A G E N D A
JAMES CITY COUNTY BOARD OF SUPERVISORS
WORK SESSION
County Government Center Board Room
101 Mounts Bay Road, Williamsburg, VA 23185
May 24, 2016
4:00 PM

A.   CALL TO ORDER

B.   ROLL CALL

C.   BOARD DISCUSSIONS

1.   Strategic Plan Update - Phase 2

D.   CLOSED SESSION

1.   Consultation with legal counsel regarding specific legal matters requiring the provision of legal advice pursuant to Section 2.2-3711 (A)(7) of the Code of Virginia

2.   Closed Session Certification

E.   ADJOURNMENT

1.   Adjourn until Regular Meeting

ITEM SUMMARY

DATE: 5/24/2016

TO: The Board of Supervisors

FROM: Bryan J. Hill, County Administrator

SUBJECT: Strategic Plan Update - Phase 2

ATTACHMENTS:

	Description	Type
◻	Phase2Memo	Cover Memo
◻	Clarion's Meeting Agenda	Exhibit
◻	Goals Report - Draft	Exhibit

REVIEWERS:

Department	Reviewer	Action	Date
Board Secretary	Fellows, Teresa	Approved	5/17/2016 - 1:47 PM

MEMORANDUM

TO: Bryan Hill, James City County Administrator
FROM: Leigh Anne King and Greg Dale
DATE: May 13, 2016
RE: Transmittal of BOS Review Draft of the Strategic Plan's Goals and Strategies Report

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This memorandum transmits the JCC Board of Supervisors review draft of the 2035 Strategic Plan Goals and Strategies Report, and the objectives for presenting this report at the May 24, 2016 Board of Supervisors meeting.

Phase 2 Work and the Goals and Strategies Report

This report is the final product of Phase 2 (Focusing Efforts) of a five phase strategic planning process. More information on the project can be found at www.jccstrategy2035.org.

The report represents the culmination of efforts undertaken over the last four months to develop the structure for the plan (Plan Framework) and the draft goals and implementation strategies for the plan. These efforts included three meetings each with the Strategic Plan Advisory Group and the Technical Advisory Group, and the two public open houses held on March 30, 2016 to present a draft of the plan framework, goals and implementation strategies. In addition, many active citizens have played an important role in sharing their thoughts and ideas about the draft plan elements, both in SPAG meetings and in writing.

Through these engagement opportunities, the Project Team has worked with the Project Leadership and the public to refine the framework for the plan and hone in on the draft goals and implementation strategies that will guide development of specific actions for inclusion in the Strategic Plan. Specific actions will be developed as part of Phase 3: Implementation.

Draft Strategic Plan Framework

The plan framework helps to articulate the following fundamentals about the JCC 2035 Strategic Plan:

- *This is a plan for our County's government*. The plan will include actions that are both direct by the County, and indirect and require coordination with other jurisdictions or organizations.
- *The purpose of this plan is to meet the needs of JCC citizens.*
- *This plan embodies community values and will be guided by a community vision.*
- *The County's roles for supporting and advancing the community's vision and values are to invest, protect, serve, collaborate and manage.* This plan focuses not on day-to-day operations of the County, but instead on the new projects, initiatives, or enhancements to existing programs, facilities, and infrastructure that have been identified as priorities for the community.

The following table illustrates the approach for organizing the County's priorities and actions using this framework.

Draft Strategic Plan Goals and Implementation Strategies

The draft goals for the plan, as set out in the report, are as follows. (Note that the report includes the full goal statements, listed here are the titles.)

- Goal #1: Sustainable Long-term Water Supply
- Goal #2: Modern Infrastructure, Facilities, and Technology Systems
- Goal #3: Expanding and Diversifying the Local Economy
- Goal #4: Protected Community Character and an Enhanced Built Environment
- Goal #5: Exceptional Public Services
- Goal #6: High Quality Education
- Goal #7: Fiscally Efficient Government

The report also includes 40 draft implementation strategies that begin to define how the County could implement the draft goals. These implementation strategies are the guide for developing specific actions to be included in the Strategic Plan.

Objectives for May 24, 2016 BOS Meeting

This report will be presented to the Board of Supervisors at a May 24, 2016 meeting. The objective for that meeting is to request the Board of Supervisors to confirm their acceptance of the draft plan framework, goals, and implementation strategies included in the report, so that the project team can initiate work on Phase 3. This confirmation of acceptance does not limit future editing of the plan framework, goals, or implementation strategies, but instead would communicate a general acceptance for the work products and moving forward with the planning process.

We would also like to discuss with the Board of Supervisors the evolution of discussions during Phase 2 regarding the inclusion of education, and particularly public education within the Strategic Plan. This is an important topic that the SPAG, TAG, and citizens of the County have weighed in on, and we would like to share the insights from these discussions with the Board.

2035 STRATEGIC PLAN

Board of Supervisors Work Session

A G E N D A

Tuesday, May 24, 2016 | 4:00-6:00 PM | James City County Building F, Board Room

1. Welcome   Bryan Hill,   4:00pm
                                                            JCC County Administrator

2. Strategic Plan Project Update: Phase 2   Leigh Anne King,   4:05pm
                                                              Clarion Associates

3. Report on Public Open Houses   Leigh Anne King,   4:10pm
                                                              Clarion Associates

4. Review/Discuss Goals and Strategies Report   Greg Dale,   4:30pm
    a. Draft Plan Framework   McBrideDale Clarion
    b. Draft Plan Goals
    c. Draft Implementation Strategies
    d. Important Considerations

5. Next Steps   Leigh Anne King, Clarion   5:50pm
                                                            Associates

6. Adjourn   6:00pm

<u>Handouts</u>
- Goals and Strategies Report

James City County
VIRGINIA
Jamestown 1607

2035 Strategic Plan

GOALS AND STRATEGIES REPORT
PHASE 2: FOCUSING EFFORTS

May 12, 2016

CONTENTS

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1. INTRODUCTION

This is the working draft of the report for *Phase 2: Focusing Efforts* of the James City County 2035 Strategic Plan process. This report builds off of the progress made during *Phase 1: Setting Directions* and sets out draft priority goals and implementation strategies for the Strategic Plan.

The main objective of this planning effort is to generate a commonly agreed upon set of priority goals and actions from the hundreds of action strategies that are included in the County's numerous plans and policy documents using a consensus-based approach.

Why are we developing the 2035 James City County Strategic Plan?

James City County has no shortage of great ideas to implement.

What it needs is a guide that identifies the community's priorities for implementation, and a strategy for executing the actions.

Phase 1: Setting Directions (Completed)

In Phase 1, the Project Team met with the Project Leadership (i.e., Board of Supervisors (BOS), Strategic Plan Advisory Group (SPAG), and Technical Advisory Group (TAG)), and community stakeholders to identify the strategic planning themes that should be addressed in the JCC 2035 Strategic Plan. The Project Leadership was presented with a summary report of Phase 1 work entitled the *Phase 1 Foundations Report* at meetings on January 11 for SPAG and TAG and on February 9 for the BOS. This report is available on the project website www.jccstrategy2035.org and provides the following information:

- Strategic Planning Themes identified during Phase 1
- Analysis on economic and fiscal trends, conditions, and opportunities
- James City County's current policy direction related to the Strategic Planning Themes

Draft Structural Framework for the Strategic Plan Phase 2: Focusing Efforts (Ongoing)

During the January and February 2016 meetings with the Project Leadership, the Project Team facilitated Strategic Plan goal exercises for the BOS, SPAG, and TAG. At these meetings, the BOS and SPAG identified the preferred priority goals for the plan, and the TAG rated the feasibility of implementing goals. This input is the foundation for developing the plan's priority goals and related implementation strategies included in this report.

The draft goals and implementation strategies will be further refined by the input provided by the SPAG and TAG at a set of meetings scheduled for March 7, 2016. The draft goals and strategies will then be reviewed by James City County's citizens at public meetings scheduled for March 30, 2016. The drafts will then be refined based on the public's input. A second review of the goals and implementation strategies will be held on April 25, 2016 by the SPAG and TAG. And finally, the goals and implementation strategies will be reviewed and finalized by the BOS at a May 24, 2016 work session. See the project website www.jccstrategy2035.org for details.

Other Phases

Following completion of Phase 2, the Project Team and Project Leadership will commence work on the remaining phases of the project:

- **Phase 3: Implementation** – In this phase, the Project Team and Leadership will identify the specific action items to be included in the Strategic Plan, including the County department or other entity responsible for the action, the timeline (short, medium, or long-term) for initiating the action, and cost estimates for undertaking the action. The implementation strategies set out in Phase 2 are the first step in creating the actions to be included in the plan.

- **Phase 4**: **Reporting** – The Project Team will work with the Technical Advisory Group during Phase 4 to identify the specific methods for tracking progress on the Strategic Plan, the metrics for evaluating success, and the process for making future updates to the Strategic Plan.

- **Phase 5: Final Plan** – The final phase of this project is to pull together all of the work completed in the previous phases into a concise and consolidated Strategic Plan document for public review and adoption by the Board of Supervisors.

2. DRAFT STRATEGIC PLAN FRAMEWORK

This sections sets out the foundations for the James City County's 2035 Strategic Plan. It describes the role of County government, the purpose of the plan, and the vision and values that will be realized through implementation of the plan.

This is a **plan for our County's government**.

The James City County 2035 Strategic Plan sets the course for actions to be undertaken by our County's government leaders and staff for the next 20 years.

The **purpose of this plan** is to meet the needs of JCC citizens.

The James City County government meets the needs of its citizens through several roles: it invests, protects, serves, collaborates, and manages. The 2035 Strategic Plan identifies the priorities for County government action to ensure that government resources are allocated in a manner that achieves the highest value for our community.

This plan embodies the following **community values**:

Integrity

Earning confidence and respect by aligning our values, words, and actions
- Being respectful, honest, ethical, and trustworthy
- Following through on commitments

Collaboration

Making better decisions by building partnerships and sharing knowledge and resources
- Involving diverse people and inviting different perspectives
- Communicating openly and effectively

Excellence

Providing outstanding customer service by striving to be the best in everything we do
- Doing the right things well
- Being responsive, flexible, creative, and open to change
- Being a continuous learner

Stewardship

Improving our quality of life by safeguarding and enhancing the resources entrusted to us
- Learning from the past as we look forward
- Meeting the needs of the present without compromising the future
- Valuing the public and the resources they have entrusted to our care

This Strategic Plan will be guided by a **Vision for JCC**.

James City County in 2035:
A Premiere Community that Honors the Past and Invests in the Future

- Sustainable Workforce supported by high quality employment, housing, and community amenities in a diversified economy
- Modern Public Infrastructure to support 21st century economic targets and an enhanced and sustainable quality of life
- Quality Public Services that support aging in place, growing families, and a diversifying local workforce
- Sound Fiscal Approaches that result in community investments that achieve successful rates of return
- Focused Protection and Revitalization Efforts that enhance the County's built environment and protect its character and sense of place
- Exemplary Education Systems that result in exceptional learning opportunities for citizens of all ages and provide the foundations for a skilled workforce

Our **role as a county government** in supporting and advancing our vision will be to:

INVEST – We invest in capital facilities and infrastructure.

Capital facilities and infrastructure, such as a sustainable water supply and water distribution facilities, public schools, transportation systems, stormwater management systems, information technology, and public safety facilities are needed to support a strong economy and a high quality community. Capital facilities and infrastructure systems are the foundations for many other county government functions. They support economic development initiatives, they support public safety and other services, and they create an environment conductive to other public and private sector investment in the County. Building and maintaining public facilities and infrastructure is a core function of County government, and will be accomplished through strengthened public facility and infrastructure master plans that guide capital facility planning and annual budgeting.

PROTECT – We protect community character.

The quality of the built and natural environment creates our unique community character and is one of the reasons why people chose to live and work in James City County. The quality and strength of the physical environment results in a unique sense of place that makes James City County feel like home to its citizens. Strong community character complements strong public facilities and infrastructure by creating livable places. Community character is addressed in part through the County's comprehensive planning efforts and its land use regulations, and these efforts are a high priority for the County. The integrity of our community character must be protected through continued community planning efforts.

SERVE – We serve the people of James City County.

The James City County government is dedicated to serving its people. We serve people in many ways, such as providing effective public safety services, providing high quality places for recreation, through addressing the housing needs of its citizens, and by addressing the evolving needs of a diverse and changing population. Strong infrastructure and strong places are important, but it is the people that live and work in those places that are most important to the James City County government. We are dedicated as a County to keeping people foremost in our plans.

COLLABORATE – We collaborate with partners.

James City County operates alongside many public, semi-public, civic, and non-profit organizations and entities that often share common goals with the County. There are certain actions that we as a county government can do alone, but we can often be most effective in attaining our goals by partnering with other entities, especially when our goals and values are in alignment. There are also actions for which the County does not have direct or complete policy discretion, such as public education, but is nonetheless deemed important to the success of the County. In these instances, the County will need to partner with other jurisdictions and organizations, such as the Williamsburg-James City County Schools to achieve common objectives. James City County will be a leader in collaborating on innovative partnerships with other entities. James City County will collaborate with partner organizations on local and regional economic development efforts, workforce development efforts, meeting education needs, organizing the provision of human services, and the provision of public infrastructure projects.

MANAGE– We will invest, protect, serve, and collaborate in a highly professional manner.

James City County will continue to manage its operations in a fiscally responsible manner, respectful of the fiduciary responsibility that comes with managing taxpayer resources. We will be guided by professional management practices and staff that will employ state-of-the-art tools, such as annual budgets guided by facility and infrastructure master plans and a capital improvement plan process, land use regulations guided by a comprehensive plan, fiscal and financial modeling, and other legislative and policy tools within the realm of county government law.

3. DRAFT GOALS AND STRATEGIES

Organizing Our Priorities

The 2035 Strategic Plan will organize the County's priorities and actions in the following way. Keep in mind that this Strategic Plan is not intended to include every action of the County government. It does not include actions that are part of day-to-day activities, such as administering rezoning applications and maintaining financial accounts. Instead, this Strategic Plan focuses on new projects or initiatives, and enhancements to existing programs, facilities, and infrastructure that have been identified as priorities for the community.

INVEST	PROTECT	SERVE	COLLABORATE
Capital Facilities, Infrastructure	*Community Character*	*People*	*Partnerships*
• Long-term Water • Public Schools • Transportation • Stormwater Systems • Government Facilities • Other Public Infrastructure	• Built Environment • Natural Environment	• Parks and Recreation • Social Services • Housing • Public Safety	• Economic Development • Workforce Development • Education • Programs for the Vulnerable and Underserved • Programs for the Aging • Programs for Youth

MANAGE		
Capital Improvement Plan	County Budget	County Policies and Plans

DRAFT Priority Goals

The following seven draft priority goals for the Strategic Plan were developed with input provided by the BOS, SPAG, TAG, and public open house participants during Phases 1 and 2.

Goal #1: Sustainable Long-Term Water Supply
Goal #2: Modern Infrastructure, Facilities, and Technology Systems
Goal #3: Expanding and Diversifying Local Economy
Goals #4: Protected Community Character and an Enhanced Built Environment
Goal #5: Exceptional Public Services
Goal #6: High Quality Education
Goal #7: Fiscally Efficient Government

The goals relate to the James City County government's roles to invest, protect, serve, collaborate, and manage as set out below.

Goals	INVEST	PROTECT	SERVE	COLLABORATE	MANAGE
1.Sustainable Long-Term Water Supply	●			●	●
2. Modern Infrastructure, Facilities, and Technology Systems	●			●	●
3. Expanding and Diversifying Local Economy	●			●	●
4. Protected Community Character and an Enhanced Built Environment		●		●	●
5. Exceptional Public Services			●	●	●
6. High Quality Education	●			●	●
7. Fiscally Efficient Government	●	●	●	●	●

DRAFT Priority Goals and Implementation Strategies

The following pages set out the intent for these seven goals and include the following information about each:

- Draft Goal Statement
- Relevant and adopted policy direction related to the draft goal
- Draft implementation strategies (strategies/actions) that generally describe potential efforts to implement each goal

The process for developing the goals and implementation strategies is described in Appendix 1: *Process for Developing Draft Goals*. Supplementary information that summarizes the input provided on the draft goals and implementation strategies is provided in Appendix 2: *Supplementary Information for Draft Goals and Implementation Strategies.*

DRAFT Goal #1: Sustainable Long-Term Water Supply
James City County will provide an adequate, potable, long-term water supply that is financially sustainable for the County's current and future residents and businesses.[1]

Established Direction:

James City County has identified this topic as one of the five Strategic Funding Initiatives being undertaken immediately (2015-2020) and is in process of exploring alternative solutions for securing a long-term water source. Preference is given to water source options that will provide the County with direct control over source water and related infrastructure systems.

DRAFT Strategies/Actions:

#	Strategy/Action
1	JCSA exploration of alternatives for securing a long-term potable water source, and development of water conservation plans for County residents and businesses to properly manage the future water supply

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[1] This goal is intended to address the Virginia Department of Environmental Quality's intent to reduce JCSA's groundwater withdrawal permit to a lower level than required to meet current (2015) demand, as well as future projections for water supply needs.

DRAFT Goal #2: Modern Infrastructure, Facilities, and Technology Systems

The County will undertake strategic investments to modernize infrastructure, community facilities, public education, and technology to enhance the quality of life provided to its residents, address the changing needs of its aging population, and improve the prospects for growing and new businesses. These investments will be funded using sustainable approaches that will maintain the fiscal health of the County.

Established Direction:

There are numerous plans and studies that set out potential future capital infrastructure projects for the County, particularly for the County's transportation system, parks and recreational facilities, and the County's stormwater management system. The provision of infrastructure and public services in JCC is based on level of service guidelines, projected population growth, and demographic trends set out in the County's Comprehensive Plan. The plan guides the location and development of new infrastructure and facilities, such as constructing new public facilities in a manner that facilitates future expansion and promotes maximum utility of resources.

WJCC Schools prepares separate plans to maintain existing schools and construct new schools to meet future enrollment projections. The County funds WJCC Schools public infrastructure projects, but as of today, does not directly collaborate to develop plans for new schools. This is an opportunity to advance collaborative planning efforts between the County and WJCC. In addition, the County sets out strategies in the Comprehensive Plan to partner with WJCC to offer joint programming for health and wellness, and to develop parks and fields in conjunction with new school development.

A study was developed to examine priorities for preventative and ongoing maintenance of existing County facilities. The County also has an Adequate Public Schools Facilities Test Policy and is developing a model to assess and track cumulative impacts of development on planned facilities and services to better plan for future infrastructure needs. What is needed in James City County is a comprehensive and long-range master plan for all future capital improvements and preventative maintenance of existing facilities, including WJCC schools.

DRAFT Strategies/Actions:

#	Strategy/Action
2	Develop a comprehensive, long-range, public facilities master plan in coordination with WJCC Schools
3	Undertake preventative maintenance projects for existing JCC facilities as defined in the Facility Condition Assessment Report
4	Undertake new studies and projects to implement JCC Stormwater Management Plans
5	Determine priorities and undertake implementation of transportation studies for major corridors (Longhill, Skiff's Creek, Relocated Route 60 / Route 60 Multimodal, Croaker Road)
6	Develop local ranking system to prioritize multi-modal transportation projects
7	Develop transportation plans to address congestion on roads with moderate to severe road capacity deficiencies
8	Explore opportunities to enhance JCC telecommunications infrastructure through partnerships with WJCC schools and other partners

DRAFT Goal #3: Expanding and Diversifying Local Economy

James City County will support the expansion and diversification of the local economy by providing the regulatory framework to support business development, by undertaking economic development marketing and recruitment efforts, and by fostering the development and expansion of businesses.

Established Direction:

James City County has adopted formal plans and strategies to expand the local economic base. In 2008, the County led an effort to develop a Business Climate Task Force Report which outlined specific actions for advancing economic development efforts. The recently adopted Comprehensive Plan sets out several strategies to support local businesses and recruitment efforts, including working with the College of William and Mary's Office of Economic Development and the Thomas Nelson Community Workforce Development Center to support business attraction and expansion.

The County has also partnered with the City of Williamsburg and York County to develop plans to guide regional economic development efforts, including the report on Economic Diversification in America's Historic Triangle, and most recently the initiation of the Target Industry Analysis Report.

DRAFT Strategies/Actions:

#	Strategy/Action
9	Update JCC Business Climate Task Force Report
10	Evaluate opportunities to implement Target Industries Analysis Report (currently under development)
11	Identify opportunities to prepare shovel ready sites for industrial and business development, with preference for locations in the Primary Service Area
12	Develop formal policies for guiding and managing expansion of the Primary Services Area
13	Explore mechanisms to promote an appropriate balance between residential and non-residential development, including the study of the amount and characteristics of land available for commercial/industrial development
14	Review JCC ordinances, fees, and procedures to identify opportunities for removing barriers or providing incentives for small businesses, home-based businesses, and other entrepreneurial efforts
15	Identify opportunities to remove barriers and provide incentives within the JCC Zoning Ordinance for business and industrial park development
16	Coordinate with Greater Williamsburg regional tourism marketing and economic development initiatives.

DRAFT Goal #4: Protected Community Character[2] and an Enhanced Built Environment

James City County's unique historic assets, natural environment, rural character, hometown feel, and attractive developments will be protected and maintained over time. Community corridors and older developed centers and neighborhoods will be enhanced and revitalized.

Established Direction:

Protecting community character is a priority for citizens in James City County. The Comprehensive Plan supports this objective through policies that guide the location, pattern, and design of new development. The County uses several tools to manage growth: the Primary Services Area, the Future Land Use Map and related policies, development and environmental regulations, Resource Protection Areas, and the Community Appearance Guide. The Comprehensive Plan also sets out strategies for advancing protection of historic resources, natural assets and open space, and for improving the visual character and livability of the community.

Draft Strategies/Actions:

#	Strategy/Action
17	Update the JCC Zoning Ordinance to remove barriers, include incentives, or new regulations that are recommended in the 2035 Comprehensive Plan
18	Update the Community Appearance Guide and evaluate the need to have the guide enforced via the Zoning Ordinance
19	Monitor implementation of the JCC Zoning Ordinance to ensure consistency between densities and intensities of development recommended by the 2035 Comprehensive Plan, particularly for corridors where future development and necessary road improvements could have a detrimental effect on visual character
20	Explore opportunities for improving visual character along major road corridors by addressing billboards, undergrounding utilities, and gateway design treatments
21	Explore opportunities to promote private redevelopment and rehabilitation of abandoned and underutilized properties
22	Develop priority list for nominating eligible properties for state and Federal historic registers
23	Track and inventory cultural and historic sites and work with landowners to secure historic designations
24	Manage program of voluntary conservation easement to preserve open spaces and protect sensitive natural resources
25	Update mandatory tree protection methods required during construction of developments and develop natural landscaping policies for County properties
26	Develop a local green infrastructure map and strategy for protection in coordination with Hampton Roads Planning District Commission

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[2] Community character is the sum of all the attributes and assets that make a community unique, and that establish a sense of place for its residents. James City County's community character is the sum of its historic and cultural assets, public and performing arts, natural environment and open spaces, rural areas, attractive residential neighborhoods, and small town sense of place.

Draft Goal #5: Exceptional Public Services

James City County will provide an exceptional quality of life to its residents by focusing on the provision of public services that meet the need of a changing population. The County will do this by maintaining a safe environment for its residents, improving services to the County's aging population, enhancing parks and recreational offerings, supporting strategies to facilitate the development of affordable workforce housing[3], and providing effective assistance to the County's underserved populations.

Established Direction:

The James City County 2035 Comprehensive Plan sets out level of serve standards for public facilities and services, including fire, police, emergency management services (EMS), and parks and recreation. These standards are used to identify additional staff, facilities, and/or programs needed to serve the County's residents. Those facilities and services are then put into the County's budget, when appropriate, to allocate funding for the new service or capital facility.

The County has many plans and studies that provide policy guidance with respect to public services, parks and recreation, and affordable workforce housing. The Parks and Recreation Master Plan and Greenways Master Plan are somewhat dated, and likely in need of updating to better prioritize the current infrastructure projects being considered.

The BOS adopted a formal Housing Opportunities Policy in 2012 that sets out specific standards for requiring construction of affordable workforce housing as part of new developments. A recent study of affordable workforce housing needs was also conducted for JCC. Several of the County's economic development plans include strategies to provide affordable workforce housing within JCC to provide more housing options to local workers, and workers being recruited to the region.

Draft Strategies/Actions:

#	Strategy/Action
27	Identify critical and growing public safety service areas, and identify strategies to improve these services, and set out action plans to implement the strategies
28	Update the Parks and Recreation Master Plan, and as part of this effort assess recreational interests of County youth and seniors, identify priorities for new parks and recreational facilities and relative funding strategies, and explore partnership models for providing these facilities and services
29	Update the Greenways Master Plan
30	Establish a workforce housing task force to make policy recommendations for workforce housing targets (income targets, amount of workforce housing needed, etc.) and evaluate opportunities for increasing the local supply of affordable workforce housing
31	Evaluate opportunities to revise the JCC Zoning Ordinance to remove barriers, and create incentives for affordable workforce housing in appropriate locations

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[3] Here workforce housing uses the same definition set out in the Housing Opportunities Policy adopted by the JCC BOS on November 7, 2012. Workforce housing is defined as "housing available at a sales price or rental amount that does not exceed 30 percent of the total monthly income of households earning between 80 percent and 120 percent of the area median income as determined by the U.S. Department of Housing and Urban Development.

#	Strategy/Action
32	Collaborate with local housing partners organizations that serve special needs populations to support affordable housing strategies
33	Collaborate with WATA to support development of transportation services and programs for seniors and workers
34	Collaborate with local senior service agencies to develop a strategic plan for seniors
35	Collaborate with local social and medical services agencies to reduce redundancies, and identify gaps in programs for area homeless and lower income populations, especially relating to health, housing, and job placement

DRAFT Goal #6: High Quality Education

James City County will support high quality education by focusing primarily on its core fiscal responsibility of funding high quality public schools through joint facility planning efforts with WJCC, and by collaborating on opportunities to support other education efforts in the County.

Established Direction:

James City County allocates and provides the majority of funding for the WJCC School system. The School Division sets school policies and curricula, develops educational programs, and manages school facilities and construction projects. James City County supports the WJCC School Division in achieving the goals and strategies set out in the Williamsburg-James City County Public Schools Five Year Strategic Plan. In addition, the County sets out strategies in the newly adopted County Comprehensive Plan to partner with WJCC to offer joint programming for health and wellness.

Related to workforce development, the Comprehensive Plan includes policies to foster the development, training/retraining, diversification, and retention of James City County's workforce by supporting collaboration with public and private entities, William and Mary, and Thomas Nelson Community College.

Draft Strategies/Actions:

#	Strategy/Action
35.	Collaborate with WJCC Schools to identify ways the County can support implementation of the WJCC Schools Strategic Plan. This could include development of a JCC-WJCC liaison group to examine ongoing education needs and constraints related to funding.
36.	Support initiatives that develop a broadly functioning workforce to sustain and enhance the local economy and promote self-sufficiency, including collaborative regional efforts to expanding learning opportunities, such as the New Horizons facility
37.	Collaborate with public and private entities, the College of William and Mary, Thomas Nelson Community College, the Williamsburg Area Learning Tree, the Virginia Employment Commission, and other relevant partners to plan for workforce development and training needs for existing and emerging businesses.
38.	Collaborate with Child Development Resources to implement Virginia's Plan for Smart Beginnings.

DRAFT Goal #7: Fiscally Efficient Government

The County will manage government finances using sound fiscal management practices to ensure short-term and long-term funding strategies for future investments. These investments will be funded using sustainable approaches that will maintain the fiscal health of the County.

Established Direction:

The Board of Supervisors has established multiple policies that guide decisions regarding the management of County revenues, expenditures, and debt. The County's Comprehensive Plan includes a policy to construct new public facilities in a manner that facilitates future expansion and promotes maximum utility of resources. It also sets out a policy to identify alternative sources of financing/funding for projects, including public private partnerships, proffers, and grants.

DRAFT Strategies/Actions:

#	Strategy/Action
39.	Evaluate an adjustment to the Capital Improvement Plan (CIP) process to move from a 5-year to a longer-term timeframe to better align with long range planning for infrastructure improvements
40.	Develop a fiscal impact model to test the projected rate of return on future capital investments and assist with determining capital improvement priorities

APPENDICES

APPENDIX 1: PROCESS FOR DEVELOPING GOALS AND IMPLEMENTATION STRATEGIES

APPENDIX 2: SUPPLEMENTARY INFORMATION FOR DRAFT GOALS AND IMPLEMENTATION STRATEGIES

APPENDIX 1: PROCESS FOR DEVELOPING GOALS AND IMPLEMENTATION STRATEGIES

The following steps describe the approach taken to develop the priority goals and implementation strategies to be included in the JCC 2035 Strategic Plan:

Step 1: TAG Implementation Feasibility Exercise (completed)

Step 2: SPAG Priority Rating and Ranking Exercises (completed)

Step 3: BOS Priority Rating and Ranking Exercises (completed)

Step 4: SPAG and TAG Review of Draft Goals and Strategies (completed)

Step 5: Public Evaluation of Draft Goals and Implementation Strategies (completed)

Step 6: SPAG and TAG Review of Final Draft Goals and Strategies (completed)

Step 7: BOS Review and Confirmation of Draft Goals and Strategies (to be completed)

The Project Team used the input from the above steps to generate draft goals and implementation strategies for review by the Project Leadership and the Public. The goals were identified by analyzing the highest priorities as identified by the BOS and the SPAG, and were further refined in Steps 4-6.

Steps to Develop Priority Goals and Implementation Strategies

Step 1: TAG Implementation Feasibility Exercise

At the January 11 TAG meeting, members rated the feasibility of implementing the Strategic Planning Themes that were identified in the Phase 1 Foundations Report. The results of this input are shown on the presentation board shown on the next page.
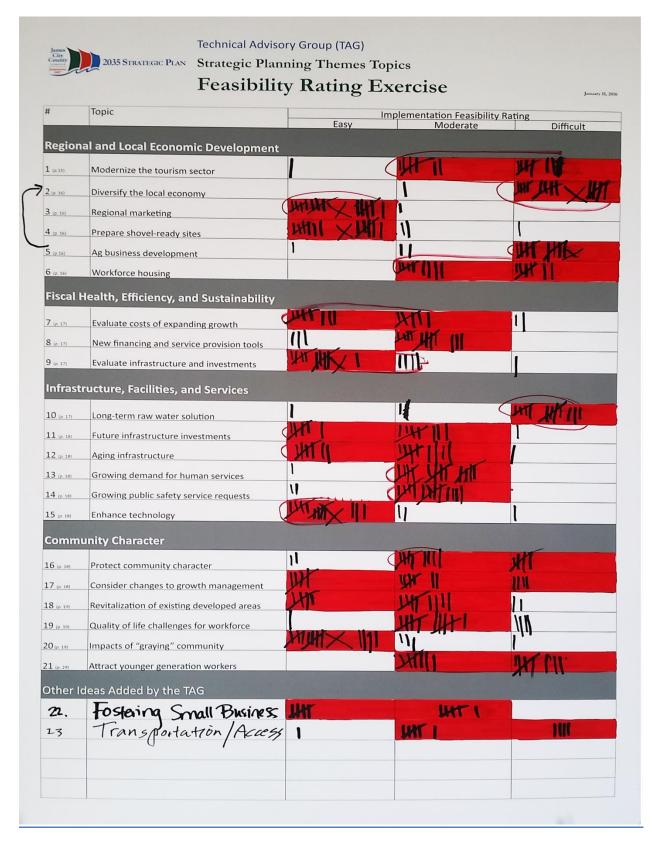
Using individual score sheets, each TAG member identified if a Strategic Planning Theme was relatively easy, moderate, or difficult to implement in comparison to all the other themes. They also added additional Strategic Planning Themes (fostering small business and transportation / access) to the list of rated themes.

The results shown to the right summarize the input provided by the TAG members, and provide some guidance to the Project Team and other Project Leaders regarding the ease of implementation for each topic, and are summarized in the table at the end of this section.

The TAG also discussed several related items:

- Expanding community character to include the natural environment
- Whether workforce housing should be a topic discussed given the nature of the County's role with respect to developing housing
- Merging human services and public safety topics as they are related
- Evaluation of the Primary Services Area will be dependent upon geographic area being assessed, and that a policy is needed to address this
- Broaden technology theme to include more than just fiber optics
- Agricultural business development should be a subset of diversifying the local economy theme
- Need to clarify the County's role being set out in the Strategic Plan - will it only undertake actions for which it plays a direct role, or will it include actions that require the County to be a convener/leader but ultimately doesn't have direct control

TAG Implementation Feasibility Rating Exercise Results

Step 2: SPAG Priority Rating and Ranking Exercise

At the January 11 SPAG meeting, members rated and ranked the priorities among the Strategic Planning Themes. The results of this input are shown on the presentation board on the next page.

SPAG members discussed and identified additional themes to add to the master list (education, workforce development, transportation, and corridor appearance). They then recorded on their individual score sheets their priority ratings of the themes (low, medium, and high), and then individually ranked the top five themes from the full list.

The top 10 priority themes identified include:

1. Education
2. Future infrastructure investments
3. Long-term water solution
4. Diversify the local economy
5. Enhance community character
6. Revitalization of existing developed areas
7. Enhance technology
8. Workforce development
9. Attract younger generation workers & Transportation (tie for #9)
10. Regional marketing & Impacts of "Graying" community (tie for #10)

The SPAG also discussed several related items:

- Regional cooperation may be important given the GOVA Regional Cooperation initiative
- The Strategic Plan should clearly define the County's role with respect to revitalization of existing developed areas, particularly creating an environment that will foster investment.
- Need to be clear about workforce housing theme is focused on housing for workers, not subsidized housing. Also need to consider housing for millennials and seniors. Clarify the County's role as providing the environment that fosters other entities to develop affordable workforce housing.
- Community character should be defined as including green space, sense of place, and a quality built environment.
- Strategic Plan should focus on "What the County does best" – provision of infrastructure.

SPAG Priority Rating Exercise Results

Strategic Planning Advisory Group (SPAG)
James City County 2035 Strategic Plan
Strategic Planning Themes Topics

Priority Rating Exercise

January 11, 2016

#	Topic	Implementation Priority Rating		
		Low	Medium	High
Regional and Local Economic Development				
1 (p.15)	Modernize the tourism sector			✳
2 (p.16)	Diversify the local economy 4			✳✳
3 (p.16)	Regional marketing 10			✳
4 (p.16)	Prepare shovel-ready sites		✳	
5 (p.16)	Ag business development	✳		
6 (p.16)	Workforce housing		✳	
Fiscal Health, Efficiency, and Sustainability				
7 (p.17)	Evaluate costs of expanding growth			✳
8 (p.17)	New financing and service provision tools		✳	
9 (p.17)	Evaluate infrastructure and investments			✳
Infrastructure, Facilities, and Services				
10 (p.17)	Long-term raw water solution 3			✳
11 (p.18)	Future infrastructure investments 2			✳
12 (p.18)	Aging infrastructure			✳
13 (p.18)	Growing demand for human services		✳	
14 (p.18)	Growing public safety service requests			✳
15 (p.18)	Enhance technology 7			✳
Community Character				
16 (p.18)	Enhance ~~Protect~~ community character 5			✳
17 (p.18)	Consider changes to growth management		✳	
18 (p.19)	Revitalization of existing developed areas 6		✳	
19 (p.19)	Quality of life challenges for workforce		✳	
20 (p.19)	Impacts of "graying" community 10			✳
21 (p.29)	Attract younger generation workers 9			✳
Other Ideas Added by the SPAG				
22	Education 1			✳
23	8 Workforce Develop			✳
24	Transportat· 9		✳	
25	Corridor appearance			✳

Step 3: BOS Priority Rating and Ranking Exercise

At the February 9 BOS meeting, members rated and ranked the priorities among the Strategic Planning Themes using the same methods that the SPAG used in Step 2. The results of this input are shown on the presentation board on the following page.
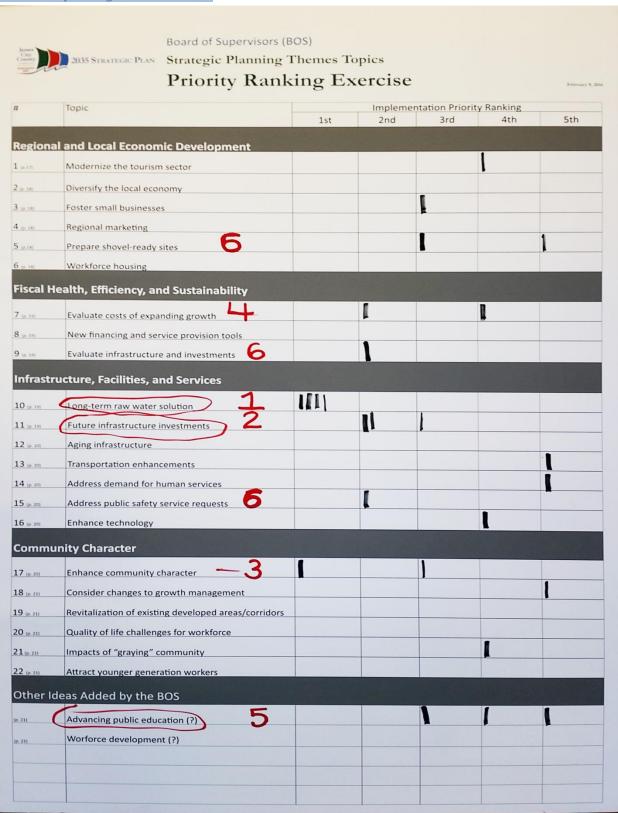
The top 7 priority themes identified include:

1. Long term raw water solution
2. Future infrastructure investments
3. Protect community character
4. Evaluate costs of expanding growth
5. Advancing public education
6. Prepare shovel-ready sites / Growing public safety service requests / Evaluate infrastructure investments

The BOS discussed items related to goal priorities:

- Education is an important factor for the community's success and is the largest funded item in the County's budget. While the Williamsburg-James City County School Division is ultimately the decider of policy and programs for public schools, the County does play a role as the funder of public schools, and should address this topic in the Strategic Plan by drawing attention to its importance.
- Modernizing tourism should focus on peripheral enhancement and marketing, not direct public investments in tourism uses.
- Many of the Strategic Planning Themes are "synergistic" drivers that have an impact on other topics.
- Strategic Plan needs to balance the needs of the graying community and education – and look at these as opportunities.
- Water is a critical challenge that affects almost all other topics.
- The Strategic Planning Theme should read "Protect" Community Character, not "Enhance" and the plan should define what "Protect" means.
- BOS ideas for how to describe community character include: historic assets, small town feel, rural character, hometown feel, "Town and Country" divide, waterways, safety and security, and attractiveness of County.
- Past economic efforts focused on industries that resulted in high capital and low numbers of new employees and weren't big population generators – one way to protect community character and control growth.

BOS Priority Rating Exercise Results

Board of Supervisors (BOS)
2035 STRATEGIC PLAN **Strategic Planning Themes Topics**

Priority Ranking Exercise

February 9, 2016

#	Topic	1st	2nd	3rd	4th	5th
Regional and Local Economic Development						
1 (p. 17)	Modernize the tourism sector				I	
2 (p. 18)	Diversify the local economy					
3 (p. 18)	Foster small businesses		I			
4 (p. 18)	Regional marketing					
5 (p. 18)	Prepare shovel-ready sites **6**			I		I
6 (p. 18)	Workforce housing					
Fiscal Health, Efficiency, and Sustainability						
7 (p. 19)	Evaluate costs of expanding growth **4**		I		I	
8 (p. 19)	New financing and service provision tools					
9 (p. 19)	Evaluate infrastructure and investments **6**	I				
Infrastructure, Facilities, and Services						
10 (p. 19)	Long-term raw water solution **1**	IIII				
11 (p. 19)	Future infrastructure investments **2**		II	I		
12 (p. 20)	Aging infrastructure					
13 (p. 20)	Transportation enhancements					I
14 (p. 20)	Address demand for human services					I
15 (p. 20)	Address public safety service requests **6**		I			
16 (p. 20)	Enhance technology				I	
Community Character						
17 (p. 20)	Enhance community character **3**	I		I		
18 (p. 21)	Consider changes to growth management					I
19 (p. 21)	Revitalization of existing developed areas/corridors					
20 (p. 21)	Quality of life challenges for workforce					
21 (p. 21)	Impacts of "graying" community				I	
22 (p. 21)	Attract younger generation workers					
Other Ideas Added by the BOS						
(p. 21)	Advancing public education (?) **5**	I			I	I
(p. 21)	Worforce development (?)					

Summary of Leadership Exercise Findings

Analysis of the exercises conducted by the TAG, SPAG, and BOS revealed the following findings:

1. **The BOS and the SPAG were aligned on several of the highest priority strategic planning themes, but not aligned on the ranking of priorities for all the themes.** Generally speaking, the SPAG focused on themes that would support advancement of the local economy, including quality of life initiatives and education. The Board of Supervisors focused more on infrastructure needs and ways the County can use peripheral enhancements to encourage redevelopment, business development and expansion, as well as protection of community character.

Priority #	BOS Priorities	SPAG Priorities
1	Long-term raw water solution	Advancing Education
2	Future infrastructure investments	Future infrastructure investments
3	Enhance community character	Long-term water solution
4	Advancing public education / Evaluating costs of expanding growth	Diversify the local economy
5	Prepare shovel-ready sites / Evaluate infrastructure and investments / Growing public safety service requests	Enhance community character
6	Foster small businesses	Revitalization of existing developed areas and corridors
7	Modernize the tourism sector / Enhance technology / Impacts of "Graying" Community	Enhance technology
8		Attract younger generation workers Transportation
9		Regional marketing Impacts of graying community

2. **Several of the highest priority strategic planning themes were also identified as the most difficult to implement.** Securing a long-term water solution, protecting community character, and diversifying the local economy were rated as moderately difficult or difficult to implement. Infrastructure related topics were rated as easier or moderately easy: future infrastructure investments, preparing shovel-ready sites, revitalization of existing/developed areas and corridors, and enhancing technology.

3. **Even though JCC doesn't have direct control, education is a priority.** The County plays a lead role in funding the WJCC School Division. And both the SPAG and BOS identified public education a top priority, even though the County's role in advancing education is not direct.

4. **The Strategic Plan will need to identify Need to clarify plan actions that are direct and indirect.** Direct plan actions describe those that the County plays a direct role in implementing, such as the development of parks and recreational services. Indirect actions describe those that the County will play a leadership or advocacy role, such as improving public schools.

Summary of BOS, SPAG, TAG Ranking and Rating Scores

At the January 11 (SPAG) and February 7 (BOS) meetings, each SPAG and BOS member individually rated each Strategic Planning Theme using a scale of low, medium, and high priority, and then ranked the themes to identify the top five priorities. The TAG members individually rated each theme using a scale of easy, moderate, difficult to describe the feasibility of implementation for each theme.

The Project Team documented these rankings and ratings. The Project Team assigned a weighting factor to each ranking (SPAG and BOS members' top five priorities) as set out in Table 4.1 below and calculated the sum of the scores for each theme. An example of this calculation is shown in Table 4.2.

The summed scores appear in Table 4.3 on the next page. The summed ranking scores were also compared to the ratings (low, medium, and high priority) as a cross-check on the ranked priorities.

Steps for Scoring Priority Rankings

1. Document the tally for the ratings and all the weighted scores for the rankings (SPAG & BOS).
2. Sum the ratings and the weighted scores for the rankings for each theme (Ex. in Table 4.3).
3. Sort by summed ranking scores to identify top priorities, and compare with the ratings as a cross-check.

Table 4.1: Weighted Scoring for Priority Rankings

Priority Ranking	Weighted Score
1st	5
2nd	4
3rd	3
4th	2
5th	1

Table 4.2: Example Scoring for a Strategic Planning Theme

Ranking	1st	2nd	3rd	4th	5th	Weighted Score Summary
BOS Assignments	1	2	0	1	1	
Weighted Score	5	8	0	2	1	**16**

Table 4.3: BOS and SPAG Weighted Ranking Scores, and TAG Rating Scores

Strategic Planning Theme Topic	BOS Priority Ranking (0-20 range)	SPAG Priority Ranking (0-37 range)	TAG Implementation Feasibility (Easy, Moderate, Difficult)
Regional and Economic Development			
Modernize the tourism sector	2	4	Moderate – Difficult
Diversify the local economy	0	25	Difficult
Foster small businesses	3	--	Easy - Moderate
Regional marketing	0	5	Easy
Prepare shovel-ready sites	4	0	Easy
Workforce housing	0	1	Moderate - Difficult
Fiscal Health, Efficiency, and Sustainability			
Evaluate costs of expanding growth	6	4	Easy – Moderate
New financing and service provision tools	0	0	Moderate
Evaluate infrastructure and investments	4	0	Easy-Moderate
Infrastructure, Facilities, and Services			
Advancing public education	6	37	--
Long-term raw water solution	20	28	Difficult
Future infrastructure investments	11	36	Easy – Moderate
Aging infrastructure	0	3	Easy – Moderate
Transportation enhancements	1	7	Moderate – Difficult
Growing demand for human services	1	3	Moderate
Growing public safety service requests	4	0	Moderate
Enhance technology	2	9	Easy
Community Character			
Protect community character	8	16	Moderate - Difficult
Consider changes to growth management	1	1	Easy – Difficult
Revitalization of existing developed areas	0	10	Easy – Moderate
Quality of life challenges for workforce	0	0	Moderate – Difficult
Impacts of "graying" community	2	5	Easy
Attract younger generation workers	0	7	Moderate - Difficult

Step 4: SPAG and TAG Review of Draft Goals and Strategies

See the summary of meetings via the project website at the following link… http://tinyurl.com/hmrh2lp

Step 5: Public Evaluation of Draft Goals and Implementation Strategies

See Report on Public Open Houses dated May 11, 2016 via the project website at this link…..
http://tinyurl.com/hlgop3p

Step 6: SPAG and TAG Review of Final Draft Goals and Strategies

See the summary of meetings via the project website at the following link… http://tinyurl.com/hujc3zw

Step 7: BOS Review and Confirmation of Draft Goals and Strategies (to be completed)

[to be inserted]

APPENDIX 2: SUPPLEMENTARY INFORMATION FOR DRAFT GOALS AND IMPLEMENTATION STRATEGIES

This section provides supplementary information on each of the seven draft goals and the corresponding implementation strategies.

Strategic Plan Leadership Rankings

Related Strategic Planning Theme Leadership Rankings are listed for each of the seven goals on the following pages. These rankings summarize the input provided by the BOS, SPAG, and TAG early in Phase 2 (Steps 1-3 for developing plan goals and strategies). The BOS and SPAG identified priority draft goals, and TAG identified the relative difficulty of implementation of each goal. This information is pulled from the input set out in Appendix 1: *Process for Developing Goals*.

Type of Implementation Strategy

The draft implementation strategies are set out in two categories:

1. **Management** strategies/actions that describe ways the County can have a direct impact on achieving the goals through capital investments, public services, and county programs. These describe actions that can be taken directly by County staff once approved by the Board of Supervisors.

2. **Policy Leadership** strategies/actions require BOS leadership on policy topics for which James City County does not take a direct role in policy making and that require partnership efforts with other jurisdictions or agencies and the State.

Identifying Whether An Implementation Strategy Will Require Planning and/or Funding

The following goal sections also identify which strategies require additional planning efforts, and which will likely require additional funding to implement. Any ongoing activities undertaken by the County that are expected to continue are not included here. The purpose of this list is to identify new strategies for the County to undertake in the future.

Public Input on Implementation Strategies

The draft goals and implementation strategies were the focus for discussion at the March 30, 2016 Public Open House meetings. Generally speaking, the public input suggested that there was broad support for six of the seven draft goals. The goal that did not receive broad support focused on supporting lifelong learning opportunities. This goal was modified to focus instead on education, particularly collaboration with WJCC to support its vision and goals, and to work with regional partners to identify opportunities to expand workforce development. The top 20 implementation strategies identified by Public Open House participants are also noted in the following information. See the Phase 2: Public Open Houses Report on the project website www.jccstrategy2035.org for more information on the public's support for and reactions to the draft goals and implementation strategies.

DRAFT Goal #1: Sustainable Long-Term Water Supply

James City County will provide an adequate, potable, long-term water supply that is financially sustainable for the County's current and future residents and businesses.[4]

Related Strategic Planning Theme Leadership Rankings

Related Strategic Planning Theme	BOS Priority Ranking (0-20 range, 20 is highest priority)	SPAG Priority Ranking (0-37 range, 37 is highest priority)	TAG Implementation Feasibility
Long-Term Raw Water Solution	20	28	Difficult

DRAFT Strategies/Actions:

#	Strategy/Action	Ranked in Top 20 by Public Open House Participants	Management Strategy/Action	Leadership Strategy/Action	Requires Development of a Plan	Requires Funding
1	JCSA exploration of alternatives for securing a long-term potable water source, and development of water conservation plans for County residents and businesses to properly manage the future water supply	●	●	●	●	●

DRAFT Specific Actions, Timelines for Action, Desired Outcomes and Measures of Success

To be completed as part of Phase 3: Implementation and Phase 4: Reporting.

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[4] This goal is intended to address the Virginia Department of Environmental Quality's intent to reduce JCSA's groundwater withdrawal permit to a lower level than required to meet current (2015) demand, as well as future projections for water supply needs.

DRAFT Goal #2: Modern Infrastructure, Facilities, and Technology Systems

The County will undertake strategic investments to modernize infrastructure, community facilities, public education, and technology to enhance the quality of life provided to its residents, address the changing needs of its aging population, and improve the prospects for growing and new businesses. These investments will be funded using sustainable approaches that will maintain the fiscal health of the County.

Related Strategic Planning Theme Leadership Rankings

Related Strategic Planning Theme	BOS Priority Ranking (0-20 range, 20 is highest priority)	SPAG Priority Ranking (0-37 range, 37 is highest priority)	TAG Implementation Feasibility
Future Infrastructure Investments	11	36	Easy - Moderate
Advance Education	6	37	N/A
Enhance Technology	2	9	Easy
Evaluate Fiscal Impacts of Infrastructure and Investments	4	0	Easy - Moderate
Impacts of Graying Community	2	5	Easy
Transportation Enhancements	1	7	Moderate - Difficult
Aging Infrastructure	0	3	Easy - Moderate

DRAFT Strategies/Actions:

#	Strategy/Action	Ranked in Top 20 by Public Open House Participants	Management Strategy/Action	Leadership Strategy/Action	Requires Development of a Plan	Requires Funding
2	Develop a comprehensive, long-range, public facilities master plan in coordination with WJCC Schools	●	●	●	●	●
3	Undertake preventative maintenance projects for existing JCC facilities as defined in the Facility Condition Assessment Report	●	●			●
4	Undertake new studies and projects to implement JCC Stormwater Management Plans	●	●		●	●
5	Determine priorities and undertake implementation of transportation studies for major corridors (Longhill, Skiff's Creek, Relocated Route 60 / Route 60 Multimodal, Croaker Road)		●			●
6	Develop local ranking system to prioritize multi-modal transportation projects		●			
7	Develop transportation plans to address congestion on roads with moderate to severe road capacity deficiencies	●	●		●	●
8	Explore opportunities to enhance JCC telecommunications infrastructure through partnerships with WJCC schools and other partners		●	●		

DRAFT Specific Actions, Timelines for Action, Desired Outcomes and Measures of Success

To be completed as part of Phase 3: Implementation and Phase 4: Reporting.

DRAFT Goal #3: Expanding and Diversifying Local Economy

James City County will support the expansion and diversification of the local economy by providing the regulatory framework to support business development, by undertaking economic development marketing and recruitment efforts, and by fostering the development and expansion of businesses.

Related Strategic Planning Theme Leadership Rankings

Related Strategic Planning Theme	BOS Priority Ranking (0-20 range, 20 is highest priority)	SPAG Priority Ranking (0-37 range, 37 is highest priority)	TAG Implementation Feasibility
Diversify the Local Economy	0	25	Difficult
Prepare Shovel Ready Sites	4	0	Easy
Foster Small Businesses	3	N/A	Easy - Moderate
Modernize the Tourism Sector	2	4	Moderate - Difficult
Attract Younger Generation Workers	0	7	Moderate – Difficult
Carefully Consider Changes to Growth Management	1	1	Moderate

DRAFT Strategies/Actions:

#	Strategy/Action	Ranked in Top 20 by Public Open House Participants	Management Strategy/Action	Leadership Strategy/Action	Requires Development of a Plan	Requires Funding
9	Update JCC Business Climate Task Force Report		●		●	●
10	Evaluate opportunities to implement Target Industries Analysis Report (currently under development)		●	●		
11	Identify opportunities to prepare shovel ready sites for industrial and business development, with preference for locations in the Primary Service Area	●	●		●	●
12	Develop formal policies for guiding and managing expansion of the Primary Services Area	●	●			
13	Explore mechanisms to promote an appropriate balance between residential and non-residential development, including the study of the amount and characteristics of land available for commercial/industrial development	●	●			
14	Review JCC ordinances, fees, and procedures to identify opportunities for removing barriers or providing incentives for small businesses, home-based businesses, and other entrepreneurial efforts	●	●			●
15	Identify opportunities to remove barriers and provide incentives within the JCC Zoning Ordinance for business and industrial park development		●			●
16	Coordinate with Greater Williamsburg regional tourism marketing and economic development initiatives.		●	●		●

DRAFT Specific Actions, Timelines for Action, Desired Outcomes and Measures of Success

To be completed as part of Phase 3: Implementation and Phase 4: Reporting.

DRAFT Goal #4: Protected Community Character[5] and an Enhanced Built Environment

James City County's unique historic assets, natural environment, rural character, hometown feel, and attractive developments will be protected and maintained over time. Community corridors and older developed centers and neighborhoods will be enhanced and revitalized.

Related Strategic Planning Theme Leadership Rankings

Related Strategic Planning Theme	BOS Priority Ranking (0-20 range, 20 is highest priority)	SPAG Priority Ranking (0-37 range, 37 is highest priority)	TAG Implementation Feasibility
Protect Community Character	8	16	Moderate – Difficult
Revitalization of Existing Developed Areas and Corridors	0	10	Moderate – Difficult

Draft Strategies/Actions:

#	Strategy/Action	Ranked in Top 20 by Public Open House Participants	Management Strategy/Action	Leadership Strategy/Action	Requires Development of a Plan	Requires Funding
17	Update the JCC Zoning Ordinance to remove barriers, include incentives, or new regulations that are recommended in the 2035 Comprehensive Plan		●			●
18	Update the Community Appearance Guide and evaluate the need to have the guide enforced via the Zoning Ordinance		●			●
19	Monitor implementation of the JCC Zoning Ordinance to ensure consistency between densities and intensities of development recommended by the 2035 Comprehensive Plan, particularly for corridors where future development and necessary road improvements could have a detrimental effect on visual character	●	●			
20	Explore opportunities for improving visual character along major road corridors by addressing billboards, undergrounding utilities, and gateway design treatments	●	●			
21	Explore opportunities to promote private redevelopment and rehabilitation of abandoned and underutilized properties	●	●			
22	Develop priority list for nominating eligible properties for state and Federal historic registers		●			
23	Track and inventory cultural and historic sites and work with landowners to secure historic designations	●	●			
24	Manage program of voluntary conservation easement to preserve open spaces and protect sensitive natural resources		●			●

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[5] Community character is the sum of all the attributes and assets that make a community unique, and that establish a sense of place for its residents. James City County's community character is the sum of its historic and cultural assets, public and performing arts, natural environment and open spaces, rural areas, attractive residential neighborhoods, and small town sense of place.

#	Strategy/Action	Ranked in Top 20 by Public Open House Participants	Management Strategy/Action	Leadership Strategy/Action	Requires Development of a Plan	Requires Funding
25	Update mandatory tree protection methods required during construction of developments and develop natural landscaping policies for County properties		●			
26	Develop a local green infrastructure map and strategy for protection in coordination with Hampton Roads Planning District Commission		●	●		

DRAFT Specific Actions, Timelines for Action, Desired Outcomes and Measures of Success

To be completed as part of Phase 3: Implementation and Phase 4: Reporting.

Draft Goal #5: Exceptional Public Services

James City County will provide an exceptional quality of life to its residents by focusing on the provision of public services that meet the need of a changing population. The County will do this by maintaining a safe environment for its residents, improving services to the County's aging population, enhancing parks and recreational offerings, supporting strategies to facilitate the development of affordable workforce housing[6], and providing effective assistance to the County's underserved populations.

Related Strategic Planning Theme Leadership Rankings

Related Strategic Planning Theme	BOS Priority Ranking (0-20 range, 20 is highest priority)	SPAG Priority Ranking (0-37 range, 37 is highest priority)	TAG Implementation Feasibility
Growing Demand for Human Services	1	3	Moderate
Growing Public Safety Service Requests	4	0	Moderate
Quality of Life Challenges for the Workforce	0	0	Moderate-Difficult
Impacts of "Graying" Community	2	5	Easy
Attract Younger Generation Workers	0	7	Moderate-Difficult

Draft Strategies/Actions:

#	Strategy/Action	Ranked in Top 20 by Public Open House Participants	Management Strategy/Action	Leadership Strategy/Action	Requires Development of a Plan	Requires Funding
27	Identify critical and growing public safety service areas, and identify strategies to improve these services, and set out action plans to implement the strategies	●	●		●	●
28	Update the Parks and Recreation Master Plan, and as part of this effort assess recreational interests of County youth and seniors, identify priorities for new parks and recreational facilities and relative funding strategies, and explore partnership models for providing these facilities and services		●		●	●
29	Update the Greenways Master Plan		●		●	●
30	Establish a workforce housing task force to make policy recommendations for workforce housing targets (income targets, amount of workforce housing needed, etc.) and evaluate opportunities for increasing the local supply of affordable workforce housing	●	●		●	
31	Evaluate opportunities to revise the JCC Zoning Ordinance to remove barriers, and create incentives for affordable workforce housing in appropriate locations	●	●			●

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[6] Here workforce housing uses the same definition set out in the Housing Opportunities Policy adopted by the JCC BOS on November 7, 2012. Workforce housing is defined as "housing available at a sales price or rental amount that does not exceed 30 percent of the total monthly income of households earning between 80 percent and 120 percent of the area median income as determined by the U.S. Department of Housing and Urban Development.

#	Strategy/Action	Ranked in Top 20 by Public Open House Participants	Management Strategy/Action	Leadership Strategy/Action	Requires Development of a Plan	Requires Funding
32	Collaborate with local housing partners organizations that serve special needs populations to support affordable housing strategies	●	●	●		
33	Collaborate with WATA to support development of transportation services and programs for seniors and workers		●	●		
34	Collaborate with local senior service agencies to develop a strategic plan for seniors		●	●	●	●
35	Collaborate with local social and medical services agencies to reduce redundancies, and identify gaps in programs for area homeless and lower income populations, especially relating to health, housing, and job placement		●	●		

DRAFT Specific Actions, Timelines for Action, Desired Outcomes and Measures of Success

To be completed as part of Phase 3: Implementation and Phase 4: Reporting.

DRAFT Goal #6: High Quality Education

James City County will support high quality education by focusing primarily on its core fiscal responsibility of funding high quality public schools through joint facility planning efforts with WJCC, and by collaborating on opportunities to support other education efforts in the County.

Related Strategic Planning Theme Leadership Rankings

Related Strategic Planning Theme	BOS Priority Ranking (0-20 range, 20 is highest priority)	SPAG Priority Ranking (0-37 range, 37 is highest priority)	TAG Implementation Feasibility
Advance Education	6	37	N/A
Workforce Development	0	8	N/A

Draft Strategies/Actions:

#	Strategy/Action	Ranked in Top 20 by Public Open House Participants	Management Strategy/Action	Leadership Strategy/Action	Requires Development of a Plan	Requires Funding
35.	Collaborate with WJCC Schools to identify ways the County can support implementation of the WJCC Schools Strategic Plan. This could include development of a JCC-WJCC liaison group to examine ongoing education needs and constraints related to funding.	●	●	●		●
36.	Support initiatives that develop a broadly functioning workforce to sustain and enhance the local economy and promote self-sufficiency, including collaborative regional efforts to expanding learning opportunities, such as the New Horizons facility.		●	●		●
37.	Collaborate with public and private entities, the College of William and Mary, Thomas Nelson Community College, the Williamsburg Area Learning Tree, the Virginia Employment Commission, and other relevant partners to plan for workforce development and training needs for existing and emerging businesses.		●	●		
38.	Collaborate with Child Development Resources to implement Virginia's Plan for Smart Beginnings.		●	●		

DRAFT Specific Actions, Timelines for Action, Desired Outcomes and Measures of Success

To be completed as part of Phase 3: Implementation and Phase 4: Reporting.

DRAFT Goal #7: Fiscally Efficient Government

The County will manage government finances using sound fiscal management practices to ensure short-term and long-term funding strategies for future investments. These investments will be funded using sustainable approaches that will maintain the fiscal health of the County.

Related Strategic Planning Theme Leadership Rankings

Related Strategic Planning Theme	BOS Priority Ranking (0-20 range, 20 is highest priority)	SPAG Priority Ranking (0-37 range, 37 is highest priority)	TAG Implementation Feasibility
Evaluate Fiscal Impacts of Infrastructure and Investments	4	0	Easy - Moderate
Evaluate Costs of Expanding Growth	6	4	Easy - Moderate
New Financing and Service Provision Tools	0	0	Moderate

DRAFT Strategies/Actions:

#	Strategy/Action	Ranked in Top 20 by Public Open House Participants	Management Strategy/Action	Leadership Strategy/Action	Requires Development of a Plan	Requires Funding
39.	Evaluate an adjustment to the Capital Improvement Plan (CIP) process to move from a 5-year to a longer-term timeframe to better align with long range planning for infrastructure improvements	●	●			
40.	Develop a fiscal impact model to test the projected rate of return on future capital investments and assist with determining capital improvement priorities	●	●			●

DRAFT Specific Actions, Timelines for Action, Desired Outcomes and Measures of Success

To be completed as part of Phase 3: Implementation and Phase 4: Reporting.

ITEM SUMMARY

DATE: 5/24/2016

TO: The Board of Supervisors

FROM: Adam R. Kinsman, County Attorney

SUBJECT: Consultation with legal counsel regarding specific legal matters requiring the provision of legal advice pursuant to Section 2.2-3711 (A)(7) of the Code of Virginia

REVIEWERS:

Department	Reviewer	Action	Date
Board Secretary	Fellows, Teresa	Approved	5/25/2016 - 12:40 PM

ITEM SUMMARY

DATE: 5/24/2016

TO: The Board of Supervisors

FROM: Teresa J. Fellows, Administrative Coordinator

SUBJECT: Closed Session Certification

REVIEWERS:

Department	Reviewer	Action	Date
Board Secretary	Fellows, Teresa	Approved	5/25/2016 - 12:42 PM

ITEM SUMMARY

DATE: 5/24/2016

TO: The Board of Supervisors

FROM: Teresa J. Fellows, Administrative Coordinator

SUBJECT: Adjourn until Regular Meeting

REVIEWERS:

Department	Reviewer	Action	Date
Board Secretary	Fellows, Teresa	Approved	5/17/2016 - 1:48 PM