

City of Alexandria, Virginia

MEMORANDUM

DATE: SEPTEMBER 9, 2004

TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

FROM: PHILIP SUNDERLAND, CITY MANAGER *ps*

SUBJECT: COUNCIL'S 2004-2015 STRATEGIC PLAN FOR ALEXANDRIA

ISSUE: Council's 2004-2015 Strategic Plan for Alexandria.

RECOMMENDATION: That Council approve the 2004-2015 Strategic Plan for Alexandria (Attachment 1).

DISCUSSION: Last fall Council began work on its Strategic Plan for Alexandria. With the assistance of consultant Lyle Sumek, Council held a series of work sessions to discuss the major issues facing the City government in order to develop a vision and set of goals for the City as well as a policy agenda, management agenda and a summary of the major City projects for 2004-2005. Vice Mayor Pepper and Councilman Smedberg were designated by Council to work with the consultant and staff throughout the planning process and helped to review and finalize the strategic plan. On May 11 and May 20 Council held community meetings to obtain citizen input on the draft strategic plan and then held a work session on May 22 to discuss the comments from the community meetings. On June 15 Council held a public hearing to obtain further public input on the draft plan and then requested that the plan be finalized and brought back to Council for approval in September. The attached plan has been revised to incorporate public and Council comments and a table of contents has been added.

Once the plan is approved by Council, we will develop a summary document similar to the one produced by the City of Virginia Beach (Attachment 2) that can be easily distributed to the members of the community.

We are going to develop benchmarks related to the goals in the strategic plan and will report to Council on them annually. As Council discussed during the development of the plan, it would be useful to have an annual update on the progress on the plan and discuss any needed amendments to the plan each year before the City budget is presented so that the plan becomes integrated in the City's annual budget cycle and decision making process. This would need to occur beginning in early 2005.

ATTACHMENT: 2004-2015 Strategic Plan, September 2004

STAFF: Michele Evans, Assistant City Manager

CITY OF ALEXANDRIA, VIRGINIA

MAYOR AND CITY COUNCIL

**2004-2015
STRATEGIC PLAN**

A GUIDE TO THE FUTURE

SUMMARY

September 2004

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STRATEGIC PLANNING FOR THE CITY OF ALEXANDRIA

A Guide to Alexandria's Future

VISION

Destination: What Alexandria Wants to Be 2015

PLAN

City's Road Map to Fulfill Our Mission

EXECUTION

Policy Agenda

Management Agenda

MISSION

Purpose of Alexandria City Government

VALUES

Core Beliefs for Management and Service Delivery

ALEXANDRIA VISION 2015

Alexandria 2015 is a
Vibrant,^(A) Diverse,^(B) Historic,^(C) and Beautiful City^(D)
with Unique Neighborhoods^(E) and Multiple
Urban Villages^(F) where we take Pride in Our Great
Community.^(G)

PRINCIPLE A: VIBRANT

MEANS:

1. Alexandria is an exciting place to live, to work and to visit.
2. The community actively participates in dialogues on issues.
3. People enjoy a variety of activities.
4. There is a synergy with our community.
5. The community is inviting to small businesses and entrepreneurs.
6. People come together to enjoy a variety of community events and festivals.
7. Alexandria is always looking to the future and for ways to get better.
8. The community takes actions and provides opportunities for a healthy life style and living.

PRINCIPLE B: DIVERSE

MEANS:

1. People welcome and encourage differences. Age, culture, religion, race, lifestyle and abilities are respected.
2. The history and heritage of different cultures are celebrated.
3. Neighbors take care of neighbors.
4. People have a choice of housing opportunities for a variety of income and age levels and for workers in Alexandria.
5. People want to and are able to continue to make Alexandria their home throughout their lifetimes.
6. Alexandria is a friendly, respectful, open and inclusive community.
7. Alexandria strives to make our community affordable for all.
8. The Alexandria community works together to develop and provide an effective “safety net” for our residents in need.

PRINCIPLE C: HISTORIC

MEANS:

1. We preserve and celebrate our historical roots and diverse heritage from the 18th Century to today.
2. We preserve our historic neighborhoods, homes, buildings and other historic and archaeological sites.
3. We maintain our distinctive architectural character and design.
4. We plan new developments so that they are compatible with historic buildings and structures.
5. Residents understand and appreciate Alexandria's diverse historical roots.
6. Alexandria's history contributes to the local economy through tourism development.

PRINCIPLE D: BEAUTIFUL

MEANS:

1. The Potomac River and Waterfront are attractive, accessible and usable.
2. Our environment – our water, our air, our land – is clean.
3. Open greenspaces and trees are located and well maintained throughout our community.
4. Our streetscapes, public spaces and canopied streets are attractive and well maintained.
5. Our entrances and gateways are welcoming and distinctive and you know that you are in Alexandria.
6. The City has achieved a balance between open space and development.
7. Public art is in many places throughout the community.
8. Our new developments and new city infrastructure are environmentally sensitive.

PRINCIPLE E: UNIQUE NEIGHBORHOODS

MEANS:

1. Neighborhoods have their own distinct character and feeling.
2. Residents and property owners take responsibility for, and have great pride in, their neighborhood.
3. Neighborhoods are safe and secure.
4. Neighborhoods are protected from the impacts of non-residential traffic.
5. New development and redevelopment are integrated into the neighborhood.
6. Residents enjoy convenient access to walkways, trails and public transit.
7. The City maintains and regularly replaces quality public infrastructure.
8. Residents have easy access to neighborhoods, public and open spaces.

PRINCIPLE F: URBAN VILLAGES

MEANS:

1. The City has a variety of mixed use developments that provide places to live, work, shop and recreate.
2. Urban villages are integrated with nearby neighborhoods, maintaining Alexandria's diverse character and charm.
3. The City retains our small-town "main street" feeling with community gathering places.
4. People enjoy pedestrian-friendly designs and signs that allow them to walk throughout the community while offering public places to rest.
5. Transit-oriented designs maximize the use of public transit.
6. Parks, trails and greenspaces are incorporated in the urban center and coordinated with nearby neighborhoods.
7. Convenient retail shopping and restaurant opportunities are available serving residents of the urban village and attracting others to come there.

PRINCIPLE G: A GREAT COMMUNITY

MEANS:

1. Community organizations, businesses, institutions and residents work together contributing to a better Alexandria.
2. Residents of all ages have access to top quality education for life long learning.
3. Members of the community have an opportunity to get involved, to have constructive debates, to build the community, and to shape the future.
4. People feel safe and secure throughout the community.
5. Residents enjoy community events and cultural arts activities year round within the community.
6. Residents care about each other.
7. Individuals with special needs are able to realize their potential and to live in the community.
8. Alexandrians take pride in Alexandria.

ALEXANDRIA CITY GOVERNMENT

OUR MISSION

Alexandria City Government
is financially sustainable, ^(A)
provides excellent services ^(B)
that are valued by its
customers, and engages
the entire community ^(C) as
it plans for the future.

PRINCIPLE A: FINANCIALLY SUSTAINABLE

MEANS:

1. The tax base and revenues are growing and diversifying to ease the real estate tax burden.
2. The City limits annual increases in City government spending to levels that are sustainable in the future.
3. The City provides services efficiently and within the City's means.
4. Public and private developments have provided maximum public benefits for the community.
5. There are strong financial reserves in place.
6. The AAA bond ratings are maintained with careful management of government resources.

PRINCIPLE B: QUALITY SERVICES THAT ARE VALUED BY THE COMMUNITY

MEANS:

1. Services are responsive to the greatest community needs.
2. The City delivers its services using innovative approaches tailored to the Alexandria community
3. City employees provide City services with a friendly, personal touch.
4. Residents have convenient access to City government and services.
5. The City manages and maintains its facilities and infrastructure in an exemplary manner.
6. Residents have a high level of satisfaction with City services.

PRINCIPLE C: ENGAGES THE ENTIRE COMMUNITY

MEANS:

1. There is a strong partnership between City government and the community.
2. The community and City government are informed of council-established priorities and their measures of success and how they contribute to community well being.
3. City government and community stakeholders communicate with and listen to each other.
4. Community members participate meaningfully in solving problems and in decision making.
5. Community stakeholders have trust and confidence in City government and public officials.
6. The Mayor and City Council lead the City – following the City’s vision and strategic plan and producing results.

ALEXANDRIA PLAN FOR 2004-2009

GOALS 2009

There is Quality Development and Redevelopment that is Well Planned and Consistent with Alexandria's Vision.

The City Respects, Protects and Enhances the Natural Environment.

There is an Integrated, Multimodal Transportation System that Efficiently and Effectively Gets People from Point "A" to Point "B".

The City has a Strong Local Economy that is Growing in Varied Small Businesses and Job Opportunities.

Alexandria is a Caring Community that is Diverse and Affordable.

The City Government is Financially Sustainable, Efficient and Community Oriented.

Public Schools are Among the Best in Northern Virginia (In Partnership with Schools).

Plan for 2004-2009 (continued)

GOAL 1:

QUALITY DEVELOPMENT AND REDEVELOPMENT THAT IS WELL PLANNED AND CONSISTENT WITH ALEXANDRIA'S VISION

► **Objectives**

Objective 1:

Ensure that New Development, Redevelopment and Infill Development are Compatible with the Character and the Scale of Alexandria Neighborhoods, its Natural Environment and its Historic Resources.

Objective 2:

Ensure that New Development and Redevelopment Enhances the Vitality of Our Neighborhoods and Creates their Own Sense of Place.

Objective 3:

Ensure that New Residential Development and Redevelopment Deliver Mixed Income Housing Units and Provide Accessible Housing Opportunities.

Objective 4:

Encourage New Development and Redevelopment that are Highly Transit Oriented.

Objective 5:

Ensure that New Development and Redevelopment Along Major Corridors have High Quality Design.

Objective 6:

Approve and Maintain an Updated Comprehensive Master Plan that Reflects the City's Vision and Community Goals, and is Used in Land Use and Development Decision Making.

Objective 7:

Ensure that the Development Process Encourages Community Participation.

Plan for 2004-2009 (continued)

GOAL 1:

QUALITY DEVELOPMENT AND REDEVELOPMENT THAT IS WELL PLANNED AND CONSISTENT WITH ALEXANDRIA'S VISION (continued)

► **Policy Actions 2004-2005**

1. Landmark Mall Redevelopment and Area Study.
2. Waterfront Development Plan: Schedule, Funding, Initiation.
3. Infill Development Study: Schedule, Funding, Initiation.
4. Hunting Tower/Hunting Terrace Study.
5. Braddock Road Metro Station Area Plan.
6. Potomac Yard Area Redevelopment.
7. Land Use Master Plan.

Top Priority

Top Priority

► **Management Actions 2004-2005**

1. King Street Retail Study.
2. Mt. Vernon Avenue Plan.

Top Priority

Plan for 2004-2009 (continued)

GOAL 2:

**A CITY THAT RESPECTS, PROTECTS AND ENHANCES
THE NATURAL ENVIRONMENT**

► **Objectives**

Objective 1:

Apply Greater Environmental Sensitivity in Planning New Development and Redevelopment and Public Facilities.

Objective 2:

Increase the Amount of Open Space, Recreation Space and Park Acreage Per Resident.

Objective 3:

Protect and Expand the City's Overall Tree Canopy.

Objective 4:

Improve Appearance of Gateways, Entrances and Corridors.

Objective 5:

Increase the Number of People Who Travel in the City by Mass Transit, Bicycle or Walking and Become Less Auto Dependent.

Objective 6:

Improve the Quality of Air and Water in Alexandria.

► **Policy Actions 2004-2005**

1. Open Space Plan Implementation.
2. Mirant Plant Study.
3. Streetscape Program: Enhancement.
4. Clean Fuels for Buses and City Vehicles Policy and Action Plan.
5. "Green" Building Policy for City Buildings and Facilities.
6. Environmental Benchmarks and Measures Schedule.
7. Urban Forestry Plan

Top Priority

► **Management Actions 2004-2005**

1. Solid Waste Management Plan.
2. Four Mile Run Improvement Study.
3. Oronoco Outfall Resolution.
4. City Gateways and Entrances.

Plan for 2004-2009 (continued)

GOAL 3:

AN INTEGRATED, MULTIMODAL TRANSPORTATION SYSTEM THAT EFFICIENTLY AND EFFECTIVELY GETS PEOPLE FROM POINT "A" TO POINT "B"

► **Objectives**

Objective 1:

Increase the Percentage of Residents and Commuters Who Use Mass Transit.

Objective 2:

Increase the Percentage of Residents Using Alternate Transportation Modes (Walking, Biking, etc.).

Objective 3:

Improve and Increase Connectivity within and throughout the City by Transit, Car, Bicycle or Walking.

Objective 4:

Increase Ridership on DASH Buses through Improved Routing and Other Incentives.

Objective 5:

Ensure that the Design of Future Developments is Pedestrian Friendly and Mass Transit Friendly.

Objective 6:

Move "Through Traffic" through the City as Efficiently as Possible and Minimize its Impacts on Neighborhood Streets.

Objective 7:

Increase City Participation in Regional Decision Making to Develop Effective Transportation for the Region that Efficiently Moves People and Goods throughout the region.

► **Policy Actions 2004-2005**

1. Transportation Master Plan.
2. Pedestrian Improvement Projects and Future Projects.
3. Traffic Signalization Enhancements.
4. Neighborhood Traffic Calming Program: Evaluation and Actions.
5. Woodrow Wilson Bridge Project and City Actions.

Top Priority

Plan for 2004-2009 (continued)

GOAL 3:

AN INTEGRATED, MULTIMODAL TRANSPORTATION SYSTEM THAT EFFICIENTLY AND EFFECTIVELY GETS PEOPLE FROM POINT "A" TO POINT "B" (continued)

► Major Projects 2004-2005

1. DASH Maintenance Facility Project
Fund project, complete design and begin construction.
2. Bus Shelters Project
Address shelter maintenance and replacement, including the city's role and funding.
3. Eisenhower Avenue Bike Trail Project
Complete design and begin construction.
4. King Street Metro Station Platform Expansion
Monitor construction of the station platform.
5. Duke Street/P.T.O. Concourse Project
Complete construction and complete landscaping and public art.
6. Union Station Pedestrian Improvements Project
Complete project improving pedestrian access.
7. King/Beauregard Intersection Project
8. Eisenhower Avenue Project

Plan for 2004-2009 (continued)

GOAL 4:

**A STRONG LOCAL ECONOMY THAT IS GROWING IN
VARIED SMALL BUSINESSES AND JOB OPPORTUNITIES**

► **Objectives**

- Objective 1:** Increase the Percentage of Residents Who Live and Work in Alexandria.
- Objective 2:** Achieve a Balance Between the Residential and Commercial Real Estate Tax Bases.
- Objective 3:** Increase Job Opportunities in Alexandria for Persons at Various Income Levels and Abilities.
- Objective 4:** Become a Business Friendly City and Increase the Number of Small Businesses that Start and Grow in Alexandria.
- Objective 5:** Increase the Number of Tourists Who Visit Alexandria.
- Objective 6:** Develop Strategies to Increase the Employability of Residents through Skill and Workforce Development and Support Services.

► **Policy Actions 2004-2005**

1. City Regulation of Small Businesses.
2. City's Economic Development Policy.
3. Industrial Zoning Study.
4. Tourism Development Strategy.

► **Management Actions 2004-2005**

1. Visitors Center and Study of Tour Bus Policies.
2. Streamlining Permit Process for Small Businesses.

Plan for 2004-2009 (continued)

GOAL 5:

A CARING COMMUNITY THAT IS DIVERSE AND AFFORDABLE

► **Objectives**

Objective 1:

Increase Number and Availability of Affordable Housing Units with Emphasis on Low and Moderate Income City Workers, Seniors, Individuals with Disabilities and Others.

Objective 2:

Provide Youth and Adults with Opportunity to Maximize their Potential and Live Productive Lives.

Objective 3:

Enable Elderly Residents to Continue to Reside in the City.

Objective 4:

Provide and Fund Appropriate Types and Levels of Human and Social Services.

Objective 5:

Increase Availability of Medical and Mental Health Care for Uninsured and Underinsured Residents.

► **Policy Actions 2004-2005**

1. Affordable Housing Policy and Strategy.
2. Most Significant Needs of Elderly Strategy.
3. City Assisted Living Facility Study and Future Direction,
4. Safe Haven Program for the Homeless.

Top Priority

Plan for 2004-2009 (continued)

GOAL 5:

A CARING COMMUNITY THAT IS DIVERSE AND AFFORDABLE (continued)

► **Management Actions 2004-2005**

1. Cultural Competency Assessment/Direction.
2. City Employees Housing Assistance Policy and Program.
3. Primary Healthcare Grant for Low Income Residents.
4. Arlandia Neighborhood Health Center (ANSHI).

► **Major Projects 2004-2005**

1. Community Health Assessment

Plan for 2004-2009 (continued)

GOAL 6:

A CITY GOVERNMENT THAT IS FINANCIALLY SUSTAINABLE, EFFICIENT AND COMMUNITY ORIENTED

► **Objectives**

Objective 1: Expand and Diversify City Tax and Non-Tax Revenue Base.

Objective 2: Deliver City Services in the Most Cost-Effective Manner.

Objective 3: Ensure that City Services are Responsive to the Changing Needs of Our Community.

Objective 4: Achieve and Maintain a High Level of Community Satisfaction with City Services.

Objective 5: Maintain "AAA" Bond Ratings.

Objective 6: Improve Community Understanding of All Aspects of City Government: Services, Finances, Processes and Decisions.

► **Policy Actions 2004-2005**

1. City Services Performance Audit and Benchmarking.
2. New Sports Facility

Top Priority

Plan for 2004-2009 (continued)

GOAL 6:

**A CITY GOVERNMENT THAT IS FINANCIALLY
SUSTAINABLE, EFFICIENT AND COMMUNITY ORIENTED**
(continued)

► **Management Actions 2004-2005**

1. New Revenue Sources Study. Top Priority
2. New Police Department Building Siting. Top Priority
3. Emergency Management and Preparedness. Top Priority
4. Debt Policy and Bond Rating Reaffirmation. Top Priority
5. City Government Spaces Needs.
6. One Stop Shop Permit Processing and Streamlining.
7. Two-Year Budget Study and Action.
8. Residents Academy: Expansion.
9. Outsourcing study for Mental Health/Mental Retardation/Substance Abuse
10. City Website Upgrade.

► **Major Projects 2004-2005**

1. Patrick Henry Recreation Center Renovation.
2. Charles Houston Recreation Center Renovation.

Plan for 2004-2009 (continued)

GOAL 7:

PUBLIC SCHOOLS THAT ARE AMONG THE BEST IN NORTHERN VIRGINIA (IN PARTNERSHIP WITH THE ALEXANDRIA SCHOOLS)

► **Objectives**

Objective 1:

Quality of Public Schools that will Contribute to Attracting and Retaining a Diversity of Families and Businesses.

Objective 2:

Produce Responsible Adults through the Education System, School Programs and City Programs Who are Prepared for Higher Education and for the 21st Century Workplace.

Objective 3:

Increase Parental Involvement in their Child's Learning, Education and Activities.

Objective 4:

Enhance and Expand the Partnerships for Educational Excellence Between and Among Parents-Schools-City-Business-Community.

Objective 5:

Prepare Children to Enter City Schools with the Basic Knowledge and Skills needed to be Successful.

► **Policy Actions 2004-2005**

1. Before/After School Program Expansion.
2. Early Childhood Intervention Strategy.

► **Management Actions 2004-2005**

1. Teen Pregnancy Reduction Program.

Plan for 2004-2009 (continued)

GOAL 7:

**PUBLIC SCHOOLS THAT ARE AMONG THE BEST IN
NORTHERN VIRGINIA (IN PARTNERSHIP WITH SCHOOLS)**
(continued)

▶ **Major Projects 2004-2005**

1. TC Williams School Replacement Project.
2. Minnie Howard School Renovation.

▶ **School Priorities 2004-2005**

1. Education Excellence Strategy.
2. Vocational Education Program Study.
3. Quality Teacher Attraction and Retention Strategy.

CITY OF ALEXANDRIA

POLICY AGENDA 2004 - 2005

TOP PRIORITY

Landmark Mall Redevelopment and Area Study

Transportation Master Plan

City Services Performance Audit and Benchmarks

Affordable Housing Policy and Strategy

Waterfront Development Plan

Open Space Plan Implementation

CITY OF ALEXANDRIA MANAGEMENT AGENDA 2004 - 2005

TOP PRIORITY

City Entrances and Gateways Beautification Projects

Debt Policy and Bond Rating Reaffirmation

King Street Retail Study

New Revenue Sources Study

New Police Building Siting

Emergency Management and Preparedness

CITY OF ALEXANDRIA

MAJOR PROJECTS 2004 - 2005

- Dash Maintenance Facility Project
- Bus Shelters Project
- Eisenhower Avenue Bike Trail Project
- King Street Metro Station Platform Expansion
- Duke Street/P.T.O. Concourse Project
- Union Station Pedestrian Improvement Projects
- King/Beauregard Intersection Project
- Eisenhower Avenue Project
- Recreation Centers Renovation Projects
 - ◆ Patrick Henry
 - ◆ Charles Houston
- T.C. Williams High School Replacement Project
- Minnie Howard School Renovation
- Community Health Assessment

PAID FOR AND PRODUCED BY THE CITY OF VIRGINIA BEACH

Virginia Beach City Council Sets Strategic Goals



Vision 2020

At its 13th Annual Planning Workshop in August, the Virginia Beach City Council developed a clear, concise vision of what our community could become by the year 2020. Councilmembers painted a picture of what we could achieve if we work together toward common goals:

Virginia Beach is the leading city in Virginia.

Virginia Beach is a community with diverse, distinctive neighborhoods, a diverse local economy, and diverse living choices.

Virginia Beach has abundant natural resources, a first class oceanfront and beaches, and a vibrant Town Center.

Our people enjoy great schools, places to have fun, and cultural and arts opportunities.

To help achieve this vision, City Council identified nine major goal areas with objectives and actions for 2003-2009 (see inside). From this six-year plan, Council prioritized 15 actions to address in 2003-2004. In addition, Council identified four actions for the City Manager to address and listed the ongoing major projects for this fiscal year.

Policy Agenda 2003-2004

TOP PRIORITY

Capital Improvement Program: Projects and Funding Review
 Redevelopment Action Plan
 Police Firing Range
 Norfolk Southern Right-of-Way (ROW) Acquisition
 Comprehensive Plan Adoption
 NAS Oceana Relations and Issues
 Sentara Trauma Center: Restoration to Level II

HIGH PRIORITY

Old Beach Plan
 Resort Area Behavior
 Use of Consultants Review
 Town Center Land Acquisition
 Night Club District
 Lynnhaven Dredging
 Zoning Ordinance and Development Regulations Review
 Dredging Policy

Management Agenda 2003 - 2004

Customer Service
 Budget Process Revision
 Code Compliance
 Lynnhaven 2007

Major Projects 2003 - 2004

Performing Arts Theater
 Town Center - Phase II
 Southeastern Parkway
 Convention Center
 Sandbridge Road
 31st Street Parking Garage
 Bus Rapid Transit (BRT) Study



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VIRGINIA BEACH GOALS 2003 - 2009 • VIRGINIA BEACH GOALS 2003 - 2009 • VIRGINIA BEACH GOALS 2003 - 2009

Goal: Improved Transportation System

- Objectives:*
- Better Traffic Flow, Less Congestion
 - Better Transit Services within Virginia Beach
 - Better Regional Mass Transit
 - Safer Streets
 - Opportunities for Alternative Modes of Transportation

- Actions 2003 - 2009:*
- ◆ S.E. Parkway Plan, Construction Date
 - ◆ Kempsville - Princess Anne Intersection Solutions
 - ◆ Norfolk Southern ROW Acquisition and Use
 - ◆ Nimmo Parkway: Construction of Phase VI, Permitting Phase VII, VDOT - City Management Explore (Phase V)
 - ◆ Sandbridge Road Improvement: Safety Improvements and Identification of "Jones" Spur
 - ◆ Rosemont Area Transportation Solution
 - ◆ Independence Congestion Solution
 - ◆ Holland Road

Goal: Upgraded Waterways and Water Quality

- Objectives:*
- Higher Recreational Water Quality
 - Restored Lynnhaven River
 - Improved Elizabeth River
 - Better Handling of Stormwater
 - Improved Boating Use

- Actions 2003 - 2009:*
- ◆ Lynnhaven River Dredging Project
 - ◆ City Dredging Policy (Lynnhaven River, Lake Rudee and Lake Wesley)
 - ◆ Lynnhaven Stormwater Project (Demonstration Project)

- ◆ Funding/Improvements Stormwater Outfalls
- ◆ Compliance - City follows same policies and procedures it requires of developers
- ◆ Public/Private Partnership with Lynnhaven 2007
- ◆ Continue to Support Oyster Restoration Program
- ◆ City Negotiate with State on 100 ft. Setback - Chesapeake Bay Regulations
- ◆ Stormwater Enforcement
- ◆ Ditch Maintenance - expanded service level

Goal: More Competitive Resort Destination for Businesses and Tourists

- Objectives:*
- More Tourists: New and Returning
 - Year Round Destination
 - Safe and Inviting Environment for Families (24/7)
 - More Conventions and Conferences
 - Better Restaurants and Retail Shops
 - More Variety of Activities

- Actions 2003 - 2009:*
- ◆ Resort Area Behavior: Plan and Action
 - ◆ Night Club District: Creation
 - ◆ Old Beach District Plan Revision and Land Acquisition



- ◆ Parking Deck: 31st Street
- ◆ Convention Center Project
- ◆ Historical Tour Package Development
- ◆ Year Round Tourist Events
- ◆ Retail Analysis and Evaluation
- ◆ Performance Venue at Beach
- ◆ Bus Rapid Transit Study
- ◆ Beach Bathhouses and Changing Cubicles

Goal: Revitalized Neighborhoods and Commercial Areas

- Objectives:*
- Stronger Neighborhood Pride and Responsible Property Owners
 - Livable Homes: Up to Code
 - Reuse of Aging Commercial Areas
 - Improved Neighborhood Infrastructure and City Amenities
 - Greater Code Compliance
 - Workable Redevelopment Strategy

- Actions: 2003 - 2009:*
- ◆ Comprehensive Plan: Adoption
 - ◆ Land banking: Policy Direction, Land Acquisition
 - ◆ Heritage Farm Park: Plan, Acquisition
 - ◆ Redevelopment Action Plan: Direction, Actions
 - ◆ Residential Parking Ordinance: Development, Decision, Action
 - ◆ City View Mountain Park: Vision and Plan
 - ◆ Historic Policy and Plan
 - ◆ Code Enforcement: Evaluation Service Improvements



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ALS 2003 - 2009 • VIRGINIA BEACH GOALS 2003 - 2009 • VIRGINIA BEACH GOALS 2003 - 2009

Goal: Better Healthcare System and Services

- Objectives:**
- Better Health Service for Our Community (Quality Choices)
 - Trauma Center
 - Health Service Options

- Actions:**
- ◆ Sentara Trauma Center and Healthcare
 - ◆ Healthcare System Assessment
 - ◆ Fire - EMS Evaluation Study
 - ◆ City Lobbyist Evaluation
 - ◆ Hospital Authority

Goal: Continued Town Center Development

- Objectives:**
- More Retail
 - More Office Space: Developed, Occupied
 - More People at Town Center: Business, Entertainment, Dining, Shopping, Living, Learning
 - Increased Property Values

- Actions 2003 - 2009:**
- ◆ Theatre: Decision, Actions
 - ◆ Land Acquisition: Specific Parcels
 - ◆ Town Center Project: Phase II
 - ◆ City Hall Relocation: Evaluation
 - ◆ Public Education on Town Center

Goal: Improved Customer Service Delivery, Services

- Objectives:**
- Greater Citizen Satisfaction
 - Services Delivered in the Most Cost Effective Manner

- Easy Access to City Services
- Continuous Improvement of City Services
- Emphasis on Basic Services

- Actions:**
- ◆ Customer Service: Instilling the Values - Action Plan
 - ◆ New City Revenues: Direction
 - ◆ Zoning Ordinances and Development Regulations and Processes: Evaluation and Refinement
 - ◆ Homeland Security: Programs and Funding
 - ◆ Police Precinct 4: Improvements
 - ◆ Citizen Information: Improvements
 - ◆ Police Firing Range: Site and Construction
 - ◆ Government Services Efficiency/Evaluation and Action

Goal: Improved City Infrastructure

- Objectives:**
- Well-Maintained City Infrastructure
 - Reliable City Service Delivery
 - Assessment of Technology Use



- Action 2003 - 2009:**
- ◆ Capital Projects: Priority Review, Funding

Goal: Growing Local Economy

- Objectives:**
- Attraction: New Business
 - Business Retention and Growth
 - More Jobs for Residents
 - Better Paying Jobs
 - Businesses Investing in Virginia Beach
 - Becoming Known as a "Corporate and Business Center"

- Actions 2003 - 2009:**
- ◆ Oceana Working Relations
 - ◆ Contractor and Procurement Policies
 - ◆ Strengthen Partnerships
 - ◆ Seek Out New Agribusiness Opportunities
 - ◆ Expand EDIP
 - ◆ Retail Study Completion
 - ◆ Review Economic Development Tools
 - ◆ Workforce Preparation
 - ◆ Financial Actions:
 - Budget Process: Revision
 - Debt/Borrowing: Evaluation and Direction
 - Real Estate Assessment Process: Evaluation, Process Improvement
 - Tax Relief Direction
 - Tax: State Code Revision
 - Use of Consultants: Evaluation and Guidelines
 - Schools Lump Sum and Reserves

C O M M U N I T Y F O R E A L L F E E T I D E

Vision Principles: What Do They Stand For?

Leading City in Virginia

- Presence at federal and state levels
- Positive image and reputation
- Active leadership in the region
- Balancing needs of a growing city with the protection of the environment
- Strong fiscal position

Diverse Local Economy

- Strong military presence
- Resort destination for families and businesses
- World class retail stores
- Prepare workforce for jobs in the 21st century
- Job opportunities for residents
- Businesses investing or reinvesting in Virginia Beach

Diverse Living Choices

- Urban, rural, resort beach, suburban living and lifestyles
- Convenient living with quick access to amenities and necessities
- Ease of mobility throughout the city streets, mass transit
- Our children choose to live in Virginia Beach

Diverse, Distinctive Neighborhoods

- Quality neighborhood infrastructure
- Range of homes: price, size
- Preservation of history and heritage
- Strong neighborhood identity and pride
- Blight free neighborhoods
- People are safe and secure

Abundant Natural Resources

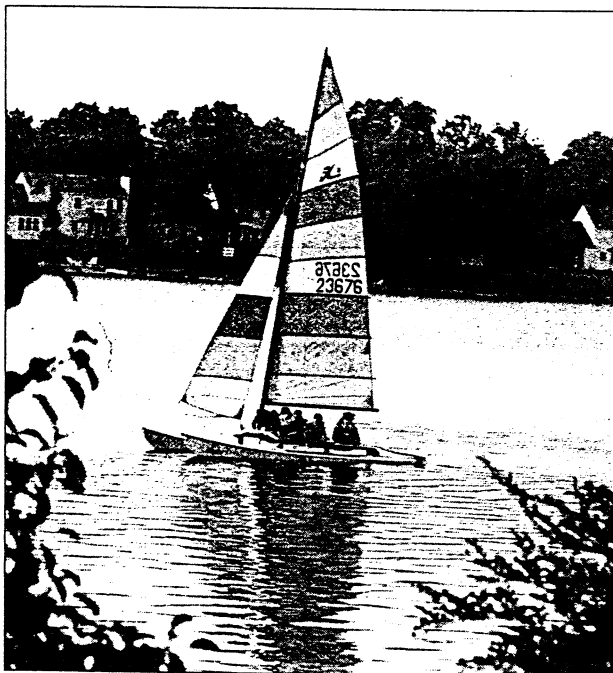
- Restored Lynnhaven River with oysters
- Quality estuary system
- Open spaces throughout the city
- Environmentally sensitive city services
- Enhanced water quality
- Opportunities for people to explore our natural habitat
- Strong partnerships with volunteers and environmental agencies

First Class Oceanfront and Beaches

- Appropriate 24-hour environment
- Defined night club district
- Improved quality of retail and dining
- Enforcement to ensure product quality
- Year-round destination
- Thriving convention business
- Healthy resort neighborhood

Vibrant Town Center

- Developed as Virginia Beach's "Main Street" – a physical icon
- Strong retail shops – unique, distinctive
- People going to Town Center to live, for business, for shopping and to work
- A corporate center
- A catalyst for urban growth
- Center for Performing Arts



SERVICE VALUES

SERVICE - Know your customer; listen to your customer; care about their issues; look for better ways to serve; have a "Can Do Attitude."

RESPECT - Act in a courteous, polite manner; take an even, reasonable approach; be honest and truthful; provide a timely, prompt response; respect the opinion of customers.

RESPONSIVE - Return phone calls within 24 hours; act with a sense of urgency; look for ways to say yes; have a positive attitude.

RESPONSIBLE - Take the initiative; be accountable for actions; admit mistakes; put your name on the "product."

RESULTS - Prevent/solve problems; evaluate results; use feedback; do it right the first time.



City of Virginia Beach
Media and Communications Group
September 20, 2003

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