



# **EMPORIA CITY COUNCIL STRATEGIC GOALS**

Created April 11-12, 2014

Adopted May 6, 2014

Status Update February 6, 2016

Status Update March 29, 2017

Status Update March 24, 2018

“Infrastructure” Added April 17, 2018 by City Council

Status Update October 22, 2018

## **Economic Development**

Pursue economic development opportunities through collaboration and partnerships to increase and improve employment for our citizens.

## **Education**

Support a culture of educational achievement and lifelong learning in order to develop and sustain a productive workforce ready for 21<sup>st</sup> century employers.

## **Cultural and Recreational Opportunities**

Develop cultural facilities while supporting our existing recreational providers

## **City Appeal**

Vitalize the overall appearance of the City to create an atmosphere that is attractive and appealing to citizens, businesses, and visitors

## **Infrastructure**

Upgrade infrastructure throughout the City

# EMPORIA CITY COUNCIL 3-YEAR PRIORITIES

## Economic Development

Pursue economic development opportunities through collaboration and partnerships to increase and improve employment for our citizens.

1	<p>Identify properties in Emporia that we can develop or enhance to be attractive for potential business and purchase land for future development as appropriate</p> <p><b>Status:</b>  <b>Norwood Property-</b>          Timmons Group has completed the site study;          City/EDA has purchased the Norwood Property;          Rezoned to I-2 Industrial District -January 19, 2016 City Council meeting;          *Looking at options for running water and sewer to the site;</p> <p><b>Working with private investors/owners on other commercial and industrial sites for future development-</b>          Southampton Textiles property          Emporia Foundry          Weldon Mills          Working with owners of several commercial parcels</p>
2	<p>Implement a business recruitment initiative/marketing process that includes written/electronic materials</p> <ul style="list-style-type: none"> <li>• Ensure that we know what we are marketing</li> <li>• Consider whether a slogan/brand would be helpful to us</li> <li>• Individualize our marketing strategy as part of the comprehensive regional marketing/ strategic effort</li> <li>• Consider whether we should contract with a firm to do a retail recruitment study</li> </ul> <p><b>Status:</b>          Updated marketing materials that complement VGA collaterals;          Updating a new business welcome packet;          Promotes the City as a predominately commercial/retail/service location that enhances the Quality of Life in our area/region;          Updating two separate websites for our Historic Belfield and Historic Hicksford Downtown areas;          City’s website links to VEDP Vanilla Scan database to identify available properties in Emporia; Information updated on regular basis;</p>

	<p><b>Received Retail Strategies statistics in late 2017. Company is defining gaps and contacting business prospects that would be interested in this locality. This contract is on-going.</b></p> <p><b>Regional Downtown Study report was received March 9, 2018; determining appropriate action items to consider at this time.</b></p> <p><b>Working on development of Tourism assets and marketing for the City.</b></p> <p><b>Continued marketing efforts with our regional partner VGA.</b></p>
3	<p>Increase Emporia’s leadership presence in the collaborative efforts and partnerships in which we are involved (i.e. seek leadership positions, ensure regular attendance)</p> <p><b>Status:</b></p> <p><b>Continues to participate in VEDP, VEDA, DHCD, Chamber of Commerce, Crater PDC, VAPDC, Rural Virginia, VLGMA, VML, GoVA, CHAT, VADO, SVEC GETAB and Smart Beginnings meetings, events, workshops, webinars, and Conferences.</b></p>
4	<p>Identify and increase relationships with key players in state/related agencies in order to enhance our economic development presence, including crossing administrations (i.e. Rolls Royce, CCAM, VEDP, Port of Virginia, etc.)</p> <p><b>Status:</b></p> <p><b>Maintains regular contact with ED related organizations and agencies above; GO Virginia- Region 4- is a new partner in the last 12 months.</b></p> <p><b>CCAM program to train active military and vets in precision machinery is still ongoing at SVEC.</b></p> <p><b>GoVA Region 4 was awarded funding to set up, buy mobile equipment and train instructors for Industrial Maintenance Certification classes in the region. Classes should begin at SVEC in Fall 2018.</b></p> <p><b>Continued visits with VEDP business recruitment specialists to market available properties in the area;</b></p> <p><b>Constant communication through phone, email, and personal visits with Port of Virginia ED Team to promote Emporia’s strategic location; planning to schedule a visit to the Port in 2018;</b></p>

5	<p>Develop and implement a strategy to communicate our economic development successes</p> <p><b>Status:</b></p> <p><b>Continue to follow state and regional announcement protocol;</b></p> <p><b>Coordinates and participates in ribbon cuttings and new business openings;</b></p> <p><b>Works in conjunction with local media to write articles regarding ED and CD related City initiatives, i.e. Progress Edition, etc.;</b></p> <p><b>Speaks to civic groups and EDA to convey ED and CD related initiatives and projects;</b></p>
6	<p>Continue our strategy to retain our existing businesses</p> <p><b>Status:</b></p> <p><b>Conducts a Business Visitation Program;</b></p> <p><b>Programs, grants, and applicable incentives are discussed to assist in recruitment and expansion efforts; Troubleshoots areas where the City may be of assistance;</b></p> <p><b>8 Façade Improvement Grants awarded in 2017;</b></p> <p><b>6 Business Incubation Grants awarded in 2017;</b></p> <p><b>Continuing follow-up with VEDP and Tobacco Commission for SteelFab expansion;</b></p>
7	<p>Develop a strategy to implement affordable housing</p>

**Education**

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8	<p>Develop a strategy to meet regularly with school leaders in order to identify and address educational issues, needs, and solutions and to work together in partnership to further educational achievement</p> <p>Potential discussion areas/needs:</p> <ul style="list-style-type: none"> <li>• Identify ways in which we need to be supportive at the State level</li> <li>• Need for a coordinator to enhance parental involvement in the schools</li> <li>• Develop a work ethics curriculum to be implemented at the 9<sup>th</sup> grade level</li> <li>• Guidance counselors should track each 8<sup>th</sup> grader throughout high school</li> <li>• Track GPAs to ensure college readiness</li> </ul>
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	<ul style="list-style-type: none"> <li>• CCAM integration with the schools</li> </ul> <p><b>Status:</b></p> <p>City Council approved hearing from appointed school board members twice per year at City Council meetings;</p> <p>School Board members provided updates at City Council's March 21, 2017 and November 21, 2017 meetings;</p>
9	<p>Develop a strategy by which appointed School Board Members provide the City Council with information regarding educational policies and progress on a regular basis</p> <p><b>Status:</b></p> <p>Same as #8;</p>
10	<p>Support efforts of the Virginia Growth Alliance to enhance career/technical education opportunities through regional partnerships</p> <p><b>Status:</b></p> <p><b>Working with VGA and Longwood SBDC on Growing Economics Together-Regional Community Business Launch Competition-5 participants from Emporia, final pitches to be made March 21 with winners to be announced soon. Funding provided by DHCD for communities of Clarksville, South Hill and Emporia for new or expanding entrepreneurs.</b></p> <p>CCAM conducting classes at SVEC (see #4);</p> <p>ACT Work Ready Community program (National Career Readiness Certification Program) for consistency in the VGA region has received funding from the Tobacco Commission; We will restart activity on this in the upcoming year. We will continue to work in partnership with Greenville County, DSS, SVCC, VEC, as well as GCPSS to implement;</p>

### Cultural and Recreational Opportunities

Develop cultural facilities while supporting our existing recreational providers

11	<p>Support our existing recreational facilities (CYC, YMCA, EGRA, Boys and Girls Club)</p> <p><b>Status:</b></p> <p>City continues to fund and support our recreational providers;</p>
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	<p><b>Working on continued development, signage and marketing of the trails in partnership with local organizations such as CHAT to encourage physical activity in City supported facilities.</b></p>
12	<p>Establish a leadership/partnership role in developing the Civic Center as a cultural venue with multi-use potential for the City</p> <ul style="list-style-type: none"> <li>• Develop attraction to bring people downtown consistent with plan to create “hub”</li> <li>• Need to “drive the train” and realize we may have to spend money to make money</li> </ul> <p><b>Status:</b></p> <p><b>City Council rejected recommendation to move forward on the PPEA proposal to renovate the old elementary school for use as a Civic Center;</b></p> <p><b>City Council approved demolition of auditorium in 2017;</b></p> <p><b>E&amp;S plan being prepared for demolition of the auditorium; After E&amp;S plan is prepared, the ITB will be sent out to contractors to obtain bids; Demolition should be completed in summer 2018;</b></p>

**City Appeal**

Vitalize the overall appearance of the City to create an atmosphere that is attractive and appealing to citizens, businesses, and visitors

13	<p>Continue to address blighted areas in the City through redevelopment including:</p> <ul style="list-style-type: none"> <li>• West Atlantic</li> <li>• Belfield/Downtown project</li> <li>• South Main Street enhancement project</li> </ul> <p><b>Status:</b></p> <p><b>W. Atlantic Street Neighborhood Revitalization Project completed; Habitat for Humanity has built a home on Washington Street;</b></p> <p><b>S. Main Street Enhancement Project (Phase I) completed in Summer 2016; Currently planning for Phase II;</b></p> <p><b>Belfield Downtown Revitalization Project completed in Winter 2016;</b></p> <p><b>E. Atlantic Street Neighborhood Revitalization Project - City awarded a \$1,000,000 grant through DHCD in September 2016; Staff commencing first phase of project;</b></p>
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14	<p>Continue to actively enforce property maintenance codes</p> <p><b>Status:</b></p> <p><b>Staff continues to actively enforce property maintenance codes;</b></p> <p><b>Staff issued 183 property maintenance, weeds/grass, and inoperable vehicle violations in 2017; 40 PM violations, 101 weeds/grass, and 42 inoperable vehicles;</b></p> <p><b>City has a total of 36 unresolved cases pending court action or cases given an extension of time;</b></p> <p><b>Staff periodically meets with the City Attorney to review and prioritize cases for court action;</b></p> <p><b>City’s Neighborhood Enhancement Action Team (NEAT) continues to improve neighborhoods primarily through property maintenance write-ups, small infrastructure improvements, crime prevention activities, and neighborhood clean-up days;</b></p> <p><b>Neighborhood Clean-Up Days previously held in several neighborhoods throughout the City;</b></p> <p><b>Last Clean-Up Day held Saturday, October 28, 2017 in the Market Drive, W. Atlantic Street, Commonwealth Blvd area;</b></p>
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**Infrastructure**  
Upgrade infrastructure throughout the City

15	<p>Continue to focus on infrastructure upgrades throughout the City:</p> <p>Current projects include:</p> <ul style="list-style-type: none"> <li>• Phase 1 Water Line Replacement Project</li> <li>• Water Meter Replacement Project</li> <li>• Phase 2 Water and Sewer Line Replacement Project</li> <li>• E. Atlantic Neighborhood Improvement Project - Storm Drain Replacement</li> <li>• E. Atlantic Neighborhood Improvement Project - Sidewalk Replacement</li> </ul>
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# EMPORIA CITY COUNCIL ROLES

What are the appropriate roles for the Council, City Manager and Mayor?  
Are there any roles that would enhance our progress on Strategic Goals and Priorities?

<b>Council</b>	<b>City Manager</b>	<b>Mayor</b>
<ul style="list-style-type: none"> <li>• Policy</li> <li>• Doing what is right for the community</li> <li>• Communication with each other, with the community, and all concerned</li> <li>• Listening</li> <li>• Provide leadership for the City</li> <li>• Accentuate the positive more than the negative</li> <li>• Be the voice of the citizens</li> <li>• Be positive even if treated negatively</li> <li>• Be an advocate for fiscal appropriateness</li> <li>• Be proactive (i.e. burning issues)</li> <li>• Looking for right business in an entrepreneurial way</li> </ul>	<ul style="list-style-type: none"> <li>• Operations</li> <li>• Communication with the Council</li> <li>• Communication with staff</li> <li>• Leadership skills</li> <li>• Initiative - coming up with ideas to enhance the City and its growth</li> <li>• Keeping abreast of new opportunities for the City such as grants; read a lot and inform the Council</li> <li>• Hiring/firing</li> <li>• Looking for right business in an entrepreneurial way</li> </ul>	<ul style="list-style-type: none"> <li>• Be a figurehead to represent the City</li> <li>• Chief ceremonial officer</li> <li>• Tie-breaker</li> <li>• Run the Council meetings effectively and positively and in a timely way</li> <li>• Looking for right business in an entrepreneurial way</li> </ul>