

WINOOSKI MASTER PLAN

Working Draft



Winooski Planning Commission & City Council

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INTRODUCTION

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PURPOSE OF THE PLAN

Winooski's Master Plan presents a vision for land use and development in the present and for the future. It provides a framework for enhancing the quality of life, a basis for public and private investment, and it will be the guiding document for civic action. The Plan will support Winooski in responding thoughtfully and appropriately to changing economic, social and environmental conditions in the City and the region.

The City has engaged in numerous planning efforts on specific topics over the last few years (e.g. Visioning, Economic Development Plan, Transportation Master Plan, Parking Plan, Housing Needs Assessment, Gentrification Analysis, Branding Study, etc.). This Master Plan is a high-level overview document that summarizes and references the more specific plans. The Plan is organized by the City's Vision statement.

Public Engagement

This Plan builds upon the previous, more specific, planning studies and the engagement that took place in the development of them. Each of those planning efforts included a significant amount of public engagement including online surveys, focus groups, door to door surveys, community dinners, etc. In addition to building on those efforts, the Planning Commission received input from each of the three City Commissions in developing this Plan: Public Works Commission, Public Safety Commission and the Community Services Commission.

The process also included a flier located in numerous places throughout the City and posted on front porch forum to alert the community of the effort and explain how citizen's can get involved. In addition, input and feedback were also sought at the Farmer's Market, Halloween Party and the Mayor's Live at Five show. The final draft was noticed and distributed as required by statute both for the Planning Commission and City Council's hearings.



WINOOSKI MASTER PLAN REVISIONING

The Winooski Planning Commission will draft, develop, and finalize a revisioning of the City's Master Plan. Upon completion, the Winooski Planning Commission will present the Master Plan to Winooski City Council during the Winter and Spring of 2018/2019.



Join us at any upcoming Winooski Planning Commission Meeting
6:30 PM @ Winooski City Hall (27 West Allen Street) during this process:

Initial Review Revision Review

Economic Vitality	Jul. 12	Jul. 26
Municipal Infrastructure	Jul. 26	Aug. 9
Safe, Healthy, Connected People	Aug. 9	Aug. 23
Housing	Aug. 23	Sept. 13
City Demographics and Background	Sept. 13	Oct. 11
Implementation Program	Oct. 11	Oct. 25
Public Input Community Meeting	Oct. 30	



Public input is an important part of this process. We welcome all community members to join us in the revisioning of the City's Master Plan!

Submit your feedback at any time during this process by emailing

masterplan@winooskivt.org

For comprehensive project details, visit

winooskivt.org/masterplan



शहर को भवष्यको लागि विनिसकी तपाईंको सहभागिता चाहन्छ। हामी तपाईंको सहभागिताको स्वागत गर्दछौं। अनुवादति सामग्रीहरूको लागि, कृपया ८०२ ६५५ ६४१० मा कल गर्नुहोस्।

Winooski wuxuu doonayaa taladaada mustaqbalka magaalada. Waan soo dhaweynaynaa ka Qaybgalkaaga. Waxyaabaha la turjumay fadlan wac 802 655 6410.

مدینه وینسکی (Winooski) محتاجه رأيكم ومقترحاتكم نحو تخطيط مستقبل المدينه وهي ترحب بمشارككم . وللحصول على النسخ المترجمة للغات الأخرى اتصلوا علي الهاتف الاتي
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VISION

Winooski will continue to be a livable, diverse, and affordable community where the role of government will be to foster and guide:

Economic Vitality: Maintain and expand our economic development to ensure long-term vibrancy.

Municipal Infrastructure: Invest in the City's municipal infrastructure, including energy resources, facilities, technology, roads, sidewalks, and water, sewer, and storm water lines, to make our City safe and accessible to residents and visitors while recognizing the critical role that we play in the region's system.

Safe, Healthy and Connected People: Foster relationships across generations and cultures by providing safe, healthy environments and opportunities to connect and engage.

Housing: Ensure a mix of quality housing that maintains and enhances Winooski's unique sense of place and supports the needs of the entire community.

Brand

In addition to the vision statements, the City's brand helps describe the past, current and future direction for the City.

Winooski: Vermont's Opportunity City

For almost 100 years, Winooski has welcomed strivers – people looking to build a better life for themselves and their families. We're a small city where neighbors know each other. We're a city where all of our kids learn together, play together, grow together. We're a community where everyone can participate in city government, in neighborhood gatherings and in our lively downtown. We're always striving to improve our city and to welcome our next new neighbors.



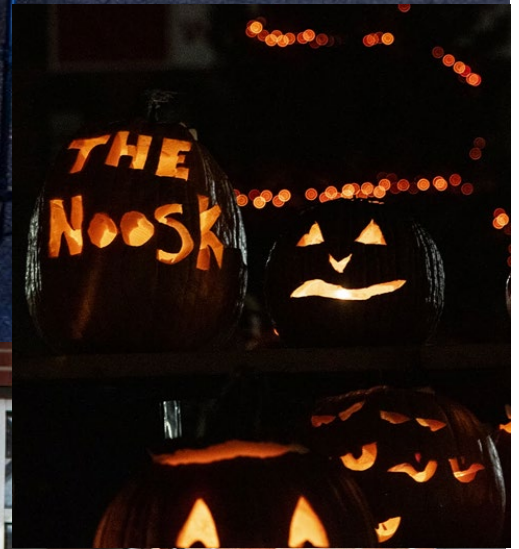
5 Winooski Welcomes You



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HISTORY

3,000 BCE - 1000 CE Native Americans intermittently occupied the banks of Winooski Falls -Winooski Site Feeney, 2002

1700's: Europeans began moving to North America, bringing diseases such as smallpox, and Native American populations start to decline in the Winooski River Valley.

1770's: Ira Allen builds Blockhouse which serves as fort, general store and office for land speculating Onion River Company

1789: Ira Allen builds dam across the Winooski River with sawmills at each end

1830's: Winooski Mills built and became the state's leading textile manufacturing center and the city's major employer for over 100 years

1866: Frederick Kennedy, Mill agent requests Vermont legislature to incorporate the Village of Winooski

1867: Winooski Block is built by Francis LeClair, Peter LaFountain and Edwin Chase on the former site of Ira Allen's home



1909: Lewis Hine, photographer for the National Child Labor Committee, visits and takes photos in the mills.

1922: After 54 years as a Village, Winooski becomes a City via a charter change by the state Legislature and a vote by the residents, separating from the Town of Colchester. Link to this article for what life was like in Winooski in 1922:



<https://www.burlingtonfreepress.com/story/news/local/2014/09/19/winooski-became-city/15608231/>

1927: Major Flood that destroyed dams, bridge and mills suffered major damage

1952- Porter Screen Factory, once the largest producer of screen doors and windows in the world, ceases manufacturing.

1954: American Woolen Company closes mills at Winooski

1959: New Winooski High School opens on Upper Main Street

1965: Mayor Dominique Casavant applies Winooski for the Model Cities program to receive federal funding for the improvement of the city. Program funding allows the city to improve sewage treatment, upgrade water system, improve parks, build a public pool, a new fire house, and provide affordable housing for the elderly and disadvantaged.

1970- Winooski Urban Renewal Agency established under Model Cities program. Acquires downtown property on East side of Main Street through eminent domain for demolition of buildings to open area for new development. In 1973, historic "Fort Pick" neighborhood is destroyed and residents relocated.





1973: Vermont Furniture Company factory on Malletts Bay Ave. burns, leaving hundreds without jobs

1976: York Electric built a plant in the newly designated area of Highland Park

1973: Gilbrook reservoir no longer used as Winooski's primary water supply (reservoir drained in 1983)

1979: The City researched the idea of a dome over the City to reduce heating costs. Internal combustion engines would have been banned.

1980: Refugee Resettlement Program Begins in Vermont

1980's: Revitalization begins with restoration of mill buildings. Ray Pecor acquires the Champlain Mill and restores the building for retail and office space. Prompts a temporary downtown renaissance in the early 1980's with other former industrial structures converted to condos and apartments.

1999: Downtown revitalization begins

2003: State Downtown Designation Received

2004: TIF District is established

2005: Riverwalk Promenade Opens

2005-6: Circulator was Built



Winooski Rotary Fusion by Dan Higgins

2006: City wins National Smart Growth award for New Downtown

2012: Waking Windows Begins



2016: Form Based Code zoning approved for the Gateways

****Looking Ahead****

2022: Winooski celebrates its 100th birthday!

2025: TIF Expires

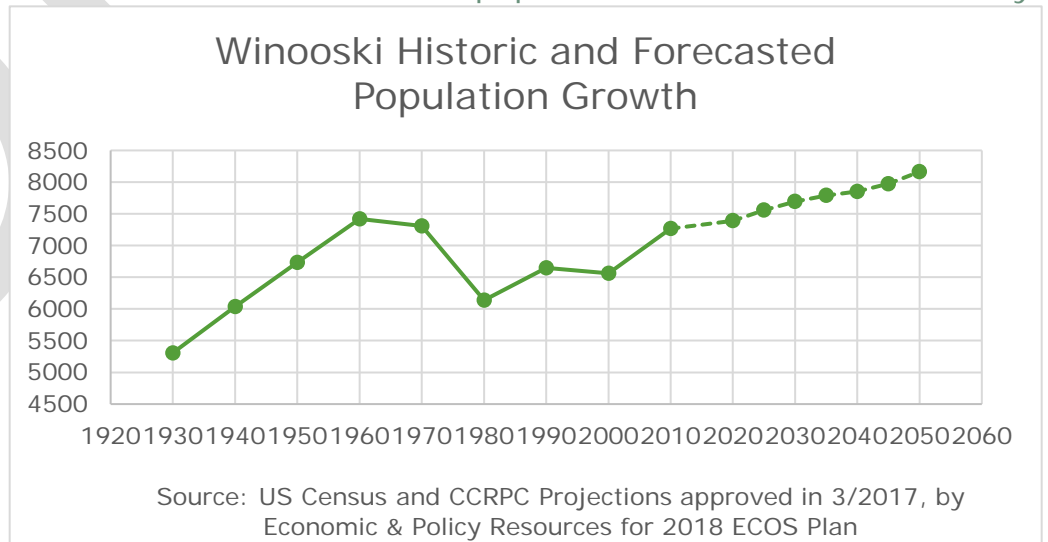
DEMOGRAPHIC INSIGHTS

Key trends in Winooski can be summarized as follows:

- *Winooski's population is increasing since it's second revitalization period as shown between 2000 and 2010; and this growth is likely to continue going forward.*
- *Winooski is Vermont's most racially and ethnically diverse community.*
- *Essentially half (48%) of Winooski's population falls into the age cohort between 20-44 years old – a significantly younger population than the County and the State.*
- *60% of Winooski's housing stock is rental and 51% of rentals are subsidized – significantly higher than the County as a whole.*
- *25% of Winooski's households are below the poverty line.*
- *Winooski has a well-educated workforce, with almost 90% of the population over 25 holding a high school diploma or a higher level of education, and over 50% holding a bachelor's degree or higher.*

Winooski's historic population growth follows the growth of the mill industry, the decline thereafter, and the two subsequent revitalization efforts. While there is no accurate population count since 2010, there is an assumption that the City has grown considering the housing development that has occurred. Looking forward it is helpful to study a probable future trend. The forecasted population growth represents 10% growth between 2020 and 2050. This is in line with Chittenden County's historic and projected population growth as well. However, the State's total population has remained relatively

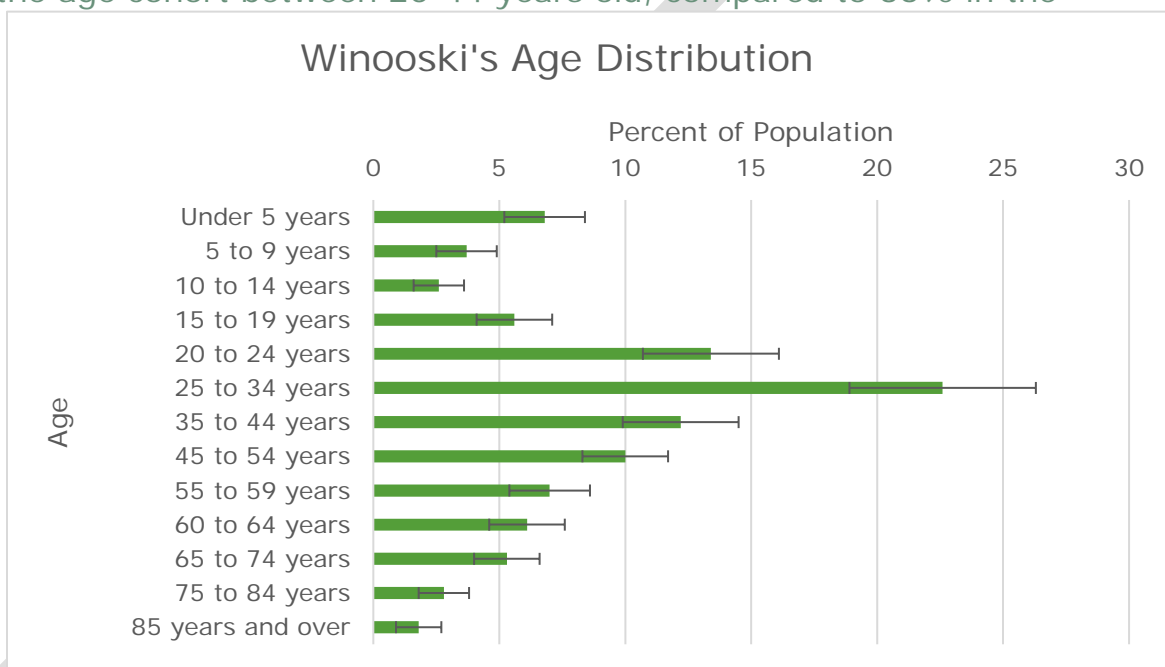
unchanged lately and is forecasted to grow at a much slower rate. While there is no certainty in a specific amount of growth, it is likely that Winooski will continue to grow based on it being an attractive place from environmental, economic, and social perspectives.



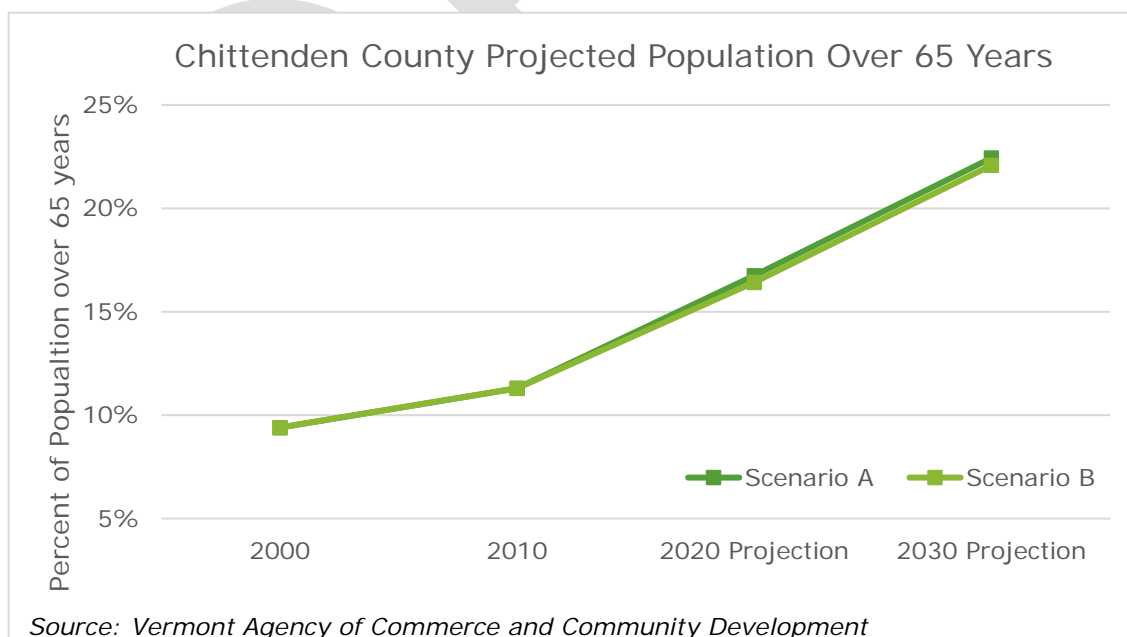
Winooski is Vermont's most racially and ethnically diverse community, including 6.9% of residents identifying as Black or African American, 6.2% as Asian, 3.4% who choose the classification "two or more races", 2.2% who identify themselves as Hispanic or Latino (of any race) and under 1% who identify themselves as American Indian or Alaska Nativeⁱ.

Winooski has a relatively young population. Essentially half (48%) of Winooski's population falls into the age cohort between 20-44 years old, compared to 36% in the County and 30% in the State. As of 2016, the city's median age was 32, whereas Chittenden County's median age was 36 and the state's reached 43ⁱⁱ.

Source: 2012-2016 American Community Survey 5-Year Estimates. Margins of Error included.



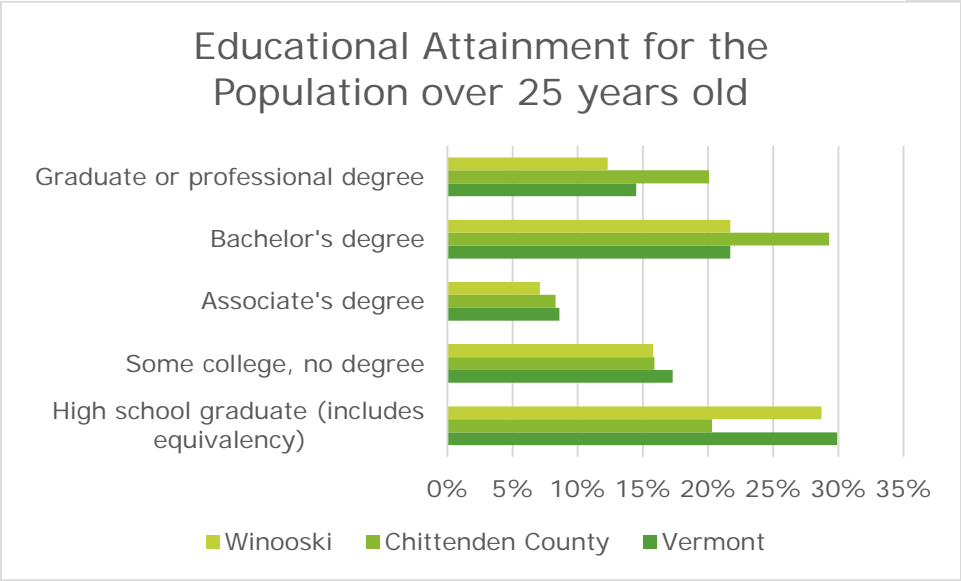
Another important component of age demographics is the growth rate of those over the age of 65. While Winooski's percent of the population over age 65 is relatively lower than the County and State (10%, 13% and 17% respectively), the growth of this demographic is



Source: Vermont Agency of Commerce and Community Development

still a factor for consideration in planning for the City’s future. This age cohort is projected to be just under a quarter percent of the population in 2030, more than double the 2010 population.

Winooski has a well-educated workforce, with almost 90% (+/-5.0%) of the population over 25 holding a high school diploma or a higher level of education, and 52.3% (+/-10.2%) holding a bachelor’s degree or higher (American Community Survey 5-Year Estimates, 2012-2016, Table S1501). Regarding educational attainment, Winooski is more on par with the State than Chittenden Countyⁱⁱⁱ.



Winooski has seen a nearly 5% increase in median household income over the last five years (however it is important to note that inflation over this same time period was about 6.4%^{iv}, outpacing the income growth). Data from the 2011 American Community Survey estimates reported a median household income of \$47,292. This grew to just over \$49,596 per recent estimates for 2016 (ACS data). This growth was lower than the rest of Chittenden County, and on par with the rest of the state. Despite this growth, the city’s median household income remains below those of Chittenden County and Vermont. Last but not least, Winooski’s rate of poverty is significantly higher than the County and the State.

Residents in Winooski	Winooski	Margin of Error	Chittenden County	Margin of Error	Vermont	Margin of Error
Median Household Income ¹	\$49,596	+/-6,355	\$66,414	+/-2,090	\$56,104	+/-793

People Whose Income in the Last 12 Months Is Below the Poverty Level ¹	24.6%	+/-6.8%	10.9%	+/-0.8%	11.3%	+/-0.4%
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1 - 2012-2016 American Community Survey 5-Year Estimates (DP03: Selected Economic Characteristics)

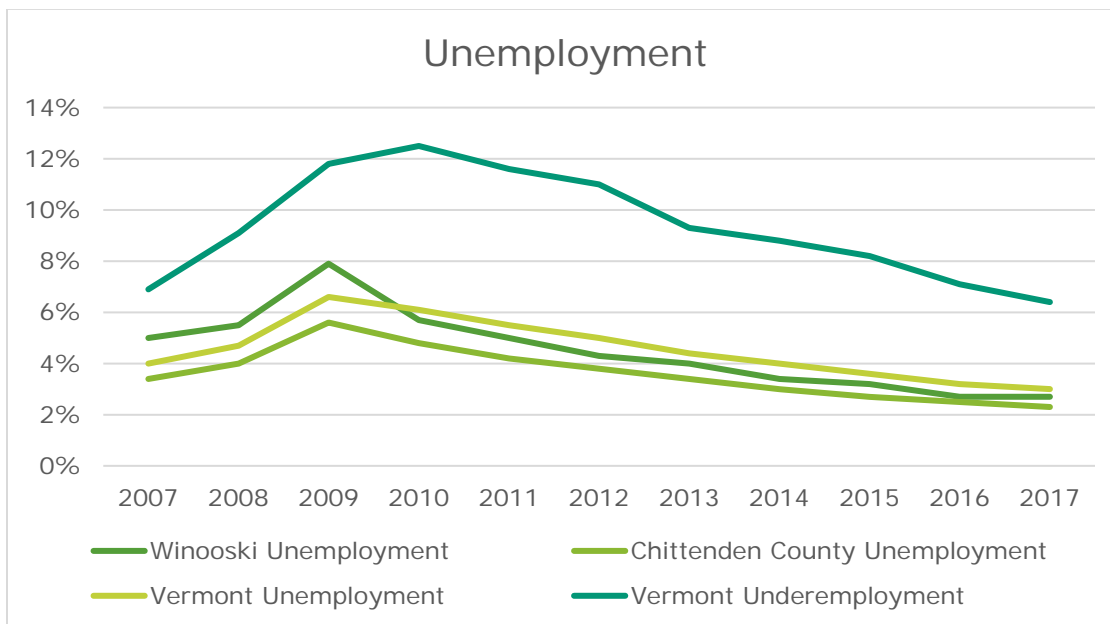
Another factor to consider is the average wage of Winooski jobs, as opposed to Winooski resident income. Only 14%^v of Winooski residents work in the City (including those that work at home), so while this is less relevant to Winooski residents it is a factor in the economy of the City. The average wage of jobs in Winooski is \$49,635 (note this is just from covered employment and averages hourly and salaried workers). Average earnings is \$62,901 (note this includes wages, salaries, supplements (additional employee benefit) and proprietor income). It's not clear why this is higher in Winooski than in Chittenden County, but could be indicating a competitive advantage in jobs in Winooski.

Jobs in Winooski	Winooski	Chittenden County	Vermont
2016 Average Wage ¹	\$49,635	\$51,453	\$45,054
Average Earnings ²	\$62,901	\$59,417	\$51,720

1 - Vermont Department of Labor Economic & Labor Market Information: Covered Employment & Wages, 2016

2 – Economic Development Plan, EMSI.

Unemployment rates in Winooski were higher than Chittenden County and the State prior and during the recession. Since the recession the rates are higher than Chittenden County but lower than the State. Unemployment reached its highest point during the recession in 2009 and has declined since. In fact, unemployment rates are very low currently, and begin to speak to a labor shortage. However, underemployment is a useful statistical measure that includes both the traditional measure of unemployment (those who are unemployed and actively looking for work), and additional measures including discouraged workers (who have stopped their active search for employment), and those who work part time but would prefer to work full time. This is measured only at the state and national levels, where it has tended to be roughly twice the unemployment rate.

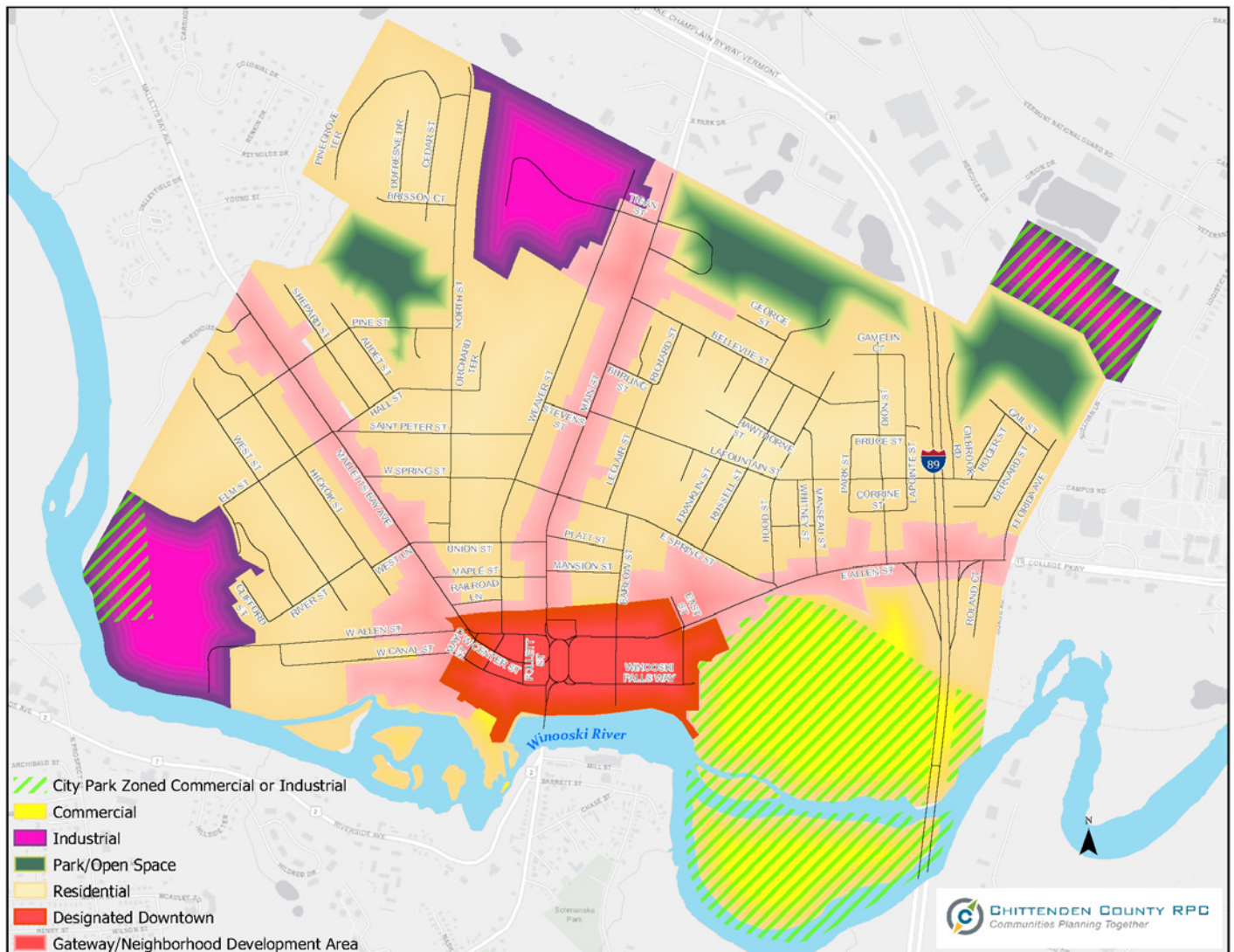


The urban fabric is unique as Winooski is the most densely populated municipality in northern New England (Maine, New Hampshire, and Vermont) at 5,191 people per square mile in 2010. As a comparison Chittenden County's density is 291 people per square mile.

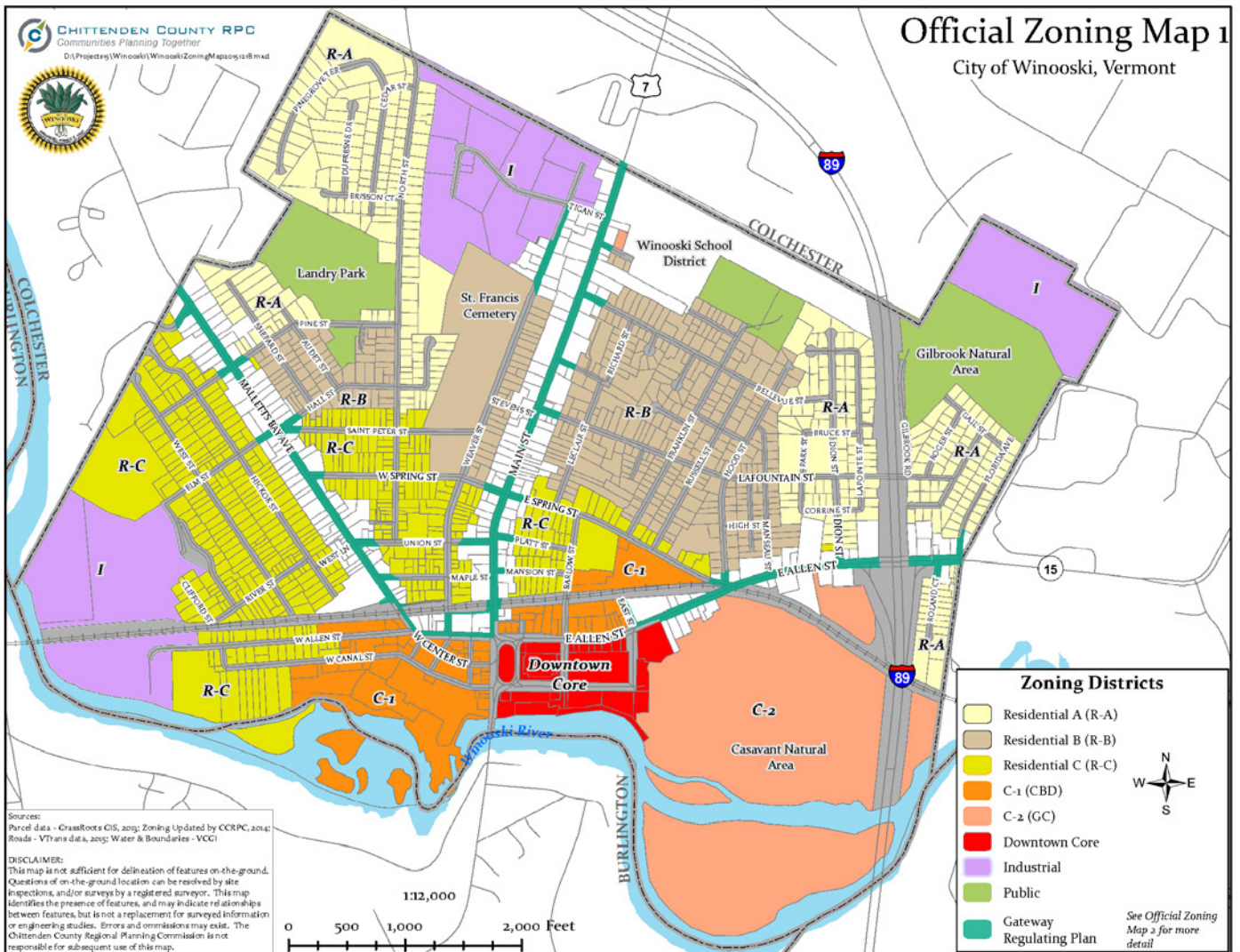
LAND USE

Winooski has undergone substantial physical changes in the last decade, marking its second and more successful revitalization since the close of the mills in the 1950's. This success can be seen in the City's rich ethnic diversity and associated businesses and the high percentage of young professionals in the City – an age cohort looking for an urban environment with strong community bond.

Future Land Use Map



Existing Land Use Map (Zoning Map)



Downtown - Downtown has continued to develop based on the master plan for the area approved in 2001. The purpose of the district is to provide for orderly physical and economic growth by allowing and encouraging high density, mixed use land development. It has become a hub for restaurants, bars, and events such as Waking Windows that serve regional customers. There is a perception that not enough parking exists, and there is a likely need for parking on the west side of downtown. See the municipal infrastructure chapter for more details.

Gateways – The purpose the Gateway Districts is to create a walkable, mixed-use development dependent on three factors: density, diversity of uses, and design. Development and redevelopment of the Gateway Districts are intended to follow the vision identified in the Winooski Public Design Workshop Vision Plan. The development regulations, adopted in 2016, are established in the Winooski Gateways Form Based

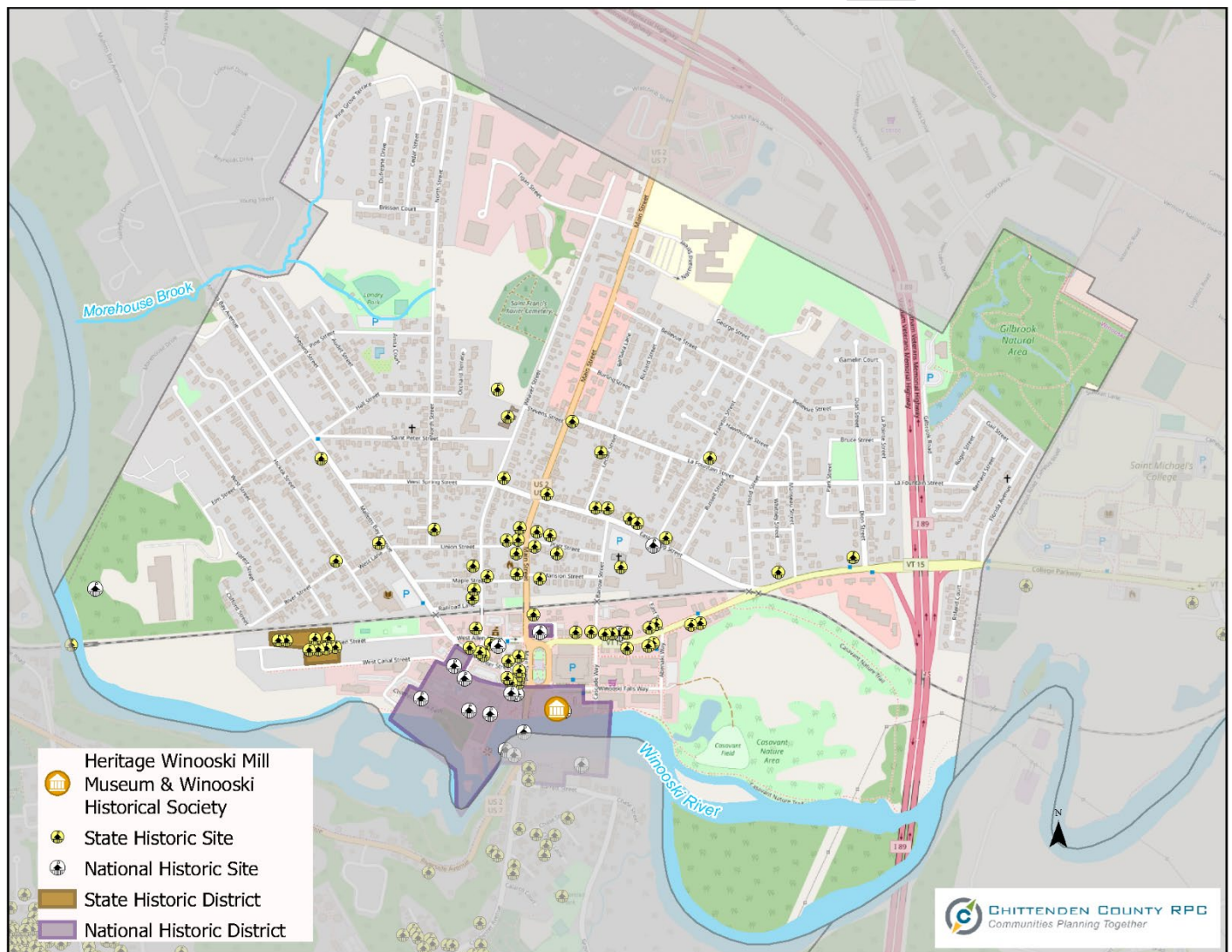
Code (“the Code”) found in Appendix B of the Unified Land Use and Development Regulations. The Code places greatest emphasis on design, or physical form, because of its importance in defining neighborhood and corridor character. Interviewees for the Economic Development Plan noted that this new code provides greater ease in determining the right location to start a business in Winooski, and helps both residents and developers in defining the look and feel of new city development.

Residential Neighborhoods – The purpose of the residential districts is to accommodate safe, livable, and pedestrian friendly residential neighborhoods with inviting streetscapes. The density increases moderately between Zoning District A and B, while Zoning District C serves as a transition between Zoning Districts A and B and the commercial districts. Infill development in Zoning District C will be balanced with privacy of surrounding homes, preservation of neighborhood character and safe housing conditions.

Commercial and Industrial – The purpose of these districts are to encourage, retain and protect commercial and industrial businesses. The commercial land uses are largely in the downtown and the gateway districts. Casavant Natural Area is also currently zoned for commercial, and this should be analyzed for recreational uses. There are three locations in the City zoned for industrial. Two of these industrial zones are largely unused, with one being a stretch of land northeast of Gilbrook Natural Area (adjacent to a Colchester industrial park) and the other being a wooded area west of Clifford Street that currently houses the manufacturing operations of Country Home Products. Components of those properties should be analyzed for recreational uses. The third area, the Winooski Highlands Industrial Park, is home to 11 standalone buildings, housing a diverse array of industries including a life science instrument manufacturer, hockey training center, and soap manufacturer. The park has 3-phase power, water, sewer, natural gas, and internet connections.

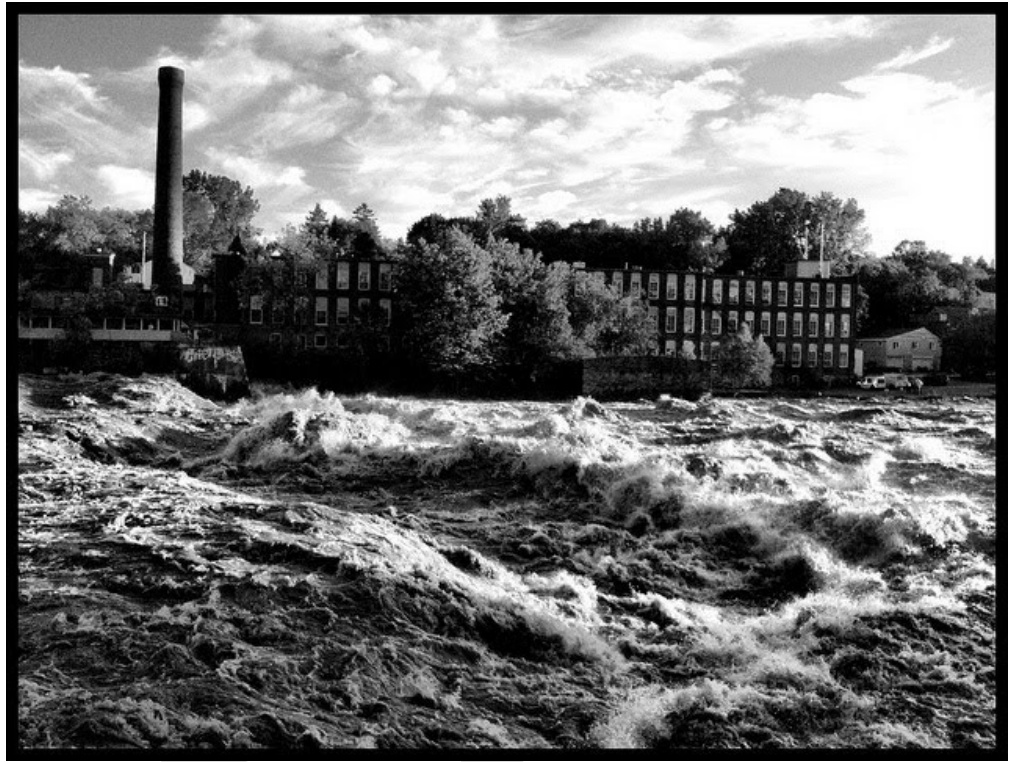
Natural and Cultural assets - Winooski has an abundance of revered natural, recreational and cultural assets. With 22% of its land area in natural/open space and parks the City has a good amount of area for outdoor recreation and enjoyment, wildlife habitat and ecological services (i.e. water quality protection). While, there is much more detail about parks and recreation in the Safe, Healthy and Connected People chapter, and more about the economic benefits of these resources in the Economic Vitality chapter, this section addresses the cultural and historic resources, as well as the ecological systems.

Cultural & Historic Resources - Cultural assets include 81 historic sites (14 are National Historic Sites and 67 are State Historic Sites), the Mill Museum, places of worship, archeological resources, and community centers. The 2016 zoning re-write attempted to connect Winooski's historic resources protection with the State Historic Preservation Office; unfortunately, that approach has not been effective. The City should review this section of the Unified Land Use Regulations to ensure proper protection of the City's historic sites.



Flood Hazard Area – The purpose of this district is to avoid and minimize the loss of life and property, the disruption of commerce, the impairment of the tax base, and the extraordinary public expenditures and demands on public services that result from flooding. Flood is a natural and increasingly common challenge, somewhat managed in

Winooski by the existing dams. Development in this area is regulated very specifically under the Inundation Hazard Area Regulations (Appendix A of the Unified Land Use and Development Regulations). Photo: Winooski River during Irene



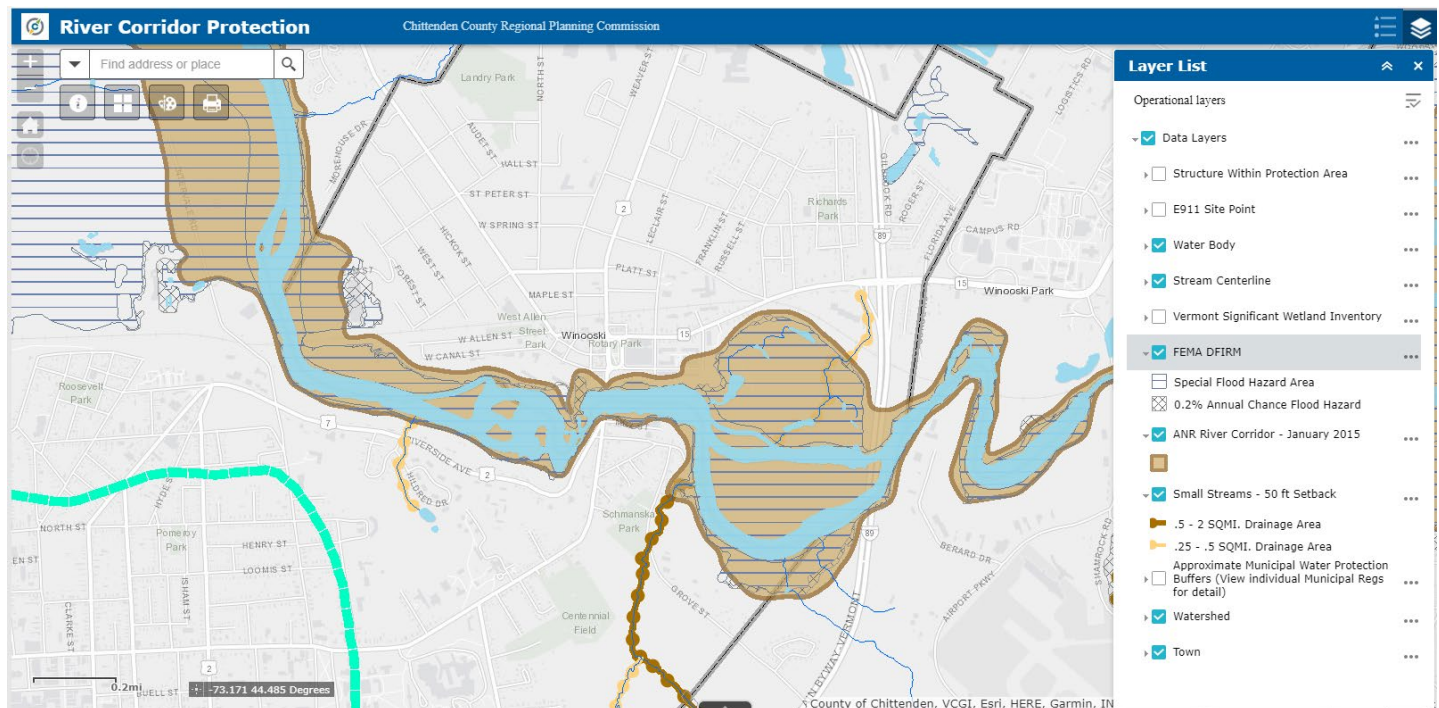
River Corridors – These are areas where a river or stream naturally moves to establish

equilibrium, plus adjacent land to provide “wobble room” for the river’s movement. River Corridors are a relatively new term, and protection of these areas is not required by the State, but it is strongly encouraged and incentivized through the Emergency Relief Assistance Fund (ERAF). When disasters happen, towns may receive assistance money from the ERAF. Towns that protect river corridors (and the other four ERAF requirements) will be responsible for a lower share of the match requirement for these funds. Winooski currently has an “interim” eligibility (aka “early adopter”) because they protect streams and rivers through setback requirements. However, once the Statewide River Corridor dataset is updated with the local assessment data, municipalities with interim eligibility will have two years to:

1. *Adopt a River Corridor overlay or a River Corridor Protection Area overlay for all streams draining a watershed greater than 2 square miles, and*
2. *Adopt a River Corridor setback of at least 50 feet from the top of bank for all streams draining an area between ½ and 2 square miles, and regulate this setback as a River Corridor.*

While Winooski currently has regulations for the flood hazard area, it does not have regulations to protect the River Corridor. As currently mapped the River Corridor is more expansive than the flood hazard area. The map below is hyperlinked to the CCRPC online river corridor map, click on it to explore this information further. To continue receiving the best match for emergency relief assistance funds the City will need to review this

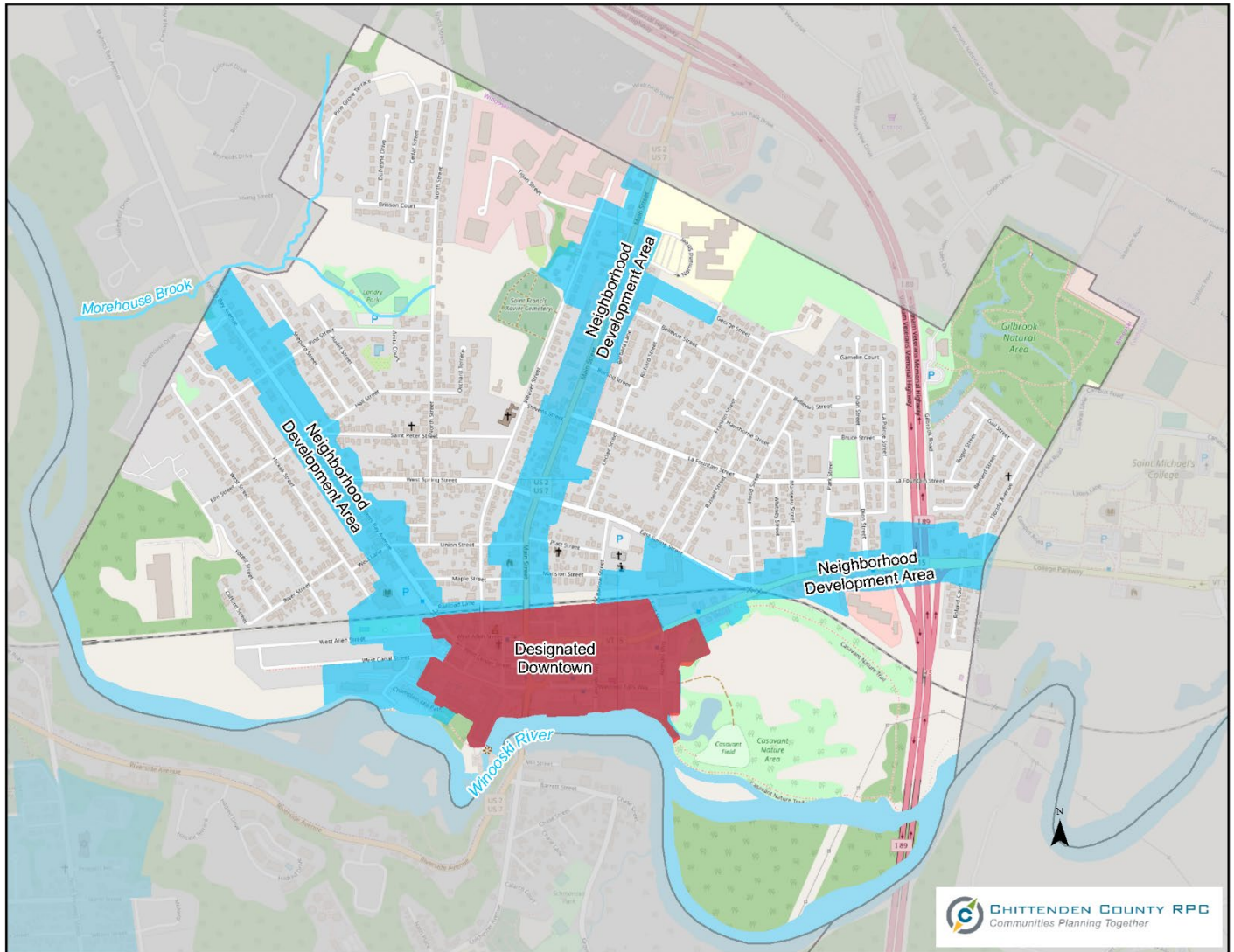
mapped area, work with the state to make sure it is accurate and develop land use regulations to protect these areas.



Wildlife Habitat, Forest Blocks & Natural Resources – Considering Winooski is a growth area, this plan calls for promotion of vegetative landscaping in new development projects and municipal improvement projects to manage storm water, protect water quality and air quality, increase carbon sequestration and establish urban place making. Secondly this plan calls for protection of forest blocks, wildlife connectivity resources and crossings, surface waters, riparian areas and other significant habitats (e.g. wetlands) from development and fragmentation along the undeveloped parts of the Winooski River and the Gilbrook Natural Area (as shown in the maps associated with the Energy Appendix) While there are other mapped resources in the city, like primary agricultural soils, it is not the intent of this plan to protect those resources from development considering agricultural operations (outside of community gardens) are not feasible on small parcels isolated from more intact open agricultural areas. Further, mitigation of these soils through state development approval processes does not seem appropriate in such an urban environment.

State Designations - Also, the City of Winooski benefits from three smart growth, economic development programs: Designated Downtown, Designated Neighborhood Development Area, and a Tax Increment Financing District. Benefits of these programs include increased competitiveness for state grant programs; tax program to increase

funds for public infrastructure; tax credits to lower the cost of construction; and quicker, predictable and lower costs for state permitting. The Neighborhood Development Area is currently on the Gateways, but the City may request that the designation be expanded to the City's boundaries to help alleviate state permitting hurdles, such as agricultural soil mitigation fees.



LAND USE GOALS/OBJECTIVES

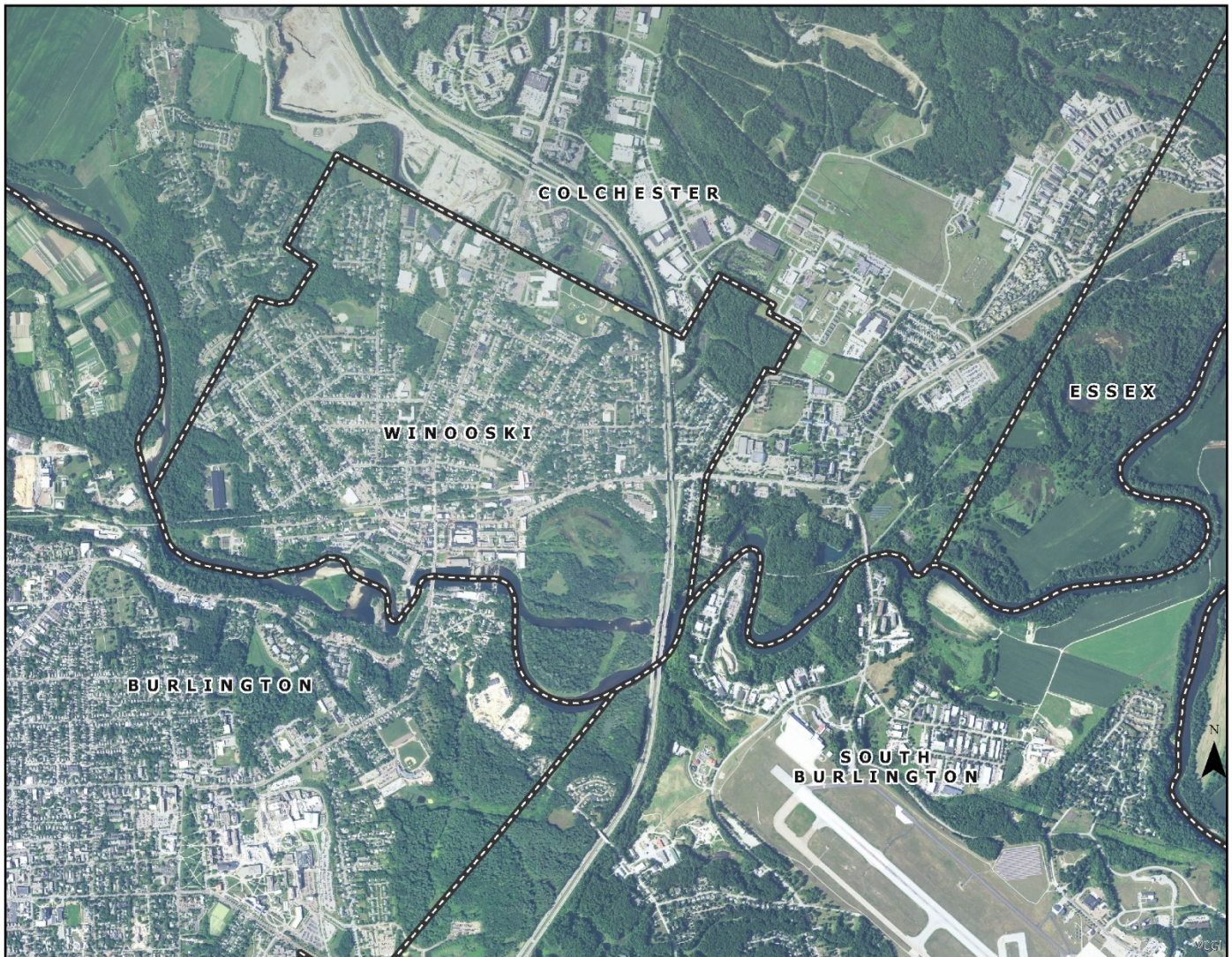
1. Preserve the scale, character, and value of established neighborhoods by ensuring that new residential development is well integrated with existing development as called for in the Unified Land Use & Development Regulations.
2. Review zoning to maximize opportunities for the recreational economy.

3. *When considering residential neighborhood redevelopment allow for neighborhood scale retail within residential neighborhoods.*
4. *Maintain and improve the City's parks and open spaces for wildlife habitat and crossings, water quality protection, flood attenuation, carbon sequestration, and human enjoyment.*
5. *Promote vegetative landscaping in new development projects and municipal improvement projects to manage storm water, protect water quality and air quality, increase carbon sequestration and establish urban place making; and protect forest blocks, wildlife connectivity resources and crossings, surface waters, riparian areas and other significant habitats (e.g. wetlands) from development and fragmentation along the undeveloped parts of the Winooski River and the Gilbrook Natural Area.*
6. *Maintain the flood hazard area to protect from flooding.*
7. *Transform the Gateway districts using both public and private sector investment to:*
 - a. *Capitalize on public investment in existing infrastructure*
 - b. *Stabilize and strengthen mixed-use commercial areas and residential neighborhoods*
 - c. *Create a pedestrian-friendly and multi-modal district*
 - d. *Promote, create, and expand housing options*
 - e. *Ensure a complementary relationship between the Corridors and the surrounding neighborhoods*
8. *Maintain and evolve the commercial and industrial districts as needed to retain and grow existing businesses, and enable start-ups and tech businesses.*
9. *To continue receiving the best match for emergency relief assistance funds the City will need to review the mapped River Corridor area, work with the state to make sure it is accurate and develop land use regulations to protect these areas.*
10. *Protect, preserve, develop and use Winooski's historic, cultural and architectural resources to stimulate a more meaningful environment for its citizens and the region; maintain the architectural and historical integrity of existing buildings or features; and ensure the compatibility of new construction or usage to adjacent properties.*
11. *Review and improve the historic preservation section of the Unified Land Use Development Regulations to ensure proper protection of these resources.*

12. *Consider expansion of the Neighborhood Development Area designation to the entire City.*

DRAFT

RELATIONSHIP TO ADJACENT MUNICIPALITIES AND THE REGION



To be updated based on draft Burlington and Colchester new plans.

Pursuant to section 4382 of Title 24, Chapter 117 of the Vermont Statutes, this plan is compatible with approved plans of neighboring municipalities and with the Chittenden County Regional Plan, titled the *ECOS Plan*. Existing land uses along Winooski's common borders with Burlington, Colchester and South Burlington are established and zoning both in Winooski and neighboring communities is compatible. Proposed land uses for these areas is not inconsistent. In large measure, floodplain associated with the Winooski River determines abutting land uses along the Burlington and South Burlington interfaces. Land uses along the borders with Colchester vary:

- *Eastern border with Colchester – residential and open space in Winooski, and St. Michael's College in Colchester. Colchester's 2014 Town Plan states: "There are no plans to expand the campus westward and care has been taken to mitigate the impact of the existing campus on adjacent residential areas. For these reasons, Colchester's proposed future land use plans are compatible with Winooski's." From Winooski's perspective there are no changes in land uses, and therefore this Plan is compatible with Colchester on this border.*
- *Northern border with Colchester – Winooski's existing and future land uses include the school, commercial, industrial and residential; while Colchester's existing and future land uses include commercial, business park, and an existing quarry. Colchester's 2014 Town Plan states: "A small portion of residentially designated land abuts the Commercial / Industrial lands of the pre-existing quarry operation. This is an existing situation that will not be made worse by the proposed plan. The industrial area of Winooski is compatible with the Commercial / Industrial area of Colchester and shares the same types of uses. Through its zoning, Colchester has sought to mitigate any negative impacts to the public lands in Winooski by prohibiting new drive-up businesses within 300 feet of a school, library, or hospital. Should the public use in Winooski be altered, Colchester will likely consider lifting these conditions from current zoning. The City and the Town should work together to ensure that any changes within this area are compatible and conflicts are minimized."*
- *Eastern border with Colchester – Winooski's existing and future land uses are residential as are Colchester's therefore the plans are compatible on this border.*

The ECOS Plan designates Winooski as an area planned for growth with two specific planning area designations: Center and Metro. This Plan and the regional plan are compatible.

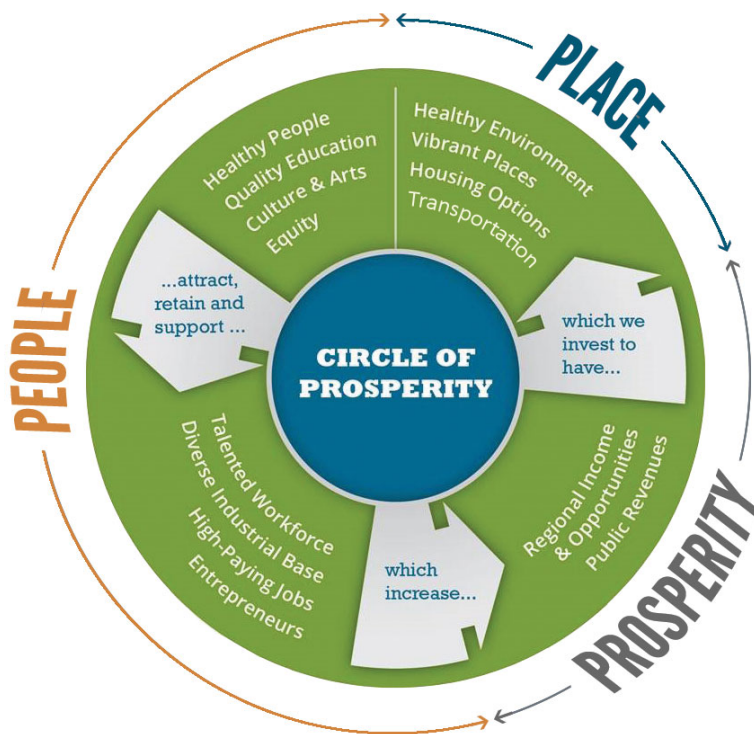
IMPLEMENTATION PROGRAM

The goals in each chapter of this plan provide a framework for achieving the City's vision. While this Plan covers an eight-year timeframe from 2019 to 2027, it will be implemented via annual work programs.

The City will work toward the goals of this Plan through implementation of the following more specific Plans: Economic Development Plan, Transportation Master Plan, Parking Plan, Housing Needs Assessment, Housing Targets (in development), Branding Study, Police Strategic Plan, the annual Capital Improvement Plan and the Open Space Plan and Recreation Program Plan once developed. It is important to note, starting in 2020 the Capital Improvement Plan will be developed based on an asset management program to ensure the City is addressing capital needs in a systematic and fiscally responsible manner that will improve reliability and long-term system integrity. In addition, this Plan is implemented through enforcement of the City's Unified Land Use & Development Regulations.

Monitoring and reporting of the Plan's success will be done through the City's Annual Report which is organized based on the City's vision statement. While the Chittenden County Regional Planning Commission (CCRPC) reviews the Plan to ensure consistency with the state planning goals and compatibility with the Regional Plan and adjacent municipalities; they will also conduct a mid-term review during the eight-year timeframe to ensure the Plan is being implemented.

Implementing this Plan will require a collective and inter-related approach. It is collective in that no one piece will bring success without the others. For example, success within the Winooski School District can be achieved by staying in the District through graduation, staying within the District requires stable housing, and stable housing can only be found with consistent work and income. Visually, these collective, inter-relationships are described in this circle of prosperity.



In addition, the City cannot achieve success without partnerships with a variety of sectors: public (state, municipal and regional), business, and non-profit. Examples of these partnerships include mutual aid agreements with adjacent municipalities, rescue services provided by St. Michael's, Memorandum of Understanding with the Winooski School District, Winooski Downtown Partnership, etc.

DRAFT



ECONOMIC VITALITY

INTRODUCTION

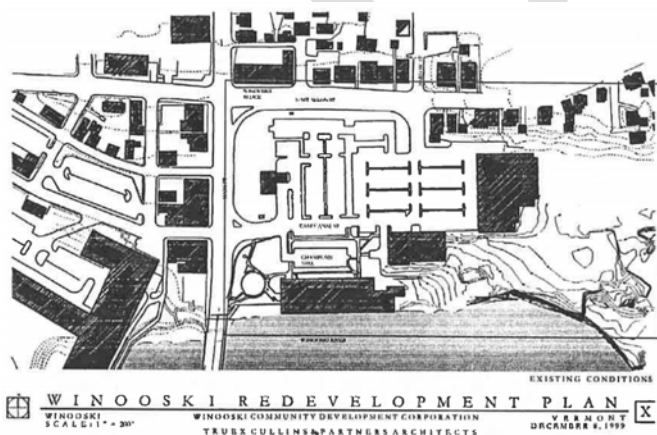
Text largely from Winooski – “The Brooklyn of Burlington”. Public Investments Spark Revitalization. VT Agency of Commerce and Community Development. 2018.

With a vibrant grist and woolen mill industry beginning in the late 1700s, Winooski was Vermont’s largest center of employment by the early 1920s. At its height, the mills employed 3,000 people. Market forces steadily shifted after World War II. By the early 1950s the last of the area’s mills had closed its doors, and the City struggled for decades to reinvent itself.

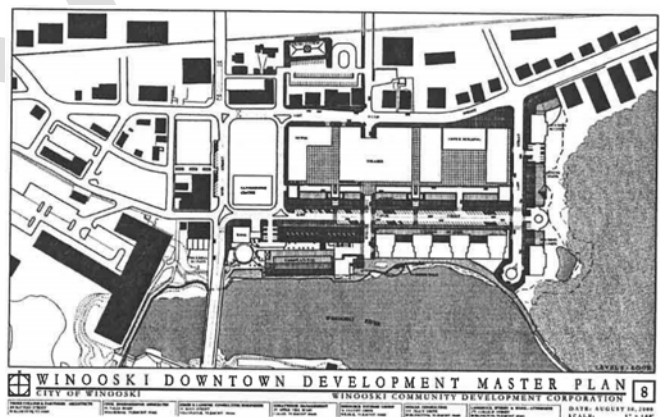
In the 1970s, well-intended urban renewal projects demolished two downtown city blocks for parking. By the 1980s, economic development efforts centered on conversion of the Champlain Mill into a shopping mall but by the early 2000s, the building was largely vacant^{vi}.

In 2004, the city set forth an ambitious \$175 million “Winooski Downtown Redevelopment Project” aimed to infill and revitalize the fragmented downtown area^{vii}. A new downtown in Winooski quickly emerged and brought new housing units to downtown, new businesses in the renovated Champlain Mill building, the Vermont Student Assistance Corporation headquarters, a new campus for the Community College of Vermont and Spinner Place, a 312-bed student dorm.

Site Conditions in 1999^{viii}:



Early Conceptual Plan for the Downtown^{ix}:



Winooski now bustles with excitement and activity, with hundreds of new housing units and downtown jobs, a popular farmer’s market and thriving night life. “The leaders and residents of Winooski had the courage and foresight to take risks in imagining what Winooski could become,” said Mayor Seth Leonard. “Our hard work is not finished, and

their continued support will be needed as we build on the strong foundation that was established and work towards our bright future.”^x



Photo from Downtown Winooski

The revitalization of Downtown could not have happened without State Downtown Designation, financing offered by the Department of Housing and Community Development, funding from the Vermont Agency of Transportation, and the creation of a Tax Increment Financing (TIF) District^{xi}.

The City has also worked on improvements in other parts of the City as well. In the Gateways, the vision established by a robust planning process was codified into Form Based Code zoning in 2016. Private investments and improvements have already been made on these corridors. Public infrastructure improvements in the Main Street corridor have been supported by the City by the passage of a bond vote in May 2018. The City's industrial parks are also important to the economic vitality of the City and Region.

Connections to other sections of the Plan: A vital economy is critical to other aspects of this Plan as it provides a tax base for providing City infrastructure and services, jobs for the region and State, and a healthy downtown with activities for residents and visitors. Also Winooski's natural, recreational and cultural assets and programs add to a quality of life that is attractive to residents and visitors – without this, it would not likely be a place where businesses would want to be. As an example, river access, nature walks, the Gilbrook Nature Area, as well as proximity to Lake Champlain, were all listed as important assets for the benefit of local and regional residents, as well as visitors in the Economic Development Plan.

ECONOMIC INSIGHTS & KEY ISSUES

A vital economy is dependent on many factors. Winooski is an economic leader in the region and the state from a variety of perspectives:

- *Vibrant Downtown with an active partnership program ([Downtown Winooski](#)), state designation with building improvement tax incentives, walkable and multi-modal transportation hub, exemplary restaurants and many community events and activities for residents and visitors (i.e. farmers market, Waking Windows, Winooski Wednesdays, Winooski Halloween etc).*
- *A 'get to yes' development perspective in the Gateways to revitalize these corridors, improve walking and biking infrastructure, and address the housing shortage; as well as community support for a bond to improve Main St.*
- *A welcoming community and a diverse population, including New Americans opening small businesses.*
- *Businesses with social missions that care for the wellbeing of their employees and the community as a whole (e.g. [Twincraft's partnerships with CCV, VT Adult Learning and Working Bridges](#)).*
- *Staff, elected officials and volunteers dedicated to ensuring that its residents and businesses thrive.*

Opportunities

- Resident energy and spirit
- Diversity of population
- Diversity of housing
- Momentum from successful community development projects
- Affordability relative to the surrounding region
- Successful community events
- Access to decisions makers at local and state level
- Vibrant weekend nightlife
- Local and regional educational institutions
- Community-minded employers
- Natural resources and recreation trails, access to Winooski River and Lake Champlain
- Reputation for "young and hip"
- The city is an anomaly from the rest of the state and could be a leader for the future
- Form-based code to guide growth on community's desires
- Historic and cultural resources

Businesses & Jobs - The businesses that collectively make up Winooski's economy are very diverse, including but not limited to: a life science instrument manufacturer, hockey training center, soap manufacturer, tech industries, reading solutions, local credit union, community college, student financial services, economic support service for women, catering, brewery, a variety of ethnic and award winning restaurants, coffee shop, small businesses with unique/locally sourced products, and music venue. Specific insights into employment in Winooski as identified in the Economic Development Plan include:

- *There were an estimated 4,167 jobs in the City of Winooski in 2016. Job growth within the City was 8% between 2011 and 2016, equivalent to an increase of 299 jobs.*
- *Local educational institutions have a strong presence in the Winooski labor market. Postsecondary Teachers are the most common occupations in the area by a substantial margin driven by the operations of the Community College of Vermont, as well as University of Vermont in Burlington and St. Michael's College in Colchester, and teaching assistants and administrative staff are employed in higher numbers than elsewhere in the state. Occupations that support the education system, including Teaching Assistants and Administrative Staff are employed in higher numbers than elsewhere in the state.*
- *Outside non-governmental industries, Winooski's strongest industry cluster is in Professional, Scientific, and Technical Services, particularly Custom Computer Programming Services which is nearly 12 times more clustered in Winooski compared to the rest of the United States. This could mean that Winooski will continue to attract these industries.*
- *Small businesses are crucial to the city's economic vitality as 58% of businesses in Winooski have less than 5 employees and 98% of businesses have less than 50 employees.*

Top Employers in Winooski



Education



Computer
Programming



Manufacturing

For more information on the economic outlook for Winooski residents see the demographic section for income and unemployment statistics.

Looking forward, while many things are going well for Winooski, there are some

Challenges

- Perceptions surrounding parking
- Perception of difficulty in navigating the downtown core
- Internal and external perceptions of the city
- Perceptions around the school district
- Need for increased capacity at the city
- Need to maintain diverse housing stock
- Need for a diverse commercial mix to serve and employ residents
- Lack of physical space for business expansion (commercial, industrial)
- Limited multi-modal public transportation connections
- Limited space to act as a large, flexible, multi-purpose community meeting spot
- Limited recreation assets for families
- Lack of private daycare facility

challenges that will need to be addressed for the City to continue to thrive. Moving forward the City will continue to address challenges identified in the Economic Development Plan. For example, the City will continue working on:

- *improvements to wayfinding signage to encourage passersby to stay,*
- *parking improvements to help people locate and pay for parking more easily*
- *diversifying the housing stock through continuing to allow more housing and monitoring the diversity of the total stock.*

See other chapters of this Plan for further detail on these efforts.

In addition, a critical component of maintaining economic vitality is to develop relationships with existing businesses to retain them and assist them with growth; followed by recruitment of new businesses. These concepts are

reflected in goals 1, 2, 5 and 6 below. Also, included in the goals below are infrastructure and quality of life improvements important to a well-rounded environment for economic vitality and growth.

Last but not least, it is not only important to maintain what is going well and address the existing challenges, but to dream about what could be. The opportunity to expand the cultural and artistic offerings with a dedicated district was mentioned several times by interviewees in development of the Economic Development Plan and this Plan supports this concept.

ECONOMIC VITALITY GOALS/OBJECTIVES

Please see the Economic Development Plan City of Winooski by Camoin Associates for a more detailed list of actions. [[hyperlink](#)]

1. Foster business development retention and expansion by building on regional assets, local resources, and existing business environment dynamics through promotion of available resources and financing opportunities, advancing networking opportunities and commitment of local resources.

Support for small locally-owned businesses was expressed by economic development plan survey respondents and the Public Works Commission.

2. Diversify and enhance services available to existing residents and business community to address the needs identified in the Economic Development Plan and pursue additional planning initiatives as resources allow.

3. Maintain, manage, and reinvigorate the city's built and natural environment through implementation of high priority multi-modal projects, coordination of utility upgrades with private investment on the Gateways (such as utility and streetscape improvements on Main Street), and work to utilize the recreation potential of publicly owned lands.

Support for an Arts Commission was provided by the Community Services Commission; and an Arts District is supported by the Planning Commission.

4. Support initiatives that enhance residents' quality of life, including aspects of housing, health, accessibility and community spirit. See the Housing and Community chapters for more detail.

5. Target economic development resources towards high-priority industries that demonstrate regional and local employment opportunities such as tech-based companies, specialized manufacturing or entertainment and hospitality offerings.

The Public Works Commission supports providing the services for growth - adequate sewer capacity, easy transportation access to Burlington and the interstate; and encouraging innovations in transportation, utilities, and municipal infrastructure.

6. Utilize Opportunity Zone designation to attract and support start-ups, tech industry and commercial and real estate investment.

7. Determine city's budgetary needs based on additional revenue that may be realized by the end of TIF period in 2025 and identify programs that may be supported by this additional revenue.

The Planning Commission supports a Tech Hub concept.

8. Establish and implement a wayfinding plan to encourage those driving through to stay and visit the City's restaurants, bars, parks and cultural offerings.

9. Pursue an Arts/Cultural District as described in the Economic Development Plan.



MUNICIPAL INFRASTRUCTURE

INTRODUCTION

With the greatest urban density in Vermont, Winooski is an excellent model of urban sustainable living. The city has much of what newer cities hope to achieve – walkability, transit access, a thriving downtown and infrastructure to support it.

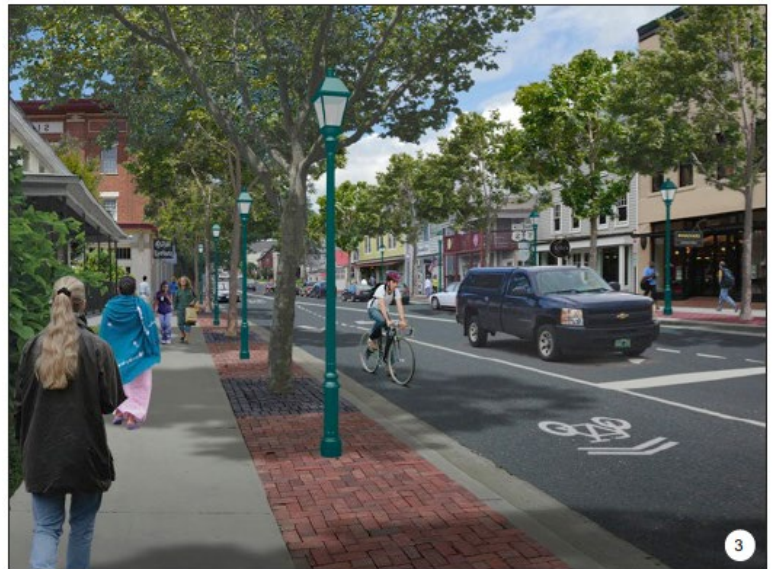
There are challenges that come with that success and the age of the city's infrastructure and built environment. Winooski will continue to be a model through infrastructure and placemaking improvements.

The City's infrastructure is foundational to the success of the other elements of this Plan. Only with adequate water, wastewater treatment, stormwater management and transportation access can businesses thrive and grow, can housing be maintained, improved and supported, and can people be safe and healthy. The vision plan for Main Street developed in preparation for the Form Based Code encapsulates the importance of the infrastructure as a support network for businesses, housing and healthy behaviors.

A note about climate change: Our region's climate is already changing; warmer, wetter conditions are expected to increase this century ([Chittenden County Climate Change Trends and Impacts](#)). These changes will be far reaching and have impacts on forests, trees and aquatic communities, water quantity and quality, public health, the economy and our built environment. More intense storms at a higher frequency are expected; and improvements to our infrastructure needs to take these changes into consideration. Preparing locally on a variety of fronts (including but not limited to electric vehicle charging, properly sizing stormwater treatment, and emerald ash borer preparation) so that we can be resilient in light of these changes is imperative.



View looking north, just above Spring Street. Wide lanes, narrow sidewalks, poor street trees. Same view with public infrastructure investments: proper travel lane widths, wide sidewalks, and unifying street trees and lights.



Vision Plan: Main Street reclaimed as a comfortable public realm and excellent place for living, working, shopping and dining. The sense of enclosure provided by the buildings and street trees allows the people and businesses that inhabit it to make it their own and will identify this place as uniquely Winooski.

INFRASTRUCTURE INSIGHTS & KEY ISSUES

Transportation

Winooski has a largely urban form, with a downtown core, major gateways from each direction, and a grid street network serving its diverse neighborhoods. Connecting these neighborhoods is a fairly complete sidewalk network and several streets marked for bicycles. Winooski's density also provides the opportunity to serve both the residents and employees of the City with public transit. Within this context of a dense land use pattern and mature transportation network, Winooski can enhance the existing transportation system, making connections fully multimodal, and ensuring a safe and efficient system overall. Improvements to walking and biking infrastructure will help the City achieve goals of connectivity, relieve pressure on parking and road congestion, and reduce energy use from transportation. For more information on Winooski's transportation system and actions see the Transportation Master Plan^{xii} [\[add hyperlink\]](#).

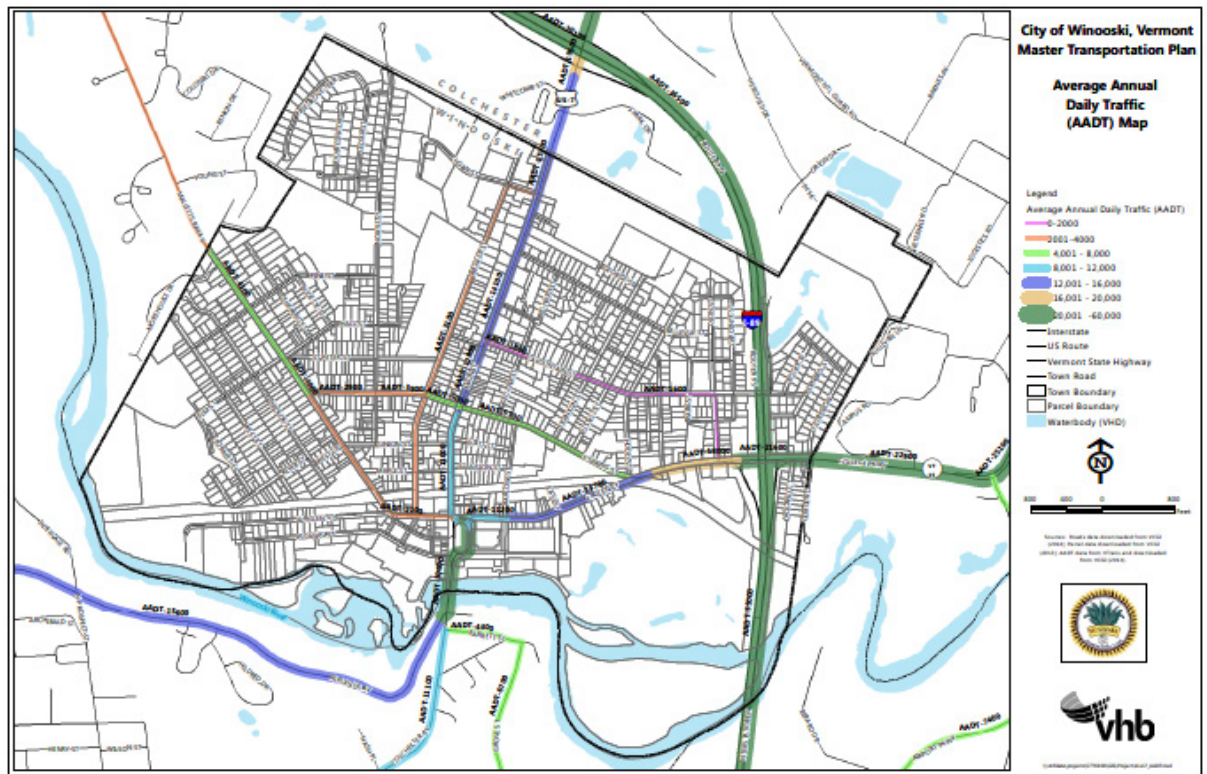
While commute trips are only a subset of the total trips people make on Winooski's transportation network, it is helpful to get a sense of what mode people use to make this trip. Most commuters drive alone to work. While there have been national and county-level trends of lower transit use, likely because of lower gas prices, the data below indicates consistency (considering the margins of error) over time in Winooski. See the transit section below for actual 2015 transit ridership. The margins of error are too high on bike commuters to draw any conclusions. Winooski has seen an increase in those working at home which is consistent with trends.

	2011	Margin of Error	2016	Margin of Error
Workers 16 Years and Over	4,085	+/-287	3,835	+/-291
Drove Alone	72.7%	+/-5.8	65.0%	+/-4.9
Carpooled	9.7%	+/-4.2	9.6%	+/-3.2
Public Transit	6.4%	+/-2.2	8.6%	+/-2.7
Walked	5.3%	+/-2.3	6.5%	+/-2.8
Biked	2.4%	+/-1.9	1.5%	+/-1.1
Taxicab, motorcycle, or other means	0.8%	+/-1.1	2.9%	+/-2.1
Worked at home	2.7%	+/-1.5	6.0%	+/-1.9

Source: 2007-2011 & 2012-2016 American Community Survey 5-Year Estimates

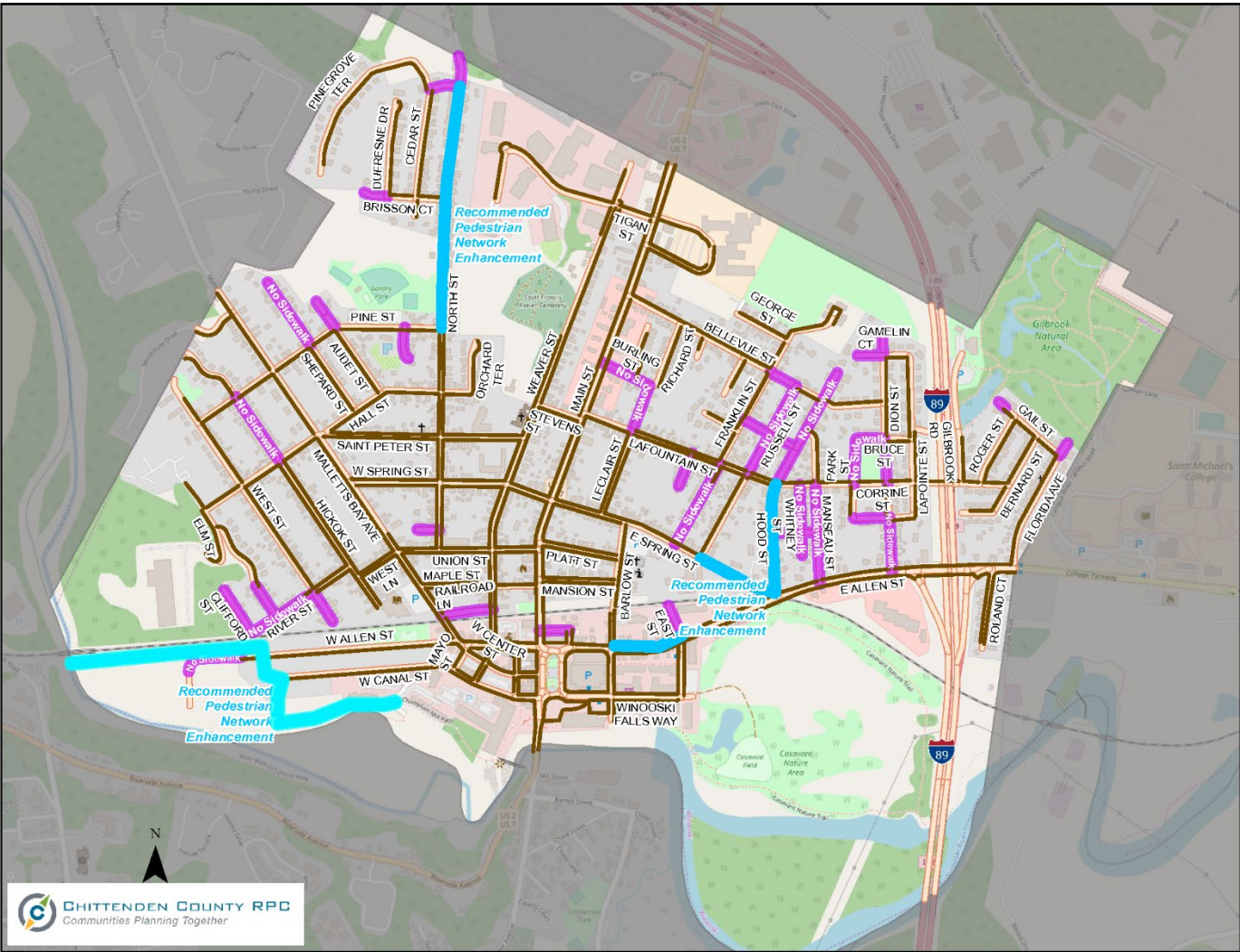
This map shows how much traffic moves through Winooski's roadway network, clearly identifying the significance of these roadways to the region. Maintenance of this

infrastructure, as well as improvements to it for safe walking and biking and placemaking is a critical component of this Plan.



Biking & Walking - Over 50% of respondents to the Transportation Plan survey identified bike lanes and paths as a top issue or need the City should address in the next 5-10 years; followed by sidewalks/crosswalk improvements. The Transportation Master Plan includes detailed information on current conditions of both bike and pedestrian facilities. Bicycle infrastructure on major roads and corridors is lacking, and improvements should be made in conjunction with traffic calming and streetscape improvement projects on both Main Street and East Allen. To help identify the improvements needed for walkability, the following pink street segments have no sidewalks, and the blue segments are prioritized sidewalk improvements from the Transportation Master Plan. The goal for this plan is to address the priorities identified in the Transportation Master

Plan and include a sidewalk on at least one side of every street.



Transit: Winooski is currently serviced by two Green Mountain Transit (GMT) bus routes: the #2 and #9 and 30 transit stops. April and June 2015 CCTA data indicates approximately 585 passengers board or alight CCTA buses in Winooski on an average day. Of these daily riders, approximately three out of every four passengers utilize one of the six bus stops summarized in the table below^{xiii}. There are a total of 30 transit stops within the City, and here are the top stops (combined between the two routes):

Stop Location	Weekday Ridership		
	Ons	Offs	Combined
Champlain Mill (mill side)	94	264	358
Champlain Mill (Spinner Place side)	231	43	274
Abenaki Way @ CCV	33	69	102
Abenaki Way @ Opposite CCV	31	13	44
Tigan St. @ Weaver St.	28	28	56
Main St @ Normand St	16	71	87

GMT has conducted an evaluation of their current system and identified improvements to the system. The analysis and approved 'cost neutral scenario' improvements are included in the [NextGen Transit Plan](#); and GMT anticipates beginning to implement these changes in the Summer of 2019. The tables below describe the current service levels for each route and the changes proposed in the Plan (note under the Route 2 proposed changes that this route will be combined with Route 6). While the NextGen Plan is a relatively short-term plan, the Chittenden County Regional Plan included a long-term transportation scenario in its *2018 ECOS Plan/Metropolitan Transportation Plan* which includes a longer-term plan for Route 2 to run at 15-minute headways.

Route 2 - Current and Proposed Service Levels under the NextGen Plan

	EXISTING		PROPOSED
	Route 2 - Essex Junction	Route 6 - Shelburne Road	Combined: 2 Essex-Shelburne via Downtown
Span of Service			
Weekday	5:45 AM-12AM	6 AM-11:20 PM	5:30 AM-11 PM
Saturday	6 AM-12 AM	6:15 AM-8:20 PM	6:30 AM-10 PM
Sunday	8 AM-9:15 PM	No Service	8 AM-7 PM
Headways (mins)			
Weekday			
AM Peak	15	30	20
Midday	30	30	20
PM Peak	15	30	20
Evening	30-80	60-75	30-60
Saturday	30-75	60	30
Sunday	75	No Service	60

Route 9 - Current and Proposed Service Levels under the NextGen Plan

	EXISTING	PROPOSED
	Route 9 - Winooski	Route 9 - Winooski
Span of Service		
Weekday	6:45 AM-7 PM 11:25 PM-11:52 PM	6 AM-11 PM
Saturday	6:15 AM-7 PM	7 AM-9 PM
Sunday	No Service	No Service
Headways (mins)		
Weekday		
AM Peak	30	30
Midday	60	60
PM Peak	30	30

Evening	1 round trip	60
Saturday	60	60
Sunday	No Service	No Service

Transportation generally (access, reliability, cost, etc.) is a challenge for some residents, and despite being in Vermont’s biggest urbanized area it is still difficult to get to jobs, medical appointments, school, social outings, etc.

Parking

A sign of Winooski’s success in revitalizing its downtown is the pressure on parking; while parking management is a challenge, every thriving city struggles with it. A downtown parking study conducted by Desman Design Management^{xiv} in 2017 found that current parking supply is adequate to meet needs, and future parking utilization would likely reach 75% in the downtown. While this data shows that there is enough capacity, there are challenges: fixed obligations on the garage spaces, a lack of parking on the west side of the circle (especially under future conditions), a perception of no parking availability and unclear signage. The City has made great strides in improving the parking management system over the last few years, and intends to continue by implementing the following recommendations from the parking study: improved space management in the parking garage, enhanced wayfinding for on-street and off-street parking, explore potential shared-use off-street parking, and common technology with surrounding communities.

Wastewater

The City’s wastewater treatment facilities include sewer collection pipes, and an extended air wastewater treatment facility. Separation of the sewer collection system from stormwater collection was done in 1974, allowing for effective treatment of sanitary waste before discharge into the Winooski River even during large rain events. Combined collection systems remain to be a challenge for many of the nation’s older city’s including Burlington. The original wastewater treatment facility was constructed in 1970; several substantial upgrades were completed from 1979 through 1998. Currently the collection and treatment system serves nearly 8,600 residences and businesses, and runs at 45% of its flow and load design capacity. Wastewater treatment facilities are one of many contributors to phosphorus pollution in Lake Champlain, and therefore the

allowable amount of phosphorus leaving a wastewater treatment plant will be lowered from 0.8 mg/l to 0.2 mg/l in 2020. Winooski's treatment plant currently outputs 0.54 mg/l of phosphorus (monthly rolling average), and a capital project will likely be needed to meet the lower 0.2 mg/l output.

Water

Winooski provides safe, clean household water to residents of the City. As part of the Champlain Water District, in 2015 we were honored for Excellence in Water Treatment and also in 2014 for having good tasting municipal tap water. We're able to maintain this level of quality because our water comes from a clean, deep water source in Shelburne Bay, and because we consistently test the water to ensure it remains clean and healthy for use by the community.

Stormwater

Stormwater is water that comes from the environment via precipitation. It's important to our overall ecosystem—if that water picks up pollutants they will end up in our local streams and eventually the lake. This is a particular challenge for an urban area like Winooski that has a large amount of paved area, which prevents water from being absorbed into the ground. Also, when strong storms hit, stormwater can flow too quickly, causing erosion. Using Low Impact Development techniques and Green Infrastructure best management practices in the design of new development and construction of major infrastructure improvement projects can help absorb and/or slow stormwater before it causes erosion or pollutes water bodies. Examples include, but are not limited to, rain gardens, rain barrels, pervious pavement, stormwater ponds, and street trees/vegetation:



Winooski falls within the Winooski watershed, and the state plans for water quality maintenance and improvement through the [Winooski Tactical Basin Plan](#). Winooski's water quality efforts fall in line with this plan, as well as permit requirements. Winooski is subject to an Environmental Protection Agency permit that includes several water quality pollution reduction requirements, including the implementation of the [Morehouse Brook Flow Restoration Plan](#), and reduction of phosphorus from roads. There are 13 outfalls that drain Winooski's stormwater either directly or indirectly into the Winooski River. Of these 2 outfalls need to be improved to meet municipal road permit requirements. Also under this permit the City works with many other towns in Chittenden County to inform residents about how individuals can impact stormwater; more on this effort can be found at <http://rethinkrunoff.org>. The website also includes an overview and water quality data collected in Morehouse Brook: <http://rethinkrunoff.org/morehouse-brook/>.

City Trees

City trees provide ample benefits for the environment and residents from stormwater management, carbon sequestration and shading and cooling. A threat, relatively new to the state, is the [Emerald Ash Borer](#). The Public Works Department is planning to update the 2013 tree inventory to help manage the health of the city's trees generally, and to determine if anything should be done proactively to limit the emerald ash borer threat. Approximately 800 trees were inventoried in 2013 (though this was not a complete inventory) and less than 6% of them are Ash trees. They are also planning to develop a tree ordinance to help manage various aspects such as tree planting, removal and maintenance.

Hazard Mitigation

Winooski's All Hazard Mitigation Plan is an Annex to the Chittenden County Plan. The Plan identifies specific natural, technological and societal hazards that impact the City; prioritizes hazards for mitigation planning; and recommends goals and strategies to reduce losses from those hazards. This Plan is incorporated by reference, and specific actions can be found within it (see Section 5.5). An example action is the installation of heat trace line service at vulnerable properties to prevent pipe freezing at homes susceptible in extreme cold.

Energy

To meet state energy goals and limit impact on a changing climate, planning is needed for a major shift away from fossil fuels in the transportation and heating sector to renewable sources of energy, efficiency in all sectors, and an increase in state renewable energy generators. Chittenden County Regional Planning Commission has provided the analysis, targets and maps needed for enhanced energy planning in Winooski, see the Winooski Enhanced Energy Planning – Supplement to 2019 Winooski Master Plan (add hyperlink). The state energy goals are ambitious:

- Reducing greenhouse gases by 50% from 1990 levels by 2028, and by 75% from 1990 levels by 2050,
- Weatherizing 25% of homes by 2020,
- Obtaining 90% of energy from renewable sources by 2050, and
- Reduce per capita energy use across all sectors (electricity, transportation and heating) by 15% by 2015 and by more than 1/3 by 2050

The following changes are needed between 2015 and 2050 to meet the goals described above:

- Reduce total energy use per capita by 39%, but with electricity becoming a larger proportion of total energy use.
- Site 9,762 MWh of additional renewable energy generation to meet the town's low target of generating a total output of 25,633 MWh. Currently, Winooski has 15,872 MWh of renewable energy generation.

In addition, the following is a potential pathway to meet these goals, given current technologies.

- Increasing electric vehicles to 89% of light duty vehicles registered in Winooski
- Fueling 96% of heavy duty vehicles with biodiesel
- Weatherizing 100% of homes and 36% of commercial and industrial establishments
- Switching 61% of homes to heat pumps

Some of these pathways are not entirely plausible in the near future based on forces beyond Winooski's control, such as the presence of VT Gas. In addition, looking at this from a comprehensive approach Winooski's dense, walkable land use pattern is a much more energy efficient approach to development than suburban sprawl. Looking forward Winooski should continue to be a vibrant city center first and foremost. Therefore, the City balances these needs by calling for solar rooftops on buildings that meet the height

allowance in the zoning districts; rather than solar on land or low rooftops that may get shaded with future growth.

In addition, the City will work to educate residents on weatherization programs; and continue to be a leader on the transportation sector. For example, Winooski has four electric vehicles in the city fleet thereby reducing greenhouse gas emissions and modeling climate smart behavior in city business; fast charging for electric vehicles in the city's parking garage and at city hall; and hosts a Carshare VT car.

Communication Services

Winooski residents are provided with telephone/internet/cable by Xfinity and Fairpoint. The Economic Development Plan pointed out that both Xfinity and Fairpoint provide download speeds of 10 Mbps for ~\$50/month, while Burlington Telecom provides download speeds of 150 Mbps for ~\$55/month. In considering ways to improve broadband access in the City, it may make sense to investigate options to connect to Burlington Telecom.

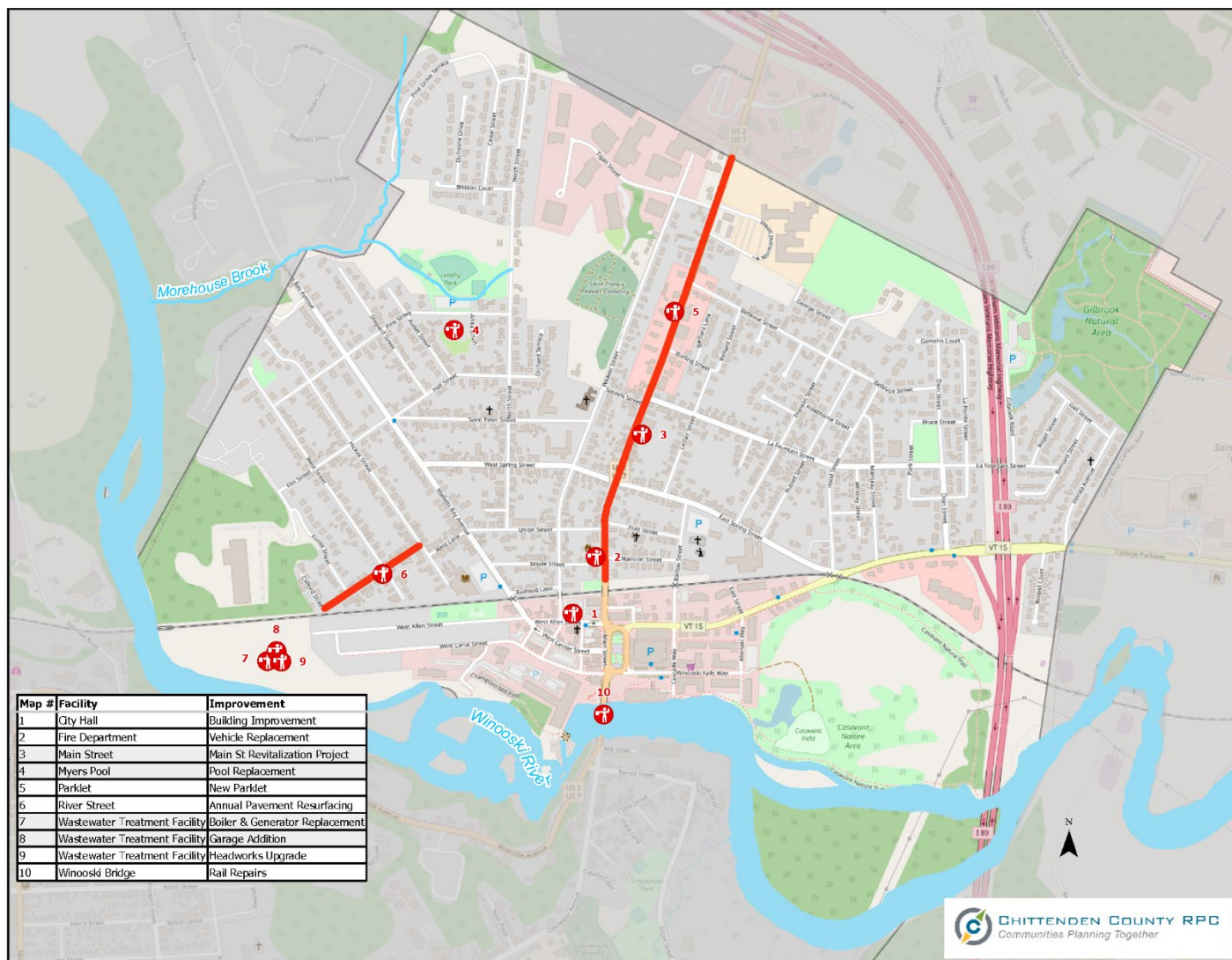
Looking forward, there are excellent opportunities to enhance the existing transportation system, making connections fully multimodal, and ensuring a safe and efficient system overall. This includes pedestrian and bicycle facility improvements identified in the Transportation Master Plan and, though out of the city's hands, increased bus service.

While there appears to be enough parking spaces, there are still challenges in finding the parking and other challenges with the system that need to be addressed. Wayfinding for the entire City is also needed and could help the parking perception problem.

Winooski, along with many other partners, are working to improve the water quality of the river and Lake Champlain.

There are efficiencies to be gained in the overall management and operations of the existing infrastructure. The city will continue to utilize technology to help better plan for operations and maintenance, as well as capital improvement projects.

Last, but not least, addressing the wants and needs of the community in a way that the residents and businesses can afford is critical. Winooski is dedicated to pursuing a variety of funding mechanisms to pursue the goals identified in this plan. The city will continue to pursue grants, and explore mechanisms such as development impact fees and a stormwater utility. In addition, the city will prepare for the additional revenue that may be realized by the end of the Tax Increment Financing period in 2025 and identify programs that may be supported by this additional revenue.



MUNICIPAL INFRASTRUCTURE GOALS/OBJECTIVES

The goals and actions in the following plans are hereby incorporated by reference into the Master Plan. Please see these Plans for a more detailed list of goals and actions:

- *City of Winooski Transportation Master Plan by VHB*
- *Downtown Parking Plan by Desman Design Management*
- [2017 Chittenden County Multi-Jurisdictional All-Hazards Mitigation Plan](#) and the [Winooski Annex](#)

1. Utilize technology/data collection to better manage city infrastructure Preserve and maintain the existing city infrastructure system, and utilize technology/data collection to inform this work.
2. Increase opportunities for stormwater treatment through low impact development (e.g. reduce impervious surfaces and stormwater disconnection) and green stormwater infrastructure (e.g. planter boxes and green roofs) practices.
2. Provide reliable and safe services, clean water, treated wastewater and stormwater management.
3. Streets and sidewalks are improved and maintained for safety and convenience for all users at all times of the year; and every street in the City will have at least one sidewalk starting with the priority segments identified in the Transportation Master Plan.
4. Pursue and support alternative energy generation, efficiency and weatherization programs, and electrification of the transportation fleet with the community and in line with the State's Comprehensive Energy Plan goals.
5. Maintain a healthy and diverse urban forest.

6. Maintain safe, connected, and accessible natural areas as an asset for wildlife, flood resiliency, and community connection to the environment.

7. Enhance pedestrian, bicycle, and vehicular connectivity within Winooski and to adjacent towns, starting with priorities identified in the Transportation Master Plan. Improve transit access frequency and reliability.

8. Work to implement high priority programs of the parking plan and the transportation master plan related to parking and parking management to mitigate parking demand by promoting alternative modes of transportation and initiatives to better manage public parking assets.

9. Coordinate utility improvements in conjunction with municipal infrastructure improvement projects to add green spaces and underground utilities when possible.

10. Support access to the best telecommunication services for the benefit of tech businesses and residents.

11. Retain the City's historic buildings and resources.



SAFE, HEALTHY, CONNECTED PEOPLE

DRAFT

INTRODUCTION

Winooski's people are its greatest asset. In Winooski's successful revitalization of late the influx of residents and visitors is a benefit; these residents and visitors bring fresh ideas and resources and create great opportunity for the city. Winooski strives to protect the health of its people and natural environment; nurture safe and healthy services and places; and foster community connections.

The health and overall well-being of people significantly determines a city's resiliency. The concept of community is fundamental to people's overall quality of life and sense of belonging. Strong communities have fewer social problems, are more adaptable in the face of change and when they do experience difficulty they have internal resources to draw upon. There is no greater resource to invest in than a community's people.

The other chapters of this Plan support the goals of this chapter by calling for businesses to serve the community and a healthy tax base to help provide services, infrastructure to create a healthy built environment, and housing for all residents.



SAFE, HEALTHY & CONNECTED PEOPLE INSIGHTS & KEY ISSUES

Public Health

The *health* of a population is inextricably linked to the design of the community in which it lives, works and recreates. The design of a community can support positive health behaviors, food access, impact social circumstances and access to healthcare.

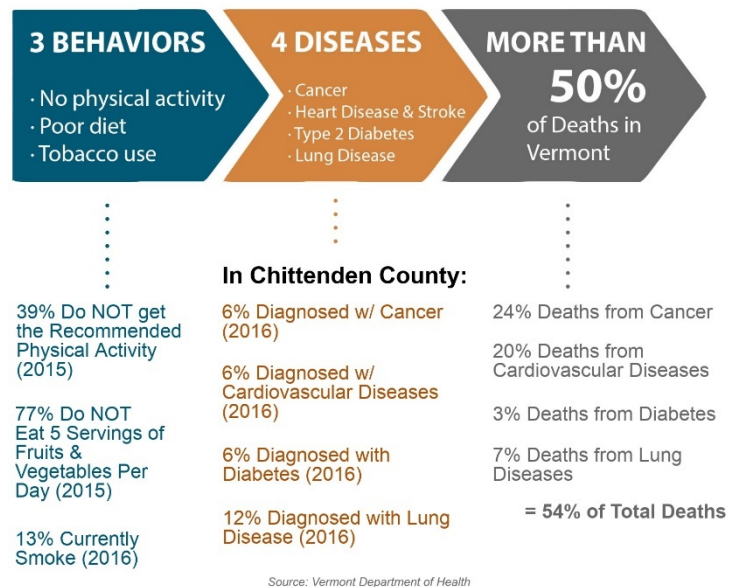
A change in only three behaviors can have a major influence on our health.

Many efforts are underway to keep Vermonters healthy from the start, to prevent chronic disease and lower health care costs.

These include the Vermont Department of Health's 3-4-50 campaign as shown here with statistics from Chittenden County, as Winooski data is not available and wouldn't be statistically different if it were.

Winooski is an active participant in addressing the 3 behaviors identified above. The Parks and Recreation Department hosts numerous exercise classes, and the city is working toward improving bike and pedestrian facilities to increase access and opportunities for physical activity. The city hosts community gardens, and meal programs, as does the Winooski School District (see below for more detail) to provide residents with food for a healthy diet. The [Winooski Partnership for Prevention](#) works on substance abuse prevention through education, policy and data sharing. As an example, they work to assist the community in reducing the amount of youth-targeted alcohol and tobacco messages and thus reduce youth consumption of these substances. There may be a role for the City, either through zoning regulations or liquor licensing, to help limit alcohol and tobacco advertising to youth.

Also, while alcohol consumption is the most prevalent form of substance abuse in Chittenden County, there has been an increasing effort and concern regarding opiate abuse over the last five years or so. The [Chittenden County Opioid Alliance](#), which the Winooski School District and Police Department is a part of, has a mission to strengthen a coordinated system of individual and family-centered prevention, treatment, recovery



supports and improved public health and safety in order to minimize the negative impact of opioids in our community.

Healthy Food Access

Winooski benefits from a seasonal farmer's market, community gardens, meal programs for children and seniors, and a few small specialty retail markets; however there is limited access to affordable and nutritious food and no general grocery store within the City limits. The grocery store in Colchester is not easily accessible by walking due to the highway interchange; the Exit 15 improvement project will include improved pedestrian facilities once constructed though this project is currently under appeal. The City and the WSD both include and support programs to provide healthy food:

The City provided over 9,900 Meals on Wheels deliveries via the Winooski Senior Center (annually from FY17 Annual Report); and also provides youth meals at the Library and Winooski Wednesdays. The other Community Services Programs subsidize the cost of these meals as the City isn't fully reimbursed (meals cost \$3.77, reimbursement is \$3.23). The City also runs a community garden program, and is looking to add a location at the Senior Center. The Winooski School District provides free breakfast and lunch to all students during the school year and throughout the summer through the Universal Meals Program WSD. In addition, all students who are enrolled in after school activities can receive a free supper. Also, the Vermont Foodbank brings fresh and delicious vegetables to WSD twice a month for school families.

The cost of the City's youth meal program is an example of a more global challenge the City has with providing programs and services - other Community Services Programs subsidize the cost of the youth meals as the City isn't fully reimbursed (meals cost \$3.77, reimbursement is \$3.23). Financial support is needed to improve and expand programming. There are limited options for additional financial support: charge a fee for these programs and run the risk of limiting participation to those that can afford it; or City subsidy which raises taxes for all residents. Providing child care programs is a similar dilemma as the City can't get reimbursed for the full cost. The Community Services Department is currently conducting a survey to understand use of their programs. This should help prioritize the limited funding available to subsidize programs.

Education

Educational achievement is essential to maintain residents’ economic prosperity and wellbeing. The need for education starts as early as 0 to 5 years old to ensure readiness for school; and extends to life-long learning opportunities that can provide residents’ need for self-fulfillment and self-determination.

Students who attend Winooski School District (WSD) benefit from an education rich in cultural competency and diversity in thought that is unprecedented in Vermont. Over 20 languages are spoken in the Winooski School District. The major languages are English, Nepali, Somali, Arabic, Swahili, French, & Burmese. The WSD section of this plan highlights the wealth of programing and progressive curriculums available in the school district. While there is a high rate of turnover in the student population, this is largely a result of high mobility of low-income populations. Students who remain in Winooski School District consistently (e.g. 6-12 years) achieve standards at a high rate.

Outside of the Winooski School District, the City is well served by educational institutions: St. Francis, Center Point, Community College of Vermont, and associated services like VSAC. In addition, St. Michaels and University of Vermont are just outside of the City. These education facilities as well as City run facilities like the O’Brien Community Center are on the **XX** Map in the Community Connections section.

Child care is a major issue in the City and Region due to the importance of preparing young children for school and enabling parents to work. There is a shortage of child care, and when parents can find care it is quite expensive. 490 children under the age of 5^{xv} in Winooski v. 94 day-care slots (10 infant, 9 toddler, and 75 pre-school), with only 3 vacancies^{xvi} in Winooski as last reported in April, 2018.

Average Cost for Weekly Child-Care Tuition in Chittenden County, 2017^{xvii} (Source: Child Care Resource):

Type of Program	Children younger than 2 years of age	Children 2 years of age	Children ages 3-5 years
Child Care Center	\$247	\$244	\$241
Family Child Care Home	\$191	\$186	\$187
Private Preschool	N/A	N/A	\$238

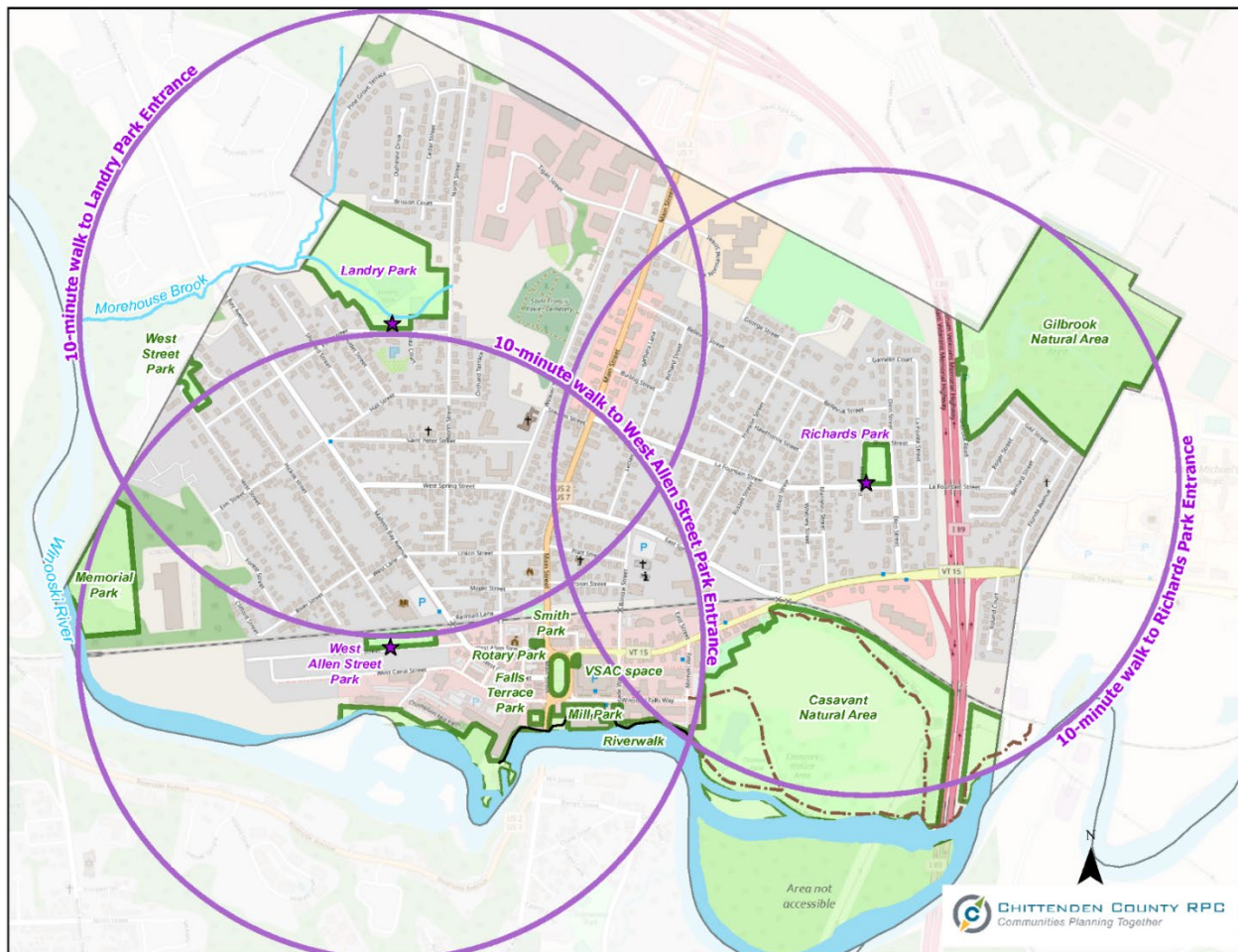
The City of Winooski is helping to address this shortage through the Thrive After School Program. The program has improved its rating for the past two years and is now a three “STAR” rated child care program. The program currently serves 48 students after school and is intending to expand to include between 20 and 50 new slots for infants, toddlers and pre-school children.

Parks

Key to a vibrant, engaged community is access to *arts, culture, and recreational* opportunities. Both structured and unstructured recreational activities, especially outdoors, provide opportunity for physical activity, social development, and appreciation of the natural environment. In addition to enriching residents lives personally, arts and cultural experiences -- in the form of public events, performances, exhibitions and classes – provide community connections as residents learn and have fun together.

Winooski benefits from 22% of the land area in parks and natural areas (213 acres out of a total of 968 acres). The benefits of these resources are multi-faceted and include but are not limited to the following: provide wildlife habitat and connections (as an example the Casavant Natural Area which includes land adjacent to and an island within the Winooski River is a significant habitat area), hold carbon to protect against climate change, slow and filter rainwater so that it is cleaner when it enters the Winooski River, provide shade for resting and cooling, and can contain archeological resources (as an example there are artifacts of Winooski’s earliest residents in Memorial Park). These areas include:

- *Parks and Open Spaces –natural areas (Casavant, Memorial Park and Gilbrook), recreational facilities (Landry Park, West Allen Park, Richards Park, Casavant Meadow) and sitting parks (falls terrace park, Riverwalk, public space in front of the Champlain Mill, VSAC space, and rotary park).*
- *Connected Places in Between – complete streets, green spaces, natural resources (Winooski River and Moorehouse Brook, habitat, wildlife, etc.), and urban tree canopy.*



All Winooski residents are within 10 minutes of a park or natural area 'as the crow flies', however it can be challenging to access some of these parks due to barriers such as dead-end streets, the interstate, fences, etc. In addition, the western side of the City is isolated from available public spaces. While Memorial Park is on the west side there is limited access, many residents don't know it is there and it can feel unsafe. The following map shows the locations of the City's parks and the main entrances.

The Community Services Department will be undertaking a Parks and Open Space Master Plan of current and future facilities (including wayfinding, locations for dog owners, programs, etc.), with specific attention to activating the public space in front of Champlain Mill and Casavant. Other future improvements include replacement of the Myers Pool at Landry Park, which voters passed a bond vote for.



LOOKING TOWARD NORTH EAST

MYERS MEMORIAL POOL RENOVATION

March 2018



Weston & Sampson
transform your environment

Community Connections/Programming

The culture of Winooski is steeped in caring for each other and creating opportunities for community connections. This can be seen through many programs run by organizations throughout the City – monthly community dinners, Winooski Wednesdays, Winooski Halloween, Waking Windows, farmer's market, etc. For city events, these happen as the result of an extremely dedicated staff and volunteer base. In FY17-18, 156 volunteers served almost 6,000 hours at an estimated value of just over \$100,000 to assist the city and its residents. It is important to provide the physical spaces where residents can interact: parks, O'Brien Community Center, senior center, community associations such as the Somali Bantu Community Association of VT, markets, etc. These are the places where residents can be social, communicate and care for each other.

Recreation programs in Winooski provide opportunities for residents of all ages and backgrounds to learn and connect with each other in the community. These programs are also extremely important to community identity and cohesion, to quality of life, and to the local economy. Recognizing this, the City is embarking on a planning process to set a short-term recreation program and event schedule for the next year or two as well as establish a process for staff to explore new program opportunities that respond to

market demand, current industry trends, and community engagement input over time. The program is successful already with over 2,000 residents participating in FY17 and will likely grow through this recreation master planning process.



Another important organization that brings the community together is the Winooski Memorial Library. It enriches lives, builds community, and fosters success by bringing people, information, and ideas together. The library served 14,092 visitors in FY17.

Safety:

Last but not least, *municipal safety services* are critical to the city's quality of life. Increases in the resident and visitor populations have been great to the City but come with increased demand on police, fire protection and code enforcement (as well as other services like rescue that aren't directly provided by the City). Determining the needs of these departments to adequately respond to the increased demand, and planning for these needs will help create a strong and resilient city. These departments take their role of serving the community to heart – they not only ensure the safety of the residents but care for their wellbeing.

Outside of the day to day operations, there are also regional conversations and services that Winooski participates in such as the DEA Task Force and a Domestic Violence Investigator to the Chittenden County State's Attorney Office. As well as regional opportunities to help address the increased demands on the departments.



To continue to serve the community effectively, the following needs have been identified by the Public Safety Commission for each of the three departments:

Police have a need for: 1. Adequate staffing to maximize the opportunities for proactive policing, allow time for professional development, and maintain a high level of readiness to respond to emergency situations; 2. Adequate facilities and workspace for the wellbeing of officers and residents who need to interact with the police in times of crisis; and 3. Continued support for community justice and offender reintegration.

Fire services has a need for: 1. Building human capital to ensure adequate coverage by potentially joining with another district and hiring City Staff for other full time positions, such as code enforcement, that are also willing to serve as fire fighters; 2. Develop a robust combination of training opportunities and pay incentives to help with recruitment and retention of fire fighters; 3. For capital needs maintain and expand mutual aid agreements, and develop a capital replacement program.

Code enforcement has a need for expansion of cross trained staff that can be both code officers and fire fighters. Above all, all of the services will foster an environment of respect and professionalism within the departments and toward the public.

In FY17 these departments:

- *Served 140 Community Justice Center clients with 700 hours of volunteer time*
- *Responded to 387 fire calls*
- *Inspected 644 residential and commercial units*



WINOOSKI SCHOOLS

We are the future.

Winooski School District (WSD) is a PreK through 12 learning system that is housed in one educational campus. As reported in the June 2018 school newsletter 884 students attended JFK Elementary and Winooski Middle/High School (WMHS). The District's Ends Statement reads: "All students will graduate from WSD college and career ready at a cost supported by a majority of the Winooski community. WSD students will lead healthy, productive and successful lives and engage with their local and global community."

WSD's teachers and staff value and celebrate being the most richly diverse school district in the state. High school reading teacher Kari Maughan, with help from students and colleagues, quilted the school's "All Are Welcome" flag. WMHS Co-Principal Wheeler describes it as "more than a slogan, this is a fundamental value of our schools and motivates us day in and day out^{xviii}."



The dedication and innovation of the WSD staff to increase student achievement, address the needs of a diverse student population, and allow students to thrive in an engaging environment with high expectations, can be seen in this small sampling of their excellent work and programming:

Student-Centered, Personalized and Project-Based Learning: This approach prepares all of our students for a future of blending skills, content and behaviors. Elementary students learn to design and manage collaborative projects so when they hit middle and high school they will be ready to tackle student-centered learning opportunities offered through Expeditionary Learning (EL), the iLab, in individual courses, internships and apprenticeships and, ultimately, earn a diploma that ensures they are ready for the world.

Winooski High School (WHS) Proficiency-Based Graduation Requirements: By 2020 all students will be required to demonstrate proficiency in our six Graduate Expectations (GXs) in order to earn a WHS diploma: Critical Thinking, Communication, Well-Being, Persistence, Creativity and Culture & Community.

System of Supports: WSD believes in meeting students where they are and helping them to grow academically, socially, and emotionally. WSD has highly-trained teams that help students to grow their literacy, math and social-emotional skills.

School-Based Health Center (SBHC) – Doctors from UVM-Medical Center and Community Health Center of Burlington (CHCB) are at the school two mornings per week to see students for acute illnesses. The SBHC reduces absenteeism, tardiness and early dismissals while keeping students healthy enough to stay in school and continue learning. 390 students enrolled in the pilot year (2017-18 school year).

Winter Transportation Bus Pilot:

As requested by Parents & Youth for Change (PYC), the School Board funded 4 bus runs each morning between mid-January and the end of March providing over 700 student rides to school a week. WSD plans to expand this transportation project from December through March during the 2018-19 school year.

Photo credit to Dan Higgins.



Julian Portilla, a parent of children in WSD:

"Our experience at WSD has been quite positive. I have three kids ages 5, 9 and 11 so two in elementary school and one in middle school. The class sizes tend to be small (8-15) so our kids get a great deal of attention from the teachers.... It's been very inspiring to see the ways in which the school has managed to integrate people from all over the world and all over the socio-economic spectrum into the classroom. My children go to school with first generation Americans whose parents come from Africa and Asia and because of that, exposure to all kinds of cultural variety, several languages and know details about specific parts of the world that I would have never known about otherwise.

...The teachers and administration all seem to be on the same page and share the same values of putting the kids at the center of every discussion and at the center of all the decision-making.

We've had a great experience in Winooski, our children are very happy at the schools and feel supported and happy with their experiences there..."

For more information see: the WSD's Continuous Improvement Plan ([include link](#)); and the [School Newsletters](#).

SAFE, HEALTHY, CONNECTED PEOPLE GOALS/OBJECTIVES

For more details see:

Police Department Strategic Plan

Winooski School District Continuous Improvement Plan

Winooski School District & City of Winooski MOU

- 1. Maintain and establish safe and inviting walkable connections throughout the City and to neighboring communities with sidewalks, crosswalks, greenways and streetscape amenities (wayfinding, street trees, sitting areas, etc.).*
- 2. Maintain a vibrant, healthy urban forest in all parts of the City.*
- 3. Maintain and improve the City's parks, natural areas and facilities for exercise and recreation opportunities for all ages and to achieve a goal of having all Winooski residents within an easily accessible 10 minute walk of a high quality park or natural area through development of a Parks and Open Space Master Plan of current and future facilities (including wayfinding, locations for dog owners, programs, etc.).*
- 4. Implement the recommendations from the branding study to improve tourism opportunities in the City.*
- 5. Winooski School District – All students will graduate from the Winooski School District (WSD) college and career ready at a cost supported by a majority of the Winooski community. WSD students will lead healthy, productive and successful lives and engage with their local and global community.*
- 6. Food Access - Winooski residents will have access to affordable, adequate food resources that allows them to make healthy, culturally-responsive eating choices. Visuals: community gardens, youth and senior meal programs, farmers market,*
- 7. Healthcare Access and Health Promotion - Winooski will partner with local healthcare providers to support improved access to healthcare services, while also supporting health promotion and education initiatives that promote improved well-being for Winooski residents (i.e. "complete streets", smoke free zones), and support for local health resources.*
- 8. Winooski residents (and their loved ones) who are struggling with mental health issues, substance use or abuse will have access to the comprehensive supports*

necessary to address their use, and will be able to access those services with dignity. Our community will also focus on substance use prevention efforts.

- 9. O'Brien Community Center - Continue to retain and manage the O'Brien Community Center as a hub for various human and social service resources, while seeking to increase on site programming and make improvements and developments that maximize use of the 32 Malletts Bay Ave property.*
- 10. Library - Focus on enhancing the Library facility to enable increased programming, public gathering space, expanded circulation materials (including non-literary resources), and opportunities to learn. Improve promotion and way-finding to encourage more Winooski residents and visitors to use the Public Library.*
- 11. Recreation Programming - Conduct routine assessments of the community's programming interests and needs (including public feedback, analysis of changing demographics, and trends in recreation), and use the results to develop a responsive and diverse slate of year-round program offerings including expansion of programs through public and private partnerships, and focus on increased water safety and aquatics programming (through or restoration of Myers Pool or partnerships with other agencies).*
- 12. Early Childhood & Childcare - Ensure that Winooski residents have access to high-quality, affordable childcare options for infant, toddler, pre-school aged and school-aged children.*
- 13. Senior Services and Programs - Winooski Seniors (55+) will have access (including transportation services) to programs, resources, and places to gather that empower them for personal independence, healthy aging, social connection, and life-long learning.*
- 14. Improve transportation services for all to enable independence, social connection, and access to necessary services.*
- 15. Improve the City's website and continue to grow an on-line presence to tell the story of the City and provide the residents with convenient access to the resources they need.*
- 16. Establish opportunities for City officials (elected, appointed and staff) to spend time developing and cultivating relationships with a diverse set of our community.*
- 17. Volunteer Opportunities - Continue volunteer recruitment and management efforts, with hopes of maximizing the City's strong human capital.*

18. *Civic Engagement Opportunities - Continue to find ways to make Winooski's Municipal Government open, accessible, representative, and participatory (such as opportunities to serve on Commissions).*
19. *Ensure adequate staffing, training and equipment needed for community policing fire protection and code enforcement to meet the growing needs of the city.*
20. *Continue current mutual aid and partnership agreements for other safety services like rescue; and explore making Winooski Dispatch a regional partner.*
21. *Foster the development of neighborhood identities.*

HOUSING

DRAFT

INTRODUCTION

Winooski is a popular location for finding a home due to many reasons including its vibrant downtown, community connectiveness, walkability, transit access, and diverse population. Winooski is poised to continue to grow its housing stock – the market is strong (both locally and regionally), the form based code follows an agreed upon vision for the future of the gateways, and the 'get to yes' permitting system is purposely intended to bring that vision to fruition without a burdensome and timely process typical in Vermont. Also, the Downtown will continue to be built out; and the residential neighborhoods will be largely maintained while allowing for small scale increases in homes (i.e. accessory dwelling units and cottages).

A key point of pride for Winooski is its affordability for all; and there is a strong desire to maintain the income diversity that currently exists among its residents as it grows and revitalizes. The Housing Commission has been monitoring this and has established housing targets per income level to ensure an equitable balance into the future, and are considering policies and ordinances to require housing remains affordable in accordance with those targets.

Through revitalization of the gateways and associated infrastructure improvements, stormwater, utilities, walking and biking infrastructure, trees and placemaking elements will be addressed ensuring a more active and vibrant streetscape.

The city has also improved the software systems used to gather rental property data, and this will help with overall improvements to the safety and quality of the rental housing stock.

A note about "affordability":

The term "affordable" is used in a variety of contexts and can be very confusing! Generally, housing is affordable to a person if the housing costs are 30% or less of their income. It is something we all want, no matter what our income is. A more specific use of the term affordable, comes into play when housing costs are subsidized. The level of affordability in this more specific sense varies depending on the type of financing program used to subsidize the housing or the policy requirements. Typically these programs offer housing for those making under 60% of the area median income; 60% to 80%; 80 to 100%, or 100% to 120%.

HOUSING INSIGHTS & KEY ISSUES

Winooski has a diverse population and demand for housing unit types. The city has the highest rate of renter households in the state and more affordable housing per capita than any other community. Additionally, Winooski is a desired homeownership destination as evidenced by the limited time houses are on the market and the continued demand for these houses. During the Housing Needs Assessment focus groups realtor Dan Cypress remarked that, "Homes are gone in days. The average price point ... makes living in Winooski affordable, unlike Burlington...".

The demographics of the city are changing along with the housing options: millennials are moving to the downtown, the number of New Americans is increasing which brings ethnic diversity, and many others are looking to move to Winooski. Overall it is likely that the City is growing in population, and that growth is projected to continue. In addition, the 2018 Economic Development Plan found:

- *Qualitative interviews demonstrated that there is pent-up demand for single-family homes in the city. To attract families to the area, corresponding housing options will need to be developed.*
- *Based on information collected as part of the stakeholder interviews and public forums, those individuals and families that are looking to move to Winooski are generally in the early part of their career and are therefore not extremely wealthy, but are making average or above average wages, and are looking for quality housing that offers modern amenities. The "market rate+" units would be ideal for these individuals and would continue to offer a diversity of options throughout the city.*
- *Future housing demand will be driven by in-migration. Winooski's relative affordability, compared to the rest of Chittenden County, makes it a desirable location for individuals looking for a unique urban experience with close access to major interstates and vibrant night life.*

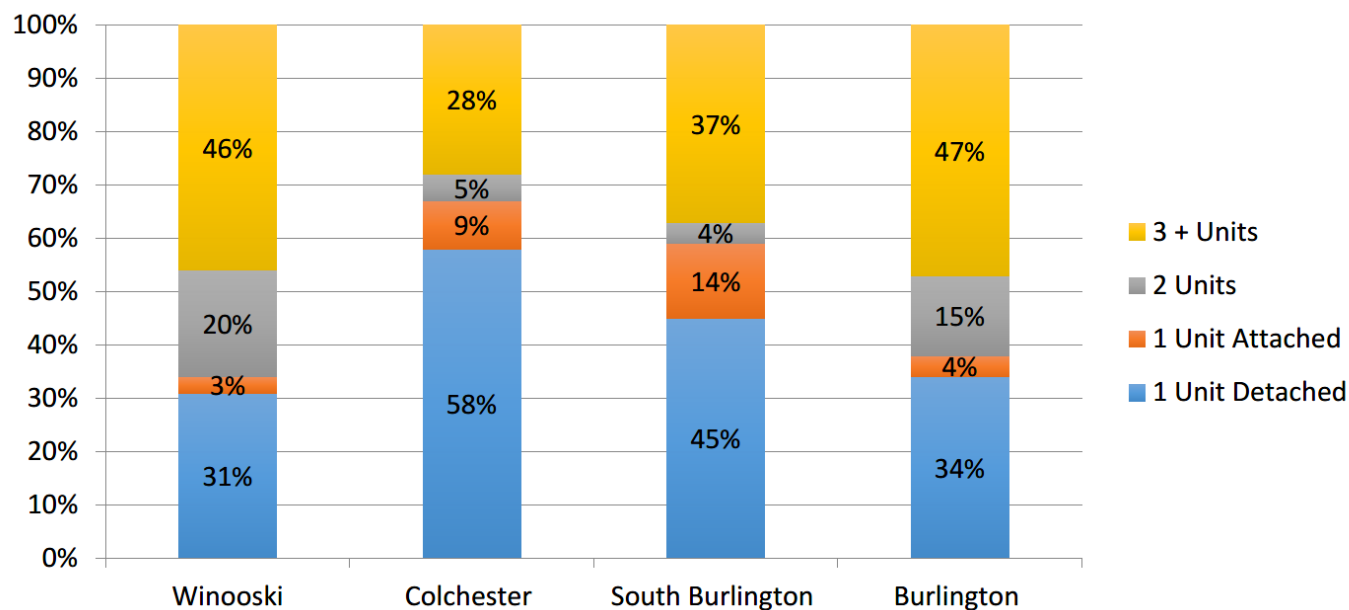
Specific insights into Winooski's housing stock include:

Type of Structures

Winooski has the smallest percentage of one-unit attached and detached housing structures and the greatest percentage of two-unit housing structures. The percentage of three- or more- unit structures is similar to Burlington but higher than South

Burlington or Colchester. In comparison to surrounding communities Winooski's density is most similar to Burlington^{xix}.

All Housing Structure by Units (Source: American Community Survey, 2014 5-year estimates, Table DP04)



Rental Housing

Winooski has a greater percentage of rental housing than other communities in Chittenden County.

	WINOOSKI	CHITTENDEN COUNTY	VERMONT
# of homes	3,349	67,523	326,812
% rental occupied	58%	36%	29%
% owner occupied	42%	64%	71%

Source: American Community Survey 2016 5-year

Income restricted units for households earning less than 80% AMI make up a much larger share in Winooski than surrounding communities or Chittenden County as a whole; and Winooski's market rate rental units represent a smaller share. The City of Winooski is currently far outperforming the region for affordable housing.

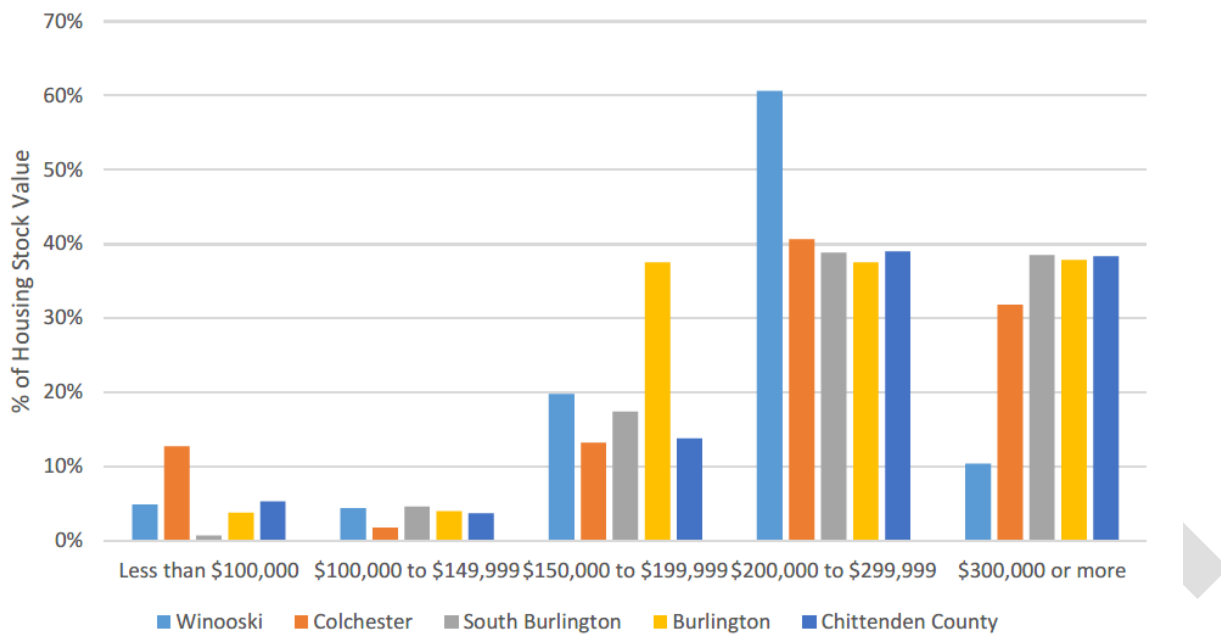
Rental Homes Affordable (meaning housing costs equal or are less than 30% of income) by Income Bracket, 2017^{xx}

Household Income	Current Number*	Current Percentage of Rental Housing
Low Income Under 80% AMI (Under \$51,302)	687	54%
Moderate Income 80-120% AMI (\$51,302-\$76,952)	454	36%
Upper Middle to High Income Over 120% AMI (Over \$76,952)	142	10%

*Based on 2017 landlord registry reporting. Approximately 70% of the landlords responded, and most of the high-end rents were not reported. However, the rents of the non-reporters are fairly well known and the data above is not far off from the true total. Either way there is a higher reliability and confidence level in this data than Census data (the rental registry data at 70% reporting has a 1.5% margin of error at 95% confidence).

Homeownership

Regarding homeownership, the Housing Needs Assessment found that demand for homes in Winooski is strong as evidenced by fewer days on the market, more affordable purchase prices and a trend over time that shows increases in home sales^{xxi}. The median price for a home in Winooski was \$200,000 while the county median was \$250,000 (source Multiple Listing Service, 2011-2015). This data shows the percentage of homes that fall within the different price range categories (source: ACS, 2014 5-year estimate).



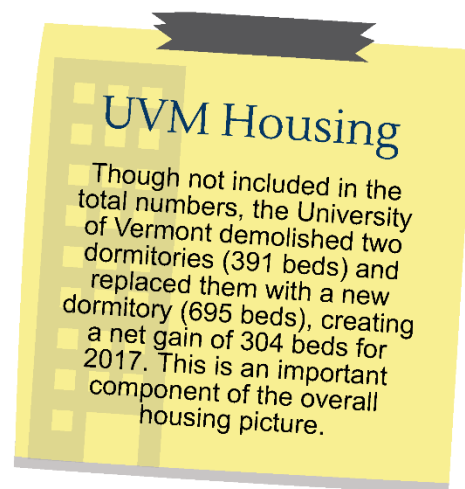
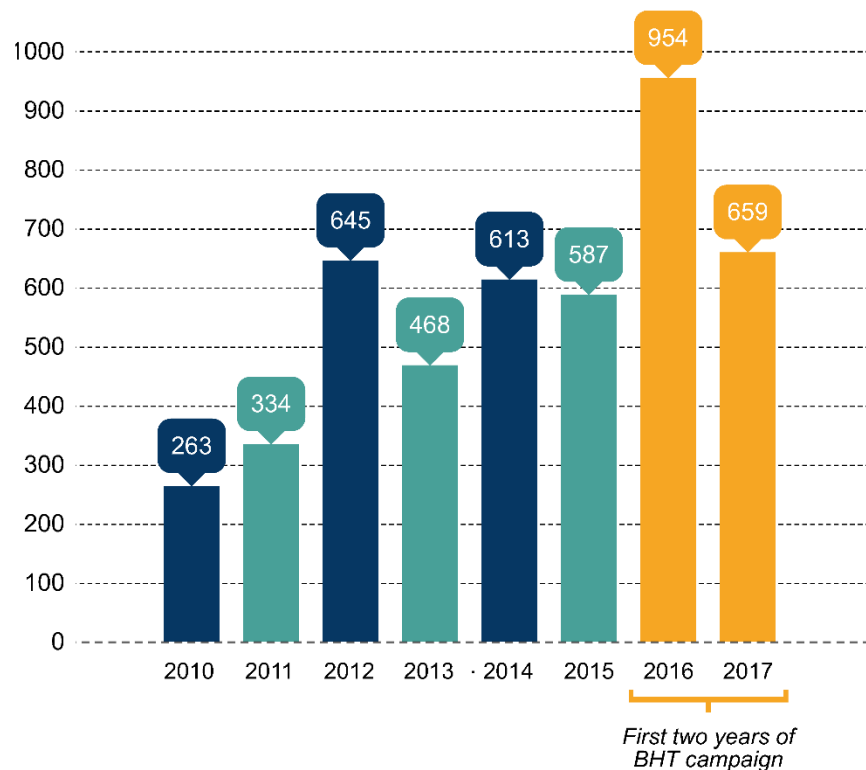
Housing Demand

Regarding new construction, Winooski has seen approximately 30 new units constructed per year on average over the last 3 years^{xxii}. This new construction is helping to address a major housing shortage in the region. In 2015 the vacancy rate for the Winooski and Burlington area rose to 3.5% for the first time since 2007, remained at that rate in 2016 and then dropped down again in 2017 to 2.4%^{xxiii}. A healthy vacancy rate is presumed to be in the 3 to 5% for the region, however the high end of that is likely necessary to reach a good balance. We continue to see new construction fill up very quickly. This construction is likely the result of market demands, downtown master planning and the Form Based Code on the gateway districts which has successfully spurred new housing development.

From a regional perspective the [Building Homes Together](#) campaign finds new construction is needed:

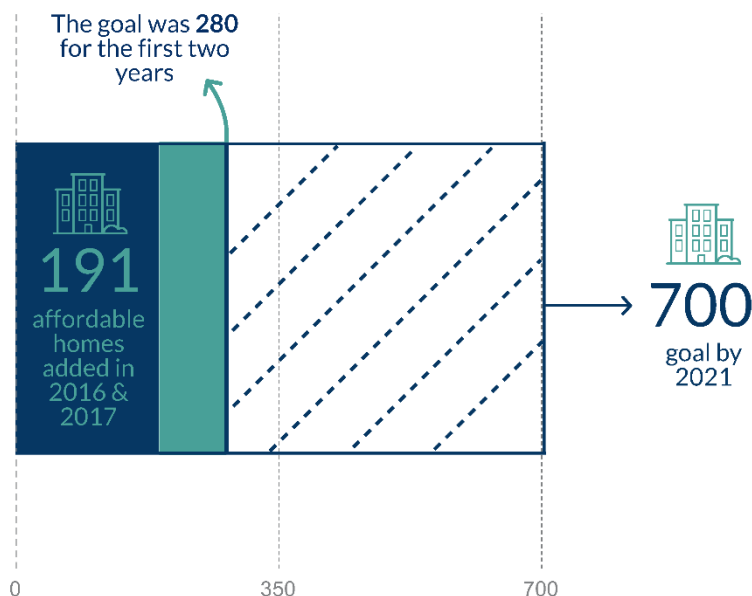
Total New Home Construction

✓ Goal: **Average of 700 new homes/year for five years.** (Over the first two years, 1,613 new homes were built.)



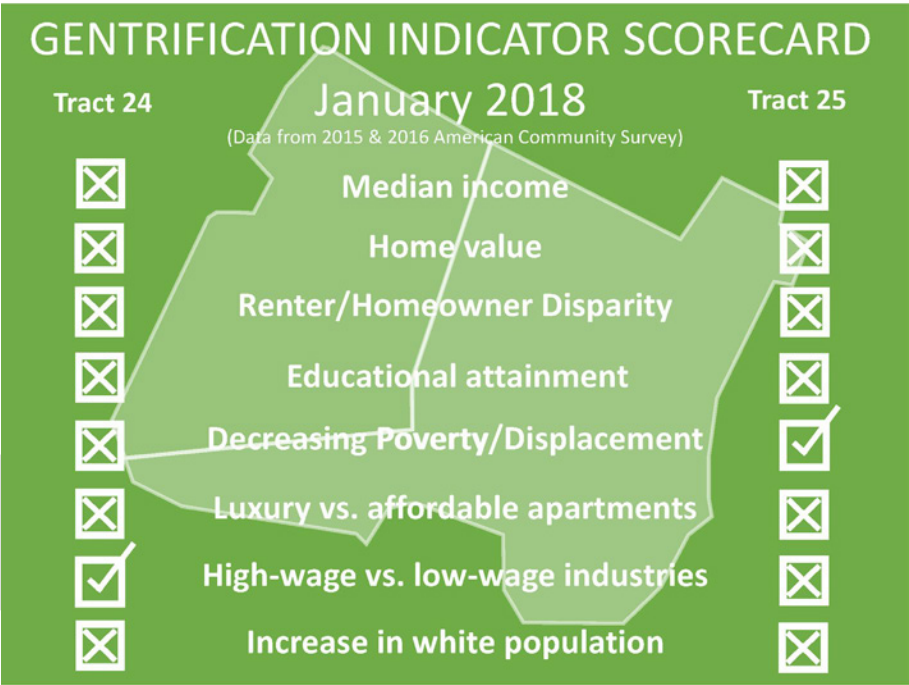
Affordable Housing Goal Update

✗ Goal: **140 new affordable homes/year on average for a total of 700 over the five-year campaign.** (Over the first two years, 191 affordable homes were added, falling short of the 280 goal.)



Balanced Housing Stock

Because of those growth pressures, and the desire to maintain income diversity within the City, the City has been monitoring whether the City is becoming gentrified or not. The Brookings Institution Definition of gentrification is “the process by which higher income households displace significant numbers of lower income residents of a neighborhood, thus changing the essential character and flavor of the neighborhood”. The City produced the first report in August 2017 (data analyzed from 2010 to 2015 OR 2000 to 2010) and the second scorecard in January 2018 (data analyzed from 2015 to 2016). Based on a number of factors shown in the scorecard, both reports found that overall the City is not gentrifying. In the January 2018 scorecard the findings include a decrease in poverty (as a potential indicator of displacement) in Tract 25, and a rising number of residents working in high-wage jobs versus low-wage jobs in Tract 24. On their own these data points don’t show a risk of gentrification. However, the City will continue to monitor this data at one year intervals, particularly to understand if new developments on the Gateways are causing any gentrification concerns. An X means that the gentrification criteria is not met, and a ✓ means that it is met.



Quality of Housing Stock

Regarding quality of housing stock, year built can be a helpful indicator. Older homes tend to be costlier to maintain and have more structural and environmental concerns. It is important to note that these numbers do not take renovations and retrofits into account. Educating residents on available programs and financing incentives for weatherizing and appliance upgrades can help reduce the overall energy use in the city and reduce the costs of heating and cooling for residents. The city also has more specific

data from the rental registry that will help them better ensure rental housing stock is safe and up to code.

Housing by Year Built				
Year Built	City of Winooski		Chittenden County	Vermont
	Count	Pct. of Total	Pct. of Total	Pct. of Total
2010 or Later	-	0%	1%	1%
2000-2009	506	14%	12%	11%
1990-1999	93	3%	13%	11%
1980-1989	251	7%	17%	16%
1970-1979	356	10%	15%	16%
1960-1969	289	8%	10%	9%
1950-1959	329	9%	8%	6%
1940-1949	193	5%	3%	3%
1939 or Earlier	1,502	43%	20%	27%
Total Housing Units	3,519	100%	100%	100%
Median Year Structure Built	1952		1975	1973

Note that units built since 2010 are significantly undercounted because 2014 ACS data is based on a sample taken between 2009 and 2014.

Source: ACS 2014 5-year estimate

Homelessness

While there is no reliable data for the number of people experiencing homelessness in Winooski, there have been homeless encampments in the City. The number of people experiencing homelessness in Chittenden County during the Point in Time count showed an overall increase from 291 in 2017 to 359 in 2018. However, other indicators demonstrate progress. For the fourth year in a row, there have reductions in family, chronic and unsheltered homelessness^{xxiv}. The [Chittenden County Homeless Alliance](#) is a coalition with a vision of safe, decent, affordable, stable homes for every person and family in Chittenden County.

GOALS/OBJECTIVES

For more details see:

2016 Winooski Housing Needs Assessment ([hyperlink](#))

[Winooski Housing Commission Documents](#)

- 1. Encourage the development of affordable housing options for a broad range of income levels.*
- 2. Foster a mix of housing types to serve the needs of different family compositions, household types and multi-generational needs.*
- 3. Promote quality housing that is safe, healthy and durable.*
- 4. Preserve and sustain the scale, character and settlement patterns of our neighborhoods.*
- 5. Protect current residents from displacement.*
- 6. Support sustainable growth, density and creation of additional housing units.*
- 7. Improve energy efficiency of new and existing buildings.*
- 8. Encourage low impact development practices to infiltrate stormwater and to reduce the volume of stormwater runoff from new and existing development.*
- 9. Housing areas include healthy, diverse trees.*
- 10. Work with the Chittenden County Homeless Alliance to advance their vision of safe, decent, affordable, stable homes for every person and family in Chittenden County.*

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- ⁱ This data is from the 2010 US Census but the comparison to other communities is from the work of Curtiss Reed Jr., Executive Director of the Vermont Partnership for Fairness and Diversity and as reported by Kevin O’Conner for VT Digger on January 17, 2016.
<https://vtdigger.org/2016/01/17/is-vermont-the-whitest-state-in-the-union/>
- ⁱⁱ 2012-2016 American Community Survey 5-Year Estimates.
- ⁱⁱⁱ S1501: EDUCATIONAL ATTAINMENT 2012-2016 American Community Survey 5-Year Estimates.
- ^{iv} Percent increase in Consumer Price Index between 2011 and 2016.
- ^v 2015 OnTheMap, U.S. Census Bureau and 2012-2016 American Community Survey 5-Year Estimates, Table S0801.
- ^{vi} Winooski – “The Brooklyn of Burlington”. Public Investments Spark Revitalization. VT Agency of Commerce and Community Development. 2018.
<http://accd.vermont.gov/sites/accdnew/files/documents/CD/CPR/DHCD-HTC-CaseStudy-Winooski.pdf>
- ^{vii} Winooski – “The Brooklyn of Burlington”. Public Investments Spark Revitalization. VT Agency of Commerce and Community Development. 2018.
<http://accd.vermont.gov/sites/accdnew/files/documents/CD/CPR/DHCD-HTC-CaseStudy-Winooski.pdf>
- ^{viii} History from Winooski Falls Riverfront Downtown Project Application from the City of Winooski and Hallkeen Winooski, LLC. Dated February 6, 2006.
- ^{ix} History from Winooski Falls Riverfront Downtown Project Application from the City of Winooski and Hallkeen Winooski, LLC. Dated February 6, 2006.
- ^x Winooski – “The Brooklyn of Burlington”. Public Investments Spark Revitalization. VT Agency of Commerce and Community Development. 2018.
<http://accd.vermont.gov/sites/accdnew/files/documents/CD/CPR/DHCD-HTC-CaseStudy-Winooski.pdf>
- ^{xi} Winooski – “The Brooklyn of Burlington”. Public Investments Spark Revitalization. VT Agency of Commerce and Community Development. 2018.
<http://accd.vermont.gov/sites/accdnew/files/documents/CD/CPR/DHCD-HTC-CaseStudy-Winooski.pdf>
- ^{xii} City of Winooski Transportation Master Plan. March, 2017. Prepared for the City of Winooski and the Chittenden County Regional Planning Commission by VHB.
- ^{xiii} City of Winooski Transportation Master Plan. March, 2017. Prepared for the City of Winooski and the Chittenden County Regional Planning Commission by VHB.
- ^{xiv} Downtown Parking Plan City of Winooski. July, 2017. Prepared for the City of Winooski by Desman Design Management.
- ^{xv} 2012-2016 American Community Survey 5-Year Estimates: Age and Sex.
- ^{xvi} Bright Futures Child Care Information System. VT Department for Children and Families. Searched on 8/16/2018. **Need tiny url:**
http://www.brightfutures.dcf.state.vt.us/vtcc/process.do?2Mmr3gjumkz13-SgYEjWekr3%3dxguw3YEa.aU7zaju.xnn.xGOSD-OD-Sd%2bGS%256U06%256U0D.ShhgwEkeUs3peYY.wjRszYgwUVm3kmLmkkUs_umUkYAgSUVVjUVm3mWgwKmpwUVm3kmLmkkUs_zWLEgkz13Sh600qG6GhD0O_d
- ^{xvii} Child Care Resource. Chittenden County Child Care Statistics:
<https://www.childcareresource.org/for-everyone/chittenden-county-child-care-statistics/>

^{xviii} Middle/High School Highlights: *We're in this Together*. By Leon Wheeler, Principal. Winooski School District. June Newsletter 2018, pg. 7. <http://www.wsdschools.org/WP/wp-content/uploads/2018/06/WSD-June-FY18.pdf>

^{xix} Winooski Housing Needs Assessment. July 24, 2016. Result of a service learning project in partnership with the University of Vermont's Masters of Public Administration program: Course PA395: Housing, Community Development, and Public Policy. Project oversight by Maura Collins.

^{xx} From June 4, 2018 Memo to City Council from Jessie Baker and Heather Carrington, regarding FY18 Policy Priorities and Strategy Update: HOUSING

^{xxi} Winooski Housing Needs Assessment. July 24, 2016. Result of a service learning project in partnership with the University of Vermont's Masters of Public Administration program: Course PA395: Housing, Community Development, and Public Policy. Project oversight by Maura Collins.

^{xxii} From June 4, 2018 Memo to City Council from Jessie Baker and Heather Carrington, regarding FY18 Policy Priorities and Strategy Update: HOUSING

^{xxiii} Allen, Brooks and Minor Report, June 2018. A comprehensive semi-annual analysis of the real estate market.

^{xxiv} *Homeless Count in Chittenden County Shows Mixed Results*. Press Release by the Chittenden County Homeless Alliance. May 11, 2018. <http://www.cchavt.org/wp-content/uploads/2018/05/2018-PIT-Count-Press-Release-Results.pdf>