



TOWN COUNCIL
Work Session
February 9, 2023
Cape Charles Civic Center
6:30 PM

1. Call to Order
 - A. Roll Call
 - B. Establish quorum

2. Order of Business
 - A. Discussion of 2023 Community Strategic Plan
 - [Town Manager's Memo](#)
 - [Draft 2023 Community Strategic Plan](#)
 - [2022 Comprehensive Plan Objectives & Strategies](#)
 - B. [Discussion of 2023 Town Priorities](#)

3. Adjournment

Memorandum



From: John Hozey, Town Manager
Date: February 9, 2023
To: Mayor and Town Council
RE: 2023 Strategic Plan Update Work Session

Attached for your consideration is the first draft of the 2023 Strategic Plan update. The narratives in this draft have been updated from the 2021 version. However, the Community Values, Vision, Goals, and Objectives remain the same. In an effort to correlate the Strategic Plan with the new Comprehensive Plan, I have cross referenced the existing Strategic Plan goals with the Comprehensive Plan objectives & strategies.

The Comprehensive Plan objectives & strategies have been summarized to a one-page document (attached). These CP objectives & strategies are listed in red on the Strategic Plan goals page, next to each associated goal (feel free to add or detract from this listing). This means that each of the existing Strategic Plan goals (with one exception) already serves to accomplish the corresponding Comprehensive Plan objective or strategy. This demonstrates that the two plans are already well aligned. So what becomes the primary discussion for this SP update is the prioritization of these SP goals and objectives against the entirety of the Comprehensive Plan.

Note that some of the existing SP objectives in this draft have been highlighted in yellow. This designates items that have been completed or are underway. We must determine whether any of these can now be removed. We must also consider whether any of the objectives not highlighted are still applicable or desirable. Finally, we need to add new or additional goals or objectives to meet this year's priorities.

The Council is therefore asked to review the existing SP goals and objectives with an eye toward all the CP objectives and strategies, as well as the results from this year's community survey. We will walk through the Strategic Plan draft, page by page, and Council will be asked to suggest changes as desired.

Remember, both the Comprehensive Plan and Strategic Plan are multi-year planning documents. So we can (and should) list more in the Strategic Plan than can be accomplished in one year. However, we should also prioritize these items so we know how to shift work plans should conditions or resources change unexpectedly over the coming year.



The Town of Cape Charles Community Strategic Plan 2023

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Community Strategic Plan

What is a **Strategic Plan**, and what makes it different than our **Comprehensive Plan**? These are great questions, and understanding this difference is critical to any evaluation of this document.

A **Comprehensive Plan** is required by Virginia Administrative Code, which prescribes a detailed set of requirements. A Comprehensive Plan is a lengthy, intricate document, that can take a very long time to create. Due to its complexity and the length of time needed to develop it, the average citizen does not typically take the time to study a Comprehensive Plan in detail.

Strategic Plans on the other hand are much nimbler, they can be customized to any particular need of a community and are more easily digestible by members of the public. Strategic Plans also happen quicker, which facilitates more interest and better participation by community members. Our Strategic Plan shares the same community values and vision as our Comprehensive Plan but can be updated annually if desired, making the Strategic Plan a living document; flexible enough to react to current community developments in real time. This makes the Strategic Plan an ideal implementation tool for our Comprehensive Plan.

Both the Comprehensive and Strategic Plans start broad, and then become more specific. They begin with the values that are important to us and define us as a community. These values inspired our vision; a brief statement that looks to the future; is a source of inspiration; and serves to identify the ideals or characteristics we desire in our future.

The vision and its supporting goals represent the long-term view. The specific strategies needed to attain these goals are more short-term in nature and are considered objectives. They are the distinct, measurable deliverables that are affordable and implementable actions the Town can work into its next annual budget.

Following a three-year development period, the Town Council recently approved the most current Comprehensive Plan in December of 2022. The Strategic Plan will now start tackling the many discrete goals/objectives in the Comprehensive Plan by determining current priorities to assist with developing annual work plans.

While goals are longer term and subject to ongoing metrics, the Strategic Plan objectives are more fluid. As some objectives are completed, others may be added, contributing to the living nature of this document. Therefore, the objectives listed here should not be considered the definitive or complete list, but rather what is considered important or desirable to tackle first.

Community input to the annual Strategic Plan update is critical, and it will be solicited from annual community surveys and public input sessions.

Community Strategic Plan

Our Community Values:

- Friendliness
- Sense of Community
- Heritage – Traditional
- Diversity – Tolerance – Respect
- Determination
- Caring
- Hope – Optimism
- Adaptability
- Environmental Stewardship



Our Vision:

Preserve our historical, natural, and cultural resources, while fostering a sense of community that enhances well-being and prosperity, now and for generations to come

Community Strategic Plan

Our Goals*:

- **To retain the small-town character of Cape Charles [A5,B1,B2,C1,C2,C3,D2,E7]**
 - Metric: citizen confirmation in annual survey
- **To maintain the authentic character of the historic district [-]**
 - Metric: maintain status on the national registry and a satisfactory audit from the Dept of Historic Resources
- **To protect and maintain the beach [D4,D7]**
 - Metric: no degradation via annual survey
- **To protect and maintain the harbor [B5,B7,D4]**
 - Metric: maintain/increase occupancy
- **To plan for coastal resiliency [D5,D7,D8]**
 - Metric: develop an implementable plan
- **To protect and improve public green/open space infrastructure [D7,D10,E3]**
 - Metric: develop an implementable plan
- **To retain and expand businesses in a business-friendly environment [A2,B4,B6,B8,B9,C6]**
 - Metric: increase in business licenses, increase in business-related revenues, and data from building permits issued and an annual questionnaire on employment
- **To advance a variety of housing options for younger families and workforce [A1,A2,A3,A4,A5]**
 - Metric: increase in related census data
- **To meet our residents' expectation for Town services [B1,E1,E2,E3,E4,E7]**
 - Metric: minimal complaints (annual survey)

*Not in any particular order

Community Strategic Plan

Our Objectives:



- **Retain the small-town character of Cape Charles:**
 - a. Encourage a sense of engagement and inclusion among our community service organizations:
 - i. Boards and Commissions asked to provide a semi-annual briefing to Council
 - ii. Create a social volunteer appreciation event – volunteer of the year award
 - iii. Hold an annual strategic plan forum to get input from all civic groups
 - iv. Quarterly recognition of a board or commission member in the Gazette

Note: Current Cape Charles Civic Groups – Friends of the Library, Citizens for Central Park, Cape Charles Main Street, Cape Charles Rotary, Cape Charles Historical Society, Cape Charles Rosenwald School Restoration Initiative, Cape Charles Yacht Club, New Roots Youth Garden, GEAR, Arts Enter

- b. Encourage Citizen Engagement:
 - i. Create Facebook events for public events (continue post COVID)
 - ii. Add calendar of public meetings to monthly water bills
 - iii. Name badges or Town clothing for officials to wear during public events
 - iv. Hold a State of the Town – Town Hall annual meeting

Community Strategic Plan

- c. Maintain/improve walkability:
 - i. Continue Community Trail
 - ii. Improve and add sidewalks
 - a. Press for state maintenance
 - b. Explore ordinance changes for rehabilitation and resale
 - iii. Support Rails to Trails project
 - d. Promote community/quirky events:
 - i. Centralized calendar of events (sharing information)
 - e. Promote the arts, entertainment, and recreation:
 - i. Providing services and venues at low or no cost to local non-profits
 - ii. Develop volleyball/basketball courts
 - f. Study short-term rental regulations and make recommendations
 - g. Foster a safe golf cart culture:
 - i. Better signage
 - ii. Better enforcement (Information to Rentals)
 - iii. Designate golf cart parking spots
 - iv. Foster positive relationship with golf cart rental companies
- **Maintain the authentic character of the historic district:**
 - a. Review and update the ordinances and guidelines of the Historic District Review Board
 - b. Encourage the mission of historic preservation organizations/efforts
 - i. Invite to provide Council briefings
 - c. Review the Christopher Newport University perception on Cape Charles preservation
 - **Protect and maintain the beach:**
 - a. Update beach/dune management plan to include specific parameters for beach management and desired beach size/characteristics
 - b. Continue annual surveys and sand replenishment budget
 - c. Evaluate survey data to determine erosion protection strategy

Community Strategic Plan

- **Protect and maintain the harbor:**
 - a. Research market forces (i.e. Co-Op markets) necessary to promote a healthy balance of commercial and recreational users
 - b. Develop long-term major maintenance and replacement plan
- **Plan for coastal resiliency:**
 - a. Develop an implementable plan, to include the Resilience Adaptation Feasibility Tool (RAFT) recommendations
- **Protect and improve public green/open space infrastructure:**
 - a. Review existing/previous plans and develop an implementable plan
- **Retain and expand businesses in a business-friendly environment:**
 - a. Develop a public/private collaboration effort to guide business development and help remove obstacles (i.e. Cape Charles Main Street (CCMS))
 - i. Review ordinances, regulations, and processes to identify business impediments
 - ii. Work with CCMS to develop a business tool kit to assist with common questions/concerns
 - b. Improve business access to workforce resources:
 - i. Develop programs with high schools & Eastern Shore Community College (ESCC)
 - ii. Job Fairs through Northampton County Chamber of Commerce, Eastern Shore Chamber of Commerce, and/or Eastern Shore Tourism
 - iii. Develop internships and apprenticeships (Dept of Labor & Industry - DOLI)
 - c. Improve availability of a variety of workforce housing options (see below)
- **Advance a variety of housing options for younger families and workforce:**
 - a. Participate in regional housing study and evaluate recommendations
 - b. Participate in ordinance barriers to workforce housing study and develop recommendations
 - c. Explore the viability of a workforce housing ordinance

Community Strategic Plan

- **Meet our residents' expectation for Town services:**
 - a. Establish service standards
 - b. Improve employee training (cross training, customer service training, etc.)
 - c. Develop citizen concerns tracking system
 - i. Promote citizen use of tracking system
 - ii. Follow up public comments expressed during council meetings and through emails received from citizens
 - d. Evaluate the need for additional services
 - i. Recycling
 - ii. Electric automobile charging stations

Implementation:

Any plan is only as good as its implementation strategy. The newly adopted Comprehensive Plan identified this Strategic Plan as its implementation tool. That was because this plan is updated frequently and can react in real time to current conditions. However, that does not mean that it is practical for all the objectives in this plan to be accomplished immediately. Therefore, the Strategic Plan must use a multi-year planning horizon, which is updated each year. Also essential to implementation success is political will, money, staff capacity, and the time to do the work; with each of these things representing their own unique challenges.

Political Will has been demonstrated by the Mayor and Town Council through their participation in the process to develop the Strategic Plan. However, this Will can only be sustained with public support of the plan. The Strategic Plan cannot be seen as the Town Council's plan, but rather must be perceived as the community's plan. This public buy-in will be sought via annual public meetings to obtain input and address any questions/concerns. The Town will also conduct an annual citizen survey to gain input and collect data over time regarding community satisfaction.

The Town's fiscal situation has improved significantly since the first Strategic Plan was adopted in 2021. While this does not mean we can fund everything all at once, it does mean that we can now begin to put together a reasonable, prioritized spending plan.

While money is less of an issue this year, the staff resources necessary to carry out the work remains constrained. Town staff are typically fully engaged in their routine day-to-day duties, which does not afford much additional capacity to take on new objectives. While volunteer resources can often help, volunteers cannot be counted upon to shoulder the sole responsibility

Community Strategic Plan

for specific actions. Volunteer help can be an excellent force multiplier but should not be counted upon as the primary resource in formal implementation planning. Therefore, the takeaway is that expectations must remain reasonable, so that the annual work plans needed to address these needs don't become impractical to achieve.

Work Plans:

This plan will be referenced during the development of the next town budget (FY24). This budget is what will establish the resources and expectation for Town work plans in the coming year. A good faith effort will be attempted to "begin" those objectives which receive sufficient resources in the next budget. However, since this is a multi-year plan, we must accept that some objectives will not be scheduled until FY25 or beyond, these include:

- TBD following the work session and the setting of current priorities



Comp Plan Objectives & Strategies

A) Housing

- 1 Additional supply and diversity of housing
- 2 Workforce housing
- 3 Housing Finance Programs
- 4 Manufactured housing
- 5 STR impacts on housing

B) Economy

- 1 Healthy Balance - residents & tourists
- 2 Attract families w/ children
- 3 Strengthen household economic wellbeing
- 4 Promote and expand business
- 5 Promote economic benefits for the harbor
- 6 Expand local manufacturing base
- 7 Promote traditional water based economic activities
- 8 Study chains of activities
- 9 Identify placemaking opportunities
- 10 Update Bay Creek PUD

C) Transportation

- 1 Reduce traffic congestion
- 2 Enhance walkability
- 3 Maintain safe golf cart operations
- 4 Increase parking
- 5 Identify and maintain alleys and easements
- 6 Affordable public transportation
- 7 Complete multi-use path
- 8 Intergrade harbor area with other networks
- 9 Support Rails to Trails

D) Environment

- 1 Enhance Chesapeake Bay water quality
- 2 Promote strong aesthetics and limit litter
- 3 Ensure high quality drinking water
- 4 Long-term viability of beach and harbor
- 5 Increase coastal resiliency
- 6 Protect wetlands
- 7 Implement Coastal Resources Management guidance
- 8 Improve resiliency to storm events
- 9 Establish recycling
- 10 Protect tree canopy
- 11 Evaluate I&I to sewer

E) Facilities & Services

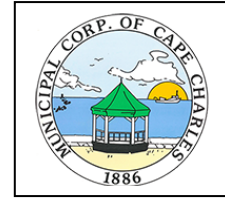
- 1 Pursue amenities for town facilities
- 2 Create modernized municipal facilities
- 3 Create multi-use recreation field
- 4 Ensure effective water & sewer utilities
- 5 Develop policy to pay for facility expansions
- 6 Develop policy to pay for impacts of future developments
- 7 Pursue arts, public events, etc.

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Town Manager Memorandum

March 2, 2023

RE: Ongoing Town Priorities



At their March 2, 2023 special meeting, the Town Council approved the following list of multi-year projects and prioritized them for the Town work plan in calendar year 2023:

BLUE: still in progress from previous work periods and require additional time to complete

- 1. Finalize the sale of our water/wastewater utilities**
 - a. Compile/file application for the VA State Corporation Commission**
 - b. Complete appraisals**
 - c. Effectuate closing and transfer of assets**
- 2. Update Community Strategic Plan to be consistent with the new Comprehensive Plan and 2022 Community Survey (needed for FY24 budget development)**
- 3. Work with consultant on Zoning Ordinance updates (phase II of Comprehensive Plan)**
- 4. New Municipal Center and Library building sale/upgrades**
- 5. New Downtown Restroom and Visitors Center**
- 6. Trail Project – Phase 3 – Peach Street**
- 7. Connect Keck Wells to WTP (workforce housing/withdrawal permit)**
- 8. Work with developers/agencies to facilitate workforce housing**
- 9. Negotiate and develop settlement agreement for Preserve Communities' liabilities under the Annexation Agreement (associated with utility sale)**

New items to be started as soon as time/resources are available:

- 10. Develop beachfront master plan (beach, dunes, boardwalk, LOVE sign area, bathhouse, etc.)**
- 11. Develop short-term rental regulations/ordinances**
- 12. Develop harbor area conceptual master planning and new design guidelines**
- 13. Develop parking strategies/regs in historic/commercial districts (including boats, trailers, etc.)**
- 14. Work with consultant on overall municipal code update (outside of zoning)**
- 15. Update Accawmacke Plantation PUD (Bay Creek)**
- 16. Pursue development of shared revenue agreement with the County**