

STRATEGIC PLAN

2014 → 2019 → 2028

EXECUTIVE SUMMARY

Mayor and City Council



Winchester, Virginia
January 2014



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STRATEGIC FRAMEWORK

VISION 2028

“Desired Destination for Winchester”

PLAN 2019

“Map to Winchester’s Destination”

EXECUTION

“Route for Next Year”

MISSION

“Responsibilities of Winchester’s City Government”

BELIEFS

“Expectations of Winchester’s City Employees”

City of 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⁾.***

Vision 2028

Guiding Principles

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 and feeling
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 studies – 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

Winchester City Government Our Mission

The mission of the City of Winchester is to be a

Financially Sound City

providing Top Quality Municipal Services

while Focusing on the Customer

and Engagering our Community

Winchester City Government Core Beliefs

WE TAKE:

P roductive

R esponsible

I ntegrity

D edication

E xcellence

IN SERVING YOU.

City of Winchester Goals 2019

Grow the Economy

Create a More Livable City for All

Develop a High Performing Organization

Continue Revitalization of Historic Old Town

GOAL 1	GROW THE LOCAL ECONOMY
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- Objectives**
1. Develop a workforce prepared for 21st century job opportunities
 2. More higher paying jobs for residents through federal government, professional/support service and manufacturing
 3. Expand educational programs linked to medical and healthcare job opportunities
 4. Increase number of start up businesses
 5. More diverse local economy
 6. Increased high tech businesses and job opportunities

- Short Term Challenges and Opportunities**
1. Lack of a conference/convention center to host significant numbers or major events
 2. Promoting and creating a positive environment for small business “start ups” and growth
 3. Changing the perception of Winchester from “non exciting, boring, stuffy” City to “dynamic, vibrant, safe, lively and welcoming” City
 4. National Marketing the Winchester community and the region for business
 5. Marketing to retail businesses not currently present in the City
 6. Attracting young college educated professionals

► Actions 2014 – 2015	PRIORITY
<i>Policy Agenda</i>	
1. Meadow Branch Avenue: Development	Top Priority
2. Conference Center: Development	Top Priority
3. Enterprise Zone: Next Steps	Top Priority
4. Retail Attraction/Retention Strategy	High Priority
5. Patsy Cline Economic Strategy Development	High Priority
6. Zero Pak Redevelopment	Mod Priority
7. Monticello Battaile Road Development	

► **Actions 2014 – 2015** (*Continued*)

PRIORITY

Management Actions

1. EDA Staffing
2. Federal Mogul Reuse: Clean Up, Marketing
3. City Relations with Businesses: Action Plan
4. McCormac Amphitheater: Development

Top Priority

Top Priority

High Priority

High Priority

Management in Progress

1. Major Employer Attraction Strategy: Implementation (EDA)
2. Cancer Center Development: Decision, Site Plan, Bond Issuance
3. 317 South Cameron Street Redevelopment (Old Jail): Close the Deal
4. Student Housing Plan: Belleview Direction
5. Career Technical Education Center (at Douglas Learning Center)

GOAL 2

CREATE A MORE LIVABLE CITY FOR ALL

► **Objectives**

1. Revitalize the North side neighborhood
2. Develop neighborhood parks with amenities and community gathering spaces: Weaver, Whittier, Friendship, Douglass
3. Upgrade City school facilities
4. Manage future growth, development and redevelopment consistent with City's vision, comprehensive plan and development standards and policies
5. Revitalize center city neighborhoods
6. Create a safe community: people feeling safe in all neighborhoods
7. Create a more bikable and walkable City connecting key community destinations

► **Short Term Challenges and Opportunities**

1. Individual property owners not investing in the maintenance or upgrade of the buildings, rental homes or properties
2. Transforming vision and plans into real projects and valued results
3. Revitalizing existing neighborhoods with residents not vested
4. Defining and funding the City's role and activities
5. Working with the private sector to redevelop and upgrade
6. Involving the residents and businesses in creating a safe community
7. Differing definition of "livable community" among residents
8. Community acceptance of less than attractive

► **Actions 2014 – 2015**

PRIORITY

Policy Agenda

- | | |
|--|---------------|
| 1. John Kerr Elementary School | Top Priority |
| 2. City Gateway Beautification Project | Top Priority |
| 3. North End Redevelopment Strategy and Action Plan | High Priority |
| 4. Storm Water Management Policy and Utility | High Priority |
| 5. Housing Stock Condition Assessment and Plan | High Priority |
| 6. Social Beverage Approval: Beer/Wine at War Memorial Building/Amphitheater | Mod Priority |
| 7. Frederic Douglass Park Development | |
| 8. Youth Activities and Employment | |
| 9. Development Standards: Development (Street Lights, Street Width, etc.) | |
| 10. Schools Master Plan | |

Management Actions

- | | |
|--|---------------|
| 1. Douglas Learning Center Renovation | High Priority |
| 2. Substance Abuse/Mental Health | High Priority |
| 3. Parks and Recreation Needs Assessment | High Priority |

Management in Progress

1. Police Department Survey: Report and Actions
2. Field Maintenance Plan: Implementation
3. Community Gardens: Pilot Project
4. SWAT Truck
5. Neighborhood Walking Tours and Council Report on Finding (CRT/CDC)
6. Heroin Use Reduction Action Plan
7. Blighted Structure Report
8. Social Services Emergency Management Plan
9. Active Shooter Program/Training
10. Cal Ripken World Series
11. Rental Space at Youth Development Center
12. Comprehensive Service Act: Corrective Action Plan
13. Aquatics Facelift (Outdoor/Indoor)
14. Comprehensive Zoning Ordinance: Revision
15. 414 South Braddock Street Resolution
16. Online Participant Registration for Web Trac

► **Major Projects 2014 – 2015**

1. Bermuda Grass Fields: Staffing and Equipment
2. Parks: ADA Compliance (Phase I)
3. Skate Pavilion
4. South Loudoun/Abrams Creek Drainage Project
5. Citywide Sidewalk Improvements: Phase II Project (Loudoun and Cork)
6. Green Circle Trail: Phase II Project
7. Bridgeforth Stadium: Turf
8. I-81 Interchange (VDOT) – Exit 313: Preliminary Design
9. East Lane/Piccadilly/National Avenue Realignment
10. Tevis Street Extension: Design
11. Jim Barnett Park Signage and Beautification: Phase I
12. Green Circle Trail Phase III: Design
13. Hope Drive Extension: Design
14. Valley Avenue Sidewalk/Drainage Improvements: Design
15. Millwood Avenue Improvement (with SU)
16. Nester Drive Extension
17. Tevis Bridge (VDOT)

GOAL 3	DEVELOP A HIGH PERFORMING ORGANIZATION
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- Objectives**
1. Attract, develop and 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 service
 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
 7. Improve communications within the City Organizations and with the Winchester Community

- Short Term Challenges and Opportunities**
1. Continue to expand and promote interdepartmental teamwork and collaboration
 2. Using technology to enhance service delivery and improve productivity
 3. Funding for school facilities and annual operations
 4. Funding and facilities for professional training and development
 5. More Federal and Commonwealth of Virginia regulations, mandates and monitoring
 6. Balancing individual agenda versus best for the overall community
 7. Aging City facilities and infrastructure needing upgrades or replacements

► Actions 2014 – 2015	PRIORITY
<i>Policy Agenda</i>	
1. Public Safety Communications System	Top Priority
2. Incentives for City/School Employees	High Priority
3. Community Events Policy: Review	High Priority
4. Citizens/Community Survey	Mod Priority

► **Actions 2014 – 2015 (Continued)**

PRIORITY

Management Actions

1. Succession Planning: Development
2. Comprehensive Municipal Facilities/Historic Maintenance Plan
3. Human Resources: Policy and Procedures
4. Public Services Facility/Municipal Service Center: Direction
5. Utility Billing System: On Line
6. JJC: Phone System Upgrade
7. Sheriff Staffing: Funding

Top Priority

Top Priority

High Priority

Management in Progress

1. City Owned Property Report and Map
2. City Reorganization Plan: New Phase
3. Boards/Commissions: Orientation Program
4. Emergency Operations Plan: Revision
5. Information Technology Master Plan: Update
6. Hiring Process: Review/Revision
7. Emergency Management Social Media
8. Affordable Care Act: Part Time Employees
9. Volunteer Organizations Active in Disaster (Regional)
10. Fire Code and Permit Updates (including Inspections)
11. Employee Annual Performance Review
12. Emergency Management Professional Development Series
13. Performance Measures: Refinement
14. Building Permit Fee Schedule: Review
15. Fire and EMS Reporting System: Implementation
16. Hazmat Vehicle Storage
17. SunGard Enterprise Software: Web Enablement
18. City Hall Security Plan
19. Fire Volunteer Recruitment and Retention Program
20. Time and Attendance Software (Citywide)
21. Employee Survey
22. Student Internship/Work Study Program: Formalization
23. Employee Wellness Program
24. Payroll Process Software: Implementation
25. Comprehensive Formal Communications and Marketing Plan
26. Personal Property Application Software
27. Real Estate Application Software

GOAL 4	CONTINUE REVITALIZATION OF HISTORIC OLD TOWN
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- Objectives**
1. Continue investment by EDA and Public-Private Partner for acquisition/ redevelopment in Historic Old Town
 2. Retain and increase professional service/technology businesses
 3. Increase the number of residents living in Downtown through mixed use development
 4. Establish a viable “Arts and Entertainment” district
 5. Enhance gateways to Historic Old Town
 6. Increase private investment in façade improvements and second/upper floor development
 7. Expand revitalization efforts to all parts of Secondary Assessment District

- Short Term Challenges and Opportunities**
1. Marketing Historic Old Town to residents and to the outside world
 2. Working with absentee property owners and maximize best tenants
 3. Keeping the positive momentum building in the Historic Old Town and expand to broader Downtown area
 4. Developing a range of housing options in Downtown
 5. Funding and support for projects in Historic Old Town
 6. Defining and prioritizing community events and festivals
 7. Defining “success” for Historic Old Town
 8. Level of service exceeds revenues collected from special district

► Actions 2014 – 2015	PRIORITY
<i>Policy Agenda</i>	
1. Ross Clark Circle	High Priority
2. Flowers Chapel Road	Mod Priority
3. Roads to James Oates Park (with Houston County)	

► **Actions 2014 – 2015** (*Continued*)

PRIORITY

Management Agenda

1. Events Coordinator and Policy
2. National Historic District: Expansion
3. Market Rate Housing Unit (25): Construction

Top Priority

High Priority

Management in Progress

1. Trolley: Policy on Use
2. Downtown Public Safety Security Plan: Update Report
3. Downtown Façade Improvement Program: Grant, Enterprise Funding
4. Historic District Design Guidelines: BAR Manual for New Materials
5. Fly Tower Lease
6. Downtown Business Outreach: Process Review, Update Report
7. George Washington Hotel Parking Study
8. Parking Payment: Credit Cards and Debit Cards

► **Major Projects 2014 – 2015**

1. Taylor Hotel Project: Public Spaces
2. Cork Street Sidewalks
3. Parking Garage Improvements
4. Green Circle Trail (Downtown Phase)

**City of Winchester
Policy Agenda 2014 – 2015
Targets for Action**

TOP PRIORITY

**John Kerr Elementary School
Meadow Branch Avenue: Development
Conference Center: Development
Enterprise Zone: Next Steps
City Gateway Beautification Project
Public Safety Communications System**

HIGH PRIORITY

**North End Redevelopment Strategy and Action Plan
Retail Attraction/Retention Strategy
Patsy Cline Economic Strategy Development
Incentives for City/School Employees
Storm Water Management Policy and Utility
Historic Old Town Gateway Enhancements
Housing Stock Condition Assessment and Plan
Community Events Policy**

MODERATE PRIORITY

Zero Pak Redevelopment

**Social Beverage Permission Beer/Wine at War Memorial
Building/Amphitheater**

**Comprehensive Parking Strategy
(Residential, Credit Card, Self Sufficiency)**

Citizens/Community Survey

**City of Winchester
Management Agenda 2014 – 2015
Targets for Action**

TOP PRIORITY

**Succession Planning: Development
City-Schools Service Consolidations
Comprehensive Municipal Facilities/Historic
Building Maintenance Plan
EDA Staffing
Events Coordinator and Policy
Federal Mogul Reuse: Clean Up, Marketing**

HIGH PRIORITY

**Douglas Learning Center Renovation
Substance Abuse/Mental Health
Human Resources Policy and Procedures
National Historic District: Expansion
City Relations with Businesses: Action Plan
McCormac Amphitheater Development
Parks and Recreation Needs Assessment**

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25. Emergency Operations Plan: Revision

26. Information Technology Master Plan: Update
27. Hiring Process: Review/Revision
28. Emergency Management Social Media
29. Affordable Care Act: Part Time Employees
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