

# 2019/2020 GOALS INITIATIVES & OUTCOMES





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](http://williamsburgva.gov). Beginning 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.

# 2021 UPDATES

## COMMUNITY CHARACTER

	Start Date	End Date	Status
<ul style="list-style-type: none"> <li>● <b>COMPLETE SHORT TERM RENTAL REGULATIONS</b></li> </ul>	5/1/18	2/14/19	Completed
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>● Present Planning Commission Recommendations to City Council</li> </ul> </li> </ul>	1/10/2019	2/14/2019	Completed
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>● Prepare New Draft Ordinance Based on City Council Input</li> </ul> </li> </ul>	1/10/2019	2/14/2019	Completed
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>● New Ordinance Becomes Effective</li> </ul> </li> </ul>	2/14/2019	2/25/2019	Completed
<ul style="list-style-type: none"> <li>● <b>REVEIW ARB REGULATIONS</b></li> </ul>	1/1/2020	12/31/2020	In Progress
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>● Begin ARB Regulation Review</li> </ul> </li> </ul>	1/1/2020	1/28/2020	No Progress
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Review was halted due to COVID-19. Now that pubic meetings have resumed, staff will reschedule meetings.</li> </ul> </li> </ul>	1/1/2020	1/28/2020	No Progress
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>● Review Individual Chapters of the DRG</li> </ul> </li> </ul>	2/26/2020	6/9/2020	No Progress
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>● Present ARB Review Findings to a Joint Meeting of the EDA &amp; PC</li> </ul> </li> </ul>	6/23/2020	7/14/2020	No Progress
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>● ARB Public Hearing</li> </ul> </li> </ul>	6/30/2020	7/23/2020	No Progress
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>● PC Public Hearing</li> </ul> </li> </ul>	7/29/2020	9/16/2020	No Progress
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>● City Council Adoption of New Design Review Guidelines</li> </ul> </li> </ul>	9/17/2020	11/12/2020	No Progress
<ul style="list-style-type: none"> <li>● <b>NEIGHBORHOOD BALANCE</b></li> </ul>	1/1/2019	12/31/2020	In Progress
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>● Form Neighborhood Balance Work Group</li> </ul> </li> </ul>	2/15/2019	4/14/2019	Completed
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>● First Neighborhood Balance Work Group Meeting</li> </ul> </li> </ul>	5/15/2019	9/30/2019	Completed
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>● Second Neighborhood Balance Meeting</li> </ul> </li> </ul>	10/1/2019	10/31/2019	Completed
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>● Third Neighborhood Balance Meeting</li> </ul> </li> </ul>	11/1/2019	11/30/2019	Completed
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>● Fourth Neighborhood Balance Meeting</li> </ul> </li> </ul>	12/1/2019	1/31/2020	Completed
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>● Fifth Neighborhood Balance Meeting</li> </ul> </li> </ul>	1/1/2020	1/27/2020	Completed
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>● Sixth Neighborhood Balance Meeting</li> </ul> </li> </ul>	2/1/2020	2/29/2020	In Progress
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>No Progress - Due to COVID-19 meeting restrictions</li> </ul> </li> </ul>	2/1/2020	2/29/2020	In Progress
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>● Seventh Neighborhood Balance Meeting</li> </ul> </li> </ul>	3/1/2020	3/31/2020	No Progress
<ul style="list-style-type: none"> <li>● <b>DOWNTOWN VIBRANCY IMPLEMENTATION</b></li> </ul>	1/1/2019	12/31/2020	In Progress
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>● Convene Staff After Joint Meeting with EDA,PC, and CC to Review Main Street Program and Pop Up Events</li> </ul> </li> </ul>	3/25/2019	10/25/2019	Completed
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>● Obtain Commercial District Affiliate Partner Status with the Virginia Main Street Program</li> </ul> </li> </ul>	3/12/2019	8/1/2019	Completed
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>● Determine Funding Mechanisms (TDF, CIP Gen Fund, Other)</li> </ul> </li> </ul>	10/1/2020	11/13/2020	Completed
<ul style="list-style-type: none"> <li>● <b>GATEWAY SIGNAGE</b></li> </ul>	1/31/2020	12/31/2020	In Progress
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>● First Team Meeting</li> </ul> </li> </ul>	1/31/2020	4/30/2020	In Progress
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>RFP issued, proposals due August 14, 2020</li> </ul> </li> </ul>	1/31/2020	4/30/2020	In Progress
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>● Present Recommendations to PC, CC, and EDA in Joint Meeting</li> </ul> </li> </ul>	8/31/2020	10/8/2020	No Progress

# 2 ECONOMIC VITALITY

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*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.

# 2021 UPDATES

## ECONOMIC VITALITY

	Start Date	End Date	Status
<ul style="list-style-type: none"> <li>● <b>TOURISM PRODUCT AND BUSINESS RECRUITMENT</b></li> </ul>	1/1/2019	12/31/2020	In Progress
<ul style="list-style-type: none"> <li>● Convene Staff Team to Prepare Application to Receive TDF Funds</li> </ul>	2/8/2019	3/13/2019	Completed
<ul style="list-style-type: none"> <li>● As Directed by City Council, Remain Connected with Tourism Council on its Tourism Data Collection Strategy</li> </ul>	6/13/2019	12/31/2020	In Progress
<ul style="list-style-type: none"> <li>● FY 21 Budget to Purchase Buxton Data, which is to be reviewed with the Tourism Council Staff</li> </ul>			Completed
<ul style="list-style-type: none"> <li>● <b>INCREASE PLACEMAKING PRODUCT</b></li> </ul>	1/1/2019	12/31/2020	In Progress
<ul style="list-style-type: none"> <li>● Convene Staff Team to Develop Plan</li> </ul>	10/22/2019	2/22/2020	Completed
<ul style="list-style-type: none"> <li>● Submit Phase I Funding Request to TDF</li> </ul>	3/1/2019	3/31/2019	Completed
<ul style="list-style-type: none"> <li>● Submit Phase II TDF Application</li> </ul>	4/1/2019	5/31/2019	Completed
<ul style="list-style-type: none"> <li>● TDF Funding Decision</li> </ul>	9/1/2019	10/31/2019	Completed
<ul style="list-style-type: none"> <li>● <b>SUPER REGIONAL BIKE TRAIL DEVELOPMENT</b></li> </ul>	1/1/2019	12/31/2019	In Progress
<ul style="list-style-type: none"> <li>● Chief Administrative Officers Meet with National Park Service to Review Use of Capitol Parkway Route</li> </ul>	6/30/2019	1/31/2020	Completed
<ul style="list-style-type: none"> <li>● Chief Administrative Officers Meet with Virginia Capitol Trail Staff to Review Route Possibilities</li> </ul>	1/31/2020	3/9/2020	COVID-19 Delay
<ul style="list-style-type: none"> <li>● Presentation to City Council Concerning Progress and Alternatives</li> </ul>	3/9/2020	12/31/2020	No Progress
<ul style="list-style-type: none"> <li>● <b>REGIONAL EFFORTS</b></li> </ul>	7/1/2020	1/1/2021	In Progress
<ul style="list-style-type: none"> <li>● Review Final Disposition of Tourism Council Maintenance of Effort Reserve</li> </ul>	7/1/2020	1/1/2021	In Progress
<ul style="list-style-type: none"> <li>● Report to Council on Outcome and any Recommended Actions</li> </ul>	9/1/2020	1/1/2021	No Progress
<ul style="list-style-type: none"> <li>● <b>BROADBAND DEVELOPMENT</b></li> </ul>	9/2/2019	3/31/2021	In Progress
<ul style="list-style-type: none"> <li>● Convene Team</li> </ul>	9/2/2019	10/9/2019	Completed
<ul style="list-style-type: none"> <li>● Evaluate Existing Fiber Locations</li> </ul>	10/1/2019	11/1/2019	Completed
<ul style="list-style-type: none"> <li>● Discuss Future Developments - Engage Consultants to Develop City-wide Plan</li> </ul>	11/1/2019	6/30/2020	In Progress
<ul style="list-style-type: none"> <li>● Report to City Council</li> </ul>	3/30/2020	5/30/2020	No Progress

	<b>Start Date</b>	<b>End Date</b>	<b>Status</b>
● <b>INCREASE TOURISM PRODUCT</b>	1/1/2019	12/31/2020	In Progress
● Convene TDF Review Committee	3/1/2019	2/28/2019	Completed
● Issue TDF Grant Applications	3/1/2019	3/31/2019	Completed
● Receive TDF Grant Applications	4/1/2019	4/30/2019	Completed
● Invite Applications to Phase II	5/1/2019	5/31/2019	Completed
● Receive Final Applications	6/1/2019	8/31/2019	Completed
● Complete Review of TDF 2nd Cycle Phase II Applications	6/26/2019	8/26/2019	Completed
● Send Funding Recommendation to City Council	8/16/2019	9/15/2019	Completed
● Announce Grantees	9/16/2019	9/30/2019	Completed
● Debrief and Evaluate TDF Process	10/1/2019	1/31/2020	Completed
● Promote/Advertise TDF Grant Availability to Potential Applicants	11/1/2019	3/29/2019	Completed
● Issue 2nd TDF Cycle Grant Applications	3/1/2020	4/30/2020	Completed
● Receive TDF 2nd Cycle Grant Applications	4/1/2020	4/30/2020	Completed
● Receive TDF 2nd Cycle Phase II Applications	5/1/2020	8/31/2020	No Progress
● Send TDF 2nd Cycle Funding Recommendation to City Council	8/17/2020	9/12/2020	No Progress
● Announce TDF 2nd Cycle Grantees	9/14/2020	10/12/2020	No Progress
● Debrief and Evaluate TDF 2nd Cycle Process	10/12/2020	2/11/2021	No Progress

# 3 TRANSPORTATION

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*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.

## 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.

## ROAD PROJECT COMPLETION

Staff shall complete the Ironbound/Longhill Road Project.

# 2021 UPDATES TRANSPORTATION

	Start Date	End Date	Status
● <b>STRAWBERRY PLAINS MULTI-USE TRAIL</b>	8/31/2019	1/31/2021	In Progress
● Consider for Inclusion in FY22 CIP Delayed and will be reconsidered in new budget cycle	8/3/2020	12/7/2020	Completed
● Hire Consultant to Begin Initial Study and Design Work	8/31/2020	12/31/2020	In Progress
● Complete Routing and Cost Estimate	12/31/2020	1/31/2021	Completed
● <b>MASS TRANSIT FREQUENCY</b>	1/1/2019	12/31/2020	In Progress
● Prepare Letter of Request for WATA Review and Response	5/31/2019	8/31/2019	Completed
● Meet with Chief Administrative Officers to Review Request	9/30/2020	10/30/2019	Completed
● Present Request Letter to WATA for Response	11/1/2019	1/1/2020	Completed
● WATA Presentation to City Council	7/31/2019	1/1/2021	No Progress
● <b>BIKE SHARE PROGRAM</b>	1/1/2019	12/31/2020	In Progress
● Gathering of Stakeholder Input for Micromobility Pilot	8/1/2019	10/31/2019	Completed
● Development of Best Practices and Recommendations for City Council	10/1/2019	11/11/2019	Completed
● Presentation of Micromobility Pilot Program Framework to City Council for Input	11/1/2019	12/31/2019	Completed
● Presentation of Recommended Micromobility Pilot Program for Adoption by City Council	12/1/2019	12/31/2019	COVID-19 Delay
● Shared Mobility Pilot Program RFP Announcement	12/31/2019	3/31/2020	No Progress
● Shared Mobility Launch in Williamsburg	4/1/2020	5/31/2020	No Progress
● <b>AIRPORT COMMISSION MEMBERSHIP</b>	1/1/2019	12/31/2020	In Progress
● Review Newport News Position with Chief Administrative Officers	1/28/2019	7/31/2019	Completed
● Meeting with Airport Commission to Review Status	10/1/2019	12/31/2019	Completed
● Receive Invitation to Appoint Airport Commission Member	1/1/2020	6/30/2020	No Progress
● New Appointment Takes Seat	7/1/2020	7/1/2020	No Progress

	Start Date	End Date	Status
● <b>PEDESTRIAN &amp; RUNNER FRIENDLY IMPROVEMENTS</b>	2/1/2020	12/31/2020	Complete
● Review Application Process for Runner Friendly Design	11/4/2019	1/8/2020	Complete
● <b>CAPITOL LANDING ROAD CORRIDOR</b>	1/1/2019	12/31/2020	In Progress
● Hire Consultant for Initial Study and Design	3/31/2019	9/12/2019	Completed
● Design Plans Completed	2/28/2020	10/10/2020	COVID-19 Delay
● Right-of-Way Utilities Phase	3/31/2021	5/31/2021	No Progress
● Road Construction	5/31/2022	7/31/2022	No Progress
● <b>HISTORIC AREA STREET MAINTENANCE</b>	1/1/2019	12/31/2020	In Progress
● Develop a plan and cost schedule with Colonial Williamsburg Foundation for resuming maintenance for the streets inside the Historic District	1/1/2019	12/31/2020	In Progress
● <b>HISTORIC DISTRICT PARKING IMPROVEMENTS</b>	1/1/2019	12/31/2020	In Progress
● Colonial Williamsburg Acceptance of Lease and Grant Terms	11/14/2019	7/1/2020	In Progress
● Consider Partnership Vehicles for City Operation and Maintenance of CW Parking Lots. CW is going to keep control of the lots.	1/1/2019	1/1/2020	Completed
● <b>ROAD PROJECT COMPLETION (IRONBOUND/LONGHILL ROAD)</b>	1/1/2019	12/31/2020	Completed
● Substantial Completion	1/28/2019	3/31/2019	Completed
● Final Completion	3/31/2019	5/31/2019	Completed
● <b>MONTICELLO MULTI-USE TRAIL AND STREETScape</b>	11/19/2018	8/21/2020	In Progress





# NATIONAL NIGHT OUT 2018



# 4 PUBLIC SAFETY

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*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.

# 2021 UPDATES PUBLIC SAFETY

	Start Date	End Date	Status
● <b>EMERGENCY OPERATIONS PLAN</b>	7/10/2019	2/3/2020	In Progress
● Initiate Review of 2016 EOP	7/10/2019	8/16/2019	Completed
● Address Updates with Departments	11/4/2019	1/3/2020	In Progress
● Send EOP to VDEM for Review	12/2/2019	12/16/2019	No Progress
● Present EOP to City Council for Approval	2/3/2020	3/12/2020	Completed
● Send Approved Plan to VDEM with Council Resolution	3/13/2020	3/13/2020	Completed
● <b>MOBILE INTEGRATED HEALTHCARE (MIH)</b>	8/1/2019	8/3/2020	In Progress
● Assemble Staff Team	8/1/2019	8/3/2020	Completed
● Analysis of Current Program and Identification of Desired Outcomes	10/1/2019	11/4/2019	Completed
● Evaluate Best Practices with Existing Programs	11/4/2019	2/3/2020	Completed
● Present Recommendations to City Council	3/2/2020	4/3/2020	COVID-19 Delay
● <b>CERT PROGRAM &amp; NEIGHBORHOOD WATCH</b>	8/5/2019	5/1/2020	In Progress
● Convene Staff Team to Review Work Program	8/5/2019	1/31/2020	In Progress
● Evaluate Existing Programs	8/5/2019	4/1/2020	COVID-19 Delay
● Meet with Williamsburg Community Health Foundation Staff to Review Funding Needs and Program Outcomes with Accountability Measures	9/13/2019	6/30/2020	No Progress
● Define Restructured Program	9/2/2019	6/6/2020	No Progress
● Identify Funding Sources	11/1/2019	3/2/2020	No Progress
● Present Recommendations to City Council	4/1/2020	5/1/2020	No Progress
● <b>ENHANCE NATIONAL NIGHT OUT</b>	1/1/2019	12/31/2020	Completed
● Meet with NNO Committee to Discuss Council's Commitment to Enhance NNO	4/18/2019	6/18/2019	Completed
● Committee Members to Report out to Council with NNO Plans/ Council Presents Funding	7/11/2019	8/11/2019	Completed
● Enhanced National Night Out Event	8/14/2019	9/14/2019	Completed

# 5 HUMAN SERVICES, HEALTH, & EDUCATION

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*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.

# 2021 UPDATES HUMAN SERVICES, HEALTH, & EDUCATION

	Start Date	End Date	Status
<b>● HOUSING AUTHORITY SUSTAINABILITY</b>	1/1/2019	12/31/2020	Completed
● Initial Evaluation of WRHA by New Director	7/31/2019	12/31/2019	Completed
● Development of Action Plan	1/1/2020	1/31/2020	Completed
● Presentation of Recommended Actions to WRHA Board and City Council	2/1/2020	2/29/2020	Completed
<b>● CEDAR GROVE CEMETERY EXPANSION</b>	1/1/2019	12/31/2020	In Progress
● Discuss Needs with Staff	6/30/2019	2/29/2020	In Progress
● Review Space Needs with William and Mary Leadership	3/1/2020	8/1/2020	No Progress
● Present Findings to Council	8/1/2020	1/1/2021	No Progress
● Assess Potential for Expansion with Adjacent Land Owner	1/1/2019	12/31/2019	Completed
<b>● WORKFORCE/AFFORDABLE HOUSING</b>	2/28/2019	12/31/2020	In Progress
● Development of Action Plan	7/7/2019	7/1/2019	Completed
● Presentation of Action Plan to City Council	10/10/2019	10/10/2019	Completed
● Identify Work Group Members	2/28/2019	10/30/2019	Completed
● Organizational Meeting of Work Group	7/7/2020	6/30/2020	COVID-19 Delay
● Initial Progress Report to City Council	10/10/2019	7/31/2020	In Progress
<b>● HOMELESSNESS PREVENTION</b>	1/1/2020	12/31/2020	In Progress
● HS & Partners Meet	2/23/2020	6/6/2020	Completed
● Provide Progress Report to City Council	10/8/2019	6/30/2020	No Progress
● Present Recommended Actions to City Council	3/1/2020	6/30/2020	No Progress
<b>● ONE STOP WORKFORCE CENTER</b>	1/1/2019	12/31/2020	In Progress
● Apply for Employment Grant	10/31/2018	12/31/2018	Completed
● Hold Initial Meeting of Stakeholders	1/1/2019	1/14/2019	Completed
● Present Recommendations for Core Services to be Delivered in Historic Triangle to City Council	7/1/2020	9/30/2020	COVID-19 Delay
● Implement Selected Recommendations	4/1/2020	9/30/2020	In Progress

	<b>Start Date</b>	<b>End Date</b>	<b>Status</b>
● <b>SUMMER YOUTH PROGRAM EXPANSION</b>	9/1/2019	7/1/2020	In Progress
● Convene Meetings with Stakeholders to Discuss Programming Needs for Youth	9/2/2019	10/31/2019	Completed
● Develop an In-School and After-School Joint Program for City Students	9/30/2019	1/1/2020	COVID-19 Delay
● Implement Joint Program or Integrate Joint Efforts into Summer Program	1/1/2020	6/30/2020	In Progress
● Report to Council on Actions Taken and Outcomes	8/1/2020	9/30/2020	No Progress
● <b>SENIOR TASKFORCE</b>	10/1/2019	12/31/2020	Completed
● Identify Task Force Members	10/1/2019	1/31/2020	Completed
● Begin Task Force Meetings	1/14/2020	3/14/2020	Completed
● Present Progress Report to City Council	5/6/2020	7/9/2020	Completed
● Present Final Report to City Council	9/21/2020	1/20/2021	Needs Review
● <b>CARE TEAM</b>	1/1/2019	12/31/2020	Completed
● Develop Staffing Plan for FY2020	7/1/2019	8/1/2019	Completed
● Implement Staff Integration Plan	7/1/2019	10/1/2020	Completed
● Presentation of Recommendations to City Council	8/20/2020	10/8/2020	Completed
● Develop Final Phase Plan of Integration	10/31/2020	12/31/2020	Completed

# 6 RECREATION & CULTURE

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*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.

## **4<sup>TH</sup> SOFTBALL FIELD AT KIWANIS PARK**

Staff shall submit the 4<sup>th</sup> 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.



# 2021 UPDATES RECREATION & CULTURE

	Start Date	End Date	Status
<b>● PARKS, RECREATION, ADA TRANSITION</b>	1/1/2019	12/31/2020	In Progress
● Prioritization of Deficient Items	1/1/2019	3/2/2020	In Progress
● Prepare Cost Analysis	6/1/2019	7/1/2020	In Progress
● Implementation	7/1/2020	8/31/2020	In Progress
● Presentation to City Council for Approval	7/1/2020	8/31/2020	No Progress
<b>● FOURTH SOFTBALL FIELD AT KIWANIS PARK</b>	1/1/2019	12/31/2020	In Progress
● Submit Application for Consideration under TDF Grant Program	1/13/2019	3/13/2019	Completed
● Submit Phase II TDF Application	4/30/2019	11/1/2019	Completed
● Receive Notification of Grant Award	9/30/2019	10/31/2019	Completed
● Issue RFP for Design Build	11/30/2019	3/2/2020	No Progress
● Construction Firm Selection	1/31/2020	2/29/2020	No Progress
● Project Complete	3/1/2020	7/1/2020	In Progress
<b>● QUARTERPATH RECREATION CENTER EXPANSION</b>	1/1/2019	12/31/2020	No Progress
● Report to City Council	9/1/2020	1/1/2021	No Progress
● Determine Potential for the Indoor Field House to Meet this Need	7/1/2020	1/1/2021	In Progress
<b>● INDOOR FIELDHOUSE</b>	1/1/2019	12/31/2020	In Progress
● Regional CAO and P&R Meet to Review Programming Needs of a New Facility	3/2/2020	4/30/2020	No Progress
● Site Selection Committee Facility	5/1/2020	6/30/2020	No Progress
● Site Evaluation	7/1/2020	9/30/2020	No Progress
● Consultant Engaged for Initial Site Planning and Economic Analysis	5/1/2020	9/1/2020	No Progress
● Present Regional Evaluation Outcomes and Next Steps to City Council	9/30/2020	1/1/2021	No Progress
● Receive Approval for Tourism Development	9/1/2019	12/1/2019	Completed
<b>● WILLIAMSBURG REGIONAL LIBRARY RENOVATION</b>	1/1/2019	12/31/2020	In Progress
● Review Available Land for Expansion	7/31/2019	10/31/2019	Completed
● Discuss Potential Solutions with James City County and WRL	10/31/2019	1/31/2020	In Progress
● Present Plan of Action with Options to a Joint Meeting of WRL, James City County and Williamsburg City Council	1/31/2020	12/31/2020	No Progress
<b>● LAWN SPORTS</b>	1/1/2019	12/31/2020	In Progress
● Evaluate Potential Locations	4/30/2019	6/30/2019	Completed
● Create Cost Analysis to Determine Feasibility	7/1/2019	6/30/2019	Completed
● Report to City Council with Recommendations and Funding Needs	9/1/2019	12/31/2020	No Progress

# 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**

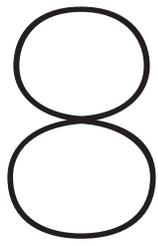
Staff shall identify Go Green initiatives that have not been acted upon and report to City Council on recommended actions and potential costs/funding opportunities.



# 2021 UPDATES ENVIRONMENTAL SUSTAINABILITY

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	Start Date	End Date	Status
<b>● RECYCLING PROGRAM</b>	1/1/2019	7/1/2019	Completed
● City Council Approval of New VPPSA Contract for Service	1/1/2019	1/10/2019	Completed
● Transition to New TFC Service Provider- 5 Year Contract	3/3/2019	8/13/2019	Completed
<b>● RENEWABLE ENERGY</b>	11/1/2019	6/30/2020	In Progress
● Research into Comparative Practices in Local Government	11/1/2019	1/31/2020	In Progress
● Consider Solar and Hydro Initiatives at Waller Mill	3/1/2020	5/31/2020	No Progress
● Draft Recommendation and Present to City Council at their June Meeting	5/1/2020	6/11/2020	In Progress
<b>● STORMWATER EROSION FUNDING</b>	1/1/2019	12/31/2020	In Progress
● State Grant Application Filed	9/1/2018	12/31/2019	Completed
● Construction Complete	12/31/2020	7/30/2021	No Progress
<b>● GO GREEN INITIATIVES</b>	8/30/2019	9/30/2020	In Progress
● Installation of LED Street Lights- Ironbound Road	3/3/2019	5/31/2019	Completed
● 12 Tesla Charging Stations Installed	5/31/2019	6/28/2019	Completed
● Installation of LED Streetlights on Richmond Road	1/30/2019	3/29/2019	Completed
● Installation of LED Streetlights on Monticello Avenue	10/31/2019	6/30/2019	Completed
● Present Report on Go Green Objectives Remaining	10/31/2019	9/7/2020	In Progress



# CITIZEN ENGAGEMENT/ CITY GOVERNANCE

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*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.

# 2021 UPDATES CITIZEN ENGAGEMENT/ CITY GOVERNANCE

	Start Date	End Date	Status
<b>● STRATEGIC COMMUNICATION PLAN</b>	1/1/2019	12/31/2020	In Progress
● Organizational Meeting	1/31/2020	12/31/2020	No Progress
● Discuss Strategic Communication Plan at Executive Team	12/1/2019	1/31/2020	In Progress
● Develop Outline Based on Stakeholder Feedback	4/1/2020	5/31/2020	COVID-19 Delay
● Meet with External Communicators to Receive Feedback on Missed Opportunities	6/1/2020	7/31/2020	No Progress
● Draft Initial Plan	8/1/2020	9/30/2020	No Progress
● Present Draft to City Council	10/1/2020	1/1/2021	No Progress
<b>● PHOTO HISTORY OF THE CITY</b>	1/1/2019	12/31/2020	In Progress
● Establish Donation and Contribution Protocol	8/1/2020	10/1/2020	No Progress
● Catalog Assets at SWEM and Rockefeller Libraries	5/1/2019	5/31/2020	In Progress
● Negotiate with SWEM as Custodian of the Archive	2/1/2020	3/31/2020	No Progress
● Identify Exhibition Space	4/18/2019	10/31/2020	Completed
● First Exhibit in Stryker	11/1/2020	11/30/2020	No Progress
● Establish a Schedule for Rotating Exhibits	1/1/2020	12/31/2020	No Progress
<b>● STRATEGIC PLANNING RENEWAL</b>	1/1/2019	12/31/2020	In Progress
● Review Needs with Executive Team	1/1/2019	6/30/2019	Completed
● Identify Consultant	3/1/2019	6/30/2019	Completed
● Review Consultant Plan with Executive Team	4/1/2019	6/1/2019	Completed
● Executive Team Retreat to Test Strategic Planning Process	6/1/2019	7/31/2019	Completed
● Public Process	1/1/2020	2/29/2020	COVID-19 Delay
● First Annual All Staff Meeting	6/1/2020	6/30/2020	No Progress
● 1st Public Meeting	7/1/2020	8/1/2020	No Progress
● 2nd Public Meeting	7/1/2020	8/1/2020	No Progress
● 3rd Public Meeting	7/1/2020	7/31/2020	No Progress
● 4th Public Meeting	8/1/2020	8/31/2020	No Progress
● 5th Public Meeting	8/1/2020	8/31/2020	No Progress
● 1st Campus Meeting	9/1/2020	9/30/2020	No Progress
● 2nd Campus Meeting	9/1/2020	9/30/2020	No Progress
● Council Retreat	9/1/2020	9/30/2020	No Progress
● Presentation of the New Vision and Goal Set	11/1/2020	11/30/2020	No Progress

	Start Date	End Date	Status
● <b>VOLUNTEER RECOGNITION</b>	1/1/2019	12/31/2020	In Progress
● Begin Information Gathering	2/1/2020	6/1/2020	In Progress
● Development of Program Begins	6/1/2020	6/30/2020	No Progress
● Presentation of Program to Council	6/30/2020	12/31/2020	No Progress
● <b>BENEFITS REVIEW</b>	1/1/2019	12/31/2020	In Progress
● Begin Research	3/1/2019	7/31/2019	In Progress
● Present Recommended Changes to Council	8/8/2019	10/8/2019	No Progress
● Development of Recommendations Begins	7/31/2019	8/8/2019	No Progress
● <b>SISTER CITY PROGRAM</b>	1/1/2019	12/31/2020	In Progress
● Contact Sister City Program and Establish Meeting Update	6/1/2019	1/31/2020	No Progress
● Research Best Practices Among Sister City Participants	9/1/2019	11/30/2019	Completed
● Identify Sister City Candidates	1/1/2020	3/31/2020	No Progress
● Present Recommendations to City Council	4/1/2020	8/31/2020	No Progress
● <b>QUEST RENEWAL</b>	1/1/2019	12/31/2020	In Progress
● Begin Research	9/1/2020	11/1/2020	Completed
● Developments of Recommendations Begins	3/1/2020	5/31/2020	In Progress
● Report Recommendations to Council	12/1/2020	12/31/2020	No Progress
● <b>PERFORMANCE MEASUREMENT</b>	1/31/2019	12/31/2020	Completed
● Convene Team	1/31/2019	7/31/2019	Completed
● Evaluate Existing Program to Determine Strengths and Weaknesses	7/31/2019	9/30/2019	Completed
● Evaluate New Programs and Methodologies to Determine Course of Action	8/1/2019	10/31/2019	Completed
● Report to City Council	11/14/2019	12/14/2019	Completed

# 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

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## **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.

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## **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.

# GOALS INITIATIVES & OUTCOMES



[williamsburgva.gov](http://williamsburgva.gov)