

**2019 WINOOSKI MASTER PLAN GOALS & OBJECTIVES**

LAND USE		GOALS & OBJECTIVES	STATUS	NOTES
1		Considering the limited land area in Winooski, continue to infill and build upward in accordance with the land use regulations to ensure economic sustainability.	In Process	Since the adoption of the Master Plan in 2019, multiple developments have been permitted and constructed in locations planned for growth. This has primarily occurred on the corridors. Additional amendments to the land use regulations have been adopted or proposed to support additional density and infill development.
2		Continue development and support for the Downtown Core.	In Process	Work continues to support development on Lot 7D (17 Abenaki Way). One additional vacant lot still remains in private ownership (Lot 9). A hotel has been proposed again but challenges remain with meeting the minimum parking requirements and agreements to utilize City property have not been executed.
3		Transform the Gateway districts using both public and private sector investment to:	In Process	The City has been working to analyze and transform the gateways in the City including Main Street, East Allen Street, and Malletts Bay Avenue. To date, the City is preparing to bid the Main Street Revitalization Project to advance those efforts, and East Allen Street will undergo work by the Vermont Agency of Transportation later this year consistent with the short-term treatment outlined in the East Allen Street Scoping Study that was completed in 2019. These two projects will advance pedestrian safety; increase and upgrade utility capacity which will promote additional development support;
a	Capitalize on public investment in existing infrastructure			
b	Stabilize and strengthen mixed-use commercial areas and residential neighborhoods			
c	Create a pedestrian-friendly and multi-modal district			
d	Promote, create, and expand housing options			
e	Ensure a complementary relationship between the Corridors and the surrounding neighborhoods			
f	Better utilize existing resources to redevelop under-utilized lots and create an improved pedestrian experience			
4		Refine the 2016 Unified Land Use & Development Regulations to improve the implementation of the Form Based Code and this Master Plan, including parking requirements, future land uses, stormwater management, and other refinements.	Complete	Amendments to the Form Based Code related to implementation, siting, and other components were updated and approved by the City Council in March 2022. Additional amendments will be drafted and reviewed regarding parking standards, and other City priorities.
5		Preserve the scale, character, and value of established neighborhoods by ensuring that new residential development is well integrated with existing development as called for in the Unified Land Use & Development Regulations.	Not Started	Staff anticipates draft amendments to conditional use standards that will more directly establish criteria or review components to conditional use standards. Also, staff will review the use table to ensure uses are consistent with the intent of the zoning districts where they are located.
6		When considering residential neighborhood redevelopment allow for neighborhood scale retail and services within residential neighborhoods.	Complete	City Council approved amendments to the Unified Land Use and Development Regulations in 2021 that, among other things, included amendments to the land use table to permit additional neighborhood scale uses in residential zoning districts. This will allow specific commercial or service uses to be integrated into neighborhoods at a scale consistent with the areas where they will be located.
7		Maintain and evolve the commercial and industrial districts as needed to retain and grow existing businesses, and enable start-ups and tech businesses	Not Started	Changes have not been proposed to the commercial or industrial districts
8		Review zoning to maximize opportunities for the recreational economy.	Not Started	With the completion of the Parks and Open Space Master Plan in 2020, work will be done to ensure coordination with that effort as necessary.
9		Consider expansion of the Neighborhood Development Area designation to the entire City.	Not Started	Staff has discussed expanding the NDA to include the entirety of the City, but more work needs to be done to determine if this would fit with the overall goals of the designation before committing resources to this effort.
10		Protect, preserve, develop and use Winooski's historic, cultural and architectural resources to stimulate a more meaningful environment for its residents and the region; maintain the architectural and historical integrity of existing buildings or features; and ensure the compatibility of new construction or usage to adjacent properties.	In Process	The City received a Municipal Planning Grant to develop an historic resources inventory, including draft ordinances for the protection of historic resources. This work was completed in mid-2021. Council has included advancing these initiatives as part of their policies and priorities, however other priorities have taken precedence.
11		Review and improve the historic preservation section of the Unified Land Use Development Regulations to ensure proper protection of these resources.	In Process	Staff has drafted language to provide some protections to historic resources in the City as practical within the context of the land use regulations. An initial review was completed by the Planning Commission and this has been included on the Planning Commission's Work Plan for the past several years. Staff anticipates draft language being provided to the City Council for consideration in late 2022.
12		Maintain and improve the City's parks and open spaces for wildlife habitat and crossings, water quality protection, flood attenuation, carbon sequestration, and human enjoyment.	Complete	The City adopted a Parks and Open Space Master Plan in 2020 which provides direction for improvements and maintenance of the City's parks and open space.
13		Promote vegetative landscaping in new development projects and municipal improvement projects to manage storm water, protect water quality and air quality, increase carbon sequestration and establish urban place making; and protect forest blocks, wildlife connectivity resources and crossings, surface waters, riparian areas and other significant habitats (e.g. wetlands) from development and fragmentation along the undeveloped parts of the Winooski River and the Gilbrook Natural Area.	In Process	The City has adopted a tree ordinance to regulate the removal of City trees and has created a fee-in-lieu option for developments to pay a fee that will be used to maintain, install, and manage the urban canopy in lieu of installing the trees themselves.
14		Maintain the flood hazard area to protect from flooding.	Complete	No changes to the flood plains or protections are proposed or anticipated.
15		Review the mapped River Corridor area, work with the state to make sure it is accurate and develop land use regulations to protect these areas in order to continue receiving the best match for emergency relief assistance funds.	Not Started	The City has a flood hazard inundation ordinance, and the majority of the River Corridor is either built out or owned by the City. Work on this effort has not been identified as a high priority.
16		It is not the intent of this plan to protect agricultural soils from development considering agricultural operations (outside of community gardens) are not feasible on small parcels isolated from more intact open agricultural areas. Further, mitigation of these soils through state development approval processes does not seem appropriate in such an urban environment.	Complete	The City continues to advocate for relief from state requirements related to agricultural soil protection and mitigation when required through state permitting processes like Act 250 review.

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ECONOMIC VITALITY		GOALS & OBJECTIVES	STATUS	NOTES
<i>Referential Documents : Economic Development Plan for the City of Winooski by Camoin Associates</i>				
1	Foster business development, retention and expansion by building on regional assets, local resources, and existing business environment dynamics through promotion of available resources and financing opportunities, advancing networking opportunities and commitment of local resources.	In Process	The City continues to support businesses and identify ways to expand opportunities. While the COVID-19 Pandemic impacted many businesses, the City was able to pivot and continue to provide support and offer ways for businesses to continue operations. This included allowing outdoor use space, adding additional courtesy parking spaces, limiting parking enforcement, and offering financial support as available.	
2	Diversify and enhance services available to existing residents and the business community to address the needs identified in the Economic Development Plan and pursue additional planning initiatives as resources allow.	In Process	Staff continues to identify ways to support the business community directly, or through other organizations such as Downtown Winooski. A small business loan program was established, and other efforts have been developed to help businesses maintain operations through the COVID-19 Pandemic. Additionally, recent staff changes may provide additional opportunities to implement additional measures of the Economic Development Plan.	
3	Maintain, manage, and reinvigorate the city's built and natural environment through implementation of high priority multi-modal projects, coordination of utility upgrades with private investment on the Gateways (such as utility and streetscape improvements on Main Street), and work to utilize the recreation potential of publicly owned lands.	In Process	The City continues to advance the Main Street Revitalization Plan which will create enhanced streetscapes, add multimodal transportation options, and underground utilities. Additionally, the City completed a full upgrade to the water lines along Hickok Street, including new sidewalks along the entire length of the street, which filled gaps in the network. The City is also actively working to implement the Parks and Open Space Master Plan that was approved in 2020 through trail mapping and park improvements.	
4	Support initiatives that enhance residents' quality of life, including aspects of housing, health, accessibility and community spirit. See the Housing and Community chapters for more detail.	In Process	The City continues to work through the building code office to complete annual inspections of residential uses to ensure safe housing is available for the community. This occurs through annual inspections that ensure all units in the City are inspected at least once in a four year period.	
5	Target economic development resources towards high-priority industries that demonstrate regional and local employment opportunities such as tech-based companies, specialized manufacturing or entertainment and hospitality offerings.	In Process	The City is actively working through public and private partnerships to develop vacant properties in the Downtown Core. This would include hotel development, and the potential for office space to support business growth.	
6	Utilize Opportunity Zone designation to attract and support start-ups, tech industry and commercial and real estate investment.	In Process	Following the establishment of the Opportunity Zones, staff began to identify ways to utilize this designation in support of business recruitment and real estate development. This was initially sought for potential development in the City, but with the deadline for the program set to end in 2026, the benefits for participating are reduced and therefore may not be useful for investments at this time.	
7	Determine city's budgetary needs based on additional revenue that may be realized by the end of TIF period in 2025 and identify programs that may be supported by this additional revenue.	In Process	The City is working to solicit input from the community on ways to not only utilize funds from the TIF, but also funds through the American Rescue Plan Act (ARPA) that have been made available in the wake of the COVID-19 Pandemic. The City has also establish an Finance Commission to review and provide policy guidance on how the City can best utilize available funds.	
8	Establish and implement a wayfinding plan to encourage those driving through to stay and visit the City's restaurants, bars, parks and cultural offerings.	Complete	The wayfinding plan has been completed. Signs are being fabricated and locations around the City have been identified for installation.	
9	Pursue an Arts/Cultural District as described in the Economic Development Plan.	Not Started	Changes in Council priorities have delayed the start of this action. A new timeframe will be established by City Council during their annual policy and priority setting retreat.	

**2019 WINOOSKI MASTER PLAN GOALS & OBJECTIVES**

MUNICIPAL INFRASTRUCTURE		GOALS & OBJECTIVES	STATUS	NOTES
<i>Referential Documents : Winooski Transportation Master Plan by VHB; Downtown Parking Plan by Desman Design Management; All-Hazards Mitigation Plan; Winooski Main Street Revitalization Project by VHB; Enhanced Energy Supplement</i>				
1	Utilize technology/data collection to better manage city infrastructure, preserve and maintain the existing city infrastructure system, and utilize technology/data collection to inform this work.	Complete	The City has acquired new technology, including ArcGIS, which allows more accurate and direct management of the City's assets. The City has also installed GPS units on specific vehicles such as plow trucks to ensure all roads are being maintained. This will also allow the City to evaluate and make improvements on specific routes to improve productivity and efficiency.	
2	Increase opportunities for stormwater treatment through low impact development (e.g. reduce impervious surfaces and stormwater disconnection) and green stormwater infrastructure (e.g. planter boxes, rain gardens and green roofs) practices.	In Process	The City continues to work with the development community to identify opportunities for stormwater controls to be incorporated on-site, such as underground attenuation chambers, rain gardens, or other landscape treatments to address stormwater as appropriate.	
3	Provide reliable and safe services, clean water, treated wastewater and stormwater management.	In Process	The City continues to provide clean drinking water through the Champlain Water District, wastewater treatment through the City's pollution control facility, and stormwater management through a Municipal Separate Storm Sewer System. Upgrades to these systems are continually being planned and engineered as resources and funding allows; or as issues arise that necessitate upgrades.	
4	Improve and maintain streets and sidewalks for safety and convenience for all users at all times of the year. Every street in the City will have at least one sidewalk starting with the priority segments identified in the Transportation Master Plan.	In Process	The City continues to review and evaluate gaps in the sidewalk network consistent with the Transportation Master Plan. As noted above, Hickok Street now has a sidewalk along the complete length, and staff is pursuing funding to install sidewalks in other locations such as Manseau Street; and widen sidewalks in other areas such as Main Street.	
5	Pursue and support renewable energy generation, efficiency and weatherization programs, and electrification of the transportation fleet with the community and in line with the State's Comprehensive Energy Plan goals.	In Process	While the City does have several electric vehicles in the fleet, additional work on generation of electricity has not started. With that said, the City has been permitting individual solar generation systems in the City, and amendments have been made to land use regulations to incentivize building efficiency to support weatherization and similar measures to promote energy efficiency.	
6	Maintain a healthy and diverse urban forest.	Complete	The City has adopted a tree ordinance to maintain and preserve the urban canopy, and a fee-in-lieu policy has been adopted to allow developers to pay into a fund that will maintain and expand the urban forest in-lieu of installing street trees in locations that may not currently be able to support the growth and development of trees due to size or soil constraints.	
7	Maintain safe, connected, and accessible natural areas as an asset for wildlife, flood resiliency, recreation and community connection to the environment.	In Process	A Parks and Open Space Master Plan was adopted in 2020 that outlines actions to maintain and protect the City's natural areas, including mapping of trails and integration of active spaces. Staff is also pursuing funding through the Chittenden County Regional Planning Commission to develop a bicycle and pedestrian master plan to identify safe and convenient connections between the City's neighborhoods and public spaces, such as parks or municipal facilities.	
8	Enhance pedestrian, bicycle, and vehicular connectivity within Winooski and to adjacent towns, starting with priorities identified in the Transportation Master Plan. Improve transit access frequency and reliability.	Complete	The City completed and East Allen Street Scoping Study in 2019 that includes additional amenities and infrastructure along East Allen Street to finalize a connection between Downtown Winooski and the Town of Colchester utilizing the existing multi-use path. The City is also supporting the conversion of Exit 16 to a Double Diverging Diamond interchange, that will include safe connections for bicycles and pedestrians through that area into the Town of Colchester.	
9	Work to implement high priority programs of the parking plan and the transportation master plan related to parking and parking management to mitigate parking demand by promoting alternative modes of transportation and initiatives to better manage public parking assets.	Complete	The City received funding through the Chittenden County Regional Planning Commission to develop a Parking Inventory, Analysis, and Management Plan. The final draft was completed in February 2022, and it is anticipated that Council will approve this plan before the end of FY 2022.	
10	Coordinate utility improvements in conjunction with municipal infrastructure improvement projects to add green spaces and underground utilities when possible.	In Process	As the City plans for infrastructure improvements, evaluations of the underlying infrastructure is also completed. This is done in order to coordinate any upgrades to underground utilities when major infrastructure improvements are planned. The City is constantly evaluating these systems for cost savings and efficiencies when possible.	
11	Support access to the best telecommunication services for the benefit of tech businesses and residents.	In Process	The City continues to work with telecommunication providers to expand access in the City when opportunities exist.	
12	Identify, preserve and retain the City's historic buildings and resources.	Complete	The City received funding through a Municipal Planning Grant to develop a historic resources inventory, including draft guidance for protection of historic structures. This information was presented to City Council in 2021 and is awaiting further direction for implementation by Council.	

## 2019 WINOOSKI MASTER PLAN GOALS & OBJECTIVES

SAFE, HEALTHY, CONNECTED PEOPLE		STATUS	NOTES
GOALS & OBJECTIVES			
<i>Referential Documents : Police Department Strategic Plan; Winooski School District Continuous Improvement Plan; Winooski School District &amp; City of Winooski MOU</i>			
1	Maintain and establish safe and inviting walkable connections throughout the City and to neighboring communities with sidewalks, crosswalks, greenways and streetscape amenities (wayfinding, street trees, sitting areas, lighting).	In Process	See Municipal Infrastructure Item 9.
2	Maintain a vibrant, healthy urban forest in all parts of the City.	Complete	See Municipal Infrastructure Item 6.
3	Maintain and improve the City's parks, natural areas and facilities for exercise and recreation opportunities for all ages and to achieve a goal of having all Winooski residents within an easily accessible 10 minute walk of a high quality park or natural area through development of a Parks and Open Space Master Plan of current and future facilities (including wayfinding, locations for dog owners, programs, etc.).	In Process	The City continues to seek funding to make improvements in the City's parks. Specifically, FY 2023 includes funding to prepare design documents for the West Allen Street Park. Staff has also done data collection for trails at Casavant Natural Area, Gilbrook Natural Area, Memorial Park, and Landry Park.
4	Implement the recommendations from the branding study to improve tourism opportunities in the City.	Complete	The City has adopted the updated branding and it is being implemented in all aspects of the City.
5	All students will graduate from the Winooski School District (WSD) college and career ready at a cost supported by a majority of the Winooski community. WSD students will lead healthy, productive and successful lives and engage with their local and global community.	In Process	To the extent possible, the City continues to support the school district through partnerships, staff resources, and programming.
6	Winooski residents will have access to affordable, adequate food resources that allow them to make healthy, culturally-responsive eating choices.	In Process	The City continues to support the Winooski Food Shelf and ensure residents have access to affordable food choices.
7	Winooski will partner with local healthcare providers to support improved access to healthcare services, while also supporting health promotion and education initiatives that promote improved well-being for Winooski residents (i.e. "complete streets", smoke free zones), and support for local health resources.	In Process	The City continues to support the Community Health Centers of Vermont through leased space at the O'Brien Community Center. In addition, the Main Street Revitalization Project will include widened sidewalks, and a protected bicycle lane on the eastern side of the roadway. The City is also actively seeking funding to support development of sidewalks, multi-use paths, and similar infrastructure to expand the transportation options in the City.
8	Winooski residents (and their loved ones) who are struggling with mental health issues, substance use or abuse will have access to the comprehensive supports necessary to address their use, and will be able to access those services with dignity. Our community will also focus on substance use prevention efforts.	In Process	The City continues to support organizations such as the Winooski Partnership for Prevention that are working to address substance abuse in the Community.
9	Continue to retain and manage the O'Brien Community Center as a hub for various human and social service resources, while seeking to increase on site programming and make improvements and developments that maximize use of the 32 Malletts Bay Ave property.	Complete	The City continues to maintain the O'Brien Community Center as a hub for programming and resources in the City. In addition, the City partnered with the Champlain Housing Trust to develop 20 affordable residential units on a portion of the property, thereby maximizing the use of the land in front of the OCC.
10	Focus on enhancing the Library facility to enable increased programming, public gathering space, expanded circulation materials (including non-literary resources), and opportunities to learn. Improve promotion and way-finding to encourage more Winooski residents and visitors to use the Public Library.	In Process	The Library has been working to increase programming and access, especially during the COVID-19 Pandemic. The library remains a valued community resource that continues to support Winooski residents.
11	Conduct routine assessments of the community's programming interests and needs (including public feedback, analysis of changing demographics, and trends in recreation), and use the results to develop a responsive and diverse slate of year-round program offerings including expansion of programs through public and private partnerships, and focus on increased water safety and aquatics programming (through restoration of Myers Pool or partnerships with other agencies).	Complete	A community survey regarding recreational program was done prior to the completion of the master plan, and a survey was done, including additional outreach, during the Parks and Open Space Master Planning process. In addition, the City regularly reviews program offerings annual to ensure the community's needs and interests are being met, and that duplication of efforts and resources is minimized.
12	Ensure that Winooski residents have access to high-quality, affordable childcare options for infant, toddler, pre-school aged and school-aged children.	In Process	To the extent possible, the City continues to identify ways to expand childcare options. A recent change to the City's land use regulations provides the ability for childcare to be included in more zoning districts, however the offerings are still limited.
13	Winooski Seniors (55+) will have access (including transportation services) to programs, resources, and places to gather that empower them for personal independence, healthy aging, social connection, and life-long learning.	Complete	The Winooski Senior Center continues to be a space where seniors can gather and take part in age specific programming and social activities.
14	Improve transportation services for all to enable independence, social connection, and access to necessary services.	In Process	The City continues to support Green Mountain Transit and other transit options that serve the City.
15	Improve the City's website and continue to grow an on-line presence to tell the story of the City and provide the residents with convenient access to the resources they need.	Complete	The City conducted a complete update to the website, including branding to provide more information and access to the community and beyond regarding City programming, regulations, and online bill payment.
16	Establish opportunities for City officials (elected, appointed and staff) to spend time developing and cultivating relationships with a diverse set of our community.	In Process	The City has budgeted funds to allow elected officials, appointed officials, and staff to participate in activities and trainings to expand awareness, and increase access to the community. The COVID-19 Pandemic has curtailed some of these efforts as social distancing and in-person meetings have been limited, however it is anticipated that these efforts will begin again when conditions allow.
17	Continue volunteer recruitment and management efforts, with hopes of maximizing the City's strong human capital.	In Process	The City continually seeks support from volunteers to participate in all aspects of City operations and governance.

SAFE, HEALTHY, CONNECTED PEOPLE		STATUS	NOTES
GOALS & OBJECTIVES			
18	Continue to find ways to make Winooski's Municipal Government open, accessible, representative, and participatory (such as opportunities to serve on Commissions).	In Process	The City continues to explore ways to expand participation on boards and commissions to include a more diverse membership representative of the community. An equity audit is being finalized which should include guidance to increase participation.
19	Ensure adequate staffing, training and equipment needed for community policing, fire protection and code enforcement to meet the growing needs of the city.	In Process	The City consistently seeks funding, and identifies training opportunities to ensure staff has the most up-to-date tools and methods to ensure the City remains safe. As an example, the voters agreed to allow the City to borrow funds to purchase a new 100 foot ladder truck for the fire department.
20	Continue current mutual aid and partnership agreements for other safety services like rescue; and explore making Winooski Dispatch a regional partner.	Complete	The City maintains its mutual aid agreements and is participating in efforts to finalize regional dispatch.
21	Foster the development of neighborhood identities.	Not Started	While discussions on neighborhood identities occurred during the development of the master plan, this effort has not moved forward. Given Winooski's small geography, identifying specific neighborhoods has proved challenging since the entire City sometimes functions as one neighborhood.
22	Increase gender and racial diversity on Staff and Boards to more accurately match the gender and racial make-up of Winooski residents.	In process	The City has hired a Director of Equity, and is finalizing an Equity Audit for the City. This work will provide the basis for continuing to evaluate and improve processes to ensure the City's staff, boards, and commissions are consistent with the gender and racial diversity of the City's residents.

**2019 WINOOSKI MASTER PLAN GOALS & OBJECTIVES**

HOUSING		GOALS & OBJECTIVES	STATUS	NOTES
<i>Referential Documents : 2016 Winooski Housing Needs Assessment; Winooski Housing Commission documents</i>				
1	Encourage the development of affordable housing options for a broad range of income levels.	Complete	The City continues to seek ways and methods to encourage and support affordable housing. This includes the creation of a housing trust fund, amendments to municipal regulations, and partnerships with affordable housing providers to support funding for affordable development. While complete, this will be an on-going effort.	
2	Foster a mix of housing types to serve the needs of different family compositions, household types and multi-generational needs.	In Process	The City is working on incentives to encourage the development of more multi-bedroom dwelling units. While new development includes a mix of unit styles, the predominant type of dwelling that is being built are studio and one-bedroom units.	
3	Promote quality housing that is safe, healthy and durable.	In Process	The City continues to expand the rental registry program to inspect and ensure safe and healthy housing is available in the City, including identifying and addressing code violations.	
4	Preserve and sustain the scale, character and settlement patterns of our neighborhoods.	Complete	With the adoption of the Form Based Code, development density has been shifted to the corridors including Main Street, East Allen Street, and Malletts Bay Avenue. This update to the land use regulations included a revision that focuses the uses in the residential zoning districts (R-A, R-B, and R-C) to include residential or residential adjacent uses at neighborhood scales.	
5	Protect current residents from displacement.	In Process	The City continues to work with other community partners to identify residents that are at risk of displacement and identify ways to ensure residents that want to stay in the City are able to stay in the City. This has included the fostering of strong relationships with property owners as well to quickly open dialog that can lead to solutions based processes to limit displacement.	
6	Support sustainable growth, density and creation of additional housing units.	In Process	The City continues to see growth and development along the corridors that include mixed use buildings and mixed housing types. This growth relies on, and supports existing infrastructure to limit the need for new services or resources, thereby continuing the sustainability of existing systems.	
7	Improve energy efficiency of new and existing buildings.	In Process	As the City experiences redevelopment, new buildings are being constructed to a higher standard of energy efficiency. The City also works with property owners that are making improvements to their buildings to ensure they are meeting current energy codes for development.	
8	Encourage low impact development practices to infiltrate stormwater and to reduce the volume of stormwater runoff from new and existing development.	In Process	The Department of Public Works actively reviews and engages with developers to ensure new development is controlling and managing stormwater. This is being done through on-site infiltration methods, such as underground storage chambers, or by providing access to the City's storm sewer system.	
9	Ensure housing areas include healthy, diverse trees.	Complete	The City has adopted a tree ordinance to limit the impacts to City trees, but has also include a fee-in-lieu option to ensure developers are contributing to the urban canopy. The City continues to identify ways to make sure open space, including trees are included with new developments, and existing trees are protected and maintained when possible.	
10	Work with the Chittenden County Homeless Alliance to advance their vision of safe, decent, affordable, stable homes for every person and family in Chittenden County.	In Process	The City continues to maintain relationships with community partners to ensure efforts are focused on maintaining housing for all residents. This includes development projects that set aside a portion of their dwellings for persons that are at risk of homelessness and provide resources as necessary.	