



EMPORIA CITY COUNCIL STRATEGIC GOALS

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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 21st 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

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>Status:</p> <p>Timmons Group is in the process of completing the Norwood Property site study;</p> <p>City/EDA has an option on the Norwood Property;</p> <p>Norwood Property rezoned to I-2 Industrial District at the January 19, 2016 City Council meeting;</p> <p>Looking to purchase the property after site study has been completed;</p> <p>Working with private investors on commercial and industrial sites for future development;</p>
2	<p>Implement a business recruitment initiative/marketing process that includes written/electronic materials</p> <ul style="list-style-type: none"> • Ensure that we know what we are marketing • Consider whether a slogan/brand would be helpful to us • Individualize our marketing strategy as part of the comprehensive regional marketing/ strategic effort • Consider whether we should contract with a firm to do a retail recruitment study <p>Status:</p> <p>Developed marketing materials that complement VGA collaterals;</p> <p>Developed a new business welcome packet;</p> <p>Promotes the City as a predominately commercial/retail/service location that enhances the Quality of Life in our area/region;</p> <p>In process of issuing a RFP to conduct a branding and market analysis for the historic Belfield downtown area;</p>

	<p>City has developed a new Belfield website that identifies and searches real estate opportunities in the area; Staff exploring creation of a S. Main website to do the same;</p> <p>City's website links to VEDP Vanilla Scan database to identify available properties in Emporia;</p> <p>Contemplating timing of conducting a retail recruitment study through Buxton or Retail Strategies;</p> <p>Continued marketing efforts with our regional partner VGA;</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>Status:</p> <p>Continues to participate in VEDP, VEDA, DHCD, Chamber of Commerce, Crater PDC, VAPDC, Rural Virginia, VLGMA, and VML events, workshops, and webinars, and conferences;</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>Status:</p> <p>Maintains regular contact with ED related organizations and agencies;</p> <p>CCAM launched program to train active military and vets in precision machinery - 1st graduation held in September 2015; Program held at SVEC;</p> <p>Continued visits with VEDP business recruitment specialists to market available properties in the area;</p> <p>Constant communication through phone, email, and personal visits with Port of Virginia ED Team to promote Emporia's strategic location;</p>
5	<p>Develop and implement a strategy to communicate our economic development successes</p> <p>Status:</p> <p>Continue to follow state and regional announcement protocol;</p> <p>Coordinates and participates in ribbon cuttings and new business openings;</p>

	<p>Works in conjunction with local media to write articles regarding ED and CD related City initiatives, i.e. Progress Edition, etc.;</p> <p>Speaks to civic groups and EDA to convey ED and CD related initiatives and projects;</p>
6	<p>Continue our strategy to retain our existing businesses</p> <p>Status:</p> <p>Conducted 106 business visits in 2015;</p> <p>Programs, grants, and applicable incentives were discussed to assist in recruitment and expansion efforts; Troubleshoots areas where the City may be of assistance;</p> <p>9 Façade Improvement Grants awarded in 2015;</p> <p>8 Business Incubation Grants awarded in 2015;</p>

Education

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7	<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"> • Identify ways in which we need to be supportive at the State level • Need for a coordinator to enhance parental involvement in the schools • Develop a work ethics curriculum to be implemented at the 9th grade level • Guidance counselors should track each 8th grader throughout high school • Track GPAs to ensure college readiness • CCAM integration with the schools <p>Status:</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 September 15, 2015 meeting;</p> <p>School Board members scheduled to provide updates at City Council's February 16, 2016 meeting;</p>
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8	<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>Status:</p> <p>Same as #7;</p>
9	<p>Support efforts of the Virginia Growth Alliance to enhance career/technical education opportunities through regional partnerships</p> <p>Status:</p> <p>Working with VGA and Longwood SBDC on “Think Bigger” entrepreneurial initiative; 1st class to begin February 2016 - approximately 15 participants;</p> <p>CCAM conducting classes at SVEC (see #4);</p> <p>Participating in ACT Work Ready Community program (National Career Readiness Certification Program); Launched the program and website in October 2015; Have 24 months to reach goals; In process of working 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

10	<p>Support our existing recreational facilities (CYC, YMCA, EGRA, Boys and Girls Club)</p> <p>Status:</p> <p>City continues to fund and support our recreational providers;</p>
11	<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"> • Develop attraction to bring people downtown consistent with plan to create “hub” • Need to “drive the train” and realize we may have to spend money to make money <p>Status:</p> <p>City Council rejected recommendation to move forward on the PPEA proposal to renovate the old elementary school for use as a Civic Center;</p> <p>City Council rejected recommendation to demolish the old elementary school after rejecting the PPEA proposal;</p>

City Appeal

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12	<p>Continue to address blighted areas in the City through redevelopment including:</p> <ul style="list-style-type: none">• West Atlantic• Belfield/Downtown project• South Main Street enhancement project <p>Status:</p> <p>W. Atlantic Project completed - Habitat for Humanity is in the process of building a home on Washington Street;</p> <p>S. Main Project scheduled to be completed in March 2016 - Contractor finishing crosswalks, sidewalks, lighting, and landscaping;</p> <p>Belfield Project scheduled to be completed in Summer 2016 - In the process of completing facades. Infrastructure work to commence in Spring 2016;</p> <p>E. Atlantic - DHCD Planning Grant awarded and underway; Submission of DHCD CIG application in March 2016;</p>
13	<p>Continue to actively enforce property maintenance codes</p> <p>Status:</p> <p>Staff continues to actively enforce property maintenance codes;</p> <p>Staff issued 277 property maintenance, weeds/grass, and inoperable vehicle violations in 2015; 115 PM violations, 108 weeds/grass, and 54 inoperable vehicles;</p> <p>City has a total of 66 unresolved cases pending court action or cases given an extension of time;</p> <p>Staff periodically meets with the City Attorney to review and prioritize cases for court action;</p> <p>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; Neighborhood Clean-Up Day held Saturday, March 28th @ 9:00 a.m. in the Lee Street/Southampton Street area. Looking at another clean-up in Spring 2016;</p>

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?

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