



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 has completed the Norwood Property site study;</p> <p>City/EDA has purchased the Norwood Property;</p> <p>Norwood Property rezoned to I-2 Industrial District at the January 19, 2016 City Council meeting;</p> <p>Looking at options for running water and sewer to the site;</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>City has developed two separate websites for our Historic Belfield and Historic Hicksford downtown areas;</p> <p>City’s website links to VEDP Vanilla Scan database to identify available properties in Emporia;</p>

	<p>Looking to conduct a regional retail recruitment study through VGA in FY18; Funding included in the proposed FY18 City budget;</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; Looking to schedule another visit to the Port in 2017;</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>

	Press release regarding Steelfab's expansion coordinated with VEDP and Tobacco Commission; Press release issued March 2017;
6	<p>Continue our strategy to retain our existing businesses</p> <p>Status:</p> <p>Conducts a Business Visitation Program;</p> <p>Programs, grants, and applicable incentives are discussed to assist in recruitment and expansion efforts; Troubleshoots areas where the City may be of assistance;</p> <p>7 Façade Improvement Grants awarded in 2016;</p> <p>10 Business Incubation Grants awarded in 2016;</p> <p>Assisted with obtaining grant funding through VEDP and Tobacco Commission for Steelfab expansion;</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 November 15, 2016 and March 21, 2017 meetings;</p>
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 began 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>

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

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 Street Neighborhood Revitalization Project completed; Habitat for Humanity has built a home on Washington Street;</p> <p>S. Main Street Enhancement Project (Phase I) completed in Summer 2016; Currently planning for Phase II;</p> <p>Belfield Downtown Revitalization Project completed in Winter 2016;</p> <p>E. Atlantic Street Neighborhood Revitalization Project - City awarded a \$1,000,000 grant through DHCD in September 2016; Staff commencing first phase of project;</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 190 property maintenance, weeds/grass, and inoperable vehicle violations in 2016; 39 PM violations, 106 weeds/grass, and 45 inoperable vehicles;</p> <p>City has a total of 27 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 April 18, 2016 in the Carroll Street/West End Blvd area. PM write-ups for same area conducted April 25, 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