

STRATEGIC PLAN

2013 → 2018 → 2028



Winchester, Virginia
December 2012



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Table of Contents

Strategic Planning for the City of Winchester	1
City of Winchester Vision 2028	3
City of Winchester Plan 2013 – 2018	8
City of Winchester: Our Mission	18
City of Winchester Action Agenda 2013 – 2014	22

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STRATEGIC PLANNING FOR THE CITY OF WINCHESTER

Strategic Planning Model for the City of Winchester

Value-based principles that describe the preferred future in 15 years

VISION

Destination
“You Have Arrived”

Strategic goals that focus outcome-base objectives and potential actions for 5 years

PLAN

Map
“The Right Route”

Focus for one year – a work program: policy agenda for Mayor and Council, management agenda for staff; major projects

EXECUTION

Itinerary
“The Right Direction”

Principles that define the responsibility of city government and frame the primary services – core service businesses

MISSION

Vehicle
“The Right Bus”

Personal values that define performance standards and expectations for employees

CORE BELIEFS

Fuel
“The Right People”

CITY OF WINCHESTER VISION 2028

Winchester Vision 2028

*WINCHESTER 2028 is a
Beautiful, Historic City ⁽¹⁾
and a Hometown for Families ⁽²⁾.*

*WINCHESTER 2028 has a
Vibrant Downtown ⁽³⁾,
a Growing Economy ⁽⁴⁾,
Great Neighborhoods with a Range of Housing Choices ⁽⁵⁾
and Easy Movement ⁽⁶⁾.*

Winchester Vision 2028

PRINCIPLE 1

BEAUTIFUL AND HISTORIC CITY

► Means

1. Celebrating, promoting and leveraging Winchester's history – a true community asset
2. Beautiful and distinctive gateways and entrances to Winchester
3. Preservation and restoration of historic buildings and sites – original buildings from frontier, colonial and civil war periods
4. New buildings and homes reflecting the City's development standards and regulations
5. Wayfinding signage guiding visitors on tours of the community
6. Well designed, well maintained streetscapes, median, parks and green areas
7. Small Town Charm
8. Repeat visitors coming to discover more about Winchester

PRINCIPLE 2

HOMETOWN FOR FAMILIES

► Means

1. New residents making Winchester their "hometown"
2. Great place to raise children or bring your grandchildren
3. Young professionals finding Winchester a place that they want to locate
4. Individuals retiring to Winchester
5. Quality public schools and educational programs – nationally recognized
6. Strong faith based organizations and community organizations working together
7. Convenient daily living: easy access to services, shopping, medical and leisure activities
8. Parks with a variety of amenities

PRINCIPLE 3

VIBRANT DOWNTOWN

► Means

1. Regional destination and focal point
2. Easy access and convenient parking
3. Pedestrian friendly and walkable
4. Place for exciting community events and festivals
5. Entertainment venues offering choices: fun and excitement
6. Increased occupancy with more people living in the Historic Old Town
7. Essential services available – grocery, drug
8. Preservation of small town feeling and character

PRINCIPLE 4

GROWING ECONOMY

► Means

1. Increase community prosperity and wealth through having higher paying jobs
2. Expanded Shenandoah University and Lord Fairfax Community College offering a range of undergraduate and graduate programs, post graduate – including medical
3. Regional Center for Medical and Healthcare Services
4. Diversify the economy with more manufacturing and technology related jobs
5. Active, successful tourism economy: history, ecotourism
6. Expanded tourist venues-more reasons to come and return to Winchester
7. CTE – expanded partnerships and programs
8. Workforce development preparing individuals for 21st century job opportunities

PRINCIPLE 5

GREAT NEIGHBORHOODS WITH A RANGE OF HOUSING CHOICES

► Means

1. Well-maintained public neighborhood infrastructure: streets, sidewalk, streetscapes and public areas
2. Choice of housing opportunities: different life style and price points
3. Well maintained homes (owners occupied or rental) meeting City standards and codes
4. Safe walkable neighborhoods that are pedestrian and bike friendly
5. Residents feeling safe and secure in their homes and out in their neighborhoods
6. Green space throughout neighborhoods including pocket spaces and community gardens
7. Mixed use neighborhoods in major locations

PRINCIPLE 6

EASY MOVEMENT

► Means

1. Well designed, well-maintained highways and streets
2. Sidewalks and trails connecting the city
3. Residents having a choice of alternatives to the automobile
4. Bike friendly community with routes and racks
5. Safe walkable community for purpose and recreation
6. Effective public transportation (transit, taxi, etc.) serving the needs of the community and residents: used by choice
7. Effective traffic flow within the city and to the region
8. Regional air service to major destinations

CITY OF WINCHESTER PLAN 2013 – 2018

City of Winchester Goals 2018

Grow the Economy



Develop a High Performing Organization



Continue Revitalization of Historic Old Town



Create a More Livable City for All

Goal 1

Grow the Economy

OBJECTIVES

1. More tourists coming to experience Winchester
2. Develop a workforce prepared for 21st century job opportunities
3. More higher paying jobs for residents
4. Expanded medical and healthcare facilities and services
5. More diverse local economy
6. More manufacturing businesses in Winchester

MEANS TO RESIDENTS

1. Less tax burden on the single-family homeowner
2. Ability to work near home resulting in more leisure and family time
3. Opportunities for higher paying jobs in Winchester
4. Option to start and grow a business
5. Greater convenience for shopping and dining

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Positive momentum with Shenandoah University and Valley Health
2. Attracting businesses that are right for the Winchester community
3. Perception of Winchester – young college educated professionals; a little country
4. Lack of a conference/convention center
5. Tapping the location-near Washington, D. C.

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Competition from County and other communities
2. Federal government decentralizing office and agency locations
3. Marketing the Winchester community: regional and national
4. National recession and uncertain economic future
5. Attracting value added businesses that are less subject to outsourcing
6. Growing interest in historic and eco tourism
7. Defining the City's role and responsibilities in economic development
8. Marketing to retail (not in the city)

POLICY ACTIONS 2013 – 2014

- | | PRIORITY |
|---|-----------------|
| 1. Ward Plaza Development | Top Priority |
| 2. Conference Center Strategy: Concept/Market Analysis, Study Location, Discussion with Potential Partner, Direction, Plan, Actions | Top Priority |
| 3. Career Training Education/Center: Health Professionals | Top Priority |
| 4. Meadow Branch Avenue Development | High Priority |
| 5. South Pleasant Valley Development | High Priority |
| 6. Winchester Towers Redevelopment | Moderate |
| 7. Amphitheater: Concept Definition, Direction, City's Role, Partners, Actions, MOU and Funding | Moderate |

MANAGEMENT ACTIONS 2013 – 2014

- | | PRIORITY |
|---|-----------------|
| 1. Major Employer Attraction Strategy: Pillars of the Economy, Direction/Goals, Plan, Actions | Top Priority |
| 2. Economic Development Performance Standards and Metrics: Development, Reporting | High Priority |
| 3. Enterprise Zone Implementation Plan | High Priority |

MANAGEMENT IN PROGRESS 2013 – 2014

1. Cancer Center: Development, Monitoring
2. 317 S. Cameron Street Redevelopment

ON THE HORIZON 2015 – 2018

1. City Economic Development Policies and Incentives: Review, Direction, Defined City's Role, Funding
2. National Fruit Redevelopment: Direction
3. Multi Purpose Arena: Direction
4. Valley Health Expansion: City Participation
5. Medical School Development: Direction, Partnerships, City's Role
6. Student Housing Long Term Plan: Review, City's Role
7. Baseball Team/Franchise Attraction Strategy: Next Steps

Goal 2

Develop a High Performing City Organization

OBJECTIVES

1. Develop, retain a quality City workforce including management succession capacity in all departments
2. Increase teamwork and collaboration among City departments
3. Upgrade, increase the use of information technology to increase productivity and to engage the customer
4. Provide adequate resources for the defined core City services and service levels
5. Maintain a high level of customer satisfaction with City services
6. Maintain competitive compensation and benefits for City employees

MEANS TO RESIDENTS

1. Service value for their tax dollars and fees
2. Reliable, no hassle delivery of City services
3. Timely response to an emergency or nonemergency calls for service
4. Great customer service from City employees who are dedicated to serving you
5. Easy access to City information and services
6. Opportunities to become involved in City governance and service delivery

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Funding for school facilities and annual operations
2. Increasing service demands for City services from residents and businesses
3. More Federal and Commonwealth of Virginia regulations, mandates and monitoring
4. Aging City facilities and infrastructure needing upgrades or replacements
5. Increasing costs of delivering City services
6. Departmental silos and need for collaboration and sharing

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Distinguishing "Needs" from "Wants"
2. Prioritizing City customers
3. Balancing individual agenda versus best for the overall community
4. Anti tax and anti government political environment
5. Working with Frederick County toward service collaboration or merger

POLICY ACTIONS 2013 – 2014

- | | PRIORITY | |
|---|--|--------------|
| 1. School Funding: Direction, Proposal, Decision | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. Community Events Policy: Direction | <table border="1"><tr><td>Moderate</td></tr></table> | Moderate |
| Moderate | | |
| 3. Fire Facilities and Deployment Master Plan (including County Development) | | |
| 4. Succession Planning: Development | | |
| 5. Social Service (including Self Sufficiency): Staffing and Needs Evaluation, Direction, Funding | | |
| 6. Municipal Service Center (City Consolidated) | | |

MANAGEMENT ACTIONS 2013 – 2014

- | | PRIORITY | |
|--|---|---------------|
| 1. Comprehensive Capital Improvement Plan: Direction (Overall), Development, Project Identification and Priority, Funding Mechanisms | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. City Reorganization Plan: Development/Implementation | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 3. IT Master Plan: Implementation, Funding | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 4. Communications and Marketing Plan with Specific Actions: Development | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 5. Student Internship/Work Study Program: Development, Funding | | |

MANAGEMENT IN PROGRESS 2013 – 2014

1. Recreation Fees: Review
2. Employee Wellness Program
3. Public Safety Communication System
4. City Boards and Commissions: Direction
5. Comprehensive Fee and Other Taxes Review

ON THE HORIZON 2015 – 2018

1. City-Schools Service Consolidations: Identification of Opportunities, Evaluation, Direction, Actions
2. Intergovernmental Relations with Frederick County: Relations, Issues/Topic for Discussion, Dialog, Actions
3. Service Merger or Consolidations: Direction, Dialog, Actions
4. Pool/Aquatic Center: Evaluation, Direction
5. Air Force ROTC in High School: City's Role, Funding (short term/long term)
6. Comprehensive Salary and Study and Policy Benefit
7. Comprehensive Municipal Facilities Inventory/Plan

Goal 3

Continue Revitalization of Historic Old Town (The HOT Spot)

OBJECTIVES

1. Restore key historic buildings: Taylor Hotel
2. Continue investment by EDA and Public-Private Partner for acquisition/redevelopment in Historic Old Town
3. Enhance gateways to Historic Old Town
4. Expand the Downtown Mall Assessment District
5. Increase the number of residents living in Downtown
6. Expand revitalization efforts to all parts of Secondary Taxing District

MEANS TO RESIDENTS

1. Downtown – the focal point for the Winchester community
2. Opportunities to live in a small town downtown with the convenience to walk for daily necessities and entertainment
3. Places to shop and eat without leaving Winchester
4. Family oriented, affordable events
5. Celebrating and preserving the history of Winchester

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Some aging and blighted buildings and homes needing major rehabilitation or demolition/replacement
2. Developing a range of housing options in Downtown
3. Addressing special taxing district issues
4. Defining and prioritizing community events and festivals
5. Marketing Historic Old Town to residents and to the outside world
6. Working with property owners and business owners

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Defining the City's role and actions in Historic Old Town
2. Managing expectations of businesses, property owners and residents
3. Perception: national businesses are not going to old Downtown
4. Funding for Downtown projects and events
5. Completing major projects on time
6. Understanding, using best business practices

POLICY ACTIONS 2013 – 2014

1. Taylor Hotel Project: Completion
2. Historic Old Town Gateway Enhancements: Direction
3. National Historic District: Direction
4. Downtown Trolley: Direction, Funding
5. Public Art/Street Performers Policy/Permits
6. Arts and Cultural District Policy: Direction
7. Public Safety Strategy/Action Plan for Downtown

PRIORITY

Top Priority

High Priority

High Priority

MANAGEMENT ACTIONS 2013 – 014

1. Events Coordinator and Community Events Expansion Strategy: Assessment of Current Activities, Direction, Partners, Actions
2. Downtown Branding: Development
3. Market Rate Housing Units (25)
4. Parking Garage Maintenance Plan

PRIORITY

Top Priority

High Priority

MANAGEMENT IN PROGRESS 2013 – 2014

1. Walking Mall Zoning Amendments
2. Night Club Ordinance

MAJOR PROJECTS 2013 – 2014

1. Pedestrian Mall (6/13)
2. Green Circle Trail (Downtown Part) (9/13)
3. Old Star Building (including Welcome Center/Restrooms) (7/13)

ON THE HORIZON 2015 – 2018

1. Historic Old Town Action Plan: Next Steps
2. Public Safety Strategy/Action Plan for Downtown: Development
3. Downtown Special District: Review, Direction
4. Old Courthouse: Acquisition

Goal 4

Create a More Livable City for All

OBJECTIVES

1. Upgrade City school facilities: elementary school (2) and middle school
2. Revitalize the Northside neighborhood
3. Manage future growth, development and redevelopment consistent with City's vision, comprehensive plan and development standards and policies
4. Upgrade City infrastructure
5. Upgrade the quality of rental housing stock
6. Create a more bikable and walkable City connecting key community destinations

MEANS TO RESIDENTS

1. Protection of property values
2. More reason to live in Winchester
3. Feeling safe and secure at home and in the community
4. More choices for your leisure time
5. Opportunities to enhance your personal health and wellness
6. Different housing choice for different stages of life or different life style

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Apathy and lack of residents involvement
2. Individual property owners not investing in the maintenance or upgrade of the buildings, homes or properties
3. Defining and funding the City's role and activities
4. Revitalizing existing neighborhoods with vested interests
5. Working with the private sector to redevelop and upgrade

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Transforming vision and plans into real projects and valued results
2. Working with neighborhoods and residents
3. Involving the residents and businesses in creating a safe community
4. Residents expectations of the City to do it all
5. Reduced federal and state funding for community development and redevelopment
6. Residents expectations of instant results versus the regulatory reality
7. Differing definition of "livable community" among residents
8. Neighbors not knowing neighbors

POLICY ACTIONS 2013 – 2014

	PRIORITY
1. John Kerr Elementary School: Direction, Funding	Top Priority
2. City Gateway Beautification Project (Landscaping and Signage): Definition, Development, Actions, Funding	High Priority
3. Northend Redevelopment Strategy with Action Plan: Development	High Priority
4. Comprehensive Zoning Ordinance: Rewrite	High Priority
5. Sidewalk and Street Master Plan: Development, Policy Direction, Project Priority, Funding Mechanism	Moderate
6. Stormwater Management Policy and Plan: Development, Policy Direction, Project Priority, Funding	Moderate
7. Problem/Substandard Property Resolution	

MANAGEMENT IN PROGRESS 2013 – 2014

1. Zoning Amendments
2. ADA Compliance: Parks
3. Millwood Avenue Project

ON THE HORIZON 2015 – 2018

1. Douglas Learning Center Renovation
2. Racial Relations: Assessment, Direction/Goals, Actions
3. Rental Housing Registration and Inspection Program: Direction, Development, Actions
4. Brownfield Clean Up and Development: Identification, Evaluation, Direction, City's Role
5. Frederick Douglass Elementary School
6. Housing Stock: Condition Assessment, Plan, City's Role, Direction, Actions, Funding
7. Belleview Apartments/Redevelopment
8. Middle School: Direction, Funding
9. Henry Street Redevelopment
10. Green Circle Trail: Next Phase

CITY OF WINCHESTER: OUR MISSION

City of Winchester: Our Mission

The mission of the City of Winchester is to be a

Financially Sound City ^(A)

providing Top Quality Municipal Services ^(B)

while Focusing on the Customer ^(C)

and Engaging our Community ^(D).

City of Winchester: Our Mission

PRINCIPLE A

FINANCIALLY SOUND CITY

► Means

1. Having residents feeling that they are receiving value for their tax dollars and fees
2. Having a competitive, responsible City tax rate and fees
3. Having adequate resources to support defined City services and levels of service
4. Providing City services in the most cost effective, efficient manner
5. Developing public-private partnership: projects, service delivery
6. Continuously exploring methods to reduce the costs of service delivery, including contracting for service delivery
7. Investing in the maintenance and upgrade of City facilities and infrastructure

PRINCIPLE B

TOP QUALITY MUNICIPAL SERVICES

► Means

1. Providing services that are valued by our residents and businesses
2. Developing and using service benchmarks
3. Developing and retaining a quality City workforce dedicated to serving the Winchester community
4. Using technology to enhance the delivery of City services
5. Identifying "best practices" and applying when appropriate to the City of Winchester
6. Developing and updating strategic plans, master plans and land use plans in decision making and actions
7. Timely responding to emergency and nonemergency calls for service

PRINCIPLE C

FOCUSING ON THE CUSTOMER

► Means

1. Listening to and understanding the City's customers
2. Treating your customer in a fair and respectful manner
3. Keeping your customers informed on an ongoing basis
4. Taking personal responsibility for customer service, being accountable for the services provided
5. Follow up with customers on the results
6. Hire employees and develop City employee skills and techniques

PRINCIPLE D

ENGAGING OUR COMMUNITY

► Means

1. Maintaining an open and transparent City government
2. Providing easy access to information and service for residents
3. Keeping the community informed on plans and future developments
4. Using effectively advisory boards, commissions, task forces and citizen committees
5. Developing and maintaining strong working relations with major institutions: Shenandoah University, Valley Medical Center
6. Developing and maintaining strong relationships with economic development partners

CITY OF WINCHESTER ACTION AGENDA 2013 – 2014

City of Winchester

Policy Agenda 2013 – 2014

TOP PRIORITY

Career Training Education/Center: Health Professionals

Taylor Hotel Project: Completion

John Kerr Elementary School: Direction, Funding

School Funding: Direction, Proposal, Decision

Ward Plaza Development

**Conference Center Strategy: Concept/Market Analysis, Study Location,
Discussion with Potential Partner, Direction, Plan, Actions**

HIGH PRIORITY

Northend Redevelopment Strategy with Action Plan: Development

Historic Old Town Gateway Enhancements: Direction

National Historic District: Direction

**City Gateway Beautification Project (Landscaping and Signage): Definition,
Development, Actions, Funding**

Comprehensive Zoning Ordinance: Rewrite

South Pleasant Valley Development

Meadow Branch Avenue Development

MODERATE PRIORITY

**Amphitheater: Concept Definition, Direction, City's Role, Partners, Actions,
MOU and Funding**

Winchester Towers Redevelopment

**Sidewalk and Street Master Plan: Development, Policy Direction, Project
Priority, Funding Mechanism**

Community Events Policy: Direction

**Stormwater Management Policy and Plan: Development, Policy Direction,
Project Priority, Funding**

City of Winchester

Management Agenda 2013 – 2014

TOP PRIORITY

Major Employer Attraction Strategy: Pillars of the Economy, Direction/Goals, Plan, Actions

Comprehensive Capital Improvement Plan: Direction (Overall), Development, Project Identification and Priority, Funding Mechanisms

City Reorganization Plan: Development/ Implementation

Events Coordinator and Community Events Expansion Strategy: Assessment of Current Activities, Direction, Partners, Actions

HIGH PRIORITY

**Economic Development Performance Standards and Metrics:
Development, Reporting**

Enterprise Zone Implementation Plan

Downtown Branding: Development

IT Master Plan: Implementation, Funding

**Communications and Marketing Plan with Specific
Actions: Development**

City of Winchester

Management in Progress 2013 – 2014

Cancer Center: Development, Monitoring

317 S. Cameron Street Redevelopment

Recreation Fees: Review

Employee Wellness Program

Public Safety Communication System

City Boards and Commissions: Direction

Comprehensive Fee and Other Taxes Review

Walking Mall Zoning Amendments

Night Club Ordinance

Zoning Amendments

ADA Compliance: Parks

Millwood Avenue Project

City of Winchester

Major Projects 2013 – 2014

Pedestrian Mall (6/13)

Green Circle Trail (Downtown Part) (9/13)

Old Star Building (including Welcome Center/Restrooms) (7/13)