - 2024 – Potential Strategic Initiatives/Priorities

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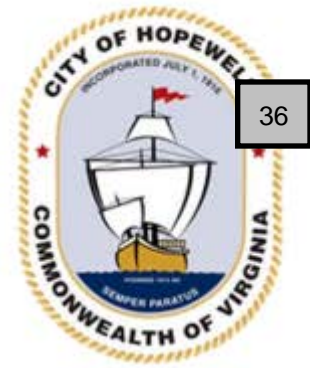


## Health and Wellness

### Guidance from Council Advance:

- Access to healthy food across the city is a challenge – with only three (3) full service grocery stores, most of the City can be considered a food desert
- While the City has invested in significant outdoor recreation opportunities (e.g. Riverwalk and park), it is important to continue to improve accessibility and quality to ensure equitable recreational opportunities for all Hopewell citizens
- There is a general lack of access to behavioral health resources

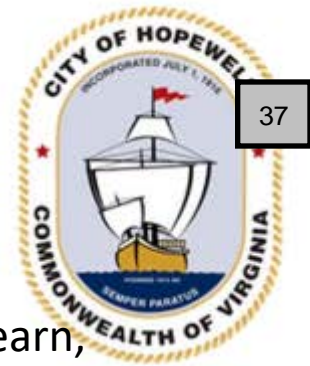




## Health and Wellness

### Potential Strategic Priorities/Initiatives:

- Recruit full-service grocery store(s) to accessible City location(s)
- Improve physical accessibility and public awareness of healthy eating and active living
- One-Stop Services Center that includes enhanced behavioral health services (built out District 19)
- **Medicaid** Expansion – additional resources (not case workers) to assist/develop programs
- Expand HEAL
- Local Foods Local Places – expand effort/implement plan
- Implement Comp Plan Goals RE: Community Health and Care
  - “Health In All Policies” Policy
- Build partnership with JRMC – increase community engagement
- Additional Resources to Assist City – RC&D, Virginia Environmental Endowment, Ag Extension Agent
- Extension of Riverwalk to Bluffs Property
- Work with FOLAR & VDOT to connect Atwater Park connection to Appomattox River Regional Park
- Develop/Expand Trail System – Citywide Trail Plan
- Outdoor Fitness Opportunities



## Health and Wellness

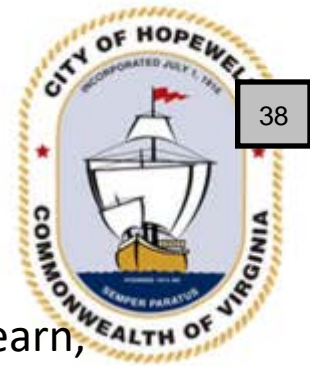
Enhance resources and conditions that affect where residents live, learn, work, and play that affect their mental, spiritual and physical health outcomes and life expectancy.

### **Objective #1:** Healthy Food Accessibility

Champion: Charlie Dane

Supporting Staff: Tevya Griffin, Chris Ward, Stacey English, and Aaron Reidmiller

Key Tasks/Activities	Target Dates
Review LFLP map of food deserts	
ED assessment of potential sites and stores	
Expand effort/implement plan for Local Food Local Places	
Seek alternative options for targeted healthy food availability	



## Health and Wellness

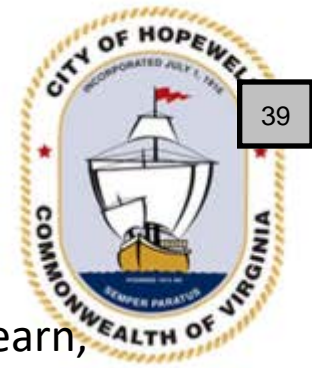
Enhance resources and conditions that affect where residents live, learn, work, and play that affect their mental, spiritual and physical health outcomes and life expectancy.

**Objective #2:** Expand and increase public awareness of Healthy Eating Active Living (HEAL)

Champion: Aaron Reidmiller

Supporting Staff: Tevya Griffin

Key Tasks/Activities	Target Dates
Establish vision, goals and structure of initiative	
Develop marketing/branding plan	
Identify additional resources and partnerships	
Expand HEAL to include healthy eating education	



### Health and Wellness

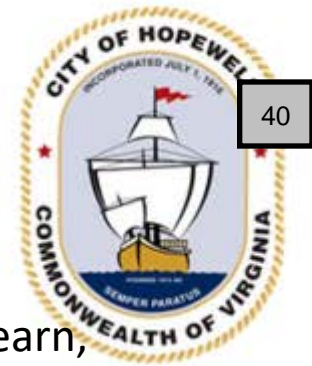
Enhance resources and conditions that affect where residents live, learn, work, and play that affect their mental, spiritual and physical health outcomes and life expectancy.

**Objective #3:** Improve Accessibility and Quality of Equitable Recreational Opportunities

Champion: Aaron Reidmiller

Supporting Staff: Recreation and Parks Staff

Key Tasks/Activities	Target Dates
Identify areas of improvement for accessibility to recreational opportunities	
Initiate discussions with the Resource Conservation District Council and the Virginia Environmental Endowment to inquire about available resources	
Develop and expand City-wide Trail Plan	
Diversify outdoor fitness opportunities throughout the City	
Extend Riverwalk to Marina	On-going
Create Parks Master Plan	



## Health and Wellness

Enhance resources and conditions that affect where residents live, learn, work, and play that affect their mental, spiritual and physical health outcomes and life expectancy.

### **Objective #4:** Improved Access to Behavior Health Resources

Champion: Charlie Dane

Supporting Staff: Ray Spicer and District 19

Key Tasks/Activities	Target Dates
One-stop services center for behavioral health services	
Increase community awareness of Medicaid expansion	
Build partnership with JRMC to increase community engagement	

# City of Hopewell

## 2020 - 2024 – Potential Strategic Initiatives/Priorities

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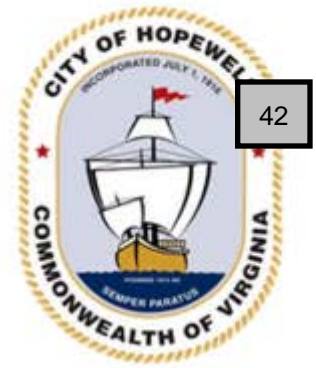


## Infrastructure

### Guidance from Advance:

- Prior plan focused on infrastructure/beautification in downtown area – this has been a long-term effort with great results
- Investments in infrastructure and related economic development activities should broaden to other areas of the city with a focus on the Ft. Lee/Route 36 corridor

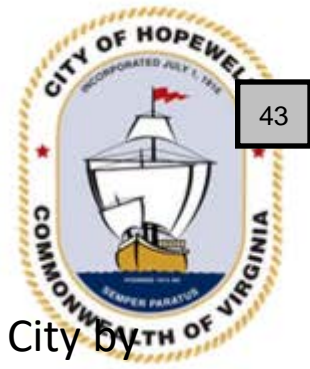




## Infrastructure

### Potential Strategic Priorities/Initiatives:

- Comprehensive Ft. Lee/Route 36 infrastructure and economic development plan
- Implement Complete Streets Resolution
  - ADA Accessible Sidewalks
- City Engineering – Citywide Street Evaluation (DATA SOURCE)
- Citywide Paving Program – Pave Each Street Once Every 10 years
  - Engineering Plan – Citywide Cost (Previously Presented – Revise)
- Citywide Curb & Gutter Program – Construct C&G where possible
- Sidewalk Improvements
- Stormwater Improvements coordinated with Road Improvements
- Enhance Street-sweeping Operation – Neighborhood Notification
- Developing Funding Policy to Earmark % of New Revenue for Infrastructure
- Develop 5-year CIP – include “neighborhood” level improvements & funding/financing
- Incentives for Property Owners – Stormwater Improvements
- Public Transportation – New/Revised Routes
- Safe Routes to Schools – Crosswalks/Sidewalks
- “Pothole Tracker”
- Environmentally Responsible Construction for Public Buildings (LEAD)
- Marina Maintenance and Expansion



## Infrastructure

Improve the overall appearance, functionality and perception of the City by providing high-quality public facilities, core services and neighborhood investment

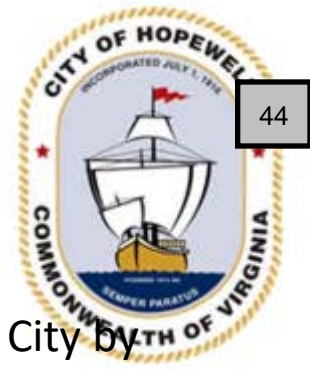
**Objective #1:** Improve reliability of infrastructure and equipment

Champion: Johnnie Butler and Joseph Battiata

Supporting Staff: Engineering and Stormwater Staffs

Key Tasks/Activities	Target Dates
Life cycle funding plan	
Develop five (5) year plan for stormwater improvements	
Update curb and gutter policy	
Develop and fund an employee retention program	





### Infrastructure

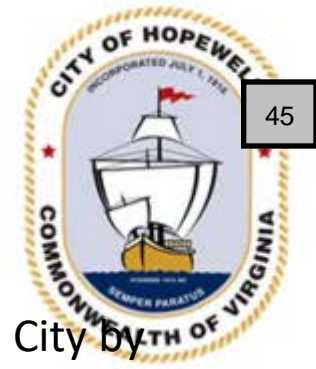
Improve the overall appearance, functionality and perception of the City by providing high-quality public facilities, core services and neighborhood investment

**Objective #2:** Expand, repair, or replace roads, stormwater and sewer infrastructure

Champion: Johnnie Butler and Joseph Battiata

Supporting Staff: Engineering and Stormwater Staffs

Key Tasks/Activities	Target Dates
Flood Remediation	
Develop funding strategies to implement this goal	



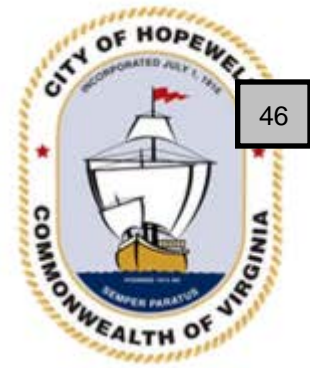
### Infrastructure

Improve the overall appearance, functionality and perception of the City by providing high-quality public facilities, core services and neighborhood investment

**Objective #3:** Implement Watershed Implementation Plan (WIP) Phase III

Champion: Johnnie Butler, Joseph Battiata, and Jerry Byerly  
Supporting Staff: Engineering, Stormwater, and HWR Staffs

Key Tasks/Activities	Target Dates
Assess impact of WIP III on sewer service	On-going
Assess impact of WIP III on stormwater service	On-going
Develop funding plans	TBD



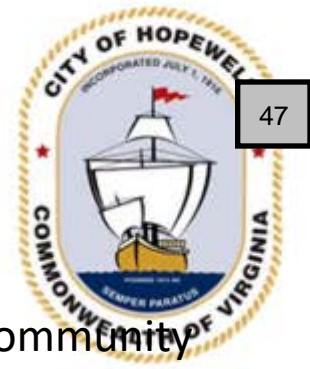
## Public Safety

### Guidance from Council Advance:

- While violent crime is up in very specific areas, overall crime is down and lower than the state
- Much of the violent crime is committed by people who live outside the City
- Fear of crime and public perception is a significant problem

### Potential Strategic Priorities/Initiatives:

- Community Policing in targeted areas
- Comprehensive prevention programs in targeted areas (Community Enhancement project)
- Messaging campaign on safety statistics (incorporate into branding/marketing campaign and City-to-Citizen communication channels)
- Revision of Crime Statistics to reflect actual activity (shots fired, overdose, sexual assaults, etc.)
- Education/coordination of new ordinances with enforcement agencies to ensure ability to enforce



## Public Safety

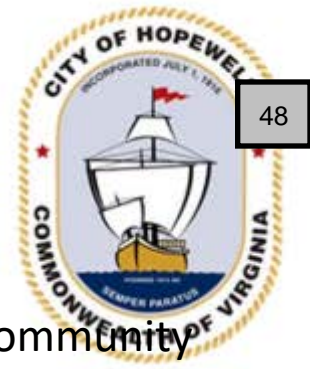
Provide safe, secure and protected environment to strengthen the community as well as internal and external perceptions of the city by improving cross-collaboration with strategic partners and enhancing community relationships

**Objective #1:** Police – Develop a departmental strategic plan for Police to address community engagement, crime control and prevention, traffic safety and enhanced infrastructure

Champion: Kamran Afzal

Supporting Staff: Police Department Staff

Key Tasks/Activities	Target Dates
Partner with VCU to facilitate strategic plan	On-going
Identify core members from department to develop plan	On-going
Conduct internal meetings	On-going
Seek input from the community and incorporate Council mandates	TBD
Draft, review, finalize and implement plan	TBD



### Public Safety

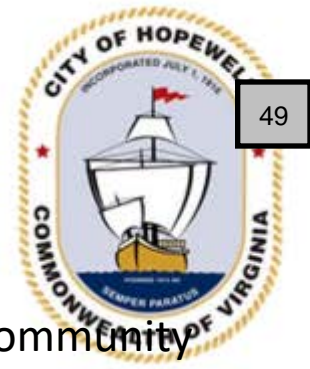
Provide safe, secure and protected environment to strengthen the community as well as internal and external perceptions of the city by improving cross-collaboration with strategic partners and enhancing community relationships

**Objective #2:** Fire/EMS – Promote a prepared and resilient community through capability building, planning and community partnerships

Champion: Donald Hunter

Supporting Staff: Ben Ruppert and Fire Department Staff

Key Tasks/Activities	Target Dates
Update Hopewell Emergency Operations Plan (EOP)	
Incorporate regional JIC, FAC and Recovery Frameworks into City's EOP	
Begin continuity of operations planning for departments	
Operationalize additional specialty teams for flammable liquid response and emergency management support operations	



### Public Safety

Provide safe, secure and protected environment to strengthen the community as well as internal and external perceptions of the city by improving cross-collaboration with strategic partners and enhancing community relationships

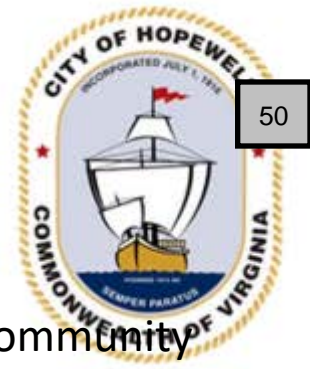
**Objective #2:** Fire/EMS – Promote a prepared and resilient community through capability building, planning and community partnerships - CONTINUED

Champion: Donald Hunter

Supporting Staff: Ben Ruppert and Fire Department Staff

Key Tasks/Activities	Target Dates
Build pre-planning database on industry and special hazard/risk facilities in the City for all 1 <sup>st</sup> responders	
Leverage relationships with surrounding jurisdictions to integrate radio systems for better coverage and sharing of mutual aid resources	





## Public Safety

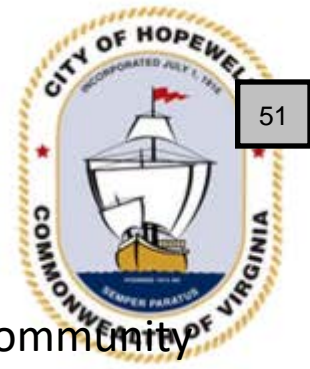
Provide safe, secure and protected environment to strengthen the community as well as internal and external perceptions of the city by improving cross-collaboration with strategic partners and enhancing community relationships

### Objective #3: Fire/EMS – Pursue Accreditation and ISO Rating

Champion: Donald Hunter

Supporting Staff: Ben Ruppert and Fire Department Staff

Key Tasks/Activities	Target Dates
Increase workforce to NFPA standard for single-family house fire response	
Replace current fire stations with new modern station	On-going
Purchase a platform ladder truck to address current and new development in the City	
Begin process of Department Accreditation	
Improve ISO Rating	



### Public Safety

Provide safe, secure and protected environment to strengthen the community as well as internal and external perceptions of the city by improving cross-collaboration with strategic partners and enhancing community relationships

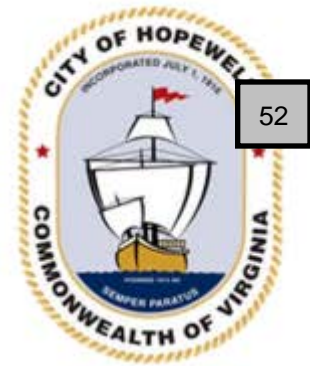
#### Objective #3: Fire/EMS – Pursue Accreditation and ISO Rating - CONTINUED

Champion: Donald Hunter

Supporting Staff: Ben Ruppert and Fire Department Staff

Key Tasks/Activities	Target Dates
Develop community paramedic program in partnership with JRMC	
Improve Fire/EMS personnel retention through parity in pay and career development program	
Develop highly skilled workforce through continued training and exercise to address the ever-changing response environment.	





## Economic Development

### Guidance from Council Advance:

- Continue to build on downtown revitalization but expand focus to Ft. Lee/Route 36 areas
- Immediate focus should be grow current industry base (industrial, healthcare) but establish longer-term goals of recruiting new industry (e.g. tech)

### Potential Strategic Priorities/Initiatives:

- Comprehensive Ft. Lee/Route 36 infrastructure and economic development plan
  - Colonial Corner/I-295 Gateway
- Increase Funding of Legacy Grant Program
- Increase Funding of Façade Improvement Program
- Review Grant Programs to provide opportunities in areas that are not included in Enterprise or Opportunity Zones – Equitable Economic Development
- Implement City Point Historic District Plan – Tourism Emphasis (VCU Plan)
- “Brand” our Districts to Create an Identity – Historic, Arts & Culture, etc.
- Support Weston Manor Expansion
- Re-establish City Tourism Office/Department



### Economic Development

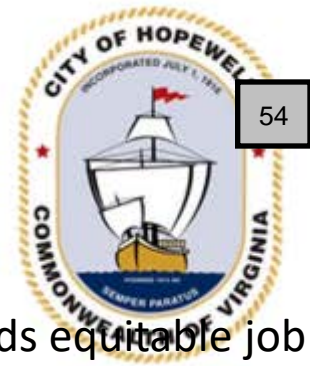
Fully implement an integrated economic development plan that yields equitable job opportunities for all Hopewell citizens, enhances our tax base, and increases internal and external foot traffic in all commercial areas of the city

#### Objective #1: Branding

Champion: Charlie Dane

Supporting Staff: Stacey English, Tevya Griffin, and Aaron Reidmiller

Key Tasks/Activities	Target Dates
Develop RFP	
Budget funding for Marketing Consultant	
Issue RFP	
Begin Branding Process	
Release new Branding Campaign	



### Economic Development

Fully implement an integrated economic development plan that yields equitable job opportunities for all Hopewell citizens, enhances our tax base, and increases internal and external foot traffic in all commercial areas of the city

#### Objective #2: Economic Development Incentives

Champion: Charlie Dane

Supporting Staff: Stacey English and Tevya Griffin

Key Tasks/Activities	Target Dates
Annually review incentive programs	
Present proposed changes to City Council for review and approval	
Develop marketing brochures and documents for all incentive programs	
Implement new/revised incentives	



### Economic Development

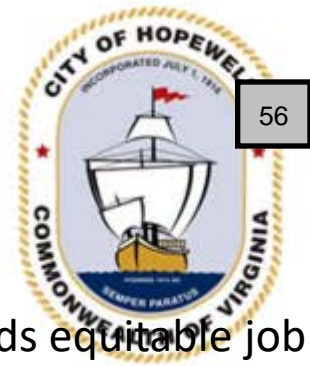
Fully implement an integrated economic development plan that yields equitable job opportunities for all Hopewell citizens, enhances our tax base, and increases internal and external foot traffic in all commercial areas of the city

**Objective #3:** Commercial Development/Expansion/Retention

Champion: Charlie Dane

Supporting Staff: Stacey English and Tevya Griffin

Key Tasks/Activities	Target Dates
Develop Parcel Portfolios for Rt. 36 Corridor	
Assist EDA with updating the Citywide Economic Development Plan	
Continue to work with developers on projects in the Marina District	
Continue to work with developers on projects in the Downtown District	
Develop small area plans for 15 <sup>th</sup> Ave. and Arlington Road/Five Forks Corridors	



### Economic Development

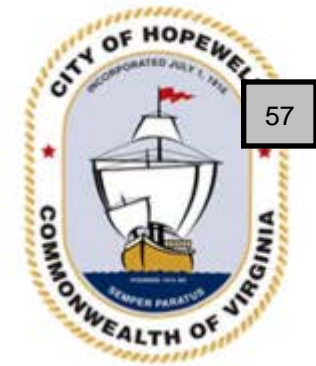
Fully implement an integrated economic development plan that yields equitable job opportunities for all Hopewell citizens, enhances our tax base, and increases internal and external foot traffic in all commercial areas of the city

#### Objective #4: Industrial Expansion and Retention

Champion: Charlie Dane

Supporting Staff: Stacey English

Key Tasks/Activities	Target Dates
Meet with Industrial Representatives Quarterly	
Market available parcels, to include site categorization and placement on VEDP website	
Undertake site of analysis of Davisville property as future industrial site	



## Education/Workforce Development

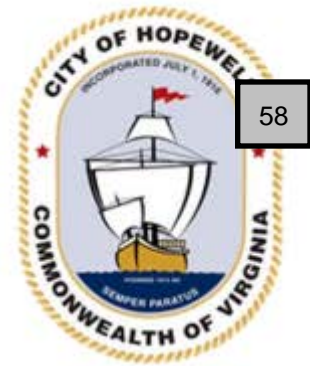
### Discussion from Council Advance:

- Significant progress has been made in K-12 education with accreditation of school system (*can we say something in here about need for school readiness?*)
- Lack of skilled, productive workforce has resulted in many unfilled jobs in current industry (industrial, public sector and healthcare) as well as an obstacle to recruiting new industries (e.g. tech)
- While there are a number of potential workforce development building blocks, today's system is fragmented and does not support effective career pipelines
- Workforce development initiatives should focus in the short term on preparing and recruiting workers for existing jobs, but work towards a longer-term goal of creating a skilled workforce for new industries

### Potential Strategic Priorities/Initiatives:

- Expand City Youth Workforce Development Programs
- Implement comprehensive regional service career development center with connections to other social supports (Community Enhancement project) – Local Industry and School CET Program
- Early Learning Nation Initiative
- After School Programming





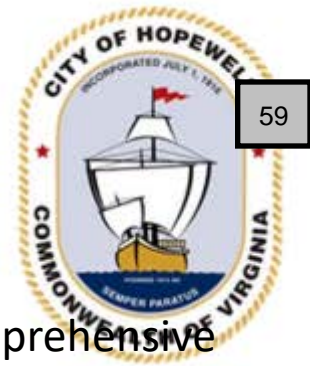
## Community and Cultural Development

### Discussion from Council Advance:

- Individuals, families and communities throughout Hopewell are challenged with lower education levels, lower incomes, and other social challenges
- In addition, there is a lack of citizen and community engagement throughout the city

### Potential Strategic Priorities/Initiatives:

- Comprehensive social service hub that includes behavioral health supports (District 19) and connections to an array of supports (Community Enhancement project)
- Expand early home visitation and parenting support programs for at-risk families
- Implement Citizen Education and Engagement processes throughout City departments and programs
- Beacon Theatre – Strategic Plan
- High Quality Childcare
- Community Branding Initiative
- Mallonee Gym Renovation – Youth and Family Resource Center; MOU with Schools
- Extend Work Week and Holiday Hours at the Convenience Center
- City Museum – City Point
- Event Coordination – Cultural Events
- Communication Tools – Council Newsletter, Citizen Complaints, etc.



### Community and Cultural Development

Enhance resources to support citizens from all walks of life with comprehensive community services, civic events and opportunities for civic engagement. Implement strategic plans and initiatives that promote equity in all polices and cross-collaboration between the City, service providers and stakeholders.

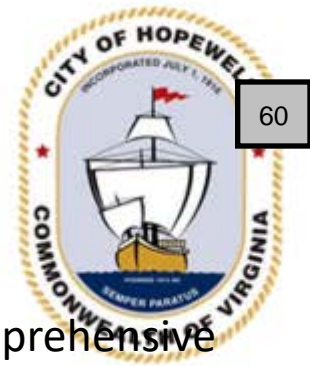
#### Objective #1: Culture and History

Champion: Tevya Griffin

Supporting Staff: Aaron Reidmiller, Chris Ward, and Tabihta Martinez

Key Tasks/Activities	Target Dates
Develop plan for creating a variety of culturally-centered special events	
Identify and assess historic assets and create a preservation and maintenance plan to ensure proper care	
Develop a tourism plan – highlighting historic assets and sites throughout the City	
Develop plan to establish City Point History Museum	
Develop local historic marker program	





## Community and Cultural Development

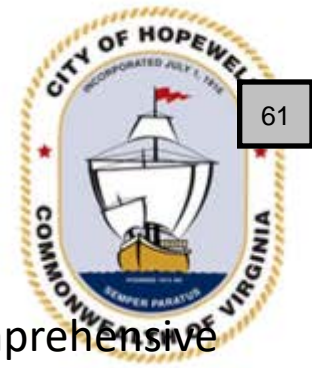
Enhance resources to support citizens from all walks of life with comprehensive community services, civic events and opportunities for civic engagement. Implement strategic plans and initiatives that promote equity in all policies and cross-collaboration between the City, service providers and stakeholders.

### Objective #2: Family Resources

Champion: Aaron Reidmiller

Supporting Staff: Ray Spicer and Melody Hackney

Key Tasks/Activities	Target Dates
Assess and evaluate current childcare options within the City	
Develop plan for before/after school and preschool programming offered by Recreation and Parks	
Develop Master Plan for the Hopewell Community Center	
Conduct gap-analysis of family-oriented services providers in the City	
Explore options for childcare subsidies and incentives to high quality childcare accessible to all families	



## Community and Cultural Development

Enhance resources to support citizens from all walks of life with comprehensive community services, civic events and opportunities for civic engagement. Implement strategic plans and initiatives that promote equity in all policies and cross-collaboration between the City, service providers and stakeholders.

### Objective #3: Community Services and Engagement

Champion: Charlie Dane

Supporting Staff: Ray Spicer and Melody Hackney

Key Tasks/Activities	Target Dates
Establish a centralized office for delivery of community services	On-going
Recruit new service providers to City to improve access to resources	
Develop a marketing plan to effectively share information regarding available resources and services	
Develop plan to establish adult education opportunities	

**ADJOURN**