



**CITY OF CHARLOTTESVILLE, VIRGINIA
CITY COUNCIL AGENDA**

Agenda Date:	August 6, 2007
Action Required:	Adoption
Presenter:	Gary O'Connell
Staff Contacts:	Gary O'Connell, City Manager
Title:	Vision/Vision Strategic Work Plan - Adoption

Background : Over the past 2 years, the City Council has been working on a “City Council Vision,” a statement of the future of the city and the community.

Discussion: As part of that vision development, a community steering Committee was appointed to develop a Strategic Plan for the City, as well as the School Board was developing a Strategic Plan for the Schools. These have been incorporated into one document that has the Council Vision of “A Great Place to Live for All Our Citizens,” with 8 Themes that detail the Vision. For each of the 8 Themes (Economic Sustainability, A Center for Lifelong Learning, Quality Housing Opportunities for All, Cville Arts and Culture, A Green City, America’s Healthiest City, A Connected Community, and Smart Citizen Focused Government) there is a strategic work plan that includes initiatives for action, a goal statement, an action plan and schedule, and a current status report through the end of July.

The Vision and Strategic Work plan were amended to reflect the discussions and comments from City Council at Council Work Sessions on these themes. Even though Council has reviewed these, they have not been formally adopted. We request your consideration to adopt the Vision, and the Strategic Work plan.

Budgetary Impact: FY '08 Budget Developed Utilizing the Vision Strategic Plan

Recommendation: Adoption

Attachments: Council Vision, Council Vision Strategic Work Plan

CHARLOTTESVILLE CITY COUNCIL VISION - 2025



Charlottesville: A Great Place to Live for All of Our Citizens

- A leader in innovation, environmental sustainability, and social and economic justice
- Flexible and progressive in anticipating and responding to the needs of our citizens
- Cultural and creative capital of Central Virginia

Economic Sustainability

Our community has an effective workforce development system that leverages the resources of the University of Virginia, Piedmont Virginia Community College, and our excellent schools to provide ongoing training and educational opportunities to our residents. We have a business-friendly environment in which employers provide well-paying, career-ladder jobs and residents have access to small business opportunities. The Downtown Mall, as the economic hub of the region, features arts and entertainment, shopping, dining, cultural events, and a vibrant City Market. The City has facilitated the development of significant infill commercial and mixed use sites within the City.

A Center for Lifelong Learning

In Charlottesville, the strength of our education is measured not by the achievements of our best students, but by the successes of all our students. Here, an affordable, quality education is cherished as a fundamental right, and the community, City schools, Piedmont Virginia Community College and the University of Virginia work together to create an environment in which all students and indeed all citizens have the opportunity to reach their full potential.

Quality Housing Opportunities for All

Our neighborhoods retain a core historic fabric while offering housing that is affordable and attainable for people of all income levels, life stages, and abilities. Our neighborhoods feature a variety of housing types, including higher density, pedestrian and transit-oriented housing at employment and cultural centers. We have revitalized public housing neighborhoods that include a mixture of income and housing types and enhanced community amenities. Our housing stock is connected with recreation facilities, parks, trails, and services.

C'ville Arts and Culture

Our community has world-class performing, visual, and literary arts reflective of the unique character, culture, and diversity of Charlottesville. Charlottesville cherishes and builds programming around the evolving research and interpretation of our historic heritage and resources. Through City partnerships and promotion of festivals, venues, and events, all have an opportunity to be a part of this thriving arts, cultural, and entertainment scene.

A Green City

Charlottesville citizens live in a community with a vibrant urban forest, tree-lined streets, and lush green neighborhoods. We have an extensive natural trail system, along with healthy rivers and streams. We have clean air and water, we emphasize recycling and reuse, and we minimize storm-water runoff. Our homes and buildings are sustainably designed and energy efficient.

America's Healthiest City

All residents have access to high-quality health care services. We have a community-wide commitment to personal fitness and wellness, and all residents enjoy our outstanding recreational facilities, walking trails, and safe routes to schools. We have a strong support system in place for families and for the elderly and disabled. Our emergency response system is among the nation's best.

A Connected Community

The City of Charlottesville is part of a comprehensive, regional transportation system that enables citizens of all ages and incomes to easily navigate our community. An efficient and convenient transit system supports mixed use development along our commercial corridors, while bike and pedestrian trail systems, sidewalks, and crosswalks enhance our residential neighborhoods. A regional network of connector roads helps to ensure that residential neighborhood streets remain safe and are not overburdened with cut-through traffic.

Smart, Citizen-Focused Government

The delivery of quality services is at the heart of Charlottesville's social compact with its citizens. Charlottesville's approach to customer service ensures that we have safe neighborhoods, strong schools, and a clean environment. We continually work to employ the optimal means of delivering services, and our decisions are informed at every stage by effective communication and active citizen involvement. Charlottesville works with regional partners where possible to ensure good regional planning and provision of services.

CHARLOTTESVILLE CITY COUNCIL VISION

Strategic Workplan

Charlottesville: A Great Place To Live For All of Our Citizens

- A leader in innovation, environmental sustainability, and social and economic justice
- Flexible and progressive in anticipating and responding to the needs of our citizens
- Cultural and creative capital of Central Virginia

CHARLOTTESVILLE CITY COUNCIL VISION

Economic Sustainability

Our community has an effective workforce development system that leverages the resources of the University of Virginia, Piedmont Virginia Community College, and our excellent schools to provide ongoing training and educational opportunities to our residents. We have a business-friendly environment in which employers provide well-paying, career-ladder jobs and residents have access to small business opportunities. The Downtown Mall, as the economic hub of the region, features arts and entertainment, shopping, dining, cultural events, and a vibrant City Market. The City has facilitated the development of significant infill commercial and mixed use sites within the City.

Strategies:

- I. Partnership with organizations to develop meaningful workforce development programs that focus on creating career ladder opportunities and meeting skills need of businesses.
- II. Better capture of entrepreneurial startup activity from the University in the City.
- III. Focus on helping to generate and sustain successful small businesses
- IV. Partnerships with private sector groups to facilitate the completion of significant development opportunities within the City.
- V. Increase tourism in partnership with CACVB to expand the positive economic impact of visitors in our City.
- VI. Expand the economic hub from downtown into side streets and other key corridors.

ECONOMIC SUSTAINABILITY MATRIX

STRATEGY I: Partnerships with organizations to develop meaningful workforce development programs.

INITIATIVE	GOAL	ACTION PLAN / SCHEDULE	STATUS	RESPONSIBLE DEPARTMENT
Work with the hospitality industry through the CACVB to develop and encourage jobs that have opportunity for upward mobility.	Enhance career opportunities in the hospitality industry.	Work with CACVB on Plan Improvement 1st Qtr 2007.	Meeting set for August with Mark Shore to discuss.	ED (CE) P-00169
Sponsor job fair	Connect local employees and local employers.	Identify existing like events. Set up a schedule of 4-5 events per year December 2006. Partner with Social Services and TJPED. Work with CRHA for participants. Coordinate with VPTC, PVCC, the Chamber, Urban Vision, TJPED, and VEC.	Job Fair held with partner groups at Carver Recreation Center on April 4th with 120+ attendees. Discussion with PHA and VEC on June 24th on a fall job fair for Spanish speakers.	ED P-00385
Support Summer Youth Employment Program	Connect High School Students with local career opportunities.	Coordinate planning efforts with Community Attention.	Currently there are 32 City youth participating in the program. Interns are in their fifth of six weeks of summer employment. Youth are placed in 10 City departments and 13 community organizations. A celebration is planned to acknowledge the accomplishments of the participants on 8/3/07.	Community Attention
Welfare to Work: The Virginia Initiative for Employment Not Welfare (VIEW).	All non-exempt recipients of Temporary Assistance for Needy Families (TANF) employed at least 30 hours per week.	This is an ongoing program of the Social Services Department. The Federal program changes effective October 2006 have increased the number of participants.		Social Services (Buz Cox)
Media Program to Publicize Jobs and Training for Trade Professions	To partner with other agencies to run ads on TV to raise awareness and understanding of trade opportunities.	Work with local media to run ads in 2007. Coordinate with CATEC, PVCC, and construction industry.	Possible CDBG funds FY07 \$7500 - were not approved. Working with Ric Barrick on other opportunities.	ED P-00385
Create a scholarship fund for city residents who wish to pursue degrees in key fields (Biomedical, construction trades, nursing, and informational technology) at PVCC.	Work towards creating a well trained and available workforce.	Meet with the President and staff of Piedmont Virginia Community College to draft action plan 1st Qtr 2007	Received a proposal from Piedmont Virginia Community College for the LPN Program December 2006. The City has committed to sponsor. PVCC now looking for additional support. Meeting with Frank Friedman in August.	ED (AW) P-00385
One Stop Center	To establish one stop center.	Work with VEC, PVCC, TJPDC to examine feasibility of center.	State currently working out lease arrangements on Hydraulic Rd. Property.	ED
			Strategy I Total	

ECONOMIC SUSTAINABILITY MATRIX

STRATEGY II: Better capture of entrepreneurial startup activity from the University in the City.

INITIATIVE	GOAL	ACTION PLAN / SCHEDULE	STATUS	RESPONSIBLE DEPARTMENT
Develop a Technology Based Incubator program in downtown Charlottesville.	Increase the opportunity for success of local technology companies.	Explore partnering opportunities, organizational structure and funding options 1st Qtr 2007. Use 1st level of Market St. Parking Garage. Coordinate with VPTC, CVG, and SBDC.	VPTC forming advisory board to oversee incubator. City/VPTC negotiating agreement for operation of incubator. VPTC office moved into incubator location June 27th.	ED (CE) P-00395
Maintain active communications with UVA Foundation, Patent Foundation, Spinner Technologies, and Virginia Gateway.	Raise awareness of technology companies of Charlottesville as a good small business opportunities.	Maintain contact with UVA agencies associated with technology to seek opportunities to locate in the City.	Ongoing effort. Meeting scheduled with UVA director of Economic Development on July 24th.	ED (CE/AW)
Offer Business Development Program	Help start up and existing businesses in developing.	Continue business development classes 2 times per year	Consulting with SBDC regarding options for the fall.	ED P-00385
			Strategy II Total	

ECONOMIC SUSTAINABILITY MATRIX

STRATEGY III: Focus on helping to generate and sustain successful small businesses.

INITIATIVE	GOAL	ACTION PLAN / SCHEDULE	STATUS	RESPONSIBLE DEPARTMENT
Develop and implement a marketing effort to attract both technology driven firms and technology savvy individuals to Charlottesville.	To attain a critical mass of technology related companies and individuals in Charlottesville.	Set up meeting with the Entrepreneurial Village and Chairman of VPTC to discuss action plan in November 2006. Follow up 1st Quarter 2007.	Entered into Phase 1 of analysis with VPTC as partner. Phase 1 to be completed by July 30th.	ED (CE) P-00385
Host an event that provides access to the state and regional agencies that help businesses.	Ensure that city businesses have access to local and state business support services.	Explore potential partners and plan event for Spring 2007. Coordinate with SBDC, TJPED, TJPDC, and SCORE.	Discussion of partnership with chamber. Also discussing with State representatives in August.	ED (CE) P-00169
Fund the SBDC to provide counsel and assistance to new and emerging businesses and access to State and Federal assistance.	Enhance growth opportunities of small businesses in the city.	Meet with the Executive Director of the SBDC to draft a contract November 2006. Outreach Micro Loan Program.	Funded for FY08. Moving forward with plans to better collaborate with SBDC, meeting scheduled for July 31st.	ED (CE) P-00385
Develop a unique resource (CD) for business start-ups	Provide ease of access to all necessary information for business start-ups.	Review presentation, follow up on references and identify funding 1st Qtr 2007	Resolving procurement issue. Plan to pursue this fall.	ED (CE) P-00385
Procurement Training	To teach local businesses how to sell to City and UVA	Hold joint classes with UVA and City Purchasing Staff for businesses in the City. Also, instruct employees on purchasing from SWAM's.	Training held April 30th. Meeting with Jennifer Luchard to set up a class for the fall.	ED
Business Visitation Program	To help existing businesses develop and expand their operations.	Continue current business visitation efforts.	Ongoing effort. Working with TJPED to implement a new statewide initiative to administer visitation surveys.	ED (CE)
			Strategy III Total	

ECONOMIC SUSTAINABILITY MATRIX

STRATEGY IV: Partnerships with private sector groups to facilitate the completion of significant development opportunities.

INITIATIVE	GOAL	ACTION PLAN / SCHEDULE	STATUS	RESPONSIBLE DEPARTMENT
Martha Jefferson Hospital Redevelopment.	To ensure successful redevelopment that benefits the city (i.e. through the creation of jobs and taxes).	Meet with MJH leadership to partner in the process of analyzing potential and marketing the site November 2006. Work with MJH on Economic Impact analysis of options.	Meeting held. MJH is developing a process and schedule. Consultant selected expected start date August 1st.	ED/NDS (AW/JT)
Hydraulic Road and Hillsdale Area Redevelopment	To partner with developers in this area to get max return on this important retail area of the City.	Work with developers on infrastructure and plan review requirements to expedite development.	Site plan under review with NDS. Cost estimate being developed anticipating agreement with the City.	ED/NDS (AW/JT) P-00167
Downtown Grocery Store	To secure a commitment from a high quality, full service grocer to open store within walking distance of the downtown mall area.	Target grocery store development and expansion by sharing Darden School information.	July 17th meeting with Richmond based grocer interested in expanding here. Contact with Earth Fare a NC based organic grocer - no response to date.	ED (CE) P-00169
			Strategy IV Total	

ECONOMIC SUSTAINABILITY MATRIX

STRATEGY V: Increase tourism in partnership with CACVB to help expand the positive economic impact of visitors on the City.

INITIATIVE	GOAL	ACTION PLAN / SCHEDULE	STATUS	RESPONSIBLE DEPARTMENT
Support and partner in CACVB initiatives to expand the economic benefit of tourism for the City.	To maximize visitor revenues and capitalize on the City's unique visitor assets.	Develop partnerships and marketing cooperatives for the expansion of arts & entertainment, cultural, and historical visitors.	Coop ad placed in Images magazine. Joint reception held for Economic Sustainability day. Continued effort to partner with DBAC to promote downtown.	ED (CE) P-00167
Work with CACVB to develop a community calendar of events and entertainment.	To have one comprehensive up to date calendar for visitors and residents to support the City's venues.	Facilitate bringing interested groups together to develop web-based calendar.	August meeting to discuss with Mark Shore	ED (CE) P-00167
Work with CACVB and private trolley provider for Historic Trolley Tours	To determine economic feasibility of historic tour	Work with CACVB, DBAC, Historical Society to see if interested.	Private trolley company is out of business. Exploring other options.	ED (CE)
			Strategy V Total	

ECONOMIC SUSTAINABILITY MATRIX

STRATEGY VI: Expand the economic hub from downtown on to nearby side streets and other key corridors.

INITIATIVE	GOAL	ACTION PLAN / SCHEDULE	STATUS	RESPONSIBLE DEPARTMENT
Downtown Parking Infrastructure	To develop plan for new parking facility to support downtown commercial development.	Identify potential locations and schedule. Fund parking analysis for potential purchase of CPC assets.	Completing consultant selection. NDS pursuing comprehensive analysis of downtown parking inventory.	ED (AW) P-00242
West Main Street Redevelopment to conform to approved plan.	To partner with UVA and other adjacent property owners for implementation of West Main St. Plan.	Meet with developers as sites become ready for development process to ensure plan is implemented .		ED/NDS (AW/JT)
Water Street Lots Redevelopment	To develop plans and process to move ahead with development of City lot and coordinate with adjacent CPC Lot development.	Determine if CPC wants to coordinate with City to market both blocks and proceed with plan to develop the property.	Design Competition underway with very positive response to date. Completion scheduled for Oct 30th.	ED/NDS (CE/JT) P-00242
Secure good location for the City Market	To finalize a long term solution to the location of the Market.	Brief Council on options and participate with Market staff, vendors, and customers November 2006.	Examining lease and options for Council. Continuing to pursue a lease option with private entity. Unable to reach agreement on purchase of land for permanent market.	ED (CE) P-00242
Promote Economic Corridor Development	Implement development plans in each of the Economic Corridors.	Use the existing visitation program to work with property owners and businesses to implement corridor plans.	Ongoing	ED (AW/CE)
Examine New Market Tax Credits for Development	To develop a plan to use tax credits to assist in gap funding.	Meet with experts to determine feasibility.	Meeting with VEDP to discuss.	ED (AW) P-00167
			Strategy VI Total	