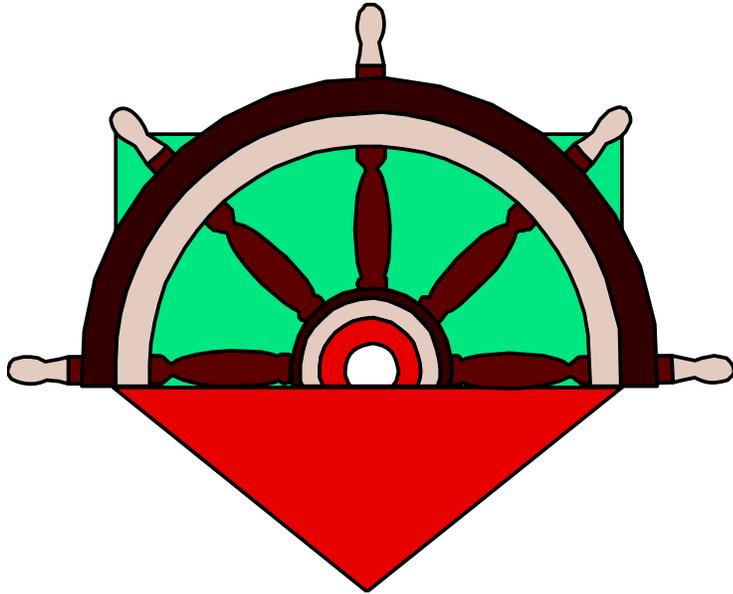




## Appendix B Council Goals

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# CHESAPEAKE CITY COUNCIL GOALS REVIEW



**January 18, 2003**

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# CHESAPEAKE CITY COUNCIL GOALS REVIEW

January 18, 2003

Timetable: Goals are time framed as Short (S), Medium (M), Long (L) or Ongoing (OG). Short-term goals will be completed in 1-2 years; Medium –term goals will be completed in 3-5 years; and Long-term goals will take more than 5 years to complete. Ongoing goals require regular progress updates on status.

## Focus Area: Strong Communities

Goals	Actions/Priorities	Date
<b>1. Establish a Neighborhood Services Department and Community Action Teams to improve code enforcement and neighborhood quality of life</b>		
	A. Develop Neighborhood Action Teams Plan for enhanced code enforcement	<b>S</b>
	B. Establish an efficient combined department of neighborhood services	<b>S</b>
	C. Hire community/neighborhood services worker to coordinate City responses to neighborhood issues	<b>S</b>
<b>2. Support established neighborhoods by keeping housing and infrastructure up-to-date</b>		
	A. Focus on redevelopment of core urban areas	<b>OG</b>
	B. Implement proactive processes to: <ul style="list-style-type: none"> <li>• Upgrade community parks</li> <li>• Address infrastructure repairs</li> <li>• Identify and address neighborhood issues</li> </ul>	<b>S</b>
	C. Continue water and sewer line upgrades	<b>OG</b>

**Focus Area: Strong Communities – PAGE 2**

<b>3. Enhance community involvement</b>		
	A. Develop comprehensive strategy to enhance community involvement, utilizing ideas in A1, A2, A3, A4 <i>(Staff to develop)</i>	<b>S</b>
	A1. Use community task forces to work on issues of concern	<b>OG</b>
	A2. Invite each community in to talk about their community and its needs	<b>OG</b>
	A3. Showcase each community on a regular basis; utilize Channel 48	<b>OG</b>
	A4. Enhance community knowledge of city-wide issues and opportunities	<b>OG</b>
<b>4. Decentralize services where appropriate to ensure better responsiveness</b>		
	A. Enhance the availability of services where citizens live through the use of e-government, kiosks, and shared municipal facilities	<b>S</b>
	B. Initiate discussion of the assumption of traditionally state services at the local level as revenue generators.	<b>S- Initiate</b>

# CHESAPEAKE CITY COUNCIL GOALS REVIEW

January 18, 2003

Focus Area: Investment for the Future

Goals	Actions/Priorities	Date
<b>1. Create and implement economic development strategies that insure prosperity</b>	A. Utilize the Economic Development Strategic Plan and Comprehensive Plan to: <ul style="list-style-type: none"> <li>• Diversify the economy</li> <li>• Expand the tax base</li> <li>• Target businesses to match the strengths of the city</li> </ul>	<b>OG</b>
	B. Develop south-north waterfront marina	<b>L</b>
	C. Market and expand use of the city airport	<b>S</b>
	D. Support dredging the Elizabeth River for large cargo ships	<b>L</b>
<b>2. Redevelop areas of the City to generate wealth</b>	A. Enhance and expand overlay districts, including these steps: <ul style="list-style-type: none"> <li>• Inventory and review</li> <li>• Poll Council for citizen input</li> <li>• Provide staff analysis and recommendations</li> </ul>	<b>S - Recom- mend OG</b>
	B. Have a full time position in economic development with a focus on redevelopment of core urban areas, including BI, B2, B3	<b>S</b>
	B1. Revitalize South Norfolk and attract an employment center or other magnet	<b>M</b>
	B2. Design a master plan for upgrading South Military Highway	<b>OG</b>
	B3. Work with Norfolk and VA Beach to address the Indian River Road corridor	<b>M</b>

**Focus Area: Investment for the Future – PAGE 2**

<p><b>3. Expand the tourism department</b></p>		
	<p>A. Expand tourism activities to include historic and eco-tourism opportunities; include coordination with the State and region</p>	<p align="center"><b>OG</b></p>
	<p>B. Expand the use of the museum as a destination and meeting facility</p>	<p align="center"><b>S</b></p>
<p><b>4. Maintain good financial management policies and strategies</b></p>		
	<p>A. Explore the establishment of a capital facilities reserve fund that promotes "pay as you go" capital improvement</p>	<p align="center"><b>S - Explore M - Establish</b></p>
	<p>B. Maintain the current bond rating through judicious management of resources and strive for bonds rating upgrade</p>	<p align="center"><b>OG</b></p>
	<p>C. Protect and strive to increase reserves</p>	<p align="center"><b>OG</b></p>
	<p>D. Develop a policy for pro-rata payment for roads</p>	<p align="center"><b>S</b></p>
<p><b>5. Hire grant writer</b></p>	<p>A. Hire a grant writer to pursue funding for City programs</p>	<p align="center"><b>S</b></p>

# CHESAPEAKE CITY COUNCIL GOALS REVIEW

January 18, 2003

Focus Area: Enhanced Intergovernmental Relationships

Goals	Actions/Priorities	Date
<p><b>1. Develop and pursue a comprehensive strategy for enhancing intergovernmental relations on a regional and city basis, to include:</b></p> <p><b>A. Establishment of regular communication channels to explore and work on mutual issues of concern for regional localities</b></p> <p><b>B. Establishment of a means (using existing group or creating new group) to explore revenue sharing and mutual leveraging of resources among localities</b></p> <p><b>C. Establishment of a means to work on legislative issues of mutual interest to the City and other localities in order to effect legislative changes that will benefit the City</b></p>	<p><i>The Mayor and Vice Mayor will develop priorities/actions for this goal by polling Council for input.</i></p> <p><i>Facilitator will provide a worksheet to assist in this discussion (attached)</i></p> <p><i>Below is a listing of potential actions that may need to be developed following Council Member input:</i></p> <p><u>Areas of Concern:</u></p> <ul style="list-style-type: none"> <li>• Shifting population in the region</li> <li>• Local governments being able to control their own destiny</li> <li>• Legislature allowing localities to impose impact fees</li> <li>• Changing the Dillon Rule</li> <li>• Revenue sharing</li> <li>• Leveraging regional resources</li> </ul> <p><u>Potential Avenues for Intergovernmental Cooperation:</u></p> <ul style="list-style-type: none"> <li>• Work with Core cities in region</li> <li>• Enhance efforts with First Cities Coalition</li> <li>• Enhance efforts with High Growth Coalition</li> <li>• Share more information with other councils</li> <li>• Develop closer council and constitutional officer working relationships</li> <li>• Continue to hold or begin quarterly meetings with all stakeholders who can affect our city's future, including General Assembly members, Hampton Roads Partnership, and regular meetings with other city councils</li> </ul>	<p><b>S</b></p>

# CHESAPEAKE CITY COUNCIL GOALS REVIEW

January 18, 2003

Focus Area: Constituent Delight

Goals	Actions/Priorities	Date
1. Develop a call center to insure a quick response to constituent concerns/inquiries		
	A. Implement 311 Call Center	<b>S</b>
	B. Combine and train phone and internet responders for 311 service	<b>S</b>
2. Enhance communication with citizens and inspire trust in government		
	A. Develop a strategy to improve communication with residents. Include implementation of cost effective open letter to citizens on a quarterly basis to inform them of what's going on.	<b>S- Recom- mend OG</b>
	B. Review the City's committees and possibly restructure to strengthen and focus	<b>S</b>
	C. Initiate a strategy to talk more about the good things we do	<b>S</b>
3. Continue the bonus or recognition programs for employees and citizens who provide cost-savings or service improvement ideas		
	A. Continue employee bonuses for money savings	<b>OG</b>
	Implement a program to recognize citizens for cost saving suggestions	<b>S</b>

# CHESAPEAKE CITY COUNCIL GOALS REVIEW

January 18, 2003

Focus Area: Optimizing Natural Resources

Goals	Actions/Priorities	Date
<b>1. Inventory natural and historic resources</b>	A. Complete an inventory of our assets and determine their best use	<b>S</b>
<b>2. Preserve open space</b>	A. Develop and fund Open Space Preservation Plan	<b>S - Develop M - Fund</b>
	B. Promote Parks Legacy Program, including voluntary dedication of open space	<b>S</b>
	C. Establish a preservation corridor along Northwest River and Route 17 through the Comp Plan process	<b>S</b>
	D. Continue implementation of new fee structure for open space	<b>S</b>
	E. Enhance planning policies which maximize green space and promote aesthetics in the City	<b>S - Recs OG</b>
<b>3. Enhance historic resources and eco-tourism</b>	A. Enhance and develop historic resources and eco-tourism (swamp, Battle of Great Bridge, Civil War sites, Arboretum)	<b>OG</b>
	B. Create Great Bridge Battlefield Park	<b>M</b>
	C. Promote the utilization of the Chesapeake Museum	<b>S</b>

**Focus Area: Optimizing Natural Resources – PAGE 2**

<p><b>4. Enhance recreational opportunities</b></p>		
	<p>A. Develop waterways and trails (“blueways” and “greenways”)</p>	<p align="center"><b>M</b></p>
	<p>B. Build pedestrian trails and bike paths</p>	<p align="center"><b>M</b></p>
	<p>C. Develop Farm Park/Museum with fairgrounds to showcase agricultural heritage and provide economic opportunities</p>	<p align="center"><b>S-Talks L-Develop</b></p>
	<p>D. Use Camp 22 property for a facility for the Parks and Recreation Department and City Park expansion</p>	<p align="center"><b>S-Plan M-Develop</b></p>
	<p>E. Update the Parks and Recreation Master Plan to enable the Council to prioritize short and long term needs</p>	<p align="center"><b>S</b></p>
	<p>F. Explore public/private partnerships to provide cost effective recreational opportunities</p>	<p align="center"><b>OG</b></p>
<p><b>5. Protect water resources</b></p>	<p>A. Protect water resources through continuing efforts including CBPA, Elizabeth River Project, SWAMP, continuing study of future and changing water needs, and the preservation corridor</p>	<p align="center"><b>OG</b></p>

# CHESAPEAKE CITY COUNCIL GOALS REVIEW

January 18, 2003

Focus Area: Infrastructure

Goals	Actions/Priorities	Date
1. Secure additional water sources to insure an abundant supply for City residents		
	<i>Staff to develop action steps and priorities for inclusion in plan.</i>	<b>OG</b>
2. Rehabilitate water and sewer lines		
	<i>Staff to develop action steps and priorities for inclusion in plan.</i>	<b>OG</b>
3. Strengthen emergency planning and facilities		
	A. Enhance efforts to coordinate emergency planning among City departments and other agencies	<b>S</b>
	B. Develop plan for new Emergency Operations Center	<b>S- Plan L- Build</b>
	C. Investigate what non-public safety personnel have need for 800 MHz capability	<b>S</b>
4. Improve roads and bridges		
	A. Staff to continue with plans for roads, streets, bridge openings and drainage improvements	<b>OG</b>
5. Enhance mass transit/multi-modal transportation		
	Work with large employers to get them to supply funding for bus system	
	Expand bus routes through cost effective measures	

# CHESAPEAKE CITY COUNCIL GOALS REVIEW

January 18, 2003

Focus Area: Life Long Learning

Goals	Actions/Priorities	Date
<b>1. Create a partnership with Tidewater Community College that will benefit the community</b>	A. Formalize a relationship with TCC that is cost-effective and enhances opportunities for job creation and education	<b>S</b>
	B. Explore TCC partnership for Natural Science Center and Planetarium at Swamp to expand educational opportunities and eco-tourism	<b>S- Explore L- Build</b>
	C. Coordinate an effort with appropriate city departments, boards, authorities and others to continually develop a well-educated work force. Enhance communication between Council and Opportunity Inc. to ensure we maximize opportunities.	<b>M</b>
	D. Work with TCC and community partners to develop a strategy utilizing all available resources to create a multi-dimensional cultural, fine arts, educational center.	<b>L</b>

**Focus Area: Life Long Learning – PAGE 2**

<p><b>2. Enhance educational opportunities by sharing resources between the City and the public schools to enhance capacity and the sense of community and ownership</b></p>		
	<p>A. Define and implement multiple uses for existing facilities such as schools to maximize utilization</p>	<p align="center"><b>S</b></p>
<p><b>3. Pursue opportunities for discussion and partnerships that enhance academic excellence and produce a skilled workforce for the regional economy</b></p>		
	<p>A. Promote education, including a redefined community emphasis and need through partnerships with all segments of the community to create a skilled workforce for the regional economy</p>	<p align="center"><b>M</b></p>
	<p>B. Enhance equal opportunity for quality education City-wide by aggressively seeking opportunities for enhancing the quality of life in all areas of the city</p>	<p align="center"><b>OG</b></p>
	<p>C. Work with the Schools to come up with a shared fiscal strategy that is responsive to the varied city and educational needs</p>	<p align="center"><b>S</b></p>

