



DRAFT
TOWN COUNCIL
Work Session

February 19, 2026
Cape Charles Civic Center, 500 Tazewell Avenue
Immediately following the Regular Meeting

CALL TO ORDER

Mayor Adam Charney called the Town Council Work Session to order at approximately 8:45 p.m.

ROLL CALL

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

Others in attendance: Town Manager Rick Keuroglan, Assistant to the Town Manager Pam Endlein, and Town Clerk Libby Hume.

There was 1 member of the public in attendance.

ITEMS FOR DISCUSSION

Review of 2025 Community Strategic Planning Survey Responses

Town Manager Rick Keuroglan presented the results of the 2025 Community Strategic Planning Survey, which was distributed to residents, property owners and business owners to gather feedback regarding community priorities, satisfaction levels, and future strategic planning considerations. The survey results were organized in a presentation format similar to the survey booklet so that Council could easily follow the information during the discussion. (Please see attached.) He noted that a number of themes were repeated throughout the survey responses and advised Council that this repetition reflected consistent community feedback across multiple questions.

A total of 426 survey responses were received, including 299 electronic submissions and 127 paper responses entered manually by staff. Staff noted that one question differed slightly between the paper and electronic versions; however, staff aligned the responses as closely as possible for analysis.

The Town spent approximately \$5,855 conducting the survey and compiling the results, and staff were exploring the possibility of consulting professionals to improve the design of future surveys so the Town could collect meaningful data while reducing the time and labor required for analysis.

Council members discussed the importance of maintaining consistent questions over time so that survey results could be compared from year to year to identify trends within the community.

Survey demographics indicated that most respondents were full-time residents within the Town limits, followed by property owners and frequent visitors. The largest demographic group represented residents who had lived in Cape Charles between seven and ten years, followed by residents who had lived in the Town for three to four years and those who had lived in Cape Charles for more than 20 years.

The survey also collected employment information. Approximately 170 respondents reported working full-time, while 192 respondents indicated they were retired. Council members noted that these results reflected the significant retirement-age population within the Town.

The survey also indicated that a number of respondents worked remotely from Cape Charles, which Council noted aligned with the Town's efforts to attract remote workers who chose to live full-time in the community.

The largest age demographic responding to the survey was residents over the age of 60, followed by respondents between 45 and 60 years old.

Respondents were asked to rate various aspects of the Town using a five-star rating system. Overall ratings averaged approximately four stars across most categories, indicating a generally high level of satisfaction among respondents. Highly rated categories included citizen engagement, preservation of historic architecture, local businesses, arts and entertainment promotion, community events, walkability, and the overall sense of community within Cape Charles. The category that received slightly lower ratings involved golf cart safety, with comments expressing concerns regarding underage drivers, drivers ignoring stop signs, and unsafe operation of golf carts. Council acknowledged these concerns and discussed ongoing efforts to improve education and enforcement related to golf cart regulations.

Survey comments also highlighted the community's strong appreciation for Cape Charles as a charming and unique town while expressing concern that growth and tourism could potentially outweigh the needs of full-time residents. Council discussed the importance of maintaining a balance between tourism and residential quality of life, recognizing that tourism is an important component of the Town's economy while also ensuring that community planning decisions continue to support the needs of residents.

Council members emphasized the importance of improving communication with residents to clarify issues raised in survey responses and to explain how certain matters are addressed by the Town or by other agencies such as VDOT. Council discussed possible methods for improving communication, including using the Cape Charles Gazette, social media platforms, and the Town's website to provide additional information about community concerns and Town initiatives.

Survey responses also raised concerns related to short-term rentals, including parking congestion, neighborhood impacts, and noise complaints. Council noted that official police reports have not indicated a significant number of documented complaints but acknowledged that some incidents might go unreported. Council discussed the importance of reminding residents that incidents should be reported to the police when they occurred so that enforcement action could be taken if necessary.

Survey comments also addressed concerns regarding back-in parking on Mason Avenue. Public Works designed additional signage to improve visibility and clarify the parking configuration. The number of signs would be increased to approximately 21 locations along Mason Avenue. Council acknowledged the issue, adding that residents and visitors did not know the number of times the Town went back to VDOT requesting a change in the parking configuration to permit pull-in angle parking without success.

Additional survey responses addressed sidewalk conditions and accessibility concerns, including missing sidewalks, uneven surfaces, drainage issues, and ADA accessibility gaps. Council acknowledged that many of these concerns involved infrastructure maintained by VDOT, though the Town continues to advocate for improvements. Council also discussed the importance of addressing accessibility issues in future planning efforts, particularly given the Town's large retirement-age population.

Councilman Grossman stated that while the survey provided valuable information, the volume of responses made it difficult to determine which issues should be prioritized during strategic planning. He requested that staff prepare a condensed summary of the survey results highlighting the most

significant themes and potential strategic priorities for Council's consideration. Rick Keuroglian agreed to work with staff to prepare a shorter summary document that would assist Council in identifying strategic planning priorities moving forward.

Rick Keuroglian asked Council to come see him if they had any questions.

ADJOURNMENT

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

The meeting adjourned at 9:30 p.m.

Adam Charney, Mayor

Libby Hume, Town Clerk

DRAFT

Town of Cape Charles Community Survey 2025

Results and Analysis



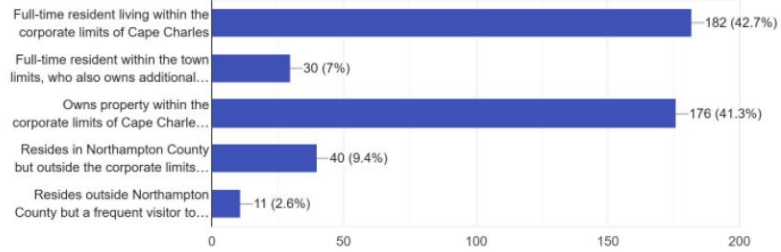
426 Total Responses Received

- 299 responses submitted electronically via Google Forms
- 127 responses submitted via paper and data was input by staff

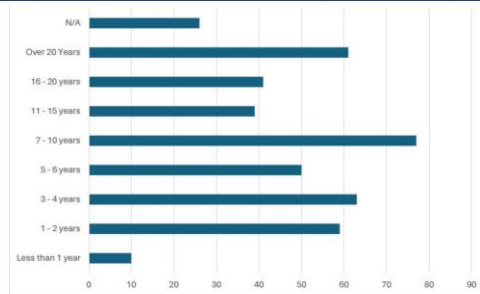
Please choose the closest one that applies to you:

Please choose the closest one that applies to you:

426 responses



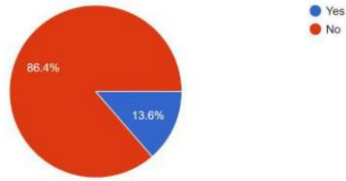
Q2-How long have you lived or owned property in Cape Charles?



Answer Choices:	Responses	Percentage
Less than 1 year	10	2.35%
1 - 2 Years	59	13.85%
3 - 4 Years	63	14.79%
5 - 6 Years	50	11.74%
7 - 10 Years	77	18.08%
11 - 15 Years	39	9.15%
16 - 20 Years	41	9.62%
Over 20 Years	61	14.32%
N/A	26	6.10%

Q3-Do you own a business in Cape Charles?

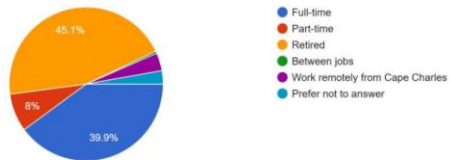
Do you own a business in Cape Charles?
426 responses



Yes = 58
No = 368

Q4-Are you employed?

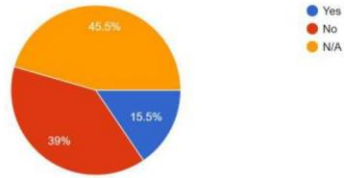
Are you employed?
426 responses



Full time = 170
Part time = 34
Retired = 192
Between Jobs = 2
Work remotely from Cape Charles = 16
Prefer not to answer = 12

Q5-Is our employment primarily based from your home?

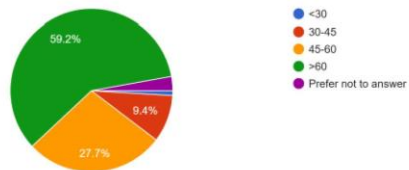
Is your employment based primarily from your home?
426 responses



Yes = 66
No = 166
N/A = 194

Q6-What is your age?

What is your age?
426 responses



<30 = 4
30-45 = 40
45-60 = 118
>60 = 252
Prefer not to answer = 12

Q7-How strongly do you feel Cape Charles is fostering its small-town character? (Rate from 1-5)

Accessibility for people of all ages and abilities:
426 responses



Q7-How strongly do you feel Cape Charles is fostering its small-town character? (Rate from 1-5)

Citizen engagement & inclusion among community service organizations:
426 responses



Q7-How strongly do you feel Cape Charles is fostering its small-town character? (Rate from 1-5)

Historic architecture:

426 responses



Q7-How strongly do you feel Cape Charles is fostering its small-town character? (Rate from 1-5)

Local businesses:

425 responses



Q7-How strongly do you feel Cape Charles is fostering its small-town character? (Rate from 1-5)

Promotion of low-cost arts, entertainment, and recreation:

426 responses



Q7-How strongly do you feel Cape Charles is fostering its small-town character? (Rate from 1-5)

Safe Golf Cart culture:

426 responses



Q7-How strongly do you feel Cape Charles is fostering its small-town character? (Rate from 1-5)

Sense of community / neighborliness:

426 responses



Q7-How strongly do you feel Cape Charles is fostering its small-town character? (Rate from 1-5)

Unique community events:

425 responses



Q7-How strongly do you feel Cape Charles is fostering its small-town character? (Rate from 1-5)

Walkability:
426 responses



Q7-How strongly do you feel Cape Charles is fostering its small-town character? - Other - Summary of Comments

Overall Sentiment

- Strong affection for Cape Charles as a beautiful, charming, and special community.
- Widespread concern that growth and tourism are increasingly outweighing the needs of fulltime residents.
- General agreement that balancing tourism with livability is becoming more difficult but essential.

Small-Town Character vs. Tourism

- Many feel Cape Charles is shifting from a small town to a tourism destination.
- Residents expressed concern about losing neighborly connections and community identity.
- Repeated calls to center planning decisions around residents first, with tourism as a secondary benefit.

Q7-How strongly do you feel Cape Charles is fostering its small-town character?
- Other – Summary of Comments

Short-Term Rentals (STRs)

- High concentration of STRs in residential and historic areas is a major concern.
- Impacts cited include parking congestion, noise, reduced neighborhood cohesion, and safety issues.
- Many requested consistent enforcement of existing regulations rather than additional rules.

Golf Cart Safety

- Frequent reports of underage drivers and unrestrained children.
- Concerns about golf carts running stop signs, driving on sidewalks, and operating outside permitted areas.
- Suggestions include improved signage, public education, and seasonal enforcement.

Q7-How strongly do you feel Cape Charles is fostering its small-town character?
- Other – Summary of Comments

Parking & Transportation

- Back-in parking on Mason Avenue viewed as unsafe, particularly for pedestrians and children.
- Insufficient beach and downtown parking during peak season.
- Ideas included parking at town entrances, shuttle service, and long-term parking solutions.

Sidewalks, Walkability & Accessibility

- Incomplete and inconsistent sidewalk network throughout town.
- Uneven surfaces, high curbs, drainage issues, and inadequate ramps.
- Strong support for a comprehensive accessibility and pedestrian safety review.

Q7-How strongly do you feel Cape Charles is fostering its small-town character?
- Other – Summary of Comments

Beach & Waterfront

- Beach consistently praised as one of Cape Charles' greatest assets.
- Concerns about sand accumulation, dune management, and accessibility.
- Mixed opinions on beach enhancement projects, with some fearing overdevelopment.

Public Restrooms

- Repeated requests for more permanent, accessible public restrooms.
- Frustration with reliance on porta-potties and locked facilities during peak times.

Support for Full-Time Residents

- Desire for more off-season events and resident-focused programming.
- Requests for activities for children, families, and seniors.
- Support for workforce housing and year-round economic stability.

Q7-How strongly do you feel Cape Charles is fostering its small-town character?
- Other – Summary of Comments

Historic Preservation & Aesthetics

- Concerns about inconsistent enforcement of Historic District guidelines.
- New construction and signage sometimes viewed as incompatible with historic character.
- Strong support for architectural preservation and visual consistency.

Community Strengths & Positives

- Strong appreciation for the beach, parks, and overall cleanliness.
- Praise for small, independent businesses and lack of chain stores.
- High marks for library staff, volunteerism, communication tools, and community events.

Q8-What is one way the Town could enhance its small-town feel? – Summary of Comments

- Limit and better manage short-term rentals (STRs) to restore neighborhood stability, reduce parking and safety issues, and strengthen community connections among fulltime residents.
- Prioritize full-time residents and year-round livability, including workforce and affordable housing, resident-focused events, and amenities that support families, seniors, and young adults.
- Improve sidewalks, walkability, and accessibility town-wide, with consistent sidewalk infill, curb cuts, safer crossings, and improved beach access for strollers, seniors, and people with disabilities.
- Reduce the perception of Cape Charles as a tourism-only destination by scaling back over-advertising and focusing more on community-centered programming.
- Preserve historic character and architectural integrity through stricter enforcement of Historic District guidelines, limits on chain businesses, cohesive signage, and compatible new construction.

Q8-What is one way the Town could enhance its small-town feel? – Summary of Comments

- Strengthen community connection and engagement through block parties, town-wide meetings, resident-only or off-season events, and more meaningful, ongoing public outreach.
- Support and retain small, locally owned businesses by filling vacant storefronts, encouraging consistent business hours, and offering incentives that help businesses serve residents year-round.
- Improve safety and traffic management, including golf cart regulation, speed control, parking design changes, and clearer rules and enforcement during peak seasons.
- Make modest, thoughtful improvements to public spaces, especially the beach and waterfront, focusing on accessibility, restrooms, cleanliness, and small-scale enhancements rather than large-scale development.

Q9-How satisfied are you with the condition and appearance of the Town Docks? (Rate from 1-5)

Boat Slips

350 responses



Q9-How satisfied are you with the condition and appearance of the Town Docks? (Rate from 1-5)

Town Docks

359 responses



Q9-How satisfied are you with the condition and appearance of the Town Docks? (Rate from 1-5)

Walkways

376 responses



Q10-What improvements are most needed at the Town Docks? – Summary of Comments

- Repair and upgrade dock walkways and decking, addressing rotting or uneven boards, tripping hazards, splinters, and completing current walkway replacement projects.
- Improve pedestrian, golf cart, and ADA accessibility, including safer and clearly defined paths from town to the docks, better connections near the Shanty, handrails, ramps, and improved wheelchair access to fishing areas.
- Enhance lighting, safety, and visibility along walkways and dock areas, particularly for nighttime use.
- Continue consistent maintenance and infrastructure upgrades, including electrical pedestals, railings, benches, pilings, weed control, and long-term materials such as composite decking.
- Provide additional amenities for boaters and fishermen, including fish-cleaning stations, rinse-off areas, kayak storage, better access to fuel, chandlery services, and protection for commercial fishing areas.

Q10-What improvements are most needed at the Town Docks? – Summary of Comments

- Add shade, seating, and modest beautification such as benches, trees, landscaping, and viewing areas, while preserving the docks as a working harbor and avoiding over-commercialization.
- Address parking and circulation challenges near the docks, including trailer parking, clearer circulation near the Shanty and boat ramps, and planning for increased demand if ferry service resumes.
- Expand or improve floating docks and slips to accommodate transient, seasonal, and larger vessels, while maintaining adequate space for watermen and commercial users.
- Strongly positive feedback on marina management and staff, with widespread praise for the marina manager and employees and encouragement to continue current improvement efforts.

Q11-How satisfied are you with Central Park's maintenance and appearance? (Rate from 1-5)

Field

399 responses



Q11-How satisfied are you with Central Park's maintenance and appearance? (Rate from 1-5)

Parking Area

374 responses



Q11-How satisfied are you with Central Park's maintenance and appearance? (Rate from 1-5)

Playground

382 responses



Q11-How satisfied are you with Central Park's maintenance and appearance? (Rate from 1-5)

Restrooms

371 responses



Q11-How satisfied are you with Central Park's maintenance and appearance? (Rate from 1-5)

Splash Pad

351 responses



Q11-How satisfied are you with Central Park's maintenance and appearance? (Rate from 1-5)

Tennis / Pickleball Courts

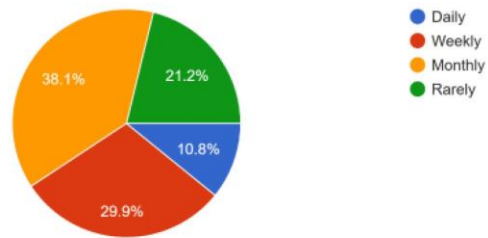
366 responses



Q12-How frequently do you visit Central Park?

How frequently do you visit Central Park?

415 responses



Q13-What improvements or amenities would you like to see added to Central Park? – Summary of Comments

- Upgrade and expand restroom facilities was the most common request, including keeping restrooms open during events and off-season, adding additional restrooms (especially on the west end), improving accessibility, and providing temporary facilities during large events.
- Improve splash pad safety and functionality, with many concerns about slippery surfaces, algae buildup, and maintenance issues; several respondents suggested redesigning the splash pad with safer materials or reverting to a traditional fountain.
- Increase shade and seating throughout the park, including shade structures, trees, benches, picnic tables, and covered gathering areas to improve comfort during summer months and events.
- Enhance accessibility and ADA accommodations, including better handicap parking, improved access to amenities during concerts, safer pathways, and inclusive playground equipment.
- Address drainage, standing water, and ground cover issues, particularly near playground equipment and high-use areas, to improve safety and usability after rain events.

Q13-What improvements or amenities would you like to see added to Central Park? – Summary of Comments

- Improve maintenance and lighting for existing amenities, including playground equipment, tennis and pickleball courts, court lighting, and general park infrastructure.
- Add or expand recreational amenities, with frequent requests for basketball courts, volleyball courts, additional pickleball and tennis courts, table tennis, and more playground equipment for older children.
- Improve parking and circulation management during events, including clearer parking designation, golf cart control, and relocation or reorganization of food trucks to reduce impacts on nearby residences.
- Support modest programming and community-focused enhancements, such as farmers markets, arts and crafts events, yoga or fitness activities, public art, educational gardens, and better event communication, while preserving the park's open green space and small-town character.

Q14-How important is environmental stewardship in Cape Charles? (Rate from 1-5)

389 responses



Q15-What environmental priorities should the Town focus on? – Summary of Comments

- Protect and maintain the beach, dunes, and shoreline, including erosion control, dune management, sand control, and keeping the beach clean and natural in appearance.
- Improve water quality and stormwater management, with strong emphasis on clean drinking water, runoff control, flood mitigation, drainage improvements, and preparation for sea level rise.
- Expand and simplify recycling and waste management, including curbside recycling, public recycling bins, reduced single-use plastics, composting, and better trash control throughout town and at the beach.
- Preserve and expand the town's tree canopy and green spaces, enforce the Tree Ordinance, plant native and pollinator-friendly species, and protect wildlife habitat.

Q15-What environmental priorities should the Town focus on? – Summary of Comments

- Reduce light and noise pollution, including restoring dark-sky practices, addressing excessive outdoor lighting at rentals, managing food truck generators, and limiting disruptive noise.
- Address environmental impacts from industrial and commercial activity, including concerns related to the concrete plant, dust, air quality, and waterfront industrial uses.
- Promote environmental education and stewardship, such as beach and bay health signage, native planting education, oyster shell recycling, and volunteer clean-up programs.
- Plan for climate resilience and sustainability, including flood and storm preparedness, sustainable building practices, renewable energy, water conservation, and reclaimed water use.
- Maintain cleanliness and enforcement, with better litter control, more trash receptacles, enforcement of dune protection, leash laws, and beach behavior rules.

DRAFT

Q16-Rate the overall business environment in Cape Charles. (Rate from 1-5)

394 responses



Q17-What types of businesses would you like more of? – Summary of Comments

- Strong demand for a grocery store or market within town, with many residents requesting a modern, affordable grocery option offering everyday essentials and reducing the need to travel outside town.
- Widespread support for practical, resident-serving businesses, including hardware stores, office/packaging services, laundromats, dry cleaners, car washes, pharmacies, and basic household retail.
- Continued interest in more and varied restaurants, particularly affordable, family-friendly dining, ethnic cuisine (e.g., Mexican, Asian, sushi), breakfast options, and establishments open year-round with consistent hours.
- Desire for businesses that primarily serve full-time residents rather than tourists, with repeated concerns that many existing shops cater to visitors through souvenir or novelty items.
- Requests for family-friendly entertainment and activities, such as movie theaters, bowling alleys, arcades, indoor play spaces, and rainy-day or off-season attractions for children and teens.

Q17-What types of businesses would you like more of? – Summary of Comments

- Support for small, locally owned and unique businesses, including consignment shops, antique stores, specialty retail, art-related businesses, and locally focused markets, while avoiding large chain stores.
- Interest in expanded personal and professional services, including healthcare providers, salons, spas, fitness facilities, coworking spaces, and repair services.
- Calls for stronger year-round economic sustainability, emphasizing businesses that can operate beyond the tourist season, create stable employment, and keep local spending within the community.
- Concerns about vacant storefronts and recent business closures, with encouragement for thoughtful economic development strategies, incentives, and coordination to attract and retain diverse businesses.

Q18-Rate the visitor experience in Cape Charles. (Rate from 1-5)

387 responses



Q19-Which factors contribute most to positive visitor experience? – Summary of Comments

- Small-town charm and welcoming atmosphere were cited most often, with visitors valuing Cape Charles' quaint character, friendliness of residents and businesses, and sense of community.
- Walkability and ease of getting around, including the ability to access shops, restaurants, parks, beach, and events on foot or by golf cart, were consistently highlighted as defining features of a positive visit.
- The public beach and waterfront are central to positive experiences, particularly the clean, calm, family-friendly beach, sunsets, fishing pier, harbor, and free public access.
- Friendliness and hospitality of local residents, business owners, and staff strongly influence visitor satisfaction, with many noting authentic, personal interactions as a key draw.
- Community events and programming enhance visits, including concerts in the park, parades, festivals, holiday events, arts and cultural offerings, and family-friendly activities.

Q19-Which factors contribute most to positive visitor experience? – Summary of Comments

- Cleanliness, safety, and low crime contribute significantly, with respondents emphasizing clean streets and beaches, a safe environment for families, and a relaxed atmosphere.
- Local businesses and dining options add to the experience, particularly unique shops, locally owned restaurants, good customer service, and a lack of large chain stores.
- Golf cart culture is viewed as a unique and enjoyable feature, reinforcing the town's relaxed pace and appeal, while respondents noted the importance of responsible use and enforcement.
- Accessibility to amenities such as restrooms, parking, sidewalks, and beach access was noted as important, with comments indicating that improvements in these areas would further enhance visitor experiences.

Q20-What improvements would enhance visits? – Summary of Comments

- Increase the number, quality, and accessibility of public restrooms, particularly near the beach, Mason Avenue, and both ends of the waterfront, with strong preference for permanent, year-round facilities over porta-potties.
- Improve parking availability, design, and signage, including reconsideration of back-in parking on Mason Avenue, better golf cart parking, overflow parking options, improved lighting, and maintenance of existing lots.
- Enhance walkability, sidewalks, and pathways, with emphasis on sidewalk infill, drainage fixes, safer crossings, ADA curb cuts, and clearer separation of pedestrian and golf cart routes.
- Support more consistent business hours and year-round operations, especially during peak season and weekends, to reduce visitor frustration and improve the overall experience.
- Expand dining, retail, and activity options, including more restaurants (especially affordable and diverse cuisines), family-friendly attractions, rainy-day activities, and youth and teen programming.

Q20-What improvements would enhance visits? – Summary of Comments

- Preserve the small-town character while reducing over-tourism impacts, with many respondents urging balance between welcoming visitors and prioritizing quality of life for fulltime residents.
- Improve beach and waterfront amenities, including cleanliness, regular raking, dune and access maintenance, boardwalk completion, shade, seating, and modest enhancements that avoid overdevelopment.
- Strengthen visitor information and communication, such as clearer signage, centralized event calendars, visitor centers, kiosks, and better education on town rules, parking, and golf cart regulations.
- Enhance safety and accessibility, including better enforcement and education around golf carts and scooters, improved lighting, traffic calming, and expanded ADA beach and facility access.

Q21-Overall, how satisfied are you with Town services?
(Rate from 1-5)

395 responses



DRAFT

Q22-Rate individual Town services? (Rate from 1-5)

Administration

363 responses



Q22-Rate individual Town services? (Rate from 1-5)

Building / Code Enforcement

294 responses



Q22-Rate individual Town services? (Rate from 1-5)

Finance

343 responses



Q22-Rate individual Town services? (Rate from 1-5)

Library

370 responses



Q22-Rate individual Town services? (Rate from 1-5)

Planning & Zoning

355 responses



Q22-Rate individual Town services? (Rate from 1-5)

Police

370 responses



Q22-Rate individual Town services? (Rate from 1-5)

Public Works

370 responses



Q22-Rate individual Town services? (Rate from 1-5)

Town Docks

325 responses



Q22a-Please indicate if any services need improvement and why. – Summary of Comments

- Strong and repeated calls for additional public restrooms, particularly near the beach, downtown, and high-use areas, with frustration over reliance on limited or temporary facilities.
- Public Works staffing and capacity were frequently cited as insufficient, with respondents noting backlogs in maintenance, drainage, road repairs, street cleaning, landscaping, and general upkeep.
- Significant concerns about water quality and utility services, including taste, staining, and reliability, despite some acknowledgment of recent improvements under Virginia American Water.
- Widespread criticism of Planning, Zoning, and Code Enforcement processes, described as overly complex, inconsistent, slow, and difficult to navigate, particularly for homeowners and small projects.

Q22a-Please indicate if any services need improvement and why. – Summary of Comments

- Mixed but recurring concerns regarding police presence and approach, with requests for more community-oriented policing, improved friendliness and visibility, de-escalation training, and fewer speed-trap perceptions.
- Ongoing flooding and stormwater management issues were highlighted, especially in low-lying neighborhoods, with calls for clearer communication, long-term solutions, and coordination with VDOT.
- Parking enforcement and policies were viewed as confusing and punitive, especially for visitors, with requests for clearer signage, warnings before tickets, and better communication of rules.
- Requests for improved communication and transparency from Town administration, including clearer processes, better responsiveness, expanded online services, and more consistent information sharing.

Q22b-Any additional comments about Town services? – Summary of Comments

- Overall sentiment toward Town staff and services is largely positive, with many respondents praising staff professionalism, dedication, responsiveness, and the Town's ability to manage services despite limited resources and seasonal pressures.
- Public Works received especially strong praise for maintenance, event cleanup, yard debris pickup, and overall responsiveness, though many noted the need for additional summer staffing to keep up with demand.
- Police services generated mixed feedback, with appreciation for safety and enforcement alongside concerns about approach, visibility, and tone; many called for more community-oriented policing such as foot or bike patrols and friendlier interactions.
- Planning, zoning, and permitting processes were frequently cited as frustrating or overly complex, with requests for clearer communication, streamlined procedures, additional staffing, and a more collaborative, customer-service-focused approach.

Q22b-Any additional comments about Town services? – Summary of Comments

- Water service and utility communication remain a concern, including water quality, cost, service interruptions, and the need for clearer advance notice when maintenance or shutdowns occur.
- Library services were repeatedly highlighted as a major community asset, with strong support for staff, programming, and requests for additional resources, space, and continued investment.
- Seasonal service strain was a recurring theme, with calls for increased trash pickup, recycling options, beach patrols, and infrastructure support during peak summer months.
- Residents emphasized the importance of preserving Cape Charles' small-town character in all service decisions, urging balance between tourism demands and the needs of full-time residents.

Q23-What ways can we continue to enhance community engagement? – Summary of Comments

- Improve communication and transparency, including clearer, more frequent announcements about meetings, events, decisions, and opportunities for involvement through email, newsletters, the website, and non-Facebook channels.
- Expand opportunities for dialogue beyond formal meetings, with strong support for additional town halls, listening sessions, informal meet-and-greets, and small-group discussions that encourage two-way conversation.
- Increase off-season and year-round community events, especially activities focused on residents, families, teens, and seniors, to strengthen connections outside the peak tourist season.
- Prioritize full-time resident engagement while bridging divides with part-time residents, Bay Creek residents, and short-term rental owners so all stakeholders feel heard and valued.

Q23-What ways can we continue to enhance community engagement? – Summary of Comments

- Strengthen coordination among community organizations, nonprofits, Main Street, and Town departments to reduce silos, avoid conflicting events, and promote shared goals.
- Expand volunteer and civic engagement opportunities, including youth and teen involvement, mentoring programs, service projects, and clearer pathways for residents to get involved.
- Continue and expand successful community programming, such as concerts, festivals, parades, arts and cultural events, and activities at Central Park and the Palace Theatre.
- Enhance outreach and inclusion, ensuring engagement efforts reach all neighborhoods, age groups, and backgrounds, and that leaders are visible and accessible throughout the entire town.
- Support engagement through technology, including virtual meeting access, online surveys, feedback summaries, and easier ways for residents to submit comments and track outcomes.