

COUNTY OF YORK

MEMORANDUM

DATE: September 27, 2024
TO: York County Board of Supervisors
FROM: Mark L. Bellamy, Jr., County Administrator
SUBJECT: Strategic Priorities Report

A handwritten signature in blue ink, appearing to be 'MLB', is written over the 'FROM' line of the memorandum.

Over the past year, staff has prepared and submitted quarterly reports detailing the progress of the Capital Improvement Plan (CIP) and the Board's Strategic Priorities. These reports provide an overview of key projects and initiatives across the County and include specific updates from the Department of Public Works and the Department of Economic and Tourism Development.

I will be presenting a detailed update on these items at the upcoming Board meeting. Should you have any questions or need additional information in advance of the meeting, please do not hesitate to contact me.

Schott/3326

COUNTY OF YORK

MEMORANDUM

DATE: January 12, 2024
TO: York County Board of Supervisors
FROM: Mark L. Bellamy, Jr., Interim County Administrator
SUBJECT: Strategic Priorities Report



Background:

In January 2016, during its annual retreat, the Board took a strategic step forward in shaping the future trajectory of the County. The Board adopted a set of Strategic Priorities, recognizing the need for a cohesive framework to guide key facets of governance. This deliberate initiative aimed to provide clear direction for decision-making, budgeting, capital improvements, programming, and the delivery and implementation of County programs.

The adoption of these Strategic Priorities was not a casual choice; it represented a conscientious effort to instill focus and purpose into the County's operational landscape. By establishing this roadmap, the Board sought to create a foundation for informed decision-making, prudent financial management, and effective execution of initiatives. These priorities were intended to serve as a compass, aligning the County's actions with a unified vision and fostering a strategic approach to community development.

The Board's Strategic Priorities have shaped and influenced the County's trajectory over the years. From the intricacies of daily decision-making to the broader strokes of capital investments and program implementations, the adoption of these priorities serves as a testament to the County's commitment to purposeful and forward-thinking governance. The Strategic Priorities are listed below:

- Exemplary Public Safety
- Excellent Educational Opportunities
- Value-Driven Economic Development
- Maximize Outstanding Communications and Customer Service
- Environmental Stewardship with a Focus on Resiliency
- Quality Technology Investments

Actions Taken:

The objective of this report is to capture specific items per category, ensuring a focused and concise presentation of information. This approach underscores our commitment to showcasing and emphasizing initiatives that contribute directly to our overarching organizational goals.

The staff has successfully adjusted ongoing projects to align with the strategic priorities that were adopted. These adaptations specifically apply to areas like the Capital Improvements Program and day-to-day operations, indicating a proactive approach to ensuring consistency with organizational goals. Additionally, the staff consistently provides guidance to steer the ongoing progress of projects, demonstrating their active involvement in ensuring that initiatives remain aligned with the adopted strategic priorities.

Exemplary Public Safety

- York/Poquoson Law Enforcement Building: The new law enforcement building symbolizes the York-Poquoson Sheriff's Office's dedication to providing high-quality law enforcement services, meeting the community's expectations. Due to the insufficient space in the existing 7,000-square-foot building, the upcoming facility, spanning almost 52,000 square feet, will offer the necessary workspace and create a more inviting environment for all residents. The anticipated opening of the building is in March, 2024.
- (CIP Project Years FY2022-2027; FY2023-2028; FY2024-2029)
- Fire Station 7: Due to increasing demands on fire stations in the north County, and with the closure of Crossroads, a unique opportunity was achieved to offer long-term fire and rescue capabilities, cost savings, and improved response times for the upper portion of the County. Fire Station opened in September, 2023.
- Fire Apparatus: The new fire apparatus replaces outdated and less reliable equipment, including pumpers, pumper/tankers, aerial ladder units, and advanced life support medic units. Older apparatus may be more prone to mechanical failures, compromising the reliability required for swift and effective emergency responses. Investing in new fire apparatus is essential to maintain a high level of operational readiness, adapt to technological advancements, and ensure the safety and effectiveness of firefighting and rescue operations.
- (CIP Project Years FY2022-2027; FY2023-2028; FY2024-2029)

Excellent Educational Opportunities

- **Yorktown Library Expansion:** The Yorktown Library underwent a significant expansion, adding 10,000 square feet, and renovated the existing 8,905 square feet—marking the first renovation since 1984. The upgraded facility now features 11 study rooms, a dedicated area for teenagers, a new computer location, and a 100-seat auditorium. The goal is to create a more versatile space, catering to both collaborative and individual needs. The renovation aims to provide a conducive environment for individuals to connect with one another and easily access the resources they need.
(CIP Project Year FY2022-2027)
- **Seaford Elementary School Renovation:** The construction project involves multiple enhancements to the existing infrastructure, including the creation of nine new classrooms, expanding the media center and main offices, conducting roof repair and coating, replacing windows, expanding classrooms, enlarging the cafeteria, establishing a bus loop, and upgrading athletic fields. These comprehensive improvements aim to address various aspects of the facility, encompassing academic spaces, administrative areas, and recreational facilities, thereby enhancing the overall functionality and efficiency of the educational environment.
(CIP Project Years FY2022-2027; FY2023-2028; FY2024-2029)
- **School Court Repair:** Court maintenance contributes to the advancement of physical education by providing an environment for activities and fostering support for physical fitness. The funding is allocated to support the life-cycle maintenance of the County's sports facilities, encompassing the resurfacing, seal coating, and color coating of 34 existing tennis courts and 38 basketball courts located at school and park sites. This investment aims to ensure the longevity and quality of these recreational spaces, contributing to the community's overall well-being and enjoyment of sports activities. The County has recently completed tennis court renovations at York High School and Grafton High School. In the near future, this maintenance will also occur at Tabb High School.
(CIP Project Years FY2022-2027; FY2023-2028; FY2024-2029)

Value-Driven Economic Development

- **Economic Development Authority Grants - 2023:** The Department of Economic and Tourism Development offers several different incentive programs for businesses in the community. Grants that are offered include items such as business growth, commercial corridor property improvement, commercial property demolition, E-Commerce, Google Virtual Tour, and home-based business transition. The total grants paid in 2023, totaling \$258,047.39, encompassed grants awarded in the years 2021, 2022, and 2023.

- Ribbon Cutting Events - 2023: Ribbon-cutting events mark the official opening of a new facility, business, or project. The Department of Economic and Tourism Development assisted with 24 ribbon-cutting events in 2023.
- Economic Development Specialist: A newly appointed Economic Development Specialist was hired to manage the business retention program and act as the primary representative for regional small business initiatives, including the Peninsula Home-Based Business Network and Start Peninsula. The Economic Development Specialist's main responsibility is to efficiently connect with members of the York County business community. Another objective is to improve the effectiveness of the business retention program and actively contribute to regional small business initiatives, promoting collaboration and community support.
- Updated Informational Outreach: Economic and Tourism Development has recently launched a new website along with updated promotional materials, including fliers, brochures, and a video series. The videos, narrated by existing businesses, highlight the diverse benefits of the County, aiming to offer both current and prospective businesses a thorough understanding of the advantages available. The goal is to strengthen the connection with businesses and position York County as an appealing destination for business ventures.

Maximize Outstanding Communications and Customer Service:

- Active Transportation Infrastructure Outreach/Projects: The establishment of walkways and bikeways plays a crucial role in creating secure spaces for pedestrians and bicyclists. By offering designated areas for these activities, potential conflicts among various road users are minimized, contributing to enhanced safety. In 2023, eight community outreach meetings were held on sidewalk projects including Route 17, Yorktown Road, Lakeside Drive, Grafton Drive, Villa Way, and Siege Lane. Sidewalks were installed in Yorktown, specifically near the Victory YMCA across York Hampton Highway, and in Lackey.
- (CIP Project Years FY2022-2027; FY2023-2028; FY2024-2029)
- Regional Radio Project: The Regional Radio System provides emergency services for York County, Poquoson, Williamsburg, and most recently, James City County. Regular updates are essential for maintaining the system's efficiency, reliability, and compatibility with evolving technologies in emergency response. An example of this technology benefit was evident in February when emergency calls from James City County were immediately transferred to York County following an electrical fire at the James City Call Center. No emergency calls were missed during this time

period. A merger has occurred with James City County in 2023. The system continues to address the needs within the multiple jurisdictions of York, James City County, Poquoson, and Williamsburg.

- (CIP Project Years FY2022-2027; FY2023-2028; FY2024-2029)
- Backup Power - Emergency Shelter and Disaster Support Customer Service: Emergency shelter backup power is crucial for ensuring the continuity of essential services and the safety of individuals during critical situations. In the event of power outages caused by natural disasters, infrastructure failures, or other emergencies, having a reliable backup power source becomes paramount. It allows emergency shelters to maintain lighting, heating or cooling systems, medical equipment, and communication tools, ensuring a secure and functional environment for evacuees and emergency responders. This backup power capability is vital for supporting ongoing operations, providing a lifeline for vulnerable populations, and enabling efficient coordination of relief efforts, ultimately contributing to the resilience and effectiveness of emergency response systems. Most recently, a backup generator was purchased in partnership with the City of Poquoson at the YMCA to enhance resilience and respond effectively to hurricanes.
- (CIP Project Years FY2022-2027; FY2023-2028; FY2024-2029)
- **Environmental Stewardship with a Focus on Resiliency**
 - Pump Station Rehabilitation Projects: Pump station rehabilitation is crucial for maintaining the functionality and reliability of water and wastewater infrastructure. Regular rehabilitation efforts are essential to address issues such as corrosion, mechanical wear, and outdated equipment, ensuring optimal performance and preventing potential disruptions to the system.
 - In 2023, the County rehabilitated the Brandywine Pump Station and Hollywood Pump Station.
 - In 2024, other pump stations scheduled for rehabilitation include those located on Hickory Hills Drive, Baptist Road, and Don Juan Circle.
 - (CIP Project Years FY2022-2027; FY2023-2028; FY2024-2029, respectively)
 - Stormwater Rehabilitation Projects: Stormwater rehabilitation projects are essential for addressing the adverse impacts of urban runoff and enhancing overall water quality. Aging or inadequate stormwater infrastructure can lead to increased flooding, erosion, and pollution in water bodies.
 - Country Lane Stream Restoration Project. The County restored an eroded stream and upgraded the culverts under Country Lane near Dodd RV.

- Wormley Creek Culverts. Culverts were installed under Route 17 and Cook Road to help alleviate flooding in the Edgehill Subdivision.
- Siege Lane Pond: The County constructed a pond to provide water quality benefits for the James River Watershed and to help alleviate flooding issues on Jennie Drive.
- (CIP Project Years FY2022-2027; FY2023-2028; FY2024-2029, respectively)
 - New Quarter Park Kayak Launch/Improvements: As in Back Creek Park, New Quarter Park is also set to undergo enhancements, including the addition of a kayak/canoe launch, along with various minor improvements. This project aims to expand recreational opportunities, providing a designated area for water-based activities and implementing minor changes to enhance the overall park experience further.
- (CIP Project Year FY2022-2027)
 - Underground Utilities: Beautifying the County by eliminating overhead utilities and placing them underground along major transportation corridors holds significant importance as it directly influences the overall visual aesthetics of the region. The appearance of these corridors greatly impacts the first impression for residents and visitors alike. These improvements contribute to a positive and welcoming atmosphere, making the County a more desirable place to live, work, and visit while enhancing the overall quality of life for its residents. The new Law Enforcement building will benefit from this initiative as the plan to bury overhead power lines is consistent with this initiative.
- (CIP Project Years FY2023-2028; FY2024-2029)

Quality Technology Investments

- Financial Software Replacement: The County's financial software system underwent an upgrade, transitioning from the Bright system to Avenity in key offices such as the Utility Billing, Commissioner of the Revenue, and Treasurer's Office. This upgrade signifies a technological advancement aimed at improving efficiency and functionality in financial operations within these specific departments. The new software is expected to offer enhanced features and capabilities, streamlining processes related to utility billing, revenue assessment, and treasury functions, thereby contributing to

- a more effective and modernized financial management system.
(CIP Project Year FY2022-2027)
- Biomedical Equipment: Biomedical equipment is critical as it plays a vital role in diagnosis, treatment, and patient care. Updated and advanced equipment ensures accurate and efficient medical processes. EMS equipment that has become unsupported by the vendor or the inability to receive parts poses a risk in the outcome of patient care.
(CIP Project Years FY2022-2027; FY2023-2028)
- York Hall Microphone Equipment Replacements: The new microphones recently acquired are an improvement in the audio equipment, aimed at enhancing sound quality. The equipment will be used in meetings such as the Board of Supervisors or School Board meetings and will offer better clarity of the meetings.
(CIP Project Years FY2022-2027; FY2023-2028)

Although we acknowledge that these highlighted projects may not encompass all ongoing initiatives, our intention is to showcase specific areas of focus that are consistent with the guidance of the Board's Strategic Priorities. The report aims to spotlight completed and upcoming projects and activities from the past two years, emphasizing achievements and those currently in progress. It is our intent to provide the Board with reports every six months due to the size of the projects. In future memorandums, we aim to highlight specific projects that are in alignment with our strategic priorities.

Schott/3326

COUNTY OF YORK

MEMORANDUM

DATE: March 20, 2024

TO: York County Board of Supervisors

FROM: Mark L. Bellamy, Jr., County Administrator 

SUBJECT: Strategic Priorities Quarterly Report - Department of Public Works

The Strategic Priorities adopted by the Board provide clear direction to obtain shared attainable goals, establish a common understanding among managers and teams as well as a straightforward approach to future challenges. As stated in the previous memorandum from January 12, 2024, I wanted to share the progress of some of the projects that the Department of Public Works is currently working on.

Exemplary Public Safety

- **Law Enforcement Building:** Work on the project continues to move forward. The flooring installation is approaching completion, while drywall and painting touch-ups are underway. The furniture is completed, and assembly is in progress. Additionally, one generator has been installed, with the second expected to arrive soon.
- **Emergency Communications Center Building Addition:** Electrical rough-in is complete, and exterior brickwork has been completed. Interior walls, ceilings, and offices are nearing final completion.
- **Building Safety Renovation:** Design work and surveys are ongoing to renovate offices previously occupied by the York Poquoson Sheriff's Office. The project will begin later this year and will develop in scope over the next several years.
- **York High School Generator:** Design has been completed, and work is underway. Generator pads have been constructed, with a delivery of generators scheduled for later this spring. Installation should be completed this summer.

Excellent Educational Opportunities

- **Grafton High School and York High School Tennis Courts:** Renovation of courts to include crack filling, leveling, color coating, ret replacement, crank repair, and re-stripe playing surfaces. York High School courts have

been completed, and Grafton High School courts are scheduled for later this winter. Pickleball court lines will be added to existing courts.

- **Back Creek Park Tennis Courts:** Upper courts of the Back Creek Park Tennis Courts will be renovated to include the design of Pickleball Courts on some of the existing Tennis Courts. Project is ongoing with a projected start date later this spring.
- **Chisman Creek Park:** Installation of remote athletic field lighting control on existing softball fields is on-going. Project should be complete early this spring.
- **New Quarter Park Kayak Launch:** Design work for an ADA kayak launch at the point is under design and development.
- **Back Creek Park Kayak Launch:** Plans and design have been reviewed by Public Works Staff and Parks & Recreation. Current construction estimate is for late 2024.

Value Driven Economic Development

VDOT Revenue Sharing Projects and Transportation Alternatives

- **Route 17 Sidewalk:** The project connects the newly renovated York Library project to the existing multi-purpose trail along Route 17 in front of York Villas. The project includes a signalized crossing. Plans were received in October and are currently under review.
- **Lakeside Drive Sidewalk:** The Project will connect Carraway Terrace and North School Lane on the northern side of Lakeside Drive with a sidewalk. It will also connect School Lane and Bailey Road on the southern side. Plans were received in November and are under review.
- **Villa Way Sidewalk:** The project starts at Yorktown Road and continues down Villa Way with a connection to Mt. Vernon Elementary. Plans were received and are currently under review.
- **Siege Lane Sidewalk:** The project starts at Runaway Lane and continues down Siege Lane past the elementary school to York-Warwick Drive. Cox Communications accepted the utility alterations proposed by staff. Plans were received and are under review.

- Grafton Drive Sidewalk: The project will be connected to the already completed Grafton Complex Connector sidewalk and will extend to Timberline Loop. Plans were received in October and are under review.
- VDOT projects that have been approved for future funding and approximate award dates. These projects will develop in scope and design over multiple years.
 - Lifting of Seaford Road- This project has been approved for VDOT funding for Budget FY27.
 - Waller Mill Road- This project has been approved for VDOT funding for Budget FY27.
 - Sports Way/Lakeside Sidewalk and Crosswalk- This project has been approved for VDOT funding for Budget FY27.
 - Goodwin Neck Bikeway- This project has been approved for VDOT funding for Budget FY26.
 - Victory Blvd Trail- This project has been approved for VDOT funding for Budget FY27.

Maximize Outstanding Communications and Customer Service

- Development Services: The contract has been released for the renovation and expansion of Development Services. Tree clearing is to be completed by April, with construction to follow.
- Parking Terrace Repairs: Repairs to the upper-level deck surface are complete, including pumper stops, re-surfacing, and re-line of parking spaces. The new upper deck gate will be operational this spring.
- Vehicle Maintenance Fuel Station Number 2 (Tabb): The project was completed in the fall of 2023, and the station is operational.
- Vehicle Maintenance Fuel Station Number 3 (Bruton): The project is being designed in-house, and tanks have been ordered. The plans were approved, and the project is scheduled to begin in the summer of 2024.
- Church Street Stairs Landscaping: The retaining walls and earthwork have been completed. The landscaping will be installed this spring.
- Charles Brown Park: The asphalt replacement was completed this fall.
- Battle Road Sidewalk: Design work is proceeding and will start at the Route 17 Sidewalk and continue along Battle Road to Old York-Hampton Highway. VDOT has approved the project and staff is securing easements.

The project is ongoing and further design changes have occurred due to comments by Newport News Waterworks.

- **Bulifants Boulevard:** The project will connect the new crosswalk at the intersection of Mooretown Road and along Bulifants Boulevard to the end of the existing apartment sidewalk. The trees have been removed and staff is reviewing construction quotes. The project is scheduled to begin in the spring.
- **Old Mooretown Road Sidewalk:** The project begins at the end of the James City County sidewalk along Old Mooretown Road, crosses the road and continues to Kelton Station on the York County side. The marked up plans and a letter addressing comments has been forwarded to VDOT for review. The final plan submittals were received July 13, 2023. Staff is working on securing the required easements for project.
- **HRSD Park and Trail:** Staff has finished the trail plans and cost estimate. HRSD's consultant received the plans and submitted it with their JPA package and Dominion Energy encroachment application. HRSD has forwarded comments and staff updated the plans. Project design and approvals are ongoing. HRSD has begun construction.

Environmental Stewardship with a Focus on Resiliency

- **Edgehill Culverts:** The project includes installing culverts under Cockletown Road and Harris Grove for the Edgehill drainage improvements. Tree removal has begun and plan review to be completed in February 2024.
- **Celestial Way Stream Restoration:** The project restores over 1,700 linear feet of stream starting at Big Bethel Road and extending downstream to Heavens Way.
- **Larkin Run Stream Restoration:** Brown and Caldwell have completed the survey, field investigation, and environmental research and submitted their Basis of Design. A change order was processed to add a BMP design on Grafton Bethel Elementary School. The design of the stream and the school BMP should be wrapped up once the easements are obtained; two temporary construction easements are still outstanding. The Wetlands permit has been obtained with tree clearing restriction until the end of July 2024. Construction is anticipated in the Fall of 2024.
- **Rosewood-Goodwin Neck Culvert:** Installation of a culvert under Goodwin Neck Road to protect the Emergency Communications and Operations

Center from flooding. The utilities still need to be relocated and the design is ongoing.

- Queens Lake Ravines and Dam: The Survey is complete. The plan and design is ongoing with staff and The Virginia Department of Conservation and Recreation (DCR). Grant funding is available and awarded for \$1,000,000 for wetlands renovation. The staff is following up with Department of Environmental Quality (DEQ) to process the grant application.
- Whites Faulkner Sewer Extension Project: The project will provide sewer to homes and businesses along both sides of Route 17 from Terrebonne Road to Fort Eustis Boulevard. The survey work is still in the process of being done. The appraisal for the pump station property has been completed. We are still working on finalizing the plat and purchasing the pump station property. The design work and engineering will occur over the next year.
- Hickory Hill Pump Station Rehabilitation: The project design is to renovate and upgrade the pump station that has significant structural, mechanical, electrical, and wastewater capacity issues. The plans and specifications are complete. The pre-construction meeting is scheduled with construction to follow in the spring of 2024.
- Brandywine Pump Station Rehabilitation: The project design and scope is to renovate a pump station that has significant structural, mechanical, electrical, and onsite stream erosion issues. The generator and pumps have been ordered. The roof, all electrical, pumps, lights, and above-ground walls have been removed and/or demolished. The project should be completed in May of 2024.
- Baptist Road Pump Station: Staff is working on connecting three-phase power service from Dominion. New pumps, generator, electronics, and bypass pumps are to be installed in the summer of 2024 in anticipation of the Rose Hill Development.

COUNTY OF YORK

MEMORANDUM

DATE: July 29, 2024
TO: York County Board of Supervisors
FROM: Mark L. Bellamy, Jr., County Administrator 
SUBJECT: Strategic Priorities Quarterly Report – Department of Economic and Tourism Development

The Strategic Priorities adopted by the Board provide clear direction to shared attainable goals, establish a common understanding among managers and teams, and provide a straightforward approach to future challenges. As stated in the previous memorandum from January 12, 2024, I want to share the projects, related to your priorities, that the Department of Economic and Tourism Development (ETD) has completed and those they continue to work on.

Exemplary Public Safety

- **Disaster Preparedness Webpage for Local Businesses:** ETD created a new disaster and crisis planning page on our website that is designed to equip existing County businesses with the knowledge, tools, and resources they need to face uncertainty head-on, and respond more effectively if disaster strikes. The webpage is actively maintained and updated as needed. www.yesorkcounty.com/4183/disaster-planning-resources
- **ETD Emergency Ops Plan:** Staff reviewed and updated the Departmental Emergency Operation Plan so staff can efficiently and effectively prepare and respond to natural disasters.

Excellent Educational Opportunities

- **Freight Shed:** The Freight Shed is utilized multiple times each year as an educational space during community events at the waterfront. The venue provides the perfect layout to set up special exhibits and presentations for visitors during featured Market Days and historical events. Recent topics include aquaculture and workboats, lifesaving procedures, and zoological facts. The Freight Shed also hosts employee training sessions, the benefits enrollment fair, and many other internal workshops and meetings throughout the year.
- **Local Job Fairs:** Staff participated in Grafton High School's job fair to educate students about the current job postings ETD has available and participated in the York County Human Resources Department Job Fair.
- **Student Engagement:**

- York County School Division (YCSD) Pitch Night: Staff represented the department at YCSD's annual Pitch Night where they listened to and voted for the best sales pitches on innovative entrepreneurial ideas.
- Mock Interviews: Staff conducted mock interviews as part of an EngagedIN YCSD project. The idea is to help students improve their interview skills by providing practice and constructive feedback.
- York County Youth Commission: ETD hosted Youth Commissioners that assisted with kids' crafts and other activities during nine Yorktown Market Days events throughout the 2023-2024 school year teaching them skills in communication and public engagement.
- Events: ETD included four students from York High School as members of the "Green Team" to help promote recycling at Riverwalk Landing.

Value-Driven Economic Development

- York County Economic Development Authority (EDA) Grants: Staff recently reviewed and proposed changes and additions to existing grant programs, which were approved by the EDA. These changes will potentially provide more funding and easier access for existing businesses seeking financial assistance.
- Business Recruitment and Retention: Recently, our Economic Development Specialist obtained Business Recruitment and Expansion certification. This gives staff expanded tools and a broader knowledge base for recruiting and retaining businesses in York County. Additionally, staff has been active in the Hampton Roads Alliance business retention and expansion group which leverages regional expertise and insight to better serve York County businesses.
- While nearly 50% of the County's total land area is unable to be developed, York County continued to see new development take place in locations such as Busch Industrial Park. In FY24, construction was completed on a new 20,000-square-foot flex space on Stafford Court. This space is online and available for occupancy. Southport Holdings continues to develop property it owns and subsequent buildings are slated for construction based upon market demand.
- Backfill of vacant retail space in the County continues to be an area of focus. The Edge District, specifically the James-York Plaza Shopping Center, experienced a boost on the retail side with several new business openings and expansions including Dominion Dogs, The Swirl, Parker & Peony Boutique, Colonial Iron Gym, Catalillies Play Café, Williamsburg Floral, and Column 15. In the southern portion of the County, the former Dress Barn space in the Village Square Shopping Center was backfilled by Addicted to Golf.
- The former Iceplex facility in Kiln Creek was acquired and is under new ownership as Chilled Ponds Ice Sports Complex at Yorktown. The facility underwent a \$2 million renovation to upgrade and modernize to be better positioned to operate in

partnership with their Chesapeake facility in attracting regional ice hockey tournaments. Chilled Ponds also worked with York County Parks & Recreation to offer free public skating sessions to York County residents.

- York County Restaurant Week: ETD hosted its inaugural York County Restaurant Week from February 26 to March 3, 2024. Staff recruited 18 restaurants to participate and offer specials specific to the week. This first year was a success, reporting a heavy patron turnout and increased sales for the participating restaurants. (www.visityorktown.org/767/York-County-Restaurant-Week)
- Secure and Enhance Land: Staff is forging ahead with the effort of securing and enhancing commercial land with the potential for long-term economic-based expansion. Although the Beale's project has experienced delays, the developer is nearing an agreement with a tenant that will operate the facility as a coastal-themed brewpub. At the Kings Creek Commerce Center, site plans have been submitted by Dominion Energy to move forward with the proposed solar farm, and staff is engaging with various interested parties on the remainder of the property with one prospect in final negotiations.
- Promote Tourism Activities: Staff continues to highlight tourism activities in Yorktown and the Historic Triangle for the benefit of residents, businesses and visitors. The County continues to invest in our expanded shoulder-season events to enhance year-round visitation. Staff is planning VA250 related anniversary events to drive overnight stays and continues to leverage sponsorship opportunities associated with Yorktown Market Days, VA250, and grants.
- Expanded Visitor Programming: Staff continues to collaborate with other departments and organizations to expand educational and entertainment programming at major County focal points, such as the Yorktown Waterfront and Riverwalk Landing; Vintage Market/Car Show on Main Street, Christmas Market on Main, and An Enchanted Evening on Main Street in Historic Yorktown; and the Juneteenth Celebration and York County Vintage Market at the McReynolds Athletic Complex. There is an ongoing effort by staff to identify opportunities for event expansions or additions, like the Pirate Invasion and Maritime Market moving to two-day events, the addition of the Yorktown Work Boat Races, and various York County VA250 events. www.visityorktown.org/737/Virginia250-Celebration
- National Park Service and York County Collaboration: Staff meets monthly with representatives from the National Park Service as part of ongoing collaboration to revitalize Historic Main Street to not only reestablish the location as a tourism draw, but also as an economic driver.
- Riverwalk Landing Piers Utilization: The Riverwalk Landing Piers has seen an increase in utilization. Cruise ship visitation revenue continues to increase through additional services provided and a new priority docking agreement with American Cruise Lines, that outlines even more Yorktown dockings. The piers also serve as a major attraction and will continue to draw visitors to our home-ported tall ship, the pier-centric Yorktown Work Boat Races, and now, Coastal Seaplanes.

- Dockmaster Building: Plans for the new Dockmaster Building are in final stages with construction slated to begin in September 2024. Approved by the Board of Supervisors at their April 16, 2024 meeting, this facility will replace the existing dilapidated structure and feature new ADA-accessible restrooms and a Visitor Center. This new Visitor Center will be the epicenter of guest services at the Yorktown Waterfront and will also represent a new opportunity for revenue generation through enhanced retail offerings and ticket sales.

Maximize Outstanding Communications and Customer Service

- Business Communications: Newly launched business communication pieces across various formats give the same information at least three times and in at least three media types. This ensures that local operators will be exposed to key messages and increase their recall and engagement with opportunities and updates. The new publications are complementary to our general monthly York County ETD e-newsletter and include:
 - Economic Development Infographics created to educate the community on the importance and benefits of economic development.
 - Print Magazine (with digital Flipbook): New in 2024, ETD is producing a “*It’s Your Business*” printed magazine to all commercial businesses in the County.
 - Real Estate Development E-newsletter: New in 2024, this quarterly email is created and sent exclusively to the region’s commercial real estate and development community. Relationships and partnerships with local brokers and developers are an essential part of economic development.
 - Buy Local E-newsletter: New in 2024, ETD is producing a quarterly e-newsletter to encourage and incentivize the community to patronize local business. The York County community has supported “buy local” and ETD continues to develop *Keep It In The County* campaigns to further promote this important initiative.
- Local Business Marketing Video Production
 - Small Business Appreciation Video: In honor of Small Business Week 2023, ETD produced a short video to thank our local business owners for choosing York County and for the many benefits they provide to the community. This video was updated and also used for the 2024 Campaign. <https://bit.ly/SmallBusinessWeek2024>
 - Buy Local Video Series: In June 2024, ETD produced two short videos highlighting testimonials from local business owners on why you should shop local. These pieces will be heavily promoted each November for Buy Local Month. <https://bit.ly/BuyLocal2024>
- ETD Website Relaunch: During the summer of 2023, the ETD team worked collaboratively to review all pages of existing content on the Economic Development website. The information was updated and then migrated over to the new ETD portal, within the framework of the larger County website. The overall design was updated to match other recently revamped marketing materials. This

also allowed the navigation to be simplified, making it easier for visitors to quickly find the information they need. www.yesyorkcounty.com

- **Ribbon Cuttings:** Since January 1, 2024, staff has facilitated 12 ribbon cuttings for new businesses and businesses celebrating grand re-openings. These events not only celebrate York County business but also provide a marketing platform and additional exposure to potential customers.
- **Development Facilitator Position:** Leadership from the Department of Economic and Tourism Development, Planning and Development Services, and the Commissioner of the Revenue identified a need to be more proactive and visible in supporting our businesses and advocating for more business-friendly codes, processes, and practices. To improve the County's business environment and meet this need, staff members from these areas convene monthly to facilitate customer service coordination in assisting prospective and existing businesses as they navigate starting a new business and/or expansion.
- **Entrepreneurship Engagement:** The department continues to promote entrepreneurship in the County through various initiatives such as the Small Business and Workforce Development Summit hosted at the Yorktown Freight Shed in May 2024. York County also takes a lead role in the Peninsula Home-Based Business Network, which is a regional initiative designed to support and provide resources for home-based businesses. Additionally, staff is key in supporting the Launchpad: Greater Williamsburg Business Incubator, which creates research and technology transfer opportunities, and develops infrastructure and skills that support high value-added work opportunities in the Commonwealth.
- **ETD manages a conservative advertising budget of designated marketing dollars to maximize exposure in paid media including radio, print, digital, and regional visitor publications. The exposure and brand awareness enhances the Visit Yorktown campaign and ensures that York County is top of mind for prospective visitors. Visitor services collateral is distributed statewide, locally, and at events, including maps, brochures, visitor guides, and event calendars, utilizing in-house and staff expertise. The materials have been streamlined, updated, and enhanced on all marketing pieces.**
- **Consistent Marketing Messaging:** Engaging, lighthearted, with a playful yet professional tone, is the goal to convey consistent promotional messaging across various mediums. Utilizing print, e-newsletters, video, and social media, the content focuses on announcing events, sharing stories, providing important updates, and promoting Historic Yorktown as part of the Greater Williamsburg destination.
- **Regional Marketing Cooperation:** Staff continues to actively participate in Visit Williamsburg marketing programs and leverage marketing and branding opportunities including media days, hosting social media influencers, and attending destination networking events. They also represent Yorktown at Virginia Tourism Corporation (VTC) sponsored conferences that offer educational seminars and the rollout of the latest grant and marketing campaigns.

- Collaborate on Countywide Messaging: Staff coordinates with other departments and organizations to cross-promote events and release important information by tagging, sharing, and using hashtags on social media; sending joint press releases; posting on visityorktown.org; and providing marketing collateral at York County/Visit Yorktown booths.
- Customer Service: Staff provides outstanding customer service with many points of contact including call-in requests and questions, the Yorktown Freight Shed, Riverwalk Landing Piers, cruise ship information tent, community events at the Yorktown Waterfront, Yorktown Trolley service, and programs such as Waterfront Ambassadors, event support staff, and parking attendants. This outstanding customer service is reinforced through constant feedback to departmental employees and mandatory customer service training. It is rewarded by positive visitor and resident feedback received via surveys, emails, and social media.
- Presentations and Updates: Staff provides updates on all departmental activities and programs to the York County Board of Supervisors and Economic Development Authority several times each year.

Environmental Stewardship with a Focus on Resiliency

- Virginia Clean Marina Program: The Riverwalk Landing Piers continues to participate in the Virginia Clean Marina Program which focuses on improving water quality and habitat for living resources. This commitment to the environment helps create an aesthetically pleasing facility that attracts responsible boaters who respect and follow good boating practices.
- Virginia Green Chapter: ETD recently announced a new partnership with Virginia Green Travel. Staff established an Eco-Friendly/VAGreen web page that lists businesses' current sustainability practices in York County as a way to encourage "green" tourism. As a Chapter member, the department recruits businesses and encourages them to embrace environmentally friendly practices. www.visityorktown.org/769/Virginia-Green

Quality Technology Investments

- Track the Trolley: Staff continues to leverage the investment in the *ETA Spot* app to provide riders with area information, service bulletins, estimated times of arrival and real-time tracking of the Yorktown Trolley on their mobile device.
- Tourism Website Premium Package Upgrade: ETD is investing in modernizing the design of the visityorktown.org website. The updated site is expected to launch in August 2024 and will feature a variety of tools and platforms designed to make the user experience better and increase staff efficiency and productivity. www.visityorktown.org