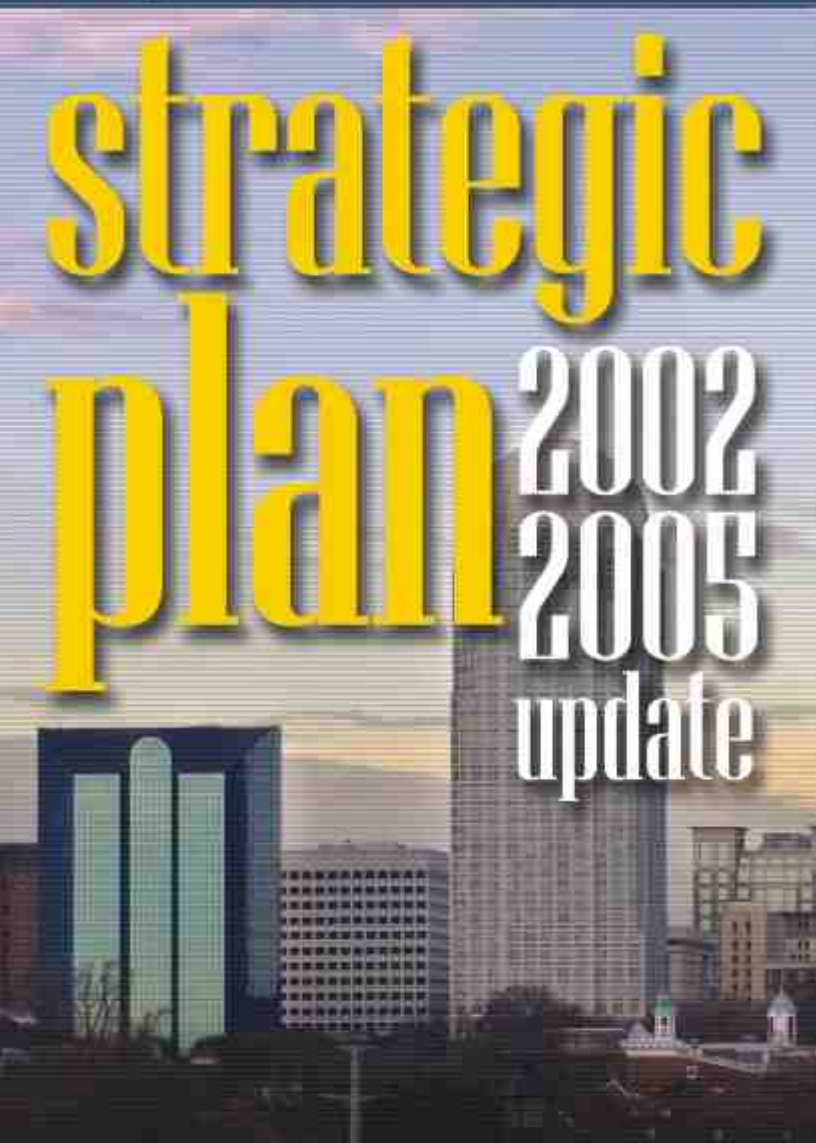


City of Winston-Salem

strategic
plan 2002
2005
update



Winston-Salem's Strategic Plan 2002 -2005

A report to the citizens

In 2002, under the leadership of Mayor Allen Joines, the Winston-Salem City Council adopted a Strategic Plan that identified five critical issues facing the city over the next four years and outlined strategies for focusing city resources on these issues.

These critical areas were identified following research and interviews with more than 100 citizens and community leaders. The council designated these issues as Major Focus Areas for city government in order to align the work plans and priorities of city departments with the issues identified in the Strategic Plan.

In all, 33 strategies were identified for addressing the Major Focus Areas. The city staff then developed action plans, approved by the City Council, for each strategy identified.

Implementing these strategies required the development of 72 separate action plans. Of these 72 action plans, 65 have been completed or are on schedule. Seven action plans are behind schedule.

Since passing the 2002-2005 Strategic Plan, the City Council has received periodic updates. With the time frame for the plan coming to a close, the council will review its accomplishments in preparation for drafting a new strategic plan for the coming years.

The background of the page is a photograph of a city street at night. In the foreground, a band is performing on a stage under a large, illuminated canopy. A guitarist in a red shirt and white pants is the central figure, playing a yellow electric guitar. To his left, another band member is partially visible. In the background, tall city buildings are lit up, with some windows glowing. The overall atmosphere is vibrant and urban.

MAJOR FOCUS AREAS

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Social Vitality

Protect and enhance the safety and stability of residential neighborhoods through efforts such as community-oriented policing.

A new Police deployment plan went into effect in July 2003 that increases the number of uniformed officers on patrol during peak hours.

The City Council passed a False Alarm Ordinance that became effective in April 2003 to reduce the time and expense of answering false alarms.

The Police Department started a telephone system for taking non-emergency response calls in March 2003.

A new computer-aided dispatch system for the Police Department became operational in December 2002, and has since been augmented by the new 800 MHz public safety communications system.

Continue housing improvement/development programs such as code enforcement, Goler, HOPE VI, and agencies such as the Winston-Salem Housing Partnership.

The city has received approval for a second HOPE VI project, in the Happy Hill neighborhood.



The city collaborated with SECCA on an Affordable Housing design competition and is assisting efforts to construct the winning models.

The city is working with organizations such as LISC, the Neighborhood Institute for Community Leadership and the Mary Reynolds Babcock Foundation to develop staff training programs for community organizations.

The city has developed new approaches to neighborhood renewal that emphasize preservation and revitalization in lieu of acquisition and clearance.

Continue neighborhood preservation efforts.

The City Council has adopted area plans for Southeast Winston-Salem and the South Central Winston-Salem; work is underway on area plans for the North Central and North Suburban Winston-Salem.

The Planning Department has completed redevelopment plans for the Liberty/Patterson, Old North Cherry, Happy Hill and Northeast Winston areas.

The Planning Department has completed Phase II of a historic inventory of the Waughtown neighborhood.

The Planning Department is updating the historic district overlay guidelines for the West End.

The Planning Department is developing infill guidelines for the Uniform Development Ordinance.

Develop new ways to encourage the reuse/repair of existing affordable housing.

The city has started Operation Impact, an innovative new program in which city, county and public safety agencies coordinate their efforts and work with neighborhoods to clean up nuisance properties with multiple code violations.

The city has received legislative authority to attach demolition liens to all rental properties in the hands of one owner.

The city has started a program for making loans for emergency housing repairs.

The city has identified problem areas and started pro-actively inspecting houses in areas with a high incidence of code violations.

The city partnered with non-profits and neighborhood associations on a demonstration program to relocate and rehabilitate two houses that were slated for demolition.

Continue to look for opportunities to create pedestrian/non-vehicular circulation such as greenways, bikeways, and sidewalks with neotraditional neighborhood design.

The City Council has adopted a Greenway Plan that identifies new greenway corridors, sets greenway design/construction standards and sets priorities for greenway construction.

The Planning Board is developing new street standards that require sidewalks and street trees in new development and which change street standards to reduce vehicle speed.

A Bike Plan is being drafted that establishes new bicycle routes and designates selected streets for improvement to accommodate bicycles.

The Planning Board is preparing new, pedestrian-friendly development standards for the areas around stations on the proposed regional rail line.

Promote efforts to assure clean air and water and protection of natural resources.

The city has adopted Triad Early Action Compact air quality strategies.

Bond-funded road projects have helped the city conform to federal air quality standards.

Keep Winston-Salem Beautiful has started an “Adopt-a-Stream” program.

Stream-bank restoration projects have been completed on Salem Creek through Civitan and Central parks, on Brushy Fork Creek and on Silas Creek through Shaffner Park.

The city now requires stormwater runoff impact studies for all subdivisions.





Community Participation

Conduct periodic town hall meetings to promote communication/understanding.

The mayor and individual City Council members have held annual "Talk of the Town" ward meetings in 2003, 2004 and 2005.

Utilize Mayor's office to create regular channels of communication with corporate entities and institutions.

The Mayor's office has coordinated closely with the Winston-Salem Alliance, Winston-Salem State University, the Piedmont Triad Research Park, Winston-Salem Business Inc., and the Winston-Salem Chamber of Commerce on a number of economic development initiatives.

Emphasize positive developments and efforts in Winston-Salem and then promote media coverage.

The city received an ECHO grant through the Winston-Salem Foundation to establish City of Winston-Salem University, a 10-week school that teaches citizens about city government. The first course was held in 2003 and has been repeated annually.

TV-13 has produced a video annual video report to the citizens for the past three fiscal years.

COMMUNITY PARTICIPATION



TV-13 has started a monthly television magazine that features new, interesting and innovative things happening in Winston-Salem.

The city has partnered with the Winston-Salem Chamber of Commerce to produce a monthly technology segment on TV-13.

The city has collaborated with the Convention and Visitors Bureau and Southern Community Bank in honoring African-American business leaders.

The city has collaborated with the Chamber in presenting the Small Business Awards.

The city has collaborated with the Downtown Winston-Salem Partnership in presenting the Downtown Excellence Awards.

Fine-tune strategic plan to reflect broader input.

The City Council has received regular updates on progress in implementing the Strategic Plan.

The Strategic Plan has been posted on the city Web site and brochures on the plan have been distributed at Talk of the Town meetings.

Five new strategies have been added to the strategic plan since it was first adopted.

Re-examine lines of authority with appointed boards and commissions.

At the City Council's direction, reports have been completed on the Business Advisory Council, the Youth Advisory Council, the Citizen Budget Advisory Council, the Human Relations Commission, the City-County Utility Commission, the Future Leaders of Winston-Salem, the Loan Committee, the City-County Planning Board and the Citizen Police Review Board.

The citizen oversight committees for the LJVM Coliseum, the Benton Convention Center and the Fairgrounds have been combined under a single Public Assembly Facilities Commission.

Partner with community and neighborhood organizations to improve public safety and neighborhood conditions.

The city has collaborated with C.H.A.N.G.E. on its neighborhood audit and has included C.H.A.N.G.E. representatives in its efforts to win the Dell plant.

The city provides funds for the Summer Youth Employment Program.

The city has started Operation Impact, an innovative program in which city, county and public safety agencies work with neighborhoods to clean up nuisance properties.

Conduct community-based capital needs assessment.

A Budget Office report on capital needs was presented to the City Council in March 2005.



Service Excellence

Increase Public Safety salaries to municipal average.

The City has completed annual market salary surveys for the past three years and has raised Police salaries a total of 8 percent. Fire salaries have been increased 10 percent.

Identify next site for solid waste disposal.

Based on current usage, the Hanes Mill Road landfill is now projected to reach capacity in 2025. The City-County Utility Commission operates the landfill and is studying the feasibility of a future regional landfill.

Assure timely implementation of locally funded road infrastructure improvements to address safety and congestion issues.

Three of the 18 bond-financed road projects have been completed.

Twelve of these projects are in various stages of progress and are scheduled for completion between 2006 and 2009.

Three projects have been delayed indefinitely because of limited funding.

Revitalize/redevelop existing commercial areas under decline.

A development plan for the Southeast Gateway has been adopted, a developer has been selected, and construction of the first phase is under way.

The Planning staff has identified ten declining urban activity centers and has established redevelopment strategies for them.

The city has started a program that allows it to obtain orders for repair or demolition of substandard commercial buildings.

Take actions to assist in implementing the downtown plan, including residential, entertainment, office development, public spaces.

Conversion of the Nissen Building into 136 luxury apartments will be completed this year.

Eight restaurants have used the city's Restaurant Row Program to open downtown.

\$4 million in Streetscape improvements have brought new sidewalks, lighting and landscaping to Fourth Street from Spruce to Linden streets.

A new park has been built to serve employees in the Piedmont Triad Research Park.

The city started "WiFi on Fouth," free wireless internet access along Fourth Street.



Economic Vitality and Diversity

Engage in a review of business regulations and processes to remove unintended obstacles and delays.

The city now has an inspector who specializes full-time on downtown projects.

Fire permitting and inspections have been consolidated in the Inspections Division.

The Inspections computer tracking system now includes Fire inspections.

Assist in providing the infrastructure for economic development projects, such as Airport Business Park, Union Cross Business Park, and Winston-Salem Business Park (“Lowery Street”), and other sites.

Land for the Airport Business Park has been assembled and is now ready to be marketed.

Infrastructure improvements to the Union Cross Business Park have been completed and the park is 84 percent occupied or under contract.



The 650-acre Alliance Science & Technology Park has been identified and the first 200 acres sold for the new Dell plant.

The city provided incentives and other assistance to win the new Dell manufacturing plant.

The city is completing infrastructure improvements to the Winston-Salem Business Park.

Promote new opportunities in the new economy through the development of a program such as a Winston-Salem State University School of Pharmacy and Piedmont Triad Research Park.

The city has assisted development of the Piedmont Triad Research Park by providing infrastructure improvements and selling land to the park.

The city has met with WSSU and is ready to assist its efforts to obtain a School of Pharmacy should the General Assembly authorize the UNC system to establish a new school.

Define a proper approach to incentives for manufacturing, small businesses, and new technology businesses.

The City Council has adopted new economic development guidelines that include standards for capital investment, job creation, wages and payback timelines.

Maintain efforts to include Winston-Salem in the passenger rail system.

The city is working with the Piedmont Authority for Regional Transportation on the proposed regional commuter rail system.

The city worked with PART and Triad communities to successfully keep Winston-Salem on the proposed high speed rail system.

The City Council has received a report on the viability of light rail service within the city and has called for a Phase II study.

Investigate monetary and non-monetary alternatives to non-profits being exempt from property taxes.

The City Council received a report on tax-exempt organizations in July 2002.

City officials have met with representatives of the two major hospital organizations.

Efforts to change the state tax code relating to medical practices owned by non-profit hospitals have not been successful.

New/increased user fees for tax-exempt organizations bring in new annual revenue of about \$220,000.

Investigate opportunities for managed competition where appropriate.

The city staff identified five areas that appeared suitable for managed competition. A managed competition was initiated for Streets Maintenance; however, the only bid came in higher than the existing budget.

Work is about to commence on developing a small surface lot on the site of the Hine-Bagby building to serve businesses on Fourth Street.

The city is working with the Downtown Winston-Salem Partnership to market the Pepper Building and surrounding property.

Consider annexation of urban areas adjacent to the city.

The City Council adopted an annexation ordinance, effective June 30, 2004, adding 12,824 acres and 17,483 residents. The effective date of this annexation has been temporarily delayed by a court challenge.





Governance

Implement Legacy concepts through appropriate regulation/ordinance changes and plans and with strong stakeholder involvement.

New guidelines have been prepared for traditional neighborhood development, open space subdivision, metro activity centers and large-scale retail development.

Separate Technical Review and Citizen Oversight committees for Legacy have been established.

Investigate specific proposals concerning Board of Aldermen structure, name, terms of office, and election format.

The City Council held a workshop in September 2002 to review other approaches to organization and structure.

The Council voted in January 2003 to adopt its present name in lieu of Board of Aldermen.

Use zero-based budgeting to systematically review city programs.

The City Council annually selects areas of city government for zero-based budget review.

Five areas of city government have completed a zero-based budget review, resulting in a total savings of \$496,190 through fiscal year 2004-2005.

A review of Information Systems and Recreation maintenance/athletics/aquatics is under way.

Revise health-care benefit program to control cost increases and promote wellness.

A benchmarking study of the city's health benefits was completed in May 2003.

A revised plan has moderated the cost increases for health care.

The city has started a formal wellness program, called LifeSmart, that is working to prevent illness and proactively assist employees with chronic illness and other identified health risks.

Use information technology to provide easier public access to city services.

The city has implemented a system that allows citizens to pay water/sewer bills, permit fees, Recreation rental fees and purchase Dixie Classic Fair tickets online.

The city has implemented an online citizen service request system that can be accessed from the home page of the city Web site.

The Recreation Department has implemented a system for reserving its facilities online.



Develop and aggressively pursue a legislative agenda which allows accomplishment of strategic objectives.

The City Council annually approves a legislative agenda program, sets the city's priorities for local enabling legislation and establishes the city's position on other legislation that affects the city.

The city coordinates its legislative efforts with the Forsyth County legislative delegation, the N.C. League of Municipalities and the N.C. Metropolitan Coalition.

Take actions to develop stronger relationships with other elected officials.

The mayor holds regular meetings with the chairman of the County Commissioners and has arranged social gatherings of the City Council with the County Commissioners.

City Council members meet at least once a year with congressional representatives.

The City Council meets with the county legislative delegation at least once a year.



Produced by the City of Winston-Salem
Marketing & Communications Department
P.O. Box 2511, Winston-Salem, NC 27102

For more information or to view the complete plan, visit our website: cityofws.org
or call the Citizen Service Line: 336-727-8000

OUR VISION

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 well-being of citizens, while collaborating throughout the community to ensure its economic, social and environmental vitality.



Winston-Salem

OUR VALUES:

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

Mayor: Allen Joines

City Council:

Vivian H. Burke, Mayor Pro Tempore,
Northeast Ward

Dan Besse, Southwest Ward

Robert C. Clark, West Ward

Joycelyn V. Johnson, East Ward

Nelson L. Malloy Jr., North Ward

Wanda Merschel, Northwest Ward

Vernon Robinson, South Ward

Frederick N. Terry, Southeast Ward

City Manager: Bryce A. Stuart