

TOWN OF WINCHENDON

Approved: 8/18/2020

RECEIVED

AUG 18 2020

WINCHENDON TOWN CLERK

Telephone (978) 297-5414



Master Plan Committee

Meeting Minutes
July 21, 2020

Meeting held via zoom:

Meeting ID: 935 2509 6306
Password: 7073451

Members Present: Elaine Mroz, Co-Chair, Jane LaPointe, Jill Sackett, Art Amenta
Members Absent: Greg Vine, Co-Chair

Staff: Tracy Murphy, Director of Planning & Development
Nicole Roberts, Land Use Coordinator

Members of the Public in Attendance: Marc Dorwart
Ed Ford Jr.

Materials: Agenda
7_21_20 Master Plan Draft

Meeting called to order: 2:18pm

Discussion: Chapter Development – The Draft Master Plan as presented to the committee is attached to these minutes for reference.

Two new chapters drafted by Elaine Mroz, Health & Wellbeing and Communication & Engagement were added to the draft for discussion. While less traditional, the relevance and timing of the subject matter contained in the chapters was discussed and it was decided to include them in the update.

Order of the chapters was discussed in tandem with the placement of the new chapters. It was decided that the new chapters would be placed just before the implementation chapter.

Specific comments on each page of the draft are found attached to these minutes.

Additional issues not completely resolved but discussed by all members including the public:

- No mention of schools in the Services and Facilities chapters. Tracy to work on this for the next meeting.
- Cohesive vision statement – Tracy will send out example to the committee.
- Referencing the materials in Volume 2. Link to be put on the town's webpage for reference on the development of the plan and background data. Attempting to keep graphs and data out of volume 1 for readability.
- Formatting: cannot be completed until the content has been completed.
- Timing: present to Planning Board in August/September to prepare to put document out for 30 day public comment at Town Meeting.
- Clear message that the document is a living document and that changes in it will/are expected to occur

Meeting times were discussed. After the next meeting (July 29 at 2pm) it was discussed that the committee reserve every Tuesday at 2pm to meet until the draft is released for public comment.

Next Meeting: July 29, 2020 at 2pm via ZOOM format.

Meeting Adjourned: 4:08pm

Respectfully Submitted:

Tracy Murphy, Director Planning & Development

8/18/2020 - Minutes approved via Zoom Mtg. *AM*

TOWN OF WINCHENDON



NOTICE OF MEETING

Pursuant to the provisions of Chapter 30A, Sections 18-25 of the General Laws, as amended, notice is hereby given that a meeting of the following board, committee, or commission will be held on the date and time specified below. Said meeting will be open to the public and press.

BOARD/COMMITTEE: MASTER PLAN COMMITTEE

DATE: July 21, 2020

TIME: 2:00 p.m.

LOCATION: Via ZOOM FORMAT – REMOTE PARTICIPATION

Agenda

Join Zoom Meeting

<https://winchendonk12.zoom.us/j/93525096306?pwd=VFFoWGh6aC9pdG8xNGdDRzh6b3h2Zz09>

Meeting ID: 935 2509 6306

Password: 7073451

Find your local number: <https://winchendonk12.zoom.us/j/93525096306?pwd=VFFoWGh6aC9pdG8xNGdDRzh6b3h2Zz09>

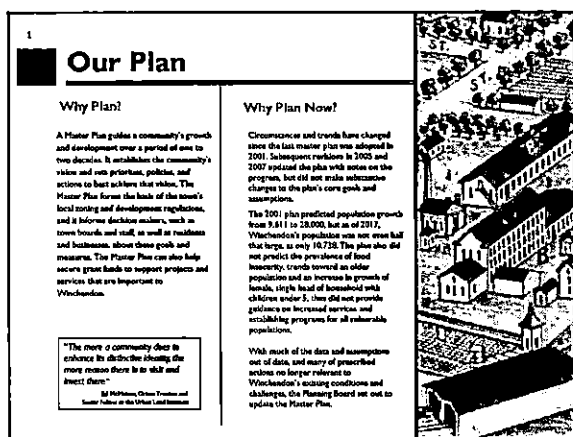
1. **Call to Order**
2. **Minutes** – July 7, 2020
3. **Discussion:** Vision Statement
 - Chapter Development – Individual Tasks
 - Implementation
 - Timeline
4. **Set Next Meeting Date and Time**
5. **Adjourn**

Notice- The above topics do not prohibit additional last-minute or unforeseen matters.

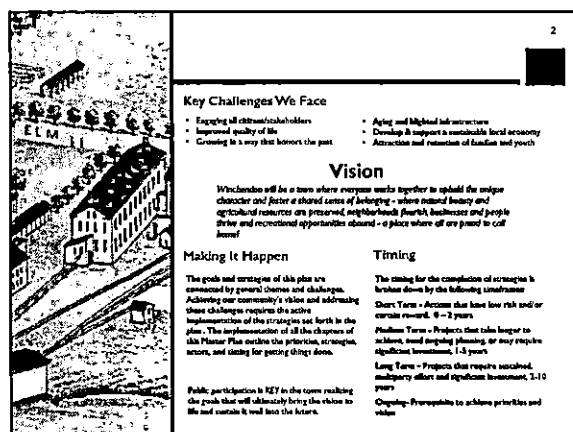
7/21/20



OK



OK



Vision Statement -
to be discussed at
future mtg.

timing order & definitions
- ongoing was moved to
beginning of time frames
(Marc Dorwart)

ongoing definition - changed
from prerequisite to
fundamental tasks.

Our Town

Our Land

The Town of Weymouth encompasses 44 square miles. In the 19th century, Weymouth began to grow as a manufacturing town that relied on water power for mills, beginning with the damming of Lake Massachusett. Development began to cluster in small villages within the Town's borders, each surrounding a mill. At the peak of its industrial prosperity, Weymouth was home to the internationally renowned Converse Toy Company giving the Town its nickname, "Toy Town." It was also during this period that Weymouth's town center moved from the Old Center vicinity to its present location.

Mill villages, forests, and farm fields still comprises the prevailing pattern of development in Weymouth. 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 acquisition and development restrictions.

Our People

As of the most recent American Community Survey (2013-2017) estimates, the Town of Weymouth is home to 18,728 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 Weymouth was 31.9 years with the average age that shifted by more than 10 years to 41.3 years old.

There are an estimated 7,899 households in Weymouth, with an average household size of 2.49 persons. Approximately 70.2% of households include children under the age of 18, of which 7.4% are female single head of household, and 47.7% of households have at least one resident over the age of 65.

In 2005, an act 155 residents identified as Hispanic or Latino. Similarly, residents identifying as African American alone from 77 (0.3%) to 106 (1.0%) from 2000 to 2017.



OK



Our Economy

According to the most recent American Community Survey (2013-2017), the median household income is \$45,579 in Weymouth, placing it between the state (\$74,187) and median median household income levels (\$57,652).

The top five largest employing industries in town are retail trade (20.3%), health care (11.1%), manufacturing (11.1%), health care (10.4%), and social assistance (10.4%).

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

Our Process

The Weymouth Planning Board operated as a 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 struggles and successes of our town. The Committee sought to generate discussion and consensus, provide timely and useful information, and promote broad and diverse public involvement by utilizing surveys, interviews, public meetings, and workshops. It is an attempt to reach out to people representing all sectors of Weymouth's population.

Each plus chapter includes a summary of the topic and a description 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
- Implementation

H & Well
Comm & Eng.
to last/end
before Implementation

Health & Wellbeing

Background

Weymouth's most important asset is its people. Economic success is important but it means less if residents don't have good access to food, clothing, housing and to services that support physical and mental health. Too many people in Weymouth face challenges with one or more of these 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 Weymouth Health Center and Heywood Hospital provide 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 willing party to fill the need for grocery and retail. Weymouth's growing agricultural community can provide fresh healthy food if a distribution system is established. Weymouth 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 Weymouth residents access to other communities.

Health & Wellbeing Goals

HW 1: Coordinate with community resources, groups, non-profits to address the issue of food insecurity in Weymouth.

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 assortment of housing options.

HW 4: Promote opportunities for improved connections among Weymouth 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)



now slides before
Implementation
group discussed it leads
into Implementation

strategies to be
endorsed by Jane L. \$
try to be disused
at future meeting

will be developed by
Elaine H to be
discussed at
future meetings

[illegible][illegible][illegible]

added sheet -

does this include ball fields?

Hakas sense to share resources

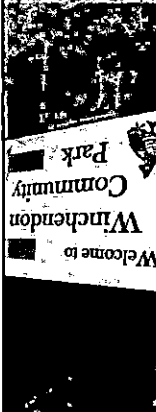
More DOWART inquired ab OSRP.

to be added to Volume 2

Reference Volume 2

in Volume 1 was discussed

Jill's suggested Footnotes.



Welcome to Winchester Community Park

Open Space

Background

Winchester's current pattern of open space is largely the result of a long history of agricultural use. The town's landscape is characterized by a mix of open fields, woodlands, and built-up areas. The town's development has been largely driven by the need for open space for recreation and agriculture. The town's open space resources are largely concentrated in the central and eastern parts of the town. The town's open space resources are largely concentrated in the central and eastern parts of the town.

Open Space Goals

CS 1. Create a network of open space that connects the town's built-up areas with its natural resources. CS 2. Create a network of open space that connects the town's built-up areas with its natural resources. CS 3. Create a network of open space that connects the town's built-up areas with its natural resources.

Goal	Strategy	Implementation
Goal 1: Increase the amount of open space in the town.	Strategy 1.1: Create a network of open space that connects the town's built-up areas with its natural resources.	Implementation 1.1: Create a network of open space that connects the town's built-up areas with its natural resources.
Goal 2: Increase the amount of open space in the town.	Strategy 2.1: Create a network of open space that connects the town's built-up areas with its natural resources.	Implementation 2.1: Create a network of open space that connects the town's built-up areas with its natural resources.
Goal 3: Increase the amount of open space in the town.	Strategy 3.1: Create a network of open space that connects the town's built-up areas with its natural resources.	Implementation 3.1: Create a network of open space that connects the town's built-up areas with its natural resources.
Goal 4: Increase the amount of open space in the town.	Strategy 4.1: Create a network of open space that connects the town's built-up areas with its natural resources.	Implementation 4.1: Create a network of open space that connects the town's built-up areas with its natural resources.
Goal 5: Increase the amount of open space in the town.	Strategy 5.1: Create a network of open space that connects the town's built-up areas with its natural resources.	Implementation 5.1: Create a network of open space that connects the town's built-up areas with its natural resources.



Welcome to Winchester Community Park

Land Use

Background

Winchester's current pattern of land use is largely the result of a long history of agricultural use. The town's landscape is characterized by a mix of open fields, woodlands, and built-up areas. The town's development has been largely driven by the need for open space for recreation and agriculture. The town's open space resources are largely concentrated in the central and eastern parts of the town. The town's open space resources are largely concentrated in the central and eastern parts of the town.

Land Use Goals

LU 1. Create a network of open space that connects the town's built-up areas with its natural resources. LU 2. Create a network of open space that connects the town's built-up areas with its natural resources. LU 3. Create a network of open space that connects the town's built-up areas with its natural resources.

Goal	Strategy	Implementation	Timeline
OS 1: Continue to protect the quality and quantity of natural resources	Strategy OS 1.1: Encourage upgrading or replacing old water systems and expansion of the sewer system		Ongoing
	Strategy OS 1.2: Protect the quality and quantity of wetland resources by continuing to improve effectiveness of regulations		Ongoing
	Strategy OS 1.3: Promote current and future drinking water supplies		Ongoing
OS 2: Conserve open space, recreational and connect towns with recreation facilities	Strategy OS 2.1: Identify and promote areas and parcels for protection. Examine the acreage protected under agricultural and forestry property programs, and consider the municipality's systems		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 Parkway and Town trails		Long-term
OS 3: Improve Town green space and recreation	Strategy OS 3.1: Identify areas for trail and open space projects, including connecting projects to bike and other communities		Short-term
	Strategy OS 3.2: Seek to acquire property to improve downtown open space and recreational opportunities, such as pocket parks and highly visible locations for public events and events		Medium-term
	Strategy OS 3.3: Develop a network of neighborhood and school playgrounds		Ongoing
OS 4: Increase investment and job opportunities	Strategy OS 4.1: Continue to expand the availability of affordable and affordable housing, including a forest course, while keeping businesses within a forested landscape		Ongoing
	Strategy OS 4.2: Continue to increase number of all residents for services and resources, and develop specific programs to meet need		Ongoing
	Strategy OS 4.3: Identify long-range funding for businesses and programs		Medium-term
OS 5: Increase investment and job opportunities	Strategy OS 5.1: Promote agricultural results		Short-term
	Strategy OS 5.2: Support expansion of agricultural and opportunities		Ongoing
	Strategy OS 5.3: Provide recreational access to water bodies in town		Medium-term
OS 6: Increase investment and job opportunities	Strategy OS 6.1: Clean up Whiskey Pond and pursue efforts to develop recreational opportunities at the Pond		Medium-term
	Strategy OS 6.2: Increase awareness of the value of the Town's natural resources and open space		Ongoing
	Strategy OS 6.3: Identify necessary maintenance and site improvements for existing Town Open Space		Ongoing

and trails added

Economic Development	
Background Whitchester is a rural community in terms of its natural, cultural, and historic resources and its location in central New England. Despite these beautiful resources, Whitchester has many economic challenges in its present and near future including declining manufacturing and local employment opportunities, low income, and a competitive business environment in nearby towns like Hingham. Facing to meet these challenges will require that all of Whitchester's citizens get involved in the business and life of the Town. Economic development planning should seek to build on what Whitchester already has - its natural and historic resources, potential for a recreation-based economy, and links to a region with education and cultural resources. Realistic and low-cost can act as catalysts for commercial, economic, and community development. In addition, Whitchester's position as a right to farm community creates an avenue for a food-based economy that can be an extension of agriculture, its related value products, local food based restaurants, and justice thinking beyond the notion of agriculture as sustainably "rural." Whitchester'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 governmental offices ED 2: Rebuild and cultural downtown Whitchester as a business center and image of a small New England small town ED 3: Expand and organize initiatives to link efforts to develop and promote recreational opportunities in Whitchester ED 4: Enhance Whitchester's highly visible "greenery" locations ED 5: Increase the value potential of Whitchester's people to labor force, business owners, and prospective entrepreneurs of all ages ED 6: Develop/develop Whitchester's economic infrastructure

corrected to Ed3 as written on pg 12

AI Included value added to Agriculture to expand beyond "Farms"

Goal	Strategy	Implementation	Timeline
ED 1: Ensure regular, ongoing, and effective communication between current and prospective businesses and Town governmental offices	Strategy ED 1.1: Establish an Economic Development Committee to track and understand the Town's economic needs and opportunities, help implement the Planter Park Economic Development goals		Short-term
	Strategy ED 1.2: Solicit information from existing business owners regarding their level of satisfaction with Whitchester as the location for their operations to help determine future business needs in the community and thus ahead for necessary changes or improvements		Short-term
	Strategy ED 1.3: Encourage establishment of a local business association to give local businesses a voice in the community		Medium-term
ED 2: Rebuild and cultural downtown Whitchester as a business center and image of a small New England small town	Strategy ED 2.1: Improve and strengthen the Town's Business Development website and business support services		Ongoing
	Strategy ED 2.2: Ensure that permitting processes are transparent, prompt, predictable, and consistent and consider streamlining a comprehensive development permitting guidebook		Ongoing
	Strategy ED 2.3: Adopt a business Chapter 430 allowing for expedited permitting on pre-approved parcels		Short-term
ED 3: Expand and organize initiatives to link efforts to develop and promote recreational opportunities in Whitchester	Strategy ED 3.1: Present a retail market study to determine the demand for various types of retail business, and determine if any demand is being met. Identify areas where there is excess demand, represent potential for new businesses that are most likely to succeed		Short-term
	Strategy ED 3.2: Address the high cost of rent in downtown		Medium-term
	Strategy ED 3.3: Promote smart growth and connectivity within the Town and coordinate efforts to find ways to get both residents and travelers into the downtown, rather than passing through		Ongoing
ED 4: Enhance Whitchester's highly visible "greenery" locations	Strategy ED 4.1: Consider adopting design guidelines for development in areas with characteristics worthy of preservation		Long-term
	Strategy ED 4.2: Promote traffic safety and signage in the downtown area. Pursue funding for a traffic safety study through the NHDOT's Urban Planning Work Program. Consider simple methods of enhancing the downtown environment, such as landscaping and very lighting signage and information tools for users		Short-term

add Business Support and prospective businesses (ED1)

11 Implementation continued...

Goal	Strategy	Timeline
ED 2: Build and expand downtown Winchester as a business center and create a vital heart (continued)	Strategy ED 2.4 Improve downtown mixed-use development.	Ongoing
	Strategy ED 2.5 Attract residents and visitors to local town, school and non-profit events, and research how other communities have used local events to boost their local economic development.	Ongoing
	Strategy ED 2.6 Urban farming conversion to work towards implementing the Urban Farm Winchester Farm-to-Fork Strategy 2014 and the Urban Land Institute's 2014 report, "Opportunity Abounds."	Short term
	Strategy ED 2.8 Establish identity to high branding and place-making efforts in the downtown and apply to other in a distinct place and downtown.	Ongoing
	Strategy ED 2.10 Host town, school and non-profit events in the village to draw people to and increase the visibility of downtown and increase marketing of events, amenities, and businesses for Winchester Village.	Ongoing
ED 3: Use recreation and agriculture as development and a catalyst for economic development	Strategy ED 3.1 Organize stakeholders into task forces or other groups to coordinate efforts into a particular cause or project.	Short term
	Strategy ED 3.2 Increase coordination between local businesses to increase business retention and support businesses.	Short term
	Strategy ED 3.3 Work towards increasing business diversity.	Ongoing
	Strategy ED 3.4 Explore recreation and agriculture as a catalyst for economic development in Winchester and its vicinity. Look for the experience of other communities who have had a local food and farm economy and adapt for Winchester. Strengthen our Agricultural Connections initiative regarding its impact as a Food Council.	Medium term
	Strategy ED 3.5 Enhance Winchester's existing natural, cultural, and historic resources and take efforts with Regional partners.	Ongoing
ED 4: Use recreation and agriculture as development and a catalyst for economic development	Strategy ED 4.1 Encourage the redevelopment of historic buildings, particularly those in gateway locations.	Ongoing
	Strategy ED 4.2 Encourage the redevelopment of historic buildings, particularly those in gateway locations.	Ongoing



added Schools & non profits

All add groups

2:10 - ~~Strike~~ village - use downtown

Add Language from HEAL initiative

Promote (remove advertise)

Implementation continued... 12

Goal	Strategy	Timeline
ED 4: Enhance safety and security	Strategy ED 4.1 Encourage the redevelopment of historic buildings, particularly those in gateway locations.	Ongoing
ED 5: Increase the value potential of Winchester's people, place, and progress	Strategy ED 5.1 Align economic, educational training and support services with opportunities available in the region and with the employment and business opportunities that Winchester means to attract.	Ongoing
	Strategy ED 5.2 Encourage and support transportation links to education, training, and job opportunities.	Ongoing
	Strategy ED 5.3 Encourage and support the entrepreneurial potential of our citizens, artists and writers. Build a strong network of business support services and programs.	Ongoing
	Strategy ED 5.4 Redevelop underutilized sites where infrastructure already exists. Investment and reuse of existing buildings will promote sustainable principles while capturing the character of the community.	Ongoing
	Strategy ED 5.5 Work to secure funding for brownfield remediation and redevelopment as well as new Economic Development Corridor.	Ongoing
ED 6: Develop/revitalize Winchester's economic infrastructure	Strategy ED 6.1 Identify new areas for business development and consider creating a local economic development corporation.	Long term
	Strategy ED 6.2 Conduct a review of Winchester's current zoning bylaws to determine their adequacy for accommodating desired land use and development.	Medium term
	Strategy ED 6.3 Appropriately seek funding for road and infrastructure improvements. Town officials should seek federal and state funding for infrastructure improvements and continually press the FHWA for regular funding of local projects.	Ongoing
	Strategy ED 6.4 Explore opportunities of services with neighboring towns. This includes the potential to reduce operating costs.	Ongoing
	Strategy ED 6.5 Consider policies to encourage growth development in commercial, industrial, and residential buildings and operations.	Ongoing

add Local - increase value entrepreneurial potential -

network & support for businesses

13 Housing

Background

In the last decade, housing unit growth in Winchester has significantly outpaced population growth. Despite this, Winchester still has not reached the minimum number of affordable housing units required by Chapter 40B of the Massachusetts General Law.

As Winchester's population demographics have shifted over the past few years, the number of low-income households in the town has begun to decrease. Households are also becoming smaller, which corresponds to the rise in Winchester's senior population. The increase in the population of older citizens will mean the need for housing that the surrounding people with physical disabilities and long-term healthcare needs. Housing affordability also becomes a factor for people living on a fixed income.

Winchester is also faced with a large amount of aging housing stock. 45% of Winchester's existing housing stock is over 50 years old, and 31% was built before World War II. Many of these older units may be in need of rehabilitation.

Providing affordable housing to all Winchester residents may require a broad variety of housing types to meet local needs.

Housing Goals

HO 1: Strive to achieve compliance with Chapter 40B

HO 2: Allow for a wider variety of housing opportunities

HO 3: Achieve high vacancy rates

HO 4: Relocate Winchester's existing aging housing stock, and preserve other historic homes

HO 5: Create neighborhoods that are connected to downtown Winchester by a variety of transportation options



Dormant - suggested
referring to open space

[illegible][illegible][illegible]

17

Transportation and Circulation

Background

The average travel time to work for Winchendon's residents is 36.5 minutes, which is significantly higher than the Massachusetts average of 28 minutes. Between 1990 and 2000, mean travel time increased by 23.5%, and has continued to increase since then. Part of this trend can likely be attributed to Winchendon's relatively low real estate prices and scenic beauty, which attracts homebuyers who are willing to travel longer distances to work in exchange for a home in a relatively undeveloped landscape.

Three major roadways connect Winchendon to the surrounding region and provide access to major metropolitan areas in New England: U.S. Route 201 runs north-south and connects Winchendon to Concord, New Hampshire's state capital. South of Winchendon, Route 201 provides access to Route 2, which is the region's major east-west link. Route 12 also runs north-south and connects Winchendon to Worcester, Fitchburg, and Leominster. Route 140 is another roadway that connects Winchendon to major regional population centers like Gardner, as well as connecting to Route 2. These major roadways provide Winchendon with connectivity to the rest of the Worcester Region and a readily available supply of potential motor traffic.

This heavy traffic flow also creates challenges for central Winchendon. Winchendon's downtown is located right on top of several of major intersections and it has been difficult to safely accommodate vehicle through-traffic. The Central Street corridor is scheduled to be completely reconstructed in 2021 which will create a pedestrian-friendly town center where people can linger, socialize, and shop.

Transportation and Circulation Goals

- TR 1: Continue to make Winchendon's commercial centers welcoming to multiple forms of non-automobile transportation
- TR 2: Improve traffic safety in downtown Winchendon
- TR 3: Expand the regional trail network
- TR 4: Improve maintenance of transportation infrastructure



Implementation 18

Goal	Strategy	Illustrative
TR 1: Make Winchendon's commercial centers welcoming to multiple forms of transportation	Strategy TR 1.1: Make neighborhoods, especially downtown, more pedestrian-friendly through construction and rehabilitation of sidewalks.	Long-term
TR 2: Improve traffic safety in downtown Winchendon	Strategy TR 2.1: Analyze available traffic crash data from at least the past three years, focusing initially on areas with high crash rates.	Short-term
	Strategy TR 2.2: Implement traffic calming measures in downtown Winchendon per the 2014 Rehabilitation Strategy document.	Medium-term
	Strategy TR 2.3: Schedule free traffic counts with the MPO to monitor traffic patterns over time and anticipate future improvements.	Ongoing
TR 3: Expand the regional trail network	Strategy TR 3.1: Complete a Trail Master Plan to inventory existing trails and open space and to create a 7-mile-wide vision for expansion, management and funding and acquisition of new properties.	Medium-term
	Strategy TR 3.2: Continue to work with neighboring communities and regional entities to establish a regional trail network linking Winchendon to natural recreational opportunities outside its borders.	Ongoing
TR 4: Improve maintenance of transportation infrastructure	Strategy TR 4.1: Encourage the State to further investigate the condition of key bridges in the Town, and to make those bridges a funding priority.	Medium-term
	Strategy TR 4.2: Conduct and maintain an inventory of culverts and identify a replacement or clean, repair, and replace structures as needed.	Medium-term
	Strategy TR 4.3: Continue to seek funding for infrastructure projects on Local Jurisdiction Federal Aid through the MPO/TIP process, work with the MPOC and Mass DOT on project and funding opportunities.	Ongoing



19

Services and Facilities

Background

This chapter of the Master Plan presents a general overview of Winchendon's core government, municipal facilities and services. All identified goals and strategies are intended to support the town's aim of providing excellent, cost-effective, accessible services and programs that reflect the values and diversity of our community.

As the population ages, more investment may be required to deal with the health, housing, social, and transportation needs of seniors. Public education is offered by the town alone, meaning that the operational and budgetary burden is not being shared as if Winchendon school system were to be part of a regional school district with other communities. Moreover, many more choose to send their kids to schools outside of Winchendon. Citizens want continued high-quality services, but they also do not want to increase their taxes further.

To deal with these challenges alone – as well as better prepare for a changing future – the town must decide how to shift its services, adopt new technologies and resources, seek collaboration where possible, and manage its budget in a responsible way.

Services and Facilities Goals

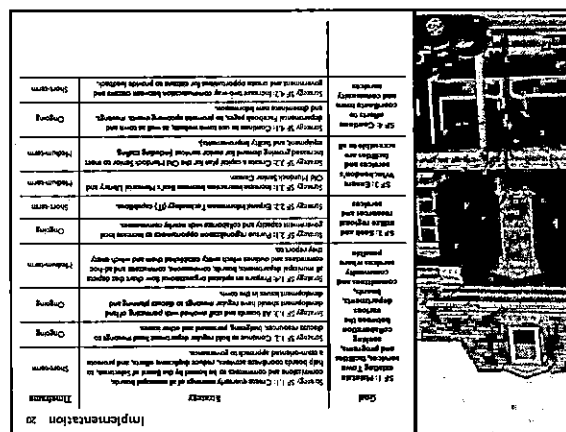
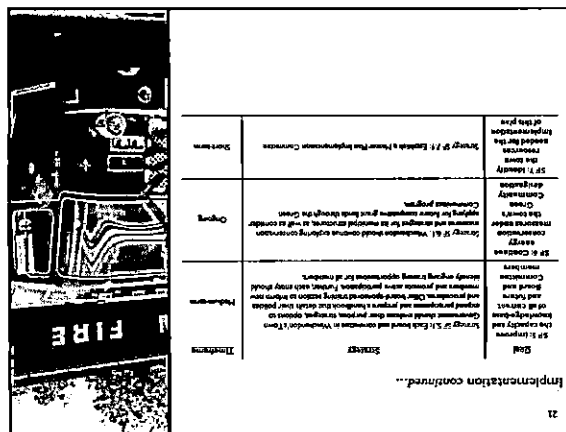
- SF 1: Maximize existing Town services, facilities and programs, seeking collaboration between the various departments, boards, commissions and community services where possible
- SF 2: Seek and utilize regional resources and services where available
- SF 3: Ensure Winchendon's services and facilities are accessible for all
- SF 4: Continue efforts to coordinate town and community services including use of digital tools and new technologies
- SF 5: Improve the capacity and knowledge-base of all current and future Board and Committee members
- SF 6: Continue energy conservation measures under the town's Green Community designation
- SF 7: Identify the town resources needed for the implementation of this plan



Thomas were combined

then commit

decided not needed.



23

Implementation

Town Board, Commission, Committees and citizens should see their Master Plan as a business plan for accomplishing the things that our citizens have expressed as important to their future. Achieving our community's Vision, and the milestones of this Master Plan, requires the active implementation of the strategies set forth in each of the plan chapters.

This section organizes the strategies into short-term, medium-term, long-term and ongoing categories, and assigns the execution of each strategy to one or more Board, Commission, or Committee ("Responsible Actor"), including itself where appropriate. In cases where multiple Responsible Actors are assigned, one is designated as the lead.

A listing of those Board, Commission, or Committee that have been assigned as Responsible Actor is included here for reference. Most of these groups are composed of citizens volunteers (not elected) and need additional members. The implementation of this plan will include active recruitment and training of citizens to these groups (Strategy SP 6.1).

A Master Plan of this scope and detail requires project management and oversight. A Master Plan Implementation Committee (MPIC) will be established by the Board of Selectmen (BOS) and charged with pursuing the execution of this Plan (Strategy SP 7.1). The MPIC will work with the Responsible Actors to set up goals for each assigned strategy and will report directly to the BOS. Additionally, Responsible Actors will report their progress directly to the BOS at periodic meetings (Strategy SP 7.1).



✓ drafted by Jill S.

Changed goals to ~~added~~ milestones

24

Boards, Commissions & Committees

Agricultural Commission (AC) to support and promote agriculture in the town of Winchendon. 5 members, BOS appointed.

Audit Committee (ADC) shall review the audit plan with independent auditors and meet with independent auditors to discuss the audit and the annual financial reports. 3 members, BOS appointed.

Board of Health (BOH) promotes the health of the public and Winchendon residents by promoting a healthy community. 5 members, Elected.

Board of Selectmen (BOS) are deemed to be the chief executive officers in the Town and shall serve as the chief policy making agency. 5 members, Elected.

The Capital Planning Committee (CPC) considers requests for major equipment purchases and other capital projects and makes recommendations to the Town Manager and the town meeting. 5 members, BOS appointed.

Conservation Commission (CONSCOM) responsible for the local administration and enforcement of the Massachusetts Wetland Protection Act, the local Wetlands Protection Bylaw and local Environmental Commission initiatives. 5 members, BOS appointed.

Cultural Council (CC) supports community-based projects in the arts, humanities and sciences. 5 members, BOS appointed.

Finance Committee (FINCOM) investigate the financial affairs of the town, the methods in which the town business is conducted and the general conduct of town affairs for benefit. open kind has been paid by the town treasury. 7 members, Town Meeting appointed.

Historical Commission (HC) is charged with the preservation, protection and education of the historical and archaeological assets of the town. 5 members, BOS appointed.

Winchendon Housing Authority (WHA) shall assess housing needs and provide programs to make affordable housing for families and elderly of low income. 5 members, 4 Elected, 1 State appointed.

Library Board of Trustees (LBT) determine the mission of the library and set the policies that govern the library. 5 members, BOS appointed.

Planning Board (PB) is responsible for land planning, zoning, bylaws and zoning map. registers land development according to the provisions of the Massachusetts General Laws, the Winchendon Zoning Bylaw, the Subdivision Rules and Regulations and the Site Plan Rules and Regulations. 5 members, BOS appointed.

Recreation Commission (RC) is responsible for the formulation of the town Recreation Policy that includes Facilities and Maintenance, Recreation Programming and Long range Planning. 7 members, BOS appointed.

School Committee (SC) is to enlighten, motivate and educate and provide a safe environment that promotes an atmosphere of diversity and preparedness for the future. 5 members, Elected.

Town Community Partnership (TICP) initiate projects that enhance the quality of life and the economic vitality of Winchendon.

Winchendon Community Park Committee (WCPC) is to enhance the quality of life in our community by providing leadership, guidance, and inclusive community involvement for the development and utilization of the legacy property. 7 members, BOS appointed.

Winchendon Redevelopment Authority (WRA) is to create and maintain an economic and residential base that will attract new opportunities. 5 members, 4 BOS appointed, 1 State appointed.

Zoning Board of Appeals (ZBA) hear all appeals or consider any matters referred to it under local regulations, acts or Special Permit Granting Authority. SPGA. 5 members, BOS appointed.

communications
committee missing

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Short Term:

Strategy	Lead Actor	Support/Partner
Strategy LU 3.1: Consider partnerships with conservation organizations such as the Audubon Society.	CONSCOM, AC, WRA, WPC	
Strategy LU 3.2, LU 4.3: Consider partnerships in the State Community Preservation Act (CPA) program for open space, historic preservation, affordable housing and outdoor recreation.	BOS, CONSCOM, HC, WRA, WPC, WRA, WPC	
Strategy LU 1.3: Enforce the existing zoning while supporting the Planned Development zone's goal of walkability, related with development.	ZBA, ZBA, Zoning Enforcement	
Strategy OS 3.1: Identify and promote areas and parcels for protection. Enforce the zoning ordinance under agricultural and forestry program, and consider the community's options.	AC, CONSCOM	
Strategy OS 3.4: Identify areas for trail and open space linkages, including connecting routes to NH and other communities.	CONSCOM, PB, SC	
Strategy OS 3.5: Prioritize acquisition needs.	CONSCOM, AC, BOS, Town Manager	
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.	BOS, WRA, Town Manager	
Strategy ED 1.3: Solicit information from existing business owners regarding their level of satisfaction with Winchendon as the location for their operations to help determine future business location the community and plan ahead for necessary changes or improvements.	TICP, WRA, Town Manager, Planning & Development	
Strategy ED 1.4: Adopt Massachusetts Chapter 43D allowing for expedited permitting on pre-approved parcels.	WRA	
Strategy ED 1.5: Prepare a retail market study to determine the demand for various types of retail business, and determine if this demand is being met locally.	WRA, Planning & Development	
Strategy ED 1.6: Promote trails, safety and signage in the destination town.	WRA, BOS, Planning & Development	
Strategy ED 1.8: Update zoning ordinance to work towards implementing the UPland Development Winchendon Redevelopment Strategy 2014 and the Urban Land Institute's 2004 report "Opportunity Abounds."	WRA, Town Manager, Planning & Development	
Strategy ED 2.1: Originate regulations that seek to encourage or discourage certain uses in particular zones or projects.	BOS, Town Manager	

order of strategies
changed to:

Ongoing
Short - med. long

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Strategy	Assigned
Strategy ED 2.12: Increase coordination between local businesses to increase business retention and support businesses.	TTCP, WSA, Town Manager, Planning & Development
Strategy ED 2.14: Leverage and build on HEAL Woodchuck Initiative to build a sustainable food system in Woodchuck and that region. Learn from the experience of other communities who are building a local food economy and adapt for Woodchuck. Support our Agricultural Communities initiative depending on season as a Food Council.	
Strategy HO 1.1: Create a Housing Production Plan (HPP)	BS, WSA
Strategy HO 3.3: Work with the Safe Routes to School program.	IS
Strategy HC 1.1: Reinforce the Woodchuck Reconnection Program.	IS, Town Manager, Planning & Development
Strategy HC 1.4: Commissioned efforts to identify, preserve and develop town-owned assets to places that reflect our Town's cultural heritage and that can contribute to the cultural and economic identity that is embodied in the master plan. Assets such as Old Mundick/Senior Center, Ingraham/Woodchuck Community Park, Bull's Head/Library, Town Hall, G&B Park.	CC, IS, PC, WCPC
Strategy HC 2.6: Encourage Woodchuck Historical Commission members to seek out training in modern preservation work that are available to them and to the Town.	IS
Strategy TR 2.1: Analyze available trails and create from at least the past three years, focusing mostly on areas with high crash rates.	DDW, Town Manager
Strategy SF 1.1: Create quarterly meetings of all municipal boards, commissions and committees to be hosted by the Board of Selectmen, to help boards coordinate activities, reduce duplicate efforts, and promote a streamlined approach to governance.	ROS, Town Manager
Strategy SF 2.1: Expand Information Technology (IT) capabilities.	Town Manager, IT Department
Strategy SF 4.3: Increase two-way communication between citizens and government and create opportunities for citizens to provide feedback.	ROS, Town Manager
Strategy SF 7.1: Establish a Master Plan Implementation Committee.	ROS

Strategies in red
match previously
discussed in
individual chapters

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Medium Term:

Strategy	Assigned
Strategy LU 4.1: Hold a public meeting where boards, commissions, departments and the public get together to brainstorm ideas.	ROS, Town Manager
Strategy LU 5.1: Strategy LU 5.5, Strategy ED 6.6: Conduct a review of Woodchuck's current zoning bylaws to determine their adequacy for accommodating desired land use and development. Propose updated zoning bylaws and regulations to reflect such.	IS
Strategy OS 2.5: Seek to explore programs to improve downtown open space and recreational opportunities, such as parks, paths and public trails, to increase public concerns and interest.	ROS, PC, TTCP, WSA
Strategy OS 3.4: Identify long-range funding for maintenance and programs.	FINCO, CPC, Town Manager
Strategy OS 4.1: Provide increased access to water bodies in town.	IS, WCPC
Strategy OS 4.2: Close up Whitney Pond and to develop recreational opportunities at the Pond.	CONCOH, BC, WCPC
Strategy ED 1.3: Encourage establishment of a local business association to give local businesses a voice in the community.	TTCP, WSA, Planning & Development
Strategy ED 2.2: Address the high cost of roads in downtown.	Town Manager, Planning & Development
Strategy ED 3.1: Explore recreation and Agriculture as a catalyst for economic development in areas similar to Woodchuck's and identify retail targets.	AGPC, TTCP, WCPC, WSA
Strategy HO 3.1: Improve sidewalk and walkability.	DDW
Strategy HO 3.3: Endeavor to promote the use of the Open Space Residential Development (Cluster Development) System in new residential subdivisions.	CONCOH, IS
Strategy HO 3.8: Encourage development of senior-run organizations in multi-family housing complexes.	WSA

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Strategy	Assigned
Strategy HO 3.1: Create incentives for landlords to increase accessibility in upper-story apartments.	WSA, WSA, TR, Planning & Development
Strategy HC 1.5: Educate owners of historic properties about the importance of voluntarily maintaining structures against decay, deterioration, and structural damage to avoid possible loss of historic resources.	IS
Strategy HC 2.3: Encourage the Woodchuck History and Cultural Center to work to increase its public presence, and perhaps partner with Woodchuck public schools at 3rd and 4th levels in teaching with research, cataloging, and perhaps even grant writing.	IS
Strategy TR 1.1: Create a Comprehensive Circulation Study/Plan that will help identify major roadway travel routes, safety issues, signage, crosswalks and sidewalk needs, proposed meeting needs.	Town Manager, DDW, Planning & Development
Strategy TR 3.2: Implement traffic calming measures in downtown Woodchuck per the 2014 Remedial Strategy document.	DDW
Strategy TR 3.3: Complete a Trail Master Plan to inventory existing trails and open space and to create a 5-year study plan for expansion, management and funding and acquisition of new properties.	CONCOH, BC, PC, WCPC, Planning & Development
Strategy TR 4.1: Encourage the Town to further investigate the condition of key bridges in the Town, and to make those bridges a funding priority.	DDW
Strategy TR 4.2: Conduct and maintain an inventory of culverts and identify a mechanism to clean, repair, and replace structures as needed.	DDW
Strategy SF 1.4: Prepare an updated organizational flow chart that depicts all municipal departments, boards, commissions, committees and ad-hoc committees and outline which entity established them and which entity they report to.	ROS, Town Manager
Strategy SF 7.1: Increase interaction between Bull's Head/Library and Old Mundick Senior Center.	Town Manager
Strategy SF 3.2: Create a capital plan for the Old Mundick Senior so more increased growing demand for senior services (including, seating, equipment, and facility improvements).	CPC, Town Manager

[illegible][illegible][illegible]

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Strategy	Assigned
Strategy ED 5.1: Align education, vocational training and support services with opportunities available in the region and with the employment and business opportunities that Waukegan offers to attract.	TTCR, WRA, SC, Town Manager
Strategy ED 5.2: Encourage and support transportation links to education, training, and job opportunities.	BOC, WRA, Town Manager, DPW, Planning & Development
Strategy ED 5.3: Encourage and support the entrepreneurial potential of our entrepreneurs, artists and artisans. Build a strong network of business support services and programs.	
Strategy ED 6.1: Redevelop underutilized sites where infrastructure already exists.	WRA, Town Manager, Planning & Development
Strategy ED 6.2: Work to secure funding for brownfield remediation and redevelopment via the new Economic Development Commission.	WRA, Town Manager, Planning & Development
Strategy ED 6.5: Aggressively seek funding for road and infrastructure improvements.	Town Manager, DPW, Planning & Development
Strategy ED 6.6: Explore reorganization of services with neighboring towns.	BOC, Town Manager
Strategy ED 6.7: Consider policies to encourage growth development in commercial, industrial, and residential buildings and operations.	PR, Planning & Development
Strategy HO 1.2: Continue to partner with housing organizations to build more affordable housing.	WRA, WRA, Town Manager, Planning & Development
Strategy HO 2.1: Encourage more apartments above business developments and on Central Street.	WRA, WRA, Town Manager, Planning & Development
Strategy HO 4.1: Continue to apply for Community Development Block Grant (CDBG) funding for housing rehabilitation.	BOC, Town Manager, Planning & Development
Strategy HO 5.3: Create more walking and biking trails.	SC
Strategy HC 1.2: Implement preservation restrictions on the historic properties to protect historic structures from being demolished or excessively altered.	SC

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Ongoing Efforts, cont:

Strategy	Assigned
Strategy HC 1.3: Find ways to prevent "demolition by neglect" - lack of investment in old buildings and they become so dilapidated that any kind of restoration is no longer feasible.	SC
Strategy HC 2.3: Preserve Waukegan's industrial heritage through modern-day events that focus on invention and creativity.	HC, TTCR, WRA, Planning & Development
Strategy HC 3.3: Use historic buildings and churches for cultural and civic events.	ACHC, CC, TTCR, WRA
Strategy TR 3.3: Schedule bus traffic counts with the MPOC to monitor traffic patterns over time and anticipate future improvements.	DPW
Strategy TR 3.2: Continue to work with neighboring communities and regional entities to establish a regional trail network linking Waukegan to various recreational opportunities outside its borders.	BOC, TTCR, WRA
Strategy TR 4.3: Continue to seek funding for infrastructure projects on Local Jurisdiction Federal Aid eligible roads through the TRPO TIP process.	PR, Town Manager, DPW, Planning & Development
Strategy SP 1.3: Continue to hold regular department head meetings to discuss resources, budgeting, personnel and other issues.	Town Manager
Strategy SP 1.3: All boards and staff involved with permitting of land development should have regular meetings to discuss planning and development issues in the town.	Town Manager, Land Use, Planning & Development
Strategy SP 2.1: Pursue regionalization opportunities to increase local government capacity and collaboration with nearby communities.	BOC, Town Manager
Strategy SP 4.1: Continue to use newsletters, as well as town and departmental Facebook pages to promote upcoming events, meetings, and disseminate other information.	Town Manager

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Closing Thoughts???????

To be effective as a guide for town policy, this plan must be a living document. The board, committee and officials who are charged with carrying out its recommendations should regularly check their progress in achieving its goals. We recommend that the Planning Board and the Board of Selectmen set this review as an agenda item each year, and that other town boards, committees and officials do a similar review.

COVID-19 - At the time of completion of this document the world was experiencing the effects of the COVID-19 pandemic. Macatawa County Governor Charles Balcer ordered the closure of all schools and non-essential businesses and issued stay-at-home orders. LOOKING FOR A FOURTEEN TO TWENTY A PERCENTAGE OF WINDSHOWN'S RESIDENCY DURING AND POTENTIAL EFFECTS ON TOWN SERVICES/MASTER PLAN OF THE PANDEMIC

- to be discussed

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