



EMPORIA CITY COUNCIL STRATEGIC GOALS

Created April 11-12, 2014
Adopted May 6, 2014

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	Identify properties in Emporia that we can develop or enhance to be attractive for potential business and purchase land for future development as appropriate
2	Implement a business recruitment initiative/marketing process that includes written/electronic materials <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
3	Increase Emporia’s leadership presence in the collaborative efforts and partnerships in which we are involved (i.e. seek leadership positions, ensure regular attendance)
4	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.)
5	Develop and implement a strategy to communicate our economic development successes
6	Continue our strategy to retain our existing businesses

Education

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

7	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 Potential discussion areas/needs: <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
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8	Develop a strategy by which appointed School Board Members provide the City Council with information regarding educational policies and progress on a regular basis
9	Support efforts of the Virginia Growth Alliance to enhance career/technical education opportunities through regional partnerships

Cultural and Recreational Opportunities

Develop cultural facilities while supporting our existing recreational providers

10	Support our existing recreational facilities (CYC, YMCA, EGRA, Boys and Girls Club)
11	Establish a leadership/partnership role in developing the Civic Center as a cultural venue with multi-use potential for the City <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

City Appeal

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

12	Continue to address blighted areas in the City through redevelopment including: <ul style="list-style-type: none"> • West Atlantic • Belfield/Downtown project • South Main Street enhancement project
13	Continue to actively enforce property maintenance codes

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