

**Goals  
Initiatives  
*and*  
Outcomes  
*for the***

**2015 and 2016 Biennium**

The City of  
Williamsburg, Virginia

**Update: March 25, 2016**



## CITY OF WILLIAMSBURG VISION

Williamsburg will become an evermore safe, beautiful, livable city of historic and academic renown, served by a city government — cohesively led, financially strong, always improving — in full partnership with the people who live, work and visit here.



Clyde Haulman  
Mayor

To advance the city’s vision, every two years the Williamsburg City Council identifies new strategic objectives for city government. *Biennial Goals, Initiatives and Outcomes* (GIOs) provide an expression of city priorities, as specific and measurable as possible, covering a two year period. Longer term objectives are expressed in terms of what the city hopes to accomplish in the near term toward that objective.



Paul Freiling  
Vice Mayor

GIOs are not intended to be a comprehensive list of all city services and activities. Instead, they provide a concrete, coordinated expression of City Council's direction for change and focus. In that way, they drive city government operating budget and capital budget formation. The 2015/2016 *Biennial Goals, Initiatives and Outcomes*, adopted on November 13, 2014, guide budget decisions for two fiscal years, that is, for FY 16 and FY 17.



Judy Knudson  
Council Member

Under eight Goal statements 60 specific Initiatives are identified. In addition to the Initiatives, Outcomes from the National Citizen Survey (NCS); and “Desired Outcomes” and Observed Results,” provide performance metrics which help assess goal achievement. Williamsburg participated in the NCS in May 2008, 2010, 2012 and 2014. Reported here are citizen ratings of “Good” or “Excellent” for questions, including national benchmarks and trends since 2008.



Scott Foster  
Council Member

The Biennial GIOs are created in light of a variety of resources including the city's Comprehensive Plan, Five Year Capital Improvement Program (CIP), and Economic Development Strategic Plan; and with input from citizens, city staff, and volunteers.

Biennial goal statements align with the 2013 Comprehensive Plan goals. Initiative statements with a 🏠 symbol directly link to projects in the city’s CIP.

Citizen engagement is vital to the success of this process from start to finish. Go to [www.williamsburgva.gov/goals](http://www.williamsburgva.gov/goals) for status reports and to <http://speakupwilliamsburg.com> to offer your comments anytime.



Douglas Pons  
Council Member

Clyde Haulman, Mayor

Jackson C. Tuttle, City Manger

December 2014



## **GOAL I: Character of the City**

Protect and enhance Williamsburg’s unique character as defined by its residential neighborhoods, urban places, open spaces, and by its iconic places—the Colonial Williamsburg Historic Area and campus of the College of William and Mary.

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## **GOAL II: Economic Vitality**

Increase employment opportunities, personal income growth, business success, and city revenues by supporting, promoting and diversifying the city’s economic base of heritage tourism and higher education, and other development and redevelopment opportunities.

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## **GOAL III: Transportation**

Provide an effective transportation system compatible with the future land use plan – with “complete streets” serving pedestrians, bicyclists and motorists, and promoting the expanded use of transit and rail.

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## **GOAL IV: Public Safety**

Secure an ever safer community by enabling police, fire, emergency management and judicial operations to protect and serve city residents, visitors, businesses and historical assets.

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## **GOAL V: Human Services and Education**

Seek opportunities and implement programs that address the educational, health, social, housing, economic and workforce training needs and expectations of city residents and workers.

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## **GOAL VI: Recreation and Culture**

Add to the quality and availability of cultural and recreational facilities and programming, as might be typically available only in larger communities, to meet the needs and expectations of city residents and visitors.

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## **GOAL VII: Environmental Sustainability**

Build an evermore sustainable and healthy city pursuing multiple strategies for conservation and restoration, and providing essential environmental services related to drinking water, waste water, stormwater and solid waste.

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## **GOAL VIII: Citizen Engagement and City Governance**

Continuously improve the effectiveness of city government and its partnership with the people who live, work, and visit here to fulfill Williamsburg’s vision for the future.

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**GOAL I**

Protect and enhance Williamsburg’s unique character as defined by its urban places, neighborhoods, commercial spaces and open spaces; and by its iconic places—the Colonial Williamsburg Historic Area and campus of the College of William and Mary.

**A. Downtown Vibrancy** 

Extend the unique character and high quality of the downtown core (Merchants Square) into immediately adjacent areas – specifically along Henry Street to the north and south, and along Prince George and Scotland Streets to the west – by means of public and private redevelopment.

Public projects include the Stryker Center (See **Goal VIII: Citizen Engagement and Governance**), Triangle Building and Blayton area (See **Goal II: Economic Vitality**), and a parking review (See **Goal III: Transportation**).

Stryker Center project completed with ribbon cutting event on March 7, 2016.

The Triangle building is fully leased with three tenants (MAD About Chocolate, Rick's Cheesesteak, and the Triangle Restaurant). MAD About Chocolate reopened under new ownership.

Funding established for a Downtown Vibrancy and Design Study and Wayfinding Signage implementation in 2016.

Downtown parking study is underway with the goal of having the study completed by August 2016.

The upgrades to the Merchant Square Wifi were completed in March 2016.



Prince George Street Rehabilitation and New Construction

Private sector projects include Prince George Commons retail and housing; reuse of the Health Evaluation Center; development of surplus downtown properties owned by Colonial Williamsburg Foundation, and studying the demand for a downtown boutique hotel to fill the gap created by the loss of the Hospitality House.

Prince George Commons is complete and the spaces are actively marketed for lease. Griffin Arms commercial space is fully leased with Oishi Sushi Restaurant and the Hound's Tale Restaurant both open. The Health Evaluation Center is still available for sale or lease. Colonial Williamsburg sold 212 N. Henry Street to Robert Newell. Colonial Williamsburg received 400, 401 and 402 Scotland Street as donations and now owns the properties.

### B. Arts District and Midtown

Pursue the vision of renewal in the Midtown area, anchored and branded with the “Arts District” identity, and committed to the long term success of the shopping center sites. Consider using a visioning process to precede future planning and action steps. Work closely with current and prospective owners to rejuvenate and redevelop the Williamsburg Shopping Center; continue to add “creative economy” businesses, services and housing; and sell the city owned “Tioga” property at 906 Richmond Road site for development by the end of the biennium (See [Goal II: Economic Vitality](#)). Improve Monticello Avenue (See [Goal III: Transportation](#)).

Conceptual design work for Midtown continues with assistance from consultants. Staff works with potential private developers on a vision for redevelopment for Midtown properties. 1233 Richmond Road is under contract for purchase and subsequent demolition by the City.

Staff evaluation completed for potential sale of 906 Richmond Road. Property removed from active marketing. Long term plan is still to sell the property to the private sector for commercial development.

### C. Richmond Road Corridor

Maintain this prime entrance corridor the premier regional destination for restaurants, lodging and complementary services for visitors and locals. Make progress during the biennium in build out/lease out of High Street, redevelopment of the “Spotswood” site at Ironbound Road, redevelopment of obsolete commercial properties, and construction of new in-fill projects along the corridor. Improve Ironbound Road at Longhill and Richmond Roads (See [Goal III: Transportation](#)).

The Aldi Supermarket is under construction on the Spotswood site with opening expected mid-spring, with two additional pad sites available for new development. Two new businesses opened on Richmond Road (Daily Donut, Fat Tuna) and the Movie Tavern completed a major renovation in High Street.

### D. Northeast Triangle

Follow the guidance from the Northeast Triangle Focus Group, as consolidated in the Comprehensive Plan update, to bring new life to the “Capitol Quarter” area. Make progress toward reconstruction of the Bypass/Capitol Landing Road intersection and make pedestrian improvements on Bypass Road and Parkway Drive (See [Goal III: Transportation](#)) by the end of the biennium. Support private sector projects in progress including Shops at Second Street, Evelyn Nursery, Capitol Landing Green, and Copper Fox Distillery at the former Lord Paget site.

Shops at Second Street completed with all spaces occupied; final site plan approved for Evelyn Nursery with anticipated April 1 opening, building permit issued for first phase of Copper Fox Distillery, 12 of 16 lots in Capitol Landing Green developed.

**E. Southeast Quadrant** 

Work with “Quarterpath at Williamsburg” developers and Riverside Healthcare Association to build a high quality, new city neighborhood with Doctors’ Hospital of Williamsburg as its anchor. Create a pedestrian friendly commercial, retail and residential village complementing Williamsburg’s special character with opportunities for significant economic development and employment growth. Strive for Quarterpath at Williamsburg to become a regional hub site for all of the Eastern Virginia Mega Region. (see **Goal II: Economic Vitality**).

Lot created at northeast corner of Quarterpath Road and Battery Boulevard for future commercial development. 227 unit Aura Apartments complete. 157 unit Townhomes at Quarterpath approved, 8 townhouses completed and 6 under construction. One bay of commercial property purchased by SL Nusbaum for future shopping center development.

Pursue the construction of Redoubt Road with developer funds to complete the road backbone, and develop the unpaved segment of Quarterpath Road as a multiuse trail once Redoubt Road is open to traffic. Preserve and connect environmentally sensitive land for passive recreation and to further the cause of Civil War battlefield preservation.

The portion of Redoubt Road from Battery Boulevard across the upper stretch of Tutter’s Neck Pond has been approved for construction. The remainder of Redoubt Road to Quarterpath Road will occur as that section of Riverside is developed.

**F. Underground Utilities** 

Design and price by June 2015 the next three underground utility projects with the goal of funding and constructing each one per the Capital Improvement Plan:

- South Henry Street (4000’) from Newport Avenue to Port Anne (FY15-16)
- York Street (450’) from Quarterpath Road to city limits (FY15-16)
- Second Street (2100’) from Page Street to city limits (FY15-17)
- Ironbound Road (1500’) west of Richmond Road (In conjunction with Ironbound Road widening (See **Goal III – Transportation**)

S. Henry Street is scheduled to begin spring 2016. Second Street is scheduled for design in FY17 and to begin spring-summer of 2017, and York to follow in FY18.

**G. Entry Corridor Beautification** 

Complete by the end of calendar year 2015 the streetscape and pedestrian/bicycle improvements on the York Street (Route 60 East) entry corridor per the Capital Improvement Program. Work with regional partners to continue Route 60 East corridor improvements outside the city limits to the Route 199 overpass.

The York Street entry corridor project is complete. James City County has not committed to continue the corridor improvements to Rte. 199.

Accomplish additional corridor beautification with the underground utility projects above, and with street/pedestrian/bicycle improvements described in **Goal III – Transportation**.

**H. Open Space Preservation and Commercial Site Assembly** 

Actively pursue acquisition of additional open space for land conservation both within the city limits and at the Waller Mill Reservoir for watershed protection purposes. Add to the city’s permanent open space ownership of non-commercially zoned properties during the biennium. Purchase land for the establishment of Capitol Landing Park on Queen’s Creek prior to the end of calendar 2015.

No new opportunities occurred to add land in the Waller Mill Reservoir watershed. Initial staff efforts were unable to reach agreement with owner of Capitol Landing Park land for acquisition of property.

Actively pursue opportunities to acquire and assemble underused (or blighted) commercial sites to enable commercial redevelopment by the private sector.

The City purchased 912 and 924 Capitol Landing Road and received a \$100,000 grant from the state (DEQ and VEDP) to help pay for the demolition of the buildings on the property to prepare the properties for redevelopment. Both properties have been demolished and the sites graded and stabilized. RFP process completed for 912 Capitol Landing Road to be marketed actively for sale by a commercial broker. 924 Capitol Landing Road will be land banked unless a destination use identifies it for private use.

**I. Neighborhoods Stability and Revitalization**

Focus city attention (Human Services, Codes Compliance, Police, Recreation, etc.) on stability and improving conditions in neighborhoods at risk of declining value. In particular, focus on the Merrimac Trail apartment corridor, collaborating with residents and property owners to improve physical conditions, safety and livability of the neighborhood.

WPD initiated a Merrimac Trail apartment corridor monthly meeting with apartment managers to discuss crime prevention recommendations and provide crime updates. Bike patrols have been conducted in the area and neighbors were included in the National Night Out Campaign hosted on August 4.

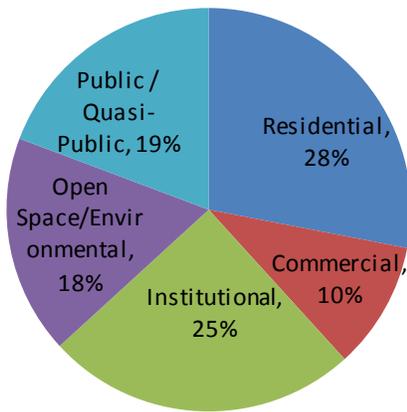
Evaluate adding neighborhoods to the city’s Rental Inspection Program when either declining property values, or rental use in single family neighborhoods exceed 50%, making city intervention through the rental inspection program necessary.

The City continues to monitor the situation, but no specific neighborhoods have been identified at this point. Codes Compliance increased enforcement and education for properties that fail to remove trash cans in a timely manner. Police staff conduct periodic walks in neighborhoods to provide public education regarding parking and noise.

**Desired Outcomes**

**Observed Results**

1. Maintain at least 60% of the 5787 acres within the city limits for public, Colonial Williamsburg, and College land use to preserve Williamsburg’s unique character.

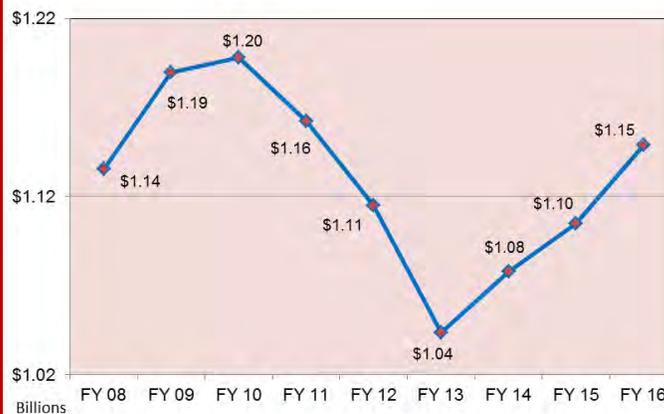


**Existing Land Use Proportions within the City Limits**

Public, W&M and CWF currently at 62%

\*Source: Williamsburg Planning Department

2. Increase overall residential property values in the city by at least 3% annually to maintain quality and character of neighborhoods.



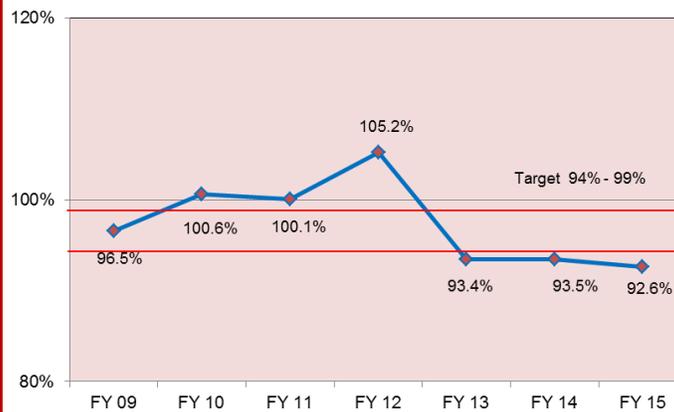
**Residential Property Assessed Values**

Annual average drop in values from FY 10 to FY 13 was -4.5%

FY 14 to FY 16 showed annual average growth of +3.3%

\*Source: Williamsburg City Assessor

3. Maintain the residential assessment to sales ratio between 94% and 99% each year, as a measure of a rising real estate market.

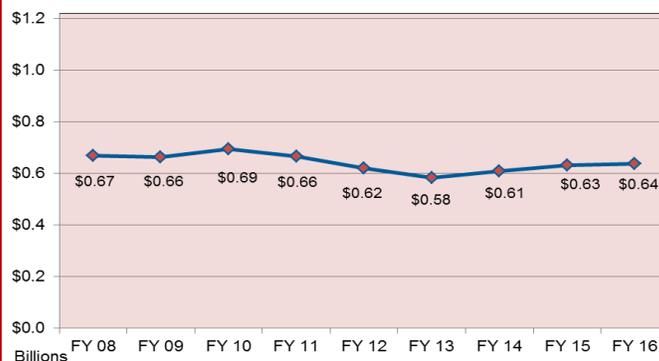


**Residential Assessment to Sales Ratio**

Properties in the City are re-assessed annually—assessments generally lag sales values up to a year

\*Source: Williamsburg City Assessor

4. Increase overall commercial property values in the city by at least 2% annually to maintain the quality and character of commercial corridors.



**Commercial Property Assessed Values**

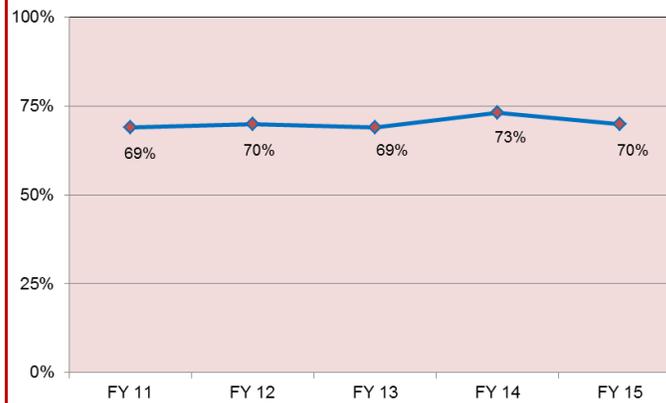
Average annual change over past 9 years - .7%

\*Source: Williamsburg City Assessor

**Desired Outcomes**

**Observed Results**

**5. Of the neighborhoods in the rental inspection program with over 50% rentals, reduce the average percent rental use to 70% or less.**



**Neighborhoods in Rental Inspection Program Exceeding 50% Rentals:**

- Capitol Heights 52%
- Cary/Griffin/Newport 57%
- Matoaka Court 73%
- Mimosa Drive 77%
- Powhatan Park 84%
- W. Williamsburg 82%
- W. Williamsburg Hts. 65%

Average 70%

\*Source: Williamsburg Planning Department

**6. Rehabilitate or build new structures to refresh Williamsburg's built environment as indicated by at least \$25 million in new construction annually.**



**Value of Building Permits Issued** FY 12 includes Riverside Hospital construction, with FY 14 & FY 15 including building permits for apartments in the Quarterpath at Williamsburg development

\*Source: Williamsburg Code Compliance Division



**GOAL II**

Increase employment opportunities, personal income growth, business success, and city revenues by supporting, promoting and diversifying the city's economic base of heritage tourism and higher education, and other development and redevelopment opportunities.

**A. Tourism Development**

Work closely with the Greater Williamsburg Chamber and Tourism Alliance and other partners to revamp destination marketing around the "Freedoms" theme; to issue a "tourism scorecard" to track results; and to expand special events, including arts, culinary and sports, year round.

The Alliance reported its "Freedoms" themed marketing campaign and "tourism scorecard" to City Council in July 2015. GWCTA is using the additional \$100,000 provided by the City for FY16 tourism promotion to fund marketing efforts for the fall/spring arts, summer tourist season and winter holiday events. The Chamber provides a quarterly presentation to update City Council on the "tourism scorecard" and ongoing marketing efforts.

Work closely with Colonial Williamsburg Foundation to expand the Historic Triangle tourist information center within the Colonial Williamsburg Visitor Center; and expand Colonial Williamsburg marketing reach and effectiveness.

Work continues at the CWF Regional Visitor Center to include staffing during summer season, increased use of technology and information kiosks and improved signage. City Council toured the Center improvements in March 2015. CWF requests were approved for a Halloween event, ice skating rink, and musket range in fall 2015 to expand tourism and marketing.

In addition to the Alliance "Scorecard," track key in-city tourism performance indicators monthly, including room/meal/sales tax receipts, and lodging occupancy rates. Expand city's economic analytics capacity to better understand visitation activity and trends.

Hotel and B&B Rooms Available, Hotel and B&B Nights Available, Number of Room Nights Sold in the City, and Citywide Occupancy Rate metrics were added to the Monthly Departmental Operating Reports in FY15.

**B. Economic Diversification Strategies**

Support the re-launch and growth of the regional Triangle Business Innovation Center (TBIC) in Downtown Williamsburg and serve as the TBIC fiscal agent.

After a public RFP, the regional business incubator (now called Launchpad) moved to 4345 New Town Ave in a space above Paul's Deli in August 2015. Five business currently lease space, and five companies have graduated. James City County remains the fiscal agent because the incubator remains in JCC.

Explore opportunities for locating a co-working space in the City.

Conversations with prospects continue, but no immediate candidates identified.

Work with Riverside Healthcare Association to recruit compatible and regional professional service businesses to Class A office space at "Quarterpath at Williamsburg," offering a "hub" location for eastern Virginia, and supporting the Mega-Region concept (Initiative F.).

Two R&D prospects have been shared with Quarterpath. The site continues to be promoted to economic development allies at the state and regional level.

Generate awareness and implement use of the Economic Development Authority's incentives packages for transformative commercial uses.

One applicant for the EDA Discretionary Incentives was submitted, reviewed and denied by the EDA (due to lack of capitalization by the private sector).

Continue to work with the Arts District Business Association to promote the district to customers and prospective creative economy businesses. Install a major public art project in the district (See **Goal VI: Recreation and Culture**). Evaluate potential for expanding Williamsburg WiFi in the Arts District. Lease the remaining portions of the Williamsburg Redevelopment Housing Authority owned "Triangle Building" for commercial purposes.

Twenty one sculptures around the theme "This Glorious Earth" have been installed in the Arts District with private funding. The public will be invited to vote on its favorite sculpture via the Great City Walks Mobile Tour on the Williamsburg Wayfinder app and a \$6,000 Virginia Commission on the Arts grant award will be used to purchase the "People's Choice" winning sculpture.

Arts District WiFi is on hold pending the design and implementation of the Midtown redevelopment project.

The Triangle Building is fully leased with MAD About Chocolate (under new ownership), Rick's Cheesesteak and Triangle Restaurant.

### **C. Redevelopment**

Engage in shaping the future of significant properties ripe for redevelopment, particularly in Midtown and Capitol Landing Road areas. Work with redevelopment prospects and property owners to plan for the long term success of the Midtown shopping center sites in particular.

Work as a partner with the private sector to identify and redevelop transitional properties, including the City-owned property at 906 Richmond Road.

Property removed from active marketing. Long term plan is still to sell the property to the private sector for commercial development, and any immediate interest will be vetted.

Identify and assemble sites for redevelopment where the City's interim ownership can spur private investment.

Staff is discussing potential for redevelopment of the Midtown shopping center and nearby properties with private developers. 1233 Richmond Road is under contract for purchase and subsequent demolition by the City.

The City purchased two properties at 912 and 924 Capitol Landing Road for private redevelopment. A Virginia DEQ/VEDP grant for \$100,000 was awarded to help with the demolition costs of the buildings on these properties. Both properties have been demolished and the sites graded and stabilized. RFP process completed for 912 Capitol Landing Road to be marketed actively for sale by a commercial broker. 924 Capitol Landing Road will be land banked for future redevelopment unless a destination use identifies it for private use. Funding was allocated to initiate a NE Triangle Redevelopment Plan in early 2017.

#### **D. Support Existing Businesses**

Implement and analyze a Business Climate Survey to determine the needs of existing businesses. Use GIS to visualize economic vitality indicators geographically, such as private capital investment, return on public investment, and sales tax revenue.

Existing Business Retention program and visits underway.

Consider engaging a retail consultant to determine the City's retail niche and its growth potential and sustainability.

No progress to date on this initiative. City initiated a consultant led Downtown Parking Study and funded a Downtown Vibrancy and Design Plan to support existing downtown businesses.

#### **E. Facilities to Increase Overnight Visitation**

Continue to assess the feasibility and potential for developing a new multiuse events facility, such as a sports field house to host large scale tournaments attracting overnight visitors. Also, investigate the feasibility and potential for constructing a new performing arts venue, such as an outdoor amphitheater for music festivals, also geared to increase overnight stays (See [Goal VI: Recreation and Culture](#)).

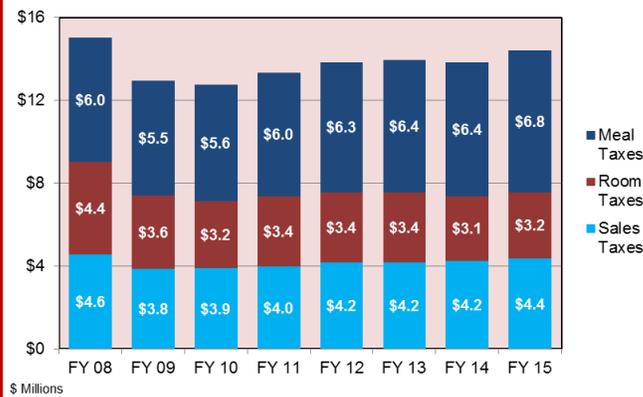
City participated in a Recreational Facility Feasibility Study with JCC in 2014. GWCTA continues to lead efforts to promote and coordinate sports tourism events in the region by completing a sports tourism impact study and plan to initiate a sports tourism marketing plan in FY17.



**Desired Outcomes**

**Observed Results**

1. Increase city revenues from retail and hospitality tax sources by at least 3% annually.



**Tax Receipts From Meal, Room and Sales Taxes**

Average annual increase since FY 09: 1.8%

\*Source: Williamsburg Finance Department

2. Increase the amount of retail sales in the city relative to City population by at least 3% annually.

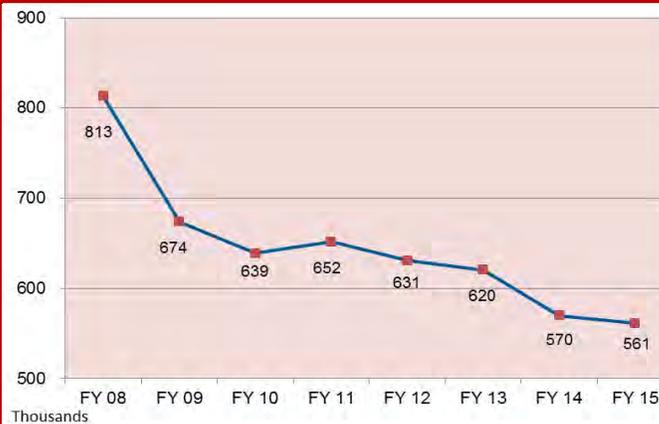


**Per Capita Retail Sales in the City**

Average annual increase since FY 09: 1.1%

\*Source: Virginia Department of Taxation

3. Stabilize the loss of room nights sold in the city and reverse downward trend.

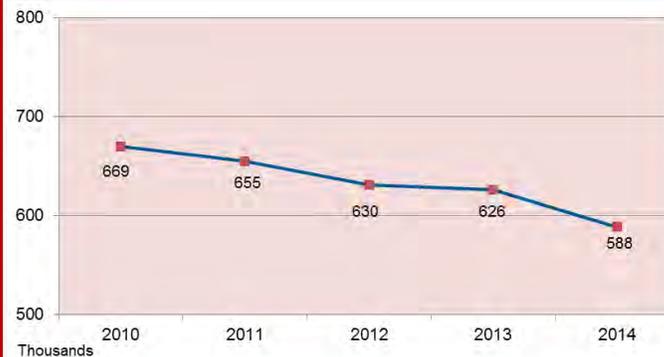


**Hotel/Motel Room Nights Sold**

Average annual decrease since FY 08: -4.1% (FY 14 excludes 318 room (116,070 available room nights per yr) Hospitality House, purchased by College of William & Mary, May 2013)

\*Source: Williamsburg Finance Department

4. Increase Colonial Williamsburg Foundation's ticket sales annually by at least 2%.



**Colonial Williamsburg Foundation Ticket Sales**

\*Source: Colonial Williamsburg Foundation (ticket sales shown do not include complimentary bulk promotional tickets sales)

**Desired Outcomes**

**Observed Results**

**5. Increase total number of businesses operating in the city annually.**

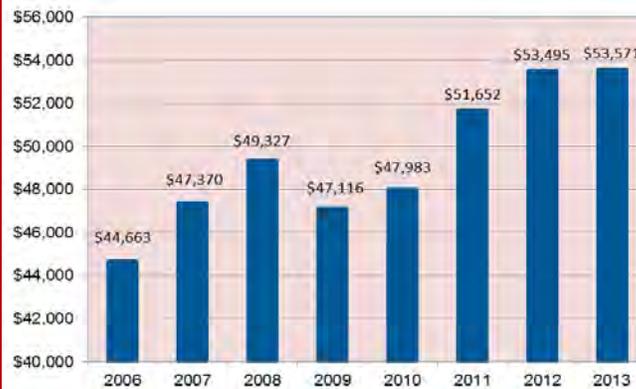


**Business Licenses Issued by the City**

Average annual increase over six years: .6%

\*Source: Williamsburg Commissioner of Revenue

**6. Increase per capita personal income of city residents by at least 3% annually.**

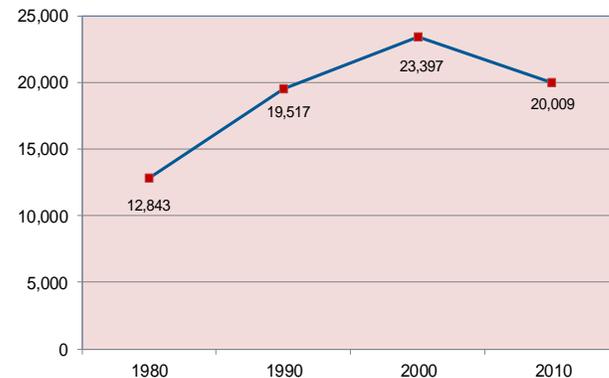


**Per Capita Personal Income of City Residents**

Average annual increase since 2006: 2.7%

\*Source: US Department of Commerce, Bureau of Economic Analysis (Wmsbg, JCC combined)

**7. Increase employment opportunities with growth of in-city jobs over the previous decade.**



**Number of Jobs Based in the City**

Average annual decrease 2000 to 2010: -1.6%

\*Source: Virginia Employment Commission

**8. Increase annual Prince George Parking Garage revenues by at least 4% as an indicator of downtown commercial growth.**



**Prince George Parking Garage Revenues**

Average annual growth from FY 08 to FY 15 was 4.6%

*Increase employment opportunities, personal income growth, business success, and city revenues by supporting, promoting and diversifying the city's economic base of heritage tourism and higher education, and other development and redevelopment opportunities.*

**National Citizen Survey Results**

Question (Livability Report page number)	Percent Rated Positive *				National Benchmark **	Trendline
	2008	2010	2012	2014	2014	2008 - 2014
Employment opportunities (p.4)	40%	35%	38%	39%	↔	
Shopping opportunities (p.4)	76%	77%	72%	82%	↑↑	
Williamsburg as a place to work (p.20)	53%	60%	60%	58%	↔	
Overall quality of business and service establishments in Williamsburg (p.20)	65%	71%	71%	77%	↔	
Economic development services (p.6)	48%	49%	56%	62%	↔	
Williamsburg as a place to visit (p.3)	N/A	N/A	N/A	93%	↑↑	
Works in city boundaries (p.8)	N/A	N/A	N/A	54%	↑	
Overall economic health (p.2)	N/A	N/A	N/A	66%	↔	
Vibrant downtown/commercial area (p.2)	N/A	N/A	N/A	60%	↑	
Purchased goods or services in Williamsburg (p.5)	N/A	N/A	N/A	98%	↔	

\* Ratings of "Excellent" or "Good", or equivalent

\*\* Legend for National Benchmarks : ↑↑ Much Higher   ↑ Higher   ↔ Similar   ↓ Lower   ↓↓ Much Lower   \* Not Available

**GOAL III**

**Provide an effective transportation system compatible with the future land use plan – with “complete streets” serving pedestrians, bicyclists and motorists; and promoting the expanded use of transit and rail.**

**A. Pedestrian Connections and Crossings** 

Construct the next set of pedestrian improvements by the end of the biennium, with particular emphasis on filling in gaps, calming traffic, adding crosswalks where advisable, and taking maximum advantage of VDOT’s revenue sharing program for sidewalk construction. New sidewalks are proposed on Bypass Road (Route 132 to Parkway Drive), Parkway Drive (Bypass Road to Capitol Landing Road), Ironbound Road (Middle Street to former Fire Station site), the Arts District (Lafayette Street and the side streets) and Parkway Drive (Capitol Landing Road to Wyndham).

Sidewalks were completed on Bypass Road and Parkway Drive. Ironbound Road sidewalk will be done with the Ironbound-Longhill Road intersection project currently under design. Parkway Drive is planned for FY17. The Arts District sidewalks are in the 5 year CIP (FY21). Pedestrian crossing was installed at intersection of Second Street and Capitol Landing Road. Decorative brick sidewalk installed on Scotland Street and adjoining Stryker Center.

Investigate with CSX the potential for safe pedestrian crossings of rail tracks near locations such as Quarterpath Road in the city, and near Commons Way and Reserve Way in York County.

Preliminary discussions with CSX revealed no interest in creating pedestrian crossings of the railroad.

**B. Bicycle Friendly Community Improvements** 

Make improvements to the City’s bicycle infrastructure during the biennium, such as the following: Install bike racks at public buildings, parks and bus shelters throughout the city. Create a matching grant program to encourage businesses to install bike racks.



Make improvements to bicycle roadway systems such as lane markings (sharrows) and signage. Investigate feasibility of a single station or multi-station bike sharing system beginning with the downtown area.

Integrate the city’s bicycle friendly improvements with those of William and Mary.

57 new public bike racks installed downtown, 20 more to be installed in March, 15 bike racks installed through the EDA’s Bike Rack Grant Program – will total at least 92 bike racks by summer 2016.

Bike lanes were added to Jamestown Road in August 2015, and bike lanes/sharrows are proposed for Richmond Road for FY17. A Shared Use Path along Longhill Road is proposed for FY18 in conjunction with the reopening of James Blair Middle School. Funding is appropriated in 2016 to conduct a feasibility study to establish a bike share program.

**C. Williamsburg Area Transit**

Work with transit partners to make “first mile/last mile” transit a reality in greater Williamsburg. Look for opportunities to assist transit partners to improve the quality and quantity of bus shelters throughout the city.

In cooperation with LEAD Historic Triangle and WATA, the city has installed five benches at city bus stops. WATA is responsible for securing permission from private property owners for any future installations.

Support transit partners in implementing an app for real time updates on bus/trolley schedules and locations.



WATA’s Bus Time App, launched in December 2014, provides real time transit updates on schedule and locations. Bus Time App info has been included on all new transit stop signage.

**D. Passenger Rail/Transportation Center Vision**

Create a concept plan for expanding the Transportation Center complex north of the CSX tracks on presently vacant property to demonstrate how the Williamsburg station could accommodate expanded intercity rail service (Amtrak) in the future.

No progress to date on this initiative.

Work with Virginia for High Speed Rail, Virginia Department of Rail and Transit, CSX and other partners to expand the frequency, reliability and speed of Amtrak service to Williamsburg.

On July 22, U.S. Secretary of Transportation Anthony Foxx announced that the Washington to Richmond 123-mile passenger rail link for higher-speed (up to 90 mph) service as one of the Obama administration's top transportation priorities. While the federal government's intention is to advance the Southeast Passenger Rail Corridor, the effort may also result in improved reliability and speed, and perhaps frequency, for Amtrak service to and from the Virginia Peninsula.

**E. Electric Car Charging Station** 

Install an electric car charging station in the Prince George Parking Garage as a pilot/demonstration project to encourage and highlight electric car technology.

The Charging Station with 2 charging units was installed in July 2015. LEV vehicle designated parking spaces were included at the Stryker Center.

**F. Neighborhood Traffic Calming**

Review the city's policy for installation of speed bumps and other forms of traffic calming devices to assist neighborhoods in improving safety on residential streets. Implement traffic calming measures on Governor Berkeley Road.

Two Speed humps were installed on Governor Berkeley Road in May 2015.

**G. Historic Area Street Surfacing** 

Working with Colonial Williamsburg Foundation determine the most effective surface treatment for Duke of Gloucester and other Historic Area streets, and begin a phase program of resurfacing minimizing negative impacts on the visitor experience in the Historic Area.

Staff continues to discuss this initiative with CWF, however, to date no effective surface treatment has been determined.

**H. Interstate and Air Connections to Williamsburg**

Work with regional and state partners to accelerate widening of I-64 from Richmond to Newport News, and I-95 from Washington to Richmond. Pursue traffic management advisories on I-295 in Richmond, and on I-64 to use capacity on US 60 until I-64 is widened.

Electronic advisory signs have been installed on I-295 and I-64 to advise motorists of travel times using US 60 versus I-64. Efforts in HRTPO and HRTAC have included funding for I-64 widening through York County and support funding with HB2 funding to continue widening into James City County.

Engage with the City of Newport News and other partners to expand air service aimed at improving national and international access to Williamsburg during the biennium.

Economic Development Director and EDA Chair are members of the RAISE committee, which continues to work with potential new airlines and expanded service opportunities.

**I. Ironbound Road Widening/Longhill Realignment** 

Construct Phase One of the Ironbound Road Widening Project – Treyburn to Richmond Road – by relocating the Longhill Road/Ironbound intersection. Coordinate project with future development at James Blair School and the former Governor Spotswood property, and prepare to complete the

Ironbound project including widening, underground wiring and increased capacity of the Ironbound/Richmond Road intersection as funding allows.

City was approved for Revenue Sharing funds (50-50 cost share). A design firm has been hired and work underway. Construction slated to be completed by summer 2018.

**J. Monticello Avenue Widening** 🏠

Construct Phase One of the eventual widening of Monticello Avenue – Treyburn Drive to Richmond Road – by adding a second travel lane in conjunction with anticipated redevelopment on Williamsburg Shopping Center property. Align the Monticello Avenue main entrance to the Shopping Center to fit the redevelopment plan. Prepare for subsequent phases of Monticello Avenue improvement timed to match redevelopment opportunity and funding availability.

Improvements to Monticello Avenue will be dependent on the future redevelopment of the Shopping Center(s).

**K. Monticello Avenue Multi-Use Path** 🏠

In partnership with the College of William and Mary apply for a Transportation Alternatives grant (80% federal, 20% local) to build a multi-use path along Monticello Avenue from Ironbound Road to Compton Road and linking to the Compton Road pathway to the School of Education, and to the sidewalk on Monticello Avenue at Treyburn Drive. The intent is to provide a safe, lighted pedestrian and bicycle connection between campus and city (shopping centers/High Street) and campus and county (New Town).



The Transportation Alternatives Program (TAP) grant was applied for in FY17 but was not approved – the city intends to design the path in FY18 using City funds, and reapply for the TAP grant in FY18. The total design and construction cost of the project is approximately \$1.25 million.

**L. Capital Landing Road/Bypass Road Intersection** 🏠

Pursue funding to reconstruct the Capitol Landing Road/Bypass Road intersection – either as a traditional signalized intersection or a roundabout - including a direct connection to the Colonial Williamsburg Visitor Center. Should funds not be available to complete the entire project, Phase One is the intersection reconstruction, and Phase Two the road to the Colonial Williamsburg Visitor Center.



**Desired Outcomes**

**Observed Results**

1. Improve pedestrian and rider safety on city streets as measured by reducing the number of accidents with injuries below 50.



**Accidents With Injuries Within City Limits**

Average number of injuries since FY 08 annually is 70

\*Source: Williamsburg Police

2. Increase the ridership regionally on Williamsburg Area Transport by 3% annually.

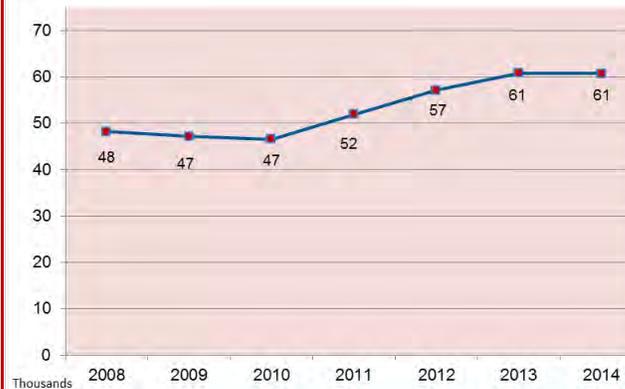


**Williamsburg Area Transport Ridership**

Average annual increase since FY 08 is 3.9%

\*Source: Williamsburg Area Transport

3. Increase the passenger rail ridership on Amtrak for trips originating and terminating at the Williamsburg Transportation Center by 3% annually.



**Amtrak Departures and Arrivals at Williamsburg Station**

Average annual increase over 7 years: 4.1%

\*Source: Amtrak

*Provide an effective transportation system compatible with the future land use plan, serving pedestrians, bicyclists and motorists, and promoting the expanded use of transit and rail.*

**National Citizen Survey Results**

Question (Trends Report page number)	Percent Rated Positive *				National Benchmark **	Trendline
	2008	2010	2012	2014	2014	2008 - 2014
Ease of car travel in Williamsburg (p.2)	68%	71%	72%	73%	↔	
Ease of bus travel in Williamsburg	43%	57%	55%	N/A	*	
Ease of bicycle travel in Williamsburg (p.2)	52%	58%	59%	54%	↔	
Ease of walking in Williamsburg (p.2)	66%	73%	80%	82%	↑	
Traffic flow on major streets (p.2)	52%	54%	54%	64%	↔	
Street repair (p.4)	61%	64%	58%	53%	↔	
Street cleaning (p.4)	75%	74%	77%	69%	↔	
Street lighting (p.4)	67%	68%	73%	69%	↔	
Snow removal (p.4)	71%	49%	69%	63%	↔	
Sidewalk maintenance (p.4)	66%	60%	68%	67%	↔	
Amount of public parking	44%	50%	49%	N/A	*	
Overall ease of travel (p.2)	N/A	N/A	N/A	75%	↔	
Public parking (p.2)	N/A	N/A	N/A	53%	↔	
Used public transportation instead of driving (p.5)	N/A	N/A	N/A	28%	↔	
Carpooled instead of driving alone (p.5)	N/A	N/A	N/A	47%	↔	
Walked or biked instead of driving (p.5)	N/A	N/A	N/A	72%	↑	

\* Ratings of "Excellent" or "Good", or equivalent

\*\* Legend for National Benchmarks : ↑↑ Much Higher   ↑ Higher   ↔ Similar   ↓ Lower   ↓↓ Much Lower   \* Not Available



**GOAL IV**

**Secure an ever safer community by enabling police, fire, emergency management and judicial operations to protect and serve city residents, visitors, businesses and historical assets.**

**A. Emergency Preparedness**



Williamsburg Emergency Operations Center

Conduct a comprehensive review and revision of the Emergency Operations Plan to ensure the plan reflects current best practices in disaster mitigation, preparedness, response and recovery. Present the revised plan to City Council for adoption by March 2016. Renew the Storm Ready Community Designation by January 2016.

Virginia Department of Emergency Management completed an initial review of the Emergency Operations Plan in May; a new requirement from FEMA. The updated EOP was approved by City Council at their March 2016 meeting. City departments and other stakeholders conducted a table top shelter exercise in August 2015 to incorporate CERT members into shelter operations and identify strengths and gaps in the EOP Shelter Annex. A functional exercise was conducted on March 14, 2016.

The Storm Ready Community designation was renewed in January 2015 for an additional three years.

**B. School Safety and Security**

Strengthen the safety and security of in-city schools by working closely with school administrators to expand existing programs in the coming school years through 2016/17.

Strategies include: Dividing School Resource Officer responsibilities into three areas to deepen school/police engagement (Education, Counseling and Law Enforcement); Assisting school staff responsible for safety and security in policy development; Providing enhanced fire safety education for younger children using the new Safety House; Guiding onsite fire drills and lock down drills; Participating in school activities by uniformed police officer and firefighters to convey positive community models for children.

An MOU has been completed with Berkeley MS to address the three individual areas of School Resource Officer engagement. SRO has held crime prevention education classes, engaged in



health and wellness and fitness standards into the selection process for all new police officers and firefighters, and maintain standards by a permanent change in work place culture and individual life style changes throughout the biennium.

WFD annual medical physicals were completed by May 2015, with all members cleared for duty with no restrictions. Semi-annual work performance evaluations improved from the October 2014 evaluation to the April 2015 evaluation. The cost/benefit analysis of incorporating a physical fitness evaluation into the current new hire selection process is being evaluated. John Randolph Medical Center behavioral health group provided mental health training in October 2015.

Twelve WPD officers received the department's fitness award for exceeding the standards of the annual physical fitness assessment in November 2014. Annual medical physicals conducted in August/September include nutrition counseling and fitness plans. An internal WPD newsletter providing nutrition counseling and exercise routines has been developed. Incorporating a fitness for duty policy in the hiring process will be reviewed in 2016.

EAP program expanded by Human Resources to cover all City employees (not just Anthem insured) to meet CALEA standards for the Police Department.

#### **F. Public Safety Facilities and Equipment**

Renovate Fire Station office space and replace apparatus bay doors. Replace one medic unit and one rescue pumper over the biennium.

Replacement of the fire station apparatus bay doors and motors was completed in January 2015. WFD completed the renovation of two office spaces in November 2015. City Council approved the purchase of new medic unit in October 2014 and a new rescue pumper in August 2015 (delivery June 2016). The new medic unit was delivered in November 2015.

Plan for future expansion and renovation of the Police Station to occur after the biennium. Replace the existing Prince George Street Parking Garage automated parking payment software and equipment by the end of the biennium.

Funding has been approved for replacing the existing parking garage equipment, software, and camera system at the Prince George Parking Garage. Software product and implementation to coincide with Downtown Parking Study results (see item G.).

Funding is in FY17 CIP for architectural services to evaluate renovating the existing Police Station to meet current and future department needs. Body camera policy adoption and implementation scheduled for fall 2016.

#### **G. Parking Program Review**

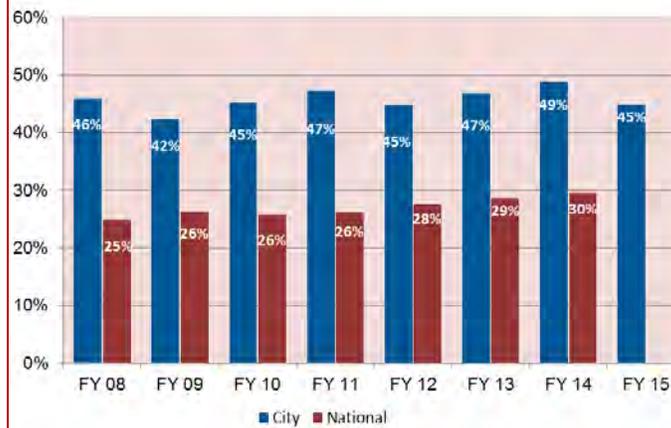
Review the city's downtown parking regulations – both on-street and off-street – with the goal of maximizing use of parking assets. Look at issues such as parking regulation changes, escalating fines for repeat offenders, fine amounts, enforcement methods, timed parking lengths-of-stay, and use of



**Desired Outcomes**

**Observed Results**

**1. Clear Part I crimes at a rate well exceeding the national average.**  
 (Part 1 crimes are major crimes such as: murder, rape, robbery, assault, burglary, larceny and auto theft).



**Clearance rate for Part I crimes for Williamsburg and nationally**

Williamsburg exceeds similar size localities in the U.S. by approximately 100%

\*Source: Williamsburg Police Department and FBI

**2. Respond to Police calls for service averaging under 3 minutes from time of dispatch to arrival on scene.**



**Average Police Response Time**

\*Source: Williamsburg Police Department

**3. Respond to calls for fire and non-EMS emergencies averaging under 5 minutes from time of dispatch to apparatus arrival on scene.**



**Average Fire Response Time**

\*Source: Williamsburg Fire Department

**4. Respond to emergency medical (EMS) calls for service averaging under 5 minutes from time of dispatch to Advanced Life Support (ALS) arrival on scene.**



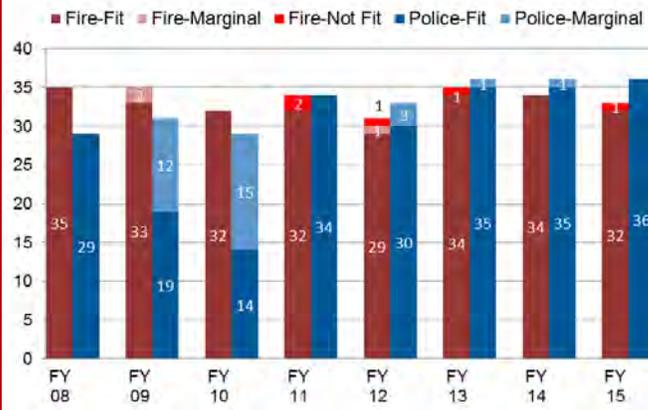
**Average ALS response Time**

\*Source: Williamsburg Fire Department

**Desired Outcomes**

**Observed Results**

5. Maintain “fitness for duty” as determined by annual medical and fitness evaluation for all police officers and firefighters.



**Percent of Police and Fire Personnel Found “Fully Fit” for Duty.**

Police FY 15 : 100%  
Fire FY 15: 97%

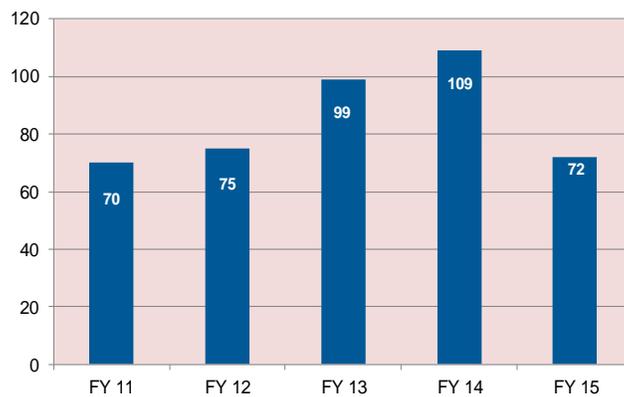
\*Source: Williamsburg Police and Fire Departments

6. Maintain certifications of public safety and emergency readiness.



\*Source: Williamsburg Police and Fire Departments

7. Increase and maintain the number of trained and functioning Neighborhood Response Teams in the City’s 8 CERT Sectors.



**Number of Trained CERT Volunteers Available to Staff NRTs.** (due to individual circumstances (age, other involvements, illness, relocation, etc) volunteers have fluctuated over the past few years)

\*Source: Williamsburg Human Services

# ★ GOAL IV: Public Safety ★ ★ ★ ★ ★ OUTCOMES ★

*Secure an ever safer community by enabling police, fire, emergency management and judicial operations to protect and serve city residents, visitors, businesses, and historical assets.*

## National Citizen Survey Results

Question (Trends Report page number)	Percent Rated Positive *				National Benchmark **	Trendline
	2008	2010	2012	2014	2014	2008 - 2014
Safety in Williamsburg's downtown/ commercial area (p.2)	97%	95%	97%	95%	↔	
Safety in your neighborhood (p.2)	95%	96%	98%	94%	↔	
Safety from property crimes	73%	78%	78%	N/A	*	
Safety from violent crimes	80%	84%	86%	N/A	*	
Police services (p.4)	81%	84%	88%	87%	↔	
Fire services (p.4)	94%	96%	95%	94%	↔	
EMS services (p.4)	91%	95%	92%	94%	↔	
Crime prevention services (p.4)	80%	86%	84%	78%	↔	
Fire prevention and education services (p.4)	80%	90%	87%	83%	↔	
Traffic enforcement services (p.4)	64%	69%	72%	64%	↔	
Emergency preparedness (p.4)	68%	78%	73%	74%	↔	
Overall feeling of safety (p.2)	N/A	N/A	N/A	93%	↔	
Stocked supplies for an emergency (p.5)	N/A	N/A	N/A	49%	↑	
Did not report a crime (p.5)	N/A	N/A	N/A	87%	↔	

\* Ratings of "Excellent" or "Good", or equivalent

\*\* Legend for National Benchmarks : ↑↑ Much Higher   ↑ Higher   ↔ Similar   ↓ Lower   ↓↓ Much Lower   \* Not Available



**GOAL V**

Seek opportunities and implement programs that address the educational, health, social, housing, economic and workforce training needs and expectations of city residents and workers.

**A. Health Outcomes for Children**

Work with Williamsburg Health Foundation, Child Development Resources and Williamsburg James City County Schools to develop a collaborative and replicable pilot program leading to better health outcomes for city children. This approach to improving the health of city children will feature a care team model which includes providing direct human services and health services to city children and their families. Submit a grant application to Williamsburg Health Foundation to implement the pilot program in 2015.

City received a \$260,000 grant from the Williamsburg Health Foundation in June 2015 to implement a one year Care Team pilot project focused on better health outcomes for city children. Three new staff positions (Care Team Coordinator, Case Manager, and Visiting RN Nurse) have been hired. Twenty-two referrals were made by February 2016, with sixteen cases accepted and followed. Core partner agencies, which include Child Development Resources and the W-JCC School system, have met monthly and developed initial protocols and working relationships. Twenty-four (24) additional partner agencies have also been approached on behalf of clients. WHF invited the city to reapply for \$260,000 funding to continue the program. Human Services staff submitted the grant application in March 2016.

**B. Fourth Middle School and School Contract** 

Work with the Williamsburg James City County School System and James City County Board of Supervisors to finalize decisions and timelines for construction and operation of a fourth Middle School. Aim to open the school by fall 2018.

The city has appropriated funds to construct the 4<sup>th</sup> Middle School consistent with the current five year school contract with JCC. City Council approved the SUP for the school in January 2016. The School Board is approving the contract and beginning construction in summer 2016 pending final JCC funding approvals.

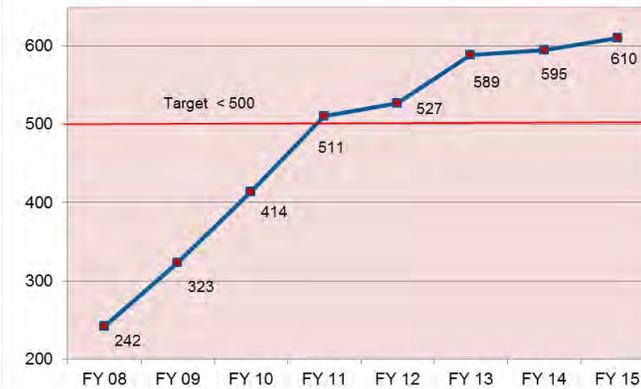




**Desired Outcomes**

**Observed Results**

1. Reduce and maintain the number of city resident families requiring food stamps (SNAP) at less than 500 on average by increasing employability and self-sufficiency.



**Average Number of Families Receiving Food Stamps in City.**

*\*Source: Williamsburg Human Services—Chart reflects local area recession impact on the number of City residents categorically eligible for SNAP since 2008*

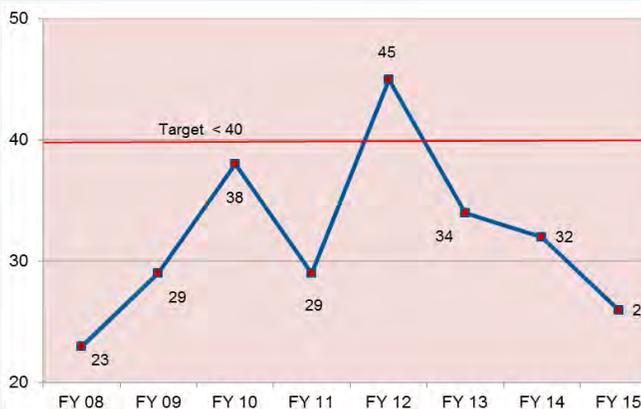
2. Reduce and maintain the number of city residents requiring Medicaid at less than 450 on average by increasing employability and self-sufficiency.



**Average Number of Residents Receiving Medicaid Benefits in City**

*\*Source: Williamsburg Human Services—Chart reflects local area recession impact on the number of City residents categorically eligible for Medicaid since 2008*

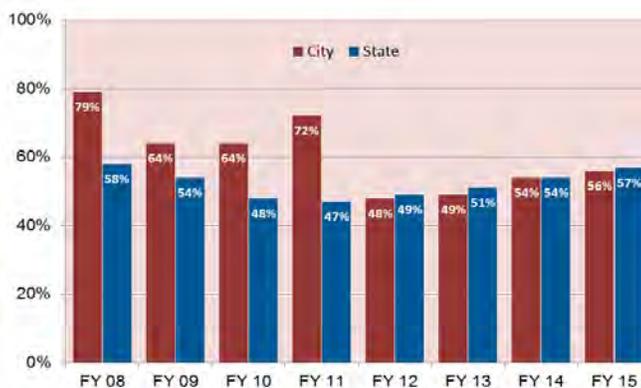
3. Reduce and maintain the number of city residents requiring Temporary Aid for Needy Families (TANF) at less than 40 on average by increasing employability and self-sufficiency.



**Average Number of Residents Receiving Temporary Aid for Needy Families in City**

*\*Source: Williamsburg Human Services*

4. Exceed statewide success rate of VIEW (VA Incentive for Employment Not Welfare) program participants at finding jobs by increasing employability and self-sufficiency.



**Percent of Participants Finding Employment**

*\*Source: Virginia Department of Social Services*

**Desired Outcomes**

**Observed Results**

5. Maintain 50% or more of for-sale housing units in the City at less than \$250,000 to provide affordable housing.



Percent of Residential Properties Valued at \$250,000 or Less.

\*Source: Williamsburg City Assessor

*Seek opportunities and implement programs that address the educational, health, social, housing, economic and workforce training needs and expectations of city residents and workers.*

**National Citizen Survey Results**

Question (Trends & Livability Report page number)	Percent Rated Positive *				National Benchmark **	Trendline
	2008	2010	2012	2014	2014	2008 - 2014
Educational opportunities (p.4)	78%	85%	85%	78%	↑	
Public Schools (p.3)	68%	78%	83%	79%	↔	
Availability of affordable quality health care (p.4)	50%	55%	64%	72%	↑	
Availability of affordable quality food (p.3)	--	72%	67%	71%	↔	
Availability of preventive health services (p.3)	52%	60%	66%	73%	↔	
Health and wellness services (p.37)	65%	73%	78%	N/A	*	
Availability of affordable quality child care/ preschool (p.3)	28%	35%	48%	53%	↔	
Services to seniors	75%	79%	79%	N/A	*	
Services to youth	50%	55%	56%	N/A	*	
Services to low-income people	37%	42%	49%	N/A	*	
Availability of affordable quality housing (p.4)	20%	30%	38%	36%	↔	
Variety of housing options (p.4)	36%	42%	53%	53%	↔	
Health and Wellness (p.3)	--	--	--	77%	↔	
Mental Health Care (p.3)	--	--	--	58%	↔	
Adult education (p.3)	n/a	n/a	n/a	66%	↔	
Ate 5 portions of fruits and vegetables (p.5)	n/a	n/a	n/a	88%	↔	
Participated in moderate or vigorous physical activity (p.5)	n/a	n/a	n/a	86%	↔	
In very good to excellent health (p.5)	n/a	n/a	n/a	63%	↔	

\* Ratings of "Excellent" or "Good", or equivalent

\*\* Legend for National Benchmarks : ↑↑ Much Higher    ↑ Higher    ↔ Similar    ↓ Lower    ↓↓ Much Lower    \* Not Available



**GOAL VI**

**Add to the quality and availability of cultural and recreational facilities and programming, as might be typically available only in larger communities, to meet the needs and expectations of city residents and visitors.**

City Council appropriated funds for a consultant to complete a Parks, Recreation, and Culture Master Plan in 2016. The plan will provide guidance in improving parks, recreation, and cultural facilities, programs and events in a comprehensive manner to provide for effective and efficient use of city resources.

**A. Kiwanis Park Improvements** 🏠

Construct the fourth lighted softball field at Kiwanis Park in FY17 to make Kiwanis Park the premier park regionally for softball – both for local teams and sports tourism.

Install new ADA compliant playground equipment in FY16 to replace the current equipment for greater safety and accessibility.

All items under Kiwanis Park Improvements have been re-programmed in the five-year CIP (FY18), as the scope of the projects may change once the Parks, Recreation, and Cultural Master Plan is completed.



**B. Quarterpath Park and Recreation Center Improvements** 🏠

Demolish and backfill the Quarterpath pool, including decking, fence and outdoor restroom building, in 2015. Explore viable options for reuse of the pool site, and develop criteria for deciding among those options, during the biennium.

Pool demolition project was completed in February 2015. Planning for future uses has been put on hold until the Parks, Recreation, and Cultural Master Plan is completed.

Rebuild the Quarterpath Park softball infields on Fields #1 and #3 to include irrigation. Totally rebuild Field #2 to include irrigation and ADA compliant walkways to each field in FY16. With these improvements implement a better field and turf management program.

This project has been re-programmed in the five-year CIP (FY18), as the scope of the projects may change once the Parks, Recreation, and Cultural Master Plan is completed.

### C. Waller Mill Park Improvements

Replace the existing bulkhead and permanent boardwalk and dock with a new floating dock and a reconfigured boat ramp. Construct a new fishing pier at the point to improve fishing access for all ages. Develop an 18-hole disc golf course capable of hosting regional tournaments. Complete all these projects by mid-2015 calendar year.

The Dock Improvement project is scheduled to be completed by the end of March 2016.

All 18 holes of Disc Golf are completed. Permanent tee pads and signage will be installed in FY17 after the full course has been open for 8-12 months.

### D. Sports Tourism

Collaborate with the Greater Williamsburg Chamber and Tourism Alliance and adjoining counties in hosting major athletic competitions, including youth team and road races. Decide on which additional athletic facilities have the greatest potential for return on investment in attracting and delivering more sports tourism.

City hosted 24 events (17 youth and 7 races permitted) in 2015 and continues to work with GWTC and counties on hosting major athletic events in the region. GWTC completed a sports tourism economic impact analysis in 2015 and will develop a sports tourism marketing and staffing plan in 2016. Parks, Recreation, and Culture Master Plan will evaluate facility needs to improve sports tourism in the city.



Waller Mill Disc Golf

### E. Fieldhouse Facility Feasibility

Work with the regional partners following up on the recently completed feasibility study to determine possible locations and business plan to build a multipurpose fieldhouse to support the region's sports and cultural programs and to enable more sports tourism and overnight visitation for hosted events and promote tourism.

City participated in a Recreational Facility Feasibility Study with JCC in 2014. GWCTA continues to lead efforts to promote and coordinate sports tourism events in the region. Feasibility and locations for





**Desired Outcomes**

**Observed Results**

1. Increase the total number of recreation program participants (consistent with percent of city resident participants and cost recovery goals below).

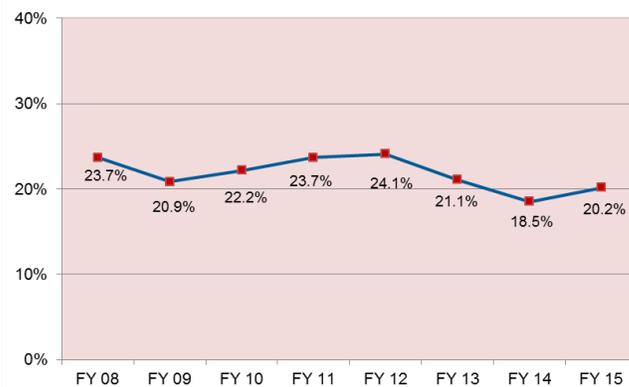


**Total Number of Participants in all P&R Programs.**

Average annual increase over six years: 2.5%

\*Source: Williamsburg Parks and Recreation

2. Increase the percent of city resident participants in recreation programs relative to total number of participants.

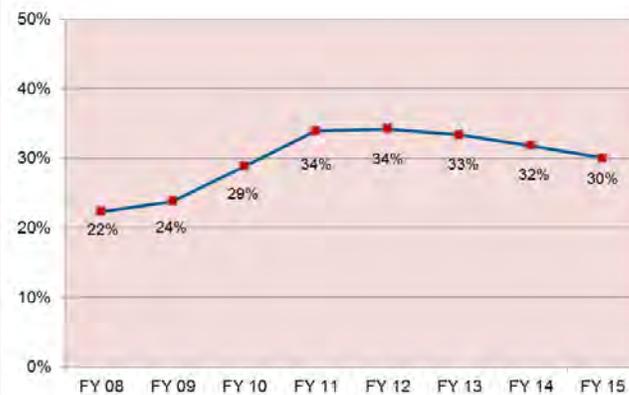


**Percent of Total P&R Program Participants who are City Residents**

Average annual decrease over six years: -.9%

\*Source: Williamsburg Park and Recreation

3. Increase percentage of total Parks and Recreation operating costs covered by user fees.

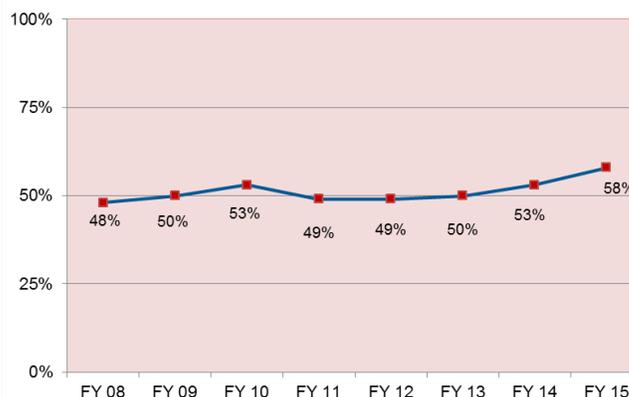


**Percent of Total P&R Operating Costs Covered by User Fees**

Average annual increase over six years: 1.1%

\*Source: Williamsburg Parks and Recreation

4. Achieve a rate of active library cards held by residents (including William and Mary students) of at least one half of total population.



**Percent of City Population Holding a Valid Library Card**

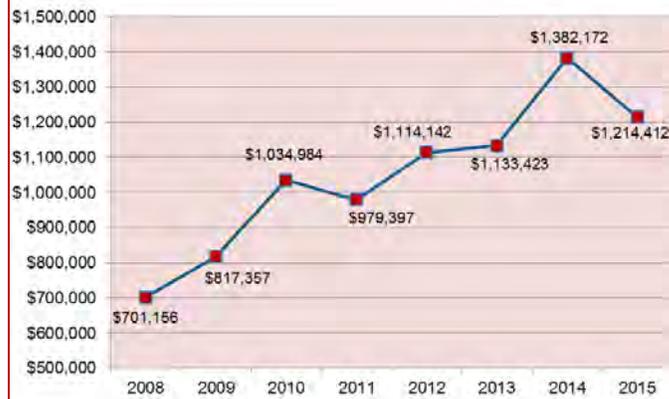
8,730 cards in FY15

\*Source: Williamsburg Regional Library

**Desired Outcomes**

**Observed Results**

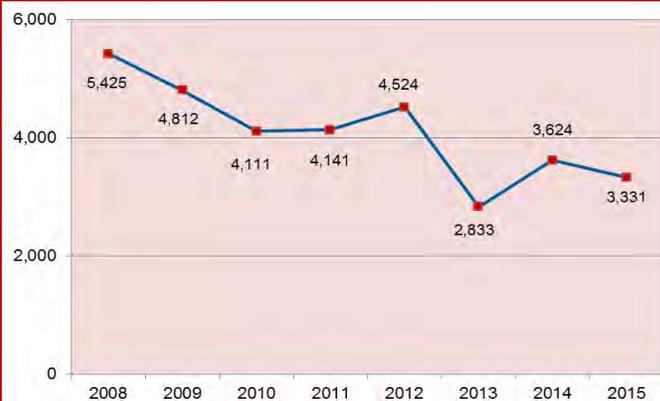
**5. Achieve Williamsburg Farmers Market annual vendor sales of at least \$1 million**



**Farmers Market Total Sales by Vendors**

\*Source: Williamsburg Farmers Market

**6. Increase attendance at the Virginia Arts Festival's annual "Festival Williamsburg" events each year.**



**Number of General Public and Students Attending Festival Williamsburg Events**

Average annual decrease over six years: -4.2%

\* Source: Virginia Arts Festival

*Add to the quality and availability of cultural and recreational facilities and programming, as might be typically available only in larger communities, to meet the needs and expectations of city residents and visitors.*

**National Citizen Survey Results**

Question (Trends Report page number)	Percent Rated Positive *				National Benchmark **	Trendline
	2008	2010	2012	2014	2014	2008 - 2014
Recreational opportunities (p.3)	73%	73%	71%	75%	↔	
City Parks (p.4)	87%	91%	87%	92%	↔	
Recreation programs and classes (p.4)	73%	87%	84%	79%	↔	
Recreation centers and facilities (p.4)	74%	86%	83%	81%	↔	
Public library services (p.4)	91%	94%	94%	93%	↔	
Opportunities to attend cultural activities (p.21)	64%	72%	76%	79%	↑	
Availability of paths and walking trails (p.9)	54%	62%	69%	70%	↔	
Fitness opportunities (p.3)	N/A	N/A	N/A	73%	↔	
Used Williamsburg recreation centers (p.5)	N/A	55%	38%	52%	↔	
Visited a City park (p.5)	N/A	86%	84%	82%	↔	
Used Williamsburg public libraries (p.5)	N/A	84%	82%	74%	↔	

\* Ratings of "Excellent" or "Good", or equivalent

\*\* Legend for National Benchmarks : ↑↑ Much Higher   ↑ Higher   ↔ Similar   ↓ Lower   ↓↓ Much Lower   \* Not Available



**GOAL VII**

**Build an evermore sustainable and healthy city pursuing multiple strategies for conservation and restoration, and providing essential environmental services related to drinking water, waste water, stormwater and solid waste.**

**A. Stormwater Management** 

Doing Williamsburg’s part to achieve a clean, healthy Chesapeake Bay, implement requirements of State and Federal stormwater regulations as provided in the city’s revised Stormwater Plan, Stormwater Ordinance and the E&S ordinance. Develop a Total Maximum Daily Load (TMDL) action plan in 2015. Effectively administer the Virginia Stormwater Management Program which was passed down to local jurisdictions from the State.

City has complied with State/Federal requirements to date, including the TMDL action plan and the Virginia Stormwater Management Program.

**B. Waste System Improvements** 

Upgrade the city’s drinking water system by painting three (3) major water tanks, upgrading water tanks safety features, and replace remaining galvanized water service lines with new lines where they are found.

Painting of three water storage tanks was completed in FY15. In-house replacement of small galvanized piping continues, with approximately 800 feet replaced in Indian Springs Road and 350 feet along Nelson Avenue.



Water Tower at Quarterpath at Williamsburg

**C. Sanitary Sewer System Rehabilitation** 

Approve and implement the revised Consent Order with Department of Environmental Quality which resulted from the hybrid consolidation of sewer systems with Hampton Roads Sanitation District. Pursue continuous “find and fix” improvements to the sanitary sewer system to correct stormwater inflow and groundwater infiltration and thereby prevent sanitary sewer overflows.

City continues to repair/reline sanitary sewer lines, with 1,000 feet of pipe lined along Francis Street/York Street and 2,600 feet in the Pinecrest neighborhood.

**D. Residential Refuse Collection**

Solicit bids for a new five year contract for residential refuse collection to become effective July 2015. Include a bid option to convert to citywide curbside collection with distinctive city logo carts on a neighborhood by neighborhood basis.

City Council approved a new citywide curbside collection five year contract with Republic Services effective July 1, 2015. The change included new 65 gallon carts with city logos, and resulted in a \$165,000 annual savings.

**E. Recycling**

Monitor the implementation of the new residential recycling program in 2015 to ensure a smooth transition with residents and contractor. Correct any specific challenges with the new program as needed.



Transition to the new recycling program has been successful with positive feedback on the wheeled carts and the additional plastics added to the program. Savings to the city was 50%, or \$68,000 annually.

Expand the curbside resident recycling program to extend to small businesses, churches, small schools, and similar entities – by means of subscription service at favorable rates using residential recycling contractor. Seek to have this service in place by fall 2015.

City helped facilitate a curbside recycling pick-up service with small businesses, churches, small schools, etc. and our recycling contractor County Waste. Several businesses have contracted with County Waste at a reasonable rate of \$9.50 per month.

**F. Water Plant Improvements** 

Make permanent improvements by spring 2015 to the city’s water treatment plant chemical feed systems based on successful testing using temporary measures. This project includes installation of permanent underground pipes from the chemical operations building to the mixing basins and ground storage tank.



Water Treatment Plant

Improvements were completed in-house with both Water Plant and Water division personnel.



**Desired Outcomes**

**Observed Results**

**1. Recycle 37.5% of solid waste stream (150% of Virginia’s 25% recycling goal).**

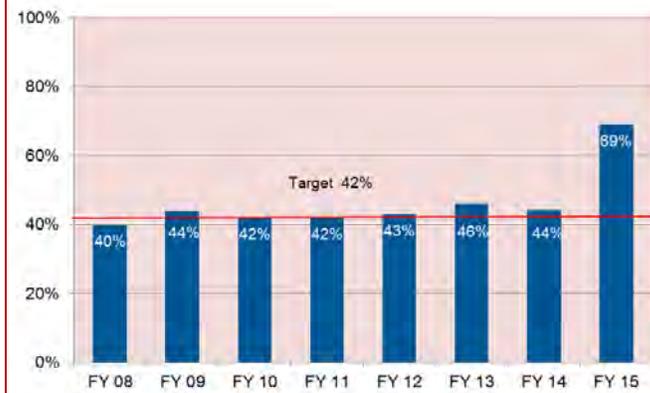


**Percent of Waste Stream Recycled**

**104% of stated goal in 2014**

\*Source: Williamsburg Public Works & Utilities.

**2. Maintain residential recycling set-out rate of at least 42%**

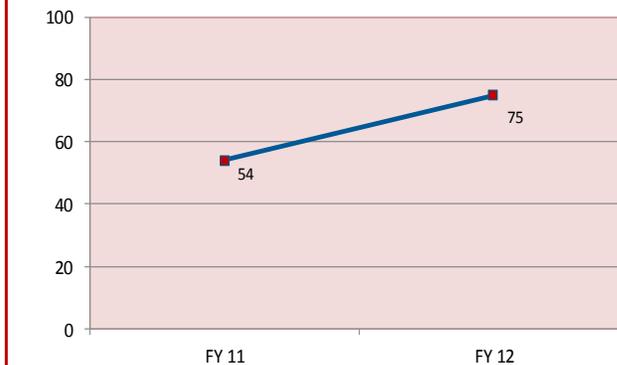


**Average Percent of Recycling Bins Issued to City Residents Set-Out on a Recycling Day.**

*(New recycling cart program began in FY 15)*

\*Source: Williamsburg Public Works & Utilities

**3. Increase participation in the City’s Green Business and Residential Challenges each year.**

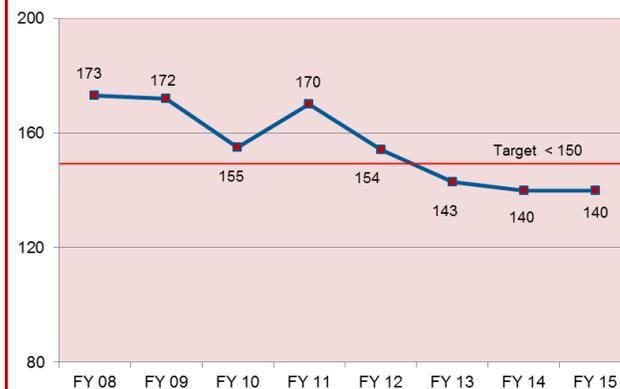


**Number of Business and Households Participating in Annual ‘Challenge’ Programs**

*(Challenge programs managed by City’s ‘Green Team’)*

\*Source: Williamsburg Green Team

**4. Conserve drinking water by reducing daily household equivalent consumption below 150 gallons per day.**



**Water Consumed in Gallons Per Day Per Equivalent Household Connections**

\*Source: Williamsburg Public Works & Utilities



*Build an evermore sustainable and healthy city pursuing multiple strategies for conservation and restoration, and providing essential environmental services related to drinking water, waste water, stormwater and solid waste.*

**National Citizen Survey Results**

Question (Trends Report page number)	Percent Rated Positive *				National Benchmark **	Trendline
	2008	2010	2012	2014	2014	2008 - 2014
Sewer services (p.4)	86%	82%	88%	87%	↔	
Drinking water (p.4)	64%	73%	73%	78%	↔	
Storm drainage (p.4)	67%	70%	72%	67%	↔	
Yard waste pick-up (p.4)	80%	76%	82%	78%	↔	
Recycling (p.4)	74%	80%	81%	71%	↔	
Garbage collection (p.4)	91%	79%	90%	87%	↔	
Open space (p.4)	N/A	N/A	N/A	67%	↔	
Utility billing (p.4)	N/A	N/A	N/A	76%	↔	
Conserved water (p.5)	N/A	N/A	N/A	83%	↔	
Made home more energy efficient (p.5)	N/A	N/A	N/A	74%	↔	
Recycled at home (p.5)	N/A	81%	86%	86%	↔	

\* Ratings of "Excellent" or "Good", or equivalent

\*\* Legend for National Benchmarks : ↑↑ Much Higher   ↑ Higher   ↔ Similar   ↓ Lower   ↓↓ Much Lower   \* Not Available

# GOAL VIII: Citizen Engagement/City Governance INITIATIVES

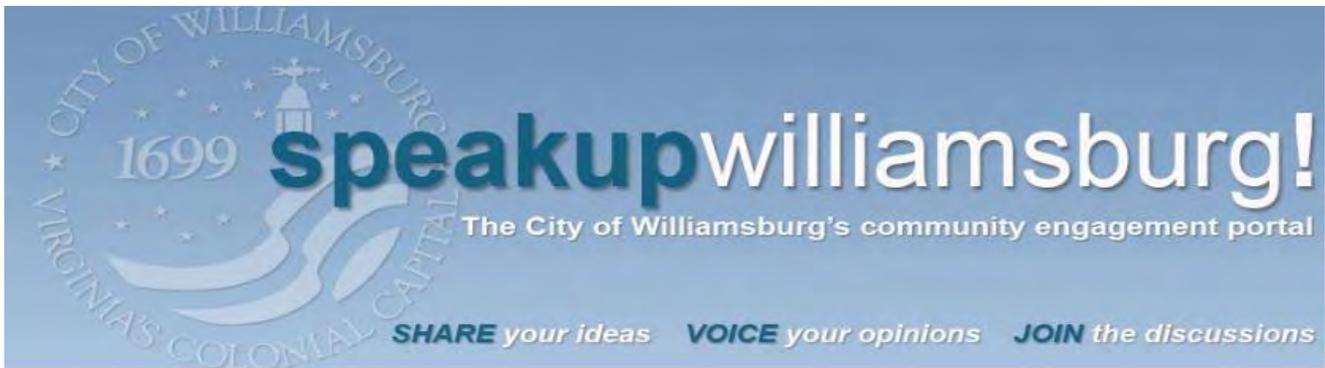


**GOAL VIII**  
Continuously improve the effectiveness of city government and its partnership with the people who live, work, and visit here to fulfill Williamsburg's vision for the future.

## A. Citizen Engagement Initiatives

Implement new online citizen engagement initiatives, such as Granicus City Council agenda comments and SpeakUp online forum. Continue to develop other effective ways for citizens to dialogue with the City government and with one another continuously in the public square, such as the use of instant polling at community meetings.

e-Comment function on the website and iLegislate agenda app has been fully implemented allowing citizens to comment on specific agenda items. SpeakupWilliamsburg online forum is available for public comments/ideas and newly established IT Steering Committee will discuss other means of citizen engagement.



## B. Stryker Center Project in City Square

Complete the Stryker Center Project in partnership with the Williamsburg Regional Library during the biennium. The building will include the City Council Chamber, community/library exhibit space, public meeting rooms and Library administrative offices in City Square — all to enhance city governance and community life of Williamsburg.

Stryker Center project completed, with a ribbon cutting event on March 7, 2016. City supported the opening exhibit on 75 years of modernism in Williamsburg at the Stryker Center. Library and city staff were assigned to support the facility for community events starting in April 2016.

# ★ GOAL VIII: Citizen Engagement/City Governance INITIATIVES ★

## **C. Employee Development and Succession**

Develop leadership potential among employees in all departments by such methods as reinstating tuition reimbursement for work related higher education, and participating in the UVA based Senior Executive Institution (SEI) for local government leaders. Act to replace key staff members upon retirement — with effective recruitment/promotion and with adequate compensation and incentives — to perpetuate excellence.

City revised its tuition reimbursement program in FY15 to allow 75% reimbursement for higher education classes with ten employees currently in the program. The Parks and Recreation Director was filled in October 2015. A national search is currently underway to fill the Assistant City Manager position, and recruitment will begin in spring 2016 for the Planning Director position to be vacated by a July 1 retirement of the current incumbent.

Pay and Classification Study will be initiated in 2016 to benchmark competitive benefits and pay for the city as part of a comprehensive succession strategy.

## **D. Revenue Policy**

Reassess stated revenue and taxation policies prior to the FY16 budget year, aimed at growing city revenue base. Look at issues such as, potential untapped revenue sources, degree to which fees for service cover cost of service, and revenue collection policy and methods. Evaluate land-use policies - particularly the degree to which residential use has encroached into commercial zones to improve long term revenue outlook.

EMS recovery fees are projected to increase 14.5% for FY 2016 as a result of contracting billing services with a new vendor and increasing fees to Medicare allowable rates and comparable rates in the region. In order to identify all future operating costs associated with stormwater regulations, three full-time positions, and other operational costs were transferred from the Street Department to a new Stormwater Operations cost center in the General Fund for FY 2016. This data will be readily available for any future consideration to charge a separate City stormwater fee, as many Hampton Roads localities do, to offset rising stormwater costs mandated by Federal and State regulations. In addition, staff is evaluating Government Finance Officers Association “Best Practices” in all areas of financial management.



Employee “Boot Camp”

## **E. Employee Health & Wellness**

Pursue employee lifestyle health and wellness through an aggressive program of nutrition education and fitness training. Strive to reverse the decades long trend of increasing employee and dependent healthcare costs by taking the next steps in the city’s employee health and wellness journey, possibly to include use of insurance premium incentives and an onsite clinic.

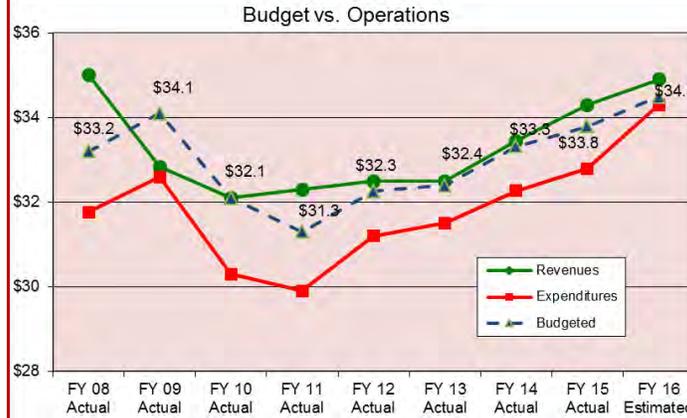


# ★ GOAL VIII: Citizen Engagement/City Governance OUTCOMES ★

## Desired Outcomes

## Observed Results

**1. Exceed budget expectations by having operating revenues exceed operating expenditures each year.**



**Annual Operating Revenues Compared to Budget and to Actual Expenditures**

\*Source: Williamsburg Finance Department

**2. Maintain sound fiscal health by exceeding city's 35% operating reserve policy.**



**Percent of Unreserved General Fund Balance Compared to the Amount of the Annual Operating Revenues**

\*Source: Williamsburg Finance Department

**3. Retain certifications in financial reporting, budget presentation, and performance measurement.**



\*Source: Williamsburg Finance Department

**4. Maintain annual Employee Turnover Rate of 10% or less of the permanent workforce.**



**Percent of City Employees who Resign or Retire or Otherwise Terminate Employment**

\*Source: Williamsburg Human Resources

# ★ GOAL VIII: Citizen Engagement/City Governance OUTCOMES ★

## Desired Outcomes

## Observed Results

**5. Reduce Employee Sick Leave used per total hours worked to 2.5% or less.**



**Total Sick Leave Taken as a Percent of Total Hours Worked Annually**

\*Source: Williamsburg Human Resources

**6. Reduce number of Auto and General Liability claims paid annually to 15 or less.**



**Auto and General Liability Claims Paid by the City Annually**

\*Source: Williamsburg Finance Department

**7. Reduce employee health insurance claims paid to less than 0% annual growth rate.**

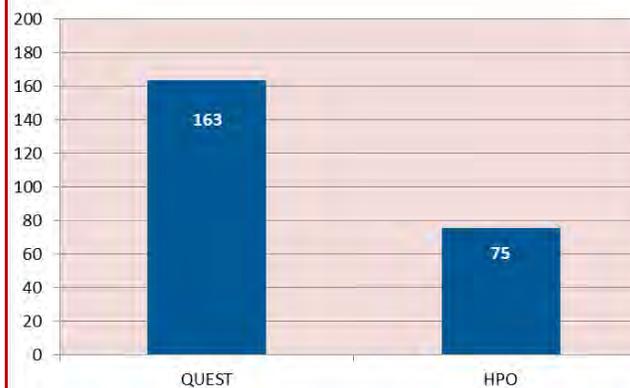


**Amount of Health Insurance Claims Paid by the City**

Increase between FY 08 and FY 15 was at an annual rate of 7.2%

\*Source: Williamsburg Human Resources

**8. Accomplish employee training as a percent of all employees: QUEST Employee Orientation (100%), and High Performance Organization training (65%).**



**Number of Employees Completing Training**

QUEST: 89% completed  
HPO: 41% completed

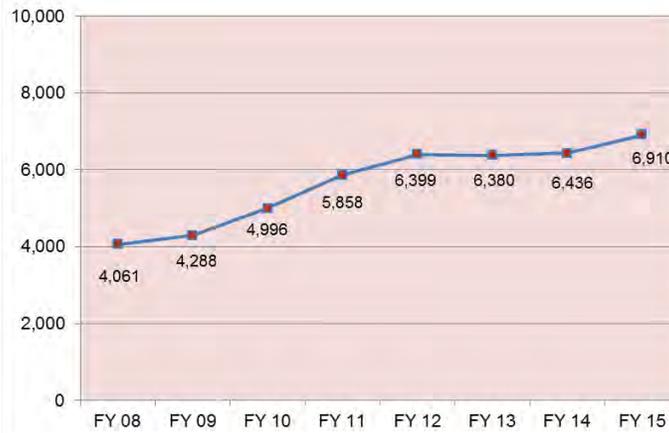
\*Source: Williamsburg Human Resources

# ★ GOAL VIII: Citizen Engagement/City Governance OUTCOMES ★

## Desired Outcomes

## Observed Results

**9. Increase the use of online transactions between citizens and city.**

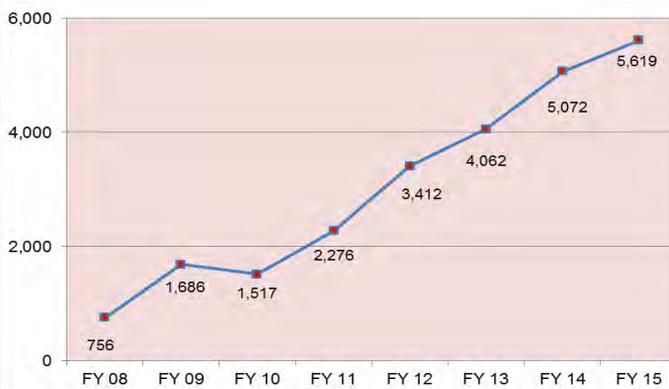


**Number of Online Transactions via Williamsburgva.gov**

Average annual increase over seven years: 8%

\*Source: Williamsburg Information Technology

**10. Increase the number of citizens who receive "E-notify" email notices of city events and information.**

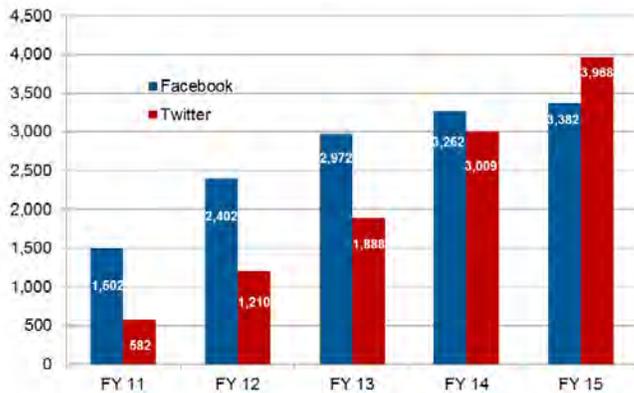


**Number of Citizens Signed Up to Receive Email Notices through "E-notify"**

Average annual increase over six years: 38%

\*Source: Williamsburg Information Technology

**11. Increase use of social media as a means of disseminating public information.**



**Number of City Facebook Fans and Twitter Followers**

Facebook up: 125%  
Twitter up: 582%

\*Source: Williamsburg Communications Specialist

# ★ GOAL VIII: Citizen Engagement/City Governance OUTCOMES ★

*Continuously improve the effectiveness of city government and its partnership with the people who live, work, and visit here to fulfill Williamsburg's vision for the future.*

## National Citizen Survey Results

Question (Trends Report page number)	Percent Rated Positive *				National Benchmark **	Trendline
	2008	2010	2012	2014	2014	2008 - 2014
The value of services for the taxes paid to Williamsburg (p.3)	76%	73%	75%	73%	↑	
The overall direction that Williamsburg is taking (p.3)	55%	60%	65%	66%	↔	
The job Williamsburg government does at welcoming citizen involvement (p.3)	62%	62%	63%	56%	↔	
Overall image or reputation of Williamsburg (p.2)	85%	87%	93%	87%	↑	
Opportunities to participate in community matters (p.3)	68%	71%	77%	71%	↔	
Opportunities to volunteer (p.3)	80%	86%	87%	83%	↔	
Public information services (p.4)	76%	80%	84%	76%	↔	
Knowledge of city employees	90%	83%	87%	N/A	*	
Responsiveness of city employees	91%	77%	82%	N/A	*	
Courtesy of city employees	91%	85%	85%	N/A	*	
Overall impression of city employees (p.3)	91%	79%	82%	82%	↔	
Services provided by city (p.3)	75%	82%	86%	83%	↔	
Confidence in City government (p.3)	N/A	N/A	N/A	62%	↔	
Acting in the best interest of Williamsburg (p.3)	N/A	N/A	N/A	62%	↔	
Being honest (p.3)	N/A	N/A	N/A	67%	↔	
Treating all residents fairly (p.3)	N/A	N/A	N/A	62%	↔	

\* Ratings of "Excellent" or "Good", or equivalent

\*\* Legend for National Benchmarks : ↑↑ Much Higher   ↑ Higher   ↔ Similar   ↓ Lower   ↓↓ Much Lower   \* Not Available

# ★ GOAL VIII: Citizen Engagement/City Governance OUTCOMES ★

*Continuously improve the effectiveness of city government and its partnership with the people who live, work, and visit here to fulfill Williamsburg's vision for the future.*

## National Citizen Survey Results

Question (Trends Report page number)	Percent Rated Positive *				National Benchmark **	Trendline
	2008	2010	2012	2014	2014	2008 - 2014
Neighborliness of residents in Williamsburg (p.3)	N/A	N/A	N/A	69%	↔	
Special Events (p.4)	N/A	N/A	N/A	71%	↔	
Attended a City-sponsored event (p.6)	N/A	N/A	N/A	55%	↔	
Contacted Williamsburg elected official (p.6)	N/A	N/A	N/A	14%	↔	
Volunteered (p.6)	N/A	52%	57%	51%	↔	
Talked to or visited with neighbors (p.6)	N/A	N/A	N/A	90%	↔	
Done a favor for a neighbor (p.6)	N/A	N/A	N/A	80%	↔	
Attended a local meeting (p.6)	N/A	29%	23%	20%	↔	
Watched a local public meeting (p.6)	N/A	41%	36%	22%	↓	
Read or watched local news (p.6)	N/A	N/A	85%	85%	↔	
Voted in local elections (p.6)	N/A	74%	71%	85%	↔	

\* Ratings of "Excellent" or "Good", or equivalent

\*\* Legend for National Benchmarks :    ↑↑ Much Higher    ↑ Higher    ↔ Similar    ↓ Lower    ↓↓ Much Lower    \* Not Available