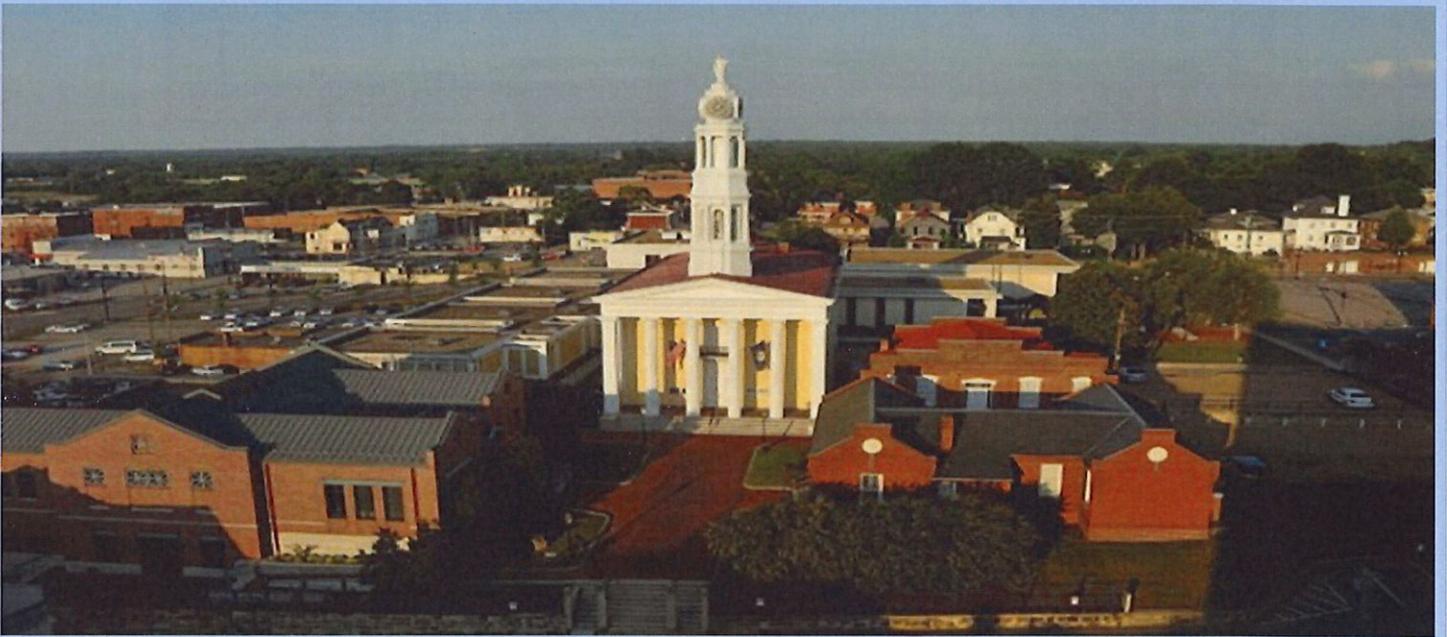


City of Petersburg VIRGINIA



2021-2025 Strategic Plan



OUR LEADERSHIP



Mayor
Samuel Parham
Ward 3

Vice Mayor
John A. Hart, Sr.
Ward 7

Councilmember
Treska Wilson-Smith
Ward 1

Councilmember
Darrin Hill
Ward 2

Councilmember
Charlie Cuthbert
Ward 4

Councilmember
W. Howard Myers
Ward 5

Councilmember
Annette Smith-Lee
Ward 6

OUR EXECUTIVE TEAM



Aretha R. Ferrell-Benavides
City Manager



Lionel D. Lyons
Deputy City Manager
Development



Kenneth Miller
Deputy City Manager
Public Safety



Darnetta K. Tyus
Deputy City Manager
Community Affairs

TABLE OF CONTENTS

City Manager's Message:	1
Overview:	2
Strategic Plan Development	3
Vision & Values:	4
Strategic Goals:	5
Goal 1 Economic Development:	6-9
Goal 2 Neighborhood Vitality:	10-14
Goal 3 Good Governance:	15-19
Goal 4 Celebrate Petersburg:	20-23
Glossary:	24

Department Legend

BP – Budget and Procurement	JCC – Juvenile Crime Control
CA – Community Affairs	L – Library
CC – City Council	NS – Neighborhood Services
CMO – City Manager Office	P – Police
COR – Commissioner Of Revenue	PCC – Petersburg Community Corrections
CT – City Treasurer	PCD – Planning and Community Development
DT – DogWood Trace Golf Course	PCPS – Petersburg City Public Schools
ED – Economic Development	PU – Public Utilities
F - Fire	RCE – Recreation and Community Engagement
FC – Finance and Collections	SS – Social Services
GP - Golf and Parks	S – Sheriff
GS – General Services	T – Tourism
HR – Human Resources and Risk Management	TR – Transit
IT – Information Technology	

CITY MANAGER'S MESSAGE

Honorable Mayor and Members of City Council,

It is my honor to present to you, the residents, and the business of the City of Petersburg, the City's 2021-2025 Strategic Plan. This Plan is a roadmap that City staff will utilize to maintain and enhance services for the community. The strategic planning process has resulted in City staff recommending a set of objectives and action items that are necessary to achieve the strategic goals adopted by City Council.

The City of Petersburg has overcome a multitude of hardships throughout the years and through the perseverance displayed by the City Council, staff, and residents. Thus, the City is capable of meeting current and future obstacles that may arise. This Strategic Plan reflects the City's dedication to collaboratively working together for the advancement of the community. In an effort to achieve the strategic goals, the City is fully committed to executing the defined objectives and action items to better serve the residents of Petersburg.

The Strategic Plan will be fundamental in our ongoing growth and will be our foundation for developing the annual operating and capital budgets. Staff will provide City Council and residents with frequent updates regarding the status of the various action items. As with any plan, the Strategic Plan will be monitored and evaluated continuously with the understanding that objectives and action items may require amending as the City of Petersburg evolves and progresses forward.

It is prudent that we continue to look at our past, present, and future to make any and all necessary decisions to protect this great City. I am excited to face the adversities that are ahead and have the utmost confidence in City staff to execute the objectives and action items moving forward to achieve the strategic goals.

Aretha R. Ferrell-Benavides

Aretha R. Ferrell-Benavides
City Manager

OVERVIEW

The City of Petersburg's 2021-2025 Strategic Plan is a roadmap that will direct the City's fulfillment of its vision and goals. This strategic plan is the result of months of rigorous work by the Petersburg City Council along with City staff that illustrates where we are as City, where we would like to be moving forward, and how we plan to make this a reality.

The Strategic Plan is intended to:

- Provide direction in future policy implementation and decision-making
- Provide City staff with the necessary guidance to achieve the City's goals
- Create a shared vision and commitment of City Council, City staff, and Petersburg residents.

The City of Petersburg's 2021-2025 Strategic Plan identifies actions and activities that City departments will consummate throughout the next five years. This document highlights the strategic goals, objectives action items that will be met, departments responsible, and the target date of achievement. These goals, objectives, and action items are structured in a manner that, when completed, will aid in reaching the City's vision for 2025.

Formally incorporated as a City in 1748, Petersburg, Virginia is rich in history and character. Rising from the banks of the Appomattox River, Petersburg was once in the forefront of industry and commercial opportunity and the second largest City in Virginia. Petersburg boasts history, geography and beautifully intact historic districts. Visible reminders of Petersburg's prominent role in the emergence of the country are evident in the rich range of architecture and the unique character of the neighborhoods. The Petersburg Old Towne Historic District is on the National Register of Historic Places, offering architectural variety, restaurants, shops, and housing. Historical sites range from battlefields to old houses, including the Petersburg National Battlefield Park (which preserves the sites of the Civil Wars' Siege of Petersburg and the Battle of Crater), Pamplin Historical Park, Blandford Church and Cemetery, National Museum of the Civil War, Centre Hill Mansion, and the Exchange Museum.

STRATEGIC PLAN DEVELOPMENT

The City of Petersburg's Strategic Plan was developed from 2019 through 2020. The process was/is as follows:

1. City Council held a retreat on October 27-28, 2019 which resulted in the adoption of Council's strategic goals for the next five years and create a vision for 2025.
2. Senior Staff held a retreat on December 12, 2019 to discuss the Council's strategic goals and vision, and then develop objectives and action items that would be necessary to achieve the goals.
3. The City Manager and staff continued to meet to further refine the objectives and action items for the strategic goals.
4. Presentation of the completed Strategic Plan to Council with discussion and feedback.
5. Council adopts the Strategic Plan.
6. Track and monitor the Strategic Plan and revisions as necessary.

VISION & VALUES

Vision:

Petersburg is a vibrant, welcoming, and engaged community for all

Values:

- * Citizen/Customer Focus
- * Competent and Responsive Staff
- * Open and Honest Communications
 - * Fiscally Sound and Sustainable Operations
- * Understanding of and Respect for the Council/Manager Form of Government

STRATEGIC GOALS

Goal #1:

Promote economic development to attract new businesses and strengthen the City's tax base

Goal #2:

Support community development activities to enhance neighborhoods and improve housing

Goal #3:

Provide good governance for efficient, effective, and equitable service delivery, productive citizen engagement, and community improvement

Goal #4:

Celebrate Petersburg's history and culture

Goal 1: Economic Development

Goal: Promote economic development to attract new businesses and strengthen the City's tax base

The City of Petersburg is a city with endless potential for economic development. Petersburg must create a welcoming culture that is enticing to potential developers. In addition to creating this culture, the City must ensure that all external partners are being utilized to maximize the impact of potential developments. In an effort to increase development in Petersburg, there needs to be an emphasis on having a readily available and skilled workforce. Focusing on these aspects will result in further development that will increase the revenue streams for the City. By creating additional revenue, the City will be able to reinvest more resources back into the community.



Objectives

- I. Foster Commercial, Retail, Industrial, and Logistical Development & Retention
- II. Strengthen Petersburg's Workforce
- III. Diversify and Broaden the City's Tax Base

Goal 1: Economic Development

Objective #1: Foster Commercial, Retail, Industrial, and Logistical Development and Retention

Action	Target Date	Department
<ul style="list-style-type: none"> Develop and implement Economic Development Plan within the Comprehensive plan 	Summer 2021	ED, PCD
<ul style="list-style-type: none"> Develop and implement a Marketing Strategy 	Summer 2021	ED, T, CMO
<ul style="list-style-type: none"> Establish a Downtown Revitalization Plan 	Summer 2021	ED, PCD, T, CMO
<ul style="list-style-type: none"> Establish a Gateway Revitalization Plan 	Summer 2021	ED, PCD, T, CMO
<ul style="list-style-type: none"> Develop a written process for proposed development review 	Winter 2021	ED, PCD, CMO, NS
<ul style="list-style-type: none"> Create industry clusters including local and regional partners to assist in developing and launching recruitment strategies for each of Petersburg's target industries: biosciences, retail, hospitality, and manufacturing 	Ongoing	ED, PCD, CMO

Goal 1: Economic Development

Objective #2: Strengthen Petersburg's Workforce

Action	Target Date	Department
<ul style="list-style-type: none"> Partner with other organizations to assess employment needs, common challenges, growth potential, future, etc. and strategies to address them 	Spring 2021	ED, CA
<ul style="list-style-type: none"> Establish a technical action team to design and implement a model to address critical community workforce development needs 	Spring 2022	ED, CA, PCPS
<ul style="list-style-type: none"> Establish local taskforce of education, business, and nonprofit leaders to create workforce readiness and job development opportunities for youth, young adults, unemployed and underemployed residents with limited skills and work history 	Spring 2023	ED, CA, PCPS
<ul style="list-style-type: none"> Identify and help promote opportunities for on-the-job training programs with businesses 	Summer 2023	ED, CA
<ul style="list-style-type: none"> Evaluate transit bus routes to reflect community workforce needs 	Ongoing	TR
<ul style="list-style-type: none"> Create comprehensive workforce development strategy 	Summer 2022	ED, CA
<ul style="list-style-type: none"> Develop adult literacy programs 	Spring 2022	CA, ED, PCPS, CMO

Goal 1: Economic Development

Objective #3: Diversify and Broaden the City's Tax Base

Action	Target Date	Department
<ul style="list-style-type: none"> • Conduct a SWOT analysis on the revenue streams that flow through the City of Petersburg 	<p>Fall 2021</p>	<p>BP, COR</p>
<ul style="list-style-type: none"> • Develop a plan to transfer or sell City owned property to private investors 	<p>Spring 2021</p>	<p>ED, PCD, CMO</p>
<ul style="list-style-type: none"> • Develop policies and procedures for disposition of City owned properties 	<p>Spring 2021</p>	<p>ED, PCD, CMO, NS, BP, HR</p>
<ul style="list-style-type: none"> • Create incentive packets and products to promote the City at economic development events targeting commercial, retail, and other developments 	<p>Ongoing</p>	<p>ED, PCD, CMO, BP, COR, FC</p>
<ul style="list-style-type: none"> • Evaluate Opportunity Zones and Enterprise Zones 	<p>Annually</p>	<p>ED, PCD, CMO</p>
<ul style="list-style-type: none"> • Develop plan for revenue sharing opportunities with neighboring localities 	<p>Ongoing</p>	<p>ED, PCD, CMO, BP, COR, FC</p>

Goal 2: Neighborhood Vitality

Goal: Support community development activities to enhance neighborhoods and improve housing

In order to be a desirable location for residents, the City must ensure that the communities are able to thrive. Issues of blight, failing infrastructure, and safety must be remedied to allow Petersburg to reach its full potential of being a City suited to live, work and play.



Objectives

I. Prevent Blight and Deterioration

II. Provide Quality Public Health and Safety Services

III. Invest in Infrastructure Improvements

IV. Advance Quality of Life by Enhancing Parks and Open Spaces

Goal 2: Neighborhood Vitality

Objective #1: Prevent Blight and Deterioration

Action	Target Date	Department
<ul style="list-style-type: none">• Develop policies and procedures to address blight	Winter 2021	NS, PCD
<ul style="list-style-type: none">• Launch a blight prevention initiative	Spring 2021	NS, PCD, CMO, PCC
<ul style="list-style-type: none">• Collaborate with property owners to comply with the city's code ordinances	Ongoing	NS, PCD
<ul style="list-style-type: none">• Identify unrepairable noncompliant housing that needs to be demolished	Spring 2021	NS, PCD
<ul style="list-style-type: none">• Identify and address noncompliant blighted lots	Summer 2021	NS, PCD
<ul style="list-style-type: none">• Develop and implement city-wide housing plan	Winter 2022	NS, PCD, ED
<ul style="list-style-type: none">• Pursue legislation for enhancing enforcement of code ordinances	Annually	CMO, NS, PCD

Goal 2: Neighborhood Vitality

Objective #2: Provide Quality Public Health and Safety Services

Action	Target Date	Department
• Reach full staffing levels of public health and public safety departments	Winter 2022	SS, P, F, PU, HR, JCC, PCC
• Develop and uphold sound policies and procedures for public health and public safety	Ongoing	SS, P, F, PU, JCC, PCC, HR
• Ensure necessary resources and equipment are available	Annually	SS, P, F, PU, BP, JCC, PCC
• Provide opportunities for professional development	Annually	SS, P, F, PU, HR, JCC, PCC
• Establish coordination between public health and public safety agencies	Ongoing	SS, P, F, PU, JCC, PCC

Goal 2: Neighborhood Vitality

Objective #3: Invest in Infrastructure Improvements

Action	Target Date	Department
• Develop city-wide streetlight upgrade plan	Summer 2021	PU, GS, PCD, CMO
• Update Master Transportation Plan and Prioritization of Road Projects	Spring 2022	TR, GS, PU
• Continue city-wide Pothole Blitz	Ongoing	GS
• Complete the St. Andrews Street Bridge Project	Winter 2021	GS, PU
• Implement 5 year Capital Improvement Plan	Ongoing	ALL DEPARTMENTS
• Develop/update city-wide sidewalk plan	Spring 2023	PU, GS, PCD, CMO, HR

Goal 2: Neighborhood Vitality

Objective #4: Advance Quality of Life by Enhancing Parks and Open Spaces

Action	Target Date	Department
• Assess current state of Petersburg's parks and open spaces	Spring 2021	RCE, T, GP, HR
• Develop map of all parks and playgrounds within the City	Summer 2021	RCE
• Seek opportunities for grant funding to make improvements	Annually	RCE, BP
• Develop a Parks Master Plan	Fall 2023	RCE, PCD
• Promote Petersburg parks and open spaces to residents	Ongoing	T, RCE, CMO

Goal 3: Good Governance

Goal: Provide good governance for efficient, effective, and equitable service delivery, productive citizen engagement, and community improvement

Petersburg is a city that is ethically managed and is continuing to make strides of improvement from previous years. Good governance is implemented by being efficient, effective, and equitable in all city operations. The City will place emphasis on areas of service delivery, citizen engagement, and community improvement.



Objectives

I. Efficient and Effective Operations

II. Demonstrate Collaborative Leadership

III. Provide Responsible Fiscal Management

IV. Expand Accessibility to Government

Goal 3: Good Governance

Objective #1: Efficient and Effective Operations

Action	Target Date	Department
<ul style="list-style-type: none"> Assess and document core business processes 	Summer 2021	ALL DEPARTMENTS
<ul style="list-style-type: none"> Develop a process improvement plan addressing areas of business operations that need to be improved 	Spring 2022	ALL DEPARTMENTS
<ul style="list-style-type: none"> Identify and ensure necessary training and resources are available for personnel 	Annually	ALL DEPARTMENTS
<ul style="list-style-type: none"> Develop departmental performance measures that focus on improving service outcomes 	Fall 2021	BP
<ul style="list-style-type: none"> Develop and implement customer service standards 	Winter 2021	*HR AND ALL DEPARTMENTS
<ul style="list-style-type: none"> Perform city-wide skills/knowledge assessment of city employees 	Fall 2021	HR, CMO
<ul style="list-style-type: none"> Develop city-wide training and development program 	Summer 2021	CMO, HR

*Areas in the department column where it lists a specific department preceding "ALL DEPARTMENTS" indicates the department that should take the lead on this specific action item.

Goal 3: Good Governance

Objective #2: Demonstrate Collaborative Leadership

Action	Target Date	Department
<ul style="list-style-type: none">• Develop and update policies and procedures utilizing best practices	Annually	ALL DEPARTMENTS
<ul style="list-style-type: none">• Improve and increase inter-departmental communication and collaboration	Ongoing	ALL DEPARTMENTS
<ul style="list-style-type: none">• Strengthen relationships with local, state, and federal entities	Ongoing	ALL DEPARTMENTS
<ul style="list-style-type: none">• Ensure the effective establishment of city appointed boards and Commissions	Ongoing	CC, CMO
<ul style="list-style-type: none">• Establish and maintain effective working relationships between City Council, City Manager, and City staff	Ongoing	CC, CMO, ALL DEPARTMENTS

Goal 3: Good Governance

Objective #3: Provide Responsible Fiscal Management

Action	Target Date	Department
• Evaluate and update financial policies to coincide with the current financial standing	Annually	BP, FC
• Increase bond rating from BBB- to AA	Winter 2025	FC, CT, COR, BP, CMO
• Build fund balance for General Fund to 60 days in reserve	Winter 2024	CMO, BP
• Develop 5-year Capital Improvement Plan	Spring 2021	BP
• Explore strategies to decrease expenditures and increase revenue	Ongoing	BP AND ALL DEPARTMENTS
• Develop an interactive Budget development process	Summer 2021	BP

Goal 3: Good Governance

Objective #4: Expand Accessibility to Government

Action	Target Date	Department
• Enhance content of local Petersburg channel	Ongoing	CMO
• Utilize video streaming software for City Council meetings	Spring 2021	IT
• Consider options to provide city-wide Wi-Fi	Summer 2021	IT
• Utilize FOIA software to improve the FOIA process	Winter 2021	NS, IT
• Update departmental pages on the City's website	Ongoing	ALL DEPARTMENTS

Goal 4: Celebrate Petersburg

Goal: Celebrate Petersburg's History and Culture

Petersburg is a city full of rich history and an everchanging culture. The historical foundation of Petersburg has made the city what it is today. This history needs to be celebrated and preserved to make Petersburg a hub for tourism and festivities.



Objectives

I. Increase Tourism

II. Preserve Petersburg's
Historical
Infrastructure

III. Develop Community
Pride in Petersburg

Goal 4: Celebrate Petersburg

Objective #1: Increase Tourism

Action	Target Date	Department
• Create a centralized site for all of Petersburg's historical information	Winter 2021	T
• Strengthen local, regional, state, and federal partnership for tourism	Ongoing	T, ED, L
• Seek grant funding for marketing and tourism	Ongoing	CMO, T, BP
• Redevelop tourism website and social media pages	Winter 2021	T
• Update African-American History Brochure	Summer 2021	L, T
• Update Tourism Plan	Summer 2021	T, PCD
• Promote Petersburg to film industries	Ongoing	CMO, T
• Develop a Sports Tourism Plan to include all City sports entities	Spring 2022	T, RCE, DT

Goal 4: Celebrate Petersburg

Objective #2: Preserve Petersburg's Historical Infrastructure

Action	Target Date	Department
• Complete assessment of all historical buildings	Spring 2022	PCD
• Develop usage plan for: Peabody School McKenney Library Jarratt House	Fall 2021	CC, CMO, L
• Ensure the maintenance and code compliance of privately owned historical buildings	Ongoing	NS
• Develop a maintenance plan for city owned historical buildings	Summer 2021	PU, CMO, HR
• Construct a plan for Wilcox Lake rehabilitation	Winter 2021	CC, CMO, PU
• Complete rehabilitation of Southside Depot	Spring 2024	PU
• Seek alternative funding sources for preservation	Annually	PCD, NS, BP

Goal 4: Celebrate Petersburg

Objective #3: Develop Community Pride in Petersburg

Action	Target Date	Department
• Create and maintain online central calendar of social events	Spring 2022	CMO, RCE, CA, L, T
• Develop city-wide survey for community event interests	Spring 2022	CMO, RCE, CA, L, T
• Enhance utilization of city-wide websites and social media accounts for vetted community	Ongoing	ALL DEPARTMENTS
• Market city activities to Petersburg's residents and community	Ongoing	CMO, RCE, CA, L, T
• Strengthen public and private partnerships	Ongoing	CMO, RCE, CA, L, T
• Promote the educational systems within Petersburg	Ongoing	CA, CMO, PCPS

GLOSSARY

60 Days in Reserve: Equates to 60 days of the daily operating budget cost.

Blight Prevention Initiative: Partnership between City staff and residents to help identify blighted property as well as be proactive towards any future blight.

Bond Rating AA: This rating states that a municipality has a very strong capacity to meet its financial commitments. The City of Petersburg aspires to reach this rating by 2025.

Bond Rating BBB-: Petersburg's current bond rating from Standard & Poor's. This rating states that the municipality has adequate capacity to meet its financial commitments and is at the low end of the investment grade scale.

Capital Improvement Plan: Short range plan (5 years) that identifies capital projects. Capital improvements include projects such as facility upgrades, vehicle/equipment replacement, infrastructure, technology and parks and open spaces.

Comprehensive Plan: Long range plan that highlights and guides decisions for the community's future development.

FOIA: Freedom of Information Act

Infrastructure: Publicly-owned or maintained sidewalks, streets, water/wastewater lines, stormwater systems and other fundamental facilities and systems serving the City of Petersburg.

Master Transportation Plan: Long range plan that outlines the development and vision of walkability, bike ability, and drivability within the City.

Pothole Blitz: Citizen engagement initiative to repair potholes across all wards.

Public and Private Partnerships: Collaborative arrangement amongst private organizations and public organizations to accomplish the same goal.

Revitalization Plan: Long range plan for the purpose of fortifying the assets of the City.

SWOT Analysis: Strategic analysis that outlines the strengths, weaknesses, opportunities, and threats of the City.

Tourism Plan: Long range plan that considers the needs of people traveling to and through the City and utilizes those needs to determine the best resources, programs and activities for their trip.

