

FIVE YEAR STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT

Prepared for the Town of Winthrop

November 2014

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INTRODUCTION

What is a Strategic Plan?

A strategic plan can be defined as, “A systematic process of envisioning a desired future, and translating this vision into broadly defined goals or objectives and a sequence of steps to achieve them.”¹ Part of strategic planning at the municipal level is identifying those strengths upon which a community can build and those weaknesses or challenges that must be overcome. A strategic plan that is grounded in facts can successfully help target efforts to get the best outcomes possible. In effect, being strategic is not only deciding what avenues to pursue, but also determining those avenues that should not be pursued, because they are not match for the unique circumstances at hand.

Planning Process

In the spring of 2014, the Town of Winthrop hired the Edward J. Collins, Jr. Center for Public Management at the University of Massachusetts Boston to help develop a *Strategic Plan for Economic Development*. The Center’s project team began its work by carefully analyzing data in order to understand Winthrop’s current business environment, and to learn how it has changed over time. Multiple sources of information were used, including the Census Bureau’s Decennial Census, American Community Survey, and County Business Patterns, data from the Bureau of Labor Statistics, and Claritas retail leakage data. In addition, the project team distributed and analyzed a survey of local businesses, and interviewed a series of residents and business persons. The data analysis produced 26 significant findings, which can be found in the *Winthrop Economic Trends Report*, together with tables and graphics explaining each finding (see Appendix A for a list of the findings). In the *Trends Report*, Winthrop is frequently compared to six other waterfront communities in Massachusetts and to the Commonwealth itself. The comparison communities include: Beverly, Chelsea, Hull, Revere, Salem, and Swampscott. While some of the same data is incorporated into this *Strategic Plan*, the *Trends Report* contains significantly more information than can be repeated here.

Over the course of several meetings, the trends data was presented to a Steering Committee convened for the project, consisting of residents and business persons appointed by the Town. Steering Committee Members then used this information, along their personal knowledge of the community, to develop a proposed vision, strategies, goals, and actions to help grow the Winthrop economy. (See Appendix B for

¹ Business Dictionary retrieved from <http://www.businessdictionary.com/definition/strategic-planning.html>, August 7, 2014.

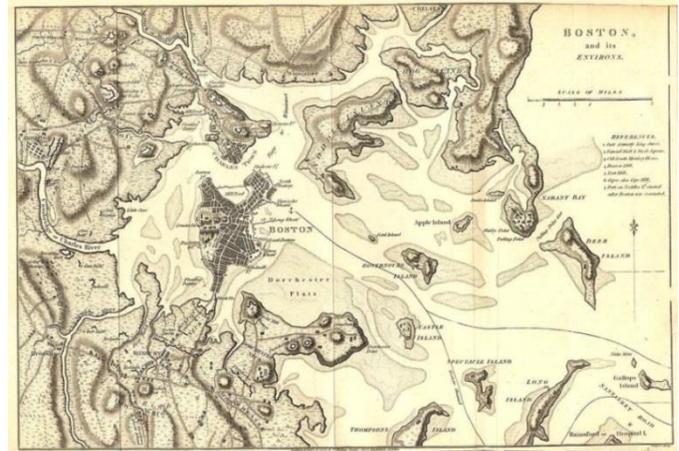
a list of Steering Committee participants.)

On June 19, a community forum was held to gather input into the proposed plan elements. The meeting began with a presentation of the key findings of the *Trends Report*. Attendees then reviewed and discussed multiple goal areas, meeting with Steering Committee Members and conversing with other residents and business persons during the course of the evening. All had an opportunity to put down their thoughts and insights onto poster paper during the meeting. Following the community meeting, the project team posted an online survey seeking feedback on each proposed strategy, goal, and action. The ideas and feedback gathered from participants at the community forum and the online survey have been incorporated into the final version of this Strategic Plan.

HISTORY OF BUSINESS IN WINTHROP

Colonial Era

The land that would eventually become Winthrop was first claimed by Englishman Samuel Maverick in 1624. Maverick built a fortified trading post at the confluence of the Mystic and Charles Rivers and called his holdings “Winnisimmet,” the native word for “good spring nearby.” The peninsula soon became known as Pullen Poynt (Pulling Point), because the waters between Shirley Hill and Deer Island - then an actual island - were so rough as to make it difficult to navigate under sail.



Boston Area Map, American Colonial Era

As a result, sailing vessels had to be pulled through using ropes thrown to people onshore.

In 1632, the peninsula was annexed by the new town of Boston and used for pasture land and the production of fodder. Shortly thereafter, in 1637, the land was divided into 17 parcels and given by Governor John Winthrop (1587-1649) to 15 prominent members of the Colony, which included himself and William Pierce, provided that they build homes on the land within two years. Only four of them - William Pierce, Joseph Bill, Edward Gibbons, and John Oliver - fulfilled their requirements of ownership. The Pierce parcel was eventually acquired by Deane Winthrop, one of John Winthrop’s five sons; the home still stands at 40 Shirley Street. Growth was slow, and several decades after the initial homes were built, in the 1690s, Winthrop only contained four to five farms owned by the Bill, Gibbons, Oliver, and Winthrop families.²

As the Massachusetts Bay Colony population grew, Winthrop’s role as an agricultural center became more important. In fact, grains and grasses were harvested and brought to Boston to feed the livestock there, and animals grazing in Winthrop provided food for colonists. In 1739, the area that would become Chelsea, Revere, and Winthrop split away from Boston to become the Town of Chelsea. By the mid-1700s, the Point Chelsea/Pulling Point peninsula was home to a successful fishing industry, in addition to maintaining its agricultural importance.

² The followers of Anne Hutchinson, who lived in Winthrop in the 1630’s, “were tried and banished for their religious beliefs in 1637/8.” Winthrop Improvement and Historical Association, *Winthrop Then & Now*, p. 15.

Post-Revolution

After the Revolutionary War, the peninsula remained largely an agricultural district with few industries except for a salt works that was founded in 1780 in place of the former fisheries on Point Shirley. Fifty years later, in 1830, Joseph Warren Revere, the youngest son and business partner of Revolutionary War hero Paul Revere, founded a copper mill at Point Shirley. The Point Shirley works would eventually be closed with production shifting to Canton, Massachusetts. By 1839, the first bridge was built over the Belle Isle Marsh to connect the peninsula with Hog Island (now the Orient Heights neighborhood of East Boston). At the time, Winthrop was home to 139 residents and 23 buildings.³

In a continuing quest for autonomy, the area that is now Winthrop and Revere broke away from the Town of Chelsea to become North Chelsea in 1846. North Chelsea, in turn, would split again, to become Revere and Winthrop, with the Town of Winthrop being incorporated in 1852. In 1842, Winthrop's first hotel, the Taft Inn, was built at the far end of Point Shirley. It offered rooms for 200 guests and dining for 1,000, and was accessed via ferry. The building was razed in 1952.⁴

Introduction of the Railroad

In 1877, tracks were laid for the Boston, Winthrop, and Point Shirley Railroad. The narrow gauge spur started at the Boston, Revere Beach, and Lynn Railroad at what is now the Orient Heights Blue Line Station and traversed the north and east side of town to Point Shirley on what is now Morton Street and Veterans Road. A second railroad entered town in 1880 when the Eastern Junction, Broad



Winthrop Beach Station, ca. 1920

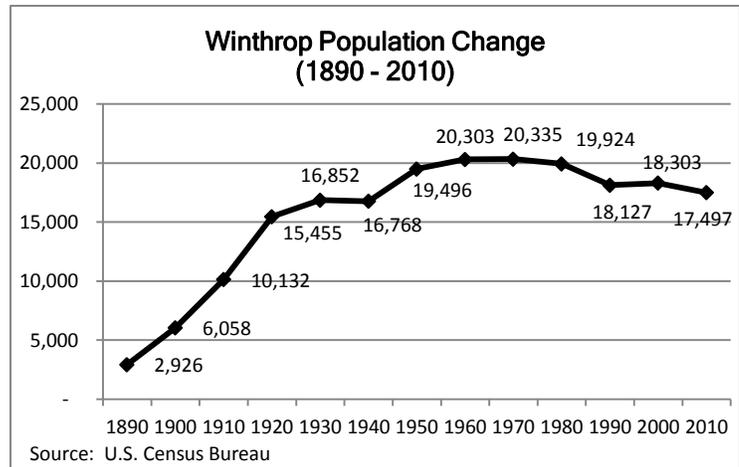
Sound Pier, and Point Shirley Railroad began service. The Eastern Junction hugged the shoreline from Revere Beach to Point Shirley, where passengers could board a ferry to continue their journeys to Boston. The two railroads merged in 1880 to become the Boston, Winthrop, and Shore Railroad, which abandoned the Revere Beach alignment and realigned additional track to create the Winthrop Loop with nine stations.

With construction of the railroad, Winthrop began to grow, both as a suburban residential community and as a resort community. The residential population, which was 1,043 in 1880, grew almost three-fold by

³ Winthrop Improvement and Historical Association, p. 7.

⁴ Winthrop Improvement and Historical Association, p. 26 and conversation with G. David Hubbard II, June 10, 2014.

1890, to just under 3,000 residents. The town became a significant vacation destination, and over time, Winthrop became home to a reported 55 hotels. From the 1890s on, Winthrop was also known for its neighborhoods, including Delby's corner, Crest Avenue, French Square/Center, Point Shirley, McGees corner, and the Ocean Spray area - each of which had small associated commercial areas.



In 1900, Dr. Metcalf opened the Winthrop Hospital on Winthrop Street. The hospital remained in this location until the early 1930s when it was moved to Lincoln Street. The facility employed as many as 200 people until 1992, when it closed. Among the factors that led to its closure was the increase in medical

specialization since the founding of the hospital and the fact that the hospital relied upon Winthrop residents who began to access medical facilities in Boston and elsewhere in the region with increasing frequency.⁵ A community health center took the hospital's place from 1992 until 1999, when it too closed. Since 1999, the property has remained vacant, with plans to convert it into senior housing being approved in 2012.



Winthrop Beach, 1916

Deer Island eventually became part of the peninsula in 1938 as tidal action from the Great New England Hurricane filled the Shirley Gut and

the U.S. government built a road across, thereby facilitating the construction of Fort Dawes at the end of Deer Island in 1940. However, Deer Island continues to be part of the City of Boston.

Twentieth Century

Prohibition, the advent of the automobile, the Great Depression, and World War II all contributed to change in Winthrop. During the depression and subsequent war period, traveling to Winthrop for a vacation became less feasible for many families, and, as the automobile became more affordable, those

⁵ Discussion with G. David Hubbard II, June 10, 2014.

same families had options to go to other locations in Massachusetts and elsewhere. Over time, train travel became less popular throughout the Boston metro region and, by 1940, all of Winthrop's rail lines had been removed. As the number of vacationers declined, the majority of hotels were torn down or converted to other uses, including rental housing. Today, Winthrop contains four lodging establishments, including the Harrington House B&B (3 rooms), Inn at Crystal Cove (28 rooms), Suburban Extended Stay (30 rooms), and the Winthrop Arms (9 rooms) - far fewer than the 200 rooms the Taft Inn had in the 1840s.



Cottage Park Hotel

Winthrop Center thrived during much of the 1900s, once housing several clothing stores for men, women, and children, along many other retailers. However, the Center has faced increasing competition, beginning with the emergence of suburban shopping malls in the 1950s. Declines in the residential population also affected local businesses. Specifically, by 1960, residential population growth had largely leveled off and was then followed by a 14% decline in population between 1970 and 2010 (-2,838 residents). The reduction in resident population - critically important customers for nearby businesses - and increasing competition from businesses outside of town had a direct and adverse impact on retailers in Winthrop.

Recent History

Changes in recent years have been particularly significant. Between 1990 and 2010, Winthrop lost over 1,100 local jobs (-41%), a trend that is directly opposite the comparison communities used in the *Trends Report*. As a result, today Winthrop offers fewer than 0.2 jobs per resident in the labor force. This means that with 9,228 residents in the labor force and only 1,798 jobs within Winthrop, the population in town falls by approximately 7,400 persons each week day, further impacting those businesses that might benefit from daytime customers.⁶ As was revealed in the business survey, Winthrop residents constitute an important customer base for many local businesses, including retailers (77% of revenue from local residents), professional/scientific (68%), other services (65%), finance and insurance (63%), and health care (63%). Of particular note is the fact that the ratio of jobs to residents in the workforce is lower in Winthrop than any of the comparison communities. In contrast, Beverly, Chelsea, and Salem have more

⁶ Note that this does not take into account the fact that some residents may work late evening or night time shifts.

than 0.8 jobs per resident in the workforce so that their daytime population stays relatively constant during the week and into the weekend.

It is perhaps not surprising to find that today Winthrop residents purchase most of their retail goods outside of town. In fact, the difference between what Winthrop residents spend annually on retail goods and the total retail sales that take place within town (including purchases by residents and visitors) is \$204 million in 2014. That means that the equivalent of 68% of the residential community's retail spending is done out of town.⁷

Retail Spending by Sector & Location (2014)			
Retail Sector	Within Winthrop	Outside Winthrop	% of spending not captured
Grocery stores	\$7.9 m	\$19.6 m	71%
Beer/wine/liquor	\$1.2 m	\$9.0 m	88%
Clothing	\$750,000	\$13.7 m	95%
Sporting goods/hobby	\$431,000	\$4.4m	91%
Full Service Restaurant	\$5.2 m	\$10.4 m	67%
Limited Service Eating	\$8.5 m	\$5.2 m	38%

Source: Nielsen Company, Claritas Retail Market Place

Overall, Winthrop's economy is dominated by small establishments; larger employers are scarce. Of the 240 businesses reported in town in 2011, 152 of them (76%) had between 1 and 4 employees. Only 11 businesses had 20 or more employees, and a recent review reveals that some of these 11 may have closed or relocated since the data was collected in 2011. Among the 17 respondents to the business survey, only five reported having 10 or more full time workers (with a maximum of 14 being reported). Four of these indicated that they also had part time workers throughout the year, having between 17 and 30 part time workers. Three also reported having addition seasonal employees, typically over the summer months. Among the five largest employers, two were retailers, two were in the hotel of food industry, and one was a transportation/warehousing business.

The Town has taken efforts to reinvigorate Winthrop Center in recent years. This includes converting the E.B. Newton School to the E.B. Newton Cultural Center, bringing people into the center to visit the Clock Tower Gallery, Winthrop History Room, the building's rehearsal space, community rooms, and Head Start Program. In the summer of 2014, a reconstituted farmers market brought hundreds of shoppers into French Square on Sundays to enjoy the good food and community spirit.

⁷ Nielsen Solution Center, "RMP Opportunity Gap - Retail Stores", reports for 1-, 2-, and 3-mile radii of 294 Bowdoin Street, Winthrop, prepared on March 26, 2014.



Winthrop Farmers Market, 2014

STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

Despite recent downturns in employment, Winthrop has many strengths upon which a vibrant local economy can be built. At the same time, it faces unique challenges that must be overcome. Prior to identifying strategies to improve the business environment, an important step is contemplating the town's strengths, weaknesses, opportunities, and threats (aka, SWOT analysis).

Several sources contributed to the table below, including the Steering Committee, local residents and businesspersons who were interviewed, and the project team.

<p><u>STRENGTHS</u></p> <ul style="list-style-type: none"> ○ Proximity to Boston ○ Proximity to airport ○ Seaside community ○ Beautiful natural environment - beaches, marsh ○ Affordable, quality housing ○ Good schools / investment in buildings ○ Safe community ○ Public transportation ○ Open space / conservation land ○ Residential community is loyal to businesses ○ Sense of community ○ Historical resources ○ Future ferry service 	<p><u>WEAKNESSES</u></p> <ul style="list-style-type: none"> ○ Difficult to get to ○ No direct public transit ○ Limited room to grow ○ Proximity to airport ○ Limited local shopping and services ○ Few healthcare services ○ Dramatic loss of jobs since 1990 ○ Town regulations - zoning, licensing, permitting, etc. ○ Insufficient housing for young individuals/families ○ Low curb appeal of businesses - declining appearance of storefronts, streets, sidewalks ○ Dilapidated housing along waterfront ○ Unknown location / lack of visibility ○ Hard for new residents to break into community ○ Low self-image / fear of change ○ Existing businesses very dependent upon local customers ○ Small commercial parcels challenging to develop
<p><u>OPPORTUNITIES</u></p> <ul style="list-style-type: none"> ○ Ferry service ○ Tourism / hospitality ○ Mixed use development ○ Zoning changes ○ Casino development nearby ○ Maritime industry ○ Adding sand to beach 	<p><u>THREATS</u></p> <ul style="list-style-type: none"> ○ Complex federal and state regulations for building on waterfront ○ Casino development nearby ○ Other communities' receptivity to new businesses ○ Internet / big box shopping ○ Environmental threats posed by airplanes (air quality, noise) ○ Climate change - sea level rise

A few overarching observations can be made:

1. **Location** - Winthrop's location is both a strength and a weakness. The town's unique and beautiful environment on a peninsula in the Boston Harbor is a tremendous strength not matched by many other communities, and its close proximity to downtown Boston and the airport means that it is only minutes away from significant economic centers. However, being on a peninsula with only two ways in and out of town means it is unlikely that a shopper or visitor will accidentally happen upon Winthrop as they are traveling elsewhere. As a result, businesses will need to reach out to potential customers, and something distinctive will need to be offered to entice visitors and shoppers to come to Winthrop. Customers must know something is in Winthrop of interest to them, and they must be able to get there with relative ease.
2. **Regulatory Environment** - The Town's regulatory process was identified by several sources as being off-putting to potential businesses. Lack of clarity regarding the process was identified as a challenge, as well as the length of time needed to secure permits. This is not unique to Winthrop, as communities throughout the Boston metro region struggle with establishing a permitting process that is rigorous, but also ensures that businesses are treated fairly and can move through the process expeditiously. That said, even if a process is streamlined, additional hurdles will arise when a community has not established a common vision for its future. This can produce contentious debate about development projects during the permitting process, instead of discussions and dialog about what a community wants before a specific development project is proposed. At present, Winthrop's zoning bylaw does not provide a clear picture of the community's desire for the future, thereby making it more difficult for persons seeking to invest in businesses in town to have a sense of what might be approved.
3. **Sense of Community** - Winthrop residents' strong sense of community and support for local business was recognized by residents and business persons alike. This is a tremendous asset that will aid Town leaders as they rally the residential community to support growth in local businesses. However, when a strong sense of community becomes exclusionary, instead of inclusionary, and when it results in a fear of change, what was once a strength becomes a drawback. Some participants indicated they did not feel totally welcomed as newcomers and others mentioned concerns about generalized opposition to new ideas and change. This presents a challenge as for local businesses to succeed, it will be essential for outside dollars to be drawn into the community. Visitors will only likely return a second or third time if they feel welcomed into a community on their first visit. Although it may not often be considered a part of their role, Winthrop residents are actually ambassadors for their local businesses.
4. **Casino Development** - In September 2014, the Massachusetts Gaming Commission made a decision to issue the eastern Massachusetts gaming license to Wynn Casinos for a site in Everett. Now that this decision has been made, it is clear change will take place throughout the region. This is both an opportunity for and a threat to businesses in Winthrop. It is a potential opportunity if visitors to the casino can be encouraged to visit the town perhaps for golfing, boating, dining, or shopping, and a

potential drawback if current customers are drawn to restaurants and activities at the casino, as opposed to in Winthrop. Most likely to be impacted are local restaurants and some retail businesses. Interestingly, researchers have found when looking at the impacts of big box stores on downtown business districts - a not dissimilar comparison to a potential casino - that a “do nothing” strategy results in the greatest negative impact to existing businesses. In contrast, where communities made physical improvements to make commercial districts more attractive and businesses found their niches and offered benefits that big retailers did not, such as great customer service, they were able to withstand the challenge posed by big box stores and continue to succeed.⁸

- 5. Climate Change** - Although not the focus of this strategic planning effort, climate change in the not too far off future has the potential to significantly alter Winthrop’s physical environment, affecting residents and businesses alike. As a peninsula, Winthrop is vulnerable to sea level rise that can ultimately make access even more difficult. The Commonwealth is taking a step to recharge Winthrop Beach with new sand to provide a better storm buffer, but additional steps will likely be needed to plan for the future. One source of information on potential changes from sea level rise is the risk finder website established by the Climate Central organization. Information on potential change in Massachusetts can be found at:

<http://sealevel.climatecentral.org/ssrf/massachusetts>.

⁸ Sean Golden, Noel Jeutang, et al., Univ of Nebraska - Lincoln; “Big Box Stores: Their Impacts on the Economy and Tips for Competing”, Bureau of Business Research Publications; June, 2006, p. 25-31.

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FIVE YEAR STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT
Town of Winthrop, Massachusetts

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VISION FOR WINTHROP

Winthrop will be home to a vibrant business economy that is uniquely its own -

- Walkable, attractive commercial districts with a mix of shops, restaurants, and services will draw residents and visitors of all ages into Winthrop throughout the week, during the day and into the evening.
- Visitors will enjoy Winthrop's unique environment, including its beaches, harbors, marsh, and historic neighborhoods, before stopping by local shops and restaurants nearby.
- Businesses will be readily accessed by a variety of transportation modes, including public transit, walking, bicycling, and driving.
- An array of jobs will be found in town that offer good wages and benefits, and take advantage of the many talents Winthrop residents offer.



STRATEGIES

The strategies below are designed to capitalize on several of Winthrop's key strengths - its natural environment, Town Center, and the Point Shirley waterfront commercial district, and the town's great neighborhoods - in order to improve the local business environment. At the same time, the strategies acknowledge several key challenges need to be addressed, including improving accessibility by multiple means of transportation and increasing the number of jobs in town. Regional marketing the final strategy, because while attracting new customers into town is vitally important to the health of the business community, marketing should be done when there is something of note to let the broader region know about.

Economic Development Strategies

1. Promote environmental resources to encourage visitors.
2. Improve accessibility to/from and within town.
3. Create strong town center and waterfront commercial districts.
4. Increase number of local jobs and improve alignment with skills of local residents.
5. Promote Winthrop as a great place to raise a family.
6. Increase targeted regional marketing.

GOALS

GOAL: Welcome the world to Winthrop, so they can enjoy our **unique environment**, including the waterfront, the marsh, and other natural features, while also visiting local businesses.

GOAL: Ensure that Winthrop is easily accessed by many different forms of **transportation** that meet the needs of residents, shoppers, visitors, businesses, and workers.

GOAL: Strengthen Winthrop's **Town Center** by making it a vibrant, attractive, mixed-use destination that is active throughout the week and into the evening.

GOAL: Retain and enhance the **neighborhood commercial centers** that anchor the many neighborhoods of Winthrop. (Crest Ave/Highlands, Magee Corner, Shirley Street, Crystal Cove, Morton Street)

GOAL: Dramatically increase the number of **quality jobs** within Winthrop in order to grow the daytime population. Better align local jobs with the skills Winthrop residents offer.

GOAL: Expand the **customer base** available to support existing businesses and draw new businesses to our community.

GOAL: Create **housing** opportunities that support economic growth and provide safe and affordable housing for existing and new residents.

GOAL: Leverage Winthrop's unique **arts scene, history, cultural attractions, and special events** to build the town's self-confidence, and market Winthrop to new residents, businesses, and investors

GOAL: Increase Winthrop's resiliency in the face of **climate change**, and engage in sustainable practices to diminish use of non-renewable resources.

GOAL: Promote municipal **financial self-determination** and reduce fiscal dependence on state aid and residential taxes and fees.

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UNIQUE ENVIRONMENT (STRATEGIES 1, 3, AND 6)

Winthrop: 1.6 square miles of land, 6.3 square miles of water, and 7 miles of shoreline



American Oyster Catcher

Point Shirley Beach



810,000 tons of sand are being added to Winthrop Beach to create approximately 46 acres of beach area.

Yirrell Beach

Halford Beach



Least Tern

Belle Isle Marsh contains 241 acres of land (152 managed by DCR) with plants and wildlife rarely found in the Boston metro area.

Distinctive species of birds found in Winthrop include Piping Plovers, Least Terns, American Oyster Catchers; Snowy Egrets, Grey Egrets, Great Blue Heron, and more.

Winthrop Beach



Pico Beach



Piping Plover

Donovan's Beach



Kristin Gilzean Photography

Short Beach

GOAL: *Welcome the world to Winthrop so they can enjoy our **unique environment**, including the waterfront, the marsh, and other natural features, while also visiting local businesses.*

Sub-Goal E1 Improve **amenities** at Winthrop Beach, including food services and retail, transportation, parking, and sanitary facilities, while maintaining a low key beach atmosphere.

Action E1.1 Engage in a visioning process for Winthrop Shore Drive to determine how the area can best meet needs of local residents and beachgoers. Possible changes for consideration include:

- Adopt zoning to allow for commercial/mixed use activity in clustered nodes;
- Amend residential zoning to encourage maintenance of existing property and potentially increase the number of allowable housing units;
- Establish design guidelines to take into account potential impacts of climate change/sea level rise and principles of sustainable development.

Action E1.2 Pursue funding to design and construct a beach house(s) along Yirrell Beach to meet needs of beachgoers.

Action E1.3. Work with DCR to make sure that the beach house at Winthrop Beach is upgraded to meet the needs of beachgoers.

Action E1.4 Identify locations for public parking facilities along the waterfront and pursue funding for design and construction. Establish pricing for spaces in public lots and on-street parking to cover the cost of maintenance and, to the extent possible, contribute to the cost of construction.

Action E1.5 Establish policy regarding whether or not residents can rent out parking spaces on private property to beachgoers.

Action E1.6 Until commercial zoning is in place and commercial businesses established, identify location(s) for commercial food trucks along Winthrop Beach and implement a licensing process to authorize vendors and assign locations.

Sub-Goal E2 Encourage commercial businesses that provide **active recreational** opportunities (e.g., windsurfing, parasailing, scuba, kayaking, bicycling, etc.).

Action E2.1 Identify areas where active recreational businesses could locate and streamline zoning to facilitate business establishment.

Action E2.2 Prepare an RFP to secure a tenant that establishes a bicycle rental operation at Winthrop Ferry Dock. Consider adding a snack bar or other food establishment, as well.

Action E2.3 Outfit the ferry to be purchased by Town to allow for bicycle storage.

Action E2.4 Reach out to “Bike to the Sea” to encourage them to add a Winthrop branch to their efforts to create a safe route for cyclists to the ocean (at present terminus of path is at Nahant).

Action E2.5 Make bicycle groups (e.g., MassBike, Boston Cyclists Union, local bicycle commissions, etc.) and bicycle rental businesses (e.g., Urban AdvenTours, Hubway, etc.) aware of Winthrop’s bicycle amenities (once they exist). Consider promoting a bicycle route that

terminates at the ferry terminal as a means to return to downtown Boston. (See San Francisco to Tiburon route as possible model.)

Sub-Goal E3 Use the **golf course** to bring visitors to town.

Action E3.1 Consider merits of entering into a public-private partnership with the golf club with the intent to facilitate physical improvements that benefit members and users, and to increase revenues.

Sub-Goal E4 Determine how to sensitively increase access to Winthrop's unique **natural places**, including Belle Isle Marsh, Fishermen's Bend, and Snake Island.

Action E4.1 Actively monitor MassDOT progress on the Belle Isle pedestrian and bicycling path to ensure project moves forward on an aggressive pace.

Action E4.2 Meet with MWRA to encourage installation of sanitary facilities for visitors at Deer Island. Pursue funding in collaboration with MWRA.

Action E4.3 Request that the Mass Audubon Society evaluate the health of Snake Island as a wildlife habitat and develop an action plan on how to increase the island's attractiveness to local animal and bird species. Identify an outlook location on Fisherman's Bend where birders and others can easily view Snake Island. Install viewfinders for visitors and identify a group that can host birding lessons/tours.

Action E4.4 Seek approval and funding to use Morton Street property as location for public parking and a landing for self-powered water equipment (i.e., kayak, canoe, paddle board, etc.), plus possible equipment and bicycle rentals.

Action E4.5 Promote guided tours of environmentally-sensitive areas with links to local restaurants/businesses at end of tours (example include Merrimack River Eagle Festival in Newburyport).

Sub-Goal E5 Become known as a **boaters' paradise**, and encourage boaters to patronize local businesses.

Action E5.1 Consider hosting boating events that would bring boaters from other areas into town.

Action E5.2 Advertise when moorings are available without a waitlist.

Action E5.3 Ensure that there are adequate transient boating slips on Winthrop Pier available for day visitors. Meet with the Harbor Master and local yacht clubs/marinas to encourage them to make spaces available to meet the needs of visitors to Winthrop.

Action E5.4 When planning for transportation needs within Winthrop, consider need for boaters who come in from out of town to be able to get between yacht clubs and key commercial districts (ex., bike share, trolley, taxi).

Action E5.5 Encourage expansion of boating/water-related businesses near yacht clubs.

Sub-Goal E6 Market Winthrop as a place to boat, fish, bicycle, swim, parasail/windsurf/kayak, watch birds, and explore nature.

Action E6.1 Highlight Winthrop's many unique environmental features in any marketing campaign. (See also C3.1)

Action E6.2 Contact private and non-profit organizations involved in "ecotourism" (e.g., Greater Boston Visitors and Conventions Bureau) to inform them of Winthrop's great environmental features and lodging opportunities.

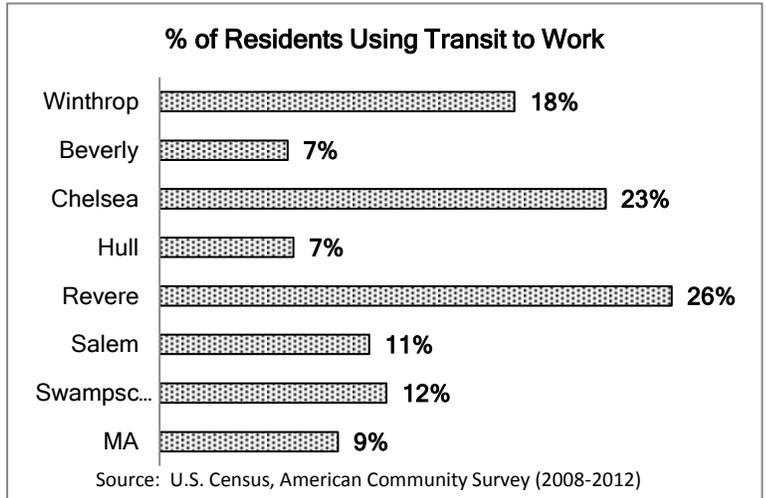
Action E6.3 Celebrate completion of the beach restoration project with special events and marketing. (See also C3.2)

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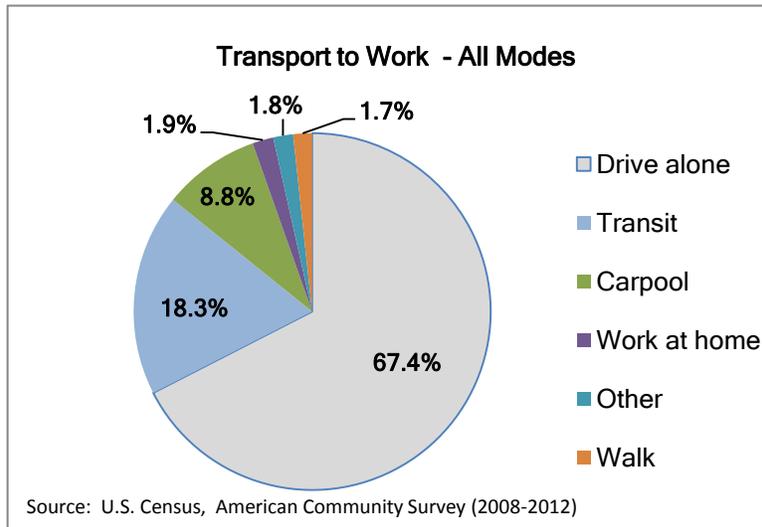
TRANSPORTATION (STRATEGIES 2 AND 4)

Transit use in Winthrop rivals Brookline and Cambridge, communities with significantly better rail and bus service.

Nevertheless, a significant number of residents (67.4%) still use private vehicles to get to work.



Few Winthrop residents work from home (1.9%). Rate is far lower than the State average (4.7%) and the communities of Beverly (5.2%) and Hull (4.4%).



A lot of commercial land area in Winthrop is taken up by surface parking, leaving less space for business activity.

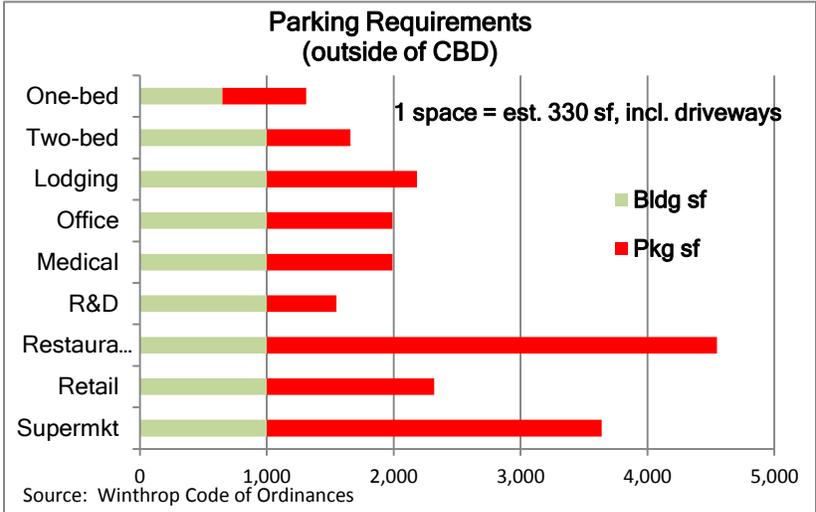


Michaels Mall & vicinity



Nick's and Michael's

Winthrop's zoning sometimes requires that the square footage dedicated to parking be greater than the size of the business itself.



GOAL: *Ensure that Winthrop is readily accessible by many different forms of **transportation** that meet the needs of residents, shoppers, visitors, businesses, and workers.*

Sub-Goal T1 Improve **access to and from** Winthrop by all modes of transportation, including, but not limited to, MBTA blue line and bus, ferry, bicycling, private vehicle, car share, taxi, etc.

Action T1.1 Approach the MBTA and Paul Revere Transport to develop an improved route and schedule for the 712 and 713 lines.

Action T1.2 Strongly request that the MBTA add the 712 and 713 routes to their online Trip Planner and bus route applications. After the MBTA has added the routes, monitor Google maps and other mapping systems to make sure also they acknowledge the routes and schedules.

Action T1.3 Take all actions needed to ensure the Winthrop ferry is operational for the 2015 season.

Action T1.4 When planning the schedule for the Winthrop ferry, anticipate needs of beachgoers, tourists, and other visitors seeking to come to Winthrop. Seek to connect to the Harbor Islands network, to the extent appropriate.

Action T1.5 Adopt zoning that allows the conversion of up to three parking spaces at commercial business to carshare spaces by right (i.e., require no special permit or other municipal review).

Action T1.6 Adopt a standard condition of approval for special permits for projects with 15+ residential units that requires them to provide one carshare space on site without increasing overall required parking (i.e., convert one space otherwise required for a residential unit under the zoning into a carshare space). Encourage multi-unit projects with 15 or fewer units to convert one parking space required under the zoning into a carshare space.

Action T1.7 Approach car-share companies (e.g., Zipcar, Enterprise carshare) and encourage them to locate vehicles in Winthrop.

Action T1.8 Establish a standard condition approval for multi-unit housing permits that requires that secure on-site bicycle parking be provided. (See also H1.3)

Sub-Goal T2 Improve **transportation within** Winthrop so that residents and visitors have multiple transportation options and can easily get where they need to go.

Action T2.1 Work with the MBTA and Paul Revere Transport to modify the routes of the 712 and 713 buses to facilitate trips within Winthrop, instead of using them almost exclusively as means to access the Orient Heights Station. Ensure that the routes provide frequent service to key locations, including, but not limited to: town center, ferry terminal, yacht clubs, Point Shirley, Winthrop Beach, and local hotels/inns.⁹

⁹ At present only the 713 goes to Winthrop Center so residents who live along the 712 line have to transfer either at Point Shirley or along Main Street on the way to Orient Heights if they wish to go to the Center.

Action T2.2 Consider the merits of buying into the Hubway bicycle network at key locations, including, but not limited to: Orient Heights station, Winthrop Center, Point Shirley, the ferry terminal, and Winthrop Beach. Reach out to local businesses to seek financial contributions.

Action T2.3 Apply for MAPC grant to install bicycle racks throughout Winthrop.

Action T2.4 Adopt a “complete streets” policy that requires that roadway improvements seek to balance the needs of all potential users, including pedestrians, cyclists, transit, commercial vehicles, and private vehicles.

Action T2.5 Consider the costs and benefits of operating a private Winthrop shuttle during the summer months to bring visitors to key activity points in town. (Models could include the Nantucket Wave and the Salem Trolley.)

Action T2.6 Create a “Walk Winthrop” outreach program to encourage Winthrop residents of all ages to walk more. Possible activities could include: offer free pedometers to residents who commit to walking more, establish a website where residents could compete for number of steps completed in a day/week/month and get small prizes, establish “walking school bus” program to get kids to school, participate in MassDOT’s “Safe Routes to School Program,” encourage the formation of walking clubs, etc.

Action T2.7 Consider creating a Winthrop Bicycle Commission that can help plan for bicycle facilities, do outreach to residents, and optimally hold bicycle repair clinics/classes occasionally during the year.

Action T2.8 Consider starting a low-tech free bicycle sharing program that operates within Winthrop. (Models include Lansing, MI.)

Action T2.9 Ensure that transportation modes are mutually supportive (e.g., bus schedule and ferry schedule should be aligned), and cross promote transportation modes, such as “bike to ferry” or “ferry to bike.”

Sub-Goal T3 Establish **parking policies**, practices, and pricing that provide for adequate public and private parking resources to meet demand while taking into account the changing nature of automobile use in the Commonwealth.

Action T3.1 Install meters and establish a parking revenue district in Winthrop Center. Commit funding from the parking revenue district to improvements in the Center, including such items as maintenance of the parking lot(s) and on-street spaces, street improvements, bicycle facilities, landscaping, and other amenities/activities that strengthen the commercial core.

Action T3.2 Reduce residential parking requirements to no more than one space per unit. Do not differentiate by number of bedrooms. (See also H1.2)

TOWN CENTER (STRATEGIES 2 AND 3)

Business activity in Town Center began to decline with the advent of the shopping mall. Internet shopping continues to impact retail centers across the U.S.



In 2014, overall retail sales leakage exceeded \$204 million.

Winthrop Sales that are Lower than Local Demand (2014)						
Category	1 Mile Radius			3 Mile Radius		
	2014 Demand	2014 Sales	Leakage	2014 Demand	2014 Sales	Leakage
Grocery store	\$25.6m	\$6.0m	\$19.6m	\$113m	\$50.5m	\$62.5m
Beer, wine, liquor	\$10.2m	\$1.2m	\$9.0m	\$42.9m	\$3.6m	\$39.4m
Jewelry	\$5.2m	\$0.5m	\$4.7m	\$19.4m	\$4.4m	\$14.9m
Sporting Goods	\$2.6m	\$0.1m	\$2.5m	\$11.7m	\$0.5m	\$11.3m
Office Supplies	\$4.0m	\$0.5m	\$3.5m	\$7.6m	\$0.7m	\$6.9m
Foodservice/Drinking	\$34.4m	\$15.4m	\$19.0m			

Source: Nielsen Company, Claritas Retail Market Place



Property maintenance varies. A number of high profile vacancies can be found.

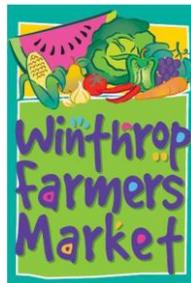




“Strong town center” was selected by only 6% of survey respondents as a reason for opening their business in Winthrop.

Land in Winthrop Center is not used very efficiently:

- On over 60% of parcels, the land area is greater than the total building area.
- Only one building (the former home of Amanda Oakleaf) has a floor area ratio of over 2.0 (i.e., the square footage of building is two times the amount of land area).



Town Center is an important community gathering place known for its restaurants



GOAL: Strengthen Winthrop's **Town Center** by making it a vibrant, attractive, mixed-use destination that is active throughout the week and into the evening.

Sub-Goal TC1 Encourage small scale, **pedestrian-oriented businesses** to locate on the ground floor.

Action TC1.1 Amend the Winthrop Zoning Ordinance to include a map of where pedestrian-oriented uses are required on the ground floor within the Central Business District and what percentage of the frontage those uses must occupy. Define what constitutes a “pedestrian-oriented use.” (Models include Union Square rezoning, Somerville, MA) (See also NC2.1)

Action TC1.2 Allow small scale retail/service uses that are 1,500 gross square feet in size or less to locate in the Center by right and with no parking requirement. Put in place increased permitting requirements (e.g., special permits) for larger scale businesses.

Action TC1.3 Establish design guidelines for the Central Business District that will produce interesting ground floor oriented toward pedestrians. Guidelines should address: the location of driveways/garage entrances, location of building entrances, location of service and loading areas, signage and awning design, level of visual interest on the ground floor facades (as opposed to upper stories), building lighting, policies encouraging multiple doors along single facade and prohibiting “mall-like” entrances, etc.

Action TC1.4 Create a “Best Retail Practices” program that provides merchants with technical assistance around merchandising, interior and exterior appearance, marketing advertising, and operations, among other topics. (See also NC1.4)

Action TC1.5 Consider adopting a “Deemed Approved” program to establish operating standards for certain legal nonconforming uses in pedestrian-oriented areas to ensure that the operation of those uses does not detract from the pedestrian oriented areas. (Examples include Oakland, CA’s Deemed Approved Program for Alcoholic Beverage Sales Establishments and the Deeded Approved Program for Hotels and Motels.) (See also NC2.4)

Sub-Goal TC2 Improve the **appearance** of Winthrop Town Center.

Action TC2.1 Continue street beautification efforts, such as flower baskets, banners, twinkle lights, etc., to mark the Center as a special place in town. Establish and implement a distinctive street lighting system for the area.

Action TC2.2 Install movable outdoor café furniture in French Square.

Action TC2.3 Undertake temporary, pilot efforts to re-route vehicular traffic in French Square to increase amount of pedestrian-only space. Hold activities, such as music and dancing, in space created.



Copenhagen woonerf

Action TC2.4 Secure funding for design and construction of new streets, sidewalks, and reconstruction of French Square in Winthrop Center under the “complete streets” model of design. Consider the merits of creating a curb-less shared auto-pedestrian space in the core of the district to increase the flexibility of use and turn it into a vibrant community gathering point. (Models include “woonerfs” in Europe and US.)

Action TC2.5 Secure funding for a façade improvement program to encourage property owners to upgrade their buildings via a matching grant. (See also NC1.3)

Action TC2.6 Change the terms of ‘Adopt an Island’ program so that permits must be renewed annually, providing the Town with an opportunity to discontinue the relationship with any ‘adopters’ who do not meet Town expectations for maintenance.

Action TC2.7 Encourage the provision of outdoor seating for restaurants by establishing a licensing program with reasonable fees and criteria that can be administered by staff and by performing outreach to businesses about the new opportunity.

Action TC2.8 Establish a police walking patrol in the Town Center, especially during the evening and weekends.

Action TC2.9 Consider establishing a redevelopment district in Winthrop Center to provide the municipality with additional tools to remove blight and improve the Center. (See also F2.3)

Action TC2.10 Consider establishing an Economic Opportunity Area in Winthrop Center that will provide property owners with State tax credits for property acquisition and/or improvement, as allowed as part of the Town’s Economic Target Area (ETA) designation. (See also F2.4)

Action TC2.11 Develop a logo to represent Town Center (possible options include a ship wheel, using the French Square as the hub) and use in marketing materials, tee shirts, etc.

Sub-Goal TC3 Increase the number of people who live within a **5 minute walk** of Town Center.

Action TC3.1 Adopt zoning that facilitates and encourages multi-story mixed use development within the Central Business District.

Action TC3.2 Review the blocks surrounding Winthrop Town Center for potential opportunity sites for increased residential development.

Sub-Goal TC4 Develop a **parking plan** that takes into account public and private parking resources, and that prices them to encourage turnover of spaces.

Action TC4.1 Prepare a likely build-out scenario under the proposed amendments to the Central Business District zone and determine parking need. Compare projected demand with existing public parking resources (on street and in public lots) and private resources to determine the parking gap. Identify site for additional public parking facilities and use funds from payment in lieu of parking program to secure property and build the lot/garage. Identify location(s) for employee parking, so employees do not take spaces for shoppers and visitors.

Action TC4.2 Work with MAPC to project a realistic long term car ownership ratio in Winthrop, taking into account the significant declines in the number of drivers' licenses per capita in Massachusetts.

Action TC4.3 Install meters, and establish a parking revenue district in Winthrop Center. Commit funding from the parking revenue district to improvements in the Center, including such items as maintenance of the parking lot(s) and on-street spaces, street improvements, bicycle facilities, landscaping, and other amenities/activities that strengthen the commercial core. (See also T3.1)

Action TC4.4 Establish parking rates that encourage turnover of spaces with a goal of 15% vacancy of parking spaces throughout the Center in order to allow drivers to quickly find parking when entering the Center. (Models include San Francisco, CA.)

Sub-Goal TC5 Encourage **visitors** to come to Winthrop Town Center.

Action TC5.1 Provide wayfinding to allow visitors to easily find Winthrop Center.

Action TC5.2 Work with the Chamber of Commerce and local businesses to develop a joint marketing campaign that highlights the many services and activities available in the Center. (See also C3.3)

Action TC5.3 Find an operator for a weekly farmers market to bring residents and visitors to Winthrop Center.

Action TC5.4 Hire a part-time event planner to develop and implement an annual calendar of events to bring visitors into Winthrop and increase the sense of community among residents. (See also TC5.4) Possible events include, but are not limited to:

- Town Center street festival
- Open gardens self-guided tour
- Open studios
- Free concerts on the beach, in different parks, and/or in French Square
- Arts festival
- Outdoor film and/or outdoor theater events
- Venetian Night/Neptune Festival lighted boat parade
- Migratory Bird Flyway
- Kite Festival
- Fishing tournament
- Midnight Madness shopping night (See also A1.1)

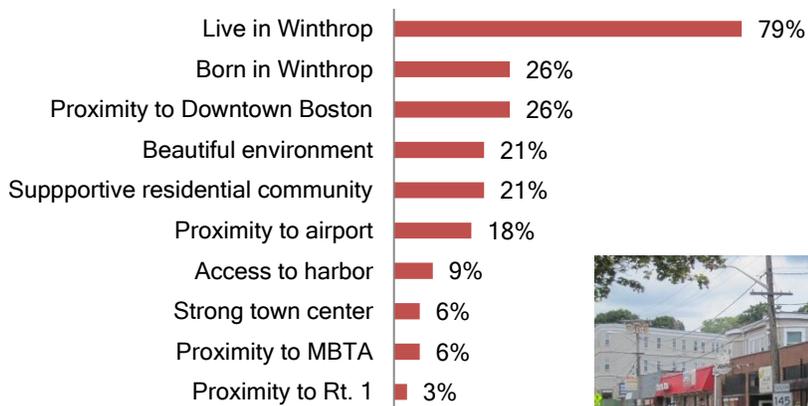
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NEIGHBORHOOD COMMERCIAL CENTERS (STRATEGIES 3 AND 4)

Winthrop has more jobs in the leisure and hospitality sector (i.e., restaurants and lodging) than any other sector.

63% of businesses have 4 or fewer employees.

Reasons for Opening Business in Winthrop



The number one reason people open businesses in Winthrop is because they live there.



Winthrop Sales that Exceed Local Demand (2014)						
Category	1 Mile Radius			3 Mile Radius		
	2014 Demand	2014 Sales	Excess Sales	2014 Demand	2014 Sales	Excess Sales
HH appliance	\$0.7m	\$3.4m	(\$2.7)	\$3.0m	\$6.8m	(\$3.8)m
Hardware stores	\$2.67m	\$5.87m	(\$3.2)	\$10.9m	\$5.9m	\$5.0m
Pharmacy/drug	\$13.0m	\$23.2m	(\$10.2)	\$50.7m	\$50.6m	\$0.1m

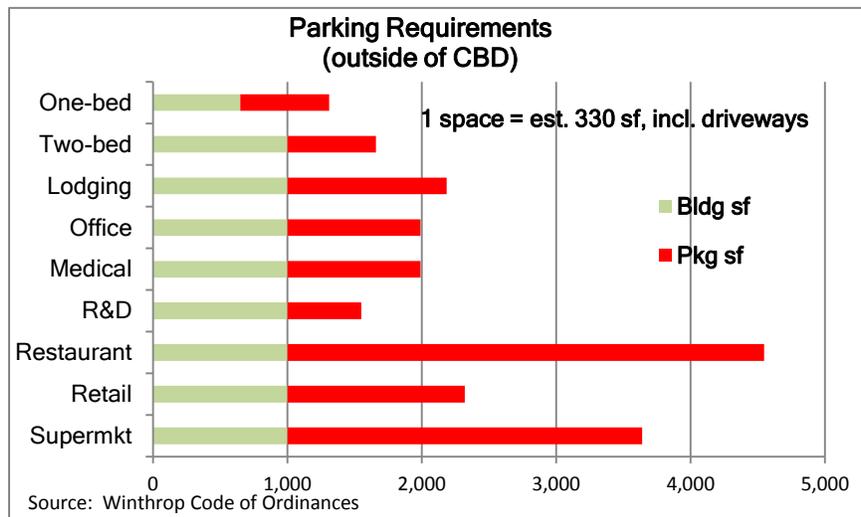
Source: Nielsen Company, Claritas Retail Market Place



9% of jobs are in transportation/ warehousing/ utilities.



Winthrop's zoning sometimes requires that the square footage dedicated to parking be greater than the size of the business itself.



GOAL: Retain and enhance the **neighborhood commercial centers** that anchor the many neighborhoods of Winthrop. (Crest Ave/Highlands, Magee Corner, Shirley Street, Crystal Cove, Morton Street)

Sub-Goal NC1 Improve the appearance of the neighborhood centers to build upon their **unique identities**.

Action NC1.1 Develop and implement streetscape improvements in identified neighborhood commercial centers that include design elements that are unique to each center.

Action NC1.2 Create a town-wide way-finding system that has a unique icon for each neighborhood center.

Action NC1.3 Secure funding for a façade improvement program to encourage property owners to upgrade their buildings via a matching grant. (See also TC2.3)

Action NC1.4 Create a “Best Retail Practices” program that provides merchants with technical assistance around merchandising, interior and exterior appearance, marketing advertising, and operations, among other topics. (See also TC1.4)

Action NC1.5 Actively enforce building, health, and environmental codes in a fair and consistent manner in the neighborhood centers.

Sub-Goal NC2 Amend the zoning ordinance to discourage businesses that are not **pedestrian-friendly** within defined neighborhood commercial centers.

Action NC2.1 Amend the Winthrop Zoning Ordinance to include a map of where pedestrian-oriented uses are required on the ground floor within the neighborhood commercial centers and what percentage of the frontage those uses must occupy. Define what constitutes a “pedestrian-oriented use.” (Models include Union Square rezoning, Somerville, MA) (See also TC1.1)

Action NC2.2 Amend the Winthrop Zoning Ordinance Table of Uses to eliminate uses that are not pedestrian-oriented from those areas where pedestrian-oriented uses are required.

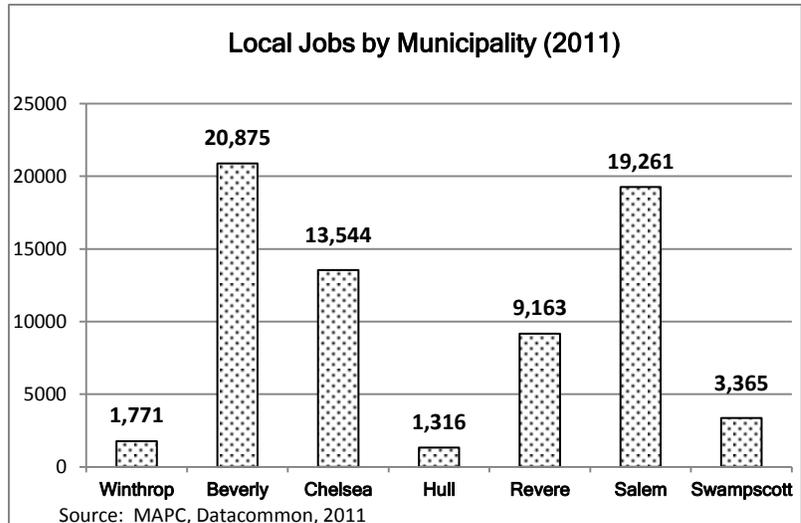
Action NC2.3 Amend the Winthrop Zoning Ordinance to prohibit conversion of ground floor space to residential uses within the pedestrian-oriented districts.

Action NC2.4 Consider adopting a “Deemed Approved” program to establish operating standards for certain legal nonconforming uses in pedestrian-oriented areas to ensure that the operation of those uses does not detract from the pedestrian-oriented areas. (Examples include Oakland, CA’s Deemed Approved Program for Alcoholic Beverage Sales Establishments and the Deeded Approved Program for Hotels and Motels.)

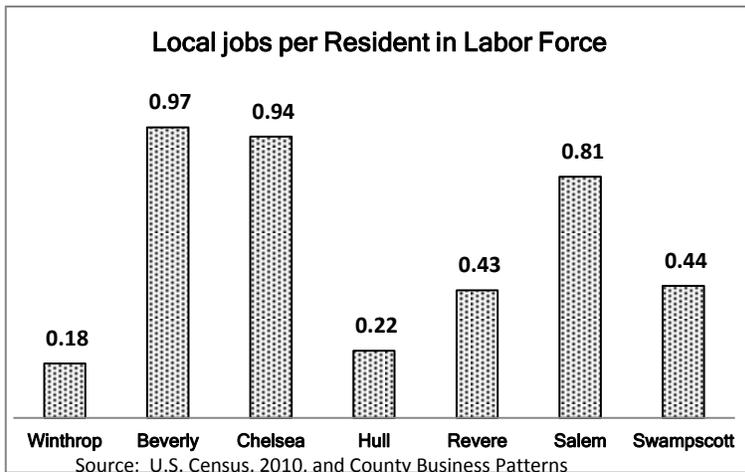
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QUALITY JOBS (STRATEGY #4)

Winthrop lost approximately 41% of its jobs (-1,100 jobs) between 1990 and 2010.

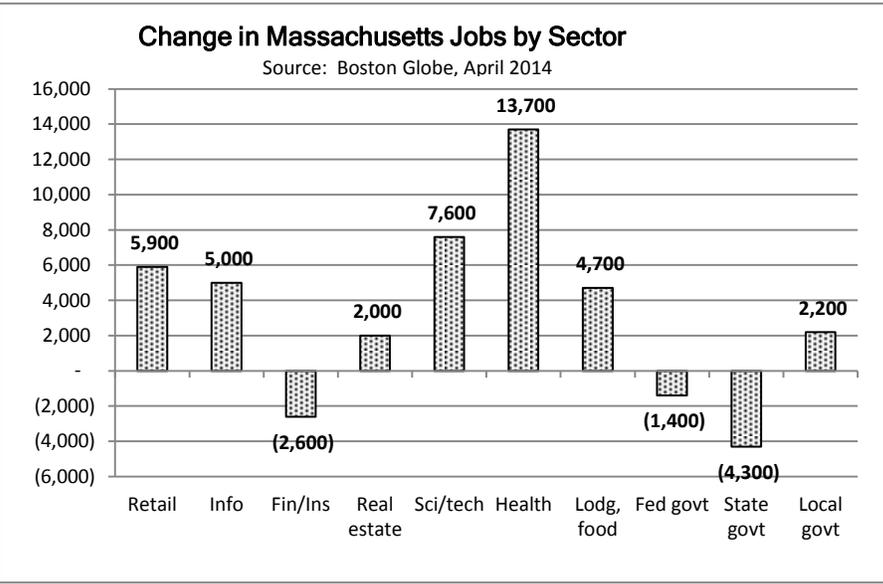
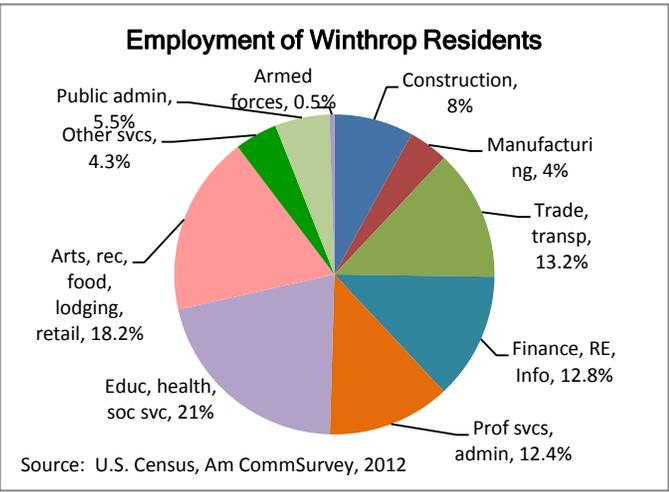


In 2012, over 9,100 residents reported being employed, but fewer than 1,800 jobs existed in town.



Winthrop has fewer than 0.20 jobs per resident in the workforce. As a result, weekday daytime population falls dramatically as several thousand residents leave for work.

Jobs in town do not align with the strengths of Winthrop residents in the work force.



Winthrop has few jobs in the fastest growing sectors in MA.

GOAL: Dramatically increase the number of **quality jobs** within Winthrop in order to grow the daytime population. Better align local jobs with the skills Winthrop residents offer.

Sub-Goal QJ1 Encourage the provision of **home-based businesses**, while maintaining Winthrop's neighborhood character.

Action QJ1.1 Review/amend existing home occupation ordinance to ensure that allows flexibility in creating home-based businesses. Establish code provisions that allow for an array of different types of businesses, provided they do not adversely impact neighborhood character.¹⁰

Action QJ1.2 Host a small business/home business Expo to help identify home businesses currently in Winthrop and create a networking opportunity.

Action QJ1.3 Encourage establishment of co-working and/or incubator space where resident business persons and entrepreneurs can access conference space, telecommunications equipment, and other equipment. (Examples include Workbar Boston and Somerville Design Annex.)

Sub-Goal QJ2 Tap into the region's **growing industry sectors**, including creative industry, craft manufacturing, and technology entrepreneurs.

Action QJ2.1 Reach out to Winthrop residents who are engaged in creative industries, such as architects, engineers, programmers, designers, etc. and establish a focus group to solicit ideas on how to grow this segment of the economy in Winthrop.

Action QJ2.2 Visit nearby facilities that support entrepreneurship in manufacturing and technology, such as Artists Asylum in Somerville, to determine space and location needs. Determine if similar types of facilities are possible in Winthrop.

Sub-Goal QJ3 Reclaim Winthrop's place as a tourist/vacation **destination**.

Action QJ3.1 Review zoning requirements for bed and breakfasts and hotels, and amend to allow for increased lodging opportunities.

Action QJ3.2 Amend zoning ordinance to reduce parking requirements for hotels. Consider amending requirement for lodging houses. Encourage hotels/lodging houses to provide alternative transportation for guests, such as bicycles, shuttles to Orient Heights T Station, etc. in lieu of on-site parking.

Action QJ3.3 Adopt ordinance relating to operating standards for lodging establishments and establish an inspection/auditing program. (See Oakland, CA "Deemed Approved" standards and enforcement program.)

¹⁰ For example, ordinance currently prohibits businesses in outbuildings, such as sheds or carriage houses. This should be reconsidered. The number of employees and types of businesses are also restricted.

Action QJ3.4 Work with Chamber of Commerce to see how it can increase its role in welcoming visitors to Winthrop.

Action QJ3.5 Approach American Youth Hostel to determine whether they might have interest in opening a hostel in Winthrop.

CUSTOMER BASE (STRATEGIES 3, 4, AND 6)

Winthrop businesses rely heavily on the local community for revenue.

Percent of Revenue by Customer Location				
Sector	Within Winthrop	Within MA, outside of Winthrop	W/in U.S., outside of MA	Outside of U.S.
All	48%	42%	6%	4%
Hotel/Food	37%	46%	5%	12%
Retail	77%	22%	1%	0%
Real Estate	67%	33%	0%	0%

Source: 2014 Winthrop Business Survey

Many millions of dollars are spent by Winthrop residents outside of town for food, clothing, sporting goods, among other retail goods.

The vast majority of businesses use “word of mouth” or customer referrals as a marketing tool. Three claimed not to market at all.

Businesses report increased revenues in past three years, but, for most, revenues have not kept up with expenses.



Restaurants and hotels are more successful in generating revenue from visitors, but their total revenue is still only a portion of what residents spend each year.



Retail Spending by Sector & Location (2014)			
Retail Sector	Within Winthrop	Outside Winthrop	% of spending not captured
Grocery stores	\$7.9 m	\$19.6 m	71%
Beer/wine/liquor	\$1.2 m	\$9.0 m	88%
Clothing	\$750,000	\$13.7 m	95%
Sporting goods/hobby	\$431,000	\$4.4m	91%
Full Service Restaurant	\$5.2 m	\$10.4 m	67%
Limited Service Eating	\$8.5 m	\$5.2 m	38%

Source: Nielsen Company, Claritas Retail Market Place



GOAL: Expand the *customer base* available to support existing businesses and draw new businesses to our community.

Sub-Goal C1 Encourage “local first” shopping.

Action C1.1 Consider creating a “Winthrop Local First” organization to encourage residents to shop locally. Collaborate with the Sustainable Business Network of Massachusetts, the New England Local Business Forum, and the American Independent Business Alliance. (Examples include Cambridge Local First, Somerville Local First, and Brookline Local First.)

Action C1.2 Encourage local businesses to increase their internet presence (e.g., Yelp, TripAdvisor, etc.), use of social media (e.g., Twitter, Facebook, Foursquare, etc.), and use of search engine optimization so that they receive more viewership. Hold periodic training sessions on how to use the internet and social media.

Action C1.3 Create a website that identifies Winthrop businesses and does not require membership in the Chamber of Commerce.

Action C1.4 Create a welcome kit for new residents that features local businesses and offers coupons.

Action C1.5 Host quarterly “get to know the neighborhood” social events and/or encourage residents to hold block parties on their street.

Sub-Goal C2 Encourage the current population of foreign students to use local business and attract their friends and family to the community.

Action C2.1 Contact language schools and other organizations that place foreign students in Winthrop, and encourage them to post Winthrop marketing materials and link to Winthrop websites highlighting the town’s amenities. (See also C3.4)

Sub-Goal C3 Market to potential customers in neighboring communities that may not know what is available in Winthrop.

Action C3.1 Highlight Winthrop’s many unique environmental features in any marketing campaign. (See also E6.1)

Action C3.2 Celebrate completion of the beach restoration project with special events and marketing. (See also E6.3)

Action C3.3 Work with the Chamber of Commerce and local businesses to develop a joint marketing campaign that highlights the many services and activities available in the Center. (See also TC5.2)

Action C3.4 Contact language schools and other organizations that place foreign students in Winthrop, and encourage them to post Winthrop marketing materials and link to Winthrop websites highlighting the town’s amenities. (See also C2.1)

Action C3.5 Establish regular visiting hours for Deane Winthrop House and, make marketing materials available in locations where tourists can be found (e.g., baggage claim at Logan Airport, the National Parks Service visitor center at Faneuil Hall, and other local historic attractions). (See also A2.1)

Action C3.6 Create marketing materials for rental agencies who manage large blocks of absentee landlord properties. (See also H2.1)

Action C3.7 When appropriate, reach out to the WCVB Chronicle Program to have them host a segment on the many attractions found in the Town of Winthrop.

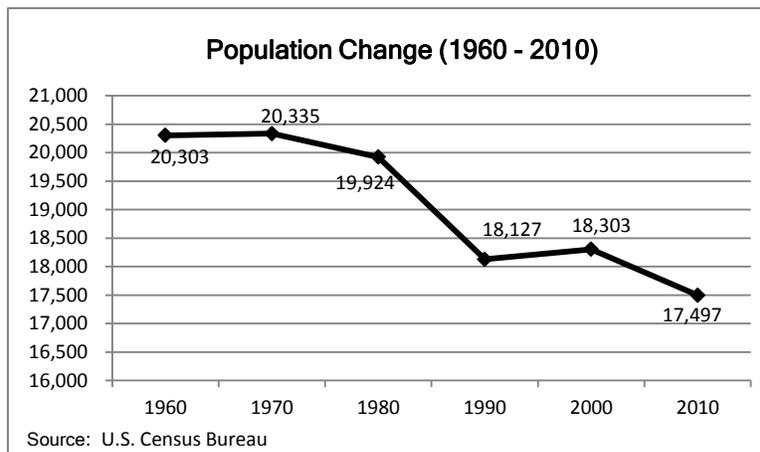
Action C3.8 Consider developing a video about the unique aspects of Winthrop and posting on-line.

HOUSING (STRATEGY #5)

Winthrop's population fell by 14% (-2,838) between 1970 and 2010.



All comparison communities grew during the same period.

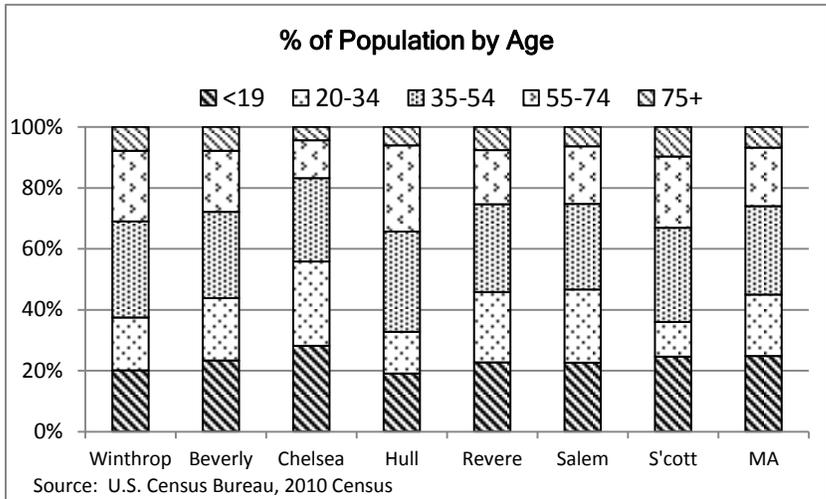


When considering spending per capita, this population loss translates into a \$31.2 million reduction in the retail buying power of Winthrop residents.



Winthrop's median age rose from 33.0 years in 1960 to 43.7 in 2010 (+10.7 years).

MA aged as well, but only by 7 years; from 32.1 years in 1960 to 39.1 in 2010.



Newly-formed households and households with children tend to spend more than more established households without children.



Household Spending on Children
NE U.S. - Urban and Suburban Communities
(One Child by Age Only)

Age	Housing	Food	Transport	Clothing	Health-care	Childcare /Educ	Other	Total
< 1	\$4,525	\$1,588	\$1,413	\$925	\$725	\$4,063	\$550	\$13,788
10	\$4,525	\$2,675	\$1,650	\$850	\$825	\$3,013	\$825	\$14,363
15	\$4,525	\$2,888	\$2,013	\$1,100	\$1,175	\$3,788	\$763	\$16,250

Source: U.S. Department of Agriculture, 2014

GOAL: Create **housing** opportunities that support economic growth, and that provide safe and affordable housing for existing and new residents.

Sub-Goal H1 Increase housing opportunities for young professionals and **mid-market families**.

Action H1.1 Amend the Winthrop Zoning Ordinance to allow for the construction of mid-rise amenity-driven housing in proximity to the Town Center and neighborhood commercial centers, including, but not limited to, Shirley Street/Veterans Road.

Action H1.2 Reduce residential parking requirements to no more than one space per unit. Do not differentiate by number of bedrooms. (See also T3.2)

Action H1.3 Establish a standard condition approval for multi-unit housing permits that requires that secure on-site bicycle parking be provided. (See also T1.8)

Sub-Goal H2 Market Winthrop as an affordable, safe, and stimulating **place to live**. “Winthrop, the place for outdoor living.”

Action H2.1 Create marketing materials for rental agencies who manage large blocks of absentee landlord properties. (See also C3.6)

Action H2.2 Sell Winthrop to college students, hipsters, and others who are priced out of the Boston central core communities.

Action H2.3 Host “familiarization tours” or other events for realtors from outside of Winthrop.

Sub-Goal H3 Ensure that the **housing stock** is attractive and well maintained.

Action H3.1 Actively enforce the new inspection program for rental housing.

Action H3.2 Establish design guidelines for housing construction, especially as it relates to the placement of parking on site. Include design provisions that take into account potential sea level rise and sustainable practices, where appropriate.

Action H3.3 Sponsor awards for the best renovation/rehabilitation projects, best front yard garden, best holiday decorations, etc.

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ARTS, HISTORY, CULTURE, AND SPECIAL EVENTS (STRATEGIES 1, 5, AND 6)



Metcalf Square

Five locations in Winthrop are on the National Register of Historic Places.



Winthrop Shore Drive



Fort Banks Mortar Battery



E.B. Newton School



Deane Winthrop House

Having been founded in 1969, the Winthrop Arts Association now has 150 members.

Winthrop artists use an array of media, including film, pen and ink, watercolors, acrylics, oil-based paint, wood cuts, metals, etc. They produce jewelry, painted furniture, sculpture, and much more.



Artistic talent runs deep in Winthrop.



Winthrop School of Performing Arts is approaching its 30th year of operation.

Acting

Dance

Musical Instruments

Voice

Winthrop Playmakers offer 4-5 shows per year. Performers range from age 6 to 60+.



GOAL: Leverage Winthrop's unique *arts scene, history, cultural attractions and special events* to build the town's self-confidence and market Winthrop to new residents, businesses and investors

Sub-Goal A1 Develop a series of **events** to take place throughout the year to bring visitors into Winthrop and increase the sense of community among residents.

Action A1.1 Hire a part-time event planner to develop and implement an annual calendar of events to bring visitors into Winthrop and increase the sense of community among residents.

(See also TC5.4) Possible events include, but are not limited to:

- Town Center street festival
- Open gardens self-guided tour
- Open studios
- Free concerts on the beach, in different parks, and/or in French Square
- Arts festival
- Outdoor film and/or outdoor theater events
- Venetian Night/Neptune Festival lighted boat parade
- Migratory Bird Flyway
- Kite Festival
- Fishing tournament
- Midnight Madness shopping night

Sub-Goal A2 Invite visitors to enjoy Winthrop's unique historic places and other **unique attractions**.

Action A2.1 Establish regular visiting hours for Deane Winthrop House and make marketing materials available in locations where tourists can be found (e.g., baggage claim at Logan Airport, the National Parks Service visitor center at Faneuil Hall, and other local historic attractions). (See also C3.5)

Action A2.2 Create a commemoration event for the "Battle of Shirley Gut."

Action A2.3 Work with the MWRA to advertise Deer Island's historic assets and park as a means to draw visitors into town. Historic assets include the Native American Burial grounds from King Philip's War, Boston's Ellis Island, and the Historic Pump House.

Action A2.4 Promote the Winthrop History Room and railroad model to visitors.

Action A2.5 Create an overlook area(s) where plane enthusiasts can view planes approaching and departing Logan Airport.

Action A2.6 Prepare a map of historic sites in Winthrop and develop a walking trail (examples include Freedom Trail in Boston, walking tours in Philadelphia).

Sub-Goal A3 Make Winthrop into a top location in the region for artists to live and work. Develop events and activities to celebrate the **arts in Winthrop**.

Action A3.1 Identify an area of Winthrop with a "concentration of cultural facilities, activities, and assets" and apply to become a Massachusetts Cultural Council (MCC) Cultural District to be acknowledged by the Commonwealth and stimulate new arts and cultural activity.

Action A3.2 Consider applying for one or more of the grants available from the MCC including, but not limited to, the Adams Art Program, Cultural Facilities Fund, and the New England States Touring Program (NEST), among others.

Action A3.3 Develop an open studios weekend(s) and/or an arts festival to display and sell art created in Winthrop.

Action A3.4 Promote the “Play Makers” theater group and link performances with local restaurants.

Action A3.5 Identify locations where artist live/work space can be developed and amend zoning to facilitate development.

Action 3.6 Promote arts and music in the public schools. Consider creating a “friends” group to help raise funds for arts and music programming.

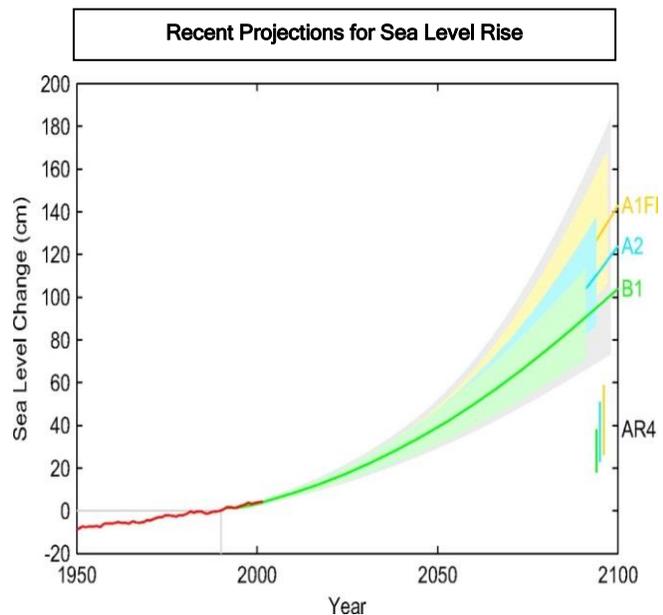
Action 3.7 Identify group to host painting parties in various locations in Winthrop.

CLIMATE CHANGE AND SUSTAINABILITY (STRATEGY 1)¹¹

Global temperatures are expected to rise between 0.5 degrees and 8.6 degrees Fahrenheit by end of century depending upon carbon emissions.

Northeast annual temperatures have increased 2 degrees F since 1970.

Sea level rose 3.1 mm per year on average between 1993 and 2003. It is expected to rise additional 10 to 32 inches over next century.

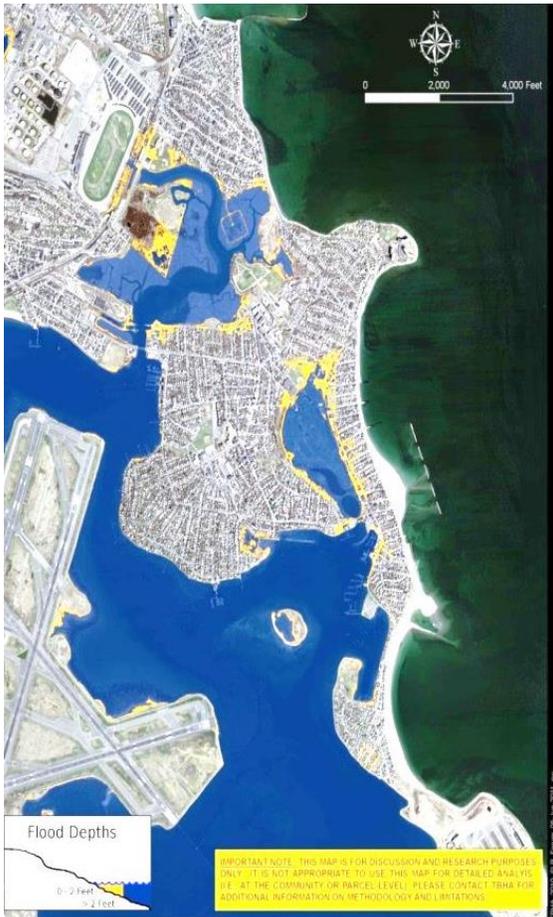


Source: Vermeer, M. and S. Rahmstorf, 2009. PNAS, 106:21527-21532, and IPCC Climate Change 2013: The Physical Science Basis—Summary for Policymakers

¹¹ Douglas, Ellen M., *Climate Change and Extreme Events: What we know and don't*, presentation dated September 27, 2013.



Implications for Winthrop include: increased daily tide heights, possible bi-monthly flooding, and greater impact of storm surge.



2.5 feet of projected Sea Level Rise



5 feet of projected Sea Level Rise

GOAL *Increase Winthrop's resiliency in the face of **climate change** and engage in sustainable practices to diminish use of non-renewable resources.*

Sub-Goal S1 Ensure Winthrop is prepared and resilient in the face of world **climate change** and anticipated sea level rise.

Action S1.1 Establish Climate Action Committee consisting of residents and business persons interested in helping Winthrop prepare for changing environmental conditions, and develop a plan to reduce the community's impact on the environment.

Action S1.2 In partnership with the Climate Action Committee, review studies and information regarding sea level rise, and identify areas of the community that are most vulnerable, including public infrastructure and private property. Develop an action plan to improve preparedness.

Action S1.3 Consider how the golf course can be best used for storm water retention during storm events.

Action S1.4 Develop design guidelines for new construction and major renovation within areas of potential sea level rise that will assist in reducing the storm impacts on property. (Examples include Spaulding Hospital in Charlestown, Boston Innovation District development requirements.)

Sub-Goal S2 Encourage community members to reduce their **environmental footprint**.

Action S2.1 On applications for land use permits, include a question asking applicants to identify what sustainable practices their project includes.

Action S2.2 Encourage applicants to secure LEED approval.

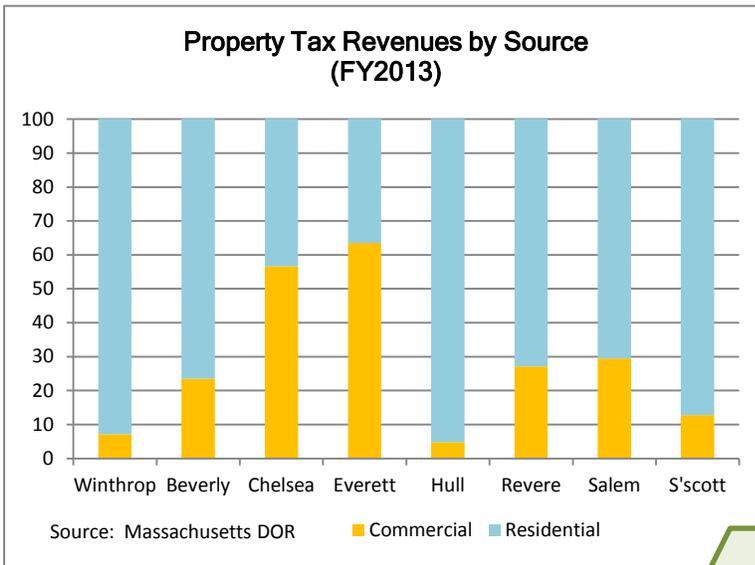
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FINANCIAL SELF-DETERMINATION (ALL STRATEGIES)

Town of Winthrop has fewer resources per resident than any of the comparison communities.

Per Capital Revenues (FY2013)		
	Prop Tax	All Rev
Swampscott	\$3,147	\$4,264
Everett	\$2,094	\$4,075
Chelsea	\$1,171	\$4,023
Hull	\$2,384	\$3,660
Salem	\$1,811	\$3,309
Beverly	\$2,065	\$3,094
Revere	\$1,313	\$3,054
Winthrop	\$1,420	\$2,738

Source: Massachusetts Department of Revenue



Only 7% of Winthrop's FY2013 property tax revenue came from commercial property, in contrast to Everett and Cambridge, where well over half of property tax revenues are from commercial property.

Commercial buildings in Winthrop are typically very low in scale (two stories or less), and a lot of land area is taken up by surface parking.

Two-thirds of commercial properties have an FAR of less than 1.0 (i.e., square footage of building is less than square footage of land).



Commercial land is scarce in Winthrop and, of those parcels that are in commercial use, approximately 60% are underutilized (i.e., land holds greater value than the building on the land).



GOAL: Promote municipal **financial self-determination**, and reduce fiscal dependence on state aid and residential taxes and fees.

Sub-Goal F1 Use land use planning and zoning to increase the commercial tax base and make Winthrop known for being a friendly **place to do business**.

Action F1.1 Develop a comprehensive plan for Winthrop, with considerable public participation, that can clearly define the community's vision and goals for the future.

Action F1.2 Re-write the zoning ordinance to modernize its approach, and implement the community vision and goals.

Action F1.3 Hire a professional land use planner to review/facilitate development projects, improve zoning codes and other land use policies, and engage in additional activities to grow the commercial tax base and ensure quality design and land use throughout Winthrop.

Action F1.4 Include more information on the Town website regarding the planning and building processes. Include a process flow chart so that potential business owners know what to expect.

Sub-Goal F2 Leverage **creative financing options** to invest in infrastructure and foster commercial development.

Action F2.1 Consider establishment of a District Improvement Financing District (DIF District) in Winthrop Center to be used to fund improvements in the Center. (A DIF District reinvests growth in property taxes within a defined geographic area back into that area for an established period of time.)

Action F2.2 Encourage the establishment of a Business Improvement District in Winthrop Center and on Shirley Street and Veteran's Way.

Action F2.3 Consider establishing a redevelopment district in Winthrop Center to provide the municipality with additional tools to remove blight and improve the Center. (See also TC2.9)

Action F2.4 Consider establishing an Economic Opportunity Area in Winthrop Center that will provide property owners with State tax credits for property acquisition and/or improvement, as allowed as part of the Town's Economic Target Area (ETA) designation. (See also TC2.10)

Sub-Goal F3 Use **Town property**, where appropriate, to stimulate economic development.

Action F3.1 Review inventory of property owned by Town of Winthrop and determine if any can be surplus. Prior to surplussing the property, consider whether can be used for commercial purposes, all or in part. Engage in process to define preferred uses and design. Follow Mass General Laws to establish a competitive disposition process to achieve Town goals for the property. Place particular emphasis on property at 46 Grovers Avenue.

Action F3.2 When considering future use of the Cummings Middle School, determined if can be used to support entrepreneurship and/or educational purposes that can increase Winthrop residents' ability to compete for jobs in current economy.

IMPLEMENTATION SCHEDULE

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IMPLEMENTATION PLAN

#	ACTION	TYPE	PARTICIPANTS	START YEAR	LINK TO
UNIQUE ENVIRONMENT					
E1.1	Action E1.1 . Engage in a visioning process for Winthrop Shore Drive to determine how the area can best meet needs of local residents and beach goers. Possible changes for consideration include: a) adopt zoning to allow for commercial/mixed use activity in clustered nodes; b) amend residential zoning to encourage maintenance of existing property and potentially increase the number of allowable housing units; and c) establish design guidelines to take into account potential impacts of climate change/sea level rise and principles of sustainable development.	Planning / Policy		3	
E1.2	Action E1.2 Pursue funding to design and construct a beach house(s) along Yirrell Beach to meet needs of beachgoers.	Infrastructure		3	
E1.3	Action E1.3 . Work with DCR to make sure that the beach house at Winthrop Beach is upgraded to meet the needs of beachgoers.	Infrastructure		1	
E1.4	Action E1.4 Identify locations for public parking facilities along the waterfront and pursue funding for design and construction. Establish pricing for spaces in public lots and on-street parking to cover the cost of maintenance and, to the extent possible, contribute to the cost of construction.	Infrastructure		1	
E1.5	Action E1.5 Establish policy regarding whether or not residents can rent out parking spaces on private property to beachgoers.	Planning / Policy		2	
E1.6	Action E1.6 Until commercial zoning is in place and commercial businesses established, identify location(s) for commercial food trucks along Winthrop Beach and implement a licensing process to authorize vendors and assign locations.	Bus Devt		1	
E2.1	Action E2.1 Identify areas where active recreational businesses could locate and streamline zoning to facilitate business establishment.	Zoning / Permitting		2	
E2.2	Action E2.2 Prepare an RFP to secure a tenant that establishes a bicycle rental operation at Winthrop Ferry Dock. Consider adding a snack bar or other food establishment, as well.	Bus Devt		2	
E2.3	Action E2.3 Outfit the ferry to be purchased by Town to allow for bicycle storage.	Infrastructure		1	
E2.4	Action E2.4 Reach out to "Bike to the Sea" to encourage them to add a Winthrop branch to their efforts to create a safe route for cyclists to the ocean (at present terminus of path is at Nahant).	Marketing		2	
E2.5	Action E2.4 Make bicycle groups (e.g., MassBike, Boston Cyclists Union, local bicycle commissions, etc.) and bicycle rental businesses (e.g., Urban AdvenTours, Hubway, etc.) aware of Winthrop's bicycle amenities (once they exist). Consider promoting a bicycle route that terminates at the ferry terminal as a means to return to downtown Boston. (See San Francisco to Tiburon route as possible model.)	Marketing		2	
E3.1	Action E3.1 Consider merits of entering into a public-private partnership with the golf club with the intent to facilitate physical improvements that benefit members and users, and to increase revenues.	Bus Devt		3	
E4.1	Action E4.1 Actively monitor MassDOT progress on the Belle Isle pedestrian and bicycling path to ensure project moves forward on an aggressive pace.	Infrastructure		1	
E4.2	Action E4.2 Meet with MWRA to encourage installation of sanitary facilities for visitors at Deer Island. Pursue funding in collaboration with MWRA.	Infrastructure		3	
E4.3	Action E4.3 Request that the Mass Audubon Society evaluate the health of Snake Island as a wildlife habitat and develop an action plan on how to increase the island's attractiveness to local animal and bird species. Identify an outlook location on Fisherman's Bend where birders and others can easily view Snake Island. Install viewfinders for visitors and identify a group that can host birding lessons/tours.	Environment, Infrastructure		2	
E4.4	Action E4.4 Seek approval and funding to use Morton Street property as location for public parking and a landing for self-powered water equipment (i.e., kayak, canoe, paddle board, etc.), plus possible equipment and bicycle rentals.	Infrastructure, Bus Devt		3	
E4.5	Action E4.5 Promote guided tours of environmental-sensitive areas with links to local restaurants/businesses at end of tours (example include Merrimack River Eagle Festival in Newburyport).	Marketing		4	
E5.1	Action E5.1 Consider hosting boating events that would bring boaters from other areas into town.	Special Events		3	
E5.2	Action E5.2 Advertise when moorings are available without a waitlist.			3	

#	ACTION	TYPE	PARTICIPANTS	START YEAR	LINK TO
E5.3	Action E5.3 Ensure that there are adequate transient boating slips on Winthrop Pier available for day visitors. Meet with the Harbor Master and local yacht clubs/marinas to encourage them to make spaces available to meet the needs of visitors to Winthrop.	Bus Devt		2	
E5.4	Action E5.4 When planning for transportation needs within Winthrop, consider need for boaters who come in from out of town to be able to get between yacht clubs and key commercial districts (ex., bike share, trolley, taxi).	Infrastructure		2	
E5.5	Action E5.5 Encourage expansion of boating/water-related businesses near yacht clubs.	Bus Devt		3	
E6.1	Action E6.1 Highlight Winthrop's many unique environmental features in any marketing campaign. (See also C3.1)	Marketing		3	C3.1
E6.2	Action E6.2 Contact private and non-profit organizations involved in "ecotourism" (e.g., Greater Boston Visitors and Conventions Bureau) to inform them of Winthrop's great environmental features and lodging opportunities.	Marketing		3	
E6.3	Action E6.3 Celebrate completion of the beach restoration project with special events and marketing. (See also C3.2)	Marketing, Special Events	QUICK WIN!	1	C3.2

#	ACTION	TYPE	PARTICIPANTS	START YEAR	LINK TO
TRANSPORTATION					
T1.1	Action T1.1 Approach the MBTA and Paul Revere Transport to develop an improved route and schedule for the 712 and 713 lines.	Infrastructure		1	
T1.2	Action T1.2 Strongly request that the MBTA add the 712 and 713 routes to their online Trip Planner and bus route applications. After the MBTA has added the routes, monitor Googlemaps and other mapping systems to make sure also they acknowledge the routes and schedules.	Marketing		1	
T1.3	Action T1.3 Take all actions needed to ensure the Winthrop ferry is operational for the 2015 season.	Infrastructure		1	
T1.4	Action T1.4 When planning the schedule for the Winthrop ferry, anticipate needs of beachgoers, tourists, and other visitors seeking to come to Winthrop. Seek to connect to the Harbor Islands network, to the extent appropriate.	Infrastructure		1	
T1.5	Action T1.5 Adopt zoning that allows the conversion of up to three parking spaces at commercial business to carshare spaces by right (i.e., require no special permit or other municipal review).	Zoning / Permitting		2	
T1.6	Action T1.6 Adopt a standard condition of approval for special permits for projects with 15+ residential units that <u>requires</u> them to provide one carshare space on site without increasing overall required parking (i.e., convert one space otherwise required for a residential unit under the zoning into a carshare space). Encourage multi-unit projects with 15 or fewer units to convert one parking space required under the zoning into a carshare space.	Zoning / Permitting		2	
T1.7	Action T1.7 Approach car-share companies (e.g., Zipcar, Enterprise carshare) and encourage them to locate vehicles in Winthrop.	Marketing		1	
T1.8	Action T1.8 Establish a standard condition approval for multi-unit housing permits that requires that secure on-site bicycle parking be provided. (See also H1.3)	Zoning / Permitting		2	H1.3
T2.1	Action T2.1 Work with the MBTA and Paul Revere Transport to modify the routes of the 712 and 713 buses to facilitate trips within Winthrop, instead of using them almost exclusively as means to access the Orient Heights Station. Ensure that the routes provide frequent service to key locations, including, but not limited to: town center, ferry terminal, yacht clubs, Point Shirley, Winthrop Beach, and local hotels/inns.	Infrastructure		2	
T2.2	Action T2.2 Consider the merits of buying into the Hubway bicycle network at key locations, including, but not limited to: Orient Heights station, Winthrop Center, Point Shirley, the ferry terminal, and Winthrop Beach. Reach out to local businesses to seek financial contributions.	Infrastructure		3	
T2.3	Action T2.3 Apply for MAPC grant to install bicycle racks throughout Winthrop.	Infrastructure		1	
T2.4	Action T2.4 Adopt a “complete streets” policy that requires that roadway improvements seek to balance the needs of all potential users including, pedestrians, cyclists, transit, commercial vehicles, and private vehicles.	Infrastructure		2	
T2.5	Action T2.5 Consider the costs and benefits of operating a private Winthrop shuttle during the summer months to bring visitors to key activity points in town. (Models could include the Nantucket Wave and the Salem Trolley.)	Infrastructure		4	
T2.6	Action T2.6 Create a “Walk Winthrop” outreach program to encourage Winthrop residents of all ages to walk more. Possible activities could include: offer free pedometers to residents who commit to walking more, establish a website where residents could compete for number of steps completed in a day/week/month and get small prizes, establish “walking school bus” program to get kids to school, participate in MassDOT’s “Safe Routes to School Program,” encourage the formation of walking clubs, etc.	Marketing		3	
T2.7	Action T2.7 Consider creating a Winthrop Bicycle Commission that can help plan for bicycle facilities, do outreach to residents, and optimally hold bicycle repair clinics/classes occasionally during the year.	Infrastructure		1	
T2.8	Action T2.8 Consider starting a low-tech free bicycle sharing program that operates within Winthrop. (Model includes Lansing, MI.)	Infrastructure		4	
T2.9	Action T2.9 Ensure that transportation modes are mutually supportive (e.g., bus schedule and ferry schedule should be aligned), and cross promote transportation modes, such as “bike to ferry” or “ferry to bike.”	Infrastructure		1	
T3.1	Action T3.1 Install meters and establish a parking revenue district in Winthrop Center. Commit funding from the parking revenue district to improvements in the Center, including such items as maintenance of the parking lot(s) and on-street spaces, street improvements, bicycle facilities, landscaping, and other amenities/activities that strengthen the commercial core. (See also TC4.3)	Infrastructure, Finance		3	TC4.3

#	ACTION	TYPE	PARTICIPANTS	START YEAR	LINK TO
T3.2	<u>Action T3.2</u> Reduce residential parking requirements to no more than one space per unit. Do not differentiate by number of bedrooms. (See also H1.2)	Zoning / Permitting		2	H1.2

#	ACTION	TYPE	PARTICIPANTS	START YEAR	LINK TO
TOWN CENTER					
TC1.1	Action TC1.1 Amend the Winthrop Zoning Ordinance to include a map of where pedestrian-oriented uses are required on the ground floor within the Central Business District and what percentage of the frontage those uses must occupy. Define what constitutes a “pedestrian-oriented use.” (Models include Union Square rezoning, Somerville, MA) (See also NC2.1)	Zoning / Permitting		2	NC2.1
TC1.2	Action TC1.2 Allow small scale retail/service uses that are 1,500 gross square feet in size or less to locate in the Center by right and with no parking requirement. Put in place increased permitting requirements (e.g., special permits) for larger scale businesses.	Zoning / Permitting		2	
TC1.3	Action TC1.3 Establish design guidelines for the Central Business District that will produce interesting ground floor facades oriented toward pedestrians. Guidelines should address: the location of driveways/garage entrances, location of building entrances, location of service and loading areas, signage and awning design, level of visual interest on the ground floor facades (as opposed to upper stories), building lighting, policies encouraging multiple doors along single facade and prohibiting “mall-like” entrances, etc.	Zoning / Permitting		3	
TC1.4	Action TC1.4 Create a “Best Retail Practices” program that provides merchants with technical assistance around merchandising, interior and exterior appearance, marketing advertising, and operations, among other topics. (See also NC1.4)	Bus Devt		3	NC1.4
TC1.5	Action TC1.5 Consider adopting a “Deemed Approved” program to establish operating standards for certain legal nonconforming uses in pedestrian-oriented areas to ensure that the operation of those uses does not detract from the pedestrian oriented areas. (Examples include Oakland, CA’s Deemed Approved Program for Alcoholic Beverage Sales Establishments and the Deeded Approved Program for Hotels and Motels.) (See also NC2.4)	Code Enf		4	NC2.4
TC2.1	Action TC2.1 Continue street beautification efforts, such as flower baskets, banners, twinkle lights, etc., to mark the Center as a special place in town. Establish and implement a distinctive street lighting system for the area.	Infrastructure		1	
TC2.2	Action TC2.2 Install movable outdoor café furniture in French Square.	Infrastructure	QUICK WIN!	1	
TC2.3	Action TC2.3 Undertake temporary, pilot efforts to re-route vehicular traffic in French Square to increase amount of pedestrian-only space. Hold activities, such as music and dancing, in space created.	Infrastructure	QUICK WIN!	1	
TC2.4	Action TC2.4 Secure funding for design and construction of new streets, sidewalks, and reconstruction of French Square in Winthrop Center under the “complete streets” model of design. Consider the merits of creating a curb-less shared auto-pedestrian space in the core of the district to increase the flexibility of use and turn it into a vibrant community gathering point. (Models include “woonerfs” in Europe and US.)	Infrastructure		4	
TC2.5	Action TC2.5 Secure funding for a façade improvement program to encourage property owners to upgrade their buildings via a matching grant. (See also NC1.3)	Bus Devt		3	NC1.3
TC2.6	Action TC2.6 Change the terms of ‘Adopt an Island’ program so that permits must be renewed annually, providing the Town with an opportunity to discontinue the relationship with any ‘adopters’ who do not meet Town expectations for maintenance.	Infrastructure		3	
TC2.7	Action TC2.7 Encourage the provision of outdoor seating for restaurants by establishing a licensing program with reasonable fees and criteria that can be administered by staff and by performing outreach to businesses about the new opportunity.	Zoning / Permitting		2	
TC2.8	Action TC2.8 Establish a police walking patrol in the Town Center, especially during the evening and weekends.	Public Safety		1	
TC2.9	Action TC2.9 Consider establishing a redevelopment district in Winthrop Center to provide the municipality with additional tools to remove blight and improve the Center. (See also F2.3)	Finance		4	F2.3
TC2.10	Action TC2.10 Consider establishing an Economic Opportunity Area in Winthrop Center that will provide property owners with State tax credits for property acquisition and/or improvement, as allowed as part of the Town’s Economic Target Area (ETA) designation. (See also F2.4)	Finance		2	F2.4
TC2.11	Action TC2.11 Develop a logo to represent Town Center (possible options include a ship wheel, using the French Square as the hub) and use in marketing materials, tee shirts, etc.	Marketing		1	
TC3.1	Action TC3.1 Adopt zoning that facilitates and encourages multi-story mixed use development within the Central Business District.	Zoning / Permitting		1	

#	ACTION	TYPE	PARTICIPANTS	START YEAR	LINK TO
TC3.2	Action TC3.2 Review the blocks surrounding Winthrop Town Center for potential opportunity sites for increased residential development.	Zoning / Permitting		3	
TC4.1	Action TC4.1 Prepare a likely build-out scenario under the proposed amendments to the Central Business District zone and determine parking need. Compare projected demand with existing public parking resources (on street and in public lots) and private resources to determine the parking gap. Identify site for additional public parking facilities and use funds from payment in lieu of parking program to secure property and build the lot/garage. Identify location(s) for employee parking so employees do not take spaces for shoppers and visitors.	Zoning / Permitting		2	
TC4.2	Action TC4.2 Work with MAPC to project a realistic long term car ownership ratio in Winthrop, taking into account the significant declines in the number of drivers' licenses per capita in Massachusetts.	Zoning / Permitting		2	
TC4.3	Action TC4.3 Install meters and establish a parking revenue district in Winthrop Center. Commit funding from the parking revenue district to improvements in the Center, including such items as maintenance of the parking lot(s) and on-street spaces, street improvements, bicycle facilities, landscaping, and other amenities/activities that strengthen the commercial core. (See also T3.1)	Infrastructure, Finance		3	T3.1
TC4.4	Action TC4.4 Establish parking rates that encourage turnover of spaces with a goal of 15% vacancy of parking spaces throughout the Center in order to allow drivers to quickly find parking when entering the Center. (Models include San Francisco, CA.)	Infrastructure		3	
TC5.1	Action TC5.1 Provide wayfinding to allow visitors to easily find Winthrop Center.	Marketing		3	
TC5.2	Action TC5.2 Work with the Chamber of Commerce and local businesses to develop a joint marketing campaign that highlights the many services and activities available in the Center. (See also C3.3)	Marketing		3	C3.3
TC5.3	Action TC5.3 Find an operator for a weekly farmers market to bring residents and visitors to Winthrop Center.	Bus Devt		1	
TC5.4	Action TC5.4 Hire a part-time event planner to develop and implement an annual calendar of events to bring visitors into Winthrop and increase the sense of community among residents. (See also A1.1)	Special Events		1	A1.1

#	ACTION	TYPE	PARTICIPANTS	START YEAR	LINK TO
NEIGHBORHOOD COMMERCIAL DISTRICTS					
NC1.1	Action NC1.1 Develop and implement streetscape improvements in identified neighborhood commercial centers that include design elements that are unique to each center.	Infrastructure		4	
NC1.2	Action NC1.2 Create a town-wide way-finding system that has a unique icon for each neighborhood center.	Infrastructure		3	
NC1.3	Action NC1.3 Secure funding for a façade improvement program to encourage property owners to upgrade their buildings via a matching grant. (See also TC2.5)	Bus Devt		3	TC2.5
NC1.4	Action NC1.4 Create a “Best Retail Practices” program that provides merchants with technical assistance around merchandising, interior and exterior appearance, marketing advertising, and operations, among other topics. (See also TC1.4)	Bus Devt		3	TC1.4
NC1.5	Action NC1.5 Actively enforce building, health, and environmental codes in a fair and consistent manner in the neighborhood centers.	Code Enf		1	
NC2.1	Action NC2.1 Amend the Winthrop Zoning Ordinance to include a map of where pedestrian-oriented uses are required on the ground floor within the neighborhood commercial centers and what percentage of the frontage those uses must occupy. Define what constitutes a “pedestrian-oriented use.” (Models include Union Square rezoning, Somerville, MA) (See also TC1.1)	Zoning / Permitting		2	TC1.1
NC2.2	Action NC2.2 Amend the Winthrop Zoning Ordinance Table of Uses to eliminate uses that are not pedestrian-oriented from those areas where pedestrian-oriented uses are required.	Zoning / Permitting		2	
NC2.3	Action NC2.3 Amend the Winthrop Zoning Ordinance to prohibit conversion of ground floor space to commercial uses within the pedestrian-oriented districts.	Zoning / Permitting		2	
NC2.4	Action NC2.4 Consider adopting a “Deemed Approved” program to establish operating standards for certain legal nonconforming uses in pedestrian-oriented areas to ensure that the operation of those uses does not detract from the pedestrian-oriented areas. (Examples include Oakland, CA’s Deemed Approved Program for Alcoholic Beverage Sales Establishments and the Deeded Approved Program for Hotels and Motels.) (See also TC1.5)	Code Enf		4	TC1.5

#	ACTION	TYPE	PARTICIPANTS	START YEAR	LINK TO
QUALITY JOBS					
QJ1.1	Action QJ1.1 Review/amend existing home occupation ordinance to ensure that allows flexibility in creating home-based businesses. Establish code provisions that allow for an array of different types of businesses provided they do not adversely impact neighborhood character.	Zoning / Permitting		3	
QJ1.2	Action QJ1.2 Host a small business/home business Expo to help identify home businesses currently in Winthrop and create a networking opportunity.	Bus Devt		3	
QJ1.3	Action QJ1.3 Encourage establishment of co-working and/or incubator space where resident business persons and entrepreneurs can access conference space, telecommunications equipment, and other equipment. (Examples include Workbar Boston and Somerville Design Annex.)	Bus Devt		3	
QJ2.1	Action QJ2.1 Reach out to Winthrop residents who are engaged in creative industries, such as architects, engineers, programmers, designers, etc. and establish a focus group to solicit ideas on how to grow this segment of the economy in Winthrop.	Bus Devt		1	
QJ2.2	Action QJ2.2 Visit nearby facilities that support entrepreneurship in manufacturing and technology, such as Artists Asylum in Somerville, to determine space and location needs. Determine if similar types of facilities are possible in	Bus Devt		2	
QJ3.1	Action QJ3.1 Review zoning requirements for bed and breakfasts and hotels, and amend to allow for increased lodging opportunities.	Zoning / Permitting		3	
QJ3.2	Action QJ3.2 Amend zoning ordinance to reduce parking requirements for hotels. Consider amending requirement for lodging houses. Encourage hotels/lodging houses to provide alternative transportation for guests, such as bicycles, shuttles to Orient Heights T Station, etc, in lieu of on-site parking.	Zoning / Permitting		3	
QJ3.3	Action QJ3.3 Adopt ordinance relating to operating standards for lodging establishments and establish an inspection/auditing program. (See Oakland, CA "Deemed Approved" standards and enforcement program.)	Code Enf		4	
QJ3.4	Action QJ3.4 Work with Chamber of Commerce to see how it can increase its role in welcoming visitors to Winthrop.	Marketing		1	
QJ3.5	Action QJ3.5 Approach American Youth Hostel to determine whether they might have interest in opening a hostel in Winthrop.	Bus Devt		3	

#	ACTION	TYPE	PARTICIPANTS	START YEAR	LINK TO
CUSTOMER BASE				g	
C1.1	<u>Action C1.1</u> Consider creating a “Winthrop Local First” organization to encourage residents to shop locally. Collaborate with the Sustainable Business Network of Massachusetts, the New England Local Business Forum, and the American Independent Business Alliance. (Examples include Cambridge Local First, Somerville Local First, and Brookline Local First.)	Marketing		2	
C1.2	<u>Action C1.2</u> Encourage local businesses to increase their internet presence (e.g., Yelp, TripAdvisor, etc.), use of social media (e.g., Twitter, Facebook, Foursquare, etc.), and use of search engine optimization so that they receive more viewership. Hold periodic training sessions on how to use the internet and social media.	Marketing		2	
C1.3	<u>Action C1.3</u> Create a website that identifies Winthrop businesses and does not require membership in the Chamber of Commerce.	Marketing		3	
C1.4	<u>Action C1.4</u> Create a welcome kit for new residents that features local businesses and offers coupons.	Marketing		3	
C1.5	<u>Action C1.5</u> Host quarterly “get to know the neighborhood” social events and/or encourage residents to hold block parties on their street.	Marketing		2	
C2.1	<u>Action C2.1</u> Contact language schools and other organizations that place foreign students in Winthrop, and encourage them to post Winthrop marketing materials and link to Winthrop websites highlighting the town’s amenities. (See also C3.4)	Marketing		4	C3.4
C3.1	<u>Action C3.1</u> Highlight Winthrop’s many unique environmental features in any marketing campaign. (See also E6.1)	Marketing		3	E6.1
C3.2	<u>Action C3.2</u> Celebrate completion of the beach restoration project with special events and marketing. (See also E6.3)	Marketing,	QUICK WIN!	1	E6.3
C3.3	<u>Action C3.3</u> Work with the Chamber of Commerce and local businesses to develop a joint marketing campaign that highlights the many services and activities available in the Center. (See also TC5.2)	Marketing		3	TC5.2
C3.4	<u>Action C3.4</u> Contact language schools and other organizations that place foreign students in Winthrop, and encourage them to post Winthrop marketing materials and link to Winthrop websites highlighting the town’s amenities. (See also C2.1)	Marketing		4	C2.1
C3.5	<u>Action C3.5</u> Establish regular visiting hours for Deane Winthrop House and make marketing materials available in locations where tourists can be found (e.g., baggage claim at Logan Airport, the National Parks Service visitor center at Faneuil Hall, and other local historic attractions). (See also A2.1)	Marketing		2	A2.1
C3.6	<u>Action C3.6</u> Create marketing materials for rental agencies who manage large blocks of absentee landlord properties. (See also H2.1)	Marketing		3	H2.1
C3.7	<u>Action C3.7</u> When appropriate, reach out to the WCVB Chronicle Program to have them host a segment on the many attractions found in the Town of Winthrop.	Marketing		3	
C3.8	<u>Action C3.8</u> Consider developing a video about the unique aspects of Winthrop and posting on-line.	Marketing		3	

#	ACTION	TYPE	PARTICIPANTS	START YEAR	LINK TO
HOUSING					
H1.1	Action H1.1 Amend the Winthrop Zoning Ordinance to allow for the construction of mid-rise amenity drive housing in proximity to the Town Center and neighborhood commercial centers, including, but not limited to, Shirley Street/Veterans Road.	Zoning / Permitting		3	
H1.2	Action H1.2 Reduce residential parking requirements to no more than one space per unit. Do not differentiate by number of bedrooms. (See also T3.2)	Zoning / Permitting		2	T3.2
H1.3	Action H1.3 Establish a standard condition approval for multi-unit housing permits that requires that secure on-site bicycle parking be provided. (See also T1.8)	Zoning / Permitting		2	T1.8
H2.1	Action H2.1 Create marketing materials for rental agencies who manage large blocks of absentee landlord properties. (See also C3.6)	Marketing		3	C3.6
H2.2	Action H2.2 Sell Winthrop to college students, hipsters, and others who are priced out of the Boston central core communities.	Marketing		3	
H2.3	Action H2.3 Host "familiarization tours" or other events for realtors from outside of Winthrop.	Marketing		2	
H3.1	Action H3.1 Actively enforce the new inspection program for rental housing.	Code Enf		1	
H3.2	Action H3.2 Establish design guidelines for housing construction, especially as it relates to the placement of parking on site. Include design provisions that take into account potential sea level rise and sustainable practices, where appropriate.	Zoning / Permitting		4	
H3.3	Action 3.3 Sponsor awards for the best renovation/rehabilitation projects, best front yard garden, best holiday decorations, etc.	Special Events		4	

#	ACTION	TYPE	PARTICIPANTS	START YEAR	LINK TO
ARTS, HISTORY, CULTURE, AND SPECIAL EVENTS					
A1.1	<u>Action A1.1</u> Hire a part-time event planner to develop and implement an annual calendar of events to bring visitors into Winthrop and increase the sense of community among residents. (See also TC5.4)	Special Events		1	TC5.4
A2.1	<u>Action A2.1</u> Establish regular visiting hours for Deane Winthrop House and make marketing materials available in locations where tourists can be found (e.g., baggage claim at Logan Airport, the National Parks Service visitor center at Faneuil Hall, and other local historic attractions). (See also C3.5)	Marketing		2	C3.5
A2.2	<u>Action A2.2</u> Create a commemoration event for the "Battle of Shirley Gut."	Special Events		4	
A2.3	<u>Action A2.3</u> Work with the MWRA to advertise Deer Island's historic assets and park as a means to draw visitors into town. Historic assets include the Native American Burial grounds from King Philip's War, Boston's Ellis Island, and the Historic Pump House.	Marketing		3	
A2.4	<u>Action A2.4</u> Promote the Winthrop History Room and railroad model to visitors.	Marketing		3	
A2.5	<u>Action A2.5</u> Create an overlook area(s) where plane enthusiasts can view planes approaching and departing Logan Airport.	Infrastructure		4	
A2.6	<u>Action A2.6</u> Prepare a map of historic sites in Winthrop and develop a walking trail (examples include Freedom Trail in Boston, walking tours in Philadelphia).	Marketing		2	
A3.1	<u>Action A3.1</u> Identify an area of Winthrop with a "concentration of cultural facilities, activities, and assets" and apply to become a Massachusetts Cultural Council (MCC) Cultural District to be acknowledged by the Commonwealth and stimulate new arts and cultural activity.	Marketing		3	
A3.2	<u>Action A3.2</u> Consider applying for one or more of the grants available from the MCC including, but not limited to, the Adams Art Program, Cultural Facilities Fund, and the New England States Touring Program (NEST), among others.	Finance		2	
A3.3	<u>Action A3.3</u> Develop an open studios weekend(s) and/or an arts festival to display and sell art created in Winthrop.	Marketing		3	
A3.4	<u>Action A3.4</u> Promote the "Play Makers" theater group and link performances with local restaurants.	Marketing		2	
A3.5	<u>Action A3.5</u> Identify locations where artist live/work space can be developed and amend zoning to facilitate development.	Zoning / Permitting		4	
A3.6	<u>Action A3.6</u> Promote arts and music in the public schools. Consider creating a "friends" group to help raise funds for arts and music programming.	Finance		3	
A3.7	<u>Action A3.7</u> Identify group to host painting parties in various locations in Winthrop.	Special Events		3	

#	ACTION	TYPE	PARTICIPANTS	START YEAR	LINK TO
CLIMATE CHANGE AND SUSTAINABILITY					
S1.1	<u>Action S1.1</u> Establish Climate Action Committee consisting of residents and business persons interested in helping Winthrop prepare for changing environmental conditions, and develop a plan to reduce the community's impact on the environment.	Environment		1	
S1.2	<u>Action S1.2</u> In partnership with the Climate Action Committee, review studies and information regarding sea level rise, and identify areas of the community that are most vulnerable, including public infrastructure and private property. Develop an action plan to improve preparedness.	Environment		2	
S1.3	<u>Action S1.3</u> Consider how the golf course can be best used for storm water retention during storm events.	Infrastructure		3	
S1.4	<u>Action S1.4</u> Develop design guidelines for new construction and major renovation within areas of potential sea level rise that will assist in reducing the storm impacts on property. (Examples include Spaulding Hospital in Charlestown, Boston Innovation District development requirements.)	Zoning / Permitting		4	
S2.1	<u>Action S2.1</u> On applications for land use permits, include a question asking applicants to identify what sustainable practices their project includes.	Zoning / Permitting		2	
S2.2	<u>Action S2.2</u> Encourage applicants to secure LEED approval.	Zoning /		2	

#	ACTION	TYPE	PARTICIPANTS	START YEAR	LINK TO
FINANCIAL SELF-DETERMINATION					
F1.1	<u>Action F1.1</u> Develop a comprehensive plan for Winthrop, with considerable public participation, that can clearly define the community's vision and goals for the future.	Planning / Policy		2	
F1.2	<u>Action F1.2</u> Re-write the zoning ordinance to modernize its approach, and implement the community vision and goals.	Zoning / Permitting		3	
F1.3	<u>Action F1.3</u> Hire a professional land use planner to review/facilitate development projects, improve zoning codes and other land use policies, and engage in additional activities to grow the commercial tax base and ensure quality design and land use throughout Winthrop.	Zoning / Permitting		1	
F1.4	<u>Action F1.4</u> Include more information on the Town website regarding the planning and building processes. Include a process flow chart so that potential business owners know what to expect.	Zoning / Permitting		1	
F2.1	<u>Action F2.1</u> Consider establishment of a District Improvement Financing District (DIF District) in Winthrop Center to be used to fund improvements in the Center. (A DIF District reinvests growth in property taxes within a defined geographic area back into that area for an established period of time.)	Finance		4	
F2.2	<u>Action F2.2</u> Encourage the establishment of a Business Improvement District in Winthrop Center and on Shirley Street and Veteran's Way.	Finance		4	
F2.3	<u>Action F2.3</u> Consider establishing a redevelopment district in Winthrop Center to provide the municipality with additional tools to remove blight and improve the Center. (See also TC2.9)	Finance		4	TC2.9
F2.4	<u>Action F2.4</u> Consider establishing an Economic Opportunity Area in Winthrop Center that will provide property owners with State tax credits for property acquisition and/or improvement, as allowed as part of the Town's Economic Target Area (ETA) designation. (See also TC2.10)	Finance		2	TC2.10
F3.1	<u>Action F3.1</u> Review inventory of property owned by Town of Winthrop and determine if any can be surplus. Prior to surplussing the property, consider whether can be used for commercial purposes, all or in part. Engage in process to define preferred uses and design. Follow Mass General Laws to establish a competitive disposition process to achieve Town goals for the property. Place particular emphasis on property at 46 Grovers Avenue.	Finance		2	
F3.2	<u>Action F3.2</u> When considering future use of the Cummings Middle School, determined if can be used to support entrepreneurship and/or educational purposes that can increase Winthrop residents' ability to compete for jobs in current economy.	Bus Devt		1	

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APPENDIX A

ECONOMIC TRENDS FINDINGS

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Residential Population and Labor Force

1. Winthrop's population has declined over the past half-century at the same time the median age has risen.
2. The level of educational attainment and median household income in Winthrop are less than State averages.
3. The number of Winthrop residents in the labor force has declined over the past two decades.
4. Winthrop residents use public transportation to get to work at a much higher percentage than the State average; their transit commute times are shorter than residents of other communities.
5. Winthrop residents most commonly work in the following industry sectors: *Educational Services, and Healthcare and Social Assistance; Information, Finance, Insurance, and Real Estate; and, Professional, Scientific, Management and Administration and Waste Management services.*
6. By occupation, Winthrop residents most often work in *Management, Business, Science, and Arts and Sales and Office.*

Local Business Economy

7. Since 1990, Winthrop has lost over 1,100 local jobs (-41%), a trend that is directly opposite other comparison waterfront communities.
8. Winthrop offers fewer than 0.2 jobs per resident in the labor force.
9. Winthrop's economy is dominated by small establishments; larger employers are scarce.
10. Winthrop's local economy today is most heavily comprised of jobs in the *Educational and Health Services* sector, *Leisure and Hospitality* sector, and *Trade, Transportation and Utilities* sector.
11. The amount that Winthrop residents spend on retail goods exceeds Winthrop's local retail sales by \$204 million, i.e., the equivalent of 68% of the residential community's retail spending is done out of town.¹²

Land Use Trends

12. Clubs and lodges represent the greatest non-residential use of land in Winthrop, followed by retail (including restaurants and services), and mixed use. Industry/warehousing and vacant/parking also utilize significant land area.
13. Winthrop is home to many small commercial parcels.¹³ In fact, three-quarters of non-residential parcels are 10,600 square feet in size or smaller.
14. Most commercial properties contain buildings that are low in scale (two stories or less). Considerable land is taken up by parking.
15. Many commercial properties in Winthrop meet the definition of "underutilized," i.e., the value of the building on the property is less than the value of the land.
16. Commercial property generates limited revenue for the Town of Winthrop.

¹² Nielsen Solution Center, "RMP Opportunity Gap - Retail Stores", reports for 1-, 2-, and 3-mile radii of 294 Bowdoin Street, Winthrop, prepared on March 26, 2014.

¹³ It should be noted that there are instances where a property owner may own more than one abutting parcel, thereby effectively creating a larger parcel, but ownership information was not available to the project team so instances where this was the case could not be determined.

Business Survey

17. Overwhelmingly, survey respondents had started their own independent businesses. On average, they have been in business for 28 years.
18. Approximately one-half of respondents lease the space in which their business is located; others own the space or work from their homes.
19. Universally, respondents indicate that more revenue is generated from within Winthrop than from any other geographic area, and almost 85% of revenue is generated from within I-95. They also indicate that the majority of their employees live in Winthrop.
20. While most customers reportedly arrive at Winthrop businesses via private vehicle, respondents did acknowledge customers using other forms of transportation. Employees also tend to drive alone.
21. Over half of respondents indicated that the amount of business changes seasonally, with summer being most frequently reported as the busiest time.
22. Most business owners reported that revenues increased in the past three years, although some experienced decreases. Increased costs at times offset the growth in revenue.
23. "Word of mouth" was by far the most commonly used marketing tool among respondents, and the tool most often claimed as generating the greatest amount of new business.
24. The majority of respondents indicated that they opened their business in Winthrop, at least in part, because Winthrop is where they live.
25. Respondents indicated that finding qualified labor is difficult.
26. Making Winthrop Center more attractive was among respondents' suggestions for how Winthrop can help grow the local economy.

APPENDIX B

STEERING COMMITTEE PARTICIPANTS

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Residents and Business Persons

Mike Carney
Joe Clark
Robert Deeb
Stephanie Locke Suvilas
Trudy Macero
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