



# Strategic Plan Progress Report

July 2013: 2nd Quarter

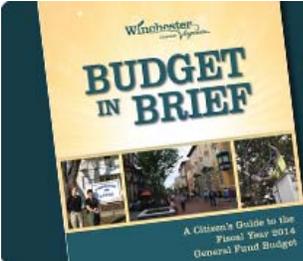


An update on the activities and successes for the 2nd quarter of Fiscal Years 2013-2014 related to the Policy and Management Targets for Action.



Goal	Priority	Targets for Action	2nd Quarter Update
<b>Goal 1: Grow the Economy</b>	<b>Top Priority</b>	Wards Plaza Development	<ul style="list-style-type: none"> <li>• S. Patz and Assoc. are currently conducting a study to determine the site's plausibility of accommodating possible mixed-use development (to be completed by July 21, 2013).</li> <li>• Staff has updated office space inventories.</li> <li>• Staff has created an inventory of multi-family units completed within last 3 years or underway.</li> </ul>
		Conference Center Strategy	<ul style="list-style-type: none"> <li>• Strategic Advisory Group has completed all of the City site visits and met with all vested parties for the study.</li> <li>• Analysis should be completed by mid-August.</li> </ul>
		Career Training Education - Career Pathways	<ul style="list-style-type: none"> <li>• Coordination efforts continue with Lord Fairfax Community College, Shenandoah University, Winchester Public Schools, and Valley Health to create the curricula.</li> <li>• 35 students participated in the first Health Science Academy held June 24-28, 2013.</li> </ul>
		Major Employer Attraction Strategy	<ul style="list-style-type: none"> <li>• A new business-friendly website for the EDA has begun construction.</li> <li>• The City will be participating in the Emerging Partnerships for Prosperity: The Northern Shenandoah Valley event at Shenandoah University. This event will focus on economic development efforts in the Northern Shenandoah Valley region.</li> </ul>
	<b>High Priority</b>	Meadow Branch Avenue Development	<ul style="list-style-type: none"> <li>• S. Patz and Associates contracted to update the market study that suggested age-restricted housing and medical related office space (to be completed by July 31, 2013).</li> <li>• Staff has updated office space inventories.</li> <li>• Staff has created an inventory of multi-family units completed within last 3 years or underway.</li> <li>• Winchester received \$2M from VDOT Revenue Sharing Grants for this project.</li> </ul>
		South Pleasant Valley Development	<ul style="list-style-type: none"> <li>• S. Patz and Assoc. is currently updating our market study.</li> <li>• Property appraisals are complete and bona fide offers of purchase have been sent to the targeted properties.</li> </ul>
		Economic Development Performance Standards and Metrics	<ul style="list-style-type: none"> <li>• Performance standards under final review.</li> </ul>
		Enterprise Zone Implementation Plan	<ul style="list-style-type: none"> <li>• City Council authorized application to VDHCD for the creation of two enterprise zones in Winchester on March 14. Staff anticipates learning shortly whether Winchester has been selected.</li> </ul>
	<b>Moderate Priority</b>	Winchester Towers Redevelopment	<ul style="list-style-type: none"> <li>• Final purchase contract negotiations are underway. The property is proposed for redevelopment into a mixed use combining retail and residential by a development group from Northern Virginia.</li> </ul>
		Amphitheater Concept and Direction	<ul style="list-style-type: none"> <li>• Staff is moving forward on the Amphitheater redevelopment project timeline by putting together a RFP for design services (cost can be requested during the upcoming 2015 budget process).</li> <li>• Shenandoah University students are expected to make a formal presentation to the Winchester Parks Advisory Board in the fall on designs completed during SU's 2013 Partnership with Community Day on April 4th.</li> </ul>

Goal	Priority	Targets for Action	2nd Quarter Update
Goal 2: Develop a High Performing Organization	Top Priority	Consolidated City of Winchester and Winchester Public Schools Capital Improvement Program (CIP)	<ul style="list-style-type: none"> <li>Completed the adoption of the FY14 City Budget, Five Year CIP and Information Technology Plan</li> <li>WPS CIP will be incorporated into the City CIP beginning with the FY15 budget process.</li> </ul>
		Comprehensive Capital Improvement Plan	<ul style="list-style-type: none"> <li>Completed the adoption of the FY14 City Budget, Five Year Capital Improvement Plan and Information Technology Plan</li> </ul>
		Reorganization Plan	<ul style="list-style-type: none"> <li>Continuing to evaluate options to support the six new senior-level staff recruited over the past 12 months.</li> </ul>
	High Priority	Information Technology Master Plan Implementation	<ul style="list-style-type: none"> <li>Interviewing to refill Computer Support Technician position.</li> <li>Network/System Administrator position funded and advertised. Interviews week of July 22, 2013.</li> <li>All first year hardware replacements received. 77% have been delivered.</li> <li>Acquired communications and collaboration software for selected option (premise based MS Exchange.) Negotiations with implementation vendors are ongoing.</li> <li>Exchange administrator training October 2013.</li> <li>Started requirements review for FY14 eGov enablement of selected SunGard applications.</li> <li>Cloud based project management tool now in use by IT.</li> <li>Disaster Recovery and Business Continuity study on hold.</li> <li>FY 2014 funded at IT Strategic Plan recommended level.</li> <li>Shifted to centralized hardware and software procurement for FY 2014.</li> <li>Commercial Off the Shelf software for Personal Property Taxation review to start after new Treasurer takes office.</li> <li>Network improvements studies start November 2014.</li> </ul>
		Communications and Marketing Plan	<ul style="list-style-type: none"> <li>Staff is assessing the marketing/communications needs of each department and developing a comprehensive plan.</li> </ul>
	Moderate Priority	Community Events Policy	<ul style="list-style-type: none"> <li>An event matrix has been developed to evaluate the impact of events in Old Town Winchester.</li> <li>Staff is collecting data following each event and entering it into the matrix for future evaluation.</li> </ul>



View the City of Winchester's  
**FY14 Budget  
 Citizen's Guide**  
 at [WinchesterVA.gov/finance](http://WinchesterVA.gov/finance)



### Did you know?

The Certificate of Achievement for Excellence in Financial Reporting was awarded to City of Winchester for the 21st consecutive year by the Government Finance Officers Association of the United States and Canada for its comprehensive annual financial report (CAFR). The Certificate of Achievement is the highest form of recognition in the area of governmental accounting and financial reporting.

Goal	Priority	Targets for Action	2nd Quarter Update
<b>Goal 3: Continued Revitalization of Historic Old Town Winchester</b>	<b>Top Priority</b>	Taylor Hotel Revitalization Project	<ul style="list-style-type: none"> <li>Phase 2 has begun (contractor: Key Construction of Winchester, VA)</li> <li>Interior framing and work on the electrical, plumbing, elevator shaft, rear porches, and HVAC has begun.</li> <li>Exterior brick work has also begun.</li> <li>Leases are currently being accepted for the apartments.</li> </ul>
		 Events Coordinator and Community Events Expansion Strategy	<ul style="list-style-type: none"> <li>A Special Events Team continues to meet twice a month in a working collaboration between Old Town Winchester, Park &amp; Recreation and the Events Coordinator.</li> <li>Old Town Winchester held a successful Old Town Mall Rededication Ceremony and Celebration on May 17-18, 2013.</li> <li>The Special Events Promoter conducted the first and second Friday Night LIVE event.</li> <li>Data is being collected to evaluate events including the private Hop Blossom Festival.</li> </ul>
	<b>High Priority</b>	Historic Old Town Gateway Enhancements	<ul style="list-style-type: none"> <li>City Council authorized the acquisition of 11 properties along the National Avenue- East Lane-Piccadilly Street corridor to improve safety and enhance the entrance to the our community.</li> <li>Way-finding signs in need of updating have been identified.</li> <li>Signs are currently being updated to include the new Old Town Welcome Center and public restrooms.</li> <li>Working on proposal for fence enhancements in conjunction with sidewalk replacement along the south side of East Cork Street</li> </ul>
		National Historic District Direction	<ul style="list-style-type: none"> <li>Decided to split Period of Significance change in existing district from district expansion project into two separate projects.</li> <li>Applied to DHR for Certified Local Government (CLG) grant funds to cover \$8,000 of \$15,000 National District Expansion cost</li> <li>Applied to DHR for CLG grant funds to cover \$6,500 of \$8,500 Existing National District Amendment</li> <li>Also applied for two Civil War Trail Interpretive markers in Old Town (one at Taylor Hotel) in conjunction with a Shenandoah Valley Battlefields Foundation grant request.</li> <li>Awaiting grant award notification on all three requests.</li> </ul>
		Downtown Branding Development	<ul style="list-style-type: none"> <li>The Branding Task Force has completed a draft Branding ID Statement.</li> <li>Stakeholders provided feedback on the draft ID Statement.</li> <li>A revised Branding ID Statement was created and is being circulated.</li> <li>A Request for Quotations has been developed to solicit quotes for the initial Branding Scope of Work.</li> </ul>

Goal	Priority	Targets for Action	2nd Quarter Update
Goal 4: Create a more livable city for all	Top Priority	New John Kerr Elementary School Direction and Funding	<ul style="list-style-type: none"> <li>Winchester Public Schools has received the Weldon Cooper School (UVA) growth study. Following evaluation of the findings, a decision will be made to determine the preferred location for the replacement elementary school.</li> <li>Funds to support the issuance of up to \$20M in bonds for construction was approved with the adoption of the FY14 City Budget, Five Year Capital Improvement Plan and Information Technology Plan.</li> </ul>
			
	High Priority	City Gateway Beautification Project	<ul style="list-style-type: none"> <li>Prepared detailed rezoning exhibits of Berryville Avenue Corridor Enhancement (CE) overlay district.</li> <li>Held Public Information meeting on Berryville Avenue CE rezoning on July 15 at Berryville Avenue Hampton Inn.</li> <li>Mailed out informational materials and meeting announcement to property and business owners.</li> <li>Approximately 25 people attended.</li> </ul>
		North End Redevelopment Strategy	<ul style="list-style-type: none"> <li>Work continues with Habitat for Humanity and Faithworks to create a partnership for the acquisition of properties along Chase Street for use as transitional housing towards homeownership.</li> <li>Additional activities are underway for the adaptive reuse of other key properties in the area.</li> </ul>
		Comprehensive Zoning Ordinance Review	<ul style="list-style-type: none"> <li>Funding approved in FY14 budget to hire a consultant to work with Zoning and Planning staff to revise the Zoning Ordinance.</li> <li>Staff has begun evaluating the existing Zoning Ordinance and identifying areas of the code in need of updating.</li> <li>Finalized scope of services for consultant to assist as part of the Zoning Ordinance Review.</li> <li>RFQ for the consultant will be out for bid by end of July.</li> </ul>
	Moderate Priority	Sidewalk and Street Master Plan	<ul style="list-style-type: none"> <li>Both the Sidewalk Master Plan and Street Maintenance Master Plan, which have been completed in-house by the Public Services Department, will be presented to City Council on the following schedule:               <ul style="list-style-type: none"> <li>Sidewalk Master Plan: July 23 Council Work Session</li> <li>Street Maintenance Master Plan: August 20 Council Work Session.</li> </ul> </li> </ul>
		Stormwater Management Policy and Plan	<ul style="list-style-type: none"> <li>Staff has developed a detailed schedule of events that will include multiple presentations regarding the City's storm water program and possible storm water utility to City Council at work sessions beginning in November 2013 and concluding in April 2014. At the conclusion of these presentations, City Council will consider and possibly take action on implementing a storm water utility in May and June 2014.</li> <li>Between now and November, staff will be working closely with the City's storm water consultant to put together all of the detailed information and presentations that will be given to Council on this matter.</li> </ul>

## VISION 2028

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

## MISSION

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

## GOALS

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

### Purpose for Strategic Plan Progress Report

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

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

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

July 23, 2013



[www.winchesterva.gov](http://www.winchesterva.gov)

