



TOWN COUNCIL/PLANNING COMMISSION

Strategic Planning Retreat – Day 1

Cape Charles Volunteer Fire Company

February 6, 2021

10:00 a.m.

At approximately 10:00 a.m., Mayor William “Smitty” Dize called to order the Town Council Strategic Planning Retreat. In addition to Mayor Dize, present were Vice Mayor Bennett, Councilmen Bannon, Buchholz, Follmer and Grossman, and Councilwoman Holloway. Also, present were Town Manager John Hozey, Town Clerk Libby Hume, and Community Relations Manager Jen Lewis.

Planning Commission Chair Bill Stramm called to order the Planning Commission Work Session. In addition to Commissioner Stramm, present were Commissioners Butta, D’Amico and Holloway, and Councilman Grossman-Town Council representative to the Planning Commission.

The department heads in attendance were: Capital Projects Manager Bob Panek, Code Official Jeb Brady, Human Resources Manager Jodi Outland, Library Manager Ann Rutledge, Public Works Manager John Lockwood, Treasurer Deborah Pocock, and Wastewater Plant Manager Patrick Christman.

Cape Charles Main Street Executive Director Karen Zamorski was also in attendance.

There were two members of the public in attendance.

Temperature checks were done on each attendee, including members of the public.

Mayor Dize thanked everyone in attendance for taking the time on a Saturday to participate in the strategic planning retreat which was vital to the Town. Town Manager John Hozey had put a lot of work into preparations and would guide us through the process.

John Hozey thanked the Cape Charles Volunteer Fire Company for the use of their hall. The retreat could not have been held without the use of this space due to the number of attendees and proper social distancing. He asked everyone to lower their masks when speaking so they could be heard and understood. John Hozey explained that his role was to facilitate the process and he would be providing his personal opinions. The Town Council hired him due to his experience and background. He would not dictate actions but would offer his opinions and asked that everyone do the same and show respect for other speakers. He suggested that the attendees write down their thoughts while others were speaking so they could offer this input afterwards. There would be free discussion, and all were equals today. Everyone was here for a specific reason which was to bring their expertise to the process. This process would only work with public buy-in, which was another step. After this group had completed their discussion, the plans would be provided to community groups for review, then to the public for their input. There was a tendency among people to disregard Town staff because they were paid by the taxpayers. But this was a naïve and short-sighted viewpoint since staff knew all the nuances in the Town. Town staff must implement what was decided. Staff was a critical part of the process and it was imperative to get their buy-in.

John Hozey explained the following: i) The previous sessions labeled as strategic planning were not true strategic planning sessions. Everyone came with a list of projects that were prioritized. A true strategic planning was establishing primary values. All other actions took authority from the strategic plan. Unfortunately, strategic plans typically lasted as long as the elected officials remained in office and changed with new people being elected to Council. It was not easy to get public buy-in. The last time he did a strategic plan in Valdez, AK, he made the same request to the Town Council, took the plan to the public, then Council rejected it. In Valdez, Council members served two-year terms; ii) A strategic plan and comprehensive plan were similar in theory but very different in

practice. He was still trying to learn the rules with Virginia being a Dillon Rule state. Review and update of a comprehensive plan was a long, drawn-out process. In general, there were two types of approaches to a comprehensive plan 1) a broad overview approach, and 2) a detailed, philosophical approach. Neither one worked since they both lack specifics and direction. It was difficult to capture and maintain the enthusiasm of the public during the comprehensive plan process. A strategic plan was much easier to capture the public's interest. After approval of a strategic plan, the comprehensive plan could find balance using the strategic goals as a guide. He realized that the Planning Commission had put a lot of work into the current comprehensive plan update and did not want to offend anyone. He could only work from the last published comprehensive plan which was adopted in 2016.

John Hozey went on with a review of the strategic planning overview for the next couple of days: i) The Vision – There would be discussion regarding what we wanted for our community and an inspirational vision statement would be developed; ii) Goals – The vision would be broken down into specific strategies and projects; iii) Process Development – There would be discussion regarding how to pay for the specific projects and goals; iv) Implementation – The draft strategic plan would be published for public review. A Town Hall meeting would be scheduled to obtain citizen input. Council would then hold a work session to incorporate public input into a draft community strategic plan; and v) Long-term steps needed to be discussed – how to get the long-term community buy-in. Adjustments would be made as necessary.

The definitions, Community Values and example vision statement from Valdez were reviewed.

There was some discussion as follows: i) Councilman Grossman stated that a comprehensive plan was updated every five years and asked how often a strategic plan needed to be updated. John Hozey responded that a strategic plan was nimbler than a comprehensive plan and needed to be updated more often. In his past, Council would ask a group of volunteers (Planning Commission) to work on a comprehensive plan. Council typically wouldn't make any changes and approve the proposed plan, but they did not buy in to the plan, so it sat on a shelf. This was why he invited the Planning Commissioners to participate in this process. After these sessions, the Commission could go back and complete their work on the comprehensive plan with more confidence; ii) Councilman Buchholz agreed. When he was on the Commission, the biggest problem was that the Commissioners received no guidance or direction from the Town Council; and iii) John Hozey added that the goals would be determined first, followed by development of a process. The strategic plan could be reviewed and updated annually.

All attendees were tasked with completing a Visioning Questionnaire. Afterwards, John Hozey went around the room and asked each attendee for their thoughts regarding 1) What made Cape Charles, Cape Charles; 2) What are the community's core values today? Will these still be valid in 10 years; 3) What is Cape Charles' greatest challenge; 4) What does the town's future population look like (10 years from now), by percentage. Where did the attendee think it was going and where would they like it to go; 5) Describe the town's future economy (10 years from now), by percentage. Where did the attendee think it was going and where would they like it to go; and 6) If the attendee was given \$10M and told they could invest it in anything they wanted within the corporate boundaries of Cape Charles, what would they do with it?

There was much discussion regarding the items on the questionnaire and the following consensus were reached: i) Future Population. The percentage of full-time residents versus second homeowners or investors was 70/15/15. The percentage of retirees versus working professionals or young families was 30/20/20; ii) Future Economy. Councilman Follmer noted that restaurants and retail businesses were listed under Tourism on the question regarding the economy, adding that this needed to be considered when deciding on the preferred percentages. The percentage for Tourism (including full-time residents going to restaurants and retail businesses), Mixed Commercial, Agriculture/Aquaculture, Industrial/Manufacturing was 45/40/5/10; iii) Use of \$10M.

After everyone expressed their wishes, the consensus was for affordable housing, infrastructure/municipal center, and purchasing and developing the railroad property.

John Hozey distributed an excerpt from the current comprehensive plan that was adopted on December 15, 2016 and went on to read the current vision statement asking everyone to focus on the action words. He asked everyone to write down a brief, two- or three-line, vision statement. It needed to be inspirational, forward-looking, with achievable goals. We went around the room and each attendee read their statement. Some thoughts reflected in a number of statements included small-town charm, history, culture, quality of life, nature/natural beauty, sense of place, people/diversity. A consensus was reached on the following for the vision statement: *"While preserving our historical, natural and cultural resources, foster a sense of community that enhances well-being and prosperity, now and for generations to come."* Five actionable phrases from the statement were identified as "preserve natural resources, preserve cultural resources, foster a sense of community, enhance well-being, and enhance prosperity."

Discussion followed to identify one or two achievable goals for each of the five actionable items along with metrics for measuring achievement.

1. Preserve Natural Resources:
 - Protect and maintain the beach
 - No degradation
 - Preventing erosion, maintaining the sand
 - Development of a beach management plan along with the existing dune management plan
2. Protect and maintain the harbor (for commercial and recreational use)
 - Development of a maintenance/replacement plan
 - Maintain a high occupancy rate
3. Plan for Coastal Resiliency
 - Develop a coastal resiliency plan
4. Protect Green Infrastructure/Open Space
 - Develop a green infrastructure/open space plan
5. Maintain the historic character of the historic district
 - Encourage the missions of historic preservation organizations
 - Maintain the Town's status on the National Registry
6. Preserve the Character of Cape Charles
 - Preserve/promote the arts and entertainment
 - Create a venue or opportunities for businesses and community service organizations to work cooperatively
 - Create an environment that promotes a sense of engagement and inclusion
7. Promote Educational, Recreational and Social Activities
8. Meet Citizens' Expectation for Town Services
 - Services for seniors, access to the library, computers, ability to pay bills online, police for safety, etc.
 - Metric – no complaints
9. Retaining and Expanding Businesses
 - Maintenance and increase in business
 - Metric - possibly track permit issuance

- Metric – possibly track the number of jobs. A question could be added to the BPOL forms asking for the number of full-time and part-time employees. This is also a required metric for the tourism and technology zone tax incentive programs.

10. Increasing the available workforce

- Supporting educational facilities to build workforce. (Without education, can't have a qualified workforce)
- Improve businesses' access to workforce. (Without housing, can't have the workforce. Can't have a workforce without housing and transportation)

11. Develop Affordable Housing for Young Families and Workforce

- Measurable by increase in young families by census.

John Hozey stated that the various goals would be reviewed during tomorrow's session and the objectives to achieve the goals would be identified. The next steps after developing the objectives would be to compare them to the current Capital Asset Management Program (CAMP), and a revenue plan.

Motion made by Councilman Grossman, seconded by Commissioner D'Amico, to recess the Planning Commission Work Session until Sunday, February 7, 2021, beginning at noon. The motion was approved by unanimous vote.

Motion made by Councilman Buchholz, seconded by Councilman Grossman, to recess the Town Council/Planning Commission Strategic Planning Retreat until February 7, 2021, beginning at noon. The motion was approved by unanimous vote.

The meeting recessed at 4:59 p.m.

Mayor Dize

Town Clerk



Strategic Planning Retreat

February 6-7, 2021

Vision

- Dream – what do we want for our community (aspirational discussion)
- Develop inspirational vision statement

Goals

- Break vision down by component ideals/areas/specialties (not specific projects)
- Develop incremental concepts (goals) to achieve these ideals
- Prioritize goals
- Sort goals into short/intermediate/long ranges
- Within each time horizon, determine logical order
- For each goal determine metric for completion

Process Development

- Identify specific projects/processes associated with each goal (objectives)
- Develop milestones for each objective
- Organize milestones into annual work plans (minimum six-year program)
- Align annual milestones with CAMP schedules
- Determine resources necessary and develop six-year revenue forecast
- Determine revenue strategy to achieve requirements
- Collapse vision, goals, and work plans into a draft Community Strategic Plan

Implementation

- Publish draft Community Strategic Plan
- Conduct public town hall meeting on draft Community Strategic Plan
- Hold work session to incorporate public input into draft Community Strategic Plan
- Short-term:
 - Adopt Community Strategic Plan by resolution
 - Adopt Strategic Revenue Program by resolution
 - Develop FY22 Town Budget based on Community Strategic Plan program
 - Amend CAMP schedules a/r in coordination with new budget adoption
- Long-term:
 - Seek broad public endorsement of Community Strategic Plan, amend as required



Community Strategic Planning

The Town of Cape Charles will use the following definitions during Strategic Planning:

- | | |
|--------------------------|--|
| <i>Vision</i> | A brief statement that looks to the future; is a source of inspiration; and serves to identify the ideals or characteristics desired in a future state. |
| <i>Goals</i> | End results. Typically general and overarching desires expressed as clearly, concisely, and descriptively as possible. Represents component parts needed to achieve the Vision. |
| <i>Objectives</i> | Specific strategies toward attaining a goal. They are discreet, measurable, deliverables that must also be affordable and implementable |
| <i>Milestones</i> | Set of very specific, short-term tasks that are implementable and necessary to complete an objective. The "what, who, how, and when" that are needed to achieve progress and are included as part of an annual budget planning process |

Additional Definitions:

- | | |
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| <i>Measurable</i> | An objective criterion can be used to determine when an action is complete (establishment of a metric) |
| <i>Affordable</i> | Falls within known or projected fiscal resources and represents a reasonable allocation against other competing needs |
| <i>Implementable</i> | Sufficient human (and other) resources are available to accomplish the task, consistent with all other community priorities |



*Community Strategic Planning
February 2021*

Community Values

Values are concepts or principles that are intrinsically important and desirable. They help define who we are and what we stand for — both as individuals and as a community. Values are unchanging; no matter what happens, they remain the same. In strategic planning, values shape the community's vision and goals and provide a common focus. They are the shared ideals that guide us in making decisions and articulating what we stand for.

Examples of some Community Values (there can be many more):

Equality, Diversity, Tolerance, Compassion, Justice, Loyalty, Resourcefulness, Respect, Open-mindedness, Friendliness, Generosity, Adaptability, Integrity, Fairness, Kindness, Optimism, Leadership, Authenticity, Accountability, Hard-working, Curiosity, Citizenship, Autonomy, Hope, Collaboration, Responsibility, Determination, Faith, Harmony, Traditional, Etc.

Now, close your eyes and think to yourself – **Cape Charles, Virginia**
explore the town in your mind

What values do you sense, pick the first two values that come to mind, the ones that most define this community as it is now. Then repeat the exercise, this time look 10 years into the future, are those two values still present; if not, what two values would you hope were in place

Write these values down and be prepared to share them at the retreat

EXAMPLE

Community of Valdez Strategic Plan

Our Vision

*Capitalizing on the intrinsic qualities of our area and its people;
creating a place our grandchildren will be proud to call home.*

In 2010, the City Council developed the above Vision Statement as an inspirational statement about the future of our Community.

This Vision contains a compelling outcome: a place our grandchildren will be proud to call home. But to get there we'll first need to capitalize on what we have readily available, the unique qualities of our area and its people. It also implies that an economy, as well as a quality of life, must be developed sufficient to not just enable future generations to live here, but to make it possible for them to truly want to live here.

The Strategic Plan participants were asked to keep this image in mind as they began the process of identifying Goals, Objectives, and Milestones. Could these steps, if achieved, make Valdez a place our grandchildren will be proud to call home?



Figure 9: Valdez from the Air, 2011

*Capitalizing on the intrinsic qualities
of our area and its people*

*Creating a place our grandchildren
will be proud to call home*