



Strategic Plan Progress Report

April 2013: 1st Quarter



An update on the activities and successes for the 1st quarter of Fiscal Years 2013-2014 related to the Policy and Management Targets for Action.



Goal	Priority	Targets for Action	1st Quarter Update
Goal 1: Grow the Economy	Top Priority	Wards Plaza Development	<ul style="list-style-type: none"> Contracted with S. Patz and Associates to study site for a possible mixed-use development. Study to be completed within 90-120 days.
		Conference Center Strategy	<ul style="list-style-type: none"> EDA received four responses to market validation/financial analysis RFP. Strategic Advisors Group will begin May 6. Analysis should be completed within 120 days.
		Career Training Education - Career Pathways	<ul style="list-style-type: none"> Coordination efforts continue with Lord Fairfax Community College, Shenandoah University, Winchester Public Schools, and Valley Health to create the curricula. Valley Health will host a one-week Health Academy later this summer to offer students opportunities to shadow professionals and obtain hands-on experience. A kickoff event for this initiative was held on April 15 at the Winchester Medical Center.
		Major Employer Attraction Strategy	<ul style="list-style-type: none"> Developed draft performance contract for review by management and legal. Draft funding formula for the Economic Development Commission is also being reviewed.
	High Priority	Meadow Branch Avenue Development	<ul style="list-style-type: none"> S. Patz and Associates contracted to update the market study that suggested age-restricted housing and medical related office space.
		South Pleasant Valley Development	<ul style="list-style-type: none"> S. Patz and Assoc. contracted to update market study. Completing property appraisals and moving forward with acquisition for right of way along Monticello St.
		Economic Development Performance Standards and Metrics	<ul style="list-style-type: none"> Draft performance standards developed and being reviewed by management, and once finalized, will be incorporated into the City/EDC contract and for reporting purposes by the EDA.
		Enterprise Zone Implementation Plan	<ul style="list-style-type: none"> Staff is preparing for the 2014 designation round and will present information to the City Council on April 16, with the goal to have all required steps completed in time to submit another application on June 1 (deadline: 6/28).
	Moderate Priority	Winchester Towers Redevelopment	<ul style="list-style-type: none"> One of three sites discussed as a possible location for a conference center. Site will be reviewed as part of the conference center strategy for possible 'best use' determination.
		Amphitheater Concept and Direction 	<ul style="list-style-type: none"> Staff has developed a Project Matrix that establishes goals, tasks and a schedule. Parks & Recreation staff members have been meeting with Shenandoah University faculty and students for the past six weeks to plan the Shenandoah University Partnership with Community Day that took place on April 4, 2013. Students completed the following: <ul style="list-style-type: none"> Brush and debris cleanup at the Amphitheater site Identified a fall event to be planned by SU students Developed three renderings concerning what the Amphitheater could look like in the future Shenandoah University students will make a formal presentation on their designs to the SU Board of Trustees on April 16 at noon and the Parks & Recreation Advisory Board on April 22 at 6:30 pm.

Goal	Priority	Targets for Action	1st Quarter Update
Goal 2: Develop a High Performing Organization	Top Priority	Consolidated City of Winchester and Winchester Public Schools Capital Improvement Program (CIP)	<ul style="list-style-type: none"> • City Manager and Finance Director met with WPS Superintendent, Finance Director and Operation Services Director. Discussed the transition from the current practice used by schools to fund CIP and how we would transition to a comprehensive CIP in FY 14. • Schools will provide the City with their CIP for FY14.
		Comprehensive Capital Improvement Plan	<ul style="list-style-type: none"> • Updated the 5-Year CIP that includes identified capital projects in excess of \$50,000. All of the projects total almost \$260 million. • Prepared draft CIP for City Council review on April 23. • Transitioning IT Master Plan into a similar document called an Information Technology Plan to give greater focus to IT needs and coordination citywide.
		Reorganization Plan 	<ul style="list-style-type: none"> • Hired Assistant City Manager and reorganized departments accordingly. • Implemented cross departmental teams to work on strategic plan items and improve internal communication. • Evaluated City positions for possible job restructuring/reductions, with on position eliminated in DSS. • Scheduled training on new performance management system for all supervisors.
	High Priority	Information Technology Master Plan Implementation	<ul style="list-style-type: none"> • Filled Computer Support Technician position. • Prioritized hardware replacements, evaluated machines and ready to order approximately 80 devices starting mid-April 2013. • Evaluated communications and collaboration tools options and selected premise based MS Exchange solution. • FY 2014 funding currently at IT Strategic Plan recommended level. • Shifting to centralized hardware and software procurement in FY 2014.
		Communications and Marketing Plan 	<ul style="list-style-type: none"> • Staff has begun development of the communications plan by reviewing the most recent citizen survey. We anticipate using information gained from the Downtown Branding project as well to complete our situational analysis. Many of the traditional tactics used by municipalities are already in use in Winchester. • Future steps will look at how effective, accessible, and widely used are those tactics which includes our web page, citizen newsletter, televising Council Meetings, citizen academies, Twitter, Facebook, etc. • Published annual report and distributed electronically.
	Moderate Priority	Community Events Policy	<ul style="list-style-type: none"> • Staff has met several times to discuss the possible impacts of community events on City resources. • Exploring options to capture costs for events this year and present a proposal to City Council that for future events, the event's sponsor would offset the City's costs.

Goal	Priority	Targets for Action	1st Quarter Update
Goal 3: Continued Revitalization of Historic Old Town Winchester	Top Priority	<p>Taylor Hotel Revitalization Project</p> 	<ul style="list-style-type: none"> Phase 1 completed that included partial demolition of the old theatre, one-story addition, structural stabilization, with roof, and excavating for an 'English basement' by Lantz Construction, Broadway, VA. Created public-private partnership with Wishneff and Associates for Phase 2 as Taylor Pavilion, LLC, Selected Key Construction, Winchester, VA for phase 2/ project completion. Marketing property now with commercial real estate brokers.
		<p>Events Coordinator and Community Events Expansion Strategy</p> 	<ul style="list-style-type: none"> A Special Events Team has been assembled and meets twice a month in a working collaboration between Old Town Winchester, Park & Recreation and the Events Coordinator. The Special Events Coordinator is assisting existing events, developing new events and working to bring new events into the downtown. Five new events in Old Town have been added by the Special Events Coordinator and/or the Special Events Team: <ul style="list-style-type: none"> Friday Night Live Series: June 14, July 12, and August 9 Rockin' Independence Eve - July 3 Salute to the Troops - July 20 The Old Town Beer and Wine Festival - September 6 & 7 Octobeerfest -October 18 & 19 OTDB has also added new events including a Sip-N-Stroll and Old Town Mall Rededication Celebration. An event evaluation matrix has been developed.
	High Priority	<p>Historic Old Town Gateway Enhancements</p>	<ul style="list-style-type: none"> Documenting the gateway conditions with images and observations from the Design Committee is underway. An initial needs assessment looking at downtown signage shows that signs need to be updated to direct people to the new Welcome Center and public restrooms. Evaluation of the Rte. 7 entrance corridor has led to suggestions for traffic safety improvements including an entrance corridor redesign.
		<p>National Historic District Direction</p>	<ul style="list-style-type: none"> Completed survey of properties by consultant resulting in 320 properties being identified as candidates for National Historic District listing. Council approved hiring consultant to pursue formal designation.
		<p>Downtown Branding Development</p>	<ul style="list-style-type: none"> A Branding Task Force has been assembled and has held several meetings and is near completion of a Branding ID Statement. An initial scope of work for the branding campaign has been outlined. The Events Coordinator is taking a lead role in the branding campaign as outlined in his contract.

Goal	Priority	Targets for Action	1st Quarter Update
Goal 4: Create a more livable city for all	Top Priority	New John Kerr Elementary School Direction and Funding	<ul style="list-style-type: none"> • Staff has evaluated our debt policies and capacity for the construction of a new school. Additionally, staff continues to meet with the School System staff to develop a construction time frame and project budget. • WPS contracted with Weldon Cooper School, UVA, to complete a growth patterns analysis. • WPS will report to City Council by June on the preferred school location. • \$20M has been programmed into the proposed FY14 budget for this project.
			
	High Priority	City Gateway Beautification Project	<ul style="list-style-type: none"> • Presented overview of Berryville Ave Corridor Enhancement District rezoning strategy at April 6 Planning Commission Retreat.
		Northend Redevelopment Strategy	<ul style="list-style-type: none"> • Identified partnership between City, Habitat for Humanity and Faithworks. • Identified property for possible acquisition, Community Housing Partnership's properties along Chase Street to be used for transitional housing towards homeownership. • Community leadership and Ward 2 Councilors have been involved in the planning process. • Additional activities underway for adaptive reuse of other key properties in the area.
		Comprehensive Zoning Ordinance Review	<ul style="list-style-type: none"> • Funding has been included in the proposed FY 14 budget to hire a consultant to work with Zoning and Planning staff to revise the Zoning Ordinance. • Started preliminary reviews of the Zoning Ordinance to identify areas within the Ordinance that need to be updated.
	Moderate Priority	Sidewalk and Street Master Plan	<ul style="list-style-type: none"> • City staff is currently working to complete both master plans in-house. • List of proposed sidewalk and paving improvements for FY2014 has been developed. • Current schedule is to complete drafts of each plan by the end of May. • Funding to implement the plans has been included in the FY 14 proposed budget.
		Stormwater Management Policy and Plan	<ul style="list-style-type: none"> • Staff provided City Council with a presentation on the City's stormwater needs and funding alternatives at the work session on February 19. • City Council adopted a resolution on March 12 directing City staff to develop a detailed proposal for the implementation of a stormwater utility within the next year. • Staff is currently working with the City's stormwater consultant to develop a detailed list of action items, with completion dates for all the items, which will be included in the proposal.

VISION 2028

- The City of Winchester is a beautiful, historic city and a hometown for families.
- Winchester has a vibrant downtown, a growing economy, great neighborhoods with a range of housing choices, and easy movement.

MISSION

The City of Winchester's mission is to be a financially sound city providing top quality municipal services while focusing on the customer and engaging our community.

GOALS

- Grow the economy
- Develop a high performing organization
- Continue revitalization of Historic Old Town
- Create a more livable city for all

Purpose for Strategic Plan Progress Report

The City of Winchester uses a robust strategic planning process to identify and work on significant community issues. The process involves both the City Council and staff and will be updated annually to reflect the changing needs of our community.

Winchester's strategic plan has four main areas: Vision, Mission, Goals and Targets for Action that direct the main work efforts of Council and staff. These Targets for Action cover policy issues for the City Council to address and management issues for City staff.

This quarterly report provides an update on the activities and successes related to the Policy and Management Targets for Action.

April 16, 2013



www.winchesterva.gov

