Goals Initiatives *and* Outcomes *for the* 2017 and 2018 Biennium

The City of
Williamsburg, Virginia

Adopted: November 10, 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 and innovating — in full partnership with the people who live, work and visit here.

Paul T. Freiling
Mayor

D. Scott Foster, Jr.
Vice Mayor

Douglas G. Pons
Council Member

Barbara L. Ramsey
Council Member

Benming Zhang
Council Member

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.

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 2017/2018 *Biennial Goals, Initiatives and Outcomes*, adopted on November 10, 2016, guide budget decisions for two fiscal years, that is, for FY 18 and FY 19.

Under eight Goal statements 49 specific Initiatives with 124 sub-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, 2014, and 2016. Reported here are citizen ratings of "Good" or "Excellent" for questions, including national benchmarks and trends since 2008.

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 for status reports and to http://speakupwilliamsburg.com to offer your comments anytime.

Paul T. Freiling, Mayor

Marvin E. Collins III, City Manager

November 2016

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 business success and City revenues by supporting, promoting and diversifying the city's economic base of historic tourism and higher education, and other development, redevelopment and adaptive reuse opportunities.

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GOAL III: Transportation

Provide an effective transportation system compatible with the future land use plan in concert with our community partners – with "complete streets" serving pedestrians, bicyclists, and motorist and promoting the expanded use of transit and rail.

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GOAL IV: Public Safety

Provide a safer community by promoting leadership, innovation and implementation of technology in public safety, emergency management and codes compliance to protect and serve city residents, visitors, businesses and historic assets.

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GOAL V: Human Services, Health and Education

Seek opportunities, partnerships and program implementation that addresses 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

Encourage a healthy community through an integrated system of parks, facilities and open spaces that support recreation and the variety of cultural opportunities that enrich the experiences of city residents and visitors.

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GOAL VII: Environmental Sustainability

Continue to 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 residential neighborhoods, urban places, open spaces, and by its iconic landmarks – the Colonial Williamsburg Historic Area and campus of the College of William & Mary.

A. Downtown Vibrancy

- Downtown Vibrancy, Design & Marketing Plan - Complete the Downtown Vibrancy, Design & Marketing Plan and seek components to implement during the biennium. *See also Goal II, D. Support Existing Business and Goal VIII, G. Community Visioning Exercise*. (Council and staff)

- Downtown Parking Study - Seek components of the Downtown Parking Study to implement in the next biennium. *See also Goal V, E. Parking Program Review*. (Council and staff)

- Parking Area Use for Special Events - Explore the conversion of P3 parking lot to special event space to include consideration of maintaining the parking field while accommodating infrastructure and design for temporary special event use. *See also Goal II, E. Facilities to Increase Overnight Visitation.* (Council and staff)

- Infill Housing and Vacant Property – Coordinate efforts with the Colonial Williamsburg Foundation and other property owners to market and promote available property for suitable infill housing and commercial development products. (Council)

B. Arts District and Midtown

- Mixed-use and Pedestrian Friendly Midtown Design - Pursue the vision for Midtown as a pedestrian-friendly shopping and entertainment hub based on vertical mixed-use. *See also Goal II, C. Redevelopment; Goal III, A. Pedestrian and Bicycle Connectivity and Improvements; and Goal VIII, G. Community Visioning Exercise*. (Council, EDA, staff, and citizens)

- Williamsburg Shopping Center – Proactively partner with property owners and partners to rejuvenate and redevelop the Williamsburg Shopping Center property in coordination with surrounding efforts in Midtown. *See also Goal II, Redevelopment.* (Council, EDA, staff, and citizens)

- City-owned Property - Market and repurpose the Super 8 property and the Tioga property for redevelopment considering the potential to partner with adjoining property owners and developers. *See also Goal II, Redevelopment.* (Council and staff)

- Arts District - Evaluate the feasibility of the Art District in its current location (Council) to include the 2011 recommendation to build a publicly subsidized live/work space, increasing public art, murals, design standards to encourage redevelopment, and encouraging additional art related businesses and co-work space. (Council, PC and EDA)

C. Richmond Road Corridor

- Commercial Corridor - Maintain the commercial nature of the entrance corridor as a regional destination for restaurants, lodging, and complimentary services for visitors and locals by encouraging buildout at the High Street development and infill recruitment for vacant properties and buildings in the corridor. *See also Goal II, B. Road Projects*. (Council and citizens)

D. Northeast Triangle

- Land Use and Incentives - Implement incentives and public improvements to effect timely and meaningful change to implement the Tourism Zone and Culinary Arts District using lessons learned from past redevelopment initiatives. *See also Goal II, Redevelopment*; *Goal III, A. Pedestrian and Bicycle Connectivity and Improvements; Goal III B. Road Improvements; and Goal VIII, G. Community Visioning Exercise*. (Council, staff, and citizens)

- Streetscape and Utilities – Complete the design for the Capitol Landing Streetscape and Utility project to encourage private investment and redevelopment in the corridor. The design should incorporate elements to promote use by pedestrians, bicycles, and transit to provide for a complete street cross-section. *See also Goal II, Redevelopment*; *Goal III, A. Pedestrian and Bicycle Connectivity and Improvements; and Goal III B. Road Improvements*. (Council and staff)

E. Southeast Quadrant

- Quarterpath Development - Work with "Quarterpath at Williamsburg" developers and Riverside Healthcare Association to recruit target industries and commercial uses to the Quarterpath project to continue efforts to build a high quality, new city neighborhood with Doctor's Hospital of Williamsburg as its anchor. *See also Goal II, Economic Diversification Strategies*. (Council)

F. Underground Utilities

- Scheduled Capital Improvements - Complete the currently programmed underground utility projects on Second Street, York Street, and Ironbound Road. (Staff)

- Future Opportunities - Evaluate opportunities with the Dominion pilot program and future capital and streetscape projects (i.e. Capitol Landing, Lafayette, and S. Henry) for underground wiring. (Council, PC, citizens, and staff)

G. Entry Corridor Beautification

- Capitol Landing Road Corridor - Evaluate methods to improve the aesthetic and structural appeal of the Capitol Landing Road entry corridor and expedite the streetscape design project and intersection redesign efforts. *See also Goal II, Redevelopment*; *Goal III, A. Pedestrian and Bicycle Connectivity and Improvements; and Goal III B. Road Improvements*. (Council)

- Interstate Access to Williamsburg - Target I-64 Exit 238 as the main entrance corridor to Williamsburg and seek opportunities to encourage use of the gateway. (Council)

H. Open Space Preservation and Commercial Site Assembly

- Commercial Site Assembly – Prepare marketing packages to recruit target industries (i.e. craft beverage to culinary arts district) for city-owned properties. Identify acquisition opportunities to assemble properties to return to the market for redevelopment. Work with property owners on Capitol Landing Road and Richmond Road with property adjoining city-owned land to assemble and maintain commercial sites. *See also Goal II, Redevelopment.* (Council and staff)

- Open Space Preservation – Monitor land available for purchase near Waller Mill Reservoir and along creeks in the City. Identify shared use opportunities for current open space (i.e. clean energy generation on Waller Mill property and recreation trail use on College Creek). *See also Goal VI, I. Planning, Compliance, and Connectivity*. (Staff)

I. Neighborhoods Stability and Revitalization

- Residential Density and Infill Housing in Downtown and Midtown - Explore increasing residential density and infill housing within the Downtown and Midtown areas to retain and attract workforce and professional talent. Identify impediments and incentives to encourage owner occupied reinvestment in housing (i.e. Lafayette Street). (Council and EDA)

- Neighborhood Relations Committee – Improve communication and participation between neighborhood concerns, student engagement, and department activity and seek appropriate ex-officio participation at committee meetings. (Council) Seek opportunities and comparative practices to work with property managers and landlords to assist in tenant education of the "good neighbor" policy to achieve voluntary compliance. (Citizens)

- Residential Parking Program - Examine the residential parking program to improve compliance with existing parking ordinances and policies and to minimize impacts of implementing the Downtown Parking Study on residential areas adjoining the College. *See also Goal IV, E. Parking Program Review*. (Staff and citizens)

- Owner Occupied Housing – Identify comparative methods to increase owner occupancy of housing in neighborhoods adjoining the College and improve the physical condition of rental properties. *See also Goal V, E. Transitional Housing/Homelessness Prevention*. (Council)

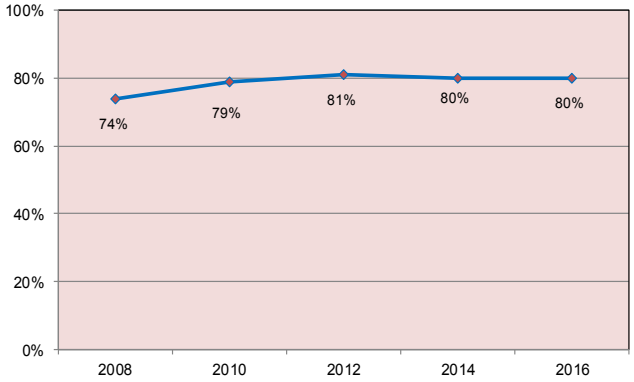
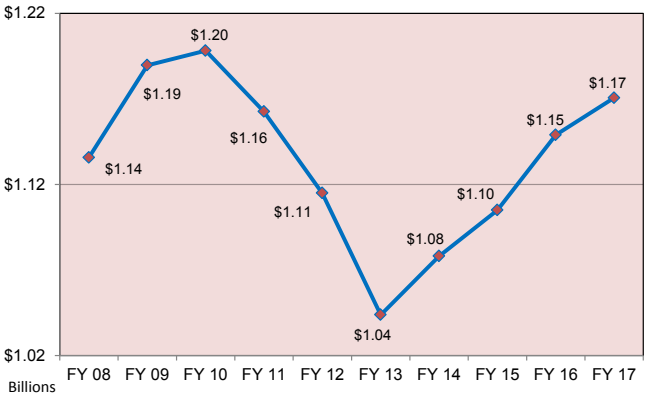
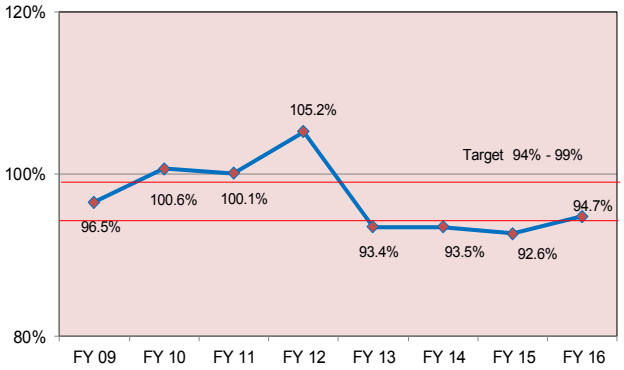
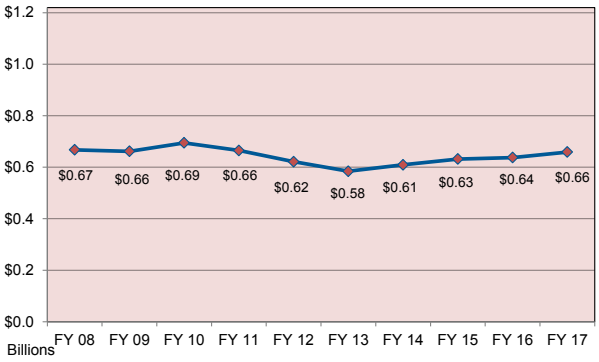
Protect and enhance Williamsburg's unique character as defined by its urban places, neighborhoods, commercial spaces and open spaces; and by its iconic places - the Colonial Williamsburg Historic Area and campus of the College of William and Mary.

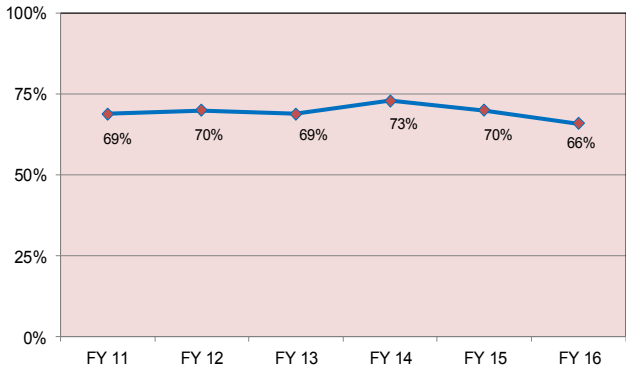
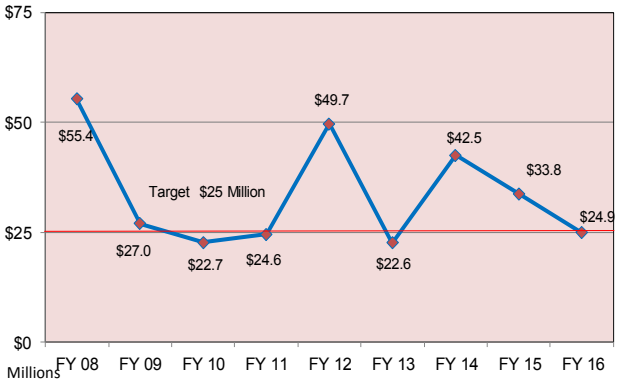
National Citizen Survey Results

Question (Trends Report page number)	Percent Rated Positive * 2008	2010	2012	2014	2016	National Benchmark ** 2016	Trendline 2008 - 2016
Overall Quality of Life in Williamsburg (p.2)	78%	87%	87%	81%	91%	↔	
Williamsburg as a place to live (p.2)	85%	88%	92%	88%	94%	↔	
Your neighborhood as a place to live (p.2)	76%	81%	78%	79%	83%	↔	
Recommend living in Williamsburg to someone who asks (p.6)	80%	84%	90%	83%	85%	↔	
Overall quality of new development in Williamsburg (p.2)	56%	60%	65%	68%	61%	↔	
Overall appearance of Williamsburg (p.2)	88%	91%	92%	93%	89%	↑	
Cleanliness of Williamsburg (p.2)	91%	92%	91%	89%	92%	↑	
Quality of overall natural environment (p.2)	76%	84%	87%	88%	84%	↔	
Preservation of natural areas (p.5)	58%	60%	66%	65%	65%	↔	
Sense of Community (p.6)	64%	66%	71%	73%	68%	↔	
Openness and acceptance of the community towards people of diverse backgrounds (p.4)	51%	55%	61%	60%	53%	↔	
Williamsburg as a place to raise children (p.2)	76%	88%	85%	89%	91%	↔	
Williamsburg as a place to retire (p.2)	87%	89%	88%	86%	88%	↔	
Overall built environment in Williamsburg (p.2)	N/A	N/A	N/A	74%	73%	↔	
Public places in Williamsburg (p.3)	N/A	N/A	N/A	82%	82%	↑	

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

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

Desired Outcomes	Observed Results	
1. Maintain Character of the City Index above 80 Percent.		**Character Index** This is an average of 15 key Character of the City questions from the National Citizen Survey *Source: City Performance Management System
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 17 showed annual average growth of +2.9% *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 –.1% *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% Colonial Extension 70% Wales 51% *Average 66%* *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 business success and City revenues by supporting, promoting and diversifying the city's economic base of historic tourism and higher education, and other development, redevelopment and adaptive reuse opportunities.

A. Tourism Development

- Tourism Zone – Implement and market the tourism zone in the Northeast Triangle, which includes the commercial corridors of Capitol Landing Road, Second Street, Penniman Road, and the Colonial Williamsburg Visitors Center, to encourage business investment and redevelopment to attract tourism related businesses and market demand to this area with easy access to I-64 and proximity to the historic district. *See also Goal I, Initiative D. Northeast Triangle and Goal VIII, G. Community Visioning Exercise.* (Council, staff, and citizens)

- Tourism Partners – Work closely with the Greater Williamsburg Chamber and Tourism Alliance and other partners to enhance returns for marketing investments, improve the "tourism scorecard" to track results, and expand special events all year. (Council and staff)

- Increase Placemaking Product - Seek funding methods, to include the redirection of funding from other programs and investment in public infrastructure, to accelerate the development of tourism product. *See also Goal I, Initiative D. Northeast Triangle*. (Council)

- Visitor Center Property - Approach the Colonial Williamsburg Foundation to discuss the future of the Visitor Center property and other properties to promote and expand tourism opportunities. (Council)

B. Economic Diversification Strategies

- Talent and Target Industry Recruitment - Recruit talent and target industries in coordination with the Greater Williamsburg Partnership and other community partners using the strengths and opportunities of the unique place that is Williamsburg. Market benefits of locating in the City, promote appropriate use of incentives, and seek regional partnerships for State programs like Go Virginia. *See also Goal VIII, G. Community Visioning Exercise*. (Council, staff, and citizens)

- Food Truck Policy - Establish a comprehensive food truck policy and evaluate the implementation of adopted ordinances during the biennium. (Council)

- Economic Development Authority (EDA) - Explore the role of the EDA moving forward in the following areas: redevelopment, property acquisition, tourism contingency fund, property redevelopment planning, and strategic partnerships. *See also Goal VIII, G. Community Visioning Exercise*. (College and Colonial Williamsburg). (EDA)

- Digital Infrastructure - Examine widespread broadband, Wi-Fi, and other technology infrastructure to retain and attract businesses and workforce talent. Complete an analysis of existing digital infrastructure and identify opportunities to implement needed improvements and connectivity with regional partners. (EDA and staff)

- Greater Williamsburg Partnership - Support the efforts of the newly formed Greater Williamsburg Partnership in their mission to stimulate and recruit new enterprises, support business incubators and co-work space, and expand existing business in the region. *See also Goal VIII, G. Community Visioning Exercise.* (EDA)

C. Redevelopment

- Redevelopment Activity - 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. *See also Goal I, Initiative D. Northeast Triangle and Goal VIII, G. Community Visioning Exercise*. (Council, EDA, PC, staff, citizens)

- Demolition Grant Program – Fund and market the demolition grant program to assist in the redevelopment of underperforming commercial sites for end uses consistent with the adopted goals and plans of the City. (Staff)

D. Support Existing Businesses

- Unique Artisans and Boutique Shops – Identify methods to promote and encourage growth of artisans, boutique shops, and existing business through workshops, trainings, special events, and other methods to highlight the unique talents and skills attracted to Colonial Williamsburg and the Historic Triangle. *See also Goal VIII, G. Community Visioning Exercise*. (Council)

- Economic Impact of College – Work with the College to establish economic impacts and needs related to purchasing power, spending, research, visitation, capital spending, commercial tenants, and space needs. (Council and staff)

- Existing Business Retention – Work with existing businesses to help them prosper and grow in the City through continuation of the business visit and concierge program, the identification of trends impacting business, and the application of programs and resources in partnership with the State, region, and community. *See also Goal VIII, G. Community Visioning Exercise*. (Staff)

E. Facilities to Increase Overnight Visitation

- Sports Fieldhouse - Continue to assess the feasibility and potential for developing a new multiuse events facility, such as a sports fieldhouse, to host large scale tournaments attracting overnight visitors. (Council and citizens)

- Placemaking by Special Events - Encourage new events, expansion of existing events, and development of new venues for special events to continue efforts to expand. *See also Goal II, A. Tourism Development and Goal VI, D. Special Events.* (Council)

F. Mega-Region Concept

- Capital Trail Connection to Williamsburg - Explore opportunities to connect the Capital Trail to the City of Williamsburg to include the potential partnership with the National Park Service for the use of the Colonial National Historic Park as a trail corridor. Support regional efforts to extend the Capital Trail on to Fort Monroe. *See also Goal III, A. Pedestrian and Bicycle Connectivity and Improvements and Goal VI, A. Planning, Compliance, and Connectivity*. (Council and staff)

- I-64 Widening from New Kent County to James City County - Support the widening of I-64 between the Richmond MSA and Hampton Roads MSA through State funding from the Commonwealth Transportation Board. *See also Goal III, C. Transit and Market Access*. (Council and staff)

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.

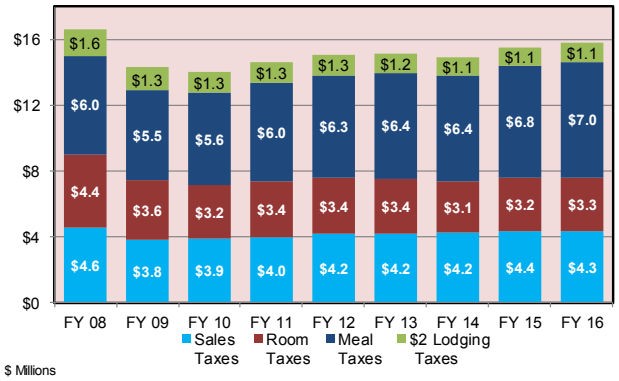
National Citizen Survey Results

Question (Livability Report page number)	Percent Rated Positive * 2008	2010	2012	2014	2016	National Benchmark ** 2016	Trendline 2008 - 2016
Employment opportunities (p.4)	40%	35%	38%	39%	43%	↔	
Shopping opportunities (p.4)	76%	77%	72%	82%	82%	↑	
Williamsburg as a place to work (p.4)	53%	60%	60%	58%	63%	↔	
Overall quality of business and service establishments in Williamsburg (p.4)	65%	71%	71%	77%	73%	↔	
Economic development services (p.6)	48%	49%	56%	62%	55%	↓	
Williamsburg as a place to visit (p.4)	N/A	N/A	N/A	93%	89%	↑↑	
Works in city boundaries (p.7)	N/A	N/A	N/A	54%	55%	↑	
Overall economic health (p.4)	N/A	N/A	N/A	66%	68%	↔	
Vibrant downtown/commercial area (p.4)	N/A	N/A	N/A	60%	63%	↔	
Purchased goods or services in Williamsburg (p.8)	N/A	N/A	N/A	98%	99%	↔	

** Ratings of "Excellent" or "Good", or equivalent*
******* *Legend for National Benchmarks:* ↑↑ *Much Higher* ↑ *Higher* ↔ *Similar* ↓ *Lower* ↓↓ *Much Lower* ** Not Available*

Desired Outcomes / Observed Results

1. **Increase Hospitality Revenues to $16 million annually.**

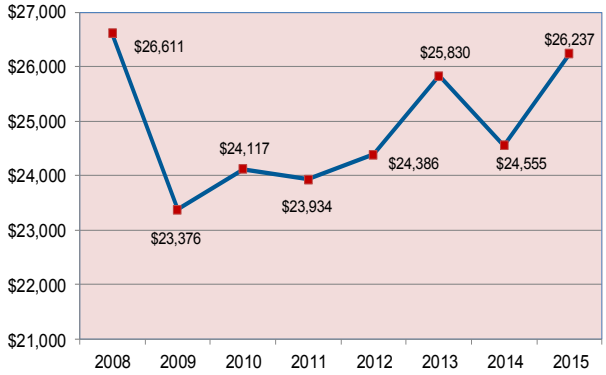


Tax Receipts From Meal, Room, Sales, and $2 Lodging Taxes

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.**

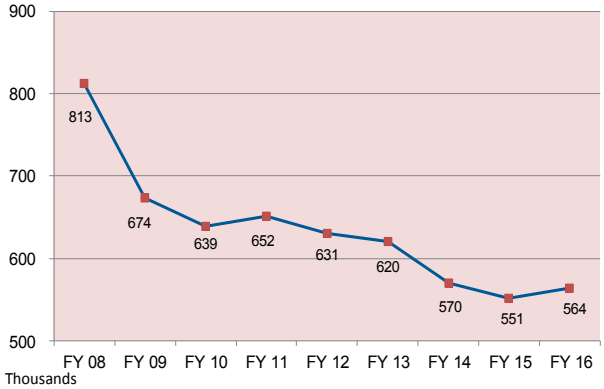


Per Capita Retail Sales in the City

Average annual increase since FY 09: .01%

*Source: Virginia Department of Taxation

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



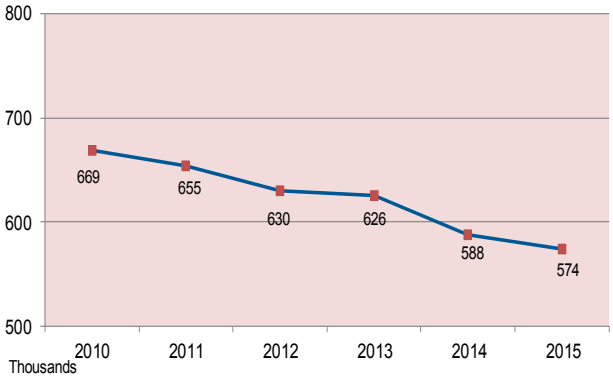
Hotel/Motel Room Nights Sold

Average annual decrease since FY 08: -3.8%

(FY 14 excludes 318 room (*116,070 available room nights per yr)* Hospitality House, purchased by College of William & Mary, May 2013)

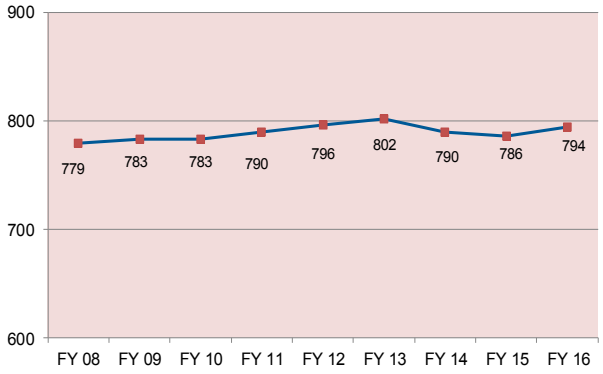
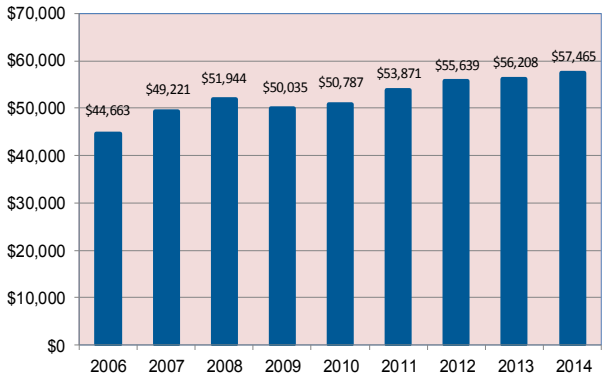
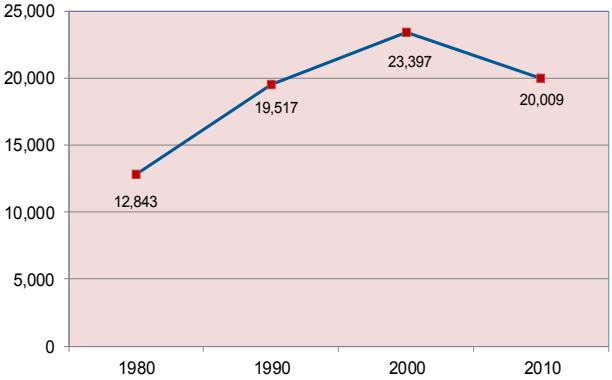
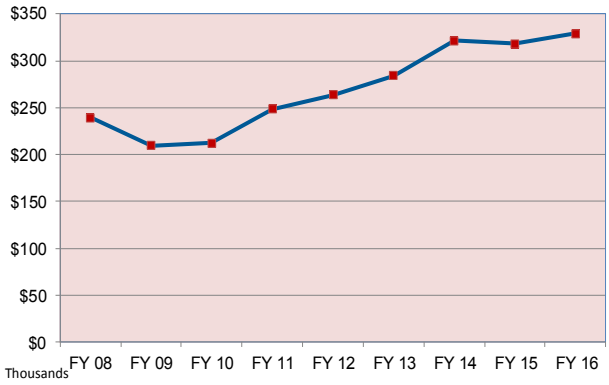
*Source: Williamsburg Finance Department

4. **Increase Historic Tourism measured by Colonial Williamsburg Foundation annual ticket sales.**



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 eight 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: 3.3% *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 16 was 4.4%

GOAL III

Provide an effective transportation system compatible with the future land use plan in concert with our community partners – with "complete streets" serving pedestrians, bicyclists, and motorist and promoting the expanded use of transit and rail.

A. Pedestrian and Bicycle Connectivity and Improvements

- Bicycle Friendly Designation – Improve the bicycle friendly designation from the League of American Bicyclists by improving the program measures to exceed the current bronze ranking. *See also Goal VI, A. Planning, Compliance, and Connectivity*. (Staff)

- Pedestrian and Runner Friendly Designations – Seek to obtain designations during the biennium as a pedestrian friendly community and a runner friendly community. *See also Goal VI, A. Planning, Compliance, and Connectivity*. (Council and staff)

- Monticello Avenue Multi-Use Path – In partnership with the VDOT and the College, complete the design and construction of the Monticello Avenue multi-use path from Ironbound Road to Treyburn Drive. In addition, seek opportunities and funding to connect the multi-use trail to the School of Education and continue the project through the Williamsburg Shopping Center project to connect to bike paths and sidewalks in Midtown. *See also Goal I, B. Arts District and Midtown*. (Council and staff)

- Northeast Triangle – Identify and design bicycle and pedestrian connectivity to extend along the Capitol Landing Road corridor and connecting the tourism zone to neighboring residential areas, Downtown and the Historic District. *See also Goal I, D. Northeast Triangle and Goal VI, A. Planning, Compliance, and Connectivity*. (Council)

- Sidewalks and Crossings – Construct the next set of pedestrian improvements by the end of the biennium. Emphasis should be placed on closing gaps in service, calming traffic, and crosswalk improvements where advisable. *See also Goal VI, A. Planning, Compliance, and Connectivity*. (Council, staff, and citizens)

- Bike Share Program – Complete the bike share program study to determine feasibility and costs to implement a program in coordination with strategic partners. As appropriate, schedule implementation of the bike share program in the capital improvement program. (Council and staff)

- Country Road Project – Develop an implementation plan in collaboration with James City County, Colonial Williamsburg, and the Williamsburg Health Foundation to establish the Country Road as a multi-use trail looping from S. England Street back to Redoubt Park in the Quaterpath Development. *See also Goal VI, A. Planning, Compliance, and Connectivity.* (Council and PC)

- Close Sidewalk Gaps – Identify funding and schedule the design and construction to fill gaps in sidewalks on Merrimac Trail and Strawberry Plains Road to enhance safety and connectivity. Consider a multi-use trail design for Strawberry Plains Road to connect with the scheduled Monticello Avenue multi-use trail. *See also Goal VI, A. Planning, Compliance, and Connectivity.* (PC and staff)

B. Road Improvements

- Ironbound Road Widening/Longhill Realignment – Complete the construction of the Ironbound Round Widening/Longhill Road realignment project in coordination with the construction of the W-JCC James Blair middle school project and commercial redevelopment at the Aldi grocery store properties. *See also Goal I, C. Richmond Road Corridor.* (Council and staff)

- Monticello Avenue Cross-Section – Initiate the design of the Monticello Avenue cross-section in coordination with the redevelopment project at the Williamsburg Shopping Center to include consideration of the pedestrian friendly, mixed-use urban vision developed for Midtown. *See also Goal I, B. Arts District and Midtown and Goal II, C. Redevelopment*. (Council and staff)

- Capitol Landing Road Cross-Section – Complete the redesign of Capitol Landing Road to incorporate a complete street design and road diet; including increased pedestrian and bicycle activity, wide sidewalks suitable for café seating, decorative amenities, transit shelters, and aesthetic improvements to encourage redevelopment of adjacent lands in the Culinary Arts zoning district. *See also Goal I, D. Northeast Triangle and Goal II, C. Redevelopment*. (Council, PC and staff)

- Capitol Landing Road/Bypass Road Intersection – Reconfigure the design for the intersection of Capitol Landing Road and Bypass Road and schedule the capital improvement project to implement the design as appropriate. *See also Goal I, D. Northeast Triangle; Goal I, G. Entry Corridor Beautification; and Goal II, C. Redevelopment*. (Council and staff)

- Traffic Light and Streetlight Technology Upgrades – Evaluate traffic lights for potential upgrades to provide for enhanced traffic flow and reduced carbon emissions. Seek to implement LED and solar technologies in streetlight improvements on Monticello Avenue and Capitol Landing Road projects (streetscape and multi-use trails). (Council)

- Neighborhood Traffic Calming – Implement neighborhood traffic calming measures consistent with the adopted policy and best practice in coordination with traffic enforcement and education efforts. (Council and staff)

- Historic Area Street Surfacing – Coordinate the installation of Francis Street sidewalks between S. England Street and S. Henry Street with the museum expansion project of Colonial Williamsburg. *See also Goal II, A. Tourism Development*. (Council and staff)

C. Transit and Market Access

- Williamsburg Area Transit (WATA) – Work closely with WATA to examine needed improvements and additions to transit routes within the city. The improvements should include the mapping and evaluation of existing stops within the city to prioritize needs for accessibility, benches, and shelters. (Council, PC, staff, and citizens)

- Passenger Rail Service – Work with Virginians for High Speed Rail, the Virginia Department of Rail and Transit, CSX, and other partners to expand the frequency, reliability, and speed of Amtrak service to Williamsburg. (Council and staff)

- 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 and transit options (Amtrak, Greyhound, Mega Bus, and other options). (Council)

- Interstate and Air Connections to Williamsburg – Work with regional and state partners to accelerate the widening of I-64 between Richmond and Williamsburg and to expand air service aimed at improving national and international access to Williamsburg. (Council and staff)

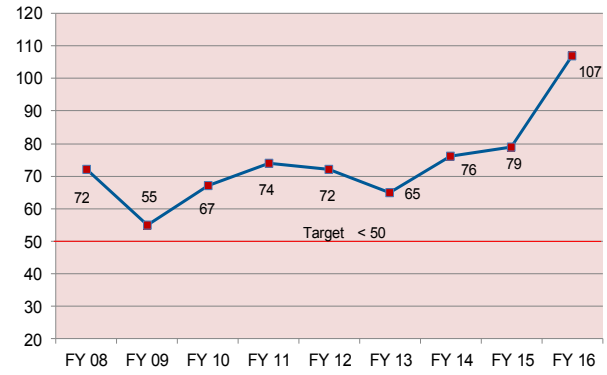
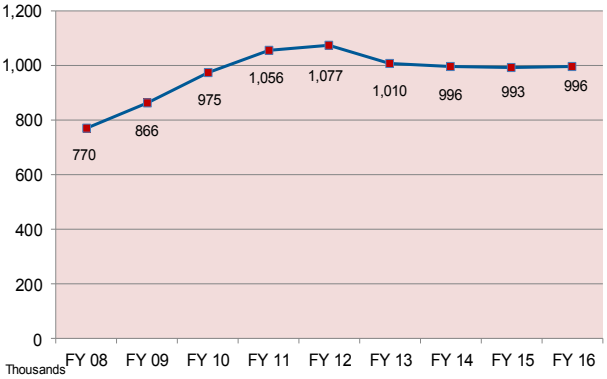
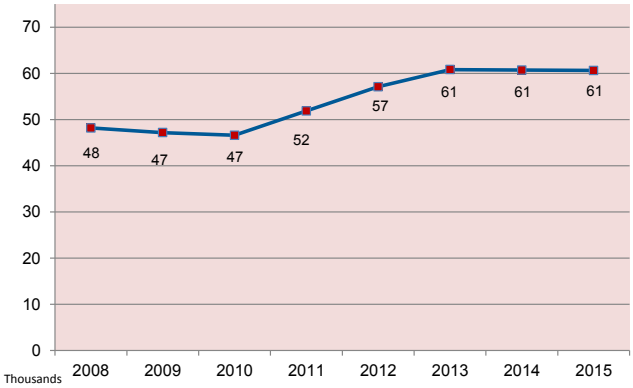
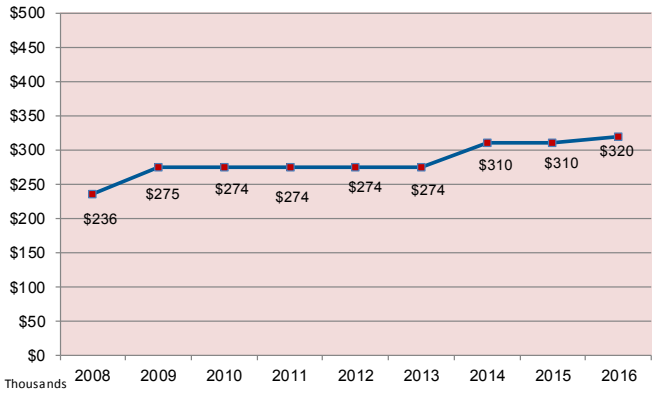
- Alternative Transportation Marketing – Work with WATA and strategic partners to encourage increased use of public transportation, bicycles, walking as alternatives to vehicle transportation. *See also Goal VI, A. Planning, Compliance, and Connectivity*. (Council)

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 * 2008	2010	2012	2014	2016	National Benchmark ** 2016	Trendline 2008 - 2016
Ease of car travel in Williamsburg (p.2)	68%	71%	72%	73%	77%	↔	
Travel by public transportation (p.2)	n/a	44%	51%	39%	41%	↔	
Ease of bicycle travel in Williamsburg (p.2)	52%	58%	59%	54%	55%	↔	
Ease of walking in Williamsburg (p.2)	66%	73%	80%	82%	73%	↔	
Traffic flow on major streets (p.2)	52%	54%	54%	64%	68%	↑	
Street repair (p.4)	61%	64%	58%	53%	67%	↑	
Street cleaning (p.4)	75%	74%	77%	69%	79%	↑	
Street lighting (p.4)	67%	68%	73%	69%	74%	↔	
Snow removal (p.4)	71%	49%	69%	63%	48%	↔	
Sidewalk maintenance (p.4)	66%	60%	68%	67%	62%	↔	
Amount of public parking	44%	50%	49%	N/A	N/A	*	
Overall ease of travel (p.2)	N/A	N/A	N/A	75%	84%	↔	
Public parking (p.2)	N/A	N/A	N/A	53%	56%	↔	
Used public transportation instead of driving (p.5)	N/A	N/A	N/A	28%	29%	↔	
Carpooled instead of driving alone (p.6)	N/A	N/A	N/A	47%	44%	↔	
Walked or biked instead of driving (p.7)	N/A	N/A	N/A	72%	70%	↑	

** Ratings of "Excellent" or "Good", or equivalent*
***** Legend for National Benchmarks:*** *↑↑ Much Higher ↑ Higher ↔ Similar ↓ Lower ↓↓ Much Lower * Not Available*

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 74 *Source: Williamsburg Police Department
2. Increase the ridership regionally on <u>Williamsburg Area Transport</u> by 3% annually.		**Williamsburg Area Transport Ridership** Average annual increase since FY 08 is 3.5% *Source: Williamsburg Area Transport
3. Increase the passenger rail ridership on <u>Amtrak</u> 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: 3.5% *Source: Amtrak
4. Support regional transportation initiatives, including WATA, Regional Air Enhancement Fund, and Virginians for High Speed Rail.		**Transportation Agency Funding** Average annual increase over 8 years: 4.1% *Source: City Finance Dept

GOAL IV

Provide a safer community by promoting leadership, innovation and implementation of technology in public safety, emergency management and codes compliance to protect and serve city residents, visitors, businesses and historic assets.

A. Emergency Preparedness

- Regional Hazard Mitigation Plan – Conduct a comprehensive revision of the Hampton Roads Hazard Mitigation Plan combining the six existing plans into a single plan for the 22 participating localities. FEMA requires the hazard mitigation plans to be regularly updated to continually address high and moderate risk natural hazards. (Staff)

- Storm Ready Community Designation – Complete the National Oceanic and Atmospheric Administration (NOAA) Storm Ready Community Designation by December 2018. The Storm Ready program provides communities with the communication and safety skills needed to save lives and property before, during, and after extreme weather and water events. (Staff)

- Community Emergency Response Team (CERT) Program – Coordinate administration and sustainable funding for the CERT program with the community policing program and continue cross-department participation from the Police Department, Fire Department, and Human Services Department to educate individuals about disaster preparedness for hazards that may impact their area and trains them in basic disaster response skills, such as fire safety, light search and rescue, team organization, and disaster medical operations. *See also Goal V, G. Elder and Disabled Care*. (Staff)

B. School Safety and Security

- Police and Fire Programs - Enhance and strengthen the safety of in-city schools through the continued partnership with school administrators to include the following efforts:
    - Schools safety effort should include increasing trained police staff assigned as School Resource Officers;
    - Support uniformed public safety officer involvement in school presentations to convey positive community models for children;
    - Provide enhanced fire safety education for youth using the Safety House program; and
    - Guiding on-site fire drills and lock down drills. (Staff and Council)

- Victim Forensic Services – Evaluate and monitor the SANE forensic nurse services available to the City of Williamsburg in partnership with the College, Student Assembly, and local health care service providers. (Council and citizens)

C. Public Safety Officer Fitness, Health and Wellness

- Care for First Responders – Expand health and wellness training for fire and police personnel focusing on behavioral health awareness with a strong emphasis towards suicide prevention and promoting resources available to first responders and their families. *See also Goal VIII, E. Employee Health and Wellness*. (Staff)

- Decontamination Policy – Develop a firefighter decontamination policy and procedure to reduce exposure to cancer causing agents. (Staff)

D. Public Safety Facilities and Equipment

- Police Station and Fire Station - Complete the architect review of the structural condition and space utilization of the Fire Station and the Police Station and plan for implementation of needed capital improvements (Council and staff)

E. Parking Program Review

- Implement Parking Study - Update parking program for on-street and off-street parking facilities and garage equipment consistent with appropriate recommendations of the Downtown Parking Study. *See also Goal I, A. Downtown Vibrancy*. (Council, staff, and citizens)

F. Community Policing and Engagement with Public Safety

- Community Engagement with Law Enforcement - Identify methods to increase community engagement in law enforcement to include outreach to diverse citizen groups, interaction with partner law enforcement agencies, and allocation of proper technologies and staff resources to accomplish the initiative. *See also Goal VIII, A. Citizen Engagement Initiatives*. (Council, staff, and citizens)

- Police Body Worn Cameras – Implement and evaluate the use of body worn camera technology by the Police Department to improve officer and public safety and transparency. (Staff)

- Fair and Impartial Policing – Complete and maintain agency training and training updates for the provision of fair and impartial policing consistent with CALEA guidelines and best management practices to include regular communication with the community and education of efforts by the city organization. (Staff)

- National Night Out – Support the continued awareness and programming for the National Night Out event to continue community building and outreach. (Citizens)

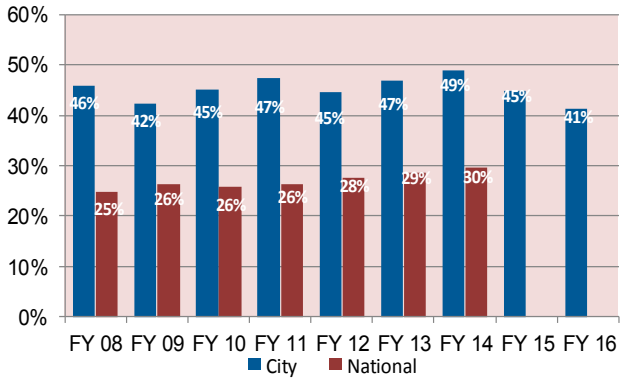
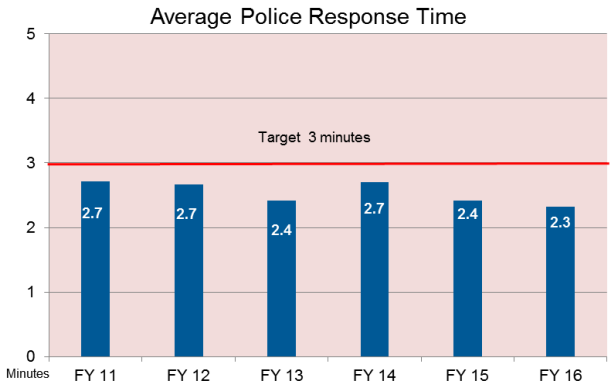
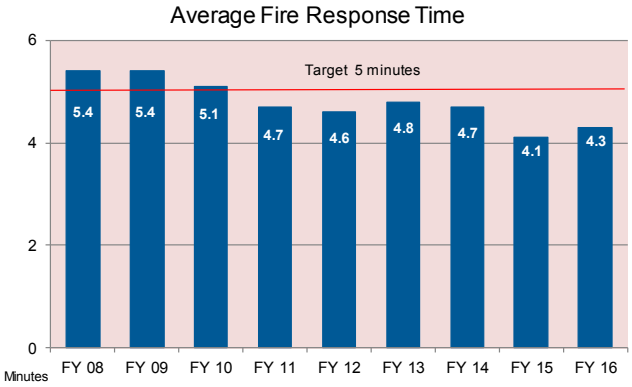
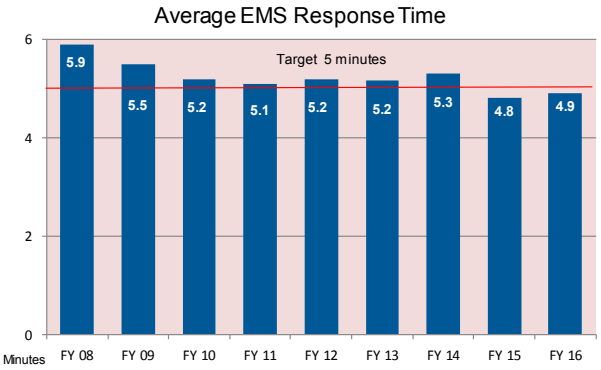
Secure an ever safer community by enabling police, fire, emergency management and judicial operations to protect and serve city residents, visitors, businesses, and historical assets.

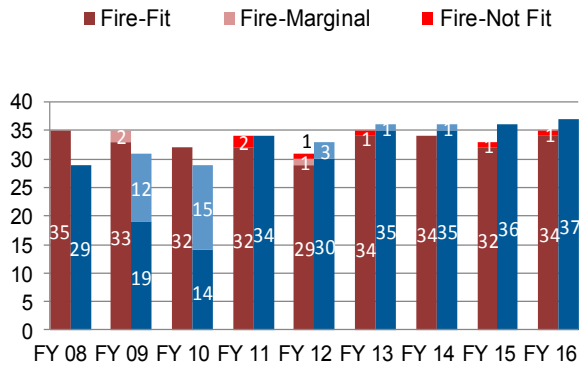
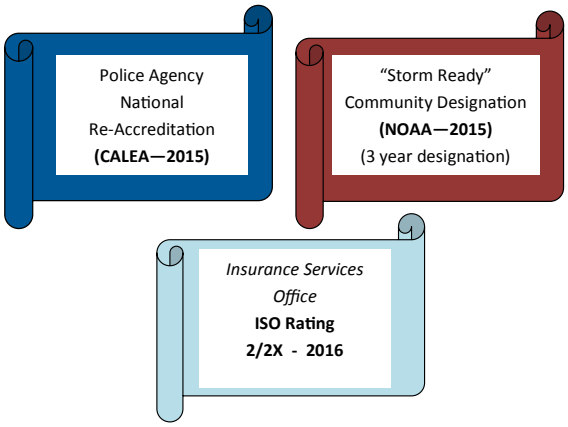
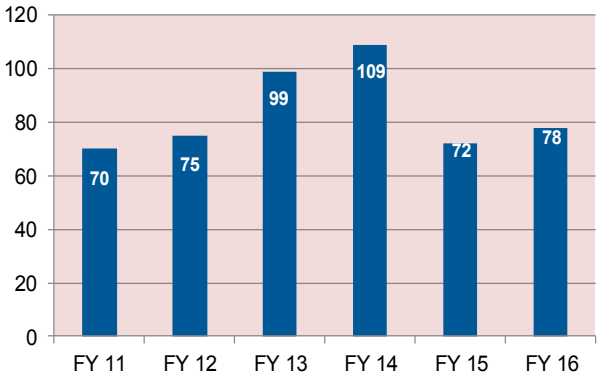
National Citizen Survey Results

Question (Trends Report page number)	Percent Rated Positive * 2008	2010	2012	2014	2016	National Benchmark ** 2016	Trendline 2008 - 2016
Safety in Williamsburg's downtown/ commercial area (p.2)	97%	95%	97%	95%	97%	↔	
Safety in your neighborhood (p.2)	95%	96%	98%	94%	95%	↔	
Safety from property crimes	73%	78%	78%	N/A	N/A	*	
Safety from violent crimes	80%	84%	86%	N/A	N/A	*	
Police services (p.4)	81%	84%	88%	87%	81%	↔	
Fire services (p.4)	94%	96%	95%	94%	93%	↔	
EMS services (p.4)	91%	95%	92%	94%	93%	↔	
Crime prevention services (p.4)	80%	86%	84%	78%	82%	↑	
Fire prevention and education services (p.4)	80%	90%	87%	83%	84%	↔	
Traffic enforcement services (p.4)	64%	69%	72%	64%	69%	↔	
Emergency preparedness (p.4)	68%	78%	73%	74%	75%	↔	
Overall feeling of safety (p.2)	N/A	N/A	N/A	93%	93%	↔	
Stocked supplies for an emergency (p.5)	N/A	N/A	N/A	49%	40%	↔	
Did not report a crime (p.5)	N/A	N/A	N/A	87%	82%	↔	

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

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

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** Average response time since FY11 is 2.5 minutes *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** Average response time since FY08 is 4.8 minutes *Source: Williamsburg Fire Department
4. Respond to emergency medical (EMS) calls for service averaging under 5 minutes from time of dispatch to arrival on scene.		**Average EMS Response Time** Average response time since FY08 is 5.2 minutes *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 16 : 100% Fire FY 16: 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 V

Seek opportunities, partnerships and program implementation that addresses the educational, health, social, housing, economic and workforce training needs and expectations of city residents and workers.

A. Health Outcomes for Children

- Care Team Pilot Program – Complete the collaborative and replicable pilot program in partnership with the Williamsburg Health Foundation, Child Development Resources, Williamsburg – James City County Schools, and other community partners to better health outcomes for city children. Evaluate the care team model approach to determine the program performance of providing direct human services and health services to children and their families. (Staff)

B. Joint School System

- School Capital Improvements - Monitor and support the completion of the 4th middle school project at the James Blair school site in the city and the Auxiliary Gym project at Lafayette High School (Council and Staff)

- Land Acquisition and Redistricting - Work with the school system and the County to make informed land acquisition and redistricting decisions for planned growth and equitable school districts to best meet the needs of all students (Council)

C. Williamsburg Redevelopment and Housing Authority

- Blayton Property Development – Seek opportunities to redevelop the Blayton property consistent with the Phase II redevelopment study and Downtown Vibrancy, Design, and Marketing Plan in a manner that protects environmentally sensitive areas and provides for green space. (Council, PC, staff, and citizens)

- Housing Program Funding - Explore opportunities to establish an independently funded Housing operations and do not take actions that extend the program control of the Department of Housing and Urban Development (HUD) beyond current timeframes (Council)

- Housing & Redevelopment Authority Structure – Complete the restructure of the Commission composition through the amendment to the City Charter and maintain the integration of the Authority in the City organization with the Housing Director reporting to the Commission (Staff)

D. Cedar Grove Cemetery Expansion

- Expansion – Work with the College to determine the feasibility of expanding Cedar Grove Cemetery on College-owned property during the biennium. (Council)

E. Transitional Housing/Homelessness Prevention

- Housing Needs Evaluation - Identify needs and options for affordable housing to include proportionate housing ratios in the City and neighboring jurisdictions, evaluation of the existing affordable housing program, and providing for a cost-benefit analysis. *See also Goal I, I. Neighborhood Stability and Revitalization.* (Council and citizens)

- Homelessness Prevention – Continue to work with faith and community based partners to provide adaptive housing, transitional housing, and other affordable lease arrangements in the city for economically deprived citizens. (Council, staff, and citizens)

- Workforce Training and Living Wages – Seek opportunities to partner to expand workforce training with Thomas Nelson Community College and neighboring jurisdictions to advance access to economic opportunity, reduce under-employment, and support living wages. (Staff and citizens)

- Workforce Housing – Identify comparative and innovative best practices for addressing workforce housing needs in the communities to include opportunities to partner with business and community partners to implement preferred alternatives. *See also Goal I, I. Neighborhood Stability and Revitalization.* (Council and citizens)

F. Youth and Family Achievement

- Youth Summer Employment Program – Establish a youth summer employment program modelled on best practices in the nation and region. (Council and Staff)

- Childcare and Pre-School – Evaluate availability and need for improved childcare and pre-school opportunities for city residents and provide resources as appropriate to address identified needs. (Citizens)

G. Elder and Disabled Care

- Health and Community Engagement – Seek partnerships with the Williamsburg Health Foundation, neighboring jurisdictions, and community partners to market and expand health, benefit, and social work programs for the elderly and disabled who require intervention, home visits or other assistance. *See also Goal IV, A. Emergency Preparedness*. (Staff and citizens)

- Senior Health and Recreation Programs – Identify opportunities during the Parks, Recreation, and Culture Master Plan process to coordinate service provision to seniors to encourage healthy active living. *See also Goal VI, A. Planning, Compliance, and Accessibility.* (Staff and citizens)

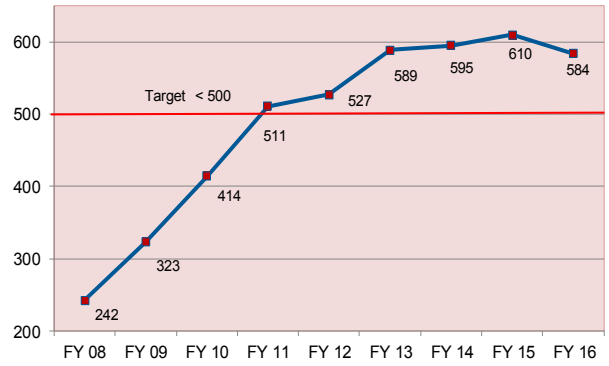
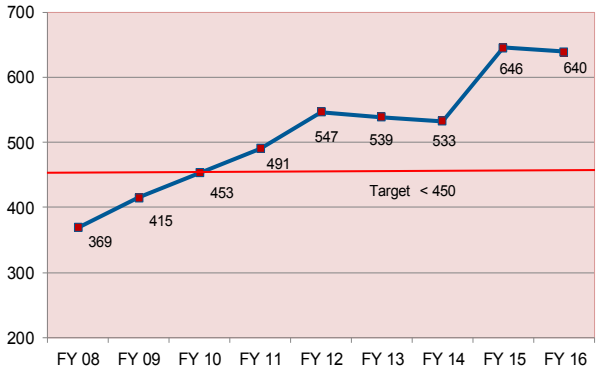
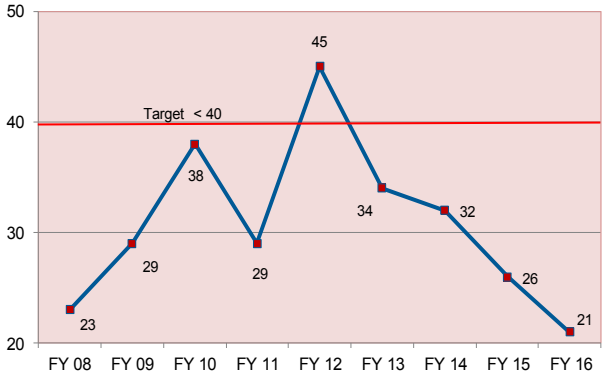
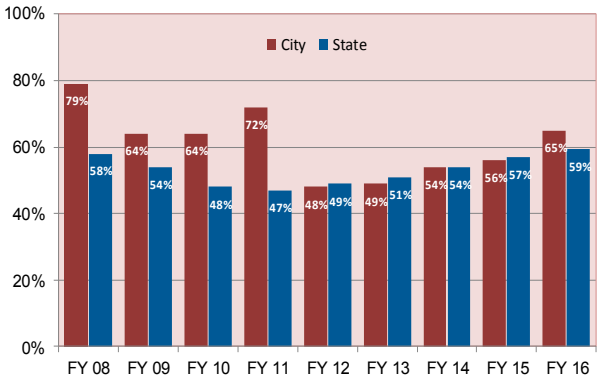
- Access to Care – Work with community health providers to identify gaps in health care and identify methods to assist in marketing the community to recruit primary care and specialists to the area. *See also Goal VI, A. Planning, Compliance, and Accessibility*. (Citizens)

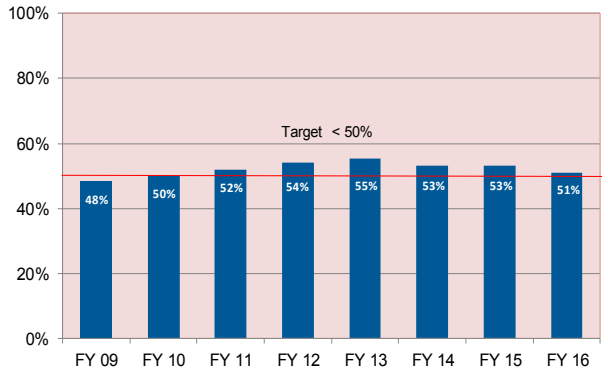
Seek opportunities and implement programs that address the educational, health, social, housing, economic and workforce training needs and expectations of city residents and workers.

National Citizen Survey Results

Question (Trends & Livability Report page number)	Percent Rated Positive * 2008	2010	2012	2014	2016	National Benchmark ** 2016	Trendline 2008 - 2016
Educational opportunities (p.4)	78%	85%	85%	78%	85%	↑	
Public Schools (p.3)	68%	78%	83%	79%	81%	↔	
Availability of affordable quality health care (p.3)	50%	55%	64%	72%	72%	↑	
Availability of affordable quality food (p.3)	N/A	72%	67%	71%	77%	↔	
Availability of preventive health services (p.3)	52%	60%	66%	73%	76%	↔	
Health and wellness services (p.37)	65%	73%	78%	N/A	N/A	*	
Availability of affordable quality child care/ preschool (p.3)	28%	35%	48%	53%	56%	↔	
Services to seniors	75%	79%	79%	N/A	N/A	*	
Services to youth	50%	55%	56%	N/A	N/A	*	
Services to low-income people	37%	42%	49%	N/A	N/A	*	
Availability of affordable quality housing (p.3)	20%	30%	38%	36%	36%	↔	
Variety of housing options (p.3)	36%	42%	53%	53%	48%	↔	
Health and Wellness (p.3)	N/A	N/A	N/A	77%	78%	↔	
Mental Health Care (p.3)	N/A	N/A	N/A	58%	57%	↔	
Adult education (p.3)	N/A	N/A	N/A	66%	80%	↑	
Ate 5 portions of fruits and vegetables (p.7)	N/A	N/A	n/a	88%	88%	↔	
Participated in moderate or vigorous physical activity (p.7)	N/A	N/A	N/A	86%	88%	↔	
In very good to excellent health (p.7)	N/A	N/A	N/A	63%	67%	↔	

** Ratings of "Excellent" or "Good", or equivalent*
***** Legend for National Benchmarks:*** *↑↑ Much Higher ↑ Higher ↔ Similar ↓ Lower ↓↓ Much Lower * Not Available*

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

GOAL VI

Encourage a healthy community through an integrated system of parks, facilities and open spaces that support recreation and the variety of cultural opportunities that enrich the experiences of city residents and visitors.

A. Planning, Compliance, and Connectivity

- Parks, Recreation, and Culture Master Plan - Complete the Parks, Recreation, and Culture Master Plan and seek components to implement in this biennium. *See also Goal I, H. Open Space Preservation and Commercial Site Assembly; Goal II, E. Facilities to Increase Overnight Visitation; Goal II, F. Mega-Region Concept; Goal III, A. Pedestrian and Bicycle Connectivity and Improvements; Goal V, G. Elder and Disabled Care; and Goal VIII, G. Community Visioning Exercise.* (Council, PC and staff)

- Bicycle and Pedestrian Plan – Work with regional and community partners to establish a bicycle and pedestrian plan to encourage connectivity, mobility, and accessibility through the community and connecting to the region. *See also Goal III, A. Pedestrian and Bicycle Connectivity and Improvements and Goal VIII, G. Community Visioning Exercise.* (Council and staff)

- Accessibility - Identify and plan for ADA compliant accessibility at all City parks and recreation facilities and seek to implement components in the biennium. *See also Goal V, G. Elder and Disabled Care.* (Council and staff)

B. Parks and Open Space

- Kiwanis Park – Implement components of the Master Plan for Kiwanis Park to include the 4th lighted softball field, playground equipment replacement, and accessibility needs. (Council and staff)

- Paper Mill Creek Park – Plan and implement, as feasible, the development of the Paper Mill Creek Park in partnership with the National Park Service while considering sidewalk connectivity and safety for neighboring residential developments. See also *Goal I, H. Open Space Preservation and Commercial Site Assembly; and* Goal *III, A. Pedestrian and Bicycle Connectivity and Improvements.* (Council and staff)

C. Recreation Facilities and Programs

- Quarterpath Recreation Center – Prepare plans to expand the Quarterpath Recreation Center structure as recommended in the Master Plan. (Council and staff)

- Aquatics Center – With the College and regional partners, evaluate the need and feasibility for the development of an aquatics center. (Council)

D. Special Events

- Queen Mary's Port Park – Explore the potential for the acquisition and development of a Queen Mary's Port Outdoor Performance Venue, historic tourism site, city park, Queen's Creek access point, and commercial development pad to encourage visitation to the tourism zone and expand cultural events in the City. *See also Goal II, E. Facilities to Increase Overnight Visitation*. (Staff and citizens)

- Tourism Contingency Fund – Expand the scope and funding for the Tourism Contingency Fund to progressively encourage growth for high impact special events and tourism product to increase revenues associated with place-making investments. *See also Goal II, E. Facilities to Increase Overnight Visitation.* (Council)

E. Public Art

- Public Art Program - Establish a city-wide public art program using applicable components recommended in the Parks, Recreation and Culture Master Plan. (Council and staff)

F. Library Facility Renewal and Renovation

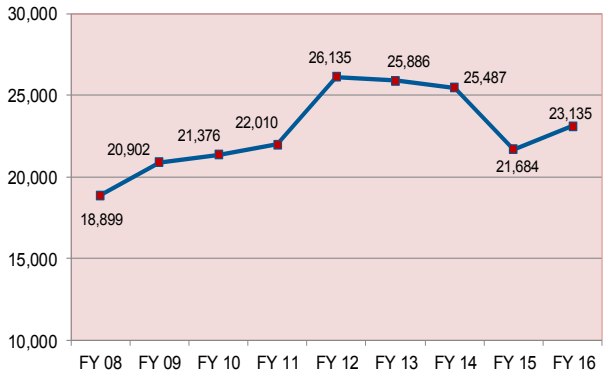
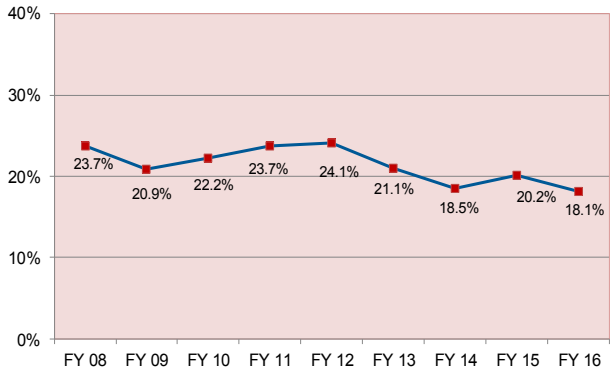
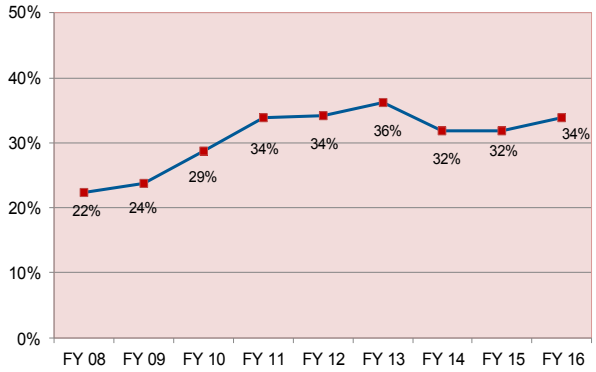
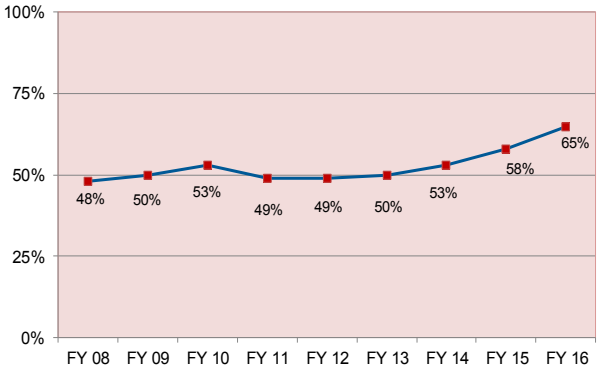
- Assist the Williamsburg Regional Library in expansion and renovation within the Williamsburg Library building, made possible by the freeing of space with the opening of the Stryker Center. (Staff)

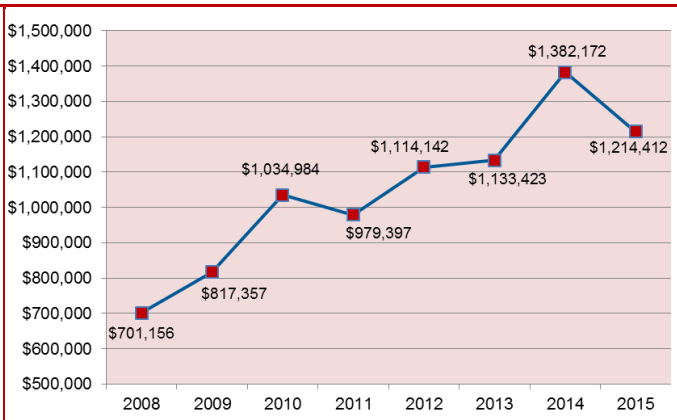
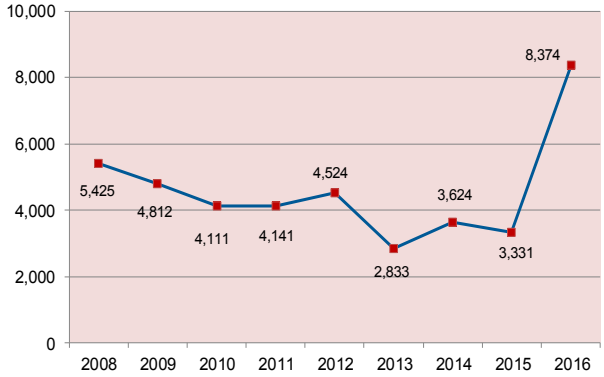
Add to the quality and availability of cultural and recreational facilities and programming, as might be typically available only in larger communities, to meet the needs and expectations of city residents and visitors.

National Citizen Survey Results

Question (Trends Report page number)	Percent Rated Positive * 2008	2010	2012	2014	2016	National Benchmark ** 2016	Trendline 2008 - 2016
Recreational opportunities (p.3)	73%	73%	71%	75%	70%	↔	
City Parks (p.6)	87%	91%	87%	92%	88%	↔	
Recreation programs and classes (p.6)	73%	87%	84%	79%	71%	↔	
Recreation centers and facilities (p.6)	74%	86%	83%	81%	73%	↔	
Public library services (p.6)	91%	94%	94%	93%	96%	↑	
Opportunities to attend cultural activities (p.3)	64%	72%	76%	79%	74%	↑	
Availability of paths and walking trails (p.2)	54%	62%	69%	70%	67%	↔	
Fitness opportunities (p.3)	N/A	N/A	N/A	73%	72%	↔	
Used Williamsburg recreation centers (p.7)	N/A	55%	38%	52%	49%	↔	
Visited a City park (p.7)	N/A	86%	84%	82%	79%	↔	
Used Williamsburg public libraries (p.7)	N/A	84%	82%	74%	74%	↔	

** Ratings of "Excellent" or "Good", or equivalent*
***** Legend for National Benchmarks:*** *↑↑ Much Higher ↑ Higher ↔ Similar ↓ Lower ↓↓ Much Lower * Not Available*

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 eight years: 3% *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 eight years: -.7% *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 eight years: 1.4% *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** 9,628 cards in FY16 *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 increase over eight years: 14.7% * Source: Virginia Arts Festival

GOAL VII
Continue to 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

- Elimination of Standing Water – Identify areas with drainage issues and standing water and develop an action plan to address concerns located using best practices consistent with the Virginia Stormwater Management Program. (Staff and citizens)

- Highland Park Neighborhood – Evaluate stormwater drainage infrastructure in the Highland Park neighborhood to determine if curb-and-gutter or other stormwater infrastructure is needed to enhance the drainage of the area. (Council)

B. Sanitary Sewer System Rehabilitation

- Regional Wastewater Injection – Monitor the efforts of the Hampton Roads Sanitation District to permit and monitor the injection of treated wastewater in wells to reduce effluent discharge into water bodies and potentially offset subsidence of land due to the removal of water from the aquafer. (Staff)

- Reduce Inflow and Infiltration – Continue efforts to replace or line sanitary sewer lines to correct stormwater inflow and groundwater infiltration and assist in the prevention of sanitary sewer overflows and reduce the amount of unnecessary wastewater treated at the regional treatment plant to ensure treatment capacity and cost avoidance. (Staff)

C. Residential Refuse and Recycling Collection

- Refuse and Recycling Communication Plan – Establish a communication effort to educate and measure compliance with policies guiding the placement and removal of refuse and recycling receptacles at appropriate times and days. *See also Goal VIII, A. Citizen Engagement Initiatives*. (Council)

- Refuse and Recycling Ordinance – Explore comparative practices, including the adoption of ordinances, to enforce the placement and removal of refuse and recycling receptacles at appropriate times and days. (Staff and citizens)

- Recycling Program - Evaluate options to expand and improve the recycling program to include communication methods for the proper disposal of recyclable materials, frequency of service, public recycling receptacles, and types of materials collected. *See also Goal VIII, A. Citizen Engagement Initiatives.* (Council, staff, and citizens)

D. Water Plant Improvements

- Waller Mill Dam Improvements – Evaluate and initiate improvements to the Waller Mill Dam to ensure the safety and proper function of the water supply reservoir and water plant as required to maintain the State operations and maintenance permit. (Staff)

E. Sustainability Partnership

- Sea Level Rise – Participate in regional planning efforts to address the impacts of sea level rise on Hampton Roads to include support of research partnerships between the College of William & Mary and Old Dominion University. (Council and Staff)

- GO Green Initiative – Seek to maintain internal organization efforts to sustain a platinum level for the VML GO Green Initiative and seek opportunities with student groups and community partners to encourage expansion and education of the best practices. (Staff)

- Drug Collection Program - Continue the drug collection program in the city by the Police Department in support of the Drug Enforcement Agency (DEA) to prevent potentially dangerous controlled substances from being disposed of in the city's water system and landfills. (Staff)

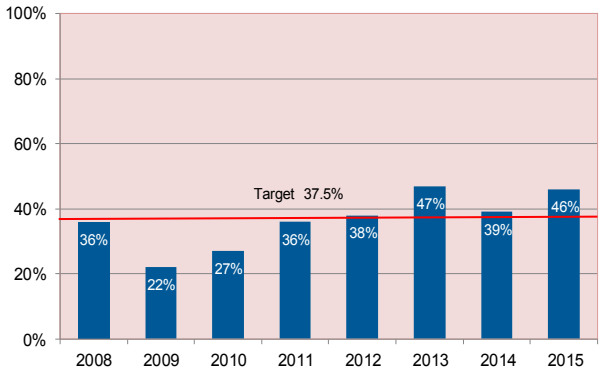
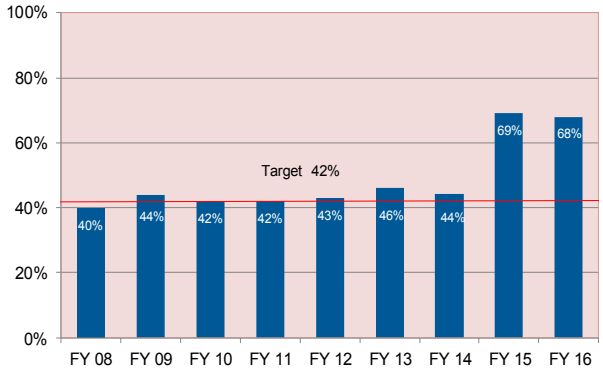
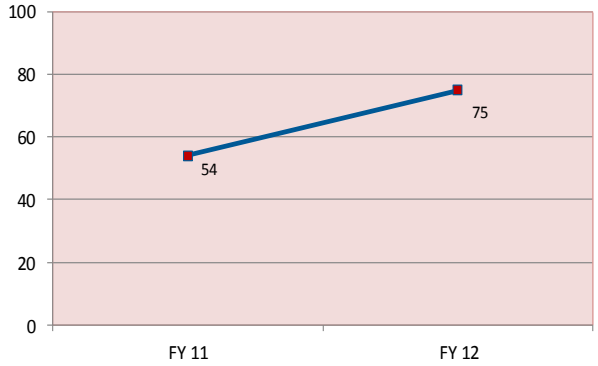
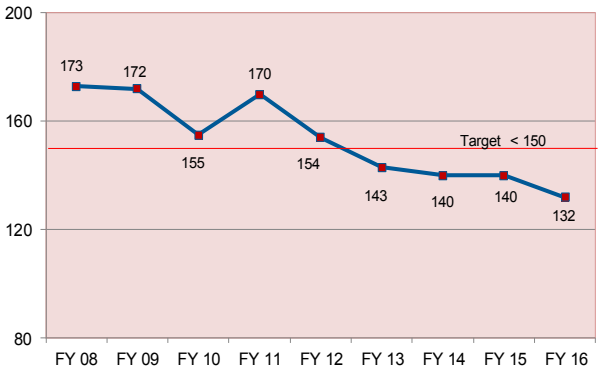
Build an evermore sustainable and healthy city pursuing multiple strategies for conservation and restoration, and providing esssential environmental services related to drinking water, waste water, stormwater and solid waste.

National Citizen Survey Results

Question (Trends Report page number)	Percent Rated Positive * 2008	2010	2012	2014	2016	National Benchmark ** 2016	Trendline 2008 - 2016
Sewer services (p.5)	86%	82%	88%	87%	89%	↔	
Drinking water (p.5)	64%	73%	73%	78%	76%	↔	
Storm drainage (p.5)	67%	70%	72%	67%	72%	↔	
Yard waste pick-up (p.5)	80%	76%	82%	78%	73%	↔	
Recycling (p.5)	74%	80%	81%	71%	73%	↔	
Garbage collection (p.5)	91%	79%	90%	87%	85%	↔	
Open space (p.5)	N/A	N/A	N/A	67%	64%	↔	
Utility billing (p.5)	N/A	N/A	N/A	76%	77%	↔	
Conserved water (p.7)	N/A	N/A	N/A	83%	78%	↔	
Made home more energy efficient (p.7)	N/A	N/A	N/A	74%	70%	↔	
Recycled at home (p.7)	N/A	81%	86%	86%	85%	↔	

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

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

Desired Outcomes	Observed Results	
1. Recycle 37.5% of solid waste stream (150% of Virginia's 25% recycling goal).		**Percent of Waste Stream Recycled** **184% of stated goal in 2015** *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
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

Desired Outcomes	Observed Results
5. Maintain certifications of compliance with Federal/State safe drinking water regulations.	All Federal/State Safe Drinking Water Regulations Met with Full Compliance *Source: Williamsburg Public Works & Utilities
6. Maintain certifications of compliance with Federal/State "Clean Water" regulations.	Chesapeake Bay Protection Act (DCR-2014) Erosion & Sediment Law (DEQ-2014) Stormwater Discharge MS-4 Permit (DEQ 2013) *Source: Williamsburg Public Works & Utilities
7. Maintain recertification of the Public Works Department as an "Extraordinary Environmental Enterprise" (E4)	Department of Environmental Quality E-4 Program (DEQ - 2015) *Source: Williamsburg Public Works & Utilities

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

- Strategic Communication Plan - Complete a strategic communication plan to establish the policies and processes used by the city organization in communicating with the public and to encourage citizen engagement and participation. (Council and staff)

- Citizen Engagement – Increase citizen participation and engagement through social media, website updates, and new technologies (such as Socrata for performance management and Peak Democracy for the open forum). See also *Goal IV, F. Community Policing and Engagement with Public Safety*; (Council, staff, and citizens)

B. Stryker Center Project in City Square

- Stryker Center Programming – Work with the Williamsburg Regional Library, W-JCC School System, and community partners to increase civic and cultural programming at the Stryker Center during the next biennium. (Staff)

- Photo History of City – Collaborate with community partners and members to establish an exhibit of the photographic history of Williamsburg. (Council)

C. Employee Development and Succession

- Compensation and Classification Study – Complete the Compensation and Classification study to update job descriptions and salary ranges and implement appropriate recommendations as scheduled in the study (Council and staff)

D. Revenue Policy

- Build-out Model Impact – Initiate an evaluation of revenue trends to include projections of the impacts of redevelopment and build-out models on future revenues. (Council)

- Economic Impact Analysis – Evaluate methods to determine the economic impact for the costs and revenues generated for special events and sports tourism events. (Council)

- Enterprise Resource Program (ERP) – Replace the ERP finance system and integrate the new technology for all applications and performance management systems to continue the practice of the city to invest in technology resources that will provide secure, accurate, and dependable information to City Council, citizens, and staff. (Staff)

E. Employee Health & Wellness

- Health and Wellness Benefits – Evaluate employee health benefits and update the health and wellness program to reduce claims with the desired outcome of a healthier workforce and efficient operation. *See also Goal IV, C. Public Safety Officer Fitness, Health and Wellness*. (Staff)

F. Performance Analytics

- National Citizen Survey and Benchmarking – Plan to participate in the 2018 National Citizen Survey and seek appropriate benchmarks to compare organization performance. Implement the new Socrata performance management system and evaluate public awareness of the system. (Council)

- Geographic Information Systems (GIS) and Geospatial Analysis – Proactively communicate and use new technologies to enhance geospatial analysis of programs and services to improve community awareness and engagement. (Council and staff)

G. Community Visioning Exercise

- Comprehensive Plan Update – Conduct a community visioning exercise and develop the methodology to complete the Comprehensive Plan update scheduled for 2018. Include discussion and coordination with the adjoining County jurisdictions to coordinate the planning effort. *See also Goal VI, A. Planning, Compliance, and Connectivity*. (Council, PC and staff)

- Economic Development Plan Update – Coordinate the 5-year update to the Economic Development Strategic Plan with the adopted policies and plan recommendations of the target industry analysis of the Greater Williamsburg Partnership; Downtown Vibrancy, Design and Marketing Plan; tourism zone; culinary arts district; Midtown conceptual vision; Parks, Recreation, and Culture Master Plan; and like policies and ordinances adopted by the City. *See also Goal I, A. Downtown Vibrancy; Goal I, B. Arts District and Midtown; Goal I, D. Northeast Triangle; Goal II, A. Tourism Development; Goal II, B. Economic Diversification Strategies; Goal II, C. Redevelopment; Goal II, D. Support Existing Businesses; and Goal VI, A. Planning, Compliance, and Connectivity*. (Staff)

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 * 2008	2010	2012	2014	2016	National Benchmark ** 2016	Trendline 2008 - 2016
The value of services for the taxes paid to Williamsburg (p.4)	76%	73%	75%	73%	71%	↑	
The overall direction that Williamsburg is taking (p.4)	55%	60%	65%	66%	59%	↔	
The job Williamsburg government does at welcoming citizen involvement (p.4)	62%	62%	63%	56%	53%	↔	
Overall image or reputation of Williamsburg (p.2)	85%	87%	93%	87%	88%	↑	
Opportunities to participate in community matters (p.4)	68%	71%	77%	71%	69%	↔	
Opportunities to volunteer (p.4)	80%	86%	87%	83%	81%	↔	
Public information services (p.6)	76%	80%	84%	76%	75%	↔	
Knowledge of city employees	90%	83%	87%	N/A	N/A	*	
Responsiveness of city employees	91%	77%	82%	N/A	N/A	*	
Courtesy of city employees	91%	85%	85%	N/A	N/A	*	
Overall impression of city employees (p.4)	91%	79%	82%	82%	82%	↔	
Services provided by city (p.4)	75%	82%	86%	83%	83%	↔	
Confidence in City government (p.4)	N/A	N/A	N/A	62%	64%	↑	
Acting in the best interest of Williamsburg (p.4)	N/A	N/A	N/A	62%	63%	↔	
Being honest (p.4)	N/A	N/A	N/A	67%	64%	↔	
Treating all residents fairly (p.4)	N/A	N/A	N/A	62%	60%	↔	

** 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

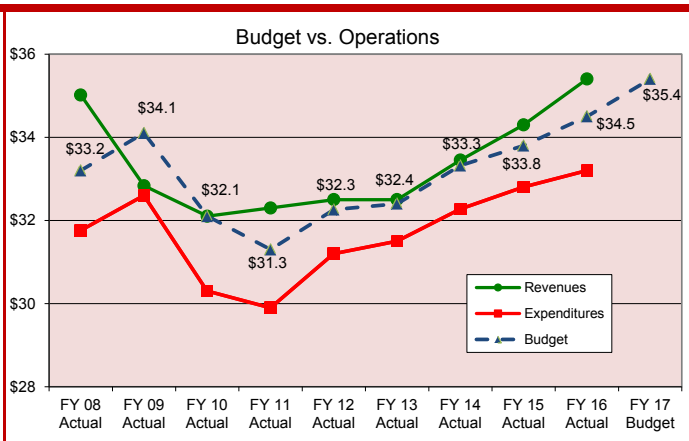
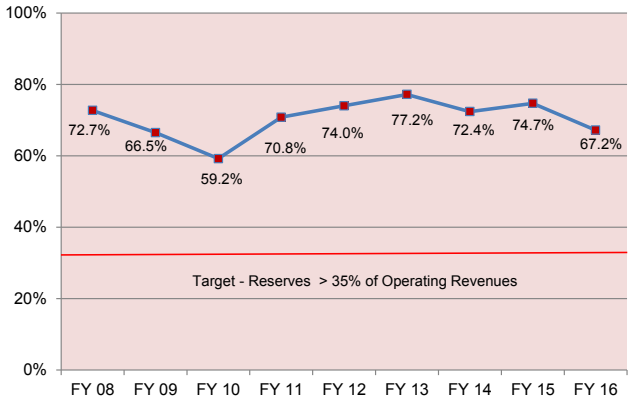
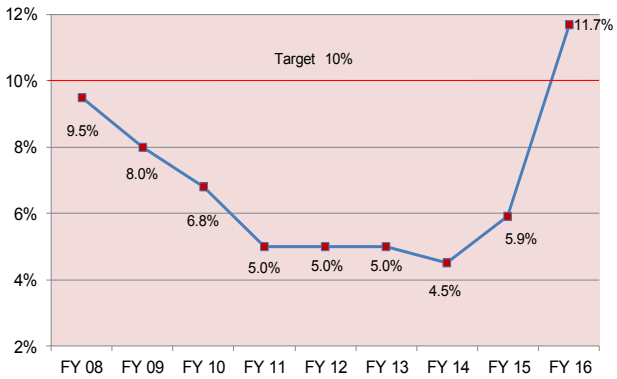
Continuously improve the effectiveness of city government and its partnership with the people who live, work, and visit here to fulfill Williamsburg's vision for the future.

National Citizen Survey Results

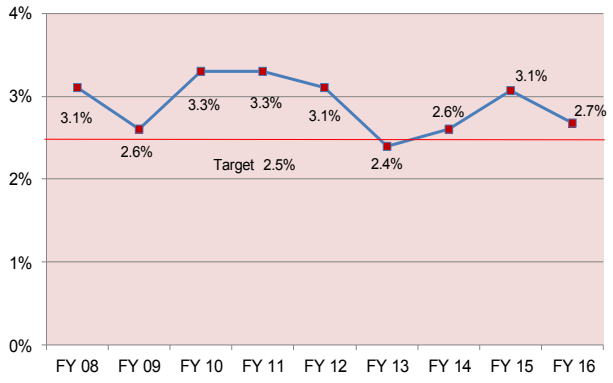
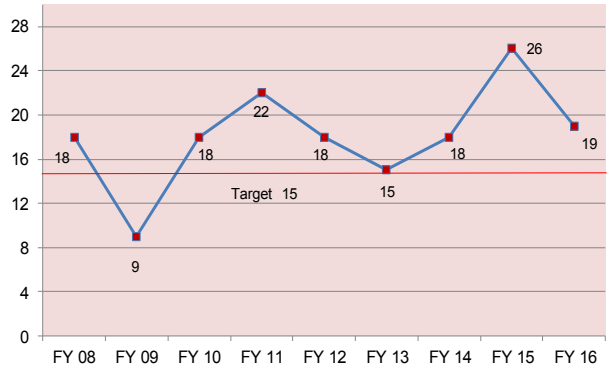
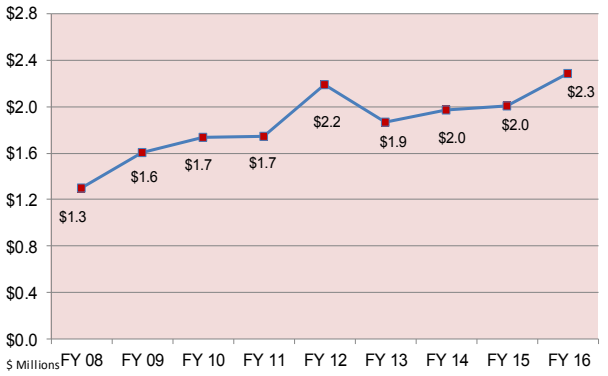
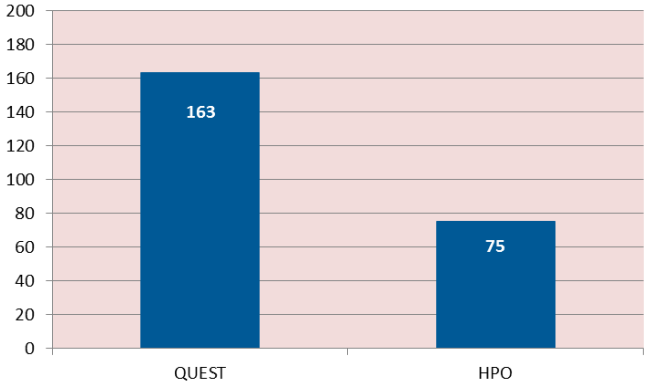
Question (Trends Report page number)	Percent Rated Positive * 2008	2010	2012	2014	2016	National Benchmark ** 2016	Trendline 2008 - 2016
Neighborliness of residents in Williamsburg (p.3)	N/A	N/A	N/A	69%	63%	↔	
Special Events (p.6)	N/A	N/A	N/A	71%	76%	↔	
Attended a City-sponsored event (p.7)	N/A	N/A	N/A	55%	62%	↔	
Contacted Williamsburg elected official (p.7)	N/A	N/A	N/A	14%	16%	↔	
Volunteered (p.7)	N/A	52%	57%	51%	45%	↔	
Talked to or visited with neighbors (p.8)	N/A	N/A	N/A	90%	89%	↔	
Done a favor for a neighbor (p.8)	N/A	N/A	N/A	80%	78%	↔	
Attended a local meeting (p.8)	N/A	29%	23%	20%	22%	↔	
Watched a local public meeting (p.8)	N/A	41%	36%	22%	22%	↔	
Read or watched local news (p.8)	N/A	N/A	85%	85%	76%	↔	
Voted in local elections (p.8)	N/A	74%	71%	85%	76%	↔	

** Ratings of "Excellent" or "Good", or equivalent*
***** Legend for National Benchmarks:*** *↑↑ Much Higher ↑ Higher ↔ Similar ↓ Lower ↓↓ Much Lower * Not Available*

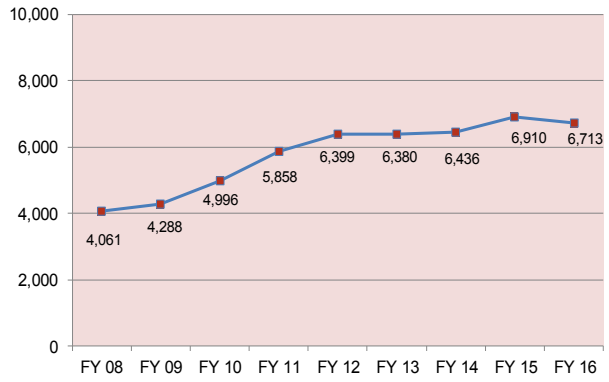
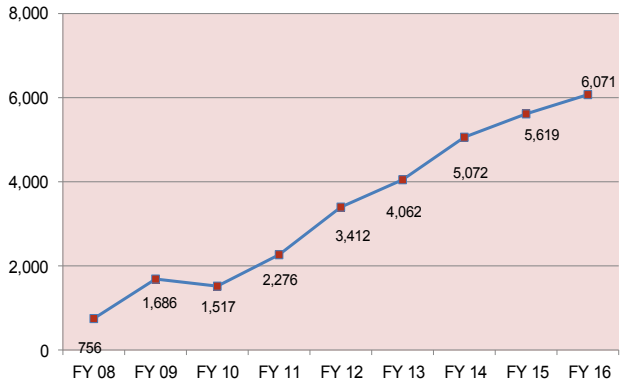
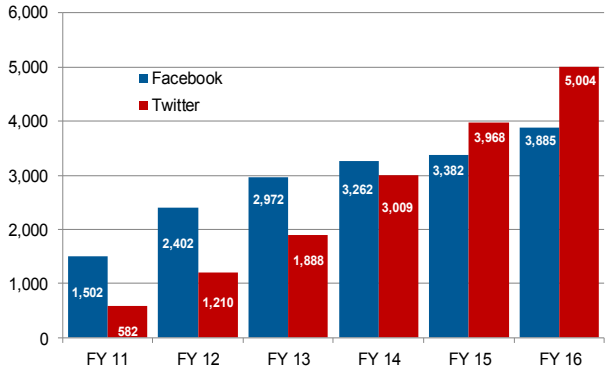
GOAL VIII: Citizen Engagement/City Governance OUTCOMES

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.	**Certificate of Achievement for Excellence in Financial Reporting** **GFOA,** 2016 *(30th Award)* **Distinguished Budget Presentation Award** **GFOA**, 2016 *(24th Award)* **Certificate of Excellence in Performance Measurement** ICMA - 2016 *(5th Award)*	*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 16 was at an annual rate of 8% *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 eight years: 8.4% *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 eight years: 34.5% *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: 159% Twitter up: 760% *Source: Williamsburg Communications Specialist