



CITY OF WINCHESTER ECONOMIC DEVELOPMENT STRATEGIC PLAN PART 2: STRATEGY

MARCH 19, 2018



TABLE OF CONTENTS

11	VISION & FRAMEWORK <i>The Strategic Plan begins with a statement of the City of Winchester's vision and strategic framework for economic development. The vision statement and the strategies that follow are a reflection of the mission, vision, and goals adopted in the City of Winchester's 2016-2020 Strategic Plan.</i>
15	ECONOMIC DEVELOPMENT STRATEGIC PLAN <i>The Economic Development Strategic Plan provides the goals, strategies, and tactics to support the vision for economic development in the City of Winchester.</i>
	EMPOWER PEOPLE 16
	BOLSTER COMMUNITY 25
	STRENGTHEN BUSINESS 33
42	IMPLEMENTATION PLAN <i>The Implementation Plan provides a timeline, task assignments and performance metrics that will equip the City of Winchester with the tools it needs to assess, monitor and improve the strategies on an ongoing basis.</i>
48	APPENDIX 1: CATALYST OPPORTUNITIES STRATEGY <i>The Catalyst Opportunities Strategy provides location and funding recommendations for each of the identified catalyst projects.</i>
61	APPENDIX 2: TARGET CLUSTER MESSAGES & APPROACHES <i>Appendix 2 recommends Winchester-specific sales messages to be used when communicating with target cluster businesses and influencers such as site consultants and the recommended mix of development activities and marketing mix.</i>
72	APPENDIX 3: BEST PRACTICE PROFILES <i>The Best Practice Profiles are meant to provide inspiration to the city of Winchester as it implements this Economic Development Strategic Plan. Each profile is an example of how another community tackled a similar issue or opportunity. These best practices are meant to be easily adapted and implemented by the city of Winchester.</i>



ABOUT THE PROJECT

The objective of the **Economic Development Strategic Plan for the EDA of the City of Winchester** is to establish a unified vision and direction for the City that results in greater economic vitality and prosperity for its residents. Crafting a strategy involves a disciplined process of analysis, stakeholder input, and community feedback to establish a shared foundation of information to develop a vision, targets, redevelopment priorities, and a tactical plan of action.

The Economic Development Strategic Plan began in October 2017 and is scheduled to conclude in February 2018. The process entails two distinct phases with reports delivered at the completion of each phase.

PHASE 1: DISCOVERY PHASE

In this phase of the project, Avalanche Consulting conducted a thorough evaluation of the city of Winchester's competitive position. The consulting team examined a range of local assets and detailed statistics to better understand how the community has performed in recent years. Data was benchmarked against other comparable communities*, their metros, and the US for context. To supplement the quantitative analysis, the consulting team conducted interviews and focus groups with more than 40 business and community leaders, held a public forum, and was provided guidance from a steering committee made up of leaders from education, industry, government, and non-profits. The culmination of the Discovery Phase is a SWOT Analysis which combines the quantitative and qualitative analysis into a foundation for the strategic framework.

The final stage of the Discovery Phase is the identification of and profiles for areas of prime opportunity to include target industries and redevelopment projects.

**While the benchmark analysis nominally includes a consideration of both 'cities' and 'counties,' Virginia cities are classified as counties by federal agencies such as the US Census Bureau and Bureau of Labor Statistics. Additionally, many federal data sets are unavailable at the city level. As a result, the bulk of the benchmark analysis was conducted at the county level. In several instances, larger counties were included due to their geographic location, demographic similarities, and other considerations.*



ABOUT THE PROJECT

PHASE 2: ECONOMIC DEVELOPMENT STRATEGIC PLAN

The second phase of planning process, which is included in this report, begins with a statement of the **City of Winchester's vision and goals related to economic development**. The vision statement and the strategies that follow are a reflection of the mission, vision, and goals adopted in the City of Winchester's 2016-2020 Strategic Plan.

Next, thoughtful and creative strategies and tactics are offered for each target cluster, the Winchester Economic Development Authority (Winchester EDA), and the city as a whole. Topics include business climate, workforce and education, entrepreneurship and innovation, infrastructure, quality of life, organization, and marketing.

Phase 2 concludes with an Implementation Plan to include details on timeline, task assignments, and performance metrics that will equip the Winchester EDA and City of Winchester with the tools needed to assess, monitor, and improve the strategies on an ongoing basis.



PROJECT PARTNERS

AVALANCHE CONSULTING

Avalanche Consulting, Inc. is the nation's premier economic development strategist. The firm is deeply driven to make a positive impact and seeks clients who are equally inspired to energize their economies. Since it was established in 2005, Avalanche Consulting has provided strategic planning and marketing assistance in more than 200 communities throughout the US. For more information, visit www.AvalancheConsulting.com.

THE CITY OF WINCHESTER ECONOMIC DEVELOPMENT AUTHORITY

The Winchester Economic Development Authority facilitates economic development activity to maximize use of industrial and commercial land in the city of Winchester. The EDA's work enables the city to help the workforce develop its fullest potential and minimize burden on the individual taxpayer. The EDA takes into account the need to preserve the social, environmental, architectural and cultural fabric of the community.



SPECIAL THANKS

The EDA of the City of Winchester and Avalanche Consulting would like to thank the numerous individuals who have provided input throughout the strategic planning process. We would like to especially thank the Steering Committee, which consists of leaders from throughout the city of Winchester, who have served as advisors throughout the development of this Strategic Plan.

STEERING COMMITTEE

Erik Beatley, All Properties	Neile Grady Martin, Yount, Hyde & Barbour
Jennifer Bell, Old Town Winchester	Mitch Moore, Shenandoah University
William Buettin, Wells Fargo	Steve Pettler, Harrison & Johnston
Jeff Buettner, Buettner Tire & Auto	Justin Kerns, Winchester-Frederick County CVB
Jeff Cesnik, Clutch Labs	Christine Kriz, Small Business Development Center
Jeanian Clark, LFCC Workforce Solutions	Nancy Price, Virginia Economic Development Partnership
Don Crigler, DFC Architects	Beth Reader, Reader & Swartz Architects
Perry Eisenach, City of Winchester	Holly Redding, Winchester Brew Works
Marilyn Finnemore, Bright Center	Jimmy Robertson, Winchester Public Schools
Dr. Tracy Fitzsimmons, Shenandoah University	Greg Rogers, Shenandoah Valley Electric
Eden Freeman, City of Winchester	Elizabeth Savage, Valley Health Systems
Mike Gochenour, Northern Virginia Daily	Lawton Saunders, Saunders Land Trust
Mike Grabowski, Urban Development Partners	Jenn Schneider, Newell Co-Rubbermaid Commercial Products
Gillian Greenfield, Greenfield & Craun Realty	Knox Singleton, Inova Health System
Aaron Grisdale, City of Winchester	Jon Sisler, Shenandoah Valley Electric Cooperative
Andy Gyurisin, Alamo Drafthouse	Dr. Michael Stepniak, Shenandoah Conservatory
Dana Hand Evans, Museum of the Shenandoah Valley	Brandon Thomas, Winchester Rescue Mission
Marshall Henson, NW Works	Tamara Thomas, American Woodmark
Kim Herbstritt, Shady Knoll Mushroom Farm	Jim Vickers, Oakcrest Commercial Realty
Dr. Jason Van Heukelum, Winchester Public Schools	Bill Wiley, Winchester City Council
Debby Hopkins, Shenandoah Valley Workforce Development Board	Tim Youmans, City of Winchester
Richard Kennedy, Top of Virginia Regional Chamber	
Bonnie Landy, Winchester Brew Works	



INTRODUCTION

The purpose of this Economic Development Strategic Plan is to create a **unified vision and direction** for the City of Winchester Economic Development Authority that results in **greater economic vitality and prosperity for all its residents**. The time for action is now as Winchester continues to grow as a regional center for healthcare, retail, and tourism, while developable land remains in low supply. Winchester must be strategic in its efforts to optimally strengthen its business climate and quality of life to benefit the many generations to come.

The Great Recession took its toll on the Winchester as it experienced a near 18% loss in employment, primarily in the manufacturing sector. Near the end of the recession, a **strategic investment in the downtown Pedestrian Mall** led Winchester to become an **attractive magnet for educated new residents**. As a result, some of the jobs lost were replaced over time by the professional and business services sector. These jobs grew alongside other strong sectors such as healthcare, education, and hospitality.

Along with its historic significance, its status as the once "Apple Capital of the World" and its abundance of character, Winchester is home to **strong institutions** such as the Shenandoah University, Valley Health System, the Museum of the Shenandoah Valley, and nearby Lord Fairfax Community College. Contributions by these institutions have spurred **impressive workforce development efforts** and strengthened the area's **overall quality of life**. Stronger synergies amongst the City and these major institutions are vital to the community's continued prosperity.

The city is not without its challenges. Its **9.3 square mile size limitation** has put a major **strain on housing supply** and **limited the marketability of Winchester to larger footprint employers**. But, despite its small size, parts of the community feel physically disconnected, primarily between Shenandoah University and downtown. Its charming historic architecture also creates development hurdles that are somewhat prohibitive to small business, which are a large and growing contributor to Winchester's economy.

(continued)



INTRODUCTION

(continued)

For the community to build a foundation for generations of future success, it must **empower its people** to leverage their talents and ideas into rewarding careers, it must **bolster the sense of community** among its major institutions and residents, and it must commit to a **stronger, more unified business community**. Successful progress in these key areas will guide Winchester in reaching its vision.

Implementation of this Strategy will require close collaboration, a shared sense of accomplishment, and a commitment to outcomes. Economic developers, educators, elected officials, business leaders, non-profit leaders, and many others must all work in concert to achieve the vision and goals outlined in this plan.



DISCOVERY HIGHLIGHTS

The Discovery Phase of this Economic Development Strategic Plan included a thorough examination of the city of Winchester from a quantitative and qualitative perspective. Below is a summary of topline data points and findings from that report.

- The city of Winchester **experienced an 18% loss of employment** as a result of the Great Recession. The city was hit harder by the recession than the surrounding region and has taken even longer to recover. Over the past two years the city of Winchester has begun to **experience positive job growth again** and its **unemployment rate was an extremely low 3.6%**, as of August 2017.
- The city's **Manufacturing employment suffered the greatest loss** during the Recession, while employment in the area of **Professional, Scientific, and Technical Services has increased**. This growth has been **supported by a growing pool of highly-educated talent** that is both produced locally and migrating to the area from outside the city.
- The city of Winchester is not only a center for retail and health services, but also a **center for jobs**. More than 21,100 people commute into the city for employment everyday, compared to 7,600 residents that commute outside the city for work.
- Self-employment is a very lucrative business in the city of Winchester which is reflected by its high number of entrepreneurs. These **self-employed individuals earn well above the national average** and exceed all but one of its benchmarked communities.
- The city of Winchester **fits a lot of historical significance, character and assets into its 9.3 square miles**. The community is **home to great institutions** such as the Museum of the Shenandoah Valley, Shenandoah University, Valley Health System, and neighboring Lord Fairfax Community College.



DISCOVERY HIGHLIGHTS

- There are an **impressive number of partnerships in workforce and education** that are taking place in the city and county. These collaborative partnerships between educators and employers will result in benefits to the community for generations to come.
- The limited size of the city of Winchester and its large percentage of tax exempt property holders has created some challenges for the community. The **biggest challenge is housing**. From 2010-2015, new home construction in the city of Winchester was 75% below the national average. As a result, a disproportionate amount of residents in the city of Winchester are considered cost-burdened, spending >30% of their income on housing. **The diversity of housing stock is also limited and something the community must address on a city and regional level.**
- While much of the city of Winchester is developed, there are many underutilized or vacant opportunities that still exist. The **city must be very intentional with future developments and redevelopments to maximize its remaining assets.**
- Finally, Winchester is a **very hospitable community and its local government** cares about its residents and businesses and is always looking for ways to improve, whether through surveys or strategic planning initiatives. **A community such as this is bound for great things.**



WINCHESTER'S TARGET INDUSTRIES

Following the review and selection process described in the Discovery Report, Avalanche recommends the following three target clusters for the city of Winchester:

- Healthcare
- Business & Professional Services
- Lifestyle & Adventure

These targets provide high growth opportunities for a variety of residents and communities within Winchester. Two niche sectors within each target cluster are recommended as special areas of focus.



HEALTHCARE

Ambulatory Care

Biomedical Research



BUSINESS & PROFESSIONAL SERVICES

Management, Finance &
Administrative Support

Software, IT &
Cybersecurity

LIFESTYLE & ADVENTURE

Experiential Retail,
Recreation & Tourism

Artisanal Agriculture



01

Vision & Framework

The Strategic Plan begins with a statement of the City of Winchester's vision and goals related to economic development. The vision statement and the strategies that follow are a reflection of the mission, vision, and goals adopted in the City of Winchester's 2016-2020 Strategic Plan.

VISION

An economic development vision is meant to guide the goals, actions, and investments within a community. A vision statement provides both a look into the existing character and assets of a community, while also providing an inspirational view of its future.

Based on feedback from the Steering Committee and other stakeholders involved in the strategic planning process, the Winchester EDA adopted the 2028 Vision set forth by the City of Winchester in its 2016-2020 Strategic Plan.

City of Winchester 2028 Vision

To be a beautiful, **vibrant** city with a historic downtown, **growing economy**, great neighborhoods with a range of housing options and **easy movement**.



STRATEGIC FRAMEWORK

The City of Winchester Economic Development Strategic Plan has three foundational pillars: Empower People, Bolster Community, and Strengthen Business. A goal statement and series of strategies and tactics are offered to support each pillar and ultimately, Winchester's vision. While the actions required to achieve each goal may evolve as progress is made, this strategic framework should remain in place for the next five years of economic development.

VISION:

*To be a beautiful, **vibrant** city with a historic downtown, **growing economy**, great neighborhoods with a range of housing options and **easy movement**.*

PILLAR 1: Empower People

Goal:
Winchester is a
reflection of the
abundant talents of
its residents.

PILLAR 2: Bolster Community

Goal:
Winchester is a
collaborative
community with an
abundance of
character.

PILLAR 3: Strengthen Business

Goal:
Strong, diverse
businesses
enhance the
vibrancy of
Winchester.



TOPLINE STRATEGIES

Each pillar of the Strategic Plan has a goal, strategies, and tactics.

Strategies and tactics are crafted to move Winchester towards its vision and goals over the next five years.

VISION: To be a beautiful, **vibrant** city with a historic downtown, **growing economy**, great neighborhoods with a range of housing options and **easy movement**.

Pillar 1

Goal: Winchester is a reflection of the abundant talents of its residents.

- 1.1 Increase availability and awareness of resources for developing talent and ideas.
- 1.2 Support a variety of career paths for the residents of Winchester.
- 1.3 Build excitement and pride for the future vision of Winchester among internal audiences.

Pillar 2

Goal: Winchester is a collaborative community with an abundance of character.

- 2.1 Invest in high quality assets that enhance the community's character.
- 2.2 Focus on ways to better connect the city and its major institutions.
- 2.3 Work together to communicate Winchester's unique assets to external audiences.

Pillar 3

Goal: Strong, diverse businesses enhance the vibrancy of Winchester.

- 3.1 Recruit and grow industries that enhance the community's character.
- 3.2 Unify the local business community.
- 3.3 Ensure the city's hospitable nature is reflected in its support for businesses of all sizes.



02

Economic Development Strategic Plan

The Economic Development Strategic Plan provides the goals, strategies, and tactics to support Winchester's vision for economic development and the future of the city.



PILLAR 1: EMPOWER PEOPLE

Goal:
Winchester is a reflection of the abundant talents of its residents.

PILLAR 1: EMPOWER PEOPLE

Goal:

Winchester is a reflection of the abundant talents of its residents.

STRATEGY 1.1

Increase availability and awareness of resources for developing talent and ideas.

Winchester is home to an abundance of talent and resources that could benefit from stronger coordination and promotion. With a little work, the community will further flourish with talent and ideas.

Initiate a series of roundtable discussions between target cluster employers and education/workforce development leaders.

- Create a roundtable discussion group for each target cluster with the purpose of sharing information about employer needs, career pathways into high-demand occupations, and current/desired programming.
- Determine what data would be helpful in advancing discussions, and work with partners such as the Virginia Economic Development Partnership to provide the data to the discussion groups.
- Consider expanding these discussion groups to include other employers and educators from across the county and region.
- Initially, discussion groups may be limited to 3-4 meetings. Over time, consider progressing the groups into permanent cluster talent partnerships.

Develop an online talent portal. The portal can be Winchester-centric or created as a regional portal, depending on the interest of other partners. Key information includes:

- Information on training and education initiatives at all levels of education
- Local opportunities for jobs, internships, mentorships, apprenticeships, and volunteering
- Resources for support services such as transportation, child care, career guidance, and job placement
- Information on living in the city of Winchester, to include resources for a diverse spectrum of the population.
- Links to resources for starting/locating a new business

(continued)



PILLAR 1: EMPOWER PEOPLE

Goal:

Winchester is a reflection of the abundant talents of its residents.

STRATEGY 1.1 continued

Increase availability and awareness of resources for developing talent and ideas.

Develop innovation, studio, and makers' spaces that allow budding and established entrepreneurs (of all ages) to test their ideas, showcase their talents, and grow their skills and businesses.

- Provide full funding to the Emil and Grace Shihadeh Innovation Center.
- Promote the future and existing maker's space at the Museum of the Shenandoah Valley, on the Daniel Morgan Campus, and in the Innovation Center.
- Evaluate the need for studios for local artists/artisans.
- Develop co-working spaces with ample small business support and programming.
- Explore ways to bring incubator space and entrepreneurship programming into existing workforce development facilities.

Develop stronger support services for entrepreneurs.

- Establish a full-time SBDC office in Winchester.
- Create an online guide that provides step-by-step instructions/checklist (and contacts) for starting a business in Winchester. Ensure the guide includes special resources to support diverse groups of entrepreneurs, such as those owned by minorities, women, and veterans, as well as programs to support entrepreneurs of all ages, races, ethnicities, and abilities.
- Streamline permitting processes and regulations, especially related to signage.
- Create support networks for new startups, including mentorships that connect entrepreneurs with established business owners.
- Expand the involvement of Shenandoah University and other area colleges and universities in supporting local entrepreneurs (e.g., providing subject area expertise or assistance with business planning).



PILLAR 1: EMPOWER PEOPLE

Goal:

Winchester is a reflection of the abundant talents of its residents.

STRATEGY 1.2

Support a variety of career pathways for the residents of Winchester.

A rewarding career is something every citizen in the city of Winchester deserves. Some career paths may resemble a clear, straight line while others might be a bit more windy. Regardless, it is important to have the programs and supports that enable all citizens to reach their career goals.

Define clear career pathways within each target cluster to support residents of all ages and abilities in their employment journeys.

- Map career pathways for the most prevalent occupations in each target cluster. Maps should illustrate the course of training and education needed for someone with no skills to be employed in those occupations. Along the pathways, highlight all relevant K-12, certificate, training, and college programs available in the area.
- Arm career counselors, teachers, workforce developers, and social service providers with career pathway maps for each target. Encourage them to share this information with their audiences (e.g., students, their parents, discouraged workers, and high need populations).
- Share career pathway maps on the talent portal (Strategy 1.1).

Support education and training initiatives that nurture a diverse talent pipeline in the target clusters.

- Continue to expand workforce development programs to support growth in the target industries such as: Worlds of Work!; Widget Cup; the Business & Education Summit; Project Search; P&G STEAM Challenge; LFCC Workforce Solutions, Trades Academy, and the EMT Academy.
- Involve local business and community leaders in mentoring area college and university students.

(continued)



PILLAR 1: EMPOWER PEOPLE

Goal:

Winchester is a reflection of the abundant talents of its residents.

STRATEGY 1.2 continued

Support a variety of career paths for the residents of Winchester.

- Develop new programs to support interest and skills in emerging target areas, such as:
 - Healthcare – Joint programs in healthcare and applied technology
 - Business & Professional Services – Additional IT and cybersecurity programs
 - Lifestyle & Adventure – Customer service training, hospitality management, and culinary skills.

Increase on-the-job learning opportunities through internships and apprenticeships.

- Assist area businesses with developing their own in-house intern and apprenticeship programs. Create a “how-to” guide that informs them of program models and best practices.
- Utilize the recommended business retention & expansion (BRE) program (Strategy 3.3) to gauge company interest/ needs and assist with program development.
- Work with Winchester Public Schools, Shenandoah University, and Lord Fairfax to promote opportunities to students.
- Utilize the Talent Portal (Strategy 1.1) to post opportunities.

Develop stronger support services and education programs which provide a path to self-sufficiency.

- Utilize the network of local non-profits to assist with the determination, development, implementation, and awareness of program needs. Ensure the services are accessible to all populations.
- Suggested services include: remedial education/GRE programs, ESL classes, skills training (computer skill, life skills, budgeting), career counseling, job placement, child care services, and transportation.



PILLAR 1: EMPOWER PEOPLE

Goal:
Winchester is a reflection of the abundant talents of its residents.

STRATEGY 1.3

Build excitement and pride for the future vision of Winchester among internal audiences.

The citizens of Winchester can be its biggest cheerleaders and strongest economic development marketers. Build excitement and pride for the future vision of Winchester by keeping them informed, engaging them in the process, and celebrating success along the way.

Develop an ambassador program that features residents sharing their Winchester stories and experiences.

- Evaluate how to leverage the tourism ambassador program currently under development by the Winchester-Frederick County Convention & Visitors Bureau.
- Provide guidelines and ideas for creating relevant content.
- Create contests to incentivize participation and consider local gift certificates/products/event tickets as prizes.
- Develop strategies to engage a diverse spectrum of the population in the program by leveraging relevant groups and associations throughout the city.
- Dedicate a social media hashtag such as #WowWinchester or #LoveWinchester to capture online posts.
- Feed social media mentions and other created content into the Talent Portal.

Host a rollout event to announce the findings of this Strategic Plan and promote key initiatives.

- Take steps to ensure all residents are aware of the strategy and event by leveraging a multitude of media and outreach channels.
- Present positive findings from the Discovery Report, such as employment growth, entrepreneurial success, talent growth, and achievements in workforce initiatives.
- Discuss future plans and projects to stimulate the economy and enhance the community's character, such as the catalyst projects, new target industries, talent portal, and the ambassador program.
- Provide ways for residents to engage in implementation.
- Continue to provide periodic updates on progress, including success stories, business growth, and overall economic performance.



PILLAR 1: EMPOWER PEOPLE

Goal:

Winchester is a reflection of the abundant talents of its residents.

STRATEGY 1.3 continued

Build excitement and pride for the future vision of Winchester among internal audiences.

Celebrate the diversity of talent, ideas, opportunities and people in the city of Winchester through an annual showcase event to include:

- Local employers to highlighting their products and possible careers
- Local artisans selling their creations
- Local start-ups and small businesses highlighting their businesses and making connections
- Education and service providers offering resources for growing talent and ideas, and
- Local associations and organizations for engaging a diverse array of citizens into the community.



PILLAR 1: EMPOWER PEOPLE

Target Cluster Initiatives



Target Cluster Initiatives for Pillar 1: Empower People

To further focus Winchester's economic development initiative, many of the strategies recommended to empower Winchester's residents can be adapted and aligned with target clusters. For example:

Talent Portal

- Create a section in the Talent Portal that highlights each of the target clusters and their local career opportunities.
- Ensure that all training and education initiatives related to the target clusters are included on the Talent Portal.
- Utilize the Talent Portal for recruiting talent in the target clusters.

Innovation Spaces

- Develop shared spaces for people (of all ages) to test their ideas, showcase their talents, and grow their skills and businesses. For example:
 - Healthcare would benefit from shared lab space.
 - Business & Professional Services would benefit from co-working spaces with supportive programming; and
 - Lifestyle & Adventure would benefit from commercial test kitchens, food products incubators, studio spaces, and opportunities for pop-up shops.

Education & Training Initiatives

- Ensure all target clusters have clear maps of career pathways for their most prevalent occupations.
- Initiate talent-focused roundtable discussions for each target cluster with employers and educators.
- Arm career counselors, teachers, workforce developers, and social service providers with career pathway maps. Encourage them to share this information with their audiences.

(continued)

PILLAR 1: EMPOWER PEOPLE

Target Cluster Initiatives



Target Cluster Initiatives for Pillar 1: Empower People, continued

- Develop new programs to support the target clusters, such as:
 - Healthcare – Joint programs in healthcare and applied technology
 - Business & Professional Services – Additional IT and cybersecurity programs
 - Lifestyle & Adventure – Customer service training, hospitality management, and culinary skills
- Expand existing education programs that support the target clusters
- Work with employers to create on-the-job experiences that relate to target clusters.

	Healthcare	Business & Professional Services	Lifestyle & Adventure
Summary of Target Initiatives			
Industry / Education Roundtables	○	○	○
Dedicated Information on Talent Portal	○	○	○
Innovative Real Estate Options and Entrepreneurial Support	○	○	○
Career Pathway Maps for Prominent Occupations	○	○	○
Strengthen / Expand Education and Training	○	○	○
Internships, Mentoring, and Apprenticeships	○	○	○

OLD TOWN WINCHESTER



PILLAR 2: BOLSTER COMMUNITY

Goal:

Winchester is a collaborative community with an abundance of character.

1752

1752

PILLAR 2: BOLSTER COMMUNITY

Goal:
Winchester is a collaborative community with an abundance of character.

STRATEGY 2.1

Invest in high quality assets that enhance the community's character.

The city of Winchester has an abundance of character and assets which have supported its talent growth over the years. It has also seen the benefit of thoughtful long-term investments such as the pedestrian mall in Old Town Winchester. Continued strategic investments to enhance the community's character, such as those suggested below, are important to achieving the city's future vision.

Promote and advance the catalyst projects mentioned in this Strategic Plan.

- Review the catalyst projects recommended in Appendix 1.
- Hold discussions with strategic project partners (Strategy 2.2).
- Create marketing and information packets for each project.
- Work with the Virginia Economic Development Partnership and City to package incentives, explore financing options, and streamline development processes tailored to each project.
- Identify and host meetings with potential developers.

Continue efforts to improve corridors and entrances to the community.

- Create aesthetically pleasing "Welcome to Winchester" signage at the major entrances to the community.
- Ensure there is ample wayfinding signage to promote businesses and activities around the community and region.
- Continue to incentivize property owners to maintain and improve developments along major corridors.
- Obtain key properties along major corridors for redevelopment as they become available.
- Evaluate opportunities to bury power lines and expand sidewalks along corridors.
- Develop a long-term plan for filling big-box retail spaces in the event they are vacated.
- Host community volunteer days where all citizens can get involved in beautification efforts throughout the city.

(continued)



PILLAR 2: BOLSTER COMMUNITY

Goal:

Winchester is a collaborative community with an abundance of character.

STRATEGY 2.1 continued

Invest in high quality assets that enhance the community's character.

Leverage public-private partnership to enhance the community's quality of life.

- Work with City government and other stakeholders to identify key lifestyle projects.
- Develop funding plans that include the City, private sector partners, and even crowdfunding.
- Suggestions for projects include:
 - Continued investments in education, workforce development, and innovation (e.g., Emil and Grace Shihadeh Innovation Center),
 - Additional bike paths and bike lanes to connect the Green Circle to other parts of the community,
 - A downtown fine arts center and/or studio spaces, and
 - Free public wi-fi in the downtown business district.

Work with Frederick County on regional solutions to housing and transportation.

- Hold meetings to discuss interest and willingness to create regional solutions.
- Assemble experts in the subjects of housing and transportation to assess current and future needs.
- Develop and implement a regional plan to address future needs.



PILLAR 2: BOLSTER COMMUNITY

Goal:
Winchester is a collaborative community with an abundance of character.

STRATEGY 2.2

Focus on ways to better connect the city and its major institutions.

The strongest of cities are those that have mastered the art of partnership and collaboration. By fully leveraging its major institutions - the Museum of the Shenandoah Valley, Shenandoah University, Valley Health System, and neighboring Lord Fairfax Community College – Winchester can bolster the community by strengthening both its economy and quality of life.

Engage major institutions and local employers in catalyst projects. For example:

- Center for Health & Applied Technology – Valley Health System, Shenandoah University, and Lord Fairfax Community College for space and programming support
- Mixed-Use Development with Office & Co-Working Space – Shenandoah University and Lord Fairfax Community College for small business support at the co-working space
- Meeting & Experience Center – Winchester-Frederick County CVB, Shenandoah University, and local businesses for potential partnerships
- Food Products Incubator – Local food products employers as sponsors and coordinators of programming and support
- Urban Market & Grocery – Local agricultural association to represent local farmers and food products manufacturers

Develop plans to improve physical connections between major institutions through bike shares, trails, and buses/trolley systems.

- Promote and continue to invest/expand the Green Circle, including the Museum's new bike paths and its connection to the community.
- Create a bus/trolley system that connects Shenandoah University students to Old Town Winchester.
- Work with Frederick County to develop a transit program to/from Lord Fairfax Community College.

(continued)



PILLAR 2: BOLSTER COMMUNITY

Goal:

Winchester is a collaborative community with an abundance of character.

STRATEGY 2.2 continued

Focus on ways to better connect the city and its major institutions.

Identify ways to strengthen the community's connections with Shenandoah University and its students.

- Re-establish the Town and Gown committee to identify and implement ways to create a closer connection between the University and the city of Winchester. Include representatives from the City, University (including students), and community.
- Possible initiatives could include:
 - Establish local restaurant partners that allow students to use their meal plan.
 - Develop more student housing in Old Town Winchester.
 - Create events that demonstrate the community's support of the University such as Welcome Back events, Alumni Homecoming, and student showcases.
 - Engage students in community-wide volunteer projects.
 - Establish mentoring programs and work experiences in Winchester (Strategy 1.2).



PILLAR 2: BOLSTER COMMUNITY

Goal:

Winchester is a collaborative community with an abundance of character.

STRATEGY 2.3

Work together to communicate Winchester's unique assets to external audiences.

There are many ways to promote a community to external audiences, but the most successful initiatives commit to a consistent, collaborative approach.

Consider pooling marketing funds from the EDA, Old Town Winchester, and the Winchester-Frederick County CVB to focus on place-based marketing.

- Establish a landing page (possibly the talent portal) for external audiences that directs them to more information about the area (including funding partner sites).
- Create specific campaigns targeting millennials and retirees, and promote these campaigns in targeted geographies and media channels (e.g., Top 10 Places to Explore, Top Five Reasons to Call Winchester Home, Best Experiences in Winchester).
- Tie the recommended ambassador program content feed to the landing page.
- Update the page on a regular basis to include news, events, and updates on new developments.

Share this Strategic Plan with economic development, business, and tourism representatives at the county, regional, and state level.

- Once adopted by the City, share this Strategy with partners outside of Winchester.
- Work with them to identify which action items in this Strategy lend themselves to collaboration, and agree to take steps together to advance those action items.

Showcase the community's pride in Winchester to visitors and newcomers.

- Establish a #WowWinchester or #WinchesterLove experiential booth at the Shenandoah Apple Blossom Festival and other major events.
- Work with the CVB and Old Town Winchester to provide tours and recommended itineraries to people attending graduation ceremonies, new student orientation, or new employee orientation.
- Work with hotels to include information on (e.g.) #WowWinchester in guest rooms.
- Invest in (e.g.) #WowWinchester-themed outdoor art pieces that inspire photos / social media tags. Leverage the soon to be implemented LOVEworks installations.



PILLAR 2: BOLSTER COMMUNITY

Target Cluster Initiatives



Target Cluster Initiatives for Pillar 2: Bolster Community

To further focus Winchester's economic development initiative, many of the strategies recommended to bolster community can be adapted and aligned with target clusters. For example:

Infrastructure Initiatives

- Include target cluster employers in advancing the catalyst projects recommended in this Strategic Plan:
 - The Healthcare and Business & Professional Services clusters will benefit from the recommended Center for Health & Applied Technology. Valley Health System, Shenandoah University, and Lord Fairfax Community College will be the foundation of that initiative.
 - The Business & Professional Services cluster will benefit from the recommended Mixed-Use Development with Office & Co-Working Space. Involve area Business & Professional Services employers in conceptualizing the space so that it is perfectly tailored to companies in their field.
 - The Lifestyle & Adventure cluster will benefit from the recommended Meeting & Experience Center, Food Products Incubator, and Urban Market & Grocery. As with the Mixed-Use / Co-Working Space, involve area Lifestyle & Adventure employers in conceptualizing those spaces, and once developed, in creating and sponsoring programming.
- Creatively highlight Winchester's target clusters in wayfinding signage, corridor improvements, and quality of life improvements. For example, designate a corridor for each cluster (e.g., Winchester's Healthcare Corridor) and integrate that into signage, public art, and event programming. Similarly, link quality of life improvements to target clusters (e.g., Expanded bike paths are a Healthcare cluster initiative, or a new fine arts center and studio spaces are a Lifestyle & Adventure cluster initiative.)

(continued)

PILLAR 2: BOLSTER COMMUNITY

Target Cluster Initiatives



Target Cluster Initiatives for Pillar 2: Bolster Community, continued

- All regional housing and transportation planning should consider where the three target clusters' job centers are located, and ensure that appropriate housing and transportation connections are located nearby.

Community Pride/Marketing Initiatives

- Share this Strategic Plan with target cluster employers through a series of target cluster meetings. Communicate the overall vision, goals, and cluster-specific action items. Discuss their roles in implementation. Potentially advance these initial strategy discussions into the workforce/education roundtables recommended in Strategy 1.1.
- Feature testimonials and case studies from local target cluster businesses throughout all external marketing communications.
- Involve local target cluster businesses in designing and distributing Winchester welcome packets or providing tour guides for new employees and potential recruits.
- Involve target cluster employers in (e.g) #WowWinchester community pride and public art initiatives. For example, encourage businesses to have #WowWinchester-themed murals on their buildings or sponsor #WowWinchester public art pieces (Instagram-ready) on their properties.

	Healthcare	Business & Professional Services	Lifestyle & Adventure
Summary of Target Initiatives			
Infrastructure Projects	○	○	○
Community Pride & Marketing	○	○	○



Winchester
BREWWORKS

PILLAR 3: STRENGTHEN BUSINESS

Goal:

Strong, diverse businesses enhance the vibrancy of Winchester.

PILLAR 3: STRENGTHEN BUSINESS

Goal:
Strong, diverse businesses enhance the vibrancy of Winchester.

STRATEGY 3.1

Ensure the city's hospitable nature is reflected in its support for businesses of all sizes.

To achieve true business-friendly status, a community must commit to welcoming, supporting, and celebrating its local businesses. Communities that do this well will find their local businesses to be their greatest ambassadors.

Develop a coordinated process for business retention and expansion (BRE) along with the Old Town Development Board, Chamber, and Virginia Economic Development Partnership. Include in-person meetings, annual surveys, a support hotline, and networking events. Additional BRE initiatives could include:

- An online directory of businesses in Winchester
- The creation of cluster-specific business groups/associations (Strategy 1.1)
- Job postings on the (recommended) talent portal (Strategy 1.1)
- An annual event and marketing to showcase and celebrate Winchester businesses (Strategy 1.3)
- The formation of a welcome committee for new businesses

Develop stronger support services for new businesses. (Strategy 1.1)

- Establish a full-time SBDC office in Winchester.
- Create an online guide that provides step-by-step instructions/checklist (and contacts) for starting a business in Winchester with special resources for businesses owned by minorities, women, and veterans, as well as programs to support entrepreneurs of all ages, races, ethnicities, and abilities.
- Streamline permitting processes and regulations, especially related to signage and incentives.
- Create support networks for new startups, including mentorships.



PILLAR 3: STRENGTHEN BUSINESS

Goal:
Strong, diverse businesses enhance the vibrancy of Winchester.

STRATEGY 3.2

Recruit and grow industries that enhance the community's character.

An attractive business climate is seldom happenstance. Communities must be intentional in building an environment that supports business through strong community partnerships, collaborative talent initiatives, targeted incentives, friendly regulations, and sufficient physical infrastructure. A community must also dedicate resources to communicating these strengths with the marketplace.

Continue to support and develop talent initiatives as described in Pillar 1.

- Establish target cluster education/workforce development roundtables (Strategy 1.1).
- Increase availability and awareness of resources for developing talent and ideas. (Strategy 1.2)
- Support a variety of career paths for the residents of Winchester (Strategy 1.3).

Develop incentives and regulations that are supportive of the new target clusters.

- Offer bonds or grants to target cluster companies that can be used for the acquisition of land, the construction of buildings, improvements to real property, and the acquisition of new machinery.
- Ensure regulations, especially those related to Lifestyle & Adventure industries (e.g., breweries, tasting rooms, and food trucks) are not prohibitive
- Create a contest to attract new businesses to Old Town Winchester. The winner(s) could receive reduced rent, along with in-kind marketing and operations services.
- Provide tax credits or other incentives to companies that buy locally.
- Ensure regulations, especially those related to planning and the Board of Architectural Review, are clear and fair for all businesses.

(continued)



PILLAR 3: STRENGTHEN BUSINESS

Goal:
Strong, diverse businesses enhance the vibrancy of Winchester.

STRATEGY 3.2 continued

Recruit and grow industries that enhance the community's character.

Develop the physical infrastructure needed to support growth industries.

- Promote the development of housing at all price levels to support a diverse and growing workforce. Define the exact nature of current and future housing needs through a regional housing assessment (Strategy 2.1).
- Maintain and improve utility infrastructure, especially water/wastewater infrastructure, roads, and internet service.
- Create spaces to locate and grow target cluster companies, such as: office space, co-working space, innovation and lab space, and makers spaces. To create these spaces, focus on the catalyst projects recommended in this Strategic Plan (Strategy 2.1).

Invest in marketing tools and activities to promote Winchester to its target clusters.

- Create informative and well-designed marketing materials and web pages for each target cluster.
- Develop an online directory of available sites and buildings.
- Strengthen relationships with state partners and other influencers to communicate Winchester's many strengths. For example, actively participate in Virginia Economic Development Partnership events so that Winchester EDA is a visible leader in economic development in the state.
- Arm county, regional, and state economic development organizations with marketing materials and web links to make it easier for them to promote Winchester to prospects.
- When relevant to the target clusters, participate in regional and state economic development events (e.g., familiarization tours and industry events) to promote Winchester's assets and opportunities to a broader audience.

(continued)



PILLAR 3: STRENGTHEN BUSINESS

Goal:

Strong, diverse businesses enhance the vibrancy of Winchester.

STRATEGY 3.2 continued

Recruit and grow industries that enhance the community's character.

- Invite regional, and state economic development representatives to a ½ to full-day familiarization tour of Winchester. During the tour, lead a driving tour of the city focused on catalyst sites; lead guests through Winchester's sales presentation; introduce guests to target cluster business leaders; and host a lunch and/or reception showcasing locally-produced food and drink.
- Support the new target clusters through the proposed business retention & expansion (BRE) initiative. As these industries grow, create a networking association for businesses and supporting organizations in each cluster.



PILLAR 3: STRENGTHEN BUSINESS

Goal:
Strong, diverse businesses enhance the vibrancy of Winchester.

STRATEGY 3.3

Unify Winchester's business community.

A unified business community requires opportunities to network, collaborate, celebrate, and promote. When these successful platforms exist, local businesses not only support each other more, but they also play stronger roles in supporting the community as a whole.

Maximize business networking and support, especially within target clusters.

- Identify additional needs for networking and support through the (recommended) business retention & expansion (BRE) program (Strategy 3.1).
- Work with the Chamber and Old Town Development Board to evaluate and implement these programs and supports.
- Promote opportunities through BRE strategic partners (e.g. Chamber, Old Town Development Board, and Virginia Economic Development Partnership).

Promote business-to-business (B2B) / Buy Local initiatives within Winchester.

- Create a Buy Local campaign. First identify local businesses to participate in the campaign, and provide them with tools to denote themselves as local to Winchester (e.g., window decals, swag, logos to include website).
- Craft creative outreach to encourage residents and visitors to Buy Winchester.
- Have the City government lead by example by prioritizing procurement opportunities for local businesses.
- Other examples include: restaurants featuring local food products or even using local pottery as dishware; businesses featuring a rotation of local artists in their facilities; (recommended) Meeting & Experience Center including a store that only sells products produced in Winchester and the surrounding area.

Coordinate events and initiatives outside of the region to promote Winchester's local businesses.

- Encourage the Shenandoah Spirits Trail to participate in culinary festivals. Provide financial support to Winchester breweries/cideries/distilleries to attend and share a showcase booth.



PILLAR 3: STRENGTHEN BUSINESS

Goal:

Strong, diverse businesses enhance the vibrancy of Winchester.

STRATEGY 3.3 continued

Unify Winchester's business community.

Celebrate local business achievements.

- Recognize local companies for expansions, awards, and local contributions through spotlights on the Winchester EDA website or on social media.
- Consider an annual event and marketing initiatives to showcase and celebrate businesses, talent, and ideas in Winchester. (Strategy 1.3)
- Encourage the City of Winchester, Old Town Winchester, Winchester-Frederick County CVB, and the Chamber to share celebrations when appropriate.
- Tag these recognitions with the #WowWinchester or #WinchesterLove hashtags.



PILLAR 3: STRENGTHEN BUSINESS

Target Cluster Initiatives



Target Cluster Initiatives for Pillar 3: Strengthen Business

To further focus Winchester's economic development initiative, many of the strategies recommended to strengthen Winchester's businesses can be adapted and aligned with target clusters. For example:

- Give priority to target cluster businesses in the City's incentives policy.
 - Review the City's current incentives offerings and identify those incentives that will encourage growth of Healthcare, Business & Professional Services, and Lifestyle & Adventure businesses.
 - Update the City's incentives policy to provide bonuses to target cluster businesses and projects that advance Winchester toward its vision and goals. Consider creating a Project Evaluation Matrix that simplifies and systematizes incentives decisions. (See the City of Jacksonville example included in the Best Practice Appendix of this report.)
- Consider target cluster needs when investing in physical infrastructure.
 - All three target clusters will benefit from improved access to high-speed internet service, for example.
 - When designing mixed-use and innovation projects, include specialty spaces catering to specific needs of target clusters (e.g., lab space for Healthcare businesses, commercial kitchen space for Lifestyle & Adventure businesses, shared admin and conference space for Professional & Business Services businesses).
 - Evaluate the need for a contest (see Spartanburg Main Street Challenge) to attract high-demand retail services.
- When designing the (recommended) formalized business retention & expansion (BRE) program, customize the approach to each target cluster. For example, if a survey is part of the BRE process, tailor the questions in the survey to the target cluster. Host BRE events for each target cluster, varying the content to each specific field.

(continued)



PILLAR 3: STRENGTHEN BUSINESS

Target Cluster Initiatives



Target Cluster Initiatives for Pillar 3: Strengthen Business, continued

- Develop plans to attract/retain/grow businesses in each of the target areas.
 - Create informative and well-designed marketing materials and web pages to support each of the new targets. Refer to Appendix 2: Target Cluster Messages for tailored content to include in target-specific marketing materials.
 - Participate in select target-specific external marketing activities (e.g., event attendance) together with Virginia Economic Development Partnership and other regional and state economic development organizations.

	Healthcare	Business & Professional Services	Lifestyle & Adventure
Summary of Target Initiatives			
Targeted Incentives Policy	○	○	○
Physical Infrastructure	○	○	○
BRE Support	○	○	○
Attraction/Retention/Growth Plan	○	○	○

03

Implementation Plan

The Implementation Plan provides a timeline, task assignments and performance metrics that will equip the City of Winchester with the tools it needs to assess, monitor and improve the strategies on an ongoing basis.

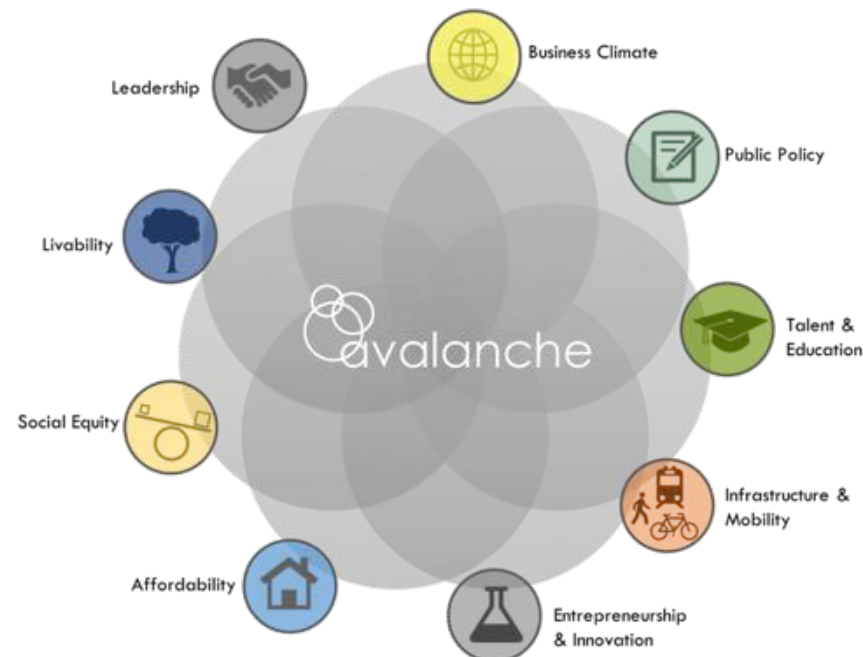
IMPLEMENTATION PLAN

How to Use this Section

The Strategic Plan for the Economic Development Authority for the City of Winchester is designed to be implemented over a five-year time period. In the implementation plan that follows, each major initiative is given a recommended start date. While some initiatives take higher priority and should be acted upon immediately, all the initiatives recommended in this plan are essential to the community achieving its future vision.

This strategic planning process was based on a holistic approach to economic development, one that looks at the whole community from business climate to livability to equity to leadership to mobility. While the plan itself was created for the Economic Development Authority, successful implementation will take a community-wide effort that is both collaborative and cooperative. Our recommendations for potential partners are listed in the implementation tables.

Finally, success requires accountability. Performance metrics are suggested to track progress throughout implementation. It is recommended that the EDA develop a yearly report card based on the metrics and share it with stakeholders at an annual event.



IMPLEMENTATION PLAN

Project-Based Approach

It is our experience that a project-based approach increases productivity, while reducing the potential for the volunteer burnout that usually results from endless committee meetings. With a project-based approach, the first step is to identify the top priority projects. When appropriate, a project team consisting of relevant parties should be established and activated. This project team executes the project and, once complete, can elect to dissolve the team or start another project with existing or new members.

Year One Priority Projects for the Development Services Team

Each Pillar has several top priority projects. These projects can be new initiatives or existing initiatives that need additional resources. Top priority projects are those which should be activated in the first year of the plan. These recommended projects are:

Empower People

- *Host a rollout event to announce the findings of the Strategic Plan and to promote key initiatives.*
- *Create an inventory of services and training available for those Winchester residents in need and begin to identify gaps in those services.*

Bolster Community

- *Create a marketing package aimed at attracting investors/developers to the proposed catalyst projects.*
- *Work with Frederick County officials to develop and issue a request for proposals (RFP) for a regional housing plan.*
- *Host discussions to identify possible funding mechanisms for public transportation between Shenandoah University and Old Town and Lord Fairfax Community College and the City of Winchester.*

Strengthen Business

- *Develop and implement the business retention & expansion (BRE) program, with an initial focus on the online guide and face-to-face connections.*
- *Identify the funds and location to support a full-time Small Business Development Center position for the City of Winchester.*



EMPOWER PEOPLE

GOAL: Winchester is a reflection of the abundant talents of its residents.

Major Initiative	Primary Responsibility	Partners	Start Year
STRATEGY 1.1: INCREASE AVAILABILITY AND AWARENESS OF RESOURCES FOR DEVELOPING TALENT AND IDEAS.			
Initiate a series of roundtable discussions between target cluster employers and education/workforce development leaders.	Employers, Educators-All Levels, Winchester EDA, Workforce Development, VEDP		2019
Develop an online talent portal. The portal can be Winchester-centric or created as a regional portal, depending on the interest of other partners.	Winchester EDA	Employers, Educators-All Levels, CVB, Chamber, and other community partners	2020
Develop innovation, studio, and makers' spaces that allow budding and established entrepreneurs (of all ages) to test their ideas, showcase their talents, and grow their skills and businesses.	Winchester EDA	Small Business Development Center (SBDC), Educators-All Levels	2019
Develop stronger support services for entrepreneurs.	Winchester EDA	Small Business Development Center (SBDC), Chamber, Old Town Development Board, Shenandoah University, Lord Fairfax CC	2018
STRATEGY 1.2 SUPPORT A VARIETY OF CAREER PATHS FOR THE RESIDENTS OF WINCHESTER			
Define clear career pathways within each target cluster to support residents of all ages and abilities in their employment journeys.	Educators-All Levels and Workforce Development Providers	Employers	2019
Support education and training initiatives that nurture a diverse talent pipeline in the target clusters.	Educators-All Levels and Workforce Development Providers	Employers	2018
Increase on-the-job learning opportunities through internships and apprenticeships.	Employers	Winchester EDA, Educators-All Levels, Workforce Development Partners	2020
Develop stronger support services and education programs which provide a path to self-sufficiency.	Local Non-Profits	Educators-All Levels, Workforce Development Partners	2018
STRATEGY 1.3 BUILD EXCITEMENT AND PRIDE FOR THE FUTURE VISION OF WINCHESTER AMONG INTERNAL AUDIENCES			
Develop an ambassador program that features residents sharing their Winchester stories and experiences. (Consider leveraging tourism program.)	CVB	Old Town Development Board, Winchester EDA, Chamber	2019
Host a rollout event to announce the findings of this Strategic Plan and promote key initiatives.	Winchester EDA	All Partners	2018
Celebrate the diversity of talent, ideas and opportunities in the city of Winchester through an annual showcase event.	Winchester EDA	All Community Partners	2019

Note: More detailed tactical recommendations supporting each recommendation are available in the full Strategy.

PERFORMANCE METRICS:

Development of Talent Portal; new innovation, studio and makers' spaces; number of small businesses served, with special attention to minority-, women-, and veteran-owned businesses; increase in number of OTJ learning opportunities; decrease in Poverty Levels; increase in Median Household Income; number of Winchester ambassadors and social media mentions; increase in self employment; and increase in talent production and attraction



BOLSTER COMMUNITY

GOAL: Winchester is a collaborative community with an abundance of character.

Major Initiative	Primary Responsibility	Partners	Start Year
STRATEGY 2.1: INVEST IN HIGH QUALITY ASSETS THAT ENHANCE THE COMMUNITY'S CHARACTER.			
Promote and advance the catalyst projects mentioned in this Strategic Plan.	Winchester EDA	City, VEDP, Developers and Property Owners	2018
Continue efforts to improve corridors and entrances to the community.	City of Winchester	Winchester EDA	2019
Leverage public-private partnership to enhance the community's quality of life.	City of Winchester	All Community Partners	2020
Work with Frederick County on regional solutions to housing and transportation.	City of Winchester & Frederick County	Winchester EDA and Frederick County EDA	2018
STRATEGY 2.2: FOCUS ON WAYS TO BETTER CONNECT THE CITY AND ITS MAJOR INSTITUTIONS.			
Engage major institutions and local employers in catalyst projects	Winchester EDA	Valley Health, Shenandoah University, Lord Fairfax CC, SBDC, CVB, and related employers	2018
Develop plans to improve physical connections between major institutions through bike shares, trails, and buses/trolley systems.	Winchester EDA, City of Winchester, Old Town Winchester, Shenandoah University, Lord Fairfax CC, Museum of Shenandoah Valley, Frederick County		2018
Identify ways to strengthen the community's connections with Shenandoah University and its students.	City of Winchester and Shenandoah University	Relevant Community Partners	2020
STRATEGY 2.3: WORK TOGETHER TO COMMUNICATE WINCHESTER'S UNIQUE ASSETS TO EXTERNAL AUDIENCES.			
Consider pooling marketing funds from the EDA, Old Town Winchester, and the Winchester-Frederick County CVB to focus on place-based marketing.	Winchester EDA, Old Town Winchester, CVB		2022
Share this Strategic Plan with economic development, business, and tourism representatives at the county, regional, and state level.	Winchester EDA	Relevant State, Regional & Community Partners	2018
Showcase the community's pride in Winchester to visitors and newcomers.	CVB	Winchester EDA and Old Town Winchester	2020

Note: More detailed tactical recommendations supporting each recommendation are available in the full Strategy.

PERFORMANCE METRICS:

Development/progress on catalyst projects; implementation of quality of life projects, development and execution of regional housing and transportation plan; social media engagement; improvements in housing availability and affordability; and increase in talent attraction and tourism



STRENGTHEN BUSINESS

GOAL: Strong, diverse businesses enhance the vibrancy of Winchester.

Major Initiative	Primary Responsibility	Partners	Start Year
STRATEGY 3.1: ENSURE THE CITY'S HOSPITABLE NATURE IS REFLECTED IN ITS SUPPORT FOR BUSINESSES OF ALL SIZES.			
Develop a coordinated process for business retention and expansion (BRE).	Winchester EDA	Old Town Development Board, Chamber, VEDP	2018
Develop stronger support services for new businesses. (Strategy 1.1)	Winchester EDA	SBDC, City of Winchester, Chamber, Old Town Development Board, VEDP	2018
STRATEGY 3.2: RECRUIT AND GROW INDUSTRIES THAT ENHANCE THE COMMUNITY'S CHARACTER.			
Continue to support and develop talent initiatives as described in Pillar 1.	Employers, Educators-All Levels, Winchester EDA, Workforce Development, VEDP		2020
Develop incentives and regulations that are supportive of the new target clusters.	Winchester EDA	Old Town Development Board, City of Winchester, VEDP	2019
Develop the physical infrastructure needed to support growth industries.	City of Winchester / EDA	Relevant Partners (utilities, development, etc)	2020
Invest in marketing tools and activities to promote Winchester to its target clusters.	Winchester EDA	-	2018
STRATEGY 3.3: UNIFY WINCHESTER'S BUSINESS COMMUNITY.			
Maximize business networking and support, especially within target clusters.	Winchester EDA	Old Town Development Board, Chamber, VEDP	2020
Promote business-to-business (B2B) / Buy Local initiatives within Winchester.	Winchester EDA	Relevant Community Partners	2021
Coordinate events and initiatives outside of the region to promote Winchester's local businesses.	Winchester EDA	Relevant Community Partners	2022
Celebrate local business achievements.	Winchester EDA	City of Winchester, Old Town Winchester, CVB, Chamber	2021

Note: More detailed tactical recommendations supporting each recommendation are available in the full Strategy.

PERFORMANCE METRICS:

Number of businesses touched/assisted; creation of marketing tools; establishment of/participation in Buy Local program; Increase in total employment and self employment; number of new and expanding businesses in the target clusters; job growth in target clusters; and increase in networking opportunities





Appendix 1: Catalyst Opportunities Locations & Funding

Findings from the economic and demographic analysis, combined with input from the community on its current needs and future vision, helped to identify the redevelopment projects that present opportunities for growth in Winchester.

The Catalyst Opportunities Strategy provides location and funding recommendations for each of the identified catalyst projects.

CATALYST OPPORTUNITIES

In 1971, the City of Winchester nearly tripled in size from 3.4 to 9.3 square miles. But in 1987, the General Assembly enacted a moratorium on city-initiated, non-voluntary annexations that will likely remain in place. With size being a limiting factor in Winchester's ability to grow its economy, it must look for opportunities to redevelop existing properties currently being underutilized within the city.

In identifying redevelopment opportunities for the City of Winchester, the consulting team considered the needs of the community and aligned those needs with the city's future vision for its economy. Target industries played a major role in that visioning process. As a result, five projects are recommended that can catalyze economic growth, support target clusters, and contribute to the unique character of the community.

Recommended catalyst projects include:

- Center for Health & Applied Technology
- Mixed-use development with Class A office and co-working spaces
- Shenandoah Meeting & Experience Center
- Food products incubator and accelerator
- Downtown market and grocery

In addition to these projects, the City of Winchester must also devote some of its focus on providing a myriad of housing solutions from workforce and student housing to high-end condos.



CENTER FOR HEALTH & APPLIED TECHNOLOGY

“The health industry will need to prepare for the impact of emerging technologies – by integrating new talent and making investments.”

*-PwC's Top Health Industry Issues
2017*

LOCATION RECOMMENDATION

The success of the Center for Health & Applied Technology starts with a formal partnership among the Valley Health System, Shenandoah University and Lord Fairfax Community College to collaborate on education and training in the fields of health and applied technology. For that reason, we recommend the Center be initially incubated on the campus of the Winchester Medical Center. This initial location might include the following: research and education space, a computer/technology lab, incubator space, and meeting space.

After several years of successful incubation, the Center can be moved off campus to incorporate additional space where technology-related companies-from established to start-ups-can co-locate. At this time, there are two possible locations/areas for the Center for Health & Applied Technology once its established – the former hospital building on Cork Street or along Meadow Branch Avenue for closer proximity to the Medical Center.

FUNDING RECOMMENDATIONS

This proposed Center is dependent upon a formal partnership with the Health System, Shenandoah University, and Lord Fairfax Community College. It would also benefit from private sector support, perhaps from a major technology provider in the field.

Potential sources for additional funding may include:

- Federal grants sources
 - Healthcare and Public Health Critical Infrastructure Protection partnership and the National Health Information Sharing and Analysis Center (Department of Health and Human Services)
 - National Institute for Standards and Technology - National Initiative for Cybersecurity Education (NICE)
 - Small Business Innovation Research (SBIR) and the Small Business Technology Transfer Program (STTR)



CENTER FOR HEALTH & APPLIED TECHNOLOGY

FUNDING RECOMMENDATIONS CONTINUED

- State grants and incentives
 - Refundable Research and Development Expenses Tax Credit or the Major Research & Development Expenses Tax Credit
 - Small Business Development Center – ICAP 2.0 program
- Local incentives
 - Property-specific incentives once the Center moves to its established location



MIXED-USE DEVELOPMENT W/ OFFICE AND CO-WORKING SPACE



Courtesy of Urban Land Institute



Courtesy of WeWork London

LOCATION RECOMMENDATION

There are numerous potential opportunities and locations for mixed-used developments within the city of Winchester. These types of development are especially attractive to a city with a smaller geographic footprint, as they combine a variety of services (housing, office, retail, restaurants) in one location.

Primary Location

201 and 240 East Tevis Street

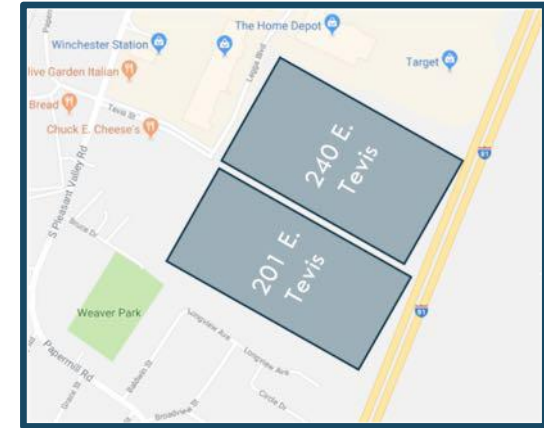
Specifications: 28 acres and 33 acres

Current Use: Vacant

Ownership: Glaize Developments

Location-Specific Incentives:

Real Estate Development Revolving Loan



Secondary Locations

Old Town Winchester (specific location TBD)

Location-Specific Incentives: Enterprise Zone and Historic Rehabilitation incentives, plus others based on actual location.

Ward's Plaza on Valley Avenue

Specifications: 19.40 acres

Current Use: Mix of retail and vacant commercial space

Ownership: Walter Enterprises

Location-Specific Incentives:

Real Property Investment Grant, Job Creation Grant, Professional Job Creation Grant, Exterior Improvement Grant, Real Estate Development Revolving Loan, Substantially Rehabilitated Enterprise Zone Property Tax Incentive, Commercial and Mixed-Use Property Rehabilitation Grant, Exemption from Land Development Fees, Major Economic Development Project Incentive

MIXED-USE DEVELOPMENT W/ OFFICE AND CO-WORKING SPACE



Courtesy of Urban Land Institute



Courtesy of WeWork London

FUNDING RECOMMENDATIONS

Additional funding opportunities for a mixed-use development with office and co-working space will depend greatly on interest by the developer to include mixed-income housing as part of the development.

Additional ideas for funding include:

- Federal grants & assistance sources
 - Section 108 Loan Guarantee Program (HUD)
 - Smart Growth Implementation Assistance (EPA) - technical assistance
 - Building Blocks for Sustainable Communities (EPA) - technical assistance
- State and regional grants and incentives
 - Department of Housing & Community Development
 - Building Entrepreneurial Economies (BEE) grant program
 - Community Business Launch (CBL) program (co-work)
 - Community Housing Development Organization (affordable/special needs population)
 - Virginia Main Street – Commercial District Affiliate Grants

MEETING & EXPERIENCE CENTER



Courtesy of Visit Denver



Utah Valley Convention Center

LOCATION RECOMMENDATION

The Meeting & Experience Center will be a key catalyst for growing the tourism industry in the city of Winchester. The optimal location of this project is a reflection of the strong investments and growth occurring in Old Town Winchester.

Primary Location

Winchester Towers property

Location: 200 N. Cameron Street

Specifications: 2 vacant parcels

0.2 acres and 0.11 acres

Current Use: n/a

Ownership: Cameron Street Investments
(Winchester EDA)



Location-Specific Incentives:

Real Property Investment Grant (State Enterprise Zone Incentive), Job Creation Grant (State Enterprise Zone Incentive), Professional Job Creation Grant (Local Enterprise Zone Incentive), Exterior Improvement Grant, Real Estate Development Revolving Loan, Substantially Rehabilitated Enterprise Zone Property Tax Incentive, Commercial and Mixed-use Property Rehabilitation Grant, Exemption from Land Development Fees, Major Economic Development Project Incentive, Business Development Grant for Vacant Properties.

MEETING & EXPERIENCE CENTER



Courtesy of Visit Denver



Utah Valley Convention Center

FUNDING RECOMMENDATIONS

There are several tourism-related grants through the Virginia Tourism Corporation that could serve as additional funding sources for the project, given the recommendation to utilize the Meeting & Experience Center to highlight the history and character of Winchester.

Virginia Tourism Corporation's (VTC) Grant Programs

- Marketing Leverage Program
- Tourism Development Financing Program
- Virginia World War I and World War II Tourism Marketing Program*
- American Evolution™ Marketing Grant Program*

Aside from grants and incentives, some communities have leveraged public-private partnerships to fund and develop meeting centers. One such local example is the Hotel Madison and Shenandoah Valley Conference Center. The City of Harrisonburg and James Madison University have partnered together to create a center that will benefit both their downtown and the college's growing Hospitality Management program.

** Both programs depend on how much the community leverages the Center to tell story of Winchester.*

FOOD PRODUCTS INCUBATOR

“Between August 2013 and March 2016, the number of kitchen incubators in America has increased by more than 50% to over 200 facilities.”

- US Kitchen Incubators:
An Industry Update
Econsult Solutions



Western Massachusetts Food Processing Center

LOCATION RECOMMENDATION

The location of the Food Products Incubator depends on the scale of the project. It is also important to note that the Food Products Incubator and Downtown Food & Grocery could be co-located.

Standalone Incubator Location

#1 Cork Street

Location: 212 E. Cork Street

Specifications: 0.321 acres

One building ~ 2,760 SF

Current use: Vacant Commercial

Ownership: Cameron Street Investments, LLC
(Winchester EDA)



Location-Specific Incentives: Real Estate Development Revolving Loan,

Multi-Use Incubator Location

ZeroPak

Location: 536 N. Cameron Street

Specifications: 8.85 total acres

~450,000 SF of building one parcel

Current use: Predominately vacant
warehouse & industrial space

Former apple storage facility.

Ownership: Cyrus Square LLC



Location-Specific Incentives:

Real Property Investment Grant (State Enterprise Zone Incentive), Job Creation Grant (State Enterprise Zone), Professional Job Creation Grant (Local Enterprise Zone), Exterior Improvement Grant, Real Estate Development Revolving Loan, Substantially Rehabilitated Enterprise Zone Property Tax Incentive, Commercial and Mixed-use Property Rehabilitation Grant, Exemption from Land Development Fees, Major Economic Development Project Incentive, and Historic Tax Credits/ New Markets Tax Credits

FOOD PRODUCTS INCUBATOR

“Between August 2013 and March 2016, the number of kitchen incubators in America has increased by more than 50% to over 200 facilities.”

- *US Kitchen Incubators:
An Industry Update
Econsult Solutions*



Western Massachusetts Food Processing Center

FUNDING RECOMMENDATIONS

Funding and supporting the Food Products Incubator could come from a local food processing or distribution company as a form of product development. Cargill, Chobani, and Nestle are just some examples of food companies that are doing just that.

According to the Econsult Solutions report on US Kitchen Incubators, 70% of non-profit food incubators and 40% of all food incubators report receiving grant support. Here are a few examples of possible opportunities:

Federal-Level Programs

- Local Foods, Local Places (EPA)
- Local Food Promotion Promotion (USDA)
- Business and Industry Guaranteed Loans (USDA)
- Rural Business Development Grants (USDA) – technical assistance and grants

State-Level Incentives & Grants

- Governor's Agriculture and Forestry Industries Development Fund (AFID)
- Virginia Jobs Investment Program
- Virginia Community Capital - Virginia Fresh Food Loan Fund
- Virginia Farm to School Program

DOWNTOWN MARKET & GROCERY



Farmin' of Front, Wilmington, NC



Farmer's Table Market & Café, Douglasville, GA

LOCATION RECOMMENDATION

The proposed Downtown Market & Grocery can have either one large location or a smaller retail location with a separate location to house a commercial kitchen used in the production of ready-to-eat meals and food products. As mentioned in the previous section, a Downtown Market & Grocery could be co-located with a Food Products Incubator if the right space is available. The primary location below does provide for the colocation.

Primary Location:

ZeroPak

Location: 536 N. Cameron Street

Specifications: 8.85 total acres

~450,000 SF of building one parcel

Current use: Predominately vacant

warehouse & industrial space

Former apple storage facility.

Ownership: Cyrus Square LLC



Location-Specific Incentives:

Real Property Investment Grant (State Enterprise Zone Incentive), Job Creation Grant (State Enterprise Zone Incentive), Professional Job Creation Grant (Local Enterprise Zone Incentive), Exterior Improvement Grant, Real Estate Development Revolving Loan, Substantially Rehabilitated Enterprise Zone Property Tax Incentive, Commercial and Mixed-use Property Rehabilitation Grant, Exemption from Land Development Fees, Major Economic Development Project Incentive, and Historic Tax Credits/ New Markets Tax Credits

DOWNTOWN MARKET & GROCERY



Farmin' of Front, Wilmington, NC



Farmer's Table Market & Café, Douglasville, GA

FUNDING RECOMMENDATIONS

Federal-Level Programs

- Local Foods, Local Places (EPA)
- Healthy Places for Healthy People (EPA)
- Local Food Promotion Promotion (USDA)
- HHS Healthy Food Financing Initiative (eliminating food deserts)
- Business and Industry Guaranteed Loans (USDA)
- Rural Business Development Grants (USDA) – financial and technical

State-Level Incentives & Grants

- Governor's Agriculture and Forestry Industries Development Fund (AFID)
- Virginia Jobs Investment Program
- Virginia Community Capital - Virginia Fresh Food Loan Fund
- Virginia Department of Housing & Community Development - Building Collaborative Communities (BCC) program (financial and technical)

FUTURE HOUSING DEVELOPMENTS

*The rate of new home construction in the city of Winchester is **75% less** than the US average.*



The River House Lofts in Roanoke, VA



*Affordable Housing in Mueller Development,
Austin, TX*

FUTURE RECOMMENDATIONS

The housing situation is a very important conversation not just within the city of Winchester, but for the region as a whole. A recent report by the Virginia Coalition of Housing & Economic Development Researchers estimates the affordable housing need alone to be 6,050 units for Winchester and Frederick county by 2024. To put this in perspective, there were 60 new housing units built in the city of Winchester from 2010-2015, a rate that is 75% less than the US average.

It is the recommendation of the consulting team that the housing needs for Winchester and Frederick county be analyzed together in a standalone, in-depth report. Along with housing, other elements such as transportation and perhaps workforce should be looked at in more depth at the regional level.

Appendix 2:

Target Cluster Messages & Approach

Findings from the Discovery Report helped to identify target industry clusters that present the greatest opportunities for job growth in Winchester.

Marketing strategies and development approaches are laid out for each of the Target Clusters identified in the Discovery Report – Health Care, Business & Professional Services, and Lifestyle & Adventure.

WINCHESTER'S TARGET INDUSTRIES

Avalanche recommends the following three target clusters for the city of Winchester:

- Healthcare
- Business & Professional Services
- Lifestyle & Adventure



How to Use this Section

Sales Messages

The sales messages presented in this section reflect Winchester's competitive advantages for each of the target clusters. These sales messages should be integrated into the Winchester EDA's presentations and marketing content to differentiate it from other competitors.

Development Approach

The most successful communities take a multi-pronged approach to job growth. This includes retention efforts to support existing companies and institutions, recruitment efforts to attract new business to the community from outside the area, and creation efforts focused on developing the ecosystem to support entrepreneurs and innovation.

Emphasis Definitions – The level of emphasis that an EDA should place on the different development approaches varies by community and cluster. Those clusters specified with High Emphasis should receive a larger amount of time and resources than those with a recommended Low or Medium Emphasis.

Marketing Approach

There are a myriad of ways to market your community to its target clusters. A mix of marketing activities is most successful, but when resources are limited it is best to prioritize your efforts. Below are the most popular marketing tools:

- *Website* – A community's online presence and perhaps, most vital tool in today's world.
- *Print Materials* – Informative and well-designed materials that can be printed, emailed, or posted online.
- *External Events* – These typically include events held by industry associations and centers of influence related to your target clusters. Represents the best opportunity to develop and build networks, learn new ideas/best practices, and sell the community.
- *Internal Events* – Leveraging existing events and creating unique events to showcase the community to contacts related to the target industries or development opportunities.
- *Public Relations* – Efforts to communicate your community's strengths to external and internal markets through social media, paid media, earned media, and op-eds.



HEALTHCARE

NICHE SECTORS

- Ambulatory Care
- Biomedical Research

NAICS COMPOSITION

- 6211 Offices of Physicians
- 6213 Offices of Other Health Practitioners
- 6214 Outpatient Care Centers
- 5417 Scientific Research & Development Services



Local Sales Messages – Why Winchester?

One of the primary drivers of Healthcare is people, both access to highly-educated talent and patients. Winchester is the center of health services for the Top of Virginia region and parts of West Virginia. Through Shenandoah University, Lord Fairfax Community College, and its numerous collaborative efforts in workforce, the city has built a strong pipeline for health-related talent from CNA's to PhD's.

- The Healthcare industry is the city of Winchester's largest employer with nearly 6,500 workers.
- The Valley Health System, based in Winchester, provides hospital and medical services to patients in West Virginia and the Top of Virginia region. Winchester Medical Center, a 455-bed facility, offers a full range of medical, surgical, diagnostic and rehabilitation services, and participates in a variety of clinical trials. Centers of excellence include heart & vascular services, oncology, orthopedics, neurosciences, stroke care, women & children's services, and bariatric treatment.
- Award-winning healthcare - Valley Health System is recognized as one of the country's Most Wired™ hospitals for how the regional health system uses information technology to improve access to care, care delivery, patient outcomes and safety. Additionally, Winchester Medical Center is recognized as a top five Virginia hospital by *US News & World Report*.
- Clinical research - The Valley Health System conducts clinical trials in a number of areas and is currently one of only 48 medical centers in the country participating in a study involving a minimally invasive heart valve replacement procedure. In addition, Shenandoah University has and is conducting clinical trials related to its Pharmacy and Physical Therapy programs.
- Winchester is within a two-hour drive from major health-related federal agencies such as the National Institutes of Health (NIH), US Food & Drug Administration (FDA), and the National Science Foundation (NSF).

HEALTHCARE

NICHE SECTORS

- Ambulatory Care
- Biomedical Research

NAICS COMPOSITION

- 6211 Offices of Physicians
- 6213 Offices of Other Health Practitioners
- 6214 Outpatient Care Centers
- 5417 Scientific Research & Development Services



- Growing state-level support - The Commonwealth of Virginia's new 5-year strategic plan calls for the state to capitalize on its assets to become a leader in disruptive technologies, with specific mention of genomics and personalized medicine. The plan also calls for a stronger focus on incentives and financial support for expanded 21st century technology campuses which will benefit Healthcare companies and institutions in Winchester.
- Collaborative talent initiatives - There is a solid working relationship between the hospital and K-12 educators, Lord Fairfax Community College and Shenandoah University that offer career exploration programs, in addition to educating the healthcare workforce of the future. Examples include:
 - Shenandoah University provides degree programs in numerous health-related fields through their School of Health Professions, School of Nursing, and School of Pharmacy. The university is well-known for its Pharmacogenomics program and has recently partnered with Inova Health Systems to develop a global center of excellence in personalized medicine. (The facility is located in Fairfax.)
 - Nearby Lord Fairfax Community College provides programs in Health Information Management and Health Professions. Its Career Pathways Consortium provides a great platform of collaboration between education and industry and includes programs such as the Worlds of Work! event and the future EMT Academy.
 - The Emil and Grace Shihadeh Innovation Center will further support growing the talent pipeline through its Health Sciences Academy and STEM Academy.
 - Project SEARCH through Winchester Medical Center provides internship and learning opportunities for the intellectually and/or developmentally disabled.
- The affordability of the city of Winchester, combined with the plethora of outdoor recreation amenities in the surrounding area and access to DC, make it an attractive place for workers in the Healthcare industry.



HEALTHCARE

NICHE SECTORS

- Ambulatory Care
- Biomedical Research

NAICS COMPOSITION

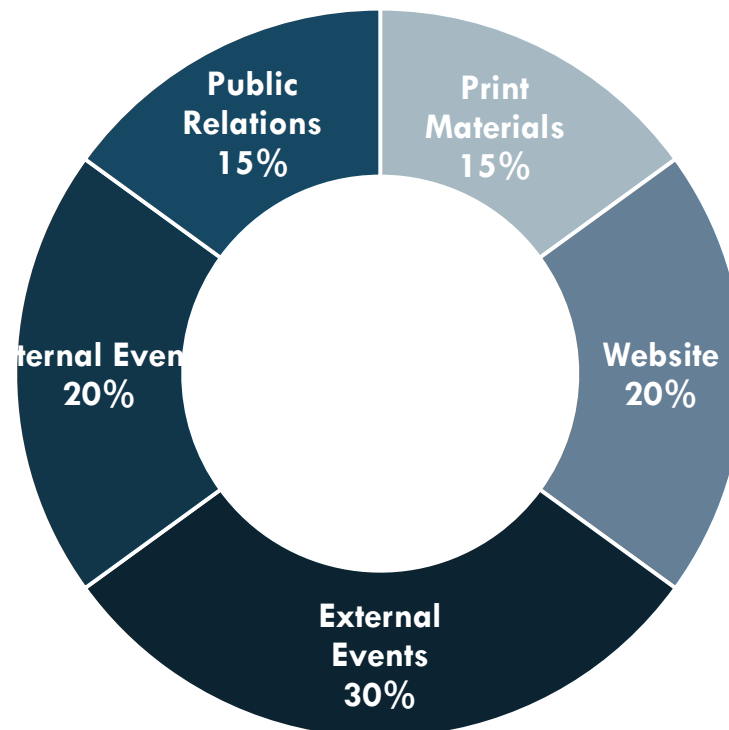
- 6211 Offices of Physicians
- 6213 Offices of Other Health Practitioners
- 6214 Outpatient Care Centers
- 5417 Scientific Research & Development Services



HEALTHCARE DEVELOPMENT APPROACH – FOCUSED ON NEW GROWTH



HEALTHCARE MARKETING MIX – FOCUSED ON PROMOTION



BUSINESS & PROFESSIONAL SERVICES

NICHE SECTORS

- Management, Finance, and Administrative Support
- Software, IT, and Cybersecurity

NAICS COMPOSITION

- 5415 Computer Systems Design & Related Services
- 5112 Software Publishers
- 5182 Data Processing, Hosting, & Related Services
- 5412 Accounting, Tax Preparation, & Bookkeeping
- 5419 Other Professional, Scientific, & Technical Services
- 5511 Management of Companies & Enterprises
- 5611 Office Administrative Services



Local Sales Messages – Why Winchester?

Winchester has the location, infrastructure, and talent to support a growing Business & Professional Services sector. It is a perfect balance of amenities, accessibility, and affordability.

- Employment in the Business & Professional Services sector has increased 16% over the last 5 years in the city of Winchester, making it one of the fastest growing sectors in the City.
- The proximity to DC and surrounding federal agencies provides potential government contractors with great accessibility at much lower operating costs.
- The Harry F. Byrd, Jr. School of Business is an AACSB accredited program and supports more than 300 undergrad and 100 graduate students in a variety of business fields such as administration, entrepreneurship, health care management, sports management, and finance.
- Nearby Lord Fairfax Community College provides training and education to support the Business & Professional Services sector with programs in administrative support technology, business, health information management, and information systems technology. **LFCC's Cyber Security program is recognized by the NSA as a Center of Excellence in Cyber Defense.**
- The city of Winchester has solid infrastructure for utilities and telecommunications and is strongly committed to continuous improvement in these areas.
- The Commonwealth of Virginia has recently returned to the Forbes list of *Best Places to do Business* and its new 5-year strategic plan is focused on keeping it there. Specific growth areas include IT and business & operations centers.

BUSINESS & PROFESSIONAL SERVICES

NICHE SECTORS

- Management, Finance, and Administrative Support
- Software, IT, and Cybersecurity

NAICS COMPOSITION

- 5415 Computer Systems Design & Related Services
- 5112 Software Publishers
- 5182 Data Processing, Hosting, & Related Services
- 5412 Accounting, Tax Preparation, & Bookkeeping
- 5419 Other Professional, Scientific, & Technical Services
- 5511 Management of Companies & Enterprises
- 5611 Office Administrative Services



- Dulles International Airport (only a hour's drive away) and the Winchester Regional Airport provide excellent air travel access for executives. In total, there are three international airports within a two-hour drive.
- The affordability and amenities of the city of Winchester, combined with the plethora of outdoor recreation opportunities in the surrounding area and access to DC, make it an attractive place for workers in Business & Professional Services.

BUSINESS & PROFESSIONAL SERVICES

NICHE SECTORS

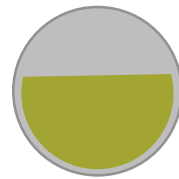
- Management, Finance, and Administrative Support
- Software, IT, and Cybersecurity

NAICS COMPOSITION

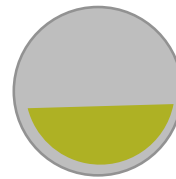
- 5415 Computer Systems Design & Related Services
- 5112 Software Publishers
- 5182 Data Processing, Hosting, & Related Services
- 5412 Accounting, Tax Preparation, & Bookkeeping
- 5419 Other Professional, Scientific, & Technical Services
- 5511 Management of Companies & Enterprises
- 5611 Office Administrative Services



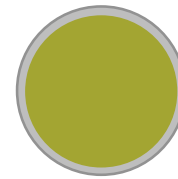
BUSINESS & PROFESSIONAL SERVICES DEVELOPMENT APPROACH – FOCUSED ON NEW GROWTH



Retention
Medium
Emphasis

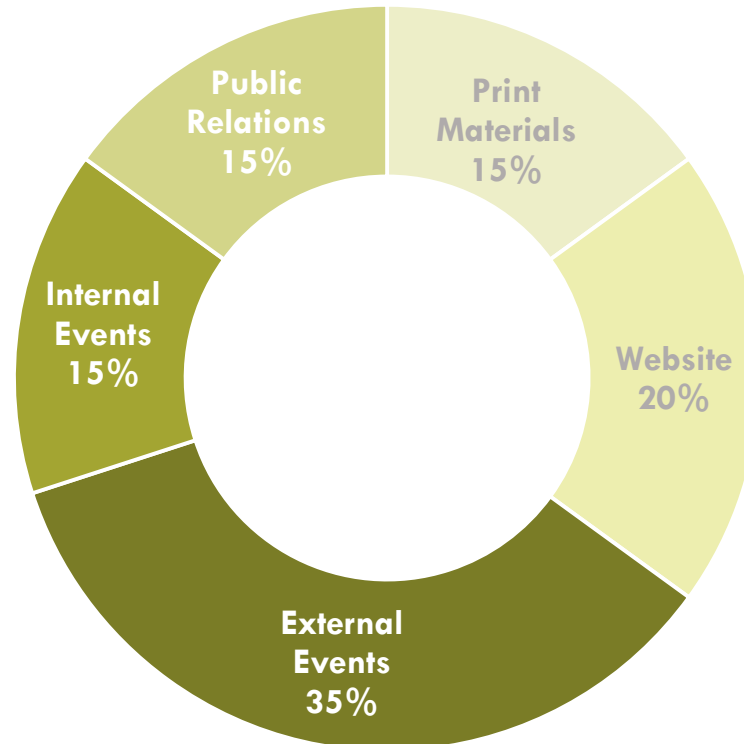


Recruitment
Lower
Emphasis



Creation
High
Emphasis

BUSINESS & PROFESSIONAL SERVICES MARKETING MIX – FOCUSED ON PROMOTION



LIFESTYLE & ADVENTURE

NICHE SECTORS

- Experiential Retail, Recreation, and Tourism
- Artisanal Agriculture

NAICS COMPOSITION

4511	Sporting Goods, Hobby, & Music Stores
4529	Other General Merchandise Stores
4533	Used Merchandise Stores
7121	Museums, Historical Sites, & Similar Institutions
7139	Other Amusement & Recreation Industries
7211	Traveler Accommodation
7225	Restaurants & Other Eating Places
3114	Fruit & Vegetable Preserving / Specialty Food Mfg.
3121	Beverage Manufacturing
4452	Specialty Food Stores



Local Sales Messages – Why Winchester?

The city of Winchester has deep roots in agricultural, historical, and outdoor recreational tourism opportunities. Expanding these experiences and product offerings will provide a dual benefit to the residents of Winchester, improving quality of life while also bringing in new job opportunities. In doing so, Winchester becomes a more attractive place for tourism, and a stronger magnet for talent to support these and other target sectors.

- The city of Winchester is well-positioned for growth in Experiential Retail, Recreation and Tourism, as it is the current retail hub for the Top of Virginia region and West Virginia.
- Sitting at the crossroads of Routes 81, 50, 7, and 522, Winchester is at the heart of it all, yet a world away. (From OTW website)
- Winchester is one of the most frequently visited cities in Virginia.
- Winchester has long been known as the “Apple Capital” as it is surrounded by orchards and is one of the largest apple producing areas in Virginia.
- Tourism expenditures in the city of Winchester are more than \$111 million annually and support more than 1,000 jobs. Agritourists alone generate more than \$175 million in economic activity for the Shenandoah Valley.
- The Shenandoah Valley is recognized nationwide for its history and heritage, as well as for being an outdoor wonderland.
- There are numerous unique amenities and events to showcase and build upon, like:
 - Shenandoah Apple Blossom Festival
 - Old Town Winchester Pedestrian Mall
 - Shenandoah Spirits Trail
 - Green Circle Trail
 - The Museum of the Shenandoah Valley
 - Shenandoah Conservatory Performances
 - Shenandoah Valley Discovery Museum
 - Top of Virginia Artisan Trail
 - Numerous battlefields and historical monuments
 - Special events in Old Town Winchester and surrounding area

LIFESTYLE & ADVENTURE

NICHE SECTORS

- Experiential Retail, Recreation, and Tourism
- Artisanal Agriculture

NAICS COMPOSITION

4511	Sporting Goods, Hobby, & Music Stores
4529	Other General Merchandise Stores
4533	Used Merchandise Stores
7121	Museums, Historical Sites, & Similar Institutions
7139	Other Amusement & Recreation Industries
7211	Traveler Accommodation
7225	Restaurants & Other Eating Places
3114	Fruit & Vegetable Preserving / Specialty Food Mfg.
3121	Beverage Manufacturing
4452	Specialty Food Stores



Local Sales Messages – Why Winchester?

- The city of Winchester and its residents are very supportive of local businesses. Initiatives like the Old Town Development Board's Greatness Program is just one way the city contributes to the success of local businesses.
- Shenandoah University and Lord Fairfax Community College both offer programs that support growing small businesses in the Lifestyle & Adventure sectors.
 - Shenandoah University – programs in entrepreneurship; arts, entertainment, & media management; music; theatre; and dance.
 - LFCC – programs in hospitality, small business management, and entrepreneurship.
- The city of Winchester receives national recognition for its growth and performance:
 - Winchester was recognized as the *#13 Best Small Places for Business and Careers* by Forbes
 - Milken Institute listed the Winchester MSA as the *29th Best Performing City* in 2016.
 - Winchester has been recognized by numerous publications as a top place for retirees.
- Winchester is a caring and welcoming community.
- Examples of successful food processing and manufacturing companies in the area include: Schenck Foods, White House Foods, Kraft Foods, New World Pasta, and Valley Proteins.
- The Commonwealth offers several programs and grants to support tourism, marketing and small business growth (which is vital to this sector).

LIFESTYLE & ADVENTURE

NICHE SECTORS

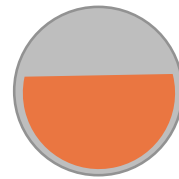
- Experiential Retail, Recreation, and Tourism
- Artisanal Agriculture

NAICS COMPOSITION

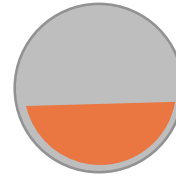
- 4511 Sporting Goods, Hobby, & Music Stores
- 4529 Other General Merchandise Stores
- 4533 Used Merchandise Stores
- 7121 Museums, Historical Sites, & Similar Institutions
- 7139 Other Amusement & Recreation Industries
- 7211 Traveler Accommodation
- 7225 Restaurants & Other Eating Places
- 3114 Fruit & Vegetable Preserving / Specialty Food Mfg.
- 3121 Beverage Manufacturing
- 4452 Specialty Food Stores



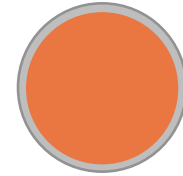
LIFESTYLE & ADVENTURE DEVELOPMENT APPROACH – FOCUSED ON NEW BUSINESS/STARTUPS



Retention
Medium
Emphasis

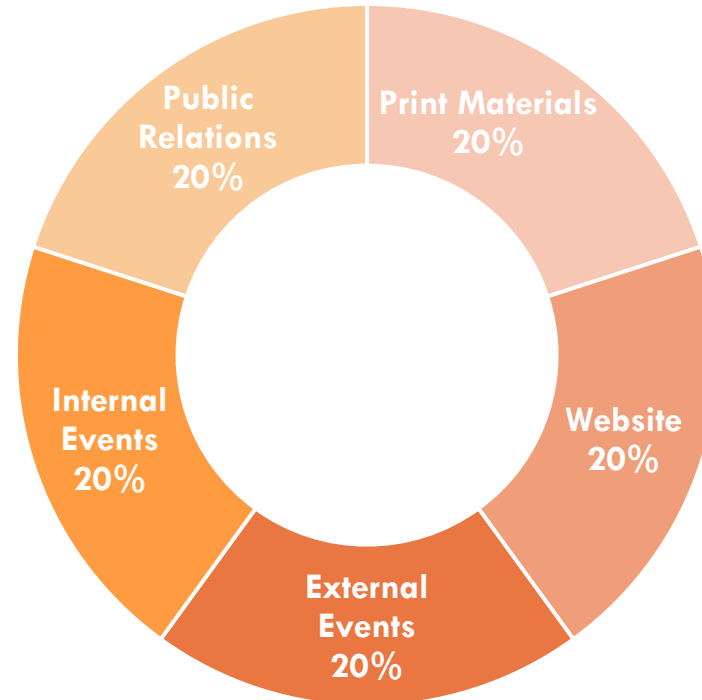


Recruitment
Lower
Emphasis



Creation
High
Emphasis

LIFESTYLE & ADVENTURE MARKETING MIX – BALANCED APPROACH





Appendix 3:

Best Practices

This collection of best practices is meant to provide inspiration to the city of Winchester as it implements this Economic Development Strategic Plan. Each summary is an example of how another community tackled a similar issue or opportunity. These best practices are meant to be easily adapted and implemented in the city of Winchester.

BEST PRACTICE

RELATED PILLARS

- Empower People

Sonoma County Connections

Sonoma County Connections is a website developed by the Sonoma County California Economic Development Board to showcase the county's assets for potential residents and new businesses. Sonoma County Connections has information on quality of life amenities, each city in the County, and employment opportunities. The website's job search engine is especially advanced because it's powered by Indeed, so it has advanced search functions, allows employers to post jobs, lets job seekers can set up email alerts, and includes a comprehensive list of available jobs in the county. Beyond providing information about what a great place Sonoma County is to live and do business, the EDB created profiles of successful residents and businesses called Stories. Each Story includes a brief overview of the resident or business and explains how and why they chose to locate in Sonoma County. In their stories residents and businesses describe how Sonoma's available land, cultural amenities, the small-town feel, low cost of doing business, and more led them to settling in Sonoma County. Sonoma County Connections has both the data and personal insight to demonstrate why Sonoma County is an attractive place to live, start a business, or continue your career, and gives website visitors all the tools they need to pursue a new start in Sonoma.



sonoma county connections

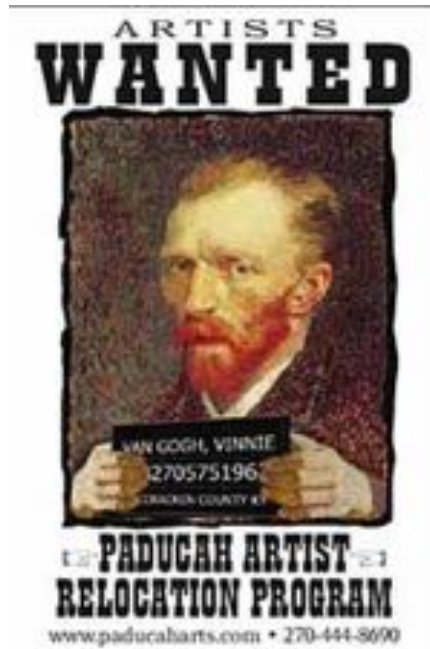
BEST PRACTICE

RELATED PILLARS

- Empower People
- Bolster Community

Paducah Artist Relocation Program

Started in 2000, the Artist Relocation Program founded by the Paducah Main Street organization strove to attract artists to Paducah as a form of economic development. The goal of the program was to revitalize one of Paducah's most historic neighborhoods by making it affordable and attractive to artists to create a new Arts District. The program was able to restore historic buildings through over \$30 million in donations and public investment. The program offers zoned live/work spaces to artists, and some locations are available for as little as \$1 for qualifying proposals. The Artist Relocation Program specifically sought out artists who had a track record of using their art to support a business. Proposals for the program ask artists to demonstrate that their business could produce sufficient sales and clients to support itself while operating in Paducah. Since beginning, the program is now down to only two available spaces left for artists, having successfully filled the rest of its Arts District. The Artist Relocation Program has won multiple awards including the Kentucky Arts Council Grant, 2005 Rudy Brunner Award for Urban Excellence, and the American Planning Association's National Planning Award/Special Community Initiative.



BEST PRACTICE

RELATED PILLARS

- Empower People
- Bolster Community
- Strengthen Business

American Underground

After the decline of Durham's manufacturing, the city found itself in need of a revamped economy. Luckily, it had the tools to build one: massive amounts of open, unused office space (thanks to the abandoned tobacco manufacturing plants), low property prices, and proximity to academic institutions. So the local government started courting start-ups. In 2011 the city's Chamber of Commerce launched programs providing free office space, wi-fi, and start-up advice to new companies. Founding partners in the program included Google for Entrepreneurs, Lincoln Financial, Coastal Federation Credit Union, Duke University, Fidelity Labs, and Capitol Broadcasting Company.

Today, American Underground supports 275+ startups across four locations and has been dubbed the "Startup Capital of the South" by CNBC. But what sets American Underground apart from many other incubators is its impressive level of diversity. According to their most recent annual report, 30 percent of the American Underground's businesses are led by women and 31 percent are led by minorities. Nationally, approximately only one percent of startup founders are Black and eight percent are female (according to CB Insights).

Part of their success in increasing diversity stems from partnerships (like their partnership with a local historically black university), leadership (using leaders from the African-American and Hispanic community to host a hackathon), awareness (exposing youth to the innovation economy) and unique services (like a nursing station for new mothers).



48% OF COMPANIES ARE LED BY A
FEMALE AND/OR PERSON OF COLOR



BEST PRACTICE

RELATED PILLARS

- Empower People

Holy Cross Samaritan Center

Holy Cross Samaritan Center in Detroit, Michigan, is a large, multi-organization facility that provides a diverse mix of family health, employment, and community services in the impoverished neighborhood of east Detroit. Services provided serve both adults and children, and include areas such as foster care, mental health counseling, substance abuse counseling, job training and placement, elder care, and court support services. The first Samaritan Center was founded in 1948, and has grown to over 20 centers in response to a shrinking industrial base that has created systemic problems with homelessness, poverty, and unemployment in the community. All of the centers serve approximately 1,500 Detroit residents per day, and the centers employ over 400 people. The Samaritan Center is a collaboration of 70 organizations in Michigan's largest one-stop service center. Boysville of Michigan and SER Metro-Detroit sponsor the program.



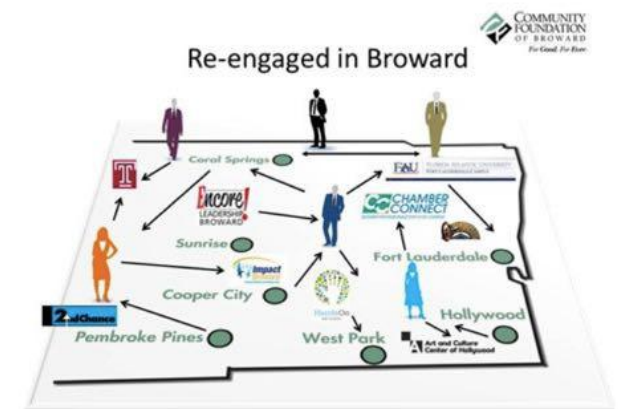
BEST PRACTICE

RELATED PILLARS

- Empower People
- Bolster Community

Broward County, Florida – Re-engage for Good

The Community Foundation of Broward County, Florida, sought to reconnect its sizeable population of retirees or baby boomers nearing retirement to the Broward community. The Foundation recognized that seniors have a lot to offer – years of professional experience, free time, and an in-depth knowledge of the community – but seniors often had a difficult time engaging in new opportunities after retiring. Most part-time jobs or volunteer opportunities aren't targeted at seniors, meaning there are few challenging or rewarding jobs or volunteer positions that offer the flexibility and time commitment desirable for seniors. In order to better connect seniors to opportunities in the community the Foundation created a community action plan called "Re-engage for Good". The purpose of Re-engage for Good was to coordinate funding and community efforts towards engaging retirees or soon-to-be retirees with professional, civic, and volunteer opportunities in Broward County. The plan especially focuses on helping seniors plan for and develop the skills necessary for an "encore career", or a flexible, part-time career that provides a continuing source of income and personal fulfillment, and creating opportunities for seniors to volunteer. The plan includes strategies to help seniors and retirees transition from full time employment to retirement, while encouraging them to be an active member of the community.



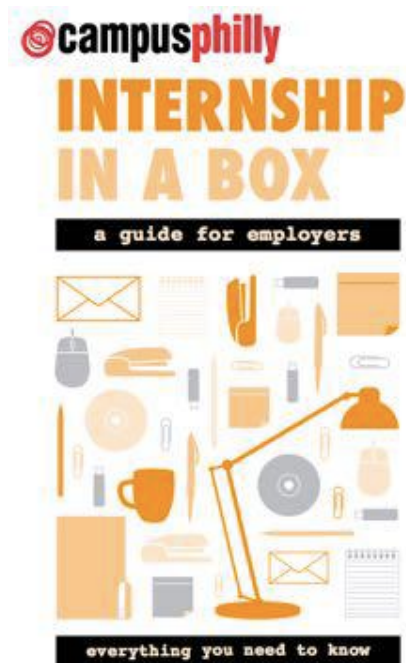
BEST PRACTICE

RELATED PILLARS

- Empower People
- Bolster Community
- Strengthen Business

Campus Philly

Campus Philly works to retain college students in the Greater Philadelphia region by offering internship opportunities and professional networking events with industry leaders and recruiters. An online portal matches students with local employers. In-person and online internship fairs take place every semester. As part of its engagement efforts, Campus Philly hosts events that connect students to the community. The goal is to encourage students to connect with their employers, each other, and the city so they want to stay Greater Philadelphia after graduation. Campus Philly also created “Internship in a Box,” a guide for creating sustainable internship programs. This guide for local employers outlines how to structure an internship program and promotes the benefits of hiring paid interns. It includes frequently asked questions, perks of hiring an intern, employer benefits, employer responsibilities, a 10-step plan to create an internship program, compares paid versus unpaid internship programs, Campus Philly’s role, and additional resources.



BEST PRACTICE

RELATED PILLARS

- Empower People
- Bolster Community
- Strengthen Community

Make it. MSP. Talent Portal and Ambassador Program

Make It. MSP. is Greater Minneapolis-St. Paul's talent attraction campaign. The Make It. MSP. website includes information about living and working in the Minneapolis-St. Paul region, including cost of living, major industries, education, neighborhoods, and more. There's also a search engine for jobs and internships. They have several resources for newcomers, like MSP Hello, which are welcome events for new residents, and Ask an MSP Hello Ambassador, which is a long list of Minneapolis residents and professionals that you can contact for advice about moving to the city. Each Ambassador has a small bio that specifies their areas of expertise, like "Ask her about: Arts and Culture, Professional Services" so newcomers can seek advice from knowledgeable residents.



Ask for advice
from an MSP Hello
Ambassador

Connect to local
resources with the
MSP Neighborhood
Guide



BEST PRACTICE

RELATED PILLARS

- Bolster Community
- Strengthen Business

Greenville, South Carolina – Swamp Rabbit Bike Trail

The Greenville Health System Swamp Rabbit Bike Trail is a 19.9 mile multi-use trail that runs through downtown Greenville. Opened in 2009, the Swamp Rabbit Bike trail provides both recreation and transportation opportunities for Greenville residents. The trail runs along the Reedy River and through Reedy Falls Park and downtown Greenville and connects nearby Furman University and the city of Travelers Rest. Its prime location makes it a popular spot for Greenville residents to walk, run, or bike in their free time. It's downtown location and almost 20 mile length makes it ideal for commuters who choose to walk or bike to work, especially if they live downtown. Along the trail are amenities for residents like water fountains, restrooms, and several access points with parking. The trail also includes stenciled markers on the trail, making it easier for residents to report emergencies on the trail with an accurate location. The trail connects much of downtown Greenville, making it easier for residents to remain active in their free time and choose an eco-friendlier and healthier commuting option.

Since opening in 2009, the Swamp Rabbit Bike Trail has had an \$6.7 million economic impact on tourism in the area and was recently named a “2017 Great Places in America” by the American Planning Association. The trail has also been a major catalyst for the revitalization of nearby Travelers Rest where there has been an infusion of restaurants, breweries, and shops as a result of the trail's opening. There are ongoing plans to expand the trail across the city and county to provide even greater access.



BEST PRACTICE

RELATED PILLARS

- Empower People
- Bolster Community
- Strengthen Business

Spartanburg, South Carolina – Main Street Challenge

The Spartanburg Main Street Challenge is an initiative spearheaded by the Economic Development Department of the City of Spartanburg to revitalize their downtown. Beginning in 2013, the initiative offered a \$12,000 grand prize (plus in-kind professional services) to three winners who pitched a business plan that would diversify the business mix in Spartanburg's downtown. In this entrepreneurial contest, contestants could submit a plan for a new or expanding business on the condition that if they won they would sign a 3 year lease in a retail space downtown, open by November 1, 2013, and operate during regular business hours. After the first successful year, the Spartanburg Economic Development continued the Main Street Challenge, and by the end of 2015 levels of investment and activity in downtown were at an all time high. Winners of the Main Street Challenge include a maternity specialty store, pet boutique, micro-distillery, hiking and backpacking store, and juice bar. The program proved so successful that the nearby South Carolina towns of Gaffney and Pickens created their own Main Street Challenge for their downtown, and Spartanburg is running out of downtown real estate to offer winners.



BEST PRACTICE

RELATED PILLARS

- Strengthen Business

Fredericksburg, Texas

Fredericksburg is located in the heart of Texas Wine Country, and markets itself as the epicenter of the Hill Country wine region. The entire region is home to 45 wineries, and Fredericksburg and Gillespie County are home to around half of them. Many wineries have historical ties to the German settlers who began communities in the area.

Fredericksburg's tourism focuses on wine country and German heritage, and their downtown area speaks to both of these traditions. They have several historic buildings, bed and breakfasts for tourists to stay in, and a wide variety of wine-related activities for tourists. Fredericksburg's downtown is home to several tasting rooms, the Urban Wine Trail with 10 different wineries, cellars, and tasting rooms, wine tours & shuttles, and many tasting events throughout the year. A major event is the Fredericksburg Food and Wine Festival, which is a festival where tourists can sample wine and local foods from Central Texas vendors. The Fredericksburg Food and Wine Festival has been an annual event for over 25 years. Fredericksburg's decision to focus its marketing and tourism efforts around central Texas wineries has made it a successful tourist destination and gathered media attention, like being named one of USA Today's 10 Best Small Town Food Scenes, or being dubbed the "New Napa" by various media outlets.



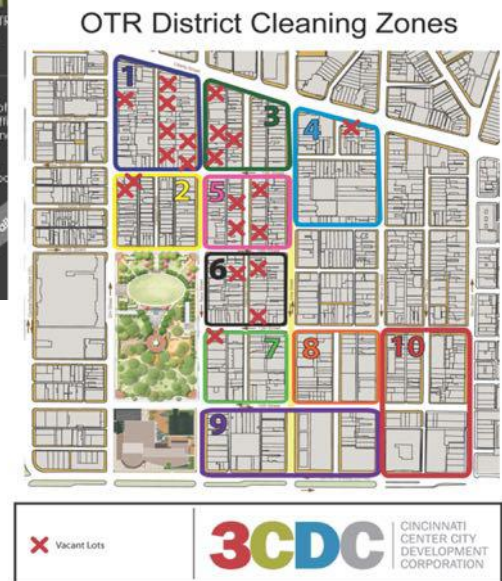
BEST PRACTICE

RELATED PILLARS

- Empower People
- Bolster Community
- Strengthen Business

Cincinnati Center City Development Corporation

Cincinnati Center City Development Corporation (3CDC) was created by business leadership in the community that saw the need to revitalize Cincinnati's downtown. 3CDC is funded by local corporations and serves as the developer, asset manager, and lender/fund manager of its projects, partnering with the City as needed. 3CDC operates two private investment funds – the Cincinnati New Markets Fund (CNMF) and the Cincinnati Equity Fund (CEF) – that are used for downtown redevelopment and economic development projects in distressed neighborhoods. 3CDC's four strategic goals are “to create great civic spaces, create high-density mixed-use development, preserve historic structures and streetscapes and build diverse mixed-income neighborhoods supported by local businesses.” The corporation takes a holistic approach to its development, including everything from homeless shelters to arts and cultural amenities. Since 2004, over \$1.1 billion has been invested in redevelopment and new construction projects in downtown Cincinnati and Over-the-Rhine.



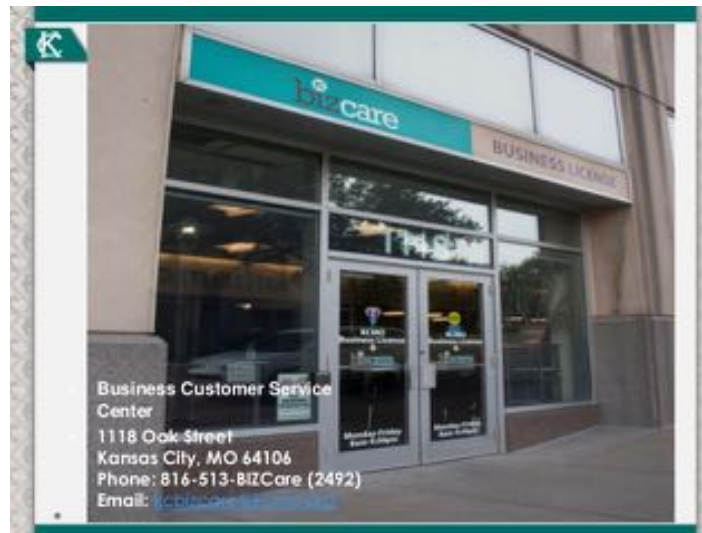
BEST PRACTICE

RELATED PILLARS

- Empower People
- Strengthen Business

Kansas City KCBizcare

The Kansas City Business Customer Service Center or “KCBizcare” opened June 1, 2009 and was established as a separate entity under the City Manager’s Office to provide enhanced services to the small business community. KCBizcare currently has a staff of three and provides business-specific “roadmaps” for opening a business; public access to city computers to look up property and zoning information, access city records, and submit applications online; referrals to city departments, agencies, and partner organizations involved in regulation or business assistance; and guidance and assistance in navigating the city’s licensing, permitting, and approval processes. KCBizcare developed a Business Resource Guide, which is a comprehensive online guide that walks a prospective business owner through starting and maintaining a business in Kansas City. The goal of KCBizcare is to make it even easier for entrepreneurs in Kansas City to start and/or expand their business while also following all of Kansas City’s business laws and regulations.



BEST PRACTICE

RELATED PILLARS

- Empower People
- Bolster Community
- Strengthen Business

Winston-Salem Chamber of Commerce - Keep it Local

The Winston-Salem Chamber launched its Keep It Local campaign in 2014 to encourage businesses and residents to use local vendors, shop in local stores, eat at local restaurants, and attend local events. At the beginning of the campaign the Chamber provided local businesses with a Keep It Local window sticker to make it easier for residents to identify and purchase goods from local vendors. The Chamber also created an online directory of local businesses, called the Find a Business Directory, that lists all of the Chamber's members, their services, and contact information. The Find a Business Directory is both a useful for residents looking for local businesses and another perk to Chamber membership. The purpose of the Keep It Local campaign is to keep Winston-Salem residents employed, help local businesses grow, increase employment, create a positive business climate that attracts other businesses to the area, and increase community support through taxes that local businesses pay for local services like schools and the fire department. Not only does the Chamber encourage businesses and residents to shop locally, but the Chamber has made a commitment to work exclusively with local businesses, help local member businesses grow through free advice and research, and working with the local government to help small businesses be competitive with larger national companies in the area.



BEST PRACTICE

RELATED PILLARS

- Bolster Community
- Strengthen Business

City of Jacksonville, Florida – Incentives Update

Jacksonville conducted a comprehensive review of their incentives policy in 2014 to ensure that they were offering tools that delivered value to targeted businesses, addressed their strategic priorities, and protected the public interest. The City commissioned a review of their existing policies and national best practices and an inventory of available regional, state, and federal programs that could be utilized by businesses in the city. One of the final results of this study was the development of a Project Evaluation Matrix to determine incentive awards. This matrix was more flexible and user friendly than their previous point scoring method. The keys to project evaluation were:

- Simplicity – using yes or no questions to avoid over complication
- Transparency – avoiding complex calculations for determining awards and keeping the decision making process simple and clear so city council, residents, and prospective firms understand the process
- Return on Investment – ensuring that all projects have a direct and easily calculated return on investment for the city
- Criteria – Looking at primary employers, qualified target industries, the size of projects (jobs and investment), and projects that address strategic goals

Their program also offers bonus investment incentives for projects that locate in preferred development areas, create additional high wage jobs, or address other identified needs and priorities.

Return on Investment Formula

Economic benefit is the direct, indirect, and induced gains in City revenues which result from the City's public investment in a project.

Return on investment (ROI) measures the economic benefit against the public investment for a project. This measure does not address issues of overall effectiveness or societal benefit; instead, it focuses on tangible financial gains or losses to City revenues that are derived from an investment in a specific project.

The ROI is not intended to evaluate whether the State's investment is appropriate, nor does it distinguish the State's investment over any other financial vehicle.

General ROI Measurements:

- Greater Than One - the project more than breaks even; the direct return to the City produces more projected revenues than the total cost of the public investment.
- Equal To One - the project breaks even; the return to the City in additional direct revenues equals the total cost of the public investment.
- Less Than One, But Positive - the project does not break even; however, the City generates enough revenues to recover a portion of its cost for the public investment.
- Less Than Zero - the project does not recover any portion of the public investment cost, and the City revenues are less than they would have been in the absence of the program because taxable activity is shifted to a nontaxable activity.

