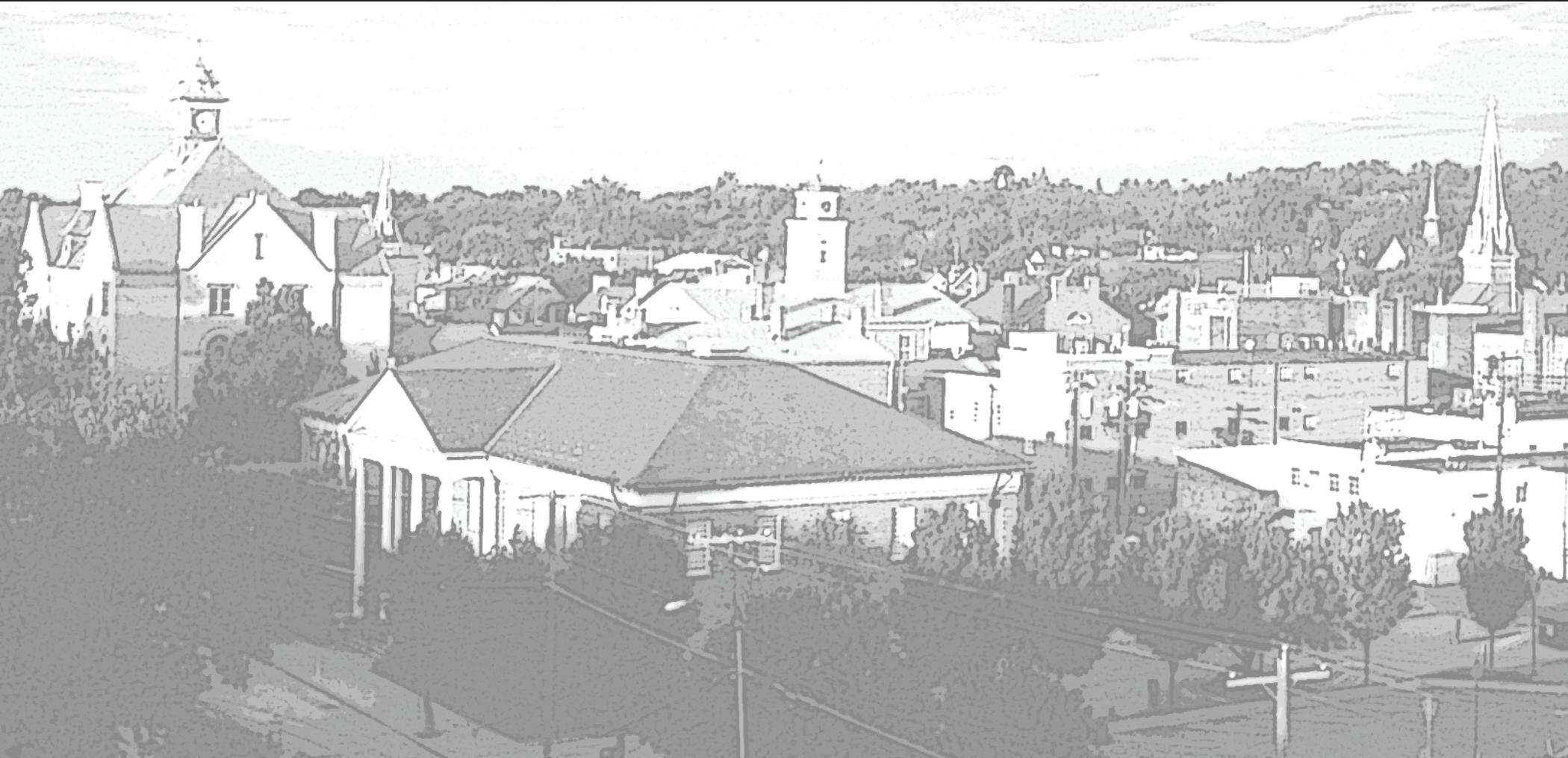


appendices



APPENDICES

APPENDIX 1

Comprehensive Plan State Enabling Legislation

Section 15.2-2223 of the Code of Virginia provides the enabling legislation for how Comprehensive Plans are to be prepared and adopted and what must be included in the scope.

The Plan must be made with the express purpose of “guiding and accomplishing a coordinated, adjusted and harmonious development of the territory which will, in accordance with present and probable future needs and resources, best promote the health, safety, morals, order, convenience, prosperity and general welfare of the inhabitants, including the elderly and persons with disabilities.”

Comprehensive plans in Virginia are required to be general in nature as to how they designate the location, character, and extent of recommended features, such as a transportation improvement. However, they should specifically indicate where existing public facilities are proposed to be extended, widened, removed, relocated, vacated, narrowed, abandoned, or changed in use.

State Code specifically requires that the Winchester Planning Commission prepares and recommends a comprehensive plan for the physical development of the City and that Winchester Common Council (‘City Council’) adopt the Plan. In the preparing the Comprehensive Plan, the Commission is mandated to make careful and comprehensive surveys and studies of the existing conditions and trends of growth, and of the probable future requirements of the City and its residents.

Comprehensive plans in Virginia are required to be general in nature as to how they designate the location, character, and extent of recommended features, such as a transportation improvement. However, they should specifically indicate where existing public facilities are proposed to be extended, widened, removed, relocated, vacated, narrowed, abandoned, or changed in use. Per Section 15.2-2223 of State Code, this may include, but need not be limited to:

1. The designation of areas for various types of public and private development and use, such as residential, including age-restricted, housing; business; industrial; conservation; active and passive recreation; public service; flood plain and drainage; and other areas;
2. The designation of a system of community service facilities such as parks, sports playing fields, forests, schools, playgrounds, public buildings and institutions, hospitals, nursing homes, assisted living facilities, community centers, waterworks, sewage disposal or waste disposal areas, and the like;
3. The designation of historical areas and areas for urban renewal or other treatment;
4. The designation of areas for the implementation of reasonable ground water protection measures;
5. A Capital Improvements Program (CIP), a Subdivision Ordinance, a Zoning Ordinance and Zoning District map;
6. The location of existing or proposed recycling centers;
7. The location of military bases, military installations, and military airports and their adjacent safety areas; and
8. The designation of corridors or routes for electric transmission lines of 150 kilovolts or more.

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The plan must include designation of areas and implementation measures for the construction, rehabilitation and maintenance of affordable housing, which is sufficient to meet the current and future needs of residents of all levels of income in the locality while considering the current and future needs within the Northern Shenandoah Valley Regional Planning District.

Further, the plan must include a map showing road improvements and transportation improvements, including the cost estimates of such road and transportation improvements as available from the Virginia Department of Transportation, taking into account the current and future needs of residents in the City while considering the current and future needs of the region.

The Plan, by means of maps, charts, and descriptive matter, must show the City's long-range recommendations for the general development of the City as called out by the plan.

Section 15.2-2223.1 requires that comprehensive plans include Urban Development Areas (UDA's) and provisions supporting New Urbanism and Traditional Neighborhood Design (TND). Specifically, State Code requires that every city, town, and county, that: a) has adopted zoning pursuant to State Code; b) has a population of at least 20,000; and, c) experienced population growth of at least 5%, must amend its Comprehensive Plan to incorporate one or more urban development areas. Urban Development Areas (UDA's), per State definition, are locally designated areas that are appropriate for higher density development due to proximity to transportation facilities, the availability of a public or community water and sewer system, or proximity to a city, town, or other developed area.

State Code requires that the comprehensive plan provide for commercial and residential densities within UDA's that are appropriate for reasonably compact development at a density of at least four residential units per gross acre and a minimum floor area ratio of 0.4 per gross acre for commercial development. UDA's may provide for a mix of residential housing types, including affordable housing, to meet the projected family income distributions of future residential growth.

Comprehensive Plans must designate one or more UDA's sufficient to meet projected residential and commercial growth in the locality for an ensuing period of at least 10 but not more than 20 years. Future growth is based on official estimates and projections of the Weldon Cooper Center for Public Service of the University of Virginia or other official government sources. The boundaries and size of UDA's must be reexamined and, if necessary, revised every five years in conjunction with the update of the comprehensive plan and in accordance with the most recent available population growth estimates and projections. UDA's may be areas designated for redevelopment or infill development. This is particularly relevant to Winchester.

Of greater importance than the establishment of UDA's to Winchester's Plan update is the state mandate that comprehensive plans incorporate principles of New Urbanism and Traditional Neighborhood Development (TND). These principles may include but need not be limited to (i) pedestrian-friendly road design, (ii) interconnection of new local streets with existing local streets and roads, (iii) connectivity of road and pedestrian networks, (iv) preservation of natural areas, (v) satisfaction of requirements for stormwater management, (vi) mixed-use neighborhoods, including mixed housing types, (vii) reduction of front and side yard building setbacks, and (viii) reduction of subdivision street widths and turning radii at subdivision street intersections.

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Per State Code, comprehensive plans must describe any financial and other incentives for development within UDA's. If the City of Winchester determines that its plan already accommodates growth in a manner consistent with the UDA, New Urbanism, and TND provisions of State Code this section, it could adopt a resolution certifying such compliance, and not be required to further amend its plan. Lastly, State Code requires that, to the extent possible, state and local transportation, housing, and economic development funding must be directed to UDA's. This is particularly relevant to allocation of State funding for roadway projects being considered in the non-UDA portions of adjoining Frederick County.

State Code requires that surveys and studies be made in preparing a Comprehensive Plan and specifically requires that the Planning Commission survey and study the following:

- Use of Land
- Character & Condition of Existing Development
- Trends of Growth or Change
- Employment & Economic Factors and Needs
- Transportation Facilities, including road improvements and any estimated cost thereof, and transportation improvements, and any cost thereof
- Historic Areas
- Natural Resources & Environmental Factors
- Ground & Surface Water protection
- Population Factors and Needs
- Existing Public Facilities
- Drainage, Flood Control/Prevention
- Need for Affordable Housing in City and Region
- production of food and fiber

The comprehensive plan must also recommend methods of implementation and must include a current map of the area covered by the comprehensive plan. Methods of implementation may include but need not be limited to:

- • An official map;
- • A capital improvements program;
- • A subdivision ordinance;
- • A zoning ordinance and zoning district maps; and,
- • A recreation and sports resource map

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APPENDIX 2

PLAN UPDATE PROCESS

This update of the Winchester Comprehensive Plan was truly a collaborative effort of citizens, elected officials, and appointed officials working closely with a wide cross-section of City staff and, for the first time in many decades, a consultant team. The roles of certain key stakeholders such as the Planning Commission and City Council have already been noted above as mandated by State Code.

In addition to the Planning Commission, City Council appointed a Comprehensive Plan Advisory Committee consisting of four (4) At-Large members and nine (9) members serving as representatives of existing boards and commissions. The nine boards represented were:

- Board of Architectural Review (BAR)
- Board of Zoning Appeals (BZA)
- Community Development Committee (CD Committee)
- Industrial (Economic) Development Authority (EDA)
- Old Town Development Board (OTDB)
- Winchester Parks & Recreation Board (WP&R)
- Winchester-Frederick County Tourism Board (CTB)
- Winchester School Board (School Board)
- Tree Commission

At a staff level, preparation of the Plan Update was handled through a team approach which was led by Planning & Zoning staff. The multidiscipline team included representatives from many City agencies including planning, zoning, economic development, Old Town Development, engineering, public works, utilities, GIS, social services, parks and recreation, schools, fire and rescue, police, and tourism.

Consultant services were secured to assist City staff in selected tasks outlined in an approved Plan of Action adopted by City Council. Activities for which consultant services were used include: facilitating initial public input sessions, including a SWOT Analysis and an overview to educate the public of past and current conditions as well as future trends; compiling and analyzing responses from a separately contracted Citizen Survey and the four public input sessions; generating Alternatives and Scenarios consistent with newly defined goals to address identified issues and threats in each of ten geographic Planning Areas; developing graphics for public presentation and inclusion in draft and final Plan documents illustrating preferred alternative development models; and assisting the Commission and City staff with City-wide public information meetings to review suggested alternatives and scenarios. Additionally, the City asked the consultant to assist with redefining goals, evaluating alternatives, and preparing an Implementation Plan.

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The City selected Herd Planning & Design, Ltd of Leesburg, Virginia with Milton Herd as the primary consultant. Mr. Herd assembled a consulting team that included Renaissance Planning Group (RPG) based in Charlottesville, Virginia to assist him. Mr. Vlad Gavrilovic led the RPG contribution which, notably, included creation of the Alternative Development Scenarios for the Key Redevelopment sites identified in this Plan. Michael Baker Corporation also served as a sub consultant to Herd Planning & Design on transportation issues.

APPENDIX 3

PUBLIC PARTICIPATION PROCESS

A multitude of outreach efforts were employed during the various stages of this Plan update to engage the Winchester citizenry and economic community and solicit their input toward shaping the future vision presented herein. These efforts include maintenance of a webpage devoted to the Comprehensive Plan on the City's website, a 2008 Citizen Survey, a Visioning Exercise, a series of initial public inputs sessions during the summer of 2008, a public feedback session in February of 2010, and the state-mandated public hearings before the Planning Commission's recommendation forwarding the Plan to City Council, and the final adoption of the Plan by City Council.

Citizen Satisfaction Survey

In 2008, the City of Winchester contracted with ETC Institute, a private firm to professionally conduct a Citizen Satisfaction Survey. ETC Institute administered a DirectionFinder® survey for the City of Winchester. The purpose of the survey was to assess citizen satisfaction with the delivery of major city services as part of the City's on-going effort to identify and respond to the needs and concerns of residents. The five-page survey was administered by phone and mail to a random sample of households in the City. Response rate to the survey was very high indicating a desire for the public to provide feedback to the City on the importance of certain public services and the public's level of satisfaction with those services. The results for the survey of 1,019 households had a 95% level of confidence with a precision of at least +/- 3%.

The report generated by the Citizen Survey is posted on the City's website and contains the following: a summary of the methodology for administering the survey and major findings; charts showing the overall results for most questions on the survey; an Importance-Satisfaction analysis; benchmarking data that shows how the results from Winchester compare to other communities; and finally, GIS maps that show the results of selected questions on the survey.

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Major Findings from the Survey were as follows:

- **General satisfaction with the quality of services provided by the City of Winchester.** High levels of satisfaction with City services among residents were: the quality of public safety services (85%); the quality of wastewater utility services (78%); the quality of parks and recreation services (77%); and, the quality of water utilities (76%). Residents were least satisfied with the management of traffic flow on City streets (33%). It should be noted that the survey was undertaken just prior to the citywide traffic signal upgrade effort.
- **Three services that residents felt should receive the most emphasis from City leaders over the next two years.** The three City services that residents thought were the most important for the City to emphasize over the next two years were: (1) the management of traffic flow, (2) the maintenance of City streets and (3) the quality of public safety services.
- **Perceived Quality of Life in the City.** Seventy-nine percent (79%) of residents, who had an opinion, were either “very satisfied” or “satisfied” with the quality of life in the City, 15% were “neutral” and only 6% were “dissatisfied.” Additionally, eighty-one percent (81%) of residents felt Winchester was an “excellent” or “good” place to live; 13% were neutral and only 6% felt it was a “poor” place to live.
- **Good Parks and Recreation.** The parks and recreation services with the highest levels of satisfaction, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents were: the maintenance of City parks (80%), the number of parks (66%), the availability of information about programs (63%) and the quality of youth recreation programs (62%). Residents were least satisfied with walking and biking trails in the City (40%). It should be noted that the survey was undertaken prior to the major phase of Green Circle Trail construction from Wilkins Lake in Jim Barnett Park up to Pall Mall St near S. Kent Street.
- **Satisfaction with Public Safety Services.** Residents were generally satisfied with the quality of public safety services provided by the City. The public safety services with the highest levels of satisfaction, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents were: the quality of fire services (89%), the quality of emergency medical services (88%), and how quickly fire and emergency medical service personnel respond to emergencies (88%). Residents were least satisfied with the City’s efforts to reduce gang related activity (55%).
- **Perceptions of Safety in Winchester.** Based upon the combined percentage of residents who felt “very safe” or “safe,” those residents felt most safe walking in their neighborhood during the day (92%) and walking in their neighborhood at night (55%). Residents felt most unsafe (a combined percentage of “very unsafe” and “unsafe” responses) in City Parks (35%).

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Visioning Exercise

Separate from the Citizen Satisfaction Survey, the City solicited input via a Visioning Exercise. The simple exercise what undertaken to gauge the public's opinion on where the City was today versus where it should be in the future. This was done using the letters from two words. The initial exercise, which was primarily used to solicit input from internal City staff and participants in the City's annual citizen INSIGHT Academy, used the letters in the word W-I-N-C-H-E-S-T-E-R. As an example, using the first letter ('W') respondents described the current state of Winchester as: 'Worn out', 'Wishing', 'Ways set', 'Welcoming', and 'Weam'. For the future vision, phrases such as 'Wonderful Place to Live', 'Walkable', 'Willing to Change' and 'Welcoming' were listed.

A follow-up exercise that was placed out on the City's website and distributed during a Visioning reception held at the then recently reopened George Washington Hotel used the letters from the word D-R-E-A-M. using the first letter ('D') respondents described the current state of Winchester as: 'Dilapidated', 'Dingy', 'Divided' and 'Diverse'. For the future vision, phrases such as 'Dramatic', 'Drawn together', 'Downtown thriving', and 'Destination' were listed.

The 'take-away' from the visioning exercise was that the majority of respondents (though certainly not all of them) characterized the present-day Winchester in a somewhat or strongly negative manner while all but a very small number of respondents had a positive response for the desired future. In some cases, there was an indication of desiring the status quo as reflected by use of the same word or phrase (e.g. 'welcoming', 'diverse') for both the present day and the desired future condition.

2008 Initial Public Input Sessions

One of the first major steps in the City's Comprehensive Plan update process was to conduct four public input meetings held at each of the City's four public elementary schools during June and July of 2008. Each meeting drew roughly twenty to thirty citizens, who provided thoughtful and energetic input to the process. The meetings were led by Milton Herd of Herd Planning & Design, the consulting team leader, with support from Vlad Gavrilovic and others from Renaissance Planning Group.

Overall, the citizens who participated in the 2008 input sessions were civil, enthusiastic, and well informed about growth, development, and preservation in the City. Despite various disagreements about particular issues, participants were moderate and balanced in their views, and generally supportive of the City's long-range planning efforts. Each meeting began with a presentation summarizing the project objectives, scope and schedule, as well as some data on demographics and trends in the City, and the basic policies of the City's current Comprehensive Plan.

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A Strengths-Weaknesses-Opportunities-&-Threats (SWOT) Analysis for the future of Winchester was also conducted in brief group discussions at the 2008 input sessions. Following the SWOT Analysis, participants were divided randomly into small breakout groups to conduct mapping exercises in which they marked up base maps to identify in red features to preserve, and in green features to change, add or improve.

Common themes and ideas emerged during the SWOT exercises at the four initial input meetings. Among the listed Strengths and Opportunities were following:

- Location- relative to Northern Virginia, National Parks, battlefields, I-81, regional access.
- Major institutions- Winchester Medical Center and Shenandoah University
- Public facilities- schools, especially Handley High School, parks, library, and water and sewer availability
- People- diversity, spirit of volunteerism, community spirit
- Balance- Not so big/not so small - just right; small town feel, within commuting distance to the big city
- Historic character- historic fabric, vibrant downtown, walkability, connectivity, distinctive downtown identity, front porches, significant buildings with history behind them, distinctive downtown identity creates opportunity for development and redevelopment
- Local government
- Economy- employment base of medical center and university, cost of living relative to surrounding region, downtown environment is more competitive as costs of transportation go up.

Among the listed Weaknesses and Threats were following:

- City infrastructure- needs to keep up with the growth of the community - difficult to finance aging infrastructure - sidewalks, water, sewer, roads.
- Transit- need to extend and expand
- Lack of affordable housing
- Educational levels- need to be competitive for jobs
- City becoming a magnet for dependent populations
- Low income relative to Northern Virginia, housing prices down
- Cost of gas/commuting - rising gas prices will change the way we live and work
- City with 'urbanizing' county - inability to expand the city boundary, higher taxes with limited tax base, County development around City will tend to pull economic development from it
- What's the City's competitive niche and how do we get people to support retail?
- Historic income split in City - need diversity on City Council
- University and Hospital not taxable.

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In breakout groups at the 2008 input sessions, participants identified features, sites, and resources that should be preserved as well as things that should be improved, changed, or added. These features were marked on maps using red and green markers. These “brainstorm” discussions were not aimed at achieving consensus, but many of the ideas generated enjoyed broad support from participants. Only in a few areas, was significant opposition or disagreement evident.

Many ideas, recommendations, and concerns were identified and recorded during the breakout group discussions. These ideas are grouped into four broad thematic topics:

- *Key Sites*
- *Public Facilities, Services, and Institutions*
- *Downtown, Neighborhoods and Historic Resources*
- *Environmental Elements*
- *Key Corridors*
- *Economy/Housing*

Among the things called out to Preserve were the following:

Key Sites

- Glen Burnie - this site was mentioned numerous times for preservation
- Smith property (large vacant tract between National Fruit and Westminster Canterbury)
- Kernstown Civil War battlefield site
- Creekside - as a model for other development in the corridor

Public Facilities, Services and Institutions

- Schools - including the idea of keeping schools as hearts of neighborhoods
- Handley High School and Handley Library were also specifically cited
- Parks and parkland - these were also cited numerous times
- Medical Center
- Shenandoah University
- Trails and paths

Downtown, Neighborhoods and Historic Resources

- Downtown historic district
- Continue corridor overlay districts to protect gateway to city, historic district
- Historic sites (Abrams, Jackson’s Headquarters, Fort Loudon, etc...)
- Neighborhood-based identity and preservation

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Environmental Elements

- Wetlands - including Abrams creek wetland
- Town Run

Among things called out to Change, Improve or Add were the following:

Key Sites

- Redevelop Ward Plaza - nearly every group identified this as a key site
- Redevelop National Fruit
- Redevelop Apple Valley Square (Martin's Store) site
- Redevelop Papermill
- Coca-cola plant
- Redevelop O'Sullivan's
- Apple Blossom Mall - revive
- Holliday Apartments
- Redevelop old Nichols (Eastgate Plaza) facility
- Redevelop Abex Asbestos site - maybe into green
- Revitalize and complement Zero Pak redevelopment including the RR land
- Restore Triangle Diner
- Two other key sites identified for change by a minority of participants included:
 - Glen Burnie - allow public access and develop as New Urbanist community
 - Smith Property - develop into mixed-use community

Key Corridors

- North Cameron -make it two-way - Don't rush traffic through town, and adding a landscaped median or greenway along sidewalk
- Enhance Berryville Avenue corridor
- Improve Route 11 (north) into town, national bike corridor
- Redevelop Valley Avenue
- Complete Meadow Branch Avenue [this was shown on numerous group maps]
- Revitalize Kent Street corridor
- Redevelop multi-family adjacent to I-81 (Franklin & Woodstock Lane)
- Fort Collier Road Area
- Woodstock Lane /East Lane Area
- Improve corridors to downtown
- All Entry corridors

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Downtown, Neighborhoods and Historic Resources

- Downtown – keep historic buildings but revitalize; Theaters/Performance arts centers; fill/rehab vacant downtown spaces; downtown retail store hours to stay open for customers at key times; Mixed use on upper levels
- NE area of city in need of redevelopment
- Redevelopment of south industrial area
- Housing stock of older neighborhoods need rehabilitation
- Need affordable decent rentals
- Enforce current codes
- Rehab old houses
- Make streets grid pattern in new development

Public Facilities, Services and Institutions

- Finish the Green Circle trail; Connect via Glen Burnie to Whittier Park
- Connect sidewalks in town
- More pedestrian friendly streets
- Bury telephone/utility lines downtown
- Need additional parkland – places to walk to
- Convert to two-way traffic on Cameron and Braddock (most done in 2009)
- Make downtown more tourist-friendly
- Problem – traffic flow
- Improve connectivity to the areas that need it.

Economy/Housing

- More manufacturing jobs means higher incomes - Keep some industry in the city
- Need to generate revenue to support services
- Need vocational training in city
- Issue: Large amount of tax-exempt properties
- Older industrial areas can be redeveloped as new, clean industries with skilled labor – e.g. – sustainable energy industries
- Need more attractive/compatible new buildings
- Need Housing Authority

Environmental Elements

- Naturalize Town Run – helps with clean up
- Don't need to mow everything – keep more native habitats/wetlands
- Plant more trees – street and in industrial areas
- More LID (Low Impact Development) – rain gardens/infiltration ditches

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There was substantial general agreement among participants on many ideas, including:

- The need for revitalization and redevelopment of various key sites, especially Ward’s plaza, and other older, underused commercial and industrial sites
- The need for continued efforts at historic preservation and rehabilitation, especially in the downtown area, including new uses, mixed uses, and somewhat greater intensification
- The need to preserve, enhance, and expand the existing parks and trails system, including completing the Green Circle Trail
- The need for infrastructure upgrades, especially sidewalks and key street connections, including completing the connection of Meadow Branch Avenue.

There also seemed to be a broadly felt, generally positive view toward growth and revitalization within the City, including the “New Urbanist” principles of mixed-use, connectivity, and human-scale, pedestrian-friendly development. There was also a generally positive view toward the trend of diversity in population and housing. There also appeared to be broadly shared concerns about the impact of rising fuel costs, the impact of growth in the County that could compete or conflict with the City’s efforts to attract jobs, the recognition of the need for higher educational levels in the local labor force, and the need to find a competitive niche for commercial and industrial growth.

There did not appear to be a lot of fundamental disagreement among participants. Areas and topics where disagreement was evident concerned two key sites within the City:

- The Glen Burnie property, and
- The Smith property (and vicinity) in the northwest sector.

The strongest sentiment was clearly to preserve the Glen Burnie site as an open space resource, although at least one participant identified it as having potential for a “new urban” community. The Smith property generated stronger sentiment for development, although some participants preferred that it be preserved.

At each of the Summer 2008 input meetings, participants were divided at random into small groups to brainstorm ideas and issues, and to mark-up base maps of the City showing those ideas. Citizens were asked to show two basic items on the base maps:

- Areas or features that should be preserved or remain the same (green)
- Areas or features that should be changed, improved, or added (red)

Two maps were prepared which showed composite summaries of all 17 group maps from the four meetings held in 2008. The first map showed a total composite of the group maps, with all of the mark-up ideas layered over one another. The second map showed a simplified, interpretive summary of all of those mark-ups, with redundancies eliminated or reduced, revealing the major themes that appeared to enjoy broad support among participants.

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2010 Mid-course Public Input Session

A mid-course Public Input Session was conducted in February of 2010. This forum provided an opportunity for the public to see how the input from the four initial public input sessions had been compiled and factored into the draft goals and objectives, the draft Character Map, and the proposed alternative development scenarios. City staff, Planning Commissioners, and the consulting team were stationed at five stations around the Handley High School Student Union to explain the recommendations and answer questions about the illustrative concepts. Each station included content relevant to two of the ten Planning Areas. The portions of the Character Map included in those two areas were enlarged for more detailed examination so that property and/or business owners could view the recommendations pertaining to their neighborhoods or business areas.

The February 2010 input session also provided a venue for those citizens less familiar with the Internet to view the Berryville Avenue video and to see, in large hardcopy format, the alternative development concepts elsewhere in the City. The response from this mid-course session was overwhelmingly positive. A resurfaced proposal for an arena in the southeast area of the City and a fairly rapid reassignment of such use to Berryville Avenue near Interstate I-81 created some timely public interest in the Comprehensive Plan and proved to be the lightning rod for discussion as to where a large civic center and/or sports arena should be called for in the future vision. A grassroots effort was made to encourage placement of this kind of venue in the heart of Old Town, even if it meant replacing historic structures on the pedestrian mall.

While the specific plans for any particular arena may be beyond the scope of this Plan, the use served as a good focal point for a discourse on how the City addresses the issue of mobility, particular from the standpoint of creating a walkable environment while also ensuring safe and convenient vehicular access to activities, such as an arena, that rely upon good access to major roadways. The visual model for the Berryville Avenue Corridor, complete with a reverse frontage service road serving redevelopment along the south side of the Berryville Avenue, caused some residents in the area to question how the various redevelopment scenarios would impact their quality of life. Generally, the concerns were measured by today's standards (i.e. how long it takes to drive from one's single-family neighborhood to other city destinations). On a micro basis, the discussion illustrated how the recommendations contained in the Plan might lead to macro changes to lifestyles and the way people travel between home, work, recreation, and shopping in the future.

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WINCHESTER COMPREHENSIVE PLAN CHARACTER MAP

