

Strategy ID	Strategies and Descriptions	Secondary Goals	Regulatory/Policy Physical/Design	Improvements Programmatic/Services	Building Capacity	Primary Implementation Entity Responsible	% Responsible	Supporting Entity(ies)	% Responsible	Funding Sources/Allocation	Priorities	Approx. Cost (\$=less than \$50K; \$\$=\$50K-\$250K; \$\$\$=\$250K-\$1M; \$\$\$\$=1M+)	Timing (Ongoing; Near [0-3]; Mid [4-7]; Long-term [8-10+])
<b>THEME: BALANCING DEVELOPMENT WITH PRESERVATION</b>													
<b>GOAL 1: ENCOURAGE MORE COMMERCIAL, MIXED-USE, AND COMPACT RESIDENTIAL DEVELOPMENT IN AREAS THAT SUPPORT ECONOMIC VIBRANCY, INCLUDING STRATEGIC REDEVELOPMENT PARCELS IN TOWN CENTER AND THE IDENTIFIED EVOLVING</b>													
A1.1	<p><b>Increase community planning staff capacity to strengthen the Town's ability to promote desired development objectives and expand survey, planning, and regulatory support.</b></p> <p>To effectively promote the desired development and redevelopment in town, and to ensure preservation of historic resources and residential neighborhood character, it will benefit the town to hire additional planning staff with expertise in historic preservation and design. The additional staff, which would bring the Planning Department to three professional planners, would include planners with expertise in land use, zoning, development review, and historic preservation to support the town boards and commissions responsible for development and preservation including the Planning Board, Zoning Board of Appeals, Historic Commission, and any Local Historic District Commissions created as a result of establishing Local Historic Districts.</p>	All				X	Town Manager; Select Board; and Town Meeting	75%	Planning and Engineering Departments; Historical Commission; Housing Partnership Board	25%	Town Budget	\$\$	Near (0-3)
A1.2.1	<p><b>Create an area plan for the North Main Street Corridor to envision public realm improvements and to identify development opportunities, zoning amendments, and design guidelines to help shape future development.</b></p> <p>A combination of physical improvements along the corridor and less restrictive zoning with development incentives, including more allowable development intensity, may be necessary to entice existing and future property owners to consider redevelopment options for the North Main Street corridor. The vision for these options should be grounded in a community-led process. The process would bring together residents and stakeholders to share their respective wants and needs. This information would then be synthesized with empirical data such as a residential/commercial market study to determine the viability of the overall vision.</p> <p>Ideally, the changes along the southern North Main Street corridor would increase housing choice, establish a more robust commercial and jobs base, and increase visitation to the area. To garner investment in the corridor, the Town will likely have to make zoning changes to allow higher intensity development, parcel consolidation, increased building heights, and a wider range of uses as-of-right. Mixed-use residential should be given consideration as a development typology based on the current demand for housing in Winchester, but not necessarily required for multi-family residential development. As the corridor starts to see more investment, it is possible that some all-commercial buildings may be proposed. Coupling zoning changes with design guidelines would help ensure that new development adheres to consistent design standards.</p> <p>Graphic/Map to include: Map delineating north and south portions of the North Main Corridor.</p>	2, 5, 6, potentially 3, 4, 8, and 16.	X	X			Planning Department	75%	Planning, Zoning, and Design Review Boards; TTAC; Chamber of Commerce; other Committees and Department Heads as needed	25%	Town Budget	\$\$\$	Near (0-3)

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A1.2.2	<p><b>Consider establishing a district improvement financing (DIF) program in the southern portion of the North Main Street corridor to allow the Town to borrow funds to target public infrastructure improvements in the district based on future tax revenue increases.</b></p> <p>The creation of a DIF district can help unlock financial resources to fund critical infrastructure projects within Winchester, such as sidewalk, streetscape, crosswalk, parking or landscaping improvements. A DIF works by allowing a community to issue general obligation bonds backed by future property taxes which would result from new development within the DIF district. From a financing standpoint, the debt service on the bonds is paid for via the tax increment realized in the DIF district; money not used for debt service reverts to the General Fund. By securing funding upfront, the community can direct investments in infrastructure projects which ultimately serve to unlock new development.</p> <p>Example communities which have successfully implemented a DIF include the Town of Easton, and the cities of Amesbury and Somerville. These communities took neighborhood visions and then worked with developers to create the necessary conditions, from an infrastructure standpoint, to ensure the envisioned development could take place.</p> <p>Resources from MassDevelopment on DIFs: <a href="https://www.massdevelopment.com/what-we-offer/real-estate-services/technical-assistance/district-improvement-financing">https://www.massdevelopment.com/what-we-offer/real-estate-services/technical-assistance/district-improvement-financing</a> MassDevelopment's DIF Guide: <a href="https://www.massdevelopment.com/assets/what-we-offer/DIF/V8_5.29.19_-_DIF_Guide_-_MassDevelopment_DIF.pdf">https://www.massdevelopment.com/assets/what-we-offer/DIF/V8_5.29.19_-_DIF_Guide_-_MassDevelopment_DIF.pdf</a></p> <p>Possible Case Study: Easton Five Corners project used DIF to extend sewer connections to an area targeted for increased development. <a href="https://www.easton.ma.us/sewer/dif/index.php">https://www.easton.ma.us/sewer/dif/index.php</a> <a href="https://www.housingtoolbox.org/case-studies-and-best-practices/5-ways-easton-ma-is-using-dif-as-a-tool-to-promote-smart-growth-and-future-investment-in-the-five-corners-district">https://www.housingtoolbox.org/case-studies-and-best-practices/5-ways-easton-ma-is-using-dif-as-a-tool-to-promote-smart-growth-and-future-investment-in-the-five-corners-district</a></p> <p>Additional Examples: Amesbury South Hunt Area DIF: <a href="https://www.amesburyma.gov/community-economic-development/pages/district-improvement-program-south-hunt-area-projects">https://www.amesburyma.gov/community-economic-development/pages/district-improvement-program-south-hunt-area-projects</a> Somerville Union Square DIF <a href="https://www.somervillema.gov/usqdif">https://www.somervillema.gov/usqdif</a></p>	1, 2, 6, 8, 9, 12, and 19					Planning Department and new Economic Development Task Force; Town Manager		75%	Select Board and Town Meeting	25%	Town Budget	\$ or Staff		Near (0-3)	
A1.3.1	<p><b>Collaborate with neighborhood residents to create an area plan for the Holton/Cross Street Area to increase the value of the non-residential tax base, including updated zoning that strategically responds to the market, and to create more cohesive neighborhood buffering.</b></p> <p>Developing a cohesive plan with mirrored zoning across the municipal border can help create more predictability and reduce instances of competing forces. Most of the industrial land along the Holton Street corridor lies in Woburn, so it may be to Winchester's benefit to coordinate land use, zoning, and marketing efforts. Currently, the industrial area has a mix of users that range from children's play spaces, to indoor swimming, to a facility for the Food and Drug Administration (FDA). The major route in and out of the industrial area is along Holton Street with a connection to Montvale Avenue and I-93 in Woburn. The area planning effort should focus on creating synergies with the Woburn industrial area, strengthening transportation connections, and looking at ways that Winchester could support and/or grow their own industrial and commercial base. Zoning changes to the Winchester zoning bylaw and zoning map should reflect a consensus as to what type of industrial, or other uses, are most appropriate and compatible in the Holton/Cross Street area of town for the long term. It could also allow or encourage multi-family residential development.</p> <p>Concurrent to the efforts of increasing cooperation with Woburn, Winchester should also ensure that any new development located in the Holton/Cross Street area does not negatively impact the existing residential neighborhoods which bound the site. In addition to the type of uses allowed, zoning requirements and conditions should focus on precluding and/or ameliorating any potential impacts of industrial uses on the larger neighborhood.</p>	2, 5, 6, potentially 3, 4, 8, and 16.					Planning Department and Town Manager		75%	Planning, Zoning, and Design Review Boards; TTAC; Chamber of Commerce; other Committees and Department Heads as needed	25%	Town Budget; Woburn City Budget	\$		Mid (4-7)	

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A1.3.2	<p><b>Work with property owners in the Holton/Cross Street Area to support marketing for commercial, industrial, and/or office uses (as determined by the Holton/Cross Area Plan).</b></p> <p>Using its financial and political resources, the Town can help market the Holton/Cross area to new businesses. The current business mix in the Holton/Cross area does not maximize its potential. By working with property owners, the Town can help attract new businesses which complement existing businesses located in both Winchester and Woburn, such as the Winchester Hospital and Food and Drug Administration research facility. The marketable features of the area include access to Interstate 93, a highly educated workforce, and proximity to Boston and the Route 128 corridor. The Holton/Cross area has the potential to be reconfigured by new business tenants to take advantage of the large parcels which are currently underutilized.</p> <p>By looking at the entirety of the Holton/Cross Street area, even up into Woburn, the two municipalities could create joint marketing efforts where benefits to one community can be shared by both. As new companies are brought into the industrial park, both communities stand to benefit from added spending power, new employees, and growth in the tax base. The two communities could also engage in joint marketing efforts by pooling resources, jointly listing properties, sharing in business recruitment strategies, and more.</p>	2, 6					Planning Department; New Economic Development Task Force; Town Manager; Chamber of Commerce	100%	n/a	n/a	Town Budget	\$	Mid (4-7)		
A1.4	<p><b>Adopt the community's desired future land uses and real estate market potential for key commercial and potential redevelopment sites along the Cambridge Street Corridor; amend zoning and design guidelines to reflect these findings.</b></p> <p>Conducting a corridor study for Cambridge Street would help solidify a vision for this corridor with particular focus on potential infill or redevelopment sites and the preservation of commercial uses through rezoning. The vision and future implementation steps would need to incorporate resident and stakeholder input. With a variety of parcel sizes along the corridor, key decisions may be required in the future as redevelopment of larger parcels arise and potential strategies for aggregation of smaller parcels are needed. The Town should have a plan in place should any of these larger parcels, such as Mahoney's Garden Center or Bonnell Motors Inc., be positioned for redevelopment, including commercial, industrial, and potentially, multi-family residential.</p> <p>The study should identify ways to buffer future commercial or industrial development along this corridor from surrounding residential neighborhoods using landscaping, building massing and setbacks, design techniques, transition areas, and siting of new buildings away from the residential areas and closer to, or at, the commercial corridor sidewalks. The areas are bounded by residential development, mostly single-family homes and duplexes, and conducting these studies could help the Town determine what types of development is palatable and viable. The studies should include an analysis of and recommendations for land use and zoning changes, massing and design guidelines, a market analysis, and transportation, parking, and infrastructure improvements. The Town should amend zoning to orient redevelopment aligned with study findings, including considering adopting design guidelines.</p>	2, 5, 6, potentially 3, 4, 8, and 16.	X				Planning Department	50%	Planning, Zoning, and Design Review Boards; TTAC; Chamber of Commerce; other Committees and Department Heads as needed; MassDOT	50%	Town Budget	\$	Near (0-3)		
A1.5	<p><b>Strengthen Swanton Street as a primary connection between North Main and Washington Streets through zoning amendments to foster redevelopment opportunities and through public streetscape and wayfinding improvements.</b></p> <p>Consider rezoning industrially zoned land in front of the transfer station to commercial uses that reflect existing land uses and promote appropriate redevelopment. Review zoning provisions to ensure existing zoning of key sites encourages appropriate and desirable redevelopment, such as commercial, residential, or mixed-use development, especially the site on the corner of Swanton and Washington Street. Include Swanton Street in the updated Complete Streets Prioritization Plan and incorporate new streetscape improvements and a well-designed wayfinding signage system that reinforces key connections to destinations such as the Fells, North Main Street, Town Center, and the Tri-Community Greenway.</p>	2, 5, 6, potentially 3, 4, 8, and 16.	X	X			Planning, and Engineering Departments; DPW	75%	Planning, Zoning, and Design Review Boards; TTAC; Building Department; Housing Partnership Board	25%	Department Budgets; Capital Planning	Staff/Board Time	Near- Mid (0-7)		

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A1.6	<p><b>Create development concepts for strategic infill or redevelopment sites in Town Center to inspire property owners, business owners, and residents to see contextually appropriate development possibilities within the existing zoning allowances.</b></p> <p><i>Working with a design firm to create CBD-compliant development concepts that are contextually appropriate under existing zoning can showcase the development potential of certain parcels as well as preferred design aesthetics. To stimulate property owners and/or developers to invest in the Town Center, the Town will likely have to make zoning changes to allow higher intensity development, parcel consolidation, adjust building heights, and allow a wider range of uses as-of-right while at the same time preserving the characteristics of development that make the Town Center a special place. Throughout the Master Plan process, residents shared a desire for increased commercial activity and variety in Town Center, particularly if coupled with more community activities, events, and programs that would help transform Town Center into a more vibrant destination.</i></p> <p><i>Example communities in which new development has been integrated within the existing "town center" fabric include Lexington, Brookline, and Medford. Through regulatory bodies and community-led processes, Planning Boards, Zoning Boards, and Design Review Committees can determine the suitability of particular types of development.</i></p>	2, 5, potentially 16.	X				Planning Department; Town Manager	75%	Planning, Zoning, and Design Review Boards; TTAC; Chamber of Commerce; Engineering Department; Housing Partnership Board	25%	Town Budget	\$\$-\$	Near (0-3)		

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<b>GOAL 2: CULTIVATE ACTIVE SUPPORT BY TOWN LEADERSHIP FOR THE CONTINUED SUCCESS OF EXISTING BUSINESSES AND IN SEEKING OPPORTUNITIES FOR NEW BUSINESSES IN WINCHESTER.</b>													
A2.1	<p><b>Create a Main Streets Organization to promote Town Center, the Cultural District, and local businesses, and to collaborate with businesses and other entities to organize events that draw people to Town Center and catalyze business activity.</b></p> <p><i>There are many different types of entities that could be established to serve as an advocate and organizer for the Town Center and to work in collaboration with the Cultural District and the Chamber of Commerce. A Main Streets Organization would be a private voluntary membership entity that needs to fundraise (privately) but does not impose any fees or taxes on property or business owners.</i></p> <p><i>A staffed Main Streets Organization could provide added economic development capacity for the Town and concentrate efforts on boosting activity, and therefore potential customers, in the Town Center. Some Main Street organizations are structured with local town officials filling seats on a Board of Directors. The organization would focus on the four-point Main Street approach: economic vitality, design, promotion, and organization. Main Streets Organizations can implement creative approaches to place-based improvements such as a) providing experiences, b) fostering social engagement, c) directly supporting local businesses, such as through a façade improvement grant program, and d) implementing catalyst strategies, such as elder-friendly/ aging-in-community, family friendly, and/or arts strategies. Main Street America provides a wealth of resources to support local Main Street organizations, such as its new publication "The Future of Retail: Creative Approaches to Place-Based Entrepreneurship."</i></p> <p><i>The Town should take advantage of grant programs such as the Massachusetts Downtown Initiative grants that provide funds for a wide variety of strategies related to downtown revitalization efforts. This is a yearly grant program that the Town should spend time preparing for to understand how it could best use the funds prior to submitting a proposal. Façade improvement programs often require local businesses to match a grant and will also often provide technical design assistance. These types of programs can be privately funded through the Main Streets Organization.</i></p> <p><i>Potential Case Study: Simsbury, CT (est. pop 24,952 in 2017), Saco, ME (est. pop 19,485 in 2017) or Brunswick, ME (est. pop 20,523)</i></p> <p><i>Potential Case Study: Roslindale Façade Improvement Grant Program</i></p>	1, 6, 17, and 19, potentially 11											
A2.3	<p><b>Establish a town Economic Development Task Force to spearhead ongoing town efforts to promote and strengthen the economic health of local businesses.</b></p> <p><i>The Economic Development Taskforce would unite representatives from existing groups who are already focused on promoting local business, including the Chamber of Commerce, Planning Department, Housing Partnership Board, and Cultural District Partnership, among others. The taskforce would also include members from a new Main Streets Organization. The Town Manager's office will work with these entities to appoint representatives with relevant economic development expertise, including the Chamber's existing Economic Development Committee which currently serves as a conduit between the business community in Winchester and the town government.</i></p> <p><i>The Chamber's Committee works to encourage the expansion of existing commercial businesses, attract new complementary businesses, and assists with improving properties to enhance the vibrancy of the town.</i></p> <p><i>The Town itself is a key stakeholder in the Town Center given the number of municipal buildings and employees located in the area. By collaborating with the Chamber of Commerce and other entities, and being a strong partner, the Town can help improve the local business environment. Areas where the Town can lead include securing funding for projects, targeting investments, promoting a supportive regulatory environment, and community engagement.</i></p>	1, 6, and potentially 16.											

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<b>GOAL 3: CREATE AND PRESERVE HOUSING THAT IS AFFORDABLE, ESPECIALLY SMALL-SCALE DEVELOPMENT THAT HARMONIZES WITH WINCHESTER'S CHARACTER AND PROVIDES EASY ACCESS TO EVERYDAY AMENITIES AND NEEDS.</b>														
A3.1	<p><b>Strengthen the existing zoning bylaw and design review process for large houses and consider amendments to dimensional regulations to further ensure new houses or additions reinforce the existing neighborhood development pattern.</b>  <i>The redevelopment of smaller single-family houses into larger houses has implications for neighborhood character, historic preservation, and energy use. The aim of this strategy is to help address the issue of "tear-downs" in Winchester. Developers, or homebuyers, demolish existing small homes and replace them with large homes (sometimes this is called "mansionization").</i></p> <p><i>Note that state law in M.G.L. Ch 40, Sec 6 allows owners of legal, nonconforming, one- or two-family houses to make changes to them, up to and including teardown and reconstruction at a larger size. Developers or homeowners must show that such changes will not be substantially detrimental to the neighborhood.</i></p> <p><i>For example, stronger dimensional regulations could include adopting Floor Area Ratio requirements, evaluations to determine if the maximum height requirements appropriately reflect existing building heights in residential zoning districts (RA, RB, RDA, RDB, RDC, and RG) and adjustments based on this analysis. In addition, consider adopting design guidelines and reducing the size threshold for new/expanded buildings to trigger site plan review, per Section 9.5 of the Zoning Bylaw (currently 6,000 s.f. in the RDA-20 district; 5,000 s.f. in the RDB-10 district; and 3,600 s.f. in the RG-6.5 district).</i></p>	5 and 7	X			Planning and Building Departments; Design Review Board	75%	Select Board and Town Meeting	25%	Department Budgets	Staff/Board Time	Near (0-3)		
A3.2	<p><b>Expand and strengthen Winchester's inclusionary housing zoning requirements to apply town-wide to better support the creation of affordable housing units through larger-scale residential or mixed-use developments and to generate funds for the Winchester Affordable Housing Trust.</b>  <i>Winchester's Zoning Bylaw, Section 7.3.19 Inclusionary Housing, requires all projects in the CBD that include a housing component of six or more units to incorporate affordable units. At the Spring 2019 Town Meeting, the Town voted to extend the affordable housing requirements to apply to the General Business Districts 2 and 3. Consider expanding the inclusionary zoning requirements to all developments over three units, including those under the Planned Residential District provisions, the residential uses of "garden apartment house," "town house or dwelling," "multi-family," "apartment house", and "cluster residential housing," which are permitted by special permit in residential districts.</i></p> <p><i>Consider including a fee associated with all new construction that does not meet the inclusionary threshold to provide at least one on-site unit to offset the need for more affordable housing. For developers who opt to pay a fine in lieu of constructing on-site units, consider defining a more substantial fee equal to the cost of the actual unit(s) lost. The Independent Elderly Housing Overlay District (IEHOD) includes a similar affordable housing provision, noted in Section 8.2.7, based on five percent of construction costs.</i></p> <p><i>Note: The Zoning Bylaw per Section 7.1 includes affordable housing incentives in the form of density bonuses granted through special permit by the Board of Appeals for apartment houses in the RB-20 district, multiple family in the RA-120 district, PRD districts, and multiple use developments.</i></p>	1, 4, and 5	x			Planning and Building Departments; Planning Board; Housing Partnership Board	75%	Zoning Board; Design Review Committee; Select Board and Town Meeting	25%	Department Budgets	Staff/Board Time (maybe \$)	Near (0-3)		

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<b>GOAL 4: PROMOTE HOUSING OPTIONS THAT ALLOW RESIDENTS TO AGE WITHIN THE COMMUNITY. HOUSING SHOULD BE LOCATED NEAR COMMUNITY GATHERING SPACES AND ENABLE EASY ACCESS TO EVERYDAY AMENITIES AND NEEDS.</b>													
A4.1	<p><b>Consider more flexible conversions of existing houses to create smaller and more financially attainable housing options without increasing building density or significantly altering the appearance of existing buildings and neighborhoods.</b>                      Conversion of single-family houses is only allowed by special permit in the RG District and applies only to houses that were constructed before the enactment of the Zoning Bylaw and that have a larger minimum lot size than currently required for a single-family house. In addition, the Zoning Bylaw only allows Accessory Dwelling Units (ADU) by-right in the Town's Residential Districts, but requires occupants to be domestic employees, prohibits kitchen facilities in the unit, and disallows rent or use as a separate dwelling. Consider allowing conversions to two-family and the creation of ADU's with more flexibility to encourage sensitive conversions of larger single-family houses to provide additional housing options.</p> <p><i>This strategy would also support the Council on Aging's Age-Friendly Community Initiative by allowing older adults to age within the community either by supplementing their income by renting out an additional unit(s) or moving into a more manageable size ADU home.</i></p>	1, 3, 5, and 7	X			Planning and Building Departments; Planning Board; Housing Partnership Board	75%	Zoning Board; Design Review Committee; Council on Aging; Select Board and Town Meeting	25%	Department Budgets	Staff/Board Time	Near (0-3)	
A4.2	<p><b>Expand areas that zoning allows for new townhouses, two-family houses, and multi-family developments to increase Winchester's diversity of housing options—especially for smaller households such as young professionals and older adults.</b>                      As explained in the recommendations of the 2018 Housing Production Plan, housing options that provide alternatives to single-family houses can offer desirable moderate-sized market-rate units for smaller households, such as young professionals and seniors, as well as moderate-to-middle-income families, because they tend to be more moderately priced for homeownership and rental than single-family homes. Their relatively compact design also makes these housing types more efficient and environmentally sustainable than single-family homes, both in terms of construction materials, heating and cooling needs, and the preservation of open space. These housing alternatives can include Accessory Dwelling Units, townhouses (single-family attached), two-family houses, and multi-family houses. The Town can consider allowing these uses by-right in certain zoning districts.</p>	1, 3, 5, and 7	X			Planning and Building Departments; Planning Board; Housing Partnership Board	75%	Zoning Board; Design Review Committee; Select Board and Town Meeting	25%	Department Budgets	Staff/Board Time	Near (0-3)	
<b>GOAL 5: ENCOURAGE CONTEXTUALLY-RESPONSIVE NEW DEVELOPMENT. NEW DEVELOPMENT WILL BE CAREFULLY PLANNED AND APPROPRIATELY SCALED, WITH A FOCUS ON CREATING DENSER DEVELOPMENT IN SOME AREAS.</b>													
A5.1	<p><b>Promote new infill development that reinforces existing neighborhood development patterns with design guidelines tailored to neighborhood character.</b>                      Create design guidelines for new development in existing residential neighborhoods that will help encourage contextually-responsive new development that is carefully planned and appropriately scaled, and that reinforces (not detracts) from existing residential neighborhood character. For Winchester's historic neighborhoods, design guidelines should be tied to Local Historic District designations, where determined. Design guidelines could also establish viewshed protections, where appropriate, by ensuring maximum building heights that do not dwarf historical landmarks. Viewshed protection should include specific requirements for materials submitted prior to review of proposed projects, including historic and contemporary photos.</p> <p><i>Incorporate context-sensitive street network designs that provide dedicated space for all users, including pedestrians, transit riders, bicycle riders, and people with disabilities in addition to motor vehicles. Measurable information such as surrounding land uses and counts of each mode of travel can help to establish the appropriate context. Wherever possible, Winchester should minimize the width of vehicular travel lanes, particularly on residential streets. Winchester should limit turning radii at intersections by design for typical (not rare) situations. This means accommodating emergency vehicle access that preserves safety while allowing for occasional larger vehicles to cross the centerline while turning.</i></p> <p><i>Possible Case Studies: Watertown Design Guidelines <a href="https://www.watertown-ma.gov/831/Design-Standards-Guidelines-2014-15">https://www.watertown-ma.gov/831/Design-Standards-Guidelines-2014-15</a> ; Brookline Design Guidelines for Local Historic Districts <a href="https://www.brooklinema.gov/DocumentCenter/View/11202/Local-Historic-District-Design-Guidelines-Jan-2016">https://www.brooklinema.gov/DocumentCenter/View/11202/Local-Historic-District-Design-Guidelines-Jan-2016</a></i></p>	7	X			Planning and Building Departments; Planning Board; Housing Partnership	75%	Zoning Board; Design Review Committee; Select Board and Town Meeting	25%	Department Budgets	\$\$	Near (0-3)	

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<b>GOAL 6: TO CAPTURE A LARGER SHARE OF THE ESTIMATED RETAIL LEAKAGE, PROMOTE ECONOMIC DEVELOPMENT IN TOWN CENTER AND THE IDENTIFIED EVOLVING OPPORTUNITY AREAS.</b>													
A6.1	<p><b>Update dimensional and use regulations to help protect the nonresidential tax base while better aligning with Winchester's market and potential future uses in the identified Evolving Opportunity Areas.</b>                      Zoning changes are a lever which can help facilitate development/redevelopment in Winchester. To achieve certain development goals, the Town will have to examine the Zoning Bylaw to understand what limitations presently exist and why the market alone is not producing desired development outcomes. The goal would be to review the table of uses to determine what uses are permissible and whether any should be changed to by-right or by Special Permit. Additionally, if there is a desire to add other allowable uses in certain zoning districts, such language could be added.</p> <p>Dimensional regulations should also be a key consideration for any zoning changes in industrial and business districts. As the cost of construction, labor, and materials continue to rise, and as residential and business space demands change, dimensional regulations must remain flexible. The Town should examine dimensional standards such as minimum lot size, building heights, front and rear setbacks, and any density restrictions on residential development to ensure there is a balance between local control and financial viability. There may be opportunities to increase development intensity in certain locations across Winchester while protecting or preserving the elements of building design that make the town unique and desirable.</p>	1, 2, and 5; potentially 11	X			Planning and Building Departments; Planning, Zoning, and Design Review Boards; new Economic Development Taskforce	75%	Select Board and Town Meeting	25%	Department Budgets	Staff/Board Time	Mid (4-7)	
A6.3	<p><b>Update sign regulations to promote creative and attractive signage in Town Center.</b>                      The Sign Bylaw is Chapter Nine of the Town Code of Bylaws. A review of that document indicated that there are some potentially problematic sections with regard to recent U.S. Supreme Court rulings in the Reed v. Town of Gilbert decision.</p> <ul style="list-style-type: none"> <li>Section 2.2. Illuminated Signs – This section allows the Board of Appeals to approve illuminated signs for use between the hours of 10 p.m. and 6 a.m. However, there are no criteria or standards provided as to the basis in which the Board would make such a determination. The inclusion of criteria would strengthen the decision-making process for the Board.</li> <li>Section 2.6. Sign Exemptions – Section 2.6 (h) allows for temporary signs for four separate purposes, all commercial in nature. There does not appear to be any provision in the Sign Code that allows for temporary political signs (campaign signs) or for "free speech" signs. Note that this would require a simple "temporary sign" provision change with restrictions but that does not identify specific uses.</li> <li>Section 3.2. Signs Allowed in Residential Districts – This section allows signs based on their content which is problematic.</li> <li>Section 3.3 (a) and (b) Signs Allowed in Conservancy-Institutional Districts – These sections reference churches and synagogues, schools, etc. The Supreme Court case restricted communities from regulating noncommercial speech signs by identification of specific uses. (if you have to read the sign in order to know what sign category it falls into, then that violates the 1st amendment for noncommercial speech signs). This could be remedied simply by deleting the references to particular uses but retaining the remaining language in those sentences.</li> <li>Section 4. Business and Industrial District Signs – There should be an added section that allows a commercial business or industrial sign to be changed to a non-commercial sign without approval by the Town as long as the size, height, location etc. remain the same. Further analysis of the current Sign Bylaw is warranted to identify and recommend potential solutions. In addition, consider reviewing the Sign Bylaw to update and to promote creativity to support economic vibrancy in the Town's commercial areas. New signage in Town Center should strive to be in line with ongoing branding efforts for the area.</li> </ul>	7	X			Planning and Building Departments; new Economic Development Taskforce; Planning, Zoning, and Design Review Boards	75%	Select Board and Town Meeting	25%	Department Budgets	Staff/Board Time or \$	Mid (4-7)	

Strategy ID	Strategies and Descriptions	Secondary Goals	Regulatory/Policy Physical/Design Improvements	Programmatic/Services Building Capacity	Primary Implementation Entity Responsible	% Responsible	Supporting Entity(ies)	% Responsible	Funding Sources/Allocation Priorities	Approx. Cost (\$=less than \$50K; \$\$=\$50K-\$250K; \$\$\$=\$250K-\$1M; \$\$\$\$=1M+)	Timing (Ongoing; Near [0-3]; Mid [4-7]; Long-term [8-10+])
A6.4	<p><b>Leverage the Town's new Cultural District status, streetscape improvements, wayfinding, and new branding to increase visitation in Town Center and to reinforce synergies between economic activity areas in Winchester.</b></p> <p><i>Winchester's Town Center is a vibrant and beloved asset to the community and serves as the Town's municipal, economic, and community hub. Both large annual town-wide events, such as Town Day or the En Ka fair, and smaller regularly occurring events, such as the weekend Farmers Market, are held there. However, throughout the Master Plan process, residents expressed a desire for more activity and reasons to visit downtown, including a greater variety of businesses.</i></p> <p><i>Winchester's cultural district presents an opportunity to unite Winchester's many arts, culture, and historic organizations with its business and economic development groups, including Winchester's Cultural Council and District Commission; Winchester's Artist Network (WAN); Farmer's Market; the Historic Commission; Historical Society; Network for Social Justice; Chamber of Commerce, and others. This could also include entities formed as part of the master planning process, including a new Main Streets Organization and planning staff.</i></p> <p><i>A Cultural District is a walkable, compact, and easily-identifiable geographic area with a concentration of cultural facilities, activities, and assets. Cultural Districts have four main goals—attracting artists and cultural enterprises, encouraging economic development and enhancing property values, establishing the district for tourism purposes, and fostering local cultural development and historic preservation.</i></p> <p><i>Streetscape improvements, wayfinding, and branding will create an identity for Town Center, enhance safety and the pedestrian experience, and improve connections between businesses and other destinations located in and around the district, including along Shore Road between Town Center and the Arthur Griffin Museum. Public improvements should be coordinated with property owners and businesses to have maximum impact. The Cultural District Partnership should identify broad design elements for wayfinding signage, banners, business signs, and window displays, as well as locations for public art installations, plantings, benches, and other beautification initiatives. Signage will not only help publicize the district and its boundaries but serve to connect visitors to other town assets and destinations such as Wright-Locke Farm.</i></p> <p><i>Events, music, small gatherings, art walks, block parties, and merchant-sponsored events will also all provide additional reasons for residents and visitors to frequent the area. The Cultural District Partnership plans to host more arts-centered events such as a juried photography or public art installations, in addition their annual Arts in August celebration. Other events and activities could include: outdoor performances; winter festivals; more multicultural festivals; pop-up galleries, stores, and dining; celebration/reenactments of historic events; and school-related events.</i></p> <p><i>It is important for these efforts to be owned and overseen by a unifying group, comprised of both arts, culture, and historic organizations and business and economic development groups. This could be a Main Streets Organization or the Town's Cultural District Partnership, led by Winchester's Cultural Council, which represents a unique opportunity for collaboration and coordination between the public and private sectors.</i></p> <p><i>To attract more visitors from outside Winchester, the Town may consider collaborating with neighboring communities, such as Woburn, Arlington, or other Boston suburbs, to create a regional marketing and advertising campaign, including a centrally located place for events and attractions to maximize efforts.</i></p> <p><i>Possible Case Studies: Essex Heritage, <a href="https://essexheritage.org/">https://essexheritage.org/</a> Arlington Cultural District, In 2018, the marketing committee of the Arlington Cultural District (ACD) sent out a Call for Ideas to community brainstorm about art and events that would enliven the ACD, with a special emphasis on "The Gap" - the area between Capitol Square and Arlington Cemetery. Following this effort, they designed and developed a page on the ArtsArlington.org website along with other marketing materials. In 2019, they promoted the site as the primary destination for information on the arts and cultural events in town--and created a printed map and brochure of the ACD and installed ACD signage. <a href="http://artsarlington.org/cultural-district/">http://artsarlington.org/cultural-district/</a></i></p>	1, 6,8, and 17	X	X	Planning Department; Town Manager; new Economic Development Task Force; Cultural District Partnership;	50%	Historical Society; Multicultural Council; new Main Streets Organization; Chamber of Commerce; TTAC, Communications and Engagement Coordinator	50%	Town Budget; Cultural Council Grants; Capital Planning	Staff/Board Time/\$ (events or branding) - \$\$\$\$ (streetscape improvements)	Near (0-3) to Mid (4-7)

Strategy ID	Strategies and Descriptions	Secondary Goals	Regulatory/Policy	Physical/Design	Improvements	Programmatic/Services	Building Capacity	Primary Implementation	Entity Responsible	% Responsible	Supporting Entity(ies)	% Responsible	Funding Sources/Allocation	Priorities	Approx. Cost (\$=less than \$50K; \$\$=\$50K-\$250K; \$\$\$=\$250K-\$1M; \$\$\$\$=1M+)	Timing (Ongoing; Near [0-3]; Mid [4-7]; Long-term [8-10+])
<b>GOAL 7: MAINTAIN THE TOWN'S VISUAL BEAUTY AND HISTORIC NEIGHBORHOODS, STRUCTURES, AND ARCHITECTURE THROUGH STRONGER LOCAL PROTECTIONS.</b>																
A7.1	<p><b>Adopt one or more Local Historic Districts to protect historic structures and resources that are critical components of neighborhood character and to ensure the compatibility of new development.</b></p> <p>Approximately 16 percent of Winchester's 7,423 buildings are surveyed, listed, or protected in some way. The Massachusetts Cultural Resource Information System (MACRIS) data, maintained by the Massachusetts Historical Commission (MHC), lists 1,182 historic resource records for Winchester, of which 1,139 are individual buildings and 39 are multi-building areas. Winchester has seven National Register Historic Districts. Although many of Winchester's resources are identified in State and National inventories for their architectural or historic importance, few structures are adequately protected at the local level—the preservation level with the most teeth.</p> <p>Town Center, in addition to multiple residential neighborhoods that are listed on the National and/or State Register of Historic Places, would be potential candidates to consider establishing as Local Historic Districts (LHD). The Select Board appointed an LHD Study Committee in 2018 which is engaged in preparing a study report for the Town Center based roughly on the National Register District already established there. Additional potential Local Historic Districts could leverage the Town's current historic survey efforts to expand its inventoried resources, which includes a 2017 Survey Plan and two phases of ongoing survey in the "Old West Side" and "North End."</p> <p>Establishing a Local Historic District would allow the Town to qualify for Certified Local Government (CLG) status with MHC. CLG status would help the Town access additional grant funding for future preservation projects. Previous grant cycles through MHC focused on projects proposed by CLG communities, excluding Winchester from applying. Establishment of CLG status would make more funding available and quicken Winchester's efforts in preservation planning and establishing tools for preservation.</p> <p>Note: in April 2015, Winchester adopted the Heritage Districts Bylaw in the Rangeley Park neighborhood, a historic 1870s neighborhood.</p>	12	X				Planning and Building Departments; Planning, Zoning, and Design Review Boards; Historical Commission	75%	Select Board and Town Meeting	25%	Department Budgets	Staff/Board Time	Near (0-3)			
A7.2	<p><b>Complete the Town's inventory of historic resources to lay the foundation for further historic designations and other preservation protections.</b></p> <p>In 2017, Winchester's Historical Commission completed a Survey Plan for updating and completing its historic resource inventories. To know what must be protected, the Town must identify what those resources are and where they are located. This was a critical first step to improve and protect the Town's historic resources. There are two phases of ongoing survey covering Winchester's "Old West Side" and "North End." Subsequent neighborhoods identified in the 2017 Survey Plan for years three through seven include Symmes Corner; the West Side; the Highlands; the Center; and Myopia Hill. Historic Resource Survey work is often undertaken by consultants and can be funded through Massachusetts Historical Commission (MHC), like the Old West Side and North End surveys. Survey work could also be funded through the Community Preservation Act (CPA). recent and updated survey work are a crucial foundation for historic register nominations, the creation of national and Local Historic Districts, the formation of additional heritage districts, and other potential regulatory activities.</p>	12	X				Historical Commission; Planning and Building Departments; Planning Board	100%			Massachusetts Historical Commission Grants	Staff/Board Time	Near (0-3) to Mid (4-7)			

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A7.3	<p><b>Provide more resources to adequately beautify and maintain public streetscapes, integrated open spaces, and passive recreation opportunities.</b></p> <p>Winchester's Department of Public Works (DPW) is responsible for maintaining and improving public health and safety for Winchester residents through the maintenance, repair, and improvement of town infrastructure. The DPW handles all municipal and school facilities, streets and sidewalks, parks, water and sewer systems, fleet maintenance, refuse disposal, cemeteries, and snow and ice removal. The DPW, in collaboration with the Conservation Commission, Recreation Department, and Main Streets Organization, should establish streetscape and park improvements and maintenance priorities for Winchester's open space and passive recreation sites, particularly for sites near Town Center, such as Mill Pond and along the Aberjona River. As part of this process, include a review of the recommendations from the Winchester Downtown Streetscape Study to select areas for specific improvements, including benches, walkways, picnic tables, and landscaping. Additional funding could come through the Town Budget or a new Main Streets Organization, or through public-private partnerships in redevelopment areas.</p> <p>In addition to expanding dedicated resources, the Town should continue working with local community groups, such as Winchester's Permanent Street Tree Committee, to help raise funds and recruit volunteers through new programs such as "Adopt-A-Street" and "Adopt-a-Space". In addition, consider founding a local chapter of "Keep Massachusetts Beautiful" to promote volunteer-led litter removal and plantings in public spaces. An official policy should be developed to ensure volunteer safety during cleanup activities, and specify any resources that will be provided by the Department of Public Works (safety vests, trash bags, signs, etc.).</p>	19, 13, potentially 8		X	X			75%	Select Board and Town Meeting	25%	Capital Planning or increase to annual operating Budget	Staff/Board Time (new programs) - \$\$\$ (site improvements)	Ongoing	

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<b>THEME B: CONNECTING PEOPLE TO PLACES</b>															
<b>GOAL 8: IMPROVE WALKING AND BIKING SAFETY THROUGHOUT WINCHESTER FOR ALL AGES AND ABILITIES, CONNECTING PEOPLE SAFELY TO SCHOOLS, PARKS, PUBLIC TRANSIT, COMMERCIAL AREAS, AND OTHER KEY DESTINATIONS.</b>															
B8.1	<p><b>Improve accessibility and safety for pedestrians in Town Center.</b>                      Although the Town Center is generally highly walkable and includes features that attract people to visit, the sidewalk network in many locations needs reinvestment. Materials range from brick to concrete to asphalt. Some curb ramps are not ADA-compliant and there are some ramps that are missing altogether. Some crosswalks are stamped asphalt while others are painted. Sidewalks are too narrow in certain locations and run adjacent to vehicle travel lanes on one side and parking areas on the other. The Town should revisit its ADA planning documents to identify which recommended projects have yet to be implemented and establish a priority investment plan. This would include an inventory of existing conditions and flagging in detail sidewalk, ramp, crosswalk materials, and adjacent features (building, parking, travel lane, driveway, parking lot, etc.).</p> <p>Slope and width measurements are also critical to identify areas needing ADA-specific improvements, including installation of contrasting tactile warning devices. Crosswalks should be examined for placement, connection to curb ramps, length, condition, and visibility. Traffic signals should be checked for presence, ease of access to, and operability of pedestrian buttons, including whether audible or not. All barriers should be identified, whether barriers to accessibility or potential trip hazards.</p> <p>With a comprehensive inventory completed, the Town can then establish priorities for improvement and an implementation strategy. This could include using town staff resources for strategic improvements. This can be undertaken in concert with other downtown reinvestment strategies such as streetscapes, branding, wayfinding, and lighting. Overall, the goal is to make all sidewalks and crossings fully accessible, safe, and appealing.</p>	8 and 16		X			Planning, Engineering Departments; DPW	100%	Select Board; TTAC; Disabilities Access Commission (DAC)	n/a	Town Budget; Capital Planning; Grants	\$\$\$\$	Near- Mid (0-7)		

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B8.2	<p><b>Undertake a strategic town-wide bicycle and pedestrian plan to establish a phased approach to creating a network connecting residents and visitors to key town destinations.</b></p> <p>The plan should consider:</p> <ul style="list-style-type: none"> <li>- Creating a walking path as proposed by the Aberjona Initiative to reactivate the riverfront area as a central natural feature in the community.</li> <li>- Improving access to the Middlesex Fells by establishing walking/biking routes from Town Center and other neighborhoods.</li> <li>- Exploring options to improve connectivity to MBTA stations outside Winchester's borders, such as bike routes to Alewife and the future Green Line extension.</li> <li>- Improve the experience and visibility of on-road sections of the existing Tri-Community Bike Path, including through Town Center, such as additional signage and providing a connection between the Minuteman Bikeway in Arlington.</li> </ul> <p>Many communities have undertaken bicycle and pedestrian plans to focus strategies and investments. The work undertaken for this Master Plan identified the limited existing bicycle facilities and flagged areas of safety concern for pedestrians. A town-wide bicycle and pedestrian plan would identify gaps in the current network, determine which roads are suitable for bicycle riding based on the level of traffic stress (or comfort), and recommend improvements. The pedestrian element would flag existing gaps in the sidewalk network, maintenance needs, and accessibility improvements, particularly the Town Center.</p> <p>Under the guise of "test, then invest," Winchester should consider using pilot projects and small-scale infrastructure designs to evaluate feasibility, time investment, and cost before spending the effort on full-scale construction. Pilots are easier to design, test, and adjust than full-scale projects. Typical pilots include bike lanes, crosswalks, and roadway or intersection width or radius reductions. See MassDOT Municipal Resource Guide for Walkability [<a href="https://www.mass.gov/files/documents/2019/06/13/2019_Municipal_Resources_Guide-Walkability_0.pdf">https://www.mass.gov/files/documents/2019/06/13/2019_Municipal_Resources_Guide-Walkability_0.pdf</a>] and the MassDOT Municipal Resource Guide for Bikeability. [<a href="https://www.mass.gov/files/documents/2019/06/13/2019_Municipal_Resource_Guide_for_Bikeability.pdf">https://www.mass.gov/files/documents/2019/06/13/2019_Municipal_Resource_Guide_for_Bikeability.pdf</a>]</p>	10 and 11				Planning and Engineering Departments; TTAC		100%	Select Board; Disabilities Access Commission (DAC)	n/a	Town Budget	\$\$	Near (0-3)	
B8.4	<p><b>Create and distribute local maps that illustrate key walking and biking transportation connections as well as recreational areas in town.</b></p> <p>Through the TTAC, the Town should prepare public information materials on existing walking and bicycle resources in Winchester. Key destinations can be mapped such as town buildings, parks and other open space areas with trails, Winchester Hospital, schools, T stations, and the Town Center. Maps can identify amenities, such as access points, public restrooms, and activity areas, as well as recommended recreational routes based on length and difficulty.</p>	10 and 13				TTAC; Engineering Department; DPW		75%	New Communications and Engagement Coordinator; Disabilities Access Commission (DAC)	25%	Town Budget	\$ or Staff/Board Time	Near (0-3)/Ongoing	

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<b>GOAL 9: WORK CLOSELY WITH THE MBTA TO IMPROVE PUBLIC TRANSPORTATION SERVICE TO ENCOURAGE MORE RIDERSHIP AND ALLEVIATE PARKING CONCERNS.</b>												
B9.1	<b>Track progress for and participate in MassDOT's Rail Vision commuter rail planning project.</b> <i>Winchester's two commuter rail stations are included as part of the MBTA Rail Vision's Inner Core, which envisions train service every 15 minutes in both directions using flexible electric-powered train sets. The ultimate vision for the Inner Core includes electrification of multiple lines, including the Lowell Line. In November 2019, the MBTA's Fiscal Management and Control Board endorsed initial electrification of the Fairmount line, the Boston-Providence line, and the Rockport line through Chelsea, Revere and Lynn. Because electrification of the Lowell Line is a critical requirement for efficiently operating 15-minute service in Winchester, the Town should actively participate in and advocate for this upgrade.</i>	10		X	Planning and Engineering Departments; TTAC	100%	Town Manager	n/a	none required	Staff/Board Time	Near (0-3)/Ongoing	
B9.2	<b>Work with the MBTA to improve accessibility and user experience for regional bus service.</b> <i>Through its Plan for Accessible Transportation Infrastructure (PATI) project, the MBTA, through the Office of System-wide Accessibility, has identified accessibility upgrade needs for all bus stops in the system, including in Winchester. The survey scored stops according to whether they have both front and rear signs, a hard surface landing pad for accessible boarding, an accessible and clear walking path to access the stop, and an accessible crossing, among other features. Winchester should request information from the MBTA on stops that require accessibility upgrades to identify what improvements are needed, particularly to ensure a person using a wheelchair can access the stop. Other improvements related to signs and potential stop consolidation or relocation are typically the MBTA's responsibility.</i>	10	X	X	DPW; Planning and Engineering Departments	100%	n/a	n/a	Capital Planning; potentially grants	Staff/Board time	Near (0-3)/Ongoing	
<b>GOAL 10: CREATE AND SUPPORT A COMPREHENSIVE TRANSPORTATION NETWORK TO PROVIDE SAFE AND VIABLE CONNECTIONS TO KEY DESTINATIONS AND TO ENCOURAGE THE USE OF ALTERNATIVE TRANSPORTATION MODES.</b>												
B10.1	<b>Undertake a town-wide transit demand management study to better understand the feasibility of alternative transit options.</b> <i>To address the lack of transit options in certain parts of Winchester for those who do not drive or wish to avoid driving, Winchester should engage a consultant to undertake a transit needs study, which could consider options. Such improvements could include a new shuttle service or an expanded hospital shuttle, a Bus Rapid Transit (BRT) network, additional cycling and walking infrastructure, additional commuter rail service capacity, and carpooling options. Building on available market data, a transit study would determine the level of need and gaps, identify the most common destinations for service, evaluate different models of operation, identify potential for ridership, and estimate costs. In the context of this study, Winchester should also evaluate existing bus and rail ridership characteristics. As part of the recommended transit study, Winchester should also investigate the user experience for current transit riders and explore gaps in connections to/from the stations in less transit-served neighborhoods. As part of this study, the Town should explore options for adding more commuter parking, particularly if the Rail Vision project is advanced to increase service frequencies on the Lowell Line. Weekday parking demand at Winchester's two train stations is near capacity, meaning that some current or potential rail users may be discouraged from using the train if driving and parking is their only option. It should also explore options to connect users to the Green Line terminus.</i>  <i>As part of this process, town staff and the TTAC should research case studies and best practices, and collect data to better understand Winchester's micromobility needs. The marketplace for these services is evolving rapidly and many municipalities are evaluating how to best accommodate these changes in ways that improve mobility while minimizing any negative effects. By incorporating these options and services, Winchester can increase the use of transit and rail, thus reducing the need for travel by private vehicle, reducing congestion, and improving safety, community activity, and sustainability. Winchester should participate in regional discussions about emerging trends in on-demand transportation and micromobility by attending MassDOT's annual Moving Together conference or other workshops and events, and by working with the Metropolitan Area Planning Council. Lessons can also be learned from other communities' experiences, including e-scooter pilot programs.</i>	9 and 11	X	X	Planning and Engineering Departments; TTAC	90%	Town Manager; DPW; Schools; Jenks Center; Hospital; COA; MBTA	10%	Town Budget; State Economic and Community Development Funds	\$\$	Near (0-3)	

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B10.2.1	<p><b>Consider increasing the subsidy for school bus service (making it more affordable) to encourage more participation.</b> Middle and high school start times recently changed to coincide with nearby elementary school start times, creating parent drop-off traffic congestion and pedestrian-safety issues around Winchester's schools. For those that cannot walk or ride a bicycle to school, increasing the number of students traveling by bus can alleviate ongoing traffic congestion taking place during school drop-off and pickup times. The current town program that requires some families to pay for the cost of bus service may be an impediment to participation. In addition, for those who participate in after school activities, the absence of a late bus service makes this transportation option impossible to some students. Winchester should evaluate whether increasing bus subsidies can lower the number of students being driven to/from school. Subsidies in place today may not be adequate. While this recommendation would have direct budget impacts, it may be possible to address ongoing traffic congestion issues in certain parts of the town by adding additional service.</p>	13,15, and 18					Schools; Engineering Department; Town Manager	50%	Select Board and Town Meeting	50%	School Budget	Staff/Board time	Near (0-3)/Ongoing	
B10.2.2	<p><b>Establish semi-remote school drop-off areas to disperse traffic congestion.</b> Establishing alternate school drop-off areas is an effective strategy for both managing congestion adjacent to schools and encouraging more physical activity. A safe and clear system is needed to establish and connect drop-off zones with school entrances. Some locations may require staff or parent volunteer monitoring. Students who are able to walk even a small distance from drop-off areas to the school have an opportunity for physical activity before the start of the school day. Generally, because the dwell time for drop-offs is momentary, the amount of curb space dedicated to this activity is small. Where space is available, the zones can also be used for student pickups, in which drivers must park and wait for students to arrive. The Town should consider developing coordinated walking, drop-off, and bus plans to illustrate all options available to students and their families and to establish a high level of safety.</p>	16 and 18	X	X			Engineering and Planning Departments; DPW	100%	Town Manager; School Committee; School Department; TTAC	n/a	Capital Planning	\$	Near (0-3) to Mid (4-7)	
B10.2.3	<p><b>Promote walking and carsharing options to foster connections between students and address traffic congestion issues.</b> Middle and high school start times changed recently to coincide with nearby elementary school start times, creating parent drop-off traffic congestion and pedestrian-safety issues around Winchester's schools. All five elementary schools in Winchester are already listed as "Safe Routes to School Partners," a program that promotes healthy alternatives for children and parents in their travel to and from school.  Consider also implementing a Walking School Bus program, which entails small groups of children who walk to school with one or more adults. It can be as informal as two families taking turns walking their children to school or as formal as well-planned walking routes with meeting points, a timetable, and a regularly rotated schedule of trained volunteers. For example, a more formal walking route could connect the school to a semi-remote drop-off area.  At the high school, review shared transportation solutions, such as a shuttle or car-pooling to connect students from the school to their afterschool activities, like off-campus fields or rehearsal spaces. Programs like these would have the dual-benefit of decreasing traffic and car usage and fostering connections between students and between parents.</p>	16 and 18					School Committee; School Department; TTAC	100%	Town Manager	n/a	School Budget	\$	Near (0-3) to Mid (4-7)	

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B10.3	<p><b>Include clear requirements for developers to incorporate transportation mitigation, including robust analysis of single-occupancy-vehicle alternatives and Transportation Demand Management Plans.</b></p> <p>Most of the development proposals coming before the Town of Winchester are residential projects. As such, the Town's Subdivision Rules and Regulations focus on the requirements for such projects. This includes traffic study requirements in Section 6.5.2.10. These requirements direct applicants to undertake a traffic study using accepted standards for estimating new vehicle trips and for analyzing the level of service (LOS). This approach focuses almost exclusively on automobiles. As written, the rules do not explicitly require measures to mitigate traffic impacts. Nor do the rules require an evaluation of measures to reduce automobile use such as transportation demand management (TDM) or the walking, transit, and bicycle elements of project circulation and access.</p> <p>In collaboration with the TTAC, revise Winchester's requirements for new development projects to incorporate comprehensive transportation impact assessments that evaluate all modes of access, site circulation, and impacts. Identify transportation demand management (TDM) strategies that reduce automobile use to the extent possible. Where new trips lead to project impacts, identify mitigation measures to restore conditions to the pre-development level of operation to the extent feasible. Require project proponents to fund the cost of a peer review consultant to evaluate the proponent's consultant report. Consult with other Massachusetts communities such as the City of Cambridge in developing standards for transportation impact studies.</p> <p>In addition, consistently requiring TDM strategies and investing in transit can help shift travel patterns in Winchester. Maintaining such programs and investments over time improves their chances for sustainability and financial support.</p>	9 and 11	X			Planning and Engineering Departments; TTAC; Planning and Zoning Boards	75%	Select Board and Town Meeting	25%	Department. Budgets	Staff/Board time	Mid (4-7)			

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B10.4	<p><b>Ensure the continued achievement of local Complete Streets goals by updating the Town's Complete Streets Prioritization Plan and expanding capacity (staffing and funding) for oversight and implementation.</b></p> <p><i>Complete Streets is a policy-based planning tool, created and promoted by Smart Growth America, to support mobility and accessibility for all people. The program requires that transportation engineers consider and accommodate the needs of all transportation modes when conducting transportation improvement projects, including personal automobiles, safety and freight vehicles, pedestrians, cyclists and other micromobility modes, and public transit. In doing so, roads and mobility networks should comprehensively and completely serve all people regardless of age, ability, race, income, or other factors.</i></p> <p><i>In 2016, Winchester adopted a Complete Streets policy and created a Complete Streets Prioritization Plan, which has guided the implementation of Complete Streets-compliant transportation improvement projects over the last three years. The Traffic and Transportation Advisory Committee (TTAC) and Engineering Department are responsible for this implementation, and have indicated that the majority of projects identified in the 2016 Plan have been accomplished or are no longer relevant. The Town should initiate an update to the Complete Streets Prioritization Plan to guide transportation projects and ensure Complete Streets compliance over the next five to ten years.</i></p> <p><i>In addition, the Engineering Department has indicated that funding and staffing limitations pose barriers to an extensive and ever-growing list of transportation needs in Winchester. Mobility and transportation safety are significant challenges and concerns in the community, which the Town should prioritize and invest in over the next ten years. Hiring an additional staff person in the Engineering Department and establishing a dedicated and predictable funding stream for transportation improvement and planning projects will help to increase the Town's capacity to efficiently and effectively address Winchester's transportation needs.</i></p>	9, 11, 12, and 15			X	X	Engineering and Planning Departments; TTAC	50%	Town Manager	50%	Town Budget	\$\$\$\$	Near (0-3)/Ongoing		

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B10.5	<p><b>Provide alternative last mile options to/from MBTA mass transit stations to increase the viability of their use and to alleviate traffic congestion and parking pressures.</b></p> <p><i>When thinking about how to support and encourage shared and alternative transportation options (including the MBTA, carpooling, walking, or micromobility modes) and shift away from single occupancy vehicles (SOVs), connections are essential, especially for suburban communities. For Winchester, encouraging the use of MBTA bus and commuter rail service is vital to reaching this goal of reduced SOV preference and dependence. However, the Town must also think about how residents travel from a bus stop or train station to their home - the "last mile" (give or take). Currently, to access the commuter rail in Winchester, many residents must drive from their home to one of the two train stations. Parking challenges and the added complication (and potentially longer time) of changing modes may deter residents from using the commuter rail. Further, residents who cannot easily and safely walk to bus service are unlikely to use it. In addition to Winchester's local MBTA stops, the Town should consider investing in infrastructure to connect residents to the new Green Line terminus, as identified in the Town's new bike and pedestrian plan.</i></p> <p><i>Travel options for shorter distances have expanded in recent years with new offerings for shared scooters and shared bikes. Shared mobility services, as well as safe and well-maintained pedestrian and micromobility infrastructure, can help address the last-mile problem. The overarching concept is to provide services that meet a traveler's needs on demand, minimizing gaps and wait times in travel routes. On-demand shared mobility options and services include the shared use of a vehicle (personal carpooling or ride-hailing such as Lyft or Uber), or micromobility modes (such as a shared bike or scooter program), carsharing (e.g., Zipcar), and local transit (such as frequently running buses or shuttles). The marketplace for these services is evolving rapidly and many municipalities are evaluating how to best accommodate them in ways that improve mobility while minimizing any negative effects. By incorporating these options and services, Winchester can increase the use of transit and rail, thus reducing the need for SOV travel, reducing congestion, and improving safety, community activity, and sustainability.</i></p> <p><i>Winchester should consider these infrastructure and service options as it undertakes new studies, identifies transportation improvement projects, and allocates funds for transportation maintenance and advancement in the community. Through TTAC, Winchester should participate in regional discussions about emerging trends in on-demand and shared transportation by attending MassDOT's annual Moving Together conference and working with the Metropolitan Area Planning Council and neighboring communities. Many lessons can be learned from other communities' experiences, including the City of Newton's use of "Via" as a microtransit solution for its seniors, Lexington's "Lexpress" local shuttle service, or the Boston region's Bluebikes bikeshare program.</i></p>	8	X	X		Planning and Engineering Departments; DPW	100%	Select Board; Council on Aging; TTAC	n/a	Town Budget; Capital Planning; grants	\$\$	Near- Mid (0-7)		

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<b>THEME C: ENSURING SUSTAINABILITY</b>													
<b>GOAL 11: INTEGRATE SUSTAINABILITY INITIATIVES WITHIN TOWN STRUCTURES, NEW DEVELOPMENT, REHABILITATION OF EXISTING BUILDINGS, AND OTHER INFRASTRUCTURE TO REDUCE GREENHOUSE GASES AND BECOME CLIMATE-PREPARED.</b>													
C11.1	<p><b>Create a new Sustainability Director position for the town and incorporate well-defined and measurable sustainability objectives into municipal job descriptions and duties.</b></p> <p>Consider hiring a Sustainability Director to coordinate the Town's efforts to advance objectives related to energy and water efficiency, reduce greenhouse gas emissions, and become a zero waste community. The Director can lead the identification of opportunities to improve the sustainability of municipal facilities and operations, track the Town's progress towards targets, and pursue funding opportunities. Municipal job descriptions should be updated to include relevant sustainability goals and the role of employees in promoting sustainability should be defined across all Town departments. Winchester's Climate Communications Strategy should also be developed and deployed by the Sustainability Director in collaboration with the Climate Action Plan Implementation Committee. The Director should participate in regional planning activities and collaborate with neighboring cities and towns to seek additional opportunities to collectively implement and integrate sustainability strategies and share best practices.</p>	12, 14, and 16				X	Town Manager; HR Director	100%	All Town Departments and Boards	n/a	Town Budget	\$\$	Near (0-3)
C11.2	<p><b>Assess municipal buildings and facilities through efficiency and sustainability ratings to determine which should be prioritized and create a Green Improvement Plan.</b></p> <p>To assess sustainability ratings, town staff could conduct energy and water audits for Town buildings, and direct residents, property managers, and business owners to opportunities for free energy assessments through MassSave. The Town should prioritize retrofits and improvements to municipal building mechanical and plumbing systems, and seek funding through grants and subsidies. The Town should develop an implementation plan, which could include: installing solar panels or other alternative energy systems, improving insulation, installing permeable paving in public parking areas and other town facilities, upgrading lighting, creating rain gardens or other sustainable landscaping, or implementing compost programs, among others.</p> <p>As part of the Green Improvement Plan, the Town should establish green building standards for renovation or construction of Town facilities, including goals to achieve zero net energy or energy positive status for new structures. The Town should seek certification for municipal properties through programs such as Leadership in Energy and Environmental Design (LEED) or the International Green Construction Code (IgCC), by incorporating best practices for building materials, waste management, energy, and water efficiency including sustainable landscaping. Work with the new Sustainability Director to identify and prioritize additional improvements for town buildings, and keep track of emerging technologies and best practices for green buildings.</p>	14				X	Building Department; DPW; Energy Management Committee	100%	Town Manager	n/a	Town Budget	\$\$	Near (0-3)
C11.3	<p><b>Develop a comprehensive climate communications plan that provides educational materials on local climate issues, such as becoming a zero-waste community, guidance on energy and water saving measures and subsidies, natural hazard preparedness, and strategies to increase resiliency.</b></p> <p>Establish a multifaceted strategy for conveying critical information related to climate issues, including a robust website, workshops from Public Health and Public Safety officials, brochures, and other announcements through local media outlets. This strategy should identify the most effective means to regularly provide community members with resources to help reduce consumption of energy and water, lower greenhouse gas emissions, and prepare and respond to extreme heat, cold, flooding and related natural hazards. Community members could also receive timely updates on other climate-related risks, including cyanobacteria blooms in local water bodies, and health threats associated with vector-borne diseases, such as EEE and West Nile Virus. In addition, create a public awareness campaign to encourage better recycling practices, incorporating existing resources such as recycling IQ Kit and recycle SMART.</p>	16	X			X	New Sustainability Coordinator; Town Manager	75%	Select Board and Town Meeting	25%	Town/Department. Budgets	\$	Mid (4-7)/Ongoing

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C11.4	<p><b>Adopt regulatory requirements and zoning or financial incentives to promote sustainable development practices, including the re-use of existing buildings over new development and environmentally-conscious new development.</b></p> <p><i>After completing the Green Improvement Plan, consider adopting stronger local zoning provisions to promote sustainable, environmentally-conscious development that minimizes the use of non-renewable resources and incorporates sustainable best practices. Sustainability principles that can be supported by zoning regulations include promoting re-use of existing buildings through more flexible conversion provisions, higher density development and mixed-use in key locations, requirements or incentives for green buildings and building materials, solar or wind energy systems, and other best practices to ensure energy efficiency. Demolition and stormwater management are two ongoing challenges that can be addressed through zoning regulations and incentives. In addition, regulatory changes can encourage sustainability best practices, such as electric-charging stations in new development or redevelopment, or implementing a "gasban" on natural gas hookups in commercial and residential buildings. Some best zoning practices based on the Great Plains Institute include e-charging stations as a permitted use, required electric vehicle parking capacity and minimum parking requirements, and electric vehicle equipment standards.</i></p> <p><i>Demolition in the municipal and private sectors is an ongoing concern in Winchester. A report by the National Trust for Historic Preservation found that building re-use had a lower environmental impact over demolition and new construction in buildings of comparable size and scale. This includes not only the addition to landfills, but the loss of the embodied energy in existing buildings, the energy expended hauling away debris to a landfill, and energy consumed building new construction. Promoting the reuse of existing buildings through flexible conversion provisions or incentives for rehabilitation are two methods.</i></p> <p><i>To address ongoing stormwater runoff and flooding concerns in town, consider regulatory requirements and/or financial incentives through permitting fees to encourage best practices for stormwater management on private properties. Stormwater management helps ensure healthy groundwater recharge and helps prevent stormwater discharges from causing or contributing to the pollution of surface and groundwater. The Town should coordinate with residents and local businesses to develop a reworked version of the Stormwater Bylaw that was proposed, but not adopted, at the November 2019 Town Meeting. Consider establishing a stormwater utility, which would function similarly to the existing water and sewer enterprise, and set fees based on the impervious surface area of each property. Provide background information to the community on recent changes to the EPA's MS4 stormwater permit and explain how funds will be used for the Town's stormwater management system prior to seeking approval at Town Meeting. The Town should consider a credit system for property owners who implement sustainable on-site stormwater management practices.</i></p>	7, 10, 13, and 15	X					Planning and Building Departments; Planning, Zoning, and Design Review Boards; new Sustainability Coordinator; Energy Management Committee	75%	Select Board and Town Meeting	25%	Town Budget	\$	Mid (4-7)		

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C11.5	<p><b>Create a town-wide or neighborhood-based solar conversion program with volume discounts and a retrofitting program to convert cooling and heating systems to energy-efficient and sustainable alternatives.</b></p> <p>Leveraging the new Sustainability Director's capacity, the Town should compile a database of solar photovoltaic programs and other building improvements to increase energy efficiency for municipalities and private property owners, such as the Solar Massachusetts Renewable Target (SMART) Program, Community Shared Solar, and tax credits and exemptions. One possibility is to collaborate with solar providers and installers to offer a town-wide or neighborhood-based program to offer volume-based discounts for private solar conversion. For example, if at least 15 households in a designated neighborhood buy-in to the solar conversion program, they can receive a cost discount and/or tax break on their personal installment and conversion.</p> <p>The Town could consider coordinating with other municipalities in the region to explore discounts on solar installations through a joint procurement program, and should aim to generate a surplus of electricity in order to earn net metering credits from Eversource, which will help offset the cost of equipment and maintenance. The Town could also set up an online library for homeowners and business owners, linking them to resources for free energy assessments and discounts on heating, cooling, and insulation improvements to reduce overall energy consumption. In addition, the Town can create a virtual marketplace to connect customers with local vendors and contractors approved to complete solar upgrades through MassSave and other state programs.</p> <p>The community should identify town facilities with the most potential for solar conversion and establish agreements with private entities to install and maintain the system, similar to the contracts used for the Vinson-Owen School, the DPW building, and the High School.</p>	15		X		Town Manager; Building Department; new Sustainability Coordinator	75%	Select Board and Town Meeting	25%	Grants; Town Budget	Staff/Board time	Near- Mid (0-7)			
C11.6	<p><b>Replace town fleet with electric or hybrid vehicles and install e-charging stations at public buildings/facilities (excluding safety vehicles, if not feasible).</b></p> <p>Expand the Town's electric vehicle program by replacing the remaining non-emergency vehicles by purchasing or leasing battery electric or plug-in hybrid electric models for use by Town staff. Adopt a Green Fleet Policy to require vehicle requests to compare multiple options that consider fuel efficiency and emissions. Apply for funding through the MassEVIP program or Clean Vehicle Program to offset some of the costs to procure the vehicles and add additional charging stations at public facilities. Also, work with MAPC to participate in their Green Mobility Group Purchasing Program to benefit from discounts realized through joint procurement. Expand efforts such as the Eversource Make-Ready Infrastructure Program, to install and maintain additional charging stations at other public parking areas. Explore the use of these stations as "e-mobility hubs" that can also be used for electric vehicle car sharing, and micromobility options (e-scooter and e-bike charging).</p>	15		X		DPW; Town Manager	50%	Department Heads	50%	Grants; Town Budget	\$\$\$\$	Near- Mid (0-7)			

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C11.7	<p><b>Prioritize becoming a zero-waste community.</b>                      Winchester should aim to reduce its solid waste generation and increase waste diversion by encouraging businesses and residents to increase recycling and composting, and leading by example through the Town's offices and schools. Based on the success of the SMART program to incentivize waste reduction, the Town should consider adopting pay-as-you-throw town-wide and should reevaluate pricing structures to reflect actual waste disposal costs. To address the issue of private residences using third-parties for waste collection, the Town should work with private curbside waste haulers to ensure enforcement of recycling requirements. Schools and town offices should also adopt stricter waste and recycling standards, and track improvements to highlight the Town's focus on sustainability. The Sustainability Director and CAP Implementation Committee should work to build community support for updating local regulations to expand the plastic bag ban to include all types of plastic bags, single-use water bottles, polystyrene packaging, and/or other single-use packaging. Establishing a voluntary zero-waste goal can be used as a stepping stone to an official Town policy.</p>	16	X	X		New Sustainability Coordinator; Town Manager	75%	Select Board and Town Meeting	25%	Town/Department. Budgets	Staff/Board time	Mid (4-7)/Ongoing	
C11.8	<p><b>Encourage and incentivize more residents to opt into WinPower, especially WinPower 100.</b>                      Winchester's Community Choice Electricity program, WinPower, has provided residents and small businesses with electricity service that generally has a more stable and lower price. In addition, the default program is supplied by 10% more renewable energy than the Eversource basic service. A majority of residents have already opted into WinPower, but further outreach should be done to relay the program's value, and educate consumers about the additional environmental benefits of choosing WinPower 100, which uses 100% renewable energy. The Town should aim to increase the proportion of renewable energy for the default WinPower service, and identify additional sources of funding to help subsidize the higher billing rate for plans that include more renewable sources. Consider requiring all new developments to use WinPower 100.</p>	16		X		New Sustainability Coordinator; Town Manager	75%	Select Board and Town Meeting	25%	Town Budget	Staff/Board time	Mid (4-7)/Ongoing	
<b>GOAL 12: SEEK OUT AND SEIZE OPPORTUNITIES TO LEVERAGE FUNDING WITH LOCAL, REGIONAL, AND NATIONAL PARTNERS TO INVEST IN WINCHESTER.</b>													
C12.1	<p><b>Hire a Grants Writer to pursue and coordinate various federal, state, and private grants to support community goals.</b>                      To be fiscally-responsible and still make progress on implementation, additional funding will be needed to accomplish many of the goals and strategies outlined in this plan. A grants writer, housed in the Town Managers Office, would support implementing the Master Plan and other initiatives outlined in Town planning documents. The position would identify funding opportunities; prepare and submit grant applications on behalf of the Town and its departments; and assist in the implementation and administration of the grant and any necessary reporting. In addition to these primary tasks, the position would work with staff to determine their funding needs and help identify projects that could be a collaborative effort between departments or other entities.</p>	All			X	Town Manager; HR Director	100%	n/a	n/a	Town Budget	\$\$	Ongoing	
C12.2	<p><b>Adopt the Community Preservation Act to create a local funding source to support Master Plan goals related to open space, recreation, historic preservation, and affordable/community housing.</b>                      The Community Preservation Act (CPA) is a local-option tool that allows communities to put aside and spend funds that are dedicated for open space conservation, outdoor recreation, historic preservation, and community housing. Winchester attempted to adopt the CPA in 2007, but the initiative failed at that time. It is not uncommon for communities to attempt to adopt CPA multiple times before acceptance. The Community Preservation Act could generate revenue from a local property tax surcharge of up to 3 percent of local property taxes and a variable annual distribution from the State's Community Preservation Trust Fund. The Town can adopt up to four exemptions including the first \$100,000 of taxable property value for residential and/or commercial/industrial properties and low-income households or low/moderate-income senior households.</p>	Potentially 3, 4, 7, 13 and 19			X	Planning Department; Select Board; Town Manager; Town Meeting	100%	n/a	n/a	Department. Budgets	Staff/Board time	Near (0-3)/Ongoing	

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C12.3	<p><b>Qualify for Certified Local Government (CLG) status to expand funding for historic preservation initiatives.</b>                      The Certified Local Government Program (CLG), as outlined in the National Historic Preservation Act of 1980, 36 CFR Part 61, extends federal and state programs to the local level -- the preservation level with the "most teeth." For example, communities can participate directly in the review and approval of National Register nominations. Communities that have enacted historic preservation legislation, such as establishing a Local Historic District, are eligible to apply to the Massachusetts Historic Commission for certification. Once established as a CLG, communities are eligible to compete for at least 10 percent of the federal funds allocated to MHC. This additional funding could be used to pay for surveys, National Register nominations, rehabilitation work, design, educational programs, and training. Previous grant cycles through MHC focused on projects proposed by CLG communities, excluding Winchester from applying. Establishment of CLG status would make more funding available and fast track Winchester's efforts in preservation planning and establishing tools for preservation.</p>	7		X	Historical Commission	90%	Planning and Building Departments; Planning Board; Town Manager	10%	Staff/Board time	Near (0-3)			
C12.4	<p><b>To gain preference for state grants/programs, Winchester should strive to become designated as a Housing Choice Community.</b>                      The Housing Choice Designation recognizes communities that have achieved production targets and set policies that encourage future sustainable growth. With the Housing Choice Designation, communities are able to take advantage of new financial resources, including exclusive access to Housing Choice Community Capital Grants, and preferential treatment for many state grants - including PARC and LAND grants - and capital funding programs - including MassWorks, Complete Streets, MassDOT Capital Projects, and the State Revolving Fund for Water and Sewer Infrastructure. There are 79 communities in Massachusetts that have the two-year Housing Choice Designation.</p> <p>There are two routes to become eligible for this designation. The community must demonstrate "high production" (meaning greater than 5% housing growth OR 500 units over the last 5 years) OR "production and planning" (meaning greater than 3% housing growth or 300 units over the last 5 years AND 5 of 11 housing best practices (one Affordable)).</p> <p>To apply, Winchester needs records of permitting over the past 5 year, and, for communities that grew at a more moderate pace, evidence of best practice policies related to housing production.</p> <p>More Information: <a href="https://www.mass.gov/how-to/apply-for-the-housing-choice-designation">https://www.mass.gov/how-to/apply-for-the-housing-choice-designation</a> / For Best Practices: <a href="https://www.mass.gov/doc/housing-choice-2019-program-summary-and-designation-criteria/download">https://www.mass.gov/doc/housing-choice-2019-program-summary-and-designation-criteria/download</a></p>	1, 3, 4, 5, 10, 15, potentially 8 and 19		X	Planning, Assessors, and Building Departments; Planning Board	75%	Town Manager; Select Board; Housing Partnership Board	25%	Town Budget/Staff Time	Staff/Board time	Near (0-3)		

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<b>GOAL 13: PRESERVE AND IMPROVE WINCHESTER'S EXISTING OPEN SPACE, PUBLIC AND PRIVATE TREES, WATER QUALITY, AND NATURAL RESOURCES.</b>													
C13.1	<p><b>Enhance passive open spaces with improved water quality, invasive species management, and green infrastructure to reduce pollution to surface water bodies and to maintain and enhance habitats for flora and fauna.</b></p> <p><i>In order to aid in compliance with stormwater discharge requirements and improve flow and water quality along the Aberjona River, ongoing maintenance of open spaces and waterways continues to be a priority. Restoration of riparian habitat and dredging along the river and in the ponds in Town Center will help mitigate periodic flooding and reduce contaminant and sediment loads. Wetland habitats at Winning Farm should continue to be monitored and maintained, and areas of invasive plant species should be identified and controlled to ensure the health of wetlands and native trees. In particular, Wedge Pond should be a focused priority item. Although it is still swimmable, increasing nutrients and pollutants from runoff have severely affected the water quality at the site.</i></p>	potentially 14		X			DPW and Recreation Departments; Conservation Commission; Town Forest, Open Space and Recreation, and Field Management Committees	100%	n/a	n/a	Grants; Town Budget	\$\$\$\$	Ongoing
C13.2	<p><b>Update Winchester's street tree inventory and coordinate with the DPW and Tree Committee to prioritize appropriations from the Street Tree Fund for new plantings and maintenance.</b></p> <p><i>Conduct a full inventory of street trees, including the size and health of trees. Work with the Engineering Department to map the results of the inventory and identify gaps in the canopy, particularly in areas where shade trees may provide benefits in terms of energy conservation for public or private buildings, and offer pedestrians more continuous cover during summer months. This data can be combined with existing urban heat island measurements to highlight hotspots where more tree cover may be needed. Annual tree planting needs and Budget appropriations should consider these priority areas, in conjunction with resident requests for trees, and the replacement of trees removed due to poor health or hazardous conditions. Consider adopting a Tree Preservation Bylaw to protect trees on residential land.</i></p> <p><i>Explore options to conduct a more extensive urban forest assessment, including trees on private property and town-owned land, using satellite imagery or field-based sampling to analyze the tree canopy density and health. The results of this study can provide a key input to an urban forest management plan, including the identification of areas where additional tree plantings are needed and existing trees should be preserved to help mitigate urban heat island effect, improve air quality, and reduce runoff from storms.</i></p>	7		X		Tree Committee and DPW	100%	n/a	n/a	Department. Budgets	\$\$	Near (0-3)/Ongoing	
C13.3	<p><b>Amend zoning to include a new comprehensive Landscaping Requirements subsection that includes provisions to protect existing trees from potentially harmful impacts of construction.</b></p> <p><i>A comprehensive Landscaping Requirement subsection can be incorporated in the General Requirements section of the Zoning Bylaw that includes provisions to protect existing trees from impacts of construction, including Planning Board review of proposed removal of large trees due to development or redevelopment and mitigating potential construction-related impacts on existing trees.</i></p>	7, 11		X		Planning Department.; Planning, Zoning, and Design Review Boards; Tree Committee and Conservation Commission	75%	Select Board and Town Meeting	25%	Department. Budgets	Staff/board time	Mid (4-7)	

Strategy ID	Strategies and Descriptions	Secondary Goals	Regulatory/Policy Physical/Design	Improvements	Programmatic/Services	Building Capacity	Primary Implementation Entity Responsible	% Responsible	Supporting Entity(ies)	% Responsible	Funding Sources/Allocation	Priorities	Approx. Cost (\$=less than \$50K; \$\$=\$50K-\$250K; \$\$\$=\$250K-\$1M; \$\$\$\$=1M+)	Timing (Ongoing: Near [0-3]; Mid [4-7]; Long-term [8-10+])
<b>GOAL 14: PREPARE FOR CLIMATE IMPACTS BY PROTECTING PUBLIC INFRASTRUCTURE AND PROPERTIES AND PRIORITIZING HEALTH, ESPECIALLY FOR THE COMMUNITY'S MOST VULNERABLE POPULATIONS.</b>														
C14.1	<p><b>Conduct a hydrogeology study to update FEMA flood hazard maps to reflect recent flood mitigation projects, and evaluate future flood vulnerability considering long-term changes in precipitation and river sedimentation.</b></p> <p>Updated hydrologic models that incorporate flood control infrastructure improvements are needed to support revisions of the Town's official flood maps and provide a more accurate representation of areas susceptible to inundation. Future changes in flood patterns due to climate and land use change should also be evaluated to help the Town plan for other mitigation efforts that may be needed. The vulnerability of residents, businesses, and critical infrastructure should be reassessed based on the updated and projected future flooding areas to identify short-term and long-term priorities to further reduce flood exposure.</p>	13; potentially 11	X	X			Town Manager; Planning and Engineering Departments.	100%	n/a	n/a	Town Budget	\$\$	Near- Mid (0-7)	
C14.2	<p><b>Evaluate the flood risk for all properties and strategically implement further flood mitigation measures to protect these resources.</b></p> <p>Using updated flood modeling results and projections of areas expected to be inundated in the future, the Town should conduct a flood vulnerability assessment for all properties, in particular historic buildings and structures. Based on the potential Department of flooding and probability of damages occurring, identify sites where the design and installation of flood protection or retrofits should be prioritized to reduce the risk of impacts to these sites. In addition, identify stormwater and floodplain management improvements that will help further reduce the chance of inundation around key properties. Winchester should leverage state and federal funding opportunities, such as the Municipal Vulnerability Program Action Grants and FEMA Pre-Disaster Mitigation Grants to advance these projects that help preserve its properties and historic resources.</p>	7	X	X			Town Manager; Engineering and Planning Departments.; DPW	100%	n/a	n/a	Town Budget; grants?	\$\$	Near (0-3)/Ongoing	
C14.3	<p><b>Develop a local hazard mitigation and municipal vulnerability preparedness and response strategy to support residents, private landowners, and businesses as climate threats increase and begin to have greater impacts locally, especially environmental justice populations and other groups that are particularly vulnerable.</b></p> <p>Public safety and public health officials should review and update existing emergency plans and public information strategies to ensure residents, businesses, and Town employees are prepared for a wide range of local threats. Considering the latest climate projections, plans should address how changes in flooding, extreme temperatures, and water availability may impact vulnerable populations and critical infrastructure. As part of this, emergency responders should ensure that hazard response and recovery strategies provide adequate shelters, cooling centers, and redundancies in transportation options for the Town's growing population.</p> <p>Public outreach should also be conducted, in collaboration with the Communications and Engagement Coordinator and Sustainability Director, to disseminate updated information about climate threats and how to prepare for and cope with hazards, including emergency kits, evacuation routes, shelter locations, and sources of updates during and after emergency situations. Ensure that community members who are not fluent in English receive a copy of this information in their native language. The Town should also work with community members to establish a Community Emergency Response Team, recruit and train volunteers, and conduct drills and tabletop exercises to reinforce emergency response skills.</p>				X		Town Manager and Select Board; Police, Fire, Health, and Engineering Departments.	75%	Disability Access Commission.; Council on Aging; Cultural Council; Housing Partnership	25%	Town Budget; grants?		Near (0-3)/Ongoing	

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<b>GOAL 15: PROVIDE TOWN SERVICES IN A STREAMLINED AND EQUITABLE MANNER TO SERVE A GROWING AND CHANGING COMMUNITY.</b>														
C15.1	<p><b>Work with the Town Departments to understand and address staff turnover rates and develop a longer-term succession plan to ensure stability.</b></p> <p>The Town should evaluate staffing plans and benefits to help retain staff for longer periods of time. High turnover rates can lead to issues for long-term succession planning and promoting from within departments. The Fire Department is one department challenged with retaining young firefighters after they have received their full training. The department is currently staffed by forty-four line fire fighters, with two additional fire fighters anticipated to join in December through a federal grant the Town received. Twenty-eight of the forty-four firefighters are trained paramedics who also perform emergency response services for the town. Part of this is related to the pay differential between Winchester fire fighters and that of surrounding communities. This is a concern as several senior fire staff are approaching retirement age and there is a fairly wide spread in age and experience across the department.</p>				X	Fire Department and Town Manager	100%	n/a	n/a	Department Budgets	staff/board time	Near (0-3)/Ongoing		
C15.2	<p><b>In accordance with the Maintenance and Replacement Schedule from the Town's Facility Study, create a funding stream dedicated to maintaining municipal buildings.</b></p> <p>The Department of Public Works (DPW) is responsible for the maintenance and repair of all municipal and school buildings. Many municipal buildings in Winchester are old and require consistent maintenance to keep buildings in a state of good repair. The Facilities Manager is responsible for developing an annual five-year capital request that includes prioritization of funding for short-term maintenance needs on facilities. Additionally, the Town also works with the DPW to generate a ten-year capital plan for longer-term capital and maintenance funding requests. To ensure that adequate funding is available for both regular maintenance and larger capital expenditures, the Town should closely review funding requests and the amounts allocated and determine if more funding is needed to adequately maintain all town-owned facilities, including schools.</p>	18	X	X	X	Select Board; Town Manager	100%	n/a	n/a	Town Budget, Capital Planning	Staff/Board time	Near (0-3)		
<b>THEME D: BUILDING COMMUNITY</b>														
<b>GOAL 16: ESTABLISH ROBUST AND EFFECTIVE COMMUNICATION BETWEEN RESIDENTS AND TOWN GOVERNMENT TO INCREASE COMMUNITY PARTICIPATION IN TOWN DECISIONS WITH ELEVATED AWARENESS OF TOWN ISSUES AND INITIATIVES.</b>														
D16.1	<p><b>Hire a town Communications and Engagement Coordinator to administer, coordinate, and expand town communications, to act as a town liaison for community groups, and to enhance avenues for meaningful resident participation in town government.</b></p> <p>Under the direction of the Town Manager's Office, a town Communications and Engagement Coordinator would serve as a liaison between town departments and as a leader in the Winchester community. The position would coordinate and improve communications on Town activities, including outreach and education around funding for the maintenance of Winchester's capital investments. The capital program and recommendations are an integral part of the Finance Committee's Budget Report to Town Meeting and an organized outreach campaign can help inform Winchester resident of necessary capital improvements and help potentially alleviate resistance to necessary Budget expenditures. Part of the outreach/education process should be directed at conveying why long-term investments are important to ensure the continued upkeep of Town-owned properties and infrastructure. The position would work closely with the IT department, including streamlining town processes and improving electronic communications.</p> <p>The Communications and Engagement Coordinator position could also raise awareness of the community's cultural resources and community events by housing all communications and engagement efforts of existing community entities, including Winchester Cultural Council, Network for Social Justice, Farmer's Market, Winchester Chinese School, and the EnKa Society, under one umbrella.</p>	All			X	X	Town Manager; HR Director	100%	IT Department; Select Board; Building Department	n/a	Town Budget	\$\$	Near (0-3)	

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D16.2	<p><b>Explore opportunities to digitize town files and communications, including the Town's permitting system.</b>                      Digitizing the Town's archives and files is important to protect the community's legacy and providing easy access to them helps improve communications and transparency. These resources are important to protect and preserve for current and future generations' understanding of the community's roots. Transferring the Town's documentation and permitting system to a more user-friendly online platform could offer greater ease and efficiency for tracking and managing permit requests, particularly for permits like plumbing and electrical. Under the current system, the Building Department requires paper applications to be filled out by individuals requesting a permit. Under this process, the chance for error is greater and may cause delays in permit processing. Proprietary online platforms exist which help departments receive and track permit applications. These online platforms can safeguard against recording errors and can provide a tracking mechanism with status updates which improves service delivery to applicants. These software solutions can also minimize paper use and printing costs. This may not be a solution for all types of permits, particularly those that require larger plan sets to be printed, reviewed, and marked up.</p>	All			X			New Communications and Engagement Coordinator; IT Department; Building and Assessors Departments	100%	n/a	n/a	Town Budget	\$\$\$	Near (0-3)	

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<b>GOAL 17: EXPAND COMMUNITY INITIATIVES THAT INCREASE CULTURAL, ETHNIC, RELIGIOUS, AND ECONOMIC DIVERSITY AND COLLABORATION.</b>														
D17.1	<b>Update Zoning Bylaw and regulations with modernized and inclusive language.</b> <i>Comprehensively review and update Winchester's Zoning Bylaw to reflect 21st century living and ensure a fair and inclusive community. This could include updating the bylaw's use of family and household standards to modern lifestyles and appropriate definitions, among other changes.</i>		X				Planning Department; Planning Board; Town Manager	100%	n/a	n/a	Town Budget	\$\$	Near (0-3)	
D17.2	<b>Conduct mandatory trainings for town staff and volunteer boards and committees to increase awareness of topics related to diversity, racial equity, and inclusivity.</b> <i>Establish a training program and materials to educate new and existing town employees about different racial, ethnic, and other cultural biases and how to promote equitable treatment and inclusion within their departments.</i>		X		X		Town Manager; Department Heads	100%	n/a	n/a	Town Budget	\$	Near (0-3)/Ongoing	
D17.3	<b>Increase outreach and Recruitment efforts to attract more diverse employment in town government and representation on Winchester's town boards, committees, and local commissions.</b> <i>Work with community organizations and diversity consultants to design job descriptions and recruitment strategies that attract more diverse candidates for municipal employment opportunities and volunteer positions within local government.</i>	16	X		X		Town staff; Committees; Select Board	100%	n/a	n/a	Town Budget	\$	Near (0-3)/Ongoing	
<b>GOAL 18: MAINTAIN WINCHESTER'S INVESTMENT IN ITS TEACHERS, SCHOOL FACILITIES, AND STUDENTS TO OFFER A HIGH-QUALITY AND WELL- ROUNDED K-12 PUBLIC EDUCATION IN AND OUT OF THE CLASSROOMS.</b>														
D18.1	<b>Create a long-term maintenance and replacement plan and allocate funding for school facilities and equipment.</b> <i>The school district is comprised of five elementary schools that serve pre-kindergarten through fifth grade, one middle school serving grades six through eight, and one high school serving grades nine through twelve. The schools were built in different eras, resulting in different configurations and layouts, internal mechanics and systems, and different maintenance schedules. These complexities can create a variety of capital needs depending on the building, and results in a greater need for planning and budgeting long-term maintenance and capital improvements. Without appropriate funding and systematic investment, deferred maintenance will impact school buildings and could result in a more rapid deterioration of facilities.</i>  <i>The Town has a Facilities Master Plan which documents specific needs and identifies priorities as well as a full inventory of each building and the lifespan, and replacement needs, of interior and exterior components. The plan identified Lynch and Muraco Elementary Schools, both over fifty years old, as two major projects to prioritize. The Town must ensure adequate money is budgeted to address the ongoing maintenance and equipment needs of all facilities regardless of their age to ensure the school district remains one of the top school districts in Massachusetts. For both Lynch and Muraco, the Town plans to leverage funding from the Massachusetts School Building Authority (MSBA) to help offset some of the costs but the schedules are tied to when the State approves the application and reimbursement. The MSBA's Board of Directors approves grants based on need and urgency as expressed by the City, Town, Regional School District or independent school, validated by the MSBA. Renovations to school facilities should not only address the building structure but should also address ongoing circulation and access concerns.</i>	15		X		X	School Department; Select Board; Town Meeting	100%	n/a	n/a	Town Budget; Capital Planning	\$\$	Near (0-3)	
D18.2	<b>Determine how the Parkhurst School facility and the Sanborn Carriage House should be used in the future to support education and administration for Winchester Public Schools.</b> <i>The Facilities Master Plan recommended spending \$3 million to renovate the Carriage House and move the school's central administration offices out of the Parkhurst School facility. If this recommendation is followed, the Town should work with the School Department to determine what to do with the vacant space in the Parkhurst School, considering the growth in overall enrollment. Some potential use ideas for the Parkhurst School may include swing space for students during construction projects, or it could be converted to an active elementary school if enrollment growth should exceed projections/capacity measures. It may also be suited for community or other town purposes.</i>	17		X	X	X	School Department; Town Manager; Select Board	90%	Historical Commission; Historical Society	10%	Department Budgets	Staff/Board time	Mid (4-7)	

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<b>GOAL 19: INCREASE AND IMPROVE SPACES FOR COMMUNITY EVENTS, ARTISTIC VENTURES, ATHLETIC FIELDS, AND RECREATIONAL FACILITIES THAT ENCOURAGE RESIDENTS TO GATHER AND INTERACT.</b>													
D19.1	<p><b>Increase visibility and use of existing outdoor areas, particularly those that are underutilized, such as the lawn behind the library or vacant lots in neighborhoods, by hosting community-wide events and adding/improving infrastructure and amenities.</b>  <i>In suburbs and other mostly built-out communities, limited open space is under increasing pressure to perform important ecosystem services, offer additional health benefits, and serve as community gathering spaces. Winchester's outdoor areas and spaces should be celebrated and activated through increased programming, events, and infrastructure and amenities improvements.</i></p> <p><i>Through the Master Plan process, residents expressed a desire to increase the use and visibility of existing outdoor areas, such as Bellino Park or Wildwood Cemetery, especially to help improve connectivity between neighborhoods. Other spaces, such as the lawn behind the library, could be activated through increased programming, such as summer concerts. The lawn is designed as a natural amphitheater and was used as a community gathering space for summer concerts in the 1980s. Neighborhood vacant lots also offer significant opportunities for community gardens, pocket parks, and other small-scale green development. Although small in size, green spaces on private property make up large parts of the urban land base and provide important roles for habitat and ecosystem services.</i></p>	2, 16, potentially 13 and 17			X	Recreation and Engineering Departments; DPW	75%	Fields Committee and other boards or committees; other local organizations	25%	Capital Planning or Debt Exclusion; with Cultural Council and state Grants	\$\$	Ongoing	
D19.2	<p><b>Expand the purview of the Jenks Center to serve as a multigenerational community center to provide educational and cultural opportunities, event space, and to support the wellness of all residents.</b>  <i>The Town's Recreation Department used to run the Winchester Youth Center in the McCall Middle School. Since it closed, it has left a gap in youth services. Through expanded Jenk's Center programing and possibly a physical expansion, the Town could help support wellness for people of all ages with a community center for all. The Jenks Center, in collaboration with the Recreation Department, could jointly run programming to support the needs of youth, seniors, and people of all ages.</i></p>	2 and 17		X	X	Town Manager; Select Board; Recreation Department; Jenks Center	75%	COA; Health, Retirement, Schools, and Library Departments; boards and committees	25%	Capital Planning; Town Budget; potentially grants	Staff/Board time - \$\$\$\$ (depending on physical expansion)	Mid (4-7)	
D19.3	<p><b>Allow for and schedule weekend and summer performances at the Lincoln School auditorium.</b>  <i>Lincoln School is an elementary school of approximately 400 students. The entire building and grounds underwent major renovations in 2003. The school has an auditorium which is underutilized during non-school hours. The School Department and the Cultural District Commission could collaborate to increase the usage of the auditorium and provide community events, such as plays, concerts, movies, and others. Given the auditorium's proximity to the Town Center, the location holds significant potential for such events and activities to bring the community together.</i></p> <p><i>Working together would be mutually beneficial for the School Department and the Cultural District Commission. The School Department could earn some revenue by leasing the space for town-related events and use the money towards covering any additional costs associated with leasing out the space. The town benefits by having centrally located space made available for its community programing.</i></p>	2, 6, 18, potentially 17			X	Town Manager; School Department; Historic District Commission; Recreation Department and Committee; Cultural Council; new Communicatio ns and Engagement Coordinator	100%	n/a	n/a	Town Budget; potentially grants	Staff/Board time	Mid (4- 7)/Ongoing	

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<b>GOAL 20: BUILD A WELCOMING AND SUPPORTIVE COMMUNITY THAT PROMOTES WELL-BEING AND POSITIVE MENTAL HEALTH FOR ALL.</b>															
D20.1	<p><b>Develop a coordinated campaign to promote positive mental health and well-being through programming, services, and resource-sharing.</b></p> <p>Research indicates that mental health and overall well-being are linked to three primary components of life: people, places, and opportunity. "People" includes social networks and connections as well as culture and activities. "Places" includes the existence of, safety, and feel of physical infrastructure, including private spaces such as one's home or transportation (car), and public spaces such as work and school environments, outdoor spaces, transportation, and others. "Opportunity" is integrated into the elements of people and place but also includes knowledge and education, income, and others. All of these factors influence our level of stress, comfort, openness to others, physical health, and sense of self-efficacy, among many others. Positive mental health is "a state of wellbeing in which every individual realizes their own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to their community" (world health organization). In other words, the people, places, and opportunities that shape a person all provide the tools necessary to achieve and maintain a positive state of mental health.</p> <p>The Winchester community and surrounding region have many existing resources to support the overall well-being of local residents. To adequately leverage and expand upon these resources, key entities such as the Jenks Center, Schools, Board of Health, and other community groups and organizations, should work together to provide coordinated programming and advertise resources around mental health, community building, life skills, and opportunities.</p> <p>In particular, expanded Jenks Center programming should include a focus on mental health and well-being to meet various needs in the community. Such programs could include AA meetings or other support groups, mindfulness and meditation classes, basic "how-to" classes to help new residents acclimate, find a job, or secure housing, and readily advertised outside resources such as help lines, safety shelters, counseling, and other organizations with expertise in this areas.</p> <p>Winchester schools should also play a key role in the provision of preventative programming for youth. Guidance counselors, school nurses and psychologists, teachers, and students should work together to provide and widely advertise local and regional services and resources, offer safe spaces, and integrate stress management tactics into course curriculum and extracurriculars. For example, schools could offer mindfulness and meditation classes or basic "how-to" lessons or workshops to help students learn how to proactively manage workloads and activities and reduce stress, provide secluded and comfortable spaces, or support student clubs, groups, and activities that provide an outlet and opportunity to build connections.</p> <p>More Information: <a href="http://www.frbsf.org/community-development/publications/community-development-investment-review/2018/October/catalyzing-community-action-for-mental-health-and-wellbeing/">www.frbsf.org/community-development/publications/community-development-investment-review/2018/October/catalyzing-community-action-for-mental-health-and-wellbeing/</a></p>	19	X		X		Town Manager	100%	Board of Health; Schools Department; School Committee; Jenks Center; Council on Aging	n/a	Town Budget; potentially grants	Staff/Board time - \$ (depending on level of additional programming/materials)	Ongoing		
D20.2	<p><b>Improve the availability of prevention and care service resources for substance abuse and mental health.</b></p> <p>Using the Jenks Center as a focal community resource, Winchester should create a centralized and easily-accessible collection of informational material, service networks, and other resources for the public related to mental health, substance abuse, and overall well-being. For example, both an online portion of the website and physical area in the Jenks Center should be dedicated to the discussion of mental health, substance abuse prevention and care, and other topics related to well-being. Contact information and links to local and regional services should be provided. Advertisement of these new hubs for information and discussion should be incorporated into community health programming, existing local services, and should be widely displayed around town, particularly in schools, the library, health care facilities, town hall, and other key locations.</p>	19			X	Board of Health	100%	Town Manager; Library; Schools Department; School Committee; Jenks Center; Council on Aging	n/a	Town Budget; potentially grants	Staff/Board time	Ongoing			
D20.3	<p><b>Conduct mandatory trainings for town staff and volunteer boards and committees to increase awareness of topics related to mental health, substance abuse, and overall well-being.</b></p> <p>Establish a training program and materials to educate new and existing town employees about prevalent concerns, issues, and needs in the community related to mental health and well-being as well as other community health topics such as substance abuse. The training program should equip town staff and volunteers in critical positions to recognize warning signs and be sensitive to various health and mental health conditions, and distribute information about resources and services as necessary.</p>	16 and 19			X	Board of Health; Town Manager; Department Heads	100%	n/a	n/a	Town Budget	Staff/Board time	Ongoing			