



Strategic Plan Progress Report

Feb. 2014: 4th Quarter



An update on the activities and successes for the 4th quarter of Fiscal Years 2013-2014 related to the Policy and Management Targets for Action.



Goal	Priority	Targets for Action	4th Quarter Update
Goal 1: Grow the Economy	Top Priority	Wards Plaza Development	<ul style="list-style-type: none"> No progress has been made since the last update
		Conference Center Strategy	<ul style="list-style-type: none"> Strategic Advisory Group has completed the study, and a formal presentaion was provided at the Council meeting on February 11, 2014.
		Career and Technical Education - Career Pathways	<ul style="list-style-type: none"> Coordination efforts continue with Our Health, Inc., Lord Fairfax Community College, Shenandoah University, Winchester Public Schools and Valley Health in the implementation of health care curricula. Communication with the Top of Virginia Regional Chamber and the Winchester Public School CTE Coordinator has begun to determine current business trends and needs.
		Major Employer Attraction Strategy	<ul style="list-style-type: none"> A new business-friendly website for the Economic Development Authority is under final review. The EDA has begun initial conversations with the Top of Virginia Regional Chamber to determine current business needs and issues. The City has received a Virginia Enterprise Zone designation that will be used to attract large employers.
	High Priority	Meadow Branch Avenue Development	<ul style="list-style-type: none"> Staff met with a real estate developer about a possible 10 acre shopping subdivision located in the area and has reviewed the proposed plan for development.
		South Pleasant Valley Development	<ul style="list-style-type: none"> Met with property owners on Monticello Street and await response from final acquisition offers.
		Economic Development Performance Standards and Metrics	<ul style="list-style-type: none"> First performance standards report will be provided to the EDA in March 2014.
		Enterprise Zone Implementation Plan	<ul style="list-style-type: none"> The Enterprise Zones will be active upon Council approval in March 2014. Staff has completed VA Enterprise Zone orientation with Department of Housing and Community Development.
	Moderate Priority	Winchester Towers Redevelopment	<ul style="list-style-type: none"> Site was not recommended as the premier location for a new conference center.
		Amphitheater Concept and Direction	<ul style="list-style-type: none"> The funding for initial design work is being requested in the FY15 budget as part of the overall CIP request for the Amphitheater. An RFP was developed to solicit interest from firms to complete the Parks & Recreation Needs Assessment, which included the Amphitheater. The Needs Assessment RFP will be awarded this month with work beginning in March. This assessment will provide clarity on our citizen's overall priority of McCormac Amphitheater amongst other CIP requests. On October 28, 2013, Shenandoah University faculty and students presented the research conducted on the Amphitheater and initial designs created during the University's Community Day on April 4, 2013 to the Parks & Recreation Advisory Board.

Goal	Priority	Targets for Action	4th Quarter Update
Goal 2: Develop a High Performing Organization	Top Priority	Consolidated City and Schools Capital Improvement Plan	<ul style="list-style-type: none"> • In progress through the FY15 budget process.
		Comprehensive CIP	<ul style="list-style-type: none"> • In progress through the FY15 budget process
		Reorganization Plan	<ul style="list-style-type: none"> • Continued senior management team mentoring program for new department directors. • Held staff and City Council strategic planning sessions to identify organizational and community issues. • Draft department reorganization plan developed for implementation in January 2014.
	High Priority	Information Technology Master Plan Implementation	<ul style="list-style-type: none"> • Essentials in Business Analysis class completed by one senior programmer and identified basic security training courses to facilitate role changes. • Second cycle of computer hardware replacements underway • Phase 1 of Communication and collaboration tools complete. • Requirements review for FY14 eGov enablement of selected SunGard applications started. • Revalidation of SunGard applications prior to acquiring more modules underway. • Continuity of Operations planning for IT started with assistance from research consultant. • Second year of centralized information technology procurement beginning with FY 2015 budget. • Review of training needs begun. Met with Asst. HR Director to scope project. • Reviewing upgraded learning pass for SunGard that provides more complete training for users • Commercial Off-the-Shelf software for Personal Property Taxation review to start May/June with requirements gathering. • Network improvements studies start November 2014 (WAN provider contract RFP and ISP contract ISP) • Policy development continues • Time and attendance software RFP under final review for February release.
		Communications and Marketing Plan	<ul style="list-style-type: none"> • In the process of creating a pilot citizen request management form on the City's website. • City's 2014 INSIGHT Citizen's Academy began on January 16th and has 40 participants. • Finalizing the mobile device version of City's website. • A draft RFO for the 2014 Citizen Survey has been created for distribution to potential firms in late February. • Instagram account added to City's social media activities. • 2013 Annual Report to be distributed in March. • A communications plan will be created following the FY15 budget process once a funding level is established.
Moderate Priority	Community Events Policy	<ul style="list-style-type: none"> • OTDB began discussion on developing a Special Events Policy outlining goals for events in the downtown. • Report prepared for January 2014 Council Meeting evaluating 2013 events. Final Data collection complete. 	

Goal	Priority	Targets for Action	4th Quarter Update
Goal 3: Continued Revitalization of Historic Old Town Winchester	Top Priority	Taylor Hotel Revitalization Project	<ul style="list-style-type: none"> Lease has been signed by Taylor Hotel commercial tenant - Cajun Experience Restaurant. Letter of intent was received by commercial tenant in fly tower. All rental housing units in the Taylor have been leased or a letter of intent has been signed.
		Events Coordinator and Community Events Expansion Strategy	<ul style="list-style-type: none"> Successfully held Spooktacular event with over 2,000 participants. A new event, OctobeerFest, sold over 3,000 tickets. Enhanced planning for Holly Jolly with the assistance of the Events Coordinator. With the assistance of Parks and Recreation, held largest ever downtown holiday parade and tree lighting ceremony and held a successful Santa Headquarters and Candlelight Ball. Began discussion with OTDB on developing a Special Events Policy and goals for events in the downtown.
	High Priority	Historic Old Town Gateway Enhancements	<p>Economic Redevelopment:</p> <ul style="list-style-type: none"> Property to be acquired has been identified and negotiations to determine purchase prices are underway. The following properties have been acquired or are under contract: 209, 211, 213, 219, 221 & 215 N. East Lane, 226 E. Piccadilly Street and 247 E. Fairfax Lane. Properties remaining: 228-232 E. Piccadilly Street <p>Old Town Winchester:</p> <ul style="list-style-type: none"> Garland and other decorations purchased and installed on mall gateways for the holidays.
		National Historic District Direction	<ul style="list-style-type: none"> Completed contract with Dovetail Cultural Resources Group, Inc. of Fredericksburg to prepare district amendment to extend Period of Significance (POS) to 1964 in existing district. Completed maps depicting the location of contributing and noncontributing structures based upon amended POS. Filed amendment nomination to Dept of Historic Resources (DHR) in December 2013. Responding to comments from DHR as part of nomination review by State. Working with Shenandoah Valley Battlefields Foundation (SVBF) on 2 Civil War Trail Interpretive markers in Old Town (one at Taylor Hotel) as part of a \$21,250 grant. Awaiting mock-up of marker text and graphics.
		Downtown Branding Development	<ul style="list-style-type: none"> Arnett Muldrow & Assoc. was hired to conduct a branding campaign. Relevant materials were provided to the firm for background information including the Branding ID Statement created by the Branding Task Force. Invitations were sent to residents, business owners, community groups, downtown stakeholders and others concerning the public meetings. Public meetings to solicit feedback from Council, downtown stakeholders and the community at large were held the week of February 17th.

Goal	Priority	Targets for Action	4th Quarter Update
Goal 4: Create a more livable city for all	Top Priority	<p>New John Kerr Elementary School Direction and Funding</p> 	<ul style="list-style-type: none"> • After exhaustive review, the City Council declined to authorize the comprehensive agreement forwarded by the School Board under the PPEA process. • Based upon City Council's questions and interests, the School Board is reevaluating the options for the construction of a new John Kerr Elementary School. • Funding has been received.
	High Priority	<p>City Gateway Beautification Project</p>	<ul style="list-style-type: none"> • Berryville Avenue Corridor Enhancement (CE) overlay district complete. • Continue working with Shenandoah University on Millwood Avenue Gateway project, including detailed landscape plan. • Secured easement for Cedar Creek Grade gateway sign at western edge of Cedar Creek Place mixed use development site. • Worked on presentation of E. Cork Street fencing and sidewalk enhancement proposal for review by Council at January 28, 2014 work session.
		<p>North End Redevelopment Strategy</p>	<ul style="list-style-type: none"> • No progress has been made since the last update
		<p>Comprehensive Zoning Ordinance Review</p>	<ul style="list-style-type: none"> • As noted in the 3rd quarter report, staff requested quotes from several consultants for this project, with all responses exceeded the budgeted amount of \$25,000. • After discussions with City Management team and Planning Director, the Zoning and Inspections Director recommended moving this project to FY2015. • A FY15 budget request was submitted for additional funds to complete this project (\$75,000 total).
	Moderate Priority	<p>Sidewalk and Street Master Plans</p>	<ul style="list-style-type: none"> • Sidewalk Master Plan - Formally approved by City Council on August 13, 2013. • Street Maintenance Master Plan - Formally approved by City Council on September 10, 2013.
		<p>Storm Water Management Policy and Plan</p> 	<ul style="list-style-type: none"> • Staff started a series of monthly presentations to City Council in November detailing storm water issues the City is facing and how a storm water utility could serve as a mechanism to fund activities related to complying with federal and state storm water regulations and capital improvements that are needed within the City related to storm water. • The final presentation is expected in April 2014, so that City Council can consider taking action on the creation of a storm water utility in May and June 2014. • Information about the proposed storm water utility is added on the City's website following each presentation to Council.

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.

February 25, 2014



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