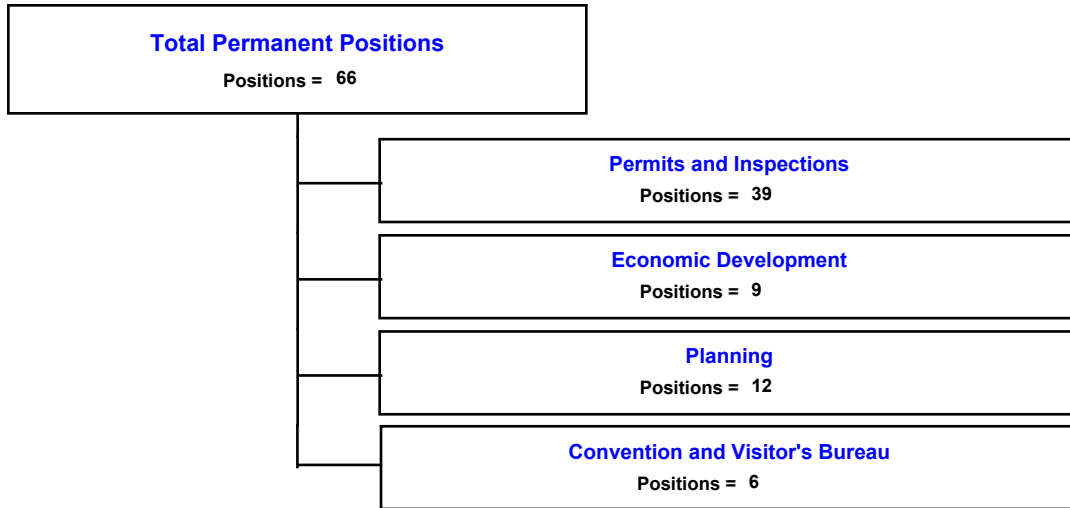


Community and Economic Development

Business Center Index

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Community and Economic Development
Business Center Organizational Chart



**City of Portsmouth
Fiscal Year 2009 Adopted Budget**

Community and Economic Development

Description of Services Provided

This business center includes the departments of Economic Development, Convention and Visitor's Bureau, Permits and Inspections, Planning and address the City's overall development, marketing and planning needs. Services provided include the enforcement of the Commonwealth of Virginia's Building codes and assigned local regulations, coordination of new programs to promote new business development and the maintenance of existing businesses, and the provision of support for programs and activities related to the physical development and use of land in the City. Also included in this section are the Community Development Block Grant and the HOME Partnership Programs.

Business Units	FY 2007 Actual	FY 2008 Adopted	FY 2008 Amended	FY 2009 Adopted
Permits and Inspections	3,469,765	3,526,303	3,526,303	3,499,080
Economic Development	1,183,686	1,560,752	1,560,752	1,477,497
Port Facility and Economic Development	1,236,922	575,000	575,000	-
Planning	1,136,459	1,845,538	1,845,538	2,180,249
Convention and Visitor's Bureau	714,035	699,988	699,988	663,797
Willett Hall	230,227	1,237,203	1,237,203	386,000
Community Planning and Development Program	3,510,178	2,644,370	2,644,370	2,874,926
Total Budget	11,481,272	12,089,154	12,089,154	11,081,549
Total Permanent Positions	68	68	68	66

Funding Sources	FY 2007 Actual	FY 2008 Adopted	FY 2008 Amended	FY 2009 Adopted
100 General Fund	6,503,945	7,632,581	7,632,581	7,820,623
435 Willett Hall Fund	230,227	1,237,203	1,237,203	386,000
910 Community Development	3,510,178	2,644,370	2,644,370	2,874,926
Total Funding	10,244,350	11,514,154	11,514,154	11,081,549

Community and Economic Development Permits and Inspections

Business Unit Mission Statement

The Department of Permits and Inspections' mission is to enforce the building, property maintenance and zoning codes and assigned ordinances as mandated by state and local regulations to protect the health safety and welfare of the residents of the Commonwealth and provide efficient response to citizen concerns and requests for information. Through an effective permitting process, aggressive code/zoning enforcement, educating our citizens of the department's responsibilities through the Neighborhood Academy and town meetings which supports City Council's Vision "of transforming our neighborhoods"; we will make Portsmouth the "City of Choice" to live, work, visit and invest.

Description of Services Provided

The Department of Permits & Inspections encompasses the divisions of Building, Environmental, Zoning and Ombudsman. Building Inspections enforces the Uniform Statewide Building Code Parts I and II referred to as the Virginia Construction and Rehabilitation Codes as they relate to the manner in which a building is constructed, altered, renovated, or has a change of use; to ensure that it is sound and reasonably safe from structural failure, accidental fire, and other hazards. Determines permit applicant qualifications, reviews proposed construction activity within International Building, Plumbing, Mechanical, Electrical, Residential, Model Energy and Fire Prevention Codes, local ordinances and other code related activity as set forth in the State Code of the Commonwealth. Provides staff to the the Board of Building Code Appeals.

Environmental/Zoning Inspections enforces the Uniform Statewide Building Code Part III referred to as the Virginia Maintenance Code, the International Property Maintenance Code and pertinent local ordinances as set forth in the State Code of the Commonwealth. This performs inspection of all existing properties owner-occupied or rental to ensure that they meet the minimum code requirements to protect the health, safety and welfare of our citizens. Inspectors also perform zoning investigations through a weekend on-call program established July 2005. Through this program the zoning division is able to cite owners who perform alterations in historical districts without proper approval from the Commission of Architectural Review and/or without an active building permit; cite properties that have been illegally converted, enforce the sign ordinance, provides zoning clearances prior to the issuance of building permits and business licenses. Provides staff support to the Housing Board of Adjustments & Appeals and Board of Zoning Appeals for variance applications.

The Ombudsman Division receives, moderates and responds to citizen concerns. The Portsmouth Neighborhood Academy is also a function of this division.

<u>Expenditure Categories</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Adopted</u>	<u>FY 2008 Amended</u>	<u>FY 2009 Adopted</u>
Salaries	1,648,498	1,625,272	1,625,272	1,632,363
Allowances	26,713	23,760	23,760	23,759
Benefits	652,773	766,842	766,842	746,960
Other Operating Expenses	484,567	473,429	473,429	458,429
Internal Service Charges	657,213	637,000	637,000	637,569
Net Budget	3,469,765	3,526,303	3,526,303	3,499,080
Total Budget	3,469,765	3,526,303	3,526,303	3,499,080
Total Permanent Positions	40	40	40	39

<u>Funding Sources</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Adopted</u>	<u>FY 2008 Amended</u>	<u>FY 2009 Adopted</u>
100 General Fund	3,469,765	3,526,303	3,526,303	3,499,080
Total Funding	3,469,765	3,526,303	3,526,303	3,499,080

Strategic Goals

Increase code enforcement inspections by 30% this fiscal year. Continue to enhance the functions of the zoning component, in addition to the enhancement of the efficiency of the building permit process.

Outcomes and Accomplishments

Through the collaboration of citizens, city, fire and housing authority staff and assistance from Virginia Tech the once defunct vacant building registration program was revived. Through this registry we hope to address the negative impact that

Community and Economic Development
Permits and Inspections

abandoned structures have on our community and urn Vacant to Vibrant. Through continued enhancement of each component of the department we will be able to better track violations of the building, property maintenance and zoning codes and local ordinances and fulfill the requirements applicable to City Council's Vision Statement.

Major Budget Variances

The Department is requesting a modest increase in the Tele-Cellular operational line to cover unanticipated costs due to modification of office spaces requiring data and voice connections, and connections for wireless system in replacement vehicles that are not covered under computer services internal charges.

Community and Economic Development Economic Development

Business Unit Mission Statement

The Portsmouth Department of Economic Development will foster an environment that creates a superior quality of life for its corporate citizens and residents by being receptive and responsive to the changing landscape of the local community and global economy.

Description of Services Provided

The Department of Economic Development has created a strategic plan that strives to build upon and continue the success by focusing attention on four key activities: business development, product development, market development and workforce development. A brief description of the four key activities follows.

Business development is defined as programs that nurture business growth and investment. This is the core of economic development activities, which include business attraction, retention and expansion, and startup and emerging businesses.

Market development involves activities that focus on recruiting individuals who will enhance the economy and enlarge the market area in which they could receive products and services.

Product development means investments that are maintained, upgraded or developed by labor and capital to improve the community. This may include downtown areas, gateways, business parks, or speculative buildings.

Workforce development involves policies that build the skills of our local workforce. This includes partnerships between business, education and government so that all residents can be contributing members of the local economy.

<u>Expenditure Categories</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Adopted</u>	<u>FY 2008 Amended</u>	<u>FY 2009 Adopted</u>
Salaries	522,224	522,337	522,337	518,982
Benefits	150,498	172,805	172,805	176,697
Other Operating Expenses	430,825	778,081	778,081	718,569
Internal Service Charges	80,139	87,529	87,529	63,249
Net Budget	1,183,686	1,560,752	1,560,752	1,477,497
Total Budget	1,183,686	1,560,752	1,560,752	1,477,497
Total Permanent Positions	9	9	9	9
<u>Funding Sources</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Adopted</u>	<u>FY 2008 Amended</u>	<u>FY 2009 Adopted</u>
100 General Fund	1,183,686	1,560,752	1,560,752	1,477,497
Total Funding	1,183,686	1,560,752	1,560,752	1,477,497

Community and Economic Development Economic Development

Strategic Goals

The fiscal year budget 2007-2008 provided the funding for the department to engage a consultant to update the strategic plan. This initiative was an action that followed the city's adoption of an updated Comprehensive Plan. The strategic plan will provide the general guidelines under which the department will operate. An important next step is the implementation phases. Certain parts of the strategic plan will require additional research and supplements that will provide precise directives. As an example, the maritime industry is one of the target industries. Research identifying those specific companies and or entities that will be pursued by the department will be developed. This due diligence will be performed by the staff; however, it may need to be supplemented by consultants related to the industry.

Midtown Retail Redevelopment – The department has secured a development agreement with Sembler Florida, Inc., a related entity to The Sembler Company, one of the leading retail developers in the country. This action will continue the retail renaissance of national, regional and local retailers in the Midtown corridor. The primary focus will be on developing the sites currently under control of the development agencies related to the city to include the former I. C. Norcom site, the residual acreage adjacent to the IHOP and the former VEC property.

Victory Village – Development activity will be initiated at the city's first true mixed use development by the developer, Victory Crossing Developers, II, LLC. The 100 acre site represents the creation of an urban style development maximizing the redevelopment of what was once underdeveloped land. The products of development will include hotels (one in conjunction with a conference center), retail, residential, office and a student center. At a minimum, this development will host 1,250,000 SF of new improvements. These new improvements will be further enhanced by the Fred W. Beazley Campus of Tidewater Community College that will encompass 35 acres. This campus is being developed in three phases. The initial phase will produce four buildings representing 183,000 SF.

Crawford Connector – The development of the new Holiday Inn Hotel will begin. This new 5 story facility will host 100 rooms on a 4 acre site. It will serve to enhance the gateway into downtown while supporting growing tourism activity. It is scheduled to be complete in November 2008; however, the developer is securing an extension of this stipulation from the Licensor as a precautionary step.

Other goals will be to identify land that can be acquired to facilitate commercial developments similar to those that have taken place in Port Centre Commerce Park. This area has accommodated the expansion of businesses in an area that is rich with incentives related to the zone designations. Additional space for commercial developments such as this are essential in the growth and expansion of small to mid size companies in the city.

Outcomes and Accomplishments

The MAST Center is regionalism at its best as the cities of Portsmouth and Suffolk collaborated on this project. Resulting from this effort is a 32-acre corporate research park. The project dedicated its first two buildings. One provides an enhancement to the city's higher education opportunities in the form of the ODU Tri-Cities Center. The second building was a 60,000 SF, three story spec office building. This building represents the first class "A" facility constructed in the city in several years. It has provided staff and the developer opportunities to exhibit this type of building inventory to potential new prospects. The building's construction and future leasing will facilitate the construction of additional office buildings at the site. It is a part of a complex that also hosts the VMASC building that is located in the City of Suffolk.

Victory Village represents the city's first mixed-use development initiative.

It will be developed as a high-quality, pedestrian-oriented environment and will provide the backdrop for a rich and vital urban experience for employers, workers, residents, students and visitors alike. This new development will be constructed on a 100-acre site in the Victory area of the city. The village will include office, residential, retail, hospitality and education venues. The education component will be the Fred W. Beazley Portsmouth Campus of Tidewater Community College. The initial phase of the college campus will be 183,000 SF. This development venue projects at a minimum, 1,250,000 SF of new facilities to be constructed. The implementation of a new mixed use zoning designation and Design Standards have been formulated to produce elevated development standards. The details of this venue have evolved. The road way and site plans first phase of improvements have been submitted to the city for review and approval. This will provide for the initiation of construction. Several parts of the development should begin construction during the fiscal year in accordance with a timetable and action plan that has been implemented.

The department's strategic plan has been completed. This brings to fruition the updating of a document that was last reviewed in 2003. The general guidelines of the document will be further developed to produce an implementation and action plan for the economic development team.

**City of Portsmouth
Fiscal Year 2009 Adopted Budget**

**Community and Economic Development
Port Facility and Economic Development**

Expenditure Categories	FY 2007 Actual	FY 2008 Adopted	FY 2008 Amended	FY 2009 Adopted
Capital Outlay	86,922	-	-	-
Transfers	1,150,000	575,000	575,000	-
Total Budget	1,236,922	575,000	575,000	-

Funding Sources	FY 2007 Actual	FY 2008 Adopted	FY 2008 Amended	FY 2009 Adopted
Total Funding				

Community and Economic Development Planning

Business Unit Mission Statement

The Department of Planning's mission is to perform and provide support for programs and activities related to the physical development and use of land in the City. These activities include, but are not limited to, the development of the City's Comprehensive Plan and the on-going implementation of that plan, as well as reviewing and permitting land uses such as rezoning and use permits.

Description of Services Provided

- The Department of Planning provides services for programs and activities related to the physical development and use of land in the City of Portsmouth. These include making recommendations and implementing policies and programs that assist in the administration of the City's land use, development and environmental ordinances. The department is divided into two primary divisions, Comprehensive Planning and Current Planning.
- The department provides staff support to a number of City Council and Circuit Court appointed boards and commissions including the Planning Commission, Historic Preservation Commission, the Downtown Design Committee, the Wetlands Board and the Craney Island Study Commission.
- The departmental also represents the City at the regional and state level on issues such as the Chesapeake Bay Preservation Act and transportation planning through the Hampton Roads Planning District Commission.

<u>Expenditure Categories</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Adopted</u>	<u>FY 2008 Amended</u>	<u>FY 2009 Adopted</u>
Salaries	512,147	628,480	628,480	648,540
Benefits	148,800	208,502	208,502	221,276
Other Operating Expenses	361,017	888,385	888,385	1,190,500
Internal Service Charges	114,495	120,171	120,171	119,933
Net Budget	1,136,459	1,845,538	1,845,538	2,180,249
Total Budget	1,136,459	1,845,538	1,845,538	2,180,249
Total Permanent Positions	13	13	13	12
<u>Funding Sources</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Adopted</u>	<u>FY 2008 Amended</u>	<u>FY 2009 Adopted</u>
100 General Fund	1,136,459	1,845,538	1,845,538	2,180,249
Total Funding	1,136,459	1,845,538	1,845,538	2,180,249

Community and Economic Development Planning

Strategic Goals

On-going strategic initiatives, in conjunction with other City Departments include the following:

- Maintain the stability of viable land use patterns.
- Pursue revitalization/redevelopment initiatives to:
 - a. Reverse obsolescence
 - b. Reduce land use conflicts
- Continue planning for on-going Special FOCUS area initiatives
- Promote mixed-use, pedestrian-friendly land use patterns.
- "Raise the bar" on development quality.
- Seek opportunities to convert tax exempt lands to productive uses that strengthen the City's tax base.
- Re-evaluate historic district regulations (boundaries, standards, procedures, potential additional designations).
- Identify opportunities to develop additional middle and upper income housing through planning and economic development activities.
- Utilize the full resources of the City to increase the diversity of the City's housing stock.
- Continue to implement on-going City housing and neighborhoods initiatives.
- Strengthen stable neighborhoods.
- Better integrate community facilities into the City's land use pattern.
- Investigate opportunities to relocate community facilities to less valuable location to support high value private development.
- Implement roadway network improvements to expand capacity and improve system efficiency.
- Work with Hampton Roads Transit to enhance transit service and usage in Portsmouth
- Explore the possibility of a future light rail linkage to the City.
- Coordinate transportation and land use strategies.
- Enhance communication with the public regarding the transportation system.
- Continue to work with the Elizabeth River Project and U.S. Navy on the Paradise Creek initiative.
- Continue to participate in the Chesapeake Bay Preservation Act Program and other state and federal initiatives to improve environmental quality.
- Continue to enforce and improve the City's floodplain management program in accordance with the Federal Emergency Management Agency's National Flood Insurance Program.
- Continue and expand Citywide beautification efforts.

Short Term Goals:

Short-term initiatives (0-2 years):

- Develop the Forward Portsmouth Plan that will serve as the umbrella plan for all city actions by using the visions of the Comprehension Plan
- Revise the Zoning Ordinance/Subdivision regulations.
- Initiate and continue planning for the revitalization of First Phase Centers, Corridors, and Special FOCUS areas.
- Seek opportunities to convert tax exempt lands to productive use.
- Complete plans for the revitalization of First Phase Neighborhoods.
 - Cradock
 - Truxtun
 - Brighton/Prentis Park/Prentis Place
- Identify/prioritize roadway network improvements to expand capacity, improve system efficiency, and accelerate maintenance of substandard infrastructure.
- Undertake downtown parking and traffic circulation study as part of Downtown Plan.
- Update the City's Floodplain Management Plan per FEMA's Community Rating System.
- Develop a phased program of visual improvements to gateway entrances and roadway corridors.
- Continue inspection and the review of neighborhoods being developed with adopted "development standards"
 - Newport
 - Victory Village
 - Frederick Boulevard Corridor

Long Term Goals:

Mid-term initiatives (0-2 years) and Long-term initiatives (5+years):

- Implement plans for First Phase Centers, Corridors, and Special FOCUS areas.
- Initiate plans for Second Phase centers, corridors, and Special FOCUS areas.
- Implement Plans for First Phase neighborhoods.

Community and Economic Development Planning

- Initiate planning for Second Phase neighborhoods.
- Secure funding sources for needed transportation system improvements.
- Initiate a traffic calming program.
- Implement visual improvements to gateway entrances and roadway corridors.
- Support additional regional transportation facilities needed to alleviate present and future congestion in Portsmouth.
- Ensure that a rail corridor is in place in the median of the Western Freeway by 2017 to serve the future Craney Island Port terminal.

Outcomes and Accomplishments

During 2007 we completed the Comprehensive Review of the City of Portsmouth's Historic Districts to include new regulations, procedures and guidelines for the five historic districts.

Other Comprehensive Plan implementation projects that were continued during 2007 are:

- FOCUS Park View
- FOCUS Cradock
 - a. Development of Cradock Advisory Committee
 - b. Development of the "Cradock Home" house plans
 - c. Assist PRHA in the purchase of blighted properties
- FOCUS Truxtun
- FOCUS Brighton/Prentis Park/Prentis Place
- FOCUS Downtown
- FOCUS Waterfront
- FOCUS Midtown
- FOCUS Corridors & Gateways
- FOCUS Housing
- FOCUS Transportation

Environmental Issues:

- Continued participation in the Community Rating Systems Program

Special Projects:

- Completion and opening of the APM Terminals
- Completion and opening of the ODU Tri-Cities building
- Development of the MXEMP zoning district
- Completion of the Victory Village rezoning to MXEMP
- Completion of the landuse controls for the redevelopment of the old I. C. Norcom site
- Completion and opening of the Wal-Mart at Midtown
- Approval and initial development of phase 1B of the Newport development
- Build out of the 1A section of the Newport development

Major Budget Variances

Funding is included in the budget for the completion of the new zoning and subdivision ordinances which will enhance the quality of life and provide a foundation for the health, welfare and safety of citizens as outlined in the Comprehensive Plan. Additional initiatives will include the start of the initial phase of a Master Transportation Plan, and the initiation and development of the following strategies:

- Infill Development
- Comprehensive Housing
- Neighborhood Preservation
- Downtown / Midtown connection

Community and Economic Development Convention and Visitor's Bureau

Business Unit Mission Statement

The Portsmouth Convention and Visitors Bureau will actively market the City as both a leisure and business travel destination, thereby creating jobs for citizens, generating revenue for businesses, and increasing the tax base through the collection of lodging, meals, and other related taxes.

Description of Services Provided

The Portsmouth Convention and Visitors Bureau is a sales and marketing arm of the city. We put "heads in beds" and "feet on the street." Following are examples of the services provided.

1. Operates the Visitor Information Center at 6 Crawford Parkway. The Center is open seven days a week from 9:00-5:30, closing only on Thanksgiving, Christmas and New Year's days. It is staffed with a team of professional tourism aides who interact with over 30,000 visitors a year. They provide information on attractions and events and recommend hotels and restaurants in an effort to enhance and extend the stay of our guests. In addition, they maintain a gift shop offering appropriate Portsmouth souvenirs that produces revenue for the city. The Visitor Services team is responsible for the acquisition, display and distribution of over 200 different brochures. They also fulfill all requests for visitor information.
 2. The Bureau extensively markets the city to out-of-town meeting planners, tour operators, reunion groups and leisure travelers. Ads are placed in professional publications, reunion newsletters, consumer magazines and travel guides. We also maintain a tourism website, produce and circulate a promotional video/DVD, work closely with the Olde Towne Business Association to create the Visitor Guide Magazine, produce a Meeting Planner Guide, promote Portsmouth events, and produce/create other collateral as needed.
 3. Provides public relations services through interaction with local/regional/national media. The public relations manager works closely with travel writers from all over to ensure significant coverage of Portsmouth in consumer publications and appropriate travel media. In addition, the manager writes hundreds of press releases showcasing Portsmouth's events, venues, attractions, etc., and also provides public relations for the Portsmouth Invitational Tournament.
 4. Provides convention services to meetings, reunions, conventions, conferences and tour groups. Some services provided include welcome letters from city officials, setting up/maintaining/manning hospitality information tables at hotels for groups meeting there, arranging for tours, assisting with planning off-site banquets/events for convention attendees and generally taking care of whatever a group needs.
 5. A primary service provided by the CVB is that of sales. Bureau sales managers travel extensively to trade show, sales missions, sales blitzes and conferences to "sell" Portsmouth to potential clients. They target convention meeting planners, tour operators, and reunion planners and convince them to bring their groups to Portsmouth. Their goal is to fill the city's hotels and also to attract day-trippers who will shop in our stores, eat in our restaurants and visit our attractions.
- All of these services contribute to the economic well-being of Portsmouth by boosting business, hotel, restaurant, and attraction revenue and by adding significantly to the tax base primarily through the lodging and meals taxes. This supports the vision of a robust and prospering economy which in turn allows for neighborhood transformation.

<u>Expenditure Categories</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Adopted</u>	<u>FY 2008 Amended</u>	<u>FY 2009 Adopted</u>
Salaries	401,353	393,395	393,395	402,369
Benefits	86,571	85,970	85,970	91,660
Other Operating Expenses	182,986	182,154	182,154	151,207
Internal Service Charges	43,124	38,469	38,469	18,561
Net Budget	714,035	699,988	699,988	663,797
Total Budget	714,035	699,988	699,988	663,797
Total Permanent Positions	6	6	6	6
<u>Funding Sources</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Adopted</u>	<u>FY 2008 Amended</u>	<u>FY 2009 Adopted</u>
100 General Fund	714,035	699,988	699,988	663,797
Total Funding	714,035	699,988	699,988	663,797

Community and Economic Development Convention and Visitor's Bureau

Strategic Goals

1. Generate positive awareness of Portsmouth as a destination
2. Generate visitation to Portsmouth from groups and individuals
3. Heighten community awareness and support of tourism
4. Encourage product development and infrastructure improvements that will enhance Portsmouth as a destination
5. Enhance and extend the stay of Portsmouth's visitors

Outcomes and Accomplishments

This past year, the Portsmouth Convention & Visitors Bureau (PCVB) has accomplished much in its efforts to actively market the city as both a leisure and business travel destination.

1. Generate positive awareness of Portsmouth as a leisure and business travel destination

The Bureau has worked with travel writers from publications that range from industry meeting planner newsletters to major consumer magazines to generate articles about Portsmouth and all that it has to offer visitors. Travel writers that we have brought to Portsmouth have written articles in publications that would cost thousands of dollars in paid advertising. More importantly, these articles give a credibility and prestige to our City that advertising can't buy. Hundreds of press releases have been written keeping the public aware of Portsmouth's activities, events and venues. This brings more people and subsequently more revenue to the City. Press kits have been prepared and sent, articles have been written and proofed and photos have been supplied on numerous occasions. This year, the Bureau has worked closely with the Olde Towne Business Association to produce a Visitor Guide Magazine that will not only encompass the entire city, but will also generate income instead of costing money. Staff has worked closely with the city's marketing director and ad agency to ensure brand consistency. Staff also played a major role in the Liveable Communities Award submission.

2. Generate visitation from groups and individuals to Portsmouth

The PCVB sales staff effectively used existing collateral as well as hotel and attraction partners to support the development of new and existing sales accounts. They have traveled to trade shows, conferences, sales missions and sales blitzes in order to maximize Portsmouth's visibility and sell to target audiences. We have evaluated and adjusted our strategy to determine markets realistic for Portsmouth and then we have actively pursued those markets with the goal of "putting heads in beds." In order to "put feet on the street", we have re-entered the lucrative tour and travel (motor coach) market for overnight visits and daytrippers. In order to get noticed by tour operators who are not familiar with all that Portsmouth has to offer, we have brought over 150 tour operators to our city on familiarization tours to showcase our hotels, attractions, restaurants, shops and amenities. We have worked to establish regional and statewide partnerships to leverage our ability to attract business and we have become active in the Catch-A-Wave and Hi-Lite Hampton Roads initiatives. We are starting a campaign to reach out to leisure boaters, a very lucrative niche market. This past year, tourism revenue in Portsmouth was up 8.7% to over \$75 million. Portsmouth tax revenue from tourism was up 7.9% to over \$3.1 million and there were almost 1000 direct travel-related jobs here.

3. Heighten community awareness and support of tourism

Staff has taken every opportunity to speak to local groups (civic leagues, neighborhood academy, service organizations, school groups, woman's club, etc.) to educate them on the impact of tourism for Portsmouth. The Bureau began a new customer service training program. Although the program was designed for front line people in the hospitality industry, it is open to everyone in the city who wants to learn more about all that Portsmouth has to offer. To date, many city employees have taken advantage of the program. Staff members have worked closely with other committees of the city. The Bureau works very closely with the Olde Towne Business Association, the Chamber of Commerce, the Hampton Roads Sports Commission. This year, the PCVB, along with other CVBs in the area, formed the Southeast Virginia Tourism Alliance, an organization to promote and enhance the region's tourism. Working together, we held a joint event at the airport during National Tourism Week, and we are embarking on a major research project to learn more about how to attract more people to our area.

4. Encourage product development and infrastructure improvements that will enhance Portsmouth as a destination.

The PCVB has worked diligently to promote not only our own museums, but also the Virginia Sports Hall of Fame as tourist destinations and has assisted with the Path of History and Jamestown 2007 initiatives. Staff stays actively involved with Portsmouth's hospitality industry leaders from hotels and attractions. We have worked closely with the Museums Department and Foundation on all major programs including Winter Wonderland. The Bureau gave both public relations and administrative support to the Portsmouth Invitational Tournament.

5. Enhance and extend the stay of Portsmouth's visitors

The CVB works constantly to encourage visitors to stay longer and spend more money once they are here. The Bureau has operated a state certified, full-service visitor center seven days a week from 9:00 to 5:30 and the highly trained tourism aides have interacted with over 31,000 visitors, encouraging them to visit our attractions, dine in our restaurants, shop in our stores and participate in our events and festivals. The center provides superior customer service and travel assistance.

Additionally, the staff provides a full range of convention services for conventions, conferences, tour groups, and reunion

Community and Economic Development Convention and Visitor's Bureau

groups who are booked in our city. These services include hospitality tables set up in hotels, mayor's letters, arranging of tours and off-site banquets and events. A Convention Services Directory has been created for distribution to meeting planners who are bringing their groups here and a new boater's directory is in the process of being created. In the highly competitive travel industry, convention services are often the things that bring groups back.

Major Budget Variances

The only budget variances occur with the required 5% reduction. In the Contractual Services line, the \$15,000 decrease will negatively impact the PCVB's ability to conduct trolley tours, lantern tours, familiarization tours and other special programming. Additionally, it will make it difficult to enter into partnerships with our neighboring cities to participate in regional tourism initiatives that allow us to attract large groups that bring revenue to the city. We have, therefore, requested service level 2 funding in this category. The other major variance occurs in the Travel line and also is the result of the budget reduction. A decrease here means that our sales managers cannot attend all the tradeshow, sales missions and sales blitzes that they need to in order to attract the convention, conference and tour clients that the City needs to maintain or increase revenue from tourism including revenue from lodging, restaurant and admissions.

Community and Economic Development Willett Hall

Business Unit Mission Statement

Willett Hall strives to bring quality arts and entertainment to the local community thereby enhancing the quality of life for residents.

Description of Services Provided

Willett Hall is a 1,924 seat auditorium that provides entertainment of all varieties for the enjoyment of the community at large. The staff are involved in sales, promotion, planning, and event coordination. This includes outside promotions and city-booked events. Staff work closely with promoters, technical personnel, advisors, vendors, and concessionaires. The events held serve to enhance the quality of life for Portsmouth residents and offers many performances for the city's school children.

<u>Expenditure Categories</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Adopted</u>	<u>FY 2008 Amended</u>	<u>FY 2009 Adopted</u>
Salaries	59,580	98,745	98,745	71,200
Benefits	4,558	7,101	7,101	5,839
Other Operating Expenses	166,089	832,282	832,282	303,825
Internal Service Charges	-	-	-	5,136
Net Budget	230,227	938,128	938,128	386,000
Transfers	-	299,075	299,075	-
Total Budget	230,227	1,237,203	1,237,203	386,000
<u>Funding Sources</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Adopted</u>	<u>FY 2008 Amended</u>	<u>FY 2009 Adopted</u>
435 Willett Hall Fund	230,227	1,237,203	1,237,203	386,000
Total Funding	230,227	1,237,203	1,237,203	386,000

Strategic Goals

- To attract quality entertainment that meets the needs of the Portsmouth community.
- To provide revenue to the city through ticket sales, concession sales, facility rental and admission taxes.
- To continually offer more variety of events in the facility.

Outcomes and Accomplishments

- Willett Hall has successfully served as a venue for city entertainment. It is home to the Community Concerts series that is very popular with residents.
- Willett Hall also serves as a venue for performances geared to school groups and hundreds of school children visit each year. This year, one of our main accomplishments is the arrangement to have a new children's show created in the City and also premier in the City of Portsmouth.

**Community and Economic Development
Community Planning and Development Program**

Business Unit Mission Statement

To provide approved City activities through the provision of funds per the Department of Housing and Urban Development (HUD).

Description of Services Provided

Community Development Block Grant (CDBG): A federal grant program designed to provide eligible metropolitan cities and urban counties (called "entitlement communities") with annual direct grants that can be used to revitalize neighborhoods, expand affordable housing and economic opportunities and/or improve community facilities and services, principally to benefit low and moderate income citizens.

HOME Investment Partnership Program (HOME): A federal grant program designed to provide funds to local governments and states for new construction, rehabilitation, acquisition of standard housing, assistance to homebuyers and tenant based rental assistance.

Emergency Shelter Grants (ESG): A federal grant program designed to help improve the quality of existing homeless emergency shelters, to make available additional shelters to meet the cost of operating shelters, to provide essential social services to homeless individuals and to help prevent homelessness.

Expenditure Categories	FY 2007 Actual	FY 2008 Adopted	FY 2008 Amended	FY 2009 Adopted
Other Operating Expenses	3,510,178	2,644,370	2,644,370	2,874,926
Net Budget	3,510,178	2,644,370	2,644,370	2,874,926
Total Budget	3,510,178	2,644,370	2,644,370	2,874,926

Funding Sources	FY 2007 Actual	FY 2008 Adopted	FY 2008 Amended	FY 2009 Adopted
910 Community Development	3,510,178	2,644,370	2,644,370	2,874,926
Total Funding	3,510,178	2,644,370	2,644,370	2,874,926

Outcomes and Accomplishments

Implemented the "Seed to Feed People in Need" garden growing project with area churches to assist the City's soup kitchen and the area Food Bank with an alternative method to provide healthy food for those that are less fortunate.

Resurrection of the City's Community Grants Program, and selection of two non-profit organizations to participate in 2006.

Development (with Planning and Engineering) of a sound wall strategy for around the Maersk construction site on West Norfolk Road - Congressman Scott's Office has agreed to advocate the use of a previously earmarked \$1.6 million appropriation for this project.

Successfully negotiated and oversaw 8 Sub-recipient contracts with awardees of CDBG funds.

Received a positive outcome from HUD on the Environmental and the Shelter Plus Care audits.

Represent the City's interested in the regional Gosnold Apartments project. A warehouse in Norfolk is currently being preserved to provide a 60-bed facility for chronically homeless individuals. The collaborative effort of three cities is the first regional project in the Nation. The working group has been responsible for coordinating areas such as: initial lease agreements, memorandums of understanding and agreement, Davis Bacon regulations, Social Services and Department of Behavioral issues as well as Housing Authority issues. This project is on schedule and will open the first of December 2006.

Assisted the Portsmouth Homeless Advisory Committee in the preparation of the \$800,000 Continuum of Care grant application.

The City was allocated \$755,907 for fiscal year 2006 and utilized three of the four HOME-eligible activities to provide affordable housing to low-income households and to decrease the City's homelessness rate. During the 2006 fiscal year, the HOME

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Program assisted approximately 81 households with affordable housing. To date, the HOME Program has received a total of \$273,712 in program income for fiscal year 2006.

Continued active involvement with the Portsmouth Redevelopment and Housing Authority to implement on-going housing issues in relation to low to moderate-income individuals.

Prepared and submitted the Consolidated Annual Performance Evaluation Report to HUD.

Completed the commitment to the Governor's Slum and Blight workgroup commissioned to establish a report of local and regional issues concerning the alternate methods of dealing with Slum and Blighted areas.

Successfully completed all necessary steps in relation to the Annual Action Plan including implementation of the new regulations. The Plan will be submitted to HUD the first of July when the 30-day comment period expires.

Supported the Healthcare for the Homeless grant submitted by the Portsmouth Community Healthcare and supplemented by The Planning Council.

Coordinated the Portsmouth Homeless Taskforce that contracted with The Planning Council to write the City's 10-year Plan to End Homelessness.

Participated in the Mayors/Chairs Regional Homeless Taskforce to prepare a comprehensive report on the current status of Regional homelessness, oversee an informative conference at the Virginia Beach Convention Center with attendance in excess of 300, and initiate interest in a privately funded Substance Abuse Clinic to be modeled after "The Healing Place" in Wake County, North Carolina. This work group has been commissioned with several additional large projects to be completed within the next 15 months.

Performed joint planning and analysis with other city departments to implement the Homeless Management Information System.

Providing affordable housing for low-income Americans has become an increasingly challenging task for the nation's states and local jurisdictions. The Home Investment Partnerships Program (HOME) is a valuable resource to develop and implement housing programs to address local housing needs. The HOME Program provides decent, affordable housing to low-income households. Related goals of the HOME Program are to strengthen the ability of state and local governments to provide housing, build capacity of nonprofit housing organizations, and leverage private-sector participation. The HOME Program permits state and local governments the flexibility to fund housing activities that best meet local needs.

In an effort to effectively facilitate these activities during program year 2006, the HOME Program partnered with four non-profit organizations to administer these programs, Portsmouth Redevelopment and Housing Authority (PRHA); Portsmouth Area Resources Coalition, Inc. (PARC); and The Center for Community Development Inc. (CCDI) and Hampton Roads Affordable Housing (HRAH). The latter two organizations are designated as Community Housing Development Organizations (CHDO) receiving 15 percent of the City's annual HOME allocation.

As the City embraced opportunities to promote the City Council's Neighborhood and Community Transformation Vision Statement and revitalize its communities, the City partnered with the South Hampton Roads Affiliate of Habitat for Humanity, Inc., during its 2006 Homebuilders Blitz. The HOME program was instrumental in securing access program income funding to assist with the acquisition of land as well as serving as a liaison to facilitate and execute the Blitz.

PARC utilizes HOME funds for the Tenant-Based Rental Assistance Program (TBRA). HOME provides up to twelve months of rental assistance in the form of grants for both security deposits and utility deposits. The TBRA program assists low income and very-low income citizens that are homeless or at risk of becoming homeless as well as case management and support services to help individuals and families become self sufficient.

A total of 47 households received rental subsidies, 33 new households and 14 households from prior years.

To date, a total of \$127,252, which includes prior year funding, was expended to provide direct, adequate services to these

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households.

PRHA utilizes HOME funds for the Down Payment and Closing Cost Assistance Program, Universal Design Program and the HomeCare Program — homeowner rehabilitation.

The HomeCare Program provides special rehabilitation assistance to low and low to moderate-income elderly or disabled homeowners. The program targets elderly or disabled homeowners whose incomes are less than 80 percent of the area median income.

These projects were located in communities such as Truxton, Norfolk, Craddock, Cavalier Manor, Park View, Prentis Park and Churchland.

The rehabilitation consisted of structural repairs, roof, window replacement, and siding. It also consisted of upgrading HVAC, plumbing, electrical, and heating systems to meet State, Local and Federal Code regulations.

The Authority assisted 12 new households with rehabilitation subsidies. There were several prior year activities that were completed as well. A total of \$330,829, which includes prior year funding, was expended for these activities.

The Home Rehab Program provides special rehabilitation assistance to low and low to moderate-income homeowners throughout the City. The program targets homeowners whose incomes are less than 80 percent of the area median income.

The Authority assisted one family through the Citywide rehabilitation program.

The Universal Design Program provides homeownership opportunities to underserved segments of the housing market, regardless of their level of ability or disability. It is an affordable housing program that will be built on scattered sites in the Brighton neighborhood. This program will target one of the City's older neighborhoods, which is designated as a revitalization area. The program goal is to construct four new universal design homes on scattered sites. The site work for the first home, located at 2007 Peach Street, is near completion. To date, \$63,761, which includes prior year funding, has been expended on this project. The Universal Design units will have zero-step entrances, three bedrooms, two bathrooms, storage area, and an open floor plan design. Design plans for the units have been finalized. The City and Housing Authority have partnered with the Endependence Center, a local advocacy group for people with disabilities, for housing designs, participants and technical assistance.

The Down Payment and Closing Costs Program provides financial assistance to families at or below 80 percent of the area median income. The goal of this program is to increase the homeownership rate among lower income and minority households and to revitalize and stabilize the communities with the City of Portsmouth.

The Authority assisted four first time homebuyers and has earmarked 13 families to receive this funding. A total of \$32,000, which includes prior year funding, was expended. These funds were used in partnership with the Sponsoring Partnerships and Revitalizing Communities (SPARC) funds to assist the housing needs of lower income and minority households.

Homes were purchased in various Portsmouth neighborhoods including Westbury, a Hope VI project, Cavalier Manor, Craddock and Churchland.

The Center for Community Development, Inc. (CCDI) administers the First Time Homebuyer Program for the City. The program assists low income and moderately low-income citizens in obtaining homeownership. CCDI participates in new construction and acquisition and rehabilitation to administer the program. CCDI's program design provides credit preparedness and homeownership education.

CCDI conducted VHDA training for more than 20 prospective homebuyers and counseled more than 140 individuals in consumer credit and household budget management.

Over the past fiscal year, CCDI completed the projects located at, 2803 Elm Avenue, and 811 Garfield Street.

CCDI has two projects underway; both are substantial rehabilitation projects, located at 2501 Staunton Avenue and 500

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Jamestown Avenue. A total of \$137,865, which includes prior year funding, has been expended on this project.

Hampton Roads Affordable Housing Corporation (HRAH) - Although, HRAH did not expend any funding during the 2005 fiscal year, they have provided the City with its plan to provide homes for first-time homebuyers at or below 80 percent of the area median income. HRAH will construct three 1200 square foot homes. The homes will have three bedrooms with two full baths. One of the three homes has been constructed and available for a first-time homebuyer. The identified site for this project is located in the Brighton Conservation Project – 924 Nelson Street. A total of \$90,165, which includes prior year funding, has been expended on this project.

2006 Homebuilders Blitz - During the week of June 5, 2006, Habitat for Humanity International partnered with builders and manufacturers across the country for the building of 1,000 houses in one week. As part of this nationwide effort, South Hampton Roads Habitat for Humanity Inc., a local affiliate of Habitat for Humanity International, built 10 homes in the Brighton Community in Portsmouth. This build was the largest build in the State of Virginia and the eighth largest build in the Nation. Ten families have new homes that provide safe, decent and affordable places to live and the pride of homeownership. Eight are currently living in Portsmouth and one was originally raised in the city and is now returning. The remaining two families reside in the South Hampton Roads area.

Neighborhood cleanup efforts were undertaken in the Brighton community through minor home improvement projects and general maintenance. Civic engagement was made optimal as the key stakeholders of this project executed the Blitz Build. The estimated cost of land acquisition and infrastructure to build these homes was \$262,703. The City identified \$274,868.55 in excess program income from the Community Planning and Development (CPD) programs — CDBG and HOME. Through the Portsmouth Redevelopment and Housing Authority (PRHA) 16 properties were acquired to form 10 buildable lots for the Home Builders Blitz project. An additional \$12,261 of access HOME program income was allocated to provide funding for architectural drawings and related soft costs.

Established a working relationship with the individuals of HOME, Inc. to facilitate the future opening of the Fair Housing office in the City.