



# Strategic Plan Progress Report

Nov. 2013: 3rd Quarter



An update on the activities and successes for the 3rd quarter of Fiscal Years 2013-2014 related to the Policy and Management Targets for Action.



Goal	Priority	Targets for Action	3rd Quarter Update
<b>Goal 1: Grow the Economy</b>	Top Priority	Wards Plaza Development	<ul style="list-style-type: none"> <li>• S. Patz and Associates has completed a study to determine the site's plausibility of accommodating possible mixed-use development.</li> <li>• The site has been determined to be a plausible space for a mixed-use development that would likely consist of a medium-sized grocer and luxury apartments.</li> </ul>
		Conference Center Strategy	<ul style="list-style-type: none"> <li>• Strategic Advisory Group has completed the study and will be making a formal presentation to Council</li> </ul>
		Career Training Education - Career Pathways	<ul style="list-style-type: none"> <li>• The Winchester Fire &amp; Rescue Department has finalized a new EMT training program at Handley High School, which will begin in the spring of 2014.</li> </ul>
		Major Employer Attraction Strategy	<ul style="list-style-type: none"> <li>• The City has received a Virginia Enterprise Zone designation that will be used to attract large employers (active 1/1/14).</li> <li>• A new business friendly website for the EDA will be launched by the end of November</li> <li>• The City participated in the Emerging Partnerships for Prosperity: The Northern Shenandoah Valley event at Shenandoah University. This event focused on economic development efforts in the Northern Shenandoah Valley region.</li> </ul>
	High Priority	Meadow Branch Avenue Development	<ul style="list-style-type: none"> <li>• S. Patz and Associates has completed an update to the market study that suggested age-restricted housing, assisted living facilities, and medical related office space.</li> </ul>
		South Pleasant Valley Development	<ul style="list-style-type: none"> <li>• S. Patz and Associates has completed an update to our market study and recommends that the area remain industrial.</li> <li>• Property acquisition negotiations are underway for extension of Monticello Street.</li> </ul>
		Economic Development Performance Standards and Metrics	<ul style="list-style-type: none"> <li>• Formal set of performance standards have been adopted by the EDA and Office of Economic Redevelopment.</li> </ul>
		Enterprise Zone Implementation Plan	<ul style="list-style-type: none"> <li>• The Virginia Department of Housing and Community Development has awarded the City Virginia Enterprise Zone designation.</li> <li>• The zones will be active on January 1, 2014.</li> </ul>
	Moderate Priority	Winchester Towers Redevelopment	<ul style="list-style-type: none"> <li>• Site was studied by Strategic Advisory Group to determine if it can accommodate a conference center as a future use.</li> <li>• Strategic Advisory Group will be making a formal presentation to Council regarding the site's ability to host a conference center.</li> </ul>
		Amphitheater Concept and Direction	<ul style="list-style-type: none"> <li>• Shenandoah University Theatre Design and History students presented the McCormac Amphitheater history and design renderings at the October 28, 2013 Winchester Parks and Recreation Advisory Board meeting.</li> <li>• Presentation generated conversation about "next steps" in the realization of a community amphitheater in Jim Barnett Park.</li> <li>• It was understood that the amphitheater plans were contingent upon the results of the Winchester Parks and Recreation Department Needs Assessment. The Needs Assessment would help the City to clarify if there is a community need for the amphitheater project and weigh the project against other Park capital improvement projects.</li> </ul>

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Goal 2: Develop a High Performing Organization	Top Priority	Consolidated City and Winchester Public Schools Capital Improvement Program	<ul style="list-style-type: none"> <li>Sent FY 2015 budget materials to WPS so that they can submit the Capital Improvement Plan (CIP) items to the City to be incorporated into our CIP planning process.</li> </ul>
		Comprehensive Capital Improvement Plan (CIP)	<ul style="list-style-type: none"> <li>Have begun the FY 2015 budget process, CIP forms due to finance Friday December 20, 2013.</li> </ul>
		Reorganization Plan	<ul style="list-style-type: none"> <li>Developed a mentoring program for new department directors that pairs them with other senior members of the management team to facilitate the sharing of organizational knowledge, expertise, skills, insights and experiences through dialog and collaborative learning.</li> <li>Held a management team retreat in preparation for the strategic planning sessions in early December. Retreat provided an opportunity for the senior management team to strengthen our team dynamics, integrate new staff members, and focus on organizational culture.</li> </ul>
	High Priority	Information Technology Master Plan Implementation	<ul style="list-style-type: none"> <li>Filled Computer Support Technician position.</li> <li>Network/System Administrator position filled.</li> <li>First year computer hardware replacements delivered or dedicated. Updating grading for 2014 replacements.</li> <li>Acquired communications and collaboration software (premise based MS Exchange.) Implementation well underway.</li> <li>Started requirements review for FY14 eGov enablement of selected SunGard applications.</li> <li>Cloud-based project management tool now in use by IT.</li> <li>Starting Continuity of Operations planning.</li> <li>FY 2014 funded at IT Strategic Plan recommended level.</li> <li>Beginning budget process for FY 2015.</li> <li>Beginning review of training needs.</li> <li>Shifted to centralized hardware and software procurement for FY 2014.</li> <li>Commercial Off-the-Shelf software for Personal Property Taxation review to start after new Treasurer takes office.</li> </ul>
		Communications and Marketing Plan	<ul style="list-style-type: none"> <li>An audit of current communications efforts is underway.</li> <li>A proposed communications plan for FY15 will be completed during the FY15 budget process.</li> <li>City's LinkedIn account has been updated.</li> <li>2014 INSIGHT Citizen's Academy schedule has been announced and begins January 16th.</li> <li>Exploring citizen request management software options.</li> <li>Finalizing the mobile device version of City's website.</li> </ul>
	Moderate Priority	Community Events Policy	<ul style="list-style-type: none"> <li>An event matrix has been developed to evaluate the impact of events in Old Town Winchester (City-sponsored or private).</li> <li>Staff is collecting data following each event and entering it into the matrix for future evaluation.</li> </ul>

# GREAT NEWS!

- Standard & Poor's increased the City's bond rating to AAA, the highest rating possible.
- Two areas in the city were designated as enterprise zones.
- City recognized with Distinguished Budget Presentation Award by the Government Financial Officers Association of the United States and Canada.

Goal Priority Targets for Action	3rd Quarter Update
<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>Goal 3: Continued Revitalization of Historic Old Town Winchester</b></p> <p style="text-align: center;">Top Priority</p>	<p>Taylor Hotel Revitalization Project</p>  <ul style="list-style-type: none"> <li>Commercial tenants have been identified for the ground floor spaces in the Taylor Hotel and the fly tower.</li> <li>The pavilion will be completed by April 15, 2014.</li> <li>All apartments have been leased or reserved.</li> <li>The Economic Development Authority and Wishneff &amp; Assoc. have modified the development agreement to include the redevelopment of the first three floors of the fly tower.</li> </ul>
	<p>Events Coordinator and Community Events Expansion Strategy</p> <ul style="list-style-type: none"> <li>The Special Events Coordinator is assisting existing events and working to bring new events into the downtown.</li> <li>Five new events were organized by the Events Coordinator:               <ol style="list-style-type: none"> <li>Friday Night Live Series - June 14, July 12, and August 9</li> <li>Rockin Independence Eve - July 3</li> <li>Salute to Our Troops - July 20</li> <li>Old Town Beer and Wine Festival - September 6 &amp; 7</li> <li>Octobeerfest - October 18 &amp; 19</li> </ol> </li> <li>OTDB also held two new events including a Sip N Stroll and the Loudoun Street Mall rededication celebration.</li> <li>The new events attracted thousands of people of all ages to each event resulting in increased parking revenue and meals spending (approx. \$700,000 more dollars spent downtown).</li> <li>Event promotions also highlighted downtown as a destination drawing people even when events were not taking place.</li> </ul>
<p style="text-align: center;">High Priority</p>	<p>Historic Old Town Gateway Enhancements</p> <p><b>Economic Redevelopment:</b></p> <ul style="list-style-type: none"> <li>Evaluation of the Rt. 7 entrance corridor has led to suggestions for traffic safety improvements including an entrance corridor redesign. A conceptual road design has been developed by City staff.</li> <li>The following properties have been acquired by the Economic Development Authority: 209, 211, 213, 219, 221 &amp; 215 N. East Lane, 226 E. Piccadilly Street and 247 E. Fairfax Lane.</li> </ul> <p><b>Old Town Winchester:</b></p> <ul style="list-style-type: none"> <li>A Design Committee is documenting the gateway conditions and way-finding signs are being updated to include the Welcome Center and new restrooms. Additional signs have been added to the Mall entrances.</li> <li>The application for signage on I-81 is being drafted and it will be presented to Council before submittal.</li> </ul>
	<p>National Historic District Direction</p> <ul style="list-style-type: none"> <li>Received Certified Local Government (CLG) grant funds to cover \$6,500 of approximately \$12,000 of National District Expansion cost to amend the Period of Significance (POS) change to 1964 in existing district.</li> <li>Contracted with Dovetail Cultural Resources Group, Inc. of Fredericksburg to prepare the district nomination amendment.</li> <li>Preparing maps depicting the location of contributing and noncontributing structures based upon amended POS.</li> <li>Intend to file amendment nomination to Dept of Historic Resources (DHR) by December 2013.</li> <li>Also received CLG grant funding for two Civil War Trail Interpretive markers in Old Town (one at Taylor Hotel) in conjunction with a \$21,250 Shenandoah Valley Battlefields Foundation (SVBF) grant. Awaiting SVBF staff input.</li> </ul>
	<p>Downtown Branding Development</p> <ul style="list-style-type: none"> <li>Proposals from branding firms were reviewed, interviews conducted and a firm selected.</li> </ul>

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Goal 4: Create a more livable city for all	Top Priority	<p>New John Kerr Elementary School Direction and Funding</p> 	<ul style="list-style-type: none"> <li>Winchester Public Schools has received the Weldon Cooper School (UVA) growth study. A decision concerning the preferred location for the replacement elementary school is forthcoming.</li> <li>\$26M bond issuance completed October 30, 2013, which included \$20M funding for JKES (approved with the adoption of the FY14 City Budget).</li> </ul>
	High Priority	<p>City Gateway Beautification Project</p>	<ul style="list-style-type: none"> <li>Ordinance to establish the Berryville Avenue Corridor Enhancement (CE) overlay district adopted by City Council on October 22, 2013 resulting in 86 additional properties falling within a City CE District.</li> <li>Zoning &amp; Inspections staff distributed CE District brochures to businesses along Berryville Avenue to inform them of the CE District provisions.</li> <li>Millwood Avenue Gateway project, including detailed landscape plan, presented to City Council on October 15, 2013. Resolution adopted the plan and project schedule on November 12, 2013.</li> </ul>
		<p>North End Redevelopment Strategy</p>	<ul style="list-style-type: none"> <li>Identified partnership between City, Habitat for Humanity and Faithworks.</li> <li>Habitat for Humanity has acquired 17 units from the Community Housing Partnership along Chase Street to be used for transitional housing towards homeownership. Community leaders and Ward 2 Councilors have been involved in the planning process.</li> </ul>
		<p>Comprehensive Zoning Ordinance Review</p>	<ul style="list-style-type: none"> <li>Staff distributed and reviewed RFQ scope of work with Planning Commission members to solicit input before soliciting quotes.</li> <li>Following submittal of RFQ to Planning Commission, staff modified the RFQ to narrow the scope of the project to specific areas of the Zoning Ordinance in order to keep the potential consultant focused on the areas desired for attention.</li> <li>Sent the RFQ out to 14 planning/zoning consultants on September 17, 2013.</li> <li>Received three consultants' written quotes on October 1, 2013. Each quote exceeded the allotted budget of \$25,000.</li> <li>City Management team, Director of Zoning and Inspections, Planning Director are evaluating courses of action as to next step in the project.</li> </ul>
	Moderate Priority	<p>Sidewalk and Street Master Plans</p>	<ul style="list-style-type: none"> <li>Sidewalk Plan: Approved by Council on August 13, 2013.</li> <li>Street Plan: Approved by Council on September 10, 2013.</li> <li>Both plans are available on the City's website.</li> </ul>
		<p>Storm Water Management Policy and Plan</p>	<ul style="list-style-type: none"> <li>Staff and the City's storm water consultant have continued to work on developing the detailed proposal for the creation of storm water utility.</li> <li>A series of monthly presentations to City Council regarding storm water issues and the possible creation of a storm water utility will begin at the Council work session on November 19th. The final presentation is expected in April 2014 so that City Council can consider taking action on the creation of a storm water utility in May and June 2014.</li> </ul>

## 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.

November 26, 2013



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