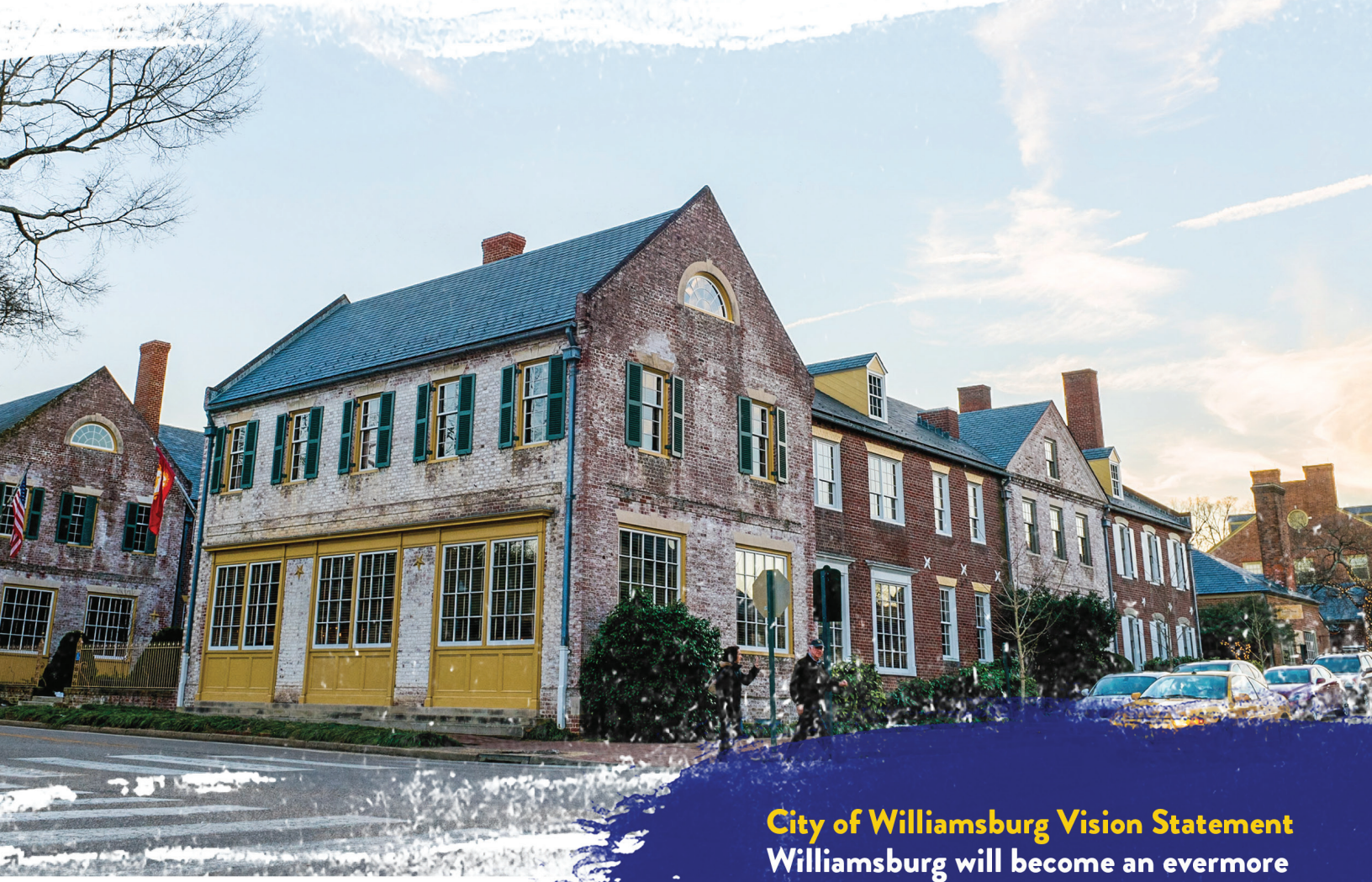
2019/2020

BIENNIAL GOALS INITIATIVES & OUTCOMES



City of Williamsburg Vision Statement

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.

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To advance the City's vision, every two years the Williamsburg City Council identifies new strategic objectives for our city government. The Williamsburg City Council and staff are excited to present the 2019/2020 Goals, Initiatives, and Outcomes.

Goals, Initiatives, and Outcomes (GIOs) provide an expression of priorities, as specific and measurable as possible, covering a two-year period.

GIOs are not intended to be a comprehensive list of all city services and activities. Instead, they provide concrete, coordinated expression of the City Council's direction and focus. In that way, they drive the operating budget and capital budget formation.

This set of GIOs will guide the actions and policy of the City for a portion of fiscal year 2019, all of 2020, and a part 2021.

Adopted by the Council on November 8, 2018, the plan contains eight goals and 51 initiatives to achieve those goals. New this year, is a separate list of initiatives that require further development and another list for horizon planning - both of which are not expected to be completed in this two-year biennium, but rather in the three to five-year range.

The staff and Council reduced the number of GIOs for 2019/2020 to have a more focused impact. This set of GIOs contain 51 initiatives compared to 124 from the 2017/2018 plan.

Our city depends on community engagement. Please follow our progress using the city website, williamsburgva.gov. Begining in 2019 we will post reports and updates for each of these action items.

Thank you for being a participant.

GIOs DEVELOPMENT TIMELINE

AUGUST 2018

NCS Presentation

The National Citizen Survey Results were presented to City Council

SEPTEMBER 2018

Public Workshops

Public workshops were held in the Stryker Center and at William & Mary

Content Review

A presentation to the City Council at the work session to review planned content and design

OCTOBER 2018

Council Retreat

The materials gathered from staff and the community are presented to City Council to construct a final draft of GIOs

NOVEMBER 2018

Proposed GIO Presentation

City Manager presents the proposed GIO list to the City Council at the work session

GIO Adoption

City Council adopts the GIO list at the regular business meeting

State of the City

The City Council presents the final form of the GIOs at the State of the City event

1 COMMUNITY CHARACTER

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 the campus of the College of William & Mary.

COMPLETE SHORT TERM RENTAL REGULATIONS

Planning Commission and staff shall determine if short-term rentals to transient visitors within owner-occupied single-family dwellings should be allowed in the City and develop an appropriate ordinance for consideration and approval by City Council.

REVIEW ARB REGULATIONS

Review the Design Review Guidelines to determine if they should be updated to include: (1) educate and review "why our older buildings are important to the City", (2) if current architectural preservation district and corridor protection district regulations are appropriate and review materials allowed and new materials to determine if they are appropriate for the district, (3) if additional neighborhoods should be included in the review.

NEIGHBORHOOD BALANCE

Establish a workgroup with representative members of City Council, Planning Commission, Architectural Review Board, Board of Zoning Appeals, neighborhoods, landlords, students, College staff, and City staff to address neighborhood stability issues including affordability, owner-occupied status, and student occupancy. This workgroup is tasked with developing a best practices manual based on comparative research with action item recommendations for City Council consideration.

DOWNTOWN VIBRANCY IMPLEMENTATION

A staff team shall review the Downtown Vibrancy Study and develop a budgeting strategy for implementation. This shall be reported to City Council for approval.

GATEWAY SIGNAGE

Staff shall establish a gateway signage team tasked with (1) investigate and determine if the existing gateway signage along the interstate is properly located, (2) review "Welcome to Williamsburg" signs to determine if they need updating and are placed at all entrance corridors into the City, (3) review and determine wayfinding signage needs for the downtown, midtown and northeast triangle areas. This work shall be reported to City Council with any recommended actions.

2 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.

TOURISM PRODUCT AND BUSINESS RECRUITMENT

Staff and the Economic Development Authority shall evaluate and procure visitation data to assist with business and tourism product recruitment

INCREASE PLACEMAKING PRODUCT

Staff shall develop a plan for increasing events, installing public art, and increasing vibrancy. Known as placemaking, the staff shall report to Council on recommended steps including a review of best practices nationally, funding and staffing requirements, and key steps to be taken toward implementation.

SUPER REGIONAL BIKE TRAIL DEVELOPMENT

Staff shall work with leaders of the Virginia Capital Trail and Birthplace of America Trail to identify the best routes for trail connection and completion through the City of Williamsburg. Staff shall report to Council the best path and identify funding requirements/sources for implementation.

REGIONAL EFFORTS

In collaboration with regional partners, develop and finalize the best use of the regional "Maintenance of Effort" funding required in § 58.1-603.2 of the Code of Virginia.

BROADBAND DEVELOPMENT

Staff shall research the feasibility of a "Dig Once" policy that requires public right of way projects that excavate to also lay empty conduit for future broadband applications. The conclusion shall be reported to City Council along with recommended actions.

INCREASE TOURISM PRODUCT

Staff shall update and implement the Tourism Development Fund Grant program completing the first and second round of grant review.

3 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 motorists and promoting the expanded use of transit and rail.

STRAWBERRY PLAINS MULTI-USE TRAIL

Staff shall evaluate the cost and routing of a multi-use trail along Strawberry Plains Road and report to City Council findings and recommendations for next steps.

MASS TRANSIT FREQUENCY

Request WATA to study frequency and demand inside the City of Williamsburg and report to City Council on findings and potential methods of increasing frequency with associated costs.

BIKE SHARE PROGRAM

Staff shall evaluate the implementation of a bike share program and report to City Council on recommended next steps for implementation including placement locations, operational methods, initial costs, and ongoing subsidy requirements.

AIRPORT COMMISSION MEMBERSHIP

Staff and Council shall secure membership and representation on the Peninsula Airport Commission.

PEDESTRIAN & RUNNER FRIENDLY IMPROVEMENTS

Staff shall pursue application for pedestrian/runner friendly designation by supporting the efforts of local groups and report to City Council on the progress of designation.

CAPITOL LANDING ROAD CORRIDOR

Staff shall develop a plan for improvement of the Capitol Landing Road Corridor and seek City Council direction on next steps considering funding needs and grant award schedules.

HISTORIC AREA STREET MAINTENANCE

Staff shall develop a plan and cost schedule with the Colonial Williamsburg Foundation for resuming maintenance of the streets inside the Historic District. These items shall be reported to City Council for inclusion in budget planning.

HISTORIC DISTRICT PARKING IMPROVEMENTS

Staff shall evaluate maintenance and operation of the Colonial Williamsburg parking lots located in the historic area reporting to City Council on improvement needs and costs.

ROAD PROJECT COMPLETION

Staff shall complete the Ironbound/Longhill Road Project.

MONTICELLO MULTI-USE TRAIL AND STREETSCAPE

Staff shall initiate construction of the Monticello Multi-Use Trail, complete design, and start construction on the Monticello Avenue Streetscape Project.

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NATIONAL NIGHT OUT 2018

4 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 the city residents, visitors, businesses and historic assets.

EMERGENCY OPERATIONS PLAN UPDATE

Conduct a comprehensive review and revision of the City's Emergency Operations Plan to ensure the plan reflects current best practices in disaster mitigation, preparedness, response, and recovery. The revised plan will be presented to City Council for adoption by March 2020.

MOBILE INTEGRATED HEALTHCARE (MIH)

The fire department will present a staffing plan designed to effectively and efficiently manage the MIH program aimed at improving health outcomes among medically vulnerable populations and reducing unnecessary 9-1-1 responses while saving healthcare dollars through reduced emergency department visits and hospital readmissions.

CERT PROGRAM & NEIGHBORHOOD WATCH

Staff shall restructure program administration to further engage Neighborhood Response Teams (CERT and Neighborhood Watch) to assist in maintaining community safety and preparedness, identify sustainable funding to support program management and maintenance of effort, and report to City Council on actions taken and recommended.

ENHANCE NATIONAL NIGHT OUT

Staff shall identify, working with the National Night Out Committee, potential enhancements to the annual event and needed resources. Staff shall report findings and recommendations to City Council.

5 HUMAN SERVICES, HEALTH, & 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.

HOUSING AUTHORITY SUSTAINABILITY

Staff shall evaluate Housing Authority integration with City operational plans and report to Council on budgetary and staffing needs required to provide a sustainable Housing Authority operating model. This shall include evaluation of redevelopment plans and alternate leasing strategies such as Rental Assistance Demonstration.

CEDAR GROVE CEMETERY EXPANSION

Utilize monthly City/College meetings to determine the feasibility of expanding Cedar Grove Cemetery on College-owned property during the biennium and report progress to City Council.

WORKFORCE/AFFORDABLE HOUSING

Establish the Workforce Housing Work Group to define workforce housing in the City of Williamsburg, research comparative practices, and report recommended strategies and actions to the City Council.

HOMELESSNESS PREVENTION

Staff shall form a work team of stakeholders to define homelessness in the City of Williamsburg, identify strategies for positive impact, and report to City Council with recommended next steps.

ONE STOP WORKFORCE CENTER

Staff shall lead strategy sessions with TNCC (Williamsburg Workforce Center at Monticello), James City County, York County, and the Greater Peninsula Workforce Development Board to create improved links and services to emerging workforce, TANF/VIEW clients, and unemployed needing training and placement services. Staff will provide a report on actions taken and recommended to City Council.

SUMMER YOUTH PROGRAM EXPANSION

Staff shall utilize interdepartmental assets to develop school year youth counselors and community policing efforts to address truancy, academic failure, and crime prevention. Staff shall report to Council on actions taken and recommended.

SENIOR TASKFORCE

Staff shall work with the Williamsburg Health Foundation to create a Senior Task Force which will review senior service barriers to effective aging in place and report to City Council on strategies for positive impact.

CARE TEAM

Staff shall present to City Council a staffing plan designed to effectively and efficiently manage the CARE Team program beyond the availability of the Williamsburg Health Foundation grant funding.

6 RECREATION & 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.

PARKS, RECREATION, ADA TRANSITION PLAN

Staff shall begin prioritization of ADA deficient items in all parks and facilities, prepare cost analysis, and report to City Council on implementation actions taken or recommended.

4TH SOFTBALL FIELD AT KIWANIS PARK

Staff shall submit the 4th softball field as a project proposal for consideration under the TDF grant program.

QUARTERPATH RECREATION CENTER EXPANSION

Staff shall conduct a feasibility study to determine and create a facility expansion plan to be reported to City Council with recommended next steps.

INDOOR FIELDHOUSE

Staff shall work with James City County and York County to determine a location for and feasibility of developing a shared facility to extend programming space and to make the City of Williamsburg more marketable for sports tourism.

WILLIAMSBURG REGIONAL LIBRARY RENOVATION

Staff shall work with the Williamsburg Regional Library Board, James City County, and York County to evaluate opportunities for expansion, renovation, and redevelopment of the existing library facility on site in downtown Williamsburg. Staff will report to City Council on actions taken or recommended.

LAWN SPORTS

Staff shall evaluate potential locations to accommodate a large green for lawn sports, create a cost analysis to determine feasibility, and submit findings with recommended actions to City Council.

7 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, wastewater, stormwater, and solid waste.

RECYCLING PROGRAM

Staff shall identify and establish a new contract for recycling services inside the City of Williamsburg in coordination with the Virginia Peninsula Public Service Authority, James City County, York County, and the City of Poquoson.

RENEWABLE ENERGY

Staff shall study comparative approaches to promoting the use of renewable energy sources in both residential and commercial applications and report on recommended strategies to City Council.

STORMWATER EROSION FUNDING

Staff shall create an action priority listing of stormwater erosion control/correction needs, apply for grant funding, and plan for budgetary needs to begin proactive control and corrective measures.

GO GREEN INITIATIVES

Staff shall identify Go Green initiatives that have not been acted upon and report to City Council on recommended actions and potential costs/ funding opportunities.

8 CITIZEN ENGAGEMENT/ 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.

STRATEGIC COMMUNICATION PLAN

Staff shall establish an internal workgroup to focus on effective communication strategies, and will report results and plan of action to City Council.

PHOTO HISTORY OF THE CITY

Staff shall work with SWEM and other potential community partners to develop a public photo history of the city to be displayed at the Stryker Center.

STRATEGIC PLANNING RENEWAL

Staff shall work with City Council to plan and conduct a community visioning exercise to establish a long-range strategic plan that complements the two-year GIO process.

VOLUNTEER RECOGNITION

Staff shall work with City Council to develop and implement a City volunteer recognition program.

BENEFITS REVIEW

Staff shall complete a secondary benefits package review consisting of comparative analysis, benchmarking, and retention rates with a report to City Council identifying any recommended changes.

SISTER CITY PROGRAM

Staff shall evaluate joining the Sister City program and report to City Council findings and recommendations.

QUEST RENEWAL

A staff team shall evaluate the effectiveness of QUEST and identify potential changes to improve its relevancy and more fully incorporate the strategic planning processes as a common goal. Staff will report to City Council the research and any actions taken.

PERFORMANCE MEASUREMENT

A staff team shall review the existing performance analytics program to align with GIO and budget processes, improve transparency, and provide benefit to employees. The team will report results and plan of action to City Council.

INITIATIVES REQUIRING FURTHER DEVELOPMENT

TOWN/GOWN BEST PRACTICES

Task the NRC to look at other localities in the State to determine what they are doing to manage relationships between their locality, students, and college while reporting to City Council on a quarterly basis the findings of each locality.

REGIONAL TOURISM DEVELOPMENT

Develop regional sports tourism product to increase visitation.

NEIGHBORHOOD TRAFFIC CALMING

Establish a staff team to review comparative models for handling and implementing neighborhood traffic calming requests.

BIKE LANE/TRAIL IMPROVEMENTS

Staff shall evaluate and plan for further connection of existing bikeway facilities inside the City of Williamsburg.

BICYCLE SAFETY

Staff will meet with bicycle advocates and appropriate stakeholders, including William & Mary, Busch Gardens, etc., to determine bicycle training needs, current availability and report to City Council on a plan of action for improved bicycle safety.

HOUSING AUTHORITY REDEVELOPMENT STRATEGIES

Staff shall evaluate redevelopment plans and alternate leasing strategies such as Rental Assistance Demonstration and mixed-income neighborhood models for the 104 units owned and operated by the WRHA. This shall include an action plan for the redevelopment of the Blayton property.

QUEEN MARY'S PORT PARK

Staff shall explore the potential sites for acquisition, estimated costs, development plans, and funding strategies to create the Queen Mary's Port Park.

HORIZON PLANNING

DIVESTING CITY-OWNED PROPERTY

Staff shall develop a strategy for timing and process to return city-owned surplus property to the private sector.

UNDERGROUND WIRING

Staff shall evaluate new areas for potential underground utilities and identify funding strategies for each new project.

ECONOMIC DIVERSIFICATION

Continue support of the Greater Williamsburg Partnership to diversify the economy and attract high wage jobs, thus increasing consumer demand for city business products and providing more employment opportunities for citizens

CAPITAL TRAIL CONNECTION TO WILLIAMSBURG

Continue awareness of the Virginia Capital Trail and Birthplace of America Trail connections to the City of Williamsburg

TECHNOLOGY

Continue awareness of broadband technology opportunities to support residents, visitors, and businesses

OLD COUNTRY ROAD TRAIL

Staff shall identify strategies for further development of Old Country Road as a trail in cooperation with James City County and the Colonial Williamsburg Foundation.

TRAFFIC AND STREETLIGHTS

Staff shall identify, plan, and budget using best practices for traffic signal and streetlight upgrades during new underground wiring or roadway projects.

AMTRAK RIDERSHIP

Establish a working group to include William and Mary staff and students, members of the Neighborhood Relations Committee, and City staff to promote, measure, and improve student use of Amtrak services.

LAFAYETTE AND RICHMOND ROAD INTERSECTION

Staff shall apply for SmartScale funding for the construction of a roundabout at the intersection of Lafayette Street and Richmond Road in FY19 to award in FY25.

EDUCATION FUNDING

Staff and City Council shall continue working closely with the Williamsburg James City County School District on capital needs planning and operational expansion demands.

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.

ATHLETIC FACILITIES

Staff shall determine the feasibility and timing of partnering with the College of William and Mary and other regional partners to develop athletic facilities aimed at improving sports tourism in the region.

CAPITOL LANDING PARK

Staff shall identify potential greenspace to establish a park to be located in the Capitol Landing Road Corridor.

VOLUNTEER OPPORTUNITIES

A staff team will consider volunteer opportunities within the city structure and recommend a volunteer program including cost and staffing requirements.

To advance the City's vision, every two years the Williamsburg City Council identifies and adopts 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.

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