



DRAFT
TOWN COUNCIL
Strategic Planning Workshop
Trinity UMC Fellowship Hall, 410 Tazewell Avenue
March 12, 2026
12:30 PM – 5:00 PM

CALL TO ORDER

Vice Mayor Andy Buchholz called the Town Council Work Session to order at approximately 12:30 p.m.

Chairman Bill Stramm called the Planning Commission Work Session to order.

ROLL CALL

Council members in attendance: Vice Mayor Buchholz, Councilmen Butta, Grossman and Newman, and Councilwoman Holloway. A quorum was established. Mayor Charney and Councilwoman Ashworth were not in attendance.

Planning Commissioners in attendance: Bill Stramm, Bill Ashworth, Alan Clark, Ian McDonald, Clayton Newman, and Libby Wright. A quorum was established. Jim Holloway was not in attendance.

Organization representatives in attendance: Gerry Taylor from Cape Charles Main Street, Mark Usry from Citizens for Central Park, Ed Wells from the Cape Charles Historic District Civic League.

Staff members in attendance: Town Manager Rick Keuroglan, Project Manager Bob Panek, Planning & Zoning Director Katie Nunez, Public Works Manager Ralph Bowen, Code Official Jeb Brady, Harbor Master Paula Davis, Assistant to the Town Manager Pam Endlein, Town Clerk Libby Hume, Human Resources Director Jodi Outland, Planning & Zoning Assistant Tracy Outten, Library Manager Sharon Silvey, Treasurer Marion Sofield, Planning & Zoning Administrative Assistant Jack Steinmayer.

There were two (2) members of the public in attendance.

Rick Keuroglan welcomed everyone, adding that today's goal was to get everyone's feedback on the items to be discussed, but when it came to the discussion regarding the Town's priorities, only Council members would be participating.

Bob Panek and Katie Nunez reviewed the 2025 Town Priorities List (Appendix B) and provided updates for each item. (Please see attached.)

Rick Keuroglan reviewed the Summary of Community Survey Comments related to possible priority items and introduced two additional items for consideration for the Priority List. (Please see attached.)

Rick Keuroglan went on to review the CAPE Values that were adopted by Town Council on February 19, 2026. (Please see attached.)

There was much discussion regarding the sections of the 2025 Community Strategic Plan: Our Community Values, Our Vision, Our Goals, Our Objectives, and the Ongoing Town Priorities List.

Once all the changes discussed during today's meeting were incorporated, the plan would be provided for Council review. Council would then vote on the proposed plan and annual project priority list during an upcoming regular meeting.

Motion made by Commissioner Stramm, seconded by Commissioner Wright, to adjourn the Planning Commission Work Session. The motion was approved by unanimous vote.

Motion made by Councilwoman Holloway, seconded by Councilman Grossman, to adjourn the Town Council Work Session. The motion was approved by unanimous vote.

The work session was adjourned at 4:55 p.m.

Andy Buchholz, Vice Mayor

Libby Hume, Town Clerk

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March 12, 2026 Strategic Planning Workshop

Community Strategic Plan

Appendix B 2025 Ongoing Town Priorities List PROGRESS/STATUS REPORT

RED: 2025 PRIORITY PROJECT WAS COMPLETED IN 2025

- Library building sale/upgrades – completed December 2025. Work continues by developer on the residential condominium unit.
- Publish recently adopted Zoning Ordinances to online platform – completed with minor exception. Our vendor, MuniCode, has not published the zoning map as part of the codification of the zoning ordinance (which now sits as Chapter 33 of the Town Code).

BLUE: 2025 PRIORITY LIST – PROGRESS ONGOING IN 2025 & NOW 2026 (GREEN: STATUS REPORT ON PRIORITY PROJECT)

1. Develop New Municipal Center
Site Selected for 7 lots on Randolph & Fig; engineered building plans are being updated with anticipated bid issuance in March 2026 and bids due in April/May 2026 for Town Council review and possible vote to award construction contract.
2. Develop New Downtown Restrooms and Visitors Center
Temporary Bathroom Trailer purchased & delivered to Town. Being prepped for placement. “Silver Bullet” will be removed from Mason Avenue.

Permanent Bathroom Location at 7 Strawberry Street (former Betis Building) selected. Lease with property owner (Cape Charles Ventures, LLC – David Gammino) is in place to include renovation of building interior for agreed upon public bathrooms layout by property owner. Work planned to be completed by July 1, 2026.

Visitors Center – Space available within the Permanent Bathroom building at 7 Strawberry Street for rack cards and other informational material provided by Main Street.
3. Work with developers/agencies to facilitate workforce housing
Request for Proposals issued fall 2025; 4 proposals received. Workforce Housing Committee has reviewed the proposals. A recommendation with supporting documentation will be provided to Town Council for a closed session meeting in March 2026 with possible action/vote by Town Council in April 2026.
4. Develop beachfront master plan (beach, dunes, boardwalk, LOVE sign area, bathhouse, etc.) VBH will be presenting the final beachfront master plan document to the Town Council at the March 19, 2026 meeting for adoption.

Community Strategic Plan

PRIORITY ITEMS TO BE STARTED AS SOON AS TIME/RESOURCES ARE AVAILABLE:

LIGHT BLUE: ITEMS ADVANCED AS STAFF CAPACITY OPENED UP TO WORK ON – 2025/2026 (GREEN: STATUS REPORT ON PRIORITY PROJECT)

1. Develop harbor/RR area conceptual master plan, new design guidelines, and Article IX update

Engaged consultant (The Berkley Group) in October 2025 with projected completion of planning process by end of 2026 with presentation of a master plan for Town Council adoption. As of 2/19/2026, we supplemented planning process with addition of a Design Competition to bring vision to the Master Plan.

2. Develop an implementable sidewalk infill program

FY2026 budget includes \$100,000 for sidewalk infill. Cape Charles Historic District Civic League developed a priority list of infill segments. Invitation for Bids (IFB) issued on 1/22/2026, amended on 2/2/2026. Town Council approved award of contract on 2/19/2026 to Jimenez Builders, LLC:

- a. Infill of gaps on the west side of Fig Street from Randolph to Madison Aves
- b. Infill of gaps on the north side of Madison Avenue from Fig St to Bay Ave
- c. Infill of gap on the west side of Fig Street from Madison to Jefferson Avenue

Work has started and is expected to take about 45 days to complete.

3. Mason Ave & Strawberry Street Electrical Upgrade

a. An Invitation for Bid (IFB) has been advertised for electrical upgrades for the section of Mason Avenue between Harbor Avenue and Bay Avenue. The base bid will include conduit, wiring, underground junction boxes, power pedestals for tree lighting, and installation of our standard streetlights. The IFB includes a bid alternate for similar improvements from Harbor Avenue to Pine Street. This will include an additional streetlight and power pedestals. Two large trees will need to be removed and replaced with appropriately sized trees. Executed a contract with our approved sole-source vendor for the streetlights. Bids are due March 18, with Town Council vote to approve approve contract award in April 2026.

b. Staff will develop a Request for Proposals (RFP) for engineering design services regarding installation of electrical service and streetlights for Strawberry Street between Mason Avenue and Randolph Avenue. This will be a FY2027 project.

During the survey of the downtown area to identify electrical upgrade requirements, staff noted that there were several segments of missing ADA compliant curb ramps that should be addressed to improve pedestrian accessibility, especially prior to any conduit work for electrical upgrades. On 2/19/2026, Town Council voted to authorize staff to construct the following: 1) 2 handicap ramps at the handicap parking spaces on the north side of Mason Avenue; and 2) a handicap ramp at the Strawberry St. intersection on Mason Avenue. Staff will prepare an IFB for this work, with anticipated issuance in mid-March.

Community Strategic Plan

4. **Review efficiency of current planning and zoning processes and fees**
Review in progress of proposed revisions to Zoning Ordinance Article VIII (Historic District Overlay) and development of new Appendix G to the Design Guidelines that outlines categories of work for building improvements and identifying what approvals, if any, are required by staff, Planning Commission and Historic District Review Board – anticipated review and public hearing process on this in May 2026.

Zoning Fees will be discussed and reviewed as part of the FY2027 budget process

2025 PRIORITY ITEMS THAT WORK HAS NOT COMMENCED

1. Pursue development of a shared revenue agreement with the County.
2. Develop a town-wide parking plan to include a parking capacity inventory and recommendations for possible parking area expansions or improvements.
3. Develop metrics and review short term rental ordinances/codes to determine if changes or updates are needed
4. Develop a plan to address coastal resiliency, to include RAFT recommendations

NOTE: Refer to the Town's FY26 Capital Asset Management Plan (CAMP) to see a five-year schedule of proposed capital projects.

FY 2026–2027 Strategic Priority Candidates

Action Items/Projects from Survey:

- Safer Walkway (Path from Mason Ave to Shanty)
- ADA Accessibility for Docks
- Water Fountains in Central Park
- Bike Racks in Central Park
- Additional Picnic Tables / Benches in Central Park
- Add Basketball / Volleyball Courts in Central Park
- Playground Upgrades in Central Park
- Message Board / Kiosk in Central Park
- Address Restroom problems in Central Park
- Add a Dog Park in Central Park
- ADA Mats at the Beach
- Additional Restrooms at the Beach
- Parking concerns at the Beach
- Create a new service for Curbside Recycling
- Coordinate with VDOT to address localized flooding concerns
- Sidewalk Improvements / Infill
- Benches along sidewalks
- Boat / Camper Parking
- Mason Ave Parking Signs
- Update Downtown Restrooms

Strategic Advice for the Retreat

A project **should** rise to the Council Priority Level if it:

- Requires policy direction or funding allocation
- Requires multi-department coordination
- Impacts long-term planning or capital investment
- Reflects strong survey support
- Cannot be handled through routine operations

A project **should not** rise to the Council Priority Level if it can be handled through:

- Public Works - Work Orders
- Existing master plans
- Pending leases
- Standard maintenance

Not every good idea rises to the level of a strategic priority. Some are operational. Some are future-phase. Our job today is to determine what requires Council-level focus in the coming year. This protects us from overload.

Assessment of Survey Action Items for the Priority List:

Public Space Accessibility & Mobility

1. ADA Beach Accessibility (Seasonal Beach Mats)

Purpose: Improve accessibility to the Town beach.

Scope May Include:

- Purchase/install seasonal ADA beach mats
- Identify best location
- Develop maintenance plan

Why It's Strategic: High visibility, equity-aligned, achievable within one fiscal year.

2. Sidewalk Improvements & Infill

Purpose: Continue improving pedestrian safety and walkability.

Status: Ongoing Town Priority

Why It's Strategic: Long-term infrastructure investment with strong community support.

3. Dock ADA Accessibility Assessment

Purpose: Evaluate feasibility of improving accessibility at Town docks.

Scope: Engineering/feasibility study only (not construction).

Why It's Strategic: Planning-level decision needed before funding commitments.

Recreation & Community Amenities

1. Dog Park Feasibility Study

Purpose: Assess viability and location options.

Scope: Site analyses, maintenance implications, Events compatibility.

Why It's Strategic: High survey interest, requires land-use evaluation.

2. Recreation Courts Feasibility (Basketball/Volleyball)

Purpose: Evaluate adding courts at Central Park or alternate location.

Scope: Space, cost, operational impact study.

Why It's Strategic: Expands youth and family amenities.

Infrastructure & Environmental Coordination

1. Boat / Camper Parking Strategy

Purpose: Address seasonal and long-term parking pressures.

Status: Can be added to the Ongoing Priority

Why It's Strategic: Tourism, resident quality-of-life, and enforcement impacts.

2. VDOT Localized Flooding Concerns

Purpose: Work with VDOT to assess flooding and drainage concerns.

Scope: Joint review, advocacy, improvement planning.

Why It's Strategic: Responds to community concern while recognizing ownership realities.

Additional items to be considered for the Priority List (Town Manager’s Assessment):

1. Workforce Stability & Organizational Capacity

Purpose: Ensure the Town has the staffing capacity to execute Council priorities.

Scope May Include:

- Refine the Position Evaluation System (PES) and adjust grades accordingly and recommend Compensation budget to Council FY2026-2027 Budget Year.
- Analyze regional competition and market-rate wages for roles.
- Create a plan to incentivize and reward performance with merit increases.
- Determine Department staffing capacity.
- Work with Davenport to create a sustainable funding phased plan.

Why It’s Strategic: Every priority depends on stable, experienced staff.

2. Accawmacke Plantation Planned Unit Development (PUD) Amendment with Bay Creek and the Town

Purpose: Ensure PUD, which was last amended on 7/24/2006, is current regarding zoning text and is in alignment with the Town’s zoning ordinance regarding Chesapeake Bay Preservation Act (CBPA), Stormwater, Erosion and Sediment Control, Short-Term Rentals (STR’s), Signs, and other identified updates/changes. Also to amend the PUD Zoning Maps to align with the current developer’s intentions and plans for development.

Scope May Include:

- Review STR policies that may need to be updated and amended.

Why It’s Strategic: Our Staff has been working diligently on this matter and needs to be reflected in the Priority List.

What CAPE Values Framework Stands For

- C – **Community Engagement** – We listen before we decide.
- A – **Accountability** – We do what we say we’ll do.
- P – **Professionalism** – We act with integrity and consistency.
- E – **Excellence** – We strive for quality and continuous improvement.

Just as our Cape protects this community, CAPE protects our culture.

Why CAPE Matters to Staff

- Provides clarity and shared language
- Encourages pride in public service
- Reinforces positive behaviors already happening
- Supports consistency across departments

CAPE gives staff a common compass. It affirms the good work already happening and raises the bar for how we show up every day.

Why CAPE Matters to Council

- Aligns staff execution with Council vision
- Reinforces ethical governance
- Creates consistency in service delivery
- Supports long-term organizational stability

Council sets policy and vision. Staff carry it out. CAPE strengthens the bridge between those two roles.

Why CAPE Matters to the Community

- Builds trust
- Encourages transparency
- Promotes professionalism
- Sets expectations for service quality

Residents may never read our policies, but they will experience our culture. CAPE ensures that experience reflects the best of Cape Charles.

What CAPE Is NOT

- A disciplinary tool
- A performance weapon
- A political statement
- A rebranding effort
- A mandate to change personalities

CAPE is not about forcing conformity, or a license for micromanagement. It is not about discipline. It is not about adding bureaucracy. It is about elevating what we already value. It’s not about perfection. It’s about intention.

What CAPE IS

- A shared leadership compass
- A cultural anchor
- A commitment to continuous improvement
- A service mindset
- A reflection of who we already are at our best

CAPE doesn’t change who we are. It clarifies it. It reminds us how we lead, how we serve, and how we move forward together. When values are clear, trust grows.



The Town of Cape Charles Community Strategic Plan

2026 DRAFT

REV 3.31.2026



Community Strategic Plan

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

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

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

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

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

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

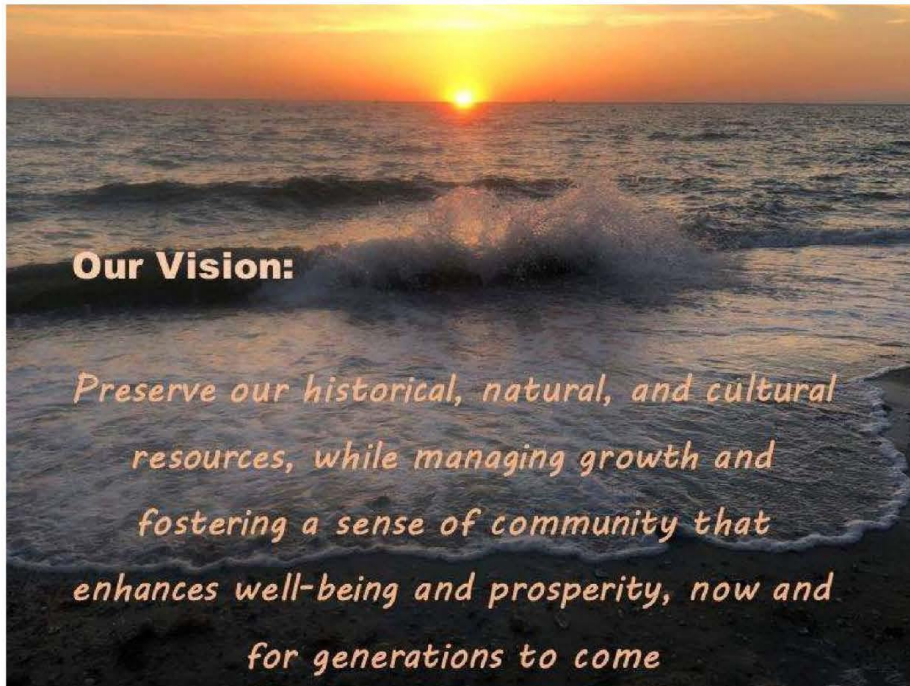
While goals are longer term and subject to ongoing metrics, the Strategic Plan objectives are more fluid. As some objectives are completed, others may be added, contributing to the living nature of this document. Therefore, the objectives listed here should not be considered the definitive or complete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

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

Community Strategic Plan

Our Community Values:

- 1) Sense of Community
- 2) Heritage- Traditional
- 3) Diversity- Tolerance -Respect
- 4) Adaptability
- 5) Environmental Stewardship



Community Strategic Plan

Our Goals*:

- **To retain the small-town character of Cape Charles (GOAL #1)**
 - o Metric: citizen confirmation in annual survey
- **To protect and maintain the beachfront (GOAL #2)**
 - o Metric: no degradation via annual beach survey
- **To protect and maintain the harbor (GOAL #3)**
 - o Metric: maintain/increase occupancy
- **To protect, support and maintain Central Park (GOAL #4)**
 - o Metric: maintain/increase appearance and usage
- **To promote environmental stewardship (GOAL #5)**
 - o Metric: develop implementable plans
- ~~• **To retain and expand businesses in a business friendly environment (GOAL #6)**~~
 - ~~o Metric: increase in business licenses, increase in business related revenues, and data from building permits issued and an annual questionnaire on employment~~
- ~~• **To enhance the visitor experience in Cape Charles (GOAL #7)**~~
 - ~~o Metric: maintain/increase visitation and tourism related revenues~~
- **To advance workforce housing options (GOAL #8 6)**
 - o Metric: increase in more affordable housing units
- **To meet our residents' expectation for Town services (GOAL #9 7)**
 - o Metric: citizen confirmation in annual survey

***Not in any particular order**

Community Strategic Plan

Our Objectives:



- **Retain the small-town character of Cape Charles: (GOAL #1)**
 - ~~Encourage a sense of engagement and inclusion among our community service organizations:~~
 - a) ~~Town boards and commissions chairpersons to provide an annual briefing to Council~~
 - b) ~~Celebrate volunteer appreciation, to include a volunteer of the year award during the annual Town Council Ice Cream Social — invite all board/commission members and civic groups~~
 - c) ~~Hold an annual strategic plan forum to get input from the public and civic groups~~
 - d) ~~Quarterly recognition of board/commission members or other volunteers in the Gazette, on Facebook, and during Regular Council meetings~~
 - e) ~~Invite local civic groups, as appropriate, to participate in Town working groups~~

~~Note: Current Cape Charles Civic Groups — Friends of the Library, Citizens for Central Park, Cape Charles Main Street, Cape Charles Rotary, Cape Charles Historical Society, Cape Charles Rosenwald School Restoration Initiative, Cape Charles Yacht Club, New Roots Youth Garden, GEAR, Arts Enter, CC Historic District Civic League, Vacation Rental Home Owners Association, Bay Creek Community Association~~

- a. Encourage Citizen Engagement:
 - i. Maintain Facebook event postings for public events
 - ii. Provide routine reporting of Town business and outcomes
 - iii. ~~Promote subscription too notifications and other sources of information~~
 - iv. Publish Strategic Plan "report card" prior to the annual Community Survey
 - v. Involve citizens in committee projects/committees where appropriate

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- b. Maintain/improve walkability:
 - i. Complete multi-use path between historic district, harbor, and Bay Creek
 - ii. Promote improvements to, and additions to sidewalks
 - a. Press for state maintenance
 - ~~b. Explore ordinance changes for rehabilitation and recalc~~
 - b. Identify specific strategies and prioritization for **Prioritize** sidewalk infill and provide capital funding as available
 - iii. Support Rails to Trails project
- c. Promote and encourage unique community events:
 - i. Promote centralized calendar of events (sharing information)
 - ii. Pursue Northampton County Infrastructure Grants to support events
- d. Promote the arts, entertainment, and recreation:
 - i. Provide services and venues at low or no cost to local non-profits
 - ii. Evaluate ways to provide volleyball/basketball courts; work with the YMCA to promote available scholarships
 - iii. **Encourage a public arts league that will develop guidance and promotions for the public arts and provide recommendations to the Town Council when appropriate**
Town Council will create a policy regarding public art. (murals, statues, graphic signs)
- ~~e. Evaluate short term rental (STR) regulations~~
 - ~~i. Develop metrics to monitor STR regulation effectiveness~~
 - ~~ii. Evaluate STR regulations to determine if tweaks or changes are required~~
- ~~f. Manage tourism benefits and impacts to ensure a healthy balance between a quality of life for our residents and the quality of place for our visitors~~
 - ~~i. Develop a visitor pledge to communicate the important values of responsible behavior to visitors~~
 - ~~ii. Improve accessibility for people of all age groups and abilities~~
- e. Foster a safe golf cart culture:
 - i. Better and more signage
 - ii. Better enforcement (information to rentals and better reporting)
 - iii. Designate golf cart parking spots
 - iv. Foster positive relationship and meet annually with golf cart rental companies
 - v. Evaluate better connectivity options between Bay Creek and the balance of the Town
- **Protect and maintain the beachfront: (GOAL #2)**
 - a. Develop and **Approve the** beachfront master plan (beach, dunes, boardwalk, LOVE sign area, bathhouse, etc.) to include specific parameters for beach and dune management, detailing desired size and characteristics of both

Community Strategic Plan

- b. Continue annual surveys and sand replenishment budget
 - c. ~~Evaluate survey data to determine erosion protection strategy~~
 - c. Improve accessibility to the Town beach by identifying best location for seasonal beach mats, purchasing mats, and developing a maintenance plan
- **Protect and maintain the harbor: (GOAL #3)**
 - a) As part of larger area planning efforts, develop criteria to promote a healthy balance of commercial and recreational uses
 - b) ~~Implement long term major maintenance and replacement plan~~
 - a) Develop an improvement plan for long-term major harbor infrastructure
 - b) Survey all boaters for needed services and slips.
- **Protect, support and maintain Central Park: (GOAL #4)**
 - a. In collaboration with Citizens for Central Park (CCP), promote an attractive, yet sustainable, multi-function public park
 - b. Implement long-term maintenance, **enhancement**, and replacement plan
 - c. ~~Provide in-kind staffing support for community programming efforts~~
 - d. ~~Work with CCP to add handicapped parking to the park~~
- **Promote environmental stewardship: (GOAL #5)**
 - a) Have the Planning Commission develop a **an implementable coastal resiliency plan, to include the Resilience Adaptation Feasibility Tool (RAFT) recommendations and VIMS-Comprehensive Coastal Resource Management Portal and determine strategies for implementation**
 - b) Review adequacy of existing/previous public green/open space infrastructure plans and develop an updated implementable plan **that includes evaluation of medians being reshaped to capture stormwater and planting more swales and trees**
 - c) Have the Planning Commission update tree ordinance to protect, improve, and financially support our tree canopy and other natural and designed landscapes
- ~~**Retain and expand businesses in a business-friendly environment: (GOAL**~~
 - a) ~~In collaboration with Cape Charles Main Street (CCMS) develop a public/private effort to guide business development and help remove obstacles~~
 - i. ~~Review ordinances, regulations, and processes to identify business impediments~~
 - ii. ~~Distribute the CCMS business tool kit to assist with common questions/concerns~~
 - i. ~~Support the economic vitality of the commercial district by having Mainstreet do a market study and recommend incentives to attract appropriate businesses to fill vacancies KN market study to goal 1~~
 - b) ~~Improve business access to workforce resources:~~
 - i. ~~Develop programs with high schools, the Eastern Shore Community College (ESCC), and the restored Cape Charles Washington-Rosenwald School~~
 - ii. ~~Support CCMS Job Fairs through Cape Charles Main Street, Eastern Shore Chamber of Commerce, and/or Eastern Shore Tourism~~

Community Strategic Plan

~~c) Develop internships and apprenticeships (Dept of Labor & Industry - DOLI)~~

• ~~To enhance the visitor experience in Cape Charles: (GOAL#7)~~

- ~~i. In collaboration with Cape Charles Main Street (CCMS), identify the needs of visitors to the Cape Charles commercial district~~
- ~~ii. In collaboration with CCMS, continue plans to build and fund a visitors' welcome center and restrooms in the commercial district~~
- ~~iii. Work with CCMS to measure and increase traffic and engagement in social media channels and the Cape Charles Virginia's Cape (CCVC) website~~
- ~~iv. Work with CCMS, Town staff, and other organizations to enhance the process for submitting events for posting on the CCVC website~~

• Advance a variety of housing options: (GOAL#8- 6)

- ~~a) Explore the viability of a workforce housing ordinance related to Planned Unit Developments (PUDs); pursuant to VA Code Sec 15.2-2305.1~~
- a) Work with developers on workforce housing projects
- ~~b) Promote the ability of accessory dwelling units to be long term housing~~
- ~~c) Evaluate incentives for the use of accessory dwellings units as long term housing~~
- b. Stay informed about Northampton County efforts and have an annual meeting with Northampton County BOS and TC

• Meet our residents' expectation for Town services: (GOAL#9 7)

- a) Establish modern municipal facilities
 - i. Ensure safe/effective workplaces
 - ii. Develop an accessible and efficient Town Hall
 - iii. Strive to centralize resources
 - iv. Evaluate the need and viability of temporary office space for town staff until a new town hall can be built
 - ~~v. Continuing citizen concern reporting system~~
 - vi. Add permanent restroom to Strawberry Street
- b) Manage smart growth and development, ensuring our town services are adequate and our small-town character remains balanced against increasing needs for services/infrastructure
 - i. Perform analysis of public service needs as a function of anticipated growth
 - ii. Evaluate potential financial impacts on municipal budgets
 - iii. Develop proffer policy to pay for impacts of future developments
- c) Conduct master planning for potential development of the old railroad property and surrounding harbor areas
- d) Develop a town-wide parking capacity inventory and develop recommendations for

Community Strategic Plan

possible expansions or improvements

- e) ~~Continue employee training (cross training, customer service training, etc.)~~
- f) ~~Continue citizen concern reporting system~~
 - a) ~~Promote citizen use of "Report a Concern" on Town website~~
 - b) ~~Follow up public comments expressed during council meetings and through emails received from citizens~~
- g) ~~Evaluate the need and viability of additional services~~
 - a) ~~Recycling, when feasible~~
 - b) ~~Electric vehicle charging stations, when feasible~~
- h) ~~Evaluate the need and viability of temporary office space for town staff until a new town hall can be built~~

Implementation:

Any plan is only as good as its implementation strategy. Our current Comprehensive Plan identified this Strategic Plan as its implementation tool. That was because this plan is reviewed annually and can be updated as needed to react in real time to current conditions. However, that does not mean that it is possible for all the objectives in this plan to be accomplished immediately or concurrently. Therefore, the Strategic Plan must be seen as a multi-year planning tool, which is updated each year.

Successful implementation depends on many things, including Political Will, money, staff capacity, and the time to do the work; with each of these representing their own unique challenges.

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

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

While money may be less of an issue, the staff resources necessary to carry out this work remains constrained. Town staff are typically fully engaged in their routine day-to-day duties, which does not afford much additional capacity to take on new objectives. Staff workspace is an additional constraint. If more staff were hired, there is currently insufficient space to house them. While volunteer resources can often help, volunteers cannot be counted upon to shoulder the sole responsibility for specific actions. Volunteer help is an excellent force multiplier but should not be counted upon as the primary resource in formal implementation planning. Therefore, expectations must remain reasonable, so that annual work plans don't become impractical.

Community Strategic Plan

Work Plans:

The Strategic Plan was referenced during this year's annual update to the Town's ongoing project priority list. That list, along with this plan will be used in the development of the next Town budget {FY27 - which begins on July 1). That budget is what will establish the resources and expectations for Town work plans in the coming year. A good faith effort will be attempted to work on those objectives which receive sufficient resources in the next budget. However, since this is a multi-year plan, we must accept that some objectives contained herein will not be scheduled until FY28 or beyond.

Please refer to Appendix B to see the current ongoing Town project list and how objectives have been prioritized for the coming year.



Appendix A
Cape Charles Comprehensive Plan Summary of Objectives and Strategies

A) Housing

- 1 Pursue additional supply and diversity of housing
- 2 Encourage workforce housing
- 3 Participate in Housing Finance Programs
- 4 Promote manufactured housing
- 5 Address STR impacts on housing

B) Economy

- 1 Seek healthy balance - residents & tourists
- 2 Attract families with children
- 3 Strengthen household economic wellbeing
- 4 Promote and expand business
- 5 Promote diverse economic benefits for the harbor
- 6 Expand local manufacturing base
- 7 Promote traditional water based economic activities
- 8 Study chains of activities to identify gaps in a visitor's day
- 9 Identify placemaking opportunities
- 10 Update Bay Creek Planned Unit Development (PUD)

C) Transportation

- 1 Reduce traffic congestion
- 2 Enhance walkability
- 3 Maintain safe golf cart operations
- 4 Increase parking
- 5 Identify and maintain alleys and easements
- 6 Promote affordable public transportation
- 7 Complete multi-use path between historic district, harbor, and Bay Creek
- 8 integrate harbor area with other trail/path networks
- 9 Support Rails to Trails

Community Strategic Plan

D) Environment

- 1 Enhance Chesapeake Bay water quality
- 2 Promote strong aesthetics and limit litter
- 3 Ensure high quality drinking water (Now Virginia American Water)
- 4 Maintain long-term viability of beach and harbor
- 5 Promote coastal resiliency
- 6 Protect wetlands
- 7 Implement Coastal Resources Management guidance
- 8 Develop recommendations to improve resiliency to storm events
- 9 Assess feasibility of recycling
- 10 Protect and promote tree canopy
- 11 Evaluate Inflow & Infiltration (I&I) to sewer (Now Virginia American Water)

E) Facilities & Services

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

Community Strategic Plan

Appendix B

2025 2026- Ongoing Town Priorities List

1. Develop New Municipal Center
2. Develop New Downtown Restrooms and Visitors Center
- ~~3. Library building sale/upgrades—completed December 2025. Work continues by developer on the residential condominium unit.~~
3. Work with developers/agencies to facilitate workforce housing
- ~~5. Publish recently adopted Zoning Ordinances to online platform—completed with minor exception. Our vendor, MuniCode, has not published the zoning map as part of the codification of the zoning ordinance (which now sits as Chapter 33 of the Town Code).~~
4. Develop Approve beachfront master plan (beach, dunes, boardwalk, LOVE sign area, bathhouse, etc.) and determine next steps for grant writing. Implement the dune management plan, and install 2 ADA Beach Mats.

PRIORITY ITEMS TO BE STARTED AS SOON AS TIME/RESOURCES ARE AVAILABLE:

1. Pursue development of a shared revenue agreement with the County.
2. Develop harbor/RR area conceptual master plan, new design guidelines, and Article IX update
3. Develop an implementable sidewalk infill program (Move Up)
4. Mason Ave & Strawberry Street Electrical Upgrade (Move Up)
5. Review efficiency of current planning and zoning processes and fees
6. Develop a town-wide parking plan to include a parking capacity inventory and make recommendations for possible parking area expansions or improvements.
- ~~7. Develop metrics and review short-term rental ordinances/codes to determine if changes or updates are needed~~
7. Develop a plan to address coastal resiliency to include RAFT recommendations
8. Create a Workforce Stability & Organizational Capacity Plan
9. Accawmacke Plantation Planned Unit Development Amendment with Bay Creek and the Town
10. Develop a Continuity of Operations Plan
11. Pursue improved communications and project coordination with VDOT
12. Develop a plan with Northampton County to address fire capital equipment needs and a funding plan

NOTE: Refer to the Town's FY26 Capital Asset Management Plan (CAMP) to see a five-year schedule of proposed capital projects.