

WINCHESTER MASTER PLAN 2030

ADOPTED 3/24/2020







TOWN OF WINCHESTER PLANNING BOARD

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March 24, 2020

Dear Fellow Members of the Winchester Community,

The Winchester Planning Board is excited to share with you **Winchester's Master Plan 2030**, a plan that will carry Winchester forward to 2030 and beyond with confidence and a united voice. The visions established herewith were shaped by an impressive array of Winchester voices, always with the best interests of and hopes for our common future in mind.

We would like to thank the Winchester Community for sharing their vision and entrusting the Planning Board, with the support of the Master Plan Steering Committee, the Town Planner, and the Master Plan Consultant Team, with such an important task. Winchester is an amazing community that offers so much to its members while also providing tremendous opportunities in our common future. Now more than ever our town plays a critical role in expanding opportunities for our residents, businesses, and employees.

Winchester's Master Plan 2030 identifies major initiatives such as encouraging more commercial, mixed-use, and compact residential development, maintain the historical beauty of the town while promoting new growth, support the continued success of existing businesses, create and preserve housing that is affordable, improve walking and bike safety for all ages and abilities, seek out and seize opportunities to leverage funding, incorporate well-defined and measurable sustainability objectives, and expand on how we welcome and support our community.

Our work has just begun. The strategies that support the 20 goals outlined in Winchester's Master Plan 2030 will require a tremendous amount of community engagement and depend on your input and support, as well as difficult budget and policy decisions that will guide the plan's priorities.

We look forward to working with the Master Plan Implementation Committee and the community to bring your visions to life.

All the best,



Heather R. von Mering
Winchester Planning Board, Chair

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"People move here because they love the feel of the village and nature that surrounds. We need to bring that mindset back... into our lives."

-Resident

INTRODUCTION

Winchester is an attractive, historic, mature suburban community¹ with easy access to regional employment centers via highways and a commuter rail. Its variety of coherent, primarily single-family, residential neighborhoods are part of a remarkable historic fabric that extends beyond its extensive stock of well-preserved historic homes. Its attractive Town Center serves as the Town's institutional, cultural, and commercial hub. Although largely developed, Winchester has a significant amount and quality of protected conservation areas; parks, playgrounds, and recreational fields; and natural features that include large and small bodies of water.

When the Town's last full Master Plan was completed in 1953, approximately 15,500 people were living in Winchester. Since that time, the town's population has grown roughly 45 percent, adding about 7,000 residents.

What has changed? What remains the same? What do community members value? How do they envision the Town's future?

The Town's Master Plan seeks to answer key questions like these. It provides local policy-makers with a rational path to prepare for and shape future development and preservation of the community—paying particular attention to areas experiencing development pressure.

A master plan is a way to respond to change over time. It is a long-term (10 year) visionary plan for the community's physical evolution. Only by first imagining where we want to go, can we figure out how to get there.

A master plan is only meaningful if it is implemented. That is why it is vital to develop a realistic plan that is thoroughly vetted and, ultimately, embraced by residents, town officials, and other community members.

COMPONENTS OF A MASTER PLAN

1. An analysis of existing conditions that builds on past and current plans with the most current available data
2. A ten-year community vision with measurable goals to support the vision
3. Specific regulatory, programming, and physical improvement strategies
4. A five-year implementation action plan

MASTER PLAN STATUTORY ELEMENTS²



Land Use



Housing and Demographics



Economic Development



Historic and Cultural Resources



Open Space, Natural Resources and Recreation



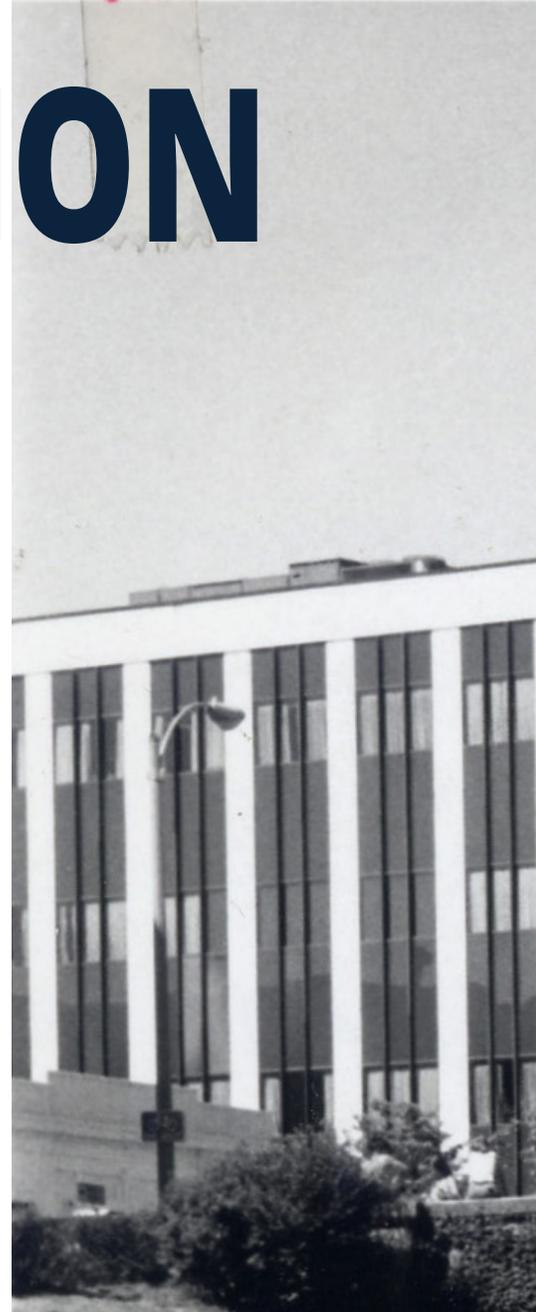
Transportation



Public Facilities and Services

¹ "Mature suburb" communities are classified as mid-twentieth-century communities of moderate density with owner-occupied single family homes on ¼ - ½ acre lots. New development occurs primarily through infill, redevelopment, and tear-downs. More information can be found on the Metropolitan Area Planning Council's (MAPC) website.

² Winchester's Master Plan will comply with all statutory requirements per MGL c.41 s.81D.





PLANNING PROCESS

"I believe that strengthening the visual [and] natural armature of the Aberjona River would be helpful in providing a sense of place for more neighborhoods, and making the benefits of connections to other neighborhoods and communities clear."

-Resident



2018

Phase I: Winchester Yesterday and Today
September - December

Phase I: Winchester Yesterday and Today

The 18-month Winchester Master Plan process launched in September 2018 with a study of the community's key challenges and opportunities through an existing conditions analysis in Phase I. The Town's consultant team, led by JM Goldson LLC, reviewed relevant plans, studies, and current data, including a community survey conducted by the Metropolitan Area Planning Council (MAPC) in early 2018. They also held focus groups with key stakeholders, to understand and identify the community's trends and challenges. This information was used to identify community sentiment, values, and priorities—and to set the direction for a community vision and goals developed during Phase II.

2019

Phase II: What Could Winchester's Future Be Like?
January - June

Phase II: What Could Winchester's Future Be Like?

Phase II kicked off with the project's first public forum in February 2019. Winchester residents weighed in on the community's key assets, concerns, and challenges—and how they envision the future of Winchester over the next ten years. Through two community workshops; six community events; three facilitated discussions with local interest groups; four independently organized meeting-in-a-box submissions; hundreds of comments collected through the project's website (courb.co/Winchester) and many individual emails, phone calls, and conversations with members of the project team and/or Master Plan Steering Committee (MPSC) members—the project team developed a draft vision statement and goals.

Phase III: How Should Winchester Achieve Its Vision and Goals?
July - December

Phase III: How Should Winchester Achieve Its Vision and Goals?

As the master plan entered Phase III, the project team took a deeper look into areas that may require significant choices and substantive collaboration between Winchester's leaders and organizations, including three geographic locations—Town Center, the North Main Street Corridor, and the Holton/Cross Street Neighborhood— and two overarching themes—Sustainability and Traffic Safety. The project team consulted with various stakeholders, community leaders, and other interest groups to think critically about these areas and recommend specific strategies to achieve the goals identified in Phase II. The engagement process in Phase III—culminating in a third public workshop and a Town Government department head meeting—was structured to identify tensions, choices, and alternative visions and goals.

2020

Phase IV - Plan Adoption and Finalization
January - March

Phase IV: Plan Adoption and Finalization

A draft master plan was released for public comment in late January. The Master Plan Steering Committee and town leadership, including key boards and committees also continued vetting the plan. The plan was locally approved by the Planning Board on March 24th, and filed with the Massachusetts Department of Housing and Community Development (DHCD).



2018

Phase I: Winchester Yesterday and Today
September - December



6 FOCUS GROUPS



1 ONLINE SURVEY



20+ STAKEHOLDER TALKS

2019

Phase II: What Could Winchester's Future Be Like?
January - June



2 PUBLIC FORUMS



20+ STAKEHOLDER TALKS



3 FOCUS GROUPS



INTERACTIVE MAP



5 TABLETING EVENTS



MEETING-IN-A-BOX

ENGAGEMENT PROCESS

WHAT WE HEARD

Public Forum 1 | February 2019

Community members heard about the trends and challenges identified in Phase I's existing conditions analysis in a presentation from project consultant, JM Goldson LLC. A Phase I Pocketbook highlighting some key trends was also distributed to residents at the event and in the weeks after. Throughout the presentation, participants could poll in to various questions, including Winchester's community-defining characteristics and favorite locations in town to take a visitor.

In small groups, participants imagined Winchester in 2030 and discussed their biggest concerns for the future of Winchester at the personal, local, and regional levels.

Some things we heard included concerns about:

- Rising taxes and fiscal stability
- Preserving the Town's historic character amid recent development trends
- Preserving the Town's open space
- Maintaining Winchester's quality public schools and other town services
- Traffic congestion and easy transit access to the Boston Region
- Job security and the region's economy and job market
- Access to affordable healthcare
- Affordable housing options for both children and seniors that may allow residents to age-in-place

Residents also expressed a desire for more cultural diversity, more sustainability initiatives across town, and increased pedestrian and cyclist safety.

Community Outreach | Spring 2019

Throughout the spring, the project team hosted a variety of community outreach to understand the community's key values, assets, concerns, and challenges. This included two public workshops; six tabling events; three facilitated discussions with local interest groups; four independently organized meeting-in-a-box submissions; hundreds of comments through the project's website, courb.co/winchester; as well as individual emails, phone calls, and individual conversations with members of the project team and/or Master Plan Steering Committee (MPSC) members.

Goal Priority Survey | Summer 2019

Residents were asked to review and rank which goals were their priorities and preferences for the next 10 years. The 354 responses provided useful information on the community's values. *Note: the wording of some goals may have changed and/or been combined with other similar goals.*

Top Five Goals Prioritized:

1. Maintain Winchester's investment in its teachers, school facilities, and students to offer a high-quality and well-rounded K-12 education in and out of the classrooms.
2. Preserve and improve Winchester's existing open space, street trees, and water quality
3. Support the continued success of existing businesses and seek opportunities for new businesses in Winchester
4. Improve walking and biking safety around Winchester's schools to promote healthy transportation options for youth and to alleviate traffic congestion during peak pick-up and drop-off times.
5. Encourage more commercial, mixed-use, and compact development in areas that support economic vibrancy including in downtown and along the North Main Street and Cambridge corridors.

Deep Dive Focus Areas | Fall 2019

Transportation and Traffic Safety. Through our outreach and community engagement platforms, Winchester residents expressed concern about Winchester's growing traffic congestion and cut-through traffic, unsafe vehicle speeds, and lacking or poorly-maintained pedestrian and bicycle infrastructure. In addition, we heard about the need for increased mobility and connectivity for in-town public transit or shuttle services.

Community Resilience and Sustainability. We heard that many residents care deeply about preserving open space and Winchester's natural flora, improving waste and recycling services, implementing flood mitigation measures, preserving and improving water quality, supporting and investing in eco-friendly transportation and energy sources, and generally reducing the community's carbon footprint.

North Main Corridor. Through our outreach and community engagement platforms, Winchester residents expressed a desire to see revitalization and more intentional development along North Main Street through beautification efforts, land use improvements, economic development initiatives, housing development, improved transportation and pedestrian safety as well as greater connectivity, especially for multi-modal transit.

Holton/Cross Street Area. We have heard a variety of concerns and ideas from residents regarding this area of Winchester. The Holton/Cross street area houses Winchester's only industrial uses intermixed with residential neighborhoods.

Many residents see this as an opportunity area to plan for and develop a thriving commercial hub. In contrast, we have also heard many residents, specifically some who live in this area, express frustration and concern about the abutting industrial and commercial uses to their homes and residential neighborhoods. In addition, residents have expressed concerns about traffic management and safety in this area, especially at the rotary.

Town Center. Downtown Winchester is a vibrant and beloved asset to the Winchester community. While Winchester residents have many reasons to love Town Center, we have also heard that the community would like to continue to improve and activate this treasured part of town.

Many residents have expressed ideas for economic development, including diversified retail and restaurant options, mixed-use and transit-oriented development, improved walkability and bicycle infrastructure (including ADA accessibility), improved traffic management and safety, improved parking, a well-defined downtown identity, and increased community activities such as concerts, fairs and markets, among others.

Public Forum 2 | November 2019

Community members provided feedback on strategies to achieve the vision and goals and to be included in the five-year action plan. Participants listened to a presentation from project consultant, JM Goldson LLC, and provided feedback through interactive stations and informational boards set up around the room. The exercises were designed structured around the community's priorities so they could understand the key choices and better evaluate goals and strategies.

Some specific strategies that received significant support included:

- Using local funds, such as Community Preservation Act funds, to support public initiatives
- Reworking the stormwater bylaw to ensure broader community input
- Improving pedestrian safety and walking infrastructure
- Implementing traffic calming measures
- Integrating more green infrastructure into development and environmentally conscious programs and initiatives town-wide
- Hiring a grants writer to help secure federal, state, and private grants
- Implementing more programs and initiatives for mental health and well-being, particularly in the schools

WINCHESTER IN CONTEXT

Winchester is a mature suburban town located eight miles northwest of Boston in Middlesex County, and encompasses close to 6.5 square miles. It is bordered by the municipalities of Arlington, Medford, Lexington, Stoneham, and Woburn. Winchester's local legislative body is a representative Town Meeting, its executive branch is led by the Select Board, and it is administered by a Town Manager.

Like many historic New England towns, Winchester was shaped by its geography, habitable land, and water resources. Of its 4,062 acres, approximately 893 acres, or 22 percent of the total land area, is covered by water bodies, protected open space, or otherwise undevelopable land. Bounded by hilly terrain on the east and west, Winchester's colonial-era development pattern began in the lowland valley areas of the Town's north/south transportation routes.

Growing and Changing Population

The population, which was just under 22,500 in 2018, is projected to grow over the coming years. More families with children are moving into the community—drawn by the performance and reputation of the public schools and proximity to the Greater Boston area—while the proportion of residents that are older adults or younger adults

is declining. The increase in school-age children in Winchester has added to an already over-stressed school system. The population has grown somewhat more racially/ethnically diverse, with an increasing proportion of residents identifying as Asian (primarily Chinese). New services, programs, and organizations have sprung up to serve these new communities.

Increasing Housing Costs

Winchester household incomes, high in the past, are now even higher as new residents with higher incomes move to Town. The median household income grew almost 60 percent between 2000 and 2016, while the median for households across the state grew about 41 percent in the same period. As newer and bigger houses sell for more than Winchester's existing older and more modest housing stock, housing costs in Winchester are growing at an even faster rate than household income. Median sale prices for all single-family house and condo sales increased about 115 percent between 2000 and 2018.

Mismatch in Commuting Patterns

Most Winchester residents commute to other communities for employment while most of Winchester's workers commute in from somewhere else. About 10,000 people leave the community daily for work, while just over 8,000 people enter the community for work. Many people who work in Winchester cannot afford to live there. The lack of housing affordability and mismatch of resident skill set with the available

jobs in Winchester leads to physical repercussions, such as increased traffic congestion, and impacts to social dynamics, such as reinforcing Winchester's reputation as a privileged community.

Eroding Neighborhood Character

Overall, new development has been slow due to limited viable development sites and strong regulatory controls. Most new residential development has been the result of demolition to build new single- or two-family houses on properties once occupied by older or smaller houses. This out-of-scale development has threatened Winchester's historic fabric and the character of the Town's individual neighborhoods.

Weather Patterns

Once called "Waterfield", Winchester's chain of lakes, ponds, and waterways helped shape its landscape—acting first as sources of irrigation and water power, and, now, as recreational and aesthetic amenities. The Town has been actively addressing flooding issues for over a decade through mitigation measures. However, weather patterns that result in rapid flooding, extreme and extended temperatures, ice and wind storms, and other unprecedented phenomena, may require more complex engineering strategies and mitigation measures.

Winchester's Town Center is the historic, cultural, and commercial hub for the town. Balancing new development opportunities while maintaining the character of the area is an ongoing challenge.

The North Main Street corridor offers a great opportunity for the Town to look at redevelopment options that could include a mix of retail, offices, and residential uses.

Winchester's desirability and extremely high home values have created a market for tear down-rebuilds which threatens the scale and aesthetics of many established neighborhoods. This redevelopment pattern also takes lower-cost starter homes off the market in favor of much larger—and far more expensive—housing.

Winchester's industrial areas house a mix of industrial, commercial, office, and recreation-based businesses. Changes in the market have led to other users occupying these spaces.

Increasing school enrollment stresses the Town's budget and quickly fills space in schools.

The Town has undertaken several large-scale capital building projects in recent years while operational and staff budgets have remained relatively unchanged.

Adequately maintaining town and school facilities is challenging but critical to extending their life and maintaining value.

Police, Fire, and EMS staff are well-trained but challenges exist with staff retention, succession planning, and dispatch services.

Single-occupancy vehicle drivers make up over 70 percent of commuting traffic—adding 7,000 cars to the road.

Lack of adequate MBTA bus service.

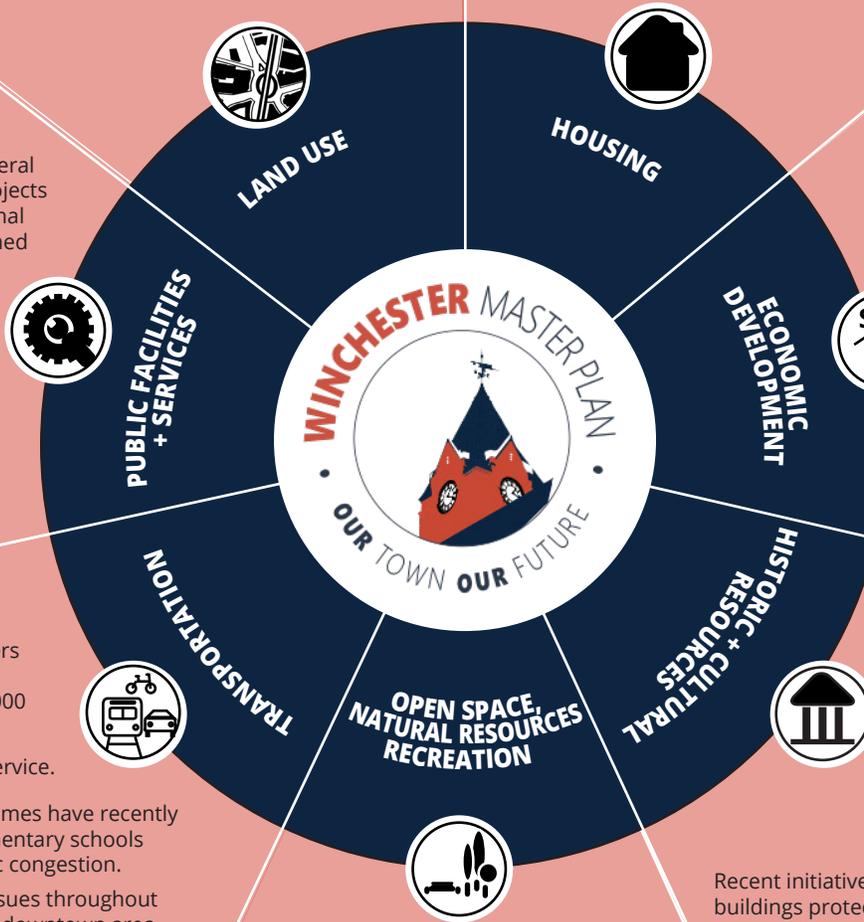
Middle and high school start times have recently changed to coincide with elementary schools creating parent drop-off traffic congestion.

There are pedestrian-safety issues throughout town, though especially in the downtown area and its vicinity.

The new Tri-Town Community Bike Path offers a multi-use pathway to neighboring towns.

Cambridge (Route 3), Main, and Washington Streets act as pedestrian barriers, creating safety concerns for kids walking to elementary schools west of Cambridge Street. There are also few safe bike routes to schools.

Winchester adopted a *Complete Streets* Policy and Plan in 2016. *Complete Streets* are streets designed for all ages and users, including pedestrians, cyclists, transit rides, motorists.



The loss of many modest-sized houses through redevelopment into larger, more expensive houses has made it difficult to maintain neighborhood character.

Lack of housing options—including smaller, rental, accessible, and affordable units—creates barriers for people in a variety of life stages to thrive in the community and to achieve greater socio-economic diversity in the community.

Winchester has limited resources to encourage diverse housing development.

Winchester has far fewer permanently affordable units than the state's mandated 10 percent requirement—shortchanging the needs of its residents and leading to loss of zoning control over the production and design of affordable developments.

Housing supply has not kept up with demand, contributing to high housing costs.

Winchester Hospital is the largest employer—employing nearly 2,500, including 816 physicians. Potential consolidation of the hospital may adversely impact local employment.

Only 4 percent of Winchester's tax base is non-residential.

Winchester's housing market prices out individuals who work but do not live in town. Much of the workforce lives in other communities.

Increased development pressure puts many historic resources at risk and contributes to out-of-character development.

Winchester's many community groups and non-profits heavily rely on a small shared number of volunteers.

Recent initiatives, such as expanding the buildings protected under the *Preservation of Historically Significant Buildings Bylaw*, have helped strengthen historic resource protections.

The *Local Historic District* and *Cultural District* initiatives can increase the protection and public visibility of these resources as well as their funding streams.

Funding for cultural programs and events tend to be driven and funded by community groups and non-profits.

As Winchester's population has grown more diverse, community groups, such as the Network for Social Justice and Winchester School of Chinese Culture, have grown to support these new populations.

Little of the town's forestland and agricultural land remains. There are few remaining large open space parcels.

Loss of habitat for flora & fauna due to new development and changing climate.

Open space and recreational land is difficult to access by non-car transportation.

There is limited open space for unstructured activities. Most sites are dedicated to specific programs, such as athletics or agriculture.

An increase in non-permeable land in Winchester and upstream contributes to stormwater runoff and flooding in town. Stronger and more frequent storms increase flooding, particularly around the Aberjona River. Winchester's location in a floodplain places critical infrastructure and historic resources at risk.

A **CIVICALLY-ENGAGED**, CLO
KNIT COMMUNITY THAT IS
WELCOMING AND INCLUSI
REPRESENTATIVE LEADERS
AND TOWN GOVERNMENT.
COMMUNITY BALANCES NE
GROWTH WITH ITS **HISTOR**
CHARMS AND MAINTAINS
QUALITY TOWN SERVICES I
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VISION 2030

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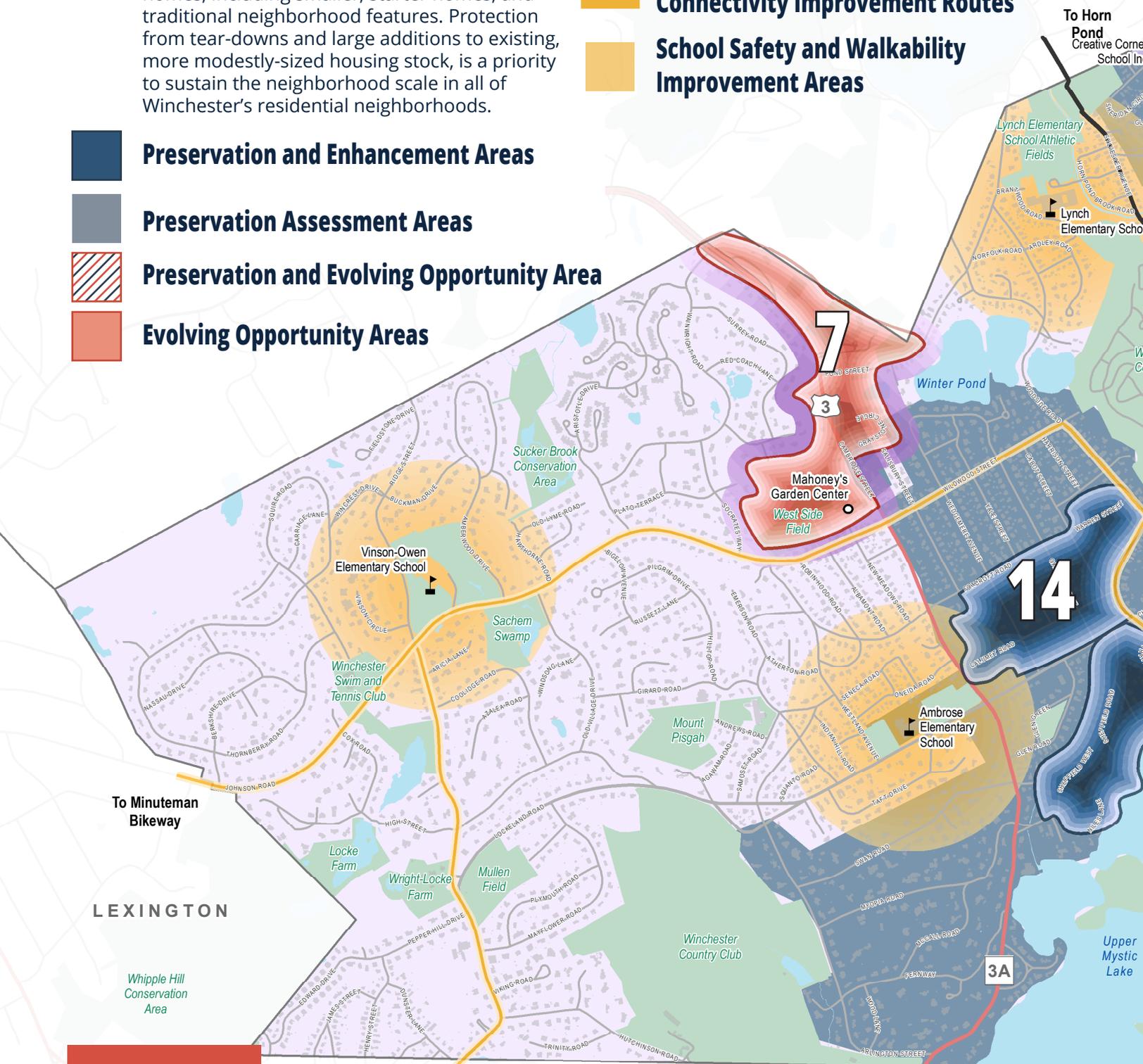


WINCHESTER 2030

This *Future Land Use Map* reflects the land use perspectives of the community's vision for 2030. It depicts areas that the community wants to preserve and enhance, evolve to seize opportunities, and protect from potential impacts of change nearby.

-  All residential neighborhoods in Winchester are valued by the community for the scale of homes, including smaller, starter homes, and traditional neighborhood features. Protection from tear-downs and large additions to existing, more modestly-sized housing stock, is a priority to sustain the neighborhood scale in all of Winchester's residential neighborhoods.
-  **Neighborhood Protection Areas**
-  **Connectivity Improvement Routes**
-  **School Safety and Walkability Improvement Areas**

-  **Preservation and Enhancement Areas**
-  **Preservation Assessment Areas**
-  **Preservation and Evolving Opportunity Area**
-  **Evolving Opportunity Areas**



WINCHESTER 2030

All residential neighborhoods in Winchester are valued by the community for the scale of homes, including smaller, starter homes, and traditional neighborhood features. Protection from tear-downs and large additions to existing, more modestly-sized housing stock, is a priority to sustain the neighborhood scale in all of Winchester's residential neighborhoods.

Evolving Opportunity Areas

- 1** The Holton/Cross Street area presents opportunities to increase the non-residential tax base by thinking beyond town boundaries through collaboration with Woburn.
- 2** The Lowell Ave. area could offer opportunities for mixed-use development that incorporates commercial and residential uses.
- 3** The River Street area could also offer opportunities for mixed-use development that incorporates commercial and residential uses.
- 4** The northern portion of N. Main Street could provide opportunities for contextual infill and redevelopment for commercial, office, and mixed-use, coupled with streetscape and walking and biking safety improvements.
- 5** The southern portion of N. Main Street, closest to Town Center, presents redevelopment and public investment opportunities to promote economic vibrancy, walkability, traffic safety, and aesthetic enhancements.
- 6** A primary connection between N. Main and Washington Streets, Swanton Street presents opportunities to foster redevelopment of key sites, coupled with public streetscape and wayfinding improvements.
- 7** The northern area of Cambridge Street offers opportunity to promote continued commercial uses or mixed-use redevelopment.

Neighborhood Protection Areas

These neighborhood areas are in close proximity to *Evolving Opportunity Areas*, calling for protection from potential impacts of nearby development. Through sensitive design and site planning, impacts can be minimized to protect these neighborhoods.

Preservation and Evolving Opportunity Area

- 8** Some areas of Town Center could offer opportunities for contextual infill, including mixed-use development that incorporates commercial and residential uses. But the area's historic resources and character should be protected and supported through sensitive design and site planning—and for some areas of Town Center, stronger preservation protections may also be needed.

Preservation and Enhancement Areas¹

These areas are historic residential neighborhoods, have a wealth of irreplaceable properties that shape Winchester's beloved character and tie the community to its roots. These neighborhoods call for stronger preservation protections and enhancements with sensitive infill.

- 9** The Canal Street and Richardson Subdivision in Winchester's North End was developed through the last half of the 19th century with small houses for workers in local industries.
- 10** East of Town Center contains a collection of individual historic buildings clustered on Mount Vernon Street, Myrtle Street, and Mystic Valley Parkway.
- 11** Symmes' Corner includes all the houses built by the Symmes family, among the original settlers in Winchester, on the land of their original 17th century farm.
- 12** Firth - Glengarry and Rangeley Road areas contain notable examples of mid-nineteenth to early-twentieth century architecture. They includes the Firth-Glengarry National Register Historic District and Rangeley Park Heritage District, which contains homes designed by architect George D. Rand. The latter showcases the idealized park-like suburban development of the 19th century.
- 13** Everett Avenue - Sheffield Road contains houses in the Colonial Revival, Medieval Revival and Arts and Crafts styles and showcases Winchester's turn-of-the-century development as a fashionable suburb for wealthy Boston businessmen. It contains the Everett Avenue-Sheffield Road National Register Historic District.
- 14** Wedgemere is an outstanding turn-of-the-century residential neighborhood, reflecting the town's move from an industrial to a suburban focus. It contains the Wedgemere National Register Historic District and is characterized by a gridded street plan, broad streets, large lots, mature shade trees, and generous setbacks.

Preservation Assessment Areas

These historic residential neighborhoods likely contain key historic and cultural assets but require additional assessment. After further assessment, these neighborhoods may also require stronger preservation protections and enhancements with sensitive infill.

Connectivity Improvement Routes

These are bike and pedestrian routes that help connect Winchester to key destinations in and out of town, such as Middlesex Fells, Town Center, along the Aberjona River, the Minuteman Bikeway trail, and the Green Line terminus.

- Linking to Middlesex Fells from Town Center, Swanton St. and Cross St. (aligned with existing trail heads)
- Providing a new multi-use path along the Aberjona River, from Cross St. to Ciarcia Field
- Following Rt. 38 towards the Green Line Extension to Tufts in Medford
- Extending the bike network towards the Minuteman trail to the south and west

School Safety and Walkability Improvement Areas

These target the areas surrounding four of Winchester's elementary schools (Ambrose; Vinson-Owen; Lynch; and Muraco) to improve walkability and safety, as well as traffic issues. Through strategic network design and programming, these areas can be made safer for students and minimize traffic congestion to streamline morning drop-off and afternoon pick-up.

¹ Information on individual areas comes from Winchester's MACRIS Inventory Forms

To create a meaningful and effective Master Plan, the elements of the plan are not planned in silos, but rather integrated systematically so that they consider and reinforce one another—and support the regional planning framework. The structure—and flexibility—of the planning process is critical to reaching a substantive understanding of the system as a whole.

VISION:

An aspirational view of what residents hope the community will be like in the future, at its very best. Before a meaningful plan can be created, the community needs to imagine the future it is aiming for. The vision statement then becomes the driving force behind the plan. An overarching vision statement is shown on Page 14, while pillars (or key components) of the vision are shown with their corresponding theme on the following pages: balanced growth and housing choices; sustainability and governance; community connections and public education; and multi-modal and regional connections.

CORE THEMES:

Four core themes emerged through the planning process based on the community's values and priority issues that the community is facing: 1) Balancing Development with Preservation; 2) Ensuring Sustainability, 3) Building Community; and 4) Connecting People to Places.

STATUTORY ELEMENTS:

Massachusetts master plans, per MGL c.41 s.81D, require seven statutory elements to be included. In addition to these seven, the project team included an eighth element—sustainability—to recognize Winchester's recent commitment to climate resiliency through its *Climate Action Plan*. Unlike traditional Master Plans, this plan is not organized by the statutory elements so as to better reflect the community values and priorities that emerged from the planning process and to highlight the synergies and connections between the elements. However, all elements are covered in the substance of the plan and the report includes these icons to indicate where they are addressed.



Land Use



Economic Development



Open Space,
Natural Resources
and Recreation



Public Facilities and
Services



Housing and
Demographics



Historic and
Cultural Resources



Transportation



Sustainability

GOALS:

Goals are conditions to aim for that help the community achieve its vision over time. Goals are often measurable. This plan includes metrics so that the town can measure its progress towards achieving the goals.

STRATEGIES:

Strategies are ways that the town will work to achieve one or more of the goals. They are actionable and will involve funding, regulations, programs, and/or use of other town resources, such as staff or volunteer time. A complete list and explanation of all the strategies can be found in the *Winchester Master Plan 2030: Action Plan*.

PLANNING FRAMEWORK

CORE THEMES

STATUTORY ELEMENTS

VISION PILLARS

GOALS

STRATEGIES

BALANCING DEVELOPMENT WITH PRESERVATION

The goals and strategies in this category address balancing preservation and development, including appropriately-scaled development; affordable housing options; and commercial and mixed-use redevelopment opportunities.



BALANCED GROWTH + HOUSING CHOICES

7 GOALS

20

CONNECTING PEOPLE TO PLACES

The goals and strategies in this category address creating a safe circulation network that relies less on vehicles and provides safe and pleasant alternative transportation options to key destinations.



MULTI-MODAL + REGIONAL CONNECTIONS

3 GOALS

12

ENSURING SUSTAINABILITY

The goals and strategies in this category address how the Town can best maintain its resources and be best equipped to meet future challenges, including climate resiliency and adequate funding and planning for capital improvements.



SUSTAINABILITY + GOVERNANCE

5 GOALS

20

BUILDING COMMUNITY

The goals and strategies in this category address how to better engage residents and the services, events, and programs that bring Winchester together.



COMMUNITY CONNECTIONS + PUBLIC EDUCATION

5 GOALS

13

BALANCIN

2030

BALANCED GROWTH

In 2030, Winchester has expanded commercial diversity and mixed-use development where strategic, including Town Center, the Holton/Cross Street area, along North Main Street, and the northern portion of Cambridge Street. Winchester balances commercial and residential growth with special attention to celebrating and maintaining its historic character and natural green spaces. Well-designed new development offers new amenities, entertainment, and retail opportunities to residents and has increased the Town's commercial tax base. The Town prioritizes walkability to increase foot traffic to local businesses, accessibility to services, and community interactions. Through responsive design and site planning, new development of all types is carefully integrated, strategically located, and appropriately scaled, with a focus on creating more compact development in some areas.

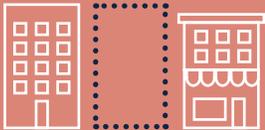
HOUSING CHOICES

Winchester's housing stock in 2030 has more economically-attainable options and a balanced mix of apartments, condominiums, and houses that can accommodate a variety of households, including large families, young adults, older adults, and people with disabilities. The stock of older modestly-sized homes are valued and protected from teardowns to preserve Winchester's historic neighborhood-scale and offer more economically-attainable housing options.



GOALS DEVELOPMENT

Goals



Encourage more commercial, mixed-use, and compact development in areas that support economic vibrancy, including strategic redevelopment parcels in Town Center and the identified *Evolving Opportunity Areas*.



Cultivate active support by town leadership for the continued success of existing businesses and for seeking opportunities for new businesses in Winchester.



Create and preserve housing that is affordable and accessible to all, especially small-scale development that harmonizes with Winchester's character and provides easy access to everyday amenities and needs.



Promote housing types that allow residents to age within the community. Housing should be located near community gathering spaces and enable access to everyday amenities and needs.



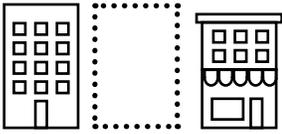
Encourage contextually-responsive new development. New development will be carefully planned and appropriately scaled, with a focus on creating denser development in some areas.



To capture a larger share of the estimated retail leakage, promote economic development and increased retail diversity and vibrancy in Town Center and the identified *Evolving Opportunity Areas*.



Maintain the Town's visual beauty and historic character, neighborhoods, structures, and architecture through stronger local protections.



A1. Strategic Redevelopment in *Evolving Opportunity Areas*



A1.1 Increase community planning staff capacity to strengthen the Town's ability to promote desired development objectives and expand survey, planning, historic preservation, and regulatory support.



A1.3.2 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*).



A1.2.1 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.



A1.4 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.



A1.2.2 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 physical improvements in the district based on future tax revenue increases.



A1.5 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.



A1.3.1 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.

Net square footage of new development or redevelopment that incorporates a commercial, industrial, or mixed-use component within the Evolving Opportunity areas.

Strategy Type Key



physical/
design



regulatory/
policy



programmatic



capacity
building



A2. Economic Development Support and Leadership



A2.1 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.



A2.2 Establish a town Economic Development Task Force to spearhead ongoing town efforts to promote and strengthen the economic health of local businesses.



A3. Affordable and Context-Responsive Housing



A3.1 Strengthen the existing zoning 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.



A3.2 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.

% of total building space in GBD1, GBD2, GBD3, and CBD zoning districts that is occupied by restaurant, retail, or other businesses.

% of low-moderate income residents spending more than 30% of income on housing

% low-moderate income seniors spending more than 30% of income on housing

% of housing units that are included on the state's Subsidized Housing Inventory (SHI)

of state or federal rental vouchers available and used



A4. Age Within Winchester



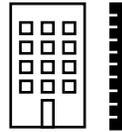
A4.1 Consider more flexible conversions of existing houses

to create smaller and more financially attainable housing options without increasing building density or significantly altering the appearance of existing buildings and neighborhoods.



A4.2 Expand areas that zoning allows for multiunit developments

to increase Winchester's diversity of housing options—especially for those of all abilities and for smaller households.



A5. Context-Responsive Development



A5.1 Promote new infill development that reinforces the existing neighborhood development patterns

with design guidelines tailored to neighborhood character.



A5.2 Hire a part-time Zoning Enforcement Officer

to assist citizens, developers, and builders with zoning interpretation and compliance.

% of housing units that are accessible and/or provide supportive services

% of senior population living within 1/4 mile of the Jenks Center, commercial areas, medical facilities, or a grocery store

Strategy Type Key



physical/
design



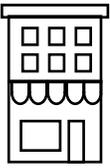
regulatory/
policy



programmatic



capacity
building



A6. Increase Retail Diversity and Vibrancy



A7. Historic Character



A6.1 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.



A6.2 Update and enforce sign regulations to promote creative and attractive signage throughout town.



A6.3 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.



A7.1 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.



A7.2 Complete the Town's inventory of historic resources to lay the foundation for further historic designations and other preservation protections.



A7.3 Provide more resources to adequately beautify and maintain public streetscapes, and integrated open spaces and passive recreation opportunities.

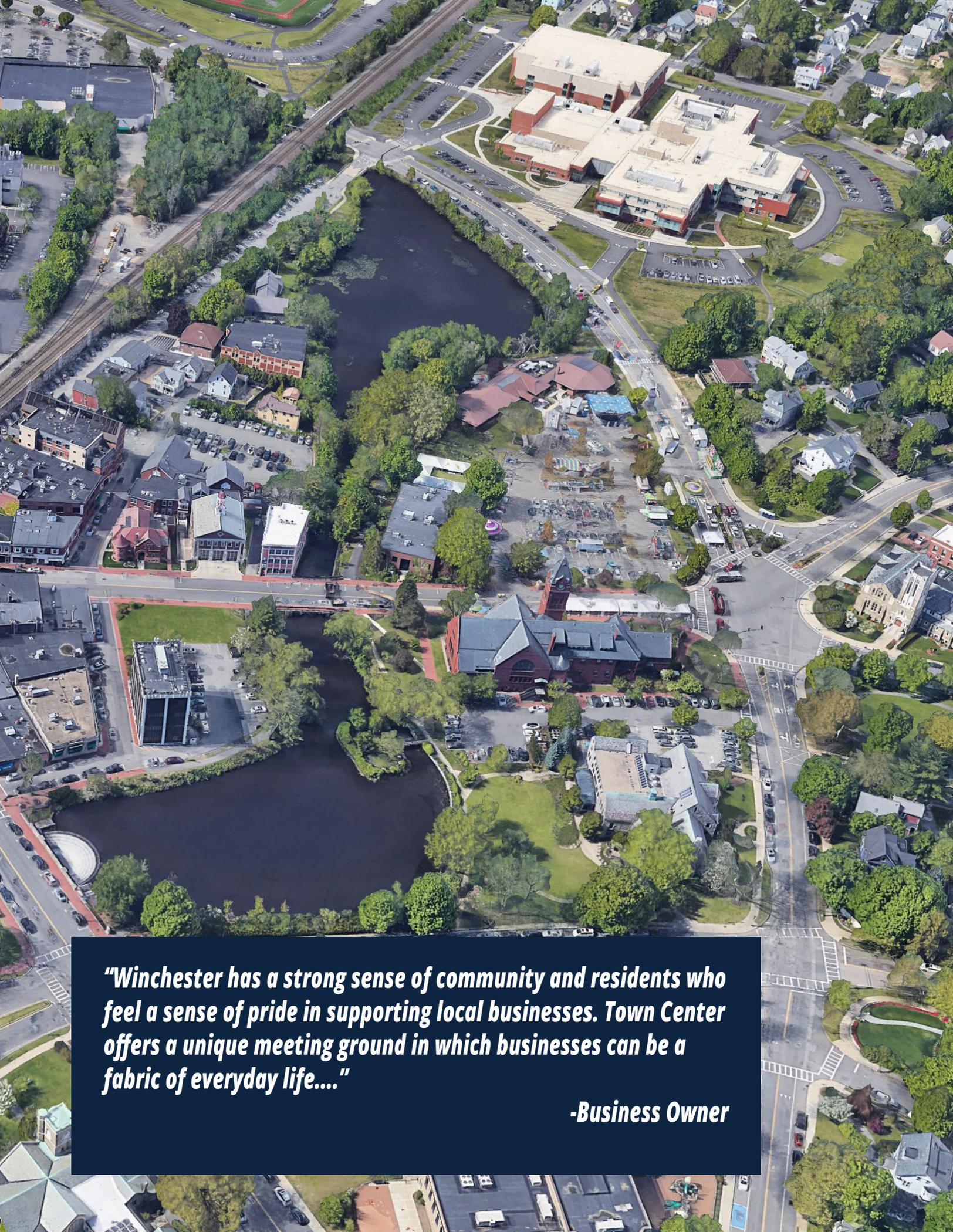
#of net new businesses in the top retail leakage categories¹

Proportion of retail spending at establishments in Winchester

¹Currently including restaurants, department stores, clothing stores, grocery store, and building material and supplies, but to be adjusted based on updated analysis

% of historic structures designated as local historic landmarks, in Local Historic Districts or a Heritage District or protected with a permanent Preservation Restriction





"Winchester has a strong sense of community and residents who feel a sense of pride in supporting local businesses. Town Center offers a unique meeting ground in which businesses can be a fabric of everyday life...."

-Business Owner

CONNECTIN



2030

MULTI-MODAL

In 2030, residents can safely walk or bike around the community using a transportation network built for users of all types. Anybody of any age and a variety of abilities can get anywhere in Winchester without a car thanks to the expanded and protected bikeway, improved pedestrian path, and shuttle system network that takes locals to businesses to Town Center as well as the library, grocery store, Wright-Locke Farm, the Hospital, the Fells, and other parks and recreation areas. Throughout Winchester, user safety is prioritized over vehicle movement through physical design improvements such as traffic calming strategies, designated bike lanes, and highly-visible crosswalks.

REGIONAL CONNECTIONS

In 2030, regional transportation options have improved. At least fifty percent of Winchester commuters use the commuter rail or bus to get to work. Younger adults—priced out of the more expensive Boston, Cambridge, and Somerville housing markets—are drawn to centrally-located units in Town Center and the community's small-town feel that provides easy transit connection to Boston and neighboring communities in the Greater Boston region.

MOVING PEOPLE TO PLACES

Goals



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.



Work closely with the MBTA to improve public transportation service to encourage more ridership and alleviate parking concerns.



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 and reduce traffic congestion.



B1. Safe Walking and Biking Routes



B1.1 Improve accessibility and safety for pedestrians in Town Center and vicinity.



B1.2 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.



B1.3 Create and distribute local maps that illustrate key walking and biking transportation connections as well as recreational areas in town.



B2. MBTA Transit



B2.1 Track progress for and actively participate in MassDOT's Rail Vision commuter rail planning project.



B2.2 Work with the MBTA to improve accessibility and user experience of regional bus service.

minutes of reduced headway during peak commute between buses on Route 134 and Route 350

Excess journey time, excess wait time (difference between actual and scheduled)

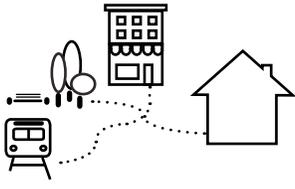
Average daily ridership on bus routes 134 and 350

Average daily boardings at Winchester Center and Wedgemere stations on Commuter Rail

of pedestrian and bicycling fatalities or serious injuries caused by vehicle crashes

% of streets with sidewalks

% of ADA-compliant crosswalks



B3. Comprehensive Transportation Network



B3.1 Undertake a town-wide transit demand management study to better understand the feasibility of alternative transit options.



B3.2.1 Consider increasing the subsidy for school bus service (making it more affordable) to encourage more participation and study why it is currently underutilized by students.



B3.2.2 Establish semi-remote school drop-off areas to disperse traffic congestion.



B3.2.3 Promote walking and carsharing options to foster connections between students and address traffic congestion issues.



B3.3 Include clear requirements for developers to incorporate transportation mitigation, including robust analysis of single-occupancy-vehicle alternatives, Transportation Demand Management Plans, and universal design principles.



B3.4 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.



B3.5 Provide alternative last mile options to/from local MBTA mass transit stations to increase the viability of their use and to alleviate traffic congestion and parking pressures.

% of major streets with separated bike lanes

% of work commutes by walking, cycling, or public transit

Strategy Type Key



physical/
design



regulatory/
policy



programmatic



capacity
building

~~The world~~ I would like to



like to ride
school

In 2030, I envision...

*"Walkability, including more crosswalks in
key locations to connect neighborhoods."*

-Website Visitor

ENSURING



2030

SUSTAINABILITY

In 2030, Winchester is celebrating a 40 percent reduction in greenhouse gas emissions, relative to its 2017 baseline. Winchester's homes, businesses and municipal operations are powered by clean, renewable energy through WinPower 100, new solar installations, and other new technologies to improve building energy efficiency. Town officials and schools display leadership in a town-wide effort towards becoming a zero waste community. Winchester has implemented additional climate adaptation strategies to minimize the exposure of critical infrastructure, historical properties, and vulnerable populations to flooding, extreme heat, and other natural hazards. There is a healthy diversity of indigenous flora and fauna.

GOVERNANCE

In 2030, Winchester provides services in a streamlined and equitable manner by effectively managing and maintaining town-owned facilities and implementing capital improvements at the optimal time in order to sustain a growing and changing community. Town departments, staff, and elected leaders work in a collaborative and systematic manner to achieve the community's vision and goals.

SUSTAINABILITY

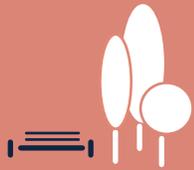
Goals



Integrate initiatives within town structures, new development, rehabilitation of existing buildings, and other infrastructure to reduce greenhouse gases and become climate-prepared.



Seek out and seize opportunities to leverage funding with local, regional, and national partners to invest in Winchester.



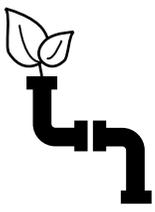
Preserve and improve Winchester's existing open space, street trees, water quality, and natural resources.



Prepare for climate impacts by protecting public infrastructure and properties, and prioritizing health, especially for the community's most vulnerable populations.



Provide town services in a streamlined and equitable manner to serve a growing and changing community.



C1. Sustainable Infrastructure



C1.1 Create a new Sustainability Director position for the town and incorporate well-defined and measurable sustainability objectives into municipal job descriptions and duties.



C1.2 Assess municipal buildings and facilities through efficiency and sustainability ratings to determine which should be prioritized and create an *Improvement Plan*.



C1.3 Develop a comprehensive communications plan that provides educational materials on local issues, such as becoming a zero-waste community, guidance on energy and water saving measures and subsidies, and natural hazard preparedness and strategies to increase resiliency.



C1.4 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.



C1.5 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.



C1.6 Replace town fleet with electric or hybrid vehicles and install e-charging stations at public buildings/facilities (excluding public safety vehicles, if not feasible).



C1.7 Move toward becoming a zero-waste community.



C1.8 Encourage and incentivize more residents to opt into WinPower, especially WinPower 100.

% of public and private properties certified through comprehensive green building programs or energy programs

Pounds of trash and recycling collected per household per week²

Greenhouse gas emissions (GHGs) % reduction from 2017 baseline data

% of households enrolled in the WinPower 100 program

% of households enrolled in waste reductions, such as SMART²

²The Town could also track the difference of trash and recycling for those participating in the SMART program based on the pay-as-you-throw bags.

Strategy Type Key



physical/
design



regulatory/
policy



programmatic



capacity
building



C2. Seek Funding Opportunities



C2.1 Hire a Grants Writer to pursue and coordinate various federal, state, and private grants to support community goals.



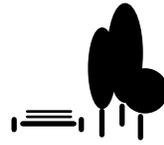
C2.3 Adopt the Community Preservation Act to create a local funding source to support Master Plan goals related to open space, recreation, historic preservation, and affordable/ community housing.



C2.4 Qualify for Certified Local Government (CLG) status to expand funding for historic preservation initiatives.



C2.5 Strive to become designated as a Housing Choice Community to gain preference for state grants/ programs.



C3. Open Space and Natural Resources Conservation



C3.1 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.



C3.2 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.



C3.3 Amend zoning to include a new comprehensive Landscaping Requirements subsection that includes provisions to protect existing trees from potentially harmful impacts of construction.

% of total annual town funding secured from private, state, or federal grants

% of surveyed residents that visit a park at least once a year

% of tree canopy coverage

Diversity of flora and fauna observed during annual BioBlitz³

³A BioBlitz is an annual event that focuses on finding and identifying as many species as possible in a specific area over a short period of time. Learn more: www.nationalgeographic.org/projects/bioblitz/



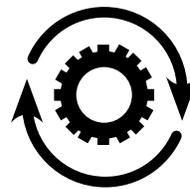
C4. Climate Resiliency



C4.1 Re-evaluate the flood risk for all properties and strategically implement further flood mitigation measures, as needed, to protect these resources.



C4.2 Develop a local hazard mitigation and municipal vulnerability preparedness and response strategy to support residents, private landowners, and businesses as threats impact locally, especially populations that are particularly vulnerable.



C5. Streamlined and Equitable Services



C5.1 Work with town departments to understand and address their high rates of turnover and develop a longer-term succession plan to ensure stability and diversity.



C5.2 Create a funding stream through capital planning dedicated to maintaining municipal buildings



in accordance with the Maintenance and Replacement Schedule from the Town's *Facilities Master Plan* and *ADA Access Audit and Transition Plan*.



% of population living within 100-year floodplain

% of critical infrastructure within 100-year floodplain

of cases of heat-related stress per 1,000 residents

Average permitting turnaround time (in days) to start a new business

Average permitting turnaround time (in days) for new building construction/occupancy







In 2030, I envision.....

"empowered residents taking on climate change and sustainability in a meaningful way."

-Website Visitor

BUILDING



2030

COMMUNITY CONNECTIONS

In 2030, Winchester's new community spaces help to build and sustain social networks and celebrate diversity by providing gathering spaces for town events, community groups, and performances as well as programs for community members of all ages.

Winchester's public facilities, such as its school buildings near Town Center, are shared by the broader community for events, performances, or other evening or weekend use. Improved and expanded neighborhood parks, athletic fields, and other outdoor public spaces encourage informal neighborly interactions and offer attractive places to enjoy spending time outside. Community-wide collaboration and connections improve civic life, foster synergies across local groups, resources, and initiatives, and build a network of engaged citizens.

PUBLIC EDUCATION

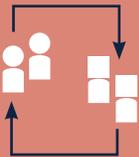
In 2030, Winchester public schools continue to be a prized asset and one of the main factors in attracting newcomers to the community. Winchester's students are supported through a variety of opportunities, including extracurriculars, that reflect the many cultures and learning styles of its students. Classrooms offer more multilingual opportunities and any student can participate in sports, music, theater, or other activities without the risk of financial barriers.

COMMUNITY

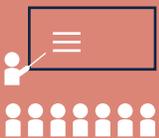
Goals



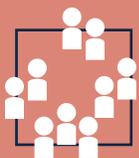
Establish robust and effective communication between residents and town government—and within Town Government—to increase community participation in town decisions with elevated awareness of town issues and initiatives.



Expand community initiatives that increase cultural, ethnic, religious, ability, and economic diversity and collaboration.



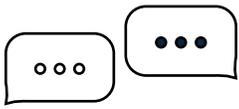
Maintain Winchester's investment in its teachers, school facilities, and students to offer a high-quality and well-rounded K-12 public education in and out of the classrooms.



Increase and improve spaces for community events, artistic ventures, athletic fields, and recreational facilities that encourage residents to gather and interact.



Build a welcoming and supportive community that promotes well-being and positive mental health for all.



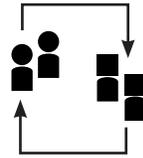
D1. Robust Communication



D1.1 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.



D1.2 Explore opportunities to digitize town files and communications, including the Town's permitting system.



D2. Diversity



D2.1 Update zoning bylaws and regulations with modernized and inclusive language.



D2.2 Conduct mandatory trainings for town staff, elected officials, and volunteer boards to increase awareness of topics related to diversity, racial equity, inclusivity, ethics, and open meeting laws.



D2.3 Increase outreach and recruitment efforts to attract more diverse employment in town government and representation on Winchester's town boards, committees, and local commissions.

of people who have attended Town Meetings or other public meetings in Winchester

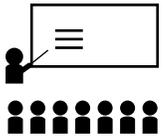
of visitors per month to the Town website

of post engagements on Town-sponsored social media sites

of total annual participants in town surveys

Degree to which composition of town boards and commissions represent demographic composition (e.g., race, ethnicity, etc.)

Degree to which town meeting members represent demographic composition (e.g., race, ethnicity, etc.)



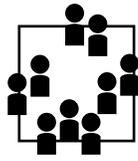
D3. Schools



D3.1 Create a long-term maintenance and replacement plan and allocate funding for school facilities and equipment.



D3.2 Determine how school and recreation department facilities, such as the Mystic Valley School, Parkhurst School and the Sanborn Carriage House buildings, should be used in the future to best support the Town of Winchester.



D4. Community Events and Spaces



D4.1 Increase visibility and use of existing outdoor areas, particularly those that are underutilized, such as the lawn behind the library or neighborhood vacant lots, by hosting community-wide events and adding/improving infrastructure and amenities.



D4.2 Explore the possibilities of creating a multi-generational community center in/near Town Center to provide educational and cultural opportunities, event space, and to support the wellness of all residents.



D4.3 Allow and schedule weekend and summer performances at the Lincoln School auditorium.



D5. Community Well-being



D5.1 Develop a coordinated campaign to promote positive mental health and well-being through programming, services, and resource-sharing.



D5.2 Improve the availability of prevention and care service resources for substance abuse and mental health.



D5.3 Conduct mandatory trainings for town staff, elected and appointed town officials, and volunteer boards and committees to increase awareness of topics related to mental health, substance abuse, and overall well-being.

% of surveyed students indicating high level of satisfaction with supportive school environment

of community event spaces, artist studios, and galleries

% of housing units within half-mile walking distance of recreation areas

Rate of cultural participation (i.e. # of cultural experiences per household per year)

% of surveyed residents indicating high level of happiness

of residents with access to mental and behavioral health services

In 2030, I envision...

"[an] expanded Jenks Center as a home for all community non-profit groups and space for community gatherings and events. [It] serves as a civic center bringing groups and individuals into synergy instead of silos."

LEADING
EDGE



In 2030, I envision...

"every student is able to participate in activities (sports, music, etc.) and not be restricted by fees/expenses."

-Forum Participant

GOING FORWARD

This Master Plan has a ten-year planning horizon. From year-to-year, many actions will be required to successfully achieve the community's vision including funding appropriations, regulatory amendments, board and commission votes, new municipal staff positions, and numerous studies. There will be many decisions to make along the way and a significant amount of coordination to ensure successful implementation.

To coordinate and oversee these varied actions, the town intends to create a Master Plan Implementation Committee that will report to the Planning Board and will be made up of a variety of community representatives including town officials, residents, and members of the former Master Plan Steering Committee.

This new committee will have an important role to ensure that the vision, goals, and strategies of this Master Plan are effectively integrated into the town's priorities, that outcomes are regularly measured and evaluated, and that the plan is updated and adjusted as needed.

It is the Town Manger's intent that the committee have access to a Master Plan revolving fund that is replenished annually. In addition, supplemental funding would be requested to support specific initiatives, projects, and staffing to implement this plan.

More information on each of the strategies—in addition to case studies, maps, and diagrams—can be found in this supplementary *Action Plan* for Winchester's Master Plan. Like the *Master Plan Report*, the *Action Plan* is divided into four core themes that emerged through the planning process based on the community's values and priority issues that the community is facing: 1) Balancing Development with Preservation, 2) Connecting People to Places, 3) Ensuring Sustainability, and 4) Building Community. The example on the page 54 shows how to read the pages in the *Action Plan*.





1887

AMERICAN
CANTON
ALABAMA 1887

Primary Goal

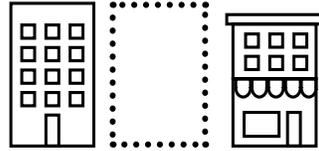
This icon references the main goal the strategy helps achieve. Goals are conditions to aim for that help the community achieve its vision over time.

Strategy

Strategies are actionable ways that the town will work to achieve one or more of the goals.

Secondary Goals

If there are additional goal(s) that this strategy helps achieve, the icon for the goal is shown here.



A1. Strategic Redevelopment in *Evolving Opp*

Strategy: A1.1 Increase community planning staff capacity to strengthen the Town’s ability to promote desired development objectives and expand survey, planning, historic preservation, and regulatory support.

Secondary Goals

This strategy supports all goals identified in the 2030 Master Plan.

To effectively promote the desired development and redevelopment in town, it will benefit the town to hire additional planning staff with expertise in land use and zoning; development review; architecture, design, and historic preservation; and affordable housing to support the town boards and commissions responsible for development and preservation including the Planning Board, Historical Commission—and any Local Historic District Commissions created as a result of establishing Local Historic Districts, Design Review Committee; Disability Access Commission; Housing Partnership Board and the Zoning Board of Appeals.

Strategy Narrative

The narrative explains the strategy and what it could entail in greater detail.

Funding Cost

An estimated cost range for each strategy.

\$	\$\$	\$\$\$	\$\$\$\$
less than \$50K	\$50K to \$250K	\$250K to \$1M	more than \$1M



portunity Areas

Strategy Type

Strategies can fall into one or multiple types of projects: physical/design improvements; regulatory/policy changes; program/service provision; and/or capacity building.



physical/
design



regulatory/
policy



programmatic



capacity
building

Strategy Type



Timing



Timing

Strategies are either near-term (0-3 years); mid-term (4-7 years); long-term (8-10+); or ongoing.



near-term
(0-3 yrs)



mid-term
(4-7 yrs)



long-term
(8-10+ yrs)



ongoing

Responsible Party (% responsible)

Identifies the primary and supporting departments, boards and committees, and other organizations that could complete the strategy.

Responsible Party (% responsible):

Town Manager; Planning Department/Planning Board; and Town Meeting (75%)

Select Board; Engineering Department; Historical Commission; Design Review Committee; Disability Access Commission (DAC); Zoning Board of Appeals; and Housing Partnership Board (25%)

Funding Cost

\$\$

Funding Sources

Town Budget

Funding Sources

Identifies how a strategy could be funded, either from existing sources, such as the Town Budget, or outside sources, such as grants.



Members of the Master Plan Steering Committee (MPSC)

THANK YOU!

Thank you to all the community members who gave their time and insights to this project by participating in person and online.

Planning Board:

Heather R. von Mering, Chair
Heather Hannon, Vice Chair
Elizabeth Cregger
Diab Jerius
Maureen Meister

Town Planner: Brian Szekely

Master Plan Steering Committee (MPSC):

All members of Planning Board plus:
Samantha Allison (*Precinct 3 Representative/Finance Committee*)
Tracy Burhans (*Design Review Committee*)
John Clemson (*Historical Commission*)
Denis Collet (*Precinct 1 Representative*)
Pamela Cort (*Precinct 5 Representative*)

Magda Ferrari (*Precinct 7 Representative*)
James Johnson (*Precinct 6 Representative*)
Keri Layton (*Precinct 2 Representative*)
David Miller (*Conservation Commission*)
Zeke Nims (*Conservation Commission*)
Joyce Westner (*Precinct 5 Representative*)
Sherry Winkelman (*Precinct 8 Representative*)
Robin Wolf (*Precinct 4 Representative*)

Town Manager: Lisa Wong

Town Staff:

Phillip Beltz, Jenks Center Director
Jay Gill, Director of Public Works
Matt Griffin, IT Director
Ellen Knight, Archivist
Mary Ellen Lannon, Town Clerk
Peter MacDonnell, Police Chief
Dan McGurl, Assessor
Jennifer Murphy, Board of Health Director
Beth Rudolph, P.E., Town Engineer
James Sullivan, Interim Recreation Director
Sheila Tracy, Treasurer
Rick Tustin, Fire Chief
Mark Twogood, Assistant Town Manager
Michelle Vibert, HR Director
Elaine Vreeland, Conservation Agent
Stacie Ward, Town Comptroller
Al Wile, Building Commissioner
Ann Wirtanen, Library Director

Local Representatives and Organizations

John Suhrbier and the Housing Partnership Board
Select Board
Climate Action Plan Committee
Finance Committee
Jenks Center
League of Women Voters
Multicultural Network*
Rotary Club of Winchester

Town Common Task Force (TCTF)
Transportation and Traffic Advisory Committee (TTAC)
Winchester Chamber of Commerce
Winchester Cultural Council
Winchester Farmer's Market
Wright-Locke Farm Conservancy

Project Team:

JM Goldson LLC (*Project Lead; Housing and Demographics; Historic and Cultural Resources; Open Space, Natural Resources, and Recreation*)
Jennifer M. Goldson, AICP, Founder and Managing Director, Project Manager
Anna Callahan, Community Planner, Project Manager
Barry Fradkin, Community Planning Analyst
Avery Wolfe, Community Planning Associate

RKG Associates Inc. (*Land Use; Economic Development; Public Facilities and Services*)

Eric Halvorsen, AICP, Vice President and Principal
Jahangir Akbar, Senior Planner and Analyst

Nelson\Nygaard Consulting Associates Inc. (*Transportation Phase III and IV*)

Bill Schwartz, AICP, Principal

Bob Mitchell, FAICP, Planning Consultant (*Land Use and Zoning*)

Toole Design Group (*Transportation Phase I and II*)

Jason DeGray, P.E., Boston Office Director
Karen Fitzgerald, Senior Landscape Architect

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Pg 30 - GoogleEarth
Pg 46 - Wright Locke Farm
Pg 50 - Zeina Marchant
Pg 53 - RKG Associates

*Network for Social Justice

