



## MEMORANDUM

**TO:** Mayor Tomzak & Members of City Council  
**FROM:** Phillip L. Rodenberg, City Manager  
**DATE:** January 7, 2008  
**SUBJECT:** Adopting the Council Goals and Initiatives for 2009-2010

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### **ISSUE:**

Whether the Council is ready to act on a set of biennial goals and initiatives to guide the work of the City.

### **RECOMENDATION:**

I recommend that the Council adopt the attached set of Goals & Initiatives, after holding a public hearing to gain public input on the latest version.

### **BACKGROUND:**

**The Process.** Council has arrived at the most recent draft of 18 initiatives organized under 8 goal areas based on the following process:

- Staff presented Council with its assessment of the greatest needs of the City in a document entitled, "Compelling Issues 2008" during the City Council retreat on September 26-27, 2008
- Council discussed the initial draft at its November 18, 2008 and the final draft at a December 9, 2008 work session.

The City Council will engage the community in a discussion of the most recent set of goals and initiatives through a public hearing on January 13.

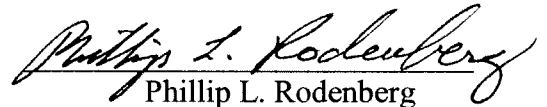
**Perspective on the Council Biennium.** By adopting a set of goals and initiatives, the City Council will set the priorities for the city government to follow over during calendar years 2009 and 2010 and for the budget preparation cycles for Fiscal 2010 and 2011. These goals and initiatives advance the city toward the Council's future vision of Fredericksburg that is captures in the City Council Vision Statement.

- City Council **vision** set an inspiring, compelling picture of our preferred future of the City of Fredericksburg in 10 to 20 years.
- City Council **goals** are the outcomes you hope to accomplish in the near term. Elements of the vision are embedded in the goals.

- City Council **initiatives** stem from the goals and are critical few targets for the next two years. Initiatives are:
  1. *Specific*
  2. *Measurable*
  3. *Short range* – 1 to 2 years. (Longer range goals should be expressed as intermediate goals to be undertaken now to achieve the ultimate goal.)
  4. *By exception* – that is, those that are truly above current policies and practices.
  5. *Not ranked in order*
  6. *Cost-counted* in time, money and commitment
  7. *Within the City's power to achieve*

**FISCAL IMPACT:**

The Council goals and initiatives will help guide the Fiscal 2010 and 2011 Budgets and Capital Improvement Plans. We believe it is important for Council to realize that the current list of initiatives will not be possible without an infusion of new revenue. Thus, Council will need to prioritize the most important ones now and at budget approval time. You will note that some of the items contain a phrase similar to "proceed if there are sufficient funds."

  
Phillip L. Rodenberg

Attachment

**Fredericksburg City Council**

***Goals & Initiatives 2009-2010***

***January 13, 2009***

**1. Historic District Character and Vitality**

- a. Riverfront Park Development (Legacy Initiative)
- b. Courthouse Complex Development and Post Office Site Reuse (Legacy Initiative)
- c. Historic Preservation Plan

**2. Character of the City and Neighborhoods**

- a. Volunteerism, Sponsorships and Donations

**3. Economic Vitality**

- a. Mixed Use Development Ordinance
- b. Economic Development Strategic Plan
- c. Downtown Special Events and Tourism Amenities
- d. Performing Arts Center

**4. Sustainability and the Natural Environment**

- a. Low Impact Development Ordinance
- b. Environmental Stewardship Initiatives

**5. Parks, Recreation & Open Space**

- a. Pathways Plan Improvements
- a. City Parcel Use for Parks and Community Gatherings

**6. Public Safety**

- a. Walkable, Bikeable City
- b. Downtown Community Police Officer
- c. Emergency Medical Service Agreement

**7. Transportation**

- a. Train Station Improvements

**8. Governance**

- c. Development Plan Approval Process Improvement
- d. Geographic Information System

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## GOAL 1

### **HISTORIC DISTRICT CHARACTER & VITALITY**

**Protect and enhance the character of Fredericksburg's historic area and city center environment to preserve our sense of place, promote economic strength, and ensure the City's continuing appeal to residents, business people, and visitors.**

#### Initiative 1A

##### **Riverfront Park Development (Legacy Initiative)**

Develop a Riverfront Park on the river side of Sophia Street between George Street and Charlotte Street in the context of a larger city park development along the Rappahannock River.

##### Action Steps

- Make use of the assembled park lands for community activities beginning in Spring 2009.
- Make interim landscaping and amenity improvements to the park in 2009 and 2010 to enhance use by the community. Pursue a partnership with the Economic Development Authority and developers to accomplish the improvements.
- In coordination with the Corps of Engineers, improve the view of the river from the park without compromising riverbank stability by Summer 2009.
- Proceed (or be prepared to proceed) with park development according to the adopted plan as funding, donations and sponsorships allow in 2010.
- Continue to seek assistance from the U.S. Congress and Corps of Engineers for funding for riverfront park development and dredging to deepen the river channel in 2009 and 2010.

##### Responsibility

- Planning & Community Development Director (Lead Responsibility), Senior Planner, Parks, Recreation & Public Facilities Director, and Superintendent of Leisure Programs
- Public Works Director, Assistant Director, and Site Development Manager (Erosion control)
- Riverfront Park Task Force and other Boards and Commissions as needed.

##### Related Initiatives

- G2A (Volunteerism), G3C (Downtown Special Events), G4A (Low Impact Development), G4B (Environmental Stewardship), G5A (Pathways), G5B (City Parcel Use), G6A (Walkable, Bikeable City), G6B (Downtown Community Police Officer).

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## **Initiative 1B**

### **Courthouse Complex Plan and Post Office Site Reuse (Legacy Initiative)**

Complete the design and begin construction of a combined courthouse complex to replace existing court buildings as part of a mixed use development project on the downtown post office site after relocating the existing post office carrier facility.

#### **Action Plan**

- Develop and execute a communication plan to explain the need for the project to the public beginning in Spring 2009. Explain the importance to downtown development and court security. Explain the impact on other projects, programs, and existing court building reuse.
- Authorize and assist the USPS and the architect in the completion of the site plan and interior allocation plan by May 2009.
- Sign the master development plan with the U.S. Postal Service by June 2009.
- Complete property acquisitions and design approvals for the courthouse, parking deck, and mixed use site by December 2009.
- Assist the USPS (through Keating Development Company) through approval of design and the commencement of construction of the mixed use site that includes the replacement post office, courts complex and residences by Spring 2010.
- Pursue options for the reuse of existing courts buildings in 2009 and 2010 so that vacancy is minimized and the buildings continue to be productive. Plan for the eventual reuse and possible lease of the Renwick Courthouse and lease or sale of other court buildings to offset new court construction cost or meet another city space need by Spring 2010. Minimize transition time between old and new uses.

#### **Responsibility**

- City Manager, Assistant City Manager and City Attorney (Lead Responsibility)
- Director of Parks, Recreation & Public Facilities and Facilities Superintendent
- Fiscal Affairs Director and Budget Manager
- Judges, Clerks, Sheriff and Commonwealth Attorney
- Architectural Review Board and Planning Commission

#### **Related Initiatives**

- G1C (Historic Preservation Plan), G3A (Mixed Use Ordinance, G3B (Economic Development Strategic Plan), G4B (Environmental Stewardship), G6A (Walkable, Bikeable City). ###

## Initiative 1C

### **Historic Preservation Plan**

Adopt and begin implementation of the Historic Preservation Plan based on the new Comprehensive Plan and historic resources inventory by Spring 2009.

#### Action Plan

- Review and adopt the Historic Preservation Plan by Spring 2009.
- Implement action items in the Preservation Plan in Summer 2009. Begin preliminary work on an Archeology Ordinance and other key ordinance amendments.
- Complete Phase 3 of the historic resources inventory in cooperation with the Department of Historic Resources and the College of William and Mary by January 2010 or as soon as state and local funds allow.

#### Responsibility

- Planning Director (Lead)
- Senior Planner, and Property Maintenance Code Official
- City Attorney and City Manager
- Historic District Task Force, Architectural Review Board and Planning Commission

#### Related Initiatives

- G1B (Courthouse Complex Development), G3A (Mixed Use Ordinance, G3B (Economic Development Strategic Plan), G7A (Train Station), G8B (Geographic Information System).

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## GOAL 2

### CHARACTER OF THE CITY AND NEIGHBORHOODS

**Enhance the quality of the City's residential neighborhoods and public gathering places to promote livability and a strong sense of community.**

#### Initiative 2A

##### **Volunteerism, Sponsorships and Donations**

Explore and develop a framework for more creative partnerships with community organizations, businesses, and individual citizens towards accomplishing the work of the City.

##### Action Plan

- Develop a list of volunteer opportunities comprised of direct financial contributions, in-kind contributions, and volunteer labor activities by Spring 2009. Focus a portion of the effort on streetscape, riverfront improvements, and tree planting projects.
- Develop a sustainable program for managing volunteer efforts and marketing and receiving donations by Fall 2009.
- Invite the community to join in the work through an open house meeting or meetings by Fall 2009.
- Publish a menu of items and projects available for sponsorship and donations by Fall 2009. Include large and small sponsorship opportunities to attract corporate and business as well as individual contributions.

##### Responsibility

- Parks, Recreation & Public Facilities Director and Superintendent of Leisure Programs (Lead Responsibility)
- Public Works Director, Police Chief, and other department directors as needed.
- Memorials Commission, Parks & Recreation Commission, Beautification Commission, Riverfront Task Force and other boards and commissions as needed.

##### Related Initiatives

- G1A (Riverfront Park), G3C (Downtown Special Events), G3D (Performing Arts Center), G4B (Environmental Stewardship), G5A (Pathways), G5B (City Parcel Use), G6A (Walkable, Bikeable City), G6B (Downtown Community Police Officer), G6C (Emergency Medical Service Agreement).

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## GOAL 3

### ECONOMIC VITALITY

**Increase the prosperity of citizens and businesses and ensure adequate City revenues by (1) establishing Fredericksburg as a preeminent national tourism destination and (2) pursuing economic development and redevelopment opportunities that lead to high quality, sustainable employment.**

#### Initiative 3A

##### **Mixed Use Development Ordinance**

Adopt a new Mixed Use Development Ordinance to assist with the implementation of the JumpStart 2010 Plan and the overall economic vitality of the City.

##### Action Plan

- Conduct a joint City Council-Planning Commission work sessions in early 2009 towards Council adoption in Spring 2009.
- Assist the University of Mary Washington Foundation and other developers with submitting mixed use development applications that complement city development goals as expressed in the JumpStart 2010 Plan and the 2007 Comprehensive Plan.

##### Responsibility

- Planning & Community Development Director (Lead Responsibility), Economic Development & Tourism Director, Economic Development Manager, and Building & Development Services Director
- Planning Commission, and Economic Development Authority

##### Related Initiatives

- G1B (Courthouse Complex Development), G1C (Historic Preservation Plan), G3B (Economic Development Strategic Plan), G3D (Performing Arts Center), G4A (Low Impact Development Ordinance), G4B (Environmental Stewardship), G8A (Development Plan Approval Process).

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## Initiative 3B

### **Economic Development Strategic Plan**

Complete a Strategic Plan by January 2010 to provide guidance to the Economic Development & Tourism staff, including the use of performance-based incentives.

#### Action Plan

- Hire the new Economic Development & Tourism Director in 2010, or as funding allows.
- Complete and circulate for comment a draft plan that includes elements such as (1) Business Targeting and Recruitment, (2) Redevelopment, Attraction and Process Improvements, (3) Downtown Economic Development, and Retention and Expansion, and (4) Tourism Marketing and Development by Fall 2009,
- Refine and adopt revisions to the City's Performance-Based Incentives Program and show how incentives fit into the overall Economic Development Strategic Plan by Fall 2009.
  - Provide a clearer definition of the use of incentives.
  - Communicate how incenting new businesses helps existing businesses.
  - Provide information to the public on the performance-based aspect of incentives.
- Develop a preferred list of office development and retail businesses the City wishes to recruit in 2009 and 2010.
- Establish by ordinance a Jefferson Davis Highway Technology Zone to encourage redevelopment along this important corridor by Spring 2010.
- Request that the General Assembly approve enabling legislation in 2009 and 2010 to establish an Arts and Culture District to encourage culture and arts-related business development in the downtown district. If approved, enact such legislation within three to six months of General Assembly action.
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#### Responsibility

- Economic Development & Tourism Director and Economic Development Manager (Lead Responsibility)
- City Manager, Assistant City Manager, and City Attorney
- Economic Development Authority, Arts Commission, and Downtown Economic Development Commission.

## Related Initiatives

- G1B (Courthouse Complex Development), G1C (Historic Preservation Plan), G3A (Mixed Use Ordinance), G3C (Downtown Special Events), G3D (Performing Arts Center), G4A (Low Impact Development), G8A (Development Plan Approval Process Improvement).

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## Initiative 3C

### **Downtown Special Events and Tourism Amenities**

Use Historic Downtown and Celebrate Virginia South lodging properties to energize retail and restaurant sales, provide a platform for events development, and build towards improved infrastructure and amenities in the downtown district.

#### Action Plan

- Build relationships between hotel staff and downtown businesses in 2009 and 2010.
  - Identify opportunities in new downtown hotel to inform lodgers of amenities in the downtown.
  - Design and install the satellite Fredericksburg Timeless Visitor Center in the Kalahari Resorts lobby by June 2010 according to the Kalahari-City Performance Agreement.
  - Encourage downtown businesses to refer business contacts, friends and family to city hotels and inns.
  - Actively recruit professional associations, especially “downtown friendly” associations to meet at the new downtown hotel.
  - Seek “value added” opportunities for hotel lodgers in downtown businesses.
- Attract and retain a variety of special events and evening events that draw area residents and visitors to downtown in 2009 and 2010.
  - a. Use the new Events Toolkit as a means to encourage more events in the downtown.
  - b. Review existing events to maximize growth and impact.
  - c. Seek opportunities to fully engage the downtown as an events venue, i.e., consider street closings and use of newly acquired riverfront park space for events development.
  - d. Encourage downtown businesses to remain open during evening hours.
  - e. Continue to promote and publicize events for increased participation and attendance.

#### Responsibility

- Director of Economic Development & Tourism, Tourism Development Manager (Lead Responsibility), and Visitor Center Manager

- Special Events Police Officer, Public Works Director, Parks, Recreation and Public Facilities Director, and Superintendent of Leisure Programs

#### Related Initiatives

- G1A (Riverfront Park), G2A (Volunteerism), G3B (Economic Development Strategic Plan), G5A (Pathways), G5B (City Parcel Use), G6A (Walkable, Bikeable City), G6B (Downtown Community Policing Officer).

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## Initiative 3D

### **Performing Arts Center**

Facilitate the exploration of the feasibility of a Performing Arts Center in the downtown district through the Arts Commission by January 2010.

#### Action Plan

- Request that the General Assembly approve enabling legislation in 2009 and 2010 to establish an Arts and Culture District to encourage culture and arts-related business development in the downtown district. If approved, enact such legislation within three to six months of General Assembly action.
- Assist with information on conducting feasibility and economic impact studies on the downtown business district of a center in 2009.
- Assist with information toward understanding the need for and developing a business plan and pro forma for a center in 2009.
- Assist with the development of a governance model based on centers in other cities.

#### Responsibility

- Visitor Center Manager (Lead Responsibility), Economic Development & Tourism Director, Economic Development Manager, and Building & Development Services Director, and Planning & Community Development Director
- Arts Commission, Planning Commission, and Downtown Economic Development Commission, and Economic Development Authority

#### Related Initiatives

- G2A (Volunteerism), G3A (Mixed Use Ordinance), G3B (Economic Development Strategic Plan), G3C (Downtown Special Events).

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## GOAL 4

### **SUSTAINABILITY & THE NATURAL ENVIRONMENT**

Protect, preserve and restore the natural environment through sustainable energy and environmental conservation measures, particularly those designed to protect the safe drinking water, natural beauty and historic resources of the Rappahannock River.

#### Initiative 4A

##### **Low Impact Development Ordinance**

Adopt and begin managing a Low Impact Development Ordinance by Spring 2009 to reduce negative water quality impacts of development and meet or exceed any state requirements.

##### Action Plan

- Convene a final meeting of the development community to familiarize them with the final proposed ordinance in early 2009.
- Solicit and receive comments from the Virginia Department of Conservation & Recreation before ordinance adoption.
- Present the ordinance to the Planning Commission and City Council and hold public hearings in Spring 2009.
- Construct a database of approved LID structures to monitor progress and identify potential off site impervious areas for improvement following adoption.

##### Responsibility

- Building & Development Services Director, Site Development Manager (Lead Responsibility) and Planning & Community Development Director
- Public Works Director, Assistant Director and City Engineer
- City Attorney, City Manager, and Friends of the Rappahannock (consultant)
- Planning Commission

##### Related Initiatives

- G1A (Riverfront Park), G3A (Mixed Use Ordinance), G3B (Economic Development Strategic Plan), G4B (Environmental Stewardship).

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## **Initiative 4B**

### **Environmental Stewardship Initiatives**

Pursue environment and energy conservation measures in 2009 and 2010 that demonstrate the City's commitment to environmental stewardship.

#### **Action Plan**

- Achieve the Green Government Award from the Virginia Municipal League in both 2009 and 2010.
- Design the new Courthouse Complex to be Leadership in Environmental and Energy Design (LEED) Certified Green Building in 2009. Pursue similar designation for other new or renovation building projects in 2010.
- Renew the Energy Performance Agreement for heating, ventilation and air conditioning systems in city buildings by February 2009.
- Continue to implement City Manager Administrative Regulations for environmental protection and energy conservation, including recycling, fleet emissions, dark sky complaint lighting, low impact development, mixed use development, alternative work schedules, bicycle and transit use, and others in 2009 and 2010.
- Achieve "E3" designation for Environmental Excellent from the Department of Environmental Quality for the City Wastewater Treatment Facility by Spring 2010 through the Environmental Management System program of the city.

#### **Responsibility**

- Parks, Recreation & Public Facilities Director (Lead Responsibility), Public Works Director, Superintendent for Public Facilities, and Wastewater Treatment Plan Superintendent.
- City Manager and Department Heads
- Clean & Green Commission, Parks & Recreation Commission, and Planning Commission

#### **Related Initiatives**

- G1A (Riverfront Park), G1B (Courthouse Improvements), G2A (Volunteerism), G3A (Mixed Use Development), G4A (Low Impact Development Ordinance), G5A (Pathways), G6A (Walkable, Bikeable City).

## GOAL 5

### **PARKS, RECREATION & OPEN SPACE**

Enhance the quality of parks and open space facilities, as well as recreational programming, to meet the needs of families, youth, and seniors.

#### Initiative 5A

##### **Pathways Plan Improvements**

Build significant sections of the Virginia Central Railway Trail, the Rappahannock River Heritage Trail, and other pathways included in the Pathways Plan as funds allow, working in partnership with the Pathway Partners and other civic groups.

##### Action Plan

- Complete construction on a significant section or all of the Virginia Central Rail Trail by Summer 2010.
- Complete construction of the Heritage Trail by Spring 2010. Consider phasing the project for early delivery of Riverside Drive portion of the project.
- Seek approval for the Cowan Boulevard Connector Trail through the state Transportation Enhancement grant program toward tentative approval of selected projects in Spring 2009. If approved, initiate project design and engineering in Fall 2009.
- Become a “Bicycle Friendly Community” with the League of American Cyclists by Summer 2010, ultimately gaining the League’s highest certification of a Gold Level Community.

##### Responsibility

- Director of Parks, Recreation & Public Facilities (Lead Responsibility), Public Works Director and Assistant Director, Senior Planner, and Grants Coordinator

##### Related Initiatives

- G1A (Riverfront Park), G2A (Volunteerism), G3C (Downtown Special Events), G4B (Environmental Stewardship), G6A (Walkable, Bikeable City), G7A (Train Station).

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## **Initiative 5B**

### **City Parcel Use for Parks and Community Gatherings**

Explore the feasibility of designating and developing city parcels for park use and neighborhood gatherings by Spring 2010.

#### **Action Plan**

- Identify and prioritize potential parcels for park use and community gatherings, including pocket park use by Fall 2009.
- Seek partnerships with civic associations and other groups by January 2010.

#### **Responsibility**

- Director of Parks, Recreation & Public Facilities (Lead Responsibility), Planning & Community Development Director, Public Works Director and Assistant Director, and Senior Planner.
- Parks & Recreation Commission, Clean & Green Commission, and other boards and commissions as needed.

#### **Related Initiatives**

- G1A (Riverfront Park), G2A (Volunteerism), G3C (Downtown Special Events), G6A (Walkable, Bikeable City), G7A (Train Station).

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## GOAL 6

### **PUBLIC SAFETY**

Provide a safe and secure environment for those who live, work, and visit the City through high quality public safety facilities and systems.

#### Initiative 6A

##### **Walkable, Bikeable City**

Improve pedestrian safety within the City, with enhanced pedestrian and cyclist accessibility, striped and signaled crosswalks, and completion of Pathways Plan projects.

##### Action Plan

- Continue to improve crosswalk safety throughout downtown with better crosswalk markings and new count-down timer pedestrian signals.
  - Caroline Street and Princess Anne Street crosswalks will be improved with wide stripe bars.
  - Jefferson Davis Highway (US Route 1) at College Avenue to be converted to count-down signal prior to start of Spring semester at UMW – early January, 2009.
  - Current traffic signals will be replaced with pedestrian count-down signals at a minimum of two intersections per year.
  - Other crosswalk improvements are added as possible.
- Implement pedestrian safety education campaign for crosswalk safety by Spring 2009. Consider increased enforcement in tandem.
  - Staff group currently working on downtown pedestrian issues
    - Public education
    - Signs
    - Enforcement
  - Request the 2009 Virginia General Assembly to amend the City's Charter to include Fredericksburg on a list of Virginia municipalities specifically requiring motorists to yield right-of-way to pedestrians utilizing a marked crosswalk
- Complete projects shown below:
  - VCR Trail – final engineering design contract awarded
  - Heritage Trail – VDOT Transportation Enhancement Grant received (\$410,000 to be matched with \$110,000 local funds)
  - Cowan Boulevard Connector Trail – VDOT Transportation Enhancement Grant application submitted October 31, 2008; grant pre-approval decisions expected in

March, 2009 (Jefferson Davis Highway/ Route 1 at Cowan Boulevard pedestrian access improvements addressed in this application)

- Sophia Street and William Street – pedestrian access improvements (count-down signal and others) to be performed as part of intersection traffic signal upgrade with Regional Surface Transportation Program (RSTP) Funds
- Chatham Bridge Improvements – Continue to coordinate with VDOT to assure that pedestrian and bicycle improvements are addressed in the new design

#### Responsibility

- Public Works Director and Assistant Director (Lead Responsibility)
- Director of Parks, Recreation & Public Facilities, Parks Superintendent, and Grants Coordinator
- Pathways Steering Committee

#### Related Initiatives

- G1A (Riverfront Park), G1B Courthouse Complex Development), G2A (Volunteerism), G3C (Downtown Special Events), G4B (Environmental Stewardship), G5A (Pathways), G5B (City Parcel Use), G7A (Train Station).

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## **Initiative 6B**

### **Downtown Community Police Officer**

Add a downtown community police officer in 2010 or when funding allows to help manage the multiple special issues and opportunities of the downtown district.

#### Action Steps

- Determine a sustainable community policing program for the downtown in conjunction with the Downtown Retail Marketing, Inc, neighborhood associations, and other downtown stakeholders by Fall 2009.
- Seek state grant assistance and merchant funding assistance in 2009 and 2010.
- Hire a community policing officer by Summer 2010, or as soon as funds allow.

#### Responsibility

- Chief of Police, Patrol Captain and Community Policing Sergeant (Lead Responsibility)
- Economic Development & Tourism Director, Tourism Development Manager, Economic Development Manager, and Grants Coordinator

#### Related Initiatives

- G1A (Riverfront Park), G2A (Sponsorships), G3B (Economic Development Strategic Plan), G3C (Downtown Special Events).

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## **Initiative 6C**

### **Emergency Medical Service Agreement**

Review the provisions of the 2006 Rescue Squad Agreement to ensure that the City of Fredericksburg and the Fredericksburg Volunteer Rescue Squad are both meeting the Emergency Medical Service obligations of the agreement.

#### Action Steps

- Convene a meeting of the Emergency Medical Service Plan Working Group by February 2009 to review the progress on the Plan. Pay particular attention to responsibility, accountability and governance.
- Make changes and recommendations in time to inform the Fiscal 2010 and 2011 Budgets.

#### Responsibility

- Fire Chief, Deputy Chief (Lead Responsibility), and Budget Manager

#### Related Initiatives

- G2A (Volunteerism, Sponsorships and Donations)

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## GOAL 7

### TRANSPORTATION

Advance the development of a surface transportation system that is safe, functional, and attractive for the benefit of motorists, pedestrians, and transit riders.

#### Initiative 7A

##### **Train Station Improvements**

Assist Virginia Railway Express in its construction and ongoing maintenance of \$2.6 million in capital improvements to the abutments, platforms and underpasses at the Fredericksburg Train Station during 2010.

##### Action Steps

- Participate in project development meetings with VRE, the consulting engineer and contractor in 2009.
- Invite VRE and the consulting engineer to a Council work session to discuss priorities of repairs before VRE approves the final work plans in 2009.
- Improve the overall cleanliness of the station in 2009 and beyond. Seek the cooperation of CSX and VRE in improved maintenance and upkeep of the station and adjoining CSX property along the rail line in the city limits.

##### Responsibility

- Parks, Recreation & Public Facilities Director and Senior Planner (Lead Responsibilities)
- Public Works Director, Assistant Director, City Engineer, Building & Development Services Director and Site Development Engineer
- VRE Operations Board member
- City Manager and Assistant City Manager

##### Related Initiatives

- G1C (Historic Preservation Plan), G5A (Pathways Plan), G6A (Walkable, Bikeable City).

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## **GOAL 8**

### **GOVERNANCE**

Pursue initiatives that provide better information and services for citizens; and that help the City organization run more efficiently and effectively.

#### **Initiative 8A**

##### **Development Plan Approval Process Improvement**

Review of Planning and Business Development approval processes for improvement that will demonstrably increase efficiencies, reduce delays, and improve communications with the land/business owner or developer toward timely approvals of development plans.

##### **Action Plan**

- Map out the current processes and determine improvements by Spring 2009.
  - Determine the areas where delays occur.
  - Measure the time periods elapsed or dollars expended.
  - Analyze the data collected in the measuring process and determine what improvements could be made, if any, to minimize those time periods, expenditures, etc.
  - Implement the improvements devised in the analysis phase of the project and test them. Set self-imposed time limits for review and approval.
  - Monitor and measure the improvements applied in the implementation phase and report the data collected.
  - Re-map the process and determine where any residual improvements need to be made.
- Publish information on the approval process to include estimated time of review for each kind of plan by Summer 2009.

##### **Responsibility**

- Human Resources Director (Lead Responsibility – Process Review)
- Building & Development Services Director and Planning & Community Development Director (Lead Responsibility – Public Information)
- Economic Development & Tourism Director

##### **Related Initiatives**

- G3A (Mixed Use Ordinance), G3B (Economic Development Strategic Plan).  
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## **Initiative 8B**

### **Geographic Information System Development**

Pursue the development of Phase I of a Geographic Information System to enable more sophisticated data analysis and mapping in City departments.

#### Action Plan

- Pursue the Wireless E911 no-match \$150,000 grant to stand up the system and accomplish the initial data conversion to be awarded in March 2009.
- *Once awarded*, release the Request for Proposals for all phases of the project with an option to award in phases by Summer 2009 and award a contract or contracts by Fall\_2009.
- Complete Phase I by December 2010, depending on contractor availability.

#### Responsibility

- Chief Information Officer (Lead Responsibility)
- Chief of Police and Graphics Coordinator
- Department Heads and Police Public Information Officer

#### Related Initiatives

- G1C (Historic Preservation Plan)

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