



Winston-Salem

2022-2025

STRATEGIC PLAN



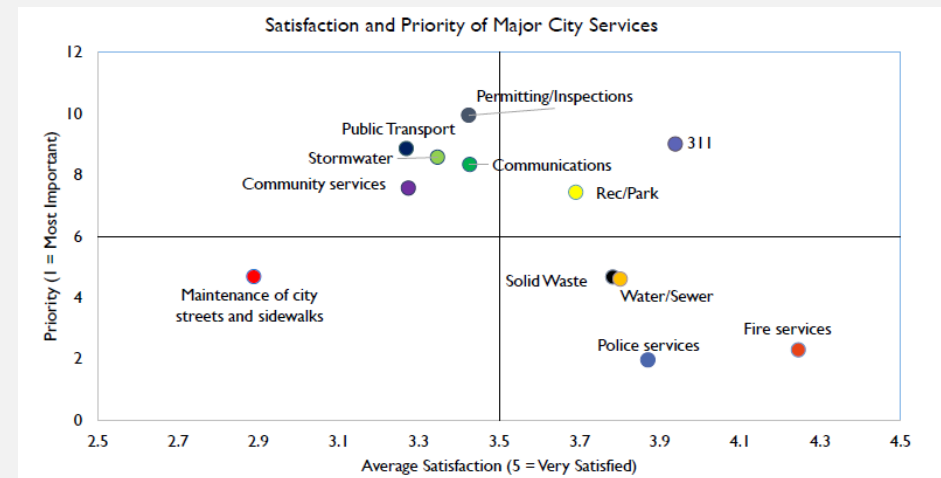
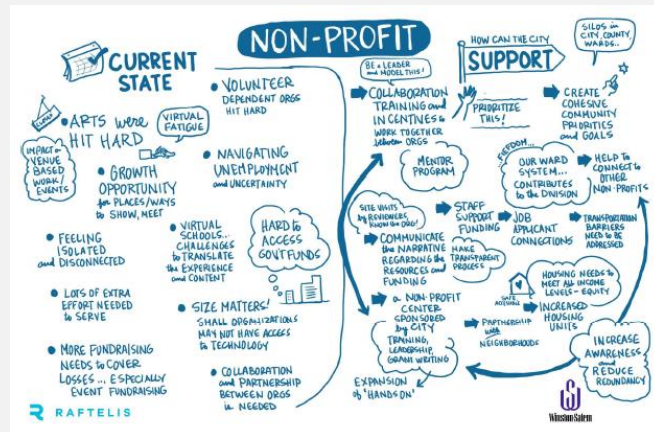
Strategic Plan Development

COMMUNITY ENGAGEMENT

- 5 focus groups led by The Novak Consulting Group
 - Local small businesses and economy
 - Local non-profits
 - Neighborhood leaders and residents
 - Large employer institutions such as higher education, hospitals
 - Public input

RESIDENT SURVEY DATA

- Collection took place in January 2021
- Provide resident perceptions on City programs and services



Strategic Planning Workshop



Tier 1

- Focus on job creation and workforce development
- Collaboration and funding for pre-K
- Funding for affordable housing
- Economic development funding strategies

Tier 2

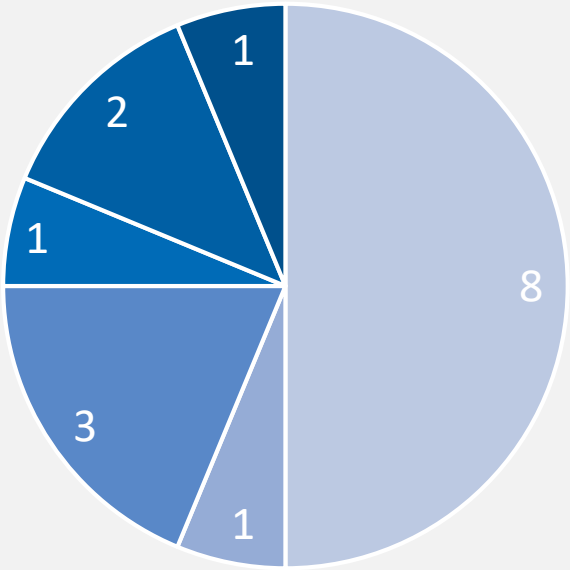
- Poverty cessation
- COVID reopening plan
- Community engagement
- Funding for arts

Tier 3

- Community fundraising
- Environmental initiatives
- Address digital divide
- Address childcare needs
- Neighborhood maintenance
- Transportation investments
- Organizational efficiency and public-private partnerships
- Law enforcement reform

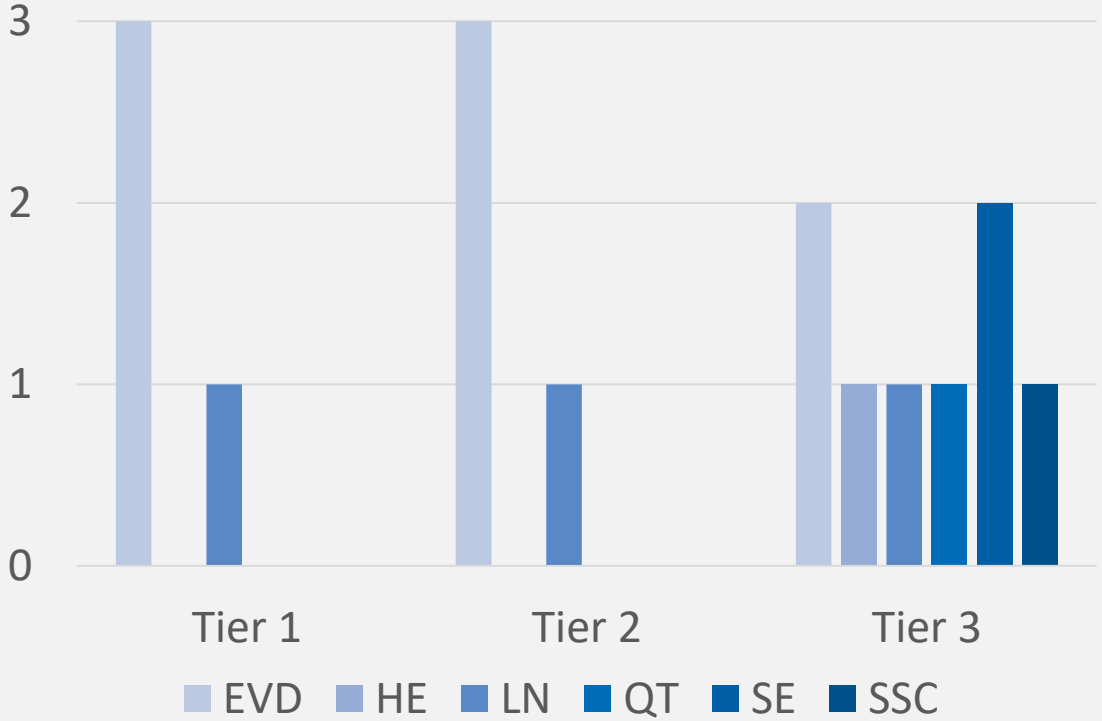
Alignment to Focus Areas

STRATEGIC PRIORITIES BY FOCUS AREA



■ EVD
 ■ HE
 ■ LN
 ■ QT
 ■ SE
 ■ SSC

STRATEGIC PRIORITIES BY FOCUS AREA AND TIER



■ EVD
 ■ HE
 ■ LN
 ■ QT
 ■ SE
 ■ SSC

TIER 1

- 4 Priorities with key themes including:
 - Job creation/workforce development
 - Pre-K strategies
 - Affordable housing
 - Economic development
- Economic Vitality & Diversity and Livable Neighborhoods
- 21 total action items

MEASURING PERFORMANCE



Unemployment rate



City funding and private leverage ratios



Travel and tourism attendance metrics



Number of children served by pre-k programs



Test score increases related to pre-k development



Affordable housing units developed and redeveloped



Housing assistance program values



Increase in tax base and jobs from economic development

TIER 2

- 4 Priorities with key themes including:
 - Poverty cessation
 - COVID reopening
 - Community engagement
 - Public art
- Economic Vitality & Diversity and Livable Neighborhoods
- 21 total action items

MEASURING PERFORMANCE



Number of persons trained/
training hours
provided for job
placement



Poverty rate



Total financial
household
assistance
provided



Community
survey data on
neighborhood
perception



Increase in public
art installations
and those in
historically
marginalized
communities



Public pandemic
recovery
assistance

TIER 3

- 8 Priorities with key themes including:
 - Community fundraising
 - Environmental initiatives
 - Digital divide
 - Child care needs
 - Neighborhood aesthetics
 - Transportation investments
 - Organization efficiency
 - Law enforcement reform
- Economic Vitality & Diversity, Safe & Secure Community, Livable Neighborhoods, Healthy Environment, Quality Transportation, Service Excellence
- 40 total action items

MEASURING PERFORMANCE



Total assistance provided to non-profit entities



Reduction in City carbon footprint



Return on investment for sustainability-related projects



Percentage of population with access to broadband and technology equipment/training



Increased access to childcare programming



Investments in surface and multi-modal transportation infrastructure



Reduction in LEO interactions where LEO presence is not needed



Financial savings from elimination of duplication in services



Capital asset condition ratio

Summary and Next Steps

- 16 priorities
 - 82 action items
 - Continued alignment of federal and local funding sources for action
 - Semi-annual reports on action item status
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