

Town of Windsor

Memorandum

February 9, 2021

TO: The Honorable Mayor and Town Council

FROM: William G. Saunders, IV, Town Manager WGS IV

SUBJECT: Windsor Strategic Plan

Background

For over a year, at the direction of the Windsor Town Council, numerous stakeholders have undertaken the process of gathering information and synthesizing it into a visionary plan to guide the direction and resources of the Town of Windsor into the future. These actions included the creation of a management team, a widely distributed survey to capture feedback from the community that was made possible by a Community Development Block Grant, as well as the participation of town staff, professional consultants and elected officials. On December 8, 2020, a joint public meeting was held, including the Town Council, Planning Commission and management team to hear a presentation on the final draft of the plan.

On December 8, 2020, it was the desire of the Town Council to discuss at their January 12, 2021 meeting, means and methods of public outreach on the plan within the confines of the Covid-19 pandemic. While a public meeting, which was advertised in a local paper, was held, some other potential methods considered by Council at their January 12, 2021 meeting were: Other public meetings (Respective of Covid-19 guidance); publishing the plan and/or survey on the town's website; distribution of the plan and/or survey to town residents; or an online poll/survey.

Also discussed, was whether this outreach should be for the purpose of seeking further input prior to adoption of the plan or to advertise the plan following adoption.

Also directed by the Council on December 8, 2020, was to send the plan back to the Planning Commission for their recommendation. At their January 27, 2021 meeting, the Planning Commission was supportive of the plan, offered no specific comments, and recommended approval of the plan.

Specifics

As you may recall, at the December 8, 2020 Strategic Plan meeting, Councilmember Blankenship mentioned a version of the plan that included narratives, as well as her own revisions; neither the facilitator, nor own staff, were aware of this version. It was also recommended that Town staff strike through items that were dated in the plan for the next review. The version of the plan that is enclosed here is reformatted to include the narratives,

Councilmember Blankenship's revisions, and red-lining by Town staff; however, the main elements of the plan itself have not changed in any material way since the December 8, 2020 meeting.

Enclosures

Revised Strategic Plan with Narratives

Recommended Action

For your consideration



Windsor's Roadmap for the Future
Town Council's ~~2020~~ 2021 Strategic Plan

Windsor's Vision:

"We are a proactive, strong, caring community of people that is committed to its citizenry, promoting a sense of pride and engagement that is attractive to families, offering a high quality of life."

Introduction

This document contains the strategic plan for the Town of Windsor. The Town Council spent the better part of 2019 developing this plan. The development of the plan incorporated input from citizens through the use of a newly formed Citizen Advisory Committee. The plan lays out action items that will help the Town move toward its vision.

The actions and tasks are made up of a variety of items including those that were already planned or underway and future items identified by the Town Council, as well as items identified by citizens through the Citizen Advisory Committee community survey responses. An asterisk (*) next to a key task indicates that that task is specifically related to, and supported by, the results of the community survey.

Directly following this page are narratives that explain each action item and give some justification for its inclusion in the strategic plan. Following the narratives are the action items and the specific key tasks that support each of the action items.

This plan is a living document and will be updated overtime to reflect completed tasks and changing priorities of the Town. This document will be used to guide decisions made by Council and programs put into place by Staff.

Windsor’s Road Map for the Future

The Town of Windsor’s Strategic Plan

Action Item #1: Develop a Master Plan for Infrastructure programming that encourages development and improves the future growth of commercial sites.

In order to ensure long term sustainability of the Town as well as to provide for future growth, the Town must develop a plan to maintain and improve our infrastructure. This includes, but is not limited to, water, sewer, roads, and other needed services to retain and attract citizens and businesses.

Key Tasks/Activities
1. Review existing plans for area. Leverage Bowman study for stormwater and start Master Planning for water and recommended strategies for sewer.
2. Consider Partnerships for water and sewer. (HRSD, IOW)
3. Investigate broadband coverage with cable provider and County. *
4. Continue to update Town facilities infrastructure for provision of services, to include a maintenance building.

Action Item #2: Develop a Master Plan for the Properties along Route 460 and surrounding area, as a part of the comprehensive plan.

Developing a business master plan will provide the Town with a road map for future business retention and recruitment efforts. While the main business corridor of Windsor is Route 460, we should strive to diversify our businesses geographically and based on type.

Key Tasks/Activities
1. Develop a Business District off 460 in the 258/460 business area.
2. Research how existing specific properties can be used. *
3. Develop Businesses along 460, to include consideration of a family restaurant in target areas.
4. Investigate Train Stop options.
5. Meet with County Staff to discuss potential for conducting a retail recruitment strategy as a joint project. <ul style="list-style-type: none"> a. Obtain estimates from consultants for this service. b. Include funding in the budget if the decision is to proceed. c. Procure consultant and establish action plan.

Action Item #3: Evaluate revisions to the zoning ordinance to allow higher density options for housing.

The current makeup of the housing stock in Town consists largely of single family homes and mobile homes. This does not offer the variety of housing that today’s consumers are looking for. In order to be attractive to a wide range of demographics, we must diversify our housing stock. This should include apartments, condos, townhouses, and other types of housing that appeals to those looking for an alternative to the large lot single family home.

Key Tasks/Activities
1. Research options for giving people less than a 1/3 ac lot.
2. Research options for mixed use and cluster home development. *
3. Research making Windsor a “walkable” community through ordinances recommended in new developments.
4. Bring recommended ordinances to Council for adoption.

Action Item #4: Promote the use of Windsor Town Center.

The Windsor Town Center is a wonderful asset for the Town. We must plan for the future use and continued promotion of the facility.

Key Tasks/Activities
1. Study the first 12 months of usage of the Town Center.
2. Engage a community committee and friends of town center to plan for future growth and use plan.

Action Item #5: Include increased pedestrian and bike access for citizens in planning efforts.

Increasing pedestrian and bicycle mobility throughout Town will not only help reduce dependency on vehicles, but will also help to encourage healthy and active lifestyles of our residents. These outcomes will help reduce traffic and improve the quality of life of our residents.

Key Tasks/Activities
1. Investigate connecting Windsor to Smithfield.
2. Improve trail signage from Town Hall to Ballpark. Use GIS to incorporate an exercise program into mailed materials.
3. Support the County plan for park to park trail. *
4. Promote lot behind Town Hall as public Bike trailhead/meet up.

Action Item #6: Actively participate in State intervention safety plan for 460.

Windsor is built around route 460. With the ever increasing traffic on this major roadway, safety is an ever growing concern and the Town should actively participate in any activities that will increase the safety for motorist and pedestrians along this vital roadway.

Key Tasks/Activities
1. Research design guidelines to encourage slower traffic.
2. Research considerations of lighting and narrowing of road.
3. Get involved with advocacy; engage Legislators in conversations about 460 and Safety and SMART scale (addition of evacuation routes).

Action Item #7: Identify potential Property Maintenance Ordinances.

Developing a property maintenance ordinance will ensure that properties in the Town are maintained to a minimum standard. This will help keep the Town attractive and will create an environment that is inviting and will contribute to the high quality of life in Town.

Key Tasks/Activities
1. Research other localities/ ordinances.
2. Assess options and write a draft ordinance that will work for the Town of Windsor
3. Bring recommended ordinance to Council for adoption.
4. Communicate new ordinance to potential buyers and existing owners

Action Item #8: Increase collaborative efforts with the County to explore ways to share and leverage services.

Continuing to explore ways to collaborate with Isle of Wight County and other local entities will ensure that we are being the best possible stewards of taxpayer’s funds.

Key Tasks/Activities
1. Consider partnerships with IOW County, Smithfield, the Chamber, and Schools <ul style="list-style-type: none"> a. Economic Development b. Parks and Rec c. Procurement and subcontracting d. IF e. Emergency Communication

Action Item #9: Investigate becoming a HEAL community (Virginia Municipal League program).

The Healthy Eating Active Living (HEAL) initiative is a State wide program to help localities provide more opportunities for healthy lifestyle for its citizens. This initiative will help the Town develop policies and practices to promote active living options throughout Town. A healthier citizenry will further improve the quality of life for all of our citizens.

Key Tasks/Activities
1. Research the criteria to obtain the designation.
2. Appoint a committee to work on the application and satisfy provisions to promote a healthy lifestyle.
3. Apply for HEAL community designation, and tie initiatives back to website.
4. Provide more recreational opportunities for Citizens.
5. Coordinate with Schools regarding baseline HEAL measures and use of track/ballfields, green space.

Action Item #10: Develop a strategy to enable Windsor citizens to show their community pride.

This action item will help create a unified branding initiative that will help create a cohesive, unifying slogan or logo. Creating a sense of place will help bring the community together and will help foster a sense of pride. This can lead to a more engaged and connected community.

Key Tasks/Activities
1. Investigate a community branding initiative, creating a slogan or tagline such as “ONE Windsor” campaign. Consider Heart of IOW, Gateway to Hampton Roads, WIN, Where’s Windsor?
2. Develop community branding campaign and hire consultant to do the creative.
3. Integrate with County, Neighboring Towns and Business Organizations.

Action Item #11: Identify and work with stakeholders to develop the Bank St. property.

The Town currently owns a 4+ acre property on Bank Street. Converting this existing farm land into a community park will help support the HEAL initiative. It will also give citizens another opportunity to become more active and engaged with their neighbors. The facility would serve all of the Town residents and those in the immediate vicinity.

Key Tasks/Activities
1. Develop people park, with previously developed layout, and consider walking trails and drone park.
2. Approve Bank St property plan and budget for the project.

3. Research other localities who have dog parks, and consider funding sources for options.
4. Consider a drainage plan for site and budget.

Action Item #12: Support the beautification of the Route 460 corridor.

Route 460 is the Town’s “main street”. It is the main thoroughfare for people passing through town. As such, it may be the only part of Windsor that anyone sees. It is imperative that the lasting impression that Route 460 leaves is a positive one. Helping to create a more visually enjoyable experience along Route 460 will help improve the image of Town and may result in more economic growth along the corridor.

Key Tasks/Activities
1. Research matching grants available for beautification of Route 460 corridor.
2. Involve Community businesses in the efforts.

Action Item #13: Increase the number of community Events and Activities.

Community events and activities bring our community together. Events such as summer concerts or our wonderful 4th of July celebration bring people from within Windsor and the surrounding areas together. The sense of community and local pride that is generated can significantly improve the quality of life for our residents.

Key Tasks/Activities
1. Put together a committee that will plan and execute events, such as 4 th of July party and car show, Block Parties, Fall Festival, and consider development of Windsor Town Center grounds/property.
2. Explore a Farmers Market concept. Leverage County support, find a safe spot off 460 to hold it, engage farmers, consider permanent structure to house.
3. Evaluate attendance and quality of events.

Action Item #14: Work with partners to enhance and promote the history of Agronomy in the Town of Windsor, including working farms and Agriculture related businesses.

The Town of Windsor has a deep history in agriculture. Promoting our agricultural based businesses can help create an awareness of how important agriculture is to our Town and our everyday lives. An increased awareness of our agricultural based businesses may help increase economic development opportunities and tourism.

Key Tasks/Activities

1. Coordinate a marketing campaign to promote the “fruits of our labor” and Ag themed items.
2. Use County Fair as test market for products and messaging.

Action Item #15: Inventory Provision of Health care services.

As technology advances, the advent of home health and telemedicine services continues to grow. Providing education and opportunities for our citizens, and especially our senior population, will help provide access and awareness to these services. This will help provide more options to our citizens in an effort to increase quality of life.

Key Tasks/Activities
1. Educate the citizens on Telemedicine efforts.
2. Research Senior Living options in the town.
3. Investigate Telemedicine partnership to set up technology at Windsor Town Center.

Action Item #16: Investigate establishing a Community Garden.

A community garden would provide an opportunity for residents to plant, maintain, and grow their own food. This could be used as an educational opportunity for students and residents alike. Working in conjunction with other stakeholder groups to accomplish this action item will help get more citizens engaged with the Town and its residents.

Key Tasks/Activities
1. Consult Master Gardeners
2. Ask Windsor HS about their gardens

(* Items also discussed in Citizen Survey results.