

# 2017-2022 City Council Goals

*City of Virginia Beach*

*February 2017*

## **Goal 1: Grow the Local Economy**

### ***Objectives***

- Pursue opportunities for Research & Development (R&D) and medical related businesses.
- Develop Burton Station as a major business center and neighborhood community
- Retain and grow existing businesses.
- Expand higher paying job opportunities.
- Expand skill based training through partnerships with the School Division, Tidewater Community College, and other education institutions preparing for 21<sup>st</sup> Century job opportunities.
- Attract new businesses in the targeted industries of biomedical, health care and life sciences, finance, insurance and real estate, information technology and professional services, advanced manufacturing, retail.
- Enhance opportunities for citizens to increase wealth and prosperity.
- Be recognized as the Regional Center for innovators and entrepreneurs.

### ***Means to Residents***

- Job Opportunities with higher pay for residents to work in Virginia Beach.
- Reasonable property tax rate through a more diverse tax base resulting in more revenues for the City.
- Local economy more insulated from an economic downturn.
- Opportunities to start and grow a business in Virginia Beach.
- Greater convenience in residents' daily lives – less commute time and more time for family.

### ***Challenges & Opportunities – Short Term***

- Attracting and expanding energy, medical related and R&D businesses
- Lack of effective multimodal transportation and bridge tunnel
- Increasing household income – median family income
- Diversifying in Virginia Beach economy
- Getting college graduates to move back to Virginia Beach
- Having a well trained workforce for 21<sup>st</sup> century jobs
- Supporting entrepreneurs and startup businesses
- Creating a positive environment for business investment and entrepreneurship

### ***Challenges and Opportunities – Long Term***

- Becoming a hub for targeted businesses/higher education research on STEM
- Lack of high speed rail connection with Northern Virginia
- Inadequate air service with direct flights
- Tapping the workforce leaving the military
- Land available for business investment and development
- Using Western Interfacility Traffic Area (ITA) for agricultural research and stormwater management

### **Council Policy Initiatives**

#### ***Top Priority***

- Biomedical Business Development: Policy Update

#### ***High Priority***

- ITA Study: Finalization and Adoption
- Strategic Growth Area (SGA) Initiatives
  - Burton Station
  - Pembroke/Town Center
  - Resort Area

#### ***Other Initiatives***

- Arts Innovation Center
- Cyber Security Cluster: Development
- Workforce Development Strategy and Action Plan

### **Management Initiatives**

#### ***Top Priority***

- Veterans Facility: Access Road – Rezoning

#### ***High Initiatives***

- Arena Development

## **Goal 2: Create a Financially Sustainable City Providing Excellent Services**

### ***Objectives***

- Deliver City services in the most cost-effective manner
- Maintain “AAA” bond rating
- Expand public understanding of the price of government linking to the cost of services and citizens’ expectations, needs and the ability to pay
- Increase satisfaction with easy access to City services
- Increase citizen involvement and engagement

### ***Means to Residents***

- City services delivered in the most cost-effective manner.
- Reliable City services that contributes to hassle-free daily living.
- City services that are readily accessible and are provided in a customer friendly manner.

### ***Challenges and Opportunities – Short Term***

- Reduced funding from non-city sources: federal government, Commonwealth of Virginia, and private organizations
- Unfunded Federal and State regulations and mandates
- Expectations of City employees: salaries, pension, job stability, salary compression
- Expanding City’s use of volunteers
- Residents understanding the City’s finances, programs and services, cutbacks by state
- Pressure to maintain “AAA” bond rating
- Increase City revenues through redevelopment and business development/investment
- Mature workforce with potential retirements and the loss of expertise and institutional knowledge

### ***Challenges and Opportunities – Long Term***

- Developing new revenue sources to support defined City services and service levels
- Slowing the rate of expenditure growth
- Sequestration/cutbacks in Department of Defense spending and the impacts of City revenues and increased demand for services
- Reviewing tax expenditures by City

### **Council Policy Initiatives**

#### ***Top Priority***

- Employee Compensation: Policy Review

#### ***Other Initiatives***

- ARP Evaluation and Direction

### **Management Initiatives**

#### ***Top Priority***

- City Property Sale: Marketing

#### ***High Priority***

- Innovation Team: Implementation

#### ***Other Initiatives***

- Human Resources: Selection, Promotion, and Retention

## **Goal 3: Improve the Transportation System**

### ***Objectives***

- Secure adequate funding for transportation projects
- Reduce congestion and improve traffic flow
- Explore more alternative modes of transportation
- Advocate for high speed linking Hampton Roads to Northern Virginia and beyond
- Better mass transit by improving frequency and reliability
- Become a “Test Center” for emerging transportation technologies

### ***Means to Residents***

- Greater ease of movement within Virginia Beach and Region.
- More predictable and acceptable travel times from “Point A” to “Point B” within Virginia Beach.
- Choices of transportation mode: car, trail system, waterways or public transportation.
- Safer streets for automobile, pedestrians and bike travel.
- Quality public transportation linking Town Center, Convention Center and Oceanfront.

### ***Challenges and Opportunities – Short Term***

- Dedicated, predictable funding for local roads: new, maintenance, reconstructions and safety improvements
- Developing an effective multimodal transportation system within the City and the region
- Defining the City’s role and financial participation in transportation and roads
- Expanding Intelligent Transportation System (ITS)
- Continuing to partner as a region on transportation improvements

### ***Challenges and Opportunities – Long Term***

- Uncertain federal funding for highway and transportation projects
- Increased interest rates, acquisition and construction impacting City projects
- Increasing energy efficient vehicles and stable fuel prices and less revenues for the City
- More flights to Norfolk International Airport

### **Council Policy Initiatives**

#### ***Top Priority***

- Plan for autonomous vehicles

#### ***High Priority***

- Bond Referendum for road backlog
- Public Transportation: Frequency and Reliability

#### ***Other Initiatives***

- High Speed Rail: Advocacy

## **Management Initiatives**

### ***Top Priority***

- Major Road Project: Funding

### ***High Priority***

- Road Maintenance: Service Level Funding

### ***Other Initiatives***

- Bikeway and Trail Plan: Implementation
- Sidewalk Master Plan
- Uber Regulations

## **Goal 4: Revitalize Neighborhoods and Plan for the Future**

### ***Objectives***

- Create a “sense of place” with a 15-minute radius in designated areas
- Improve neighborhood infrastructure and City amenities
- Reuse aging commercial areas
- Use Community Vision, Strategic Growth Area Plans, and Comprehensive Plan to guide future development and land use
- Increase home values throughout the City
- Protect natural resources and waterways
- Update/upgrade and diversify neighborhood aging housing stock
- Develop flex-use spaces

### ***Means to Residents***

- Protection of residents’ property values.
- Safe homes and buildings in the city.
- More attractive and inviting city.
- Upgraded older, aging homes and buildings.
- Convenient access to commercial and retail areas.

### ***Challenges and Opportunities – Short Term***

- Funding for neighborhood storm water management and flood control projects
- Aging housing stock
- Funding for maintaining and upgrading neighborhood infrastructure
- Availability of workforce housing supply
- Developing housing incentives for residents
- Defining “sense of place”

### ***Challenges and Opportunities – Long Term***

- Addressing homeless population

- Growing number of seniors and issues associated with aging in place
- Creating environmentally sensitive and sustainable neighborhoods
- Increasing federal and state regulations and the costs of compliance
- Expectations of current residents
- Aging multifamily developments

### **Council Policy Initiatives**

#### ***Other Initiatives***

- Housing Strategy: Policy and Implementation
- Land for Solar Farms: Development
- Cleveland Street Area Development

### **Management Initiatives**

#### ***High Priority***

- Neighborhood SSD Dredging
- Kempsville Quad “C” Development
- VBCDC: Direction

## **Goal 5: Be a Competitive First Class Resort for Residents, Businesses and Tourists**

### ***Objectives***

- Safer and more inviting environment for families: 24 hours a day
- More variety of facilities and activities, including participatory events and local participation
- Be a year-round destination
- Optimize the potential of the Convention Center: Convention Hotel, Arena, Field House, Dome Site
- Increase residents’ understanding of the value and enjoyment of tourism to the community
- Leverage tourism dollars to aggressively market Virginia Beach as a resort destination
- Become known as the “Amateur Sports Capital” of the East Coast
- Expand the ViBE District as a destination

### ***Means to Residents***

- Job opportunities for residents and youth.
- Tourist amenities for use by residents that add value to the quality of life.
- New tourist dollars to the local economy.
- More choices for leisure time.
- Quality leisure activities for families.

### ***Challenges and Opportunities – Short Term***

- Keeping the resort competitive by increasing amenities, attractions and authentic experiences.
- Convenient parking
- Increasing the number of tourists year round through focusing on more activities during the “shoulder” season
- Developing quality year round entertainment venues for residents and tourists, including the creation of a “major tourist attraction”
- Lack of convention headquarters hotel
- Expanding the ViBE District
- Planning and connecting the potential major projects

### ***Challenges and Opportunities – Long Term***

- Overcoming weekends and special events behavioral issues impacting businesses and the City’s reputation
- Attracting additional business investments in the Resort area.
- Increasing tourist per capita spending.
- Funding and completing resort area sand replenishment projects.
- Amount of dollars available for marketing in a highly competitive market
- Developing public and private partnerships in future projects
- Equitable enforcement of parking regulations
- Decreased demand of tourists

### **Council Policy Initiatives**

#### ***Top Priority***

- Field House Development
- Oceanfront/Arena Parking: Plan and Funding

#### ***High Priority***

- Dome Site Development

### **Management Initiatives**

#### ***Top Priority***

- ViBE District
- 19<sup>th</sup> Street Pedestrian Connection: Funding

## **Goal 6: Be the Safest City in Virginia**

### ***Objectives***

- Maintain lowest crime rate in Virginia with the highest clearance rate.
- Have the capacity to deal with mental health issues and needs.
- Be prepared for, respond to, and recover from catastrophic events.
- Have a well-trained, well equipped public safety staff.
- Have community policing that creates a sense of community.
- Recruit and retain a top quality public safety workforce.

### ***Means to Residents***

- Residents feel safe throughout city– any place, anytime.
- Decreased opioid addiction
- Increased access to quality health care
- Increased property values
- Increased business relocations and openings
- Engaged citizens
- Timely responses to emergency calls for service.

### ***Challenges and Opportunities – Short Term***

- Aging community needing public safety and medical services.
- Public safety staff turnover and retention.
- Increasing use of opioids.
- Diversify public safety workforce to mirror community demographics.
- Involving the community in creating a safe community.
- National trends impacting the safety of public safety staff.
- Building trust between the community and the police.
- Preparing for and responding to major storms and natural catastrophic events.

### ***Challenges and Opportunities – Long Term***

- Lack of shelters.
- Citizens sharing responsibility for community safety.
- Increasing cybercrimes and identity theft.
- Access to top quality healthcare and medical services.
- Policy and funding for Police Body Cameras data storage.
- Reduced funding for mental health families and service.

### **Council Policy Initiatives**

#### ***Top Priority***

- Drone Use Policy
- Emergency Management Plan: Review

### ***High Priority***

- Opioid/Heroin Initiative
- Mental Health Initiative

### ***Council Other***

- Community Recovery Center Plan
- Emergency Shelter Plan
- Community Policing Strategy

### **Management Initiatives**

#### ***Top Priority***

- Public Safety Staffing

## **Goal 7: We are an Inclusive Community that is Welcoming and Empowers All**

### ***Objectives***

- Supportive services available to all residents when needed
- Enhance the range of public engagement strategies and methods to build awareness
- Have equitable access to city procurement and services
- Increase citizen understanding of the city, city services and programs
- Present accurate information to the community
- Have effective means of citizen engagement and involvement in the governance process
- All citizens feeling welcome

### ***Means to Residents***

- Exciting neighborhoods and events
- Comfortable and welcoming community and neighborhoods
- Easy access to government participation and services

### ***Challenges and Opportunities – Short Term***

- National political environment that emphasizes differences and personal conflicts.
- Increasing boomer and millennial generations changing the community
- Communicating accurate information to the community
- Increasing reliance on social media and word of mouth for daily information
- Overcoming cultural biases and conflicts
- Developing the sense of “One Virginia Beach Community”
- Developing effective methods of community engagement
- Overcoming perception of city government: access to information and decision making
- Insufficient mobility options

- Developing partnerships with various community organizations and institutions, including the faith based community
- Attracting a diverse city workforce

### **Council Policy Initiatives**

- Disparity Study
- African-American Cultural Center: Next Steps
- Mental Health Forum

### **Management Initiatives**

#### **High Priority**

- Homeless Strategy: Implementation
- Human Services Initiative: Implementation

## **Goal 8: Our Community has World Class Schools and Educational Programs**

### **Objectives**

- Achieve equity for a quality education for individuals from birth to adulthood.
- Provide a broad range of arts and cultural resources and activities.
- Expand the presence of Tidewater Community College and other higher learning institutions.
- Collaborate with the school division and the entire community to ensure that all students are successful in school, graduate on time and are productive and engaged global citizens.

### **Means to Residents**

- Opportunities for lifelong learning.
- Quality schools and libraries.
- Access to diverse arts and cultural activities.

### **Challenges and Opportunities – Short Term**

- Increasing costs of higher education.
- Decreased state funding for schools and education.
- Lack of access to all day kindergarten.
- Preparing a workforce for 21<sup>st</sup> century job opportunities.
- Funding for schools and libraries in a competitive resource environment.
- Maintaining and building schools.

### ***Challenges and Opportunities – Long Term***

- Staff turnover and retention.
- Providing access to educational 21<sup>st</sup> century technology.
- Increasing and funding lifelong learning opportunities.
- Increasing diverse arts and cultural activities.
- Uncertain direction at the federal level on the support of public schools.
- Developing partnerships with the business community.
- Funding for decreasing class size.

### **Council Policy Initiatives**

#### ***High Priority***

- Old Dominion University Campus Development
  - Health Sciences
  - School of Nursing

### **Management Initiatives**

- Library Renovation

## **Goal 9: Data and Technology is used to Enhance Community Livability, Prosperity and Sustainability**

### ***Objectives***

- Improve City services through strategic use of web-based technologies and systems.
- Foster equitable economic prosperity and stability through community access to technology.
- All citizens and businesses have access to state-of-the-art broadband services.
- Use City public data to spark innovation, promote collaboration, increase government transparency and inform decision making.
- Use data in developing City policies and services.

### ***Means to Residents***

- Open, transparent city government with easy access to information and services.
- The City is recognized as a leader in technology.
- Access to affordable quality broadband and wireless connectivity.
- Increased cyber security; protecting your information.
- Opportunities for civic engagement and participation.
- City using data and analysis in policy development and decision making

### ***Challenges and Opportunities – Short Term***

- Increasing number of cyber-attacks – city, business and citizens.
- Funding for technology upgrades and infrastructure.
- High expectations of businesses and citizens.
- Having affordable access to information technology and internet services.
- Taking advantage of transatlantic cable.
- Rapidly changing technology.

### ***Challenges and Opportunities – Long Term***

- Developing partnership with the community.
- Increasing Department of Defense spending on cyber security.
- Following up on broadband initiatives – community momentum.
- Instant world relying more on emotion and less on data and the search for simple solutions to complex problems.

### ***Management Initiatives***

#### ***Top Priority***

- Master Technology Plan: Implementation and Funding
- Next Generation Network: Remote City Site Connection

#### ***Other Initiatives***

- Software Upgrade/Replacement
- City Cyber Security Action Plan

## **Goal 10: City Assets and Infrastructure are Well Maintained and Meet Community Expectations**

### ***Objectives***

- Protect water resources.
- Maintain high performance infrastructure systems citywide by retrofitting, designing for adaptability and investing in new technologies.
- Have an effective stormwater management system that is well-designed, well-built, and well-maintained.
- Have well-designed, well-built, and well-maintained streets and sidewalks.
- Align policies and codes to minimize the effects of stormwater runoff for new development and redevelopment.
- Prepare city infrastructure for sea level rise.
- Have well designed, well-built and well-maintained city buildings and facilities.

### ***Means to Residents***

- Assets needed for daily life are reliable and accessible
- Green spaces and parks increase quality of life

- Decreased flooding of neighborhoods and businesses
- Decreased cost of service due to improved maintenance over the long term.

### ***Challenges and Opportunities – Short Term***

- Unfunded government mandates and regulations impacting city assets and infrastructure.
- Having shovel ready capital projects.
- Addressing flooding in critical areas.
- Aging city building and facilities needing major repairs, renovations or replacement.

### ***Challenges and Opportunities – Long Term***

- Seeking federal and state partners to build and maintain infrastructure.
- Uncertain federal funding and approach to funding.
- Increasing costs of public projects.
- City funding and investing in the future.
- Community expectations after natural disasters.
- Unseen infrastructure needed for daily living by citizens and businesses.

### **Council Policy Initiatives**

#### ***Top Priority***

- Flooding Stormwater Projects
  - Windsor Woods
  - Princess Anne Plaza
  - The Lakes
  - Eastern Shore Drive Phase III
  - Ashville Park
  - Sherwood Lakes
  - Central Beach District
  - Aragona
  - South Plaza

#### ***Other Initiatives***

- City Hall Study and Direction
- Water Supply: Direction
- Burton Station Development
- Lynnhaven Corridor Improvement
- Chesapeake Beach Sand Replenishment: Project and Funding
- Croatan Beach Sand Haul

### **Management Initiatives**

- Sea Level Rise Study and Initiative Matrix