2021- 2025
Strategic Plan

Robert A. Floyd
Director of Budget & Procurement
Vision: Petersburg is a vibrant, welcoming and engaged community for all

Values

Citizen/Customer Focused
Competent and Responsive Staff
Open and Honest Communications
Fiscally Sound and Sustainable Operations
Understanding and Respect for Council/Manager Form of Government
**Strategic Goals**

**Economic Development**
Promote Economic Development to attract New Businesses and Strengthen the City’s Tax Base

**Neighborhood Vitality**
Support Community Development Activities to enhance neighborhoods and Improve Housing

**Good Governance**
Provide Good Governance for Efficient, Effective, and Equitable Service Delivery, Productive Citizen Engagement, and Community Improvement

**Celebrate Petersburg**
Celebrate Petersburg’s History and Culture
Departmental Breakdown

Each action item is assigned to specific departments to ensure effective implementation

- BP- Budget and Procurement
- CA- Community Affairs
- CC- City Council
- CMO- City Manager’s Office
- COR- Commissioner of Revenue
- CT- City Treasurer
- DT- Dogwood Trace Golf Course
- **ED- Economic Development**
- F- Fire
- FC- Finance and Collections
- GP- Golf and Parks
- GS- General Services
- HR- Human Resources
- IT- Information Technology
- JCC- Juvenile Crime Control
- L- Library
- NS- Neighborhood Services
- P- Police
- PCC- Petersburg Community Corrections
- PCD- Planning and Community Development
- PCPS- Petersburg City Public Schools
- PU- Public Utilities
- RCE- Recreation and Community Engagement
- SS- Social Services
- S- Sheriff
- T- Tourism
- TR- Transit
Goal 1: Economic Development
Promote Economic Development to Attract New Business and Strengthen the City’s Tax Base

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 2: Neighborhood Vitality
Support community development activities to enhance neighborhoods and improve housing

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 3: Good Governance
*Provide good governance for efficient, effective, and equitable service delivery, productive citizen engagement, and community development*

Objectives

I. Efficient and Effective Operations

II. Demonstrate Collaborative Leadership

III. Provide Responsible Fiscal Management

IV. Expand Accessibility to Government
Goal 4: Celebrate Petersburg
Celebrate Petersburg’s history and culture

Objectives

I. Increase Tourism

II. Preserve Petersburg’s Historical Infrastructure

III. Develop Community Pride in Petersburg
## Goal 1: Economic Development

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

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Department</th>
<th>Target Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop and implement the Economic Development Plan within the Comprehensive Plan</td>
<td>ED, PCD</td>
<td>Summer 2021</td>
</tr>
<tr>
<td>Develop and implement a Marketing Strategy</td>
<td>ED, T, CMO</td>
<td>Summer 2021</td>
</tr>
<tr>
<td>Establish a Downtown Revitalization Plan</td>
<td>ED, PCD, T, CMO</td>
<td>Summer 2021</td>
</tr>
<tr>
<td>Establish a Gateway Revitalization Plan</td>
<td>ED, PCD, T, CMO</td>
<td>Summer 2021</td>
</tr>
<tr>
<td>Develop a written process for commercial &amp; industrial development projects</td>
<td>ED, PCD, CMO, NS, BP</td>
<td>Winter 2021</td>
</tr>
<tr>
<td>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</td>
<td>ED, PCD, CMO</td>
<td>Ongoing</td>
</tr>
</tbody>
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### Goal 1: Economic Development
#### Objective 2: Strengthen Petersburg’s Workforce

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Department</th>
<th>Target Date</th>
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<tbody>
<tr>
<td>Partner with other organizations to assess employment needs, common challenges, growth potential, future, etc. and strategies</td>
<td>ED, CA, PCPS</td>
<td>Spring 2021</td>
</tr>
<tr>
<td>Establish a technical action team to design and implement a model to address critical community workforce development needs</td>
<td>ED, CA, PCPS</td>
<td>Spring 2022</td>
</tr>
<tr>
<td>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</td>
<td>ED, CA, PCPS</td>
<td>Spring 2023</td>
</tr>
<tr>
<td>Identify and help promote opportunities for on-the-job training programs with businesses</td>
<td>ED, CA, PCPS</td>
<td>Summer 2023</td>
</tr>
<tr>
<td>Evaluate transit bus routes to reflect community workforce needs</td>
<td>TR</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Create Comprehensive workforce development strategy</td>
<td>ED, CA</td>
<td>Summer 2022</td>
</tr>
<tr>
<td>Develop adult literacy programs</td>
<td>CA, ED, PCPS, CMO</td>
<td>Spring 2023</td>
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</tbody>
</table>
### Goal 1: Economic Development

**Objective 3: Diversify and Broaden the City’s Tax Base**

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Department</th>
<th>Target Date</th>
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</thead>
<tbody>
<tr>
<td>Conduct a SWOT analysis on the revenue streams that flow through the City of Petersburg</td>
<td>BP, COR</td>
<td>Fall 2021</td>
</tr>
<tr>
<td>Develop a plan to transfer or sell City owned property to private investors</td>
<td>ED, PCD, CMO</td>
<td>Spring 2021</td>
</tr>
<tr>
<td>Develop policies and procedures, and action plan for disposition of City owned properties</td>
<td>ED, PCD, CMO, NS, BP, HR</td>
<td>Summer 2021</td>
</tr>
<tr>
<td>Create incentive packets and products to promote the City at economic development events targeting commercial, retail, and other developments</td>
<td>ED, PCD, CMO, BP, COR, FC</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Evaluate Opportunity Zones and Enterprise Zones</td>
<td>ED, PCD, CMO</td>
<td>Annually</td>
</tr>
<tr>
<td>Develop plan for revenue sharing opportunities with neighboring localities</td>
<td>ED, PCD, CMO, BP, COR, FC</td>
<td>Ongoing</td>
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# Goal 4: Celebrate Petersburg

## Objective 1: Increase Tourism

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Department</th>
<th>Target Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create a centralized site for all of Petersburg’s historical information</td>
<td>T</td>
<td>Winter 2021</td>
</tr>
<tr>
<td><strong>Strengthen local, regional, state, and federal partnerships for tourism</strong></td>
<td>T, ED, L, PCD</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Seek grant funding for marketing and tourism</td>
<td>CMO, T, BP</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Redevelop tourism website and social media pages</td>
<td>T</td>
<td>Winter 2021</td>
</tr>
<tr>
<td>Update African-American History Brochure</td>
<td>L, T</td>
<td>Summer 2021</td>
</tr>
<tr>
<td>Update the Tourism Plan</td>
<td>T, PCD</td>
<td>Summer 2021</td>
</tr>
<tr>
<td>Promote Petersburg to the film industry</td>
<td>CMO, T</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Develop a Sports Tourism Plan to include all City amenities</td>
<td>T, RCE, DT</td>
<td>Spring 2022</td>
</tr>
</tbody>
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Strategic Plan - Economic Development Summary

Economic Development Strategic Goals
• Economic Development
• Neighborhood Vitality
• Good Governance
• Celebrate Petersburg

Economic Development Objectives
• Foster Commercial, Retail and Logistical Development and Retention
• Strengthen Petersburg Workforce
• Diversify and Broaden the City’s Tax Base

19 Action Items
• Foster Commercial, Retail and Logistical Development and Retention
  • 6 Action Items
• Strengthen Petersburg Workforce
  • 7 Action Items
• Diversify and Broaden the City’s Tax Base
  • 6 Action Items
THANK YOU

Questions/Comments/Concerns/Feedback