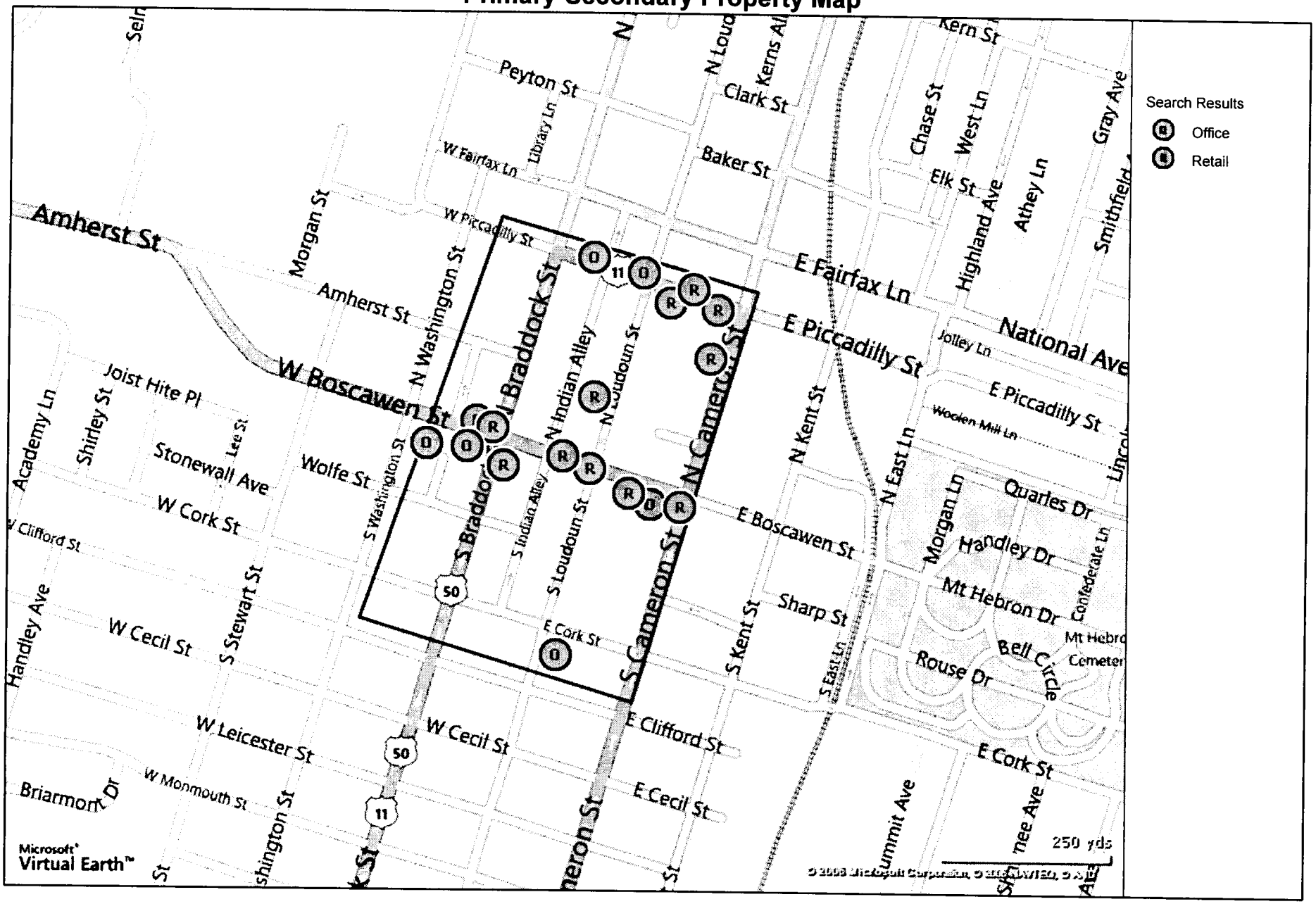
Primary-Secondary Property Map



This copyrighted report contains research licensed to City of Winchester EDA - 554257.

Aggregate Vacancy Report

Properties	Space Type	Vacant		Vacant Available		Total Available		Avg Rate	Leasing Activity		Net Absorption	
		SF	%	SF	%	SF	%		QTD	YTD	QTD	YTD
140 existing properties representing 1,004,203 SF	**Direct**	60,908	6.1%	60,908	6.1%	115,572	11.5%	$6.53/nnn	0	0	0	0
	Sublet	0	0.0%	0	0.0%	0	0.0%	-	0	0	0	0
	Total	60,908	6.1%	60,908	6.1%	115,572	11.5%	$6.53/nnn	0	0	0	0

This copyrighted report contains research licensed to City of Winchester EDA - 554257.

Aggregate Vacancy Report

Properties	Space Type	Vacant		Vacant Available		Total Available		Avg Rate	Leasing Activity		Net Absorption	
		SF	%	SF	%	SF	%		QTD	YTD	QTD	YTD
502 existing properties representing 9,219,999 SF	**Direct**	712,617	7.7%	702,617	7.6%	932,488	10.1%	$9.68/nnn	0	0	4,845	4,845
	Sublet	40,500	0.4%	40,500	0.4%	52,500	0.6%	$9.67/nnn	0	0	0	0
	Total	753,117	8.2%	743,117	8.1%	987,083	10.7%	$9.68/nnn	0	0	4,845	4,845

This copyrighted report contains research licensed to City of Winchester EDA - 554257.

Daytime Employment Report

1 Mile Radius

6-10 W Boscawen St, Winchester, VA 22601

Building Type: **Retail**
Secondary: **Storefront Retail/Office**
GLA: **4,055 SF**
Year Built: **1938**

Total Available: **1,800 SF**
% Leased: **55.61%**
Rent/SF/Yr: **$8.00**

Business Employment by Type	# of Businesses	# Employees	#Emp/Bus
Total Businesses	**1,000**	**8,289**	**8**
Total Retail	**185**	**1,221**	**7**
Home Improvement Stores	9	96	11
General Merchandise Stores	4	24	6
Food Stores	16	81	5
Auto Dealers and Gas Stations	20	185	9
Apparel and Accessory Stores	14	75	5
Furniture and Home Furnishings	14	79	6
Eating and Drinking Places	47	465	10
Miscellaneous Retail Stores	61	216	4
Finance-Insurance-Real Estate	**113**	**658**	**6**
Banks, Saving and Lending Inst.	18	191	11
Security Brokers and Investments	17	42	2
Insurance Carriers and Agencies	34	145	4
Real Estate-Trust-Holding Co.	44	280	6
Services	**434**	**4,006**	**9**
Hotels and Lodging	9	36	4
Motion Picture and Amusement	17	180	11
Health Services	37	838	23
Legal Services	36	263	7
Educational Services	22	1,090	50
Auto Services	20	71	4
Other Services	293	1,528	5
Agriculture/Mining	**25**	**451**	**18**
Construction	**70**	**227**	**3**
Manufacturing	**19**	**230**	**12**
Transportation, Comm./Pub Util.	**41**	**206**	**5**
Wholesale Trade	**36**	**97**	**3**
Government	**77**	**1,193**	**15**
Daytime Population	**8,289**		
Daytime Population/Business	**8**		
Residential Population	**12,476**		
Residential Population/Business	**12**		

This copyrighted report contains research licensed to City of Winchester EDA - 554257.

Demographic Summary Report

6-10 W Boscawen St, Winchester, VA 22601

Building Type: **Retail**
Secondary: **Storefront Retail/Office**
GLA: **4,055 SF**
Year Built: **1938**

Total Available: **1,800 SF**
% Leased: **55.61%**
Rent/SF/Yr: **$8.00**

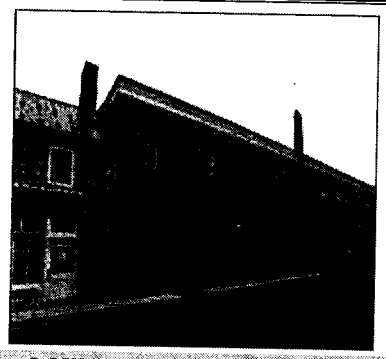
Radius	1 Mile		3 Mile		5 Mile	
Population						
2015 Projection	12,769		45,268		61,963	
2010 Estimate	12,476		42,667		57,847	
2000 Census	11,823		36,470		48,104	
Growth 2010 - 2015	2.30%		6.10%		7.10%	
Growth 2000 - 2010	5.50%		17.00%		20.30%	
2010 Population by Hispanic Origin	1,166		4,080		5,011	
2010 Population By Race	12,476		42,667		57,847	
White	9,343	74.89%	34,737	81.41%	48,556	83.94%
Black or African American	1,882	15.08%	3,862	9.05%	4,440	7.68%
American Indian and Alaska Native	39	0.31%	111	0.26%	132	0.23%
Asian	197	1.58%	852	2.00%	1,056	1.83%
Native Hawaiian and Pacific Islander	8	0.06%	14	0.03%	15	0.03%
Other Race	576	4.62%	1,884	4.42%	2,160	3.73%
Two or More Races	430	3.45%	1,207	2.83%	1,488	2.57%
Households						
2015 Projection	5,564		18,479		24,732	
2010 Estimate	5,437		17,392		23,082	
2000 Census	5,157		14,894		19,270	
Growth 2010 - 2015	2.30%		6.20%		7.10%	
Growth 2000 - 2010	5.40%		16.80%		19.80%	
Owner Occupied	2,267	41.70%	9,551	54.92%	14,203	61.53%
Renter Occupied	3,171	58.32%	7,841	45.08%	8,879	38.47%
2010 Households by HH Income	5,436		17,393		23,082	
Income Less Than $15,000	879	16.17%	1,936	11.13%	2,303	9.98%
Income: $15,000 - $24,999	718	13.21%	1,615	9.29%	1,988	8.61%
Income: $25,000 - $34,999	789	14.51%	2,023	11.63%	2,490	10.79%
Income: $35,000 - $49,999	976	17.95%	3,237	18.61%	4,245	18.39%
Income: $50,000 - $74,999	916	16.85%	4,156	23.89%	5,880	25.47%
Income: $75,000 - $99,999	646	11.88%	2,450	14.09%	3,286	14.24%
Income: $100,000 - $149,999	321	5.91%	1,430	8.22%	2,108	9.13%
Income: $150,000 - $249,999	141	2.59%	432	2.48%	623	2.70%
Income: $250,000 - $499,999	41	0.75%	97	0.56%	135	0.58%
Income: $500,000 or more	9	0.17%	17	0.10%	24	0.10%
2010 Avg Household Income	$52,806		$58,551		$60,761	
2010 Med Household Income	$38,900		$49,284		$51,847	
2010 Per Capita Income	$22,918		$24,486		$24,707	

This copyrighted report contains research licensed to City of Winchester EDA - 554257.

Consumer Spending Report

6-10 W Boscawen St, Winchester, VA 22601

Building Type: **Retail**
Secondary: **Storefront Retail/Office**
GLA: **4,055 SF**
Year Built: **1938**
Total Available: **1,800 SF**
% Leased: **55.61%**
Rent/SF/Yr: **$8.00**



2010 Annual Spending (in Thousands)	1 Mile	3 Mile	5 Mile
Total Specified Consumer Spending	**$152,828**	**$542,218**	**$750,817**
Total Apparel	**$5,478**	**$19,126**	**$25,983**
Women's Apparel	2,201	7,717	10,488
Men's Apparel	1,280	4,492	6,122
Girl's Apparel	464	1,662	2,311
Boy's Apparel	377	1,326	1,829
Infant Apparel	404	1,414	1,939
Footwear (excl. Infants)	877	3,055	4,169
Other Apparel Prod/Services	753	2,515	3,294
Total Entertainment	**$14,339**	**$51,105**	**$70,294**
Sports and Recreation	567	2,055	2,902
TV, Radio and Sound Equipment	5,241	18,288	25,079
Reading Materials	659	2,308	3,152
Travel	7,691	27,811	38,281
Photographic Equipment	181	643	881
Total Food At Home	**$13,168**	**$45,616**	**$62,265**
Cereal Products	811	2,795	3,809
Bread & Bakery Products	1,726	6,006	8,263
Seafood	706	2,446	3,282
Meat/Poultry/Fish/Eggs	4,449	15,378	20,972
Dairy Products	2,102	7,301	10,038
Fruits and Vegetables	3,375	11,691	15,900
Total Food Away From Home	**$12,912**	**$45,352**	**$62,035**
Breakfast and Brunch	1,296	4,461	6,021
Dinner	5,998	21,140	28,926
Lunch	4,228	14,851	20,421
Snacks and Non Alcoholic Bev	991	3,437	4,674
Catered Affairs	400	1,462	1,993

This copyrighted report contains research licensed to City of Winchester EDA - 554257.

Consumer Spending Report

6-10 W Boscawen St, Winchester, VA 22601			
Annual Spending (in Thousands)	**1 Mile**	**3 Mile**	**5 Mile**
Total Alcoholic Beverages	**$2,554**	**$8,809**	**$11,815**
Alcoholic Bev. at Home	1,430	4,995	6,767
Alcoholic Bev. away from Home	1,124	3,814	5,047
Total Furniture/Appliances	**$13,838**	**$49,651**	**$68,829**
Bedroom Furniture	762	2,722	3,765
Living Room Furniture	1,226	4,387	5,998
Other Living & Family Room Furniture	308	1,135	1,599
Other Furniture	148	547	765
Major Appliances	1,166	4,250	6,031
Small Appliances	2,882	10,258	14,153
Misc Household Equipment	7,346	26,353	36,518
Total Transportation/Maint.	**$33,419**	**$119,544**	**$167,653**
New Autos/Trucks/Vans	8,546	31,527	44,437
Used Vehicles	8,436	29,693	41,547
Purchase of RVs or Boats	932	3,538	5,293
Gasoline	11,444	40,365	56,344
Diesel Fuel	167	639	988
Automotive Maintenance/Repair	3,894	13,782	19,043
Total Health Care	**$6,389**	**$22,590**	**$31,609**
Medical Services	3,745	13,344	18,634
Prescription Drugs	2,000	6,983	9,842
Medical Supplies	644	2,263	3,133
Total Education/Day Care	**$11,873**	**$41,744**	**$56,660**
Education	5,302	18,474	24,945
Room and Board	469	1,748	2,500
Tuition/School Supplies	4,682	16,267	21,906
Day Care, Nursery & Preschool	1,421	5,255	7,310

This copyrighted report contains research licensed to City of Winchester EDA - 554257.

Demographic Detail Report

6-10 W Boscawen St, Winchester, VA 22601

Building Type: **Retail**
Secondary: **Storefront Retail/Office**
GLA: **4,055 SF**
Year Built: **1938**

Total Available: **1,800 SF**
% Leased: **55.61%**
Rent/SF/Yr: **$8.00**

Radius	1 Mile		3 Mile		5 Mile	
Population						
2015 Projection	12,769		45,268		61,963	
2010 Estimate	12,476		42,667		57,847	
2000 Census	11,823		36,470		48,104	
Growth 2010 - 2015	2.30%		6.10%		7.10%	
Growth 2000 - 2010	5.50%		17.00%		20.30%	
2010 Population by Age	**12,476**		**42,667**		**57,847**	
Age 0 - 4	810	6.49%	2,743	6.43%	3,781	6.54%
Age 5 - 9	735	5.89%	2,583	6.05%	3,616	6.25%
Age 10 - 14	689	5.52%	2,474	5.80%	3,509	6.07%
Age 15 - 17	446	3.57%	1,548	3.63%	2,241	3.87%
Age 18 - 20	796	6.38%	2,121	4.97%	2,641	4.57%
Age 21 - 24	833	6.68%	2,502	5.86%	3,053	5.28%
Age 25 - 34	1,874	15.02%	6,272	14.70%	8,058	13.93%
Age 35 - 44	1,556	12.47%	5,698	13.35%	7,945	13.73%
Age 45 - 49	865	6.93%	3,221	7.55%	4,552	7.87%
Age 50 - 54	821	6.58%	2,994	7.02%	4,169	7.21%
Age 55 - 59	767	6.15%	2,535	5.94%	3,511	6.07%
Age 60 - 64	654	5.24%	2,180	5.11%	3,073	5.31%
Age 65 - 74	783	6.28%	2,824	6.62%	3,993	6.90%
Age 75 - 84	588	4.71%	2,021	4.74%	2,583	4.47%
Age 85 and over	259	2.08%	950	2.23%	1,122	1.94%
Age 16 and over	10,095	80.92%	34,364	80.54%	46,212	79.89%
Age 18 and over	9,797	78.53%	33,318	78.09%	44,700	77.27%
Age 21 and over	9,000	72.14%	31,197	73.12%	42,059	72.71%
Age 65 and over	1,630	13.07%	5,795	13.58%	7,699	13.31%
Median Age	**35.40**		**36.90**		**37.60**	
Average Age	**37.60**		**38.20**		**38.20**	

This copyrighted report contains research licensed to City of Winchester EDA - 554257.

Demographic Detail Report

6-10 W Boscawen St, Winchester, VA 22601						
Radius	**1 Mile**		**3 Mile**		**5 Mile**	
2010 Population By Race	**12,476**		**42,667**		**57,847**	
White	9,343	74.89%	34,737	81.41%	48,556	83.94%
Black or African American	1,882	15.08%	3,862	9.05%	4,440	7.68%
American Indian and Alaska Native	39	0.31%	111	0.26%	132	0.23%
Asian	197	1.58%	852	2.00%	1,056	1.83%
Native Hawaiian and Pacific Islander	8	0.06%	14	0.03%	15	0.03%
Other Race	576	4.62%	1,884	4.42%	2,160	3.73%
Two or More Races	430	3.45%	1,207	2.83%	1,488	2.57%
2010 Population by Hispanic Origin	**12,476**		**42,667**		**57,847**	
Not Hispanic or Latino	11,309	90.65%	38,587	90.44%	52,836	91.34%
Hispanic or Latino:	1,166	9.35%	4,080	9.56%	5,011	8.66%
Mexican	705	5.65%	2,228	5.22%	2,697	4.66%
Puerto Rican	73	0.59%	359	0.84%	475	0.82%
Cuban	12	0.10%	58	0.14%	69	0.12%
Other Hispanic or Latino	377	3.02%	1,435	3.36%	1,770	3.06%
2010 Age 5+ Language at Home	**11,666**		**39,924**		**54,065**	
Speak Only English	10,604	90.90%	36,830	92.25%	50,424	93.27%
Speak Asian or Pacific Island	111	0.95%	315	0.79%	415	0.77%
Speak IndoEuropean	229	1.96%	669	1.68%	873	1.61%
Speak Spanish	698	5.98%	2,047	5.13%	2,290	4.24%
Speak Other Language	24	0.21%	63	0.16%	63	0.12%
2010 Median Age, Male	**34.40**		**35.60**		**36.50**	
2010 Average Age, Male	**36.30**		**36.80**		**37.00**	
Median Age, Female	**36.40**		**38.30**		**38.70**	
Average Age, Female	**38.90**		**39.50**		**39.40**	
2010 Population by Employment Status (Age 16+)	**10,094**		**34,364**		**46,212**	
In Armed Forces	28	0.28%	53	0.15%	62	0.13%
Civilian, Employed	6,167	61.10%	20,495	59.64%	27,739	60.03%
Civilian, Unemployed	656	6.50%	1,897	5.52%	2,498	5.41%
Not In Labor Force	3,243	32.13%	11,919	34.68%	15,913	34.43%
2010 Population by Occupation Classification (Age 16+)	**6,167**		**20,495**		**27,740**	
Blue Collar	1,673	27.13%	5,482	26.75%	7,567	27.28%
White Collar	3,371	54.66%	11,947	58.29%	16,098	58.03%
Service	1,123	18.21%	3,066	14.96%	4,075	14.69%

This copyrighted report contains research licensed to City of Winchester EDA - 554257.

Demographic Detail Report

6-10 W Boscawen St, Winchester, VA 22601						
Radius	**1 Mile**		**3 Mile**		**5 Mile**	
2000 Population by Marital Status (Age 15+)	**10,243**		**34,866**		**46,941**	
Total, Never Married	3,548	34.64%	10,204	29.27%	12,621	26.89%
Married	4,482	43.76%	17,985	51.58%	25,755	54.87%
Widowed	809	7.90%	2,410	6.91%	3,094	6.59%
Divorced	1,404	13.71%	4,267	12.24%	5,471	11.66%
Males Divorced	532		1,496		1,865	
Females Divorced	658		1,794		2,206	
Males, Never Married	1,631		4,324		5,266	
Females Never Married	1,466		3,781		4,468	
2010 Population by Education	**8,167**		**28,696**		**39,006**	
Less Than 9Th Grade	629	7.70%	1,770	6.17%	2,280	5.85%
Some High School, No Diploma	889	10.89%	2,966	10.34%	4,112	10.54%
High School Graduate (Includes Equivalency)	2,329	28.52%	8,719	30.38%	12,489	32.02%
Some College, No Degree	1,554	19.03%	5,555	19.36%	7,390	18.95%
Associate Degree	550	6.73%	1,969	6.86%	2,550	6.54%
Bachelor Degree	1,230	15.06%	4,640	16.17%	6,189	15.87%
Advanced Degrees	986	12.07%	3,077	10.72%	3,996	10.24%
2010 Population by Occupation (Age 16+)	**7,292**		**23,561**		**31,813**	
Management, Business, & Financial	1,516	20.79%	5,769	24.49%	7,919	24.89%
Professional & Related Occupations	247	3.39%	843	3.58%	1,141	3.59%
Services	3,389	46.48%	10,017	42.52%	13,317	41.86%
Sales & Office	609	8.35%	2,210	9.38%	3,025	9.51%
Farming, Fishing, and Forestry	49	0.67%	111	0.47%	123	0.39%
Construction and Extraction, Maint	476	6.53%	1,527	6.48%	2,117	6.65%
Production & Transportation	1,006	13.80%	3,084	13.09%	4,171	13.11%
2010 Workers by Travel Time to Work (Age 16+)	**6,196**		**20,548**		**27,801**	
Less Then 15 Minutes	3,025	48.82%	9,029	43.94%	11,213	40.33%
15 to 29 Minutes	1,644	26.53%	5,772	28.09%	8,563	30.80%
30 to 44 Minutes	453	7.31%	1,596	7.77%	2,319	8.34%
45 to 59 Minutes	245	3.95%	1,168	5.68%	1,665	5.99%
60+ Minutes	829	13.38%	2,983	14.52%	4,041	14.54%

This copyrighted report contains research licensed to City of Winchester EDA - 554257.

Demographic Detail Report

6-10 W Boscawen St, Winchester, VA 22601

Radius	1 Mile		3 Mile		5 Mile	
Households						
2015 Projection	5,564		18,479		24,732	
2010 Estimate	5,437		17,392		23,082	
2000 Census	5,157		14,894		19,270	
Growth 2010 - 2015	2.30%		6.20%		7.10%	
Growth 2000 - 2010	5.40%		16.80%		19.80%	
2000 Households by HH Size	**5,158**		**14,894**		**19,270**	
1-Person Households	1,868	36.22%	4,545	30.52%	5,333	27.68%
2-Person Households	1,576	30.55%	5,049	33.90%	6,666	34.59%
3-Person Households	745	14.44%	2,402	16.13%	3,248	16.86%
4-Person Households	563	10.92%	1,758	11.80%	2,480	12.87%
5-Person Households	265	5.14%	766	5.14%	1,052	5.46%
6-Person Households	88	1.71%	244	1.64%	326	1.69%
7 or more Person Households	53	1.03%	130	0.87%	165	0.86%
2010 Average Household Size	**2.20**		**2.37**		**2.44**	
2010 Households by HH Income	**5,436**		**17,393**		**23,082**	
Income Less than $15,000	879	16.17%	1,936	11.13%	2,303	9.98%
Income: $15,000 - $24,999	718	13.21%	1,615	9.29%	1,988	8.61%
Income: $25,000 - $34,999	789	14.51%	2,023	11.63%	2,490	10.79%
Income: $35,000 - $49,999	976	17.95%	3,237	18.61%	4,245	18.39%
Income: $50,000 - $74,999	916	16.85%	4,156	23.89%	5,880	25.47%
Income: $75,000 - $99,999	646	11.88%	2,450	14.09%	3,286	14.24%
Income: $100,000 - $149,999	321	5.91%	1,430	8.22%	2,108	9.13%
Income: $150,000 - $249,999	141	2.59%	432	2.48%	623	2.70%
Income: $250,000 - $499,999	41	0.75%	97	0.56%	135	0.58%
Income: $500,000 or more	9	0.17%	17	0.10%	24	0.10%
2010 Avg Household Income	$52,806		$58,551		$60,761	
2010 Med Household Income	$38,900		$49,284		$51,847	
2010 Per Capita Income	$22,918		$24,486		$24,707	
2010 Occupied Housing	**5,438**		**17,392**		**23,082**	
Owner Occupied	2,267	41.69%	9,551	54.92%	14,203	61.53%
Renter Occupied	3,171	58.31%	7,841	45.08%	8,879	38.47%

This copyrighted report contains research licensed to City of Winchester EDA - 554257.

Demographic Detail Report

6-10 W Boscawen St, Winchester, VA 22601

Radius	1 Mile		3 Mile		5 Mile	
2010 Housing Value - Owner Occupied	**2,267**		**9,551**		**14,204**	
Value Less than $20,000	3	0.13%	188	1.97%	315	2.22%
Value $20,000 - $39,999	39	1.72%	243	2.54%	641	4.51%
Value $40,000 - $59,999	34	1.50%	110	1.15%	253	1.78%
Value $60,000 - $79,999	59	2.60%	128	1.34%	261	1.84%
Value $80,000 - $99,999	165	7.28%	402	4.21%	552	3.89%
Value $100,000 - $149,999	945	41.69%	2,822	29.55%	3,558	25.05%
Value $150,000 - $199,999	392	17.29%	2,540	26.59%	3,429	24.14%
Value $200,000 - $299,999	311	13.72%	1,854	19.41%	3,078	21.67%
Value $300,000 - $399,999	189	8.34%	697	7.30%	1,158	8.15%
Value $400,000 - $499,999	66	2.91%	277	2.90%	419	2.95%
Value $500,000 - $749,999	31	1.37%	157	1.64%	285	2.01%
Value $750,000 - $999,999	22	0.97%	78	0.82%	152	1.07%
Value $1,000,000 or more	11	0.49%	55	0.58%	103	0.73%
2010 Med Housing Val-Owner Occupied	**$144,823**		**$165,498**		**$170,108**	
2000 Housing Units by Units in Structure	**5,532**		**15,757**		**20,244**	
1 Unit Attached	457	8.26%	1,883	11.95%	2,049	10.12%
1 Unit Detached	3,192	57.70%	9,158	58.12%	12,445	61.48%
2 Units	339	6.13%	437	2.77%	458	2.26%
3 - 19 Units	1,313	23.73%	3,206	20.35%	3,366	16.63%
20 - 49 Units	138	2.49%	262	1.66%	273	1.35%
50 or more Units	87	1.57%	274	1.74%	274	1.35%
Mobile Home or Trailer	6	0.11%	536	3.40%	1,376	6.80%
Boat, RV, Van, Etc.	0	0.00%	1	0.01%	3	0.01%
2010 Housing Units by Yr Built	**5,885**		**18,592**		**24,575**	
Built 1999 to Present	388	6.59%	3,262	17.55%	4,921	20.02%
Built 1995 to 1998	73	1.24%	1,269	6.83%	1,984	8.07%
Built 1990 to 1994	77	1.31%	1,377	7.41%	2,097	8.53%
Built 1980 to 1989	509	8.65%	2,769	14.89%	3,715	15.12%
Built 1970 to 1979	560	9.52%	2,094	11.26%	2,654	10.80%
Built 1960 to 1969	663	11.27%	2,092	11.25%	2,595	10.56%
Built 1950 to 1959	976	16.58%	2,014	10.83%	2,448	9.96%
Built 1940 to 1949	780	13.25%	1,329	7.15%	1,487	6.05%
Built 1939 or Earlier	1,859	31.59%	2,386	12.83%	2,674	10.88%
2010 Median Year Built	**1953**		**1977**		**1981**	

This copyrighted report contains research licensed to City of Winchester EDA - 554257.

DOWNTOWN PROJECTS & INITIATIVES
Arranged by Status

Recently Completed

1. Town Run Utility Project (Boscawen St utility line replacement & undergrounding OH utilities)
2. Two-way traffic conversion of Piccadilly, Braddock, and Cameron
3. Replacement of underground utilities on Piccadilly, Braddock, Cameron, Cork, and East Lane
4. Sidewalks, street lights, and tree planting on Piccadilly, Braddock, Cameron, and Cork.
5. Traffic Signal Upgrade (replace span wires with decorative poles/mast arms including pedestrian heads)
6. GW Hotel Reopening (inc. City land swap and improvements along Piccadilly St)
7. GW Parking Garage Construction (including. OTDB/WPA office and elevated bridge to Frederick County Administrative Office Bldg)
8. Automation of all four parking garages including a customer validation program
9. Relocation of Social Services from Boscawen St to Snapp Foundry Redevelopment Site
10. Wayfinding (Vehicular) Signage Installation and Pedestrian Wayfinding Sign System
11. EDA Facilitation of former Blind Faith redevelopment site
12. Solenberger Building adaptive reuse to Shenandoah University Student Housing

Underway

1. Pedestrian Mall Streetscape Design Recommendations
2. Taylor Hotel Redevelopment Site Design/Financial packaging
3. 33 E. Boscawen St Sale to Developer (including. provisions for Welcome Ctr and housing)

Actively Being Pursued

1. Pedestrian Mall Improvements Construction, underground utilities and streetscape enhancements
2. Taylor Hotel Site Redevelopment for an entertainment venue
3. 33 E. Boscawen St (Welcome Ctr and housing)
4. Nightclub CUP Regulation Changes
5. Special Events RFP (Events, Festivals, Promotion)
6. Café Guideline Changes
7. Upper-Story Residential Use conversion
8. Façade Improvement Loan Program
9. Indian Alley Improvements
10. Braddock, Loudoun and Court Square Autopark(s) Maintenance
11. Monthly rate increases in autoparks

– continued –

Not Actively Being Pursued

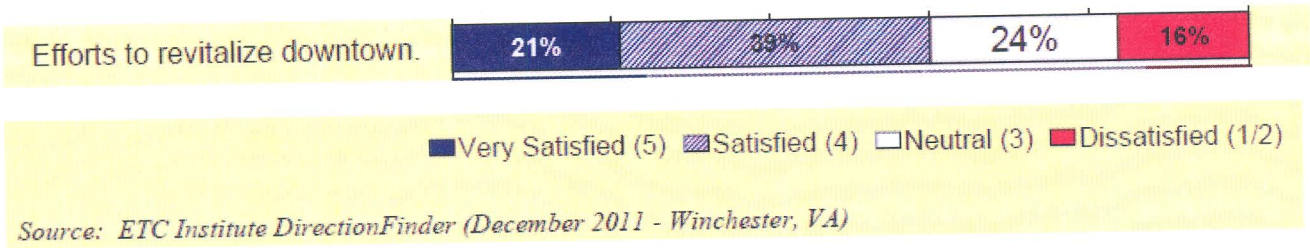
1. Green Circle Trail alignment through Old Town
2. Washington Square Park (still contains Joint Judicial Center parking lot)
3. Interpretive Park between Timbrook Public Safety Center and CSX RR (as called for by Council after Mill demolished)
4. Reuse of Detox Ctr (old Cameron St Jail)
5. Deconcentration of Dependent Population Providers
6. Housing Rehabilitation in neighborhoods surrounding downtown core
7. Rouss Fire Hall Reuse
8. Piccadilly Street redevelopment (between Cameron St and Loudoun Street – path from GW Hotel to Loudoun Street Mall)
9. Arts & Cultural District (definition/implementation)
10. Technology Zone (contine/discontinue)
11. Expansion of National Historic District
12. Targeted Populations (college students, young professionals, empty-nesters)
13. Additional/Revised Wayfinding/Signage
14. Motivating Non-local Major Property Owners (e.g. Hable)
15. Public parking enforcement (hours of metered parking)
16. Parking meter boundary extension
17. Additional Overhead Utility Undergrounding
18. Infill Residential Development (e.g. BB&T and SU parking lots) Courthouse Lawn Extension
19. Palace Hotel Redevelopment Site (reuse of parking lot for mall amenity or housing project)
20. First Presbyterian Church Redevelopment Site (housing project/parking vs. just surface parking)
21. Townhouse Redevelopment Site at Braddock Street Autopark surface lot
22. Braddock St United Methodist Church Redevelopment Site (Mixed Use Project vs. just surface parking lot)

DOWNTOWN FOCUS

January 17, 2012
Joint Worksession

Preliminary findings of the 2011 Citizen Survey indicate levels of Satisfaction and provide perceptions of Importance with respect to the City's efforts to revitalize Downtown. The findings also shed light on citizens' perception of safety in the downtown.

When asked about their overall satisfaction with Efforts to Revitalize Downtown, 60% of respondents to the 2011 Citizen Survey were satisfied while 16% said that they were dissatisfied.



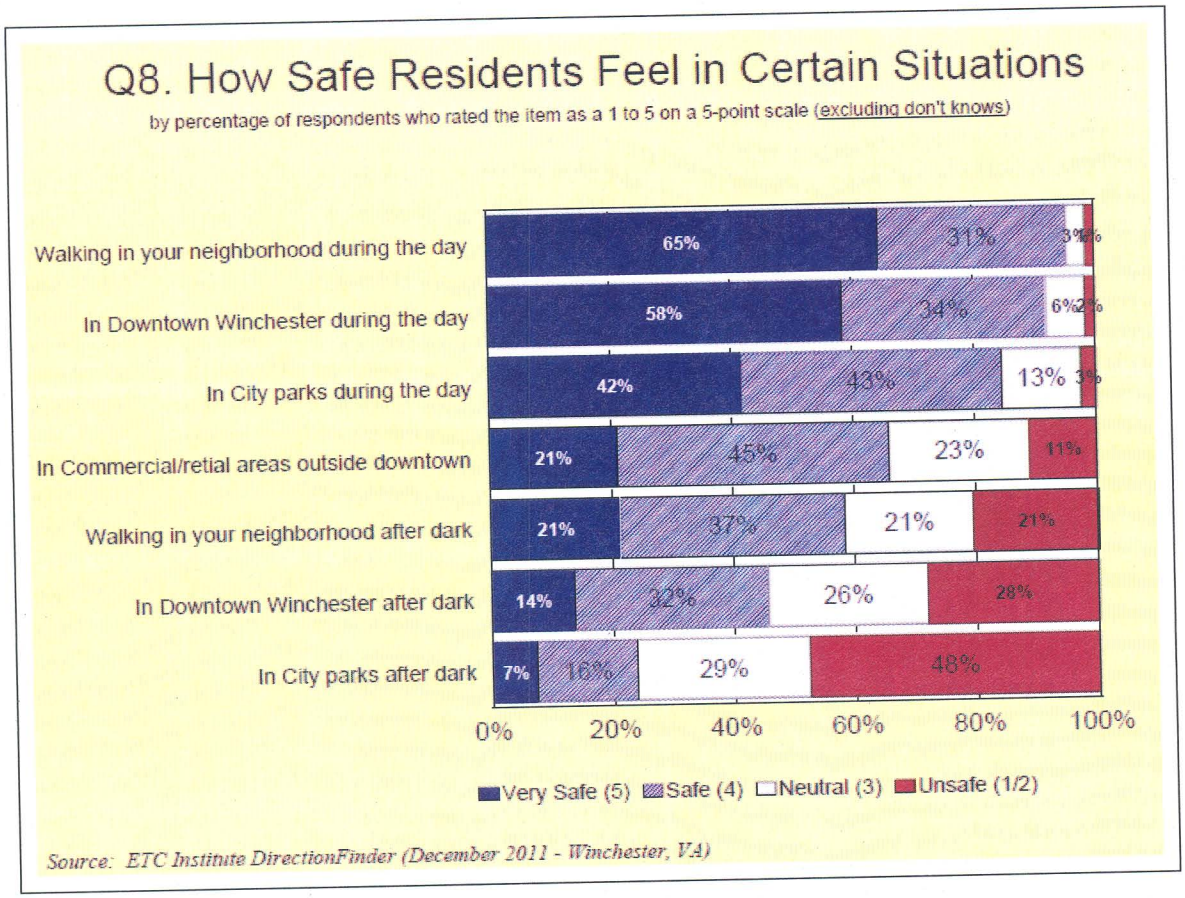
Source: ETC Institute DirectionFinder (December 2011 - Winchester, VA)

'Efforts to Revitalize Downtown' was the fourth highest priority indicated by respondents on the 2011 Citizen Survey. About one out of every three respondents ranked it as either their 1st, 2nd or 3rd top ranked area of emphasis over the next two years.

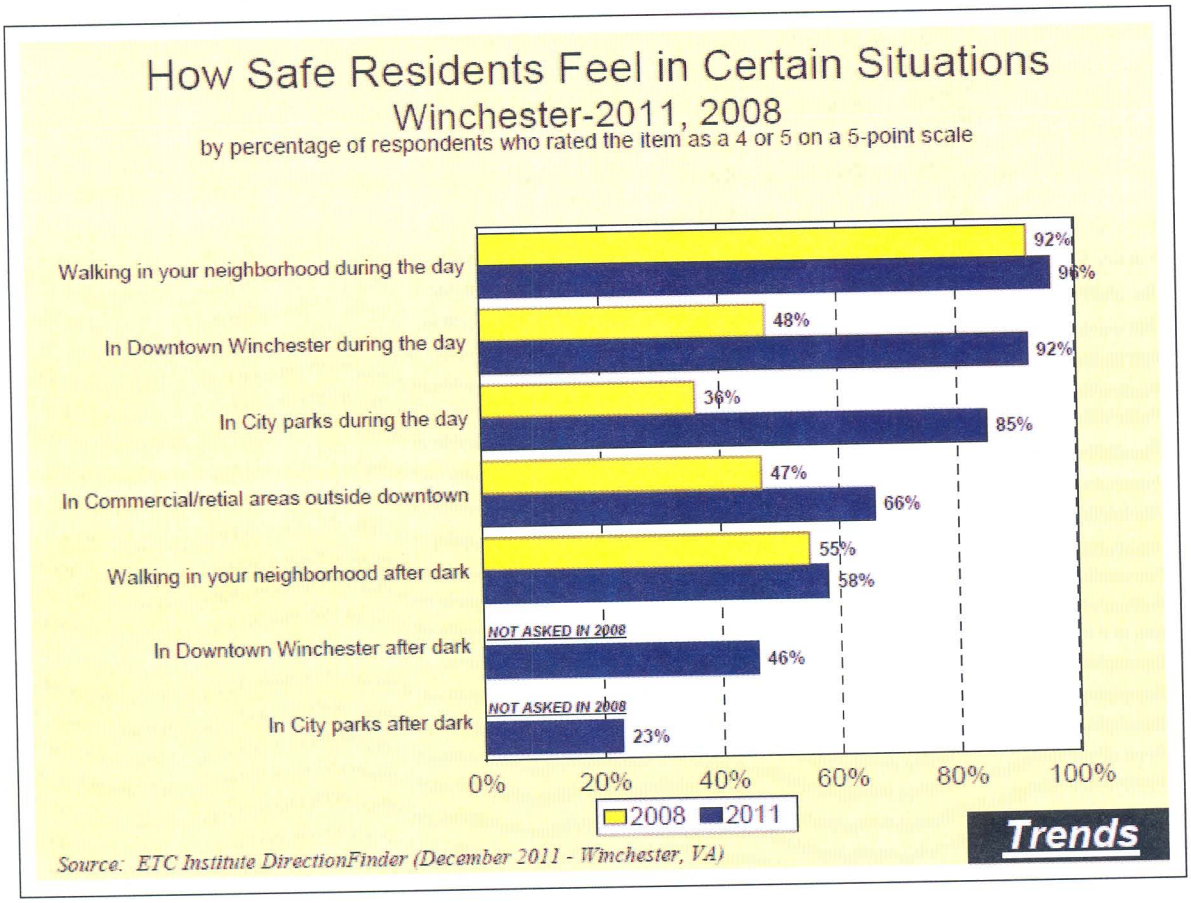
When evaluating where there are opportunities for improvement based upon citizens ranking of satisfaction and importance, respondents to the 2011 Citizen Survey ranked 'Efforts to Revitalize Downtown' as highly important, but lower than the mean of all services with respect to satisfaction levels.

As shown in the graph below, 92% of respondents to the 2011 Citizen Survey felt safe in Downtown during the day. Only 2% felt unsafe in downtown during the day (as compared to 3% who felt unsafe walking in their own neighborhood during the day).

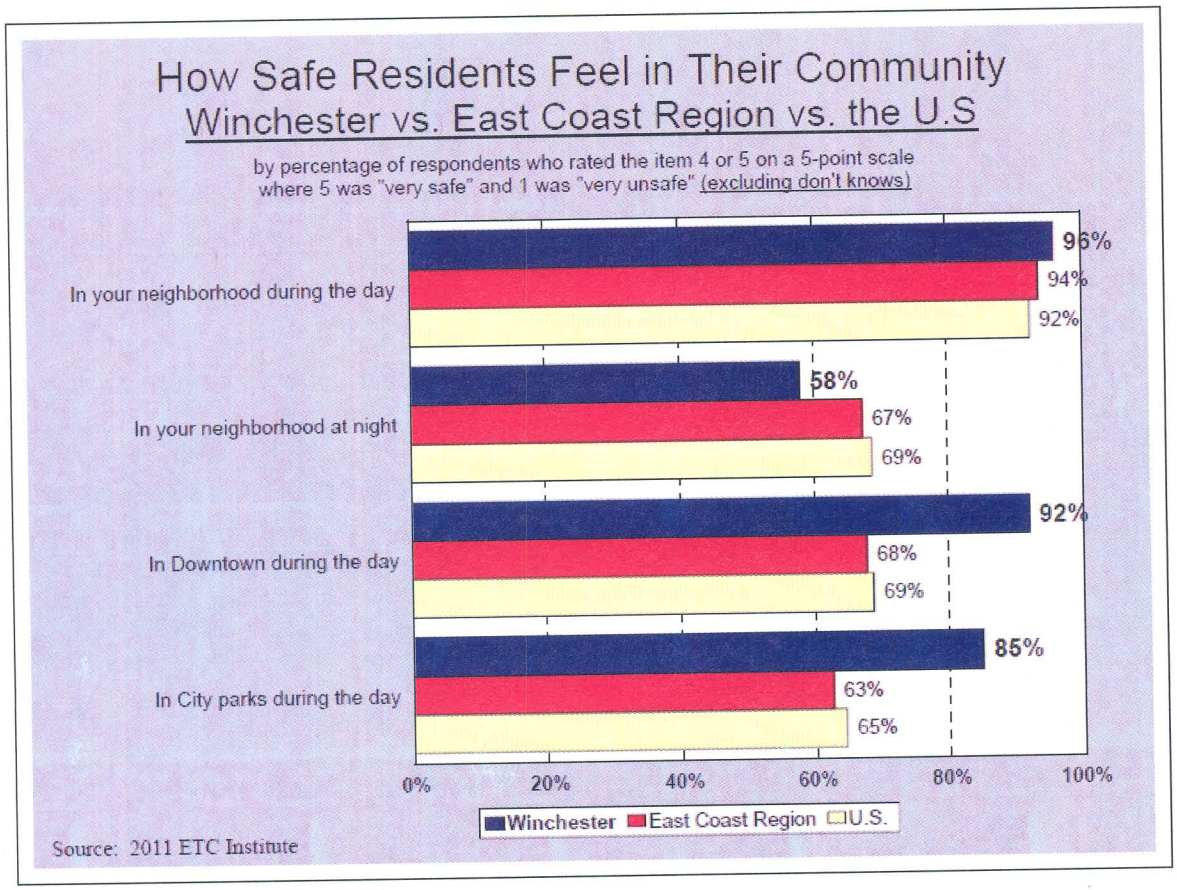
After dark, 46% of respondents to the 2011 Citizen Survey felt safe in Downtown while 28% felt unsafe in downtown after dark.



A much higher percentage of respondents to the 2011 Citizen Survey felt safe in downtown during the day than those responding to the 2008 survey (92% vs. 48%). The 2008 survey did not ask about perceptions of safety downtown after dark.



When compared to responses from residents in other places about their downtowns, Winchester residents felt much safer in their downtown during the day (92% vs. <70%).



Main Street

NATIONAL TRUST FOR
HISTORIC PRESERVATION

OLD TOWN DEVELOPMENT BOARD
ECONOMIC RESTRUCTURING
TECHNICAL ASSISTANCE VISIT REPORT

WINCHESTER, VIRGINIA
SEPTEMBER 2011

Prepared by

Todd Barman, Sr. Program Officer

National Trust Main Street Center
1785 Massachusetts Avenue, NW
Washington, D.C. 20036
www.MainStreet.org
Twitter: NatlMainStreet
www.facebook.com/NationalMainStreetCenter

INTRODUCTION

On September 28-30, 2011, Todd Barman, senior program officer with the National Trust Main Street Center, conducted an Economic Restructuring Technical Assistance Visit for the Old Town Development Board (OTDB). The service was designed to provide OTDB with specific direction on how to become a more effective economic development organization and how to develop its dream marketplace. The schedule was as follows:

September 28	
6:00 p.m. – 8:00 p.m.	Barman met with Karen Helm, OTDB Executive director, and Jeff Sadler, Virginia Main Street program manager (over dinner), to discuss priorities and desired outcomes for visit and to walk the district
September 29	
8:00 a.m. – 9:00 a.m.	Barman met with OTDB's Promotion Committee (over breakfast) to facilitate a market position discussion (downtown's best product/service, best customer)
9:15 a.m. – 10:45 a.m.	Barman met with OTDB's Economic Restructuring Committee to discuss priorities and desired outcomes for visit and to facilitate a market position discussion
11:00 a.m. – Noon.	Barman sat in on OTDB's Design Committee meeting
12:15 p.m. – 1:45 p.m.	Informal Q&A (over lunch) with cross section of local/regional economic development players to facilitate informal market position discussion
1:45 p.m. – 2:15 p.m.	Barman explored downtown Winchester on his own
2:30 p.m. – 5:30 p.m.	Downtown clustering/leasing work session with OTDB's Economic Restructuring Committee and others interested/involved
September 30	
10:00 a.m. – Noon	Presentation of preliminary observations and recommendations with an opportunity for feedback

In addition to the crucial input provided by local Winchester experts during the scheduled meetings, Barman examined background materials provided by OTDB and available online. This report includes the foundation for a Downtown Winchester Development Plan.

ECONOMIC DEVELOPMENT PHILOSOPHY

This service was designed around the National Trust Main Street Center's reassertion that all of Main Street's Four Points (Design, Promotion, Economic Restructuring, and Organization) play an economic development role. The Main Street Four-Point Approach® is an asset-based economic development strategy. The assets common to historic commercial districts are heritage assets and human assets. Heritage assets encompass both built and cultural history. Human assets encompass both entrepreneurs (local/independent owner operators) and an engaged public (locals with a sense-of-ownership/buy-in). While each Point within the Four-Point Approach ideally makes use of all four assets, each Point takes the lead in leveraging one of the four assets.

- Heritage assets
  - Design takes the lead on leveraging built history.
  - Promotion takes the lead on leveraging cultural history.
- Human assets
  - Economic Restructuring takes the lead on leveraging entrepreneurs.
  - Organization takes the lead on leveraging an engaged public.

In this way, a Main Street program can operate as a *nonprofit* commercial developer. Private, for-profit commercial developers often structure their operations around four development tasks; property development/management, marketing, leasing, and human/financial resource management. Here again, while each Point within the Four-Point Approach ideally assists with all four development tasks, each Point takes the lead on one of the four tasks.

- Design takes the lead on property development and management;
- Promotion takes the lead on marketing;
- Economic Restructuring takes the lead on leasing; and
- Organization takes the lead on human and financial resource management.

A Main Street program is a grassroots, volunteer-driven nonprofit business. Its volunteers are mobilized through committees or teams that reflect the Main Street Four-Point Approach®. For successful asset-based economic development, each committee or team must embrace its development role.

- The design committee or team must take the lead on developing **space** by leveraging built history and other related local assets;
- The promotion committee or team must take the lead on developing **markets** by leveraging cultural history and other related local assets;
- The economic restructuring committee or team must take the lead on developing **businesses** by leveraging entrepreneurs and other related local assets; and
- The organization committee or team must take the lead on developing **partners** by leveraging an engaged public and other related local assets.

The focus on entrepreneurs rather than business owners is intentional. Entrepreneurs by definition are never satisfied and forever working **on** their business (tinkerers). Business owners may be satisfied simply working **in** their business Monday-Friday from 9-5 or less. To be successful in an ever-changing market, historic commercial districts need more entrepreneurs. It takes a concrete and compelling vision of a fully functioning future downtown marketplace (see Downtown Development Plan Philosophy below) to attract the entrepreneurs and investors who will eventually realize that vision.

The recommendations that follow reflect this Economic Development Philosophy. In other words, the recommendations are intended to help OTDB and each committee embrace and fulfill their development role. That said, it is understood that Virginia Main Street prefers a broader community development approach over a more narrowly focused economic development approach. The reader is welcome to expand their own philosophy and strategies to encompass asset-based *community* development and to operate as a nonprofit *community* developer.

DOWNTOWN DEVELOPMENT PLAN PHILOSOPHY

The Downtown Development Plan Philosophy picks up where the Economic Development Philosophy leaves off; with the concrete and compelling vision of a fully functioning future downtown marketplace. Successful private, for-profit commercial developers attract investors and tenants by helping them see a vision of themselves making money as part of a successful place. That vision is founded on:

- A sound market position and marketing plan;
- Well-developed and managed leasable space; and
- A well-designed clustering/leasing plan.

It also helps if the private, for-profit commercial development company is a credible, trusted, and well-run business. Similarly, a Main Street program can be a credible, trusted, and well-run *nonprofit* business operating as a commercial developer, and can attract entrepreneurs and investors by understanding how its own marketplace functions and proactively designing its own dream marketplace.

Successful private, for-profit commercial developers define a market to go after, and use numbers (e.g. demographics) to inform their decision-making. They position their developments within regional and local markets and do targeted market research to gauge if there are enough of the right customers available to support the amount of leasable space. They don't do business-specific market research; leaving each potential business tenant and investor to run his or her own numbers to inform their own decision-making. Similarly, a Main Street program should use numbers to inform its decision-making and shape how they:

- Develop space (design);
- Develop markets (promotion);
- Develop businesses (economic restructuring); and
- Develop partners (organization)

Main Street programs can use the numbers along with local experience and a little gut intuition to settle on a market position — a commercial district specialization or niche based on a primary consumer segment served and/or a primary set of goods and services offered (what the district is best at selling and to whom). The goal is to differentiate; to be memorable and remarkable so consumers consistently choose your commercial district over the competition.

Successful private, for-profit commercial developers develop their space to visually communicate a brand message and to encourage exploration. They attempt, through science and art, to script people's movement into and through their development to their advantage; script the "theater" of their space. Think about a mall, for example. Its floor plan includes commercial spaces on the edge of the development that serve as points-of-entry and accommodate anchor businesses. Parking is concentrated near those points-of-entry. The majority of interior commercial spaces (called inline spaces) are arranged between those anchor spaces. The goal is for potential customers to find (or, really, be exposed to) as many businesses as possible through a sequence of storefronts that is interesting and uninterrupted. Research shows that breaks in the sequence will cause a person to lose interest, stop, and turn around. People won't find businesses beyond that point so won't shop those businesses. Therefore inline storefronts are designed to be narrow, frequent, with proximity to and lots of visibility from the pedestrian traffic flow (just like the way historic commercial districts originally developed).

Likewise, Main Street programs need to develop space that stimulates strolling so that customers shop the district and not just a single destination business. Single destination shopping misses opportunities to share customers and strains on-street parking spaces. With a strong commercial district brand and space that stimulates strolling, customers and parking can be shared and parking can work

well located near the gateways to the district. For downtowns, anchors can be a little further removed (e.g. residential units, employers), so proactively designing for multimodal transportation is also key. If I can walk or bike between where I live and work, and if that path takes me past downtown storefronts, I am a downtown customer waiting to happen.

Successful private for-profit commercial developers also use science and art to lease their space to create not only a critical mass, but an effective combination of businesses to attract the available customers. The collective – all of the businesses in the district together – determines commercial district success. It's not just design that makes a storefront interesting (and keeps a person strolling/shopping), it's the business visible through the storefront.

In today's global economy, downtowns rarely become strong marketplaces thinking about one property at a time, one lease at a time, or one business at a time. Independent and impulsive leasing results in weaker marketplaces than cooperative and strategic leasing. The axiom for real estate has always been location, location, location. The fact is that locating a business downtown is simply not enough; its placement on the street strongly affects its chances of success. Businesses need to be clustered and should consider paying more rent to locate closer to complementary businesses. Remember, customers are often attracted to a commercial development by an anchor and look for parking near that anchor, but will stroll from that anchor all the way to another anchor if they find each business and attraction they pass interesting. Part of the challenge is that different consumer segments will find different businesses and attractions interesting.

While Main Street programs won't likely be able to actively cluster businesses through lease management (they don't own or control the properties), they can indirectly inspire owners to cluster by communicating (selling) the downtown development plan. Three-way communication among the Main Street Program, property owner, and business owner about the financial benefits of following a clustering plan is the key to success. (For more information see www.uwex.edu/ces/cced/downtowns/dma/18.cfm.)

Finally, successful private, for-profit commercial developers are good at communicating their development vision and selling their development proposals to potential reviewers, funders, and tenants by using verbal descriptions, architectural renderings, and diagrams or schematics. That is why they are able to get approval, attract investors, and lease space even before they break ground. Main Street programs need to use similar tools to attain similar results. The downtown development plan should communicate a vision for the physical development of the district as well as a strategy for leasing; the more specific, the more useful. The leasing plan should include strategies for arranging or locating current and future businesses within the mix to positively impact foot traffic and sales. The clustering/leasing work session included in the visit was designed as a participatory process involving creative brainstorming and hypothetical rearrangement and addition of businesses within the district to visually map out or model the ideal business district.

About Todd Barman

Todd Barman is a senior program officer for the National Trust Main Street Center who has more than 19 years of experience in the development field and more than 14 years of firsthand Main Street experience. With a background in landscape design and urban planning, Barman served as the assistant state coordinator for the Wisconsin Main Street Program from 1999 until 2006, where he provided comprehensive technical assistance in the field of downtown revitalization to Wisconsin's Main Street communities. He has continued that role nationally since 2006. He is a leader at the Center in the area of economic restructuring, including research and applications in the area of entrepreneurship and

market position. Barman coordinated the market analysis technical support service in Wisconsin and led efforts to develop the nationally recognized Downtown and Business District Market Analysis Toolbox.

MARKET POSITION

As mentioned within the Economic Development Philosophy, OTDB's economic development strategy will be based on downtown Winchester's unique assets, which are many and include:

Built history

- 45-block National Register Historic District (guided walking tour available)
- The Old Courthouse Civil War Museum (building and artifacts)
- George Washington's Office Museum (building and artifacts)
- Patsy Cline Historic House
- Museum of the Shenandoah Valley (building and artifacts)
- The George Washington Hotel
- Stonewall Jackson's Headquarters Museum (building and artifacts)
- Godfrey Miller Home & Fellowship Center (building)
- Handley Regional Library (building)
- Francis Barton Event Center (building)
- Mt. Hebron Cemetery

Cultural history

- Civil War heritage (stories)
- George Washington heritage (stories)
- Patsy Cline heritage (stories)
- Shenandoah Valley heritage (stories)
- Stewart Bell Jr. Archives (stories)

Entrepreneurs

- Downtown Winchester's business mix, particularly along the Old Town pedestrian mall, is predominantly independently owned and operated. Many of those business owners are clearly entrepreneurial and some of their businesses are downtown anchors (more on anchors below).

Engaged public

- This might best be described as a potential but largely untapped asset. Locals currently don't have a strong sense-of-ownership/buy-in in part due OTDB lack of reliance on locals to fund and staff (volunteers) their efforts.

Other assets

- T1 line downtown
- Handley Regional Library (resources)
- Winchester Little Theatre (culture)
- The Shenandoah Valley Discovery Museum (enrichment)
- Shenandoah Apple Blossom Festival

- Regional attractions, including "vineyards, historical attractions, Virginia hunt country, national parks, rivers, mountains, and some of the most magnificent scenery to be discovered anywhere in the world."

Recommendation: OTDB staff and volunteers need to define the market that Downtown Winchester will go after; proactively, confidently, and aggressively. Don't settle for Downtown Winchester's existing trade area; current and future downtown businesses may not be able to survive, let alone thrive, on that market alone. Downtown Winchester's dream marketplace has the potential to capture a higher percentage of potential customers from a larger trade area. Downtown Winchester currently draws visitors (e.g. day trippers from Washington D.C.) due to a critical mass of built and cultural history. "The Loudoun Street Pedestrian Mall has earned a listing on the National Register of Historic Places Travel Itinerary as a place that successfully combines history, century-old buildings, and museums with the vitality of an ideal downtown – creating a charming and sophisticated downtown atmosphere." Reportedly, "people look for history, stumble across retail." The right combination and critical mass of businesses will be necessary to draw visitors and more local residents (much of whose spending is currently not taking place in downtown Winchester). Reportedly, "locals haven't been downtown in years." While downtown businesses are reportedly trying to connect with local people, downtown events admittedly haven't targeted locals.

Recommendation: OTDB staff and volunteers need to shop Downtown Winchester's primary competition. A commercial district's position within the market can only be understood relative to its competition. When shopping the competition, make note of their competitive advantage and what they are best at selling and to whom; in other words, judge their market position. During the Economic Restructuring Technical Assistance Visit downtown Winchester's competition was identified as follows:

- Creekside Station lifestyle center www.creeksideproperties.com for shopping (reportedly $15/sq. ft. compared to $9-10/sq. ft. downtown). Their branding tagline claims "Main Street friendliness, and city sophistication."

  "Creekside Station offers shoppers an eclectic blend of outstanding national chain and independent retailers and dining venues. Creekside's award-winning design provides visitors with a friendly and relaxing atmosphere, with tree-lined streets, lush landscaping, brick sidewalks, Victorian lampposts and park benches, and distinctive building materials. So gather the whole family, and come shop, dine, or simply take a stroll along our brick sidewalks, and enjoy the best of both worlds: Main Street friendliness, and city sophistication."

- The Alamo Drafthouse www.drafthouse.com for entertainment. "The Alamo Drafthouse is dinner, drinks, movies, and events, all under one roof."

Recommendation: OTDB staff and volunteers need to define Downtown Winchester's market position. From the facilitated market position discussions during the Economic Restructuring Technical Assistance Visit, downtown's current identity is "food, entertainment, culture." Downtown Winchester and Old Town are described in a lot of different ways looking at OTDB's current marketing/communication material:

- "An eclectic mix of antiques, fine furnishings, gift items, local and regional works of art, and fine clothing... a variety of restaurants."
- "Outdoor cafes, fun shops, specialty retail shops, and family-oriented activities."

- "Charming shops, restaurants, and galleries, centuries-old architecture, numerous historical landmarks, and shady streets waiting to be explored."
- "Restaurants, shops, churches, a university, doctors, libraries, the post office, day care, museums, pubs, work opportunities, and coffee shops... a variety of new housing options."
- "A quaint pedestrian walking mall bursting with outdoor cafes, fun shops, specialty retail shops, and family-oriented activities throughout the year."
- "A charming and sophisticated downtown atmosphere. Come to Old Town Winchester to tour, shop, dine, wander, relax, and experience the best that Winchester has to offer."

It is important to note, particularly in the last description, how similar the messaging for downtown Winchester and Old Town is to the messaging for Creekside Station. To compete, downtown must have a distinct position. Downtown Winchester's best products/services could be summarized relative to the competition as **cultural exchange**. Cultural exchange could be broadly defined to include arts and culture businesses and attractions, businesses that sell products and services that reflect local and regional cultural traditions and talent, cultural education, and opportunities to interact (cross paths) with people of different cultures.

From the facilitated market position discussions during the Economic Restructuring Technical Assistance Visit, downtown's best customer was identified as 1) people who live and work within walking distance (and that market is expected to shift toward young professionals and early retirees); 2) Winchester area moderate- to upper-income residents (again, downtown Winchester's dream marketplace has the potential to capture a higher percentage of these potential customers); and 3) visitors – heritage travelers in particular (this market needs more definition). Downtown's competitive advantage was identified as "grace and style typical of Virginia hospitality."

Based on these assumptions, the following **DRAFT** market position for downtown Winchester is offered:

Downtown Winchester specializes in cultural exchange; introducing Winchester area residents to Washington D.C. culture and introducing visitors from Washington D.C. to Shenandoah culture.

Repositioning downtown Winchester will require "buy-in" by OTDB's many partners and stakeholders (in particular the district's business owners). However, coordinating this kind of effort requires a leader, and it makes sense for OTDB to take the lead. OTDB and its many partners and stakeholders can certainly choose not to buy-in to the **DRAFT** market position statement presented here. However, to be successful they will need to reach consensus on a market position for downtown Winchester.

SCOPE OF WORK

ECONOMIC RESTRUCTURING

According to OTDB's Program Tune Up (February 2011), the Economic Restructuring Committee has taken on more responsibilities than Economic Restructuring Committees typically take on because there is expertise on this committee willing to do so. The Committee has visited other communities seeking businesses that they would like to have in Winchester. New businesses have opened in downtown Winchester in the last year, with assistance given by OTDB and leaders of OTDB. However, the Tune Up identifies, and the Committee admits, that they have not been strategic.

Economic Restructuring Recommendation: Help OTDB build relationships. Form personal relationships with all downtown business and property owners based on communication and mutual trust. This may require the establishment of an owner relations team, a potential subcommittee of the Economic Restructuring Committee, or a special task force of OTDB. If this important activity isn't part of a team's work plan, it won't get done. Relate to them. Get to know them on a more personal level one-to-one with no strings attached (no agenda or ulterior motives). For example, take downtown property and business owners to lunch (or breakfast, dinner, etc.) and simply ask them how OTDB can help. Property and business owners have to trust OTDB to take their interests into account as they work to revitalize the downtown.

Open and thorough communication strategies will foster trust, which will be earned over time. By understanding business and property owners' motivations and reasons for their decisions regarding their investments, the Economic Restructuring Committee can more successfully inspire investment in the Downtown Winchester Development Plan (see below). This is also the best way to get the property and business owners who need assistance to accept assistance.

Trust versus credibility. Trust and credibility are both crucial ingredients for building business relationships. Credibility is the intellectual side (logic/mind) while trust is the visceral side (emotion/heart) of the relationship. OTDB's credibility will be judged based on its resume, which can be communicated through an annual report. Quantitative data helps demonstrate ability but ultimately visible action will speak louder than words. Trust is more complicated. Credibility may be necessary for trust. However, you can be judged credible without being trusted. Trust in business requires ongoing attention to:

- Being open and transparent
- Being empathetic (caring)
- Being useful
- Being dependable/reliable
- Being visibly accountable
- Building shared experiences

The annual report, therefore, should also include references and testimonials, which can help corroborate and strengthen the organization's reputation and instill trust by documenting the intangible. OTDB needs to communicate the value of all the things they do for the community that can't be quantified – qualifying their successes in a convincing and compelling way.

Relationship building is not just important for Economic Restructuring. Strong relationships with stakeholders will benefit the Organization, Design, and Promotion Committees, too. Reportedly, longer standing businesses never participate in downtown promotions; they don't feel like they need it. OTDB needs to acknowledge that for existing promotions those businesses may be right. Ask them what promotions they need. Finally, Business Guidelines and/or Downtown Event Guidelines can help clarify relationships by setting the bar for business and event greatness similar to how design guidelines set the bar for design greatness. Guidelines are a communication and education tool.

Economic Restructuring Recommendation: Inspire. It was pointed out in the Downtown Development Plan Philosophy that Main Street programs can indirectly inspire owners to cluster by communicating/selling the downtown development plan and that three-way communication among the Main Street Program, property owner, and business owner about the financial benefits of following a clustering plan is the key to success. OTDB, like nearly all Main Street programs, does not own a significant amount of the property within the district they are trying to develop. Their development strategies must include indirect strategies that target the individuals who own property. OTDB can inspire others to implement the Downtown Winchester Development Plan by having an inspirational

mission statement, downtown vision statement, market position statement (see above), and brand (see below). The Downtown Winchester Development Plan itself should also be inspirational. OTDB's Program Tune Up includes a recommendation to hold a vision planning work session. This report seconds that recommendation and adds the task of crafting or recrafting an inspirational mission statement.

Economic Restructuring Recommendation: Targeted Market Research. Ongoing targeted market research should become part of OTDB's operations. The key to success is to design your research to answer a specific question. First, target your market research efforts to answer questions about primary goods and services offered and primary consumer segments served by the district (to refine downtown Winchester's market position). Next, answer market questions to inform OTDB's development decisions. Repeat mystery shopper and 2002 intercept surveys.

Economic Restructuring Recommendation: Take the lead on developing businesses by leveraging entrepreneurs and other unique local assets. A recent Virginia Main Street Essentials was focused on this topic so the strategies will not be repeated in detail here. The session presentations and supplemental handouts are posted on the Virginia Main Street training archive webpage (www.dhcd.virginia.gov/MainStreet/TrainingArchive/default.htm).

- *Plant the seed for entrepreneurship and growing entrepreneurial spirit/culture.*
- *Grow entrepreneurial ventures.* The primary strategy for growing entrepreneurial ventures is to provide access to small business assistance. Partner with Shenandoah University's Business School and Small Business Symposium. Develop and work with economic development partners, including Winchester Office of Economic Redevelopment, Winchester-Frederick County Economic Development Commission, Lord Fairfax Small Business Development Center (SBDC) www.Lfsbdc.org. Market existing incentives such as Old Town Technology Zone, and Real Estate Tax Exemptions.
- *Attract entrepreneurs to the Main Street district and field entrepreneur inquiries.* The availability of leasable space, space that is good for business, is a key attraction asset. Downtown Winchester can strengthen this asset through a combination of disincentives for leaving property vacant/unimproved (compelling property owners to rent and maintain their spaces) and incentives for favored leasing/improvements. The goal is to remove obstacles, not protections. Strategies include:
    - **Land Value Taxation.** Lowering taxes on buildings, thereby encouraging improvements and renovations, while raising the tax on land values, thus discouraging land speculation. For more on Land Value Taxation see www.newrules.org/environment/rules/land-use-policy/land-value-taxation
    - **Blight tax.** Added tax on properties in blighted condition. For more information on blight tax see Washington, DC; Baltimore, MD; Albany, GA.
    - **Vacant building ordinance.** Empower officials to register and charge fees for vacant commercial buildings. See Nebraska City, NE; Brooklyn Center, MN; Albany, GA; Sacramento, CA; Chicago, IL; Muskegon, MI.
    - **Maintenance Code.** "The Virginia Maintenance Code provides regulations to protect occupants of existing buildings and structures from health and safety hazards arising from the improper maintenance and use of those buildings and structures. Any local government may enforce the Virginia Maintenance Code and may assign enforcement responsibility to a local agency of its choice." For more information see

www.dhcd.virginia.gov/StateBuildingCodesandRegulations/Virginia_Uniform_Statewide_Building_Code.htm

- **Rehabilitation Code.** "The Virginia Rehabilitation Code contains optional regulations specific to the rehabilitation of existing buildings that may be used as an acceptable alternative to the Virginia Construction Code. The purpose of the Virginia Rehabilitation Code is to facilitate the rehabilitation of vacant, substandard or unsafe residential and commercial structures." This optional code takes a little of the sting out of the Maintenance Code by making it easier to rehabilitate historic buildings.

- **Other resources:** The January/February 2011 issue of *Main Street NOW* focused on "Filling Vacant Buildings," including an article entitled, "Dealing with Vacant Storefronts."

Downtown Winchester could also benefit from **formula business restrictions**. Every indication points to the fact that OTDB will continue to be successful, with the potential for becoming a victim of their own success by becoming more and more attractive to chains and franchises. A shifting of the business mix from independents to chains and franchises could threaten downtown Winchester's distinctiveness. While drawing the attention of chains and franchises initially might be seen as a good thing, it could result in a boom followed by a bust. Fast forward to a downtown Winchester filled with chains and franchises rather than independents and you might fast forward to a downtown Winchester that starts to look like the competition and loses the interest of its target customers. According to the New Rules Project, "A growing number of cities and towns are enacting policies that restrict the proliferation of 'formula businesses' — stores and restaurants that have standardized services, décor, methods of operation, and other features that make them virtually identical to businesses elsewhere... Perhaps of greatest concern, formula businesses tend to be fair-weather friends and can disappear quickly when the economy contracts or their corporate strategy shifts." For details on these restrictions see www.newrules.org/retail/rules/formula-business-restrictions.

OTDB also asked for information on ways to limit the number of businesses in the district that are too alike (e.g. can and should downtown Winchester limit the number of restaurants?). Other than the formula business restrictions discussed above, attempts at preventing the startup of specific business concepts through regulation (other than for public health, safety, and welfare reasons) are usually legally challenged. Some communities have begun to explore regulations limiting fast food restaurants (for health/obesity reasons). Others are reclassifying restaurants as a conditional use, which kicks in additional review/approval measures designed to protect residential zones from traffic and noise issues that could be generated from restaurants if they spread into the residential areas. The fact is, the market will work to limit the number of businesses that are too alike (when supply exceeds demand the strongest will survive). Furthermore, some businesses do better when clustered with their competition when customers prefer to comparison shop for that product or service. Restaurants are one of those categories as demonstrated by the proliferation and success of food courts and restaurant rows.

Finally, OTDB requested information on Master Leasing strategies. At the writing of this report, those strategies are still being researched, but will be shared with OTDB through Virginia Main Street when compiled.

- *Proactively recruit entrepreneurs.*

PROMOTION

According to OTDB's Program Tune Up (February 2011), OTDB and it's partners (including Old Town Winchester Business Association – OTWBA) "have worked together to coordinate a variety of events that occur in downtown, however, it is not clear if the public perceives a distinction between the organizations" -- an issue compounded by the fact that the volunteers overlap. Here is an incomplete list of sponsored events that take place in downtown Winchester:

- Shenandoah Apple Blossom Festival (annually each May) – Sponsored by the Shenandoah Apple Blossom Festival organization (www.thebloom.com). This is downtown Winchester's signature event.
    - Wine & Fine Art Festival (annually each May, front end of Shenandoah Apple Blossom Festival)
- First Fridays Art Walk (FIRST Friday of every month, except January and May) – Sponsored by Shenandoah Arts Council, OTDB, and the Virginia Commission of the Arts.
- Bluemont Summer Concerts (8 Saturdays during summer) – Sponsored by Bluemont (www.bluemont.org).
- First Night Winchester (New Years Eve annually) – Sponsored by the First Night Winchester organization (www.firstnightwinchester.com).
- Christmas in Old Town (December) – Sponsored by OTDB. Events include parade, tree lighting, Santa, and carriage rides.
- The Big Kiss (Valentine's Day event) – Sponsored by OTDB
- Spooktacular Halloween Festival – Sponsored by OTDB
- Movies on the Mall – Sponsored by OTDB with Winchester Parks and Recreation Department
- Boo & Brew – Sponsored by Winchester Parks and Recreation Department
- Salsa Fest – Sponsored by Winchester Parks and Recreation Department
- Shop, Stroll & Dine Where You Work, Shop & Play – Sponsored by Old Town Winchester Business Association (OTWBA)
- Bridal Show – Sponsored by OTWBA
- Black Friday – Sponsored by OTWBA
- Winchester Freight Station Farmers Market (all-season)

Even more problematic than the public not perceiving a distinction between the many organizations sponsoring these many events is the lack of a coordinated downtown marketing strategy. The Tune Up did note the fact that there is no consistency in the marketing materials, but the problem goes beyond that. For a Four Point Approach to economic development, Main Street Promotion Committees need to serve as the marketing team for downtown; taking the lead on developing markets by leveraging cultural history and other unique local assets (see Economic Development Philosophy above). Right now, typical Promotions Committee roles and responsibilities are scattered across many different partners. Since marketing is more than events, marketing partnerships must include all the above noted event partners, but also include the Winchester-Frederick County Convention and Visitors Bureau (www.visitwinchesterva.com) and Top of Virginia Regional Chamber (www.winchesterva.org). Each of these partners has their own missions, so it is not surprising that when combined, all these marketing efforts send a mixed message about downtown Winchester to a mixed audience.

Promotion Recommendation: Create a downtown Winchester marketing consortium. It is important for OTDB not to compete with or attempt to replace the efforts of its promotional partners. However, for the good of the district and the community, it is important for those many partners to discuss their

target audiences and the messages being delivered (intentionally and unintentionally) through their downtown events and marketing materials. That discussion could be facilitated through the creation of a marketing consortium where members of the consortium share information and meet as necessary (at least annually) to truly coordinate their efforts. Attempts at coordination should not be viewed as attempts to limit or control, but to help each organization more efficiently and effectively achieve its' mission, goals, and desired outcomes. Related to this, OTDB has announced its interest in hiring an events planner/coordinator. OTDB should take this one step further and hire a marketing planner/coordinator. Marketing is much more than events.

Promotion Recommendation: Write a downtown Winchester marketing plan. See "Creating a Marketing Plan" attachment.

Promotion Recommendation: Organize downtown Winchester package deals. Package deals have the potential to attract more visitors to downtown Winchester, whether for day trips or overnight trips, as well as to increase spending by existing visitors. For example, OTDB could pull together a visitor package that could include a room at The George Washington Hotel, dinner at the Village Square Restaurant, a guided tour of the National Registered Historic District, or better yet, two rooms and multiple meals at a variety of downtown restaurants.

Promotion Recommendation: Brand downtown Winchester. Creating a commercial brand starts with identifying commercial assets (see list above). Out of those assets comes a "promise" – a brand statement declaring what downtown Winchester will deliver (products/services) to their customers. Positive commercial brand awareness will increase the probability that customers will choose downtown Winchester when selecting a shopping or tourist destination. Before communicating the chosen brand, be sure you are prepared to fulfill the promise and expectations created.

A brand statement (external audience) is different from a market position statement (internal audience), but the two must be compatible. A commercial brand for downtown Winchester is also different than a corporate identify for OTDB. OTDB can work on this with its partners (e.g. marketing consortium), but should consider hiring brand consultants to help guide this process or help develop the brand and associated messaging (including a succinct and clever tagline), and graphical images (including a well-designed logo, color schemes, etc.).

Collectively settle on a single brand in which you will invest volunteer and financial resources to strengthen and promote. Commit for the long haul. All of OTDB's promotional materials, marketing campaigns, logo, messaging, social media/website presence, design aesthetic, and business development efforts should reflect and reinforce this brand. All of the committees will be supporting this brand in their projects and tasks. Encourage partners (e.g. through the marketing consortium) who host events in the downtown or include downtown in their own marketing to strengthen and promote the brand (a clear and strong downtown brand will help everyone). Coach downtown Winchester businesses on co-branding themselves with the downtown brand and show them how to benefit from collective promotions. Downtown Winchester businesses have cooperatively marketed under an Old Town header. However, that was without an official brand or tag line.

DOWNTOWN DEVELOPMENT PLAN RECOMMENDATIONS

OTDB needs to take the lead on developing and advancing a Downtown Development Plan for Winchester. When conceiving a development plan, the following opportunities should be addressed:

- Piccadilly Street (an OTDB expressed priority)
- Shenandoah University expansion downtown
- Tailor Hotel project
- Exodus from Washington D.C. following 9/11; a lot more professionals downtown
- Downtown Visitor Center, concierge service for downtown plus public restrooms
- Lumber yard property, train station
- Old Town streetscape project

Recommendation: OTDB staff and volunteers need to become students of successful marketplaces. First, they can read and discuss Paco Underhill's *Call of the Mall.* Second, they can study the malls and lifestyle centers (including collecting their maps/directories) where they are already shopping, applying the lessons learned from *Call of the Mall.* Third, they can organize group field trips to successful downtown marketplaces.

Recommendation: Identify existing and potential Downtown Winchester anchors/clusters and brainstorm business concepts to cluster around and between those anchors. Possible existing downtown anchors identified during the Economic Restructuring Technical Assistance Visit:

- Restaurants/pubs/cafes (collectively an anchor)
    - Village Square Restaurant
    - Brewbakers Restaurant
    - Thai Winchester
    - The Union Jack Pub and Restaurant
    - Cork Street Tavern
- Bright Center
- Kimberly's
- Simply Charming
- Bell's Fine Clothing
- Wilkins' Shoe Center
- Patton's Furniture
- Dollar General
- Abbey Carpet & Floor/The Floor Shop
- The Shenandoah Valley Discovery Museum (departing the district)
- Downtown Visitor Center (in the works)

Downtown Winchester exhibits the following clusters:

- **A complementary entertainment cluster** (All of Old Town, "Entertainment District"). Complementary businesses sell related products and services. Lend themselves to cross-business promotions: market the ability to purchase all those related products and services while shopping in your commercial district.
    - **A competitive restaurant cluster** (North end of Old Town, "Restaurant Row"). Competitive businesses sell the same type of products and services. Lend themselves to cooperative business promotions: market the ability to comparison shop within your commercial district.
    - **A compatible family/youth cluster** (South end of Old Town, "Family Row")

Compatible businesses may have unrelated products and services but share customers. Lend themselves to consumer segment promotions: market all the businesses in your commercial district that will appeal to a targeted customer group.

- **A complementary finance, insurance, and real estate cluster** (North of Old Town, "Financial District")
- **A complementary civic cluster** (East of Old Town, "Civic District")
  - "Government Row."
  - "University Row."
  - "Church Row." Strong connection between Church Row and Family Row, including the many Church daycares.
- **A competitive professional services cluster** (East of Old Town, "Law District")
- **A compatible downtown resident cluster**
- **A complementary Shenandoah experience cluster** ("Arts and Cultural District")

Potential business concepts to strengthen the various clusters/districts:

- Family/Youth Cluster, "Family Row"
  - Like Kangaroo Jac's
  - Coffee shop
  - Kid's clothing
  - Family/youth friendly restaurant
  - Toy store
  - Like Kids Kuts
  - Splash mall/play area
  - Movie theater/civic center
- Entertainment cluster, "Entertainment District"
  - Comedy club
    - Note: The Bright Center has plans to create Bright Box, a dynamic performance space in Bright Center by December 2012. This proposed black box theater would be a flexible performance space that would be great for comedy shows. For more on Bright Box see www.brightcenter.biz/bright-spaces/backstage-at-bright-center/
  - Community theater
  - Movie theater/civic center
  - Like Kangaroo Jac's
- Residential cluster
  - Market
  - Upscale food store
  - Night life for young professionals
  - Mid-priced clothing
- Shenandoah experience cluster, "Arts and Cultural District"
  - Bus tour staging area
  - Shenandoah art
  - Travel size art
  - Shipping service
  - Electric vehicle (EV) charging station (part of Virginia initiative). A fast charger (Level 2 or better yet Level 3 when reliability goes up and price comes down). This forward thinking amenity will add to the draw of Old Town. While Level 2 might keep them shopping

downtown longer (1-4 hour charge time), in the future places with Level 2 chargers might be bypassed for places with Level 3 (20-60 minute charge time). Installation of Level 3 EV chargers requires significant upgrades to the power infrastructure (e.g. dedicated line from the power pole), so the best time to install one would be during the Old Town pedestrian mall reconstruction project.
    - Traditional trades school (blacksmithing, hand-crafted woodworking, weaving, etc.)
    - Art school
    - Hotel (different price point than The George Washington Hotel)
- General
    - Large indoor event center. Have smaller indoor event spaces including Godfrey Miller House Judge Robert K. Woltz Pavilion, First Presbyterian Social Hall, and The George Washington Hotel Grand Ballroom (180 seated dinner). Currently nothing for 600-1500 guests.
    - Large outdoor event area with covered stage and gated area for beer garden

Recommendation: OTDB staff and volunteers need to draft a Downtown Winchester Development Plan. The Plan should communicate a vision for the physical development of the district as well as a strategy for leasing; the more specific, the more useful. The leasing plan should include strategies for arranging/locating current and future businesses within the mix to positively impact foot traffic and sales. The goal should be for downtown to be visually distinct and for there to be a fit between the message delivered through that distinction and the customer focus downtown is trying to achieve.

The map included as an attachment is a rough illustration of the kind of map that OTDB will need to create for downtown Winchester in order to communicate effectively to customers and investors (including loan officers and potential new business owners). The map will need to show building footprints and business mix (like a mall directory). The map represents the start of a hypothetical Downtown Winchester Development Plan based on the work session held in Winchester on September 30 and further development by Barman offsite. It must be stressed that this proactive design of a dream marketplace is for illustrative purposes only. It was developed using the art of combination and is consistent with the market position statement included above, but must be checked against the science of the market and the reality of any given space. Each potential investor is still responsible for running his or her own numbers. OTDB should settle on a working Plan by either revising the one provided or starting its own from scratch. Actual business concepts will shift with the entrepreneur and detailed market feasibilities, but should always connect back to the dream. Don't settle for just "filling vacancies"!

Economic development can be defined as providing just enough stimuli to trigger a business investment that the community desires. Stimuli can take the form of information such as communicating OTDB's mission, vision, market position, commercial district brand and Development Plans. Architectural renderings showing improved buildings occupied by dream businesses would be another powerful tool. OTDB can inspire action by current and future entrepreneurs and help investors visualize future possibilities. Entrepreneurs may choose to locate in downtown Winchester and investors may choose to invest in downtown Winchester simply because they buy into the dream.

CONCLUSION

The specificity of Downtown Development Plans is new to most Main Street programs. It is understood that there will be a certain level of discomfort and growing pains associated with their use. It may be helpful for OTDB to understand the pros and cons; to argue the pros and be prepared to address the cons.

Pros

- Help entrepreneurs evaluate potential locations
- Help property owners evaluate potential tenants
- Help investors decide how best to invest
- Increase investor confidence
- Tackle the market and downtown revitalization from a confident position of strength, proactive not reactive. It does not pay to present downtown as being desperate.

Cons

- Potential negative response of business owners who are relocated in the dream scenario
    - The Development Plan does not require the relocation, just presents what may be a better future location as a means to inform and improve future decisions.
- Potential negative response of property owners whose tenants are relocated in the dream scenario
    - Again, the Development Plan does not require the relocation and does not leave the property owner without a tenant. It presents what may be a better future tenant as a means to inform and improve future decisions (the potential for a more successful tenant who can eventual pay a higher rent and can survive a longer term lease).
- Potential for the dream scenario to hinge upon investment by individuals who are not able or willing to invest
    - We face that con now. The Development Plan may attract investment partners or buyers who will be more willing and able to invest.
- Potential escalation of asking prices for property
    - This is certainly a possibility and would make it harder to assemble properties and could hinder individual project feasibilities. However, we want properties values to rise and if they rise simply by having a Development Plan we will have evidence of the power of the vision provided by a Development Plan.

By inviting input and helping others achieve their collective vision, OTDB adds value far in excess of its individual power. This is the basis of the Main Street Four-Point Approach; to coordinate the definition of long-term goals, involve local individuals and organizations in determining the near-term projects, and find ways/resources to help make those projects happen.

How can OTDB implement the Downtown Development Plan? Following the recommendations found throughout this report is certainly a good place to start. However, in many ways implementation is even simpler than that. Drawing from the Downtown Development Plan Philosophy, OTDB can attract investors and tenants by helping them see a vision of themselves making money as part of a successful downtown Winchester. A vision founded on:

- A sound market position and marketing plan
- Well-designed and managed leasable space
- A well-designed clustering/leasing plan

ATTACHMENTS

Creating a Marketing Plan
Map Illustration

Creating a Marketing Plan

The purpose of a marketing plan is to define your market, to outline a strategy for attracting and keeping customers, and to identify and anticipate change. Defining your market (or market position) includes indentifying a specialization or niche based on a primary consumer segment served or a primary set of goods and services offered. With this competitive advantage (or brand awareness) in-hand, the Promotion Committee should evaluate and reevaluate existing promotions to determine their fit (e.g. do they draw the same markets that downtown businesses are attempting to draw). Based on this evaluation, some promotions may need to be refocused. Also, look for gaps and opportunities in the local promotional calendar; including promotions in which the Main Street program partners. Those gaps can be categorical in nature or they may be seasonal.

If the Promotions Committee decides to develop downtown tie-ins as complements to larger community wide promotions, it should make sure those add-ons focus on the downtown's target markets. The Promotion Committee may also need to create new, appropriately sized promotions designed specifically for a target market or a business niche/cluster identified in the market position. The National Trust Main Street Center generally recommends that Main Street programs balance their annual promotional calendar by focusing on three special events, producing six business promotions, and addressing image development with one project. It is important not to overload or overtax the available human and financial resources. The Promotion Committee's annual action plan taken as a whole, if it is comprehensive enough, could serve as a marketing plan because it will contain all the considerations that are part of a marketing plan - the strategies for attracting and keeping customers.

It will be necessary to establish pre-determined, measurable goals for each promotional activity as relates to effectively reaching the target market. Those goals should reflect whether the given event or activity is an image campaign, special event, business promotion or tourism campaign. Having specific goals will allow the group to be more effective when planning and more objective when evaluating. Most often, goals should focus on:

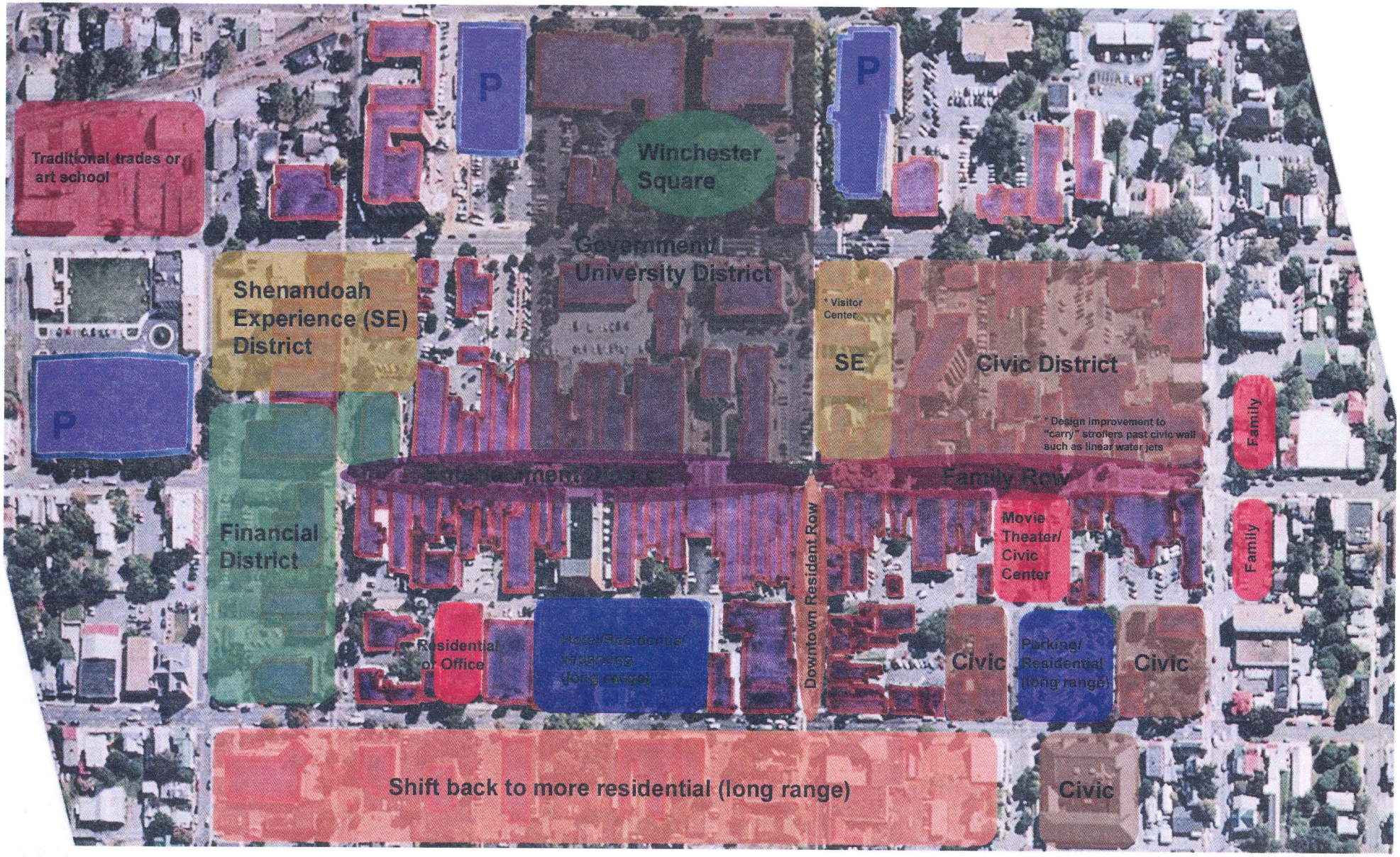
1) Participation/identification by targeted groups or individuals (quantified if possible, e.g. number of impressions, number of people exposed to downtown window displays, or attendance numbers/foot traffic)
2) Income generated either by promotions or contributing activities
3) Business sales figures and/or percentage increases in sales during *business* promotions
4) Secondary measures may include the amount of publicity (or media coverage) generated and the general perception of the audience (as indicated through surveys during/after the promotion).

One way to strengthen the connections between your promotional efforts and downtown businesses is to develop a one or two page protocol sheet for each promotion. The promotion protocol sheets can be hand delivered or mailed to downtown businesses so they clearly know what to expect and how they can get involved/benefit. Clearly defining each promotion can help you avoid a perception of ineffectiveness on the part of the business community (e.g. special events have value even though they don't typically ring the cash registers). Send the promotion protocol sheets to businesses far in advance of the event, so they can build any related marketing expenses into their budgets. The protocol sheet should include:

1) Name and description of the event (including the dates)
2) Whether it is an image campaign, special event, business promotion, or tourism campaign
3) Goals of the event (see above)
4) Targeted customer market (for example, local versus tourist)
5) How the promotion will be promoted: tv, radio, newspapers, flyers, etc.
6) Ways that businesses can participate/piggyback
7) Volunteer needs

Promotional development is extremely volunteer intensive. For this reason it is important to evaluate each event and eliminate what is not working based on your original expectations and goals for the events. Did you accomplish your goals? Should the promotion continue or be altered? Of course, those expectations and goals must exist (see above). One or two volunteers should be assigned to collect the information necessary to measure promotion success. Promotions should be evaluated on a variety of points, including (but not limited to):

1) *Whether or not the promotion achieved its goal(s) as identified above*
2) *Participation/identification by targeted groups or individuals (whether this was a goal or not).* This will require strategies for determining viewership of advertising and the makeup of event attendees. What were traffic counts? Are they local residents or visitors? Are they coming specifically for the event or do they just happen to be in the area? What is downtown's signature event, or the event that either draws the most attendees or creates the most lasting and far reaching impressions? The answers to these questions can provide valuable information for future marketing (help the Promotion Committee and individual downtown businesses target the appropriate media to utilize for advertising). One strategy for gathering this kind of information is to have a free giveaway that would require entry. Entry forms will include name, address and one or two simple questions relating to the marketing questions of the committee. Other communities have done intercept surveys of tourists at events.
3) *The cost-benefit ratio of the amount of money and/or volunteer hours necessary to implement the promotion versus the income, good will, recognition, etc. that the promotion generates.* The goal of every promotion may not be to generate revenue (particularly image campaigns). For example, if the primary goal of an event is to attract visitors to the community, it may be in the best interest of the organization to allocate more dollars to advertising if it results in higher attendance. If the event only breaks even (or costs money) it will still be successful if attendance reaches the targeted goal. The economic impact of promotional efforts is normally measured by estimating/calculating the lodging, food, beverage, souvenir, and other spending by visitors to the event.
4) *Business satisfaction and feedback (not just sales figures).* Strategies would include a short evaluation survey or a focus group of businesses (especially, if you are evaluating business promotions). The Promotions Committee should not include questions like "how were your sales?" on the evaluation form for a special event (no point in contributing to misperceptions). In contrast to business promotions, the cash register is not expected to ring the day of a special event. However, the Promotion Committee needs to consciously strengthen the connections between those events and downtown business/economics (via the market position). Business owners need to look at special events as opportunities for personal contact with potential customers, the best kind of advertising (if the event attracts the target market). For retail businesses, special events often lead to future sales when giving people a reason to come back downtown, and when attendees have a positive experience admiring window displays, browsing open shops, and chatting with friendly staff.
5) *Audience/attendee satisfaction and feedback.* One strategy would be a short attendee evaluation survey *(see item 2 above for an example).*
6) *To what extent the promotion contributes to the mission of the organization*


Traditional trades or art school
P
Winchester Square
P
Government/ University District
Shenandoah Experience (SE) District
* Visitor Center
SE
Civic District
P
* Design improvement to "carry" strollers past civic wall such as linear water jets
Family
Entertainment District
Family Row
Financial District
Downtown Resident Row
Movie Theater/ Civic Center
Family
Residential or Office
Hotel/Residential w/parking (long range)
Civic
Parking/ Residential (long range)
Civic
Shift back to more residential (long range)
Civic

Winchester
old town winchester Virginia

Rouss City Hall
15 North Cameron Street
Winchester, VA 22601

Telephone: (540) 722-7576
FAX: (540) 722-7570
Website: www.winchesterva.gov

Old Town Development Board

City Code, Chapter 25: Special Assessment District

The Old Town Development Board is responsible to the Council for the improvement, maintenance, development, planning, and promotion of downtown Winchester. Regular monthly meetings are the first Thursday of every month at 5:30pm in Rouss City Hall, 4th Floor Exhibit Hall, 15 N. Cameron St.

Members

1. David Smith, Chair, Village Square *(Economic Restructuring Chair)*
2. Craig Gerhart, Vice-Chair, Interim City Manager
3. Brenda Adams, Simply Charming Boutique
4. Lauri Bridgeforth, Full Frame Photography *(Design Chair)*
5. Kim Burke, GW Hotel *(Promotions Chair)*
6. Stan Corneal, property owner
7. Scott Dawson, at-large resident of city
8. Marilyn Finnemore, Bright Center
9. Cory Garman, Museum of Shenandoah Valley
10. Bryon Grigsby, Shenandoah University
11. Ben Weber, Master Media Group (term expired, waiting for new appointment)

John Willingham, Liaison Winchester City Council

Staff

Karen Helm, Executive Director

Contact: khelm@ci.winchester.va.us
540-722-7576

Vision & Mission Statements

Adopted by the OTDB at its March 19, 2005 retreat.

Commitment: We will work with stakeholders to: maintain and improve the unique visual quality of Old Town; continually develop the right business mix; and promote our positive image.

Vision: To maintain and enhance the historic integrity and strong community support of our downtown and be the mixed-use center of the community for citizens and tourists that includes arts and cultural activities, retail and dining establishments, government facilities, professional offices, and entertainment and residential opportunities.

Mission: To continually use the Main Street Approach to build on the success and revitalization of Old Town Winchester through maintenance, improvements, development, and promotion.

"To provide a safe, vibrant, sustainable community while striving to constantly improve the quality of life for our citizens and economic partners."

Critical links for Old Town Winchester to be a vibrant retail district

A vital marketplace for over 250 years – Winchester's historic district combines history, century old buildings and museums in a vibrant downtown where people desire to live, work and visit.

Old Town Winchester has a deep history. Some would call it life…over 250 years, to be exact. With life comes an understanding of history, value and quality…where they all come together into a sense of place. Old Town Winchester is a keen illustration where deliberate preservation measures, innovative economic development actions, and an enduring commitment by the community for well over a quarter of a century have culminated to renew vibrancy in Winchester's historic downtown.

Public and Private contributions to the on-going success:

- Independently owned/operated restaurants: present local flavor, cultural, alfresco dining & entertainment
- Entertainment: potential for nightclubs, street performers and special events
- Livability: creating a residential retail district by improvement of surrounding neighborhoods and rehabilitating/modernizing upper-story dwellings in the primary district.
- Unified shopping district: independent retailers are now open more uniform hours and more Sunday hours
- Heritage Tourism: National Trust Historic Designation, cultural museums, regional library/archives
- Employment: approximately 1,500 employees work in the district, regional judicial center, municipal offices, financial and banking district, corporate headquarters, university
- Destination commercial district: retail/restaurant; professional service; government offices, library
- Churches: expanding congregations/investments, child-care services, maintains landmark properties
- Lodging: the George Washington Hotel as a full-service historic hotel; plus two existing B&B's
- Safe and clean: environment where people are comfortable, maintaining a holistic approach enforcing building health and safety codes, street cleanliness and security presence
- Parking: accessible 24/7, providing adequate parking and enforcement
- Public Improvements: 2012 Indian Alley infrastructure improvements and 2013 Loudoun Street Mall infrastructure improvements and streetscape enhancements
- Private Investment: potential for Old Taylor Hotel as an entertainment facility with retail/residential and Winchester Towers to become contributing properties

A Virginia Main Street Community

Designation as a Virginia Main Street Community in 1985 by the Virginia Dept. of Housing & Community Development.

Winchester was one of the first five localities in Virginia to receive this designation. The Main Street Approach provides a flexible framework that puts the traditional assets of downtown, such as unique architecture and locally-owned businesses, to work as a catalyst for economic growth and community pride. The four-point approach to Main Street is a comprehensive approach using four key interconnected areas: Design, Organization, Promotion, and Economic Restructuring.

Design Committee: *Enhancing the physical appearance of the commercial district by rehabilitating historic buildings, encouraging new construction, developing sensitive design management systems, and long-term planning.*

Promotion Committee: *Marketing the traditional commercial district's assets to customers, potential investors, new businesses, local citizens and visitors.*

Economic Restructuring Committee: *Strengthening the district's existing economic base while finding ways to expand it to meet new opportunities – and challenges from outlying development.*

Organization Committee: *Building consensus and cooperation among the many groups and individuals who have a role in the revitalization process. Entire Old Town Development Board serves on Organization Committee.*

OLD TOWN WINCHESTER – STRENGTHS & WEAKNESSES

Based on an enlightening trip to visit with Charlottesville City officials (February 27, 2009), the Old Town Development Board explored Old Town's many inherent strengths as well as the weaknesses that must be addressed as we seek to become a vibrant Main Street Community.

STRENGTHS	WEAKNESSES
Winchester has a **unique history, architecture, and location** that makes it ideal as a "Destination" place	• Perception of Old Town is not as Destination place; we need to encourage stakeholders to see downtown as a vital part of the region and the community • Visitor Center not located in Old Town; current visitor center does not adequately direct visitors to Old Town • Few print marketing materials including brochures, maps, and guides
Winchester has a **wonderful, unique, shaded walking mall** that's ideal as a gathering place. We've begun to add the fine tuning that makes it welcoming (flowers, benches, signage, lighting)	• Directional signage needs to keep visitors downtown; Signage at entrances to Old Town needs to be bolder and more welcoming; Lighting needs to be improved • More needs to be done to make the mall feel like a "public park" and enhance its feel as a gathering place (e.g. children's play area, more benches, art parks, street musicians, sidewalk cafes, etc.)
Winchester has **important attractions** that draw visitors in – Apple Blossom, the Wine & Fine Arts Festival, First Friday, First Night, etc.	• More ongoing attractions necessary to make Winchester a "habit" for visitors and to make it full of life • Street musicians and artists need to be welcomed with open arms • Farmers Market needs to be enhanced and promoted • Christmas in Winchester needs to be an event people put on their calendars and that brands Old Town • We must keep people who work here downtown after work; we must keep visitors here for the night
Winchester is **easy to get to** (if you know how to get there) and has **plenty of excellent parking** – far more than Leesburg or Charlottesville (and it's inexpensive)	• We must ensure that appropriate signage exists to direct visitors to Old Town from the highways • Encourage two-way traffic (rather than one-way) which can help keep people in Old Town and enhance the community feel • We must continually manage the misperception about parking in Old Town
Winchester has some **strong anchors** – BBT, George Washington Hotel, the churches, the library, the City Government, and other economic engines	• We must actively work to keep these institutions downtown and seek to add others for economic stability

– continued –

OLD TOWN WINCHESTER – STRENGTHS & WEAKNESSES (continued)

STRENGTHS	WEAKNESSES
Old Town Winchester has undergone **extensive infrastructure improvement**, which demonstrates a commitment from city officials in Old Town's future.	• More infrastructure improvement is on the horizon (and will be ongoing). We must manage the perceptions of these improvements (as a good thing) and ensure projects are managed in such a way that it promotes the success of downtown businesses
Shenandoah University is located close to downtown Winchester; they have expressed a strong willingness to partner with us	• We must cultivate strong partnerships with SU to encourage students and alumni to come to Old Town • We must offer goal-oriented internships with SU students
We have **many committed individuals and groups** in Old Town	• We must improve communication between the groups and learn to work in cooperative partnership for the benefit of Old Town • Leaders (in all groups) must learn to constantly be selling Old Town and the benefits of participating in events • Leaders must have ongoing one-on-one, face-to-face communication with downtown stakeholders • We must all be working under a shared, long-term vision that recognizes that building a vibrant downtown takes 15 to 20 years and a concerted commitment of resources

Parking Garage Projections

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
	Acutal	Actual	Actual	Actual	Actual						
Revenue:	777,079	807,007	696,222	731,314	873,356	898,356	1,048,356	1,098,356	1,148,356	1,198,356	1,248,356
Expenses:	528,858	617,352	609,125	756,670	654,924	604,924	617,022	647,874	680,267	714,281	749,995
Parking Garage Improvements (CIP):			0	0	106,152	0	0	0	150,000	100,000	200,000
Potential City Support (BD Grant):						0	0	0	290,000	290,000	290,000
Subtotal:	248,221	189,655	87,097	-25,356	112,280	293,432	431,334	450,482	608,089	674,075	588,361
Additional Revenue- Automation:	0	0	0	0	0	100,000	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0
Additional Debt (9M Garage):	0	0	0	0	583,987	581,900	579,588	581,938	578,500	579,250	579,500
All Revenue & Expenses subtotal:		0	87,097	-25,356	-471,707	-188,468	-148,254	-131,455	29,589	94,825	8,861
Fund Balance:	929,972	1,119,627	1,206,724	1,181,368	709,661	521,193	372,939	241,484	271,073	365,898	374,759
						0	0	0	0		

$5 increase	$5 increase	$5 increase	$5 increase	$5 increase	$5 increase
$42 undercover	$47 undercover	$52 undercover	$57 undercover	$62 undercover	$67 undercover
$35 roof	$40 on roof	$45 on roof	$50 on roof	$55 on roof	$60 on roof

BLUE RIDGE DESIGN, INC.
19 W. CORK ST., SUITE 300 · WINCHESTER, VA 22601
PH: 540-723-0900 · F: 540-723-0901 · WWW.BRD-INC.COM

September 19, 2011

Winchester Parking Authority
Rouse City Hall
15 N. Cameron St.
Winchester, VA 22601

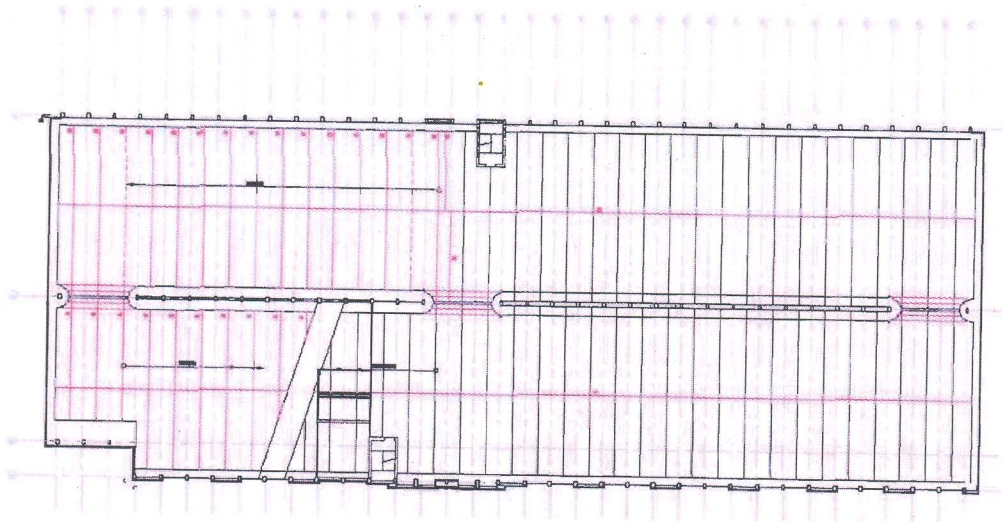
Recommended Renovation for
Braddock Street Autopark
North Loudoun Street Autopark
Court Square Autopark

Introduction

Blue Ridge Design has led a team with Design Concepts, Duggan Associates, and Comfort Design, Inc., to make detailed condition assessments of the Braddock Street Autopark, the North Loudoun Street Autopark and the Court Square Autopark. Reports for each garage included descriptions of the structures, project history, and accounts of the detailed visual inspections with photographic documentation of observed conditions. They included consideration of the cause and effects of structural deterioration, evaluation of building code and accessibility requirements, and review of mechanical and electrical systems. Recommendations for repair, restoration and improvements were included with priorities. Each report was presented in summary at meetings of the Winchester Parking Authority board of directors. On August 28, a review of the potential renovation actions and costs for all three garages was presented to the board.

The summary of the broad range of the potential scope of renovation revealed that costs for garage restorations are beyond the short-term funding available. The meeting turned to a discussion of near term and long terms needs and goals. The consensus of the board provided direction to Blue Ridge Design to provide recommendations for renovation based on the highest priorities with a recognition of budget constraints. This report is provided in response to that direction.

Braddock Street Autopark



Braddock Street Autopark Plan

It is recognized that the original design does not meet the current standards for traffic barriers in parking garages. In considering the risks for the Braddock Street Autopark, there appear to be four different conditions. The most vulnerable location for impact protection is at the top level above the ramp where there is only a curb with chain link fence and galvanized fence post and rails in a span of 60 ft. The second condition is the open railing and short column extensions at the roof level on the east face along Indian Alley. The third condition is the open space between columns on the second floor and along the ramp below the roof level. The fourth condition is where the space between the columns is covered with unreinforced masonry walls of concrete block and brick. These conditions were reviewed in the condition assessment report and discussed with the WPA board. Considering the relative risks and the partial barriers provided, only the 60 ft. open span is included in the proposed scope of renovation.

The rusted stay-in-place forms no longer provide a structural function, but in sections the remnant deck is sagging and may drop off in pieces. To arrest this hazard, we recommend that a treatment similar to that used in 1993 be repeated to remove loose or delaminated deck, to clean the surfaces of rust by sandblasting, and to coat the remaining cleaned steel with a corrosion-inhibiting layer of protection. The total area of steel deck on the center column line, along the Braddock Street elevation at the top level, and on either side of the interior wall at the ramp totals about 800 sf. This is work is included in the recommended scope of renovation. The same cleaning and protection procedure should be provided for the steel plates below the trench drains and the steel lintel angles supporting brick over openings on the Braddock Street elevation, adding approximately 240 sq ft to the sandblasting and painting.

Rusted and peeling stay-in-place form

Reinforcement that is currently exposed and rusting needs repair to arrest the progressive loss of section and the further deterioration of concrete. Where the concrete has spalled, where the bars are close to the surface, or where there is an identified loss of section, the bars need to be fully exposed, cleaned, treated with zinc-rich paint or corrosion inhibiting coating, and patched. Much of this occurs at the ends of the single tees at under the interior and perimeter curbs, but these conditions are also scattered around the garage. At the roof level, there are small areas of welded wire reinforcing on the surface that should be corrected. This work is included in the proposed scope.

The flange connections at the joints between the single tees are rusted. These connections should be cleaned of rust with a power wire brush and touched-up with a corrosion-inhibiting coating such a zinc-rich paint. Exposed single tee stem bearing plates and corbel plate should also be cleaned and painted with zinc-rich paint.

In general, the sealants in tooled joints and in routed and sealed cracks are beyond the useful life of the material. Renovation should include the removal and replacement of the sealants in the horizontal joints and cracks in the floor to repair leaks and reduce the exposure of the underlying concrete framing. Where on the second level untreated cracks have formed over joints between the precast concrete flanges, these cracks should also be routed and sealed. The control joints and cracks in the slab-on-ground

and curbs at grade are not as important to preserving the long-term durability of the garage and have not been included in the scope.

The roof level has been exposed to sun, rain, and snow for nearly forty years and remains in relatively good condition. There are, however, a number of locations with welded wire reinforcement rust spots and many fine cracks that show that this surface has lost some of its durability. We discussed the benefits, cost and time to removal and replacement of traffic-bearing membranes. The estimated cost for traffic-bearing membrane on all elevated floor surfaces is approximately $190,000. Considering budget constraints, and the regular attention the garage receives when local problems arise, we do not recommend this for the Braddock Street Autopark. To address the fine cracks and general exposure of the roof level and exposed ramp, we recommend the application of 40% solids silane sealer as a less costly measure.

Other than the cracks in the topping and curbs that reflect joints between the precast components, there are relatively few cracks in structural precast components that were observed. Cracks wider than 0.006 in. should be dried and sealed with low-viscosity epoxy of hydrophobic urethane to provide a seal to prevent deterioration. An allowance for 100 lin. ft of crack injection has been included in the scope.

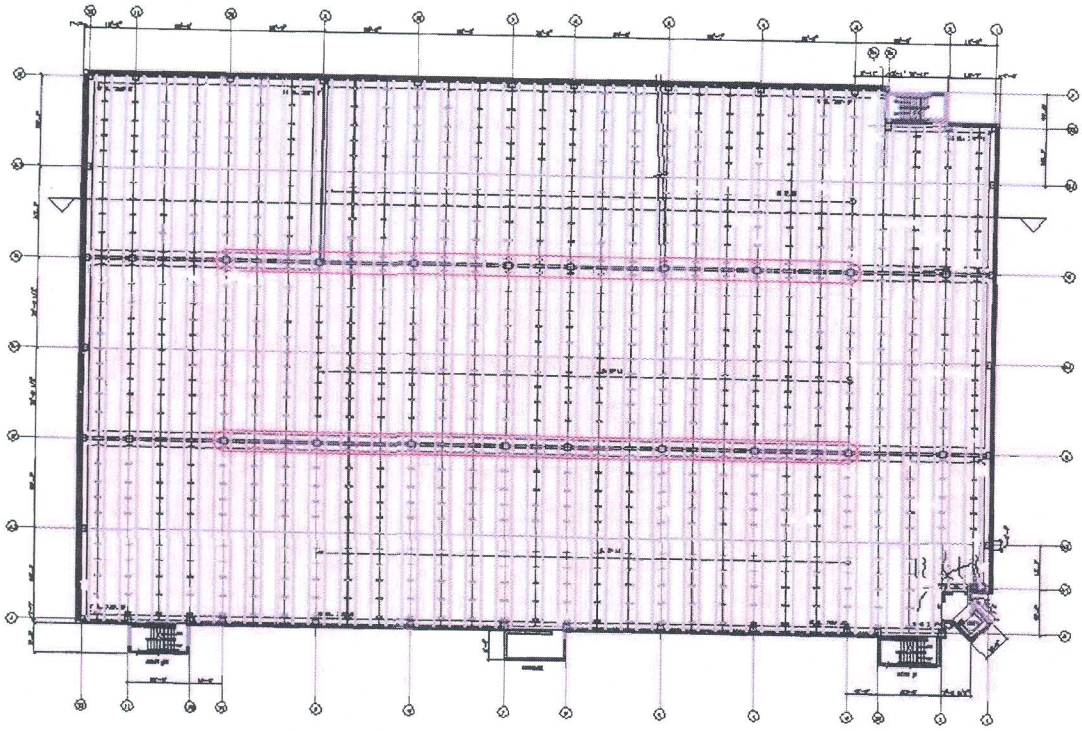
Although there are several other measures that could be added, the scope is limited to in consideration of cost. Some items, such as painting and door hardware repairs, can be performed by maintenance personnel. Other items can be deferred.

The estimated costs for the recommended scope of renovation are summarized in Table 1.

Table 1 Braddock Street Autopark Renovation Estimate

Renovation Item	Notes	Quantity	Unit	Cost
Traffic Barriers	Top level, center span	60	$100.00	$ 6,000.00
Rusted Reinforcing & spalled concrete				
	Underside of Tee flanges	135	$150.00	$ 20,250.00
	Roof topping WWR exposed	100	$75.00	$ 7,500.00
Rusted Steel Deck Sandblast				
	3rd floor	350	$3.70	$ 1,295.00
	Ramp	260	$3.70	$ 962.00
	2nd floor	190	$3.70	$ 703.00
	Drain plates	108	$3.70	$ 399.60
				$ 3,359.60
Concrete Repair - miscellaneous		50	$200.00	$ 10,000.00
Epoxy Injection of cracks	general allowance	100	$125.00	$ 12,500.00
Flange Connection cleaning, repair and touch-up	5 per joint x 124 joints	625	$8.00	$ 5,000.00
Sealant Removal and Replacement				
	Roof Level	4570	$5.00	$ 22,850.00
	Ramp	2750	$5.00	$ 13,750.00
	2nd level	5550	$5.00	$ 27,750.00
	Grade level cracks and joints		$5.00	$ -
				$ 64,350.00
Traffic-bearing membrane				
Silane floor surfaces	Exposed roof only	40000	$0.20	$ 8,000.00
Lintel angles	sandblast and paint	130	$3.70	$ 481.00
	Unit Total			$ 201,790.60
	Contingency	10%		$ 20,179.06
	General conditions	15.3%		$ 30,873.96
	Profit	7.5%		$ 15,134.30
	Project Total			$ 267,977.92

North Loudoun Street Autopark



Loudoun Street Autopark Plan

Reinforcement that is currently exposed and rusting needs repair to arrest the progressive loss of section. Where the concrete has spalled, where the bars are close to the surface, or where there is an identified loss of section, the bars need to be fully exposed, cleaned, treated with zinc-rich paint or corrosion inhibiting coating, and patched. A rough estimate from the survey is less than 25 sf of repair. Most of this occurs in welded wire reinforcement on the underside of double tee flanges or at spalls in beams. At the top floor surfaces, the existing membrane covering may hide more deterioration. Concrete has crumbled at some connections that are exposed on the top level. An additional 50 sf of hidden repair area is added to the scope for estimating.

There are also several local spalls and cracks in columns, beam and walls that need to be addressed. Exposed double tee stem, and beam bearing plates and the edges of column corbel plates should also be cleaned and painted with zinc-rich paint. A category of general concrete repair is included in the scope to cover these conditions.

Spalled concrete from old repair at threshold

Rusting at exposed flange connections not reached a stage that compromises the integrity of the structure, but some damage has been done to the surrounding concrete that is resulting in spalls, deeps cracks and some surface deterioration of the concrete. At these locations, small pieces of concrete can come loose and fall the floor or onto the vehicles below. In a garage that relies on the mechanical connections between double tee flanges for the overall integrity of the garage, regular maintenance is important. These connections should be cleaned of rust with a power wire brush and touched-up with a corrosion-inhibiting coating such a zinc-rich paint.

In general, the sealants in the joints between double tees, in the control joints in the curbs and topping strips and in routed and sealed cracks are beyond the expected useful life of the material. The standard warranty of 2-part elastomeric joint sealant is five years, and most require extensive maintenance or replacement in ten to twelve years after installation. The membrane at the roof has been worn by traffic, nicked and broken by snow plowing, and damaged by 20 years of exposure to the sun. The membrane on the second floor has aged, but is nearly fully intact. In consideration of budget constraints, it appears that the removal and replacement of the membrane over floors covered by the roof level framing can be deferred. This membrane protects the joint seals at that level as well, and sealant replacement can be limited to local failures identified visually or by hose testing. Deferring membrane removal and replacement, except in local areas of damage, should save over $160,000.

Renovation should include the removal and replacement of all sealants in all horizontal joints and cracks on the exposed roof level. Sealants around both the original and remedial drains are also deteriorated and in need of replacement. Although the extent

of cracks in the double tee flanges cannot be seen because of the membrane covering, these cracks may also have been sealed prior to placement of the membrane. Exposed sealed cracks should also have the sealant renewed.

The precast concrete floors were covered by the traffic bearing membrane since the original construction in response to the prevalence of cracks in the double tee flanges from their warped geometry. These cracks can allow leaks, but they are generally cosmetic and not structural. In the interest of reducing cost, it may be sufficient to remove the membrane, re-seal the joints and cracks, and then apply a silane sealer rather than replacing the traffic-bearing membrane. For the 51,000 sq. ft of exposed roof, this would be a savings of over $90,000.

The joints at the external stairs and elevator are wider joints without structural load paths across them. These expansion joints are covered with flexible membrane seals. At the roof level, these seals have a metal facing that be from an earlier repair or replacement. Although some of the seals along the edges of these covers need repair, only one or two seals are torn or damaged to a degree requiring replacement at this time. We recommend deferring replacement of the expansion joint seals except for about 36 ft. The damaged seals should be replaced with closed cell gland-type expansion joint seals.

There are relatively few cracks in structural precast components that were observed. We did find vertical cracks in columns along the ramp were common. Cracks wider than 0.006 in. should be dried and sealed with low-viscosity epoxy of hydrophobic urethane to provide a seal to prevent deterioration. An allowance for 100 ft of crack injection is included in our recommended scope.

Although we documented extensive cracks in the cast stone copings and some deterioration of the brick, we are recommending only a small allowance for repairs for local conditions. These conditions are generally cosmetic, but some budget may be needed to address the worst cases where broken brick may be a hazard.

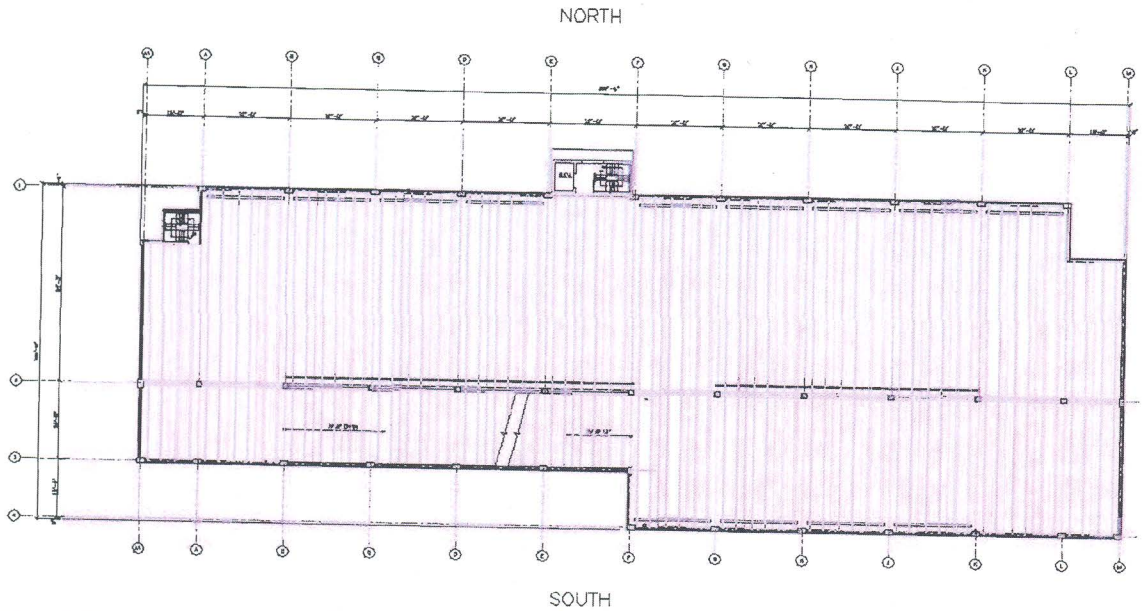
Although there are several other measures that could be added, the scope is limited to in consideration of cost. Some items, such as cleaning and panting painting decorative railing, caulking masonry joints and door hardware maintenance, can be performed by maintenance personnel. Other items can be deferred.

The estimated costs for the recommended scope of renovation are summarized in Table 2.

Table 2 Loudoun Street Autopark Renovation Estimate

Renovation Item	Notes	Quantity	Unit	Cost
Rusted Reinforcing & spalled concrete				
	Partial depth removal and repair	75	$150.00	$ 11,250.00
	general concrete repair	50	$200.00	$ 10,000.00
Epoxy Injection of cracks	general allowance	100	$125.00	$ 12,500.00
Flange Connection cleaning, repair and touch-up	2nd level	660	$8.00	$ 5,280.00
	3rd level	548	$8.00	$ 4,384.00
Sealant Removal and Replacement				
	Roof Level	8215	$5.00	$ 41,075.00
	2nd level	500	$5.00	$ 2,500.00
	uncovered crack repair	2000	$5.00	$ 10,000.00
	Expansion joints	36	$75.00	$ 2,700.00
Traffic-bearing membrane	Removal only			
	Roof level	51000	$1.50	$ 76,500.00
	2nd Floor - repair by removal and replacement	1000	$3.80	$ 3,800.00
Silane sealant	Roof level	51000	$0.20	$ 10,200.00
	2nd Floor		$0.20	$ -
Brick and Coping repair	Allowance for local conditions	20	$150.00	$ 3,000.00
Supplemental & replacement Drains				$ 8,000.00
	Total			$ 201,189.00
	Contingency	15%		$ 30,178.35
	General conditions	15.3%		$ 30,781.92
	Profit	7.5%		$ 15,089.18
				$ 277,238.44

Court Square Autopark



Court Square Autopark Plan

There are four recommendations that are considered important for the continued safe use of the garage:

- Remove standing water that freezes and poses a hazard to pedestrian travel.
- Restore continuity across tee-to-tee joints and between the double tee flanges and the shear walls that provide lateral bracing.
- Provide a traffic barrier at the first bay of the speed ramp at the grade level where the separation between the floor levels is greater than a foot.
- Upgrade the mechanical ventilation of the enclosed basement space.

The first two recommendations may be accomplished with specific local repairs, but are more appropriately addressed by more comprehensive repairs that also address the progress of structural deterioration.

The absence of a traffic barrier occurs at the beginning of the ramp up from the first level. This should be corrected by installation of a single 25 ft length of traffic guard rail supported by posts anchored to the low wall below.

The recommendation is made to install exhaust fans with increased size and with automatic carbon monoxide and nitrous oxide sensors to ensure that the enclosed basement is properly ventilated when concentration levels of vehicle exhaust exceed safe limits.

The deficiencies in the drainage in this garage were discussed in detail in the condition assessment report and in the meetings with the WPA board. A wholesale correction of

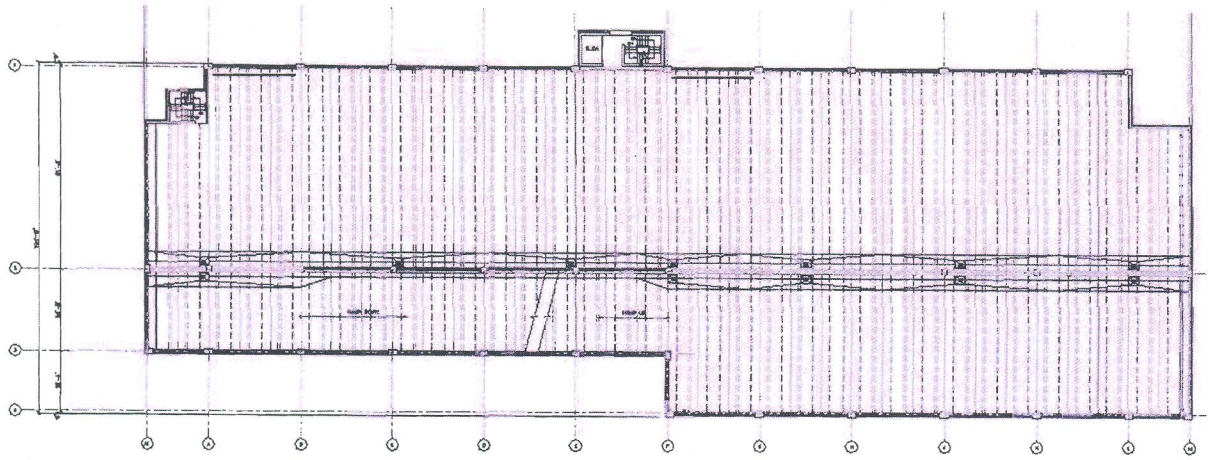
the drainage pattern and plumbing for every level of the garage could cost over $850,000. The extent of concrete deterioration and water ponding does not indicate that this needed, but some of the drainage corrections should be integrated with repair of deteriorated concrete on the 4th level, immediately below the roof level.

To improve drainage at the roof level, we recommend that the small 2 in. relief drains and piping be replaced with six additional floor drains and related piping. Curbs have been placed at the roof level to direct water to drain location, so concrete topping repairs can be limited to specific local damage identified by visual inspection and chain drag. An allowance has been included for this repair.

The most significant damage to the concrete surface occurs along the center beam line (Line 2) at the 4th level. The concrete topping along this line is deeply pitted from freeze-thaw damage and should be repaired. To address both drainage and concrete damage, we recommend the following:

- Additional drains spaced along the interior beam line that is currently the low line where water accumulates from the slopes down from the perimeter spandrel beams. At inverted tee beams, drains should be placed on both sides of the so that water does not have to cross the tee-beam joints to reach drains. This will add 11 drains to the existing drain at this level.
- Removal of the damaged and delaminated topping concrete along the interior beam line of a width of 10 ft.
- Replacement of the damaged topping at the interior beam lines with cast-in-place concrete "washes" that form cross slopes to direct water to the added drains

The floor plan with the remedial washes and drains will look like the plan below.



Drainage plan with added drains and cast-in-place washes for th e4th Level

In general, the sealants in tooled joints and in routed and sealed cracks are beyond the useful life of the material. Although it is apparent that some sealant in the longitudinal

joints at the roof has been replaced, there are many locations with original sealant that is almost 30 years old. Renovation should include the removal and replacement of all sealants in the horizontal joints. Sealant should also be replaced where used to repair cracks.

The roof level has been exposed to sun, rain, snow, and the effects of poor drainage for nearly thirty years. The top surface has numerous areas with cracks in the cast-in-place topping. These are not wide, although some have been sealed in the past. There are a few locations with welded wire reinforcement rust spots occur. There continues to be local problems with leaks. Although continued deterioration can be slowed by application of a traffic-bearing elastomeric membrane, we are now reluctant to recommend this option due to cost and the future need for maintenance and replacement. Instead, we recommend the placement of silane sealer at this and other levels to prevent water penetration into the finely cracked surface. It should be recognized that sometime in the future wear and time may result in the need for a partial depth replacement of the old topping on the roof level, but the condition of the concrete at this time does not warrant that level of restoration.

The occurrence of exposed steel with rusted surfaces is limited. Many of the exposed steel connections have been well maintained with cleaning and zinc-rich paint protection. We noted some of the corbel plates with exposed edges that have rusted. We also noted that plates embedded in the end spandrel beams and at walls need this attention. When the cast-in-place topping is removed for renovation of the interior beam line, additional connections will be exposed that should be treated. When the sealant is removed from the tee to tee joints, the flange connections will be uncovered and also should be cleaned and protected top and bottom with zinc-rich paint. The occurrence of exposed rusted reinforcing was found to be limited during the inspections. Repair of these conditions should be included, but is not expected to be a major additional cost. Additionally some cracks in corbels and ledges may be sealed with structural epoxy for protection. Allowances for general concrete and brick repair and epoxy injection have been included in the scope.

Although there are several other measures that could be added, the scope is limited to in consideration of cost. Some items, such as cleaning and panting painting decorative railing, caulking masonry joints and door hardware maintenance, can be performed by maintenance personnel. Other items can be deferred. Landscaping recommendations were presented in the condition assessment report but were also excluded here.

The estimated costs for the recommended scope of renovation are summarized in Table 3.

Table 3 Court Square Autopark Renovation Estimate

Renovation Item	Notes	Quantity	Unit	Cost
Traffic Barriers	1st level ramp	27	$100.00	$ 2,700.00
Ventilation				$ 5,000.00
Topping Strip removal and replacement for drainage	Roof level	250	$55.00	$ 13,750.00
	4th Level	2070	$55.00	$ 113,850.00
Supplemental Drains & Piping	Roof level	6	$1,500.00	$ 9,000.00
	4th Level	12	$1,500.00	$ 18,000.00
Concrete & Brick Repair - miscellaneous		75	$150.00	$ 11,250.00
Epoxy Injection of cracks	general allowance	50	$125.00	$ 6,250.00
Flange Connection cleaning, repair and touch-up	Joint connection replacement			$ 10,000.00
	Roof level	350	$8.00	$ 2,800.00
	4th Level	350	$8.00	$ 2,800.00
	3rd Level	350	$8.00	$ 2,800.00
	2nd Level	350	$8.00	$ 2,800.00
	Grade Level	350	$8.00	$ 2,800.00
Sealant Removal and Replacement				
	Roof level	4500	$5.00	$ 22,500.00
	4th Level	4500	$5.00	$ 22,500.00
	3rd Level	4500	$5.00	$ 22,500.00
	2nd Level	4500	$5.00	$ 22,500.00
	Grade Level	4500	$5.00	$ 22,500.00
	Basement joints and cracks		$5.00	$ -
Traffic-bearing membrane	not recommended at this time			
Silane Sealer				
	Roof level	20000	$0.20	$ 4,000.00
	4th Level	20000	$0.20	$ 4,000.00
	3rd Level	20000	$0.20	$ 4,000.00
	2nd Level	20000	$0.20	$ 4,000.00
	Grade Level	20000	$0.20	$ 4,000.00
	Total			$ 336,300.00
	Contingency	10%		$ 33,630.00
	General conditions	15.3%		$ 51,453.90
	Profit	7.5%		$ 25,222.50
				$ 446,606.40

Conclusion

Each of the three garages in the study is overall in good structural condition. There are conditions of deterioration that should be addressed to prevent more serious problems. The greatest cost for renovation expected is the removal and replacement of joint sealants, along with the cleaning and repair of connections along those joints. The two-part urethane joint sealants have a limited expected effective life and the regular replacement of these sealants must be expected. Sealant replacement is key not only for providing dry space for the parking public, but also to protect repairs and exposed steel from exposure to chlorides.

Chloride penetration into the concrete is the most significant long-term challenge for parking garages. Chlorides have the effect of neutralizing the high alkalinity corrosion protection that is a natural effect of concrete around steel. When chlorides from deicing salts soak into concrete, deterioration from rusting steel becomes a major problem. Surface sealing is done to prevent this. Elastomeric traffic-bearing membranes are the best barrier, but have higher installation, maintenance and long-term replacement costs. Silane or siloxane is an effective option as a water-repellant penetrating sealer to prevent water saturation carrying deicing salts and freeze-thaw damage. Silane sealers also must be renewed every five years or so.

The recommended scope of repairs was developed considering the need to provide for the extended safe and useful life of the structure on a budget. Some recommended steps can be deferred, but that will result in greater future costs for repairs. Work can be done level by level to limit initial cost, but this phasing may result in greater cost for general conditions and multiple mobilizations.

If budget requires, the renovations can be separated into multiple projects. Establishing a sequence of garages for renovation is difficult. Each garage is unique and each has some local conditions that will benefit from prompt attention. Since the deterioration on the 4th level of the Court Square Autopark from freeze-thaw is more widespread, it would be reasonable to address this garage first. It is also possible to limit the repair, supplemental drainage, sealant replacement and surface sealing to the 4th and 5th level of this garage to address 90% of the current issues.

Deterioration around flange connections on the roof level at the North Loudoun Street Autopark should also receive prompt attention. This garage might be second. Rusting reinforcing in the Braddock Street Autopark needs to be addressed, but repairs will be less effective if the old sealants are not replaced to provide protection from further water damage.

These recommendations are provide based on our detailed condition assessments, our specific knowledge of the history and construction of the three garages in the study, experience with design and construction of precast/prestressed concrete parking garages, experience with garage renovations, and our consultation with concrete repair specialty contractors about current methods and costs. Our budget estimates are based

on this information, and must be considered budgets only. Final costs depend on economic conditions, final repair procedures and sequences, and final quantities of work that are determined only when hidden conditions are revealed. These recommendations should be used as a planning and budget guide by the Winchester Parking Authority. We welcome your questions and the opportunity to provide continued services in carrying out the renovation design and contracting.

Respectfully submitted,

Ned M. Cleland, Ph.D., P.E.

COMMONWEALTH OF VIRGINIA
NED M. CLELAND
Lic. No. 9940
PROFESSIONAL ENGINEER

COUNTY of FREDERICK

John R. Riley, Jr.
County Administrator

540/665-5666
Fax 540/667-0370
E-mail:
jriley@co.frederick.va.us

October 18, 2011

Winchester Parking Authority
George Washington Autopark
128 N. Cameron Street
Winchester, VA 22601

Re: Parking for bailiffs for Frederick County Circuit and General District Court

Dear Members of the Parking Authority:

This is a request on behalf of the Frederick County Sheriff's Department for five (5) reserved parking spaces in the Joint Judicial Center Parking Lot. Concerns have been expressed to Frederick County regarding the number of Frederick County Sheriff's Department vehicles utilizing the judicial center parking lot during court days. We have been advised by Frederick County Sheriff Robert Williamson that the respective judges for the various courts housed in the Judicial Center have requested additional bailiff security on their court days, which has resulted in an increase in the number of vehicles parking in the Judicial Center parking lot. Because these requests are made via the respective judges, Sheriff Williamson is required by State Code to provide the necessary/requested bailiff coverage.

It is our understanding there are approximately 10 Sheriff's Department vehicles that utilize the Judicial Center parking lot during court. In an effort to address some of the concerns expressed about the utilization of these parking spaces, Frederick County would be willing to designate five spaces in our Cameron Street lot for Frederick County Bailiff parking.

Recognizing there is a need for the bailiffs and process servers to have access to their vehicles during court hours, we respectfully request the Parking Authority's consideration and approval of one of the following options:

1. Consider either designating five spaces in the Judicial Center parking lot for Frederick County bailiff/deputy parking;

2. Permit up to five of these vehicles to be parked in the parking lot without designated parking spaces.; or

3. Assignment of five parking spaces on the ground floor of the George Washington Autopark for these vehicles.

It is further requested that any fees/costs associated with these five spaces be waived.

We understand the Parking Authority might be concerned about setting a precedent by offering special parking rates for various groups; however, given the Sheriff is mandated to provide coverage for these court rooms whenever requested and given the obvious public safety and security needs being met, we would hope special consideration could be given to this circumstance.

Thank you in advance for your consideration of this request.

Sincerely,

John R. Riley, Jr.
County Administrator

JRR/jet

cc: Sheriff Robert Williamson

Our Health

Connecting Partners. Serving Community.

Board of Directors

John C. Capehart, Ed. D.
Chairperson

Hunter Gaunt, M.D.
Vice Chairperson

Alan McKay, Ph.D.
Treasurer

Diane Shipe
Secretary

Robert Kendall, M.D.
Chairperson Emeritus

n Borg
yde Byard
arl Foreman
Rev. James Hewitt, Ph. D.
Dena Kent
Leonard Millholland
Jim O'Connor
Faith Power
John Riley
Terry Sinclair, M.D.

Executive Director
Sharen Gromling

In Memoriam:
Alson Smith, Jr.
Martha Burroughs

June 15, 2011

Mr. William Bayliss
Chair, Winchester Parking Authority
128 North Cameron Street
Winchester, Virginia 22601

Dear Mr. Bayliss:

As Chairman of the Board of Directors for Our Health, Inc., I have agreed to work with our campus non-profit and public service agencies to find a solution for the rising cost of parking for our employees, volunteers and clients served and the growing need for space.

As you may know, Our Health is the property owner and manager for several health and human service non-profit providers in our region. These agencies provide services on our campus to more than 15,000 clients annually. The clients served by our agencies are economically disadvantaged and because of the agencies' efforts, many of these people are able to live independent lives. The work that is performed on this campus is vital to the health of our community.

The City of Winchester has always been a major supporter of the efforts of Our Health and its partner agencies for which we are most appreciative. However, as we have grown, our parking needs have also grown.

Our Health provides 30 parking spaces with 4 of these designated as handicap spots in its lot on campus for our clients to use while our staff and volunteers park in the Loudoun Parking Garage and in metered and unmetered spots on the surrounding streets. Prior to the recent downturn in the economy, Our Health paid for the parking costs for its tenants. The history behind this decision goes back to our beginning. It is our understanding that when Our Health was a vision, the City administration told the Our Health board that they would contribute to this non-profit campus by providing 100 free parking spaces in the Loudoun Garage for our tenants to use. Unfortunately when the Our Health campus opened that offer was taken off the table and Our Health was informed that they would have to pay for these spaces. Because Our Health recruited tenants with the promise of free parking, this cost was absorbed by us. With the recent

329 N. Cameron Street, Suite 200 • Winchester, VA 22601 • 540-536-1600 • (Fax) 540-536-0192•
www.ourhealthva.org • www.ohvolunteeractioncenter.org

downturn in the economy, Our Health had to make many cuts in its budget. Effective January 1, 2010 we notified our tenants that we could no longer afford to pay for their employees' parking costs. Unfortunately, this hit them at a time when they too were struggling to keep their doors open.

Each agency including Our Health has worked hard to control costs at a time when the demand for services has grown dramatically. However, our parking costs keep going up. Since the Our Health decision to not pay tenant parking, the Winchester Parking Authority has raised its rates two times in 12 months. We now understand that another rate increase is planned.

Therefore, representing the below listed campus agencies, I respectfully request a meeting before the Parking Authority to discuss alternative solutions to our parking needs. We are requesting that the Authority give due consideration to the needs of these non-profit agencies and provide free or significantly reduced rates for monthly renters.

Thank you for your consideration of this request.

Sincerely,

John C. Capehart

John Capehart,
Chairman, Our Health Board of Directors

cc: Jim O'Connor, City Manager
Jeff Buettner, Council President
Elizabeth Minor, Mayor

Agencies represented include:

Child Advocacy Center
Concern Hotline
Dental Clinic of Northern Shenandoah Valley
Free Medical Clinic, Northern Shenandoah Valley
Healthy Families, Northern Shenandoah Valley
Literacy Volunteers of Winchester Area
Lord Fairfax Health Department
United Way, Northern Shenandoah Valley

Winchester parking authority Virginia

George Washington Autopark
Samantha Anderson, Executive Director
128 North Cameron Street
Winchester, VA 22601

Telephone: (540) 722-7575
FAX: (540) 722-7570
Website: www.winchesterva.gov

October 26, 2011

Recipient
Company
Street Address

Dear Recipient,

The Winchester Parking Authority is in receipt of your request for parking consideration, and we have reviewed it. Unfortunately, we are unable to grant you the consideration requested.

First and foremost, we are bound by the limitations of our Charter. The Virginia legislature empowered the Authority and limited its actions to owning and "managing...parking available to the public for a fee." Offering free parking would violate the limits of our Charter.

Secondly, the Authority serves the needs of the area citizens with the cooperation and financial oversight of the Winchester City Council. Over the decades, the Authority has adopted the priorities and relied on the fiscal support of Council. Until the construction of our fourth garage, Council subsidized the capital and operational needs of the Authority in an effort to keep parking available and affordable to all of our users. The Authority took on the construction of the fourth garage with the directive from Council that we do our utmost to not burden the general fund. Parking was to be as near self sufficient as possible. Fortunately, we have been able to maintain our rates and meet our obligations, but we suffer the same fiscal stress as everyone. Without increased revenue, we will not meet our obligations.

Thirdly, in an effort to become more fiscally viable, we have converted our facilities to automated access and pay stations. While it provides an efficient and reliable means to use the facilities, it removes the manned booths where an employee could exercise discretion and accommodate special arrangements. The upside is that we can now offer prepaid coupons that can be distributed any way you like for any parking garage.

Finally, our charge and historic scope of operations is, by design, limited. We were not elected nor appointed to pass judgment on requests for preferred access to the resource that is parking. We are charged with managing the resource and its fiscal administration. We receive dozens of worthy requests for consideration every year. As much as we would like to, it is not up to us to decide which entities are worthy of public assistance. That is up to those elected to serve in that capacity.

Sincerely,

Samantha Anderson
Executive Director

"WINCHESTER PARKING AUTHORITY ACT"

11 FEBRUARY 1964

A BILL – *with selected excerpts*

Providing for the organization of Parking Authority as a public body and body politic and corporate by the City of Winchester, in the Commonwealth of Virginia; authorizing and empowering the Authority to acquire, construct, reconstruct, equip, improve, extend, enlarge, maintain, repair, and operate off-street parking facilities; providing for the issuance of revenue bonds of the Parking Authority, payable solely from revenues, to pay all or any part of the cost of such parking facilities; granting to the Authority power to acquire necessary real and personal property and to exercise the power of eminent domain; providing for the imposition and collection of rate, rentals, fees, and charges for the use of and for the services furnished by the parking facilities; authorizing the issuance of revenue refunding bonds; exempting from taxation and assessment such bonds and the parking facilities and the income there from; and prescribing the powers and duties of the Authority in connection with the foregoing and the rights and remedies of the holders of any bonds issued under the provisions of this act.

Be it enacted by General Assembly of Virginia:

1. Short Title. – This Act shall be known and may be cited as the "Winchester Parking Authority Act."
2. Declaration of Public necessity.- It is hereby determined and declared that the free circulation of traffic of all kinds through the streets of the City of Winchester in the Commonwealth is necessary to the health, safety, and general welfare of the public, whether residing in the municipality or traveling to, through or from such municipality in the course of lawful pursuits; that in recent years the greatly increased use by the public of motor vehicles of all kinds has caused serious traffic congestion in the streets of the municipality; that the parking of motor vehicles in the streets has contributed to this congestion to such an extent as to constitute at the present time a public nuisance; that such parking prevents the free circulation of traffic in, through and from the municipality, and endangers the health, safety and welfare of the general public; that this traffic congestion is not capable of being adequately abated except by provisions for sufficient off street parking facilities; that adequate off-street parking facilities have not been here to fore provided; that the enactment of the provisions of this Act is hereby declared to be a public necessity.

3. Definitions.- As used in this Act the following words and terms shall have the following meanings, unless the context shall indicate another or different meaning or intent:
    a. The word "Authority" shall mean the Authority created under the provisions of this Act, or, if the Authority shall be abolished the board , body or commission succeeding to the principal functions thereof or to whom the powers given by this Act to the Authority shall be given by law.
    b. The word "cost" as applied to Parking Facilities or to extensions or additions thereto shall include the cost of construction or reconstruction, the cost of all labor, materials, machinery, and equipment, the cost of all lands, property, rights, easements and interests acquired by the Authority for such construction or reconstruction or the operation thereof, the cost of demolishing or removing any buildings or structures on land so acquired, including the cost of acquiring any lands to which such buildings or structures may be moved, financing charges, interest prior to and during construction, and if deemed advisable by the Authority, for one year after completion of construction, reasonable provision for working capital, cost of engineering and legal services, cost of plans and specifications, surveys and estimates of cost and of revenues, administrative expense and such other expenses as may be necessary or incident to such construction or reconstruction, the financing thereof and the placing of the Parking Facilities in operation. Any obligation or expense incurred by the Authority or by the organizing municipality prior to the issuance of bonds under the provisions of this Act in connection with any of the foregoing items of cost may be regarded as part of such cost.
    c. The words "governing body" shall mean the board, commission, council or other body by whatever name it may be known in which the general legislative powers of the municipality are vested.
    d. The word "municipality" shall mean the City of Winchester in the Commonwealth of Virginia.
    e. The words "Parking Facilities" shall mean and shall include lots, garages, parking terminals, or other facilities or structures for the off-street parking of motor vehicles, open to public use for a fee, and may also include, but without limiting the generality of the foregoing, terminal facilities for trucks and busses , waiting rooms, lockers and offices catering primarily to those using such parking facilities, and all facilities appurtenant thereto and all property rights, easements and interests relating thereto which are deemed necessary for the construction or operation thereof; providing, however, the words "parking facilities: shall not mean or include the sale or dispensing of products used in or for the servicing of motor vehicles.

IPI INTERNATIONAL PARKING INSTITUTE™

2011 Emerging Trends in Parking:

Report on a survey conducted by the International Parking Institute

The International Parking Institute, the world's largest association representing parking professionals and the parking industry, surveyed its members to determine emerging trends in parking. This report crystallizes the views of a cross-section of these parking professionals. For more information about the International Parking Institute, visit www.parking.org.

A supplement to *The Parking Professional*

An online survey was conducted among members of the International Parking Institute in January 2011.
Results were tabulated and analyzed by Opinion Works, an independent research firm based in Annapolis, Maryland.

Q: What are the Top 10 Trends in Parking?

It's a reflection of the economic times that parking professionals cited increased demand for finding ways to increase parking revenues as the top trend impacting the parking industry. Cash-strapped cities and states are demanding that parking revenues—which traditionally were re-invested in parking and transportation related maintenance and services—are now being diverted to fund other non-parking related services.

Demand for green and sustainable parking solutions is the second leading trend, cited by more than one-third (36%) of respondents. In a related concern, 19% specifically identify the need to accommodate electric cars and provide charging stations in the near future.

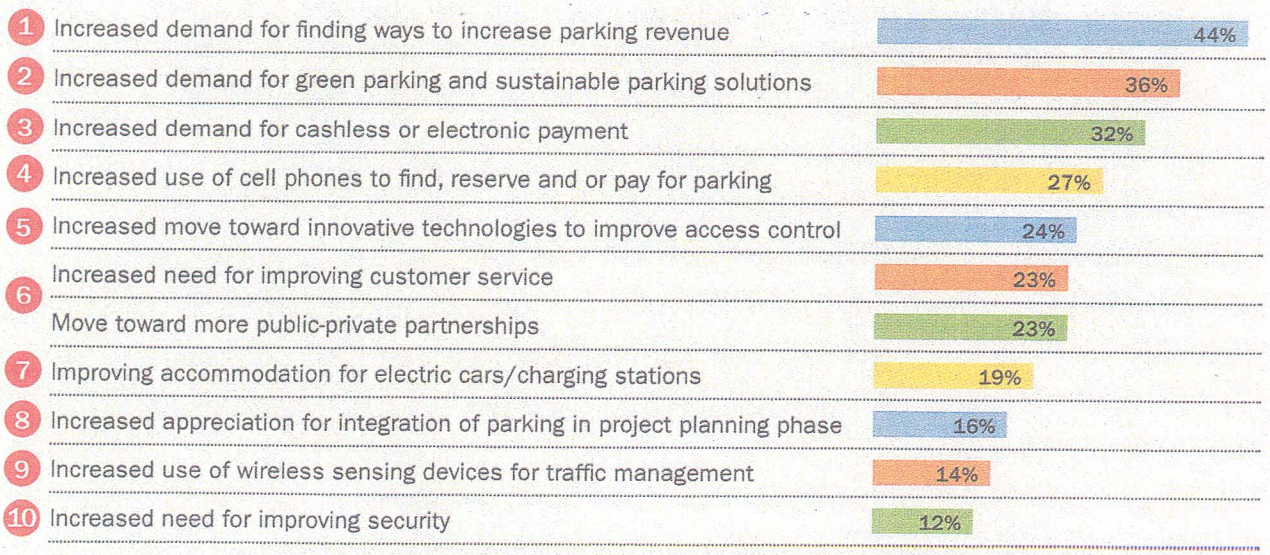
The survey identifies a very strong trend toward technological solutions. Large numbers of professionals see increased demand for cashless or electronic payment (32%). More than one-quarter anticipate increased use of cell phones to find, reserve, or pay for parking (27%). A similar number see a move toward innovative technologies to improve access control (24%).

Typical operational issues such as customer service and security appear prominently on the list. Different models such as public-private partnerships and alternative uses of the facility during off-peak hours also emerge as trends.

"Parking professionals are feeling the squeeze from having to do more with less. There's no doubt this has been a source of frustration for our profession, but the counterpoint to that is an explosion of new technologies, a focus on sustainability and a wider acceptance of parking as integral to transportation that is fueling a positive paradigm shift for our industry." *Cindy Campbell, 2009–2011 Chair, International Parking Institute*

Trends with the Most Impact on the Parking Industry

International Parking Institute members were asked: "Focusing on emerging trends in parking, please select a maximum of three trends (your Top 3) which you believe will have the most impact on the parking industry or profession in 2011."



Q: What is the Next Big Thing in Parking?

Technology is the next big thing in parking. Professionals offer many specific visions of the coming technology, whether it is smart phone apps, cashless parking, automatic vehicle identification, or simply a continued push to integrate and expand technology to make both operations and traffic flow more efficient. When you add it all up, **nearly half of all respondents mention one of these technological solutions as the next big thing in parking.**

Sustainability and green initiatives are the next big thing according to one in five parking professionals. They foresee parking facilities that are more energy-efficient, plug-ins for electric vehicles, and accommodations for alternative fuel vehicles.

Nearly one-fifth mention revenue-producing measures, new pricing models, or alternatives like public-private partnerships. Parking professionals are also paying significant attention to changes in parking demand, whether brought about through transportation demand management to relieve stress on facility capacity, or through consumers' shifting to alternatives such as mass transit.

"Integrated technologies and greener, more sustainable parking facilities are the "next big things"—but we're advancing so rapidly on both these fronts, that the next big things are already here. There is a revolution going on in the parking industry. It's exciting and it's positive."
Shawn Conrad, CAE, Executive Director, International Parking Institute

The Next Big Thing in Parking

International Parking Institute members were asked: "What do you believe is 'the next big thing' in parking?" Leading responses:

Integrated technology/increased automation for better efficiency	23%
Greener/more sustainable facilities	10%
Automatic/cashless parking options	9%
Smart phone parking apps for customers	9%
Ways to enhance revenue/reduce costs/sharing of resources	9%
Charging stations for electric cars/ alternate fuel vehicle accommodations	8%
Automatic vehicle identification	6%
Link with transit stations/parking	4%
Public/private partnerships	4%
Reduced demand/transportation demand management	4%
Alternate pricing models	2%
More energy efficiency/use of alternate sources of energy	2%
Multiple uses/added services for parking facilities	2%

Q: What Are the Most Common Parking Problems?

The survey asked parking professionals to identify the most common parking operations, design or management problem or mistake they encounter that could have been avoided.

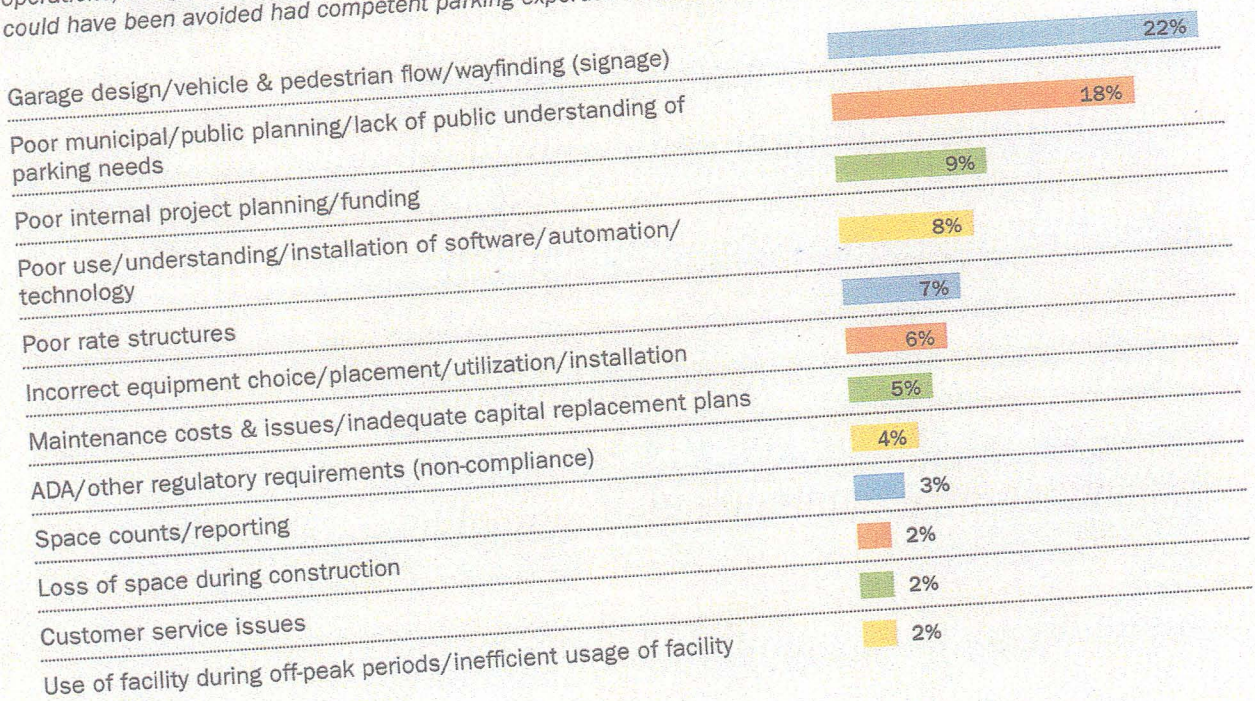
The leading observations all relate to poor planning and design – whether traffic flow and wayfinding, anticipation of parking needs, project planning and funding, automation and technology, rate structure, equipment selection and placement, or anticipation of maintenance and capital replacement needs. **Taken together, the top concerns all relate to poor planning and account for three-quarters of the criticisms levied by parking professionals.**

The remaining comments relate to non-compliance with regulatory and reporting requirements like the American Disabilities Act (ADA), and operational issues such as loss of space during construction or customer service.

"Parking is at the crossroads of so many disciplines—transportation, sustainable mobility, development. When parking expertise is utilized early in the planning process, many problems can be avoided."
Casey Jones, CAPP, 2011–13 Chair, International Parking Institute

Most Common Parking Problems

International Parking Institute members were asked: "What is the most common parking operations, design or management problem or mistake you've encountered that you feel could have been avoided had competent parking expertise been utilized?" Leading responses:



Winchester parking authority Virginia

George Washington Autopark
Samantha Anderson, Executive Director
128 North Cameron Street
Winchester, VA 22601

Telephone: (540) 722-7575
FAX: (540) 722-7570
Website: www.winchesterva.gov

Winchester Parking Authority

Created in February 1964 by the General Assembly

Mission: The Winchester Parking Authority strives to offer adequate parking that is safe, convenient, clean and close to your downtown destination by providing four parking garages, six off-street surface lots and 400 metered on-street parking spaces.

Authority Members:

- William Bayliss, Chairman
- Dick Helm
- Kim Burke
- Mike Miller
- Jeffery Rives
- Jennifer Beatley, Planning Commission Liaison

Synopsis of Major Points:

- 1964 Parking Authority Act with excerpts of parking facility definition
- Blue Ridge Design Condition Assessment Report
- Parking Garage Projections
- Subsidized Parking Requests (Frederick County bailiff parking request)

Recently Completed Projects:

- Converted facilities to automated access in an effort to become more fiscally viable.
- Worked with Blue Ridge Design in obtaining detailed condition assessments (with detailed drawings) for Court Square, Loudoun and Braddock Autoparks (the executive summary with estimates are included)

Winchester police department Virginia

A Virginia Accredited Law Enforcement Agency

Timbrook Public Safety Center
231 East Piccadilly Street
Winchester, VA 22601

Telephone: (540) 662-4131
FAX: (540) 542-1314
Website: www.winchesterva.gov

TO: President Buettner, Mayor Minor, Members of the Common Council

FROM: Chief Kevin L. Sanzenbacher

DATE: January 10, 2012

SUBJECT: Downtown Mall Activity

The Winchester Police Department believes that the DTM is a vital hub in the economic wellbeing of the City of Winchester. We believe that it is our responsibility to insure people feel safe to attend events on the Mall and to frequent the merchants who operate there. Therefore, we monitor the activity on the Mall closely and try to be proactive in our activity in the area. The following is a report on calls for police service on the Mall and our effort to try and make sure the Mall remains a vibrant part of our community.

The purpose of this report we have defined the DTM as the area border by Cameron St. on the east, Braddock St. on the west, Cork St. on the south and Piccadilly St. on the north.

	2007	2008	2009	2010	2011
Incidents	55	58	65	77	66
Arrests	0	8	20	26	30
Calls for service*	1077	785	2016	1790	1509
PD Initiated activity	503	217	1339	1142	887

*Includes PD initiated activity of selective enforcement, foot patrol, etc…

2011 Crime

Vandalism	Fraud	Theft	Assault	Dest.of Prop.	Sex. Assault
5	6	15	5*	3	2**

*3 of 5 cases victim and suspect were acquainted
** Victim knew suspect in both cases

In order to insure an on-going active presence on the DTM the WPD monitors activity on the Mall and makes adjustments to our response according to conditions and any detected problems. As a result in 2011 the following activity took place:

- Adjusted the hours of the DTM officer to provide hours more consistent with business activity on evenings and weekends over the summer period;
- Held several meeting with DTM bar and restaurant owners to discuss issues of late night fights and crowd gatherings;
- Adjusted hours of Shift 2 to provide more officers later into the night on weekends;
- Reprogrammed DTM cameras to focus on problem areas;
- Rescheduled the Community Response Team to provide more weekend coverage on the DTM and made the problem areas (bars) a focus of CRT activity, including meeting with residents in the area.

Downtown Building Sizes (sq ft)

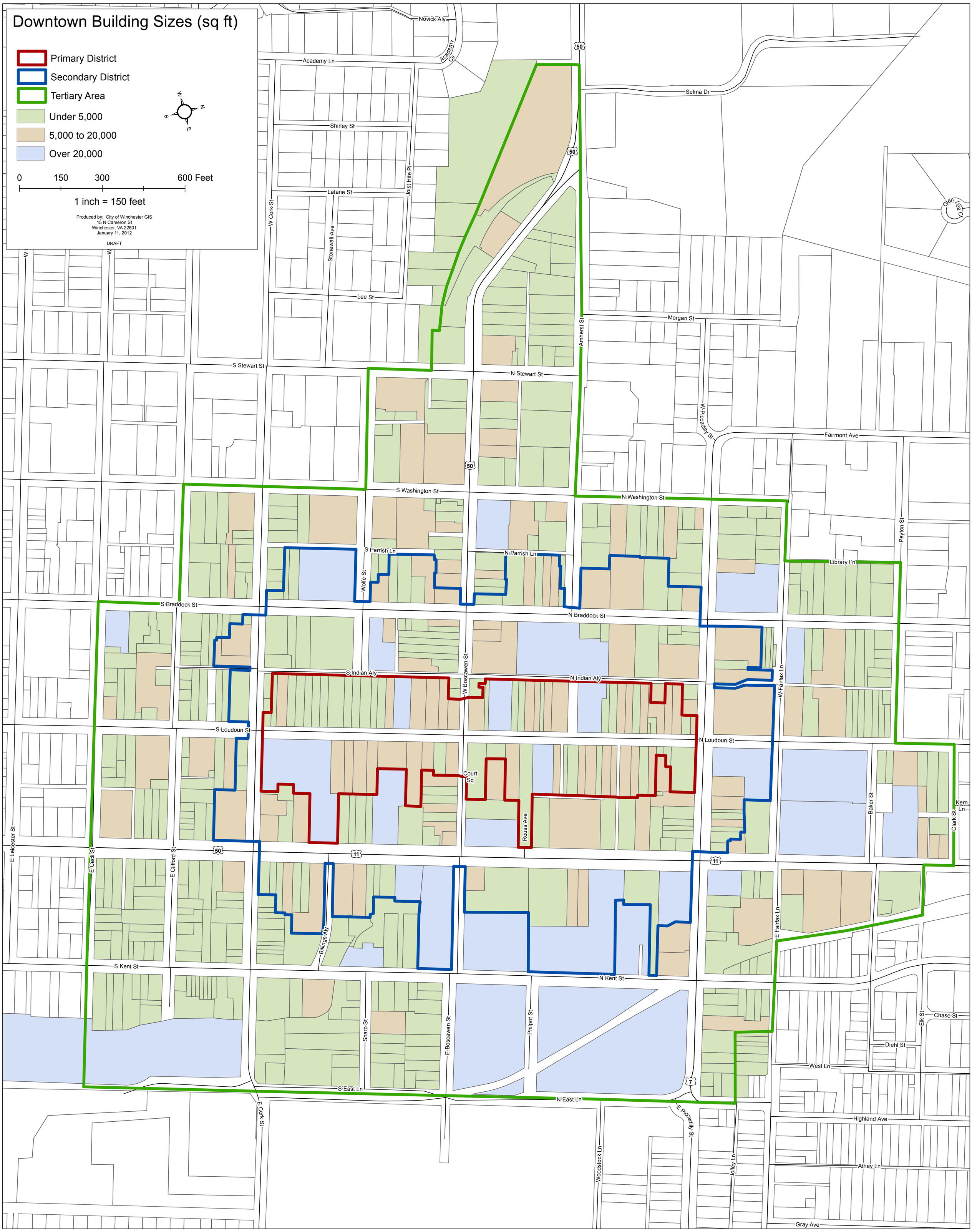
Primary District
Secondary District
Tertiary Area
Under 5,000
5,000 to 20,000
Over 20,000

0 150 300 600 Feet

1 inch = 150 feet

Produced by: City of Winchester GIS
15 N Cameron St
Winchester, VA 22601
January 11, 2012

DRAFT



Downtown Property Ownership

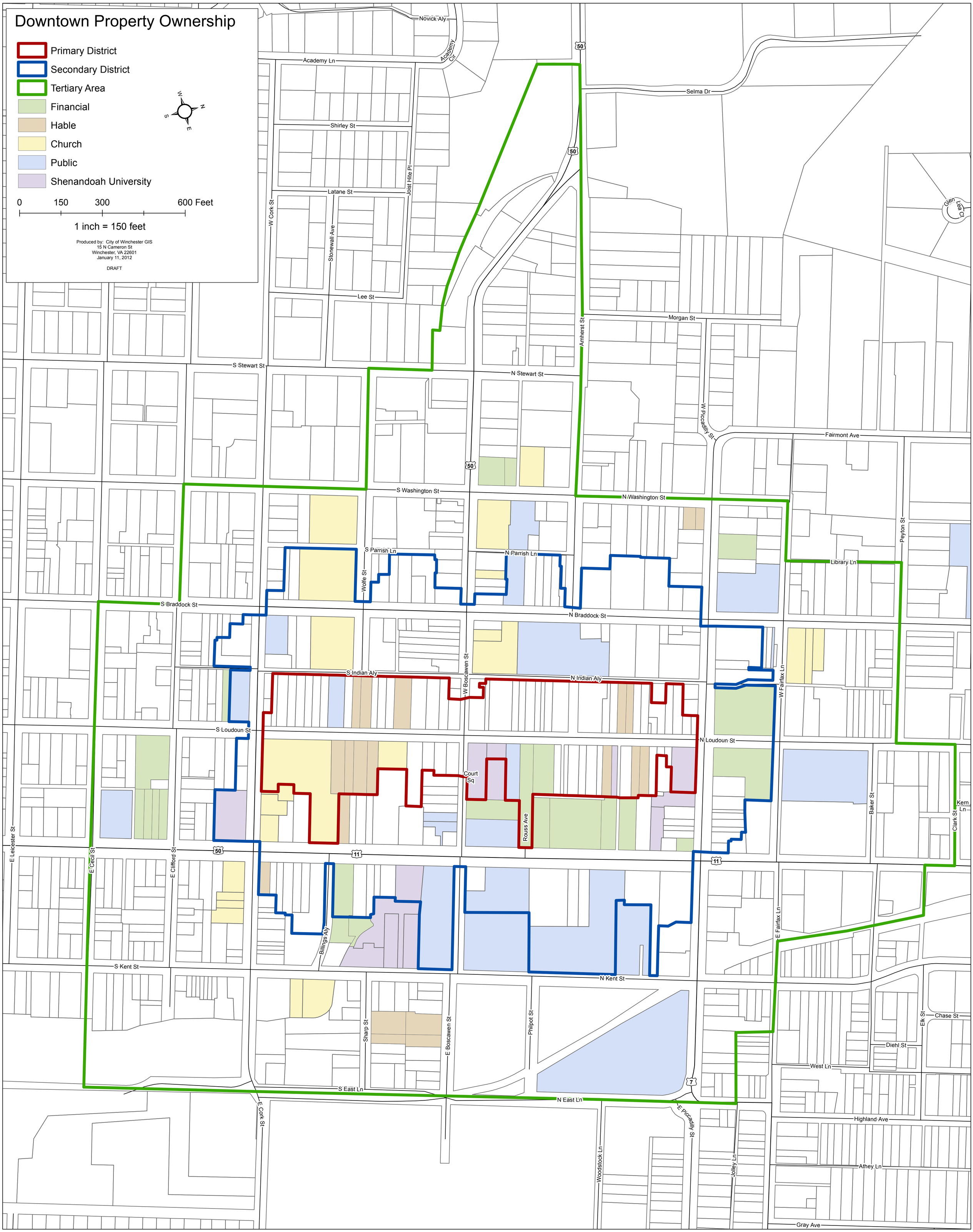
- Primary District
- Secondary District
- Tertiary Area
- Financial
- Hable
- Church
- Public
- Shenandoah University

0 150 300 600 Feet

1 inch = 150 feet

Produced by: City of Winchester GIS
15 N Cameron St
Winchester, VA 22601
January 11, 2012

DRAFT



Downtown Parking Areas and Potential Event Locations

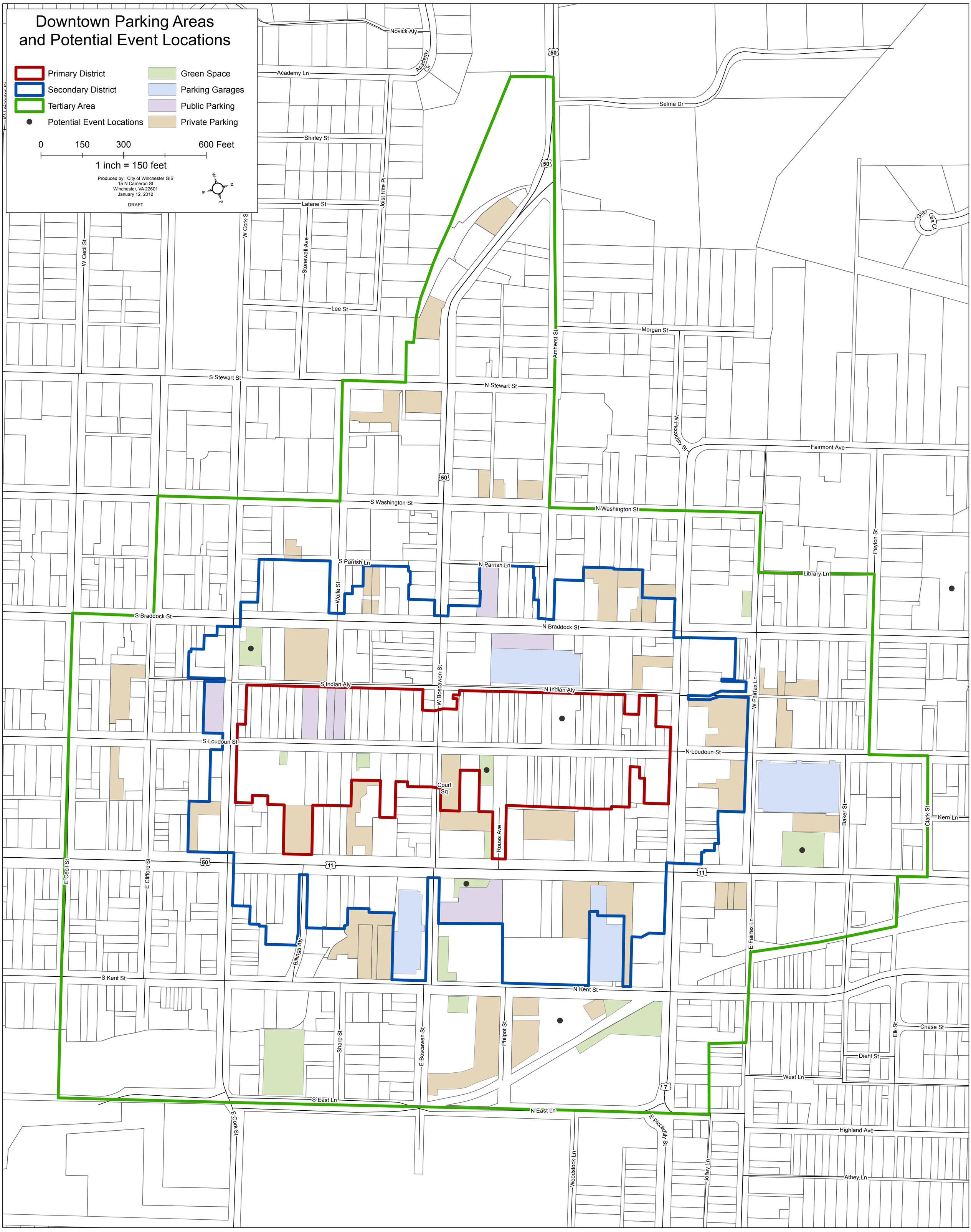
- Primary District
- Secondary District
- Tertiary Area
- Potential Event Locations
- Green Space
- Parking Garages
- Public Parking
- Private Parking

0 150 300 600 Feet

1 inch = 150 feet

Produced by: City of Winchester GIS
15 N Cameron St
Winchester, VA 22601
January 12, 2012

DRAFT

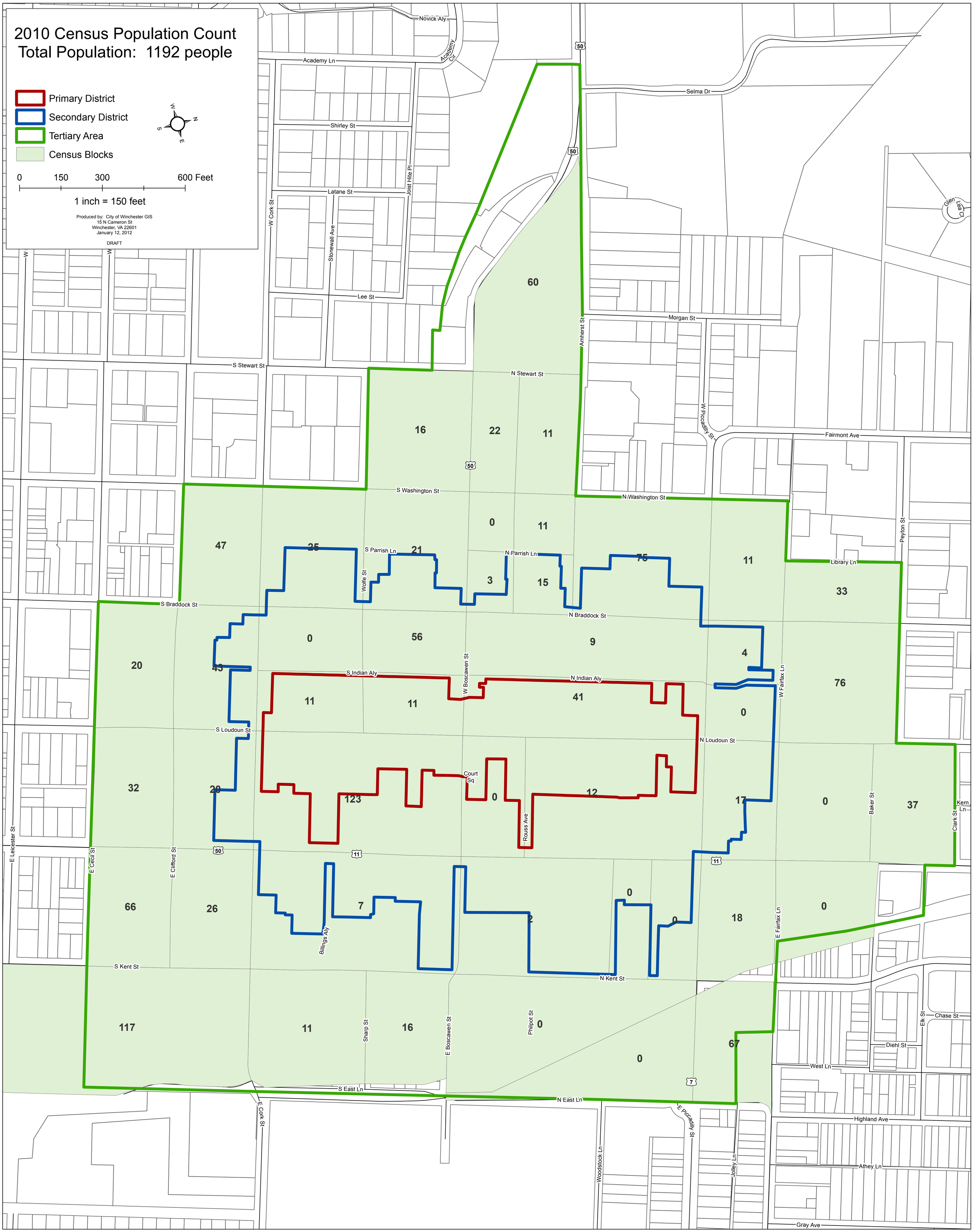


2010 Census Population Count
Total Population: 1192 people

Primary District
Secondary District
Tertiary Area
Census Blocks

0 150 300 600 Feet

1 inch = 150 feet

Produced by: City of Winchester GIS
15 N Cameron St
Winchester, VA 22601
January 12, 2012

DRAFT