



CITY OF WINSTON-SALEM 2017-2021 STRATEGIC PLAN *2019 UPDATE*

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City of Winston-Salem Mayor and City Council

Term: 2016 – 2020



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Introduction

A City's strategic plan is its guiding document in establishing community priorities based on the vision, mission, and values set forward by the Mayor and City Council.

Our Vision

The City's vision is to be a municipal government deserving of public confidence that provides excellent and innovative services, and is an active and cooperative partner in creating a vital community.

Our Mission

The City of Winston-Salem provides quality, affordable services that ensure the health, safety, and wellbeing of citizens, while collaborating throughout the community to ensure its economic, social, and environmental vitality.

From this mission statement, the Mayor and City Council have identified six strategic focus areas to help guide the work of City government:

- Economic Vitality and Diversity
- Safe and Secure Community
- Livable Neighborhoods
- Healthy Environment
- Quality Transportation
- Service Excellence

Our Values

The City has set forward eight core values that are the underpinning of an organization committed to providing high-quality services in a culture of customer service excellence:

- Openness
- Integrity
- Equity
- Accountability
- Teamwork
- Respect for all citizens
- Fiscal soundness
- Continuous learning and improvement

Note to the Reader: This document is an update to the original 2017-2021 Strategic Plan, which was adopted by the Mayor and City Council in 2017. This document includes new priorities identified by the Mayor and City Council in 2019, as well as actions remaining to be completed from the 2017 version of the strategic plan.

Strategic Planning Process

2017 Strategic Planning Process

The City contracted with a consulting firm, FountainWorks, to facilitate a strategic planning process. The process began with senior level staff identifying current issues, trends, and factors that have an impact on Winston-Salem's current state. Senior level staff reviewed economic, demographic, technological, and other changes that affect the landscape and environment of the City and the way the City provides services to residents. Staff compiled potential priority items to address perceived short and mid-term needs for the City.

The Mayor and City Council engaged in a two-day workshop in January 2017 to create a strategic framework to help guide the City's actions over the next four years. At this workshop, the Mayor and City Council affirmed the six strategic focus areas previously identified and also re-affirmed the objectives under each focus area. They reviewed comments made by senior staff and undertook a context mapping exercise to define trends and challenges in providing City services. The Mayor and City Council were then asked to brainstorm potential top priorities for each of the strategic focus areas. Staff had previously identified potential priorities as a starting point for the discussion. Through a voting procedure, potential priorities were identified and ranked as short term (2017-2018) and mid-term (2019-2021) strategies within each focus area. Following the workshop, staff created individual action items to help accomplish each of the strategies.

2019 Strategic Planning Process

In February 2019, the Mayor and City Council participated in a full-day workshop to update the 2017-2021 Strategic Plan. As with the 2017 strategic planning process, FountainWorks provided facilitation of the strategic planning process, which included pre-workshop meetings. The purpose of the February workshop was to receive a progress update on strategic priorities identified in 2017 and to identify new priorities for the remaining term of the strategic planning window (through FY 2020-21). To provide additional context for decision making, resident survey data was reviewed to call attention to areas of concern and opportunities for improvement identified by city residents. The Mayor and City Council reviewed potential priorities in each of the six focus areas and then ranked the top sixteen priorities as strategies to address in fiscal years 2020 and 2021. Following the workshop, staff again created specific action items to accomplish each of the strategies identified by the Mayor and City Council.

Strategic Planning Document Format

As noted in the introduction at the bottom of the previous page, this update to the strategic plan is a separate document from the original 2017-2021 Strategic Plan. The following pages include strategies and action items from two sources: 1) remaining action items from the original strategic planning process in 2017 that have yet to be completed, and 2) new strategies and action items identified in 2019.

Each of the six strategic focus areas includes a list of the objectives. Objectives are broad categories under which individual strategies fall. Strategies are individual priorities, identified and ranked by the Mayor and City Council that are intended to produce outcomes that reinforce the stated objectives. The 2017 version of the strategic plan included rankings of strategies within each focus area. To more adequately articulate City-wide priorities, the 2019 strategic plan update process included a ranking by the Mayor and City

Council of all new priorities across the focus areas. The results of the 2019 strategy rankings, as voted on at the February 2019 workshop, can be seen in the table below:

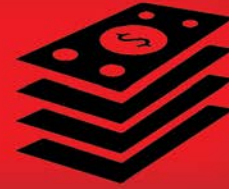
<u>New Strategic Plan Priorities</u>	<u>Rank</u>
Address affordable housing needs	1st
Increase funding for streets maintenance and repairs	2nd
Fund priority recreation and parks maintenance	3rd
Realign economic development policies to assist with changing economy	4th
Maintain core purposes within limited resources	5th
Improve City Link processes and communication	6th
Action plans for anti-poverty initiatives	7th
Local justice reform	8th
Implement bike/pedestrian improvement needs	9th
Workforce development training	10th
Acquire parkland for future development	11th
Fixed-route transit system improvements	12th
Reinvigorate sustainability program	13th
African American Heritage Initiative	14th
Disaster preparedness training/communication	15th
Begin planning for in-house recycling transition	16th

In each focus area section of the document underneath the objectives listing, you will find two tables. The first table, titled “Strategies with Ongoing Action Items,” includes strategies that have remaining action items from the 2017 version of the strategic plan. The second table, titled “New Strategies,” includes the respective strategies from table above. Each focus area section then includes a listing of all action items to be completed by June 30, 2021.

The terminology hierarchy is as follows:

- Strategic Focus Area
 - Objective
 - Strategy
 - Action Item

ECONOMIC VITALITY AND DIVERSITY



Economic vitality and diversity requires a healthy local economy that serves all segments of the population and provides the monetary resources necessary to support the community. This includes sustaining a tax base sufficient to fund community services, providing members of the community with sufficient wages, and providing capital for community development.

Objectives

1. Recruit and Retain Employers
2. Promote Downtown Revitalization
3. Promote Commercial Development in Economically Disadvantaged Areas
4. Enhance Skills of Workforce and Increase Employability
5. Develop and Redevelop Commercial/Industrial Business Park Sites
6. Assist Small Businesses with Innovation and Entrepreneurship
7. Promote Travel and Tourism
8. Reduce Poverty and Barriers to Economic Mobility

Strategies with Ongoing Action Items (Remaining from 2017)

Evaluate current economic development policies regarding non-capital investments
Engage Forsyth County Commission and Winston-Salem/Forsyth County School Board in policy discussions regarding economic vitality
Evaluate the use of land banking for commercial development
Evaluate project-based lending programs

New Strategies (from 2019 Strategic Planning Update)

Create action plans for anti-poverty initiatives
Implement local justice reform initiatives
Review workforce development training needs

Objective 1: Recruit and Retain Employers

- Strategy 1.1: Evaluate current economic development policies regarding non-capital investments.
 - Action Item 1.1.3: Present recommendations to City Council regarding policies related to non-capital investments and other revisions.
 - Action Item 1.1.4: Promote new economic development policies related to non-capital investments and other revisions.

- Strategy 1.4: Engage Forsyth County Commission and Winston-Salem/Forsyth County (WS/FC) School Board in policy discussions regarding economic vitality.
 - Action Item 1.4.1: Host a meeting with representatives from Forsyth County and the WS/FC School board.

Objective2: Promote Downtown Revitalization

All 2017 action items completed; no new strategies or action items created.

Objective 3: Promote Commercial Development in Economically Disadvantaged Areas

- Strategy 3.1: Evaluate the use of land banking for commercial development.
 - Action Item 3.1.2: Identify funding for a land banking initiative.
 - Action Item 3.1.3: Present land banking concept to City Council.

Objective 4: Enhance Skills of the Workforce and Increase Employability

- Strategy 4.3: Implement local justice reform initiatives.
 - Action Item 4.3.1: Review options to assist residents with driver’s license restoration and provide assistance to County programs focused on expungements and certificates of release.
- Strategy 4.4: Review workforce development training needs.
 - Action Item 4.4.1: Review options for additional, city-sponsored internship and job training programs.

Objective 5: Develop and Redevelop Commercial/Industrial Business Park Sites

All 2017 action items completed; no new strategies or action items created.

Objective 6: Assist Small Businesses with Innovation and Entrepreneurship

- Strategy 6.2: Evaluate project-based lending programs.
 - Action Item 6.2.1: Develop program guidelines for a project-based lending program and present to City Council.

Objective 7: Promote Travel and Tourism

All 2017 action items completed; no new strategies or action items created.

Objective 8: Reduce Poverty and Barriers to Economic Mobility

- Strategy 8.1: Create action plans for anti-poverty initiatives.
 - Action Item 8.1.1: Work with Partnership for Prosperity to provide a report to the City Council on action plan recommendations.

SAFE AND SECURE COMMUNITY



Public safety is the foundation upon which any successful city is built. Absent this, it is difficult to attract businesses, residents, or visitors, which in turn create the economic vitality that sustains our community.

Objectives

1. Expand Community Policing
2. Reduce Crime and Fear of Crime
3. Improve Public Safety Service Quality
4. Enhance Fire Prevention Programs

Strategies with Ongoing Action Items (Remaining from 2017)

Reinforce emergency disaster preparedness Evaluate infrastructure needs related to public safety Evaluate public safety driver training needs Increase public safety data collection and analysis capabilities Enhance fire prevention programs

New Strategies (from 2019 Strategic Planning Update)

Enhance disaster training preparedness and communication
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Objective 1: Expand Community Policing

All 2017 action items completed; no new strategies or action items created.

Objective 2: Reduce Crime and Fear of Crime

All 2017 action items completed; no new strategies or action items created.

Objective 3: Improve Public Safety Service Quality

- Strategy 3.2: Reinforce emergency disaster preparedness.
 - Perform a regional, coordinated, multi-agency terrorist attack training event.
- Strategy 3.3: Evaluate infrastructure needs related to public safety.
 - Action Item 3.3.1: Review Crime Prevention Through Environmental Design (CPTED) strategies and identify areas within the city where strategies could be implemented.
- Strategy 3.4: Evaluate public safety driver training needs.

- Action Item 3.4.1: Identify an area suitable for providing driver training needs for Police and Fire Departments and secure funding.
- Strategy 3.5: Increase public safety data collection and analysis capabilities.
 - Action Item 3.5.1: Replace current obsolete Fire Department records management system.
 - Action Item 3.5.2: Review the need for additional resources to enhance operational and project-based analysis for Fire, Police, and Emergency Management.
- Strategy 3.7: Enhance disaster preparedness training and communication
 - Action Item 3.7.1: Establish community partnership program to provide disaster recovery training to targeted community partners.
 - Action Item 3.7.2: Establish a process for recurring table-top Emergency Operations Center exercises with the Mayor and City Council.

Objective 4: Enhance Fire Prevention Programs

- Strategy 4.1: Expand Fire Department community engagement.
 - Action Item 4.1.2: Review options for standardized City signage to enhance community presence and organizational branding.

LIVABLE NEIGHBORHOODS



Livable neighborhoods are the basic building blocks for our City's quality of life. They create an environment where people feel welcome, want to spend time, and want to interact. Livable neighborhoods provide access to adequate transportation, shopping and recreation options, encourage residents to maintain their homes, and celebrate our values, history, and culture. Livable Neighborhoods also includes facilities and activities that foster good physical health.

Objectives

1. Improve Character and Condition of Neighborhoods
2. Expand Housing Assistance Programs
3. Support Public Art/Community Appearance
4. Preserve Historic Resources
5. Support Inclusion of Community Populations
6. Expand Open Space and Recreational Facilities
7. Expand Access to Healthy Food Options

Strategies with Ongoing Action Items (Remaining from 2017)

Concentrate efforts in reducing blight in targeted areas Update the Parks/Open Space Master Plan

New Strategies (from 2019 Strategic Planning Update)

Create action plans for anti-poverty initiatives Implement local justice reform initiatives Review workforce development training needs

Objective 1: Improve Character and Condition of Neighborhoods

- Strategy 1.1: Concentrate efforts in reducing blight in targeted areas.
 - Action Item 1.1.1: Evaluate best practices in concentrated blight reduction efforts.
 - Action Item 1.3.2: Develop a policy to sell adjacent lots if there is building within a year.

Objective 2: Expand Housing Assistance Programs

- Strategy 2.1: Evaluate implementation of affordable housing study recommendations.
 - Action Item 2.1.3: Develop city-wide affordable housing programs.

- Strategy 2.2: Address affordable housing needs
 - Action Item 2.2.1: Implement policy to use City-wide vacant lots for affordable housing development
 - Action Item 2.2.2: Develop plan to use 2018 GO bond housing funds for affordable housing development and redevelopment
 - Action Item 2.2.3: Identify 3-4 target redevelopment areas, and create strategic development and implementation plans for each area.
 - Action Item 2.2.4: Prioritize key strategies and recommendations from the Center for Community Progress' Vacant, Abandoned, and Deteriorated properties assessment.
 - Action Item 2.2.5: Staff and coordinate technical assistance engagement with Grounded Solutions Network.
 - Action Item 2.2.6: Increase annual lending production to 65 loans.
 - Action Item 2.2.7: Identify and create an implementation strategy for three resident-led activities/actions.
 - Action Item 2.2.8: Support Community Coalition to become a functioning resident-led organization.
 - Action Item 2.2.9: Create long-term goals for affordable housing unit production

Objective 3: Support Public Art/Community Appearance

All 2017 action items completed; no new strategies or action items created.

Objective 4: Preserve Historic Resources

All 2017 action items completed; no new strategies or action items created.

Objective 5: Support Inclusion of Community Populations

- Strategy 5.3: Explore African American Heritage Initiative.
 - Action Item 5.3.1: Review historical records and archived media related to African American history in Winston-Salem.
 - Action Item 5.3.2: Explore options for an online repository of information.

Objective 6: Expand Open Space and Recreational Facilities

- Strategy 6.2: Update the Parks/Open Space Master Plan.
 - Action Item 6.2.1: Engage in a collaborative effort to update the Winston-Salem and Forsyth County Parks and Open Space Plan.
- Strategy 6.3: Fund priority Recreation and Parks maintenance needs.

- Action Item 6.3.1: Create a multi-year action plan to address identified priority safety concerns from the Recreation and Parks maintenance assessment.
- Action Item 6.3.2: Complete detailed analysis of deferred maintenance assessment for recreation center and outlying facilities.
- Strategy 6.4: Acquire park land for future development.
 - Action Item 6.4.1: Review options for park land purchases using 2018 GO bond funding.
 - Action Item 6.4.2: Create a long-term prioritization plan of park land needs based on City/County Open Space Master Plan.

Objective 7: Expand Access to Healthy Food Options

All 2017 action items completed; no new strategies or action items created.

HEALTHY ENVIRONMENT



A healthy environment ensures the places we live, work, and play are safe and conducive to overall good health. It includes such traditional measures as air and water quality, waste reduction and disposal, and policies that sustain our environment.

Objectives

1. Protect Land and Reduce Sprawl
2. Enhance Air Quality
3. Support Green Initiatives
4. Manage Water Quality and Quantity
5. Develop Comprehensive Solid Waste Management Strategies

Strategies with Ongoing Action Items (Remaining from 2017)

Provide additional recycling education programming
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New Strategies (from 2019 Strategic Planning Update)

Reinvigorate sustainability programs Plan for transition to in-house recycling

Objective 1: Protect Land and Reduce Sprawl

All 2017 action items completed; no new strategies or action items created.

Objective 2: Enhance Air Quality

All 2017 action items completed; no new strategies or action items created.

Objective 3: Support Green Initiatives

- Strategy 3.3: Provide additional recycling education programming.
 - Action Item 3.3.1: Increase marketing efforts for current recycling education programs.
 - Action Item 3.3.2: Design additional recycling education programming focused on schools, recreation centers, and non-English speaking populations.

- Strategy 3.4: Reinvigorate sustainability programs.
 - Action Item 3.4.1: Reconvene Sustainability Program Committee with charge to provide recommendations to the Mayor and City Council on high priority and high impact sustainability initiatives.
 - Action Item 3.4.2: Review City alternative fuels vehicle policy and recommend changes as necessary.
 - Action item 3.4.3: Review solar and other energy-related projects with positive return-on-investment for upfront capital funding.
 - Action Item 3.4.4: Research options for reducing waste in the community.
 - Action Item 3.4.5: Increase educational programs for all Sustainability programs (i.e., recycling, Keep Winston-Salem Beautiful, and general sustainability).

Objective 4: Manage Water Quality and Quantity

All 2017 action items completed; no new strategies or action items created.

Objective 5: Develop Comprehensive Solid Waste Management Strategies

- Strategy 5.2: Plan for transition to in-house recycling program.
 - Action Item 5.2.1: Review options and estimated costs for transition of curbside, residential recycling program.
 - Action Item 5.2.2: Research options for regionalization (or regional cooperation) in residential recycling programs.

QUALITY TRANSPORTATION



Transportation systems influence virtually every aspect of community life. They are the means for moving people, goods, and services throughout the community, and they play a significant role in shaping patterns of growth, facilitating economic prosperity, and influencing the character and livability of our city and its neighborhoods.

Objectives

1. Improve Integrated Road Network
2. Expand Bike/Sidewalk/Greenway Network
3. Enhance Public Transit

Strategies with Ongoing Action Items (Remaining from 2017)

All items completed from 2017 Strategic Plan

New Strategies (from 2019 Strategic Planning Update)

Increase funding for street maintenance and repairs
Implement cycling, pedestrian, and walkability improvement needs
Implement additional fixed-route transit system improvements

Objective 1: Improve Integrated Road Network

- Strategy 1.4: Increase funding for street maintenance and repairs.
 - Action Item 1.4.1: Plan and implement street resurfacing projects using 2018 GO bond funding and annual funding sources.
 - Action Item 1.4.2: Create long-term resurfacing plan for City streets.

Objective 2: Expand Bike/Sidewalk/Greenway Network

- Strategy 2.2: Increase funding for street maintenance and repairs.
 - Action Item 2.2.1: Complete construction of all pedestrian/bike projects within current appropriations.

Objective 3: Enhance Public Transit

- Strategy 3.4: Implement additional fixed-route transit system improvements.
 - Action Item 3.4.1: Perform a transit system utilization and resident needs assessment survey.
 - Action Item 3.4.2: Provide regular reporting to City Council that identifies connectivity issues and proposes, as necessary, route modifications based on usage and demand.

SERVICE EXCELLENCE



Excellent citizen service is the cornerstone of responsive government, without which it is impossible to fulfill our vision statement for city government. Service excellence is based on the City's 10 Keys to Service Excellence. But it also includes ensuring that City employees have the knowledge and tools necessary to provide excellent customer service, as well as ensuring sound management of City resources.

Objectives

1. Ensure Service Delivery Efficiency and Effectiveness
2. Enhance Employee Professional Development and Training
3. Maintain City's Financial Strength
4. Expand Policy and Oversight & Reporting Mechanisms

Strategies with Ongoing Action Items (Remaining from 2017)

Close feedback loop with citizens
Update website, social media, and other resident engagement strategies
Evaluate government efficiency including systematic data review

New Strategies (from 2019 Strategic Planning Update)

Maintain core purposes within limited resources
Review and implement service request improvement projects

Objective 1: Ensure Service Delivery Efficiency and Effectiveness

- Strategy 1.1: Close feedback loop with citizens.
 - Action Item 1.1.3: Review information request mechanism for elected officials and make recommendations to increase the timeliness of feedback.
- Strategy 1.2: Update website, social media, and other resident communication strategies.
 - Action Item 1.2.1: Review City website needs and propose redesigning the website to provide better communication strategies.
- Strategy 1.4: Review and implement service request improvement project.
 - Action Item 1.4.1: Implement a new customer relationship management solution, integrated with other internal business applications, to provide enhanced communication and feedback mechanisms for service requests.

- Action Item 1.4.2: Implement customer awareness plan to proactively close the customer loop utilizing new system functionality, courtesy call-back, text, and e-mail features.
- Action Item 1.4.3: Complete process mapping and documenting of operational life cycle, front-to-back end, for the most frequent resident service requests.
- Action Item 1.1.4: Review options to create service request dashboards for management and City Council review.

Objective 2: Enhance Employee Professional Development and Training

All 2017 action items completed; no new strategies or action items created.

Objective 3: Maintain City's Financial Strength

- Strategy 3.3: Maintain core purposes within limited resources.
 - Action Item 3.3.1: Propose FY 2020 and FY 2021 general fund operating budgets without tax increases for current services.
 - Action Item 3.3.2: Implement fiscal note policy to provide mandatory financial review of new programs and service expansion requests.

Objective 4: Expand Policy and Oversight & Reporting Mechanisms

- Action Item 4.1.2: Develop performance management continuous improvement model and open data reporting strategies.

Next Steps

The action items detailed in this strategic plan should advance the objectives put forward by the Mayor and City Council. City staff will oversee these action items and will create processes to measure and report on the City's progress. The City will identify and publish key performance metrics as indicators of progress in accomplishing the objectives set forward in this plan. In addition to key performance metrics, the City will be engaging residents on an ongoing basis to evaluate how they feel about key aspects of City services and customer service.

The City will affirm a commitment to public performance reporting and focus efforts on performance management strategies and accountability. The City will use data to inform decision-making processes and report on what is working well and where opportunities for improvement exist.

At the conclusion of the 2017-2021 strategic planning window, the Mayor and City Council will review progress made and consider options for engaging in a new strategic planning process to provide direction and vision for the next four to five years. As the City continues to grow and meet the evolving needs of its residents, the strategic plan will point the way toward maintaining and improving the qualities that make Winston-Salem a great place to live, work, and play.

Appendix 1 – Poverty Thought Force Alignment to Strategic Plan

The Winston-Salem Poverty Thought Force (PTF) is a community-wide collaboration to identify steps to reduce the number of residents living in poverty. In February 2017, the Mayor and City Council accepted the final report from the PTF. That report included 56 policy recommendations in five focus areas. The PTF report included the following focus areas:

- Health and Wellness
- Housing and Homelessness
- Jobs and Workforce Development
- Education and Life Skills
- Hunger and Food Insecurity

Many of the recommendations provided by the PTF align with strategies identified by the Mayor and City Council in the City's strategic plan. Below is a reconciliation of where strategies from both documents have potential alignment. The following is intended to be illustrative only of the potential for alignment between strategies as actual policies and tasks could vary and/or overlap between multiple strategies.

In addition to the strategy alignments shown below, the City's 2019 Update to the Strategic Plan now includes a strategy to specifically review action plans for anti-poverty initiatives provided by the Partnership for Prosperity.

Economic Vitality and Diversity

City Strategy 1.4: Engage Forsyth County Commissioners and Winston-Salem/Forsyth County School Board in policy discussions regarding economic vitality.

- The PTF recommendations encompass programs provided by multiple jurisdictions and community partners. Policy discussion regarding economic vitality could potentially align with recommendations in multiple PTF focus areas regarding jobs, training, education, health, and housing.

Strategy 3.1: Evaluate the use of land banking for commercial development.

- PTF Hunger and Food Insecurity Recommendation #3: Serve food insecure areas.
- PTF Hunger and Food Insecurity Recommendation #10: Attract grocery stores to underserved neighborhoods.

Strategy 4.1: Partner with workforce development initiatives.

- PTF Jobs and Workforce Development Recommendation #1: On-the-job training for high students.
- PTF Jobs and Workforce Development Recommendation #7: Enable more students to pursue skilled/trade jobs.
- PTF Jobs and Workforce Development Recommendation #10: Match training/skills with local jobs.

Strategy 4.2: Promote internship opportunities.

- PTF Jobs and Workforce Development Recommendation #1: On-the-job training for high students.
- PTF Jobs and Workforce Development Recommendation #4: connecting local organization to high schools/technical schools.

Strategy 4.3: Implement local justice reform initiatives.

- PTF Housing Recommendation #6: “Ban the Box” for housing applications.
- PTF Jobs and Workforce Recommendation #5: Publicize/Incentivize second-chance employment.

Safe and Secure Community

Strategy 2.1: Strengthen re-entry and diversion initiatives.

- PTF Jobs and Workforce Development Recommendation #5: Publicize/incentivize second-chance employment “Banning the Box.”
- PTF Jobs and Workforce Development Recommendation #10: Match job training/skills programs with local jobs.

Strategy 3.3: Evaluate infrastructure needs related to public safety.

- PTF Housing and Homelessness Recommendation #9: Revitalizing unused and abandoned homes.

Livable Neighborhoods

Strategy 1.1: Concentrate efforts in reducing blight in targeted areas.

- PTF Housing and Homelessness Recommendation #9: Revitalizing unused and abandoned homes.

Strategy 1.3: Create guidelines and incentives for disposition of vacant lots.

- PTF Hunger and Food Insecurity Recommendation #3: Serve food-insecure areas.
- PTF Hunger and Food Insecurity Recommendation #9: Community gardens.

Strategy 2.1: Evaluate implementation of affordable housing study recommendations.

- PTF Housing and Homelessness Recommendations: Depending on the recommendations in the affordable housing study, this strategy could align with many or all of the PTF Housing and Homelessness recommendations.

Strategy 2.2: Address affordable housing needs.

- PTF Housing and Homelessness Recommendations: Depending on the recommendations in the affordable housing study, this strategy could align with many or all of the PTF Housing and Homelessness recommendations.

Strategy 7.1: Develop strategies to expand access to the Fairgrounds Farmers Market.

- PTF Hunger and Food Insecurity Recommendation #3: Serve food-insecure areas.
- PTF Hunger and Food Insecurity Recommendation #5: Social media advocacy for fighting hunger.

Strategy 7.2: Increase public education and marketing of healthy food options.

- PTF Hunger and Food Insecurity Recommendation #3: Serve food-insecure areas.
- PTF Hunger and Food Insecurity Recommendation #5: Social media advocacy for fighting hunger.
- PTF Hunger and Food Insecurity Recommendation #6: Public/private food access partnerships.
- PTF Hunger and Food Insecurity Recommendation #8: Targeted nutrition education programs.

- PTF Hunger and Food Insecurity Recommendation #9: Community gardens.

Healthy Environment

Strategy 3.1 Evaluate sustainability needs based on STAR Community rating.

- The STAR Community rating framework encompasses 49 subject areas of local sustainability including Housing Affordability, Quality Jobs and Living Wages, Workforce Readiness, Poverty Prevention and Alleviation, Community Health, and Food Access and Nutrition. Potential community needs, based on the STAR report, could include alignment with recommendations in the all five areas of the PTF report.

Strategy 3.2: Create developer incentives for green and transit-oriented development.

- PTF Housing and Homelessness Recommendation #1: Improve public transportation, expand housing options.
- PTF Jobs and Workforce Recommendation #9: Link affordable housing to public transportation.

Quality Transportation

Strategy 3.1: Review Winston-Salem Transit Authority route frequency and funding.

- PTF Jobs and Workforce Development Recommendation #2: Align public transportation with irregular work schedules.
- PTF Jobs and Workforce Recommendation #9: Link affordable housing to public transportation.
- PTF Education and Life Skills Recommendation #4: Improve transit for education.
- PTF Housing and Homelessness Recommendation #1: Improve public transportation with respect to housing options.
- PTF Health and Wellness Recommendation #3: Improve bus affordability, access, and frequency.

Strategy 3.3: Review bus shelter placement and overall transit structure.

- PTF Jobs and Workforce Development Recommendation #9: Link affordable housing to public transportation.
- PTF Education and Life Skills Recommendation #4: Improve transit for education.
- PTF Housing and Homelessness Recommendation #1: Improve public transportation, expand housing options.

Strategy 3.4: Implement additional fixed-route transit system improvements.

- PTF Jobs and Workforce Development Recommendation #2: Align public transportation with irregular work schedules.
- PTF Jobs and Workforce Recommendation #9: Link affordable housing to public transportation.
- PTF Education and Life Skills Recommendation #4: Improve transit for education.
- PTF Housing and Homelessness Recommendation #1: Improve public transportation with respect to housing options.
- PTF Health and Wellness Recommendation #3: Improve bus affordability, access, and frequency.

Service Excellence

Strategy 3.1: Review feasibility of general obligation bond issuance for capital projects.

- Revenue from general obligation bonds could be used for housing, transportation, and facility needs that potentially align with multiple recommendations in the PTF Housing and Homelessness and Hunger, Health and Wellness, and Food Insecurity focus areas.

Appendix 2: List of Completed Action Items from 2017-2021 Strategic Plan

Focus Area	Action Item Number and Description
EVD	Strategy 1.1: Evaluate current economic development policies regarding non-capital investments.
EVD	Action Item 1.1.1: Coordinate meeting with Winston-Salem Business Inc., Winston-Salem Chamber of Commerce, Downtown Winston-Salem Partnership, and Wake Forest Innovation Quarter to discuss gaps in current policies regarding non-capital investments and other revisions.
EVD	Action Item 1.1.2: Evaluate policy for economic development projects based upon median salary instead of average salary.
EVD	Strategy 1.2: Identify infrastructure needs to enhance economic development activity.
EVD	Action Item 1.2.1: Continue efforts to develop Brookwood Business Park at the Smith Reynolds Airport.
EVD	Strategy 1.3: Seek out regional cooperation on economic development initiatives.
EVD	Action Item 1.3.1: Research feasibility of regional industrial park development.
EVD	Action Item 1.3.2: Identify and enhance economic development opportunities with Piedmont Triad Regional Council and Piedmont Triad Partnership.
EVD	Action Item 1.3.3: Expand efforts to promote aviation industry in the Piedmont Triad area.
EVD	Action Item 1.3.4: Work with regional economic development organizations to identify opportunities for regional economic development.
EVD	Strategy 2.1: Assist with downtown retail, commercial recruitment, and redevelopment projects.
EVD	Action Item 2.1.1: Assist Downtown Winston-Salem Partnership with retail and commercial recruitment efforts.
EVD	Action Item 2.1.2: Assist, as requested, with redevelopment of the GMAC Building, Pepper Building, Merschel Plaza, and other redevelopment projects in the downtown area.
EVD	Strategy 3.1: Evaluate the use of land banking for commercial development.
EVD	Action Item 3.1.1: Identify parcels for potential development.
EVD	Strategy 4.1: Partner with workforce development training initiatives.
EVD	Action Item 4.1.1: Merge the City's current Youth Build and Successful Outcomes After Release (SOAR) programs.
EVD	Action Item 4.1.2: Identify partnerships with local workforce development agencies.
EVD	Action Item 4.1.4: Work with Piedmont Triad Regional Council to provide a report on Northwest Piedmont Workforce Development Board's activities and outcomes.
EVD	Strategy 4.2: Promote internship opportunities.
EVD	Action Item 4.2.1: Implement a student information technology internship program for City WinstonNet labs.
EVD	Action Item 4.2.2: Convene a meeting with the Winston-Salem Chamber of Commerce, Winston-Salem/Forsyth County School Board, and local universities and colleges.
EVD	Strategy 5.1: Continue to partner in development of the Whitaker Park business site.
EVD	Action Item 5.1.1: Provide regular updates on Whitaker Park development.
EVD	Action Item 5.1.2: Support and provide staff assistance as appropriate for infrastructure needs and business marketing strategies.
EVD	Action Item 5.1.3: Give priority assistance for zoning, permitting, plan review, inspections, and other City development review functions to Whitaker Park projects.
EVD	Strategy 6.1: Recruit small businesses (less than 100 employees) and foster an entrepreneurial
EVD	Action Item 6.1.1: Report on best practices for recruiting small businesses.
EVD	Action Item 6.1.2: Evaluate policies and procedures related to small businesses.
EVD	Action Item 6.1.3: Develop a new marketing strategy for small business assistance programs.
EVD	Action Item 6.1.4: Evaluate the feasibility of City involvement in development of a maker or incubator space.
EVD	Action Item 6.1.5: Develop partnerships to promote entrepreneurship and the creative economy.
EVD	Strategy 7.1: Develop travel and tourism promotion strategies.
EVD	Action Item 7.1.1: Work with Visit Winston-Salem to provide a report on current travel and tourism marketing and promotion strategies. Include a review of new strategies and programs that could enhance current marketing efforts.

Focus Area	Action Item Number and Description
EVD	Action Item 7.1.2: Review current City appropriations used for travel and tourism programs and compare to benchmarks from other cities.
HE	Strategy 1.1: Design guidelines for mixed-use development.
HE	Action Item 1.1.1: Review Unified Development Ordinance (UDO) provisions that inhibit mixed-use development and provide recommendations on amending the UDO to attract more mixed-use development. Include a review of other cities mixed-use development policies.
HE	Action Item 1.1.2: Market existing policies with mixed-use development provisions.
HE	Strategy 2.1: Modify transportation strategies to mitigate traffic congestion.
HE	Action Item 2.1.1: Evaluate signal system and transportation infrastructure improvements to improve traffic flow at most congested intersections.
HE	Strategy 3.1: Evaluate sustainability needs based on STAR Community rating.
HE	Action Item 3.1.1: Identify future actions that could increase the City's overall STAR Community score.
HE	Strategy 3.2: Create developer incentives for green and transit-oriented development.
HE	Action Item 3.2.1: Provide additional study of parking requirements for transit development.
HE	Action Item 3.2.2: Research best practices and policies in other jurisdictions that have transit-oriented development incentives and green incentives for construction projects.
HE	Strategy 4.1: Address stormwater runoff and urban stream issues.
HE	Action Item 4.1.1: Evaluate a policy to provide incentives for retrofitting stormwater systems.
HE	Action Item 4.1.2: Continue to pursue Federal Emergency Management Agency (FEMA) Flood Abatement Grants.
HE	Strategy 5.1: Review policies for business and multi-family recycling.
HE	Action Item 5.1.1: Revise City policies to require recycling stations as part of site plan approvals.
HE	Action Item 5.1.2: Consider the use of an availability fee for business and multi-family recycling.
HE	Action Item 5.1.3: Draft an ordinance for consideration by City Council to mandate business recycling.
LN	Strategy 1.1: Concentrate efforts in reducing blight in targeted areas.
LN	Action Item 1.1.2: Evaluate and make recommendations for expansion of the in rem repair program.
LN	Action Item 1.1.3: Present report on Transforming Urban Residential Neighborhoods (TURN) Program, including program modifications.
LN	Strategy 1.2: Create infill development design standards.
LN	Action Item 1.2.1: Review current Unified Development Ordinances related to infill design standards and present recommendations for changes to City Council.
LN	Strategy 1.3: Create guidelines and incentives for disposition of vacant lots.
LN	Action Item 1.3.1: Consider requests for reuse of City lots for urban farming, community gardens, and orchards.
LN	Action Item 1.3.2: Develop a policy to sell adjacent lots if there is building within a year.
LN	Strategy 2.1: Evaluate implementation of affordable housing study recommendations.
LN	Action Item 2.1.1: Evaluate proposals for a housing study and recommend award of contract.
LN	Action Item 2.1.2: Incorporate recommendations from the housing study into the Consolidated Housing and Community Development Plan.
LN	Strategy 3.1: Provide additional funding for public art programs.
LN	Action Item 3.1.1: Present a set aside policy for City construction projects.
LN	Action Item 3.1.2: Increase contribution of occupancy tax revenues to the Public Art Fund.
LN	Strategy 4.1: Review historic landmark designation process.
LN	Action Item 4.1.1: Present recommendations for revisions to the historic landmark designation process to City Council.
LN	Strategy 5.1: Create multicultural neighborhoods.
LN	Action Item 5.1.2: Present recommendations from the Affirmatively Furthering Fair Housing (AFFH) report on creating equal accessibility to fair and affordable housing.
LN	Action Item 5.1.3: Explore engagement of additional community partners in the Affordable and Fair Housing Summit.

Focus Area	Action Item Number and Description
LN	Action Item 5.1.4: Develop digital community resource center to enhance communications and promote civic participation.
LN	Strategy 5.2: Create innovative ways to celebrate culture, people, and history.
LN	Action Item 5.2.1: Expand marketing efforts for current City events and programs.
LN	Strategy 6.1: Improve condition of Parks and Recreation infrastructure.
LN	Action Item 6.1.1: Undertake a comprehensive review of Parks and Recreation infrastructure needs and make recommendations for improvements.
LN	Strategy 7.1: Develop strategies to expand access to the Fairgrounds Farmers Market.
LN	Action Item 7.1.1: Report on SNAP/EBT usage at Fairgrounds Farmers Market.
LN	Strategy 7.2: Increase public education and marketing of healthy food options.
LN	Action Item 7.2.1: Explore partnerships with local organizations to provide public education and marketing of food banks, pantries, and community gardens to minimize duplication of services.
LN	Action Item 7.2.2: Report on Liberty Street Vendors Market activity.
QT	Strategy 1.1: Develop plan for Business 40 closing and associated transportation changes.
QT	Action Item 1.1.1: Bring the plan for conversion of First, Second, Main, and Liberty Streets to Council for approval. Include design aspects for enhanced traffic calming measures and additional on-street
QT	Strategy 1.2: Increase resurfacing of City streets.
QT	Action Item 1.2.1: Provide a report benchmarking the City's resurfacing level against peer cities. Include an evaluation of revenue options to increase street resurfacing schedule.
QT	Strategy 1.3: Evaluate handicapped parking options.
QT	Action Item 1.3.1: Determine if City downtown streets will accommodate implementation of handicapped parking.
QT	Action Item 1.3.2: Determine legality of event-based handicapped parking restrictions.
QT	Action Item 1.3.3: Evaluate the need for additional pay stations.
QT	Strategy 2.1: Increase investment in pedestrian transportation options.
QT	Action Item 2.1.1: Provide connectivity and safety analysis of future pedestrian transportation improvements including both sidewalks and greenways.
QT	Action Item 2.1.2: Identify additional revenue sources for pedestrian transportation capital improvements.
QT	Strategy 3.1: Review Winston-Salem Transit Authority (WSTA) route frequency and funding.
QT	Action Item 3.1.1: Provide quarterly reports analyzing transit ridership by route.
QT	Action Item 3.1.2: Provide a report analyzing potential revisions to transit routes to optimize ridership and responsiveness without additional resource increases.
QT	Strategy 3.2: Enhance multi-modal transportation options and regional connectivity.
QT	Action Item 3.2.1: Provide a report on increased coordination efforts with Piedmont Area Regional Transit Authority.
QT	Action Item 3.2.2: Provide status updates on opening of Union Station multi-modal transit facility.
QT	Strategy 3.3: Review bus shelter placement and overall transit structure
QT	Action Item 3.3.1: Evaluate the viability and potential revenue generated by allowing advertising on bus shelters.
QT	Action Item 3.3.2: Evaluate design and location of bus shelters based on customer needs.
SE	Strategy 1.1: Close feedback loop with citizens.
SE	Action Item 1.1.1: Conduct a city-wide citizen satisfaction survey. Analyze and report on results to City Council.
SE	Action Item 1.1.2: Evaluate best practices for citizen contact centers. Include a report on resident feedback mechanisms.
SE	Strategy 1.2: Update website, social media, and other resident communication strategies.
SE	Action Item 1.2.2: Increase the usability of the City website's search function.
SE	Action Item 1.2.3: Develop a strategy to train City Link staff to be social media liaisons.
SE	Strategy 1.3: Update automated meter reading.
SE	Action Item 1.3.1: Re-align utility billing and metering operations within the Utilities Department to provide comprehensive oversight of customer service operations.

Focus Area	Action Item Number and Description
SE	Action Item 1.3.2: Begin implementation of Automated Meter Infrastructure (AMI) project.
SE	Strategy 2.1: Enhance professional development to include mission, vision, and value statements.
SE	Action Item 2.1.1: Make changes to new employee orientation program to highlight the mission and vision of the organization.
SE	Action Item 2.1.2: Revitalize the Customer Service Excellence initiative.
SE	Action Item 2.1.3: Create a "State of the City" video to illustrate how the mission, vision, and values of the City are promoted and carried out in everyday operations.
SE	Action Item 2.1.4: Review quarterly supervisor training programs to promote the City's mission and vision.
SE	Strategy 3.1: Review feasibility of general obligation bond issuance for capital projects.
SE	Action Item 3.1.1: Provide a report to City Council on proposed bond projects and associated costs.
SE	Strategy 3.2: Review overall City revenue structure.
SE	Action Item 3.2.1: Provide a report analyzing the city's current revenue structure, including a recent history of major revenue sources. Evaluate the feasibility of using revenue sources available to the City but not currently used.
SE	Strategy 4.1: Evaluate government efficiency including systematic data review.
SE	Action Item 4.1.1: Re-align resources to establish a new office to position the City to better utilize data and evidence to manage operations.
SSC	Strategy 1.1: Expand Police Department community engagement.
SSC	Action Item 1.1.1: Increase neighborhood watch sign-ups and memberships.
SSC	Action Item 1.1.2: Engage the community through expansion of the Police Athletic League.
SSC	Action Item 1.1.3: Increase Police Department capabilities in Spanish language and cultural competency.
SSC	Action Item 1.1.4: Increase diversity in the Police department through additional recruitment efforts.
SSC	Action Item 1.1.5: Provide officer training in implicit bias, community policing, and other community relations strategies.
SSC	Action Item 1.1.6: Continue to develop outreach efforts to specific populations.
SSC	Action Item 1.1.7: Expand existing community policing programs such as Trust Talks, Walk and Talk, and Community Priority Patrolling.
SSC	Action Item 1.1.8: Report to City Council on additional community engagement strategies.
SSC	Strategy 1.2: Enhance gang intervention and prevention strategies.
SSC	Action Item 1.2.1: Report on additional strategies that can be undertaken to reduce gang affiliation and violence.
SSC	Strategy 2.1: Strengthen re-entry and diversion initiatives.
SSC	Action Item 2.1.1: Provide a report to City Council on the Successful Outcomes After Release (SOAR) program.
SSC	Action Item 2.1.2: Coordinate a meeting with the Forsyth County District Attorney's Office and other local government jurisdictions to discuss incarceration diversion programs.
SSC	Strategy 2.2: Develop plan for Police district re-alignment.
SSC	Action Item 2.2.1: Review the implementation plan for a fourth Police district and provide additional analysis regarding enhanced services and expected outcomes.
SSC	Strategy 3.1: Retain qualified personnel.
SSC	Action Item 3.1.1: Review and implement strategies related to public safety pay included in the most recent compensation study.
SSC	Action Item 3.1.2: Report on increased Police Department recruitment strategies.
SSC	Strategy 3.2: Reinforce emergency disaster preparedness.
SSC	Action Item 3.2.1: Apply for Federal Department of Homeland Security Program to Prepare Communities for Complex Coordinated Terrorist Attacks grant.
SSC	Action Item 3.2.3: Evaluate mobile command center needs.
SSC	Action Item 3.2.4: Provide a report on the transition of Emergency Management Department operations and emergency operations center to the Forsyth County Public Safety Facility.
SSC	Strategy 3.3: Evaluate infrastructure needs related to public safety.
SSC	Action Item 3.3.2: Conduct a fire deployment needs analysis to include a station location assessment.

Focus Area	Action Item Number and Description
SSC	Strategy 3.6: Evaluate Fire Operations training facility needs.
SSC	Action Item 3.6.1: Review the need for an additional, more centrally located skills enhancement facility. Provide design specifications and identify potential sites.
SSC	Strategy 4.1: Expand Fire Department community engagement.
SSC	Action Item 4.1.1: Evaluate the creation of a Community Education Team to provide additional resources for community education programming.
SSC	Action Item 4.1.3: Work with community partners to create a plan to provide targeted fire and emergency medical services risk reduction programs to schools, universities, laboratory facilities, and senior populations.

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Winston-Salem

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