



Kentucky  
League  
of Cities

# WINCHESTER CITY COMMISSION

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## STRATEGIC WORK PLAN 2023

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Prepared by the Kentucky League of Cities  
Community and Economic Development Team

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# Introduction



## City of Winchester Board of Commissioners

- JoEllen Reed, Mayor
- Kenny Book, Commissioner
- Shannon Cox, Commissioner
- Kitty Strode, Commissioner
- Hannah Toole, Commissioner

## City Administration

- Michael Flynn, City Manager

## EXECUTIVE SUMMARY

The City of Winchester engaged the Kentucky League of Cities (KLC) in March of 2023 for the purpose of creating a strategic work plan for the Winchester Board of Commissioners. The goal of the work plan is to identify the city's project goals and budget priorities for moving Winchester

forward over the next three to five years and beyond. The mayor and commissioners have engaged in three work sessions to develop and refine the plan. The 2023 City of Winchester Board of Commissioners Strategic Work Plan reflects the results of their collaborative work.



# Purpose of the Strategic Work Plan

The city commission desires to create a strategic work plan to identify the commission's goals and budget priorities to move the city forward for the next three to five years. KLC will provide the city with an organized list of projects and priorities along with projected budget year timelines for implementation. The city should continually evaluate its progress and modify the priorities, as needed, to accomplish its goals.

## WHAT DOES THE CITY COMMISSION WANT TO ACHIEVE?

- ◆ A better understanding of the city commission's collective goals.
- ◆ Funding priorities for the next three to five years.
- ◆ Implementation and budget timelines.



# Vision for 2023 - Top 4 Goals

The City of Winchester Board of Commissioners identified the following priorities for the city over the next 10 years.

1. Housing
2. Parks and recreation
3. Infrastructure
4. Quality of life

## CURRENT AND ONGOING PROJECTS

The mayor and commissioners in collaboration with the city manager and department heads identified the current and ongoing projects of the city. These projects have various timeframes for completion as reflected in the projected timelines at the conclusion of this plan.

- Town Branch Stormwater Project

- Roads: Fulton Road Extension; Lincoln Street west/east side; High Side of Main Street
- 7th Street Project
- Splash Pad
- Parks – increase funding, upgrade equipment, paving, building structures, and maintenance
- Public works – upgrade/expand facilities, increase personnel
- EMS and fire department to be two separate divisions
- Retaining wall on Lexington Avenue
- Conversion of dilapidated properties into affordable housing
- Opioid Abatement Program



# Seven Strategic Areas Identified

For the short-term interests of the city, seven strategic areas have been identified.

1. Infrastructure
2. Quality of life
3. Parks and recreation
4. Housing
5. Downtown
6. Safe city
7. Education/workforce training



# Strategic Areas

## 1. Infrastructure

- Roads – complete current road work projects and extensions
- Public works buildings – upgrade and expand facilities/build new buildings
- Inventory stormwater needs citywide – develop a replacement program and prioritize projects

## 2. Quality of Life

- Expand for young people – family entertainment center; bowling alley; skating rink
- Increase downtown and community events by 10% per year



- Expand pedestrian connectivity – conduct a feasibility study to expand the trail system from Walnut Grove to downtown Winchester, connecting the county part and the city part to the Fayette County line
- Enhance the opioid abatement program by working with the private sector to create second-chance employment
- Beautify our public spaces so that they are clean, safe, fun, and beautiful
- Make the city inclusive and welcoming to all people

## 3. Parks & Recreation

- Construct a splash pad
- Expansion of current parks and recreation programs
- Conduct a feasibility study for an outdoor public swimming pool
- Conduct a feasibility study for increasing park funding to upgrade equipment, paved areas, buildings, structures, and maintenance
- Conduct a feasibility study on the creation of a recreational area, specifically using the North East Retention Basin (NERB) Lake as an outdoor swimming facility
- Evaluate feasibility and opportunity of acquiring Hannah McClure Preschool to be used as a space for parks, a community commercial kitchen, and rental space for events

## 4. Housing

- Partner with community agencies to create safe and secure housing for the homeless population
- Convert dilapidated properties into affordable housing and provide people the opportunity to move into home ownership
- Address lack of housing opportunities – conduct a citywide study, prioritizing by street or area
- Develop and continue programming to enable independent living for senior citizens to live in their homes
- Continue to support Meals on Wheels, Kentucky River Foothills Transportation, Generation Center
- Make progress in providing low-income or wage-based housing

# Strategic Areas

## 5. Downtown

- Complete design and move Main Street High Side Project to construction
- Continue and strengthen enforcement of ordinances to protect downtown businesses and residents
- Establish a downtown entertainment district
- Construct a veterans' memorial on city property
- Partner in recruiting a downtown grocery store
- Continue the downtown shuttle service

## 6. Safe City

- Increase police and fire staffing



- Split the EMS and fire department into two separate divisions – will need to be funded appropriately
- Create a better avenue to retain and recruit our own citizens to fill positions – BCTC to provide skills, training, and certificates
- Embrace new technologies to enhance safety
- Increase summer bike patrols
- Determine and address first responders' needs
- Complete compensation study for all city departments

## 7. Education/Workforce Training

- Support entrepreneurship in the city
- Work with the private sector to explore and implement second-chance employment programming
- Explore acquiring the Hannah McClure Preschool to house the BCTC culinary program
- Maintain and seek additional grants for scholarships and internships for young people
- Return to joint planning with the county and schools

# Direct Budget Impacts

The mayor and city commissioners identified these areas that directly impact the city's budget.

- Support recruitment of a downtown grocery store
- Housing – buying blighted properties
- Stormwater
- Entrepreneurship

- Family entertainment center
- Veterans' memorial downtown
- First responders' needs
- Parks & recreation
- Salaries



# City Budget and Timelines

The city commission and city manager reviewed the project lists and determined the anticipated project timelines and budget impacts. They also

ranked each project as “critical,” “important,” or a “want to item.”

## Critical Initiatives and Priorities

Initiative/Priority	Budget Year to Begin	Estimated Completion Year
<b>CRITICAL</b> - Stormwater - develop replacement plan (prioritized)	FY23	FY26
<b>CRITICAL</b> - Public spaces - clean, safe, fun, and beautiful	FY22	Annual consideration
<b>CRITICAL</b> - Convert dilapidated properties into affordable housing	FY21	Annual consideration
<b>CRITICAL</b> - Competitive salaries for first responder personnel	FY21	Annual consideration
<b>CRITICAL</b> - First responders' needs	FY21	Annual consideration
<b>CRITICAL</b> - Prepare for future needs of fire/police/public safety facilities	FY24	FY27 – FY28
<b>CRITICAL</b> - Complete compensation study	FY24	FY24

## Critical or Important Initiatives and Priorities

Initiative/Priority	Budget Year to Begin	Estimated Completion Year
<b>CRITICAL/IMPORTANT</b> - Roads - complete current road work and extensions	FY22	Annual consideration
<b>CRITICAL/IMPORTANT</b> - Opioid abatement program	FY23	Annual consideration
<b>CRITICAL/IMPORTANT</b> - Develop and continue programming to enable independent living for senior citizens to live in their homes	FY24	Annual consideration
<b>CRITICAL/IMPORTANT</b> - Continue and strengthen enforcement of ordinances to protect downtown businesses and residents	FY23	Annual consideration
<b>CRITICAL/IMPORTANT</b> - Splash pad	FY23	FY24

# City Budget and Timelines

## Important Initiatives and Priorities

Initiative/Priority	Budget Year to Begin	Estimated Completion Year
<b>IMPORTANT</b> - Public works - upgrade and expand roads/infrastructure/facilities	FY21	Annual consideration
<b>IMPORTANT</b> - Opportunities for young people - family entertainment center; bowling alley; skating	FY23	FY27
<b>IMPORTANT</b> - Work with private sector to explore and implement second-chance employment	FY23	Annual consideration
<b>IMPORTANT</b> - Expand parks and recreation program and increase park funding - upgrade equipment, paving, buildings, structures, and maintenance	FY22	Annual consideration
<b>IMPORTANT</b> - Evaluate feasibility and opportunity of acquiring Hannah McClure Preschool - use space for parks, commercial kitchen, rental space for events	FY24	FY26
<b>IMPORTANT</b> - Safe and secure housing for homeless population	FY23	Annual consideration
<b>IMPORTANT</b> - Establish entertainment district downtown	FY24	FY26
<b>IMPORTANT</b> - Construct a veterans' memorial downtown on city property	FY24	FY25
<b>IMPORTANT</b> - Increase police and fire staffing	FY23	Annual consideration

# City Budget and Timelines

## Important Initiatives or Priorities

Initiative/Priority	Budget Year to Begin	Estimated Completion Year
<b>IMPORTANT</b> - Collaborate with BCTC to create better avenues to retain our own citizens to fill critical positions	FY24	Annual consideration
<b>IMPORTANT</b> - Ability to embrace new technologies to enhance safety	FY24	Annual consideration
<b>IMPORTANT</b> - Increase summer bike patrols	FY22	Annual consideration
<b>IMPORTANT</b> - Foster, recruit, retain, expand, and incentivize entrepreneurship	FY24	Annual consideration
<b>IMPORTANT</b> - Maintain and improve grants, scholarships, internships	FY24	Annual consideration
<b>IMPORTANT</b> - Return to joint planning with the county and schools	FY24	Annual consideration

# City Budget and Timelines

## Important or Wish Initiatives and Priorities

Initiative/Priority	Budget Year to Begin	Estimated Completion Year
<b>IMPORTANT/WISH</b> - Conduct a feasibility study on a recreational area - Northeast Retention Basin (NERB Lake) as an outdoor swimming facility OR outdoor swimming pool	FY24	FY26
<b>WISH</b> - Increase downtown and community events by 10% per year	FY24	Annual consideration
<b>WISH</b> - Pedestrian connectivity - conduct feasibility study on expanding trail system from Walnut Grove to downtown Winchester connecting the county and city parts	FY24	FY27
<b>WISH</b> - Encourage recruitment of a grocery store downtown	FY24	Annual consideration

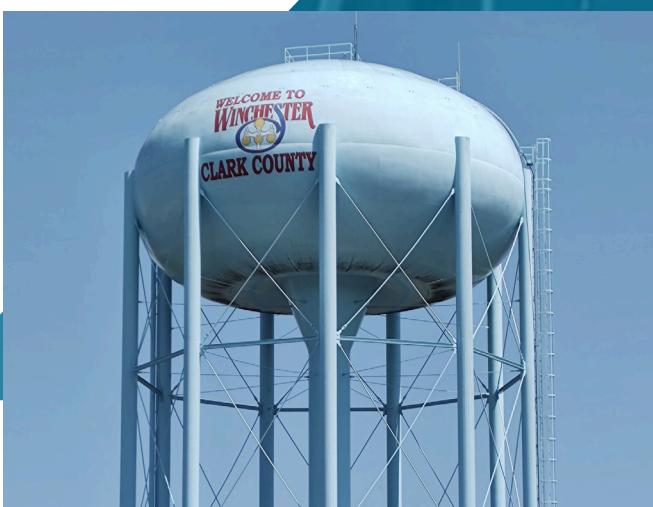
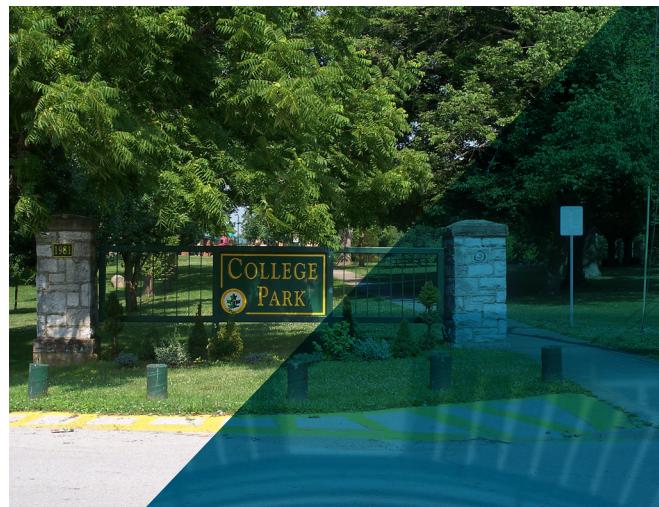


# Summary

The City of Winchester sits within the heart of the Commonwealth of Kentucky and has long been a scenic destination for visitors from across the country. The historic downtown has been on the National Register of Historic Places since 1981. Known for its charm and southern hospitality, Winchester strives to maintain its unique identity and elevate the city's quality of life for its residents and visitors.

The Winchester Board of Commissioners has set forth an ambitious strategic work plan to grow and improve in the coming years. The city's leadership is committed to ensuring a bright future by addressing the city's needs for infrastructure upgrades, housing, entertainment, public spaces, and business development through the thoughtful and intentional implementation of its strategic work plan.







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