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# FY 2022-2025 STRATEGIC PLAN

EMERGING FROM THE PANDEMIC

CREATING TRANSFORMATIONAL CHANGE

# CONTENTS AND DISCUSSION POINTS

- Background and Community Engagement
- Strategic Priorities
- Draft Action Items
- Next Steps
- ARPA as a Funding Vehicle

# COMMUNITY ENGAGEMENT: STAKEHOLDER MEETINGS



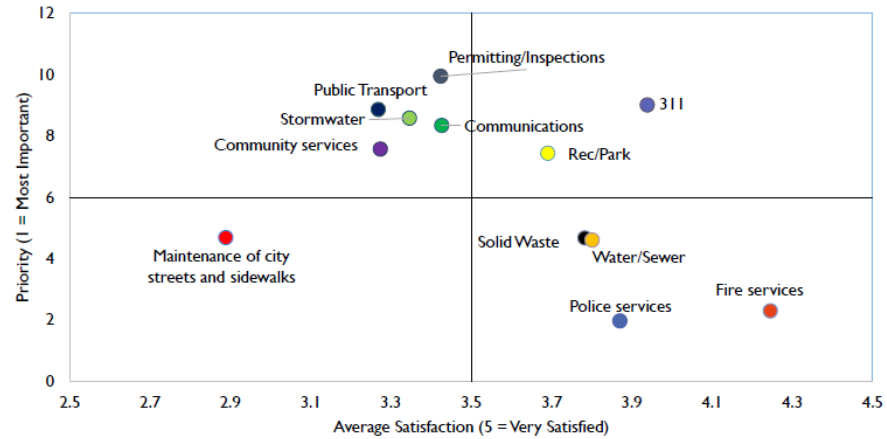
# COMMUNITY ENGAGEMENT: STAKEHOLDER MEETINGS

- Current Needs
  - Equitable access to resources
  - Jobs and business recovery
  - Reinvestment in older buildings/areas
  - Support arts and entertainment
  - Transportation
  - Digital Equity
  - Infrastructure maintenance
  - Communication from the City
- City Support
  - Address economic disparities
  - Focus on marginalized communities
  - Prepare the new workforce
  - Diverse, affordable housing
  - Digital access
  - Transportation costs and options
  - Community policing
  - Community engagement and communication



# COMMUNITY ENGAGEMENT: RESIDENT SURVEY

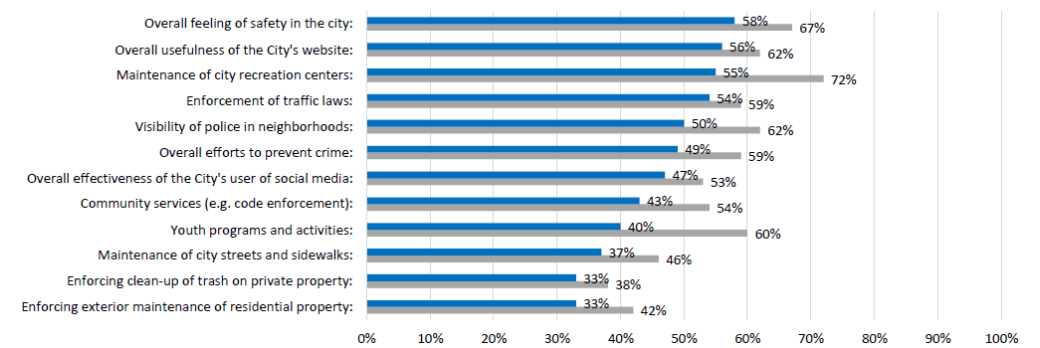
Satisfaction and Priority of Major City Services



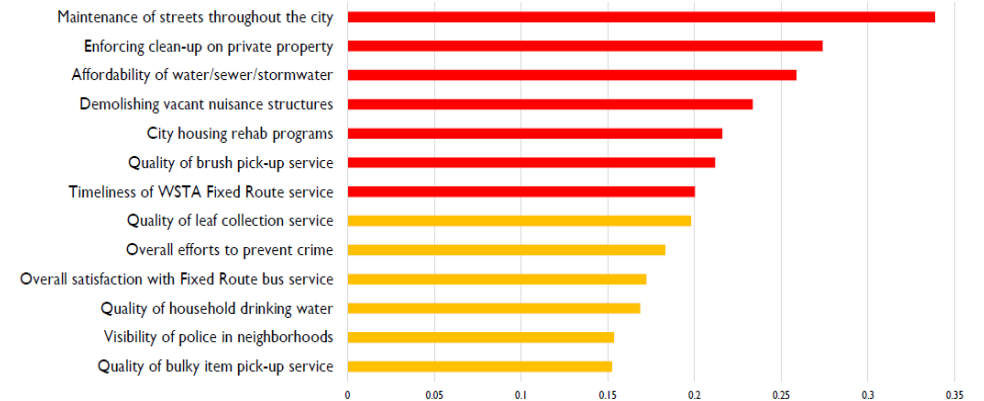
Multi-Level Review

Category	<u>Lowest Four:</u> Satisfaction Ratings	<u>Highest Four:</u> I-S Ratings	<u>Highest Four:</u> Benchmark Variance
Community Services	✓	✓	✓
Streets/Sidewalks	✓	✓	
Public Transit	✓		
Recreation			✓
Stormwater	✓		
Water/Sewer		✓	
Police			✓

Level of Satisfaction (satisfied or very satisfied)



Importance-Satisfaction Analysis



# BACKGROUND – STRATEGIC PLANNING WORKSHOP

- Mayor and City Council Strategic Planning Workshop
  - Two-day priority setting workshop
- Identified fifteen priorities broken into three tiers
  - Staff broke apart the aesthetics and infrastructure related items

## Tier 1

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

## Tier 2

**Poverty cessation**  
**COVID reopening plan**  
**Community engagement (power of connections)**  
**Funding for arts**

## Tier 3

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

# PRIORITIES: ACTION STATEMENTS

## Tier 1

- Focus on job creation and workforce development including small businesses and invigorating the local travel and tourism industry
- Collaborate with education and non-profit partners to provide funding for and implement Pre-K programming
- Develop long-term, sustainable funding mechanisms for affordable housing projects and programs
- Provide adequate funding strategies for economic development sites/infrastructure and create policies that incentivize business recruitment

## Tier 2

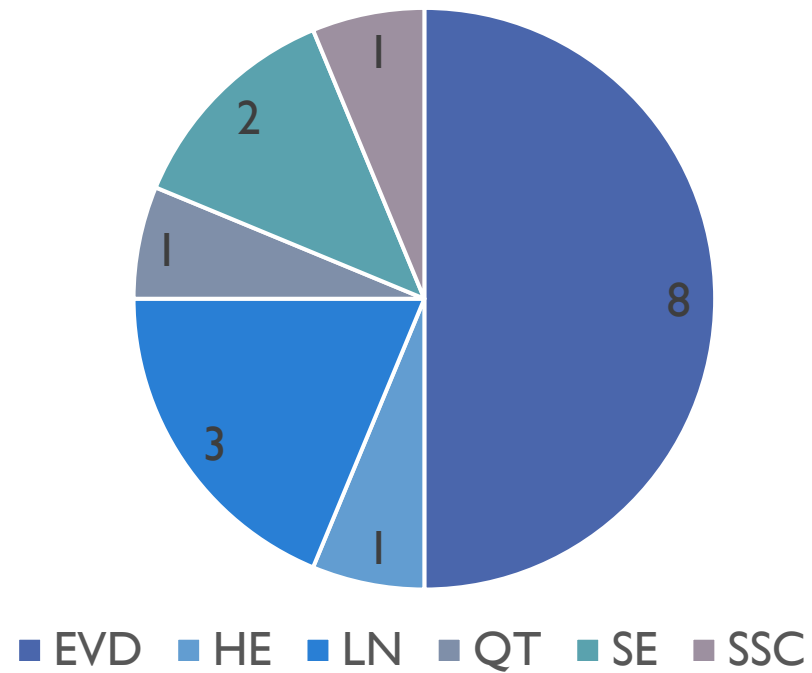
- Implement programs designed to reduce poverty and eliminate barriers to economic mobility
- Working with community partners, design reopening plans to mitigate the economic impacts of COVID-19, and market the city's travel and tourism industry
- Design strategies to maximize neighborhood engagement and connect residents to each other and the City
- Increase funding to support the local arts economy and initiatives for public arts

## Tier Three

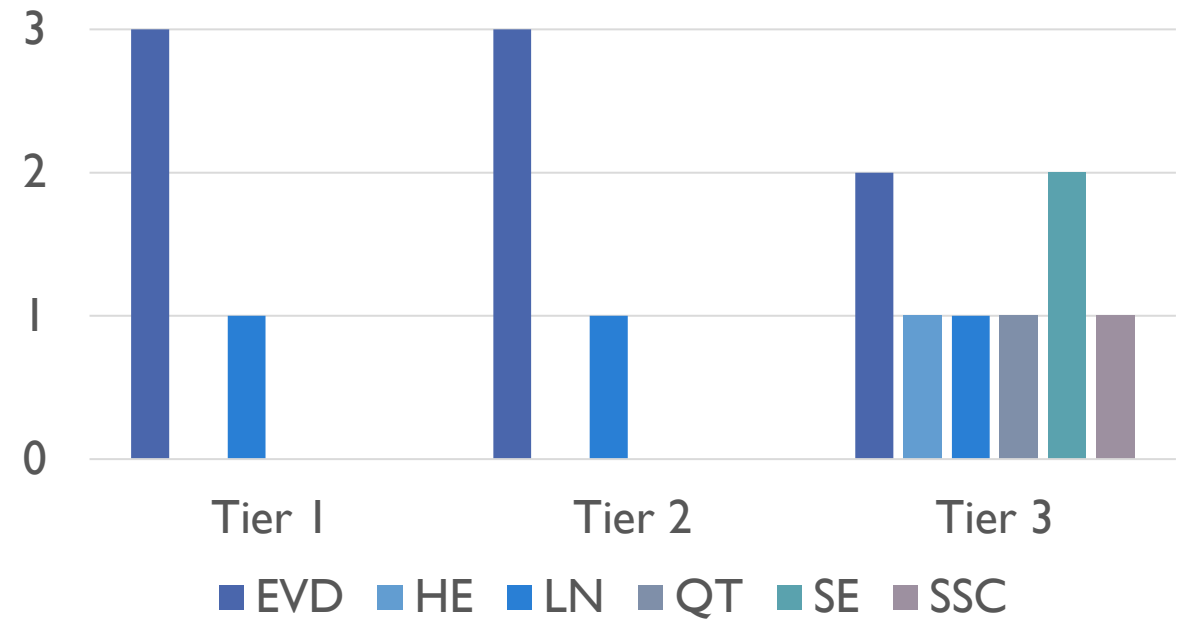
- Engage in fundraising efforts with community partners to provide additional capacity to meet community needs
- Support the green economy by making investments in sustainable environmental programs and projects
- Address the digital divide by increasing access to technology infrastructure, equipment, and education
- Work with appropriate stakeholders to review and address childcare needs
- Improve the physical landscape of the community through investments in aesthetics programs and infrastructure maintenance
- Invest in transportation to maintain and improve the integrated road network and prepare for the future of multi-modal transportation
- Implement organizational plan to review processes for efficiency and eliminate redundancy in public and private programs
- Implement 21st century law enforcement reforms and best practices to prevent crime and increase the feeling of overall safety in the community

# ALIGNMENT TO FOCUS AREAS

## Strategic Priorities by Focus Area



## Strategic Priorities by Focus Area and Tier







# NEW ACTION ITEMS

SORTED BY TIER AND PRIORITY



# TIER I PRIORITIES

## **#1 Focus on job creation and workforce development including small businesses and invigorating the local travel and tourism industry**

Identify community-wide short and long-term workforce development needs through a collaborative engagement process including the Piedmont Triad Regional Council, Forsyth Tech, Greater Winston-Salem, Inc., the Winston-Salem Black Chamber of Commerce, and other community partners.

Create two new City programs as apprenticeship or job training programs specific to city recruitment needs.

Review economic development and training opportunities to assist small businesses with job creation.

Perform a travel and tourism needs assessment and identify strategies for priority needs.

Recommend programs, consistent with American Rescue Plan Act eligibility, for job training to accelerate re-hiring and provide opportunities for the underemployed.

Propose high school job training academies in collaboration with Forsyth County, Winston-Salem Forsyth County Schools, and the Piedmont Triad Regional Council (PTRC).

Reduce transportation barriers for job training by partnering to create a fare free program.

# TIER I PRIORITIES

## **#2 Collaborate with education and non-profit partners to provide funding for and implement Pre-K expansion programs**

Work with community partners and the Forsyth County Early Childhood Education Task force to identify geographic areas in greatest need for pre-K learning opportunities and support efforts for pre-K expansion programs.

Propose capital funding mechanism for pre-K needs by evaluating local funds and American Rescue Plan Act eligibility.

Propose uses of already budgeted funds to assist in pre-K program development.

# TIER I PRIORITIES

## **#3 Develop and codify city-wide housing policies and create a long-term funding mechanism for affordable housing**

Review and amend City policies regarding affordable and workforce housing to reflect consistent definitions and the City's approach to providing assistance for development and redevelopment.

Provide a report to City Council on eligibility of American Rescue Plan Act for affordable housing, workforce housing, and permanent supportive housing needs.

Present to City Council an action item creating a land bank for affordable housing.

Present to City Council a review of other peer jurisdictions' affordable housing land trusts with funding alternatives.

Issue RFP(s) to construct at least 800 housing units.

Review and provide recommendations on aligning economic development and housing policies to stimulate affordable housing production.

Produce a public marketing and communications effort designed to engage the public about housing needs.

## TIER I PRIORITIES

### **#4 Create funding strategy for economic development sites/infrastructure, and create policies that incentivize business recruitment and small business innovation**

Institute economic development policy changes that further incentivize business recruitment and job creation.

Create an ongoing funding mechanism for economic development sites, infrastructure, and small business development including an exploration of policies related to land banking.

Engage Greater Winston-Salem, Inc. and other community and regional stakeholders regarding highest priority needs for job creation.

Review eligibility and provide a report on funding economic development projects with American Rescue Plan Act.

## TIER 2 PRIORITIES

### **#5 Implement programs designed to reduce poverty and eliminate barriers to economic mobility**

Design and fund programs with community partners to use American Rescue Plan Act funding to address health disparities, build stronger neighborhoods, address educational disparities, and promote health childhood outcomes.

Ensure a commitment to equity in funding with all uses of American Rescue Plan Act funding. Create an equity evaluation process for all new City programs that includes a review of intended beneficiaries, potential externalities, and analysis of barriers to inclusion.

Review findings and recommendations from the Partnership for Prosperity's issue forums and action plan to determine appropriate items for City policy review.

Review communities with zero fare transit systems and provide a fiscal impact analysis to City Council.

Conduct a feasibility analysis of a transformational facility to provide vocational career training; health, wellness, housing, and other wrap around services; and opportunities for economic development and empowerment.

Develop an internal staff team tasked with researching and evaluating innovative practices in other jurisdictions related to economic mobility and eliminating barriers to employment opportunities.

## TIER 2 PRIORITIES

### **#6 Working with community partners, design reopening plans to mitigate the economic impacts of COVID-19 and market the city's travel, tourism, and hospitality industry**

Review opportunities and provide financial support to affected industries using the American Rescue Plan Act and other federally available funding sources.

Work with Visit Winston-Salem and other community partners to market travel and tourism related events. Review a set-aside funding mechanism to partner with organizations in promoting and hosting events in the city.

Ensure City workforce is prepared for and provides a consistent level of customer support by reviewing continuity or operations plan and work-from-home policies and practices.

Review opportunities to use American Rescue Plan Act funding for revenue recovery for public assembly facilities, off-street parking, and occupancy tax funded programs.

Provide a report of strategies used by other jurisdictions to support covid-affected industries and encourage use of travel, tourism, and hospitality services.

## TIER 2 PRIORITIES

### **#7 Design strategies to maximize neighborhood engagement and connect residents to each other and City services**

Design long-term, relationship-focused neighborhood engagement strategies to maximize information flow and encourage public discourse about relevant topics.

Use resident survey response data to pilot new marketing strategies and evaluate outreach methods for potential upscaling.

Review options for social media analytics and engagement platforms to expand reach and input/feedback opportunities.

Analyze City Link call data for specific service requests types in similar geographies to target communications and outreach around those topics.

Work with community partners to create series of issue-oriented community focus groups to stimulate conversations surrounding community needs and create networks for information sharing.



## TIER 2 PRIORITIES

### **#8 Increase funding to support the local arts economy and initiatives for public art**

Increase financial contributions to public art funding through a "Percent for Art" capital project set-aside policy.

Work with arts agencies and the County to create an easily navigable online repository of local public art installations and exhibits.

Create a map designating priority sites for future City and County funded public art displays that aligns with the Arts Master Plan facility and location designations.

Recommend City development ordinances and incentive policies that require public art installations for projects exceeding certain thresholds.

Increase contributions to the arts economy by 25% or more through the annual budget process.

## TIER 3 PRIORITIES

### **#9 Engage in fundraising efforts with community partners to provide additional capacity to meet community needs**

Identify specific community organizations aligned with City Council priorities and provide assistance with capital campaigns.

Review American Rescue Plan Act funding eligibility for providing assistance to non-profit organizations who support healthy outcomes and community initiatives in Qualified Census tracts.

Increase engagement with non-profit organizations to provide a platform to review and address emerging community needs.

Review options to transition part of the annual community agencies funding process into capital and start-up funding.

## TIER 3 PRIORITIES

### **#10 Support the green economy by making investments in environmentally conscious programs and projects**

Set a goal to have 100% of the City's leased pool fleet vehicles as alternative fuel vehicles by 2025.

Locate, design, and install City-owned solar photovoltaic cell projects by 2024 at City facilities using the FY 2022 appropriations.

Provide curbside residential recycling alternatives analysis that maintains or increases current diversion rates.

Create a sustainability equipment and infrastructure revolving fund supported by energy reduction and offset costs.

Recommend green business incentive programs, including EV charging stations, to support environmental design initiatives.

Pass a resolution creating a responsible sourcing practices policy for construction contracts.

Provide a comparison report of North Carolina peer cities that includes a matrix of major sustainability policy initiatives.

## TIER 3 PRIORITIES

### **#1 | Address the digital divide by increasing access to technology infrastructure, equipment, and education**

Work with Forsyth County Digital Equity Commission (FCDEC) oversight and implementation subcommittees to develop highest need areas within the City for high-speed broadband internet infrastructure.

Review state law authority and create a strategy for partnering to support an “internet for all” campaign within the city. Identify funding for phased approach to providing for infrastructure needs.

Review the eligibility of American Rescue Plan Act funds for broadband infrastructure, equipment and peripherals, and digital literacy training programs listed in recommendations from the FCDEC.

Provide financial assistance to the FCDEC Planning Committee in developing a community assets survey to review currently available resources for advocacy, education, and financial support.

## TIER 3 PRIORITIES

### **#12 Work with appropriate stakeholders to review and address childcare needs**

In addition to pre-K initiatives for the year immediately preceding kindergarten, engage in community stakeholder meetings regarding childcare needs and barriers to access.

Provide a report on innovative practices and actions taken by other municipalities to increase access to quality childcare programs.

Review feasibility and fiscal impact of expanded childcare programs for school-aged children at City recreation centers.

## TIER 3 PRIORITIES

### **#13 Improve the physical landscape of the community through investments in aesthetics programs and infrastructure maintenance**

Implement a program to reduce the instances of solid waste violations and hold property owners accountable for maintenance and sanitation standards.

Fund the highest priority recreation maintenance and facility renewal needs to revitalize aging facilities.

Increase program funding and outcomes related to private commercial and residential facility improvements including minimum housing needs and exterior façade improvements.

Identify areas for targeted investments and create action plans to increase neighborhood appeal and satisfaction with character and condition of individual neighborhoods.

## TIER 3 PRIORITIES

### **#14 Invest in transportation infrastructure to maintain and improve the integrated road network and prepare for the future of multi-modal transportation**

Review and implement funding strategy to increase City's average streets pavement condition rating by 10% overall.

Review and allocate funds for necessary bridge replacements and annual capital repair needs, including a multi-year plan for bridge infrastructure upkeep.

Create sidewalk condition inventory to prioritize sidewalk maintenance needs throughout the City.

Review additional motor vehicle privilege tax authority for capital maintenance needs.

Provide a report to City Council on the future of light and commuter rail options in Winston-Salem and connectivity opportunities to other parts of the State.

Review Federal funding opportunities for multi-modal transportation and secure funding for rail planning.

## TIER 3 PRIORITIES

### **#15 Implement organizational plan to review processes for efficiency and eliminate redundancy in public and private programs**

Report to City Council on the unimplemented recommendations from the two most recent citizens' efficiency review committees.

Conduct a citizen-led efficiency review charged with reviewing program efficiency, program effectiveness, and organizational structure.

Review duplication of services provided by City-funded non-profit agencies.

Replace obsolete performance management systems to allow for more timely management, reporting, and internal/external dashboarding capabilities.

Present a plan to include additional recourses for auditing and process review/improvement functions.



## TIER 3 PRIORITIES

### **#16 Implement 21<sup>st</sup> century law enforcement reforms and best practices to prevent crime and increase the feeling of overall safety in the community**

Implement pilot programs for a co-responder model for mental and behavioral health calls for service and report on program evaluation.

Implement changes to CAD and dispatch protocols to better recognize calls for service that might not require a law enforcement response.

Create interactive crime trend data dashboards for external publishing.

Review and recommend pilot programs and partnerships related to incarceration diversion.

Implement changes to training and operations programs based on a review of best practices.

Attain a 100% training level for sworn law enforcement in Crisis Intervention Training (CIT).

Complete the real time crime center infrastructure, equipment, and software upgrades and provide a report to City Council on operational effectiveness.

## SUMMARY AND NEXT STEPS

- A total of 83 draft action items
- Additional action items or modification of draft items based on feedback
- Final review and adoption in January 2022
- Continued alignment of ARPA and local funding sources for actions
- Semi-annual reports on action item completion and associated performance metrics