

J M Goldson

community preservation
+ planning

Project Team: JM Goldson LLC,
RKG Associates Inc, Nelson\Nygaard,
and Robert Mitchell FAICP

Winchester Master Plan Public Forum

PRESENTED BY JENN GOLDSON, AICP

JM GOLDSON LLC

11/19/19



TONIGHT'S OBJECTIVE

**To get your feedback on possible strategy ideas
to help Winchester achieve its vision and goals.**

What should the town focus its efforts and investments on over the next decade?

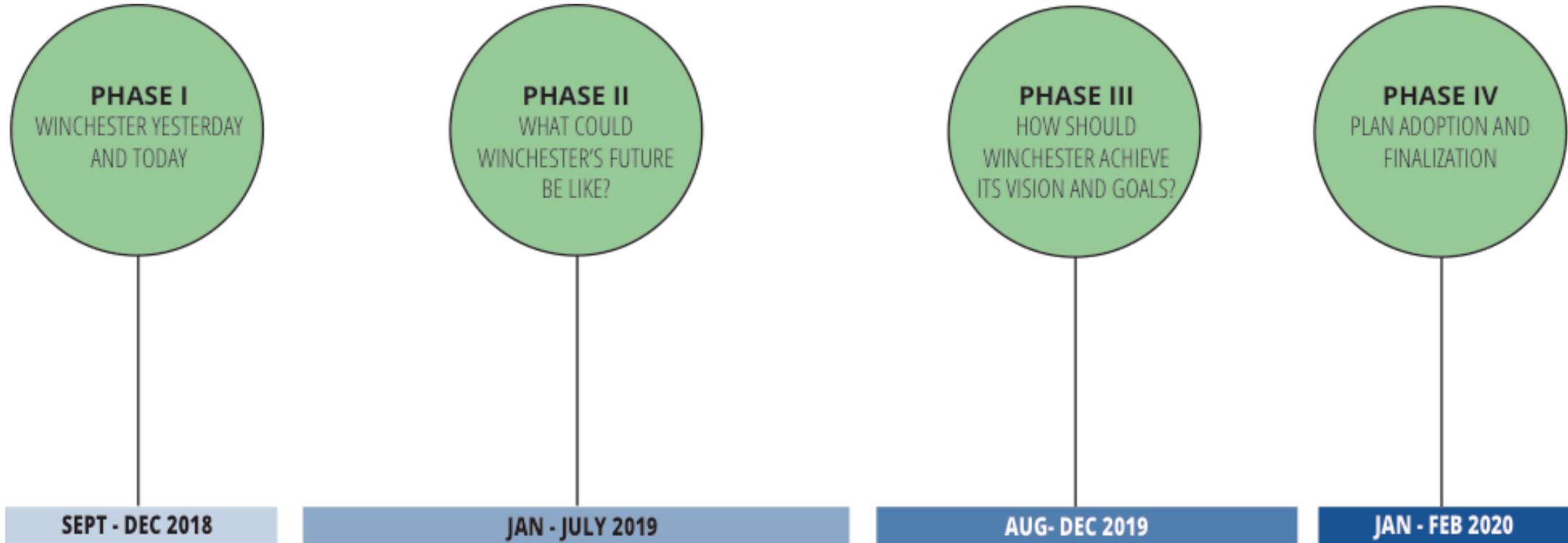
**A few questions to find out
who you are . . .**



Why A Master Plan?

- **Understand the community's issues, assets, and opportunities**
- **Think long-range (typically 10-20 years)**
- **Help the community get on the same page about what they want for the future**
- **Be proactive, rather than just reactionary**
- **Help local officials prioritize actions**
- **Shape the community's physical evolution**

Overall Project Schedule



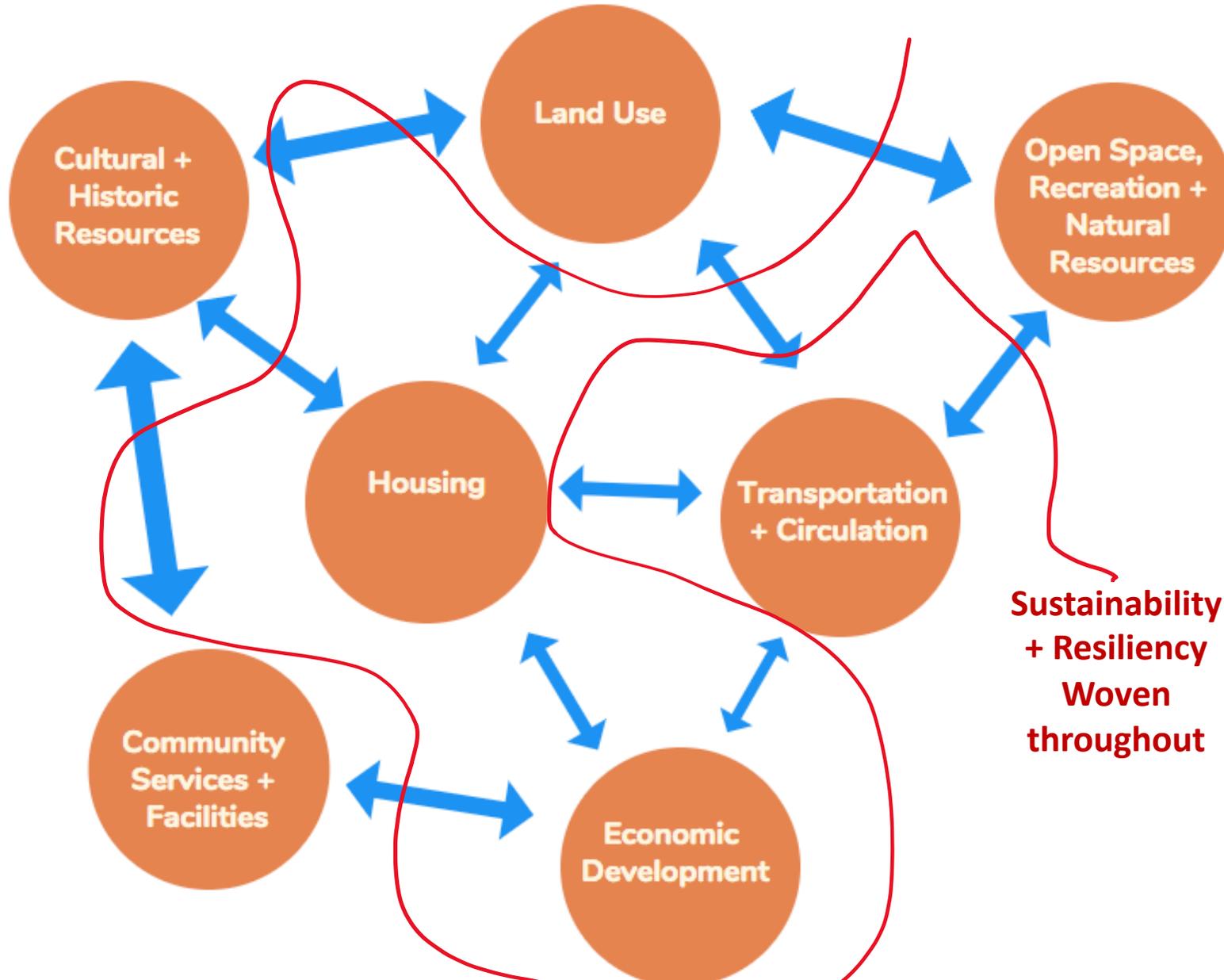
How do town policies shape the future of the community?

Priorities for town funds?

Use of town property?

Town official's time/effort?

New/amended regulations?



**Sustainability
+ Resiliency
Woven
throughout**

**Making informed
decisions about
growth and
development is not
easy.**

Decisions that affect one
aspect of the system can
ripple and influence the
whole system.

Vision:

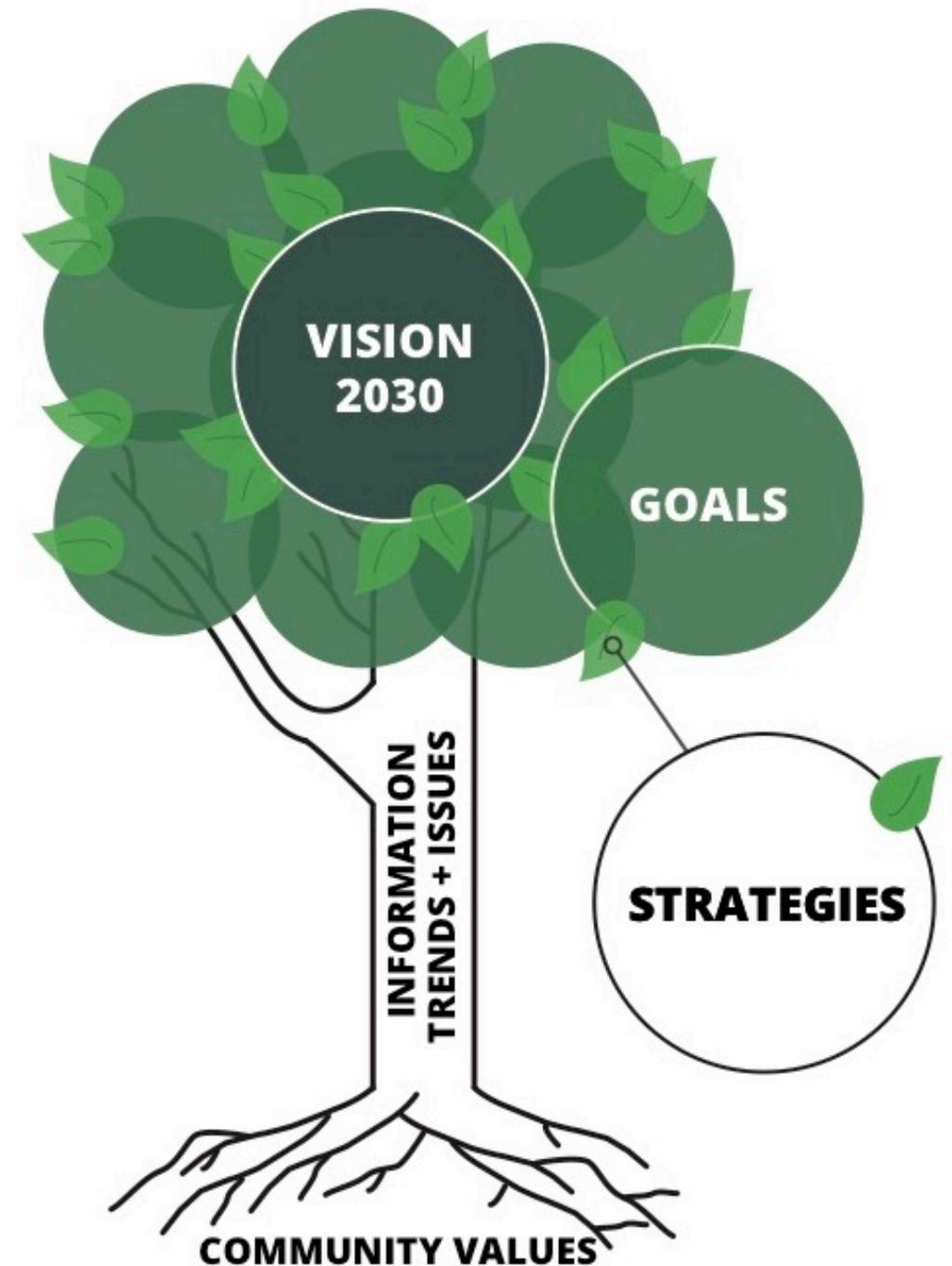
An aspirational view of what you want the community to be like in the future

Goals:

Components of the vision – conditions that you are aiming for

Strategies:

How you will achieve your goals





WINCHESTER MASTER PLAN PUBLIC FORUM OPEN HOUSE POCKETBOOK

Tuesday, November 19, 2019

Learn more and join the conversation today at courb.co/winchester

2030 Vision

Community members envision that in 2030 Winchester is a civically-engaged, close-knit community that is welcoming and inclusive with a representative leadership and town government. The community balances new growth with its historic charms and maintains high-quality town services in a fiscally-responsible way.

BALANCED GROWTH: In 2030, Winchester has expanded commercial diversity and mixed-use development where strategic, including in Downtown, in the Holton/Cross Street area, and along the North Main Street corridor. Winchester balances commercial and residential growth with special attention on celebrating and maintaining its historic character and natural green spaces. Well-designed new development offers new amenities, entertainment, and retail opportunities to residents and to increase the Town's commercial tax base. It prioritizes walkability to increase foot traffic to walkability 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.

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.

GOVERNANCE: In 2030, Winchester provides services in a streamlined, equitable, and proactive 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.

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. Winchester's stock of older modestly-sized homes are valued and protected from teardowns to preserve Winchester's historic neighborhood-scale and offer more financially-attainable housing options.

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 downtown 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.

PUBLIC EDUCATION: In 2030, Winchester public schools continue to be the Town's most prized asset and one of the main factors in attracting newcomers to the community. Winchester's students are supported through a variety of educational opportunities, including extracurriculars and curriculums, that reflects 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 organized activities without the risk of financial barriers.

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's housing markets—are drawn to centrally-located units in downtown Winchester and the community's small-town feel that provides easy transit connection to Boston and neighboring communities in the Greater Boston region.

SUSTAINABILITY: In order to best maintain the Town's resources and be best equipped to meet future challenges, the town prioritizes initiatives to ensure a sustainable and resilient community. In 2030, Winchester is celebrating its first microgrid installation for localized energy that can operate autonomously. In collaboration with regional efforts to provide sustainable local food sources, Winchester continues to its leadership role in providing local produce. Many public buildings are powered with clean, renewable energy in an ongoing effort to be a leader in the region for its sustainability initiatives.

This vision was crafted in Phase II of the Master Plan process, based on feedback from various community outreach events with the public, stakeholders, and close collaboration with the Master Plan Steering Committee.



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2030 Goals

1. DIVERGING GOALS: These goals received differing priority rankings by the public and by the Master Plan Steering Committee. Share your feedback on key choices and possible strategies to achieve these goals.

1A CONNECTIVITY & MOBILITY: These goals are centered around transportation safety, access, and opportunities.

- Improve walking and biking safety throughout Winchester for all ages and abilities through ADA compliance and the creation of no-stress bike infrastructure.
- Work closely with the MBTA to improve public transportation service and encourage more commuter ridership, alleviate parking concerns, and reduce single occupancy vehicle commuters.

1B DEVELOPMENT & PRESERVATION: These goals are centered around new development, including location, density, and architectural design for housing and businesses.

- 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.
- Promote housing types to allow residents to age within the community. Housing for older residents should be near community gathering spaces and have 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 \$400 million in retail leakage, Winchester's business district along North Main Street and in Town Center should offer new amenities, entertainment, and retail opportunities to residents.

1C RESILIENCY & PRESERVATION: These goals are centered around protections against key threats and risks in the community.

- Prepare for climate impacts by protecting key parcels, continuing to require flood mitigation for new development, and prioritizing those most vulnerable (including seniors, children, non-English speakers, and others).
- Maintain the Town's visual beauty and historic neighborhoods, structures, and architecture through stronger local protections.

1D PUBLIC FACILITIES & SERVICES: These goals are centered around public services and facilities and community events.

- 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.
- Provide town services in a streamlined, equitable, and proactive manner by effectively managing and maintaining town-owned facilities and implementing capital improvements at the optimal time in order to serve a growing and changing community.
- Increase and improve spaces for community events, artistic ventures, athletic fields, and recreational facilities that encourage residents to gather and interact.

This may feel hard – that's because it is hard

People spend more time thinking about problems (things they have seen already) **than they do about solutions** (things they have not seen yet).

Prioritizing is hard – it involves imaging and then moving around concepts that you have no direct experience with.



If this is so hard then why not just include EVERYTHING in the plan?



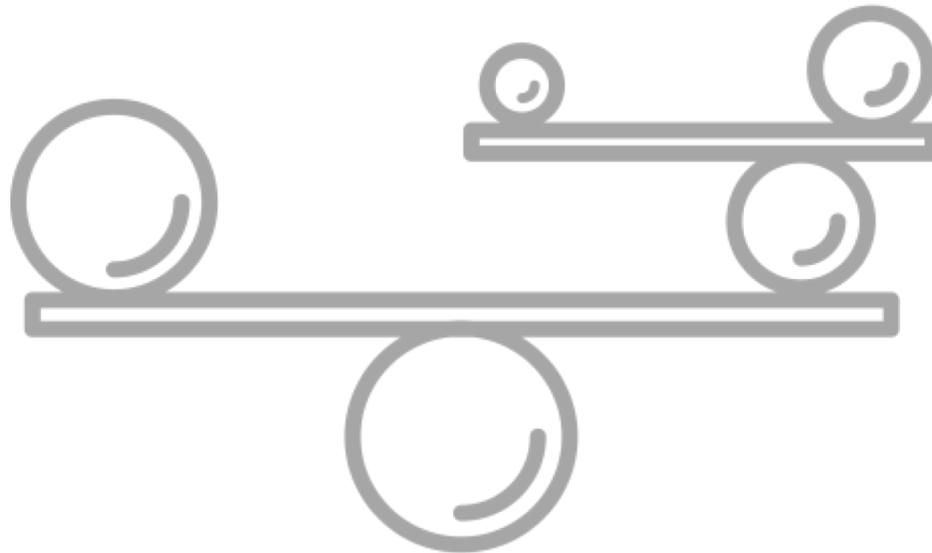
The major failure of many master plans has been trying to do too much at once

Set clear, realistic priorities and create accountability

History Beauty Continuity Sustainability Change Progress

Planning is about striking a balance.

You, the community (not the consultants) **must choose the best balance.**



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What are we doing tonight?

1. CHOICES – Goals that have divergent community opinions. Provide feedback on key choices to help get closer to consensus. We're asking you a series of wicked questions to help us understand your values and priorities.

2. HIGHLY-RANKED GOALS – community opinion indicated higher ranking for these goals. Tell us what you think of the strategy ideas to help achieve these goals.

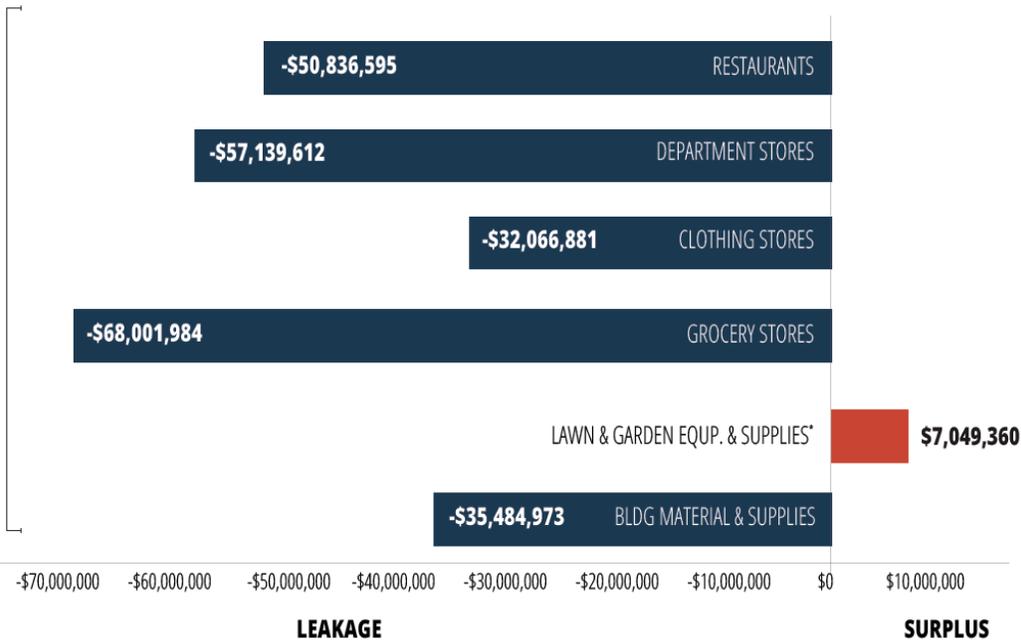
3. LOWER-RANKED GOALS – community opinion indicated lower-ranking for these goals. Some sentiments of these goals are already captured in other goals. Do these goals add any additional value that is not already captured in the higher-ranked goals?

Development and Preservation

land use, economic development, housing, and historic & cultural resources

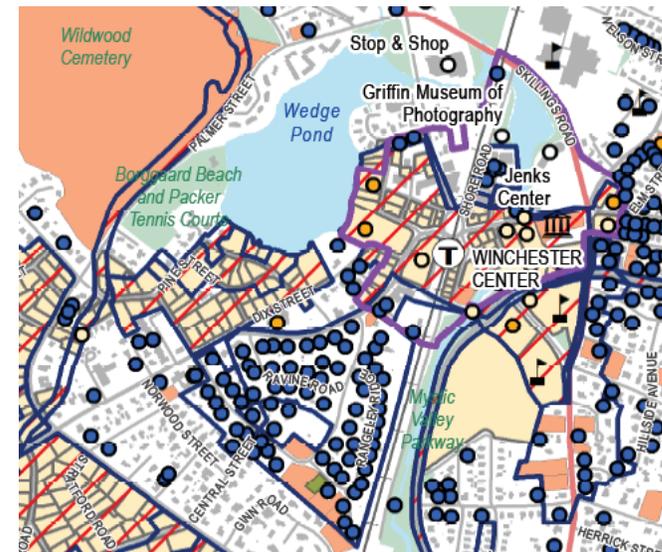
WINCHESTER RETAIL GAP ANALYSIS

THERE IS SUBSTANTIAL RETAIL LEAKAGE DUE TO THE MINIMAL RETAIL OFFERINGS IN TOWN AND THE EXTREMELY HIGH ANNUAL HOUSEHOLD SPENDING POTENTIAL ON RETAIL, DINING, AND DRINKING.



WINCHESTER'S HISTORIC RESOURCES

APPROXIMATELY 17.5% OF WINCHESTER'S 7,423 BUILDINGS ARE SURVEYED, LISTED, OR PROTECTED IN SOME WAY.



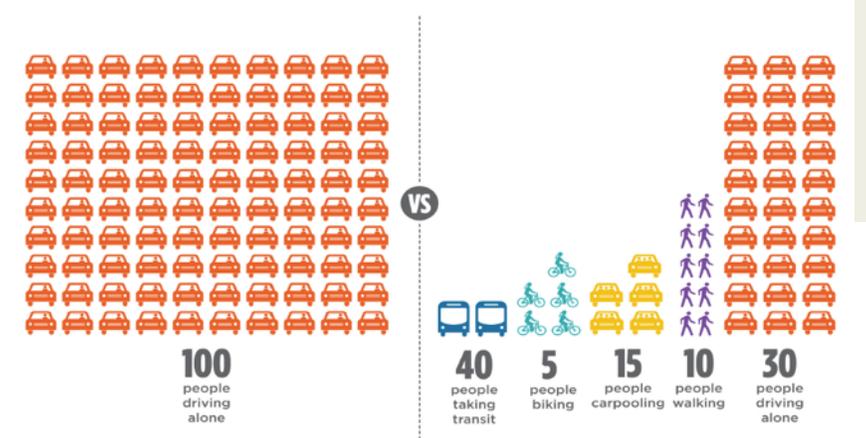
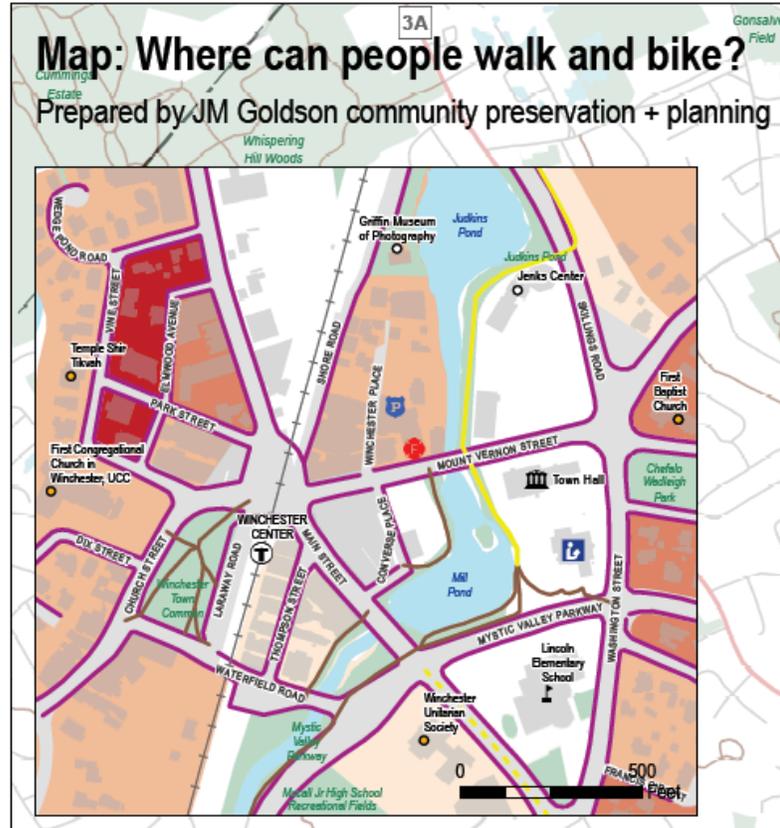
7 MULTI-BUILDING AREAS (HISTORIC DISTRICTS) LISTED ON THE NATIONAL REGISTER



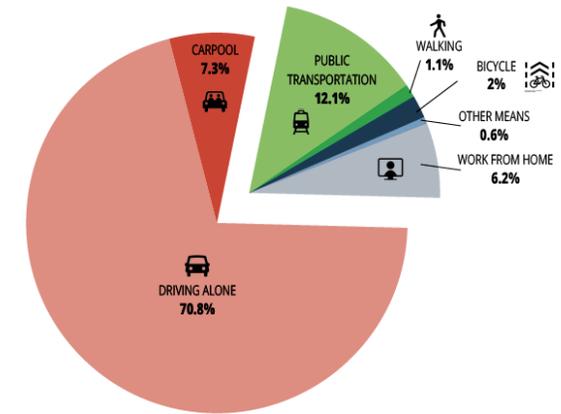
- Structure/Object in State Register Only
- Inventoried Property
- Inventoried Area
- ▨ National Historic District
- ▨ Cultural District Boundary
- State Register Only
- National and State Registers
- Preservation Restriction

Connectivity and Mobility transportation and circulation

BETWEEN 2017 AND 2019, THERE WERE 6 PEDESTRIAN CRASHES (ONE FATAL) AND 13 BIKE CRASHES (8 WITH INJURIES). PEDESTRIAN ACCIDENTS OCCURRED PRIMARILY IN TOWN CENTER WHILE BIKE CRASHES OCCURRED ALONG A STRETCH BETWEEN WILDWOOD CEMETERY AND THE TOWN'S BORDER WITH MEDFORD.



INFOGRAPHIC BY NELSON\NYGAARD CONSULTING ASSOCIATES, INC



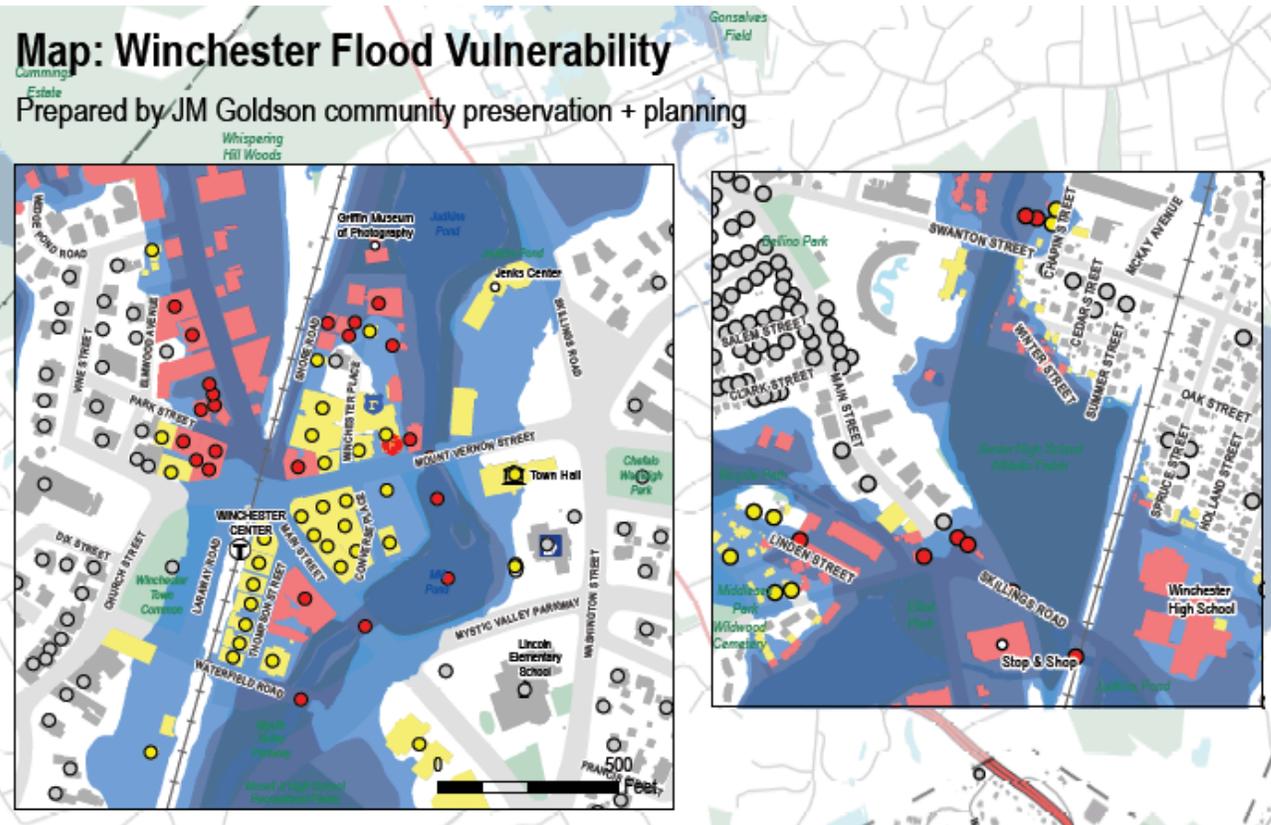
OVER 70 PERCENT OF COMMUTING RESIDENTS USE SINGLE-OCCUPANCY VEHICLES TO GET TO WORK WHICH ADDS APPROXIMATELY 7,000 VEHICLES TO THE ROADS DURING MORNING AND EVENING COMMUTING HOURS.

Resiliency and Preservation

land use, economic development, housing, and historic & cultural resources

Map: Winchester Flood Vulnerability

Prepared by JM Goldson community preservation + planning



VULNERABLE HISTORIC PROPERTIES

THERE ARE 17 HISTORIC SITES—4 BRIDGES AND 13 BUILDINGS—LISTED ON THE NATIONAL REGISTER (EITHER INDIVIDUALLY OR AS PART OF A HISTORIC DISTRICT) THAT ARE LOCATED IN THE 100-YEAR FLOOD ZONE. THERE ARE AN ADDITIONAL 33 BUILDINGS IN THE 500-YEAR FLOOD ZONE.

Historic Sites

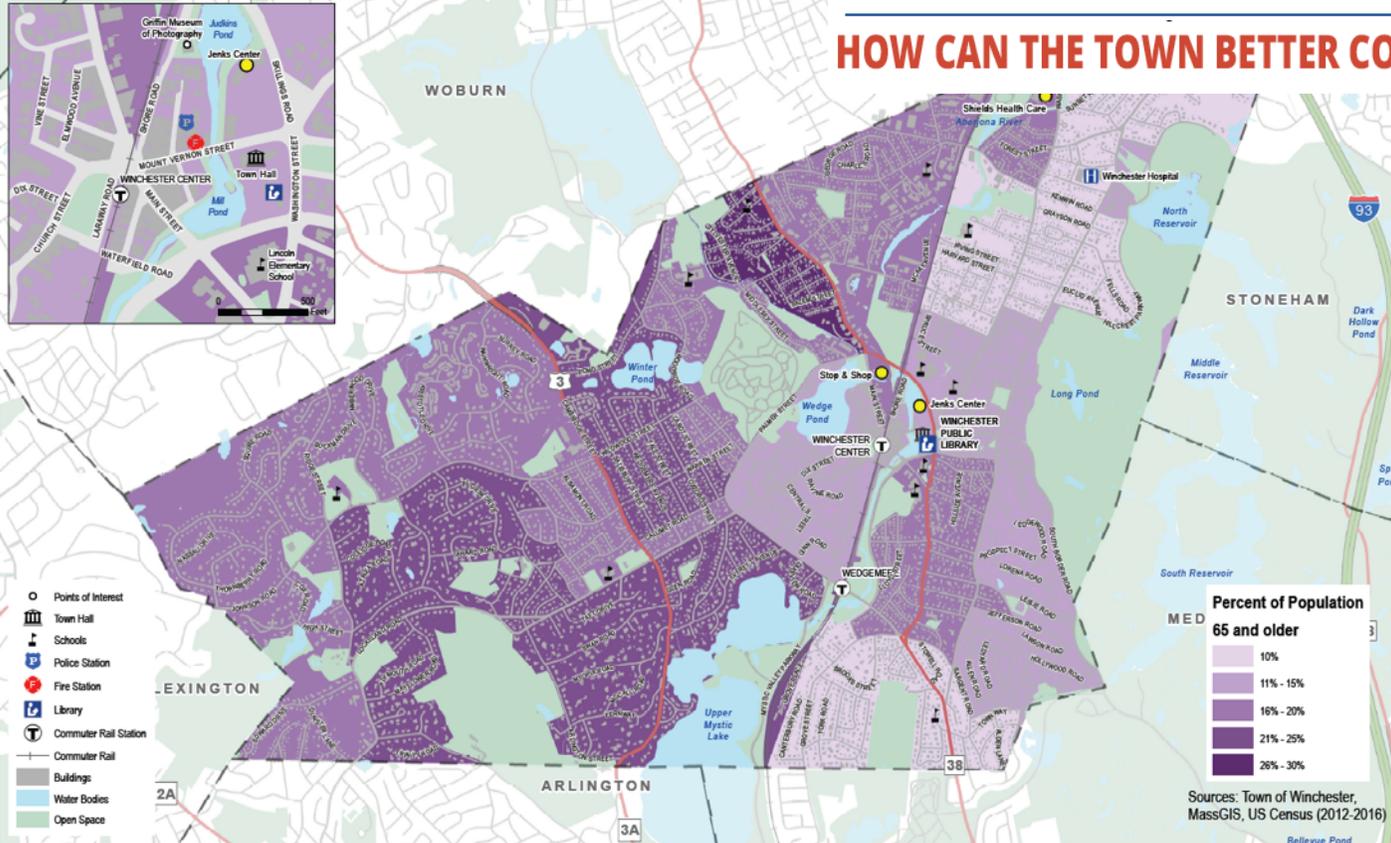
- Not in flood zone
- In 500-year flood zone
- In 100-year flood zone

Public Infrastructure and Services

public infrastructure & services and historic & cultural resources

Map: Winchester 65 and Older Population and Services

Prepared by JM Goldson community preservation + planning



VULNERABLE POPULATIONS AND SERVICES

HOW CAN THE TOWN BETTER CONNECT THESE GROUPS TO THESE ESSENTIAL SERVICES?

What have we provided at each station to help you think about priorities and choices?



Winchester Master Plan

DEVELOPMENT AND PRESERVATION

LAND USE, ECONOMIC DEVELOPMENT, HOUSING, AND HISTORIC/CULTURAL RESOURCES

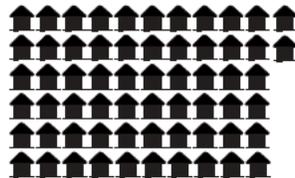
Learn more and join the conversation today at courb.co/winchester



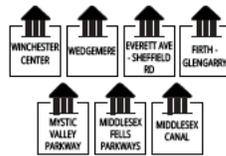
WINCHESTER'S HISTORIC RESOURCES

APPROXIMATELY 17.5% OF WINCHESTER'S 7,423 BUILDINGS ARE SURVEYED, LISTED, OR PROTECTED IN SOME WAY. THE MASSACHUSETTS CULTURAL RESOURCE INFORMATION SYSTEM (MACRIS) MAINTAINED BY THE MASSACHUSETTS HISTORICAL COMMISSION (MHC) LISTS 1,386 HISTORIC RESOURCE RECORDS—THE MAJORITY ARE INDIVIDUAL BUILDINGS.

62 INDIVIDUAL BUILDINGS LISTED ON THE NATIONAL REGISTER



7 MULTI-BUILDING AREAS (HISTORIC DISTRICTS) LISTED ON THE NATIONAL REGISTER



1 HERITAGE DISTRICT AROUND THE RANGELY ROAD/RANGELY PARK NEIGHBORHOOD
0 LOCAL HISTORIC DISTRICTS

1 CULTURAL DISTRICT AROUND TOWN CENTER—MAKING WINCHESTER ELIGIBLE TO RECEIVE FUNDING FROM THE MASS CULTURAL COUNCIL.

HERITAGE DISTRICT V. LOCAL HISTORIC DISTRICT
IN HERITAGE DISTRICTS, HOMEOWNERS WHO ELECT TO JOIN ARE REQUIRED TO GO BEFORE A REVIEW BOARD PRIOR TO DEMOLISHING, OR SUBSTANTIALLY CHANGING THE SITE'S TOPOGRAPHY OR FACADE. SIMILARLY, LOCAL HISTORIC DISTRICTS (LHDS) OFFER STRONGER LOCAL DESIGN REVIEW PROTECTIONS THAN NATIONAL DISTRICTS, BUT LHDS ARE DESIGNATED AND OVERSEEN BY THE HISTORICAL COMMISSION AND STATE.

TOWN CENTER



CURRENTLY, TOWN CENTER HAS MANY BUILDINGS THAT COULD BE USED FOR A MIX OF USES, BUT THEY ARE SOLELY USED FOR COMMERCIAL PURPOSES. ZONING INCLUDES DESIGN GUIDELINES, PROTECTION OF HISTORIC RESOURCES, AND THE PROVISION OF HOUSING THROUGH AN INCLUSIONARY HOUSING REQUIREMENT.

HOLTON/CROSS STREET



AS THE TOWN'S MAIN INDUSTRIAL DISTRICT, ZONING ALLOWS A VARIETY OF INDUSTRIAL BUSINESSES, INCLUDING STORAGE, DISTRIBUTION, AND MANUFACTURING. SEVERAL FORMER INDUSTRIAL BUILDINGS HAVE ALREADY BEEN CONVERTED INTO OTHER USES, INCLUDING OFFICE SPACE, RETAIL, AND EVEN MULTIFAMILY HOUSING. RESIDENTIAL IN THIS AREA HAS SMALLER LOT SIZES, 2-FAMILY HOUSES, AND MULTIFAMILY.

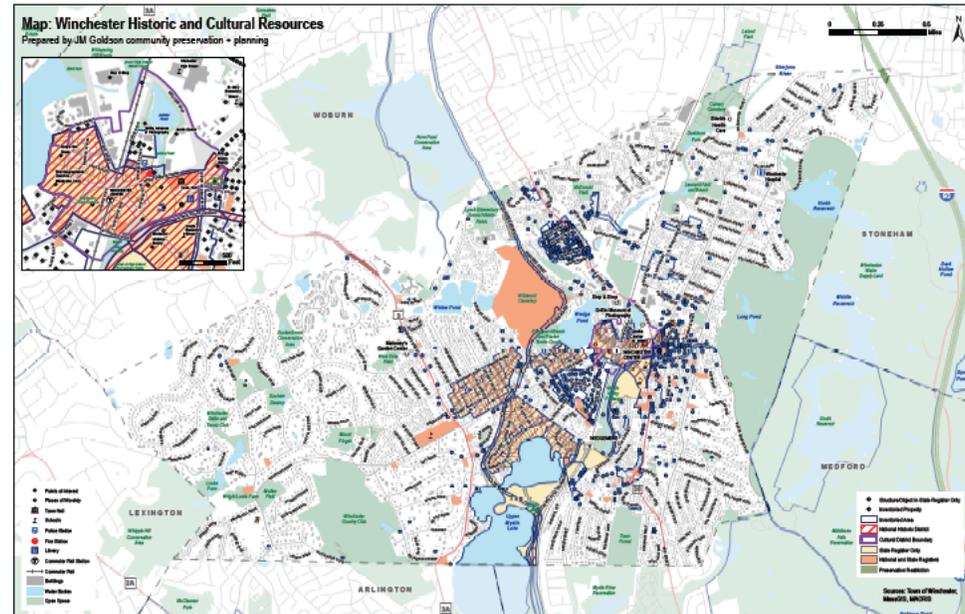
NORTH MAIN STREET



CURRENT ZONING DIVIDES THE CORRIDOR INTO 2 GENERAL BUSINESS DISTRICTS (GBD-2 AND GBD-3). THE NORTHERN PORTION (GBD-3) ALLOWS BUSINESS AND PROFESSIONAL OFFICES, MEDICAL CENTERS AND LABS, AND BANKS. CLOSER TO TOWN CENTER (GBD-2) ZONING ALLOWS RESTAURANTS, RETAIL, AND ENTERTAINMENT (PROHIBITED IN GBD-3). BOTH DISTRICTS ALLOW MIXED-USE DEVELOPMENT BY SPECIAL PERMIT. A MIXED-USE DEVELOPMENT WITH NO MORE THAN 4 DWELLING UNITS IS ALLOWED BY-RIGHT IN BOTH DISTRICTS.

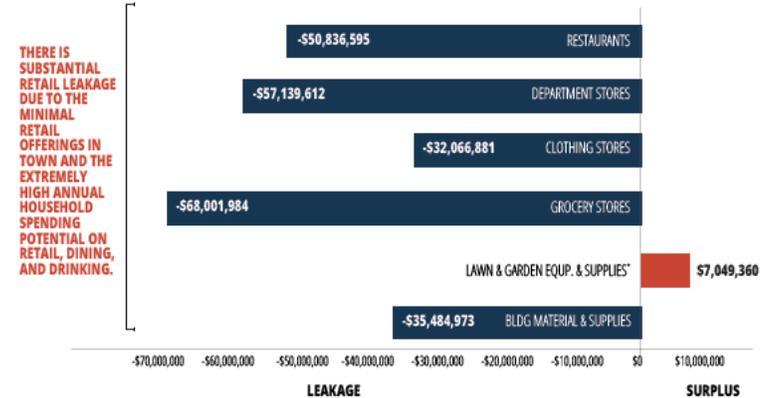
1 BUT THE BUSINESSES IN A MIXED-USE DEVELOPMENT CAN ONLY BE THOSE ALLOWED IN THE DISTRICT ITSELF.

ZONING IN DEEP DIVE AREAS



WINCHESTER RETAIL GAP ANALYSIS

RETAIL GAP ANALYSIS LOOKS AT HOUSEHOLD SPENDING ACROSS ALL MAJOR RETAIL CATEGORIES FOR A GIVEN LOCATION TO IDENTIFY CATEGORIES WHERE RETAIL SALES EITHER EXCEED LOCAL SPENDING (SURPLUS) OR RETAIL SALES FALL BELOW LOCAL SPENDING (LEAKAGE). RETAIL CATEGORIES WITH LEAKAGE MEANS HOUSEHOLDS ARE LEAVING TOWN TO SPEND MONEY. EITHER THESE TYPES OF STORES DO NOT EXIST IN WINCHESTER, THE PRODUCTS OFFERED IN THESE CATEGORIES DO NOT MATCH CONSUMER NEEDS/DEMANDS, OR IT MAY BE EASIER TO TRAVEL TO OTHER STORES IN NEARBY COMMUNITIES.



THE AVERAGE WINCHESTER HOUSEHOLD HAS A POTENTIAL SPENDING CAPACITY OF \$64,800 PER YEAR ACROSS ALL RETAIL CATEGORIES COMPARED TO THE AVERAGE U.S. HOUSEHOLD WHICH IS CLOSER TO \$25,000 TO \$30,000 PER YEAR.



RESILIENCY AND PRESERVATION

HISTORIC & CULTURAL RESOURCES, LAND USE, AND OPEN SPACE.

Learn more and join the conversation today at courb.co/winchester

1C



THESE GOALS HAVE DIVERGENT COMMUNITY OPINIONS: USE THIS INFORMATION TO PROVIDE FEEDBACK ON KEY CHOICES TO HELP GET CLOSER TO CONSENSUS (SEE THE ASSOCIATED INTERACTIVE FEEDBACK SHEET).

GOALS

- A. PREPARE FOR CLIMATE IMPACTS BY PROTECTING KEY PARCELS, CONTINUING TO REQUIRE FLOOD MITIGATION FOR NEW DEVELOPMENT, AND PRIORITIZING THOSE MOST VULNERABLE (INCLUDING SENIORS, CHILDREN, NON-ENGLISH SPEAKERS, AND OTHERS).
- B. MAINTAIN THE TOWN'S VISUAL BEAUTY AND HISTORIC NEIGHBORHOODS, STRUCTURES, AND ARCHITECTURE THROUGH STRONGER LOCAL PROTECTIONS.

SOME POSSIBLE STRATEGY IDEAS



FLOOD MITIGATION & RESILIENCY

1. Continue flood mitigation and monitoring efforts and improve flooding infrastructure as needed including collaborating with regional partners.
2. Evaluate flooding risk for local historic resources and strategically implement further flood mitigation measures to protect these resources.
3. Develop a streamlined system and toolkit to support private landowners and at-risk residents and businesses as flooding, heat, and storm threats increase and begin to affect more people and businesses, especially for environmental justice groups and others who are particularly vulnerable.
4. Adopt low-impact development requirements for flood-prone parcels (e.g. rain gardens, elevated buildings, appropriate drainage infrastructure, or other natural barriers) such as through a (reconsidered) stormwater bylaw or other regulations.
5. Plan for strategic managed retreat through purchase of private properties and prevention of further development in flood-prone areas.
6. Improve integration of the town's open space and flood mitigation planning to make efficient use of public land and avoid duplication of effort.



HISTORIC & CULTURAL RESOURCE PRESERVATION & PROMOTION

7. Reconsider creating a museum district along Shore Road.
8. Create Local Historic District to strengthen local preservation efforts in key historic areas, such as Town Center.
9. Review the historical scale and character of town center to establish viewshed protection with maximum building heights that do not dwarf historical landmarks.
10. Adopt the Community Preservation Act to provide funding for investments in private and public historic resources to support accessibility and other improvements to address building codes.

Goals & strategies



Winchester Master Plan
CONNECTIVITY AND MOBILITY
TRANSPORTATION & CIRCULATION

Learn more and join the conversation today at courb.co/winchester



THESE GOALS HAVE DIVERGENT COMMUNITY OPINIONS: USE THIS INFORMATION TO
CLOSER TO CONSENSUS (SEE THE ASSOCIATED INTERACTIVE FEEDBACK SHEET).

Use the dot stickers provided and sliding scale graphics to answer the questions below.

Use the sticky notes and markers provided to add any comments. You may refer to the strategies and/or goals presented on the accompanying board using the numbers and letters indicated; or you may explain your own ideas.

Use the dot stickers provided and sliding scale graphic to answer the questions below.

Use the sticky notes and markers provided to add any comments. You may refer to the strategies and/or goals presented on the accompanying board using the numbers and letters indicated; or you may explain your own ideas.

To what extent do you think the town should allocate more local funds (in addition to seeking other public funding) for transit planning and infrastructure for...

Walking?

Horizontal scale with thumbs down and thumbs up icons.

Comments?

How would you feel about the Town taking an active advocacy role to promote alternative transportation to help alleviate traffic congestion and promote reduced reliance on automobiles?

Horizontal scale with thumbs down and thumbs up icons.

How do you feel about the town implementing traffic calming measures to help reduce cut-through/regional traffic and improve safety by slowing traffic on main arterial and connector streets?

Horizontal scale with thumbs down and thumbs up icons.

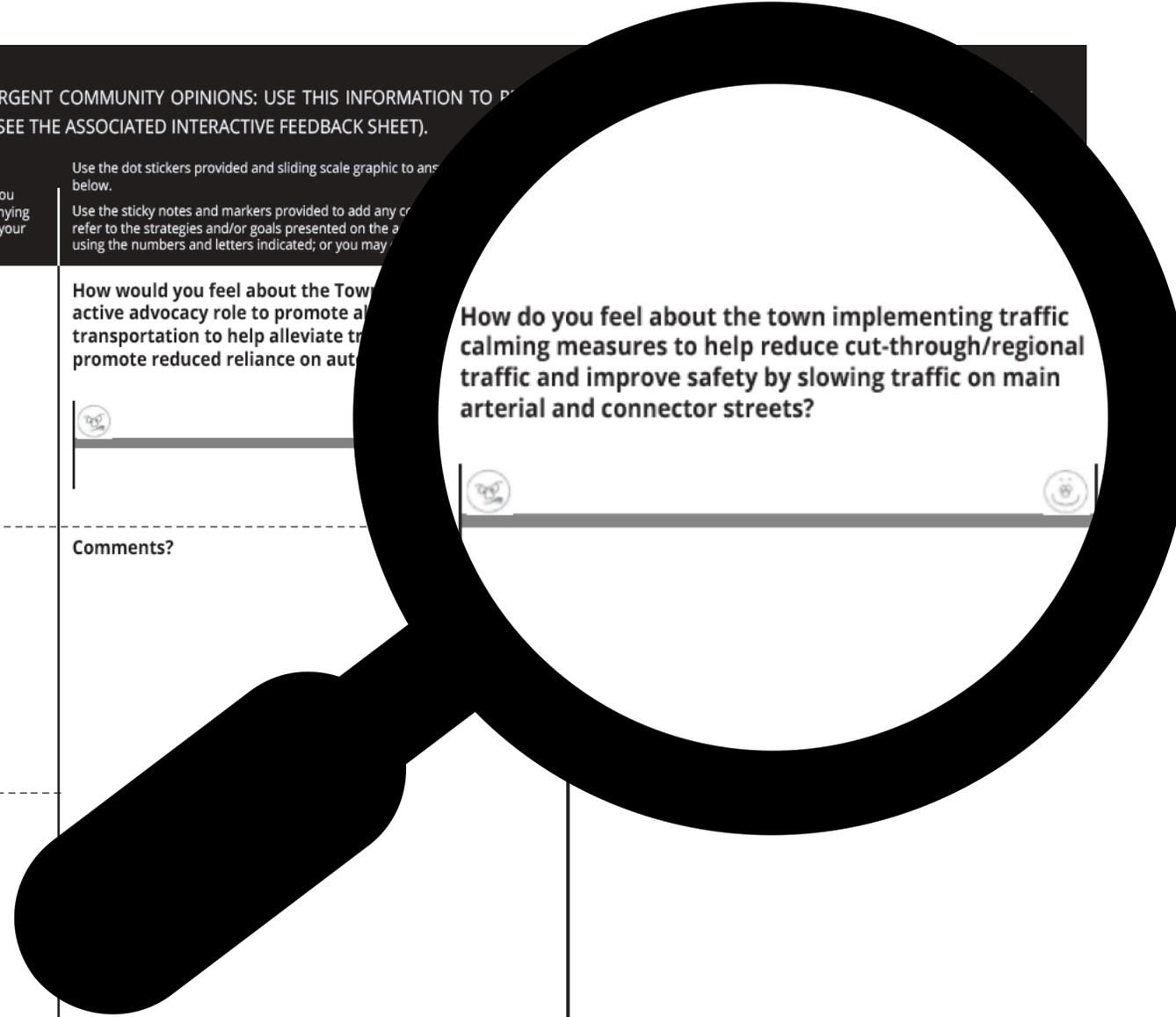
Biking?

Horizontal scale with thumbs down and thumbs up icons.

Comments?

ADA and accessibility?

Horizontal scale with thumbs down and thumbs up icons.





Next steps

