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November 1, 2010  
Monday  
7:00 p.m.  
Stryker Building  
412 N. Boundary St.

**CITY COUNCIL  
CITY OF WILLIAMSBURG  
WORK SESSION  
AGENDA**

**1. Roll Call**

**2. Background Discussion**

A. Draft 2011/2012 Biennial Goals, Initiatives, and Outcomes

- Group 1: Community Engagement and City Organizational Leadership Goals
- Group 2: Character of the City, Economic Vitality, Neighborhoods and Housing Goals
- Group 3: Transportation, Public Safety, Education & Human Services, Recreation & Culture, and Environmental Sustainability Goals

**3. Open Forum**

*The City Council invites public comment on respective goal groups and/or the proposed initiatives under each goal grouping. Please direct all comments to the Chair, limited to 3 minutes. Thank you.*

## **Biennial Goals, Initiatives and Outcomes**

### **I. Community Engagement**

**Engage the people who live, work and visit here in a fuller community partnership – communicating, planning, governing – to fulfill Williamsburg’s vision for the future.**

#### **Comprehensive Plan Update and Interjurisdictional Coordination**

Begin the 2012 Williamsburg Comprehensive Plan update process by October 2011. Coordinate the plan update with James City County and York County, for substantial completion by December 2012. Strive to offer a common plan format and a joint public participation process, coordinated by the Regional Issues Committee.

#### **Citizen Communications Strategic Plan**

Develop and implement a Communications Strategic Plan by June 2011, which expands access to public information, reinforces transparency of city operations and services, and encourages citizen involvement in governance.

Increase citizens’ use of city’s e-notification system to 500 participants.

#### **City/College (Town/Gown) Relations**

Support the work of the Neighborhood Relations Committee which brings together representatives of the College, City, students, landlords, neighborhood residents to strengthen and sustain improved community relations.

Join the International Town & Gown Association (ITGA) with the College of William and Mary to guide and encourage new town/gown initiatives.

#### **Stryker Center - City Library Partnership**

Explore and advance the concept of a partnership between the City and the Williamsburg Regional Library to develop a replacement for existing Stryker Building which meets the city’s governmental needs; while also satisfying unmet demands for civic and community activity space, and expanding public access to digital and cultural services of the Library. This is the next step in development of the “City Square” municipal center.

#### **Communications Franchises**

Negotiate a renewal of the telecommunication’s franchises with Verizon and Cox Communications during the biennium.

#### **Voter Rights Pre-Clearance**

Submit an application to the U.S. Department of Justice and petition the Federal District Court to allow Williamsburg to be exempted from the preclearance process for changing voting and polling locations.

## **City Council Meeting Time of Day**

Move City Council Work Sessions from 4:00 p.m. to 7:00 p.m. on Mondays for a six month trial. Evaluate in April 2011.

## **II. Character of the City**

**Protect and enhance Williamsburg's unique character—the Colonial Williamsburg Historic Area, College of William and Mary, entrance corridors, urban environment, and open spaces.**

### **Vision for Monticello/Lafayette/Richmond Road Area**

Develop a vision plan for the area centered around Williamsburg and Monticello shopping centers, addressing future retail and residential development. This should be part of the 2012 Williamsburg Comprehensive Plan update, and coordinated with the arts district concept (see Goal III, arts district item).

### **Vision for Northeast Sector of City**

Appoint committee with representatives from Planning Commission, Architectural Review Board, Economic Development Authority, citizens, business owners and city staff to develop a vision for the northeast sector of the City (Capitol Landing Road/Merrimac Trail/Second Street), to be used as input for the 2012 Comprehensive Plan update. The committee needs to complete work by fall 2011.

### **Targeted Redevelopment Opportunities**

Identify and prioritize redevelopment opportunities for individual underutilized properties, and work with the owners to facilitate projects.

Evaluate regulations and guidelines to determine if revisions would encourage redevelopment in targeted areas of the city.

### **Corridor Beautification**

Collaborate with James City and York Counties on efforts led by the Greater Williamsburg Chamber and Tourism Alliance to enhance the Route 60 east corridor from Busch Gardens into the city.

Improve the pedestrian environment on Richmond Road and Scotland/Prince George Streets from the Deli area to Boundary Street in conjunction with redevelopment projects (Tribe Square, Mama Mias, and Hermes next to Paul's Deli).

Initiate the underground utility wires project on Page Street in fiscal 2012.

Work with CSX to remove litter from CSX right-of-way within the city and the Historic Triangle.

Demolish old fire station building on Ironbound Road and land bank site for a future second fire station.

### **Open Space Preservation**

Actively pursue acquisition of open space and land conservation, either through purchase of ownership or development rights, both in the City and in Waller Mill Reservoir watershed, whenever availability, price and budget capacity align.

Implement the new Heritage Tree Program with periodic progress reports on the success of the program during the biennium.

### **Historic Building Survey**

Update the City's design review guidelines using information gathered from the historic building survey, by 2012.

## **III. Economic Vitality**

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

### **Southeast Quadrant Development**

Work with Riverside Healthcare Association to plan and facilitate the development of a high quality, sustainable new city neighborhood and commercial area between Quarterpath Road and Route 60 east, with Doctors Hospital of Williamsburg as an anchor. Coordinate development processes with James City County for a seamless development of regional significance.

### **Economic Development Strategic Plan Update**

Update the Economic Development Strategic Plan for the five year period 2011-2016, including input from the Historic Triangle Collaborative Economic Diversity Report, and incorporate its recommendations into the 2012 Comprehensive Plan.

### **EDA Programs**

Implement new or revise existing EDA programs, as needed, to encourage and facilitate redevelopment. These programs may include a façade improvement program, rehabilitation loan program, deal closing fund and/or change of use loan.

### **Economic Diversification Strategies**

Analyze the City's role in a regional business incubator.

Work with Riverside Healthcare Association to recruit compatible and regional professional service businesses to Class A office space at the Quarterpath at Williamsburg development, offering a "hub" location for eastern Virginia – Richmond to Hampton Roads.

### **Tourism Marketing**

Invest wisely in tourism promotion in fiscal years 2012 and 2013 through the Colonial Williamsburg Foundation, the Greater Williamsburg Chamber and Tourism Alliance, and the Williamsburg Area Destination Marketing Committee, to increase visitation to Williamsburg.

Support the designation of the Historic Triangle as a “World Heritage” site.

Engage with William and Mary’s Tourism Task Force to attract and serve William and Mary related visitors to increase overnight stays and spending in the city.

~~Support Colonial Williamsburg’s effort to provide Historic Triangle regional information at the Colonial Williamsburg Visitor Center.~~

Promote arts, sports and other special events related tourism (see Goal VIII).

Prepare for and host the 2012 Virginia Municipal League Conference.

Prepare for and host 2011 Business Expansion and Retention International Conference.

### **Business Assistance and Recruitment**

Develop and implement a business ambassador program where members of the City Council and Economic Development Authority visit new and existing city businesses.

### **Business Recycling**

Encourage business recycling through implementing the business sustainability challenge and award program developed by the City’s Green Team by November 2010. Evaluate standards that regulate outside recycling containers.

### **New Retail Guide Deployment**

Analyze the economic impact of the Williamsburg Retail and Dining Map at the end of 2011, and determine the return on investment for future printings.

### **Arts and Creative Economy District**

Move to the implementation phase of the arts district report, and coordinate this with the 2012 Williamsburg Comprehensive Plan Update and with the plans for the Vision of the Monticello Avenue/Richmond Road Area (see Goal II, first item). Implementation will include adoption of an arts district ordinance that offers incentives and programs, identification of a viable cornerstone project in the district, and the development and launching of a marketing program to attract the “creative economy” to the arts district.

### **Downtown Vibrancy**

Develop a coherent vision for a vibrant downtown to include increased commercial and residential uses that will result in more downtown activity (i.e. people living, working, visiting and shopping)

## **IV. Neighborhoods and Housing**

**Protect and enhance the quality of the city’s residential neighborhoods, and encourage the provision of affordable housing for city residents and workers.**

### **Neighborhood Relations and Preservation near College**

Continue the work of the new Neighborhood Relations Committee during the biennium to improve the quality of life in the neighborhoods surrounding William and Mary by building and maintaining effective working relationships between the city, college, students, neighbors and landlords.

### **Merrimac Trail Neighborhoods**

Focus city staff attention (Human Services, Codes Compliance, Police, Recreation, etc.) on neighborhood stability and social conditions in the Merrimac Trail apartment corridor, collaborating with residents and property owners.

### **Blayton Elderly Housing Expansion**

Complete the planning and funding process for expanded elderly and disabled housing on Blayton Building property, with Williamsburg Redevelopment and Housing Authority, and obtain project approvals by the end of the biennium.

### **Incentives for Workforce Housing**

Determine, as a part of the 2012 Comprehensive Plan update, the use of zoning incentives to increase the supply of new workforce housing in Williamsburg, particularly in the areas of prospective development such as the southeast quadrant of the City.

### **Residential Electrical Reliability**

Obtain remaining easements for the Indian Springs Road electrical reliability project where Dominion is willing to improve electric service reliability by placing overhead wires underground.

### **City/Housing Authority Partnership**

Increase partnership between the city and Williamsburg Housing Authority (WRHA) coinciding with the co-location of WRHA administrative offices in the expanded Municipal Building for better project coordination and operational cost savings.

## **V. Transportation**

**Provide an effective transportation system which is compatible with the future land use plan, serves pedestrians, bicyclists and motorists, and promotes the expanded use of transit and rail.**

### **Ironbound Road Widening**

Advance during the biennium the widening and improvement, including underground wiring, of Ironbound Road from Richmond Road to the Longhill Connector, as the City's next major road widening project scheduled for construction in 2016. Cooperate with VDOT and James City County in the widening of Ironbound Road from the Eastern State Hospital entrance to Monticello Avenue, also to include underground wiring adjoining the property of city residents, for completion in the biennium.

### **Quarterpath at Williamsburg Improvements**

Work with Riverside Healthcare to advance the completion of Battery Boulevard between Quarterpath Road and Route 60 East with the Development Plan for Battery Boulevard approved by Planning Commission in fiscal 2011.

### **Traffic Safety Enhancements**

Install traffic signals at Richmond Road/Waltz Farm Drive, York Street/Quarterpath Road, and Second Street/Parkway Drive, if and when traffic signal "warrants" (VDOT criteria) are satisfied.

Work with neighborhoods to install traffic calming measures on residential streets.

### **Pedestrian Connection Improvements**

Construct sidewalks and other enhancements with particular emphasis on filling in gaps.

- Construct five sidewalk projects in the current Capital Improvement Plan (Richmond Rd, Rte 199, S Boundary St., S. Henry St., and Nassau St.) before the end of 2011 using Revenue Sharing money.
- Work with the College of William and Mary to coordinate the installation in 2011 of enhanced crosswalks at Ukrops Way using in-road-way-lighting (IRWL) system.
- By the end of the biennium, fill in the remaining sidewalk gaps on two major streets: Ironbound Road between Middle Street and Longhill Road (old Fire Station property), and Richmond Road between Patriot Lane and Waltz Farm Drive (this also requires road, curb and gutter and storm drainage improvements).
- Develop a concept plan for a pedestrian crossing of the CSX railroad near Quarterpath Road.

### **Bike Friendly Community Designation**

Apply for certification as a Bike Friendly Community from the League of American Bicyclists in 2011. In preparation for this certification, consider the following improvements:

- Install bicycle racks in key locations, such as: public buildings, Prince George Parking Garage and Parking Terrace, Prince George Street.
- Install signs, where appropriate, on City streets designated as shared use bicycle facilities.
- Encourage bicycle parking in site plan review.

### **Passenger Rail Enhancement**

Support the work of the State (Department of Rail and Public Transportation), Virginians for High Speed Rail, Amtrak, CSX Railroad, and others to add at least one additional train per day both ways, and to improve on-time reliability to over 75%, by the end of the biennium.

### **Williamsburg Area Transport**

Work with Williamsburg Area Transit Authority, James City County and College to continue the Williamsburg Trolley Service after the grant funding expires in 2013, and enhance the service if funding allows.

### **Vision for Transportation Center Expansion**

Prepare a concept plan demonstrating how the Transportation Center complex can be expanded north of the tracks on presently vacant property to provide parking and access for more intercity rail service (Amtrak) and perhaps even future light rail service.

## **VI. Public Safety**

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

### **Storm Ready Community Re-Designation**

Complete the National Oceanic and Atmospheric Administration (NOAA) "Storm Ready Community" re-certification process by the end of 2011.

### **Quarterpath Emergency Shelter Operations**

Develop and implement new shelter management and operational procedures to prepare staff to support emergency shelter operations during major emergencies and natural disasters by summer 2011.

### **Community Policing**

Increase Merrimac Trail community participation in neighborhood watch programs to enhance and improve police/community partnerships in an effort to reduce crime and police calls for service in these neighborhoods (also see Goal IV).

### **Public Safety Physical Fitness**

Redesign the physical fitness programs for police and fire personnel to promote physical readiness and overall physical and mental well being, and link fitness standards to individual performance evaluations. (See Goal X)

### **Police Emergency Medical Response**

Train six police officers in first responder medical training to reduce response time for basic medical assistance during the biennium.

### **Fire Equipment Replacement**

Purchase a replacement fire engine for RE-10 by January 2011, and a new ladder truck (T-10) by January 2012.

### **Fire Station Renovations**

Complete fire station renovations to improve the functionality and appearance of office space and living quarters.

## **Emergency Operations Center**

Install a full function weather station in the EOC to provide emergency managers with current, accurate, and detailed weather information by June 2011.

## **VII. Education and Human Services**

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

### **School Contract Renewal**

Analyze funding and governance formulas relative to enrollment, capital needs, and operational costs of the joint K-12 education system with James City County, and negotiate amended five year contract, to take effect July 1, 2012.

### **Youth Achievement**

Address the needs of at-risk city youth by providing year-round, individual intervention (e.g. tutoring, mentoring), as well as group activities (e.g. Summer Youth Achievement Program, Tae Kwon Do). Work collaboratively with parents, schools and other community partners to report out the 2011-2012 Youth Achievement Program by January 2011.

### **Workforce Development**

Use the "Project Employ" Grant during the biennium to fund a continuing self-sufficiency team, which will partner with Workforce Investment Act workers at the Workforce Development Center, to provide employment assessment, training, and job placement activities for city residents.

### **Homelessness Prevention and Intervention**

Address the economic, social, and emotional needs of individuals and families without reliable housing arrangements in cooperation with the Peninsula Commission on Homelessness and the local Historic Triangle Housing, Employment, and Linkages Project (HELP). Execute a renewed "Peninsula Commission on Homelessness Agreement" by the end of 2010.

### **Senior Support Services**

Continue to develop a multi-disciplinary team and community support services that will assist elderly and disabled residents to age safely at home and have emotional, health, recreational, social, and other needs met. Issue a report detailing the Senior Support Program for 2011-2012 by January 2011.

## **VIII. Recreation and Culture**

**Add to the quality and availability of recreational and cultural facilities and programming to meet the needs and expectations of city residents and visitors.**

### **Save Country Road West**

Collaborate with Colonial Williamsburg and James City County to retain the portion of the Country Road between the Mounts Bay County Government Complex in Kingsmill and South England Street near the Williamsburg Lodge as a hiking and biking trail under City and County ownership, and complete all necessary agreements in 2011.

### **Civil War Sesquicentennial**

Provide leadership and support for the Civil War Sesquicentennial in the Historic Triangle through 2015 per City Council Resolution #09-05. Construct a foot path between Redoubts One and Two and provide additional signage in Redoubt Park, for the 150<sup>th</sup> anniversary of the Battle of Williamsburg, in 2012.

### **Waller Mill Park**

Replace the existing permanent and floating docks with a more functional floating dock; include a new canoe and kayak launching facility and a storage area by March 2012.

Explore adding new self-supporting programs in 2011 and 2012 at the park, such as disc golf, moonlight fishing and children's camps; to enhance enjoyment at the park.

### **Kiwanis Park**

Work in partnership with the Kiwanis Club to construct a shelter located where the walkways meet in the center of the softball field complex, and develop the infield portion of the fourth league play softball field for practice/warm up in anticipation of future completion of the four field complex, during the biennium.

### **Quarterpath Park and Recreation Center**

Replace the existing lighting on softball fields #1 and #2 with more energy efficient lighting; add energy efficient lighting to the sand volleyball courts, by March 2012. In conjunction with these improvements, the existing lights for ballfield #3 will be retrofitted with computer controls.

Replace the original fencing on softball field #1, and increase the size of the field to make it more usable for all league and tournament play, by March 2012.

### **Neighborhood Parks**

Complete improvements to Geddy Park by spring 2011, including bench installation and site cleanup, incorporating the park into Parks and Recreation's park maintenance schedule.

Complete landscaping improvements to Bicentennial Park by spring 2011.

Provide additional playground facilities in the Merrimac Trail area in cooperation with apartment complexes and residents.

### **Friends of the Parks**

Develop goals and structure for a city "Friends of the Park" program to coordinate volunteer help for park maintenance; implement by the end of the biennium.

### **Festivals and Sports Marketing Opportunities**

Support expansion of various shoulder season opportunities (e.g. arts festivals, sports tournaments, spring garden tours, William and Mary athletics and events, Christmas season events, Civil War Sesquicentennial) in order to add both cultural enrichment for residents and tourism product.

### **City Historic Items Curation**

Appoint by the end of the biennium a city curation work group of citizen volunteers and city staff to research and inventory city historical items.

### **Poet Laureate Designation**

Designate a "Williamsburg Poet Laureate" for multi-year terms to encourage poetry reading and writing in the greater Williamsburg community.

### **National Recreation and Parks Accreditation**

Submit the "Notice of Intent to Pursue Accreditation" to Commission for Accreditation of Park and Recreation Agencies (CAPRA) by January 2011; strive to complete the process in by the end of the biennium.

### **Williamsburg Visual Arts Center**

Execute an option to lease with This Century Art Gallery to build a regional visual arts center at Papermill Creek during the biennium, if This Century Gallery is successful in its capital campaign for the project.

## **IX. Environmental Sustainability**

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

### **Stormwater Management and Treatment**

Implement requirements of the State stormwater permit in 2011 and 2012. Complete an annual report outlining activities accomplished in the past year by October each year.

### **VML Platinum Certification**

Receive Platinum Certification from Virginia Municipal League (VML) in 2010 and 2011 for the city's green programs, services and effort.

### **Green Challenges and Programs**

Implement business and residential "green challenge" programs, as part of the VML certification process, to encourage residents and business to implement green services and practices.

Apply for E4 (Extraordinary Environmental Enterprise) recertification for the Public Works and Utilities Complex with Virginia Department of Environmental Quality and implement an environmental management team review process for city departments during the biennium.

Install 50 more blue crab medallions, an initiative started by HR Storm and VA DEQ, throughout the city to continue to educate the community about public stormwater pollution.

Conduct a drug collection program in the city to prevent potentially dangerous controlled substances from being disposed of in the city's water system in 2011.

Investigate possible tools for assisting the city in tracking and measuring its carbon footprint and use identified tools to measure the city's progress during the biennium.

#### **Water Conservation Promotion**

Promote water conservation thru various community outreaches – HRWET (Regional) participation, Farmers Market, handouts at office and civic events such as Earth Day.

#### **Drinking Water Safety**

Design and install a new chemical feed system at the Water Plant meeting Virginia Department of Health water quality regulations by the end of 2011.

#### **Southeast Water Tank**

Negotiate and execute the comprehensive PPEA agreement with CBI to build the water tank in advance of the Riverside Hospital Project, and complete construction of the water tank by the end of 2011.

#### **Sewer System Overflow Prevention**

Meet all submittal deadlines and continue sewer system assessment and upgrades as required by the Consent Order with DEQ/EPA.

#### **Voluntary Residential Refuse Collection**

Expand, on a voluntary basis, the curbside refuse collection option to another neighborhood(s).

#### **Municipal Building LEED Certification**

Receive LEED certification for the Municipal Building addition project upon its completion.

#### **Green Technology and Architectural Standards**

Evaluate and make changes to architectural standards to allow more flexibility in green building design, e.g. solar panels and green roofs.

### **X. City Organizational Leadership**

**Continuously improve the performance of the city government organization for greater fiscal strength and effectiveness in outcomes.**

#### **Budget Reset - The New Normal**

Make revenue choices and spending priorities in the Fiscal Year 2012 and 2013 city operating budgets which will be financially sustainable and fiscally sound in the post-recessionary environment, while still accomplishing the city's ambitious goals, and reflecting the priorities of the community. End fiscal years 2011 and 2012 with an annual operating surplus in excess of \$1 million.

### **Leadership Philosophy of Full Engagement**

Engender a workplace culture where all employees take increasing ownership for the effectiveness of city government and outcomes in the community. Hold a third High Performance Organization week long class. Emphasize a leadership philosophy of enabling and energizing all city staff, led by the department head level "Strategic Planning Team," over the biennium.

### **Performance Management System Development**

Expand the use of automated performance data "dashboards" throughout the city organization. Communicate performance and outcome information, including continuously updated "live" dashboards, to the citizenry and to City Council. Retain ICMA Center for Performance Management "Certificate of Distinction."

### **Geographic Information System Advances**

Build the GIS database for the utility operations, using GIS data to better analyze patterns of water consumption and sanitary overflow. Convert the Zoning Maps to fully integrate with GIS. Upgrade system to the latest version of the software, and build up the public facing GIS website.

### **Employee Wellness and Medical Cost Containment**

Develop and implement a coordinated, city wide wellness program by June 2011, to encourage health and wellness of employees and their dependents. Employ both education and health insurance related incentives for the program, including the areas of nutrition, physical fitness, and lifestyles choices.