

TOWN OF WINCHENDON

Approved: 8/18/2020
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AUG 18 2020

WINCHENDON TOWN CLERK



Master Plan Committee

Telephone (978) 297-5414

Meeting Minutes
July 29, 2020

Meeting held via zoom:

Meeting ID: 990 0743 7125

Passcode: 4602829

Members Present: Elaine Mroz, co-chair, Jane LaPointe, & K. Sacketh, chair, agenda staff: Tracy Murphy, Nicole Roberts

Meeting called to order: 2:07pm

Minutes: There were no minutes presented.

Public: Marc Dowart (np)

Chapter Revisions: The Draft Master Plan as presented to the committee is attached to these minutes for reference. The Committee reviewed reviewed edits based on comments in red text. Notes reflecting that discussion are included on the attached document.

Discussion included:

Vision Statement

Lengthy conversation about different views about the vision statement

Jane: Vision statement should be tangible.

Elaine: Build optimism into the vision, we need people to believe in themselves and the vision. Change Jill's words to how do we want the people to feel about the town.

Jill: "Winchendon is a town embracing its enduring heritage of craftsmanship, entrepreneurial spirit, civic engagement and sense of community - abundant in culture, recreational opportunities, and natural beauty...a place where all are proud to call home."

Jane: everyone works together, shared sense of belonging, proud to call home, opportunities abound is a suggestion to the master plan.

Jane: When the vision is working we have a neighborhoods, businesses and people are well off they flourish.

Jane: Key Challenges we face and the vision are there; making it happen requires the implementation of the master plan.

Public comment will be interested in what they have to say once it gets released thru public hearing.

The committee was made aware of award of \$130,000 COVID-19 grant. We are awaiting contract creation and signatures.

The town will have to make funding decisions going forward due to the pandemic

We are waiting for Tracy to be present at the next meeting to talk about timing changes. Jane will be working on the community and well-being chapter. Jill will send out revised vision statement to group.

Next Meeting: August 4, 2020 at 2pm via ZOOM format.

Meeting Adjourned: 3:09pm

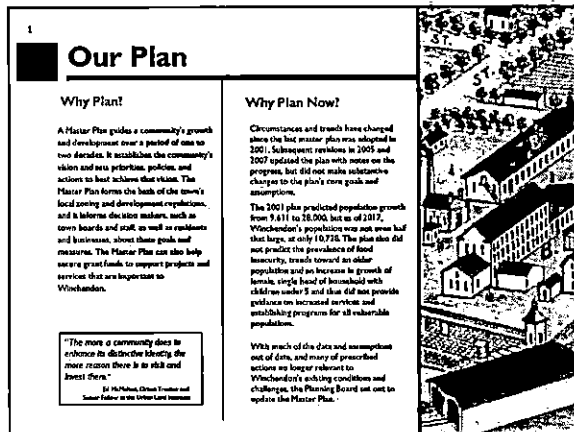
Respectfully Submitted:
Nicole Roberts, Land Use Coordinator

8/18/2020 Minutes approved via Zoom meeting
(NR)

8/13/2020
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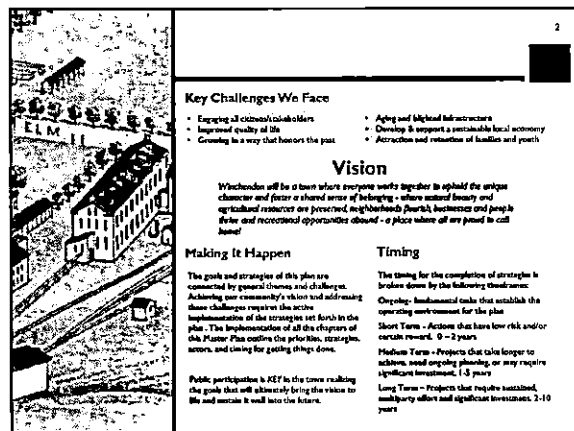


8/29/2020



Embrace
heritage &
move forward
Build off of things
we are
proud of.
Jill:
learned a lot
of history!
Fresh impression

What makes
it proud?



Vision: Jane most are
precise - called Tangible
image - DNA - core values
Goal? Tangible, what will
it look like
Ours is different -
Ours should be concrete &
tangible.

Philanthropy doesn't fit
Elaine's sub w/ community
time/heart
Something that some \$\$
in people

Craftmanship - intro
spirit - pop. what are
they aware of? Embrace?
How relevant is it

Our Town

Our Land

The Town of Winchendon encompasses 64 square miles. In the 19th century, Winchendon began to grow as a manufacturing town that relied on water power for mills beginning with the damming of Lake Pocumtuck. Development began to cluster in small villages within the Town's borders, each surrounding a mill. As the peak of its industrial prosperity, Winchendon was home to the Internationally-ranked Converter Toy Company giving the Town its nickname, "Toy Town." It was also during this era that Winchendon's town center moved from the Old Centre vicinity to its present location.

Mill villages, forests, and farm fields still comprise the prevailing pattern of development in Winchendon. However, the town has experienced sprawling suburban residential development. In recent years, efforts have been made to better develop and protect lands through smart growth, state and private acquisitions and development practices.

Our People

As of the most recent American Community Survey (2013-2017) estimates, the Town of Winchendon is home to 16,738 residents. The town's population continues to grow at a faster rate than both Worcester County and the Commonwealth of Massachusetts. In recent decades, the town's population has been aging steadily. In 1990, the median age in Winchendon was 31.0 years old; the average age has shifted by more than 10 years to 41.3 years old.

There are an estimated 3,889 households in Winchendon, with an average household size of 2.69 persons. Approximately 30.2% of households include children under the age of 18, of which 7.1% are female single head of household, and 40.7% of households have at least one resident over the age of 60.

In 2000, an est.195 residents identified as Hispanic or Latinx. Similarly, residents identifying as African American alone from 77 (0.0%) to 108 (1.0%) from 2000 to 2017.



Our Economy

According to the most recent *American Community Survey* (2013–2017), the median household income is \$44,539 in Winchendon, placing it between the state (\$74,167) and nation median household income levels (\$57,652).

The top five largest employing industries in towns are educational services (20.5% of total employees), manufacturing (11.1%), health care & social assistance (10.4%), retail trade (10.2%), and accommodation & food services (9.6%).

While the town has experienced spreading suburban residential development, there are many vacant properties in the business areas that have been left empty. Winchendon contains several large tracts of state-owned open space, including the Lake Umbagog Recreational Area and part of Otter River State Forest, which are open to the public for camping, hiking and other outdoor recreation. The town also has recreational opportunities where one can enjoy the scenic resources throughout Winchendon such as the North Central Parkway and the Winchendon Community Park. These places attract people from surrounding communities that aid in supporting the local economy.

Our Process

The Winchendon Planning Board appointed an 7-member Master Plan Committee. Members brought with them perspectives shaped by a wide variety of professional and volunteer experience and were able to speak as experts about the strengths and weaknesses of our town. This Committee sought to generate excitement and enthusiasm, provide timely and useful information, and promote broad and diverse public involvement by utilizing surveys, interviews, public meetings, and workshops in an attempt to reach out to people representing all sectors of Winchendon's population.

Each pilot chapter includes a summary of the topic and a discussion of the goals and strategies for implementation. The topical chapters are

- Land Use
- Open Space and Recreation
- Economic Development
- Housing
- Historic and Cultural Resources
- Transportation
- Services and Facilities
- Health & Wellbeing
- Communication & Engagement
- Implementation



Land Use

Background

72% of Washburn's land area is still undeveloped open space and forest. Of this undeveloped land, a relatively small amount is permanently protected from development, like Otter State Forest and the Lake Umbagog Recreation Area. This leaves a lot of land open for potential development in the future.

The majority of Winchester's growth in the past ten years has been single-family residential and medium to large scale senior arrays. Only a small portion of the town's land is zoned for commercial or industrial

When making decisions about future land use, town officials must balance the need for a commercial tax base large enough to support infrastructure for Winchester's residential areas with the need to protect Winchester from development that its citizens don't find desirable. If Winchester's commercial and industrial sectors do not grow and increase their contribution to the local tax base, it will fall on the homeowners to fund a larger percentage of the Town's annual budget. The right mix of commercial and appropriate development

will help ease the tax burden on local homeowners while creating jobs and expanding Wyandham's economy. Decisions and planning should follow Smart Growth principles - which consider open space, historic preservation, and housing - in future planning.

Land Use Goals

- W 1: Identify areas in town suitable for expansion of new commercial or industrial development and encourage compact, mixed-use development in downtown Vlechedon.
- W 2: Encourage agriculture and green living
- W 3: Preserve Winchester's existing open space resources
- W 4: Encourage and promote new and existing recreational opportunities for residents and visitors.



Goal	Implementation	
	Strategy	Timeline
LU 1. Identify areas in town that could be expanded or new commercial or industrial development and encourage compact, infill, and development in downtown Winchendon.	Strategy LU 1.1: Hold a public meeting where boards, committees, departments and the public get together to brainstorm ideas.	Medium-term
	Strategy LU 1.2: Be proactive about preserving historic structures.	Ongoing
	Strategy LU 1.3: Enforce the zoning zoning while supporting the Planned Development zone's goal of a stable, mixed-use development.	Short-term
	Strategy LU 1.4: Propose updated zoning bylaws and regulations.	Medium-term
	Strategy LU 1.5: Increase development density by supporting self-storage lots and allowing more than one building per parcel.	Medium-term
LU 2. Encourage agriculture and green living.	Strategy LU 2.1: Continue pursuing competitive grants under the town's Green Community designation.	Ongoing
	Strategy LU 2.2: Encourage agriculture as an industry.	Ongoing
	Strategy LU 2.3: Promote awareness among town residents about everyday sustainability practices.	Ongoing
LU 3. Preserve Winchendon's existing open space resources.	Strategy LU 3.1: Consider partnerships with conservation organizations such as Mass Audubon, North County Land Trust & Mt. Grace.	Short-term
	Strategy LU 3.2: Consider participation in the State Community Preservation Act (CPA) program. The CPA allows municipalities to raise money through a tax surcharge, with state matching funds. Funds can only be used for open space, historic preservation, affordable housing and outdoor recreation.	Short-term
LU 4. Encourage and promote uses and activities that support recreation opportunities for residents and visitors.	Strategy LU 4.1: Evaluate opportunities to promote Winchendon's existing municipal and school recreation areas.	Ongoing
	Strategy LU 4.2: Consider participation in the State Community Preservation Act (CPA) program. The CPA allows municipalities to raise money through a tax surcharge, with state matching funds. Funds can only be used for open space, historic preservation, affordable housing and outdoor recreation.	Short-term

Open Space	
Background Winchendon's current patterns of open space and development reflect the historical periods of agriculture and industrial production based on forestry resources, industrial facilities and urbanization. These historic uses of development were shaped by a landscape rich in water and forestry resources. Now Winchendon's scenic rural landscape and relative affordability is attracting housing development to serve people who work in the greater Worcester and Boston areas and other areas constructed due to the availability of large tracts of land. With more residents and less available open land, there will be increased demand for recreation facilities, and conservation land will be needed to maintain Winchendon's traditional access to forests, lakes, streams, and open space. Townspeople have used the lack of public access to the river and the ponds in Town. The lack of public access to undeveloped lands will grow even more acute as the Town becomes more urbanized. Like Winchendon's neighbors, there is a growing population of seniors and more are a group of special resources. They need choices for healthy activities in addition to organized sports.	Open Space Goals OS 1. Continue to protect the quality and quantity of water resources. OS 2. Conserve open space resources and connect them with recreation facilities. OS 3. Improve Town programs and capacities, including expand the scope of Town recreational programs, facilities, and personnel. OS 4. Increase townspeople's and visitors' access to and enjoyment of open space resources.

Goal	Implementation	
	Strategy	Timeline
OS 1. Continue to protect the quality and quantity of water resources.	Strategy OS 1.1: Encourage riparianity or riparian habitat riparian systems and preservation of the river system.	Ongoing
	Strategy OS 1.2: Protect the quality and quantity of water resources by ensuring to improve maintenance of riparianity.	Ongoing
	Strategy OS 1.3: Protect current and future drinking water supplies.	Ongoing
OS 2. Conserve open space resources and connect them with recreation facilities.	Strategy OS 2.1: Identify and preserve areas and parcels for greenways. Evaluate the strategic potential under agricultural and forestry property programs, and consider the community's support.	Short-term
	Strategy OS 2.2: Promote and enhance land management practices to protect rare species, encourage diversity and support wildlife.	Ongoing
	Strategy OS 2.3: Expand North Central Pathway and Town trails.	Long-term
	Strategy OS 2.4: Identify in-use for trail and open space habitats, including connecting routes to 101 and other destinations.	Short-term
	Strategy OS 2.5: Seek to acquire greenways to improve alternative open space and recreational opportunities such as pocket parks and highly stable corridors for public access to and around.	Medium-term
OS 3. Improve Town programs and capacities.	Strategy OS 3.1: Develop a network of neighborhood and school playgrounds and youth centers.	Ongoing
	Strategy OS 3.2: Continue to expand the availability of athletic fields and other facilities, including a fitness center, while keeping recreational value a central focus.	Ongoing
	Strategy OS 3.3: Continue to recruit needs of all residents for recreation and resources and develop specific programs to meet need.	Ongoing
	Strategy OS 3.4: Identify long-range funding for maintenance and program.	Medium-term
	Strategy OS 3.5: Prioritize equipment needs.	Short-term
OS 4. Increase townspeople's and visitors' access to and enjoyment of open space resources.	Strategy OS 4.1: Support acquisition of agricultural and open space.	Ongoing
	Strategy OS 4.2: Chase up Winchey Pond and pursue efforts to develop recreational opportunities in the Pond.	Medium-term
	Strategy OS 4.3: Increase awareness of the value of the Town's natural resources and open areas.	Ongoing
	Strategy OS 4.4: Identify necessary assessments and any improvements for open space resources.	Ongoing

Economic Development

Background

Winchendon is a wealthy community in terms of its natural, cultural, and historic resources and its location in central New England. Despite these bountiful resources, Winchendon has many economic challenges in its present and near future including declines in manufacturing and local employment opportunities, low incomes, and a competitive business environment in nearby two-hour New Haven area.

Rising to meet these challenges will require that all of Winchendon's citizens get involved in the business and life of the Town. Economic development planning should seek to build on what Winchendon already has — its natural and scenic resources, potential for a recreation-based economy, and links to a region with education and cultural resources.

Recreation and tourism can act as catalysts for commercial, economic, and community development. In addition, Wincham's position as a right-to-turn community creates an avenue for a Food based economy that can be an expansion of agriculture. Agriculture includes not only farms but also add-value products, local food based restaurants, and pushes thinking beyond the notion of agriculture as exclusively "farms."

Winchendon's overall goal is to develop an environmentally sound economy that provides a wide range of economic opportunities and employment for all of its residents.

Goals

ED 1: Ensure regular, ongoing, and effective communication between current and prospective businesses and Town government officials.

ED 2: Rebuild and rebrand downtown
Winchendon as a business center and
image of a vital New England small
town

ED 3: Use recreation and agriculture as new industries and a catalyst for economic development.

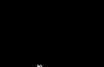
ED 4: Enhance Wincendon's highly visible "gateway" locations

ED 5: Increase the value potential of Whatchandori's people; its labor force, business owners, and prospective entrepreneurs of all ages.

ED & Develop/ReDevelop
Michigan's economy

Infrastructure



Goal	Strategy	Implementation in
 ED 1: Enhance regional, industry, and ethnic communication between current and potential business and tourism professionals	Strategy ED 1.1: Establish an Economic Development Committee to track and understand the Town's economic needs and opportunities, help implement the Master Plan Economic Development goals. Strategy ED 1.2: Solicit information from existing business owners regarding their level of satisfaction with Winchester as the location for their operations, fully descriptive future business needs in the community and plan ahead for necessary changes or improvements.	Short-term
	Strategy ED 1.3: Encourage establishment of a local business association to promote business and tourism in the community. Strategy ED 1.4: Enhance and strengthen the Town's Business Development website and build a support services.	Medium-term
	Strategy ED 1.5: Ensure that permitting processes are transparent, prompt, reasonable, and consistent and consider assembling a comprehensive development permitting guidebook.	Ongoing
	Strategy ED 1.6: Adopt a townhouse Chapter 43D allowing for as product permitting on pre-approved lots.	Short-term
	Strategy ED 1.7: Prepare a retail market study to determine the demand for various types of retail business, and determine if the town is losing retail locally. Areas where there is a noted demand represent potential for new business that may need to be located.	Short-term
 ED 2: Be profitable and balanced development in Winchester as a business center and source of a vital New England small town	Strategy ED 2.1: Address the high cost of rents in downtown. Strategy ED 2.2: Promote smart growth and density within the Town and eliminate the disincentive to live away from both residents and travelers that the Government, rather than being a barrier. Strategy ED 2.3: Consider adopting design guidelines for development to attract with characteristics worthy of preservation. Strategy ED 2.4: Promote retail, safety and signage in the downtown area. Partner funding for a traffic safety study through the FHWA Urban Planning Work Program. Consider sample methods of reducing the diversion of traffic into backstreets and way finding signage and information boards for visitors.	Medium-term Ongoing Long-term Short-term

11 Implementation continued...

Goal	Strategy	Timeframe
ED 1: Redefine and Rebrand Wiskechenaw as a business center and stage of a new West England small town (continued)	Strategy ED 1.6 Improve prominent physical downtown properties.	Ongoing
	Strategy ED 1.7 Attract residents and visitors to local towns, schools and non-profit centers and research how other communities have used local assets to support their town's economic development.	Ongoing
	Strategy ED 1.8 Utilize existing commitment to work downtown implementing the Urban Districts Masterplan for "Opportunity Abundance" - 2014 and the Midland Local Business's 2050+ reports, "Opportunity Abundance."	Short-term
	Strategy ED 1.9 Establish ability to keep branding and place-making efforts in the downtown and apply its message as a distinct place and destination.	Ongoing
	Strategy ED 1.10 Hold town, school and non-profit events in this downtown to draw people in and increase the visibility of attractions and historic marketing of events, amenities, and businesses for Wiskechenaw.	Ongoing
ED 2: Utilize recreation and agriculture as core industries and a catalyst for economic development	Strategy ED 2.1 Create coalitions and town leaders or other groups to coordinate efforts into a particular cause or project.	Short-term
	Strategy ED 2.12 Increase coordination between local businesses to attract business visitors and support businesses.	Short-term
	Strategy ED 2.23 Work towards increasing business diversity.	Ongoing
	Strategy ED 2.1: Explore recreation and agriculture as a catalyst for economic development to be in tandem with Wiskechenaw's already real targets and programs for tourism development.	Medium-term
	Strategy ED 2.2 Expand efforts to develop and promote recreational opportunities in Wiskechenaw.	Ongoing
	Strategy ED 2.3 Promote Wiskechenaw's existing natural cultural and historic resources and help attract and engage visitors.	Ongoing
	Strategy ED 2.4 Leverage and build on HEAL Wiskechenaw initiative to build a sustainable food system in Wiskechenaw and mid-region, 2.5 Leverage the experience of other communities who are in similar situations and support for Wiskechenaw. 2.6 Strengthen our Agricultural Communities analysis regarding its impact as a Food Corridor.	Short-term







Housing

Background

In the last decade, housing development has been the most rapidly growing segment of the U.S. economy. Despite the recession and the high unemployment rate, the housing market has remained strong. The U.S. Census Bureau reports that the number of new housing units started in 1992 was 1.5 million, a record for the industry.

The housing market is expected to continue to grow in the coming years. The U.S. Census Bureau projects that the number of new housing units started in 1993 will be 1.6 million, and in 1994 it will be 1.7 million. This growth is expected to be driven by a number of factors, including a strong economy, low interest rates, and a growing population.

The housing market is also expected to be driven by a number of other factors, including a growing population, a strong economy, and low interest rates. The U.S. Census Bureau projects that the number of new housing units started in 1993 will be 1.6 million, and in 1994 it will be 1.7 million. This growth is expected to be driven by a number of factors, including a strong economy, low interest rates, and a growing population.

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Housing Costs

One of the most significant factors in the housing market is the cost of housing. The U.S. Census Bureau reports that the average cost of a new single-family house in 1992 was \$110,000, up from \$95,000 in 1991. This increase is expected to continue in the coming years.

The increase in housing costs is expected to be driven by a number of factors, including a strong economy, low interest rates, and a growing population. The U.S. Census Bureau projects that the average cost of a new single-family house in 1993 will be \$115,000, and in 1994 it will be \$120,000. This growth is expected to be driven by a number of factors, including a strong economy, low interest rates, and a growing population.

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Housing Policy

The U.S. government has a long history of involvement in the housing market. The Federal Housing Administration (FHA) was created in 1934 to provide insurance for mortgages, which helped to make home ownership more accessible to the middle class. The Department of Housing and Urban Development (HUD) was created in 1965 to coordinate federal housing policy.

The U.S. government has also been involved in the construction of public housing. The Housing Act of 1937 authorized the construction of public housing for low-income families. The Housing Act of 1961 authorized the construction of public housing for the elderly. The Housing Act of 1974 authorized the construction of public housing for the disabled.

The U.S. government has also been involved in the regulation of the housing market. The Real Estate Settlement Procedures Act (RESPA) was passed in 1974 to regulate the way in which real estate transactions are handled. The Truth in Lending Act (TILA) was passed in 1968 to regulate the way in which interest rates are calculated.

Housing Market Outlook

The housing market is expected to continue to grow in the coming years. The U.S. Census Bureau projects that the number of new housing units started in 1993 will be 1.6 million, and in 1994 it will be 1.7 million. This growth is expected to be driven by a number of factors, including a strong economy, low interest rates, and a growing population.

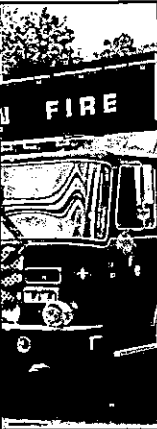
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[illegible]

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Implementation continued...

Goal	Strategy	Timeline
SF 5: Improve the capacity and knowledge base of all current and future Board and Committee members	Strategy SF 5.1: Each board and committee in Winchendon Town Government should evaluate their purpose, strategies, appoint to expand personnel and prepare a timeline that details their jobs and priorities. Offer board-sponsored training sessions to inform new members and promote active participation. Further, each entity should identify ongoing training opportunities for all members.	Medium-term
SF 6: Continue street construction measures under the town's Green Community designation	Strategy SF 6.1: Winchendon should continue exploring construction measures and strategies for its municipal resources, as well as consider applying for future competitive grant funds through the Green Communities program.	Ongoing
SF 7: Identify the town resources needed for the implementation of this plan	Strategy SF 7.1: Establish a Master Plan Implementation Committee	Short-term



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Health & Wellbeing

Background Winchendon's most important asset is its people. Economic success is important but is meaningless if residents don't have consistent access to food, clothing, housing and to services that support physical and mental health. Too many people in Winchendon face challenges with one or more of those critical needs. Once again, our community must respond to a changing environment. Traditional options for routine grocery and retail have no longer exist in town. The housing stock is aging and not appropriate for our current demographics. The Winchendon Health Center and Harwood Hospital provides for residents' needs, but only for people who have the means to travel and pay. On the positive side, vacant space is available downtown for a sitting party to fill the need for grocery and retail. Winchendon's growing agricultural community can provide fresh healthy food if a distribution system is established. Winchendon has been successful in applying for grants to help improve the quality of housing. There is growing awareness of the need for better public transportation to provide Winchendon residents access to other communities.	Health & Wellbeing Goals HW 1: Coordinate with community resources, groups, nonprofits to address the issue of food insecurity in Winchendon. HW 2: Improve transportation options for all residents who suffer from a lack of access to food or medical care because they can't get to them. HW 3: Continue to pursue all means to improve the condition and assessment of housing options. HW 4: Promote opportunities for improved connections among Winchendon residents to support each other within and across demographics, particularly seniors, single heads of households with young children, and minorities. HW 5: Ensure that all residents are aware of all programs and services available that can make a difference in their quality of life. (See Communication and Engagement Goals)
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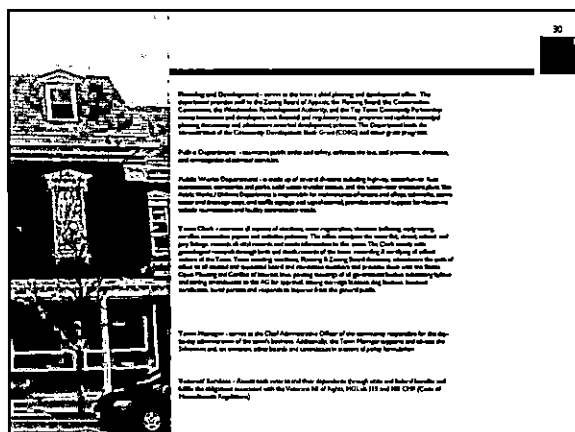
Jane working on

June

Implementation 24		
Goal	Strategy	Timeline
 IMP 1: Collaborate with community resources, groups, non-profits to address the issue of food insecurity in Whitehead. IMP 2: Improve transportation options for all residents who suffer from a lack of access to food or medical care. IMP 3: Continue to pursue all means to improve the condition and expansion of housing options. IMP 4: Promote opportunities for increased connections among Whitehead residents to support each other within and across demographics. IMP 5: Ensure that all residents are aware of all programs and services available that can make a difference in their quality of life.		

Communication & Engagement	
Background Citizen participation is key to ensuring that the Master Plan creates the community that it envisions. Unfortunately, we have recently lost most of the traditional ways for hearing people up to date on what is happening in Whitehead. The loss of the printed Courier has been particularly hard. At the same time, important new communication channels have opened. The cable community access channel makes it easier for citizens (with cable) to stay informed. Callboxes and social media provide untapped potential for faster two-way communication between and among citizens and town officials. Most recently, the pandemic has caused everyone to think differently about how and what to communicate and has surfaced new ways of communicating via Zoom meetings and webinars. The implementation of the Master Plan calls for our town officials to recognize that these have changed, by embracing the changes and making them work for us, we can create even greater community engagement, coordinate policy efforts and foster a more cohesive community.	 Communication & Engagement Goals CE 1: adopt new methods for community involvement in Town government using technology where appropriate. CE 2: adopt new methods to facilitate communication across some departments and boards using technology where appropriate. CE 3: work with other towns and with state officials to ensure that the methods we adopt are acceptable under state regulations and mirror best practices in other towns. CE 4: Make broadband available and affordable to all town residents.

Implementation 25		
Goal	Strategy	Timeline
 CE 1: adopt new methods for community involvement in Town government using technology where appropriate. CE 2: adopt new methods to facilitate communication across some departments and boards using technology where appropriate. CE 3: work with other towns and with state officials to ensure that the methods we adopt are acceptable under state regulations and mirror best practices in other towns. CE 4: Make broadband available and affordable to all town residents.		



³¹ **Ongoing Efforts** – The fundamental tasks that establish the operating environment for the plan

	Secretary	Acting Chairmen
Strategy EMJ 1.1b: Be the preeminent food processing business destination		HG
Strategy LU2.1: Increase SP 71 Wineshield should continue exploring conversion measures and strategies for its marginal operations, in order to apply for future competitive grant funds through the Green Communities programme		Planning & Development
Strategy LU2.2: Encourage agriculture as an industry		B&T/OWHA, Planning & Development
Strategy LU2.3: Promote awareness among food retailers about everyday sustainability practices		B&T/CONCOM
Strategy LU2.3: Promote smart growth and cleanliness within the Town and coordinate climate to food ways to get both retailers and shoppers into the downtown		T&OWHA Town Planning, Planning & Development
Strategy ED2.6: Improve primary/elementary digital device programs		T&OWHA Planning & Development
Strategy ED2.7: Attract residents and visitors to local farms, school and non-profit events and research how other communities have used local farms to support their town's economic developments		ACCO, PE, T&OWHA, Town Planning, Planning & Development
Strategy ED2.8: Establish whether to begin branding and planning efforts in the downtown and signal its status as a distinct place and destination		B&T/CTCFWHA
Strategy ED2.10: Build links, attract and market visitors in the village to draw people in and increase the viability of its actions and economic development of events, amenities, and businesses for Wineshield		ACCO, PE, T&OWHA, Town Planning, Planning & Development
Strategy ED2.11: Work towards increasing tourism diversity		ACCO, PE, T&OWHA, Town Planning, Planning & Development
Strategy ED2.12: Continue to look efforts to develop and promote recreational opportunities in Wineshield		ACCO, T&OWHA, Town Planning, Planning & Development

Strategy	Accepted Change
1. <i>Identify the problem</i>	1. <i>Identify the problem</i>
2. <i>Identify the cause</i>	2. <i>Identify the cause</i>
3. <i>Identify the solution</i>	3. <i>Identify the solution</i>
4. <i>Identify the implementation</i>	4. <i>Identify the implementation</i>
5. <i>Identify the evaluation</i>	5. <i>Identify the evaluation</i>
6. <i>Identify the feedback</i>	6. <i>Identify the feedback</i>
7. <i>Identify the follow-up</i>	7. <i>Identify the follow-up</i>
8. <i>Identify the communication</i>	8. <i>Identify the communication</i>
9. <i>Identify the training</i>	9. <i>Identify the training</i>
10. <i>Identify the resources</i>	10. <i>Identify the resources</i>
11. <i>Identify the timeline</i>	11. <i>Identify the timeline</i>
12. <i>Identify the stakeholders</i>	12. <i>Identify the stakeholders</i>
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Strategy ID 1.3 Promotes Wicksteed's existing natural, cultural, and historic resources.	AGC&HC, PG&T of CWMA, Terra Planning, Planning & Development
Strategy ID 4.1 Encourage the redevelopment of blighted buildings, particularly those in gateway locations.	W&L, Terra Planning, Planning & Development
Strategy ID 4.4 Promote Wicksteed's existing municipal and school resource areas and trails.	BOLCON&CONCEC, PG&T of CWMA
Strategy ID 5.1 Encourage upgrading or replacing fixed asset systems and expansion of the sewer system.	B&M Terra Planning, DPW, Planning & Development
Strategy ID 5.2 Protect the quality and quantity of wetland resources by continuing to improve enforcement of regulations.	CON&CON Board of Health, DPW
Strategy ID 5.3 Protect current and future drinking water supplies.	BOLCON&CONCEC
Strategy ID 5.4 Promote and evaluate land management practices to protect rare species, conserve diversity and increase wildlife.	CON&CON
Strategy ID 5.5 Develop a network of neighborhood and school playgrounds.	BC, EC
Strategy ID 5.6 Continue to expand the availability of athletic fields and other facilities, including a tennis center, while keeping maintenance within a limited budget.	BO&EC
Strategy ID 5.8 Continue to reassess needs of all residents for recreation and resources, and develop specific programs to meet needs.	BO&EC
Strategy ID 5.9 Support expansion of agricultural land opportunities.	BC
Strategy ID 6.3 Increase awareness of the value of the City's natural resources and open space.	CON&CON&BC, PG&T of CWMA
Strategy ID 6.4 Minimize municipal expenditures and use engineering for creating Town open space.	CON&CON

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Strategy	Assigned/Owner
Strategy ED 2.12 Increase coordination between local businesses to increase business retention and support businesses.	TTCP, WSA, Town Manager, Planning & Development
Strategy ED 3.4 Leverage and build on WEAL/Wichandowden stories to build a sustainable food system in Wichandowden and the region. Learn from the experiences of other communities who are building a food based economy and adapt for Wichandowden. Strengthen our Agricultural Community systems expanding on existing and a food Council.	BOS, Town Manager
Strategy HO 1.1 Create a Housing Production Plan (HPP)	BS, WMA
Strategy HO 5.2 Work with the Safe Routes to School program.	SC
Strategy HC 1.1 Assess the Wichandowden Assessment Report.	HC, Town Manager, Planning & Development
Strategy HC 1.4 Communitarian efforts to identify, preserve and develop town owned assets to place that reflect our Town's cultural heritage and that can contribute to the cultural and economic identity that is embodied in the master plan. Select such as Old Postoffice/Center, Ingleside/Wichandowden Community Park, Bart's Memorial Library, Town Hall, Old Park.	CC, HC, PC, WOPC
Strategy HC 3.4 Encourage Wichandowden Historical Commission members to seek out filming of modern preservation assets that are available at them and to the Town.	HC
Strategy TR 2.1 Analyze available traffic crash data from at least the past three years, focusing mostly on areas with high crash rates.	DPW, Town Manager
Strategy SF 1.1 Create quarterly meetings of all municipal boards, committees and commissions to be hosted by the Board of Selectmen. To help boards coordinate activities, reduce duplication, efforts, and promote a team-oriented approach to governance.	BOS, Town Manager
Strategy SF 2.1 Expand Information Technology (IT) capabilities.	Town Manager, IT Department
Strategy SF 4.2 Increase two-way communication between citizens and government and create opportunities for citizens to provide feedback.	BOS, BOS Town Manager
Strategy SF 7.1 Establish a Master Plan Implementation Committee	BOS

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Medium Term:

Strategy	Assigned/Owner
Strategy LU 1.1 Hold a public meeting where boards, commissions, departments and the public get together to brainstorm ideas.	BOS, Town Manager
Strategy LU 1.4 Strategy LU 1.5 Strategy ED 6.4 Conduct a review of Wichandowden's current zoning bylaws to determine their utility for accommodating desired land use and development. Propose updated zoning bylaws and regulations as reflect such.	BS
Strategy OS 3.5 Seek to acquire properties to improve downtown open space and recreational opportunities, such as pocket parks and highly visible locations for public concerts and movies.	BOS, PC, TTCP, WSA
Strategy OS 3.4 Identify long-range funding for maintenance and programs.	FINCOM, CPC, Town Manager
Strategy OS 4.1 Provide recreational access to water bodies in town.	SC, WOPC
Strategy OS 4.2 Clean up Whiskey Pond and as develop recreational opportunities at the Pond.	CONCOM, SC, WOPC
Strategy ED 1.3 Encourage establishment of a local business incubator to give local entrepreneurs access to the community.	TTCP, WSA, Planning & Development
Strategy ED 2.8 Address the high rates of trips to downtown.	Town Manager, Planning & Development
Strategy ED 3.1 Explore recreation and Agriculture as a catalyst for economic development in towns similar to Wichandowden and identify need targets.	ACAP, TTCP, WOPC, WMA
Strategy HO 5.1 Improve sidewalks and walkability.	DPW
Strategy HO 2.2 Explore ways to promote the use of the Open Space Residential Development (Cluster Development) bylaws in new residential subdivisions.	CONCOM, BS
Strategy HO 2.3 Encourage development of retirement organizations to multi-family housing complexes.	WSA

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Strategy	Assigned/Owner
Strategy HO 3.1 Create incentives for landlords to increase accessibility in upper-floor apartments.	WMA, WSA, ITD, Planning & Development
Strategy HC 3.5 Educate owners of historic properties about the importance of voluntarily restoring structures against decay, deterioration, and structural damage to avoid possible loss of historic resources.	BS
Strategy HC 3.1 Encourage the Wichandowden History and Cultural Center to work to increase its online presence, and perhaps partner with Wichandowden public schools to find students interested in working with research, cataloging, and perhaps even grant writing.	BS
Strategy TR 1.1 Create a Comprehensive Circulation Study/Plan that will help identify major roadway travel routes, safety issues, signage, crosswalk and sidewalk needs, pedestrian crossing needs.	Town Manager, DPW, Planning & Development
Strategy TR 2.3 Implement traffic calming measures in downtown Wichandowden per the 2014 Rehabilitation Strategy document.	DPW
Strategy TR 3.1 Complete a Trail Master Plan to inventory existing trails and open space and to create a five-mile plan for expansion, management and funding and acquisition of new properties.	CONCOM, SC, WOPC, Planning & Development
Strategy TR 4.1 Encourage the State to further strengthen the existence of key bridges in the Town, and to make them bridges funding priority.	DPW
Strategy TR 4.2 Conduct and initiate an inventory of culverts and identify a replacement to build, repair, and replace structures as needed.	DPW
Strategy SF 4.4 Prepare an updated organizational flow chart that depicts all municipal departments, boards, commissions, committees and all their committees and subcommittees established there and which entity they report to.	BOS, Town Manager
Strategy SF 7.1 Increase interaction between Bart's Memorial Library and Old Harbuck Senior Center.	Town Manager
Strategy SF 7.2 Create a capital plan for the Old Harbuck Senior to meet increased growing demand for senior services including staffing, equipment, and facility improvements.	CPC, Town Manager

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Long Term:

STRATEGY	ASSIST/CHIEFS
Strategy SF 3.1: Each board of and committee in Wicahaden's Town Government should endorse their persons, strategies, agreements required participation and prepare a handbook that details their policies and procedures. Other board sponsored training sessions to help to new members and promote active participation. Further, each entity should identify ongoing training opportunities for all members.	BOA, ZH
Strategy OS 1.3: Expand North Coastal Parkway and Town trails	CONCORDISTOR, WDC, WMA, Planning & Development
Strategy ED 1.4: Consider adopting design guidelines for development in areas with characteristic variety of preservation	MC, PB
Strategy ED 6.3: Identify new areas for business development and consider restoring land to promote economic development.	CS WMA, Town Manager, Planning & Development
Strategy TR 1.3: Strategy HO 3.1: Make neighborhood, especially downtown, more pedestrian friendly and improve walkability through construction and rehabilitation of sidewalks.	DDP

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Additional strategies from new Chapters will most likely extend onto this page

Acknowledgments

Master Plan Committee	Planning Board	Funding
The document would not have come to fruition without the hard work, dedication and perseverance of all past and present Master Plan Committee Members: 1. Jean LaFrance 2. Greg Wiles 3. Arthur Amato 4. Emma Hunt 5. PJ Sacket 6. Penny Mahala 7. Deanne Durling 8. Corrie Selan 9. Mary Harrington 10. Laurel Oleson 11. David Infusante 12. Brian Deane 13. Joseph Malara	The Master Plan Committee and the Planning & Development department staff appreciate the ongoing support from the Planning Board: 1. Guy Caribonetti (Chair) 2. Joseph Ischler 3. Brian Gould 4. Emma Gotschick 5. Arthur Amato 6. Garrett Worra, At-Large	Funding for the completion of this document was made possible by the generosity of the: Rubenstein Broadband Foundation, Inc. Burlington, VT 05407 and District Local Technical Assistance (DLTA) Funded through: The Massachusetts Department of Housing & Community Development (DHCD) administered by the: Massachusetts Regional Planning Commission (MRPC) Pittsford, MA 01462 Used by John Harris, Planning & Development Assisted by Sam O'Donnell, Planner

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